



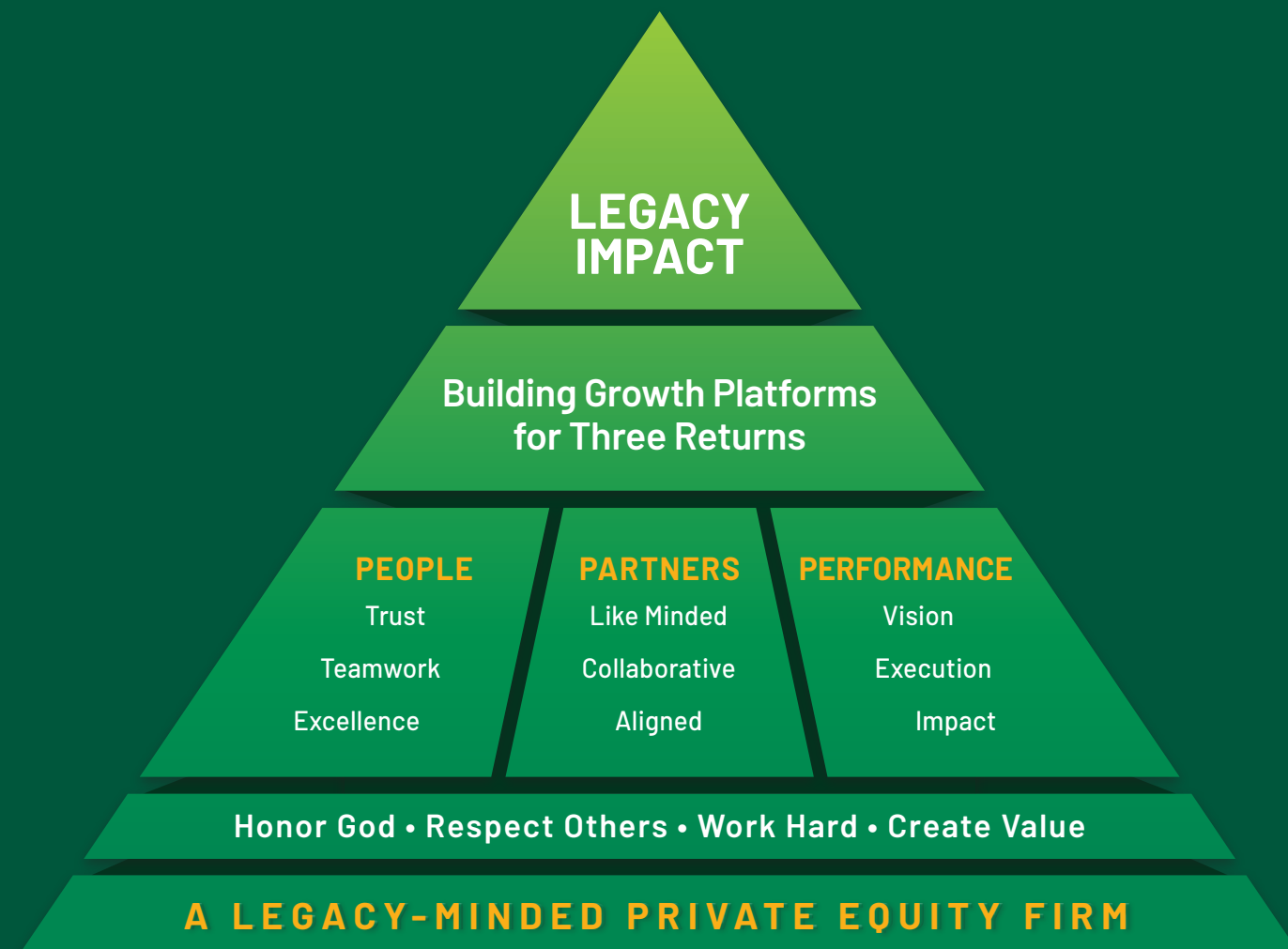
# **PARTNERS FOR LEGACY IMPACT**

*2021*

## WHO WE ARE

### Ambassador Enterprises is a legacy-minded private equity firm investing for the glory of God

We acknowledge our dependence on God and believe service modeled on his example of truth and grace will lead to our desired outcomes and destination. To him, we give glory.



IDENTITY PYRAMID



Ambassador Enterprises was founded by Daryle Doden in 2006. [Learn more about his story here.](#)

## WHAT WE DO

### We invest in 2 Markets for 3 Returns

We engage with leaders and organizations committed to performance that creates a lasting, positive impact. We invest in for-profit and for-impact markets, seeking three returns in every investment—eternal, cultural, financial.

## HOW WE WORK

### We invest 4 Assets in 5 Ways through 6 Lanes

Providing financial capital is just one asset we invest. When engaging with partners, we first invest time and talent, with an eye on investing treasure and testimony (4Ts). We typically do this in five ways: counsel, connect, catalyze, co-create, conduct (5Cs). And we invest through six lanes—Private Equity, Marketable Securities, Community Impact, Performance Acceleration, Philanthropic Partnering, and Civic Engagement.

#### Partnering in Five Ways

- 1 COUNSEL: We guide people**  
**Performance Acceleration** – Building on a foundation of relational equity, AE provided strategic insights to guide Life Action Ministries to re-imagine their legacy over the next 50 years. Today, they are actively expanding their programs and partners to increase marketplace influence and kingdom impact. 
- 2 CONNECT: We introduce people**  
**Philanthropic Partnering**: During 2021, we connected leaders from nonprofits serving those with complex trauma, which led to monthly convenings where they shared best practices, personal and leadership learnings and challenges, and potential solutions. (p 20)
- 3 CATALYZE: We accelerate others**  
**Community Impact** – In 2021, Ambassador Enterprises partnered with LifeWise Academy to catalyze an aggressive plan poised for exponential growth over the next five years – 1,000 LifeWise locations and 150,000 students enrolled by 2026. 
- 4 CO-CREATE: We work together with others**  
**Private Equity** – In 2021, we linked two of the most revered names in the custom cabinet industry: newly acquired Grabill Cabinets and Dutch Made Custom Cabinetry. Each will continue to build their distinctive brands under Dovetail Brands ownership. (pp 12 – 13) 
- 5 CONDUCT: We lead**  
**Civic Engagement** – The Ambassador Institute for Civic Engagement (AICE) was established to identify, train, and equip emerging civic leaders in northeast Indiana. The first cohort consisting of nine individuals representing seven northeast Indiana counties graduated in January of 2022. (p 21) 



INVESTMENT LANES

We Partner for Legacy Impact

As a legacy-minded private equity firm, we seek three returns for every investment – eternal, cultural, and financial. We collaborate with others through six investment lanes, investing for the long term, focusing on positively impacting businesses and organizations, people, and communities.

