



A LEADER IN AIRPORT
INNOVATION

Pierre Elliott Trudeau (formerly Dorval) and Mirabel airports have been serving the Montréal community since 1941 and 1975 respectively. Their infrastructures have undergone major changes over the years to meet the needs of a fast-growing aviation industry. Throughout their history, the airports have played a key role in Montréal's development. Still today, under the administration of Aéroports de Montréal, they contribute to Montréal's stature worldwide.

The logo features a large, stylized number '25' in a light blue color. To the right of the '5' is the word 'ANS' in a bold, black, sans-serif font. Below 'ANS' are the words 'AÉROPORTS' and 'DE MONTRÉAL' stacked vertically in a smaller, black, sans-serif font.

25ANS
AÉROPORTS
DE MONTRÉAL

KEY DATES

/ 1992 Transfer of responsibility for Dorval and Mirabel airports to Aéroports de Montréal under a long-term lease. Start of work on the terminal and passenger drop-off zones at Dorval

/ 2001 Launch of a huge expansion and modernization program at Dorval

/ 2003 Opening of the new transborder jetty and startup of the new thermal plant





/ 2004 The Dorval airport is renamed in honour of Pierre Elliott Trudeau. Opening of the new international arrivals complex. Transfer of charter flights from Mirabel to Dorval

/ 2005 Opening of the new international jetty featuring, among others, a boarding gate to accommodate the Airbus A380 "super jumbo" jet

/ 2006-2009 Modernization of the domestic sector and public arrivals halls

/ 2009 Opening of the new transborder departures sector and Marriott Hotel integrated within the terminal

/ 2011 Start of work on expansion of the international jetty

/ 2012 Aéroports de Montréal's 20th anniversary

WHO ARE WE?

Aéroports de Montréal was created at the request of the Government of Canada in the early 1990s to take over the management, operation and development of Montréal–Pierre Elliott Trudeau International Airport (Montréal-Trudeau) and Montréal-Mirabel International Airport (Montréal-Mirabel) under a long-term concession agreement.

Our mission is threefold:

- To provide quality airport services that meet the specific needs of the Montréal community;
- To contribute to the economic development of the Greater Montréal region;
- To coexist in harmony with the environment.

A not-for-profit corporation, Aéroports de Montréal is financially independent, assumes all the risks associated with its operations, and pays rent based on a percentage of its gross revenues. During its 20 years of existence, Aéroports de Montréal has overseen a complete turnaround of its airports while building a highly professional team and developing a world-class expertise in many areas.





OUR VISION AND VALUES

TO BE AMONG THE BEST

Aéroports de Montréal aspires to be one of the best airport operators in the world, recognized primarily for its innovation. We believe that innovation is the key to success in a rapidly changing environment. Innovation is applied in all areas, ranging from airport operations and commercial and real estate services to engineering and construction. For us, being among the best also means creatively managing our physical facilities, our financial and human resources, and the impact of our activities on the environment.

INNOVATING TO IMPROVE SERVICE QUALITY, EFFICIENCY AND SAFETY

Aéroports de Montréal is already recognized as a leader in self-service check-in, snow removal and de-icing, energy efficiency, and financing, among others. But we do not innovate for innovation's sake. We innovate to improve the quality of customer experience, the fluidity of processes, system efficiency and operational safety/security. We encourage our employees to be creative in finding solutions and recognize their achievements in this regard.



TEAMWORK, RIGOUR AND ETHICS

Aéroports de Montréal strongly encourages teamwork, including through the establishment of committees and multidisciplinary working groups. Rigour is also championed at all levels of the organization to maintain the focus on the corporation's objectives, to ensure compliance with policies and procedures, and to exercise the controls and monitoring required to meet budgets and deadlines. Finally, respect for individuals, loyalty and integrity remain essential values in any organization that aspires to excellence.



OUR ORGANIZATION AND OUR GOVERNANCE

A UNIQUE MODEL

Aéroports de Montréal is a local airport authority created as part of a program to privatize Canadian airports that was launched at the end of the 1980s. Unique in the world, the Canadian model of airport privatization assigns a key role to communities. While the land remains the property of the Government of Canada, the major airports are managed by commercial, not-for-profit companies. These authorities are linked to the government through a long-term lease, financially independent and accountable to their local community.

AN ORGANIZATION ROOTED IN THE COMMUNITY

Aéroports de Montréal manages its airports in the best interest of the Montréal community and this is reflected in its organization. Our board consists of directors from Montréal nominated by various levels of government and the business community, as well as by air carriers active at Montréal-Trudeau ("nominating bodies"). In addition, we rely on the relevant opinions of our Community Advisory Committee comprised of representatives from local organizations interested in the development of the city and its airports.



RIGOROUS AND TRANSPARENT CORPORATE GOVERNANCE

Aéroports de Montréal adheres to the same rules and governance practices as a public company while adapting these to its status as a corporation without share capital. The corporation is held accountable through the publication of an annual report and the holding of an annual public meeting, by meeting once a year with each of its nominating organizations, and by respecting its obligations to creditors. We also practice a policy of transparency with our customers and stakeholders and communicate openly with the public.

