

Appendix 11.4.WIND

WIND - CV's of Gaz Métro and Boralex Personnel

- Gaz Métro
- Boralex

Martin Imbleau, LL.B., LL.M.

Senior Vice President, Operations,
Transport and Development of New
Energies

514 598-3745

mimbleau@gazmetro.com

PROFILE

Strong business development skills implements all required arrangements and approvals from project concept to realization. Controls the operations of a large company. Leadership in managing multidisciplinary teams. Expertise in approving major projects. Management and realization for Gaz Métro of 340 MW of wind power projects at Parcs éoliens de la Seigneurie de Beauré (PESB).

Has been involved in major natural gas infrastructure projects for more than 15 years including all aspects of LNG, from infrastructure development, logistic aspects to commercialization to clients. Wide energy field knowledge experience on the national and international levels. Active involvement in the International Human Rights field.

Serves on the Gaz Métro senior management committee as well as on the PESB management committee. He also serves on the management committees of the energy sector of the Chaire HEC Montréal and the Chaire Raoul-Dandurand (UQAM) in strategic and diplomatic studies.

EDUCATION

- | | |
|--|--------------------|
| ➤ Ph.D. Candidate in International Human Rights Law | Interrupted |
| National University of Ireland, Galway | |
| ➤ Master of Laws. Thesis on Holocaust denial in International and Comparative Law | 1996 – 2001 |
| University of Montréal | |
| ➤ Financial analysis for non-financial executives | 2000 |
| Ivey School of Business (University of Western Ontario) | |
| ➤ École du Barreau du Québec in Montréal | 1995 – 1996 |
| ➤ Degree in law | 1992 – 1995 |
| Université du Québec à Montréal | |

PROFESSIONAL EXPERIENCE

Senior Vice President, Operations, Transport and Development of New Energies, Gaz Métro	2017–present
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Vice President, Development and Renewable Energies, Gaz Métro	2013–2016
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- Identification and management of strategic business opportunities and responsible for renewable energies
- Management of the development and realization of major projects, including 340 MW of wind power projects

Martin Imbleau, LL.B., LL.M.
 Senior Vice President, Operations,
 Transport and Development of New
 Energies

- Together with the Vice President, Sales and Market Development, is responsible for increasing commercial presence in traditional markets as well as in the renewable energy sector

Vice President, Operations, Major Projects and Renewable Energies, Gaz Métro **2012–2013**

- Identification and management of strategic business opportunities
- Management of the development and realization of major projects, including 340 MW of wind power projects
- Management of 700 employees. Responsible for the maintenance and development of the gas network (\$2 billion in assets) with an annual operation budget of \$80M to \$100M in capital
- Responsible for the renewable energy group

Vice President, Operations and Major Projects, Gaz Métro **2008–2012**

- Identification and management of strategic business opportunities
- Management of the development and realization of major projects, including 340 MW of wind power projects
- Responsible for 700 employees. Responsible for the maintenance and development of the gas network (\$2 billion in assets) with an annual operation budget of \$80M to \$100M in capital

Vice President, Business Development, Gas Supply and Transport, Gaz Métro **2008–2012**

- Addition of the Gas Supply group to the portfolio
- Acted as CEO, Board member of TransQuébec & Maritimes Inc., and Board member of Portland Natural Gas Transmission System
- Initiated a wind power project for 272 MW (\$800M) and managed all aspects from concept to contract execution, including governmental approvals

Vice President, Business Development, Gaz Métro **2005–2007**

Director, Business Development and Upstream Regulatory Affairs Gaz Métro **2003–2005**

- Responsible for the business development. Chairman of Rabaska Management Committee, a \$840M liquefied natural gas terminal (negotiated all agreements with international partners, managed multidisciplinary teams, approval of a major project)

Director, Upstream Regulatory Affairs, Gaz Métro **2000–2003**

Advisor, Business Development and Upstream Regulatory Affairs, Gaz Métro **1998–2000**

Lecturer, Université du Québec à Montréal **1995–2000**

- Written and oral pleadings to the Court of Appeal

Researcher, United States Agency of International Development **1996**

- Development of new law library for the National University of Rwanda in Butare for USAID

ACHIEVEMENTS

Co-founder of the energy sector of the Chaire HEC Montréal **2013**

Winner of the Arista competition in the "Jeune cadre du Québec" category **2012**

Martin Imbleau, LL.B., LL.M.
Senior Vice President, Operations,
Transport and Development of New
Energies

Recipient of the first Prix d'excellence Pierre-Elliott Trudeau (Master of Laws) for a research on social justice	2000
Recipient of the award for Best Graduate - 1994-1995 (UQAM)	1996
Second place (Petitioner side) at the René Cassin European Human Rights moot trial competition in Strasbourg - freedom of speech	1995
Winner of the Pierre-Basile Migneault moot trial competition – freedom of speech and protection of privacy	1994

BOARD OF DIRECTORS AND CHAIRES

- Écotech Québec
- Centre interuniversitaire de recherche, de liaison et de transfert des savoirs en analyse des organisations (CIRANO)
- Forces Avenir
- Avocats sans frontières Canada
- Various boards of affiliates as chairman/member
- Chaire HEC Montréal in the energy sector
- Chaire Raoul-Dandurand (UQAM) in strategic and diplomatic studies

PROFESSIONAL ASSOCIATION

- Barreau du Québec (member)
- Energy Bar Association
- International Bar Association

Etienne Champagne, Eng. MBA
Vice President, Construction & Development,
Emerging Markets

514 831-0973
echampagne@gazmetro.com

LANGUAGES

French: mother tongue
English: daily use
Spanish: basic knowledge

PROFILE

Manager with more than 13 years of experience in managing and developing large-scale wind farm projects.

Solid experience in acquisitions, commercial negotiations and financial and technical planning for projects.

In addition to experience in developing wind farm projects, participated in developing and implementing a number of natural gas and biomass energy sites in Canada and in the United States.

Member of the Ordre des ingénieurs du Québec, with a bachelor's degree in mechanical engineering from Université Laval and an MBA from Université de Sherbrooke.

EDUCATION

- **MBA** **2005–2008**
Université de Sherbrooke
- **Bachelor's degree in mechanical engineering** **1999–2003**
Université Laval

PROFESSIONAL EXPERIENCE

Vice President, Construction & Development, Emerging Markets, Gaz Métro **2017–present**

- Identification and management of strategic business opportunities
- Management of operations, construction and company development, including operations teams for LNG, RNG and renewable energy activities.

Senior Director, Development, Gaz Métro **2016–2017**

- Management of operations, construction and company development, including operations teams for LNG, RNG and renewable energy activities.

Project Director, Boralex Inc. **2015–2016**

- Management of engineering, construction and project leader teams to complete North American projects totalling 315 MW.

Director of Wind Farms in the Seigneurie de Beauré, Boralex Inc. **2011–2015**

- Managed and organized construction, contractual, human resources, accounting and other management activities related to construction of 272-MW projects.
- Participated in financing for a \$800 million project
- Managed project team synergy to make the project a success

Director of Wind Development, Boralex Inc. **2008–2011**

- Responsible for the wind development department.
- Managed and negotiated wind projects under development and acquisitions in Canada.
- Participated in developing and completing Thames River wind parks in Ontario with a capacity of 90 MW.

Etienne Champagne, Eng. MBA

Vice President, Construction &
Development, Emerging Markets

Project Manager, Boralex Inc.

2004–2008

- Member of the team responsible for developing gas, wind and biomass projects as a project manager and as technical support for process design.
- Responsible for projects, oversight, planning and relations with clients and authorities.
- Participated in developing a wind project as part of a 2,000-MW request for proposals from Hydro Québec. Developed a winning 272-MW project.
- Participated in developing a wind project in different regions of Canada.
- Participated in developing a co-generation project in Toronto. Responsible for the financial planning for the project, environmental authorizations, the schedule, government permits. Negotiated and worked on long-term agreements with suppliers.
- Participated in developing a cogeneration plant at Kingsey Falls. Responsible for budgeting, scheduling, pricing for Hydro-Québec and for steam clients.
- Participated in developing wind projects in Gaspésie. Financial planning, political and public meetings, commercial negotiations.

Junior Mechanical Engineer, Boralex Inc.

