



M&A INSIGHTS

Industrial Manufacturing

Q1 2026



Industrial Manufacturing M&A Insights

Q1 Update: Constructive Activity, Continued Selectivity

Industrial manufacturing M&A activity showed modest improvement to start 2026, with 137 transactions completed in Q1, up from 128 in Q4 2025. Activity remains within the normalized range observed since 2021, with a continued “quality over quantity” dynamic, as buyers are prioritizing fewer, more strategic opportunities. Secular tailwinds, including reshoring, defense demand, and infrastructure investment, support activity across the sector, while ongoing geopolitical uncertainty and potential energy and supply chain volatility are reinforcing buyer selectivity and diligence.

Buyer mix in Q1 2026 remained heavily weighted toward strategic acquirers, which are increasingly driving larger, capability-driven transactions. Private equity remains active, primarily through add-on acquisitions, while new platform formation continues to be selective. Sponsors remain disciplined, focusing on larger middle-market transactions with strong margins, recurring revenue characteristics, and clear end-market exposure.

Looking ahead, the M&A environment remains stable but measured. Industry end-market is becoming more important, with strength in aerospace & defense, power, and automation, relative to more cyclical general industrial segments. Consolidation themes remain intact, and businesses with unique offerings should continue to command premium valuations, though overall activity is expected to remain selective and conviction-driven.

“The acquisition of Bijur Delimon (BDI) aligns with our near-term strategic priority to accelerate growth in key market verticals... BDI elevates our existing capabilities, deepens our presence in attractive market sectors and regions, and creates meaningful synergy opportunities.”

Lucian Boldea
President & CEO



Key Quarterly Takeaways

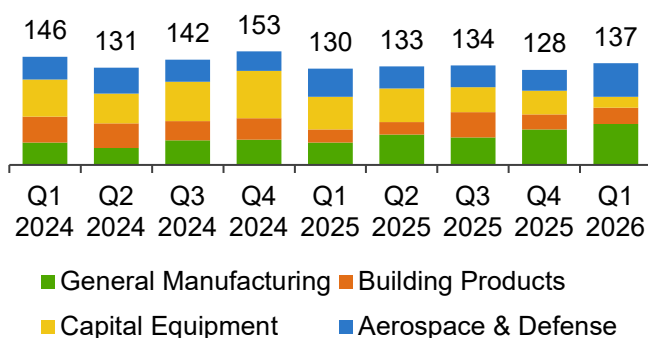
Where Capital Is Being Deployed:

- Fewer, higher-conviction transactions, reflecting a clear “value over volume” strategy
- Strategic buyers prioritizing capability expansion and vertical integration
- Private equity focused on add-on acquisitions, with limited new platform formation

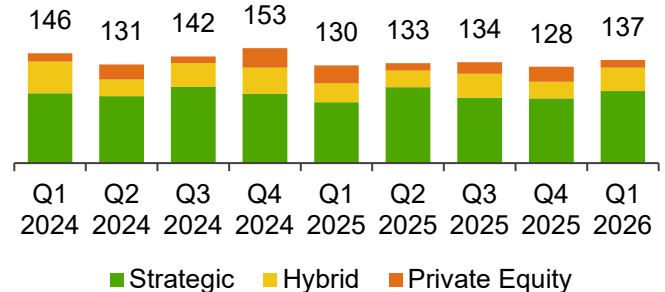
What’s Evolving In The Market:

- Early signs of stabilization, though not a broad-based recovery
- Widening end-market divergence, with cyclical segments lagging
- Selectivity persists, with premium outcomes reserved for scaled, high-quality assets

Transaction Count by Segment



Transaction Count by Buyer Type



Source: Wall Street Research, Capital IQ, SEC Filings

Private Equity & Platform Spotlights

Private equity and platform M&A activity drove nearly 30% of total industrial manufacturing transactions in Q1 2026.

