

Locate at the *Source*

**Solar Advanced Medical Professional
Manufacturing Services**

Saginaw Future Inc. 2008 Annual Report

The Source ~ A Letter from the SFI Chairman

I hope that you have all heard about the major investments in Saginaw County by Dow Corning and its Hemlock Semiconductor Corp.

Saginaw County and the Great Lakes Bay Region, which includes Bay and Midland Counties, are rapidly becoming the source for new solar development and technology. The building block for much of the solar and electronics industries, polycrystalline silicon, is made here in the Great Lakes Bay Region.

We're also the source for many more economic opportunities in advanced manufacturing, medical and professional services. Development in these industries, with assistance from Saginaw Future Inc.

(SFI), led to 30 projects, more than \$1.1 billion in new investment and 658 jobs created in 2008.

Over the past year, SFI was able to secure nearly \$7 million in infrastructure and community development grants for Saginaw County, along with \$390,000 in worker training grants. The Saginaw Future Inc. Procurement Technical Assistance Center helped 14 Great Lakes Bay companies win 222 government contracts valued at nearly \$34 million.

The Great Lakes Bay Region is the source of an exceptional workforce, educational institutions, high quality of life, advanced infrastructure and more!

With those advantages and our strong companies in place, a plan to attract additional solar and solar-support businesses has already been launched (see page 12), strengthening existing economic initiatives.

Through the continued support of the private and public sectors (see page 10), we are confident that more companies will Locate at the Source.

Herbert Spence III, Chairman
Saginaw Future Inc. Board of Directors



Vision ~ To be recognized as the premier organization providing proactive and focused economic development assistance, striving for diversified growth, increased tax base and job creation/retention for all of Saginaw County.

Mission ~ To increase economic opportunity in Saginaw County ensuring long term growth and prosperity by fostering investment primarily in advanced manufacturing, medical technology, renewable energy, hi-tech industries and professional services.

Objectives

- ~ To actively support the expansion of advanced manufacturing, medical technology, renewable energy, hi-tech industries and professional services.
- ~ To proactively recruit advanced manufacturing, medical technology, renewable energy, hi-tech industries and professional service firms to Saginaw County.
- ~ To prepare and develop infrastructure, sites and buildings for new and expanding companies.
- ~ To initiate effective programs to strengthen and grow our local skilled workforce.
- ~ To network, form and foster partnerships with resources to achieve the SFI mission.
- ~ To provide the leadership and efficient management necessary to support the SFI organization.

Statistical Overview

Business Activity	2008	1992-2008
Business Expansions	24	323
Businesses Attracted	6	87
Jobs Created	658	7,459
Jobs Retained	1,596	6,117
Workers Trained	740	6,138
Government Contracts	222	3,147
Total Value of Contracts	\$33,857,023	\$176,142,747
New Investment Value	\$1,106,903,471	\$4,825,427,771

*New Investment Value includes public and private dollars invested in new facilities, equipment, working capital and infrastructure.

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Grants Secured ~ 1992 to Present

Year	# of Grants	Grant Funds	Private Investment
2008	8	\$6,699,107	-
2007	4	\$6,090,000	\$1,009,800,000
2006	12	\$17,843,184	\$510,323,284
2005	6	\$14,845,000	\$3,894,050
2004	7	\$1,632,500	\$20,693,000
2003	4	\$695,350	\$11,215,000
2001	6	\$2,513,938	\$11,628,992
2000	2	\$3,223,750	\$25,838,020
1999	2	\$442,500	\$27,606,000
1998	4	\$996,428	\$5,987,200
1997	1	\$223,141	\$2,527,000
1996	2	\$538,205	\$6,237,200
1995	4	\$5,474,002	\$305,524,717
1994	4	\$1,044,300	\$5,692,760
1993	2	\$859,846	\$5,182,032
1992	3	\$709,700	\$4,894,362
Totals	75	\$64,681,251	\$1,960,328,077

2008 Worker Training Grants

Company	# Trained	Amount	Grant Type
B&K Corporation	40	\$20,000	MI Works!
Delphi Steering	40	\$20,000	MI Works!
GM - Saginaw Metal Casting Operations	50	\$25,000	MI Works!
Hemlock Semiconductor Corporation	480	\$240,000	MEDC/EDJT MI Works!
Miller Mold Company	40	\$40,000	MEDC/EDJT
Morley Companies, Inc.	40	\$20,000	MI Works!
TRW Integrated Chassis Systems, LLC	50	\$25,000	MI Works!
Totals	740	\$390,000	

Funds provided by Saginaw Midland Bay Michigan Works! and Michigan Economic Development Corporation.
*Workers trained by MI Works! grants are estimates based on \$500.00 - \$1,000.00 per employee.

