



LEAP



FINANCIAL HIGHLIGHTS

(In millions except per share amounts)

| | 2016 | 2015 | 2014 |
|------------------------------|-----------|------------|------------|
| Net Sales | \$2,004.3 | \$ 1,861.2 | \$ 1,855.5 |
| Operating Income | \$ 360.1 | \$ 332.4 | \$ 305.8 |
| Net Income | \$ 249.8 | \$ 237.2 | \$ 209.4 |
| Diluted Net Income per share | \$ 2.65 | \$ 2.44 | \$ 2.12 |

Non-GAAP Measures (see page 20 for definition)

| | | | |
|---------------------------------------|----------|----------|----------|
| Adjusted Operating Income | \$ 360.1 | \$ 332.4 | \$ 311.8 |
| As a % of sales | 18.0% | 17.9% | 16.8% |
| Adjusted Net Income | \$ 243.5 | \$ 225.6 | \$ 213.6 |
| Adjusted Diluted Net Income per share | \$ 2.58 | \$ 2.32 | \$ 2.16 |

AT HEXCEL, WE VALUE ...

RESPONSIBILITY.

We work with uncompromised integrity on behalf of our shareholders, employees and customers. We strive to be good citizens in the communities in which we live and work.

ONE HEXCEL.

We thrive on the contributions each person brings to the Company by valuing diversity, developing talent, fostering teamwork, and rewarding success.

INNOVATION.

We embrace the curiosity to explore ideas, the passion to challenge the impossible, and the conviction to succeed beyond expectations.

ACCOUNTABILITY.

We are accountable – to customers, shareowners, the community, suppliers and to ourselves – for achieving superior performance by expecting excellence in everything we do.

TO OUR STOCKHOLDERS

2017 will mark my fourth year as chief executive officer of Hexcel, and my enthusiasm and passion to lead such a special company only continue to grow. Every year, our company's compelling proposition becomes clearer and my belief that your investment in our company will grow in value becomes stronger. Our technological breadth, our customer intimacy, and our record of sustained performance provide us with significant advantages and make

Hexcel unique. Yet it is the people of Hexcel – the most talented, innovative and committed team I have ever been a part of – that make our company so distinct. We work seamlessly across the globe as one collaborative and focused organization to deliver on commitments and partner with our customers for the future. I am extremely proud to speak for our team as I provide you with this update.

We work **seamlessly** across the globe as one **collaborative and focused organization** to deliver on commitments and partner with **our customers** for the future.

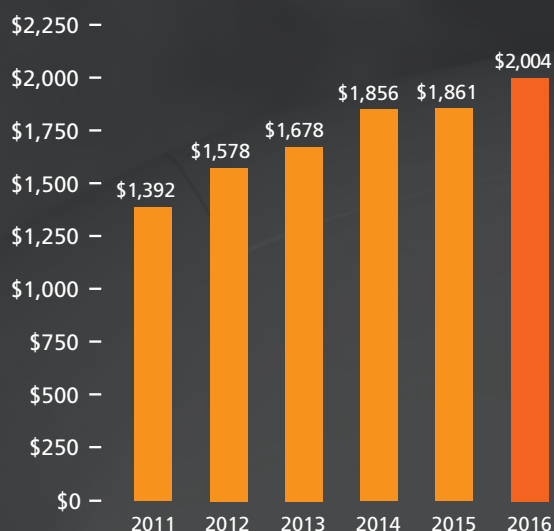
6,100+
EMPLOYEES

19 plants
MANUFACTURING

\$2 billion
2016 SALES

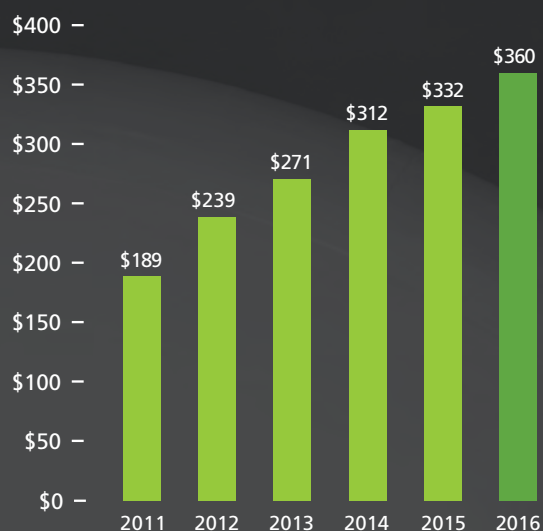
SALES

in millions



ADJUSTED OPERATING INCOME

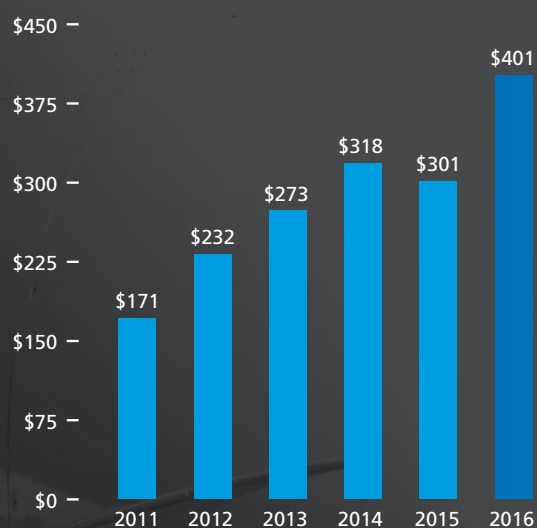
in millions



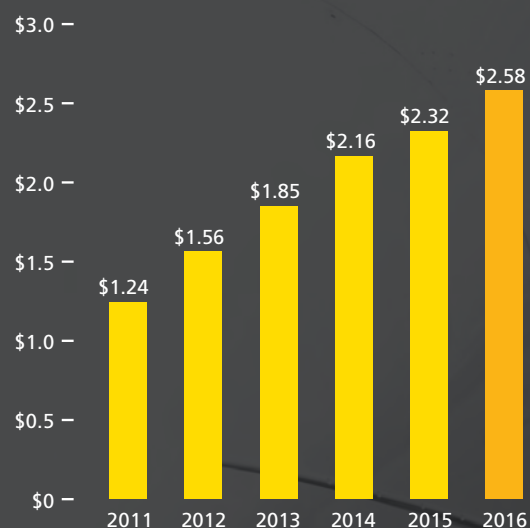
Led by commercial aerospace, we expect average annual **sales growth of 6 to 9 percent** through 2020.

CASH FROM OPERATIONS

in millions



ADJUSTED DILUTED EPS



STRATEGIC OUTLOOK

Our strategy remains intact, and our 2020 outlook is strong. We are a technology-driven company focused on advanced composites, targeting markets with long-term growth potential where we can establish a sustainable, competitive advantage. In the period from 2016 to 2020, our Return on Invested Capital – already in the upper tier for aerospace

We continued to innovate and secure **organic growth**, to **strengthen and broaden our core business portfolio**, and to provide returns through dividends and share repurchases.

companies – returns to growth as the largest capital-expenditure ramp-up in our history begins to taper. Led by commercial aerospace, we expect average annual sales growth of 6% to 9% through 2020 and are actively pursuing new technologies and adjacencies to supplement our strong organic growth. We are targeting double-digit EPS growth and \$1 billion in cash flow through the period.

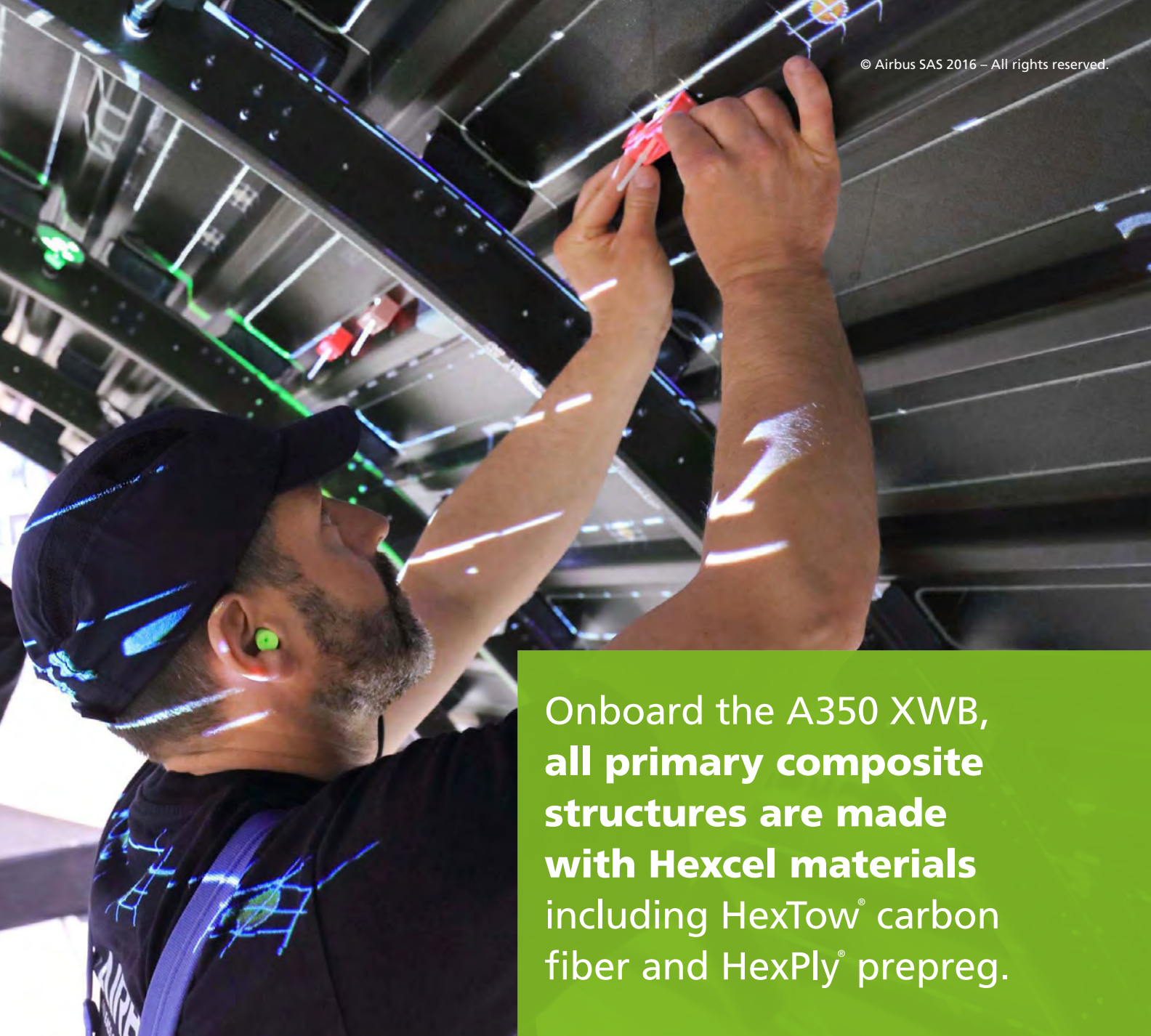


2016 PERFORMANCE

Hexcel delivered again in 2016, with record operating income, record net income and record sales topping the \$2 billion mark. Our record earnings per share increased more than 11% from the prior year. We were particularly pleased to report free cash flow of \$73 million and cash from operations of \$401 million available to capture organic growth through investments in areas such as new and innovative technology. We invested \$111 million to repurchase our common stock and in April announced an increase in our quarterly dividend to \$0.11 per share. We continued to execute our strategy to innovate and secure organic growth, to acquire technologies and product capabilities that strengthen and broaden our core business portfolio, and to provide returns to shareholders through dividends and share repurchases.



Our record earnings per share **increased more than 11%** from the prior year.



Onboard the A350 XWB,
**all primary composite
structures are made
with Hexcel materials**
including HexTow[®] carbon
fiber and HexPly[®] prepreg.



Onboard the B737 MAX, **Hexcel's industry-leading Acousti-Cap®** technology is **used on the nacelles** in the CFM International LEAP-1B engines that will power the aircraft, and our HexTow® **carbon fiber is used on the fan blades** and engine case.



Commercial aerospace sales were approximately 11% higher in constant currency than in 2015 as production of the A350 XWB and A320neo continued to ramp up. We announced the completion of contract amendments with Airbus for a broad legacy portfolio and HexPly® M21E/IMA for primary structures of the A350 XWB aircraft through 2030. We expect these contracts will generate total sales of \$15 billion through 2030.

We celebrated with our customers as the A350-1000 completed its first flight in November 2016, and as the B737 MAX 8 completed its first flight in January 2016. For both aircraft, Hexcel composites are contributing to lower fuel consumption and to significant noise reduction. Onboard the A350 XWB, all primary composite structures are made with Hexcel materials, including HexTow® carbon fiber and HexPly® prepreg. Onboard the B737 MAX, Hexcel's industry-leading Acousti-Cap® technology is used on the nacelles in the CFM International LEAP-1B engines that will power the aircraft, and our HexTow® carbon fiber is used on the fan blades and engine case.



Bell Boeing V-22 Osprey

Hexcel carbon fiber remains the industry standard as **composite-intensive growth** continues in key rotorcraft programs

In Space and Defense, which accounts for 16% of our revenues, lower rotorcraft sales (approximately half of Space and Defense sales) led to a decline of 4.6% in revenues for the year. We expect sales in this sector to be stable in 2017, and to grow mid-single digits to 2020. Hexcel carbon fiber remains the industry standard as composite-intensive growth continues in key rotorcraft programs such as the Bell Boeing V-22 Osprey, Sikorsky UH-60 Black Hawk, Sikorsky CH-53K King Stallion, and multiple Airbus Helicopter programs.

In Industrial, which includes Wind Energy, Automotive and Recreation equipment, 2016 saw 6.4% sales growth driven by our acquisition of Formax. Wind Energy sales were stable, and weakness in other industrial programs was offset by growth in Automotive. As blades become longer to power more-efficient wind turbines and the Automotive sector faces greater fuel-efficiency and carbon emissions regulations, lightweighting becomes increasingly important. Our innovative new products are driving weight reduction and improved manufacturing efficiencies to support these trends. At BMW, for example, where our rapid-cure, co-molded carbon fiber solutions are providing weight savings and structural reinforcement of the 7 Series B-pillar, we see the potential for accelerated adoption of that technology on multiple platforms with several OEMs.



Sikorsky UH-60 Black Hawk

Photo courtesy of Vestas Wind Systems A/S





EXPANDING CAPACITY AND TECHNOLOGICAL HORIZONS

As we continue to expand across the globe, our carbon fiber nameplate capacity has rapidly increased. From 2006 to 2014 we tripled capacity, and between 2014 and 2020 we will effectively double capacity again to roughly 15,000 metric tons. In addition, we have expanded the capacity and technical capability of our resin-mixing and filming systems, our prepreg, our weaving, our honeycomb core, our Acousti-Cap® and our engineered core. After years of investments made in developing next-generation solutions and products, we have the world's largest, broadest and most diversified advanced composites capability. We are nearing the end of the largest investment phase in our history, and we look forward to using our capability to further advance innovation and growth.



We have the world's
**largest, broadest and
most diversified** advanced
composites capability.

In addition to numerous large expansions at our manufacturing operations worldwide, we are building significant new polyacrylonitrile (PAN) precursor and carbon fiber production facilities at a greenfield site in Roussillon, France, and an engineered core manufacturing site in Casablanca, Morocco to support our aerospace customers' growing demand. These new sites will add flexibility and efficiency to our global supply chain and position us where our customers need us. We expect to hold opening ceremonies for both locations in the coming months, and are pleased to report that our record of installing state-of-the-art operations on time and on budget remains unbroken. Our disciplined capital investment execution remains a significant competitive advantage



in the advanced composites industry. Hexcel remains the trusted partner for expanding qualified, on-time, high-performance composites technology at scale for the world's leading aerospace and industrial platforms.

Just as significant as our ongoing manufacturing expansions, 2016 was a year in which we delivered on our strategy of expanding our technological horizons through investment in emerging companies that are developing exciting new technical breakthroughs for the future of both the aerospace and industrial markets. In January, we completed the acquisition of Formax, a leading manufacturer of composite reinforcements specializing in the production of lightweight carbon fiber multiaxials and highly engineered fabrics. This acquisition enables us to further advance dry-reinforcement technology for growing industrial markets, with HiMax™ – a range of multiaxial fabrics developed for the aerospace, automotive and wind energy markets. We also see significant growth opportunities for HiMax™ dry reinforcements in next-generation aerospace applications with our expanding infusion resin chemistries.

In May, we announced a strategic investment in Oxford Performance Materials, a recognized leader in high-performance additive manufacturing for the aerospace and biomedical markets and the leading additive manufacturer supplying qualified mission-critical parts to aerospace and space and defense companies. With aerospace accelerating the adoption of reinforced manufactured parts, this partnership will enable faster product development using Hexcel carbon fiber for adoption by our customers.

Recent investments reflect
**our commitment to stay
at the forefront** of emerging
technologies.

Also in May, we made a strategic investment in Luminati, a company that is developing next-generation solar-electric unmanned aerial vehicles using Hexcel composite materials. This move increases our exposure to a broad range of leading-edge and out-of-the-box thinking around advanced lightweighting materials for aerospace applications.

In December, we announced an investment in Carbon Conversions, creating a partnership with a recognized leader in carbon fiber recycling and repurposing. As air frame manufacturers and other aerospace and automotive companies dramatically increase consumption of carbon fiber materials to displace traditional metals, the ability to recycle and repurpose material scrap creates significant new opportunities. We foresee the creation of a full lifecycle solution that drives down material costs, repurposes waste materials into new high-performance material forms, and enhances environmental sustainability by dramatically reducing landfill consumption.

These four recent investments reflect our ongoing commitment to stay at the forefront of emerging technologies to expand our material science expertise. New approaches to designing and manufacturing parts opens the door to new secular growth opportunities with both thermoset and thermoplastic solutions for aerospace and industrial applications. Our investments also enable us to partner earlier with our customers on novel product forms. With technology development cycles becoming shorter, we believe this investment and acquisition strategy – and our competency to execute against it – are critical business development activities to maintain our leadership position in advanced composites.

Hexcel has a long and storied history of innovations in polymer chemistry and material science. Our technical innovations are the backbone of our past success and are critical to meeting our customers' future needs. Every year, we invest significantly in research and technology, expand our technical talent base and strengthen our capability to foster innovations in products and processes. In May, we opened a new \$10 million Innovation Center in Duxford, U.K., home to

We opened a new **\$10 million Innovation Center** in Duxford, U.K. – home to our **largest research center for resin systems and adhesives.**



our largest research center for resin systems and adhesives. The Innovation Center is fully equipped with state-of-the-art formulation and analytical laboratories, mixer rooms, and microscopy and SEM (scanning electron microscopy) laboratories to support our chemistry and product development functions.

Already our research chemists and material scientists are leveraging our new strategic partnerships with Formax, OPM, Luminati and Carbon Conversions to pursue performance breakthroughs in material forms and to enhance our internal research and development with our current products and processes. In aerospace, where development of a new aircraft takes many years, we are already working closely with our customers on advanced material solutions for next-generation airplanes, which will come to market in the coming decade. With our disciplined approach to composite innovation and using detailed technology roadmaps, these activities are already helping to identify alternative technical routes with potentially accelerated timeframes. If we can either achieve unrivaled performance criteria or “get there faster,” our customers can introduce higher-performing next-generation products even sooner.

2017–BUILDING ON SUCCESS AND ELEVATING OUR PERFORMANCE

For years we have been building new foundations – new software platforms, new processes and methods, and automation and robotics – to enable us to execute faster and more efficiently as Hexcel becomes a much larger enterprise. Last year we reported on our success in completing the installation of a new, global ERP system in 2015. In 2016 we took the next step of methodically optimizing the system location by location. These powerful new software platforms are invaluable tools that generate “big data” to foster new levels of analytics and cross-linkage to other systems to improve manufacturing execution, quality performance, and supply chain efficiency. While we are still in the early stages, we are excited by the resulting operational improvement opportunities while remaining highly sensitive to the potential cybersecurity risks posed by these software solutions. In the past year, we have taken several steps to strengthen our cybersecurity measures, and we hold regular reviews to identify potential threats and implement appropriate countermeasures.

This ongoing work to create strong foundations for our future has a direct impact on our ability today and in the future to manage our numerous expansions, new locations and operational scale in order to meet our customers’ rapidly growing demand. As we integrate the acquisition of Formax or build new sites such as Roussillon and Casablanca, we quickly install our standardized ERP and people-management systems so that we capture the value and efficiency these systems provide and hit the ground running.

I have written previously about how our customers have elevated their expectations in all areas, including quality, productivity, product costs, and manufacturability. Because of the years of disciplined preparation spent to reach this operational level, we are positioned to elevate our performance standards and take the next major step in Operational Excellence. Our relentless focus on Operational Excellence – the sum of Safety, Quality, Productivity and Velocity – continues to yield benefits as we develop new, innovative manufacturing processes and continuously improve our operational performance.



For 2017, we are pleased to announce the launch of our new, global Hexcel Operating System: a disciplined manufacturing process and structure to leverage continuous improvements throughout our network and drive throughput and quality to new levels. There is nothing particularly novel about this step – many companies have introduced similar systems – but it reflects our improved position on the excellence maturity curve. Defining streamlined supply chain practices and consistent manufacturing processes and then ensuring the adoption of these defined ways of working throughout the company will yield greater consistency and velocity through our complex vertical supply chain.

Standardization of processes and the material flow through the supply chain have been proven to impact all elements of Operational Excellence. Safety performance and employee morale improve. Quality becomes built in rather than accomplished by rework. Productivity increases. Velocity improves. Waste is reduced. Of course, not all companies are the same, and the ideal standardizations in Hexcel will be unique to us. We are confident that the Hexcel Operating System, once fully installed, will drive our strong performance record to an even higher level.

As a rapidly growing company, we continually hire new staff, including engineers, scientists, supervisors, managers, specialists and individual contributors. We have a positive, highly collaborative company culture that we want to maintain and enhance, and we need to ensure that we have a deep talent pool of candidates to fill new opportunities. To do this requires a robust and thoughtful approach to onboarding new hires, developing our people and communicating the value of careers in Hexcel. I devote substantial energy and time to this critical priority, because the future of Hexcel rests in its people.

We quickly install our standardized ERP and people management systems so that we capture the value and efficiency these systems provide and hit the ground running.

Hexcel is a diverse and vibrant organization where employees at every level can pursue meaningful and varied careers. Hexcel Academy, our internal leadership development strategy launched in 2008, now provides custom leadership development programs at six different management levels, from first-line to supervisors, to our Early Career pipeline, to our most senior executives. Our team is unified, focused and more capable every year.



Artist's rendering of Hexcel Roussillon in France.

ONE LAST NOTE

One of Hexcel's core values is Responsibility:

We work with uncompromised integrity on behalf of our shareholders, employees and customers. We strive to be good citizens in the communities in which we live and work.



We believe our iconic brand name and our reputation are fundamental to the continued success of our business. Integral with that belief, we support our employees as they engage in their communities in countless ways, and as a company we support many community events and charitable initiatives. Hexcel also strives to be a responsible steward of the environment by focusing on areas including responsible energy consumption, water usage and waste disposal. As a leading carbon fiber composite developer and supplier, we deliver products that result in lower aircraft and automotive fuel consumption, which reduces carbon emissions. Some of our products reduce noise pollution, while others help to produce clean and renewable energy. We work with our customers to minimize solid waste and have a relentless focus on reducing our own waste stream through recycling, reuse and reclamation. Our investment in Carbon Conversions reflects our commitment to take a leadership role in developing responsible solutions for our industry. We take our responsibilities seriously and invite you to learn more by downloading our newest Corporate Social Responsibility Report from our website.

Thank you for investing in our company. We believe in our strategy and in our future, and we are passionately committed to earning your continued investment.

Nick L. Stanage

Chairman of the Board, Chief Executive Officer & President

FINANCIAL OVERVIEW

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Selected Financial Data

The following table summarizes selected financial data as of and for the five years ended December 31:

(In millions, except per share data)

| | 2016 | 2015 | 2014 | 2013 | 2012 |
|---|-------------------|------------|------------|------------|------------|
| Results of Operations: | | | | | |
| Net sales | \$ 2,004.3 | \$ 1,861.2 | \$ 1,855.5 | \$ 1,678.2 | \$ 1,578.2 |
| Cost of sales | 1,439.7 | 1,328.4 | 1,346.7 | 1,224.2 | 1,171.5 |
| Gross margin | 564.6 | 532.8 | 508.8 | 454.0 | 406.7 |
| Selling, general and administrative expenses | 157.6 | 156.1 | 149.1 | 141.4 | 130.7 |
| Research and technology expenses | 46.9 | 44.3 | 47.9 | 41.7 | 36.7 |
| Other expense (income), net | — | — | 6.0 | — | (9.5) |
| Operating income | 360.1 | 332.4 | 305.8 | 270.9 | 248.8 |
| Interest expense, net | 22.1 | 14.2 | 8.0 | 7.3 | 10.0 |
| Non-operating expense, net | 0.4 | — | 0.5 | 1.0 | 1.1 |
| Income before income taxes and equity in earnings | 337.6 | 318.2 | 297.3 | 262.6 | 237.7 |
| Provision for income taxes | 90.3 | 83.0 | 89.3 | 76.0 | 74.1 |
| Income before equity in earnings | 247.3 | 235.2 | 208.0 | 186.6 | 163.6 |
| Equity in earnings from affiliated companies | 2.5 | 2.0 | 1.4 | 1.3 | 0.7 |
| Net income | \$ 249.8 | \$ 237.2 | \$ 209.4 | \$ 187.9 | \$ 164.3 |
| Basic net income per common share | \$ 2.69 | \$ 2.48 | \$ 2.16 | \$ 1.88 | \$ 1.64 |
| Diluted net income per common share | \$ 2.65 | \$ 2.44 | \$ 2.12 | \$ 1.84 | \$ 1.61 |
| Weighted-average shares outstanding: | | | | | |
| Basic | 92.8 | 95.8 | 96.8 | 100.0 | 100.2 |
| Diluted | 94.2 | 97.2 | 98.7 | 102.1 | 102.0 |
| Financial Position: | | | | | |
| Total assets | \$ 2,400.6 | \$ 2,187.4 | \$ 2,036.4 | \$ 1,836.1 | \$ 1,603.1 |
| Working capital | \$ 335.1 | \$ 341.2 | \$ 371.1 | \$ 387.7 | \$ 340.4 |
| Long-term notes payable and capital lease obligations | \$ 684.4 | \$ 576.5 | \$ 415.0 | \$ 292.0 | \$ 240.0 |
| Dividends per share of common stock | \$ 0.43 | \$ 0.40 | \$ — | \$ — | \$ — |
| Stockholders' equity | \$ 1,244.9 | \$ 1,179.6 | \$ 1,149.9 | \$ 1,160.4 | \$ 994.1 |
| Other Data: | | | | | |
| Depreciation | \$ 93.3 | \$ 76.4 | \$ 71.2 | \$ 59.3 | \$ 57.2 |
| Accrual basis capital expenditures | \$ 320.2 | \$ 289.0 | \$ 270.2 | \$ 206.5 | \$ 241.3 |
| Shares outstanding at year-end, less treasury stock | 91.4 | 93.5 | 95.5 | 98.9 | 99.9 |

General Development of Business

Hexcel Corporation, founded in 1946, was incorporated in California in 1948, and reincorporated in Delaware in 1983. Hexcel Corporation and its subsidiaries (herein referred to as “Hexcel”, “the Company”, “we”, “us”, or “our”), is a leading advanced composites company. We develop, manufacture, and market lightweight, high-performance structural materials, including carbon fibers, specialty reinforcements, prepregs and other fiber-reinforced matrix materials, honeycomb, adhesives, engineered honeycomb and composite structures, for use in Commercial Aerospace, Space & Defense and Industrial markets. Our products are used in a wide variety of end applications, such as commercial and military aircraft, space launch vehicles and satellites, wind turbine blades, automotive, recreational products and other industrial applications.

We serve international markets through manufacturing facilities, sales offices and representatives located in the Americas, Asia Pacific, Europe, Russia and Africa.

We are also a partner in a joint venture in Malaysia, which manufactures composite structures for Commercial Aerospace applications.

On January 5, 2016, we acquired the remaining 50% interest in Formax, which specializes in lightweight multi-axial fabrics. In 2016, we also made \$30 million of investments including acquiring an interest in Oxford Performance Materials (“OPM”) for \$15.0 million. OPM produces thermoplastic, carbon fiber reinforced 3D printed parts primarily for Commercial Aerospace and Space and Defense applications. We also issued an 8% convertible secured promissory note to Luminati Aerospace LLC (“Luminati”), in the amount of \$10 million. Luminati is an aerospace technology company focusing on

research, development, testing, and manufacturing of next generation solar-electric unmanned aerial vehicles, or UAVs. Lastly, we invested \$5 million in Carbon Conversions Incorporated (“CCI”). CCI is a leader in carbon fiber recycling and repurposing.

