

RECRUITING HIGHLY SPECIALIZED EMPLOYEES: GENIUS LIES IN OUR GENES

All four major universities in Montréal offer high-level aerospace training, as do a number of other schools and institutes such as the Montréal Aerospace Trade School (EMAM) and the National Aerotechnical School (ENA). Educational programs are regularly created to meet industry needs, such as the master's program in aerospace engineering offered by five Quebec universities.

Key statistics:

Montréal is the number one city in North America in terms of the number of university students per capita

Over 80% of business people are bilingual, while 20% of Montrealers speak three languages

Approximately 80 languages are spoken in the Montréal region

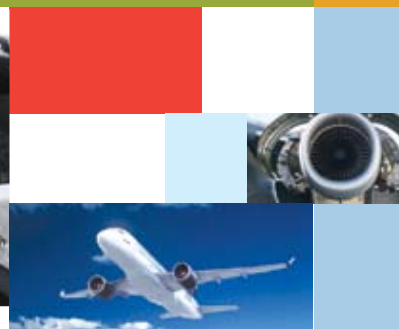
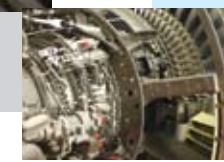
CHOOSING MONTRÉAL: A TEAM DEDICATED TO SERVING YOUR BUSINESS NEEDS

FIVE REASONS TO CONTACT US

- 1 Setting up or expanding your business
- 2 Relocating your operations
- 3 Supporting and accelerating your projects
- 4 Facilitating administrative procedures and drawing on City expertise
- 5 Accessing available assistance programs on the island of Montréal

VILLE DE MONTRÉAL

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To help you find that one-in-a-million employee:

University and other academic institutions placement services

Local employment centres (LECs) of the Provincial government emploi.quebec.net

For further details: montreal2025.com

For further information:

Expertise Recherche Québec (ERQ)
erq.gouv.qc.ca

Specific assistance

Provincial tax holidays apply to the hiring of foreign experts and researchers.

For further details: montreal2025.com

Foreign researchers and experts working in the area of R&D qualify for a provincial tax reduction when they move to Quebec.

Montréal is one of the few places in the world where all the parts needed to build an airplane can be found within a 30-km radius! With 42,000 aerospace jobs (accounting for 98% of the sector province wide), the Greater Montréal region is among the world's leading aerospace hubs, together with Seattle and Toulouse.



AEROSPACE IN MONTRÉAL

TARGET, PROSPECT, SELL AND CONQUER: MONTRÉAL, GATEWAY TO EUROPE AND NORTH AMERICA

ESTABLISHING SUCCESSFUL BUSINESS PARTNERSHIPS

Contractors:

24,140 jobs, annual revenues of \$8.05 billion

Equipment manufacturers:

8,780 jobs, annual revenues of \$2.75 billion

Specialized sub-contractors:

9,280 jobs, annual revenues of \$1.25 billion

Bombardier Aeronautics · Bell Helicopter Textron Canada
Pratt & Whitney Canada · CAE · L-3 Communications
MAS (Canada) · Rolls-Royce Canada · Air Canada Technical
Services · Turbomeca · Héroux-Devtek · Messier-Dowty
General Electric · Goodrich · Honeywell · CMC Electronics
MDA Space Missions · Rheinmetall Canada · Thales Canada
Sonaca NMF Canada · Innotech-Exeaire · Howmet (Alcoa
Group) · Sargent Canada · LSI (Luminescent Systems
Canada) · GFI (an operating unit of Thomas & Betts)
Claro Précision · Placage Technichrome

ESTABLISHING R&D PARTNERSHIPS: VALUABLE EXPERTISE

Research centres

The Greater Montréal region is well known for its unparalleled innovation capacity. It is home to most of Canada's business centres of excellence, in addition to the Quebec Consortium for Aerospace Research and Innovation (CRIAQ), seven universities that are actively involved in aerospace research and more than 10 internationally renowned public and parapublic research facilities, including:

- ▶ The Aerospace Manufacturing Technology Centre (AMTC)
reno.nrc-cnrc.gc.ca
- ▶ The Industrial Materials Institute (IMI)
imi.nrc-cnrc.gc.ca
- ▶ The Aerospace Technologies Centre (CTA)
aerospatiale.org
- ▶ The Composites Development Centre of Quebec (CDCQ)
cdcq.qc.ca

In addition, university research institutes such as the Concordia Institute of Aerospace Design and Innovation (CIADI) affiliated with Concordia University, the Institute of Aerospace Design and Innovation (ICIA) affiliated with the École de Technologie supérieure (ETS) and the Polytechnic Institute for Aerospace Innovation and Design (IICAP) all offer cutting-edge aerospace innovation and design expertise.

