

Spectra Premium Industries Inc. Restructuring

March 10, 2020

Dear colleagues:

I am writing to provide you with some details on the important and necessary actions we have taken to address Spectra Premium Industries Inc.'s ("**Spectra**") financial affairs.

Today Spectra commenced restructuring proceedings in Canada under the Companies' Creditors Arrangement Act, also known as the CCAA, and in the United States under Chapter 15, to recognize and give effect to the CCAA filing in the US. We are pursuing this course of action in order to provide the Company with time to restructure its finances, while continuing normal operations.

Available credit facilities will enable us to continue to operate, purchase necessary supplies and services and continue to meet payroll so that you keep your job.

Our collective efforts to enhance productivity were hampered by challenging conditions in our Aftermarket division, particularly with the impact of tariffs imposed on Chinese products by the United States that disturb the supply chain and with difficulties encountered in the start-up of our new fuel tank factory in Trollhättan, Sweden. We are taking action today to ensure the continued success of our business. Spectra still have profitable lines of business; the challenging conditions have dried-up our liquidity.

Though Spectra is restructuring its finances under the protection of the court, we are still in business and we are focused on securing Spectra's operational and financial position for its next generation of workers. While there will inevitably be some distraction and additional burden as a result of the filing, we intend to continue operating as we have prior to the filing. It is important that we operate as efficiently as possible while continuing to deliver the highest quality product and service to our customers.

The court has appointed Ernst & Young Inc. to act as the Court-appointed Monitor under CCAA throughout this process. Their role is to monitor the activities of the company, provide advice to the Company, and provide assistance to the Company's stakeholders with respect to the CCAA process. The Monitor will be maintaining a website at www.ey.com/ca/spectra where information regarding the court filings can be obtained. You can also contact the Monitor by email at monitor.spectra@ca.ey.com.

While there is no defined time frame, you can expect the process will continue over months, not weeks. I will be providing periodic updates on the restructuring and any key developments to all employees. A Frequently Asked Questions (FAQ) document accompanies this letter to help address many of your questions. Please do not hesitate to contact your supervisor or Human Resources representative with any additional questions you may have.

I understand that this is an unsettling time and I ask that you not allow this to detract from your safety or quality focus. Above all, we at Spectra have proven ourselves time and again as a strong, resilient and dedicated team. Working together with determination, patience and perseverance will help to ensure a successful outcome for all.

Sincerely,

Jacques Mombleau

Chief Executive Officer