

A Tribute to A. Malachi Mixon III

OAMES

Special Presentation

“Lifetime Achievement Award”

November 8, 2007

A Lasting Legacy...A Promising Future

OAMES would like to pause during this tumultuous time in the home medical equipment industry's history to thank an individual whose contribution to home health care is arguably unsurpassed by anyone working in the field today.

Mal Mixon, Chairman of the Board/CEO of Invacare, brings forward-thinking and steadfast leadership to the HME industry and Ohio's business community. His dedication is unquestioned and his entrepreneurial success has reached incredibly impressive heights. His unbending commitment to homecare leaves our small but mighty community of HME providers with a strong foundation from the past that is seeing us through trying times today; and a promise that the future is bright for those providing and receiving homecare services. He is enormously respected by his peers, a fighter in the field and an inspiration to all who meet and work with him. Clearly, his Ivy League education and years as a Marine forged a fascinating combination that prepared him remarkably well for his career. Little did he know that homecare would be such a battleground today but he is a beacon of hope to those of us fighting in the trenches every day and OAMES is grateful for his trail-blazing skills and remarkable tenacity that inspires us all.

This award is presented to Mal today by OAMES to express our immense gratitude for his support of this association over the 27 years of our existence. But more importantly, we thank him for his undying dedication to his customers and the patients that receive the benefit of home care through out the world.

Current Biography of A. Malachi Mixon, III

A. Malachi (Mal) Mixon, III is Chairman of the Board and Chief Executive Officer of Invacare Corporation (IVC:NYSE), the leading worldwide manufacturer and distributor of medical products for the home health care market. 2006 sales were \$1.5 billion. Mal led a leveraged buy-out of Invacare in 1979, when sales were \$19 million.

Mal serves on the boards of The Sherwin-Williams Company (NYSE) and Primus Venture Partners, a leading Midwest venture capital firm. He also is a founding investor in MCM Capital Partners, LP, a Cleveland leveraged buyout company. Additionally, Mal has been an active investor in several successful Cleveland-area ventures which became public companies including Royal Appliance Manufacturing Company (NYSE) and STERIS Corporation (NYSE).

- In 2007, Harvard Business School presented Mal with the Alumni Achievement Award, the school's highest honor.
- The American Association for Homecare (AAHomecare) presented Mal with the *2006 Humanitarian Award* in September recognizing his industry leadership. Also during 2006, Mal was honored by the NAACP Cleveland Branch as the recipient of the *2006 Freedom Fund Award* and the Lorain County Urban League presented Mal with the *Whitney M. Young Humanitarian Award*.
- The National Conference for Community and Justice (NCCJ) presented Mal with its *2005 Humanitarian Award* and the Juvenile Diabetes Research Foundation (JDRF) honored Mal with the *2005 Living and Giving Award*.
- Mal and his wife, Barbara, were honored in 2003 by the Achievement Centers for Children for their civic and philanthropic contributions to Northeast Ohio.
- In 2002, Mal received the Business Statesman Award from the Harvard Business School Club of Northeastern Ohio.
- He received the *American Association for Homecare Leadership Award* in 2001 in recognition of his dedicated leadership in promoting sound public policy affecting homecare providers and manufacturers. In addition, he received the *Distinguished Citizen Award* from the Greater Cleveland Council, Boy Scouts of America.
- He was honored as the *Master Innovator* at the 2000 Anthem Blue Cross and Blue Shield / Small Business News Business Conference.
- In 1999 and 1992, Mal was awarded the *International Business Executive of the Year Award* by The Cleveland World Trade Association.
- He was honored by the National Multiple Sclerosis Society with the *Hope Award* for distinguished civic and community service and the Students in Free Enterprise (SIFE) organization presented him with the *America's Free Enterprise Legend Award* in 1997.
- Mal was inducted in 1996 as a charter member into the *Cleveland Business Hall of Fame*. The Paralyzed Veterans of America honored him with the *1996 Corporate Patriot Award* in recognition of his significant commitment to the PVA and to all those who have sacrificed in defense of our country. The National Society of Fund Raising Executives Greater Cleveland Chapter honored Mal in 1995 as *Outstanding Philanthropist*.
- In 1992, he was awarded the *Inc. Magazine Master Entrepreneur of the Year Award for Northeast Ohio*.
- The Harvard Business School Club of Cleveland honored Mal with the *Dively Entrepreneurship Award* in 1984.

