LETTER FROM THE CHAIRMAN OF THE BOARD

TO OUR INVESTORS AND PARTNERS,

This year our community faced a myriad of challenges as we grappled with the devastating effects of the pandemic, and we met these challenges with a determination and collaborative spirit that are truly unique to West Michigan. During this extraordinary year, we also celebrated the career of an extraordinary woman who has led The Right Place for 33 years.

On behalf of the Board of Directors and team of The Right Place, I would like to thank Birgit Klohs for her decades of service and leadership in our community. When she joined this organization over three decades ago in 1987, she quickly established it as the premier economic development organization in West Michigan. Since then, the organization has grown significantly, becoming one of the leading economic development organizations in the county.

In addition to all the success The Right Place has achieved, Birgit has also volunteered her time on numerous community boards throughout her career. Notably, in 2014 she was appointed to serve on the International Crossing Authority, a joint authority between the State of Michigan and the Country of Canada for the construction of the North American International Trade Crossing. And most recently, she was instrumental in the creation of the New Community Transformation Fund, created to uplift communities of color through capital investment.

She has worked closely with five Michigan Governors to pursue economic development opportunities around the globe during her tenure. She is credited with fostering countless public-private ventures that advanced the economic prosperity of the region, including her involvement with the revitalization of downtown Grand Rapids and the growth of the Medical Mile.

She has truly left an indelible mark on the region and become one of our most influential leaders. As she concludes her career leading The Right Place, we wish her continued success as she enters the next chapter.

Our work has been impactful and will be ongoing under the leadership of our new CEO, Randy Thelen. I want to thank all of our investors, community partners, staff, and board members for their commitment to the success of our region. The Right Place is positioned to continue to be the organization that creates economic opportunities for all that live in our region. Your ongoing advocacy and support makes West Michigan a great place, for all, to live and work.

Sincerely,

Sean Welsh
Chair, The Right Place, Inc.
Regional President, Western MI
PNC Bank
2020 was a year history will not soon forget. The COVID-19 pandemic brought unprecedented challenges and uncertainty to the region. Throughout it all, our community persevered and The Right Place remained a steadfast and trusted partner for business. During times of crisis like these, both communities and organizations are tested to their limits. Although the pandemic is not over, West Michigan has already proven itself a collaborative and capable community that can take on any challenge, no matter the severity.

I am proud to say The Right Place has also passed the test. Afterall, our organization was built to guide West Michigan businesses through difficult times. This year our team rose to the challenge and assisted thousands of businesses both large and small through the pandemic, while also continuing our traditional economic development work. Those stories and more are detailed throughout this annual report.

The achievements and resilience demonstrated this year showcase why it has been my privilege to lead this organization for over 33 years. When Jay Van Andel first created this organization back in 1985, we really were the little engine that could. Since then, we have generated over $5.1 billion in new capital investment and nearly 47,000 new and retained jobs for the region. It is amazing how far you can go with an extraordinary vision and commitment to success.

The collaborative spirit and caliber of this community are second to none, and I am sincerely grateful for the dedicated commitment our partners and investors have shown The Right Place throughout my career. With your continued support, I am certain the next few decades will continue to build on the success of the past 33 years.

As I close my career at The Right Place, I look forward to seeing what the future holds for West Michigan.

Sincerely,

Birgit M. Klohs
President & CEO
The Right Place, Inc.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th></th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Letter from the Chairman of the Board</td>
</tr>
<tr>
<td>2</td>
<td>Letter from the President &amp; CEO</td>
</tr>
<tr>
<td>3</td>
<td>Table of Contents</td>
</tr>
<tr>
<td>4</td>
<td>Mission/Vision/Guiding Principles</td>
</tr>
<tr>
<td>5</td>
<td>2020-2022 Strategic Plan</td>
</tr>
<tr>
<td>6</td>
<td>2020 Metrics</td>
</tr>
<tr>
<td>7</td>
<td>Business Retention, Expansion, and Attraction</td>
</tr>
<tr>
<td>10</td>
<td>Economic Inclusion</td>
</tr>
<tr>
<td>11</td>
<td>Strategic Foundations</td>
</tr>
<tr>
<td>12</td>
<td>Thought Leadership</td>
</tr>
<tr>
<td>13</td>
<td>Regionalism</td>
</tr>
<tr>
<td>15</td>
<td>Talent Attraction &amp; Growth</td>
</tr>
<tr>
<td>17</td>
<td>Business Intelligence</td>
</tr>
<tr>
<td>18</td>
<td>Our Team</td>
</tr>
<tr>
<td>19</td>
<td>Board of Directors</td>
</tr>
<tr>
<td>20</td>
<td>Investor List</td>
</tr>
</tbody>
</table>
MISSION

To drive sustainable economic growth and shared prosperity for all in the Greater Grand Rapids Region.

VISION

The Greater Grand Rapids Region will be the most resilient, productive, and equitable regional economy in the nation.

