
QUARTERLY NEWSLETTER

Founder & CEO Message

A Steady Course Through Economic Turbulence

When we look back on the current decade, I suspect we will remember it as one defined by instability and volatility. In comparison, the 2010s were characterized by relative economic stability. Inflation was low, pricing power was limited, and while economists regularly predicted a recession that never quite arrived, most businesses operated in a fairly predictable environment. Leaders could make longer-term decisions with reasonable visibility into the future.

The 2020s have been very different.

Since the start of the decade, business leaders have endured a steady stream of economic and geopolitical shocks. The global pandemic disrupted supply chains and labor markets, inflation surged, and companies spent years recalibrating their cost structures. More recently, tariffs, geopolitical tensions, and the conflict involving Iran have introduced new layers of uncertainty. The resulting spike in oil prices has rippled across the economy, raising transportation costs and increasing input costs for many industries.

A significant portion of the economy is tied directly or indirectly to energy prices, and when oil moves sharply higher, the impact is felt across the supply chain. At the same time, consumers are becoming increasingly fatigued by the persistent price increases they encounter—from the gas pump to the grocery store to everyday retail purchases. As a result, pushing through additional price increases has become more difficult for many companies.

The reality is that business leaders have become somewhat numb to these constant shocks. After six consecutive years of navigating disruption, strong management teams have learned to focus on what they can control. They stay disciplined around the fundamentals: managing margins, maintaining operational efficiency, and making sound long-term decisions even when the macro environment is noisy.

That is exactly the approach we continue to take across the Borgman Capital portfolio.

(Continued on next page)

FOUNDER & CEO MESSAGE, CONTINUED

Overall, our companies are performing well. Most are tracking at or above budget, and several entered 2026 coming off record years in 2025, which naturally creates a high bar to clear this year. A few businesses are facing more challenging conditions—particularly those tied to the housing market, which continues to feel the effects of higher interest rates over the past several years. While the residential side of that market remains soft, we are seeing better performance in commercial segments, and our management teams are focusing their efforts where demand remains stronger.

One lesson we often emphasize in difficult markets is that opportunity still exists. I once asked a business owner—whose company we later acquired—how he managed to grow during the 2008 financial crisis. His answer was simple: He worked twice as hard and took market share from his competitors. Challenging environments often reward the most disciplined and determined operators.

On a personal note, I have been working toward earning my private pilot's license over the past several months. Aviation offers a useful analogy for what many businesses are experiencing today. When you are flying and the stall warning sounds, it demands your attention. You correct the aircraft, make the necessary adjustments, and focus on flying safely through the turbulence. In many ways, that is where the economy feels today. The flight can be bumpy at times, but disciplined pilots—and disciplined operators—stay focused on the fundamentals, make the right corrections, and keep moving forward toward a safe landing.

From an investment perspective, we continue to believe this is an attractive time to invest in the lower middle market. While deal activity has slowed compared with the post-COVID surge, high-quality businesses with consistent cash flow continue to transact at solid valuations. Multiples in the lower middle market have remained relatively stable compared with the sharper swings we have seen in the middle market over the past several years.

Our pipeline remains active, with several opportunities under evaluation across both the private equity and real estate platforms. We also continue to invest in our firm. Over the past year, we added several new team members and expanded our origination capabilities with a new resource based in Florida. The investments we made in talent during 2025 are already generating meaningful value in sourcing opportunities and supporting our portfolio companies.

While the environment remains challenging, we are encouraged by the resilience of our management teams and the performance of many of our businesses. Some companies require additional support in the current environment, while others are thriving and gaining share. In every case, the focus remains the same: doing what is best for the long-term health of the business and delivering strong outcomes for our investors.

As always, we appreciate the trust you place in our team. We remain committed to disciplined investing, operational excellence, and creating long-term value on your behalf. Thank you for your continued partnership and support.

