The world is constantly on the move and so is Bombardier. Driving progress by staying one step ahead to shape how people get where they need to go, intelligently, safely and comfortably. Across cities, countries and continents, in the air and on the ground.

Accelerating towards a more eco-friendly future with the very high speed ZEFIRO train and public transit that’s smarter than ever. Looking above and beyond to the newest members of our Global and Learjet business jet families and the game-changing CSeries commercial aircraft. More technologically advanced, efficient, reliable and attuned to global needs and trends.

The Evolution of Mobility. It’s all about what’s next.
Our sector is the world of mobility and global trends point to its long-term demand and growth.

Swelling urban populations are fuelling the evolution of mobility. By 2025, the planet’s top 600 middleweight and mega cities will have two billion inhabitants and generate nearly 60% of the world’s gross domestic product. Investing in sustainable mobility is crucial to ensuring these urban centres’ quality of life, productivity and long-term competitiveness.

Creating better ways to move the world is imperative both on the ground and in the air. It’s the answer to urban congestion and sprawl, escalating oil and energy prices, environmental challenges, aging fleets and the universal need to connect people in cities, countries and continents worldwide.

**OUR UNIQUE DUAL FOCUS ON MOBILITY**
Within this growth sector, Bombardier is the only company in the world to hold leadership positions in both air and land transportation. This distinctive dual focus multiplies our opportunities to shape the evolution of mobility in carefully selected niches.

**AEROSPACE**
Over the next 10 years, industry forecasts show sustained growth in both our business and commercial aircraft markets. This means 5% to 8% annual delivery growth in business aircraft and 5% to 6% in commercial aircraft’s 20- to 149-seat category. With 28 aircraft programs launched since 1989, our Aerospace group continues to innovate as six new state-of-the-art aircraft programs prepare to take flight.

**RAIL TRANSPORTATION**
The development of urban and suburban centres worldwide will continue to drive the need for efficient public transportation. Ongoing investment in passenger rail transportation will support this long-term growth. Leading in numerous rail categories, our Transportation group delivers groundbreaking rail solutions that overcome crippling traffic, restore freedom of movement and help cities breathe.

The Evolution of Mobility—it’s our business and our promise.

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DELIVERING THE EVOLUTION OF MOBILITY

Formalizing our promise—the Evolution of Mobility—led us to fine-tune our strategic framework for delivering on this commitment. Three interrelated strategies supported by four competitive capabilities will drive our future growth.

AT BOMBARDIER, WE’RE SHAPING THE EVOLUTION OF MOBILITY BY...

...CREATING BETTER WAYS TO MOVE THE WORLD
INVEST IN LEADING MOBILITY SOLUTIONS

...CAPTURING GLOBAL GROWTH OPPORTUNITIES
GROW LOCAL ROOTS IN KEY MARKETS

...STRENGTHENING OUR CUSTOMER-FOCUSED EXCELLENCE
ACHIEVE FLAWLESS EXECUTION EVERY STEP OF THE WAY

OUR GROWTH STRATEGIES

OUR COMPETITIVE FOUNDATION

GREAT TALENT GLOBALLY
STRONG FINANCIAL DISCIPLINE
ACTIVE RISK MANAGEMENT
COMMITTED CORPORATE SOCIAL RESPONSIBILITY
Investing in the future separates the leaders and innovators from the followers and imitators. We’ve been successfully creating better ways to move the world since 1942. Decades of experience have sharpened our skills at assessing global trends and anticipating societal needs in mobility. At applying fresh thinking and inspired engineering to build market-astute planes and trains that launch and lead industry categories. Sophisticated solutions that are one step ahead in technology, functionality, reliability and trend-setting design.
CSeries
The game-changer with triple appeal
Our new CSeries commercial aircraft family offers triple appeal for operators, passengers and communities. It’s the world’s greenest and most cost-effective mainliner with exceptional widebody comfort. In addition to being four times quieter\(^1\), the CSeries delivers a 20% fuel burn advantage\(^1\), a 15% cash operating cost advantage\(^1\) and 20% fewer CO\(_2\) emissions\(^1\) than any in-production aircraft in its segment. That’s why the game-changing CSeries is attracting customers from around the world.

\(^1\) The CSeries aircraft are in the design phase. All data and specifications are estimates and subject to change. Performance estimates are based on a 500-nautical-mile North American operating environment.

TWINDEXX Express
High capacity, high speed
This state-of-the-art double-deck intercity train is set to ramp up capacity by as much as 60% for Swiss Federal Railways (SBB). Equipped with leading-edge tilt and optional steering technologies, the TWINDEXX Express enables trains to reach higher speeds in curves. The result is shorter journey times.