Business Expansion & Attraction Projects

2008 Expansions	Investment	Jobs Created	Jobs Retained
Amigo Mobility International, Inc.	\$935,261	5	-
Chesaning Manufacturing Company, Inc.	\$328,672	4	-
CIGNYS - Bridgeport Facility	\$484,000	3	-
CMI-Schneible Co.	\$676,913	18	-
Danaher Motion	\$500,000	6	-
Delta Steel, Inc.	\$475,000	2	-
Dow Corning HIMS	\$1,160,000	-	2
Dow Corning Solar Solutions Center	\$3,000,000	12	-
Hemlock Semiconductor Corporation (two projects)	\$1,000,000,000	300	800*
InCal Technologies	\$83,500	3	-
John E. Green Company	\$500,000	14	30
Miller Mold Company	\$952,352	6	-
Mistequay Group Ltd.	\$266,000	2	-
Mistequay ISG	\$420,000	5	-
Morley Companies, Inc.	\$1,700,000	90	-
Prints Plus Inc.	\$75,000	2	-
R&R Ready-Mix Inc.	\$1,693,695	3	-
Rifkin Scrap Iron & Metal	\$18,000,000	10	-
The Sedona Building	Confidential		
Siler Precision Machine, Inc.	\$88,873	1	-
Star of the West Milling Co.	\$2,231,705	-	5
T.M. Klein & Sons	\$225,000	4	-
Wright-K Technology, Inc.	\$950,000	8	-
Totals	\$1,034,745,971	498	837

*Approximately 800 construction related jobs were retained for the latest HSC expansion.

2008 Attractions	Investment	Jobs Created	Jobs Retained
Central Insulated Glass	\$1,000,000	2	9
Dow Corning Corp. (Monosilane)	Confidential		
HJV Equipment	\$100,000	8	-
ITC Transmission	\$25,000,000	-	-
Orchid Unique Orthopedic Solutions	\$19,057,500	150	-
TRW Integrated Chassis Systems, LLC	\$27,000,000	-	750
Totals	\$72,157,500	160	759

2008 Saginaw Future Inc. Board of Directors



Herbert Spence III*
Chairman, President & CEO, Spence Brothers



Dr. Samuel Shaheen*
Past Chairman, President, SSP Associates, Inc.



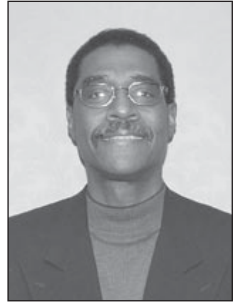
Bill Huss*, Vice Chairman, Global Supply Chain Director, Dow Corning HIMS



Ed Bruff*, Secretary/Treasurer, COO, Covenant HealthCare



JoAnn T. Crary*
President, Saginaw Future Inc.



Darnell Earley*
Manager, City of Saginaw



Todd Hare*, Member, Saginaw County Board of Commissioners



Bob Van Deventer*
President & CEO, Saginaw County Chamber of Commerce



Elliot S. Berton
City President, Chase



Rex Blackwell
Plant Manager, General Motors - Saginaw Metal Casting Operations



Michael P. Gannon
Director, Divisional Human Resources, Delphi Steering



Gary Glaza, Former Regional President, Citizens Bank



Gavin Goetz
External Affairs Director, AT&T



Dr. Jean Goodnow
President, Delta College



Bruce R. Hill
Interim CEO and President, HealthPlus of Michigan



Jeffrey T. Martin
Community Relations Leader, The Dow Chemical Company



Paul T. Moore
Village Manager, Village of Birch Run



Gary Shepherd
International Representative, United Auto Workers Region 1D



Joe Smith
Business Agent, Teamsters Local 486



William G. Webber
President, Sargent Docks & Terminal, Inc.



Martin V. Williams
Manager, Buena Vista Charter Township

**Denotes Executive Committee*

New SFI Board Member for 2009

Thomas Begin
Area Manager, Consumers Energy

Bregitte K. Braddock Chair
Saginaw County Board of Commissioners

Dick Garber
President, Garber Management Group

Jim VanTiflin
Chairman of the Board, Citizens Bank (Tri Cities Region)

Automotive & Specialty Manufacturing



CMI-Schneible Co. invested \$700,000 in a new production line and added 18 employees as a result. The company won a contract to help produce V-6 engine blocks, which will diversify its capabilities. CMI already processes GM's Generation IV V-8 engine blocks. In 2006, the manufacturer invested \$3 million in two new processing cells.

Rifkin Scrap Iron & Metal Company plans to invest \$18 million and create 10 new jobs at the former Ferro-Met site on N. Washington Avenue in the City of Saginaw. The Michigan Department of Environmental Quality has provided \$1,254,261 in grant funds for environmental due care activities at the site, which are expected to be completed in early 2009.



TRW Integrated Chassis Systems, LLC plans to invest over \$27 million in the former Delphi Chassis facility in the City of Saginaw, retaining 750 employees at the site. The company began operating the former Delphi brake plant in the fall of 2007. The Saginaw City Council unanimously supported the transfer of existing tax abatements under Public Act (P.A.) 198 and P.A. 328. SFI assisted the City and TRW with the abatement transfer and worked with the Saginaw County Chamber of Commerce and area legislators to pass legislation allowing the transfer. TRW's Saginaw facility manufactures brake assembly components including modules, calipers and rotors for General Motors vehicles.

Central Insulated Glass has built a new facility on Dixie Hwy. in Bridgeport Charter Township. The company manufactures glass for commercial builders, residential building and remodeling, and the auto industry. The project investment is expected to exceed \$1 million with nine jobs retained and two jobs to be created.



Mistequay Group Ltd. purchased new equipment valued at \$266,000 in order to expand its capabilities. The equipment which includes grinding, milling, and boring machinery, will complement building upgrades made just over a year ago. Computer software and hardware were also added to complete the project. Mistequay in the City of Saginaw.

Siler Precision Machine, Inc continues to develop and grow its Village of Merrill facility. The company, established in 1994, purchased a new Computer Numerical Control (CNC) Milling Center valued at nearly \$90,000, which will result in the creation of one job. This is Siler Precision's fifth investment since 2002 totaling nearly \$700,000.

