



Interviewed: Dr. Anthony R. Melman  
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(Anthony)

You know, there was an article that appeared in the *Financial Post*. It was a supplement on dealmaker of the year and I was featured and the heading was "The Rock of Onyx." And it said behind Gerry Schwartz is Tony Melman. Now I didn't ask to write this article, but whoever investigated, my name was obviously put up for this and it was an excellent article in terms of what it said about me and how I had built Onex. And it's fair to say that Onex became what it did because of the deals that I did. Celestica, which was a company that I found and engineered, and Onyx bought for 750 million dollars. And at one point in four years had a market capitalization of twenty billion dollars, okay? And there were a couple of deals that other people couldn't do. The Labatt takeover. Very sad situation. And I'm telling you this is part of the evolution. Because when I was at CIBC, I had the opportunity of working with George Taylor, who was the CFO of Labatt at the time. And there was a synthetic sugar business, Siamese Corn Fructose business and I financed that. So now I'm at Onex and George Taylor is now CEO of Labatt and he says, "Tony I'd like you to join the board." And I thought, "This is very nice. I'm going to join the board." As it so happens, a certain investment banker in the US came to Gerry with the idea, "Why don't you takeover Labatts?" Great business. High cash flow. I'm sitting in my office one day and one of the bankers working on the deal, who I knew quite well, he says, "Tony, this deal isn't going anywhere. We need you." I come into the meeting room. There's Gerry, this US investment banker, the head of the firm, and the guy who came to my office. I come in there and in two minutes, because of my experience, I know how to slice up the business into various categories: real estate, this financing would go with that part of the cash flow. And I designed the whole package.

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