2003–2004

- Technical head for Boralex Inc. biomass plants located in Maine, New York and Québec in optimization and development.
- Negotiated long-term contracts for all plants in Maine and New York.
- Participated in financial planning and managing a 20-MW cogeneration plant in Fermeneuve.
- Carefully tracked operations and work at biomass plants in Québec.

16-week contract, Boralex Inc.

Summer 2002

- Took part in a request for proposals from Hydro-Québec for gas plants and thermal plant development projects.

18-week internship, Boralex Senneterre Inc.

Summer 2001

- Helped manage the construction of a cogeneration plant fuelled by forest waste, producing power of 34.6 MW.

PROFESSIONAL ORDERS

- Member of the Ordre des ingénieurs du Québec

COMMUNITY INVOLVEMENT

➤ Member of the Omnimed board of directors

Company with the mission to create a shareable file for doctors, pharmacists and R&D

Eric Lachance, CFA

Vice President, Finance

514 598-3522

ericlachance@gazmetro.com

LANGUAGES

French: mother tongue
English: daily use
Spanish: intermediate

PROFILE

Executive with 20 years of experience in corporate strategy, management, financing, global investment, and strategic investment portfolio, particularly in the energy and infrastructure sectors.

Well-known for his business vision, his long-term strategic approach and his capacity to be solutions-oriented.

Successfully built the CDPQ Paris team, which is responsible for managing over 35% of global investments in the CDPQ's infrastructure portfolio, and to negotiate and conduct purchase and sale transactions for more than 25 different investments.

ACADEMIC BACKGROUND

➤ **Bachelor of Commerce, with an honours in Economics and Finance** **1993–1996**

Joint Honours designation
McGill University, Montréal

➤ **Chartered Financial Analyst (CFA)** **1998–2000**

Association for Investment Management and Research (AIMR)

PROFESSIONAL EXPERIENCE

Gaz Métro

Vice President, Finance

Dec. 2016-present

- Responsible for financing, corporate, IT and logistics activities.
- Responsible for monitoring and developing our U.S. activities.
- Member of Gaz Métro's Executive Committee, Audit Committee and Pension Fund Committee.

CDPQ Paris

Regional Director – Europe

Infrastructure investment management and optimization

Jan. 2014 to Dec. 2016

- Lead the CDPQ Paris team, a new CDPQ subsidiary in charge of managing and optimizing the CDPQ's European infrastructure investments.
- Define management strategies for an investment portfolio worth over \$5 billion.
- Support the CDPQ in establishing and maintaining high-level business partnerships (BOD, CEO, governments).
- Act as a contact person for internal and external stakeholders for the subsidiary's operations.

Caisse de dépôt et de placement du Québec

Private investments and infrastructures

Director, Investment / Asset Optimization

2007–2014

- Maximize the value of infrastructure and private investments by managing portfolios under my responsibility in a thorough and proactive manner.
- Meet with portfolio firm leaders, review the business strategy and business environment perspectives.
- Present recommendations to management and executive committees and to Caisse BOD committees.
- Lead negotiations and carry out the agreements required to implement the recommendations.

Caisse de dépôt et de placement du Québec

Private investments

Director, Investments

2004–2007

- Assess potential investment opportunities, prepare investment recommendations, negotiate and execute transactions, primarily in the media and telecommunications sectors.
- Manage relationships with portfolio firms and follow up on investments.

Private investments

Analyst, Investments

2000–2002

Analyst, Turnaround

2002–2003

Director, Turnaround

2003–2004

- Assess private and public companies and their activity sectors for potential investment purposes.
- Keep track of the financial developments of portfolio firms or firms being studied by assessing financial statements and industry surveys, and by meeting with their executives.
- Following their transfer, diagnose portfolio potential and problems with a view to developing an action plan for their management.
- Negotiate with stakeholders for reinvestments, the sale of investments, insolvency processes, and the revision of the legal documentation associated with these transactions.

CIBC Wood Gundy

Private management services

Financial Assistant

1998–2000

- Assess the special projects carried out by the team of a broker with over \$100 million in assets under management.
- Perform detailed analyses of public firms in order to produce reports and provide recommendations about them to clients.
- Quickly overview and assess public firms with a view to responding to clients' requests and to providing immediate recommendations.
- Assess the performance of client portfolios.

ADDITIONAL TRAINING

➤ **Canadian Securities Course** **1997**

➤ **Conduct and Practices Handbook Course** **1998**

➤ **Options courses** **1998**

Canadian Securities Institute

➤ **Effective Negotiating seminar** **2001**

Provided by Karrass

➤ **Le sens politique, une habileté essentielle (Political acumen, an essential quality)** **2005**

Michèle Poirier & Associés Inc.

➤ **Leadership program** **2013–2015**

Group 3 / CDPQ

Benoît Leduc, Eng.
Director of Project Management
Services, Major Projects

514 719-8132

beleduc@gazmetro.com

PROFILE

More than 35 years of engineering and project management experience in the areas of transportation infrastructure, natural gas and wind farms. Participated in the Seigneurie de Beauré wind farm project as Director of Administrative Project Services.

Holder of a civil engineering degree from École Polytechnique de Montréal and a graduate diploma in administrative sciences from École des Hautes Études Commerciales de Montréal (HEC Montréal).

EDUCATION

- **Graduate diploma in administrative sciences** **1986**
HEC, Montréal
- **Bachelor's degree in civil engineering (Eng.)** **1977**
École Polytechnique de Montréal, Montréal

PROFESSIONAL EXPERIENCE

Director of Project Management Services, Major Projects **2004–present**

Gaz Métro – Montréal

- Lead the project management services team responsible for developing, implementing and maintaining the support and control system for completing major projects of natural gas network improvement and expansion and Liquefied Natural Gas (LNG) projects. (since 2015)
- Develop, implement and maintain support and control services for the development and completion of the Seigneurie de Beauré wind farms in collaboration with Boralex, including the quality management system, cost control, and supply and contract management activities. (2009 to 2014)
- Develop, coordinate and maintain the quality management system of the Major Projects Department. (since 2009)
- Manage administrative services for the Rabaska LNG terminal project, including the implementation and maintenance of control and support services, procurements, acquisition of land needed for the project and the application of the compensation policy for homes located close to the terminal. (since 2004)

Senior Advisor, Special Projects and Business Development **1977–2004**

Gaz Métro – Montréal

- Coordinated feasibility studies on the connection of the Rabaska LNG pipeline to the natural gas transport network in Saint-Nicolas.
- Coordinated preliminary engineering activities for the development of the 260-km Cartier gas pipeline route between Saint-Nicolas in Québec and Edmundston in New Brunswick.
- Acted as technical coordinator for the engineering and construction of a gas pipeline 24 inches in diameter and 217 km long, between Lachenaie and East Hereford in Québec. Actively participated in the settlement of a construction dispute by arbitration.

Manager, CGA Certification and Approvals **1996–1997**

Natural Gas Technologies Centre – Boucherville

- Managed the certification and approval of natural gas and propane appliances on behalf of the Canadian Gas Association in Québec.

Benoît Leduc, Eng.

Director of Project Management
Services, Major Projects

Senior Advisor, Technological Development

1993–1996

Natural Gas Technologies Centre – Boucherville

- Managed technological development projects for natural gas used as a fuel, and the natural gas transmission and distribution systems.
- Managed the design and construction of a hythane (mix of natural gas and hydrogen) filling station for the demonstration of an urban bus running on hythane, as part of the Euro-Québec Hydro-Hydrogen project.

Senior Engineering Officer

1983–1993

Gaz Métro – Montréal

- Designed and supervised the preparation of plans and specifications concerning natural gas projects.
- Coordinated and planned project activities.
- Managed the service's technical employees.

Project Engineer

1978–1983

Lavalin – Montréal

- Designed and supervised the preparation of civil engineering plans and specifications for public works.
- Coordinated and planned project activities.
- Supervised the work of technical employees.

