



**BOMBARDIER
IN CHINA:
A SUCCESSFUL
PARTNERSHIP**



2014

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 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.

All rights reserved. © March 2014, Bombardier Inc. or its subsidiaries.

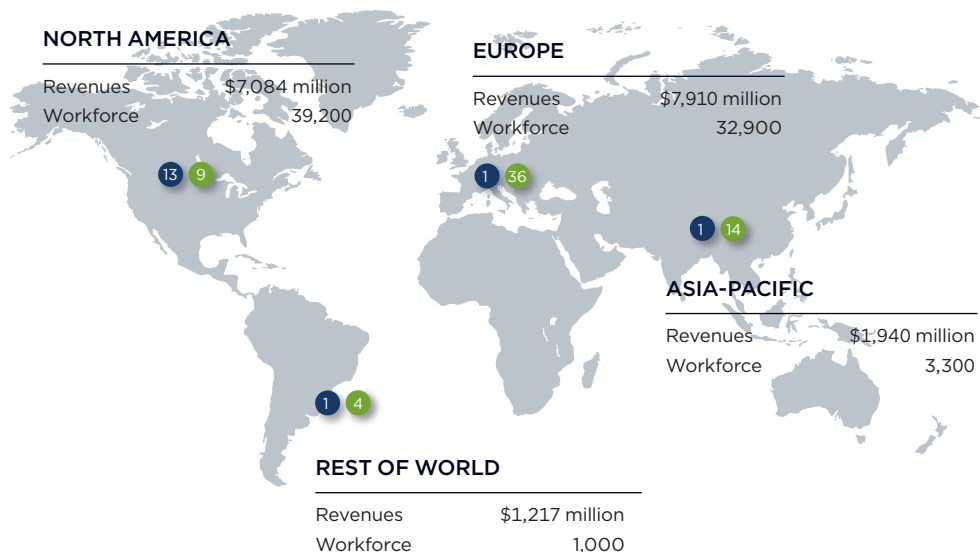
Cover photos

Top: *CSeries* commercial aircraft

Bottom: *ZEFIRO 380* very high speed train

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 Today Bombardier is a global leader in rail technology and the world's third largest civil aircraft manufacturer. 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. 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.

BOMBARDIER IN CHINA: A STRONG AND GROWING RELATIONSHIP

GLOBAL 7000 BUSINESS JET



Our relationship with China began more than 50 years ago. Today this partnership continues to grow stronger through ongoing investments in people, manufacturing facilities and advanced technology.

1954 It all started when Deutsche Waggonbau, which we later acquired, began supplying China with rail equipment, including freight cars and passenger coaches.

1980 Later, choosing Xian Aircraft Corporation to provide components for our CL-215 amphibious firefighting aircraft marked the beginning of our cooperation in aerospace.

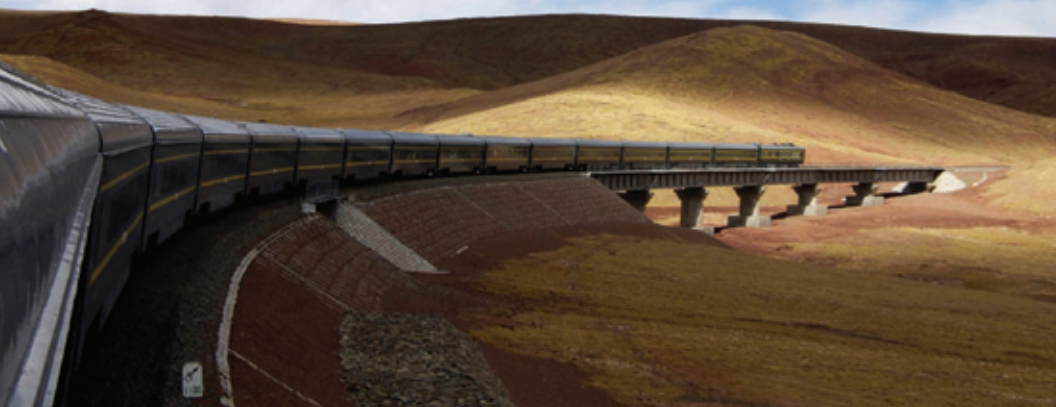
1997 We further strengthened our partnership by establishing three joint ventures in China to build advanced rail vehicles and equipment.

CL-215 AMPHIBIOUS AIRCRAFT



MOVIA METRO CARS FOR GUANGZHOU





2008 We also selected Shenyang Aircraft Corporation (SAC) to supply the centre fuselage on our game-changing *CSeries* commercial aircraft.

2014 More than 4,000 employees work at our four joint ventures and seven wholly foreign owned enterprises in China, as well as at our offices in Beijing, Shanghai, Guangzhou and Hong Kong.

In rail transportation, our long-standing presence in China has generated orders for over 5,000 rail cars and more than 560 electric locomotives to date.

