

2023 IMPACT REPORT

IM**GINE**

INVESTING TODAY *for a* BETTER TOMORROW

PEOPLE | PARTNERS | PERFORMANCE

We aspire to be a community of people
of character and competence committed to generating
financial, cultural, and eternal returns.

We seek collaborative partners
committed to achieving a shared vision.

We value strategic execution and performance
that result in better community for time and eternity.



BETTER COMMUNITY

for Time and Eternity



DARYLE DODEN

Imagine a community where moral excellence, relational harmony, and economic opportunities create a destination where people want to live, worship, work, and play. Where people align on matters of mutual importance, partnering to solve problems and achieving exceptional results.

What if every community was such a community, a place where neighbors are neighborly and strangers are simply friends who have not yet met? Imagine communities where people genuinely care for each other—where trust is a given, optimism abounds, and help is only a phone call away.

Northeast Indiana is rich with many fine communities. Volunteerism in our region ranks among the highest in America, yet opportunities to improve abound. Community leaders and organizations are discovering new ways to partner in delivering innovative solutions to systemic problems. Legacy-minded business owners are investing for greater societal impact.

As a legacy-minded private equity firm investing for the glory of God, community is at the core of who we are. Loving God with all our hearts and loving our neighbor as ourselves is not just a Christian ideal but a daily commitment as we invest for three returns—financial, cultural, and eternal.

We connect with others in communities where we reside to build relationships over time. We convene and collaborate with those of like-minded values on ways to invest in better community for time and eternity.

Our goal is to facilitate those relationships holding the greatest prospect for sustainable impact. Sometimes, we support and capacitate a coalition of committed stakeholders. Other times, we co-venture with others or take responsibility for conducting an initiative.

The stories in our 2023 Impact Report represent a few from across our ecosystem. We hope they provide a glimpse of how Ambassador Enterprises works together with others to build better community.

Daryle Doden
Founder and CEO

²⁰Therefore, we are ambassadors for Christ, God making his appeal through us. We implore you on behalf of Christ, be reconciled to God. ²¹For 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 5:20 – 21 (ESV)

IMAGINE
CRAFTING A FUTURE TOGETHER



Grabill Cabinets and Dutch Made teams in a leadership session with Brian VanHall, EVP of Performance Acceleration.

Faith Over Fear

The wisdom of Proverbs 27:17 tells us, ‘As iron sharpens iron, so one friend sharpens another.’ This truth resonates in the heart of Grabill, Indiana, a town whose very essence has been shaped by generations of skilled artisans dedicated to fine woodworking.

Just as iron sharpens iron, the collaboration between Grabill Cabinets and Dutch Made Custom Cabinetry has honed expertise and excellence in a way that now defines a shared legacy. For sixty years, the two companies operated within a two-mile radius, yet a perceived rivalry obscured their forthcoming reality—a destiny to become collaborative partners, not competitors.

Grabill Cabinets celebrated its seventy fifth anniversary in 2021. Nearly sixty years earlier, Martin Graber, a cabinetmaker, left the company and started his own shop just two miles down the road, which became Dutch Made Custom Cabinetry.

The two companies perceived competition between their brands as a rivalry, influenced by their proximity. A revelation occurred when Revive Home Brands, which already owned Dutch Made, acquired Grabill Cabinets in 2022. It was discovered that the two companies did not compete nationally as directly as they believed. The new, combined organization uncovered an opportunity for greater synergy in the dealer network.



The initial intent of the acquisition was to maintain two distinct companies, but it soon became clear that operating independently was not sustainable. Revive CEO Seth Nash challenged his team to achieve a deeper level of integration through his presentation entitled “Faith Over Fear.”

Seth declared, “Throughout our companies’ histories, those who went before us took bold steps to ensure that our business would grow, remain relevant, and compete—we’re not seeking the Grabill [Cabinets] way or the Dutch Made way; we’re seeking the best way.”

Both the Grabill and Dutch Made teams were challenged to devise an agreeable way to integrate operations. The teams convened outside business hours and came back with a plan outlining, department by department, how a combined structure would look. “It became clear to all of us that a combined team would be much stronger and more capable,” says Seth. “We all grasped a new vision.”

To help promote organizational integration, Revive invited Ambassador Enterprises’ Performance Acceleration team to deliver a custom leadership development course. The program focused on growing mindsets and skillsets to equip and empower new and mid-level leaders for greater influence and effectiveness.

For future customers, the integration ensures access to continuous innovation, cutting-edge technology, the highest-quality materials, and the preservation of craftsmanship—an homage to the tradition that defines both teams’ legacies.



“We’re not seeking the Grabill way or the Dutch Made way; we’re seeking the best way.”

SETH NASH, CEO, Revive Home Brands



A dedicated Revive team channels its hard work and craftsmanship into the legacy of skilled cabinet making. Beyond kitchens, they embody the promise of “Bringing life to the spaces that matter most.”

Seth says, “Grabill has been known for the tagline, ‘Building spaces where life happens.’ Dutch Made had a brand promise stating, ‘Live beautifully.’ Today, we talk about ‘bringing life to the spaces that matter most,’ which has become our shared vision and language.”

Our kitchens, often deemed the heart of our homes, serve as a space where family, friends, and neighbors come together to share meals and love—a place to build community. Unified as one skilled team, Revive Home Brands is bringing life to the spaces that matter most.



REVIVE HOME BRANDS UNVEILS DOWNTOWN
FORT WAYNE KITCHENWORKS SHOWROOM

Revive Home Brands is launching a new showroom in downtown Fort Wayne, Indiana, in May 2024. The flagship storefront will feature Grabill Cabinets and Dutch Made, targeting the growing real estate market in Northeast Indiana. Serving as a showcase for Revive craftsmanship and products and a training hub for an expanding dealer network, the accessible showroom integrates The Kitchenworks retail concept, allowing clients to actively engage in the design process and tailor the end product to their unique preferences.

