



**ANNUAL INFORMATION FORM**

**FISCAL YEAR ENDED MARCH 31, 2018**

**June 20, 2018**

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## FORWARD LOOKING STATEMENTS

Certain statements contained under the headings “Description of the Business” and “General Development of the Business over the last three fiscal years” of this annual information form constitute forward-looking statements. These statements relate to future events or the Corporation’s future performance, business or opportunities. All statements other than statements of historical fact may be forward-looking statements. The use of any of the words “aim”, “anticipate”, “assumption”, “believe” “continue”, “expect”, “foresee”, “forecast”, “guidance”, “intend”, “may”, “plan”, “predict”, “should”, “will” and similar expressions are intended to identify forward-looking statements. These statements involve known and unknown risks, uncertainties and other factors that may cause actual results or events to differ materially from those anticipated in such forward-looking statements. The Corporation believes the expectations reflected in those forward-looking statements are reasonable but no assurance can be given that these expectations will prove to be correct, and such forward-looking statements included in this annual information form should not be unduly relied upon. Unless otherwise required by applicable securities laws, the Corporation expressly disclaims any intention, and assumes no obligation to update or revise any forward-looking statements whether as a result of new information, future events or otherwise. These statements only hold true as of the date of this annual information form and reference is made to the “Risk Factors” subheading for further discussion about the inherent risks and uncertainties surrounding future expectations. These factors should not be construed as exhaustive.

Such statements are based on a number of assumptions which may prove to be incorrect, including, but not limited to assumptions about:

- Impact of worldwide general economic conditions;
- Industry conditions including changes in laws and regulations;
- Increased competition;
- The lack of availability of qualified personnel or management;
- Availability of commodities and fluctuations in commodity prices;
- Financial and operational performance of suppliers and customers; and
- Foreign exchange or interest rate fluctuations.

## 1. CORPORATE STRUCTURE

### 1.1 Name, Address and Incorporation

Héroux-Devtek Inc. (the “Corporation” or “Héroux-Devtek”) was initially incorporated on March 17, 1942 by letters patent issued pursuant to Part I of the *Companies Act* (Québec) under the name Héroux Machine Parts Limited. Supplementary letters patent amending the Corporation’s borrowing powers, name and share capital, among other provisions, were issued on July 6, 1943, August 17, 1947, March 13, 1967, May 25, 1978 and December 15, 1978. The Corporation was continued under Part IA of the *Companies Act* (Québec) by a certificate of continuance dated September 30, 1982. The Corporation is now subject to the *Business Corporations Act* (Québec) which was enacted on February 14, 2011.

On June 26, 1985, the Corporation amalgamated with 2320-4894 Québec Inc., a management company incorporated by the Corporation’s then two senior executives, Gilles Labbé and Sarto Richer, in connection with the sale by Bombardier Inc. of its shares in the Corporation. In June 2000, the Corporation announced the successful completion of its take-over bid for all the shares of Devtek Corporation (“Devtek”), a public company whose shares were listed on the Toronto Stock Exchange (the “TSX”). Devtek was a Toronto-based well-established manufacturer of systems, assemblies, and components for the aerospace industry. Articles of amendment were filed on September 8, 2000 to change the Corporation’s name to its current name following the acquisition of Devtek, effective June 12, 2000.

On March 30, 2006, Héroux-Devtek Aerostructure Inc., an indirect wholly-owned subsidiary of the Corporation, was wound up into the Corporation and all the assets, including the three plants owned by it, were transferred to the Corporation. The operations formerly conducted by Héroux-Devtek Aerostructure Inc. in Dorval, by Les Industries C.A.T. Inc. in Montreal and by Magtron Precision (“Magtron”) in Toronto were then operated by the Aerostructure Product Line of the Corporation. As discussed later in this document, Les Industries C.A.T. Inc. was closed in 2010, its operations were integrated into other landing gear facilities and the Dorval facility was sold, as part of the divestiture of the Aerostructure and Industrial divisions, to Precision Castparts Corporation (“PCC”), in August 2012 (see below).

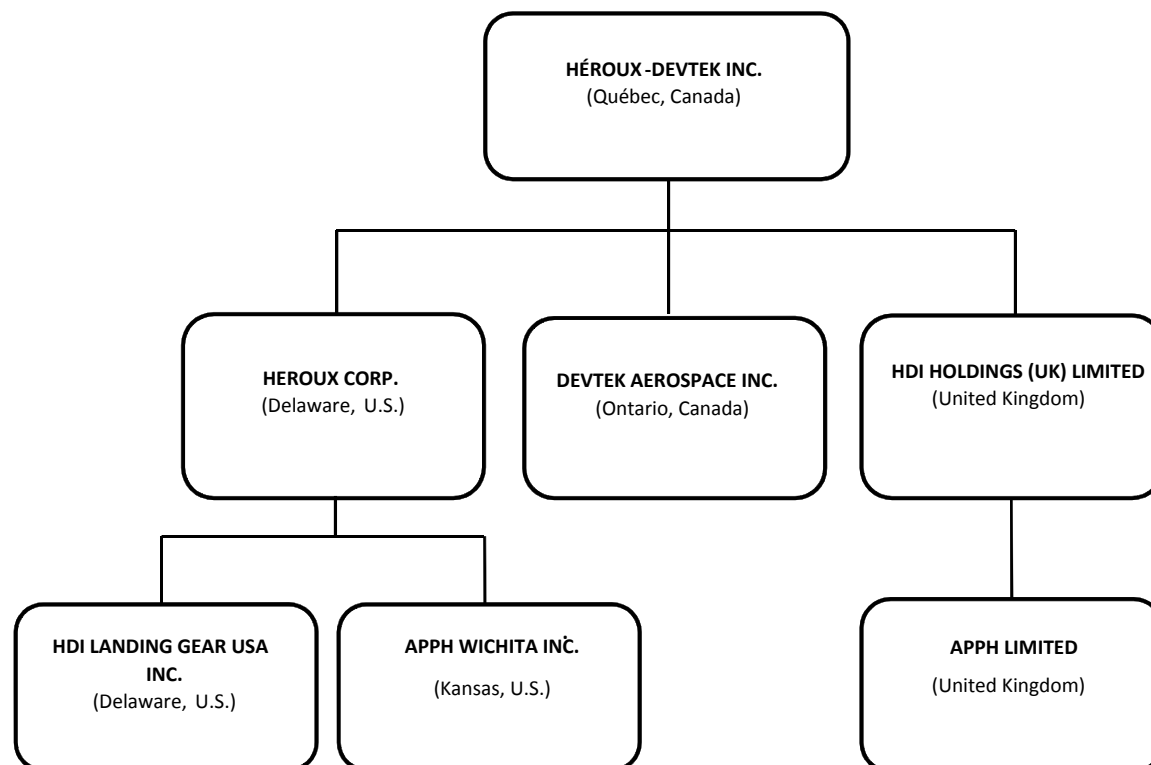
On July 16, 2012, the Corporation executed a definitive agreement for the sale of substantially all of its Aerostructure and Industrial Product Lines operations to PCC, a public company whose shares are traded on the New York Stock Exchange (the “Sale Transaction”). The Sale Transaction was completed on August 31, 2012. Prior to the Sale Transaction, the Aerostructure Product Line was part of the Corporation’s Aerospace segment, while Industrial Product Line formed the Industrial segment.

On February 3, 2014, the Corporation has acquired the entire share capital of United Kingdom (“U.K. ”) based APPH Limited and United States (“U.S.”) based APPH Wichita, Inc. (together “APPH”), subsidiaries of BBA Aviation Plc. APPH is an integrated provider of landing gear and hydraulic systems and assemblies for original equipment manufacturer (“OEM”) and aftermarket applications. APPH Limited is based in Runcorn, Nottingham and Bolton in the U.K., and APPH Wichita, Inc. is based in Wichita, Kansas.

The Corporation has its principal and registered offices at Suite 658, East Tower, 1111 Saint-Charles Street West, Longueuil, Québec, J4K 5G4. The Corporation’s fiscal year-end is March 31<sup>st</sup>. Unless indicated otherwise, “Corporation” or “Héroux-Devtek” when used hereinafter refer to Héroux-Devtek Inc. and its subsidiaries.

## 1.2 Subsidiaries and Inter-corporate Relationships

The following organization chart shows the simplified corporate structure of the Corporation, its subsidiaries, all of which are wholly-owned, either directly or indirectly, as well as their respective jurisdiction of incorporation:



## 2. DESCRIPTION OF THE BUSINESS

### 2.1 Business Overview

Héroux-Devtek specializes in the design, development, manufacture, repair and overhaul (“R&O”) of landing gear and hydraulic systems and components for the Aerospace market.

The Corporation is one of the largest landing gear companies in the world, supplying both the commercial and defence sectors of the Aerospace market with new landing gear and hydraulic systems and components as well as aftermarket products and services (including spare parts and R&O services). The Corporation covers European, North American and Asian markets. In the commercial sector, the Corporation is active in the large commercial and business jet, regional aircraft and helicopter markets. On the defence side, the Corporation provides systems, parts and services for military aircraft mainly in both the U.S. and in Europe. As such, a significant portion of the Corporation’s sales are made to a limited number of customers located in Europe, the U.S. and Canada.

The Corporation also operates a facility in Toronto (Magtron), which manufactures electronic enclosures, heat exchangers and cabinets for airborne radar, electro-optic systems and aircraft controls. This facility provides competencies in vacuum and dips brazing metal joining technologies and became Canada's first facility to be Nadcap certified in aluminum vacuum brazing. It also operates a facility in Bolton, U.K., which manufactures fluid filter products.

## 2.2 Description of Market Segments

### *Aerospace Segment*

The Aerospace segment is divided into two main markets. The first is the global aerospace OEM market, for which the Corporation produces landing-gear systems assemblies. The second market is the aerospace aftermarket, for which the Corporation supplies replacement landing gear components, and also provides hydraulic system and landing gear R&O services.

#### *OEM Market*

A main feature of the aerospace industry is the use of rapidly evolving technologies to develop, design and manufacture systems that meet the detailed performance specifications of end-users.

The OEMs supply chain in this market is generally divided into three tiers. The first tier is comprised of systems contractors who possess the requisite technical skill to design, as well as the required management resources and financial strength to produce complete systems for the OEMs. The second and third tier participants act as sub-contractors for tier one suppliers and OEMs. While first tier suppliers require similar skills to those of the OEMs, albeit on a scale appropriate to sub-systems (such as complete landing gear actuation and locking systems for aircraft), second tier suppliers are not required to design any parts of an end-system. Instead, they manufacture assemblies or components which require special skills or technology, or which may call for the creation of specific new manufacturing processes. Third tier companies produce less sophisticated components using standard methods. The Corporation competes primarily in tiers one and two.