Active Private Equity Platforms			
Platform	Ownership	Segment	Recent Transactions
		Building Products	3/12/26 – Harris Door and Millwork (Pendergrass, GA) 9/20/23 – Francis-Schulze (Russia, OH) 4/4/22 – Builders Hardware (Tampa, FL)
		General Manufacturing	3/11/26 – Lako Tool & Manufacturing (Perrysburg, OH) 1/9/26 – Pride Engineering (Minneapolis, MN) 1/6/26 – American Holt (Norwood, MA)
		General Manufacturing	3/9/26 – Industrial Specialties Manufacturing (Englewood, CO) 7/31/25 – CerroBrass (St. Louis, MO) 12/22/22 – Gruner Brass Fittings (Brooklyn, NY)
		Aerospace & Defense	3/5/26 – Ibeos (Sterling, VA) 11/1/22 – Ophir (Littleton, CO) 1/1/21 – Geost (Tucson, AZ)
		Aerospace & Defense	1/7/26 – Seemann Composites (Gulfport, MS) 10/28/25 – Five Axis Industries (Arlington, WA) 5/28/25 – Industrial Solid Propulsion (Cedar City, UT)

Key Private Equity Activity

Key Private Equity Platform Acquisitions	Target:			
	Acquirer:			
	Date:	3/5/26	2/19/26	1/29/26
Key Private Equity Platform Exits	Target:			
	Acquirer:			
	Date:	1/30/26	1/21/26	1/9/26

Source: Wall Street Research, Capital IQ, SEC Filings

Key Deals Spotlight

ProMach (Leonard Green & Partners) Acquires Lako Tool & Manufacturing

Transaction Theme: Sponsor-backed platform expansion focused on engineered components and aftermarket solutions within flexible packaging.



On Mar. 11, 2026, **ProMach**, backed by Leonard Green & Partners, acquired **Lako Tool & Manufacturing (Lako)**, an Ohio-based supplier of specialized components for the flexible packaging industry. Lako designs and manufactures high-performance sealing, cutting, and punching solutions for flexible film packaging machines, serving end markets including snack, tobacco, personal care, and pet food. The transaction expands ProMach's capabilities within the flexible packaging segment, enhancing its portfolio of precision-engineered components and aftermarket solutions.

[Read more about this deal online.](#)

Howmet Aerospace Acquires Brunner Manufacturing Company

Transaction Theme: Capacity and capability expansion in precision machining to support growing aerospace and defense demand.



On Feb. 6, 2026, **Howmet Aerospace** acquired **Brunner Manufacturing Company (Brunner)**, a Wisconsin-based manufacturer of complex machined components and assemblies. Brunner specializes in high-precision machining and fabrication, serving aerospace and defense customers with mission-critical components. The transaction expands Howmet's manufacturing capabilities and enhances its ability to support growing demand for highly engineered aerospace components.

[Read more about this deal online.](#)

AFM Capital Partners Acquires Incodema3D

Transaction Theme: Platform investment in advanced manufacturing, expanding additive capabilities for mission-critical applications.



On Mar. 5, 2026, **AFM Capital Partners** acquired a majority stake in **Incodema3D Holdings, Inc. (Incodema3D)**, a New York-based provider of metal additive manufacturing and precision machining services for defense, aerospace, space, energy, and industrial markets. The transaction expands AFM Capital's additive manufacturing platform, with management retaining ownership and continuing to lead the business.

