ONEX

Q1 2022 Interim Report

MANAGEMENT'S DISCUSSION AND ANALYSIS

Throughout this interim MD&A, all amounts are in U.S. dollars unless otherwise indicated.

This interim Management's Discussion and Analysis ("MD&A") provides a review of Onex Corporation's ("Onex") unaudited interim consolidated financial results for the three months ended March 31, 2022 and assesses factors that may affect future results. The financial condition and results of operations are analyzed noting the significant factors that impacted the unaudited interim consolidated statements of earnings, unaudited interim consolidated statements of comprehensive earnings, unaudited interim consolidated balance sheets, unaudited interim consolidated statements of equity and unaudited interim consolidated statements of cash flows of Onex. As such, this interim MD&A should be read in conjunction with the unaudited interim consolidated financial statements and notes thereto included in this report. The financial results have been prepared using accounting policies that are consistent with International Financial Reporting Standards ("IFRS") to provide information about Onex and should not be considered as providing sufficient information to make an investment or lending decision regarding any particular Onex operating business, private equity fund, credit strategy or other investments.

The following interim MD&A is the responsibility of management and is as of May 12, 2022. Preparation of the interim MD&A includes the review of the disclosures by senior management of Onex and by the Onex Disclosure Committee. The Board of Directors carries out its responsibility for the review of this disclosure through its Audit and Corporate Governance Committee, composed exclusively of independent directors. The Audit and Corporate Governance Committee has reviewed and recommended approval of this interim MD&A by the Board of Directors. The Board of Directors has approved this disclosure.

Onex Corporation's financial filings, including the 2022 First Quarter Interim MD&A and Financial Statements, and the 2021 Annual Report, Annual Information Form and Management Information Circular, are available on Onex' website, www.onex.com, and on the Canadian System for Electronic Document Analysis and Retrieval ("SEDAR") at www.sedar.com.

Forward-Looking/Safe Harbour Statements

This interim MD&A may contain, without limitation, statements concerning possible or assumed future operations, performance or results preceded by, followed by or that include words such as "believes", "expects", "potential", "anticipates", "estimates", "intends", "plans" and words of similar connotation, which would constitute forward-looking statements. Forward-looking statements are not guarantees. The reader should not place undue reliance on forward-looking statements and information because they involve significant and diverse risks and uncertainties that may cause actual operations, performance or results to be materially different from those indicated in these forward-looking statements. Except as may be required by Canadian securities law, Onex is under no obligation to update any forward-looking statements contained herein should material facts change due to new information, future events or other factors. These cautionary statements expressly qualify all forward-looking statements in this interim MD&A.

Non-GAAP Financial Measures and Ratios

This interim MD&A contains non-GAAP financial measures and ratios which have been calculated using methodologies that are not in accordance with IFRS. The presentation of financial measures and ratios in this manner does not have a standardized meaning prescribed under IFRS and therefore may not be comparable to similar financial measures or ratios presented by other companies. Onex management believes that these financial measures and ratios provide helpful information to investors. Reconciliations of the non-GAAP financial measures to information contained in the unaudited interim consolidated financial statements have been presented where practical.

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COMPANY OVERVIEW

Onex is an investor and asset manager that invests capital on behalf of Onex shareholders and clients across the globe. Formed in 1984, we have a long track record of creating value for our clients and shareholders. Onex became a public company in 1987 and is listed on the Toronto Stock Exchange under the symbol ONEX.

Onex' two primary businesses are Private Equity and Credit. In Private Equity, we raise funds from third-party investors, or limited partners, and invest them, along with Onex' own investing capital, through the funds of our private equity platforms: Onex Partners and ONCAP. Similarly, in Credit, we raise and invest capital across several private credit, public debt and public equity strategies. Our investors include a broad range of global clients, including public and private pension plans, sovereign wealth funds, insurance companies and family offices. In addition, through our private wealth platform, we service high net worth clients in Canada.

Onex has $49.2 billion in assets under management ("AUM"), of which $33.7 billion is fee-generating, and $8.2 billion is Onex' own investing capital ($92.94 or C$116.14 per fully diluted share). We generate earnings for our shareholders through two segments: Investing and Asset Management. Our Investing segment includes gains on our invested capital and our Asset Management segment generates revenues from the recurring fees clients pay us to manage their capital, and carried interest realized from our private equity and private credit funds.

Our Team and Commitment

Onex is led by the firm's founder and CEO, Gerry Schwartz, and our President, Bobby Le Blanc, as well as experienced leaders at each of our businesses. We have over 180 investment professionals across all platforms, supported by approximately 255 professionals dedicated to our corporate functions and investment platforms, including our institutional and high net worth relationship professionals. Consistent with our One Onex approach, the teams share and leverage sector expertise, and sourcing and origination opportunities across all business lines.

Our culture is guided by our strong commitment to accountability, intellectual honesty and respect for all our partners and stakeholders. Onex was formed on principles of entrepreneurialism and responsible investing and our team is united in recognizing the value of collaboration, diversity of perspective and background, and an inclusive environment. Our team is a critical factor in our success and attracting and retaining the best people and strongest investors is an important competitive advantage.

Also crucial to our long-term success is the alignment of interests between the Onex management team, shareholders and clients. Members of our management team have a significant long-term ownership in Onex shares and invest meaningfully in our funds. We believe this alignment creates stronger relationships with both clients and shareholders.

Environmental, Social and Governance

Consistent with our long-held belief that responsible investing is both the right approach to investing, as well as a driver of meaningful stakeholder value, we continue to make enhancements to our environmental, social and governance ("ESG") program. In 2021, we hired our first Head of ESG, became a signatory to the Principals for Responsible Investment ("PRI") and published our updated Responsible Investing Policy. ESG considerations are embedded in all our investment decisions and value creation plans. Increasingly, we are focused on the impact

of climate change and are working to implement carbon emissions measurement, tracking and reporting. To remain aligned with emerging best practices, we participate in a number of industry initiatives including recent commitments to the ESG Data Convergence Project and Initiative Climat International ("iCI"), in addition to our existing commitments to the PRI, SASB Alliance and FCLT Global among others. We expect our program to continue to expand in line with this rapidly evolving area, while remaining rooted in our founding principle of responsible investing.

PRIVATE EQUITY

Onex has $22.9 billion of private equity assets under management, of which $10.3 billion is fee-generating, and $6.1 billion is Onex' own investing capital.

Investments in private equity are primarily made through Onex' two main platforms: Onex Partners for middle-market and larger transactions and ONCAP for middle-market and smaller transactions. Onex' private equity funds acquire and build high-quality businesses in partnership with talented management teams and focus on execution theses rather than macro-economic or industry trends. Each platform follows a disciplined, investment process with vertical specialization where the team has considerable industry expertise, a long track record of success and strong network of relationships. This in turn enables the teams to take a targeted approach with investment opportunities, creates a competitive informational advantage and helps shape their go-to-market strategy.

Onex has raised nine private equity funds to date. The firm is currently investing through Onex Partners V, a $7.15 billion fund, and ONCAP IV, a $1.1 billion fund. Both funds are substantially invested and fundraising for a successor Onex Partners fund has begun and fundraising for a successor ONCAP fund is expected to begin later in 2022. Since inception, Onex has generated a Gross MOC of 2.5 times and a 27% Gross IRR on realized, substantially realized and publicly traded private equity investments. For more information on the historical performance of Onex private equity funds, please see Onex' Q1 2022 supplemental information package on Onex' website, www.onex.com.

Onex earns management fees from limited partners during the fee period of each fund. During the initial fee period, Onex is entitled to a management fee based on limited partners' committed capital. Once a fund is either fully invested or a successor fund starts calling fees, Onex is entitled to a management fee based on limited partners' net funded commitments. These fees are included as revenue in our asset management segment. At March 31, 2022, the run-rate management fees[1] from our private equity business are $115 million.

Onex is entitled to receive carried interest based on the performance of each private equity fund. Carried interest in Onex' private equity funds is typically calculated as 20% of the realized net gains of the limited partners in each fund, provided the limited partners have achieved a minimum 8% net IRR on their investment. Onex is entitled to 40% of the carried interest realized from limited partners in its private equity funds, while Onex Partners and ONCAP management are entitled to the remaining 60%. Realized carried interest is included in distributable earnings of our asset management segment. Currently, we have $10.3 billion of private equity assets under management eligible for carried interest. As at March 31, 2022, Onex' share of unrealized carried interest from private equity totalled $288 million. The amount of carried interest ultimately received by Onex is based on realizations, the timing of which can vary significantly from year to year.

(1) Refer to the glossary in this interim MD&A for further details concerning the composition of run-rate management fees.

Onex is one of the largest investors in each of its private equity funds and, therefore, Onex shareholders also benefit from investing gains. Mark-to-market gains (losses) on corporate investments during the underlying investment hold periods are recognized within Onex' investing segment results whereas realized gains (losses) since inception on investments are included in distributable earnings.

CREDIT

Our Credit business includes a broad spectrum of private credit, public debt and public equity investing strategies that are managed by the Onex Credit team. Credit has $25.5 billion in assets under management, of which $23.4 billion is fee-generating, and $777 million is Onex' own investing capital, which includes $19 million of unrealized carried interest. The Credit team has a successful track record of executing a disciplined approach to investing with a focus on capital preservation and strong risk-adjusted returns through cycles. The platform practises value-oriented investing, employing a rigorous bottom-up, fundamental and structural analysis of the underlying borrowers, coupled with active portfolio management, to continually seek to optimize portfolio positioning. Credit's sourcing capabilities and data intelligence help to better inform investment decisions and dynamically manage portfolios in varying market conditions.

Onex earns management fees on its Credit strategies, with the fee varying depending on the strategy. The weighted average management fee rate for Credit's fee-generating AUM at March 31, 2022 is 0.7%. As at March 31, 2022, the run-rate management fees from our Credit business are $159 million.

Onex is entitled to receive carried interest on $14.6 billion of credit assets under management, which includes $11.9 billion of AUM from CLOs. Onex receives 50% of the carried interest realized in most of its private credit strategies, while the Credit management team is allocated the remaining 50%. Carried interest ranges between 12.5% and 20% of net gains and is generally subject to a hurdle or minimum preferred return to investors. Carried interest from our Credit strategies is generally realized near the final realizations for each fund. At March 31, 2022, Onex' share of unrealized carried interest in the Credit Funds totalled $19 million.

Onex is entitled to earn performance fees on $2.1 billion of credit assets under management. Performance fees from public strategies range between 10% and 20% of net gains and may be subject to performance hurdles.

2022 YEAR-TO-DATE RESULTS & ACTIVITY

FINANCIAL RESULTS

Onex' financial results during the three months ended March 31, 2022 and 2021 were as follows:

(Unaudited) ($ millions except per share amounts)	**Three Months Ended March 31, 2022**	Three Months Ended March 31, 2021
Net earnings	**$ 164**	$ 415
Net earnings per diluted share	**$ 1.89**	$ 4.59
Investing segment net earnings	**$ 62**	$ 383
Asset management segment net earnings	**5**	92
Total segment net earnings[1]	**$ 67**	$ 475
Total segment net earnings per fully diluted share[2]	**$ 0.76**	$ 5.14
Asset management fee-related earnings (loss)[3]	**$ (7)**	$ 7
Total fee-related earnings (loss)[4]	**$ (15)**	$ (4)
Distributable earnings (loss)[5]	**$ 25**	$ (3)

				Change for the period ended March 31, 2022[7]	
(Unaudited) *($ millions except per share amounts)*	**March 31, 2022**	December 31, 2021	March 31, 2021	Three Months	Twelve Months
Investing capital (U.S. dollars)	**$ 8,217**	$ 8,212	$ 7,227		
Investing capital per share (U.S. dollars)[6]	**$ 92.94**	$ 90.75	$ 78.33	3%	19%
Investing capital per share (Canadian dollars)[6]	**$ 116.14**	$ 115.05	$ 98.50	1%	18%

(1) Refer to page 20 of this interim MD&A for the reconciliation of total segment net earnings to net earnings.

(2) Refer to the glossary of this interim MD&A for further details concerning the composition of fully diluted shares.

(3) Asset management fee-related earnings (loss) excludes public company expenses and other expenses associated with managing Onex' investing capital and is a component of total fee-related earnings (loss), as outlined on page 14 of this interim MD&A.

(4) Total fee-related earnings (loss) is a non-GAAP financial measure that does not have a standardized meaning prescribed under IFRS. Therefore, it may not be comparable to similar financial measures disclosed by other companies. Onex management believes that fee-related earnings (loss) provides investors with useful information concerning the profitability of Onex' asset management business. Fee-related earnings (loss) excludes realization-driven carried interest, which can be less predictable and recurring due to the long-term nature of Onex' private equity and private credit funds. The most directly comparable financial measure under IFRS to fee-related earnings (loss) is Onex' net earnings. Refer to the glossary and pages 14 and 16 of this interim MD&A for further details concerning fee-related earnings (loss), including a reconciliation to net earnings.

(5) Distributable earnings (loss) is a non-GAAP financial measure that does not have a standardized meaning prescribed under IFRS. Therefore, it may not be comparable to similar financial measures disclosed by other companies. Onex management believes that distributable earnings (loss) provides investors with useful information concerning the Company's ability to redeploy capital in its business and/or return capital to shareholders. Distributable earnings (loss) consists of the recurring fee-related earnings (loss), net realized gains (losses) from Onex' investments and the receipt of carried interest from Onex' private equity and private credit funds. The most directly comparable financial measure under IFRS to distributable earnings (loss) is Onex' net earnings. Refer to the glossary and pages 15 and 16 of this interim MD&A for further details concerning distributable earnings (loss), including a reconciliation to net earnings.

(6) Refer to the glossary of this interim MD&A for further details concerning the composition of investing capital per share.

(7) Change for the period is adjusted to exclude the impact of capital deployed in the asset management segment, where applicable, and dividends paid.

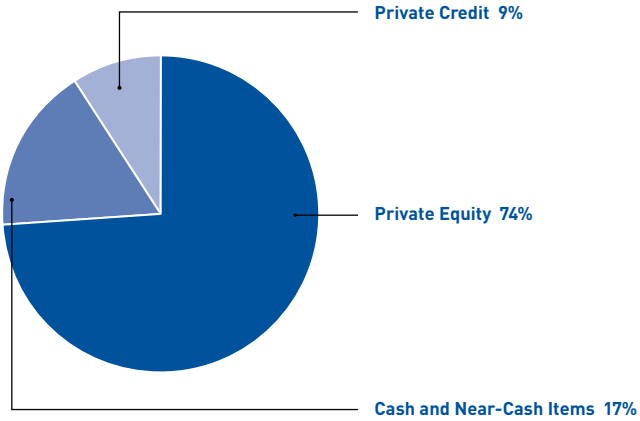
INVESTING SEGMENT RESULTS

During the three months ended March 31, 2022, Onex' investing segment generated net earnings of $62 million ($0.69 per fully diluted share) (2021 – $383 million ($4.16 per fully diluted share)), which were primarily driven by an $81 million net gain on Onex' investing capital from private equity, partially offset by a $13 million net loss from private credit strategies, as described on pages 21 and 22 of this interim MD&A. These investing earnings contributed to Onex' investing capital of $8.2 billion at March 31, 2022 (December 31, 2021 – $8.2 billion), which was $92.94 or C$116.14 per fully diluted share (December 31, 2021 – $90.75 or C$115.05), an increase of 3%[1] and 19%[1] for the three and twelve months ended March 31, 2022, respectively.

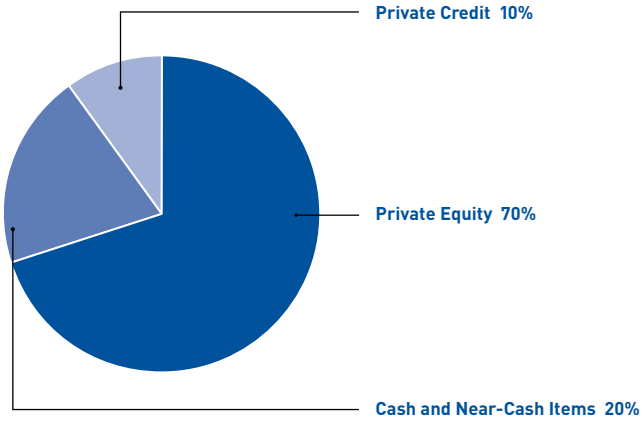
The $321 million decrease in Onex' investing segment net earnings during the three months ended March 31, 2022, compared to the same period in 2021, was driven by net mark-to-market losses in Onex Partners IV, direct private equity and CLO investments, compared to gains in these investments during the first quarter of 2021.

At March 31, 2022, substantially all of Onex' shareholder capital was invested in or committed to its private equity and credit platforms.

Onex' Investment Allocation at March 31, 2022



Onex' Investment Allocation at December 31, 2021



(1) The percentage changes for the periods are adjusted to exclude the impact of capital deployed in the asset management segment, where applicable, and dividends paid.

Private Equity – Capital Deployment and Realizations

The table below presents the significant private equity investments made, and realizations and distributions received by Onex to date in 2022.

(Unaudited) ($ millions) **Fund**	**Investments**	**Realizations**	**Net Investments (Realizations)**
Onex Partners V	$ 323	$ (22)	$ 301
ONCAP IV	16	–	16
Onex Partners III	–	(4)	(4)
Total	$ 339	$ (26)	$ 313

The following significant private equity investments have occurred to date in 2022:

- $117 million as part of the Onex Partners V Group's investment in Resource Environmental Solutions, LLC ("RES"), an ecological restoration company that supports the public and private sectors with solutions for environmental mitigation, stormwater, water quality, and climate and flooding resilience;
- $108 million as part of the Onex Partners V Group's investment in Analytic Partners, Inc. ("Analytic Partners"), a cloud-based, managed software platform which helps customers assess marketing spend effectiveness and optimize future allocations across offline and online media channels;
- $98 million as part of the Onex Partners V Group's investment in Tes Global ("Tes"), an international provider of comprehensive software solutions for the education sector; and
- $16 million as part of the ONCAP IV Group's investment in Merrithew Corporation ("Merrithew"), a developer, manufacturer and retailer of Pilates equipment, accessories, content and education.