Wright-K Technology, Inc., located in the City of Saginaw, provides specialty machine design and fabrication along with the building of test, laser and metal removal equipment. Wright-K invested more than \$1 million in the purchase of a company that will bring eight employees to Saginaw. The company received financing through the Saginaw County Revolving Loan Fund.



Professional Services, Medical Device & Technology

Morley Companies, Inc. plans to invest \$1.7 million at its Saginaw facility to support a hi-tech project that involves maintaining database information, generating client derived statistics, associated reporting and call center data capture activities.

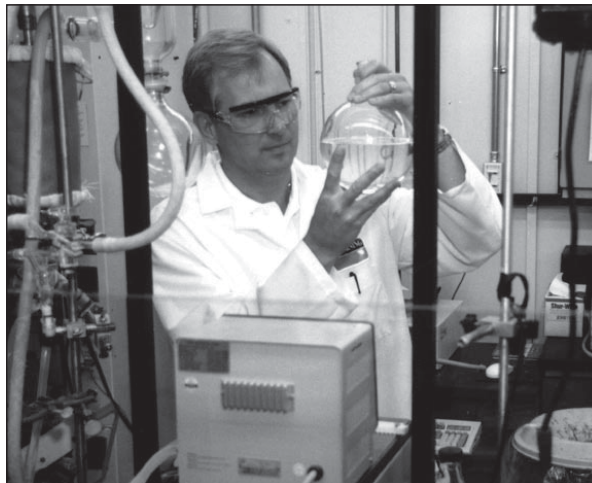


Based on the Michigan Economic Development Corporation's recommendation, the Michigan Economic Growth Authority board approved a State tax credit valued at \$2.8 million over five years to win the company's investment over competing sites in Canada, Oregon and Texas. To support the project, the Saginaw Midland Bay Michigan Works! will make available up to \$20,000 in incumbent worker training funds.

As a result of a new, multi-year contract with a nationwide market research provider, Morley will add 90 new, full-time associates in its Morley Interactive group, located on Morley's 13-acre campus in Saginaw Charter Township.

These Morley associates will be providing outsourced business processing services for several international OEM automotive clients.

Dow Corning Corp. invested \$1.16 million in its **Health Industries Materials Site (HIMS)** in Thomas Township.



The project includes construction of a nitrogen pipeline between Hemlock Semiconductor Corporation and HIMS, eliminating the need for tanker deliveries.

The company made modifications to its cooling tower pumps and installed a larger air compressor. HIMS also upgraded its injection molding equipment to meet changing customer requirements, retaining two jobs at the facility. This is third recent investment at HIMS totaling nearly \$11 million. SFI was able to help the company and community with a tax abatement policy.

HIMS, established in 1964, is the only Dow Corning site dedicated to supplying products to the health care industry.

HIMS' products are used by customers around the world to manufacture a wide variety of health care products, including pharmaceutical tubing, pacemaker leads and more.

Orchid Unique Orthopedic Solutions is a manufacturer of surgical cutting accessories, instruments and implants. The company invested \$19 million to consolidate operations and expand its facility in Bridgeport Charter Township. The investment doubles the size of the location and eventually will create 150 jobs. The company received a State tax credit to win the project over competing sites in Tennessee and California, and the Township passed a 12-year incentive.

Amigo Mobility International, Inc. is a Bridgeport Charter Township-based manufacturer of mobility equipment. The company, established in 1968, added 10,000 sq. ft. and new equipment. Amigo Mobility recently won significantly large contracts from Wal-Mart, which led to the expansion project. The company invested over three quarters of a million dollars and created four new jobs as a direct result of the expansion.

Prints Plus has expanded its business through the purchase of a CCP650 Color Commercial Copier, which produces top quality full color copies. The equipment will allow Prints Plus to maintain a competitive pace with the industry. The total project investment is \$75,000 and will create two new jobs. SFI assisted the company and the community with the tax abatement. The machine is capable of delivering completely finished full color booklets.

The Sedona Building is the new name for the former Davenport Building in Downtown Saginaw. The structure located at 310 S. Washington Ave. has new landscaping and air conditioning. Built in 1957 and with 16,000 sq. ft. of available space, plans are to add new furniture, carpeting, a mini-workout room, wireless internet, windows and more. SFI assisted the City of Saginaw with the transfer of an Obsolete Property Rehabilitation Act certificate to the new owner.

HSC to Invest up to \$1 Billion in Saginaw County

The Hemlock Semiconductor group, which includes two Dow Corning Corporation joint ventures, Hemlock Semiconductor Corporation (HSC) and Hemlock Semiconductor LLC, will invest up to \$3.0 billion to expand polycrystalline silicon (polysilicon) production, a key raw material used to manufacture solar cells and semiconductor devices.

This expansion includes an initial investment of \$1.2 billion to build a new site in Clarksville, Tenn., and up to \$1 billion to expand current Hemlock operations in Saginaw County, Mich. Combined, the new Clarksville operations may add up to 34,000 metric tons of polysilicon capacity and ultimately as much as \$3.0 billion in investments. In total, the Hemlock Semiconductor group has announced investments of up to \$4.5 billion in the past five years to increase polysilicon capacity.



“This announcement offers solar industry leaders confidence that polysilicon supply will be available as the solar and electronics industries continue to grow and innovate,” said Rick Doornbos, President and CEO of Hemlock Semiconductor Corporation.

