



**BOMBARDIER:
MORE THAN 20 YEARS
IN MEXICO**



2014

BOMBARDIER
the evolution of mobility

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OUR PROMISE

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The evolution of mobility is about
creating better ways to move the world.

Transforming how millions
of people get around every day,
by train and by plane.

We take the lead and we deliver.
We're mobilizing the future in more
than 60 different countries.

Investing in communities around
the globe to make new ground.

After all, the evolution of mobility is all about what's next.

All amounts are in U.S. dollars unless otherwise indicated.

All employee counts are as at December 31, 2013.

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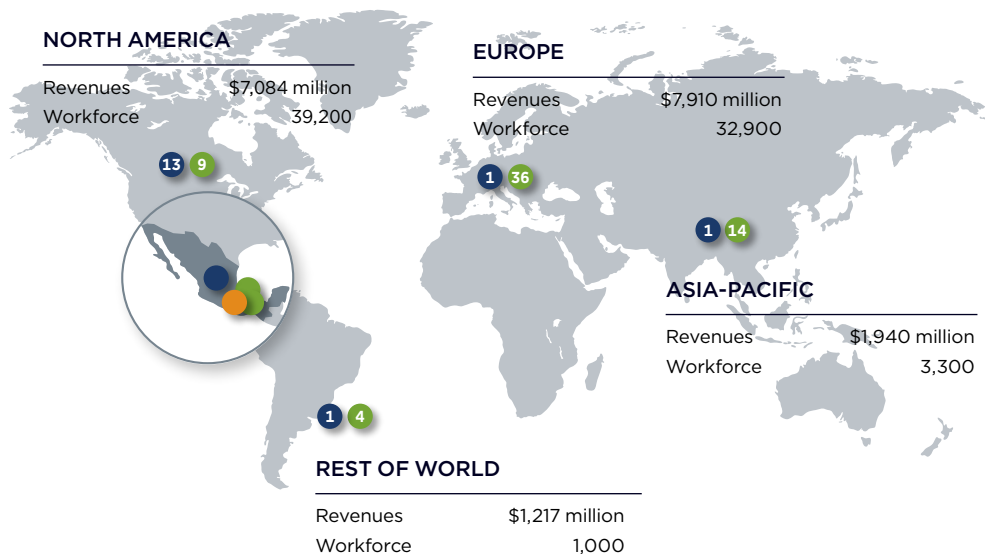
Cover photos:

Top: *Learjet 85* business jet, partly manufactured in Mexico.

Bottom: *INNOVIA 200* Advanced Rapid Transit system, manufactured in Mexico
for Kuala Lumpur, Malaysia.

BOMBARDIER: FROM LOCAL ENTREPRENEUR TO GLOBAL LEADER

(as at December 31, 2013, in U.S. dollars)



1942 Joseph-Armand Bombardier founded L'Auto-Neige Bombardier, which commercialized, in 1959, the first snowmobile — the legendary Ski-Doo¹— creating a brand new industry. This was just the beginning.

2014 We employ 76,400 highly skilled workers on five continents, with 79 production and engineering sites in 27 countries and a worldwide network of service and support centres. Today, Bombardier is a global leader in rail technology and the world's third largest civil aircraft manufacturer. With global headquarters in Montréal, Canada, we generated revenues of \$18.2 billion in the fiscal year ended December 31, 2013.

¹ The recreational products business became an independent entity in December 2003.

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BUILT WITH MEXICAN EXPERTISE

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1981 Bombardier lands its first contract on the Mexican market with an order for 180 metro cars for Mexico City.

1992 Bombardier Transportation affirms its presence in the Mexican passenger rail market with the acquisition of Constructora Nacional de Carros de Ferrocarril (Concarril) and the opening of its first production facility in Ciudad Sahagún, Hidalgo. The Sahagún site wins its first contract to supply trains to Metro de Monterrey (Metrorrey) and Sistema de Tren Electrico Urbano de Guadalajara (SITEUR).

1993-1998 Amongst other commercial successes during this period, Bombardier signs in 1995 major contracts with Mexico City's Sistema de Transporte Colectivo (STC) for the supply of metro cars and with Servicio de Transportes Eléctricos (STE) of the Federal District of Mexico to provide light rail vehicles. In 1997, Bombardier's facility in Sahagún begins manufacturing diesel-electric locomotives. To date, more than 1,500 have been assembled at this site.