GUIDING PRINCIPLES

Excellence
Provide the highest level of service and success to the communities, people, and businesses of the Greater Grand Rapids Region

Integrity
Uphold the highest values and ethical standards

Collaboration
Deliver open, clear, and cooperative leadership, with a priority on the long-term prosperity of the region

Inclusivity
Enhance the economic vitality of all areas and populations in the Greater Grand Rapids Region

Forward thinking
Position the organization and the region for future success by striving to anticipate future trends and conditions
Since its founding in 1985, The Right Place has developed and implemented strategic plans to guide the organization and drive long-term economic growth in the Greater Grand Rapids Region. These strategies have continuously adapted to reflect regional, national, and global economic trends.

These economic trends are impacting the hundreds of business and community leaders we interviewed for the development of the 2020-2022 Strategic Plan. This new plan is designed to guide The Right Place and the regional economy during this period of transition.

These ambitious strategies will position the organization as a key business resource and economic development leader within the Greater Grand Rapids Region. We will continue to build upon our foundational economic development strengths, while also pursuing new ventures to create a more equitable, productive, and resilient regional economy.

**VIEW THE STRATEGIC PLAN**

The Right Place is a metric-driven organization with a proven track record of generating new jobs, payroll, and capital investment in the region. The organization is committed to meeting the following targets of success over the next three years.

### STRATEGIC PLAN PROGRESS

**NEW & RETAINED JOBS**

- **3-YEAR GOAL:** 3,400
- **CURRENT:** 953

**NEW & RETAINED PAYROLL**

- **3-YEAR GOAL:** $184 MILLION
- **CURRENT:** $43 MILLION

**NEW CAPITAL INVESTMENT**

- **3-YEAR GOAL:** $500 MILLION
- **CURRENT:** $111.3 MILLION

**AVERAGE WAGES**

- **3-YEAR GOAL:** $26.35/HOUR
- **CURRENT:** $21.64/HOUR

**JOB SEEKER & TALENT ASSISTS**

- **3-YEAR GOAL:** 2,900
- **CURRENT:** 986
2020 METRICS

NEW & RETAINED JOBS | 953
NEW CAPITAL INVESTMENT | $111.3M
NEW & RETAINED PAYROLL | $43M
AVERAGE WAGES | $21.64
JOB SEEKER & TALENT ASSISTS | 986

MANUFACTURING SUPPORT CONTRACTS | 106
COMPANY ASSISTS | 4,924
EVENT ATTENDEES | 2,043

2020 PROJECTS

<table>
<thead>
<tr>
<th>COMPANY</th>
<th>NEW &amp; RETAINED JOBS</th>
<th>NEW CAPITAL INVESTMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAA Blitzblow USA</td>
<td>44</td>
<td>$1,600,000</td>
</tr>
<tr>
<td>Free Range, LLC</td>
<td>3</td>
<td>$500,000</td>
</tr>
<tr>
<td>Ionburst</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Loctek Ergonomic</td>
<td>25</td>
<td>$3,000,000</td>
</tr>
<tr>
<td>oXya</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Roll &amp; Hill</td>
<td>50</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>E&amp;M Design Solutions</td>
<td>3</td>
<td>$200,000</td>
</tr>
<tr>
<td>FINTECH</td>
<td>5</td>
<td>$950,000</td>
</tr>
<tr>
<td>Gray &amp; Co.</td>
<td>51</td>
<td>$5,662,261</td>
</tr>
<tr>
<td>Legacy Tool, LLC</td>
<td>2</td>
<td>$250,000</td>
</tr>
<tr>
<td>Packaging Compliance Labs</td>
<td>27</td>
<td>$2,500,000</td>
</tr>
<tr>
<td>Perrigo</td>
<td>170</td>
<td>$37,632,566</td>
</tr>
<tr>
<td>Peterson Farms</td>
<td>54</td>
<td>$22,000,000</td>
</tr>
<tr>
<td>Gerber Products Company</td>
<td>516</td>
<td>$36,000,000</td>
</tr>
</tbody>
</table>

953   $111,294,827
PERRIGO ESTABLISHES NORTH AMERICAN CORPORATE HQ IN GRAND RAPIDS

Since 1996, Grand Rapids has been investing in its now world-renowned health industry cluster. Over $2 billion has been invested in the Medical Mile alone over the past two decades. This year Perrigo announced it would be establishing its new North American Corporate Headquarters in downtown Grand Rapids, becoming the latest company to invest in this thriving hub of research and innovation.

Founded in 1887 in Allegan, Mich. Perrigo is a leading provider of quality, affordable selfcare products. Global companies like Perrigo have many location options when choosing to expand. The Right Place worked with state and local partners to ensure Perrigo chose West Michigan over competing locations.

As a result, Perrigo will be investing $44.7 million and bringing 170 new jobs to the area as part of its new headquarters, further solidifying West Michigan as a destination for business success.

“Perrigo established its roots in West Michigan more than 130 years ago. Since then, we’ve become an industry leader and created thousands of jobs in the region,” said Murray Kessler, President and Chief Executive Officer, Perrigo. “We are thankful for all of those involved in making this project a reality, especially Governor Whitmer, The Right Place and their partners at the MEDC.”
GERBER PRODUCTS INVESTS IN FREMONT

The world’s largest producer of baby-food products has announced it will be expanding its manufacturing facility in Fremont, Michigan. This expansion will create 50 high quality manufacturing jobs and bring $36 million in capital investment to the region.

