



Alain Raquepas Vice President, Finance and Chief Financial Officer

Alain Raquepas became CAE's Vice President, Finance and Chief Financial Officer in February 2005. His mandate includes responsibility for all finance and information technology activities.

Mr. Raquepas was an important player in the development and implementation of a restructuring plan launched at CAE in 2005, which led to better results. Under his leadership, the introduction of new management controls strengthened CAE's financial position and increased its transparency.

As Chief Financial Officer of a public company listed on both the New York and Toronto stock exchanges, Mr. Raquepas oversees financial operations of CAE's 75 locations throughout 20 countries as well as the consolidation of the financial statements. He also oversees CAE's financing activities.

Mr. Raquepas joined CAE in 1992 and was promoted to various positions with increasing responsibility, including Assistant Treasurer in 1994 and Director of Finance in 1996. During this time, he established CAE's structured finance group and dealt with banks and export credit agencies on multiple financing and lease transactions. In 1997, Mr. Raquepas led the CAE commercial team responsible for establishing the first public-private partnership (PPP) with the United Kingdom's Ministry of Defence. This contract—the largest in CAE's history—positioned the company as a leader in helicopter training for the U.K.'s Royal Air Force for the next 20 years.

In 1998, Mr. Raquepas became Divisional Controller for CAE's military business unit and was appointed Vice President, Finance, Military Simulation and Training, in 2000. In 2001, Mr. Raquepas was instrumental in penetrating the U.S. defence market through the acquisition of BAE Systems' military operations based in Tampa, Florida.

Mr. Raquepas was named a recipient of Canada's Top 40 Under 40™ award in 2005, a prestigious national award program that honours outstanding leaders from all sectors under the age of 40. He holds a Bachelor of Commerce degree from HEC Montréal and a law degree (LL.B) from the Université de Montréal. Mr. Raquepas has been a Chartered Accountant since 1990 with previous experience in audit and tax consulting services.

Since 1991, Mr. Raquepas has been involved with the *Fondation des Amis de Jean de la Mennais Inc.*, a non-profit organisation aiming to involve teenagers in community projects destined to help handicapped individuals and people in need. The foundation awards scholarships and research grants and collects donations from 5,500 Collège Jean de la Mennais alumni.