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# MOMENTUM

2015 ANNUAL REPORT

## LETTER FROM THE PRESIDENT



Dear friends,

I am pleased to welcome you to our first annual report. Achieving our mission—investing for the glory of God—requires diverse and varied efforts. We see this report as an opportunity to explain the who, what, why and how of our company and share our progress with you.

It was nearly ten years ago when Daryle Doden and four others moved from Auburn to Fort Wayne to open Ambassador Family Enterprises. Although the middle word in our name was dropped after a few years, Daryle's original vision has remained constant—to develop a sustainable learning community that works collaboratively to help leaders and their organizations reach their full potential.

Without God's presence and guidance, and the commitment and investment of numerous individuals, the 34-year run of Ambassador Steel Corporation would never have happened. Ambassador Enterprises is an expression of Daryle's thankfulness to God and others. Daryle is the first to say that anything valuable he has to offer today is because of the countless men and women who invested in him, his family and his organizational initiatives yesterday. AE was created to pay it forward by investing in others in a similar manner.

It feels to me that we are very early in the process of moving toward our vision, and I rejoice over the progress God has given us. The following pages offer a glimpse of the leaders and organizations whom we were blessed to engage with in 2015.

With gratefulness and anticipation,

**Arlan Friesen, President**

“Trust in the Lord with all your heart, and do not lean on your own understanding. In all your ways acknowledge him, and he will make straight your paths.”

**Proverbs 3:5-6**

## MOMENTUM

# FOR PROFIT INVESTING

**2015**

It was a busy year for AE. We completed 13 investment transactions. Three were real estate transactions, and 10 were private equity transactions with new or existing portfolio companies. **AE now has 15 companies in its portfolio.**

### 2015 PORTFOLIO ADDITIONS

**USSL**

A Tanzania-based company that manufactures and sells high-quality animal/chicken feed and maize flour.

**Vennli, Inc.**

A software-based platform for creating and executing growth strategy.

**Santus**

A Florida-based healthcare brand founded with the acquisition of Lantiseptic and Boroleum. This is a partnership investment with HealthEdge Investment Partners.

### 2015 REAL ESTATE DEALS

**Overture Flats**

AE provided DOMO Ventures a bridge loan for the land needed to build a multi-family complex, known as Overture Flats, in Lafayette, Indiana.

**Gateway 75**

AE partnered with Neyer Properties for a 30% equity in a 1.1 million square foot industrial building located in the Cincinnati area. This property was sold in March 2015 to the Gorilla Glue Company.

**Park 10**

AE co-invested with Milhaus Development for a minority share of 19.4% equity in a to-be-built 86-unit condominium project on an in-fill urban site in Indianapolis.



### EXISTING PORTFOLIO COMPANIES\*

#### Majority Owned

Ambassador Supply  
American SportWorks  
Correct Craft  
Diakonia  
ReThink Books  
Wagner-Meinert

#### Minority Interest

BioPoly  
HealthQuest Alliance  
NeuroFX  
RES PolyFlow  
SpeechVive  
Twist and Seal

\*2014 and earlier

EXISTING PORTFOLIO COMPANIES

MAJORITY OWNED

→ AMBASSADOR SUPPLY

Ambassador Supply is a group of companies that focuses on providing manufactured building products, post frame building solutions and the highest quality building materials to professional contractors within the agricultural and residential building markets. The Ambassador Supply family of companies includes Country Metals (lumberyard), Proline Truss, Qualiform Metals (roll-formed steel products) and Granville Lumber Company.

Three Returns

- Financial: AE continues to invest significant capital to improve performance and the impact of the business.
- Cultural: Established health insurance for all employees. Leadership training; Company-sponsored community service days.
- Eternal: Company sponsorship for “adoption” of children in need.



“

AE came together with Ambassador Supply through its optimization team and SIT in 2015, to help us further optimize the company and drive profitable growth and cultural development. Ambassador Supply simply could not make the lasting improvements it has made in 2015 without the assistance of the AE team.”

