



# BOMBARDIER IN THE UNITED STATES



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 expressed in U.S. dollars unless otherwise indicated.

All employee counts are as at December 31, 2013.

Production and engineering site counts are as at December 31, 2013.

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Cover top photo: *Learjet 85* business jet

Cover bottom photo: 5000-series 'L' cars - Courtesy of the Chicago Transit Authority

Page 8 top photo: *Acela Express* - Courtesy of Amtrak - National Railroad Passenger Corporation

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# A GLOBAL LEADER

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CSERIES  
COMMERCIAL AIRCRAFT



ZEFIRO 380  
VERY HIGH SPEED TRAIN

Bombardier is a world leader in the design, manufacture and support of rail equipment and systems, and the world's third largest manufacturer of civil aircraft.

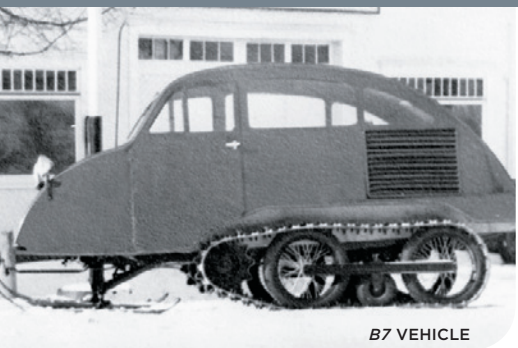
Annual revenues of **\$18.2 billion**  
(fiscal year ended December 31, 2013)

**76,400** employees on five continents

**79** production and engineering sites in  
**27** countries

**A worldwide network**  
of service and support centers

# BORN OF INNOVATION



B7 VEHICLE



1959 SKI-DOO SNOWMOBILE

The story begins with mechanic/inventor Joseph-Armand Bombardier, a small garage, and a dream to improve winter mobility in rural communities.

**1937** Joseph-Armand Bombardier's work revolutionizes travel over snow with the *B7* — the first tracked vehicle for public services such as ambulance, mail delivery, freight and school transportation.

**1942** Joseph-Armand Bombardier establishes a small company to develop his tracked-vehicle technology.

**1959** The fledgling company unveils the Ski-Doo<sup>®</sup>, the first personal snowmobile and the catalyst for new direction in recreational motor sports.

**1966** Son-in-law Laurent Beaudoin assumes leadership of the company. Over the next four decades, he establishes Bombardier as a world leader in recreational products<sup>1</sup>, rail transportation and aerospace.

**2008** Pierre Beaudoin, grandson of the founder, steps in as President and CEO, carrying on the legacy of innovation and entrepreneurial spirit.

**2014** Today, Bombardier stands as a global leader in passenger rail technology and the world's third largest manufacturer of civil aircraft.

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

# BUILT WITH U.S. EXPERTISE



SUBWAY CARS, NEW YORK CITY



LEARJET 45 XR BUSINESS JET

**1976** Bombardier enters the U.S. rail market. Following contracts in Chicago (1976) and New Jersey (1980), the company opens its first domestic rail production facility in anticipation of market demand.

**1982** A major contract with New York City for 825 subway cars positions Bombardier as the North American leader in rail transit.

**1986-87** Bombardier strengthens its rail expertise, acquiring Pullman Technology of Chicago as well as the assets and designs of Transit America of Philadelphia, the mass transit equipment division of the Budd Company.

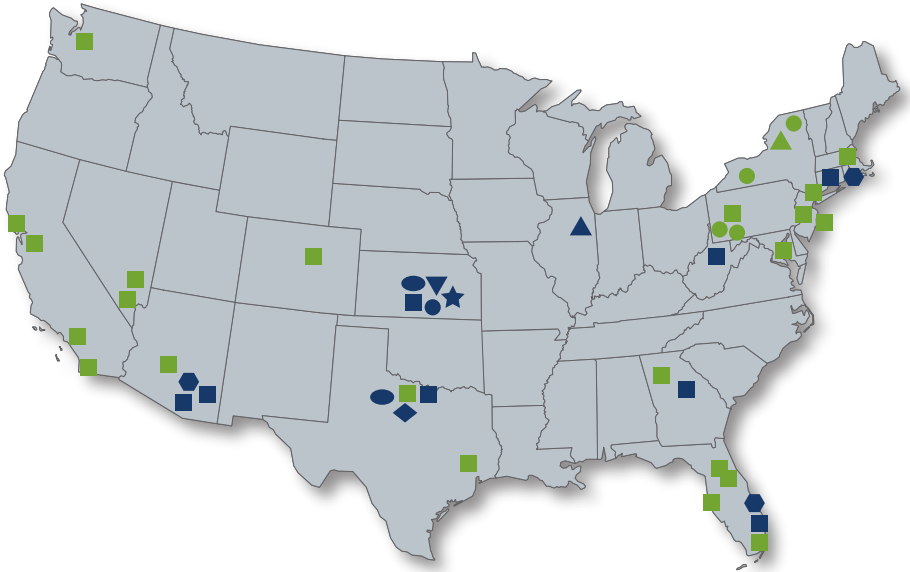
**1990** After diversifying into aircraft manufacturing in 1986, Bombardier acquires U.S. aviation icon Learjet Corporation and its facilities in Wichita, Kansas and Tucson, Arizona. The company invests millions and establishes *Learjet* as a cornerstone of its world-leading business aircraft operations.

