



# Where Deals Take the Field



March 4-5  
2026



The Star in Frisco  
just north of Dallas, TX

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# CHAIRMAN'S LETTER

## Welcome

On behalf of the **2026 Texas ACG Capital Connection Committee**, I am thrilled to welcome you to the **22nd Annual Texas ACG Capital Connection (TACC)**, the premier private equity and debt capital event in Texas and the South.

TACC continues to bring together more than **100 leading private equity and mezzanine firms**, representing **over \$100 billion in available capital**, alongside the dealmakers, advisors, and business leaders driving the middle-market ecosystem. Each year, roughly **1,200 capital providers, intermediaries, service providers, business owners, and executives** gather from across the country to connect, collaborate, and create opportunity.

This year, we are especially excited to host TACC at the **world-famous Dallas Cowboys Headquarters—The Star in Frisco**, where we'll quite literally be **taking the deals onto the field**. The energy, innovation, and collaboration you'll experience at this iconic venue is unmatched.

With an enhanced **ACG Access scheduling platform** and a **focused two-day format**, TACC 2026 is designed to help you **maximize your time, connections, and investment** while experiencing all that the Dallas–Fort Worth area has to offer.

We are proud of the continued leadership, partnership, and dedication that make this event possible and are confident that this year will be **your most productive and rewarding TACC experience yet**.

We look forward to connecting with you in Frisco (North of Dallas) and celebrating another remarkable year of Texas dealmaking!



**Tony Banks**



**CONFERENCE  
CHAIR**

**Tony Banks**  
*RSM US LLP*



**CONFERENCE  
CO-CHAIR**

**Erika Lappo**  
*Barnes &  
Thornburg*

# CONFERENCE CHAIRS



## TACC CHAIR

### **Tony Banks**

Director, RSM US LLP  
[tony.banks@rsmus.com](mailto:tony.banks@rsmus.com)

Tony is a Director and National Sales Leader for Corporate M&A Advisory at the accounting firm of RSM US LLP.

Prior to joining RSM, Tony worked as Director and National Private Equity Sales Leader for Grant Thornton, LLP.

Before his time at Grant Thornton, he was the Director of Business Development for Hein & Associates.

Prior to his experience with Hein, Tony worked as a Vice President for JD Ford & Company, a Denver-based, investment banking firm.

Tony also worked in New York and in Dallas for Goldman Sachs', PWM Division.

Before he joined Goldman Sachs, Tony was the Director of Marketing for Alexander Capital Management Group, a Denver-based asset management firm.



## TACC CO-CHAIR

### **Erica Lappo**

Head of Client  
Development – Texas,  
Barnes & Thornburg  
[erica.lappo@btlaw.com](mailto:erica.lappo@btlaw.com)

Erica Lappo is an accomplished business development executive with a strong track record of driving growth, building strategic partnerships, and creating new business opportunities across diverse industries. With over a decade of experience in boosting organizational performance, client service, and profitability across various industries, she has honed a unique ability to identify market trends, engage high-value prospects, and negotiate complex deals that result in long-term business success.

In her role at Barnes & Thornburg, Erica is responsible for spearheading business development initiatives, developing go-to-market strategies, and managing key client relationships. She works closely with senior leadership to align business objectives with market opportunities, ensuring that the firm's growth strategy is both sustainable and scalable.

Erica is known for her innovative approach to identifying new revenue streams, mergers and acquisitions, and expanding market presence through targeted outreach, strategic partnerships, and effective negotiation. Throughout her career, Erica has demonstrated a deep understanding of sales cycles, from lead generation to closing deals, while maintaining a focus on client satisfaction and long-term relationship building.

She possesses excellent communication and leadership skills, and thrives in high-pressure environments, consistently exceeding sales targets and contributing to the overall success of the organization. Erica is passionate about innovation, team collaboration, and leveraging data-driven insights to drive business results.



# OVERVIEW OF EVENTS



## CAPITAL CONNECTION MARKETPLACE

The Capital Connection Marketplace provides an open format for sponsors and attendees to network and do business.



## KICKOFF RECEPTION

With high-impact speakers who are at the top of their game, attendees will start developing connections from the very start of the conference, while picking up actionable ideas and strategies.



## DEALMAKER LOUNGE

The DealMaker Lounge is a cluster of meeting tables (4 chairs per table) inside the ballroom to be reserved in advance of the conference for 20-minute intervals. Available for all conference attendees.



## DEALSOURCE MEETINGS (EXCLUSIVE)

DealSource meetings consist of pre-arranged, 20-minute private conversations between the **private equity and investment banking participants**.



## ACG ACCESS

**ACG ACCESS**<sup>SM</sup>  
EVENT MEETING SCHEDULER

ACG Access is an online platform for attendees to communicate and book meetings, including meeting times and locations, in advance of the conference. It is now an app you can download on your phone.



## CONFERENCE RECEPTION

The conference reception will be hosted at OMNI hotel and is open to all attendees and sponsors.

# CONFERENCE AGENDA

For All Attendees  Invitation Only



Click to see Bag Policy



Click to see Conference Floormap

## Day 1: Tuesday – March 3, 2026

3:00 pm – 5:00 pm	<b>Registration</b>	Omni Hotel – Ring of Honor Room
3:00 pm – 5:00 pm	<b>Sponsor / Exhibitor Move-In</b>	Ford Center Field
5:00 pm – 6:30 pm	<b>Chairman’s Kick-Off Reception</b> Committee and Sponsors Invited	Invitation Only

## DAY 2: Wednesday – March 4, 2026

7:00 am – 5:00 pm	<b>Registration</b>	Omni Hotel – Ring of Honor Room
7:30 am – 8:30 am	<b>Grab &amp; Go Breakfast</b> Sponsored by: ▶ <a href="#">ShipSigma</a>	Ford Center Field
8:00 am – 5:00 pm	<b>DealSource, Capital Connection Marketplace &amp; DealMaker Lounge</b> (Open format for networking and scheduled meetings) <ul style="list-style-type: none"> <li>DealSource, Investment Bank Sponsors: ▶ <a href="#">Baker Tilly</a> ▶ <a href="#">Bank United</a></li> <li>DealSource, Private Equity Sponsors: ▶ <a href="#">S+H Consulting</a> ▶ <a href="#">SeatonHill</a></li> <li>Dealmaker Lounge Sponsor: ▶ <a href="#">Huntington Bank</a></li> <li>Relaxation Zone Sponsor: ▶ <a href="#">Craig Group</a></li> </ul>	Ford Center Field
11:40 am – 1:00 pm	<b>Kickoff Luncheon</b> Sponsored by: ▶ <a href="#">DGP Capital</a> ▶ <a href="#">Greenberg Traurig</a> ▶ <a href="#">Hancock Whitney</a>	Omni Hotel Ballroom
5:00 pm – 7:00 pm	<b>Opening Reception</b> Sponsored by: ▶ <a href="#">8020 Consulting</a> ▶ <a href="#">Dyopath</a> ▶ <a href="#">Plante Moran</a>	Omni Hotel Ballroom



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## DAY 3: Thursday – March 5, 2026

7:00 am – 12:00 pm	<b>Registration</b>	Omni Hotel – Ring of Honor Room
7:30 am – 8:30 am	<b>Grab &amp; Go Breakfast</b> Sponsored by: <a href="#">▶ Growth Operators</a>	Ford Center Field
8:00 am – 12:00 pm	<b>DealSource, Capital Connection Marketplace &amp; DealMaker Lounge</b> (Open format for networking and scheduled meetings) <ul style="list-style-type: none"> <li>▪ DealSource, Investment Bank Sponsors: <a href="#">▶ Baker Tilly</a> <a href="#">▶ Bank United</a></li> <li>▪ DealSource, Private Equity Sponsors: <a href="#">▶ S+H Consulting</a> <a href="#">▶ SeatonHill</a></li> <li>▪ Dealmaker Lounge Sponsor: <a href="#">▶ Huntington Bank</a></li> <li>▪ Relaxation Zone Sponsor: <a href="#">▶ Craig Group</a></li> </ul>	Ford Center Field
10:30 am – 12:00 pm	<b>Grab &amp; Go Lunch</b> Sponsored by: <a href="#">▶ Bank of Texas</a>	Ford Center Field
End of event	<b>Teardown</b>	Ford Center Field

# Operational Day One: Essentials for Integration Success

Private equity (PE) activity in the U.S. continues to increase and is driving a surge of mergers and acquisitions (M&A) that is reshaping industries and expanding opportunities for growth. PE deal activity in 2025 alone surpassed 9,000 transactions with an estimated combined value of \$1.2 trillion (making it only the second year on record the market has gone over \$1 trillion).<sup>1</sup> This momentum has been fueled by improving market sentiment, post election clarity, and expectations of business friendly policies.

Companies face added pressure to execute integrations well with minimal disruptions as deal-making nears record levels. It is essential that processes are clear on Operational Day One so that growth opportunities, expanded capabilities, and the value of the transactions can be realized.

## Defining Operational Day One

Operational Day 1 (Day One) marks the moment that two separate organizations begin operating as one, which usually happens at the same time as the legal close of the transaction. To help ensure continuity, the combined efforts of HR, IT, finance, operations, supply chain, and customer facing teams are required. Employees need clear guidance, and customers need reassurance that services will remain uninterrupted.

Preparing for Day One should include detailed planning that addresses operational risks, helps strengthen key functions, and offers a seamless transition.

## Creating an Integration Strategy

A smooth Day One starts with a clear integration strategy that outlines the vision, priorities, and guiding principles and serves as a road map for combining people, processes, technologies, and cultures into a unified organization.

An in-depth assessment of both organizations should be conducted that includes their operating models, cultural differences, process dependencies, and potential risks to help leaders prioritize activities with purpose and focus on high value opportunities. At the same time, setting up governance structures, decision making processes, and measurable success metrics will help ensure accountability.

Having a clear sequence of what must happen before Day One, on Day One, and in the first 100 days, can help reduce disruption, maintain momentum, and advance combined efficiencies.

## Standing Up the Integration Management Office

A dedicated integration management office (IMO) brings a set integration strategy to life, overseeing planning, setting the integration vision, and aligning workstreams. It also goes over business processes, systems, and dependencies that could impact the readiness of Day One.

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<sup>1</sup> – “US PE deal value tops \$1 trillion for only the second time,” pitchbook.com, January 13, 2026.



Functional workstreams like HR, IT, finance, operations, communications, and others should develop detailed plans aligned to strategic priorities. These include milestones, risks, resources, and contingency plans. Communication strategies are created to help ensure employees, customers, and stakeholders receive consistent, transparent information throughout the process.

Scenario planning, dependency mapping, and frequent checkpoints allow the IMO to identify issues early and adjust plans proactively.

## Preparing Functional Workstreams

Integration efforts are driven by functional workstreams (the “engine”) and rely on strong leadership and early alignment to be effective. Workstream leads should be identified early in order for them to have the authority and understanding to help make informed decisions.

Each workstream includes a tailored plan with activities, timelines, risks, and escalation paths. It is important to note, however, that cross functional alignment is the most critical component. Teams often underestimate how their decisions affect other areas.

During one integration project, for example, a mapping workshop revealed that the planned system migration of IT conflicted directly with HR’s onboarding updates. Several similar overlaps ended up emerging and had those issues gone unaddressed, it would have delayed readiness by weeks. Once discovered, the teams collaborated to re-sequence activities and avoid any disruptions. This experience highlighted the importance of cross functional visibility and shared planning.

Identifying quick wins like combining benefits or reducing duplicative vendor contracts can help drive early progress and reinforce the value of integration.

## Developing a Day One Playbook

A Day One playbook acts as a blueprint on how an organization will transition on the first day of combined operations, outlining system access, organizational announcements, customer communications, and regulatory requirements.

The playbook ensures that each team knows what must happen, who is responsible, and how activities must be sequenced. Escalation protocols are also defined to manage unexpected issues quickly.

Consistent communication is central to the playbook. Employees and customers are often anxious on Day One, and well timed messaging can reduce uncertainty and build confidence.

# Operational Day One: Essentials for Integration Success

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## Supporting the Organization Post-Day One

Transition support helps keep an organization stable after Day One. Employees may feel uncertain as they adopt new systems and processes, but transition support can help everything run smoothly. A few examples of support mechanisms include the following:

- Real time help desks
- Transition guides and onboarding toolkits
- Dedicated support teams
- Targeted communications
- Employee and customer pulse surveys

Frontline leaders play a critical role and must be equipped with talking points, decision rights, and escalation paths. Transition support doesn't end after the first week; it evolves with the organization and is essential for cultural alignment and operational stability.

### Tools for Effective Integration

There are several tools that are foundational for a smooth integration and include the following:

#### **Collaboration Tools:**

Platforms like SharePoint, Microsoft 365, Teams, Zoom, Asana, or Adobe Workfront enable teams to communicate, share information, and track progress.

#### **Artifact Repository:**

This is a centralized hub that organizes documents, templates, decisions, and resources to help ensure alignment and a single source of truth.

#### **Risks, Assumptions, Issues, & Decisions (RAID) Log:**

A structured RAID log provides visibility across workstreams and helps support quick, informed decision making.

## Conclusion

In M&A, the handshake marks the beginning, not the end of the journey. Day One is a pivotal milestone, but it is only the first step toward building a unified, high performing organization. With a strong integration strategy, disciplined planning, and the right tools, a company can reduce disruption, build confidence, and unlock early value. To discuss how Forvis Mazars can assist your organization in achieving a successful integration, please contact our team at [darren.mcknight@us.forvismazars.com](mailto:darren.mcknight@us.forvismazars.com).

## Fifth Circuit Rejects Government's "Passive Investor" Test for Limited Partner Exception



**Mary A. McNulty**  
Partner  
[Holland & Knight](#)



**Lee S. Meyercord**  
Partner  
[Holland & Knight](#)

### Landmark Decision Reverses Tax Court's Interpretation of Self-Employment Tax Exemption

The U.S. Court of Appeals for the Fifth Circuit issued a pivotal decision in *Sirius Solutions, L.L.P. v. Commissioner* on January 16, 2026, rejecting the government's "passive investor" test and instead finding that a "limited partner" is a partner in a state-law limited partnership with limited liability. Holland & Knight tax controversy attorneys Mary McNulty and Lee Meyercord represented Sirius Solutions in this landmark victory for taxpayers.

Under Internal Revenue Code Section 1402(a)(13), a partner's distributive share of partnership income is exempt from self-employment tax if the partner is a "limited partner," except for guaranteed payments for services. The IRS and U.S. Tax Court had interpreted "limited partner" to mean a passive investor.

#### Fifth Circuit's Decision

The Fifth Circuit rejected the IRS interpretation and found the government's attempt to define a limited partner as a "passive investor" unpersuasive and unsupported by the statute, stating unequivocally that a "limited partner is a partner in a limited partnership that has limited liability." This holding follows the statutory framework that Congress enacted and forecloses an expansive IRS approach that threatened to upend long-settled partner expectations.

#### Significance for Taxpayers

**Broader Application:**

The decision substantially broadens how the IRS must apply the Section 1402(a)(13) exemption for limited partners within the Fifth Circuit (Texas, Louisiana and Mississippi), potentially lowering self-employment tax liability for many limited partners whose activities go beyond passive investment.

**State-Law Focus:**

By anchoring the definition of "limited partner" in state partnership law rather than applying a passive investor test with "an indefinite number of factors," the ruling allows a taxpayer to determine whether they qualify for the exemption without "the help of an army of lawyers and accountants."

**Refund Opportunities:**

Limited partners in the Fifth Circuit who previously paid self-employment tax on their distributive shares (based on prior IRS or Tax Court interpretations) should consider potential refund claims, subject to the applicable statutes of limitations.

# Fifth Circuit Rejects Government's "Passive Investor" Test for Limited Partner Exception

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## Wider Circuit Court Implications

The First and Second Circuits also have cases pending on the meaning of "limited partner" for purposes of the self-employment tax. If those circuits adopt a passive investor test, a circuit split would result, and the U.S. Supreme Court could eventually resolve the question.

## Conclusion

Sirius Solutions marks a significant shift back to following the statute's plain text and restores a state-law grounded definition of "limited partner" in the Fifth Circuit. While it brings much needed clarity in the Fifth Circuit, the litigation in other circuits will continue. For questions about how this ruling may impact you, please contact the authors or another member of Holland & Knight's Tax Controversy and Litigation Practice.

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Information contained in this alert is for the general education and knowledge of our readers. It is not designed to be, and should not be used as, the sole source of information when analyzing and resolving a legal problem, and it should not be substituted for legal advice, which relies on a specific factual analysis. Moreover, the laws of each jurisdiction are different and are constantly changing. This information is not intended to create, and receipt of it does not constitute, an attorney-client relationship. If you have specific questions regarding a particular fact situation, we urge you to consult the authors of this publication, your Holland & Knight representative or other competent legal counsel.

# Navigating the Middle Market M&A Landscape in 2026: Opportunities Amid Rebound



**Bradley Napper**

M&A Investment Banker

[Texas Capital](#)



As we navigate the early months of 2026, the middle market M&A landscape is demonstrating clear signs of resurgence, building on the momentum established throughout 2025. At Texas Capital, we have observed a notable shift from the previous year's uneven deal flow, where megadeals often overshadowed middle market activity, to a more balanced ecosystem. This change is propelled by accumulated demand, improving economic stability and increased private equity engagement, all set to boost transaction volumes for companies with revenues between \$50 million and \$1 billion. For private equity firms gathering at ACG's Texas Capital Connection, this evolving environment offers strategic avenues to deploy capital and foster value in a market primed for growth.

Looking back on 2025, global M&A activity experienced a robust recovery, with deal values increasing by nearly 40% to surpass \$4.3 trillion. This surge was primarily driven by megadeals in dynamic sectors like technology and healthcare, which captured significant attention and capital. In contrast, the middle market grappled with ongoing obstacles, such as economic fluctuations, persistent gaps in buyer-seller valuations and a more conservative financing climate. Despite these hurdles, optimism has climbed sharply: Recent surveys indicate that confidence levels among corporate leaders and PE executives have hit a six-year high, with 58% describing the M&A climate as favorable, rising to 69% specifically within PE circles. This positive sentiment is supported by multiple factors that position 2026 for a more widespread upturn.

Key among these are favorable macroeconomic developments. The Federal Reserve's ongoing rate reductions have helped stabilize interest rates, making leveraged buyouts more viable and reducing the strain on refinancing for mid-sized businesses. Anticipated rate cuts, coupled with improving cashflows and attractive valuations amid a resilient U.S. economy, position the market for a meaningful pickup in deal activity. These conditions are particularly advantageous for middle market players, enabling them to pursue growth strategies that were previously deferred due to higher borrowing costs and market uncertainty.

Private equity stands out as a pivotal force in shaping this rebound. Holding unprecedented amounts of uncommitted capital and managing aging investment portfolios, sponsors are under increasing pressure to execute platform builds, bolt-on acquisitions and well-timed divestitures. After a prolonged period of reduced activity, PE involvement in middle market platform investments increased steadily on a quarter-over-quarter basis throughout 2025. Heading into 2026, this trend is expected to intensify, with 39% of middle market executives identifying M&A as a core growth lever, complemented by initiatives like geographic expansions and collaborative partnerships. For attendees at ACG's Texas Capital Connection, this environment favors succession planning and targeted growth deals. As lending markets thaw and valuation

# Navigating the Middle Market M&A Landscape in 2026: Opportunities Amid Rebound

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disparities diminish, selectivity remains key: Firms are gravitating toward targets with reliable cashflows, scalable operations and clear synergy potential, which could drive a surge in volume if these patterns hold. Additionally, the rise of alternative financing options, such as private credit and structured equity, provides flexible tools to navigate complex transactions and further fuel momentum.

Sectoral trends will play a crucial role in defining the 2026 M&A narrative, with several industries exhibiting strong resilience and upside. The TMT space continues to thrive, driven by advancements in artificial intelligence and the escalating need for data infrastructure. In 2025, overall TMT deal values increased 77% year over year to about \$1.1 trillion, while middle market transactions in the sector grew 12% year over year to \$127 billion, highlighting the sector's strong appeal for transformative acquisitions. Healthcare remains a consistent performer, where established players are actively seeking to bolster their portfolios through acquisitions focused on innovation, such as therapeutics for chronic conditions. This resilient sector benefits from demographic shifts and technological integrations, making it compelling for investments aimed at long-term value creation. Other areas, including industrial services, are also gaining traction as firms capitalize on supply chain optimizations and digital transformations. Across these sectors, middle market companies are increasingly viewed as attractive for their agility and niche expertise, allowing sponsors to consolidate fragmented markets and achieve economies of scale.

Beyond these core drivers, emerging themes are influencing the middle market playbook. For instance, supply chain resilience is becoming integral to deal evaluations, with buyers prioritizing targets that exhibit diversified networks and agile logistics capabilities. This focus mitigates disruptions and enhances operational efficiency in an investor landscape increasingly focused on long-term stability. Digital enablement is another accelerator, as middle market firms adopt AI and automation to enhance operations, creating opportunities for tech-savvy PE acquirers to drive post-deal efficiencies.

However, challenges remain in the 2026 landscape. Ongoing economic uncertainties, evolving regulatory environments and the necessity for precise post-merger integration amid intense competition may temper the speed of the rebound. Buyers continue to adopt a selective stance, gravitating toward leading companies with strong financials and operational resilience rather than those facing significant hurdles. Nevertheless, the prevailing outlook points to a steady market recovery, with projections for rising deal volumes as financing conditions improve and overall confidence strengthens.

At Texas Capital, we are optimistic about the unfolding opportunities in 2026 and remain committed to assisting private equity firms in this vibrant market. Our suite of advisory expertise, customized financing options and strategic guidance is designed to support your endeavors seamlessly. We look forward to exploring these developments at ACG's Texas Capital Connection and partnering with you to capitalize on the momentum ahead.

# Nearshoring in 2026: What Private Equity Investors Must Get Right



**Jorge Gonzalez  
Henrichsen**  
Co-CEO  
[The Nearshore Company](#)



Nearshoring has entered a new phase. What began as a tactical response to supply chain disruption has, by 2026, become a strategic consideration embedded in how private equity firms evaluate risk, structure investments, and position portfolio companies for long-term growth. For investors active in Texas and across the broader North American manufacturing ecosystem, the implications are especially pronounced. Nearshoring is no longer a question of whether to act, but how to do so intelligently and at scale.

## Nearshoring Is Now an Underwriting Assumption, Not a Contingency Plan

Private equity firms once viewed nearshoring as a hedge against uncertainty. Today, it increasingly shows up earlier in the investment lifecycle, influencing diligence assumptions and operating models from the outset. Shorter supply chains translate into faster inventory turns, tighter forecasting, and improved customer responsiveness. For portfolio companies serving U.S. markets, particularly those with customers in Texas and the broader Sun Belt, proximity has become a competitive necessity rather than a differentiator.

This shift reflects a broader recalibration of risk. Extended ocean transit times, volatile freight costs, and geopolitical friction have exposed the fragility of distant production models. Nearshoring reduces exposure to these variables and brings operational performance closer to management teams and boards. For private equity investors operating on defined hold periods, that visibility and control can materially affect returns.

## Mexico's Value Proposition Has Matured Beyond Labor Arbitrage

In 2026, Mexico's appeal to private equity-backed manufacturers extends well beyond cost considerations. The country has developed deep industrial specialization across regions, supported by a skilled workforce, modern infrastructure, and growing domestic supplier networks. Northeastern Mexico, in particular, has emerged as a critical manufacturing hub, with the Matamoros–Brownsville corridor offering direct connectivity to Texas-based operations and customers.

For investors, this regional maturity matters. Manufacturing ecosystems in Nuevo León, Tamaulipas, and Coahuila are now capable of supporting complex, high-mix production across automotive, medical devices, electronics, and industrial components. Site selection is no longer about finding available square footage; it is about aligning portfolio companies with the right talent pools, logistics corridors, and supplier density to support growth through the investment horizon and beyond.

# Nearshoring in 2026: What Private Equity Investors Must Get Right

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## Trade Policy and USMCA Dynamics Shape Exit Readiness

Trade considerations are no longer confined to legal or compliance teams. As private equity firms look ahead to 2026 and beyond, the structure and durability of supply chains increasingly influence exit outcomes. The USMCA framework has provided stability, but ongoing discussions around enforcement, tariffs, and the agreement's upcoming review cycle have elevated trade alignment to a strategic priority.

Buyers and public markets are scrutinizing geographic exposure and trade compliance more closely, particularly in sectors sensitive to tariffs or regulatory change. Portfolio companies with operations aligned to North American trade frameworks are often perceived as lower-risk and more scalable. For Texas-based investors, nearshoring into Mexico offers a practical way to balance cost efficiency with trade certainty while preserving access to U.S. markets.

## Execution Risk Has Become the Primary Differentiator

While nearshoring is widely understood conceptually, execution remains the most common stumbling block. Establishing operations in Mexico requires navigating regulatory requirements, labor onboarding, supplier qualification, and cross-border governance, all while maintaining operational continuity. Delays or missteps can erode anticipated returns and distract management teams at critical moments in the value-creation cycle.

As a result, private equity firms are increasingly focused on speed to operational readiness. The ability to move from decision to production without prolonged ramp-up periods has become a key differentiator. This is particularly relevant in high-growth regions like Northeastern Mexico, where demand for industrial space and skilled labor continues to rise. Investors who prioritize execution discipline and local expertise are better positioned to realize nearshoring's full potential.

## Nearshoring Has Evolved into a Value-Creation Lever

Perhaps the most important shift is how nearshoring fits into broader value-creation strategies. In 2026, leading private equity firms are integrating nearshoring with automation, digital systems, and operational excellence initiatives. Nearshore facilities are often designed to support modern manufacturing practices from day one, enabling greater standardization, improved quality control, and faster response to customer demand.

Environmental, social, and governance considerations further reinforce this evolution. Reduced transportation distances lower emissions, while proximity to operations improves oversight and workforce engagement. For investors responding to growing expectations from limited partners, nearshoring offers a tangible way to demonstrate progress without sacrificing competitiveness. These attributes are increasingly recognized during diligence and exit processes, reinforcing nearshoring's role in long-term value creation.

## Looking Ahead

Nearshoring is no longer simply about bringing production closer to home. For private equity investors, it has become a foundational element of building resilient, scalable portfolio companies. Firms that approach nearshoring with clarity, regional insight, and execution discipline are better positioned to manage risk while unlocking new sources of growth.

As 2026 unfolds, nearshoring's strategic importance will only continue to expand. Those who understand the nuances of today's nearshoring landscape—particularly the opportunities emerging across Texas and Northeastern Mexico—will be best prepared for what comes next.

# MARK YOUR CALENDAR



23rd Annual Texas ACG Capital Connection  
March 2-5, 2027 📍 Hilton Americas, Houston, TX

 [Check TXACG.org](https://www.txacg.org)  
for detail updates

Next year the **Texas ACG Capital Connection** will be in **Houston** – a cosmopolitan destination, filled with world-class culture and a globally dominant, diversified industrial hub, historically recognized as the “Energy Capital of the World” (with 4,200+ energy-related firms) and other key sectors including manufacturing, aerospace, life sciences, and digital technology, supported by 24 Fortune 500 headquarters, a major port, and a booming, highly skilled workforce.

This annual Texas ACG Capital Connection promises to be the largest and most significant private equity event in Texas and the Southwest. This national conference typically brings together more than 100 of the nation’s leading private equity and mezzanine firms to Texas representing in excess of \$100 billion of capital available for investment creating creates an outstanding networking opportunity among merger and acquisition professionals, business owners and executives serving the middle market.

# THE POWER OF ACG



”  
*75% of ACG members report that they have done business with fellow members.*

## ACG<sup>®</sup>

Association for Corporate Growth

### The Power of ACG

Founded in 1954, the Association for Corporate Growth has chapters worldwide representing 14,500 members. ACG serves 90,000 investors, executives, lenders and advisers to growing middle-market companies. ACG's mission is to drive middle-market growth.

This return on investment has made ACG the most trusted and respected resource for middle-market dealmakers and business leaders who invest in growth and build companies.

### Why Join ACG?

- Access a global network of over 14,500 members from all areas of midmarket M&A
- Over 1,200 networking events globally including DealMAX—one of the largest M&A conferences
- Expert intelligence with Middle Market Growth magazine, webinars, podcasts and more

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DGP primarily serves lower middle market companies with enterprise values ranging from \$20 million to over \$250 million, advising clients on mergers and acquisitions, recapitalizations, and capital raises. The firm's principal partners have participated in more than \$7 billion of investment banking transactions through their careers at bulge-bracket investment banks and Fortune 500 corporate M&A teams, and bring that experience to bear by providing clients with access to strategic acquirers, investors, and leading institutional capital providers.

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A man in a dark suit is walking away from the camera on a modern building's walkway at dusk. The building is a tall, curved glass skyscraper with many windows reflecting the sky. The sky is a mix of blue and purple, with some light clouds. The man is carrying a briefcase. The overall mood is professional and forward-looking.

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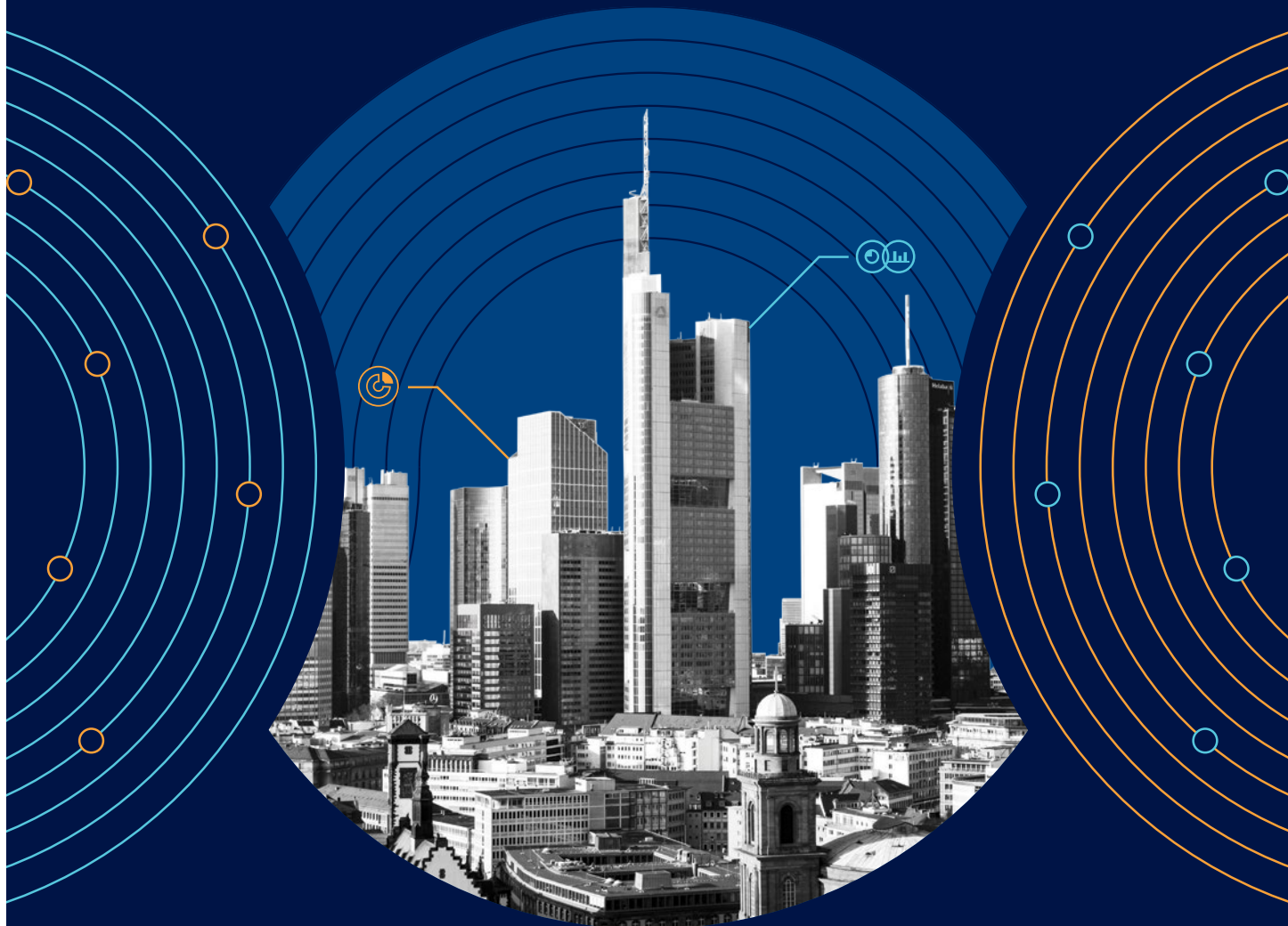
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- Revenue \$10 million to \$200+ million annually
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Our team of M&A professionals possesses deep experience and technical expertise, allowing us to provide service across all industries. Below are some example industries we serve and are actively seeking investments within:

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**\$3B+** firm revenue as of June 3, 2025
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## How we help

Our team has significant hands-on experience in financial operations, transactions, corporate tax and complex valuation matters. We understand the unique issues your business faces, not only as advisors and CPAs, but as former corporate officers and CFOs. We have been on both sides of the table. Our client service approach, regular and responsive attention by engagement partners, directors, and managers to client needs, and our industry and engagement team credentials differentiate us from our competition.

