BOMBARDIER:
AN ALLY COMMITTED
WITH MEXICO
AND ITS MOBILITY

Learn more about our worldwide activities at BOMBARDIER.COM

BOMBARDIER
the evolution of mobility
OUR PROMISE

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 brake new ground. After all, the evolution of mobility is all about what’s next.
1942
Joseph-Armand Bombardier founded L’Auto-Neige Bombardier, which commercialized, in 1959, the first snowmobile — the legendary Ski-Doo — creating a brand new industry. This was just the beginning.

2014
We employ 74,000 highly skilled workers on five continents, with 80 production and engineering sites in 28 countries and a worldwide network of service and support centres. Bombardier is the world’s leading manufacturer of both planes and trains. Looking far ahead while delivering today, Bombardier is evolving mobility worldwide by answering the call for more efficient, sustainable and enjoyable transportation everywhere. Our vehicles, services and, most of all, our employees are what make us a global leader in transportation.

1 The recreational products business became an independent entity in December 2003.
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 Electricos (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 2,000 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.
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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<tbody>
<tr>
<td>2006</td>
<td>Bombardier Aerospace’s temporary facility, located in El Marqués Industrial Park, begins operations.</td>
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<td>2008</td>
<td>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.</td>
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<td>2009</td>
<td>Bombardier Transportation inaugurates a new facility specialized in the manufacture of electrical harnesses in Huehuetoca, State of Mexico.</td>
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<td>2011</td>
<td>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.</td>
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<td>2012</td>
<td>Bombardier Transportation celebrates 20 years of quality manufacturing and leadership in passenger rail transportation in Mexico and wins a contract with STE-DF to design, manufacture and put into service light rail vehicles for Mexico City.</td>
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<td>2013</td>
<td>Bombardier Transportation begins manufacture of four light rail vehicles for STE-DF.</td>
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<td>2014</td>
<td>Bombardier Transportation delivers LRVs to STE-DF and assembles locomotive number 2,000.</td>
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<td>2015</td>
<td>Official entry into service of the four new LRVs for STE-DF. Bombardier Transportation wins an order from the Electric Urban Train System of Guadalajara (SITEUR) to supply 12 Light Rail Vehicles.</td>
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<td>2016</td>
<td>Bombardier Transportation begins manufacture of light rail vehicles for SITEUR.</td>
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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 km from Mexico City, and is one of the largest in Bombardier’s worldwide network. It specializes in the manufacture and product introduction of passenger rail vehicles, as well as after-market maintenance and customer service. In fact, Bombardier is the only rail manufacturer in Mexico to operate an advanced facility with integrated engineering and manufacturing capabilities.

Bombardier also operates another manufacturing site in Hidalgo, and a plant in Huehuetoca, State of Mexico, that is a center of excellence in electrical harnesses. Our total skilled workforce for our rail transportation group is of around 1,500 employees.

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), and OHSAS 18001:2007 (Health & Safety System). It has also been recognized as having one of the best welding schools in the country with American Welding Society certifications, from which more than 10,000 welders have been qualified over the years. Besides, it has broken several production records, i.e. it has manufactured heavy freight locomotives at a rhythm of 2.5 units per day.
SAHAGUN’S SITE CAPABILITIES

• Welding and minor assembly workshops
• Electric assembly
• Metallic lines
• Painting cabins
• Metro cars’ design, manufacture and services
• Design, manufacture and service for LRV
• Final assembly of freight locomotives
• Static testing facility
• Dynamic testing for metros (1500 feet) and for locomotives (4000 feet)
• Welding school for carbon steel and aluminum

Over the years, Bombardier Transportation sites in Mexico have played an important role in the company’s integrated manufacturing system by producing locomotives, metro cars, light rail vehicles, multi-level and bi-level trains, as well as minor and major sub-assemblies for projects throughout North America, including locomotives for the U.S., market and metro cars for Chicago, New York and San Francisco. They have had an important contribution in the production of metros for Kuala Lumpur, Malaysia.

Bombardier Transportation in Mexico is determined to be an active and responsible corporate citizen in the communities where it operates. Together with the Government of the State of Hidalgo it has helped 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-DF)
• 74% of the Urban Transit System fleet operating in Monterrey (Metrorrey)
• 100% of the light rail vehicle fleet operating in Guadalajara (SITEUR)

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.

As Bombardier grows, the company looks for opportunities outside its traditional markets of Western Europe, the United States or Canada to increase the activities in emerging and dynamic countries. In this sense, Bombardier has decided that facilities in Mexico would be the main exporting platform of passenger rail vehicles to Latin America, particularly to the countries of the Pacific Alliance.
Bombardier’s aerospace 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 1,500 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.

The operations at the Mexico’s site include the manufacture of the aft fuselage of the Global family of business aircraft (5000, 6000, 7000 and 8000), the forward fuselage and doors of the CSeries aircraft family, and the harnesses and main electric sub-assemblies for Bombardier executive and commercial aircrafts.

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 and other members of the Mexican aerospace cluster with excellent potential for growth and synergies. Bombardier’s aerospace segments is developing a local supplier base in support of their Mexican operations and other facilities. To date, they have announced a total investment of $500 million in their Querétaro operations.
Sustainability 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 SUSTAINABILITY 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. Bombardier invests in the community of Querétaro through the Causa Querétaro Volunteering Committee and has also established partnerships with leading Mexican universities.

Bombardier works on volunteering projects focused on environmental education with the community of Sahagún, Hidalgo.

For more information on sustainability at Bombardier, visit our website at bombardier.com.
Listed on the Dow Jones Sustainability North America Index.

Listed among the Global 100 most sustainable corporations in the world.

2015 Global 100 index.

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