**1995** Bombardier expands its business jet portfolio, launching the *Flexjet* fractional ownership program based outside Dallas, Texas<sup>1</sup>. The company opens a rail manufacturing facility in Plattsburgh, New York to enhance production capacity.

**2001** Bombardier becomes the world's largest supplier of rail solutions with the acquisition of Germany-based Adtranz. The transaction brings assets and technologies from Westinghouse Transportation Systems into Bombardier along with production facilities outside Pittsburgh, Pennsylvania.

1. Flexjet became an independent entity in December 2013.

# A DISTINCT U.S. PRESENCE



## AEROSPACE

- Manufacturing Site
- Aircraft Service Center
- ★ Business Unit Headquarters
- ◆ Business Aircraft Training Center
- ▲ Parts Distribution Center
- Component Repair and Overhaul Center
- ▼ Worldwide Flight Test Center
- ⬡ Regional Support Office

## RAIL TRANSPORTATION

- Manufacturing / Equipment Refurbishment Site
- Fleet Operations, Maintenance and Technical Support
- ▲ Parts Distribution Center



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# BROAD ECONOMIC IMPACT ACROSS THE U.S.

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More than **8,500 employees** across 18 states

**\$2.7 billion** in business for U.S. suppliers across 49 states (FY2013)

**\$3.5 billion** in export sales from U.S. activities (FY2009-FY2013)

**4** manufacturing sites

**30** service and support centers; **2** parts distribution centers;  
**2** component repair and overhaul facilities;  
and **1** equipment refurbishment center

Headquarters for **Learjet**, manufacturing business aircraft



# BOMBARDIER AEROSPACE IN THE UNITED STATES



CRJ900 NEXTGEN COMMERCIAL AIRCRAFT

Bombardier Aerospace designs and manufactures commercial aircraft:

- *Q-Series* turboprops
- *CRJ* Series regional jets
- *CSeries* commercial aircraft

It also offers three business aircraft product lines:

- *Learjet* light jets
- *Challenger* mid-size jets
- *Global* long-range jets

Bombardier builds its Learjet line of light business jets at facilities in Wichita, Kansas, where it employs approximately 3,000 people.

Bombardier's U.S. installed fleet includes approximately 1,270 *Q-Series* and *CRJ* Series aircraft in service with airlines and other operators, and more than 2,400 business jets. To this, add 115 specialized Bombardier aircraft currently operated by the U.S. government in a variety of special missions, including flight inspection, and search and rescue operations.







Q400 NEXTGEN TURBOPROP



GLOBAL 8000 BUSINESS JET

Six Bombardier amphibious aircraft are used in aerial firefighting efforts across the U.S. The United States Air Force also has four *Global* aircraft, each employed as a sophisticated high-altitude communications relay platform in the Battlefield Airborne Communications Node (BACN) Program. Among other functions and classified applications, the BACN system translates data between disparate battlefield communications systems.

Since 1989, Bombardier has launched 31 successful new aircraft programs, making it one of the world's most prolific generators of advanced aircraft technologies and products. That tradition continues today with five aircraft in development:

- the *CSeries* commercial aircraft family, which includes the *CS100* and *CS300* aircraft and is optimized for the 100- to 149-seat market;
- the *Learjet 85* business jet, the largest, fastest and longest range *Learjet* aircraft to date;
- the *Global 7000* and *Global 8000* business jets, which will deliver unprecedented levels of performance, flexibility and comfort.

U.S. technology and expertise play key roles in these next-generation products.



CHALLENGER 605 BUSINESS JET



C SERIES COMMERCIAL AIRCRAFT

# BOMBARDIER TRANSPORTATION IN THE UNITED STATES



Bombardier Transportation provides rail equipment, systems and after-market services to transit and airport authorities across the U.S. It has a broad installed product base, including:

- 20 high speed trainsets for Amtrak's *Acela Express*® service – the first and only high speed trains in North America
- More than 1,800 subway cars in New York City
- More than 1,100 electric multiple units serving New York and Connecticut
- More than 400 aluminum *BiLevel* commuter coaches operating in 11 metropolitan regions
- Fully automated transit systems in 18 U.S. cities
- A driverless monorail system in the heart of Las Vegas
- Over 400 stainless-steel, MultiLevel commuter coaches in New Jersey
- Electric and dual-power locomotives with NJ TRANSIT
- A fleet of light rail vehicles in Minneapolis



U.S. rail car orders currently in production include:

- MultiLevel commuter coaches for Maryland
- 300 subway cars for New York City
- 714 rapid transit cars for Chicago
- 775 rail cars for San Francisco

Bombardier's rail business employs U.S. workers at production and services sites across 15 states. The company manufactures rail vehicles at its facility in Plattsburgh, New York. Two sites outside Pittsburgh, Pennsylvania produce rail products for both domestic and export markets including automated people movers, propulsion equipment, and mass transit rail control and radio communications solutions.



