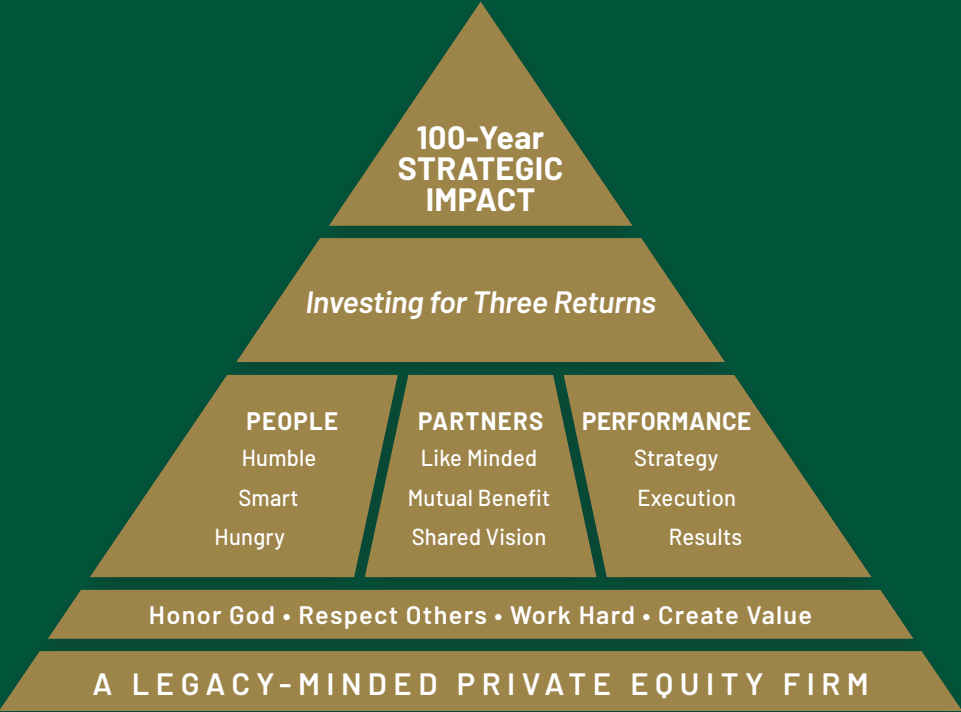


2022

PEOPLE PARTNERS PERFORMANCE

FOR EVER-INCREASING THREE RETURNS IMPACT





PEOPLE | PARTNERS | PERFORMANCE

We aspire to be a community of people with character and competence committed to generating financial, cultural, and eternal returns in all we do.

We seek mutually-beneficial relationships with like-minded leaders who desire to partner and collaborate in achieving a shared vision.

We value strategic execution and performance that results in better people, better community, and better life to the glory of God.

INVESTMENT LANES

SEEKING PARTNERS
for ever-increasing three returns impact

As a legacy-minded private equity firm, we desire three returns from every investment. We work together with partners across six investment lanes to strategically invest for the long term and focus on performance that positively impacts businesses and organizations, people and communities.

PRIVATE EQUITY Mike Butchko		For business owners who want to successfully transition their businesses for legacy impact
MARKETABLE SECURITIES Brad Miller		For active management of capital resources to strategically invest and mitigate risk
COMMUNITY IMPACT Sherry Grate		For community champions looking to improve quality of life and community
PERFORMANCE ACCELERATION Brian VanHall		For leaders looking to increase marketplace influence and kingdom impact
PHILANTHROPIC PARTNERING Arlan Friesen		For nonprofit leaders desiring greater missional impact
CIVIC ENGAGEMENT Ron Turpin		For civic-minded leaders who want responsible, responsive government to strengthen community