Stringent quality assurance standards are established by governments and by major prime contractors. These standards are imposed by contract on the successive tiers of suppliers and are a principal barrier to entry in the first and second tiers. Successful management of quality is a condition of profitability in these tiers.

Prime contractors rely on selected sub-contractors that have specialty design, manufacturing, or processing capabilities that enable them to manufacture critical sub-systems and components. These sub-contractors are more numerous and smaller in size than the prime contractors and, depending on the tier, either have specialized product design capabilities or are able to consistently apply certain technologies or manufacturing processes.

A successful aircraft program is generally in production for a period of 15 to 20 years or more. It is unusual for the OEMs to terminate their agreements with subcontractors in the course of a program's production phase, when these subcontractors were deeply involved in the early stage of the program and in the design phase in particular. Accordingly, subcontractors such as the Corporation are likely to supply components to the OEMs for the entire life of the program, as long as they remain competitive and deliver quality parts on time.

Major aircraft manufacturers are moving away from in-house manufacturing to concentrate on marketing, design, assembly, and service. This trend has shifted a significant amount of manufacturing work to second tier companies that now need to specialize in the integration of complete systems. Landing gear manufacturers, for instance, are now required to provide not only landing gear, but also all the related systems, such as steering and control mechanisms, from the wheels, brakes and tires to the cockpit.

Historically, the aerospace OEM industry has been affected by economic cycles and, therefore, has experienced significant fluctuations.

#### *Aerospace Aftermarket*

The aviation aftermarket consists primarily of the supply of replacement or substitute components and the servicing of commercial and defence aircraft. The U.S. ranks as the world's largest aviation market, which is why the Corporation's aftermarket services are mainly aimed at that market. The U.S. also operates the largest fleet of defence aircraft in the world.

The U.S. aircraft fleet is maintained by a diversified maintenance, repair, and overhaul ("MRO") industry that comprises airlines, OEMs and defence and independent repair stations such as the Corporation. MRO firms that maintain the U.S. aircraft fleet range from small independent repair stations to the largest airlines and OEMs.

The acquisition of APPH provides greater exposure on the attractive aftermarket business into the U.S. and European markets.

On commercial aircraft, maintenance procedures and standards are regulated by the Federal Aviation Administration (“FAA”) in the U.S., by Transport Canada in Canada, and by the European Aviation Safety Agency (“EASA”) in Europe. The FAA, Transport Canada and the EASA ensure that aircraft operating in the U.S., Canada and Europe respectively, are airworthy and are maintained by certified repair stations and by duly qualified, skilled, and well-equipped workforce.

### 2.3 Decentralized Operations

The Corporation operates in the Aerospace segment and is comprised essentially of the Landing Gear Product Line, Magtron and Bolton operations. They are managed through decentralized operations that encourage entrepreneurship and the involvement of every employee.

The Corporation employs 1,332 persons and operates out of thirteen sites (excluding the Corporate Office) in Longueuil, Laval and an engineering and testing facility in St-Hubert, Québec, Kitchener, Cambridge and Toronto, Ontario, Springfield and Strongsville (Greater Cleveland), Ohio, Wichita, Kansas, Everett, Washington and Bolton, Runcorn and Nottingham, U.K. The head office is located in Longueuil, Québec.

The Corporate Office is involved in all major business development decisions, including strategic and long term goals for the Corporation, mergers and acquisitions, regulatory matters, IT technology, finance, tax, legal matters, internal audit and public reporting. The Corporate Office also provides valuable supervisory, administrative services and leadership monitoring to the various business units’ key management personnel.

The Landing Gear Product Line is structured into three operational groups (Central Region, Eastern Region and UK Region) as part of a global manufacturing strategy to maximize operations efficiency, thereby improving its profitability and competitiveness to participate in program of the higher calibre. The business units are grouped based on the complementarities or similarity of their core expertise with the objectives to facilitate the management, improve the coordination, standardize the processes and facilitate the sharing of best practices. The sales and marketing, design, engineering and product support provide services to the three operational groups.

The specialization of each site is as follow:

St-Hubert	Québec, Canada	Center of excellence for design engineering, product support and technical expertise including a state-of-the-art testing facility.
Longueuil	Québec, Canada	Center of excellence for R&O activities and for the finishing and assembly of landing gear.
Laval	Québec, Canada	Center of excellence for manufacturing and assembly of actuators and manufacturing of small to medium landing gear components.
Wichita	Kansas, U.S.	R&O activities and manufacturing of hydraulic system and components.
Kitchener	Ontario, Canada	Center of excellence for manufacturing of medium to large complex landing gear components.
Cambridge	Ontario, Canada	Center of excellence for manufacturing ultra large-scale complex landing gear components.
Everett	Washington, U.S.	Center of excellence for final assembly of landing gear.
Springfield	Ohio, U.S.	Center of excellence for manufacturing of medium to large complex landing gear and titanium components.
Strongsville (Greater Cleveland)	Ohio, U.S.	Center of excellence for the finishing and assembly of landing gear.
Runcorn	Cheshire, U.K.	Center of excellence for R&O activities, finishing and assembly of landing gear, product support, testing and design engineering.
Nottingham	Nottinghamshire, U.K.	Center of excellence for manufacturing of small to medium landing gear components.

Bolton	Westhoughton, U.K.	Center of excellence for designing, manufacturing, assembling and testing of fluid filtration applications.
Toronto	Ontario, Canada	Center of excellence for electronic enclosures, heat exchangers and cabinets.

The Corporation developed a design engineering and technical expertise with a team of more than 70 employees dedicated to design activities. The design team is located at the engineering office in St-Hubert and at the Runcorn site. The design team uses various softwares for modelling, designing and drafting as well as finite element analysis and dynamic analysis. The team is supported by test facilities which include among other things, drop test towers, environmental and fatigue testing equipment.

The Corporation has also developed a product support organisation to provide OEM and its operators with first class in-service support including technical support, spare parts, technical publications and worldwide repair services. The product support team is composed of 11 employees located at the St-Hubert engineering office and at the Runcorn site.

The Magtron facility is a provider of precision components and assemblies to the defence and aerospace industries. This site, through the use of its metal joining technology, manufactures electronic enclosures, heat exchangers, and cabinets for airborne radar, electro-optic systems, and aircraft engine controls. Electro-mechanical assemblies include power dividers for naval radar systems and space payload interfaces for manoeuvre and retrieval systems. This site is located in Toronto, Ontario, Canada and operates with 58 employees.

The Bolton facility specialized in the design and manufacture of filtration systems for aerospace applications including hydraulic systems. This site is located in Westhoughton, U.K. and operates with 19 employees.



The following table contains a description of management positions, plant locations and other corporate management information as of March 31, 2018.

<b>HÉROUX-DEVTEK INC.</b>	<b>Corporate Management</b>		
<p>Complexe Saint-Charles 1111 Saint-Charles Street West Suite 658, East Tower Longueuil, Québec Canada J4K 5G4 Tel.: (450) 679-5450</p>	<p><b>BRIAN A. ROBBINS</b> Chairman of the Board</p>	<p><b>STÉPHANE ARSENAULT</b> Chief Financial Officer</p>	<p><b>ÉRIC SAUVAGEAU</b> Director, Financial Reporting</p>
	<p><b>GILLES LABBÉ</b> President and Chief Executive Officer</p>	<p><b>MARTIN BRASSARD</b> Executive Vice-President and Chief Operating Officer</p>	<p><b>STÉPHANE RAINVILLE</b> Vice-President, Human Resources</p>
	<p><b>RÉAL BÉLANGER</b> Executive Vice- President, Business Development and Special Projects</p>	<p><b>JEAN GRAVEL</b> Vice-President, Sales and Program management</p>	<p><b>PATRICK GAGNON</b> Director, Internal Audit &amp; Corporate Governance</p>
		<p><b>REMY LANGELIER</b> Director, Business Development</p>	<p><b>JEAN-PHILIPPE SANCHE</b> Director, Legal Affairs</p>
	<b>LANDING GEAR</b>		
<p><b>Dominique Dallaire</b> Vice-President, Eastern Region (Longueuil, Laval and Wichita) 755 Thurber Street Longueuil, Québec Canada J4H 3N2 Tel: (450) 679-5454</p>	<p><b>Jack Curley</b> Vice-President, Central Region (Kitchener, Cambridge, Springfield, Strongsville and Everett) 15900 Foltz Industrial Parkway Strongsville, Ohio USA 44149 Tel.: (440) 783-5255</p>	<p><b>Gaétan Roy</b> Managing Director, UK Region (Runcorn, Nottingham and Bolton) 8 Pembroke Court, Manor Park, Runcorn, Cheshire United Kingdom Tel: 44 (0) 1928 530530</p>	
<p><b>Daniel Normandin</b> Vice President, Engineering, Quality Assurance and Environment 4925 Chemin de la Savane St-Hubert, Québec Canada J3Y 9G1 Tel.: (450) 550-2020</p>	<p><b>Marc-Olivier Gagnon</b> Vice-President, Product Support 4925 Chemin de la Savane St-Hubert, Québec Canada J3Y 9G1 Tel.: (450) 550-2020</p>		
	<b>MAGTRON OPERATIONS</b>		<b>BOLTON OPERATIONS</b>
	<p><b>Michael Secord</b> Operations Manager 1480 Birchmount Rd Toronto, Ontario Canada M1P 2E3 Tel.: (416) 757-2366</p>		<p><b>Mark Harrison</b> Plant Manager Unit 1003 Wingates Industrial Estate Westhoughton, Lancashire BL5 3XU United Kingdom Tel : 44 (0) 1928 530530</p>

## Properties

The Corporation has fourteen sites including the Corporate Office, seven of which are located in Canada, three in the U.K. and four in the U.S. The following table briefly describes the features of each site:

Location	Size	Use	Status
Longueuil, Québec, Canada	8,956 sq. ft.	Corporate office, responsible for all financial and major business development decisions.	Leased
Longueuil, Québec, Canada	191,400 sq. ft.	R&O activities and for the finishing and assembly of landing gear.	Owned
St-Hubert, Québec, Canada	28,000 sq. ft.	Engineering office providing technical expertise including a state-of-the-art test laboratory.	Owned
Laval, Québec, Canada	45,000 sq. ft.	Manufacture and assembly of actuators and manufacture small to medium landing gear components.	Owned
Kitchener, Ontario, Canada	99,000 sq. ft.	Manufacture medium to large complex landing gear components.	Owned
Cambridge, Ontario, Canada	108,000 sq. Ft.	Manufacture ultra large-scale complex landing gear components.	Owned
Toronto, Ontario, Canada	36,000 sq. ft.	Manufacture electronic enclosures, heat exchangers and cabinets.	Leased
Springfield, Ohio, U.S.	105,000 sq. ft.	Manufacture medium to large complex landing gear and titanium components.	Owned
Strongsville (Greater Cleveland), Ohio, U.S.	101,600 sq. ft.	Finishing, sub-assemblies and assembly of landing gear.	Owned
Runcorn, Cheshire, U.K.	80,400 sq. ft.	R&O activities, finishing and assembly of landing gear and design engineering.	Leased
Nottingham, Nottinghamshire, U.K.	48,000 sq. ft.	Manufacture small to medium landing gear components.	Owned
Bolton, Westhoughton, U.K.	15,000 sq. ft.	Design, manufacture, assembling of filter and testing of fluid filtration applications.	Leased
Wichita, Kansas, U.S.	63,000 sq. ft.	R&O activities and manufacture hydraulic system and components.	Owned
Everett, Washington, U.S.	21,400 sq. ft.	Final assembly of landing gear.	Leased

## Competition

The markets in which the Corporation is active are characterized by tough competition with respect to price, delivery deadlines and quality of products and services.

