



Dear Members,

As America approaches its 250th anniversary, it is worth pausing to remember that our nation's story has never been one of standing still.

From the beginning, the American promise has been rooted in the belief that the future is not something that simply happens to us. It is something we build. We build through work, invention, risk, service, and the willingness of each generation to leave something stronger for the next.

That belief lives in the business community every day. Every company that opens its doors, every employer who creates a job, every leader who invests in a new idea or takes a chance on a young person is participating in the long arc of American progress.

When I think about the next 250 years, I do not feel daunted. I feel hopeful. The America of 2276 will face challenges we cannot yet imagine, but it will also inherit the tools, talent, and possibilities we choose to build today.

And that work starts here: in our schools, our workplaces, our apprenticeship programs, our mentorship relationships, and in the businesses that anchor communities across our state and country.

What you do every day matters. You develop people. You create opportunity. You turn ideas into action. You help make the future real.

That is not just good business. It is part of the American story.

With gratitude for the work you do, and optimism for what we will build together.

A handwritten signature in black ink that reads "Robert Leming". The signature is fluid and cursive, with a long, sweeping underline.

Rob Leming
President & CEO