Mike Butchko
Private Equity

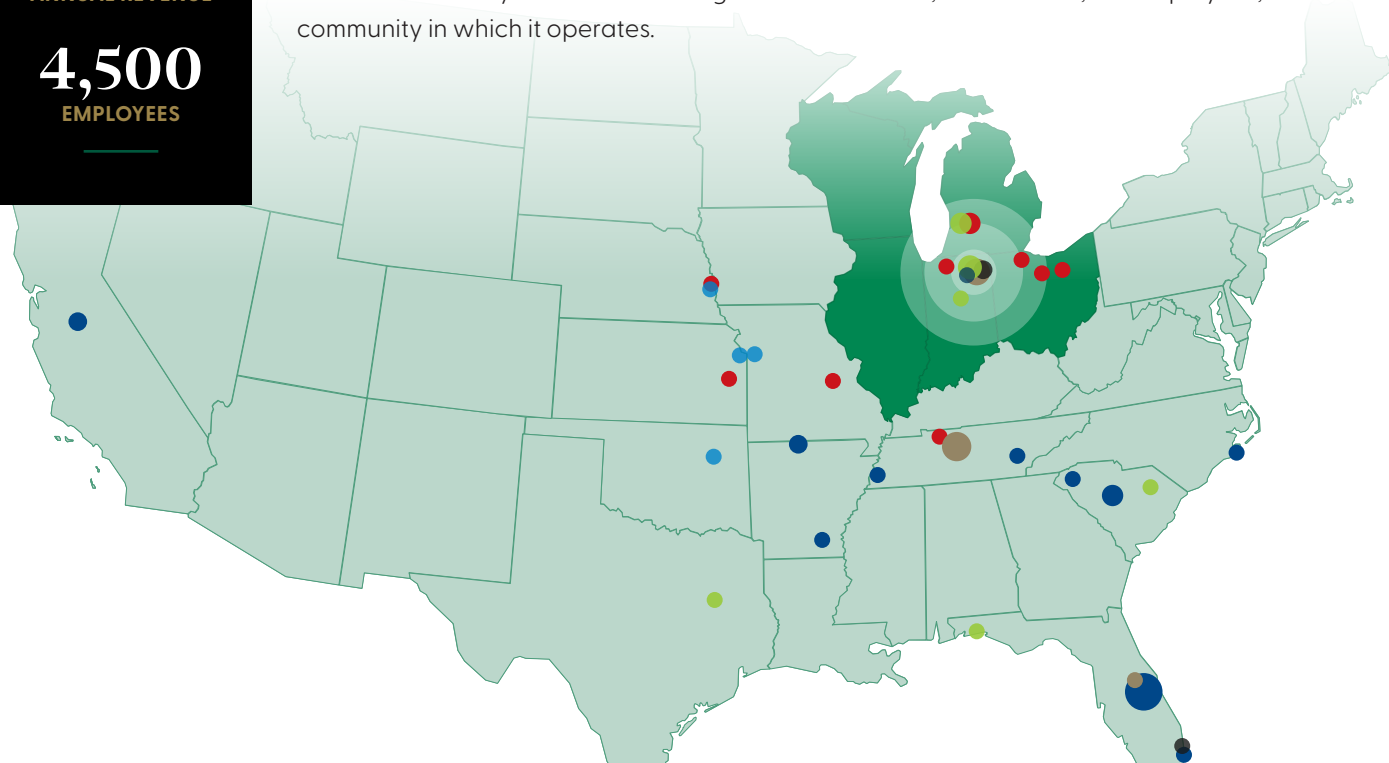
\$2B
ANNUAL REVENUE
4,500
EMPLOYEES

PRIVATE EQUITY

WE SEEK BUSINESS OWNERS *interested in successful transition and lasting legacy*

Relationships are central to our mission. Building strong relationships based on trust and shared values is always our goal. The first step is connecting with legacy-minded owners and those who work closely with them. We look for these opportunities throughout northeast Indiana and outside our region. Ideally, the relationship leads to a collaboration on a successful transition.

When investing in a company and transitioning ownership, we've found success when we preserve and build upon the founder's legacy in achieving a new shared vision. That means we move forward only if the transition is good for the owner, the business, the employees, and the community in which it operates.



Forming Rooted Pursuits—acquiring Frontier Justice

Developing For-Income Growth Platforms is central to generating three return impact. Sometimes this is achieved through acquiring a potential platform company or forming a holding company in search of investment opportunities within a particular market. In the case of **Rooted Pursuits** and **Frontier Justice**, it was a “both/and.”

