



ACTIVITY REPORT

2024



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JOINT MESSAGE FROM AÉRO MONTRÉAL'S BOARD CHAIR AND PRESIDENT

Dear Aéro Montréal members and partners,

The year 2024 unfolded in a climate of global uncertainty, marked by geopolitical tensions, persistent inflation and increased pressure on supply chains and the labour market. Against this complex backdrop, our Québec aerospace industry not only held its own but also demonstrated an unwavering determination to move forward, to transform itself and to make the strategic pivot that tomorrow's economy requires.

Buoyed by this collective resilience, Aéro Montréal made 2024 a pivotal year. A year in which innovation, competitiveness and sustainability gained new momentum. A year in which the choices we made together will have a structuring impact for years to come.

Innovation found a new catalyst with the official designation of Espace Aéro – Québec's aerospace innovation zone – announced by the Premier of Québec at the International Aerospace Innovation Forum. This historic milestone is the culmination of many years of work and mobilization led by a visionary steering committee. With Espace Aéro, Québec reaffirms its ambition to become a world leader in decarbonization, clean technologies and advanced air mobility.

Competitiveness, for its part, was embodied in the launch of the Aero Competitiveness Plan, a major initiative backed by more than \$12 million in structural financing and designed to equip our companies to meet the challenges of productivity, technological integration and cybersecurity. In just a few months, this initiative has proven its relevance, with more than 34 companies already participating.

Faced with the challenges of workforce and environmental transition, Aéro Montréal has rigorously pursued its actions on two essential fronts: attracting and training an inclusive and diversified next generation of workers, and supporting our SMEs in their ESG transition. Our approach is clear: to make sustainability a competitive advantage for our companies.

On the international stage, we carried the Québec aerospace colours on nine trade missions, demonstrating at every opportunity the strength of our ecosystem and the concrete impact of our structuring projects.

Alors que nous entamons un nouvel exercice de planification stratégique 2025-2030, nous sommes plus déterminés que jamais à soutenir la croissance, la transformation et le rayonnement de l'aérospatiale québécoise.

To better serve our members and ensure the smooth integration of Espace Aéro, we revised our governance, consolidated our internal services and began to transform our business model.

Finally, 2024 also marked an organizational change. This transformation is not an end in itself. It is the foundation for a new phase of development, more agile, more collaborative and more focused on impact.

As we embark on a new strategic planning exercise for 2025-2030, we are more determined than ever to support the growth, transformation and impact of Québec's aerospace industry.

In 2024, Aéro Montréal was 258 members, 1,138 individuals mobilized through our working group meetings, 2,945 participants in our events and, above all, an industry united around a single ambition: to make Québec an innovative, sustainable and attractive aerospace leader.

As we embark on 2025 with a new 18-member Board of Directors and launch this new strategic planning exercise, we would like to express our sincere gratitude to each of the 17 outgoing directors and working group co-chairs, as well as to all the stakeholders who contribute every day to moving our ecosystem forward.

Thanks to you, aerospace is not only a pillar of the Québec economy: it is also a source of pride and a driving force for the future!

Mélanie Lussier

President, Aéro Montréal

Sylvain Boisvert

Board Chair, Aéro Montréal and General Manager, Safran Canada

AÉRO MONTRÉAL AT A GLANCE

WHO WE ARE

Aéro Montréal is Québec's aerospace cluster, representing some 258 organizations from the manufacturing industry, educational institutions, research centres, associations and unions.



Our mission is to mobilize stakeholders in Québec's aerospace ecosystem to support its global reach, innovation capacity and growth.

Our team is made up of 15 seasoned professionals serving Aéro Montréal members and the aerospace industry. As a non-profit organization (NPO), Aéro Montréal's team is supported by a Board of Directors made up of 35 industry representatives.

In 2024, Aéro Montréal received financial support from **three public funders**: the **Government of Canada** (through the Canada Economic Development Agency for Québec Regions – CED and Global Affairs Canada), the **Government of Québec** (through the following departments and agencies: Ministère de l'Économie, de l'Innovation et de l'énergie (MEIE), Ministère des Affaires Municipales et de l'Habitation (MAMH), Ministère des Relations Internationales et de la Francophonie (MRIF), Services Québec, Conseil emploi métropole, Secrétariat à la condition féminine and Secrétariat aux affaires autochtones), and lastly, the **Communauté métropolitaine de Montréal**. The cluster also received financial support from **seven private partners**: **AGA Benefit Solutions, Deloitte, Desjardins, Fonds FTQ, KPMG, Norton Rose Fullbright and Pratt & Whitney Canada**.

WHAT WE DO

In concrete terms, we support aerospace organizations in Québec by:

- 1. Helping them meet the challenges of:**
 - Local and international growth
 - Innovation and R&D
 - Labour
 - Representation and awareness
- 2. Providing financing via structuring initiatives designed for them**
- 3. Fostering discussions, networking and outreach through roundtables, activities and trade missions**
- 4. Acting as the voice of business and industry at the municipal, provincial and federal levels of government**

Our services and operations, as well as the mobilization of the ecosystem, are carried out through various structures such as pillars, working groups and committees that focus on the four main challenges facing the aerospace industry as identified by our strategic planning, namely:

- Innovation, competitiveness and productivity
- Business growth
- Image and sustainable aerospace
- The next generation and the workforce

Aéro Montréal is a team of 15 people motivated by the desire to support and promote the know-how, companies and talents of Québec's aerospace industry.

In 2024, we were delighted to welcome new talent to our team:



ANAÏS NÉDELEC joined the team as Events Coordinator;



MARIE-CLAUDE DUBOIS-RIOUX assumed the position of Director, Growth Pillar;



FABRICE ARISTIL began his term as Project Manager.

The year 2024 saw the transformation of Aéro Montréal's business model, brought about by the official designation of Espace Aéro, Québec's aerospace innovation zone, by Québec Premier François Legault at the International Aerospace Innovation Forum held on May 21 and 22, 2024.

In 2025, with the addition of Aéro Montréal's new sister business unit – Espace Aéro – operations, administration and accounting, communications and events will be structured to offer new shared services to Aéro Montréal and Espace Aéro.

Our team of 15 professionals serving Québec aerospace organizations will be joined in the first half of 2025 by the Espace Aéro team (general management, innovation management, hub managers, etc.).

Aéro Montréal's digital transformation also extends to its management processes and tools:

- **Continued deployment of Zoho suite tools (Zoho Backstage, Zoho Survey, Zoho Projects)**
- **Implementation of a project management process with project portfolio review and dashboard in Zoho Projects**
- **Migration of accounting and billing system to Zoho Books**

HOW WE DO IT

WHY WE DO IT

Our objectives are to:

- **Improve the productivity and competitiveness of Québec organizations at all levels of the supply chain**
- **Position Québec organizations as world leaders in our sector**
- **Attract local talent and investment to develop in Québec**

To achieve its mission and vision, our organization relies on core values such as **excellence, commitment, collaboration, agility and boldness.**



MAJOR PROJECTS FOR 2025

STRATEGIC PLANNING 2025-2030

At the end of 2024, the Aéro Montréal team launched a strategic planning review process for the 2025-2030 period. This exercise, focused on the cluster's business model and service offering, will be completed in the first half of 2025 and will enable us to identify Aéro Montréal's priorities and strategies for the next five years.

REBRANDING OF AÉRO MONTRÉAL AND REVAMP OF THE AEROMONTREAL.CA WEBSITE

On the eve of its 20th anniversary, Aéro Montréal decided to revamp its brand image to better reflect its new positioning, its change of governance and its new goals. For the past two years, Aéro Montréal has been working to:

- Make our industry's voice heard through enduring leadership
- Get closer to its members to better understand their realities and better represent their interests
- Update our messages and communication tools
- Refresh our events
- Structure our operations and review our ways of doing things

Now is the time to give Aéro Montréal a brand image that reflects this new approach, change and innovation, but also resilience and leadership. Because change never comes alone, we will take advantage of the year 2025 to revise our main communication showcase: our corporate website, which will be updated in terms of design, navigation and referencing to provide more intuitive, easier and faster access to information.

STRATEGY AND GOVERNMENT REPRESENTATION

At a time when the business environment is increasingly dependent on a changing geopolitical situation, it has become imperative to equip our members with effective representation tools to enable them to face new challenges related to geopolitical and economic trends. Aéro Montréal began to implement a strategy of strategic intelligence, political representation and business intelligence to equip and guide our companies through these changing times. Our goal is to better anticipate these changes and the new policies of various governments in order to influence them and better defend the interests of Quebec's aerospace industry.

KEY CLUSTER FIGURES

(as of December 31, 2024)



MEMBERSHIP PROFILE



258 members

BREAKDOWN BY CATEGORY

141

SME members

85

expert partner members

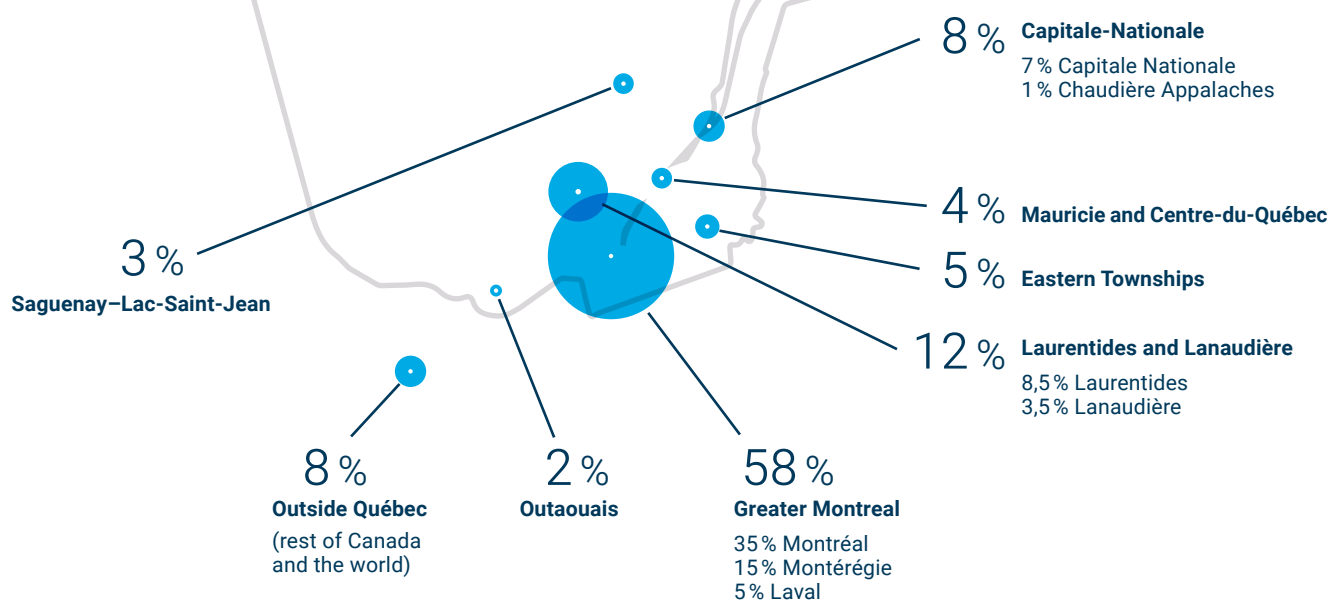
10

institutional members

22

large industrial members
(prime contractors, Tier 1 companies)

