

35th Annual
Ohio Employee Ownership Conference
**MOVING FORWARD,
RENEWING PURPOSE**



May 5-7, 2021

OEOC

Ohio Employee Ownership Center
at Kent State University



Does your ESOP have you puzzled?

Crowe is more than just an ESOP administrator. Our tax, audit, human resource and compensation professionals have broad ESOP experience to solve any puzzle.

- ESOP administration and consulting
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- ESOP communication
- Assistance with ESOP accounting
- Tax consulting for C to S conversions
- ESOP transaction and repurchase obligation services



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Diane Baker, Chair and CEO - Kraft Fluid Systems, Inc.



Davin Gustafson, JD
Principal



Matt Silla, ASA, CFA
Senior Manager



Eric Flickinger, CPA, ABV
Manager

esop@applegrowth.com | applegrowth.com/esops

DAY 1
MAY 5TH, 2021

35th Annual Ohio Employee Ownership Conference

Moving Forward, Renewing Purpose (schedule subject to change)

PRE SESSION

8:20am-9:00am

Conference Welcome and Networking

Chris Cooper, Director, Ohio Employee Ownership Center

ROUND 1

9:00am - 10:00am

What's New 1: Legal and Regulatory Update

Speakers: Mary Giganti, Waldheger Coyne & Chelsea Mikula, Tucker Ellis

Attend this session to get the latest info on the legal and regulatory framework under which all ESOPs operate. Covered will be the latest rulings, court cases, and other sound advice on how to avoid issues, and stay on the right side of things.

What's In Store for Your Valuation?

Speakers:
Brian Bornino & Joseph Borowski, GBQ

As we head out of crisis and into recovery, what's in store for your valuation for this year, and next? This session will cover everything you need to know for this year, and going forward.

Managing Your Repurchase Obligation During Changing Times

Speakers: Josh Young, UBS & Kristin Steinhauser, Crowe

Managing your repurchase obligation is always a challenging task. For Many of us, it became a bit harder this year. This session will provide guidelines, best practices, and strategies to help you learn from the last 12 months, and prepare for now, and the future.

ROUND 2

10:10am-11:10am

What's New 2: ESOP Administration

Speakers: Renee Stadtmueller, Blue Ridge ESOP Associates & Ann Caresani, Baker Hostetler

Perhaps you've had furloughs, layoffs, or added new employees. We have had a couple rounds of new legislation, and the IRS and DOL have given us more to think about, like finding missing participants. Then there are the "usual" administration issues to keep track of as well. What's clear is that it has been an interesting year in ESOP Administration, and what has happened, and is still happening now, will impact how you fulfill your administrative duties.

ESOP Acquisitions 1: The Mechanics of Acquisitions

Speakers: Eric Zaleski, PCE Investment Advisors & David Whaley, Thompson Hine

Two experts outline the process for successful acquisitions, including strategic planning for acquisitions; identifying the right targets; arranging financing; due diligence and structuring the deal; and closing the deal.

Keys to ESOP Sustainability

Speakers: Tina DiCroce, Chartwell Financial Advisory & Kjersti Cory, GreatBanc Trust

Sustainability is on our minds - rightly so! From brand new ESOPs to mature (and everywhere in between), all face unique challenges managing the ESOP today while thinking about tomorrow. This session will cover the 3 R's (redeeming, recycling, and leveraging), managing active vs. inactive participants, determining optimal benefit levels, and more.

ROUND 3

11:15am-12:15pm

Cash Flow Management Through Crisis and Into Recovery

Speakers: Nick Jevic, Fifth Third Bank & Tim Jamison, Prairie Capital Advisors

The last 12 months have been challenging, but recovery is on its way. Starting from where you are now, and looking into the future, how can you manage your cash effectively? This session will engage you with key principles and concepts, as well as specific tools and ideas, for managing your ESOP company's cash flow successfully.

ESOP Acquisitions 2: Lessons Learned from Acquisitions

Speakers: Davin Gustafson, Apple Growth Partners & Avery Chenin, SES ESOP Strategies

Two expert advisors discuss the impacts of an acquisition, including: what they've seen go right, and not so right; lessons learned from both the process, as well as the impact on the buyer, and the acquired, companies going forward; thoughts on integrating the new company into existing company; and more.

EXPERT ROUNDTABLES

ESOP sustainability - ESOP RO and Sustainability Challenges

Speaker: Tina DiCroce, Chartwell Financial Advisory, Inc. Visit Tina and bring your questions on repurchase obligation, sustainability as well as other related issues.

What's in Store for Your ESOP Valuation

Speaker: Brian Bornino, GBQ Consulting LLC Join Brian Bornino for a continuation of his session from earlier on what to look for in your upcoming valuation and through 2021 and into next year.

EXPERT ROUNDTABLES

Employee Communications and Strategies

Speaker: Phil DeDominicis, Menke & Associates Join Phil to discuss communication strategies that can help you connect culture with performance.

ESOP Administration

Speaker: Pete Shuler, Crowe LLP Visit Pete and bring your questions on ESOP Administration issues, as well as distributions and other related issues.

OPEN MEETING TIME

12:15pm-?

Open Meeting time - Set up one-on-one or small group meetings with other conference participants; session panelists and experts, or with the OEOC staff, directly in the conference platform

PRE SESSION

8:20am-9:00am
Awards & Company Videos & Networking

ROUND 1

9:00am - 10:00am
Trustee, Board of Directors, and Governance Issues and Relationships Post-Covid
Speakers: Dale Vlasek, McDonald Hopkins LLP & Mark Mills, Mills, Potoczok & Co.

Did the covid crisis expose weaknesses in how you manage fiduciary and governance relationships within your company? The two experts at this session will provide guidance on best practices, what they've experienced with their client companies, and how to make course corrections for now, and for the next time a crisis hits.

Driving Results Through Diversity and Inclusion
Speaker: Dr. Joy & Ty Miller, Carver & Associates

In this session, we will cover why diversity and inclusion is important, as well as strategies for building D&I into your company's DNA. Explore the impact differences and similarities have on how we approach building trust. Understand the impact cognitive diversity (thinking differences) can have on trust, communication, and productive relationships in the workplace. Gain tools and approaches to bridge the differences gap.

ABCs of Worker Cooperatives for Cooperative Members
Speakers: Chris Cooper, & Mike Palmieri, Ohio Employee Ownership Center

This session will provide new worker cooperative members with a basic grounding in your cooperative. What is a worker cooperative? How does it differ from a typical business? How is it the same? What is my role as an employee, and an owner? How do I benefit from being a worker owner? These questions and more will be answered at this session.

