Paris Airshow Presentation

Bombardier Aerospace

June 21, 2011



BOMBARDIER

Forward-looking statements

This presentation includes forward looking statements, which may involve, but are not limited to, statements with respect to our objectives, targets, goals, priorities and strategies, financial position, beliefs, prospects, plans, expectations, anticipations, estimates and intentions; general economic and business conditions outlook, prospects and trends of the industry; expected growth in demand for products and services; product development, including projected design, characteristics, capacity or performance; expected or scheduled entry into service of products and services, orders, deliveries, testing, lead times, certifications and project execution in general; our competitive position; and the expected impact of the legislative and regulatory environment and legal proceedings on our business and operations.. 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 us to make assumptions and are subject to important known and unknown risks and uncertainties, which may cause our actual results in future periods to differ materially from forecasted results. While we consider our 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 Corporation’s MD&A in the fiscal year 2011 annual report.

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 our business environment (such as risks associated with the financial condition of the airline industry and major rail operators), 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; 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 Other in the MD&A of the Corporation’s annual report for fiscal year 2011. 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 our expectations as at the date of this presentation and are subject to change after such date. Unless otherwise required by applicable securities laws, we expressly disclaim any intention, and assume no obligation to update or revise any forward looking statements, whether as a result of new information, future events or otherwise. The forward-looking statements contained in this presentation are expressly qualified by this cautionary statement.

All monetary amounts are expressed in US$ unless otherwise indicated

Positioning Bombardier Aerospace for leadership

	Farnborough 2010	*Paris 2011*
Aerospace (G.Hachey)	▪ **Delivered 5.1% EBIT in FY10** ▪ **Determined to steer through the crisis to emerge stronger**	▪ **Delivered 5.2% EBIT in FY11** ▪ **Emerging from the recession as a leader**
Business Aircraft (S.Ridolfi)	▪ Challenging market still impacting our business ▪ Longer term fundamentals of business aviation remain solid	▪ Industry is trending upward ▪ Continued investments in new products
Commercial Aircraft (G.Scott)	▪ Optimised solutions for the 60- to 149-seat market, well positioned for the future	▪ Beginning of a market recovery, but risks remain ▪ Well positioned in a changing competitive landscape
Customer Services & Support (J.Hoblyn)	▪ Market outlook improving ▪ Good progress on customer engagement ▪ New services driving growth	▪ Significant progress on customer engagement ▪ Expanding our global presence ▪ Tremendous growth potential

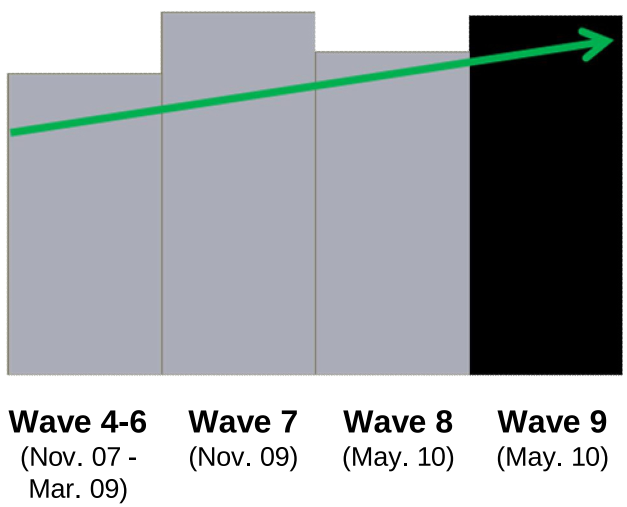
Positioning Bombardier Aerospace for leadership: delivering on our enterprise strategy and adapting to external conditions

BOMBARDIER AEROSPACE ENTERPRISE STRATEGY

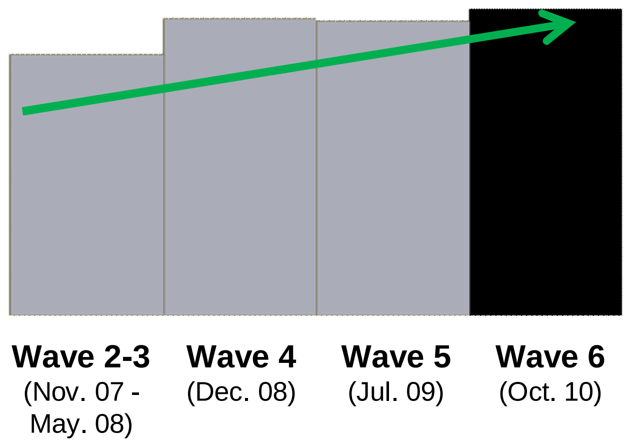
Objective and Scope	Strengthen long-term **leadership** in our industry segments through revenue growth and sustainable **best-in-class financial** performance with the **most loyal customer** base by 2020. We will achieve this by leveraging our **comprehensive portfolio** of high performance business jets, efficient commercial jets and turboprops, quality aircraft services and :						
Levers of our strategy	*WAY FORWARD*					*OPERATIONS*	
	1	2	3	4	5	6	7
	Be #1 in customer satisfaction through flawless execution	Raise our game on global talent manage-ment	Actively manage risks	Establish local roots in all key markets	Enhance our corporate social responsi-bility	Develop innovative, environ-mentally conscious products that meet customer needs globally	Evolve into a lean enterprise with strong global supply chain partner-ships