Beyond the initial capital investment and new jobs, Gerber will be adding new product lines and programs to the Fremont facility. They also support the region’s agribusiness supply chain via their strong relationships with local growers and suppliers.

Gerber’s Fremont facility has been a critical component of the regional economy for decades. The Right Place worked closely with its partners to secure this investment in West Michigan, keeping Gerber strong in the region for decades to come.

KEYSTONE SOLUTIONS GROUP PRODUCES COVID-19 TESTING KITS

When The Right Place learned the West Michigan healthcare system was experiencing a major shortage of nasal swabs for COVID-19 test kits, the team sprang into action to find a medical device manufacturer in the region who had the needed production capabilities.

That company turned out to be MiDevice member company Keystone Solutions Group. The Right Place reached out to Keystone’s owner Jim Medsker on a Saturday morning with the request, and he immediately responded. Specifications were complete by the end of the day.

Keystone Solutions Group completed the entire supply chain needed to manufacturer the kits and began production. The kits have been and continue to be utilized by West Michigan healthcare systems, a testament to the medical manufacturing strength of the region.
THE MICHIGAN MANUFACTURING TECHNOLOGY CENTER LAUNCHES COVID-19 SUPPORT PRODUCTS

This year has brought unprecedented challenges to West Michigan’s manufacturers. From closures in the spring and a pivot to the production of essential supplies, to restarting operations and adjusting to the “new normal”; local manufacturers are in a state of flux. When facing tumultuous circumstances, many business owners find themselves in survival mode and feel they’re on an island.

This is where The Michigan Manufacturing Technology Center-West (The Center-West) can help. The team has identified several common challenges being faced by manufacturers during this pandemic and created customized solutions to help businesses navigate these challenges successfully. One of those companies was Jireh Metal Products, a local family-owned business who is a direct supplier to OEMs and other Tier 1 suppliers. The pandemic and associated Executive Orders meant Jireh Metal could only fulfill essential business, which resulted in declining sales. They immediately recognized the need for assistance and contacted The Center-West.

The Center-West introduced Jireh Metal to the PIVOT 2020 Toolkit, which allowed them to outline their industry’s challenges and develop scenarios which impacted how they responded to situations as they became reality. They also relied on their membership in The Right Place | The Center-West Manufacturer’s Council to develop relationships with other manufacturers and share best practices during this time of crisis.

The results speak for themselves: Jireh Metal has done what they needed to do to keep their people safe at work and retain key talent while also growing into new markets. As business is rebounding, they are hiring.

“Through our engagement, we have been able to improve many areas of our operation. With support, we outlined our industry challenges and developed multiple scenarios that would allow us options as we monitored the business and industry. Many of those scenarios then became reality, which we navigated with more confidence and awareness through the focused sessions and discussions within our team.”

Josh Bischoff, Director of Operations and Strategy, Jireh Metal
ECONOMIC INCLUSION

Increasing our focus on inclusive growth initiatives to provide economic opportunities for all in the Greater Grand Rapids Region

NEW COMMUNITY TRANSFORMATION FUND ANNOUNCED

West Michigan has had one of the strongest performing economies in the nation, yet this economic growth has not been shared by all members of the community.

Recognizing this, leaders at Bank of America, the Consumers Energy Foundation, and The Right Place announced the development of the New Community Transformation Fund. This is an investment fund based in Grand Rapids, Mich. to support diverse business owners and led by Skot Welch, Managing Partner for the fund. The fund aims to increase ethnic and racial diversity in business ownership throughout West Michigan. Additionally, it will focus on businesses that intend to provide multi-generational wealth creation within historically disadvantaged groups.

The New Community Transformation Fund is currently in the process of raising capital and intends to launch in 2021.
ENSURING LONG-TERM ECONOMIC GROWTH BY SUPPORTING THE REGION’S FOUNDA TIONAL ECONOMIC ASSETS SUCH AS INFRASTRUCTURE AND QUALITY OF LIFE

THE RIGHT PLACE FORMS PARTNERSHIP WITH MICHAUTO TO ACCELERATE THE WEST MICHIGAN ECONOMY

One of the key foundations of Michigan’s economy is its world-renowned automotive sector. While Detroit may be the automotive capital of the world, the West Michigan region is home to a robust industry of global automotive suppliers. The quality jobs created by these companies provide opportunity to thousands of our region’s residents.

To keep our region’s automotive industry strong and at the forefront, The Right Place has announced a partnership with MICHauto. The two organizations share a vision to promote, retain, and grow the industry statewide and will work together to leverage resources, companies, and talent from both sides of Michigan. This partnership will drive the creation of a statewide mobility ecosystem and strengthen the automotive sector for years to come.

NORTH RIDGE CONNECTION IS COMPLETED, BRINGING SHOVEL-READY SITES ONLINE IN WALKER

Infrastructure underpins the economic growth of the entire region. Without it, the regional economy cannot thrive. The Right Place team collaboratively works with our local partners to strengthen the region’s infrastructure and drive economic growth.

Oftentimes these projects can take many years, which is why it was exciting to officially announce the opening of the North Ridge Connection in Walker. The Right Place had been working with the City of Walker and Visser Development to complete this project for several years.