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## OVERVIEW

Benchmark International is a global M&A firm that provides business owners with creative, value-maximizing solutions for growing and exiting their businesses. Benchmark International has handled transactions across various industries from offices across the world. With decades of M&A experience, Benchmark International's transaction teams have assisted business owners with achieving their objectives and ensuring the continued growth of their businesses. The firm has also been named the Investment Banking Firm of the Year by The M&A Advisor and the Global M&A Network, as well as the #1 Sell-side Privately Owned M&A Advisor in the World by PitchBook's and LSEG's Global League Tables.

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**193**  
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**400+**  
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GLOBAL M&A INVESTMENT  
BANK OF THE YEAR



Corporate Finance Associates is an independent international investment banking firm serving middle-market businesses. For over 60 years CFA has been successfully leading corporate transactions for merger, acquisition or recapitalization. Combining the knowledge and leverage of a larger bank with the customer focus detail of a boutique firm, from inception to completion, our senior principals provide hands-on expertise to clients buying, selling or recapitalizing a business.



### Sell-Side Advisory

Whether as a divestiture strategy or a recapitalization strategy selling all or part of a business requires equal parts creative thinking, critical analysis, expert advice, sound planning and flawless execution. Having the right team of investment banking professionals working for you is critical to ensure success.



### Capital Markets

Our commitment to remaining independent from any investment or lending affiliates ensures that we deliver unbiased guidance. It also promotes maximum competition among lending sources, helping to fully leverage value for our clients. Our role is to help you raise the type of capital that best fits your needs.



### Buy-Side Advisory

Growth through acquisition is a complex process. It involves strategy, planning, critical analysis, coordination and negotiation. When you want to take advantage of the fast growth offered by a consolidation or roll-up, CFA's broad reach, sources of financing and efficient closings can help you achieve your business growth goals.

## Leading Corporate Transactions

Ultimately, every privately held business will be transferred. The ownership will change by selling, transferring to a relative, merging with another company, liquidation, bankruptcy, going public, or donating to charity. Each of these transfers has different tax, family and lifestyle consequences for the owners. CFA brings the expertise of 4,000 successful transactions to lead M&A programs in any situation.

### Industries

- |                            |                                  |
|----------------------------|----------------------------------|
| Aviation/Aerospace/Defense | Healthcare                       |
| Business Services          | Hospitality/Leisure              |
| Commercial Real Estate     | Industrials                      |
| Consumer/Retail            | Metal Fabrication                |
| Energy                     | Plastics/Rubber                  |
| Engineering/Construction   | Print/Packaging                  |
| Equipment                  | Technology/Media/Telecom         |
| Financial Services         | Transport/Logistics/Supply Chain |
| Food/Beverage              | Wholesale Distribution           |

### Global Presence



## CFA's DFW Team

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Kim Levin  
Director of Operations  
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# M&A Advisory | Investment Banking

Achieve your goals while seamlessly navigating the sale of your business. Our investment banking group leads a multi-disciplinary team of experienced advisors to help you undertake the complexities of the M&A process.

## How we can help

- Sales of businesses
- Equity and dividend recapitalizations
- Acquisition assistance and planning
- Pre- and post-LOI negotiations, due diligence, and closing
- Ownership transition consulting and exit planning

## The CLA distinction

When transaction needs arise, having experienced advisors at your side is critical to a successful outcome. The investment banking professionals at CLA have decades of experience selling businesses and providing related advisory services to business owners.

In addition to our bankers' capabilities, CLA brings an uncommon approach to executing your transaction: the CLA Seamless Model. We have under one roof all the relevant and necessary capabilities (other than legal advisory) to successfully support your purchase price and enhance deal terms. CLA offers transaction structuring, valuation, tax strategies, quality of earnings and the other core capabilities necessary to deliver a favorable outcome to a tailored process — all under one roof.

We combine strong negotiating and marketing skills, creative deal making strategies, and the capabilities of hundreds of seasoned professionals to deliver a time-tested advisory model to our clients that is unsurpassed in the middle market.



### Why CLA

Our approach brings together a multi-disciplined team of experienced professionals to seamlessly guide clients through the transaction process. In addition to our experienced investment bankers, our broader CLA team often comprises senior due diligence and transaction services professionals, accounting and tax practitioners, and wealth advisors.

With nearly 9,000 employees across more than 120 offices in the U.S., we also have deep knowledge of your industry, no matter what markets your business serves.



Scott Asher, Investment Banking [scott.asher@CLAconnect.com](mailto:scott.asher@CLAconnect.com)

Jeff Servais, Principal, [jeff.servais@CLAconnect.com](mailto:jeff.servais@CLAconnect.com)



## FIRM OVERVIEW

DGP Capital is a boutique investment bank providing financial services to growth stage and mature companies. DGP utilizes industry-focused expertise to serve industrial/manufacturing and energy companies, and adjacent markets where technology-enabled services are transforming the competitive landscape. DGP Capital's principal partners have participated in over \$7 Billion in investment banking transactions throughout their careers at bulge bracket investment banks and at Fortune 500 corporate M&A teams, and draw from those experiences to provide clients in lower middle market with unrivaled access to strategic investors, acquirers and renowned institutional investors.

## SERVICES

Transaction Size Minimum  
**EBITDA**  
**\$2mm+**

Get our latest insights:



### Mergers and Acquisitions

- Sell-side Advisory
- Buy-side Advisory
- Recapitalizations



### Capital Advisory

- Senior Debt
- Subordinated Debt
- Junior Capital
- Minority Equity
- Hybrid/Uni-tranche



### Financial Advisory

- Outsourced Corp Dev
- Valuation / Opinions
- Succession / Exit Planning

## SECTOR COVERAGE

### Industrial / Manufacturing

- ▶ General Manufacturing
- ▶ Automation & Controls
- ▶ Flow / Fluid Handling & Control
- ▶ Motion & Process Control
- ▶ Test / Measurement Devices
- ▶ Engineered Products
- ▶ ...and more



### B2B Services

- ▶ Specialty Field Services
- ▶ Contract Manufacturing
- ▶ Engineering and Construction Services
- ▶ Emissions / Environmental Services
- ▶ Other Industrial or B2B-focused Services



### Energy

- ▶ Energy Technology
- ▶ Downstream
- ▶ Midstream
- ▶ Distributed Energy / Power
- ▶ Oilfield and Other Energy Services



### Energy / Industrial Software and Tech

- ▶ Oil & Gas Software
- ▶ Energy Management Software
- ▶ Industrial Software
- ▶ Industry-Specific Niche Software
- ▶ IoT / M2M



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### Andy Lam

Director  
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## Sell-Side M&A Advisory for *Industrial America*

First Turn Capital is a licensed broker-dealer and boutique investment bank focused on sell-side M&A for established, mid-market businesses.

### **WHAT WE DO**

#### **Sell-Side M&A Advisory**

Full sale processes from preparation through close. Competitive, managed processes to find the right buyer at the right price.

#### **Capital & Debt Placements**

Equity raises, mezzanine debt, senior debt, and recapitalizations. We work with buyer networks to structure the right capital solution.

#### **Buy-Side Advisory**

Targeted acquisition search for buyers expanding through strategic, bolt-on, or platform acquisitions.

#### **Strategic Advisory**

Board-level advisory for portfolio companies and closely held businesses, covering growth planning, capital structure, and positioning.

### **WHY BUYERS WORK WITH US**

#### **Disciplined Deal Flow**

Every opportunity has been through rigorous preparation: clean financials, quality of earnings work, and a well-structured data room.

#### **Efficient, Transparent Process**

Buyers get clean information from day one: organized data rooms, clear financial narratives, and a responsive deal team.

#### **Industrial Sector Fluency**

We speak the language of hard-hat industries. Our team understands the operational nuances of the businesses we represent.

#### **Licensed Broker-Dealer**

Registered with FINRA and insured by SIPC. Strict regulatory standards that protect every party in a transaction.

### **INDUSTRIES OF FOCUS**

- ◆ Oil & Gas Services
- ◆ Industrial Construction
- ◆ Heavy Civil Contractors
- ◆ Commercial Manufacturing
- ◆ Energy & Utilities Infrastructure
- ◆ Logistics & Transportation
- ◆ Equipment Rental & Services
- ◆ Midstream Services
- ◆ Professional & Technical Services

### **TYPICAL DEAL PROFILE**

**\$1M+**

EBITDA

**10+ Years**

Operating History

**\$10M - \$150M**

Enterprise Value

**Southwest+**

Geographic Focus

### **GEOGRAPHIC REACH**

Headquartered in Oklahoma with deep roots across the Southwest: Texas, Kansas, Arkansas, Louisiana, Colorado, and New Mexico.

*A trusted partner, not a competitor. We represent sellers, and we bring only prepared, well-positioned opportunities to our buyer network.*



# GULFSTAR GROUP

## INVESTMENT BANKERS

GulfStar is one of the leading middle market investment banking firms in the United States, with a proven track record of delivering exceptional results in mergers and acquisitions, private placements and strategic advisory services. We advise private business owners and corporate clients with revenues ranging from \$25 million to \$350+ million across a variety of key industry sectors. Founded in 1990, GulfStar has completed more than 760 transactions in 38 states and 18 foreign countries.

### Mergers & Acquisitions

- Sale to a Strategic Buyer
- Sale to a Private Equity Group
- Buy-Side Advisory
- Recapitalizations

### Raising Capital

- Senior Debt
- Subordinated Debt
- Minority Equity
- Hybrid Strategies
- Venture Capital

### Advisory Services

- Financial Restructuring
- Strategy Advisory
- Opinion Services
- Expert Testimony
- Succession Planning

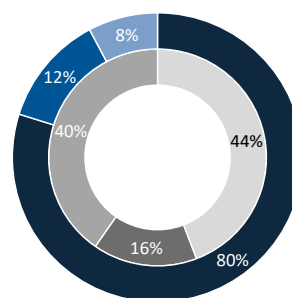
### Recent Transactions

 has completed a majority recapitalization with <b>AMBERJACK</b> GulfStar Group advised CIMA Services, LP GULFSTAR GROUP	 has been acquired by <b>Littelfuse</b> GulfStar Group advised Bastler Electric Company GULFSTAR GROUP	 has been acquired by <b>QMA</b> GulfStar Group advised Steger Bizzell Engineering, LLC GULFSTAR GROUP	 has been acquired by <b>MBC</b> GulfStar Group advised Alpha Foods Co. GULFSTAR GROUP	 has completed a majority recapitalization with <b>LAKE STATE</b> GulfStar Group advised Fencecrete America Holding Company GULFSTAR GROUP	 has been acquired by <b>JHBDMB Holdings, Inc.</b> GulfStar Group advised BWFS Industries LLC GULFSTAR GROUP	 has been acquired by <b>TOTAL SAFETY</b> GulfStar Group advised Dooley Tackabery, Inc. GULFSTAR GROUP	 has been acquired by <b>TAES ENERGY</b> GulfStar Group advised Adams Resources & Energy, Inc. GULFSTAR GROUP	 has completed a majority recapitalization with <b>HIGH STREET CAPITAL</b> GulfStar Group advised AHI Supply Holdings, LLC GULFSTAR GROUP
 has been acquired by <b>TICP</b> GulfStar Group advised PATrunk Inc. GULFSTAR GROUP	 has completed a majority recapitalization with <b>MAINST</b> GulfStar Group advised Victory Energy Operations, LLC GULFSTAR GROUP	 has been acquired by <b>U.S. T. DM</b> GulfStar Group advised Texas Tool Traders Holdings, Inc. GULFSTAR GROUP	 has sold its scrap metal division to <b>Foss Recycling</b> GulfStar Group advised Wall Recycling, LLC GULFSTAR GROUP	 has completed a majority recapitalization with <b>Goldman Alternatives Sachs</b> GulfStar Group advised Divcon EMS Austin, Inc. GULFSTAR GROUP	 strategic partnership with <b>HARBOR GROUP</b> GulfStar Group advised Treltex, Inc. GULFSTAR GROUP	 has been acquired by <b>SRS DISTRIBUTION</b> GulfStar Group advised Worldwide Rock Enterprises, LP GULFSTAR GROUP	 has completed a majority recapitalization with <b>MILTON STREET</b> GulfStar Group advised Purge Rite, LLC GULFSTAR GROUP	 has been acquired by <b>TRINITY HUNT</b> GulfStar Group advised MES Partners, Inc. GULFSTAR GROUP

### Industries

- Energy, Power & Infrastructure
- Consumer Products & Services
- Industrial Services & Manufacturing
- Specialty Distribution
- Environmental & Sustainability
- Business Services
- Software & Tech-Enabled Services
- Healthcare

### Transaction Types



- Sell-Side M&A
- Capital Raise
- Buy-Side M&A
- Strategic Buyer
- Financial Buyer
- PE-Backed Strategic

### GulfStar Managing Directors

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Securities offered through GulfStar Group I, Ltd., an affiliated entity, member of FINRA -SIPC (BrokerCheck.com)

# FIRM OVERVIEW



## Opportunity Awaits

Harney Capital is a boutique investment banking firm dedicated to providing middle-market organizations with unparalleled access to capital and strategic advisory services.

We distinguish ourselves by offering tailor-made solutions to meet the unique needs of each client. From access to capital markets and sell-side expertise – to strategic assessment and management of distressed situations – we provide a confluence of investment banking deal flow and strategic advisory to achieve optimum outcomes.



### M&A Advisory

We provide expert guidance through mergers, acquisitions, and divestitures to maximize value and ensure strategic alignment.



### Capital Markets

We provide comprehensive capital sourcing and structuring to support growth, refinancing and recapitalization efforts.



### Strategic Assessment

We provide in-depth evaluation and actionable strategies to enhance business performance and achieve strategic goals.



### Special Situation Advisory

Through our affiliation with Harney Partners, we can support distressed transactions or complex situations, both in and out of court.

## The Harney Capital Advantage:

**We deliver value that extends beyond financial considerations.**

### Beyond Ordinary Solutions

Our tailored, independent strategies and process driven approach deliver creative solutions and a wider range of conflict-free opportunities.

### Beyond Financial Engineering

Our expertise spans business operations, financial analysis, and banking—including C-level execs and entrepreneurs who understand considerations beyond quantitative.

### Beyond Investment Banking

Our affiliation with Harney Partners allows us to deliver enhanced advisory services, bridging the gap between traditional financial services and comprehensive business strategy.

## Harney Capital is here for you.

With offices across the country, we can seamlessly help organizations across the country and abroad.

**Contact us today: [info@harneycapital.com](mailto:info@harneycapital.com) or [www.harneycapital.com](http://www.harneycapital.com)**

Austin

Chicago

Dallas

El Paso

New York

# HEXT

FINANCIAL GROUP

Dave Ramsey, CFP®

Director, Business Development

dramsey@hextfinancialgroup.com

## Financial Services

Hext Financial Group ("HFG") is a thirty five-year-old financial services firm. We see ourselves as business partners with our clients and appreciate the trust they have in our services, our reputation, and our commitment. We believe our values, combined with our dedication to client satisfaction and focus on success are the reasons why our current clients recommend HFG. to other business owners, managers, and high networking individuals. Through our affiliates, Hext & Associates, Hext Capital Partners\* ("HCP") and Hext Wealth Advisors ("HWA"), we offer Audit, Tax and Q of E services as well as M&A advisory services, institutional private placements of equity and debt, restructuring and turnaround services, and wealth management services to companies.

*Your Success is our Business. Wherever you encounter challenges, we'll find solutions.*

## Sector Focus

### Financial Services

- Tax Planning and Preparation
- Estate Planning
- International Taxation
- Audited, Compiled, and Reviewed Financials
- Succession Planning
- Merger / Acquisition
- Corporate Finance (Debt/Equity)
- Financial Reporting
- Quality of Earnings (QofE)

### Our Approach

- We see each client as unique and we never approach a problem with a "cookie cutter" approach.
- Through our extensive network of institutional capital providers and financial and strategic buyers, we are able to help our clients solve capital problems and pursue opportunities.
- Through utilizing the global resources of the entire HFG team, we create customized and personalized solutions for each client.

### Our Commitment

#### Values

- Reliable
- Innovative
- Strategic
- Ethical

## Representative Engagements

### Client Spotlights

**Consulting Client** - HFG consulted and performed forensic accounting procedures on the accounting, tax and other records for various Trusts and other entities for a \$2.0 billion Family Office. The General Partner had control of all of the assets which led to litigation between the siblings. Our Firm performed a forensic audit on the family's largest shared operating company, a \$1.0 billion asset. We collaborated with legal counsel to provide options and structures to resolve the control issues.

**Audit Client** - HFG performed the component audit of the North American unit of a publicly traded (Euro) 706 million German manufacturing company. The North American unit represented \$175 million in revenue, and the engagement involved the conversion of GAAP to IFRS, frequent communications with the lead auditors in Germany, and a compressed deadline to meet the requirements of the Company's investors.

**Tax Client** - HFG consulted and advised a large corporation and its shareholder on various multi-million dollar settlements in order to achieve the most tax advantageous structures. The corporation and the shareholder were able to lower their tax liabilities by millions of dollars by properly structuring the settlements as to maximize lower rates and potential deductions. In addition to that, HFG is in constant contact with the company and its shareholder to provide them with tax planning, tax compliance including assisting them with ongoing estate tax planning for the future benefit of the shareholder's decedent.

### International Experience

- Private Company Audits
- Joint Venture/Mergers & Acquisition Transaction Consulting
- US GAAP - IFRS Reporting
- Europe
- Mexico
- China
- Hong Kong

### Firm Accolades

*2016 Business of the Year Nominee*

By the North Dallas Chamber of Commerce

*Named Top 25 North Texas Accounting Firms*

By the Dallas Business Journal

## Investment Banking

Hext Capital Partners, LLC\* (HCP) is a twelve-year-old Investment Banking Firm located in Dallas, Texas. HCP provides merger and acquisition advisory services, institutional private placements of equity and debt, restructuring and turnaround services to companies with revenues or enterprise values ranging from \$10M to \$500M, and through companies with which it is affiliated, provides complete audit, tax, wealth management, and consulting services. HCP is an affiliate of Hext Financial Group, LLC.

### Sector Focus

#### Services

##### M&A Services

- Sellside Advisory
- Buyside Advisory
- Management Buy Out/In
- Corporate Divestures

##### Capital Markets

- Senior Debt
- Subordinated Mezzanine Debt
- Equity

##### Advisory Services

- Transaction Advisory/Quality of Earnings
- Litigation/Probate Support

#### Typical Engagements

- Growth Capital Financing
- Acquisition/Purchase Financing
- Management/Leveraged Buyouts
- Recapitalizations & Refinancing
- Sale of Company or Division
- Fund Private Placement

**Typical Company Size**  
 EBITDA > \$5M

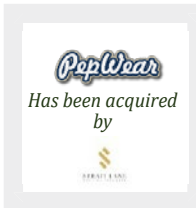
**Typical Transaction Size**  
 \$20M to \$500M

#### Industries

- Aerospace
- Financial/Business Services
- Tech/Media/Telecom
- Healthcare
- Food
- Transportation Logistics
- Industrial
- Oil and Gas
- Manufacturing
- Distribution

### Representative Transactions

#### M&A Transactions



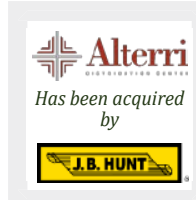
PepWear offers an omnichannel merchandising experience through licenses with premier state and national-level high school activity organizations at more than 700 events across the country each year. HCP advised PepWear on its sale to an investor group led by Strait Lane Capital Partners.



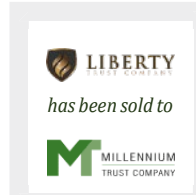
Measurement Control Systems is a California-based value-add distributor and servicer supplying various flow meters to thousands of utility and industrial customers throughout the U.S. HCP advised MCS, a portfolio company of C3 Capital Partners II, LP, on its sale to Pearl Street Capital Partners.



HCP advised Nova Guides, Inc. on the sale of substantially all its assets to Delaware North, a global hospitality and entertainment Company. Nova Guides is a premier ATV/UTV guided tour and rental company based in the White River National Forest.



Alterri Distribution Center is a leading provider of transload services, asset management, and distribution services based in Laredo, TX. HCP recently advised Alterri on its sale to J.B. Hunt Transport, Inc., and S&P 500 transportation and logistics company base in Lowell, Arkansas.



Liberty Trust Company is a provider of custodial and administrative services for Self-Directed IRAs and Qualified Retirement Plans. At the time of the transaction, the Liberty Trust client accounts represent approximately 10,000 IRAs and \$800 million of retirement assets under custody.



Autostrade, a subsidiary of Atlantia S.p.A, one of the largest toll operators in the world, purchased a minority interest in Electronic Transaction Consultants Company (ETCC), an innovative toll collection solutions company out of Richardson, Texas. HCP advised management of ETCC throughout the sales process.

**BUSINESS PROFILE – BRIAN A. WENDLER**  
**National Transaction Advisors, Inc. (NTA)**  
**469-878-3644**

**National Transaction Advisors (NTA)** has been providing personalized investment banking and M&A advisory services to entrepreneurs and small-to-medium family/founder-owned businesses nationwide and even in some cross-border situations.

In our investment banking and M&A advisory business, here are a few examples of questions that we routinely answer: *Ever thought about buying or selling a business? How about buying out a partner/shareholder? Do you need to obtain business financing? Are you going through a divorce and need to partition the business marital assets? Or are you trying to do some gift and estate planning and wonder what your business is worth and how to create an exit & transition plan?* We tackle these tough issues head-on. NTA has been providing the answers to these questions and many others for over 35 years.

Working in unison with National Transaction Advisors is Brian's national practice in business valuation & machinery & equipment appraisal firm, National Business Valuation Services. **NTA's** past clients include multi-office or multi-state businesses such as: McDonalds, Pasco Onions, Wayport, AOK Construction; *Women's Diagnostic*; as well as *Boez Funeral Home & Cemetery*; *Micron Industries*; *Shiroma Southwest*; *Landscape Professional of Texas*; and *Brass key Custom Homes*, *QEP Books*, *Western Passion*, *a pickleball contractor*, and many others.

We look forward to seeing you at the conference.

## Firm Overview

**Nomura is a leading, full-service global investment bank serving public companies, founder-owned business, and financial sponsors**

- Nomura has the unique ability to provide boutique focus yet leverage significant bulge bracket resources globally
- Nomura has a long-standing and growing presence in the Americas with a full-service product suite that allows the firm to address our client's needs across the entire lifecycle of their investment
- Nomura's footprint includes global coverage teams with deep relationships including: the Japan home-market where Nomura is dominant as well as both EMEA and AeJ where we have regional hubs augmented by a local country coverage model

## Recent Transaction Experience

<p><b>H&amp;F / Applied Systems</b></p> <p>Lead Left Arranger Applied Systems' repricing of existing debt \$2.7 billion January 2026</p> <p><b>Acquisition &amp; Leveraged Finance</b></p>	<p><b>Medline</b></p> <p>Initial Public Offering Joint Bookrunner \$7.2 billion December 2025</p> <p><b>Equity Capital Markets</b></p>	<p><b>Nomura / Macquarie</b></p> <p>Financial Advisor Nomura has agreed to acquire Macquarie's U.S. and European Public Asset Management Business \$1.8 billion November 2025</p> <p><b>M&amp;A</b></p>	<p><b>Luxit</b></p> <p>Exclusive Placement Agent Luxit's recapitalization financing Undisclosed October 2025</p> <p><b>Private Debt</b></p>	<p><b>Hitachi Energy / Sermco / Blackstone</b></p> <p>Exclusive Financial Advisor Hitachi Energy has agreed to acquire a minority stake of Sermco from Blackstone Undisclosed October 2025</p> <p><b>M&amp;A</b></p>
<p><b>Western Son Distillery / Sazerac</b></p> <p>Exclusive Financial Advisor Western Son Distillery agreed to be acquired by Sazerac Company Undisclosed October 2025</p> <p><b>M&amp;A</b></p>	<p><b>Legence</b></p> <p>Initial Public Offering / Follow-on Offering Joint Bookrunner \$728 million September 2025 \$378 million December 2025</p> <p><b>Equity Capital Markets</b></p>	<p><b>One Rock / Island Energy / First Reserve / Fortress</b></p> <p>Lead Left Arranger First Reserve and Fortress have agreed to acquire Island Energy Services from One Rock Undisclosed July 2025</p> <p><b>Acquisition &amp; Leveraged Finance</b></p>	<p><b>RiteScreen</b></p> <p>Sole Lead Arranger &amp; Sole Bookrunner RiteScreen has agreed to acquire FlexScreen and refinance its existing debt Undisclosed February 2025</p> <p><b>Private Debt</b></p>	<p><b>Gravitiq</b></p> <p>Exclusive Placement Agent Gravitiq's recapitalization financing Undisclosed January 2025</p> <p><b>Private Debt</b></p>

## Nomura Americas Industry Coverage

### Consumer Retail

- HPC and Wellness
- Beverages & Tobacco
- Food
- Retail & Distribution

### FIG

- Asset Management
- Insurance
- Legacy Liabilities
- Specialty Finance
- Wealth Management

### Healthcare

- Biotech
- Medtech
- Pharmaceuticals
- Healthcare Services

### Technology, Media, & Services

- Compliance & Cyber
- HR Tech
- Internet & Digital Media
- IT Services
- Software

### Greentech, Industrials, & Infrastructure

- Advanced Materials and Chemicals
- AgTech and Sustainable Food
- Building and Sustainable Products
- Digital Infrastructure
- Energy Technology and Services
- Environmental Services and Technologies
- Low Carbon Power
- Low Carbon Molecules
- Mobility and Automotive Technology
- NextGen Transport and Logistics
- Water

## Services

### Strategic Advisory

- Buyside & Sellside M&A
- Strategic Alternatives
- Cross Border M&A
- PIPEs / Minority Investments
- Fairness Opinions
- Shareholder Activism & Takeover Defense
- RMT & Tax Structuring

### Capital Markets

- Equity Capital Markets (incl. alliance with Wolfe Research)
- Debt Capital Markets
- Direct Lending (incl. partnership with Park Square)
- Leveraged Finance

### Capital Advisory

- Growth Equity
- Private Debt

### Risk Solutions & Other

- Deal Contingent FX Hedging
- Fund Level FX Back Leveraging
- Fund Level FX Hedging
- FX Hedging
- IR Hedging
- Private Credit (Balance Sheet Lending)
- Strategic Equity Stake Building
- Trade Finance

## Contact Info

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# PMCF | INVESTMENT BANKING

affiliate of  **plante moran**

Experienced Professionals. Trusted Advisors. Proven Results.

## About Us

PMCF is a middle-market investment bank, providing global merger and acquisition advisory services to private, public, and private equity-owned companies. PMCF provides a broad range of services, including sale advisory, acquisition advisory, capital raising, and strategic advisory.

The firm has dedicated industry teams that provide services to the following sectors: **Business Services, Construction & Building Products, Consumer, Food & Retail, Healthcare, Industrials, Plastics & Packaging, Transportation & Logistics, and Software & Technology.**

PMCF has offices in Chicago, Detroit, Denver, and around the globe through its ownership in and leadership of Corporate Finance International™

- Deep industry experience and relationships with strategic buyers and private equity investors across select industry sectors
- Significant M&A expertise with both sell side and buy side transactions for privately held, publicly traded companies, and private equity groups
- Founding member of Corporate Finance International™, a group of like-minded partner firms that work in collaboration to offer clients exceptional cross-border M&A resources
- Seamless integration with other Plante Moran service offerings, providing a client with more resources than a traditional investment bank and one-stop for both transaction preparation, execution, and post-transaction wealth management.

## Success & Services

30+

Years Advising  
The Middle Market

+230

Years Of Industry  
Experience

SELL SIDE ADVISORY

BUY SIDE ADVISORY

CAPITAL RAISING

STRATEGIC ADVISORY

## Contact Our Team

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Consumer, Food, & Retail

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Plastics & Packaging

### ELLEN CLARK

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Industrials, Industrial Manufacturing,  
Automotive

### MATT RUPPRECHT

*Managing Director*  
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Business Services, Software & Technology,  
Consumer, Food, & Retail

### EDDIE ZUKOWSKI

*Director*  
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Industrials, Distribution, Transportation &  
Logistics

### RYAN MUNEIO

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# PPHB

Houston | Chicago | Tel: 713.621.8100 | www.pphb.com

PPHB is a premier investment banking firm, targeting the middle-market energy and industrial sectors, with unmatched industry and technical expertise in its areas of focus. Since its formation in 2003, PPHB has advised on 210+ transactions, representing approximately \$15 billion of total transaction value. PPHB is headquartered in Houston, Texas and has an office in Chicago, Illinois.



## Primary Service Offerings

Mergers & Acquisitions (Sell & Buy-side)

Capital Raise (Equity & Debt)

Debt Advisory & Restructuring

Fairness Opinions & Valuations

## Key Firm Characteristics & Statistics

- ◆ Clients are typically middle market companies that serve the energy and industrial sectors
- ◆ Over the last ten years, ~75% of PPHB's engagements have been with privately-owned or sponsor-backed companies, with the remainder consisting of divestitures for publicly-traded companies
- ◆ Since inception, PPHB's transaction size has averaged approximately \$75 million, with transaction values ranging from ~\$20 million to \$800+ million

## Select Recent Transactions

 has been acquired by  a portfolio company of 	 has received a majority equity investment from 	 has been acquired by 	 has been acquired by 	 has sold  Compression Services to 	 has been acquired by 
 TUBULAR PRODUCTS a portfolio company of  has been acquired by 	 a portfolio company of  has been acquired by  a portfolio company of 	 Petrochemical has sold a majority equity interest to 	 has been acquired by  a portfolio company of 	 a portfolio company of  has been acquired by 	 Lift Solutions has been acquired by  a portfolio company of 

## PPHB Contacts

 <b>Joe Hoepfl</b> Partner jhoepfl@pphb.com (713) 580-2720	 <b>Ray Brown</b> Partner rbrown@pphb.com (713) 580-2730	 <b>Joe Buchanan</b> Partner jbuchanan@pphb.com (713) 580-2702	 <b>Mona Foch</b> MD, Debt Advisory mfoch@pphb.com (713) 580-2724
 <b>Omar Diaz</b> MD, Industrials odiaz@pphb.com (312) 241-1935	 <b>Andrew Nguyen</b> Managing Director anguyen@pphb.com (713) 580-2715	 <b>Corey Corbit</b> Vice President ccorbit@pphb.com (713) 580-2717	 <b>Connor Wehr</b> Vice President cwehr@pphb.com (713) 580-2738



# Private Equity Services

## Our Services

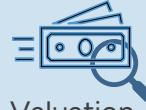
For more than 30 years, Stout has focused on serving the unique needs of the private equity community.



M&A  
Advisory



Transaction  
Advisory



Valuation  
Advisory



Accounting &  
Reporting Advisory

## Stout Capabilities for Funds & Portfolio Companies

### Fund

#### Formation

- NAV Appraisal/Fund Finance
- Valuation Policy Consulting
- Valuation of Carried Interests

#### Operation

- Portfolio Valuation
- Portfolio Company Monitoring
- Fairness and Solvency Opinions
- Management Company Valuation

#### Wind Down

- Spin Off/Run Off Valuations
- Loan Portfolio Sale
- Investor/Partner Disputes

### Portfolio Company

#### Invest

##### Deal Services

- Due Diligence – Financial/IT/Tax/Legal Claims
- M&A and KPI Dashboards (AI Driven)
- Integration & Synergy Diligence

##### Investment Banking

- Buy-Side Advisory
- Capital Markets

#### Post-Close

##### Corporate Services

- Purchase Accounting (ASC 805 & 08S)
- Stock-based Compensation (ASC 718 & IRC 409a)
- Tax Provisions
- Working Capital & Reps & Warranties Disputes
- Integration & Synergy Execution

#### Hold

##### Corporate Services

- Finance Integration
- Solvency Opinions
- Digital & Data Analytics
- Interim Management
- Stock-based Compensation (ASC 718 & IRC 409a)
- Business Transformation

##### Investment Banking

- Buy-Side Advisory
- Add-on Deal Flow
- Capital Markets

#### Exit

##### Deal Services

- Exit Readiness
- IPO Accounting Prep
- Fairness Opinions
- Separations & Carve-Outs

##### Investment Banking

- Sell-Side Advisory

## Select Sponsor Clients



Insight Equity



LEONARD GREEN & PARTNERS



# TEGCA.

TEG CAPITAL ADVISORS



843-949-8832



5956 Sherry Ln, 20<sup>th</sup> Floor,  
Dallas / TX / 75225



info@tegcap.net



www.tegcap.net

## ABOUT THE COMPANY

TEG Capital provides high level corporate M&A advisory services for acquisitions, mergers, business sales & divestitures, advising clients throughout the transaction, from start to finish. Whether your motive is to successfully exit a business you have owned for decades, expand your product line & cross selling opportunities, reduce tax liability, overcome competitive disadvantages, or complete a vertical integration, our M&A advisory services can help you maximize financial performance.