The Corporation ranks third in the world in the landing gear manufacturing market. It is also involved in the landing gear and servomechanism R&O market. It is also one of the largest independent providers of R&O services for military aircraft landing gear. Héroux-Devtek's main competitors are Safran Landing Systems, UTC Aerospace Systems ("UTAS"), Liebherr, Fokker and AAR Corporation ("AAR").

Management is of the opinion that the Corporation has a number of advantages over its competitors, such as its flexible and cost-effective management structure, its renowned quality and the reputation of its products and services, its international presence (North America and Europe) and its strong engineering team.

## **Marketing Approach**

The majority of the Corporation's business comes from aircraft OEMs or end users or distributors. A critical success factor is to take part in aircraft development programs from the beginning. In the landing gear market, this participation starts at the design stage, allowing it to enter programs as a risk-sharing partner.

Sales opportunities are derived by continuous customer relationships, gathering market intelligence and attending various trade shows and operator conferences.

## **Customer Base**

The Corporation serves a broad range of customers in the different markets in which it operates, mainly OEMs and second-tier system suppliers. Its commercial customers (non-governmental) include Airbus Helicopter, Leonardo Helicopters, BAE Systems, Bell Helicopter Textron, The Boeing Company ("**Boeing**"), Bombardier Aerospace, Dassault Aviation, Embraer, Lockheed Martin, Safran Landing Systems, Northrop-Grumman, Saab, Sikorsky, The Triumph Group and Cessna/Beechcraft, among others. The Corporation's governmental customers include the U.S. Air Force ("**USAF**"), the U.S. Navy, the Canadian Air Force, and NATO countries.

## **Principal Customers**

Héroux-Devtek's principal customers are Boeing and USAF. In fiscal 2018, sales to these principal customers represented approximately 36.7% of the Corporation's total sales. Principal customers are customers for whom the Corporation sales are 10% or more. No other customers accounted for more than 10% of the Corporation's consolidated sales in the fiscal year ended March 31, 2018.

## **Research and Development**

The Corporation's research and development (R&D) costs for the year ended March 31, 2018 were incurred essentially by landing gear activities. They usually relate to specific development programs and are therefore included in these contracts' costs. The Corporation expects to invest about 5% of its total sales in R&D per year over the coming years.

## **2.4 Human Resources**

The following table shows the total number of employees of the Corporation as at March 31, 2018 and 2017:

<u>Product Line/Corporate Office</u>	<u>Number of Employees as at March 31,</u>	
	<u>2018</u>	<u>2017</u>
Landing Gear	1,234	1,310
Bolton, U.K. (Filters)	19	18
Toronto (Magtron)	58	60
Corporate Office	21	20
<b>Total</b>	<b>1,332</b>	<b>1,408</b>

## **2.5 Environmental Matters**

The Corporation's activities are subject to certain environmental laws and regulations associated with risks to the environment and human health. The Corporation is confident that it is in substantial compliance with all applicable environmental laws and regulations. Certain cases of non-compliance identified either during environmental audits or as part of the day-to-day operations were or are being corrected as they are identified. These cases were reported to the government authorities when required. In all such cases, corrective measures were explored and solutions were or are being implemented. The Corporate Environmental Policy has been reviewed, updated and communicated to the organization, and an environmental management system is in place.

As part of its environmental management system, the Corporation carries out Environmental Compliance Audits (“ECA”) with external environmental auditors at least once every three years at all its manufacturing sites. The most recent ECAs were performed in calendar year 2017 at 7 manufacturing sites. No non-compliance items reported in the ECA’s represented unusual risks to the operations of the Corporation. Three manufacturing plants of the Corporation are considered to be of higher potential environmental risk, due to the nature of their operations, which include various plating and chemical processes. These plants are audited on a yearly basis. The management of the Corporation is confident that it has taken all appropriate actions to maintain the level of risk within acceptable limits at all its manufacturing plants.

As mentioned above, the Corporation is subject to several environmental laws and regulations, and as such, could be required in the future to make capital investments in equipment and facilities to meet the obligations coming from new legislation. The Corporation is committed to make all the necessary investments in order to comply with environmental requirements and standards.

## **2.6 Risk Factors**

The Corporation operates in industry segments that have a variety of risk factors and uncertainties. The Corporation’s business, financial condition and results of operations could be materially adversely affected by any of the risks and uncertainties described below. The risks and uncertainties described below are not the only ones facing the Corporation. For other risks and uncertainties facing the Corporation, reference is made to the section entitled “*Risk Management*” of the Corporation’s Management’s Discussion and Analysis for the fiscal year ended March 31, 2018 (filed on SEDAR at [www.sedar.com](http://www.sedar.com)), which section is hereby incorporated in, and forms part of, this annual information form. Additional risks and uncertainties not presently known to the Corporation or that the Corporation currently believes to be immaterial may also adversely affect its business.

### ***Risk Associated with Business Activities***

The activities conducted by the Corporation are subject to operational risks that include competition from other businesses, performance of key suppliers, product performance warranties, in particular for proprietary products and major sales contracts, regulatory risks, successful integration of new acquisitions, dependence on key personnel and reliance on information systems, all of which could affect the Corporation’s ability to meet its obligations.

However, the Corporation has implemented risk-mitigation strategies and controls, in light of these operational risks, which include the following:

- Processes to ensure proper bid approvals, planning, execution and use of quality standards at all stages of new design, manufacture or built-to-print products and assemblies, and R&O services. This includes the risk assessment of achieving the targeted revenues (firm-fixed price contracts, escalation clauses, etc.) and related product costs as well as the development of long-term agreements and competitive bidding processes with main suppliers.
- Use of proper cash flow arrangements through the use of customer advances, with certain customers, and foreign exchange hedging.

The Corporation is subject to the risk of litigation in the ordinary course of business by employees, customers, suppliers, competitors, shareholders, government agencies, or others, through private actions, class actions, administrative proceedings, regulatory actions or other litigation. The outcome of litigation is difficult to assess or quantify. Claimants in these types of lawsuits or claims may seek recovery of very large or indeterminate amounts, and the magnitude of the potential loss relating to these lawsuits or claims may remain unknown for substantial periods of time. Regardless of outcome, litigation could result in substantial costs to the Corporation. In addition, litigation could divert management’s attention and resources away from the day- to-day operations and strategic objectives.

### ***Risks Associated with Contracts***

Although the Corporation has diversified its customer base in recent years, its business volume with some customers remains significant. Should there be a significant deterioration in their financial position or should the Corporation lose certain orders from these customers, there could be a negative material impact on its

results. There are also specific risks relating to the Corporation's ability to perform and execute certain long-term contracts involving the Corporation and its subsidiaries, including risks relating to the expansion of the Corporation's existing facility network as well as the Corporation's ability to successfully complete required investments in leading-edge machinery and equipment for component manufacturing and system assembly, in each case on a timely basis and within anticipated budgets.

The Boeing 777 and 777X programs are integral to the long-term growth of Héroux-Devtek. Solid execution of this contract is crucial in order for the Corporation to, among other objectives, recover invested capital, achieve forecasted sales and profitability growth and demonstrate the Corporation's ability to compete as a tier-1 producer of landing gear for larger commercial aircraft. In order to mitigate this risk, the Boeing 777 and 777X programs are subject to constant oversight by senior management, rigorous internal and external qualification processes and effective communications with Boeing.

#### ***Risks Associated with Raw Materials***

In connection with its manufacturing and distribution activities, the Corporation procures different materials and components as well as outside services. Major items include forgings and various metals. With respect to raw materials, the Corporation purchases mainly aluminum, steel, and titanium. The ability of suppliers to meet performance, quality, and delivery schedules is extremely important.

Depending on market conditions, delivery delays by forging houses may occur, thereby affecting the Corporation's ability to deliver finished parts on schedule. In the course of the Corporation's planning process, several measures have been taken to limit this risk.

#### ***Risks Associated with Foreign Operations and Sales***

During the fiscal year ended March 31, 2018, approximately 90% of the Corporation's sales (81% last year) were made outside Canada, including 62% in the U.S. (58% last year). The majority of sales are in U.S. currency. In an effort to mitigate the foreign currency fluctuation exposures, the Corporation has put in place a foreign currency hedging policy.

As at March 31, 2018, the Corporation had forward foreign exchange contracts totalling US\$110.1 million at a weighted-average rate of 1.3046 Canadian dollar over U.S. dollar ("CAD/USD") (US\$152.4 million at a weighted-average rate of 1.3178 CAD/USD as at March 31, 2017) with the majority maturing over the next two fiscal years.

The following tables show the distribution of sales from operations by country of origin and country of destination over the periods indicated.

Sales Originated From:	Fiscal Years ended March 31		
	(%)		
	2018	2017	2016
Canada	51	61	61
U.S.	27	20	18
U.K.	22	19	21
<b>Total:</b>	<b>100</b>	<b>100</b>	<b>100</b>

Sales Destined To:	Fiscal Years ended March 31		
	(%)		
	2018	2017	2016
Canada	10	19	20
U.S.	62	58	55
U.K.	11	10	11
Other countries	17	13	14
<b>Total:</b>	<b>100</b>	<b>100</b>	<b>100</b>

### **Sales by Sector**

For fiscal 2018, defence related sales from operations represented 49.5% (48.2% for fiscal 2017 and 49.2% for fiscal 2016) of the Corporation's total consolidated sales, compared to commercial related sales of 50.5% (51.8% for fiscal 2017 and 50.8% for fiscal 2016). The maintenance and refurbishing of landing gear for the USAF fleet now represents a smaller proportion of the Corporation's activities, mainly due to the entry in services of its design programs, the acquisition of APPH and several new defence and commercial contracts including the Boeing 777 contract with Boeing. As a result, the Corporation manufactures landing gear and hydraulic systems, sub-assemblies and related components for a broad range of aircraft.

