

A
BETTER
FUTURE
TOGETHER

2019



legacy *noun* leg·a·cy | \ le-gə-sē \

Something left behind or handed down.

ON THE COVER:

Ambassador Enterprises is pleased to support Fort Wayne's vision of a thriving hometown and a legacy for future generations by investing in Promenade Park and the Ambassador Enterprises Amphitheatre.

LEGACY MINDED

"How will our involvement make things better now and in the future? "

A Legacy-Minded Private Equity Firm

Legacy matters.

It's an inescapable destiny.

Whether planned or unplanned, for better or for worse, we all leave something behind. Our life has an enduring imprint on the lives of others. Legacy cannot be measured by a balance sheet. Money never satisfies the deepest needs of the human heart. Nor does it measure the impact of a life well-lived. It is the reputation we've built, the milestones we've reached, the people we've helped.

The very fabric of our being is enriched or impoverished by the choices we make and the meaning we find in life. For us, that meaning is faith—a living faith that helps us be better people, build better community, and gives us hope for a better tomorrow. Central to our faith is Jesus Christ. We believe him to be who he said he is. God incarnate. The Son of God. The promised Messiah and the crucified and risen Savior who came to save us from our sins and redeem the world.

He inspires us to ask ourselves, "How will our involvement make things better now and in the future?"

It's this legacy mindset that compels us to create something of enduring value, to pass along more than we received—igniting, inspiring, and shining an ever-brighter light in the world.

"Anyone who belongs to Christ has become a new person. The old life is gone; a new life has begun! And all of this is a gift from God, who brought us back to himself through Christ. And God has given us this task of reconciling people to him. And he gave us this wonderful message of reconciliation. So we are Christ's ambassadors."

2 Corinthians 5:17-18 NLT

OUR PURPOSE: Investing for the Glory of God

As a legacy-minded private equity firm, we invest; that’s what we do.
Our *why* is to glorify God.

We invest for the long term with a focus on making a positive impact—on businesses and organizations, on people and communities.

We work hard to perform well. We strive for excellence. Sometimes we fail. Whether in success or failure, we want to learn from our experience. And we acknowledge our ultimate outcomes and impact depend upon God.

To him we give the glory.

CULTURE PYRAMID

MISSION

THREE
RETURNS

VISION

BETTER

People : Community : Life

PILLARS

PEOPLE

Trust

Teamwork

Results

PARTNERS

Self-Reliant

Synergistic

Strategic

PERFORMANCE

Vision Directed

Mission Driven

Process Disciplined

VALUES

Honor God • Respect Others • Work Hard • Have Fun • Create Value

IDENTITY

A LEGACY-MINDED PRIVATE EQUITY FIRM

THREE
RETURNS



FINANCIAL
Sustainability

Self-supporting with
sufficient returns



CULTURAL
Impact

Christ-like influence
on society



ETERNAL
Benefit

Directing people
toward God

OUR MISSION: Investing for Three Returns

Investing for Three Returns isn’t a new concept. A free market economy that works for all requires a moral foundation. It’s essential to Responsible Capitalism.

As a legacy-minded private equity firm, we are committed to realizing Three Returns in every investment. Financial, cultural, and eternal returns are the guideposts of our journey.

OUR VISION: Better People, Better Community, Better Life

Vision captures our imagination and compels us to action. It is a picture of what could be, of what will be when we live out our purpose and mission each day.

The future we see is *BETTER!*

We seek to invest with others, partnering to become better people, build better community, and experience better life.

We envision:

- People becoming more of who God created them to be—growing in their faith, increasing in their ability to trust and be trusted, improving in their relational skills, and advancing in their technical expertise and leadership competencies.
- Communities of moral strength, deeper trust, greater teamwork, and a healthier economy, where people respect each other, care about each other, and serve each other.
- Life rich with meaning in the present and filled with hope for the future.

We humbly acknowledge our dependence on God. We believe service modeled on his example of truth and grace will lead to the destination and outcomes we desire.

