TAKING FLIGHT TO NEW HEIGHTS
EVOLUTION OF MOBILITY

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BOMBARDIER COMMERCIAL AIRCRAFT
FORWARD-LOOKING STATEMENTS

This presentation includes forward-looking statements. Forward-looking statements generally can be identified by the use of forward-looking terminology such as “may”, “will”, “expect”, “intend”, “anticipate”, “plan”, “foresee”, “believe” or “continue”, the negative of these terms, variations of them or similar terminology. By their nature, forward-looking statements require Bombardier Inc. (the “Corporation”) to make assumptions and are subject to important known and unknown risks and uncertainties, which may cause the Corporation’s actual results in future periods to differ materially from forecasted results. While the Corporation considers its assumptions to be reasonable and appropriate based on information currently available, there is a risk that they may not be accurate. For additional information with respect to the assumptions underlying the forward-looking statements made in this presentation, please refer to the respective sections of the Corporation’s aerospace segment (“Aerospace”) and the Corporation’s transportation segment (“Transportation”) in the fiscal year 2011 MD&A.

Certain factors that could cause actual results to differ materially from those anticipated in the forward-looking statements, include risks associated with general economic conditions, risks associated with the Corporation’s business environment (such as risks associated with the financial condition of the airline industry), operational risks (such as risks related to developing new products and services; doing business with partners; product performance warranty and casualty claim losses; regulatory and legal proceedings; to the environment; dependence on certain customers and suppliers; human resources; fixed-price commitments and production and project execution), financing risks (such as risks related to liquidity and access to capital markets, certain restrictive debt covenants, financing support provided for the benefit of certain customers and reliance on government support) and market risks (such as risks related to foreign currency fluctuations, changing interest rates, decreases in residual value and increases in commodity prices.) For more details, see the Risks and Uncertainties section in the fiscal year 2011 MD&A. Readers are cautioned that the foregoing list of factors that may affect future growth, results and performance is not exhaustive and undue reliance should not be placed on forward-looking statements. The forward-looking statements set forth herein reflect the Corporation’s expectations as at the date of this presentation and are subject to change after such date. Unless otherwise required by applicable securities laws, the Corporation expressly disclaims any intention, and assumes no obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.
PRESENTATION OUTLINE

Market opportunity

Evolution of mobility

Raising the bar together
MANY CHALLENGES LIE AHEAD
BUT THE FUTURE IS BRIGHT
## Bombardier 2011 Market Forecast

*Commercial Aircraft Deliveries Over 20 Years*

<table>
<thead>
<tr>
<th>Segments</th>
<th>Fleet 2010</th>
<th>Deliveries</th>
<th>Retirements</th>
<th>Fleet 2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 to 59 seats</td>
<td>3,600</td>
<td>300</td>
<td>2,500</td>
<td>1,400</td>
</tr>
<tr>
<td>60 to 99 seats</td>
<td>2,200</td>
<td>5,800</td>
<td>1,200</td>
<td>6,800</td>
</tr>
<tr>
<td>100 to 149 seats</td>
<td>5,200</td>
<td>7,000</td>
<td>3,000</td>
<td>9,200</td>
</tr>
<tr>
<td>Total (20 to 149 seats)</td>
<td>11,000</td>
<td>13,100</td>
<td>6,700</td>
<td>17,400</td>
</tr>
</tbody>
</table>

Source: Bombardier Commercial Aircraft Market Forecast 2011-2030
COMMERCIAL AIRCRAFT DELIVERIES
20-TO 149-SEAT MARKET SEGMENT = 13,100 UNITS

Source: Bombardier Commercial Aircraft Market Forecast 2011-2030
OPTIMIZED AIRCRAFT SOLUTIONS
ONE REVOLUTION AFTER ANOTHER

CRJ NextGen
We promised.
We delivered.

Q400 NextGen
Get more

CSeries
100% new aircraft

1,708 orders*
for CRJ Series aircraft

1,079 orders*
for Q-Series aircraft

133 orders*
for CSeries aircraft

* Firm orders as of July 31st, 2011; for more information, consult the program status on www.bombardier.com
CSeries aircraft: Up to 262 aircraft: 61 CS100 Firm Orders + 72 CS300 Firm Orders + 119 Options + 10 Purchase Rights.
CUSTOMER SERVICES AND SUPPORT
EXPANDING OUR WORLDWIDE FOOTPRINT

Aircraft Service Centres
Bridgeport, West Virginia, USA
Tucson, Arizona, USA
Macon, Georgia, USA

Authorized Service Facilities
Flybe Services, England
Adria, Slovenia
STAECO, China
SAMCO, Netherlands
Hawker Pacific, Australia

Line Maintenance Station
Ronald Reagan Washington National, USA

Distribution Centres
Chicago, Illinois, USA
Frankfurt, Germany
Tokyo, Japan
Beijing, China
Sydney, Australia
Dubai, UAE
Singapore
São Paulo, Brazil

24/7 Customer Response Centres
Toronto, Ontario, Canada
Mirabel, Québec, Canada

Regional Support Offices
Tokyo, Japan
Shanghai, China
Sydney, Australia
Munich, Germany
Mumbai, India

Maintenance, Repair & Overhaul
Belfast, Ireland
Dallas, Texas, USA

BOMBARDIER
CUSTOMER SERVICES AND SUPPORT
COMMITMENT TO OUR CUSTOMERS

Whatever the situation, wherever you may be, whenever you need us, we are there to serve and support you.