### **3. GENERAL DEVELOPMENT OF THE BUSINESS OVER THE LAST THREE FISCAL YEARS**

The following events and conditions have affected the general development of the business of the Corporation over the last three fiscal years.

Each subsection contains information regarding the year to which it refers and does not take into consideration events in future years.

#### ***Fiscal Year ended March 31, 2016 (Fiscal Year 2016)***

On May 27, 2015, further to UTAS request for arbitration, the Corporation entered into a memorandum of settlement with UTAS. As a result of this settlement, Héroux-Devtek recorded a non-recurring charge of \$11.6 million before taxes, equivalent to \$7.9 million or \$0.22 per diluted share after taxes, in its financial results for the fourth quarter and fiscal year ended March 31, 2015. The final settlement, announced on May 29, 2015, included an agreement on the terms for the extension of two existing contracts with UTAS for the supply of various aircraft parts.

On September 18, 2015, the Corporation announced that it has been awarded a long-term contract by Leonardo Helicopters to supply the landing gear for the AW609 TiltRotor aircraft. Under the terms of the agreement, Héroux-Devtek designs, develops, fabricates, assembles, tests and delivers complete landing gear systems for the AW609 aircraft. This life-cycle mandate also includes the provision of spare parts. Design work began in September 2015 and is being mainly carried out at the St-Hubert (Québec) and Runcorn (UK) facilities, marking the first partnership between Héroux-Devtek's North American operations and Leonardo Helicopters.

On September 30, 2015, the Corporation announced that it has been awarded a long-term contract by Boeing to provide actuator assemblies for the 777 and 777X programs. Under the terms of the agreement, Héroux-Devtek manufactures, assembles, tests and delivers the landing gear retract actuator for new aircraft production and spare parts requirements. The contract period began in January 2017 and broadens the scope of an existing agreement to include the 777X. Héroux-Devtek also provides Boeing with engineering support in the development and qualification of the main landing gear retract actuator for the 777X.

On November 12, 2015, Héroux-Devtek announced that its subsidiary APPH Limited has extended its global strategic maintenance agreement with Saab AB, Support & Services, Regional Aircraft ("Saab RA"). The extended agreement further enhances the global MRO services and support available to operators of all variants of the Saab 340 and Saab 2000 aircraft families. This extended global strategic maintenance cooperation combines Héroux-Devtek's expertise as a landing gear designer and manufacturer with Saab RA's operator and aircraft service provider capability, technical expertise and knowledge. The agreement enhances maintenance support for landing gear to be continuously made available to all Saab 340 and Saab 2000 operators through Saab RA via Héroux-Devtek's facilities in Runcorn, UK and Wichita, Kansas. This work can be contracted through Saab's Regional Aircraft Support organizations in Linköping, Sweden and Ashburn, Virginia.

On December 2, 2015, the Corporation announced that it has renewed an important long-term contract with the USAF to provide landing gear R&O services for the C-130, E-3 and KC-135R aircraft. The long-term contract spans a period extending to the end of the U.S. Government's 2021 fiscal year in September 2021, including options. Under the terms of the agreement, Héroux-Devtek is also responsible for the manufacturing and delivery of certain aftermarket components for these aircraft.

On December 23, 2015, Héroux-Devtek announced that it has extended a preferred supplier agreement with a leading aerospace systems manufacturer. The extension spans a five-year period through the end of calendar year 2023. The strategic agreement is accompanied by orders to manufacture major, complex landing gear components for three large commercial aircraft programs. Based on current expectations for these three programs, the total value of this multi-year agreement could reach up to \$100 million. Production is mainly carried out at the Corporation's facilities located in Kitchener, Ontario and Laval, Québec.

On February 17, 2016, the Corporation announced that it has signed a Memorandum of Agreement ("MOA") with Hanwha Corporation ("Hanwha") of the Republic of Korea for the engineering and manufacturing development phase of the KF-X fighter aircraft. Under the terms of the MOA, Héroux-Devtek engages in the design and development phase to jointly develop the landing gear system with Hanwha. Engineering, testing and qualification are performed at the Corporation's engineering facilities located in Runcorn, UK and St-Hubert, Québec. Engineering work is expected to be carried out over several years. The South Korean government has contracted Korea Aerospace Industry ("KAI") to develop the KF-X, a 4.5th generation fighter, while Héroux-Devtek and Hanwha have been selected to develop the aircraft's landing gear system for KAI. Based on program expectations, mass production should start in 2023 and the first production aircraft should be delivered in 2026 with 120 fighters expected to be produced by 2032.

### ***Fiscal Year ended March 31, 2017 (Fiscal Year 2017)***

On May 25, 2016, Héroux-Devtek announced that its facility located in Laval, Québec, which manufactures a door uplock system for the F-35 program, has received an important recognition of its performance by Lockheed Martin in Fort Worth, Texas. The award recognized the exceptional quality and on-time delivery of Héroux-Devtek's products for the F-35 program from the Laval facility. This award was given to the top 25 suppliers out of approximately 1,200. Héroux-Devtek also extended its current agreement with Lockheed Martin for the production of the F-35 door uplock systems at the Laval facility. The door uplock systems were designed and qualified by Héroux-Devtek's engineering team under a contract signed in 2004 and have since been produced by the Corporation for all F-35 variants.

On June 1, 2016, the Corporation announced that it has completed the final assembly of the preproduction shipset for the Boeing 777 landing gear. This event represented an important milestone in the Corporation's preparation to execute a long-term contract to supply Boeing with complete landing gear systems for the Boeing 777 and 777X aircraft.

On July 12, 2016, Héroux-Devtek announced that it has delivered the first set of the Boeing 777 landing gear. This event represents another very important milestone in the Corporation's execution of a long-term contract to supply Boeing with complete landing gear systems for the Boeing 777 and 777X airplanes.

On August 30, 2016, the Corporation announced that it has signed a long-term contract with Hanwha for the design and development phase of the KF-X fighter aircraft. This contract follows the signature of a MOA in February 2016.

On November 4, 2016, Héroux-Devtek announced that it has been awarded supplemental work by Embraer to provide landing gear components and assemblies for the KC-390 aircraft. The contract broadens the scope of an existing agreement and will span over the life of the program. Under the terms of the agreement, Héroux-Devtek will manufacture, assemble and deliver landing gear components for new aircraft production and spare parts requirements. The work will be performed at certain Héroux-Devtek facilities located in the United Kingdom, United States and Canada.

On November 10, 2016, the Corporation announced that it has signed a contract with UK-based BAE Systems for the production of complete landing gear shipsets for the Hawk advanced jet trainer aircraft. Under the terms of the agreement, Héroux-Devtek will manufacture and assemble complete landing gear replacement shipsets and hydraulic actuators to be delivered to BAE Systems. The shipsets will be installed on the fleet of an export Hawk customer as part of their planned aircraft maintenance program. These new replacement shipsets will help allow that customer to significantly extend the service life of the aircraft. The value of the contract is estimated at approximately \$11.0 million, based on current exchange rates. Deliveries began in late calendar 2017 and extend through approximately mid-calendar 2019.

On December 14, 2016, Héroux-Devtek announced that it has signed a contract with Swedish defence and security company Saab AB ("Saab") for the production of complete landing gear systems for the Gripen E

fighter aircraft. Under the terms of the agreement, Héroux-Devtek will manufacture, assemble and deliver complete landing gear systems for the Gripen E. Operations will be mainly carried out from the Corporation's facilities located in the United Kingdom. The design and development of the landing gear is currently being finalized by Héroux-Devtek's UK-based engineering team.

On December 14, 2016, the Corporation announced that in light of production rate adjustments for certain programs, including the Boeing 777 and 777X for which the Corporation is in the process of ramping up production of complete landing gear systems, it will not be able to reach its stated objective of achieving annual sales of approximately \$500 million for its Fiscal Year 2019. As a result, Héroux-Devtek has withdrawn its financial guidance. Thus, management of the Corporation recently indicated that the impact of these adjustments were (i) to withdraw the long-term sales growth guidance issued with the Fiscal Year 2016 financial results, which previously forecasted \$500 million of sales for Fiscal Year 2019; (ii) to forecast a low single-digit decrease in sales in Fiscal Year 2018, when compared to sales for Fiscal Year 2017; and (iii) following a transition year in Fiscal Year 2018, to expect sales to grow progressively to reach between \$480 million and \$520 million in Fiscal Year 2021, exclusive of any potential acquisitions. As expected, sales remained relatively stable in Fiscal Year 2017, when compared to Fiscal Year 2016.

On March 27, 2017, Héroux-Devtek informed the stakeholders of a development in regards to its business with USAF. Following a request for proposal from USAF, Héroux-Devtek jointly submitted a bid for a comprehensive Performance Based Logistics contract to provide total supply chain management for all landing gear parts requirements for the C-130, KC-135 and E-3 aircraft. The Corporation's joint bid has not been selected by USAF. The Corporation remains under contract with USAF for the provision of landing gear R&O services, as well as the manufacturing and delivery of certain aftermarket components for these aircraft. Héroux-Devtek anticipates that its business volume based on the terms of the current agreement will gradually phase out over the course of its fiscal year ending March 31, 2019. The Corporation also indicated that it would evaluate its available options under current procedures following the USAF decision.

#### ***Fiscal Year ended March 31, 2018 (Fiscal Year 2018)***

On April 26, 2017, Héroux-Devtek announced that its unionized employees at the landing gear products facility in Longueuil, Québec have voted in favor of a three-year collective agreement, which now extends through April 30, 2020. The renewal concerns approximately 255 employees who are members of Unifor, Local Section 1956.

On May 25, 2017, the Corporation announced that it has reached an agreement with its syndicate of lenders to amend and restate its existing credit facility allowing it to borrow in any currency authorized by the lenders for working capital, capital expenditures and other general corporate purposes including acquisitions (the "**Amended and Restated Credit Agreement**"). The Amended and Restated Credit Agreement is secured by all assets of the Corporation and is subject to certain restrictive covenants and corporate guarantees granted by its main subsidiaries (which have also provided security over their assets). The Amended and Restated Credit Agreement has been extended for a three-year period with a new maturity date set for May 24, 2022.

