

## ONCAP is Onex's mid-market private equity platform

### ONCAP Team

- 28 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**
- Partner with exceptional managers to jointly build businesses over the long-term with a focus on multiple of capital and not IRR
  - Realized returns averaging over **4.4x** MoC on a gross basis
- Focused portfolio – we work to make each investment successful on a standalone basis
  - **ONCAP funds have never impaired capital on any realized investments since inception**
- Invest in high quality businesses, with strong, sustainable free-cash-flow characteristics and market leadership in fragmented industries
- 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

### 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\$49 billion of assets under management, including US\$8.2 billion of Onex investing capital, in two private equity platforms (Onex Partners for larger transactions and ONCAP for middle-market transactions), and a private credit and public strategies platform
- Onex and its management team are collectively the largest investors across Onex platforms

### ONCAP Funds

**ONCAP IV (2016)**  
**\$1.1 billion fund**  
10 platform investments and 21 follow-on acquisitions to date

**ONCAP III (2011)**  
**C\$800 million**  
8 platform investments and 44 follow-on acquisitions to date

**ONCAP II (2006)**  
**C\$574 million**  
8 platform investments and 97 follow-on acquisitions

**ONCAP I (2000)**  
**C\$400 million**  
6 platform investments and 15 follow-on acquisitions

### ONCAP Sectors of Emphasis



#### Consumer

- Consumer Products
- Consumer-facing healthcare services
- Multi-location Services
- Auto Aftermarket



#### Industrials

- Machinery & Equipment
- Advanced Manufacturing
- Industrial Electronics
- Packaging
- Agriculture
- Flow Control
- Aerospace



#### Services

- Facility Services
- Education & Training
- Infrastructure & Utility Services
- Software
- Managed Service Providers

## Active Investments



The largest branded title vehicle retailer in the U.S.



Largest retailer of professional hair care products in Canada



A leading provider of wireless infrastructure services to the telecommunications industry in the United States



A leading U.S. designer, manufacturer and marketer of automotive aftermarket products



IntraPac is a designer and manufacturer of specialty rigid packaging solutions, as well as a custom injection molder of plastic components



Leading designer, manufacturer and marketer of bath accessories and home fashion products



A leading casino operator in Alberta, with four operating casinos



A leading provider of consumable surface technology solutions for industrial users



A global leader in highly engineered polymer processing systems



ILAC is a leading English language school that offers language, pathway and vocational college programs in its modern boutique campuses



A leading designer and manufacturer of industrial waste and recycling processing systems



A leading global designer and manufacturer of dispensing solutions



A leading manufacturer of wear components and hand tools for the agriculture, construction, and gardening industries



A leading provider of submetering and utility expense management solutions for the multi-residential, condominium and commercial markets in Canada



A leading developer, manufacturer and retailer of Pilates equipment, accessories, content and education globally

## Exited Investments



## Contact Information

**Michael Lay**  
Managing Partner/Co-Head  
mlay@oncap.com

**Gregory Baylin**  
Managing Partner/Co-Head  
gbaylin@oncap.com

**Mark Gordon**  
Senior Partner  
mgordon@oncap.com

**Consumer**  
**Wole James**  
Managing Director  
wjames@oncap.com

**Aly Hadibhai**  
Managing Director  
ahadibhai@oncap.com

**Stefan Bars**  
Principal  
sbars@oncap.com

**Industrials**  
**Ryan Mashinter**  
Managing Director  
rmashinter@oncap.com

**Stephen Marshall**  
Managing Director  
smarshall@oncap.com

**Services**  
**Edmund Kim**  
Managing Director  
ekim@oncap.com

**Adam Shantz**  
Managing Director  
ashantz@oncap.com