This is the third major expansion announced at the Michigan site in the last five years. In total, HSC has committed to invest as much as

This reflects our talented employees and support of the region.

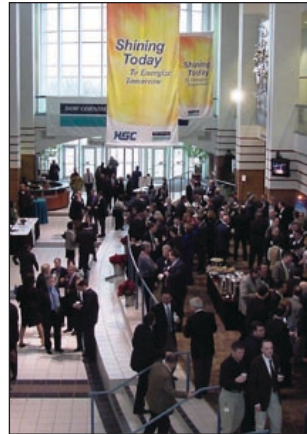
Rick Doornbos, CEO of Hemlock Semiconductor Corp.

\$2.5 billion at the site. This latest expansion will add up to 13,000 metric tons of capacity while creating up to 300 permanent jobs, as well as employing more than 800 construction workers. Saginaw Future, Saginaw County Chamber of Commerce, Michigan Economic Development Corporation, Governor Jennifer M. Granholm and a regional legislative delegation all played important roles in the expansion process.

“This announcement could not have come at a better time”, said JoAnn Crary, President of Saginaw Future Inc. “HSC’s investment further establishes this region as Michigan’s Solar Valley and positions the area for continued growth in renewable energy.”



Dow Corning to Build New Monosilane Facility



Dow Corning Corporation recently announced a significant investment to provide critical materials to the fast-growing solar technology industry.

Dow Corning will begin manufacturing high purity monosilane, a key specialty gas used to manufacture thin-film solar cells and liquid crystal displays (LCDs). This investment includes construction of a new monosilane manufacturing facility

in Hemlock, Michigan, adjacent to Hemlock Semiconductor Corporation’s polysilicon manufacturing site.

“This significant investment to become a leading supplier of monosilane for thin film solar technology will expand our feedstock offering and will further reinforce our position as a value-added material supplier to the solar industry,” said Eric Peeters, Global Executive Director, of Dow Corning Solar Solutions.

Solar Businesses

The combined announcements solidify Dow Corning’s significant role in the development of the two most common types of solar cells; crystalline-based and thin-film solar cells. Crystalline-based solar cells use sliced polysilicon as its main semi-conducting material.

Thin-film solar cells are made by depositing a thin film of silicon, enabled by monosilane, onto a sheet of another material such as glass. Construction of both the polysilicon expansions and the new monosilane site will begin immediately.



Examples of polycrystalline silicon based products.

Dow Corning Launches Solar Solutions Center

Demonstrating its commitment to drive solar power innovations, Dow Corning Corp. recently opened a Solar Solutions Application Center in Freeland, Michigan, to collaborate with customers to develop, evaluate and pilot materials solutions used to manufacture solar panels.

The 27,000 sq. ft., state-of-the-art facility represents an investment of more than \$3 million and includes a laboratory, pilot equipment and testing facilities. A team of engineers and scientists will staff the facility, which is designed to

be expanded as needed to meet the needs of the growing solar and photovoltaic industry.

Solar Support

“Dow Corning’s goal is to help the solar industry move towards being economically competitive with conventional energy sources, and become a sustainable energy option globally,” said Eric Peeters, Global Executive Director, Dow Corning Solar Business.

“This first application center represents our intention to be an active, eager partner with researchers, producers and governments as we help develop affordable and efficient solar energy for the global energy market.”

One of the only companies in the world able to provide silicon-based solutions throughout the entire photovoltaic value chain, Dow Corning is investing to expand its portfolio of total solution packages for solar cell manufacturing, module assembly and installation. Solution packages include high-performance silicone products.



Eric Peeters, Global Executive Director for Dow Corning Solar Business, announces new solar opportunities.

ITC Powering Up In Richland Township

ITC constructed a new transmission station that will anchor a \$46 million capital improvement project designed to improve electric reliability in the Great Lakes Bay Region with \$25 million invested in Richland Township.

ITC’s new Murphy Station, located on 14.46 acres of land on Geddes Road in Hemlock, Mich., house three separate electric yards capable of handling 345, 230 and 138 Kilovolt (kV) transmission lines. The station is the largest that ITC has constructed in Michigan and has been designed to address a projected increase in power demands over the next three years, a factor critical to ongoing electric reliability and continued economic growth in the area.

“Construction of Murphy Station and the entire Midland Project is an important part of ITC’s investment in Michigan’s transmission infrastructure,” said Jon Jipping, Executive Vice President and COO, ITC.

ITC’s Midland Project calls for three significant transmission system upgrades: construction of Murphy Station; installation of a new three-mile, 138 kV transmission line between Murphy Station and Hemlock Semiconductor Corporation (HSC); and construction of a new 138 kV switching station on HSC property at Orr Road.

ITC anticipates project construction will be complete in spring 2009.

This is essential to the success of our expanding polysilicon operations.

Jim Cross, Site Manager for Hemlock Semiconductor Corp.

HSC, one of the largest employers in the region, has indicated it will need more power to accommodate its growth through 2011. This request, in tandem with ITC’s assessment that the current grid could not continue to reliably serve the power needs of the region, spurred initial planning and development.

“ITC’s Murphy Station will help assure the delivery of reliable electricity to HSC,” said Jim Cross, HSC Site Manager. “This is essential to the success of our expanding polysilicon operations, as we seek to support the tremendous growth of customers in the solar and electronics industries.”