## OUR VALUES

7 / 10

Critical Problem Solvers

8 / 10

Early Stage to Legacy Companies

9 / 10

Environmental & ESG Standards

10 / 10

Sustainable Approach

## OUR CRITERIA

### INDUSTRY FOCUS

Technology & Tech Enabled

Financial Services

Business Services

### ENTERPRISE VALUE

\$10-50 Million

### EBITDA

10%

## OUR TEAM

### Steve Dalrymple

SVP & Managing Partner

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972-639-8700

### Renick Hall

VP & Operating Partner

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972-400-2727

## OUR SERVICES

### M&A SERVICES

- **Sales of Private Companies:** We provide sell-side advisory services for owners of private companies seeking to sell for a maximum price as quickly as possible.
- **Acquisitions and Buyouts:** We provide buy-side advisory services, including identifying target companies & mediating & negotiating acquisition & buyouts.
- **M&A Due Diligence:** We provide merger & acquisition due diligence services to fully investigate the target company's financial statements & other relevant information to determine the appropriate valuation for a sale or acquisition.

### CAPITAL FUNDING

- **Equity:** TEG Capital raises equity capital for companies by way of venture capital, private equity, individual, family office & strategic investment groups.
- **Debt (Secured and Unsecured):** We help companies attain secured & unsecured debt financing from banks, mezzanine & business-to-business lenders & strategic & individual investment groups.

### BUSINESS VALUATION

- **Business Valuation:** We provide value-added strategic, operational, & financial advice to maximize the likelihood of – and minimize the timeline to – a business sale.
- **Fundraising Preparation and Advisory:** We help companies prepare for venture capital & other forms of institutional financing undertakings.
- **Fairness Opinions:** In partnership with a nationally recognized CPA firm, we assure a professional evaluation of a target company including analysis, business rationale, & formal opinion in fairness of a proposed transaction.

### ATTRIBUTES

30+ Years of Experience

Deep Networks

Strategic Planning

### PARTNERS

Alliance Bernstein

Whitley Penn

Weaver

### APPROACH

Responsive Strategies

Mission & Ethics Based

Transition Preparation

# **WESTERN**

## **COMMERCE GROUP**

Western Commerce Group is an M&A and strategic advisory firm that has spent more than 25 years helping business owners navigate complex transactions with discretion and care. We focus on developing long-term relationships with our clients, ensuring they have an advisor who understands their goals and values their business's legacy.

**More Than \$13  
Billion  
Total EV**

**160+  
Transactions**

**Transaction Value:  
\$20 million to \$2  
Billion+**

Western is an Expert in Entrepreneur and Family-Led Businesses

### ***Recent Transactions***

**Infrastructure  
Services**

**Energy Services**

**Commercial and  
Residential Services**

**Business Services**

**Manufacturing**

**Construction**

**Retail**

**Distribution**

### ***Services***

**Sell Side M&A**

**Buy Side M&A**

**M&A Consulting**



Deal Criteria: Seeking Platforms & Add-Ons



\$2 - \$25M  
of EBITDA Platforms

Buy and build strategy  
in highly fragmented industries

Founder / sponsor / corporate  
sellers

US and Canada  
based companies

Opportunity for transformational  
organic and acquisitive growth

Majority control  
investments

200+

Career deals closed  
by senior team

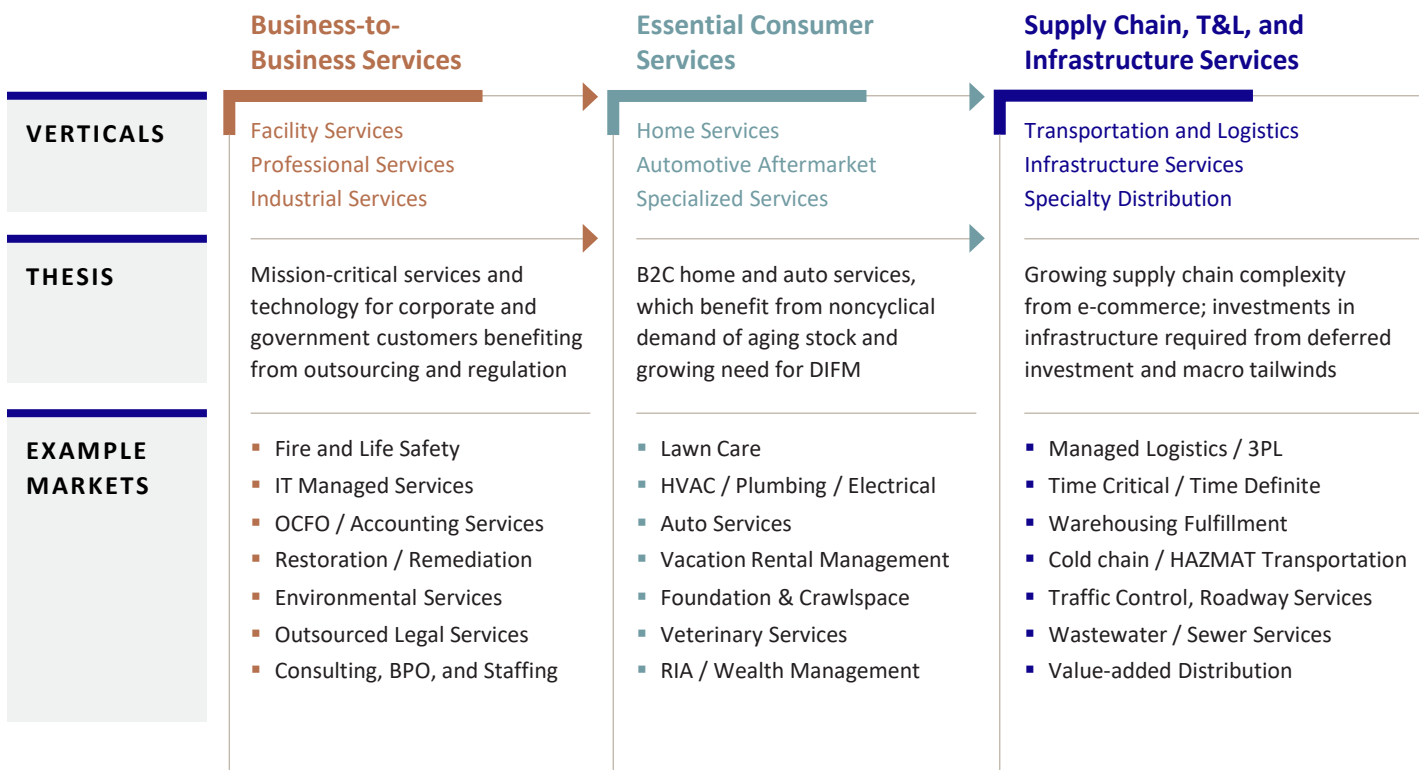
\$400M

Fund I  
committed capital

40+

Years combined PE  
investment history

Target Verticals in Essential, Non-Discretionary Services



Investment Opportunities Contact



**Justin Smith**  
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**Dominic Lupo**  
Associate, Business Development  
dlupo@agellus.com

## Opportunity Set in Essential, Non-Discretionary Services




Agellus focuses on buy-and-build opportunities within the fragmented end markets of the essential, non-discretionary services middle-market

Essential services are characterized by recession-resistance, stable margins, and long-term, secular macro-drivers

Agellus  
 Thesis

Large fragmented addressable markets possess long runways for continuation of add-on thesis

### Active Portfolio

IT Managed Services	Commercial Landscaping	Fire & Life Safety
		
<p>MSP, cybersecurity, cloud, audit, &amp; compliance services to regulated SMB end markets</p>	<p>Lawncare maintenance and enhancement services to diversified commercial end markets</p>	<p>Inspection, testing, repair &amp; maintenance, retrofit, and new installation for fire suppression systems</p>
<p><b>Add-on Criteria</b></p>	<p><b>Add-on Criteria</b></p>	<p><b>Add-on Criteria</b></p>
<p>\$2M-\$75M Revenues      &gt; 50% Recurring MSP</p>	<p>\$2M-\$75M Revenues      &gt; 50% Reoccurring Service</p>	<p>\$1M-\$75M Revenues      &gt; 50% Reoccurring Service</p>
<p>SMB, MM Customer Focus      US &amp; Canada Based Businesses</p>	<p>Commercial Customer Focus      SE US Based Businesses</p>	<p>Non-Union Labor Focus      US Based Businesses</p>

Agellus seeks to build platforms with strategic value and multi-inning investment horizons for the next series of investors

### Our Mission

To be the partner of choice in the middle market with our companies, our people, and our investors

**Integrity**

**Agility**

**Dedication**





**Cohesion**

# Transformational Growth Partners.

Align Capital Partners (ACP) is a growth-oriented private equity firm making control investments in lower middle market companies across North America. ACP brings larger firm execution experience to help companies accelerate growth by investing in people, processes, and technology early in the partnership.

<b>Company Size</b>	\$3 – \$15 mm EBITDA or > \$5 mm ARR for software companies
<b>Enterprise Value</b>	Up to \$150mm
<b>Investment Size</b>	\$20 – \$60 mm targeted hold

## Platform Attributes

-  Actionable organic growth / add-on prospects
-  Recurring demand products or services
-  Niche leadership / differentiation
-  30% + gross margins / 15% + EBITDA margins

## Preferred Sectors

### Software and Tech-Enabled Services

Providers of proven technology solutions designed to help customers accelerate data and technology adoption.

- Vertical enterprise software
- Business intelligence
- Data and information services
- IT services
- Digital engineering

### Professional Business Services

Outsourced providers of technical or performance-oriented advisory services.

- Business process outsourcing
- Financial services
- Training and certification services
- Specialty consulting services
- IT managed services

### Industrial Services

Outsourced providers of necessary maintenance, repair, safety or compliance services.

- Test, inspection, and compliance services (“TIC”)
- Safety and training services
- Utility services
- Maintenance and repair services
- Environmental services

### Specialty Manufacturing & Distribution

Producers or distributors of technical products with consumable or recurring demand profiles.

- Specialized contract manufacturing
- Engineered components
- Virtual manufacturers
- Industrial automation products
- Aftermarket, MRO or safety products

#### Katie Noggle

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#### Sarah Tyson

Vice President, Business Development  
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#### Matt Beesley

Partner  
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#### Jack Parks

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#### Chris Jones

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#### Matt Iodice

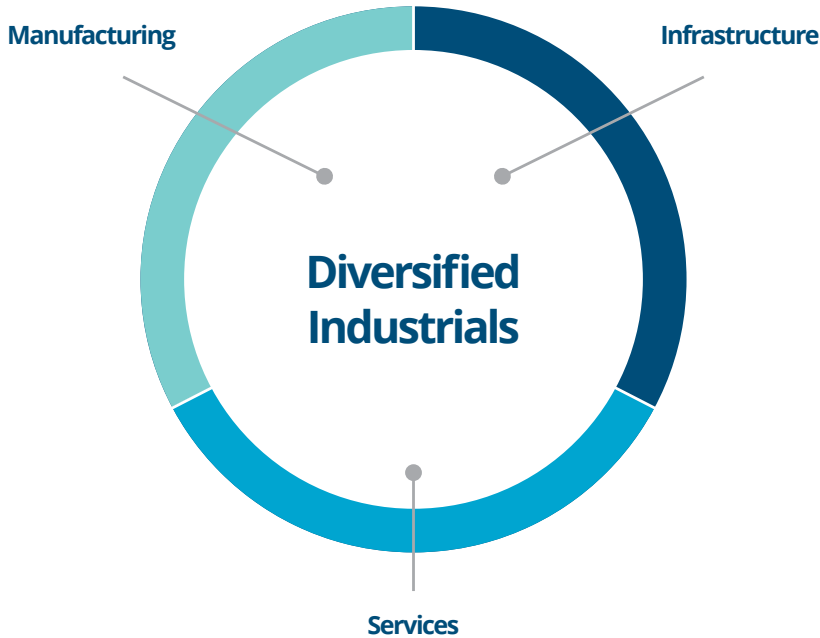
Partner  
miodice@aligncp.com

#### Rob Langley

Managing Partner  
rlangley@aligncp.com

With our successful focus on industrial companies in Middle America, we see potential others overlook. Our low-leverage approach is designed to enable growth.

## INDUSTRY



## TRANSACTION DYNAMICS

- Entrepreneur and Family-Owned Businesses
- Management Buyouts
- Distressed and Special Situations
- Corporate Divestitures

## QUICK FACTS

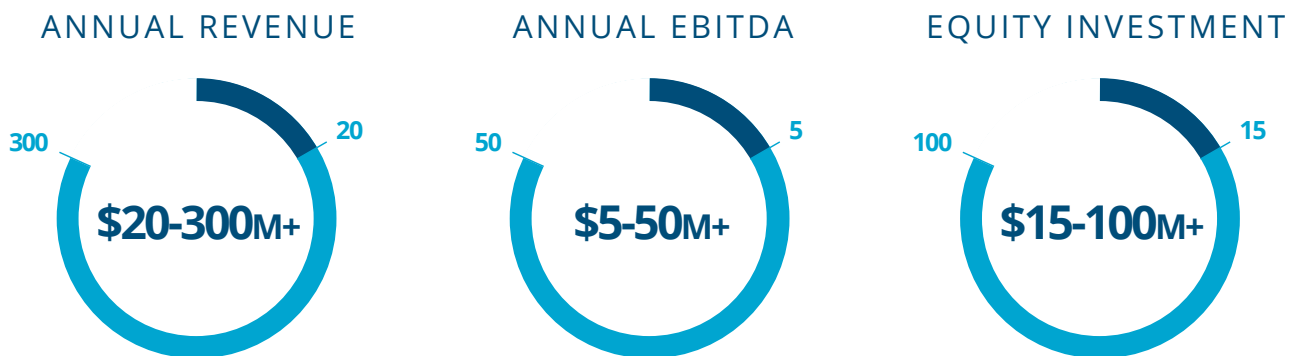
**35+**  
PLATFORM INVESTMENTS

**20+**  
YEARS OF EXPERIENCE

**\$2B+**  
CAPITAL DEPLOYED

**#1**  
PRIVATE EQUITY FIRM IN OKLAHOMA

## SIZE



**STEVE MITCHELL**  
CEO & Managing Director  
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**KELBY HAGAR**  
President & Managing Director  
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**CHONG WANG**  
Principal  
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**ERIC WEELDREYER**  
Principal  
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# AVANCE

Avance is a private equity firm guided by partnership, experience, diversity and growth. The firm focuses on transformational growth opportunities in the Services, Technology and Consumer sectors across the US.

## OUR FOCUS

### MIDDLE MARKET

- \$10 - 75M EBITDA
- Strong Management
- Favorable FCF Conversion

### GROWTH

- Organic & Inorganic Levers
- Seeks 2x EBITDA in 5 years\*
- Demographic & Tech Catalysts

### FOUNDER-OWNED

- Equity Alignment
- Value-Added Partner
- Strong Culture

## AREAS OF INTEREST

### BUSINESS & TECH

- IT Services
- Info & Data Services
- Government Services
- BPO
- Consulting & Legal Services
- Human Capital Management
- Health Equip. Maintenance

### INFRASTRUCTURE & COMMERCIAL

- Engineering Services
- Facility Services
- TICC
- Paving & Road Safety
- Utility Maintenance
- Transportation & Logistics

### CONSUMER

- Food & Beverage
- Food Distribution
- Food Services
- Home Services
- Auto Aftermarket
- Collision Repair
- Carwashes

### FINANCIAL & INSURANCE

- Insurance Brokerage
- RIAs & Wealth Mgt.
- Tax & FP&A Services
- Office of the CFO
- Retirement & Health Benefit Services

## VALUE CREATION PROCESS

### DRIVING TRANSFORMATIONAL GROWTH IN PARTNERSHIP WITH MANAGEMENT

Avance works in partnership with management teams, industry executives and functional experts with the goal of increasing the EBITDA and enterprise value of each underlying portfolio company.



STRATEGY



TALENT



ACQUISITIONS



GROWTH



ESG

\*No assurance can be made that targeted growth will be achieved.

## CURRENT INVESTMENTS\*



Leading developer and manufacturer of better-for-you chocolate and confectionery ingredients serving the nutritional bar, bakery, confectionery, and ice cream industries, based near Pittsburgh, PA



Leading Hispanic food brand offering an assortment of Hispanic cheese, meat and other food products; based in Perth Amboy, NJ



Industry-leading IT advisory, consulting, and reseller firm focused on cybersecurity, modern workspace, cloud infrastructure, data/AI, and application development; based in Houston, TX



Provider of omni-channel marketing solutions, including strategy, creative design, media planning, experiential events, and in-store retail execution to leading brands; based in Oakville, ON, CA



Provider of digital security software products serving consumers and small businesses; based in the UK



Provider of end-to-end digital product development and complex digital transformations; based in New York, NY



Provider of Oracle platform revenue management solutions to the financial services, healthcare and utilities sectors; based in Coral Gables, FL



Leading general and specialty equipment rental provider in Texas and the Southeast



Independent franchisor of insurance-related products and services for the Hispanic consumer; based in Miami, FL



E-commerce provider of ingredients and supplies to commercial artisans who create personal care, beauty and home fragrance products; based in Independence, OH

\*For informational purposes only. The investments listed are all current portfolio companies as of December 10, 2024 and are subject to change at any time. This document is not a recommendation for any security or investment and should not be relied upon as investment advice.

## CONTACT US

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**Investor Inquiries: Rohan Jones** | 917-693-9893 | [rjones@avanceinv.com](mailto:rjones@avanceinv.com) | [InvestorRelations@avanceinv.com](mailto:InvestorRelations@avanceinv.com)

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[www.avanceinv.com](http://www.avanceinv.com)





# Azalea Capital

## LIKE-MINDED PARTNERS FOR GROWTH

Trusted investors. Industry experience. Operating expertise.

### INVESTMENT FOCUS



#### CONSUMER

Agriculture  
Food & Beverage  
Pet Products & Services



#### INDUSTRIAL

Engineered Products  
Industrial Services  
Niche Manufacturing



#### LOCATION

United States  
Southeast & Midwest



#### TYPE

Entrepreneur or  
Family Owned



#### SIZE

\$1-\$10MM  
EBITDA

### TEAM



**Ginger Carter**  
Marketing Coordinator



**Marshall Cole**  
Managing Partner



**Pat Duncan**  
Managing Partner



**Eunice Halleck**  
Controller



**Todd Littleton**  
Operating Partner



**Meredith Pflug**  
CFO



**Vicki Sorbin**  
Investor Relations



**Ed Stein**  
Director of Business  
Development



**Ben Wallace**  
Partner

To discuss an opportunity, please contact **Ed Stein** | [estein@azaleacapital.com](mailto:estein@azaleacapital.com) | (864) 235-0201  
Azalea Capital | 55 Beattie Place Suite 1500 Greenville, SC 29601 | [www.azaleacapital.com](http://www.azaleacapital.com)

# ACTIVE INVESTMENTS



Aviation Interiors  
Houston, TX



Pet Treats  
Rockford, IL



Equipment, Supplies, and Hardware  
Greenville, SC



Candy & Snacks  
Desoto, TX



Wholesale Tree Nursery  
Cameron, SC



Disaster Restoration Service  
Greenville, SC



Nuts and Snacks  
Wakefield, VA



Functional Beverage Products  
Mesquite, TX

# PRIOR INVESTMENTS



Pet Treats  
Tampa, FL



Air Cargo Products & Services  
Easley, SC



Metal Fabrication  
Chamblee, GA



Wireless Infrastructure  
Charlotte, NC



Industrial Textiles  
Hogansville, GA



Flexible Packaging  
Gray Court, SC



Healthcare Management  
Richmond, VA



Baked Goods Manufacturer  
Spartanburg, SC



Data Management Services  
Washington, DC



Baked Goods Manufacturer  
Laurens, SC



Baked Goods Manufacturer  
Spartanburg, SC



Power Plant Services  
Anderson, SC



Power Plant Maintenance  
Cape Coral, FL



Automotive Interiors  
Greenville, SC



Flexible Packaging  
Atlanta, GA



Consumer Chemicals  
Palm Coast, FL



Technical Products Dist.  
Piedmont, SC

To discuss an opportunity, please contact **Ed Stein** | [estein@azaleacapital.com](mailto:estein@azaleacapital.com) | (864) 235-0201  
Azalea Capital | 55 Beattie Place Suite 1500 Greenville, SC 29601 | [www.azaleacapital.com](http://www.azaleacapital.com)



## We buy and build great companies.

Brass Ring Capital is a Midwest-based private equity firm focused on investing in established founder- and family-owned businesses in traditional sectors of the economy to support ownership transitions, unlock growth potential, and create sustainable value.

### Firm Overview

- Founded in 2004 and based in Minnetonka, MN, Brass Ring Capital prioritizes enduring partnerships over transactions, emphasizing direct interactions with decision-makers and a commitment to core values
- We focus on the people and culture behind the numbers, ensuring alignment and success – we are guided by our Midwestern values of hard work, humility, integrity, and relationship-orientation, and seek partnerships where those principles are aligned
- We strive for success by “rolling up our sleeves” – creating sustainable value is typically a long, messy process that requires all stakeholders to roll up their sleeves to support management teams
- We are currently investing out of our fourth fund – our committed fund includes meaningful investments from each of our investment professionals to align economic interests with shareholders and management teams

### Investment Criteria

- Transaction Types:**
- Ownership transitions for founder- and family-owned businesses
  - Control equity investments supporting recapitalizations, management buyouts, and growth equity financings
- Sector Focus:**
- Business Services
  - Diversified Industrials
  - Specialty Manufacturing
- Financial Profile:**
- \$5 - 50 million revenue and \$1 - 5 million EBITDA for platform investments
  - Stable history of high gross and EBITDA margins
- Geography:**
- United States, with a strong emphasis on companies located in under-invested regions in the central corridor of the country

### Investment Team

**Will Grindell**  
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wlg@brassringcapital.com  
(612) 844-2683

**Jeff Reamer**  
Managing Director  
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(203) 451-2805

**Ben Ikeda**  
Principal  
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(612) 844-2684

**Kyle Field**  
Vice President  
ksf@brassringcapital.com  
(907) 378-6005

2004  
Year Founded

20+  
Years of Exclusive  
Focus on the Lower  
Middle Market

Fund IV  
Latest Fund

\$1 - 5M  
EBITDA

\$5 - 50M  
Revenue

\$5 - 30M  
Transaction Value

95%  
Founder- and  
Family-Owned  
Businesses

## Portfolio Companies



**Harvest Valuations**  
Burr Ridge, IL  
Current Investment

*Technology-enabled provider of financial instrument valuation and disclosure services*



**Madden Media**  
Tucson, AZ  
Current Investment

*Provider of digital marketing services to travel- and tourism-related organizations*



**SAEDACCO**  
Fort Mill, SC  
Current Investment

*Provider of environmental drilling and remediation services*



**Acterra Group**  
Marion, IA  
Current Investment

*Provider of maintenance, repair, inspection, and installation services for complex fueling systems*



**CRI Environmental Solutions**  
Woodville, WI  
Current Investment

*Provider of sustainability-focused recycling and waste management services*



**Xetex**  
Coon Rapids, MN  
Current Investment

*Specialty manufacturer of energy recovery and heat transfer HVAC systems*



**Elenco Electronics**  
Wheeling, IL  
Current Investment

*Specialty manufacturer of STEM educational toys*



**Summit Drilling**  
Bridgewater, NJ  
Current Investment

*Provider of subsurface environmental investigation and remediation services*



**Tana Sales & Marketing**  
Minneapolis, MN  
Realized Investment

*Provider of ecommerce-focused account management and advertising services to consumer brands*



**SentriForce**  
Houston, TX  
Current Investment

*Provider of managed video surveillance and monitoring services*



**SmartLab Learning**  
Longmont, CO  
Realized Investment

*Provider of STEM educational learning programs*



**Classic Brands**  
Denver, CO  
Realized Investment

*Specialty manufacturer of wild bird feeders and related birding products*



**RIE Coatings**  
Eden Valley, MN  
Realized Investment

*Applicator of environmentally-friendly and performance-enhancing coatings used on fasteners*



**DPIS Builder Services**  
Tomball, TX  
Realized Investment

*Provider of outsourced engineering, inspection, and quality assurance services for residential construction*



**Portu-Sunberg Marketing**  
Minneapolis, MN  
Realized Investment

*Provider of sales and marketing services to emerging and private label consumer brands*



**Franklin Energy**  
Port Washington, WI  
Realized Investment

*Provider of utility- and government-sponsored energy efficiency program services*



**IGC Technologies**  
Milwaukee, WI  
Realized Investment

*Specialty manufacturer of metal casting additives*



**American Finishing Resources**  
Chilton, WI  
Realized Investment

*Provider of paint line coating removal services*



**Infinity Precision Systems**  
Chanhassen, MN  
Realized Investment

*Specialty manufacturer of wet process and drying equipment for precision manufacturing operations*



**Studenttreasures Publishing**  
Topeka, KS  
Realized Investment

*Provider of publishing services for K-6 student-authored books*



# TRACK RECORD



AVG. INVESTOR IRR

**34.0%**

AVG. INVESTOR MULTIPLE

**2.85x**

AVG. HOLD PERIOD

**36 Mo.**

*Past performance is not indicative of future results.*



Real Estate Private Equity

## Debt & Equity Offerings for LP Investors

- DST & 1031 Exchanges
- Ground-Up Construction
- Value Add Renovation
- Land Development
- Discounted Conversions to Roth IRAs



Use your phone camera to scan the QR code for more information about BV Capital.

## About Us

BV Capital is a Texas-based and Texas-focused real estate private equity company, the capital markets group of Bridgeview Real Estate. Bridgeview is vertically integrated, including our own construction team and general contractor. Specializing in ground-up multifamily, these in-house capabilities enable us to achieve returns that complement traditional value-add investments.

Bridgeview was founded in 2009 and re-branded in 2011. Managing Partner Steve May was previously one of the top commercial real estate lenders in the country and issued \$8+ Billion to borrowers in deals he had underwritten. This experience is invaluable in acquiring and managing debt, which has contributed to our track record. Bridgeview continues to source consistent dealflow for our investment partners. Contact us to participate or learn more.



Contact Information

800.484.0073

ir@bvcapitaltx.com

www.bvcapitaltx.com

**\$7 million – \$50 million  
capital solutions**

Our tailored debt and minority equity capital solutions are designed to help owners maintain control of their businesses.



**COMPANY**

- \$15 MM - \$250 MM annual revenue
- Positive cash flow, preferably over \$3 MM
- Diverse customer base
- Experienced management team with meaningful ownership positions
- Lower middle-market with preference for asset-light businesses

**SECURITIES**

Senior Debt	Unitranche Debt
Junior Debt	
Preferred Equity	Preferred Equity
Common Equity	Common Equity

**TRANSACTION TYPES**

- Growth Capital
- Shareholder Liquidity
- Acquisition Financing
- Recapitalizations / Refinancings
- Management / Leveraged Buyouts

Creative. Flexible. 100% Custom-Fit

**Capital Without Ceding Control**



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Kevin Greener  
Principal  
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Kate McDonald  
Senior Associate  
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Paige Russell  
Senior Associate  
prussell@caltius.com

# TRANSACTIONS



## Capital to Support Growth & Strategic Acquisitions

## Subordinated Debt & Minority Equity

"We are extremely pleased to have Caltius supporting our growth as our capital partner. Whether it's a merger or an investment, we are very selective about those we partner with."  
 -Darin Anderson, Chairman and CEO of Salas O'Brien



## Shareholder Dividend & Capital to Support Growth

## Unitranche Debt & Minority Equity

"In addition to structuring an attractive financing package with terms and conditions that met our needs, Caltius Structured Capital's significant experience with similar businesses and transaction types resulted in a smooth and efficient due diligence process. We look forward to working with Caltius in the years to come."  
 -Steve Strawn, Founder and CEO of Imagenet



## Refinance & Capital to Support Growth

## Subordinated Debt & Minority Equity

"Caltius worked quickly and efficiently to provide a financing package that met the needs of the company. We enjoyed working with them throughout the investment process and look forward to our partnership in the years to come."  
 -Chris Lansing, CEO of Health-Ade

### Business / Professional Services



### Consumer Products



### Consumer Services



### Financial Services



### Healthcare Services



### Specialty Manufacturing



### Specialty Staffing



### Technology Services



# CFB

CAPITAL FOR BUSINESS®

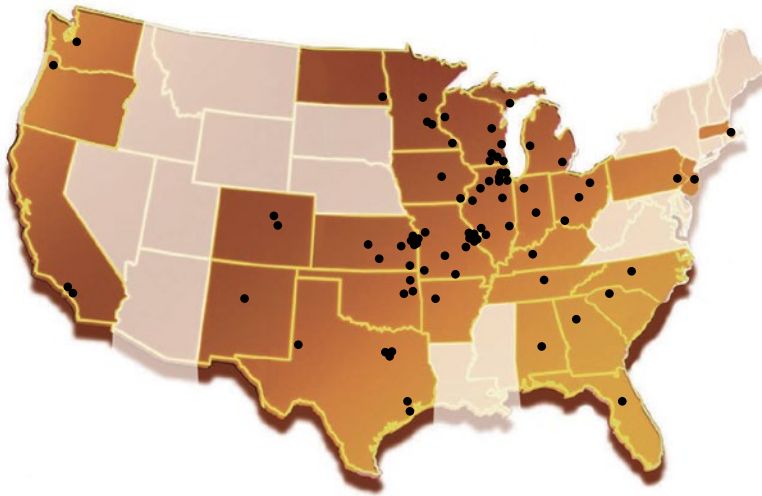


## OVERVIEW

Capital For Business® (“CFB”) is a national private investment firm providing capital to middle-market businesses with proven management teams and a high potential for growth. Founded in 1959, CFB is one of the oldest Small Business Investment Companies. With approximately \$350 million of invested and committed capital, CFB has completed more than 120 transactions across a wide range of niche manufacturing, distribution, commercial, consumer and service markets throughout the United States.

## WHAT WE DO

We add value to companies by bringing a unique set of financial, operational, and industry expertise to help management teams grow their businesses. We base our partnerships with management on trust, and treat challenges with the pragmatism and integrity necessary to create world-class companies.



## INVESTMENT CRITERIA

CFB targets companies that are leaders in attractive niche markets that share the following characteristics.

### ANNUAL REVENUES

- Greater than \$10 million for platform companies
- \$2 million – \$8 million of EBITDA
- No minimum for add-ons

### TRANSACTIONS

- Management buyouts
- Leveraged buyouts
- Recapitalizations
- Corporate divestitures
- Fundless sponsor transactions

### STRUCTURE

- Subordinated debentures
- Preferred stock
- Common stock

### INVOLVEMENT

- Board level advisors

### TARGET TRAITS

- Proven management
- Proven cash flow
- Defensible market position
- Scalable business platform

### LOCATION

- United States

## CFB MANAGEMENT TEAM

Steve Broun  
Steve.Broun@CFB.com

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Ted Dickinson  
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Bridget Ringwald  
Bridget.Ringwald@CFB.com

Caroline Alfaro  
Caroline.Alfaro@CFB.com

## CURRENT INVESTMENTS

### A&A Machine & Fabrication (TX)

Manufacturer of mission-critical equipment for production of plastic resins and synthetic gas



### Advanced Industries (MO)

Manufacturer of aluminum products for the defense industry



### Airworx Construction Equipment (IN)

Aerial construction equipment rental



### Allegiant Manufacturing (TN)

Contract machining, robotic welding, and stamping



### Amity Die Stamping (IL)

Provider of tooling designs, precision stamping and value-added assemblies



### Brunk (IN)

Plastics processing, logistics and distribution



### Central States Bus Sales (MO)

School and commercial bus distributor



### DCA (MI)

Circuit board assemblies, harness assemblies and integration services



### Delco (OH)

Contract machining, mold building and tool manufacturing



### DIFMCO International (MO)

Wire integrity test systems for aerospace and defense



### Driv-Lok (IL)

Manufacturer of press-fit fastening & joining components and pins



### Entegra Attachments (IN)

Manufacturer of light & heavy equipment attachments used in the construction industry



### Fiberdome (WI)

Designing and manufacturer of custom molded composite fiberglass



### IFH Group (IL)

Manufacturer of hydraulic oil reservoirs, fuel tanks and pressurized fluid injection lines



### Innvolve (NJ)

Full-service marketing and commercial printer



### The Jor-Mac Company (WI)

Manufacturer of metal enclosures, fabrications, and electromechanical assemblies for industrial OEMs



### Kupferle Water Solutions (MO)

Manufacturer of water hydrants, sampling, monitoring and flushing systems for municipalities



### Malone's Aerospace Holdings (OK)

Manufacturer of replacement parts and assemblies for US Military aircraft



### Paladin Chemical Company (SC)

Manufacturer, distributor and packager of specialty chemicals



### Panek Precision Products (IL)

Precision machining and sub-assemblies



### Patterson Mold and Tool (MO)

Designer and manufacturer of complex tooling for the die casting industry



### Perennial Energy (MO)

Biogas processing systems and equipment



### Prma Oilfield Services (TX)

Oil and gas flowback testing, equipment fishing, rental and environmental services



### QPD (OR)

Custom precision sheet metal manufacturer



### Remtec (MA)

Manufacturer of ceramic substrates and metalized products used in the electronics industry



### Talk-A-Phone (IL)

Designer and manufacturer of security and life safety communication products



### Transfer Tool Products (MI)

Precision machining and deep drawn metal stamping



### Vanguard Graphics International (MN)

Printing software and equipment



### Vehicle Security Innovators (WI)

Designs and produces mechanical locks and security systems for trucking and automotive markets



### Watershield Industries (CO)

Manufacturer of forest firefighting products



### Wisconsin Coil Spring (WI)

Manufacturer of precision springs and wire forms, cold headed products, and leg levelers





## Helping Companies Bridge to Tomorrow

### Experience

### Capital

### Insight

We bring a balance of financial and operational experience and strategic insight to assist management in driving long-term sustainable growth in lower middle market companies.

#### Overview

##### **\$750M**

assets under management

##### **Control**

focus on control equity investments

##### **Partnership**

prefer to partner with management and align interest with all stakeholders

##### **Hands-On**

actively assist management in driving growth and operational improvements

#### Investment Criteria

##### **\$5 - \$30M EBITDA**

target range for platform investments

##### **Generalist**

opportunistic, looking for companies with a sustainable competitive advantage

##### **United States & Canada**

geographic focus

##### **Complexity**

do not shy away from complicated situations

# Portfolio Companies

CenterGate is seeking add-on acquisitions for all portfolio companies.



## Compression Garments

Marena is a leading manufacturer of medical-grade compression garments, specializing in post-surgical recovery solutions.

June 2025 | [marena.com](http://marena.com)



## Digital Signage

JRTech is a distributor of electronic shelf labels, primarily focused on grocery, pharmacy, and hardware end markets.

May 2025 | [jrtechsolutions.ca](http://jrtechsolutions.ca)



## Eyewear Frames

Zyloware is a provider of eyewear frames, including product design and marketing, quality assurance, inventory management, distribution, and service.

Dec 2024 | [zyloware.com](http://zyloware.com)



## Transmission Repair Kits

TransGo is a designer and provider of highly engineered replacement valve body repair kits and related products for automatic transmissions.

Dec 2023 | [transgo.com](http://transgo.com)



## Managed Print Services

CTI is a prime contractor to the U.S. Government, providing managed print services to customers that operate in cybersecurity-sensitive environments.

Oct 2023 | [ctimd.com](http://ctimd.com)



## Tech-Enabled Printer

Prisma provides custom printing, data analytics-driven direct mail services, packaging, and brand management for customers across the U.S.

July 2022 | [poweredbyprisma.com](http://poweredbyprisma.com)



## Packaging Manufacturer

United Envelope is a manufacturer and printer of envelopes for customers in a variety of industries and end markets, including financial services, non-profit, healthcare, and government.

June 2022 | [unitedenvelope.com](http://unitedenvelope.com)



## Specialty Equipment Rental

Marine Equipment Solutions (Rasmussen/Poseidon) is a provider of specialty equipment rental and sale solutions serving the marine infrastructure industry.

May 2022 | [rasmussenco.com](http://rasmussenco.com)  
Aug 2023 | [poseidonbarge.com](http://poseidonbarge.com)



## Contract Food Mfg

Quality Harvest Foods is a developer and contract manufacturer of frozen bakery snacks and handheld meals for branded food companies.

Aug 2021 | [qualityharvestfoods.com](http://qualityharvestfoods.com)



## Mfg/Distributor of Mulch

The Mulch & Soil Co. is a manufacturer and distributor of mulches, premium soils, decorative bark, and other products to lawn and garden retailers and commercial landscapers.

April 2021 | [themulchsoilco.com](http://themulchsoilco.com)



## Material Handling Equip

Naumann Hobbs Material Handling is a material handling equipment and mobile fleet service platform serving customers with a suite of products and services.

Aug 2019 | [naumannhobbs.com](http://naumannhobbs.com)



## A partner in creating lasting value

Chimney Rock Equity Partners is a Texas-based private equity firm focused on growth-oriented control investments in the North American lower middle market industrials sector. We focus on three core verticals where we have a decades-long history of investing experience: Aerospace & Defense, Industrial Products & Services, and Niche Products & Services.

We look for investment opportunities where we have a defined, thematic focus and there is an opportunity to utilize a repeatable Game Plan for value creation throughout the life of the investment. We leverage our deep network within the industrials sector to partner with teams and build companies that are fundamentally stronger than when we initially invested.

## Dedicated Sector Focus



Aerospace & Defense



Industrial Products & Services



Niche Products & Services

## Target Investment Attributes

First Active Capital  
In Stable, Growing  
Companies

\$5M – \$25M EBITDA  
Platform Investment Size

Equity Investments  
of \$25M – \$75M

Control Buyout  
Investments

Buy-and-Build  
Organic Growth and M&A

## Deep Sector Expertise

Our team brings extensive experience from our prior firms and has a focus on identifying, acquiring, and growing businesses within the industrials space. We leverage our extensive industry knowledge and contacts to source, evaluate, and drive value across each of our investment verticals.

## Target Investment Criteria

### Industry Focus

- Aerospace & Defense
- Industrial Products & Services
- Niche Products & Services

### Business Models

- OEM and Aftermarket
- Manufacturing
- Distribution
- Services and Rental

### Size Characteristics

- Equity investment: \$25-\$75 million
- Platform EBITDA: \$5-\$25 million
- Add-ons of any size

### Investment Strategy

- Modest leverage
- EBITDA growth through organic initiatives and strategic acquisitions
- Investments in people, processes and systems

### Ownership Structures

- Family-owned businesses
- Corporate carve-outs
- Going-private
- Independent sponsor-backed
- Sponsor-to-sponsor

## Chimney Rock Playbook



## Contact Information

512-553-5700 | info@chimneyrockequity.com | 13301 Galleria Circle, Suite 220 Austin, TX 78738

Note: The criteria above are included for illustrative purposes only and there is no guarantee every investment will meet each indicated criteria.



## Experienced Operators. Not Financial Engineers.

### PRIVATE CAPITAL FOR INDUSTRIAL BUSINESSES.

Clavis Capital Partners is a private investment firm with deep experience investing in, operating and growing US based Industrial businesses. We provide flexible capital to make control investments in a broad range of strategically viable but capitolly constrained industrial oriented companies.

Clavis professionals are career operators, not financial engineers. Our Principals and Advisors have held CEO positions in large and small manufacturing and industrial companies across a number of different sectors. We bring an operator mindset to our investing activity. We bring experience. We bring connections. We bring resources.

### WE BRING OUR HARD HATS

**2013**

Clavis Capital Partners began

**\$700M+**

capital deployed by Clavis

**20+**

deals completed by Clavis

**\$2B**

collectively deployed by our principals

# We're more than just facts and figures.

Since our inception, Clavis has deployed over \$700M of capital into people-first companies across a variety of industries.

We provide capital and operational assistance to support control investments in US-based manufacturing and industrial companies.



## Our investment criteria.



### Size

EBITDA of \$4 million to \$30 million for new platform investments.



### Locations

Companies headquartered and substantial operations in the United States.



### Industries of Focus

Manufacturing, Industrial Services, Aerospace & Defense, Distribution & Supply Chain, and Business Services.



### Management Team

Strong team leadership with a track record of building and developing positive corporate cultures.



### Business Model

Sustainable with favorable long-term prospects.



### Opportunity

Defendable opportunity for accelerated growth.

## Who we've partnered with.

Everything we have achieved has been the result of great collaboration with the companies and leaders that we have been fortunate enough to partner with. We work closely with the people inside our portfolio companies to turn roadblocks into scalable and profitable results.



### Todd Dauphinais

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### Jimmy Watson

Managing Director  
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214.704.7074

### Afshar Sanati

Vice President  
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501.920.3831

### Jay Park

Senior Associate  
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972.859.0178



## A middle-market private equity firm with an operating focus.

Dominus draws on the experience and network of its team of in-house operating executives. Our team members have executed over ninety transactions in the middle market over 20 years.

### Target Transaction Characteristics

- Healthy companies with untapped potential
- Market leaders with defensible market positions
- Family/founder-owned and operated businesses
- **Investment Structure:** Preference for control equity investments
- **Platform Target EBITDA:** \$10 to \$30 million
- **Platform Target Equity Contribution:** \$40 to \$100 million
- **Platform Geography:** North America



#### Business Services

- Outsourced Services
- Value-Added Distribution
- Safety and Security Services
- Business Process Outsourcing



#### Industrials

- Industrial Automation
- Infrastructure Products
- Specialty Chemicals
- Building Products

### Current Portfolio Companies



### Investment Team

#### Gary Binning

Founding Managing Partner  
gab@dominuscap.com

#### Robert Haswell

Founding Partner  
rdh@dominuscap.com

#### Ashish Rughwani

Founding Partner  
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#### Michael Smart

Partner  
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#### Lane Carpenter

Principal  
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#### Preston Parnell

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#### Alex Schull

Vice President  
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#### Brian Shabto

Vice President  
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#### Liam O'Connell

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#### Seth Pribbernow

Senior Associate  
skp@dominuscap.com

#### Camilla Khan

Associate  
cmk@dominuscap.com

#### Reid Balsler

Associate  
rmb@dominuscap.com

### Operating Partners

#### Mac Bridger

Former CEO,  
Tandus

#### Scott Moore

Former Owner,  
Nevco

#### Roy Schumacher

Former CEO,  
Heartland Automotive

#### Eric Kownacki

Former CEO,  
Polaris Pool Systems

#### Cameron Evans

Former President,  
Red Line Synthetic Oil

#### Stephanie Miller

Former Owner,  
Lockmasters

#### Kent Stemper















Former CEO,  
BluSky

#### Paige Wingert

Former CEO,  
L2 Brands

## Deep Experience Across Key Industries

### Business Services

Current		Provider of rumble strips and related critical roadway safety services.		Provider of proprietary products, educational training and distribution of third-party combination locks and hardware.
		Provider of certification and consulting for data centers; and education, accreditation, and membership network services for data center professionals and organizations.		Provider and installer of proprietary security window film solutions to the education, retail, corporate, government and healthcare end markets.
		Tech-enabled buying group (GPO) that provides marketing and procurement solutions to the foodservice equipment and supplies industry.		Operates and sells out-of-home advertising on street benches, bus shelters and waste bins across the U.S. and Canada.
Realized		Provider of BPO solutions to the legal and accounting end markets.		PEO specializing in providing employers with HR outsourcing services and support.
		Provider of offender monitoring and prisoner reentry services to federal, state and local government agencies in the United States.		Provider of restoration, environmental, renovation and roofing services to commercial properties.
		Professional employer organization providing leased employees to U.S. clients.		Provider of affinity programs and university-branded direct marketing campaigns to colleges in North America.
		Manufacturer and supplier of branded collegiate-licensed apparel.		Distributor of raw ingredients to the nutraceutical industry.

### Manufacturing

Current		Designer, manufacturer, and marketer of attachments for skid-steers, mini skid steers, compact tractors, and several other light-construction power equipment.		Designer and manufacturer of customized sports scoreboards, integrated LED video boards, electronic display signs, scoring, sound systems and related accessories.
		Platform for automated inventory control and secure vending and dispensing solutions serving the industrial, water filtration, healthcare laundry, and food & beverage markets		
Realized		Designer and manufacturer of broadloom, carpet tile and area rugs products primarily for commercial interiors.		Manufacturer of industrial fans and air moving solutions for OEM applications across a diverse range of industries.
		Manufacturer of vinyl-backed commercial floorcovering.		Manufacturer of synthetic fibers for the commercial carpet and textile industries.
		Diversified specialty spring and fastener manufacturer in the United States.		North American manufacturer and marketer of flooring adhesives and related products.
		Formulator, blender, packager and distributor of specialty lubricants to the outdoor power equipment, marine and recreational equipment aftermarkets.		Designer, manufacturer and marketer of branded automatic swimming pool cleaners and other swimming pool automation and maintenance products.
		Designer and marketer of branded smokers, fryers, grills and other cooking accessories.		Manufacturer of customized, critical components for the portable spa, jetted bath, and other adjacent markets.

(1) Dominus retains a minority stake in BluSky Restoration.

**We see opportunities others don't  
and invest like others can't.**

## Firm Background and Investment Approach

Equity Group Investments (EGI) is the private investment firm founded by Sam Zell in 1968. Backed by private capital, EGI is flexible and opportunistic with a focus on control investments in middle-market operating businesses. As a longer-term investor, EGI actively partners with portfolio company management to execute strategic planning, implement operational efficiencies, and scale businesses. EGI has grown companies across numerous industries into multi-billion-dollar businesses throughout economic cycles.

To our portfolio companies, we offer more than just capital. We are trusted partners, providing our portfolio companies with the expertise and support that unlocks their full potential.

### EGI Investment Team

MARK SOTIR, PRESIDENT

- 20+ years of board and CEO experience, including former President of Budget Group
- Works closely with portfolio companies to develop sustainable growth
- Oversees all aspects of EGI business

50+ person team

Our team is comprised of individuals with banking, consulting, private equity, buy-side debt, and operational experience

## Sam Zell Milestones

1960's — 100% Real Estate — ~1990 — 50% Operating Companies/50% Real Estate — Today — 100% Operating Companies

- Named by Forbes as One of the 100 Greatest Investment Minds
- Chairman of five NYSE companies spanning three industries
- Sponsor of 13 IPOs
- Leader in NOL and complex structure investing

- Consolidated various industries starting in the 1980s
- Pioneered U.S. investing in emerging markets in 1990s
- One of the earliest distressed investors
- Sold Equity Office in 2007 for \$39B, the largest LBO at the time

## By the Numbers

**12** INVESTMENTS  
significant and active  
portfolio companies

## Internal Capital

EGI (including the Zell family and EGI's senior professionals) is a significant investor in each deal

### INVESTMENT SIZE

**\$40m – \$500m+**

Equity check ranges.  
Minimum EBITDA ~\$15m

## Why We're Different

**TRULY OPPORTUNISTIC APPROACH**  
Expertise across capital structures and industries

**UNMATCHED NETWORK AND RESOURCES**  
Built and developed over 60 years

**HIGHLY SELECTIVE STANDARDS**  
No pressure to deploy capital

**STAYING POWER**  
Ability to withstand economic cycles and make the right decisions for our companies

**OUTSIZED SCALE AND RETURN POTENTIAL**  
Invest only in opportunities we believe can move the needle

**COMPLEXITY**  
Experience with turnarounds, financial restructurings, distressed investing, and NOLs

**REACH**  
One-of-a-kind deals

**ALIGNMENT**  
Aligned interests, tailored approaches, and transparent communications across stakeholders

## Investment Criteria

Industry agnostic. Current focus areas include agri-business, healthcare, industrials, transportation / logistics

North America

Control investors;  
governance is key

Active owners who seek to build durable businesses and create strong partner alignment

## What We Avoid

Crowds and competition

Early stage / development

Businesses only looking for capital and not an actively engaged partner

**Contact us for more information**  
[www.egizell.com](http://www.egizell.com)

JENNY FLANDINA  
STRATEGIC PARTNERSHIPS  
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GARRETT MORELAND  
BUSINESS DEVELOPMENT  
[gmoreland@egii.com](mailto:gmoreland@egii.com)

# The business of building businesses

Fort Point Capital is a private equity firm that provides capital, know-how, and expertise to promising service-oriented companies in the lower middle market. We work in close partnership with management teams to build durable business value over time and help companies compete and win in their respective markets.

## Sectors of interest

- Business Services
- IT Services & Software
- Transportation & Logistics
- Value-added Distribution
- Marketing & Media Services
- Professional Services/Training & Education
- Field & Route-based Services
- Industrial, Testing & Engineering
- Healthcare, Life Science/Pharma Services

## Focused strategy

Fort Point Capital seeks to invest in leading service-oriented companies in the lower middle market to which we believe the addition of our capital and operational expertise can add significant value.

We combine rigorous deal generation, business due diligence, and long-term portfolio support for companies across a range of sectors with up to **\$125 million in Enterprise Value**.

## Committed capital

Since the firm's inception in 2010, Fort Point Capital has raised close to **\$640 million in equity commitments** across various investing entities and has invested in more than **50 companies** across **three funds**.

## Challenges we help overcome

Our investment professionals have a proven track record of successfully helping businesses in the United States and Canada overcome the challenges typically experienced during the growth phase, including:



Strategic Planning



Enhancing Marketing & Sales



Geographic Expansion



Accretive Acquisitions



Investing in Technology



Building Your Board



Management Augmentation



Pricing Strategy



Organizational Design

## Connect with our team

Contact us to discuss how we can help your company grow.

### EXECUTIVE TEAM

Brooke Ablon, Partner  
bablon@fortpointcapital.com

Paul Lipson, Partner  
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Christina Pai, Partner  
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Marile Marzo, Associate  
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### BUSINESS DEVELOPMENT TEAM

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kmuse@fortpointcapital.com

Justin Shin, Director of BD  
jshin@fortpointcapital.com

## Seeking add-on acquisitions to the portfolio

Fort Point Capital is currently investing its third Fund in service-oriented companies across a broad range of sectors. In addition, the following companies are looking to grow through add-on acquisition.



AMS Fulfillment is a full-service outsourced logistics provider offering order management, warehouse, inventory management, reverse logistics, and other value-added, complex fulfillment services to fast-growing consumer products companies primarily in the beauty/cosmetics, apparel, footwear, and accessories sectors.

**Contacts:** Christina Pai & Michael Duffy | [amsfulfillment.com](https://amsfulfillment.com)



BMG360 is a technology-enabled marketing services business that focuses on direct response advertisements across television, digital, audio, and direct mail media channels. The Company offers advertising services through both branded and generic models, primarily to customers in the insurance, healthcare, and consumer products and services verticals.

**Contacts:** Christina Pai & David Gagliardi | [bmg360.com](https://bmg360.com)



CellSite Solutions is a leading provider of telecom infrastructure asset refurbishment and related services. The Company's offerings include custom modification and refurbishment of telecom shelters, equipment installation, site planning and design, as well as other maintenance and repair services.

**Contacts:** Paul Lipson & David Gagliardi | [cellsitesolutions.com](https://cellsitesolutions.com)



ICE HOUSE AMERICA

Ice House America is the largest automated vended ice platform in the United States. The Company has assembled and sold over 4,000 ice vending machines to independent owner-operators and national accounts throughout the U.S., and operates a Company-owned fleet of ice vending units, primarily in the Southern U.S.

**Contacts:** Christina Pai & Kyle Petrillo | [icehouseamerica.com](https://icehouseamerica.com)



NewBold Technologies is a leading provider of managed technology services to the quick service restaurant, retail, warehousing, and healthcare industries. The Company supports point-of-sale, automatic identification and data capture, and payment device product lines, with services including on-site service response, depot repair services, technology procurement and deployment, configuration and integration, help-desk support, and payment device encryption and injection services.

**Contacts:** Paul Lipson & Michael Duffy | [newboldtech.com](https://newboldtech.com)



Nova is a leading provider of creative automation software for digital advertising that enables advertisers to repurpose creative assets originally developed for social platforms to be easily distributed across the open internet, mobile apps, and connected TV. Nova's core offering allows agencies, ad-tech platforms, publishers, and brands to maximize the value of social creative by running these ads programmatically at scale.

**Contacts:** Brooke Ablon & David Gagliardi | [createwithnova.com](https://createwithnova.com)



NRG is a full-service provider of installation, retrofit, repair and preventative maintenance services for building automation systems (BAS) in healthcare, government, education and commercial buildings. In addition, the Company provides complementary service offerings, including lighting control, access control and fire & life safety solutions to its customers.

**Contacts:** Brooke Ablon & David Gagliardi | [nrgcontrols.com](https://nrgcontrols.com)



VayKLife (FKA ROX360) is a tech-enabled marketing platform that provides technology-driven logistics/fulfillment services and customer retention services for vacation rental management customers.

**Contacts:** Christina Pai & Michael Duffy | [vayklife.com](https://vayklife.com)



VisuSewer is a leading provider of critical wastewater infrastructure services, specializing in trenchless pipeline rehabilitation, maintenance and repair, video inspection, pipe jet cleaning, sealing, and water blasting. Offering a diversified and essential solution suite for its municipal and commercial customers, VisuSewer is a critical partner in servicing aging wastewater infrastructure.

**Contacts:** Paul Lipson & David Gagliardi | [visusewer.com](https://visusewer.com)



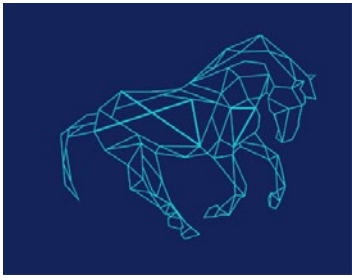
The Yandell Family of Companies is a leading integrated temperature-controlled warehouse solution and critical supply chain partner to the winery ecosystem, providing transportation, warehousing, logistics, and value-added services to the wine, food, and beverage industries.

**Contacts:** Brooke Ablon & Kyle Petrillo | [yandellcompanies.com](https://yandellcompanies.com)

**FORT POINT**  
C A P I T A L

185 Dartmouth Street, 10th Floor, Boston, MA 02116  
[fortpointcapital.com](https://fortpointcapital.com)

Fort Point Capital is a private equity firm that invests in lower middle market, service-oriented companies in partnership with strong management teams. Fort Point Capital is currently investing from FPC Small Cap Fund III.



# GALLANT CAPITAL

## OPERATIONAL INVESTORS EMPOWERING GROWTH

Gallant invests in businesses where strategic support and flexible capital are able to accelerate growth. Our operational expertise allows us to be a solution provider for sellers and management teams, as we strive to be valuable partners at every stage of our investments.

**FLEXIBILITY**

**PARTNERSHIP**

**GROWTH**

**SUPPORT**

### Investment & Operations Team

**Jon Gimbel**  
Partner  
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**Anthony Guagliano**  
Partner  
anthony@gallantcapital.com

**Desmond Nugent**  
Partner  
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**Christopher Suen**  
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**Zack Stiefler**  
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**Matt Pareti**  
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**Jo Garrett**  
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**Tyler Mills**  
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**Capital Markets**

**Brad Nii**  
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### Experienced Leadership

The leadership team has 40+ years of experience partnering with managers to drive transformational growth and focuses on opportunities where it can utilize its relevant industry experience and senior executive relationships.

### Investment Criteria

<b>EBITDA</b> up to \$40M	<b>EQUITY INVESTMENT</b> \$15-\$200M	<b>ENTERPRISE VALUE</b> up to \$400M
<b>PREFERRED INDUSTRIES</b> <ul style="list-style-type: none"> <li>Technology</li> <li>Industrials</li> <li>Business Services</li> </ul>	<b>TRANSACTION TYPES</b> <ul style="list-style-type: none"> <li>Control Investments</li> <li>Family/ Founder Owned Businesses</li> <li>Corporate Divestitures</li> <li>Value Creation Opportunities through Strategic Investments</li> </ul>	<b>GEOGRAPHY</b> <ul style="list-style-type: none"> <li>North America</li> <li>Western Europe</li> </ul>

### Portfolio Companies



PORTFOLIO COMPANY	Geography	Sector	Business Description	Completed Add-Ons
 <i>*Exited*</i>	Chicago, IL	Software	Provider of eDiscovery software solutions and services to legal service providers, law firms and corporations	 
 <i>*Exited*</i>	Stockton, CA	Aerospace Services	Maintenance, repair and overhaul ("MRO") services provider focused on engines, parts and accessories for military aircraft	
	Carson City, NV	Transportation & Logistics	Asset-light transportation and logistics company that operates linehaul routes	<i>Multiple</i>
 <i>*Exited*</i>	Fort Lauderdale, FL	Testing & Inspection	Tech-enabled national provider of third-party inspection services to the new home and commercial construction industries	 
	Phoenix, AZ	Aerospace Manufacturing	Manufacturer of mission critical precision parts for commercial and military aircraft	  
 <i>*Exited*</i>	Phoenix, AZ	Business Process Outsourcing	Provider of outsourced business processing and customer care solutions to verticals including technology, healthcare, government and e-Commerce	
	Kent, WA	Infrastructure Services	Provider of subsurface infrastructure services in the Pacific Northwest, Rocky Mountains, DMV-area, and Texas	  
	Kennesaw, GA	Tech-Enabled Services	Provider of the most comprehensive suite of data solutions to the background check industry	   <small>an InformData Holdings Company</small>
	Kansas City, MO	Business Process Outsourcing	Provider of tech-enabled marketing services and solutions for print, digital, point of sale and branded merchandise program execution	 <small>Better Outcomes.</small>
	Houston, TX	Software	EMR software platform provider for the behavioral healthcare industry	
	Nashville, TN	IT Services	Provider of professional IT services, cybersecurity, and risk management solutions	   
	Paris, France	Consulting & Testing	Provides payment, smart mobility and e-ID third-party testing, inspection and certification services and related software and advisory offerings	 
	Philadelphia, PA	Government Services	Provider of outsourced tech and services to government authorities and a leader in the tolling and parking markets	  
	Remote	Software	Sales enablement software platform providing mission critical sales transformation to enterprise companies	

Gemini Investors is a private investment firm focused on providing capital to established, smaller middle market businesses, operating in nearly all industry sectors, with revenues between \$5 and \$50 million. We have invested over \$1 billion in more than 190 companies since our inception. We invest in a variety of transactions including growth capital, acquisitions, recapitalizations, and buyouts.

## Target Investment Company Profile

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- Companies with 3+ years of operating history
- Moderate to strong historical and projected growth
- Revenues of \$5 to \$50 million
- EBITDA of at least \$1 million
- Experienced management teams
- Based anywhere in the continental U.S.
- Generalist mandate with industries of particular focus including:
  - Business Services
  - Education
  - Healthcare
  - Distribution
  - Later Stage Technology
  - Waste and Recycling
  - Manufacturing
  - Aerospace and Defense
  - Consumer Products and Services

## Investment Size and Structure

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- \$3 to \$8 million target investment
- Flexible capital structure:
  - Equity (Preferred & Common)
  - Subordinated Debt
- Control and minority transactions
- Willingness to co-invest with partners, including independent sponsors

## Transaction Types

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- Growth Capital
- Acquisition Financing
- Shareholder Liquidity
- Recapitalizations
- Management Buyouts

## Contact Us

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**Genesis Park provides flexible, one-stop debt and equity capital solutions for lower middle-market companies**

**Investment Strategy**

- ✓ Focus on lower middle market companies with at least \$10 million of revenue and/or \$3 million of EBITDA
- ✓ Structures include senior secured debt, second lien/subordinated debt and preferred/common equity investments
- ✓ Seeking to invest \$10 to \$30 million in each investment (total capital commitment)
- ✓ Be a value-added partner by leveraging operational experience and strong regional networks
- ✓ Open to investing across the U.S., but target opportunities in the Southern U.S., predominately Texas and the Gulf Coast region
- ✓ Uses of capital: growth, acquisitions, debt refinancing, recapitalization, management buyout, family transfer

**Investment Criteria**

- ✓ Proven business model with seasoned and committed management team
- ✓ Ability to maintain positive cash flow through various business cycles
- ✓ Defensible competitive advantage and/or differentiated product or service offerings
- ✓ Solid and sustainable margin structure
- ✓ Limited customer concentration

**Competitive Advantages**

- ✓ Experienced leadership team with extensive network of regional relationships. 100+ years of combined experience investing in and building businesses
- ✓ Relationship oriented. People are important
- ✓ Flexible, customized capital solutions. Structures are designed for each unique situation
- ✓ Efficient and timely decision making. We are responsive and execute in a timely manner
- ✓ Operational and strategic expertise. Partners have led successful companies as CEOs or executive leaders and serve on numerous boards

**Diversified Industries**



Business Services



Industrial Services



Residential Services



Manufacturing



Value-Added Distribution



Information Technology

**Investment Team**

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**Current Investments**

**ALLIED OUTDOOR SOLUTIONS**  
BUILT DIFFERENT.

Residential Outdoor Living Construction  
Dividend Recapitalization

**BRAVAS**  
Home Experience Design

Luxury Residential Custom Integrator  
Refinancing

  
**CHEMISTRY**

Independent Marketing Agency  
Majority Recapitalization

**Conditioned Air**  
The Comfort People Since 1962®

HVAC Services  
Acquisition Financing

**dcc**

Print and Packaging Manufacturer  
Majority Recapitalization



**ETHOSCAPES**

Commercial Landscape Services  
Acquisition Financing

**FASTEST LABS.**  
CLEAN FAST TESTING

Non-Medical Drug Testing  
Majority Recapitalization

**FWS**  
FORMWORK SERVICES & SUPPLY

Concrete Forming and Shoring Solutions  
Majority Recapitalization



Managed Services Provider &  
Systems Integrator  
Majority Recapitalization

**HBI**  
SERVICES

Metal Fabrication Services  
Minority Recapitalization



Prepared School Food Provider  
Majority Recapitalization

**HELIENT**

Cloud and Hybrid  
Technology Solutions  
Acquisition Financing

**iwi**

Nutritional Supplement  
Manufacturer  
Growth Financing

**LSI**  
LE SUEUR INCORPORATED

Aluminum Castings and  
Thermoplastic Injection  
Majority Recapitalization

**NORTHPOINT**  
ASSET MANAGEMENT

Residential Property Management  
Majority Recapitalization

**PerfectFeast**

Corporate Gifting  
Majority Recapitalization

**REDHAWK**

Technology Services  
Acquisition Financing

**The Good Feet Store**  
America's Arch Support Experts

Custom Orthotics Brand  
Majority Recapitalization

**TOTAL**  
SEMINARS

Cyber Security  
Education and Staffing  
Majority Recapitalization

**TrendyMinds**

Independent Marketing Agency  
Acquisition Financing

**RECOVERY**  
GROUP

Residential Treatment Centers  
Minority Recapitalization

**Realized Investments**

**ONE**  
SOURCE

Managed Services Provider  
Acquisition Financing

**OPIFEX**  
BY BUILDERS FOR BUILDERS

Independent Equipment Rental  
Growth Financing

**Investment Team**

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# GREYSTONE Industrial Partners is a Chicago-based private equity firm investing exclusively in lower middle market industrial businesses.



GREYSTONE seeks opportunities where our expertise, deep network of industry relationships and capital enable significant growth. We partner with management to accelerate organic growth; identify and execute M&A; source operating and board talent; and invest in technology and capacity.

