

# **CARMANAH TECHNOLOGIES CORPORATION**

**NOTICE OF MEETING**

**- AND -**

**MANAGEMENT INFORMATION CIRCULAR**

**FOR THE ANNUAL GENERAL MEETING  
OF SHAREHOLDERS**

**To be held on**

**June 21, 2019**

**At Delta Victoria Ocean Pointe Resort  
Pacific Suite  
100 Harbour Road, Victoria, BC V9A 0G1**

**8:30 A.M. (Pacific time)**

**Carmanah Technologies Corporation  
250 Bay Street  
Victoria, BC V9A 3K5**

Tel: (250) 380-0052, Fax: (250) 380-0062

[www.carmanah.com](http://www.carmanah.com)

## NOTICE OF ANNUAL GENERAL MEETING OF SHAREHOLDERS

**NOTICE IS HEREBY GIVEN** that an annual general meeting (the “**Meeting**”) of the shareholders (the “**Shareholders**”) of Carmanah Technologies Corporation (“**Carmanah**” or the “**Company**”) will be held at Delta Victoria Ocean Pointe – Pacific Suite, 100 Harbour Road, Victoria, British Columbia at 8:30 A.M. (Pacific time), on June 21, 2019, for the following purposes:

1. to receive and consider the consolidated financial statements of the Company for the financial year ended December 31, 2018, together with the report of the independent auditor thereon;
2. to appoint KPMG LLP, Chartered Professional Accountants, as auditor for the Company for the ensuing financial year and to authorize the directors to fix the remuneration to be paid to the auditor;
3. to fix the number of directors to be elected at the Meeting at four (4);
4. to elect directors to hold office until the next annual general meeting of the Company; and
5. to transact such other business as may properly come before the Meeting or any adjournment thereof.

Shareholders are invited to attend the Meeting. Only Shareholders of record on May 2, 2019 will be entitled to receive notice of and to vote at the Meeting or any adjournment thereof, except to the extent that a Shareholder has transferred any common shares in the capital of Carmanah (“**Carmanah Shares**”) after that date and the new holder of such Carmanah Shares establishes proper ownership and requests not later than 10 days before the date of the Meeting that such Shareholder’s name be included in the list of Shareholders eligible to vote at the Meeting or any adjournment thereof.

If you are a *registered Shareholder* of the Company and are unable to attend the Meeting in person, please date and execute the accompanying form of proxy for the Meeting and deposit it with Computershare Investor Services Inc. at 100 University Avenue, 8<sup>th</sup> Floor, Toronto, Ontario, M5J 2Y1, Attention: Proxy Department, before 8:30 A.M. (Pacific time), on June 19, 2019, or no later than 48 hours (excluding Saturdays, Sundays and holidays) before any adjournment of the Meeting.

If you are a *non-registered Shareholder* of the Company and receive these materials through your broker or another intermediary, please complete and return the request for voting instructions in accordance with the instructions provided to you by your broker or such other intermediary. ***Failure to do so may result in your Carmanah Shares not being eligible to be voted by proxy at the Meeting.***

DATED at Victoria, British Columbia as of the 9<sup>th</sup> day of May 2019.

BY ORDER OF THE BOARD OF DIRECTORS

“*John Simmons*”

John Simmons  
Chief Executive Officer

**CARMANAH TECHNOLOGIES CORPORATION**

250 Bay Street

Victoria, BC V9A 3K5

Tel: (250) 380-0052, Fax: (250) 380-0062

**MANAGEMENT INFORMATION CIRCULAR**

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## INTRODUCTION

This management information circular (the “**Circular**”) accompanies the notice of annual general meeting (the “**Notice**”) and is furnished to shareholders (the “**Shareholders**”) holding common shares (the “**Carmanah Shares**”) in the capital of Carmanah Technologies Corporation (“**Carmanah**” or the “**Company**”) in connection with the solicitation of proxies by the management of Carmanah for use at Carmanah’s annual general meeting of Shareholders (the “**Meeting**”) to be held on June 21, 2019 at 8:30 A.M. (Pacific time) at the Delta Victoria Ocean Pointe – Pacific Suite, 100 Harbour Road, Victoria, British Columbia. Except as otherwise stated, the information contained herein is given as at May 9, 2019.

## CURRENCY

All references in this Circular to \$ or to CAD\$ are in Canadian dollars and references to US\$ are to United States dollars, unless otherwise indicated.

## GENERAL PROXY INFORMATION

### Solicitation of Proxies

This solicitation is made on behalf of management of the Company. It is expected that the solicitation will be primarily by mail. Proxies may also be solicited personally by directors, officers or employees of Carmanah. Costs of the solicitation of proxies for the Meeting will be borne by Carmanah. In addition to the use of mail, proxies may be solicited by personal interviews, personal delivery, telephone or any form of electronic communication or by directors, officers and employees of Carmanah who will not be directly compensated therefor. Carmanah has arranged for Intermediaries (as defined below) to forward meeting materials to beneficial holders held of record by those Intermediaries and Carmanah may reimburse the Intermediaries for their reasonable fees and disbursements in that regard.

### Notice-and-Access

The Company is sending proxy related materials to its registered and non-registered (beneficial) Shareholders using “notice-and-access”, as defined under National Instrument 54-101 *Communication with Beneficial Owners of Securities of a Reporting Issuer*. Under notice-and-access, the delivery of the Notice, this Circular and the form of proxy (the “**Proxy**”) (collectively, the “**Meeting Materials**”) to Non-Registered Holders (as defined below) will be done indirectly through Intermediaries.

The Company will not use procedures known as “stratification” in relation to its use of the notice-and access provisions in relation to the Meeting. Stratification occurs when a reporting issuer using notice and-access provides a paper copy of the relevant information circular to some, but not all, shareholders with the notice package in relation to the relevant meeting.

Electronic copies of this Circular, the Notice and the consolidated financial statements of Carmanah and management’s discussion analysis of the Company’s results of operations and financial condition for its most recently completed financial year may be found on Carmanah’s profile on SEDAR at [www.sedar.com](http://www.sedar.com) and also on Carmanah’s website at [www.carmanah.com](http://www.carmanah.com).

### Registered Shareholders

If you are a registered Shareholder of Carmanah Shares (“**Registered Shareholders**”), there are two ways in which you can vote your Carmanah Shares. You can either vote in person at the Meeting or you can vote by proxy.

### ***Voting by Proxy***

If you do not plan to come to the Meeting, you can have your vote counted by appointing someone who will attend at the Meeting as your proxyholder. In the proxy, you can either direct your proxyholder as to how you want your Carmanah Shares to be voted or you can let your proxyholder choose for you. If you appoint a proxyholder, you may revoke your Proxy if you decide to attend the Meeting and wish to vote your Carmanah Shares in person (see *Revocation of Proxies* below).

### ***Voting in Person***

Registered Shareholders who wish to attend the Meeting and to vote their Carmanah Shares in person do not need to complete a Proxy. Your vote will be taken and counted at the Meeting. Please register with the transfer agent, Computershare Investor Services Inc., upon your arrival at the Meeting.

### **Non-Registered Shareholders**

Only **Registered Shareholders** or duly appointed proxyholders are permitted to vote at the Meeting. Most Shareholders are “non-registered” Shareholders because the Carmanah Shares they own are not registered in their names but are instead registered in the name of the brokerage firm, bank or trust company through which they purchased the Carmanah Shares. More particularly, a person is not a Registered Shareholder in respect of Carmanah Shares which are held on behalf of the person (the “**Non-Registered Shareholder**”) but which are registered either: (a) in the name of an intermediary (an “**Intermediary**”) that the Non-Registered Holder deals with in respect of the Carmanah Shares (Intermediaries include, among others, banks, trust companies, securities dealers or brokers and trustees or administrators of self-administered RRSPs, RRIFs, RESPs and similar plans); or (b) in the name of a clearing agency (such as The Canadian Depository for Securities Limited) of which the Intermediary is a participant. There are two kinds of Non-Registered Shareholders: those who have objected to their name and contact information being made known to the Company (called “**OBOs**” for Objecting Beneficial Owners) and those who have not objected (called “**NOBOs**” for Non-Objecting Beneficial Owners).

The Company can request and obtain a list of their NOBOs from Intermediaries via its transfer agent and can use this NOBO list for distribution of proxy-related materials directly to NOBOs. The Company has decided to send proxy-related materials directly to its NOBOs. Your Intermediary will have provided to you a voting instruction form (“**VIF**”). Please return your voting instructions as specified in the request for voting instructions. NOBOs that wish to attend the Meeting and vote in person (or appoint someone else to attend the Meeting and vote on such NOBOs’ behalf) can appoint themselves (or someone else) as a proxyholder by following the applicable instructions on the VIF.

With respect to OBOs, the Company does not intend to pay for Intermediaries to deliver to OBOs Meeting Materials for the Meeting and as a result, OBO’s will not receive Meeting Materials unless the OBO’s Intermediary assumes the cost of delivery. Applicable securities regulatory policy requires Intermediaries to whom Meeting Materials have been sent to seek voting instructions from OBOs in advance of Shareholders’ meetings. Every Intermediary has its own mailing procedures and provides its own return instructions, which should be carefully followed by OBOs in order to ensure that their Carmanah Shares are voted at the Meeting. Often, the form of proxy supplied to an OBO by its broker is identical to that provided to Registered Shareholders. However, its purpose is limited to instructing the Registered Shareholder how to vote on behalf of the OBO. OBOs are requested to complete and return the VIF in accordance with the instructions set out on that form. The VIF must be returned as directed well in advance of the Meeting in order to have the Carmanah Shares voted. OBOs that wish to attend the Meeting and vote in person (or appoint someone else to attend the Meeting and vote on such OBOs’ behalf) can appoint themselves (or someone else) as proxyholder by following the applicable voting instructions.

**In either case, Non-Registered Holders should carefully follow the instructions of their Intermediary, including those regarding when and where the Proxy or proxy authorization form is to be delivered.**

### **Appointment of Proxies**

The individuals named in the accompanying Proxy are directors or officers of Carmanah. **A REGISTERED SHAREHOLDER WISHING TO APPOINT SOME OTHER PERSON OR COMPANY (WHO NEED NOT BE A SHAREHOLDER) TO ATTEND AND ACT FOR THE REGISTERED SHAREHOLDER AND ON THE REGISTERED SHAREHOLDER'S BEHALF AT THE MEETING HAS THE RIGHT TO DO SO, EITHER BY INSERTING SUCH PERSON'S OR COMPANY'S NAME IN THE BLANK SPACE PROVIDED IN THE PROXY AND STRIKING OUT THE TWO PRINTED NAMES, OR BY COMPLETING ANOTHER PROXY.** A Proxy will not be valid unless it is completed, dated, signed and delivered to Computershare Investor Services Inc. at 510 Burrard Street, 2<sup>nd</sup> Floor, Vancouver, BC V6C 3A8 not less than 48 hours (excluding Saturdays, Sundays and holidays) before the time for holding the Meeting, or is delivered to the chair of the Meeting prior to the commencement of the Meeting.

### **Revocation of Proxies**

A Shareholder who has given a Proxy may revoke it by an instrument in writing executed by the Shareholder or by the Shareholder's attorney authorized in writing or, if the Shareholder is a corporation, by a duly authorized officer or attorney of Carmanah, and delivered either to Computershare Investor Services Inc. not less than 48 hours (excluding Saturdays, Sundays and holidays) before the Meeting or any adjournment of it, or to the chair of the Meeting on the day of the Meeting or any adjournment of it. **Only Registered Shareholders have the right to revoke a Proxy. Non-Registered Holders who wish to change their vote must, at least seven days before the Meeting, arrange for their respective Intermediaries to revoke the Proxy on their behalf. A revocation of a Proxy does not affect any matter on which a vote has been taken prior to the revocation.**

### **Exercise of Discretion**

The persons named in the Proxy accompanying this Circular will vote or withhold from voting the Carmanah Shares in accordance with the instructions from the Shareholder, on any ballot that may be called for. If a choice is specified with respect to any matter to be acted upon, the Carmanah Shares will be voted accordingly.

**Where no choice has been specified by the Shareholder, or if both choices have been specified, such Carmanah Shares will be voted in favour of the matters identified in the Notice.**

The enclosed Proxy, when properly completed and delivered and not revoked, confers discretionary authority upon the person's appointed proxyholders thereunder to vote with respect to any amendments or variations of matters identified in the Notice and with respect to other matters which may properly come before the Meeting. At the time of the printing of this Circular, management of Carmanah knows of no such amendment, variation or other matter which may be presented to the Meeting.