GEOGRAPHICAL DISTRIBUTION



AÉRO MONTRÉAL TEAM



Mélanie Lussier
President,
Aéro Montréal



Fabrice Aristil
Project Manager



Amira Bula
Controller and Human
Resources Advisor



Valentina Contreras
Member Services and
Accounting Advisor



**Marie-Claude
Dubois-Rioux**
Director – Growth Pillar



Léa Guicheteau
Director – Image &
Sustainable Aerospace



Rose-Carmelle Jean
Director – Next Generation,
Workforce and Project Office



Christine Lagacé
Executive Assistant



Sylvain Lefrançois
Director – Defence
and Security



Fabrice Mahé
Director – Operations,
Finances, Administration
& Corporate Affairs



Yannick Michaud
Project Manager –
Company Support and
Competitiveness



Jarrod Morley
Senior Director – Strategy
& Head of Innovation



Anaïs Nedelec
Events Coordinator



Marie-Eve Sévigny
Strategic Communications
Advisor



Lisa Thérberge
Director – Communications
and Strategic Partnerships



AÉRO MONTRÉAL BOARD OF DIRECTORS 2024

OFFICERS OF THE CORPORATION



Sylvain Boisvert
Safran Canada

Chair



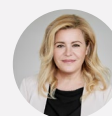
Patrick Champagne
CMC Electronics

Vice-Chair



Alexandre Gagnon
Pratt & Whitney Canada

Treasurer



Mélanie Lussier
Aéro Montréal

Corporate Secretary



Guillermo Alonso ●
Mitchell Aerospace



André Cléroux ●
Thales Canada, Avionique



Yves Beauchamp
Aéroports de Montréal (ADM)



Éric Côté
Jaunt Air Mobility



Jean Bélanger ●
GE Aviation



Guillaume Côté
Consortium for Research and Innovation
in Aerospace in Québec (CRIAQ)



Hugo Brouillard
Avianor



Pascal Désilets
École Nationale d'Aérotechnique (ÉNA)



Louis Brunet ●
Collins Aerospace



Jean-François Dupont
AV&R



Damien Cavelius
Airbus Atlantic Canada



Karine Fournier
École des Métiers de l'Aérospatiale
de Montréal (EMAM)



David Chartrand
International Association of Machinists
and Aerospace Workers (IAMAW)



Denis Giangi ●
Rolls-Royce Canada



Samantha Golinski
CAE



Catherine Guillemart
Airbus Canada



Gilles Labbé
Héroux-Devtek



Enrick Laflamme P
Laflamme Aéro Inc.



Richard Leboeuf
Howmet Structure Systems



Frédéric Loiselle
Partners Thrust Capital



Hugue Meloche P
Groupe Meloche Inc.



Michael Nault ●
Bell Textron Canada



Gilles Néron
Air Canada



Ugo Paniconi ●
L3Harris Technologies



Sylvain Riendeau
MDA



Mario Sabourin
Comité sectoriel de la main-d'œuvre
aérospatiale au Québec (CAMAQ)



Martin Tessier ●
Bombardier



Ray Townsend
Lockheed Martin Canada



Nancy Venneman ●
Altitude Aerospace Inc.



Ibrahim Yimer
Conseil National de Recherches Canada

LÉGENDE

- Member of the Executive Committee
- Member of the Human Resources Committee
- Member of the Governance, Ethics and Risk Management Committee
- Member of the Finance and Audit Committee
- P Committee Chair



NEW HORIZONS
FOR INNOVATION



The year 2024 was marked by a major announcement for our ecosystem: the official designation of Espace Aéro, Québec's aerospace innovation zone, by Québec Premier François Legault at the 9th International Aerospace Innovation Forum, held on May 21 and 22, 2024.

For almost five years, our team and the 18-strong zone steering committee have been working on this project, which is now finally taking shape to bring together major prime contractors and their suppliers, equipment manufacturers, the education and research communities, and the aerospace talent of tomorrow. Espace Aéro thus becomes a sister business unit of Aéro Montréal, which assumed its governance, effective July 2024.

DRIVING OUR MAJOR STRUCTURING PROJECT

Overseen by a single, renewed Board of Directors to facilitate synergies and decision-making, the two business units – Aéro Montréal and Espace Aéro – have two different but complementary missions:

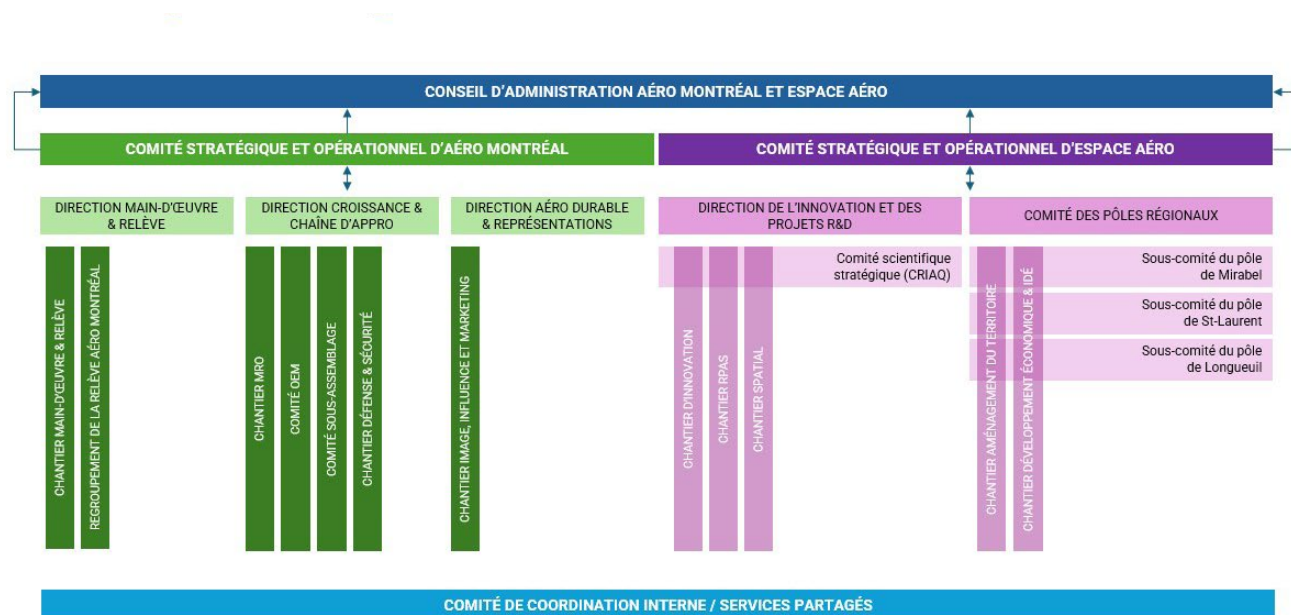
- Aéro Montréal maintains its role as the industry's representative to government. Through its working groups and the deployment of its initiatives, it aims to increase the competitiveness and productivity of Québec aerospace companies, while continuing to train, attract and develop the pool of talent needed to grow the sector and maintain its skills.
- Espace Aéro, with its \$415 million in financing, aims to accelerate the transition from idea to market, enabling the creation and growth of innovative aerospace companies and the conquest of new markets by promoting the development of innovative technologies and products. This innovation zone will attract private investment, particularly from abroad, to increase the commercialization of innovations generated by Québec companies. The result will be clean, sustainable economic growth, leading to a transition to an economy with a low environmental footprint. Espace Aéro will enhance Québec's attractiveness in the aerospace sector, making it a world leader in decarbonization and advanced air mobility.

Espace Aéro is based on three complementary hubs, true strategic campuses, located in three areas of Greater Montreal: the cities of Montreal (Saint-Laurent borough), Mirabel and Longueuil.



Designed as a true living environment, a place of interaction that fosters collaboration, Espace Aéro is a unique gateway for foreign investors seeking access to an ecosystem of research and collaboration linked to the sustainable transformation of the aerospace sector.

This was undoubtedly the most important announcement of the year for our ecosystem, but also for our cluster, which from July to December 2024 – with the support of Innovitech and Norton Rose Fullbright – undertook to complete a revision of its governance and statutes in order to fully integrate this new business unit.



This new structure was approved by the members of Aéro Montréal at an extraordinary general meeting in January 2025. In the first months of 2025, efforts will focus on finalizing the structure of Espace Aéro's strategic and operational committees and implementing follow-up processes.

While the Espace Aéro team will be built over the course of 2025, its work will begin with its first resource, Jarrod Morley, Aéro Montréal's senior director of strategy and innovation, taking up his duties in January 2025.

In 2024, the team also worked to prepare and sign a strategic partnership agreement with the Consortium for Research and Innovation in Québec (CRIAQ) to lead Espace Aéro's Strategic Scientific Committee for the period 2025-2028.

To optimize resources, as part of this new governance, Aéro Montréal has also proposed to the Espace Aéro team a shared services offer for communications, events and all aspects of finance and administration.

BRANDING AND OFFICIAL LAUNCH

In 2024, in anticipation of the launch of this new innovation zone, we created a special committee to illustrate the innovation zone project through a corporate presentation video and to give Espace Aéro a brand image that matches its ambitions: modern, powerful and inspiring.

In May 2024, during the official designation of Espace Aéro, we were able to project on the screens of the International Aerospace Innovation Forum 2024 a video shot by Aéro Montréal in the spring, presenting the objectives, mission and vision of Espace Aéro. This inspiring video is available on the Espace Aéro microsite here: www.espaceaero.ca.



Beginning in the summer of 2024, the team and committee also enlisted the help of a design firm to create a striking brand image, which was approved in November 2024 and unveiled at Aéro Montréal's Economic Trends Evening on January 27, 2025. Here's the creative statement:

- The gradient image was created to convey a sense of fluidity and modernity, and above all to reflect the adaptability and constant evolution of the aerospace ecosystem. A nod to the aurora borealis, evoking the innovation, wonder and abundance of nature found in Québec.
- Blue was chosen to symbolize reliability, technology and our connection to the sky, while purple adds a dimension of innovation, futuristic vision and creativity.
- Espace Aéro focuses on collaborative innovation: the circle represents unity, integration and networking among the players in the aerospace ecosystem. It also evokes the globe and the international scope, the global positioning that we want to give to the zone.
- At the heart of the circle, three interlocking shapes highlight the expertise of Espace Aéro's three hubs: Montreal, Longueuil and Mirabel, and evoke progress and a turn to the future. The shape is also reminiscent of an airplane wing or technological components, visually anchoring the logo in the world of aerospace.

In December 2024, a web microsite dedicated to Espace Aéro was developed to support the representations made by Aéro Montréal on behalf of Espace Aéro, pending the arrival of the zone's general management. This web showcase was unveiled on January 27, 2025, and is accessible via web search engines as well as the Aéro Montréal website: www.espaceaero.ca

On January 27, 2025, Espace Aéro was officially launched, and a new chapter was opened at Aéro Montréal with the arrival of this sister business unit that will allow us to revolutionize the aerospace industry of tomorrow.