ROUND 2

10:10am-11:10am
How Your ESOP Administration Decisions Impact Your Culture
Speakers: Pete Shuler, Crowe & Jim Bado, Workplace Development

You've now seen how your ESOP Plan provisions, and your ESOP culture, has been impacted by a crisis. What have we learned? What needs to change? How do we prepare our company and culture for the next time?

Leadership Succession and Development in An ESOP Company
Speakers: Jeff Evans, Strategic Executive Partners, & Patrick Helmuth, CEO, P. Graham Dunn

One of the biggest challenges for any company is handling leadership transition. As baby boomers continue to retire, more and more of us will be facing this issue. This session will review key principles of leadership development; when to look inside, and outside, for a new generation of leadership; and how to keep your business, and your ownership culture, growing through the transition, and beyond.

Leadership Development in Your Worker Cooperative Company
Speaker: Wynette A. Bryant, Evergreen Cooperatives

We traditionally consider company leaders to exist only in the C-Suite. Even though your business will likely have CEO or GM, and managers of some sort, a worker cooperative is a slightly different animal. Worker ownership works best when everyone engages with the benefits, as well as the responsibilities, embedded in the idea - regardless of your current level within the cooperative. This session will provide principles and practices to help build leadership throughout your cooperative.

ROUND 3

11:15am-12:15pm
CEO/CFO ROUNDTABLE
An open forum for company leaders to discuss issues of importance. **This session will be limited to C-Suite leaders of employee-owned companies only.**
Facilitator: Rhonda Newman, Board Member and Former CEO, Foundation Wellness

EXPERT ROUNDTABLES
ESOP Legal and Technical Issues
Speaker: Dale Vlasek, McDonald Hopkins
Visit Dale and bring your questions on everything related to legal and technical issues for ESOPs.

EXPERT ROUNDTABLES
Financial Considerations for Mature ESOPs
Speaker: Eric Zaleski, PCE Investment Bankers
Financial Considerations for Mature ESOPs
Visit Eric and bring your questions on mature ESOP financing questions, as well as ESOP acquisitions and sales, general financing issues.

Acquisition Mechanics & ESOP Senior Debt Reloads
Speaker: Steve Kuhn, Fifth Third Bank
Visit Steve to and bring any questions you may have on acquisitions and senior debt, as well financing repurchase and cash flow management.

EXPERT ROUNDTABLES
Leadership development, succession and culture for a successful ESOP company
Speaker: Tim Jamison, Prairie Capital Advisors
Visit Tim and bring your questions on the topic of leadership development and succession, as well as other questions you may have on general ESOP sustainability issues.

HR ROUNDTABLE
An open forum for HR Professionals to discuss issues of importance. **This session will be limited to HR Professionals of employee-owned companies only.**
Facilitator: Jill Kuhlman, FST Logistics

OPEN MEETING TIME

12:15pm-?
Open Meeting time - Set up one-on-one or small group meetings with other conference participants; session panelists and experts, or with the OEOC staff, directly in the conference platform

PRE SESSION

8:20am-9:00am

Awards & Company Videos & Networking

ROUND 1

9:00am - 10:00am

Communication Committees 101: Purpose, Method, more

Speakers: Chris Cooper, & Mike Palmieri, Ohio Employee Ownership Center

What is a communication or culture committee? What is its purpose? What makes for a strong committee - that adds value instead of wasting time? Do you even need a committee at all? Whether you are just starting, or need to remake your committee, this session will provide an outline of communication committees, detail some best practices, and how to make your committee work for you rather than against you.

What's Normal? Communicating Change, and Recovery

Speakers: Jen Briggs, The Beyster Institute & Anne-Claire Broughton, Broughton Consulting

We are all looking forward to "getting back to normal." But what does that mean? Regardless of how each of us have fared during the last 12 months, getting back to normal will likely be different than before. This session will invite you to think about your new normal (to use a cliché) and how you communicate that to your co-owners - as well as provide ideas for communicating the change that is still happening.

Employee Owner Track: ABCs of ESOPs for ESOP Participants

Speaker: Phil DeDominicis, Menke & Associates

This session will provide new employees (and experienced employees needing a refresher) with the essentials of what it means to be an ESOP participant. Covered will be - how do I participate; how do I build value - in the company and my ESOP account; how do I receive my benefit; and more.

ROUND 2

10:10am-11:10am

Managing Your Culture/ Communications Committee Year

Speaker: Jon Sweigart, Praxis Consulting Group (moderator) & Aaron Moberger, Harpoon Brewery & Greg Corban, Hypertherm & Valerie Strohm, Restek & Sasha Sulkosky, Brinkman Construction & Paul Dougherty, Recology

This session builds on ESOP Committees 101 with a moderated panel discussion among five representatives from diverse Employee Owner Committees. Panel members will share how they structure and develop their committees to support continuous improvement, financial literacy, ESOP education, cultural events, and relaunch.

Training and Education issues in a mixed workplace

Speakers: Theresa Riley & Dawn Marie Lecklikner, E2G | The Equity Engineering Group, Inc.

Working remotely has been an integral part of our lives, and our companies, for at least a year - and, we've had different levels of experience. Whether just a few of your co-owners, or large numbers of them, will remain working remotely, what's clear is it creates challenges. This session will look at how one company has addressed the challenges of maintaining your ownership culture in such an environment.

Employee Owner Track: Basics of Business Financials

Speaker: Roy Messing, EOX

Every employee-owned company knows that if you want your co-owners to truly impact the bottom line, they need to know (at some level) how the company is performing financially. A key challenge is - how do we know the information we are providing is being understood? This session will provide a basic grounding in the key terms, concepts, and context for understanding the numbers.

ROUND 3

11:15am-12:15pm

COMMUNICATIONS ROUNDTABLE

An open forum for your entire communications team, from leadership to committee, and everywhere else. Bring your experiences, questions, and ideas! **Session attendance will be limited to employee owners from employee-owned companies.**

Facilitator: Cathy Ivancic, Workplace Development

EXPERT ROUNDTABLES

Each conference day we will have single-topic expert roundtables, designed for you to meet individually or in small groups with subject matter experts - to engage in conversation, and talk over issue you may be experience in your employee-owned company.

Employee Owner Track: Understanding Your Retirement Planning with Your ESOP

Speakers: Jordan Howd, Applied Financial Concepts, Inc.

Do you understand how your employee ownership benefit ties into the big picture, and your overall retirement plan? This session will provide you with the basic understanding of what constitutes effective retirement planning, dos and don'ts, and more.

OPEN MEETING TIME

12:15pm-?