Narrative Description of Business and Segments

We are a manufacturer of products within a single industry: Advanced Composites. Hexcel has two reportable segments: Composite Materials and Engineered Products. The Composite Materials segment is comprised of our carbon fiber, specialty reinforcements, resins, prepregs and other fiber-reinforced matrix materials, and honeycomb core product lines. The Engineered Products segment is comprised of lightweight high strength composite structures, molded components, engineered core and honeycomb products with added functionality.

The following summaries describe the ongoing activities related to the Composite Materials and Engineered Products segments as of December 31, 2016.

Composite Materials

The Composite Materials segment manufactures and markets carbon fibers, fabrics and specialty reinforcements, prepregs and other fiber-reinforced matrix materials, structural adhesives, honeycomb, molding compounds, tooling materials, polyurethane systems and laminates that are incorporated into many applications, including military and commercial aircraft, wind turbine blades, recreational products, transport (cars, boats, trains) and other industrial applications.

The following table identifies the principal products and examples of the primary end-uses from the Composite Materials segment:

| SEGMENT | PRODUCTS | PRIMARY END-USES |
|---------------------|--|---|
| Composite Materials | Carbon Fibers | <ul style="list-style-type: none"> Raw materials for prepregs, fabrics and specialty reinforcements Filament winding for various aerospace, defense and industrial applications |
| | Fabrics, Multi-axials and Specialty Reinforcements | <ul style="list-style-type: none"> Raw materials for prepregs and honeycomb Composites and components used in aerospace, defense, wind energy, automotive, recreation, marine and other industrial applications |
| | Prepregs, Other Fiber-Reinforced Matrix Materials and Resins | <ul style="list-style-type: none"> Composite structures Commercial and military aircraft components Satellites and launchers Aero-engines Wind turbine and helicopter blades Cars, boats and trains Skis, snowboards, bicycles and hockey sticks |
| | Structural Adhesives | <ul style="list-style-type: none"> Bonding of metals, honeycomb and composite materials |
| | Honeycomb | <ul style="list-style-type: none"> Composite structures and interiors Impact and shock absorption systems Helicopter blades |

Carbon Fibers: HexTow® carbon fibers are manufactured for sale to third-party customers as well as for our own use in manufacturing certain reinforcements and composite materials. Carbon fibers are also woven into carbon fabrics, used as reinforcement in conjunction with a resin matrix to produce pre-impregnated composite materials (referred to as “prepregs”). Carbon fiber is also used in filament winding to produce finished composite components. Key product applications include structural components for commercial and military aircraft, space launch vehicles, and certain other applications such as recreational and industrial equipment.

Fabrics, Multiaxials and Specialty Reinforcements: HexForce® fabrics, multiaxials and specialty reinforcements are made from a variety of fibers, including carbon, glass, aramid and other high strength polymers, quartz, ceramic and other specialty fibers. These reinforcements are used in the production of prepregs and other matrix materials for third-party customers as well as for our own use. They are also used in the manufacture of a variety of industrial and recreational products such as wind energy blades, automotive components, oil exploration and production equipment, boats, surfboards, skis and other sporting goods equipment.

Prepregs: HexPly® prepregs are manufactured for sale to third-party customers and for internal use by our Engineered Products segment in manufacturing composite laminates and monolithic structures. Prepregs are used in primary and secondary structural aerospace applications such as wing components, horizontal and vertical stabilizer components, fairings, radomes and engine fan blades and cases, engine nacelles as well as overhead storage bins and other interior components. They are also used in many of the industrial and recreational products noted above. Prepregs are manufactured by combining high-performance reinforcement fabrics or unidirectional fibers with a resin matrix to form a composite material that, when cured, has exceptional structural properties not present in either of the constituent materials. Prepregs are applied via hand layup, automatic tape layup and advanced fiber placement to produce finished composite components. Prepreg reinforcements include glass, carbon, aramid, quartz, ceramic and other specialty fibers. Resin matrices include bismaleimide, cyanate ester, epoxy, phenolic, polyimide and other specialty resins.

Other Fiber-Reinforced Matrix Materials: Fiber reinforced matrix developments include HexMC®, a form of quasi-isotropic carbon fiber prepreg that enables small to medium sized, complex-shaped, composite components to be mass produced. HexTool® is a specialized form of HexMC® for use in the cost-effective construction of high temperature resistant composite tooling. HexFIT® film infusion material is a product that combines resin films and dry fiber reinforcements to save lay-up time in production and enables the manufacture of large contoured composite structures, such as wind turbine blades.

Resins: HexFlow® polymer matrix materials are sold in liquid and film form for use in direct process manufacturing of composite parts. Resins can be combined with fiber reinforcements in manufacturing processes such as resin transfer molding (“RTM”), resin film infusion (“RFI”) or vacuum assisted resin transfer molding (“VARTM”) to produce high quality composite components for both aerospace and industrial applications, without the need for customer investment in autoclaves.

Structural Adhesives: We manufacture and market a comprehensive range of Redux® film and paste adhesives. These structural adhesives, which bond metal to metal and composites and honeycomb structures, are used in the aerospace industry and for many industrial applications.

Honeycomb: HexWeb® honeycomb is a lightweight, cellular structure generally composed of a sheet of nested hexagonal cells. It can also be manufactured in over-expanded and asymmetric cell configurations to meet special design requirements such as contours or complex curvatures. Honeycomb is primarily used as a lightweight core material and acts as a highly efficient energy absorber. When sandwiched between composite or metallic facing skins, honeycomb significantly increases the stiffness of the structure, while adding very little weight.

We produce honeycomb from a number of metallic and non-metallic materials. Most metallic honeycomb is made from aluminum and is available in a selection of alloys, cell sizes and dimensions. Non-metallic materials used in the manufacture of honeycomb include fiberglass, carbon fiber, thermoplastics, non-flammable aramid papers, aramid fiber and other specialty materials.

We sell honeycomb as standard blocks and in slices cut from a block. Honeycomb is also used in Acousti-Cap® where a non-metallic, permeable cap material is embedded into honeycomb core that is used in aircraft engine nacelles to dramatically reduce noise during takeoff and landing without adding a structural weight penalty. Aerospace is the largest market for honeycomb products. In addition, we produce honeycomb for our Engineered Products segment for use in manufacturing finished parts for airframe Original Equipment Manufacturers (“OEMs”).

In September 2014, the Company announced it would expand its carbon fiber capacity through the addition of new precursor and carbon fiber lines in Roussillon, France. Construction will be completed by the end of 2017 and qualifications will be completed in 2018.

Net sales for the Composite Materials segment to third-party customers were \$1,610 million in 2016, \$1,459 million in 2015 and \$1,421 million in 2014, which represented about 78% to 80%, of our net sales each year. Net sales for composite materials are highly dependent upon the number of large commercial aircraft produced as further discussed under the captions “Significant Customers”, “Markets” and “Management’s Discussion and Analysis of Financial Condition and Results of Operations”. In addition, about 5% of our total production of composite materials in 2016 was used internally by the Engineered Products segment.

Engineered Products

The Engineered Products segment manufactures and markets composite structures and precision machined honeycomb parts primarily for use in the aerospace industry. Composite structures are manufactured from a variety of composite and other materials, including prepregs, honeycomb, structural adhesives and advanced molding materials, using such manufacturing processes as autoclave processing, multi-axis numerically controlled machining, heat forming, compression molding and other composite manufacturing techniques.

The following table identifies the principal products and examples of the primary end-uses from the Engineered Products segment:

| SEGMENT | PRODUCTS | PRIMARY END-USES |
|----------------------------|-------------------------------|---|
| Engineered Products | Composite Structures | <ul style="list-style-type: none"> Aircraft structures and finished aircraft components, including wing to body fairings, wing panels, flight deck panels, door liners, helicopter blades, spars and tip caps |
| | Engineered Honeycomb | <ul style="list-style-type: none"> Aircraft structural sub-components and semi-finished components used in helicopter blades, engine nacelles, and aircraft surfaces (flaps, wings, elevators and fairings) |
| | HexMC® molded composite parts | <ul style="list-style-type: none"> Complex geometric parts for commercial aircraft to replace traditionally metal parts including window frames, primary structure brackets and fittings as well as for certain industrial applications |
| | HexTool® Tooling | <ul style="list-style-type: none"> Mold tools made from carbon fiber and high temperature resistant BMI or epoxy resin. Used in the manufacture of composite aircraft structures, providing a lower weight, easier to handle alternative to traditional metal tooling. |

Net sales for the Engineered Products segment to third-party customers were \$394 million in 2016, \$403 million in 2015, and \$435 million in 2014, which represented about 19% to 22% of our net sales each year.

The Engineered Products segment has a 50% ownership interest in a Malaysian joint venture, Aerospace Composites Malaysia Sdn. Bhd. ("ACM") with Boeing Worldwide Operations Limited. Under the terms of the joint venture agreement, Hexcel and The Boeing Company ("Boeing") have transferred the manufacture of certain semi-finished composite components to this joint venture. Hexcel purchases the semi-finished composite components from the joint venture, and inspects and performs additional skilled assembly work before delivering them to Boeing. The joint venture also manufactures composite components for other aircraft component manufacturers. ACM had revenue of \$58 million in 2016, and \$69 million and \$64 million in 2015 and 2014, respectively.

In January 2016, the Company announced it would expand its global engineered honeycomb capacity by building a manufacturing plant in Casablanca, Morocco. The facility should be operational in the second half of 2017.

Financial Information About Segments and Geographic Areas

Financial information and further discussion of our segments and geographic areas, including external sales and long-lived assets, are contained under the caption "Management's Discussion and Analysis of Financial Condition and Results of Operations" and in Note 16 to the accompanying consolidated financial statements of this Annual Report.

SIGNIFICANT CUSTOMERS

Approximately 41%, 35% and 31% of our 2016, 2015 and 2014 net sales, respectively, were to Airbus and its subcontractors. Of the 41% of overall sales to Airbus and its subcontractors in 2016, 37% related to Commercial Aerospace market applications and 4% related to Space & Defense market applications. Approximately 28%, 31% and 32% of our 2016, 2015 and 2014 net sales, respectively, were to Boeing and related subcontractors. Of the 28% of overall sales to Boeing and its subcontractors in 2016, 26% related to Commercial Aerospace market applications and 2% related to Space & Defense market applications.

MARKETS

Our products are sold for a broad range of end-uses. The following tables summarize our net sales to third-party customers by market and by geography for each of the three years ended December 31:

| | 2016 | 2015 | 2014 |
|----------------------------|-------------|------|------|
| Net Sales by Market | | | |
| Commercial Aerospace | 71% | 69% | 66% |
| Space & Defense | 16 | 18 | 20 |
| Industrial | 13 | 13 | 14 |
| Total | 100% | 100% | 100% |

Net Sales by Geography (a)

| | 2016 | 2015 | 2014 |
|------------------|-------------|------|------|
| United States | 48% | 51% | 50% |
| Europe and China | 52 | 49 | 50 |
| Total | 100% | 100% | 100% |

(a) Net sales by geography based on the location in which the product sold was manufactured.

| | 2016 | 2015 | 2014 |
|--|-------------|------|------|
| Net Sales to External Customers (b) | | | |
| United States | 42% | 46 % | 45% |
| Europe | 41 | 37 | 39 |
| All Others | 17 | 17 | 16 |
| Total | 100% | 100% | 100% |

(b) Net sales to external customers based on the location to which the product sold was delivered.

Commercial Aerospace

The Commercial Aerospace industry is our largest user of advanced composites. Commercial Aerospace represented 71% of our 2016 net sales. Approximately 89% of these revenues can be identified as sales to Airbus, Boeing and their subcontractors for the production of commercial aircraft. The remaining 11% of these revenues were for regional and business aircraft. The economic benefits airlines can obtain from weight savings in both fuel economy and aircraft range, combined with the design

enhancement that comes from the advantages of advanced composites over traditional materials, have caused the industry to be the leader in the use of these materials. While military aircraft and spacecraft have championed the development of these materials, Commercial Aerospace has had the greater production volumes and has commercialized the use of these products. Accordingly, the demand for advanced structural material products is closely correlated to the demand for new commercial aircraft.

The use of advanced composites in Commercial Aerospace is primarily in the manufacture of new commercial aircraft. The aftermarket for these products is very small as many of these materials are designed to last for the life of the aircraft. The demand for new commercial aircraft is driven by two principal factors, the first of which is airline passenger traffic (the number of revenue passenger miles flown by the airlines) which affects the required size of airline fleets. The International Air Transport Association (IATA) estimates 2016 revenue passenger miles were 6.3% higher than 2015. Growth in passenger traffic requires growth in the size of the fleet of commercial aircraft operated by airlines worldwide.

A second factor, which is less sensitive to the general economy, is the replacement rates for existing aircraft. The rates of retirement of passenger and freight aircraft, resulting mainly from obsolescence, are determined in part by the regulatory requirements established by various civil aviation authorities worldwide as well as public concern regarding aircraft age, safety and noise. These rates may also be affected by the desire of the various airlines to improve operating costs with higher payloads and more fuel-efficient aircraft (which in turn is influenced by the price of fuel) and by reducing maintenance expense. In addition, there is expected to be increasing pressure on airlines to replace their aging fleet with more fuel efficient and quieter aircraft to be more environmentally responsible. When aircraft are retired from commercial airline fleets, they may be converted to cargo freight aircraft or scrapped.

An additional factor that may cause airlines to defer or cancel orders is their ability to obtain financing, including leasing, for new aircraft orders. This will be dependent both upon the financial health of the airline operators, as well as the overall availability of financing in the marketplace.

Each new generation of commercial aircraft has used increasing quantities of advanced composites, replacing metals. This follows the trend previously seen in military fighter aircraft where advanced composites may now exceed 50% of the weight of the airframe. Early versions of commercial jet aircraft, such as the Boeing 707,

which was developed in the early 1950's, contained almost no composite materials. One of the first commercial aircraft to use a meaningful amount of composite materials, the Boeing 767 entered into service in 1983, and was built with an airframe containing approximately 6% composite materials. The airframe of Boeing's 777 aircraft, which entered service in 1995, is approximately 11% composite. The Airbus A380, which was first delivered in 2007, has approximately 23% composite content by weight. Boeing's B787, which entered into service in 2011, has a content of more than 50% composite materials by weight. The Airbus A350 XWB ("A350") which has a composite content of 53% by weight was first delivered in December 2014. In 2011, both Airbus and Boeing announced new versions of their narrow body aircraft which will have new engines. Airbus's A320neo had its first customer delivery in January 2016, with 68 planes delivered in 2016 and 4,876 orders in backlog at December 31, 2016. Boeing's B737 MAX had its first flight on January 29, 2016 and is expected to enter service in 2017. In 2014, Airbus announced a new version of its A330, the A330neo, which will have new engines, and Boeing announced the B777X, a new version of the B777 with composite wings and new engines. It is expected that these new aircraft will offer more opportunities for composite materials than their predecessors, as the Commercial Aerospace industry continues to utilize a greater proportion of advanced composite materials with each new generation of aircraft. We refer to this steady expansion of the use of composites in aircraft as the "secular penetration of composites" as it increases our average sales per airplane over time.

The impact on Hexcel of Airbus and Boeing's production rate changes is typically influenced by two factors: the mix of aircraft produced and the inventory supply chain effects of increases or reductions in aircraft production. We have products on all Airbus and Boeing planes. The dollar value of our materials varies by aircraft type — twin aisle aircraft use more of our materials than narrow body aircraft and newer designed aircraft use more of our materials than older generations. On average, for established programs, we deliver products into the supply chain about six months prior to aircraft delivery, with a range between one and eighteen months depending on the product. For aircraft that are in the development or ramp-up stage, such as the B737 MAX, A330neo and the B777X, we will have sales as much as several years in advance of the delivery. Increased aircraft deliveries combined with the secular penetration of composites resulted in our Commercial Aerospace revenues increasing, year over year, by approximately 11.1% (11.3% in constant currency) in 2016 and 6% in 2015 and 12% in 2014.

Set forth below are historical aircraft deliveries as announced by Airbus and Boeing:

| | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 |
|--------|------|------|------|------|------|------|------|------|------|-------|-------|-------|-------|-------|-------|
| Airbus | 303 | 305 | 320 | 378 | 434 | 453 | 483 | 498 | 510 | 534 | 588 | 626 | 629 | 635 | 688 |
| Boeing | 381 | 281 | 285 | 290 | 398 | 441 | 375 | 481 | 462 | 477 | 601 | 648 | 723 | 762 | 748 |
| Total | 684 | 586 | 605 | 668 | 832 | 894 | 858 | 979 | 972 | 1,011 | 1,189 | 1,274 | 1,352 | 1,397 | 1,436 |

Approximately 89% of our Commercial Aerospace revenues can be identified as sales to Airbus, Boeing and their subcontractors for the production of commercial aircraft. Airbus and Boeing combined deliveries in 2016 were 1,436 aircraft, surpassing the previous high of 1,397 in 2015. Based on Airbus and Boeing public estimates, the combined deliveries in 2017 are expected to be just above 2016 levels. In 2016, the combined net orders reported by Airbus and Boeing were for 1,399 planes, bringing their backlog at December 31, 2016 to 12,589 planes or about nine years based on 2016 deliveries. The balance of our Commercial Aerospace sales is related to regional and business aircraft manufacture, and other commercial aircraft applications. These applications also exhibit increasing utilization of composite materials with each new generation of aircraft.

Space & Defense

The Space & Defense market has historically been an innovator in the use of, and source of significant demand for, advanced composites. The aggregate demand by Space & Defense customers is primarily a function of procurement of military aircraft that utilize advanced composites by the United States and certain European governments, including both commercial and military helicopters. We are currently qualified to supply materials to a broad range of helicopter, military aircraft and space programs, including the V-22 (Osprey) tilt rotor aircraft, A400M military transport, F-35 (joint strike fighter or JSF), and Blackhawk. No one program accounts for more than 12% of our revenues in this market. The sales that we obtain from these programs will depend upon which are funded and the extent of such funding. Space applications for advanced composites include solid rocket booster cases, fairings and payload doors for launch vehicles, and satellite buss and solar arrays for military and commercial satellites.

Another trend providing positive growth for Hexcel is the further penetration of composites in helicopter blades. Numerous new helicopter programs in development, as well as upgrade or retrofit programs, have an increased reliance on Composite Materials products such as carbon fiber, prepregs, and honeycomb core to improve blade performance. In addition, our Engineered Products segment provides specialty value added services such as machining, sub-assembly, and even full blade manufacturing.

Contracts for military and some commercial programs may contain provisions applicable to both U.S. Government contracts and subcontracts. For example, a prime contractor may flow down a "termination for convenience" clause to materials suppliers such as Hexcel. According to the terms of a contract, we may be subject to U.S. government Federal Acquisition Regulations, the Department of Defense Federal Acquisition Regulations Supplement, and associated procurement regulations.

Industrial

The revenue for this market includes wind turbine blades, automotive, a wide variety of recreational products and other industrial applications. A number of these applications represent emerging opportunities for our products. In developing new applications, we seek those opportunities where advanced composites technology offers significant benefits to the end user, often applications that demand high engineering performance. Within the Industrial markets, wind energy comprises over 50% of the sales and our primary customer is Vestas Wind Systems A/S. The Industrial markets also include sales to major end user sub-markets, in order of size based on our 2016 sales: general industrial applications (including those sold through distributors), transportation (e.g., automobiles, mass transit and high-speed rail, and marine applications) and recreational equipment (e.g., skis and snowboards, bicycles and hockey sticks). Our participation in Industrial applications complements our commercial and military aerospace businesses, and in many instances, technology or products now used in aerospace were started in Industrial. We are committed to pursuing the utilization of advanced structural material technology where it can generate significant value and we can maintain a sustainable competitive advantage.

Further discussion of our markets, including certain risks, uncertainties and other factors with respect to "forward-looking statements" about those markets, is contained under the captions "Management's Discussion and Analysis of Financial Condition and Results of Operations" and "Risk Factors" (The Risk Factors are set forth in Hexcel's Annual Report on Form 10-K).

EMPLOYEES

As of December 31, 2016, we employed 6,155 full-time employees and contract workers, 3,346 in the United States and 2,809 in other countries. Of the 6,155 full-time employees, approximately 17% were represented by collective bargaining agreements. We believe that our relations with employees and unions are good. The number of full-time employees and contract workers as of December 31, 2015 and 2014 was 5,897 and 5,663, respectively.

Management's Discussion and Analysis of Financial Condition and Results of Operations

BUSINESS OVERVIEW

| (In millions, except per share data) | Year Ended December 31, | | |
|---|-------------------------|------------|------------|
| | 2016 | 2015 | 2014 |
| Net sales | \$ 2,004.3 | \$ 1,861.2 | \$ 1,855.5 |
| Gross margin % | 28.2% | 28.6% | 27.4% |
| Other expense, net | \$ — | \$ — | \$ 6.0 |
| Operating income | \$ 360.1 | \$ 332.4 | \$ 305.8 |
| Operating income % | 18.0% | 17.9% | 16.5% |
| Interest expense, net | \$ 22.1 | \$ 14.2 | \$ 8.0 |
| Non-operating expense | \$ 0.4 | \$ — | \$ 0.5 |
| Provision for income taxes | \$ 90.3 | \$ 83.0 | \$ 89.3 |
| Equity in earnings from investments in affiliated companies | \$ 2.5 | \$ 2.0 | \$ 1.4 |
| Net income | \$ 249.8 | \$ 237.2 | \$ 209.4 |
| Diluted net income per common share | \$ 2.65 | \$ 2.44 | \$ 2.12 |

Reconciliations to adjusted operating income, adjusted net income, adjusted diluted net income per share and free cash flow are provided below:

| (In millions) | Year Ended December 31, | | |
|--|-------------------------|----------|----------|
| | 2016 | 2015 | 2014 |
| GAAP operating income | \$ 360.1 | \$ 332.4 | \$ 305.8 |
| Other expense, net (1) | — | — | 6.0 |
| Adjusted operating income (Non-GAAP) | \$ 360.1 | \$ 332.4 | \$ 311.8 |
| Adjusted operating income % of sales (Non-GAAP) | 18.0% | 17.9% | 16.8% |

| (In millions) | Year Ended December 31, | | |
|---|-------------------------|----------|----------|
| | 2016 | 2015 | 2014 |
| GAAP net income | \$ 249.8 | \$ 237.2 | \$ 209.4 |
| Other expense, net of tax (1) | — | — | 3.9 |
| Non-operating expense, net of tax (2) | 0.3 | — | 0.3 |
| Discrete tax benefits (3) | (6.6) | (11.6) | — |
| Adjusted net income (Non-GAAP) | \$ 243.5 | \$ 225.6 | \$ 213.6 |
| Adjusted diluted net income per share (Non-GAAP) | \$ 2.58 | \$ 2.32 | \$ 2.16 |

| (In millions) | Year Ended December 31, | | |
|--|-------------------------|----------|----------|
| | 2016 | 2015 | 2014 |
| Net cash provided by operating activities | \$ 401.4 | \$ 301.0 | \$ 318.0 |
| Less: Capital expenditures | (327.9) | (305.3) | (260.1) |
| Free cash flow (Non-GAAP) | \$ 73.5 | \$ (4.3) | \$ 57.9 |

(1) Other expense, net for the year ended December 31, 2014 included expense of \$6.0 million (\$3.9 million after tax) for the increase in environmental reserves primarily for remediation of a former manufacturing facility.

(2) Non-operating expense, net of tax, in 2016 and 2014 was primarily for the accelerated amortization of deferred financing costs related to repaying the term loan and refinancing our revolving credit facility in June 2016 and September 2014.

(3) The year ended December 31, 2016 and 2015 included benefits of \$6.6 million and \$11.6 million, respectively, primarily related to the release of reserves for uncertain tax positions.

The Company uses non-GAAP financial measures, including sales and expenses measured in constant dollars (prior year sales and expenses measured at current year exchange rates); operating income adjusted for items included in other expense, net; net income and earnings per share adjusted for items included in non-operating expenses; the effective tax rate adjusted for certain out of period items; and free cash flow. Management believes these non-GAAP measurements are meaningful to investors because they provide a view of Hexcel with respect to ongoing operating results and comparisons to prior periods. These adjustments represent significant charges or credits that are important to an understanding of Hexcel's overall operating results in the periods presented. Such non-GAAP measurements are not determined in accordance with generally accepted accounting principles and should not be viewed as an alternative to GAAP measures of performance.

BUSINESS TRENDS

The Company had another record year, with total sales in 2016 reaching \$2.0 billion, a 7.9% increase in constant currency as compared to 2015. In constant currency and by market, our Commercial Aerospace sales increased 11.3%, Space & Defense sales were down 4.6% and our Industrial sales were up 7.4% from 2015. The Commercial Aerospace market represents 71% of our sales, followed by Space & Defense at 16% and Industrial at 13%.

- In 2016, our Commercial Aerospace sales increased by 11.3% on a constant currency basis. Sales to Airbus and Boeing and their subcontractors, which comprised 89% of our Commercial Aerospace sales, were up more than 11% with new program sales (A350, B787, A320neo and B737 MAX) increasing more than 40% with the A350 and A320neo shipments leading the growth. Sales for the Airbus and Boeing legacy aircraft declined 8% driven by declines in legacy wide-body production. Almost all of our Commercial Aerospace sales are for new aircraft production as we have only nominal aftermarket sales.
- Airbus and Boeing combined deliveries in 2016 were a record 1,436 aircraft, compared to the previous record of 1,397 aircraft in 2015. The demand for new commercial aircraft is principally driven by two factors. The first is airline passenger traffic (measured by revenue passenger miles) and the second is the replacement rate for existing aircraft. The International Air Transport Association (IATA) estimates 2016 revenue passenger miles were 6.3% higher than 2015. Combined orders for Airbus and Boeing in 2016 were 1,399 planes, compared to 1,804 orders for 2015. Backlog at the end of 2016 increased to a record 12,589 planes, or nearly nine years of backlog at the 2016 delivery pace. Based on Airbus and Boeing announced projections, 2017 deliveries are estimated to be just above 2016.
- Overall the Commercial Aerospace industry continues to utilize a greater proportion of advanced composite materials with each new generation of aircraft. These new programs include the A350, B787, A320neo and B737 MAX. Hexcel has been awarded a contract to supply carbon fiber composite materials for the major primary structures for the A350 and has total content of about \$5 million per plane. The A350 has about 53% composite content by weight. As of December 31, 2016, Airbus has 754 orders in backlog for the A350, which had its first customer delivery in December 2014. The B787 has more than 50% composite content by weight, including composite wings and fuselage, compared to the 11% composite content used in the construction of its B777 aircraft and 6% for the B767 the aircraft it is primarily replacing. The B787 entered into service in 2011 and Hexcel averages about \$1.4 million of content per plane. As of December 31, 2016, Boeing had a backlog of 700 orders for its B787 aircraft and has delivered 500 planes. Both Airbus and Boeing have announced new versions of their narrowbody planes that will have new engines. Airbus's A320neo had its first customer delivery in January 2016, with 68 planes delivered in 2016 and 4,876 orders in backlog at December 31, 2016. Hexcel's content on the A320neo is approximately \$450,000 per plane or about 50% higher than the prior derivative of the

A320. Boeing's B737 MAX had its first flight on January 29, 2016 and is expected to enter service in 2017. Hexcel's content on the B737 MAX is approximately \$400,000 per aircraft or about 33% higher than the B737. In 2014, Airbus announced a new version of its A330, the A330neo, which will have new engines, and Boeing announced the B777X, a new version of the B777 with composite wings and new engines. Our content on the A330neo is estimated at \$1.05 million as compared to \$900,000 for the A330. Our content on the B777X is expected to be higher than the \$1 million per shipset for the B777. Our sales on these new programs represent an increasing percent of our Commercial Aerospace sales.

- The regional and business aircraft market sales, which account for 11% of Commercial Aerospace sales, were down 3.7% compared to 2015 of which currency made up about 2% of the decline.
- Our Space & Defense constant currency sales were down about 4.6%, the same in constant currency, from 2015. The decline in 2016 comes from lower rotorcraft sales. Rotorcraft, with about 85% coming from military programs, account for just more than 50% of our Space & Defense sales. New or retrofit rotorcraft programs have an increased reliance on composite materials. In addition, our Engineered Products segment provides specialty value added services such as machining, sub-assembly, and even full blade manufacturing. We are on a wide range of helicopter, military aircraft and space programs, including the V-22 (Osprey) tilt rotor aircraft, A400M military transport, F-35 (joint strike fighter or JSF), and Blackhawk. No one program accounts for more than 12% of our revenues in this market.
- Our Industrial sales were up 6.4% (7.4% in constant currency). Industrial sales include wind energy, recreation, transportation and general industrial applications, with wind energy accounting for more than half of the total Industrial sales. About 70% of our Industrial sales are outside of the U.S. The wind energy submarket sales were in line as compared to 2015. The rest of Industrial sales were up about 20%, in constant currency, as the benefit from the Formax acquisition was partially offset by weakness in recreation and other industrial submarkets.