TheKitchenworks.com



IMAGINE
SOWING SEEDS FOR
A BETTER TOMORROW

The Hidden Toll of Inaccessible, Quality Childcare

Imagine a young mother, brimming with potential and desire to advance her career and her family’s economic status, forced to choose between professional aspirations and the extreme cost of childcare or preschool.

This difficult decision repeated countless times across the country, and certainly in Northeast Indiana, represents a lost opportunity not only for individual families, but also for our collective economic prosperity.

Childcare and early childhood learning go beyond personal matters—they are integral to the economy. Many working parents, torn between career goals and childcare costs, end up leaving the workforce or reducing their hours. This dilemma causes labor shortages, decreased productivity, and a drop in business revenue, ultimately hindering economic growth.

The childcare challenge lies in its vital role in caring for our children coupled with the financial strain it places on families. Providers, grappling with fixed costs and low staff wages, need financial support in order to offer affordable options. Economic hurdles set off a damaging cycle—parents can’t afford care, providers struggle to keep their businesses afloat, and the overall workforce suffers.

Acknowledging the lack of quality, affordable childcare as an overlooked crisis and systemic problem provides unique opportunities for impactful investment. Ambassador Enterprises is actively addressing this issue by convening a dedicated team of educators, community leaders, and businesses representing eleven Northeast Indiana counties as the Northeast Indiana Early Childhood Coalition (NEIECC). Established in 2021, the Coalition is steadily working toward a shared, sustainable solution guided by a 2023 AE-sponsored report: *Early Childcare: Measuring Impact and Seeking Solutions.*^{*}

Representatives of the Northeast Indiana Early Childcare Coalition pictured above (left to right): Kathleen Alter, Ruthie Hall, Sherry Grate, Jami Hubbard, Tammy Pifer, Allie Sutherland, Doug Clark, Jenna Anderson, Courtney Bonbrake, Carmyn Hottell, Colton Bickel, Sherry Searles.

CHILDCARE CHALLENGES
FACING NORTHEAST INDIANA

5%
INDIANA FAMILIES
who can afford infant care¹

41%
CHILDCARE PROGRAMS
in NEI considered to be high quality

52%
ENROLLMENT CAPACITY
in childcare programs
in NEI considered to be high quality

¹ Childcare is considered affordable if it costs no more than 7% of a family’s income according to U.S. Department of Health and Human Services. Infant care for 1 child takes up 22% of a median family’s income in Indiana.



Ambassador Enterprises’ Senior VP of Community Impact, Sherry Grate, says, “With this new information, together, we can transform a very complex and overlooked crisis into a catalyst for growth. By building a robust childcare system, we can empower families, strengthen businesses, and unlock the true potential of Northeast Indiana.”

A groundbreaking concept gaining substantial traction is the introduction of a cost-sharing model. This innovative approach supports the equitable distribution of childcare expenses among businesses, parents, and the government, marking a paradigm shift in how financial responsibilities for childcare are shared.

Coalition participation will soon include resource sharing through the Indiana Early Learning Hub, an online platform offering tools and strategies to help childcare

programs maximize time and resources. This opportunity provides ways to save money with negotiated education vendor discounts, training opportunities, and operations resources for hiring and administrative efficiency.

“This is not just about access. It’s about quality,” says Allie Sutherland, NEIECC Coordinator. “Investing in early childhood education and sharing resources offers opportunities to extend our reach and nurture the next generation of leaders and innovators.”

NEIECC is a standout “for-impact” investment. This coalition network leverages mutual resources and experiences to catalyze positive community transformation. The shared vision is a flourishing future for families, nurturing today’s seeds (our children) for a brighter tomorrow.



“By building a robust childcare system, we can empower families, strengthen businesses, and unlock the true potential of Northeast Indiana.”

SHERRY GRATE, Senior VP of Community Impact

NORTHEAST INDIANA EARLY CHILDHOOD COALITION (NEIECC)

Imagine a Northeast Indiana that is a magnet for families searching for a home community that prioritizes accessible and affordable, high-quality early childcare as a cornerstone of its identity. This is the vision of the NEIECC. Partnering with Ambassador Enterprises, the Coalition unites eleven counties in a quest to make early childcare resources available to all families. Working together, they pave the way for a brighter future and more promising tomorrow for all children.



NEIECC.org

^{*}TPMA, (2023) Early Childcare (Phase II Reporting): Measuring Impact and Seeking Solutions; Sponsored by Ambassador Enterprises, Fort Wayne, IN.

IMAGINE INVESTING IN TOMORROW’S TALENT



Grow Allen’s Board of Directors (left to right): Brenda Gerber Vincent, Wayne Barker, Park Ginder, Ron Turpin, Marilyn Hissong, Mark Daniels, Liz Brown, and Tom Kelley. Not shown: Brian Bauer, Kim Barnett-Johnson.

NEI 5-YEAR TARGET RATES

5.0%

POPULATION EXPANSION

(currently 0.5%)

48.1%

EDUCATIONAL ATTAINMENT

Post-secondary education and credential attainment target (currently 42.2%)

85.9%

PER CAPITA INCOME

Indiana personal income relative to national average (currently 81.9%)

NEISDC (2023), Northeast Indiana Five-Year Plan 2023–2028, neisdc.org; U.S. Census Bureau

Empowering Northeast Indiana’s Future Workforce

Fort Wayne is undergoing a dynamic transformation. It is situated in the heart of the Great Lakes region, one of the fastest growing metro areas, and home to Ambassador Enterprises. Despite the city’s potential, Northeast Indiana faces challenges such as stagnant income, slow population growth, and declining educational attainment.

To tackle these issues, a group of community leaders convened in late 2022 to ask the question, “What would it look like for Allen County to be the leader in Indiana for children graduating from high school with an outlined career path?” Out of these conversations came the transformative initiative, *Grow Allen*, chaired by Ron Turpin, Senior VP of Civic Engagement at Ambassador Enterprises.

Recognizing education’s crucial role in shaping destinies and communities, Grow Allen addresses the limitations faced by individuals without a high school diploma or career-ready credential. This lack of career readiness hinders access to education and job opportunities, impacting personal prosperity and slowing community population and economic growth.