PROFESSIONAL ASSOCIATION

- Member of the Ordre des ingénieurs du Québec
- President of technical committee for Canadian Gas Association standards for natural gas vehicles and NGV fuelling stations. (Natural gas for vehicles) (1991–1996)

CONFERENCES

- NGV 96 The 5th Biennial IANGV International Conference on Natural Gas for Vehicles,
Kuala Lumpur, Malaysia – October 1996
“Demonstration project on buses using hythane” and “Natural gas lift trucks.”
- ENERCOM 95 International Conference on composite Materials
Montréal, Québec – May 1995
“Use of composite materials in the manufacture of natural gas storage tanks for vehicles.”

PUBLICATION

- [Translation] Natural gas as a fuel – *La Maîtrise de l'énergie* publication
Volume 10 –No. 3 – September 1995

Félix Turgeon, LL.B., LL.M.

Director, Legal and Contractual
Affairs

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LANGUAGES

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French: mother tongue
English: daily use
Spanish: basic knowledge
Italian: basic knowledge

PROFILE

Lawyer with more than 15 years of professional experience in business law, particularly in the energy and infrastructure sector.

EDUCATION

Master of Laws, International Law and International Policy 2009
Université du Québec à Montréal, Montréal

Career training 2002
École du Barreau du Québec, Montréal

Bachelor of Laws 2000
Université de Montréal

PROFESSIONAL EXPERIENCE

Director, Legal and Contractual Affairs

Gaz Métro – Montréal 2017–Present

REPRESENTATIVE MANDATE IN CORPORATE AND TRANSACTIONAL LAW:

- Reviewed and negotiated a USD 17 million stock purchase agreement and ancillary agreements for the purchase (closed in April 2017) of a solar energy producer operating across the USA

MANAGEMENT MANDATES:

- Ensures that legal support is provided in relation to all Gaz Métro's commercial activities (sales, marketing, procurement, government relations, customer relations, etc.) and development projects (network extensions, wind projects, projects to use natural gas as fuel, renewable natural gas, etc.)
- As a senior manager, provides advice and guidance on various corporate initiatives, such as the realisation of the 2018-2023 strategic plan and the development or update of various corporate policies (goods and services procurement, information security, information management, etc.)
- Manages three (3) senior legal counsels, two (2) legal counsels and two (2) legal assistants

Head, Legal and Contractual Affairs

Gaz Métro – Montréal 2014–2017

REPRESENTATIVE MANDATES IN BUSINESS AND CONSTRUCTION LAW:

- Drafted, reviewed and negotiated an engineering, procurement and construction contract ("EPC" contract) for the expansion of Gaz Métro's LSR plant (for a nearly \$120-million project)
- Drafted, reviewed and negotiated liquefied natural gas (LNG) sales and purchase contracts with clients in and outside Québec (for example: National Grid and Stornoway Diamonds)
- Reviewed and negotiated the contracts (turbine supply, construction, etc.) for the submission of bids in response to the 2013-01 request for proposals for 450 MW of wind power launched by Hydro-Québec

REPRESENTATIVE MANDATE IN CORPORATE AND TRANSACTIONAL LAW:

- ✦ Draft, review and negotiate a shareholder agreement, a partnership agreement and ancillary agreements with a large Québec crown corporation for a nearly \$120-million joint investment in a limited partnership

MANAGEMENT MANDATES:

- ✦ Manage four (4) legal counsels and one (1) legal secretary
- ✦ Within the Legal Affairs and Claims Department, provide legal support to commercial activities (sales, marketing, procurement, government relations, etc.) and to Gaz Métro development projects (network extensions, wind power projects, projects to use natural gas as fuel, etc.)

**Senior Legal Counsel, Commercial Activities and Major Projects
Gaz Métro – Montréal**

2009–2013

REPRESENTATIVE MANDATES IN BUSINESS AND CONSTRUCTION LAW:

- ✦ Drafted, reviewed and negotiated construction and operation contracts for the Seigneurie de Beauré wind farms (340 MW)
- ✦ Reviewed and negotiated the agreements required to finance the Seigneurie de Beauré wind farms (nearly \$1 billion)
- ✦ Analyzed and interpreted electricity supply contracts and interconnection agreements reached with Hydro-Québec
- ✦ Drafted, reviewed and negotiated several types of gas supply contracts (GasEDI, NAESB, transportation agreements, storage contracts, etc.)
- ✦ Reviewed and negotiated engineering, procurement and construction management service contracts to make natural gas available in the Côte-Nord

REPRESENTATIVE MANDATES IN CORPORATE AND TRANSACTIONAL LAW:

- ✦ Reviewed and negotiated agreements to constitute project companies for the Seigneurie de Beauré wind farms
- ✦ Drafted and reviewed a share purchase and sale agreement and ancillary documents, and completed the transaction entirely in-house

**Legal Counsel
SNC-Lavalin Inc. – Montréal**

2005–2009

REPRESENTATIVE MANDATES IN BUSINESS AND CONSTRUCTION LAW:

- ✦ Reviewed and negotiated an engineering, procurement and construction contract for a 400-MW combined cycle thermal power station in Tunisia
- ✦ Reviewed and negotiated contracts for a seawater desalination plant in Algeria (sale and purchase of water, engineering, procurement and construction, operation and maintenance, financing, etc.)

REPRESENTATIVE MANDATES IN CORPORATE AND TRANSACTIONAL LAW:

- ✦ Actively participated in due diligence for acquisitions, and drafted and negotiated draft letters of intent and share purchase agreements
- ✦ Drafted and negotiated different types of joint venture contracts

REPRESENTATIVE MANDATE IN LITIGATION MANAGEMENT:

- ✦ Oversaw the representation of the interests of SNC-Lavalin's European subsidiaries

Legal Counsel

Gaz Métro – Montréal

2002–2005

REPRESENTATIVE MANDATES IN LITIGATION AND ADMINISTRATIVE LAW:

- Represented Gaz Métro before the Régie de l'énergie
- Co-drafted the draft document on Gaz Métro's Conditions of Service and negotiated it with the stakeholders authorized by the Régie de l'énergie
- Represented Gaz Métro in the Superior Court and the Court of Québec in approximately 200 litigation cases, mainly in extracontractual civil liability

Legal Intern

International Fund for Agricultural Development – Rome, Italy

2001–2002

- Reviewed and negotiated loan agreements between the IFAD and various developing countries (including Egypt and Mauritania) to finance agricultural development projects

PROFESSIONAL ASSOCIATION

Member of the Bar of Québec

2002–present

SOCIAL AND PROFESSIONAL COMMITMENTS

Director

Syndicate of co-owners, Condos de la gare (21 condo units)

Since 2015

Corporate Secretary

Fondation Le Petit Prince, Rabeau school, St-Lambert

2015–2016

Member

City of Saint-Lambert's municipal council committee on recreation, culture, community life and youth

2014–2015

Director and President

Syndicate of co-owners, Jardins St-Joseph Phase VII (14 condo units)

2008–2010

Corporate Secretary

Hochelaga school advocacy committee

2004–2005

Member

Conseil permanent de la jeunesse du Québec

2001–2004

Academic Representative

Board of Directors, Association des étudiants en droit de l'Université de Montréal

1997–1998

Chairman

General students association, Cégep François-Xavier-Garneau

1996–1997

Geneviève Deschamps, CPA-CGA

Assistant Treasurer

514 598-3714

gdeschamps@gazmetro.com

PROFILE

As Assistant Treasurer for Gaz Métro since 2010, responsible for contributing toward the planning and execution of Gaz Métro's financing programs and activities, cash management, evaluation and management of risk related to the company, its subsidiaries and joint ventures, including the insurance program. Over the past four years, participated in a number of major financings, including those related to wind farm projects.