RESULTS OF OPERATIONS

We have two reportable segments: Composite Materials and Engineered Products. Although these segments provide customers with different products and services, they often overlap within three end business markets: Commercial Aerospace, Space & Defense and Industrial. Therefore, we also find it meaningful to evaluate the sales of our segments through the three end business markets. Further discussion and additional financial information about our segments may be found in Note 16 to the accompanying consolidated financial statements of this Annual Report.

Net Sales: Consolidated net sales of \$2,004.3 million for 2016 were \$143.1 million, or 7.7%, higher than the \$1,861.2 million of net sales for 2015. Consolidated net sales in 2015 increased 0.3% from the \$1,855.5 million of sales in 2014. The sales increase in both 2016 and 2015 reflect increased volume in Commercial Aerospace driven by new aircraft programs and increased build rates. The increase in 2016 sales was led by the ramp up of the A350 and the A320neo. Had the same U.S. dollar, British Pound sterling and Euro exchange rates applied in 2015 as in 2016 ("constant currency"), consolidated net sales for 2016 would have been 7.9% higher than 2015. In constant currency, consolidated net sales for 2015 would have been 3.6%, higher than 2014 net sales.

Composite Materials: Net sales of \$1,610.0 million for 2016 increased \$151.3 million from the \$1,458.7 million for 2015 driven by an increase in Commercial Aerospace sales as a result of new programs, primarily the A350 and the A320neo. Space & Defense were 3.1% lower than 2015 and Industrial sales increased 8.0%. The increase in Industrial sales was driven by the Formax acquisition partially offset by weakness in recreation and other industrial submarkets. In 2015, net sales of \$1,458.7 million increased \$37.8 million from the \$1,420.9 million for 2014 driven by an increase in Commercial Aerospace sales. Space & Defense sales remained at essentially the same level as 2014 and Industrial sales decreased 10.4%. The decrease in Industrial sales was driven by unfavorable foreign exchange, as on a constant currency basis sales were relatively flat with 2014.

Engineered Products: Net sales of \$394.3 million for 2016 decreased \$8.2 million from the \$402.5 million for 2015 driven by a more than 10% decrease in Space & Defense sales. The decline in Space & Defense sales in 2016 was driven by lower commercial rotorcraft sales. Net sales of \$402.5 million for 2015 decreased \$32.1 million from the \$434.6 million for 2014 driven by a 30% decrease in Space & Defense sales. The decline in Space & Defense sales in 2015 was across all regions and reflects the C-17 program coming to an end combined with a 25% decline in commercial rotorcraft. There are not significant sales to the Industrial market from this segment.

The following table summarizes net sales to third-party customers by segment and end market in 2016, 2015 and 2014:

| (In millions) | Commercial Aerospace | Space & Defense | Industrial | Total |
|-----------------------|-------------------------|--------------------|------------|------------|
| 2016 Net Sales | | | | |
| Composite Materials | \$ 1,110.5 | \$ 256.4 | \$ 253.1 | \$ 1,610.0 |
| Engineered Products | 328.8 | 65.3 | 0.2 | 394.3 |
| Total | \$ 1,429.3 | \$ 321.7 | \$ 253.3 | \$ 2,004.3 |
| | 71% | 16% | 13% | 100% |
| 2015 Net Sales | | | | |
| Composite Materials | \$ 959.7 | \$ 264.6 | \$ 234.4 | \$ 1,458.7 |
| Engineered Products | 326.2 | 72.7 | 3.6 | 402.5 |
| Total | \$ 1,285.9 | \$ 337.3 | \$ 238.0 | \$ 1,861.2 |
| | 69% | 18% | 13% | 100% |
| 2014 Net Sales | | | | |
| Composite Materials | \$ 887.6 | \$ 271.6 | \$ 261.7 | \$ 1,420.9 |
| Engineered Products | 327.7 | 104.2 | 2.7 | 434.6 |
| Total | \$ 1,215.3 | \$ 375.8 | \$ 264.4 | \$ 1,855.5 |
| | 66% | 20% | 14% | 100% |

Commercial Aerospace: Net sales to the Commercial Aerospace market increased \$143.4 million or 11.1% to \$1,429.3 million for 2016 as compared to net sales of \$1,285.9 million for 2015; 2015 net sales increased by \$70.6 million as compared to net sales of \$1,215.3 million for 2014. In constant currency, net sales to the Commercial Aerospace market increased \$145.3 million or 11.3% in 2016 and increased \$90.7 million or 7.6% in 2015 compared to 2014.

Sales for Airbus and Boeing programs, in 2016, were up 11% with new program sales (A350, B787, A320neo and B737 MAX) increasing more than 40% and legacy aircraft related sales decreasing 8%, driven by declines in legacy wide-body production and the transition from legacy narrowbodies to new programs (A320neo and B737 MAX). Sales for the regional and business aircraft market were down slightly for the full year as compared to 2015.

In 2015, sales for Airbus and Boeing programs increased 6% with new program sales (A350, B787, A320neo and B737 MAX) increasing about 40% and legacy aircraft related sales decreasing 5%, driven by declines in legacy wide-body production. Sales for the regional and business aircraft market were down 9.7% as compared to 2014 but were about the same on a constant currency basis.

Space & Defense: Net sales of \$321.7 million were \$15.6 million lower than 2015; net sales of \$337.3 million in 2015 decreased \$38.5 million from 2014. The decline in 2016 sales was driven by lower commercial rotorcraft sales. In 2015, constant currency sales were down about 7% from 2014. The decline in 2015 was across all regions and included the end of the C17 program and a 25% decline in commercial rotorcraft, the planned decline in Eurofighter buildrates, lumpiness from new helicopter programs such as the CH53K, and unanticipated softness in several mature rotorcraft programs. For all of Space & Defense sales, our top 10 programs accounted for about 56% of total Space & Defense sales and in aggregate were slightly higher for the full year of 2015 than for the comparable 2014 period. In 2016, rotorcraft accounted for just above 50% of Space & Defense sales, with about 85% coming from military sales. Hexcel participates in a wide range of programs, in the U.S., Europe and Asia, including rotorcraft, transport, fixed wing and satellite programs.

Industrial: Net sales of \$253.3 million for 2016 increased by \$15.3 million, or 6%, compared to 2015; net sales of \$238.0 in 2015 decreased by \$26.4 million or 10% from 2014. Our Industrial constant currency sales were about the same in 2015 as in 2014. Industrial sales include wind energy, recreation, transportation and general industrial applications, with wind energy accounting for more than half of the total Industrial sales. About 70% of our Industrial sales are outside of the U.S. The wind energy submarket sales were stable for all three years. In 2016, the rest of Industrial sales were up about 20% in constant currency as the benefit from the Formax acquisition was partially offset by weakness in recreation and other industrial submarkets. The rest of Industrial sales were down about 2% in constant currency in 2015.

Gross Margin: Gross margin for 2016 was \$564.6 million or 28.2% of net sales as compared to \$532.0 million or 28.6% of net sales in 2015. Exchange rates had a nominal impact on 2016 gross margin percentages and in 2015 exchange rates contributed just under half of the percentage increase. Higher volume and continued improvements in operating performance also contributed to margin growth in 2015. Gross margin for 2014 was \$508.8 million, or 27.4% of net sales.

Selling, General and Administrative ("SG&A") Expenses: SG&A expenses were \$157.6 million or 7.9% of net sales for 2016, \$156.1 million or 8.4% of net sales for 2015 and \$149.1 million or 8.0% of net sales for 2014. The increase in 2015 SG&A from

2014 reflects added infrastructure to support our growth, including almost \$10 million more than 2014 on information technology expenses as we completed the implementation of a new ERP system and we continued to invest in other systems. The small decrease in 2016 information technology expenses helped keep the total 2016 spend to just a modest level as compared to 2015.

Research and Technology ("R&T") Expenses: R&T expenses for 2016 were \$46.9 million or 2.3% of net sales; \$44.3 million or 2.4% of net sales in 2015 and \$47.9 million or 2.6% of net sales in 2014. On a constant currency basis, the expenses in 2016 were more than 10% above 2015 and about the same for 2015 as compared to 2014. We continued to invest in new products and technology to support our growth and productivity initiatives.

Other Expense, Net: Other operating expense, net for the year ended December 31, 2014, included \$6.0 million for the increase in environmental reserves primarily for remediation related to a former manufacturing facility.

Operating Income: Operating income for 2016 was \$360.1 million compared with operating income of \$332.4 million for 2015 and \$305.8 million for 2014. Operating income as a percent of sales was 18.0%, 17.9% and 16.5% in 2016, 2015, and 2014, respectively. Improved gross margin and the benefits from exchange rates (discussed below) drove the increase in operating margin in 2015.

One of the Company's performance measures is operating income adjusted for other expense, which is a non-GAAP measure. Adjusted operating income for the year ended December 31, 2014 was \$311.8 million or 16.8%. There were no adjustments to the 2016 and 2015 operating income of \$360.1 million or 18.0% of net sales and \$332.4 million or 17.9% of net sales, respectively. A reconciliation from operating income to adjusted operating income is provided on page 20.

Almost all of the Company's sales and costs are either in U.S. dollars, Euros or British Pound sterling, with approximately one-quarter of our sales in Euros or British Pound sterling. In addition, much of our European Commercial Aerospace business has sales denominated in dollars and costs denominated in all three currencies. The net impact is that as the dollar strengthens against the Euro and the British Pound sterling, sales will decrease while operating income will increase. We have an active hedging program to minimize the impact on operating income, but our operating income as a percentage of net sales is affected. Foreign exchange had a 40 basis point and 90 basis point favorable impact on 2016 and 2015 operating margin, respectively, and a nominal impact on our operating margin in 2014.

Operating income for the Composite Materials segment increased \$32.1 million to \$368.3 million from \$336.2 million in 2015. Operating income for Composite Materials was \$308.8 million in 2014. The consistent growth in operating income for the Composite Materials segment was driven primarily by higher commercial aerospace sales volume. Operating income for the year ended December 31, 2016 for the Engineered Products segment decreased \$5.8 million to \$50.0 million. Operating income for the Engineered Products segment in 2015 decreased by \$11.2 million compared with 2014 to \$55.8 million. The decline in profitability over the three years was driven by the decline in sales, primarily rotorcraft. Also, there is a learning curve in this segment for new programs as they either start-up or ramp-up, so margins in Engineered Products will be unfavorably impacted as we transition through programs and work our way up the learning curve in making new parts and structures. Operating income margins for Engineered Products will be less than Composite Materials as it

is not nearly as capital intensive. Accordingly, operating income margins in the 12% –14% range for Engineered Products will produce very good returns on invested capital.

We did not allocate corporate net operating expenses of \$58.2 million, \$59.6 million and \$70.0 million to segments in 2016, 2015, and 2014, respectively. Corporate and Other in 2014 included \$6.0 million of other expenses, as discussed above.

Interest Expense: Interest expense was \$22.1 million for 2016, \$14.2 million for 2015 and \$8.0 million for 2014. Interest expense increased in both periods due to a higher average interest rate on debt outstanding as a result of the Company issuing, in August 2015, \$300 million in aggregate principal amount of 4.7% Senior Unsecured Notes due in 2025. In addition, debt increased as we completed \$111 million of share buybacks and paid a total of \$39.8 million of dividends in 2016 and \$146 million of share buybacks and paid a total of \$38.3 million of dividends in 2015.

Non-operating Expense: As a result of the refinancing of the Senior Credit Facility in 2016 and 2014, we accelerated the unamortized deferred financing costs related to the previous borrowings, incurring a cost of \$0.4 million (\$0.3 million after tax) and \$0.5 million (\$0.3 million after tax), respectively.

Provision for Income Taxes: Our 2016, 2015 and 2014 tax provision was \$90.3 million, \$83.0 million and \$89.3 million for an effective tax rate of 26.8%, 26.1% and 30.0%, respectively. The 2016 and 2015 effective tax rates included a \$6.6 million and a \$11.6 million benefit primarily related to the release of reserves for uncertain tax positions as well as other benefits recorded during the year, respectively. Excluding the impact of these and other discrete items, the 2016, 2015 and 2014 effective tax rates were 30.0%, 30.9% and 30.6%, respectively. We believe the adjusted effective tax rate, which is a non-GAAP measure, is meaningful since it provides insight to the tax rate of ongoing operations.

Equity in Earnings from Affiliated Companies: Equity in earnings represents our portion of the earnings from our joint venture in Malaysia. Equity in earnings in 2015 also included our portion of the earnings from our former joint venture in the United Kingdom which we acquired in January 2016.

Net Income: Net income was \$249.8 million, or \$2.65 per diluted share, for the year ended December 31, 2016, compared to \$237.2 million, or \$2.44 per diluted common share for 2015 and \$209.4 million, or \$2.12 per diluted common share for 2014. Strong sales volume, particularly in the Commercial Aerospace market, coupled with good cost control led the growth in earnings from 2014 through 2016. Also see the table on page 20 for a reconciliation of GAAP net income from continuing operations to our adjusted “Non-GAAP” measure.

SIGNIFICANT CUSTOMERS

Approximately 41%, 35% and 31% of our 2016, 2015 and 2014 net sales, respectively, were to Airbus and its subcontractors. Of the 41% of overall sales to Airbus and its subcontractors in 2016, 37% related to Commercial Aerospace market applications and 4% related to Space & Defense market applications. Approximately 28%, 31% and 32% of our 2016, 2015 and 2014 net sales, respectively, were to Boeing and related subcontractors. Of the 28% of overall sales to Boeing and its subcontractors in 2016, 26% related to Commercial Aerospace market applications and 2% related to Space & Defense market applications.

FINANCIAL CONDITION

In 2016, we ended the year with total debt, net of cash, of \$653.5 million and generated \$73.5 million of free cash flow (cash provided by operating activities less cash paid for capital expenditures). In 2016, the Company bought back \$111 million of shares, and as of December 31, 2016, has \$93 million remaining under its currently authorized share repurchase program. We also paid \$39.8 million of dividends in 2016. In 2017, we expect our capital spending to be in the range of \$270 million to \$290 million as we expand capacity in line with our outlook, resulting in expected positive free cash flow of more than \$100 million. We expect our typical use of cash in the first half of 2017, which will be funded by our available borrowings under our Facility.

We have a portfolio of derivatives related to currencies and interest rates. We monitor our counterparties and we only use those rated A- or better.

LIQUIDITY

Our cash on hand at December 31, 2016 was \$35.2 million and we had \$332.9 million borrowings available under our credit facility. Our total debt as of December 31, 2016 was \$688.7 million, an increase of \$112.2 million from the December 31, 2015 balance. The increase in debt primarily reflects \$111 million of stock repurchases, \$40 million of dividend payments and \$39 million of investments and the assumption of approximately \$8 million of debt from the Formax acquisition, partially offset by \$74 million of free cash flow.

The level of available borrowing capacity fluctuates during the course of the year due to factors including capital expenditures, share repurchases and dividend payments, interest and variable compensation payments, changes to working capital, as well as timing of receipts and disbursements within the normal course of business.

In August 2015, the Company issued \$300 million in aggregate principal amount of 4.7% Senior Unsecured Notes due in 2025. The interest rate on these senior notes may be increased by 0.25% each time a credit rating applicable to the notes is downgraded. The maximum rate is 6.7%. The rate at December 31, 2016 was 4.7%. The net proceeds of approximately \$296.4 million were initially used to repay, in part, our Senior Unsecured Revolving Credit Facility (the “Facility”).

Short-term liquidity requirements consist primarily of normal recurring operating expenses and working capital needs, capital expenditures, dividend payments and debt service requirements. We expect to meet our short-term liquidity requirements through net cash from operating activities, cash on hand and, if necessary, our revolving credit facility. As of December 31, 2016, long-term liquidity requirements consist primarily of obligations under our long-term debt obligations. We do not have any significant required debt repayments until June 2021 when the Facility expires.

Credit Facilities: In June 2016, the Company amended and extended its \$700 million Facility. The maturity of the Facility was extended from September 2019 to June 2021. The amendment also provided for a modest reduction in interest costs, as well as less restrictive covenants. The interest rate for the revolver at year-end was LIBOR + 1.125%. The interest rate ranges from LIBOR + 0.875% to a maximum of LIBOR + 1.875%, depending upon the Company’s leverage ratio. At December 31, 2016, total borrowings under our \$700 million Facility were \$365 million. The Facility permits us to issue letters of credit up to an aggregate amount

of \$40 million. Outstanding letters of credit reduce the amount available for borrowing under our revolving loan. As of December 31, 2016, we had issued letters of credit under the Facility totaling \$2.1 million, resulting in undrawn availability under the Facility as of December 31, 2016 of \$332.9 million.

The Facility contains financial and other covenants, including, but not limited to, restrictions on the incurrence of debt and the granting of liens, as well as the maintenance of an interest coverage ratio and a leverage ratio. In accordance with the terms of the Facility, we are required to maintain a minimum interest coverage ratio of 3.50 (based on the ratio of EBITDA, as defined in the credit agreement, to interest expense) and may not exceed a maximum leverage ratio of 3.50 (based on the ratio of total debt to EBITDA) throughout the term of the Facility. In addition, the Facility contains other terms and conditions such as customary representations and warranties, additional covenants and customary events of default. The conditions and covenants related to the senior notes are less restrictive than those of our Facility. As of December 31, 2016, we were in compliance with all debt covenants and expect to remain in compliance.

In June 2016, we also entered into a €60 million (\$67.4 million) term loan ("Euro loan"). The loan has two tranches of which the first tranche for €25 million has a six-month availability period at a rate of Euribor +1.2% and a final maturity date of June 30, 2023. The second tranche for €35 million has a one-year availability period at a rate of Euribor +1.25% and a final maturity date of June 30, 2024. There is a zero percent floor on the Euribor. The loans are payable in annual installments, beginning on June 30, 2017 and June 30, 2019, respectively. We had \$26.4 million (€25 million) outstanding under this loan at December 31, 2016.

We have a \$10.0 million borrowing facility for working capital needs of our Chinese entity with no outstanding balance at December 31, 2016. These funds can only be used locally and, accordingly, we do not include this facility in our borrowing capacity disclosures. The facility is guaranteed by Hexcel Corporation but is uncommitted and can be cancelled at any time.

Operating Activities: We generated \$401.4 million in cash from operating activities during 2016, an increase of \$100.4 million from 2015 reflecting higher earnings and lower working capital usage. Cash generated from operating activities during 2015 was \$301.0 million, a decrease of \$17.0 million from 2014 as higher earnings were offset by higher working capital usage.

Investing Activities: Cash used for investing activities, primarily for capital expenditures, was \$366.5 million in 2016 compared to \$305.3 million in 2015 and \$270.4 million in 2014. 2016 also includes \$30 million of investments in affiliates and \$8.6 million for the Formax acquisition as discussed below.

In 2016, we acquired an interest in Oxford Performance Materials ("OPM") for \$15.0 million. OPM produces thermoplastic, carbon fiber reinforced 3D printed parts for Commercial Aerospace and Space and Defense applications. In addition, if OPM achieves certain milestones within an 18-month period or at Hexcel's discretion, the Company will invest an additional \$10 million. The additional \$10 million investment was made on January 31, 2017. We issued an 8% convertible secured promissory note to Luminati Aerospace LLC ("Luminati"), in the amount of \$10 million. Luminati is an aerospace technology company focusing on research, development, testing, and manufacturing of next generation solar-electric unmanned aerial vehicles, or UAVs. The note matures in 2023 and the principal and interest are convertible into Luminati stock. The note will convert upon Luminati achieving

certain milestones or at Hexcel's discretion. We also invested \$5 million in Carbon Conversions Incorporated ("CCI"). CCI is a leader in carbon fiber recycling and repurposing. We account for these three investments using the cost method.

In January 2016 the Company acquired the remaining 50% ownership of Formax (UK) Limited ("Formax"). The Company previously acquired a 50% interest in the privately-owned company in December 2014. Located in Leicester, U.K., Formax is a leading manufacturer of composite reinforcements, specializing in the production of lightweight carbon multi-axials and highly engineered glass fiber and aramid fiber fabrics.

The Company is in the process of expanding capacity over a multi-year period, primarily for the manufacture of carbon fiber and preregs to support aerospace growth. These capital projects require large expenditures and long lead times, some taking more than two years to complete. We are also constructing a \$250 million facility in Roussillon, France that is expected to be completed in 2017 and qualified in 2018. More than 85% of the \$454 million in construction in progress as of December 31, 2016 represents spending on expansion projects primarily at our Roussillon, France; Decatur, Alabama; Salt Lake City, Utah; and Duxford England facilities. We expect a majority of these projects to be placed in service during 2017.

Financing Activities: Financing activities were a use of cash of \$46.8 million in 2016 as compared to \$10.9 million in 2015 and \$36.9 million in 2014. In 2016 and 2014 we had borrowings, net of repayments, from our Facility of \$85 million and \$123 million, respectively. In 2015 we had Facility repayments, net of borrowings, of \$135.0. We also had \$26 million of borrowings from our Euro loan in 2016. We paid \$39 million in dividends in 2016 and \$38 million in 2015.

In August 2015, the Company issued \$300 million aggregate principle amount of 4.7% Senior Unsecured Notes due in 2025. The interest rate on these senior notes may be increased by 0.25% each time a credit rating applicable to the notes is downgraded. The maximum rate is 6.7% and the rate at December 31, 2016 remains at 4.7%. The net proceeds of approximately \$296.4 million were initially used to repay, in part, our Facility. The Company also repurchased stock as described below.

In October 2015, our Board authorized the repurchase of an additional \$250 million of the Company's stock ("2015 Repurchase Plan"). During 2016 and 2015, the Company spent \$111.1 million and \$146.1 million to repurchase common stock. This included \$100 million to complete the 2014 Repurchase Plan and \$157.2 million under the 2015 Repurchase Plan to repurchase common stock.

In June 2014, our Board authorized a plan to repurchase \$150 million of our outstanding common stock ("2014 Repurchase Plan"). In July 2013, our Board authorized us to repurchase \$150 million of our outstanding common stock ("2013 Repurchase Plan"), which was completed during the second quarter of 2014. During 2014, the Company spent \$160.0 million to repurchase shares of common stock under the approved plans.

Financial Obligations and Commitments: We have \$4.3 million of current debt maturities as of December 31, 2016. The next significant scheduled debt maturity will not occur until 2021, the year the Facility matures. In addition, certain sales and administrative offices, data processing equipment and manufacturing equipment and facilities are leased under operating leases.

Total letters of credit issued and outstanding under the Facility were \$2.1 million as of December 31, 2016.

The following table summarizes the scheduled maturities as of December 31, 2016 of financial obligations and expiration dates of commitments for the years ended 2017 through 2021 and thereafter.

| (In millions) | 2017 | 2018 | 2019 | 2020 | 2021 | Thereafter | Total |
|---|----------------|----------------|----------------|----------------|-----------------|-----------------|-----------------|
| Capital lease | \$ 0.5 | — | — | — | — | — | \$ 0.5 |
| Senior unsecured credit facility due 2021 | — | — | — | — | 365.0 | — | 365.0 |
| 4.7% senior notes due 2025 | — | — | — | — | — | 300.0 | 300.0 |
| Euro term loan | 3.8 | 3.7 | 3.8 | 3.7 | 3.8 | 7.6 | 26.4 |
| Subtotal | 4.3 | 3.7 | 3.8 | 3.7 | 368.8 | 307.6 | 691.9 |
| Operating leases | 8.6 | 6.2 | 3.8 | 2.1 | 1.5 | 2.8 | 25.0 |
| Total financial obligations | \$ 12.9 | \$ 9.9 | \$ 7.6 | \$ 5.8 | \$ 370.3 | \$ 310.4 | \$ 716.9 |
| Letters of credit | \$ 2.1 | \$ — | \$ — | \$ — | \$ — | \$ — | \$ 2.1 |
| Interest payments | 24.9 | 24.9 | 24.8 | 24.2 | 19.3 | 62.6 | 180.7 |
| Estimated benefit plan contributions | 5.9 | 6.6 | 6.4 | 9.7 | 12.8 | 25.1 | 66.5 |
| Other (a) | 1.4 | 0.4 | 0.4 | 0.4 | 0.4 | 0.2 | 3.2 |
| Total commitments | \$ 47.2 | \$ 41.8 | \$ 39.2 | \$ 40.1 | \$ 402.8 | \$ 398.3 | \$ 969.4 |

(a) Other represents estimated spending for environmental matters at known sites.

As of December 31, 2016, we had \$16.7 million of unrecognized tax benefits. This represents tax benefits associated with various tax positions taken, or expected to be taken, on domestic and international tax returns that have not been recognized in our financial statements due to uncertainty regarding their resolution. The resolution or settlement of these tax positions with the taxing authorities is at various stages. We are unable to make a reliable estimate of the eventual cash flows of the \$16.7 million of unrecognized tax benefits.

For further information regarding our financial obligations and commitments, see Notes 5, 6, 7, 12 and 13 to the accompanying consolidated financial statements of this Annual Report.

CRITICAL ACCOUNTING POLICIES AND ESTIMATES

Our consolidated financial statements are prepared based upon the selection and application of accounting principles generally accepted in the United States of America, which require us to make estimates and assumptions about future events that affect amounts reported in our financial statements and accompanying notes. Future events and their effects cannot be determined with absolute certainty. Therefore, the determination of estimates requires the exercise of judgment. Actual results could differ from those estimates, and any such differences may be significant to the financial statements. The accounting policies below are those we believe are the most critical to the preparation of our financial statements and require the most difficult, subjective and complex judgments. Our other accounting policies are described in the accompanying notes to the consolidated financial statements of this Annual Report.

Deferred Tax Assets and Liabilities

As of December 31, 2016, we had \$113.7 million in net deferred tax liabilities consisting of deferred tax assets of \$119.1 million offset by deferred tax liabilities of \$173.9 million and a valuation allowance of \$58.9 million. As of December 31, 2015, we had \$48.6 million in net deferred tax liabilities consisting of deferred tax assets of \$139.5 million offset by deferred tax liabilities of \$130.3 million and a valuation allowance of \$57.8 million.

The valuation allowance as of December 31, 2016 relates primarily to certain net operating loss carryforwards of our foreign

subsidiaries for which we have determined, based upon historical results and projected future book and taxable income levels, that a valuation allowance should continue to be maintained.

The determination of the required valuation allowance and the amount, if any, of deferred tax assets to be recognized involves significant estimates regarding the timing and amount of reversal of taxable temporary differences, future taxable income and the implementation of tax planning strategies. In particular, we are required to weigh both positive and negative evidence in determining whether a valuation allowance is required. Positive evidence would include, for example, a strong earnings history, an event that will increase our taxable income through a continuing reduction in expenses, and tax planning strategies indicating an ability to realize deferred tax assets. Negative evidence would include, for example, a history of operating losses and losses expected in future years.

Uncertain Tax Positions

We had unrecognized tax benefits of \$16.7 million at December 31, 2016 that, if recognized, would impact our annual effective tax rate. In addition, we recognize interest accrued related to unrecognized tax benefits as a component of interest expense and penalties as a component of income tax expense in the consolidated statements of operations. The Company recognized \$1.1 million, \$0.6 million, \$1.5 million of interest expense and penalties related to the above unrecognized tax benefits in 2016, 2015 and 2014, respectively. The Company had accrued interest of approximately \$2.1 million and \$2.2 million as of December 31, 2016 and 2015, respectively. During 2016 we reversed \$1.1 million of interest related to unrecognized tax benefits.

We are subject to taxation in the U.S. and various states and foreign jurisdictions. Foreign and U.S. state jurisdictions have statutes of limitations generally ranging from 3 to 5 years. Years still open to examination by U.S. (2013 onward) and foreign tax authorities in major jurisdictions include Austria (2012 onward), Belgium (2014 onward), France (2014 onward), Spain (2004 onward) and the U.K. (2014 onward). We are currently under examination in the U.S. and certain foreign tax jurisdictions.

As of December 31, 2016, we had uncertain tax positions for which it is reasonably possible that amounts of unrecognized tax benefits could significantly change over the next year. These

uncertain tax positions relate to our tax returns from 2004 onward, some of which are currently under examination by certain U.S. and European tax authorities. The Company believes it is reasonably possible that the total amount of unrecognized tax benefits as of December 31, 2016 may decrease approximately \$2 to \$3 million in the fiscal year ending December 31, 2017. Such possible decrease relates primarily to audit settlements and the expiration of statutes of limitation.

