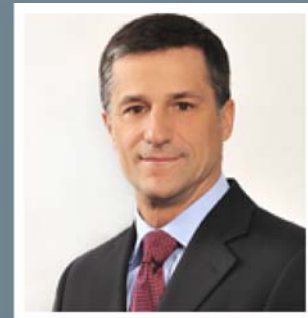




MESSAGE FROM CHARLES A GRATTON

The Montréal-Mirabel redevelopment plan recently reached an important milestone. Syscomax has finalized construction of the Pama Manufacturing plant, the first project to be completed at the former air terminal site. The conversion of this site, the only industrial zone in Greater Montréal to offer such large sites, is therefore well underway. Demolition of the terminal is complete and grading and clean-up work of the immense 200,000m² land is going smoothly.



CHARLES A GRATTON
VP REAL ESTATE
AND COMMERCIAL SERVICES

ADM intends to take advantage of the excellent geographic location of this site and its exceptional natural environment to build a high-quality industrial development. While Montréal-Mirabel is part of one of the three most important aerospace centres in the world, the relaunch of the site of its former air terminal is an opportunity to diversify the activities that take place there. The Pama project is a good example, since the company is in the health field.

Other areas of the Montréal-Mirabel site are still vibrant, as detailed in two of the articles in this newsletter. One speaks of Groupe Robert, which operates high-performing distribution centres, and the other discusses the arrival of the American company AeroRepair.



And Montréal-Trudeau isn't left aside. In spring, ADM inaugurated new facilities developed following major investments. Vast projects, spread over several years, have also made it possible to increase airport capacity and enhance the commercial offer.

Pleasant reading!

AEROREPAIR EXPANDS ITS GEOGRAPHIC REACH WITH ITS NEW MONTRÉAL-MIRABEL FACILITIES



After acquiring the wheel & brake division of Montréal–Mirabel - based Avianor, U.S. company AeroRepair now has facilities at Montréal–Mirabel.

Specialized in the repair and overhaul of aircraft brakes, wheel assemblies and landing gear, AeroRepair has been supporting regional airlines, corporate and general aviation since 1994. Last October, when the opportunity to buy the wheel & brake division of Avianor, Avianor W&B, arose, AeroRepair jumped on the opportunity.

“We had no experience or presence in Canada,” says Al Sproul, President of AeroRepair. “The fact that Avianor W&B had several contracts with some of the larger airlines definitely gave us instant exposure in the Canadian aviation market. With the Montréal–Mirabel facilities and the smaller satellite facility in Calgary, this purchase allowed us to expand our capabilities and become a truly one-stop shop with national coverage throughout the United States and Canada.”

For AeroRepair, one of the most attractive features of Montréal–Mirabel was its very convenient location. The company’s trucks can easily travel back and forth to Montréal–Trudeau International Airport and have easy access to the Toronto area. The fact that Mirabel is also home to numerous aerospace companies, such as Bombardier, one of AeroRepair’s customers, is another asset.

“Moreover, there will be lots of upgrades at Montréal–Mirabel in the next few years that will turn it into a freight hub, among other things,” Mr. Sproul adds. “This will certainly attract quite a few companies, which can only be good for us.”

Mr. Sproul also emphasized the highly qualified workforce of the Montréal–Mirabel facility. “We have some very good people who are renowned professionals in their field. It has all worked out very well for us in Canada. In fact, of the six facilities we now own, Mirabel is one of the shining stars. It’s been a great experience for us and we would do it all over again if we had the opportunity.”

SYSCOMAX A VISIONARY PARTNER

The developer Syscomax recently completed the first building project at the site of the former Montréal-Mirabel air terminal: the construction of the Pama Manufacturing plant, a specialized disposable medical supply company.

The 200,000m² site of the former Montréal-Mirabel terminal piques the interest of manufacturers from various industries looking for land with or without access to runways. Syscomax, a developer in the construction industry, has been interested for quite some time, as Daniel Robitaille, the company’s Senior Vice President, explained. “Over the past 15 years, we’ve collaborated on establishing many manufacturers at the Mirabel site. In this way, we’ve helped bring to fruition



Aéroports de Montréal's vision for Montréal-Mirabel, which is to develop a world-class all cargo industrial airport."

Syscomax's leaders have gone even further due to the site's enormous potential. As early as 2007, they invested in the creation of aerospace service centre Hélibellule and the 2,125m² facility that houses it. Then, in 2010, they acquired the airport's former administrative buildings, in which they set up their company's headquarters. "We chose to relocate here particularly for the exceptional surroundings and because we have a long-term strategic plan for the development of this land," said Mr. Robitaille.