We have continued to improve customer engagement

BUSINESS AIRCRAFT CUSTOMER ENGAGEMENT
Wave 4-9, Mean survey results



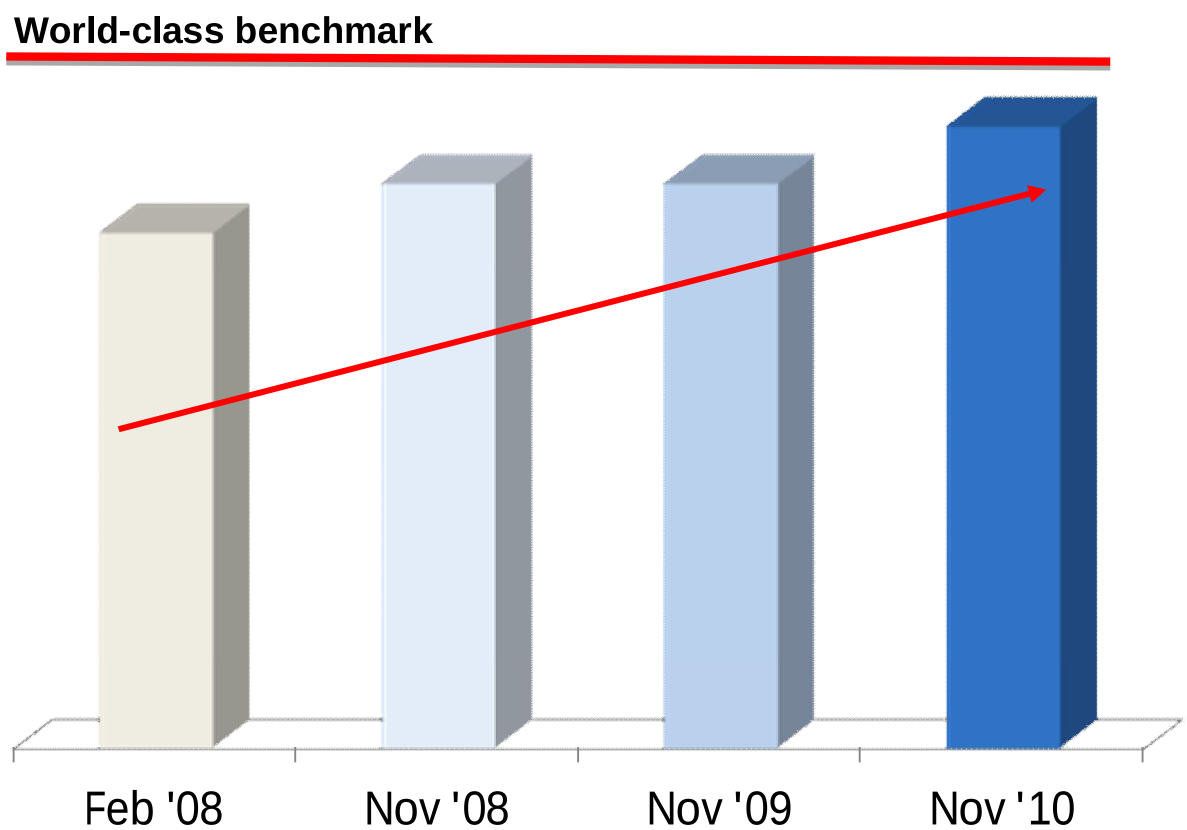
COMMERCIAL AIRCRAFT CUSTOMER ENGAGEMENT
Wave 2-6, Mean survey results



Source: Gallup Survey results as of May 18th, 2011

The level of our employee engagement has continued to increase this year as we are intensifying our effort to become a world-class employer

Bombardier Aerospace Employee Engagement



Canada's Top 100 Employers 2011

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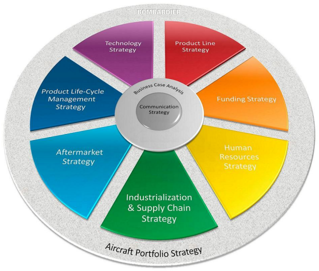
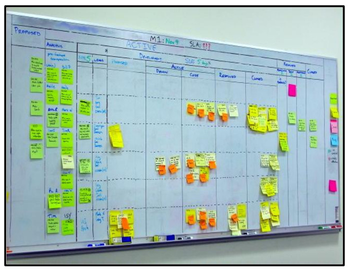
We have pro-actively managed risks throughout the turbulence

3 Calculated risks

We are implementing a CORPORATE RISK MANAGEMENT system to pro-actively and comprehensively manage business risk



We are harmonizing and standardizing PROGRAM MANAGEMENT AND PRODUCT DEVELOPMENT ACTIVITIES at each stage of the value chain



We have PROACTIVELY ADJUSTED OUR PRODUCTION RATES throughout the economic crisis to be ready when the market rebounds, while EFFECTIVELY MANAGING INVENTORY levels

We have developed a cross-functional process to proactively MONITOR OUR SUPPLIERS' FINANCIAL HEALTH and implement mitigation plans when needed.

We use scenario analysis to STRESS-TEST OUR REVENUES AND CASH FLOW PROJECTIONS to maximize our earning potential

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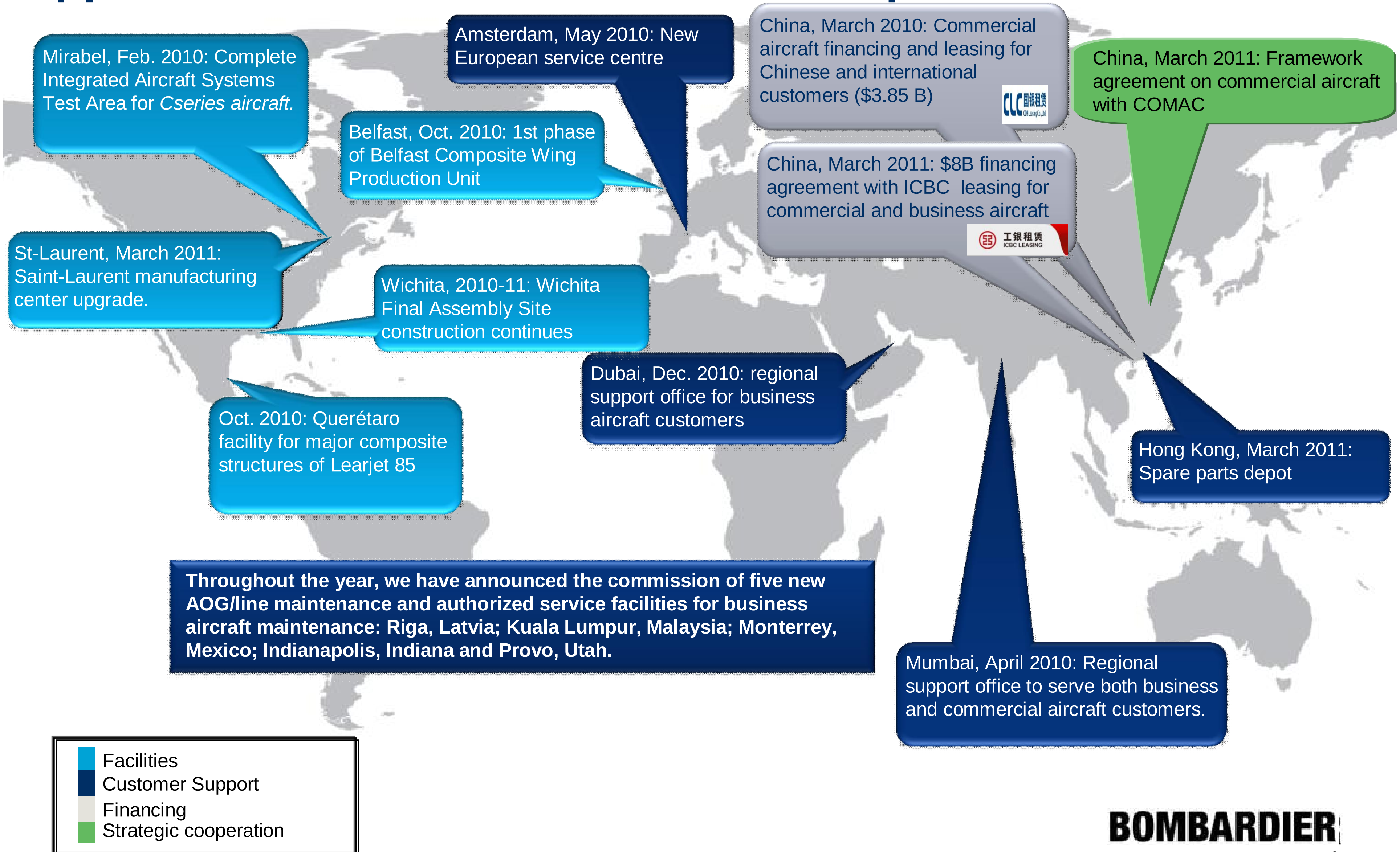
We are establishing clear priorities for international expansion based on customer needs, revenue opportunities, and to increase our competitiveness