### **Voting Securities and Principal Holders Thereof**

As at the date hereof, Carmanah has issued and outstanding 18,859,877 fully paid and non-assessable Carmanah Shares, each Carmanah Share carrying the right to one vote. Carmanah has only one class of voting securities.

Registered Shareholders as at May 2, 2019 who either personally attend the Meeting or who have completed and delivered a Proxy in the manner and subject to the provisions described above shall be entitled to vote or to have their Carmanah Shares voted at the Meeting.

To the knowledge of the directors and executive officers of Carmanah, there are no persons who, or corporations which, beneficially own, directly or indirectly, or exercise control or direction over, Carmanah Shares carrying more than 10% of the voting rights attached to all issued and outstanding Carmanah Shares other than (1) James Meekison, who owns 22.3% (4,217,104) of the issued and outstanding Carmanah Shares and (2) Michael Sonnenfeldt, who owns 11.4% (2,145,040) of the issued and outstanding Carmanah Shares.

## **Interest of Certain Persons or Companies in Matters to be Acted Upon**

Except as otherwise disclosed herein, to the knowledge of Carmanah, none of the directors or executive officers of Carmanah, no proposed nominee for election as a director of Carmanah, none of the persons who have been directors or executive officers of Carmanah since the commencement of Carmanah's last completed financial year and no associate or affiliate of any of the foregoing persons has any material interest, direct or indirect, by way of beneficial ownership of securities or otherwise, in any matter to be acted upon at the Meeting other than the election of directors.

## **PARTICULARS OF MATTERS TO BE ACTED UPON**

### **Financial Statements**

The audited consolidated financial statement of Carmanah for the year ended December 31, 2018, and the report of the auditors thereon will be tabled at the Meeting. These audited consolidated financial statements will be available to download from the Company's website at [www.carmanah.com/company/annual-general-meeting](http://www.carmanah.com/company/annual-general-meeting) or available from the Company's Corporate Secretary.

### **Appointment and Remuneration of Auditors**

Effective May 26, 2016, KPMG LLP, Chartered Professional Accountants, was appointed as the Company's auditor and Deloitte LLP, having served since April 2010, agreed, at the request of the Company, to resign.

**Unless otherwise instructed, the proxies given pursuant to this solicitation will be voted "FOR" the appointment of KPMG LLP, Chartered Professional Accountants, of Vancouver, British Columbia, as the auditor of the Company for the ensuing year or until a successor is appointed.** It is proposed that the remuneration to be paid to the auditor be fixed by the Audit Committee of the board of directors of the Company (the "Board").

### **Election of Directors**

The Board presently consists of four directors and all of these four directors are standing for re-election at the Meeting. Management therefore intends to place before the Meeting, for approval, with or without variation, an ordinary resolution fixing the number of directors at four (4) for the next ensuing year. **In the absence of instructions to the contrary, the persons named in the enclosed Proxy intend to vote "FOR" the ordinary resolution to fix the number of directors at four (4).**

**The persons named below will be presented for election at the Meeting as management's nominees and, unless otherwise indicated, the persons named in the Proxy intend to vote "FOR" the election of these nominees.** Management of Carmanah does not contemplate that any of these nominees will be unable to serve as a director. Each director elected will hold office until the next annual general meeting of Carmanah or until his/her successor is elected or appointed, unless his/her office is earlier vacated in accordance with the constating documents of Carmanah or with the provisions of the *Business Corporations Act* (British Columbia) (the "BCBCA").



Information concerning such persons, as furnished by the individual nominees, is as follows:

Nominee Name, Position and Place of Residence	Background and Principal Occupation for the Five Previous Years	Director Since	Carmanah Shares Beneficially Owned Directly or Indirectly
<p><b>James Meekison</b> Chairman and Director <i>Toronto, Ontario, Canada</i></p>	<p><b>Background:</b> Mr. Meekison is currently Chairman and CEO of Trimin Capital Inc., a Canadian private equity company. Mr. Meekison’s career has spanned over 40 years in the investment banking, cable television and private equity industries. He has served as a Director of Nesbitt Thomson Limited, Chairman of Cablecasting Limited, a Canadian cable television company, which he co-founded in 1969, and Chairman and Director of several companies in which he indirectly invested during his career in private equity. He has also served as a director of several public Canadian companies. Mr. Meekison holds an MBA degree from Harvard University and B.A. and M.A. degrees from the University of British Columbia.</p> <p><b>Principal Occupation for Five Previous Years:</b> Chief Executive Officer and Executive Chairmen of Trimin Capital Inc. (2004 – Present)</p>	<p>December 2, 2013</p>	<p><b>4,217,104</b></p>
<p><b>John Simmons</b> Chief Executive Officer (“CEO”) and Director <i>Victoria, British Columbia, Canada</i></p>	<p><b>Background:</b> John Simmons began his career in 1976 with multi-national Deere &amp; Company. In 1983, Mr. Simmons founded (or co-founded) three companies in succession – Contour Window Fashions Ltd., InsulPro Industries Inc. and Integrated Paving Concepts Inc. – each of which grew from start-up to become listed on the Toronto Stock Exchange (the “TSX”). In 1998, Mr. Simmons founded JC Simmons &amp; Associates, Inc., which participated, directly or indirectly, in the early stage financing of several companies including Aspreva Pharmaceuticals, Protox Therapeutics (now Sophiris Bio) and Contigo Systems. In 2000, Mr. Simmons was appointed CEO of TSX listed Bridges Transitions Inc. a position he held until its sale in 2006. Following this assignment, Mr. Simmons returned to Integrated Paving Concepts Inc. as its CEO. Between 2011 and 2013 Integrated Paving spun out and divested two of the company’s brands and businesses which were followed by a concluding sale in 2013. In 2008, Mr. Simmons acquired Boulevard Magazine. This company was sold to Black Press Group in 2013.</p> <p>Mr. Simmons graduated from the University of Western Ontario School of Business (now Ivey School of Business) in 1976.</p> <p><b>Principal Occupation for Five Previous Years:</b> Chief Executive Officer of the Company (2013 – Present) Chief Executive Officer of Integrated Paving (2007 -2013)</p>	<p>June 26, 2013</p>	<p><b>625,623</b></p>

Nominee Name, Position and Place of Residence	Background and Principal Occupation for the Five Previous Years	Director Since	Carmanah Shares Beneficially Owned Directly or Indirectly
<p><b>Terry Holland</b> Director <i>Vancouver, British Columbia, Canada</i></p>	<p><b>Background:</b> Terry Holland has been involved in the Canadian private equity industry for over 30 years. A commerce graduate of the University of British Columbia, Mr. Holland earned his CA designation in 1981 and was awarded the FCA designation in 2009. After a few years in public practice, Mr. Holland left to join a real estate development company as VP of finance. He later moved to the Equity Group of Companies, which were involved in financing mining exploration, where he served as VP of Finance. In 1990, Mr. Holland joined Trimin Enterprises Inc., a private equity firm, as President. Over the next 14 years Mr. Holland would play a lead role in Trimin Enterprises' (and later Trimin Capital Corp.'s) success as a growth partner for mid-sized businesses. Both Trimin Enterprises and Trimin Capital Corp. experienced investment returns that rank highly in comparison to other funds in their category during their years of operation. Mr. Holland left Trimin Capital in 2004, when he launched Krystal Financial Corp. (a private equity firm now operating under the name Krystal Growth Partners Ltd.), and currently serves as a Managing Partner. Through affiliated entities, Mr. Holland has investments in and is involved as a board member of numerous private companies, all of them based in British Columbia.</p> <p><b>Principal Occupation for Five Previous Years:</b> Chief Executive Officer and President of Krystal Financial Corporation (2004 – 2017) Managing Partner, Krystal Growth Partners, (2018 - Present)</p>	<p>December 2, 2013</p>	<p><b>1,492,800</b></p>
<p><b>Sara Elford</b> Director <i>Shawnigan Lake British Columbia, Canada</i></p>	<p><b>Background:</b> Sara Elford worked in the capital markets industry for more than twenty years, beginning her career in investment banking in New York in 1994. She became a sell-side equity research analyst in Canada in 1996 and continued in this capacity until July 2015. Over the course of her analyst career, Ms. Elford followed a broad range of industries and business models, with specific, but not exclusive, focus on emerging companies, technologies and/or sectors. According to Starmine, she was named in the top two for stock picking in her sector six times since 2003, and in 2005 was named the top stock picker in Canada across all sectors and analysts. Ms. Elford has been a CFA Charterholder since 1997 and completed the academic requirements for the directors' education program with the ICD in 2015. In addition to Carmanah, she is a current board member of BioSyent Inc. and Hydrogenics Corporation and a past board member of Pure Technologies.</p> <p><b>Principal Occupation for Five Previous Years:</b> Sell-Side Research Analyst – Sustainability and Special Situations – Canaccord Genuity (1998 – 2015) Consultant and Corporate Director (2015 - Present)</p>	<p>September 30, 2015</p>	<p><b>22,000</b></p>

The information as to residence, principal occupation and number of Carmanah Shares beneficially owned or controlled is not within the knowledge of the management of the Company and has been furnished by the respective nominees as of May 2, 2019.

The following outlines Committee members and chairs for the current directors standing for re-election are summarized as follows:

Director	Date appointed as director	Board of Directors	Audit Committee	Compensation Committee
<b>Independent Directors</b>				
Terry Holland	December 2, 2013	✓	Chair	✓
James Meekison	December 2, 2013	Chair	✓	✓
Sara Elford	September 30, 2015	✓	✓	Chair
<b>Management Director</b>				
John Simmons	June 26, 2013	✓		

Additional information regarding the Audit Committee of the Board, and the attendance of each director at meetings of the Board and the Audit Committee held during the fiscal year ended December 31, 2018, is set out below under “*Corporate Governance Disclosures*”.

No proposed director is to be elected under any arrangement or understanding between the proposed director and any other person or company, except the directors and executive officers of the Company acting solely in such capacity.

*Majority Voting Policy*

Under Carmanah’s Majority Voting Policy, in an uncontested election, where the total number of Carmanah Shares withheld from voting exceeds the total number of Carmanah Shares voted in favour of a director nominee, then such director nominee shall be considered not to have received the support of Shareholders, even though duly elected. In such case, the director shall tender his or her resignation. Following receipt of such resignation, the Board (excluding the resigning director) shall consider whether or not to accept the resignation. With the exception of extraordinary circumstances, the Board shall be expected to accept the resignation of the resigning director. Carmanah will advise Shareholders through a press release, issued within 90 days of the annual meeting, confirming the Board’s decision, and if it is not accepting the resignation, its rationale for such decision. The full Majority Voting Policy is available in the Corporate Governance section of Carmanah’s website at [www.carmanah.com](http://www.carmanah.com).

*Advance Notice Policy*

The Company has adopted an advance notice policy (the “**Advance Notice Policy**”) that requires that advance notice to the Company must be provided in circumstances where nominations of persons for election to the Board are made by Shareholders other than pursuant to: (i) a “proposal” made in accordance with Division 7 of the BCBCA or (ii) a requisition of the Shareholders made in accordance with section 167 of the BCBCA.

Among other things, the Advance Notice Policy fixes a deadline by which holders of record of Carmanah Shares must submit director nominations to the secretary of the Company prior to any annual or special meeting of Shareholders and sets forth the specific information that a Shareholder must include in the written notice to the secretary of the Company for an effective nomination to occur. No person will be eligible for election as a director of the Company unless nominated in accordance with the provisions of the Advance Notice Policy.

In the case of an annual meeting of Shareholders, notice to the Company must be made not less than 30 nor more than 65 days prior to the date of the annual meeting; provided, however, that in the event that the annual meeting is to be held on a date that is less than 50 days after the date on which the first public announcement of the date of the annual meeting was made, notice may be made not later than the close of business on the 10th day following such public announcement.

In the case of a special meeting of Shareholders (which is not also an annual meeting), notice to the Company must be made not later than the close of business on the 15th day following the day on which the first public announcement of the date of the special meeting was made.

The Board may, in its sole discretion, waive any requirement of the Advance Notice Policy.

The full Advance Notice Policy is available in the Corporate Governance section of Carmanah's website at [www.carmanah.com](http://www.carmanah.com).

To the knowledge of Carmanah, other than as described below, no proposed director:

- (a) is, as at the date of the Circular, or has been, within ten years before the date of the Circular, a director, CEO or Chief Financial Officer ("CFO") of any company (including Carmanah) that:
  - (i) was the subject, while the proposed director was acting in the capacity as director, CEO or CFO of such company, of a cease trade or similar order or an order that denied the relevant company access to any exemption under securities legislation, that was in effect for a period of more than thirty consecutive days; or
  - (ii) was subject to a cease trade or similar order or an order that denied the relevant company access to any exemption under securities legislation, that was in effect for a period of more than thirty consecutive days, that was issued after the proposed director ceased to be a director, CEO or CFO but which resulted from an event that occurred while the proposed director was acting in the capacity as director, CEO or CFO of such company;
- (b) is, as at the date of this Circular, or has been within ten years before the date of the Circular, a director or executive officer of any company (including Carmanah) that, while that person was acting in that capacity, or within a year of that person ceasing to act in that capacity, became bankrupt, made a proposal under any legislation relating to bankruptcy or insolvency or was subject to or instituted any proceedings, arrangement or compromise with creditors or had a receiver, receiver manager or trustee appointed to hold its assets;
- (c) has, within the ten years before the date of this Circular, become bankrupt, made a proposal under any legislation relating to bankruptcy or insolvency, or become subject to or instituted any proceedings, arrangement or compromise with creditors, or had a receiver, receiver manager or trustee appointed to hold the assets of the proposed director;
- (d) has been subject to any penalties or sanctions imposed by a court relating to securities legislation or by a securities regulatory authority or has entered into a settlement agreement with a securities regulatory authority; or
- (e) has been subject to any penalties or sanctions imposed by a court or regulatory body that would likely be considered important to a reasonable securityholder in deciding whether to vote for a proposed director.

Mr. Holland was a director of Certified Coatings Specialists Inc. ("CCS") from July 7, 2014 to January 20, 2016. CCS is a company incorporated under the laws of Canada and provided specialty coating services for the industrial, marine, oil and gas, mining, hydro, and pulp industries. On January 20, 2016, CCS filed an assignment into bankruptcy.

#### **Other Business**

Management knows of no matters to come before the Meeting other than those referred to in the Notice. However, if any other matters which are not known to management shall properly come before the said Meeting, the Proxy given pursuant to the solicitation by management will be voted on such matters in accordance with the best judgment of the persons voting the Proxy.

## COMPENSATION DISCUSSION AND ANALYSIS

The purpose of this compensation discussion and analysis is to provide information about Carmanah's executive compensation objectives and processes and to discuss compensation decisions relating to its named executive officers ("Named Executive Officers" or "NEOs") listed in the summary compensation table that follows. During its fiscal year ended December 31, 2018, the following individuals were NEOs (as defined in applicable securities legislation and below) of Carmanah, namely:

John Simmons:	CEO
Evan Brown:	CFO

### Report on Executive Compensation

The compensation committee (the "**Compensation Committee**") of the Board is comprised of three directors. For 2019, the Compensation Committee will be comprised of Terry Holland, James Meekison and Sara Elford, each of whom is considered to be independent as defined under applicable securities legislation. Ms. Elford will serve as chair of the Compensation Committee.

The Compensation Committee has a written mandate that establishes the committee's purpose and responsibilities. In addition, the Compensation Committee has the authority to engage and compensate any outside advisor that it determines to be necessary to permit it to carry out its duties. All Compensation Committee members have direct experience that is relevant to the responsibilities mandated by the Compensation Committee. The responsibilities mandated by the Compensation Committee are further described under "*Corporate Governance Disclosures*".

The mandate of the Compensation Committee is to review and recommend to the Board, Carmanah's executive compensation policies and programs, for final approval by the Board.

The duties and responsibilities of the Compensation Committee are comprised primarily of the following:

- (a) determining and approving the compensation of Carmanah's CEO;
- (b) reviewing and approving compensation for Carmanah's other executive officers;
- (c) fulfilling the Board's oversight responsibilities with respect to Carmanah's overall compensation policies, plans and programs;
- (d) overseeing an evaluation of management succession planning; and
- (e) performing other activities related to Carmanah's compensation plans and structure, including preparing and reviewing any disclosure on executive compensation included in Carmanah's annual information circular in accordance with applicable rules and regulations promulgated by the Canadian provincial securities regulatory authorities.

The Compensation Committee also focused its mandate on the compensation of the CFO, other NEOs and all direct reports of the CEO to ensure that total compensation paid to them is fair and reasonable and consistent with Carmanah's compensation philosophy.

The Compensation Committee has considered the implications of the risks associated with the Company's compensation policies and practices. The Compensation Committee considers the balance between long-term objectives and short-term financial goals incorporated into the Company's executive compensation program and whether or not NEOs are potentially encouraged to expose the Company to inappropriate or excessive risks. Risks, if any, may be identified and mitigated through regular meetings of the Compensation Committee and the Board. No risks have been identified arising from the Company's compensation policies and practices that are reasonably likely to have a material adverse effect on the Company.

## Compensation Objectives and Principles

Compensation plays an important role in achieving short and long-term business objectives that ultimately drive business success in alignment with long-term shareholder goals. The objectives of Carmanah's compensation program in compensating its executive management are: (i) to attract, motivate and retain high caliber executive management who will successfully lead the organization to meet growth and profitability objectives; (ii) to align the interests of executive management with Shareholders' interests and with the execution of Carmanah's business strategy; (iii) to evaluate executive performance on the basis of key financial, managerial and strategic performance measures which closely correlate to business strategy and long-term shareholder value; and (iv) to tie compensation directly to those measurements, and reward based on achieving and overachieving predetermined objectives.

## Compensation Elements

The total compensation package for each NEO was contractually negotiated at time of hire. From time to time, the Compensation Committee reviews compensation to ensure it is meeting the compensation philosophy and objectives as discussed above. The NEO compensation program included four principal components: (i) base salary; (ii) non-equity incentives – consisting of a cash bonus linked to the performance of Carmanah; (iii) equity incentives – consisting of stock options; and (iv) other elements of compensation – consisting of benefits and perquisites.

**1. Base Salary** - Base salary for the CEO, which forms a part of total compensation, is reviewed and recommended by the Compensation Committee for approval by the Board. Base salaries for each NEO besides the CEO, are recommended by the CEO and reviewed and approved by the Compensation Committee.

In determining individual base salaries, management and the Compensation Committee take into consideration data from compensation surveys encompassing high technology companies of similar revenue in British Columbia and elsewhere, individual circumstances that may include the scope of an executive's position, the executive's relevant competencies or experience, and retention risk. The Compensation Committee also takes into consideration the financial performance of Carmanah as well as the individual performance of the executive.

**2. Non-equity Incentives** - The current non-equity incentive, or variable profit sharing plan helps to align shareholder and employee interests. The plan pays out based on the Company's achievement of its profitability targets, more specifically its targeted adjusted earnings before interest, taxes, depreciation, and amortization ("**EBITDA**") for the year. EBITDA is earnings before interest, taxes, depreciation and amortization. Adjusted EBITDA normalizes EBITDA for non-reoccurring or non-cash items, such as stock compensation, non-cash write offs, merger and acquisition costs, foreign exchange gains and losses and other unusual items. If the target adjusted EBITDA is achieved, the target variable compensation will be paid. If Carmanah overachieves its variable compensation target, up to double the variable compensation target may be paid. Targets and thresholds are set by the Board on an annual basis and are adjusted to factor in acquisitions as necessary.

All payments under the plan are discretionary and are subject to approval by the Board once the year-end financial statements have been approved.

**3. Equity Incentives** – The equity incentives of Carmanah's executive compensation program are designed to: (i) align the interests of Carmanah's key employees and its Shareholders; (ii) focus management on developing and successfully implementing the strategy of Carmanah; (iii) foster the retention of key executive management; and (iv) attract high performing, high caliber individuals to Carmanah.

Incentive plans are reviewed by the Compensation Committee annually. Should the Compensation Committee deem a change to the incentive plans is required for future planning purposes, it presents its recommendations to the Board for approval. Any changes to the incentive plans or equity requirements resulting from the Board approved changes that require Shareholder approval would be presented to the Shareholders for approval at the next annual meeting of Shareholders.

Generally, equity incentives are granted to NEOs at time of hire to comprise part of the total compensation package value, to ensure long-term retention and to align NEOs interests with those of Shareholders. Equity incentives may

also be granted in reward for performance or to facilitate specific retention objectives.

**4. Benefits** – Benefits are comprised of a group benefit plan that includes Life insurance, Dependent life, Accidental Death and Dismemberment, Long-term Disability, Dentalcare, Visioncare, Extended Health and an Employee Assistance Program. The plan also includes a Health Spending Account which provides employees an additional \$300 per year to cover additional eligible expenses (e.g. co-pays and expenditures over annual maximums, etc.). Carmanah pays 100% of the premiums for these benefits, with the exception of Long-term Disability.

The Compensation Committee considers the implications of the risk associated with the Company’s compensation policies and practices when determining rewards for its officers and directors. The Compensation Committee reviews at least once annually the risks, if any, associated with the Company’s compensation policies and practices at such time.

Due to the Company’s relatively small size of its current management group, the Compensation Committee is able to closely monitor and consider any risks which may be associated with the Company’s compensation policies and practices. Risks, if any, may be identified and mitigated through regular Board meetings during which financial and other information of the Company is reviewed. No risks have been identified arising from the Company’s compensation policies and practices that are reasonably likely to have a material adverse effect on the Company.

**Compensation Benchmarking**

From time to time, the Company engages external consultants to review and benchmark the Board and executive compensation levels and programs. In 2018, the Compensation Committee performed a review of executive compensation for the CFO, without engaging any external consultants.

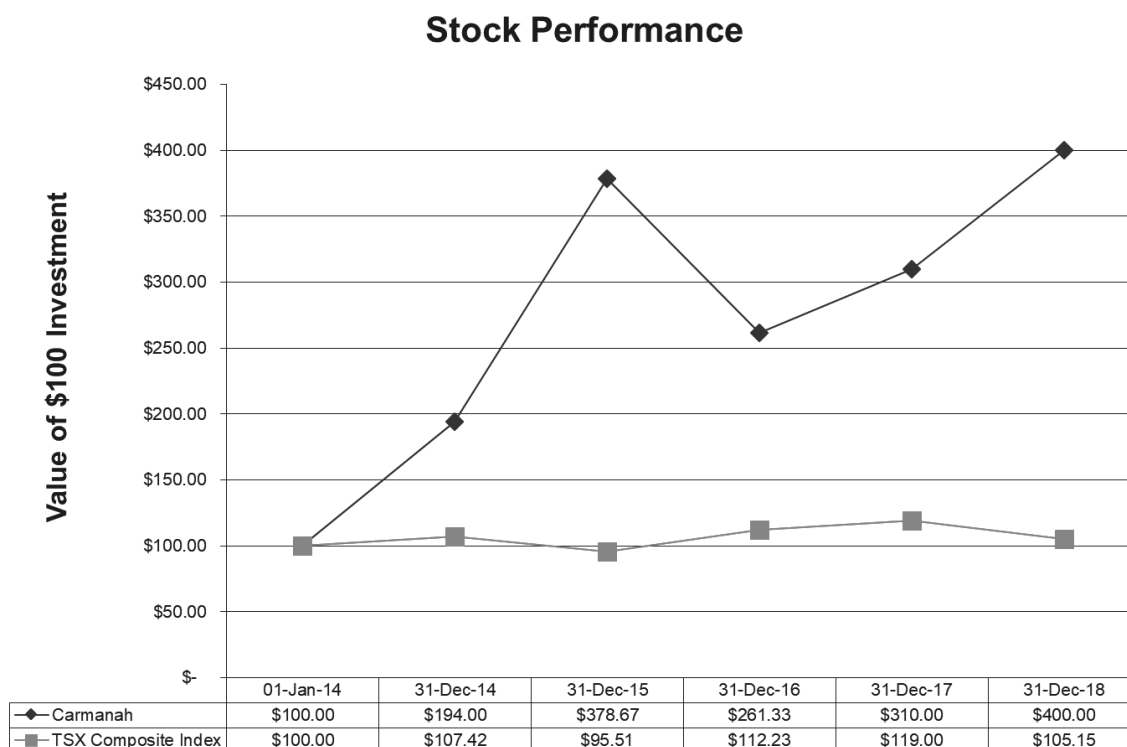
The Compensation Committee developed a peer group for benchmarking executive compensation, which cited industry (electronic equipment and instruments, electrical components and equipment and heavy electrical equipment sub-industries) and size (revenue and market capitalization) as the key metrics that would define the comparable group of companies.

The comparator group for the Board and CFO compensation included the following 10 companies located in Canada and the United Kingdom:

<b>Canadian Comparators</b>		<b>United Kingdom Comparator</b>
Ballard Power Systems Inc.	Vecima Networks Inc.	Dynex Power Inc.
Hydrogenics Corp.	Hammond MFG Ltd.	
Alter NRG Corp.	Intl Road Dynamics Inc.	
Titan Logix Corp.	RDM Corp.	
Electovaya Inc.		

