

**MICHIGAN STRATEGIC FUND
GRANT AGREEMENT**

The Michigan Strategic Fund (the “MSF”) enters into a binding agreement (the “Agreement”) with Great Lakes Bay Manufacturers Association (the “Grantee”). As used in this Agreement, the MSF and Grantee are sometimes individually referred to as a “Party” and collectively as “Parties”.

Grantee: Great Lakes Bay Manufacturers Association
7400 Bay Road
Curtiss Hall CCB 313
University Center, Michigan 48710

I. **NATURE OF SERVICES.** Increase Industry 4.0 awareness and preparedness throughout Michigan via support of regional programming and activities in Region 5 (“Grant Activities”).

II. **PERFORMANCE SCHEDULE.**

Starting Date: June 1, 2021

Ending Date: May 31, 2022

The term of this Agreement (the “Term”) shall commence on the Starting Date and shall continue until the occurrence of an event described in Section IX of this Agreement.

III. **INCORPORATION BY REFERENCE.** The following documents are incorporated by reference as binding obligations, terms and conditions of the Agreement.

- Exhibit A: Grantee’s Budget
- Exhibit B: State Required Terms
- Exhibit C: Grantee Milestones

In the event of any inconsistency between the provisions of this Agreement and Exhibits A, B, and Exhibit C, the provisions of this Agreement shall control.

IV. **PAYMENT SCHEDULE INFORMATION.**

A. The MSF agrees to provide the Grantee a grant in an amount not to exceed \$106,175 (“Grant Funds”). Overhead, administrative fees or management fees are limited to not more than 15% of the Grant Funds.

B. This is a Cost Reimbursement agreement. The Grantee must complete and submit a quarterly invoice and the Quarterly Progress Report referenced in Section VIII(C) within 15 calendar days following the quarter end for prior

quarter expenditures. Grantee's final invoice and final Quarterly Progress Report are due within 90 calendar days of the end of the Term.

- C. The Grantee agrees that all funds shown in the Budget are to be spent as specified. The Grantee may reallocate expenditures between categories within the Grantee's Budget of up to ten percent (10%) of total Grant Funds without prior approval of the Grant Manager. Changes greater than ten percent (10%) of the total Grant Funds will be allowed only upon prior review and written approval by the Grant Administrator. This Agreement does not commit the MSF to approve requests for additional funds during or beyond this Grant period.
- D. Public Act 533 of 2004 requires that payments under this Agreement be processed by electronic funds transfer ("EFT"). Grantee is required to register to receive payments by EFT at the State Integrated Governmental Management Applications ("SIGMA") Vendor Self Service ("VSS") website (www.michigan.gov/VSSLogin).

- V. **MSF GRANT ADMINISTRATOR.** The Michigan Economic Development Corporation (the "MEDC") provides administrative services to the MSF. The Grantee must communicate with the MEDC representative named below or his or her designee regarding this Agreement. The Grant Administrator may be changed, at any time, at the discretion of the MEDC.

Jodi Hankerd (the "Grant Administrator")
Michigan Economic Development Corporation
300 North Washington Square
Lansing, Michigan 48913
hankerdj@michigan.org

VI. **REPRESENTATIONS AND COVENANTS OF THE GRANTEE.**

The Grantee represents and warrants to the MSF:

- A. **Grantee Authority.** The execution, delivery and performance by the Grantee of this Agreement has been duly authorized and approved by all necessary and proper action on the part of the Grantee and will not violate any provision of law, or result in the breach, be a default of, or require any further consent under any of the Grantee's organizational and governing documents; or any agreement or instrument to which the Grantee is a party, or by which the Grantee or its property may be bound or affected.
- B. **Consent.** Except as has been disclosed in writing to the MSF, or the Grant Administrator, no consent or approval is necessary from any governmental or other entity, except the MSF, as a condition to the execution and delivery of this Agreement by the Grantee or the

performance of any of its obligations under this Agreement.

