



COLTALA™

Coltala Holdings

A diversified holding company where both mission and margin are given equal priority.

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“We’re excited to be a part of the Coltala / Trudela team and expect this combination to enable us to deliver even better products and services to our loyal customers. We’ve been in HVAC since 1963 and the avalanche of new technology makes this the most exciting time in the history of this industry. This partnership at this time enables us to grow our customer base while expanding our offering of great home and commercial services”.

~ Ricky Walker, Founder, Walker Heating and Air Conditioning

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“Our business was transformed while working with members of this team. We quadrupled our revenue and profits through organic growth and strategic acquisitions. We stabilized the core, strategized for growth and ultimately became an industry leader in the Intellectually Developmentally Disabled segment of the healthcare industry. We ultimately sold the business for a significant multiple of capital invested.”

~ Hal Davis, Founder, D&S Community Services

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“I have worked with members of the Coltala team for many years as a CEO, operator, board member and investor. We have worked together to mentor management teams and grow businesses together. The Coltala management team is a high-performing team that will make a purposeful and measurable impact in every business they invest in and lead.”

~ David Watts, CEO, Revere Packaging

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Who We Are

Coltala Holdings is a diversified holding company. We seek to unlock and unbridle the full potential of each business through the deployment of the Coltala Enterprise System (CES). The CES is a business system utilizing time tested FORTUNE 100 best practices and tools grounded in lean management principles.

What Makes Us Unique

At Coltala, we build businesses of significance by establishing a foundation for each strategic platform where both Margin and Mission are given equal priority.

Our purpose-driven, people-centric approach to building businesses sets us apart. A firm-wide commitment to both mission and margin means we work alongside leaders to drive returns on both financial and human capital. At Coltala, we are a trusted partner to founders. We empower, support and enable our executive partners through our Coltala Enterprise System (CES).



Our unique structure also supports our approach by enabling us to hold investments indefinitely and build businesses that become best-in-class industry leaders. This long-term perspective encourages leadership teams to make decisions that benefit all stakeholders.

- **A Culture of Honor**

We are committed to being conscientious and honor-bound stewards of our family of businesses. Our ***Honor-never-goes-out-of-style*** attitude and code of conduct is evident in all of our transactions and relationships with our companies.

Edward Crawford, Co-founder and President, is a naval intelligence officer, an Afghanistan veteran and a Bronze Star recipient. He has lived by the code of Honor, Courage and Commitment and, along with the entire Coltala team, incorporates those ethics into our daily business practices.

- **A Deep Bench of Experience** – Over 100 years combined experience – a team united by a common vision, grounded in shared values and inspired by our unique purpose ***to build businesses of significance by unlocking the potential in human capital, financial capital and technology.***

Our management team has held senior executive positions with such iconic companies as The Boston Consulting Group, Goldman Sachs, and Dr. Pepper and are alumni of world-class educational institutions such as Harvard University, Cornell University, and MIT.

“Our strategy is unique in that we acquire quality businesses and bring to them a level of resource and capability not generally available to companies of this size.”

~ Ralph Manning

Coltala Holdings family of businesses operates in several divisions including healthcare services, essential services, and manufacturing. Active operating divisions include:

Healthcare Services – Choice Health at Home

Choice Health at Home is a leading regional rehab, home health and hospice provider focused on quality patient services across the entire continuum of care. The company provides post-acute healthcare services to patients and clinics with home healthcare, hospice, rehabilitation therapy and chart coding services. Based in Tyler, Texas, the company has eight home health offices and three hospice operations in the state. Choice Health at Home serves over 110 contiguous counties in the state of Texas through their base of over 400 employees.

Essential Services – Trudela

Trüdela Partners is a DFW-based company specializing in home service repairs and maintenance. We focus on providing our customers with an exemplary customer experience through preventive maintenance and a first-time fix approach on service appointments. With over 70+ years in combined home services experience, the Trüdela Partners team is committed to operating with honesty and integrity in everything we do and treating our customers like family.

Manufacturing – Revere Packaging

Revere Packaging is a niche provider of single-use aluminum and plastic packaging solutions to the food service industry. The company delivers customized packaging solutions in unique order quantities on a made-to-order basis. Revere sells in many sales channels including airline, bakery, food distribution, frozen food, restaurant and supermarkets for use in a variety of applications including baking, roasting, packing, steaming and catering, and school programs.

