

The
power
of joining forces

AÉRO 
MONTREAL

Activity Report 2012

3RD GLOBAL AEROSPACE CAPITAL

\$12.1 BILLION IN SALES

42,550 HIGHLY SKILLED WORKERS

212 COMPANIES

4 PRIME CONTRACTORS

12 OEMs

196 SPECIALIZED SUPPLIERS

55% OF TOTAL CANADIAN PRODUCTION

50% OF CANADIAN WORKFORCE IN THE SECTOR

70% OF CANADIAN INVESTMENTS IN R&D

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CONCERTED ACTION

Aéro Montréal

A unique tool created by members of Québec's aerospace industry, Aéro Montréal, Québec's aerospace cluster, brings together major decision-makers from companies, educational institutions, research centres, associations and unions.

By promoting cooperation and the mobilization of industry actors around common objectives, Aéro Montréal is a powerful force that drives the competitiveness, growth and profile of the aerospace sector, both in Canada and abroad, ensuring that Greater Montréal is a major international hub.

One Voice, Strong and United

Merger of Aéro Montréal and the Québec Aerospace Association

In 2012, members of the Québec aerospace cluster endorsed the consolidation of the industry forces by ratifying the proposed merger of the Québec Aerospace Association (AQA) with Aéro Montréal. The merger of the two organizations was formalized effective October 1st, creating a new entity that will evolve under the name Aéro Montréal.

SMEs are an important asset in the Québec aerospace cluster and their integration into Aéro Montréal consolidates industry forces under one banner. This merger, which strengthens cooperation among all stakeholders in Québec's value chain, will enable the industry to better meet the challenges facing the sector and will ultimately result in improved global competitiveness.

In order to promote and encourage the business development of Québec SMEs, Aéro Montréal established the Market Development-SMEs Working Group, making it the sixth Working Group to be currently active within the cluster, in addition to the Branding and Promotion, Supply Chain Development, Innovation and Human Resources Working Groups and the Defence Committee.

The merger of Aéro Montréal and AQA creates an even greater synergy among SMEs, prime contractors and institutional players in the sector and promotes networking. Together, industry stakeholders will maximize their chances of standing out internationally, in markets that are becoming increasingly competitive.

“SMEs ARE AN IMPORTANT ASSET IN THE QUÉBEC AEROSPACE CLUSTER AND THEIR INTEGRATION INTO AÉRO MONTRÉAL CONSOLIDATES INDUSTRY FORCES UNDER ONE BANNER.”

Strength and Sustainability



After three tumultuous years, 2012 saw a mild recovery in our sector. Throughout the crisis and in a world economy which continues to undergo many upheavals, our industry is continuing to demonstrate a remarkable resilience which augurs well for the medium and long term.

Over the next 10 to 20 years, we anticipate significant growth in both the commercial and business aviation sectors. According to forecasts by the International Air Transport Association (IATA), major aircraft manufacturers can expect a 5% average annual increase in air traffic. For commercial aviation alone, this increase in air traffic is expected to result in the need to deliver 33,500 new aircraft by 2030, according to Boeing. This will effectively double the world fleet of passenger aircraft by an average of 1,500 airplanes per year. These favourable conditions are resulting in an increase in the rate of production for some major programs at large commercial aircraft manufacturers. The number of new orders remains robust and order books are the equivalent of about seven years of production at current rates.

To this positive forecast for the commercial aviation market, we must add market forecasts for business aviation, which rebounded in 2012 and is expected to show sustained growth in the coming years. In these more lenient times for our sector, only a slight uncertainty in the military aerospace market remains, affected by the global trend of governmental deficit reduction.

Markets continue to globalize and, more than ever, emerging economies and new players such as China, India, South Korea, Mexico, Russia, Brazil and Japan are putting pressure on our industry. Competition within our industry is growing rapidly. This is often exacerbated by increased involvement by governments who have made access to the western aerospace market a priority.

Our industry is clearly doing well and growth prospects are encouraging. We must nevertheless remain vigilant. Now, more than ever, we need a real mobilization of all industry stakeholders by continuing partnerships among prime contractors, SMEs, educational institutions, governments, research centres and associations. We must continue to focus our efforts on what sets us apart and work together to maintain our competitive edge.

“WE MUST CONTINUE TO FOCUS OUR EFFORTS ON WHAT SETS US APART AND WORK TOGETHER TO MAINTAIN OUR **COMPETITIVE EDGE.**”

Aéro Montréal, as Québec's aerospace cluster, is demonstrating time and again that it is one of the most effective tools for the industry to remain competitive. Its contributions include optimizing the performance of Québec's aerospace supply chain to increase its competitiveness internationally, as the MACH Initiative has done for nearly two years. It is also driving concerted actions to help meet the major challenges presented by ensuring workforce succession in Québec's aerospace sector. And it is positioning the industry for sustainable development in view of the major impacts of emerging environmental regulations.

Since 2006, Québec's aerospace cluster, a true industry catalyst, has demonstrated outstanding professionalism and creativity. Thanks to a team capable of implementing initiatives developed in consultation with the industry and designed to meet the major strategic challenges of our industry, it is an invaluable tool.

Several challenges are on the horizon for the coming years. With the backing of the three levels of government, who have supported us since our inception, I am convinced that we will ensure an increasingly bright outlook for our industry.

It is an honour for me to be involved, as Chairman of the Board of Aéro Montréal, and to contribute to building an ever stronger industry for the economy of Québec and of Canada.



Gilles Labbé

*Chairman of the Board of Directors of Aéro Montréal
President and Chief Executive Officer of Héroux-Devtek*

Active Forces



The year 2012 represented a turning point for our industry. As it began to recover for the first time since the 2008-2009 recession, in April the industry decided to consolidate its strengths by formalizing the merger of Aéro Montréal and the Québec Aerospace Association, which is dedicated to SMEs in the sector.

This new consolidation creates even greater cohesion among SMEs, OEMs, prime contractors and institutional players in the industry. There is no doubt that this synergy will allow us to remain a competitive and attractive global aerospace hub in the future.

At the same time, the cluster began its 2013-2015 strategic planning. This broadened approach, which for the first time involved members of the cluster's various Working Groups in addition to directors sitting on the board, has enabled our organization to identify the issues, challenges, opportunities and perspectives that are looming in the short, medium and long term and to establish a number of priority actions.

All this work mobilized an impressive number of members of Aéro Montréal. In total, nearly 200 people from industry actively contributed on a voluntary basis to advance strategies and various projects initiated by the cluster.

This mobilization also extends across Canada. To respond to the consultation process initiated by the federal government under the Aerospace Review, Aéro Montréal and many of its members took part in numerous meetings to share best practices and recommendations on subjects such as innovation, market access and growth, skills development, procurement and development of the supply chain. The Emerson Report's conclusions, released at the end of the year, were well targeted and Aéro Montréal reiterated its support for the implementation phase starting in 2013.

Thanks to the Branding and Promotion Working Group, Aéro Montréal now has gained an enviable reputation among the media. This positions it well to respond to current events in the public domain. In addition to numerous interviews, it was also able to underscore the dynamism of the industry by collaborating for a third consecutive year in the publication of four special supplements in the *La Presse* daily newspaper and *Le Journal Les Affaires*.

«AÉRO MONTRÉAL IS A **POWERFUL FORCE** THAT DRIVES THE GROWTH OF THE AEROSPACE SECTOR.»

Recognizing that workforce challenges will grow in importance in the coming years, Aéro Montréal has been proactive by working with its partners to develop a first-ever White Paper on human resources while laying the foundation for a digital strategy aimed at increasing the appeal of the aerospace industry among youth and workers. This is an unprecedented initiative that the aerospace industry is the very first to have adopted in Québec.

After two years of operation, the MACH Initiative reaffirmed its relevance for the supply chain in Québec and Canada by being recognized in the Emerson Report as a flagship program for supplier development in Canada. Ready to meet the MACH framework for excellence challenge, 10 new suppliers and eight sponsors formed the second cohort of the program.

To address SMEs' specific business challenges, the new Market Development-SMEs Working Group is already hard at work. We are already seeing exciting exchanges and initiatives emerging to support the business development efforts of SMEs, such as networking and skills enhancement events, participation in trade missions and international exhibitions, and forums which explore how to ensure the growing presence of our SMEs worldwide.

In this regard, the second edition of the Global Supply Chain Summit - Aerospace in September supported the theme of sustainable development in procurement. It also aimed to respond to the need expressed by SMEs to improve their supply chain sustainability in order to set them apart from growing competition. The event smashed previous attendance records with more than 400 participants, 30 speakers from around the world and more than 500 B2B meetings. These meetings allowed numerous suppliers to initiate or strengthen their ties with prime contractors working in the commercial and defence sectors.

Finally, the Innovation Working Group marked another structural milestone for the development of Québec aerospace innovation by filing a brief with the government as part of consultations for the Québec National Research and Innovation Policy.

I would like to conclude by thanking all members of Aéro Montréal and our sponsors for the unparalleled support they have shown for our sector. I also wish to underline the invaluable day-to-day support provided by the members of my team who are making every effort to establish promising actions for our sector.



Suzanne M. Benoit
President

Cohesion

Aerospace Review

Announced in its 2011 budget, the federal government undertook a major review of the aerospace sector in 2012 with the objective of providing fiscally neutral recommendations on how federal policies and programs could contribute to the success of the Canadian aerospace sector.

The Aerospace Review, which was launched in February 2012, involved nearly 200 aerospace stakeholders from across Canada and more than 30 meetings on six themes critical to the future of the industry: the development, demonstration and commercialization of technology; space; access to markets and market development; public markets related to the aerospace industry; the development of small companies and of the supply chain as well as people and skills.

Essentially tackling the same issues targeted by Aéro Montréal's Working Groups, various stakeholders of the organization and the Québec aerospace industry mobilized and took part in the Aerospace Industries Association of Canada's (AIAC) Working Groups in order to underscore the strategic importance of Québec's aerospace cluster within Canada, its robustness and its expertise.

The report, "Beyond the Horizon: Canada's Interests and Future in Aerospace," prepared by the Honourable David Emerson, was submitted on November 29 to the Honourable Christian Paradis, Minister of Industry and Minister of State. It targets the critical issues facing the aerospace industry and recognizes the importance for the Government of Canada to prioritize this promising sector for the benefit of the Canadian economy.

Given the dominant role played by Québec in Canada's aerospace industry, and the repercussions that the report's recommendations will have on all of Aéro Montréal's Working Groups, the cluster and its members reaffirmed their support to the federal government, as partners, for the implementation of the report in 2013.

A large helicopter is shown in a factory or assembly plant, suspended by a crane. The entire image is overlaid with a red tint. The helicopter's rotor hub and main rotor blades are visible. The background shows the industrial structure of the factory with various pipes and beams.

