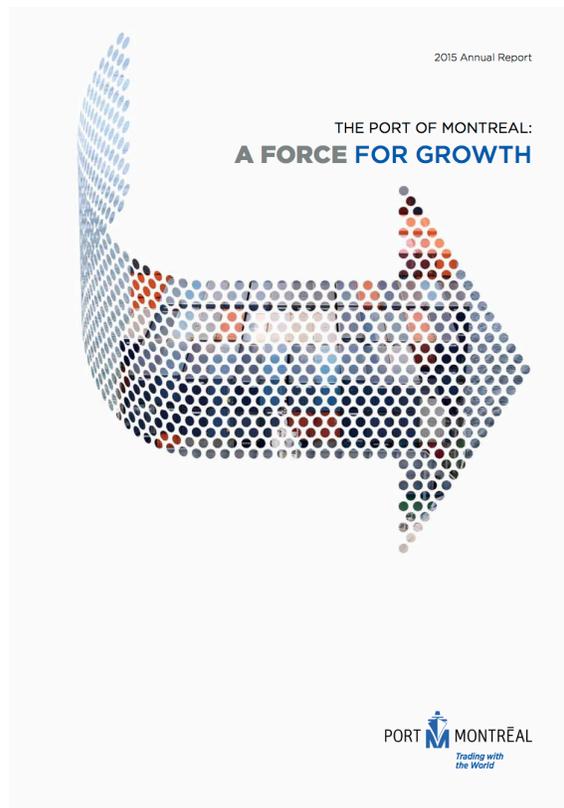


2017 AAPA COMMUNICATIONS AWARDS PROGRAM

Port of Montreal 2015 Annual Report

Summary

The Port of Montreal Annual Report is a yearly business report that summarizes the port's major messages, cargo categories, traffic growth, development projects, management decisions and financial performance.



The Port's 2015 Annual Report, available in print and electronic versions, is presented in a dynamic and visually appealing format under the theme 'The Port of Montreal: A Force for Growth.'

As part of its commitment to sustainable development and the environment, the port reduced the number of printed copies of the Annual Report in 2015 and produced the complementary electronic summary, where readers can consult a condensed version of the Annual Report. They can also download the Annual Report in its entirety or sections that are of specific interest.

1. Challenges and Opportunities

The Port of Montreal is a major international port that welcomes each year some 2,000 ships carrying more than 30 million tonnes of all types of cargo to and from all parts of the world.

Our main communications challenges include:

- Increasing awareness about the port and its advantages for clients, potential clients and partners; and
- Having government officials, the general public, stakeholders and the media better understand the importance of the port, its impact on the economy, what it means to the city of Montreal, the province of Quebec and the entire country of Canada, its financial performance and its commitment to sustainability.

The Port of Montreal uses every opportunity possible to deliver its key messages. The Annual Report serves as a vital communications tool to remind the port's various audiences that it is:

- A major international port that trades with the world;
- A highly diversified port that handles all types of cargo, invests significantly in development projects in order to accommodate growth, and is committed to sustainable development; and
- A strategic tool for economic development, a catalyst for economic growth for Montreal, Quebec and Canada, and a creator of jobs: port activity in Montreal is responsible for \$2.1 billion annually in added value to the Canadian economy and supports 16,000 direct, indirect and induced jobs.



2. Complementing Overall Mission

The Port of Montreal is an ocean port at the heart of the North American continent and a hub for world trade. Our mission is to contribute to the prosperity of our clients and partners and to the economic development of Greater Montreal, Quebec and Canada, all while respecting the environment. Our vision is to be a diversified, successful and innovative port that exercises inspiring leadership and provides competitive value-added services, making it a partner of choice in the logistics chain.

Within our mission, our 2015 Annual Report provides us with the opportunity to communicate our values of:

- Collaboration (promoting teamwork, information sharing and communication);
- Responsibility (demonstrating that we are a sustainable organization that places great importance on the environment, on our neighbouring communities, and on our contribution to the economy, while acting in accordance with the rules of conduct dictated by honesty, transparency and accountability);
- Innovation (highlighting how we constantly reinvent our practices and encourage agility to assert our leadership in the logistics chain); and
- Commitment (showcasing how we value passion and employee excellence so that our clientele can benefit from the best experience possible).