What is the Coltala Enterprise System?

The Coltala Enterprise System™ (CES) unbridles potential and builds the capabilities required to maximize potential and reach optimal scale in our businesses.

The CES is a business system utilizing time tested FORTUNE 100 best practices and tools grounded in lean management principles. We seek to unlock and unbridle the full potential of each business. We believe this is best accomplished through a time-tested, disciplined approach that is based on four key components:

People – Assessing, managing and developing talent; building high-performing management teams that are bound by a common vision, values and purpose

Plan – A systematic and focused approach to strategy formulation and execution

Process – Replicable systems for process improvement and the implementation of our *Lean* business principles that advance a culture of continuous improvement

Performance – A systematic and disciplined approach to strategy execution combined with a measurement process that is linked to the strategy

Investment Criteria

- Strong brands in the Essential Services, Manufacturing, and Healthcare Services industries with the ability to scale
- Stable businesses with \$5-12 million EBITDA located in Texas or surrounding states

For more information please visit us at www.coltala.com or call us at 817-546-4600.

Coltala Holdings is a trusted partner to business owners who have made the decision to sell their business. We understand that making the decision to sell is a difficult one. As entrepreneurs ourselves, we have built numerous businesses. Selling to the right partner will allow founders to confidently transition to the next stage in their lives; resulting in financial rewards that they have earned and the freedom to enjoy those rewards while trusting that their life's work continues in the hands of a trusted partner.

**INVESTMENT
CRITERIA**

Located in Texas or surrounding states
\$5M - \$12M EBITDA
Highly Fragmented Industries
Growth-Oriented Management

INDUSTRY

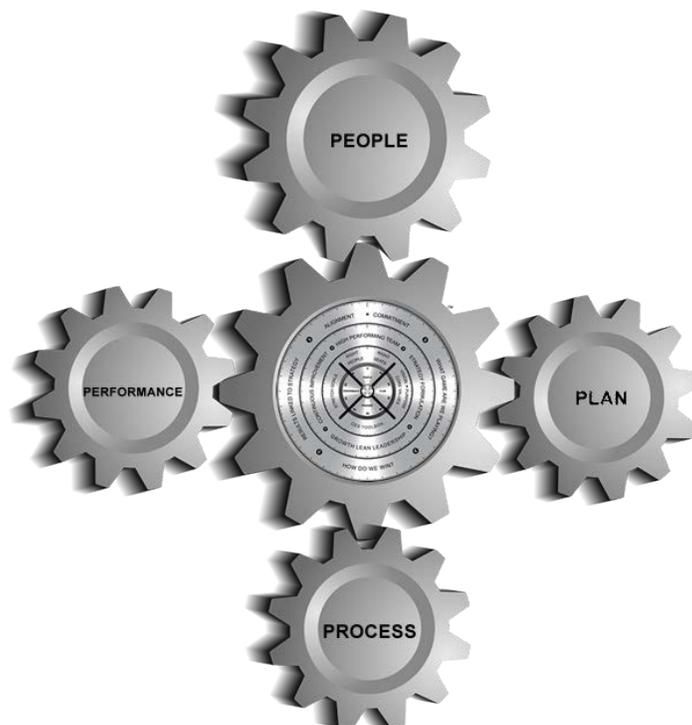
Essential Services
Manufacturing
Healthcare Services

STRUCTURE

Majority Control Transaction
Size \$30M - \$100M
Corporate Carve-Out
Family / Entrepreneur-Owned Businesses

OUR DIFFERENCE: Coltala Enterprise System

Over time, we have developed a disciplined approach to team building, strategy formulation, and process improvement to reach optimal scale while being committed stewards of our seller's legacy.



WHAT WE DO

Coltala Holdings is a lower middle market private investment firm that is structured as a *diversified holding company*. We seek to acquire quality businesses in partnership with management that have significant opportunities for enhancement through the application of the Coltala Enterprise SystemTM.

LEADERSHIP TEAM

Co-founders Ralph Manning and Edward Crawford have collectively decades of investment, management and operations experience. The team has led performance-optimization and turnaround efforts at over 50 operating companies.



