2022 MEMS Commercialization Report Card Input Form

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| **2022 MEMS INDUSTRY COMMERCIALIZATION REPORT CARD INPUT FORM** |
| SUBJECT / YEAR | **1998** | **1999** | **2000** | **2001** | **2002** | **2003** | **2004** | **5005** | **2006** | **2007** | **2008** | **2009** | **2010** | **2011** | **2012** | **2013** | **2014** | **2015** | **2016** | **2017** | **2018** | **2019** | **2020** | **2021** | **2022** |
| R&D | A | A | A | A | A | A- | A- | A- | A- | A- | B+ | B | B | B+ | B | B | B | B | B+ | A- | A- | B+ | B | B+ |   |
| Marketing | C- | C | C+ | C+ | C+ | C | C | C+ | C+ | C+ | C+ | C | C | C+ | C+ | B- | B- | B | B | B | B | B- | B- | B-  |   |
| Market Research | C | B- | B- | B- | B | B | B+ | B- | B | B | B | B+ | A- | B | B- | B- | B- | C+ | C+ | B- | B- | B- | C+ | C  |   |
| Design For Manufacturing | C+ | B- | B | B | B | B | B | C+ | B- | B | B+ | A- | A- | B+ | B- | B | B+ | A- | A- | A- | B+ | B | B | B+ |   |
| Established Infrastructure | C+ | B | B+ | A | A | A | A | A- | A- | A- | B+ | B+ | A- | A- | A- | A- | A- | A- | A- | A- | A- | A- | B+ | B-  |   |
| ManagementExpertise | C | C | C+ | C+ | C+ | C+ | C+ | B- | B- | B | B | B | B | B | B | B | B | B | B | B | B | B | B | C  |   |
| Venture Capital Attraction | C | B- | B+ | A | C | C- | C | C+ | C+ | C | C- | D | D+ | D+ | D+ | D+ | D+ | D | D | D+ | C- | C- | C | B |   |
| Creation OfWealth | C | B- | B+ | A | C | C- | C- | C- | C- | C | C- | D+ | C- | C+ | C+ | C+ | B- | C+ | C+ | C+ | C+ | C+ | C+ | C+ |   |
| Profitability | C- | C- | C- | C- | C- | C- | C- | C | C+ | C | C- | D+ | D | C- | C | C+ | C+ | C | C- | C- | C | C | C+ | C |   |
| IndustryRoadmap | n/a | B- | B | B+ | A- | A | A | B | B- | C+ | C- | C- | C | C | C | C+ | B- | C+ | C | C- | C | C | C | C  |   |
| IndustryAssociation | n/a | n/a | n/a | B | B+ | B+ | B+ | B | B | B+ | B | B | A- | B+ | B+ | B+ | B+ | B+ | A- | B+ | B- | B- | B- | B  |   |
| Standards | n/a | n/a | n/a | n/a | C | B- | B- | B- | C+ | C | C | C | C+ | C | C | C+ | B- | C+ | C- | C- | C- | C | C | C  |   |
| Employment | n/a | n/a | n/a | n/a | n/a | C | C | C+ | C+ | C+ | C | C- | C | C+ | C+ | C+ | B- | B- | B | B | B | B | B | B-  |   |
| ClusterDevelopment | n/a | n/a | n/a | n/a | n/a | B | B+ | B+ | B | B- | C+ | C+ | C+ | C | C+ | C+ | B- | C+ | B- | C+ | C+ | C+ | C+ | C  |   |
| **Overall Grade** | **C+** | **B-** | **B** | **B** | **B-** | **B-** | **B** | **B** | **B-** | **B-** | **C+** | **C+** | **B-** | **B-** | **B-** | **B-** | **B** | **B-** | **B-** | **B-** | **B-** | **B-** | **B-** | **C+** |  |

VERBATIMS

In the text fields provided below, identify the three (3) subjects whose grades differ most significantly from the 2021 grades and provide your rationale. When complete, save this form to your computer, and email it to rgrace@rgrace.com as an attachment.

Subject:

Comment:

Subject:

Comment:

Subject:

Comment:

Your name:

Your email:

Organization: