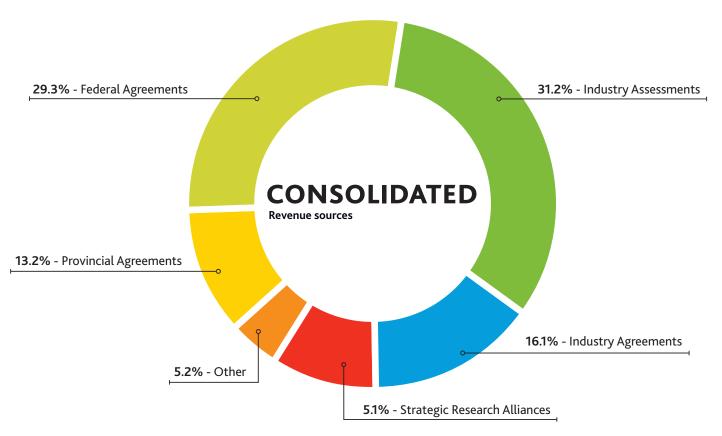




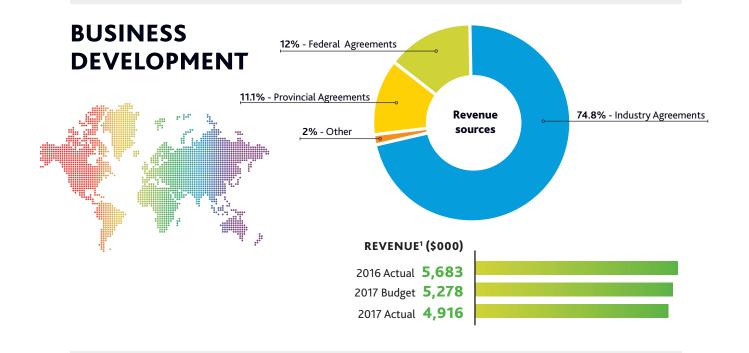


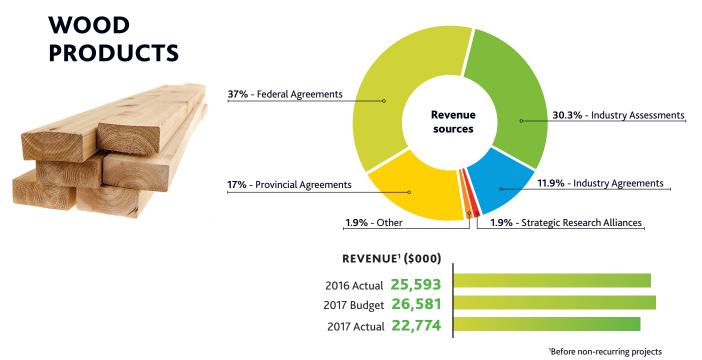
FINANCIAL RESULTS

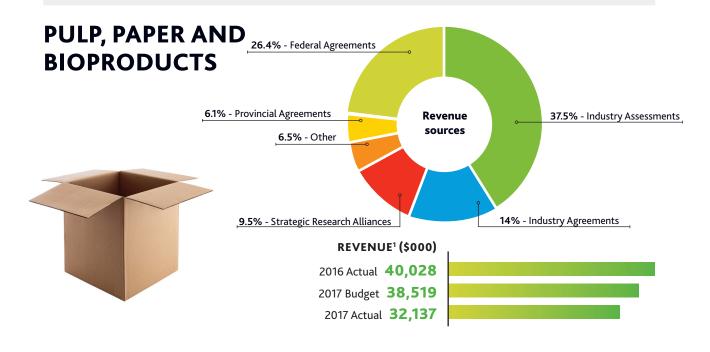
AS AT MARCH 31, 2017

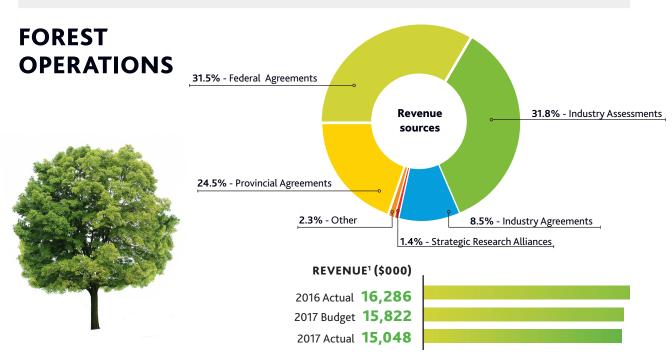














MESSAGE FROM THE CHAIRMAN OF THE BOARD AND THE PRESIDENT AND CHIEF EXECUTIVE OFFICER

As Canada's innovation ecosystem continues to evolve, FPInnovations is evolving right along with it. We believe that extending our working relationships with colleges and universities, government research agencies, and private research facilities will enable each of us to push the boundaries of what we once believed possible by focussing our collective efforts on major initiatives that will not only transform the sector but also transform the many rural economies dependent upon it. Collaborative projects such as the Nova Scotia Forestry Innovation Hub, Bioénergie La Tuque (BELT) in Québec, TMP-Bio in Ontario, and the B.C. Bioproducts Alliance, among others, are fine examples of collaborative research bringing together national and international interests for the benefit of the Canadian forest sector.

Transforming the industry also means transforming the communities in which it operates. For this reason, we work directly with Indigenous communities in projects such as *Opening Doors* to ensure that communities benefit from our know-how and that we benefit

As we reflect upon and celebrate the 10th anniversary of FPInnovations, the members, partners, and employees can be proud of our many accomplishments. Aside from the enormous challenge of bringing together four unique and successful research institutes, including the Canadian Wood Fibre Centre (CWFC), into one research entity, we responded to the many challenges facing Canada's innovation ecosystem and the forest sector. It has been an incredible journey-which has led to game-changing discoveries and shown the importance of de-risking technologies, processes, and products and enabled us to set the stage for futureproofing the organization and ensuring we continue contributing to the sector in ways never before possible.

from theirs. It is also why we work with partners under the B.C. Rural Dividend Fund, a fund that assists rural communities in British Columbia to reinvigorate and diversify their local economies. In both cases, we are helping improve the quality of jobs and livelihoods within communities, while assisting the sector with achieving its objectives.