This connection at the Fruitridge Dr and I-196 interchange has increased access to 300+ shovel ready sites for business in Walker, and already resulted in Amazon locating a major distribution facility in the area.

MICHauto Roundtable Event at The Right Place
Pre-Covid
Providing comprehensive strategies for economic prosperity in the region by engaging business and community leaders

NAVIGATING 2020 VIA VIRTUAL EVENTS

Any other year, The Right Place would have convened thousands of area business and community leaders to learn about the latest trends and development impacting our economy, via a robust calendar of in-person events.

While COVID-19 put an end to large gatherings in 2020, it couldn’t stop The Right Place from continuing to deliver thought leadership to the community. Our events calendar quickly shifted from in-person events to virtual, and we launched two entirely new webinar series to keep leaders informed: Navigate 2020 and Re-engaging the Rural Economy.

The Right Place was designed to guide our region through times of crisis, and these webinars allowed us to bring the latest expertise and share best practices directly with the business community. Each webinar featured expert speakers focused on discussing the most pressing topics impacting businesses throughout the year.
DELIVERING EMERGENCY ASSISTANCE TO SMALL BUSINESSES

This year, The Right Place administered two rounds of small business relief and restart grant funds to struggling area businesses. Thousands of area businesses have been negatively impacted by the pandemic and many continue to struggle today due to its detrimental economic effects.

Within an 11-county region in West Michigan, The Right Place was allocated nearly $10 million in funding from the Michigan Economic Development Corporation. The demand for funding far outstripped available funding, with over 6,000 applicants requesting $121M+ in support.

To make these challenging funding decisions, The Right Place engaged local business and community leaders in counties across the region to make funding determinations. Funding was ultimately able to be awarded to 1,255 small businesses via both the Restart and Relief rounds of funding. Of the Restart funding round, over half the grants were awarded to women, veteran, and minority-owned businesses.

“With the COVID-19 pandemic, Wear Your Curls (WYC) lost out on a lot of opportunities for sales and brand awareness this year,” said Felisha Rodriguez, Founder, Wear Your Curls, LLC. “Because of this I had to shift my sales strategy and plan on using a sizeable part of the grant towards marketing and advertising. Social media has become a popular outlet for many during these unforeseen times, therefore, I am focusing my advertising efforts on these platforms. I will need a team to help me better manage this and so I plan to use part of the grant to hire one or two people to become part of the WYC team, whether it’s a part-time employee or a contractor.”
DISCOVER MANUFACTURING GOES DIGITAL IN NEWAYGO COUNTY

Each year The Right Place partners with Michigan Works! to engage students in future manufacturing careers. Normally this involves touring students through the high-tech workspaces of local manufacturers and debunking commonly held misperceptions about manufacturing jobs.

With the limits on in-person gatherings posed by the pandemic, The Right Place shifted its Discover Manufacturing events virtual. This included virtual plant tours and live interviews with staff members from Gerber Products and Riveridge Cider. A record-breaking 15 instructors from five schools participated, with more than 150 students attending virtually. In addition, grant funding for Discovering Manufacturing was diverted to create scholarships for 35 Newaygo County students.

“Receiving this grant has been such a blessing for The Vegan Cheesecake Company,” said Jerica Buchanan, Founder, The Vegan Cheesecake Company. “Our business growth plans were put on hold due to COVID-19, and I was afraid my hard work in starting this company would all have been in vain. Thanks to this grant I will be able to pay off debt, restructure our website for ecommerce, hire a team, purchase equipment, and get the business up and running again.”
HELLO WEST MICHIGAN CELEBRATES 10 YEAR ANNIVERSARY

2020 was a landmark year in more ways than one—it marked the 10-year anniversary since the official launch of Hello West Michigan as an organization and hellowestmichigan.com. The organization was the first of its kind in the country and continues to serve as a benchmark and model for similar organizations in other regions and states.

Through its campaigns, programs, and wrap-around services, Hello West Michigan attracts talent to the region and assists people interested in relocating. They are the connection point between candidates, companies, and the community. In 10 years, the organization has served over 55 million ad impressions, reached over 300,000 website users, hosted 2,800 interns at Intern Connect, 2,400 candidates on Thanksgiving eve, and sent over 3,300 resumes. The website, which has over 1,000 linked resources, is the regional hub of information for anyone interested in relocation and covers all 13 counties the West Michigan region.

By providing a strategic and long-term approach to talent attraction, Hello West Michigan is moving the needle as the region’s talent attraction and retention organization.
RETHINK WEST MICHIGAN GOES VIRTUAL WITH ‘BACK TO MICHIGAN’ EVENT

With pandemic-related relocations on the rise and people increasingly leaving large cities in favor of mid-sized cities like Grand Rapids, skipping the typically in-person ReThink West Michigan event was not an option. The international award-winning event, usually held on the night before Thanksgiving, is Hello West Michigan’s signature event. While only a single event, it is the embodiment of what the organization does all year around: attract, educate, and connect candidates to West Michigan.

In a first-time collaboration with 8 regions from around the state, Hello West Michigan led Back To Michigan, a series of virtual networking events, between November 17-24, where people interested in relocating to Michigan spoke directly with hiring employers.