Retirement and Other Postretirement Benefit Plans

We maintain qualified defined benefit retirement plans covering certain current and former European employees, as well as nonqualified defined benefit retirement plans and retirement savings plans covering certain eligible U.S. and European employees, and participate in a union sponsored multi-employer pension plan covering certain U.S. employees with union affiliations. In addition, we provide certain postretirement health care and life insurance benefits to eligible U.S. retirees.

Under the retirement savings plans, eligible U.S. employees can contribute up to 75% of their compensation to an individual 401(k) retirement savings account. We make matching contributions equal to 50% of employee contributions, not to exceed 3% of employee compensation.

We have defined benefit retirement plans in the United Kingdom, Belgium, France and Austria covering certain employees of our subsidiaries in those countries. The defined benefit plan in the United Kingdom (the "U.K. Plan"), the largest of the European plans, was terminated in 2011 and replaced with a defined contribution plan. As of December 31, 2016, 32% of the total assets in the U.K. Plan were invested in equities and 24% of the total assets were invested in diversified growth funds. Equity investments are made with the objective of achieving a return on plan assets consistent with the funding requirements of the plan, maximizing portfolio return and minimizing the impact of market fluctuations on the fair value of the plan assets. As a result of an annual review of historical returns and market trends, the expected long-term weighted average rate of return for the U.K. Plan for the 2017 plan year will be 4.75% and for the other European plans as a group will be 3.0%.

We use actuarial models to account for our pension and postretirement plans, which require the use of certain assumptions, such as the expected long-term rate of return, discount rate, rate of compensation increase, healthcare cost trend rates, and retirement and mortality rates, to determine the net periodic costs of such plans. These assumptions are reviewed and set annually at the beginning of each year. In addition, these models use an "attribution approach" that generally spreads individual events, such as plan amendments and changes in actuarial assumptions, over the service lives of the employees in the plan. That is, employees render service over their service lives on a relatively smooth basis and therefore, the income statement effects of retirement and postretirement benefit plans are earned in, and should follow, the same pattern.

We use our actual return experience, future expectations of long-term investment returns, and our actual and targeted asset allocations to develop our expected rate of return assumptions used in the net periodic cost calculations of our funded European defined benefit retirement plans. Due to the difficulty involved in predicting the market performance of certain assets, there will almost always be a difference in any given year between our expected return on plan assets and the actual return. Following the attribution approach, each year's difference is amortized over a number of future years. Over time, the expected long-term returns are designed to approximate the actual long-term returns and

therefore result in a pattern of income and expense recognition that more closely matches the pattern of the services provided by the employees.

We annually set our discount rate assumption for retirement-related benefits accounting to reflect the rates available on high-quality, fixed-income debt instruments. The discount rate assumption used to calculate net periodic retirement related costs for the European funded plans was 3.63% for 2016, 3.45% for 2015 and 4.40% in 2014. The rate of compensation increase, which is another significant assumption used in the actuarial model for pension accounting, is determined by us based upon our long-term plans for such increases and assumed inflation. For the postretirement health care and life insurance benefits plan, we review external data and its historical trends for health care costs to determine the health care cost trend rates. Retirement and mortality rates are based primarily on actual plan experience.

Actual results that differ from our assumptions are accumulated and amortized over future periods and, therefore, generally affect the net periodic costs and recorded obligations in such future periods. While we believe that the assumptions used are appropriate, significant changes in economic or other conditions, employee demographics, retirement and mortality rates, and investment performance may materially impact such costs and obligations.

For more information regarding our pension and other postretirement benefit plans, see Note 7 to the accompanying consolidated financial statements of this Annual Report.

Long-Lived Assets and Goodwill

We have significant long-lived assets. We review these assets for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. The assessment of possible impairment is based upon our ability to recover the carrying value of the assets from the estimated undiscounted future net cash flows, before interest and taxes, of the related operations. If these cash flows are less than the carrying value of such assets, an impairment loss is recognized for the difference between estimated fair value and carrying value. The measurement of impairment requires estimates of these cash flows and fair value. The calculation of fair value is determined based on discounted cash flows. In determining fair value, a considerable amount of judgment is required to determine discount rates, market premiums, financial forecasts, and asset lives.

In addition, we review goodwill for impairment at the reporting unit level at least annually, and whenever events or changes in circumstances indicate that goodwill might be impaired. We have four reporting units within the Composite Materials segment, each of which are components that constitute a business for which discrete financial information is available and for which appropriate management regularly reviews the operating results. Within the Engineered Products segment, the reporting unit is the segment as it comprises only a single component. In 2016, the Company performed a qualitative assessment and determined that it was more likely than not that the fair values of our reporting units were not less than their carrying values and it was not necessary to perform the currently prescribed two-step goodwill impairment test.

Commitments and Contingencies

We are involved in litigation, investigations and claims arising out of the normal conduct of our business, including those relating to commercial transactions, environmental, employment and health and safety matters. We estimate and accrue our liabilities resulting

from such matters based upon a variety of factors, including the stage of the proceeding; potential settlement value; assessments by internal and external counsel; and assessments by environmental engineers and consultants of potential environmental liabilities and remediation costs. We believe we have adequately accrued for these potential liabilities; however, facts and circumstances may change, such as new developments, or a change in approach, including a change in settlement strategy or in an environmental remediation plan, that could cause the actual liability to exceed the estimates, or may require adjustments to the recorded liability balances in the future.

Our estimate of liability as a potentially responsible party ("PRP") and our remaining costs associated with our responsibility to remediate the Lower Passaic River in New Jersey; Kent, Washington; and other sites are accrued in the consolidated balance sheets. As of December 31, 2016 and 2015, our aggregate environmental related accruals were \$3.2 million and \$2.9 million, respectively. As of December 31, 2016 and 2015, \$1.4 million and \$1.1 million, respectively, were included in current other accrued liabilities, with the remainder included in other non-current liabilities. As related to certain environmental matters, the accruals were estimated at the low end of a range of possible outcomes since no amount within the range is a better estimate than any other amount. If we had accrued, for those sites where we are able to estimate our liability, at the high end of the range of possible outcomes, our accrual would have been \$16 million higher at December 31, 2016 and 2015.

These accruals can change significantly from period to period due to such factors as additional information on the nature or extent of contamination, the methods of remediation required, changes in the apportionment of costs among responsible parties and other actions by governmental agencies or private parties, or the impact, if any, of being named in a new matter.

Environmental remediation reserve activity for the three years ended December 31, 2016 was as follows:

| (In millions) | For the year ended | | |
|--|----------------------|----------------------|----------------------|
| | December 31, 2016 | December 31, 2015 | December 31, 2014 |
| Beginning remediation accrual balance | \$ 2.9 | \$ 5.0 | \$ 3.9 |
| Current period expenses | 1.2 | 0.5 | 6.0 |
| Cash expenditures | (0.9) | (2.6) | (4.9) |
| Ending remediation accrual balance | \$ 3.2 | \$ 2.9 | \$ 5.0 |
| Capital expenditures for environmental matters | \$13.2 | \$ 7.1 | \$ 7.3 |

MARKET RISKS

As a result of our global operating and financing activities, we are exposed to various market risks that may affect our consolidated results of operations and financial position. These market risks include, but are not limited to, fluctuations in currency exchange rates, which impact the U.S. dollar value of transactions, assets and liabilities denominated in foreign currencies and fluctuations in interest rates, which impact the amount of interest we must pay on certain debt instruments. Our primary currency exposures are in Europe, where we have significant business activities. To a lesser extent, we are also exposed to fluctuations in the prices of certain commodities, such as electricity, natural gas, aluminum, acrylonitrile

and certain chemicals. In addition, we have several contracts with both suppliers and customers that contain pricing adjustments based on the price of oil outside of a specified band.

We attempt to net individual exposures, when feasible, taking advantage of natural offsets. In addition, we employ or may employ interest rate swap agreements, cross-currency swap agreements and foreign currency forward exchange contracts for the purpose of hedging certain specifically identified interest rates and net currency exposures. The use of these financial instruments is intended to mitigate some of the risks associated with fluctuations in interest rates and currency exchange rates, but does not eliminate such risks. We do not use financial instruments for trading or speculative purposes.

Interest Rate Risks

A portion of our long-term debt bears interest at variable rates. From time to time we have entered into interest rate swap agreements to change the underlying mix of variable and fixed interest rate debt. These interest rate swap agreements have modified the percentage of total debt that is exposed to changes in market interest rates. Assuming a 10% favorable and a 10% unfavorable change in the underlying weighted average interest rates of our variable rate debt and swap agreements, interest expense for 2016 of \$22.1 million would have decreased to \$21.5 million and increased to \$22.7 million, respectively.

Interest Rate Swaps

At December 31, 2016, we have approximately \$100 million of interest rate swaps that swap the LIBOR on our bank loan for a fixed rate at a weighted average rate of 0.982%. In December 2016, we entered into a new transaction for €25.0 million to swap EURIBOR on our French Term Loan for a fixed rate of 0.365%. These interest rate swaps are designated as cash flow hedges to floating rate bank loans. The U.S. dollar swaps will expire between March 2017 and September 2019, and the Euro swap will have a final maturity of June 2023. The fair value of interest rate swap agreements is recorded in other assets or other non-current liabilities with a corresponding amount to Other Comprehensive Income.

The Company has a \$150 million interest rate treasury lock agreement to protect against unfavorable movements in the benchmark treasury rate related to a 2017 forecasted debt issuance, in order to increase available debt capacity. We account for this interest rate treasury lock as a cash flow hedge so any change in fair value is recorded into other comprehensive income and then amortized into interest expense over the life of the debt upon issuance.

Foreign Currency Exchange Risks

We operate ten manufacturing facilities in Europe, which generated approximately 51% of our 2016 consolidated net sales. Our European business activities primarily involve three major currencies — the U.S. dollar, the British pound sterling, and the Euro. We also conduct business and sell products to customers throughout the world. Most of the sales in these countries are denominated in U.S. dollars and they have local currency expenses. We also have a small manufacturing facility in China. Currency risk for these locations is not considered material.

In 2016, our European subsidiaries had third-party sales of \$1,041 million of which approximately 69% were denominated in U.S. dollars, 27% were denominated in Euros and 4% were denominated in British pounds sterling. While we seek to reduce the exposure of our European subsidiaries to their sales in non-

functional currencies through the purchase of raw materials in the same currency as that of the product sale, the net contribution of these sales to cover the costs of the subsidiary in its functional currency will vary with changes in foreign exchange rates, and as a result, so will vary the European subsidiaries' percentage margins and profitability. For revenues denominated in the functional currency of the subsidiary, changes in foreign currency exchange rates increase or decrease the value of these revenues in U.S. dollars but do not affect the profitability of the subsidiary in its functional currency. The value of our investments in these countries could be impacted by changes in currency exchange rates over time, and could impact our ability to profitably compete in international markets.

We attempt to net individual functional currency positions of our various European subsidiaries, to take advantage of natural offsets and reduce the need to employ foreign currency forward exchange contracts. We attempt to hedge some, but not necessarily all, of the net exposures of our European subsidiaries resulting from sales they make in non-functional currencies. The benefit of such hedges varies with time and the foreign exchange rates at which the hedges are set. For example, when the Euro strengthened against the U.S. dollar, the benefit of new hedges placed was much less than the value of hedges they replaced that were entered into when the U.S. dollar was stronger. We seek to place additional foreign currency hedges when the dollar strengthens against the Euro or British pound. We do not seek to hedge the value of our European subsidiaries' functional currency sales and profitability in U.S. dollars. We also enter into short-term foreign currency forward exchange contracts, usually with a term of ninety days or less, to hedge net currency exposures resulting from specifically identified transactions. Consistent with the nature of the economic hedge provided by such contracts, any unrealized gain or loss would be offset by corresponding decreases or increases, respectively, of the underlying transaction being hedged.

We have performed a sensitivity analysis as of December 31, 2016 using a modeling technique that measures the changes in the fair values arising from a hypothetical 10% adverse movement in the levels of foreign currency exchange rates relative to the U.S. dollar with all other variables held constant. The analysis covers all of our foreign currency hedge contracts. The sensitivity analysis indicated that a hypothetical 10% adverse movement in foreign currency exchange rates would have about a \$2.6 million impact on our 2016 operating income. However, it should be noted that over time as the adverse movement (in our case a weaker dollar as compared to the Euro or the British pound sterling) continues and new hedges are layered in at the adverse rate, the impact would be more significant. For example, had we not had any hedges in place for 2016, a 10% adverse movement would have reduced our operating income by about \$23.0 million.

Foreign Currency Forward Exchange Contracts

A number of our European subsidiaries are exposed to the impact of exchange rate volatility between the U.S. dollar and the subsidiaries' functional currencies, being either the Euro or the British pound sterling. We entered into contracts to exchange U.S. dollars for Euros and British pound sterling through June 2019. The aggregate notional amount of these contracts was \$423.8 million and \$417.5 million at December 31, 2016 and 2015, respectively. The purpose of these contracts is to hedge a portion of the forecasted transactions of European subsidiaries under long-term

sales contracts with certain customers. These contracts are expected to provide us with a more balanced matching of future cash receipts and expenditures by currency, thereby reducing our exposure to fluctuations in currency exchange rates. For the three years ended December 31, 2016, hedge ineffectiveness was immaterial. Cash flows associated with these contracts are classified within net cash provided by operating activities of continuing operations.

The activity, net of tax, in "accumulated other comprehensive loss" related to foreign currency forward exchange contracts for the years ended December 31, 2016, 2015 and 2014 was as follows:

| (In millions) | 2016 | 2015 | 2014 |
|---|------------------|------------------|-----------------|
| Unrealized (losses) gains at beginning of period | \$ (15.0) | \$ (9.2) | \$ 7.2 |
| Losses (gains) reclassified to net sales | 14.4 | 11.8 | (3.2) |
| (Decrease) increase in fair value | (25.3) | (17.6) | (13.2) |
| Unrealized (losses) gains at end of period | \$ (25.9) | \$ (15.0) | \$ (9.2) |

Unrealized losses of \$18.7 million recorded in "accumulated other comprehensive income," net of tax of \$3.3 million, as of December 31, 2016 are expected to be reclassified into earnings over the next twelve months as the hedged sales are recorded. The impact of credit risk adjustments was immaterial for the three years.

In addition, non-designated foreign exchange forward contracts are used to hedge balance sheet exposures. The notional amounts outstanding at December 31, 2016 were U.S. \$157.0 million against Euro and at December 31, 2015 were U.S. \$125.7 million against Euro and British pound sterling 4.5 million against Euro. Changes in fair value of these forward contracts are recorded in the consolidated statements of operations and were losses of \$0.9 million, \$14.9 million and \$16.3 million in 2016, 2015, and 2014 respectively.

Utility Price Risks

We have exposure to utility price risks as a result of volatility in the cost and supply of energy and in natural gas. To minimize the risk, from time to time we enter into fixed price contracts at certain of our manufacturing locations for a portion of our energy usage. Although these contracts would reduce the risk to us during the contract period, future volatility in the supply and pricing of energy and natural gas could have an impact on our future consolidated results of operations.

RECENTLY ISSUED ACCOUNTING STANDARDS

New Accounting Pronouncements

In February 2016, the Financial Accounting Standards Board ("FASB") issued Accounting Standards Update No. 2016-02 (ASU 2016-02), Leases. This ASU requires lessees to recognize a right of use asset and lease liability on the balance sheet for all leases, with the exception of short-term leases. The Company will adopt this ASU on January 1, 2019. We are currently evaluating the impact of adopting this guidance on our consolidated balance sheets, results of operations and financial condition.

In March of 2016, the FASB issued Accounting Standards Update No. 2016-09 (ASU 2016-09) "*Compensation—Stock Compensation (Topic 718): Improvements to Employee Share-Based Payment Accounting*" intended to simplify the accounting for employee share-based payments. Under this guidance all excess tax benefits ("windfalls") and deficiencies ("shortfalls") related to employee stock compensation are recognized within income tax expense. Under prior guidance windfalls were recognized to Additional paid-in capital ("APIC") and shortfalls were only recognized to the extent they exceed the pool of windfall tax benefits.

The Company early adopted ASU 2016-09 effective for the quarter ended March 31, 2016. As a result of the adoption, tax benefits of \$2.7 million were recorded in 2016 reflecting the excess tax benefits. The adoption was on a prospective basis and therefore had no impact on prior years. The Company also recorded an adjustment to opening retained earnings of \$0.3 million to recognize U.S. net operating loss carryforwards attributable to excess tax benefits on stock compensation that had not been previously recognized to APIC because they did not reduce income taxes payable.

In August of 2016, the FASB issued Accounting Standards Update No. 2016-15 (ASU 2016-15) "*Classification of Certain Cash Receipts and Cash Payments*" which clarifies the classification of certain types of cash flows. The standard is effective for financial statements issued for fiscal years beginning after December 15, 2017. Early adoption beginning in 2016 is permitted. Retrospective application is required. The Company is not early adopting and expects this ASU to have minimal to no impact on the Company's Statements of Cash Flows.

In May 2014, the FASB issued Accounting Standard Update No. 2014-09 (ASU 2014-09), *Revenue from Contracts with Customers*. The update clarifies the principles for recognizing revenue and develops a common revenue standard for all industries. The new guidance is effective for the first quarter of 2018. Early application is permitted in 2017 for calendar year entities. We are currently evaluating the impact of adopting this prospective guidance on our consolidated results of operations and financial condition.

OUR FORWARD-LOOKING STATEMENTS AND PROJECTIONS MAY TURN OUT TO BE INACCURATE.

This Annual Report includes forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. These statements relate to analyses and other information that are based on forecasts of future results and estimates of amounts not yet determinable. These statements also relate to future prospects, developments and business strategies. These forward-looking statements are identified by their use of terms and phrases such as "anticipate", "believe", "could", "estimate", "expect", "intend", "may", "plan", "predict", "project", "should", "would", "will" and similar terms and phrases, including references to assumptions. Such statements are based on current expectations, are inherently uncertain, and are subject to changing assumptions.

Such forward-looking statements include, but are not limited to: (a) the estimates and expectations based on aircraft production rates made publicly available by Airbus, Boeing and others; (b) the revenues we may generate from an aircraft model or program; (c) the impact of the possible push-out in deliveries of the Airbus and Boeing backlog and the impact of delays in the startup or ramp-up

of new aircraft programs or the final Hexcel composite material content once the design and material selection has been completed; (d) expectations of composite content on new commercial aircraft programs and our share of those requirements; (e) expectations of growth in revenues from space and defense applications, including whether certain programs might be curtailed or discontinued; (f) expectations regarding growth in sales for wind energy, recreation, automotive and other industrial applications; (g) expectations regarding working capital trends and expenditures; (h) expectations as to the level of capital expenditures and when we will complete the construction and qualification of capacity expansions; (i) our ability to maintain and improve margins in light of the ramp-up of capacity and new facilities and the current economic environment; (j) the outcome of legal matters; (k) our projections regarding the realizability of net operating loss and tax credit carryforwards; and (l) the impact of various market risks, including fluctuations in interest rates, currency exchange rates, environmental regulations and tax codes, fluctuations in commodity prices, and fluctuations in the market price of our common stock, the impact of work stoppages or other labor disruptions and the impact of the above factors on our expectations of 2017 financial results and beyond. In addition, actual results may differ materially from the results anticipated in the forward looking statements due to a variety of factors, including but not limited to changing market conditions, increased competition, product mix, inability to achieve planned manufacturing improvements or to meet customer specifications, cost reductions and capacity additions, and conditions in the financial markets.

Such forward-looking statements involve known and unknown risks, uncertainties and other factors that may cause actual results to be materially different. Such factors include, but are not limited to, the following: changes in general economic and business conditions; changes in current pricing and cost levels; changes in political, social and economic conditions and local regulations; foreign currency fluctuations; changes in aerospace delivery rates; reductions in sales to any significant customers, particularly Airbus, Boeing or Vestas; changes in sales mix; changes in government defense procurement budgets; changes in military aerospace programs technology; industry capacity; competition; disruptions of established supply channels, particularly where raw materials are obtained from a single or limited number of sources and cannot be substituted by unqualified alternatives; manufacturing capacity constraints; uncertainty regarding the likely exit of the U.K. from the European Union; and unforeseen vulnerability of our network and systems to interruptions or failures.

If one or more of these risks or uncertainties materialize, or if underlying assumptions prove incorrect, actual results may vary materially from those expected, estimated or projected. In addition to other factors that affect our operating results and financial position, neither past financial performance nor our expectations should be considered reliable indicators of future performance. Investors should not use historical trends to anticipate results or trends in future periods. Further, our stock price is subject to volatility. Any of the factors discussed above could have an adverse impact on the price of our securities. In addition, failure of sales or income in any quarter to meet the investment community's expectations, as well as broader market trends, can have an adverse impact on the price of our securities. We do not undertake an obligation to update our forward-looking statements or risk factors (Said Risk Factors are set forth in Hexcel's Annual Report on Form 10-K) to reflect future events or circumstances.

Hexcel Corporation and Subsidiaries
Consolidated Balance Sheets
As of December 31,

| (In millions) | 2016 | 2015 |
|--|------------|------------|
| Assets | | |
| Current assets: | | |
| Cash and cash equivalents | \$ 35.2 | \$ 51.8 |
| Accounts receivable, net | 245.6 | 234.0 |
| Inventories | 291.0 | 307.2 |
| Prepaid expenses and other current assets | 35.2 | 40.8 |
| Total current assets | 607.0 | 633.8 |
| Property, plant and equipment | 2,378.4 | 2,099.4 |
| Less accumulated depreciation | (752.8) | (673.8) |
| Property, plant and equipment, net | 1,625.6 | 1,425.6 |
| Goodwill and other intangible assets | 72.2 | 58.9 |
| Investments in affiliated companies | 53.1 | 30.4 |
| Other assets | 42.7 | 38.7 |
| Total assets | \$ 2,400.6 | \$ 2,187.4 |
| Liabilities and Stockholders' Equity | | |
| Current liabilities: | | |
| Short-term borrowings | \$ 4.3 | \$ — |
| Accounts payable | 137.3 | 148.9 |
| Accrued compensation and benefits | 66.8 | 62.8 |
| Other accrued liabilities | 63.5 | 80.9 |
| Total current liabilities | 271.9 | 292.6 |
| Commitments and contingencies (see Note 13) | | |
| Long-term debt | 684.4 | 576.5 |
| Retirement obligations | 40.0 | 38.6 |
| Other non-current liabilities | 159.4 | 100.1 |
| Total liabilities | 1,155.7 | 1,007.8 |
| Stockholders' equity: | | |
| Common stock, \$0.01 par value, 200.0 shares of stock authorized, 106.7 and 106.0 shares of stock issued at December 31, 2016 and 2015, respectively | \$ 1.1 | \$ 1.1 |
| Additional paid-in capital | 738.8 | 715.8 |
| Retained earnings | 1,254.7 | 1,044.4 |
| Accumulated other comprehensive loss | (174.4) | (123.9) |
| Total stockholders' equity | 1,820.2 | 1,637.4 |
| Less –Treasury stock, at cost, 15.3 and 12.5 shares at December 31, 2016 and 2015, respectively | (575.3) | (457.8) |
| Total stockholders' equity | 1,244.9 | 1,179.6 |
| Total liabilities and stockholders' equity | \$ 2,400.6 | \$ 2,187.4 |

The accompanying notes are an integral part of these consolidated financial statements.

Hexcel Corporation and Subsidiaries
Consolidated Statements of Operations
For the Years Ended December 31,

| (In millions, except per share data) | 2016 | 2015 | 2014 |
|---|-------------------|------------|------------|
| Net sales | \$ 2,004.3 | \$ 1,861.2 | \$ 1,855.5 |
| Cost of sales | 1,439.7 | 1,328.4 | 1,346.7 |
| Gross margin | 564.6 | 532.8 | 508.8 |
| Selling, general and administrative expenses | 157.6 | 156.1 | 149.1 |
| Research and technology expenses | 46.9 | 44.3 | 47.9 |
| Other operating expense, net | — | — | 6.0 |
| Operating income | 360.1 | 332.4 | 305.8 |
| Interest expense, net | 22.1 | 14.2 | 8.0 |
| Non-operating expense | 0.4 | — | 0.5 |
| Income before income taxes and equity in earnings of affiliated companies | 337.6 | 318.2 | 297.3 |
| Provision for income taxes | 90.3 | 83.0 | 89.3 |
| Income before equity in earnings of affiliated companies | 247.3 | 235.2 | 208.0 |
| Equity in earnings from investments in affiliated companies | 2.5 | 2.0 | 1.4 |
| Net income | \$ 249.8 | \$ 237.2 | \$ 209.4 |
| Basic net income per common share: | \$ 2.69 | \$ 2.48 | \$ 2.16 |
| Diluted net income per common share: | \$ 2.65 | \$ 2.44 | \$ 2.12 |
| Weighted average common shares outstanding: | | | |
| Basic | 92.8 | 95.8 | 96.8 |
| Diluted | 94.2 | 97.2 | 98.7 |

Hexcel Corporation and Subsidiaries
Consolidated Statements of Comprehensive Income
For the Years Ended December 31,

| (In millions) | 2016 | 2015 | 2014 |
|--|-----------------|----------|----------|
| Net income | \$ 249.8 | \$ 237.2 | \$ 209.4 |
| Currency translation adjustments | (54.5) | (53.8) | (59.5) |
| Net unrealized pension and other benefit actuarial losses and prior service credits (net of tax) | 8.1 | 4.9 | (3.4) |
| Net unrealized losses on financial instruments (net of tax) | (4.1) | (5.3) | (17.5) |
| Total other comprehensive loss | (50.5) | (54.2) | (80.4) |
| Comprehensive income | \$199.3 | \$183.0 | \$129.0 |

The accompanying notes are an integral part of these consolidated financial statements.

Hexcel Corporation and Subsidiaries
Consolidated Statements of Stockholders' Equity
For the Years Ended December 31, 2016, 2015 and 2014

| (In millions) | Common Stock | | | Accumulated Other Comprehensive Income (Loss) | Treasury Stock | Total Stockholders' Equity |
|---|---------------|----------------------------------|-------------------------------------|--|-------------------|----------------------------------|
| | Par | Additional Paid-In Capital | Accumulated Retained Earnings | | | |
| Balance, December 31, 2013 | \$ 1.0 | \$ 642.3 | \$ 636.1 | \$ 10.7 | \$ (129.7) | \$ 1,160.4 |
| Net income | | | 209.4 | | | 209.4 |
| Change in other comprehensive income – net of tax | | | | (80.4) | | (80.4) |
| Stock based compensation | | 36.2 | | | | 36.2 |
| Acquisition of treasury stock | | | | | (175.7) | (175.7) |
| Balance, December 31, 2014 | \$ 1.0 | \$ 678.5 | \$ 845.5 | \$ (69.7) | \$ (305.4) | \$ 1,149.9 |
| Net income | | | 237.2 | | | 237.2 |
| Dividends paid on common stock | | | (38.3) | | | (38.3) |
| Change in other comprehensive income – net of tax | | | | (54.2) | | (54.2) |
| Stock based compensation | 0.1 | 37.3 | | | | 37.4 |
| Acquisition of treasury stock | | | | | (152.4) | (152.4) |
| Balance, December 31, 2015 | \$ 1.1 | \$ 715.8 | \$ 1,044.4 | \$ (123.9) | \$ (457.8) | \$ 1,179.6 |
| Net income | | | 249.8 | | | 249.8 |
| Dividends paid on common stock | | | (39.8) | | | (39.8) |
| Change in other comprehensive income – net of tax | | | | (50.5) | | (50.5) |
| Stock based compensation | | 23.0 | | | | 23.0 |
| Adoption of ASU 2016-09 | | | 0.3 | | | 0.3 |
| Acquisition of treasury stock | | | | | (117.5) | (117.5) |
| Balance, December 31, 2016 | \$ 1.1 | \$ 738.8 | \$ 1,254.7 | \$ (174.4) | \$ (575.3) | \$ 1,244.9 |

The accompanying notes are an integral part of these consolidated financial statements.