# BEYOND MANUFACTURING: A BROAD NETWORK FOR CUSTOMER SERVICES

With a presence in 18 states, Bombardier's comprehensive portfolio of services and support represents one of the fastest growing sectors of the corporation's business in the U.S.

## **BOMBARDIER AEROSPACE CUSTOMER SERVICES**

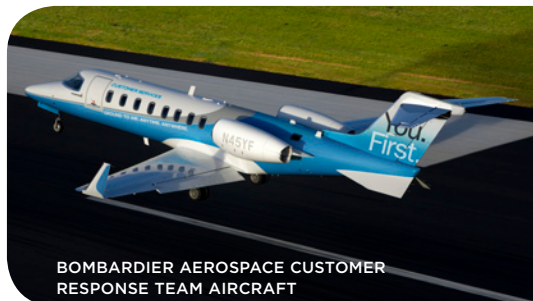
Aircraft Service Centers in Arizona, Connecticut, Georgia, Florida, Kansas, Texas and West Virginia provide maintenance for business and commercial aircraft. Bombardier also operates three regional support offices, a business aircraft training facility in Dallas, a global parts distribution center in Illinois, and component repair and overhaul centers in Texas and Kansas. The company's growing Customer Response Team, which includes a fleet of trucks, aircraft, airframe and power plant technicians and Field Service Representatives, travel nationwide to bring aircraft maintenance services to the customer wherever they are located.

## **BOMBARDIER TRANSPORTATION SERVICES**

Bombardier's comprehensive portfolio of rail services includes operations, maintenance, vehicle and component refurbishment, and material and technology solutions. The company operates, maintains and/or provides technical support to commuter rail systems in California, Florida, Maryland and Massachusetts; a light rail system in New Jersey; fully automated transit systems at 14 airports across the country; and the monorail system in Las Vegas. Bombardier's U.S. centers for refurbishment and for parts distribution are in New York State.



AUTOMATED PEOPLE MOVER MAINTENANCE  
AT DENVER INTERNATIONAL AIRPORT



BOMBARDIER AEROSPACE CUSTOMER  
RESPONSE TEAM AIRCRAFT



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# A COMMITMENT TO GROWTH IN THE U.S.

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More than **\$2.2 billion** invested in U.S. operations (2009-2013)

## Investing today: Wichita aircraft production facility

- \$600 million investment in facility and operations
- Expands production, flight test and engineering capabilities
- Supports production of new *Learjet 85* aircraft
- Global flight test center for all Bombardier platforms

## Investing today: Plattsburgh rail manufacturing facility

- Evolution from final assembly to full-vehicle production capability
- First full-vehicle rail car manufacturing facility in state of New York
- \$25 million expansion to increase capacity by 40%
- Fifth site investment since opening in 1995
- Capacity increase for projected market demand



# CORPORATE SOCIAL RESPONSIBILITY

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 THE U.S.

In 2013, Bombardier Aerospace's *Learjet* facility in Wichita strengthened its partnerships with key organizations that foster both education and aerospace, such as Wichita State University and the Kansas Aviation Museum.

Through the Millennial Trains Project (MTP), Bombardier Transportation sponsored 23 participants aged 18-34 on a 10-day cross-country project. Stopping in seven cities in August 2013, participants heard from local leaders and volunteered on projects benefiting local communities in the spirit of sustainability, entrepreneurship and social change.

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](http://csr.bombardier.com).



MTP PARTICIPANTS IN SAN FRANCISCO



MTP'S MOVING CLASSROOM



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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 Sustainability Award Industry Leader, 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, listed as the top ranking company in the Aerospace and Defense industry and among the top three Capital Goods companies.**  
*2014 Global 100 index*

*ALP, B7, BiLevel, Bombardier, Bombardier 415, Challenger, Challenger 300, Challenger 605, CRJ, CRJ900, CS100, CS300, CSeries, Flexjet, Flexjet 25, Global, Global 7000, Global 8000, INNOVIA, Learjet, Learjet 40, Learjet 60, Learjet 70, Learjet 75, Learjet 85, NextGen, PRIMOVE, Q400, Q-Series, The Evolution of Mobility, XR and ZEFIRO are trademarks of Bombardier Inc. or its subsidiaries.*

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the evolution of mobility