Sequoya Borgman
Founder & CEO

FIRM NEWS

Adam Kuborn Promoted to Senior Associate

We are pleased to announce the promotion of Adam Kuborn to Senior Associate effective January 1, 2026. Since joining Borgman Capital in August 2023, Adam has been an integral member of the team, participating in all aspects of investment analysis, due diligence, deal execution and supporting portfolio companies including Technical Products Inc. and Harlo Products. Congratulations, Adam!



Adam Kuborn
Senior Associate

Welcome Marshyl Rothman – Vice President of Deal Originations

Marshyl Rothman joined Borgman Capital in March as Vice President of Deal Originations, where he focuses on sourcing investment opportunities through targeted outreach to business owners in the lower middle market. He holds a Bachelor of Science in Economics from Florida State University and brings extensive experience across private equity and growth-stage environments. Prior to joining the firm, Marshyl served as a Principal at DDB Capital, where he led fundraising efforts and strategic partnerships. His background also includes managing internal acquisitions for BlueKey Equity Partners and holding various leadership roles within venture-backed healthcare companies. Additionally, Marshyl holds a Series 65 license and has completed coursework in real estate development at New York University. Now based in South Florida, he is a dedicated Florida State fan who enjoys staying active through fitness and spending quality time with his family. Welcome, Marshyl!



Marshyl Rothman
Vice President of
Deal Originations

FIRM NEWS

Recent Media & Speaking Engagements



What Sellers Should Understand Before Partnering with Private Equity – Poised for Exit Podcast (30min)

Borgman Capital Managing Director Ben Axelrod was recently featured on the Poised for Exit podcast with host Julie Keyes. In this episode, Ben pulls back the curtain on the critical nuances business owners often miss when considering a transition, drawing on his background in M&A advisory and investment leadership.

Listeners will gain valuable perspectives on:

- Debunking Private Equity Myths: Understanding the reality of partnership.
- The "Pace of Change": Aligning on a shared vision for the future.
- The Emotional Transition: Navigating the complexities of stepping away from a business.
- Legacy Preservation: Strategies for honoring a multi-generational heritage.

[LISTEN HERE](#)



FEI Eastern Wisconsin March 2026 Chapter Meeting – Neenah, WI

Brent Adam represented Borgman Capital as a panelist at the FEI (Financial Executives International) Eastern Wisconsin chapter meeting in March. The session brought together capital markets and M&A professionals to discuss current deal activity, valuation trends, and the factors shaping today's middle-market transaction environment. We appreciate the opportunity for Borgman Capital to engage with the FEI community!



FIRM NEWS

Recent Firm Events

ANNUAL STRATEGY SESSION AND TEAM RETREAT

January 15-16, 2026

In January, the Borgman Capital team gathered in Lake Geneva for our 2026 Strategy Session and Team Retreat. This time together allowed for thoughtful reflection and open dialogue as we aligned around priorities and strategic goals in the year ahead. We also prioritized team building with a friendly pickleball tournament and an evening of dinner and conversation. These moments of connection out of the office are critical in supporting the work we do every day in the office, especially as our team continues to grow from coast-to-coast.



MENTORSHIP IN ACTION: BELOIT COLLEGE STUDENTS VISIT

March 4, 2026

We were pleased to welcome a group of motivated finance students from Beloit College to our office for an immersive look into the world of private equity. Led by our Founder and CEO, Sequoya Borgman, and Senior Associate, Adam Kuborn, the session provided a transparent look at the evolution of Borgman Capital and the day-to-day operations of our firm. From high-level investment strategies to practical career advice, the morning was centered on mentorship and the exchange of ideas. We are proud to support these future professionals as they prepare to launch their careers, and we value the opportunity to engage with the next generation of industry talent.



Beloit
College

FIRM NEWS

Connect with Us at Upcoming Conferences!