“TO UNDERSCORE THE STRATEGIC IMPORTANCE OF QUÉBEC’S AEROSPACE CLUSTER WITHIN CANADA, ITS ROBUSTNESS AND **ITS EXPERTISE.”**

working group

Branding and Promotion



Nancy German

President, Branding and Promotion Working Group

*Vice President, Communications
Pratt & Whitney Canada*

MEMBERS OF THE BRANDING AND PROMOTION WORKING GROUP

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Joe Marcheschi
Avior Integrated Products Inc.

Hélène Séguinotte
SAFRAN

Serge Tremblay
CAMAQ

Observer
Martin Aubé
MFEQ

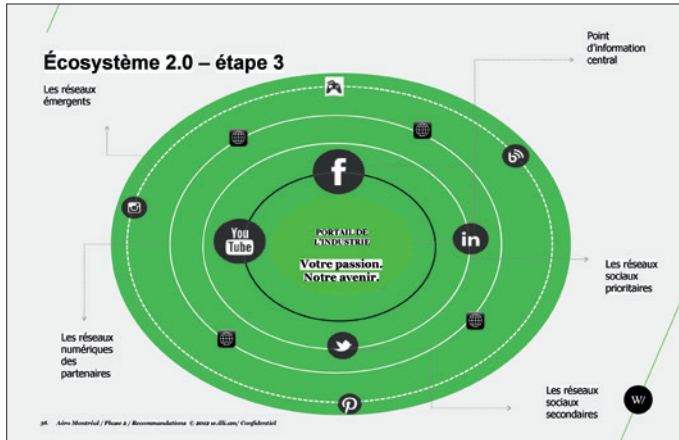
Interaction

Recognized internationally as a world leader, the Québec aerospace industry has an enviable reputation both abroad and at home. Generating considerable economic activity, it provides challenging careers and represents a sector for the future of Québec.

As a result of the strategic thinking of the Branding and Promotion Working Group since 2006, Aéro Montréal's reputation is second to none. Identified as the official voice of Québec's aerospace industry, it strives, day after day, to raise awareness about the industry, its positive impact on Québec society, and the concerted actions of the cluster. Once again, the results speak for themselves this year and reaffirm the importance of the Branding and Promotion Working Group in driving the mission of Aéro Montréal.

2012 marked a turning point in the activities of the Working Group. As part of a consolidation that is affecting all of Aéro Montréal's actions, the team boosted its involvement with other Working Groups by playing an increased advisory role. This interaction among the Working Groups brings a new synergy that maximizes the impact of each action of the cluster.

On a more personal note, I accepted an invitation to chair the Branding and Promotion Working Group, succeeding Hélène V. Gagnon from Bombardier Aerospace who has performed this role with great enthusiasm since 2006. I also want to acknowledge the dedication and involvement of members of the Working Group who, by pooling their knowledge and expertise, contribute on a daily basis to raising awareness about our industry.



Digital ecosystem



Web site

Achievements of the working group

DIGITAL MARKETING STRATEGY

The sustained growth of Québec's aerospace sector is not without its challenges for the industry. As Québec's population ages, companies in the sector will need to fill nearly 50,000 skilled jobs in the next 10 to 15 years.

In order to respond to issues raised by the Human Resources Working Group, the Branding and Promotion Working Group focused its energies on the development of a digital marketing strategy that will ensure succession and maintain a highly skilled workforce in our industry for years to come.

With the help of a specialized firm that has extensive experience in aerospace, along with the strong support of the Government of Québec, Aéro Montréal completed in 2012 the first phase of this project, dedicated to the strategy and planning of this initiative.

A thorough analysis has shown that the general public lacks information about opportunities in the aerospace sector, from the diversity of careers to the availability of training. Currently, there is no centralized information platform about the industry for the public at large.

In light of this, the proposed second phase will create a centralized portal and a virtual community about the Québec aerospace industry to inform, guide, attract and retain the workforce. This digital ecosystem, which will consist of a website, a Facebook page, a LinkedIn account, a Twitter account and other digital applications, will provide information on the industry, available training, career opportunities and events (open doors, job fairs, information sessions, aerospace demonstrations, etc.).

By creating a true community and a special meeting place between the general public and players in the Québec aerospace industry, this innovative tool will allow the industry to promote, inspire and inform its target audiences about opportunities in the sector. Conversely, the public will be able to experience aspects of the aerospace industry, helping to create a sense of belonging to the sector and, ultimately, contributing to the attraction and retention of workers in the industry.

Achievements of the working group

PROMOTIONAL TOOLS REVISITED

Aéro Montréal unveiled two promotional tools at the Farnborough International Airshow in July designed to support the cluster's efforts to raise awareness about the competitive advantages and the dynamism of Québec's aerospace industry on the national and international scene.

The result of a close collaboration between Aéro Montréal and Montréal International, the very first edition of Québec's Profile of the Aerospace Industry was widely distributed to representatives of industry and the media. Compiling the most current information on the industry and reinforced by 15 testimonials from key industry leaders, it reaffirms Greater Montréal's position as a world aerospace capital and is quickly emerging as an essential tool to support promotional efforts by the cluster abroad. To increase the scope of this tool, videos of the 15 testimonials were also uploaded onto Aéro Montréal's YouTube channel.

The 2012 version of the cluster's corporate brochure was also unveiled at the Farnborough International Airshow. The brochure contains the latest key facts about Québec's aerospace sector by outlining the structure of the cluster and its main members as well as its principle strengths. Designed as a tool to increase the reputation and brand recognition of Aéro Montréal, it now reflects the visual identity created in 2010.

Finally, in October Aéro Montréal created a new section on its website dedicated to SMEs so that new members can quickly access information pertinent for them in the recently merged structure. The Hebdo AQA, the communication tool of choice for SMEs, has been retained by Aéro Montréal and will be updated and revamped in 2013 to serve the growing needs of members. Currently published every two weeks, Aéro Montréal's Newsletter relates news about cluster members, upcoming activities in the aerospace industry as well as in related fields of interest to our members. Since the merger, Aéro Montréal has issued 19 editions of the newsletter.

ANNUAL GENERAL MEETING

In April 2012, Aéro Montréal held its 6th Annual General Meeting. Nearly 150 participants came together at the École des métiers de l'aérospatiale de Montréal (ÉMAM) to attest to positive results of actions taken by the cluster in 2011. In the presence of Sam Hamad, Minister of Economic Development, Innovation and Export Trade, the members of Aéro Montréal unanimously ratified the merger of the secretariat of the Aéro Montréal cluster with the Québec Aerospace Association (AQA).

The media were invited to a press conference formalizing this signature. Several in-depth articles were published after the event.

SIGNING OF INTERNATIONAL COLLABORATION AGREEMENTS

Since its inception, Aéro Montréal has established a large inter-cluster network by signing strategic agreements with more than 10 clusters abroad. These agreements reinforce Aéro Montréal's position as a global aerospace hub and strengthen its reputation and that of its members internationally.

In 2012, three cooperation agreements were added to this impressive list. Following a Framework Agreement reached in March during the Aerospace Defense & Supplier Summit in Seattle, Aéro Montréal formalized its partnership with the Pacific Northwest Aerospace Alliance (PNAA) during the Farnborough International Airshow in July. This alliance will help generate major business opportunities for the Québec aerospace industry, especially considering that Montréal and Seattle are two of the three world's largest aerospace capitals.

Aéro Montréal also formalized its collaboration agreement with Pégase, the aerospace cluster of the Provence-Alpes-Côte d'Azur region. They highlighted the potential this represents for both organizations in terms of opportunities to discuss challenges and best practices in the sector, particularly with respect to the development of business opportunities and joint research projects.



Profile of Québec's aerospace industry



Corporate brochure



Aéro Montréal's web site home page



Annual General Meeting 2012

Finally, during the Global Supply Chain Summit - Aerospace in September, Aéro Montréal and CRIAQ ratified an agreement with the Ohio Aerospace Institute (OAI). The agreement will generate significant opportunities for the Québec industry in the defence sector given the OAI's relations with the Wright-Patterson Air Force Base. A Québec-Ohio trade mission in February 2013 will solidify this commitment.

INSPIRATION/INNOVATION BOOK

In June, Aéro Montréal participated in the development and launch of a book entitled *Inspiration/Innovation*. This was a joint initiative of the technology clusters in Greater Montréal: Montréal InVivo, TechnoMontréal and Écotech Québec. The book, aimed at raising awareness and celebrating innovation in the city, profiles 21 personalities who have distinguished themselves through their innovative spirit and whose international reputation reflects well on Greater Montréal and Québec as a whole.

Chosen by a selection panel, André Bazergui (CRIAQ), Laurent Beaudoin (Bombardier Aerospace), Wagdi George Habashi (McGill University), Hany Moustapha (ETS), Marc Parent (CAE Inc.) and John Saabas (Pratt & Whitney Canada) champion aerospace innovation and ingenuity.

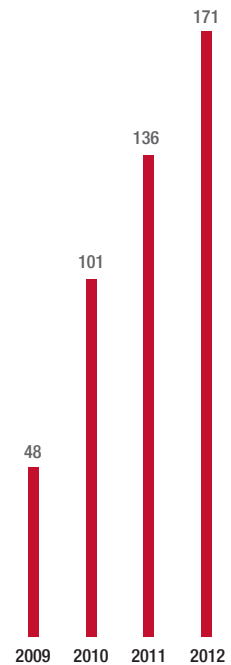
CLUSTER MEDIA COVERAGE AND PRESENCE

Aéro Montréal was extraordinarily successful in 2012 in reaching out and representing the cluster and its initiatives during local and international meetings.

Aéro Montréal was invited on several occasions to speak to influential audiences through public forums. In March, Suzanne Benoît addressed the 700 participants of the 2012 Real Estate Summit in Montréal, where she introduced the Québec industrial cluster. In May, in front of 175 members of the MBA Association of Québec, she shared her observations about the Québec aerospace industry. In June, she spoke at the conference "Taking Flight: Making an Ontario Aerospace Cluster a Reality," held as part of Canada 2020. Finally, in October, as part of the Annual Forum of the Canadian Council for Aviation and Space, Ms. Benoît shared her thoughts on the importance of maintaining synergy between educational institutions and industry.

To publicize the MACH Initiative abroad and increase the influence and reputation of the program and companies involved in it, Aéro Montréal took to the stage during AEROMART Toulouse and the Aerospace & Defence Supplier Summit in Seattle.

