

What Is Our Exit Strategy?

Why Broadleaf is being built as a forever business, with liquidity by design

THE SIMPLE ANSWER

Broadleaf is not being built with the intention of a sale to private equity, through an IPO, or any other "big exit" event. It is being built as the life's work of the founders. The purpose of the business is not to reach a finish line. It is to continue on.

We get asked this question a lot. "What's the exit strategy?" "Is this heading toward an IPO or a PE sale?" They're fair questions, also shaped by a common assumption: that every successful business must eventually be sold in its entirety. That's not how we've built Broadleaf. And it's not how we think about our own journey as founders.

Traditional vs Broadleaf

Traditional Exit Path	The Broadleaf Approach
– A single liquidity event for everyone	– Individual shareholders exit on their own timeline
– Business optimised for a buyer, not its people	– Business built for people, clients, and longevity
– Incentives shift at exactly the wrong moment	– Incentives stay aligned with long-term reality
– Founders choose: stay forever or sell everything	– Founders retain stewardship with economic flexibility
– Value crystallised once, then reset	– Value compounds continuously over decades

Liquidity Without Selling the Whole Business

One of the most deliberate decisions we made early was to build a wide shareholder base, not as an afterthought, but as a core part of the model. This means:

- Individual shareholders can exit their stake over time
- Liquidity is created without selling the enterprise
- Founders are not forced into an all-or-nothing decision
- Each shareholder can follow their own journey

The entire business does not need to be sold for people to realise value. That's the point.

The Power of Staying Invested

The compound effect of staying invested long term - in high-quality businesses, with aligned people - produces significantly better outcomes than short-term optimisation. Not just financially, but culturally and strategically.

- Long-term capital makes better decisions
- Avoids unnecessary disruption
- Allows value to compound rather than reset
- Keeps incentives aligned with reality

Short-term focus forces artificial urgency. Long-term focus allows patience, a genuine competitive advantage.

A Different Definition of Success

Businesses that outlast their founders	People inside those businesses becoming owners	Clients served well for decades	Shareholders with optionality, not pressure
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"Broadleaf isn't being built for an exit. It's being built to last. To build Broadleaf so that no single person needs to exit for the business to succeed, including the founders. To create liquidity without sacrificing longevity. And to let value compound over time, rather than trying to crystallise it all at once."