On October 2, 2017, Héroux-Devtek announced an agreement to acquire Compañía Española de Sistemas Aeronauticos, S.A. ("**CESA**"), a subsidiary of Airbus SE (PA: AIR), for a purchase price of €140 million (approximately \$205 million) enterprise value, subject to customary closing adjustments. CESA has its headquarter in Madrid, Spain and is a leading European provider of fluid mechanical and electromechanical systems for the aerospace industry. CESA's main product lines include landing gear, actuation and hydraulic systems. This transaction will allow the Corporation to increase its presence with Airbus SE, hence giving it better access to one of the largest aircraft manufacturers in the world. This transaction will also increase the presence of Héroux-Devtek in Europe, expanding its product and service offering into complementary activities, adding a significant intellectual property rights portfolio, as well as gaining important content on several key aircraft programs and customers.

On February 27, 2018, the Corporation announced an agreement to acquire Beaver Aerospace & Defense Inc. and its wholly-owned subsidiary PowerTHRU Inc. ("**Beaver**"), from Phillips Service Industries Inc., for a purchase price of approximately US\$23.5 million, including a US\$2.5 million balance of sale payable over two years following closing. Beaver is a vertically integrated manufacturer with a growing portfolio of company-designed products. It designs and manufactures custom ball screws from a variety of materials based on customer and application requirements as well as designs, manufactures, assembles and tests



electromechanical actuators. This transaction will allow Héroux-Devtek to broaden its existing aerospace product offering into ball screws and actuation systems and will enlarge its footprint in North America, while being complementary with the Corporation and CESA's businesses. In addition, the Corporation plans to leverage Beaver's relationships with industry leading OEMs and suppliers in the ball screws and actuation business in order to facilitate its penetration of this market particularly in the U.S. and this transaction will also benefit from cross-selling opportunities and operational efficiencies.

On March 15, 2018, Héroux-Devtek announced workforce adjustments of about 60 employees at its Longueuil facility. Due to the non-renewal of services provided to the USAF announced on March 27, 2017, the Corporation has been forced to make changes to its maintenance and repair activities at its Longueuil facility.

#### ***Recent Development***

On May 16, 2018, the Corporation announced that it has signed a 4-year agreement with AAR. Under the terms of the agreement Héroux-Devtek will perform the as needed remanufacturing of landing gear assemblies of the KC-135 aircraft, the manufacturing of spare parts for the C-130 and KC-135 aircraft and the manufacturing of other landing gear components, all in support of a contract AAR was recently awarded from USAF.

#### **4. DIVIDENDS**

Over the last three fiscal years, the Corporation did not pay dividends on any of its securities. The Corporation does not intend to pay dividends on any of its securities in the foreseeable future.

Subject to the rights of the holders of shares of any other class or particular series ranking in priority to the common shares, the holders of the common shares are entitled to receive all dividends declared by the Corporation. The first preferred shares and the second preferred shares shall rank prior to the common shares and the first preferred shares shall rank prior to the second preferred shares in respect of the payment of dividends.

#### **5. DESCRIPTION OF CAPITAL STRUCTURE**

##### ***Authorized Share Capital***

The Corporation's authorized share capital consists of an unlimited number of common shares, 36,218,572 of which were outstanding as at March 31, 2018, and an unlimited number of first preferred shares and second preferred shares (collectively the "Preferred Shares"), none of which were outstanding as at March 31, 2018.

##### ***Preferred Shares***

The Preferred Shares are issuable at any time in one or more series as the Corporation's Board of Directors may determine. The Preferred Shares, when issued, shall have preference over the Common Shares with respect to the payment of dividends and return of capital. The Second Preferred Shares shall rank junior to the First Preferred Shares with respect to the payment of dividends and return of capital. Subject to the provisions of the *Business Corporations Act* (Québec), the holders of Preferred Shares are neither entitled to receive notice of or attend any meeting of shareholders of the Corporation, nor to vote at any such meeting.

##### ***Common Shares***

Subject to the rights, privileges, restrictions and conditions applicable to the Preferred Shares as a class, the common shares entitle their holders: (i) to vote, on the basis of one vote per common share held, whenever a shareholders' vote is held; (ii) to receive any dividend declared by the Corporation other than dividends declared on the Preferred Shares; and (iii) to share proportionately in the remaining assets of the Corporation in the event of its liquidation or dissolution.

## 6. MARKET FOR SECURITIES

The common shares are listed and posted for trading on the TSX under the symbol “HRX”. The following table indicates the price ranges at the close of the market on the TSX and volume traded on the TSX on a monthly basis for each month of the most recently completed fiscal year:

Period	High	Low	Volume (Common Shares)
<b>2017</b>			
April	12.26	11.53	275,263
May	13.25	11.77	441,959
June	14.70	13.03	361,999
July	14.60	12.35	128,863
August	13.80	12.46	138,861
September	13.48	12.50	97,666
October	14.94	13.50	927,159
November	15.13	13.74	264,799
December	15.71	13.48	258,029
<b>2018</b>			
January	15.49	14.03	153,081
February	15.24	13.89	201,529
March	15.42	14.44	418,966

### *Prior Sales*

For additional information with respect to the prior sales during the fiscal year 2018 of each class of securities not listed, please refer to the section entitled “**Issued Capital**” in the Management’s Discussion and Analysis of the Corporation for the fiscal year ended on March 31, 2018 on the Corporation’s Web site at [www.herouxdevtek.com](http://www.herouxdevtek.com) or on SEDAR at [www.sedar.com](http://www.sedar.com).

## 7. ESCROWED SHARES AND SHARES SUBJECT TO CONTRACTUAL RESTRICTION ON TRANSFER

To the knowledge of the Corporation, there are no securities of the Corporation which are being currently held in escrow.

Under a shareholders’ agreement dated November 13, 2014 between 2945-0228 Québec Inc., a corporation wholly-owned by Gilles Labbé, and Caisse de dépôt et placement du Québec (“**Caisse**”), by which 9356-9283 Québec Inc. (“**9356**”), a corporation wholly-owned by Gilles Labbé, is now bound (the “**Shareholders Agreement**”), if and when 9356 holds 2,600,000 or less common shares of the Corporation, Caisse will enjoy a right of first opportunity to purchase any common shares of the Corporation that 9356 intends to transfer. The Shareholders Agreement also provides that the parties must obtain the prior written consent of the other party to exercise the voting rights attached to their common shares of the Corporation on certain matters relating *inter alia* to: changes in the nature of the operations of the Corporation; amendments to the Corporation’s Articles or by-laws or changes to its capital structure; and, in certain circumstances, the distribution of assets by the Corporation. The Shareholders Agreement may be terminated by written consent of the parties or if any of the party become insolvent, bankrupt or is dissolved, if Caisse’s participation in the Corporation is less than 10% or if 9356’s participation in the Corporation is less than 5%.

On November 13, 2014, Héroux-Devtek and Caisse also entered into an investor rights agreement (the “**Investor Rights Agreement**”), under which Caisse enjoys, among others, a preemptive right, a right to recommend a candidate to be elected to the Board of Directors of the Corporation and a right to obtain certain information subject to an obligation of confidentiality and to applicable securities laws.

**ESCROWED SECURITIES AND SECURITIES SUBJECT TO  
CONTRACTUAL RESTRICTION ON TRANSFER**

Designation of class	Number of securities held in escrow or that are subject to a contractual restriction on transfer	Percentage of class
Common Shares	2,600,000	7.18%

**8. DIRECTORS AND EXECUTIVE OFFICERS**

The names, provinces and countries of residence of the directors and executive officers of the Corporation, their principal occupations and the year in which each director first became a director are set out below.

***Directors***

Each of the directors has served continuously as a director since the date he was first elected or appointed. The present term of each director will expire immediately prior to the election of directors at the next Annual Meeting of Shareholders, which is scheduled to be held on August 10, 2018.

Name	Principal Occupation during the five preceding years	Director Since	Number of Common Shares held as at March 31, 2018
Nathalie Bourque <sup>(1)</sup> Québec, Canada	Corporate Director. Consultant in public relations, government relations and financial communications. Since 2012, member of the Board and of the Human Resources and Corporate Governance committee of Alimentation Couche-Tard Inc. Since 2017, member of the Board and of the audit committee and Chair of the Human Resources and Corporate Governance committee of The Hydrothechary Corporation. From 2005 to 2015, Vice-President, Public Affairs and Global Communications at CAE Inc.. Prior to 2005, partner at NATIONAL Public Relations.	2015	4,000
Paule Doré <sup>(2)</sup> Québec, Canada	Corporate Director. Over the last 25 years, member of the boards of directors of several Canadian public companies, including Ault Food Ltd, AXA Canada, Covitec, Groupe Laperrière Verrault (GLV) and Cogeco Inc. Mrs. Doré has also chaired the boards of associations and non-profit organizations. From 1990 to 2006, member of the senior management of CGI Inc. as Executive Vice-President and Chief Corporate Officer. Currently, Mrs. Doré is a member of the Board of Directors of CGI Inc., the Institute for Governance of Private and Public Organizations (IGOPP) and Musée Pointe-à-Callières.	2010	17,000 <sup>(3)</sup>

Name	Principal Occupation during the five preceding years	Director Since	Number of Common Shares held as at March 31, 2018
Pierre Fitzgibbon <sup>(1)(4)</sup>	Managing Partner at Walter Capital Partners since 2015. From 2007 to 2014, President and Chief Executive Officer of Atrium Innovations. From 2002 to 2007, senior executive positions with responsibilities for corporate development, finance, mergers & acquisitions and strategic planning at National Bank of Canada. Prior to joining National Bank of Canada, Mr. Fitzgibbon held various positions in finance, corporate and business development at Telesystem Wireless International, Chase Capital Partners Hong Kong, Domtar and PricewaterhouseCoopers	2018	8,300
Gilles Labbé Québec, Canada	President and Chief Executive Officer, Héroux-Devtek.	1985	3,630,767 <sup>(5)</sup>
Louis Morin <sup>(1)</sup> Québec, Canada	Since June 2010, President of Busrel Inc., North-American supplier of promotional items. Up to March 31, 2009, Vice-President and Chief Financial Officer of Québecor Inc. From December 2003 until January 2006, he was the Chief Financial Officer of Bombardier Recreational Products Inc. From April 1999 until February 2003, Mr. Morin was the Senior Vice-President and Chief Financial Officer of Bombardier Inc. where he was working since 1982.	2008	20,000
James J. Morris <sup>(2)</sup> Washington, U.S.A.	Corporate Director and consultant. Up to December 31, 2006, Vice President Engineering and Manufacturing for Boeing Commercial Airplanes.	2013	20,000
Brian A. Robbins <sup>(2)</sup> Ontario, Canada	President and Chief Executive Officer, Exco Technologies Limited.	2000	50,000 <sup>(6)</sup>
Andrew John Stevens <sup>(1)</sup> Cheltenham, United Kingdom	Corporate Director. In 2018, appointed Non-Executive Chairman of the Board of Directors of Praesidiad. Up to November 2011, Chief Executive Officer of COBHAM plc. From September 2005 to December 2009, Chief Operating Officer of COBHAM plc. Mr. Stevens is a Chartered Engineer, with a 1 <sup>st</sup> Class honour degree in Production Engineering from Aston University, he is a Fellow of the Royal Aeronautical Society, a Fellow of the Institution of Electrical Engineers and was awarded honorary Doctor of Science in 2013.	2014	12,500

(1) Member of the Audit Committee.

