

POSITIONING FOR MARKET GROWTH

A REVIEW OF CSERIES AIRCRAFT'S FLIGHT PLAN



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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 2010 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 2010 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.

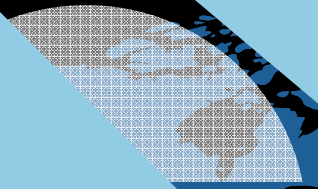
Bombardier, Bombardier 415, Challenger, Challenger 300, Challenger 604, Challenger 605, Challenger 850, CRJ, CRJ200, CRJ700, CRJ705, CRJ900, CRJ1000, CSeries, CS100, CS300, Global, Global Express, Global Vision, Global 5000, Global 7000, Global 8000, Learjet, Learjet 40, Learjet 45, Learjet 60, Learjet 85, NextGen, Q200, Q300, Q400, Q-Series, XR and XRS are trademarks of Bombardier Inc. or its subsidiaries.

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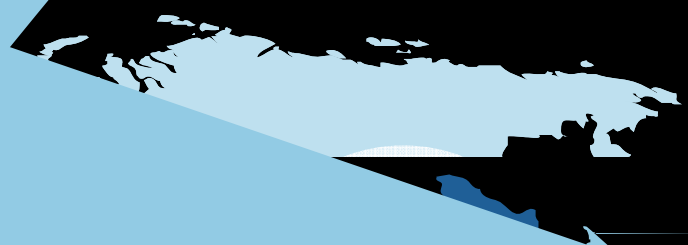
SEIZING THE
OPPORTUNITY.

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BOMBARDIER MARKET FORECAST COMMERCIAL AIRCRAFT OVER 20 YEARS

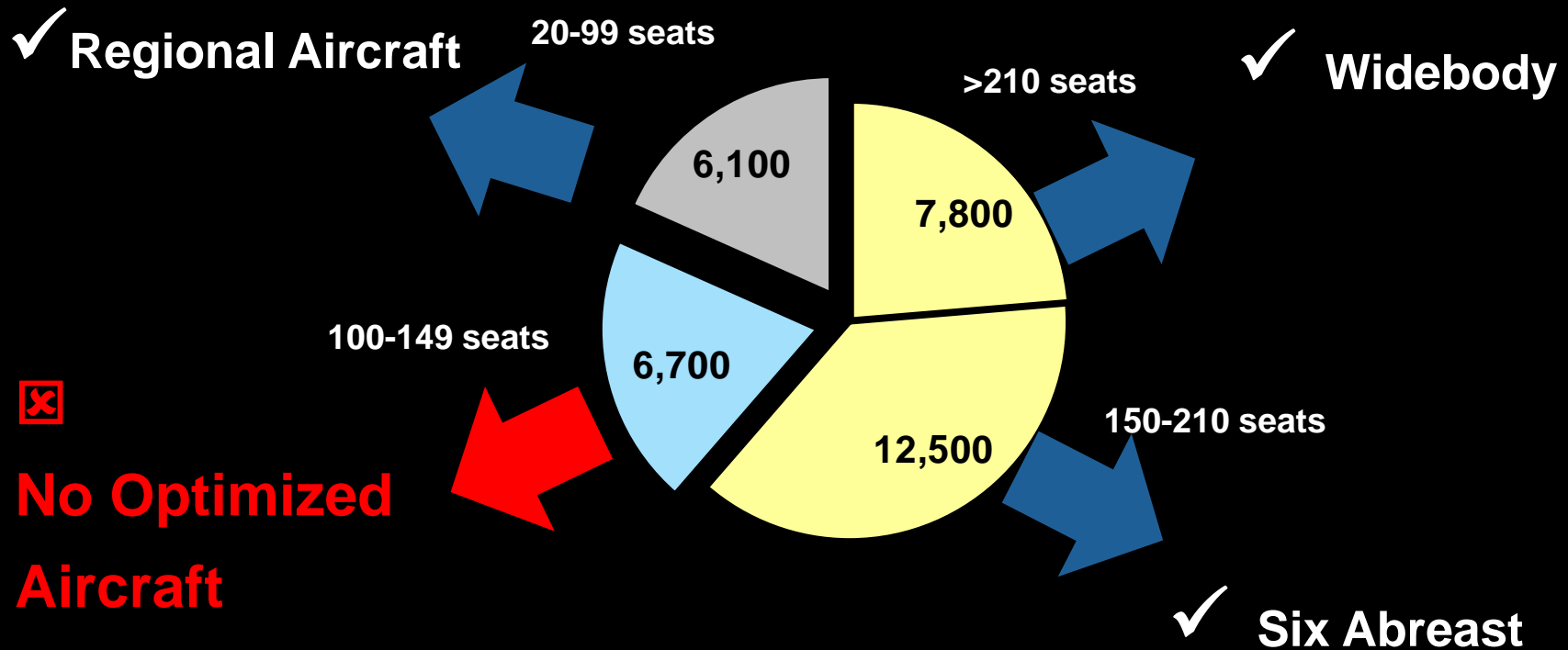


Europe
(incl. Russia)