Solar Support Businesses & Agri-Business



John E. Green Company invested over \$500,000 in new equipment purchases and built an addition at its Bridgeview Center Industrial Park location in the City of Zilwaukee. The company added over 6,000 sq. ft. of manufacturing space due to the increase in HSC contracts. John E. Green is a mechanical contractor that specializes in systems for industrial and commercial buildings; water coolant systems to regulate plant machinery; and heating, ventilation and cooling systems. This year marks John E. Green's 100th anniversary, which also has offices in Ann Arbor, Detroit, Highland Park, Lansing, Marquette, Petoskey and Nashville, Tenn. The new Zilwaukee expansion led to the hiring of 14 employees for the family business now in its fourth generation.



Delta Steel Inc. is adding 2,000 sq. ft. to its facilities in order to accommodate new equipment purchases. The company manufactures structural steel beams and the expansion is needed to make larger beams primarily due to the expansion at HSC. Delta Steel will invest nearly a half million dollars and two jobs will be created.

HJV Equipment is a Canadian company that has opened its first U.S. operation in the former John Deere facility in Chesaning Township. The company invested approximately \$100,000 in the 22,000 sq. ft. facility. HJV expects to hire six to eight employees, and provides parts, service and repair of agriculture spraying equipment.



Star of the West Milling Co. expanded its Frankenmuth Township facilities, adding 643,000 bushels of additional storage and a grain dryer. The total investment is expected to be more than \$2.2 million and five jobs will be retained. SFI assisted Frankenmuth Township in offering its first tax abatement. The company provides drying, processing and storage of grains. Star of the West is headquartered in the City Frankenmuth and has storage facilities throughout Saginaw County. The agri-business buys much of the State's wheat crop in order to produce pastry flour used by the nation's major pie and cookie bakeries. One of its major clients is the nationally known Kellogg's.



R&R Ready-Mix Inc., based in Hemlock, is expanding and growing due to the expansion taking place at HSC - its primary customer. The company is erecting a new state-of-the-art facility. R&R is investing \$1,693,695 in the site and new equipment, and will hire three additional workers. SFI assisted with developing an abatement policy and an incentive.

T.M. Klein & Sons is a honey producer and specialty jar distributor located in Swan Creek Township. The company had been experiencing growth in its glass distribution business and subsequently erected a 4,608 sq. ft. building and purchased new equipment. The total investment was \$225,000 and four jobs were created.



Advanced Manufacturing (aerospace, military, etc.)

Chesaning Manufacturing

Company, Inc. has been producing aerospace tooling and test equipment for over 45 years. The company recently became one of five preferred General Electric suppliers.

Due to a need for larger tooling capabilities, Chesaning Manufacturing found it necessary to expand its production processes.

The company purchased nearly \$350,000 in new equipment and as a result of the investment, three to four new workers are expected to be hired.

SFI assisted Chesaning Manufacturing and the community with an investment incentive and job training funds. The company manufactures everything from small hand tools to large overseas containers complete with tool sets for an engine overhaul.

In 2005, the Jetool division of Chesaning Manufacturing was selected as the Procurement Contractor of the Year by the Saginaw Future Inc. Procurement Technical Assistance Center.

CIGNYS - Bridgeport Facility

added new equipment that will help the company become more competitive. The Bridgeport Charter Township Board of Trustees recently approved a tax abatement on the purchase of \$484,000 worth of new equipment.

CIGNYS - Bridgeport Facility is located at 5763 Dixie Highway, which is the former Shear Tool Inc. Saginaw Future assisted the tool company and the community with incentive packaging.

“This is going to help us remain more competitive,” said John Hutchinson, controller at the Bridgeport tool company and a CIGNYS spokesman. “It has been tough on the manufacturers and incentives are greatly needed.”

The company is a diverse manufacturer of a variety of products, such as prototypes, assembly fixturing, and components of the material handling industry. Besides the Bridgeport Charter Township facility, CIGNYS also has shops in the City of Saginaw, 68 Williamson, and in Thomas Township at the former Shields Manufacturing, 1320 S. Graham. Last fall, the Thomas Township Board of Trustees approved an incentive on a \$321,600 investment.



InCal Technologies purchased new equipment to expand its calibration and inspection capabilities. Computers, accessories and software upgrades necessary for keeping pace with changing technology were also added. The Buena Vista-based company invested \$83,500 and created three new jobs. This is InCal Technologies' third expansion investment since 2006, which totals nearly \$349,000. The company specializes in dimensional calibration and Zeiss inspection.

Mistequay ISG is a Saginaw Charter Township-based company formed in 2007, which is expanding. SFI assisted the company and the township with its first tax abatement in many years. The company purchased a new horizontal milling center and Zeiss machine for customers in the aerospace, defense, agriculture and automotive industries that require precision parts. Mistequay ISG will add five new jobs. SFI is also assisting the company with possible job training grants.

Miller Mold Company purchased new equipment that will help expand its capabilities and capacity in liner molds. The company is purchasing a large mill that manufactures molds for government contract work in the aerospace industry. The total investment is \$952,352 and will create up to six jobs. Miller Mold competes against China and its quality products allow the company to remain a preferred supplier. The new equipment produces significantly larger molds than existing machinery.

Danaher Motion recently won over a hundred government contracts valued at nearly \$20 million. The Saginaw Future Inc. Procurement Technical Assistance Center (PTAC) assisted the manufacturer with bid matching, subcontracting opportunities and specification requirements. The new contracts led to \$500,000 in new equipment purchases and six new machine operator jobs. Danaher Motion is located in the City of Saginaw.