Open Meeting time - Set up one-on-one or small group meetings with other conference participants; session panelists and experts, or with the OEOC staff, directly in the conference platform



ESOP Advisory Services

Pre-ESOP Planning & Evaluation

- Assessment of Alternative Strategies
- ESOP Feasibility Studies & Analyses
- ESOP Transaction Illustrations
- Preliminary Valuation
- ESOP Consulting

ESOP Formation

- Initial Valuation
- Trustee Representation
- Company Representation
- Transaction Structuring & Financing
- Fairness & Solvency Opinions

ERISA Compliance

- Annual Valuations
- Trustee Advisory
- ESOP Transactions
- Valuation Report Review

Mature ESOP Planning

- ESOP Sustainability Assessments
- Transaction Advisory
- ESOP Terminations
- Fairness Opinions

About GBQ Consulting

Savvy business owners are increasingly discovering how an ESOP offers a unique ownership transition alternative that rewards employees, preserves a company's legacy, and provides shareholders and companies with tremendous economic and tax advantages. GBQ is a nationally recognized authority on ESOPs and has successfully guided many companies through the initial evaluation and implementation of an ESOP, as well as providing ongoing ESOP valuation and transaction services. We also serve as frequent speakers and authors on ESOP-related topics on a local, regional, and national basis.



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Annually

300+
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Projects
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138
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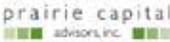
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Nick Jevic

Managing Director, ESOP Finance

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Biographies of Conference Panelists

Jim Bado Founder of Workplace Development Incorporated, Jim Bado has provided successful, field-tested communication, training, and ownership-culture development to ESOP companies for more than thirty years. His work with ESOPs includes: Communicating your ESOP's benefits in layman's terms; Building effective ESOP Committees; Engaging employees as owners; Clarifying employees roles and responsibilities as owners; Linking ESOP ownership to employee performance and stock value. Bado has served as a member of the ESOP Association's Board of Governors, Strategic Plan Monitoring and Meetings Review Task Force.

Brian D. Bornino CPA/ABV, CFA, CBA, is the National Practice Leader for GBQ's valuation & ESOP advisory practice. Brian has led 3,000+ valuation engagements during his career, including 1,000+ ESOP projects. Brian's ESOP practice specializes in ESOP valuations, feasibility studies, formations, transactions, and consulting, as well as valuations for various other reasons related corporate and shareholder planning and transactions. Brian has been active in the national ESOP community and the OEOC for 20+ years and is a frequent speaker on ESOP-related issues.

Joe Borowski is a Director in the business valuation group at GBQ Consulting LLC, and a leader in the firm's Columbus and Indianapolis offices. Through over 1,000 ESOP valuation engagements, Joe has advised ESOP companies through transaction opinions, feasibility studies, annual valuations, transaction structuring, and other advisory services. He has also performed hundreds of non-ESOP valuations for various shareholder- and corporate-related matters. Joe holds the CFA designation, and earned his B.S. degree in Business Economics from Miami University.

Jennifer Briggs has over two decades of practice in human resources, organizational psychology, and executive leadership from various industries. She served as VP of Human Resources and Organizational Development with New Belgium Brewing for over 12 years creating a winning 'best of' workplace. She now serves as Senior Consultant in the Beyster Institute, Rady School of Management at UCSD and as an independent outside director to companies. Building healthy, profitable, growth oriented companies with a dedication for integrated impact with shared capital ownership is her passion.

Anne-Claire Broughton is Principal of Broughton Consulting, LLC, which helps organizations engage employees at all levels for business success through open book management, employee ownership, and healthy organizational cultures. Broughton

helps business owners plan for succession via employee ownership (ESOPs, worker cooperatives, and Employee Ownership Trusts), and she is also a contract open book management coach with The Great Game of Business, where she helps educate employees at all levels about business financials.

Wynette Bryant is the Manager of Culture and Wealth Building at Evergreen Business Services. She manages employee benefit programs to Evergreen Cooperatives that focus on wealth building, financial literacy, home ownership, and open book management. She has served in several high-level executive and administrative positions, having demonstrated special capacities in human resources, accounting, and customer service. She has a background in religious studies and prison ministry, which has been instrumental in Evergreen's community re-entry hiring strategy. Wynette has earned her certification as an "Internal - Great Game of Business Coach" and uses this knowledge to enhance our staffs' knowledge on the finances of the businesses.

Ann Caresani is a partner at the law firm BakerHostetler. Ann focuses her practice on employee benefits, ERISA, ESOPs, and executive compensation. She counsels employers on the design, administration, and termination of their employee benefit programs, including tax-qualified retirement plans, health and welfare plans, and executive compensation arrangements. Ann also represents employers, plan administrators, trustees, banks, insurers, investment managers, and other fiduciaries and service providers in ERISA audits, investigations, controversies, and litigation matters.

For more than 25 years, **Avery Chenin** has counseled businesses and their owners on how to incorporate employee ownership into their succession plans. He represents closely held businesses and their selling shareholders, ESOP sponsors and ESOP fiduciaries in transactions involving employer securities. Avery also works with companies and their owners in the planning, development, implementation and ongoing maintenance of ESOPs. He has a J.D. and a B.S. in Accounting from Case Western Reserve University.

Chris Cooper is the Director of the Ohio Employee Ownership Center (OEOC) at Kent State University. In his 20-plus years at the OEOC, he has done almost everything at one point or another, but now focuses primarily on ownership culture education and coordinating Ohio's Employee-Owned Network; working with business owners on succession planning and sales to employees; and business development and employee-owned start-ups.

A National Leader in Financial Advisory



Advisory

- Ownership Advisory
- Executive Compensation
- ESOP Repurchase Obligation
- ESOP Sustainability



Corporate Finance

- Mergers & Acquisitions
- Capital Markets
- Special Situations
- Corporate ESOP Advisory



Transaction Opinions

- Fairness Opinions
- Solvency Opinions
- Trustee Representation
- Corporate Representation



Valuation

- ESOP & ERISA
- Corporate Planning
- Equity Compensation
- Financial Reporting

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ESOP SERVICES DESIGNED WITH YOUR PLAN IN MIND

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Accomplish *môre* OPTIONS

Visit our OEOC virtual booth to learn more about our ESOP attorneys and strategies to grow your business and reward your employees.

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Biographies of Conference Panelists

Greg Corban is a Senior Regulatory Engineer at Hypertherm, a 100% ESOP company based in Hanover NH that provides Industrial Cutting Solutions to a wide range of industries. Corban serves on Hypertherm's Ownership Team, which runs the company's employee ownership communications.

