



Bombardier Inc

Company Profile

Part of Research Bank's Company Profiling Series

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Bombardier Inc

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Ticker Symbol: Toronto: BBD.B
Date of Establishment: 1942
Number of Employees: 31,570

ACTIVITIES

Bombardier Inc operates in 3 segments:-

- Bombardier Aerospace, manufacturer of business, regional and amphibious aircraft and a provider of related services
- Bombardier Transportation, manufacturer of rail transportation equipment and a provider of related services
- Bombardier Capital, provider of financial and leasing services

REGION: North America

SECTOR: Aerospace and Defence

SIC Codes: 3714 3732 3743 4011

QUICK FACTS

* 2003 revenue breakdown by business segment was as follows:-

- Aerospace 53%
- Transportation 45%
- Bombardier Capital 2%

* 2003 Transportation segmented revenue by geographic area was as follows:-

- Europe C\$7,524 mn or 79%
- North America C\$1,475 mn or 15%
- Asia-Pacific C\$518 mn or 5%
- Other C\$69 mn or 1%

* 2003 total revenues by geographic region were as follows:-

- United States C\$10,030 m
- Germany C\$2,357 mn
- United Kingdom C\$1,989 mn
- Switzerland C\$759 mn
- Canada C\$744 mn
- Italy C\$719 mn
- Sweden C\$597 mn
- France C\$533 mn
- Netherlands C\$418 mn
- Portugal C\$239 mn
- Spain C\$235 mn
- Japan C\$219 mn
- China C\$210 mn
- Austria C\$145 mn

- Other – Europe C\$1,030 mn
- Other – Asia C\$354 mn
- Other – Americas C\$247 mn
- Other C\$496 mn

COMPETITORS

- EMBRAER Empresa Brasileira de Aeronáutica SA
- Avions de Transport Régional (ATR)
- Gulfstream Aerospace Corporation
- The Boeing Company
- Airbus SAS

BOARD OF DIRECTORS

Laurent Beaudoin, Executive Chairman
J R André Bombardier, Vice Chairman
Michael H McCain, Director
Paul M Tellier, President and CEO
Janine Bombardier, Director
Jean C Monty, Director
Jalynn H Bennett, Director
L Denis Desautels, Director
James E Perrella, Director
André Berard, Director
Jean-Louis Fontain, Vice Chairman
Carlos E Represas, Director
Daniel Johnson, Director
Federico Sada G, Director

EXECUTIVES

Pierre Beaudoin, President and COO Aerospace
André Navarri, President Transportation
Brian Peters, President and COO Bombardier Capital
Laurent Beaudoin, Executive Chairman of the Board
Richard C Bradeen, SVP, Corporate Audit Services and Risk Assessment
William J Fox, SVP, Public Affairs
Paul M Tellier, President and CEO
Roger Carle, Corporate Secretary
Moya Greene, SVP, Operational Effectiveness
Pierre Alary, SVP and CFO
Michael Denham, SVP, Strategy
François Lemarchand, SVP and Treasurer
J R André Bombardier, Vice Chairman of the Board
Daniel Desjardins, SVP, General Counsel and Assistant Secretary
Carroll L'Italien, SVP
Jean-Louis Fontaine, Vice Chairman
Marie-Claire Simoneau, Executive Assistant to the Chairman

BIOGRAPHIES

LAURENT BEAUDOIN - EXECUTIVE CHAIRMAN

Laurent Beaudoin was born in Laurier Station, Québec, in 1938. After obtaining a Bachelor of Arts degree from Sainte-Anne College in Nova Scotia, Mr. Beaudoin went on to complete a Master of commerce degree at Université de Sherbrooke. He is a Chartered Accountant as well as a Fellow Chartered Accountant.

Mr. Beaudoin began his career in Québec City in 1961 with Beaudoin, Morin, Dufresne & Associés, Chartered Accountants. In 1963, after two years in private practice, he joined Bombardier Limited as Comptroller. He was appointed General Manager in 1964 and, in 1966, became President. In 1979, he became Chairman and CEO of Bombardier Inc. On February 1, 1999, Mr. Beaudoin became Chairman of the Board and of the Executive Committee.

Mr. Beaudoin holds honorary doctorates from the following universities: Université de Montréal (Québec); York University (Toronto); in Business Administration from Université de Sherbrooke (Québec); in Economics from the University of Sainte-Anne (Nova Scotia); in Civil Law from Bishop's University (Québec); in Science from Queen's University, Belfast (Northern Ireland); in Law from the University of Toronto; in Engineering from Carleton University (Ottawa); and in Law from McGill University in Montreal (Québec). He is a Companion of the Order of Canada and an Officer of l'Ordre National du Québec.