\$30,000 +
• Dow Corning Corporation and Hemlock Semiconductor Corporation

\$25,000
• Citizens Bank
• Covenant HealthCare
• Delphi Corporation

\$10,000 - \$20,000
• JPMorgan Chase Foundation
• Consumers Energy
• The Dow Chemical Company
• GM Powertrain - SMCO
• HealthPlus of Michigan
• Mobile Medical Response, Inc.
• St. Mary's of Michigan

\$4,000 - \$5,000
• National City Bank
• The Saginaw News

\$2,000 - \$3,999
• Bank of America
• Bavarian Inn Restaurant & Lodge
• Bierlein Companies, Inc.
• Braun, Kendrick, Finkbeiner PLC
• Champagne & Marx Excavating, Inc.
• Charter Communications
• Chemical Bank
• CMI-Schneible Co.
• Communications Family Credit Union
• Enterprise Automotive Systems
• Fabiano Brothers
• Frankenmuth Mutual Insurance Co.
• Garber Management Group
• IBEW Local #557
• Independent Bank
• John E. Green Company
• Means Industries, Inc.
• Memtron Technologies Co.
• Merrill Technologies Group
• Morley Companies, Inc.
• Pumford Construction Inc.
• Rehmann
• Riverfront Medical Realty
• Saginaw Midland Bay Michigan Works!
• Spence Brothers
• Spicer Group
• Stevens Worldwide Van Lines
• The Straits Corporation
• Wolgast Corporation

\$1,000 - \$1,999
• 1st State Bank
• Acoustical Services, Inc.
• Amigo Mobility International, Inc.
• Art Sample Furniture
• CIGNYS
• JoAnn Crary
• Delta College
• Filtrona Porous Technologies
• Frank M. Polasky, PLC
• Fullerton Tool Company
• Glastender, Inc.
• Hausbeck Pickle Company Inc.
• InCal Technologies
• ITC Holdings Corporation
• Lake Huron Credit Union
• Michigan CardioVascular Institute
• Michigan Production Machining, Inc.
• Midwestern Surgical Associates
• Prancing & Ewend
• Rifkin Scrap Iron & Metal Co.
• Saginaw Bay Underwriters
• Saginaw Transit Authority Regional Services (STARS)

• Saginaw Valley State University
• Sargent Docks & Terminal, Inc. and Saginaw Rock Products
• Scientific Brake & Equipment Co.
• SVRC Industries, Inc.
• Synergy Medical Education Alliance
• Team One Credit Union
• Tri-Star Trust Bank
• United Auto Workers Region 1D
• Wanigas Credit Union
• Wigen, Tinknell, Meyer & Assoc., Inc.
• William A. Kibbe & Associates, Inc.
• Wolohan Enterprises Inc.
• Yeo & Yeo

\$301 - \$800
• A.C. Klopff Inc.
• Absolute! Building Maintenance
• Accurate Carbide Tool Co.
• AKT Peerless Environmental Services, LLC
• Andrews, Hooper & Pavlik PLC
• Audio Central Alarm
• Brandle Roofing & Sheet Metal Co.
• BRONNER'S CHRISTMAS WONDERLAND
• Central Warehouse Company / Saginaw Diversified Services LLC
• Chesaning Manufacturing Co.
• Community State Bank
• Consumers Choice Credit Union
• Deisler Funeral Home
• Downtown Area Development LLC
• Duperon Corporation
• Duro-Last Roofing, Inc.
• E.A. Becker & Associates, Inc.
• Employee Benefit Resources, Inc.
• Firstbank-Alma
• Frankenmuth Credit Union
• Gardner, Provenzano, Schauman & Thomas, P.C.
• Gilbert, Smith & Borrello, P.C.
• Hi-Tech Optical Inc. & Phase Liner of Michigan, Inc.
• Horizons Conference Center
• HYMMCO, LLC
• Iron Workers Local 25
• KUKA Assembly and Test Corp.
• LB Transportation Group - Omni Warehouse
• Mahar Tool Supply Co., Inc.
• Masud, Patterson, Schutter, Peters & Vary, P.C.
• McNally-Nimmergood Co.
• Michigan Sugar Company
• Miles Petroleum & Propane, Inc.
• MIS Corporation - Michigan
• Molitor International
• Muehlenbeck Distributing Co., Inc.
• Norton Accounting & Consulting
• One Source Office Products
• Orchid Unique Orthopedic Solutions
• R.C. Hendrick & Son, Inc.
• Saginaw Medical Federal Credit Union
• Severance Tool Industries
• Shinnors & Cook, PC
• S.P.A.C.E., Inc.
• SSP Associates, Inc.
• Standard Electric Company
• Star of the West Milling Company
• The Trane Company
• Thiel Electric
• Trademark Commercial Group
• William F. Nelson Electric, Inc.
• Wirt Financial and Leasing Services

• Wirt Saginaw Stone Dock
• Wright-K Technology, Inc.
• Zatkoff Seals & Packings
• Zehnder's of Frankenmuth

