

# Portfolio Companies

THE MIDDLE-MARKET COMPANIES in Arbor's portfolio together generate more than \$1.1 billion in annual revenue.

## CURRENT INVESTMENTS

### INVESTMENT CRITERIA

- » Annual sales up to \$300 MM
- » EBITDA \$10–\$30 MM
- » Add-ons of any size
- » North America

### GENERAL INVESTMENT SEGMENTS

- » Private Label
- » Foodservice
- » Branded Food and Beverage
- » Food-Related Non-Consumables

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#### Bradshaw International, Inc.

National merchandiser & distributor of branded & private label kitchen gadgets and cookware.

**Industry:** Housewares  
**Location:** Rancho Cucamonga, CA  
**Date Acquired:** December 2008



#### Gold Standard Baking, Inc.

National manufacturer and marketer of fresh and frozen premium baked goods.

**Industry:** Baking  
**Location:** Chicago, IL  
**Date Acquired:** June 2008



#### Fieldbrook Foods Corporation

National manufacturer of private label frozen novelty ice cream products.

**Industry:** Ice Cream  
**Location:** Dunkirk, NY  
**Date Acquired:** September 2010



#### Midland Packaging & Display

Regional producer of value-added corrugated packaging and display products.

**Industry:** Packaging  
**Location:** Franksville, WI  
**Date Acquired:** June 2008



#### Trudeau Distributing Company

Third largest Upper Midwest specialty retail food distributor.

**Industry:** Specialty Food Distribution  
**Location:** Burnsville, MN  
**Date Acquired:** July 2007



#### Sanford Coca-Cola Bottling Company, Inc.

The exclusive Coca-Cola bottling system franchisee for the territory centered on Lee County, NC.

**Industry:** Beverage Distribution  
**Location:** Sanford, NC  
**Date Acquired:** December 2008



#### Rice Garden, Inc

West coast-based chain of Asian fast-casual restaurants.

**Industry:** Restaurant  
**Location:** Alhambra, CA  
**Date Acquired:** April 2007

CURRENT INVESTMENTS (continued)



**Northern Neck Coca-Cola Bottling, Inc.**

The exclusive Coca-Cola bottling system franchisee for the historic northern neck of Virginia.

**Industry:** Beverage Distribution  
**Location:** Montross, Virginia  
**Date Acquired:** September 2001



**Meridian Brands/Truco Enterprises, LP**

Markets and distributes branded Mexican food and beverage products nationally through retailers.

**Industry:** Branded Ethnic Foods  
**Location:** Dallas, TX  
**Date Acquired:** December 2004



**White Apron, Inc.**

Regional independent custom protein purveyor.

**Industry:** Protein Processing  
**Location:** Brea, CA  
**Date Acquired:** April 2005



**Oven Fresh Baking Company, Inc.**

Manufactures and markets fresh and frozen baked goods.

**Industry:** Baking  
**Location:** Chicago, IL  
**Date Acquired:** December 2010



**Mister Cookie Face**

Manufacturer of "better for you" ice cream novelties.

**Industry:** Ice Cream  
**Location:** Lakewood, NJ  
**Date Acquired:** May 2011



**Fritz Sales Worldwide, Inc.**

70 year-old regional branded marketer of bagged nuts and candy.

**Industry:** Confectionery  
**Location:** Newport, MN  
**Date Acquired:** November 2011



**Five Star Sheets, LLC**

One of the largest independent corrugated paper producers supplying the Midwest packaging industry.

**Industry:** Packaging  
**Location:** New Carlisle, IN  
**Date Acquired:** June 2008

## EXITED INVESTMENTS



### Great Kitchens, Inc.

Largest private label manufacturer of custom pizza and appetizers.

**Industry:** Private Label Pizza  
**Location:** Romeoville, IL  
**Date Exited:** June 2010



### Mexican Accent, Inc.

National manufacturer and distributor of branded tortillas, chips and Mexican dinner kits.

**Industry:** Branded Ethnic Foods  
**Location:** New Berlin, WI  
**Date Exited:** January 2005



### National Deli, LLC

Regional manufacturer of premium deli meats sold through foodservice.

**Industry:** Protein Processing  
**Location:** Miami, FL  
**Date Exited:** November 2010



### Allied Specialty Foods, Inc.

National manufacturer of custom raw and fully-cooked beef and poultry items, including "Philly Steak."

**Industry:** Protein Processing  
**Location:** Vineland, NJ  
**Date Exited:** December 2010



### ISI Commercial Refrigeration, LP

Largest master distributor, lessor and servicer of refrigerated foodservice equipment in Texas.

**Industry:** Equipment Distribution  
**Location:** Dallas, TX  
**Date Exited:** November 2006



### Nordon, Inc.

Leading super-regional distributor of foodservice equipment in the mid-Atlantic U.S.

**Industry:** Equipment Distribution  
**Location:** Langhorne, PA  
**Date Exited:** November 2006



### Cooler Solutions, Inc.

Markets and sells equipment and products to the soft drink and foodservice industries.

**Industry:** Equipment Distribution  
**Location:** Langhorne, PA  
**Date Exited:** November 2006

EXITED INVESTMENTS *(continued)*



**Stone Gate Foods**

National manufacturer of specialty branded and private label foods.

**Industry:** Food Manufacturing  
**Location:** Shakopee, MN  
**Date Exited:** September 2010



**Sam's Wines & Liquors, Inc.**

Retailer of wine, spirits, food and accessories.

**Industry:** Beverage Retailing  
**Location:** Chicago, IL  
**Date Exited:** October 2009



**Texas Premium Foods & Distributing**

Direct store distributor (DSD) of snack and specialty foods throughout the South Central U.S.

**Industry:** Snack Food Distributing  
**Location:** Dallas, TX  
**Date Exited:** April 2010



**The Martin Brower Company, Inc.**

Largest distributor of products to McDonald's Corporation worldwide.

**Industry:** System Specialist  
**Location:** Rosemont, IL  
**Date Exited:** December 2000



**J.L. DeGraffenreid & Sons, LLC**

Institutional pickle and relish processor.

**Industry:** Pickle Processing  
**Location:** Springfield, MO  
**Date Exited:** January 2002



**Dale and Gage Foods, LLC**

Manufacturer and distributor of seasonings, sauces and dry mix ingredients.

**Industry:** Ingredients & Seasonings  
**Location:** Melrose Park, IL  
**Date Exited:** January 2002



**Ultra Products Company, LLC**

National supplier of aseptically packaged coffee creamers.

**Industry:** Dairy Products - Aseptic  
**Location:** Tempe, AZ  
**Date Exited:** January 1999