- C. **Compliance with Laws.** To its knowledge, the Grantee is not and will not during the Term be in material violation of any laws, ordinances, regulations, rules, orders, judgments, decrees or other requirements imposed by any governmental authority to which it is subject and will not knowingly fail to obtain any licenses, permits or other governmental authorizations necessary to the ownership of its properties or to the conduct of its business, which violation or failure to obtain are reasonably likely to materially and adversely affect its business, profits, properties or condition (financial or otherwise).
- D. **Prohibited Use of Grant Disbursements.** The Grantee shall not use the Grant for the development of a stadium or arena for use by a professional sports team or development of a casino or property associated or affiliated with the operation of a casino as prohibited by the Act (see MCL 125.2088c(3)(a) and (b)), or to induce the Grantee, a qualified business, or small business to leave the State of Michigan, or to contribute to the violation of internationally recognized workers' rights, of workers in a country other than the US, or to fund an entity incorporated in a tax haven country, as prohibited by the Act (see MCL 125.2088c(4)(c), (d), and (e)).
- E. **Criminal or Civil Matters.** The Grantee affirms that to the best of its knowledge that it or its affiliates, subsidiaries, officers, directors, managerial employees, and any person who, directly or indirectly, holds a pecuniary interest in the Grantee of Twenty percent (20%) or more: (i) do not have any criminal convictions incident to the application for or performance of a state contract or subcontract; and (ii) do not have any criminal convictions or have not been held liable in a civil proceeding, that negatively reflects on the person's business integrity, based on a finding of embezzlement, theft, forgery, bribery, falsification or destruction of records, receiving stolen property, or violation of state or federal antitrust statutes.
- F. **Conflict of Interest.** The Grantee affirms that there exists no actual or potential conflict of interest between the Grantee, the Grantee's key personnel or its family, business or financial interest ("Grantee's Interests") and the activity under this Grant. The Grantee affirms that it has a procedure in place to require disclosure and subsequent management of conflicts of interest between the Grantee's key personnel, its family's or business's financial interests and its activities under the Grant. In the event of a change in either its private interests or activities under this Grant, Grantee will inform the MSF immediately in writing regarding possible conflicts of interest that may arise as a result of such change. Contingent upon or resulting from the execution of this Agreement.

- G. **State Required Terms.** The Grantee shall comply with its representations, warranties, and obligations as required and set forth in Exhibit B.

VII. **REPRESENTATIONS AND COVENANTS OF THE MSF.**

The MSF represents and warrants to the Grantee:

- A. **Organization.** The MSF is a public body corporate and politic within the Department of Labor and Economic Opportunity of the State of Michigan created under the Act. The MSF has the power and authority to enter into and perform its obligations under this Agreement.
- B. **Consent.** Except as disclosed in writing to the Grantee or as otherwise provided by law no consent or approval is necessary from any governmental authority as a condition to the execution and delivery of this Agreement by the MSF or the performance of any of its obligations under this Agreement. This Agreement is valid, binding, and enforceable in accordance with its terms, except as limited by applicable bankruptcy, insolvency, moratorium, reorganization or other laws or principles of equity affecting the enforcement of creditors' rights generally or by general principles of equity.

VIII. **GRANTEE DUTIES.** The Grantee agrees to undertake, perform, and complete the services fully described below:

- A. Undertake and complete the following activities set forth in Exhibit C:
- B. Attend quarterly meetings held by the MEDC. The quarterly meetings are intended to encourage collaboration and networking among service providers in Michigan and to share updates, best practices, and lessons learned. The Grantee or its authorized representative shall attend the quarterly meetings unless such attendance is waived by the Grant Administrator in advance of the meeting. The date, time and location of the meetings shall be provided by the Grant Administrator.
- C. Provide to the Grant Administrator quarterly progress reports (the "Quarterly Progress Reports") for the immediately preceding quarter. The first progress report is due September 15, 2021. The Quarterly Progress Reports shall include, at a minimum, a description of the activities conducted during that reporting period, the activities and events to be conducted in the upcoming quarter, any problems, real or anticipated, which may impact Grantee's ability to perform duties of the Grant, and any supporting documentation or any other information or data reasonably requested in advance by the Grant Administrator to assess compliance with the Agreement. Consistent with the reporting requirements in MCL 125.2009, the Grantee shall also provide the following information relative to these Grant Activities:

- The number of companies that have received support or services from Grantee, as well as company contact information (including company name, contact name and email address, and web page) along with quarterly and/or final reports;
- The amount of non-state financial support (cash or in-kind services) allocated by Grantee to the Grant Activities.
- Breakdown of industries by providing six-digit NAICS Code of companies served. The Grantee will provide aggregate numbers of companies for each NAICS Code.

