

**CONTINUOUS
GROWTH:
NAVIGATING
WITH
CONFIDENCE**

PRESIDENT'S WORD

Dear colleagues, partners, and friends of Novacap,

As we close a year marked by challenges and significant transformations in the global financial landscape, I am deeply encouraged by Novacap's continued commitment to strategic growth in this dynamic context.

In a world characterized by complex geopolitical tensions and market volatility, Novacap not only survives but thrives. This year, we completed 6 platform acquisitions and 12 add-on acquisitions, consolidating our position in the Technology, Media, and Telecommunications (TMT), Financial Services, and Industrial sectors. Leveraging our agility and long-standing expertise, we also launched our Digital Infrastructure fund.

We're setting our sights on the future with great ambition. Our team is on an exciting growth trajectory, welcoming fresh talent and recognizing exceptional dedication and potential through well-earned promotions.

Looking ahead, we are filled with optimism and renewed determination. The successes of the past year bolster our market position and reaffirm our strategic objectives. Our commitment to our limited partners remains unwavering. Strong investment strategies and co-investment opportunities promise to deliver solid value to our partners and stakeholders.

I want to thank each of you for your support, trust, and partnership. As we enter the new year, we are resolved to maintain our excellence and strategic focus.

Wishing you health and success, may the holiday spirit bring you joy, love, and good company.

Sincerely,

PASCAL TREMBLAY
President and CEO



PEOPLE



JF ROUTHIER

NEW MANAGING
PARTNER - INDUSTRIES

FOCUS ON LEADERSHIP

READY TO DELIVER
ON A WORLD-CLASS LEVEL

The appointment of Jean-François Routhier as Managing Partner, Industries at Novacap, marks a pivotal moment in the company's history. Succeeding the notable Jacques Foisy, Jean-François embodies a thoughtful and ambitious transition towards new horizons.

Highlighting the importance of succession planning, Mr. Jacques Foisy expressed full confidence in Jean-François's ability to unite teams and lead Novacap towards its objectives. With 18 years of tenure within the firm, Jean-François's ascent to Senior Partner since January 2020 attests to his remarkable commitment and expertise, qualities evident well before his confirmation as Managing Partner.

In this transition, Jean-François Routhier, much like the devoted young father he is, epitomizes a resolutely engaged and dynamic leader. His appointment is the outcome of careful consideration: "After deliberation, it is with pride and enthusiasm that I have accepted this role at Novacap. Together, we will continue to grow and achieve collective success", he confided, revealing a vision centered on the sustainability and long-term growth of the company.

To this, Mr. Foisy added: **"Jean-François's hands-on experience within our portfolio companies, coupled with his unique leadership style, makes him the obvious choice of person to steer the ship. Under his guidance, Novacap will continue its trajectory towards a promising future, maintaining our core values while embracing new opportunities."**

Jean-François Routhier's vision for Novacap is clear: to build upon existing strong foundations while infusing new energy focused on performance and innovation. Emphasizing team cohesion and prioritizing stakeholders, he aims for diversification and operational excellence without compromise. His determination to position Novacap as a leader in a competitive market mirrors his rise in leadership. Having evolved within the Industries group, he climbed the ranks by investing significant time to build expertise within specific companies in Novacap's portfolio.

As the Chairman of the Board of Directors for Groupe Master and Multy Home, Jean-François embodies the spirit of partnership at the core of Novacap's philosophy. His commitment to generating returns for stakeholders while keeping the human aspect in mind behind every decision reflects his inclusive vision and passion for collaboration.

Under his leadership, the Industries team is set to continue its trajectory towards a promising future, driven by innovation, performance, and a partner-centered approach. Jean-François's enlightened leadership opens new horizons for Novacap, introducing a fresh dynamic while preserving the organization's fundamental values





JF ROUTHIER

**MANAGING PARTNER - INDUSTRIES,
NOVACAP MONTREAL**

EDUCATIONAL BACKGROUND

Graduate in Business Administration from the University of Sherbrooke.

PROFESSIONAL EXPERIENCE

Over 18 years of experience in key areas such as operations management, finance, business development, and mergers and acquisitions.

COMMITMENT TO NOVACAP

Returning to Novacap after having significantly contributed to the development of the Master Group.

ADVANCEMENT WITHIN NOVACAP

Starting his career as an intern, rising to Senior Partner in January 2020, and demonstrating remarkable commitment and expertise, he became a managing partner in 2023

“I would like to thank Jacques and my associates for their trust and unwavering support. I am deeply honored to have been chosen for this role at Novacap. This recognition motivates me to continue our journey with even greater commitment and enthusiasm.”