RALPH W. MANNING (Co-founder and CEO) is a private investor and most recently was a founding partner of Progress Equity Partners, Ltd. where he was active for fourteen years acquiring majority control of operating companies typically from founder entrepreneurs or owner operators. With over 20 years of direct investment experience, Mr. Manning has served in executive and board roles for numerous companies. He is a Harvard Business School OPM graduate, a Chartered Financial Analyst, and holds a BBA in Finance from TCU.



EDWARD J. CRAWFORD (Co-founder and President) was a Managing Director at Avesta Holdings leading capital and acquisitions and was previously a VP at Goldman Sachs where he was a trusted advisor to numerous CEOs, institutions, and company owners. He is a former Peace Corps volunteer and Naval Intelligence Officer who deployed to Afghanistan with a Spec Ops Task Force, earning the Bronze Star Medal. He holds a B.A. from TCU, three graduate degrees from Tulane, and an MBA from MIT as an MIT Sloan Leadership Fellow.



DAMON BAKER (Managing Director) has been implementing lean in consulting, operations, continuous improvement, and GM & VP-level leadership roles for such companies as Danaher, HNI, Eaton, Argo Consulting, Experian, and Winegard for over 20 years. Trained by disciples of the Toyota Production System, he worked in a Shingo Prize winning facility and is a Shingo Prize Examiner. Over his career he has demonstrated hands-on leadership and facilitation of 500+ kaizen events for 42 major corporations in 16 different countries. Damon led the North American Danaher Business System Office. While at Danaher, one of his mentored operating companies was nominated Most Improved Plant, and one of his facilities won Best Plant Worldwide 2 years in a row. Damon holds an MBA from St. Ambrose University and a Bachelor of Arts in Management and Marketing from Iowa Wesleyan University.

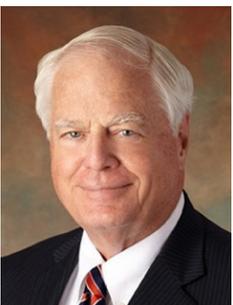
BOARD PARTNERS AND BOARD ADVISOR



Darrell Bevelhymmer (Board Partner) is a founding Board Partner of Coltala Holdings and a member of its Investment Committee, as well as a private investor and businessman. He is a co-founder of Tenaska, Inc., one of the top 25 largest privately held companies in the United States. Tenaska is also one of the largest private, independent energy companies in the United States, with a proven record of success in development, design, financing, construction management, energy marketing and operation of electric generating facilities. Mr. Bevelhymmer serves as a consultant to Tenaska, Inc. and Tenaska Marketing Ventures, Inc., and serves as a Member of the Executive Board at Tenaska Marketing Ventures. Mr. Bevelhymmer has over 20 years of experience in the electric utility industry and has deep expertise in the areas of complex deal flow, deal structure and industrial applications. He serves as the Board Member of Agricen LLC (f/k/a Advanced Microbial Solutions, L.L.C.). Mr. Bevelhymmer served as the President and Chief Executive Officer of the Business Development Group for Tenaska, Inc. and currently serves as a Director of Tenaska, Inc. He graduated from Oklahoma State University.



D. Scott Luttrell (Board Partner) is a Founding Board Partner of Coltala Holdings, and a member of its Investment Committee. Mr. Luttrell is also the CEO and Chief Investment Officer of LCM Group, providing oversight for LCM Group's family office investment activities. Mr. Luttrell founded LCM Group in 1988 to diversify capital and focus on building an investment management business targeting the rapidly growing alternative investment sector. LCM launched its first global fixed income focused hedge fund that same year and in 1990 merged that hedge fund business with Caxton Corp, a leading NY based investment management firm, where Mr. Luttrell served as Principal and Managing Partner until his retirement from Caxton in 2000. Mr. Luttrell currently serves on the Board of Trustees and Chairman of the Investment Committee for the YMCA Retirement Fund, a \$7.2 billion retirement fund serving the employees of the YMCA. Mr. Luttrell also serves on several private company boards and is active in various academic and community organizations including serving on Southern Methodist University's Cox School Executive Board and the Cox School Alternative Asset Management Center Board of Advisors, is Chairman of the Board of Directors of HOI (Helping Others Internationally), Board of Directors of East-West Ministries, and the Board of Trustees to the National Christian Foundation of North Texas. Mr. Luttrell serves as Chairman of the Board of Advisors to North Avenue Capital and private equity firms Ballast Point Ventures and Mangrove Partners. Mr. Luttrell is also Founder and Trustee of The Light Foundation. Mr. Luttrell served for 12 years on the Board of Directors of Florida Bank Group, Inc., a Federal Reserve regulated bank holding company, until its sale to IberiaBank (IBKC: NASDAQ) and served for 14 years on the Board of Directors of Cbeyond, Inc.(CBEY:NASDAQ) prior to its sale to private company Birch Communications. Mr. Luttrell received his degree in Business Administration/Finance in 1977 from Southern Methodist University in Dallas, Texas. In 2001, Mr. Luttrell attended Harvard Business School's Executive Education program in Corporate Governance.