Brad Crawford, Chief Operating Officer

→ CORRECT CRAFT

Correct Craft has a 90-year history as a marine product manufacturer and developer, operating in more than 60 countries. In addition to the Nautique boat brand, the company owns four other boat brands, three engine brands and two recreational watersport cable parks. It is known for outstanding products and customer-service experiences, winning almost all of its industry’s awards. Out of 18,000 manufacturers in Florida, Correct Craft’s Nautique brand was recognized as the Manufacturer of the Year.

Three Returns

- Financial: Nearly three times the revenue and EBITDA growth. Expansion including four acquisitions.
- Cultural: Employee financial planning courses. On-site fitness/wellness programs. Company-sponsored walk for cancer. Partnership with Habitat for Humanity.
- Eternal: Company-led and subsidized mission trips. Weekly Bible studies with more than 100 attendees.



“

Correct Craft and AE both share unique cultures that also help drive our growth, and we benefit from the influence of AE on our company. Correct Craft is a proud member of the AE family!”

Bill Yeargin, President/CEO

→ AMERICAN SPORTWORKS

American SportWorks (ASW) has been manufacturing and distributing on- and off-road vehicles for more than 50 years. ASW is best known for its LANDMASTER brand, which is a full line of utility vehicles for enjoying and maintaining residential, vacation or small commercial projects. The company has sold more than one million vehicles through its established dealer networks.

Three Returns

- Financial: Successful turnaround investment now contributing revenue growth and profitability.
- Cultural: Increased wages for factory workers. Management completed AE’s *engage!* leadership curriculum and are teaching their teams. New HR director is shadowing AE’s team for best practices collaboration.
- Eternal: Work environment that encourages prayer and Bible study.



“

Ambassador came alongside of American SportWorks to deepen our Strategic Planning Process—going beyond knowing who we are and who our customer is to develop an understanding of who we want to be.”

Ty Bello, VP of Sales and Marketing

→ DIAKONIA

Diakonia is a rapidly growing group of companies focused on providing innovative material-handling solutions to companies in the parcel-handling and retail-distributing markets. The Diakonia group includes Designed Conveyor Systems (engineering and project management), Talos (manufacturing), and Express Installation (field-installation services).

Three Returns

- Financial: More than three times revenue and EBITDA growth.
- Cultural: Established corporate purpose “to show how business can improve lives,” mission and values. Leadership assessment training and utilization of AE’s relational questionnaire in employee recruiting.
- Eternal: Diakonia Cares program offers vacation time and money toward outreach activity.



“

In addition to all the ‘tangible’ impact that the AE team has here at Diakonia, perhaps the greatest impact comes from the prayer, grace, encouragement and support that the AE team pours into us. Our people and our company are better because we are a part of the AE team.”

Ken Wood, CEO



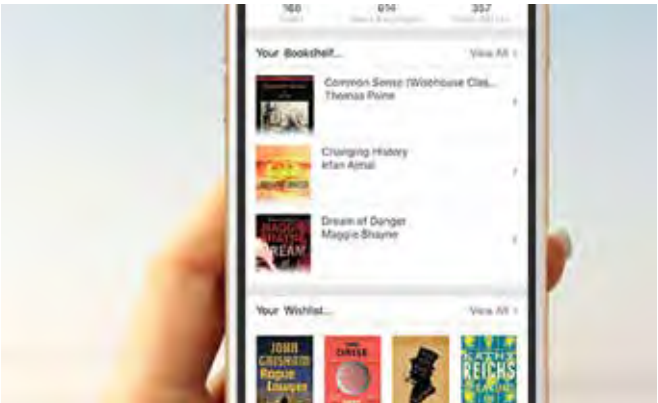
EXISTING PORTFOLIO COMPANIES  
MAJORITY OWNED CONTINUED

→ RETHINK BOOKS

ReThink Books is a technology company focused on helping readers buy, interact with and share more books through social apps. **BookShout!** is a reading app that allows users to create reading circles, share reading notes and invite others to join in reading a particular book. It is a cross-platform application that runs on iOS, Web and Android, so users can save and access notes and books on every platform.