A graduate of Leadership Cleveland (1986), Mal's current civic activities include serving as Chairman of the Board of Trustees of The Cleveland Clinic Foundation and the Cleveland Institute of Music. He also serves on the Visiting Committee of Harvard Business School and the boards of BioEnterprise and MWV Pinnacle Capital Management, a fund investing in minority ventures. In 1992, Mal established a chair in entrepreneurial studies at the Weatherhead School of Management at Case Western Reserve University in Cleveland, Ohio. In 1997, he established a Mixon Scholarship in each new freshman class at Harvard College for students from Oklahoma and Northeast Ohio.

Originally from Oklahoma, Mal is a graduate of Harvard College (BA) and Harvard Business School (MBA). Between degrees, Mal served four years in the U.S. Marine Corps, including a year in Vietnam, attaining the rank of Captain. Combat decorations include the Air Medal with Oak Leaf Cluster and Navy Commendation Medal with Combat "V".

Mal and his wife, Barbara, have two children, Elizabeth and Ki, six grandchildren, and live in Hunting Valley, Ohio. He enjoys hunting, golfing and playing the piano.

“What Mal Means to OAMES”

Personal Comments from OAMES Leaders, Past and Present

November 8, 2007

“My recollections of Mal Mixon go back to when I entered the industry. He has always been a champion for the industry and for that I am very grateful. His willingness to give of his time and especially the time of his staff has been an example of a true leadership. My two most colorful memories of Mal are: Once at an OAMES meeting several folks were having an impromptu meeting outside a lecture when a new Ohio Medicaid wheelchair rule was floated by Mal. I don't recall the rule but I do recall Mal's reaction... he was furious and picked up his cell phone and made a call.....in a couple of minutes he said into the phone, “I don't care who he is talking to I need him now!” He got his party on the phone quickly... I did not think much of it until a few minutes later when I realized he was talking to George Voinovich. I was truly impressed and realized he moved in a different crowd than me but knew we were lucky to have him. I think the same night Mal was sitting at the piano in our convention room and singing Willie Nelson songs. From that night on I knew that he was my kind of guy.....feet on the ground, Harvard business, hard working, with a sense of caring for the people around him.”

.....Kim Dabe – Dabe Medical; Mason, Ohio (OAMES Member and Past President)

“Even though I have been in the home health business for years, I really didn't become involved with HME until 1998. It was only about two days later that I learned who Mal Mixon was. Over the past few years I have watched Mal take the lead time after time as issue after issue has faced this industry. His actions along with his commitment in time and resources has set the standard that all of us in the industry should strive for. If each of us as managers, owners etc. can find a way to exhibit the same untiring attitude, we will find a way to continue to do what we have always done...take great care of our patients in the safest, most cost effective setting available....their home.”

.....Phil Farris, RPh. – P&R Home IV Services; Van Wert, Ohio (OAMES Board of Directors Member)

“I don't really know Mal personally. I've only spoken with him briefly a couple of times. I will say that I fully support the selection of Mal as an industry hero. He has invested a great deal of time, money and energy into supporting this industry. He appreciates the value providers bring to the industry and has sought to maintain a win/win relationship with us. What's more, he has implemented creative, value-added programs to enhance our success and truly partner with us. Mal has done a lot to get to the level of influence he currently carries and he is using it for the betterment of the entire industry. Thank you Mal.”

.....Patrick Hanna – B&K Home Medical Services; Tiffin, Ohio (OAMES Board of Directors Member)

“If there is one person the HME business can call a friend, it's Mal. If we need business creativity, political action, or any other support for the industry Mal is always at the head of the line to provide it. “Yes, you can” is the attitude Mal has lived for our industry.”