The results for West Michigan were record-breaking. The event had over 500 registrants, doubling the highest ever for the ReThink West Michigan event. Hello West Michigan also received over 700 leads of candidates interested in moving to West Michigan, which they’ll be following up with in the months to come. Thanks to the leadership of the Hello West Michigan team and the vision of Back To Michigan, thousands of people are taking a look at living and working in Michigan.
BUSINESS INTELLIGENCE

Connecting West Michigan Businesses to In-Demand PPE Supplies

While other communities have stagnant or vanished advanced manufacturing sectors, this industry continues to thrive in West Michigan. We are a region who still makes things, and that made us uniquely suited to answer the call for urgent production of PPE supplies in March 2020.

Many of our region’s manufacturers quickly switched their manufacturing lines and began producing all manner of supplies, from gowns and facemasks to thermometers and antiseptic. As The Right Place team assisted companies with setting up supply chains, we also began developing a directory of West Michigan PPE suppliers.

By December, this directory had been viewed more than 11,000 times and counting. It features 100+ local companies manufacturing PPE supplies. Organizations can use this directory to quickly source in-demand and limited PPE supplies straight from West Michigan manufacturers.

Developing A Single Resource For COVID-19 Business News

In the early days of the pandemic, businesses were overloaded with urgent information from multiple sources. Whether it was lock-down orders or new assistance available to companies, the resources were overwhelming and often disparate.

The Right Place quickly began working with other local business support organizations to develop a one-stop resource to house all business-related pandemic news and assistance. This website, www.covidwm.org, was launched within several days of the initial shutdown order and immediately began functioning as both a library of resources and news, and a way to receive one-on-one assistance with pandemic-related questions. The Right Place team continues to update and maintain the site with news and resources as the vaccine is distributed.
OUR TEAM

LEADERSHIP & MANAGEMENT

Birgit Klohs
President and CEO

Twayne Howard
Chief Operating Officer/Assistant Treasurer

Brad Comment
Senior Vice President, Investor Relations

Tim Mroz
Senior Vice President, Strategic Initiatives

Therese Thill
Senior Vice President, Business Development

Cindy Brown
Vice President, Talent Initiatives

Justine Burdette
Vice President, Technical Services and Director - The Center-West

Brent Case
Vice President, Business Attraction

Andria Romkema
Vice President, Marketing and Communications

STAFF

Travis Alden
Director of Business Development

Jackie Beering
Staff Accountant

René Booker
The Center-West Executive Assistant

Julie Burrell
Business Development Manager

Jess Cruz
The Center-West Sr. Business Development Manager

Jillian Elliott
Events and Investor Relations Manager

Kelly Farran
Office Administrator/Executive Assistant

Rachel Gray
Hello West Michigan Executive Director

Eric Heys
Marketing Coordinator

Terry Hossink
The Center-West Business Development Specialist

Eric Icard
Sr. Business Development Manager

Rosemary Kolderman
Assistant to the Chief Operating Officer (COO)

Jessica Kuster
Hello West Michigan Program Manager

Olivia Lintemuth
Marketing and Communications Manager

Rafael Martinez
Business Research Analyst

Ellie Montanino
Business Development Executive Assistant

Jodi Nichols
Business Development Coordinator - Lake and Oceana

Jane Tierney
Controller

Kathy Jo Vanderlaan
Business Development Coordinator Montcalm County

Jennifer Wangler
Sr. Business Development Manager

Amy Winkler
The Center-West Client Coordinator

Ben Wood
The Center-West Business Development Specialist
BOARD OF DIRECTORS

CHAIR
Sean P. Welsh*
Regional President, Western Michigan
PNC Bank

VICE CHAIR
Mitchell A. Joppich*
Managing Partner
PwC

TREASURER
Tina Freese Decker*
President & CEO
Spectrum Health

Stephen M. Abbott
Executive Director
JPMorgan Chase

Rick Baker
President & CEO
Grand Rapids Chamber

Norman J. Beauchamp Jr., MD MHS
Executive Vice President for Health Sciences
Michigan State University

Matthew K. Becker*
Managing Partner - Tax
BDO USA, LLP

David Beemer
Chief Operating Officer
Terryberry

Wayman P. Britt
County Administrator/Controller
Kent County

Ronald G. DeWaard
Managing Partner
Varnum LLP

Steve Downing*
President & CEO
Gentex Corporation

Douglas A. Dozeman
Managing Partner
Warner, Norcross + Judd LLP

Dennis Eidson
Chairman
SpartanNash

Krista Flynn
Regional President - West Michigan
Chemical Bank

Anthony Gagliardo
Building/Code Official
Lake County Building Department

John Irwin
President - WMI Region
The Huntington National Bank

Jim Keane
President & CEO
Steelcase Inc.

John Kennedy
President and CEO
Autocam Medical

Hyung Kim, MD, MBA
President
Mercy Health St. Mary’s

Andi Owen
President & CEO
Herman Miller, Inc.

Richard J. Pappas Ed.D
President
Davenport University

Matt Paul
President & COO
DTE Gas

Michael P. McGee
Chief Executive Officer, Miller, Canfield, Paddock and Stone P.L.C.