ANCHORING OPERATIONS AND PROJECTS

Espace Aéro is strategically designed to focus on innovation in the aviation (aeronautics), dronautics (advanced air mobility) and space (satellites, robotics and launchers) sectors. To achieve this, the activities are organized around three working groups:

- **INNOVATION WORKING GROUP** : This working group aims to identify high-potential innovations and structure their development, define priority areas for research and industrialization, structure support for startups and SMEs in implementation of new technologies, and organize the transition between R&D and industrial production.
- **DRONAUTICS WORKING GROUP** : This working group aims to steer the integration of drones and electric vertical take-off vehicles (eVTOL) into the air mobility ecosystem, ensure compliance with aeronautical regulations, develop collaboration between public and private players for industrial and safety applications, and explore new market opportunities (logistics, surveillance, transport and defence) for the sector.
- **SPACE WORKING GROUP** : This working group aims to steer the development of advanced space infrastructures and technologies, promote collaboration between Québec companies and international space agencies, accelerate research and development in critical areas (propulsion, satellite communications, robotics) and integrate local companies into major space value chains.

The raison d'être of the working groups is to bring together members of an industry sector, to create a recurring space for discussion, information, reflection and proactive response to trends, opportunities and risks that may affect Québec's position in aerospace.

Industrial, academic and research members of these sectors have already been identified and invited to participate in meetings scheduled for the first quarter of 2025. These meetings will be held on a quarterly basis, and the information gathered and decisions made will be used to support the ongoing development of Espace Aéro's value proposition, to identify and implement special projects, and to orient stakeholders, including the government, on the strengths and needs of the Québec aerospace community.

Since its designation in May 2024, Espace Aéro has launched several strategic initiatives aimed at positioning Québec as a leading aerospace innovation hub. Notable achievements include:

1. **STRENGTHEN INTERNATIONAL COLLABORATION.** Meetings with official representatives to present Espace Aéro to them: The South Korean delegation to Investissement Québec, the International Air Transport Association (IATA), the International Civil Aviation Organization (ICAO), NEXA Capital and the Ministère Responsable de l'Immigration et de la Francisation (MRIF).
2. **INVOLVEMENT OF NEW INDUSTRIAL PLAYERS.** Meetings with representatives from Boeing, Ericsson, Embraer X, Flying Whales and Airbus.
3. **CREATION OF STRUCTURING TOOLS TO PROMOTE AND DEVELOP THE ZONE.** Participation in inter-zone committees, participation in the CENTECH Innovation Day to integrate startups and scale-ups into Espace Aéro, participation in a trade mission to California organized by the Canadian Advanced Air Mobility Consortium (CAAM) to link up with projects that could be developed in Espace Aéro.

Here are the major anchor projects that will be deployed at the heart of each of the Espace Aéro hubs starting in 2025 to drive aerospace innovation in Québec:

LONGUEUIL

The Espace Aéro team at the Longueuil hub is working on a key infrastructure project: the Aéro Campus. Led by the École de technologie supérieure (ÉTS), its first off-island university campus will be inaugurated in the heart of the southern hub of Espace Aéro and will welcome up to 400 new bachelor's, master's and doctoral students in aerospace. The new campus will be integrated with the campus of the École nationale d'aérotechnique (ÉNA), Canada's largest engineering school dedicated to aerospace, and will gradually incorporate the expansion of the Centre technologique en aérospatiale (CTA). Students, researchers and industry representatives will be able to work more closely together to develop key skills for our sector. The Aéro Campus will be a unique research and training centre that will accelerate the pace of aerospace innovation while creating and attracting a pool of talent and expertise essential to our industry in Québec. Although construction of the campus has not yet begun, the first cohort of students and professors will begin in the fall of 2025 in shared space with the CTA and ÉNA.



MIRABEL

The Espace Aéro team at the Mirabel hub is working on a major infrastructure project: the **Aéro Cité**. This project will bring together several existing facilities at Mirabel. The acquisition of the Lion Electric Innovation Centre by Aéroports de Montréal's (ADM) will allow Espace Aéro to accelerate its operationalization activities at the Mirabel hub. Designed and built to accommodate heavy industrial activities, the state-of-the-art building has all the facilities needed to position Mirabel as a leader in advanced air mobility integration and advanced manufacturing research.

With several tenants confirmed and interest growing, the YMX Innovation Centre will house teams dedicated to the zone's two strategic themes: decarbonization and autonomy.

H2CANFLY, a Canada-wide research and development initiative for hydrogen propulsion and airport infrastructure projects and activities, will establish its Québec headquarters here.

Aéroports de Montréal's contribution to Espace Aéro is not limited to dedicating this building to aerospace innovation. Mirabel's second runway and associated controlled airspace will serve as



a test bed to support advances in UAVs, eVTOLs and the integration of regional air mobility. These activities will be supported by two other flagship projects planned for the Mirabel hub: A control centre for the Mirabel Advanced Mobility Experimental Zone (ZEMAM) will allow the planning, monitoring and development of integrated air mobility based on real, simulated and mixed flights. The other project is ENSIM (simulated environment), which will allow users to conduct exploratory research and discovery on customized flights (aircraft type, weather conditions, selected locations

and geographies, etc.) using a mix of real and simulated flight data. These two complementary projects could help companies and researchers understand flight paths, airspace integration, vertiport location and aircraft performance, among other things.

MONTREAL

The Espace Aéro team at the Montréal hub is working on a major structuring project: the site for the **Collaborative Innovation Centre in Aerospace and Mobility (CCIAM)**, which will be the centerpiece of the Espace Aéro innovation zone and Québec's showcase for aerospace innovation. Bringing together the crème de la crème of Québec's aerospace research community in a single location, and concentrating a wealth of talent, ideas and capital, the CCIAM will be an emblematic state-of-the-art facility that will foster local and international collaborative aerospace innovation. The CCIAM will be located on Montreal Island at the Technoparc in the borough of Saint-Laurent, a strategic location given the existing presence of several aerospace companies.

The project team will begin work on the Functional and Technological Plan (FTP), which will allow detailed planning of requirements (characterization of the space, equipment and infrastructure needed), as well as the architecture of the new facility. By jointly focusing on the innovation needs of industry, the universities and research centres will also aim to develop complementary synergies in their investments to offer six technology platforms and four collaborative research bays to accelerate the time-to-market of industrial innovations. Paired with a fully-equipped indoor/outdoor aviary for small-to-medium UAVs, unique in Canada, the CCIAM is positioned as an epicenter for collaborative R&D.



Located just a few minutes from Montreal's international airport, the CCIAM is already attracting interest as a foothold for international organizations wishing to meet, exchange ideas and interact with a cross-section of the aerospace industry.

Over the past few months, our team has observed that Espace Aéro, Québec's aerospace innovation zone, is attracting growing interest and enthusiasm from the aerospace industry, the research and education community, and the regional and sustainable development sectors in Québec and also internationally.

Our team would like to thank all the members of the Steering Committee and the Branding Committee who have been mobilized over the past months and years to support the Espace Aéro project. Special thanks go to Fassi Kafyeke, Senior Advisor Research, Innovation and Collaboration at Bombardier and Project Manager for Espace Aéro, for his great contribution to aerospace innovation in general and his invaluable support for Espace Aéro.

2025 promises to be a busy year for the Espace Aéro rollout, and our team can't wait to show you what's next!

Chronologie : une année couronnée de succès

Désignation

de la zone d'innovation
aérospatiale québécoise à
l'occasion du Forum
d'innovation aérospatiale
international 2024.

Mai 2024

Comité spécial

Mise sur pied d'un comité
dédié à développer l'image
de marque d'Espace Aéro.

Juillet 2024

Ratification

d'un nouveau modèle de
gouvernance incluant Aéro
Montréal & Espace Aéro,
réforme ambitieuse du
modèle opérationnel et de
la gouvernance.

Janvier 2025

Recrutement

du premier employé
d'Espace Aéro :
Jarrod Morley.

Janvier 2025

Dévoilement

de l'image de marque,
Espace Aéro, et lancement
du site Web dédié.

Janvier 2025

Juillet 2024 janvier 2025

Gouvernance

Développement de
la gouvernance
d'Espace Aéro.

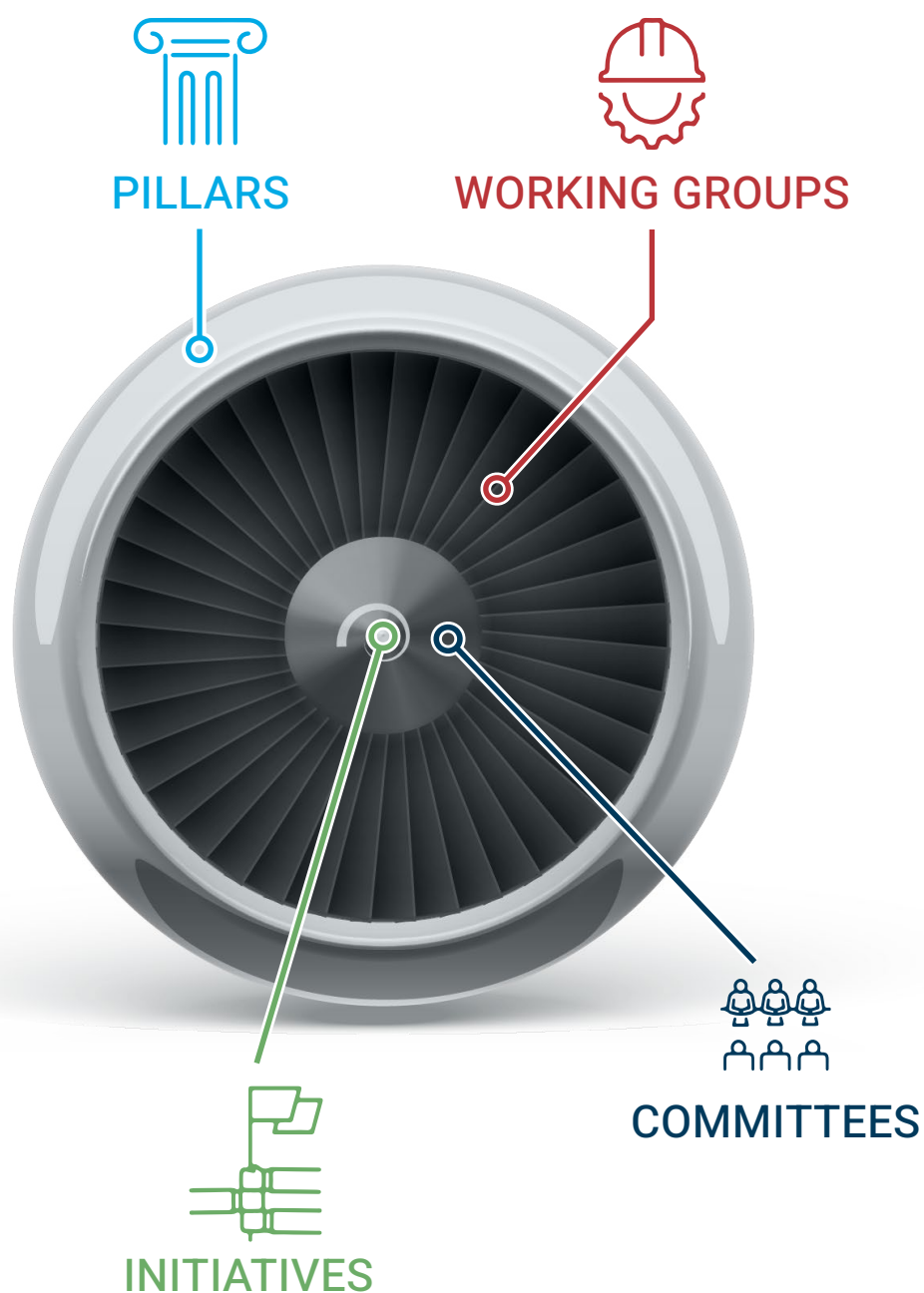


OPERATIONS STRUCTURE

PILLARS, WORKING GROUPS, COMMITTEES

Aéro Montréal's operations are organized under four main themes called Pillars, which are then broken down into sub-committees called working groups.