Kjersti Cory currently serves as Senior Vice President in the Employee Stock Ownership Plan (ESOP) Client Services group, focusing on managing client relationships and ESOP transactions. Ms. Cory's experience includes the implementation of new ESOPs, second-stage ESOP transactions, redemption and sale transactions, mergers and acquisitions, as well as refinancing, restructuring, and re-leveraging transactions.

Phil DeDominicis For the last 17 years, Mr. DeDominicis has been the senior East Coast partner of Menke & Associates, focusing on ownership transitions through ESOPs. He has assisted over 250 companies in designing, adopting and selling shares to new ESOPs. Phil previously spent 14 years as director of mergers & acquisitions investment banking for Morgan Stanley and Salomon Smith Barney. He has a Chemical Engineering degree from the University of Delaware and an MBA in Finance from UCLA.

Tina DiCroce A leader in Chartwell's advisory practice, Tina works with employee-owned companies to develop custom solutions for achieving long-term sustainability. She primarily works with Boards of Directors and management of ESOP com-

panies on comprehensive studies which provide analyses of the financial impact of funding all future capital claims, considering a company's strategic goals and objectives related to its ownership structure, and exploring broader issues like compensation and capital structure.

Paul Dougherty is the Tax Manager at Recology and is active on the Recology Culture Committee. Besides his responsibilities in the area of taxation, Paul performs Recology's annual Repurchase Obligation Study as well as chairing the Fundraising Committee and co-chairing the Cultural Fair Committee of Recology's Culture Committee. On a National Level, Paul has been a member of the ESOP Association's Cultural Committee since 2017 and regularly speaks at events and conferences. A CPA and graduate of Arizona State University, Paul is an avid baseball fan and loves to travel – he's been to all 50 US States and all 7 continents.

Jeff Evans is the former CEO of Will-Burt, a 100% ESOP company in Orrville, OH. During his tenure, Will-Burt dramatically grew sales, profits, and shareholder value. With over 100 combined years of ESOP corporate board experience he's served 7 ESOPs as director, chairman, lead director, audit and compensation committee chairs. In 2020, he published his first book, Strategic.

Mary Giganti is a partner at Waldheger Coyne and practices in the employee benefits and business succession areas. Mary counsels closely-held businesses, business owners and trustees on ESOP matters. Mary is a contributing editor to the 401(k) Advisor and a frequent speaker and has spoken for the Ohio Employee Ownership Center, The ESOP Association, IRS, and the American Bar Association.

Davin R. Gustafson, JD, is a Principal leading the Business Valuation team at Apple Growth Partners. He has completed thousands of valuation engagements in his 30 + year career and serves as an advisor for many ESOPs. He is active with The ESOP Association serving on the Fiduciary Committee and previously on the Valuation Committee, Board of Governors, and as a Chapter Officer for many years (Chapter Officer of the Year). He also serves on the Advisory Board for the OEOC and as a Trustee for the Employee Ownership Founda-



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Biographies of Conference Panelists

Continued from page 13

tion. Dave earned a BS in Business Administration from Bowling Green University and a JD from Cleveland Marshall College of Law

Patrick Helmuth after over a decade working in Education, Patrick has spent the past 15 years working at P Graham Dunn in a variety of administrative roles. In September 2019, P Graham Dunn completed an ESOP transaction and Patrick became the first CEO of the new Employee-Owned venture. Patrick earned his accounting degree from Mount Union and MBA from Kent State. Patrick lives in North Canton with his wife Amy and their 4 school-aged children.

Jordan Howd the Director of Financial Planning of Applied Financial Concepts, Inc., a holistic Financial Planning firm with a focus on the development of wealth accumulation and retirement income strategies for individuals and management and transfer strategies for business owners as a result of our financial planning process. Jordan graduated from the University of Akron's Financial Planning Program.

Cathy Ivancic is a Consultant and Co-Owner of Workplace Development, where she helps ESOP leaders and committees create informed, engaged employee owners. For the last 33 years, Cathy has provided effective communication, training and practical ownership culture services nationwide. She has served on the corporate board of a 100% ESOP company since 2016 and is active in the national employee ownership community. Sign up for her company's free e-newsletter at <http://workplacedevelopment.com>

Tim Jamison is responsible for business development and growth initiatives and focuses on advising business owners about ownership transition alternatives including ESOPs and mergers and acquisitions, among others. Tim has performed valuation and M&A work on a variety of companies in various industries. He frequently presents webinars and speaks at conferences, including those hosted by Prairie as well as The ESOP Association, the National Center for Employee Ownership and the Ohio Employee Ownership. Tim also serves on the Advisory Committee of the Ohio/Kentucky ESOP Chapter.

Nick Jevic is a Managing Director of Fifth Third's ESOP Finance Group and has been

with Fifth Third eight years. Nick's experience spans decades and includes Leveraged Lending, Asset Based Lending, mezzanine finance, private equity and corporate finance advisory services. In his current role, Nick works with the bank's commercial lines of business to educate clients and prospects about ESOPs, as well as helping relationship managers execute on leveraged ESOP transactions.

Dr. Joy is a management consultant, executive coach, dynamic speaker and presenter whose high energy programs inspire, motivate and bring about positive change in individuals and organizations. Joy has served as a consultant for Franklin-Covey, the world's premiere time management and leadership development authority. Her client portfolio includes many Fortune 500 companies, government entities and educational institutions.

Steven M. Kuhn, Managing Director- Fifth Third Bank ESOP Finance Group, supports the bank's ESOP strategy to provide a consistent ESOP lending product nationwide. He works with professional advisors and Fifth Third Relationship Managers to grow market awareness for ESOP's. Fifth Third Bank's ESOP Finance Group provides senior debt funding to over 100 ESOP clients with loan commitments exceeding \$1 Billion. Over his 18 years with the bank, Mr. Kuhn has held various management positions in the Structured Finance, Leveraged Finance and

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Chad Guzinski **434.220.7945**
Marie Sherlock **434.220.7948**
Carla Klingler **434.202.5763**

Biographies of Conference Panelists

continued from page 14

National Relationship Management lines of business. Steve's banking career spans over 40 years since graduating from Miami University.

Jill Kuhlman oversees human resources, corporate compliance, risk management, the ESOP, and board governance for FST Logistics. Jill, her husband, and 2 daughters, call Upper Arlington, Ohio home. She is a member of the Advisory Board of the Columbus Region Logistics Council and the Upper Arlington Civic Association. Jill has an MBA, a certificate for Non-Professional ESOP Fiduciaries, and a BFA. In 2020, Jill was named a recipient of the Women in Supply Chain Award by Supply Chain & Demand Executive.