Three Returns

- Financial:** Large and growing partnerships with brands such as Facebook, General Mills, AMEX, and HarperCollins.
- Cultural:** Created an environment that believes in hard work and hard play. Encourages family time while also creating a culture of excellence and accountability, in and out of the office.
- Eternal:** Supported and nurtured relationships with Christian publishers and ministries. Helping Christian publishers reach people with the Word of God in creative new ways. Encourage employees to have open conversations about their faith.



“

Unlike most Silicon Valley companies, we have been able to improve the platform and grow revenues at the same time. We are now positioned to have an exponential impact on brands, corporations, media companies and publishers.”

Jason Illian, CEO

→ WAGNER-MEINERT

Wagner-Meinert is a team of professionals that provides complete engineering, design, build, construction and service in the food process/distribution and industrial manufacturing industries. It specializes in processing, refrigeration and mechanical needs. Known for its expertise, the company maintains a strong working knowledge of its customers’ needs and serves them with highly skilled and technologically competent staff. The company is committed to providing proven, relevant and innovative solutions for its customers today and tomorrow.

Three Returns

- Financial:** Nearly two times the revenue and EBITDA growth.
- Cultural:** Job creation. Significant corporate supporter of Big Brothers Big Sisters and Lifeline Youth Services. High employee care organization.
- Eternal:** Creation of a faith-friendly environment, including individual discipleship of team members.



“

With the help of AE, in 2015 we worked together to complete a company-wide Employee Survey and a series of employee focus group sessions that helped identify things our team could and should improve. Wagner-Meinert leadership is using that feedback to plan projects to work on the business and set it on a course for continued, healthy growth.”

Jeff Albert, President

EXISTING PORTFOLIO COMPANIES  
MINORITY INTEREST



**BioPoly LLC** is an orthopedic research, design and manufacturing company located in Fort Wayne, Indiana. The company develops and manufactures products for use in sports medicine, orthopedics and spinal markets. Using a patented material that is self-lubricating for improved wear properties, the BioPoly™ RS devices are uniquely designed to replace only damaged cartilage. Therefore, patients can quickly recover and return to pain-free, active lifestyles.



**HealthQuest Alliance** is a team of people dedicated to the consolidation and distribution of health data, while protecting individual privacy.



**NeuroFX** is an Indiana-based regenerative medicine company developing an innovative, cell-free Therapeutic Factor Concentrate (TFC) derived from adult adipose (fat) stem cells. TFC is an off-the-shelf, ready-to-use product that harnesses the healing potential of adult stem cells while addressing therapeutic and practical shortcomings of stem cell therapies.



**RES PolyFlow** makes energy products from difficult-to-recycle polymer and rubber waste destined for landfills or incinerations. The robust process behind RES PolyFlow technology allows true recycling of all forms of polymer-based materials to take place in a manner that is economically feasible and environmentally responsible.



**SpeechVive** is a Lafayette, Indiana-based corporation formed in 2011. The company is dedicated to improving the quality of life for individuals with speech problems due to Parkinson's and other diseases by enabling them to communicate more effectively with their loved ones.



**Twist and Seal** is a family of products that uses unique, patented designs to safely guard large electrical cord connections from being exposed to rain, sleet or ice. Each product is made of commercial grade, UV- and weather-resistant plastic that is ideal for residential, commercial, marine, municipal, construction and landscaping uses.

# NON PROFIT INVESTING

AE's optimizing teams provide assessments, leadership training and strategic planning for businesses and organizations in the Fort Wayne area and beyond. These services guide leaders to reach their full potential by achieving their mission and expanding their impact in the community.

In 2015, our Non Profit team performed 12 Organizational Health Assessments (OHA), conducted 4 leadership training events and developed 2 strategic plans.