According to the National Center for Education Statistics, the lack of workforce skills imposes an annual toll of \$2.5 trillion on the U.S. economy. Grow Allen represents a direct, strategic response to these challenges focusing on talent development within the community, particularly among youth.

Ron emphasizes the need to become a talent-focused community, creating more robust systems for attaining learning goals. He states, “Of the three big challenges we face, growing talent underpins everything. If we fully leverage resources within our community, we will recognize that the talent we need is in our backyard—our children. We need to help them succeed.”

Grow Allen’s core philosophy mirrors Philippians 2:2-4 (ESV): “Let each of you look not only to his interests but also to the interests of others.” Rooted in the belief that an investment in education and talent development is an investment in the collective future. It calls for a community-wide effort to ensure the success of every individual, especially youth who represent our future.

Together with Allen County’s four public school systems serving 55,000 students, Grow Allen aims to ensure affordable early childhood care, provide essential life skills, offer work-based learning opportunities, and advocate for legislative and regulatory changes to embrace new thinking in education.

Grow Allen’s initiative is an inventive approach to career education, aiming to address the critical “degree crisis” in Northeast Indiana and potentially serve as a model for the entire state. East Allen County Schools Superintendent Marilyn Hissong envisions it as a path to authentic learning experiences such as paid internships and project-based learning with key partners: “This allows our students to explore diverse career options and confidently chart their futures as responsible and productive citizens, shaping a stronger workforce for our region. With Grow Allen, we have the chance to become true pioneers in preparing our students for success in a rapidly changing world.”

As Grow Allen progresses, it stands as a response to educational and economic challenges, showcasing the transformative power of collaboration and a shared commitment to the community’s well-being. It’s not just about degrees; it’s about creating pathways to advancement opportunities and family-sustaining wages in the dynamic workforce of today’s economy.



“If we fully leverage resources within our community, we will recognize that the talent we need is in our backyard—our children.”

RON TURPIN, Senior VP of Civic Engagement



Community influencers, including leaders from business, education, and early childcare, are collaborating to advance and catalyze Grow Allen.

GROW ALLEN

A collaborative initiative to increase population, improve postsecondary education and credential attainment, and grow per capita income relative to the national average. Grow Allen has the potential to transform Northeast Indiana into a region where everyone has an opportunity to succeed.

POPULATION
EXPANSION

EDUCATIONAL
ATTAINMENT

PER CAPITA
INCOME



Building a better tomorrow for our community.

IMAGINE
LEADERS COLLABORATING
FOR GREATER GOOD



Families gather for a Power of the Table experience through a shared meal. This spiritual discipline of table fellowship was initiated through the collaboration of AE for-impact partners.

Multiplying Impact, One Connection at a Time

In Northeast Indiana, a quiet revolution is underway as nonprofit leaders tackle challenges rooted in complex trauma, family concerns, and resource shortages. Despite ongoing hurdles, there is an unwavering passion for positive change.

Patty Crisp, Portfolio Developer at Ambassador Enterprises, and longtime advocate of devoted service to nonprofit organizations, convened five leaders sharing a common cause. After discussing these concerns, shortcomings, and lack of organizational goals, the group created a bridge of shared resources, knowledge, and support; they nurtured a spirit of generosity and humility among themselves.

Nonprofit organizations sometimes refrain from freely sharing resources with other entities due to limitations in their own resources and competition for funding. While these factors might lead some nonprofits to prioritize internal goals, this group of nonprofit leaders saw value in resource-sharing, influenced by mission, values and creating greater collective impact.

Marisa McKenzie, Executive Director of Hearten House, emphasized her commitment to sharing resources and serving others, “God called me to this ministry—not only for my salvation but for the women I serve in His name.”



“We strive to grow interconnected networks—bringing partners together for a more significant and enduring impact today and in the future.”

ARLAN FRIESEN, EVP of Philanthropic Partnering

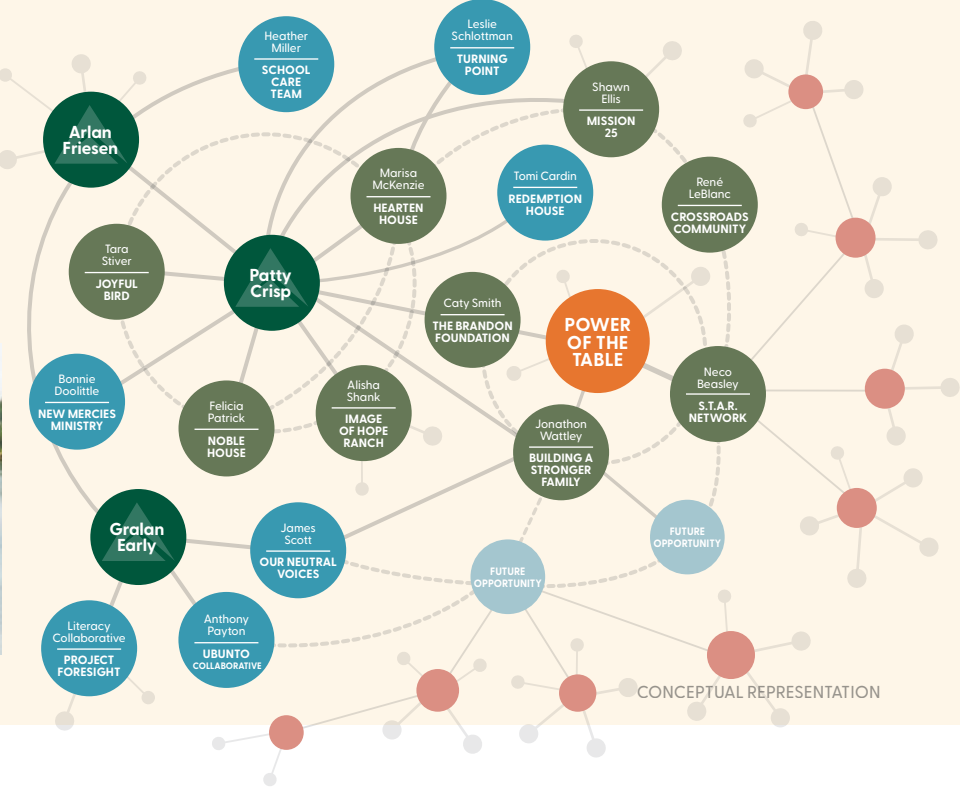
TOGETHER, WE CAN GROW COLLECTIVE IMPACT

People and organizations in Northeast Indiana are working together to grow collective impact. By nurturing authentic, safe relationships, sharing relational connections, and leveraging assets, we contribute to the desired change we seek for families and our community. Together, we can all contribute to a network where everyone thrives.