INVESTMENT LANES

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Cultivating Legacies Through Successful Generational Transfers

Responsible for business development and equity investments at Ambassador Enterprises and its affiliates, our private equity group seeks scalable businesses within AE's targeted sectors, primarily in northeast Indiana. As legacy buyers, we excel in generational transfers and look to connect with legacy-minded owners ready to transition their business and build upon their legacy.

Legacy investments for long-term impact demand commitment and strong partnerships. High performing partnerships are built through trust, teamwork, and mutuality. Deepening relationships within our communities and with legacy-minded business owners are a priority for us.

Together, we can navigate the tasks necessary to transition businesses to the next generation of ownership while preserving and building upon the existing foundation. We value financial success and are equally driven by a commitment to cultural and eternal returns by creating lasting positive impact on customers, employees, and the communities in which we work and serve.

AREAS OF INTEREST

AGRICULTURE • BUILDING SUPPLY • ENGINEERED SOLUTIONS • HOSPITALITY • REAL ESTATE • RECREATION • TECHNOLOGY

5
PLATFORMS
IN DEVELOPMENT

\$820
MILLION
ANNUAL REVENUE

2,400
EMPLOYEES
IN AFFILIATE COMPANIES

A LEGACY PRESERVED

In early spring of 2019, Ambassador Enterprises had the opportunity to develop and nurture a relationship with Bob and Donna Magley, founders of Bomag Group, a family-run company based in Angola, Indiana. Bomag is an industry leader supplying diesel exhaust fluid spouts and closures to the automotive market.

The Magleys founded Bomag Group in 2004 and decided that after 15 years of business success, it was now time for a change. They had hoped their kids would find satisfying and rewarding paths in their lives and would have relished the chance to work with them to transition, but none took a path in business. As a result, the Magleys decided to pursue a successor for the company they had built. They intentionally set out to find a buyer who would carry on their business, take care of their people, and commit to cultivating their legacy.

With support from AE's private equity team, SOLV Logistics, a subsidiary of AE affiliate SOLV Holdings, acquired the business from its founders in September of 2019. This agreement solidified the relationship with the Magleys, preserving their business and carrying on their legacy. "Although it was hard to let our business go, we are excited for the future of Bomag Group as a SOLV Holdings company," said Bob. Now, Bob and Donna relish spending quality time with their family, and each other. "Running Bomag day-to-day was rewarding, but exhausting," said Donna, "I'm now looking forward to spending more time with my grandchildren."

Finding the right fit for equity investment opportunities—particularly those located in northeast Indiana—remains our primary focus. Creating stories, like the Magleys' that preserve legacies, sustain and grow personal, professional, and spiritual impact, is our reward.



Bomag Group



AT A GLANCE

120,000
SQ. FT. FACILITY

200
DEALERS

99%
ATTENDANCE RATE

UNIQUELY AMERICAN MADE

American LandMaster (ALM) manufactures innovative, affordable, and configurable utility vehicles (UTVs). As one of the only independent UTV manufacturers in the United States, ALM exemplifies a dynamic, entrepreneurial spirit leveraged by American ingenuity.

Positioned For Progress

An Ambassador Enterprises affiliate since 2012, American LandMaster (formerly known as American SportWorks) consolidated operations to Columbia City, Indiana, in 2017. Significant investment since in production and infrastructure now provides ALM with a state-of-the-art manufacturing center positioned for growth.

In the second half of 2019, ALM launched a comprehensive design project to modernize its UTV platform, representing the single most substantial product investment in the company's history. In redefining its products, ALM expects to increase its appeal to utility vehicle customers across broader markets and more diverse applications.



Cultivating Culture

With a culture that builds on the theme of people, commitment, and caring, American LandMaster enjoys a nearly 100% worker attendance rate—unheard of in manufacturing. ALM actively engages family and community in everything they do, building a unified, family-like team with a shared vision and desire to create lasting, positive impact.

From its hardworking, rugged heritage and can-do spirit, to its commitment to finding a better way, American LandMaster is a company defined by leadership in product and people, and engaged in their work and community.