During the three months ended March 31, 2022, Onex' private equity investments generated $18 million of realized gains from the distributions received, which are included in Onex' distributable earnings as presented on page 15 of this interim MD&A.

Private Equity – Fund-Level Developments

During the three months ended March 31, 2022, the Onex Partners and ONCAP operating businesses continued to execute their investment theses:

- in Onex Partners IV, Ryan acquired Catax, a research and development ("R&D") and capital allowances tax reclaim specialist operating in the United Kingdom and Canada. The acquisition of Catax further strengthens Ryan's R&D global market position, presenting new service offerings in the United Kingdom and expands Ryan's scientific research and experimental development practice in Canada. Ryan also acquired Marvin F. Poer and Company, a property tax consulting firm in the United States that provides property tax services for real, personal and complex property clients; and
- in Onex Partners V, WestJet agreed to acquire Sunwing Vacations and Sunwing Airlines ("Sunwing"). Sunwing is a Canadian company dedicated to delivering frictionless and unique vacation experiences to Canadians. The acquisition is expected to close later in 2022 or early in 2023, subject to certain closing conditions and regulatory approvals.

Private Equity – Investment Performance

During the three months ended March 31, 2022, Onex' investing segment recognized a net gain from private equity investments of $81 million. The net gain from Onex' private equity investments was primarily driven by net gains from investments in Onex Partners V and ONCAP IV, partially offset by a net loss in Onex Partners IV, as described on page 21 of this interim MD&A. The operating businesses in Onex' private equity platforms operate across a broad range of countries and industry segments, providing beneficial diversification. Refer to pages 29 and 30 of this interim MD&A for further details concerning the countries and industry segments that the operating businesses of the Onex private equity platforms operate in.

The following table presents the recent gross performance of Onex' private equity investments:

	Three Months Ended March 31, 2022	Three Months Ended March 31, 2021
Gross performance of Onex' private equity investments in U.S. dollars[1][2]:		
Onex Partners	**0%**	6%
ONCAP	**16%**	13%
Direct investments	**0%**	13%
Total private equity investments	**2%**	8%

(1) The increase in value of Onex' private equity investments is a non-GAAP ratio calculated using methodologies that are not in accordance with IFRS. The presentation of these ratios does not have a standardized meaning prescribed under IFRS and therefore may not be comparable to similar financial measures presented by other companies. The net gains used to calculate the gross performance of Onex' private equity investments are gross of management incentive programs. Onex management believes that the gross performance of Onex' private equity investments provides helpful information to investors in assessing the performance of Onex' investment in private equity strategies. During the three months ended March 31, 2022, Onex recognized a net gain on corporate investments of $82 million (2021 – $478 million).

(2) Adjusted for capital deployed, realizations and distributions.

Credit – Capital Deployment and Realizations

Within Credit, Onex only invests in private credit strategies, and has no investments in public debt or public equity strategies. During the three months ended March 31, 2022, Onex' investments generated net realizations of $34 million, as outlined in the following table:

Three months ended March 31, 2022	Net Realizations (Investments) *($ millions)*
Structured Credit Strategies	
U.S. CLOs	$ 14
CLO warehouses	20
Other structured strategies	(5)
Opportunistic Credit Strategies	(4)
Direct Lending	9
Total net realizations from Credit strategies	$ 34

During the three months ended March 31, 2022, Onex reduced its net investments in CLOs by $14 million. This decrease was driven by $19 million of regular quarterly distributions.

During the three months ended March 31, 2022, Onex' private credit strategies generated $18 million of realized gains from the distributions received, which are included in Onex' distributable earnings, as presented on page 15 of this interim MD&A.

Credit – Investment Performance

During the three months ended March 31, 2022, Onex had a net loss of $13 million on its private credit investments, representing a loss of 2%[1]. The net loss was primarily driven by a decline in fair value of Onex' CLO investments driven by weakness in the leveraged loan market and structural leverage employed in CLOs.

(1) Adjusted for capital deployed, realizations and distributions.

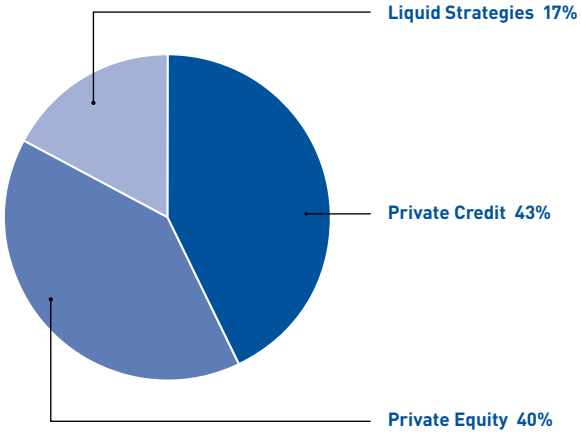
ASSET MANAGEMENT SEGMENT RESULTS

For the three months ended March 31, 2022, Onex' asset management segment net earnings were $5 million (2021 – $92 million), a decrease of $87 million compared to the same period in 2021. The decrease was primarily driven by a lower mark-to-market increase in carried interest and higher compensation costs.

Assets Under Management

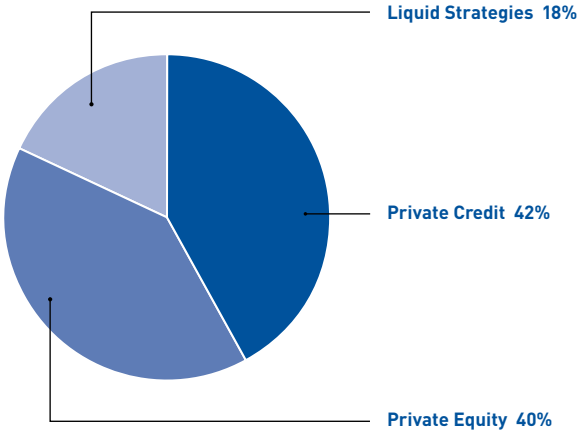
At March 31, 2022, Onex managed $40.7 billion (December 31, 2021 – $40.0 billion) of invested and committed capital on behalf of institutional investors and high net worth clients from around the world.

Onex' $40.7 billion of Assets Under Management at March 31, 2022[1]



(1) Excludes Onex' capital.

Onex' $40.0 billion of Assets Under Management at December 31, 2021[1]



(1) Excludes Onex' capital.

At March 31, 2022, Onex' fee-generating assets under management ("FG AUM") totalled $33.7 billion, an increase of 2% from December 31, 2021 and an increase of 8% from March 31, 2021. The increase in FG AUM since December 31, 2021 was primarily driven by the closing of Onex' fifth European CLO and a net increase in fair value of investments held by Onex Partners V and ONCAP IV. Assets under management by business line include the following:

	Assets Under Management[1][2]					
(Unaudited) ($ millions)	Fee-Generating			Subject to Carried Interest or Performance Fees		
	March 31, 2022	December 31, 2021	**Change in Total**	**March 31, 2022**	December 31, 2021	**Change in Total**
Credit	**$ 23,375**	$ 22,803	**3%**	**$ 16,647**	$ 16,070	**4%**
Private Equity	**10,285**	10,205	**1%**	**10,285**	10,205	**1%**
Total	**$ 33,660**	$ 33,008	**2%**	**$ 26,932**	$ 26,275	**3%**

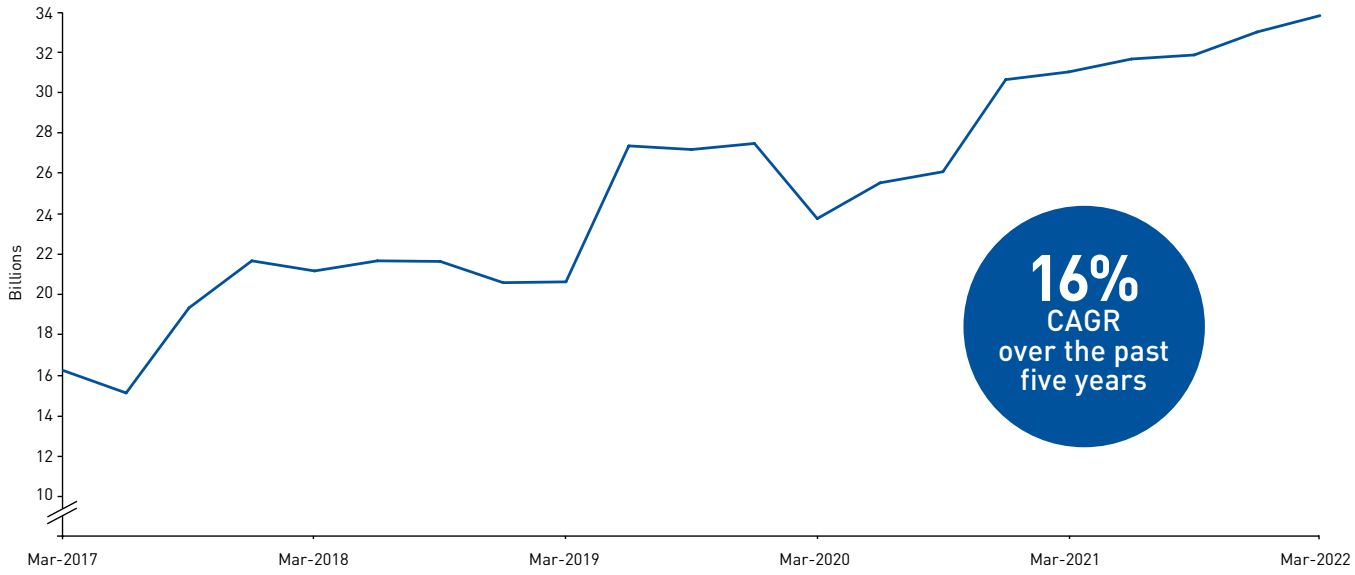
(1) Assets under management include co-investments and capital invested by the Onex management team, as applicable. Fee-generating assets under management and assets under management subject to carried interest or performance fees exclude capital from Onex. Refer to the glossary in this interim MD&A for further details concerning the composition of assets under management.

(2) Assets under management for strategies denominated in currencies other than the U.S. dollar have been converted to U.S. dollars using the exchange rates on March 31, 2022 and December 31, 2021, respectively.

Onex' FG AUM at March 31, 2022 comprised $27.4 billion from institutional investors (December 31, 2021 – $26.8 billion) and $6.3 billion from high net worth clients (December 31, 2021 – $6.2 billion). Run-rate management fees from Onex' FG AUM at March 31, 2022 are $274 million, consisting of $115 million from private equity and $159 million from Credit.

Over the past five years, FG AUM has increased at a compound annual growth rate ("CAGR") of 16%, which includes the FG AUM of Onex Falcon and Gluskin Sheff, which were acquired in December 2020 and June 2019, respectively. FG AUM, excluding acquired capital, has increased at a CAGR of 8% over the same period.

Fee-Generating Assets Under Management (March 31, 2017 to March 31, 2022)



Fee-Related Earnings (Loss)

Onex' fee-related earnings for the three months ended March 31, 2022 was a loss of $15 million (2021 – $4 million). Onex' asset management fee-related earnings for the three months ended March 31, 2022 was a loss of $7 million (2021 – earnings of $7 million).

(Unaudited) ($ millions)	**Three Months Ended March 31, 2022**	Three Months Ended March 31, 2021
Private Equity		
Management and advisory fees	**$ 28**	$ 33
Total fee-related revenues from Private Equity	**28**	33
Compensation expense	**(17)**	(17)
Other net expenses	**(13)**	(12)
Net contribution	**$ (2)**	$ 4
Credit		
Management and advisory fees	**$ 39**	$ 38
Performance fees	**–**	3
Total fee-related revenues from Credit	**$ 39**	$ 41
Compensation expense	**(26)**	(20)
Other net expenses	**(18)**	(18)
Net contribution	**$ (5)**	$ 3
Asset management fee-related earnings (loss)	**$ (7)**	$ 7
Public Company and Onex Capital Investing		
Compensation expense	**$ (4)**	$ (6)
Other net expenses	**(4)**	(5)
Total expenses	**$ (8)**	$ (11)
Total fee-related earnings (loss)	**$ (15)**	$ (4)

The decrease in fee-related revenues during the three months ended March 31, 2022 compared to the same period in 2021 was primarily driven by lower private equity management and advisory fees and lower performance fees on perpetual capital invested in liquid strategies. Realizations in the private equity funds contributed to lower management fees. Higher compensation expense in Credit during the three months ended March 31, 2022 compared to the same period in 2021 further contributed to the larger fee-related loss in the period.

Distributable Earnings (Loss)

During the three months ended March 31, 2022, Onex generated distributable earnings of $25 million (2021 – loss of $3 million).

(Unaudited) ($ millions)	**Three Months Ended March 31, 2022**	Three Months Ended March 31, 2021
Fee-related earnings (loss)	**$ (15)**	$ (4)
Realized net gains on investments	**40**	1
Distributable earnings (loss)	**$ 25**	$ (3)

Distributable earnings during the three months ended March 31, 2022 were primarily driven by private equity and CLO distributions, as described on pages 9 and 11 of this interim MD&A. The increase in distributable earnings during the three months ended March 31, 2022, compared to the same period in 2021, reflects realized investment income from Onex' Credit investments.

Carried Interest

At March 31, 2022, unrealized carried interest totalled $307 million (December 31, 2021 – $287 million) and assets under management subject to carried interest totalled $24.8 billion (December 31, 2021 – $24.1 billion).

	Unrealized Carried Interest[1]		
(Unaudited) ($ millions)	As at December 31, 2021	**Change in Fair Value**	**As at March 31, 2022**
Onex Partners Funds	$ 244	**$ 9**	**$ 253**
ONCAP Funds	25	**10**	**35**
Private Credit Funds	18	**1**	**19**
Total	$ 287	**$ 20**	**$ 307**

(1) The actual amount of carried interest earned by Onex will depend on the ultimate performance of each underlying fund.

Fee-related earnings (loss) and distributable earnings (loss) are non-GAAP financial measures, as discussed on page 7 of this interim MD&A. The following table includes a reconciliation of Onex' net earnings to fee-related earnings (loss) and distributable earnings (loss) during the three months ended March 31, 2022 and 2021:

(Unaudited) ($ millions)	**Three Months Ended March 31, 2022**	Three Months Ended March 31, 2021
Net Earnings	**$ 164**	$ 415
Stock-based compensation expense (recovery)	**(107)**	43
Amortization of property, equipment and intangible assets, excluding right-of-use assets	**11**	14
Unrealized carried interest revenue – Credit	**1**	–
Other income	**(2)**	–
Unrealized performance fees	**–**	3
Total segment net earnings	**67**	475
Net unrealized increase in carried interest	**(20)**	(96)
Net unrealized gain on corporate investments	**(22)**	(382)
Distributable earnings (loss)	**25**	(3)
Net realized gain on corporate investments	**(40)**	(1)
Total fee-related earnings (loss)	**$ (15)**	$ (4)

LIQUIDITY

At March 31, 2021, Onex' cash and near-cash balance was $1.4 billion[1] or 17% of Onex' investing capital (December 31, 2021 – $1.6 billion or 20% of Onex' investing capital) and Onex' consolidated cash and cash equivalents balance was $137 million (December 31, 2021 – $547 million). The $251 million decrease in cash and near-cash was primarily driven by investments made in the Onex Partners Funds, as described on page 9 of this interim MD&A. In addition, $7 million was returned to shareholders through dividends and Onex repurchased and cancelled 597,957 of its SVS at a total cost of $39 million (C$50 million), or an average purchase price of $66.05 (C$83.61) per share.

At March 31, 2022, Onex has unfunded commitments of $428 million to private equity funds that are actively investing, as well as $92 million of unfunded commitments to private credit funds. During April 2022, Onex committed an additional $100 million to the Onex Capital Solutions fund, as described on page 34 of this interim MD&A, and invested $108 million as part of the Onex Partners V Group's investment in Analytic Partners, as described on page 9 of this interim MD&A.

As a result of Onex' investment in Analytic Partners, today Onex has approximately $1.3 billion in cash and near cash and $320 million of unfunded commitments to its private equity funds that are actively investing.

(1) Cash and near-cash is a non-GAAP financial measure calculated using methodologies that are not in accordance with IFRS. The presentation of this measure does not have a standardized meaning prescribed under IFRS and is therefore unlikely to be comparable to similar financial measures presented by other companies. Onex management believes that cash and near-cash provides helpful information to investors to assess how the Company is managing its capital. Refer to page 25 of this interim MD&A for further details concerning cash and near-cash items.

FINANCIAL REVIEW

This section discusses the significant changes in Onex' unaudited interim consolidated statements of earnings and unaudited interim consolidated statements of cash flows for the three months ended March 31, 2022 compared to the same period in 2021, and compares Onex' financial condition at March 31, 2022 to that at December 31, 2021.

In simple terms, Onex is an investor and asset manager. **Investments** and **investing activity** refer to the investment of Onex' investing capital primarily in its private equity funds, credit strategies and certain investments held outside the private equity funds and private credit strategies. These investments are held directly or indirectly through wholly-owned subsidiaries of Onex, which are referred to as **Investment Holding Companies**. While there are a number of Investment Holding Companies, substantially all these companies consist of direct or indirect subsidiaries of Onex Private Equity Holdings LLC, Onex CLO Holdings LLC or Onex Credit Holdings LLC. These three companies, which are referred to as the **Primary Investment Holding Companies**, are the holding companies for the majority of Onex' investments, excluding intercompany loans receivable from Onex and the Asset Managers. The Primary Investment Holding Companies were formed in the United States.