Ambassador-Enterprises.com/Together-We-Can



Alisha Shank and Patty Crisp



The impact of this relationship-based network extends beyond shared resources, giving rise to the “Power of the Table,” a coalition of three community partners. Addressing the need to heal fractured families, monthly gatherings saw teens and parents gathered around dinner plates, nourishing their bodies, and feeding their souls with conversations they never had before.

Neco Beasley, a Power of the Table organizer, notes, “What started as a project has turned into a movement led by God, bringing families together for transformation and healing.”

Transformation and healing demand vulnerability and commitment to growth. The Ambassador team actively coaches nonprofit leaders, fostering confidence and supporting self-awareness. Embracing personal development allows individuals to leverage strengths, which improves team communication and efficiency. This results in sustained organizational success.

Alisha Shank, Executive Director, Image of Hope Ranch, attests to the impactful mentorship she has received from AE. “While I’ve always promoted healing through animal relationships, communicating its value effectively has been challenging. AE’s investment in me has enabled me to grow in my confidence and success as a leader.”

Ambassador Enterprises envisions a robust network of support within our for-impact investments. Arlan Friesen, EVP of Philanthropic Partnering, says, “We strive to grow interconnected networks—bringing partners together for a more significant and enduring impact today and in the future.”

United for the greater good, Northeast Indiana nonprofit leaders turn shared beliefs into impactful action. This collaborative initiative showcases the transformative power of relationships that help contribute to impactful outcomes—one meaningful connection at a time.

FOR-IMPACT INVESTMENTS

We partner with impact organizations located in Northeast Indiana.

CRITERIA	STANDARDS
Leaders	Impact-driven leaders seeking authentic and collaborative relationships.
Organizations	Like-minded organizations pursuing sustainable and scalable solutions to systemic problems.
Impact	People and communities of moral excellence, relational harmony, and economic vitality.



A Trident Steel team welcomed new colleagues from SOLV Holdings with open arms and a joyous celebration.

ABOUT TRIDENT STEEL

Trident Steel is an automotive and specialty steel service center located in South Africa. Trident specializes in a wide range of steel solutions to support the automotive industry. SOLV Holdings acquired a minority interest in Trident in April of 2023. Strategically situated processing facilities across the country meet the needs of automotive customers across the spectrum of steel products.



TridentSteel.co.za



Leaders from Trident Steel, Arbor Capital, and SOLV Holdings, along with their spouses, toured the Trident plant and learned more about the business, the team, and each other.

Profit and Purpose Go Hand in Hand

In July 2023, SOLV Holdings embarked on a transformative journey to Johannesburg, South Africa, to celebrate the closing of a strategic investment. The relationship has evolved into a true partnership, highlighting the importance of shared values, cultural alignment, and human connection in driving mutual business goals.

The initial engagement with Trident Steel, facilitated by earlier discussions with Arbor Capital, a South African investment advisory firm, began cautiously because of past unsuccessful investment offers. The transparent approach taken by Arbor Capital, Ambassador Enterprises, and SOLV resonated deeply with Trident’s leadership, sparking the acknowledgment of aligned values and shared practices. After initial discussions, Trident CEO Hercu Aucamp shared the news with his wife Linda, announcing, “We have found the right people—the ones you and I have been praying for all these years.”

In South Africa, inequality casts a long shadow, disproportionately impacting families in the regions where Trident’s plants stand. SOLV recognized that an investment in Trident was an investment in these communities and offered a chance to create jobs, stability, and opportunity. Growing a community from the inside out supports vital infrastructure development and expands opportunities today and in the future.

Realizing the profound impact on employees and the region, SOLV increased its focus on the human aspects of this investment. Acknowledging that “the Trident management team IS the business,” the team prioritized a more holistic approach while addressing potential job insecurity issues, knowing that the well-being of employees and their families would yield enduring benefits beyond financial success.

Building connections went beyond boardrooms and spreadsheets. The eighteen-month transition journey saw analysts, leaders, and even spouses converging in South Africa for diligence and relationship building. Retreats, celebrations, and shared philosophies forged trust, understanding, and a path forward.

For Daniel Nell, CEO of Arbor Capital, it’s more than just a financial win. “It’s a story unfolding,” he says. “Seeing how everything came together reminds us that something bigger is at play. The opportunity fills us with a sense of purpose that comes from a shared vision, ethical practices, and accountability.”

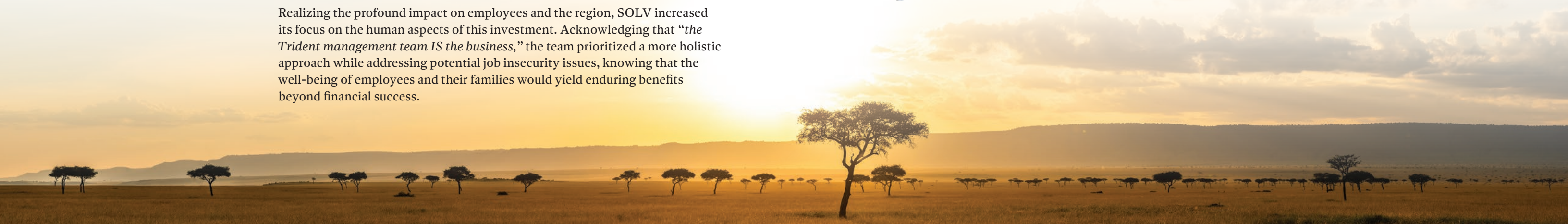


“The sun setting on that final evening marked not just the end of our visit, but the beginning of a genuine, growing relationship.”