Charles L. (Chuck) Jarvie (Board Advisor) is a Founding Board Advisor of Coltala Holdings. His expertise is derived from over 50 years of executive management experience with well-regarded companies such as Procter and Gamble, Dr Pepper Co., Fidelity Investments, Schenley Industries, Host Communications and Guinness America. He has served on over 20 boards over the last 20 years. After twenty years with Procter & Gamble Company from 1959 to 1979, Mr. Jarvie served as President of Dr. Pepper Company from 1980 to 1983; Fidelity Investments Marketing Corp. from 1983 to 1984 and Chief Executive Officer at Schenley Industries, Inc. from 1984 to 1988. He served as President/Partner of Host Communications, Inc. from 1992 to 2000. His accomplishments include the acquisition of Canada Dry Corporation and the sale of Schenley Industries, Host Communications and New Era Beverage Company. He has been Chairman of J/P Management Associates, Inc. since 1990. He served as a Director of Electronic Cigarettes International Group, Ltd. from August 18, 2014 to March 6, 2015. He served as a Director of Guinness America, Inc. from 1988 to 1992 and Galaxy Nutritional Foods Inc. from 2002 to January 19, 2006. He is active in his community, Cornell University affairs, and a number of national organizations including BENS (Business Executives for National Security). Chuck is a graduate of Cornell University with a BS and MBA.

BOARD PARTNERS AND BOARD ADVISOR



Chad Clawson (Board Advisor) serves on the Board of Managers of Trudela Partners, a member of the Coltala family of businesses. He has more than 25 years of experience as a private equity Operating Partner and C-level executive. He has consistently created significant enterprise value, averaging a 4X return of investor capital over his career, with a typical engagement being 2-3 years to drive those results. Chad most recently served as CEO of Nutraceutical International Corporation, a market leading manufacturer and distributor of branded nutritional supplements and natural personal care products.

Previously, Chad served as a Principal and Operating Partner at American Capital where his assignments included Service Experts (Buyouts Magazine's 2016 Turnaround Deal of the Year), Paradigm Precision (Aerospace Manufacturing) and Global Conference Partners (Telecommunications). While at American Capital he served as CEO and COO of several firms, including those listed above, and received the firm's Lifeguard and Capital Gains awards for the largest recovery of value and the largest return on equity respectively.

Chad received two Master's degrees from M.I.T. (Business and Electrical Engineering/Computer Science) and two Bachelor's degrees from Utah State University (Electrical Engineering and Chemistry). While at M.I.T. he won the prestigious annual Entrepreneurial Competition and graduated in the top 5% of his class. He was also Utah State University's Scholar of the Year in 1991 and Valedictorian of the College of Science.



Russell Hartsfield (Board Advisor) serves as board advisor to Coltala and is currently President of RM10 Partners. He served as President of the Dallas Region and President of Sponsored Lending at Texas Capital Bank from 2013 until his retirement in June of 2020. Hartsfield joined Texas Capital Bank in 1999 as a senior relationship manager and was promoted to Executive Vice President and Manager of Corporate Banking in 2006. He was promoted to President in 2013.

As Dallas Region President, his duties included managing all Corporate Banking, Lender Finance, Healthcare Lending, Leasing, Real Estate Lending, Correspondent Banking, Financial Institutions, Asset Based Lending and Syndicated Finance for the Dallas region.

As President of Sponsored Lending, Hartsfield was responsible for all Private Equity or Sponsor backed activities for the Bank. Hartsfield has more than 25 years of Private Equity banking experience.