Hexcel Corporation and Subsidiaries
Consolidated Statements of Cash Flows
For the Years Ended December 31,

| (In millions) | 2016 | 2015 | 2014 |
|--|-----------------|----------|----------|
| Cash flows from operating activities | | | |
| Net income | \$ 249.8 | \$ 237.2 | \$ 209.4 |
| Reconciliation to net cash provided by operating activities: | | | |
| Depreciation and amortization | 93.3 | 76.4 | 71.2 |
| Amortization of deferred financing costs and debt discount | 1.7 | 1.1 | 1.6 |
| Deferred income taxes | 62.8 | 53.2 | 39.7 |
| Stock-based compensation | 16.1 | 17.9 | 17.2 |
| Equity in earnings from investments in affiliated companies | (2.5) | (2.0) | (1.4) |
| Excess tax benefits on stock-based compensation | — | (9.2) | (5.8) |
| Changes in assets and liabilities: | | | |
| Increase in accounts receivable | (17.4) | (18.4) | (15.4) |
| Decrease (increase) in inventories | 10.8 | (25.0) | (38.8) |
| (Increase) decrease in prepaid expenses and other current assets | (4.1) | (2.9) | 4.1 |
| (Increase) decrease in other non-current assets | (13.7) | (11.6) | 40.1 |
| Decrease in accounts payable/accrued liabilities | (7.9) | (10.4) | (0.8) |
| Increase (decrease) in other non-current liabilities | 8.1 | 4.3 | (2.0) |
| Other – net | 4.4 | (9.6) | (1.1) |
| Net cash provided by operating activities | 401.4 | 301.0 | 318.0 |
| Cash flows from investing activities | | | |
| Capital expenditures | (327.9) | (305.3) | (260.1) |
| Investments in affiliated companies | (30.0) | — | (10.3) |
| Acquisitions | (8.6) | — | — |
| Net cash used for investing activities | (366.5) | (305.3) | (270.4) |
| Cash flows from financing activities | | | |
| Proceeds from issuance of senior notes | — | 300.0 | — |
| Proceeds from senior unsecured credit facility | 78.0 | — | 481.0 |
| Repayment of senior unsecured credit facility | — | (135.0) | (66.0) |
| Proceeds from Euro facility | 26.4 | — | — |
| Proceeds from previous senior secured credit facility | — | — | 189.0 |
| Repayment of previous senior secured credit facility | — | — | (481.0) |
| Proceeds (repayment) of other debt, net | 1.1 | (1.2) | (1.7) |
| Deferred financing costs and discount related to long-term debt | (1.7) | (3.6) | (1.4) |
| Dividends paid | (39.8) | (38.3) | — |
| Repurchase of stock | (111.1) | (146.1) | (160.0) |
| Activity under stock plans | 0.3 | 13.3 | 3.2 |
| Net cash used for financing activities | (46.8) | (10.9) | (36.9) |
| Effect of exchange rate changes on cash and cash equivalents | (4.7) | (3.9) | (5.3) |
| Net (decrease) increase in cash and cash equivalents | (16.6) | (19.1) | 5.4 |
| Cash and cash equivalents at beginning of period | 51.8 | 70.9 | 65.5 |
| Cash and cash equivalents at end of period | \$ 35.2 | \$ 51.8 | \$ 70.9 |
| Supplemental data (See Note 14): | | | |
| Accrual basis additions to property, plant and equipment | \$ 320.2 | \$ 289.0 | \$ 270.2 |

The accompanying notes are an integral part of these consolidated financial statements.

Notes To The Consolidated Financial Statements

NOTE 1 – SIGNIFICANT ACCOUNTING POLICIES

Nature of Operations

Hexcel Corporation and its subsidiaries (herein referred to as “Hexcel”, “the Company”, “we”, “us”, or “our”), is a leading advanced composites company. We develop, manufacture, and market lightweight, high-performance structural materials, including carbon fibers, specialty reinforcements, prepregs and other fiber-reinforced matrix materials, honeycomb, adhesives, engineered honeycomb and composite structures, for use in Commercial Aerospace, Space & Defense and Industrial Applications. Our products are used in a wide variety of end applications, such as commercial and military aircraft, space launch vehicles and satellites, wind turbine blades, automotive, a wide variety of recreational products and other industrial applications.

We serve international markets through manufacturing facilities, sales offices and representatives located in the Americas, Europe, Asia Pacific, and Africa. We are also a partner in a joint venture in Malaysia, which manufactures composite structures for commercial aerospace applications.

Principles of Consolidation

The accompanying consolidated financial statements include the accounts of Hexcel Corporation and its subsidiaries after elimination of all intercompany accounts, transactions and profits. We have a 50% equity ownership investment in an Asian joint venture Aerospace Composites Malaysia Sdn. Bhd. (“ACM”). We also had a 50% equity investment in Formax U.K. Limited (“Formax”) in 2015. These investments were accounted for using the equity method of accounting. We acquired the remaining 50% of Formax in January 2016, as discussed in Note 21.

Use of Estimates

Preparation of the accompanying consolidated financial statements and related disclosures in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Cash and Cash Equivalents

Cash and cash equivalents include cash on hand and all highly liquid investments with an original maturity of three months or less when purchased. Our cash equivalents are held in prime money market investments with strong sponsor organizations which are monitored on a continuous basis.

Inventories

Inventories are stated at the lower of cost or market, with cost determined using the average cost methods. Inventory is reported at its estimated net realizable value based upon our historical experience with inventory becoming obsolete due to age, changes in technology and other factors.

Property, Plant and Equipment

Property, plant and equipment, including capitalized interest applicable to major project expenditures, is recorded at cost. Asset and accumulated depreciation accounts are eliminated for dispositions, with resulting gains or losses reflected in earnings. Depreciation of plant and equipment is provided using the straight-line method over the estimated useful lives of the various assets. The estimated useful lives range from 10 to 40 years for buildings and improvements and from 3 to 25 years for machinery and equipment. Repairs and maintenance are expensed as incurred, while major replacements and betterments are capitalized and depreciated over the remaining useful life of the related asset.

Goodwill and Other Intangible Assets

Goodwill represents the excess of the purchase price over the fair value of the identifiable net assets of an acquired business. Goodwill is tested for impairment at the reporting unit level annually, or when events or changes in circumstances indicate that goodwill might be impaired. The Company's annual test for goodwill impairment was performed in the fourth quarter of 2016. The Company performed a qualitative assessment and determined that it was more likely than not that the fair values of our reporting units were not less than their carrying values and it was not necessary to perform the currently prescribed two-step goodwill impairment test.

We amortize the cost of other intangibles over their estimated useful lives unless such lives are deemed indefinite. The Company has indefinite-lived intangible assets, consisting of purchased emissions credits. These indefinite lived intangibles are tested annually for impairment as of November 30th, or when events or changes in circumstances indicate the potential for impairment. If the carrying amount of the indefinite lived intangible exceeds the fair value, the intangible asset is written down to its fair value. Fair value is calculated using discounted cash flows.

Impairment of Long-Lived Assets

The Company reviews long-lived assets, including property, plant and equipment and identifiable intangible assets, for impairment whenever changes in circumstances or events may indicate that the carrying amounts are not recoverable. These indicators include, but are not limited to: a significant decrease in the market price of a long-lived asset, a significant change in the extent or manner in which a long-lived asset is used or its physical condition, a significant adverse change in legal factors or business climate that could affect the value of a long-lived asset, an accumulation of costs significantly in excess of the amount expected for the acquisition or construction of a long-lived asset, a current period operating or cash flow loss combined with a history of losses associated with a long-lived asset and a current expectation that, more likely than not, a long-lived asset will be sold or otherwise disposed of significantly before the end of its previously estimated life.

Software Development Costs

Costs incurred to develop software for internal-use are accounted for under ASC 350-40, “Internal-Use Software.” All costs relating to the preliminary project stage and the post-implementation/operation stage are expensed as incurred. Costs incurred during the application development stage are capitalized and amortized over the useful life of the software. The amortization of capitalized costs commences when the computer software is ready for its intended use.

Debt Financing Costs

Debt financing costs are deferred and amortized to interest expense over the life of the related debt. At December 31, 2016 and 2015, deferred debt financing costs, net of accumulated amortization, were \$4.0 million and \$6.4 million, respectively.

Share-Based Compensation

The fair value of Restricted Stock Units ("RSUs") is equal to the market price of our stock at date of grant and is amortized to expense ratably over the vesting period. Performance restricted stock units ("PRSUs") are a form of RSUs in which the number of shares ultimately received depends on the extent to which we achieve a specified performance target. The fair value of the PRSU is based on the closing market price of the Company's common stock on the date of grant and is amortized straight-line over the total vesting period. A change in the performance measure expected to be achieved is recorded as an adjustment in the period in which the change occurs. We use the Black-Scholes model to value compensation expense for all option-based payment awards made to employees and directors based on estimated fair values on the grant date. The value of the portion of the award that is ultimately expected to vest is recognized as expense on a straight-line basis over the requisite service periods in our consolidated statements of operations. The value of RSU's, PRSU's and non-qualifying options awards for retirement eligible employees is expensed on the grant date as they are fully vested.

Currency Translation

The assets and liabilities of international subsidiaries are translated into U.S. dollars at year-end exchange rates, and revenues and expenses are translated at average exchange rates during the year. Cumulative currency translation adjustments are included in "accumulated other comprehensive loss" in the Stockholders' Equity section of the consolidated balance sheets. Gains and losses from foreign currency transactions are not material.

Revenue Recognition

Our revenue is predominately derived from sales of inventory, and is recognized when persuasive evidence of an arrangement exists, title and risk of loss passes to the customer, the sales price is fixed or determinable, and collectability is reasonably assured. However, from time to time we enter into contractual arrangements for which other specific revenue recognition guidance is applied.

Revenues derived from design and installation services are recognized when the service is provided. Revenues derived from long-term construction-type contracts are accounted for using the percentage-of-completion method, and progress is measured on a cost-to-cost basis. If at any time expected costs exceed the value of the contract, the loss is recognized immediately.

Shipping and handling fees and costs incurred in connection with products sold are recorded in cost of sales in our Consolidated Statements of Operations.

Product Warranty

We provide for an estimated amount of product warranty at the point a claim is probable and estimable. This estimated amount is provided by product and based on current facts, circumstances and historical warranty experience.

Research and Technology

Significant costs are incurred each year in connection with research and technology ("R&T") programs that are expected to contribute to future earnings. Such costs are related to the development and, in certain instances, the qualification and certification of new and improved products and their uses. R&T costs are expensed as incurred.

Income Taxes

We provide for income taxes using the asset and liability approach. Under this approach, deferred income tax assets and liabilities reflect tax net operating loss and credit carryforwards and the tax effects of temporary differences between the carrying amounts of assets and liabilities for financial reporting and income tax purposes. Deferred tax assets require a valuation allowance when it is not more likely than not, based on the evaluation of positive and negative evidence, that the deferred tax assets will be realized. The realization of deferred tax assets is dependent upon the timing and magnitude of future taxable income prior to the expiration of the deferred tax assets' attributes. When events and circumstances so dictate, we evaluate the realizability of our deferred tax assets and the need for a valuation allowance by forecasting future taxable income. Investment tax credits are recorded on a flow-through basis, which reflects the credit in net income as a reduction of the provision for income taxes in the same period as the credit is realized for federal income tax purposes. In addition, we recognize interest accrued related to unrecognized tax benefits as a component of interest expense and penalties as a component of income tax expense in the consolidated statements of operations.

Concentration of Credit Risk

Financial instruments that potentially subject us to significant concentrations of credit risk consist primarily of trade accounts receivable. Two customers and their related subcontractors accounted for more than 65% our annual net sales in 2016, 2015 and 60% in 2014. Refer to Note 16 for further information on significant customers. We perform ongoing credit evaluations of our customers' financial condition but generally do not require collateral or other security to support customer receivables. We establish an allowance for doubtful accounts based on factors surrounding the credit risk of specific customers, historical trends and other financial information. As of December 31, 2016 and 2015, the allowance for doubtful accounts was \$0.4 million and \$0.3 million, respectively. Bad debt expense was immaterial for all years presented.

Derivative Financial Instruments

We use various financial instruments, including foreign currency forward exchange contracts and interest rate swap agreements, to manage our exposure to market fluctuations by generating cash flows that offset, in relation to their amount and timing, the cash flows of certain foreign currency denominated transactions or underlying debt instruments. We mark our foreign exchange forward contracts to fair value. The change in the fair value is recorded in gross margin in current period earnings. When the derivatives qualify, we designate our foreign currency forward exchange contracts as cash flow hedges against forecasted foreign currency denominated transactions and report the effective portions of changes in fair value of the instruments in "accumulated other comprehensive loss" until the underlying hedged transactions affect income. We designate our interest rate swap agreements as fair value or cash flow hedges against specific debt instruments and recognize interest differentials as

adjustments to interest expense as the differentials may occur; the fair value of the interest rate swaps is recorded in other assets or other long-term liabilities with a corresponding amount to "accumulated other comprehensive loss". We do not use financial instruments for trading or speculative purposes.

In accordance with accounting guidance, we recognize all derivatives as either assets or liabilities on our balance sheet and measure those instruments at fair value.

Self-insurance

We are self-insured up to specific levels for certain medical and health insurance and workers' compensation plans. Accruals are established based on actuarial assumptions and historical claim experience, and include estimated amounts for incurred but not reported claims.

New Accounting Pronouncements

In February 2016, the Financial Accounting Standards Board ("FASB") issued Accounting Standards Update No. 2016-02 (ASU 2016-02), Leases. This ASU requires lessees to recognize a right of use asset and lease liability on the balance sheet for all leases, with the exception of short-term leases. The Company will adopt this ASU on January 1, 2019. We are currently evaluating the impact of adopting this guidance on our consolidated balance sheets, results of operations and financial condition.

In March of 2016, the FASB issued Accounting Standards Update No. 2016-09 (ASU 2016-09) "Compensation—Stock Compensation (Topic 718): Improvements to Employee Share-Based Payment Accounting" intended to simplify the accounting for employee share-based payments. Under this guidance all excess tax benefits ("windfalls") and deficiencies ("shortfalls") related to employee stock compensation are recognized within income tax expense. Under prior guidance windfalls were recognized to Additional paid-in capital ("APIC") and shortfalls were only recognized to the extent they exceed the pool of windfall tax benefits.

The Company early adopted ASU 2016-09 effective for the quarter ended March 31, 2016. As a result of the adoption, tax benefits of \$2.4 million were recorded in 2016 reflecting the excess tax benefits. The adoption was on a prospective basis and therefore had no impact on prior years. The Company also recorded an adjustment to opening retained earnings of \$0.3 million to recognize U.S. net operating loss carryforwards attributable to excess tax benefits on stock compensation that had not been previously recognized to APIC because they did not reduce income taxes payable.

In August of 2016, the FASB issued Accounting Standards Update No. 2016-15 (ASU 2016-15) "Classification of Certain Cash Receipts and Cash Payments" which clarifies the classification of certain types of cash flows. The standard is effective for financial statements issued for fiscal years beginning after December 15, 2017. Early adoption beginning in 2016 was permitted. Retrospective application is required. The Company is not early adopting and expects this ASU to have a minimal impact on the Company's Statements of Cash Flows.

In May 2014, the FASB issued Accounting Standard Update No. 2014-09 (ASU 2014-09), "Revenue from Contracts with Customers". The update clarifies the principles for recognizing revenue and develops a common revenue standard for all

industries. The new guidance is effective for the first quarter of 2018. Early application is permitted in 2017 for calendar year entities. We are currently evaluating the impact of adopting this prospective guidance on our consolidated results of operations and financial condition. The Company plans to adopt the new guidance on January 1, 2018.

NOTE 2 – INVENTORIES

| (In millions) | December 31, | |
|------------------|--------------|----------|
| | 2016 | 2015 |
| Raw materials | \$ 120.6 | \$ 120.7 |
| Work in progress | 53.7 | 54.7 |
| Finished goods | 116.7 | 131.8 |
| Total inventory | \$ 291.0 | \$ 307.2 |

NOTE 3 – NET PROPERTY, PLANT AND EQUIPMENT

| (In millions) | December 31, | |
|-----------------------------------|--------------|------------|
| | 2016 | 2015 |
| Land | \$ 63.8 | \$ 51.7 |
| Buildings | 523.2 | 405.5 |
| Equipment | 1,336.9 | 1,094.1 |
| Construction in progress | 454.4 | 548.1 |
| Capital lease | 0.1 | — |
| Property, plant and equipment | 2,378.4 | 2,099.4 |
| Less accumulated depreciation | (752.8) | (673.8) |
| Net property, plant and equipment | \$ 1,625.6 | \$ 1,425.6 |

Depreciation expense related to property, plant and equipment for the years ended December 31, 2016, 2015 and 2014, was \$93.3 million, \$76.4 million and \$71.2 million, respectively. Capitalized interest of \$1.9 million and \$2.1 million for 2016 and 2015, respectively, was included in construction in progress and is associated with our carbon fiber expansion programs. Capitalized costs associated with software developed for internal use were not material for 2016 and were \$8.9 million for 2015.

NOTE 4 – GOODWILL AND PURCHASED INTANGIBLE ASSETS

Changes in the carrying amount of gross goodwill and other purchased intangibles for the years ended December 31, 2016 and 2015, by segment, are as follows:

| (In millions) | Composite Materials | Engineered Products | Total |
|--|------------------------|------------------------|----------------|
| Balance as of December 31, 2014 | \$ 43.7 | \$ 16.1 | \$ 59.8 |
| Amortization expense | (0.3) | — | (0.3) |
| Currency translation adjustments and other | (0.6) | — | (0.6) |
| Balance as of December 31, 2015 | \$ 42.8 | \$ 16.1 | \$ 58.9 |
| Amortization expense | (0.3) | — | (0.3) |
| Additions | 18.1 | — | 18.1 |
| Currency translation adjustments and other | (4.5) | — | (4.5) |
| Balance as of December 31, 2016 | \$ 56.1 | \$ 16.1 | \$ 72.2 |

We performed our annual impairment review of goodwill as of November 30, 2016 and determined that it was more likely than not that the fair values of our reporting units are above their carrying values. The goodwill and intangible asset balances as of December 31, 2016 include \$3.5 million of indefinite-lived intangible assets, \$2.1 million of a definitive-lived intangible asset and \$66.6 million of goodwill. The increase in goodwill is primarily due to the Formax acquisition in early 2016.

NOTE 5 – DEBT

| (In millions) | December 31, 2016 | December 31, 2015 |
|---|----------------------|----------------------|
| Current portion of capital lease | \$ 0.5 | \$ — |
| Current portion of Euro term loan | 3.8 | — |
| Current portion of debt | 4.3 | — |
| Senior unsecured credit facility – due 2021 | 365.0 | 280.0 |
| Euro term loan | 22.6 | — |
| 4.7% senior notes – due 2025 | 300.0 | 300.0 |
| Senior notes – original issue discount | (0.7) | (0.8) |
| Senior notes – deferred financing costs | (2.5) | (2.7) |
| Long-term debt | 684.4 | 576.5 |
| Total debt | \$ 688.7 | \$ 576.5 |

Senior Credit Facility

In June 2016, the Company amended and extended its \$700 million senior unsecured credit facility (“the Facility”). The maturity of the Facility was extended from September 2019 to June 2021. The amendment provided for a modest reduction in interest costs, as well as less restrictive covenants. The interest rate for the revolver at December 31, 2016 is LIBOR + 1.125%. The interest rate ranges from LIBOR + 0.875% to a maximum of LIBOR + 1.875%, depending upon the Company’s leverage ratio. At December 31, 2016 total borrowings under the Facility were \$365 million, which approximates fair value using level 2 inputs under the market approach. During 2016, the Company utilized its Facility at various borrowing levels with \$524 million representing the highest amount borrowed within the year. The Facility permits us to issue letters of credit up to an aggregate amount of \$40 million. Outstanding letters of credit reduce the amount available for borrowing under our revolving loan. As of December 31, 2016, we had issued letters of credit under the Facility totaling \$2.1 million, resulting in undrawn availability under the Facility as of December 31, 2016 of \$332.9 million.

The Facility contains financial and other covenants, including, but not limited to, restrictions on the incurrence of debt and the granting of liens, as well as the maintenance of an interest coverage ratio and a leverage ratio. In accordance with the terms of the

Facility, we are required to maintain a minimum interest coverage ratio of 3.50 (based on the ratio of EBITDA, as defined in the Credit Agreement, to interest expense) and may not exceed a maximum leverage ratio of 3.50 (based on the ratio of total debt to EBITDA) throughout the term of the Facility. In addition, the Facility contains other terms and conditions such as customary representations and warranties, additional covenants and customary events of default.

In 2014, we entered into the original \$700 million Facility which was scheduled to mature in September 2019. The Facility replaced the Company’s previous senior secured credit facility (a \$600 million revolving loan). As a result of the refinancing, the Company accelerated certain unamortized financing costs of the credit facility being replaced incurring a pretax charge of \$0.5 million in the third quarter of 2014. At December 31, 2015, the outstanding borrowings of \$280 million from the Facility approximates fair value using level 2 inputs under the market approach.

4.7% Senior Notes

In 2015, the Company issued \$300 million in aggregate principal amount of 4.7% Senior Unsecured Notes due in 2025. The interest rate on these senior notes may be increased by 0.25% each time a credit rating applicable to the notes is downgraded. The maximum rate is 6.7% and the rate at December 31, 2016 remained at 4.7%. The net proceeds of approximately \$296.4 million were initially used to repay, in part, our Facility. The conditions and covenants related to the senior notes are less restrictive than those of our Facility. The effective interest rate for 2016 was 4.76%. The fair value of the senior notes based on quoted prices utilizing level 2 inputs was \$307.9 million at December 31, 2016. The balance for unamortized deferred financing costs and debt discount related to the senior notes was \$3.2 million at December 31, 2016 and \$3.5 million at December 31, 2015.

Other Credit Facilities

In June 2016 we also entered into a €60 million (\$67.4 million) term loan. The loan has two tranches of which the first tranche for €25 million has a six-month availability period at a rate of Euribor +1.2% and a final maturity date of June 30, 2023. The second tranche for €35 million has a one-year availability period at a rate of Euribor +1.25% and a final maturity date of June 30, 2024. There is a zero percent floor on the Euribor. The loans are payable in annual installments, beginning on June 30, 2017 and June 30,

2019, respectively. We had \$26.3 million (€25 million) outstanding under this loan at December 31, 2016, which approximates fair value using level 2 inputs under the market approach. The facility is guaranteed by Hexcel Corporation.

We have a \$10.0 million revolving credit line for working capital needs of our Chinese entity with no outstanding balance at December 31, 2016. These funds can only be used locally. The facility is guaranteed by Hexcel Corporation, but is uncommitted and cancellable by the lender at any time.

Aggregate Maturities of Debt

We have \$365 million of debt maturing in 2021 and another \$300 million of debt maturing in 2025. The Euro term loan is repayable in seven equal installments of \$3.76 million each June 30 beginning June 30, 2017 with a final maturity on June 30, 2023.

NOTE 6 – LEASING ARRANGEMENTS

Certain sales and administrative offices, data processing equipment and manufacturing facilities are leased under operating leases. We recognize rental expense on operating leases straight-line over the term of a lease. Total rental expense was \$11.4 million in 2016, \$10.2 million in 2015 and \$12.7 million in 2014.

Scheduled future minimum lease payments as of December 31, 2016 were:

(In millions)

| Payable during the years ending December 31: | Operating Leases |
|--|------------------|
| 2017 | \$ 8.6 |
| 2018 | 6.2 |
| 2019 | 3.8 |
| 2020 | 2.1 |
| 2021 | 1.5 |
| Thereafter | 2.8 |
| Total minimum lease payments | \$ 25.0 |

NOTE 7 – RETIREMENT AND OTHER POSTRETIREMENT BENEFIT PLANS

We maintain qualified defined benefit retirement plans covering certain current and former European employees, as well as nonqualified defined benefit retirement plans and retirement savings plans covering certain eligible U.S. and European employees, and participate in a union sponsored multi-employer pension plan covering certain U.S. employees with union affiliations. In addition, we provide certain postretirement health care and life insurance benefits to eligible U.S. retirees.

Accounting standards require the use of certain assumptions, such as the expected long-term rate of return, discount rate, rate of compensation increase, healthcare cost trend rates, and retirement and mortality rates, to determine the net periodic costs of such plans. These assumptions are reviewed and set annually at the beginning of each year. In addition, these models use an “attribution approach” that generally spreads individual events, such as plan amendments and changes in actuarial assumptions, over the service lives of the employees in the plan. That is, employees render service over their service lives on a relatively smooth basis and therefore, the income statement effects of retirement and postretirement benefit plans are earned in, and should follow, the same pattern.

We use our actual return experience, future expectations of long-term investment returns, and our actual and targeted asset

allocations to develop our expected rate of return assumption used in the net periodic cost calculations of our funded European defined benefit retirement plans. Due to the difficulty involved in predicting the market performance of certain assets, there will be a difference in any given year between our expected return on plan assets and the actual return. Following the attribution approach, each year’s difference is amortized over a number of future years. Over time, the expected long-term returns are designed to approximate the actual long-term returns and therefore result in a pattern of income and expense recognition that more closely matches the pattern of the services provided by the employees.

We annually set our discount rate assumption for retirement-related benefits accounting to reflect the rates available on high-quality, fixed-income debt instruments. The rate of compensation increase for nonqualified pension plans, which is another significant assumption used in the actuarial model for pension accounting, is determined by us based upon our long-term plans for such increases and assumed inflation. For the postretirement health care and life insurance benefits plan, we review external data and its historical trends for health care costs to determine the health care cost trend rates. Retirement and termination rates are based primarily on actual plan experience. The mortality table used for the U.S. plans is based on the RP-2014 White Collar Healthy Annuitant Mortality Table with Improvement Scale MP-2015 and for the U.K. Plan the S2PXA table with future improvements in line with the CMI 2014 projection model with a long term trend rate of 1.5% p.a.

Actual results that differ from our assumptions are accumulated and amortized over future periods and, therefore, generally affect the net periodic costs and recorded obligations in such future periods. While we believe that the assumptions used are appropriate, significant changes in economic or other conditions, employee demographics, retirement and mortality rates, and investment performance may materially impact such costs and obligations.

U.S. Defined Benefit Retirement Plans

We have nonqualified defined benefit retirement plans covering certain current and former U.S. employees that are funded as benefits are incurred. Under the provisions of these plans, we expect to contribute approximately \$1.1 million in 2017 to cover unfunded benefits.

Multi-Employer Plan

The Company is party to a multi-employer pension plan covering certain U.S. employees with union affiliations. The plan is the Western Metal Industry Pension Fund, (“the Plan”). The Plan’s employer identification number is 91-6033499; the Plan number is 001. In 2016, 2015 and 2014 the Plan reported Hexcel Corporation as being an employer that contributed greater than 5% of the Plan’s total contributions. The expiration date of the collective bargaining agreement is September 30, 2020. The Plan has been listed in “critical status” and has been operating in accordance with a Rehabilitation Plan since 2010. The Plan, as amended under the Rehabilitation Plan, reduced the adjustable benefits of the participants and levied a surcharge on employer contributions. The Company contributed \$2.1 million in 2016, \$2.2 million in 2015 and approximately \$1.8 million in 2014. We expect the Company’s contribution to be about \$2.0 million in 2017 and remain at that level over the next few years.

U.S. Retirement Savings Plan

Under the retirement savings plan, eligible U.S. employees can contribute up to 75% of their annual compensation to an individual 401(k) retirement savings account. The Company makes matching contributions equal to 50% of employee contributions,

not to exceed 3% of employee compensation each year. We also contribute an additional 2% to 4% of each eligible U.S. employee's salary to an individual 401(k) retirement savings account. This increases the maximum contribution to individual U.S. employee savings accounts to between 5% and 7% per year, before any profit sharing contributions that are made when we meet or exceed certain performance targets that are set annually. These profit sharing contributions are made at the Company's discretion and are targeted at 3% of an eligible U.S. employee's pay, with a maximum of 4.5%.

U.S. Postretirement Plans

In addition to defined benefit and retirement savings plan benefits, we also provide certain postretirement health care and life insurance benefits to eligible U.S. retirees. Depending upon the plan, benefits are available to eligible employees who retire after meeting certain age and service requirements and were employed by Hexcel as of February 1996. Our funding policy for the postretirement health care and life insurance benefit plans is generally to pay covered expenses as they are incurred. Under the provisions of these plans, we expect to contribute approximately \$0.5 million in 2017 to cover unfunded benefits.

European Defined Benefit Retirement Plans

We have defined benefit retirement plans in the United Kingdom, Belgium, France and Austria covering certain employees of our subsidiaries in those countries. The defined benefit plan in the United Kingdom (the "U.K. Plan"), the largest of the European plans, was terminated in 2011 and replaced with a defined contribution plan. As of December 31, 2016, 32% of the total assets in the U.K. Plan were invested in equities and 24% of the total assets were invested in diversified growth funds and 21% were invested in liability driven investments. Equity investments and growth fund investments are made with the objective of achieving a return on plan assets consistent with the funding requirements of the plan, maximizing portfolio return and minimizing the impact of market fluctuations on the fair value of the plan assets. Liability driven investments are made to reduce balance sheet volatility. As

a result of an annual review of historical returns and market trends, the expected long-term weighted average rate of return for the U.K. Plan for the 2017 plan year will be 4.75% and 3.0% for the other European plans as a group.

