

Broadleaf Investment Philosophy

How we think about capital, partnership, and the long term

OUR CONVICTION

We are not a roll-up. We are not a product manufacturer. We are not a short-term financial engineer.
We are long-term minority partners.

Broadleaf was formed with a simple conviction: the ownership of financial advice businesses should remain in the hands of those who serve their clients.

Seven principles guide every investment and partnership decision we make

1. We Invest in People, Not Just Businesses

- Partner with firms at 20–49% ownership. Ordinary shares, no preference structures
- No management fees, product margins, or value extraction
- If our partners succeed, we succeed. Alignment is the model.

2. We Protect Majority Ownership by Operators

- Advisers as owners make decisions with a generational lens
- Ownership is elastic - increasing or decreasing for long-term health
- Our aim is perpetual succession, not forced exit

3. We Invest with a Margin of Safety

- Long operating histories, strong EBIT margins, healthy recurring revenue
- Excellent compliance records and cultural alignment
- Growth is welcome, but investments must stand on current fundamentals

4. We Optimise for Long-Term Compounding

- Measure success by intrinsic value, resilient profitability, leadership depth
- No fixed time horizon, some partnerships may last decades
- Short-term multiples do not interest us. Sustainable earnings do.

5. We Serve, We Do Not Interfere

- We provide: patient capital, succession thinking, governance clarity
- Leadership development, strategic discipline, access to community
- Each Hub business retains its identity, brand, and leadership autonomy

6. We Preserve Culture as a Strategic Asset

- Financial advice is built on trust. Trust is built by people.
- Constitution and governance protect our Purpose by design
- We do not seek public recognition. We seek enduring impact.

7. What We Will Not Do

- Introduce product conflicts
- Extract value through hidden fee structures
- Lock partners into opaque agreements
- Prioritise enterprise scale over partner health
- Sacrifice alignment for growth
- Compromise integrity for expedience

Avoiding stupidity is often more powerful than chasing brilliance.

"Broadleaf exists to build a community of advice businesses that can outlast their founders. We are custodians of capital. We are partners in succession. Our job is to protect and compound value, financial and cultural, for decades."