EXHIBIT D



We are a "think and do" tank dedicated to being a resource for states and local communities in the middle of the country.

Our Pillars

Innovation & Entrepreneurship Human Capital & Workforce Development Health & Wellness Regional Competitiveness



HEARTLAND FORWARD

HEARTLAND DEFINED



Why is a regional focus so important?

- •Only 10% of venture capital investments since 2016 were made in the heartland, yet 39% of the U.S. population lives here
- •The heartland produces about 1/3 of U.S. GDP (>\$6 trillion), making it equivalent to the 3rd largest economy in the world
- •Health care is the largest industry by employment in the region, while mining is the most concentrated industry
- •Quality of life can improve when job opportunities maximize a region's unique identity

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PLACE-BASED ECONOMIC DEVELOPMENT

RESEARCH



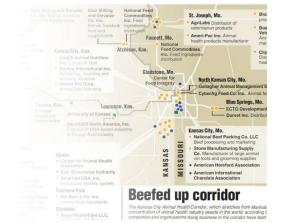
Noun

The process of using an area's unique identity and sense of place as a competitive advantage for creating and sustaining growth; it involves policies tailored to regional characteristics.



HEARTLAND FORWARD EXAMPLE





EXAMPLE







MAKING YOUR PLACE YOUR PLACE





HEARTLAND FORWARD

COMMUNITY GROWTH PROGRAM

Idea Accelerator

The Idea Accelerator is a 90-day program:

- 45-day Builder Bootcamp to teach participants how to put ideas into action
- \cdot 45-days of actively executing their ideas through a single experiment

All supported by a \$5,000 Pebble Grant.

Participants are mentored by Master Builders throughout the program

Stepping Stones

- · Members of the Stepping Stones program participate in a three-day intensive workshop.
- · Builders receive \$25,000 in non-dilutive funding to go toward their business
- The goal of Stepping Stone is to get selected Builders on the pathway to \$1M in revenue and 2-3 employees within a year.

NORTHWEST ARKANSAS IMPACT

NWA Builders

- 44 total
- 11 teammates
- 10 Upcoming Spots in Fall 2023

<u>Delta Builders</u>

- 52 total
- 7 Upcoming Spots in Fall 2023

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PROGRAM IMPACT SINCE JULY 2023

- 745 Builders have been through the program
- 468 ideas
- 263 ventures launched
- \$1.98 million raised
- Engaged in 13 heartland states (AL, AR, IA, KS, MI, MN, MO, MS, ND, OK, SD, TN, TX)
- 86% Builder retention
- 52.7% cohort launched ventures

More details

- 57% of cohort identify as women
- 74% of cohort identify as BIPOC
 Received Net Promoter Score of 91
- 9/10 Builders report that participation in the program positively impacted others around them

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