Borgman CAPITAL

QUARTERLY NEWSLETTER

Founder & CEO Message

Highlights:

- ***Celebrating 250 Years of Opportunity and Entrepreneurship***
- ***Latest Portfolio Company Investment: CMW Equipment***
- ***Strong Investor Demand, Growing Network***
- ***Disciplined Outlook***

Our country celebrated an extraordinary milestone this month, the 250th anniversary of the Declaration of Independence.

On July 4, 1776, our Founding Fathers declared that all people are endowed with the unalienable rights to life, liberty, and the pursuit of happiness. While those words are often viewed through a political or historical lens, they also laid the foundation for something equally remarkable: the greatest economy the world has ever known.

America's success has never been guaranteed. It has been built over generations by entrepreneurs willing to take risks, investors willing to provide capital, employees willing to work hard, and a legal and economic system that protects private property, encourages innovation, and rewards long-term value creation. Those principles have produced an unmatched level of prosperity over the past 250 years and continue to make the United States the best place in the world to build a business.

As I reflected on Independence Day this year, I couldn't help but think about how fortunate we are to spend every day working within that system.

Private equity is, in many ways, a direct beneficiary of the institutions established nearly two and a half centuries ago. Our industry exists because entrepreneurs have the freedom to build businesses, owners have the ability to monetize the value they have created, investors have confidence in our financial and legal systems, and capital can move efficiently to where it is most productive. Those conditions are not universal around the world. They are the product of generations of leadership, sacrifice, and an economic system built on free enterprise and the rule of law.

Personally, I have always appreciated the opportunities this country has provided. I certainly did not begin my career with the advantages I enjoy today. Like many entrepreneurs, I have experienced successes and failures along the way. Yet America remains one of the few places where hard work, prudent risk-taking, and perseverance can fundamentally change the trajectory of someone's life. I consider myself incredibly fortunate to have benefited from those opportunities, and I never take them for granted.

FOUNDER & CEO MESSAGE, CONTINUED

As we approach the tenth anniversary of founding Borgman Capital, I am reminded that capitalism is not simply part of what we do, it is embedded in who we are. Every investment we make represents an entrepreneur's life's work, a family's legacy, and the opportunity to provide the resources and strategic guidance necessary for a business to continue growing for future generations.

One of the defining characteristics of capitalism is the efficient allocation of capital. While great investment opportunities may be limited, capital continues to seek well-managed businesses with durable cash flows and experienced operators. That dynamic has been particularly evident for Borgman Capital this year.

Although overall M&A activity remained relatively subdued during the first half of 2026, our team has continued to focus on identifying a small number of exceptional lower middle market businesses. As we have often said, success in private equity is rarely about doing more deals, it's about finding the right deals. Quality opportunities remain scarce, particularly among family-owned companies that may only change ownership once in a generation. Our job is to be prepared when the timing is right.

Last month, we were excited to complete the acquisition of CMW Equipment, a premier distributor of construction equipment serving customers throughout the Midwest. CMW represents exactly the type of business we seek to acquire: a long-established company with a strong reputation, attractive market position, recurring customer relationships, and significant opportunities for continued growth under our stewardship.

Just as encouraging as the acquisition itself was the response from our investor community. The capital raise supporting the CMW transaction was more than three times oversubscribed. That level of demand reflects not only confidence in the transaction, but also the continued appetite for high-quality lower middle market private equity investments.

Momentum has continued into the third quarter. We are currently working toward closing another platform acquisition that we expect to complete in the coming months. Similar to CMW, investor demand has been exceptionally strong, with the offering already approximately two times oversubscribed. We are grateful for the trust our investors continue to place in us and remain committed to deploying their capital thoughtfully and with discipline.

Access to capital has become one of Borgman Capital's greatest competitive advantages. Over the past decade, our network of nearly 500 limited partner investors has grown into one of our firm's most valuable assets. As the private equity industry has evolved beyond the traditional blind-pool fund model toward independent sponsors, special purpose vehicles, continuation funds, and other transaction-specific structures, the ability to efficiently raise capital for compelling opportunities has become increasingly important. Our investor relationships allow us to move quickly while remaining disciplined, creating flexibility that benefits both our investors and the business owners with whom we partner.

We are also encouraged by the continued momentum of our Pass the Hat platform. What began as an effort to broaden access to institutional-quality private investments has gained meaningful traction over the past several months. We are seeing increased engagement from new investors who appreciate our transparent approach, educational content, and ability to participate alongside experienced sponsors in carefully selected opportunities.

FOUNDER & CEO MESSAGE, CONTINUED

We believe this platform will continue to play an increasingly important role in expanding our investor community while reinforcing our commitment to making private market investing more accessible.

As we enter the second half of the year, our outlook remains optimistic. While transaction volume across the broader market has been slower than many anticipated, we believe patience continues to be one of the most valuable competitive advantages in private equity.

