

# Building North American Competitiveness

## TRADE WORKS



**27%** of the world's GDP  
with only **7%** of the world's population

## WE MAKE THINGS TOGETHER

On average, Canadian goods sold to the U.S. contain **25% U.S. content**



## WE DO BUSINESS TOGETHER

Canadian companies have invested **\$309 billion** in the U.S.

Total foreign investment among Canada, the U.S. & Mexico is **\$662 billion**



## Esterline

*Helping North America out-compete the world*



Esterline specializes in the manufacturing of avionics and controls, sensors and systems, and other advanced materials for the aerospace and defense industries. What began as a small technology company based in Bellevue, Washington has grown into a major aviation and defense supplier with annual revenues of nearly \$2 billion.

Esterline has been able to supply its specialty niche market internationally with help from its North American supply chain, in particular its Canadian subsidiary, CMC Electronics, which it acquired in 2007. CMC is one of Canada's foremost exporters of advanced electronics systems, producing cockpit systems integration, navigation systems, and visual displays. Esterline's integrated North American value chain supports the shipping and use of CMC's cockpit systems integration in aircraft like the Boeing 787 Dreamliner. Additionally, more than 100 Boeing 747 aircraft have been modernized with CMC's cockpit retrofit solutions for international airlines and cargo operators.

Esterline has benefitted from North American military aircraft production. Lockheed Martin's F-35 Lightning II incorporates components from many Canadian companies — including Esterline — as part of the \$398 billion Joint Strike Fighter program that is projected to produce more than 3,100 jets in coming years. CMC produces the optical transceiver for Harris Corporation that is used in up to 57 different areas of the F-35. CMC's Québec location provides the Laser Range Receiver module used in the jet's Electro Optical Targeting System.

Esterline's North American expansion has helped it to become a leader in the manufacture and design of high-tech aerospace and defense products.

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## ESTERLINE MEANS JOBS

Esterline employs over 7,800 people worldwide

*February 2015. This story of North American integration is based on publicly available information. Unless otherwise mentioned, all trade figures are in U.S. dollars.*