Private Equity • Community Impact • Philanthropic Partnering • Civic Engagement • Performance Acceleration • Marketable Securities

PRIVATE EQUITY

Mike Butchko



Our Private Equity investment lane supports our growth platform strategies by attracting like-minded business owners and acquiring scalable businesses

COMMUNITY IMPACT

Sherry Grate



Through our Community Impact investment lane, we empower responsible, productive citizens to solve moral, relational, and economic problems by partnering with community champions to achieve better community

PHILANTHROPIC PARTNERING

Arlan Friesen



With our Philanthropic Partnering investment lane, we help non-profit leaders optimize the community impact of charitable organizations by discovering and investing in innovative solutions and growth platforms

CIVIC ENGAGEMENT

Ron Turpin



Our Civic Engagement investment lane promotes a society of moral, relational, and economic strength by identifying, training and resourcing civic leaders, and educating citizens on what good civic leadership looks like

PRIVATE EQUITY

We Build Relationships with Intentionality, Trust, and Shared Vision

As a legacy-minded private equity firm, we look to build relationships with like-minded business owners who want to make and leave things better than they found them. Success is when everyone and everything gets better. We believe it starts with the right relationships built on intentionality, trust, and a shared vision.

Our focus is on northeast Indiana, where we invest much of our time and effort. As legacy buyers, we seek mutually-beneficial relationships with legacy-minded business owners and opportunities to help advance their brand, legacy, and impact. Our experience is in helping owners transition their business successfully while preserving and building upon their legacy and positively impacting their communities.

AREAS OF INTEREST

Agriculture • Building Supply • Engineered Solutions • Healthcare • Real Estate • Recreation • Technology

6  
PLATFORMS

\$1.5B  
ANNUAL REVENUE

3,600  
EMPLOYEES

Affiliate Growth Platforms

Together with leaders from our six platforms and more than 38 affiliate companies, we continue to pursue strategic growth and new platform opportunities. With a commitment to cultivating legacies through people, partners, and performance, we engage with business owners who want to create a lasting positive impact on people and communities.





Dovetail Brands

AT A GLANCE

\$10MM  
ANNUAL REVENUE

220  
EMPLOYEES



Legacy Impact Through a Heritage of Craftsmanship

Dovetail Brands is a newly created Ambassador Enterprises holding company. With the help of an acquisition, 2021 linked two of the most revered names in the high-end custom cabinet industry: Dutch Made Custom Cabinetry and Grabill Cabinets. Under Dovetail Brands ownership, each will continue their respective journeys to enhance their distinctive brands in the marketplace.

Northeast Indiana is recognized as one of America’s most concentrated regions for quality manufacturing and craftsmanship — especially sourcing the finest in premier woodworking for custom cabinetry, furniture and trim, kitchen design, appliance integration, and more. And both Dutch Made and Grabill Cabinets are contributors to that notoriety.

It’s Dovetail Brands’ goal to leverage the heritage of these two prestigious brands to preserve and enhance the legacies of both. Two companies. Stronger together.

“This is an important step for us and reflects Ambassador’s commitment in our journey to build a platform of high-end custom interior products for the owners of luxury homes,” according to Dovetail Brands President and General Manager Seth Nash.

Indeed, the success stories of both companies are rooted in exacting standards, an eye for detail, the finest sourced woodworking materials, and a legacy of craftsmanship — all combined with a deeply entrenched work ethic stretching back as far as four generations of employees. This culture of excellence that has established each of these two brands on a firm foundation is recognized by discerning architects, home and interior designers, and customers alike all across the country.



About Grabill Cabinets

Founded upon the firmly held belief that “a kitchen is the heart of the home,” Grabill Cabinets was founded by Vilas Schertz over 75 years ago in Grabill, Indiana. As a creator of high-end custom kitchen cabinetry, the company still retains old-world values and techniques, blended with today’s modern styles to serve discerning luxury homeowners who recognize true craftsmanship, premium materials, and attention to detail.



About Dutch Made Custom Cabinetry

Started by Martin Graber in 1976, Dutch Made Custom Cabinetry began with two seasoned masters working by gas light and a vision to fill the world with the natural beauty of wood. Today, the company’s reputation for delivering meticulous craftsmanship and premier customization makes the Dutch Made name an icon in kitchen and home interiors through the sheer beauty and uniqueness of the artisan-crafted cabinetry it creates.



David Carnahan Martin Heiny

**“Our #1 goal was to ensure this 75-year old business continues on. We wanted to find a local buyer who was familiar with Grabill Cabinets and deeply connected to the area. Someone most interested in continuing what was started, who truly cared about Grabill’s employees. We’ve found that buyer — Ambassador Enterprises, a local legacy-minded private equity firm.”**

— David Carnahan, Production Manager, and Martin Heiny, President, Grabill Cabinets

A SHARED GENESIS

There should be great excitement for the many dealers and professionals who rely on Dutch Made Custom Cabinetry and Grabill Cabinets. Sharing a similar heritage, both were founded near one another in rural Indiana with an unwavering commitment to delivering the finest cabinets through unique, high-end custom woodwork.

Today, under the management of Ambassador’s Dovetail Brands, both companies will continue to independently offer their distinctive brand of quality and artisan craftsmanship to customers desiring the utmost in premium wood customization for their homes.







#### AT A GLANCE

**\$225MM**  
ANNUAL REVENUE

**80%**  
REVENUE GROWTH

**450**  
EMPLOYEES



## Building on Legacies For a Stronger Future

As a leading building industry investment and management group, Ambassador Supply is committed to helping professional contractors build durable, sustainable, and community-minded projects. Operating across rural, residential, and commercial markets, Ambassador and its companies provide the highest quality building materials, manufactured products, post-frame building solutions, and expertise that contractors expect from a leader.

From its beginning, Ambassador Supply has pursued a vision to grow its companies into profitable, building-industry leaders that deliver exceptional value while creating a meaningful impact on people's lives and the communities they serve.

Today, the company lives its high-care, high-trust, and high-performance values foundational to all its relationships. By building trust through intentional acts of caring for one another, a higher level of performance is created and leads to exceptional customer treatment. These principles continue to drive Ambassador's vision as its companies strive together toward ambitious goals.

### Prospering Through Challenging Times

In a year defined by constant disruption and change, Ambassador Supply's teams rapidly adapted to the volatile lumber and steel markets, overcoming continual challenges sourcing quality manufactured products. Through it all, its teams' response and accomplishments — from tending to the safety needs of employees, to realizing major strategic initiatives throughout its family of companies, and building on the prior year's growth in relationships, revenue, and returns — is a source of pride for Ambassador Supply.