Of course, to achieve significant change and transform a sector requires a different approach than what we have seen in the past. Last year, we refined our processes with respect to Strategic Research Alliances (SRA) which has led to calls of interest for seven SRAs, with several others currently in the pipeline. We have also seen the direct benefits of de-risking technology to enable the construction of demonstration plants that take research from the laboratory into the real world and prove its worth. The success of cellulose nanocrystals (CNC), cellulose filaments (CF), TMP-Bio, and tall wood building construction are proof of the importance of the role of de-risking, and point the way for developing and delivering future game-changing technologies.

In addition to consolidating our approach to technology delivery, we also consolidated internal activities. To ensure we are well positioned to take advantage of future opportunities and ensure successful implementation of our Strategic Action Plan, with thoughtful consideration, we made the decision to take a step back and reorganize for the future. As major initiatives such as Smart Manufacturing, the continuing evolution of tall wood building construction, and the recognized potential both nationally and internationally in the field of bioproducts become reality, we need to be the best in everything we do, from research activities to business management. The sector requires an organization that is future-proofed and we are delivering.

In closing, our profound thanks go to every employee of FPInnovations. While reorganization can be challenging, you continue to demonstrate your ingenuity and interest in working together to achieve a positive future. You represent our core values well and contribute to creating a safe, healthy, and stimulating workplace.

We also thank the Board of Directors for their continued support. The members of the Board have taken a very proactive role in the operations of FPInnovations and their guidance has proven invaluable as we move forward and begin realizing the exciting future for which the groundwork was laid over the past 10 years. Finally, on behalf of the Board, thanks go to our members, partners, and collaborators as it is your commitment that will result in successful transformation of the sector and realization of the enormous potential the sector holds.