EDUCATION

- | | |
|--|-------------|
| ➤ Ordre des CGA du Québec (obtained the CGA designation) | 1999 |
| ➤ Master of science degree in finance (M.Sc. Finance)
Université de Sherbrooke, Sherbrooke | 1998 |
| ➤ Bachelor's in business administration (finance)
Université Laval, Québec | 1997 |

PROFESSIONAL EXPERIENCE

Assistant Treasurer, Gaz Métro	2010—to date
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- Collaborate in developing financial policies and strategies
- Help ensure the financings required (short- and long-term debt and equity)
- Participate in financing and refinancing activities related to the Seigneurie de Beauré wind farm projects
- Manage liquidities (cash management)
- Manage the risk associated with natural gas price fluctuations, exchange rates and interest rates
- Develop an insurance program for the entire group
- Set up insurance for various construction projects, including wind farm projects

Manager, Regulatory Department, Gaz Metro	2006–2010
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- Managed a multidisciplinary team of specialized managers
- Coordinated the preparation of files presented to stakeholders (consumer and environmental associations) and to the Régie de l'énergie
- Negotiated with stakeholders from the Régie regarding various agreements (including the renewal of the incentive mechanism in 2006)
- Provided support to internal stakeholders in presenting investment projects exceeding \$1.5M for approval by the Régie de l'énergie
- Participated and coordinated various internal and external working groups

Senior Advisor, Investor Relations, Gaz Métro	2003–2006
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- Maintained relations with the credit rating agencies (S&P and DBRS)
- Prepared financial reporting documentation
- Coordinated the publication of results
- Prepared documents for senior management on a quarterly basis
- Organized the annual general meeting and ensured coordination between the various stakeholders
- Updated the website's investor relations section

Financial Analyst, Desjardins Securities

1998–2003

- Prepared financial models on public companies
- Analyzed the financial statements of monitored companies
- Met with the portfolio managers and officers of monitored companies
- Prepared research reports and published recommendations on the monitored companies
- Served on an investment committee in developing fixed income portfolio models for the use of investment advisors

Frederik Krikorian

Director, Sustainable Development,
Public and Government Affairs

514 598-3005

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LANGUAGES

French: mother tongue
English: daily use

PROFILE

Over 15 years of experience in public affairs and solid expertise in corporate social responsibility, specifically in the energy and resource sector.

Worked in ministerial offices and with associations before joining Gaz Métro in 2005 as Spokesperson and Advisor, Public Affairs. He later assumed the role of Manager, Renewable Energy, and was in charge of developing renewable energy projects.

Since 2012, he has been Director, Sustainable Development, and Public and Governmental Affairs.

EDUCATION LEDUC, ENG

MA with Distinction, Corporate Social Responsibility (CSR) 2009
Nottingham University Business School

Award for Best CSR Performance, 2008-09
International Centre for Corporate Social Responsibility

Public Relations Management 2005
McGill University

Bachelor, Political Science 1998
Université de Montréal

PROFESSIONAL EXPERIENCE

Director, Sustainable Development, Public and Governmental Affairs 2012–Present
Gaz Métro – Montréal

Manager, Renewable Energy 2009–2012
Gaz Métro – Montréal

Spokesperson and Public Affairs Advisor 2005–2008
Gaz Métro – Montréal

Advisor, Public and Governmental Affairs 2003–2005
Québec Dairy Farmers' Association

Press Secretary 2000–2003
Cabinet du ministre de l'Agriculture, Pêcheries et Alimentation du Québec

Press Office 1999–2000
Office of the Premier of Québec

Frederik Krikorian

Director, Sustainable
Development, Public and
Government Affairs

PROFESSIONAL ASSOCIATION

Fédération des chambres de commerce du Québec Member, Committee on Energy	2017-present
Association Industrielle de l'Est de Montréal (AIEM) Board member	2015-present
Fédération des chambres de commerce du Québec Member, Committee on Sustainable Development	2015-present
Canadian Gas Association Standing Committee on Public and Governmental Affairs	2014-present
Écotech Québec Board member	2011-2015

SOCIAL AND PROFESSIONAL COMMITMENTS

Space for Life Foundation Board member	2016-present
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Jean-François B. Jaimes
Manager, Development Renewable Energy

514 718-8264
jfjaimes@gazmetro.com

LANGUAGES

French: Fluent
English: Fluent
Spanish: Knowledge

PROFILE

Entrepreneur with more than 10 years of professional experience in engineering, procurement and construction, consulting and feasibility studies in renewable energy power generation, mainly solar photovoltaic and wind farms projects.

Experience in acquisitions, commercial negotiations and financial and technical planning for projects.

EDUCATION

- **Master of Science (M.Sc.)** **2009**
Management and Engineering of Environment and Energy (ME3)
European Joint Masters: UPM, EMN and KTH
Management – Universidad Politécnica de Madrid (Technical University of Madrid), Spain
Environment – École des Mines de Nantes, France
Engineering – Royal Institute of Technology (KTH), Stockholm, Sweden
- **Bachelor of Applied Science – Mechanical engineering (B.Eng.)** **2005**
McGill University
Exchange at the University of Western Australia

PROFESSIONAL EXPERIENCE

Manager, Business Development, Gaz Métro **2016–present**

- Project implementation, acquisition and operational monitoring of renewable energy assets, particularly wind farm, solar and hydroelectric projects.
- Monitor and implement projects under development, and manage and develop established business partnerships.
- Working with a multidisciplinary team, conduct and coordinate the preparation of calls for tenders and requests for qualification.
- Assess and prepare recommendations for projects and acquisitions by conducting technico-economic analyses as part of project development or due diligence reviews.
- Develop commercial relationships with potential partners and clients to enhance Gaz Métro's positioning in the renewable energy market.
- Monitor and analyze developments and business opportunities in the renewable energy sector with a view to contributing to strategic planning, to the coordination of the development of renewable energy projects and to the creation of new partnerships.

Manager, Business Development, Dream Sky Integrated **2015–2016**

Start-up technology firm. Development of a 50 kW vertical axis wind turbine (VAWT) to produce decentralized energy. Integration of micro-grids, storage systems and lowering of production costs.

- Preparation of a business plan, strategic planning and financing plan.
- Market analyses and procurement of letters of intent from developers, northern Canadian communities and research centres.

Co-founder and Director, Solexium Solar Development

2012-2016

Company that owns and operates a portfolio of rooftop photovoltaic (PV) solar projects in Ontario with PPA. Financing service for the construction of solar projects and investments in other growth-oriented companies.

Co-founder and Director, Solexium Solar Solutions of Canada Inc.

2009–2015

Co-founder and director, in charge of strategic planning, business development, operations and sales. Design, consultancy and delivery of commercial and residential solar PV projects in Ontario: 40+ projects completed, \$7M+ in sales and over 2,000 kilowatts installed.

- Technical and financial feasibility studies.
- Project development: procurement of PPAs and connection points.
- Coordination of construction and deliverables from various partners: subcontractors, network operators, local authorities and clients.
- Commissioning of stations, project financing, lease procurement.

Renewable energy consultant, Ecofys Netherlands, B.V.

2009

Wind industry innovation project – New concepts and technological breakthroughs:

- Identification and assessment of the most recent technology and inventions in the wind industry able to resolve a bottleneck and offer attractive investment possibilities.
- Technical and business analysis of the selected innovations, critique, summary and presentation of the results to the innovation committee.

Power plant systems, simulation and software developer, L-3 Communications **2005-2007**

Mechanical engineer in charge of thermo-hydraulic modelling and controlling BOP and primary auxiliary systems for nuclear power plant simulators.

- Design, modelling, calibration and integration of plant models. Preparation and execution of function tests and ISO quality reports.
- Analysis of actual data, modelling, software implementation, assessment and control, problem solving, project management and implementation of a rigorous work method.

OTHER RELEVANT EXPERIENCE AND COMMUNITY INVOLVEMENT

- Member of the Board of Directors 2015-present
 Association des Anciens et Anciennes du Collège Jean-de-Brébeuf
- Erasmus Mundus scholarship 2007-2009
 European Union scholarship for the ME3 master's program
- Class representative 2008-2009
 Erasmus Mundus Students and Alumni Association
 Elected position within the European student association
- Scout leader 2000-2007
 Volunteer Scout leader of 9- to 17-year-olds for eight years (Cubs and Venturers).
 Organization of events, expeditions and fundraisers.



Hugues Girardin

Vice President, Development
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819.363.6323



Boralex's development team is led by Mr. Hugues Girardin, Vice President of Development. He has over 25 years of experience in the renewable energy sector and has been directly involved with every North American project including solar projects and most projects in France which have been developed under the Boralex banner.