## ORGANIZATIONAL HEALTH ASSESSMENTS



## LEADERSHIP TRAINING EVENTS



## STRATEGIC PLANS



## JAARS

"We believe God opened a door through a visit to Ambassador Enterprises that led to their engagement with us for the OHA last year.

"The assessment exceeded our expectations—it provided a catalytic picture of where we are today that is motivating a new level of commitment across the organization. From the board to the staff, and reaching now to our partners, we're seeing clarity and focus about our future that is both engaging and energizing.

"Thankfully, our relationship with Ambassador continues to grow and we are looking forward to what the future might hold. Thank you!"

**Woody McLendon, President**

## FAMILY FIRST

"We communicate and collaborate better because of what we learned through the OHA process. The OHA continues to have a positive impact in our organization. We are grateful for the Ambassador team!"

**Mark Merrill, President**

"The OHA process has made us realize that we must have a three-year plan in place—not just an annual plan. And by creating and then tying those two plans together, we are becoming a more focused nonprofit."

**George Woods, Director of Partner Services**

"The OHA process helped us take an objective look at our organization and focus our efforts on the actions that will have the greatest positive impact."

**Jill Boardman, Chief of Staff**







## THE SUMMIT

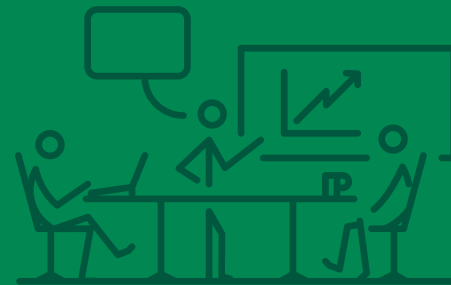
One way AE demonstrates our commitment to community investing is through our campus at The Summit in Fort Wayne. This space equips and empowers people, organizations and communities to reach their full potential with impactful programming, intentional partnerships and innovative property.

# 722

EVENTS HOSTED  
WITH MORE THAN  
170 PARTNERS

# \$42,995

CONTRIBUTED  
IN EVENT  
SPACE



Our network expanded with eight new partners, growing the campus to 17 on-site partners.

### NEW PARTNERS

1. Bedrock Youth Academy
2. Fort Wayne Literacy Alliance
3. Full Circle Wellness
4. Indiana Small Business Development Center
5. Maple Ridge Academy
6. Parkview Sports Medicine
7. Sagamore Institute

### EXISTING PARTNERS

1. Athletes with Purpose
2. Audiences Unlimited
3. Big Brothers Big Sisters
4. Crossroads Bible College
5. Experience Mission
6. Fort Wayne Alumni & Friends
7. Grace College
8. Indiana Wesleyan University
9. Pathfinder Services
10. WBCL



# 42%

OVERALL GROWTH  
IN REVENUES

## EBITDA IMPROVED BY MORE THAN 30%

## 6% CUT IN EXPENSES

# 154%

INCREASE IN  
EVENT SALES



# 59%

INCREASE IN  
LEASING INCOME



# 16

AFFILIATES  
SIGNED

# 27

LOCAL JOBS  
SUPPORTED

## // COOKSPRING

The CookSpring Shared Kitchen is a redeveloped 2,400-square-foot commercial kitchen we rent to entrepreneurs. Our mission is to operate this shared kitchen as a springboard for entrepreneurs to launch businesses and improve the community of Fort Wayne.



# INNOVATIVE EDUCATION INTERNATIONAL

## BRINGING TECHNOLOGY-BASED EDUCATION TO LIBERIA

AE partnered with Innovative Education International to launch the Samuel Morris Scholars Program. This new initiative has been developed to significantly improve math education and bring computer-based learning to students in Liberia. The program is focused on building academic excellence and character based on the tenets of Samuel Morris's life and teachings.

With low testing rates and under-resourced schools throughout Liberia, the program provides a targeted intervention that expands students' opportunity to learn and access a world beyond their classroom. The goal is to equip today's children with the character and educational skills to lead Liberia in the 21<sup>st</sup> century.