CONTRIBUTING TO COMMUNITY

A shared bond between employees turns its focus out into the greater community. With the foundation of shared vision and values, American LandMaster employees engage in a range of projects, helping boost local causes and meaningful pursuits. Among them, the ALM employee team partners every year with Fort Wayne's Three Rivers Festival, supplying a fleet of UTVs and participating in its downtown parade.

In 2019, ALM also partnered with Woodburn Christian Children's Home, a local ministry for children and families. They provided the ministry with a UTV that would not only make their workloads easier but also create lifelong memories for the children and staff.

AT A GLANCE

\$98MM
ANNUAL REVENUE

44%
REVENUE GROWTH

375
TOTAL EMPLOYEES

EYE ON PERFORMANCE HEART FOR THE FUTURE

AMBASSADOR SUPPLY: Country Metals, Dutch Made Custom Cabinetry, Qualiform Metals, Quality Structures, Standale Home Center, Standale Home Studio, Standale Lumber, Trusco

Ambassador Supply, an Ambassador Enterprises affiliate comprised of strategically acquired and managed companies in the building supply space, experienced exciting growth in 2019. Propelled by strong leadership, a growing market, and new acquisitions, Ambassador Supply bolstered its roster of rural building, residential and light-commercial, and manufactured brands.

Contributing to its growth was the acquisition of two new brands—QSI (Quality Structures) in Richmond, Kansas, specializing in post-frame buildings, and Dutch Made Custom Cabinetry, a Grabill, Indiana company and builders of exceptional high-end cabinetry. These acquisitions broaden Ambassador Supply's range and scope within these high-demand markets.

Through these strategic additions, the efforts of more than 375 team members, and a growth mindset, Ambassador Supply generated \$98MM in revenue in 2019—a 44% increase over 2018. Ambassador Supply's overall performance was bolstered in large part by two of its portfolio companies, each with a rich history—Standale Lumber and Trusco.

"We've gotten here by building on the legacies of the companies we've invested in."

— Brad Crawford, CEO, Ambassador Supply



Standale
HOME STUDIO

Standale Builds on a Strong Foundation

Not satisfied resting on the laurels of Standale's successful 2018, Ambassador Supply leadership began 2019 by infusing the company with a high level of positive energy and additional capital. Among others, they saw an opportunity to reinvigorate Standale Home Studio, the company's award-winning showroom for flooring, cabinetry, window treatments, furniture, accessories, and interior decorating. As a result, Standale's earnings increased and cabinet sales at Home Studio increased 63% from the previous year.

This growth, coupled with further investments to improve vertical integration, positions Standale for a successful 2020. With these investments, Home Studio and Standale Lumber project strong growth in the new year.

"Everyone involved—from the Home Studio to Standale Lumber—has an energy that I haven't seen in years because there's a vision for the future."

— Chum Hobson, President, Standale Lumber

Performance Improvements Strengthen Trusco

Since being acquired in 2017, the collaboration between Ambassador Supply and Trusco has infused the company with significant performance improvements. Most relevant in 2019 was an investment in the latest in truss manufacturing technology, equipment that enabled employees to more easily spec and build trusses to Trusco's exacting demands.

Implementing this technology reduced job setup time and the time required for training. This contributed significantly to the bottom line. Trusco plans further improvements to reconfigure its manufacturing space and enhance production processes.

At the heart of the improved performance at Trusco was a greater focus on employee development and workplace culture. This renewed emphasis on people resulted in a rise in productivity; savings in recruitment and training, including an almost 10% increase in employee retention; and a significant reduction in reliance on temporary manpower services.

With a template for success, lessons learned, and experience gained, Ambassador Supply's goal is to share best practices between Trusco and Standale to deliver even greater performance and results.

"The most significant win is that everyone feels included in the success of Trusco."

— Nathan Bok, General Manager, Trusco



CORRECT CRAFT'S WHY? MAKING LIFE BETTER

CORRECT CRAFT: Nautique, Parker, Centurion, Supreme, Bass Cat, Yar-Craft, SeaArk, Bryant, Pleasurecraft Engine Group, Aktion Parks, Watershed Innovation.