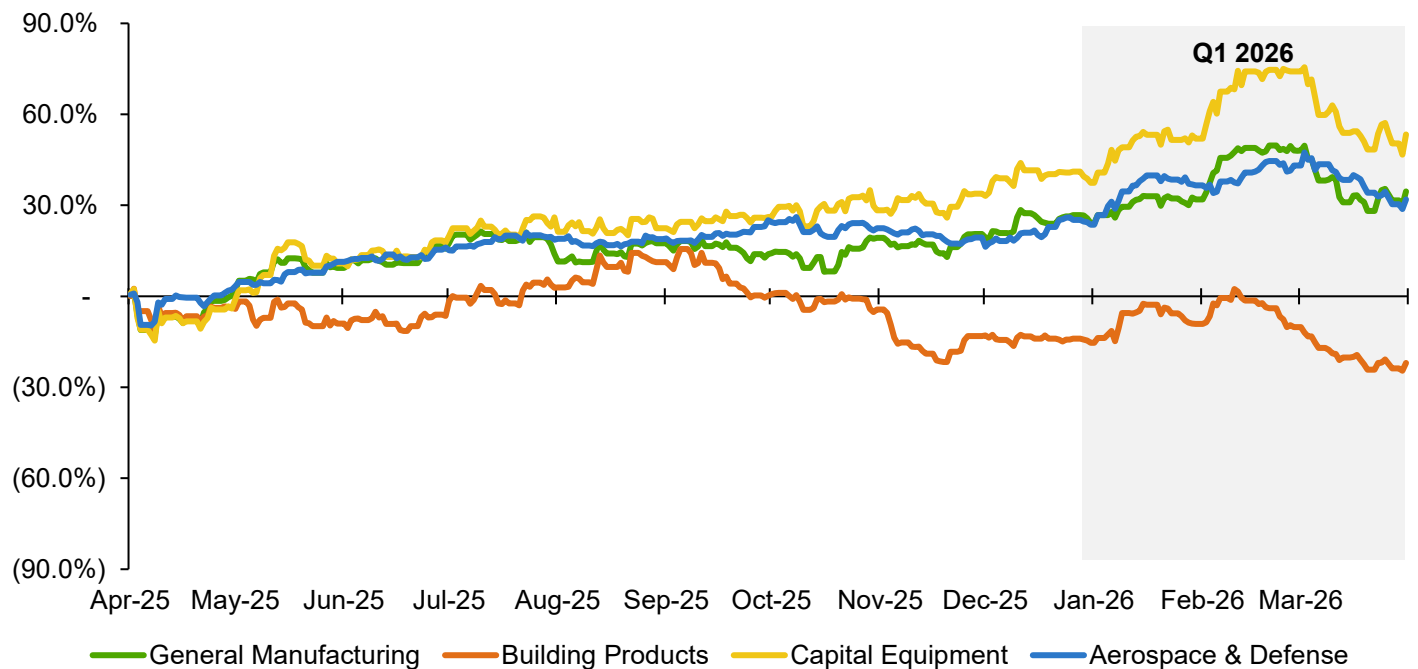
[Read more about this deal online.](#)