U.K. Defined Contribution Pension Plan

Under the Defined Contribution Section, eligible U.K. employees can belong to the Deferred Contribution Plan on a non-participatory basis or can elect to contribute 3%, 5% or 7% of their pensionable salary. The Company will contribute 5%, 9% and 13% respectively. The plan also provides life insurance and disability insurance benefits for members.

Retirement and Other Postretirement Plans - France

The employees of our French subsidiaries are entitled to receive a lump-sum payment upon retirement subject to certain service conditions under the provisions of the national chemicals and textile workers collective bargaining agreements. The amounts attributable to the French plans have been included within the total expense and obligation amounts noted for the European plans.

Net Periodic Pension Expense

Net periodic expense for our U.S. and European qualified and nonqualified defined benefit pension plans and our retirement savings plans for the three years ended December 31, 2016 is detailed in the table below.

| (In millions) | 2016 | 2015 | 2014 |
|---|----------------|-------------|-------------|
| Defined benefit retirement plans | \$ 1.6 | \$ 2.7 | \$ 5.4 |
| Union sponsored multi-employer pension plan | 2.1 | 2.2 | 1.8 |
| Retirement savings plans-matching contributions | 7.9 | 4.2 | 2.9 |
| Retirement savings plans-profit sharing contributions | 10.6 | 9.7 | 6.0 |
| Net periodic expense | \$ 22.2 | \$ 18.8 | \$ 16.1 |

Defined Benefit Retirement and Postretirement Plans

Net periodic cost of our defined benefit retirement and postretirement plans for the three years ended December 31, 2016, were:

| (In millions) | U.S. Plans | | | European Plans | | |
|--|------------|--------|--------|----------------|----------|--------|
| | 2016 | 2015 | 2014 | 2016 | 2015 | 2014 |
| Defined Benefit Retirement Plans | | | | | | |
| Service cost | \$ 1.2 | \$ 1.1 | \$ 1.1 | \$ 0.8 | \$ 0.8 | \$ 0.8 |
| Interest cost | 0.6 | 0.5 | 0.7 | 5.4 | 6.1 | 7.0 |
| Expected return on plan assets | — | — | — | (7.6) | (8.4) | (9.6) |
| Net amortization | 0.3 | 1.0 | 2.0 | 0.6 | 0.8 | 0.7 |
| Termination benefits and settlement losses | 0.2 | 0.8 | 2.7 | 0.1 | — | — |
| Net periodic pension cost (income) | \$ 2.3 | \$ 3.4 | \$ 6.5 | \$ (0.7) | \$ (0.7) | \$ 1.1 |

| (In millions) | | | |
|--|----------|----------|----------|
| U.S. Postretirement Plans | | | |
| | 2016 | 2015 | 2014 |
| Interest cost | \$ 0.2 | \$ 0.2 | \$ 0.2 |
| Net amortization and deferral | (0.7) | (0.6) | (0.7) |
| Net periodic postretirement benefit income | \$ (0.5) | \$ (0.4) | \$ (0.5) |

| (In millions) | Defined Benefit Retirement Plans | | | | | |
|--|----------------------------------|--------|----------------|----------|----------------------|----------|
| | U.S. Plans | | European Plans | | Postretirement Plans | |
| | 2016 | 2015 | 2016 | 2015 | 2016 | 2015 |
| Other Changes in Plan Assets and Benefit Obligations Recognized in Other Comprehensive Income | | | | | | |
| Net loss (gain) | \$ 0.1 | \$ 1.9 | \$ (5.0) | \$ (4.6) | \$ (0.9) | \$ (1.0) |
| Amortization of actuarial (losses) gains | (0.3) | (1.7) | (0.7) | (0.8) | 0.7 | 0.7 |
| Effect of foreign exchange | — | — | (4.0) | (2.1) | — | — |
| Total recognized in other comprehensive income (pre-tax) | \$ (0.2) | \$ 0.2 | \$ (9.7) | \$ (7.5) | \$ (0.2) | \$ (0.3) |

The Company expects to recognize \$0.7 million of net actuarial loss and an immaterial net prior service cost as a component of net periodic pension cost in 2017 for its defined benefit plans. The amount of net actuarial gain recognized as a component of net periodic postretirement benefit cost in 2017 is expected to be \$1.1 million.

The benefit obligation, fair value of plan assets, funded status, and amounts recognized in the consolidated financial statements for our defined benefit retirement plans and postretirement plans, as of and for the years ended December 31, 2016 and 2015, were:

| (In millions) | Defined Benefit Retirement Plans | | | | | |
|---|----------------------------------|----------|----------------|-----------|----------------------|--------|
| | U.S. Plans | | European Plans | | Postretirement Plans | |
| | 2016 | 2015 | 2016 | 2015 | 2016 | 2015 |
| Change in benefit obligation | | | | | | |
| Benefit obligation - beginning of year | \$ 17.7 | \$ 19.1 | \$ 162.8 | \$ 179.8 | \$ 5.3 | \$ 6.3 |
| Service cost | 1.2 | 1.1 | 0.8 | 0.8 | — | — |
| Interest cost | 0.6 | 0.5 | 5.4 | 6.1 | 0.2 | 0.2 |
| Plan participants' contributions | — | — | — | — | 0.1 | 0.1 |
| Actuarial loss (gain) | 0.2 | 1.9 | 27.7 | (10.0) | (1.0) | (1.0) |
| Termination benefits and settlements | 0.2 | (4.7) | (0.2) | — | — | — |
| Benefits and expenses paid | (0.2) | (0.2) | (5.1) | (4.6) | (0.2) | (0.3) |
| Currency translation adjustments | — | — | (27.3) | (9.3) | — | — |
| Benefit obligation - end of year | \$ 19.7 | \$ 17.7 | \$ 164.1 | \$ 162.8 | \$ 4.4 | \$ 5.3 |
| Change in plan assets | | | | | | |
| Fair value of plan assets - beginning of year | \$ — | \$ — | \$ 160.4 | \$ 165.6 | \$ — | \$ — |
| Actual return on plan assets | — | — | 40.3 | 3.0 | — | — |
| Employer contributions | 0.2 | 4.9 | 6.3 | 4.3 | 0.1 | 0.2 |
| Plan participants' contributions | — | — | — | — | 0.1 | 0.1 |
| Benefits and expenses paid | (0.2) | (0.2) | (5.1) | (4.6) | (0.2) | (0.3) |
| Termination benefits and settlements | — | (4.7) | (0.2) | — | — | — |
| Currency translation adjustments | — | — | (30.3) | (7.9) | — | — |
| Fair value of plan assets - end of year | \$ — | \$ — | \$ 171.4 | \$ 160.4 | \$ — | \$ — |
| Amounts recognized in Consolidated Balance Sheets | | | | | | |
| Noncurrent Assets | \$ — | \$ — | \$ 23.9 | \$ 13.6 | \$ — | \$ — |
| Current liabilities | \$ 1.1 | \$ 0.7 | \$ 0.4 | \$ 0.4 | \$ 0.5 | \$ 0.6 |
| Non-current liabilities | 18.6 | 17.0 | 16.2 | 15.6 | 3.9 | 4.7 |
| Total Liabilities | \$ 19.7 | \$ 17.7 | \$ 16.6 | \$ 16.0 | \$ 4.4 | \$ 5.3 |
| Amounts recognized in Accumulated Other Comprehensive Income | | | | | | |
| Actuarial net (loss) gain | \$ (3.8) | \$ (4.0) | \$ (22.1) | \$ (31.8) | \$ 4.3 | \$ 4.1 |
| Prior service cost | — | — | (0.1) | (0.1) | — | — |
| Total amounts recognized in accumulated other comprehensive loss | \$ (3.8) | \$ (4.0) | \$ (22.2) | \$ (31.9) | \$ 4.3 | \$ 4.1 |

The measurement date used to determine the benefit obligations and plan assets of the defined benefit retirement and postretirement plans was December 31, 2016.

The total accumulated benefit obligation (“ABO”) for the U.S. defined benefit retirement plans was \$17.9 million and \$16.4 million as of December 31, 2016 and 2015, respectively. Excluding the U.K. Plan, the European plans’ ABO exceeded plan assets as of December 31, 2016 and 2015, by \$12.0 million and \$11.5 million, respectively. These plans’ ABO was \$17.7 million and \$17.1 million as of December 31, 2016 and 2015, respectively. The U.K. Plan is overfunded; the ABO of this plan was \$141.8 million and \$141.2 million at December 31, 2016 and 2015, respectively. The fair value of the U.K. Plan assets was \$165.7 million and \$154.8 million at December 31, 2016 and 2015, respectively.

As of December 31, 2016 and 2015, the accrued benefit costs for the defined benefit retirement plans and postretirement benefit plans included within “accrued compensation and benefits” was

\$2.0 million and \$1.7 million, respectively, and within “other non-current liabilities” was \$38.8 million and \$37.3 million, respectively, in the accompanying consolidated balance sheets.

Benefit payments for the plans are expected to be as follows:

| (In millions) | U.S. Plans | European Plans | Postretirement Plans |
|---------------|----------------|----------------|----------------------|
| 2017 | 1.1 | 5.1 | 0.5 |
| 2018 | 1.5 | 4.3 | 0.6 |
| 2019 | 1.0 | 4.5 | 0.5 |
| 2020 | 2.7 | 4.9 | 0.5 |
| 2021 | 5.8 | 6.5 | 0.5 |
| 2022-2026 | 15.3 | 35.2 | 1.8 |
| | <u>\$ 27.4</u> | <u>\$ 60.5</u> | <u>\$ 4.4</u> |

Fair Values of Pension Assets

The following table presents pension assets measured at fair value at December 31, 2016 and 2015 utilizing the fair value hierarchy discussed in Note 19:

| (In millions) Description | December 31, 2016 | Fair Value Measurements at December 31, 2016 | | |
|------------------------------|----------------------|--|-----------------|---------------|
| | | Level 1 | Level 2 | Level 3 |
| Equity funds | \$ 53.8 | \$ — | \$ 53.8 | \$ — |
| Diversified growth funds | 41.2 | — | 41.2 | — |
| Index linked gilts | 36.1 | — | 36.1 | — |
| Liability driven investments | 34.4 | — | 34.4 | — |
| Insurance contracts | 3.6 | — | — | 3.6 |
| Diversified investment funds | 2.1 | — | — | 2.1 |
| Cash and cash equivalents | 0.2 | 0.2 | — | — |
| Total assets | <u>\$ 171.4</u> | <u>\$0.2</u> | <u>\$ 165.5</u> | <u>\$ 5.7</u> |

| Description | December 31, 2015 | Fair Value Measurements at December 31, 2015 | | |
|------------------------------|----------------------|--|----------------|---------------|
| | | Level 1 | Level 2 | Level 3 |
| Equity funds | \$ 51.9 | \$ 51.9 | \$ — | \$ — |
| Diversified growth funds | 44.2 | 22.3 | 21.9 | — |
| Liability driven investments | 35.9 | 35.9 | — | — |
| Active corporate bond fund | 14.0 | 14.0 | — | — |
| Index linked gilts | 8.4 | 8.4 | — | — |
| Insurance contracts | 3.5 | — | — | 3.5 |
| Diversified investment funds | 2.1 | — | — | 2.1 |
| Cash and cash equivalents | 0.4 | 0.4 | — | — |
| Total assets | <u>\$ 160.4</u> | <u>\$132.9</u> | <u>\$ 21.9</u> | <u>\$ 5.6</u> |

The pooled fund that the U.K. plan invests in is structured as unit-linked life assurance vehicles which are not exchange listed. As the prices for these are not quoted in an active market at the reporting date, the investment managers advised they believe these funds cannot be classified as Level I investments. The investment managers have deemed its pooled funds as being most suitably classified as Level 2 given its valuation methodology and pricing. This is a change from the prior year where the investment managers classified them as level 1.

| (In millions) | Balance at January 1, 2016 | Actual return on plan assets | Purchases, sales and settlements | Changes due to exchange rates | Balance at December 31, 2016 |
|---|----------------------------------|------------------------------------|--|-------------------------------------|------------------------------------|
| Reconciliation of Level 3 Assets | | | | | |
| Diversified investment funds | \$ 2.1 | \$ 0.1 | \$ — | \$ (0.1) | \$ 2.1 |
| Insurance contracts | 3.5 | 0.2 | — | (0.1) | 3.6 |
| Total level 3 assets | \$ 5.6 | \$ 0.3 | \$ — | \$ (0.2) | \$ 5.7 |

| | Balance at January 1, 2015 | Actual return on plan assets | Purchases, sales and settlements | Changes due to exchange rates | Balance at December 31, 2015 |
|---|----------------------------------|------------------------------------|--|-------------------------------------|------------------------------------|
| Reconciliation of Level 3 Assets | | | | | |
| Diversified investment funds | \$ 2.5 | \$ 0.1 | \$ (0.2) | \$ (0.3) | \$ 2.1 |
| Insurance contracts | 3.2 | 0.3 | 0.3 | (0.3) | 3.5 |
| Total level 3 assets | \$ 5.7 | \$ 0.4 | \$ 0.1 | \$ (0.6) | \$ 5.6 |

Plan assets are invested in a number of unit linked pooled funds by an independent asset management group. Equity funds are split 40/60 between U.K. and overseas equity funds (North America, Japan, Asia Pacific and Emerging Markets). The asset management firm uses quoted prices in active markets to value the assets.

Diversified growth funds are invested in a broad spectrum of return seeking asset classes with reduced dependency on any particular asset class. This approach targets growth asset returns with lower risk resulting from the diversification across different asset classes.

The index-linked gilt allocation provides a partial interest rate and inflation rate hedge against the valuation of the liabilities.

The liability driven investments' allocation aims to hedge against the exposure to interest rate risk through the use of interest rate swaps.

The Bond Allocation is invested in a number of Active Corporate Bond funds which are pooled funds. The Corporate Bond funds primarily invest in corporate fixed income securities denominated in British pounds sterling with credit ratings of BBB- and above. We use quoted prices in active markets to value the assets.

Insurance contracts contain a minimum guaranteed return. The fair value of the assets is equal to the total amount of all individual technical reserves plus the non-allocated employer's financing fund reserves at the valuation date. The individual technical and financing fund reserves are equal to the accumulated paid contributions taking into account the insurance tariffication and any allocated profit sharing return.

The diversified investment funds represent plan assets invested in a Pensionskasse (an Austrian multi-employer pension fund). The main holdings consist of equity, bonds, real estate and bank deposits.

The actual allocations for the pension assets at December 31, 2016 and 2015, and target allocations by asset class, are as follows:

| Asset Class | Percentage of Plan Assets | Target Allocations | Percentage Of Plan Assets | Target Allocations |
|-------------------------------|------------------------------|-----------------------|------------------------------|-----------------------|
| | 2016 | 2016 | 2015 | 2015 |
| Diversified growth funds | 24.1% | 29.0% | 27.6% | 27.0% |
| Index linked gilts | 21.1 | 13.0 | 5.3 | 5.0 |
| Liability driven investments | 20.1 | 24.0 | 22.3 | 22.0 |
| All Other Regions Equity Fund | 18.7 | 34.0 | 19.3 | 20.0 |
| U.K. Equity Fund | 12.6 | — | 13.0 | 15.0 |
| Diversified Investment Funds | 1.2 | — | 1.3 | — |
| Insurance Contracts | 2.1 | — | 2.2 | 2.0 |
| Active Corporate Bond Funds | — | — | 8.7 | 9.0 |
| Cash and cash equivalents | 0.1 | — | 0.3 | — |
| Total | 100% | 100% | 100% | 100% |

ASSUMPTIONS

The assumed discount rate for pension plans reflects the market rates for high-quality fixed income debt instruments currently available. The Conduent Standard Yield Curve was used for the U.S. non-qualified and postretirement plans. For the U.K. plan, cash flows were not available and therefore we considered the derived yield to market on a representative bond of suitable duration taken from Conduent's synthetic bond yield curve. We believe that the timing and amount of cash flows related to these instruments is expected to match the estimated defined benefit payment streams of our plans. The assumed discount rate for the U.S. non-qualified plans uses individual discount rates for each plan based on their associated cash flows.

Salary increase assumptions are based on historical experience and anticipated future management actions. For the postretirement health care and life insurance benefit plans, we review external data and our historical trends for health care costs to determine the health care cost trend rates. Retirement rates are based primarily on actual plan experience and on rates from previously mentioned mortality tables. Actual results that differ from our assumptions are accumulated and amortized over future periods and, therefore, generally affect the net periodic costs and recorded obligations in such future periods. While we believe that the assumptions used are appropriate, significant changes in economic or other conditions, employee demographics, retirement and mortality rates, and investment performance may materially impact such costs and obligations.

Assumptions used to estimate the actuarial present value of benefit obligations at December 31, 2016, 2015 and 2014 are shown in the following table. These year-end values are the basis for determining net periodic costs for the following year.

| | 2016 | 2015 | 2014 |
|---|----------------------|--------------|--------------|
| U.S. defined benefit retirement plans: | | | |
| Discount rates | 3.1% - 3.6% | 3.2% - 3.7% | 3.2% - 3.4% |
| Rate of increase in compensation | 3.0% | 3.0% | 3.0% |
| Expected long-term rate of return on plan assets | N/A | N/A | N/A |
| European defined benefit retirement plans: | | | |
| Discount rates | 1.25% - 2.95% | 1.8% - 3.9% | 1.9% - 3.7% |
| Rates of increase in compensation | 2.75% - 3.0% | 2.8% - 3.0% | 2.8% - 3.0% |
| Expected long-term rates of return on plan assets | 3.0% - 4.75% | 3.0% - 5.25% | 3.25% - 5.2% |
| Postretirement benefit plans: | | | |
| Discount rates | 3.3% | 3.4% | 3.2% |

The following table presents the impact that a one-percentage-point increase and a one-percentage-point decrease in the expected long-term rate of return and discount rate would have on the 2017 pension expense, and the impact on our retirement obligation as of December 31, 2016 for a one-percentage-point change in the discount rate:

| (In millions) | Non-Qualified Pension Plans | Retiree Medical Plans | U.K. Retirement Plan |
|--|--------------------------------|--------------------------|-------------------------|
| Periodic pension expense | | | |
| One-percentage-point increase: | | | |
| Expected long-term rate of return | \$ N/A | \$ N/A | \$ (1.7) |
| Discount rate | \$ (0.1) | \$ — | \$ 0.5 |
| One-percentage-point decrease: | | | |
| Expected long-term rate of return | \$ N/A | \$ N/A | \$ 1.7 |
| Discount rate | \$ 0.2 | \$ — | \$ 0.2 |
| Retirement obligation | | | |
| One-percentage-point increase in discount rate | \$ (1.1) | \$ (0.2) | \$ (22.3) |
| One-percentage-point decrease in discount rate | \$ 1.2 | \$ 0.3 | \$ 28.5 |

The annual rate of increase in the per capita cost of covered health care benefits is assumed to be 7.5% for medical and 5.0% for dental and vision for 2016. The medical rates are assumed to gradually decline to 4.75% by 2028, whereas dental and vision rates are assumed to remain constant at 5.0%. A one-percentage-point increase and a one-percentage-point decrease in the assumed health care cost trend would have an insignificant impact on the total of service and interest cost components, and would have an immaterial impact on the post-retirement benefit obligation for both 2016 and 2015.

NOTE 8 – INCOME TAXES

Income before income taxes and the provision for income taxes, for the three years ended December 31, 2016, were as follows:

| (In millions) | 2016 | 2015 | 2014 |
|-------------------------------------|-----------------|-----------------|-----------------|
| Income before income taxes: | | | |
| U.S. | \$ 149.1 | \$ 164.3 | \$ 163.8 |
| International | 188.5 | 153.9 | 133.5 |
| Total income before income taxes | <u>\$ 337.6</u> | <u>\$ 318.2</u> | <u>\$ 297.3</u> |
| Provision for income taxes: | | | |
| Current: | | | |
| U.S. | \$ (9.5) | \$ (0.3) | \$ 21.5 |
| International | 37.1 | 30.1 | 28.1 |
| Current provision for income taxes | <u>27.6</u> | <u>29.8</u> | <u>49.6</u> |
| Deferred: | | | |
| U.S. | 54.3 | 48.6 | 34.4 |
| International | 8.4 | 4.6 | 5.3 |
| Deferred provision for income taxes | <u>62.7</u> | <u>53.2</u> | <u>39.7</u> |
| Total provision for income taxes | <u>\$ 90.3</u> | <u>\$ 83.0</u> | <u>\$ 89.3</u> |

A reconciliation of the provision for income taxes at the U.S. federal statutory income tax rate of 35% to the effective income tax rate, for the three years ended December 31, 2016, is as follows:

| (In millions) | 2016 | 2015 | 2014 |
|--|----------------|----------------|----------------|
| Provision for taxes at U.S. federal statutory rate | \$ 118.2 | \$ 111.4 | \$ 104.1 |
| State and local taxes, net of federal benefit | 3.1 | 2.5 | 1.9 |
| Foreign effective rate differential | (16.3) | (19.5) | (15.9) |
| Tax credits | (10.1) | (3.1) | (2.4) |
| Other | 2.0 | 3.3 | 1.6 |
| Release of reserves for uncertain tax positions | (6.6) | (11.6) | — |
| Total provision for income taxes | <u>\$ 90.3</u> | <u>\$ 83.0</u> | <u>\$ 89.3</u> |

The effective tax rate includes a \$6.6 million benefit related to the release of reserves for uncertain tax positions. Also included in this year's effective tax rate is the impact of lower deferred tax liabilities from tax rate changes enacted in certain foreign jurisdictions of \$1.4 million.

As of December 31, 2016 and 2015, we did not have a U.S. income tax provision for undistributed earnings of international subsidiaries. We do not currently have any specific plans to repatriate funds from our international subsidiaries; however, we may do so in the future if a dividend can be remitted with no material tax impact. As of December 31, 2016, we have approximately \$618 million of unremitted foreign earnings that we intend to keep indefinitely reinvested. Estimating the tax liability that would result if these earnings were repatriated is not practicable at this time.

Deferred Income Taxes

Deferred income taxes result from tax attributes including foreign tax credits, net operating loss carryforwards and temporary differences between the recognition of items for income tax purposes and financial reporting purposes. Principal components of deferred income taxes as of December 31, 2016 and 2015 are:

| (In millions) | 2016 | 2015 |
|---|------------|------------|
| Assets | | |
| Net operating loss carryforwards | \$ 58.9 | \$ 60.6 |
| Unfunded pension liability and other postretirement obligations | 5.6 | 4.8 |
| Advanced payments from foreign affiliates | — | 23.0 |
| Tax credit carryforwards | 13.0 | 5.0 |
| Stock based compensation | 16.2 | 16.1 |
| Other comprehensive income | 4.6 | 8.8 |
| Reserves and other | 20.8 | 21.2 |
| Subtotal | 119.1 | 139.5 |
| Valuation allowance | (58.9) | (57.8) |
| Total assets | \$ 60.2 | \$ 81.7 |
| Liabilities | | |
| Accelerated depreciation | (160.6) | (118.0) |
| Accelerated amortization | (12.9) | (12.0) |
| Other | (0.4) | (0.3) |
| Total liabilities | \$ (173.9) | \$ (130.3) |
| Net deferred tax liabilities | \$ (113.7) | \$ (48.6) |

Deferred tax assets and deferred tax liabilities as presented in the consolidated balance sheets as of December 31, 2016 and 2015 are as follows and are recorded in prepaid expenses and other current assets, deferred tax assets, other accrued liabilities and other non-current liabilities in the consolidated balance sheets:

| (In millions) | 2016 | 2015 |
|---------------------------------------|------------|-----------|
| Long-term deferred tax assets, net | 8.9 | 15.7 |
| Long-term deferred tax liability, net | (122.6) | (64.3) |
| Net deferred tax assets | \$ (113.7) | \$ (48.6) |

During November 2015, the FASB issued ASU 2015-17, Balance Sheet Classification of Deferred Taxes, which simplifies the presentation of deferred income taxes. ASU2015-17 provides presentation requirements to classify deferred tax assets and liabilities as noncurrent in a classified statement of financial position. The standard is effective for fiscal years beginning after December 15, 2016, including interim periods within that reporting period. We early adopted ASU 2015-17 effective December 31, 2015, prospectively.

The deferred tax assets for the respective periods were assessed for recoverability and, where applicable, a valuation allowance was recorded to reduce the total deferred tax asset to an amount that will, more likely than not, be realized in the future. The valuation allowance as of December 31, 2016 and 2015 relates primarily to net operating loss carryforwards of our foreign subsidiaries for which we have determined, based upon historical results and projected future book and taxable income levels, that a valuation allowance should continue to be maintained. The net change in the total valuation allowance for the years ended December 31, 2016 and 2015 was an increase of \$1.1 million and a decrease of \$2.7 million, respectively.

Although realization is not assured, we have concluded that it is more-likely-than-not that the deferred tax assets, for which a valuation allowance was determined to be unnecessary, will be realized in the ordinary course of operations based on the available positive and negative evidence, including scheduling of deferred tax liabilities and projected income from operating activities. The amount of the net deferred tax assets considered realizable, however, could be reduced in the near term if actual future income or income tax rates are lower than estimated, or if there are differences in the timing or amount of future reversals of existing taxable or deductible temporary differences.

Net Operating Loss & Tax Credit Carryforwards

At December 31, 2016, we had tax credit carryforwards for U.S. tax purposes of \$14.1 million available to offset future income taxes. These credits will begin to expire if not utilized in 2017.

We also had net operating loss carryforwards for U.S. and foreign income tax purposes of \$17.2 million and \$222.1 million, respectively, for which there were foreign valuation allowances of \$220.6 million as of December 31, 2016. Our foreign net operating losses can be carried forward without limitation in Belgium, Luxembourg, Spain and the U.K. The carryforward period in China is limited to 5 years. We have a full valuation allowance against certain foreign net operating losses for which the Company believes it is not more likely than not that the net operating losses will be utilized.

Uncertain Tax Positions

Our unrecognized tax benefits at December 31, 2016, relate to various Foreign and U.S. jurisdictions.

The following table summarizes the activity related to our unrecognized tax benefits:

| (In millions) | Unrecognized Tax Benefits | | |
|--|---------------------------|----------------|----------------|
| | 2016 | 2015 | 2014 |
| Balance as of January 1, | \$ 25.3 | \$ 43.1 | \$ 42.7 |
| Additions based on tax positions related to the current year | 7.3 | 1.7 | 3.2 |
| Reductions for tax positions of prior years | (11.1) | (16.6) | (0.4) |
| Expiration of the statute of limitations for the assessment of taxes | (4.2) | (0.6) | (0.4) |
| Other, including currency translation | (0.6) | (2.3) | (2.0) |
| Balance as of December 31, | \$ 16.7 | \$ 25.3 | \$ 43.1 |

Included in the unrecognized tax benefits of \$16.7 million at December 31, 2016 was \$16.7 million of tax benefits that, if recognized, would impact our annual effective tax rate. In addition, we recognize interest accrued related to unrecognized tax benefits as a component of interest expense and penalties as a component of income tax expense in the consolidated statements of operations. The Company recognized \$1.1 million, \$0.6 million, \$1.5 million of interest expense and penalties related to the above unrecognized tax benefits in 2016, 2015 and 2014, respectively. The Company had accrued interest of approximately \$2.1 million and \$2.2 million as of December 31, 2016 and 2015, respectively. During 2016, we reversed \$1.1 million of interest related to unrecognized tax benefits.

We are subject to taxation in the U.S. and various states and foreign jurisdictions. The U.S. tax returns have been audited through 2012. Foreign and U.S. state jurisdictions have statutes of limitations generally ranging from 3 to 5 years. Years still open to examination by the U.S. (2013 onward) and foreign tax authorities in major jurisdictions include Austria (2012 onward), Belgium (2014 onward), France (2014 onward), Spain (2004 onward) and the U.K. (2014 onward). We are currently under examination in the U.S. and certain foreign jurisdictions.

As of December 31, 2016, we had uncertain tax positions for which it is reasonably possible that amounts of unrecognized tax benefits could significantly change over the next year. These uncertain tax positions relate to our tax returns from 2004 onward, some of which are currently under examination by certain U.S. and European tax authorities. The Company believes it is reasonably possible that the total amount of unrecognized tax benefits disclosed as of December 31, 2016 may decrease approximately \$2 to \$3 million in the fiscal year ending December 31, 2017. Such possible decrease primarily relates to audit settlements and the expiration of statutes of limitation.