We would rather complete a handful of outstanding investments than pursue activity for activity's sake. The opportunities we have identified this year reinforce that philosophy.

Looking back over the past 250 years, it is remarkable to consider how far our country has come. The institutions established by our nation's founders created an environment where innovation, entrepreneurship, and capital formation could flourish. Every successful family business we evaluate, every entrepreneur we partner with, and every investment we make is, in some small way, a continuation of that legacy.

Thank you, as always, for your continued confidence in Borgman Capital. We remain honored to serve as stewards of your capital and look forward to sharing additional updates as we continue building on the momentum we have established during the first half of 2026.

Sequoya Borgman
Founder & CEO

PLATFORM INVESTMENT

Borgman Capital Invests in CMW Equipment, Partners with Management to Support Future Growth

CMW Equipment

Borgman Capital has invested in CMW Equipment ("CMW"), a leading distributor of concrete production and roadwork equipment headquartered in St. Louis, Missouri. We are pleased to be partnering with CMW's management team, including President and former owner Larry Glynn, to support the next phase of growth.

> **"I joined CMW in 1977 as a sales representative and later became an owner. This company has been a significant part of my life for nearly five decades, and finding the right successor was extremely important to me. Borgman Capital understands the importance of preserving a company's legacy while investing in its future. They bring experience, resources and strategic support that will help CMW continue to grow and serve our customers"**
>
> **LARRY GLYNN**
> **PRESIDENT, CMW EQUIPMENT**
> **FORMER OWNER**

Founded in 1956 by three construction industry professionals, CMW initially focused on specialized concrete paving and compaction equipment. Over the years, the company expanded its capabilities to include project design, new and used equipment sales, parts and supplies, equipment rentals, and on-call service support. Currently, CMW serves customers across 10 states.

Borgman Capital will support the company's continued growth through expanded service offerings and entry into new markets. The firm has prior experience investing in businesses that operate equipment distribution, dealer network and rental-based business models, including Harlo, Durex Products and Aerial Work Platforms.

FIRM NEWS

Meet Finn Gerard - 2026 Summer Analyst

We are excited to have Finn on board as our Summer Analyst! Finn is a rising junior at the University of Wisconsin–Madison, where he studies Finance and Accounting. Originally from Lake Geneva, Wisconsin, Finn previously founded and operated a boat concierge service and spent Summer 2025 working in strategy consulting at Red Chalk Group in Chicago.

Finn Gerard
Summer Analyst

"The experience this summer has been amazing so far. The entire team has been willing to take the time to teach me the fundamentals of private equity investing, while allowing me to participate on live deal work. As someone who was looking to not only learn about private equity, but also participate in real and insightful work, this program has been perfect."

Matt Kiefer Promoted to Managing Director, Real Estate Investments

Join us in congratulating Matt Kiefer on his recent promotion to Managing Director, Real Estate Investments! Since joining Borgman Capital in 2020 to establish the firm's real estate investment platform, Matt has played a key role in building a diversified and durable portfolio of approximately 1.5 million square feet of industrial and multifamily assets. His leadership, strategic vision, and commitment to long-term value creation have been instrumental in the continued growth of the platform. Drawing on his previous management consulting experience, Matt brings a unique perspective to real estate investing and supports Borgman Capital's portfolio companies with a strong understanding of the operational priorities and challenges facing business owners. We are excited to recognize Matt's well-deserved promotion

Matt Kiefer
Managing Director,
Real Estate Investments

FIRM NEWS

Recent Firm Events

2026 ANNUAL INVESTOR SUMMIT

April 23, 2026

Borgman Capital hosted its 2026 Annual Investor Summit at the Harley-Davidson Museum in Milwaukee in April, bringing together investors, partners, and portfolio company leaders to discuss the continued growth and strategic direction of the firm. The event provided an opportunity to reflect on recent progress across the portfolio, share perspectives on the current market environment, and highlight the strength of the relationships that support Borgman Capital's long-term success. Attendees also had the opportunity to connect with fellow investors and partners throughout the morning. We are grateful to everyone who joined us and helped make this year's Summit a meaningful and engaging event.

FIRM NEWS

Recent Media & Speaking Engagements

A Private Equity Operator Who Learned to Buy What Others Overlook – Atomiq Level Podcast (1 hour 15 min)

Sequoya was recently featured on the Atomiq Level podcast with host Chris J. Snook. In this episode, Sequoya shares insights from nearly a decade of investing in founder-led businesses and discusses the key drivers of value creation in the lower middle market.

About the Atomiq Level Podcast

The show that rehumanizes wealth management for clients and advisors—decoding the matters of wealth one insightful conversation at a time—so you can grow and protect both your net worth and net happiness.