GREYSTONE is investing out of a fund with \$115 million of committed equity capital provided by families and individuals, including the GREYSTONE team. **Our strong reputation as partners is built upon decades of sector experience partnering with families, founders and management to scale their businesses.**

## Investment Criteria

### Size

- \$20 - 100 million TEV
- \$3 - 15 million EBITDA
- Any size for add-ons
- Conservative use of debt
- Able to reserve capital for growth

### Industry Verticals

- Packaging
- Building products
- Manufacturing
- Distribution
- Industrial services

### Company

- Stable or growing end market
- Durable market position
- Organic and/or acquisition growth opportunities
- Consistent free cash flow
- US or Canada headquarters

### Structure

- Control investor, with structuring flexibility
- Family or founder-owned business
- Management-led recapitalization
- Corporate carve-out
- Alignment through management equity

## Partnering with GREYSTONE

- Over 40 years of combined private equity experience and over 110 completed transactions
- Midwest culture with longstanding reputation for honesty, integrity and clear communication – we treat all constituents with respect and do what we say
- Align upfront on goals and value creation opportunities to create a shared vision for success
- Significant experience helping businesses scale and transform teams, systems and processes
- Committed capital provided exclusively by families and individuals; investors have a deep respect for the opportunity to partner with exceptional founders and management teams
- Efficient and nimble in transaction execution

## Contact us for New Investment Opportunities

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**GREYSTONE**  
INDUSTRIAL PARTNERS



# HAMILTON ROBINSON CAPITAL PARTNERS

## Realizing the Promise in Small Companies for Decades

Since 1984 we have realized the promise and potential of modern industrial and business services companies. We form partnerships with management teams and are not day-to-day operators. We create a culture of collaboration and broaden equity participation. Our approach is growth-oriented, straightforward and even-keeled. We believe in **perseverance, ingenuity, transparency and results.**

### Partners in “Modern Industrial” and B2B Services



#### Technical B2B Services

- ▶ Automation Solutions and Services
- ▶ Regulatory and Compliance Driven Solutions
- ▶ Technical, Testing and Measurement Equipment
- ▶ Engineered Components and Instrumentation
- ▶ Aftermarket Parts and Services
- ▶ Process Equipment and Engineered Systems
- ▶ Environmental and Infrastructure Services
- ▶ Control Systems Integration
- ▶ Tech-Enabled Services



#### Industrial Technology & IIOT Solutions



#### Value-Added Distribution



#### Specialty Niche Manufacturing

### Investment Criteria

- ▶ Revenue: \$15 - \$200 million
- ▶ EBITDA: \$3 - \$20 million
- ▶ Equity Checks: \$10 - \$60 million
- ▶ Headquartered in U.S. or Canada

### Transaction Types

*(Control Only)*

- ▶ Ownership Transition of Family Business
- ▶ Management Buyout / Majority Recap
- ▶ Corporate Divestiture
- ▶ ESOP Replacement

**Business  
Development  
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## Elevating Businesses in Partnership with Management

### Overview

Highland Rim Capital is a private equity firm focused on partnering with proven management teams within established businesses throughout the United States. Our investment model, which targets the lower middle market, supports and assists management with growth initiatives and strategic and operational improvements. We believe our team's emphasis on maintaining the legacy and culture of the businesses in which we invest makes us an attractive partner for both business owners and management. Highland Rim Capital's principals have worked and invested together since 2008 and collectively executed or managed 39 platform acquisitions.

### Investing Approach

Existing management maintains operational autonomy and is an equity owner alongside Highland Rim in all transactions. Our role as investors is to be supportive, not disruptive. Highland Rim provides strategic guidance in areas of growth, human capital, information technology, operations management and governance. Our investment structure offers owners flexibility to exit financially and operationally or to maintain some level of involvement post transaction.

### Investment Parameters

**Strong Management Teams** – Highland Rim partners with internal managers who have a history of driving success in the businesses they operate and who desire participation in company ownership.

**History of Profitability** – We target businesses with strong cash flow dynamics while avoiding distressed situations and early stage ventures.



#### Targeted Company Size

- Revenue of \$10 – 100 million
- EBITDA of \$2.5- \$10 million
- Add-ons of Any Size



#### Preferred Transactions

- Family Succession
- Management Buyouts
- Corporate Divestitures
- Majority Control Recapitalizations
- Founder Transitions



#### Geography

- National with Focus on South and Midwest



#### Industries

- Light Manufacturing
- Value-add Distribution
- Business Services

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#### Matt Lane

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#### Lamar Stanley

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# Current Investments



## Corporate Living

Cleveland, OH  
February 2025

Founded in 1993, Corporate Living provides temporary furnished corporate housing accommodations and related services for corporations, relocation management companies, government agencies and individual families. The diverse range of industries served include consulting, audit, technology, media and telecom, financial services, fashion and apparel, natural resources and retail amongst others. Corporate Living is headquartered in Cleveland, Ohio.



## Associated Adjusting

Knoxville, TN  
May 2024

Founded in 2005, Associated Adjusting provides outsourced property and casualty insurance claims adjusting services for residential and commercial insurers. The company manages the entire field claims adjuster process from claim notification and dispatch through final review and estimate, utilizing its nationwide network of claims adjusters. Associated Adjusting is headquartered in Knoxville, Tennessee.



## I-Deal Optics

Troy, MI  
May 2024

Founded in 1996, I-Deal Optics is a leading value-added distributor and designer of prescription eyewear and sunwear frames. I-Deal Optics sells its products to approximately 4,000 primarily private eyecare professionals nationwide, including optical shops, optometry and ophthalmology practices, sunglasses shops, medical clinics, and VA hospitals, among others. I-Deal is headquartered in Troy, Michigan.

# Representative Experience



## Value-add Distribution

- Distributor of Consumable Products to Hospitality Industries  
Florida
- Distributor of Institutional Food Products  
Louisiana
- Designer and Distributor of Office Furniture  
North Carolina
- Designer and Distributor of Consumer Appliances  
Florida
- Distributor of Irrigation and Landscaping Supplies  
Colorado
- Distributor of Small Business Telecommunications Systems  
Maryland
- Distributor of Winter Apparel  
Missouri
- Distributor of Aftermarket Auto Parts  
Texas
- Distributor of Air Guns and Accessories  
Ohio
- Distributor of Physical Therapy Products  
Minnesota
- Distributor and Fabricator of Conveyer Belts and Accessories  
Georgia
- Distributor of Pipes Valves and Fitting  
Arizona



## Light Manufacturing

- Manufacturer of Control Systems for Water and Wastewater  
Wisconsin
- Manufacturer of Commercial Shredders and Blowers  
Wisconsin
- Manufacturer of Water Soluble Paper for Specialty Applications  
New York
- Manufacturer of Automotive Lifts  
Kentucky
- Manufacturer of Material Handling and Packaging Equipment  
Kansas
- Manufacturer of Medical and Industrial Temperature Measurement Components  
California
- Manufacturer of Boiler Tubes  
Georgia
- Manufacturer of Aerospace and Defense Electronic Components  
Massachusetts
- Manufacturer of Specialty Transformers  
Illinois
- Manufacturer of Institutional Athletic Equipment  
Indiana
- Manufacturer of Lab Model Housing  
Maryland
- Manufacturer of Industrial Replacement Gears and Gearboxes  
South Carolina



## Business Services

- Specialty Transportation Services Provider  
Massachusetts
- Aerospace Component Repair Company  
Arizona
- Aerospace Design and Engineering Firm  
Minnesota
- Architectural Restoration Services Provider  
Missouri
- Janitorial Services Provider  
Kansas
- Installer and Integrator of Audio and Video Equipment  
Virginia
- Fire Safety and Inspections Services Provider  
Kentucky
- Tradeshaw and Special Events Management Services Provider  
Georgia
- Healthcare Staffing Provider  
New Hampshire





HIGH STREET CAPITAL

# Equity, Experience and Ideas for Middle Market Businesses

## Investment Criteria



Revenues: minimum \$10mm  
Cash Flow: minimum \$3mm  
Geography: U.S.

## Industry Focus



Outsourced Business Services  
Value-added Distribution  
& Logistics  
Niche Manufacturing

## Transaction Types



Control and Non-Control Acquisitions  
MBOs/Recapitalizations  
Growth Equity

## We are Business Builders

We are dedicated to and passionate about finding differentiated companies and fundamentally improving them. We back this strategy with our own personal capital and capital from our fully committed funds.

## Our Approach

Starts with recognizing opportunities to improve selected businesses within our market. Willingness and ability to offer flexible and creative solutions to business owners looking for liquidity.

## Flexibility

One size doesn't fit all. We recognize that every business is different and we will work diligently with owners and senior managers to customize a transaction.

## Experience

With over 100 years of combined experience addressing the challenges unique to middle market companies as C-level managers, trusted advisors and patient investors, High Street Capital's team is able to provide creative solutions and intelligent, strategic counsel to its business partners.

## Partnership

Our job is making our portfolio company management teams successful. In so doing, we will serve our investors well. We create alignment through equity participation for all key members of the management team.

## Investing Team

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Stephen F. Natali  
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## Operating Team

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*Kent@HighStreetCapital.com*

- Business Services, Manufacturing, Distribution, Financial Services
- Expertise: Strategy, Sales & Marketing, Supply Chain

Joseph R. Katcha  
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- Manufacturing, Business Services, Distribution
- Expertise: Human Capital/Succession, Value Chain Expansion,
- Operational Efficiency, Strategic Redirection

Timothy J. Kurth  
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- Business Services, Education Services, Healthcare Services
- Expertise: Go-To-Market Strategy, Digital Engagement, Marketing, Sales, eCommerce

Richard D. McClain  
*Dick@HighStreetCapital.com*

- Transportation, Healthcare Services, Aerospace, Energy
- Expertise: Global Sourcing, Sales Force Effectiveness, Strategy, Plant Operations





Jeffrey C. Roberts  
*Jeff@HighStreetCapital.com*

- Manufacturing, Aerospace, Distribution, Energy
- Expertise: Technical Leadership, Lean Manufacturing, M&A Integration, Operational Excellence, Strategic Alignment, Industrial Sales Force

## Current Holdings

	Manufacturing Alvin, TX	AHI Supply ( <a href="http://www.AHI-Supply.com">www.AHI-Supply.com</a> ) manufactures and distributes quality construction products to a wide variety of customers including distributors, builders, specialty contractors, and masons in the Southwest Region.
	Distribution Services Elmhurst, IL	Adams Magnetic Products ( <a href="http://www.AdamsMagnetic.com">www.AdamsMagnetic.com</a> ) fabricates and distributes magnetic products and assemblies to a wide variety of North American industrial and commercial end markets.
	Services Kernersville, NC	Pinnacle ( <a href="http://www.PinnacleNC.com">www.PinnacleNC.com</a> ) provides concrete foundation, flatwork, and finishing services to residential homebuilders across North and South Carolina.
	Services Canton, OH	Knight Materials ( <a href="http://www.KnightMaterials.com">www.KnightMaterials.com</a> ) designs, manufactures, installs and services custom acid-resistant linings and tower packing media used in corrosive processes for the chemical, environmental, and mining industries worldwide.
	Manufacturing Iola, KS	Tramec ( <a href="http://www.Tramec.com">www.Tramec.com</a> ) manufactures and distributes engineered components primarily to the heavy-duty tractor and trailer OEM and aftermarket sales channels in the U.S.
	Technology Services Tysons Corner, VA	NeoSystems ( <a href="http://www.NeoSystemsCorp.com">www.NeoSystemsCorp.com</a> ) provides outsourced managed services including accounting, IT, cybersecurity, cloud hosting, human capital, and systems integration to the government contractor market.
	Technology Services Buffalo Grove, IL	BCD ( <a href="http://www.BCDInc.com">www.BCDInc.com</a> ) is a provider of mission-critical and purpose-built video surveillance data storage appliances to security integrators, OEMs, and distributors around the world.
	Services Atlanta, GA	Southern Design ( <a href="http://www.SoDesignCo.com">www.SoDesignCo.com</a> ) provides landscaping and concrete services to residential homebuilders across Georgia and Northwest Florida markets.
	Distribution Services West Salem, OH	Commodity Blenders ( <a href="http://www.CommodityBlenders.com">www.CommodityBlenders.com</a> ) is an independent feed mill producing and delivering custom dairy, poultry and swine feeds directly to farm operations.

## Selected Prior Investments

	Services Waukesha, WI	Suburban is the premier provider of metal framing, drywall, and painting services for commercial, multi-family and residential construction customers in Wisconsin.
	Distribution Services Carol Stream, IL	Banner sources and precision finishes metal bar stock and related components for a widely diversified industrial and medical customer base.
	Services Ann Arbor, MI	Avomeen is an analytical chemistry CRO with product testing, formulation development and deformulation analysis expertise serving pharmaceutical, industrial and legal end markets.
	Services Troy, MI	BeneSys provides healthcare payment processing as a third party administrator (TPA), as well as software and computer services to multiemployer (Taft-Hartley) unions and VEBAs.



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A private equity firm with committed capital backing management teams to buy or recapitalize the companies they are running, providing liquidity to business owners.

Holleway acquires manufacturers and distributors of industrial and commercial products in the Midwest, High Plains, Rocky Mountains and Southern regions of the United States with annual sales between \$10 million and \$100 million. We will consider service businesses on a select basis.

**EXPERIENCE:** We have over 60 years of combined experience investing in over 37 private companies.

**PARTNERSHIP:** Holleway partners with great management teams who have capital at risk creating alignment with Holleway in the success of the company.

**PATIENCE:** We have a long-term focus of creating value for all shareholders. We work to build and profitably grow each platform company. Our target is to double EBITDA over five to seven years.

**ROLE:** Holleway interacts with portfolio company management on a regular basis to discuss tactical and strategic elements of the business. While not active in the day-to-day operations of the businesses, we work with management at the board level to help drive strategic direction and initiatives.

## INVESTMENT CRITERIA

- Manufacturing and distribution companies
- Annual EBITDA between \$2.0MM and \$10.0MM
- Management team in place or identified
- Located in the Midwest, High Plains, Rocky Mountains & South

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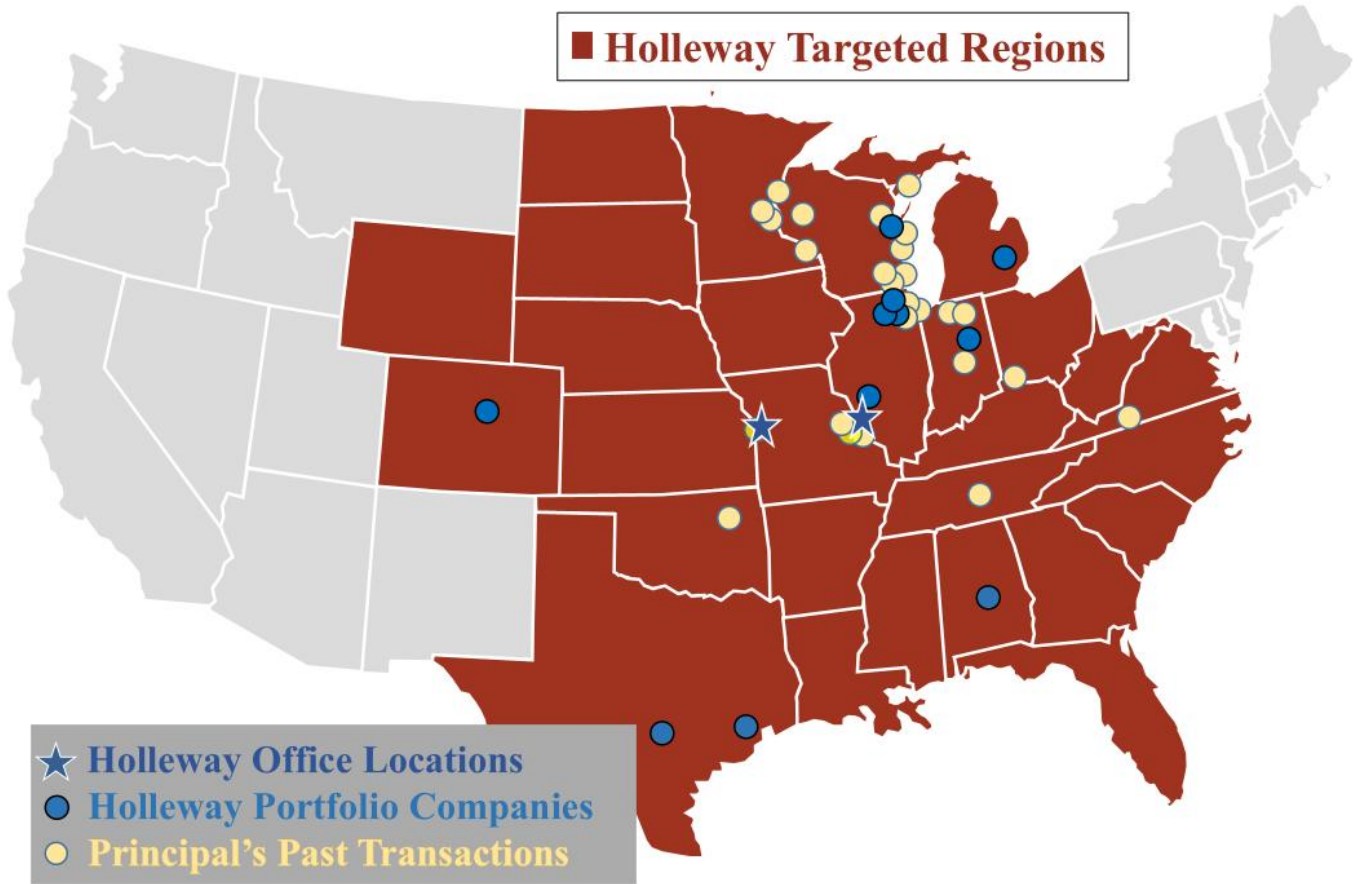
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# Targeted Region



**LIFT-A-LOFT**

**Allied**  
Siding & Windows

**VEHICLE SECURITY INNOVATORS**

**Aladdin Steel, LLC**  
Carbon Steel Tubing & Pipe

Exited

**T-TEK**  
MATERIAL HANDLING LLC  
THE EDGE OF AUTOMATION

**BP Barco Products**

**Braner USA**

**WATERSHIELD INDUSTRIES**

**PANEK PRECISION**

**TD**

**DCAmfg**  
DEBRON CIRCUIT ASSEMBLY

Keswick Partners is an investment firm founded to serve business owners and management teams in the lower middle-market. We are investing out of our \$100 million fund, making majority and minority equity investments in specialty services, value-added distribution, and niche manufacturing companies across the United States with \$2 million to \$6 million of EBITDA.

## INVESTMENT APPROACH



**Company EBITDA**  
\$2mm to \$6mm



**Management Participation**  
All Transactions



**Transaction Type**  
Majority / Minority



**Investment Horizon**  
Patient / Flexible



**Ownership Situation**  
Family / Entrepreneur

## TARGET INDUSTRIES

### Specialty Services



#### Representative End Markets

- Environmental and Safety
- Industrial Facility MRO
- Residential and Commercial Services
- Testing, Inspection, and Certification
- Utility and Infrastructure
- Water and Wastewater Services

### Value-Added Distribution



#### Representative End Markets

- Aftermarket Parts and Components
- Assembly, Kitting, and Calibration
- Automation and Flow Controls
- Engineered Industrial Products
- Safety Equipment and Tools
- Water and Wastewater Equipment

### Niche Manufacturing



#### Representative End Markets

- Consumable and Wearable Parts
- Engineered Industrial Products
- Plastic and Rubber Molding
- Protective Packaging
- Specialty Fabrication
- Testing and Measurement

## REPRESENTATIVE CURRENT PORTFOLIO COMPANIES



#### Transaction Type

Majority Recapitalization

#### Business Description

Manufacturer of specialized asphalt plant equipment and customized steel storage tanks

#### Industry

Niche Manufacturing



#### Transaction Type

Management Buyout

#### Business Description

Provider of erosion and sediment control field services, offering an array of essential environmental solutions

#### Industry

Specialty Services



#### Transaction Type

Management Buyout

#### Business Description

Provider of industrial equipment maintenance and repair services

#### Industry

Specialty Services



#### Transaction Type

Majority Recapitalization

#### Business Description

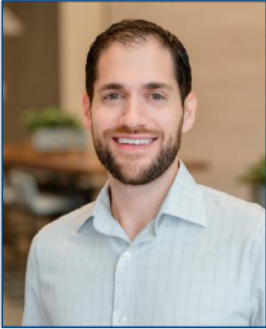
Tech-enabled distributor of officially licensed collegiate, military, and professional sports merchandise

#### Industry

Value-Added Distribution

## MEET THE TEAM

**Chris Hart**



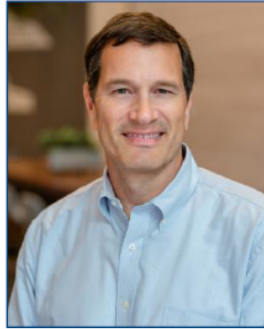
**Managing Partner**  
Tampa

**John Kirtley**



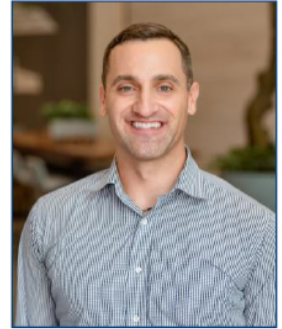
**Managing Partner**  
Tampa

**Jeff Leck**



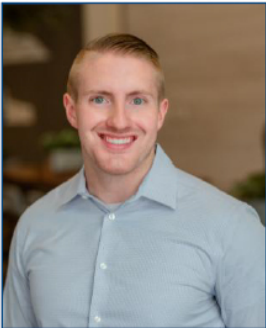
**Managing Partner**  
Charlotte

**Sean Healy**



**Director – BD**  
Charlotte

**Dan Drew**



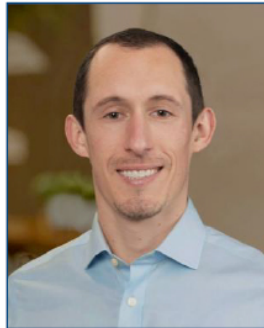
**Senior Associate**  
Tampa

**Chris Kern**

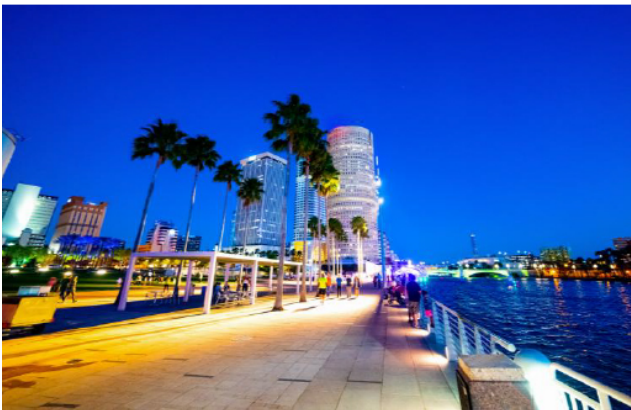


**Associate**  
Tampa

**Chris Perez**



**Associate – BD**  
Charlotte



**TAMPA, FL**



**CHARLOTTE, NC**



**KESWICK**  
PARTNERS

[www.keswickpartners.com](http://www.keswickpartners.com)

For new deal opportunities please contact Sean Healy ([sean@keswickpartners.com](mailto:sean@keswickpartners.com)) or Chris Perez ([cperez@keswickpartners.com](mailto:cperez@keswickpartners.com))

## INVESTMENT CRITERIA

Investment Type	Majority or Minority Equity
Industries	Value-added distribution, specialty services, and niche manufacturing
Company Size	\$4-20+ million of EBITDA
Transaction Types	<ul style="list-style-type: none"> <li>• Recapitalizations</li> <li>• Management Buyouts</li> <li>• Family Successions</li> <li>• Growth Capital</li> </ul>
Flexibility	Demonstrated ability to evaluate and close transactions with complex / sticky ownership situations, customer or vendor concentration, and other commonly identified traits within lower middle-market businesses
Geography	United States

## CURRENT PORTFOLIO

	Artmark Doral, FL Management Buyout	Value-added distributor of customized industrial flow control and electrical components, supporting customers' procurement and inventory management needs, serving the general industrial, water & wastewater, energy, and other commercial end markets
	Concrete Protection & Restoration Baltimore, MD Majority Recapitalization	Field services provider of concrete restoration services, offering technical repair, maintenance, and protection solutions to ensure the structural integrity of high-rise condominium, multi-family, commercial, hospitality, medical, and education end markets
	Selinsky FORCE Canton, OH Management Buyout	In-plant services provider of industrial, refractory, piping, power, construction, and equipment rental services to customers within the engineered materials, industrial manufacturing, power, civil construction, and other industrial end markets
	Miller Integrated Solutions Deer Park, TX Management Buyout	In-plant services provider of industrial cleaning, mechanical & construction, and environmental services to customers within the refining, petrochemical, chemical & agrochemical, utilities & energy, storage terminal, and other general industrial end markets
	eTech Environmental & Safety Solutions Odessa, TX Management Buyout	Field services provider of regulatory mandated soil sampling & testing, environmental remediation, waste management, and long-term compliance services to customers within the upstream & midstream energy, government, and industrial end markets
	Marek Sawing & Drilling Spring, TX Majority Recapitalization	Field services provider of concrete scanning, sawing & cutting, coring, specialty demolition, and placement services, providing complete lifecycle support to customers' facilities within the commercial, healthcare, industrial, education, and sports & entertainment end markets
	Thorpe Specialty Services Houston, TX Management Buyout	In-plant services provider of specialty industrial corrosion, refractory, scaffolding & insulation services to customers within the chemical, petrochemical, power, natural resources (lime), pulp & paper, metals & mining, and other industrial and infrastructure end markets
	The Warehouse Rentals & Supplies La Porte, TX Management Buyout	Value-added distributor of surface preparation, abrasive blasting & painting, safety equipment, and consumables to customers within the industrial, commercial, infrastructure, transportation, and energy end markets
	Precision Impacts Miamisburg, OH Majority Recapitalization	Niche manufacturer of extruded specialty aluminum and composite over wrapped cylinders, tanks, and other components to customers within the consumer, defense, industrial, medical, and sporting goods end markets
	Jackson Infrastructure Services West Jordan, UT Majority Recapitalization	Field services provider of underground fiberoptic, public infrastructure, and natural gas mainline infrastructure installation and maintenance services to customers within the telecom and utility end markets
	I&I Soft Craft Solutions New Orleans, LA Majority Recapitalization	In-plant services provider of industrial insulation, fireproofing, heat tracing, painting & coating, refractory, scaffolding, and abatement services to customers within the LNG, refining, chemical, gas, processing, power, pulp & paper, general industrial and marine end markets
	Frankston Packaging Frankston, TX Majority Recapitalization	Niche manufacturer of custom and stock folding cartons, flexible packaging, pressure sensitive labels, and corrugated boxes to customers within the food & beverage, concessions, foodservice, pharmaceutical, medical & nutraceutical, and general retail end markets
	ElectriCom Paoli, IN Minority Recapitalization	Field services provider of aerial & underground fiberoptic and power distribution installation and maintenance services to customers within the telecom and utility end markets
	Apogee Lighting Deer Park, NY Majority Recapitalization	Niche manufacturer of highly engineered pressure-proof, tamper-proof, weather-proof LED lighting fixtures to customers within the industrial, infrastructure, and mass-transit end markets as well as innovative, custom designed architectural fixtures to customers within the commercial and retail end markets
	BMI Merchandise Lakewood, NJ Majority Recapitalization	Value-added distributor of redemption merchandise to customers within the family entertainment center, amusement, bowling center, restaurant, cruise ship, movie theater, theme park, and sports complex end markets

## INVESTMENT CRITERIA

Investment Type	Majority or Minority Equity	
Industries	Value-added distribution, specialty services, and niche manufacturing	
Company Size	\$4-20+ million of EBITDA	
Transaction Types	<ul style="list-style-type: none"> <li>• Recapitalizations</li> <li>• Management Buyouts</li> </ul>	<ul style="list-style-type: none"> <li>• Family Successions</li> <li>• Growth Capital</li> </ul>
Flexibility	Demonstrated ability to evaluate and close transactions with complex / sticky ownership situations, customer or vendor concentration, and other commonly identified traits within lower middle-market businesses	
Geography	United States	

## RECENT ACTIVITY

### Add-on

October 2025



A portfolio company of



has completed the acquisition of




Robstown, TX

**Environmental Evolutions National**  
**Robstown, TX**  
**October 2025**


Field services provider of industrial cleaning, waste transportation, environmental remediation, and disposal & liquid waste recycling

### Platform

September 2025



has completed a management buyout of



Doral, FL

**Artmark**  
**Doral, FL**  
**September 2025**

Value-added distributor of customized industrial flow control and electrical components

### Add-on

September 2025



A portfolio company of



has completed the acquisition of



Lafayette, LA

**EDI Environmental Services**  
**Lafayette, LA**  
**September 2025**

Field services provider of industrial cleaning, mechanical & construction, and environmental services

### Add-on

August 2025



A portfolio company of



has completed the acquisition of



Lee's Summit, MO

**Williams Refractory Services**  
**Lee's Summit, MO**  
**August 2025**

In-plant services provider of specialty industrial corrosion, refractory, and (re)linings services

### Add-on

July 2025



A portfolio company of



has completed the acquisition of



Fort Lauderdale, FL

**Speedy Concrete Cutting**  
**Fort Lauderdale, FL**  
**July 2025**

Field services provider of concrete scanning, sawing & cutting, coring, specialty demolition, and placement services

### Add-on

January 2025



A portfolio company of



has completed the acquisition of



Salt Lake City, UT

**Streamline Industrial Services**  
**Salt Lake City, UT**  
**January 2025**

In-plant services provider of specialty industrial corrosion, refractory, and (re)linings services

### Platform

December 2024



has completed a recapitalization of



Baltimore, MD

**Concrete Protection & Restoration**  
**Baltimore, MD**  
**December 2024**

Field services provider of structural concrete restoration services



## Liftout Overview

Liftout Capital is a Denver, Colorado based private investment holding company. We have decades of experience creating value in the lower middle market and seek to partner with founder-owned service-oriented businesses with \$4-\$15 million of EBITDA. As significant investors in each of our partner companies, we differentiate ourselves by having a profound level of alignment with our portfolio companies.

## Investment Criteria

Company Size:	\$4-\$15 million of EBITDA
Transaction Type:	Control Recapitalizations
Target Geography:	North America
Target Industries:	Industrial and Business Services

## Industry Focus Areas

### Industrial Services:

- Utility Services
- Testing, Inspection, Certification, & Compliance
- Facility Services
- Engineering & Construction
- Water & Wastewater
- Residential Services
- Transportation & Logistics

### Business Services:

- Human Capital Management
- Legal Services
- Education & Training
- Business Process & Outsourcing
- Specialty Consulting
- Compliance/ Risk Management
- Information Services



# Current Portfolio Holdings



Franchise development, franchise sales, and franchise services to growing brands



Provider of exclusive leads to the residential services industry



Structural engineering for mission critical, aviation, and advanced manufacturing

# Select Investment Experience\*



Wastewater treatment plant design, manufacturing, installation, and specialty finance company



Outsourced safety services and engineering services dedicated to the rail industry



Power engineering firm with deep expertise in transmission & distribution



OCEAN TOMO®

Litigation support and expert witness testimony services with expertise in intellectual property



Engineering and hydraulic frac well optimization services



Provider of comprehensive energy efficiency solutions

# Core Values



## Golden Rule

Acting with empathy and integrity; always being forthright and transparent



## Alignment

Forming meaningful relationships with both portfolio companies and investors – true partners



## Legacy

We understand the effort required to build market leading companies and work to preserve founders' legacies



## Grit

Relentlessly finding solutions to problems and fostering value creation



## Camaraderie

Life is short, we make a point to have fun and celebrate victories big and small



## Relentless

We are steadfast and devoted to achieving our goals and objectives

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303.669.2383

**Bo W. Sutton, CFA**

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719.213.8617

**Gary H. Schlatter, CPA**

[gshlatter@liftoutcapital.com](mailto:gshlatter@liftoutcapital.com)  
720.233.7617

\* Represents select investment experience while Mr. Wolf and Mr. Sutton were with Bow River Capital. Investment experience is for illustrative purposes only.

# MANGROVE

EQUITY PARTNERS

Mangrove Equity Partners is a Tampa, Florida-based, operationally-focused private equity firm that sponsors entrepreneurs and business owners across dozens of industries.

Currently investing from our third captive fund, Mangrove maintains a dedicated full-time team of operating partners who are actively engaged in supporting our portfolio partners. We pride ourselves in our **character, experience, ability, and the desire to help our partners prosper.**

## INVESTMENT CRITERIA

*We look to partner with owner- and entrepreneur-operated businesses in the United States and Canada with the following criteria in mind:*



### Industry Focus

Industrial Manufacturing  
Industrial and Business Services  
Enthusiast-Driven Consumer Products  
Specialty Rental



### Target Company Size

EBITDA: \$3 - \$10M  
Revenue: \$8 - \$100M  
*\* will explore smaller businesses for add-on investments*



### Transaction Types

Recapitalizations  
Family Succession Recaps  
Management Buy-Outs & Buy-Ins  
Industry Consolidations  
Select Underperformers

## HOW WE'RE DIFFERENT

### MEANINGFUL EXPERIENCE

Mangrove has extensive experience partnering with owners and management teams since 2006, which means we can tackle even the most complex challenges in almost any industry sector.

### OPERATIONAL EXPERTISE

Our operating team understands and relates to the unique demands that come with running a lower middle market business. As operators ourselves, we speak the language and find commonality with the owners and management teams with whom we partner.

### HONESTY & TRANSPARENCY

Responsiveness, integrity, respect, and partnership have always been the hallmarks of Mangrove. We value trusted relationships with intermediaries and provide quick, honest, and productive feedback.

### CLOSING POWER

More than 130 transactions in 60+ industries allows us to easily navigate the transaction process and get deals across the finish line quickly.