3. Planning and Programming

Goal:

To share with our various publics our major messages, developments and management decisions as well as a summary of our financial performance.

Objectives:

1. Report on the previous year and provide pertinent messages and content in a unique, dynamic and visually appealing manner.
2. Reduce paper consumption as part of our commitment to sustainability.
3. Develop an electronic summary of the Annual Report.
4. Make available a PDF version of the Annual Report.

Target Audiences:

Primary audience:

- Port clients and potential clients including shipping lines and agents, terminal operators, importers and exporters, freight forwarders and logistics providers;

- Partners such as railways and trucking companies, customs agencies, longshoremen and river pilots;
- Federal, provincial and municipal government officials;
- Various communities including members of the general public, business leaders, port neighbours, workers' groups, associations, organizations and stakeholders that have strategic alliances with the port; and
- Port employees.

Secondary audience:

- Teachers and students;
- Visitors to the port and those attending Port of Montreal events;
- Media including general news media mainly in Montreal, Quebec and Canada, and specialized transportation industry media mainly in Canada and the United States.

We are targeting these audiences in order to raise awareness about the port and, in particular, promote its competitive advantages and demonstrate its economic benefits.

4. Actions and Outputs

Our Communications Team met in December 2015 to discuss and develop a theme for the 2015 Annual Report. It decided on the theme 'Force for Growth,' and that the four main sections of the Annual Report would showcase the port as 'An Economic Force,' 'A Logistics Force,' 'An International Force' and 'A Sustainable Force.'

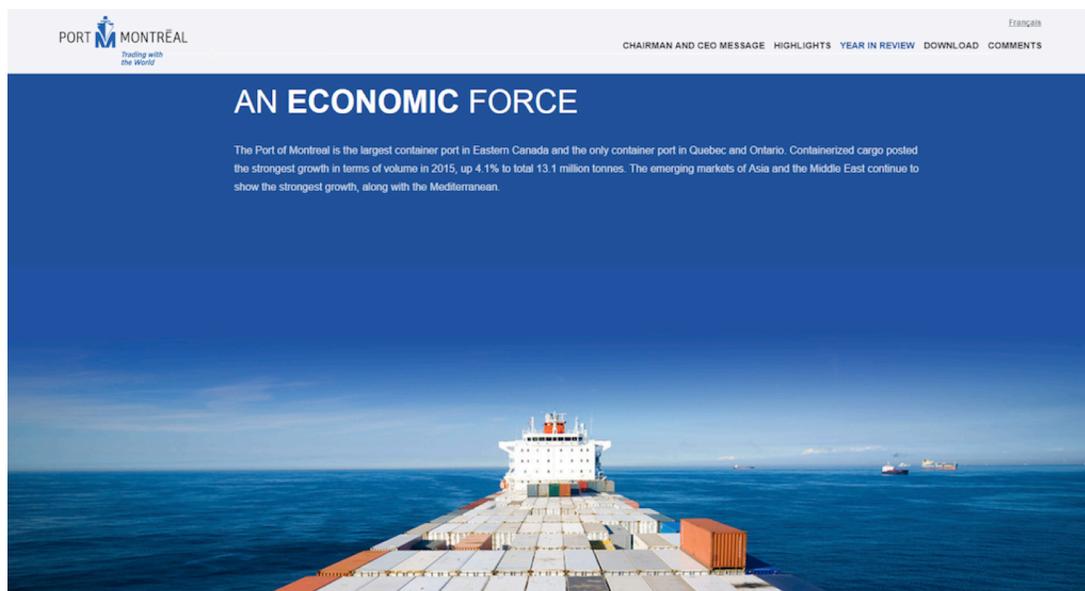
We wanted a clean, straight-to-the-point look with a consistent look and feel and bold graphics. We also wanted to be part of the trend towards slimmed-down annual reports that are less costly to produce than traditional annual reports.