At the heart of each working group are initiatives and projects that our team leads through committees to address industry challenges.





INNOVATION, COMPETITIVENESS AND PRODUCTIVITY

PILLAR

MISSION

Coordinate the efforts of the entire Québec aerospace value chain around structuring projects to make it innovative, productive and competitive.

PILLAR DIRECTOR

Jarrold Morley

PILLAR LEADER ON THE BOARD OF DIRECTORS

Patrick Champagne, CMC Électronique

STRATEGIC PRIORITIES

Accelerate the integration of sustainable innovation (decarbonization, electrification, sustainable materials) and intelligent innovation (AI, Connectivity, 5G) ;

Boost the competitiveness of companies by encouraging the maturing and adoption of 4.0.

INNOVATION MONITORING AND STRATEGY WORKING GROUP



KEY ACHIEVEMENTS IN 2024

1



9th edition of the International Aerospace Innovation Forum | May 21-22, 2024, Montreal: With the United Kingdom as the country of honour, the two-day event brought together more than 1,070 individual participants and 1,700 visitors. Highlighted by Premier François Legault's announcement of the new aerospace innovation zone - **Espace Aéro** – the event featured nearly 40 panels and roundtables led by 140 experts, 91 industry booths and a Tech Zone showcasing 12 aerospace innovations. A mission of nine journalists provided media coverage with four post-event articles, while digital communications included 16 LinkedIn posts, 24 tweets and 15 mass emails.

2

Official designation of Espace Aéro as Québec's aerospace innovation zone by the Québec government and launch of this mobilizing project: Mobilization of Espace Aéro's members and organizations through a steering committee, then implementation of a governance structure linked to Aéro Montréal, creation of a striking, modern brand image, implementation of local, national and international collaborations through various agreements including Boeing, Aéroports de Montréal, Airbus Canada, the Consortium of Research and Innovation in Québec (CRIAQ).

3

Germany Trade Mission | June 3 to 9, 2024, Hamburg & Berlin, Germany: Led by Aéro Montréal in partnership with Hamburg Aviation and supported by the governments of Québec and Canada, the mission aimed to strengthen ties with the German aerospace ecosystem and gain a better understanding of its innovation structure. Polytechnique, CAE and CRIAQ were among the participants. The mission helped establish close ties with the German aerospace ecosystem in anticipation of the next edition of the International Aerospace Innovation Forum, to be held in 2026, with Germany as the country of honour.



WORKING GROUP MEMBERS

Fassi Kafyeke – Bombardier
(*working group chair*)

Houssam Alaouie – CAE

François Arrien – AV&R

Mathieu Boulanger – Centre
technologique en aérospatiale
(CTA)

Yanik Boutin – Bombardier

Julien Caudroit – Sustainable
Aeronautics Technology Initiative
(INTAD/INSAT)

Patrick Champagne – CMC
Électronique

Walter Chan – Initiative de
technologie aéronautique durable
(INTAD/INSAT)

Alain Chapdelaine – AluQuébec

Phil Cole – Cert Center Canada

Jean Colpin – Université McGill

Nicholas Dodane – Consortium
for Research and Innovation in
Aerospace in Québec (CRIAQ)

Alexandre Duval – Innovation,
Science and Economic
Development Canada (ISDE)

Carole El Ayoubi – Université
Concordia

François Garnier – École de
technologie supérieure (ÉTS)

Orlin Kerin – Rolls-Royce Canada

Éric Laurendeau – Polytechnique
Montréal

Pascale Lefebvre – Pratt & Whitney
Canada

Xavier Louis – Thales Canada
Avionique

Mouhab Meshreki – National
Research Council Canada (NRC)

Kahina Oudjehani – Airbus Canada

Marius Paraschivoliu – Concordia
University

Hélène Pépin – National Research
Council Canada Industrial Research
Assistance Program (PARI-CNRC)

Éric Peterson – L3Harris
Technologies

David Rancourt – University of
Sherbrooke

Elizabeth Roulier – SA2GE

Philippe Sabat – ministère de
l'Économie, de l'Innovation et de
l'Énergie (MEIE)

Christophe Vignon – Bell Textron
Canada

Nataliya Vinitzka – National
Research Council Canada (NRC)



INITIATIVES

MACH FAB. 4.0 phase II



MACH FAB 4.0

Propulser l'usine du futur
Towards the factory of the future



VALUE

19,4 M\$

including \$9.7 million in public funding and a minimum of \$9.7 million in private funding.

MAIN OBJECTIVE

Continue MACH FAB 4.0 activities to support the digital transformation and promote the implementation of advanced manufacturing within Québec aerospace SMEs.

PARTNERS

Ministère de l'Économie, de l'Innovation et de l'Énergie, STIQ and Productique Québec

THEMES

- Cyberphysics - Augmented reality - Internet of Things (IoT) - Cloud Computing
- Big Data - Cybersecurity - Robotization - Simulation Systems
- Artificial Intelligence - Machine-to-Machine (M2M) Communication

PERIOD

Two years, from April 2022 to March 2024

EN 2024

The initiative was renewed by the Ministère de l'Économie, de l'Innovation et de l'Énergie as part of the Aero Competitiveness program.



TARGET

10

companies per year



INITIATIVE FINAL INDICATORS (PHASE 2)

- 56 projects completed to support 20 companies.
- More than \$17 million committed to projects, 50% financed by the Ministère de l'Économie, de l'Innovation et de l'Énergie (MEIE). 270% leverage on public contributions.
-

MACH



MACH

Chaîne d'approvisionnement
Supply Chain

MAIN OBJECTIVE

Initiative aimed at enhancing the competitiveness of SMEs through business process management, focusing on three main areas: excellence in **LEADERSHIP**; **OPERATIONAL** excellence; and excellence in workforce **PLANNING** and **DEVELOPMENT**.

PARTNERS

Ministère de l'Économie, de l'Innovation et de l'Énergie (MEIE) and Economic Development Canada for Québec Regions (CED).



VALUE

15 M\$

program over five years



INITIATIVE FINAL INDICATORS

- 72 companies supported;
- 1,276 projects managed and completed;
- + 300 audits conducted within companies;
- Implementation of the initiative in the Atlantic provinces (MACH ACADA);
- Continued expansion in Ontario in 2024 through a partnership to be confirmed with DAIR (Downsview Aerospace Innovation and Research).



TARGET

70

companies
targeted

StartAéro 360°



VALUE

4,4 M\$

over 3 years, including a \$3 million public contribution.



TARGET

30

startups
and SMEs over
three years



INDICATEURS FINAUX DE L'INITIATIVE

- 36 companies
- 28 support projects
- Animation of the StartAéro 360° portal, enabling active monitoring of business opportunities and implementation of collaborative projects.

MAIN OBJECTIVE

Promote the integration and commercialization of breakthrough technologies in the aerospace supply chain through the development of collaborative industrial demonstrators. The program targets the development of new niches, fosters networking between complementary startups and SMEs, and supports the commercialization of innovative technologies.

PARTNERS

Canada Economic Development for Québec Regions (CED)

THEMES

- Autonomous Systems - Additive Manufacturing - Big Data
- Virtual Design and Testing - Clean Technology - Advanced Manufacturing

PERIOD

Five years, from April 2019 to March 2024

EN 2024

Mobilization of 11 startups at the Aéro Montréal booth during the International Aerospace Innovation Forum to showcase the innovations of Québec's smallest companies to the 1,700 visitors attending the two-day event.



REMOTELY PILOTED AIRCRAFT SYSTEM (RPAS) WORKING GROUP



KEY ACHIEVEMENTS IN 2024

1

Support for 13 Québec organizations and facilitation of networking with Investissement Québec International, including a side event at the main event in Seattle and participation in **AUVSI Xponential 2024 in San Diego**, with three days of conferences and strategic meetings on autonomous technologies, as well as intelligence gathering for the RPAS Working Group.



WORKING GROUP MEMBERS

William De Keiser – Unmanned Aerial System Centre of Excellence
(*working group chair*)

Nassam Assouma – ministère de l'Économie, de l'Innovation et de l'Énergie (MEIE)

Sylvain Bourque – Transports Canada

Romaine Brot – Drone Box

Julie Camy – Hydro-Québec

Pascal Chivas-Bernard – ARA Robotique

Éric Côté – Jaunt Air Mobility

Jean-Marc Frayret – MAA Institute - Polytechnique Montréal

Benoît Germain – EXO Drone

Joannie Guy-Laberge – ministère des Relations internationales et de la Francophonie (MRIF)

Mario Iacobelli – Mannarino Systems & Software

Enrick Laflamme – Laflamme Aéro Inc

Xavier Louis – Thales Canada Avionics

Luc Massé – Volatus Aerospace

Hany Moustapha – SDG Team - École de technologie supérieure (ÉTS)

David Neveu – NGC Aerospace

Amélie Préfontaine – Drone Volt

David Rancourt – University of Sherbrooke

Anne-Sophie Riopel-Bouvier – Unither Bioelectronics

Carole Riopel – EXO Tactik

John Valley – Vertiko Mobility

Charles Vidal – National Research Council Canada (NRC)

Abdo Shabah – Humanitas

Amine Smires – CS Group Canada

Dennis Stevens – Petorius



GROWTH

PILLAR

MISSION

Support companies' growth strategy, increase their access to diversified international markets and encourage industry consolidation.

PILLAR DIRECTOR

Marie-Claude Dubois-Rioux

PILLAR LEADER ON THE BOARD OF DIRECTORS

Hugue Meloche, Meloche Group Inc.

STRATEGIC PRIORITIES

Promote the consolidation and financing of companies;

Support diversification;

Promote promising niches.

SUPPLY CHAIN GROWTH AND RESILIENCE WORKING GROUP



KEY ACHIEVEMENTS IN 2024

- 1 **Introduction of the Aero Competitiveness Plan, bringing together four strategic initiatives to support companies: MACH, MACH FAB, ACCELERATOR 360°, CYBERSECURITY.** Aéro Montréal created a new tailor-made support program for its members to help them optimize their performance and remain competitive in a constantly evolving market. The program is funded by the Ministère de l'Économie, de l'Innovation et de l'Énergie to the tune of \$12.5 million until 2027.
- 2 **Co-organization of the Farnborough Air Show trade mission with Investissement Québec International (July 2024).** From July 20 to 26, a trade mission to the Farnborough Air Show was organized with a delegation of 40 companies and more than 80 representatives of the Québec aerospace industry. A welcome cocktail on July 20, in partnership with Norton Rose Fulbright, PwC Canada, BDC and Thrust Capital Partners, marked the start of the activities. On July 21, the companies were officially welcomed and introduced to Minister Christopher Skeete.

