

Dear Economic Forecast Panelists,

Organizations that specialize in innovation need creative, strategic thinkers driving them. I am proud to say that Jeff Karpinske is one of those individuals at TMG (The Members Group). As our company's CFO, Jeff advocates for continuous improvement and business process recalibration endeavors as a norm, which helps us differentiate ourselves in a competitive marketplace.

From the time I joined TMG in 2011, Jeff has continually impressed me with his ability to embrace continuous improvement and propel it forward with tenacity and vigor. While helping lead TMG to exploit its current area of expertise, Jeff is also a strong proponent of exploring new frontier and market opportunities that will help define TMG for the future.

Jeff's leadership in the launch of TMG's Canadian line of business, Collabria, demonstrated his ability to explore innovative ventures. While some CFOs may have accepted the status quo and resisted a move to international waters, Jeff was ready to drive the project forward. Jeff noted that many Canadian credit unions did not offer their members credit cards and correctly identified an opportunity to provide them with a necessary product. His efforts were instrumental in building Collabria's operational infrastructure and positioning it for growth.

The transparent approach Jeff takes in his communications to both internal and external audiences demonstrates his commitment to financial integrity. As our audits and other regulatory bodies show, everything is accounted for within TMG. Those findings are in no small part a result of Jeff's dedication to the disciplinary aspect of his position.

During our time together at TMG, I have appreciated Jeff's strength in hiring the brightest and most intellectually-gifted employees. Jeff recognizes that he alone is not an expert on everything and strives to empower his team, continually building bench strength to help them rise and add further value to our company.

Jeff possesses a natural curiosity, which encourages him to broaden his horizons. Prior to initiating a series of complex negotiations, Jeff was eager to attend Berkley's three-day *Negotiation and Influence* executive program to better prepare himself for our proceedings. I both respect and admire Jeff's dedication to continuous education and development.

Please, feel free to contact me, if I can provide any additional information or clarification.

Sincerely,
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