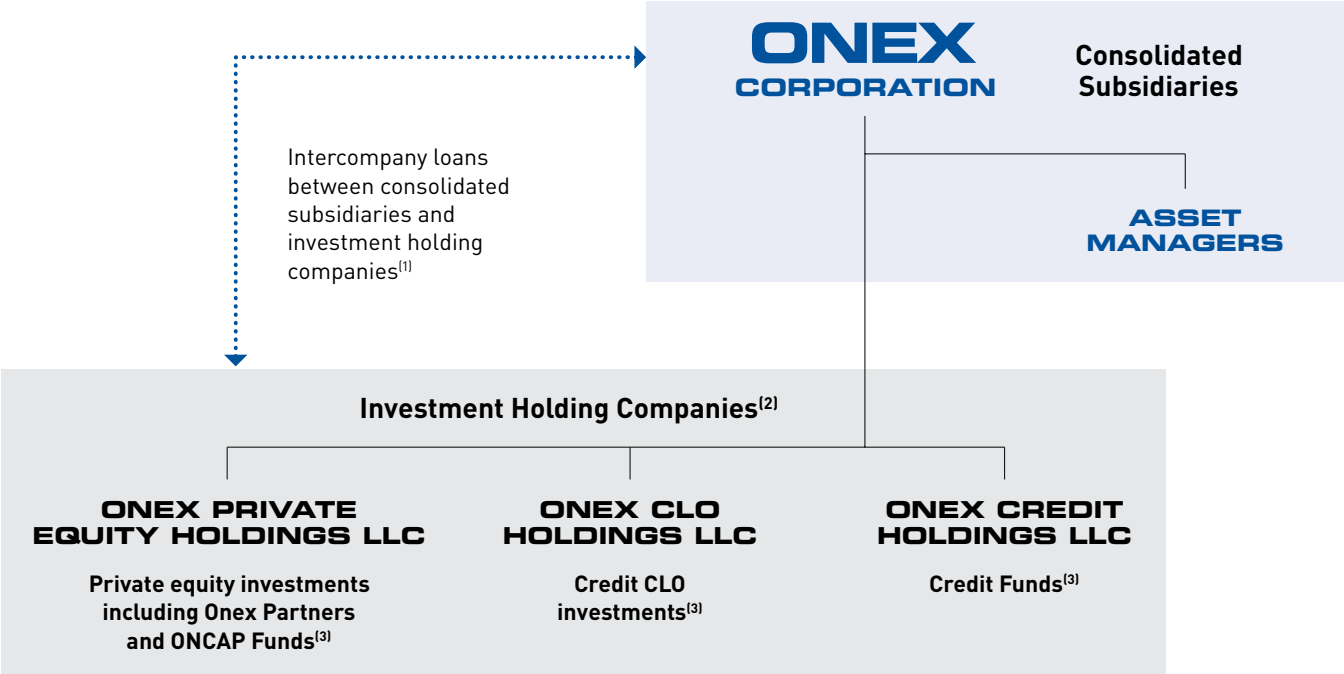
Asset management refers to the activity of managing capital in Onex' private equity funds, private credit strategies and liquid strategies. This activity is conducted through wholly-owned subsidiaries of Onex, which are the managers of the Onex Partners Funds, ONCAP Funds and Credit strategies. These subsidiaries are referred to as Onex' **Asset Managers** and are consolidated by Onex. The **Credit** platform includes a broad spectrum of private credit, public debt and public equity strategies that are managed by the Onex Credit team.

Users of the unaudited interim consolidated financial statements may note detailed line-item disclosures relating to **intercompany loans**. IFRS requires specific disclosures and presentation of intercompany loans between Onex and the Asset Managers, and the Investment Holding Companies. Specifically, IFRS requires that:

- intercompany loans payable by Onex and the Asset Managers to the Investment Holding Companies are recognized as liabilities in Onex' unaudited interim consolidated balance sheets. A corresponding and offsetting amount is recognized within corporate investments in Onex' unaudited interim consolidated balance sheets, representing the related loans receivable from Onex and the Asset Managers; and
- intercompany loans payable by Investment Holding Companies to Onex and the Asset Managers are part of the fair value measurement of Onex' corporate investments in the unaudited interim consolidated balance sheets, which reduces the fair value of Onex' corporate investments. Onex classifies the corresponding loans receivable from Investment Holding Companies within corporate investments in its unaudited interim consolidated balance sheets, which increases the value of Onex' corporate investments by the same amount as the related loans payable.

There is no impact to net assets or net earnings (loss) from these intercompany loans in Onex' unaudited interim consolidated financial statements.

The simplified diagram below illustrates the types of subsidiaries included within Onex' corporate structure and the basis on which they are accounted for.



(1) Onex Corporation and the consolidated asset management subsidiaries enter into intercompany loans that, in aggregate, have no net effect on Onex' financial position. Intercompany loans payable by Onex and the consolidated subsidiaries to the Investment Holding Companies are recognized as liabilities in the unaudited interim consolidated balance sheets, with the corresponding loans receivable classified as assets within corporate investments in the unaudited interim consolidated balance sheets.

(2) Onex' investments in the Investment Holding Companies are recorded as corporate investments at fair value through net earnings (loss).

(3) Onex' investments in private equity and Credit strategies are typically held directly or indirectly through wholly-owned investment holding companies, which are subsidiaries of the Primary Investment Holding Companies identified above.

CONSOLIDATED OPERATING RESULTS

This section should be read in conjunction with Onex' unaudited interim consolidated statements of earnings for the three months ended March 31, 2022 and March 31, 2021, the corresponding notes thereto and the December 31, 2021 audited annual consolidated financial statements.

Impact of COVID-19 on significant estimates

The Company continues to exercise significant judgement when evaluating the impact of COVID-19 on the fair value of its corporate investments, as outlined in note 1 of the 2021 audited annual financial statements.

VARIABILITY OF RESULTS

Onex' consolidated operating results may vary substantially from quarter to quarter and year to year for a number of reasons. Those reasons may be significant with respect to (i) Onex' asset management activities and the fees and carried interest associated therewith; (ii) the aggregate fair value of its investments in and related to the private equity funds, including the underlying private equity operating businesses, and credit strategies as the result of not only changes in specific underlying values but also new investments or realizations by those funds; or (iii) Onex' cash position or the amount and value of its treasury investments. More broadly, Onex' results may be materially affected by such

factors as changes in the economic or political environment, the occurrence of natural disasters, incidents of war, riot or civil unrest, pandemics or outbreaks of new infectious diseases or viruses (including the COVID-19 pandemic), foreign exchange and interest rates, the value of stock-based compensation, and tax and trade legislation or its application, for example. Given the diversity of Onex' asset management businesses and of the Onex Partners and ONCAP Funds' operating businesses and private credit investments, the exposures, risks and contingencies that could impact Onex' investments may be many, varied and material. Certain of those matters are discussed under the heading "Risk Factors" in Onex' 2021 Annual Information Form.

In addition, the fair values of Onex' underlying investments in private credit strategies are impacted by the CLO market, leveraged loan market and credit risk (both own and counterparty), which may vary substantially from quarter to quarter and year to year.

REVIEW OF UNAUDITED INTERIM CONSOLIDATED FINANCIAL STATEMENTS

The discussion that follows identifies those material factors that affected Onex' unaudited interim consolidated financial results for the three months ended March 31, 2022.

Consolidated net earnings

Onex recorded consolidated net earnings of $164 million and net earnings per diluted share of $1.89 during the three months ended March 31, 2022 compared to net earnings of $415 million and net earnings per diluted share of $4.59 during the three months ended March 31, 2021.

Table 1 presents the segmented results for the three months ended March 31, 2022 and 2021. Onex' segmented results include Onex' share of unrealized carried interest from third-party limited partners in the Credit Funds, which are recognized based on the fair values of the underlying investments and the unrealized net gains in each respective Fund, in accordance with the limited partnership agreements. In Onex' consolidated financial statements, carried interest from the Credit Funds is recognized when realized, as described in note 1 to the 2021 audited annual consolidated financial statements.

Onex' segmented results also include performance fees associated with the management of certain Credit strategies, which are based on the funds' performance during the periods presented by applying an agreed-upon formula to the growth in the net asset value of clients' assets under management. In Onex' consolidated statements of earnings, performance fees are recognized as revenue to the extent the fees are highly probable to not reverse, which is typically at the end of each performance year, as described in note 1 to the 2021 audited annual consolidated financial statements. The reportable segment results for the three months ended March 31, 2021 have been restated to include unrealized performance fees from Credit strategies during the period.

Onex' segmented results exclude revenues and expenses associated with recoverable expenses from the Onex Partners Funds, ONCAP Funds, private credit strategies and the operating businesses of Onex Partners and ONCAP. Onex management excludes these amounts when assessing Onex' performance given the nature of these expenses, which are recoverable at cost.

Prior to March 31, 2022, Onex' reportable segment results included allocations from the investing segment to the asset management segment related to carried interest and management fees that would have been earned by the asset management segment had Onex' private equity capital been subject to carried interest and management fees under the same terms as third-party limited partners. These allocations are no longer used by Onex' chief operating decision maker to assess performance and allocate resources and are therefore excluded from Onex' reportable segment results. The reportable segment results for the three months ended March 31, 2021 have been restated to remove these allocations.

TABLE 1 *(Unaudited) ($ millions)*	Three Months Ended March 31, 2022			Three Months Ended March 31, 2021		
	Investing	**Asset Management[a]**	**Total**	Investing	Asset Management[a]	Total
Net gain on corporate investments (including an increase in carried interest)	**$ 63**	**$ 20[b]**	**$ 83**	$ 382	$ 96[b]	$ 478
Management and advisory fees	**–**	**67**	**67**	–	71	71
Performance fees	**–**	**–**	**–**	–	3	3
Interest and net treasury investment income (loss)	**(1)**	**–**	**(1)**	1	–	1
Total segment income	**62**	**87**	**149**	383	170	553
Compensation	**–**	**(66)**	**(66)**	–	(61)	(61)
Amortization of right-of-use assets	**–**	**(3)**	**(3)**	–	(3)	(3)
Other expense	**–**	**(13)**	**(13)**	–	(14)	(14)
Segment net earnings	**$ 62**	**$ 5**	**$ 67**	$ 383	$ 92	$ 475
Stock-based compensation recovery (expense)			**107**			(43)
Amortization of property, equipment and intangible assets, excluding right-of-use assets			**(11)**			(14)
Unrealized carried interest revenue – Credit			**(1)**			–
Unrealized performance fees			**–**			(3)
Other income			**2**			–
Net earnings			**$ 164**			$ 415
Segment net earnings per share[c]			**$ 0.76**			$ 5.14
Net earnings per share – diluted			**$ 1.89**			$ 4.59

(a) The asset management segment includes public company expenses and other expenses associated with managing Onex' investing capital.

(b) The asset management segment includes a net gain of $1 million (2021 – nil) for unrealized carried interest from third-party limited partners in the Credit Funds.

(c) Calculated on a fully diluted basis.

Consolidated income for the three months ended March 31, 2022 and 2021

Consolidated income for the three months ended March 31, 2022 and 2021 primarily consisted of: (i) a net gain on corporate investments, which primarily consisted of Onex' share of the net gain in the Onex Partners and ONCAP Funds; and (ii) management and advisory fees, which Onex earns primarily from managing client and limited partner capital through its private equity funds and Credit strategies.

During the three months ended March 31, 2022, Onex' investing segment recognized a net gain on corporate investments of $63 million (2021 – $382 million), which was primarily attributable to the following:

TABLE 2 | *(Unaudited) ($ millions)* **Net Gain (Loss) on Private Equity Investments**

	Three Months Ended March 31, 2022	Three Months Ended March 31, 2021
Onex Partners Funds[a]		
Onex Partners II	**$ (7)**	$ 4
Onex Partners III	**6**	27
Onex Partners IV	**(85)**	111
Onex Partners V	**93**	64
Management incentive programs	**(1)**	(34)
Total net gain from Onex Partners Funds	**6**	172
ONCAP Funds[a]		
ONCAP II	**3**	22
ONCAP III	**5**	62
ONCAP IV	**90**	–
Management incentive programs	**(17)**	(16)
Total net gain from ONCAP Funds	**81**	68
Net gain (loss) from other private equity investments	**(6)**	88
Total net gain from private equity	**$ 81**	$ 328

(a) Onex' investments in the Onex Partners and ONCAP Funds include co-investments, where applicable.

During the three months ended March 31, 2022, the net gain from private equity investments was primarily driven by net gains from Onex Partners V and ONCAP IV. The net gain from Onex Partners V was primarily due to the underlying fair value increases of Acacium Group, Imagine Learning, Newport Healthcare and WestJet, partially offset by the underlying fair value decrease of Emerald Expositions. The net gain from ONCAP IV was primarily due to the underlying fair value increases of Precision Concepts International (formerly IntraPac), Precision Global, Walter Surface Technologies and Wyse Meter Solutions. These net gains were partially offset by a net loss from Onex Partners IV, which was primarily due to the underlying fair value decrease of Clarivate Analytics.

During the three months ended March 31, 2021, the net gain from private equity investments was primarily driven by net gains from other private equity investments, Onex Partners IV and Onex Partners V. The increase in fair value of other private equity investments was primarily due to Ryan Specialty Group ("RSG"). The net gain from Onex Partners IV was primarily due to the underlying fair value increases of ASM Global, Parkdean Resorts and PowerSchool, partially offset by the underlying fair value decrease of Clarivate Analytics. The net gain from Onex Partners V was primarily due to the underlying fair value increases of Acacium Group and WestJet.

TABLE 3 *(Unaudited) ($ millions)*

Net Gain (Loss) on Investments in Private Credit Strategies

	Three Months Ended March 31, 2022	Three Months Ended March 31, 2021
Structured Credit Strategies		
U.S. CLOs	$ (13)	$ 35
EURO CLOs	(7)	6
CLO warehouses	4	–
Other structured strategies	–	2
Opportunistic Credit Strategies	1	5
Liquid Strategies	(1)	3
Direct Lending	3	5
Total net gain (loss) from Private Credit Strategies	$ (13)	$ 56

The net loss on investments in private credit strategies recognized during the three months ended March 31, 2022 was primarily driven by a net loss on U.S. and EURO CLOs as a result of weakness in the leveraged loan market and structural leverage employed in CLOs.

The net gain on investments in private credit strategies recognized during the three months ended March 31, 2021 was primarily driven by a net gain on U.S. and EURO CLOs as a result of a strengthening leveraged loan market and structural leverage employed in CLOs.

Management and advisory fees for the three months ended March 31, 2022 and 2021 were generated from the following sources:

TABLE 4 *(Unaudited) ($ millions)*

Management and Advisory Fees

	Three Months Ended March 31, 2022	Three Months Ended March 31, 2021	Change in Total	
Source of management and advisory fees				
Credit	$ 39	$ 38	$ 1	3 %
Private Equity[(a)]	28	33	(5)	(15)%
Total management and advisory fees	$ 67	$ 71	$ (4)	(6)%

(a) Includes advisory fees earned from the Onex Partners and ONCAP operating businesses.

Certain deal investigation, research and other costs incurred by the Asset Managers are recoverable from the Onex private equity funds, private credit strategies and the operating businesses of Onex Partners and ONCAP. These cost reimbursements are recognized as revenue in accordance with IFRS 15, *Revenue from contracts with customers* ("IFRS 15"). During the three months ended March 31, 2022, Onex recognized $8 million in revenues and expenses associated with these reimbursements (2021 – $7 million).

Compensation

Compensation expense for the three months ended March 31, 2022 was $66 million compared to $61 million during the same period in 2021. The increase was primarily due to an increase in headcount and accrued incentive compensation.

Stock-based compensation recovery (expense)

During the three months ended March 31, 2022, Onex recorded a consolidated stock-based compensation recovery of $107 million compared to a stock-based compensation expense of $43 million during the same period in 2021. The stock-based compensation recovery recorded during the three months ended March 31, 2022 was primarily due to a 16% decrease in the market value of Onex' shares to C$83.78 at March 31, 2022 from C$99.28 at December 31, 2021.

Table 5 details the change in stock-based compensation recovery (expense).

Stock-Based Compensation Recovery (Expense)

TABLE 5	*(Unaudited) ($ millions)* Three months ended March 31	2022	2021	Change
Stock Option Plan		$ 106	$ (42)	$ 148
Director DSU Plan		1	(1)	2
Total stock-based compensation recovery (expense)		$ 107	$ (43)	$ 150

Amortization of property, equipment and intangible assets

Amortization of property, equipment and intangible assets for the three months ended March 31, 2022 was $14 million (2021 – $17 million) and consisted primarily of amortization expense of client relationship intangible assets, and right-of-use assets and leasehold improvements related to Onex' leased premises.

Other comprehensive earnings

During the three months ended March 31, 2022 and 2021, other comprehensive earnings were $3 million and $2 million, respectively, due to favourable currency translation adjustments associated with the consolidation of Gluskin Sheff's net assets.

SUMMARY OF QUARTERLY INFORMATION

Table 6 summarizes Onex' key consolidated financial information for the last eight quarters.

Consolidated Quarterly Financial Information

TABLE 6 *(Unaudited) ($ millions except per share amounts)*	**2022**	2021[i]				2020[i]		
	March	December	September	June	March	December	September	June
Total segment income	**$ 149**	$ 408	$ 688	$ 361	$ 553	$ 772	$ 592	$ 756
Total segment expenses	**(82)**	(87)	(81)	(75)	(78)	(73)	(70)	(65)
Segment net earnings	**67**	321	607	286	475	699	522	691
Other non-segment items	**97**	(107)	(5)	(112)	(60)	(102)	(21)	(62)
Net earnings	**$ 164**	$ 214	$ 602	$ 174	$ 415	$ 597	$ 501	$ 629
Segment net earnings per share[ii]	**$ 0.76**	$ 3.55	$ 6.60	$ 3.11	$ 5.14	$ 7.64	$ 5.46	$ 7.04
Net earnings per share – basic	**$ 1.90**	$ 2.45	$ 6.77	$ 1.95	$ 4.60	$ 6.62	$ 5.30	$ 6.44
Net earnings per share – diluted	**$ 1.89**	$ 2.45	$ 6.76	$ 1.95	$ 4.59	$ 6.61	$ 5.29	$ 6.43

(i) The quarterly segment results in 2021 and 2020 have been restated to include unrealized performance fees from the Credit strategies, as described on page 19 of this interim MD&A.