In February 2022, Ambassador was presented with the potential to purchase Frontier Justice, a premier women's fashion boutique, firearm retailer, and shooting range with multiple locations. Frontier Justice was creating impact by focusing intently on faith, community, and female and family demographics. Having accomplished what they set out to do, owners Mike and Bren Brown were ready for the next generation of leaders and owners to shepherd Frontier Justice to new frontiers.

This acquisition presented Ambassador an opportunity to think more broadly—*how could it be used to develop a platform bringing Christ to the recreation marketplace?* Seizing the opportunity, then Chief Legal Officer Jeremy Gayed raised his hand to lead this new mission and Rooted Pursuits was born.



RECREATION

“We started Frontier Justice to spread faith, family, freedom, and traditional American values back into this great nation. We did what we set out to do and have changed the face of the firearms industry while creating fun memories and security for the communities we touch. It is exciting to look to the next chapter and where Ambassador and Rooted Pursuits will take these great values next.”

— MIKE & BREN BROWN

AMBASSADOR ENTERPRISES

FOR-INCOME GROWTH PLATFORMS *driving impact*

Together with our platform CEOs and the more than 40 affiliate companies, we seek to engage with owners who want to successfully transition their business, build upon their legacy, and leave a lasting positive impact.



BUILDING
SUPPLY



RECREATION



MARINE



CUSTOM HOME
INTERIORS



ENGINEERED
SOLUTIONS



REAL ESTATE





Brad Crawford
CEO

\$320M
ANNUAL REVENUE

600
EMPLOYEES



AmbassadorSupply.com

Ten Years of Growth and Impact

Ambassador Supply, an investment and management company focused on transforming the built industry, continued a decade of growth in 2022 with the additions of Astro Buildings and Continental Components.

“Our goal at Ambassador Supply is to transform the building industry and help established companies build a better future for their organization. We look for opportunities with the best companies in the industry that fit with our high care, high trust, high performance culture.”

— BRAD CRAWFORD, CEO

Growing Rural, Residential, and Commercial Verticals

Ambassador Supply seeks to grow its network of companies with leading sources for manufactured building products, post-frame building solutions, and the highest quality building materials.

- **Pioneer Truss** – Supported the team by adding leadership and expertise, investing in facilities, and empowering Pioneer to grow its revenue more than 50% since its acquisition in 2021.
- **Hixwood** – Expanded the leadership team, provided support, and invested significantly in the facilities to grow Hixwood’s revenue by more than 80% since being acquired in 2020.
- **BotBuilt** – Provided seed investment in BotBuilt, an early-stage company transforming construction with the speed and precision of robotics.
- **Astro Buildings** – Acquired in June, Astro Buildings is an Omaha-based industry leader in post-frame building construction and builds. The acquisition helps expand Ambassador’s reach by serving Kansas, Iowa, Nebraska, Missouri, South Dakota, Minnesota, and Colorado.
- **Continental Components** – Acquired in December, this Indiana-based company has offered quality roof and floor truss systems throughout the Midwest for the last 25 years. Continental becomes Ambassador’s fifth truss and component facility in its family of companies.



Scan or click to read more news from Ambassador Supply



Jeff Bannister
CEO

\$35M
ANNUAL REVENUE

140
EMPLOYEES



AmericanLandmaster.com

Built From the Ground Up in Northeast Indiana

Landmaster is an American-made utility vehicle manufacturer based in Columbia City, Indiana. It sources more than 70% of vehicle components domestically, with many parts local to the Midwest, including Fort Wayne. Landmaster fabricates, welds, assembles, and finishes all its vehicles in-house, helping drive efficiency and lower costs to benefit customers. Each vehicle must pass a 112-point inspection process across seven stations before being sent to a select dealer network.