## NEW PARTNERSHIPS

### Universities

- Taylor University, Indiana
- Northwest Nazarene University, Doceo Center, Idaho
- United Methodist University, Liberia

### Government

- Ministry of Education, Liberia

### Corporations

- Exxon Mobil, Liberia
- Golden Veroleum Liberia, Liberia

### Vendors

- Learning Equality, Inc.—KA-Lite software
- World Possible, Inc.—RACHEL servers
- Northwest Evaluation Association—assessment software

### Others

- Sinoe County Association in the Americas
- Innovative Education Liberia
- Voice of Sinoe—FM Radio Station



## BY THE NUMBERS

### SAMUEL MORRIS SCHOLARS PROGRAM

36

CURRICULUM LESSONS WRITTEN

120

LAPTOPS DISTRIBUTED IN LIBERIA

\$15,119

RAISED FOR PROGRAM

>90%

GRADE-LEVEL MATHEMATICS PROFICIENCY EXPECTED

### IMPLEMENTED PILOT PROGRAM AT FIVE SINOE COUNTY SCHOOLS

15

TEACHERS TRAINED

534

STUDENTS (GRADES 5-12)

### IMPLEMENTED COMPUTER LAB AT UNITED METHODIST UNIVERSITY

5

PROFESSORS TRAINED

13

FRESHMAN STUDENTS

# DEKALB COMMUNITY GROWTH NETWORK

The goal of DCGN is to advance collaborative networks in DeKalb County. We strive to complete this goal by focusing on four essential areas:

1. Early childhood development
2. K-12 education
3. Adult education and skills training
4. Community services

## CASE STUDY DEKALB CENTER FOR EARLY LEARNING (DCEL) EARLY LEARNING MINISTRY (e.l.m.)

Ambassador Enterprises knew that high-quality early childhood learning was, and still is, a huge gap that needed to be filled in DeKalb County. When strained financial circumstances threatened to close the e.l.m. at Lakewood Park, AE decided to purchase the daycare facility. When AE took ownership in July 2015, the e.l.m. had 67 children attending. As of January 2016, the facility had 90 children under its care.

The DeKalb Center for Early Learning plans to identify three funding partners by the end of 2016. "Play. Learn. Grow." is the motto at the e.l.m., encouraging children to learn through activity.

### Current Partners

- Bethel College
- DeKalb County Churches:
  - Auburn Church of Christ
  - Auburn Church of the Nazarene
  - Auburn First United Methodist Church
  - Auburn Presbyterian Church
  - Dayspring Community Church
  - Lakewood Park Ministries
  - New Hope Christian Center
  - St. Mark's Lutheran Church
- DeKalb Community Impact Corporation
- Downtown Auburn Business Association
- Inspiration Ministries
- Garrett-Keyser-Butler Community Schools





# MOMENTUM

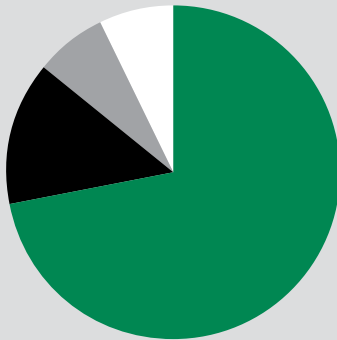
## COMMUNITY IMPACT

### Building Better Community

Our Non Profit Investing team seeks to build relationships with nonprofit leaders and organizations who align with our mission and desire to learn and grow. We believe that our relationships with compatible nonprofits provide opportunities to invest in sustainable and scalable initiatives that address systemic issues. In 2015, \$440,792 was invested in nonprofit organizations.