EDUCATION

Project Management Training	2001
Centre de formation Cascades, Kingsey Falls (Quebec)	
Gas turbines Training	2001
GE Oil and Gaz, Florence (Italy)	
Electrical Efficiency Improvement Certificate	1992
Energy Systems Institute, Alabama (US)	
LM 1600 Engine Training	1992
General Electric, Mississauga (Ontario)	
Electricity DEC	1989
Cégep de Sherbrooke, Sherbrooke (Quebec)	

WORK EXPERIENCE

Vice-President, Development, Boralex – Kingsey Falls	2008 – present
DUTIES:	
<ul style="list-style-type: none">➤ Oversee the development team (wind, hydro, solar, gas and biomass)➤ Oversee the construction team (wind, hydro, solar, gas and biomass)	
General Manager, Electrical and Windmill divisions, Boralex – Kingsey Falls	2002-2007
DUTIES:	
<ul style="list-style-type: none">➤ Oversee the development team (wind, hydro, solar, gas and biomass)➤ Manage development projects (wind, hydro, solar, gas and biomass)➤ Supervise the operation of wind farms and hydroelectric power stations	

Manager Electric, Instrumentation and Control, Boralex – Kingsey Falls	1998-2002
Coordinator Electric, Instrumentation and Control, Boralex – Kingsey Falls	1992-1998

DUTIES:

- Oversee the development and operation of hydroelectric sites and biomass in Quebec and the United States

Specialist, technical sales, Dubé électrique – Asbestos	1990-1991
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DUTIES:

- Ensure the development of products related to electric power equipment

PROFESSIONAL ASSOCIATION

- Ordre des technologues professionnels du Québec

PROJECT SPECIFIC EXPERIENCE – DEVELOPING & PLANNING

Seigneurie De Beaupre Wind Farm 2 & 3 272 MW

- Oversaw all land acquisition, permitting and community and municipal consultation activities.
- Oversaw all aspects of engineering and procurement of materials and equipment for the project.
- Managed all development activities from the initial project inception to operation.
- Negotiation of all material contractual agreements relating to the project
 - Power Purchase Agreement
 - Turbine Sales Agreement
 - Construction Services Agreement
 - Managed overall project development timelines and implementation of construction.

Thames River Portfolio of Wind Projects 9 x 10 MW

- Oversaw all land acquisition, permitting and community and municipal consultation activities.
- Oversaw all aspects of engineering and procurement of materials and equipment for the project.
- Managed all development activities from project acquisition to operations.
- Negotiation of all material contractual agreements relating to the project
 - Project Acquisition
 - Re-negotiation of Power Purchase Agreement
 - Turbine Sales Agreement
 - Construction Services Agreement
- Managed overall project development timelines and implementation of construction.

Temiscouata Wind Power Project 25 MW

- Oversaw all land acquisition, permitting and community and municipal consultation activities.
- Oversaw all aspects of engineering and procurement of materials and equipment for the project.
- Managed all development activities from the initial project inception to operation.
- Negotiation of all material contractual agreements relating to the project
 - Power Purchase Agreement
 - Turbine Sales Agreement
 - Construction Services Agreement
- Managed overall project development timelines and implementation of construction.



Guy D'Aoust, CPA, CA

Vice-President, Finance
Boralex Inc.
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514.985.1365



Member of the finance group since 2004 at Boralex (the "Company"), Guy D'Aoust's current responsibilities include the supervision of financing, valuations, treasury and accounting of the Company. To this date, he led debt issues for a total amount close to \$4 billion in the renewable energy space.

Boralex is a publicly listed company (TSX: BLX) focused on the development, construction and operation of renewable energy assets. Geographically, it is active in Canada, the United States and France. For more information, please refer to the Company's website at www.boralex.com.

HIGHLIGHTS

- Recipient of 2 international awards in project finance
- Experience as a speaker in finance conferences
- Proven capability of managing large and complex financing projects involving multidisciplinary and geographically distributed teams

EDUCATION

Professional Education Program (CPA, CA)	1998
Ordre des comptables agréés du Québec, Montréal	
Bachelor in administration	1995
HEC, Montréal	

WORK EXPERIENCE (BORALEX – MONTREAL)

Vice-President, Finance	2016 – current
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DUTIES:

- Manage the functions of « Finance and Treasury » as well as « Corporate Control », namely the following activities:
 - Sourcing and administration of debt financing
 - Treasury, including the management of foreign exchange and interest rate risks
 - Financial modelling: Evaluations of growth projects and medium to long term financial forecasting
 - Accounting and financial reporting of the Company, including public and regulatory disclosures
- More than 20 employees under direct or indirect supervision

Director, Finance and Treasury**2008 – 2016****DUTIES:**

- Plan, coordinate and execute appropriate strategies to meet financing requirements, through debt or equity
- Oversee the business valuation of expansion projects
- Run treasury activities
- Manage exchange rate and interest rate risks
- As part of the Management team, determine the strategic orientation of the Company

Corporate Controller**2004 – 2008****DUTIES:**

- Manage the publication of internal and external financial information, including the management of external auditors and tax advisors
- Participate in the assessment of potential acquisitions, including the analysis of accounting and tax considerations

WORK EXPERIENCE (OTHERS)**Manager, Financial Information, Transcontinental – Montréal****2001 – 2004****Manager, Accounting, St-Laurent Paperboard – Montréal****1998 – 2000****External Auditor, PwC – Montréal****1997 – 1998****External Auditor, Deloitte – Laval****1995 – 1997****DISTINCTIONS**

In connection with the financing of the Seigneurie de Beaupré 2 and 3 projects, received the following awards:

- Project Finance International (London) – Americas Renewable Deal of the Year 2011
- Project Finance Magazine (New York) – North American Wind Deal of the Year 2011

The awards were based on the complexity of the structure, the size of the deal (\$750 million), as well as the fact it was closed on November 8, 2011, a moment where the European financial crisis was peaking.

CONFERENCES

Speaker at:

- 4th Annual Power Finance Conference (Toronto - 2013)
- 7th Annual North American Energy and Infrastructure Finance Conference (New York - 2012)

PARTICULAR EXPERTISE

- Managing multidisciplinary and geographically distributed teams
- Negotiation of financial derivatives
- Complex structuring
 - US tax credit monetization
 - Multi-tranche financing, with or without Export Credit Agency support
- Skilled negotiator, result oriented, autonomous and resourceful

LANGUAGE

- French - expert
- English – advanced



Pascal Hurtubise, Me

Vice President, Chief Legal Officer and Corporate Secretary
pascal.hurtubise@boralex.com
514.985.1349

A graduate of the University of Montreal, Mr. Pascal Hurtubise has been a member of Boralex's legal team since 2005. Previously he practiced business law at Stikeman Elliott law firm. Promoted to his current position as Vice President in 2017, Mr. Hurtubise oversees Legal Affairs for the company and acts as Secretary for the Board of Directors.

EDUCATION

Professional Education (Me)	2002
École du Barreau du Québec, Montreal (Quebec)	
Law Degree (LL.B.), with honours	2001
Université de Montréal, Montreal (Quebec)	

WORK EXPERIENCE

Vice President, Chief Legal Officer and Corporate Secretary	2017 - Current
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DUTIES:

- Share best practices, method and ideas within the legal team and support the team in the decision-making
- Collaborate in the decision-making of Boralex's corporate orientations
- Communicate Boralex's strategies and orientations
- Make sure that resources are used in an optimal way and that budgets are respected
- Make sure that decisions are made in line with Boralex's business objectives and that Boralex's corporate policies are respected
- Make sure that Boralex's various departments collaborate and favor synergies
- Communicate guiding rules relative to Boralex's risks, commitments and requirements
- Implementing the decisions of the board of directors
- Liaising with auditors, lawyers, tax advisers, bankers and shareholders on board governance issues
- Attending and take minutes of directors' and members' meetings
- Ensure compliance obligations under relevant laws and the requirements of regulatory authorities are met

Vice President, Legal Affairs North America

2016 – 2017

DUTIES:

- Oversee the legal team for North America
- Review, draft and negotiate commercial contracts related to the construction of infrastructures, acquisitions, partnerships and financing
- Provide legal support to the teams of development and finance, in North America and in Europe
- Pilot various transactions related to acquisitions, implementation of partnerships and financing
- Advise the management's team and Boralex's different departments on any subject of legal matter
- Share best practices within the legal team and support the team in the decision-making
- Coordinate and collaborate with external legal services

Director, legal affairs, Boralex – Montréal

2005 – 2016

DUTIES:

- Guarantee funding for projects in development
- Oversee acquisition and integration of renewable energy power stations
- Oversee acquisition of renewable energy power stations production rights
- Oversee preparation of annual disclosure documents
- Introduce new standards to the Board
- Participate in business development and acquisitions (verification, management of commercial and legal aspects, legal opinions, drafting and review of commercial and legal documentation) projects
- Attend operations, including in the negotiation of various types of commercial agreements and sale of electricity (ISDA Master Agreement) and filing of patent applications

Lawyer, Stikeman Elliott S.E.N.C.R.L., s.r.l. – Montreal

2000-2005

DUTIES:

- Represent clients in mergers and acquisitions transactions, bank financings and securities (Business Law)
- Write and elaborate information documentation related to Principal Protected Notes
- Develop and prepare briefing documents related to deposit notes



Holds a degree in Mechanical Engineering from McGill University and a Master of Business Administration (MBA) from HEC. Has seven years of engineering experience in the field of high technology, as well as ten years of experience in finance and management in the field of renewable energy.