Every business should know its “Why” and Correct Craft’s is “Making Life Better.” As the world leader in inboard watercraft for freshwater fishing, utility, and recreational boats, as well as marine propulsion and watersports parks, Correct Craft has maintained its pinnacle position by understanding and living out its “Why.”

“Making Life Better” is no small order, so where does it begin? By creating and sharing a clear vision that focuses on people, performance, and philanthropy. Correct Craft employees are encouraged to act “out of the norm” with a workplace culture that strives every day to enhance the lives of all—customers, vendors, dealers, employees and their families, people in need around the world, and even competitors.

While financial success provides Correct Craft with a platform for its operation, success at Correct Craft goes far beyond its walls. The company’s learning culture actively invests in people through education assistance, fostering a reading culture with guest speaking authors, providing leadership training via its own Correct Craft University, and more.

At work, individual and company performance are based on continually seeking new opportunities for improvement, keeping the customer first, and working to enrich the entire marine industry.

A Heart of Serving

Through its employee-led global service trips, Correct Craft demonstrates a heart of serving through philanthropy that not only touches the lives of others around the world, it also changes the lives of the volunteering employees. Correct Craft and its brands demonstrate deep care for their surrounding communities through local service projects, including lake cleanups, building homes for the needy, and serving the homeless.

AT A GLANCE

\$585MM
ANNUAL REVENUE

15%
REVENUE GROWTH

1600
TOTAL EMPLOYEES

Industry-Driving Growth

Since 1925, Correct Craft has operated as the marine industry leader, now with businesses in tournament inboard, freshwater and saltwater fish and utility, and recreational boats, as well as marine propulsion and watersports parks. By leveraging their expertise and passion, Correct Craft has grown into an industry-driving organization. It remains dedicated to growing its brands and producing premium products that make life better for families around the world.

In the past year, Correct Craft welcomed new additions, Parker Offshore fishing boats, Velvet Drive Transmissions, and Merritt Precision—each with unique potential to add value.

In addition to its acquisitions, Correct Craft also acquired sixty acres of land to expand its Central Florida operations. Merritt Precision, Centurion and Supreme, Bass Cat, and Yar-Craft all broke ground or completed plant expansions. Elite Cable Park, a recreational and watersports complex, also opened in summer, 2019.

Leading With Innovation

In 2019, Correct Craft was also recognized as the marine industry’s most innovative company. They believe the world will be vastly different in ten years, which was a catalyst to start Watershed Innovation to focus on disruptive innovation in the marine industry. With this in mind, Watershed Innovation launched Ingenuity, an electric propulsion brand, and received the Innovation Award at the Miami International Boat Show in early 2020. The future is bright and Correct Craft is excited to be at the forefront.



“IN EVERYTHING WE DO, CORRECT CRAFT WORKS AT MAKING LIFE BETTER!”

— Bill Yeargin, CEO, Correct Craft



THE CORRECT CRAFT CULTURE SUMMIT A SUMMIT OF SERVICE

Correct Craft has experienced the power of a healthy culture first-hand and believes that sharing what they have learned is a great way to give back to its industry. That vision of improving its industry through culture resulted in the inaugural Marine Industry Culture Summit which was organized, produced, and underwritten by Correct Craft.

“Amazing” “Inspiring” “Life-Changing”

These were words used to describe the Culture Summit. More than 40 senior leaders from the marine industry—including Correct Craft competitors—attended the summit to learn methods for transforming their own organizational culture to be “learners, not knowers.” The Summit organizers believe the strategy of driving a culture change across the marine industry will not only enhance the lives of workers now but will also attract good employees who will lift the marine industry’s overall progress and innovation to new heights.

Notable marine industry leaders along with the authors of “Blue Mind” and “Unoffendable,” spoke on the meaning of culture and how it improves operational and financial performance. The attendees learned from each other as they focused on investing in people like they do in their process and products. Many attendees noted how inspiring the summit was and that they left not only a better person than when they arrived but also ready to change the culture in their organizations.