Throughout the show, the delegation was present in the Québec Pavilion and participated in meetings with delegations from Mexico, Morocco, France, South Korea, the United Kingdom and Germany, as well as several government officials. Innovation panels, including one on the Espace Aéro initiative, were held at the pavilion. The mission concluded on July 24 with an international networking dinner attended by 160 people at the Mandarin Oriental Hyde Park Hotel, in partnership with Aéroports de Montréal and the Fonds de solidarité FTQ.



3 Opportunity monitoring and mapping technology tool. In 2024, working group members identified a need to map certain production capabilities and key skills in order to identify collaboration opportunities and supply chain challenges. Coupled with the need to review the financing mode and automate certain business opportunity platforms (e.g., SDQuébec), Aéro Montréal worked on a proposed technology solution that was presented to the working group participants to promote local sourcing, identify existing skills in Québec, and effectively stimulate investment and ecosystem development. The implementation of this tool is planned for 2025.

4 Organization of the 2024 Economic Trends Evening. Originally scheduled for December 4, 2024 but postponed to January 27, 2025, Aéro Montréal's Economic Trends Evening was organized around panels and networking related to the theme: the ecological transition at the heart of aerospace investment and growth.

Supported by several partners, Pratt & Whitney Canada, BDC, Deloitte, Fonds de solidarité FTQ, this event brought together nearly 210 people who attended:

- The Espace Aéro brand unveiling, Québec's aerospace innovation zone
- Partners' speeches: Alexandre Gagnon of Pratt & Whitney Canada, Guy Boutin of the Fonds de solidarité FTQ
- The panel discussion "Investment and business models: What place does the ecological transition occupy in the strategy of private and institutional investors, and companies in Québec's aerospace sector?" with Benoit Poirier of Desjardins, Chrystal Healy of BDC, Constance Drilhon of CAE and Mélanie Lussier of Aéro Montréal.



WORKING GROUP MEMBERS

Jean-Charles Raillat – DCM Group
(working group co-chair)

Louis-Marc Pinard – GE Aerospace
(working group co-chair)

Frédéric Audé – Héroux-Devtek

Marc Bigras – Groupe Meloche Inc.

Guy Boutin – Solidarity Fund QFL

Jean-Marc Ducharme – CAE

Shadi Farha – Apex Précision

Patrick Gosselin – Vac Aero

Éric Grand-Maison – Bombardier

Marc Laperrière – Airbus Canada

Véronique Maheu – Polycontrols

Marc Montreuil – Tecnickrome
Aéronautique

Anis Ouanes – Investissement
Québec

Geneviève Paré – AMEC
Corporation

Éric Parent – FDC Aéro Composites

Steve Pellerin – Safran Canada

Louis-Marc Pinard – GE Aerospace

Bassam Sarkis – Pratt & Whitney
Canada

Jim Vounassis – Abipa Canada

INITIATIVES

Aero Competitiveness Plan (ACP)



MAIN OBJECTIVE

To help Québec aerospace companies optimize their performance and remain competitive in a constantly evolving market, thanks to a one-stop shop containing four specific Aéro Montréal tools.

PARTNERS

Ministère de l'Économie, de l'Innovation et de l'Énergie (MEIE), Sous-traitance industrielle du Québec (STIQ), Investissement Québec, Evaluators on the Scientific and Industrial Selection Committee (CSSI).

BENEFITS

Support, personalized coaching, industrial and digital maturity upgrades, cybersecurity certification for Québec companies.

KEY INFORMATION

Initiative started on April 1, 2024, lasting until 2027. Launch on September 11, 2024.

**FUNDING**

12,5 M\$

**TARGET**

Aéro Montréal members and all Québec aerospace companies: SMEs, Tier 1s and OEMs.



ACP INDICATORS AT DECEMBER 31, 2024 (four effective months of existence):

- 34 companies registered, out of a target of 85: 40% achieved;
- 42 projects to develop the competitiveness of our members are currently being planned, out of a target of 100: 42% completed;
- 34 Level 1 diagnostics carried out: hundreds of relevant data collected about our members;
- 28 MOUs signed: for nearly \$75,000 in private contributions;
- 20 files and support paths validated by the internal monitoring committee;
- 10 projects validated by the CSSI ;
- 13 other files in the process of being validated by the CSSI;
- Nearly \$500,000 in funding allocated to support these 10 projects;
- Nearly \$1,500,000 of funds set aside for the 13 other projects in progress.

Accélérateur 360°



VALUE

7,3 M\$

over five years, including a public contribution of \$5 million.

MAIN OBJECTIVE

Accelerate the growth of Québec SMEs in the aerospace sector by promoting internationalization and consolidation.

PARTNERS

Ministère de l'Économie, de l'Innovation et de l'Énergie (MEIE)

PERIOD

Initiative renewed as part of the Aero Competitiveness Plan program until March 2027.



TARGET

30-35

startups and SMEs over five years.



INITIATIVE FINAL INDICATORS

- 38 companies supported;
- 28 partnership and consolidation projects supported;
- + \$ 5.5 million (CDN) (public & private) invested in the development of our ecosystem.

MRO WORKING GROUP



KEY ACHIEVEMENTS IN 2024

1

Participation in the MRO Americas Chicago show, held from April 9 to 11, 2024.

Co-organization of the trade mission with Investissement Québec international, supporting nine Québec companies in the pavilion and 26 Québec companies in the delegation. Co-organizing a networking event with the industry's major prime contractors, in partnership with GIFAS, attended by 80 participants.



2

As part of a potential project to map the MRO ecosystem, the working group participants were presented with a technological opportunity to promote local sourcing, identify existing skills in Québec and effectively stimulate investment and development in the sector. A majority of members expressed a desire to refine Axya's interactive tool to provide greater visibility of each company's capabilities and certifications.

WORKING GROUP MEMBERS

Louis-Philippe Malette –

AJW Technique

(working group chair)

Sabino Buontempo – Rolls-Royce

Canada

Pascal Couture – Rolls-Royce

Canada

Sébastien Desormeaux – Pratt &

Whitney Canada

Gianluca Fantini – Ministère de

l'Économie, de l'Innovation et de

l'Énergie (MEIE)

Guillaume Gasparri – Groupe DCM

Jonathan Gaudet – Airbus Canada

Alexandre Huynh-Bélanger –

L3Harris Technologies

René Jolin – Dynajet Aviation

Michael Kamel –

PricewaterhouseCoopers (PwC)

Brigitte Labelle – Shockform

Lorenzo Marandola – M1

Composites

Peter Papadatos – Pole Air Aviation

Pierre-Luc Patin – Avianor

Sophie Plante – Investissement Québec

Mark Richer – Bell Textron Canada

Stéphane Rochette – AAR

DEFENCE AND NATIONAL SECURITY WORKING GROUP



KEY ACHIEVEMENTS IN 2024

- 1 **Organization of the Defence and Security Symposium on November 15, 2024 at CAE.** 200 defence market players gathered at the 9th edition of the Symposium organized by STIQ and Aéro Montréal in partnership with Canada Economic Development for Québec Regions. Under the theme “Harnessing Digital Technologies to Transform the Defence Sector,” nearly 25 speakers and distinguished guests, including Christopher Skeete of the Québec government, addressed various aspects of defence, including an overview of the Government of Canada’s defence and Coast Guard procurement projects, dual-use innovation, cybersecurity, the Department of National Defence’s initiatives to reduce its environmental footprint, and more. The day concluded with a tour of CAE’s facilities and specific presentations related to sustainable procurement.
- 2 As part of the Aero Competitiveness program, 65% of the **40 participating companies have already started or plan to start the CMMC accreditation process**, demonstrating the sector’s strong commitment to the growing demand for cybersecurity.
- 3 **Co-organization of events related to defence and security markets:** Webinar on the Canadian defence market (February 2024); “Roundtable - Innovation in the Commercial Aerospace Industry: Towards a Better Partnership with Defence” (April 2024); “The Canada-US Aerospace R&T Collaboration Round Table” (May 2024); webinars on NATO and U.S. defence market overviews (August and September 2024).
- 4 **Participation in several defence-related events: CANSEC 2024 and AIAC Summit 2024.** With investments of \$4.23 billion over 20 years to modernize NORAD – including research and development in space systems, missile defence and drone warfare – the defence sector is undergoing a major strategic transformation. Against this backdrop, the Defence Working Group brought together 34 ecosystem experts to structure roundtables and focused workshops. The goal: to strengthen collaboration between industry and the provincial government, and to enhance Québec aerospace industry’s capacity for innovation and action.

WORKING GROUP MEMBERS

Ugo Paniconi – L3 Harris MAS
(*working group chair*)

Alistair Chapman – Cert Center
Canada

Martin Daigle – L3Harris
Technologies

Simon Drouin St-Pierre – OVA

Manon Gaudet – International Air
Transport Association (IATA)

Eric Lefebvre – École nationale
d’aérotechnique (ÉNA)

Fabio Macri – EuroDev

Phil Maroun – Renaissance
Strategic Advisors

Francesco Norante – Leonardo
Canada

Claude Perreault – Levio

Patrick Pharand – Collins Aerospace

Sophie Plante – Investissement
Québec

Pierre Rochefort – Cirrus Research

Amine Smires – CS Canada

Anne-Marie Thibaudeau –
Bombardier

Alain Thilloy – MTLS Aerostructure

Mathieu Trudelle – Canada
Economic Development for Québec
Regions



INITIATIVES

SDQuébec Portal

An initiative of the Ministère de l'Économie, de l'Innovation et de l'Énergie, developed by Aéro Montréal



MAIN OBJECTIVE

Help Québec companies increase their market share in the security and defence sector.

ONE-STOP SOLUTIONS

- Directory of expertise and capabilities of Québec companies
- Active monitoring of security and defence opportunities
- News & Events
- B2B exchange and collaboration > Sectors: Aerospace, Naval, Land and C4ISR/Cybersecurity
- Resources, important contacts and documentation centre
- Training and support for Québec companies



INDICATORS TO DATE

- 618 users
- 473 companies
- + 4,000 opportunities

Aerospace Cybersecurity



MAIN OBJECTIVE

Help aerospace companies become cyber-resilient and obtain the cybersecurity certifications required by government customers and prime contractors. .

SCOPE

- Aerospace Cybersecurity Committee
- Training courses
- CMMC support
- Sharing circles and awareness-raising events
- Aerospace Cybersecurity Portal



INDICATORS TO DATE

- 24 companies supported
- 28 partnership and consolidation projects supported
- + \$2 million (public & private) invested in the development of our ecosystem



International growth



MAIN OBJECTIVE

Promote our aerospace ecosystem internationally by helping Québec companies discover new opportunities in global markets.

PARTNERS

Canada Economic Development for Québec Regions, Investissement Québec and Global Affairs Canada.

BENEFIT

By working with key partners to go global, we give companies more opportunities to meet key players and access all the information they need to do business internationally.

MISSIONS COMPLETED IN 2024

Six international trade missions related to the Growth Working Group to help Québec companies develop partnerships and international business:

- Singapore Air Show (February 2024);
- Querétaro Meetings Aerospace (February 2024);
- ADSS Seattle (March 2024);
- MRO Americas (April 2024);
- Farnborough Airshow (July 2024);
- Aéromart Toulouse (December 2024).