Aéro Montréal gave 44 interviews in 2012 which resulted in the publication of 171 articles: 65 in the Québec press, 21 in the national press, 10 in the international press and 75 pick-ups of press releases on the web. Media coverage generated by the cluster increased by 26% compared with 2011. The cluster also contributed to the contents of four (4) special supplements on aerospace in *La Presse* and *Le Journal Les Affaires*, which focused on human resources, the supply chain and the defence sector.



■ Press coverage
Since 2009, Aéro Montréal increased its media coverage by 256%



Signature PNAÀ



Signature OAI



Inspiration/Innovation Book



Special supplements

working group

Supply Chain Development



Philippe Hoste

President, Supply Chain Development Working Group

*Chief Executive Officer
Sonaca Montréal*

MEMBERS OF THE SUPPLY CHAIN DEVELOPMENT WORKING GROUP

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Observer
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STIQ

Liaison

With undeniable advantages such as the quality of its manufacturing methods and its globally recognized products, the Québec supply chain must continually adapt to the changing needs and increasing expectations of prime contractors.

For several years, the Québec aerospace supply chain has been exposed to challenging conditions; globalization, economic shocks, unrestrained global competition, new environmental regulations, scarcity of qualified labour, etc. To strengthen the chain and even benefit from these constant pressures, stakeholders need to reinvent themselves, become more flexible and pool their resources.

The Supply Chain Development Working Group was launched in 2009 primarily with a view to spark these kinds of changes. By implementing actions aligned with this goal, members of the Working Group created the MACH Initiative, a development program designed to enhance the competitiveness of Québec suppliers and already recognized for its unique approach to strengthening ties between SMEs and prime contractors.

If the strength of a chain is dependent on each one of its links, I can look with pride upon the results we are seeing from the hard work of members of the Working Group as well as the efforts of companies involved in the MACH Initiative to reinforce every essential element of our supply chain. After several years, the time has come for me to step down as President of the Working Group. New challenges are on the horizon and I am leaving Sylvain Bédard, President and CEO of Avianor, with the task of guiding the troops with all the skills and expertise for which he is known.

MACH INITIATIVE – 2nd COHORTE

| SUPPLIER | SPONSORED BY |
|----------------------------|----------------------------------|
| AEROSPHERE | MECACHROME CANADA |
| AIR DATA | ESTERLINE CMC ELECTRONICS |
| AIR/GROUND EQUIPMENT | ASCO INDUSTRIES N.V. (BELGIQUE) |
| ALTA PRECISION | MESSIER-BUGATTI-DOWTY (TORONTO) |
| CP TECH | RTI CLARO |
| ELIMETAL | ROLLS-ROYCE CANADA |
| PCM INNOVATION | MDA SATELLITE SYSTEMS |
| TECNICKROME AERONAUTIQUE | HÉROUX-DEVTEK |
| TEKALIA AERONAUTIK | MESSIER-BUGATTI-DOWTY (MONTRÉAL) |
| XIPHOS SYSTEMS CORPORATION | THALES CANADA, AEROSPACE |

Achievements of the working group

MACH INITIATIVE - SECOND YEAR

Recognized as the most advanced supplier development program in Canada by the Emerson Report, the MACH Initiative entered its second year of deployment. More than a year after it was launched, this unifying process aimed at optimizing the Québec aerospace supply chain has demonstrated that it is responding effectively to the need to improve the competitiveness of suppliers.

In July, during a press conference at the Farnborough International Airshow, Aéro Montréal officially launched the call for nominations for the second MACH cohort in the presence of Sam Hamad, Minister of Economic Development, Innovation and Export Trade.

After a rigorous selection process, the selected companies were announced during the Global Supply Chain Summit - Aerospace in the presence of the Honourable Denis Lebel, Minister of Transport, Infrastructure and Communities and Minister of the Economic Development Agency of Canada for the Regions of Quebec, and Janice L. Davis, Vice President and Chief Procurement Officer at Bombardier Aerospace, mentor of the MACH Initiative.

Made up of 10 new suppliers and eight new sponsors, the 2012 cohort will focus on enhancing the performance of certain types of companies that have a significant impact on the fluidity and the overall performance of the supply chain. For the first time, the initiative has welcomed two sponsors based outside Québec, proof of the increased profile of the program beyond our borders.

The selected companies join the ranks of 20 suppliers and their 9 sponsors already committed to the initiative and will benefit from customized services and coaching to assess their performance, identify performance gaps and determine the actions needed to improve and better position themselves in the supply chain. Audits of the MACH framework for excellence for the second cohort began at the beginning of October and continued until December 20, 2012.

Achievements of the working group



MACH awards ceremony



MACH awards ceremony



MACH awards ceremony



Evolution MACH Serie



Strategic Partner of the MACH Initiative

FIRST PERFORMANCE LABELS

In response to audits finalized in January 2012, the 20 suppliers making up the first cohort received a performance label ranging from MACH 1 to MACH 5, reflecting their level of maturity when entering the program. To formalize this designated label, an awards ceremony was held at the Global Supply Chain Summit – Aerospace in the presence of Claire Auroi from Bombardier Aerospace and Louis Arsenault of the Commission des partenaires du marché du travail.

During the year, the 20 companies, with the support of their respective sponsor, began their personalized development and improvement program to enhance their performance based on the 15 business processes of the MACH framework for excellence. When entering their second cycle of the program in 2013, companies in the first cohort will undergo a second audit to determine their new MACH performance label.

PERFORMANCE LABEL FOR THE FIRST COHORT

| | |
|-----------------------------|--------|
| ABIPA | MACH 3 |
| AVIATION LEMEX | MACH 2 |
| AVIOR INTEGRATED PRODUCTS | MACH 3 |
| COMPOSITES VCI | MACH 2 |
| DCM AEROSPACE | MACH 2 |
| DELASTEK | MACH 2 |
| ELECTRO-KUT | MACH 2 |
| GROUPE MELOCHE | MACH 3 |
| LEGO FINISHING CENTER | MACH 1 |
| MARQUEZ TRANSTECH | MACH 3 |
| MESOTEC | MACH 2 |
| MITCHELL | MACH 2 |
| NSE AUTOMATECH | MACH 2 |
| PRECISION SF TECH | MACH 1 |
| RTI CLARO | MACH 3 |
| SIDO (A.T.L.A.S AERONAUTIK) | MACH 2 |
| SOCIÉTÉ D'OUTILLAGE M.R. | MACH 1 |
| TECHFAB | MACH 1 |
| TECHNIPRODEC | MACH 2 |
| TRIDENT INDUSTRIES | MACH 2 |

ÉVOLUTION MACH SERIES

To improve the competitiveness of companies engaged in the MACH Initiative, it is vital to hone the knowledge and skills of their employees. To this end, Aéro Montréal launched *Évolution MACH*, a series of workshops and training about best practices and tools to improve mastering of the process at the heart of the MACH framework for excellence.

Corporate social responsibility (CSR), which is increasingly being extended to supply chains has become an important criteria in prime contractors' process of evaluating and selecting suppliers. They in turn are being called on to support the efforts of their own customers in this regard. Keynote speakers at the first *MACH Évolution* luncheon-conference were Bombardier Aerospace's Louis Bouchard, Senior Business Analyst, Industry Relations and Supply Chain Strategy, and Bruce Parry, Manager, Corporate Social Responsibility, Communications and Public Affairs. They presented CSR best practices that will better equip companies to meet this demanding requirement.

Responding to "Process 1.5 – Corporate Social Responsibility" under the MACH framework for excellence, the event was much appreciated by participants, scoring a 100% satisfaction rate.



MACH first cohort

MACH VISIBILITY PROGRAM

In addition to increasing the performance of suppliers from an operational standpoint, the MACH Initiative aims to support business development through a visibility program that includes, among other things, the production of promotional materials, media relations and participation in trade missions.

In this context, the first promotional document of the MACH Initiative was launched at the beginning of the year. The brochure, featuring the distinctive visual identity of Aéro Montréal, includes technical sheets highlighting the general outlines of the MACH Initiative as well as companies in the first cohort and their key competencies.

Aéro Montréal participated in three trade missions to increase the international scope of the MACH Initiative and the reputation of companies involved in the program.

During the Aerospace & Defence Supplier Summit in Seattle in March and AEROMART Toulouse in December, Aéro Montréal manned a kiosk where it highlighted the industrial capacities of the Québec aerospace cluster, the MACH Initiative and companies in the first cohort.

At the 62nd Farnborough International Airshow, the MACH Initiative and companies in the first cohort were presented in the Québec booth with backlit panels and interactive screens.

The three missions provided unique opportunities for suppliers to make contact with several prime contractors worldwide thanks to many customized B2B meetings.



MACH brochure



MACH technical sheets



Booth at AEROMART Toulouse



Booth at Seattle



Booth at the Farnborough International Airshow with backlit panels

Vigour

The Global Supply Chain Summit – Aerospace



The Honourable Denis Lebel



The Honourable Bernard Valcourt



Colonel Pelletier

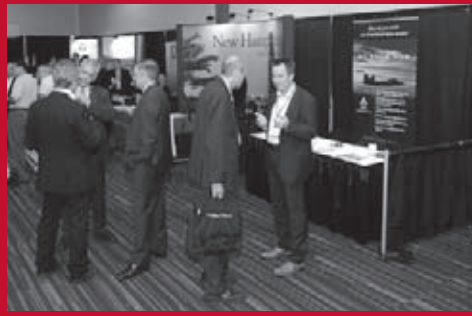
To meet a need expressed by SMEs to stand out from growing competition through the increased sustainability of their supply chain, Aéro Montréal, in collaboration with GARDN, held the second edition of the Global Supply Chain Summit - Aerospace on September 27 and 28 at the Palais des congrès de Montréal.

Held under the theme “Sustainable Development of the Supply Chain,” the Global Supply Chain Summit - Aerospace smashed attendance records. It brought together nearly 450 participants, 30 speakers from around the world and 20 prime contractors in North America and Europe, along with their procurement teams.

The summit attracted aerospace players from Canada and around the world. Several delegations from the United States, Mexico, Europe and Asia attended the event. More than 520 B2B meetings between prime contractors and suppliers as well as participants were also held during the summit, allowing participants to have strategic meetings and identify promising business opportunities.

Janice L. Davis, Vice President and Chief Procurement Officer at Bombardier Aerospace and Honorary Chairperson of the event, delivered the opening speech. She reiterated the importance of maintaining an open dialogue between customers and suppliers in order to place the principles of sustainable development at the centre of supply chain management. The summit was opened in the presence of the Honourable Denis Lebel, Minister of Transport, Infrastructure and Communities and Minister of the Economic Development Agency of Canada for the Regions of Québec.

Québec’s aerospace sector took the opportunity to address structural changes that are taking place in the industry. Issues discussed during the first day included the role of integrators in the supply chain; new environmental standards implemented by international bodies; and the need for SMEs to strike strategic alliances, make the “technological leap” and integrate risk management practices to better position themselves on new aircraft platforms.