A MAJOR GAP STILL EXISTS

100- TO 149-SEAT MARKET SEGMENT



Commercial Aircraft Market Forecast Deliveries 2010-2029

Source: Bombardier Forecast, Boeing and Airbus Forecasts

Total Market: 33,100 Aircraft

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C SERIES AIRCRAFT FAMILY

CREATING A GAME CHANGER



- ✓ **Operational flexibility – short field and longer range performance**
- ✓ **15% cash operating costs advantage – 20% fuel burn advantage**
- ✓ **Unmatched reduction in environmental footprint**
- ✓ **Widebody comfort in a single aisle aircraft**
- ✓ **Total life cycle cost improvement**
- ✓ **Mature 99% reliability at entry into service**
- ✓ **Family of aircraft with full operational commonality**

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EXECUTION.
EXECUTION.
EXECUTION.

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FLAWLESS PROGRAM EXECUTION

NOT A SIMPLE CHECK LIST

Checklist



BOMBARDIER TRANSFORMATION
ACHIEVING EXCELLENCE SYSTEM

BOMBARDIER TRANSPORT
PROJECT MANAGEMENT CULTURE

AEROSPACE INDUSTRY
MULTI-DISCIPLINARY TEAMS

RUNNING THE CSERIES AIRCRAFT PROGRAM:
THE BOMBARDIER WAY

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CSERIES PROGRAM EXECUTION

BUILT ON THREE MAIN PILLARS



**RISK
MITIGATION**



**ADVANCED
QUALITY
PLANNING**



**STRONG
GOVERNANCE**

BOMBARDIER AND INDUSTRY LESSONS LEARNED

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CSERIES PROGRAM EXECUTION

BUILT ON THREE MAIN PILLARS



**RISK
MITIGATION**



**ADVANCED
QUALITY
PLANNING**



**STRONG
GOVERNANCE**

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TECHNOLOGIES RISK MITIGATION

SIX KEY TECHNOLOGIES DEMONSTRATED IN 2010

✓ 150% limit load tested



✓ Successful wing joining



✓ Production proven



✓ Barrel: 120,000+ cycles



✓ Mature fly-by-wire



✓ CSeries engine: ~200 hrs



COMPOSITE
WING
(RTI PROCESS)

WING
JOINING
DEMO

COMPOSITE
REAR
FUSELAGE

AL-LI
CENTER
FUSELAGE

FLY-BY-
WIRE
CONTROLS

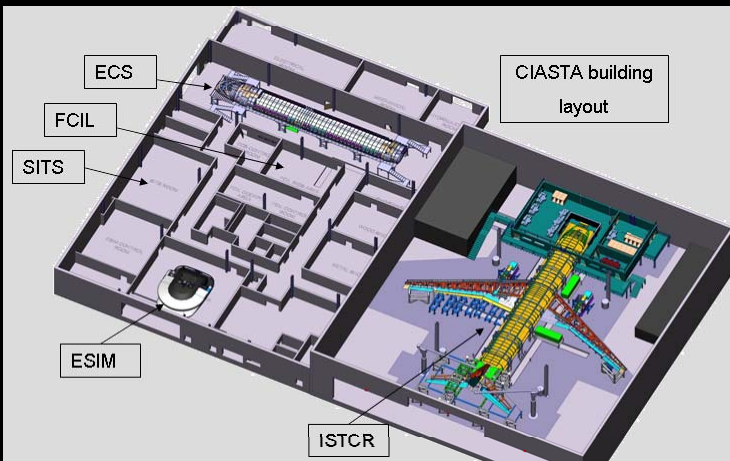
PUREPOWER®
PW1524G
ENGINE

BOMBARDIER

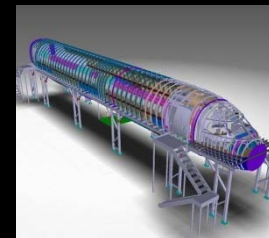
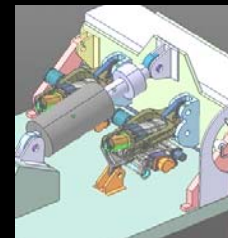
SYSTEM INTEGRATION RISK MITIGATION

COMPLETE INTEGRATED AIRCRAFT SYSTEM TEST AREA

Upfront investment for early and extensive testing



- REFS** Re-configurable Engineering Flight Simulator
- ISTCR** Integrated Systems Test and Certification Rig
- E-SIM** Engineering Simulator
- SITS** Systems Integration Test Stand
- FCIL** Flight Controls Integration Lab (FBW)
- ECS** Environmental Control System / Cabin Systems



TEST ON THE GROUND... TO VALIDATE IN THE AIR !