TARGET

To be a facilitator of internationalization for our aerospace companies and promote our ecosystem on a global scale.



INITIATIVE FINAL INDICATORS

- Five countries and three continents explored
- 11 international trade missions conducted







NEXT GENERATION AND WORKFORCE

PILLAR

MISSION

Support companies and educational institutions to address the key challenges facing the next generation of aerospace workers.

PILLAR DIRECTOR

Rose-Carmelle Jean

PILLAR LEADER ON THE BOARD OF DIRECTORS

Martin Tessier, Bombardier

STRATEGIC PRIORITIES

Attract and retain
the next generation

Facilitate recruitment
and networking efforts

Promote the development
and transfer of knowledge

NEXTER GENERATION AND WORKFORCE WORKING GROUP



KEY ACHIEVEMENTS IN 2024

- 1 **Continuation of the Inclusive Succession Planning initiative** . The Inclusive Succession Planning (PRI) project is a concerted action plan developed by Aéro Montréal as part of the Next Generation and Workforce Working Group. This project aims to attract, integrate, develop and retain a qualified and diversified workforce for the Québec aerospace sector.

Through a series of strategic actions, PRI is helping to address the major workforce challenges facing the sector.

The project's main actions include:

- Promotional campaign for the sector
- DEI awareness campaigns
- Networking and recruitment events
- School-Industry Connection
- Studies on industry challenges
- Scholarships
- Internships
- Mentoring Program

- 2 **Promotion of aerospace careers and training through Aéro Montréal's participation in more than 12 workforce-related activities.**
- 3 **Launch of a new cohort of the Regroupement Relève Aéro Montréal (RRAM).** The RRAM, composed of seven new students and young aerospace professionals, contributed to studies currently underway for MDA Space and participated, by invitation, in several industry succession activities. Aéro Montréal also participated in all the initiatives of the Next Generation and Workforce Working Group, confirming its key role in attracting, developing and retaining aerospace talent.





WORKFORCE EVENTS AND ACTIVITIES IN 2024

CAMAQ Journée des orienteurs and training — February 1, 2024

Aéro Montréal participated in CAMAQ's Horizon and Destination Day, organized at the École des métiers de l'aérospatiale à Montréal (ÉMAM) around the theme of diversity, equity and inclusion. The day consisted of conferences, workshops and visits, and brought together students, guidance counsellors and companies. The event concluded with a celebration of CAMAQ's 40th anniversary.

ICAO Simulation – Jobs Panel — May 20 to 23, 2024

On this occasion, Aéro Montréal hosted a panel discussion on employment opportunities in the aerospace sector. The event raised awareness of career opportunities in the industry and promoted the need for skilled workers in this strategic field.

Aéro Salon École nationale d'aérotechnique (ÉNA) — June 1 and 2, 2024

Aéro Montréal joined forces with Aéro Salon, held on Montreal's South Shore on June 1 and 2, 2024, to showcase aerospace opportunities and trades to 15,000 visitors. We were among 50 industry exhibitors at the two-day event, which featured nine aerial demonstrations and more than 60 aircraft on static display.

Avianor sector workshop — June 12, 2024

Aéro Montréal took part in a sector workshop organized at Avianor by Cégep de Saint-Jérôme. The aim of this meeting was to assess the human resources needs in the Laval and Mirabel regions, and to reflect on the solutions that academic institutions can provide. This constructive exchange strengthened the ties between the educational community and the aerospace industry, to better respond to recruitment challenges.

Connexion Estivale — July to September 2024

Between July and September 2024, Aéro Montréal participated in the Connexion Estivale initiative, organized by the Next Generation and Workforce Working Group. Through a series of meetings held in various locations, Aéro Montréal met with 20 working group members to better understand their succession and workforce challenges. These discussions led to concrete action plans to support the future of the aerospace sector.

Fulljobs job fair — September 25 & 26, 2024

On September 25 and 26, 2024, Aéro Montréal took part in the Fulljobs job fair at Complexe Desjardins in Montreal. With over 6,600 job seekers in attendance and 57 exhibitors, this event showcased the dynamism of the aerospace sector. Each day, three aerospace SMEs were present under the Aéro Montréal banner to meet talent and showcase career opportunities in the industry.

Academic Connection — October to December 2024

Aéro Montréal supported ÉMAM, EMMEM and Cégep Rosemont in organizing a visit to the facilities of industrial members, including Bombardier. The aim of this initiative was to encourage students to stay in school by immersing them in the aerospace industry and showing them the career opportunities available in this sector.

Launch of the new RRAM cohort — October 11, 2024

The new cohort of the Regroupement Relève Aérospatiale Montréal (RRAM) was launched with the mission of representing and supporting Québec aerospace students and young professionals. By fostering strong ties with industry, RRAM opens doors to networking and recruitment opportunities, while playing a strategic role as an advisory tool for Aéro Montréal. As part of its activities, the RRAM is currently working on a mandate proposed by MDA Space, exploring two main areas:

1. The interest of young people in the space sector: A study is currently underway to assess 16-22 year olds' knowledge of the space sector compared to aeronautics, and to gauge their interest in pursuing a career in space;
2. The place of women in aerospace: The analysis aims to understand the barriers to entry and obstacles faced by women in STEM, and more specifically in aerospace, in order to identify solutions to promote greater representation in the sector.

Thé de la Persévérance — November 12, 2024

Aéro Montréal participated in the *Thé de la Persévérance*, an event organized by Academos at the Windsor Hotel. On this occasion, Aéro Montréal awarded a scholarship to an engineering student in recognition of his academic perseverance and commitment to the aerospace sector.

Grand cercle économique régional des peuples autochtones et du Québec — November 12 to 14, 2024

Aéro Montréal took part in the Grand cercle économique régional des peuples autochtones et du Québec, hosted by the Conseil de la Nation Atikamekw in Trois-Rivières. As part of this event, Aéro Montréal participated in a workshop on the cultural realities of First Nations, with the aim of promoting cultural securitization and supporting the recruitment of aboriginal talent. With the support of the Office for Relations with Aboriginal Peoples (Secrétariat aux relations avec les Autochtones et les Inuits), Aéro Montréal also promoted careers in aviation and strengthened its collaboration with Aboriginal communities to attract and retain their talent in the sector.

Salon de l'immigration et de l'intégration au Québec — November 18 and 19, 2024

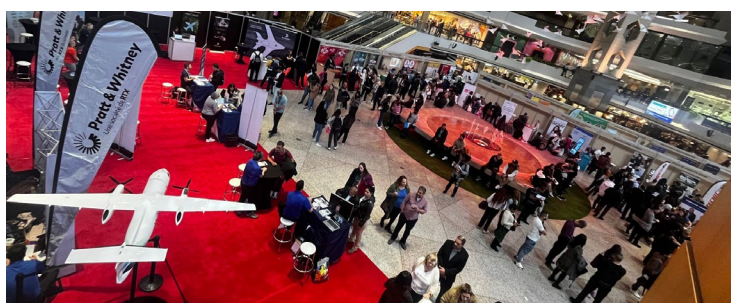
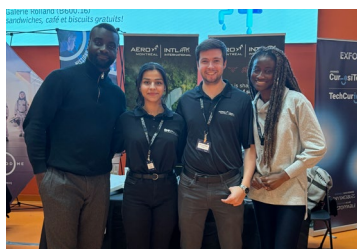
The event attracted 15,000 visitors and featured 250 exhibitors at the Palais des congrès de Montréal, including three aerospace SMEs under the Aéro Montréal banner, highlighting career opportunities and sector challenges for newcomers to Québec.

8th Cosmodôme Benefit Evening — November 21, 2024

The goal of the event was to raise funds for the Cosmodôme Foundation which gives disadvantaged young people access to Cosmodôme activities in order to stimulate their interest in space science in an interactive and inspiring environment.

25th edition of *Filles et les Sciences* — November 23, 2024

The event aimed to encourage girls' interest in science and introduce them to scientific careers, with a particular focus on opportunities in aerospace.



WORKING GROUP MEMBERS

Martin Tessier – Bombardier
(*working group chair*)

Katia Bédard – Airbus Canada

Christine Bordeleau –
Polytechnique Montréal

Geneviève Dalcourt – École de
technologie supérieure (ÉTS)

Pascal Désilets – École nationale
d'aérotechnique (ÉNA)

Élodie Ferretto – Altitude
Aerospace Inc

Karine Fournier – École des métiers
de l'aérospatiale de Montréal
(ÉMAM)

Fannie Jacques – Pratt & Whitney
Canada

Catherine Kelly – Rolls-Royce
Canada

Sébastien Lagües – Université du
Québec à Montréal (UQAM)

Nicka Lavallée – Sonaca Montréal

Sherri-Anne LeGros – Safran
Canada

Laurence Martin-Gosselin –
Consortium for Research and
Innovation in Aerospace in Québec
(CRIAQ)

Anne-Renée Meloche – Meloche
Group Inc.

Sonia Pérusse – Héroux-Devtek

Magdalena Planeta –
Investissement Québec

Béatrice Perrier-Agostini –
Montréal International

Liza Ross – L3Harris Technologies

Guillaume Rousseau – French
Aerospace Industries Group (GIFAS)

Mario Sabourin – Comité sectoriel
de main-d'œuvre en aérospatiale au
Québec (CAMAQ)

Dominique Sauvé – Canadian
Mobility and Aerospace Institute
(CMAI)

Jennifer Vaughan – CAE

REGROUPEMENT RELÈVE AÉRO MONTRÉAL



RRAM
REGROUPEMENT
RELÈVE
AÉRO MONTRÉAL



KEY ACHIEVEMENTS IN 2024

- 1 A multidisciplinary group of students and young professionals with a passion for aerospace;
- 2 Representing the voice of the next generation of aerospace professionals;
- 3 Made up of members of an active network of companies, universities, research centres and governments.



NEW COHORT LAUNCHED IN 2024

- Recruitment of seven new members;
- Representing various aerospace companies;
- Presentation of reports and speaking at events and international trade missions;
- Conduct studies for industry players;
- Monthly statutory meeting.



INITIATIVE

Inclusive Succession Planning - Science and Technology component

**MAIN OBJECTIVE**

Implement a concerted action plan to encourage people from under-represented minorities, including women and girls, Indigenous people, visible minorities, people with disabilities and landed immigrants, to pursue STEM careers in the aerospace sector, and to better integrate them into the fields of science and technology.

COMPONENTS

- **Next Generation component:** Raise awareness and promote aerospace careers and training in Québec to a diverse audience;
- **Company component:** Provide participating companies with recruitment tools and develop best practices in Diversity, Equity and Inclusion (DEI).

PARTNERS

Ministère de l'Économie, de l'Innovation et de l'Énergie and Comité sectoriel de main-d'oeuvre en aérospatiale au Québec

**VALUE**

230 000 \$ over two years

**TARGET**

50 000 next-generation youth

**ACTIONS**

- Sector promotion campaign
- DEI awareness campaigns
- Networking and recruitment events
- School-Industry Connection
- Studies on industry issues
- Scholarships
- Internships
- Mentoring Program



IMAGE AND SUSTAINABLE AEROSPACE

PILLAR

MISSION

Promote the industry as a whole.