The final Quarterly Progress Report is due within 90 calendar days following the end of the Term. The Quarterly Progress Reports shall be submitted in a form and manner as approved in advance by the Grant Administrator.

- IX. TERMINATION.** This Agreement shall terminate upon the earlier of the Ending Date or termination by the MSF pursuant to Section X of this Agreement.
- X. DEFAULT.** The MSF's obligation to disburse any portion of the Grant shall automatically be suspended, and this Agreement may be terminated, at the option of the MSF, upon the occurrence and during the continuation, of any one or more of the following events or condition (each an "event of Default"), unless a written waiver is provided by the MSF: (a) any representation, covenant, certification or warranty made by the Grantee shall prove incorrect at the time that such representation, covenant, certification or warranty was made in any material respect; (b) the Grantee's failure generally to pay debts as they mature, or the appointment of a receiver or custodian over a material portion of the Grantee's assets, which receiver or custodian is not discharged within Sixty calendar days of such appointment; (c) any voluntary bankruptcy or insolvency proceedings are commenced by the Grantee; (d) any involuntary bankruptcy or insolvency proceedings are commenced against the Grantee, which proceedings are not set aside within Sixty calendar days from the date of institution thereof; (e) any writ of attachment, garnishment, execution, tax lien, or similar writ is issued against any property of the Grantee, which is not removed within Sixty calendar days. (f) the Grantee's failure to comply with the reporting requirements hereof; (g) the Grantee's failure to comply with any obligations or duties contained herein including, but not limited to failure to submit complete and accurate progress reports; (h) Grantee's use of the Grant funds for any purpose not contemplated under this Agreement.
- XI. NOTICE OF DEFAULT.** The MSF may terminate this Agreement by providing written notice of default to the Grantee (the "Notice of Default") upon the occurrence of an Event of Default. The Notice of Default will provide Grantee with a period of at least ten (10) calendar days, or such longer period as determined by the MSF Fund Manager, to cure the Event of Default (the "Cure Period"). If the Event of Default remains uncured upon expiration of the Cure Period, the MSF may terminate the Agreement and Grantee shall, unless otherwise directed in writing by the MSF,

immediately take all steps necessary to cease all Grant Activities and to avoid incurring additional costs or expense under this Agreement.

- XII. AVAILABLE REMEDIES.** The suspension of payments or termination of this Agreement are not intended to be the sole and exclusive remedy in case any Event of Default shall occur and each remedy shall be cumulative and in addition to every other provision or remedy given herein or now or hereafter existing at law or equity.
- XIII. TOTAL AGREEMENT.** This Agreement, including the exhibits incorporated herein, is the entire agreement between the Parties superseding any prior or concurrent agreements as to the services being provided, and no oral or written terms or conditions which are not contained in this Agreement shall be binding.
- XIV. ASSIGNMENT/TRANSFER/SUBCONTRACTING.** Except as contemplated by this Agreement, the Grantee shall not assign, transfer, convey, subcontract, or otherwise dispose of any duties or rights under this Agreement without the prior specific written consent of the MSF. Any future successors of the Grantee will be bound by the provisions of this Agreement unless the MSF otherwise agrees in a specific written consent.
- XV. COMPLIANCE WITH LAWS.** The Grantee is not and will not during the Term be in violation of any laws, ordinances, regulations, rules, orders, judgments, decrees or other requirements imposed by any governmental authority to which it is subject, and will not fail to obtain any licenses, permits or other governmental authorizations necessary to carry out its duties under this Agreement.
- XVI. NOTICES.** Any notice or other communication under this Agreement shall be in writing and sent by e-mail, or fax, or first-class mail, postage prepaid, or by courier to the respective Party at the address listed at the beginning of this Agreement or such other last known addresses, fax numbers or e-mail accounts, and shall be deemed delivered: (i) one business day after an e-mail, fax or courier delivery or (ii) two business days after a mailing date.
- XVII. AMENDMENT.** This Agreement may not be modified or amended except pursuant to a written instrument signed by the Parties.
- XVIII. GOVERNING LAW.** This Agreement is a contract made under the laws of the State of Michigan, and for all purposes shall be governed by, and constructed in accordance with, the laws of the State of Michigan. The terms of this provision shall survive the termination or cancellation of the Agreement.
- XIX. RELATIONSHIP OF THE PARTIES.** The Grantee and its officers, agents and employees shall not describe or represent themselves as agents of the State of Michigan, the MSF, or the MEDC, to any individual person, firm, or entity, for any purpose.
- XX. COUNTERPARTS AND COPIES.** This Agreement may be signed in counterparts

and delivered by fax or in .pdf form or other electronic format, and in any such circumstances, shall be considered one document and an original for all purposes.