Source: Wall Street Research, Capital IQ, SEC Filings

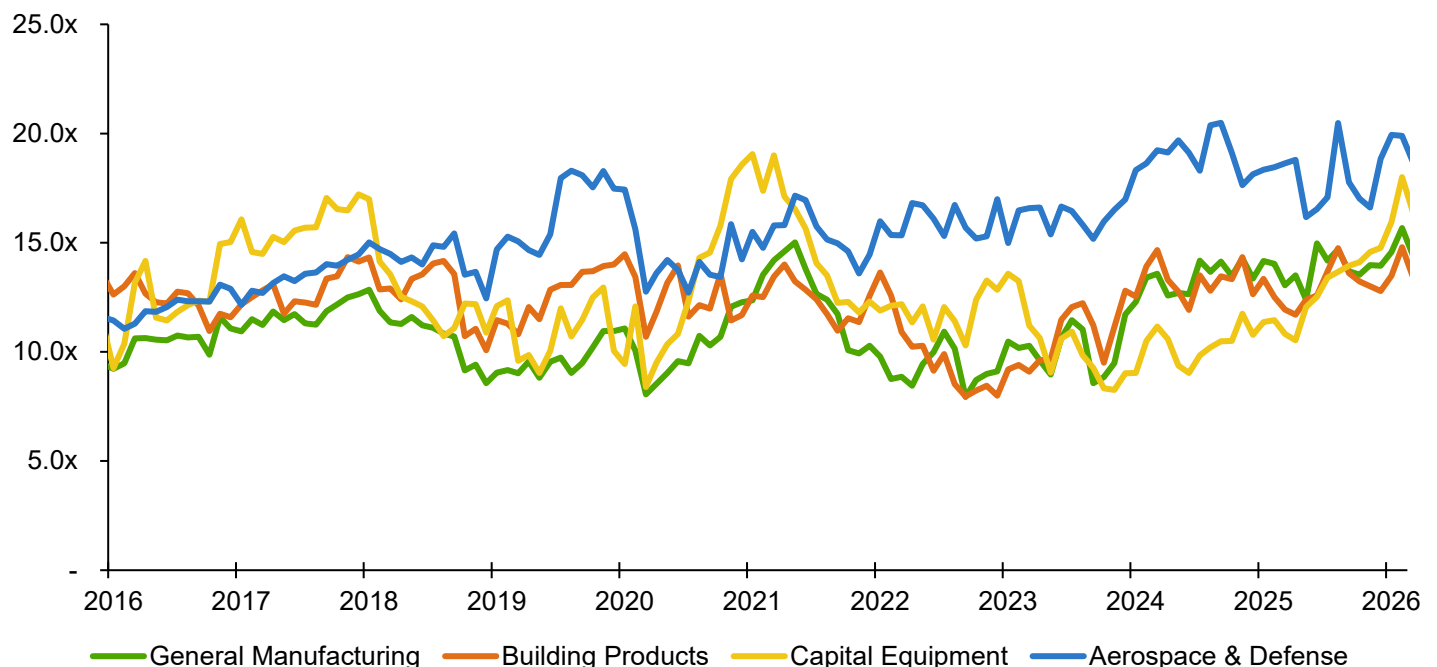
Public Valuation Trends

Valuations showed mixed performance through Q1 2026, with Capital Equipment leading share price performance, while Aerospace & Defense maintained a valuation premium. General Manufacturing remained steady, and Building Products lagged with continued underperformance.