By focusing on operating within its strategy and sustainable growth, including responsible stewardship of its employees, companies, and resources, Ambassador Supply can make a more significant impact in the communities it serves.

***"Living our high-care, high-trust, and high-performance values continues to drive our teams' resilience and pursuit of our vision for the future."***

—Brad Crawford, President, Ambassador Supply



*"Adding Pioneer and their management team is exciting! Their culture of growth for their employees and the organization is a natural fit with ours."*

— Randy Carman, COO, Ambassador Supply

### Enhancing Our Reach, Leveraging Our Strengths

Ambassador Supply, founded in 2012 with the original investment in Country Metals, began its acquisition strategy in 2017 with the addition of Trusco. Its most recent addition, Pioneer Truss Company, expands Ambassador's geographic impact and further strengthens its offerings.

Based in Owensville, Missouri, Pioneer Truss has been providing quality roof and floor truss systems throughout Missouri, Western Illinois, and Northern Arkansas for more than two decades. As the newest member of the Ambassador Supply family, Pioneer's history of service, quality, and depth of resources add tremendous value to the markets Ambassador serves.

With each acquisition and a continued focus on growth, Ambassador Supply values the human element — the people that give each company its unique value to the markets they serve, finding inspiration and prosperity through enriching people's lives.



### Acquisition and Growth Serving New Markets

In 2020, Ambassador Supply acquired Hixwood, a rolled-steel metal building supply company well known by its customers for quality materials and exceptional service. Hixwood identified Ambassador as the ideal buyer because of its industry expertise and desire to build upon the Hixwood legacy. With operating locations in Northwest Wisconsin and North Central Ohio, the acquisition presented Ambassador the potential to grow its metal business.

In 2021, Hixwood Metal skillfully navigated an ever-changing steel market that served to benefit its many customers, Hixwood, and Ambassador Supply. Geographically, financially, and strategically, the Hixwood team has been a tremendous addition to the Ambassador Supply family.

Now expanding into more regions, Hixwood continues to pursue opportunities for growth.



### EXPLORING WORLDS OF INNOVATION

Future innovations for human environments aren't limited by traditional thinking, nor are they confined to this planet! Ambassador's minority investment, ICON Build, continues to captivate the imagination and generate headlines. In just the past few years, ICON has become the first company to secure a permit to build a 3D-printed home and create the first simulated Mars Surface Habitat for NASA!

#### ICON Highlights:

- Secured more than \$200MM in Series B funding led by Norwest Venture Partners to support rapid growth and demand for 3D-printed construction
- Printed first simulated mars surface habitat for NASA designed by renowned architecture firm BIG-Bjarke Ingels Group
- Partnered with Lennar to build the largest neighborhood of 3D-printed homes, co-designed by BIG-Bjarke Ingels Group



### SHINING A LIGHT ON STARTUP POTENTIAL

Creating and growing an enterprise sometimes starts by bringing new opportunities to light. Ambassador's investment in Shadow Ventures Fund 3 serves such a purpose — to seek out and reward promising startups on the cutting edge of industry change.

Shadow Ventures invests in startups that bring innovation to the built environment and serves as an incubator for seeds of potential promise. Shadow's advanced thinking has already led to key investments in such notable startups as Billy, Stake, Kairos, Local Logic, Rabbet, and more. Investing in the engine that drives these ventures provides Ambassador with keen insight and future-focused investment strategies.







#### AT A GLANCE

**\$35MM**

ANNUAL REVENUE

**140%**

REVENUE GROWTH

**125**

EMPLOYEES



## American-Made in Northeast Indiana

American Landmaster is an American-made Utility Vehicle manufacturer based in northeast Indiana. Through its network of more than 200 plus dealers across the U.S. and overseas, ALM provides a full line of gas- and electric-powered UTVs. With its all-new design released in 2021, American Landmaster has redefined its product, channel, and vision for the future. And, it has captivated the market with innovative and robust design, delivering performance to thousands of satisfied customers.

***“The new product design has opened more markets, applications, and opportunities for American Landmaster and our employees.”***

— Jeff Bannister, President, American Landmaster

Demand for its recreational and utility-based products have stretched supply capacity, as manufacturers have struggled with labor and parts shortages to keep up with demand. However, American Landmaster remains steadfast in its commitment to dealers and customers, doubling its workforce during the past 18 months.

### Growth Fuels Investment

Growth in the UTV segment has allowed American Landmaster to invest in manufacturing infrastructure to keep up with demand. In late 2021, ALM added a third production line to increase build capacity. Mid-year, Landmaster also invested in a new testing dynamometer to measure power output for every UTV it builds. Now, every unit built undergoes a rigorous dyno validation to ensure that dealers and customers can drive confidently, knowing they’re getting the performance they expect.



### Adversity Reveals Character

While many companies experienced a lack of workers and parts shortages, American Landmaster has more than doubled its output in 2021. Through the team’s hard work and, many times, personal sacrifice to bridge the gap, American Landmaster’s culture embodies its values with a “can do” attitude.

***“Every test in our life makes us bitter or better, every problem comes to break us or make us. The choice is yours whether we become a Victim or Victor.”***

— unknown

American Landmaster made a commitment to its employees and dealers to keep production moving and producing UTVs in 2021. Whatever the obstacle, the team found a way. And, when it seemed options had been exhausted, breakthroughs occurred. Through prayer, inspired ingenuity, and God’s providence, American Landmaster persevered.

“From going to extreme measures to get critical parts to working side-by-side in the plant on a Saturday, everyone does whatever it takes to get the job done,” says Jill Carmody, HR Manager. “It’s a great culture with an exceptional team, and it has been exciting to see the growth.”



***“The massive opportunity presented for our expanding EV lithium-ion product line up in the recreational, hunting, commercial landscape, and rental industries is absolutely incredible.”***

— Andy Carney, Director of Commercial Sales

### Electrifying the UTV Market

In 2021, American Landmaster created an entirely new product segment — the first-ever lithium-ion electric side-by-side. ALM was the first manufacturer to launch a lithium battery, AC motor/controller UTV. Built on the flagship L7 chassis, this pioneering product is an all-new design that perfectly integrates electrification. The response from dealers and customers over the past year has been overwhelming.

Watch for new arrivals in 2022. Coming in the first quarter, the EV Crew UTV is a four-seater model poised to break new ground in the UTV marketplace. In the fall, American Landmaster plans to launch four-wheel-drive versions of its EV UTVs, firmly positioning American Landmaster at the forefront of UTV electrification technology.