EDUCATION

Project Management Professional (PMP)	2013
Project Management Institute, Montréal	
Master of Business Administration (MBA, Corporate finance management)	2006
HEC, Montréal	
BA Mechanical Engineering	1997
Université McGill, Montréal	

WORK EXPERIENCE

Director, Development and Acquisitions, Boralex – Montréal	2013 – Present
DUTIES:	
<ul style="list-style-type: none">➤ Plan and implement growth strategy in North America➤ Supervise development managers for Canada and USA➤ Oversee the efforts of multidisciplinary teams to develop renewable energy projects in North America	
Director, Wind Development, Boralex – Montréal	2011 – 2013
DUTIES:	
<ul style="list-style-type: none">➤ Prospect and structure wind energy development and acquisition opportunities in Canada➤ Oversee the efforts of multidisciplinary teams to develop wind energy projects in Canada➤ Engage and maintain good relationships with external stakeholders	
Financial Analyst, Boralex – Montréal	2007 – 2010
DUTIES:	
<ul style="list-style-type: none">➤ Financial evaluation of investment opportunities in the renewable energy industry➤ Responsible for financial projections, profitability studies and risk evaluation and management➤ Participation in financing of renewable energy projects	

Project Manager, Consultation, Instadesign – Laval **2002 – 2005**

DUTIES:

- Manage project development of hi-tech products for clients in various fields (telecom, electrical, biomechanical, aeronautics, etc.)
- Manage customer relations, business development, needs analysis, submissions, contract negotiation, coordination of teams, budget, schedule and quality of deliverables

Mechanical Engineer, Hyperchip – Montréal **2000 – 2002**

DUTIES:

- Mechanical design and project management of internet routers

Mechanical Engineer, SR Telecom – Montréal **1998 – 2000**

DUTIES:

- Mechanical design of wireless telecommunication equipment

LANGUAGES

- French, expert
- English, advanced

PROFESSIONAL ASSOCIATION

- Member of the *Ordre des ingénieurs du Québec*

PROJECT SPECIFIC EXPERIENCE

Thames River (Phase I&2) – 50+40 MW **COD 2009 – 2010**

- Responsible for the financial modelling and profitability studies
- Participation in the acquisition and the financing of the project

Seigneurie de Beauré Wind Farms (Phase I) – 272 MW **COD 2013**

- Responsible for the financial modelling and profitability studies
- Participation in the financing of the project

Seigneurie de Beauré Wind Farms (Phase II) – 68 MW **COD 2014**

- Responsible for the financial modelling and profitability studies
- Participation in the financing of the project
- Project management during the development stage

Seigneurie de Beauré Wind Farms (Phase III) – 24 MW **COD 2015**

- Responsible for the financial modelling and profitability studies
- Project management during the development stage

Temiscouata Wind Farms (Phase I&2) – 52+24 MW	COD 2014 – 2015
➤ Responsible to oversee the development, procurement, financing and construction stages	
Frampton Wind Farm – 24 MW	COD 2015
➤ Responsible for the acquisition and structuring of the project	
➤ Responsible to oversee the development, procurement, financing and construction stages	
Port Ryerse Wind Farm – 10 MW	COD 2016
➤ Responsible to oversee the final stage of development and procurement	
Moose Lake Wind Farm – 15 MW	COD 2017
➤ Responsible to oversee the final stage of development and procurement	
Otter Creek Wind Farm – 50 MW	COD 2019
➤ Responsible to structure the partnership and oversee the bidding process in the LRPI RFP	
Apuiat Wind Farm – 200 MW	COD 2019
➤ Responsible to oversee the overall development of the project	



Engineer at Boralex since 1996, was involved in the construction and commissioning of a large number of renewable energy power stations located in Canada. Responsible for the development and commissioning of renewable energy power stations. Has extensive experience of high and low voltage installations connected to the Hydro-Québec power grid, Hydro One and BC Hydro.

EDUCATION

BA, Electrical Engineering Major, Industrial system controls and information technology	1995
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École de Technologie Supérieure, Montreal, Quebec

College Diploma Major (Electronics)	1991
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Drummondville CEGEP, Drummondville, Quebec

WORK EXPERIENCE

Technical Director, Boralex – Kingsey Falls	1996 – Present
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DUTIES:

- Coordinate the detailed design and construction of electric power station up to 315 kV and up to 350 MW
- Manage wind measurement assessment, including the selection, configuration and erection of the towers, validation of the final instrument positions, remote communication and on-site monitoring
- Coordinate the preliminary and detailed design for the electrical system for wind farms from 10 to 350MW
- Coordinate the process of integration with the utility on distribution and transmission system in different jurisdiction in Canada
- Oversee the design, installation, start-up and enhancement of several independent electrical supply systems with small wind turbines, solar panels, batteries and charge controllers
- Design of an independent wind measurement system for use with meteorological towers of heights from 50 - 100 meters
- Supervise the design of programmable controllers, start-up of a biomass power station with a capacity of 36 MW
- Improve and maintain mini-hydroelectric power stations
- Improve and maintain a natural gas cogeneration power station
- Successfully complete mini-hydroelectric power project
- Construction specification and supervision of 9 RESOP project in Ontario
- Design review of electrical system for 9 RESOP project in Ontario
- Connection process management for 9 RESOP project in Ontario

SPECIAL KNOWLEDGE

- Standards: IEC-61400-12, IEA Annex 11
- Software: EasyPower 8.0.2, WindPro 2.4, Wasp 8.0, Nomad2 Desktop V1.0.11, PC208 V3.3, Symphonie Data Retriever
- Schneider Unity Concept
- Data loggers: Campbell Scientific CR10X, Second Wind Nomad II, NRG Symphonie
- Languages: Visual Basic, C, C++, Operating systems: MAC OS , Windows
- Courses in major: Energy Transmission Systems, Image Analysis and Processing, Notions in Robotics, UNIX Operating System and Environment, Real Time Computer Controlled Systems, Local Protocols and Networks
- Programmable Controllers: Modicon (Quantum, Momentum), TI/SIEMENS (500,505), SquareD, GE Fanuc

PROFESSIONAL ASSOCIATION

- Ordre des ingénieurs du Québec
- Professional Engineer of Ontario
- Professional Engineer Alberta

LANGUAGES

- French, expert
- English, advanced



Master of Electrical Engineering and Master of Business Administration with over ten years' experience in engineering including five years in project management.

