



Keystone Definition

noun key-stone \kē-stōn \

The final piece placed during construction and locks all the stones into position; regarded as holding the other pieces in place; something on which associated things depend.

What is KeystoneCEO?

A KeystoneCEO is the final piece required to take a company from high-potential to high-profit. Our unique buy-and-build program combines an outstanding industry leader with rigorous analysis, committed capital and world-class advisory services.

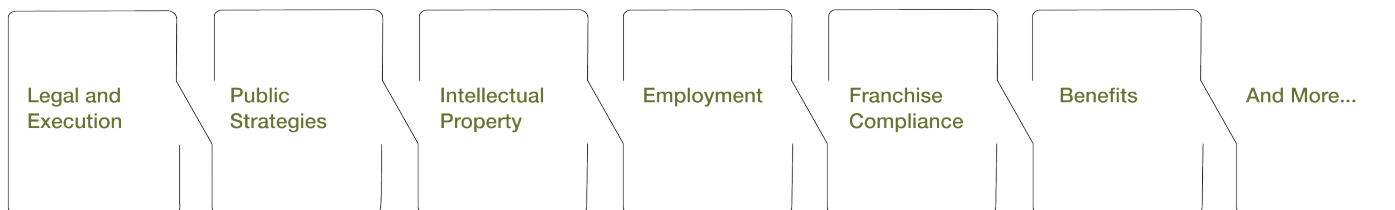
What's in it for the CEO?

- Pre-funded market diligence and acquisition sourcing
- Significant equity for you and your management team
- Committed equity capital for acquisitions
- Our financing solutions require no personal guarantee – there is no risk to you or your family
- Elevation to thought leader for your target industry sector
- PennSpring Capital team member dedicated to your KeystoneCEO™ program
- Board of Directors comprised of seasoned PennSpring Capital Operating Partners

The PennSpring Difference – Turnkey Solutions.

In addition to our world-class advisory services, we also provide turnkey functional solutions for those behind-the-scenes aspects of your business that are mission critical,

but often overlooked. So breathe easy and focus on the big picture – these areas of your operation are already covered by our expert personnel:



Exited Investments



About PennSpring Capital

At PennSpring, we unlock liquidity, empower growth and elevate executive careers. Based in Lancaster, Pennsylvania, PennSpring is a people-forward investment firm focused on lower middle market opportunities. We make majority investments in companies with EBITDA of at least \$2 million; we have the agility to work with

companies not yet ready for institutional funding. And we are not a deal machine – we are entrepreneurs first. We have sat at the other side of the table, and know firsthand what it takes to reach new heights. We roll up our sleeves and help get the job done.

If you are interested in working with us as a KeystoneCEO™, please contact Justin Davis at justin@pennspring.com