Based on the overwhelmingly positive response from the Culture Summit, the Correct Craft team believes this event will become a vital, ongoing catalyst for industry-wide impact, and plans are underway to keep the momentum going.



SOLV Holdings invests in leaders and companies that engineer, design, build, control, service, and safeguard complex industrial systems and products—solving challenges and sharing synergies to deliver higher performance from its companies and its people.

AT A GLANCE

\$180MM
ANNUAL REVENUE

13%
REVENUE GROWTH

400
TOTAL EMPLOYEES

SOLV HOLDINGS: Bomag Group, Designed Conveyor Systems, Kelly Refrigeration, Spring Automation, Talos, and Wagner Meinert

Strategic Simplicity

As business partners to each of their company leaders, SOLV seeks to optimize, grow, and integrate its portfolio by offering guidance on vision, strategy, leadership, and operations. SOLV also provides shared infrastructure for complex challenges, such as compliance, which smaller companies struggle to address alone.

Sustainable Legacies

Many companies in the SOLV portfolio have faced issues with and succeeded in forging a sustainable business model. By providing opportunities for employees to grow and develop, supporting healthy supply chains, and focusing on existing and new customers, SOLV's businesses have ensured continued success while preserving the seller's legacy.

Future Focused

SOLV leadership engineers efficient solutions to the complex challenges of ownership and management of assets—for example, entrepreneurs or business owners looking to transition ownership or retire. It's often that these owners seek to divest a large portion of their assets and want to ensure they do so at the right price. Equally important is their concern for maintaining the future integrity of the company—customers, employees, suppliers, and brand reputation. In such situations, SOLV brings like-mindedness and expertise to address these concerns and navigate a confident path forward.

By investing in leaders and businesses for financial, cultural, and eternal returns through portfolio performance, SOLV optimizes its holdings, grows the platform through acquisition, and efficiently integrates new businesses. Supporting each affiliate positions SOLV to be an investor of choice for owners seeking to leave a legacy of value and long-term success.



Bomag Group

Bomag Group, Angola, Indiana

Part of SOLV's strategy involves deepening relationships within connected industries and in local communities. Their latest acquisition, Bomag Group, located in Angola Indiana, provides a critical product that keeps diesel engines around the country running cleanly. SOLV Logistics, a subsidiary of SOLV Holdings, acquired the business from its founders in late 2019, along with a commitment to maintaining Bomag's dedication to high standards of quality and customer service. Since that time, SOLV and Bomag leadership have worked collaboratively with its customers to engineer new products and solutions that meet the needs of their customers.



WAGNER MEINERT: Supporting Sustainable Success

Wagner Meinert, a SOLV Holdings company, is focused on supporting companies in the food industry, from point-of-harvest to point-of-distribution. Their client, Superior Fresh, offers a premium product from an unexpected place: Atlantic salmon raised in Wisconsin. Not only is the geography home to a unique brand of aquaculture, so is the company's method of sustainable agriculture and aquaponics. That's because the company also grows acres of produce in greenhouses and uses the fish water from the salmon pens to feed and water the plants with vital nutrients—balancing resources in a symbiotic, sustainable, and productive relationship and offering a near-zero discharge, non-GMO, certified organic facility.

By growing and harvesting foods locally, Superior Fresh is able to support major regional metropolitan markets, and Wagner Meinert is leveraging its expertise in refrigeration and agriculture to support Superior Fresh in bringing products throughout the Midwest.



TALOS: Engineering Breakthrough Innovation

Talos Engineered Products, a SOLV Holdings affiliate and a division of Diakonia Group, lives by its mission "We exist to show how business can improve lives and love others." In 2019, Talos introduced its Ultra-High Molecular Weight (UHMW) chutes to do just that.

Based in Lewisburg, Tennessee, Talos develops and manufactures innovative equipment solutions helping its customers solve material handling problems. With the new UHMW Chute, customers' daily tasks become almost effortless. The Talos-engineered chute provides many advantages, but most importantly, offers the lowest total cost of ownership. It starts with an innovative modular design that can be shipped efficiently in trucks and easily modified in the field. The modular design allows the chute pitch to easily adjust to meet any application and enables Talos to reduce manufacturing lead time.