Greg Madura
Supervisor
Alpine Township

Dr. Philomena Mantella
President
Grand Valley State University

Hank Meijer
Executive Chairman
Meijer, Inc.

Andi Owen
President & CEO
Herman Miller, Inc.

Richard J. Pappas Ed.D
President
Davenport University

Matt Paul
President & COO
DTE Gas

William R. Payne*
President
BP Ventures

Bill Pink, Ph.D*
President
Grand Rapids Community College

John C. Porterfield
Regional President, Department Manager
Comerica Bank

Julie Rietberg
CEO
Greater Regional Alliance of Realtors

Garrick J. Rochow*
President & CEO
Consumers Energy Company

Richard Sorota
Executive Vice President, Consumer Self-Care - Americas
Perrigo

Renee C. Tabben*
Director
Merrill Lynch Wealth Management Market
Executive Bank of America Market President

Jim Teets
President & CEO
ADAC Automotive

David Van Andel*
Chairman/CEO
Van Andel Institute

Mike VanGessel
CEO
Rockford Construction

Mark Washington
City Manager
City of Grand Rapids

Thomas G. Welch, Jr.
Regional President
Fifth Third Bank, West Michigan

Bob Wolford
Managing Member
Miller Johnson

Matthew K. Becker*
Managing Partner - Tax
BDO USA, LLP

David Beemer
Chief Operating Officer
Terryberry

Wayman P. Britt
County Administrator/Controller
Kent County

Ronald G. DeWaard
Managing Partner
Varnum LLP

Steve Downing*
President & CEO
Gentex Corporation

Douglas A. Dozeman
Managing Partner
Warner, Norcross + Judd LLP

Dennis Eidson
Chairman
SpartanNash

Krista Flynn
Regional President - West Michigan
Chemical Bank

Anthony Gagliardo
Building/Code Official
Lake County Building Department

John Irwin
President - WMI Region
The Huntington National Bank

Jim Keane
President & CEO
Steelcase Inc.

John Kennedy
President and CEO
Autocam Medical

Hyung Kim, MD, MBA
President
Mercy Health St. Mary’s

Andi Owen
President & CEO
Herman Miller, Inc.

Richard J. Pappas Ed.D
President
Davenport University

Matt Paul
President & COO
DTE Gas

Michael P. McGee
Chief Executive Officer, Miller, Canfield, Paddock and Stone P.L.C.

Greg Madura
Supervisor
Alpine Township

Dr. Philomena Mantella
President
Grand Valley State University

Hank Meijer
Executive Chairman
Meijer, Inc.

Andi Owen
President & CEO
Herman Miller, Inc.

Richard J. Pappas Ed.D
President
Davenport University

Matt Paul
President & COO
DTE Gas

William R. Payne*
President
BP Ventures

Bill Pink, Ph.D*
President
Grand Rapids Community College

John C. Porterfield
Regional President, Department Manager
Comerica Bank

Julie Rietberg
CEO
Greater Regional Alliance of Realtors

Garrick J. Rochow*
President & CEO
Consumers Energy Company

Richard Sorota
Executive Vice President, Consumer Self-Care - Americas
Perrigo

Renee C. Tabben*
Director
Merrill Lynch Wealth Management Market
Executive Bank of America Market President

Jim Teets
President & CEO
ADAC Automotive

David Van Andel*
Chairman/CEO
Van Andel Institute

Mike VanGessel
CEO
Rockford Construction

Mark Washington
City Manager
City of Grand Rapids

Thomas G. Welch, Jr.
Regional President
Fifth Third Bank, West Michigan

Bob Wolford
Managing Member
Miller Johnson

Matthew K. Becker*
Managing Partner - Tax
BDO USA, LLP
INVESTORS

ACCOUNTING
Baker Holtz
BDO USA, LLP
Beene Garter LLP
Brickley DeLong
Crowe LLP
Deloitte
Echelbarger, Himebaugh, Tamm and Co.,
P.C. (EHTC)
Ernst & Young, LLP
H&S Companies
Hungerford Nichols CPAs + Advisors
Plante Moran
PwC
Rehmann Group

ADVERTISING AND PUBLIC RELATIONS
Clark Communications

BUSINESS SERVICES
Grand Rapids Area Chamber of Commerce
Legal Copy Services, Inc.
McAlvey Merchant & Associates
Newaygo County Economic Development Office
Phoenix Group LLC
Pondera Advisors
Powell Relocation Group
ROWE Professional Services Company
Stewart Ponitz Group
Triterra

CONSTRUCTION: ASSOCIATIONS
Associated Builders and Contractors, Inc.

CONSTRUCTION: ELECTRICAL CONTRACTORS
Buist Electric
Feyen Zylstra
Van Haren Electric Inc.
Windemuller

CONSTRUCTION: ARCHITECTS, ENGINEERING & CONSULTING
Array of Engineers
Driesenga & Associates, Inc.
Fishbeck
Fleis & VandenBrink Engineering
Integrated Architecture Corp.
Materials Testing Consultants, Inc.
Moore & Bruggink, Inc.
Prein & Newhof
Progressive AE
SME
TowerPinkster

CONSTRUCTION: GENERAL CONTRACTORS
a. j. Veneklasen, Inc.
Dan Vos Construction Company
Elzinga & Volkers, Inc.
Erhardt Construction
Granger Construction
Owen-Ames-Kimball Co.
Pioneer Construction
Rockford Construction Company, Inc.
The Christman Company
Triangle Associates, Inc.
Wolverine Building Group

CONSTRUCTION: MECHANICAL CONTRACTORS
Andy J. Egan Company, Inc.
Pleune Service Company
Total Fire Protection
Van Dyken Mechanical, Inc.

