



# BOMBARDIER

BOMBARDIER INC.  
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Employment: 75,000 (28,000 Bombardier Aerospace)

## Officers:

**Exec. Chairman and President, Executive Committee** Laurent Beaudoin; **President and CEO, Bombardier Inc.** Paul M. Teller; **President and COO, Bombardier Aerospace** Pierre Beaudoin

## Aerospace Organization/Products:

### Bombardier Aerospace (Montréal, Québec, Canada):

**Bombardier Amphibious Aircraft:** Markets and supports Bombardier 415 amphibious aircraft (57 delivered as of 7/03). **Bombardier Business Aircraft:** Responsible for the marketing, sales and support for a wide range of business jets from three distinct aircraft families. Bombardier Challenger: Challenger 300 (first delivery Q4 2004), Challenger 604 (261 delivered as of 6/03), Challenger 800 (18 delivered as of 6/03). Bombardier Global: Global 5000 (first delivery Q4 2004), Global Express (114 delivered as of 7/03). Bombardier Learjet: Learjet 40 (first delivery Q1 2004), Learjet 45 (226 delivered as of 7/03), Learjet 45XR (first delivery Q3 2004), Learjet 60 (262 delivered as of 7/03). Also provides Bombardier Flexjet fractional ownership, aircraft charter and transportation solutions, technical services, aircraft maintenance and support services, and pilot and maintenance training programs. **Bombardier Regional Aircraft:** Markets and supports the Bombardier CRJ Series regional jets (895 delivered as of 5/03) including the Bombardier CRJ200 (796 delivered as of 5/03) and the Bombardier CRJ700 (96 delivered as of 5/03) and CRJ900 (3 delivered as of 5/03) and the Bombardier Q Series family of turboprop airliners (664 delivered as of 5/03). Also provides flight and maintenance training, product support, aircraft maintenance services and aircraft financing. **Manufacturing:** Bombardier Aerospace operates manufacturing facilities in three countries: Canada, the UK and USA. (Toronto, Ontario, Canada): Final assembly of the

Bombardier Q Series turboprop regional aircraft, final assembly of the Bombardier Express business jet and planned location for final assembly of the Bombardier Global 5000. (Mirabel, Québec, Canada): Final assembly of Bombardier 415 amphibious aircraft. (Mirabel, Québec, Canada): Final assembly of the Bombardier CRJ700 and CRJ900 regional jets. (Montréal, Québec, Canada): Manufactures the Bombardier Challenger 604 business jet, and the Bombardier Regional Jet series 200/700/900 aircraft; produces major components for Bombardier programs (Airbus 330 and 340, Boeing 747/767, Challenger 300, Dash 8-400, Global 5000, Global Express). (Belfast, Northern Ireland, UK): Designs and manufactures major aerostructures for 11 Bombardier Aerospace programs and several Boeing commercial transports. Also, designs and manufactures a range of engine nacelles for General Electric, International Aero Engines and Rolls-Royce. (Wichita, KS, USA): Assembles the Bombardier Challenger 300. Manufactures the Bombardier Learjet family of business aircraft.

### Joint Ventures:

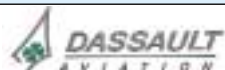
**Lufthansa Bombardier Aviation Services**, partner: Lufthansa Technik AG (Germany). **CityLine Simulator and Training GmbH**, partners: CAE Electronics Ltd. (Canada) and Lufthansa CityLine (Germany).

## FINANCIALS (\$ MILLIONS)\*:

	2002†	2003	% Change
Operating Revenues	14,015	15,117	8%
Operating Expenses	13,983	15,622	12%
Net Profits	23	(393)	(1,809%)
Debt to Equity Ratio	—	—	—

\*Fiscal year ends on Jan. 31. Conversions made according to Bombardier yearly cumulative average conversion rates of \$1.5566 Canadian = \$1 US for 2002 and \$1.5655 Canadian = \$1 US for 2003.

†Values updated from 2003 Source Book.



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Employment: 12,169

## Officers:

**Chairman and CEO** Charles Edelstenne  
**Vice Chairman** Bruno Revellin-Falcoz  
**Executive VP, Operations** Christian Decaix  
**Executive VP, International** Bruno Cotté  
**Honorary Chairman** Serge Dassault

## Aerospace Organization/Products:

**Dassault Aviation** (Saint-Cloud, France): Builds Falcon series (1,730 sold as of 12/4/03), Mirage 2000 (605 ordered), Rafale (61 ordered); develops unmanned aircraft and observation drones; develops new Falcon family; develops and integrates complete systems and conducts space studies. **Dassault Falcon Jet Corp.** (Teterboro, NJ, USA): Sales, support and completion of Falcon business jets. **Dassault Falcon Jet Service** (Le Bourget, France): Parts and maintenance for Falcon aircraft in the Eastern Hemisphere. **Sogitec Industries** (Suresnes, France): Communications Div. does electronic publishing and produces technical documentation products. Electronics Div. produces aircraft flight and maintenance training systems and image generators.

## FINANCIALS (\$ MILLIONS)\*:

	2001	2002	% Change
Operating Revenues	3,789	4,282	13%
Operating Expenses	3,393	3,787	12%
Net Profits	242	494	104%
Debt to Equity Ratio	—	—	—

\*AW&ST conversion based on exchange rates available on 12/31/01 and 12/31/02.