In aerospace, we account for one third of the business jet fleet in China with over 100 aircraft. Six airlines operate 47 *Bombardier* commercial aircraft in Greater China.



CRJ700 COMMERCIAL AIRCRAFT



CSERIES COMMERCIAL AIRCRAFT

BOMBARDIER TRANSPORTATION IN CHINA



ZEFIRO 380 VERY HIGH SPEED TRAIN

Our Transportation group has long played a key role in developing China's urban mass transit and advanced rail networks. Today we are actively transferring our industry-leading technology and proven management expertise through our joint ventures and wholly foreign owned enterprises. We work with our Chinese partners to provide the country's major cities with state-of-the-art rail solutions and services, from metro cars to very high speed trains.

1997 To produce metro cars for China's largest urban centres, we established a joint venture, our first joint venture in China, Changchun Bombardier Railway Vehicles Co. Ltd. (CBRC).

1998 Our second joint venture in China, Bombardier Sifang (Qingdao) Transportation Ltd. (BST) established, we began designing and manufacturing railway passenger cars and rolling stock.

2003 A few years later, we created Bombardier CPC Propulsion System Co. Ltd. (BCP) to produce, market and maintain propulsion equipment for rail vehicles.

2012 Shentong Bombardier (Shanghai) Rail Transit Vehicle Maintenance Company Ltd. was established by Bombardier and Shanghai Shentong Metro Group Co., Ltd. This joint venture is focused on the repair and maintenance of urban mass transit vehicles in China, offering customers the services of daily maintenance, intermediate repairs, overhauls, refurbishment and technical consultation.

2009-2010

In September 2009, BST won a ground-breaking contract to supply the Chinese Ministry of Railways (MOR) with 80 380 km/h very high speed trains. In July 2010, BST further received an order for 40 additional 250 km/h high speed trainsets from MOR. These new trainsets will be part of one of the world's most advanced high speed rail networks.

Our *MOVIA* metro cars serve Shanghai, Shenzhen and Guangzhou. In December 2009, our success in this important market led to an order for 246 additional *MOVIA* cars for Shanghai's metro Line 12.

China also chose our driverless *INNOVIA* APM (Automated People Mover) system for the Beijing Capital International Airport as well as Guangzhou as China's first APM for urban mass transit.

Our *INTERFLO* 450 ERTMS Level 2 signalling system went into service in December 2009 on the record-breaking 1,000 km, 350 km/h Wuhan-Guangzhou dedicated passenger line. In 2010, two further lines, from Shanghai to Hangzhou and Shanghai to Nanjing, have also gone into commercial operation equipped with Bombardier technology.

2013

Bombardier Transportation and BCP respectively signed contracts with Nanjing CSR Puzhen Rail Transport Co., Ltd. to jointly provide 18 modern trams with 100% low floor for Suzhou, and 15 catenary-free modern trams with 100% low floor for Nanjing. Shentong Bombardier (Shanghai) Rail Transit Vehicle Maintenance Company Ltd. won two contracts for vehicle overhaul for 498 cars of Shanghai Metro Line 7 & 9. Also in 2013, Bombardier Transportation and BCP won bids to supply propulsion systems for up to a total of 1,000 metro cars in Changchun, Shenzhen, Foshan and Hefei.



MOVIA METRO CARS AT CHANGCHUN SITE



INTERCITY TRAINS AT BST FACILITY



BCP EMPLOYEE



INNOVIA APM FOR GUANGZHOU

BOMBARDIER AEROSPACE IN CHINA

CRJ900 REGIONAL AIRCRAFT



Q400 NEXTGEN TURBOPROP



Our involvement in China's aviation industry dates back to the 1970s and includes participation in industry and government initiatives to foster research and development collaboration between China and Canada. Today this relationship is a true partnership.

2006 Selecting Shenyang Aircraft Corporation (SAC) to supply main components for our Q400 turboprop marked a milestone in this partnership.

2007 So did establishing a long-term strategic alliance with China Aviation Industry Corporation in the five-abreast, 100- to 149-seat commercial aircraft market. We also began providing technical assistance for China's ARJ21 regional aircraft program.

2008 When we announced a collaborative agreement with China for the CSeries aircraft program, we became the first Original Equipment Manufacturer (OEM) to grant design authority on major supplied parts to China's aviation industry.

2013 Significant growth in our aerospace activities in China includes a steady expansion of our customer base and deliveries in recent years,

CRJ200 COMMERCIAL AIRCRAFT



GLOBAL 5000 BUSINESS JET



coupled with an increased focus on development and manufacturing opportunities. Our offices in Beijing, Hong Kong and Shanghai help us identify and build on these opportunities.

Additionally, we signed a second definitive agreement with the Commercial Aircraft Corporation of China Ltd (COMAC) covering program commonalities between the C919 and CSeries aircraft, which further reinforces the strategic long-term relationship between COMAC and Bombardier and demonstrates the complementary nature of the two aircraft programs.