(ii) Calculated on a fully diluted basis.

CASH AND NEAR-CASH

At March 31, 2022, Onex' cash and near-cash balance was $1.4 billion (December 31, 2021 – $1.6 billion) and Onex' consolidated cash and cash equivalents balance was $137 million (December 31, 2021 – $547 million). Onex' cash and near-cash consisted of the following:

Cash and Near-Cash[a]

TABLE 7 *(Unaudited) ($ millions)*	**March 31, 2022**	December 31, 2021
Cash and cash equivalents – Investing segment[b]	**$ 51**	$ 357
Cash and cash equivalents within Investment Holding Companies[c]	**454**	228
Treasury investments[d]	**123**	290
Treasury investments within Investment Holding Companies[d]	**297**	310
Management fees and recoverable fund expenses receivable[e]	**340**	308
Subscription financing receivable[f]	**107**	130
Cash and near-cash[a]	**$ 1,372**	$ 1,623

(a) Cash and near-cash is a non-GAAP financial measure calculated using methodologies that are not in accordance with IFRS. The presentation of these measures does not have a standardized meaning prescribed under IFRS and therefore might not be comparable to similar financial measures presented by other companies. Onex management believes that cash and near-cash provides helpful information to investors to assess how the Company is managing its capital.

(b) Excludes cash and cash equivalents allocated to the asset management segment related to accrued incentive compensation ($43 million (December 31, 2021 – $147 million)) and contingent consideration related to the acquisition of Onex Falcon ($43 million (December 31, 2021 – $43 million)).

(c) Includes restricted cash and cash equivalents of $21 million (December 31, 2021 – $21 million) for which the Company can readily remove the external restriction. Excludes cash and cash equivalents reserved for payments under the management incentive programs.

(d) Includes net working capital managed by a third-party investment manager.

(e) Includes management fees and recoverable fund expenses receivable from the Onex Partners and ONCAP Funds that Onex has elected to defer cash receipt from.

(f) Subscription financing receivable from the Onex Capital Solutions Fund attributable to third-party investors.

Table 8 provides a reconciliation of the change in cash and near-cash at Onex from December 31, 2021 to March 31, 2022.

Change in Cash and Near-Cash

TABLE 8 *(Unaudited) ($ millions)*		Amount
Cash and near-cash at December 31, 2021		$ 1,623
Private equity realizations:		
Onex Partners	26	
Other	3	29
Private equity investments:		
Onex Partners		
RES investment	(117)	
Tes Global investment	(98)	
ONCAP		
Merrithew investment	(16)	
Direct investments	(1)	(232)
Net private credit strategies investment activity		34
Onex share repurchases, options exercised and dividends		(51)
Net other, including capital expenditures, operating costs and changes in working capital		(31)
Cash and near-cash at March 31, 2022		$ 1,372

In April 2022, Onex invested $108 million as part of the Onex Partners V Group's investment in Analytic Partners, as described on page 9 of this interim MD&A.

CONSOLIDATED FINANCIAL POSITION

Consolidated assets

Consolidated assets totalled $12.3 billion at March 31, 2022 compared to $12.9 billion at December 31, 2021. The decrease in consolidated assets was primarily driven by a decrease in intercompany loans receivable.

Table 9 presents consolidated assets by reportable segment as at March 31, 2022 and December 31, 2021.

Consolidated Assets by Reportable Segment

	As at March 31, 2022			As at December 31, 2021		
TABLE 9 *(Unaudited) ($ millions)*	**Investing**	**Asset Management**	**Total**	Investing	Asset Management	Total
Cash and cash equivalents	**$ 51**	**$ 86[a]**	**$ 137**	$ 357	$ 190[a]	$ 547
Treasury investments	**123**	**–**	**123**	290	–	290
Management and advisory fees, recoverable fund expenses and other receivables	**340[b]**	**72**	**412**	308[b]	61	369
Corporate investments	**7,684**	**–**	**7,684**	7,239	–	7,239
Unrealized carried interest – Credit	**19**	**–**	**19**	18	–	18
Other assets	**–**	**132**	**132**	–	136	136
Property and equipment	**–**	**140**	**140**	–	148	148
Intangible assets	**–**	**133**	**133**	–	139	139
Goodwill	**–**	**266**	**266**	–	264	264
Total segment assets	**$ 8,217**	**$ 829**	**$ 9,046**	$ 8,212	$ 938	$ 9,150
Net intercompany loans receivable, comprising part of the fair value of Investment Holding Companies			**3,285**			3,755
Unrealized carried interest – Credit			**(19)**			(18)
Total assets			**$ 12,312**			$ 12,887
Investing capital per share (U.S. dollars)[c]	**$ 92.94**			$ 90.75		
Investing capital per share (Canadian dollars)[c]	**$ 116.14**			$ 115.05		

(a) Cash and cash equivalents allocated to the asset management segment relate to accrued employee incentive compensation and contingent consideration related to the acquisition of Falcon Investment Advisors.

(b) Represents management fees and fund expenses receivable from the Onex Partners and ONCAP Funds that Onex has elected to defer cash receipt from.

(c) Calculated on a fully diluted basis.

Corporate investments

The Company's interests in Investment Holding Companies are recorded at fair value through net earnings (loss). The Investment Holding Companies directly or indirectly invest the Company's capital in the Onex Partners Funds, ONCAP Funds, private credit strategies and other investments. The Company's corporate investments include the following amounts:

TABLE 10 *(Unaudited) ($ millions)*	December 31, 2021	Capital Deployed	Realizations and Distributions	Change in Fair Value	March 31, 2022
Onex Partners Funds	$ 4,256	$ 215	$ (26)	$ 6	$ 4,451
ONCAP Funds	534	16	–	81	631
Other private equity	692	1	(3)	(6)	684
Carried interest	269	n/a	–	19	288
Total private equity investments	5,751	232	(29)	100	6,054
Private Credit Strategies	805	97	(131)	(13)	758
Real estate	52	–	(3)	1	50
Other net assets[a]	631	(367)	564	(6)	822
Total corporate investments, excluding intercompany loans	7,239	(38)	401	82	7,684
Intercompany loans receivable from Onex and the Asset Managers	3,755	110	(580)	–	3,285
Intercompany loans payable to Onex and the Asset Managers	(429)	(16)	4	–	(441)
Intercompany loans receivable from Investment Holding Companies	429	16	(4)	–	441
Total corporate investments	$ 10,994	$ 72	$ (179)	$ 82	$ 10,969

(a) Other net assets consist of the assets (primarily cash and near-cash items) and liabilities of the Investment Holding Companies, excluding investments in private equity, private credit strategies, real estate and intercompany loans receivable from and payable to Onex and the Asset Managers. Capital deployed and realizations and distributions of other net assets represent the cash flows of the Investment Holding Companies associated with investments in private equity, private credit strategies, real estate and intercompany loans receivable from and payable to Onex and the Asset Managers.

At March 31, 2022, Onex' corporate investments, which are more fully described in note 4 to the unaudited interim consolidated financial statements, totalled $11.0 billion (December 31, 2021 – $11.0 billion).

During the three months ended March 31, 2022, Onex' investment of capital primarily consisted of the investment made in Onex Partners V and ONCAP IV, as described on page 9 of this interim MD&A, and investments made in private credit strategies, as described on page 11.

During the three months ended March 31, 2022, realizations and distributions to Onex primarily consisted of the private equity and private credit activities described on pages 9 and 11 of this interim MD&A.

During the three months ended March 31, 2022, the change in fair value of Onex' corporate investments totalled an increase of $82 million, primarily driven by changes in fair value of Onex' investments in private equity, which are more fully described on page 21 of this interim MD&A.

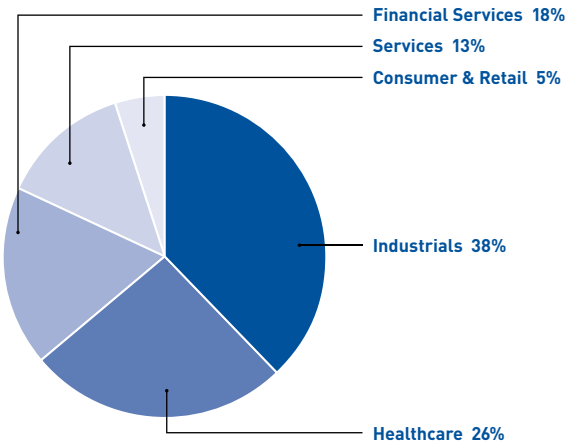
The valuation of public investments held directly by Onex or through the Onex Partners Funds and ONCAP Funds is based on their publicly traded closing prices at March 31, 2022. For certain public investments, a discount was applied to the closing price in relation to restrictions that were in place at March 31, 2022 relating to the securities held by Onex, the Onex Partners Funds or the ONCAP Funds. At March 31, 2022, these discounts resulted in a reduction of $71 million in the fair value of corporate investments (December 31, 2021 – $77 million).

Onex' private equity investments include direct and indirect investments in 40 operating businesses at March 31, 2022, which operate in a variety of industries and countries. Details of these operating businesses' revenues, assets and debt are as follows:

TABLE 11	*(Unaudited) ($ millions)* Three months ended March 31, 2022	Operating Business Revenues[a]
Industrials	$ 2,862	38%
Healthcare	1,933	26%
Financial Services	1,343	18%
Services	979	13%
Consumer & Retail	384	5%
Total	$ 7,501	100%

(a) Includes revenues during the period that Onex controls, jointly controls or has significant influence over the operating businesses.

Operating Business Revenues by Industry Vertical – Three Months Ended March 31, 2022[a]

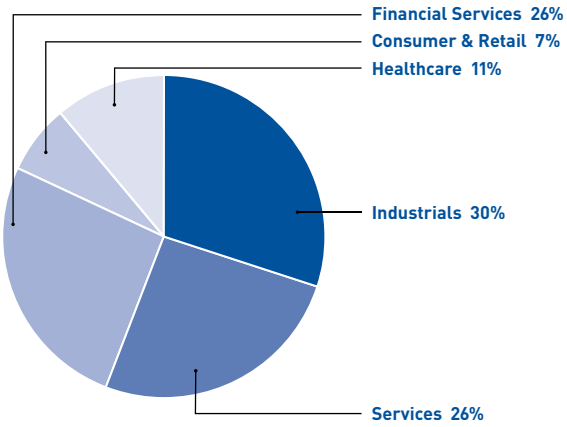


(a) Includes revenues during the period that Onex controls, jointly controls or has significant influence over the operating businesses.

TABLE 12	*(Unaudited) ($ millions)* As at March 31, 2022	Operating Business Assets[a]		Operating Business Debt[a]	
Industrials	$ 14,155	30%	$ 5,118	30%
Services	12,372	26%	4,846	28%
Financial Services	12,120	26%	2,475	15%
Healthcare	5,122	11%	3,021	18%
Consumer & Retail	3,518	7%	1,515	9%
Total	$ 42,287	100%	$ 16,975	100%

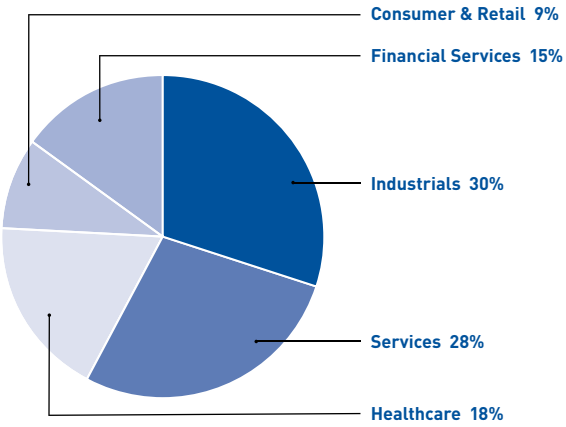
(a) Includes the assets and debt of operating businesses that Onex controls, jointly controls or has significant influence over.

Operating Business Assets by Industry Vertical – March 31, 2022[a]



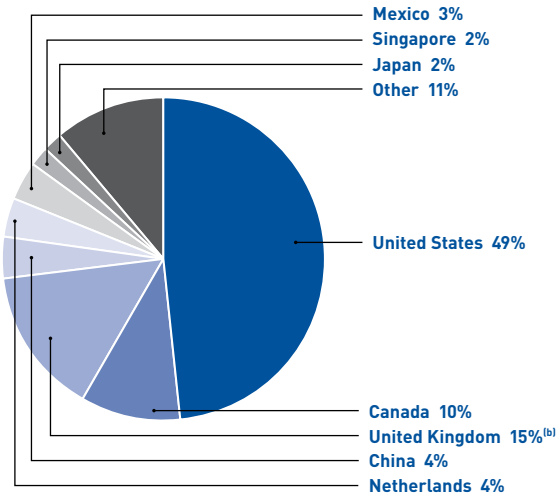
(a) Includes the assets of operating businesses that Onex controls, jointly controls or has significant influence over.

Operating Business Debt by Industry Vertical – March 31, 2022[a]



(a) Includes the debt of operating businesses that Onex controls, jointly controls or has significant influence over.

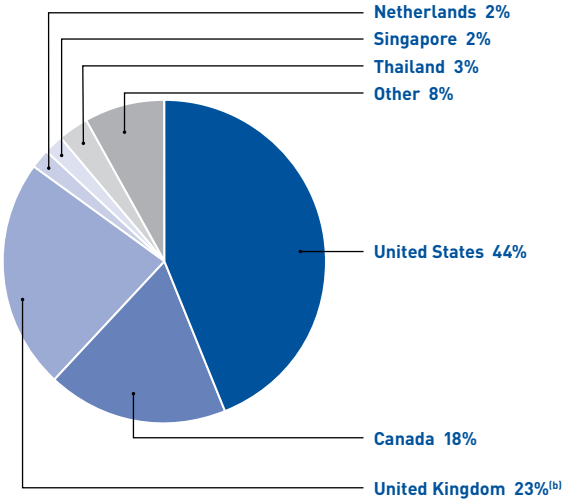
Operating Business Revenues by Country – Year Ended December 31, 2021[a]



(a) Includes revenues of operating businesses that are controlled or jointly controlled by Onex.

(b) Includes revenues recognized in United Kingdom overseas territories.

Operating Business Assets by Country – December 31, 2021[a]



(a) Includes assets of operating businesses that are controlled or jointly controlled by Onex.

(b) Includes assets held in United Kingdom overseas territories.

Intercompany loans payable to Investment Holding Companies

Onex and the Asset Managers have intercompany loans payable to the Investment Holding Companies. The loans are primarily due on demand and non-interest bearing. At March 31, 2022, intercompany loans payable to the Investment Holding Companies totalled $3.3 billion (December 31, 2021 – $3.8 billion) and the corresponding receivable of $3.3 billion (December 31, 2021 – $3.8 billion) was included in the fair value of the Investment Holding Companies within corporate investments. There is no impact on net assets or net earnings (loss) from these intercompany loans.

Equity

Table 13 provides a reconciliation of the change in equity from December 31, 2021 to March 31, 2022.

Change in Equity

TABLE 13 | *(Unaudited) ($ millions)*

Balance – December 31, 2021	$ 8,374
Dividends declared	(7)
Repurchase and cancellation of shares	(39)
Net earnings	164
Currency translation adjustments included in other comprehensive earnings	3
Equity as at March 31, 2022	$ 8,495

Dividend policy

Table 14 presents Onex' dividends paid per share for the twelve months ended March 31 during the past five years.

TABLE 14	*($ per share amounts)*	Dividend Paid per Share
Twelve months ended March 31:		
2018		C$ 0.29
2019		C$ 0.34
2020		C$ 0.39
2021		C$ 0.40
2022		C$ 0.40

Shares outstanding

At March 31, 2022, Onex had 100,000 Multiple Voting Shares outstanding, which have a nominal paid-in value reflected in Onex' unaudited interim consolidated financial statements. Onex also had 86,207,581 SVS issued and outstanding. Note 7 to the unaudited interim consolidated financial statements provides additional information on Onex' share capital. There was no change in the Multiple Voting Shares outstanding during the three months ended March 31, 2022.

Table 15 shows the change in the number of SVS outstanding from December 31, 2021 to April 30, 2022.

TABLE 15	*(Unaudited) ($ millions except per share amounts)*	Number of SVS	Average Price per Share		Total Cost	
			(USD)	(CAD)	(USD)	(CAD)
SVS outstanding at December 31, 2021		86,805,538				
Shares repurchased and cancelled:						
Normal Course Issuer Bids		(1,024,926)	$ 65.70	$ 82.90	$ 67	$ 85
SVS outstanding at April 30, 2022		85,780,612				

Shares repurchased and cancelled

The Normal Course Issuer Bid ("NCIB") enables Onex to repurchase up to 10% of its public float of SVS during the period of the relevant Bid. Onex believes that it is advantageous for Onex and its shareholders to continue to repurchase Onex' SVS from time to time when the SVS are trading at prices that reflect a discount to their value as perceived by Onex, while considering other opportunities to invest Onex' cash.

On April 18, 2022, Onex renewed its NCIB following the expiry of its previous NCIB on April 17, 2022. Under the new NCIB, Onex is permitted to purchase up to 10% of its public float of SVS, or 7,167,381 SVS. Onex may purchase up to 35,172 SVS during any trading day, being 25% of its average daily trading volume for the six months ended March 31, 2022. Onex may also purchase SVS from time to time under the TSX's block purchase exemption, if available, or by way of private agreement pursuant to an issuer bid exemption order, if sought and received, under the new NCIB. The new NCIB commenced on April 18, 2022 and will conclude on the earlier of the date on which purchases under the NCIB have been completed and April 17, 2023. A copy of the Notice of Intention to renew the NCIB filed with the TSX is available at no charge to shareholders by contacting Onex.

Under the previous NCIB that expired on April 17, 2022, Onex repurchased 4,039,408 SVS at a total cost of $286 million (C$360 million) or an average purchase price of $70.80 (C$89.10) per share.