EDUCATION

Master of Business Administration (MBA)	2009 – 2013
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Université de Sherbrooke, Québec

Master of Applied Science in Electrical Engineering	2003 – 2005
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Université de Sherbrooke, Québec

Bachelor of Applied Science in Electrical Engineering	1998 – 2002
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Université de Sherbrooke, Québec

WORK EXPERIENCE

Project Coordinator, Boralex – Kingsey Falls	2015 – Current
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DUTIES:

- Developing timelines and budgets
- Participating in contract negotiations and monitoring
- Coordinating project execution
- Managing relationships with internal and external players

Manager, Engineering and R&D, Ledtech Int. – Sherbrooke	2013 – 2014
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DUTIES:

- Technical and financial coordination of engineering projects and R&D
- Implementing an innovation strategy and a Stage-Gate development model
- Planning and organizing the department's day-to-day operations
- Managing supply and production quality

Business Advisor, LDC of Coaticook RCM – Coaticook	2013
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DUTIES:

- Responsibility for managing RFPs for a number of socio-economic studies
- Supporting clients in the funding of investment projects

Project and Business Development Manager, Rackam – Sherbrooke

2012

DUTIES:

- Responsible for the commercialization budget and grant applications
- Creating project financial assessment tools for clients
- Implementing strategic partnerships and developing a distribution network
- Participating in a number of networking activities as a presenter and speaker

Applications Manager, CGI – Sherbrooke

2011 – 2012

DUTIES:

- Supervising the transition of Montréal operations to Sherbrooke on schedule and on budget, cost control and performance optimization
- Managing a team of 14 developers at two locations

Engineering Manager, Micrium – Weston, FL, USA

2009 – 2010

DUTIES:

- Participating in defining the company's strategic directions for restructuring
- Managing an internal team of 15 managers at two North American locations
- Responsible for pre- and post-sale services to clients and partners
- Setting up partnerships that enhanced the product offering for clients

Engineer, Embedded Systems, Micrium – Weston, FL, USA

2005 – 2011

DUTIES:

- Developing real-time embedded software modules (C language)
- Managing overseas outsourcing and developing a new approach
- Involvement in staffing and employee supervision

PROFESSIONAL ASSOCIATIONS

- Member of the Ordre des ingénieurs du Québec



Alain Pouliot, Eng, P.Eng.

Director of Operations, Québec and Ontario
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819.363.6358



Engineer specialized in the operations of renewable energy production sites, Alain has about 16 years of experience in this field and joined Boralex at the beginning of his career. He is bilingual and possesses strong skills in operations and human resources management.

EDUCATION

B.Sc. in Mechanical Engineering (co-op program)	2000
Université de Sherbrooke, Sherbrooke (Quebec)	

WORK EXPERIENCE

Director of operations (Hydro and Wind Division, Québec and Ontario)	
Boralex – Kingsey Falls	2006 – Current
<ul style="list-style-type: none">➤ Supervise the operation of the asset in these divisions (800 MW)➤ Supervise a team of Supervisor, Engineer, technician, operators, and mechanics➤ Manage health and safety aspect➤ Perform plant operations monitoring➤ Prioritize maintenance operations➤ Track maintenance costs against budgets➤ Track producible against budgets➤ Preparation of operating and maintenance budgets➤ Optimize operations	
Operations Supervisor (Hydro and Natural Gas Division, Québec)	
Boralex – Kingsey Falls	2004 – 2006
<ul style="list-style-type: none">➤ Coordinate planning of mechanical maintenance operations.➤ Supervise mechanical maintenance team (mechanics and engineers).➤ Perform plant operations monitoring.➤ Troubleshoot equipment in event of breakdowns or unplanned shutdowns.	
Mechanical Engineer (Hydro and Natural Gas Division, Québec)	
Boralex – Kingsey Falls	2001 – 2004
<ul style="list-style-type: none">➤ Perform mechanical maintenance required to ensure proper equipment operation.➤ Coordinate mechanical maintenance team.➤ Troubleshoot equipment in event of breakdowns or unplanned shutdowns.	

PARTICULAR EXPERTISE

- Mécanicien de machine fixe classe #1
- Power Engineer class #1

PROFESSIONAL ASSOCIATIONS

- Ordre des Ingénieurs du Québec
- Professional Engineers Ontario

PROJECT SPECIFIC EXPERIENCE

- Thames River Wind Farms (90 MW), 2009 and 2010
- Seigneurie de Beauré Wind Farms 2 and 3, 2013
- Seigneurie de Beauré Wind Farm 4, 2014
- Témiscouata Wind Farm, 2014
- Côte-de-Beauré Wind Farm, 2015
- Frampton Wind Farm, 2015
- NRWF (Niagara Region Wind Farm), 2016

LANGUAGES

- French, expert
- English, advanced



Julie Cusson

Director, Public Affairs and Communications
julie.cusson@boralex.com
514.985.1353



EDUCATION

Master's Degree in Economics

1997 – 2000

École des sciences de la gestion, Université du Québec à Montréal

Bachelor's Degree in Economics

1994 – 1997

Université de Montréal

WORK EXPERIENCE

Director, Public Affairs and Communications

Boralex, Montreal

2016 - Present

MANDATES:

- Provide the strategic vision of Boralex in public affairs and communications for all its markets in order to support the company's business plan
- Take a leading role in governmental and media relations
- Coordinate communication actions in close collaboration with the Development department to get social acceptability within host communities
- Participate in the production and the dissemination of financial documents and various internal and external communication tools to position strategically the company's messages
- Ensure the execution and respect of Boralex's branding with all its audiences
- Represent Boralex within various committees in trade associations (CANWEA, AQPER, etc.)
- Lead the Communication department team and member of the Executive Management team

Senior Director, Public and Government Affairs

Valero Energy Inc. (formerly Ultramar Ltd.), Montreal

2014 – 2016

MANDATES:

- Redefine the company's public and government affairs strategy for all of the Canadian operations, including government relations at the federal, provincial (Ontario, Quebec and Atlantic) as well as at the municipal levels
- Change the positioning of philanthropic and sponsorship activities and manage a major organizational overhaul of the public and government affairs team in order to support this new strategy
- Act as the company spokesperson with the media and various stakeholders
- Member of the Canadian management team

Corporate Director, Communications

GLV Group, Montreal

2012 – 2014

MANDATES:

- Design and implement a global communication plan for the parent company (GLV Group) and the main subsidiaries (pulp and paper and water treatment sectors) in order to increase their visibility with their various stakeholders (customers, investors and employees)
- Assist the President and Chief Executive Officer of GLV Group with all of his communications in order to increase his visibility internally as well as externally
- Improve GLV Group's presence in Quebec and Canadian financial media

Director, Communications and External Relations

Iron Ore Company of Canada (IOC)/Rio Tinto, Montreal

2010 – 2012

MANDATES:

- Develop the communications and external relations branch by redefining mandates and building teamwork
- Establish action priorities based on best practices of the Rio Tinto global group
- Improve employees' commitment to the organization
- Increase the company's visibility with various internal and external stakeholders and promote its commitment toward social responsibility
- Develop and implement appropriate strategies and communications tools
- Company spokesperson

Director, Public Relations and Marketing

Gaz Métro, Montreal

2002 – 2010

MANDATES:

- Manage a team of 18 people in order to integrate all communications strategies and tools for the company's key audiences (clients, shareholders, partners, general public). This new team brings together the Public Affairs Department and the Marketing and Web Communications Department
- Lead the public affairs activities. More specifically, manage media relations, donations and sponsorships, relationships with municipalities and communities, crisis management, and all corporate publications for Gaz Métro
- Implement the company's new 2009-2013 strategic plan by developing the new communication-related plans
- Act as an advisor for senior management
- Coordinate relations between financial partners of the Seigneurie de Beaulieu wind power project and look over community relations for this specific project
- Negotiate various aspects of the gas network extension with provincial and municipal governments

Director of Economic Research Conseil du patronat du Québec, Montreal	February 2003 – January 2004
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Economist Manufacturiers et exportateurs du Québec, Montreal	2000-2002
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Economist, Economics Division Parliamentary Research Branch Library of Parliament, Ottawa	1999
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OTHER ACTIVITIES AND VOLUNTEER WORK

- | | |
|---|------------------|
| ➤ Member of the Board of Directors for the orchestra Les Violons du Roy | Since May 2017 |
| ➤ Member of the Board of Directors for Transition énergétique Québec | Since April 2017 |
| ➤ Member of the Board of Directors for the Association
des économistes québécois | Since May 2016 |

Holder of a Bachelor's degree in Business and an International MBA, Rodrigo also has 10 years of experience, 6 of those in business development in the energy sector. Throughout the years, he has worked in several countries including Brazil, Canada and the United States. In addition to being a multilingual professional, he also acquired strong leadership skills and solid management expertise.