## Shareholder Return Performance Graph

The following graph compares the total cumulative Shareholder return for \$100 invested in the Carmanah Shares on January 1, 2014 with the cumulative total return of the S&P/TSX Composite Index for the fiscal years ended, December 31, 2014 to December 31, 2018.



The trend shown by the performance graph above indicates a cumulative Shareholder return of 300% over a five-year period up to December 31, 2018. In the same period, an increase in 2014 and 2015 in executive compensation largely reflects increases in equity compensation and the addition of a new CFO and a COO. Executive compensation decreased in 2016 due to (1) reduced incentive compensation as 2016's financial results were below expectations and (2) the fact that no equity compensation was granted in the year. Executive compensation in 2017 increased due to (1) increased incentive compensation as 2017's financial results were above expectations and (2) equity compensation granted during the year. Executive compensation in 2018 increased due to increased incentive compensation, and other compensation, as 2018's financial results were above expectations.

## Summary Compensation Table

The following table (presented in accordance with National Instrument Form 51-102F6 ("Form 51-102F6")) sets forth all annual and long term compensation for services in all capacities to Carmanah for the three most recently completed financial years of Carmanah as at December 31, 2018 (to the extent required by Form 51-102F6) in respect of each of the individuals comprised of the CEO and the CFO who acted in such capacity for all or any portion of the most recently completed financial year, and each of the three most highly compensated executive officers, or the three most highly compensated individuals acting in a similar capacity (other than the CEO and the CFO) as at December 31, 2018 (collectively, NEOs).



Name and Principal Position	Year	Salary (\$)	Share-based awards (\$)	Option-based awards (\$) <sup>(1)</sup>	Non-equity incentive plan compensation		Pension value (\$)	All other compensation (\$) <sup>(4)</sup>	Total compensation (\$)
					Annual incentive plans (\$) <sup>(2)</sup>	Long-term incentive plans (\$)			
John Simmons CEO and Director <sup>(4)</sup>	2018	396,647	-	-	199,553	-	-	201,600	797,800
	2017	389,784	-	-	242,361	-	-	-	632,146
	2016	392,289	-	-	54,357	-	-	-	446,646
Evan Brown CFO <sup>(3)</sup>	2018	223,425	-	-	71,554	-	-	68,040	363,020
	2017	217,924	-	226,055	90,283	-	-	-	534,262
	2016	180,291	-	-	24,705	-	-	-	204,996

**Notes:**

- (1) The option-based awards represent stock options granted in the covered year. The fair value was determined in accordance with IFRS 2, “Share-based payments” using the Black-Scholes stock option pricing model. This valuation methodology was chosen as it best reflects the value provided to the covered person. The significant assumptions used in Black-Scholes model for stock options granted are provided below.
- Mr. Brown 2017 option grant – This option-based award was granted on May 8, 2017 and December 15, 2017, consisting of a total of 50,000 stock options and 50,000 stock options respectively which vest over a 4 year period. The grant price equaled the volume weighted average Carmanah Share price for the 5 days prior to the grant date, which was \$4.41 and \$4.50 respectively. The fair value assigned to these stock options under the Black-Scholes model carried an average of \$2.20 and \$2.32 respectively an option, an average life of 6.2 years, an average volatility rate of 51.7% and 52.6% respectively, an average risk free rate of 1.17% and 1.70% respectively, and a dividend rate of 0%.
- (2) In 2018, Mr. Simmons and Mr. Brown earned the right to target bonuses plus a portion of their excess variable compensation for achievement above target. In 2017, Mr. Simmons and Mr. Brown earned the right to target bonuses plus a portion of their excess variable compensation for achievement above target. In 2016, Mr. Simmons and Mr. Brown earned the right to only a portion of their variable compensation due to under performance against budget.
- (3) Mr. Simmons does not receive any compensation solely for his services as director.
- (4) In 2018, Mr. Simmons and Mr. Brown earned an additional bonus as compensation for the successful completion of the sale of a significant portion of the assets of the Company to SPX Corporation, which was announced on December 12, 2018 with the signing of the purchase agreement. The transaction was completed on February 1, 2019.

**Summary of Employment Agreements for each Named Executive Officer**

The significant terms of each NEO’s employment agreement are described below. For a description of the termination and change of control benefits payable by Carmanah for each NEO, see below under the heading “*Termination and Change of Control Benefits*”.

*John Simmons, Chief Executive Officer*

Mr. Simmons is paid pursuant to an employment agreement entered into on August 1, 2013, the commencement of his employment, as amended on July 1, 2015. Under his employment agreement, Mr. Simmons’ base salary is \$360,000 per annum and was effective from January 1, 2015. Under the Company’s annual performance bonus plan (the “**Bonus Plan**”), which provides for a cash payment following the end of Carmanah’s fiscal year based on the achievement of established corporate financial goals, the short-term cash incentive for Mr. Simmons is comprised of a cash incentive targeted to be 50% of his base salary. The cash incentive can increase or decrease relative to over- or under-achievement of performance; however, the maximum payable is 100% of his base salary.

Mr. Simmons’ employment agreement may be terminated by Carmanah with cause by written notice or without cause upon payment of severance as described below under the heading “*Termination and Change of Control Benefits*.” Mr. Simmons may terminate his employment agreement with Carmanah at any time by giving Carmanah at least six months prior notice.

*Evan Brown, Chief Financial Officer*

The compensation of Mr. Brown is currently paid pursuant to the employment agreement entered into on April 1, 2015, as amended on April 20, 2017, July 25, 2017 and August 1, 2018. Under his employment agreement, Mr.

Brown's base salary is \$210,000 per annum and was effective from January 1, 2017. Mr. Brown participates in the executive compensation programs described above.

Mr. Brown is eligible under the Bonus Plan to cash incentives equal to 30% of his base salary. The cash incentive can increase or decrease relative to over or under-achievement of performance; however, the maximum payable is 60% of his base salary.

Mr. Brown's employment agreement may be terminated by Carmanah with cause by written notice or without cause upon payment of severance as described below under the heading "*Termination and Change of Control Benefits*". Mr. Brown may terminate his employment agreement with Carmanah at any time by giving Carmanah at least 60 days prior notice.

### Incentive Plan Awards

#### *Outstanding Share-Based Awards and Option-Based Awards*

The following table sets forth details of incentive stock options granted to the Named Executive Officers and outstanding at the end of the most recently completed financial year, including awards granted before the most recently completed financial year. No share-based awards, other than with option-like features, have been granted to the Named Executive Officers.

Name	Option-Based Awards				Share-Based Awards		
	Number of Securities underlying unexercised options (#)	Option exercise price (\$)	Option expiration date	Value of unexercised in-the-money options (\$)	Number of shares or units of shares that have not vested (#)	Market / payout value of share awards not vested <sup>(1)</sup> (\$)	Market / payout value of vested share-based awards not paid out or distributed (\$)
John Simmons	200,000	1.45	19-Nov-2020	910,000	N/A	N/A	N/A
	207,546	2.70	30-Nov-2024	684,902	N/A	N/A	N/A
	100,000	6.20	15-Jun-2025	Nil	N/A	N/A	N/A
Evan Brown	100,000	5.76	16-Apr-2025	24,000	N/A	N/A	N/A
	50,000	4.41	08-May-2027	79,500	N/A	N/A	N/A
	50,000	4.50	15-Dec-2027	75,000	N/A	N/A	N/A

#### *Value Vested or Earned During the Year*

The following table provides details for each NEO for the year ended December 31, 2018.

Name	Option-based awards – Value vested during the year (\$)	Share-based awards – Value vested during the year (\$)	Non-equity incentive plan compensation – Value earned during the year (\$)
John Simmons	45,141	Nil	401,153
Evan Brown	21,750	Nil	139,594

### Pension Plan Benefits

Carmanah does not have a pension plan that provides for payments or benefits to the Named Executive Officers at, following, or in connection with retirement.

### Deferred Compensation Plans

Carmanah does not maintain any deferred compensation plans.

## **Termination and Change of Control Benefits**

Pursuant to the employment agreements entered into by Carmanah with each NEO, Carmanah is required to make the following payments upon termination (whether voluntary or not), resignation, retirement, change of control or change in the NEO responsibilities.

### *John Simmons, CEO*

Mr. Simmons is entitled to resign at any time by giving Carmanah at least six months prior notice (which Carmanah may shorten or waive entirely).

Carmanah is entitled to terminate Mr. Simmons' employment agreement at any time during the term with immediate effect upon written notice to Mr. Simmons and payment of twelve months base salary and any applicable cash incentive (calculated as total salary payable during the severance period, multiplied by his target performance bonus rate). Non-cash incentives that would have vested to the end of the severance period shall immediately vest, and Mr. Simmons will have 90 days from termination to exercise them.

Under the employment agreement, a "change of control" means: (i) the completion of a successful take-over bid of the Company; (ii) the completion of the sale, lease or exchange of all or substantially all of the assets of the Company to any other person or persons (other than pursuant to an internal reorganization of the Company) where the individuals who are members of the Board immediately prior to the sale, lease or exchange, where such sale, lease or exchange occurs in a single transaction, cease to constitute a majority of the Board within 60 days after completion of the sale and where there is a change of 50% or more Carmanah Share ownership of the Company resulting from the completion of the sale; or (iii) where the individuals who are members of the Board immediately prior to any solicitation of votes, proxies or consents with respect to any Carmanah Shares for any meeting of the Shareholders, other than a proxy solicitation by management of the Company, cease to constitute a majority of the Board and where there is a change of 50% or more Carmanah Share ownership of the Company upon or within 60 days after the conclusion of any such Shareholder meeting.

Within 120 days of a change of control in which there is a material and substantial diminution of his duties with respect to management and financial responsibilities, Mr. Simmons shall be entitled to payment of not less than twelve months salary and any applicable cash incentive (calculated as total salary payable during the severance period, multiplied by his target performance bonus rate). In addition, Mr. Simmons shall be entitled to exercise all stock options that he holds, including unvested stock options which shall be accelerated and deemed vested and shall exercisable immediately (but which vested and unvested stock options must be exercised within 90 days of the date of termination). If Mr. Simmons's employment is terminated without cause, and such terminating includes a period of work beyond the date on which notice is given, then any bonus shall accrue and options shall continue to vest during the period of such work, subject only to Carmanah Share purchase options not continuing to vest once such active work period has concluded. Any bonus earned and Carmanah Share purchase options will continue to vest during any period in which Mr. Simmons continues to actively work for the Company.

### *Evan Brown, CFO*

Mr. Brown is entitled to resign at any time by giving Carmanah at least 60 days prior notice (which Carmanah may shorten or waive entirely).

Carmanah is entitled to terminate Mr. Brown's employment agreement with immediate effect upon written notice to Mr. Brown and payment of six months base salary and any applicable cash incentive (calculated as total salary payable during the severance period, multiplied by his target performance bonus rate) within the first year of employment. After one year of employment, Mr. Brown's entitlement becomes twelve months. Non-cash incentives that would have vested to the end of the severance period shall immediately vest, and Mr. Brown will have 90 days from termination to exercise them.

As partial consideration for the foregoing payments, Mr. Brown's employment agreement provides for certain restrictions regarding (1) solicitation of clients/prospective clients and employees/consultants of Carmanah for a

period of twelve months, (2) adherence to strictest confidence and trust of the confidential information of Carmanah, and (3) to avoid becoming engaged, directly or indirectly as an employee, consultant, partner, principal, agent proprietor, shareholder or advisor, in a business that is competitive with Carmanah for a period of twelve months from termination, subject to specific terms in the employment agreement.

Under the employment agreement for Mr. Brown, “change of control” has the same meaning as set out above under the employment agreement for Mr. Simmons.

Within 120 days of a change of control in which there is a material and substantial diminution of his duties with respect to management and financial responsibilities, Mr. Brown shall be entitled to payment of not less than twelve months salary and any applicable cash incentive (calculated as total salary payable during the severance period, multiplied by his target performance bonus rate). In addition, Mr. Brown shall be entitled to exercise all stock options that he holds, including unvested stock options which shall be accelerated and deemed vested and shall exercisable immediately (but which vested and unvested stock options must be exercised within 90 days of the date of termination). If Mr. Brown’s employment is terminated without cause, and such terminating includes a period of work beyond the date on which notice is given, then any bonus shall accrue and options shall continue to vest during the period of such work, subject only to Carmanah Share purchase options not continuing to vest once such active work period has concluded. Any bonus earned and Carmanah Share purchase options will continue to vest during any period in which Mr. Brown continues to actively work for the Company. Mr. Brown will also be entitled to an additional severance payment in the event the CFO position is eliminated as a result of an acquisition by a specified acquirer within 9 months of the acquisition date.