### Non Profit Financial Investments

|                      |     |
|----------------------|-----|
| ■ NE Indiana         | 72% |
| ■ Missionary Program | 14% |
| ■ Match Program      | 7%  |
| ■ Other              | 7%  |



### LOCAL ENGAGEMENTS

AE had a presence at more than 65 events in the community, whether by direct sponsorship dollars or by donating time and resources. Below are some examples:

| Organization                                    | Event  | Organization                     | Event   |
|---|--|----------------------------------|---|
| <b>A Hope Center</b>                            | Journey of Hope  | <b>Ivy Tech</b>                  | A Reason to Taste                                   |
| <b>Association of Fundraising Professionals</b> | National Philanthropy Day Breakfast  | <b>Junior Achievement</b>        | BEL Awards  |
| <b>Better Business Bureau</b>                   | Golf Outing<br>B2B Mixer<br>Torch Awards   | <b>Mentoring Women's Network</b> | Pass the Torch Luncheon                             |
| <b>Big Brothers Big Sisters</b>                 | Bowlathon<br>Gourmet Dinner<br>Brad Miller Gala<br>Brad Miller Golf Outing<br>Women's Brunch | <b>Parkview Foundation</b>       | Cookin' Men   |
| <b>Blackhawk Ministries</b>                     | Dinner and Auction   | <b>RISE, Inc.</b>                | RISE to the Occasion                                |
| <b>Greater Fort Wayne Business Weekly</b>       | Legend of Leadership Award<br>Forty Under 40 Awards<br>Business Excellence Awards            | <b>The Carriage House</b>        | Dancing with the Stars                              |
| <b>Charis House</b>                             | Annual Gala  | <b>The Crossing</b>              | Annual Banquet                                      |
| <b>Child Evangelism Fellowship</b>              | Golf Classic   | <b>The Easter Seals</b>          | Dancing with the Arc Stars                          |
| <b>Community Harvest Food Bank</b>              | Annual Gala  | <b>The Embassy Theatre</b>       | Embatini<br>Festival of Trees                       |
| <b>Destiny Rescue</b>                           | Annual Event   | <b>The Powerhouse</b>            | Golf Outing   |
| <b>Early Childhood Alliance</b>                 | "Steppin' Out to Spark a Future" Benefit   | <b>The Philharmonic</b>          | Messiah Performance                                 |
| <b>Erin's House</b>                             | Common Bond Breakfast  | <b>The Rescue Mission</b>        | Annual Banquet                                      |
| <b>Fellowship of Christian Athletes</b>         | A Night of Hope  | <b>Turnstone</b>                 | Board of Directors Gala                             |
| <b>Fort Wayne Sister Cities International</b>   | Dinner and Benefit Gala  | <b>United Way</b>                | Community Celebration<br>Breakfast<br>Day of Caring |
| <b>Habitat for Humanity</b>                     | Annual BBQ   | <b>Vincent Village</b>           | Fundraiser Event                                    |
|   |  | <b>World Baseball Academy</b>    | Auction   |
|   |  | <b>YMCA</b>                      | Good Friday Breakfast<br>Golf Outing                |
|   |  | <b>Youth for Christ</b>          | Women of Bold Empowerment<br>Luncheon               |



## ADVANCING COLLABORATIVE NETWORKS

### REGIONAL PARTNERSHIP

In 2015, AE continued to support the investment that the Northeast Indiana Regional Partnership (NIRP) is making in our 11-county region. The NIRP is a public-private partnership focused on generating business leads and building regional capacity through product development and effective regional collaboration.

Beyond contributing financially, our team members serve on councils, committees and boards to provide governance and collaborate with area leaders. The Partnership is leading the way in advancing collaborative networks, and we believe that by partnering with them, we are building a better community.

### SPOTLIGHT LUNCHEON

AE invites local nonprofit organizations to share their story and the work they are doing in the community with team members at monthly Spotlight Luncheons. The luncheons are an opportunity for team members at AE to learn about the nonprofits and discover specific, tangible ways they can be involved in their efforts. In addition, AE provides a 2:1 match for employee donations given to nonprofits during the month they participate.

