



BRANFORD CASTLE, INC.

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→ Building Core Capabilities

Ownership / Investment Approach

Investment Capabilities

We believe there are few organizations that offer the long-term view, deep pockets, expertise, and credibility that Branford brings to acquisitions in our market. Since we are not a limited partnership fund, we are not subject to pressures that force "financial" buyers to sell in a reasonably short period of time.

Thus, we have selected a "buy, grow and hold" strategy that offers sellers the potential for short and long-term stability for a business post-transaction. For example, sellers who will be remaining with a business or generational shifts where the seller would like to maintain continuity for his/her family are ideal for Branford's model. Two of our businesses, DCL and Washington Chain, have been in our portfolio since 1987.

Ownership Style

We have a "hands-off" approach to the day-to-day management of our businesses, allowing management to run the companies. Our primary focus, as board members, is to help our portfolio companies grow by:

- Providing sound strategic advice
- Spearheading capital raising efforts
- Completing "bolt-on" acquisitions
- Utilizing our extensive network of business and personal relationships to "open doors" to facilitate growth.

"On an operating basis, Branford maintains an arms-length distance, allowing us to execute most effectively on our business plan. On the flip side, Branford has been instrumental in dealing with key financing and bolt-on acquisition issues. I look forward to a long and enjoyable relationship."

- John Mitchell, President, Canada Metal (Pacific), Ltd.