2000-2008 The Sahagún site's importance in North America is further consolidated with contracts to supply major components and vehicles for projects in New York, Kuala Lumpur and Vancouver.

2005 Bombardier Aerospace announces the establishment of a world-class manufacturing facility in Querétaro, supported by a \$200 million investment.

2006 Bombardier Aerospace's temporary facility, located in El Marqués Industrial Park, begins operations.

2008 Bombardier announces a \$250 million investment to perform the sub-assembly systems installation, as well as the manufacture of the carbon composite structure, electrical harness and wing assembly, for the *Learjet 85* aircraft at its Querétaro facilities.

2009 Bombardier Transportation inaugurates a new facility specialized in the manufacture of electrical harnesses in Huehuetoca, State of Mexico.

2011 Bombardier Aerospace announces a \$50 million investment to support the manufacturing of the aft fuselage of its new *Global 7000* and *Global 8000* business jets in Querétaro.

2012 Bombardier Transportation celebrates 20 years of quality manufacturing and leadership in passenger rail transportation in Mexico and wins a contract with STE to design, manufacture and put into service light rail vehicles for Mexico City.

2013 Bombardier Transportation begins manufacture of light rail vehicles for STE.



LIGHT RAIL VEHICLE
FOR STE, MEXICO CITY



LEARJET 85 BUSINESS JET

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BOMBARDIER TRANSPORTATION IN MEXICO

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DIESEL-ELECTRIC LOCOMOTIVE
ASSEMBLED FOR PROGRESS RAIL SERVICES



With a presence in Mexico for over twenty years, Bombardier Transportation has become the most important supplier of passenger rail transportation equipment in the Mexican market, with almost 70% of the rolling stock and transportation systems in operation today in Mexico manufactured at its local facilities.

The main manufacturing site is located in Ciudad Sahagún, Hidalgo, 90 kilometres from Mexico City. This facility specializes in the manufacture and product introduction of passenger rail vehicles, as well as after-market maintenance and customer service. Bombardier also operates another manufacturing site in Hidalgo, and a plant in Huehuetoca, State of Mexico, that specializes in electrical harnesses. Our total skilled workforce for our rail transportation group is of 1,800 employees.



WELDER AT THE SAHAGÚN SITE



NM-02 METRO CAR, MEXICO CITY

Over the years, Bombardier Transportation sites in Mexico have played an important role in the company's integrated manufacturing system by producing metro cars, light rail vehicles, regional trains and locomotives, as well as minor and major sub-assemblies for projects throughout North America.

Bombardier is the only rail manufacturer in Mexico to operate an advanced facility with integrated engineering and manufacturing capabilities. Quality-driven management and state-of-the-art equipment help offer products and services that attain the highest quality standards. The Sahagún site has obtained many international certifications, including ISO 9001:2008 (Quality Management System), ISO 14001:2004 (Environmental System), OHSAS 18001:2007 (Health & Safety System). It has also been recognized as having one of the best welding schools in the country, from which more than 10,000 welders have been qualified over the years.

As a leader in rail technology, Bombardier Transportation helps shape the future of mobility worldwide. Its commitment to the Mexican market is ever increasing, as demonstrated over the last few years with millions of dollars invested in equipment, site upgrades and training at its Mexico facilities.

Bombardier Transportation in Mexico is determined to be an active and responsible corporate citizen in the communities where it is located. Together with the Government of the State of Hidalgo it has participated in the BECATE program to help train welders, buyers and designers with the objective of integrating workers into Bombardier's specialized manufacturing processes.