In total, more than 30 internationally renowned experts made presentations at the summit. They included John Lynch, Governor of the State of New Hampshire; Christer Hellstrand, Director, Capabilities & Processes - Environment, Health and Safety, Boeing; Philippe Guerout, Vice President, Procurement & Supply Chain, Aerolia Canada inc.; Robert Cadieux, Manager, Environment and Sustainable Development, Pratt & Whitney Canada; Cornelius Bronder, Principal, PricewaterhouseCoopers; and William A. Dalson, President, Region of the Americas, Lockheed Martin Corporation, to name only a few.

As recommended by Aéro Montréal's Defence Committee, the second day of the summit was devoted entirely to the defence sector, enabling SMEs to better position themselves in the military procurement programs of the Government of Canada. The Honourable Bernard Valcourt, Associate Minister of National Defence and Minister of State, Atlantic Canada Opportunities Agency and the Francophonie, delivered the keynote speech. Participants also had the opportunity to learn more about Canada's existing and future military procurement programs during a conference given by Colonel Alain Pelletier, Director, Air Requirements at the Department of National Defence.

In holding this unique summit, the aerospace cluster was able to identify major global trends in supply chain management. The observations that emerged will be used in strategic discussions carried out by Supply Chain Development and Market Development-SMEs Working Groups and lead to the implementation of actions that will help our SMEs meet current challenges and remain competitive internationally.

working group

Market Development – SMEs



Guillermo Alonso

President, Market Development - SMEs Working Group

*President
Alta Precision*

MEMBERS OF THE MARKET DEVELOPMENT - SMEs WORKING GROUP

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Mario Lépine
DCM Aerospace

Jacques Ouellet
AAA Canada

Ernie Staub
Leesta Industries

Observers
Gilles Brabant
MFEQ

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Industry Canada

Consolidation

It is a great honour for me to officially welcome SMEs to this new Market Development –SMEs Working Group. Resulting from the merger of Aéro Montréal and AQA, the Working Group aims to promote business development of Québec aerospace SMEs and equip them to better meet the challenges of tomorrow.

Given globalization and the transformation of the aerospace supply chain, we are at a crossroads. Prime contractors are reducing the number of their suppliers, preferring to work with integrators and equipment manufacturers. This major trend in the sector is replacing our traditional clientele. This transformation is leading us to review our marketing strategies, among others. From now on, we need to redefine ourselves and emphasize our abilities to OEMs to position ourselves on new aircraft platforms.

To ensure a growing presence of our SMEs on the world stage, we must first deepen our knowledge of international competitors and of markets with development potential. We need to identify niches and better target our future customers. This is what the members of the Market Development – SMEs Working Group will be busy doing in the coming years. Taking into account issues specific to SMEs, and working closely with other Aéro Montréal Working Groups, they will propose actions and practical tools adapted to the reality of SMEs who want to stand out and grow beyond our borders.

As President of the Working Group in this first year, I'd like to encourage SMEs to join forces and work together with all industry stakeholders to increase our chances of success!

Achievements of the working group

LAUNCH OF THE WORKING GROUP

November 8 marked the official start of the new Market Development – SMEs Working Group. On that date, 12 members from the SME community met to establish the mission statement of the Working Group, its team charter, its vision, mission and objectives.

The group will be composed of 17 members representing all fields pertinent to the business development of SMEs, including a representative of prime contractors, two representatives of OEMs and two government observers. To ensure a strong representation of SMEs within Aéro Montréal and the industry, they were given a dominant weighting of 12 seats.

The Market Development – SMEs Working Group's mandate is to promote and encourage the business development of SMEs in Québec's aerospace sector. To achieve this, it must meet the following objectives:

- Stimulate the penetration of Québec SMEs in global markets
- Promote the interests of SMEs with partners and industry stakeholders
- Encourage the development of facilitator programs for:
 - The development of SMEs' business
 - The diversification of clientele
 - The internationalization of SMEs' business
- Facilitate networking between SMEs and all industry players

Achievements of the working group



Golf tournament



Golf tournament



Networking dinner



Table of honour at the networking dinner



SME Innovation Seminar



Signature PNA – Seattle

NETWORKING EVENTS

Since the announcement of the merger in April, Aéro Montréal has supported various SME activities formerly organized by the AQA, thus facilitating the transition between the two organizations.

Québec Aerospace Industry Golf Tournament

The Québec Aerospace Industry Golf Tournament was a great success! This essential networking event for SMEs this year was attended by a record number of participants – 272 players and 320 others during the cocktail and dinner. Held for the second consecutive year at the Elm Ridge Country Club, the event for the first time featured kiosks on the golf course sponsored by aerospace companies and service providers.

SME Innovation Seminar and first Networking Dinner

On November 26, Aéro Montréal organized an inaugural networking dinner, combined with an SME Innovation Seminar. The two events were a great success, attracting nearly 200 representatives of SMEs, prime contractors and governments as well as aerospace partners and promoted networking among all stakeholders in the industry. Éleine Zakaïb, Minister for Industrial Policy and the Banque de développement économique du Québec, was invited as a keynote speaker at the networking dinner. Ms. Zakaïb came to talk directly with aerospace industry players present and discuss the new industrial policy put forward by the government.

The SME Innovation Seminar conferences were particularly appreciated by participants, as they learned about some of the major projects underway in the industry, such as the greener aircraft catalyst project, eco-design, the federal government's Aerospace Review, and the adoption of information technology.

MARKET DEVELOPMENT

During the year, the Market Development – SMEs Working Group identified air shows, international B2B opportunities and trade missions and helped to organize aerospace SMEs' participation in these events. In collaboration with the Defence Committee, it also identified opportunities for Industrial and Regional Benefits (IRB) and conducted missions focused on the defence sector.

On all these occasions, Aéro Montréal acted as the flagship for the industrial capabilities of Québec's aerospace cluster and SMEs.

Aerospace & Defense Supplier Summit

In collaboration with Export Québec, Aéro Montréal participated in the Aerospace & Defense Supplier Summit held in Seattle in March. The Québec delegation manned a kiosk featuring the cluster's distinct visual identity. A total of 24 SMEs were present to forge business links with Boeing suppliers and 160 B2B meetings were held during this event.

Farnborough International Airshow

Aéro Montréal played a key role with SMEs in heading up the Québec mission to the 62nd Farnborough International Airshow from July 8 to 13. Grouping some 1,300 exhibitors and welcoming 280,000 visitors, including 130,000 industry professionals, this show is a must for the promotion of Québec's expertise.

As a partner in the Québec booth, Aéro Montréal and the delegation composed of 18 SMEs had a good representation thanks in particular to the information disseminated on backlit panels and interactive screens.

Participating SMEs also benefited from an activity program offering strategic networking and international opportunities as well as personalized B2B meetings organized by Export Québec.

Aerospace Meeting Canada - EADS

Aéro Montréal, in collaboration with Export Québec, played a key role in attracting EADS (Airbus, Eurocopter, Cassidium, Astrium) to Montréal, along with several of their Tier 1 suppliers such as Aerolia, to the Aerospace Meeting Canada on September 17 and 18. The EADS group and procurement teams came to meet aerospace suppliers in the commercial aerospace and defence sectors and to identify opportunities for potential collaboration.

Some 38 Québec SMEs participated in the B2B meetings program as well as in conferences that presented EADS' strategy, global supply network and activities in North America. Participants also had the opportunity to speak with representatives of the parent company of EADS at a networking cocktail on the first night.

AEROMART Toulouse

Aéro Montréal, in collaboration with Export Québec, headed up a large delegation of 20 Québec SMEs at AEROMART Toulouse from December 4 to 6. During this major international professional event, the cluster had a kiosk, the focal point of the Québec delegation, which highlighted SMEs' skills and industrial capabilities.

Participants had access to targeted B2B meetings to help them promote their products and services and to develop new business partnerships with international companies present at the event. They also were able to talk informally with companies in the Bordeaux region during a private networking cocktail party.

SURVEYS

Aéro Montréal conducts surveys to ensure the quality of its events and its activities, as well as to provide services that meet the specific needs of SMEs and promote networking among all industry stakeholders.

To date, the overall satisfaction level of participants in Aéro Montréal activities has been excellent. These include such events as the Aerospace & Defense Supplier Summit, the Farnborough International Airshow, the Global Supply Chain Summit - Aerospace and AEROMART Toulouse. On average, over 88% of respondents met potential customers who would have been difficult to meet otherwise, and more than 86% obtained or believe they will obtain follow-ups to individual meetings they had.

Finally, 99% of respondents intend to participate in future events organized by Aéro Montréal.



Booth at Farnborough International Airshow



Minister Zakaïb at the networking dinner

working group Innovation



Patrick Champagne

President, Innovation Working Group

*Vice President, Cockpits and Systems Integration
Esterline CMC Electronics Inc.*

MEMBERS OF THE INNOVATION WORKING GROUP

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MarieChantal Chassé
JMJ Aerospace

Jean Colpin
McGill University

Pascal Désilet
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Pierre Dicaire
NRC-AMTC

Clément Fortin
CRIAQ

Patrice Gauvin
Héroux-Devtek

Fassi Kafyeke
Bombardier Aerospace

Denis Lacroix
NRCC

John Maris
Marinvent Corporation

Mario Modafferi
Pratt & Whitney Canada

Philippe Molaret
Thales Canada, Aerospace

Hany Moustapha
AÉROÉTS et Pratt & Whitney Canada

Pierre Rioux
Bell Helicopter Textron Canada

Sylvain Savard
Avianor

Marc St-Hilaire
CAE Inc.

Observers
Dominique Leroy
Industry Canada

Marguerite Simo
MFEQ

Imagination

The Innovation Working Group's main objective is to have a shared vision of what constitutes innovation, and to have a common approach for all its initiatives.

To achieve this, the Working Group includes representatives of large companies and medium-sized and small companies that offer services and products, as well as universities and research centres. The scope of our members' activities is very broad and representative of our entire industry.

A creative force for our sector, innovation is the cornerstone of our industry, while collaboration is increasingly essential to the innovation system. Accordingly, the Working Group's major role is one of exchange and coordination.

The group's work encompasses collaborative projects, research and shared infrastructures, human resource management processes, and sustainable development, among others. In addition, the group has been involved in the development and writing of various submissions related to public policy in aerospace.

Thank you to all.