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CSERIES PROGRAM EXECUTION

BUILT ON THREE MAIN PILLARS



**RISK
MITIGATION**



**ADVANCED
QUALITY
PLANNING**



**STRONG
GOVERNANCE**

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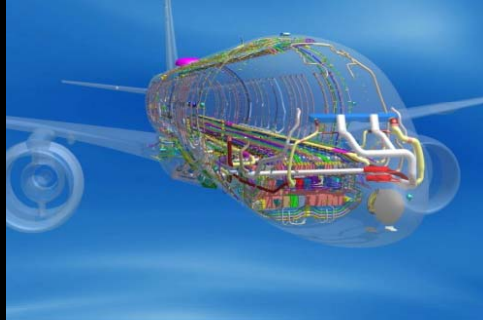
ADVANCED QUALITY PLANNING

BEST PRACTICES FROM OTHER INDUSTRIES

WHY ?

Aerospace : 10,000+ defects per million

Automotive : <100 defects per million



**SHARING BEST PRACTICES WITH ALL KEY
STAKEHOLDERS TO ENSURE FIRST TIME QUALITY**

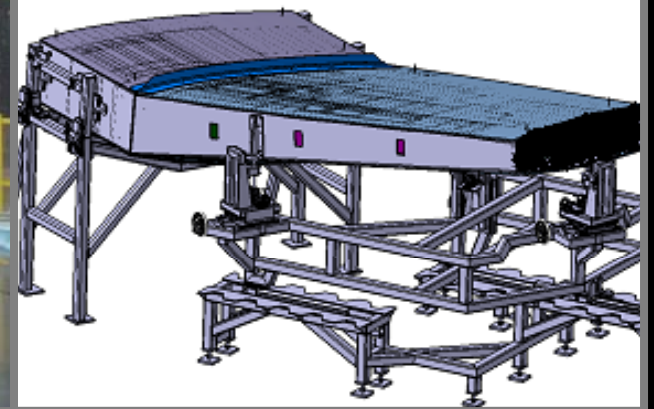
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ADVANCED QUALITY PLANNING

A CONCRETE EXAMPLE : JOINING DEMO



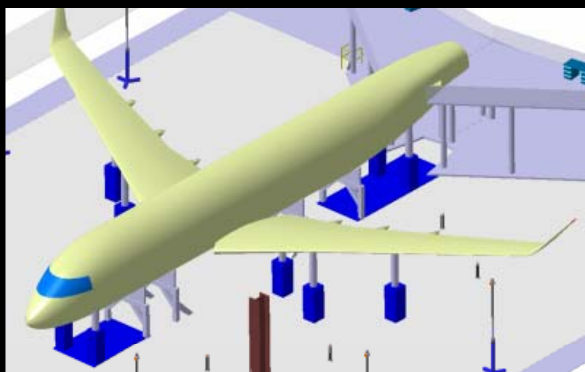
JOINING OUTER
WING TO CENTER
WING BOX; A MAJOR
MILESTONE !