For the advisors, investors, and families mastering business growth, estate protection, and alternative assets like Bitcoin and private deals —all while staying sane, compliant, and fulfilled.

LISTEN HERE

Investing in Private Equity for Individual Investors – Wealth Independence Podcast (36 min)

Sequoya joins hosts Dustin Bailey and Adam Penn to walk through how private equity in the lower-middle-market space actually works: buying founder-led companies from owners who need a succession plan, layering bank debt, seller notes, and equity, then paying that debt down with the company's own cash flow. The tried-and-true leveraged buyout (LBO) model.

WEALTH INDEPENDENCE PODCAST

About the Wealth Independence Podcast

Whether you're looking to understand private placements, real estate fundamentals, or alternative investment opportunities, Wealth Independence delivers actionable insights that help busy professionals make informed investment decisions.

LISTEN HERE

FIRM NEWS

1,500 Deals, 20 Acquisitions, 1 Gut Punch with Sequoya Borgman – The M&A Launchpad Podcast (30 min)

Sequoya was recently featured on The M&A Launchpad Podcast with hosts Casey Minshew and Feras Moussa. In this episode, Sequoya shares his journey from public accounting to founding Borgman Capital and reflects on the lessons learned from completing more than 20 company acquisitions. More importantly, he shares what he learned from an early "gut punch" - when his first deal fell apart one week before close.

About the M&A Launchpad Podcast

On this podcast, you will gain insights on acquiring, investing in, and selling profitable businesses in the lower to middle market. Whether you are a business owner, investor, or aspiring entrepreneur at Equity Launchpad, we will provide you with the knowledge, guidance, and capital to navigate the world of mergers and acquisitions.

LISTEN HERE

Featured Speaker: BGB Group Luncheon at the Milwaukee Club

Sequoya recently spoke to a group of Milwaukee business and community leaders at the June 26 BGB Group Luncheon, held at The Milwaukee Club. Sequoya shared how Borgman Capital's growth since its founding in 2017 and how we support founder-led and lower middle market companies through ownership transitions.

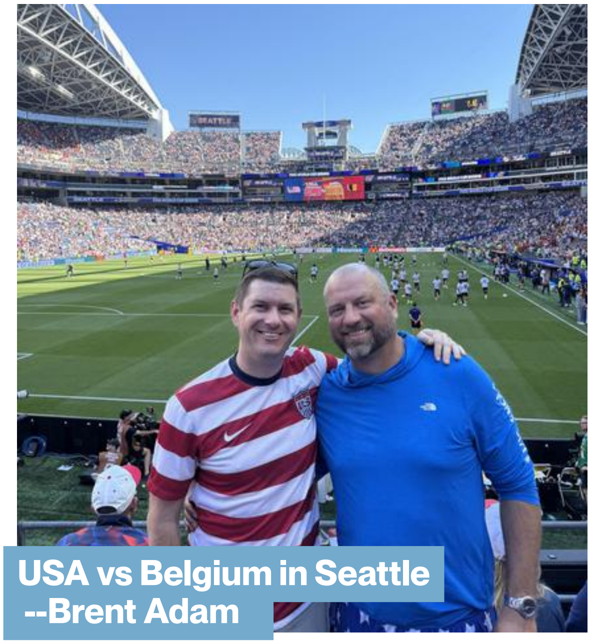
Panel: People-Focused & Board-Ready: The CHRO Blueprint for Private Equity-Backed Companies

Sequoya served as a panelist at a People Collective event in Milwaukee in May, which brought together HR leaders and executives for a discussion on leadership, talent, and value creation in today's private equity environment. Moderated by Tim Schumm, the panel included CHROs David Topp, Ashley Utz, and Caprice Perez, who shared thoughtful perspectives on the evolving challenges and opportunities facing HR leaders. During the discussion, Sequoya provided the PE perspective and insights on current M&A market trends.

FIRM NEWS

Summer Scenes

Summer Friday lunch in Milwaukee with the Hunter Real Estate team



USA vs Belgium in Seattle --Brent Adam

American Family Insurance Championship with golf pro David Duval --Mike Pepke

Annual ACG Wisconsin Board Dinner --Sequoya Borgman

Golf Outing with PE, M&A and Venture leaders in Indy --Matt Kreutz

TPI Board networking at Churchill Downs

Daisy, 9, in pool float --Kendall Penfield

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.

