

# ONCAP

ONCAP is Onex' exclusive mid-market private equity platform

- Established in 2000 as the exclusive middle-market private equity platform of Onex Corporation
- ONCAP, in partnership with operating company management teams, invests in and builds shareholder value in medium-sized businesses primarily based in Canada and the U.S. that are leaders in their defined market niche and possess meaningful growth potential
- Leverages Onex' 37 years of private equity experience: strong brand equity; management and corporate relationships; deep industry expertise; and tax, regulatory and financial reporting support

## ONCAP Team

- 21 dedicated investment professionals located within Onex' Toronto and New York offices; ONCAP's senior leadership have worked together for an average of 16 years and have 150 years of collective private equity experience

## Investment Focus and Philosophy

- Targeting significant minority or control equity investments of \$20 - \$200 million in North American businesses with EBITDA of \$5 - \$50 million and total enterprise values of \$50 - \$500 million
- Investments are typically sourced through industry research, industry relationships and the significant ONCAP and Onex network
- Partner with exceptional managers to jointly build businesses over the long-term with a focus on multiple of capital and not IRR
- Invest in high quality businesses and industries to execute long-term organic and acquisition growth strategies to patiently create shareholder value
- Ownership philosophy which mandates ONCAP and its management partners to personally invest in each transaction
- Utilize an appropriate financial structure and leverage ONCAP's strong existing lending relationships
- Focused portfolio – we work to make each investment successful on a standalone basis

## About Onex

- Founded in 1984 and public since 1987 (TSX: ONEX), Onex is one of the oldest and most successful private equity firms in North America
- Approximately US\$45 billion of assets under management, including US\$7.2 billion of Onex investing capital, in two equity platforms (Onex Partners for larger transactions and ONCAP for middle-market transactions), a credit platform and a wealth management platform
- Onex and its management team are collectively the largest investors across Onex platforms

## ONCAP Funds

- ONCAP I (1999) – \$400 million – Six platform investments and 15 follow-on acquisitions
- ONCAP II (2006) – \$574 million – Eight platform investments and 95 follow-on acquisitions
- ONCAP III (2011) – \$800 million – Eight platform investments and 42 follow-on acquisitions to date
- ONCAP IV (2016) – US\$1.1 billion – 10 platform investments and 16 follow-on acquisitions to date

## Active Investments

|  |  |  |  |
|--|--|--|--|
|  | ▪ The largest branded title vehicle retailer in the U.S.   |  | ▪ A leading designer, marketer and category manager of everyday houseware products   |
|  | ▪ Largest retailer of professional hair care products in Canada  |  | ▪ A global leader in highly engineered polymer processing systems  |
|  | ▪ A leading provider of wireless infrastructure services to the telecommunications industry in the United States                             |   | ▪ Englobe is a leading applied sciences services company with operations in Canada, France and the UK  |
|  | ▪ A leading U.S. designer, manufacturer and marketer of automotive aftermarket products  |   | ▪ ILAC is a leading English language school that offers language, pathway and vocational college programs in its modern boutique campuses            |
|  | ▪ IntraPac is a designer and manufacturer of specialty rigid packaging solutions, as well as a custom injection molder of plastic components |   | ▪ A leading designer and manufacturer of industrial waste and recycling processing systems   |
|  | ▪ Leading designer, manufacturer and marketer of bath accessories and home fashion products  |   | ▪ A leading global designer and manufacturer of dispensing solutions   |
|  | ▪ A leading casino operator in Alberta, with four operating casinos  |   | ▪ A leading manufacturer of wear components and hand tools for the agriculture, construction, and gardening industries                               |
|  | ▪ A leading provider of consumable surface technology solutions for industrial users   |   | ▪ A leading provider of submetering and utility expense management solutions for the multi-residential, condominium and commercial markets in Canada |

## Exited Investments



161 Bay Street, Toronto, ON M5J 2S1, Tel: (416) 214-4300 | 712 Fifth Avenue, New York, NY 10019, Tel: (212) 582-2211

[www.oncap.com](http://www.oncap.com) | [www.onex.com](http://www.onex.com)

# ONCAP

## ONCAP Industry Initiatives

### Agricultural

- Ryan Mashinter  
Managing Director

### Automotive / Heavy-Duty Aftermarket

- Aly Hadibhai  
Managing Director

### Building Products

- Edmund Kim  
Managing Director

### Business Services

- Edmund Kim  
Managing Director
- Jason Levy  
Director

### Consumer Products / Services

- Stefan Bars  
Director

### Environmental/ Engineering Services

- Aly Hadibhai  
Managing Director
- Akshay Pachisia  
Senior Associate

### Healthcare

- Aly Hadibhai  
Managing Director

### Industrial

- Wole James  
Managing Director
- Stephen Marshall  
Principal
- Jason Levy  
Director

### Packaging & Plastics

- Ryan Mashinter  
Managing Director
- Stephen Marshall  
Principal

### Technology

- Adam Shantz  
Principal

## Contact Information

### Michael Lay

Managing Partner/Co-Head  
mlay@oncap.com  
(416) 214-4305

### Gregory Baylin

Managing Partner/Co-Head  
gbaylin@oncap.com  
(416) 214-4304

### Mark Gordon

Senior Partner  
mgordon@oncap.com  
(416) 214-4306

### Mark MacTavish

Senior Partner  
mmactavish@oncap.com  
(416) 214-4302

### Ryan Mashinter

Managing Director  
rmashinter@oncap.com  
(416) 214-4313

### Edmund Kim

Managing Director  
ekim@oncap.com  
(212) 492-9264

### Wole James

Managing Director  
wjames@oncap.com  
(416) 214-4318

### Aly Hadibhai

Managing Director  
ahadibhai@oncap.com  
(416) 874-1207

### Adam Shantz

Principal  
ashantz@oncap.com  
(416) 214-4309

### Stephen Marshall

Principal  
smarshall@oncap.com  
(416) 214-4316

### Stefan Bars

Principal  
sbars@oncap.com  
(416) 214-4314

### Jason Levy

Director  
jlevy@oncap.com  
(416) 214-4326

### Akshay Pachisia

Senior Associate  
apachisia@oncap.com  
(416) 214-4322

### Gietha Murugiah

Senior Associate  
gmurugiah@oncap.com  
(212) 492-8813

### Rene Boissonnault

Senior Associate  
rboissonnault@oncap.com  
(416) 214-4125

### Nick Moritsugu

Senior Associate  
nmoritsugu@oncap.com  
(416) 369-5195