

The Montréal Advantage for the Defence, Security & Resilience Bank

A host city at the crossroads of finance,
defence and international relations,
enabling rapid ramp-up and scale-up



Executive summary

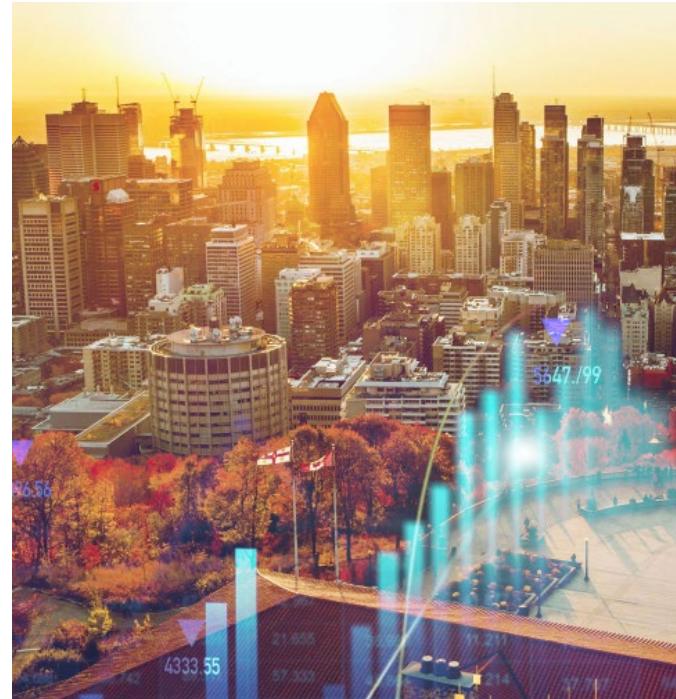


The Defence, Security & Resilience Bank (DSR Bank) ►

The DSR Bank is a new multilateral institution financing defence, security, and resilience projects for NATO members and allies. The choice of host city is critical for speed, credibility, and market access.

Montréal's strategic advantage ►

Located at the crossroads of Europe, North America, and NATO's Indo-Pacific allies, Montréal offers a balanced transatlantic perspective and direct access to Canada's capital. As Canada's UN city and host to NATO Climate Change & Security Centre of Excellence, Montréal provides global and reliable networks. Its sophisticated financial ecosystem, skilled multilingual workforce, and expertise in finance, AI, defence, and aerospace provide an ideal environment to carry out the DSR Bank's mission. With direct flights to 150+ destinations and competitive costs, along with a strong local mobilization, Montréal is the prime location for impact and influence.



The clear Canadian choice ►

Montréal matches Toronto in connectivity and governance simplicity, but stands out with a unique multilateral edge, a broader cross-sector ecosystem and comprehensive direct support for the DSR Bank's launch and growth, minimizing execution risk and ensuring rapid, straightforward expansion from day one.