Thank you.

YVON PELLETIER

Chairman of the Board

PIERRE LAPOINTE

President and Chief Executive Officer

MESSAGE FROM THE CHIEF FINANCIAL OFFICER

Again this year, the Canadian forest sector was confronted with significant challenges. This situation is not without consequence for FPInnovations, which is adapting to the various changes and taking clear measures to continue serving members and consolidating its position as a world leader in R&D and innovations for Canada's forestry sector.

This year, the company continued to restructure its internal operations with the objective of seeking sound management of assets and operations, in addition to implementing the Strategic Action Plan and to fine tuning the new Business Model. These implementations will ensure more clearly defined market segmentation that will focus the broad potential of the organization's projects and programs, ensure the financial growth of the organization, and transformation of the sector.

ENSURE FINANCIAL CONTINUITY THROUGH A STRONG COMMITMENT

At the beginning of the 2016-2017 fiscal year, FPInnovations proceeded with cost reductions resulting in better control of fixed costs and infrastructure. These measures ensured the organization's financial strategy was aligned with market reality, while continuing to provide the quality research and innovation that members expect. The 2016-2017 financial year ended with

total revenue of \$76 million, a decrease of 14% when compared to \$89 million the previous year. This resulted in an operating deficit of \$6.5 million, including a restructuring cost of \$2.2 million required to prepare the organization for future financial stability, compared to a deficit of \$4 million, that included a restructuring cost of \$2.7 million, for fiscal year 2015-2016.

In 2016-2017, membership revenue from FPInnovations' 168 member companies amounted to \$23.7 million, a decrease of 17% compared to the previous year. This year, FPInnovations received \$22.3 million in funding from the federal government and \$10.1 million from nine provincial and two territorial governments, down \$2.6 million for federal but up \$0.2 million for provincial and territorial compared to the previous year. Strategic Research Alliances (SRA) showed a significant decrease of 53% to total of \$3.9 million; as negotiations for seven SRAs extended into the new fiscal year.

FPInnovations is pursuing the implementation of its Strategic Action Plan, expected to help the organization enter into new strategic alliances and partnerships that are key for the organization; in addition to continuing the transition work that has been undertaken over the past few years. The deployment of the new Business Model,



along with the upcoming launch of the new Bioproducts division, will generate revenue from both traditional and non-traditional sectors.

These measures are expected to help the organization ensure its sustainability over the mid- and long-term. We are committed to delivering world-class innovations within a sound fiscal framework and are going above and beyond to deliver the kind of results our members, partners, and stakeholders expect. We thank you for your continued support.

YVES NADON

Chief Financial Officer

OUR MEMBERS AND PARTNERS

AS AT MARCH 31, 2017

- **ALLIED PARTNERS**
- **ASSOCIATES**
- **INDUSTRY MEMBERS**
- PERFORMANCE INNOVATION TRANSPORT (PIT) PROGRAM
- WILDFIRE OPERATIONS (WFORG) PROGRAM

A

ABI Mouldings

Able Woodwork

Acadian Timber / AT Limited Partnership

Agropur

Alberta Agriculture and Forestry

Alberta Newsprint Company (West Fraser)

Alberta-Pacific Forest Industries Inc. (Al-Pac)

Alberta-Pacific Forest Industries Inc. (Al-Pac)

Algonquin Moulding

Alliance Truss Ltd.

Altec Integrated Solutions Ltd.

Arch Wood Protection Canada Corp., Division of Lonza

Armoires Distinction

Armour Transportation Systems

Arnold Bros. Transport Ltd

Arrow Transportation System Inc.

Art Massif

Atco Wood Products Ltd.

Atelier Tangente Inc

Autolog Inc.