# MANGROVE

EQUITY PARTNERS

## OUR PORTFOLIO

### INDUSTRIAL MANUFACTURING

<p><b>ENGINEERED PRODUCTS</b> Gear Manufacturer &amp; Gearbox Repair</p>  <p><b>NOVEMBER 2024</b> Recapitalization</p>	<p><b>WEAR-RESISTANT PRODUCTS &amp; SOLUTIONS</b> Bulk Material Handling</p>  <p><b>JUNE 2023</b> Recapitalization</p>	<p><b>COMMERCIAL GREENHOUSES</b> Structures &amp; Accessories</p>  <p><b>OCTOBER 2022</b> Recapitalization</p>	<p><b>ENGINEERED PRODUCTS</b> Turbine Parts &amp; Service</p>  <p><b>OCTOBER 2020</b> Management Buy-Out</p>
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<p><b>PACKAGING</b> Filling Systems for Craft Beverage</p>  <p><b>JUNE 2016</b> Recapitalization</p>	<p><b>ENGINEERED PRODUCTS</b> Diamond Blades &amp; Bits</p>  <p><b>OCTOBER 2015</b> Recapitalization</p>	<p><b>ENGINEERED PRODUCTS</b> Signature Reduction Parts for Navy Vessels</p>  <p><b>APRIL 2011</b> Recapitalization</p>	<p><b>ENGINEERED PRODUCTS</b> Temperature Sensing for Refineries &amp; Petrochem</p>  <p><b>OCTOBER 2009</b> Recapitalization</p>	<p><b>PRECISION TOOLING</b> Auto &amp; Aerospace</p>  <p><b>OCTOBER 2017</b> Recapitalization</p>
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### INDUSTRIAL SERVICES

<p><b>ENVIRONMENTAL</b> Lead Remediation</p>  <p><b>FEBRUARY 2021</b> Buy-Out</p>	<p><b>WASTE SERVICES</b> Disposal &amp; Recycling</p>  <p><b>JANUARY 2021</b> Buy-Out</p>	<p><b>INFRASTRUCTURE MAINTENANCE</b> Airfield Services</p>  <p><b>DECEMBER 2019</b> Management Buy-Out</p>	<p><b>AIRCRAFT MRO</b> Fuel Tank Repair Service</p>  <p><b>AUGUST 2011</b> Management Buy-Out</p>	<p><b>INDUSTRIAL MAINTENANCE</b> Metal Coatings</p>  <p><b>AUGUST 2010</b> Management Buy-Out</p>
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### BUSINESS SERVICES

<p><b>CORPORATE INVESTIGATIONS</b> Comprehensive Investigative Services</p>  <p><b>MARCH 2025</b> Recapitalization</p>	<p><b>PAVEMENT MAINTENANCE</b> Asphalt &amp; Sealcoating Repair Solutions</p>  <p><b>AUGUST 2024</b> Recapitalization</p>	<p><b>TECHNOLOGY VAR</b> Reseller of POS Solutions for Grocery</p>  <p><b>FEBRUARY 2022</b> Recapitalization</p>	<p><b>CONTRACT SECURITY</b> Manned Guarding &amp; Off-Duty Police</p>  <p><b>DECEMBER 2018</b> Buy-Out / Consolidation</p>	<p><b>EQUIPMENT SERVICE</b> ATM Maintenance for Financial Institutions</p>  <p><b>NOVEMBER 2018</b> Buy-Out</p>	<p><b>TECHNOLOGY VAR</b> Reseller of Solidworks 3D CAD Software</p>  <p><b>MAY 2015</b> Recap / Consolidation</p>
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### ENTHUSIAST CONSUMER

<p><b>AUTO AFTERMARKET</b> Classic Car Upgrades</p>  <p><b>DECEMBER 2021</b> Recapitalization</p>	<p><b>AUTO AFTERMARKET</b> Suspension &amp; Leveling Kits</p>  <p><b>JANUARY 2015</b> Recapitalization</p>	<p><b>AUTO AFTERMARKET</b> Performance Hardware &amp; Software Upgrades</p>  <p><b>MARCH 2014</b> Recapitalization</p>	<p><b>OUTDOOR PRODUCTS</b> Hunting Crossbows</p>  <p><b>JANUARY 2010</b> Recapitalization</p>
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### SPECIALTY RENTAL

<p><b>SPECIALTY RENTAL</b> Industrial Pumps</p>  <p><b>JANUARY 2024</b> Recapitalization</p>	<p><b>SPECIALTY RENTAL</b> Marine Construction</p>  <p><b>DECEMBER 2017</b> Recapitalization</p>	<p><b>SPECIALTY RENTAL</b> Industrial HVAC</p>  <p><b>JUNE 2013</b> Buy-Out / Consolidation</p>
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Active Portfolio Company

Realized Portfolio Company

## CONTACT US

**Glenn Oken**  
(813) 868-4500 x113  
goken@mangroveequity.com

**Kristen Bistany**  
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kbistany@mangroveequity.com

**Katie Welch**  
(813) 868-4500 x104  
kwelch@mangroveequity.com

# Experienced Partner Providing Flexible Capital



LONG-TERM SUCCESSFUL  
TRACK RECORD



FLEXIBLE CAPITAL

Merit Capital Partners, headquartered in Chicago, has managed approximately \$2.5 billion of capital since its inception in 1993. Merit partners with founders, management teams, owners, and independent sponsors, handling the entire investment process and providing all the necessary capital for its transactions.

## When to Think of Merit Capital Partners

- INDEPENDENT SPONSORS-LED INVESTMENTS
- RECAPITALIZATIONS (MAJORITY AND MINORITY)
- GROWTH/ACQUISITION FINANCINGS
- SHAREHOLDER LIQUIDITY & FAMILY TRANSITIONS
- MANAGEMENT BUYOUTS

## Investment Profile

<b>TRANSACTIONS</b>	Management Buyouts, Majority and Minority Recapitalizations, Acquisition Financings, Shareholder Liquidity Events, Growth Financings, and ESOPs
<b>INVESTMENT SIZE</b>	At least \$20 million
<b>INDUSTRIES</b>	Manufacturing, distribution, logistics, and service businesses
<b>COMPANY SIZE</b>	EBITDA of at least \$4 million, no minimum for add-ons
<b>STRUCTURE</b>	Combination of majority/minority equity and subordinated debt
<b>INVOLVEMENT</b>	Serve as board-level advisors rather than day-to-day managers
<b>NOT CONSIDERED</b>	Start-ups, turnarounds, real estate financings, specialty retailers, oil, and gas opportunities

Thomas Campion | John Darguzas | Bill Floyd | Evan Gallinson | Brian Heck | Alec Hutcherson | Jack McKerr |  
Dan Pansing | Joe Polaneczky | Terry Shipp | Sean Stanley | Marc Walfish | Ben Yarbrough

# Representative Portfolio

Portfolio as of July 2025

<p><b>U.S Minerals</b> Recycler and processor of industrial minerals for the abrasives and roofing industries. <i>Tinley Park, Illinois</i></p>		<p><b>John-Richard</b> Designer and manufacturer of high-end home furnishings. <i>Highpoint, North Carolina</i></p>	
<p><b>Glunt Industries</b> Repairs and refurbishes equipment for the steel, aluminum, and pipemill industries. <i>Warren, Ohio</i></p>		<p><b>Propét Footwear</b> Supplier of comfort footwear products. <i>Auburn, Washington</i></p>	
<p><b>Kinex Medical Company And R&amp;M Rehabilitation</b> Provider of post-operative orthopedic rehabilitation products and services. <i>Waukesha, Wisconsin</i></p>		<p><b>Urban Surfaces</b> Distributor of flooring products. <i>Corona, California</i></p>	
<p><b>Identity Group</b> Designer and manufacturer of custom identity products and wayfinding services. <i>Nashville, Tennessee</i></p>		<p><b>GoodGiant</b> Full-service, integrated marketing agency. <i>Mobile, Alabama</i></p>	
<p><b>Advantaged Sintered Metals &amp; Contact Technologies</b> Designer and manufacturer of powder metal parts. <i>St. Marys, Pennsylvania</i></p>		<p><b>CyCan Industries</b> Developer and manufacturer of adhesives, cleaners, lubricants, fragrances, and coatings. <i>Woodstock, Georgia</i></p>	
<p><b>Medway Air Ambulance</b> Provider of fixed-wing medical air transport services. <i>Lawrenceville, Georgia</i></p>		<p><b>Acacia</b> Provider of home health, hospice, and palliative services. <i>Orange County, California</i></p>	
<p><b>Nester Hosiery</b> Designer and manufacturer of high performance outdoor wool socks. <i>Mt. Airy, North Carolina</i></p>		<p><b>Displayit, Inc.</b> Designer, manufacturer, and installer of custom structural branded solutions. <i>Irvine, California</i></p>	
<p><b>Gartner</b> Designer of various stationery and gift products for sale to mass merchants, online, and other retailers. <i>Stillwater, Minnesota</i></p>		<p><b>American Producers Supply</b> Distributor of industrial and construction related products. <i>Marietta, Ohio</i></p>	
<p><b>Stratus</b> Provider of in-home neuro-diagnostic testing services. <i>Irving, Texas</i></p>		<p><b>Kemper Equipment</b> Designer, manufacturer, and assembler of aggregate processing equipment. <i>Honey Brook, Pennsylvania</i></p>	
<p><b>Reliant</b> Provider of home healthcare and hospice care services. <i>Allen, Texas</i></p>		<p><b>PFI</b> Provider of retail display solutions. <i>St. Louis, Missouri</i></p>	
<p><b>MW Metals Group</b> Provider of industrial scrap management services. <i>Dayton, Ohio</i></p>		<p><b>AFX</b> Designer and distributor of decorative and commercial lighting solutions. <i>Waukegan, Illinois</i></p>	
<p><b>Glenn Rieder</b> Manufacturer and installer of custom architectural millwork. <i>West Allis, Wisconsin</i></p>		<p><b>Circuit Check</b> Designer and manufacturer of custom test systems and test fixtures for electronics. <i>Maple Grove, Minnesota</i></p>	
<p><b>MicroPrecision</b> Manufacturer of precision machined parts. <i>Delavan, Wisconsin</i></p>		<p><b>Kish</b> Distributor and processor of industrial minerals. <i>Cleveland, Ohio</i></p>	
<p><b>Revision</b> Manufacturer of ballistic and laser protective eyewear. <i>Essex, Vermont</i></p>		<p><b>Carl's Place</b> Manufacturer and distributor of golf simulator kits and components. <i>Milton, Wisconsin</i></p>	



**MFG Partners (“MFG”) is a private equity firm that makes control investments in founder and family-owned industrial businesses in the lower-middle market. We invest in businesses with sustainable competitive advantages and untapped growth potential in their respective industries.**

## Our Firm

MFG teams with existing ownership and management by investing \$10 million to \$75 million of equity in their businesses and providing strategic and operational support to companies across North America. We work with company founders, owners, and management teams to identify growth opportunities and maximize return on invested capital.

The MFG team has identified quality investment opportunities, executed principal investments, and managed successful exits. MFG has completed 9 platform investments and 15 add on-investments to date – see current portfolio below. We raised our first institutional committed fund in May 2024 with \$300 million in total commitments.

### Targeted Sectors

- Industrial Services
  - Infrastructure, Utility, Environmental, Restoration, TICC Facility, MRO, and Commercial services, etc.
  - Specialty Contracting & Construction
- Value-Added Distribution
  - Industrial products
- Manufacturing
  - Industrial
  - Consumer

### Investment Focus

- Fund Size
  - \$300 million
- Financial Criteria
  - Family and Founder-Owned Businesses
  - Revenue range: \$10 - \$300 million
  - EBITDA range: \$5 - \$30 million
- Transaction Types
  - Control Buyouts
  - Recapitalizations
  - Add-ons

### Current Portfolio



Headquartered in Columbus, Ohio, CST is an infrastructure service company providing a range of excavation, underground and maintenance services to public utilities (electric, natural gas, water), telecom providers, and other businesses



Headquartered in Des Moines, Iowa, MCG provides omnichannel business services, including outsourced mail presorting, printing, lettershop, and digital communications to companies throughout the United States



Headquartered in Warfordsburg, Pennsylvania, Mellott provides a full spectrum of aggregates processing and equipment distribution, as well as systems engineering and equipment application services



Headquartered in Denver, CO, Regency Electric provides commercial electrical contracting services including pre-construction, design-build, new construction, tenant finish, remodel/retrofit, & service/repair/maintenance

### Realized Investments



Alliance Environmental is a leading provider of asbestos and lead abatement, mold remediation, and through its subsidiaries, AirTek and Coast, indoor air quality services such as duct cleaning and HVAC maintenance. Completed four add-on acquisitions during ownership



A-Z Wire and Cable is a leading distributor of wire and cable products for electrical distributors, original equipment manufacturers (“OEMs”), and other end-users across the United States. Completed two add-on acquisitions during ownership



Elgen engineers, manufactures and markets HVAC ductwork components used primarily in commercial construction and renovation



LCR Contractors is one of the largest spray fireproofing and spray applied thermal insulation subcontractors in the United States. Completed two add-on acquisitions during ownership



Storage Solutions is a leading warehouse integrator that provides solutions for material handling and industrial storage equipment, including design, equipment procurement, and installation. Completed two add-on acquisitions during ownership



# NEW STATE CAPITAL PARTNERS

BUILDING DYNAMIC COMPANIES THROUGH PARTNERSHIP AND INVESTMENT

## HIGHLIGHTS

- 1 Founded in 2013, we've grown into a diverse team of 30+ driven professionals, fueled by an **entrepreneurial spirit** and a **commitment to transparent execution**.
- 2 With **40+ successful acquisitions** to date, we're experienced in seizing opportunities and delivering results.
- 3 Our **flexible investment approach** allows us to invest in any structure—whether it's full control, minority stakes, or unique special situations, we adapt to what works best.

## INVESTMENT CRITERIA

EBITDA  
\$8 – \$40M

EQUITY  
\$10 – \$100M

TRANSACTION  
VALUE  
\$25 – \$250M

## INDUSTRIES



BUSINESS  
SERVICES



INDUSTRIAL  
SERVICES



SPECIAL  
STRATEGIES

## CURRENT FOCUS AREAS

### EDUCATION & TRAINING

**Adam McDowell**  
[amcdowell@newstatecp.com](mailto:amcdowell@newstatecp.com)

### FACILITY & COMMERCIAL SERVICES

**Shaun Vasavada**  
[svasavada@newstatecp.com](mailto:svasavada@newstatecp.com)

### INFRA & INDUSTRIAL SERVICES

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### IT SERVICES

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### PROFESSIONAL SERVICES

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### TECH-ENABLED SERVICES

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# WE VIEW SERVICES-BASED BUSINESSES AS AN ATTRACTIVE WAY TO INVEST IN BROAD MACRO TRENDS

We broadly split our sourcing efforts into **Business Services** and **Industrial Services**. We have solely invested in services-based businesses since 2017, and we continue to map attractive sub-sectors.

## BUSINESS SERVICES

Business Continuity



Business Process Outsourcing / Tech-Enabled

Commercial Services



Cybersecurity

Education / Training



Financial Services / Technology / Payments



IT Services



Professional Services, including Human Resources / Recruiting



## INDUSTRIAL SERVICES

Aviation Services / Aerospace & Defense



Facility Services



Contract Manufacturing

Distribution / Logistics



Equipment Services / MRO



Engineering & Technical Services



Infrastructure & Utility Services



Packaging

Recycling / Environmental





*Northcreek Mezzanine is a Cincinnati, OH based SBIC formed primarily to originate mezzanine debt and equity investments for dynamic lower middle-market companies across a wide variety of industries.*

## Investment Strategy and Philosophy

Northcreek is currently investing out of Fund IV, a 2024 vintage-year fund. Our investment strategy focuses on originating and making mezzanine debt and equity investments in both sponsored and non-sponsored lower middle-market companies across the U.S. Northcreek is a proven and reliable financial partner having invested in 90+ companies since its founding in 2010. Northcreek is fully committed to partnering with financial sponsors, independent sponsors, search fund sponsors and directly with private companies to provide highly customized financial solutions.

Northcreek professionals have deep expertise in the credit markets having invested in hundreds of lower middle market companies throughout their careers providing senior, mezzanine debt and equity. Our strength lies in the experience of our investment team and our flexibility to provide highly customized financial solutions. Our competitive edge is our track record of working closely with our partners to execute and close transactions quickly and efficiently and our reputation for being quick to action, fair, thoughtful, interested, and patient throughout the underwriting and investment period.

## Investment Criteria

Generally, non-control mezzanine debt and equity co-investments in the United States that fit the following parameters:

- **Revenue:** At least \$5.0 Million
- **EBITDA:** At least \$1.0 Million
- **Industries:** No industry focus or bias
- **Investment Size:** \$1.0 - \$12.0 Million (Avg. \$7.0MM)
- **Time to Maturity:** 3 – 5 Years
- **Purpose:** Acquisitions, Growth, Recapitalizations, Refinancings, Market/Product Expansion
- **Company Characteristics:** Strong management, diversified revenues, history of profitability, acquisition or organic growth opportunities

## Investment Professionals



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Managing Director  
C: 513-703-1551

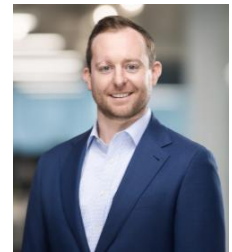
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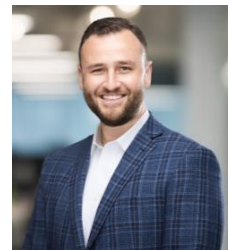
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PCR Partners ("PCR") works only on the buy-side in formalized relationships with a select number of private equity sponsors, family offices and corporate clients who need to see additional high-quality deal flow. PCR works in partnership with clients as an outsourced business development group, and PCR has co-invested in most deals closed with its clients. PCR sources and originates acquisition opportunities that fit client criteria profiles on both a generalist, opportunistic basis, and a specific search basis.

PCR sources opportunities primarily from a network of boutique investment bankers, advisors and key professionals who may be retained on the sell side to create liquidity for owners of companies at a crossroads in their overall development. Targets typically have \$15mm to \$350mm in Revenues and \$3mm to \$40mm in historical EBITDA, and are usually family or entrepreneur owned, in change of control transactions.

You can learn more about how we work with our clients to develop acquisition strategies and how we implement and execute these strategies at [www.pcrllc.com](http://www.pcrllc.com). You will also find detailed information on our current acquisition criteria and parameters as well as background information on the firm's principals.

**Investment criteria for our currently retained private equity and family office clients include the following:**

***Size Parameter and Financial Metrics:***

- \$3-\$40mm in historical EBITDA
- Management that is willing to stay/recapitalize with new owner, or 100% buyout transactions
- 10% or better EBITDA margins
- Control position or a minority equity/sub-debt position in certain cases

***Industry Categories:***

- Industrial Manufacturing
- Business Services
- High Tolerance, Precision Manufacturing
- Engineered Products
- Building Products
- Distribution/Supply Chain Logistics
- Food Ingredients (Human and Pet)
- Healthcare Services
- Education and Training Services
- Niche Financial Services
- Positive Social Impact
- Consumer Products and Services

***Special Areas of Past Success:***

- Specialty Logistics and Air Cargo Handling
- Building Products (Distribution and Manufacturing)
- Retina Surgery Practices (Ophthalmology)
- General Aviation Product Manufacturing
- Consumer Products and Services
- Industrial Products Manufacturing
- Food Industry Safety and Logistics
- Outsourced Program Administration/Consulting
- Gears and Power Generation Product Manufacturing
- Impact Investing in Education and Healthcare
- Supply Chain Logistics, Virtual Manufacturing
- B2B Product Manufacturing
- Testing and Monitoring Equipment and Services
- SAAS Software Solutions
- Governmental Financial Advisor/Asset Manager
- Assembly Tooling Systems Manufacturing for Aerospace/Defense
- Corporate Executive Relocation Logistics

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**PCR Partners**

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# Selected Current Representative Co-Investments



**MILTON STREET CAPITAL**

Has Invested In




**KREG THERAPEUTICS**

Kreg Therapeutics provides health care facilities with specialty beds and support surfaces that facilitate therapeutic treatment solutions for patients with complex care management needs.

The undersigned sourced the deal for Milton Street Capital, and Co-invested alongside Milton Street, their partners, and Craig Poulos.




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**MiddleGround Capital**


Has Acquired



**ATTALA STEEL INDUSTRIES**

Attala Steel is a manufacturer and distributor of steel foundation components that are used for ground-mounted utility-scale solar photovoltaic installations.

The undersigned sourced the deal for MiddleGround Capital and Co-Invested alongside MiddleGround and Management.



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**GF DATA**<sup>®</sup>  
is now  
**GF DATA**<sup>®</sup>  
AN ACG COMPANY

After 16 years, GF Data has been sold to the Association for Corporate Growth ("ACG").

GF Data was started by Andy Greenberg and Graeme Frazier in March 2006. The company has grown into the most reliable source of proprietary data for private equity transactions with \$10 million to \$500 million in total enterprise value, at valuation multiples between 3x and 18x.

More than 350 private equity sponsors and other institutional equity investors have contributed data to the system, which encompasses more than 4000 transactions completed since the beginning of 2003. More than 400 Merger and Acquisition professional firms subscribe for access to the reports and searchable online utility.

Founded in 1954, ACG is the premier M&A deal-making community with a mission of driving middle-market growth. ACG's global network operates through 59 regional chapters worldwide and comprises more than 100,000 middle-market professionals who invest, own and advise growing companies.

March 2022



**Private Capital Research LLC**  
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610.825.1153 • www.pcrllc.com



**striker PARTNERS**

Has Completed An Investment In



**FleetLogix**

A Premier Provider of Managed Labor Services to the Transportation Industry

The undersigned sourced the deal for PCR's long-time client Striker Partners and Co-Invested in the Company alongside Striker and Management.



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**MONOMOY CAPITAL PARTNERS**

Has Acquired



**Construction Resources, Inc. BSI**  
BUILDING SPECIALTIES, INC.

Monomoy created a new platform, **Construction Resources Holdings, LLC**, to facilitate the acquisition of two prominent value-added building products companies.

The newly formed entity is the leading fabricator, distributor and installer of specialty building products for homebuilders, general contractors and homeowners in the southeastern United States.

The undersigned sourced the deal for Monomoy Capital Partners and is pleased to partner with Monomoy in this transaction.



**Private Capital Research LLC**  
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**LLR partners**

Has Completed a Growth Recapitalization of



**CompuSecure**  
security innovation durability

CompuSecure is a dominant player and key innovator in the design and manufacture of specialty ID and luxury credit cards for a variety of end markets.

The undersigned Sourced the deal for LLR Partners and Co-Invested in the Company alongside LLR and Management.



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# Notable Realized Co-Investments and Other Transactions



**ICV PARTNERS**

Has Made a Significant Equity Investment in




**Valvoline Interstate Auto Care**

Interstate Auto Care, LLC operates 26 facilities in the Northeast and Southern U.S., providing automotive preventive maintenance, lube, wash and repair services, tire rotations, and other maintenance and repair services.

The undersigned sourced the deal for and worked alongside ICV Partners to assist in completing this transaction.



**PCR PARTNERS**  
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**Intra Marine Group**

Has Been Acquired By

A portfolio company of Colatex and Dac Marsh Enterprises

Intracast Marine Inc. provides tugboat and larger vessels throughout the U.S. Eastern seaboard and Gulf Coast

The undersigned sourced the deal for the Family Office owning the group of Intra Marine Group and worked alongside of senior management to assist in completing this transaction.



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**GMH VENTURES**

Along with Management and Labovod Capital Has Acquired a controlling interest in




**Dynamic Healthcare Services, Inc.**

A Pennsylvania based registered provider of home medical equipment and respiratory therapy products and services.

The undersigned sourced the deal in connection for GMH Ventures, LLC and worked on the deal along with GMH Management and Labovod.



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**LENCORE**  
COMFORT. PRIVACY. PROGRESSIVE.

Has Acquired the sound marking business of

Lencore Acoustics Corp. is an industry leader in engineering and building high-end sound-marking systems for offices and other commercial applications.

The undersigned sourced the deal for Emico Communications Corp., and worked alongside Emico senior management to assist in completing this transaction.



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**2M AMM**

Has Acquired

Global AMM produces extremely close tolerance metal parts and subassemblies. Specializing in machining exotic alloys and materials such as AlSiMg, Titanium, Engineering Plastics, and Aviation Grade Aluminum wire complex geometries.

The undersigned sourced the deal for 2M Investment Partners, LLC



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**ICV PARTNERS, LLC**

Has acquired a controlling equity interest in




**Cargo Airport Services**

The undersigned sourced the above transaction for ICV and invested in the newly formed entity alongside ICV Partners

The CAS Executive team, and other co-investors. Prospect Capital Corporation provided the senior debt facility.




**Private Capital Research LLC**  
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610.825.1153 • www.pcrllc.com



**HBM HOLDINGS**


Has Acquired




**SCHAFFER INDUSTRIES**

Schaffer is a leading producer of high-precision, custom-engineered parts and machined parts for a wide range of applications, as well as remanufactured, laser-assisted part and other components for off-road vehicles.

The undersigned sourced the deal for HBM Holdings




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**SOLIX**

Transparent Solutions, Visible Results


Has Acquired



**SSG**  
SOCIAL SOLUTIONS GROUP

SSG offers a full range of consulting, software, and operations support and services to public and private organizations throughout the United States.

The undersigned sourced the deal for Solix, Inc.



**Private Capital Research LLC**  
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**tilia**

Has Acquired



**REFRIG**  
WAREHOUSE

Refrig It is a market leader in the storage and handling of temperature sensitive foods and ingredients.

The undersigned sourced the deal for Tilia Holdings LLC



**Private Capital Research LLC**  
2176 Harts Lane • Conshohocken, PA 19428  
610.825.1153 • www.pcrllc.com



**ICV Capital Partners**

Has Made an equity investment in



**The PFM Group**

The undersigned sourced the above transaction for ICV and worked in the newly formed entity alongside ICV Capital Partners, alongside Emico, Bank of America Securities, Occidental Fund, the Management Team and Existing Shareholders of PFM, Suncoast Bank and State Capital Bank provided the senior debt facility.



**Private Capital Research LLC**  
2176 Harts Lane • Conshohocken, PA 19428  
610.825.1153 • www.pcrllc.com

Petra Capital Partners is a private equity firm engaged in providing growth capital for companies located throughout the United States. Our investment team has an established record of success spanning over 25 years and deploying more than \$900 million of capital invested into more than 100 companies. We are seeking investments for our new SBIC fund, Petra Growth Fund V. We can invest up to \$25 million per company in equity or debt securities.

### Transaction Types

- Growth capital
- Recapitalizations
- Buyouts
- Acquisition financing
- Platform buy and build

### Financial Characteristics

- \$10 million or greater in revenue
- \$1 million or greater of EBITDA
- \$15 - \$75 million enterprise value
- Healthcare or B2B services
- \$10 to \$25 million initial check size

### Flexible Capital Solutions

- Minority Equity
- Subordinated Debt
- Control Equity

### Industry Focus



#### Business Services

- Business process outsourcing
- Outsourced HR, regulatory & legal services
- Managed field services
- Insurance related services
- Third party maintenance & support
- Facility maintenance services
- Testing, inspection & compliance services



#### Healthcare

- Healthcare services
- Healthcare IT
- Healthcare providers
- Home health services
- Infusion services
- Pharmaceutical services
- Behavioral health
- Value based care



#### Technology-Enabled Services























- Managed IT & security services
- IOT
- Cyber security
- Application software
- Automation solutions
- Regulatory & compliance solutions
- Intelligence, analytics & benchmarking solutions

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David Fitzgerald  
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Carter Owen  
Director of Business Development  
[cso@petracapital.com](mailto:cso@petracapital.com)

Active Portfolio

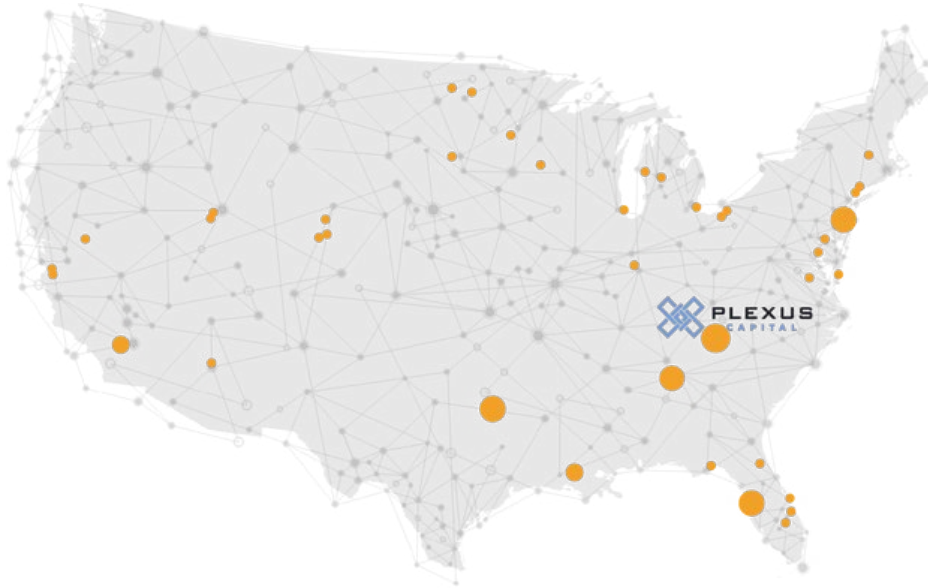
	<p>Nutritionist staffing services provider serving long term care facilities.</p>		<p>IT services and consulting firm serving the healthcare industry</p>
	<p>Maintenance, repair and installation services provider of commercial doors and industrial docks.</p>		<p>Growth agency for direct-to-consumer eCommerce brands.</p>
	<p>Provider of pediatric private duty nursing and IDD home care services.</p>		<p>Restoration platform in the ServiceMaster Restore franchise ecosystem.</p>
	<p>Provider of market research and analytics to the pharmaceutical and healthcare industries.</p>		<p>Provider of ERP technology solutions for manufacturing and distribution companies.</p>
	<p>Compounding pharmacy serving the specialized wound care market.</p>		<p>Seymour, IN based provider of commercial and residential roofing services.</p>
	<p>Tech-enabled government contractor serving Medicare in areas of patient satisfaction and cost containment.</p>		<p>Operator of day and med spas located in Austin, TX.</p>
	<p>Provider of tech-enabled fundraising services to K-12 schools.</p>		<p>Network of outpatient vascular and endovascular centers.</p>
	<p>Derry, PA based fabricator of custom foam products for various end markets.</p>		<p>Provider of outsourced RFP services to government contractors and corporate clients.</p>
	<p>Operator of non-hospital inpatient psychiatric treatment facilities serving adolescents.</p>		<p>Provider of non-clinical support services to post-acute care medical practices throughout the U.S.</p>
	<p>Aurora, CO based services provider to individuals with intellectual and developmental disabilities.</p>		<p>Philadelphia, PA based provider of non-skilled homecare services to the elderly and disabled.</p>
	<p>Provider of physical therapy services utilizing doctorate-level therapists to serve clinics in the Midwest.</p>		<p>Largo, FL based provider of skilled and non-medical home-based care.</p>
	<p>Provider of ABA therapy services to children with autism spectrum disorder.</p>		<p>Operator of freestanding psychiatric hospitals and outpatient programs.</p>

Select Prior Investments

	<p>Corporate training services provider for technology companies.</p>		<p>Dallas, TX based provider of hospice and palliative care services.</p>
	<p>Provider of digital process transformation and robotic process automation services.</p>		<p>Contract research organization serving pharmaceutical, biotech, and medical device firms.</p>



Plexus Capital invests across the United States in a variety of transaction types, including acquisitions, buyouts, recapitalizations, and growth capital. Since 2005, Plexus has raised over \$2.7B across nine funds and invested in more than 200 companies. In 2025 Plexus raised \$1.3B in two new funds: Structured Capital Fund VII and Equity Fund II. Plexus has built an institutional platform with a team of 48 professionals based in Raleigh and Charlotte, NC.



**\$3.1B\***  
AUM

**211**  
COMPANIES

**\$2-\$15M**  
TYPICAL EBIDTA

## Core Industry Focus

Business Services | Retail & Consumer | Tech-Enabled Healthcare | Niche Manufacturing | Value-Added Distribution Software & IT Services

## Company Characteristics We Look For

Revenue: \$10-\$100M | EDITDA: \$2-\$15M

- Committed management teams
- Strong end market fundamentals
- Sustainable positive cash flow
- Established business strategy

*\*Above figure as of 09/30/2025 \*Includes SBIC funds  
Please see disclaimers for additional information.*

## Investment Characteristics

Size: Up to \$40M (co-invest for larger amounts)

Types: unitranche, subordinated debt, one-stop financings, equity (majority or minority), preferred equity and common equity

Use of Proceeds: acquisitions, leveraged buyouts, management buyouts, growth, recapitalizations, minority recapitalizations



Help small companies **DO** big things!