\$50 - \$300
• Delena and Ed Allen
• Bailey Construction
• Beattie Master Pool & Spa
• Business Innovations Group
• Cinderella, Inc.
• Concrete Cutting Specialists
• Freeland Bean & Grain
• Future Insurance Agency
• General Machine Service
• Hoyt Nursing & Rehab Centre
• J. M. Kusch, Inc.
• John M. Jacobs Plumbing & Heating Inc.
• John V. Polomsky II, P.C.
• Steve & Ann Jonas
• King Communications Inc.
• MacDonald Broadcasting Company
• Maple Ridge Financial
• Mast, Foulds & Co., P.C.
• The Mayan Agency
• MBS International Airport Commission
• Midwest Sales, Inc.
• National Pattern, Inc.
• Panda Promotional Products
• Pat's Food Center
• Pinnacle Design
• RA Monk Insurance Agency
• R&R Ready-Mix, Inc.
• Ramey's Janitorial Services
• Saginaw Co. Employees Credit Union
• Saginaw Machine Systems
• TBF Graphics/Digital
• Teamtech Motorsports Equipment
• Terabyte Consulting
• TPI Powder Metallurgy Inc.
• TSSF Architects, Inc.
• Wade Trim, Inc.
• Webster, Looby & Baumgarten, P.C.
• Zeilinger Wool, Co.
• Zolton Law Offices

In-Kind
• Advanced Tex Screen Printing, Inc.
• Dornbos Printing Impressions
• Masud, Patterson, Schutter, Peters & Vary, P.C.
• The Michigan Banner
• Step Above Enterprises - Jake's Old City Grill
• WNEM TV5

Local Government Contracts
• Bridgeport Charter Township DDA
• Buena Vista Charter Township DDA
• Carrollton Township
• Chesaning Township
• City of Frankenmuth
• City of Saginaw
• City of Zilwaukee
• County of Saginaw
• Kochville Township
• Richland Township
• Saginaw Charter Township
• Spaulding Township
• Thomas Township
• Tittabawassee Township
• Village of Birch Run
• Village of Chesaning
• Village of Merrill
• Village of St. Charles

Project Specific Contributors
• Arnold & Gertrude Boutell Memorial Fund administered by Citizens Bank Wealth Management
• AT&T Foundation
• North Coast Technology Investors, LP
• Robert E. Stark & Martin H. Stark Foundation

Support the Source

Saginaw Future partnered with the Saginaw County Chamber of Commerce to raise funds for Momentum - Campaign for Tomorrow's Growth. The contributions will be and are used to support Saginaw Future's economic development efforts beginning in 2008 through 2010.

Led by Campaign Chairman and SFI Chairman Herbert Spence III, over 180 private sector companies, organizations and individuals have made contributions to date. In addition, three area foundations



SFI is our economic development source.

Herbert Spence III, Campaign Chairman and Saginaw Future Inc. Chairman

and one investment firm have contributed funds for specific projects. SFI also contracts with 18 local municipalities, including the County of Saginaw and the City of Saginaw, for economic development services and expertise.

The support of local businesses, individuals, foundations and organizations will allow for continued progress in existing programs and the development of new economic initiatives. The ultimate goal is to assist, develop and convince more companies to Locate at the Source!

Millions in Government Contracts

The federal government is a multi-billion dollar purchaser of goods and services. State and local governments are also major purchasers of products and services. The Saginaw Future Inc. Procurement Technical Assistance Center (PTAC) provides no fee assistance to businesses that are interested in tapping this market. SFI's Procurement Program Manager, Delena Spates-Allen, has over 20 years of expertise helping businesses acquire government contracts.

The services offered by the Saginaw Future PTAC include bid matching, market research, specifications and standards, federal acquisition regulations, subcontracting opportunities and much more.

During 2008, the Saginaw Future PTAC helped 14 companies win a total of 222 government contracts with a total value of nearly \$34 million.

Consultation on exporting products and/or services internationally is also provided. The Saginaw Future PTAC continues to focus on educating businesses on the importance of being competitive in an open market by sponsoring seminars and providing technical assistance.



The Saginaw Future PTAC sponsored or co-sponsored eight seminars that were designed to assist local companies by expanding company markets and pursuing new contract opportunities. The Saginaw Future PTAC will offer similar seminars in 2009.



(l-r) Saginaw Future Inc. Procurement Technical Assistance Center's Sarah Richardson, Procurement Technician, and Delena Spates-Allen, Program Manager.

2008 Corporate Watch Call Program

Consistent communication is a must in keeping up with our fast changing world, especially when it comes to economic development. By meeting with local companies on a regular basis, Saginaw Future remains connected and responsive to changing needs and competitive issues.

Saginaw Future staff members team up with the Michigan Economic Development Corporation (MEDC) to target specific base job providers.

Designed to help existing local businesses grow and flourish, SFI's Corporate Watch Call program addresses companies' concerns and provides key assistance.

During last year alone, Saginaw Future's Corporate Watch Call team met with 153 companies in Saginaw County. These meetings provide a great opportunity for SFI to help existing businesses remain strong, continue to grow and seek new opportunities. SFI learns about the challenges and opportunities facing local companies, and in turn is able to offer solutions and information. SFI's role is to reduce barriers and support jobs and new investment.

Examples of these opportunities include export/procurement assistance, incentive packaging, site location assistance, workforce programs, infrastructure improvement grants, financing opportunities and more. SFI and the MEDC work together to develop solutions and reduce the barriers to economic growth.



(l-r) SFI Chairman Herbert Spence III and President JoAnn Crary accept a contribution to support the Corporate Watch Call Program from Elliot S. Berton, City President of Chase.