PILLAR DIRECTOR

Léa Guicheteau

PILLAR LEADER ON THE BOARD OF DIRECTORS

Samantha Golinski, Vice President, Public Affairs Canada
and Global Communications, CAE

STRATEGIC PRIORITIES

Provide innovative ways
and means of communication;

Support the working groups in their mandates;

Advocate on behalf of the industry
to various levels of government

Launch a Canada-wide campaign to change
the general public's perception of the aerospace sector.

IMAGE, INFLUENCE AND MARKETING WORKING GROUP



KEY ACHIEVEMENTS IN 2024

Strengthening government relations

- Submission of a brief to 2024 pre-budget consultations
- Presentation of workforce recommendations to the Minister of Employment
- Organization of strategic meetings, including with the Ministre de l'Économie, de l'Innovation et de l'Énergie
- Launch of a collaborative approach for the 2025 brief

Continuation of awareness campaigns

- Publication of profiles of inspiring women in the aerospace sector in March 2024
- Creation of a podcast series to promote career opportunities and transitions in the sector

Increased media visibility

- Four special sections in La Presse highlighting 34 cluster members
- One special section published in Le Journal de Montréal
- One special section published in Le Devoir
- 12 bilingual press releases
- Preparation of 18 media interviews and 24 public representations
- Over 1,084 media mentions of Aéro Montréal and 780 of Mélanie Lussier

Launch of Espace Aéro brand image

- Creation and implementation of the Espace Aéro brand image
- Launch of a website dedicated to the innovation zone
- Coordination of a brand image committee

Mobilization around the designation of the innovation zone

- Steering committee mobilized for official announcement
- Development of key messages for all partners
- Organization of a dedicated press operation

Local and international impact of the project

- Promotion of Espace Aéro in local and international media
- Organization of a panel discussion at the Farnborough Airshow
- Coordination of two articles in international publications (FINN, GACP)

Strategic positioning of the aerospace innovation zone

- Speech at the Farnborough Airshow
- Participation in the Dair to Innovate event
- Participation in the Forum Vision à Horizon 2025 - Materials to proceed

Promoting the sector's sustainable transition

- Speech at the 30th Conférence de Montréal
- Participation in the H2CanFly / H2CanadaEnVol announcement

Strengthening our position in defence and security

- Speech at the InCyber Forum
- Speech at the 2024 Defence Symposium

Sustainable transition podcast series

- Launch of a call for projects to promote sustainable initiatives in the aerospace sector
- Selection and recording of six podcasts hosted by Déborah Chérenfant (launch scheduled for April 2025)
- Promotion of efforts related to GHGs, DEI and responsible practices

"Inspirational Women" campaign in the aerospace industry

- Organization of Inspirational Women month (March 2024)
- Publication of nine profiles highlighting the diversity of trades and training opportunities in the sector
- Mobilization of members to promote their women talents

WORKING GROUP MEMBERS

Janie Mercky – CAE
(*working group chair*)

Florence Allegrini – École de technologie supérieure (ÉTS)

Julie Blain – Comité sectoriel de main-d'œuvre en aérospatiale au Québec (CAMAQ)

Marie-Andrée Charron – Bombardier

Rosalie Côté – Drakkar Digital

Amélie Forcier – Airbus Canada

Christina Lemyre-McCraw – Bombardier

Marie-France Lettre – Pratt & Whitney Canada

Geneviève Nadeau – Bell Textron Canada

Peggy Perrier – MDA

Catherine Saucier – Cégep Édouard-Montpetit – École nationale d'aérotechnique (ÉNA)

Anne Vanier – Cégep Édouard-Montpetit – École nationale d'aérotechnique (ÉNA)

SUSTAINABILITY

INITIATIVES

Eco-Responsibility



MAIN OBJECTIVE

Support the environmental commitment of companies in the sector by providing expertise and tools to ensure the reduction of life cycle impacts, while improving their competitiveness and fostering local partnerships.

PARTNERS

Canada Economic Development for Québec Regions (CED)

KEY ACHIEVEMENT IN 2024

- Prepared an outreach report on the Eco-Responsibility initiative, drawing lessons from the first year and a half of the program.
- Aéro Montréal participated in two meetings of the International Aerospace Environmental Group to voice concerns of SMEs and gather value-added information for cluster members.
- Launch of Aéro Montréal's eco-responsibility diagnostic process and start of the organization's greenhouse gas inventory.
- Creation of frescoes on societal challenges related to the aerospace industry to raise awareness.
- Aéro Montréal's participation in an inter-cluster sustainable development action plan that brings together Québec's 10 industrial clusters to implement sustainable actions within the clusters.
- Support for a doctoral thesis regarding the ecosystem's support for sustainable development.



VALUE

4,4 M\$

over two years (end of initiative in March 2024)



TARGET

40 company diagnostics and support



INDICATEURS FINAUX DE L'INITIATIVE (PHASE 2)

- 13 companies diagnosed in 2024
- 39 companies in two years

ESG SUPPORT COHORT - ECO-RESPONSIBILITY PROGRAM

In 2024, 13 companies were supported by COESIO as part of Aéro Montréal's Eco-Responsibility program, which offers a comprehensive diagnosis of ESG challenges. Participating companies - including Select Aviation, Avianor, Hutchinson, Altitude Aerospace Inc, Thermetco, Five Liné, CoupeSag, Groupe DCM, Beta, Vac Aero, Howmet Aerospace, Composites VCI and Meloche Group Inc. - benefited from the structured support, including a diagnosis covering 18 to 24 ESG challenges, an inventory of greenhouse gas emissions (Scopes 1 and 2), an analysis of residual materials, an assessment of procurement-related risks, and an ESG governance and performance roadmap.

The active phase of this cohort ran from January to March 2024. The initiative also saw the launch of the www.ecoresponsabilite.com website, designed to share the program's results and tools.

TANGIBLE PROJECTS RESULTING FROM ECO-RESPONSIBILITY DIAGNOSTICS

Following their diagnosis, many companies translated their ESG commitment into concrete projects. Vac Aéro developed a GHG calculator adapted to its processes, while the Meloche Group implemented a decarbonization plan based on an in-depth carbon assessment.

The Meloche Group also integrated responsible sourcing practices and optimized the management of its residual materials. For its part, Optima Aéro launched a project to implement an ISO 14001-compliant environmental management system and developed its own carbon calculator. Other projects were also launched, financed outside the COESIO framework, but always linked to ESG diagnostics.



ESG EVENTS, TRAINING AND VISIBILITY

- **Innovation Forum:** COESIO hosted a booth presenting the results of Aéro Montréal's Eco-Responsibility program to several hundred participants, helping to disseminate ESG best practices on a large scale.
- **Aéromart Toulouse:** A booth staffed by Aéro Montréal and COESIO presented the results of both the Eco-Responsibility initiative and the decarbonization cohort, in the presence of numerous international players and the Québec delegation.
- **Aéromart Montréal:** Two thematic panels were held. The first, dedicated to ESG, brought together Groupe DCM, Meloche Group Inc., COESIO and Aéro Montréal. The second, dedicated to decarbonization, highlighted the expertise of Decarbne+, Akonovia, CAE, Libellule Monde and Composites VCI. Each panel attracted about 50 participants.
- **Defence and Security Symposium 2024:** COESIO and Aéro Montréal joined CAE, Decarbne+ and the Mundial Group in a panel discussion on ESG and resilience issues in front of an audience of around 50 participants.
- **Decarbonization cohort closing event:** Organized by CAE in partnership with Aéro Montréal, this event brought together more than 75 participants, including manufacturers, financial partners, institutions and research centres, to discuss the themes of decarbonization and eco-design in aerospace.
- **Fresque des enjeux sociétaux:** Throughout 2024, over 200 people participated in a Fresque des enjeux sociétaux hosted by COESIO and commissioned by Aéro Montréal. This immersive activity aims to raise awareness of the major ESG challenges among stakeholders in the aeronautical sector. Through a participatory and reflective approach, the Fresque provides a better understanding of the impact of each link in the supply chain on environmental, social and governance issues.

ASSET AND PRODUCT DECARBONIZATION COHORT

From September to December 2024, seven companies – Composites VCI, CoupeSag, Estampro, Groupe DCM, Groupe Mundial/Libellule Monde and Morrison AC – took part in a specialized cohort on the decarbonization of aerospace assets and products. This intensive program, led by COESIO and Aéro Montréal in collaboration with Décarbène+ and under the leadership of CAE, aimed to help these companies implement concrete solutions to reduce their carbon footprint. The cohort culminated in a closing event at CAE in January 2025, which brought together more than 75 participants from the manufacturing, financial, institutional and academic sectors. This gathering provided an opportunity to discuss concrete levers for decarbonization and eco-design in the aerospace sector, from a perspective of collaboration and sustainable innovation.



"PREPARING YOUR COMPANY FOR THE ESG SHIFT" GUIDE



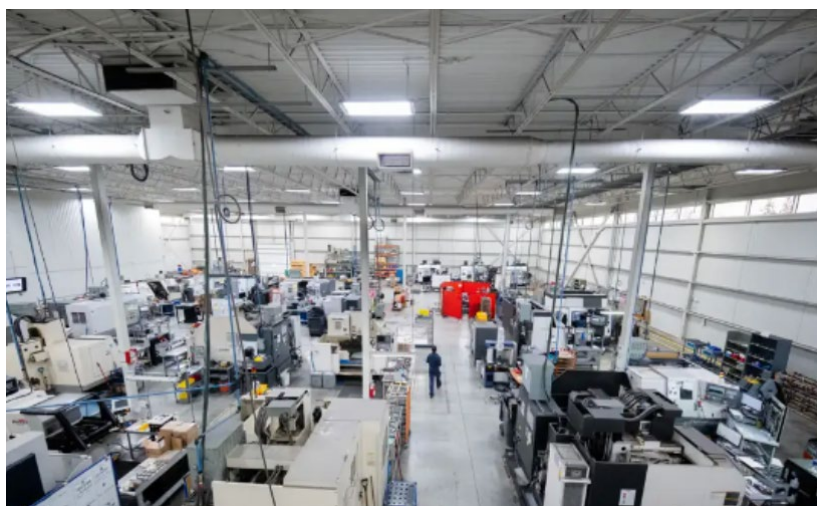
To better support Québec aerospace SMEs in their sustainability initiatives, Aéro Montréal commissioned Deloitte to create a guide to help SMEs integrate ESG best practices to better meet the needs of major prime contractors. The guide aims to educate SMEs on the importance of integrating ESG best practices, and includes a description of some of the ESG best practices that can be integrated within aerospace companies. The guide was published on Aéro Montréal's website in the fall of 2024, and is [available here](#). It was also presented at the Economic Trends Evening - ESG Focus organized by Aéro Montréal in January 2025.





