



# GROWTH. DURABILITY. SUPPORT.

Heartwood Partners is a middle market private equity firm that serves as a strong and reliable capital partner to owners and managers. We intertwine strategic and financial expertise to drive growth and value creation in our investment businesses.

**1982**  
FOUNDED

**20**  
INVESTMENT  
PROFESSIONALS

**75%**  
AVERAGE EQUITY  
CAPITALIZATION

## SUPPORTING GROWTH, CREATING VALUE

### UNIQUE HIGHER EQUITY, LOWER-DEBT APPROACH TO SUPPORT GROWTH

- + Capitalize our businesses with 65% - 70% equity
- + Use single outside senior debt class with long amortization, flexible covenants, and low interest rates
- = Provides management with the flexibility to pursue acquisitions and expand capital improvement

### OFFERING CURRENT INCOME IN ADDITION TO LONG-TERM EQUITY GAINS

- + Quarterly cash distribution to all equity owners, including business owners and management teams
- = Provides current return on equity investment to complement opportunity to participate in future equity gains

### GENUINE PARTNERSHIP WITH ALIGNED INCENTIVES WITH FOUNDERS AND BUSINESS OWNERS

- + Invest on the same terms as business owners and managers
- + Augment direct management ownership with equity incentives
- = Aligns incentives among all equity holders and management, and provides management opportunity to participate further in current income and capital appreciation

### LONG-TERM INVESTMENT HORIZON TO ACHIEVE GROWTH GOALS

- + Current cash yield supports longer-term investment approach
- + Target investment period of five to ten years
- = Allows ownership and management to focus on making strategic decisions that benefit the company for the long term

### INVESTMENT STRATEGY AND CRITERIA

Typically control equity investments in private U.S. companies that fit the following criteria:

- Particular areas of interest include: Building Products, Commercial & Industrial Services, Distribution, Environmental Services, Food/Agriculture/Nutrition, Niche Manufacturing, Packaging & Specialty Chemicals/Materials
- Revenues between \$20 million and \$250 million
- EBITDA between \$5 million and \$30 million
- Competitive position with ability to maintain margins
- Solid, committed management team
- Demonstrated ability to produce excess cash flow
- Manageable customer concentration
- S Corporations, LLC's, partnerships or divisions of larger companies are preferred

### ADD-ON CORPORATE ACQUISITION PHILOSOPHY

- Collaborate with management
- Add market share, add product line, diversify customers and/or expand geographically
- Operating profits of \$500K or higher

Please contact John Willert or John Newman with business development opportunities or inquiries:

John Willert  
[jwillert@heartwoodpartners.com](mailto:jwillert@heartwoodpartners.com)

John Newman  
[jnewman@heartwoodpartners.com](mailto:jnewman@heartwoodpartners.com)

Heartwood Partners  
301 Merritt 7  
Norwalk, CT 06851

(203) 625-0770  
[www.heartwoodpartners.com](http://www.heartwoodpartners.com)

11












COMPANIES

\$1.4B

ASSETS UNDER MANAGEMENT

29

ADD-ONS

COMPANY	INDUSTRY	BUSINESS DESCRIPTION	LOCATION / WEBSITE	ADD-ON ACQUISITIONS
	Niche Manufacturing	Designer and manufacturer of high-end, made-to-order furniture.	Dallas, TX <a href="http://www.artisanlane.com">www.artisanlane.com</a>	<ul style="list-style-type: none"> <li>Brookline Furniture</li> <li>LEE Industries</li> <li>Benchmark Modern</li> <li>Direction Furniture</li> </ul>
	Niche Manufacturing, Distribution	Manufacturer and distributor of equipment and consumables to the picture framing, wood working and glass end-markets.	East Berlin, CT <a href="http://www.fletcher-terry.com">www.fletcher-terry.com</a>	<ul style="list-style-type: none"> <li>Frameware</li> <li>Simms Machinery</li> <li>A+ Automation</li> </ul>
	Specialty Chemicals/Materials	Producer of color dispersions and additives for landscape, building material, packaging and graphic art applications.	Twinsburg, OH <a href="http://www.chromascape.com">www.chromascape.com</a>	<ul style="list-style-type: none"> <li>Greenville Colorants</li> <li>Custom Milling &amp; Consulting</li> <li>CEL Chemical</li> <li>Kemira's Colorants &amp; Dye Business</li> </ul>
	Packaging	Designer, printer and converter of flexographic, digital, and offset pressure sensitive labels, shrink sleeves, folding cartons, flexible packaging, and grand format signage.	Dublin, CA <a href="http://www.imprimus.com">www.imprimus.com</a>	<ul style="list-style-type: none"> <li>Western Shield</li> <li>Lotus Labels</li> </ul>
	Niche Manufacturing, Building Products	TheVITALSpace brands of SteelCell, CareAffirm, and Portable Solutions Group are all focused on building high-performance prefabricated modular products and components for their target markets	Baldwin, GA <a href="http://www.vitalspace.com">www.vitalspace.com</a>	<ul style="list-style-type: none"> <li>Midwest Portland</li> <li>Portable Solutions Group</li> <li>B.I.G Enterprises</li> </ul>
	Environmental Services	Provider of waste processing services for industrial, medical and wastewater applications.	Plano, TX <a href="http://www.amlongroup.com">www.amlongroup.com</a>	<ul style="list-style-type: none"> <li>Thermaldyne</li> <li>Paragon Waste</li> <li>Music City Group</li> <li>EcoWerks</li> <li>Master Melt</li> <li>Lion Industrial Resources</li> </ul>
	Niche Manufacturing, Food/Agriculture/Nutrition	Contract formulator, blender, packager/filler and distributor of specialty vitamins, supplements, botanicals and other nutraceutical products.	Layton, UT <a href="http://www.somafina.com">www.somafina.com</a>	<ul style="list-style-type: none"> <li>UST</li> </ul>
	Food/Agriculture/Nutrition, Distribution	Provider of native and wildflower seeds and erosion control products used in land reclamation, erosion control and cover crop applications.	Carpinteria, CA <a href="http://www.nativeseedgroup.com">www.nativeseedgroup.com</a>	<ul style="list-style-type: none"> <li>Star Seed</li> <li>Arrow Seed</li> </ul>
	Food/Agriculture/Nutrition, Distribution	Value-add distributor of premium meat products to a high-end foodservice customer base.	West Palm Beach, FL <a href="http://www.bush-brothers.com">www.bush-brothers.com</a>	
	Niche Manufacturing	Manufacturer and value-add distributor of branded accessories and tools used in computer numerical control ("CNC") machining.	Hauppauge, NY <a href="http://www.royalproducts.com">www.royalproducts.com</a>	
	Commercial & Industrial Services	Full-service provider of electrical, mechanical, and engineering services to commercial and infrastructure, multi-family, education and other end-markets	Jacksonville, FL <a href="http://www.norleegroup.com">www.norleegroup.com</a>	<ul style="list-style-type: none"> <li>AEC Electrical</li> <li>AllState Electric</li> <li>Regency Electric Company</li> <li>Beaumont Electric Company</li> </ul>

SELECT FORMER PORTFOLIO COMPANIES



Please contact John Willert & John Newman with business development opportunities or inquiries :

John Willert  
[jwillert@heartwoodpartners.com](mailto:jwillert@heartwoodpartners.com)

John Newman  
[jnewman@heartwoodpartners.com](mailto:jnewman@heartwoodpartners.com)

Heartwood Partners  
301 Merritt 7, 3<sup>rd</sup> Floor  
Norwalk, CT 06851

203.625.0770  
[www.heartwoodpartners.com](http://www.heartwoodpartners.com)