The following table provides, for each of the NEOs, an estimate of the payments payable by Carmanah (or its subsidiaries), assuming that the triggering events described above took place on December 31, 2018 and any incentive targets were met.

<b>Named Executive</b>	<b>Type of Payment</b>	<b>Salary (\$)</b>	<b>Incentive Payment (\$)<sup>(2)</sup></b>	<b>Vesting of Stock Based Compensation (\$)<sup>(1)</sup></b>	<b>Employee Benefits (\$)<sup>(3)</sup></b>	<b>Total (\$)</b>
John Simmons CEO	Termination without cause	360,000	180,000	1,594,902	3,600	2,138,502
	Change of Control	360,000	180,000	1,594,902	3,600	2,138,502
Evan Brown CFO	Termination without cause	210,000	63,000	178,500	3,600	455,100
	Change of Control	210,000	63,000	178,500	3,600	455,100

**Notes:**

- <sup>(1)</sup> Value of vesting stock based compensation was determined utilizing the closing Carmanah Share price on December 31, 2018. Nil value for options with an exercise price that are less than the closing Carmanah Share price.
- <sup>(2)</sup> Incentive payment assumes the Company meets its applicable targets in the period.
- <sup>(3)</sup> Benefit costs estimated at \$300 a month.

## DIRECTOR COMPENSATION

### Remuneration of Directors

Carmanah’s director compensation is designed to attract and retain the most qualified people to serve on the Board and its committees, to align the interests of the directors with the interests of Shareholders, and to provide appropriate compensation for the risks and responsibilities related to being an effective director.

The Compensation Committee is responsible to review the compensation of the directors following each annual general meeting, and to make recommendations to the Board for the compensation for the upcoming term.

Carmanah has its 2011 Incentive Awards Plan for the granting of incentive stock options to the officers, employees and directors. The purpose of granting such options is to assist Carmanah in compensating, attracting, retaining and motivating the directors of Carmanah and to closely align the personal interests of such persons to that of the Shareholders.

### Annual Retainer of Directors

Annual retainers are paid to the members of the Board who are not employees or officers of Carmanah (“**Outside Directors**”) on the following basis:

Description	Current Year (January 1, 2018 – December 31, 2018)
Board Chair Retainer	\$25,000 per annum
Board Retainer	\$20,000 per annum
Committee Chair Retainer:	
• Audit	\$7,500 per annum
• Compensation	\$5,000 per annum
Committee Member Retainer:	
• Audit	\$3,750 per annum
• Compensation	\$3,750 per annum

### Board Compensation Table

During the fiscal year ended December 31, 2018, the following amounts of compensation were paid to Outside Directors:

Name	Fees earned (\$)	Share-based awards (\$)	Option-based awards (\$) <sup>(1)</sup>	Non-equity incentive plan compensation (\$)	Pension value (\$)	All other compensation (\$)	Total (\$)
Terry Holland	35,000	Nil	Nil	Nil	Nil	Nil	35,000
James Meekison	52,500	Nil	Nil	Nil	Nil	Nil	52,500
Sara Elford	32,500	Nil	Nil	Nil	Nil	Nil	32,500

**Note:**

<sup>(1)</sup> The option-based awards represent stock options granted in the covered year. The fair value was determined in accordance with IFRS 2, “Share-based payments” using the Black-Scholes stock option pricing model. This valuation methodology was chosen as it best reflects the value provided to the covered person. The significant assumptions used in Black-Scholes model for stock options granted are as follows.

### Director Share Ownership Guidelines

Directors, along with NEOs and other insiders of the Company, are prohibited from (i) purchasing financial instruments, including prepaid forward contracts, equity swaps, collars, or units of exchange funds that are designed to hedge or offset a decrease in market value of Carmanah’s securities; (ii) selling, directly or indirectly, Carmanah Shares, if the director does not own or has not fully paid for the Carmanah Shares to be sold; and (iii) directly or indirectly selling a call or buying a put, or similar derivative instrument, in respect of Carmanah Shares.

## Incentive Plan Awards

### *Outstanding Share-Based Awards and Option-Based Awards*

The following table sets forth details of incentive stock options granted to each of the directors who are not Named Executive Officers and outstanding at the end of the most recently completed financial year, including awards granted before the most recently completed financial year. No share-based awards, with other than option-like features, have been granted to these directors.

Name	Option-Based Awards				Share-Based Awards		
	Number of Securities underlying unexercised options (#)	Option exercise price (\$)	Option expiration date	Value of unexercised in-the-money options (\$)	Number of shares or units of shares that have not vested (#)	Market / payout value of share awards not vested (\$)	Market / payout value of vested share-based awards not paid out or distributed (\$)
Terry Holland	100,000	6.20	15-Jun-2025	Nil	N/A	N/A	N/A
James Meekison	100,000	6.20	15-Jun-2025	Nil	N/A	N/A	N/A
Sara Elford	100,000	3.97	19-Jul-2026	203,000	N/A	N/A	N/A

### *Value Vested or Earned During the Year*

The value vested or earned during the most recently completed financial year of incentive plan awards granted to directors who are not Named Executive Officers are as follows:

Name	Option-based awards – Value vested during the year (\$)	Share-based awards – Value vested during the year (\$)	Non-equity incentive plan compensation – Value earned during the year (\$)
Terry Holland	Nil	N/A	Nil
James Meekison	Nil	N/A	Nil
Sara Elford	17,500	N/A	Nil

## SECURITIES AUTHORIZED FOR ISSUANCE UNDER EQUITY COMPENSATION PLANS

The following table sets out information regarding compensation plans under which equity securities of Carmanah are authorized for issuance, as at December 31, 2018:

Plan Category	Number of Carmanah Shares to be issued upon exercise of outstanding options, warrants or units  (a)	Weighted-average exercise price of outstanding options, warrants or units  (b)	Number of Carmanah Shares remaining available for future issuance under equity compensation plans (excluding those reflected in column (a))  (c)
<i>Equity compensation plans approved by Shareholders:</i>			
<b>2011 Incentive Awards Plan</b>	1,491,294		394,693
<b>Details:</b>			
Stock Options	1,491,294	\$4.27	
Restricted Share Units	Nil	Nil	
Performance Share Units	Nil	Nil	
<b>Total</b>	1,491,294		394,693

There are no equity compensation plans which have not been approved by Shareholders.

### 2011 Incentive Awards Plan

The Board is authorized to grant long term equity based awards to eligible participants (“**Participants**”), including any director, officer, employee or any individual, company or other person engaged in providing services to Carmanah. The equity based awards may include options, share appreciation rights (“**SARs**”), restricted share units (“**RSUs**”), performance share units (“**PSUs**”) and deferred share units (“**DSUs**”) (collectively referred to as “**Awards**”), that provide different types of incentives, as described below.

The maximum number of Carmanah Shares available for issuance under the 2011 Incentive Awards Plan equals 10% of the aggregate issued and outstanding Carmanah Shares. At May 2, 2019, 10% of the issued and outstanding Carmanah Shares amounted to 1,885,988, with 1,158,957 (6.1% of the issued and outstanding) Carmanah Shares issued or allocated to outstanding Awards under the 2011 Incentive Awards Plan leaving a total of 727,031 (3.9% of the issued and outstanding) available to be issued as additional grants.

Any increase in the total number of issued and outstanding Carmanah Shares will result in an increase in the number of Carmanah Shares issuable under the 2011 Incentive Awards Plan, and any exercises of options will effectively result in a reloading of the number of Carmanah Shares issuable under the 2011 Incentive Awards Plan.

If an outstanding Award for any reason expires or is terminated or cancelled without having been exercised or settled in full, or if Carmanah Shares acquired pursuant to an Award subject to forfeiture or repurchase are forfeited or repurchased by Carmanah for an amount not greater than the Participant’s purchase price, the Carmanah Shares shall again be available for issuance under the 2011 Incentive Awards Plan. Carmanah Shares shall not be deemed to have been issued pursuant to the 2011 Incentive Awards Plan with respect to any portion of an Award that is settled in cash.

Notwithstanding any other granting provision, the aggregate number of Carmanah Shares issuable under the 2011 Incentive Awards Plan for U.S. qualified incentive stock options cannot exceed 750,000 Carmanah Shares, subject to adjustment provisions in the 2011 Incentive Awards Plan and subject to the provisions of section 422 and 424 of the U.S. Internal Revenue Code.

### *Annual Burn Rate*

The following table shows the annual burn rate for the last three fiscal years calculated in accordance with TSX listing rules based on the weighted-average number of Carmanah Shares outstanding in each year:

<b>As of December 31, 2018</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>
Number of options issued	nil	218,000	200,000
Weighted average number of Carmanah Shares outstanding	18,975,622	23,823,787	24,756,558
Burn Rate	n/a	0.9%	0.8%

### *Stock Options*

The Board is authorized to grant options under the 2011 Incentive Awards Plan. An option entitles the holder to purchase a Carmanah Share upon payment of the exercise price per Carmanah Share. The exercise price of any option granted under the 2011 Incentive Awards Plan is determined by the Board and in no event shall be less than the fair market value of the Carmanah Shares at the time of the grant calculated by dividing the total value of Carmanah Shares traded on the TSX or such other recognized exchange or market on which the Carmanah Shares are traded by the total volume of Carmanah Shares traded on the TSX or such other recognized exchange or market on which the Carmanah Shares are traded over the five trading day period immediately prior to the time of the grant (the “**Market Price**”).

The Board may determine a vesting schedule for the options, at the time of grant, provided, however, that the options will cease to vest and will expire if a participant ceases to be an eligible person, pursuant to the terms of the 2011 Incentive Awards Plan.

The term of options granted is determined by the Board and specified in the 2011 Incentive Awards Plan pursuant to which such options are granted, provided that the expiry date cannot be later than the date which is the tenth anniversary of the date on which such option is granted. In addition, the term of the options will be extended if the expiry date occurs during or within nine Business Days following the end of a blackout period (the interval of time during which Carmanah determines that one or more Participants cannot trade any securities because they may be in possession of undisclosed material information). In such circumstances, the options will be extended to the date which is 10 Business Days following the end of the blackout period.

Notwithstanding the foregoing, if any Participant who is a U.S. optionee whom a U.S. qualified incentive stock option is to be granted under the 2011 Incentive Awards Plan, and at the time of the grant the participant is an owner of Carmanah Shares possessing more than 10% of the total combined voting power of all classes of Carmanah Shares, then the exercise price per Carmanah Share cannot be less than 110% of the fair market value of a Carmanah Share at the time of grant. A U.S. qualified incentive stock option will terminate and no longer be exercisable no later than five years after the date on which the U.S. qualified incentive stock option was granted. No U.S. qualified incentive stock option may be granted more than 10 years after the date on which the 2011 Incentive Awards Plan is approved by the Shareholders.

### *Share Appreciation Rights*

The Board is authorized to grant SARs to eligible persons pursuant to the terms of the 2011 Incentive Awards Plan. Upon exercise of a SAR, the Participant is entitled to receive an amount equal to the excess of the Market Price of one Carmanah Share on the date of exercise and the grant price of the SAR as determined by the Board, which grant price shall not be less than 100% of the Market Price of one Carmanah Share on the date of grant of the SAR. Such amount is payable in cash or Carmanah Shares as determined by the Board.

The Board may determine a vesting schedule applicable to a grant of SARs, provided, however, that the SARs will cease to vest as at the date upon which a Participant ceases to be an eligible person, as defined in the 2011 Incentive Awards Plan.



The term of a SAR will be determined by the Board and specified in the Award agreement pursuant to which such SAR is granted, provided that the date cannot be later than (i) the date which is the tenth anniversary of the date on which such SAR is granted and (ii) the latest date permitted under the applicable rules and regulations of all regulatory authorities to which Carmanah is subject.

#### *Restricted Share Units*

The Board is authorized to issue RSUs pursuant to the terms of the 2011 Incentive Awards Plan. An RSU conditionally entitles the Participant to the delivery of a Carmanah Share at a specified future date, subject to the fulfillment of vesting conditions specified by the Board. Prior to settlement, an RSU carries no voting or other rights associated with Carmanah Share ownership except that a holder of RSUs will be credited with a dividend equivalent (as defined in the 2011 Incentive Awards Plan) in the form of additional RSUs in respect of dividends declared by Carmanah while the RSUs are outstanding. An RSU award may be settled in Carmanah Shares, cash, or in any combination of Carmanah Shares and cash. However, a determination to settle an RSU in whole or in part in cash may be only made by the Board, in its sole discretion. If settled in cash, the cash amount will be based on the Market Price at the time of vesting.