AT A GLANCE

**\$750MM**  
ANNUAL REVENUE

**40%**  
REVENUE GROWTH

**2,000**  
EMPLOYEES



## Making Life Better

Correct Craft is a leader in the recreational boating industry and a unique organization whose mission is “Making Life Better,” both on and off the water. The company lives out its mission and values through its strong culture, emphasizing innovation and its three pillars: **People, Performance, and Philanthropy.**

As the most valuable asset in an organization, people always come first. Prioritizing people attracts smart, creative people with ideas and passion who influence others to challenge the current landscape and create an open environment for innovation. The company invests heavily in its Correct Craft University, focusing on education, leadership, and mentorship that garners industry-wide praise and support for its summit events that showcase the Correct Craft culture and innovation.

### Charting a Course for Growth

The company has grown dramatically over the past decade and began the past year with two major expansions.

Correct Craft purchased a 300,000 square foot manufacturing plant across the street from its Central Florida factory where Nautique operates. Nautique moved its upholstery, machine shop, marketing services, shipping departments, and final detail to the new facility. The new factory also became home to Correct Craft subsidiary Watershed Innovation, where it builds Ingenity electric boats and develops other disruptive innovation projects.

Additionally, as a response to boaters wanting to get on the water and rise in demand for both Centurion and Supreme Boats, Correct Craft relocated production of Supreme Boats from Merced, California, to Valdosta, Georgia. The move, executed in just five short months, transitioned the entire company to its new home—a 160,000 square foot facility filled with new equipment, CNC machinery, and a dynamic team of great leaders to better serve countless boaters in the future.



### BETTER BY THE BOOK

Correct Craft CEO Bill Yeargin recently chronicled the company's incredible history in his book, ***Making Life Better: The Correct Craft Story***. From Correct Craft's humble beginnings in 1925 through this past decade of explosive global growth, the book brings to life the story of the company's founders, employees, and partners. It's an insider's look at how working together, Correct Craft built a one-of-a-kind company that today makes life better for people worldwide.

*Get your FREE copy of Making Life Better! Be one of the first 50 to send an email to [better@ambassador-enterprises.com](mailto:better@ambassador-enterprises.com) letting us know how you or your company makes life better, and we'll send you this great book.*

## Ingenity Named 2021 Boat of the Year!

Correct Craft subsidiary, Ingenity Electric, leads the industry in sustainable marine electrification. After testing 100 different boats in 2021, ***Boating*** magazine named the **Ingenity Super Air Nautique GS22E** its **2021 Boat of the Year**. It's the first electric winner in the most prestigious award in the recreational boating industry.

With its all-electric power, the GS22E earned its award through excellent performance, top-notch build quality, and premium features. This first-to-market boat demonstrates that the future is here with electric where boaters can have all of the fun without any emissions.



WINNER



***“It's hard to come to a special place like Lake Tahoe and not feel an awesome responsibility for maintaining its beauty for future generations.”***

— SEAN MARRERO, Chief Strategy Officer, Correct Craft; President, Ingenity Electric

### Experience Ingenity at Tahoe

Families this summer experienced how Ingenity uses electric propulsion technology to create an unparalleled connection to the water. The Ingenity Experience offered guests the opportunity to ride the world's first 100% electric towboat and feel the power of sustainable boating on Lake Tahoe. Guests received a premium, all-access ride featuring access to the best in watersports gear, a United States Coast Guard captain, a watersports coach, and refreshments. The exclusive half-day personal charter informed guests of the advantages of the GS22E. This unique opportunity leads the charge and advances boating toward a sustainable future.



### PURSuing CARBON-NEUTRAL



Providing opportunities for people to be on the water is where Correct Craft thrives. But a polluted and unclear environment demands taking responsibility and finding ways to do better. One of the ways Correct Craft is joining this effort is by pursuing its goal of becoming carbon-neutral by 2025. The company started by building on its current environmental efforts and taking a strategic and thoughtful approach to its carbon-neutral ambitions. Correct Craft could have taken the easy path by simply paying for mitigation credits. Instead, it chose to pursue real change by investing resources to achieve this goal.

Correct Craft's leaders realize the importance of sharing their journey with other businesses to show how together, they can be good stewards of our natural resources for generations.

### CORRECT CRAFT CARES

Correct Craft cares about the boating industry's future. That's why they believe it is pivotal to share how they found success with partners, vendors, and even competitors. On the heels of the success of its first event in 2020, Correct Craft hosted its second **Culture Summit** and first **Innovation Summit** in 2021. Drawing hundreds of industry professionals, including competitors, the summits featured speakers, workshops, and numerous opportunities for inspiration and education.

### RETURNING TO PURE

To help keep our waters beautiful, the team at Correct Craft developed an innovative Lake Cleanup Boat. This ingenious new boat, built on a SeaArk hull, vacuums waste in the water—from bottles and other plastics to debris that can harm wildlife, especially in hard-to-reach areas. The boat is used to help keep lakes clean in and around the communities where Correct Craft subsidiaries operate. It is even offered to the public for its own lake cleanup projects!





#### AT A GLANCE

**\$470MM**  
ANNUAL REVENUE

**54%**  
REVENUE GROWTH

**900**  
EMPLOYEES



## Investing in Leaders and Businesses for Lasting Impact

SOLV Holdings invests in companies that engineer, build, and safeguard complex industrial systems. As a partner with each company leader, SOLV seeks to integrate, optimize, and grow its operations, and be the investor of choice for owners seeking to leave a lasting impact.

For entrepreneurs looking to transition their business, whether through ownership change or retirement, SOLV provides solutions to sustain the legacy created and increase positive impact in the communities where operations exist while maximizing financial return.

By investing in leaders and businesses, SOLV grows by efficiently integrating its organizations, supporting the strategic execution of growth strategies, including acquisitions, and providing employee growth and development opportunities to serve customers with excellence.

### Talos Expands to Europe



Talos Engineered Products has built a solid reputation with its U.S. customers as a reliable, easy-to-work-with supplier of material handling conveyor and ultra-high molecular weight polyethylene (UHMW) chutes for case and parcel flow.

Recently, it was asked by an end-user to support several new projects in Europe. After investigating the market and potential opportunities for business growth, the Lewisburg, Tennessee-based company made the leap across the Atlantic and formed Talos Engineered Products Ltd., a wholly-owned subsidiary of Talos LLC headquartered in Ireland.

When its leadership became aware that a European source was not going to deliver a specific material on time, Talos leveraged its global network and sourced it elsewhere — applying ingenuity and resourcefulness to create an effective customer solution. Despite COVID-related shutdowns throughout Europe and blockage of the Suez Canal, Talos successfully delivered its UHMW chute projects on time in 2021.

“We have worked diligently to identify material suppliers and have formed partnerships that enable us to provide chute components via a supply chain-based model. This approach will enable us to scale up more quickly to meet the needs of our customers,” said Talos president Wayne Clemons.