In April 1991, Mr. Beaudoin received the Canadian Business Leader Award from the University of Alberta's Faculty of Administration.

In September 1991, Mr. Beaudoin co-chaired the organization Regroupement Économie et Constitution and, in December, he was named CEO of the Year by The Financial Post and The Caldwell Partners. On April 30, 1992, Mr. Beaudoin was honoured as Canada's International Executive of the Year by the International Chamber of Commerce. In October 1992, Mr. Beaudoin was inducted into the World Trade Hall of Fame by the World Trade Institute and the Greater Los Angeles World Trade Center Association.

On February 24, 1994, Mr. Beaudoin was named Aerospace Personality of the Year by the United Kingdom's magazine Flight International and, on April 13, 1994, he received the 1993 Laureate Award in Aeronautics/Propulsion from Aviation Week & Space Technology Magazine. On May 9, 1995, Mr. Beaudoin received the C.D. Howe Award from the Canadian Aeronautics and Space Institute. On May 8, 1996, he received the 1996 Canadian Business Leadership Award from the Harvard Business Club of Toronto. As well, on April 3, 1997, Mr. Beaudoin received the 1997 Canadian Business Hall of Fame Award from Junior Achievement of Canada. On June 12, 1997, he was awarded the Prix de Carrière 1997 by the Conseil du Patronat du Québec. On October 26, 1997, he was named Personality of the Year during the Gala Excellence La Presse held in Montréal. On June 4, 1998, Mr. Beaudoin received the International Distinguished Entrepreneur Award from the University of Manitoba's Faculty of Management. On December 4, 1998, Bombardier was given the Entreprise du siècle au Québec Award by Revue Commerce. In May 1999, Mr. Beaudoin was inducted into Canada's Aviation Hall of Fame in Winnipeg, Manitoba and, on September 3, he was awarded the Golden Emblem of Merit from the Provincial Government of Upper Austria. On June 1, 2000, Bombardier was awarded the Visions 2000 - Grande entreprise by the Chambre de commerce du Québec. On October 18, 2000, Mr. Beaudoin received the Lifetime Achievement Award through the Ernst and Young Entrepreneur Of the Year 2000 program in Québec, Canada. On January 25, 2001, Mr. Beaudoin was awarded the Golden Honorary Medal for Duties to the City of Vienna by The City of Vienna.

Since June 2000, Mr. Beaudoin has been on the Advisory Board of Lazard Canada; and since June 2001, on the Canadian Advisory Board of the Carlyle Group.

PIERRE BEAUDOIN - PRESIDENT AND COO AEROSPACE

Pierre Beaudoin was appointed President and COO, Bombardier Aerospace, on October 16, 2001. He previously held the position of President, Bombardier Aerospace, Business Aircraft from February to October 2001.

From April 1, 1996 to January 2001, Mr. Beaudoin was President and COO, Bombardier Recreational Products, and was responsible for the overall operations of the group's six product lines. He served as President of the Sea-Doo/Ski-Doo Division of Bombardier Inc. from January 1994 to April 1996 after holding the position of EVP of that division from June 1992 to January 1994.

Mr. Beaudoin has held various other positions within Bombardier since 1985.

Mr. Beaudoin studied business administration at Brébeuf College and industrial relations at McGill University in Montreal.

PAUL M. TELLIER - PRESIDENT AND CEO

Paul M. Tellier has been President and CEO of Bombardier Inc. since January 1, 2003.

Prior to this appointment, Mr. Tellier was President and CEO of the Canadian National Railway Company, a position he took in October 1992.

From August 1985 until he took up his post at CN, Mr. Tellier was Clerk of the Privy Council and Secretary to the Cabinet of the Government of Canada, the top public servant in the country.

Mr. Tellier has served in many positions in the public sector, including as Deputy Minister of Indian Affairs and Northern Development in 1979 and as Deputy Minister of Energy, Mines and Resources in 1982.

He is a graduate of the universities of Ottawa and Oxford, England, and was admitted to the Québec Bar in 1963.

Mr. Tellier is also a director of Alcan Aluminum Limited, BCE Inc./Bell Canada, McCain Foods Limited and Canada's Outstanding CEO of the Year™. He is Vice-Chairman of the Canadian Council of Chief Executives and Co-Chair of its North American Policy Committee, and is formerly the Chairman of the Conference Board of Canada and the Co-Chairman of the Canada-Japan Business Council.