APRIL

27-29 2026 ACG DEALMAX ▪ LAS VEGAS, NV
28 CORNERSTONE STATE OF M&A CONFERENCE ▪ GREEN BAY, WI

MAY

27-28 SBIA MIDWEST DEAL SUMMIT ▪ CHICAGO, IL

JUNE

2-3 M&A SOURCE 2026 CONFERENCE & DEAL MARKET ▪ MINNEAPOLIS, MN
4 OPUS CONNECT INDEPENDENT SPONSOR SUMMIT ▪ NEW YORK CITY, NY
7-9 IDDBA 2026 CONFERENCE ▪ ORLANDO, FL
8-9 ACG UPPER MIDWEST CAPITAL CONNECTION ▪ MINNEAPOLIS, MN
23 ACG DEAL SOURCE CONFERENCE ▪ CLEVELAND, OH

Harlo Products Named a Finalist for ACG Western Michigan Outstanding Growth Award

Borgman Capital's acquisition of Harlo Products was named a finalist for the 2025 Outstanding Growth Awards by ACG Western Michigan. Recognized in the \$10–\$20MM category, Harlo was honored at an event on March 24th alongside the region's most impactful transactions that are shaping the future of the West Michigan middle market. Calder Capital served as exclusive financial advisor to Harlo on the transaction, which closed in May 2025.



“We weren’t just looking for a buyer - we were looking for the right partner. Our employees have given so much to this company, and we felt a deep responsibility to get this transition right. Borgman Capital understands what Harlo stands for and shares our values. Their track record working with companies like ours gave us confidence in their ability to support both our employees and customers in the years to come.”

**--Mary Helen Crooks, third-generation family member
and former CEO and owner of Harlo**

PORTFOLIO COMPANIES

Investment Criteria

When evaluating a potential investment, we are opportunistic in our approach and consider companies from a broad spectrum of industries. We have an affinity toward established end markets with long-term growth prospects, proprietary products and/or services, and businesses with an identifiable competitive advantage. Our team is experienced with both off-market and marketed sale processes.

- **Revenue of \$10 to \$100 million**
- **Track record of profitability**
- **EBITDA between \$2 and \$15 million**
- **Growth-oriented leadership and sound operational management**
- **Midwest focus; open to opportunities across the U.S.**
- **Industry agnostic with proven expertise in food products, infrastructure services and products, and traditional manufacturing**
- **Strong competitive position in growing market/industry**

Current Platform Investments



In addition to new platforms, Borgman Capital is actively seeking add-on acquisitions for each of its portfolio companies. We pride ourselves on exploring deals in a fair, flexible and creative manner.

Gilman Cheese Corporation

DAVID DELGADO PRESIDENT & CEO



New Sales Leadership and Operational Upgrades Driving Growth

- At Gilman, we've continued to build momentum with key additions and operational improvements. We welcomed two new sales executives to the team: Dan Verhasselt, focused on the ingredients segment, and Dave McCarthy, focused on grocery and retail.
- We also completed the rollout of a new ERP system across our Blue Mounds and Gilman locations. The system is already improving visibility into inventory, production, profitability, and financial reporting.
- We're encouraged by the opportunities ahead, including a potential partnership with a Midwest-based pizza restaurant chain. First-quarter volume is off to a strong start, tracking above last year and ahead of plan, reflecting growing customer engagement.
- O2 Sponsor Finance recently provided \$30 million in senior secured credit facilities to support Borgman Capital's recapitalization of Gilman.

Southeastern Meats

JAMIE ARDREY PRESIDENT



Expanded Distribution and a Brand Refresh

- In 2025, Southeastern Meats faced a dynamic operating environment. The team managed through these changes effectively from both a financial and operational standpoint.
- From a sales perspective, new distribution partnerships have expanded access to additional retailers and geographies, while also offsetting volume impacted by a distributor closure in early 2025.
- The team is preparing to roll out refreshed brand and marketing collateral. These include clearer, more streamlined messaging and pricing, updated in-store signage, and a new consumer-focused website, including a store locator.