4 Deep local roots



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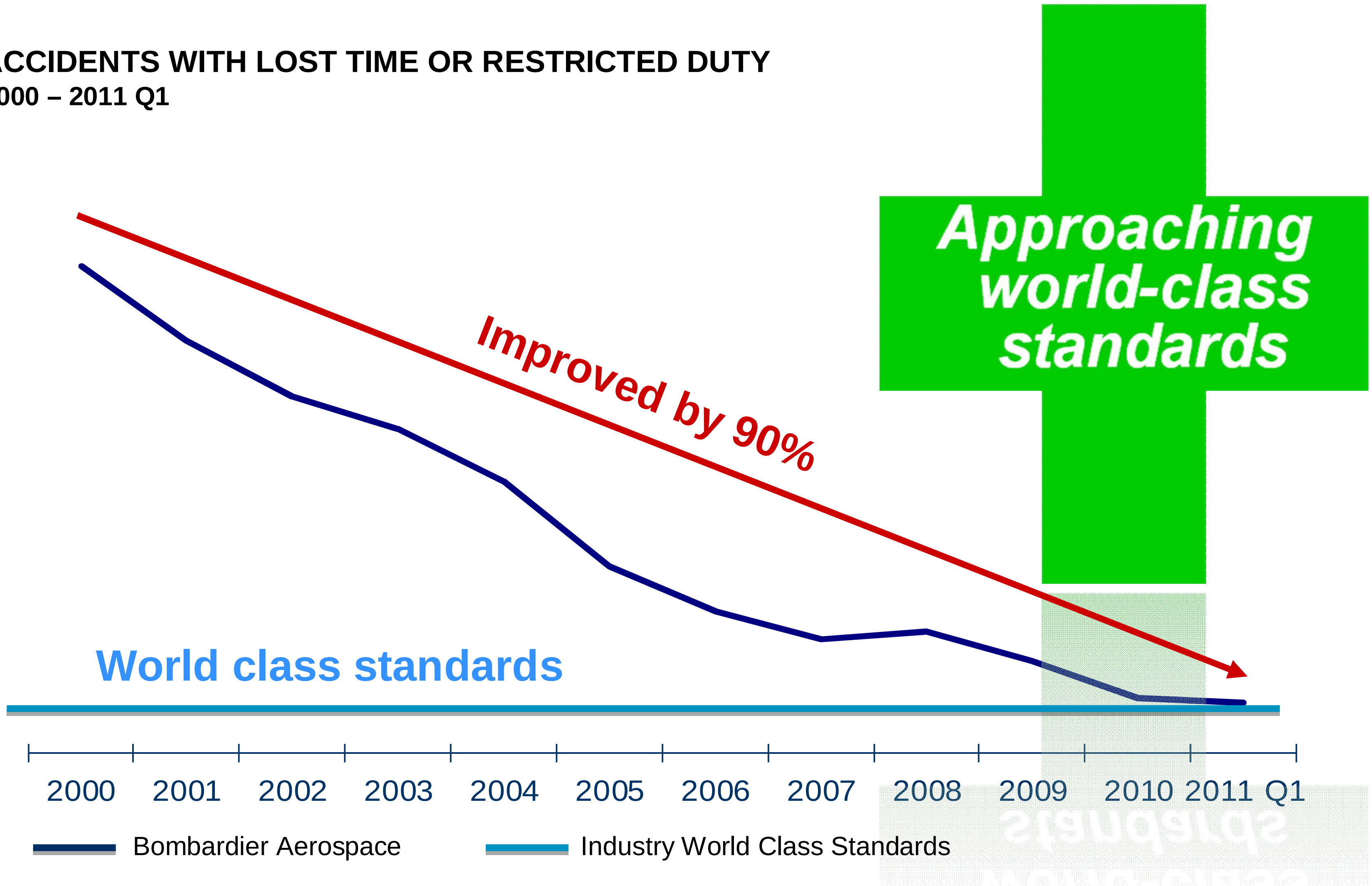
We have reached historical health and safety performance levels