Stock Option Plan

At March 31, 2022, Onex had 12,232,525 options outstanding to acquire SVS, of which 5,821,940 options were vested and exercisable. During the three months ended March 31, 2022, 412,250 options were issued, primarily in connection with services provided during the year ended December 31, 2021, at a weighted average exercise price of C$89.90, 269,900 options were surrendered at a weighted average exercise price of C$55.52 for aggregate cash consideration of $8 million (C$10 million) and 26,195 options expired.

Director Deferred Share Unit Plan

During the three months ended March 31, 2022, 2,087 DSUs were issued to directors having an aggregate value of less than $1 million (less than C$1 million). At March 31, 2022, there were 662,850 Director DSUs outstanding (December 31, 2021 – 659,955). At March 31, 2022, Onex had economically hedged 90% of the outstanding Director DSUs with counterparty financial institutions.

Management Deferred Share Unit Plan

In early 2022, 78,566 DSUs were issued to the Onex management team having an aggregate value, at the date of grant, of $5 million (C$7 million) in lieu of that amount of cash compensation for Onex' 2021 fiscal year. At March 31, 2022, there were 961,475 Management DSUs outstanding (December 31, 2021 – 881,943).

At March 31, 2022, Onex had economically hedged 100% of the outstanding Management DSUs with counterparty financial institutions. Forward agreements with a fair value of $104 million at March 31, 2022, including those associated with Director DSUs, were recorded within other assets in the unaudited interim consolidated balance sheet.

Management of capital

Onex considers the capital it manages to be the amounts it has invested in cash and cash equivalents, near-cash investments, treasury investments managed by a third-party investment manager, investments made in the Onex Partners Funds, ONCAP Funds and private credit strategies, and other investments. Onex also manages capital from other investors in the Onex Partners Funds, ONCAP Funds and Credit strategies. Onex' objectives in managing capital have not changed since December 31, 2021.

At March 31, 2022, Onex had $1.4 billion of cash and near-cash items, as described on page 25 of this interim MD&A.

Onex has a conservative cash management policy driven toward maintaining liquidity and preserving principal in all its treasury investments.

At March 31, 2022, the fair value of treasury investments, including cash yet to be deployed and net working capital managed by a third-party investment manager, was $433 million (December 31, 2021 – $677 million). The decrease in treasury investments was primarily driven by the net sale of treasury investments to fund certain private equity investments made during the quarter. Treasury investments are managed in a mix of short-term and long-term portfolios and consist of commercial paper with original maturities of three months to one year, federal debt instruments, corporate obligations and structured products with maturities of one to five years. Treasury investments have current Standard & Poor's ratings ranging from BBB to AAA. The portfolio concentration limits range from a maximum of 10% for BBB investments to 100% for AAA investments. The investments are managed to maintain an overall weighted average duration of two years or less.

Today, Onex has access to uncalled committed limited partner capital for investments through Onex Partners V ($564 million) and ONCAP IV ($164 million). In addition, Onex has uncalled committed capital of approximately $305 million from other Onex Partners and ONCAP Funds that may be used for possible future funding of existing businesses and funding of partnership expenses.

LIQUIDITY AND CAPITAL RESOURCES

Major cash flow components

This section should be read in conjunction with the unaudited interim consolidated statements of cash flows and the corresponding notes thereto. Table 16 summarizes the major consolidated cash flow components for the three months ended March 31, 2022 and 2021.

Major Cash Flow Components

TABLE 16 *(Unaudited) ($ millions)* Three months ended March 31	2022	2021
Cash provided by (used in) operating activities	$ (242)	$ 54
Cash used in financing activities	$ (339)	$ (508)
Cash provided by investing activities	$ 170	$ 175
Consolidated cash and cash equivalents	$ 137	$ 427

Cash provided by (used in) operating activities

Table 17 provides a breakdown of cash provided by (used in) operating activities by cash generated from operations and changes in non-cash working capital items for the three months ended March 31, 2022 and 2021.

Components of Cash Provided by (Used in) Operating Activities

TABLE 17 *(Unaudited) ($ millions)* Three months ended March 31	2022	2021
Cash generated from operations	$ (91)	$ 175
Changes in working capital items:		
Management and advisory fees, recoverable fund expenses and other receivables	(43)	(27)
Other assets	(7)	(1)
Accounts payable, accrued liabilities and other liabilities	3	(7)
Accrued compensation	(104)	(86)
Decrease in cash and cash equivalents due to changes in working capital items	(151)	(121)
Cash provided by (used in) operating activities	$ (242)	$ 54

Cash generated from operations includes net earnings from operations before interest, adjusted for items not affecting cash and cash equivalents, in addition to cash flows from Onex' investments in and loans made to the Investment Holding Companies. The significant changes in non-cash working capital items for the three months ended March 31, 2022 and 2021 were:

- a $43 million increase in receivables, primarily driven by management fees earned but not yet received from the limited partners of the Onex Partners Funds and an increase in recoverable fund expenses from the Onex Partners Funds and Onex Partners operating companies. These increases were partially offset by the receipt of performance fees from certain Credit strategies. This compares to a $27 million increase during the same period in 2021, primarily driven by management fees earned but not yet received from the limited partners of the Onex Partners and ONCAP Funds, partially offset by the receipt of performance fees from certain Credit strategies; and
- a $104 million decrease in accrued compensation primarily as a result of the payment of 2021 incentive compensation during the first quarter of 2022. This compares to an $86 million decrease during the same period in 2021, primarily as a result of the payment of 2020 incentive compensation during the first quarter of 2021.

Cash used in financing activities

Cash used in financing activities was $339 million for the three months ended March 31, 2022 compared to $508 million for the same period in 2021. Cash used in financing activities for the three months ended March 31, 2022 primarily consisted of $292 million of net loan repayments to the Investment Holding Companies (2021 – $479 million), $36 million of cash used to repurchase Onex stock (2021 – $19 million), as described on page 31 of this interim MD&A, and $7 million of cash dividends paid (2021 – $7 million).

Cash provided by investing activities

Cash provided by investing activities totalled $170 million for the three months ended March 31, 2022 compared to $175 million during the same period in 2021. Cash provided by investing activities during the three months ended March 31, 2022 primarily consisted of the net sale of treasury investments totalling $166 million (2021 – $174 million).

Consolidated cash resources

At March 31, 2022, consolidated cash and cash equivalents decreased to $137 million from $547 million at December 31, 2021. The major components of cash and cash equivalents at March 31, 2022 included $31 million of money market funds (December 31, 2021 – $353 million) and $91 million of cash on hand (December 31, 2021 – $188 million).

At March 31, 2022, Onex had $1.4 billion of cash and near-cash on hand (December 31, 2021 – $1.6 billion), as described on page 25 of this interim MD&A. Onex management reviews the amount of cash and near-cash on hand when assessing the liquidity of the Company.

Commitments

In April 2022, Onex committed an additional $100 million to the Onex Capital Solutions Fund, increasing its total commitment to $200 million. The fund invests primarily in loans, bonds, trade claims and credit default swaps, among other assets.

RELATED-PARTY TRANSACTIONS

Related-party revenues

Onex receives management fees on limited partners' and clients' capital within the Onex private equity funds and private credit strategies, and advisory fees directly from certain operating businesses. Onex also receives performance fees from the private credit strategies and recovers certain deal investigation, research and other expenses from the Onex private equity funds, private credit strategies and the operating businesses of Onex Partners and ONCAP. Onex indirectly controls the Onex private equity funds and private credit strategies, and therefore the management and performance fees earned from these sources represent related-party transactions. Furthermore, Onex indirectly controls, jointly controls or has significant influence over certain operating businesses held by the Onex private equity funds, and as such, advisory fees from these operating businesses represent related-party transactions.

Gluskin Sheff has agreements to manage its pooled fund vehicles, where it generally acts as the trustee, manager, transfer agent and principal distributor. In the case of those pooled fund vehicles that are limited partnerships, Gluskin Sheff or an affiliate of Gluskin Sheff is the General Partner. As such, the Gluskin Sheff pooled fund vehicles are related parties of the Company.

Related-party revenues comprised the following:

TABLE 18	*(Unaudited) ($ millions)* Three months ended March 31, 2022	Management and Advisory Fees	Reimbursement of Expenses	Total
Source of related-party revenues				
Private Equity Funds[a]		$ 28	$ 4	$ 32
Private Credit Strategies		23	4	27
Gluskin Sheff pooled fund vehicles[b]		14	–	14
Total related-party revenues		$ 65	$ 8	$ 73
Third-party revenues from Gluskin Sheff funds		2	–	2
Total revenues		$ 67	$ 8	$ 75

(a) Includes advisory fees and expense reimbursements from the Onex Partners and ONCAP operating businesses.

(b) Revenue associated with the reimbursement of expenses from the Gluskin Sheff pooled fund vehicles is included within other income.

Related-party receivables comprised the following:

TABLE 19 *(Unaudited) ($ millions)* As at March 31, 2022	Management and Advisory Fees Receivable	Recoverable Fund and Operating Expenses Receivable	Performance Fees	Other Receivables	Total
Private Equity Funds	$ 214	$ 126	$ –	$ –	$ 340
Private Credit Strategies	17	15	–	–	32
Gluskin Sheff pooled fund vehicles	4	1	2	–	7
Onex Partners and ONCAP operating businesses	2	19	–	–	21
Total related-party receivables	$ 237	$ 161	$ 2	$ –	$ 400
Third-party receivables	1	–	–	11	12
Total	$ 238	$ 161	$ 2	$ 11	$ 412

Services received from operating companies

During the three months ended March 31, 2022, Onex received services from certain operating companies, the value of which was not significant.

DISCLOSURE CONTROLS AND PROCEDURES AND INTERNAL CONTROLS OVER FINANCIAL REPORTING

The Chief Executive Officer and the Chief Financial Officer have designed, or caused to be designed under their supervision, internal controls over financial reporting to provide reasonable assurance regarding the reliability of financial reporting and the preparation of the unaudited interim consolidated financial statements for external purposes in accordance with IFRS. The Chief Executive Officer and the Chief Financial Officer have also designed, or caused to be designed under their supervision, disclosure controls and procedures to provide reasonable assurance that information required to be disclosed by the Company in its corporate filings has been recorded, processed, summarized and reported within the time periods specified in securities legislation.

A control system, no matter how well conceived and operated, can provide only reasonable, not absolute, assurance that its objectives are met. Due to the inherent limitations in all such systems, no evaluation of controls can provide absolute assurance that all control issues, if any, within a company have been detected. Accordingly, Onex' internal controls over financial reporting and disclosure controls and procedures are effective in providing reasonable, not absolute, assurance that the objectives of Onex' control systems have been met.

GLOSSARY

The following is a list of commonly used terms in Onex' interim MD&A and unaudited interim consolidated financial statements and their corresponding definitions.

Assets under management are the assets that Onex manages on behalf of investors, including Onex' own capital, co-investments and capital invested by the Onex management team, where applicable. Onex' assets under management include:

(i) The fair value of private equity invested assets and uncalled committed capital to the private equity funds, including Onex' own uncalled committed capital in excess of cash and cash equivalents, as applicable;
(ii) The par value of invested assets and cash available for reinvestment of the collateralized loan obligations;
(iii) The fair value of gross invested and uncalled commitments in close-ended Credit Funds; and
(iv) The gross invested assets or net asset value of the open-ended Credit Funds.

Carried interest is an allocation of part of an investor's gains to Onex and its management team after the investor has realized a preferred return.

CLO warehouse is a leveraged portfolio of credit investments that Onex establishes in anticipation of raising a new CLO. The leverage is typically provided by a financial institution that serves as the placement agent for the relevant CLO. The leverage provided by a financial institution may be in the form of a total return swap that transfers the credit and market risk of specified securities. Onex provides capital to establish the CLO warehouses.

Co-investment is a direct investment made by Onex, the Onex management team or other investors alongside a fund.

Collateralized Loan Obligation ("CLO") is a structured investment fund that invests in non-investment grade debt. Interests in these funds are sold in rated and unrated tranches that have rights to the CLO's collateral and payment streams in descending order of priority. The yield to investors in each tranche decreases as the level of priority increases.

Committed capital is the amount contractually committed by limited partners that a fund may call for investments or to pay management fees and other expenses.

Deferred Share Units ("DSUs") are synthetic investments made by directors and the Onex management team, where the gain or loss mirrors the performance of the SVS. DSUs may be issued to directors in lieu of director fees and to senior management in lieu of a portion of their annual short-term incentive compensation.

Direct Lending strategies are managed by Onex Credit and primarily include mezzanine financing, investments in senior secured loans and other loan investments in private equity sponsor-owned portfolio companies and, selectively, other corporate borrowers.

Distributable earnings (loss) is a non-GAAP financial measure which consists of recurring fee-related earnings (loss), net realized gains (losses) from Onex' investments and the receipt of carried interest from Onex' private equity and private credit funds.

Fee-generating assets under management are the assets under management on which the Company receives recurring management fees.

Fee-related earnings (loss) is a non-GAAP financial measure which includes revenues, including unrealized performance fees, and expenses recognized by Onex' asset management segment and excludes realization-driven carried interest.

Fully diluted shares are calculated using the treasury stock method and include all outstanding SVS as well as outstanding stock options where Onex' share price exceeds the exercise price of the stock options.

General partner is a partner that determines most of the actions of a partnership and can legally bind the partnership. The general partners of Onex-sponsored funds are Onex-controlled subsidiaries.

Gross internal rate of return ("Gross IRR") is the annualized percentage return achieved on an investment or fund, taking time into consideration. This measure does not reflect a limited partner's return since it is calculated without deducting carried interest, management fees, taxes and expenses.

Gross multiple of capital ("Gross MOC") is an investment's or fund's total value divided by the capital that has been invested. This measure does not reflect a limited partner's multiple of capital since it is calculated without deducting carried interest, management fees, taxes and expenses.

Hurdle or **preferred return** is the minimum return required from an investment or fund before entitlement to payments under the MIP, carried interest or performance fees.

International Financial Reporting Standards ("IFRS") are a set of standards adopted by Onex to determine accounting policies for the consolidated financial statements that were formulated by the International Accounting Standards Board and allow for comparability and consistency across businesses. As a publicly listed entity in Canada, Onex is required to report under IFRS.

Investing capital represents Onex' investing assets that are invested in private equity, private credit strategies, treasury investments, cash and cash equivalents and near-cash available for investing. Investing capital is determined on the same basis as segmented assets for Onex' investing segment.

Investing capital per share is Onex' investing capital divided by the number of fully diluted shares outstanding.

Leveraged loans refer to the non-investment grade senior secured debt of relatively highly leveraged borrowers. A leveraged loan is often issued by a company in connection with it being acquired by a private equity or corporate investor.

Limited partner is an investor whose liability is generally limited to the extent of their share of the partnership.

Liquid strategies are managed by Onex Credit and primarily hold investments in public equities, public debt and first-lien, senior secured loans.

Management incentive plans include: (i) for all investments completed prior to 2020 and excluding all Onex Partners V investments, the management investment plan ("MIP") which required Onex management team members to invest in each of the operating businesses acquired or invested in by Onex. In addition to this required investment, management was allocated 12% of Onex' realized gain from an operating business investment, subject to certain conditions. In particular, Onex must realize the full return of its investment plus a net 15% internal rate of return from the investment in order for management to be allocated the additional gain on Onex' investment. The MIP also has vesting requirements, certain limitations and voting requirements; (ii) the Onex Partners carried interest program, which allocates 60% of the carried interest realized in the Onex Partners Funds to management of Onex Partners. Management of Onex Partners is also entitled to a carried interest of 12% of the realized net gains from Onex capital in Onex Partners V, subject to an 8% compounded annual preferred return to Onex on amounts contributed to the fund; (iii) the ONCAP carried interest program, which allocates to the management of ONCAP 60% of the carried interest realized in the ONCAP Funds and an equivalent carried interest on Onex' capital in the ONCAP Funds; and (iv) the Onex Falcon carried interest program, which entitles the management of Onex Falcon to 80% of the carried interest realized in Onex Falcon VI and substantially all of the carried interest realized on other existing Onex Falcon Funds up to December 31, 2020. The Credit team is allocated 50% of the carried interest realized on Onex Falcon Funds launched after December 31, 2020.

Multiple Voting Shares of Onex are the controlling class of shares, which entitle Mr. Gerald W. Schwartz to elect 60% of Onex' directors and to 60% of the total shareholder vote on most matters. The shares have no entitlement to distribution on wind-up or dissolution above their nominal paid-in value and do not participate in dividends or earnings.

Near-cash are investment holdings in readily marketable investments that can be converted to cash in an orderly market. In addition, near-cash also includes management fees and recoverable fund expenses receivable from the Onex Partners and ONCAP Funds, and subscription financing receivable from the Onex Capital Solutions Fund attributable to third-party investors.

Net internal rate of return ("Net IRR") is the annualized percentage return earned by the limited partners of a fund, excluding Onex as a limited partner, after the deduction of carried interest, management fees, taxes and expenses, taking time into consideration.

Net multiple of capital ("Net MOC") is the investment distributions and unrealized value, net of carried interest and taxes, to limited partners subject to carried interest and management fees in the funds, excluding Onex as a limited partner, divided by the limited partners' total contributions for investments, fees and expenses.

Normal Course Issuer Bid(s) ("NCIB" or the **"Bids")** is an annual program(s) approved by the Board of Directors that enables Onex to repurchase SVS for cancellation.

ONCAP Group represents Onex, the limited partners of the relevant ONCAP funds, the Onex management team and, where applicable, certain other limited partners as co-investors.

Onex or **the Company** represents Onex Corporation.

ONEX is the share symbol for Onex Corporation on the Toronto Stock Exchange.

Onex Partners Group represents Onex, the limited partners of the relevant Onex Partners Fund, the Onex management team and, where applicable, certain other limited partners as co-investors.

Opportunistic credit strategies are managed by Onex Credit and primarily hold investments in first-lien, senior secured loans, second-lien loans, bonds, trade claims, credit default swaps and other debt investments having similar characteristics.

Performance fees include performance allocations and are generated on high net worth clients and institutional investors' capital managed by Onex Credit, some of which are subject to a hurdle or preferred return to investors.