KG Stevens

LUIS DE LEON PRESIDENT & CEO



Executing at Scale and Looking Ahead

- The team successfully completed more than 3,100 projects in 2025, including The Scoot Grandeur Apartments in Cudahy, WI and improvements at Lambeau Field (pictured).
- In late 2025 we expanded the leadership team with Luis de Leon as President and CEO, and Tammy Kaplan as Director of Commercial Sales.
- Our current focus is consistency, execution, and continuous improvement. Investments in our people, equipment, and processes are strengthening operations, improving efficiency, and elevating the level of service customers have come to expect. Stevens.
- We are reconnecting with all of our commercial and residential customers as we transition from a “tribal knowledge” to a “process driven” organization.



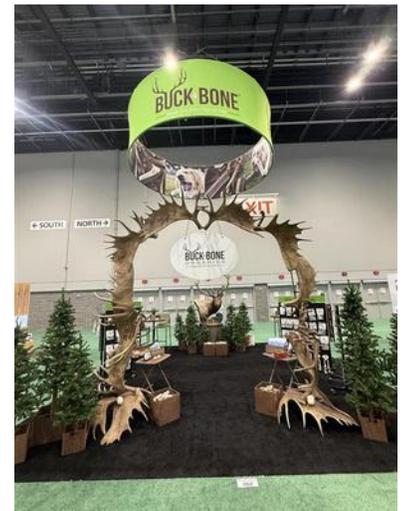
Buck Bone Organics

JACKIE STEIGLEMAN CO-FOUNDER & CEO



Meeting Increased Demand for our Products

- 2025 was a strong year for Buck Bone Organics. New customers included Pet Supplies Plus, Bass Pro, JoJo Pet, and Bridger Animal, and we expanded distribution into new geographies with Costco. We recently hired Brooke Chaleff as Vice President of Sales to continue this momentum.
- Operational capacity has been strengthened with the addition of two new antler cutters to support the demand we are seeing.
- Looking ahead, the team remains focused on pipeline development, product innovation, and operational efficiency, with participation at Expo West and Global Pet Expo positioning the business well for 2026.



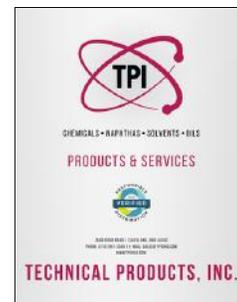
Technical Products Inc.

TOM PEROVSEK PRESIDENT & FORMER OWNER



Steady Performance and Customer Growth

- Overall market demand and pricing for commodity chemicals remained down in 2025 compared to recent years, yet TPI performed steadily. Volume increased year-over-year thanks to a few large customer wins.
- TPI is proud of the two key new additions to its staff, having hired a new sales representative in the strong manufacturing market of Columbus, Ohio, as well as a new controller who has quickly gotten up to speed in his duties and improved TPI's financial reporting.
- Additionally, we recently refreshed our products and services brochure, highlighting our current offerings and the major producers we represent.



Continuus

MATT MOESER FOUNDER & CEO



Helping Clients Address AI and Generate Business Impact

- Continuus delivered steady results and continued to strengthen the business in 2025. On the sales front, we added a new team member with Snowflake experience and partnered with an outside resource to sharpen our sales approach.
- Interest from prospective clients remains encouraging as more organizations look for help making sense of their data, and specifically AI-driven solutions.
- Our new [AI Readiness Playbook](#) has been a popular resource that addresses how companies can move from isolated pilots and “AI sprawl” to building foundations that allow AI to scale responsibly, securely, and efficiently.

HARLO

MIKE BIRKMEIER PRESIDENT

HARLO®

Continued Progress and Product Innovation

- 2025 was an important year for Harlo, marked by our transition to new ownership with Borgman Capital and continued progress across the business. We're proud of the operational and product advancements the team delivered throughout the year, building on Harlo's strong foundation and long-standing market presence.
- The first quarter brings one of our most important industry events, World Ag Expo in Tulare, California, which remains a valuable opportunity to connect with customers and partners and stay closely aligned with market needs. This year, we were especially excited to showcase a prototype of our newest unit, the H4 Compact, scheduled to launch later in 2026. The strong interest and feedback reaffirmed the opportunity we see ahead.
- Since partnering with Borgman Capital, ongoing operational improvements and efforts to expand our sales channels are helping position Harlo for sustained performance and long-term growth. While the agricultural industry is facing some challenges, we're navigating the environment with smart, intentional business decisions.