The award agreement in respect of a grant of RSUs will set out the vesting conditions applicable to such RSUs, as determined by the Board, provided however, that all grants of RSUs will vest no later than December 31<sup>st</sup> of the third calendar year following the grant.

#### *Performance Share Units*

The Board is authorized to issue PSUs pursuant to the terms of the 2011 Incentive Awards Plan. PSUs granted under the 2011 Incentive Awards Plan will confer on the holder the conditional right to receive Carmanah Shares, in whole or in part, upon the achievement of certain performance goals during the performance period as the Board determines.

A PSU may be awarded as a bonus or similar payment in respect of services rendered by a Participant for a fiscal year, or as compensation or an incentive for future performance by a Participant. Prior to settlement, a PSU carries no voting or other rights associated with Carmanah Share ownership except that a holder of PSUs will be credited with a dividend equivalent (as defined in the 2011 Incentive Awards Plan) in the form of additional PSUs in respect of dividends declared by Carmanah while the PSUs are outstanding. A PSU award may be settled in Carmanah Shares, cash, or in any combination of Carmanah Shares and cash. However, a determination to settle a PSU in whole or in part in cash may be only made by the Board, in its sole discretion. If settled in cash, the cash amount will be based on the Market Price at the time of vesting. Subject to the terms of the 2011 Incentive Awards Plan, the performance goals to be achieved during any performance period, the length of any performance period, the PSUs and any other terms and conditions of the performance award will be determined by the Board and set out in the applicable award agreement.

#### *Deferred Share Units*

The Board is authorized to issue DSUs pursuant to the terms of the 2011 Incentive Awards Plan. A DSU is a right to receive, on a deferred payment basis, a Carmanah Share or the cash equivalent of a Carmanah Share upon the occurrence of certain redemption events, as described below. DSUs may be granted to any eligible person at the discretion of the Board or Participants may elect to receive in DSUs a specified percentage of their remuneration (in the case of directors) or salary, bonus or any other compensation (in the case of other Participants).

Prior to settlement, a DSU carries no voting or other rights associated with Carmanah Share ownership except that a holder of DSUs will be credited with a dividend equivalent (as defined in the 2011 Incentive Awards Plan) in the form of additional DSUs in respect of dividends declared by Carmanah while the DSUs are outstanding. A DSU shall only be redeemed upon the occurrence of (i) the death of the Participant, (ii) the retirement of the Participant, (iii) the termination of a Participant who is not a director, or (iv) a change of control, unless the Board, in good faith, determines that the nature of the transaction(s) resulting in the change of control are such that it would not be appropriate to justify redemption of the DSU. A DSU award may be settled in Carmanah Shares, cash, or in any combination of Carmanah Shares and cash. However, a determination to settle a DSU in whole or in part in cash may only be made by the Board, in its sole discretion.

#### *Maximum Grant to Insiders*

The aggregate number of Carmanah Shares issuable to Participants that are insiders, pursuant to the 2011 Incentive Awards Plan or when combined with all other previously established and outstanding or proposed share compensation arrangements, cannot exceed 10% of the total number of issued and outstanding Carmanah Shares (on a non-diluted basis) at any time and within any one year period. The Carmanah Shares issued pursuant to an entitlement granted prior to the grantee becoming an insider will be excluded in determining the number of Carmanah Shares issuable to insiders.

#### *Maximum Grant to Independent Directors*

The aggregate number of Carmanah Shares issuable to any one Participant that is an independent director of Carmanah, pursuant to the 2011 Incentive Awards Plan or when combined with all other previously established and outstanding or proposed share compensation arrangements, cannot exceed 1% of the total number of issued and outstanding Carmanah Shares, excluding Carmanah Shares reserved for issuance to such Participant at a time when such Participant was not an independent director of Carmanah.

#### *Maximum Grant to Any One Participant*

The aggregate number of Carmanah Shares issuable to any one Participant, pursuant to the 2011 Incentive Awards Plan or when combined with all other previously established and outstanding or proposed share compensation arrangements, cannot exceed 5% of the then issued and outstanding Carmanah Shares, which as of May 2, 2019 represents 942,994 Carmanah Shares.

#### *Causes of Cessation*

As specified in the 2011 Incentive Awards Plan, in the event the Participant ceases to be an eligible person for any reason, other than the death of the Participant or the termination of the Participant for cause, Awards will expire on the date which is 90 days after the date of termination (specifically without regard to any period of reasonable notice or any salary continuance) of the Participant's directorship, active employment or active engagement, as applicable, with Carmanah or its affiliates, or such earlier or later date as the Board may determine.

In the event of the termination of the Participant as a director, officer, employee or consultant for cause, the Awards will expire on the date of notice of such termination, specifically without regard to any period of reasonable notice or any salary continuance.

In the event of the death of a Participant prior to: (i) the Participant ceasing to be an eligible person (which, in the case of an employee or consultant, will be the date on which active employment or engagement, as applicable, terminates, specifically without regard to any period of reasonable notice or any salary continuance); or (ii) the date on which the Award, but for (i), would have expired pursuant to the preceding paragraph, the Awards will expire on the date which is one year after the date of death of such Participant or such earlier or later date as the Board may determine.

#### *Assignability*

Awards granted under the 2011 Incentive Awards Plan are non-transferable and non-assignable to anyone other than to a "permitted assign" as defined in the 2011 Incentive Awards Plan.

#### *Procedure for Amending*

The Board has the right at any time to amend the 2011 Incentive Awards Plan or any award agreement under the 2011 Incentive Awards Plan provided that for the following amendments, Shareholder approval has been obtained by ordinary resolution: (i) increase the number of Carmanah Shares, or rolling maximum percentage, reserved for issuance under the 2011 Incentive Awards Plan; (ii) reduce the exercise price per Carmanah Share under any option or SAR granted to an insider or cancel any option or SAR granted to an insider and replace such option or SAR with an option or SAR with a lower exercise price per Carmanah Share; (iii) extend the term of an Award beyond its original

expiry time; (iv) increase the limit on the participation by independent directors in the 2011 Incentive Awards Plan; or (v) permit an Award to be transferable or assignable to any person other than in accordance with the 2011 Incentive Awards Plan.

Shareholder approval is not required for any amendments to the 2011 Incentive Awards Plan other than those described above, including amendments of a clerical nature, amendments to reflect any regulatory authority requirements (including those of the TSX), amendments to vesting provisions of an Award, amendments to the expiry date of an Award so long as such amendments do not extend the term of the Awards past the original date of expiration, and any amendments which provide for or modify a cashless exercise feature with respect to an Award so long as the feature provides for the full deduction of the number of underlying Carmanah Shares from the total number of Carmanah Shares subject to the 2011 Incentive Awards Plan.

#### *Financial Assistance*

Carmanah will not provide financial assistance to Participants to facilitate the purchase of Carmanah Shares upon the exercise of stock options granted under the 2011 Incentive Awards Plan.

#### *Other Material Information*

Appropriate adjustments to the 2011 Incentive Awards Plan and to Awards granted thereunder will be made by the Board to give effect to adjustments in the number and type of Carmanah Shares (or other securities or other property) resulting from subdivisions, consolidations, substitutions, or reclassifications of Carmanah Shares, payment of stock dividends or other changes in Carmanah's capital or from a merger and acquisition transaction. In the event of any merger, acquisition, amalgamation, arrangement or other scheme of reorganization that results in a change of control, the Board will, in an appropriate and equitable manner: (a) determine any adjustment to the number and type of Carmanah Shares (or other securities or other property) subject to outstanding Awards; (b) determine the number and type of Carmanah Shares (or other securities or other property) subject to outstanding Awards; (c) determine the purchase price or exercise price with respect to any Award, provided, however, that the number of Carmanah Shares covered by any Award or to which such Award relates is always a whole number; (d) determine the manner in which all outstanding Awards granted under the 2011 Incentive Awards Plan will be treated including, without limitation, requiring the acceleration of the time for the vesting of such Awards, the time for exercise of such rights by the Participants, the time for the fulfillment of any conditions or restrictions such exercise, and the time for the expiry of such rights; (e) offer any Participant the opportunity to obtain a new or replacement Award over any securities into which the Carmanah Shares are changed or are convertible or exchangeable, on a basis proportionate to the number of Carmanah Shares under the existing Award and the exercise price (and otherwise substantially upon the terms of the option being replaced, or upon terms no less favorable to the Participant); and (f) commute for or into any other security or any other property or cash, any Award that is still capable of being exercised, upon giving to the Participant to whom the Award has been granted at least 30 days written notice of its intention to commute the options, and during such period of notice, the Award, to the extent it has not been exercised, can be exercised by the Participant without regard to any vesting conditions attached thereto, and on the expiry of such period of notice, the unexercised portion of the options will lapse and be cancelled.

### **INDEBTEDNESS OF DIRECTORS AND EXECUTIVE OFFICERS**

Besides items noted below, no current or former directors, executive officers or employees of Carmanah, nor any proposed nominee for election as a director of Carmanah, or any associate or affiliate of any one of them, at any time since the beginning of the fiscal year ended December 31, 2018, is or was indebted to: (a) Carmanah or any of its subsidiaries; or (b) any other entity where the indebtedness was the subject of a guarantee, support agreement, letter of credit or other similar arrangement or understanding provided by Carmanah or any of its subsidiaries pursuant to a securities purchase program or otherwise.

## AUDIT COMMITTEE OF CARMANAH

For more information concerning the Audit Committee and its members, see the section entitled “Audit Committee” in Carmanah’s Annual Information Form for the year ended December 31, 2018 (available at [www.sedar.com](http://www.sedar.com)).

A copy of Carmanah’s Audit Committee Charter is appended to Schedule “A”.

## CORPORATE GOVERNANCE DISCLOSURES

**The following disclosure on Carmanah’s corporate governance practices follows the disclosure requirements found in National Instrument 58-101 F1 – *Corporate Governance Disclosure* (“NI 58-101 F1”)**

### Board of Directors

The Board is responsible for supervising the management of the business and affairs of Carmanah.

(a) *Disclose the identity of directors who are independent.*

National Instrument 52-110 *Audit Committees* (“NI 52-110”) sets out the standard for director independence. Under NI 52-110, a director is independent if he or she has no direct or indirect material relationship with Carmanah. A material relationship is a relationship which could, in the view of the Board, be reasonably expected to interfere with the exercise of a director’s independent judgment. NI 52-110 also sets out certain situations where a director will automatically be considered to have a material relationship with Carmanah. The nominees for director at the Meeting who are considered independent are: James Meekison, Terry Holland, and Sara Elford.

(b) *Disclose the identity of directors who are not independent, and describe the basis for that determination.*

John Simmons, by virtue of the fact that he is the CEO of Carmanah, is not considered independent.

(c) *Disclose whether or not a majority of directors are independent. If a majority of directors are not independent, describe what the Board of Directors (the Board) does to facilitate its exercise of independent judgment in carrying out its responsibilities.*

A majority of the nominees for director at the Meeting are independent directors.

(d) *If a director is presently a director of any other issuer that is a reporting issuer (or the equivalent) in a jurisdiction or a foreign jurisdiction, identify both the director and the other issuer.*

The following nominee directors also serve as directors of the following reporting issuers:

**Sara Elford**  
Hydrogenics Corporation  
BioSyent Inc.  
TS03 Inc.

(e) *Disclose whether or not the independent directors hold regularly scheduled meetings at which members of management are not in attendance. If the independent directors hold such meetings, disclose the number of meetings held during the preceding 12 months. If the independent directors do not hold such meetings, describe what the Board does to facilitate open and candid discussion among its independent directors.*

Each Board meeting has, as a matter of course, a non-management discussion at which only independent directors are present. There were 4 such meetings of the Board in 2018.

(f) *Disclose whether or not the chair of the Board is an independent director. If the Board has a chair or lead director who is an independent director, disclose the identity of the independent chair or lead director, and describe*

*his or her role and responsibilities. If the Board has neither a chair that is independent nor a lead director that is independent, describe what the Board does to provide leadership for its independent direct.*

James Meekison, incumbent Chairman of the Board, is an independent director. The Chairman of the Board plays a critical role on the Board by leading the Board in its management and supervision of the business of Carmanah. The Chairman of the Board manages the affairs of the Board, including overseeing the proper constitution of the Board and its effective operation, independent of management.

*(g) Disclose the attendance record of each director for all Board meetings held since the beginning of the issuer's most recently completed financial year.*

In 2018, all directors were present for all meetings of the Board.

### **Board Mandate**

*Disclose the text of the Board's written mandate. If the Board does not have a written mandate, describe how the Board delineates its role and responsibilities.*

The Board's written mandate is disclosed on Carmanah's website at [www.carmanah.com](http://www.carmanah.com).