B

Barrett Enterprises Limited

Barrette Structural

BC Hydro

BC Hydro

BC Ministry of Forests, Lands and Natural Resource Operations

Bégin & Bégin inc.

Bélanger Laminés / Laminates VT

Berkshire Contracting Ltd

Bison Transport

Boa-Franc Inc.

Bois CFM Inc.

Bois D'Oeuvre Cedrico inc.

Bois Expansion Inc.

Bois Granval G.D.S. Inc.

Boisaco Inc.

Boise Cascade AllJoist Ltée

Boispries Valléa d'Or

Boucher Bros. Lumber Ltd.

Boutin Transport

BP Building Products of Canada

Brisco Manufacturing Ltd.

Britco

Buckman Canada

C

C.A.T.

C.R. England Inc.

Cambium Woodwork (2005) Ltd

Camlen Inc

Canadian Forest Service

Canadian National Transportation Limited

Canfor Corporation

Canoe Forest Products

Carmen Transportation

Cascades Containerboard Packaging

Cascades Transport inc.

CelluForce

Centre de formation du Transport Routier de Saint-Jérôme (CFTR)

Centre de formation en Transport de Charlesbourg (CFTC)

Centre de gestion de l'équipement roulant (CGER)

Chantiers Chibougamau

Charger Logistics Inc.

Chevrons Rouyn-Noranda Inc.

Chevrons Rouyn-Noranda Inc.

CLT de l'Outaouais Inc.

Conair Aviation

Conifex Timber Inc.

Control Skateboards

Coopérative Forestière de la Matapédia

Coopérative Forestière des Hautes-Laurentides

Corporation Internationale Masonite (La)

Corruven Inc.

Coulson Group

Covenant Transport Inc.

Creations Thermodoor

Cupboard Brothers Cabinet Factory

D

Dacat Studio Inc

Damabois Inc.

Delco Forest Products Ltd.

Delmhorst Instrument Co.

Diacon Technologies Ltd.

DK-Spec Inc.

Domtar Corporation

Doucet Machineries Inc.

Dunkley Lumber Ltd.

Dynamic Architectural Windows & Doors Inc.

E

EACOM Timber Corporation

Eassons Transport Ltd

East Fraser Fiber Co. Ltd.

Ébénisterie Beaubois Ltée

Ébénisterie TechDesign Woodworking

Éloi Moisan Inc.

Équipements Comact inc.

Experior Transport

Express Mondor

F

Feutre National Felt inc.

Finitec Canada

fRI Research

Forex Amos inc.

Fortress Paper Ltd.

Fraser Specialty Products Ltd.

G

Gang-Nail Trusses & Building Components

Garant GP

GCW Custom Kitchens & Cabinetry Inc.

Genics Inc.

Genics Inc.

Georgia-Pacific

Gestion Forestiere Lacroix Inc.

Giguère & Morin Inc.

Government of Saskatchewan

Government of the Northwest

Territories

Government of Yukon

Groupe Cabico

Groupe Concept PV Inc.

Groupe Crete Div. St-Faustin inc.

Groupe Morneau

Groupe Savoie Inc.

Groupe TYT

Н

Harnois Groupe Pétrolier

Hultdins Inc.

Hybrid Joist Inc.

Hy-Grade Millwork

Interfor Corporation

Interversion

Island Timberlands LP

J.M. Champeau Inc.

Janssen PMP (A Division of Janssen Pharmaceutica NV)

Jean Riopel inc. (Div. de Groupe Crête)

JMN ENTERPRISES INC

Johnson's Construction Ltd.

Juste du pin

K

KC Doors Ltd.

Keller Logistics Group

Kootenay Innovative Wood Ltd.

Kop-Coat, Inc.

Kruger Inc.

Kruger Products LP

L&M Lumber Ltd. (Sinclar Group)

La Charpenterie

La Mine de Bois

La règle de Bedford

La Vieille Garde inc.

Laboratoire Primatech Inc.

Lacasse Fine Wood Products Inc.