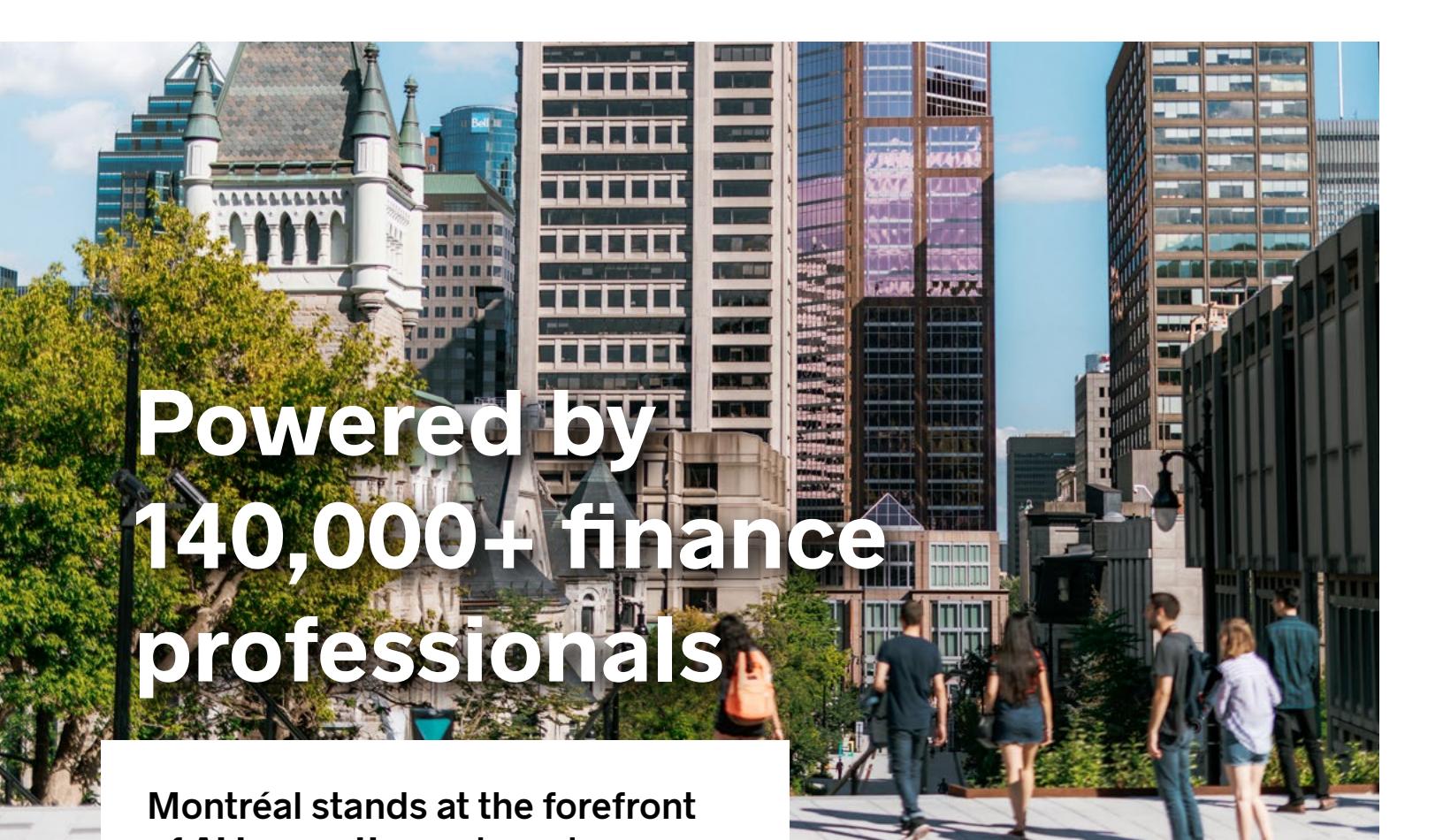
Our financial sector: built for growth and ready to move!

Here, leading institutions stand by your side to make things happen:

- Swift ramp-up with trusted partners
- Immediate capital mobilization
- Scalable market access

Montréal hosts major financial institutions, such as BDC, La Caisse, Desjardins or National Bank, key players in domestic and international development financing.

Beyond these flagship players, Montréal's broader financial sector forms a bank-ready ecosystem: structuring and distributing bond issuances, mobilizing institutional capital, supporting co-financing and risk-sharing mechanisms from day one.



Powered by 140,000+ finance professionals

Montréal stands at the forefront of AI innovation, advancing early-warning systems for systemic risk, enhancing portfolio-risk monitoring, and strengthening financial-sector resilience.

The city also stands out as an engaged and innovative financial centre:



Financial institutions and banks



Pension funds and asset managers



Insurance companies



A recognized centre of expertise in derivatives and market-risk management.



Montréal is powered by a collaborative sustainable-finance ecosystem, including the International Sustainability Standards Board (ISSB), and driven by an early-adopter mindset aligned with resilience-focused issuance.



Canada's best ecosystem mix for the DSR Bank

Montréal leads with the most powerful mix of high-value industries:



Aerospace drives defence

Among the world's top 3 aerospace hubs, where we can build an aircraft end to end.



AI transforms finance

Home to the world's largest concentration of deep-learning academic researchers.