FOCUS ON TALENTS

OUR TEAM IN NUMBERS

A TEAM OF **119** EMPLOYEES,
SPREAD OVER 3 OFFICES.

92

MONTREAL

19

TORONTO

7

NEW-YORK

CORPORATE
TEAM

INVESTMENT
TEAM

51

28

INDUSTRY

24

TMT

10

FINANCIAL
SERVICES

6

DIGITAL
INFRASTRUCTURE

33

NEW HIRES

25

INTERNAL
PROMOTIONS

PEOPLE



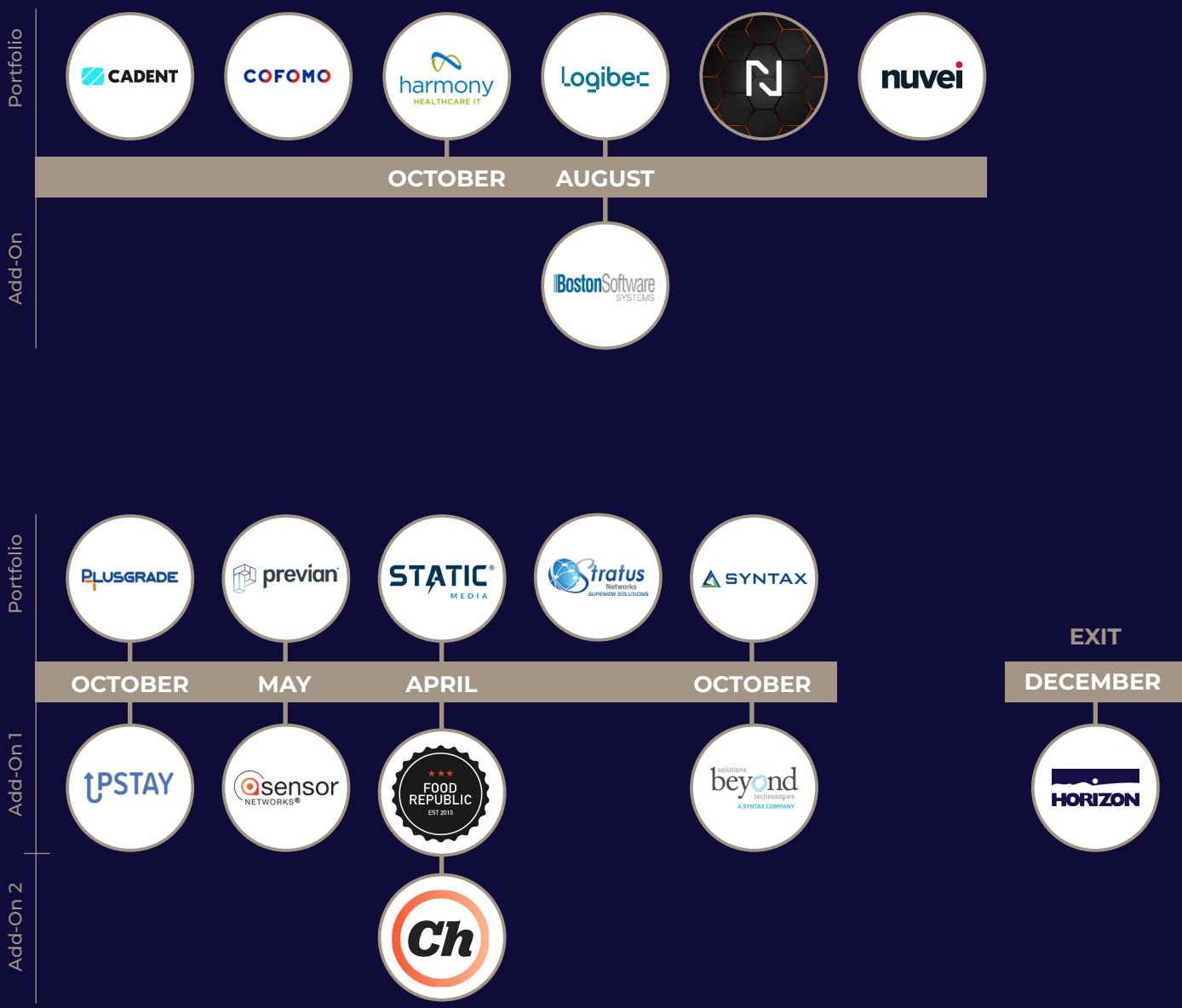
PERFORMANCE



ACQUISITIONS & EXITS

FOCUS ON INVESTMENTS

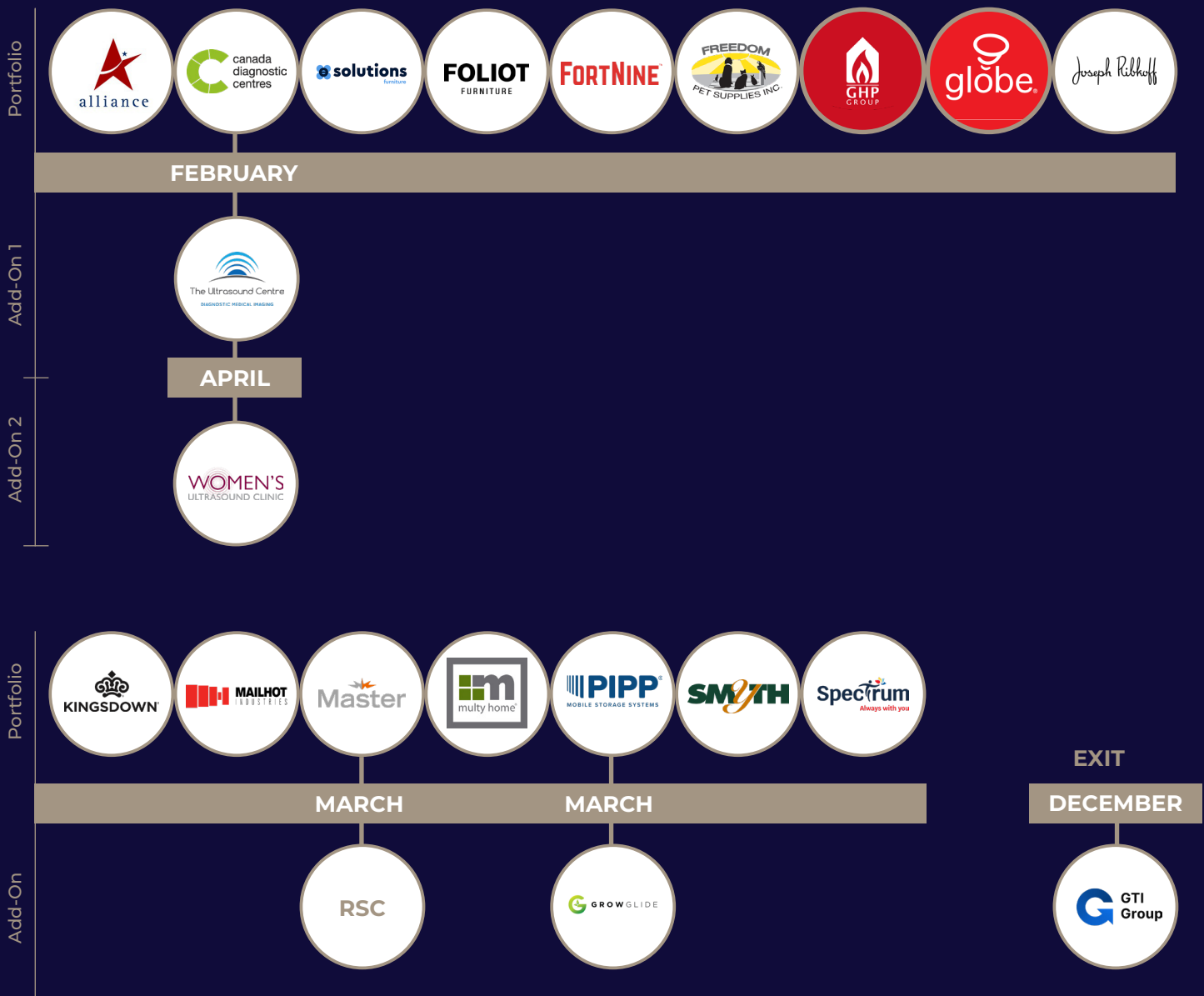
TECHNOLOGY, MEDIA
AND TELECOMMUNICATIONS (TMT)



ACQUISITIONS & EXITS

FOCUS ON INVESTMENTS

INDUSTRIES



PERFORMANCE



ACQUISITIONS & EXITS

FOCUS ON INVESTMENTS

FINANCIAL SERVICES



PERSPECTIVE



FOCUS ON THE FUTURE

DEVELOPING OUR CYBER EXPERTISE

CYBERSECURITY

A STRATEGIC FIELD TO MASTER

Cybersecurity is emerging as a central concern for private equity firms, confirming the existence of a new digital battleground. In an increasingly sophisticated digital world, safeguarding assets becomes an absolute priority.