(2) Member of the Human Resources and Corporate Governance Committee.

(3) These shares are held by Fiducie Paule Doré, a trust controlled by Mrs. Paule Doré.

(4) Mr. Fitzgibbon was appointed to the Board of Directors on February 6, 2018

(5) 3,587,738 common shares included in this number are held by 9356-9283 Québec Inc., a company controlled by Mr. Gilles Labbé.

(6) 40,000 common shares included in this number are held by 1155924 Ontario Limited, a company wholly-owned by Mr. Brian A. Robbins and family.

## **Executive Officers**

<b>Executive Officer's Name</b>	<b>Position in the Corporation</b>	<b>Number of Common Shares held as at March 31, 2018</b>
Gilles Labbé	President and Chief Executive Officer	3,630,767 <sup>(1)</sup>
Réal Bélanger	Executive Vice-President, Business Development and Special Projects	66,497
Martin Brassard	Vice-President and Chief Operating Officer	145,904
Stéphane Arsenault	Chief Financial Officer	36,849 <sup>(2)</sup>

<sup>(1)</sup> 3,587,738 common shares included in this number are held by 9356-9283 Québec Inc., a company controlled by Mr. Gilles Labbé.

<sup>(2)</sup> 1,100 common shares included in this number are held by Marisa Alfieri, the spouse of Mr. Stéphane Arsenault.

As at March 31, 2018, the directors and executive officers of the Corporation, as a group, beneficially own, directly or indirectly, or exercise control or direction over 4,011,817 common shares representing approximately 11.1% of the outstanding common shares of the Corporation.

### ***Cease Trade Orders, Bankruptcies, Penalties or Sanctions***

To the Corporation's knowledge, no director or executive officer of the Corporation is, at the date of this annual information form, or has been, within 10 years before the date of the annual information form, a director, chief executive officer or chief financial officer of any company that, while that person was acting in that capacity, (i) was the subject of a cease trade or similar order or an order that denied the relevant company access to any exemption under securities legislation, for a period of more than 30 consecutive days, or (ii) was subject to an event that resulted, after the director, chief executive officer or chief financial officer ceased to be a director or executive officer, in the company being the subject of a cease trade or similar order or an order that denied the relevant company access to any exemption under securities legislation, for a period of more than 30 consecutive days.

To the Corporation's knowledge, no director or executive officer of the Corporation or a shareholder holding a sufficient number of securities of the Corporation to affect materially the control of the Corporation is, at the date of this annual information form, or has been, within 10 years before the date of the annual information form, a director or executive officer of any company that, while that person was acting in that capacity, or within a year of that person ceasing to act in that capacity, became bankrupt, made a proposal under any legislation relating to bankruptcy or insolvency or was subject to or instituted any proceedings, arrangement or compromise with creditors or had a receiver, receiver manager or trustee appointed to hold its assets.

In addition, to the knowledge of the Corporation, no director or executive officer of the Corporation or a shareholder holding a sufficient number of securities of the Corporation to affect materially the control of the Corporation has, within 10 years before the date of this annual information form, become bankrupt, made a proposal under any legislation relating to bankruptcy or insolvency, or become subject or instituted any proceedings, arrangement or compromise with creditors, or had a receiver, receiver manager or trustee appointed to hold the assets of the directors, executive officers or shareholders.

Furthermore, to the knowledge of the Corporation, no director or executive officer of the Corporation or a shareholder holding a sufficient number of securities of the Corporation to affect materially the control of the Corporation has been subject to any penalties or sanctions imposed by a court relating to securities legislation or by a securities regulatory authority or has entered into a settlement agreement with a securities regulatory authority, or has been subject to any other penalties or sanctions imposed by a court or regulatory body that would likely be considered important to a reasonable investor in making an investment decision.

## **9. INTEREST OF EXPERTS**

Ernst & Young LLP are the independent auditors who prepared the Auditors' Report to the shareholders of the Corporation under Canadian generally accepted auditing standards. Ernst & Young LLP has confirmed to the

Corporation that it is independent within the meaning of the Rules of Professional Conduct of the *Ordre des comptables professionnels agréés du Québec*. These rules are equivalent or similar to Rules of Professional Conduct applicable to chartered professional accountants in the other provinces of Canada.

## 10. THE AUDIT COMMITTEE

The Board of Directors has reviewed the requirements provided under National Instrument 52-110 - *Audit Committees* (or in Québec, Regulation 52-110) (“52-110”) and is of the view that the Corporation complies with such practices. The following discussion addresses the Corporation’s position with the requirements of 52-110 and has been prepared in conformity with Form 52-110F1 - *Audit Committee Information Required in an AIF*.

### The Audit Committee’s Charter

The Board of Directors of the Corporation has established an audit committee (the “**Audit Committee**”). The mandate of the Audit Committee adopted by the Board of Directors of the Corporation in 1996 and revised yearly is attached as Schedule A to this annual information form.

### Composition of the Audit Committee

The Audit Committee is composed of four members being, at the end of the fiscal year ended March 31, 2018, Ms. Nathalie Bourque, Mr. Louis Morin, Mr. Andrew John Stevens and Mr. Pierre Fitzgibbon. Each of the Audit Committee members is independent and financially literate within the meaning of 52-110, which means that each of them (i) has no direct or indirect material relationship with the Corporation, other than being one of its directors and (ii) has the ability to read and understand a set of financial statements that present a breadth and level of complexity of accounting issues that are generally comparable to the breadth and complexity of the issues that can reasonably be expected to be raised by the Corporation’s financial statements.

### Relevant Education and Experience

Each member of the Audit Committee has developed considerable experience and expertise related to financial and accounting matters which are relevant to the performance of their respective responsibilities as an Audit Committee member. More particularly, each of them has developed and acquired (i) an understanding of the accounting principles used by the Corporation to prepare its financial statements; (ii) the ability to assess the general application of such accounting principles in connection with the accounting for estimates, accruals and reserves; (iii) experience preparing, auditing, analyzing or evaluating financial statements that present a breadth and level of complexity of accounting issues that are generally comparable to the breadth and complexity of issues that can reasonably be expected to be raised by the Corporation’s financial statements, or experience actively supervising one or more persons engaged in such activities; and (iv) an understanding of internal controls and procedures for financial reporting.

The following is a description of the education and experience of each Audit Committee member that is relevant to the performance of their responsibilities as Audit Committee members:

#### ***Nathalie Bourque***

Ms. Bourque is a director of the Corporation and a member of the Audit Committee since 2015. She currently is a member of the Board and of the Human Resources and Corporate Governance committee of Alimentation Couche-Tard Inc and a member of the Board, of the Audit committee and Chair of the Human Resources and Corporate Governance committee of The Hydrotheque Corporation. Since 2016, Ms. Bourque is Québec Chair of Hill+Knowlton Strategies. From 2005 to 2015, she was Vice-President, Public Affairs and Global Communications at CAE Inc. Prior to 2005; she was a partner at NATIONAL Public Relations.

#### **Pierre Fitzgibbon**

Mr. Fitzgibbon is a director of the Corporation and was appointed as a member of the Audit Committee in February 2018. Mr. Fitzgibbon is currently Managing Partner at Walter Capital Partners, a private equity firm headquartered in Montreal. From July 2007 to June 2014, he previously served as President and Chief

Executive Officer of Atrium Innovations, which had operations in eight countries. From 2002 to 2007, he was at National Bank of Canada where he held senior executive positions with responsibilities for corporate development, finance, mergers & acquisitions and strategic planning. From 1999 to 2002, he was President and Managing Director of New World Mobility, a wireless provider in Hong Kong. He also held various senior executive positions in finance, corporate and business development at Telesystem International Wireless in Canada and Asia, Domtar and Peerless Carpet Corporation. He is currently serving on the Board of Directors of WSP Group and has served on numerous other boards over the years, including Caisse, Transcontinental Inc., Lumenpulse, Arianne Phosphate, Acasti Pharma and Neptune Bioresources

Mr. Fitzgibbon holds a bachelor's degree in business administration from HEC Montreal, is a member of the Ordre des comptables professionnels agréés du Québec and holds a certificate in general management from Harvard Business School.

#### ***Louis Morin***

Mr. Morin is a director of the Corporation and was appointed as a member of the Audit Committee in March 2008. His principal occupation is President of Busrel Inc., a North-American supplier of promotional items, since June 2010. Up to March 31, 2009, he was Vice-President and Chief Financial Officer of Québecor Inc. since January 15, 2007. From December 2003 until January 2006, he was the Chief Financial Officer of Bombardier Recreational Products Inc. From April 1999 until February 2003, Mr. Morin was the Senior Vice-President and Chief Financial Officer of Bombardier Inc. where he was working since 1982.

Mr. Morin holds a Bachelor's and a Master's degree in business administration from l'École des Hautes Études Commerciales (HEC) and is a Certified Public Accountant (CPA).

#### ***Andrew John Stevens***

Mr. Stevens is a director of the Corporation and a member of the Audit Committee since 2014. He currently acts as Corporate Director and consultant for different companies among others, he is Non-Executive Chairman of the Board of Directors of Praesidiad. Mr. Stevens has operating experience globally in the aerospace and defence sector. From 1976 to 1994, he worked for the Dowty Group, a leading British manufacturer of aircraft equipment. From 1994 to 1996, he was involved with Bowthorpe plc. From 1996 to 2000 he first acted as Managing Director and then Chief Operating Officer of Messier-Dowty (now Safran Landing Systems). From 2001 to 2003, he served as Managing Director Defence Aerospace for Rolls Royce. Finally, from 2003 to 2012, he was a Board member of Cobham plc where he served variously as Group Managing Director, Aerospace Systems, Chief Operating Officer and Chief Executive Officer. This managerial experience, set out above, has provided Mr. Stevens with significant insight into financial issues encountered by companies conducting business within the aerospace sector.

Mr. Stevens is a member of the Human Resources and Chair of the Governance Committee of CAE Inc. and a member of the Human Resources Committee and Audit Committee of De la Rue plc.

Mr. Stevens holds a Bachelor's Degree in Production Engineering from the Aston University, UK and is a fellow of the Royal Aeronautical Society and of the Institute the of Electrical Engineer's. He is a member of the Institute Production and Engineer.