Private equity platform refers to Onex' investing and asset management activities carried on through the Onex Partners and ONCAP Funds.

Run-rate management fees is a forward-looking calculation representing management fees that would be earned over a twelve-month period based on the annual management fee rates and the basis or method of calculation in place at period end.

Structured credit strategies are managed by Onex Credit and primarily hold investments in collateralized loan obligations.

Subordinate Voting Shares ("SVS") are the non-controlling share capital of Onex. SVS shareholders are entitled to elect 40% of Onex' directors and to 40% of the total shareholder vote on most matters. These shares are the only class of stock that economically participates in Onex Corporation. The SVS trade on the Toronto Stock Exchange.

INTERIM CONSOLIDATED BALANCE SHEETS

(Unaudited) *(in millions of U.S. dollars)*	**As at March 31, 2022**	As at December 31, 2021
Assets		
Cash and cash equivalents	**$ 137**	$ 547
Treasury investments (note 2)	**123**	290
Management and advisory fees, recoverable fund expenses and other receivables (note 3)	**412**	369
Corporate investments (including intercompany loans receivable from Onex and the Asset Managers of $3,285 (December 31, 2021 – $3,755), comprising part of the fair value of Investment Holding Companies) (note 4)	**10,969**	10,994
Other assets (note 6)	**132**	136
Property and equipment	**140**	148
Intangible assets	**133**	139
Goodwill	**266**	264
Total assets	**$ 12,312**	$ 12,887
Intercompany loans payable to Investment Holding Companies (note 5)	**(3,285)**	(3,755)
Total assets net of intercompany loans payable to Investment Holding Companies	**$ 9,027**	$ 9,132
Other liabilities		
Accounts payable and accrued liabilities	**$ 26**	$ 25
Accrued compensation	**43**	147
Stock-based compensation payable (note 6)	**337**	462
Lease liabilities	**67**	71
Contingent consideration and other liabilities	**59**	53
Total other liabilities	**$ 532**	$ 758
Net assets	**$ 8,495**	$ 8,374
Equity		
Share capital (note 7)	**$ 302**	$ 304
Retained earnings and accumulated other comprehensive earnings	**8,193**	8,070
Total equity	**$ 8,495**	$ 8,374

These unaudited interim consolidated financial statements should be read in conjunction with the 2021 audited annual consolidated financial statements.

INTERIM CONSOLIDATED STATEMENTS OF EARNINGS

(Unaudited) *(in millions of U.S. dollars except per share data)*	Three months ended March 31 **2022**	 2021
Income		
Net gain on corporate investments (including an increase in carried interest of $19 (2021 – increase of $96)) (note 4)	**$ 82**	$ 478
Management and advisory fees (note 8)	**67**	71
Reimbursement of expenses from investment funds and operating businesses (note 8)	**8**	7
Interest and net treasury investment income (loss) (note 9)	**(1)**	1
Other income	**2**	–
Total income	**$ 158**	$ 557
Expenses		
Compensation	**$ (66)**	$ (61)
Stock-based compensation recovery (expense) (note 6)	**107**	(43)
Amortization of property, equipment and intangible assets	**(14)**	(17)
Recoverable expenses from investment funds and operating businesses	**(8)**	(7)
Other expenses	**(13)**	(14)
Total recovery (expense)	**$ 6**	$ (142)
Net earnings	**$ 164**	$ 415
Net Earnings per Subordinate Voting Share of Onex Corporation (note 10)		
Basic	**$ 1.90**	$ 4.60
Diluted	**$ 1.89**	$ 4.59

These unaudited interim consolidated financial statements should be read in conjunction with the 2021 audited annual consolidated financial statements.

INTERIM CONSOLIDATED STATEMENTS OF COMPREHENSIVE EARNINGS

(Unaudited) *(in millions of U.S. dollars)*	Three months ended March 31 **2022**	 2021
Net earnings	**$ 164**	$ 415
Other comprehensive earnings, net of tax		
Items that may be reclassified to net earnings (loss):		
Currency translation adjustments	**3**	2
Other comprehensive earnings, net of tax	**$ 3**	$ 2
Total comprehensive earnings	**$ 167**	$ 417

These unaudited interim consolidated financial statements should be read in conjunction with the 2021 audited annual consolidated financial statements.

INTERIM CONSOLIDATED STATEMENTS OF EQUITY

(Unaudited) *(in millions of U.S. dollars except per share data)*	Share Capital (note 7)	Retained Earnings	Accumulated Other Comprehensive Earnings[a]	Total Equity
Balance – December 31, 2020	$ 314	$ 6,915	$ 14	$ 7,243
Dividends declared[b]	–	(7)	–	(7)
Repurchase and cancellation of shares	(1)	(19)	–	(20)
Net earnings	–	415	–	415
Currency translation adjustments included in other comprehensive earnings	–	–	2	2
Balance – March 31, 2021	$ 313	$ 7,304	$ 16	$ 7,633
Balance – December 31, 2021	$ 304	$ 8,055	$ 15	$ 8,374
Dividends declared[b]	**–**	**(7)**	**–**	**(7)**
Repurchase and cancellation of shares (note 7)	**(2)**	**(37)**	**–**	**(39)**
Net earnings	**–**	**164**	**–**	**164**
Currency translation adjustments included in other comprehensive earnings	**–**	**–**	**3**	**3**
Balance – March 31, 2022	**$ 302**	**$ 8,175**	**$ 18**	**$ 8,495**

(a) Accumulated other comprehensive earnings consists solely of currency translation adjustments. Income taxes did not have a significant effect on these adjustments.

(b) Dividends declared per Subordinate Voting Share were C$0.10 for the three months ended March 31, 2022 (2021 – C$0.10). There are no tax effects for Onex on the declaration or payment of dividends.

These unaudited interim consolidated financial statements should be read in conjunction with the 2021 audited annual consolidated financial statements.

INTERIM CONSOLIDATED STATEMENTS OF CASH FLOWS

(Unaudited) *(in millions of U.S. dollars)*	Three months ended March 31 **2022**	 2021
Operating Activities		
Net earnings	**$ 164**	$ 415
Adjustments to net earnings:		
Interest and net treasury investment loss (income)	**1**	(1)
Interest expense	**1**	1
Earnings before interest	**166**	415
Stock-based compensation paid	**(8)**	(1)
Investments made in and loans made to Investment Holding Companies	**(71)**	(31)
Distributions and loan repayments received from Investment Holding Companies and sale of private equity investment	**1**	210
Items not affecting cash and cash equivalents:		
Amortization of property and equipment, and intangible assets	**14**	17
Net gain on corporate investments (note 4)	**(82)**	(478)
Stock-based compensation expense (recovery) (note 6)	**(107)**	43
Foreign exchange loss (gain)	**(1)**	1
Other	**(3)**	(1)
	(91)	175
Changes in working capital items:		
Management and advisory fees, recoverable fund expenses and other receivables	**(43)**	(27)
Other assets	**(7)**	(1)
Accounts payable, accrued liabilities and other liabilities	**3**	(7)
Accrued compensation	**(104)**	(86)
Decrease in cash and cash equivalents due to changes in working capital items	**(151)**	(121)
Cash provided by (used in) operating activities	**$ (242)**	$ 54
Financing Activities		
Cash dividends paid	**$ (7)**	$ (7)
Principal elements of lease payments	**(3)**	(3)
Cash interest paid	**(1)**	–
Repurchase of share capital of Onex Corporation	**(36)**	(19)
Issuance of loans from Investment Holding Companies	**110**	23
Repayment of loans to Investment Holding Companies	**(402)**	(502)
Cash used in financing activities	**$ (339)**	$ (508)
Investing Activities		
Net sale of treasury investments	**$ 166**	$ 174
Sale of property and equipment	**4**	–
Cash interest received	**–**	1
Cash provided by investing activities	**$ 170**	$ 175
Decrease in Cash and Cash Equivalents	**$ (411)**	$ (279)
Increase in cash due to changes in foreign exchange rates	**1**	–
Cash and cash equivalents, beginning of the period	**547**	706
Cash and Cash Equivalents	**$ 137**	$ 427

These unaudited interim consolidated financial statements should be read in conjunction with the 2021 audited annual consolidated financial statements.

NOTES TO INTERIM CONSOLIDATED FINANCIAL STATEMENTS

(Unaudited) (in millions of U.S. dollars except per share data)

Onex Corporation, along with its wholly-owned subsidiaries, manages and invests capital in its private equity funds, private credit strategies and public strategies on behalf of shareholders, institutional investors and high net worth clients from around the world.

Onex invests in its two private equity platforms: Onex Partners for middle-market and larger transactions and ONCAP for middle-market and smaller transactions. Onex is currently investing through Onex Partners V, a $7,150 fund raised in November 2017, and ONCAP IV, a $1,107 fund raised in November 2016.

Onex also invests in private credit strategies, which primarily consist of non-investment grade debt in collateralized loan obligations, and structured, opportunistic and direct lending strategies.

Throughout these statements, the terms "Onex" and the "Company" refer to Onex Corporation, the ultimate parent company.

Onex is a Canadian corporation domiciled in Canada and listed on the Toronto Stock Exchange under the symbol ONEX. Onex' shares are traded in Canadian dollars. The registered address for Onex is 161 Bay Street, Toronto, Ontario. Mr. Gerald W. Schwartz controls Onex through his ownership of all of the outstanding Multiple Voting Shares of the corporation. Mr. Schwartz also indirectly held 12% of the outstanding Subordinate Voting Shares of Onex at March 31, 2022.

All amounts included in the notes to the unaudited interim consolidated financial statements are in millions of U.S. dollars unless otherwise noted.

The unaudited interim consolidated financial statements were authorized for issue by the Board of Directors on May 12, 2022.

1. BASIS OF PREPARATION AND SIGNIFICANT ACCOUNTING POLICIES

STATEMENT OF COMPLIANCE

The unaudited interim consolidated financial statements have been prepared in accordance with International Accounting Standard ("IAS") 34, *Interim Financial Reporting*, using accounting policies consistent with International Financial Reporting Standards ("IFRS") and its interpretations adopted by the International Accounting Standards Board ("IASB"). Accordingly, certain information and note disclosures normally included in annual financial statements prepared in accordance with IFRS have been omitted or condensed. These unaudited interim consolidated financial statements were prepared on a going concern basis.

The U.S. dollar is Onex' functional currency and the financial statements have been reported on a U.S. dollar basis.

BASIS OF PRESENTATION

Throughout the notes to the unaudited interim consolidated financial statements, **investments** and **investing activity** of Onex' capital primarily relate to its private equity funds, private credit strategies and certain investments held outside the private equity funds and private credit strategies. These investments are held directly or indirectly through wholly-owned subsidiaries of Onex, which are referred to as **Investment Holding Companies**. While there are a number of Investment Holding Companies, substantially all of these companies consist of direct or indirect subsidiaries of Onex Private Equity Holdings LLC, Onex CLO Holdings LLC or Onex Credit Holdings LLC. These three companies, which are referred to as the **Primary Investment Holding Companies**, are the holding companies for the majority of Onex' investments, excluding intercompany loans receivable from Onex and the Asset Managers, as defined below. The Primary Investment Holding Companies were formed in the United States.

Asset management refers to the activity of managing capital in Onex' private equity funds, private credit strategies and liquid strategies. This activity is conducted through wholly-owned subsidiaries of Onex, which are the managers of the Onex Partners Funds, ONCAP Funds and Credit strategies. These subsidiaries are referred to as Onex' **Asset Managers** and are consolidated by Onex. The **Credit** platform includes a broad spectrum of private credit, public debt and public equity strategies that are managed by the Onex Credit team.

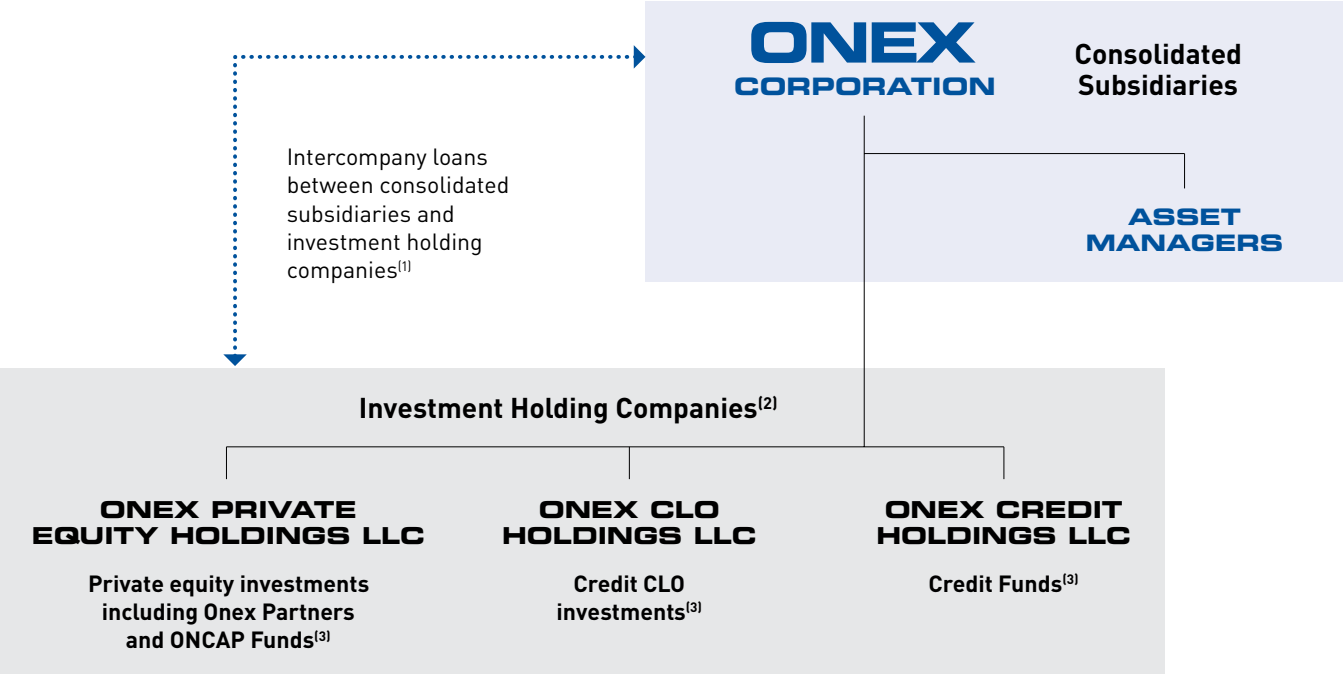
References to an **Onex Partners Group** represent Onex, the limited partners of the relevant Onex Partners Fund, the Onex management team and, where applicable, certain other limited partners as co-investors. References to an **ONCAP Group** represent Onex, the limited partners of the relevant ONCAP Fund, the Onex management team and, where applicable, certain other limited partners as co-investors.

Onex meets the definition of an investment entity, as defined by IFRS 10, *Consolidated financial statements* ("IFRS 10"). As a result, Onex' investments in its subsidiaries that do not provide investment-related services are accounted for as corporate investments at fair value through net earnings (loss).

The Company has also performed an assessment to determine which of its subsidiaries are investment entities, as defined under IFRS 10. When performing this assessment, the Company considered the subsidiaries' current business purpose along with the business purpose of the subsidiaries' direct and indirect investments. The Company has concluded that the Primary Investment Holding Companies meet the definition of an investment entity.

Throughout these unaudited interim consolidated financial statements, wholly-owned subsidiaries of Onex that are recognized at fair value are referred to as Investment Holding Companies. Investment Holding Companies include subsidiaries determined to be investment entities under IFRS 10, and all other subsidiaries that do not provide investment-related services and are not investment entities.

The simplified diagram below illustrates the types of subsidiaries included within Onex' corporate structure and the basis on which they are accounted for.



(1) Onex Corporation and the consolidated asset management subsidiaries enter into intercompany loans that, in aggregate, have no net effect on Onex' financial position. Intercompany loans payable by Onex and the consolidated subsidiaries to the Investment Holding Companies are recognized as liabilities in the unaudited interim consolidated balance sheets, with the corresponding loans receivable classified as assets within corporate investments in the unaudited interim consolidated balance sheets.

(2) Onex' investments in the Investment Holding Companies are recorded as corporate investments at fair value through net earnings (loss).

(3) Onex' investments in private equity and Credit strategies are typically held directly or indirectly through wholly-owned investment holding companies, which are subsidiaries of the Primary Investment Holding Companies identified above.

SIGNIFICANT ACCOUNTING POLICIES

The disclosures contained in these unaudited interim consolidated financial statements do not include all the requirements of IFRS for annual financial statements. The unaudited interim consolidated financial statements should be read in conjunction with the audited annual consolidated financial statements for the year ended December 31, 2021.

The unaudited interim consolidated financial statements are based on accounting policies, as described in note 1 to the 2021 audited annual consolidated financial statements. Several amendments and interpretations of IFRS apply for the first time in 2022; however, these items do not have a material impact on the unaudited interim consolidated financial statements of the Company.

2. TREASURY INVESTMENTS

Treasury investments comprised the following:

	March 31, 2022	December 31, 2021
Commercial paper and corporate obligations	$ 110	$ 243
Asset-backed securities	13	19
Federal debt instruments	–	20
Other	–	8
Total treasury investments	$ 123	$ 290

3. MANAGEMENT AND ADVISORY FEES, RECOVERABLE FUND EXPENSES AND OTHER RECEIVABLES

The Company's receivables comprised the following:

	March 31, 2022	December 31, 2021
Management and advisory fees	$ 238	$ 208
Recoverable fund and operating businesses' expenses	161	138
Performance fees	2	13
Other	11	10
Total	$ 412	$ 369

Management and advisory fees receivable, and recoverable fund and operating businesses' expenses receivable, primarily consisted of management fees and recoverable expenses receivable of $340 (December 31, 2021 – $308) from the Onex private equity funds. Onex has elected to defer cash receipt of management fees and recoverable expenses from certain funds until the later stages of each fund's life. At March 31, 2022 and December 31, 2021, the receivables for management and advisory fees, and recoverable fund and operating businesses' expenses receivable, primarily related to receivables due from Onex Partners IV and Onex Partners V.