ACCIDENTS WITH LOST TIME OR RESTRICTED DUTY
2000 – 2011 Q1



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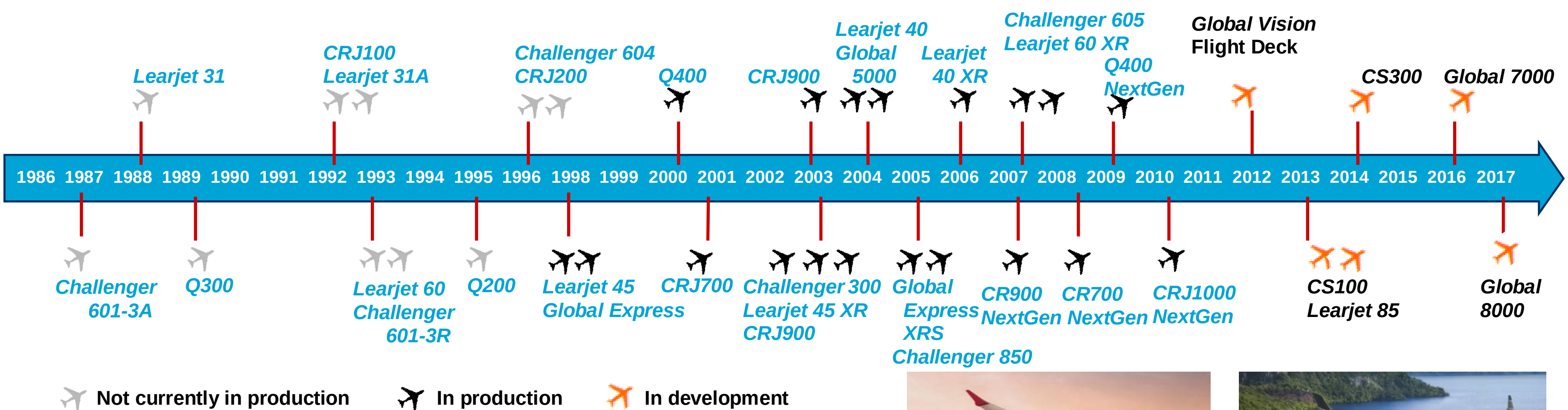
Building on our history of product innovation we continue to invest in our portfolio

Global Vision flight deck

Global 7000 / 8000 aircraft



Learjet 85 aircraft

Cseries 100 / 300 aircraft

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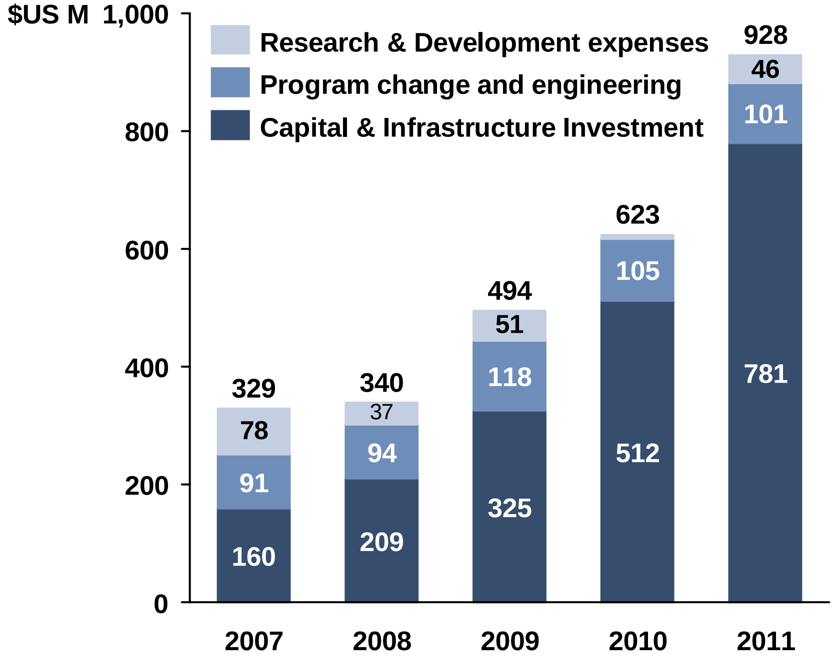
Bombardier has remained committed to investing in its future despite the downturn

Expenditures on product development initiatives



We have significantly improved performance at our sites through our Achieving Excellence System (AES)

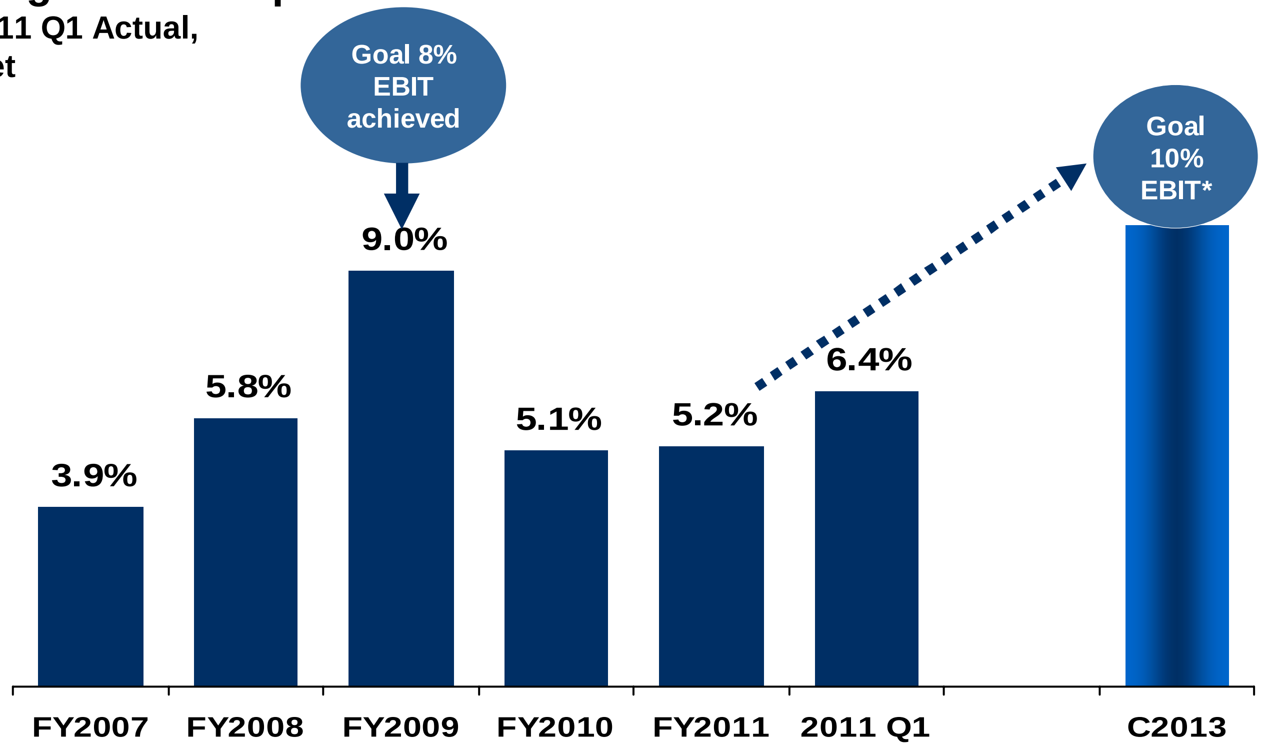
Before

After

Reshaping our facilities to be 'World Class'

Our strategy is aimed at enhancing shareholder return

EBIT margins - Aerospace
FY2007-2011 Q1 Actual,
2013 Target



We will reach our goal by:

- Improved volumes in business, commercial aircraft and services
- Continued increases in pricing
- Better absorption of fixed costs
- Greater operating leverage and cost structure
- Flawless execution
- Continued improvement in customer satisfaction

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* Please refer to forward-looking statements in MD&A for underlying assumptions

Positioning Bombardier Aerospace for leadership

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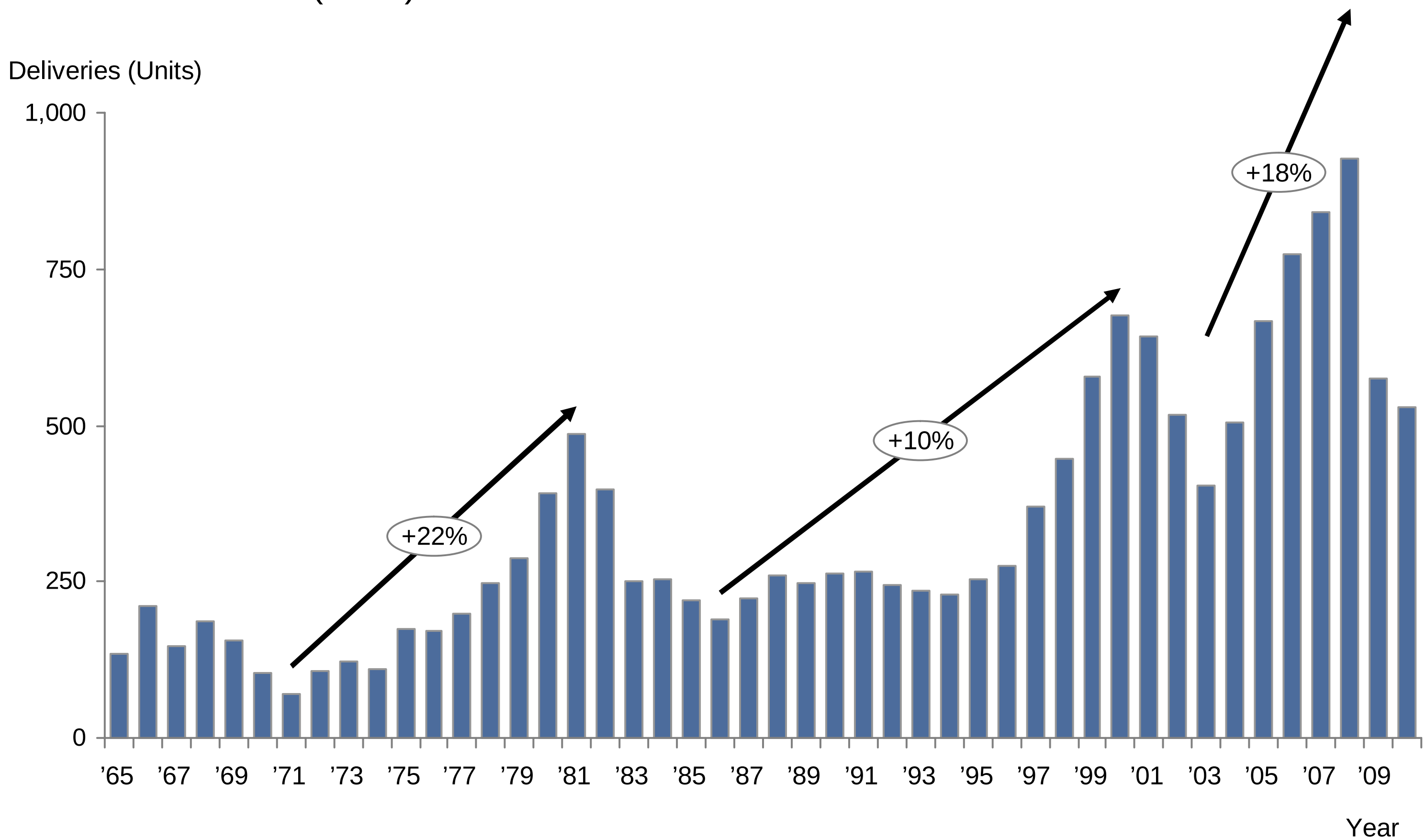
Business aircraft industry recovery from previous crises was fuelled by strong industry fundamentals

BUSINESS AIRCRAFT MARKET DELIVERIES
Actual 1965-2010 (Units)



Sources: GAMA; Bombardier Analysis

Note: Data excludes very-light jets and large corporate airliners;
Percentages refer to Compounded Annual Growth Rate (CAGR)

Long-term business aircraft market drivers remain solid

20-Year Outlook		
Market Driver	**Description**	**Outlook**
Wealth Creation	Customer wealth is dependent on economic activity, which is measured by GDP. Worldwide GDP should grow at an average rate of 3.4% over the next 20 years *	⬆
Globalization of Trade	Business aviation provides the flexibility to link new markets	⬆
Replacement Demand	The worldwide installed fleet of 14,700 aircraft(1) typically rolls over every 5-10 years from initial delivery; 60% of customers trade-up	⬆
New Aircraft Programs	New programs stimulate demand by offering customers better performing and environmentally friendlier aircraft; numerous aircraft programs are currently in development	⬆
Emerging Markets	Significant business aviation potential in fastest growing economies	⬆
Accessibility	Non-traditional solutions (e.g. branded charter, card programs, fractional ownership) offer tailor-made services to customers	⬆