Prior to joining Texas Capital Bank, Hartsfield worked for Bank of America as a manager in the Dallas Commercial Banking Group. Before that, he was with Texas Commerce Bank, which is now a part of J.P. Morgan Chase as a senior relationship manager in the middle market group.

Hartsfield is active in the community, having served for four years on the Texas Tech College of Business Administration Advisory board, Advisory Board Member of the Lone Star CRA and New Capital Markets Funds, Board Member for DFW Commissions, Member of the North Texas Young Presidents Organization and is an active member of Christ Episcopal Church.

Hartsfield earned his Master of Business Administration Degree from Texas Tech University. He graduated from Texas Tech with a Bachelor of Business Administration degree in Finance and Accounting. He also attended the Southwestern Graduate of Banking at Southern Methodist University.



Healthcare Services - Choice Health at Home

Choice Health at Home, based in Tyler, Texas, has eight home health offices and three hospice operations in the state. Choice Home Care was founded in 2007 by an experienced licensed physical therapist with a vision to build a leading rehab, regional home health and hospice provider by focusing on quality patient services across the entire continuum of care. Choice Health at Home is rapidly growing and serves over 110 contiguous counties in the state of Texas through their base of over 400 employees.

Choice was founded in 2007 by David Jackson, a licensed physical therapist. At the heart of his decision to start the business, was his grandfather's struggle with Amyotrophic Lateral Sclerosis (Lou Gehrig's Disease) during his childhood. He was, and continues to be, forever grateful to the nurses, therapist, aides, and other healthcare providers that touched his family during that time. Every deed, every step, and every moment was cherished and appreciated. Our goal at Choice is to provide healthcare that enables our patients and their families. We hope that our deeds and care can enhance the steps, moments, and experiences for you and your family.



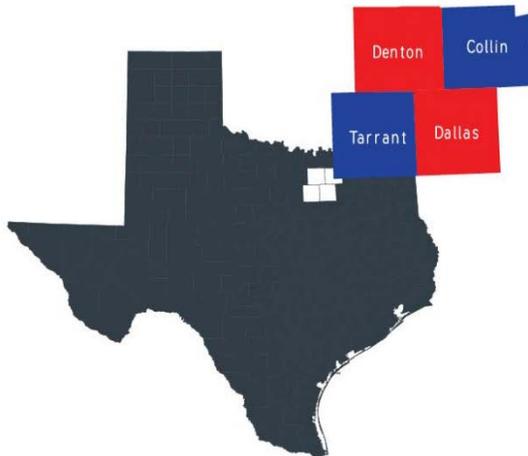
Trüdela

Essential Services - Trudela

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Add-on acquisition brands:

1. Metro Energy Savers is a leading HVAC firm serving communities in the DFW Metroplex since 1987. Based in Arlington, TX, Metro Energy provides service to customers in 28 locations in Trudela's key geographic area of Dallas-Fort Worth.
2. Walker Heating and Air Conditioning is a 57-year-old, family-operated business headquartered in Mesquite, TX serving the DFW area including: Carrollton, Farmers Branch, Garland, Mesquite, Plano, Richardson, Rockwall, Rowlett, Sachse, and The Park Cities.
3. Big Bear Air Conditioning and Heating based in Frisco, Texas has served Aubrey, Prosper, McKinney, Allen, Plano, The Colony and Little Elm since 2006.
4. North Texas Heating and Air Conditioning, founded in 1996, proudly serves the north corridor of the DFW metroplex including Argyle, Denton, Trophy Club, Justin, Southlake, Keller, Corinth Roanoke and more.



**Trudela now covers 75%
of the DFW Metroplex**





Manufacturing - Revere Packaging

We took a 217-year-old company and brought it into the twenty-first century with a total rebranding and unique selling proposition – we provide our customers with ***Revolutionary Ideas in Packaging***.

We blended Revere's centuries-old history of excellence with modern manufacturing and technology. In July of 2017, Revere expanded their prototyping capability with the acquisition of Plastic Package, Inc.

We created for the company a unified digital platform for communication, collaboration, and marketing that included a customer relationship management system (CRM), a new modern website and an active social media program. This infrastructure is designed to scale with the company (courage to innovate).

Revere's customers give high marks to the company in food safety, sustainability, quality and their Made-in-the-USA line of aluminum and plastic packaging products.