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ADVANCED QUALITY PLANNING

STATE-OF-THE-ART FACILITIES AND TOOLING



OUR CIASTA
BUILDING IN
MIRABEL

OUR FINAL
LINE IN
MIRABEL

OUR MFG
SITE IN ST-
LAURENT

OUR
BELFAST
SITE

PARTNER
SAC SITE IN
SHENYANG

PARTNER
PWC SITE
IN MIRABEL

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CSERIES PROGRAM EXECUTION

BUILT ON THREE MAIN PILLARS



**RISK
MITIGATION**



**ADVANCED
QUALITY
PLANNING**



**STRONG
GOVERNANCE**

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STRONG WORLDWIDE GOVERNANCE

TIER 1 SUPPLIERS AND BOMBARDIER EMPLOYEES

AleniaAeronautica	BOMBARDIER	CAE	Estelink Honeywell Electronics
Vertical & Horizontal Stabilizers	Center Fuselage, Center Wing Box, Doors	Wing, Cockpit, Rear Fuselage	Simulation Tools (ESM) Fixed Flight Simulator (FFS)
FALGAYRAS	Fokker Elmo	GOODRICH	Hamilton Sundstrand Aircraft Technology Company
Wipers	Wiring	Flap/Slat, Ice Detection, Lighting, Air Data, Crew Seat	Electrical System
Kidde Aerospace & Defense	communications	LIEBHERR	MEGGITT
Flare	Flight Data & Cockpit Voice Recorder	Air Management System, Landing Gear	Brake Control System, TPIS
WOODWARD	Panasonic Panasonic Avionics Corporation	Parker	Pratt & Whitney Aircraft Engines Group
Throttle Quadrant Assembly, Rudder Pedals	Cabin Management System	Fly-by-Wire, Hydraulics, Fuel & Inerting	PurePower™ PW1500G Engine
Rockwell Collins	senior Aerospace	SONACA	SPIRIT AEROSPACE
Avionics, Primary Flight Control Computers	ECS LP & HP Ducting	Wing Ice Protection	C&G ZODIAC



C SERIES SUPPLIERS



C SERIES EMPLOYEES

EFFECTIVE TEAMWORK ENABLED BY STRONG AND PROVEN GOVERNANCE AND COLLABORATIVE TOOLS

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INTERNATIONAL SUPPLY CHAIN

BOMBARDIER: 20 YEARS EXPERIENCE



GLOBAL EXPRESS

The first Bombardier Aerospace aircraft program to use the new international supply chain integration model developed in the early 1990's

BOMBARDIER IS CONTINUOUSLY IMPROVING THE INTERNATIONAL SUPPLY CHAIN INTEGRATION MODEL INITIATED 20 YEARS AGO

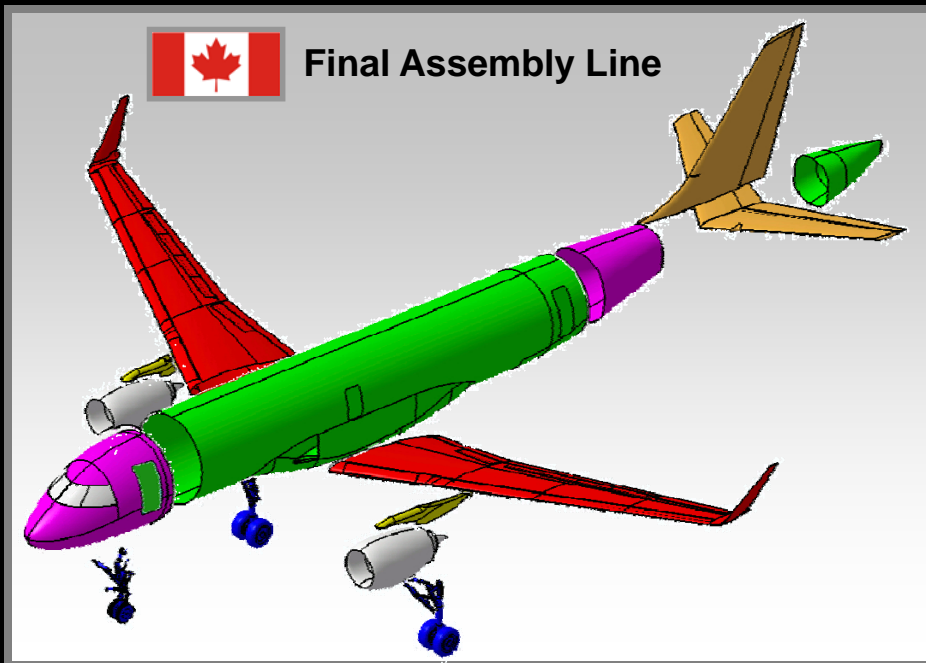


1996 ROLL OUT : INTERNATIONAL SUCCESS !



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C SERIES SUPPLY CHAIN INTEGRATION LEVERAGING BOMBARDIER'S PAST EXPERIENCE