#### In 2015, we welcomed the following organizations:

|                          |                     |
|--------------------------|---------------------|
| Associated Churches      | Matthew 25          |
| Big Brothers Big Sisters | Pathfinder Services |
| Embassy Theatre          | RISE, Inc.          |
| Erin's House             | United Way          |
| Fort Wayne Trails        | Volunteer Center    |
| Junior Achievement       |                     |

### 2015 MISSIONARY PROGRAM

#### 17 MISSIONARY PARTNERS • 15 MISSION AGENCIES • 9 COUNTRIES

| Organization                        | Location           | Organization               | Location             |
|-------------------------------------|--------------------|----------------------------|----------------------|
| <b>ABWE</b>                         | Oregon             | <b>One Mission Society</b> | Taiwan               |
| <b>Bethesda</b>                     | South Africa       | <b>Pioneers</b>            | Czech Republic       |
| <b>Campus Crusade for Christ(2)</b> | Florida, Thailand  | <b>Rafiki Foundation</b>   | Ethiopia             |
| <b>Forge</b>                        | Colorado           | <b>TEAM</b>                | Tenerife             |
| <b>Greater Europe Mission (2)</b>   | Colorado, Illinois | <b>We Care Haiti</b>       | Haiti                |
| <b>Josiah Venture</b>               | Czech Republic     | <b>World Team</b>          | Chile                |
| <b>Life Action Ministries</b>       | Michigan           | <b>Wycliffe Associates</b> | South Pacific Region |
| <b>New Hope Uganda</b>              | Indiana            |                            |                      |



# OUR PEOPLE

## HIGHLIGHTS



### CIVIC ENGAGEMENT

#### Employee Match Program

Employee donations given to nonprofits in their communities are matched dollar-for-dollar through the Employee Match Program.

- \$35,039 donations matched
- 85% participation

#### Community Investing Time Program

Employees are eligible for one week each year to invest in their community through the Community Investing Time Program.

- 631.5 hours invested (78 days)
- 64% participation

### COMPANY EVENTS

#### Company Picnic (73% Attendance)

AE hosted all employees and their families at the Doden home for the first annual company picnic. The theme was country chic and the day included lunch, volleyball, swimming, kids' activities, team relay races, and a cornhole tournament with the current reigning champions being Daryle Doden and Steve Gardner.

#### Christmas Celebration (91% Attendance)

AE employees and their guests enjoyed a weekend stay at the downtown Indianapolis Embassy Suites hotel. Friday evening featured a special dinner with a presentation by Daryle Doden, followed by the Cirque Dreams Holidaze performance at the Murat Theatre.

#### Corporate Conference Service Project (75% Attendance)

During the annual Corporate Conference, the AE team participated in an afternoon service project. We partnered with Kids Against Hunger to assemble packaged meals for starving children around the world.



## STAFF Through December 31, 2015

#### CEO

Daryle Doden

#### PRESIDENT

Arlan Friesen

#### FOR PROFIT OPTIMIZING

Kerry Burda\*  
Trevor Derby  
Mike Erler  
Brad Miller  
Kevin Neebes  
Paul Perrin  
Doug Stephens  
Phillip Stoller\*  
Tom Stone\*  
Keith Wells  
Adrienne Wampole

#### FOR PROFIT INVESTING

Jeremiah Behling  
Curt Brown  
Tia Decker  
Christophe Dessaigne  
Dustin Heimann  
Tina Konrath  
Matt Lesser  
Dan Rickert

#### NON PROFIT OPTIMIZING

Leon Amstutz  
Randy Carman  
Jan Diaz  
Gary Friesen  
Ross Gamby  
Paul Gilbert  
Amy-Lynn Graf  
Fayth Haines  
Jerod Hevel  
Ashley Hormann\*  
Mindy Hurley  
Barry Kanpol\*  
Charles Kirkpatrick\*  
Christopher Stackhouse  
Elijah Tarpeh\*

#### NON PROFIT INVESTING

Greg Deason  
Tiffany Gardner  
Eileen Howard\*  
Paula Hughes  
Phil Johnson  
Karissa Ryan  
Lynne Smith