The Communications Team met later in December with its communications and advertising agency Camden to discuss the look and content of the Annual Report.

Camden proposed a modern, stylized arrow to be used on the cover and throughout the Annual Report that embodies the dynamism of the port. The dots that comprise the arrow evoke technology and the many fields of port activity. Vibrant colour photos that identify the four forces mark the beginning of each section.

In planning the electronic version, the Communications Team and the agency came up with the idea of producing a condensed version of the Annual Report that readers could consult on a microsite hosted on the Port of Montreal website. They would also have the opportunity to download the Annual Report in its entirety, or download one or more of the following sections:

- Highlights
- Chairman and CEO Message
- Management Committee
- Board of Directors
- Traffic Summary
- Year in Review
- Financial Results
- Port Team
- Contacts



During the month of January, the port's in-house communications writer researched and wrote all of the material for the report, meeting with port personnel in order to craft key messages for each section that were approved by the port CEO and department vice-presidents. Meanwhile, Camden produced the layout and managed the creative design.

The Communications team and Camden worked together to create a production schedule that would deliver the 2015 Annual Report well in advance of the Port of Montreal Annual Meeting held on May 13, 2016, where the print and electronic versions were unveiled.

5. Communications Outcomes and Evaluation

The 2015 Port of Montreal Annual Report succeeded in meeting the following objectives:

Objective:

Report on the previous year and provide pertinent messages and content in a unique, dynamic and visually appealing manner.

Result:

We presented results and key messages in four sections that demonstrate how the Port of Montreal:

- Plays a leading role in the economies of Quebec and Canada;
- Modernizes its equipment and facilities to increase its capacity and efficiency;
- Ships goods to and from every continent; and
- Strives for excellence with regard to environmental responsibility and its role as a responsible citizen and economic leader.

Objective:

Reduce paper consumption as part of our commitment to sustainability.

Result:

We printed only 80 English and 80 French copies of the Annual Report in 2015, down significantly from a total of 750 the previous year.

Objective:

Develop an electronic summary of the Annual Report.

Result:

The electronic summary was sent by email to a targeted mailing list of clients and partners, government officials, industry, business and community groups and leaders, and other key stakeholders. Recipients could consult this condensed version or download a PDF version of the Annual Report in its entirety or by section. The number

of visits to the microsite totalled 863 in the three-month period immediately following the annual meeting, surpassing our expectations.

Objective:

Provide a PDF version of the Annual Report.

Result:

The PDF version of the Annual Report is available on our website, which encourages people to visit other sections of our website in order to learn more about the port.

Reaction to the Annual Report has been very positive. In informal discussions, readers have told us that the Annual Report is dynamic, visually appealing and easy to read, and provides key messages and information on port developments, management decisions and financial performance in a clear and concise fashion.

The project is a digital turning point for the port. It clearly positions the port as a leader in sustainability and subtly shifts our audiences to an electronic rather than paper version of our Annual Report. It showcases the port as a modern entity that makes intelligent use of information technologies.

Another advantage of the electronic Annual Report is that readers can easily find out more about what is of interest to them simply by clicking on the 'more' information link that takes them to other sections of the website.

The 2015 Port of Montreal Annual Report clearly shows why the port was an economic, logistics, international and sustainable force in 2015.

The success of the electronic version has led us to decide that we will transition to an electronic-only Annual Report for 2016, accompanied by a small six-page handout containing key information about the year.

LINKS

The 2015 Port of Montreal Annual Report is available at:

http://www.port-montreal.com/files/PDF/publications/2016-05-05_RA2015-interactif-EN.pdf

The 2015 Port of Montreal Annual Report can be downloaded from the Port of Montreal website at:

<http://www.port-montreal.com/en/publications-en-about.html>

The 2015 Port of Montreal Annual Report electronic summary is available at:

<http://www.port-montreal.com/apm-one-pager/en/>