### **Position Descriptions**

*(a) Disclose whether or not the Board has developed written position descriptions for the chair and the chair of each board committee. If the Board has not developed written position descriptions for the chair and/or the chair of each board committee, briefly describe how the Board delineates the role and responsibilities of each such position.*

The Board has a formal written position in place for the Chairman of the Board, which is available on Carmanah's website at [www.carmanah.com](http://www.carmanah.com). There is no formal written position for the Chairman of the Audit Committee and the Compensation Committee. However, each of the Audit Committee and Compensation Committee have a formal Charter which includes the role and responsibilities of each respective Committee. Copies of the Audit Committee and Compensation Committee Charters are available on Carmanah's website at [www.carmanah.com](http://www.carmanah.com).

*(b) Disclose whether or not the Board and CEO have developed a written position description for the CEO. If the Board and CEO have not developed such a position description. Briefly describe how the Board delineates the role and responsibilities of the CEO.*

The Board has a written position description for the CEO, a copy of which is available on Carmanah's website at [www.carmanah.com](http://www.carmanah.com).

### **Orientation and Continuing Education**

*(a) Briefly describe what measures the Board takes to orient new directors regarding:*

*i. the role of the Board, its committees and its directors; and*

When possible, new nominees for the Board are invited to attend and observe meetings of the Board prior to appointment as directors. They also observe the workings of the two standing committees. Each new Board member is informed that the documents containing the Board mandate and Carmanah's other governance documents and policies are available on Carmanah's web site at [www.carmanah.com](http://www.carmanah.com).

*ii. the nature and operation of the issuer's business*

New Board members spend considerable time with the CEO to discuss the business mission, vision, strategies, and to gain a general understanding about the nature of its operations. The Board will also invite prospective new Board

members to attend some of its Board meetings as a guest in order to meet the other directors, and to get further understanding of the business from the Board perspective.

*(b) Briefly describe what measures, if any, the Board takes to provide continuing education for its directors. If the Board does not provide continuing education, describe how the Board ensures that its directors maintain the skill and knowledge necessary for them to meet their obligations as directors.*

The Board recognizes the importance of ongoing director education and the need for each director to take personal responsibility for this process. To facilitate ongoing education, Board members are encouraged to communicate with management and the auditors, to keep themselves current with industry trends and developments and changes in legislation with Carmanah's assistance, and to observe Carmanah's operations first-hand. Management provides quarterly updates on internal controls compliance, investor perspectives, update on strategic context and deployment. Management spends one full day per year delivering a strategic update that includes competitive environment, technological and industry developments, regulatory developments and other key components.

### **Ethical Business Conduct**

*(a) Disclose whether or not the Board has adopted a written code for its directors, officers and employees.*

The Board has adopted a written code of conduct (the "**Code of Conduct**") for Carmanah. New employees, officers and directors are required to confirm in writing that they have read and understood the Code of Conduct. The Board has adopted a whistleblower policy (the "**Whistleblower Policy**") which provides employees with the ability to report, on a confidential and anonymous basis, any violations within the organization including (but not limited to), falsification of financial records, unethical conduct, harassment or theft. The Board believes that providing a forum for employees, officers and directors to raise concerns about ethical conduct and treating all complaints with the appropriate level of seriousness fosters a culture of ethical conduct.

The Board has also adopted:

1. an insider trading policy (the "**Insider Trading Policy**") to govern the trading of Carmanah Shares by directors, officers and employees of Carmanah, and
2. an anti-corruption policy (the "**Anti-Corruption Policy**") that outlines the Company's commitment to conducting business in accordance with all applicable laws and regulations and to the highest ethical standards.

*i. disclose how an interested party may obtain a copy of the written code;*

The Code of Conduct, the Whistleblower Policy and the Insider Trading Policy are available on Carmanah's web site at [www.carmanah.com](http://www.carmanah.com).

*ii. describe how the Board monitors compliance with its code, or if the Board does not monitor compliance, explain whether and how the Board ensures compliance with its code; and*

The Code of Conduct is provided to all employees for review and acknowledgement at time of hire and generally at the beginning of the calendar year. In March 2013, Carmanah adopted an updated Code of Conduct and concurrently all employees and the Board were required to acknowledge the revised Code of Conduct at that time. Any waiver of the Code of Conduct may only be made by the Board and will be disclosed in accordance with applicable laws.

To ensure awareness by employees of the Whistleblower Policy, it is discussed with employees at time of hire and is posted around the office for review by existing employees.

*iii. provide a cross-reference to any material change report(s) filed within the preceding 12 months that pertains to any conduct of a director or executive officer that constitutes a departure from the code.*

None.

*(b) Describe any steps the Board takes to ensure directors exercise independent judgment in considering transactions and agreements in respect of which a director or executive officer has a material interest.*

Directors with an interest in a material transaction under discussion by the Board are required to declare their interest and abstain from voting on the transaction.

*(c) Describe any other steps the Board takes to encourage and promote a culture of ethical business conduct.*

The Board endeavors to ensure that the ethics of Carmanah take precedence over any other consideration in Carmanah's decision-making process. Beyond normal employee training and education components of the Company's Code of Conduct and Anti-Corruption Policy, members of the Board regularly partake in all staff meetings where open and frank discussions are encouraged.

### **Nomination of Directors**

*(a) Describe the process by which the Board identifies new candidates for Board nomination.*

The whole Board identifies gaps in the Board's areas of competence and seeks to identify new candidates for Board nomination to address those deficiencies.

*(b) Disclose whether or not the Board has a nominating committee composed entirely of independent directors. If the Board does not have a nominating committee composed entirely of independent directors, describe what steps the Board takes to encourage an objective nomination process.*

Due to the small size of the Board, the majority of which is independent, the Board is able to deal with recruitment of new members as a whole, and as such the whole Board acts as a nominating committee and deals with nominations. Recruitment of new directors generally results from recommendations made by directors, management and Shareholders and candidates are assessed for their skills, expertise, experience, independence and other factors.

*(c) If the Board has a nominating committee, describe the responsibilities, powers and operation of the nominating committee.*

As noted above, the Board does not have a separate formal nominating committee. The entire Board comprises a nominating committee, and as a whole deals with nominations, voting and approval of accepted nominees.

### **Compensation**

*(a) Describe the process by which the Board determines the compensation for your company's directors and officers.*

Compensation packages for Board positions and committees are based upon the degree of responsibility and accountability borne by the role. The Compensation Committee makes recommendations to the Board for total compensation packages, which are reviewed and approved by the Chairman of the Board.

*(b) Disclose whether or not the Board has a compensation committee composed entirely of independent directors. If the Board does not have a compensation committee composed entirely of independent directors, describe what steps the Board takes to ensure an objective process for determining such compensation.*

The Compensation Committee during the 2018 term was composed of three independent directors: Terry Holland, James Meekison, and Sara Elford. The Compensation Committee is composed of three independent directors.

*(c) Disclose whether or not one or more of the committee members has any direct experience that is relevant to his or her responsibilities in executive compensation.*

All three Compensation Committee members have direct experience that is relevant to their responsibilities in executive compensation, as well as the skills and experience that enable them to make informed decisions on the suitability of the Company's human resources and compensation policies and guidelines. Each Compensation Committee member has experience acting as senior executives and/or directors of other publicly traded companies.

**Terry Holland** – Mr. Holland served as a chief executive officer and President at Trimin Capital Corp. from 1991 to June 2004. Additionally, as a private equity investor, Mr. Holland has over 25 years of experience dealing with CEO compensation matters, including engaging firms to deal with market research, structuring and negotiation of compensation packages.

**James Meekison** – Mr. Meekison served as an independent director of GMP Capital Inc. from May 2008 to May 2018.

**Sara Elford** – Ms. Elford is currently an independent director of each of Hydrogenics Corporation, TS03 Inc. and BioSynt Inc. Additionally, Ms. Elford serves on Hydrogenics Corporation's Human Resources and Corporate Governance Committee since 2016.

*(d) If the Board has a compensation committee, describe the responsibilities, powers and operation of the compensation committee.*

The Compensation Committee is responsible for recommending to the Board human resources and compensation policies and guidelines for application to Carmanah, and for implementing and overseeing human resources and compensation policies approved by the Board. In particular, the Committee's compensation duties are: (i) determining and approving the compensation of Carmanah's CEO; (ii) reviewing and approving compensation for Carmanah's other executive officers; (iii) fulfilling the Board's oversight responsibilities with respect to Carmanah's overall compensation policies, plans and programs; (iv) overseeing an evaluation of management succession planning; and (v) performing other activities related to Carmanah's compensation plans and structure, including preparing and reviewing any disclosure on executive compensation included in Carmanah's annual information circular in accordance with applicable rules and regulations promulgated by the Canadian provincial securities regulatory authorities.

#### **Other Board Committees**

*(a) If the Board has standing committees other than the audit, compensation and nominating committees, identify the committees and describe their function.*

None, other than as disclosed above.

#### **Assessments**

*(a) Disclose whether or not the Board, its committees and individual directors are regularly assessed with respect to their effectiveness and contribution. If assessments are regularly conducted, describe the process used for the assessments. If assessments are not regularly conducted, describe how the Board satisfies itself that it, its committees, and individual directors are performing effectively.*

The Board satisfies itself that the Board, its committees, and its individual directors are performing effectively by conducting informal assessments from time to time. These informal assessments generally occur either during strategic planning or in-camera board sessions and occur in a general discussion format.

#### **Director Term Limits and Diversity within the Board and Executive Management**

##### **Director Term Limits and Other Mechanisms of Board Renewal**

*(a) Disclose whether or not the issuer has adopted term limits for the directors on its board or other mechanisms of board renewal and, if so, include a description of those director term limits or other mechanisms of board renewal.*



*If the issuer has not adopted director term limits or other mechanisms of board renewal, disclose why it has not done so.*

The Company has not adopted term limits or other formal mechanisms for board renewal as the Board does not believe it to be appropriate or necessary to establish such term limits. Given the relatively small size of the Board, the Board has concluded that formal term limits could be detrimental to the ongoing effectiveness of the Board. The Board believes that term limits can result in the loss of the contribution of directors who have been able to develop, over a period of time, increasing insight into the Company and, therefore, provide an increasing contribution to the Board and the Company as a whole. In this respect, the Board is able to consider the contribution of current Board members and the skills and experience necessary for an effective and efficient Board, and recommends changes from time to time to best meet those needs.

**Policies Regarding the Representation of Women on the Board and Executive Management and the consideration of the Representation of Women in Director Identification and Selection Process and Executive Officer Appointments**

*(a) Disclose whether the issuer has adopted a written policy relating to the identification and nomination of women directors. If the issuer has not adopted such a policy, disclose why it has not done so. If the issuer has adopted a policy, disclose the following in respect of the policy: (i) a short summary of its objectives and key provisions, (ii) the measures taken to ensure that the policy has been effectively implemented, (iii) annual and cumulative progress by the issuer in achieving the objectives of the policy, and (iv) whether and, if so, how the Board or its nominating committee measures the effectiveness of the policy.*

*(b) Disclose whether and, if so, how the board or nominating committee considers the level of representation of women on the board in identifying and nominating candidates for election or re-election to the board. If the issuer does not consider the level of representation of women on the board in identifying and nominating candidates for election or re-election to the Board, disclose the issuer's reasons for not doing so.*

*(c) Disclose whether and, if so, how the issuer considers the level of representation of women in executive officer positions when making executive officer appointments. If the issuer does not consider the level of representation of women in executive officer positions when making executive officer appointments, disclose the issuer's reasons for not doing so.*

The Board does not currently have a formal policy with regard to the consideration of diversity in identifying director or executive nominees or a written policy relating to the identification and nomination of women directors or executives. The Company has not yet adopted such formal policies on diversity but regularly considers diversity (including the representation of women on the Board) as one of a number of relevant factors when considering potential new nominees. The Company recognizes the potential benefit of diversity in leadership positions, including with respect to its Board and executive officer positions, but feels a formal policy is unnecessary for the size of the Company.

**Targets Regarding the Representation of Women on the Board and in Executive Officer Positions**

*(a) Disclose whether the issuer has adopted a target regarding women on the issuer's board. If the issuer has not adopted a target, disclose why it has not done so. For purposes of this Item, a "target" means a number or percentage, or a range of numbers or percentages, adopted by the issuer of women on the issuer's board or in executive officer positions of the issuer by a specific date.*

*(b) Disclose whether the issuer has adopted a target regarding women in executive officer positions of the issuer. If the issuer has not adopted a target, disclose why it has not done so. If the issuer has adopted a target referred to above, disclose: (i) the target, and (ii) the annual and cumulative progress of the issuer in achieving the target.*

At this time the Company has not adopted a target regarding the representation of women on the Board or in executive officer positions. The Company does not adopt targets because the Company is of the view that its current practice

of considering diversity as a factor in selecting candidates as potential directors or executive officers permits the Company to balance the benefit of diversity with other relevant considerations.