Achievements of the working group



Brief for PNRI

NATIONAL RESEARCH AND INNOVATION POLICY

Aéro Montréal's Innovation Working Group, in collaboration with CRIAQ and the SA²GE greener aircraft catalyst project, wrote a brief as part of a rigorous exercise of consultation led by the Québec government to update the National Research and Innovation Policy (PNRI). Submitted in November, the brief summarizes developments in aerospace innovation over the last decade. It also presents the achievements and evolution of the sector and draws a link between these and the gaps to be filled in the future to maintain the Québec aerospace industry's position as a world leader.

Entitled **“Mobilizing our Resources to Increase our Competitiveness and Productivity”**, this brief proposes three recommendations that echo the considerable efforts made in the Québec Research and Innovation Strategy in 2007 and 2010 while paving the way for the development of the necessary capabilities to achieve open innovation.

Recommendations:

1. Continue SA²GE as a program in a second phase
2. Increase the productivity of Québec's aerospace industry through the implementation of advanced manufacturing technologies
3. Broaden the scope of CRIAQ's intervention to TRL 4 to 7

The recommendations submitted to the advisory group for updating PNRI will strengthen the important pillars of the Québec aerospace innovation system, give us new research capabilities, and respond effectively and consistently to issues facing our industry.

Achievements of the working group

WHITE PAPER ON THE 2011 AEROSPACE INNOVATION FORUM

In early 2012, the Innovation Working Group focused on the drafting of a White Paper on the 2011 Aerospace Innovation Forum. This was the result of many discussions, presentations, conferences and workshops conducted around two main themes: the supply chain and the innovation chain.

Organized by Aéro Montréal in collaboration with CRIAQ, the third edition of the Aerospace Innovation Forum was a great success, bringing together over 750 professionals from the sector and 64 major international speakers. The event also allowed for more than 460 B2B technology meetings to be held.

The forum took place under the theme “Innovation in a Sustainable Supply Chain: a Global Challenge,” enabling the sector to identify a major need to increase the pace of innovation throughout the supply chain, including SMEs, to ensure our international competitiveness. Innovation needs to be more collaborative and more seamless throughout the process, from idea generation of a commercial product to procurement to manufacturing.

The White Paper suggests six courses of action to strengthen the competitiveness of Québec's innovation chain that could be implemented by Aéro Montréal as the mobilizing force that brings together all sector stakeholders.

KEY RECOMMENDATIONS

1. Integrate public and private sector interventions
2. Increase the accessibility, harmonization and stability of financial support programs to encourage long-term investment in innovation and accelerate funding cycles
3. Further exploit international alliances
4. Improve and increase the role of intermediary organizations
5. Measure and continuously improve the innovation capacity of the aerospace cluster
6. Accelerate on a sustained and structured basis the innovation process throughout the aerospace chain

The White Paper on the 2011 Aerospace Innovation Forum was officially presented during a press conference chaired by Fassi Kafyeke, Director, Strategic Technology and Senior Engineering Advisor, Bombardier Aerospace, during the Annual General Meeting of Aéro Montréal in April 2012.



White Paper on the 2011 Aerospace Innovation Forum



Presentation of the White Paper at Aéro Montréal's AGM

AN INDUSTRIAL NETWORK FOR THE GREEN MANAGEMENT OF END-OF-LIFE AIRCRAFT

In March 2012, Aéro Montréal proposed a project to assess the commercial feasibility of an aircraft end-of-life management project. The report highlights the prerequisites needed for the implementation of an industrial centre for the ecological deconstruction of end-of-life aircraft on the site of Montréal-Mirabel International Airport.

This industrial hub, which would extract value from the equipment and materials on end-of-life aircraft, aims to reuse, remanufacture, recycle and recover 100% of the mass of the aircraft in Québec by 2020.

The report submitted by Aéro Montréal proposes that this be directed by a strategic governance committee to ensure the harmonization of industrial projects needed for a more sustainable management of aerospace products at end-of-life.

In parallel with this report, the CRIAQ and CTA are conducting a complementary scientific project that aims to characterize the recycled materials.

THE PARC PROJECT (POOLING AND AUTOMATION OF RESOURCES IN COMMUNITIES)

In the competition for a fifth catalyst project announced in the 2010-2013 Québec Research and Innovation Strategy, Aéro Montréal supported the proposal of a social and organizational innovation project put forward by a consortium led by JMJ Aerospace. It proposes an expert system for automatically sharing resources in local communities.

The goal of the PARC catalyst project is to develop and demonstrate a successful model for integrated labour force management. Aiming to provide a practical solution to the problems of attracting and retaining human resources in manufacturing and services companies in all major sectors of the Québec economy, it will initially be developed within the aerospace sector.

working group

Human Resources



John Saabas

President, Human Resources Working Group

*President
Pratt & Whitney Canada*

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ÉNA

Francine Bourget
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Gilbert Guérin
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Jean-François Hamel
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André Marcil
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Hany Moustapha
AÉROËTS and Pratt & Whitney
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Josée Péroquin
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Messier-Bugatti-Dowty,
Groupe SAFRAN

Serge Tremblay
CAMAQ

Observers
Réjean Charbonneau
Emploi-Québec

Jean-Marc Rochon
MFEQ

Attraction

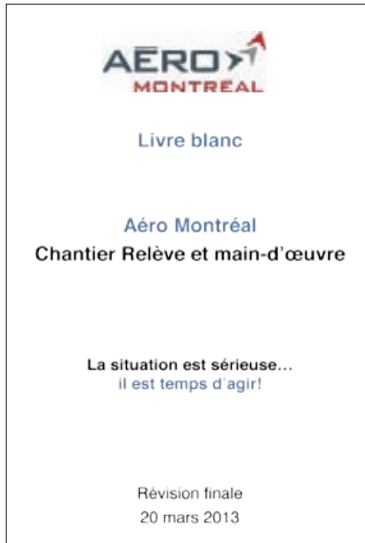
Québec's aerospace industry employs more than 42,500 workers, making it the sixth largest centre in the world in terms of workforce. With an average annual employment growth of about 3% for SMEs and 2.1% for prime contractors between 1990 and 2012, the aerospace industry is a highly promising sector for Québec workers.

However, the industry faces significant challenges which, if not addressed now, could have an impact on its ability to meet the needs of its customers. Among others, these include an aging and shrinking active labour force, massive retirements and an anticipated annual growth of 5% for our industry over the next 20 years. These challenges will affect generational renewal in our companies.

Building on the aerospace sector's appeal, the Human Resources Working Group has laid the foundations for a strategic action plan aimed at attracting the next generation of qualified employees. This is key to the future success of our industry. In the space of five years, dedicated members of the Working Group have been able to implement a series of highly integrated initiatives, from schools to companies, to spark the interest of young people in aerospace. All this while mentoring them during their journey and offering them dynamic career opportunities.

This year again, I want to acknowledge the outstanding involvement of members of the Human Resources Working Group. They have actively contributed to the development of innovative solutions that will ensure the sustainable development of our human capital, the driving force of our industry.

Achievements of the working group



White Paper on Human Resources in the Aerospace Sector

WHITE PAPER ON HUMAN RESOURCES IN THE AEROSPACE INDUSTRY

The aerospace industry is faced with a growing number of challenges regarding the development of human capital. The Human Resources Working Group reviewed this issue to pinpoint problems it will be dealing with in the coming years and identify possible solutions to address them. This review, contained in a White Paper on Human Resources in the Aerospace Sector, was endorsed by Aéro Montréal's Board of Directors in December 2012.

There are many human resources challenges confronting the industry. They include filling new vacancies that will open up in the next 10 years; the challenges related to many anticipated retirements; the alignment of workforce training with industry needs; and the high school dropout rate. Because of this, it was necessary to prioritize a number of actions that will have the greatest impact on the workforce situation over the short, medium and long term.

Following its review, members of Aéro Montréal's Human Resources Working Group identified 26 courses of action that could be implemented to address the sector's most pressing challenges. Since it is urgent to act now, the group prioritized five actions to be implemented over the coming year.

In the fall of 2012, teams worked to develop an action plan for each of these five projects. The work is scheduled to be launched in 2013.

Five action priorities for 2012-2013

1. Compile an inventory of know-how and critical skills;
 - Compile an inventory of best practices in knowledge transfer;
 - Prepare skills profiles and development plans for so-called critical jobs.
2. Involve the community in projects aimed at ensuring school retention.
3. Provide continuous training in new technologies.
4. Ensure the transfer of critical knowledge to educational institutions.
5. Implement governmental measures to fund knowledge transfer programs.

Achievements of the working group

A GUIDELINE FOR STRATEGIC ACTIONS

By establishing a strategy of actions on the short, medium and long term, the Human Resources Working Group has, since its inception, proposed and supported structuring initiatives which act upon the educational and professional experience of Quebec succession.

| EDUCATIONAL AND PROFESSIONAL EXPERIENCES OF SUCCESSION | | | | | |
|--|---|---|--|--|--|
| LEVEL | PRIMARY | SECONDARY | PROFESSIONAL AND COLLEGIATE ÉMAM and ÉNA | UNIVERSITY | COMPANY |
| CLUSTER INITIATIVES | <p>The sky is the limit!</p> <p>Scientific animations aiming to promote careers in aerospace</p> | <p>Student Business – MR3</p> <p>Internships allowing students to discover aerospace professions</p> | <p>Continuity path</p> <p>Creation of a bridge between the ÉMAM and the ÉNA</p> | <ul style="list-style-type: none"> Summit on engineering training Montréal Aerospace Institute Coordination between the university aerospace institutions | <ul style="list-style-type: none"> Inventory of the profiles of critical skills Institut de formation aérospatiale (IFA) |
| DIGITAL ECOSYSTEM: WEB SITE, SOCIAL MEDIA, APPLICATIONS | | | | | |



The sky is the limit!



The sky is the limit!



The sky is the limit!



Eureka! Festival

CONTINUOUS OUTREACH PROGRAM FOR YOUTH

“The sky is the limit!”

In 2012, Aéro Montréal reaffirmed its commitment to student retention by holding a press conference in March to celebrate the end of “The sky is the limit!” series of science presentations in the Greater Laurentians region.

This innovative initiative, launched in association with the Conseil du Loisir Scientifique de la région Métropolitaine (CLSM) and the Foundation of the Society of Automotive Engineers of Canada (SAE), with financial support from the Communauté métropolitaine de Montréal (CMM), the CRÉ des Laurentides, the City of Mirabel and the CLD de Mirabel, with the involvement of Pratt & Whitney Canada, Bell Helicopter Textron Canada, Bombardier Aerospace, L-3 Communications MAS, Messier-Bugatti-Dowty Canada and Sonaca Montréal, allowed young people to walk in the shoes of an aerospace engineer for the duration of class presentations.

Launched as a pilot project in the Longueuil region in 2010, “The sky is the limit!” reached nearly 50 elementary schools in a variety of socio-economic communities in the Laurentians. Nearly 4,500 fifth and sixth grade students participated in the science presentations. This major initiative has had good media coverage extending beyond the borders of Québec.