#### TREASURY & FINANCE

Hollie Best  
Layna Diehl  
Tim Klage  
Rebecca Lazoff  
Wendy Mast  
Jason Rice

#### PEOPLE & RELATIONSHIPS

Shanon Aycock\*  
Chris Baber  
Tiffany Batt\*  
Alisa Biggins  
Melissa Crawford  
Jared Doden\*  
Blake Douglas\*  
Eric Emley  
Maria Gardner\*  
Steve Gardner  
Jim Hansen\*  
Peter Jacobs  
Pam Kennell\*  
Heather Klage  
Bethany Klein  
Carleen Lesser  
Jason Linstromberg  
Chris Mann\*

Sonja Strahm\*  
Travis Stauffer  
Marissa Vanderमotten  
Janie Waldron  
Josh Waldron  
Toni Widman\*

#### CORPORATE UNIVERSITY

Brian Best  
Barbara Dyrzcz  
Katie Gamby\*  
Larry Rottmeyer

#### THE SUMMIT

Liz Arthur  
Bruce Baughman  
Mike Carper  
David Foster  
Zach Lesser  
Spencer Mize  
Brad Oliver  
Julia Reinhard  
Myles Smith  
Troy Tiernon  
Michelle White

\*Contractor

# INTERN EXPERIENCE



## Nominated for For-Profit “Employer of the Year” by the Indiana INTERNnet.

In 2015, AE welcomed 10 summer interns for a series of hands-on learning opportunities and roll-up-your-sleeves experiences to prepare emerging leaders for success. Our interns came from the following Indiana colleges and universities:

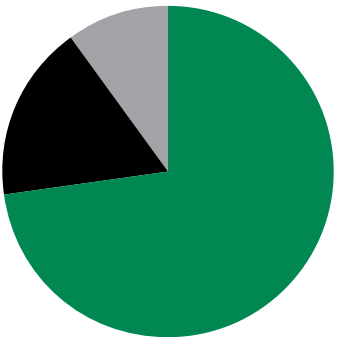
- Anderson University
- Ball State University
- Grace College
- Purdue University
- Taylor University
- Trine University

The internship program focused on four key areas of development: leadership, problem solving, project management and teamwork. The group completed a study tour to Nashville, Tennessee, where they visited an Ambassador affiliate, a recording studio and multiple other businesses in the area. Locally, they visited the One Lucky Guitar marketing firm, The Summit, Sweetwater Sound, The Innovation Center, Community Harvest Food Bank and American SportWorks.

“The Internship Program at AE showed me how to further my learning while being able to produce quality products. In the environment the leadership team created, everyone is always learning something that will help them optimize their performance.” **Carianne Sobey, 2015 Intern**

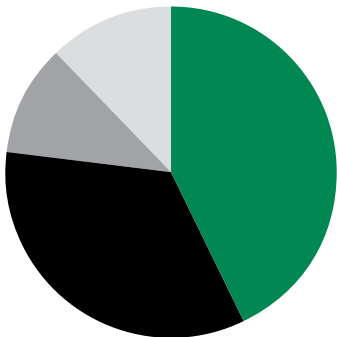
# MOMENTUM

# FINANCIAL RETURNS\*



### SOURCES

|  |     |
|--|-----|
| Private Equity Investments                 | 73% |
| Real Estate Investments                    | 17% |
| Passive Equity, Bond and Other Investments | 10% |



### USES

|  |     |
|--|-----|
| Income Taxes and Owner Distributions         | 43% |
| For Profit Investing & Optimizing            | 34% |
| Non Profit Investing & Optimizing            | 11% |
| AE Corporate Services & Capital Expenditures | 12% |

\*Through December 31, 2015

Ambassador Enterprises is a for-profit, philanthropic equity firm investing for the glory of God — the building of his kingdom, the betterment of mankind, and financial sustainability — by working together with others in optimizing individual and organizational performance.



CULTURAL  
RETURNS



ECONOMIC  
RETURNS



ETERNAL  
RETURNS