NOTE 9 – CAPITAL STOCK

Common Stock Outstanding

Common stock outstanding as of December 31, 2016, 2015 and 2014 was as follows:

| (Number of shares in millions) | 2016 | 2015 | 2014 |
|--------------------------------|-------|-------|-------|
| Common stock: | | | |
| Balance, beginning of year | 106.0 | 104.8 | 104.0 |
| Activity under stock plans | 0.7 | 1.2 | 0.8 |
| Balance, end of year | 106.7 | 106.0 | 104.8 |
| Treasury stock: | | | |
| Balance, beginning of year | 12.5 | 9.3 | 5.1 |
| Repurchased | 2.8 | 3.2 | 4.2 |
| Balance, end of year | 15.3 | 12.5 | 9.3 |
| Common stock outstanding | 91.4 | 93.5 | 95.5 |

In October 2015, our Board authorized the repurchase of an additional \$250 million of the Company's common stock ("2015 Repurchase Plan"). During 2016 and 2015, the Company spent \$111.1 million and \$146.1 million to repurchase common stock. This included \$100 million to complete the 2014 Repurchase Plan and \$157.2 million under the 2015 Repurchase Plan to repurchase common stock.

In June 2014, our Board authorized a plan to repurchase \$150 million of our outstanding common stock ("2014 Repurchase Plan"). In July 2013, our Board authorized us to repurchase \$150 million of our outstanding common stock ("2013 Repurchase Plan"), which was completed during the second quarter of 2014. During 2014, the Company spent \$160.0 million to repurchase shares of common stock under the approved plans.

On February 9, 2017, the Board authorized the repurchase of an additional \$300 million of the Company's common stock.

NOTE 10 – STOCK-BASED COMPENSATION

The following table details the stock-based compensation expense by type of award for the years ended December 31, 2016, 2015 and 2014:

| (In millions, except per share data) | Year Ended December 31, | | |
|--|-------------------------|---------|---------|
| | 2016 | 2015 | 2014 |
| Non-qualified stock options | \$ 3.6 | \$ 3.3 | \$ 3.6 |
| Restricted stock, service based ("RSUs") | 5.8 | 6.4 | 6.0 |
| Restricted stock, performance based ("PRSUs") | 6.3 | 7.9 | 7.4 |
| Employee stock purchase plan | 0.4 | 0.3 | 0.2 |
| Stock-based compensation expense | \$ 16.1 | \$ 17.9 | \$ 17.2 |
| Tax benefit from stock options exercised during the period | \$ 2.8 | \$ 9.2 | \$ 5.8 |

Non-Qualified Stock Options

Non-qualified stock options ("NQOs") have been granted to our employees and directors under our stock compensation plan. Options granted generally vest over three years and expire ten years from the date of grant.

A summary of option activity under the plan for the three years ended December 31, 2016 is as follows:

| | Number of Options (In millions) | Weighted- Average Exercise Price | Weighted-Average Remaining Contractual Life (in years) |
|---|---------------------------------------|--|---|
| Outstanding at December 31, 2013 | 3.0 | \$ 17.30 | 5.96 |
| Options granted | 0.2 | \$ 43.01 | |
| Options exercised | (0.4) | \$ 14.66 | |
| Outstanding at December 31, 2014 | 2.8 | \$ 19.12 | 4.95 |
| Options granted | 0.2 | \$ 43.96 | |
| Options exercised | (0.7) | \$ 12.77 | |
| Outstanding at December 31, 2015 | 2.3 | \$ 23.75 | 5.39 |
| Options granted | 0.3 | \$ 41.71 | |
| Options exercised | (0.3) | \$ 20.17 | |
| Outstanding at December 31, 2016 | 2.3 | \$ 26.08 | 5.20 |

| (In millions, except weighted average exercise price) | Year Ended December 31, | |
|---|-------------------------|----------|
| | 2016 | 2015 |
| Aggregate intrinsic value of outstanding options | \$ 57.2 | \$ 51.7 |
| Aggregate intrinsic value of exercisable options | \$ 53.2 | \$ 48.7 |
| Total intrinsic value of options exercised | \$ 6.7 | \$ 26.0 |
| Total number of options exercisable | 1.8 | 1.8 |
| Weighted average exercise price of options exercisable | \$ 21.99 | \$ 19.83 |
| Total unrecognized compensation cost on nonvested options (a) | \$ 1.1 | \$ 1.2 |

(a) Unrecognized compensation cost relates to nonvested stock options and is expected to be recognized over the remaining vesting period ranging from one year to three years.

The following table summarizes information about non-qualified stock options outstanding as of December 31, 2016:

| Range of Exercise Prices | Options Outstanding | | | Options Exercisable | |
|-----------------------------|---|---|--|---|--|
| | Number of Options Outstanding (a) | Weighted Average Remaining Life (in Years) | Weighted Average Exercise Price | Number of Options Exercisable (a) | Weighted Average Exercise Price |
| \$ 7.83 – 19.02 | 0.9 | 3.24 | \$ 14.13 | 0.8 | \$ 14.13 |
| \$ 20.76 – 28.27 | 0.8 | 4.92 | \$ 25.57 | 0.8 | \$ 25.57 |
| \$ 41.71 – 43.96 | 0.6 | 8.22 | \$ 42.84 | 0.2 | \$ 43.40 |
| \$ 7.83 – 43.96 | 2.3 | 5.20 | \$ 26.08 | 1.8 | \$ 21.99 |

(a) in millions

Valuation Assumptions in Estimating Fair Value

We estimated the fair value of stock options at the grant date using the Black-Scholes option pricing model with the following assumptions for the years ended December 31, 2016, 2015 and 2014:

| | 2016 | 2015 | 2014 |
|--|-----------------|----------|----------|
| Risk-free interest rate | 1.62% | 1.56% | 2.17% |
| Expected option life (in years) | | | |
| Executive | 6.77 | 6.84 | 6.88 |
| Expected option life (in years) | | | |
| Non-Executive | 4.72 | 6.09 | 6.18 |
| Dividend yield | 1.0% | 1.0% | — % |
| Volatility | 38.41% | 35.59% | 37.52% |
| Weighted-average fair value per option granted | \$ 14.65 | \$ 14.95 | \$ 17.91 |

We determine the expected option life for each grant based on ten years of historical option activity for two separate groups of employees (executive and non-executive). The weighted-average expected life ("WVLE") is derived from the average midpoint between the vesting and the contractual term and considers the effect of both the inclusion and exclusion of post-vesting cancellations during the ten-year period. Expected volatility is calculated based on a blend of both historic volatility of our common stock and implied volatility of our traded options. We weigh both volatility inputs equally and utilize the average as the volatility input for the Black-Scholes calculation. The risk-free interest rate for the expected term is based on the U.S. Treasury yield curve in effect at the time of grant and corresponding to the expected term. No dividends were paid in 2014.

Restricted Stock Units – Service Based

As of December 31, 2016, a total of 508,395 shares of service based restricted stock ("RSUs") were outstanding, which vest based on years of service under the 2003 and 2013 incentive stock plans. RSUs are granted to key employees, executives and directors of the Company. The fair value of the RSU is based on the closing market price of the Company's common stock on the date of grant and is amortized on a straight line basis over the requisite service period. The stock-based compensation expense recognized is based on an estimate of shares ultimately expected to vest, and therefore it has been reduced for estimated forfeitures. The stock based compensation expense related to awards granted to retirement-eligible employees is expensed on the grant date.

The table presented below provides a summary of the Company's RSU activity for the years ended December 31, 2016, 2015 and 2014:

| | Number of RSUs (In millions) | Weighted- Average Grant Date Fair Value |
|---|------------------------------------|--|
| Outstanding at December 31, 2013 | 0.6 | \$ 23.79 |
| RSUs granted | 0.1 | \$ 42.76 |
| RSUs issued | (0.2) | \$ 24.13 |
| Outstanding at December 31, 2014 | 0.5 | \$ 27.76 |
| RSUs granted | 0.1 | \$ 43.96 |
| RSUs issued | (0.1) | \$ 28.95 |
| Outstanding at December 31, 2015 | 0.5 | \$ 31.73 |
| RSUs granted | 0.1 | \$ 42.05 |
| RSUs issued | (0.1) | \$ 37.01 |
| Outstanding at December 31, 2016 | 0.5 | \$ 33.72 |

As of December 31, 2016, there was total unrecognized compensation cost related to nonvested RSUs of \$4.6 million, which is to be recognized over the remaining vesting period ranging from one year to three years.

Restricted Stock Units – Performance Based

As of December 31, 2016, a total of 375,375 shares of performance based restricted stock (“PRSUs”) were outstanding under the 2003 and 2013 incentive stock plans. The total amount of PRSUs that will ultimately vest is based on the achievement of various financial performance targets set forth by the Company’s Compensation Committee on the date of grant. PRSUs are based on a three-year performance period. The stock based compensation expense related to awards granted to retirement-eligible employees is expensed on the grant date and is trued up as projections change. Based on current projections and performance targets, it is estimated that an additional 0.2 million performance shares may be issuable for the 2014, 2015 and 2016 awards. The fair value of the PRSU is based on the closing market price of the Company’s common stock on the date of grant and is amortized straight-line over the total three-year period. A change in the performance measure expected to be achieved is recorded as an adjustment in the period in which the change occurs.

The table presented below provides a summary, of the Company’s PRSU activity, at original grant amounts, for the years ended December 31, 2016, 2015 and 2014:

| | Number of PRSUs (In millions) | Weighted- Average Grant Date Fair Value |
|---|-------------------------------------|--|
| Outstanding at December 31, 2013 | 0.5 | \$ 24.60 |
| PRSUs granted | 0.1 | \$ 43.01 |
| PRSUs additional performance shares | 0.1 | \$ 19.02 |
| PRSUs issued | (0.3) | \$ 19.01 |
| Outstanding at December 31, 2014 | 0.4 | \$ 31.68 |
| PRSUs granted | 0.1 | \$ 43.96 |
| PRSUs additional performance shares | 0.1 | \$ 42.23 |
| PRSUs issued | (0.2) | \$ 24.95 |
| Outstanding at December 31, 2015 | 0.4 | \$ 36.59 |
| PRSUs granted | 0.2 | \$ 43.96 |
| PRSUs additional performance shares | 0.1 | \$ 28.09 |
| PRSUs issued | (0.3) | \$ 28.15 |
| Outstanding at December 31, 2016 | 0.4 | \$ 42.66 |

As of December 31, 2016, there was total unrecognized compensation cost related to nonvested PRSUs of \$2.0 million, which is to be recognized over the remaining vesting period ranging from one year to three years. The final amount of compensation cost to be recognized is dependent upon our financial performance.

Stock-Based Compensation Cash Activity

During 2016, cash received from stock option exercises and from employee stock purchases was \$5.3 million. We used \$6.4 million in cash related to the shares withheld to satisfy employee tax obligations for RSUs and PRSUs converted during the year ended December 31, 2016.

We classify the cash flows resulting from these tax benefits as financing cash flows. We either issue new shares of our common stock or utilize treasury shares upon the exercise of stock options or the conversion of stock units.

Shares Authorized for Grant

As of December 31, 2016, an aggregate of 2.3 million shares were authorized for future grant under our stock plan, which covers stock options, RSUs, PRSUs and at the discretion of Hexcel, could result in the issuance of other types of stock-based awards.

Employee Stock Purchase Plan (“ESPP”)

The Company offers an ESPP, which allows for eligible employees to contribute up to 10% of their base earnings, to a maximum of \$25,000 in a calendar year, toward the quarterly purchase of our common stock at a purchase price equal to 85% of the fair market value of the common stock. There were 47,952 and 34,468 ESPP shares purchased in 2016 and 2015, respectively.

NOTE 11 – NET INCOME PER COMMON SHARE

Computations of basic and diluted net income per common share for the years ended December 31, 2016, 2015 and 2014, are as follows:

| (In millions, except per share data) | 2016 | 2015 | 2014 |
|---|-----------------|----------|----------|
| Net income | \$ 249.8 | \$ 237.2 | \$ 209.4 |
| Basic net income per common share: | | | |
| Weighted average common shares outstanding | 92.8 | 95.8 | 96.8 |
| Basic net income per common share | \$ 2.69 | \$ 2.48 | \$ 2.16 |
| Diluted net income per common share: | | | |
| Weighted average common shares outstanding — Basic | 92.8 | 95.8 | 96.8 |
| <i>Plus incremental shares from assumed conversions:</i> | | | |
| Restricted stock units | 0.4 | 0.5 | 0.7 |
| Stock options | 1.0 | 0.9 | 1.2 |
| Weighted average common shares outstanding — Diluted | 94.2 | 97.2 | 98.7 |
| Diluted net income per common share | \$ 2.65 | \$ 2.44 | \$ 2.12 |
| Anti-dilutive shares outstanding, excluded from computation | 0.4 | — | 0.2 |

NOTE 12 – DERIVATIVE FINANCIAL INSTRUMENTS

Interest Rate Swap Agreements

As of December 31, 2016, the Company had two agreements to swap \$50 million of floating rate obligations for fixed rate obligations at an average of 0.878% and 1.087% against LIBOR in U.S. dollars. Of the total of \$100 million of swaps outstanding at December 31, 2016, \$50 million matures on each of March 2017 and September 2019. Each of the swaps was accounted for as a cash flow hedge of our floating rate bank loans. To ensure the swaps were highly effective, all the principal terms of the swaps matched the terms of the bank loans. The fair value of the interest rate swaps was an asset of \$0.7 million at December 31, 2016 and a liability of \$0.1 million at December 31, 2015.

In December 2016 we swapped €25.0 million of floating rate obligations for fixed rate obligations at a rate of 0.365% against EURIBOR in Euros. The swap amortizes over seven equal annual installments beginning June 30, 2017 until the final maturity on June 30, 2023. The derivative is accounted for as a cash flow hedge of the floating rate French term loan. To ensure the swap is highly effective, all the principal terms of the swap matched the terms of the bank loan. The fair value of the interest rate swap was a liability of \$0.1 million at December 31, 2016.

The Company also uses treasury locks to protect against unfavorable movements in the benchmark treasury rate related to forecasted debt issuances. On September 22, 2016, the Company entered into an interest rate treasury lock agreement with a notional value of \$150 million for a forecasted 2017 debt issuance, in order to increase available debt capacity and for general corporate purposes. We account for this interest rate treasury lock as a cash flow hedge so any change in fair value is recorded into other comprehensive income and then amortized into interest expense over the life of the debt upon issuance. As of December 31, 2016, the fair value of this the treasury lock was \$10.3 million pre-tax and is recorded in current assets and other comprehensive income, net of tax. The interest rate lock had no impact on net income or cash flows from operations for the year ended December 31, 2016.

Foreign Currency Forward Exchange Contracts

A number of our European subsidiaries are exposed to the impact of exchange rate volatility between the U.S. dollar and the subsidiaries' functional currencies, being either the Euro or the British pound sterling. We entered into contracts to exchange U.S. dollars for Euros and British pound sterling through June 2019. The aggregate notional amount of these contracts was \$423.8 million and \$417.5 million at December 31, 2016 and December 31, 2015, respectively. The purpose of these contracts is to hedge a portion of the forecasted transactions of European subsidiaries under long-term sales contracts with certain customers. These contracts are expected to provide us with a more balanced matching of future cash receipts and expenditures by currency, thereby reducing our exposure to fluctuations in currency exchange rates. The effective portion of the hedges was a loss of \$32.2 million; \$26.7 million and \$18.4 million, for the years ended December 31, 2016, 2015 and 2014, respectively, and are recorded in other comprehensive income. At December 31, 2016, \$33.9 million of the carrying amount of these contracts was classified in other liabilities on the consolidated balance sheets and \$0.9 million in other assets and \$22.1 million classified in other liabilities at December 31, 2015. During the years ended December 31, 2016, 2015 and 2014, we recognized a net loss of \$19.4 million, a net loss of \$17.8 million and a net gain of \$4.6 million, respectively, recorded in sales. For the three years ended December 31, 2016, 2015 and 2014, hedge ineffectiveness was immaterial.

In addition, we enter into foreign exchange forward contracts which are not designated as hedges. These are used to provide an offset to transactional gains or losses arising from the remeasurement of non-functional monetary assets and liabilities such as accounts receivable. The change in the fair value of the derivatives is recorded in the statement of operations. There are no credit contingency features in these derivatives. During the years ended December 31, 2016, 2015 and 2014, we recognized net foreign exchange losses of \$0.9 million, \$14.9 million, and \$16.3 million, respectively, in the consolidated statements of operations. The carrying amount of the contracts for asset and liability derivatives not designated as hedging instruments was \$1.0 million

classified in other assets and \$0.3 million in other liabilities and \$0.4 million classified in other assets and \$0.4 million in other liabilities on the December 31, 2016 and 2015 consolidated balance sheets, respectively.

The activity, net of tax, in "accumulated other comprehensive loss related to foreign currency forward exchange contracts for the years ended December 31, 2016, 2015 and 2014 was as follows:

| (In millions) | 2016 | 2015 | 2014 |
|---|------------------|------------------|-----------------|
| Unrealized (losses) gains at beginning of period, net of tax | \$ (15.0) | \$ (9.2) | \$ 7.2 |
| Losses (gains) reclassified to net sales | 14.4 | 11.8 | (3.2) |
| Decrease in fair value | (25.3) | (17.6) | (13.2) |
| Unrealized (losses) gains at end of period, net of taxes | \$ (25.9) | \$ (15.0) | \$ (9.2) |

Unrealized losses of \$18.7 million recorded in "accumulated other comprehensive income," net of tax of \$3.3 million, as of December 31, 2016 are expected to be reclassified into earnings over the next twelve months as the hedged sales are recorded. The impact of credit risk adjustments was immaterial for the three years.

NOTE 13 – COMMITMENTS AND CONTINGENCIES

We are involved in litigation, investigations and claims arising out of the normal conduct of our business, including those relating to commercial transactions, environmental, employment and health and safety matters. We estimate and accrue our liabilities resulting from such matters based on a variety of factors, including the stage of the proceeding; potential settlement value; assessments by internal and external counsel; and assessments by environmental engineers and consultants of potential environmental liabilities and remediation costs. Such estimates are not discounted to reflect the time value of money due to the uncertainty in estimating the timing of the expenditures, which may extend over several years.

While it is impossible to ascertain the ultimate legal and financial liability with respect to certain contingent liabilities and claims, we believe, based upon our examination of currently available information, our experience to date, and advice from legal counsel, that the individual and aggregate liabilities resulting from the ultimate resolution of these contingent matters, after taking into consideration our existing insurance coverage and amounts already provided for, will not have a material adverse impact on our consolidated results of operations, financial position or cash flows.

Environmental Matters

We are subject to various U.S. and international federal, state and local environmental, and health and safety laws and regulations. We are also subject to liabilities arising under the Federal Comprehensive Environmental Response, Compensation and Liability Act ("CERCLA" or "Superfund"), the Clean Air Act, the Clean Water Act, the Resource Conservation and Recovery Act, and similar state and international laws and regulations that impose responsibility for the control, remediation and abatement of air, water and soil pollutants and the manufacturing, storage, handling and disposal of hazardous substances and waste.

We have been named as a potentially responsible party ("PRP") with respect to several hazardous waste disposal sites that we do not own or possess, which are included on, or proposed to be included on, the Superfund National Priority List of the U.S. Environmental Protection Agency ("EPA") or on equivalent lists of various state governments. Because CERCLA allows for joint and several liability in certain circumstances, we could be responsible

for all remediation costs at such sites, even if we are one of many PRPs. We believe, based on the amount and nature of our waste, and the number of other financially viable PRPs, that our liability in connection with such matters will not be material.

Lodi, New Jersey Site

Pursuant to the New Jersey Industrial Site Recovery Act, Hexcel entered into an Administrative Consent Order for the environmental remediation of a manufacturing facility we own and formerly operated in Lodi, New Jersey. Hexcel has completed all active investigation and remediation activities, including restoration of the river embankment and installation of a barrier to prevent contaminant migration and have received a Response Action Outcome. Hexcel is in the process of monitoring contaminant levels to support a Monitored Natural Attenuation program and therefore we believe the spending on this program is largely complete.

Lower Passaic River Study Area

Hexcel and a group of approximately 52 other PRPs comprise the Lower Passaic Cooperating Parties Group (the "CPG"). Hexcel and the CPG are subject to a May 2007 Administrative Order on Consent ("AOC") to perform a Remedial Investigation/Feasibility Study ("RI/FS") of environmental conditions in the Lower Passaic River watershed. We were included in the CPG based on our operations at our former manufacturing site in Lodi, New Jersey.

In March 2016, the EPA issued a Record of Decision ("ROD") setting forth the EPA's selected remedy for the lower eight miles of the river in addition to a "no action" option. The ROD calls for capping and dredging of the lower eight miles of the Passaic River, with the placement of an engineered cap over the entire eight miles, at an expected cost ranging from \$0.97 billion to \$2.07 billion, according to the EPA. Because the EPA has not yet selected a remedy for the upper nine miles of the Lower Passaic River, this estimate range does not include any costs related to a future remedy for the upper portion of the river. Now that it has issued the final ROD, the EPA will seek to hold some combination of the PRPs liable to perform the work selected through the ROD. At this point, we have not yet determined our allocable share of performing the selected remedy. However, based on a review of the Company's position, and as no point within the range is a more probable outcome than any other point, the Company has determined that its accrual is sufficient at this time. The total accrued liability related to this matter was \$2.1 million at December 31, 2016 and \$1.9 million at December 31, 2015. Despite the issuance of the final ROD, there continue to be many uncertainties associated with the selected remedy and the Company's allocable share of the remediation. Given those uncertainties, the amounts accrued may not be indicative of the amounts for which the Company is ultimately responsible and will be refined as events in the remediation process develop.

Kent, Washington Site

We were party to a cost-sharing agreement regarding the operation of certain environmental remediation systems necessary to satisfy a post-closure care permit issued to a previous owner of our Kent, Washington site by the EPA. Under the terms of the cost-sharing agreement, we were obligated to reimburse the previous owner for a portion of the cost of the required remediation activities. The previous owner, who also continues to own an adjacent site, has installed certain remediation and isolation technologies on its upgradient site and is operating those pursuant to an order agreed with the State of Washington. We and the Washington Department of Ecology have reached an agreed order to perform certain cleanup activities on our site by certain deadlines, and we are in full compliance with the order. The Department of Ecology

has recently approved a reduced number of wells and a reduced pumping volume for Hexcel's wells on its property and agreed with a plan for more active remediation going forward. The total accrued liability related to this matter was \$0.3 million at December 31, 2016 and \$0.5 million at December 31, 2015.

Omega Chemical Corporation Superfund Site, Whittier, California

We are a PRP at a former chemical waste site in Whittier, California. The PRPs at Omega have established a PRP Group, the "Omega PRP Group", and are currently investigating and remediating soil and groundwater at the site pursuant to a Consent Decree with the EPA. The Omega PRP Group has attributed approximately 1.07% of the waste tonnage sent to the site to Hexcel. In addition to the Omega site specifically, the EPA is investigating the scope of regional groundwater contamination in the vicinity of the Omega site and issued a Record of Decision; the Omega PRP Group members have been noticed by the EPA as PRPs who will be required to be involved in the remediation of the regional groundwater contamination in that vicinity as well. As a member of the Omega PRP Group, Hexcel will incur costs associated with the investigation and remediation of the Omega site and the regional groundwater remedy, although our ultimate liability, if any, in connection with this matter cannot be determined at this time. The total accrued liability relating to potential liability for both the Omega site and regional groundwater remedies was \$0.6 million at December 31, 2016 and \$0.3 million at December 31, 2015.

Environmental remediation reserve activity for the three years ended December 31, 2016 was as follows:

| (In millions) | For the year ended December 31, | | |
|---------------------------------------|---------------------------------|--------|--------|
| | 2016 | 2015 | 2014 |
| Beginning remediation accrual balance | \$ 2.9 | \$ 5.0 | \$ 3.9 |
| Current period expenses | 1.2 | 0.5 | 6.0 |
| Cash expenditures | (0.9) | (2.6) | (4.9) |
| Ending remediation accrual balance | \$ 3.2 | \$ 2.9 | \$ 5.0 |

Environmental Summary

Our estimate of liability as a PRP and our remaining costs associated with our responsibility to remediate the Lower Passaic River, New Jersey; Kent, Washington; and other sites are accrued in the consolidated balance sheets. As of December 31, 2016 and 2015, our aggregate environmental related accruals were \$3.2 million and \$2.9 million, respectively. As of December 31, 2016 and 2015, \$1.4 million and \$1.1 million, respectively, were included in current other accrued liabilities, with the remainder included in other non-current liabilities. As related to certain environmental matters, the accruals were estimated at the low end of a range of possible outcomes since no amount within the range is a better estimate than any other amount. If we had accrued, for those sites where we are able to estimate our liability, at the high end of the range of possible outcomes, our accrual would have been \$16 million higher at December 31, 2016 and 2015.

These accruals can change significantly from period to period due to such factors as additional information on the nature or extent of contamination, the methods of remediation required, changes in the apportionment of costs among responsible parties and other actions by governmental agencies or private parties, or the impact, if any, of being named in a new matter.

Environmental remediation spending charged directly to our reserve balance was \$0.7 million and \$2.6 million for the years ended December 31, 2016 and 2015, respectively. In addition, our operating costs relating to environmental compliance charged directly to expense were \$10.1 million and \$10.7 million for the years ended December 31, 2016 and 2015.

Product Warranty

Warranty expense for the years ended December 31, 2016, 2015 and 2014, and accrued warranty cost, included in "other accrued liabilities" in the consolidated balance sheets were as follows:

| (In millions) | Product Warranties |
|--|--------------------|
| Balance as of December 31, 2013 | \$ 4.5 |
| Warranty expense | 10.3 |
| Deductions and other | (3.5) |
| Balance as of December 31, 2014 | \$ 11.3 |
| Warranty expense | 3.5 |
| Deductions and other | (8.7) |
| Balance as of December 31, 2015 | \$ 6.1 |
| Warranty expense | 5.1 |
| Deductions and other | (5.7) |
| Balance as of December 31, 2016 | \$ 5.5 |

NOTE 14 – SUPPLEMENTAL CASH FLOW

Supplemental cash flow information, for the years ended December 31, 2016, 2015 and 2014, consisted of the following:

| (In millions) | 2016 | 2015 | 2014 |
|----------------|---------|---------|---------|
| Cash paid for: | | | |
| Interest | \$ 23.2 | \$ 9.8 | \$ 8.1 |
| Taxes | \$ 31.7 | \$ 40.8 | \$ 27.5 |

NOTE 15 – ACCUMULATED OTHER COMPREHENSIVE LOSS

Comprehensive income represents net income and other gains and losses affecting stockholders' equity that are not reflected in the consolidated statements of operations. The components of accumulated other comprehensive loss as of December 31, 2016 and 2015 were as follows:

| (In millions) | Unrecognized Net Defined Plan Costs | Change in Fair Value of Derivatives Products | Foreign Currency Translation | Total |
|--|--|---|---------------------------------|-------------------|
| Balance at December 31, 2015 | \$ (22.7) | \$ (14.6) | \$ (86.6) | \$ (123.9) |
| Other comprehensive income (loss) before reclassifications | 9.0 | (18.7) | (54.4) | (61.0) |
| Amounts reclassified from accumulated other comprehensive loss | (0.9) | 14.6 | – | 10.5 |
| Other comprehensive income (loss) | 8.1 | (4.1) | (54.5) | (50.5) |
| Balance at December 31, 2016 | \$ (14.6) | \$ (18.7) | \$ (141.1) | \$ (174.4) |

The amounts reclassified to earnings from the unrecognized net defined benefit plan costs component of accumulated other comprehensive loss for the year ended December 31, 2016 were net gains of \$1.3 million less taxes of \$0.4 million primarily due to the amortization of net actuarial losses. The amounts reclassified to earnings from the change in fair value of the derivatives component of accumulated other comprehensive loss for the year ended December 31, 2016 were net losses of \$19.6 million less taxes of \$5.1 million related to foreign currency forward exchange contracts and \$0.2 million less taxes of \$0.1 million related to interest swaps. The currency translation adjustments are not currently adjusted for income taxes as they relate to indefinite investments in non-U.S. subsidiaries.

NOTE 16 – SEGMENT INFORMATION

The financial results for our segments are prepared using a management approach, which is consistent with the basis and manner in which we internally segregate financial information for the purpose of assisting in making internal operating decisions. We evaluate the performance of our segments based on operating income, and generally account for intersegment sales based on arm's length prices. We report two segments, Composite Materials and Engineered Products. Corporate and certain other expenses are not allocated to the segments, except to the extent that the expense can be directly attributable to the segment. Corporate & Other is shown to reconcile to Hexcel's consolidated results.