Eureka! Festival

For a fourth consecutive year, Aéro Montréal participated in the Eureka! Festival, a large celebration of science presented on the Quays of the Old Port and the Montréal Science Centre. This event, which was attended by 69,000 visitors on June 15, 16 and 17, helped to promote careers related to aerospace and to demonstrate science experiments.

During the three days of the festival, Aéro Montréal reached nearly 2,000 young people with its “The sky is the limit!” program with the help of a team of experienced facilitators who explained the forces acting on an airplane and gave participants a chance to build a glider and fly it.

Saint-Hubert Aviation Day

On June 2, Aéro Montréal contributed actively to Saint-Hubert Aviation Day held at the École nationale d'aérotechnique (ÉNA) of Collège Édouard-Montpetit. The event brought together all the major stakeholders in the sector. Manning a booth in which it distributed information on careers in aerospace to 1,100 air cadets, the cluster helped to encourage young people to choose careers in the aerospace sector.

CONTINUED COLLABORATION WITH MR3 MONTRÉAL RELÈVE

Student Business Program

For a second consecutive year, Aéro Montréal supported the Student Business Program organized by the non-profit MR3 Montréal Relève, which aims to promote the various trades and professions related to aerospace. By facilitating the mobilization of industrial and institutional members of the cluster, the Human Resources Working Group contributed to 28 week-long career exploration internships in aerospace companies for secondary 3 and 4 students. This was four more than the previous year.

In addition, as part of the Mérites Classes Affaires 2012 evening, which was attended by nearly 2,700 people, Aéro Montréal and Pratt & Whitney Canada honoured an intern who had excelled during her internship at the Longueuil engine manufacturer.

Roundtable on school retention and academic success

At the beginning of the year, Aéro Montréal and several members of the Human Resources Working Group participated in a roundtable on school retention and academic success organized by ICAO and MR3 Montréal Relève. This panel's objective was to identify the most effective methods and initiatives for enabling

young people to learn about jobs that interest them, thereby encouraging them to stay in school. As a guest of honor at the event, Line Beauchamp, Deputy Premier and Minister of Education, Recreation and Sport, took the opportunity to commend the efforts made by members of the aerospace cluster and initiatives such as those of Montréal MR3 Relève to encourage Québec youth to work in promising sectors such as aerospace.

In addition to the various issues raised during the discussions, panelists agreed there is a lack of upstream information about the aerospace industry, its career potential and various educational avenues to join the industry. One solution proposed was direct and sustained contact throughout the educational process, from school to company, in order to instill a passion for science and aerospace. This is directly aligned with the strategic actions of Aéro Montréal and its Human Resources Working Group.

CLOSE COLLABORATION WITH THE CONSEIL EMPLOI MÉTROPOLE

Again this year, Aéro Montréal reaffirmed its close cooperation with the Conseil emploi métropole (CEM) by participating in the development of a "Diagnostic of Manpower Needs for the Aerospace Industry." The CEM's first report on aerospace will be followed by a second diagnostic on training programs in the sector. Together, the two documents will draw a complete and up-to-date portrait on the alignment of training and employment in the leading-edge aerospace sector.



Mérites Classes Affaires 2012 evening



Student Business Program internship



Student Business Program internship



Diagnostic of manpower needs for the aerospace industry

Members of the Board of Directors



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1. Gilles Labbé*

*Chairman of the Board
President & CEO
Héroux-Devtek*

2. Guillermo Alonso*

*President of the Executive Committee
President
Alta Precision*

3. Serge Brasset

*General Manager
École nationale d'aérotechnique*

4. Patrick Champagne

*Vice President, Cockpits and Systems
Integration
Esterline CMC Electronics*

5. MarieChantal Chassé

*President & CEO
JMJ Aerospace*

6. Jacques Comtois

*President
L-3 Communications MAS*

7. Pierre Delestrade

*President & CEO
EADS Canada*

8. Marc Donato

*Vice President & General Manager
MDA Satellite Systems*

9. Clément Fortin

*President & CEO
CRIAQ*

10. Claude Gagliardi

*President
Tecnickrome Aeronautique*

11. Hélène V. Gagnon

*Vice President, Public Affairs,
Communications and Corporate
Social Responsibility
Bombardier Aerospace*

12. Denis Giangi

*Vice President, Finance
and Administration
Rolls-Royce Canada*



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13. Michel Grenier
Vice President & Managing Director
Thales Canada, Aerospace

14. Philippe Hoste*
Chief Executive Officer
Sonaca Montréal

15. Barry Kohler
President
Bell Helicopter Textron Canada

16. Jerzy Komorowski
General Manager
Aerospace Portfolio
NRCC

17. John Maris
President
Marinvent Corporation

18. Heather Munroe-Blum
Principal and Vice-Chancellor
McGill University

19. Marc Parent
President & CEO
CAE Inc.

20. Josée Pélouquin
Director
École des métiers de l'aérospatiale
de Montréal

21. John Saabas
President
Pratt & Whitney Canada

22. Hélène Séguinotte*
Treasurer of the corporation
Country Delegate
SAFRAN

23. Gérald Tremblay
Grand Lodge Representative
IAMAW

24. Serge Tremblay
Executive Director
CAMAQ



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PERMANENT GOVERNMENT
OBSERVERS

25. Mario Bouchard
Assistant Deputy Minister
Ministère des Finances
et de l'Économie du Québec

26. François Delorme
Executive director, Québec Region
Industry Canada

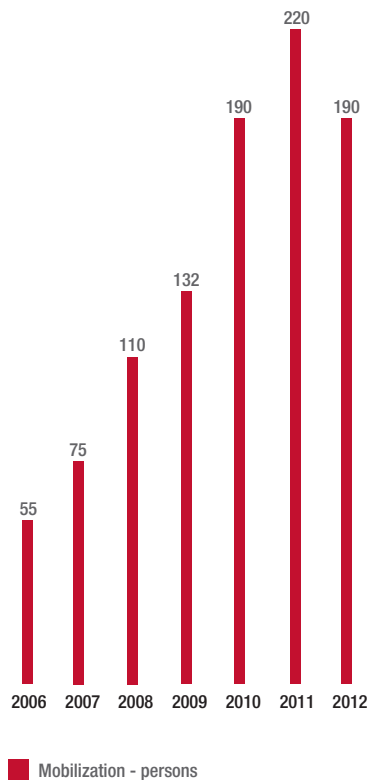
COMMUNAUTÉ MÉTROPOLITAINE
DE MONTRÉAL

* Executive Committee Members

Rigor

Governance and mobilization

Evolution of the mobilization



Since the inception of the cluster, the participation has increased by 300%

AN IMPRESSIVE MOBILIZATION

Year after year, the participation of members of Québec's aerospace cluster in various Aéro Montréal's bodies and Working Groups is testament to their desire to advance the sector. In the wake of the merger of Aéro Montréal and AQA, members of the Executive Committee were called upon to establish the structure of the new entity and ensure the success of the merger of the two organizations. In addition, this year marked a new three-year cycle. The administrators and members of the Working Groups were all involved in Aéro Montréal's 2013-2015 strategic planning exercise. As a result, Aéro Montréal mobilized 190 leaders and industry experts in 2012.

Once again, industry players shared their considerable knowledge and expertise this year to help develop strategies and concerted actions that will benefit the entire sector. These initiatives will shape an environment that fosters the development, growth and influence of the aerospace industry for years to come.

BOARD OF DIRECTORS

The Board of Directors of Aéro Montréal manages the affairs of the Corporation. It is composed of aerospace company and institutional leaders or their designated representatives. There are 27 board members and they ensure the entire Québec aerospace industry is represented: prime contractors, OEMs, integrators, MROs, SMEs and institutional members (associations, educational and research institutions, research centers, trade unions).

In the fiscal year 2012, Gilles Labbé, President and Chief Executive Officer of Héroux-Devtek, was Chairman of the Board for a third consecutive year. Sylvain Bédard, President of L-3 Communications MAS, served as Vice-Chairman until March, 2012. Hélène Séguinotte, SAFRAN Country Delegate, served as Treasurer, and Suzanne Benoit, President of Aéro Montréal, served as Corporate Secretary.

The Human Resources Committee, chaired by Sylvain Bédard, and the Audit and Policies Committee, chaired by Philippe Hoste, contributed to the good governance of the organization.

During the year, new members joined the Board of Directors. Claude Gagliardi, President of Teknikrome Aeronautique, was appointed to the Board as the fourth representative of the SME community following the merger, and Jacques Comtois, President of L-3 Communications MAS, replaced Sylvain Bédard.

Representation of the provincial and federal governments on the Board of Directors of Aéro Montréal is ensured, respectively, by François Delorme, Executive Director, Québec region, Industry Canada, and by Martin Aubé, Director, Transport Equipment Division, who is replacing Mario Bouchard, Assistant Deputy Minister of the Ministère des Finances et de l'Économie du Québec on an interim basis.

In 2012, the cluster's Board of Directors held six meetings (Appendix – Chart contributions in kind per sector 2012).