**“With borders closed or restricted, international and intranational supply chains falling behind, we were still successful in setting up Talos Ltd. in Europe while also delivering over 240 chutes on time in Italy.”**

— Mark Humphrey, General Manager, Talos Ltd.

### Overcoming Obstacles, Overtime, and Owls in 2021

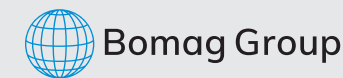
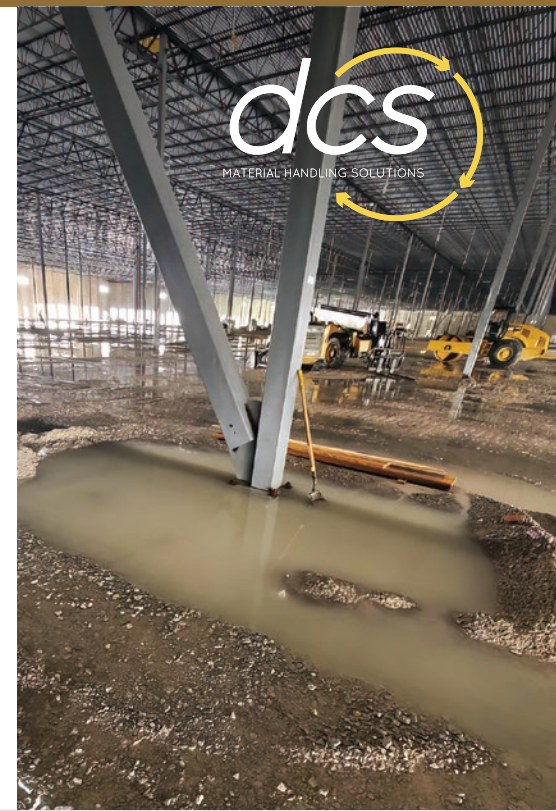
Incomplete roofs. Missing exterior doors. Protected owls. Supply chain. These were but a few of the project challenges that Designed Conveyor Systems (DCS) overcame to successfully deliver systems in 2021—a year filled with obstacles, determination, and solutions.

**FEDEX GROUND, FLORIDA** — slab pours and build schedules fell woefully behind due to weather, forcing DCS to work in areas exposed to the elements. The challenges continued as customer-supplied components arrived weeks late, forcing the team to compress work times while waiting for exterior doors to arrive.

**AMAZON, FLORIDA** — a significant delay occurred when a nest of protected owls was found near the jobsite. Local jurisdiction refused to issue work permits until the young owls left their nest, forcing the DCS team to compress an already challenging project. Adding on, flooding the day before installation required equipment to be quickly relocated to prevent water damage.

**FEDEX GROUND, OHIO** — it became clear early in the project that the building would be incomplete when DCS was scheduled to begin installation. Material delays prevented the general contractor from completing work. Instead of delaying installation, DCS partnered with the vendor and contractor to create a phased plan that worked around the chaos.

These are just a few examples of the hurdles DCS faced in 2021. Yet, at every turn, the DCS teams—engineering, supply chain, project management, and site management—refused to let challenges prevent successful outcomes for their customers. In a marketplace increasingly dependent on reliable supply chain solutions, DCS remains committed to helping its customers keep their promises and deliver on time, every time.



### KEEPING THE FLOW WORLDWIDE

Bomag Group designs and distributes flexible pour spouts, closures, and accessories for delivering Diesel Exhaust Fluid (DEF)—a fluid mandated for diesel transportation and power generation worldwide.

In 2021, Bomag, and its ability to supply the products that customers needed, was not immune to the pandemic's impact. However, Bomag answered the challenge by being flexible and innovative in ordering, storing, and delivering products to the customer on time, every time.

By successfully navigating challenges, Bomag strengthened its customer relationships. It even enabled their team to innovate and launch a new product late in the year to positive reviews and receptive buyers.



### INVESTING IN EMPLOYEES

Being intentional in training and developing your team is essential in today's competitive marketplace. To this end, Spring Automation launched the Pioneer Program in 2021.

The program roadmap includes three rotations and provides engineers on-site, hands-on experience through commissioning projects across North America. Upon completion, participants can continue their growth in various roles, from engineering to applications to project management.

“I am excited to see how the Pioneer Program positively impacts our current team members, and look forward to seeing its impact on our ongoing recruiting and onboarding efforts,” said president Chelsey Arnold.

### Welcome, QuikCut!

SOLV focuses on identifying prospective partners embodying a legacy of success, innovative offerings, and strong culture founded on values and value creation. In late 2021, SOLV acquired a majority position in one such company, QuikCut, an advanced metal fabricator and contract manufacturer located in Fort Wayne, Indiana.

In partnership, SOLV will support QuikCut's future growth and strategic execution. Additionally, QuikCut owners Mark Webb and Carey Sipe will continue leading day-to-day operations, building relationships, and managing the growth their legacy has created.

**“I wasn't looking to sell or partner with an investor initially. However, God had a different plan. God placed SOLV and Ambassador Enterprises team members in my life a few years ago. Over time, our friendship and mutual respect for each other's businesses grew. Eventually, that led to our mutual belief that SOLV and QuikCut were better together than apart.”**

— Mark Webb, CEO, QuikCut







#### AT A GLANCE

1.75MM

\$0. FT. OWNED OR  
UNDER MANAGEMENT

80

TENANTS

97.8%

OCCUPANCY



## Finding Good Places to Grow

VIA Developments, an Ambassador Enterprises affiliate, is a commercial real estate development and management firm dedicated to creating positive and lasting impact on people, businesses, and communities. VIA's vision is to achieve long-term capital growth and wealth preservation through diverse real estate activities, including investment, development, management, and ownership.

In its pursuit to realize its vision, VIA leadership carefully evaluates every opportunity and transaction. While financial terms are essential, the relationships and partnerships developed throughout each transaction—with tenants, vendors, buyers, sellers, and people in the communities where VIA properties are located—are equally important.

By embodying its core values of doing good, investing in its communities, valuing its partners, and living out its commitment to transparency and honesty, VIA continues to develop meaningful partnerships and relationships as it expands its portfolio and geography. After all, good partnerships yield greater potential to make a lasting, positive impact.

### Commerce. Community.

With over \$70 million in real estate transactions in 2020, VIA continued its growth and expanded its reach. In 2021, it completed over \$45 million in transactions, with over \$30 million additional in various contract stages heading into 2022—all while continuing to post record financial performance. 2021 also saw VIA complete three development projects and form AVI Commercial, a commercial brokerage company.

VIA continues to focus on savvy dealmaking and growth, with a mindfulness to benefit all parties involved. Since becoming an Ambassador Enterprises affiliate, VIA has engaged in more than \$140 million of transactions and completed many development projects.