JEFF ALBERT, CEO, SOLV Holdings

SOLV’s investment in Trident Steel is a testament to the power of looking beyond the bottom line. It’s a story of steel, but it’s also a story of forging bonds, building legacy, and creating a shared future where profit and purpose go hand in hand.

As SOLV CEO Jeff Albert said, “The sun setting on that final evening marked not just the end of our visit, but the beginning of a genuine, growing relationship. Although the investment closed in late April, the true integration of investors, governance board, and management was just beginning.”





IMAGINE
**SHARED VISION,
SHARED SUCCESS**



LifeWise.org



How Shared Values Have Fueled LifeWise

Originating in Van Wert, Ohio, the “Cross Over the Hill” program emerged from humble beginnings with a mission to instill values and cultivate future leaders through “Released Time Bible Classes.” Despite its local origins, the program displayed clear potential for growth.

Joel Penton, a local college football hero deeply committed to youth outreach, was curious when approached about expanding the Ohio initiative. His curiosity quickly turned into unwavering conviction when he saw the potential moral and Kingdom influence.

Joel grasped the opportunity to leverage a 1952 Supreme Court ruling upholding *Released Time Religious Education* programs as constitutionally legal in all fifty states. He boldly proclaimed that this visionary program “*should be in every school district across America!*” Ambassador Enterprises discovered Joel and his ambitious goals while simultaneously exploring a similar initiative.

Recognizing potential alignment with Ambassador’s investment strategy and Joel’s passion, LifeWise was born from both personal faith and scheduling practicality. Joel’s vision, a proven ten-step process for launching a LifeWise program in schools, and Ambassador’s resources were a perfect match. The collaboration has flourished over the past five years. LifeWise has gained the capacity to build staff, refine systems, and scale operations. From a handful of schools, it has grown to encompass 348 locations across fifteen states, and its impact reaches nearly 26,500 students.



“When I realized schools can legally excuse students for religious instruction with parental permission, I saw the potential to positively influence the moral culture in every school district across America.”

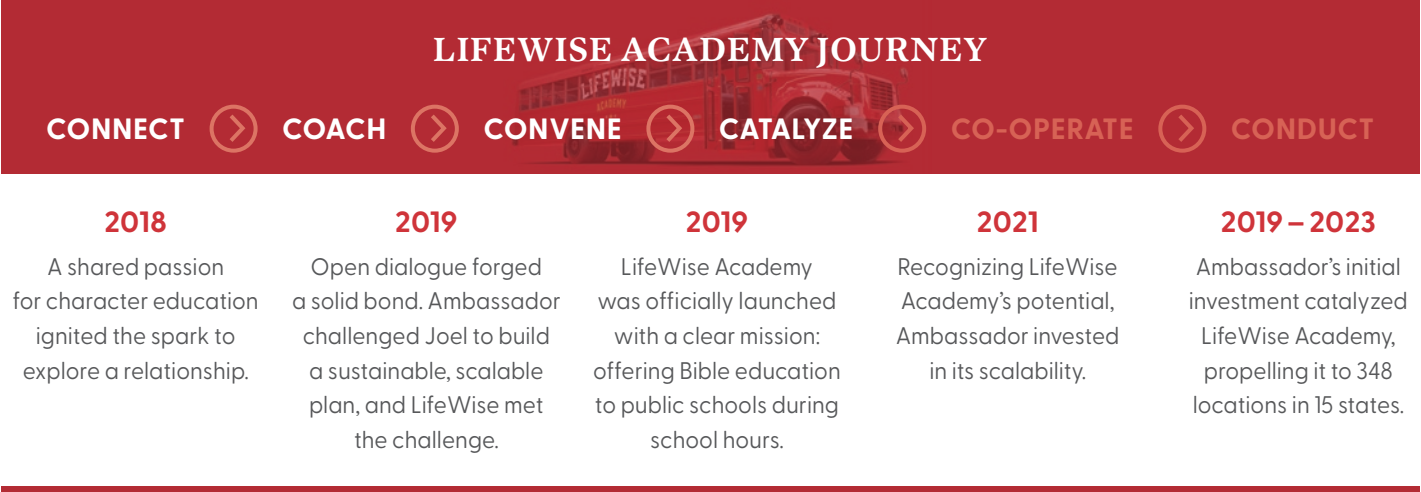
JOEL PENTON, CEO, LifeWise Academy

The results of this relationship are evident. According to a recent study* on LifeWise programming and its impact, schools offering the program have witnessed a remarkable transformation—attendance has increased, suspensions have decreased, and students demonstrate newfound respect and compassion, applying the program’s lessons to their lives to become responsible, caring individuals. One student remarked, “*I’ve learned that by treating others with more respect, others will respect me more.*”

Regionally, LifeWise is actively cultivating a sense of community collaboration. Churches and community groups have come together driven by a common vision for reaching students in public schools with the gospel.

LifeWise isn’t just about numbers. As one parent said, “*People intuitively know that the moral fabric of our community shapes its destiny.*” LifeWise presents a transformative journey—a means to plant the seeds of character drawing on valuable lessons from the Bible, resulting in better lives and improved communities.

The LifeWise vision is a game-changer. It inspires future generations of compassionate, responsible leaders by shaping students and fostering positive values. The progressively committed LifeWise partnership is a shining example of the type of relationship that Ambassador champions.



Fueled by shared resources and strategic facilitation, the partnership has evolved beyond mere collaboration. The impact? Profound. LifeWise’s presence has demonstrably improved student attendance and behavior, creating a positive ripple effect that brings families, schools, churches, and communities together.

*TPMA (2023) LifeWise Academy Outcomes Report, October 23, 2023; Sponsored by Ambassador Enterprises. Fort Wayne, IN.