[www.plexuscap.com](http://www.plexuscap.com)



# PROGRESS EQUITY PARTNERS

*Entrepreneurial Private Equity*

## Our Firm

*Progress Equity Partners (“PEP”) is a private investment firm based in Denver, CO. PEP focuses on partnering with successful companies and their management teams to scale for further growth. The Progress principals have decades of experience working with entrepreneurs who are ready for the next evolution of their business. Working across a variety of industries, PEP has built a strong reputation for collaborating with its partners in building sustainable value in lower middle market companies.*

*PEP has been operating as an independent sponsor since 2006 and has closed over 20 acquisitions. We invest alongside a network of individual investors and outside capital partners. We maintain a flexible investment approach focused on the best outcome for our companies and investments.*

## Investment Criteria

### Company Size

*\$2 to \$10 million  
EBITDA*

### Investment Structure

*Flexible majority  
ownership structures*

### Management

*Strong track-record and  
desire to roll equity*

### Geography

*United States*



**Business Services**



**Healthcare**



**Niche Manufacturing**



**Industrial Services & Products**



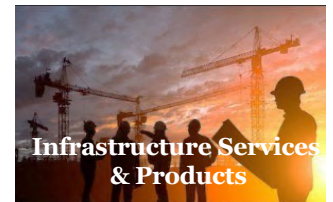
**Education & Career Services**



**Specialty Distribution**



**Specialty Food**



**Infrastructure Services & Products**

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for more information, please visit [www.progressequity.com](http://www.progressequity.com)

# PROSPECT CAPITAL

## Leading Provider of Middle-Market Financing

---

### Prospect Overview

- \$8 billion of capital (including undrawn credit facilities) and invested \$20+ billion since 2003
  - Particularly strong focus on Independent Sponsors, providing debt and equity in the same deal
  - Investment hold sizes of \$10 million to \$150+ million per transaction across industries; deeper expertise in many sectors including healthcare, industrials, manufacturing, and consumer
  - Bespoke financing solutions to meet specific needs and purposes of businesses and owners
  - Experienced, responsive team of over 100 professionals, based primarily in New York with representatives across the US including Chicago and Florida; initial feedback on deals within 3 business days maximum
  - In business since 1988 (Prospect Capital Management and its predecessors)
- 

### Investment Types

- First Lien Term Loans
- Unitranche Term Loans
- First Lien Last-Out Term Loans
- Second Lien Term Loans
- Real Estate Transactions
- Private Equity (Control and Non-Control) – including as “one-stop” debt + equity solutions

### Use of Proceeds

- Leveraged Buyouts
  - Acquisition Financings
  - Dividend Recapitalizations
  - Refinancing of Existing Debt / Equity
  - Capital Expenditures
  - Later-Stage Growth Capital
- 

### Investment Criteria

- Revenue typically from \$20 million to \$1 billion, EBITDA from \$2 million to \$150 million
- Focused on finding great management teams running great companies
- Broad industry focus, including (but not limited to):
  - Business Services
  - Business Supplies
  - Distribution
  - Consumer Finance
  - Consumer Products
  - Consumer Services
  - Food & Beverage
  - Healthcare
  - Hotels, Restaurants & Leisure
  - Industrial
  - Internet, IT & Software
  - Manufacturing
  - Media & Communications
  - Professional Services
  - Pharmaceuticals
  - Real Estate
  - Textiles, Apparel & Luxury Goods
  - Transportation & Logistics

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# Riverside.

## About the Riverside Company

The Riverside Company is a global investment firm dedicated to providing exceptional private equity and flexible capital options. The firm strives to deliver transformative growth and create lasting value for investors, business owners and portfolio company employees at the smaller end of the middle market.

**35+**  
Year History

**1100+**  
Investments

**140+**  
Portfolio  
Companies

**350+**  
Employees

## Strategies and Global Footprint

### Private Equity

#### Riverside Capital Appreciation Fund (RCAF)

- Majority investments in North America-based platform companies with \$10 million to \$35 million in LTM EBITDA

#### Riverside Europe Fund (REF)

- Majority investments in European companies with less than €30 million in LTM EBITDA

#### Riverside Micro-Cap Fund (RMCF)

- Majority investments in North America-based companies with up to \$10 million in LTM EBITDA

#### Riverside Australia Fund (RAF)

- Control buyouts of Australia and New Zealand-based companies with up to A\$25 million in LTM EBITDA

#### Riverside Value Fund (RVF)

- Makes majority investments in middle market companies with operational challenges or balance sheet complexities

### Flexible Capital

#### Riverside Strategic Capital Fund (RSCF)

- Non-control, junior investments in companies with \$5 million or greater of LTM EBITDA

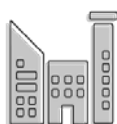
#### Riverside Acceleration Capital (RAC)

- Senior secured loans for enterprise software companies with \$3 million to \$15 million in LTM Revenue

### Offices on Four Continents



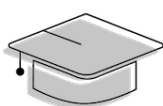
## Investment Sector Specializations



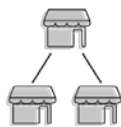
**Business  
Services**



**Consumer**



**Education &  
Training**



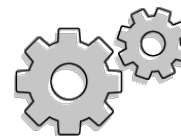
**Franchisors**



**Healthcare**



**Software &  
IT**



**Specialty  
Manufacturing  
& Distribution**

[riversidecompany.com](http://riversidecompany.com)



## Who We Are

Riverspan Partners is a Chicago-based private equity firm that partners with middle-market industrial businesses at critical inflection points, providing capital and expertise to accelerate growth and transformation. We collaborate closely with founders and leadership teams to unlock value through operational improvements, commercial excellence, and digital enablement, positioning our partners to achieve stronger performance and build durable, long-term success.

## Value Creation



**Commercial Excellence**



**Operational Improvements**



**Digital Enablement**



**Strategic Transformation**

## Focus Areas

We focus on control-oriented investments in industrials companies with \$5-35m of EBITDA

<b>Chemicals &amp; Materials</b>	<b>Building Products</b>	<b>Industrial Technology &amp; Engineered Components</b>	<b>Industrial Services</b>	<b>Healthcare Manufacturing</b>
<ul style="list-style-type: none"> <li>• Coatings, adhesives &amp; sealants</li> <li>• Industrial minerals</li> <li>• Life science chemicals</li> <li>• Water treatment</li> <li>• Food flavors &amp; ingredients</li> <li>• Personal care</li> <li>• Process chemistries</li> </ul>	<ul style="list-style-type: none"> <li>• Commercial &amp; non-residential</li> <li>• Doors/windows/roofing</li> <li>• Insulation</li> <li>• HVAC equipment</li> <li>• Tools and hardware</li> <li>• Engineered products</li> <li>• Specialty distribution</li> </ul>	<ul style="list-style-type: none"> <li>• Automation</li> <li>• Process &amp; flow control</li> <li>• Water &amp; filtration</li> <li>• Security &amp; safety</li> <li>• Environmental technology</li> <li>• Semis &amp; computing</li> <li>• Electrical components</li> </ul>	<ul style="list-style-type: none"> <li>• TICC</li> <li>• Facilities services</li> <li>• Route-based services</li> <li>• Environmental services</li> <li>• Inspection services</li> </ul>	<ul style="list-style-type: none"> <li>• Biopharma / pharma materials</li> <li>• CMO / CDMO</li> <li>• Diagnostics</li> <li>• Logistics &amp; supply chain</li> <li>• Specialty packaging</li> </ul>

Additional areas of interest: energy, aerospace & defense, logistics, automotive, and packaging

## Portfolio

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### HIGH DIVIDE



**HQ: Dillon, MT**

*High Divide Minerals is a differentiated miner and processor of industrial talc with world-class operations and significant opportunity to implement Riverspan's commercial excellence playbook.*



**HQ: Indianapolis, IN**

*POLARIS Laboratories is a market-leading global provider of outsourced laboratory-based fluid analysis testing and reliability services for a diverse range of end markets.*

*Actively looking for add-ons: \$500K EBITDA and up*

### UNITED TITANIUM

**HQ: Wooster, OH**

*United Titanium is a premier U.S. manufacturer of engineered fasteners, fittings, and precision components made from titanium, zirconium and other specialty metals.*

*Actively looking for add-ons: \$1M EBITDA and up*

## Team

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Dave Thomas  
Founding Partner



John Gilligan  
Founding Partner



Michael DeSantis  
Principal



Brogan Magnarelli  
Vice President



William Lederer  
Vice President



Brian Finn  
Vice President

## Contact us

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# We are Roebling Capital Partners

## BACKGROUND

Founded in 2020 and headquartered in the heart of downtown Cincinnati, Roebling Capital Partners brings together a seasoned team with more than 200 successful M&A transactions. We focus on lower-middle-market businesses with strong growth potential whose founders may lack the time, resources, or bandwidth to scale. Having been in your shoes, we understand the challenges owners face, and we're committed to rolling up our sleeves to add value from day one, helping businesses not just grow, but thrive.

## INDUSTRY FOCUS

### B2B Services



### Industrials



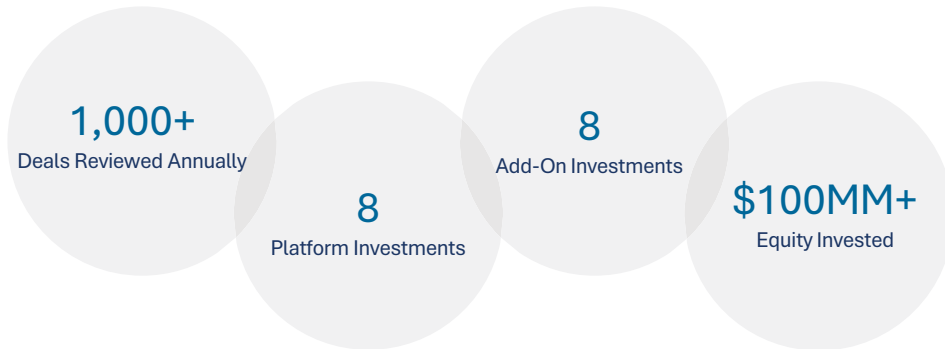
### Consumer



### Healthcare



## FIRM ACTIVITY



## OUR APPROACH

We complete control equity investments in lower-middle-market companies that are looking to sell or begin a transition, have strong growth prospects, and can benefit from our expertise and extensive professional network. Through the Roebling Value Added™ ("RVA™") process, we drive growth and improve operations across our portfolio, ultimately propelling sustainable, long-term value creation for our investors.

## PORTFOLIO OVERVIEW

<p><b>THE PORCHSWING COMPANY</b> eCommerce offering of handcrafted porch swings, beds, and outdoor seating furniture</p>	<p><b>ALL CLAIMS REPAIRS</b> Disaster restoration and contracting company specializing in property damage</p>	<p><b>CHEMLOCK NUTRITION</b> Distributor of proprietary animal feed supplements to improve health and performance</p>	<p><b>WHITE STONE FLEET SERVICE</b> Comprehensive mobile fleet maintenance and repair for commercial vehicles</p>
<p><b>TLI</b> Teron Lighting Designer and manufacturer of architectural lighting fixtures for commercial spaces</p>	<p><b>SprayEZ</b> Spray Equipment and Coatings Manufacturer of professional spray foam insulation rigs, parts, and foams</p>	<p><b>EZ Pay Buildings</b> Rent-to-own offering for storage sheds and carports</p>	<p><b>LONGSTRETH FIELD HOCKEY</b> Specialty distributor of field hockey equipment and related gear</p>

Keith Carlson  
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Partner & Managing Director  
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David Graham  
Vice President  
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Reeve Hoover  
Vice President  
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Cader Rowe  
Analyst  
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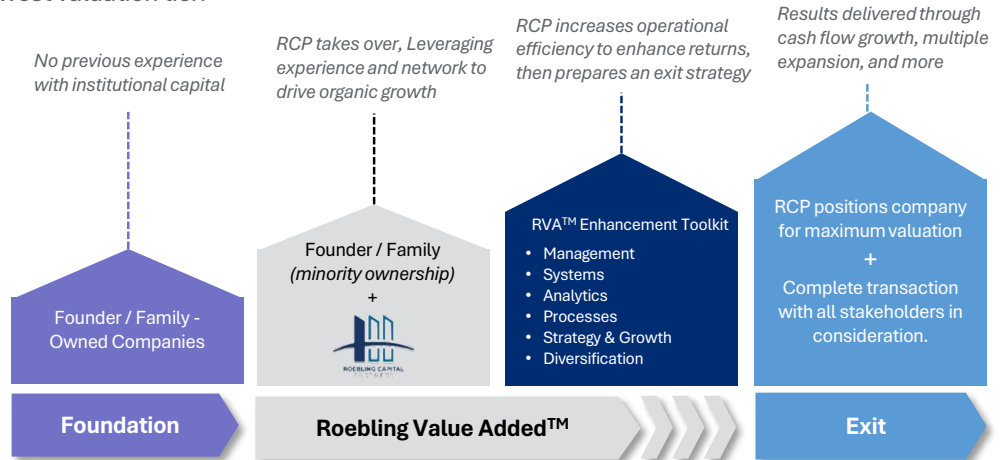


# We are Roebling Capital Partners



## ROEBLING VALUE ADDED™

Roebling Value Added™ is a material reason why we believe RCP will generate increased cash flow dynamics, in addition to the potential for substantial EBITDA multiple expansion (entry vs. exit valuation). Simplistically, growing a portfolio company's cash flows and simultaneously achieving a stair-step increase in multiple can result in a 'double dip' for returns, while also reducing the likelihood of the inverse by paying the multiple in the lowest valuation tier.



### Investment Criteria

**\$10.0M+**

Trailing 12-month ("TTM") Revenue

**\$3.0M+**

TTM EBITDA

**10%+**

EBITDA margins

### Supplemental Standards

- ✓ Strong historical and sustainable financial performance
- ✓ Positive free cash flow
- ✓ Ability to operate with leverage
- ✓ Capable management team post-acquisition

## ROEBLING TEAM

### Investment Team



**Keith Carlson**  
CEO & Managing Partner



**Wes Goebel**  
Partner & Managing Director



**Reeve Hoover**  
Vice President



**David Graham**  
Vice President

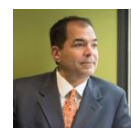


**Cader Rowe**  
Analyst

### Value Creation Team



**Mike Dektas**  
Chief Financial Officer



**Karl Gouverneur**  
Chief Technology Officer

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Cader Rowe  
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## Investment Strategy

- Sallyport partners with proven management teams to grow and build thriving businesses. We add value by leveraging our extensive operational experience, industry expertise, and expansive network.
- Our exceptional investor base, comprised of successful entrepreneurs, seasoned executives, and influential families, bolster our capabilities as a value-add partner.
- People come first. We believe in the power of cultivated relationships because they enhance every aspect of every business.

## Criteria

- ✓ Strong management team
- ✓ Product we like
- ✓ We can add meaningful value

## Sallyport's Strike Zone

<b>\$10-30mm</b> Equity Investment <small>(able to scale with co-invest)</small>	<b>\$5mm+</b> EBITDA	<b>\$25mm+</b> Enterprise Value	<b>Control &amp; Non-Control</b> Ownership	 Nationwide approach, Texas-first mentality
<b>Transaction Focus</b>		<b>Diversified Industries (Non-Exhaustive)</b>		
<ul style="list-style-type: none"> <li>Buyout</li> <li>Growth Capital</li> <li>Equity Recap</li> <li>Succession Planning</li> <li>Non-Core Asset Sale</li> </ul>		<p><i>This list reflects our key focus areas and is non-exhaustive</i></p> <ul style="list-style-type: none"> <li> Logistics</li> <li> Specialty Finance</li> <li> Manufacturing</li> <li> Infrastructure Services</li> </ul>		

## Current Portfolio



**Advanced Spirits** | Houston, TX | Growth Capital  
*Working capital for the bourbon / whiskey industry*



**Elevex** | Cleveland, OH | Founder  
*High-growth equipment finance business*

## Select Previous Investments

*The investments showcased below were executed by Sallyport's management team on behalf of a single-family office, Sallyport Investments, that preceded Sallyport Partners Fund's founding*



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Seaside Equity Partners is a San Diego based, growth-oriented private equity firm that seeks to provide capital, resources, and strategic support to leading providers of mission-critical services.

**2017**

Year Founded

**\$1.3B+**

Capital Under Management

**15**

Platform Investments

**40+**

Add-ons Completed

## SECTOR FOCUS

Seaside is actively pursuing platform investments in providers of mission-critical business services with the objective of partnering with industry-leading companies, founders, and management teams.



### Skilled Services

- Facilities services
- Field services
- Residential services
- Industrial services
- Value-added Distribution
- Utility services
- Repair, Maintenance & Overhaul
- Environmental
- Logistics & Transportation
- Infrastructure services



### Professional Services

- Accounting & Tax
- Legal & Compliance
- Human capital
- Healthcare services
- Risk Management
- Education & Training
- Managed services
- Tech-Enabled services
- Real Estate services
- Architecture & Engineering
- Consulting services
- Digital Transformation
- BPO & BPS

## OUR FUNDS

### Flagship Fund

Target Platform: \$3M - \$15M EBITDA

Add-ons can be any size

### Navigator Fund

Target Platform: \$1M - \$3M EBITDA

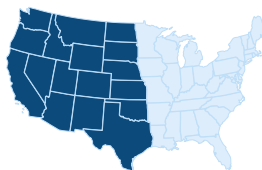
Add-ons can be any size

## INVESTMENT CRITERIA

### Transaction Type

- Founder and family owned
- First institutional capital
- Majority investments
- No criteria for add-on acquisitions

### Geographic Focus



- Platform HQ in Western U.S.
- No criteria for add-on acqs.

**ACTIVE BUY-AND-BUILD PLATFORMS**

 <b>Turnkey commercial roofing &amp; exterior services</b> Denver, CO	<b>Add-on criteria</b> Re-roof, service & maintenance providers in the U.S.	 <b>Emergency restoration, mitigation, &amp; remediation services</b> Dallas, TX	<b>Add-on criteria</b> Emergency restoration & remediation in the West, Midwest & Southeast
 <b>Tax, accounting &amp; bookkeeping services</b> Bend, OR	<b>Add-on criteria</b> Outsourced tax preparation & planning, accounting, bookkeeping, payroll and corporate advisory services in the Pacific Northwest & Mountain West	 <b>Government software implementation &amp; support services</b> Southlake, TX	<b>Add-on criteria</b> Government IT services providers in the U.S. & Canada
 <b>Healthcare &amp; workplace safety certification and CE services</b> Seattle, WA	<b>Add-on criteria</b> Healthcare & workplace safety training in the U.S.	 <b>Tech-enabled provider of payroll, compliance &amp; workforce solutions</b> Golden, CO	<b>Add-on criteria</b> Workforce and human capital services in the U.S. & Canada
 <b>Environmental &amp; industrial cleaning services</b> Dallas, TX	<b>Add-on criteria</b> Environmental services, emergency response, wastewater treatment & industrial cleaning	 <b>End-to-end managed IT infrastructure solutions</b> Broomfield, CO	<b>Add-on criteria</b> MSP & MSSP providers
 <b>Towing, recovery, transport &amp; environmental services provider</b> Phoenix, AZ	<b>Add-on criteria</b> Towing, recovery & environmental services in the Western U.S.	 <b>Repair, maintenance &amp; overhaul for semiconductor equipment</b> San Jose, CA	<b>Add-on criteria</b> Semi equipment parts, service & overhaul providers in the U.S., Asia & Europe

 San Diego, CA **Pioneer of emotional intelligence training for global enterprises**

**SEASIDE EQUITY TEAM**

<b>Andrew Thompson</b> Managing Partner andrew.thompson@seasideequity.com	<b>Jesse Kay</b> Principal jesse.kay@seasideequity.com	<b>Doug Parker</b> VP, Origination doug.parker@seasideequity.com 858-947-1354
<b>Hiral Pithadia</b> Managing Director hiral.pithadia@seasideequity.com	<b>Rob La Rue</b> Principal rob.larue@seasideequity.com	
<b>Navid Shirazi</b> Managing Director navid.shirazi@seasideequity.com	<b>Noah Seidenfeld</b> Principal noah.seidenfeld@seasideequity.com	



# We Grow Manufacturing Companies

Sky Island is a private equity firm actively investing out of our second fund, focused on partnering exclusively with privately-held manufacturing companies. We believe in the fundamental tenets of partnership and interest alignment, which pervade everything we do.

## Investment Criteria



Manufacturing Companies



Headquarters & Primary Operations in U.S. or Canada



\$4-20 Million EBITDA



Privately-Held and Managed (Non-Institutional)



Sellers/Management Looking for a Partner (Not Just Capital)



Interest Alignment Through Rollover Investment



\$10-60 Million Equity Checks



Majority Control

## Sectors of Interest

- Advanced Materials
- Aerospace & Defense
- Auto & Transportation
- Beauty & Personal Care
- Building Products
- Co-Packing / Co-Mfg.
- Consumer Products
- Food & Beverage
- Health & Wellness
- Industrial Products
- Industrial Technology
- Medical Devices
- Medical Products
- Metals
- Outdoor & Recreation
- Packaging
- Pet Food & Products
- Private Label
- Specialty Chemicals
- VMS

## Strategic Playbook

Sky Island utilizes a proprietary and effective operational playbook that has been crafted and honed from working alongside more than 50 companies over the past 17 years. Our Strategic Playbook is based on five core tenets outlined below and customized for each portfolio company.



Human Capital

Financial & Governance

Operations

Competitive Position & Sales

Strategic Transformation

# Our Portfolio

Sky Island is proud of its diversified portfolio of U.S. based manufacturing companies that are led by exceptional teams and have exciting growth opportunities.



Leading producer of advanced materials and specialty coated metals engineered to address lightweighting, noise, vibration, and harshness (“NVH”), corrosion, architectural, and aesthetic needs to a variety of industries.

**Completed:**



**Acquired:** March 2019  
**HQ:** Canton, Ohio  
[www.materialsciencescorp.com](http://www.materialsciencescorp.com)

**Criteria for Add-On Acquisitions:**  
*Manufacturing leaders in metal coating and enhancement*

**Completed:**





Leading provider of specialized polishing solutions across white and red metals for use in high-visibility applications in the building products, transportation, and consumer goods sectors.

**Completed:**



**Acquired:** October 2020  
**HQ:** Hillside, New Jersey  
[www.polishedmetals.com](http://www.polishedmetals.com)

**Criteria for Add-On Acquisitions:**  
*Specialty metal finishers for architectural, transportation, or industrial applications*

**Completed:**





142-year-old manufacturer and wholesaler of branded “Made in the USA” American flags, military flags, and other flags and accessories to the mass market, commercial, and government channels.

**Completed:**



**Acquired:** June 2021  
**HQ:** Wyomissing, Pennsylvania  
[www.valleyforgeflag.com](http://www.valleyforgeflag.com)

**Criteria for Add-On Acquisitions:**  
*Consumer goods companies with cut and sew or custom printing operations*

**Completed:**





Leading manufacturer of authentic, small batch, hand-breaded Wisconsin cheese curds serving restaurant chains, bars, sports and convention venues, convenience stores, cruise ships, and other establishments throughout the U.S.

**Completed:**



**Acquired:** March 2023  
**HQ:** Ellsworth, Wisconsin  
[www.kaufholdskurds.com](http://www.kaufholdskurds.com)

**Criteria for Add-On Acquisitions:**  
*Manufacturers of appetizers serving the foodservice market*

**Completed:**





Leading manufacturer of paper tubes and cores in the Western U.S. serving a variety of industries, including construction, packaging, agriculture, consumer products, and building products, among many others.

**Completed:**




**Acquired:** July 2024  
**HQ:** Stockton, California  
[www.pacificpapertube.com](http://www.pacificpapertube.com)

**Criteria for Add-On Acquisitions:**  
*Leading manufacturers of paper tubes and cores or other converted paper products*


**Completed:**





Leading producer and supplier of high-quality cultured dairy products (e.g., sour cream, yogurt, etc.) to the food manufacturing, food service, and restaurant industries.


**Completed:**



**Acquired:** August 2024  
**HQ:** San Bernardino, California  
[www.farmdale.net](http://www.farmdale.net)

**Criteria for Add-On Acquisitions:**  
*Manufacturers or distributors of cultured dairy products*

**Completed:**





Leading manufacturer of high-density polyethylene (HDPE) privacy partitions and lockers selling into several end markets including education, office, parks & recreation, government, healthcare, hospitality, transportation, and retail.

**Completed:**




**Acquired:** June 2025  
**HQ:** Scranton, Pennsylvania  
[www.scrantonproducts.com](http://www.scrantonproducts.com)

**Criteria for Add-On Acquisitions:**  
*Providers of partitions, lockers, washroom accessories, and related architecturally specified products serving commercial markets*


**Completed:**





Leading manufacturer and omnichannel retailer of certified organic, non-toxic mattresses and sleep products, providing safer, healthier alternatives to conventional bedding across consumer and hospitality markets.


**Completed:**




**Acquired:** September 2025  
**HQ:** Chagrin Falls, Ohio  
[www.naturepedic.com](http://www.naturepedic.com)

**Criteria for Add-On Acquisitions:**  
*Manufacturers of mattresses and bedroom related products*

**Completed:**




# Realized



A designer, manufacturer, and supplier of industry leading products used in refineries, petrochemical, and other process manufacturing plants to safely and rapidly perform turnarounds, shutdowns, maintenance, repairs, and capital projects


**Completed:**




**Acquired:** December 2021  
**HQ:** Houston, Texas  
[www.usaindustries.com](http://www.usaindustries.com)

**Exited:** December 2025


**Completed:**





A designer and manufacturer of industry leading, highly engineered aviation refuelers, custom work trucks, and tanks serving the aviation, liquid waste removal, rail, and refined fuel delivery industries.


**Completed:**



**Acquired:** December 2021  
**HQ:** Kansas City, Missouri  
[www.skymarkrefuelers.com](http://www.skymarkrefuelers.com)

**Exited:** January 2026

**Completed:**



# Our Team

Sky Island has brought together a talented team displaying a unique and multifaceted skill set from our principal investing, investment banking, operational improvement, restructuring, and senior management backgrounds centered around manufacturing companies. We share a passion and acumen for rolling up our sleeves alongside our management team partners to drive value for all constituents.

<p><b>For new investment opportunities, contact:</b></p> <p><b>Ryan Jankowski</b> <i>Director, Business Development</i> <a href="mailto:ryan@skyislandcap.com">ryan@skyislandcap.com</a></p> <p><b>Devin Mulchand</b> <i>Analyst, Business Development</i> <a href="mailto:devin@skyislandcap.com">devin@skyislandcap.com</a></p>	<p><b>Jack Waterstreet</b> <i>Managing Partner</i></p> <p><b>Kevin Caldwell</b> <i>Director, Continuous Improvement</i></p> <p><b>Jared Glass</b> <i>Senior Associate</i></p>	<p><b>Pat Murley</b> <i>Partner</i></p> <p><b>Cord Walker</b> <i>Principal</i></p> <p><b>Carson Pate</b> <i>Senior Associate</i></p>	<p><b>Will Dobbs</b> <i>Partner</i></p> <p><b>Michael Marsh</b> <i>Principal</i></p> <p><b>Rishi Agrawal</b> <i>Associate</i></p>	<p><b>Brittany Bachelor</b> <i>Chief Financial Officer &amp; Chief Compliance Officer</i></p> <p><b>Cyrus Hamid-Khani</b> <i>Vice President</i></p> <p><b>Jarratt Bell</b> <i>Associate</i></p>
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# STONEHENGE PARTNERS

Stonehenge Partners is an Ohio-based private equity firm providing flexible capital solutions to leading middle market companies. We have raised \$1.4 billion of committed capital across six institutional funds and are currently investing out of Stonehenge Opportunity Fund V, LP.

## Investment Criteria

### Fund V

- \$375 million

### Target Sizes

- At least \$2 million of EBITDA for platforms
- No minimum EBITDA for add-on acquisitions

### Investment Size

- \$10 to \$50 million

### Investment Structures

- Subordinated Debt
- Minority Equity
- Control Equity

### Industry Preferences

<b>Manufacturing</b>  	<b>Distribution</b>  
<b>Business Services</b>  	<b>Healthcare</b>  
<b>Other</b>  	

## Executive Led Sectors of Interest

**Industrial Distribution**




*Nothing can stop you now™*



**Building Products**





INSULATED BUILDING PRODUCTS

**Youth Sports**



**Capital Goods Manufacturing**





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### Patrick Shevelson, Vice President

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# STONEHENGE PARTNERS

## Representative Portfolio Companies



Mundelein, IL

Distributor of fluid power and power train products



Loveland, OH

Provider of dry ice blasting and production technology



Spring City, PA

Manufacturer of high temperature textiles



Clearwater, FL

Provider of facility management, advisory, and development services



Plain City, OH

Provider of fleet, vehicle, and retail graphics, production, and installation services



Boulder, CO

Franchisee of Sola Salon Studios



Chicago, IL

Manufacturer of precision parts, components, and assemblies



Littleton, CO

Distributor of fluid power products and systems



Cincinnati, OH

Manufacturer of branded compressed air products



Raleigh, NC

Provider of special event products and services



Newberg, OR

Manufacturer of food processing equipment



Freehold, NJ

Provider of residential irrigation systems installation & maintenance services



Philadelphia, PA

Franchisor of frozen treats shops



Canton, GA

Provider of out-of-home advertising



Madison Heights, MI

Provider of pavement maintenance and repair services



Austin, TX

Importer and distributor of high-grade stone, quartz, and porcelain



# StoneTree Investment Partners

TRANSFORMING INDUSTRIALS. INVESTING IN PEOPLE.®

[stonetreeinvest.com](http://stonetreeinvest.com)  
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 Dallas, TX 75225  
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StoneTree Investment Partners is an industrials-focused private investment firm built by experienced operators, engineers, and investors. The firm selectively invests in established niche manufacturing and industrial companies where StoneTree members can serve alongside employees and management to elevate the company through a Business Transformation Agenda.

With over \$200 million in AUM, StoneTree is actively investing out of its inaugural fund

### Target Platform Attributes

- Industrial Manufacturing Focus
- U.S. or Canada headquarters
- 80+ Employees
- Revenue \$40 to \$200 million
- EBITDA up to \$12 million
- Transaction Sizes up to \$100 million
- Control Investments

### Transaction Types

- Founder- and Family-Owned
- Corporate Divestitures
- Management Buyouts
- Lender-Owned or – Controlled
- Special Situations

*Stone: Solid Foundations  
 + Tree: Business Transformation  
 + People: Employee Impact*



### Sector Expertise



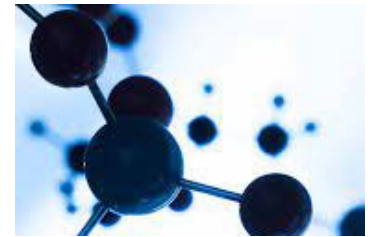
Industrial Tech / Advanced Mfg.



Commercial Transport / Off-Road



Capital Goods & Equipment



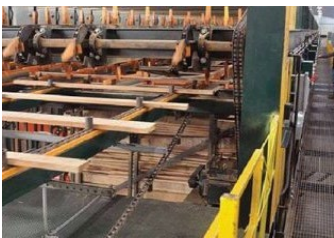
Specialty Materials



Building Products



Metals & Engineered Materials



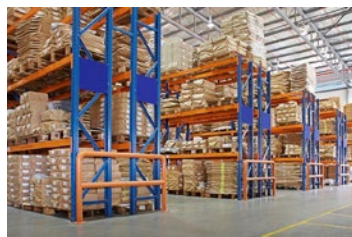
Wood & Paper Products



Packaging



Aerospace & Defense



Specialty Distribution



Industrial Services & MRO



Environmental Services & Tech



**DNA.** Engineers and Operators who navigate complexity



**REPUTATION.** In our careers, never failed to close a countersigned LOI



**MISSION AND PURPOSE.** The StoneTree Difference

*Our professionals have deployed over \$1 billion of equity capital across more than 30 transactions, successfully generating serial top returns for institutional investors*



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### StoneTree Council



- Seasoned industrial CEOs / Presidents with whom we have partnered in prior investments
- Advise and / or co-invest alongside StoneTree

### Business Transformation Experts

- **Art Koch, Supply Chain Guru:** Parts fulfillment, supply chain continuity, factory integration, materials flow
- **Kimo Oberloh, Lean Sensei:** Lean, Toyota Production System, problem-solving, culture and people
- **Guy Jones, Lean Sensei:** Lean, Toyota Production System, problem-solving, culture and people

### Mission: Transforming Industrials.

Executing a Business Transformation Agenda, prioritizing: Customer Focus, Operational + Technological Innovation, and Investing in People.®



### Purpose: Investing in People.®

Improving Employee Safety, Economics, Education + Training, and Empowerment + Empathy.