CONSTRUCTION: SUBCONTRACTORS & SUPPLIERS
Behler-Young Company
Burgess Concrete Construction
Dykema Excavators
Kent Companies, Inc.
Kerkstra Precast, Inc.
Lumbermen’s, Inc.
Midstate Security Company LLC
Quality Air Heating & Cooling, Inc.
Van Darn Iron Works, Inc.
Van Dellen Steel, Inc.
Zeeland Lumber & Supply
<table>
<thead>
<tr>
<th><strong>EDUCATION</strong></th>
<th><strong>FOUNDATIONS</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Aquinas College</td>
<td>Consumers Energy Foundation</td>
</tr>
<tr>
<td>Calvin College</td>
<td>DTE Energy Foundation</td>
</tr>
<tr>
<td>Cornerstone University</td>
<td>Fremont Area Community Foundation</td>
</tr>
<tr>
<td>Davenport University</td>
<td>Frey Foundation</td>
</tr>
<tr>
<td>Ferris State University</td>
<td>MSJ Foundation</td>
</tr>
<tr>
<td>Grand Rapids Community College</td>
<td>Whitecaps Community Foundation</td>
</tr>
<tr>
<td>Grand Valley State University</td>
<td></td>
</tr>
<tr>
<td>Michigan State University</td>
<td></td>
</tr>
<tr>
<td>Montcalm Community College</td>
<td></td>
</tr>
<tr>
<td>Western Michigan University</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>ENERGY</strong></th>
<th><strong>GOVERNMENT: CITIES</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumers Energy</td>
<td>City of Cedar Springs</td>
</tr>
<tr>
<td>Crystal Flash</td>
<td>City of East Grand Rapids</td>
</tr>
<tr>
<td>DTE Energy</td>
<td>City of Grand Rapids</td>
</tr>
<tr>
<td>ITC Holdings</td>
<td>City of Grandville</td>
</tr>
<tr>
<td></td>
<td>City of Kentwood</td>
</tr>
<tr>
<td></td>
<td>City of Lowell</td>
</tr>
<tr>
<td></td>
<td>City of Rockford</td>
</tr>
<tr>
<td></td>
<td>City of Walker</td>
</tr>
<tr>
<td></td>
<td>City of Wyoming</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>FINANCIAL AND CAPITAL SERVICES</strong></th>
<th><strong>GOVERNMENT: COUNTIES</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank of America/Merrill Lynch</td>
<td>Kent County</td>
</tr>
<tr>
<td>BlueWater Partners</td>
<td></td>
</tr>
<tr>
<td>ChoiceOne Bank</td>
<td></td>
</tr>
<tr>
<td>Citizens Bank</td>
<td></td>
</tr>
<tr>
<td>Comerica Bank</td>
<td></td>
</tr>
<tr>
<td>Consumers Credit Union</td>
<td></td>
</tr>
<tr>
<td>Conway MacKenzie, Inc.</td>
<td></td>
</tr>
<tr>
<td>Fifth Third Bank – West Michigan</td>
<td></td>
</tr>
<tr>
<td>First National Bank of Michigan</td>
<td></td>
</tr>
<tr>
<td>Grand River Bank</td>
<td></td>
</tr>
<tr>
<td>Horizon Bank</td>
<td></td>
</tr>
<tr>
<td>Independent Bank</td>
<td></td>
</tr>
<tr>
<td>JPMorgan Chase &amp; Co.</td>
<td></td>
</tr>
<tr>
<td>Lake Michigan Credit Union</td>
<td></td>
</tr>
<tr>
<td>Level One Bank</td>
<td></td>
</tr>
<tr>
<td>Macatawa Bank</td>
<td></td>
</tr>
<tr>
<td>Mercantile Bank of Michigan</td>
<td></td>
</tr>
<tr>
<td>Old National Bank</td>
<td></td>
</tr>
<tr>
<td>PNC Financial Services Group, Inc.</td>
<td></td>
</tr>
<tr>
<td>TCF Bank</td>
<td></td>
</tr>
<tr>
<td>The Huntington National Bank</td>
<td></td>
</tr>
<tr>
<td>United Bank of Michigan</td>
<td></td>
</tr>
<tr>
<td>Wells Fargo</td>
<td></td>
</tr>
<tr>
<td>West Michigan Community Bank</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>FOOD PROCESSING</strong></th>
<th><strong>GOVERNMENT: TOWNSHIIPS</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Butterball Farms, Inc.</td>
<td>Ada Township</td>
</tr>
<tr>
<td>Cole’s Quality Foods, Inc.</td>
<td>Algoma Township</td>
</tr>
<tr>
<td>Festida Foods Ltd.</td>
<td>Alpine Township</td>
</tr>
<tr>
<td>Gordon Food Service, Inc.</td>
<td>Caledonia Charter Township</td>
</tr>
<tr>
<td>Roskam Baking Company</td>
<td>Cannon Township</td>
</tr>
<tr>
<td></td>
<td>Cascade Charter Township</td>
</tr>
<tr>
<td></td>
<td>Courtland Township</td>
</tr>
<tr>
<td></td>
<td>Gaines Charter Township</td>
</tr>
<tr>
<td></td>
<td>Grand Rapids Charter Township</td>
</tr>
<tr>
<td></td>
<td>Lowell Charter Township</td>
</tr>
<tr>
<td></td>
<td>Nelson Township</td>
</tr>
<tr>
<td></td>
<td>Plainfield Charter Township</td>
</tr>
<tr>
<td></td>
<td>Vergennes Township</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>HEALTH SERVICES/HOSPITALS</strong></th>
<th><strong>GOVERNMENT: VILLAGES</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Mary Free Bed Rehabilitation Hospital</td>
<td>Village of Sparta</td>
</tr>
<tr>
<td>Mercy Health Saint Mary’s Hospital</td>
<td></td>
</tr>
<tr>
<td>Metro Health Hospital</td>
<td></td>
</tr>
<tr>
<td>Spectrum Health</td>
<td></td>
</tr>
<tr>
<td>Van Andel Institute</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>INDIVIDUALS</strong></th>
<th><strong>INFRASTRUCTURE &amp; ICT SERVICES</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Mark and Kathy Lindquist</td>
<td>Gerald R. Ford International Airport</td>
</tr>
<tr>
<td>James J. Zawacki</td>
<td></td>
</tr>
</tbody>
</table>
INVESTMENT MANAGEMENT
Blackford Capital Associates, Inc.
Gun Lake Investments
DP Fox Ventures, LLC
Midwest Capital Advisors
Milestone Wealth Management
Rainstar Capital Group
RDV Corporation
Watkins Ross & Co.
Westwater Group