Dawn Lecklikner is a successful marketing executive with more than 30 years of experience in designing and implementing marketing projects throughout organizations. For the last six years, she has served on E2G's ESOP Administrative Committee. Her work at E2G has focused on leading and managing corporate initiatives including special events; trade shows and conferences; philanthropy and outreach; corporate communications; team building; client development support; and special corporate projects.

Roy Messing serves as the State Center Operations Director for the Employee Ownership Expansion Network, supporting efforts to launch and sustain new Employee Ownership Centers. He was previously the Director of the Kent State University's Ohio Employee Ownership Center. He served as CFO of a local manufacturing company and held a variety of commercial lending/finance roles. He has a BS degree in Agricultural Economics from Michigan State University and an MBA from the University of Dayton. He holds Certified Exit Planning Advisor (CEPA) and Certified Value Builder Designation.

Chelsea Mikula is an experienced trial lawyer who represents clients nationwide in all aspects of commercial litigation, with a particular focus on shareholder disputes and employee stock ownership plan (ESOP) litigation. Chelsea has represented several corporations, selling shareholders, valuation firms, and trustees in litigation across the country as well as in DOL investigations and audits. Chelsea is a frequent speaker at regional and national conferences on ESOP litigation trends.

Tyler Miller is a dynamic speaker, trainer, and consultant with

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Our 10 nationwide offices and 50 ESOP professionals are eager to ensure your ESOP journey is successful and rewarding. We have successfully closed more ESOP's than anyone else because we stay true to our original mission of making ESOPs available to the largest number of employees possible. Additionally, over 1,000 Menke Administration clients have easy access to our in house team of talented ERISA attorneys, bankers, CPAs and appraisers, saving them time and money.

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Biographies of Conference Panelists

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a history of delivering transformational results around diversity & inclusion and leadership. Ty has served as a consultant for Franklin Covey, the world leader in consulting and training, enabling individuals to achieve results that require lasting changes in human behavior. He enjoys pulling vibrant stories from a background in education, management, sales, customer service, and hospitality.

Mark Mills (CPA) is an independent trustee for 50+ employee-owned companies. Mark has been in public accounting for 43 years and has participated in over 70 merger / acquisition engagements representing buyers and sellers (both ESOPs and non-ESOPs). Mark also heads-up his firm's accounting, tax, and consulting practice. He co-founded the firm, Mills, Potoczak & Company in 1991. Mark has been an independent ESOP trustee since 2010.

Aaron Moberger is the Cellar Manager at Harpoon Brewery a 42% ESOP Company with 250 employees based in Boston MA. He serves on the ESOP Communications Committee and believes that passionate employee owners make the best committee members.

Rhonda Newman has over ten years of leadership experience with ESOP companies. She is currently on the Board of Directors for P. Graham Dunn, an ESOP company that manufactures inspirational décor and gifting products in Dalton, Ohio. Rhonda

was CEO of Remington Products (now Foundation Wellness) in Wadsworth, Ohio, a manufacturer and marketer of wellness.

After relocating from New Jersey to Ohio, **Michael Palmieri** started working at the OEOC in 2019. Currently, he is a PhD candidate at Kent State's Political Science Department where he studies American Politics and Public Policy. At the OEOC he helps conduct research that overlaps with his graduate work which focuses on the ways employee-ownership can be used as a local economic development strategy to create individual and community wealth and lessen economic and political inequality.

Theresa Riley is a Human Resources professional with over 16 years of progressive experience. She began her career in employee benefits and is also a licensed Life & Health Insurance agent in the state of Ohio. She is passionate about developing employee benefit strategies, employee development, and employee engagement. For the last three years, she has served on E2G's ESOP Administrative Committee.

Pete Shuler is a partner of Crowe LLP and has over 25 years of experience assisting his clients by administering and consulting on ESOPs and other qualified retirement plans. His current responsibilities include managing the administration of over 525 ESOPs; consulting with companies considering ESOP-related transactions; performing feasibility studies; consulting on the termination and merger of ESOPs; forecasting the impact of new legislation on the compliance and operation of ESOPs; and coordinating and reviewing repurchase liability studies. Pete frequently speaks and writes on technical topics regarding ESOPs. He has a Bachelor of Business Administration in Finance from the University of Notre Dame.

Renee Stadtmueller, Director at Blue Ridge ESOP Associates, has over 22 years of experience providing administration and consulting advice to ESOP clients. She is a CPA and holds the QPA designation from ASPPA. Renee is a speaker on ESOP administration topics for both The ESOP Association and the NCEO. She works closely with Plan Sponsors, accountants, advisors and legal counsel to provide guidance on plan design, compliance and operation.

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- Wealth management strategies for business owners

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In today's hypercompetitive global economy, "business as usual" isn't an option. That's why Thompson Hine created SmartPaTH™, our comprehensive approach to planning, budgeting and managing legal services.

When combined with our extensive experience advising sponsors, trustees and lenders on ESOP design, implementation and regulatory investigations and litigation, SmartPaTH enhances our ability to provide clients with practical, cost effective ESOP services. And, recently, we have updated our ability to conduct more complete and cost sensitive due diligence by utilizing artificial intelligence to supplement and enhance our client representation.

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Biographies of Conference Panelists

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Kristin Steinhauser is a partner with Crowe, and has over thirteen years of experience in the Benefit Plan Services group. She assists clients by administering and consulting on Employee Stock Ownership Plans and other qualified retirement plans. She assists in the administration of over 525 ESOPs as well as reviewing the annual administration and compliance with current laws and regulations. She is also a Qualified 401(k) Administrator (QKA).

Valerie Strohm is a R&D Product Development Chemist at Restek, a 100% ESOP developer and manufacturer of chromatography products headquartered in Bellefonte PA. She serves on the Restek EOCT (Employee Owner's Communication Team).

Sasha Sulkosky serves as the Controller for commercial contractor Brinkman Construction headquartered in Fort Collins, Colo. Sasha was nominated by her peers to become the Chairwoman of two key committees: the Ownership Communication Committee and the Wellness Committee due to her passion for igniting an ownership culture. Sasha is unique in that she's an

accounting professional with a passion for financial literacy, but she prioritizes company culture as the most crucial element to operational success. She empowers all employees to be accountable for the success of the company through excellence in their individual positions.

Jon Sweigart, MSS, Principal has experience providing practical and strategic support for the client's learning and performance goals. His work helps organizations build healthy, productive workplaces where employees are engaged and work to build strong ownership cultures. He has experience in senior management, human resources, talent development and workplace learning in the employee-owned, nonprofit and private sector organizations. His focus areas include: executive assessment, coaching, leadership development, ESOP communication, and strategic planning.