- XXI. SEVERABILITY.** All of the clauses of this Agreement are distinct and severable and, if any clause shall be deemed illegal, void or unenforceable, it shall not affect the validity, legality or enforceability of any other clause or provision of this Agreement. To the extent possible, the illegal, void or unenforceable provision shall be revised to the extent required to render the Agreement enforceable and valid, and to the fullest extent possible, the rights and responsibilities of the Parties shall be interpreted and enforced to preserve the Agreement and the intent of the Parties. Provided, if application of this section should materially and adversely alter or affect a Party's rights or obligations under this Agreement, the Parties agree to negotiate in good faith to develop a structure that is as nearly the same structure as the original Agreement (as may be amended from time to time) without regard to such invalidity, illegality or unenforceability.
- XXII. PUBLICITY.** At the request and expense of the MSF or the MEDC, the Grantee will cooperate with the MSF or the MEDC to promote the Grant Activities through one or more of the placement of a sign, plaque, media coverage or other public presentation at the project or other location acceptable to the Parties.
- XXIII. EXTENSIONS.** The MSF may extend the Term of the Agreement for up to five (5) additional years and increase the Grant, subject to available funding.
- XXIV. SURVIVAL.** The terms and conditions of sections XIX, XVIII, XXII shall survive termination of this Agreement.

(remainder of page intentionally left blank)

The signatories below warrant that they are empowered to enter into this Agreement.

GRANTEE ACCEPTANCE:

Great Lakes Bay Manufacturers Association

Dated: June 15, 2024



By: Tanya Blehm
Its: Manager

MSF ACCEPTANCE:

Michigan Strategic Fund

Dated: _____

By: Valerie Hoag
Its: Fund Manager

EXHIBIT A
GRANTEE'S BUDGET

	Category	Cost-Share	3/1/2021 - 9/1/21	9/2/21 - 2/28/22	Total	In-Kind Cost Share
	I: REVENUE					
A	Grant Funds	\$ 106,175				
	TOTAL REVENUE:	\$ 106,175				\$ 5,000
	II: EXPENSES					
B	Marketing and Communication		\$ 15,375	\$ 12,000	\$ 27,375	
C	Complete Questionnaire		\$ 13,500		\$ 13,500	
D	Webinar Series Coordination & Implementation		\$ 6,750	\$ 13,500	\$ 20,250	
E	Roundtable Coordination & Implementation		\$ 19,800		\$ 19,800	
F	Compile Data & Write White Paper			\$ 3,750	\$ 3,750	
G	Industry 4.0 Roadmap or Pilot Projects			\$ 21,500	\$ 21,500	
	Total Direct Costs		\$ 55,425	\$ 50,750	\$ 106,175	
H	Administration Fee					\$ 5,000
	TOTAL EXPENSES:	\$ 106,175	\$ 55,425	\$ 50,750	\$ 106,175	
	TOTAL REVENUE - TOTAL EXPENSES:	\$ -				

EXHIBIT B

STATE REQUIRED TERMS

Section B.1 Confidentiality. In connection with the transactions contemplated by this Agreement, the MSF, the MEDC or their representatives may obtain, or have access to all information or data concerning the business, operations, assets or liabilities of the Grantee. Under MCL 125.2005(9), the MSF Board has authority, upon the Grantee's request, to acknowledge financial or proprietary Grantee information as confidential. If the MSF acknowledges Grantee information as confidential (the "Confidential Information"), the MEDC and the MSF agree that they and their representatives will use the Confidential Information solely for the purpose of administering this Agreement, and that the Confidential Information will be kept strictly confidential and that neither the MEDC, the MSF, nor any of their representatives will disclose any of the Confidential Information in any manner whatsoever. However, the MSF or the MEDC may disclose Confidential Information: (i) to such of its representatives who need such information or data for the sole purpose of administering the MBDP and the transactions contemplated by this Agreement; (ii) to the extent required by applicable law (including, without limitation, the Michigan Freedom of Information Act); (iii) if, before the Effective Date, such information or data was generally publicly available; (iv) if after the Effective Date, such information or data becomes publicly available without fault of or action on the part of the MSF, the MEDC or its representatives; and (v) in all other cases, to the extent that the Grantee gives its prior written consent to disclosure. This Section shall survive indefinitely.