IMAGINE
Driving Culture for Thriving Workplaces

“When you’re a representative of culture to a team, you must be tuned in to the team and the team’s needs. To better understand what our team needed and to drive culture deeper into the organization, we needed to be more hands-on in 2023,” says Correct Craft CEO Bill Yeargin.

The boating industry has grappled with supply chain disruptions, increased material costs, and declining consumer demand, impacting overall performance and profitability. Bill Yeargin sought open communication from his team and encouraged them to think creatively to help develop ideas that foster a growth mindset. Suggestions from book clubs to Bible studies to coffee meetups, and even an enterprise-wide connection app, were brought forward.

In 2023, a groundbreaking initiative called *Culture Champions* was introduced. Representatives within each of Correct Craft’s locations served as culture ambassadors, developing a deeper sense of community.

Recognizing the importance of holistic wellness, Correct Craft has partnered with a local pastor, Justin, to serve as company chaplain. Timing worked out well to bring this culture opportunity to the Correct Craft team. Bill says, *“Justin’s presence has not only fulfilled a long-standing vision but has undeniably made a substantial impact, provided invaluable support, and positively influenced our team and corporate culture.”*

Justin is reaching out to the Bible study leaders at each Correct Craft location, pouring his testimony into each area, inspiring others to embrace compassionate presence and availability as a driving force for productivity. Team members say, *“It’s nice to have someone just to listen, you know, listen.”*

Bill says, *“Our people will talk to Justin, listen to his testimony, and Justin reaches out in return. He is leading Bible studies, walking the floor regularly, and we’ve found that from a leadership perspective, that’s important—for each team member to be seen and heard.”*

In a world clamoring for attention and where meaningful dialogue is often lost amidst the noise, Correct Craft keeps its eyes on its people and opportunities for genuine connection and feedback. Correct Craft’s story is a gentle reminder that empathetic listening and compassion are not just catchphrases but essential ingredients, with communication and relationships at the heart of *“making life better.”*



“When you’re a representative of culture to a team, you must be tuned in to the team and the team’s needs.”

BILL YEARGIN, CEO, Correct Craft



IMAGINE
Preserving Values, Growing Legacies

Hixwood’s inception started with Harvey Zimmerman’s purchase of the first load of steel in 1998. During the initial years, challenges were significant with Harvey managing cow farming responsibilities, as well as ensuring timely delivery of products.

Things were going well, yet Paul Zimmerman and his cousin Harvey, understood the limitations of a family-run business. In 2010, a significant turn came with the passing of Paul’s father, who had played a pivotal role in the company. His leadership and fingerprint were *“all over the company”* and ultimately, even influenced their choice of a buyer for the business.

“As we spoke about a potential buyer, it would be one who understood that the employees are taken care of and that we’re able to live our faith the way we want to live,” says Paul. “When we finally met the people from Ambassador Supply, I came to the realization that we carried those same values—we [both] believe that people should be utilized very well, that we should live for God, and we also believe in very high performance. You know, thinking about it, I think my father would have blessed that.”

The acquisition by Rival Holdings’ affiliate Ambassador Supply in 2020 marked a turning point. Beyond a change in ownership, the transition brought a commitment to preserving Hixwood’s community-focused values.

By injecting capital and expertise, addressing a technology gap, and catalyzing transformative changes within the span of just three years, Hixwood has made remarkable progress.

“We expanded our fleet of trucks, increased our capabilities, and built a new plant. We’ve incorporated more employee benefits and instituted new safety measures. The impact on the company’s performance is evident. We’ve added new staff, including outside sales, and doubled revenue. Everybody today is performing at a higher level because we have better tools and better resources—that we couldn’t provide as a single, family-run company,” says Paul.

With its tenacious quest for quality, Hixwood is recognized today as the industry leader for steel roofing and siding panel, post-frame building packages, and prefab mini sheds, and the preferred choice for coil and building components for other roll-forming plants nationwide.

Hixwood’s journey exemplifies many such stories of relationships at work within the Rival Holdings companies. It begins with Rival’s investment in people and partners, resulting in transformed lives and better communities.



“We believe that people should be utilized very well, that we should live for God, and we also believe in very high performance.”

PAUL ZIMMERMAN, Hixwood Metal



Listen to an interview with Hixwood’s Paul and Harvey Zimmerman.

