



A MESSAGE FROM BROOKS, HOUGHTON & COMPANY

Dear Colleagues, Clients, Business Partners and Friends:

More than six weeks have passed since many of us were thrust into this "new normal" of practicing public health measures for the good of our families and communities, working remotely, and relying on technology to stay engaged with colleagues, business partners and friends. While it has had its challenges, the overall spirit of collaboration and genuine thoughtfulness we see around the business community, in particular, has been truly inspiring to all of us.

First and foremost, Brooks, Houghton and Company ("BHC") would like to extend our thoughts and prayers to those impacted by the virus as well as to those fighting on the front lines. We all look forward to resuming our normal daily lives, but in the meantime, we want to assure our clients, partners and friends that BHC is here for you. As priorities shift to maintaining the operational and financial health and stability of your businesses, we are ready to help navigate these challenging times. For the past 30 years, BHC has served as a trusted advisor to hundreds of middle market companies during the best and worst of economic times. We look forward to putting this experience to work for you.

Now more than ever, BHC stands ready to discuss how we can support your success by:

- **Identifying and Structuring Creative Financing Solutions.** BHC can leverage a wealth of in-house financing expertise and relationships with many different types of debt and equity capital providers to help address your immediate and future financing needs. For example, we will work hard to provide creative funding solutions to companies looking to supplement Federal loan programs, or for whom such programs have been inadequate or unavailable. At a minimum, we can be insightful in explaining and evaluating the many capital sources open to your company.
- **Providing Post-Pandemic Strategic Planning and Financial Analysis.** Companies that are thinking about acquiring, selling or raising capital, either during this slowdown or after economic activity resumes, need to closely measure and quantify the impact of COVID-19 on business performance and validate forecasts that may be used for such strategic initiatives. BHC, in conjunction with selected third-party partners, can help companies

identify and track key performance indicators or metrics that can be used to measure changes in business performance over the past 6+ weeks and will continue as long as the economic slowdown continues. BHC has always taken a flexible approach to pricing out financial modeling and valuation services for our clients. We understand that every situation is unique, even more so during these challenging times.

- **Offering Market Insights, Research and Other Advantages on a Global Level.** We maintain affiliate relationships with a number of partner firms, networking groups, and data providers located in the U.S. and overseas. These relationships allow us to provide our clients with valuable middle-market insights, trend analyses, industry research, valuation metrics and global introductions to strategic buyers/financial investors. Equipping our clients with the most relevant and reliable information to help operate, grow and monetize their businesses has always been, and will remain, a top priority of our firm.
- **Providing Customary Advisory and Valuation Services.** BHC remains fully staffed and capable of providing our customary M&A advisory (buy-side and sell-side), capital raising and valuation services to existing and new clients of the firm. Certain "essential" industry sectors in consumer products, education, financial services, food/beverage, healthcare and infrastructure, among others, may experience an uptick in transaction activity during this period or much sooner than other sectors. Other opportunities that may present themselves at this time, in lieu of traditional banking transactions, are joint ventures, co-branding partnerships, or other forms of commercial or marketing alliances. For companies looking to identify and execute on these and other strategic initiatives in the current environment, we stand ready to assist you.

In summary, our entire team of talented and experienced professionals at BHC is ready to support you and your businesses both during and after this pandemic. Please do not hesitate to contact us.

All the best and stay safe,

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About Brooks, Houghton & Company, Inc.: *Founded in 1989, Brooks, Houghton & Company, Inc. ("BHC") is a leading New York-based merchant bank. BHC provides investment banking services and direct investments to middle market and emerging growth companies. The firm is highly experienced in mergers and acquisitions, debt and equity capital raising, and corporate finance matters, as well as principal investing through various mezzanine debt funds managed by its senior personnel. The firm's broker/dealer, Brooks, Houghton Securities, Inc. ("BHS"), is a member of FINRA and SIPC.*

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