EDUCATION

PMI Study Group	2012
PMI Nova Scotia Chapter, Halifax, NS	
International MBA (IMBA),	2010
Schulich School of Business, York University, Toronto	
Bachelor in Business/Public Administration	2002
Fundacao Getulio Vargas - FGV, Sao Paulo, Brazil	
Six Sigma Green Belt Certificate (Total Quality Control)	2004
Siqueira Campos, Sao Paulo, Brazil	

WORK EXPERIENCE

Development Manager, Boralex – Kingsey Falls	2016 – Current
DUTIES:	
<ul style="list-style-type: none">➤ Ensuring regulatory monitoring and liaising with government authorities in order to capitalize on American public policy orientation➤ Participating in market prospection and analysis, and in renewable energy business opportunities assessment within the American market to make recommendations for consideration by management➤ Preparing business plans and cost-benefit analyses for our investment projects➤ Coordinating due diligence and project acquisition processes➤ Coordinating interconnection and regulatory approval processes➤ Intervening with diverse regulatory bodies and stakeholders in the areas that are to host our projects➤ Liaising with local actors and the head office development team	

Business Development Manager - LatAm, Dresser-Rand, Houston, TX

2013 – 2016

DUTIES AND ACHIEVEMENTS:

- Responsible for the commercialization of energy solutions based on Dresser-Rand / Siemens OEM (Original Equipment
- Manufacturer): Reciprocating Engines, Steam Turbines, Gas Turbines and hybrid solutions with Wind and Solar energy
- Covering LatAm, with focus in the Caribbean and South American markets
- Identification of market opportunities for Dresser-Rand / Siemens equipment in those markets
- Developed and implemented sales channel strategy based on local representatives and aftermarket support
- Developed and implemented marketing strategy based on affiliations with local associations, utilities and ESCOs
- Led multidisciplinary team focused on the development of energy projects

**Lead Business Developer/Interim General Manager,
Anaia Global Renewable Energies, Halifax, NS**

2010 – 2013

DUTIES AND ACHIEVEMENTS:

- Developed 100MW+ of wind energy. Directly responsible for: land and ROW acquisition, site/energy monitoring, permitting, local/state/federal government relationship, utility interconnection process, social and environmental impact studies, equipment and EPC procurement, preparation of RFP documents and PPA negotiation, etc.
- Led multidisciplinary team focused on the development of energy projects, including direct reports, consultants etc.
- Responsible for the monitoring and management of the business and progress reporting to shareholders
- Prepared and implemented business development, marketing and communications strategy focusing on generating awareness about our organization and renewable energy among Native American Nations, Government Agencies and general public in Canada
- Participated and presented studies to push forward renewable energy policies in Nova Scotia as well as organized meetings to discuss draft policies with government representatives such as Mayors, Deputy Ministers and Tribe Chiefs
- Maintained constant relationship with community groups, government officials and industry senior executives

Research Intern, Jantzi Research, Toronto, Canada

June 2009 – August 2009

DUTIES AND ACHIEVEMENTS:

- Researched and evaluated ESG and Corporate Social Responsibility reports of U.S. and Canadian companies, populating an international database used by several investment funds across the globe
- Wrote a paper focused on the responsible Investing market to be used as a marketing and communication tool

Marketing Director / Co-founder, Tekoha, Sao Paulo, Brazil

2006 – 2008

DUTIES AND ACHIEVEMENTS:

- New company start-up: business plan development, fund raising, new brand creation, portfolio construction
- Community outreach and relationship building. Developed relationship with 30+ communities
- Business development and strategic partnership building with points-of-sale and corporations interested in sustainable development

**Marketing and Product Manager – Latin America and Brazil,
Natura Cosméticos, Sao Paulo, Brazil**

2003 – 2007

DUTIES AND ACHIEVEMENTS:

- Developed and released several top selling cosmetic products across Latin America: Natura Aguas, Fotoequilibrio and holiday gift sets with revenues above CAD\$ 100 million
- Headed diverse team of 6 staff from Sales, Finance, Logistics, Assembly Line, Packaging Development and Suppliers in order to guarantee cost and product quality, as well as project timely completion
- Forecasted P&L for each product line and new releases, and used financial models to develop products with superior contribution margins to the organization
- Organized international multimedia campaigns produced by advertising agencies and worked closely with sales force of 7 countries in Latin America to guarantee that the proper message was being transmitted in all countries
- Performed market research in order to understand buying trends and find ways to incentivize consumers to buy from company's sales representatives instead of retail stores

CONFERENCES AND WORKSHOPS

- CANWEA Annual Conference in Vancouver, BC – October 2011: Speaker at the Aboriginal Engagement session
- Nova Scotia Feed-in Tariff Forum in Halifax – September 2011: Speaker at the Aboriginal Consultation Best Practices and Partnering Opportunities session
- Assembly of First Nations Energy and Mining Conference in Niagara Falls – June 2011: Speaker at the International Partnership session
- Renewable Energy Conference "Building Partnerships" in Halifax – April 2011: Sponsor and Speaker

ACADEMIC DISTINCTIONS AND ACHIEVEMENTS

- Awarded 1st Wind Energy project to Membertou First Nation in Nova Scotia in 2012
- Member of winning team of the 2010 Dean's Case Competition Cup at Schulich School of Business, preparing strong business plans that addressed marketing, finance and strategy issues in different organizations across the world
- Received award for best Christmas Sales campaign in 2006, contributing to a 20% increase in sales year over year and released simultaneously in 7 countries in Latin America
- Received award from Artemisia for co-creating one of the most innovative Social Businesses in Latin America in 2008



BORALEX



Currently acting as a Coordinator Development for Boralex since June 2016. Graduate from the University of Rennes (France) in Business Administration. Has more than 20 years of experience in the field of Renewable Energy and Construction and more than 10 years in Management.

EDUCATION

DESS Audit & Business Engineering	1993
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Université de Rennes – France / Equivalent of Quebec MBA

Maitrise en Sciences de Gestion option finances	1992
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Université de Rennes IGR IAE – France

WORK EXPERIENCE

Coordinator Development, Boralex – Kingsey Falls	2016 – present
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DUTIES:

- Oversee the development of Renewable Energy Projects (Wind, Hydro, Solar) – bring greenfield project to ready to build stage
- Negotiation of acquisition of projects in development
- Maintain a fluid communication between every project team members, including M&A context
- Engage and maintain good relationship with stakeholders and communities involved in projects
- Manage procurement process with wind turbine suppliers, BOP contractors, consulting firms

FEW RECENT ACCOMPLISHMENTS:

- Coordinated and oversaw several RFQ/RFP processes for about 1,000 MW of Renewable Energy Projects through Canada and USA
- Successfully negotiated a partnership with a First Nation for the development of a hydro project

President, founding partner, ALERELEC & SOWATT - France	2005 – 2016
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DUTIES:

- Manage strategy and development of the two companies
- Insuring the profitability of investments
- Negotiate and obtain public subsidies
- Operate production sites in compliance with standards and maximize performance
- Planning and supervising the construction of power plants; coordinating stakeholders, managing safety and meeting environmental standards

- The only private company that owns and operates a hydroelectric power station in Reunion Island

FEW ACCOMPLISHMENTS:

- Winner of more than 50 Construction Contracts from public and private clients
- Realization of more than 30 photovoltaic and hydroelectric power stations (investment of \$ 15M)
- Obtained a public service delegation (electricity with EDF)
- Provided complex technical solutions to clients

Strategy Consultant, Development, Management, Finance

ANZEMBERG, PREFABETON, VPRM, SCTE, HELDER – Zone Indian Ocean

2004 – 2012

DUTIES:

- Advising the president on new business development, external growth, business restructuring, business strategy and business planning
- Help managing human resources and recruitment
- Prepare periodic financial monitoring reports
- Manage legal aspects, (contracts, litigation)
- Intermediary with the auditors and the financial partners

Financial Director

Group GHANTY - France

2002 – 2004

DUTIES:

- Preparation of annual accounts
- Finance Management
- Personal Management (500 employees), IRP management
- General services and monitoring of real estate companies

Head of Administration, Management and Finance

Group BOUYGYES - France

1993 – 2002

Expatriated in Europe, Africa and Indian Ocean

DUTIES:

- Create the local subsidiaries (Central African Republic – 300 employees)
- Manage the accounting, management control, treasury of construction sites
- Managing human resources, including local staff and expatriate employees
- Optimize taxation
- Manage contract with local authorities
- Ensure compliance with group rules and procedures