#### **Pre-Approved Policies**

The Board of Directors of the Corporation and the Audit Committee have adopted certain policies with respect to services rendered by external auditors.

Specific services may be rendered by the external auditors of the Corporation which are not incompatible, as to their nature, with the maintenance of their professional independence. Certain of these services reflect the statutory role of the external auditors and are grouped under "Audit Services" below. Other services under "Audit Related" and "Taxation Services" below can be rendered by the external auditors as well as other service providers, at Corporation management's discretion. Certain types of services listed under "Prohibited Services" below generally cannot, except in limited cases, be provided by external auditors without impairing their professional independence.

### ***Audit Services***

- Audit of the Corporation's annual consolidated financial statements;
- Audit of the annual financial statements of certain related entities or groups;
- Review of the Corporation's annual information form, management, discussion and analysis, management proxy circular and other annual filing documents;
- Read of quarterly consolidated financial statements of the Corporation;
- Review of the Corporation's prospectuses or other financing documents and issuance of appropriate consent, comfort or other required letters to interested parties;
- Accounting research and consultations on the application of International Financial Reporting Standards (IFRS).

### ***Audit Related Services***

- Audit of the annual financial statements of the employee benefit plans;
- Special reports to third parties required to comply with various contractual or other obligations of the Corporation or any of its subsidiaries or affiliates;
- Special audits on control procedures;
- Information systems reviews not performed in conjunction with the Audit;
- Due diligence services to assist management in the context of business investment or divestiture decisions;
- Advisory services in preparation for compliance under National Instrument 52-109.

### ***Taxation Services***

- Preparation and/or review of income or other tax returns of the Corporation's domestic or foreign business units;
- Consultations with respect to income tax compliance or planning with domestic or foreign jurisdictions, including federal, provincial, state and capital taxes; international tax financing, structuring and repatriation strategies; loss utilization strategies; advice with respect to research and development expenditures;
- Consultations with respect to transfer pricing risk and assessment;
- Executive compensation plans including pensions, stock options, and deferred compensation plans;
- Expatriate tax compliance and planning, including tax return preparation services with respect thereto;
- Foreign office tax advice regarding international tax projects and co-ordination thereof;
- Discussions regarding new tax developments and responses to tax queries as they arise;
- Support regarding tax authority audits;
- Commodity tax advice.

### ***Other Services***

Translation of financial information, including financial statements, management, discussion and analysis, press release, annual and quarterly reports.

### ***Other Services not Specifically Prohibited***

While the possibility of other services being rendered by the Corporation's external auditors is not in and of itself excluded, such services will be rendered only on the specific approval of the Audit Committee or one of its designated members.



## Prohibited Services

Certain services are considered to be incompatible with the objective of preserving the independence of external auditors and therefore are prohibited. Such services, with some exceptions, include the following:

- Bookkeeping or other services related to the accounting records or financial statements of the Corporation.
- Expert services, litigation support unrelated to the audit.
- Financial information systems design and implementation.
- Appraisal or valuation services, fairness opinions or contribution-in-kind reports.
- Actuarial services.
- Internal audit outsourcing services.
- Management functions.
- Human resources services.
- Broker-dealer, investment adviser or investment banking services.
- Legal Services and any other advocacy services.
- Preparation of journal entries and source documents.
- IT Services.
- Corporate finance and similar activities.

## External Auditors Service Fees

The following are the aggregate fees billed by the Corporation's external auditors in each of the last two fiscal years by category of services provided to the Corporation by said auditors.

	Fiscal Year ended March 31	
	2018	2017
Audit Fees <sup>(1)</sup>	\$608,100	\$637,075
Audit-Related Fees <sup>(2)</sup>	97,426	164,783
Other Fees <sup>(3)</sup>	33,981	13,208
Income Tax Fees <sup>(4)</sup>	136,248	145,393
<b>Total</b>	<b>\$875,755</b>	<b>\$960,459</b>

(1) Audit fees were billed for professional services rendered for the audit of the Corporation's consolidated financial statements and quarterly reviews or reads of the Corporation's quarterly consolidated financial statements.

(2) Audit-related fees that are not reported under the audit line above which were billed for assurance and related services that are reasonably related to the audit or review of the annual and interim consolidated financial statements.

(3) Other fees are billed for services other than the audit fees, audit-related fees and income tax fees. These services consisted of translation services.

(4) Income tax fees were billed for tax consulting and compliance services, the review of income tax returns and the review of executive compensation and expatriate tax returns.

## **11. LEGAL PROCEEDINGS**

Management of the Corporation is not aware of any legal proceeding or litigation outstanding, threatened or pending as of the date hereof by or against the Corporation or relating to its business which would be material to an existing or potential holder of common shares.

## **12. INTEREST OF MANAGEMENT AND OTHERS IN MATERIAL TRANSACTIONS**

To the knowledge of the Corporation, there has not been any material interest, direct or indirect, of any director or executive officer of the Corporation, or a person or company that is the direct or indirect beneficial owner of, or who exercises control or direction over, more than 10 percent of any class or series of the outstanding voting securities of the Corporation, or any associate or affiliate thereof, within the three most recently completed financial years, that has materially affected the Corporation or is reasonably expected to materially affect the Corporation.

## **13. TRANSFER AGENT AND REGISTRAR**

The transfer agent and registrar for the common shares of the Corporation is Computershare Trust Company of Canada at its place of business in the city of Montréal, Québec.

## **14. MATERIAL CONTRACTS**

The Corporation has no material contracts other than (i) the agreement to acquire CESA described above under the heading “Fiscal Year 2018”, (ii) the Amended and Restated Credit Agreement described above under the heading “Fiscal Year 2018 and (iii) the Investor Rights Agreement described in item 7 above.

## **15. ADDITIONAL INFORMATION**

Additional information including directors’ and officers’ remuneration and indebtedness, principal holders of the Corporation’s securities and, options to purchase securities where applicable, is contained in the Corporation’s Management Proxy Circular dated June 20, 2017 and prepared in connection with the Annual Meeting of Shareholders of the Corporation, held on August 7, 2017. Additional information is provided in the Corporation’s comparative consolidated financial statements and management, discussion and analysis for its most recently completed fiscal year.

The Corporation shall provide to any person or company, upon request to the Corporation’s Corporate Secretary, at Héroux-Devtek Inc., Suite 658, East Tower, 1111 Saint-Charles Street West, Longueuil, Québec, J4K 5G4, a copy of:

- i. this annual information form together with any document incorporated by reference therein;
- ii. the comparative consolidated financial statements of the Corporation for its most recently completed fiscal year, together with the accompanying report of the auditors thereon, and any interim condensed consolidated financial statements of the Corporation that has been filed subsequent to the consolidated financial statements for its most recently completed fiscal year; and
- iii. the Corporation’s Management Proxy Circular with respect to the Corporation’s most recent shareholders’ meeting that involved the election of directors;

provided that the Corporation may require the payment of a reasonable charge if the request is made by a person or a company who or which is not a security holder of the Corporation.

Additional information relating to the Corporation may be found on SEDAR at [www.sedar.com](http://www.sedar.com).

## SCHEDULE A - MANDATE OF THE AUDIT COMMITTEE

### 1. Mission

1.1 The Audit Committee assists the Board of Directors in its general management responsibilities of the Corporation by:

- a) selecting and recommending the external auditors and reviewing their independence and effectiveness;
- b) reviewing:
  - (i) the financial statements;
  - (ii) the processes for presenting financial information;
  - (iii) the internal controls;
  - (iv) the audit processes;
  - (v) the management information systems; and
  - (vi) the financial risk management processes and control methods for managing such risks;

for the purpose of determining the integrity and effectiveness thereof; and

- c) serving as intermediary between the Board of Directors and the independent oversight functions (internal and external auditing).

1.2 The Corporation's external auditors are responsible for reporting to the Board of Directors and to the Audit Committee acting as the shareholders' representatives, and these shareholders' representatives have the ultimate power and responsibility of choosing, evaluating and, where necessary, recommending the replacement of the external auditors.

1.3 The Committee fulfills its responsibilities to the Board by carrying out the duties set forth in section 10 of this Mandate.

1.4 Although the Audit Committee has the powers and responsibilities set forth in this Mandate, the role of the Audit Committee is oversight. The members of the Audit Committee are not full-time employees of the Corporation and may or may not be accountants or auditors by profession and, in any event, do not serve in such capacity on the Audit Committee. Consequently, it is not the duty of the Audit Committee to conduct audits or to determine that the Corporation's financial statements and disclosures are complete and accurate and are in accordance with the International Financial Reporting Standards ("IFRS") and applicable rules and regulations. These are the responsibilities of management and the external auditors.

### 2. Composition

2.1 The Committee is comprised of at least three (3) members appointed annually by the Board of Directors from among the Corporation's Directors.

2.2 Every Committee member shall be independent within the meaning of *Regulation 52-110 respecting Audit Committees* ("Regulation 52-110").

2.3 No officer or employee of the Corporation or of a subsidiary of the Corporation shall be a member of the Committee.

- 2.4 Every Committee member shall be financially literate within the meaning of Regulation 52-110, i.e. shall have the ability to read and understand a set of financial statements that present a breadth of complexity of accounting issues that are generally comparable to the breadth and complexity of the issues that can reasonably be expected to be raised by the Corporation's financial statements.

At least one Committee member shall have "related accounting or financial expertise" acquired either through previous work experience in finance or accounting, through the required professional certification in accounting, or through any other comparable experience or training giving him financial sophistication, such as being or having been a chief executive officer or chief financial officer of a company, or having held another position with a company as a senior executive with financial oversight responsibilities. This member shall have the ability to analyze and interpret a complete set of financial statements, including the accompanying notes, in accordance with IFRS.

### **3. Chairperson**

- 3.1 The chair of the Committee is appointed by the Board of Directors. Where the chair is absent or unable to attend a meeting, the meeting shall be chaired by a member chosen by the Committee.
- 3.2 Subject to a contrary decision by the Board of Directors, members who have sat on the Committee for two years are eligible for appointment as Committee chairperson.
- 3.3 Subject to a contrary decision by the Board of Directors, the mandate of the Committee chairperson granted to a Committee member shall not exceed five years.
- 3.4 The Committee chairperson may make suggestions to the Chairman of the Board concerning the content of the agendas of certain meetings of the Board of Directors, where he considers it appropriate or necessary to do so.

### **4. Secretary**

The Committee chairperson appoints a person who does not need to be a member of the Committee, to act as Committee secretary.