Source: Bombardier Analysis
*: IHS Global Insight

[1] Excludes very light jets and large corporate airliners

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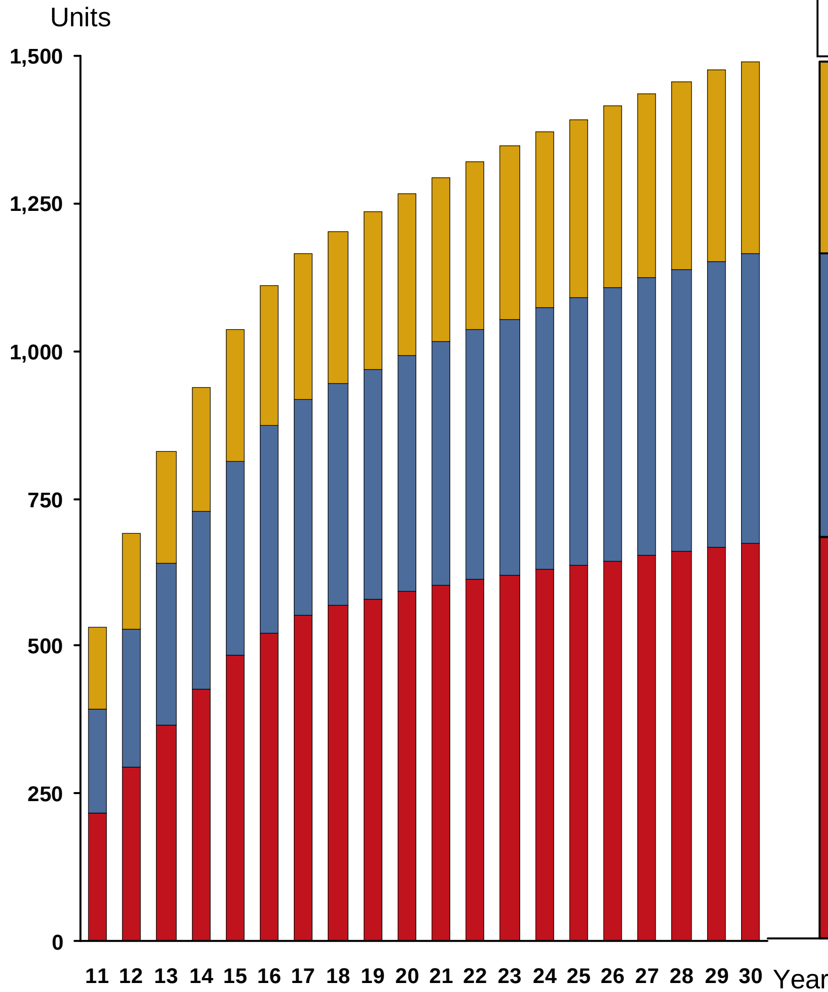
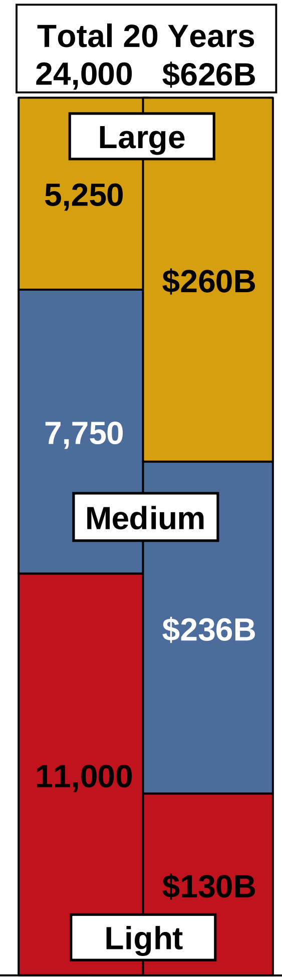
Forecasting 24,000 deliveries worth $626 billion over 20 years

INDUSTRY DELIVERIES BY CATEGORY

Forecast 2011-2030 (Units)

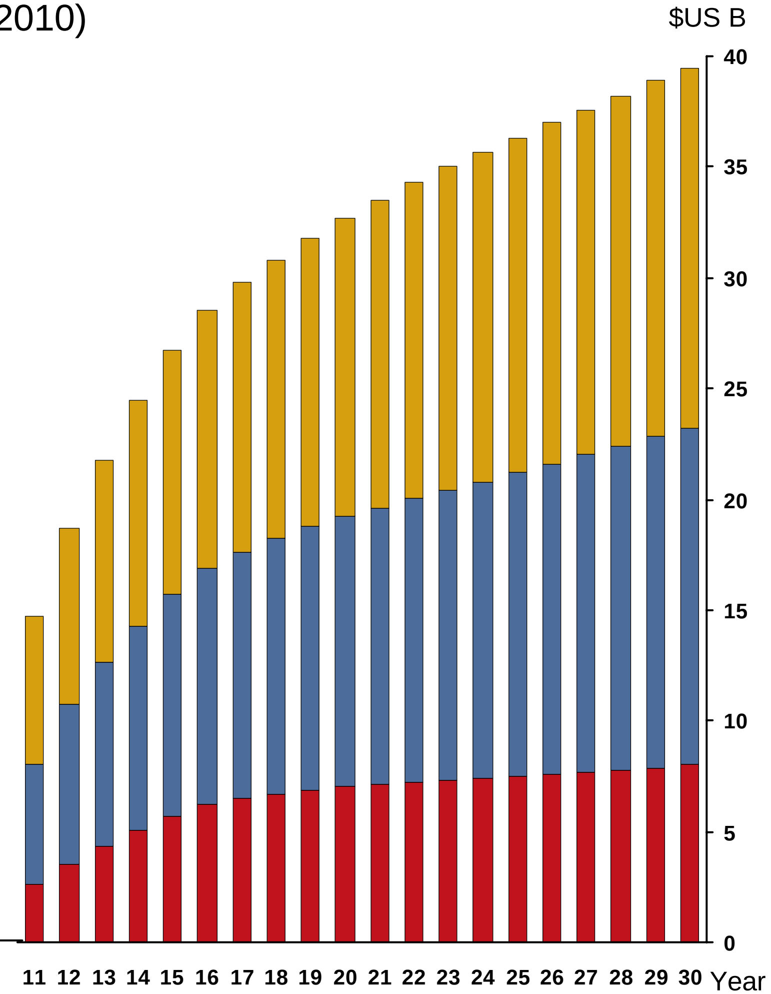


Units Value



INDUSTRY REVENUES BY CATEGORY

Forecast 2011-2030 ($US billion, Constant 2010)