.....Hal Freehling Jr. – O.E. Meyer; Sandusky, Ohio (OAMES Member and OAMES Past President)

“What I have valued most in our relationship with Mal for over 30 years is his willingness, or better stated, his obsession to live by the rule: how goes your customer ...so goes your business. Since the first time I met him, when he made a sales call on Ann and I in Andover, I have always found him to think like the customer. He's made it a priority to understand reimbursement from federal and state programs and how critically important it is to our mutual success. Mal is the only healthcare business executive, that I know, who

commits as much time, money and energy into the legislative process to help stabilize our industry as he does in running his business operations and I am very appreciative for all his efforts. He's a great friend that you can count on."

.....Mario LaCute – Seeley Medical; Andover, Ohio (OAMES Member, OAMES Past President and former chairman of the American Association for Homecare)

"From my perspective, I appreciate Mal's commitment to quality and safety. When I am doing a state license inspection, an accreditation survey or consulting with a company and they tell me they use Invacare products and the equipment safety or maintenance information provided by Invacare, I know that they have some of the best and most complete equipment quality and safety details available today."

.....Mark Kemerer – Healthcare Assist Services; Dublin, Ohio (OAMES Associate Member and Liaison to the Ohio Society for Respiratory Care)

"Mal has always been generous and loyal to his customers and the industry. His willingness to share in his success is recognized and appreciated not only within the industry, but also within his community. He has been a leader in the Cleveland area in building world class healthcare, strengthening entrepreneurship, supporting the arts and providing direction as a civic leader. Medical Service Company is a better organization and I am a better leader because of our relationship with Mal and his team. He has inspired many to achieve more than thought possible."

.....Joel Marx, Medical Service Company; Oakwood Village, Ohio (OAMES Member, OAMES Past President, current appointee to the Ohio Respiratory Care Board)

"Personally, I think it is awesome that Mal can host the legislative fundraisers for key political figures and spend all evening talking to the group about critical legislative initiatives and be so dynamic and serious, and as soon as most of the guests have gone, he can sit down at the piano and start knocking out Broadway tunes or pop hits like it is nothing! Who knew the guy has all kinds of talent! Most of all, I will always think of Mal as being one of the best friends of this industry because of the passion he has for homecare...A True Friend!"

.....Tim Pontius, Steven Richards & Associates; Maumee, Ohio (OAMES Associate Member, OAMES Past President and former chairman of the American Association for Homecare)

"It has been a pleasure working with Mal over the years. I have learned a lot just by being around him. He is hard working, committed to the industry and fun to be around. My favorite example of having fun with Mal involves an arm wrestling experience. After a long day of meetings, Tim Pontius, my sister Rachel and I started goofing around. Mal jumped right in! I was impressed that such a polished, high profile leader was so down to earth.

.....Jason Seeley – DASCO Home Medical Equipment; Westerville, Ohio (OAMES Treasurer)

"I have been in this business for over thirty years and have known Mal for most them. He was always the one who took a leadership role and someone that I have great respect for. When times were good, Mal always found ways to share his good fortunes. When times weren't so good, Mal stood tall and led the way trying to make things better. As an independent provider our rapid growth would not have been possible without Mal's business approach to helping the smaller companies. I consider him a friend and a true power broker in our industry."

.....Ric Wren – WrenCare; Middletown, Ohio (OAMES Member and OAMES Past President)

"Having worked for OAMES over the past 21 years, I've witnessed Mal and Invacare's immeasurable generosity to our state association first-hand for more than two decades. While OAMES is an organization long blessed with exceptional leaders and active, dedicated members, having Invacare in our ranks to help with the heavy-lifting of our advocacy work has been one of the biggest blessings of all. Thank you for everything, Mal!"

.....Kam Yuricich – Strategic Health Care; Columbus, Ohio (OAMES Executive Director)