4. CORPORATE INVESTMENTS

The Company's interests in its Investment Holding Companies are recorded at fair value through net earnings (loss). The Investment Holding Companies directly or indirectly invest the Company's capital in the Onex Partners Funds, ONCAP Funds, private credit strategies and other investments. The Company's corporate investments comprised the following:

	December 31, 2021	Capital Deployed	Realizations and Distributions	Change in Fair Value	March 31, 2022
Onex Partners Funds	$ 4,256	$ 215	$ (26)	$ 6	$ 4,451
ONCAP Funds	534	16	–	81	631
Other private equity	692	1	(3)	(6)	684
Carried interest	269	n/a	–	19	288
Total private equity investments[a]	5,751	232	(29)	100	6,054
Private Credit Strategies[b]	805	97	(131)	(13)	758
Real estate[c]	52	–	(3)	1	50
Other net assets[d]	631	(367)	564	(6)	822
Total corporate investments, excluding intercompany loans	7,239	(38)	401	82	7,684
Intercompany loans receivable from Onex and the Asset Managers[e]	3,755	110	(580)	–	3,285
Intercompany loans payable to Onex and the Asset Managers[f]	(429)	(16)	4	–	(441)
Intercompany loans receivable from Investment Holding Companies[f]	429	16	(4)	–	441
Total corporate investments	$ 10,994	$ 72	$ (179)	$ 82	$ 10,969

a) Private equity investments

The Company's private equity investments comprised the following:

	December 31, 2021	Capital Deployed	Realizations and Distributions	Change in Fair Value	March 31, 2022
Onex Partners Funds					
Onex Partners I	$ 1	$ –	$ –	$ –	$ 1
Onex Partners II	11	–	–	(7)	4
Onex Partners III	293	–	(3)	6	296
Onex Partners IV	2,014	–	–	(85)	1,929
Onex Partners V	2,130	215	(22)	93	2,416
Management incentive programs	(193)	n/a	(1)	(1)	(195)
Total investment in Onex Partners Funds[i]	4,256	215	(26)	6	4,451
ONCAP Funds					
ONCAP II	103	–	–	3	106
ONCAP III	84	–	–	5	89
ONCAP IV	400	16	–	90	506
Management incentive programs	(53)	n/a	–	(17)	(70)
Total investment in ONCAP Funds[ii]	534	16	–	81	631
Other private equity investments[iii]	692	1	(3)	(6)	684
Carried interest[iv]	269	n/a	–	19	288
Total private equity investments	$ 5,751	$ 232	$ (29)	$ 100	$ 6,054

i) Onex Partners Funds

At March 31, 2022, the Onex Partners Funds had investments in 23 operating businesses in various industry sectors and countries. Onex' investments in the Onex Partners Funds include co-investments, where applicable.

In February 2022, Onex invested $98 as part of the Onex Partners V Group's investment in Tes Global ("Tes"), an international provider of comprehensive software solutions for the education sector.

In March 2022, Onex invested $117 as part of the Onex Partners V Group's investment in Resource Environmental Solutions, LLC ("RES"), an ecological restoration company that supports the public and private sectors with solutions for environmental mitigation, stormwater, water quality, and climate and flooding resilience.

ii) ONCAP Funds

At March 31, 2022, the ONCAP Funds had investments in 15 operating businesses. Onex' investments in the ONCAP Funds include co-investments, where applicable.

In February 2022, Onex invested $16 as part of the ONCAP IV Group's investment in Merrithew Corporation ("Merrithew"), a developer, manufacturer and retailer of Pilates equipment, accessories, content and education.

iii) Other private equity investments

Other private equity investments primarily consist of Onex' investments in Celestica and Ryan Specialty Group ("RSG"). During the three months ended March 31, 2022, there were no significant transactions related to Onex' other private equity investments.

iv) Carried interest

Unrealized carried interest is calculated based on the current fair values of the Funds and the overall realized and unrealized gains in each Fund in accordance with its limited partnership agreements. The increase in unrealized carried interest during the three months ended March 31, 2022 was primarily due to net increases in the fair value of the underlying investments in Onex Partners V and ONCAP IV.

b) Private Credit Strategies

The Company's investment in private credit strategies comprised the following:

	December 31, 2021	Capital Deployed	Realizations and Distributions	Change in Fair Value	March 31, 2022
Structured Credit Strategies					
U.S. CLOs	$ 313	$ 3	$ (17)	$ (13)	$ 286
EURO CLOs	101	23	(23)	(7)	94
CLO warehouses	27	26	(46)	4	11
Other structured strategies	41	11	(6)	–	46
Opportunistic Credit Strategies	103	20	(16)	1	108
Liquid Strategies[i]	101	–	–	(1)	100
Direct Lending	119	14	(23)	3	113
Total investment in Private Credit Strategies	$ 805	$ 97	$ (131)	$ (13)	$ 758

(i) Liquid strategies include investments in first-lien senior secured loans.

During the three months ended March 31, 2022, Onex invested net capital of $5 in CLOs and received distributions of $19.

During the three months ended March 31, 2022, the decline in Onex' investments in CLO warehouses was primarily driven by the return of investments previously made in its fifth European CLO ("EURO CLO-5"), partially offset by investments made to support the warehouse facilities for its twenty-fourth CLO denominated in U.S. dollars ("CLO-24").

c) Real estate

Onex' investment in real estate is comprised of an investment in Flushing Town Center, a commercial and residential complex located in Flushing, New York. During the three months ended March 31, 2022, there were no significant transactions related to Onex' investment in real estate.

d) Other net assets

Other net assets consisted of assets and liabilities of the Investment Holding Companies, excluding investments in private equity, private credit strategies, real estate and intercompany loans receivable from and payable to Onex and the Asset Managers. Other net assets comprised the following:

	March 31, 2022	December 31, 2021
Cash and cash equivalents	$ 433	$ 246
Treasury investments	297	310
Restricted cash	21	21
Other net assets[i]	71	54
Total other net assets	$ 822	$ 631

(i) Included in other net assets at March 31, 2022 was $107 (December 31, 2021 – $130) of subscription financing receivable, including interest receivable, from the Onex Capital Solutions Fund attributable to third-party investors.

Treasury investments held by the Investment Holding Companies comprised the following:

	March 31, 2022	December 31, 2021
Federal debt instruments	$ 145	$ 172
Commercial paper and corporate obligations	130	109
Asset-backed securities	19	18
Other	3	11
Total treasury investments	$ 297	$ 310

e) Intercompany loans receivable from Onex and the Asset Managers

The Investment Holding Companies have advanced intercompany loans to Onex and the Asset Managers. At March 31, 2022, the intercompany loans receivable from Onex and the Asset Managers of $3,285 (December 31, 2021 – $3,755) formed part of Onex' net investment in the Investment Holding Companies, which is recorded at fair value through net earnings (loss). These intercompany loans receivable are the same loans presented as intercompany loans payable to the Investment Holding Companies in the unaudited interim consolidated balance sheets, which totalled $3,285 at March 31, 2022 (December 31, 2021 – $3,755) and are described in note 5. There is no impact on net assets or net earnings (loss) from these intercompany loans.

f) Intercompany loans payable to Onex and the Asset Managers and intercompany loans receivable from Investment Holding Companies

At March 31, 2022, Onex and the Asset Managers had advanced intercompany loans to the Investment Holding Companies totalling $441 (December 31, 2021 – $429). The corresponding intercompany loans payable to Onex and the Asset Managers, which totalled $441 at March 31, 2022 (December 31, 2021 – $429), formed part of Onex' net investment in the Investment Holding Companies, which is recorded at fair value through net earnings (loss). There is no impact on net assets or net earnings (loss) from these intercompany loans.

5. INTERCOMPANY LOANS PAYABLE TO INVESTMENT HOLDING COMPANIES

Onex and the Asset Managers have intercompany loans payable to the Investment Holding Companies. The loans are primarily due on demand and non-interest bearing. At March 31, 2022, intercompany loans payable to the Investment Holding Companies totalled $3,285 (December 31, 2021 – $3,755) and the corresponding receivable of $3,285 (December 31, 2021 – $3,755) was included in the fair value of the Investment Holding Companies within corporate investments (note 4). There is no impact on net assets or net earnings (loss) from these intercompany loans.

6. STOCK-BASED COMPENSATION PAYABLE

Stock-based compensation payable comprised the following:

	March 31, 2022	December 31, 2021
Stock Option Plan	**$ 224**	$ 338
Management DSU Plan	**65**	69
Director DSU Plan	**44**	51
Other	**4**	4
Total stock-based compensation payable	**$ 337**	$ 462

Included in other assets at March 31, 2022 was $104 (December 31, 2021 – $116) related to forward agreements to economically hedge the Company's exposure to changes in the trading price of Onex shares associated with the Management and Director DSU plans.

The decrease in stock-based compensation payable at March 31, 2022 was primarily driven by a 16% decrease in the market value of Onex' SVS to C$83.78 at March 31, 2022 from C$99.28 at December 31, 2021.

7. SHARE CAPITAL

a) At March 31, 2022, the issued and outstanding share capital consisted of 100,000 Multiple Voting Shares (December 31, 2021 – 100,000) and 86,207,581 SVS (December 31, 2021 – 86,805,538). The Multiple Voting Shares have a nominal paid-in value in these unaudited interim consolidated financial statements.

There were no issued and outstanding Senior and Junior Preferred shares at March 31, 2022 or December 31, 2021.

b) Onex renewed its Normal Course Issuer Bid in April 2022 for one year, permitting the Company to purchase on the Toronto Stock Exchange up to 10% of the public float of its SVS. The 10% limit represents approximately 7.2 million shares.

During the three months ended March 31, 2022, the Company repurchased and cancelled 597,957 of its SVS for a total cost of $39 (C$50) or an average cost per share of $66.05 (C$83.61). The excess of the purchase cost of these shares over the average paid-in amount was $37 (C$48), which was charged to retained earnings.

c) During the three months ended March 31, 2022, 412,250 options were issued primarily in connection with services provided during the year ended December 31, 2021 at a weighted average exercise price of C$89.90, 269,900 options were surrendered for total cash consideration of $8 (C$10), and 26,195 options expired. The cash consideration for options surrendered represents the difference between the market value of the SVS at the time of surrender and the exercise price, both as determined under Onex' Stock Option plan, as described in note 15(e) to the 2021 audited annual consolidated financial statements.

d) The directors have chosen to receive their directors' fees in DSUs in lieu of cash. At March 31, 2022, 662,850 Director DSUs were outstanding (December 31, 2021 – 659,955).

Certain members of the Onex management team have chosen in prior years to apply a portion of their annual compensation earned to acquire DSUs based on the market value of Onex shares at the time. In early 2022, 78,566 DSUs were issued to certain members of the Onex management team in lieu of a portion of cash compensation for the prior fiscal year. At March 31, 2022, 961,475 Management DSUs were outstanding (December 31, 2021 – 881,943).

The Company has entered into forward agreements with counterparty financial institutions to hedge the Company's exposure to changes in the market value of Onex' SVS associated with 90% of the outstanding Director DSUs and all of the outstanding Management DSUs, as described in note 1 to the 2021 audited annual consolidated financial statements. The forward agreements, which have a fair value of $104 at March 31, 2022, are included within other assets.

8. REVENUES

The Company generates revenues from the provision of asset management and advisory services, which were recognized over time from the following sources:

	Management and Advisory Fees		Reimbursement of Expenses	
	Three Months Ended March 31, 2022	Three Months Ended March 31, 2021	**Three Months Ended March 31, 2022**	Three Months Ended March 31, 2021
Source of revenues				
Credit	**$ 39**	$ 38	**$ 4**	$ 3
Private Equity[i]	**28**	33	**4**	4
Total	**$ 67**	$ 71	**$ 8**	$ 7

(i) Includes advisory fees and expense reimbursements from the Onex Partners and ONCAP operating businesses.

Management and advisory fees, and the reimbursement of expenses from investment funds and operating businesses, are recognized over time.

9. INTEREST AND NET TREASURY INVESTMENT INCOME (LOSS)

Interest and net treasury investment income (loss) recognized by the Company consisted of income (losses) earned from certain investments recognized at fair value through net earnings (loss).

10. NET EARNINGS PER SUBORDINATE VOTING SHARE

The weighted average number of SVS for the purpose of the net earnings per share calculations was as follows:

Three months ended March 31	**2022**	2021
Weighted average number of shares outstanding *(in millions)*:		
Basic	**87**	90
Diluted	**87**	90

11. FINANCIAL INSTRUMENTS

Financial assets held by the Company, presented by financial statement line item, were as follows:

	Fair Value through Net Earnings (Loss)			
	Recognized	Designated	Amortized Cost[i]	Total
March 31, 2022				
Assets as per balance sheet				
Cash and cash equivalents	$ 137	$ –	$ –	$ 137
Treasury investments	123	–	–	123
Management and advisory fees, recoverable fund expenses and other receivables	–	–	406	406
Corporate investments	10,528	441	–	10,969
Other assets	116	–	–	116
Total	$ 10,904	$ 441	$ 406	$ 11,751

(i) The carrying value of financial assets at amortized cost approximates their fair value.

	Fair Value through Net Earnings (Loss)			
	Recognized	Designated	Amortized Cost[i]	Total
December 31, 2021				
Assets as per balance sheet				
Cash and cash equivalents	$ 547	$ –	$ –	$ 547
Treasury investments	290	–	–	290
Management and advisory fees, recoverable fund expenses and other receivables	–	–	364	364
Corporate investments	10,565	429	–	10,994
Other assets	130	–	–	130
Total	$ 11,532	$ 429	$ 364	$ 12,325

(i) The carrying value of financial assets at amortized cost approximates their fair value.

Financial liabilities held by the Company, presented by financial statement line item, were as follows:

	Fair Value through Net Earnings (Loss)			
	Recognized	Designated	Amortized Cost	Total
March 31, 2022				
Liabilities as per balance sheet				
Intercompany loans payable to				
Investment Holding Companies	$ –	$ 3,285	$ –	$ 3,285
Accounts payable and accrued liabilities	–	–	24	24
Lease liabilities	–	–	67	67
Contingent consideration and other liabilities	43	–	5	48
Total	$ 43	$ 3,285	$ 96	$ 3,424

	Fair Value through Net Earnings (Loss)			
	Recognized	Designated	Amortized Cost	Total
December 31, 2021				
Liabilities as per balance sheet				
Intercompany loans payable to				
Investment Holding Companies	$ –	$ 3,755	$ –	$ 3,755
Accounts payable and accrued liabilities	–	–	22	22
Lease liabilities	–	–	71	71
Contingent consideration and other liabilities	43	–	5	48
Total	$ 43	$ 3,755	$ 98	$ 3,896

At March 31, 2022, intercompany loans payable to Investment Holding Companies that are recorded at fair value through net earnings (loss) had contractual amounts due on maturity of $3,285 (December 31, 2021 – $3,755).

12. FAIR VALUE MEASUREMENTS

Fair values of financial instruments

The estimated fair values of financial instruments as at March 31, 2022 and December 31, 2021 are based on relevant market prices and information available at those dates. The carrying values of receivables, accounts payable, accrued liabilities, lease liabilities and other liabilities approximate the fair values of these financial instruments.

Financial instruments measured at fair value are allocated within the fair value hierarchy based on the lowest level of input that is significant to the fair value measurement. Transfers between the three levels of the fair value hierarchy are recognized on the date of the event or change in circumstances that caused the transfer. There were no significant transfers between the three levels of the fair value hierarchy during the three months ended March 31, 2022. The three levels of the fair value hierarchy are as follows:

- Quoted prices in active markets for identical assets ("Level 1");
- Significant other observable inputs ("Level 2"); and
- Significant other unobservable inputs ("Level 3").

The allocation of financial assets in the fair value hierarchy, excluding cash and cash equivalents, at March 31, 2022 was as follows:

As at March 31, 2022	Level 1	Level 2	Level 3	Total
Financial assets at fair value through net earnings (loss)				
Investments in equities	$ –	$ –	$ 10,528	$ 10,528
Investments in debt	–	123	–	123
Intercompany loans receivable from Investment Holding Companies	–	441	–	441
Restricted cash and other	9	107	–	116
Total financial assets at fair value through net earnings (loss)	$ 9	$ 671	$ 10,528	$ 11,208

The allocation of financial assets in the fair value hierarchy, excluding cash and cash equivalents, at December 31, 2021 was as follows:

As at December 31, 2021	Level 1	Level 2	Level 3	Total
Financial assets at fair value through net earnings (loss)				
Investments in equities	$ –	$ –	$ 10,565	$ 10,565
Investments in debt	–	290	–	290
Intercompany loans receivable from Investment Holding Companies	–	429	–	429
Restricted cash and other	11	119	–	130
Total financial assets at fair value through net earnings (loss)	$ 11	$ 838	$ 10,565	$ 11,414

Financial liabilities measured at fair value at March 31, 2022 consisted of intercompany loans payable to Investment Holding Companies totalling $3,285 (December 31, 2021 – $3,755), which are a Level 2 measurement in the fair value hierarchy, and contingent consideration of $43 (December 31, 2021 – $43), which is a Level 3 measurement in the fair value hierarchy.

Details of financial assets and liabilities measured at fair value with significant unobservable inputs (Level 3) were as follows:

	Financial Assets at Fair Value through Net Earnings (Loss)	Financial Liabilities at Fair Value through Net Earnings (Loss)
Balance – December 31, 2020	$ 9,544	$ 33
Change in fair value recognized in net earnings (loss)	1,698	10
Net cash flows related to intercompany loans and distributions	(677)	–
Balance – December 31, 2021	$ 10,565	$ 43
Change in fair value recognized in net earnings (loss)	**82**	**–**
Net cash flows related to intercompany loans and distributions	**(119)**	**–**
Balance – March 31, 2022	**$ 10,528**	**$ 43**
Unrealized change in fair value of assets and liabilities held at the end of the reporting period	**$ 82**	**$ –**

Financial assets measured at fair value with significant unobservable inputs (Level 3) were recognized in the unaudited interim consolidated statements of earnings in the net gain (loss) on corporate investments line item.