Source: Bombardier Business Aircraft Market forecast 2011-2030

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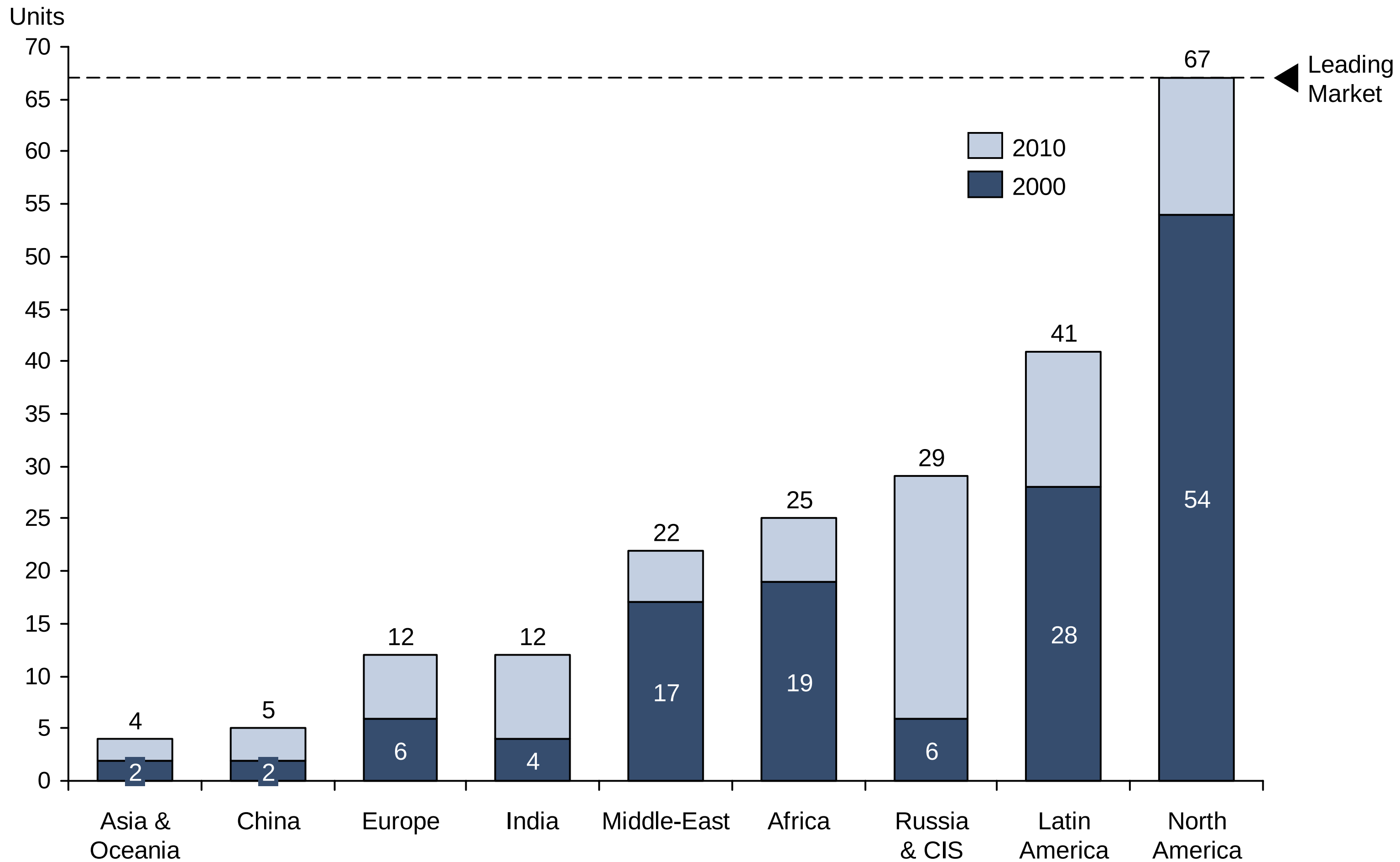
Our market forecast is based on regional penetration rates

PENETRATION RATES BY REGION

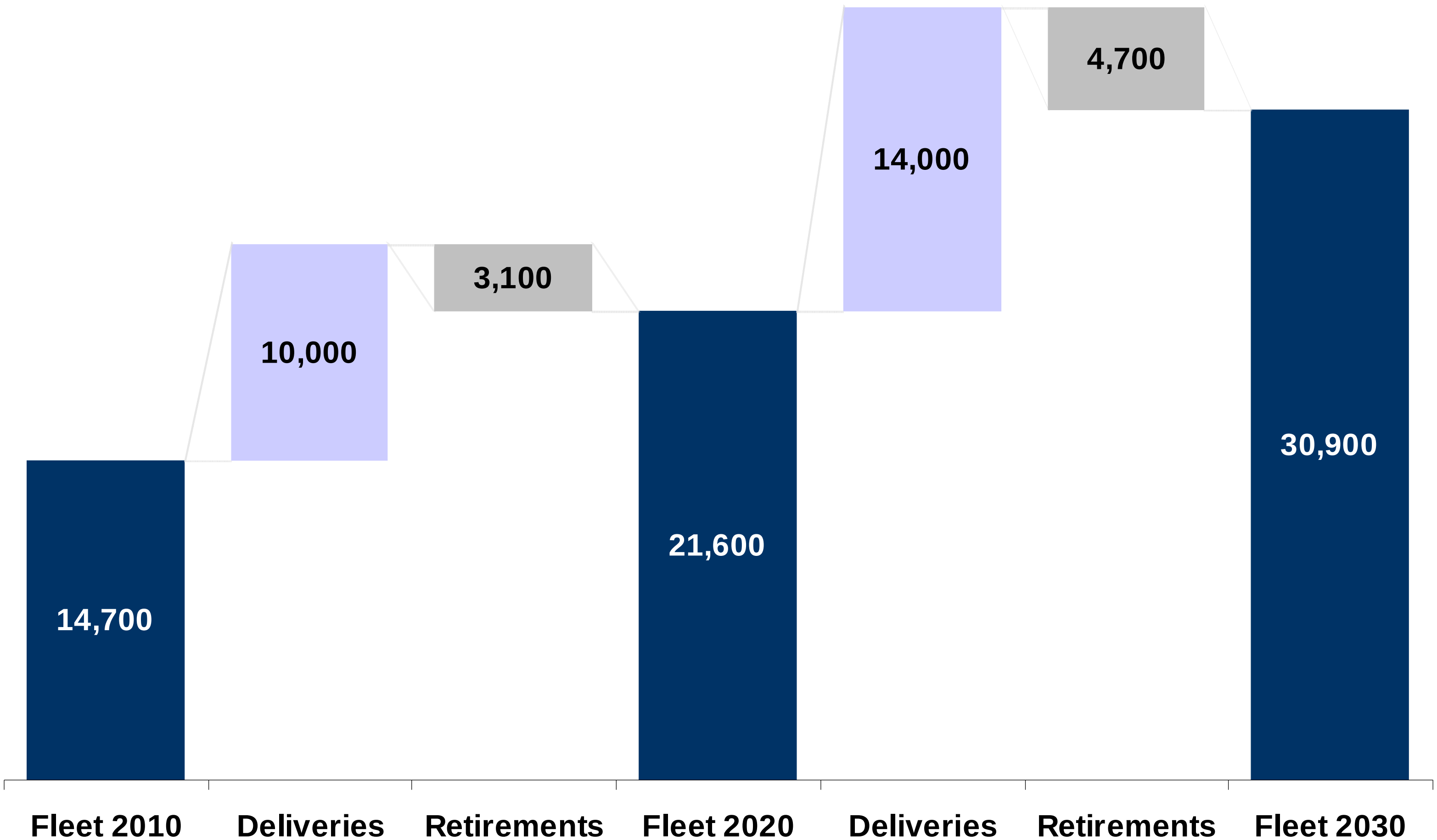
Fleet Size (Units) per $100B of GDP



Sources: Ascend, IHS Global Insight, Dollars are 2005 constant

Fleet forecast to grow to 30,900 by 2030, CAGR[1] of 3.8%

WORLD FLEET EVOLUTION FORECAST
Units; 2010-2030



Sources: Ascend, Bombardier forecast. Excludes very light jets and large corporate airliners