OUR MANAGEMENT

CREATING WEALTH FOR THE COMMUNITY

At the service of the Montréal community, Aéroports de Montréal's mission is to optimize the assets under its responsibility. Managed as a business, the corporation constantly invests in order to improve customer service and enhance air service. Together with local organizations, we also contribute to the development of the aerospace industry, tourism as well as public transportation in the West Island of Montréal.

MANAGING IN PARTNERSHIP WITH OUR STAKEHOLDERS

Airlines operating at our airports are treated as true partners because we share a common interest in fully serving our passengers. Aéroports de Montréal also works to maintain mutually beneficial business relationships with various suppliers of goods and services who contribute directly or indirectly to the provision of quality airport services.



ENGAGING OUR EMPLOYEES

Aéroports de Montréal is aware that to retain and attract employees of choice, it must first be an employer of choice. The Corporation therefore aspires to be an employer open to the world, one that relies on the talents of its employees, encourages their autonomy, and recognizes their contribution while communicating with authenticity. We also champion training, employment equity and leadership.

MINIMIZE OUR ENVIRONMENTAL FOOTPRINT

Aéroports de Montréal is firmly committed to protecting the environment and promoting sustainable development. Our environmental management system (EMS) has been ISO 14001 certified since 2000. The Montréal-Trudeau airport terminal has been certified BOMA BEST, attesting to its good energy and environmental performance. In accordance with our environmental policy, we aim to further improve our environmental performance, particularly in terms of recycling and reducing emissions of greenhouse gases.





OUR MAIN ACHIEVEMENTS

RATIONALIZATION OF THE AIRPORT SYSTEM

At the time of their transfer both Montréal airports shared passenger traffic, with international flights operated at Montréal-Mirabel and domestic and transborder flights concentrated at Montréal-Trudeau. This made connecting flights difficult and operating costs were high. An important step was taken in the early 2000s when Aéroports de Montréal completed consolidation of all passenger flights at Montréal-Trudeau and redefined the role of Montréal-Mirabel as an all-cargo and industrial airport. This specialization strategy for the platforms has paid off.

MODERNIZATION AND EXPANSION OF MONTRÉAL-TRUDEAU

The repositioning of Montréal-Trudeau was accompanied by an extensive modernization and expansion program valued at over \$1.5 billion Cdn. From 2001 to 2009, the terminal was almost completely rebuilt and its capacity doubled, all within budgets and schedules. The main challenge was to maintain operations throughout the construction period and minimize impacts on airlines and passengers. Today, as we proceed with a new phase of expansion, Montréal-Trudeau has become a world-class airport.



SUBSTANTIAL IMPROVEMENT IN CUSTOMER SERVICE

The level of customer satisfaction, as measured by our quarterly surveys, has been significantly increased over the years thanks to the commissioning of new airport facilities and the implementation of an extensive continuous improvement program targeting customer service. Furthermore, the integration of advanced technologies for the processing of passengers and their luggage and the redeployment of commercial services in the terminal, including the construction of a 4-star hotel accessible from inside the airport, has also contributed to the improvement in customer satisfaction.



CREATION OF A MAJOR AEROSPACE HUB AT MONTRÉAL-MIRABEL

Aéroports de Montréal set itself the target of attracting new activities for Montréal-Mirabel airport to offset the departure of passenger flights. Today, more than 3,500 people work directly on the site, primarily in the aerospace sector. They assemble commercial aircraft as well as assemble and test engines, perform in-service aircraft maintenance and overhaul, and train aerospace industry workers. In addition, several facilities formerly used for activities related to passenger transportation have found a new vocation.

OUR EXPERTISE — AIRPORT OPERATIONS

OPERATING AIRPORTS, OUR RAISON D'ÊTRE

Aéroports de Montréal operates its airports in an integrated way by using its internal resources and subcontractors as well as partners for certain aspects such as the de-icing centre and outbound baggage rooms. Over the years, we have developed or incorporated efficient systems and procedures. Centralized management of activities is assured by a coordination centre for airport operations open 24/7. Various committees also ensure coordination with airlines, government agencies and other stakeholders.

FLUIDITY, OUR FIRST PRIORITY

Ensuring a smooth flow of passengers and luggage is the ultimate goal of our customer service improvement program. Quarterly surveys with some 2,300 passengers, benchmarking and follow-up of complaints are all tools used to identify areas for improvement and implement appropriate solutions. Through its partnership approach, Aéroports de Montréal aims to involve all service providers in this process of continuous improvement.



MONTRÉAL-TRUDEAU, AN AIRPORT ALWAYS OPEN

Montréal-Trudeau has earned the moniker of “always open airport” because of its time-tested methods for snow removal. Operating airports in northern latitudes also means that all electrical, mechanical and other systems must be both robust and carefully maintained. Montréal-Trudeau’s de-icing centre is also an industry model.