Innovation connects it all

Canada's leading centre for university research funding and cross-sector collaboration.

This leadership anchors Canada's **defence and security strength**, powered by Québec's unmatched performance across the sector.

► **46%**

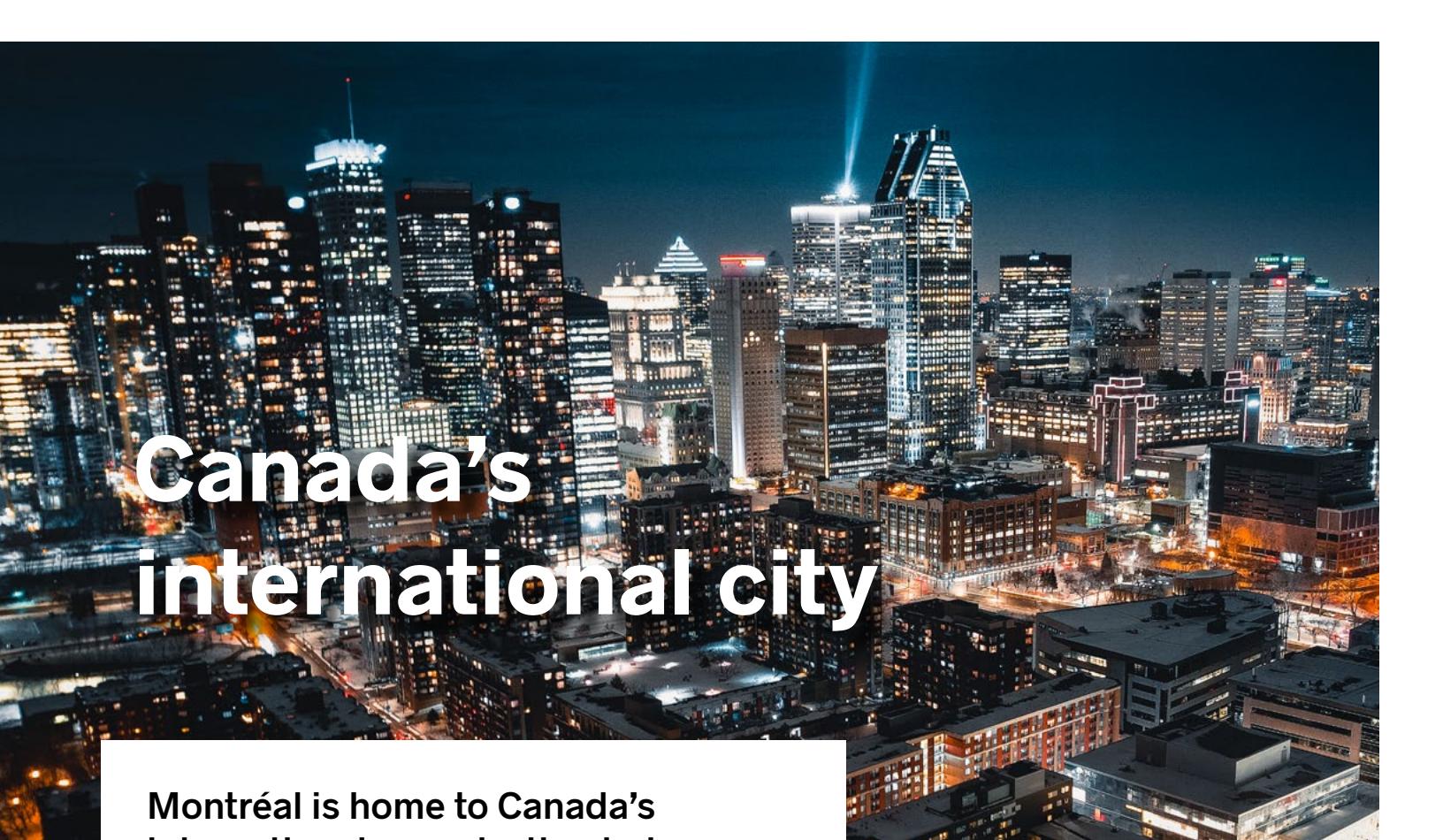
of federal aerospace and defence contracts awarded to Québec-based companies (2015-2021)

► **33%**

of national exports

► **24%**

of Canadian jobs



Canada's international city

Montréal is home to Canada's international organization hub, with over 90% of multilateral organization jobs and the strongest UN presence in the country. Here, global voices come together to shape decisions and advance cooperation on the world's most pressing challenges.