Business Aircraft

All three of our business aircraft families—*Learjet*, *Challenger* and *Global*—are in service in China. Together, they account for one third of China's overall business jet fleet and over 100 aircraft.

Commercial Aircraft

Our commercial airline customers include Shandong Airlines, China Eastern Airlines, Shanghai Airlines, China Express Airlines, UNI Air and China United Airlines. These airlines operate 47 CRJ200, CRJ700 and CRJ900 NextGen commercial aircraft.

Customer Services

We put our customers first by providing local support through our Regional Support Offices in Shanghai for business and commercial aircraft customers and in Hong Kong for business aircraft customers, our parts depots in Beijing and Hong Kong, and our network of Authorized Service Facilities (ASF) in the region:

- Metrojet Limited (HKG), located in Hong Kong and providing support to business aircraft customers
- Shanghai Hawker Pacific Business Aircraft Service, located in Shanghai and providing support to business aircraft customers
- Execujet Haite Aviation Services China Co. Ltd. (TSN), located in Tianjin and providing support to business aircraft customers
- STAECO (TNA), located in Jinan and providing support to both business and commercial aircraft customers.

We are steadily increasing our customer support in strategic locations across China and signed a service agreement with Beijing Airlines to provide technical support at the Beijing Capital International Airport to all Bombardier business aircraft models based in the area.

We also have a strategic service agreement with Taikoo Spirit AeroSystems (Jinjiang) Composite Co. Ltd., Hong Kong Aircraft Engineering Company Limited (HAECO)'s composite facility, to offer repair capability on the Trent 700 inlet cowl.



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.

RECOGNITION

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

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

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.

BOMBARDIER TRANSPORTATION

Amir Levin
General Manager
Bombardier Sifang (Qingdao) Transportation Ltd.
Tel: +86 532 8780 5000
Fax: +86 532 8780 3805

Tomas Andersson
General Manager
Bombardier CPC Propulsion System Co., Ltd.
Tel: +86 519 8837 3095
Fax: +86 519 8837 3099

Stephen Barry
General Manager
Changchun Bombardier Railway Vehicles Company Ltd.
Tel: +86 431 8790 4600
Fax: +86 431 8790 4601

Alan Davison
General Manager
Shentong Bombardier (Shanghai) Rail Transit Vehicle
Maintenance Company Ltd.
Tel: +86 21 6127 5819
Fax: +86 21 63189188 ext. 95206

Marc Helms
General Manager
Bombardier Transportation Consulting (Shanghai)
Tel: +86 21 6105 4811
Fax: +86 21 6886 3208

Monika David
General Manager
Bombardier Transportation Equipment (Suzhou) Co., Ltd.
Tel: +86 512 6733 3298
Fax: +86 512 6733 3211

BOMBARDIER AEROSPACE

Albert Li
General Manager and Head of
Bombardier Aerospace China
Tel: +86 21 5172 8370
Fax: +86 21 5172 8301

Michael Han
Regional Vice President, Sales, China
Bombardier Business Aircraft
Tel: +86 10 8517 2268
Fax: +86 10 8517 2278

Andy Solem
Vice President, Sales, China and North Asia
Bombardier Commercial Aircraft



Jianwei Zhang

President, Bombardier China

Tel: +86 10 8517 2268

Fax: +86 10 8517 2278

cn.bombardier.com

Bombardier, Challenger, Challenger 350, CL-215, CRJ, CRJ200, CRJ700, CRJ900, CSeries, Global, Global 5000, Global 7000, INNOVIA, INTERFLO, Learjet, Learjet 85, MOVIA, NextGen, Q400, The Evolution of Mobility and ZEFIRO are trademarks of Bombardier or its subsidiaries.

Ski-Doo is a registered trademark of Bombardier Recreational Products Inc.

C919 is a registered trademark of Commercial Aircraft Corporation of China Ltd.

Reproduced with permission of Yahoo! Inc. ©2014 Yahoo! Inc. The Flickr logo is a registered trademark of Yahoo!

Learn more about our activities in China at
cn.bombardier.com



TWITTER

twitter.com/Bombardier

twitter.com/Bombardier_Aero

twitter.com/BombardierRail



FLICKR

[flickr.com/BombardierAerospace](https://www.flickr.com/photos/BombardierAerospace/)

[flickr.com/BombardierTransportation](https://www.flickr.com/photos/BombardierTransportation/)



YOUTUBE

[youtube.com/BombardierVideos](https://www.youtube.com/BombardierVideos)

[youtube.com/BombardierAerospace](https://www.youtube.com/BombardierAerospace)

[youtube.com/BombardierRail](https://www.youtube.com/BombardierRail)



FACEBOOK

[facebook.com/BombardierAero](https://www.facebook.com/BombardierAero)