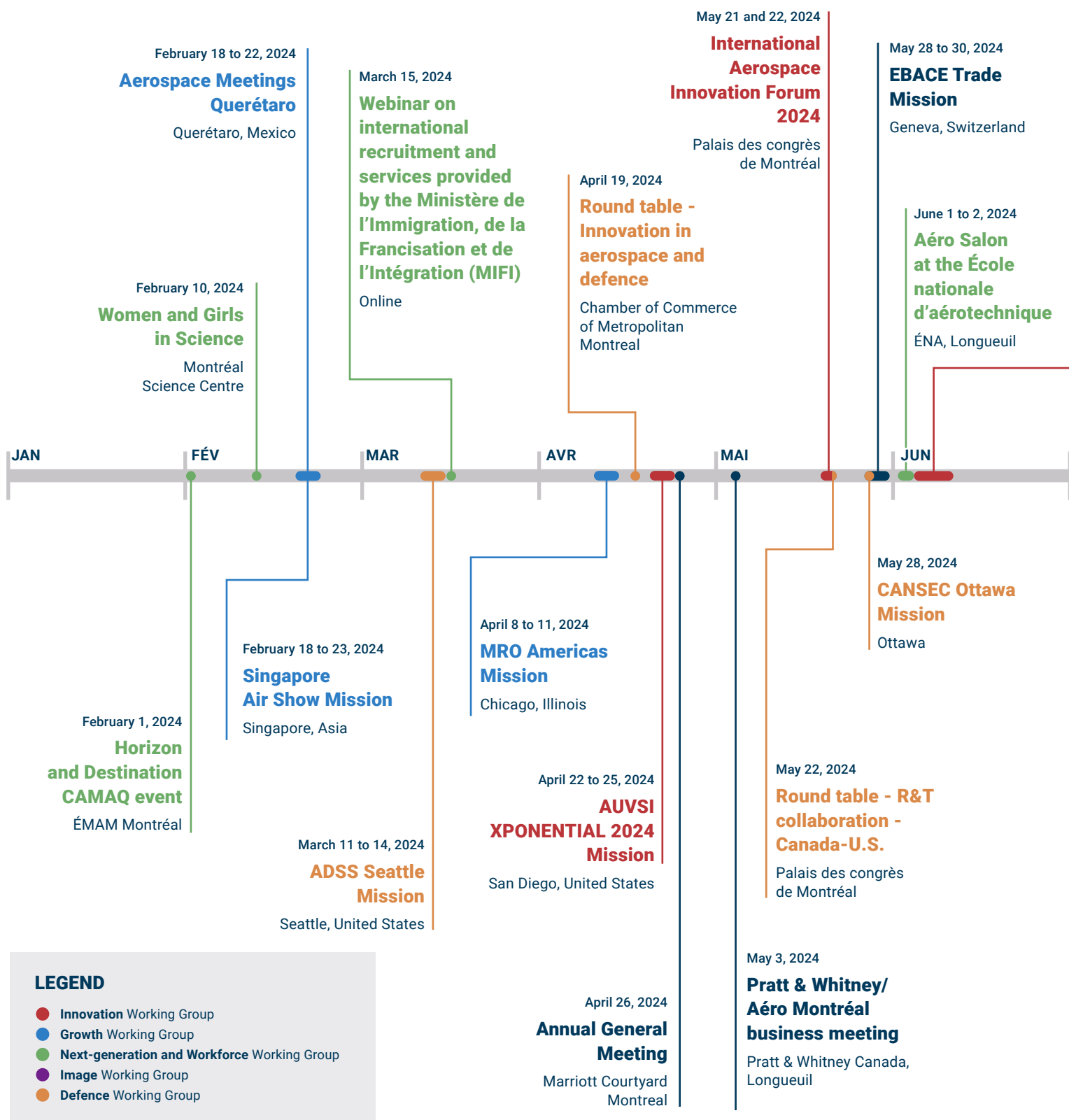
AÉRO MONTRÉAL IN THE MEDIA

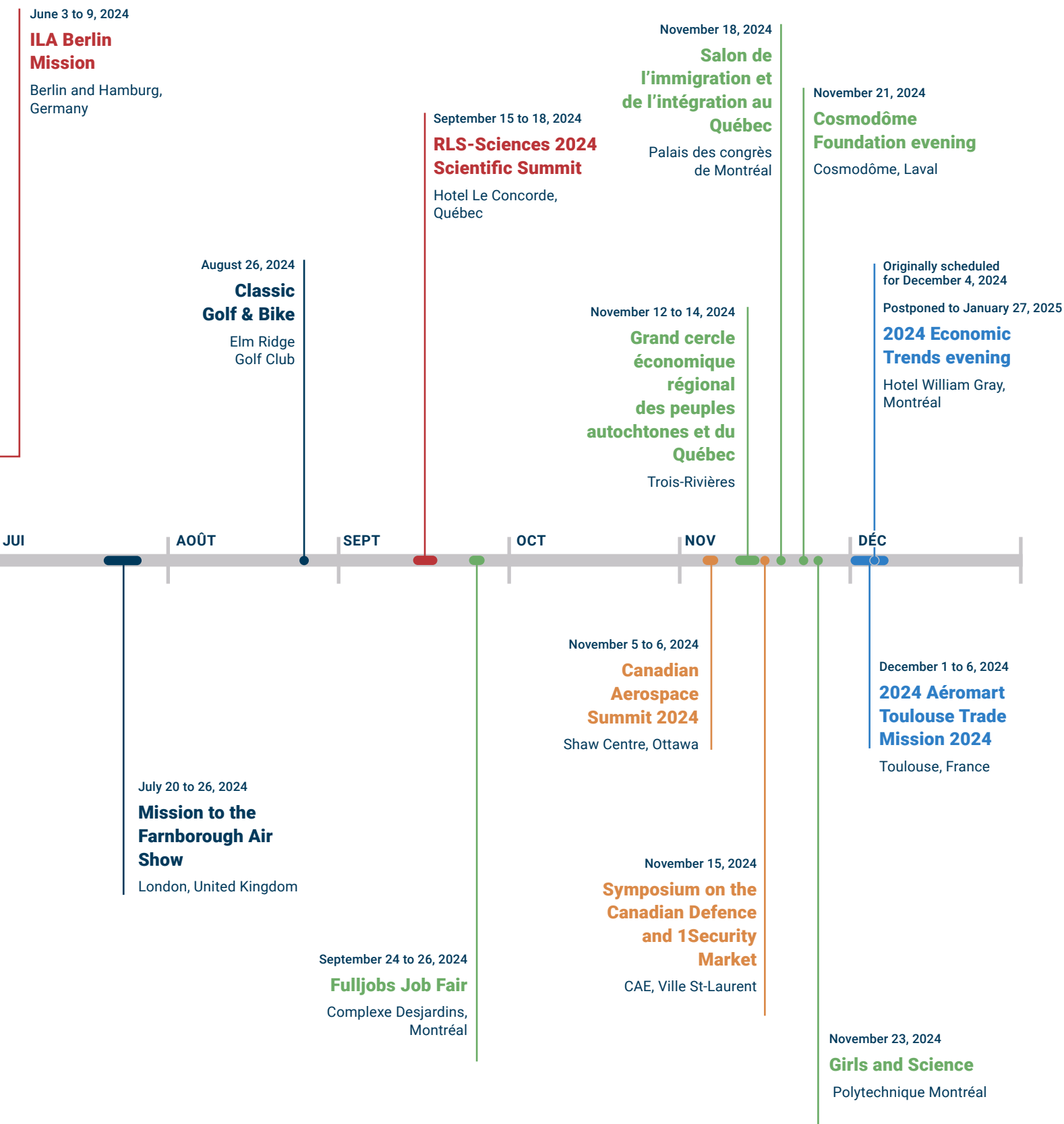
- 12 bilingual press releases
- 32 media interviews
- 1,084 media articles with a reference to Aéro Montréal
- 6 special reports published in the media:
 - 4 special sections on aerospace in *La Presse* + highlighting more than 34 cluster members
 - 1 special report in the *Journal de Montréal*
 - 1 special report in *Le Devoir*
- Establishment of targeted government relations training for internal resources

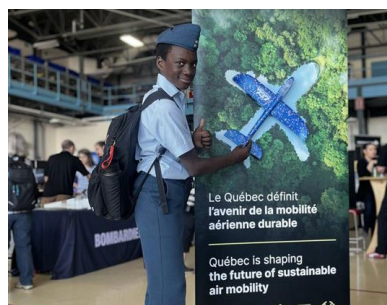
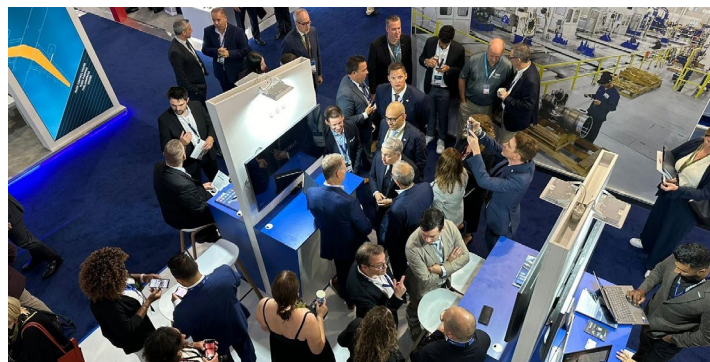


MAIN ACTIVITIES IN 2024

The following is a comprehensive list of the major events organized by Aéro Montréal or in which our team participated during 2024:







TO KEEP UO TO DATE WITH ALL OUR NEWS, EVENTS AND INITIATIVES, BE SURE TO:

1. Subscribe to our newsletter using [this form](#)

2. Subscribe to Aéro Montréal's social media accounts:



JOIN THE AÉRO MONTRÉAL COMMUNITY AND BE PART OF THE
MOVEMENT TO SHAPE THE FUTURE OF AEROSPACE:



30 155 FOLLOWERS



878 FOLLOWERS



2 812 FOLLOWERS



46 NEWSLETTERS SENT
IN 2024



APPENDICES

MOBILIZATION STATISTICS

Industry Mobilization



1138

individuals mobilized
through our various committees,
workshops and governance bodies



These individuals were mobilized
through 80 meetings



77%

**of participants coming from
the private sector**

Sector in-kind contributions



912 K\$ *

* represents a theoretical monetary value
obtained by multiplying the number of
meetings × duration ×
number of participants × hourly rate

Participation in Aéro Montréal events



2945

individuals
took part in our trade missions,
events, and training courses

APPENDICES

EXCERPTS FROM THE 2024
FINANCIAL STATEMENTS*Fiscal year ended December 31, 2024*

	2024	2023
	\$	\$
<u>PRODUITS</u>		
Contributions publiques et privées	15 446 804	10 120 181
Intérêts et autres	433 939	489 147
	15 880 743	10 609 328
<u>CHARGES</u>		
Initiatives, programmes et projets	13 371 450	8 831 061
Salaires et charges sociales	1 700 590	1 504 842
Frais de fonctionnement	424 726	239 919
Honoraires	40 260	79 473
Amortissement des immobilisations corporelles	5 927	7 949
	15 542 953	10 663 244
Excédent (Insuffisance) des produits sur les charges	337 790	(53 916)

Les notes complémentaires font partie intégrante des états financiers

AÉRO MONTREAL

With the support of :

Canada

Québec 

 Communauté
métropolitaine
de Montréal

 AGA
ASSURANCES
COLLECTIVES

Deloitte.

 Desjardins

 **FONDS**
de solidarité FTQ

 **KPMG**

 NORTON ROSE FULBRIGHT

 **Pratt & Whitney**
Une société de RTX