Dale Vlasek is Chair of the McDonald Hopkins Employee Benefits Practice Group. He focuses his practice on all employee

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Our experienced group of ESOP attorneys can guide you through the ins and outs of ESOPs. We work closely across disciplines to ensure a seamless delivery of services to our clients. Our practice includes significant depth in every aspect of a full-service ESOP practice, making our practice the **one-stop shop** our ESOP clients need.



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Biographies of Conference Panelists

benefit matters including pension, profit sharing and 401(k) plan design, operation and compliance matters, ESOPs, welfare benefit plans (e.g., group health, life, dependent care programs) design, operation and compliance matters, ERISA litigation, and multi-employer pension plans. He serves as benefits counsel to a number of middle-market and larger companies. Dale is licensed to practice in Ohio, Iowa and Wisconsin.

David Whaley is a partner in the Employee Benefits & Executive Compensation practice at Thompson Hine. He assists companies with all areas of employee benefits, including design, implementation and compliance with tax qualified and nonqualified deferred compensation arrangements (e.g., 409A compliance), health and welfare arrangements and employee fringe benefits. His extensive ESOP experience includes representing company sponsors of ESOPs and ESOP trustees and fiduciaries in acquisitions and divestitures.

Joshua Young began his financial planning career in 1996 and received his Degree in Finance from The Ohio State University. Joshua is a Certified Financial Planner (CFP®) and an honored

member of the UBS Portfolio Management Program as a Senior Portfolio Manager. His specialization is holistic financial planning and with an in-depth knowledge of all aspects of the financial world which gives him a creative edge in solving even the most complex financial situations.

Eric Zaleski leads PCE's ESOP business development in the Midwest and NE United States. With more than 20 years of corporate finance experience advising middle-market clients, Eric understands the obstacles that owners face in growing and funding their companies and has with a proven track record of providing owners with strategic advice for implementing and financing ESOPs to meet their objectives. Throughout his career, Eric has sourced more than \$1 billion in ESOP and leveraged financed opportunities and holds FINRA Series 24 and 79 securities licenses.

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2021 Ohio Employee Ownership Awards

The John Logue Employee Ownership Excellence Award

Every year we honor the legacy, and continued inspiration, of OEOC founder John Logue by recognizing leaders in employee ownership. Usually, it's an individual that gets the nod. This year, in sticking with our themes of moving forward, renewing purpose, and resiliency, we are recognizing two companies celebrating 40 years of being employee owned. These companies have withstood the test of time, experienced ups and downs, weathered previous crises, and are still standing tall.

Voto Sales

The Voto Manufacturers Sales Company, headquartered in Steubenville OH, distributes over 1,000 national brands of industrial products offered by more than 800 American manufacturers targeted to the maintenance and repair of industrial equipment. They also specialize in made-to-order assemblies for industrial hose applications, wire rope products, and slings of wire rope, round rope, and chain.



Founded in 1938, Voto's growth during the early years was in part due to the rapid growth in the number of open pit coal mines that served the war effort during the 40s. To have a local source that would cut to length and deliver to the job sites the wire rope necessary to operate the earth moving machinery was a novel and welcome service to the mine operators. The post war economic expansion saw a corresponding growth in Voto's business, as well as an expansion into West Virginia and Pennsylvania.

Voto became 100% ESOP-owned in 1981, prior to that, the company offered employees an opportunity to purchase stock directly – you might even say that Voto was employee-owned longer than the 40 years we are celebrating today.

Through it all, the company has maintained a strong ownership culture that values every employee; and that also engages and gives back to the communities in which they do business by supporting the United Way, veterans charities, and other community organizations. For these reasons, and more we are proud to recognize Voto with the 2021 John Logue Employee Ownership Excellence award for 40 years of employee ownership.

Sea-Land Chemical Company

Founded in 1964, Sea-Land Chemical Company started providing high-quality, specialty chemicals derived from the sea and the land (hence the name!). Today, Sea-Land is a leading chemical distributor to markets worldwide, and also provides tribological testing services for industrial lubricants and additive technologies.



Headquartered in Westlake OH, Sea-Land has been employee-owned for 40 years (which we are celebrating today!) and 100% employee-owned for more than 25 years. In that time the company has seen many changes to their products and the industries they serve. One constant remains however – a commitment to their customers, and to employee ownership.

Sea-Land is a CertifiedEO company with a strong ownership culture, but also with a focus on giving back to the community. The company provides every employee with eight hours of PTO every year, allowing them to contribute their time to a community service organization. In addition, the ESOP Communications Committee created the Sea-Land Community Outstanding Outreach Program, or SCOOP in 2018. The program has helped employees participate in volunteer opportunities with the Cleveland Foodbank, Cleveland Metroparks, Cleveland APL, Habitat for Humanity, and more. For these reasons, and more we are proud to recognize Sea-Land with the 2021 John Logue Employee Ownership Excellence award for 40 years of employee ownership.



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2021 Ohio Employee Ownership Awards

Getting Your ESOP Off To A Good Start

Every year at our conference we like to recognize companies that do a good job getting started on their employee ownership journey. We think it's important to do so for many reasons, not least because that first few years of being employee-owned can set the stage for how the next 5 or 10 years, and beyond, will go. There is a lot to learn – from the legal and technical, to the cultural – all while taking care of business. In our current time, and with everything we've gone through over the last 12 months, starting off well seems as important, and perhaps even harder, than ever. Today, we recognize 3 companies that have indeed started well on the journey through

Parallel Technologies

Parallel Technologies, Inc. is a business communications provider to the Midwest and beyond since 1983, and is headquartered in Dublin, OH. They provide communications solutions including VoIP phone systems, carrier services, structured cabling and video conferencing.



Parallel is the newest ESOP of the three that we are recognizing today, having established their 100% ESOP in 2020. And since getting to know them, the two words that come to mind are passion and energy. The 4 selling owners didn't need to sell to the ESOP, they did so because they believed employee ownership was a natural continuation of the family culture that the company has had since its founding. Since joining the Network, it's been flat out amazing to experience the passion shown by leadership in building the ownership part of their culture, and the energy with which they've done so -it's been a pleasure to help along the way! For these reasons and more we are honored to recognize Parallel Technologies for Getting Their ESOP Off to A Good Start.

Midland Trust

Midland Trust is a Self-Directed IRA and 1031 Exchange provider headquartered in Ft. Meyers, FL. They've been in business for over 25 years and established their ESOP in late 2019.