Innovative engineering, combined with a culture of living its purpose and positively impacting others, allows Talos to show how business can improve lives and love others.

TALOS



AT A GLANCE

1.6MM

SQ. FT. OWNED OR
UNDER MANAGEMENT

42

TENANTS

8

PROJECTS CURRENTLY
IN DEVELOPMENT

OPPORTUNITY FOR GROWTH IMPACT FOR THE FUTURE

A full-service real estate firm has been in Ambassador Enterprises' vision since inception in 2006. This took hold in 2017 when AE formed a division to manage and develop its growing real estate holdings. In 2018, that division became VIA Developments, an AE affiliate.

2019 saw VIA grow and expand both staff and operations. CEO Matt Hohman, a seasoned dealmaker, attorney, and leader, joined President Zach Lesser, who has significant operational and financial experience in real estate, to lead VIA. VIA also enhanced both its development and brokerage teams through the recruitment of experienced team members.

Also in 2019, VIA and Ambassador agreed that VIA would acquire the vast majority of AE's real estate holdings. VIA now acts as owner, developer, manager, broker, and investor in its real estate transactions. VIA is well-positioned to succeed in its mission to use profitable real estate activities to create positive impact on communities.

In the second half of 2019, VIA oversaw nearly \$100 million in real estate transactions involving commercial properties, multi-family developments, and bare land. Most notable was the purchase of a 785,000 square-foot campus that serves as home to Lincoln National Life Insurance. The acquisition was made through the Opportunity Zone fund—a part of a federal program that provides preferred tax treatment when a certain type of property is purchased and improved to benefit the community. This purchase was one of the first in the area to take advantage of the program.

VIA is currently working on redeveloping over 150,000 square feet of the Lincoln campus in downtown Fort Wayne. These upgrades will provide much needed Class-A office space in a vibrant and growing region.

VIA continues to look for opportunities to impact communities through profitable real estate activities.



THE SUMMIT

A shared campus of socially-minded organizations, located on the southeast side of Fort Wayne. VIA owns and manages this complex of buildings and provides services to the tenants as they work together to improve the local community.

The location started in 1904 as a Bible college. In the years since, it has served as home to a Liberian prince, army barracks, apartments, a radio station, and a campus for colleges and universities. But by 2012, the campus no longer served its original purpose. Ambassador Enterprises saw the opportunity to purchase the property and use it to advance its mission of producing financial, cultural, and eternal returns.

AE and VIA have transformed The Summit into a world-class campus for nonprofit organizations to call home. In addition to housing many community organizations, the campus offers space for community events, a sports medicine center, and a much-needed local medical clinic.

HOSTING NONPROFITS

Audiences Unlimited
Big Brothers Big Sisters of NEI
Community Partner Development Center
Crossroads Bible College
Experience Mission
Healthier Moms and Babies
Mental Health America
Parkview Physicians Group
Pathfinder Services
Pine Hills City Church
Project Read
Region 8
The Literacy Alliance
WBCL

CULTIVATING CULINARY ENTREPRENEURS

VIA-owned CookSpring operates a 4,800 square foot commercial and commissary kitchen at The Summit. CookSpring rents the shared space to aspiring culinary artisans looking for a platform from which to launch their businesses. This enables culinary entrepreneurs to collaborate and develop their product, brand, and people before taking on the costs associated with owning a restaurant.

Many CookSpring members use the facility as a home base to support their food truck operations. To date, three of Fort Wayne's better-known restaurants—Junk Ditch Brewing Company, Nola on 13, and Solbird Kitchen & Tap—have all launched through CookSpring, starting through food trucks.

Another member initially planned to start with a brick and mortar establishment. But, when faced with the high costs involved, they realized a need to prove themselves first before scaling. They purchased a used potato chip delivery truck and converted it into a food truck, then worked with CookSpring to develop their plan. In October, 2019, the owner of Mercadito Tacqueria announced their plan to open Mercado in the summer of 2020.