One-Year Share Price Performance by Segment



Rolling EV/EBITDA by Segment



Source: Wall Street Research, Capital IQ, SEC Filings

Public Trading Data

Operating Statistics

	LTM Revenues		LTM EBITDA			LTM Net Income		LTM Capex		Debt /		Net Debt /
	\$(M)	3 yr CAGR	\$(M)	Margin	3 yr CAGR	\$(M)	Margin	\$(M)	% Sales	EBITDA	Capital	EBITDA
General Manufacturing												
3M Company	\$25,024	(1.6%)	\$6,240	24.9%	(6.0%)	\$2,787	11.1%	\$899	3.6%	2.0x	79.9%	2.1x
ATI Inc.	4,595	6.1%	849	18.5%	6.7%	426	9.3%	283	6.1%	2.1x	49.2%	2.2x
Insteel Industries Inc.	690	(7.8%)	73	10.6%	(13.0%)	43	6.2%	9	1.3%	0.0x	0.8%	0.0x
Illinois Tool Works Inc.	16,221	0.2%	4,728	29.1%	3.2%	3,134	19.3%	418	2.6%	1.9x	73.9%	1.9x
Mayville Engineering Company, Inc.	556	0.4%	36	6.5%	(11.3%)	(16)	(2.9%)	13	2.3%	5.9x	51.3%	6.8x
Nucor Corporation	34,160	(7.8%)	4,954	14.5%	(21.6%)	2,324	6.8%	3,224	9.4%	1.4x	24.0%	1.4x
Park-Ohio Holdings Corp.	1,615	2.3%	123	7.6%	6.9%	25	1.5%	43	2.7%	4.6x	64.5%	5.6x
Reliance, Inc.	14,836	(5.7%)	1,420	9.6%	(17.7%)	805	5.4%	306	2.1%	1.3x	22.1%	1.4x
The Timken Company	4,673	0.6%	814	17.4%	(2.2%)	308	6.6%	152	3.2%	2.6x	39.5%	2.7x
Worthington Enterprises, Inc.	1,328	(4.1%)	135	10.2%	(11.4%)	112	8.4%	53	4.0%	2.5x	26.3%	2.6x
Mean		(1.7%)		14.9%	(6.6%)		7.2%		3.7%	2.4x	43.2%	2.7x
Median		(0.7%)		12.6%	(8.7%)		6.7%		3.0%	2.0x	44.4%	2.1x
Building Products												
Armstrong World Industries, Inc.	\$1,648	9.5%	\$439	26.7%	11.7%	\$306	18.6%	\$108	6.6%	1.3x	39.0%	1.3x
Builders FirstSource, Inc.	14,820	(12.6%)	1,208	8.2%	(32.3%)	291	2.0%	309	2.1%	3.8x	56.9%	4.4x
JELD-WEN Holding, Inc.	3,157	(10.9%)	40	1.3%	(48.7%)	(509)	(16.1%)	108	3.4%	13.0x	99.1%	34.7x
Masco Corporation	7,679	(4.5%)	1,448	18.9%	(0.1%)	837	10.9%	158	2.1%	2.2x	99.2%	2.3x
Owens Corning	9,838	1.2%	2,035	20.7%	(2.9%)	(405)	(4.1%)	854	8.7%	2.8x	62.1%	3.0x
Simpson Manufacturing Co., Inc.	2,382	3.3%	549	23.0%	0.2%	355	14.9%	0	0.0%	0.8x	18.3%	0.8x
Trex Company, Inc.	1,178	2.0%	326	27.7%	6.6%	191	16.3%	167	14.2%	1.3x	29.8%	1.3x
UFP Industries, Inc.	6,186	(13.1%)	498	8.1%	(19.9%)	257	4.1%	250	4.0%	0.7x	10.5%	0.7x