It's not every day that a Florida company calls us at the OEOC inquiring about joining Ohio's Employee-Owned Network, but that's exactly what happened in early 2020. In our initial conversations, it was clear that for selling owner Dave Owens merely establishing the ESOP wasn't enough. He wanted his people to understand what being employee-owned meant for the company, but also for each of them individually. He showed a knowledge of what benefits an ESOP with a strong culture can provide the company and the employees – and a strong desire to build such a culture at Midland. And for me, the conversations resulted in a tremendous opportunity for me to join the employee owners of Midland at their 2020 Virtual Employee Retreat, which (even virtually) is the best part of my job. For these reasons and more we are honored to recognize Midland Trust for Getting Their ESOP Off to A Good Start.

BRP Manufacturing

Founded in 1914, is one of America's leading manufacturers of sheet rubber and extruded rubber products. BRP serves the rubber needs for customers in industries, such as: military, automotive, transportation, aerospace and industrial/commercial customers.

They established their ESOP in late 2018, and from the beginning they worked hard to establish their employee ownership culture – they immediately went to 100% ESOP ownership; they just as immediately established an ESOP Communications Committee, and their leadership has been a regular fixture at OEOC programs listening from their peers and experts on how to do things better. And, they included their unionized employees in the ESOP because, in their words, it just didn't make sense to exclude any employee from the benefits of ownership. For these reasons and more we are honored to recognize BRP Manufacturing for Getting Their



2021 Ohio Employee Ownership Awards

Milestone Awards

45 Years

Allied Mineral Products, Inc. was founded in 1961 by William F. Winemiller and Robert M. Scott in Columbus, Ohio. Allied is a leading producer of monolithic refractories for the foundry, steel, aluminum and industrial industries. A monolithic refractory is an unformed mix of various minerals. Refractories are used to line equipment for melting, holding and transferring molten metal and heat containment in many other industries. Our customers include major automakers, steel mills, aluminum plants, cement plants, and companies in many other industrial markets.

Allied's ESOP was formed in 1976 by Robert M. Scott so that Allied Mineral Products would remain under the control of those that best understood the business of manufacturing and selling refractories – its employees. Bob Scott wanted to develop the entrepreneur spirit in each Allied employee by making them employee-owners. This laid the groundwork for a corporate culture that still exists today of individual responsibility and dedication to growth. It was also a vehicle to provide for a secure retirement plan for Allied's employees. Allied was one of the first companies in Ohio to become an ESOP. In July 2021, Allied will celebrate being an ESOP company for 45 years. Today, we have over 500 participants in our Plan.

The ESOP has been an integral part of Allied's culture since its inception. It would be easy to let it languish as simply "the retirement plan" – something to think of only as one nears the end of a career. Instead, we strive to present the ESOP as a vibrant entity with relevance at every stage of our employees' careers. The ESOP is the foundation of Allied's culture and maintains a high profile in Allied's everyday activities with each employee-owner working towards common goals to support existing business and maintain growth well into the future.

Metcut Research Inc. was founded in 1948 in Cincinnati as a partnership among three men who envisioned a company focused on developing and disseminating information relation to the science of metal-cutting. The company remained a partnership with this primary business focus into the 1970's, at which time the original partners looked toward retirement and the business was shifting in the direction of mechanical property testing of materials.

On January 31, 1976, Metcut adopted an ESOP plan to begin the transition of ownership from the original partners and to create a retirement plan for current and future employees; by 1991, the ESOP achieved majority ownership of the company. In 2004, Metcut elected to become a subchapter S corporation to take advantage of the favorable tax status and further enhance employee/shareholder value. Over the past decade, the value of Metcut ESOP shares have increased by nearly 2.8 times.

Today Metcut Research Inc. is a thriving company of over 170 employees in 3 locations: Metcut Research, Cincinnati Testing Laboratories, and Metcut Recherches SAS (Nantes, France). The company is one of the largest independent laboratories worldwide whose mission primarily is mechanical property testing of aerospace, power generation, ground transportation, and biomedical materials. In 2016, Metcut completed a 35% expansion of the 2 Cincinnati facilities, including commissioning a dedicated laboratory for structural testing that contains one of the largest "strong floor" facilities in the US.

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2021 Ohio Employee Ownership Awards

Milestone Awards

10 Years

Founded in 1944, **Bettcher Industries, Inc.** has been a proud member of the Ohio business community for 77 years. The company is the pioneer and world's leading manufacturer of powered handheld meat trimmers, serving thousands of customers in more than 70 countries. Bettcher products are recognized for their innovation, receiving U.S. and international patents along with various awards for engineering excellence. The company is also an important global player in the medical device market. For three years in a row the company has been named a NorthCoast 99 Award winner for workplace excellence. It has also received the Evolution of Manufacturing award from Smart Business magazine in recognition of its success in adapting its production practices to a changing world. Bettcher is in its tenth year of employee ownership – beginning in 2011 and continuing today with its partnership with MPE Partners. The positive impact of the private equity partnership includes accelerated company growth – organically and via strategic acquisitions – as well as benefiting employee owners by increasing their retirement account wealth.

P.T. Services Rehabilitation, Inc., provides physical therapy, occupational therapy, speech-language pathology, athletic training, and wellness/fitness services for patients that range in age from pediatric to geriatric. P.T. Services Rehabilitation, Inc. is dedicated to providing each patient with the best rehabilitation and wellness experience to help people improve their ability to function in their daily lives. The company's comprehensive, patient-focused approach, Excellence in Motion, is what sets the company apart as a progressive and innovative provider of rehab services.

In 2011, P.T. Services made an innovative change from being a privately held company to operating as a 100% Employee Stock Ownership Plan. The ESOP gives employees the ability and capability to own their own business and provide specialty care that meets the interest of the employees and communities we serve.

Founded in 1972, the Tiffin-based company now has more than 280 employees with locations throughout Northwest Ohio. Our company's expertise is to staff and manage rehab programs for consistency, new program development, strategic positioning, and fiscal success.

As P.T. Services celebrates 10 years of ESOP ownership in 2021 and 50 years of being in business in 2022, we will continue to grow and further our clinical capabilities to meet the needs of the communities we serve. P.T. Services' concentration on providing quality care and a dedicated and empathetic staff will continue to ensure that patients achieve their highest level of physical functioning, for lives that exhibit Excellence in Motion!

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- ◆ Manage from Feasibility through Closing
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- ◆ Analyze and Assist in the Execution of Strategic Alternatives for Established ESOPs
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2021 Ohio Employee Ownership Awards

Milestone Awards

5 Years

Bruns Construction Enterprises leads the construction industry with our commitment to providing clients with innovative design and quality projects, while delivering on-time, on-budget, and with value and integrity. We understand that your business is your livelihood, and we treat it as such. Our ability to self-perform and value engineer without sacrificing the quality or aesthetic is something we pride ourselves on and continue to strive for cutting edge methods.