- ▶ **6** United Nations offices and Canada's UN City home to diplomatic missions
- ▶ **68** international organizations
- ▶ **3rd** largest hub for international organizations in the Americas

Thanks to the support from all three levels of government, Montréal brings proven expertise in welcoming multilateral organizations and accelerating their growth from ramp-up to scale-up.

Québec's Hospitality Policy for International Organizations offers significant benefits, including privileges in the application of the Charter of French Language, tax exemptions and more.



Host of NATO Climate Change and Security

Located in Montréal, the Centre is the only NATO-accredited centre in Canada and provides strategic risk analysis to guide resilience, infrastructure, and security investments for the DSR Bank.

It plays a key role by:



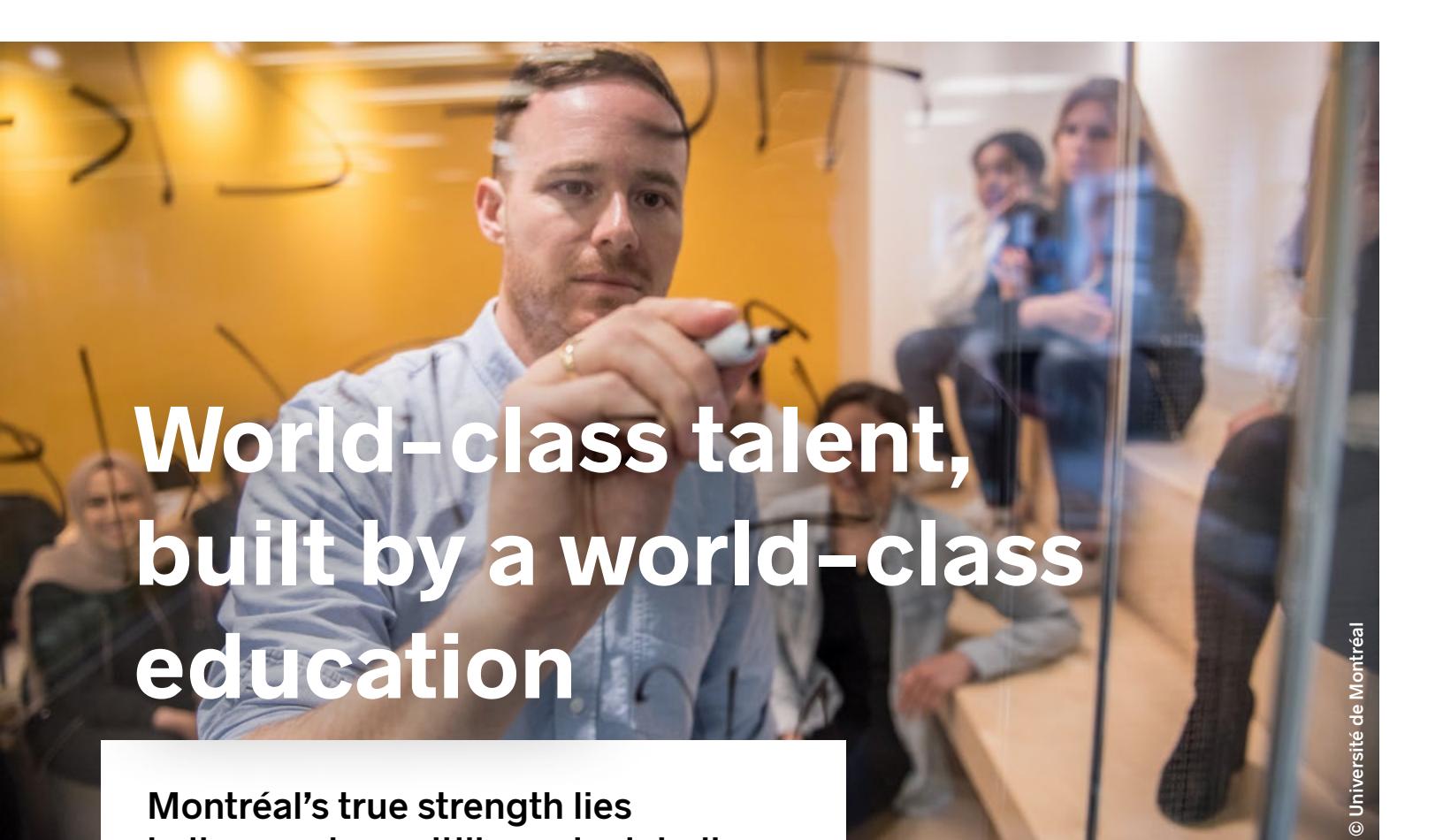
▶ Strengthening NATO's ability to anticipate and prioritize security risks requiring large-scale financial mobilization.