Section B.2 Access to Records and Inspection Rights. During the Term of the Grant, there will be frequent contact between the Grant Manager, or other MEDC, MSF or representative of the State, and the Grantee. Until the end of the Term of the Grant, to enable the Auditor General, the Department of Technology, Management and Budget (the "DTMB"), the MSF, or the MEDC to monitor and ensure compliance with the terms of this Agreement, the Grantee shall permit the Auditor General, the Chief Compliance Officer, the DTMB, the MSF, or the MEDC to visit the Grantee, and any other location where books and records of the Grantee are normally kept, to inspect the books and records, including financial records and all other information and data relevant to the terms of this Agreement, including the expenditure of the Grant Disbursements; provided, however, that such audit right shall survive the end of the Term of the Grant by three (3) years. In connection with any such audit, the Grantee shall cooperate with the chief compliance officer, if contacted, as provided in MCL 125.2088i(6)(h). At such visits, the Grantee shall permit the Auditor General, the Chief Compliance Officer, the DTMB, the MSF, or any member, employee or agent of the MSF, the Chief Compliance Officer, the Grant Manager, or any employee or agent of the MEDC to make copies or extracts from information and to discuss the affairs, finances and accounts of the Grantee related to this Agreement with its officers, employees or agents. Notwithstanding anything to the contrary, any information and data that the Grantee reasonably determines is Confidential Information shall be reviewed by the Auditor General, the Chief Compliance Officer, the DTMB, the MSF, and the MEDC at the offices of the Grantee and the Auditor General, the Chief Compliance Officer, the DTMB, the MSF, or the MEDC shall have the right to remove, photocopy, photograph or otherwise record in

any way any part of such books and records with the prior written consent of the Grantee, which consent shall not be unreasonably withheld.

Section B.3 Termination of Funding. In the event that the State Legislature or the State Government fails to provide or terminates the funding necessary for the MSF to fund the Grant, the MSF may terminate this Agreement by providing notice to the Grantee not less than thirty (30) calendar days before the date of cancellation provided, however, that in the event the action of the State Legislature or State government results in an immediate absence or termination of funding, this Agreement may be terminated effective immediately upon delivery of written notice to the Grantee. In the event of termination of funding, the MSF has no further obligation to make Grant Disbursements beyond the date of termination of this Agreement.

Section B.4 Non-Discrimination and Unfair Labor Practices. In connection with this Agreement, the Grantee agrees not to discriminate against any employee or applicant for employment, with respect to their hire, tenure, terms, conditions or privileges of employment, or any matter directly or indirectly related to employment, because of race, color, religion, national origin, ancestry, age, sex (including sexual orientation and gender identity or expression as defined in Executive Directive 2019-09), height, weight, marital status, partisan considerations, physical or mental disability, or genetic information (as defined in Executive Directive 2019-09) that is unrelated to the individual's ability to perform the duties of the particular job or position. The Grantee further agrees that every subcontract or sub-recipient agreement entered into for performance of this Agreement will contain a provision requiring nondiscrimination in employment, as specified in this Agreement, binding upon each subcontractor. This covenant is required, as applicable under the Elliot Larsen Civil Rights Act, 1976 PA 453, MCL 37.2101, *et seq.*, and the Persons with Disabilities Civil Rights Act, 1976 PA 220, MCL 37.1101, *et seq.*, and is consistent with Executive Directive 2019-09, and any breach thereof may be regarded as a material breach of this Agreement.

Under 1980 PA 278, MCL 423.321, *et seq.*, the State shall not award a contract or subcontract to an employer whose name appears in the current register of employers failing to correct an unfair labor practice compiled under MCL 423.322. The United States Labor Relations Board compiles this information. The Grantee shall not enter into a contract with a subcontractor, manufacturer, or supplier whose name appears in this register. Under MCL 423.324, the State may void any contract if, subsequent to the award of the contract, the name of the Grantee as an employer, or the name of a subcontractor, manufacturer, or supplier of the Grantee appears in the register.