Founded in 1951 by Robert E. Bruns, Bruns Construction Enterprises is now a third-generation associate-owned enterprise, and a shared vision between seven brothers and one sister, along with many of their children. Starting out as a residential company digging basements, the Bruns Family of businesses has grown and adapted through the years into the construction industry leader that it is today. Despite these exciting changes, the core values of hard work ethic, honesty, and quality craftsmanship have stood the test of time.

The Peerless Saw Company opened its doors in 1931, with a factory located in German Village, Ohio. Peerless started in business manufacturing bandsaw blades for the auto industry. Over time they eventually started to manufacture circular saw bodies for wood and metal cutting applications. Today Peerless produces custom made circular saw bodies ready for carbide tipping in sizes from 4" to 40" in diameter. These are industrial saw bodies used in Primary and Secondary wood cutting. Customers for primary wood cutting applications are sawmills converting logs into green lumber. The Secondary market would be those customers cutting dried lumber while manufacturing furniture, wood flooring, or window frames. Peerless also produces thousands of saw bodies each year for industrial metal cutting applications. There are many other niche markets Peerless sells to including plastic cutting, composites, paper tubes, and more. Our products can be found all over North America and in New Zealand, Australia, and Mexico.

From 1931 until 1985 the company was under private ownership. In 1985 owner Ted Montegue sold the company to the Hackman Corporation. Hackman was a Finnish company based in Helsinki, Finland. Peerless was a part of the TTT division of Hackman for 14 years. In September of 1999, the company came back under private ownership when it was acquired by Tim Gase and Ken Lloyd, both of whom were employed at Peerless at the time of the acquisition. Tim had been the President for 4 years and Ken as the Sales Manager with 25 years at the company. On July 20, 2016 Peerless Saw became a 100% employee-owned company with the implementation of our new ESOP. We are excited to be celebrating our 5th year as an employee-owned company!

Wise Consulting is the most trusted human capital and workforce management technology & payroll consulting partner in the industry. Founded in 1996 by Jennifer Wise, the firm's first three consultants worked out of Jennifer's home, holding conferences in her dining room until the company roster grew too large to fit around the table. Successful in winning clients from the start based on Jennifer's reputation as an innovative problem-solver, Wise Consulting soon became one of the first certified partners in implementing Ceridian HCM software. Shortly after, Wise earned certified implementation partner status with Ultimate Software. Today, Wise Consulting is proud to have maintained productive partnerships with both Ceridian and UKG (formerly Ultimate Software).

After twenty years of industry innovation and growth, in 2016 Jennifer Wise made the bold and generous decision to transition

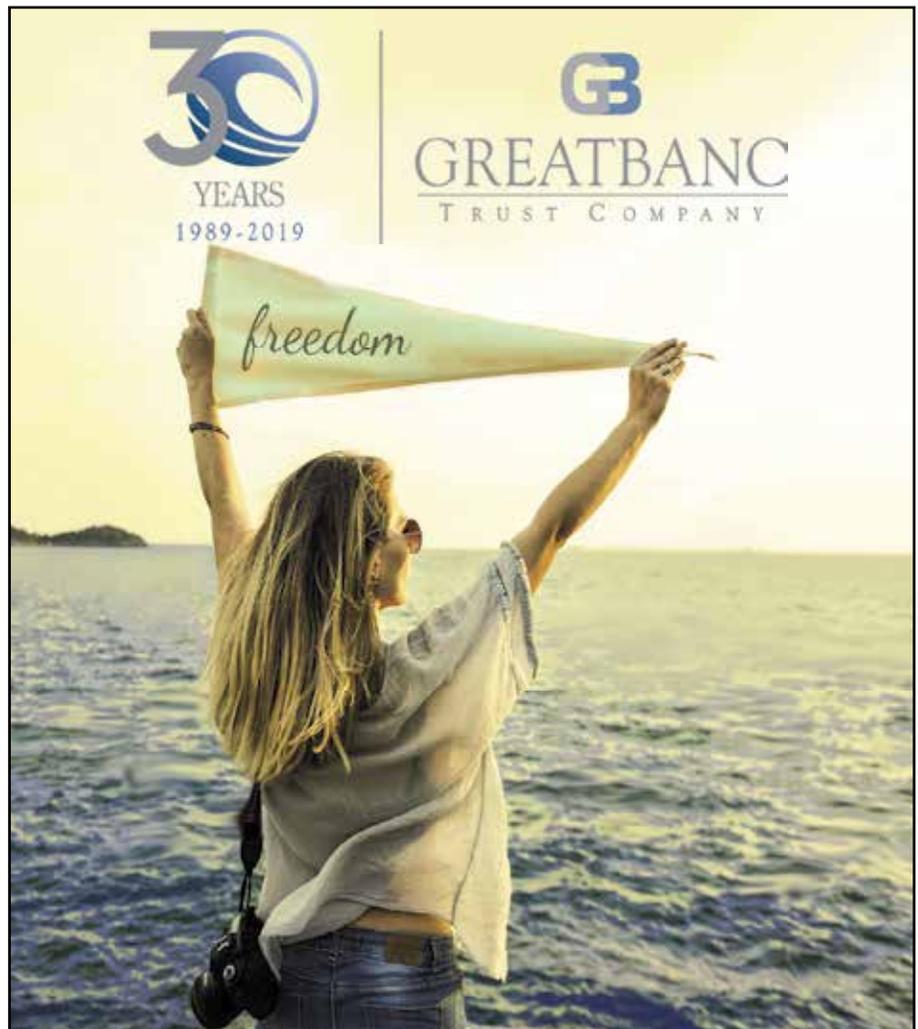
2021 Ohio Employee Ownership Awards

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the organization to an employee stock ownership plan (ESOP). Because Jennifer always fostered a corporate culture based on ownership values and trust in her consultants' ability to make the best choices for clients, the Wise team has thrived since becoming 100% employee-owned. The central Wise values are customer service, high work standards, integrity, flexibility, innovation, and, of course, profit. To Wise, an ESOP is more than another benefit plan, it is a commitment from each of our employee-owners to treat every interaction as an opportunity and to handle it as if the success of our own company depended upon it, because it does.

As our 25th year dawned, Jennifer made the decision to retire knowing she had the right team in place to carry on her legacy of excellence. With the presence of strong leadership; Steve Grem at the helm as President and a dedicated Leadership Team, Wise is nearly 100 employee-owners strong and our share price is steadily rising. Maintaining the client-oriented, best-in-class service culture that built our reputation, Wise consultants work to understand each client's methodology and goals, aligning our strategy and sharing best practices to assure optimal results in every engagement. Pride in ownership and commitment to Wise values means that each of our employee-owners is professionally invested in client success.



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