VIA's dynamic growth has also allowed it to develop meaningful relationships and positively impact its communities. These relationships and their impact continue to drive leadership to fulfill its potential and position VIA to add even more service offerings to its platform in the future.

***"The meaningful relationships we've developed with our tenants and clients are vital to ensuring success and creating lasting, positive impact in our communities."***

— Matt Hohman, President, VIA Developments



### VIA Reaches North

While the majority of VIA's holdings and projects have centered around Greater Fort Wayne and northeast Indiana, this past year saw VIA extend its footprint into the thriving Grand Rapids, Michigan metro. Early in 2021, VIA research identified the region as prime for investment due to its high growth and dynamic economy. When conditions were prime and the target properties a good fit, VIA leadership acted swiftly and decisively to expand its portfolio and begin a new chapter of growth.

VIA acquired two large office and mixed-use buildings near downtown Grand Rapids and is scheduled to close on a third building. These strategic acquisitions are home to some of Grand Rapids' most well-known commercial and professional tenants, federal government offices, and up-and-coming businesses.

Two of the buildings, formerly furniture factories, are now completely renovated and transformed to serve their new purpose as modern and trendy business centers. Their prime locations provide stunning

views of downtown Grand Rapids and are a short walk away from the Bridge Street Market, one of Grand Rapids' thriving locales.

Through these latest additions, many new relationships, partnership opportunities, and potential for VIA to grow its impact in the Grand Rapids community have emerged.



### Growth on the Menu

CookSpring, an innovative food business incubator and VIA subsidiary, experienced a banner year in 2021. CookSpring operates a commercial and commissary kitchen from a VIA-owned facility. In addition, it rents shared kitchen space to members, most of whom plan to launch startup restaurants, food trucks, or foodservice businesses.

Since its inception, CookSpring has partnered with hundreds of budding food entrepreneurs. Operating and sustaining a business model that deals with early-stage companies can be quite an assignment; performing under the pressures of a pandemic in 2021 is another challenge entirely. Yet, on both counts, CookSpring has passed with flying colors, increasing its membership and achieving record financial performance.

Today, CookSpring's past and present members constitute many of the most recognized and beloved restaurants and food trucks in greater Fort Wayne, Indiana. However, its most significant achievements are found in the personal relationships, partnerships, and essential services CookSpring and its members provide to the community.



**CookSpring**  
shared kitchen

[cookspringfw.com](https://cookspringfw.com)





# Building Better Community

Our Community Impact team collaborates with community champions focused on improving the quality of life throughout their community. We work together with impact-driven leaders in northeast Indiana and across the state to generate new value and better results.

By investing in the development of sustainable solutions to systemic problems, together, we can help bring about real, lasting change. We want to empower responsible, productive citizens to solve moral, relational, and economic problems to help achieve our shared vision for better community.



AREAS OF INTEREST

Early Childhood Development & Care • Education • People • Place • Recreation

\$900K  
INVESTMENTS

50  
ENGAGEMENTS

11  
COUNTIES

Catalyzing Growth and Community Impact

Imagine every public-school student in this nation having the opportunity to learn the word of God as part of their school day. LifeWise Academy is working to do just that.

In 2021, Ambassador Enterprises partnered with LifeWise Academy to catalyze a plan poised for exponential growth over the next five years – 1,000 LifeWise locations and 150,000 students enrolled by 2026. With locations branching from Ohio into Indiana, Ambassador Enterprises is investing in a LifeWise field representative to serve northeast Indiana and inspire communities to engage in this innovative ministry approach.

Founded in 2018, LifeWise Academy is a division of Stand for Truth (SFT), an event-based ministry with the vision “to reach unchurched students in public schools with the gospel.” The creation of LifeWise was inspired by a Released Time Religious Instruction (RTRI) program in Van Wert, Ohio, which boasts a 95% participation rate among public elementary school students. As a result, SFT teamed up with the Van Wert RTRI program to create LifeWise Academy, launching its first two programs in 2019. Today, LifeWise Academy serves more than two dozen school districts and is positioned to launch more programs. Learn more about LifeWise Academy at [LifeWiseacademy.org](http://LifeWiseacademy.org).



Watch a superintendent's take on supporting our children to be the best they can be.



Ministering to Youth and Coaches Through Leagues and Clubs

Fellowship of Christian Athletes (FCA) is an organization seeking to make disciples by engaging, equipping, and empowering coaches and athletes to know and grow in Christ and lead others to do the same.

In 2021, Ambassador Enterprises partnered with FCA on a new initiative, FCA Sports, to minister to youth coaches through leagues and clubs and to create a successful, sustainable, and replicable collaborative platform focused on developing resilient Christ disciples by leveraging recreational club sports. As a result, two new leaders have been added to the Great Lakes Regional FCA team to begin focusing on this new ministry opportunity. This further enabled a strategic partnership with the YMCA of DeKalb County to pilot an introductory workshop for youth coaches, where each coach was challenged to establish a transformational purpose statement.

FCA Sports’ goal is to provide league and club sports for every player through FCA-trained leaders and coaches and create affordable teams, tournaments, and facilities. We believe this initiative will have local, regional, and national influence whereby coaches begin to embrace their opportunity to impact players physically, mentally, and most importantly, spiritually.



Creating Spaces, Increasing Impact

As a relational hospitality, facility management, and space management company, GEN-D seeks to simplify the lives of professionals and their organizations. With its integrated suite of services, GEN-D helps clients focus on what matters: increasing organizational and professional impact.



Managing Space, Maximizing Success

The success of any endeavor is dependent on the concentration of effort. Professionals and their organizations tend to have one thing in common – there is always more work than time to do it. Clients should be focused on mission-critical priorities that drive organizational impact, not event or space logistics.

GEN-D leverages its expertise in relational hospitality, event management and space optimization including landscaping, maintenance, and janitorial, to fill any gaps. By taking care of the details, GEN-D enables clients to stay focused on what they do best.



INCREASED FOOTPRINT, INCREASED IMPACT

In 2021, GEN-D expanded its footprint at The Summit campus to include the existing Athletic Center and Retreat Center. Athletics and tournaments were new endeavors for GEN-D. By working with local organizations, including Gym Rats, Rock Summit Basketball, Rezz Media, and Bubba Ballers, they developed expertise to “raise their game” and learned that optimizing facility use allowed organizations to focus on their impact, not space management.

GEN-D oversaw the repair and restoration of the original gym, bringing the facility up to current high school, college, and even NBA standards. This upgrade and additional enhancements enabled optimized use for athletic programming and, as a result, attracted new partners to use the space for their programs and events.