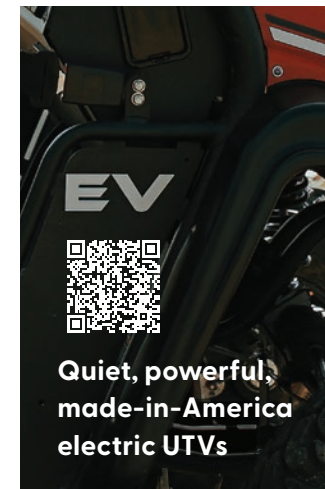
Today, Landmaster provides a full line of gas- and electric-powered vehicles through its network of more than 200 dealers. Its innovative and robust design and quality delivers performance to thousands of satisfied customers.

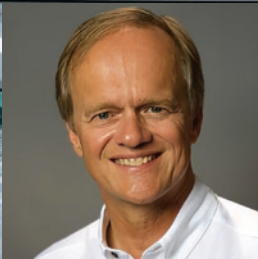
Market-Driving Innovation

In July 2022, Landmaster launched the all-new EV 4X4 side-by-side with fully independent L-ROSS suspension, automotive-grade ball joints and bushings, and weather-sealed electrical connectors.

“Two years ago, we created the first-ever, purpose-built lithium-ion utility vehicle, and we are extremely excited to continue the growth of this category with the launch of our 2022 EV Lithium 4X4 lineup.”

— DAVID PIERCY, MARKETING DIRECTOR





Bill Yeargin
CEO

\$1B
ANNUAL REVENUE
2,400
EMPLOYEES



Correctcraft.com

Making Life Better

Correct Craft is a leader in the recreational boating industry whose mission is “Making Life Better.” Since 1925, Correct Craft has operated as the world’s leader in tournament inboard, freshwater fish and utility and recreational boats, as well as marine propulsion, electrification, and watersport parks. From humble beginnings through the last decade of explosive global growth, Correct Craft has grown into an industry-driving organization focused on people, performance, and philanthropy.

Another Year of Growth and Impact

- **Increased employee participation in Correct Craft University** – voluntary educational opportunities for personal and professional growth offered to all employees.
- **Acquired Pacer Marine Engineering** – a provider of the highest quality parts from OEM panel production, hydro graphics, wire harness manufacturing, and battery cable assemblies. Going forward, it will operate as Mach Connections (December).
- **Acquired Indmar Marine Engines** – a pioneer in the inboard marine engine segment (November)
- **Named one of the marine industry’s Most Innovative Companies** – selected out of 35,000 companies for the 4th year in a row (October).
- **Formed Meta Marine™** – a collaborative with virtual reality developers in a way that, we hope, will allow enthusiasts a ‘never-before’ boating experience (September).
- **Launched Ingenuity 23E 100% Electric Day-Boat** – the first to take full advantage of a zero-emissions drivetrain combined with patent-pending modular ‘skateboard’ design (February).
- **Lived out heart for community service** – Correct Craft teams across the nation participated in service to help make life better in their communities and around the world (Summer 2022).



Seth Nash
CEO

\$35M
ANNUAL REVENUE
270
EMPLOYEES



ReviveHomeBrands.com

Bringing Together the Finest Names in Craftsmanship

Revive Home Brands (formerly Dovetail Brands) experienced a year of tremendous growth in its internal operations at Dutch Made and Grabill Cabinets. Investments were made in people, equipment, and facilities. Most importantly, efforts were made to integrate the team culturally into one company while maintaining each brand’s unique market position. This became a Revive Home Brands imperative as it expands the breadth and depth of its offering.

The hard work geared toward uniting people and processes for greater impact helped set the tone for growth with the acquisition of **The Kitchenworks**, a family-owned business with impeccable credentials. Based in Fort Lauderdale, Florida, The Kitchenworks expands geographic reach and product offering into high-end design and installation services and wood cabinetry construction.