Mean		(3.1%)		16.8%	(10.7%)		5.8%		5.1%	3.2x	51.9%	6.1x
Median		(1.7%)		19.8%	(1.5%)		7.5%		3.7%	1.7x	48.0%	1.8x
Capital Equipment												
AGCO Corporation	\$10,374	(7.3%)	\$1,053	10.2%	(15.0%)	\$771	7.4%	\$244	2.4%	2.4x	37.4%	2.6x
Astec Industries, Inc.	1,477	3.4%	129	8.7%	13.4%	26	1.7%	45	3.0%	2.9x	36.7%	3.0x
Caterpillar Inc.	70,755	4.4%	14,557	20.6%	3.0%	9,430	13.3%	4,419	6.2%	2.9x	69.8%	3.0x
Cummins Inc.	33,894	6.2%	5,004	14.8%	8.0%	2,673	7.9%	1,262	3.7%	1.6x	38.1%	1.6x
Deere & Company	46,731	(4.6%)	8,588	18.4%	(12.8%)	4,814	10.3%	4,125	8.8%	7.2x	70.6%	7.4x
The Manitowoc Company, Inc.	2,265	3.3%	118	5.2%	(9.1%)	8	0.3%	35	1.5%	3.7x	43.1%	4.4x
Terex Corporation	5,926	7.1%	516	8.7%	(1.5%)	107	1.8%	108	1.8%	4.8x	36.3%	5.3x
Parker-Hannifin Corporation	20,987	7.8%	5,479	26.1%	13.1%	3,480	16.6%	417	2.0%	1.7x	39.6%	1.7x
Mean		2.5%		14.1%	(0.1%)		7.4%		3.7%	3.4x	46.4%	3.6x
Median		3.9%		12.5%	0.7%		7.7%		2.7%	2.9x	38.9%	3.0x
Aerospace & Defense												
BAE Systems plc	\$37,377	10.1%	\$4,733	12.7%	12.5%	\$2,720	7.3%	\$1,214	3.2%	2.4x	43.4%	2.6x
The Boeing Company	92,184	10.3%	(3,259)	(3.5%)	16.3%	1,922	2.1%	3,543	3.8%	nmf	89.2%	(15.2x)
General Dynamics Corporation	53,808	10.1%	6,487	12.1%	6.9%	4,341	8.1%	1,222	2.3%	1.4x	27.4%	1.5x
HEICO Corporation	4,633	26.6%	1,265	27.3%	26.7%	713	15.4%	69	1.5%	1.9x	33.2%	2.0x
Howmet Aerospace Inc.	8,623	13.4%	2,561	29.7%	24.9%	1,743	20.2%	428	5.0%	1.8x	46.8%	1.9x
L3Harris Technologies, Inc.	22,477	8.6%	4,114	18.3%	6.8%	1,732	7.7%	464	2.1%	2.7x	36.6%	2.8x
Lockheed Martin Corporation	75,106	4.4%	7,995	10.6%	(2.7%)	4,793	6.4%	1,706	2.3%	2.5x	73.4%	2.6x
Northrop Grumman Corporation	42,367	4.7%	7,307	17.2%	(0.8%)	4,576	10.8%	1,361	3.2%	2.2x	50.7%	2.4x
Textron Inc.	15,188	4.8%	1,684	11.1%	4.2%	936	6.2%	460	3.0%	2.4x	34.5%	2.5x
TransDigm Group Incorporated	9,503	17.6%	4,851	51.0%	20.5%	1,864	19.6%	255	2.7%	6.6x	141.6%	6.6x
RTX Corporation	90,373	9.7%	15,263	16.9%	8.0%	7,256	8.0%	2,660	2.9%	2.5x	36.4%	2.6x
Mean		10.9%		18.5%	11.2%		10.2%		2.9%	2.6x	55.7%	1.1x
Median		10.1%		16.9%	8.0%		8.0%		2.9%	2.4x	43.4%	2.5x