**Number of Women on the Board and in Executive Positions**

*(a) Disclose the number and proportion (in percentage terms) of directors on the issuer's board who are women.*

The Company currently has one (25%) director on the Board who is a woman.

*(b) Disclose the number and proportion (in percentage terms) of executive officers of the issuer, including all major subsidiaries of the issuer, who are women.*

The Company currently has no women in an executive officer role.

## **OTHER INFORMATION**

### **Interest of Informed Persons in Material Transactions**

Except as otherwise disclosed herein, no “informed person” (as defined in National Instrument 51-102), proposed director of Carmanah or any associate or affiliate of an informed person or proposed director of Carmanah has had or has any material interest in any transaction since the beginning of Carmanah’s most recently completed fiscal year, or in any proposed transaction, which has materially affected or would materially affect Carmanah or its subsidiaries.

### **Management Contracts**

No management functions of Carmanah or any of its subsidiaries are performed to any substantial degree by a person other than the directors or executive officers of Carmanah or a subsidiary.

### **Additional Information**

Additional information relating to Carmanah may be found on SEDAR at [www.sedar.com](http://www.sedar.com). Financial information is provided in Carmanah’s comparative financial statements and management’s discussion and analysis for its most recently completed financial year. Shareholders may obtain copies of Carmanah’s financial statements and management’s discussion and analysis on SEDAR or by contacting Carmanah by email at [investors@carmanah.com](mailto:investors@carmanah.com), or upon request made to the attention of the CFO of Carmanah at 250 Bay Street, Victoria, BC, Canada, V9A 3K5.

### **Approval**

The contents of this Circular and the sending thereof to Shareholders has been approved by the directors of Carmanah.

**DATED** at Victoria, British Columbia this 9<sup>th</sup> day of May, 2019.

### **BY ORDER OF THE BOARD OF DIRECTORS**

*“John Simmons”*

John Simmons  
Chief Executive Officer

**SCHEDULE “A”**  
**Audit Committee Charter of Carmanah**

**I. PURPOSE**

The purpose of the Audit Committee (the “**Committee**”) of the Board of Directors (the “**Board**”) of Carmanah Technologies Corporation (the “**Company**”) shall be to act on behalf of the Board in fulfilling the Board’s oversight responsibilities with respect to: (i) the Company’s corporate accounting, financial reporting practices and audits of financial statements; (ii) the Company’s systems of internal accounting and financial controls; (iii) the quality and integrity of the Company’s financial statements and reports; and (iv) the qualifications, independence and performance of any firm or firms of certified public accountants or independent chartered accountants engaged as the Company’s independent outside auditors (the “**Auditors**”).

**II. COMPOSITION AND MEETINGS**

**Composition.** The Committee shall consist of at least three members of the Board. Each member shall meet the financial literacy requirements of the regulatory agency as may from time to time apply to the Company, including the Toronto Stock Exchange and the rules and regulations of the Canadian provincial and federal securities regulatory authorities, in all cases as may be modified or supplemented (collectively, the “**Rules**”), subject to any exceptions or exemptions permitted by the Rules. Each member shall meet such other qualifications for membership on an audit committee as are established from time to time by the Rules. The members of the Committee shall be appointed by and serve at the discretion of the Board. Vacancies occurring on the Committee shall be filled by the Board. The Committee’s Chair shall be designated by the Board, or if it does not do so, the Committee members shall elect a Chair by vote of a majority of the full Committee.

**Meetings.** The Committee will hold at least four (4) regular meetings per year and additional meetings as the Committee deems appropriate. Meetings may be called by the Chairperson of the Committee or the Chairman of the Board.

**III. MINUTES AND REPORTS**

Minutes of each meeting will be kept and distributed to each member of the Committee, members of the Board who are not members of the Committee and the Secretary of the Company. The Chairperson of the Committee will report to the Board from time to time, or whenever so requested by the Board.

**IV. AUTHORITY**

The Committee shall have full access to all books, records, facilities and personnel of the Company as deemed necessary or appropriate by any member of the Committee to discharge his or her responsibilities hereunder.

The Committee shall have authority to retain, and set and pay the compensation for, at the Company’s expense, advice and assistance from internal and external legal, accounting or other advisors or consultants as it deems necessary or appropriate in the performance of its duties. The Company shall make available to the Committee all funding necessary for the Committee to carry out its duties, including, without limitation, the payment of such expenses. The Committee shall have authority to require that any of the Company’s personnel, counsel, Auditors or investment bankers, or any other consultant or advisor to the Company attend any meeting of the Committee or meet with any member of the Committee or any of its special legal, accounting or other advisors and consultants.

**V. RESPONSIBILITIES**

The operation of the Committee will be subject to the provisions of the articles of the Company, the *Business Corporations Act* (British Columbia) and the Rules, each as in effect from time to time.

The Auditors shall report directly to the Committee. The Committee shall oversee the Company’s financial reporting process on behalf of the Board. The Committee’s functions and procedures should remain flexible to address changing circumstances most effectively.

To implement the Committee’s purpose, the Committee shall, to the extent the Committee deems necessary or appropriate, be charged with the following functions and processes with the understanding, however, that the

Committee may supplement or (except as otherwise required by applicable laws or rules) deviate from these activities as appropriate under the circumstances:

**1. Evaluation and Recommendation to the Board.** To evaluate the performance of the Auditors, to assess their qualifications (including their internal quality-control procedures and any material issues raised by that firm's most recent internal quality-control or peer review or any investigations by regulatory authorities) and to recommend to the Board: (a) the Auditors to be presented to the Company's shareholders for appointment for the purpose of preparing or issuing an auditor's report or performing other audit, review or attest services for the Company; and (b) the compensation of the Auditor.

**2. Approval of Audit Engagements.** Subject to the appointment of the Auditors by the Company's shareholders, to determine and approve engagements of the Auditors, prior to commencement of such engagement, to perform all proposed audit, review and attest services, including the scope of and plans for the audit, the compensation to be paid to the Auditors, which approval may be pursuant to preapproval policies and procedures, including the delegation of preapproval authority to one or more Committee members so long as any such preapproval decisions are presented to the full Committee at the next scheduled meeting.

**3. Approval of Non-Audit Services.** To determine and approve engagements of the Auditors, prior to commencement of such engagement (unless in compliance with exceptions available under applicable laws and rules related to immaterial aggregate amounts of services), to perform any proposed permissible non-audit services, including the scope of the service and the compensation to be paid therefor, which approval may be pursuant to preapproval policies and procedures established by the Committee consistent with applicable laws and rules, including the delegation of preapproval authority to one or more Committee members so long as any such preapproval decisions are presented to the full Committee at the next scheduled meeting.

**4. Audit Partner Rotation.** To monitor the rotation of the partners of the Auditors on the Company's audit engagement team as required by applicable laws and rules.

**5. Auditor Independence.** At least annually, to receive and review written statements from the Auditors delineating all relationships between the Auditors and the Company, to consider and discuss with the Auditors any disclosed relationships and any compensation or services that could affect the Auditors' objectivity and independence, and to assess and otherwise take appropriate action to oversee the independence of the Auditors.

**6. Audited Financial Statement Review.** To review, upon completion of the audit, the Company's financial statements, including the related notes and the management's discussion and analysis of financial condition and results of operations, prior to the same being filed with applicable regulatory authorities and to recommend whether or not such financial statements and management's discussion and analysis of financial condition and results of operations should be approved by the Board.

**7. Annual Audit Results.** To discuss with management and the Auditors the results of the annual audit, including the Auditors' assessment of the quality, not just acceptability, of accounting principles, the reasonableness of significant judgments and estimates (including material changes in estimates), any material audit adjustments proposed by the Auditors and immaterial adjustments not recorded, the adequacy of the disclosures in the financial statements and any other matters required to be communicated to the Committee by the Auditors under promulgated auditing standards.

**8. Quarterly Results.** To discuss with management and the Auditors the results of the Auditors' review of the Company's quarterly financial statements, including the related notes and the management's discussion and analysis of financial condition and results of operations prior to the same being filed with applicable regulatory authorities, any material audit adjustments proposed by the Auditors and immaterial adjustments not recorded, the adequacy of the disclosures in the financial statements and any other matters required to be communicated to the Committee by the Auditors under promulgated auditing standards and to recommend whether or not such financial statements and management's discussion and analysis of financial condition and results of operations should be approved by the Board.

**9. Annual and Interim Financial Press Releases.** Review with management annual and interim financial press releases before the Company publicly discloses this information.

**10. Accounting Principles and Policies.** To review with management and the Auditors significant issues that arise regarding accounting principles and financial statement presentation, including critical accounting policies and practices, alternative accounting policies available under IFRS related to material items discussed with management and any other significant reporting issues and judgments.

**11. Risk Assessment and Management.** To review and discuss with management and the Auditors, as appropriate, the Company's guidelines and policies with respect to risk assessment and risk management, including the Company's major financial risk exposures, including the Company's investment and hedging policies, and the steps taken by management to monitor and control these exposures.

**12. Management Cooperation with Audit.** To review with the Auditors any significant difficulties with the audit or any restrictions on the scope of their activities or access to required records, data and information, significant disagreements with management and management's response, if any.

**13. Management Letters.** To review with the Auditors and, if appropriate, management, any management or internal control letters issued or, to the extent practicable, proposed to be issued by the Auditors and management's response, if any, to such letter, as well as any additional material written communications between the Auditors and management.

**14. Disagreements Between Auditors and Management.** To review with the Auditors and management any conflicts or disagreements between management and the Auditors regarding financial reporting, accounting practices or policies.

**15. Internal and Financial Reporting Controls.** To confer with the Auditors and with the management of the Company regarding the scope, adequacy and effectiveness of internal financial reporting controls in effect including any special audit steps taken in the event of material control deficiencies. To review with the Auditors and with the management of the Company the progress and findings of their efforts related to the documentation, assessment and testing of internal controls related to compliance with the Rules.

**16. Separate Sessions.** Periodically, to meet in separate sessions with the Auditors and management to discuss any matters that the Committee, the Auditors or management believe should be discussed privately with the Committee.

**17. Complaint Procedures.** To establish procedures, when and as required by applicable laws and rules, or as otherwise deemed appropriate by the Committee, for the receipt, retention and treatment of complaints received by the Company regarding accounting, internal accounting controls or auditing matters and the confidential and anonymous submission by employees of concerns regarding questionable accounting or auditing matters.

**18. Regulating and Accounting Initiatives.** To review with counsel, the Auditors and management, as appropriate, any significant regulatory or other legal or accounting initiatives or matters that may have a material impact on the Company's financial statements, compliance programs and policies if, in the judgment of the Committee, such review is necessary or appropriate.

**19. Related Party Transactions.** To review and approve related-party transactions and review other issues arising under the Company's Code of Conduct or similar policies as required by the Rules.

**20. Investigations.** To investigate any matter brought to the attention of the Committee within the scope of its duties if, in the judgment of the Committee, such investigation is necessary or appropriate.

**21. Management Information Circular.** If required, to review the report required by regulatory authorities to be included in the Company's annual management information circular or other regulatory filing.

**22. Annual Charter Review.** To review and assess the adequacy of this charter annually and recommend any proposed changes to the Board for approval.

**23. Report to Board.** To report to the Board with respect to material issues that arise regarding the quality or integrity of the Company's financial statements, the performance or independence of the Auditors or such other matters as the Committee deems appropriate from time to time or whenever it shall be called upon to do so.

**24. Other Responsibilities.** Perform such other functions as may be assigned by law, by the Company's articles or by the Board.

It shall be management's responsibility to prepare the Company's financial statements and periodic reports and the responsibility of the Auditors to audit those financial statements. It is not the duty of the Committee to (1) plan or conduct audits; (2) determine that the Company's financial statements are complete and accurate and are in accordance with generally accepted accounting principles; (3) to resolve disagreements, if any, between management and the outside auditors; or (4) to assure compliance with laws and regulations and the Company's policies generally. Furthermore, it is the responsibility of the Chief Executive Officer and senior management to avoid and minimize the Company's exposure to risk, and while the Committee is responsible for reviewing with management the guidelines and policies to govern the process by which risk assessment and management is undertaken, the Committee is not the sole body responsible. The Auditors shall be accountable to the Committee as representatives of the shareholders.