Section B.5 Indemnification and Hold Harmless. Each Party, as governmental agencies, cannot indemnify the other. Therefore, each will rely on the insurance provisions listed herein. This Agreement does not, and is not intended to impair, divest, delegate, or contravene any constitutional, statutory and/or other legal right, privilege, power, obligation, duty or immunity of the MSF or Grantee, their respective board members, employees, agents or assigns and shall not be construed to waive the defense of sovereign, governmental or official immunity held by the MSF or Grantee. If either Party becomes aware of a claim involving the other within the relationship, the Party with knowledge of the

claim shall inform the other party in writing within ten (10) days of receiving knowledge of the claim, demand, or other loss.

Section B.6 Jurisdiction. The parties shall make a good faith effort to resolve any controversies that arise regarding this Agreement. If a controversy cannot be resolved, the parties agree that any legal actions concerning this Agreement shall be brought in the Michigan Court of Claims or, as appropriate, Ingham County Circuit Court in Ingham County, Michigan. The Grantee acknowledges by signing this Agreement that it is subject to the jurisdiction of this court and agrees to service by first class or express delivery wherever the Grantee resides, in or outside of the United States. This Section shall survive indefinitely.

EXHIBIT C

I. Grantee Duties

- a. Create marketing and communications strategy and associated materials to promote questionnaires, webinars, roundtables, and other programs.
- b. Develop an Industry 4.0 preparedness questionnaire that EDOs and other partners will complete with manufacturers. The questionnaire will target each manufacturer's:
 - i. Industry 4.0 preparedness
 - ii. Technology awareness
 - iii. Workforce needs
 - iv. Inventory of local resource awareness
 - v. Knowledge gaps
 - vi. Culture challenges
 - vii. Market demands
 - viii. Workforce constraints
- c. Deploy one-hour, virtual webinars throughout the first three (3) quarters of the grant period. Webinar topics include:
 - i. Need for Leadership buy-in and strategic planning
 - ii. Effective change management
 - iii. Understanding of Key Performance Indicators (“KPIs”)
 - iv. Establishing an Industry 4.0 Roadmap
 - v. Recognizing shortfalls/opportunities and existing structural roadblocks
 - vi. Regional partner resources
 - vii. Nine nodes of Industry 4.0:
 - Internet of Things
 - Cyber Security
 - Augmented & Virtual Reality
 - Big Data
 - Robotics/Automation
 - Additive Manufacturing/3D Printing
 - Simulation
 - System Integration
 - Cloud Computing
- d. Compile questionnaire data and analyze the service region's needs as it relates to Industry 4.0
- e. Facilitate three regional Industry 4.0 roundtables and based on the preliminary findings of the compiled questionnaire data, perform a facilitated “deep dive” into identified topics to gain a fuller view of the challenges and needs facing the local manufacturing sector for Industry 4.0. Attendees to include manufacturers,

economic developers, educational institutions, Michigan Works, and other partners critical to the Industry 4.0 effort.

- f. Complete a whitepaper that analyzes data from the questionnaire and roundtable events to understand the region's Industry 4.0 preparedness, unmet gaps, training capabilities, workforce training needs, knowledge gaps, culture challenges, market demands, regional resources, and workforce constraints. Whitepaper will include recommendations on next steps for the region to address the identified gaps and will be shared with partners such as higher education organizations, regional partners, MEDC, and other organizations that can provide support to manufacturers with Industry 4.0 implementation.
- g. Partnering with MMTC, provide onsite consulting projects to create Industry 4.0 implementation roadmaps and/or deploy pilot projects. The Industry 4.0 team will develop an application process and objective rubric to select awardees (2-3 awards) for roadmap or pilot projects. Manufacturers who participate in these projects will participate in a case study and future events to showcase Industry 4.0 adoption.
- h. Serve at least 100 manufacturers.

II. Grantee Deliverables

Grantee shall provide:

- a. Deployed questionnaire and results, to include but not limited to number of questionnaire participants
- b. Number of marketing/promotional items distributed
- c. Webinar/regional round table attendee list(s) and number of attendees, and a copy of webinar slide deck and/or content
- d. Results of Industry 4.0 implementation roadmaps and pilot projects
- e. Number of manufacturers reporting an increase in Industry 4.0 preparedness