REAL ESTATE PRACTICE

Among several notable achievements in the final quarter of 2025, we successfully closed on a credit facility to fund a meaningful capital investment supporting building improvements for one of the portfolio's anchor tenants. This investment reflects our long-term, partnership-oriented approach to ownership.

We work closely with our tenants to understand their operational needs and identify solutions that support their business objectives, improve efficiency, and position them for continued growth. In this case, the improvements are expected to generate cost savings for the tenant while enhancing the quality, functionality, and long-term value of the underlying real estate, driving strong alignment of interests and a mutually beneficial outcome.

Our real estate portfolio remains well-positioned, with above-market occupancy, strong tenant performance, and durable contractual rent growth. While the broader market still reflects pockets of volatility, we believe the current environment favors disciplined buyers with patient capital. Our strategy remains unchanged: target high-value opportunities that deliver superior risk-adjusted returns and strengthen the long-term partnerships at the center of our approach.

If you are interested in learning more about Borgman Capital's real estate practice, or have a deal to share, please reach out to us. We look forward to hearing from you.



Matt Kiefer
*Managing Director -
Real Estate
Investments*

REAL ESTATE PRACTICE

Investment Criteria

When it comes to transitioning out of real estate assets, we understand that each seller's needs are unique. Borgman Capital's real estate strategy offers a tailored, partnership-driven approach to satisfy the objectives of our business partners. By evaluating each transaction from a unique perspective, we can identify and seize opportunities that others might overlook.

- **Property Types:** Industrial, Multi-Family, Retail and Office
- **Deal Size:** \$5 - \$65 million
- **Return Profile:** Core-plus and value-add investments
- **Structure:**
 - Direct acquisitions with property owners
 - Sale leasebacks with business owners
 - Sale leasebacks with a building expansion
 - Joint ventures with developers
- **Location:** Agnostic with a primary focus in the Midwest

Representative Investments



Single Tenant
Industrial Building



60-Unit Multifamily
Community



Expansion & Renovation of
Corporate Headquarters

Learn More

Matt Kiefer, Managing Director - Real Estate Investments: matt.kiefer@borgmancapital.com

INVESTOR HIGHLIGHT

Raison Bose

Raison Bose, D.D.S. completed his dental education and residency in India before going on to earn his Doctor of Dental Surgery and Advanced Education Program in Endodontics at UT Health Science Center San Antonio Dental School. He has since built a distinguished career as an endodontist and managing partner at Wisconsin Endodontic Group (WEG), earning consistent recognition as Milwaukee's Top Dentist. Along with his partners, they led the transition of WEG to Specialized Dental Partners, a PE-backed Dental Service Organization with over 250 specialty offices nationwide, and he now serves as a Partner where he continues to be one of the top-performing practitioners in the organization. Now pursuing his passion for entrepreneurship and business, Raison is currently enrolled in the Executive MBA program at the Kellogg School of Management at Northwestern University, further expanding his expertise in strategy, finance, and business leadership. Raison and his wife Aparna reside in Brookfield, Wisconsin. They are the proud parents of Rohan (7) and Ryan (3).



"Thank you for all the hard work you and your team put into every day. I truly appreciate the transparency and the "heavy lifting" your team does behind the scenes to ensure our investments remain strong. It is a pleasure investing with such a dedicated group."

How it Works: Your Step-By-Step Guide to Investing in Private Equity

New to private equity? Our visual guide walks potential investors through each step of our investment process - from initial deal review to closing, to K-1s and quarterly updates. No signup required. Just click and learn.

[View our 10-Step Investing Guide →](#)



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