

FIVE-YEAR STRATEGIC PLAN (2013-2017)

A VISION FOR THE COMING DECADE

The Corporation's vision, defining what it wants to be and what it seeks to accomplish, follows.

- ADM aims to become an airport manager ranking among the best in the world, distinguished by the quality of its customer service as well as its rigour, efficiency, and innovation.
- Montréal-Trudeau will expand its role as a continental gateway and a dynamic hub for passenger traffic between Europe and the Americas.
- Montréal-Mirabel will continue to develop so as to consolidate its status as a world-class aerospace and logistics platform.

Building on its experience and successes, a seasoned team, and a talent for commercial and technological innovation, ADM resumed its consulting activities with other airports.

CORPORATE OBJECTIVES

- In tandem with our government partners and service providers, maintain customer satisfaction at a high level by ensuring thorough monitoring and continually optimizing our systems and procedures.
- Preserve our reputation within the community as a financially sound administrator able to support its debt service and its capital investment program.
- Achieve self-financing for Montréal-Mirabel by pursuing industrial development and seeking a solution for repurposing currently unused real-estate assets.
- Become an employer of choice, encourage innovation, and equip our employees with high performance tools.
- Reduce the environmental impact of operations under our direct control and accelerate development of the express rail shuttle between the airport and downtown Montréal.
- Through our subsidiary, seize opportunities to export our airport management expertise with a view to developing skills and growing non-aeronautical revenues.

AIRPORT SERVICES

Our raison d'être is to provide quality airport services that meet the particular needs of Montréal's communities. Improving the fluidity of passenger and aircraft movements, enriching air services through direct flights to in-demand destinations, and adapting our airport facilities to market and regulatory requirements are some of the main challenges facing us.

In addition to being efficient, safe and secure, it is increasingly important that airport processes be fluid. The air transport industry, which faces a large number of regulatory constraints, is taking action to simplify and accelerate processing of passengers and baggage. Montréal-Trudeau airport must therefore continue with its efforts to remain a leader in this area through such means as new technology integration. A fine example of this is the recent installation of automated border clearance kiosks.

Furthermore, we will continue to attract new carriers to Montréal-Trudeau and to stimulate development of air services in Montréal. Opportunities exist for new direct flights, particularly to Asia and Latin America. Given the increasingly strong competition between airports, ADM is taking the appropriate measures to maintain its competitive advantage.

In the past few years, international traffic has enjoyed brisk growth – which, incidentally, continued during the recent recession even as transborder and domestic traffic declined.

As a result, international arrivals and departures now make up 38% of our total traffic compared with 32% in 2005. Construction work is planned to deal with this trend, including extending the international jetty, expanding the apron and adding aircraft parking stands, redeveloping the main departures hall and international arrivals hall, improving the passenger routes through the terminal (e.g., to facilitate connections between the international area and the domestic and transborder areas) and more.

More generally, we will ensure that our airport facilities are developed in step with the evolving needs of airlines and the Montréal community. With this in mind, ADM is preparing the 2013-2033 Master Plans for Montréal-Trudeau and Montréal-Mirabel.

Access to Montréal-Trudeau is a critical issue for the airport's and the city's competitiveness. The work to reconfigure the Dorval Interchange – being conducted by the Ministère du Transport du Québec – has fallen behind schedule, while our own work to reconfigure the road network in front of the terminal is essentially complete. Establishing light rail transit service between the airport and downtown remains a priority.

REAL ESTATE, COMMERCIAL AND OTHER SERVICES

In keeping with its mission of contributing to the economic development of the Montréal region, ADM intends to continue promoting industrial development at its two airport sites. Opportunities particularly exist in aerospace and logistics, and our sites offer unique characteristics. Development of Lot 20 (the large golf course) at Montréal-Trudeau, however, requires municipal infrastructures such as water mains, sewers, storm drains and access roads. Development of Lots 5 and 6 and the final phase of Lot 12 also require road construction.

With respect to commercial services, ADM plans on reorganizing some existing commercial areas and building new ones, particularly in the main departures hall and the international jetty. Jointly with our merchants, we will continue our efforts to diversify the product offerings and to improve customer service.

Following the reconfiguration of the road network in front of the air terminal, including access routes to the parking lots, ADM plans on simplifying and boosting its parking service offering. The car rental and drop-off areas will also be redeveloped and/or expanded, and ADM is also examining options to create additional parking spaces to meet potential future demand.

The self-financing of Montréal-Mirabel will be achieved in part from a repurposing and revitalization of the former passenger transportation facilities: the revenue and, moreover, the savings in operating expenses and property taxes would help eliminate the deficit in the not-so-distant future. Several components of this strategy are already well underway.

HUMAN AND MATERIAL RESOURCES

Consistent with the new vision, ADM will implement various programs designed to become an employer of choice and, in turn, attract and retain the best possible candidates, while continuing to cultivate excellence among existing employees. Likewise, given the context of an aging workforce and growing scarcity of labour, the Corporation will take steps to ensure talent development and succession planning.

To become an airport manager ranking among the world's best, ADM also intends to provide its employees with the best possible equipment and information systems so that they can perform their duties efficiently.

From this perspective, ADM has begun an in-depth review of its information technologies and business solutions, taking into consideration, among other things, the fact that IT has become extremely important to airport operations management.

ENVIRONMENT AND COMMUNITIES

Pursuant to its policy on the environment and sustainable development commitments, ADM intends to continue taking measures to reduce the environmental impact of the operations under its direct control. This includes a variety of programs currently underway that targets reductions to energy consumption and greenhouse gas emissions. In addition, in collaboration with the municipalities involved, ADM has a policy under which it ensures the protection of natural habitats and mitigates the impact of its projects via tree-planting programs.

Jointly with our partners, we also intend to continue our responsible soundscape management efforts at Montréal-Trudeau, particularly at nighttime, seeking a balance between coexisting in harmony with our neighbouring communities and providing appropriate and competitive air transport services.

Furthermore, ADM is pursuing its collaboration with the Plan de Mobilité de l'Ouest to identify and implement the best possible public transit solution for the airport and the West Island.

Lastly, an important aspect of our mission is to maximize the creation of jobs and added value by developing the assets under our responsibility to their full potential and contributing to the growth of Montréal tourism and to the city's international development.



MANAGEMENT COMMITTEE

› **Pierre Gagnon**, Vice President, Legal Affairs and Secretary › **Charles A Gratton**, Vice President, Real Estate and Commercial Services › **Christiane Beaulieu**, Vice President, Public Affairs and Communications › **Philippe Rainville**, Vice President, Finance and Administration and Chief Financial Officer › **Joanne Bergeron**, Vice President, Human Resources › **James C. Cherry**, President and Chief Executive Officer › **Pierre-Paul Pharand**, Vice President, Airport Operations and Air Services Development › **Henri-Paul Martel**, Vice President, Planning, Engineering and Construction