Source: Wall Street Research, Capital IQ, SEC Filings

Public Trading Data

Trading Multiples

	Price 3/31/26	% 52-Wk High	Market Cap	Net Debt	Tot. Ent. Value	Total Enterprise Value /				P / E	
						Revenues		EBITDA			
						LTM	NFY	LTM	NFY	LTM	NFY
General Manufacturing											
3M Company	\$145.23	82%	\$75,868	\$7,357	\$83,225	3.3x	3.3x	13.3x	11.1x	28.0x	16.6x
ATI Inc.	145.46	87%	19,850	1,542	21,392	4.7x	4.3x	25.2x	19.7x	48.0x	31.7x
Insteel Industries Inc.	33.61	81%	652	(12)	640	0.9x	0.9x	8.7x	10.4x	15.5x	19.3x
Illinois Tool Works Inc.	260.29	86%	74,984	8,322	83,306	5.1x	5.0x	17.6x	16.9x	24.2x	22.9x
Mayville Engineering Company, Inc.	17.95	80%	365	242	607	1.1x	1.0x	16.8x	9.3x	nmf	36.7x
Nucor Corporation	169.10	86%	38,510	5,738	44,248	1.3x	1.2x	8.9x	6.6x	16.8x	11.0x
Park-Ohio Holdings Corp.	24.04	81%	331	646	977	0.6x	0.6x	7.9x	6.8x	14.3x	7.2x
Reliance, Inc.	303.92	83%	15,723	1,789	17,511	1.2x	1.1x	12.3x	10.4x	19.8x	15.3x
The Timken Company	100.57	90%	6,994	2,019	9,013	1.9x	1.9x	11.1x	10.3x	22.9x	16.6x
Worthington Enterprises, Inc.	52.14	74%	2,583	352	2,935	2.2x	2.0x	21.7x	9.1x	23.2x	13.9x
Mean		83%				2.2x	2.1x	14.4x	11.0x	23.6x	19.1x
Median		82%				1.6x	1.6x	12.8x	10.3x	22.9x	16.6x
Building Products											
Armstrong World Industries, Inc.	\$164.80	80%	\$7,059	\$491	\$7,550	4.6x	4.3x	17.2x	12.1x	23.4x	19.2x
Builders FirstSource, Inc.	82.33	55%	9,106	5,194	14,300	1.0x	1.0x	11.8x	11.3x	31.2x	17.4x
JELD-WEN Holding, Inc.	1.24	18%	107	1,356	1,463	0.5x	0.5x	nmf	11.8x	nmf	-2.5x
Masco Corporation	60.37	76%	12,292	3,183	15,475	2.0x	2.0x	10.7x	10.4x	14.9x	13.9x
Owens Corning	108.22	68%	8,699	5,790	14,489	1.5x	1.5x	7.1x	7.2x	nmf	10.6x
Simpson Manufacturing Co., Inc.	171.62	81%	7,105	119	7,224	3.0x	3.0x	13.2x	12.1x	20.1x	18.7x
Trex Company, Inc.	36.42	53%	3,784	418	4,202	3.6x	3.5x	12.9x	12.6x	20.3x	21.8x
UFP Industries, Inc.	92.12	78%	5,232	(370)	4,862	0.8x	0.8x	9.8x	8.8x	20.0x	18.5x
Mean		64%				2.1x	2.1x	11.8x	10.8x	21.7x	14.7x
Median		72%				1.7x	1.8x	11.8x	11.6x	20.2x	17.9x
Capital Equipment											
AGCO Corporation	\$115.87	81%	\$8,389	\$2,523	\$10,912	1.1x	1.0x	10.4x	9.3x	11.1x	17.9x
Astec Industries, Inc.	53.84	84%	1,234	316	1,550	1.0x	1.0x	12.0x	8.4x	48.1x	13.8x
Caterpillar Inc.	708.46	90%	329,637	39,749	369,386	5.2x	5.0x	25.4x	21.7x	35.3x	28.3x
Cummins Inc.	538.02	87%	74,336	6,079	80,415	2.4x	2.2x	16.1x	11.5x	27.9x	18.0x
Deere & Company	563.30	84%	152,151	57,962	210,113	4.5x	5.0x	24.5x	27.5x	31.8x	30.0x
The Manitowoc Company, Inc.	11.65	75%	418	441	859	0.4x	0.4x	7.3x	6.3x	56.3x	16.8x
Terex Corporation	59.10	83%	6,720	2,357	9,077	1.5x	1.1x	17.6x	8.7x	39.3x	11.5x
Parker-Hannifin Corporation	895.24	86%	112,994	9,114	122,108	5.8x	5.6x	22.3x	19.9x	33.0x	26.9x
Mean		84%				2.7x	2.7x	16.9x	14.1x	35.3x	20.4x
Median		84%				2.0x	1.7x	16.8x	10.4x	34.2x	17.9x
Aerospace & Defense											
BAE Systems plc	\$29.05	93%	\$86,825	\$7,864	\$94,689	2.5x	2.1x	20.0x	15.1x	32.4x	26.0x
The Boeing Company	199.03	78%	156,407	35,436	191,843	2.1x	2.0x	nmf	37.4x	nmf	405.8x
General Dynamics Corporation	343.22	93%	92,820	6,178	98,998	1.8x	1.8x	15.3x	14.5x	21.6x	20.4x
HEICO Corporation	274.20	76%	38,256	2,790	41,046	8.9x	7.9x	nmf	28.9x	54.3x	47.6x
Howmet Aerospace Inc.	230.46	86%	92,401	2,413	94,814	11.0x	10.2x	nmf	29.3x	53.5x	43.8x
L3Harris Technologies, Inc.	345.15	91%	64,466	10,767	75,233	3.3x	3.2x	18.3x	17.2x	37.5x	28.5x
Lockheed Martin Corporation	604.39	87%	139,289	18,803	158,092	2.1x	2.0x	19.8x	13.7x	29.3x	19.9x
Northrop Grumman Corporation	682.24	88%	96,825	15,484	112,309	2.7x	2.6x	15.4x	17.8x	21.4x	24.1x
Textron Inc.	87.56	86%	15,244	2,706	17,950	1.2x	1.2x	10.7x	9.5x	16.7x	13.3x
TransDigm Group Incorporated	1,158.96	71%	65,451	28,120	93,571	9.8x	9.1x	19.3x	16.3x	36.2x	26.7x
RTX Corporation	192.90	90%	259,638	33,871	293,509	3.2x	3.1x	19.2x	18.4x	36.2x	28.0x
Mean		85%				4.4x	4.1x	17.2x	19.8x	33.9x	62.2x
Median		87%				2.7x	2.6x	18.8x	17.2x	34.3x	26.7x

Source: Wall Street Research, Capital IQ, SEC Filings

Industrial Manufacturing Practice Team



Mike Brown
Partner & Managing Director
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Mike has more than 20 years of experience as a financial advisor to business owners, capital providers, and executive teams in a variety of M&A and financing transactions. Mike earned a Bachelor of Science degree in finance from the Leeds School of Business at the University of Colorado and received a Master of Business Administration degree with honors from the Booth School of Business at the University of Chicago. He holds FINRA securities registrations Series 7, 63, and 82.