LAW FIRMS
Barnes & Thornburg, LLP
Foster Swift Collins & Smith PC
Miller, Canfield, Paddock and Stone, P.L.C.
Miller Johnson
Mitchell Intellectual Property Law
Smith Haughey Rice & Roegge
Varnum LLP
Warner Norcross + Judd LLP

LOGISTICS AND DISTRIBUTION
Classic Transportation & Warehousing
Williams Distributing

MANUFACTURING
ADAC Automotive
Alro Steel
Amway
Autocam Medical
AvaSure, Inc.
Beverlin Manufacturing Corp.
BISSELL, Inc.
Bradford White Corporation
Byrne Electrical Specialists, Inc.
Carter Products Company, Inc.
Cascade Die Casting Group, Inc.
Cascade Engineering
D+M Metal Products
DeWys Manufacturing
Flexco
Gentex Corporation
Herman Miller, Inc.
Irwin Seating Company
Jireh Metal Products, Inc.
Just Packaging Inc.
Kent Design & Manufacturing
Keystone Solutions Group
Lacks Enterprises, Inc.
Leggett & Platt, Inc.
Master Finish Company
Medbio, Inc.
N-K Manufacturing Technologies
NN Mobile Solutions
Nucraft
PADNOS
Paragon D&E
Perrigo
Plasan Carbon Composites
Ranir LLC
RoMan Manufacturing Inc.
Steelcase Inc.
TACK Electronics, Inc.
Tekton
Terryberry Co.
The Armada Group
Thierica, Inc.
Unist, Inc.
Universal Forest Products, Inc.
Wolverine Coil Spring Co.
Wolverine Worldwide, Inc.
Woodward, Inc.

MEDIA
MiBiz
MLive Media Group

REAL ESTATE: ASSOCIATIONS
Commercial Alliance of REALTORS
Greater Regional Alliance of REALTORS

REAL ESTATE: INDUSTRIAL/COMMERCIAL/PROPERTY MANAGERS
Colliers International – West Michigan
Eenhoorn LLC
Ellis Parking Company
Franklin Partners LLC
NAI Wisinski of West Michigan
SIBSCO, LLC
Signature Associates
Third Coast Development

RETAIL
Meijer, Inc.
Meritage Hospitality Group, Inc.
SpartanNash
The Sharpe Collection
TRELLIS

RISK MANAGEMENT/INSURANCE
Advantage Benefits Group
Aon Risk Solutions
Blue Cross Blue Shield of Michigan
Farmers Insurance Group
Hylant
Lighthouse Insurance Group, Inc.
Marsh & McLennan Companies
TALENT RESOURCES
Bluewater Hayes, Inc.
Disher
EG Workforce Solutions
Express Employment Professionals
HR Collaborative
Manpower of Kent County Inc.
WilliamCharles Corporation

TECHNOLOGY & COMMUNICATIONS
Atomic Object, LLC
Augusto Digital
BizStream
CQL Incorporated
Dewpoint
Michigan Software Labs
Mighty in the Midwest
NuWave Technology Partners
ObservIQ
OST
SpinDance
Switch
Tech Defenders
Th3rd Coast Entertainment & Training
Twisthink, LLC