SAFETY AND SECURITY, A CONCERN AT ALL TIMES

Safety and security are an integral part of airport management. Aéroports de Montréal has extensive experience in emergency management and special events, in emergency response plans, and in incident command systems. Its airport patrol stands apart thanks to its CALEA certification and its canine unit, while its fire department has the latest state-of-the-art equipment. In addition, our tarmac management is also an important safety feature on the air side.



OUR EXPERTISE -



INCREASE NON-AERONAUTICAL REVENUES

The primary objective of real estate and commercial services is to diversify revenue sources and increase the share of income other than strictly aviation. Parking lots, drop-offs, commercial spaces, billboards, rental buildings and industrial sites are the sources used to generate such revenues and remain competitive. But to succeed, it is important to demonstrate entrepreneurship and innovation. Already well positioned in terms of revenue per passenger, Aéroports de Montréal intends to go even further by placing a special focus on such activities as e-commerce.

REAL ESTATE AND COMMERCIAL SERVICES



PROVIDE A RANGE OF COMMERCIAL SERVICES

Montréal-Trudeau airport has a varied commercial offering meeting the specific needs of its customers. Its retail network includes duty-free shops, restaurants and bars, boutiques, financial and personnel services, as well as a 4-star hotel accessible from inside the terminal building, a spa and common-use VIP lounge, not to mention about 12,000 parking spaces. Major international brands are present but we are increasingly encouraging Canadian, Québec and Montréal names. In particular, Montréal is a gastronomic capital and Montréal-Trudeau has successfully implemented innovative restaurant concepts.

LEVERAGING A CHOICE LOCATION

The proximity of an airport offers a choice location for many industrial and commercial activities. Some 250 companies, including several related to aviation and logistics, work on the Montréal-Trudeau and Montréal-Mirabel airport sites. Significant efforts are being made to position our airport sites in the industrial real estate market and to attract new businesses. The creation of a global aerospace hub at Montréal-Mirabel is an outstanding achievement. In the future, we aim to accelerate the development of our significant land reserves.

OUR EXPERTISE — ENGINEERING, CONSTRUCTION AND TECHNOLOGY

JUST-IN-TIME PLANNING AND CONSTRUCTION

Aéroports de Montréal plans the development of its airports based on the best available traffic estimates. Plans in the short, medium and long terms are established for each airport to provide them with the facilities needed at the time desired, for both airside and city-side. Functional and detailed technical studies aim to ensure regulatory compliance as well as required capacity and service levels.



DEVELOP INNOVATIVE AND EFFICIENT FACILITIES

In an increasingly competitive environment, Aéroports de Montréal strives to optimize its facilities. This includes using modular architecture as much as possible and integrating components that offer operational flexibility, such as swing boarding gates. In particular, the thermal plant of Montréal-Trudeau generates significant energy savings thanks to its bold design focusing on heat recovery. The baggage room for outbound U.S. flights is also unique in North America.

MANAGE PROJECTS TAKING INTO ACCOUNT OPERATIONS

Aéroports de Montréal is a seasoned project manager that earned a stellar reputation during the modernization and expansion of Montréal-Trudeau. In addition to meeting budgets and schedules, our managers ensured that operations personnel were involved at every stage of the project. They also sought to minimize the impact of construction on operations and customers. Moreover, the commissioning of a new facility is a crucial step that requires close collaboration among all stakeholders.



HARNESSING TECHNOLOGY TO ENSURE FLUIDITY

Aéroports de Montréal has mastered the art of deploying and integrating advanced technologies in the airport environment. Montréal-Trudeau has also been a pioneer in shared facilities (CUTE), self-service check-in (CUSSK), self-tagging baggage, self-service baggage drop-off, electronic monitoring of passengers and baggage (BRS), automated border control (ABC), etc. We are also at the forefront when it comes to mobile technologies, including 2D boarding passes and SMS alerts.



ADM SERVICES

ADM SERVICES a wholly-owned subsidiary of Aéroports de Montréal, offers the expertise of Aéroports de Montréal in airport management, operations and development to other airports, both nationally and internationally.

We are open to different types of collaboration, whether concessions (partnerships or consortia), long-term operating contracts, occasional services, consulting assignments, or consulting services for investors in airport infrastructure.

ADM Services already has several mandates to his credit, in addition to being a partner in a cargo airport in France.



MONTREAL-MIRABEL AIRPORT



MONTRÉAL-TRUDEAU AIRPORT





MONTREAL

MONTREAL-MIRABEL AIRPORT

Aerospace and logistics platform



MONTREAL-TRUDEAU AIRPORT

About 14 million passengers and 130 nonstop destinations

MONTREAL

- Capital of world aviation
- Headquarters of ICAO, IATA and ACI
- 3rd largest aerospace centre in the world



Head office

800 Leigh-Capreol Place, Suite 1000
Dorval, Québec H4Y 0A5 CANADA
514.394.7201 | www.admtl.com

Printed in Canada | Une version française de cette publication est disponible.