The valuation of financial assets and liabilities measured at fair value with significant unobservable inputs (Level 3) is determined quarterly utilizing company-specific considerations and available market data of comparable public companies. The fair value measurements for corporate investments were primarily driven by the underlying net asset values of Onex' investments in the Onex Partners Funds, ONCAP Funds and private credit strategies. The valuation of underlying non-public investments requires significant judgement due to the absence of quoted market values, inherent lack of liquidity, the heightened market uncertainty as a result of COVID-19 and the long-term nature of such investments. A change to reasonably possible alternative estimates and assumptions used in the valuation of non-public investments in the Onex Partners Funds and ONCAP Funds, and investments held in private credit strategies, may have a significant impact on the fair values calculated for these financial assets.

The Company utilized the adjusted net asset method to derive the fair values of its investments in its Investment Holding Companies by reference to the underlying fair value of the Investment Holding Companies' assets and liabilities, along with assessing any required discount or premium to be applied to the net asset values. The discount or premium applied to the net asset values of the Investment Holding Companies was a significant unobservable input. The Company determined that the adjusted net asset method was the appropriate valuation technique to be used, considering the value of the Investment Holding Companies is primarily derived from the assets they hold, which primarily consist of investments in private equity, investments in private credit strategies, treasury investments and intercompany loans receivable from Onex and the Asset Managers. The Company has determined that no discount or premium was required for the net asset values of its Investment Holding Companies at March 31, 2022 and December 31, 2021. If a discount of 1% or a premium of 1% were applied to all of the net asset values of the Investment Holding Companies, with all other variables remaining constant, the total fair value of the Company's corporate investments at March 31, 2022 would decrease or increase by $105, respectively.

Private equity investments

The valuation of investments in the Onex Partners and ONCAP Funds is reviewed and approved by the General Partner of the respective Fund each quarter.

The valuation of public investments held directly by Onex or through the Onex Partners Funds and ONCAP Funds is based on their publicly traded closing prices at March 31, 2022 and December 31, 2021. For certain public investments, a discount was applied to the closing price in relation to restrictions that were in place relating to the securities held by Onex, the Onex Partners Funds or the ONCAP Funds. At March 31, 2022, these discounts resulted in a reduction of $71 in the fair value of corporate investments (December 31, 2021 – $77).

Valuation methodologies for the underlying private equity investments may include observations of the trading multiples of public companies considered comparable to the private companies being valued and discounted cash flows. The following table presents the significant unobservable inputs used to value the private equity funds' underlying private securities that impact the valuation of corporate investments.

Investment Platform	Valuation Technique	Significant Unobservable Inputs	Inputs at March 31, 2022	Inputs at December 31, 2021
Onex Partners Funds	Comparable company valuation multiple	Adjusted EBITDA multiples	6.9x – 16.0x	7.0x – 16.0x
Onex Partners Funds	Discounted cash flow	Weighted average costs of capital	13.7% – 18.1%	13.7% – 18.0%
		Exit multiples	4.0x – 17.0x	4.0x – 17.0x
ONCAP Funds	Comparable company valuation multiple	Adjusted EBITDA multiples	7.4x – 10.0x	7.4x – 9.5x
ONCAP Funds	Discounted cash flow	Weighted average costs of capital	12.0% – 20.0%	10.7% – 22.4%
		Exit multiples	7.0x – 12.0x	7.0x – 11.0x

In addition, at March 31, 2022, the Onex Partners Funds had one investment that was valued using a market approach, one investment that was valued based on a multiple of book value, one investment that was valued using a convertible bond model and three investments that were valued at cost as this approximated fair value. At December 31, 2021, the Onex Partners Funds had one investment that was valued using a market approach, one investment that was valued based on a multiple of book value, one investment that was valued using a convertible bond model and three investments that were valued at cost as this approximated fair value.

The impact on the fair value of corporate investments as at March 31, 2022 from changes in the significant unobservable inputs used to value the private equity funds' underlying private securities included the following:

Investment Platform	Valuation Technique	Significant Unobservable Inputs	Multiple Increase by 0.5	Multiple Decrease by 0.5
Onex Partners Funds	Comparable company valuation multiple	Adjusted EBITDA multiples	$ 116	$ (119)
ONCAP Funds	Comparable company valuation multiple	Adjusted EBITDA multiples	$ 24	$ (24)

Investment Platform	Valuation Technique	Significant Unobservable Inputs	Multiple Increase by 0.5	Multiple Decrease by 0.5
Onex Partners Funds	Discounted cash flow	Exit multiples	$ 71	$ (72)
ONCAP Funds	Discounted cash flow	Exit multiples	$ 35	$ (36)

Investment Platform	Valuation Technique	Significant Unobservable Inputs	Decrease of 0.5 Percentage Point	Increase of 0.5 Percentage Point
Onex Partners Funds	Discounted cash flow	Weighted average costs of capital	$ 22	$ (22)
ONCAP Funds	Discounted cash flow	Weighted average costs of capital	$ 15	$ (14)

Generally, adjusted EBITDA represents earnings before interest, taxes, depreciation and amortization as well as other adjustments. Other adjustments can include non-cash costs of stock-based compensation and retention plans, transition and restructuring expenses including severance payments, annualized pro-forma adjustments for acquisitions, the impact of derivative instruments that no longer qualify for hedge accounting, the impacts of purchase accounting and other similar amounts. Adjusted EBITDA is a measurement that is not defined under IFRS.

Private credit investments

The valuation of investments in the Credit Funds is reviewed and approved by the General Partner of the respective fund each quarter.

The valuation of certain investments held by the liquid strategies is measured by obtaining quoted market prices or dealer quotes for identical or similar instruments in inactive markets, or other inputs that are observable or can be corroborated by observable market data.

Valuation methodologies used for certain investments held by the opportunistic strategies may include comparable market yield analysis, enterprise value coverage analysis, liquidation analysis and weighting to available quoted levels or market transactions.

Investments in the Credit CLOs and other structured strategies were valued using internally developed pricing models based on a projection of the future cash flows expected to be realized from the underlying collateral of the CLOs, which is a Level 3 measurement in the fair value hierarchy. These pricing models include third-party pricing information and a number of unobservable inputs, including default rates, discount rates and recovery rates. Significant increases or decreases in certain unobservable inputs in isolation may result in a significantly lower or higher fair value measurement. The fair values determined by the internally developed pricing models are also compared to fair values determined by third-party pricing models to ensure management's estimates are reasonable.

The following table presents the significant unobservable inputs used to value Onex' investments in the Credit CLOs.

Investment Platform	Significant Unobservable Inputs	Inputs at March 31, 2022	Inputs at December 31, 2021
U.S. CLOs	Default rate	2%	2%
	Discount rate	14% – 19%	14% – 19%
	Recovery rate	55%	55%
EURO CLOs	Default rate	2%	2%
	Discount rate	13% – 18%	12% – 17%
	Recovery rate	55%	55%

In addition, at March 31, 2022, Credit had one EURO CLO investment that was valued at cost as this approximated fair value. At December 31, 2021, Credit had two U.S. CLO investments that were valued at cost as this approximated fair value.

The impact on the fair value of corporate investments as at March 31, 2022 from changes in the significant unobservable inputs used to value Onex' investments in the CLOs included the following:

Investment Platform	Significant Unobservable Inputs	Decrease of 1.5 Percentage Points	Increase of 1.5 Percentage Points
U.S. CLOs	Default rate	$ 64	$ (63)
EURO CLOs	Default rate	$ 19	$ (19)

Investment Platform	Significant Unobservable Inputs	Decrease of 3.0 Percentage Points	Increase of 3.0 Percentage Points
U.S. CLOs	Discount rate	$ 22	$ (16)
EURO CLOs	Discount rate	$ 6	$ (5)

Investment Platform	Significant Unobservable Inputs	Decrease of 15.0 Percentage Points	Increase of 15.0 Percentage Points
U.S. CLOs	Recovery rate	$ (24)	$ 28
EURO CLOs	Recovery rate	$ (8)	$ 8

13. RELATED-PARTY TRANSACTIONS

Onex receives management fees on limited partners' and clients' capital within the Onex private equity funds and private credit strategies, and advisory fees directly from certain operating businesses. Onex also receives performance fees from the private credit strategies and recovers certain deal investigation, research and other expenses from the Onex private equity funds, private credit strategies and the operating businesses of Onex Partners and ONCAP. Onex indirectly controls the Onex private equity funds and private credit strategies, and therefore the management and performance fees earned from these sources represent related-party transactions. Furthermore, Onex indirectly controls, jointly controls or has significant influence over certain operating businesses held by the Onex private equity funds and, as such, advisory fees from these operating businesses represent related-party transactions.

Gluskin Sheff has agreements to manage its pooled fund vehicles, where it generally acts as the trustee, manager, transfer agent and principal distributor. In the case of those pooled fund vehicles that are limited partnerships, Gluskin Sheff or an affiliate of Gluskin Sheff is the General Partner. As such, the Gluskin Sheff pooled fund vehicles are related parties of the Company.

Related-party revenues included the following:

Three months ended March 31, 2022	Management and Advisory Fees	Reimbursement of Expenses	Total
Source of related-party revenues			
Private Equity Funds[i]	$ 28	$ 4	$ 32
Private Credit Strategies	23	4	27
Gluskin Sheff pooled fund vehicles[ii]	14	–	14
Total related-party revenues	$ 65	$ 8	$ 73
Third-party revenues from Gluskin Sheff funds	2	–	2
Total revenues	$ 67	$ 8	$ 75

(i) Includes advisory fees and expense reimbursements from the Onex Partners and ONCAP operating businesses.

(ii) Revenues associated with the reimbursement of expenses from the Gluskin Sheff pooled fund vehicles are included within other income.

Related-party receivables included the following:

As at March 31, 2022	Management and Advisory Fees Receivable	Recoverable Fund and Operating Expenses Receivable	Performance Fees	Other Receivables	Total
Private Equity Funds	$ 214	$ 126	$ –	$ –	$ 340
Private Credit Strategies	17	15	–	–	32
Gluskin Sheff pooled fund vehicles	4	1	2	–	7
Onex Partners and ONCAP operating businesses	2	19	–	–	21
Total related-party receivables	$ 237	$ 161	$ 2	$ –	$ 400
Third-party receivables	1	–	–	11	12
Total	$ 238	$ 161	$ 2	$ 11	$ 412

During the three months ended March 31, 2022, Onex received services from certain operating companies, the value of which was not significant.

14. SUBSEQUENT EVENTS

In April 2022, Onex invested approximately $108 as part of the Onex Partners V Group's acquisition of Analytic Partners, Inc. ("Analytic Partners"). Analytic Partners is a cloud-based, managed software platform which helps customers assess marketing spend effectiveness and optimize future allocations across offline and online media channels.

In April 2022, Onex committed an additional $100 to the Onex Capital Solutions Fund, increasing its total commitment to the fund to $200. The fund invests primarily in loans, bonds, trade claims and credit default swaps, among other assets.

15. INFORMATION BY REPORTABLE SEGMENT

The Company has two reportable segments:

- **Investing,** which comprises the activity of investing Onex' capital; and
- **Asset management,** which comprises the asset management activities provided by Onex to support its private equity, private credit and public strategies, as well as Onex' corporate functions.

Onex' segmented results include unrealized carried interest from third-party limited partners in the Credit Funds, which is recognized based on the fair values of the underlying investments and the unrealized net gains in each respective Fund, in accordance with the limited partnership agreements. In Onex' consolidated financial statements, carried interest from the Credit Funds is recognized when realized, as described in note 1 to the 2021 audited annual consolidated financial statements.

Onex' segmented results also include performance fees associated with the management of certain Credit strategies, which are based on the funds' performance during the periods presented by applying an agreed-upon formula to the growth in the net asset value of clients' assets under management. In Onex' consolidated statements of earnings, performance fees are recognized as revenue to the extent the fees are highly probable to not reverse, which is typically at the end of each performance year, as described in note 1 to the 2021 audited annual consolidated financial statements. The reportable segment results for the three months ended March 31, 2021 have been restated to include unrealized performance fees from the Credit strategies during the period.

Onex' segmented results exclude revenues and expenses associated with recoverable expenses from the Onex Partners, ONCAP and private credit strategies, and the operating businesses of Onex Partners and ONCAP. Onex management excludes these amounts when assessing Onex' performance given the nature of these expenses, which are recoverable at cost.

Prior to March 31, 2022, Onex' reportable segment results included allocations from the investing segment to the asset management segment related to carried interest and management fees that would have been earned by the asset management segment had Onex' private equity capital been subject to carried interest and management fees under the same terms as third-party limited partners. These allocations are no longer used by Onex' chief operating decision maker to assess performance and allocate resources and are therefore excluded from Onex' reportable segment results. The reportable segment results for the three months ended March 31, 2021 have been restated to remove these allocations.

	Three Months Ended March 31, 2022			Three Months Ended March 31, 2021		
(Unaudited)	**Investing**	**Asset Management**	**Total**	Investing	Asset Management	Total
Net gain on corporate investments (including an increase in carried interest)	**$ 63**	**$ 20[i]**	**$ 83**	$ 382	$ 96[i]	$ 478
Management and advisory fees	**–**	**67**	**67**	–	71	71
Performance fees	**–**	**–**	**–**	–	3	3
Interest and net treasury investment income (loss)	**(1)**	**–**	**(1)**	1	–	1
Total segment income	**62**	**87**	**149**	383	170	553
Compensation	**–**	**(66)**	**(66)**	–	(61)	(61)
Amortization of right-of-use assets	**–**	**(3)**	**(3)**	–	(3)	(3)
Other expense	**–**	**(13)**	**(13)**	–	(14)	(14)
Segment net earnings	**$ 62**	**$ 5**	**$ 67**	$ 383	$ 92	$ 475
Stock-based compensation recovery (expense)			**107**			(43)
Amortization of property, equipment and intangible assets, excluding right-of-use assets			**(11)**			(14)
Unrealized carried interest revenue – Credit			**(1)**			–
Unrealized performance fees			**–**			(3)
Other income			**2**			–
Net earnings			**$ 164**			$ 415

(i) The asset management segment includes a net gain of $1 (2021 – nil) for unrealized carried interest from third-party limited partners in the Credit Funds.

Segmented assets included the following:

	As at March 31, 2022			As at December 31, 2021		
	Investing	Asset Management	Total	Investing	Asset Management	Total
Cash and cash equivalents	$ 51	$ 86[i]	$ 137	$ 357	$ 190[i]	$ 547
Treasury investments	123	–	123	290	–	290
Management and advisory fees, recoverable fund expenses and other receivables	340[ii]	72	412	308[ii]	61	369
Corporate investments	7,684	–	7,684	7,239	–	7,239
Unrealized carried interest – Credit	19	–	19	18	–	18
Other assets	–	132	132	–	136	136
Property and equipment	–	140	140	–	148	148
Intangible assets	–	133	133	–	139	139
Goodwill	–	266	266	–	264	264
Total segment assets	$ 8,217	$ 829	$ 9,046	$ 8,212	$ 938	$ 9,150
Net intercompany loans receivable, comprising part of the fair value of Investment Holding Companies			3,285			3,755
Unrealized carried interest – Credit			(19)			(18)
Total assets			$ 12,312			$ 12,887

(i) Cash and cash equivalents allocated to the asset management segment relate to accrued employee incentive compensation and contingent consideration related to the acquisition of Falcon Investment Advisors, as described in note 26 to the 2021 audited annual consolidated financial statements.

(ii) Represents management fees and fund expenses receivable from the Onex Partners and ONCAP Funds that Onex has elected to defer cash receipt from.

SHAREHOLDER INFORMATION

Shares
The Subordinate Voting Shares of the Company are listed and traded on the Toronto Stock Exchange.

Share Symbol
ONEX

First Quarter Dividend
A dividend of C$0.10 per Subordinate Voting Share was paid on April 30, 2022 to shareholders of record as of April 8, 2022. Registered shareholders can elect to receive dividend payments in U.S. dollars by submitting a completed currency election form to TSX Trust Company five business days before the record date of the dividend. Non-registered shareholders who wish to receive dividend payments in U.S. dollars should contact their broker to submit their currency election.

Corporate Governance Policies
A presentation of Onex' corporate governance policies is included in the Management Information Circular that is mailed to all shareholders and is available on Onex' website.

Registrar and Transfer Agent
TSX Trust Company
P.O. Box 700
Postal Station B
Montreal, Quebec H3B 3K3
(416) 682-3860
or call toll-free throughout Canada and the United States
1-800-387-0825
www.tsxtrust.com
or shareholderinquiries@tmx.com

All questions about accounts, stock certificates or dividend cheques should be directed to the Registrar and Transfer Agent.

Electronic Communications with Shareholders
We encourage individuals to receive Onex' shareholder communications electronically. You can submit your request online by visiting the TSX Trust Company website, www.tsxtrust.com, or contacting them at 1-800-387-0825.

Shareholder Relations Contact
Requests for copies of this report, other quarterly reports, annual reports and other corporate communications should be directed to:
Shareholder Relations
Onex Corporation
161 Bay Street
P.O. Box 700
Toronto, Ontario M5J 2S1
(416) 362-7711

Website
www.onex.com

Auditor
PricewaterhouseCoopers LLP
Chartered Professional Accountants

Duplicate Communication
Registered holders of Onex Corporation shares may receive more than one copy of shareholder mailings. Every effort is made to avoid duplication, but when shares are registered under different names and/or addresses, multiple mailings result. Shareholders who receive but do not require more than one mailing for the same ownership are requested to write to the Registrar and Transfer Agent and arrangements will be made to combine the accounts for mailing purposes.

Shares Held in Nominee Name
To ensure that shareholders whose shares are not held in their name receive all Company reports and releases on a timely basis, a direct mailing list is maintained by the Company.
If you would like your name added to this list, please forward your request to Shareholder Relations at Onex.

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