VIA is proud to own and operate CookSpring as it creates positive impacts on our community—both profitably and sustainably.



CREATING SPACES CRAFTING EXPERIENCES

GEN-D: Events at the Summit, GEN-D Properties, GEN-D Event & Venue Management

What began as a need to maintain and manage personal properties has now developed into Gen-D, a full-service company providing event, venue, and facility services and integrating usually separate processes.

Initially started as a means to manage Ambassador Enterprises' events and Doden properties, the current Gen-D team was responsible for the general maintenance and upkeep of the Doden home and property in Auburn, Indiana. With the addition of the Doden cottage, the team's responsibilities—and opportunities—grew.

Acting on the potential the Auburn home and property presented, Gen-D began planning and hosting events for family and Ambassador Enterprises, including executive retreats, company meetings, and weddings. Their experience in becoming self-sufficient in maintaining these properties, and planning and hosting events laid the foundation for what is now Gen-D.

With success, Gen-D realized the value it could provide to outside clients. Gen-D now offers its range of expertise and resources in three categories: event, venue, and facilities services. Through its three divisions, Gen-D provides a comprehensive suite of integrated services from consultation to full management and on-site execution.

GEN-D's integrated services empower clients to focus on what's important. Gen-D takes care of the details, creates spaces, crafts experiences, fostering relationships and lasting memories.



IMPACT INVESTING

Advancing Transformative Solutions

Ambassador Enterprises' Impact Investing team identifies and invests in legacy-minded partners and transformative solutions to systemic societal issues that cultivate a lasting, positive impact on a community's moral, relational, and economic value.

In 2019, Impact Investing convened the business community, local governments, and several impact-driven agencies to advance Early Childhood Education and Small Community Revitalization. Together with impact-driven leaders, businesses, and organizations, our communities in northeast Indiana and across the state are generating new value and better results.

AREAS OF INTEREST

CHILDCARE • EDUCATION • RECREATION • WORKFORCE



Supporting a New Legacy

In 2019, AE's Impact Investing team partnered on the promising new Career Development Program launched at Garrett-Keyser-Butler (GKB) Community Schools in Garrett, Indiana. With a 97% graduation rate, a 10-year record of increased enrollment, and strategic leadership relentlessly pursuing their mission, GKB proved to be a bright spot in the region for K-12 education.

2019 graduates from the GKB program directly generate new value of over \$1 million in goods and services with an additional \$295,000 through indirect effects, including the creation of 10 jobs.

By 2024, 90 program graduates are expected to be in the DeKalb County workforce, earning approximately \$4.4 million in cumulative wages, and potentially supporting the generation of over \$16 million in output and 124 full-time employees.

Together, Ambassador Enterprises and GKB can positively impact the talent and economic outlook of DeKalb County and the entire region.

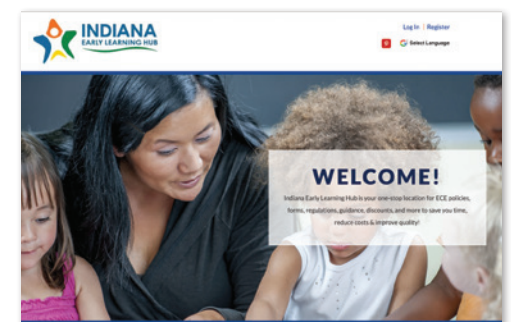
Early Impact For Greater Returns

By investing in early childhood education and development, we can change the trajectories of our communities, businesses, and workforce—the working families and their children that are our future.

In 2019, Ambassador Enterprises was the presenting sponsor for The Indiana Early Learning Summit, bringing together business and education leaders committed to finding proactive solutions to affordable, accessible, and quality education for young children. Held in Fort Wayne, early childcare providers, business leaders, and advocates from around the state discussed the importance of early childhood development and innovative ways to make meaningful progress in improving the lives of children and families.