Mr. Tellier was appointed Companion of the Order of Canada in 1993.

ANDRÉ NAVARRI - PRESIDENT TRANSPORTATION

André Navarri was appointed president of Bombardier Transportation in February 2004.

Mr. Navarri began his career in consulting roles for SCET International in Brazil and EXA International in Brazil and Africa.

He joined Alstom Unelec in 1979 as an engineer in China and the Middle East, where he leveraged his engineering background and consulting experience. He then held senior positions at Alstom Unido in Indonesia, at Alstom Transmission and Distribution in France, and at Alstom Transport's equipment division, also in France.

From 1996 to 1999, he was President of the transportation division, during which time he led the business to the leading position in its sector. His achievements there included developing exports, systems, services and signalling; setting up new project management processes and performance monitors; improving purchasing efficiency and thereby reducing costs; improving profitability; and developing recurrent high margin activity.

Following this, Mr. Navarri was Chairman and CEO of automotive component supplier Valeo SA, where he developed new strategies for customer focus, innovation and cost reduction.

Most recently, he was President of Operations at Alcatel, where he was responsible for manufacturing operations, purchasing, business processes, information systems and quality.

Mr. Navarri holds an engineering degree from the École Centrale Paris.

BRIAN PETERS - PRESIDENT AND COO BOMBARDIER CAPITAL

Brian Peters holds a Masters degree in Finance from Pace University and a Bachelor of Arts degree in Economics from Providence College.

With over 29 years of business experience, Mr. Peters has had significant leadership roles with major financial and industrial companies. For 18 years, Mr. Peters served in various management positions with Chase Manhattan Corporation. From 1973 to 1981 he was a member of Chase Bank's internal audit department where he served in various capacities from Auditor to Audit Manager/Second VP . In 1981 Mr. Peters joined Chase Manhattan Leasing where he held the positions of VP /Controllor and SVP/CFO between 1981 and 1991. In these roles, Mr. Peters was responsible for the finance function, which included financial accounting, treasury, tax, business planning and financial analysis.

In 1991, Mr. Peters moved to Whirlpool Corporation where he held senior positions for nine years. From 1991 to 1997, he served as SVP/CFO with Whirlpool Financial Corporation. Responsibilities included global financial management, tax, accounting operations, treasury, financial analysis, business and strategic planning. Following this assignment, Mr. Peters held the position of VP /Corporate Treasurer with Whirlpool Corporation from 1997 to 2000, where he directed the corporation's global initiatives in treasury, risk management, pensions, real estate and facilities management.

Mr. Peters joined Bombardier Capital in August 2000 as Group VP, Finance. In April 2001, he was appointed to the position of CFO for Bombardier Capital where he was responsible for all financial reporting, treasury, budgeting, financial systems, and financial planning and analysis. In September 2002, he was appointed to the position of EVP and in February 2003, he was named President and COO.

SELECTED FINANCIAL DATA

| | 31/1/02 | 31/1/03 | 31/1/04 | 31/1/05 |
|---------------------------|------------|------------|------------|------------|
| | US\$'000 | US\$'000 | US\$'000 | US\$'000 |
| Total revenues | 12,758,000 | 13,535,000 | 15,508,000 | 15,839 |
| Profit (loss) before tax | 380,000 | (655,000) | 409,000 | 190,000 |
| Net (loss) income | 23,000 | (393,000) | (85,000) | (85,000) |
| Total assets | 5,818,000 | 6,356,000 | 5,338,000 | 4,704,000 |
| Shareholders' equity | 2,450,000 | 2,298,000 | 2,450,000 | 2,298,000 |
| Earnings (loss) per share | US\$0.01 | (US\$0.30) | (US\$0.07) | (US\$0.06) |
| Dividends per share | C\$0.18 | C\$0.18 | C\$0.09 | C\$0.09 |

LOCATIONS

AEROSPACE

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NOTES

All data contained in this company profile is obtained from primary sources to include Bombardier Inc Annual Reports, press releases, SEC and other filings as well as the Company's website at www.bombardier.com. Use of biographies, where applicable, is through a verbatim transcript of biographies available at Bombardier Inc's website at www.bombardier.com. International and national news agencies are also monitored to ensure currency of data as well as subscribing to Company press releases where available.

Any \$ character refers to US\$ and financial information is Consolidated unless otherwise stated. Any year-based information in the Quick Facts section and the number of employees refers to the respective financial year-end unless otherwise stated.

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