Register for Defense Contracts

The Saginaw Future PTAC works with the Michigan Defense Contract Coordination Center to find ways to connect industry buyers with Michigan's capable manufacturing supply chain. Currently, the two are collaborating to develop the Michigan Defense Capability Directory. The directory will serve as a rich database of qualified, pre-screened companies for procurement professionals from the Department of Defense, the Department of Homeland Security, the defense industry OEMs and large defense contractors. To be included in the directory you must be an active Saginaw Future PTAC client and meet all of its internal criteria. For more information call 989-754-8222 ext. 232 or e-mail dsallen@saginawfuture.com

Apothecary Shoppe - Contractor of the Year

The Apothecary Shoppe Pharmacies (TASP) has been selected as the Saginaw Future Procurement Technical Assistance Center Contractor of the Year.

TASP, located in Midland County, offers

prescription medications, medical supplies, and over-the-counter products through diverse drug delivery systems in the Long Term Care, Retail, Compound, Home Delivery, and Infusion pharmaceutical markets.

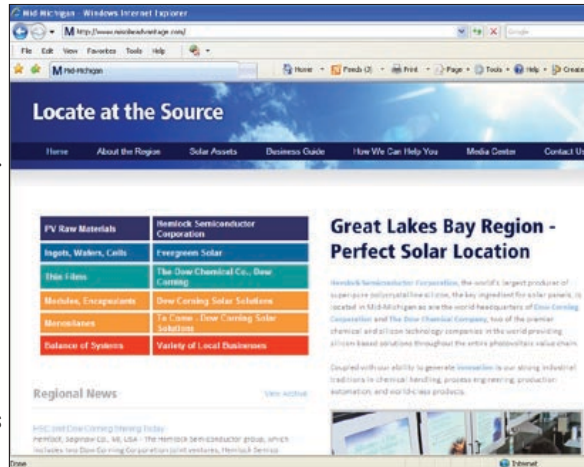
TASP was recently awarded a three-year contract for \$2,525,355 from the Michigan Department of Management and Budget and will provide Sexually Transmitted Disease medications to Michigan Department of Community Health agencies throughout the State. The Saginaw Future PTAC provided government contracting and bid assistance, and Midland Tomorrow assisted with an incentive package.



Regional Partnership to Target Solar Companies

Bay Future, Inc., Midland Tomorrow and Saginaw Future Inc. recently launched a dynamic partnership to attract new business investment to the region. The Great Lakes Bay Economic Development Partnership (EDP) is a marketing collaboration that will present a unified marketing message and help stimulate the region's solar industry.

A Solar Study for the Great Lakes Bay Region was conducted by The Austin Group and Chabin Concepts; specialized solar consultants. Research was conducted on existing solar-related companies in the region and how to leverage that presence in order to attract new investment. The study also detailed the necessary support structure for a strong solar business climate and how the region matched up. A specialized marketing campaign and Web site, www.MiSolarAdvantage.com, which targets the solar supply chain was officially launched. The Great Lakes Bay EDP is also developing a complete package of marketing materials to highlight the region's business attributes and quality of life.



Medical Device Web Site

www.MiMedicalAdvantage.com is another initiative focused on regional opportunities in the medical device and technology field.

The site is an informational resource for local manufacturers and start-up companies seeking to advance in the medical device industry and a promotional tool to attract medical device manufacturers to the area. MiMedicalAdvantage.com provides access to industry resources, local case studies and testimonials, a regional medical device company directory and more.

Medical device and technology manufacturing was recognized as a regional strength due to the existing medical manufacturers in the area, regional health care facilities and the area's strong tradition in advanced manufacturing. MiMedicalAdvantage.com was funded by WIRED, which is administered by SVSU.

One-Stop Property Database

www.SaginawValleySites.com is an online property database that features industrial, commercial, office and retail properties available in Saginaw County. The application allows Internet users and SFI staff to develop detailed reports that include demographics, workforce information and Google mapping.

SaginawValleySites.com is a one-stop resource for Saginaw County property, increased community exposure and development of qualified leads.

The site allows area commercial realtors and property owners to post their available sites for FREE -- thanks to a grant from the Arnold & Gertrude Boutell Memorial Fund *administered by Citizens Bank Wealth Management*. An AT&T Foundation grant is being used to market the site.

Marketing & Community

Tradeshows: SFI markets Saginaw County at various events throughout the state, country and world, ranging from industry tradeshows to state coordinated site consultant seminars. As a follow up, SFI provides consultants and corporate executives with packages to learn more about the benefits of a Saginaw location.



Marketing: SFI places advertisements in local, regional and national publications, which focus on targeted industries. SFI has also contributed to numerous articles featuring the Great Lakes Bay Region and produces a number of specific publications to help market the county.



Great Lakes Bay Region Alliance (formerly Vision TriCounty):

SFI continues to work with a group of economic and civic leaders from Saginaw, Bay and Midland Counties in order to identify and initiate regional projects. The members joined together to develop a regional leadership program and have recently launched a regional brand - Great Lakes Bay Region.

More: SFI staff members also actively volunteer for a number of civic initiatives, and sit on numerous business related and service organization boards, from the Saginaw-Midland-Bay Michigan Works! and Michigan Economic Development Corporation to the International Economic Development Council.





<p>JoAnn Cray President</p> <p>Thomas Miller Economic Develop. Specialist</p>	<p>Steve Jonas Executive Vice President</p> <p>Greg LaMarr Communications Manager</p>	<p>Delena Spates-Allen Program Manager</p> <p>Stephanie Bauer Accountant</p>	<p>Lisa Dobbins Office Manager</p> <p>Sarah Richardson Procurement Technician</p>
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Staff