Ambassador Enterprises continues to be a leader in seeking innovative, proactive solutions to the national challenges of early childhood education, serving as a catalyst for increasing awareness among the business community. Our goal is to support financial sustainability and improve collaboration among the early childhood education (ECE) network.

With the development and launch of **The Indiana Early Learning Hub**, a website offering valuable curriculum and management resources with cost-saving initiatives, childcare providers are now able to focus on the most essential part of their job—educating and developing our children. It's our aim that the Indiana Early Learning Hub will soon be the foundation for shared services that improves business sustainability and quality of programs across the state of Indiana.



AT A GLANCE

\$1.7MM
INVESTED

90
ORGANIZATIONS

11
CAPITAL INVESTMENTS

A Better Future Together

Ambassador Enterprises’ philanthropic strategy centers on investing in nonprofit entities, primarily in northeast Indiana, that help our communities thrive morally, relationally, and economically.

Our most effective partnerships happen when like-minded organizations are focused on achieving three returns, innovatively solving systemic problems, are collaborative with others, intentional in being sustainable and scalable, desire efficient utilization of community resources to achieve measurable outcomes, and willing to be accountable.

AREAS OF INTEREST

ARTS • COMMUNITY • EDUCATION • HUMAN SERVICES • RELIGIOUS



The Rescue Mission

The Fort Wayne Rescue Mission is recognized as one of the top five rescue missions in the nation and represents the type of organization that aligns strategically with Ambassador Enterprises’ mission of investing for three returns. Our capital campaign contribution helped construct the new Rescue Mission building, which features a community resource center for intentional teamwork among local organizations.



Junior Achievement BizTown®

Ambassador Enterprises’ commitment to a multi-year partnership with Junior Achievement of Northern Indiana resulted in the co-development of a business and programming theme for JA BizTown. This program provides educators with lessons and resources to effectively integrate financial literacy and career readiness for elementary school students in an educational and fun environment.

COLLABORATIVE PARTNERSHIPS

Philosophically Like-Minded | Relationally Compatible | Strategically Aligned

We believe that a healthy community has a culture of strong moral virtue, collaborative relationships and teamwork among community members, and economic sustainability through the effective education and vocational contribution of its citizens. The following organizations comprise our top Philanthropy Investing recipients in 2019.

- Blackhawk Church and School
- Boys and Girls Club of Fort Wayne
- Community Foundation of DeKalb County
- Crossroad Child and Family Services
- DeKalb Center for Early Learning
- Embassy Theatre Foundation
- Fort Wayne Community Schools Foundation
- Fort Wayne Parks Foundation (Promenade Park)
- Garrett-Keyser-Butler Community School District
- Global Leadership Summit and Beyond
- Huntington University
- Joshua’s Hand
- Junior Achievement of Northern Indiana
- Lakewood Park Church and School
- Lifeline Youth and Family Services
- NeighborLink Fort Wayne
- Northeast Indiana Fund
- The Rescue Mission
- YMCA of DeKalb County



“This is just the beginning of the movement to bring vibrancy and excitement back to our downtown. It’s wonderful to see it happen.”
– Kathy Callen, Fort Wayne Park Foundation

The Heart of Community

Creating lasting, positive impact for people is essential to community. Ambassador Enterprises is vitally interested in Fort Wayne, its regional communities, and the future of northeast Indiana.

Of great importance is the successful revitalization of downtown areas, including projects such as the Riverfront Fort Wayne development. At its core is the new Promenade Park—a soon to be showcase of housing, restaurants, and shops that will complement the natural, historical, and recreational elements and further define the unique character of our riverfront.

2019 marked the fulfillment of our investment pledge in Promenade Park, specifically the newly-named

Ambassador Enterprises Amphitheatre. This once-in-a-generation project is poised to enrich the vibrancy and attractiveness of not only our downtown but also our region. It’s an initiative that unites people, organizations, and businesses focused on building better community and investment that represents our commitment to Fort Wayne’s vision of being a thriving hometown and an anticipated destination for generations.

Partners for lasting legacy.



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