The facility was also used successfully to host multi-day meetings, corporate events, weddings, and family reunions, with groups like Experience Mission, The Chapel, and The Fort Wayne Show Choir.

Learn more at [EventsAtTheSummit.com](http://EventsAtTheSummit.com).

Championing Early Childhood Coalitions

Realizing the economic impact of early childhood development and care on local communities, in 2021, Ambassador Enterprises convened passionate leaders from counties across northeast Indiana to engage in strategic conversations. As a result, leaders and organizations united to champion the work of early learning and childcare providers, creating a vision of a thriving regional coalition that collaborates, advocates, and innovates to support early childhood care and education. Our work is just beginning, and we’re excited for its potential impact in transforming early childcare in our region. Creating this shared vision and sustainable infrastructure will generate hope for a bright future for our most precious little Hoosiers.



Supporting Early Childhood Educators

Lumii Kids focuses on transforming early childhood education to improve outcomes for children in Indiana.

In late 2020, Ambassador Enterprises launched the Indiana Early Learning Hub, an innovative online platform designed to support early childhood programs and community partners by providing access to more than 2,000 valuable tools and resources. Over the past year, members have experienced tangible benefits, including reduced operating costs, time saved, and digital resources specifically designed to strengthen their business practices. In addition, shared services and proven educational strategies continue to improve the Hub’s aim to influence, improve, and impact early childhood development statewide.

Find out more at [INEarlyLearningHub.com](http://INEarlyLearningHub.com).



PHILANTHROPIC PARTNERING

Optimizing Community Impact of Charitable Organizations

Ambassador Enterprises' Philanthropic Partnering focuses on investing in nonprofit entities that advance the community's moral, relational, and economic vitality.

Our partnerships are most effective when like-minded organizations work together to strategically solve systemic problems, are intentional in being sustainable and scalable, efficient in utilizing community resources to achieve measurable outcomes, and welcome relationships of mutual access, influence, and accountability.

AREAS OF INTEREST

Youth Character Development • Complex Trauma Transformation • Strategic Community Development • NEI Community Support

\$1.6MM  
INVESTED

111  
ORGANIZATIONS

12  
CAPITAL INVESTMENTS

Partnering with Strategic Leaders

We seek to collaborate with humble, hungry, people-smart nonprofit leaders serving northeast Indiana who are impact-driven. We want to partner with those aligned with our mission to build high-trust, high-care, high-performance cultures that produce eternal, cultural, and financial returns.

Developing Relationships in Areas of Interest

Three primary areas have emerged as a focus of our work: **Youth Character Development**, **Complex Trauma Transformation**, and **Strategic Community Development**. We want to get to know the participants and connect those already serving in each area; provide counsel if the opportunity arises; make catalytic investments where necessary; and participate in co-creation where invited.

**NEI Community Support** is another area of interest in which we sponsor many outstanding nonprofit organizations doing important work for the well-being of our citizens, the vitality of our community, and quality of place in northeast Indiana.

In 2021, some of the organizations we invested with include:

Youth Character Development

Big Brothers Big Sisters	Fellowship of Christian Athletes	Woodburn Christian Children's Home
Blackhawk Christian School	Friends of Lincoln Collection	World Baseball Academy
Boys & Girls Club	FWCS Foundation	Young Life
Brandon Foundation	Junior Achievement	Youth for Christ
Crossroad Child & Family Services	Respect Team	

Complex Trauma Transformation

A Hope Center	Four:10 Ministries	Lifeline/Crosswinds
A Mother's Hope	Hearten House	Love Church Ministries
Bounce Back of Indiana	Image of Hope Ranch	New Mercies
Building a Stronger Family	Inspiration Ministries	RemedyLIVE
Carriage House	Jennifer's Harbor	The Lighthouse
Courageous Healing	Joyful Bird	The Rescue Mission

Strategic Community Development (primarily Southeast Fort Wayne)

Bridge of Grace	Habitat for Humanity	NeighborLink
Fort Wayne Firsts	Impact Center	Rhythm & Praise
Fort Wayne United	Joshua's Hand	Vincent Village
GLS & Beyond (Love Fort Wayne)	MOSAIC Night of Worship	



Complex Trauma Transformation – Connecting Leaders

During 2021, we interacted with senior leaders from several local nonprofits engaged in similar missions. As a result, we connected these leaders to each other, which led to monthly convenings where the leaders shared best practices, personal and leadership learnings and challenges, and potential solutions. Said one executive director, "This leadership gathering is a lifeline for me. I now have a peer group that provides spiritual, relational, and practical support for the intense demands of leading a nonprofit organization."

Youth Character Development – Boys & Girls Club Fort Wayne

In partnership with the Boys & Girls Club, we sponsored the Ambassadors Club, an invitation-only group where giving back to the community is central to its mission. The program teaches at-risk children character and leadership skills and provides them special experiences and service opportunities.



CIVIC ENGAGEMENT

Promoting Moral, Relational, and Economic Strength

Every thriving community has a 'triangle' working together to accomplish big goals – the philanthropic and religious community, the business community, and government. To help build this triangle for northeast Indiana, we want to emphasize the critical role of effective civic leadership and increased citizen participation and engagement in achieving a strong community.

With this in mind, the Civic Engagement team promotes responsible, responsive government by identifying, training, and equipping emerging civic leaders in northeast Indiana; working with current elected officials and providing them with the tools to lead; and educating the public and advocating for community-minded civic leadership.

AREAS OF INTEREST

Community & Government Leaders • Civic Discourse • Public Policy

11  
COUNTIES

16  
CITIES

790K  
RESIDENTS

Ambassador Institute for Civic Engagement Graduates First Cohort

The Ambassador Institute for Civic Engagement (AICE), established by Ambassador Enterprises, graduated its first cohort in January of 2022. Designed to identify, train, and equip emerging civic leaders in northeast Indiana, the first cohort consisted of nine individuals representing seven counties.

The AICE convened the last of its four sessions at the Indiana State House and included a tour of the capitol and discussions with Indiana officials, including Governor Eric Holcomb and Speaker of the House, Todd Huston.