### **5. Holding and calling of meetings**

- 5.1 The Audit Committee meets at least once per quarter and the Committee's meetings are held on the dates and at the time and place fixed by the Board of Directors. The Committee members shall be notified annually in writing of the dates, times and places of the Committee meetings, without any other notice being required.
- 5.2 An off-schedule meeting may be called at any time by the Committee chairperson, the Chairman of the Board, the President and Chief Executive Officer, one of the members of the Committee, the Chief Financial Officer, the Secretary or an assistant secretary of the Corporation, and by the external auditors and auditors in charge of the internal audit function.

A notice stipulating the purpose, place, date and time of every off-schedule meeting shall be sent to each of the Committee members by mail or by any other means of telephone or electronic communication at least twenty-four (24) hours before the scheduled time and date of the meeting.

Off-schedule meetings of the Committee may be held without notice when all Committee members are present or when absent members give written waiver of notice of such meeting.

- 5.3 The Committee meetings may be held by telephone or by any other means enabling all members to communicate adequately and simultaneously with each other. In such case, the persons participating in a meeting by telephone or by any other means of communication are deemed to be present at the meeting.
- 5.4 The external auditors are entitled to receive the notices of the Committee's meetings and to be heard at such meetings.
- 5.5 The Committee may call a meeting of the Board of Directors to study issues of interest to the Committee.
- 5.6 The Committee members shall meet in closed sessions, at least once a year, under the direction of the Committee chairperson.

## **6. Quorum**

- 6.1 Quorum for the Committee shall be a majority of the Committee members.
- 6.2 There shall be a quorum at every meeting in order for the Committee members to validly conduct proceedings and make decisions.
- 6.3 Subject to sections 6.1 and 6.2 above, the subjects submitted for consideration to every Committee meeting requiring a decision shall be approved by a majority of votes of the members present.

## **7. Minutes**

- 7.1 The secretary shall keep the minutes of every Committee meeting, duly approved by it, in a register especially for this purpose.
- 7.2 The minutes of every Committee meeting, duly approved by it, shall be attached to the agenda of a subsequent meeting of the Board of Directors for its information. The Committee chairperson shall make a verbal report of the proceedings of every Committee meeting at a subsequent meeting of the Board of Directors.

## **8. Vacancy**

Vacancies on the Committee shall be filled by the Board of Directors, where it considers appropriate. A failure to fill a vacancy shall not invalidate the Committee's decisions provided that there is a quorum.

## **9. Hiring of external advisors**

The Audit Committee has the authority to retain the services of expert advisors at the Corporation's expense. In case of an emergency, this responsibility is vested in the Committee chairperson. The Committee may request any officer or employee of the Corporation, its outside legal counsel or its internal or external auditors to attend an Audit Committee meeting or meet any of its members or advisors.

The Audit Committee shall notify the Board of Directors on the extent of the financing required to pay for the compensation of the independent expert advisors retained to advise the Committee.

## 10. Duties and responsibilities

The Committee's duties are as follows:

### 10.1 Internal control

- 10.1.1 review the mandate of the internal audit function on an annual basis and ensure that it has the resources necessary to fulfill its mandate and the responsibilities set for it;
- 10.1.2 if the internal audit function has been outsourced in whole or in part to an external consulting firm, make recommendations to the Corporation's Board of Directors on the appointment of such consultants and their compensation;
- 10.1.3 require management to set up and maintain appropriate internal control policies and mechanisms, and review, evaluate and approve such policies and mechanisms;
- 10.1.4 evaluate the effectiveness of the Corporation's internal control policies and mechanisms with the Chief Financial Officer, or any other officer or employee of the Corporation exercising responsibility for the internal audit function;
- 10.1.5 review the report(s) of the internal audit group on a quarterly or annual basis and ensure that the necessary measures are taken to follow up on the suggestions arising from such report(s);
- 10.1.6 review the recommendations of the Corporation's management and recommend to the Board of Directors the appointment or removal of an officer responsible for the internal audit function of the Corporation;
- 10.1.7 review and approve the annual internal audit plan and ensure the independence and effectiveness of this function;
- 10.1.8 require that the internal audit function be free of any influence which could interfere with its ability to carry out its responsibilities in an objective manner and, to this end, obtain disclosure from management of the services other than internal auditing provided to the Corporation by the consultants to whom this function has been outsourced;
- 10.1.9 evaluate the overall performance of the external consultants to whom the internal audit function has been outsourced, whether in whole or in part, including the other services rendered by these consultants, and analyze the effect of such services on their independence;
- 10.1.10 ensure that there is effective cooperation between internal auditing and the external auditors of the Corporation;
- 10.1.11 meet, in the absence of management, with the Corporation's officer in charge of the internal audit function, or the external consultant to whom this function has been outsourced;
- 10.1.12 review any management representation letters on the internal financial systems and controls addressed to the external auditors;
- 10.1.13 review and comment to the Board of Directors on all related-party transactions;
- 10.1.14 review any change in the Corporation's code of ethics;

- 10.1.15 review the recommendations made by the regulatory bodies or external or internal auditors and report to the Board of Directors;
- 10.1.16 establish procedures for the receipt, retention and treatment of complaints received by the Corporation regarding accounting, internal accounting controls, or auditing matters and for the confidential, anonymous submission by employees of the Corporation of concerns regarding questionable accounting or auditing matters; and
- 10.1.17 review and approve the Corporation's hiring policies regarding partners, employees and former partners and employees of the Corporation's, current or former, external auditors that meet the CICA Rules of Professional Conduct.
- 10.2 External auditors
- 10.2.1 submit recommendations to the Corporation's Board of Directors for the appointment and compensation of the external auditors;
- 10.2.2 review and discuss the external auditors' detailed report on all the factors influencing their independence and objectivity; make recommendations for measures to be taken by the Board of Directors to ensure the independence of the external auditors;
- 10.2.3 pre-approve all non-audit services to be provided to the Corporation or its subsidiaries by the auditors and, ensure that the external auditors shall not provide the following services to the Corporation:

#### Prohibited Non-Audit Services

- Bookkeeping or other services related to the accounting records or financial statements of the Corporation.
  - Expert services, litigation support unrelated to the audit.
  - Financial information systems design and implementation.
  - Appraisal or valuation services, fairness opinions or contribution-in-kind reports.
  - Actuarial services.
  - Internal audit outsourcing services.
  - Management functions.
  - Human resources services.
  - Broker-dealer, investment adviser or investment banking services.
  - Legal Services and any other advocacy services.
  - Preparation of journal entries and source documents.
  - IT Services.
  - Corporate finance and similar activities.
- 10.2.4 review the nature and scope of the work of the Corporation's external auditors;
- 10.2.5 meet with the external auditors and management to discuss the annual financial statements or transactions which may be detrimental to the sound financial situation of the Corporation;
- 10.2.6 discuss with the external auditors not only the acceptability but also the quality of the accounting principles followed by the Corporation in its financial reports;
- 10.2.7 review the Corporation's guidelines for awarding professional services contracts to the external auditors outlining the criteria and levels of authorization required for types of services other than auditing which the external auditors are authorized to offer the Corporation;

- 10.2.8 review the annual letter of recommendation on internal control by the Corporation's external auditors and follow up on the measures subsequently taken by management;
  - 10.2.9 meet the Corporation's external auditors on a regular basis, in the absence of the management;
  - 10.2.10 oversee the work of the external auditors, including the auditing services and non-auditing services, and analyze the effect of these services on the auditors' independence and including the resolution of disagreements between management and the external auditors regarding financial reporting;
  - 10.2.11 Carry out an annual assessment and a complete and thorough assessment of the external auditors at least every five years;
  - 10.2.12 determine that the external auditors audit firm has a process in place to address the rotation of the lead audit partner and other audit partners serving the account as required under the CICA independence rules; and
  - 10.2.13 determine that the external auditors are a Public Accounting Firm that has entered into a Participation Agreement as such terms are defined in *Regulation 52-108 respecting Auditor Oversight* and that at the time of their report on the annual financial statements of the Corporation, they are in compliance with any restrictions or sanctions imposed by the Canadian Public Accountability Board.
- 10.3 Financial information
- 10.3.1 review the Corporation's quarterly and annual consolidated financial statements after the review (or read) or audit thereof by the external auditors, and recommend their approval to the Corporation's Board of Directors; review the unaudited (or internally prepared by management) financial statements of certain subsidiaries as appropriate;
  - 10.3.2 obtain an annual report from management, which may be in either oral or written form, on the accounting principles used in the preparation of the Corporation's financial statements, including those policies for which management is required to exercise discretion or judgment regarding the implementation thereof;
  - 10.3.3 annually review separately with each of management, the external auditors and the internal audit group (a) any significant disagreement between management and the external auditors or the internal audit group in connection with the preparation of the financial statements, (b) any difficulties encountered during the course of the audit, including any restrictions on the scope of work or access to required information and (c) management's response to each;
  - 10.3.4 annually or periodically, as appropriate, review any significant changes to the Corporation's accounting principles and financial disclosure practices as suggested by the external auditors, management or the internal audit group; review with the external auditors, management and the internal audit group, at appropriate intervals, the extent to which any changes or improvements in accounting or financial practices, as approved by the Audit Committee, have been implemented;
  - 10.3.5 review all the investments and transactions which may be detrimental to the Corporation's sound financial situation, when they are brought to its attention by the external auditors or an officer;



- 10.3.6 review and recommend the approval to the Board of Directors of the informational documents containing financial information, whether audited or unaudited, in particular, management's analysis of the financial situation and operating results, the annual information form and the press releases concerning the publication of the Corporation's quarterly and annual consolidated financial statements;
- 10.3.7 ensure that adequate procedures are in place for the review of the Corporation's public disclosure of financial information extracted or derived from the Corporation's financial statements and periodically assess the adequacy of those procedures;
- 10.3.8 review and discuss with management all material off-balance sheet transactions, arrangements, obligations (including contingent obligations), commitments and other relationships of the Corporation or any of its subsidiaries with unconsolidated entities or other persons, that may have a material current or future effect on the financial condition, changes in the financial condition, results of operations, liquidity, capital resources or significant components of revenues or expenses;
- 10.3.9 enquire with management concerning any significant changes adopted by bodies such as the stock exchanges or securities commissions, as well as changes to accounting standards that may have an effect on the preparation or disclosure of the financial statements of the Corporation or its subsidiaries, and inform the Board of Directors thereof where appropriate; and
- 10.3.10 review the report of management on any dispute, notice of assessment or any other claim of a similar nature which may have a material effect on the Corporation's financial situation, and ensure that these material claims are correctly disclosed in the financial statements.

#### 10.4 Miscellaneous

Exercise any other functions entrusted to it by the Board of Directors and make such recommendations to it as it considers appropriate on the subjects within its competence.