BOMBARDIER TRANSPORTATION'S MARKET SHARE IN MEXICO

- 61% of metro cars in operation in Mexico City (STC)
- 100% of the Electric Transport light rail vehicles fleet in Mexico City (STE)
- 74% of the Urban Transit System fleet in Monterrey (Metrorrey)
- 100% of the light rail vehicle fleet in Guadalajara (SITEUR)

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BOMBARDIER AEROSPACE IN MEXICO

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EMPLOYEES AT BOMBARDIER AEROSPACE'S MANUFACTURING FACILITY IN QUERÉTARO, MEXICO

Bombardier Aerospace's manufacturing operations in Querétaro were established in 2006 and complement the company's other existing manufacturing sites. Operations in Mexico, which currently count more than 1,800 employees, allow Bombardier to develop a manufacturing capacity that lessens its reliance on third parties for structural aircraft components and greatly contributes to the reduction of operating costs and increased profitability.

In addition to main harnesses and electrical sub-assemblies for *Bombardier* business and commercial aircraft, operations at the Mexico site include the manufacturing of structural aircraft components, such as the aft fuselage for the renowned *Global* business jet family, the flight control work package (rudder, elevator and horizontal stabilizer) for the *Q400 NextGen* turboprop, the *Challenger 605* aircraft, and rudder for the *CRJ700/900/1000 NextGen*.

Manufacturing of the composite structure, electrical harnesses and wing assembly for the all new, state-of-the-art *Learjet 85* business jet, as well as sub-assembly systems installation, is also carried out in Mexico. Construction of the 18,581-m² (200,000-ft²) *Learjet 85* aircraft facility began in September 2009 and the site was inaugurated on October 21, 2010.



GLOBAL 6000 BUSINESS JET

The State of Querétaro, located North of Mexico City, offers quality industrial and educational infrastructures, a skilled population, dynamic economic development policies and a modern airport, providing Bombardier Aerospace and members of the Mexican aerospace cluster with excellent potential for growth and synergies. Bombardier Aerospace is developing a local supplier base in support of its Mexican operations and other facilities.

To date, Bombardier Aerospace has announced a total investment of \$500 million in its Querétaro operations.



EMPLOYEES,
QUERÉTARO FACILITY



Q400 NEXTGEN TURBOPROP

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CORPORATE SOCIAL RESPONSIBILITY

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Corporate Social Responsibility (CSR) is a fundamental part of how we think about our business, how we conduct our business, and how we identify growth opportunities for our business.

OUR CSR MISSION

As the world's only manufacturer of both planes and trains, we provide the transportation solutions of tomorrow that drive value by addressing mobility needs, while respecting planet and people. By conducting our business in collaboration with and to the benefit of our stakeholders, we create the conditions for engaged talent, constant innovation, and eco-efficient products and services that shape The Evolution of Mobility. This is how we move forward, responsibly.

OUR COMMUNITY INVOLVEMENT IN MEXICO

In Mexico, Bombardier supports the Sierra Gorda World Biosphere Reserve, among other projects, as part of its commitment to the community where it operates and to create awareness about the importance of protecting this unique natural reserve in Querétaro and Hidalgo. Bombardier has also established partnerships with leading Mexican universities.

For more information on how we're shaping the future of mobility, responsibly around the world, visit our online CSR report at csr.bombardier.com.



SOLID RESIDUES CLEANUP CAMPAIGN
SIERRA GORDA REGION



SOIL REGENERATION AT PINAL DE AMOLES
SIERRA GORDA REGION

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RECOGNITION

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Listed in the Dow Jones Sustainability World and the Dow Jones Sustainability North America Indices, benchmark indicators of sustainability, for the seventh consecutive year and named Industry Leader within the Aerospace and Defense industry for the second time.

RobecoSAM Industry Leader and Gold Class Sustainability Award, 2014

Achieved a position of leadership with regard to the quality of climate change data submitted to the global marketplace through CDP, the world's only global environmental disclosure system.

CDP Canada 200 Climate Disclosure Leadership Index
Industrials leader, 2013

Listed among the top 25 of the Global 100 Most Sustainable Corporations in the World, listing as the top ranking company in the Aerospace and Defense industry, among the top three Capital Goods companies, and the second highest ranking Canadian company.

2014 Global 100 index

Bombardier, Challenger, Challenger 605, CRJ, CRJ700, CRJ900, CRJ1000, Global, Global 6000, Global 7000, Global 8000, INNOVIA, Learjet, Learjet 85, NextGen, Q400 and The Evolution of Mobility are trademarks of Bombardier Inc. or its subsidiaries.

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