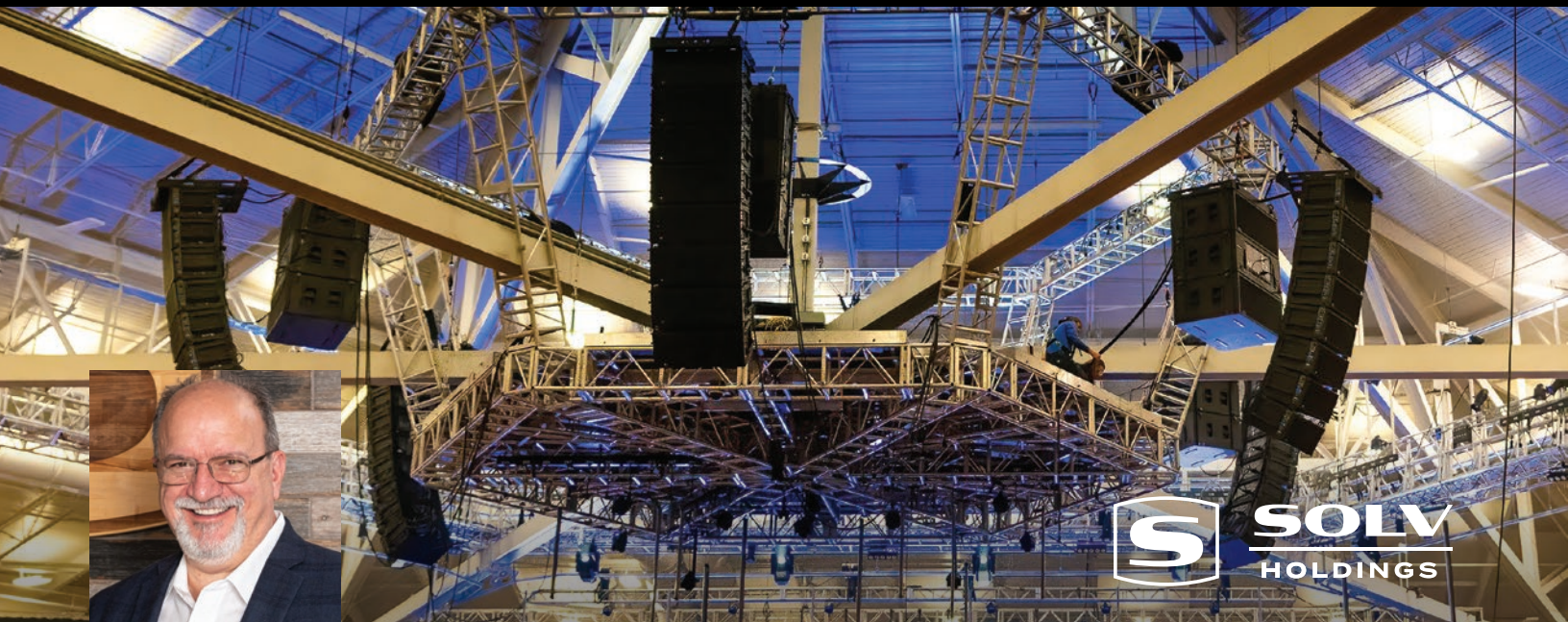
Revive Home Brands Acquires Leading Design and Install Firm

Founded 33 years ago by Susan and Armand Rocco, **The Kitchenworks** specializes in custom cabinetry and kitchen and bath design. When the Roccos made the decision to sell, they wanted to transition ownership to a company of integrity that understood the importance of legacy and would honor the reputation they built in South Florida. They also wanted to ensure job security for their employees. This legacy-minded vision led them to Revive Home Brands and Ambassador Enterprises.
www.thekitchenworks.com



“We believe it was a win for all of us. We are excited about the future and are looking forward to working together to accomplish much with God’s help.”

— Susan Rocco, Founder, The Kitchenworks



Jeff Albert
CEO

\$600M
ANNUAL REVENUE

1,050
EMPLOYEES



SOLVHoldings.com

Investing for Legacy Impact

SOLV invests in leaders and companies that engineer, build, and safeguard complex industrial systems. As a partner with each company's leadership, SOLV seeks to optimize the potential of all holdings and to become the investor of choice for owners seeking to leave a lasting impact.

