

FIRM OVERVIEW

- O₃ Industries (“O₃” or “Firm”) is a privately held investment vehicle with a wide mandate across public and private equity securities
- The Firm focuses on distressed/special situations as well as consolidation opportunities where operational focus can yield value creation
- History of investing in asset intensive businesses and cyclical industries as well as media and technology enterprises positioned for growth

INVESTMENT APPROACH

- **Size:** Enterprise value opportunities up to \$500 million; EBITDA from \$(20) million to \$50 million
 - Ability to take minority positions and pursue larger deals with European and North American based capital partners
- **Operational improvements:** Ranging from unprofitable businesses requiring operational restructurings to improving marginally performing assets
- **Long-term horizon:** O₃ does not invest with an exit strategy in mind, allowing the Firm to approach opportunities that other investors may avoid

OPERATING CAPABILITIES

- **Right-sizing:** Reducing SG&A costs, product and 4-wall profitability analysis, SKU rationalization and renegotiating labor agreements
- **Sales growth:** Scaling sales organizations, optimizing compensation plans, developing revised go to market strategies
- **Plant level operational improvements:** Improving production costs, utilization and efficiency; optimizing footprint
- **Extracting supply chain efficiencies:** From procurement to logistics and distribution while negotiating key supply agreements
- **Strategic investment:** Fixed asset capital deployment, new product development, complimentary industry investment and brand reputation repair
- **Strategic M&A:** Strategic or transformational bolt-on acquisitions and non-core asset dispositions
- **Significant Board experience:** Working with existing or new management teams and aligning interests. Can take management roles if necessary

INVESTMENT & ADVISORY TEAM

- Led by Jeremy Ozen, CEO, and Daniel Ozen, President
- Operating Advisors and Advisory Board allows for the marriage of substantial industry specific operational expertise and financial acumen
 - Operating Advisors represent ~200 years of experience across an array of industries
 - Advisory Board represents businesses with assets in excess of \$2 billion