▶ Fostering collaboration with governments, NGOs, academia, and industry to turn analysis into action.



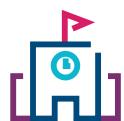
▶ Implementing NATO Climate Change & Security Action Plan and supporting readiness and defence.



World-class talent, built by a world-class education

Montréal's true strength lies in its people: multilingual, globally minded, and ready to drive security and resilience worldwide.

This is a city powered by talent and knowledge:



15 universities
and higher education
institutions



450+ research
organisms in
cutting-edge areas

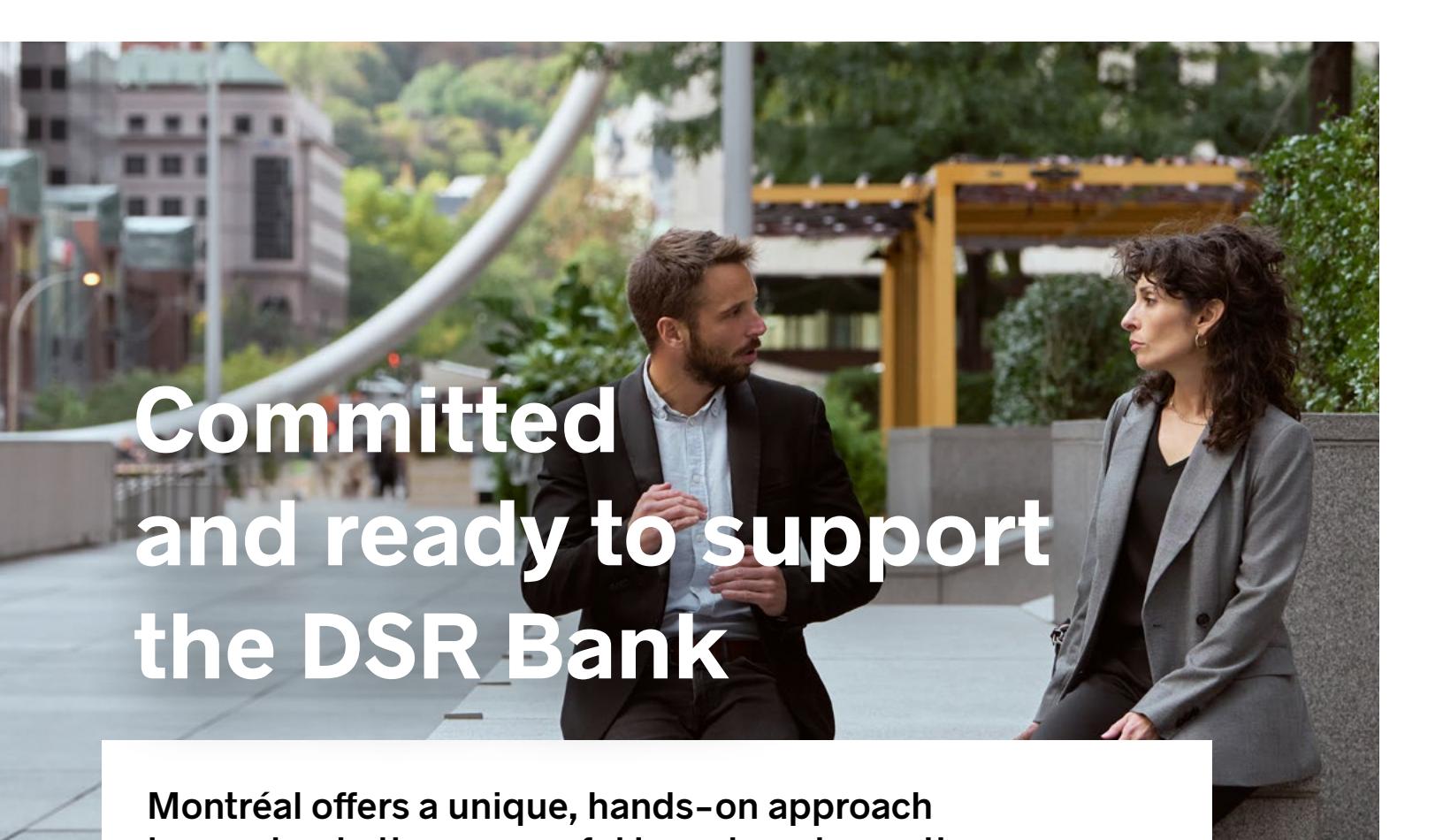


75% of Canada's
aerospace R&D

Montréal is ready to bring its research expertise and advanced capabilities to support shared strategic goals. Backed by a deep-rooted culture of collaboration across its universities, the city stands out as a true breeding ground for collective innovation. With over 500,000 students ready to join Québec's workforce, Montréal is uniquely positioned to supply the DSR Bank with the talent it needs.

And equally important, Montréal offers an environment where your team can feel at home, inside AND outside the office, with advantageous, sustainable long-term costs.





Committed and ready to support the DSR Bank

Montréal offers a unique, hands-on approach to accelerate the successful launch and growth of the Defence, Security & Resilience Bank.



Ecosystem support

Full backing from Montréal's financial, academic, and business communities.



Operational support

Direct, tailored assistance from Montréal International and partners at every stage. Seamless ramp-up from first setup to full-scale operations.



Access to top talent through secondments

Privileged access to leading professionals in finance, IT, and key industrial sectors. Rapid onboarding, effective knowledge transfer, immediate expertise.



Preferential rates for key services

Advantageous rates from Montréal's top law and accounting firms to streamline setup and accelerate operational readiness.