Laurentide Industriel (de Société Laurentide)

Lauzon, Planchers de bois exclusifs

Lecours Lumber Co. Ltd.

Les Armoires des Monts inc

Les Bois G.L.A. Inc.

Les Bois Poulin Inc.

Les Industries Amisco Ltée

Les Industries Grandmont

Les Industries ISP Inc.

Les Planchers Mercier Inc.

Les services JAG Inc.

Liebherr Canada Ltd.

Louisiana-Pacific Canada Ltd.

Lynden Door Canada Inc.

M

Machinerie Lico inc.

Madsen's Custom Cabinets (1983) Ltd.

Maibec

Majestic Cabinets (1990) Ltd.

Manitou Forest Products Ltd.

Marathon Economic Development

Marcel Lauzon Inc.

Martin Roy Transport

Matériaux Blanchet Inc.

Matériaux Spécialisés de Louiseville

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Menuiserox inc

Mercer International Inc.

Merit Kitchens

Meubles Busch (1980) Inc.

Meubles Canadel Inc.

Meubles Mobican Furniture inc.

Midland Transport

Midwest Millwork

Mill & Timber Products Ltd.

Millar Western Forest Products Ltd.

Millar Western Forest Products Ltd.

Minimax Express

Moulures distinction Outaouais

Muskoka Cabinet Company

Myriade:

Ν

National Bank of Canada

National Bank of Canada

Nava Cabinet Solutions

Nawiinginokiima Forest Management Corp. (NFMC)

Nicola Logworks

Norbord Inc.

Normand Verville Enterprise Ltd

NorSask Forest Products

Northland Forest Products Ltd.

North West Communities Wood Products Ltd.



Obishikokaang Resource Corporation (ORC)

Olofsfors Inc

Outils Gladu S.E.N.C.

P

Pacific BioEnergy Corporation

Paper Excellence

Parks Canada

Parquets Alexandra inc.

Partner in Protection Association

Peinture Can-Lak Inc.

Peintures MF Inc.

Performance BioFilaments Inc.

PF Custom Countertops Ltd.

PinkWood Ltd.

Pinnacle Renewable Energy Inc.

Planchers de bois-francs Wickham (2639-1862 Québec inc.)

Planchers des Appalaches Limitée

Port Hawkesbury Paper LP

Praxair

Preverco Inc.

Produits Boréal inc.

Produits de bois St-Agapit Inc

Produits forestiers Arbec inc.

Produits forestiers Lamco Inc.

Produits forestiers Petit Paris

Pro-Systèmes Inc.

PurChem Systems Inc.

R

René St-Cyr 1996 inc.

Resolute Forest Products

RF Kiln Tech Limited/Aqua Timber Inc.

Richmond Plywood Corporation Ltd. Rio Tinto Minerals (U.S. Borax)

Rosenau Transport, Ltd.

S

Satin Flooring

SBC Le Spécialiste du bardeau de cèdre inc

Schenk Architectural Imports Ltd.

Schramm's Woodcraft Ltd.

Scierie Bionor inc.

Scierie Duhamel

Scierie Fernand Rancourt

Scierie Lac Saint-Jean inc

Scierie St-Fabien inc.

SCS Forest Products, Inc.

Séchoir MEC Inc.

Seven Islands Land Company

Shelburne Wood Protection Ltd.

Silvana Import Trading Inc

Silver Bow Woodcraft Ltd.

Sinclar Group Forest Products Ltd.

SJE Consulting Ltd.

Skeena Sawmills Ltd.

Skyline Transportation Inc.

SLH Transport inc.

Sobeys

Société des alcools du Québec

Societé en Commandite Scieries Chaleur

Sperlich Log Construction Inc

Spray Lake Sawmills (1980) Ltd.

Stella-Jones Canada Inc.

Stor-X

Structures RBR inc.

Structurlam Products LP

Т

Technoboi

Tembec

Tembec Resin Group

The Bar Store

The Sansin Corporation

The Teal-Jones Group

ThermoStructure Ltd.