*"The State House experience was incredible and enlightening. We got a unique peek into current discussions of our legislators and their committees. Seeing and hearing what goes into serving as an elected official at the state level was invaluable. It's inspired me in my journey to becoming more involved."*

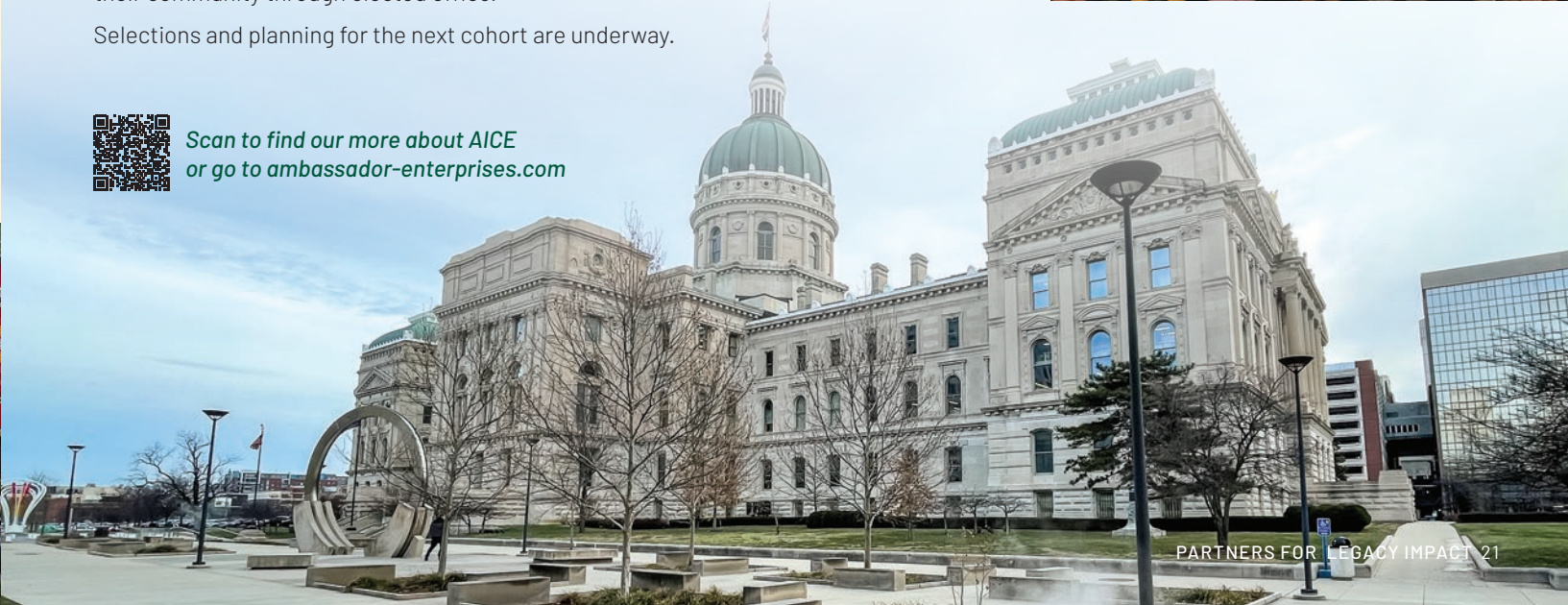
— Nicki Venable, Whitley County

"We often see first-time candidates for state or local office, or citizens serving on important government boards, who have no idea how the government is funded or where the money goes," stated David Long, former Indiana State Senator. "Through AICE, we were able to provide knowledge to our cohort, some who are already on a path to become engaged in their community through elected office."

Selections and planning for the next cohort are underway.

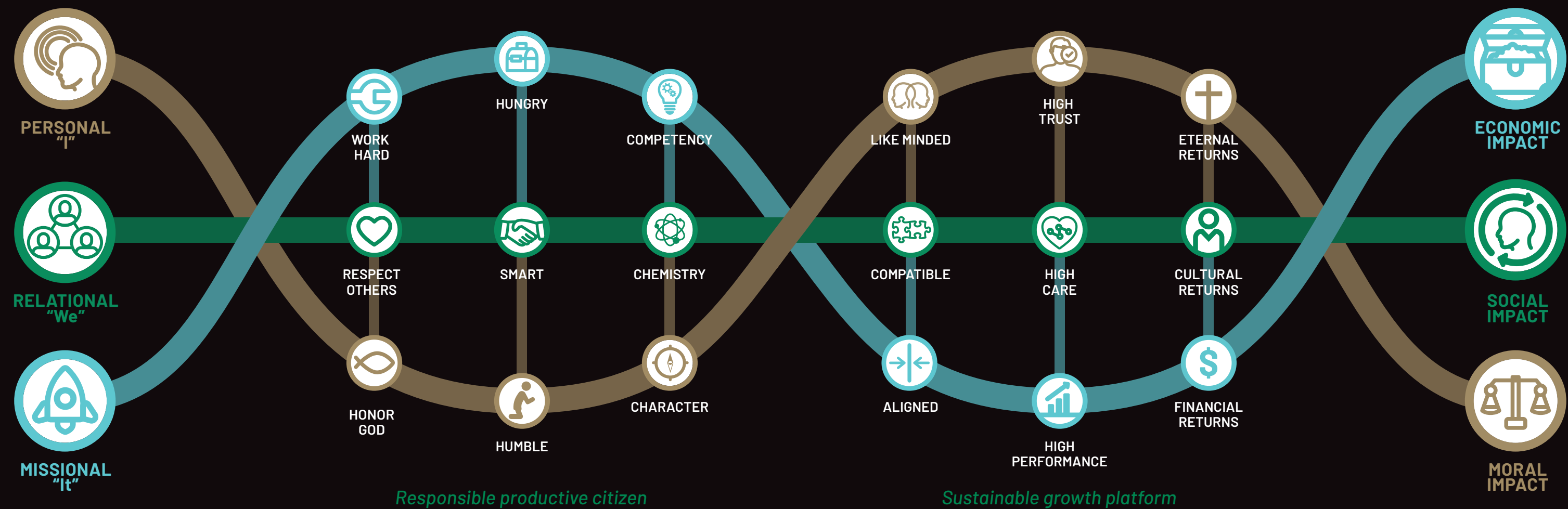


Scan to find out more about AICE or go to [ambassador-enterprises.com](https://ambassador-enterprises.com)





Honor God. Respect Others. Work Hard.



The Ambassador Enterprises DNA Genome captures the various ways we refer to our culture, providing greater understanding for team members and partners alike.

The Genome is our foundational cultural construct – the DNA of how we strive to honor God, respect others, and work hard for eternal, cultural, and financial returns. Each column uniquely expresses an aspect of AE’s culture. Each idea within each column represents the “I, We, It” framework. The three strands together reflect the culture we aspire to as individuals, how we relate to each other, and our missional intent with those we partner with.

The DNA metaphor embodies the essence of our cultural aspirations. If each team member and our partners continually grow these attributes, we can all become what we desire to be and produce the impact we aspire to.

Ambassador Enterprises is a legacy-minded private equity firm investing for the glory of God





info@Ambassador-Enterprises.com | 260.487.4000  
11020 Diebold Road, Fort Wayne, IN 46845

**Ambassador-Enterprises.com**

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*"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 5:17-20 NLT