## Partner Companies



Sussex, Wisconsin  
Sector: Test & Measurement

**Power Test** is the industry leader in the design, manufacture, and service of dynamometers, heavy equipment testing systems, and related software and control systems



Blaine, Minnesota  
Sector: Industrial Automation

**Viking Engineering & Development** is the industry leader in automated fastening equipment for pallet and bedframe production, along with associated parts, service, software and consumables



Oklahoma City, Oklahoma / Houston, Texas  
Sector: Material Handling

**Reel Power International** is the market leader in engineered equipment for wire, cable & flexible material handling, providing automated solutions for reeling, winding, coiling, and other applications



Hauppauge, New York / Montréal, Québec  
Sector: Building Products

**Wilbar Group** is the largest manufacturer of hard-sided aboveground and semi-inground pools in North America



# TAMARIX CAPITAL PARTNERS

## Flexible Capital Solutions for the Lower Middle Market

Tamarix Capital Partners (“TCP”) is a provider of capital to lower middle market companies across the U.S. TCP is part of the Tamarix platform, which was founded in 1993, and is managed by seasoned investment professionals that have cumulatively invested over \$3.5 billion.

<b>Types of Securities</b>	<ul style="list-style-type: none"> <li>• Unitranche Debt</li> <li>• Second Lien Debt</li> <li>• Subordinated / Mezzanine Debt</li> </ul>	<ul style="list-style-type: none"> <li>• Debt with Warrants</li> <li>• Debt with Preferred Equity</li> <li>• Debt with Common Equity</li> </ul>
<b>Transaction Types</b>	<ul style="list-style-type: none"> <li>• Refinancings / Recapitalizations</li> <li>• Management &amp; Leverage Buyouts</li> <li>• Acquisition Financings</li> <li>• Shareholder Liquidity Events</li> </ul>	<ul style="list-style-type: none"> <li>• Growth Capital</li> <li>• Non-Sponsored Transactions</li> <li>• Independent Sponsor Transactions</li> <li>• Private Equity Backed Transactions</li> </ul>
<b>Investment Criteria</b>	<ul style="list-style-type: none"> <li>• U.S.-based businesses with EBITDA of \$2.5 – \$15 million</li> <li>• Experienced management teams</li> <li>• Proven historical performance and positive free cash flow</li> </ul>	<ul style="list-style-type: none"> <li>• Scalable business models that benefit from operating leverage</li> <li>• Clear market leaders that demonstrate a sustainable competitive advantage</li> <li>• High barriers to entry</li> </ul>
<b>Industry Focus</b>	<ul style="list-style-type: none"> <li>• Business Services</li> <li>• Industrial &amp; Niche Manufacturing</li> <li>• Consumer Products &amp; Services</li> </ul>	<ul style="list-style-type: none"> <li>• Transportation &amp; Logistics</li> <li>• Value-Added Distribution</li> <li>• Technology/Software &amp; Software-as-a-Service</li> </ul>
<b>Typical Transaction Terms</b>	<ul style="list-style-type: none"> <li>• Borrower Size: EBITDA of \$2.5 – \$15 million; Revenue of \$10 - \$100 million</li> <li>• Investment Size: \$5 - \$20 million, with the ability to increase amount through LP co-invest</li> <li>• Amortization: Flexible amortization schedules</li> </ul>	
<b>Differentiation</b>	<ul style="list-style-type: none"> <li>• Flexible investment mandate with ability to invest across the entire capital structure</li> <li>• Creative approach to solving capital needs</li> </ul>	<ul style="list-style-type: none"> <li>• Partner with management and ownership</li> <li>• Long-term and patient capital</li> <li>• One-stop solution</li> </ul>

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# T|C|P

Transitioning Companies to the Next Level Since 1993

Transition Capital Partners (“TCP”) is a Southlake, TX based private equity investment firm. Founded in 1993, TCP has successfully invested in over 50 middle market companies spanning a diverse array of industries.

TCP partners with management teams to build sustainable value in businesses over the long-term, without the artificial constraints fundraising cycles create for traditional private equity funds. With more than thirty years of proven success, we have a long track record of collaborating with our partners to accelerate the growth of middle market companies.

## Experience Matters

30+

Years Building Sustainable Value

50+

Successful Platform Acquisitions

80+

Years of Collective Experience

## Investment Criteria

### Sectors of Interest

- Manufacturing
- Business/Consumer Services
- Industrial Services
- Technology-Enabled Services
- SaaS Software
- Distribution

### Investment Characteristics

#### Platform Acquisitions

EBITDA of \$3mm – \$20mm  
(no minimum for add-ons)

#### SaaS Companies

Annual Recurring Revenue of \$5mm – \$20mm  
(no EBITDA minimum)

## Current Portfolio



PROTECTALL



**Andy Foskey**

Managing Partner

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**Jason Faucett**

Managing Director

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**Preston Hext**

Vice President

preston@tcplp.com

**Jace Foskey**

Associate

jace@tcplp.com

# T|C|P

Transitioning Companies to the Next Level Since 1993

## Current Portfolio Company Profiles



[mcdanielmetals.com](http://mcdanielmetals.com)

Based in Houston, TX, McDaniel Metals has been a leading manufacturer of innovative, high performance HVAC components since 1982. The Company designs and fabricates primarily aftermarket components for the residential and commercial markets including curbs, curb adaptors, filter bases, economizers, dampers, and other accessories, many of which improve indoor air quality and energy efficiency.



[pattank.com](http://pattank.com)

PAT Tank is a leading, turnkey provider of repair, maintenance, and fabrication services for above ground liquid storage tanks ("ASTs") to a variety of industrial end markets across the United States. The Company's capabilities include design, fabrication, delivery, installation, and coating services. The Company is ideally positioned in the heart of the Gulf Coast with ready access to the most highly concentrated region for hydrocarbon ASTs in the U.S.



[petroflexna.com](http://petroflexna.com)

Based in Gainesville, TX, Petroflex North America manufactures superior quality, continuous length HDPE (High Density Polyethylene) conduit and accessories for the Electric Utility, Renewables (Wind & Solar), Irrigation, Telecommunications, and Data/Voice industries.



[myprotectall.com](http://myprotectall.com)

ProtectAll provides warranty services and healthy sleep products to some of the nation's largest and most respected retailers. These services include Furniture Protection Programs, Top-of-Bed Products and Protection Programs, Adjustable Bed Protection Programs, and Furniture Cleaning and Protection Products. ProtectAll offers these products and services to the Furniture, Mattress/Bedding, and Pest Control Industries. GBS continues to be supported by legacy managing partners of TCP Rick Baldwin, Kevyn DeMartino, and Dan Patterson, who also serves as Chairman of GBS.



[xclusivestaffing.com](http://xclusivestaffing.com)

Based in Westminster, CO, Xclusive Services is a leading provider of outsourced labor and services solutions to the hospitality industry. Xclusive offers customers a full-service suite of services including housekeeping, laundry, culinary, banquet services, guest services, dishwashing, maintenance, food & beverage, events, and janitorial. Partnered with many of the nation's leading hotel brands, Xclusive currently operates in twenty states and over three dozen major metropolitan markets.

**Andy Foskey**

Managing Partner

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**Jason Faucett**

Managing Director

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**Preston Hext**

Vice President

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**Jace Foskey**

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# TRINITY HUNT

PARTNERS

## We Invest in People to Build Market Leaders

Partnering with Founder-Owned Businesses for Over 20 Years

### ABOUT TRINITY HUNT PARTNERS

Trinity Hunt Partners is a growth-oriented private equity firm focused on building world-class companies within **SERVICES** sectors.

Closed Trinity Hunt Partners **Fund VII** in 2024 at **\$700M** hard cap in an oversubscribed process

Deep expertise in small-cap buy-and-build strategies across services industries, successfully growing companies from **single-digit EBITDA** to **\$50M+ EBITDA**

With **38 platform** investments and over **145 add-on acquisitions** completed at our portfolio companies, our thematic, research-driven sourcing model allows us to identify high-growth, low-risk sectors

Strong focus on people and culture—recognized by **Inc. Magazine** as one of the most founder-friendly PE firms for **six** consecutive years



### PROVEN EXPERIENCE

**\$2.4B+**

ASSETS UNDER  
MANAGEMENT

**38**

PLATFORM  
COMPANIES  
INVESTED IN

### INVESTMENT CRITERIA

**\$1M+**

TARGET  
PLATFORM  
EBITDA

**\$10M+**

TARGET  
REVENUE

**\$15-\$70M**

WITH THE ABILITY  
TO OBTAIN CO-INVEST

EQUITY  
HOLD SIZE

### 2025 PLATFORM SECTORS OF INTEREST

#### BUSINESS SERVICES

- Facility/Commercial Services  
(Dock & Door, Cleaning, Refrigeration, Commercial Landscaping, Liquid Waste Services, Towing)
- Engineering Services (Utility & Infrastructure)
- Legal Services
- Consulting Services (Financial, Operations, Economic) – **platform under LOI**
- Vertical Market Software (Field Services, Healthcare Provider, Logistics)

#### HEALTHCARE SERVICES

- Benefits Consulting – **platform recently closed**

#### CONSUMER SERVICES

- Youth Enrichment
- Multifamily Property Management

## PORTFOLIO COMPANIES SEEKING ADD-ONS

### BUSINESS SERVICES

#### Professional Services | Blue Collar/Commercial Services



Digital Marketing Services



Life Sciences Marketing Services



Local Digital Marketing Services



Enterprise Software Implementation Services



IT Managed Services



Custom Software Development Services



Commercial HVAC



Commercial Landscaping



Restoration Services



Accounting & Advisory Services



Product Design & Engineering Services



Digital Customer Experience (CX) Services



Healthcare Consulting



HVAC Equipment Distribution



Paving Services

Coming Soon

Benefits Consulting

Coming Soon

Economic Consulting

### HEALTHCARE SERVICES

#### Outsourced Pharma & Life Science Services | Physician Owned/PPMs



Clinical Research Sites



Ortho, Podiatry & Pain Management



ENT & Allergy



# Trulla Group

LASTING IMPACT. PROPRIETARY SOLUTIONS. NORTH AMERICAN FOCUS.

## ABOUT TRULLA GROUP

At Trulla Group, we offer a permanent home for exceptional businesses. Unlike traditional financial investors, we acquire companies with the intention to own and grow them indefinitely. Our team brings decades of operational expertise, a culture of autonomy, and a steadfast commitment to excellence – ensuring every business we partner with reaches its full potential.

We focus on **managing, acquiring, and building** businesses that serve **niche markets across North America.**

## OUR FOUNDATION

A Diversified Portfolio Built on Strength

### CORE SECTORS



**Manufacturing**



**Services**



**Distribution**

### CORE BELIEFS

**FOREVER OWNERS**

**AUTONOMY**

**INTEGRITY**

**We deploy committed capital backed by one of Canada's most respected public companies, with a legacy of investing in and building enduring businesses.**

## WHAT SETS OUR BUSINESSES APART

### Market Leadership

We empower our companies to lead through innovation, meticulous execution, and customer-first solutions.

### Value Creation

Our products and services are designed to elevate customer operations – delivering high-quality, differentiated solutions that drive efficiency and results.

### Strategic Partnerships

We acquire businesses with proven models, unique offerings, and strong potential to complement or expand our market presence.

### Long-Term Investment

We reinvest in organic growth and acquisitions, fueling sustainable success and keeping our businesses ahead of the curve.

CONTACT US TODAY



hello@trullagroup.com



(613) 762-8625

# TWO ROADS PARTNERS

## INVESTMENT CRITERIA

### INVESTING FROM TRP FUND I - \$400M

CONTROL EQUITY INVESTMENTS IN BUSINESSES WITH:

**\$1m - \$15m**  
EBITDA

**5%+**  
EBITDA Margin

**Fragmented**  
Industries

**US**  
Headquarters

## SECTORS



## APPROACH

BUY-AND-BUILD  
ALL CASH BUYER  
DO NO HARM

## INDUSTRIES OF INTEREST

COMMERCIAL FENCING  
INDUSTRIAL TANK MAINTENANCE  
CHEMICAL BLENDING & TOLLING  
JANITORIAL SERVICES  
SEPTIC SERVICES  
FLIGHT SCHOOLS



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**FINDER'S FEE:**  
**2.0% OF ENTERPRISE VALUE**







WE WORK WITH INTERMEDIARIES, BROKERS, INDEPENDENT SPONSORS, LENDERS, ACCOUNTANTS, ATTORNEYS, AND ADVISORS THAT HAVE ACCESS TO ACQUISITION TARGETS.

# TWO ROADS PARTNERS

## CURRENT PORTFOLIO

COMPANY	DETAILS	DESCRIPTION	SECTOR
 <b>WAUSAU TILE</b>	Initial Investment: October 2025	Precast concrete products, pavers, bollards, and site furnishings.	Manufacturing & Distribution
	Initial Investment: June 2025 Add-Ons: 1	Bulk liquid transportation services provider.	Transportation
	Initial Investment: Apr 2024 Add-Ons: 2	Electrical system integrator and services across the Mountain West.	Industrial & Commercial
	Initial Investment: May 2023 Add-Ons: 2	Hydroblasting, vacuum truck services and industrial facility cleaning.	Industrial & Facility
	Initial Investment: Sept 2019 Add-Ons: 5	Snow and ice management services (clearing and salt brokerage).	Infrastructure & Commercial

## RECENT EXITS

COMPANY	DETAILS	DESCRIPTION	SECTOR
	Initial Investment: Nov 2021 Exit: 2025 – Endeavour Capital	Rigging, crane, and heavy transport services.	Industrial & Transportation
	Initial Investment: Oct 2018 Exit: 2025 – Bain Capital	Line striping and pavement marking serving state DOTs	Infrastructure
	Initial Investment: May 2019 Exit: 2024 – Morgan Stanley	Fire, water, and mold restoration services.	Facility
	Initial Investment: Dec 2020 Exit: 2023 – FirstService (FSV)	Commercial roof replacement, repair, and maintenance.	Commercial & Facility
	Initial Investment: Apr 2020 Exit: 2023 – Angeles Equity Partners	3PL provider of warehousing and logistics services.	Commercial & Transportation
	Initial Investment: Feb 2017 Exit: 2020 – Warburg Pincus	Street sweeping services for DOT and municipalities	Environmental & Facility

CONFIDENTIAL

## Partnering with Great Leaders

### BUILD BETTER TOGETHER

Unity Partners is a principles-based private equity firm headquartered in Dallas, Texas. Our principles provide a foundation to build great people-based services organizations that value broad employee ownership ('Purpose') and set ambitious long-term goals ('Passion').

We deploy our Partner & Propel strategy to identify opportunities to Partner with ambitious leaders to accelerate growth, unlock the benefits of platform scale through mergers and acquisitions and Propel value acceleration through investments in people, processes and operational levers. By applying this investment strategy, our team has a long history of partnering with leadership teams to drive transformational growth through a combination of organic and acquisition-driven growth initiatives.

### AT-A-GLANCE<sup>(1)</sup>

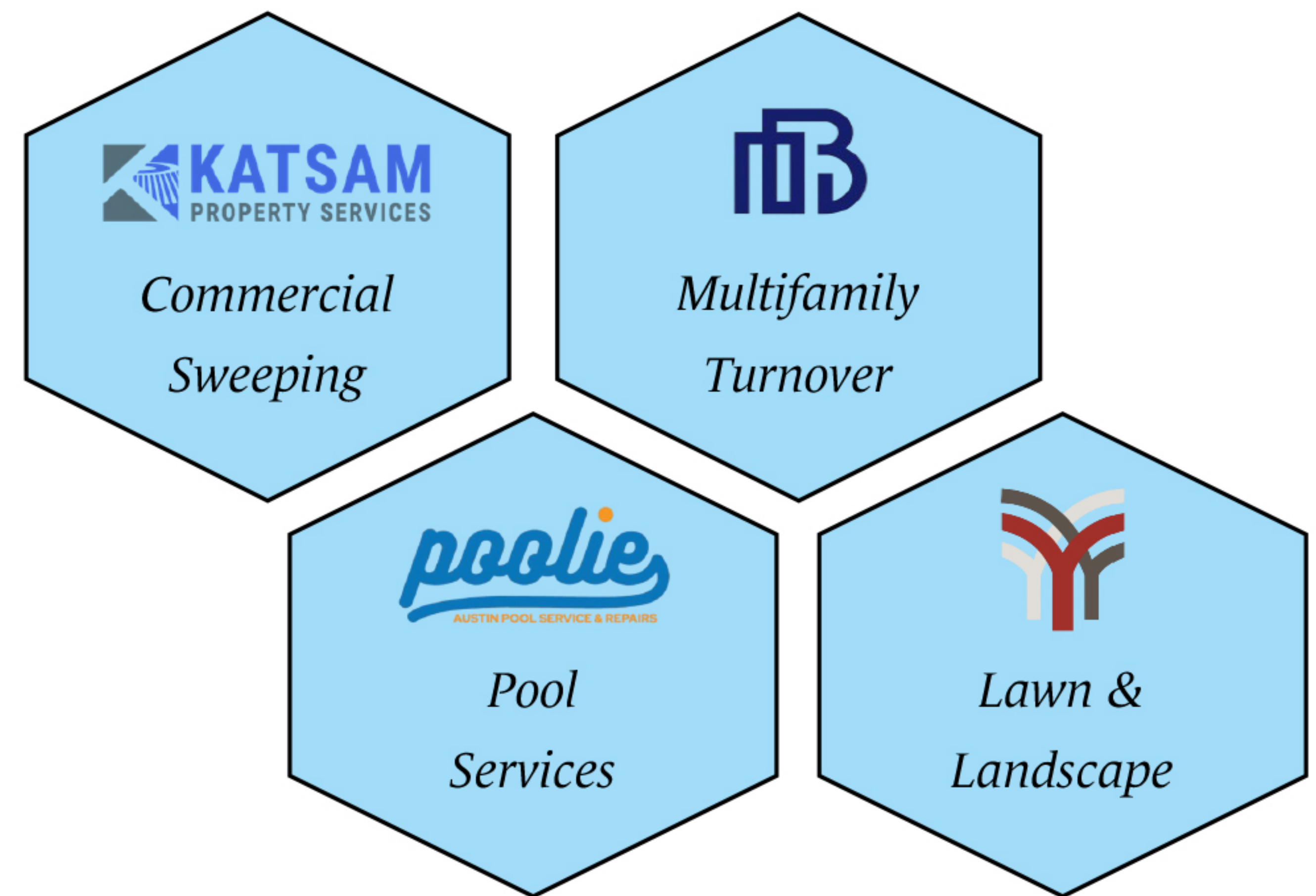
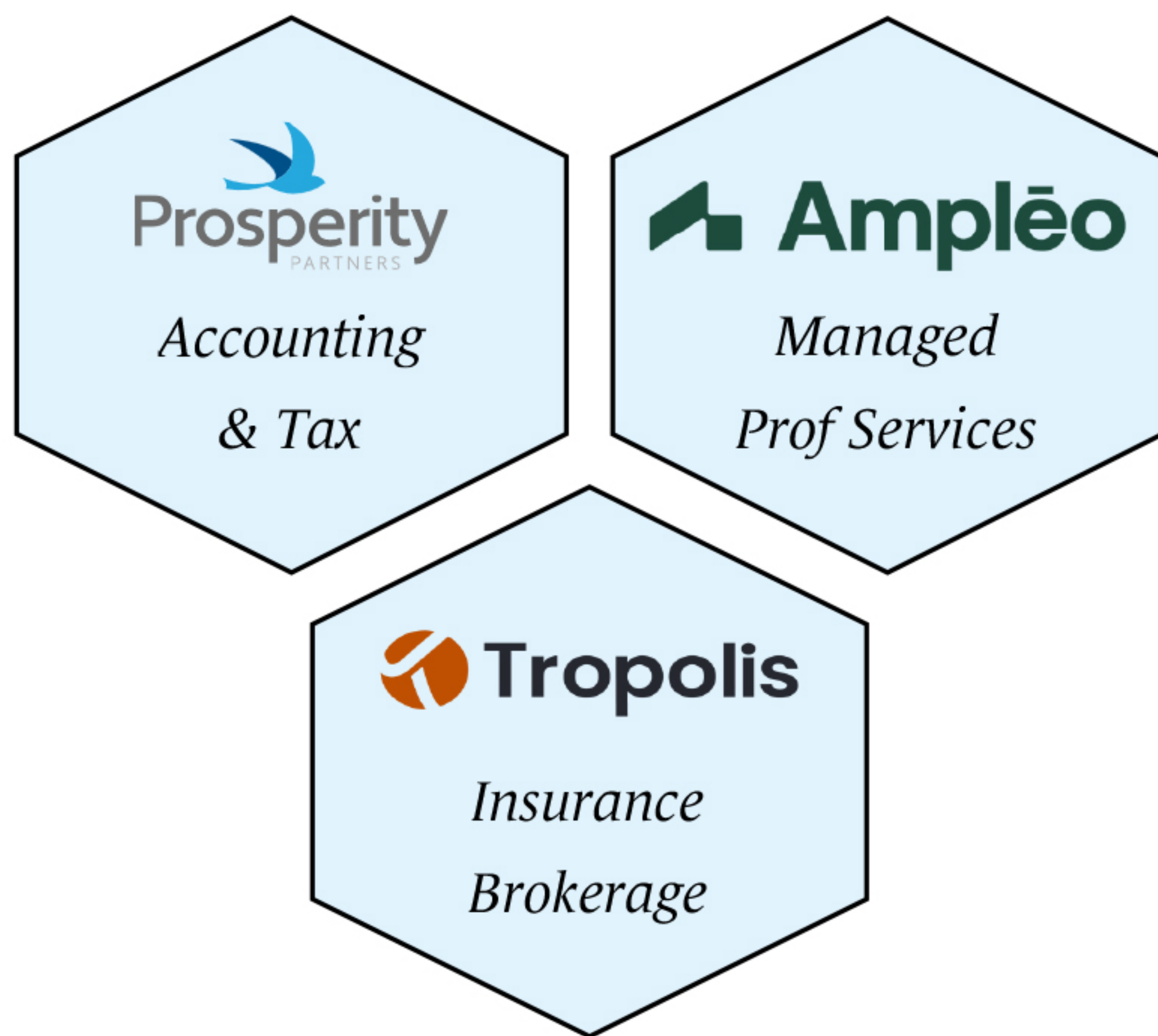
2022 Year Founded	\$330M+ Fund I & Affiliates	60+ Total Acquisitions Completed
\$5-\$20M Platform Launch EBITDA Criteria	30%+ / 10%+ Gross / EBITDA Margin	\$25-\$100M Equity Check
11+ Investment Professionals	10+ Propel Professionals	5+ Operational Professionals

(1) as of November 2025

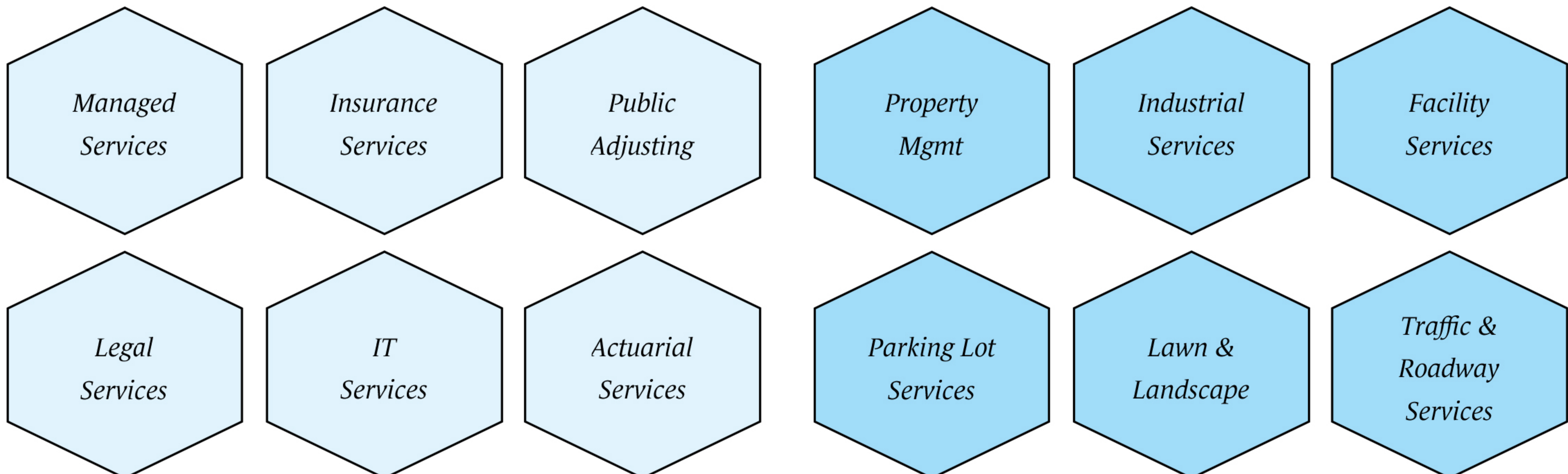
### THEMATIC AREAS OF INTEREST

OFFICE-BASED SERVICES	FIELD-BASED SERVICES
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#### CURRENT INVESTMENTS



#### ACTIVE THEMES



## Building Scalable Service Platforms

### CURRENT INVESTMENTS

#### Prosperity Partners



*Investment Date: April 2023 | HQ: Chicago, IL*

*Provides tax & accounting advisory services to high-net-worth individuals and family offices*

*Actively seeking add ons: geographically focused in larger cities that support high-net-worth individuals and family offices; strong management, engaged owners interested in rollover.*

#### Poolie



*Investment Date: September 2023 | HQ: Austin, TX*

*Provides pool maintenance, repair & remodel services to residential and commercial pool owners*

*Actively seeking add ons: geographically focused in TX; cultural alignment, and scalable systems.*

#### Tropolis



*Investment Date: December 2023 | HQ: Ann Arbor, MI*

*Provides P&C and benefits insurance brokerage solutions*

*Actively seeking add ons: Commercial and personal P&C focused*

#### Katsam



*Investment Date: July 2024 | HQ: St. Louis, MO*

*Provides parking lot sweeping, day porter, pressure washing & janitorial services to commercial facilities*

*Actively seeking add ons: core service and ancillary services such as parking lot striping, patching, seal coating*

#### Ampleo



*Investment Date: June 2025 | HQ: Salt Lake City, UT*

*Provides managed professional services to SME, including fractional CFO, CMO and CHRO services*

*Actively seeking add ons: CFO services, CHRO services, and CMO services focused on SME customers, predominately focused on 1099 employee model*

#### Byng



*Investment Date: June 2025 | HQ: Toronto, Ontario*

*Provides unit turnover, repair & maintenance, and renovations services to inst. owners and managers of MF properties and senior living facilities*

*Actively seeking add ons: Vendor managed model; MF, Senior Living and government assisted end markets*

#### Yardmaster



*Investment Date: November 2025 | HQ: Columbus, OH*

*Provides commercial and residential landscape maintenance, installation and snow / ice management services*

*Actively seeking add ons: core services and ancillary services such as lawn care, irrigation, tree care*



# Partners in Growth

<b>35+</b>	<b>103</b>	<b>600+</b>	<b>\$16.5B</b>	<b>\$4B</b>	<b>8</b>
<i>Years of Experience</i>	<i>Portfolio Companies</i>	<i>Add-on Acquisitions</i>	<i>Transaction Value</i>	<i>Committed Capital</i>	<i>Funds to Date</i>

As of January 2026

## Our Strategy

**Partnership:** We support exceptional management teams, working side by side to maximize long-term value and ensure the success of our portfolio companies

**Flexibility:** We provide flexible capital solutions tailored to the unique needs and goals of each company

**Growth:** We leverage our financial, industry, and operational expertise, and open our extensive network to foster growth and new business opportunities

## Industry Focus

- Healthcare
- Business Services
- Education

## Use of Proceeds

- Acquisition financing
- Growth capital
- Debt recapitalizations
- Management buyouts
- Buyout of non-active partners

## Flexible Capital

- Senior debt
- Mezzanine & subordinated debt
- Preferred equity
- Common equity

## Investment Criteria

- Control and non-control investments of **\$20M to \$50M** → larger with partners
- Companies with EBITDA of **\$3M to \$15M** in North America \*Add-ons have no size restrictions

## Awards <sup>(1)</sup>

Inc.'s 2025 list of **Founder Friendly Investors** (October 2025)

M&A Advisors' **Private Equity Firm of the Year – Up to \$5B AUM** (November 2024)

Global M&A Network's **Outstanding Firm in USA Private Equity – Lower Middle Market** (June 2024)



### Business Development Team:

**Jordan Margolin** – Head of Business Development – margolinj@vss.com

**Prithvi Aiyaswamy** – aiyaswamyp@vss.com

**Virginia Breen** – breenv@vss.com

### Investment Team:

**Jeffrey Stevenson** – Managing Partner – stvensonj@vss.com

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**Michael Gebhardt** – Principal – gebhardtm@vss.com

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**Aditya Govil** – Vice President – govila@vss.com

**Rhodes Garner** – Senior Associate – garnerr@vss.com

**Marieke Boot** – Associate – bootm@vss.com

**Savannah Roberts** – Analyst – robertss@vss.com

## Healthcare



Anesthesia and administrative support services for in-office and ambulatory-based surgical procedures



Multi-specialty behavioral health platform providing rehabilitation services to young adults



Practice management group providing solutions for diseases of joints, muscles, bones and arthritis



Multi-site, multi-therapeutic, clinical research site network serving pharma, biotech companies and CROs



Technology-enabled language solutions provider helping organizations communicate across 250+ languages



Provider of a complete range of cosmetic surgery and cosmetic dermatology services



Practice management group partnering with lower extremity care clinics throughout the United States



Provider of business and operational support services to endodontic, oral surgery and periodontic partners



\* Advisory services for hospitals and physicians enabling healthcare providers to qualify under value-based payment models



\* Develops, markets and implements SaaS solutions for financial and business analytics

## Education



Educational content provider focused on foundational and supplemental literacy



\* Provides research-based education solutions for students in Pre-K through 12<sup>th</sup> grade



\* Provider of educational videos and reference databases

## Business Services



Provider of managed cloud services and enterprise workload consulting services across cloud platforms



Managed IT and private cloud services for financial services and life sciences companies



Provider of electrical and other specialty trade services for commercial, residential and industrial clients in the Northeast



Entertainment payroll and accounting services



Professional services company investing in architecture and engineering firms



Salesforce consulting firm helping firms with go-to-market technology strategy



Full-service IP consulting firm providing technical, valuation, and strategic advice to patent owners and law firms



Nationwide provider of multi-site rollouts and refreshes and facilities maintenance services



Business process outsourcing partner serving SMBs across the U.S.



Fire & life safety containment services provider focused on the spread of fire, smoke, water & infection in buildings



Legal service organization that supports law firms focused on legal recovery



Consulting firm specializing in procurement / sourcing strategy and spend management advisory services



\* Operator of the Williamsburg Northside School in Brooklyn, NY



\* Provider of assessments, stakeholder surveys, self-evaluation systems and professional development services



\* Technology-based education solutions to school systems and home-schooling families

**Important Disclosures**– This material is for informational purposes only and does not constitute an offer to sell or a solicitation to buy any securities. All investments involve risk and may lose value. Unless otherwise stated, investments are not guaranteed. Advisory services are provided by VSS Fund Management LLC, a registered investment adviser with the U.S. Securities & Exchange Commission. Registration does not imply a certain level of skill or training. The portfolio companies listed are for illustrative purposes only and do not represent all investments made by VSS. Past performance is not indicative of future results. For a complete list, visit [vss.com/portfolio](http://vss.com/portfolio). This communication does not constitute investment advice, research, or a recommendation. Opinions and strategies are subject to change. Any references to specific securities or markets are for illustrative purposes only. This material was prepared without regard to the specific objectives, financial situation, or needs of any particular investor.

**Investments:** The investments presented represent a diversified selection spanning VSS's primary sector focus areas: healthcare, business services, and education, and were chosen based upon objective criteria.

<sup>(1)</sup> **Third-Party Ratings and Recognitions – Inc.'s 2025 List of Founder Friendly Investors:** Published in October 2025. Based on firms that exited at least one founder-led portfolio company within the previous five years. It evaluates growth among companies partnered with private equity, venture capital, or debt firms. Compensation was provided by the adviser. **M&A Advisors' Private Equity Firm of the Year – Up to \$5B AUM:** Published in November 2024. The adviser paid a standard application fee but did not provide any compensation for the recognition. **Global M&A Network's Outstanding Firm in USA Private Equity–Lower Middle Market:** Published in June 2024. Based on deals closed between February 1, 2023, and February 1, 2024. No compensation was provided by the adviser.





Founded in 1954, the Association for Corporate Growth has chapters worldwide representing 14,500 members. ACG serves 90,000 investors, executives, lenders and advisers to growing middle-market companies. ACG's mission is to drive middle-market growth.

To learn more or become a member visit: [www.acg.org](http://www.acg.org)