In this hostile and complex context, Novacap has emerged as a true leader, a feat marked by the visionary approach of Tim Dandurand, Novacap's CIO, who has elevated our cybersecurity expertise to the status of an indispensable strategic asset.

This direction aligns with our constant commitment to remain at the forefront, ensuring the security of our assets and strengthening our position as a leader in the digital era. Discover how we confidently navigate towards a secure and prosperous future.

“In this field, it’s imperative to engage on an equal or superior strategic footing and defend ourselves with the same techniques used by malicious actors. Without such a strategy, the door is left open and vulnerable to intrusions and data theft.”

With four years of experience at Novacap, Tim Dandurand, CIO, has transformed our cybersecurity from a necessity to a strategic asset, including the creation of a potential attack monitoring unit capable of predicting, detecting, and preventing future attacks within the portfolio with impressive precision and anticipation capabilities. His holistic approach has made us resilient against constant threats.

As he puts it, “In this field, it’s imperative to engage on an equal or superior strategic footing and defend ourselves with the same techniques used by malicious actors. Without such a strategy, the door is left open and vulnerable to intrusions and data theft.”



**TIMOTHEE
DANDURAND**

**CHIEF INFORMATION
OFFICER**



FIRST LINES OF DEFENSE

In response to the continuously changing digital landscape, Tim emphasizes two critical pillars for enhancing the cybersecurity of private equity firms: protection and reaction. Protection encompasses a range of preventive measures. This includes everything from meticulous supplier management to robust data leak prevention strategies, ensuring every facet of cybersecurity is thoroughly planned and effectively executed. Novacap's approach involves transparent communication, annual audits, routine penetration tests, ongoing employee training, and advanced measures like geolocation-based access policies. These policies limit the attack surface to a specific, dynamic geographical area, underscoring Novacap's dedication to near-perfection.

As part of our protective efforts, we also focus on monitoring potential attacks. This involves employing a suite of confidential practices and technologies designed to surveil and counteract high-risk activities that may threaten our digital infrastructure, data, portfolio companies, and other valuable assets. Through these measures, we are able to vigilantly monitor, manage, and thwart threats and attacks against our secure and protected networks.

ANTICIPATING ALL POSSIBILITIES

With over a million intercepted attacks within Novacap in 2023, it remains crucial to anticipate all possible scenarios. This goes beyond simple reactivity, even though it remains imperative for the success of an intervention in the event of an attack.

Novacap has applied its plan to real cases involving external assets. The results speak for themselves: companies quickly back on their feet, with a contracted negotiator ready to respond to the call and a specialized legal coach. This playbook, or operational manual, draws inspiration from the latest practices in digital warfare and officially recognized frameworks (e.g., NIST, ISO27001, CIS18), enriched by Novacap's developed experience and observed cases in cybersecurity.

A robust reaction plan is key to limiting damage during an attack and ensuring rapid notification to third parties, clients, and authorities, effective system restoration, and impact limitation.

THE NOVACAP TOUCH: PROACTIVE DILIGENCE

Novacap's approach to due diligence transcends traditional passive risk assessments, evolving into a proactive cyber offensive. This distinctive strategy places the company at the vanguard of asset protection. Tim champions an innovative method where no transaction is finalized until the digital infrastructure of the targeted company aligns with Novacap's rigorous standards. This practice extends well beyond standard due diligence; it represents a transformative shift towards the preemptive establishment of a cyber-secure digital infrastructure.

This strategy goes beyond simply protecting existing assets; it anticipates future threats and ensures that the acquired company remains a digital fortress. Recognizing that most «profitable» attacks for cybercriminals target assets in transition, Novacap adopts a proactive posture, creating a digital shield that deters attackers and ensures post-transaction security continuity.

Adopting a proactive and ultra-meticulous approach becomes imperative.

Thus, due diligence at Novacap transcends the stage of passive evaluation to become a strategic weapon. By making digital security a priority at the beginning of the acquisition process, we protect ourselves not only from current threats but also build strong defenses against those yet to come, making cybersecurity an invaluable asset in our value protection arsenal.

BUILDING DIGITAL RESILIENCE

Cybersecurity is not just a shield; it has the potential to become a strategic asset and portfolio maturation. The proactive approach advocated by Novacap and led by Tim, confirms itself as an indispensable strategic asset, even a new standard. If private equity firms integrate cybersecurity into their DNA, they will be better equipped to face future challenges and protect their clients and assets. As Tim mentions, "Cybercriminals are becoming more sophisticated, and our type of business is a prime target. To survive, we must anticipate everything, navigate with precision and patience, much like Sun Tzu: it's the Art of Cyberwarfare."



SEE YOU NEXT YEAR.

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NOVACAP 
We deliver the future