A unified leadership commitment from Québec and Montréal

Québec stands at a rare crossroads where finance, defence, and international relations converge. By integrating the defence industry into our strategic economic vision, our government is demonstrating a clear and sustained commitment to this vital sector. Montréal, home to six United Nations offices and a world-class financial ecosystem, further strengthens this position. With its concentration of global expertise and innovation, the city is exceptionally well placed to provide the DSR Bank with the depth of knowledge and support it needs to thrive.



François Legault
Premier of Québec



Montréal is uniquely positioned to host the Defence, Security & Resilience Bank. As the third-largest hub for international organizations in the Americas, the city boasts a dynamic financial sector, a world-renowned artificial intelligence ecosystem, and a leading aerospace industry. This powerful combination of expertise supported by a pool of highly qualified talents makes Montréal an exceptional destination for international and multilateral organizations like the DSR Bank.



Soraya Martinez Ferrada
Mayor of the City of Montréal and President of the Communauté métropolitaine de Montréal



Montréal's relationship with international organizations dates back to the end of the Second World War and the dawn of modern civil aviation. That legacy has only strengthened over time. Today, the city hosts 68 international organizations, working alongside a robust financial industry and other key sectors for the DSR Bank's activities. Montréal offers a stable, internationally connected environment rooted in a dynamic and thriving economy.



Jean-Yves Duclos
Québec Caucus Chair,
Liberal Party of Canada



Montréal brings it all together.

All in one place. Ready to enhance international resilience.



Montréal International is supported by



Montréal International