PRIMOVE technology
Taking e-mobility beyond rail
Our breakthrough PRIMOVE technology supplies today’s electric rail and road vehicles with safe, reliable and contactless power. Based on inductive power transfer, this wireless, catenary-free solution allows all components to be hidden under the vehicle and beneath the tracks or road. Electric vehicles operate above and below the ground with complete flexibility. No emissions, noise or overhead cables. Beautiful!

Learjet 85
Unprecedented innovation
From its breakthrough composite wings and fuselage to its super smart engine and exquisite interiors, the Learjet 85 aircraft is ingenuity from nose to tail. It redefines technology, performance and comfort in the midsize segment. Entering into service in 2013, it will fly faster and farther than any other Learjet business jet. The Learjet 85 aircraft is a legend in the making.
In business, if you’re not at the table, you’re not in the game. Given the growth in emerging markets, we’ve set clear priorities for international expansion. Building a strong local presence in the world’s rising economies is a must to capture opportunities, generate cost advantages and strengthen our global leadership and competitiveness. This multi-local approach leverages our scale, expertise, technologies and products to meet the sizeable transportation needs of billions of people in these regions.
**MEXICO AND MOROCCO**

Strategically positioned

Mexico and Morocco are strategically positioned emerging aerospace hubs. They’re also part of our local roots strategy. Today our expanding Querétaro site in Mexico participates in our Q400 NextGen, Learjet 85 and Global aircraft programs. Starting in 2013, a new Moroccan manufacturing facility will further diversify our international footprint, reduce our reliance on third-party suppliers and open the door to new markets.

**WORLDWIDE**

Our expanding services footprint at Aerospace

In five years, our global services network grew from 37 maintenance facilities in 17 countries to 65 sites in 27 countries today. We also have 10 parts depots on five continents. In 2011, we expanded our PartsExpress delivery service to the Middle East and areas of Asia and Africa while establishing operations in São Paulo and Hong Kong. This provides our customers with better access to parts, services and support worldwide.

**HORTOLÂNDIA, BRAZIL**

**INNOVIA** monorail

We’re also actively growing deeper roots in Brazil’s fast-paced rail market. That’s why we chose our Hortolândia manufacturing site to build the next-generation INNOVIA Monorail 300 cars for São Paulo’s metro extension. Local suppliers will deliver a substantial number of the driverless monorail components. The new Expresso Tiradentes line will cut commuting time in half for up to 400,000 passengers daily.

**SAVLI, INDIA**

Metro success in a growing market

As the first foreign company to invest in passenger rail manufacturing in India, today we’re helping the country meet the infrastructure needs of its bustling economy. Built in record time in 2008, our Savli manufacturing site produces high capacity MOVIA cars for the Delhi metro while fuelling the local economy and know-how. It’s also expanding our footprint, revenues and opportunities in this booming market.
Designing, building, operating and servicing aircraft and rail transportation solutions is a feat of great complexity and precision. We’re the best at it if our customers say we are. That’s why we systematically pursue customer-focused excellence and apply lean principles throughout a product’s entire lifecycle. This approach is key to delivering flawlessly on our promises every step of the way. It also drives our leadership and paves the way to accelerated profitable growth.
Over 7% EBIT for two years in a row at Transportation
Delivering on financials

The most compelling evidence of our commitment to flawless execution is Transportation’s steady gains in profitability since fiscal 2005. Guided by the Bombardier Operations System, our employees are mastering lean manufacturing, best-practice sharing and world-class project management. Looking ahead, we continue to close in on our 2013 EBIT margin target of 8%.

Global Vision flight deck
A completely new experience

Our breakthrough Global Vision flight deck received certification and will enter service as scheduled in early 2012. This sophisticated avionics suite will give crews on our Global 5000 and Global 6000 business jets a state-of-the-art flight deck experience. It’s the perfect fusion of design and technology for unrivalled control and comfort.

CITYFLO 650 system
Record-setting implementation

In 2011, this industry-leading communication-based train control (CBTC) system drove breakthrough mass transit signalling contracts for us. So did our proven ability to deliver CITYFLO 650 without interrupting service or inconveniencing passengers. Metros in Madrid, Spain, and Shenzhen, China, the latter delivered in a record 22 months, are stellar examples. Next up, London in the U.K. and São Paulo in Brazil.

Achieving Excellence System at Aerospace
Beyond flawless execution

Aerospace’s five-stage Achieving Excellence System drives the group’s lean enterprise process, risk mitigation, employee engagement, customer satisfaction and, last but not least, flawless execution. It took only four years for all Aerospace teams to meet the Bronze and Silver requirements of the rigorous continuous improvement system. Following this milestone, all sites are now focused on completing Gold certification in this ongoing journey by year-end 2013.

1 In the Management’s Discussion and Analysis, see the Forward-looking statements section in Transportation.