SELECT PORTFOLIO HIGHLIGHTS

Southeastern Meats

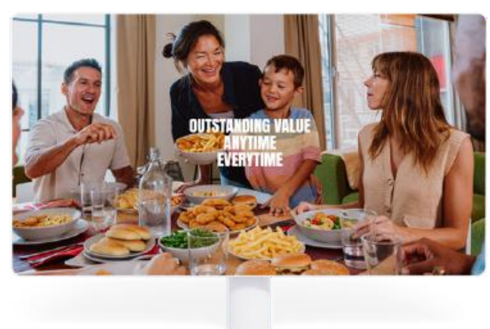
JAMIE ARDREY PRESIDENT

Visit Our New and Improved Website

In Q2, Southeastern Meats launched a redesigned website that brings its refreshed branding to life while creating a more consumer-focused experience. The new site makes it easier for shoppers to understand the popular Pick 5® program, browse product offerings, and locate nearby retailers through a new store locator feature.

Research conducted in designing the new website and messaging indicated that consumers think our food is good and that we should be proud of it – hence, we are leading with the animated food wheel that highlights our quality, and following that up with our value proposition.

The update supports Southeastern Meats' continued focus on helping consumers quickly discover affordable, family-friendly meal solutions.



Visit our website: www.semeats.net

SELECT PORTFOLIO HIGHLIGHTS

Technical Products Inc.

TOM PEROVSEK PRESIDENT & FORMER OWNER

Introducing Christine Grybos, TPI's Next President
When I sold TPI to Borgman Capital in February 2024, it was always my intention to continue in my role as president for a period of two to three years. Over the past several months, I have worked closely with Borgman Capital to identify the next leader of TPI - someone with deep industry knowledge, who will respect the legacy of the company and employees who are like family to me, while bringing a strategic vision for the future.

Christine Grybos

I am very excited to announce that we found those qualities in Christine Grybos. Christine brings more than 20 years of leadership experience in the specialty chemicals and distribution industry, including nearly two decades with Brenntag, where she held senior leadership roles across sales, key accounts, product management, and market development. She also serves as Programs Director for Women in Chemicals, reflecting her passion for leadership development and industry engagement.

After spending time with Christine and seeing how she approaches customers, employees, and suppliers, I am confident she is the perfect choice for the company moving forward. Christine and I will serve as co-presidents through August 31, ensuring a seamless leadership transition. Beginning September 1, I will remain involved in an advisory capacity through November 30, 2026, before officially retiring at the end of the year.

I am grateful to Borgman Capital for supporting and honoring my transition plan, and am pleased that we have found someone who is exceptionally well positioned to build on TPI's strong foundation and lead the company into its next chapter.

SELECT PORTFOLIO HIGHLIGHTS

Buck Bone Organics

JACKIE STEIGLEMAN CO-FOUNDER & CEO

Buck Bone Expands Retail Opportunities and Industry Presence

Buck Bone Organics continues to build momentum across the pet industry through key trade show appearances and new retail opportunities. Earlier this year, the team attended Global Pet Expo in Orlando, connecting with retailers, distributors, and industry partners while showcasing its growing lineup of all-natural antler chews. Looking ahead, Buck Bone will exhibit at SuperZoo in Las Vegas this August, one of the industry's premier trade shows for pet retailers.

In June, Buck Bone participated in Walmart's Road to Open Call, an initiative that provides U.S.-made brands the opportunity to pitch products to Walmart buyers. We are thrilled to announce that Buck Bone received a Fast Pass and has advanced to Open Call 2026 at Walmart headquarters in Bentonville, Arkansas this fall.

As always, we welcome introductions to brokers or customers across pet specialty, farm and fleet, grocery, and online channels.

REAL ESTATE PRACTICE

Among several notable achievements in the first half of 2026, we are nearing completion of a building improvement project 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. 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.

Matt Kiefer
Managing Director,
Real Estate Investments

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.

Real Estate Investment Criteria

- 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

INVESTOR HIGHLIGHT

Brian Casey

Brian Casey is a native of Wauwatosa, Wisconsin, and a graduate of the Milwaukee School of Engineering. Over the past 40+ years, he has applied his engineering mindset and Midwestern work ethic to roles spanning controls engineering, business transformation, and operational leadership. Brian has driven growth initiatives and business turnarounds for divisions of major global industrial companies, including a four-year expatriate assignment in France. Brian and his wife, Elizabeth, returned to the Milwaukee area in 2019. Most recently, Brian retired from Celestica, a global electronics manufacturing services provider, where he successfully led the Industrial & Smart Energy business back to growth and profitability

“I joined ACG in 2008 as an executive in transition from Rockwell Automation, when I was contemplating moving from corporate America into the world of the middle market. It was at ACG where I later met Sequoya, when he was just forming the idea for Borgman Capital. His approach of finding an asset with “good bones” at a fair multiple then developing it to its full potential reflected my work and approach on turnarounds.

I had the good fortune to work with Borgman Capital on its first portfolio company, Material Handling Holdings, and it has been great to see the firm develop and grow over the years. The firm’s approach gives me high confidence in successful outcomes, and I am currently invested in two companies and two real estate deals. The independent sponsor model provides flexibility to invest in what I’m most interested in."

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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CAPITAL

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