IMAGINE PRIVATE EQUITY

ELEVATING LEGACY IMPACT

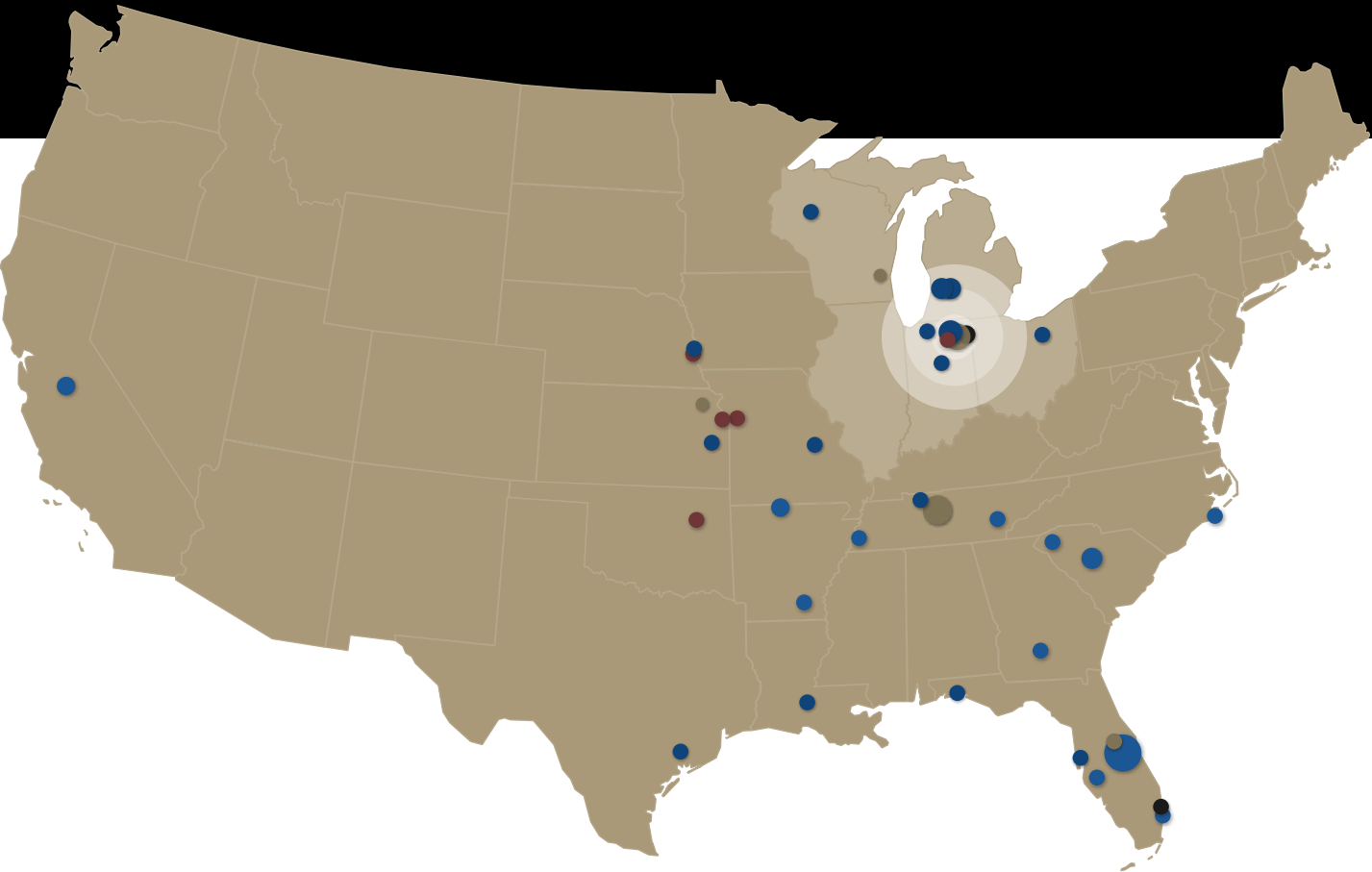
An Invitation to Partner

As a legacy-minded private equity firm, Ambassador Enterprises is committed to growing enduring legacies and facilitating successful transitions. Our mission is cultivating relationships built on trust, shared values, and a common vision for better community—for today and tomorrow.

When we invest in a company and its transition, our success lies in preserving and enhancing the founder’s legacy while achieving a new shared vision. We proceed with a transition if it benefits the owner, the business, the employees, and the local community.

At Ambassador Enterprises, prosperity goes beyond mere financial wealth; it involves responsibly managing entrusted opportunities for the greater good. We see each opportunity as a divine assignment, crucial in transforming available resources into impact instruments for His Kingdom.

The following pages identify our current investment partners and the thriving legacies we are growing together. Feel free to connect with any of our leaders to explore the impact they are creating in the lives of their teams, companies, and communities.



● BUILT WORLD ● RECREATION ● MARINE ● CUSTOM HOME INTERIORS ● ENGINEERED SOLUTIONS

Additional locations not shown: Talos, Ltd. (Ireland) and Trident Steel (South Africa).

GROWTH PLATFORMS

A Strategic Approach to Legacy Impact

Ambassador Enterprises Growth Platforms are a deliberate strategy for expanding legacy impact by combining strategic leadership, scalable organizations, and market potential. Today, five Growth Platforms operate in the marine, built world, custom home interior, recreation, and industrial engineered solutions market sectors.

Together with our platform CEOs and their leaders from more than fifty affiliate companies, we seek to help owners who want to successfully transition and grow their legacy for lasting positive impact.

AMBASSADOR ENTERPRISES

\$2.2B
ANNUAL REVENUE

4,700
EMPLOYEES



CORRECT CRAFT

\$1B
ANNUAL REVENUE

2,000
EMPLOYEES



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.

Email Bill at imagine@CorrectCraft.com



CorrectCraft.com

MARINE



REVIVE HOME BRANDS

\$35M
ANNUAL REVENUE

235
EMPLOYEES



REVIVE
HOME BRANDS



Seth Nash, CEO

Bringing Life to Spaces that Matter Most

Revive Home Brands serves designers and homeowners in the custom-crafted home interiors market. Since 2021, Revive has represented two recognized custom cabinetry brands: Grabill Cabinets and Dutch Made. The Kitchenworks, our design and installation specialist, transforms creative visions into functional and beautiful living spaces. Collectively, the three brands offer a comprehensive solution for those who value the legacy of quality and seek innovative built solutions.

Email Seth at imagine@ReviveHomeBrands.com

CUSTOM HOME INTERIORS



ReviveHomeBrands.com

ROOTED PURSUITS

\$55M
ANNUAL REVENUE

230
EMPLOYEES



Rp
ROOTED
PURSUITS



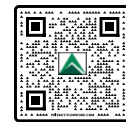
Jeremy Gayed, CEO

Pursuing Joy Together

Rooted Pursuits manages outdoor recreation businesses to help others pursue joy for the glory of God. By investing in retail, Direct To Consumer, and manufacturing businesses, Rooted Pursuits provides products and experiences in the outdoor recreation space that edify individuals and build relationships.

Email Jeremy at imagine@RootedPursuits.com

RECREATION



RootedPursuits.com

RIVAL HOLDINGS

\$400M
ANNUAL REVENUE

750
EMPLOYEES



RIVAL
HOLDINGS



Brad Crawford, CEO

Transforming the Built World for Good

Rival strategically invests in entities across the built world to catalyze innovations that actively revolutionize the industry. Rival challenges the status quo and empowers visionary companies to explore disruptive technologies, thus reshaping the built world landscape. Rival firmly believes in the impact of strategic investments to deliver significant returns while bringing about positive transformations in lives, communities, and the world.