CORE VALUES

Be Real

We lead and follow with transparency and authenticity

Partner Well

We collaborate with stakeholders, maximizing the potential of our shared interest

Make It Happen

We have an action bias and add value by accomplishing goals for, with, and through others

Always Grow

We strive for continual growth – as individuals and as a portfolio

“Whatever growth and success we’ve experienced since our inception three short years ago, we attribute to humbly striving to live our core values.”

– JEFF ALBERT, CEO

Four new acquisitions expand SOLV operations into audio, visual, lighting, acoustic design and install (AVLA), and metal fabrication and cutting services.

- **Acquired Custom Sound Design (CSD)**, a nationwide expert AVLA provider based in New Haven, Indiana. CSD acquired **Omnicooustics** a professional design-build firm with locations in Dallas, Atlanta, and Nashville.
- **Acquired QuikCut**, an advanced metal fabricator and contract manufacturer located in Fort Wayne, Indiana. QuikCut acquired neighboring **Stream Tek** a provider of waterjet cutting services.

“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 a mutual belief that SOLV and QuikCut were better together than apart.”

– MARK WEBB, CEO, QUIKCUT



Zach Lesser
PRESIDENT

\$175M
PORTFOLIO VALUE

18
PROPERTIES



VIADevelopments.com

Using Real Estate to Inspire and Create Lasting Impact

VIA Developments believes in using real estate to inspire and create lasting impact in the communities in which it invests. VIA's vision of ReCAP – Renewing Communities through Assets and Property – is designed to invest in community betterment and, by doing this, generate real estate investment returns through long-term capital growth and appreciation.

In 2022, VIA focused on Northeast Indiana with four key acquisitions, including its largest to date. Three of the four are in Fort Wayne, Indiana, and were part of a large portfolio purchase from an out-of-state seller in New York. These three properties alone add nearly 300,000 square feet of commercial and retail space and 47 tenants to VIA's growing portfolio. VIA has already begun refreshing these properties to better the owner and customer experiences by:

- Improving façade
- Customizing tenant space
- Landscaping and parking
- Improving management
- Recruiting quality tenants

VIA's ReCAP approach provides a road map for the communities it invests in to attract and retain high-quality residents and businesses, build a bigger tax base, and improve community amenities. While increased market value is a key element of generating a return, VIA is most proud of the community revitalization it enables.



FOR-IMPACT INVESTING

for ever-increasing three returns



COMMUNITY IMPACT

For community champions looking to improve quality of life and community

CIVIC ENGAGEMENT

For civic-minded leaders who want responsible, responsive government to strengthen community



STRATEGIC DOING™

Trained strategic partners and their 25 leaders to catalyze connection, collaboration, and commitment in solving complex problems essential to thriving community.

EARLY CHILDCARE AND EDUCATION COALITION

Convened 40 champions across 11 northeast Indiana counties to address systemic issues of access, affordability, and quality childcare, resulting in a replicable model.

LIFEWISE ACADEMY

Invested in scaling this Biblical education program for public schools across 34 Indiana districts initiating a steering committee, receiving board approval, or launching.

COALITIONS

Committed collective action toward a shared vision for greater impact, including The Brandon Foundation and Building a Stronger Family.

COLLABORATIVES

Convened like-minded leaders, developed trust and shared interests for mutual benefit in the area of Complex Trauma Transformation.

RELATIONSHIPS

Developed relationships leading to alignment and three return investment opportunities, including more than \$2.5M in 140 organizations.




RELATIONSHIPS

Discovered opportunities with leaders to support responsible government and advocate civic engagement.

POLICY ADVOCACY

Supported policies promoting healthy community, including Workforce Development, Early Childhood and Education, and Tax policy.



Trained and equipped 21 northeast Indiana leaders, through two cohorts, for effective civic engagement.

LEGACY LEADERSHIP

Developed a training program to empower legacy-minded leaders for marketplace influence and kingdom impact.

PROJECT SMART™

Built a curated wisdom platform for personal, relational, and organizational growth that drive three returns.

ORGANIZATIONAL HEALTH

Developed a tool to assess the nine essentials for organizational health and effectiveness.