Syscomax is therefore quite familiar with Montréal-Mirabel. As such, when Pama Manufacturing wished to build a new plant, Mr. Robitaille spoke to it about the site's many advantages. "Pama sells its products across Canada," he explained. "Easy access to major roadways is therefore essential. With its location around 40 minutes from downtown Montréal and near highways 15, 50, 640, 440, and 13, Mirabel definitely met this need. We also pointed out other benefits, such as the quality of life in the area, near both nature and the city".

The Pama project, estimated at \$10M, is, in all likelihood, the first of many on the site, which has the capacity for about thirty. Already, two more are on the horizon, asserting Montréal-Mirabel's industrial role.



COMMERCIAL SERVICES

AN ENHANCED COMMERCIAL OFFER AT MONTRÉAL-TRUDEAU

Last May, Aéroports de Montréal (ADM) officially inaugurated the facilities developed as part of the \$350M expansion and improvement projects at the Montréal-Trudeau air terminal.

In addition to increasing the existing capacity, these extensive projects allowed for an enhanced airport experience for travellers. In the expanded international jetty, as well as throughout the airport, new businesses, play areas for children, museum showcases, and works by Quebec artists help to make the time spent waiting for departure enjoyable.



Fresh faces in the international jetty

Several new businesses recently set up shop in the new commercial space located between the existing Gates 52 and 53, as well as in the international jetty expansion. "The food services offering, for example, has grown considerably with the opening of 'Montréal-style' establishments such as L'Auberge Saint-Gabriel, QDC Burger, Café Montréal Bagel, and the Montréal Cuisine de rue food truck, or

internationally recognized businesses, such as Starbucks Reserve,” said Mirela Rusu, Assistant Director, Commercial Development and Leasing.

In choosing the businesses and their locations, ADM took several factors into account, the most important being consumer behaviour. “International travellers make most of their purchases in the commercial centre, near Gates 52 and 53,” explained Ms. Rusu. “However, we need to ensure that an interesting and appealing commercial offering is also made available to passengers near the boarding areas, particularly along the expanded international jetty between Gates 62 and 68. That way, we can offer the possibility of making last-minute or impulse purchases. This is why businesses located in the new section are often of the express variety. For example, the duty-free shop there sells mainly the most popular items.”



Elsewhere in the terminal

Several restaurants have recently opened in the new commercial zone in the domestic area, such as Avenue des Canadiens, a culinary experience inspired by the renowned NHL team, Greek tavern Trinity, and the ICE Bar, the perfect spot for enjoying an ice-cold beer. Additionally, people waiting for travellers in the public area of international arrivals can now visit One Minute and the John Molson Pub.



“We’ve just completed major commercial development phases, but others may be initiated based on the growth in traffic in the new areas,” Ms. Rusu noted. “We have the space available to potentially improve the new commercial zones.”



RÉJEAN LACHARITÉ

VICE-PRESIDENT, WAREHOUSING AND
DISTRIBUTION, GROUPE ROBERT,
BOUCHERVILLE



Responsible for numerous distribution centres for a major food industry player for 27 years, Réjean Lacharité joined Groupe Robert in 2004. “I knew the company well, since I was a long-standing client,” he remembered. “When they proposed that I lead and grow the warehousing and distribution unit, I was interested in the challenge.” And he met it with success, as the sector exploded, with the number of distribution centres increasing from 8 to 34 between 2004 and 2006.



A partner for its clients

Mr. Lacharité's team does much more than transport or store merchandise. They offer a multitude of added-value services that make them a true supply chain partner for their clients. "In particular, we handle preparing orders, packing, labelling, and even pre-assembling for companies from a wide range of industries," said Mr. Lacharité. "In this way, we help our clients optimize their operations. What's more, we set up shop where they have a need for our services."

Dedicated to the aerospace industry

Groupe Robert has leased immense spaces at Mirabel for the past five years. There, the company operates distribution centres dedicated to Bombardier, as well as one of the latter's suppliers, a world-renowned aerospace manufacturer. These centres are structured to meet the needs of these clients, ensuring them highly personalized service. "We're able to re-supply the assembly line of products intended for C Series planes with just-in-time service," said Mr. Lacharité. "The excellence of our facilities has allowed us to achieve Supplier Gold certification, awarded by that manufacturer's parent company. We therefore have a certain level of expertise in the aerospace field, and our Mirabel centres play a strategic role in the development of this industry within our business unit."

About Groupe Robert

Specializing in general and specialized transportation, logistics, and distribution, Groupe Robert is a supply chain leader in North America. A Quebec family business founded in 1946, Groupe Robert has over 3,300 employees and operates 40 distribution centres, a fleet of 1,200 tractors, and more than 3,200 trailers.

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