Email Brad at imagine@Rival.re

BUILT WORLD

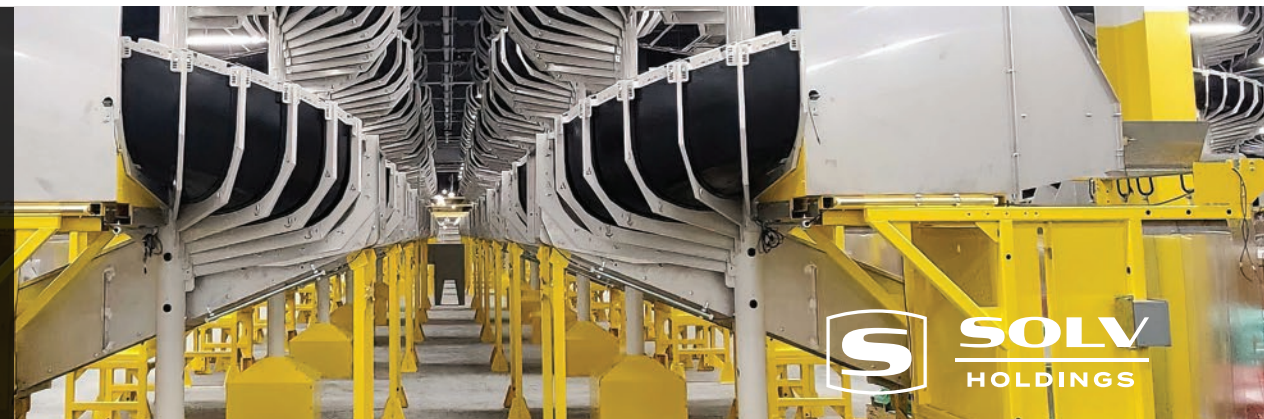


Rival.re

SOLV HOLDINGS

\$750M
ANNUAL REVENUE

1,500
EMPLOYEES



S
SOLV
HOLDINGS



Jeff Albert, CEO

SOLVing Complex Problems

SOLV Holdings is a privately held investment management company investing in leaders and companies that engineer, design-build, service, and safeguard complex industrial systems. As partners with each of its 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. SOLV focuses on maximizing financial returns and increasing positive impact on stakeholders and the communities in which they operate.

Email Jeff at imagine@SOLVHoldings.com

ENGINEERED SOLUTIONS



SOLVHoldings.com

FOR TIME AND ETERNITY

Together we create a legacy beyond ourselves



JEFF ALBERT

Thank you for your interest in Ambassador Enterprises and our 2023 Impact Report.

We trust the time you invested in reading our impact stories is regarded as well spent. At Ambassador, our commitment to investing for the glory of God and generating three returns remains steadfast to positively impact lives and community.

Under the visionary leadership of our founder and CEO, Daryle Doden, and his executive team, we made substantial progress this year in readying Ambassador to thrive well into the future.

- *We installed effective governance for all growth platforms and Ambassador Enterprises as investment manager.*
- *We completed a common-sense policy manual and adapted its use in all organizations in the AE ecosystem.*
- *We established practical metrics for measuring three-returns performance.*
- *We are constructing compelling methods for capital allocation and risk management.*

While we have been actively working **on** the business, we have also been busy working **in** the business. In 2023, Ambassador’s growth platforms closed eight substantial acquisitions from Northeast Indiana to South Africa. Our impact initiatives advanced a set of diverse relationships and opportunities in the areas of character development, early childhood education, and workforce development, just to name a few.

This progress is but a small reflection of the mutually beneficial relationships and partnerships that have been formed to bring about better community for time and eternity.

We wish God’s blessings on you and all you reach.

Jeff Albert
Chair, Board of Directors

STEWARDS OF FAITH

A Pledge to Purposeful Impact

The call upon the life of our founder, Daryle Doden, is to be a foundation builder for faith integration in the marketplace. Daryle received a rich legacy while growing up in a pastor’s home—a spiritual heritage of a passion for God, a love for people, and an opportunity mindset. In a life-changing event early in Daryle’s married life, he transitioned from ministry to business. Then, with the founding of Ambassador Steel, and ultimately, through its success and sale, Ambassador Enterprises was born.

Ambassador Enterprises is the realization of a shared vision by Daryle Doden and his wife, Brenda. It is where prudent philanthropy and responsible capitalism flourish side-by-side, creating lasting strategic impact. We—AE management, Board of Directors, and Doden Legacy Trustees—are committed through our executive, governance, and ownership responsibilities to steward the resources entrusted to us for the glory of God.

To this end, we pledge.

MANAGEMENT

Daryle Doden, <i>CEO</i>	Mike Butchko Arlan Friesen Sherry Grate Brad Miller	Jeremy Reidy Ron Turpin Brian VanHall
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BOARD OF DIRECTORS

Jeff Albert, <i>Chair</i> Daryle Doden, <i>CEO</i>	Brad Crawford Mike Gogis Steve Longbrake	Heather Lyons Josette Rider Kathy Turpin
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DODEN LEGACY TRUSTEES

Arlan Friesen, <i>Chair</i> Mike Shuherk, <i>Vice Chair</i>	Jeff Albert Sherilyn Emberton Matt Fetter Sherry Grate	Daniel Nell Ron Turpin Bill Yeargin
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IMPACT

FOR TIME *and* ETERNITY

STRATEGIC INVESTMENTS IN PEOPLE, PARTNERS, AND PERFORMANCE

Ambassador Enterprises is committed to making a lasting impact on our world. With corporate headquarters in Northeast Indiana and affiliate companies across the U.S., Ambassador Enterprises invests in for-income and for-impact markets seeking financial, cultural, and eternal returns that result in better people, better communities, and better lives.

OUR VISION AND VALUES

At the heart of Ambassador Enterprises lies a vision of an integrated life, honoring God, respecting others, and adding value. We imagine a future where high-trust, high-care, and high-performing communities unite with a shared purpose and belief that every action, no matter how small, can catalyze significant positive change, creating better lives for time and eternity.



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Ambassador-Enterprises.com