

Rouge River Capital Overview

60 Rebecca St,
Oakville, ON
L6K 1J2

About Rouge River Capital

- Founded in 2008, Rouge River Capital (“RRC”) invests its own capital to acquire majority positions in small to mid-sized North American businesses;
- RRC owns a diversified portfolio of strong operating businesses in Canada and the USA, across three platform sectors (comprising 15 distinct stand-alone companies that are not cross collateralized), generating in excess of \$650 million in sales and \$50 million in EBITDA;
- We are owners, investing our own capital for long term capital appreciation, and do not raise nor manage external funds;
- RRC partners with management (essentially the operating partner) that want to remain active and that want to build long term value
- RRC has flexibility and preference for multi-decade holding periods, but will opportunistically monetize; and has sold three businesses since inception, generating greater than 5x capital invested;
- Proven track record of generating superior returns for both management / operating partners and RRC; since inception, RRC has generated a cash on cash IRR of >28% on the equity it has deployed

Rouge River Capital Team

- RRCs Managing Partners have collectively:
 - Completed > 100 acquisitions in a variety of sectors, with values ranging from \$5-\$500 million, across North America;
 - Been a member of greater than 30 Boards of Directors, both private and public;
- Claude Germain is a Harvard Business School graduate, began his career at the Boston Consulting Group, moved onto CEO positions for large private and public firms, and then started Rouge River Capital 15 years ago;
- Mark MacTavish is a Harvard Business School graduate, was one of the initial founding hires and senior leaders at ONCAP, and spent 20+ years building one of North America’s leading mid-market private equity organizations;
- RRC’s Managing Partners work hands-on with a highly limited group of small and mid-size businesses to create value, and bring over 50 years of proven senior level investing and operating experience to RRC’s select platforms.

Investment Focus and Philosophy

- **Personally invest for majority positions** in North American businesses with **EBITDA of \$3 – \$10 million** and total enterprise values of **\$10 – \$75 million**;
- Invest in **quality businesses, with strong, stable free-cash-flow characteristics** and scalable sustainable competitive positions
- Always acquire the underlying real estate assets;
- **Long term holders, with no pressures to exit**;
- Actively acquire smaller add-ons for existing platforms, funded through operating cash flow, incremental borrowing, or additional RRC equity capital as needed;
- Create value via governance, instilling an **accountability based culture of continuous improvement**;
- Utilize **low and prudent levels of leverage**, and capitalize on RRC’s strong existing lending relationships.

Consumer

- Agri-products / Horticultural
- Household Products
- Merchandising Services

Logistics

- Specialized Trucking
- Intermodal Storage
- Logistics Service Providers

Industrials

- Industrial Equipment Dealerships and Distribution
- Heavy Machinery Repair and Maintenance
- Advanced Manufacturing

Highlights

\$650
Million in Revenues

Across more than a dozen standalone companies

3
Platform Sectors

Operating across consumer, logistics, and industrials-focused platform opportunities.

Permanent Capital

RRC Partners are business owners investing their own capital, and do not raise external funds




28%
Annualized cash IRR

Generated since inception on equity deployed, based on monetized/sold positions.




Investment Holdings

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Consumer Platform

 <p>Schomberg, ON</p> <p>National nurseries business. Selling to large retailers across North America</p>	 <p>St. Catharines, ON</p> <p>Market leading grower and distributor of bedding and annual flowers to large national retail chains</p>	 <p>Dundas, ON</p> <p>CMS is a leading national merchandising company that specializes in merchandising live goods and plants at large national retailers.</p>
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Logistics Platform

 <p>Brampton, ON</p> <p>One of the largest intermodal yard operator and drayage company in Canada</p>	 <p>Montreal, PQ</p> <p>Specialized trucking firm transporting maritime containers to/from major ports on the Eastern Seaboard</p>	 <p>Dartmouth, NS</p> <p>Acquired 2021 the Maritime Region's distribution rights for Thomas Built Buses from Perry Rand Transportation Group Limited.</p>
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Industrial Platform

 <p>Dartmouth, NS</p> <p>Market leading heavy truck dealership with locations across the Maritimes</p>	 <p>Arnprior, ON</p> <p>Western Star heavy truck dealer and repair center, serving the Ottawa market</p>	 <p>Sudbury, ON</p> <p>Daimler heavy truck dealer and repair center, serving Northern Ontario</p>	 <p>Timmins, ON</p> <p>Daimler heavy truck dealer and repair center, serving Hearst and Timmins</p>	 <p>Val D'Or, PQ</p> <p>Daimler heavy truck dealer and repair center, serving Northern Quebec</p>
 <p>St John's, NL</p> <p>Freightliner heavy truck dealer and repair center, serving Newfoundland</p>	 <p>Sault Ste. Marie, ON</p> <p>Daimler heavy truck dealer and repair center, serving Northwest Ontario</p>	 <p>Dartmouth, NS</p> <p>Construction equipment dealer and repair center, serving the Maritime Provinces</p>	 <p>Stoney Creek, ON</p> <p>Intermodal equipment vendor, also providing parts and service across 20 locations in North America</p>	 <p>North Bay, ON</p> <p>Freightliner North Bay. is a Freightliner / Western Star dealer, and heavy equipment parts and repair shop in North Bay, Ontario.</p>