Montréal, ranked first in Canada for:

- ▶ the quality and quantity of research projects
- ▶ the number of scientific publications completed as university/business collaborations
- ▶ the number of patents held

Technology transfers

Companies specializing in technology promotion, transfers and experimentation market the results of research conducted by Montréal-area universities and post-secondary institutions. In addition, a network of college centres for technology transfers provides solid expertise in partnerships with private industry

Please see complete list at: montreal2025.com

For further information:

Expertise Recherche Québec (ERQ) erq.gouv.qc.ca



FINDING A NETWORK: FOCUSING ON YOUR INTERESTS

Aéro Montréal, the strategic reflection group for the Greater Montréal aerospace hub, brings together decision makers from across the aerospace sector: industry, educational institutions, research centres, associations and unions. aeromontreal.ca

BENEFIT FROM THE PRESENCE OF INTERNATIONAL ORGANIZATIONS: THEY CHOSE MONTRÉAL

- ▶ International Air Transport Association (IATA)
- ▶ International Civil Aviation Organization (ICAO)
- ▶ International Business Aviation Council (IBAC)
- ▶ Société internationale de télécommunication aéronautique (SITA)
- ▶ Institute of Air and Space Law, McGill University (IDAS)
- ▶ International Satellite System for Search and Rescue

For a complete list: montreal2025.com

MARKET ACCESS: CONTRACTORS AND CONTRACTS

Montréal is a gateway to vast continental markets thanks to the North American Free Trade Agreement (NAFTA). Being based in Montréal facilitates the quality accreditation process for local companies and provides access to Canadian and US contractors (civilian as well as military).

On a yearly basis, Montréal's Pierre-Elliott-Trudeau International Airport traffic averages some 12 million passengers.

SETTING UP AND DEVELOPING A SUCCESSFUL COMPANY: AN ENVIRONMENT TAILORED TO YOUR NEEDS!

CHOOSING A LOCATION FOR YOUR BUSINESS: THE ISLAND OF MONTRÉAL

A diversified real estate offer with competitive costs

For further details: montreal2025.com

SITES SPECIALLY DESIGNED FOR SCIENTIFIC ACTIVITIES

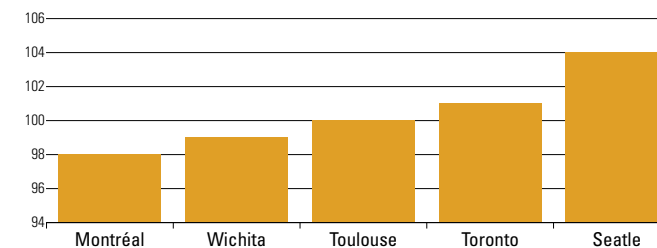
High-tech parks

- ▶ Technoparc Montréal, Canada's largest science park
technoparc.com
- ▶ Technopôle Angus, first high-tech park in Canada to receive LEED-ND certification technopoleangus.com

REDUCING YOUR OPERATING COSTS AND INCREASING YOUR PROFITS

Very low operating costs

According to the international comparative study published in 2008 by KPMG, operating costs for Montréal aerospace firms are much lower than in other international cities such as Seattle, Wichita or even Toulouse.



Based on the 2008 KPMG study:
competitivealternatives.com/results/locationmenu.asp

One of the lowest corporate tax rates in North America

An attractive exchange rate for US-bound exports

Ville de Montréal program:

PR@M-Industry

The city has developed an incentive program geared towards owners of local industrial buildings or research sites under which up to 100% of property tax increases may be reimbursed per year over a five-year period

For further details: montreal2025.com

FUNDING YOUR PROJECTS: ACQUIRING FINANCIAL LEVERAGE

Canadian financial institutions, venture capital firms and angel investors, as well as governments and economic development agencies, are all potential funding sources for Montréal-based companies.

For further details: montreal2025.com

Simple and effective tax incentives

Montréal is an ideal fiscal environment for R&D investments in North America. All current and capital R&D expenditures are tax deductible. As a result, the net cost of \$100 in eligible R&D expenditures was \$40 in 2008

The provincial and federal governments also administer various assistance programs for businesses and investors.

For further details: montreal2025.com

Other incentives

Capital tax exemption of up to \$1 million