Timber Specialties Co. (Division of Osmose Holdings Inc.)

TimberWest Forest Corp.

Tire Pressure Control International

Tolko Industries Ltd.

Trailer Wizards

Transport Bessette et Boudreau

Transport Bourassa

Transport Canada

Transport Hervé Lemieux

Transport Jacques Auger

Transport Quebec

Transport Robert

Trans-West

Trica Ltd



University Of Northern British Columbia

US Xpress Logistics

USNR



VAB Solutions Inc.

Valspar Inc.

Vanderwell Contractors (1971) Ltd.

Vanderwell Contractors (1971) Ltd.

Vanico-Maronyx Inc.

VersaCold Transportation Solutions

Vexco Inc.

Viance



Wagner Meters

Walker Emulsions Ltd.

Walls Alive Edmonton Ltd.

Warman Cabinets

West Fraser

Western Archrib

Westmill Industries Ltd.

Westridge Cabinets

Weyerhaeuser Company

White River Forest Products Ltd.

Whitecourt Transport Ltd.

Whitefeather Forest Community Resource Management Authority

William Millenaire Inc

WoodPlus Coatings

Woodtone Industries Ltd.

Woodtone Specialties Inc.



Yarrow Sash and Door



Zavisha Sawmills Ltd.

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Government of British Columbia

Government of Manitoba

Government of New Brunswick

Government of Newfoundland and Labrador

Government of Nova Scotia

Government of Ontario

Government of Quebec

Government of Saskatchewan

Government of Northwest Territories

Government of Yukon

OUR GOVERNANCE

AS AT MARCH 31, 2017

OFFICERS OF THE CORPORATION

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Pierre Lapointe

President and CEO

Yves Nadon

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Trevor Stuthridge Executive Vice President

Norine Young

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Ministry of Forests, Wildlife and Parks Government of Quebec

Glenn Mason

Canadian Forest Service -Natural Resources Canada

OUR ADVISORY COMMITTEES

AS AT MARCH 31, 2017

NATIONAL RESEARCH ADVISORY COMMITTEE (NRAC)

The key roles of the NRAC are to provide oversight for the research being done across the forest sector innovation system and review technical aspects of FPInnovations' research by key element. The NRAC receives reports from the Program Advisory Committees on outcomes from the Collaborative Research Program.

The Chair is appointed by the Board and reports back after each NRAC meeting. Committee members are drawn from FPInnovations' members and partners.

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Maibec

Balázs Tolnai

Kruger Inc.

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Pulp and Paper Research Centre McGill University

PROGRAM ADVISORY COMMITTEES (PACS)

The PACs address national high-priority industry member and government partner needs within specific program areas of the Collaborative Research Program. They provide advice on research programs and projects and monitor individual project performance against common objectives. The PACs also provide advice to FPI on: optimization of synergies – including universities and research organizations worldwide; and technology transfer, knowledge sharing and cross-program projects.

The members of each PAC represent FPInnovations' member organizations; they meet twice per year.

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lean-Sébastien Pelletier

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Parquets Alexandra inc.

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Preverco inc.

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Groupe Savoie (Saint-Quentin)

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Moulures Distinction Outaouais

Planchers des Appalaches Itee

Laboratoires Primatech inc.

Les Planchers MERCIER Inc.

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William Tropper

Tembec

Dave Watt L&M Lumber

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Forestry and Agrifoods Agency Government of Newfoundland and Labrador

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Resolute Forest Products

Bevan Locke

Port Hawkesbury Paper LP

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Performance BioFilaments Inc.

Richard Berry

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Shaune Hanley

Resolute Forest Products

Richard Kelertas

Resolute Forest Products

Brian McLean

West Fraser

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Mercer International Inc.

Eddie Peace

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Brent Rabik

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Balazs Tolnai

Kruger Inc.

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Mercer International Inc.



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