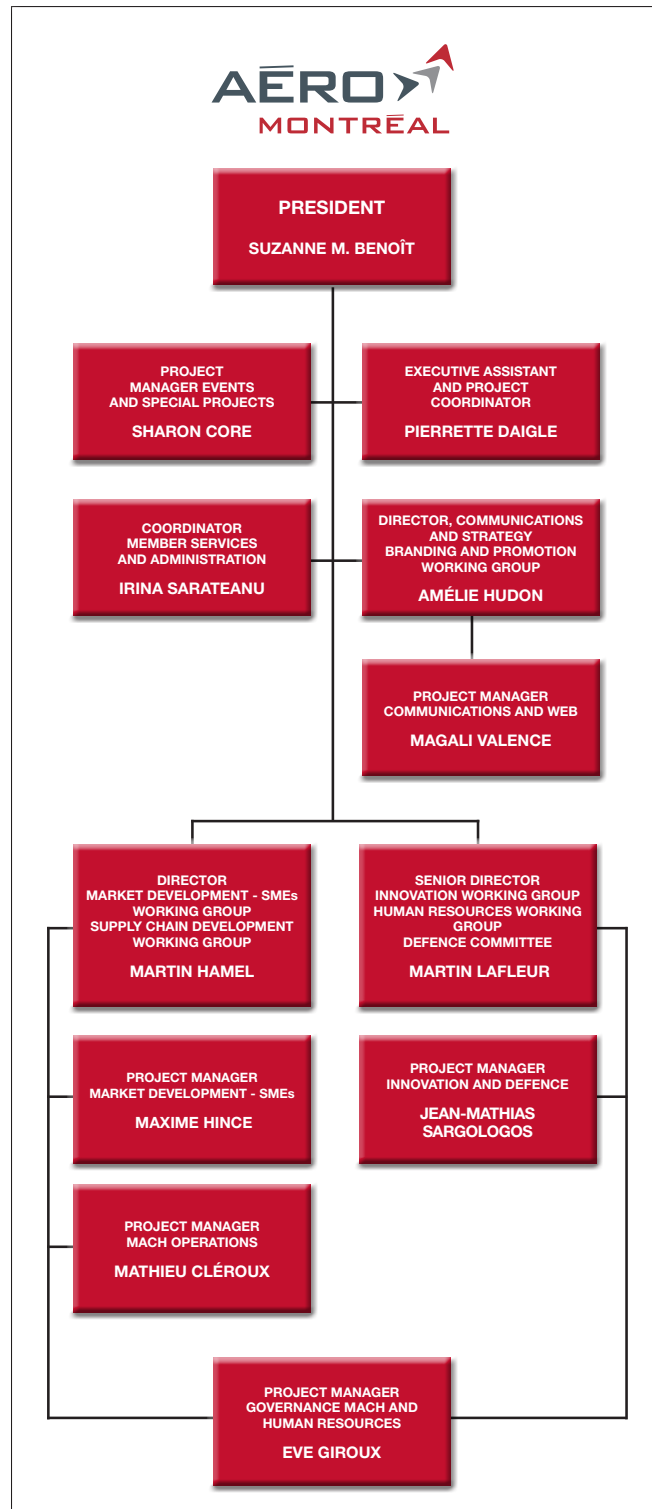
THE EXECUTIVE COMMITTEE

The Executive Committee exercises all the powers of the Board of Directors for the ongoing administration of the Corporation. Its specific mandate is to report on its activities at board meetings and to formulate advice and recommendations for board policies and decisions. It is composed of five members and was chaired in 2012 by Guillermo Alonso, President of Alta Precision. The Executive Committee met 14 times in 2012 (Appendix – Chart of contributions in kind per sector 2012).

AÉRO MONTRÉAL STAFF

As President of Aéro Montréal, Suzanne Benoît oversees the implementation of decisions of the Board of Directors and the Executive Committee. She ensures the management and coordination of the cluster's various Working Groups and work committees and reports to the administrative organizations.

During 2012, members established the 2013-2015 strategic plan for Aéro Montréal. This plan led to a new organizational structure for supporting the cluster's actions, including those affecting SMEs. The President was supported, by the end of 2012, by a larger team of collaborators including Pierrette Daigle, Martin Lafleur, Martin Hamel, Amélie Hudon, Mathieu Cléroux, Sharon Core, Eve Giroux, Maxime Hince, Magalie Valence, Irina Sarateanu and Jean-Mathias Sargologos.



WORKING GROUPS

Aéro Montréal's Working Groups are composed of representatives from Québec's aerospace industry and the institutional sector, including associations, unions and governments. They are dedicated to supporting areas of intervention identified in the cluster's strategic plan, or to issues which the aerospace industry wants to explore.

Each group conducts an analysis of its particular theme and proposes structuring projects or activities to Aéro Montréal's various bodies that are fully aligned with intervention areas set out in the cluster's strategic plan.

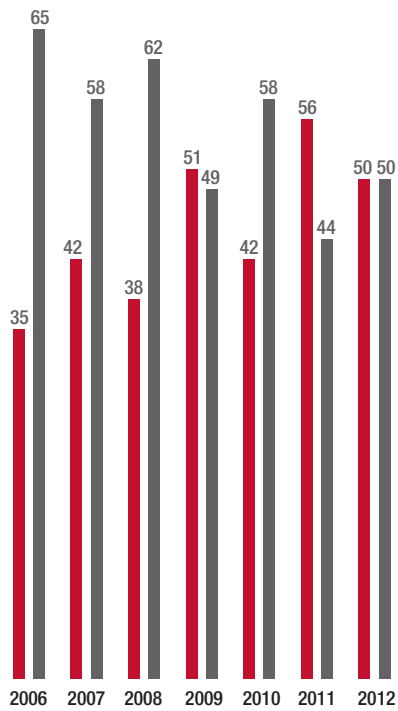
Each Working Group is created for a specific period with specific goals. At the end of a mandate, it may be renewed by the Board of Directors if there is a need to continue for another term. The Working Groups are managed using a methodology adapted from Six Sigma and are equipped with a rigorous and accountable operating process. This process ensures sound management of the work being performed and regular accountability to the Board.

Five Working Groups and a Strategic Committee are currently at work within Aéro Montréal. Following the merger, the Market Development - SMEs Working Group was created to meet marketing challenges specific to SMEs. For its part, the National Security and Defence Working Group has become a Strategic Committee.

WORKING GROUPS AND STRATEGIC COMMITTEE

- Branding and Promotion
- Innovation
- Supply Chain Development
- Human Resources
- Market Development - SMEs
- Defence Committee

Evolution of total contributions



■ Industry
■ Public

Since the cluster's inception, the in-kind contributions (industry and public) have increased almost 250%

Distribution of public and industry contributions

2012

| | | | |
|--------------|--------------------------|--------------------|--------------|
| ■ Public | Contributions in dollars | \$1,180,175 | 43.4 % |
| ■ Public | In-kind contributions | \$ 191,550 | 7.0 % |
| ■ Industry | Contributions in dollars | \$1,119,776 | 41.2 % |
| ■ Industry | In-kind contributions | \$ 229,400 | 8.4 % |
| Total | | \$2,720,901 | 100 % |



Evolution of total contributions in absolute values

| | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 |
|-----------------|------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Industry | \$340,675 | \$ 500,375 | \$ 428,700 | \$1,058,696 | \$ 656,892 | \$1,520,127 | \$1,349,176 |
| Public | \$629,325 | \$ 712,625 | \$ 707,600 | \$1,024,398 | \$ 894,484 | \$1,206,741 | \$1,371,725 |
| | \$970,000 | \$1,213,000 | \$1,136,300 | \$2,083,094 | \$1,551,376 | \$2,726,868 | \$2,720,901 |

Since the cluster's inception, the contributions in absolute values have increased by 180%

Appendix

Presentations and meetings 2012

| DATE | MEETINGS |
|------------------|--|
| January | Welcome and presentation to a representative of the Hong Kong Economic and Trade Office (HKETO) |
| | Meeting with foreign investors - Thermocoax, France |
| February | Welcome and presentation to representatives of the Netherlands Foreign Investment Agency |
| | Presentation to the Conseil régional des élus de Montréal |
| | Meeting with foreign investors - Groupe Adetel, France |
| | Welcome and presentation to the Moroccan Minister of Industry, Trade and New Technologies |
| | Welcome and presentation to a delegation from the United Arab Emirates |
| March | Presentation of the MACH Initiative to Mr. Andrew Robinson of Rolls Royce Canada |
| | Welcome and presentation to a delegation from Nabtesco Aerospace, Japan |
| | Welcome and presentation to a delegation from the Japanese government |
| | Welcome and presentation to the Secrétaire Général du Groupe des Equipes ENTS Aéronautiques et de Défense (Gead) et du Comité Aero-PME of GIFAS, the French Aerospace Industries Association |
| | Delegation from French Defence - IHEDN mission – Canada |
| | Meeting with foreign investors - Trinity Aerospace Canada |
| | Presentation at the Montreal Real Estate Forum |
| April | Welcome and presentation to the CEO of Groupe Salveo SAS, France |
| | Presentation to a delegation of International Development Councillors from the French Chambers of Commerce |
| May | Welcome and presentation to a representative of Bordeaux Invest, France |
| | Welcome and presentation to a delegation from Daegu-Gyeongsangdo Free Economic Zone, Korea |
| | Presentation to a mission of delegations from France and Embry-Riddle Aeronautical University |
| | Presentation at the Vermont Business & Industry Expo |
| | Welcome and presentation to the French company SERCS |
| June | Presentation at the Taking Flight conference in Toronto |
| | Welcome Lockheed Martin's President of the Americas |
| | Welcome and presentation to the mission of the Maine Advanced Materials Delegation |
| | Welcome the Governor of Oklahoma |
| | Welcome and presentation to the Société Emergex |
| | Welcome the CEO of French company GIFAS |
| July | Welcome a mission from China Aviation Industry Base |
| September | Presentation to consulting firm Britelynx |
| | Welcome and presentation to a Bordeaux delegation |
| | Welcome and presentation to the Director of International Offset Program, Northrop Grumman |
| | Welcome the CEO MTEC-Smart Zone and CEO of the Keweenaw Economic Development Alliance |
| | Welcome the international Vice President of the Arizona Commerce Authority |
| | Welcome the Governor of New Hampshire |
| | Welcome and presentation to a delegation from Bordeaux TechnoWest |
| October | Welcome and presentation to the French company AreneTech |
| | Welcome and presentation to a Promexico delegation |
| | Presentation at the Canadian Council for Aviation & Aerospace Forum |
| | Welcome and presentation to a mission from Los Angeles Economic Development Corporation (LAEDC) |
| November | Welcome and presentation to senior management from Cobham Aviation Services, Australia |
| | Welcome and presentations to a delegation of journalists from Flight Global, Aviation Week and Les Echos |