You. First.

BOMBARDIER
THE Q400 NEXTGEN AIRCRAFT
A NEW GENERATION OF TURBOPROP
Q400 AIRCRAFT HAS A DIVERSE BASE
OVER 30 OPERATORS WORLDWIDE – over 400 Orders

The Q400 is established as the most successful member of the Dash 8 Family

BOMBARDIER
THE Q400 FAMILY CONTINUES TO EXPAND
THREE NEW OPERATORS TAKING DELIVERY IN 2011

Air Canada Express
Spicejet
Smart Aviation
Q400 AIRCRAFT CAN MATCH JET SCHEDULES WITHIN 10 MIN OF 50-SEAT RJ FLIGHT TIME

Q400 NextGen aircraft are already complementing regional jets on short sectors.
THE Q400 NEXTGEN AIRCRAFT
PERFORMING LIKE A JET

The Q400 aircraft easily integrates with jet traffic at airports.

The Q400 aircraft is as fast as jets up to 300 nm.

The Q400 aircraft climbs to 20,000 ft in half the time of conventional turboprops.

BOMBARDIER
Q400 NEXTGEN AIRCRAFT COST ADVANTAGE EXPANDS INTO LONGER STAGE LENGTH

Conventional turboprop versus jet

Q400 NextGen aircraft versus jet

Operating costs

Stage Length (NM)

Conventional turboprop lower cost advantage limited by stage length (crossover point ~350 NM)

Q400 cost advantage extends into longer stage lengths (crossover point ~500 NM)
Q400 AIRCRAFT HAS A UNIQUE ABILITY TO SERVE BOTH JET AND TURBOPROP MISSIONS

Source: Bombardier analysis of OAG Aviation, October 2011 data.
JET REPLACEMENT POTENTIAL IS HUGE
260+ POTENTIAL UNITS IN THE US MARKET ALONE

Regional Jet ➤ Q400
Replacement Opportunities

- 50-seat RJ routes
  < 500SM, >85% LF
- 70-seat RJ routes
  < 500sm

Average stage length: 311 sm

Source: US Department of Transport, Bombardier Analysis
“The Q400 is a very, very quick turboprop. [...] So we’re finding that, on sectors of an hour to an hour-and-a-half long, our block time is no longer than it was on the jets. So we’ve kept the cost base the same, increased the number of seats, and no penalty in time.”

Source: Flight Magazine, Mary Kirby article, 20-26 September 2011.
GET MORE FLEXIBILITY
INTERIOR CONFIGURATIONS
BROAD APPEAL OF THE Q400 AIRCRAFT
FILLING A WIDE RANGE OF NEEDS

United/Continental  30 x Q400
Jet replacement/supplement

Horizon Air  46 x Q400
Challenging airports

Porter  26 x Q400
Premium cabin & performance

Flybe  60x Q400
Lowest seat cost/economics

Number of aircraft based on firm orders as of July 31st, 2011; for more information, consult the program status on www.bombardier.com
Flybe number includes the 4 aircraft ordered by British European. United/Continental aircraft operated by Colgan Air.
WITH Q400 AIRCRAFT YOU GET MORE
MORE THAN A NEW ADVERTIZING. A REALITY!

- Seats
- Cargo
- Speed
- Range
- Profits
- Comfort
- Flexibility
- Connectivity
- Performance

BOMBARDIER
Actively soliciting feedback from our customers on their needs and expectations
WORLD-CLASS FACILITIES
RESHAPING THROUGH THE ACHIEVING EXCELLENCE SYSTEM
WORKING WITH GREAT SUPPLIERS

2010 CORPORATE SOCIAL RESPONSIBILITY AWARDS
Honeywell, Pratt and Whitney Canada, CAE Inc, Hamilton Sundstrand

2010 AIRLINE SERVICES SUPPLIER ACHIEVEMENT AWARDS

BOMBARDIER
IN SUMMARY

Aerospace industry: many challenges lie ahead, but the future is bright

We provide optimized aircraft solutions through innovation

Bombardier and suppliers: working together and raising the bar to new heights
Thank you!

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