Propulsion	Pratt & Whitney <small>A United Technologies Company</small>	LIEBHERR	WPC	senior Aerospace
	SPRINT AEROSYSTEMS	Honeywell	WOODWARD 2007	
	Parker	GOODRICH	Kidde Aerospace & Defense <small>A Hamilton Sundstrand Company</small>	SONACA
Mechanical	Parker	GOODRICH	MEGGITT	
	Rockwell Collins	MICHELIN	LIEBHERR	
Interiors	ZODIAC AEROSPACE	GOODRICH	Panasonic <small>Panasonic Avionics Corporation</small>	
Avionics/ Electrical	Rockwell Collins	GOODRICH	Honeywell	Fokker Elmo
	Esterline <small>(Korry Electronics)</small>	Hamilton Sundstrand <small>A United Technologies Company</small>	L3 communications	FALGAYRAS <small>RESEARCH, DEVELOPMENT & MANUFACTURE</small>
Structures	中航工业沈阳飞机工业(集团)有限公司 AVIC SHENYANG AIRCRAFT CORPORATION	RioTintoAlcan		
	AleniaAeronautica	BOMBARDIER		
Sim/Test/ Cert	CAE			



RIGOROUS SUPPLIER
GOVERNANCE TO ENSURE
A SUCCESSFUL
INTERNATIONAL
AIRCRAFT PROGRAM

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C SERIES PROGRAM EXECUTION

BUILT ON THREE MAIN PILLARS



**RISK
MITIGATION**



**ADVANCED
QUALITY
PLANNING**



**STRONG
GOVERNANCE**

RUNNING THE C SERIES AIRCRAFT PROGRAM:
THE BOMBARDIER WAY

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**BOMBARDIER'S
EXPERIENCE
HERITAGE.**

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BOMBARDIER = 28 AIRCRAFT PROGRAMS LAUNCHED SINCE 1989



CRJ100/200 (1989)



Learjet 31-A (1990)



Learjet 60 (1990)



Bombardier 415 (1991)



Learjet 45 (1992)



Q200 (1992)



Challenger 604 (1993)



Global Express (1993)



Q400 (1995)



CRJ700 (1997)



Challenger 300 (1999)



CRJ900 (2000)



Global 5000 (2001)



Learjet 45 XR (2002)



Learjet 40 (2002)



Global Express XRS (2003)



Learjet 40 XR (2004)



Challenger 605 (2005)



Learjet 60 XR (2005)



CRJ700 NextGen (2007)



CRJ900 NextGen (2007)



CRJ1000 NextGen (2007)



Learjet 85 (2007)



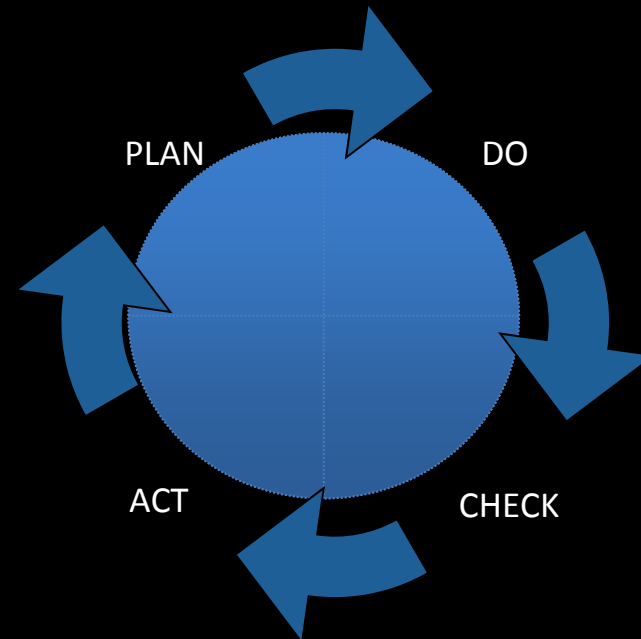
CSeries (2008)

Global Vision (Launched 2007), Global 7000 and Global 8000 family (Launched 2010) not illustrated

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BOMBARDIER EXPERIENCE

RIGOROUS GATE-DEVELOPMENT PROCESS



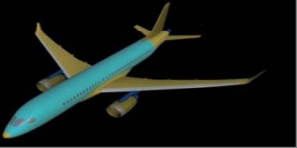






BOMBARDIER HERITAGE COMBINED WITH MULTIPLE PROGRAMS TRANSLATED INTO ROBUST PROCESSES

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REALISTIC
SCHEDULE.

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EXECUTING PER PLAN

2008	Technologies selection and program launched at Farnborough airshow	
2009	Finalizing conceptual design phase and start definition of system interfaces	
2010	Joint definition phase, technologies demonstrators, facilities	
2011	Complete product definition release, Build and commission system test aircraft	
2012	First flight	
2013	CS100 aircraft entry-into-service	
2014	CS300 aircraft entry-into-service	

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GREAT MINDS
THINK AHEAD.



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QUESTIONS ?

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