In-Kind contributions

IN-KIND CONTRIBUTIONS FROM THE SECTOR IN 2012

| COMMITTEES | DURATION (IN HOURS) | TOTAL NUMBER OF PARTICIPANTS | NUMBER OF PRIVATE PARTICIPANTS | RATES (\$/HOUR/ PARTICIPANT) | LOCATION, FOOD, TELEPHONE SERVICES | OTHER CONTRIBUTIONS | INDUSTRY TOTAL | GRAND TOTAL, INDUSTRY & PUBLIC |
|--|------------------------|------------------------------------|--------------------------------------|------------------------------------|--|------------------------|-------------------|--------------------------------------|
| Executive Committee | | | | | | | | |
| Meeting January 25 | 2 | 5 | 4 | \$400 | \$300 | | \$3,200 | \$4,300 |
| Meeting March 21 | 2 | 5 | 4 | \$400 | \$300 | | \$3,200 | \$4,300 |
| Meeting April 23 | 0.25 | 5 | 4 | \$400 | \$150 | | \$400 | \$650 |
| Meeting June 13 | 1.5 | 5 | 4 | \$400 | \$300 | | \$2,400 | \$3,300 |
| Meeting July 17 | 0.5 | 4 | 3 | \$400 | \$150 | | \$600 | \$950 |
| Meeting August 31 | 0.5 | 5 | 4 | \$400 | \$150 | | \$800 | \$1,150 |
| Meeting September 26 | 2 | 5 | 4 | \$400 | \$300 | | \$3,200 | \$4,300 |
| Meeting November 7 | 2 | 5 | 4 | \$400 | \$300 | | \$3,200 | \$4,300 |
| Meeting December 12 | 1.5 | 5 | 4 | \$400 | \$150 | | \$2,400 | \$3,150 |
| | | | | | | | \$19,400 | \$26,400 |
| AQA Merger (Executive Committee) | | | | | | | | |
| Meeting January 17 | 1.25 | 6 | 5 | \$400 | \$300 | | \$2,500 | \$3,300 |
| Meeting March 7 | 0.5 | 5 | 5 | \$400 | \$150 | | \$1,000 | \$1,150 |
| Meeting April 5 | 1 | 5 | 4 | \$400 | \$300 | | \$1,600 | \$2,300 |
| Meeting September 6 | 0.25 | 5 | 4 | \$400 | \$150 | | \$400 | \$650 |
| Meeting September 10 | 0.25 | 4 | 3 | \$400 | \$150 | | \$300 | \$550 |
| | | | | | | | \$5,800 | \$7,950 |
| Board of Directors | | | | | | | | |
| Special meeting January 17 | 1 | 19 | 12 | \$400 | \$1,000 | | \$4,800 | \$8,600 |
| Meeting March 21 | 2.5 | 23 | 13 | \$400 | \$1,000 | | \$13,000 | \$24,000 |
| Meeting June 13 | 3 | 23 | 13 | \$400 | \$1,000 | | \$15,600 | \$28,600 |
| Meeting October 3 | 3 | 23 | 13 | \$400 | \$1,000 | | \$15,600 | \$28,600 |
| Special teleconference meeting November 16 | 1 | 19 | 13 | \$400 | \$500 | | \$5,200 | \$8,100 |
| Meeting December 12 | 2 | 24 | 12 | \$400 | \$1,000 | | \$9,600 | \$20,200 |
| | | | | | | | \$63,800 | \$118,100 |
| Annual General Meeting | | | | | | | | |
| Meeting April 20 | 1.5 | 144 | 76 | \$200 | \$10,000 | | \$22,800 | \$53,200 |
| | | | | | | | \$22,800 | \$53,200 |
| Innovation Working Group | | | | | | | | |
| Meeting January 24 | 2 | 16 | 9 | \$200 | \$250 | | \$3,600 | \$6,650 |
| Meeting March 20 | 2.5 | 14 | 8 | \$200 | \$250 | | \$4,000 | \$7,250 |
| Meeting May 30 | 2 | 15 | 7 | \$200 | \$250 | | \$2,800 | \$6,250 |
| Special meeting July 4 | 2 | 17 | 9 | \$200 | \$250 | | \$3,600 | \$7,050 |
| Meeting August 31 | 3 | 15 | 7 | \$200 | \$250 | | \$4,200 | \$9,250 |
| Meeting September 24 | 2 | 14 | 5 | \$200 | \$250 | | \$2,000 | \$5,850 |
| Meeting November 30 | 3 | 19 | 10 | \$200 | \$250 | | \$6,000 | \$11,650 |
| Special meeting regarding Emerson December 17 | 3 | 15 | 7 | \$200 | \$250 | | \$4,200 | \$9,250 |
| | | | | | | | \$30,400 | \$63,200 |
| QRIS-PNRI committee | | | | | | | | |
| Special QRIS 3 meeting August 6 | 1.5 | 8 | 5 | \$200 | \$150 | | \$1,500 | \$2,550 |
| Rencontre - QRIS 3 brief committee September 21 | 1.5 | 7 | 3 | \$200 | \$150 | | \$900 | \$2,250 |
| Special QRIS 3 meeting October 29 | 1.5 | 5 | 1 | \$200 | \$150 | | \$300 | \$1,650 |
| | | | | | | | \$2,700 | \$6,450 |
| Market Development - SMEs Working Group | | | | | | | | |
| Meeting November 8 | 2 | 16 | 11 | \$200 | \$300 | | \$4,400 | \$6,700 |
| | | | | | | | \$4,400 | \$6,700 |

| COMMITTEES | DURATION (IN HOURS) | TOTAL NUMBER OF PARTICIPANTS | NUMBER OF PRIVATE PARTICIPANTS | RATES (\$/HOUR/ PARTICIPANT) | LOCATION, FOOD, TELEPHONE SERVICES | OTHER CONTRIBUTIONS | INDUSTRY TOTAL | GRAND TOTAL, INDUSTRY & PUBLIC |
|---|------------------------|------------------------------------|--------------------------------------|------------------------------------|--|------------------------|-------------------|--------------------------------------|
| Supply Chain Development Working Group | | | | | | | | |
| Meeting February 7 | 2 | 22 | 18 | \$200 | \$250 | | \$7,200 | \$9,050 |
| Meeting May 18 | 2 | 22 | 18 | \$200 | \$250 | | \$7,200 | \$9,050 |
| Special Meeting June 22 | 2 | 16 | 13 | \$200 | \$250 | | \$5,200 | \$6,650 |
| Special meeting June 27 (MACH progress report) | 2 | 8 | 6 | \$200 | \$250 | | \$2,400 | \$3,450 |
| Meeting November 20 | 2 | 19 | 16 | \$200 | \$250 | | \$6,400 | \$7,850 |
| | | | | | | | \$28,400 | \$36,050 |
| MACH - PDF Work Group | | | | | | | | |
| Meeting January 27 | 2 | 13 | 11 | \$200 | \$200 | | \$4,400 | \$5,400 |
| Meeting May 4 | 3 | 12 | 10 | \$200 | \$200 | | \$6,000 | \$7,400 |
| Meeting August 30 | 2 | 12 | 10 | \$200 | \$200 | | \$4,000 | \$5,000 |
| Meeting October 5 | 2 | 6 | 4 | \$200 | \$150 | | \$1,600 | \$2,550 |
| | | | | | | | \$16,000 | \$20,350 |
| Human Resources Working Group | | | | | | | | |
| Meeting February 20 | 2 | 14 | 6 | \$200 | \$250 | | \$2,400 | \$5,850 |
| Meeting March 19 | 2 | 15 | 4 | \$200 | \$250 | | \$1,600 | \$6,250 |
| Meeting April 18 | 2 | 18 | 7 | \$200 | \$250 | | \$2,800 | \$7,450 |
| Meeting May 28 | 2 | 12 | 3 | \$200 | \$250 | | \$1,200 | \$5,050 |
| Meeting June 29 | 2 | 13 | 3 | \$200 | \$250 | | \$1,200 | \$5,450 |
| Meeting August 28 | 3 | 14 | 5 | \$200 | \$250 | | \$3,000 | \$8,650 |
| Meeting October 23 | 3 | 17 | 8 | \$200 | \$250 | | \$4,800 | \$10,450 |
| Meeting November 23 | 3 | 12 | 6 | \$200 | \$250 | | \$3,600 | \$7,450 |
| | | | | | | | \$20,600 | \$56,600 |
| "The sky is the limit!" | | | | | | | | |
| Laurentides press conference - April 27 | 2 | 30 | 9 | \$100 | \$- | | \$1,800 | \$6,000 |
| | | | | | | | \$1,800 | \$6,000 |
| Defence Committee | | | | | | | | |
| No meetings | 0 | 0 | 0 | \$200 | \$- | | \$- | \$- |
| | | | | | | | \$- | \$- |
| Branding and Promotion Working Group | | | | | | | | |
| Meeting February 24 | 2.5 | 3 | 3 | \$200 | \$150 | | \$1,500 | \$1,650 |
| Meeting March 14 | 2 | 7 | 4 | \$200 | \$250 | | \$1,600 | \$3,050 |
| Special meeting June 1 | 1.5 | 3 | 3 | \$200 | \$150 | | \$900 | \$1,050 |
| Special meeting June 18 | 1.5 | 3 | 3 | \$200 | \$150 | | \$900 | \$1,050 |
| Special meeting June 20 | 2.5 | 6 | 5 | \$200 | \$250 | | \$2,500 | \$3,250 |
| Special meeting June 27 | 1.5 | 3 | 3 | \$200 | \$100 | | \$900 | \$1,000 |
| Special meeting June 28 | 1.5 | 3 | 0 | \$200 | \$100 | | \$- | \$1,000 |
| Meeting August 21 | 1.5 | 9 | 6 | \$200 | \$250 | | \$1,800 | \$2,950 |
| Special meeting October 31 | 2 | 1 | 1 | \$200 | \$100 | | \$400 | \$500 |
| Special meeting November 19 | 2 | 1 | 1 | \$200 | \$100 | | \$400 | \$500 |
| Special meeting November 21 | 2 | 1 | 1 | \$200 | \$100 | | \$400 | \$500 |
| Meeting November 23 | 2 | 8 | 5 | \$200 | \$250 | | \$2,000 | \$3,450 |
| | | | | | | | \$13,300 | \$19,950 |
| TOTAL NUMBER OF HOURS | 118 | 828 | 482 | | | | | |
| GRAND TOTAL | | | | | | | \$229,400 | \$420,950 |

Acronyms and abbreviations

AGM

Annual General Meeting

AQA

Québec Aerospace Association

CAMAQ

Comité sectoriel de main-d'œuvre
en aérospatiale

CEM

Conseil emploi métropole

CLD

Centre local de développement

CLSM

Conseil du Loisir Scientifique de la région
Métropolitaine

CMM

Communauté métropolitaine de Montréal

CRÉ

Conférence régionale des élus

CRIAQ

Consortium for Research and Innovation
in Aerospace in Québec

CSR

Corporate social responsibility

CTA

Centre technologique en aérospatiale

ÉMAM

École des métiers de l'aérospatiale
de Montréal

ÉNA

École nationale d'aérotechnique

ÉTS

École de technologie supérieure

GARDN

Green Aviation Research & Development
Network

IATA

International Air Transport Association

ICAO

International Civil Aviation Organization

IRB

Industrial and Regional Benefits

MFEQ

Ministère des Finances et de l'Économie
du Québec

MRO

Maintenance, Repair and Overhaul

NRC-AMTC

National Research Council Aerospace
Manufacturing Technology Centre

NRCC

National Research Council Canada

PARC

Pooling and Automation of Resources
in Communities

PNRI

National Research and Innovation Policy

SME

Small and medium entreprises

PNAA

Pacific Northwest Aerospace Alliance

OAI

Ohio Aerospace Institute

QRIS

Québec Research and Innovation Strategy

SAE

Society of Automotive Engineers

SA²GE

Smart Affordable Green Efficient

STIQ

Sous-Traitance Industrielle Québec



Strategic Partner of the MACH Initiative

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