PHILANTHROPIC PARTNERING

For nonprofit leaders desiring greater missional impact

PERFORMANCE ACCELERATION

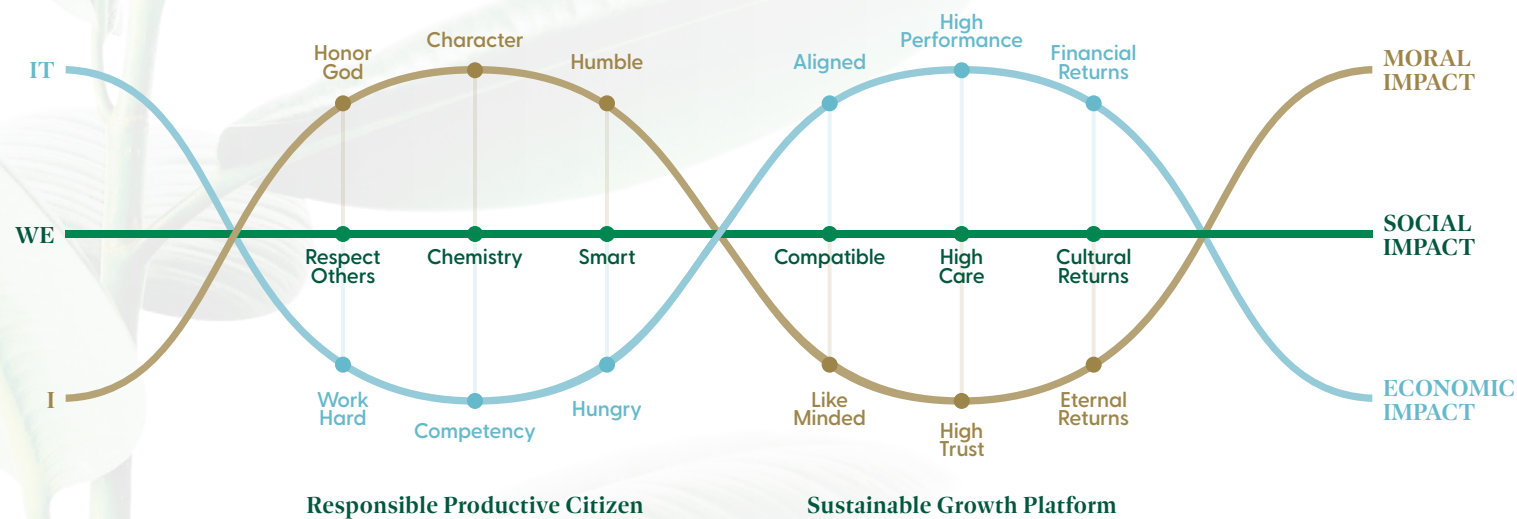
For leaders looking to increase marketplace influence and kingdom impact



Our vision is of a high-performing network of networks that improves moral strength, relational health, and economic vitality.

OUR DNA GENOME

impact-driving people



The Ambassador Enterprises DNA Genome is our foundational cultural construct—the DNA of how we strive to honor God, respect others, and work hard for financial, cultural, and eternal returns. Each column uniquely expresses an aspect of our culture.

Each element within each column represents the “*I, We, It*” framework. The three strands together reflect what 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 ideals and aspirations. When each team member and our partners continually grow these attributes, we can all become what we aspire to be and produce the impact we desire.

PEOPLE | PARTNERS | PERFORMANCE

we are ambassadors for Christ in the marketplace

¹⁷ Therefore, if anyone is in Christ, he is a new creation. The old has passed away; behold, the new has come. ¹⁸ All this is from God, who through Christ reconciled us to himself and gave us the ministry of reconciliation; ¹⁹ that is, in Christ God was reconciling the world to himself, not counting their trespasses against them, and entrusting to us the message of reconciliation. ²⁰ Therefore, we are ambassadors for Christ, God making his appeal through us. We implore you on behalf of Christ, be reconciled to God. ²¹ For our sake he made him to be sin who knew no sin, so that in him we might become the righteousness of God.

2 Corinthians 5:17–21 ESV



A legacy-minded private equity firm investing to glorify God

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260.487.4000

Ambassador-Enterprises.com