Jenny Dakoske
Director
jenny.dakoske@ksmcpa.com

Jenny Dakoske has more than 18 years of experience as a financial advisor to privately held companies, private equity firms, and family offices across a variety of M&A, recapitalization, and growth financing transactions. Jenny earned a Bachelor of Business Administration degree from Michigan State University in finance and an MBA from DePaul University. Jenny serves as the firm's Furniture Practice Lead and Sponsor Coverage Lead.



Cam Gugel
Associate
cameron.gugel@ksmcpa.com

Cam joined Charter Capital Partners in 2026 as an Associate supporting the firm's investment banking division, including M&A and recapitalization transactions. He is responsible for managing and executing investment banking engagements. Cam earned his Bachelor of Arts degree with honors in finance from Michigan State University.



Thomas DeVries
Analyst
thomas.devries@ksmcpa.com

Thomas joined Charter Capital Partners as an intern in 2024 and started full-time in early 2025. He supports Charter's M&A advisory, both on the sell-side and buy-side. His responsibilities include industry research, financial modeling, material creation, and more. Thomas earned his Bachelor of Arts degree in finance and accounting from Hope College in 2025.

Recent Industrial Manufacturing Experience

A converter of specially, custom-engineered adhesive materials, headquartered in Grand Rapids, MI

Has been acquired by

A portfolio company of

Charter principals served as exclusive M&A advisor to Kent Manufacturing.

A full-service distributor and fabricator of belting and components for lightweight conveyor systems based in Grand Rapids, Michigan.

Has been acquired by

A portfolio company of

Charter principals served as exclusive M&A advisor to Mol Belting Systems.

A leading manufacturer of large metal parts and structures for the defense, aerospace, and industrial markets, headquartered in Merrill, Michigan.

Has been acquired by

Charter principals served as exclusive M&A advisor to Merrill Technologies Group, Inc.

A manufacturer of custom lightweight conveyor belting solutions headquartered in Grand Rapids, Michigan

Has been acquired by

Charter principals served as exclusive M&A advisor to Uniband USA.

A precision manufacturer of industrial gears, splines, and other industrial components, headquartered in Shelby Township, Michigan.

Has been acquired by

Auxo Investment Partners

Charter principals served as exclusive M&A advisor to Avon Machining.

Transactions were performed by principals of Charter acting in their capacity as registered representatives of M&A Securities Group, Inc., Member FINRA/SIPC, a separate entity from Charter Capital Partners and Katz, Sapper & Miller.



KSM Corporate Finance (formerly Charter Capital Partners)

Selling a business, buying a company, or raising capital are big decisions. You need advice that’s practical, informed, and grounded in how businesses actually run.

KSM Corporate Finance, formerly Charter Capital Partners, provides lower-middle-market investment banking with a hands-on, straightforward approach that is backed by the expanded resources, industry depth, and integrated capabilities of KSM.

Our team brings deep M&A experience combined with KSM’s national advisory platform – giving clients more perspective, more connectivity, and more support, without losing the high-touch experience clients have long valued.

One team. Integrated support. Practical advice.

Type	Expertise
Sell-Side Advisory	<ul style="list-style-type: none"> Exit readiness and planning Positioning and value narrative development Buyer identification and outreach Process management and negotiations
Buy-Side Advisory	<ul style="list-style-type: none"> Acquisition strategy and target screening Financial analysis and diligence support Valuation, structuring, and negotiations
Capital Advisory	<ul style="list-style-type: none"> Debt and equity alternatives Lender and investor preparation Recapitalizations and minority investments
Valuation & Strategic Alternatives	<ul style="list-style-type: none"> Business and transaction valuation Strategic alternatives assessments Ownership and shareholder planning

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