In addition to the product line-based segmentation of our business, we also monitor sales into our principal end markets as a means to understanding demand for our products. Therefore, for each segment, we have also reported disaggregated sales by end market.

The following table presents financial information on our segments as of December 31, 2016, 2015 and 2014, and for the years then ended.

| (In millions) | Composite Materials | Engineered Products | Corporate & Other | Total |
|--|------------------------|------------------------|----------------------|-------------------|
| Third-Party Sales | | | | |
| 2016 | \$ 1,610.0 | \$ 394.3 | \$ — | \$ 2,004.3 |
| 2015 | 1,458.7 | 402.5 | — | \$ 1,861.2 |
| 2014 | 1,420.9 | 434.6 | — | 1,855.5 |
| Intersegment sales | | | | |
| 2016 | \$ 67.6 | \$ 0.1 | \$ (67.7) | \$ — |
| 2015 | 70.4 | 8.5 | (78.9) | — |
| 2014 | 66.7 | 1.8 | (68.5) | — |
| Operating income (loss) | | | | |
| 2016 | \$ 368.3 | \$ 50.0 | \$ (58.2) | \$ 360.1 |
| 2015 | 336.2 | 55.8 | (59.6) | 332.4 |
| 2014 | 308.8 | 67.0 | (70.0) | 305.8 |
| Depreciation | | | | |
| 2016 | \$ 86.0 | \$ 7.2 | \$ 0.1 | \$ 93.3 |
| 2015 | 70.0 | 6.1 | 0.3 | 76.4 |
| 2014 | 65.5 | 5.5 | 0.2 | 71.2 |
| Equity in earnings from affiliated companies | | | | |
| 2016 | \$ — | \$ 2.5 | \$ — | \$ 2.5 |
| 2015 | 0.2 | 1.8 | — | 2.0 |
| 2014 | — | 1.4 | — | 1.4 |
| Other expense | | | | |
| 2014 | \$ — | \$ — | \$ 6.0 | \$ 6.0 |
| Segment assets | | | | |
| 2016 | \$ 2,127.2 | \$ 220.7 | \$ 52.7 | \$ 2,400.6 |
| 2015 | 1,892.0 | 239.4 | 56.0 | 2,187.4 |
| 2014 | 1,600.7 | 241.1 | 194.6 | 2,036.4 |
| Investments in affiliated companies | | | | |
| 2016 | \$ — | \$ 23.1 | \$ 30.0 | \$ 53.1 |
| 2015 | 10.1 | 20.3 | — | 30.4 |
| 2014 | 10.2 | 24.0 | — | 34.2 |
| Accrual basis additions to property, plant and equipment | | | | |
| 2016 | \$ 305.2 | \$ 14.9 | \$ 0.1 | \$ 320.2 |
| 2015 | 276.0 | 13.0 | — | 289.0 |
| 2014 | 260.1 | 10.1 | — | 270.2 |

Geographic Data

Net sales and long-lived assets, by geographic area, consisted of the following for the three years ended December 31, 2016, 2015 and 2014:

| (In millions) | 2016 | 2015 | 2014 |
|---|------------|------------|------------|
| Net sales by Geography (a): | | | |
| United States | \$ 957.8 | \$ 955.4 | \$ 933.2 |
| International | | | |
| France | 335.2 | 320.6 | 346.9 |
| Spain | 219.7 | 217.8 | 183.4 |
| Germany | 169.5 | 83.2 | 69.8 |
| United Kingdom | 154.2 | 125.1 | 135.8 |
| Austria | 92.8 | 93.1 | 112.6 |
| Other | 75.1 | 66.0 | 73.8 |
| Total international | 1,046.1 | 905.8 | 922.3 |
| Total consolidated net sales | \$ 2,004.3 | \$ 1,861.2 | \$ 1,855.5 |
| Net Sales to External Customers (b): | | | |
| United States | \$ 833.1 | \$ 850.1 | \$ 834.5 |
| International | | | |
| Germany | 210.5 | 163.7 | 154.8 |
| Spain | 204.4 | 149.7 | 155.3 |
| France | 153.8 | 140.3 | 159.1 |
| United Kingdom | 95.5 | 84.2 | 95.6 |
| Other | 507.0 | 473.2 | 456.2 |
| Total international | 1,171.2 | 1,011.1 | 1,021.0 |
| Total | \$ 2,004.3 | \$ 1,861.2 | \$ 1,855.5 |
| Long-lived assets (c): | | | |
| United States | \$ 1,213.8 | \$ 1,109.9 | \$ 990.1 |
| International | | | |
| France | 217.2 | 112.1 | 68.7 |
| United Kingdom | 130.8 | 133.4 | 116.2 |
| Spain | 56.2 | 59.8 | 68.5 |
| Other | 79.8 | 69.3 | 88.8 |
| Total international | 484.0 | 374.6 | 342.2 |
| Total consolidated long-lived assets | \$ 1,697.8 | \$ 1,484.5 | \$ 1,332.3 |

(a) Net sales by geography based on the location in which the product sold was manufactured.

(b) Net sales to external customers based on the location to which the product sold was delivered.

(c) Long-lived assets primarily consist of property, plant and equipment, net and goodwill.

Significant Customers and Suppliers

Approximately 41%, 35% and 31% of our 2016, 2015 and 2014 net sales, respectively, were to Airbus and its subcontractors. Of the 41% of overall sales to Airbus and its subcontractors in 2016, 37% related to Commercial Aerospace market applications and 4% related to Space & Defense market applications. Approximately 28%, 31% and 32% of our 2016, 2015 and 2014 net sales, respectively, were to Boeing and related subcontractors. Of the 28% of overall sales to Boeing and its subcontractors in 2016, 26% related to Commercial Aerospace market applications and 2% related to Space & Defense market applications. In the Composite Materials segment approximately 17%, 21% and 20% of sales for 2016, 2015 and 2014, respectively, were to

Boeing and its subcontractors. Approximately 48%, 42% and 39% of sales for 2016, 2015 and 2014, respectively were to Airbus and its subcontractors. In the Engineered Products segment approximately 69%, 71% and 71% of sales for 2016, 2015 and 2014, respectively were to Boeing and its subcontractors.

A significant decline in business with Airbus or Boeing could materially impact our business, operating results, prospects and financial condition.

Certain key raw materials we consume are available from relatively few sources, and in many cases the cost of product qualification makes it impractical to develop multiple sources of supply. The lack of availability of these materials could under certain circumstances materially impact our consolidated results of operations.

NOTE 17 – OTHER EXPENSE

In 2014, the Company recorded a \$6.0 million pre-tax charge for additional remediation related to a former manufacturing facility.

NOTE 18 – NON-OPERATING EXPENSE

In June 2016, the Company amended and extended its \$700 million senior unsecured revolving credit facility that now matures in June 2021. As a result of this amendment, we accelerated certain unamortized costs of the credit facility being replaced incurring a pretax charge of \$0.4 million.

In September 2014, the Company entered into a \$700 million senior unsecured revolving credit facility. As a result of this refinancing, we accelerated certain unamortized costs of the credit facility being replaced incurring a pretax charge of \$0.5 million.

NOTE 19 – FAIR VALUE MEASUREMENTS

The fair values of our financial instruments are classified into one of the following categories:

- Level 1: Quoted prices (unadjusted) in active markets that are accessible at the measurement date for identical assets or liabilities. The fair value hierarchy gives the highest priority to Level 1 inputs.
- Level 2: Observable inputs other than quoted prices in active markets, but corroborated by market data.
- Level 3: Unobservable inputs are used when little or no market data is available. The fair value hierarchy gives the lowest priority to Level 3 inputs.

In determining fair value, we utilize valuation techniques that maximize the use of observable inputs and minimize the use of unobservable inputs to the extent possible as well as consider our own and counterparty credit risk. At December 31, 2016 and 2015, we did not have any assets or liabilities that utilize Level 3 inputs.

For derivative assets and liabilities that utilize Level 2 inputs, we prepare estimates of future cash flows of our derivatives, which are discounted to a net present value. The estimated cash flows and the discount factors used in the valuation model are based on observable inputs, and incorporate non-performance risk (the credit standing of the counterparty when the derivative is in a net asset position, and the credit standing of Hexcel when the derivative is in a net liability position). The fair value of these assets and liabilities was approximately \$12.0 million and \$34.3 million, and approximately \$1.3 million and \$22.6 million respectively at December 31, 2016 and 2015. In addition, the fair value of these derivative contracts, which are subject to a master netting arrangement under certain circumstances, is presented on a gross basis in the consolidated balance sheet.

Below is a summary of valuation techniques for all Level 2 financial assets and liabilities:

- Interest rate swap — valued using LIBOR yield curves at the reporting date. The fair value of assets and liabilities was \$0.7 million and \$0.1 million at December 31, 2016.
- T-Locks—valued using UST yield curves at the reporting date. The fair value of assets was \$10.3 million at December 31, 2016.
- Foreign exchange derivative assets and liabilities — valued using quoted forward foreign exchange prices at the reporting date. The fair value of assets and liabilities at December 31, 2016 was \$1.0 million and \$34.2 million, respectively.

Counterparties to the above contracts are highly rated financial institutions, none of which experienced any significant downgrades in 2016 that would reduce the receivable amount owed, if any, to the Company.

NOTE 20 – QUARTERLY FINANCIAL AND MARKET DATA (UNAUDITED)

Quarterly financial and market data for the years ended December 31, 2016 and 2015 were:

| (In millions, except per share data) | First Quarter | Second Quarter | Third Quarter | Fourth Quarter |
|--------------------------------------|---------------|----------------|---------------|----------------|
| 2016 | | | | |
| Net sales | \$ 497.7 | \$ 522.6 | \$ 500.5 | \$ 483.5 |
| Gross margin | 143.0 | 150.3 | 135.7 | 135.6 |
| Operating income | 83.9 | 100.1 | 89.1 | 87.0 |
| Net income | 56.0 | 66.1 | 68.2 | 59.5 |
| Net income per common share: | | | | |
| Basic | \$ 0.60 | \$ 0.71 | \$ 0.74 | \$ 0.65 |
| Diluted | \$ 0.59 | \$ 0.70 | \$ 0.72 | \$ 0.64 |
| Market price: | | | | |
| High | \$ 45.40 | \$ 46.26 | \$ 45.68 | \$ 54.97 |
| Low | \$ 38.38 | \$ 39.15 | \$ 40.82 | \$ 42.04 |
| 2015 | | | | |
| Net sales | \$ 471.8 | \$ 475.7 | \$ 448.8 | \$ 464.9 |
| Gross margin | 141.8 | 139.1 | 124.1 | 127.8 |
| Operating income | 82.6 | 90.6 | 78.0 | 81.2 |
| Net income | 68.1 | 61.7 | 53.5 | 53.9 |
| Net income per common share: | | | | |
| Basic | \$ 0.71 | \$ 0.64 | \$ 0.56 | \$ 0.57 |
| Diluted | \$ 0.70 | \$ 0.63 | \$ 0.55 | \$ 0.56 |
| Market price: | | | | |
| High | \$ 51.11 | \$ 51.58 | \$ 54.36 | \$ 48.20 |
| Low | \$ 40.05 | \$ 48.19 | \$ 43.89 | \$ 42.38 |

NOTE 21 – BUSINESS ACQUISITION AND INVESTMENTS IN AFFILIATES

In 2016, we invested \$15.0 million in Oxford Performance Materials (“OPM”). OPM produces thermoplastic, carbon fiber reinforced 3D printed parts primarily for Commercial Aerospace and Space and Defense applications. In addition, if OPM achieves certain milestones within an 18-month period or at Hexcel’s discretion, the Company will invest an additional \$10 million. On January 31, 2017, Hexcel made the additional \$10 million investment. We issued an 8% convertible secured promissory note to Luminati Aerospace LLC (“Luminati”), in the amount of \$10 million. Luminati is an aerospace technology company focusing on research, development, testing, and manufacturing of next generation solar-electric unmanned aerial vehicles, or UAVs. The note matures in 2023 and the principal and interest are convertible into Luminati stock. The note will convert upon Luminati achieving certain milestones or at Hexcel’s discretion. We also invested \$5 million in Carbon Conversions Incorporated (“CCI”). CCI is a leader in carbon fiber recycling and repurposing. We account for these three investments using the cost method.

On January 5, 2016, the Company completed its acquisition of Formax UK Limited (“Formax”) by purchasing the remaining 50% at a price of \$12 million, of which \$9 million was paid on closing and the remaining will be paid in installments over the next four years. The Company previously acquired a 50% interest

in the privately-owned company in December 2014. Formax is a leading manufacturer of composite reinforcements, specializing in the production of lightweight carbon fiber multi-axials and highly engineered glass fiber, carbon fiber and aramid fiber fabrics.

Located in Leicester, U.K., Formax is a leading manufacturer of composite reinforcements, specializing in the production of lightweight carbon multi-axials and highly engineered glass fiber and aramid fiber fabrics. The total purchase price, net of cash acquired and including the 50% interest acquired in December 2014, was \$22 million and the assumption of long-term debt of \$8.2 million.

The step acquisition was accounted for under the acquisition method of accounting with the Company treated as the acquiring entity. Accordingly, the consideration paid by the Company to complete the acquisition has been recorded to the assets acquired and liabilities assumed based upon their estimated fair values as of the date of acquisition. The Company engaged a third party to assist with the valuation of assets including property plant and equipment and intangible assets. The fair value of the property, plant and equipment was based upon the assessed value of the land, which was determined to approximate fair value, as well as the income approach in determining the fair value of building improvements and equipment. The carrying values for current

assets and liabilities were deemed to approximate their fair values due to the short-term nature of these assets and liabilities. The excess of the purchase price over the estimated fair value of the net assets acquired, including identifiable intangible assets, of \$10.2 million was allocated to goodwill. The goodwill recognized is attributable to expected revenue synergies generated by the integration of our products and technologies with those of Formax, costs synergies resulting from the consolidation or elimination of certain functions, and intangible assets that do not qualify for separate recognition, such as the assembled workforce of Formax.

MANAGEMENT'S RESPONSIBILITY FOR CONSOLIDATED FINANCIAL STATEMENTS

Hexcel management has prepared and is responsible for the consolidated financial statements and the related financial data contained in this report. These financial statements, which include estimates, were prepared in accordance with accounting principles generally accepted in the United States of America. Management uses its best judgment to ensure that such statements reflect fairly the consolidated financial position, results of operations and cash flows of the Company.

The Audit Committee of the Board of Directors reviews and monitors the consolidated financial statements and accounting policies of Hexcel. These financial statements and policies are reviewed regularly by management and such financial statements are audited by our independent registered public accounting firm, Ernst & Young LLP. The Audit Committee, composed solely of outside directors, meets periodically, separately and jointly, with management and the independent registered public accounting firm.

MANAGEMENT'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING

Hexcel management is responsible for establishing and maintaining adequate internal control over financial reporting. Internal control over financial reporting is defined in Rules 13a-15(f) and 15d-15(f) under the Securities Exchange Act of 1934, as amended, as a process designed by, or under the supervision of, the company's principal executive and principal financial officers and effected by the company's board of directors, management and other personnel to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles and includes those policies and procedures that:

- pertain to the maintenance of records that in reasonable detail accurately and fairly reflect the transactions and dispositions of the assets of the company;
- provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and
- provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use or disposition of the company's assets that could have a material effect on the financial statements.

Hexcel management has assessed the effectiveness of our internal control over financial reporting as of December 31, 2016. In making this assessment, management used the criteria set forth by the Committee of Sponsoring Organizations of the Treadway Commission (COSO) in Internal Control-Integrated Framework (2013). Based on our assessment, management concluded that, as of December 31, 2016, our internal control over financial reporting was effective.

The effectiveness of Hexcel's internal control over financial reporting, as of December 31, 2016, has been audited by Ernst & Young LLP, an independent registered public accounting firm, as stated in their report that appears on page 61.

REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

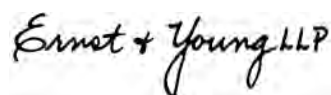
To the Board of Directors and
Stockholders of Hexcel Corporation

We have audited the accompanying consolidated balance sheet of Hexcel Corporation and subsidiaries as of December 31, 2016, and the related consolidated statement of operations, comprehensive income, stockholders' equity and cash flows for the year ended December 31, 2016. These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audits in accordance with the standards of the Public Company Accounting Oversight Board (United States). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the consolidated financial position of Hexcel Corporation and subsidiaries at December 31, 2016, and the consolidated results of its operations and its cash flows for the year ended December 31, 2016, in conformity with U.S. generally accepted accounting principles.

We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States), Hexcel Corporation's internal control over financial reporting as of December 31, 2016 based on criteria established in *Internal Control-Integrated Framework* issued by the Committee of Sponsoring Organizations of the Treadway Commission (2013 framework) and our report dated February 9, 2017 expressed an unqualified opinion thereon.

The signature of Ernst & Young LLP is written in a cursive, handwritten style. The text "Ernst & Young" is in a larger, more stylized script, and "LLP" is in a smaller, simpler script to the right.

Stamford, Connecticut
February 9, 2017

REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

To the Board of Directors and
Stockholders of Hexcel Corporation

We have audited Hexcel Corporation's and subsidiaries internal control over financial reporting as of December 31, 2016, based on criteria established in *Internal Control-Integrated Framework* issued by the Committee of Sponsoring Organizations of the Treadway Commission (2013 framework) (the COSO criteria). Hexcel Corporation's and subsidiaries management is responsible for maintaining effective internal control over financial reporting, and for its assessment of the effectiveness of internal control over financial reporting included in the accompanying Management's Report on Internal Control over Financial Reporting. Our responsibility is to express an opinion on the company's internal control over financial reporting based on our audit.

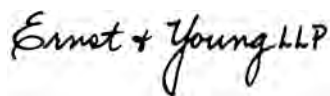
We conducted our audit in accordance with the standards of the Public Company Accounting Oversight Board (United States). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether effective internal control over financial reporting was maintained in all material respects. Our audit included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, testing and evaluating the design and operating effectiveness of internal control based on the assessed risk, and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion.

A company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

In our opinion, Hexcel Corporation and subsidiaries maintained, in all material respects, effective internal control over financial reporting as of December 31, 2016, based on the COSO criteria.

We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States), the consolidated balance sheet of Hexcel Corporation and subsidiaries as of December 31, 2016, and the related consolidated statement of operations, comprehensive income, stockholders' equity and cash flows for the year ended December 31, 2016 and our report dated February 9, 2017 expressed an unqualified opinion thereon.

The image shows a handwritten signature in black ink that reads "Ernst & Young LLP". The signature is written in a cursive, flowing style.

Stamford, Connecticut
February 9, 2017

REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

To the Board of Directors and
Stockholders of Hexcel Corporation

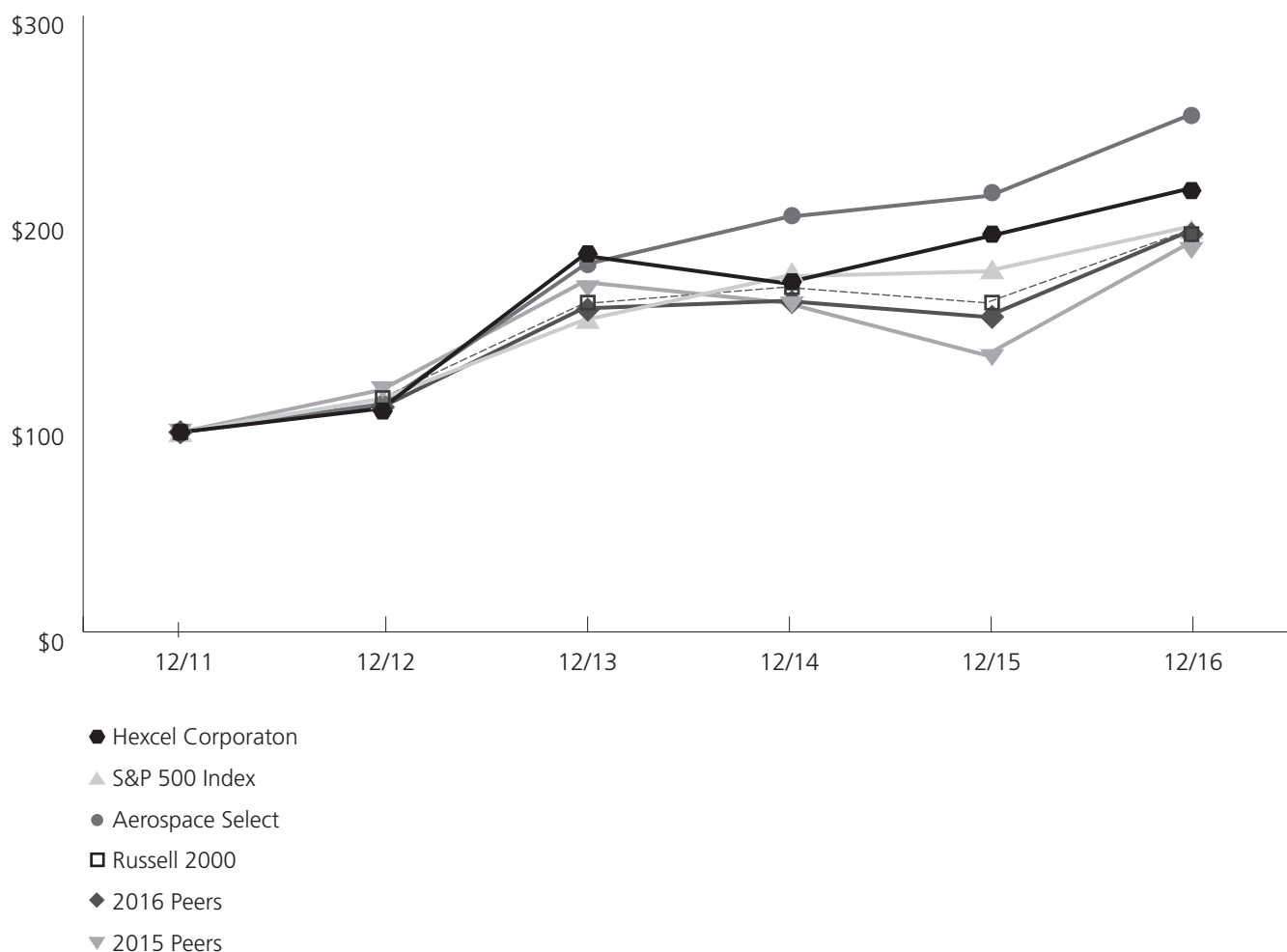
In our opinion, the consolidated balance sheet as of December 31, 2015 and the related consolidated statements of operations, of comprehensive income, of stockholders' equity and of cash flows for each of the two years in the period ended December 31, 2015 present fairly, in all material respects, the financial position of Hexcel Corporation and its subsidiaries at December 31, 2015, and the results of their operations and their cash flows for each of the two years in the period ended December 31, 2015 in conformity with accounting principles generally accepted in the United States of America. These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audits in accordance with the standards of the Public Company Accounting Oversight Board (United States). Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, and evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

A handwritten signature in dark ink that reads "PricewaterhouseCoopers LLP". The signature is written in a cursive, flowing style.

Stamford, Connecticut
February 4, 2016

Comparison of Five-Year Cumulative Total Shareholder¹ Return–December 2011 through December 2016

Hexcel Corporation, S&P 500, S&P Aerospace and Defense Select Index, Russell 2000, the 2016 Custom Peer Group, and 2015 Custom Peer Group²



| Date | Hexcel Corporation | S&P 500 | S&P Aerospace & Defense Select Index | Russell 2000 | 2016 Custom Peer Group | 2015 Custom Peer Group |
|---------------|--------------------|----------|--------------------------------------|--------------|------------------------|------------------------|
| December 2011 | \$100.00 | \$100.00 | \$100.00 | \$100.00 | \$100.00 | \$100.00 |
| December 2012 | \$111.36 | \$116.00 | \$113.57 | \$116.35 | \$112.04 | \$120.31 |
| December 2013 | \$184.59 | \$153.57 | \$180.32 | \$161.52 | \$159.27 | \$171.90 |
| December 2014 | \$171.38 | \$174.60 | \$203.05 | \$169.42 | \$162.88 | \$162.04 |
| December 2015 | \$193.46 | \$177.01 | \$213.23 | \$161.95 | \$155.21 | \$136.88 |
| December 2016 | \$216.39 | \$198.18 | \$252.34 | \$196.45 | \$195.80 | \$190.01 |

(1) Total shareholder return assuming \$100 invested on December 31, 2011 and reinvestment of dividends on daily basis.

(2) Hexcel is including both the 2015 and 2016 Custom Peer Groups because of a change in the composition of the Custom Peer group.

HEXCEL CORPORATION

BOARD OF DIRECTORS

Nick L. Stanage

Chairman of the Board,
Chief Executive Officer & President
Hexcel Corporation

Joel S. Beckman

Managing Partner
Greenbriar Equity Group LLC
Finance Committee*
Nominating & Corporate Governance
Committee

Lynn Brubaker

Former VP/GM Commercial Aerospace
Honeywell International Inc.
Audit Committee
Nominating & Corporate Governance
Committee*

Jeffrey C. Campbell

Executive Vice President & CFO
American Express Company
Audit Committee*

Cynthia M. Egnotovich

Former President
Customer Service Aerospace Systems
United Technologies Corp.
Audit Committee

W. Kim Foster**

Former Executive Vice President & CFO
FMC Corporation
Compensation Committee
Nominating & Corporate Governance
Committee

Thomas A. Gendron

Chairman, CEO & President
Woodward, Inc.
Compensation Committee*
Finance Committee

Jeffrey A. Graves

CEO & President
MTS Systems Corporation
Finance Committee
Nominating & Corporate Governance
Committee

Guy C. Hachey

Former President & COO
Bombardier Aerospace
Compensation Committee

David C. Hill

Former President & CEO
Sun Chemical Corporation
Audit Committee
Finance Committee

David L. Pugh

Former Chairman & CEO,
Applied Industrial Technologies
Compensation Committee
Nominating & Corporate Governance
Committee

*Denotes Committee Chair

** Denotes Lead Director

OFFICERS

Nick L. Stanage

Chairman of the Board,
Chief Executive Officer & President

Wayne Pensky

Executive Vice President and
Chief Financial Officer

Gail Lehman

Executive Vice President,
General Counsel and Secretary

Robert G. Hennemuth

Executive Vice President – Human
Resources & Communications

Kimberly Hendricks

Senior Vice President, Corporate Controller
and Chief Accounting Officer

Michael MacIntyre

Vice President and Treasurer

Michael Canario

President – Aerospace, Americas

Thierry Merlot

President – Aerospace, EMEA/AP

Timothy Swords

President – Industrial

CORPORATE INFORMATION

Executive Offices
Hexcel Corporation
Two Stamford Plaza
281 Tresser Boulevard
Stamford, CT 06901-3238
(203) 969-0666
www.hexcel.com

INVESTOR RELATIONS

To receive Hexcel's 10-K and other
financial publications free of charge,
please contact the Investor Relations
Department at Hexcel's Executive Offices,
or at www.hexcel.com

TRANSFER AGENT & REGISTRAR

American Stock Transfer & Trust Company
6201 15th Avenue
Brooklyn, NY 11219
(800) 937-5449
info@amstock.com

STOCK EXCHANGES

Hexcel common stock is listed on the
New York Stock Exchange and The Paris
Euronext exchange under the symbol "HXL"

Hexcel has included as exhibits to its Annual Report on
Form 10-K for fiscal year 2016 filed with the Securities
and Exchange Commission the certificates of Hexcel's
Chief Executive Officer and Chief Financial Officer
required under section 302 of the Sarbanes-Oxley Act.
Hexcel's Chief Executive Officer submitted to the New
York Stock Exchange (NYSE) in 2016 a certificate certifying
that he is not aware of any violations by Hexcel of
NYSE corporate governance listing standards.

ABOUT HEXCEL

Hexcel Corporation is a leading advanced composites company. It develops, manufactures and markets lightweight, high-performance structural materials including carbon fibers, specialty reinforcements, prepregs and other fiber-reinforced matrix materials, honeycomb, adhesives, engineered core and composite structures for use in commercial aerospace, space and defense and industrial applications.

| Stock Price | 2016 | 2015 | 2014 |
|-------------|---------|---------|---------|
| High | \$54.97 | \$54.48 | \$46.40 |
| Low | \$38.38 | \$40.38 | \$36.92 |

As of March 1, 2017, Hexcel had approximately 50,000 shareholders.

From the cover:

Top: A350-1000, © Airbus SAS 2016 – All rights reserved.

Bottom: Photo courtesy of Vestas Wind Systems A/S