[1] CAGR = Compounded Annual Growth Rate

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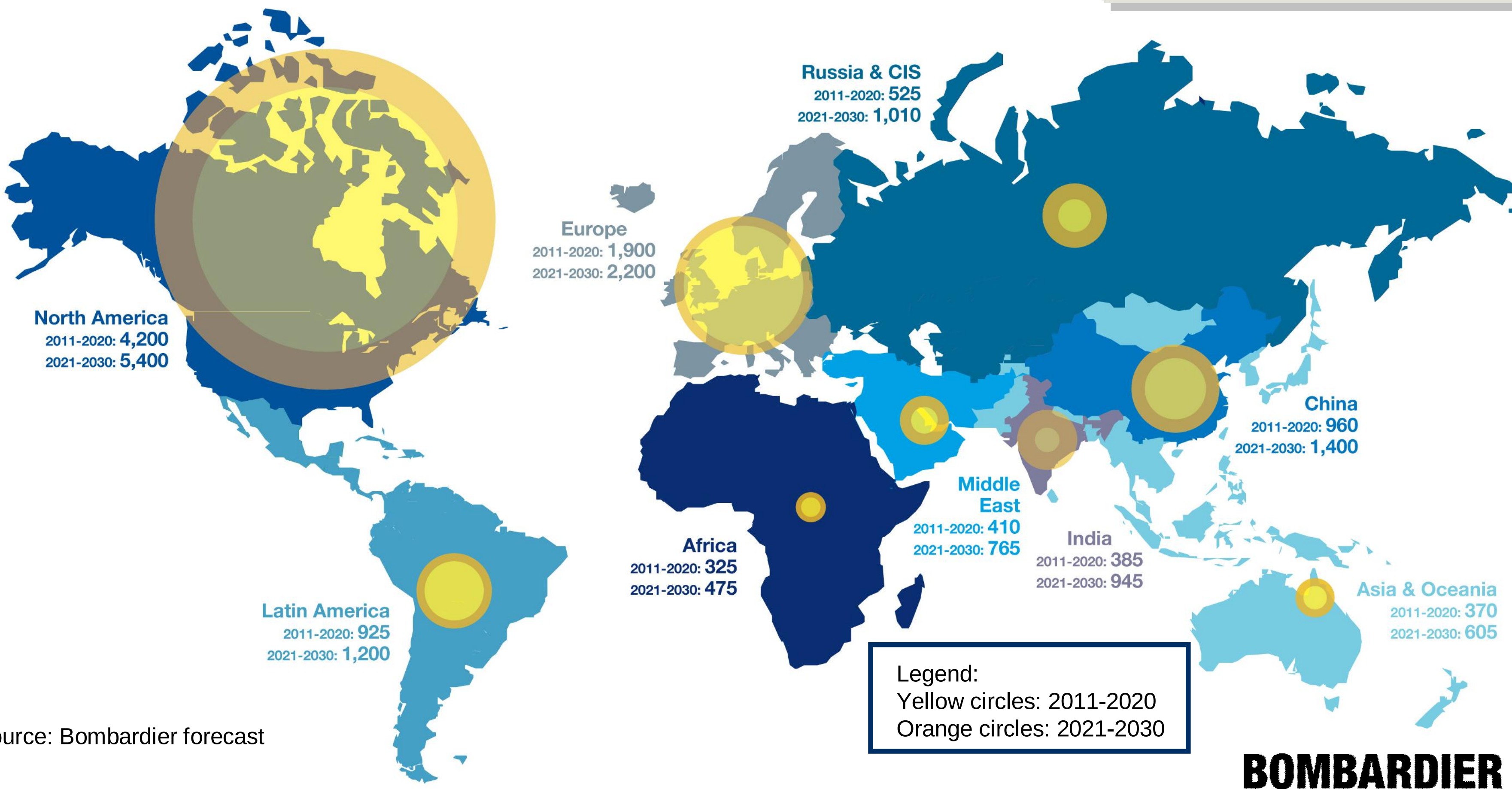
North America, Europe and China will be the largest markets for business jet deliveries

Total World Deliveries	
2011-2020	10,000
2021-2030	14,000

Regional 10 and 20-Year Delivery Outlook

Units, calendar years, 2011-2020 and 2021-2030



Legend:
Yellow circles: 2011-2020
Orange circles: 2021-2030

Source: Bombardier forecast

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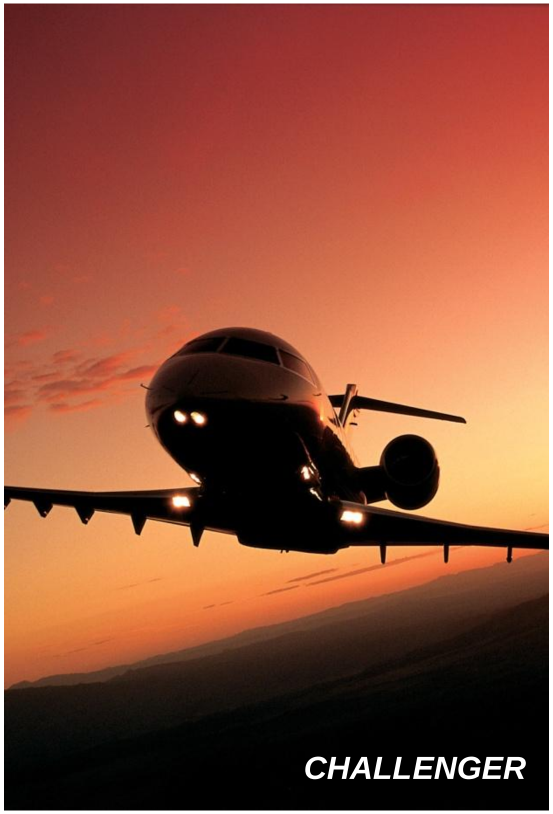
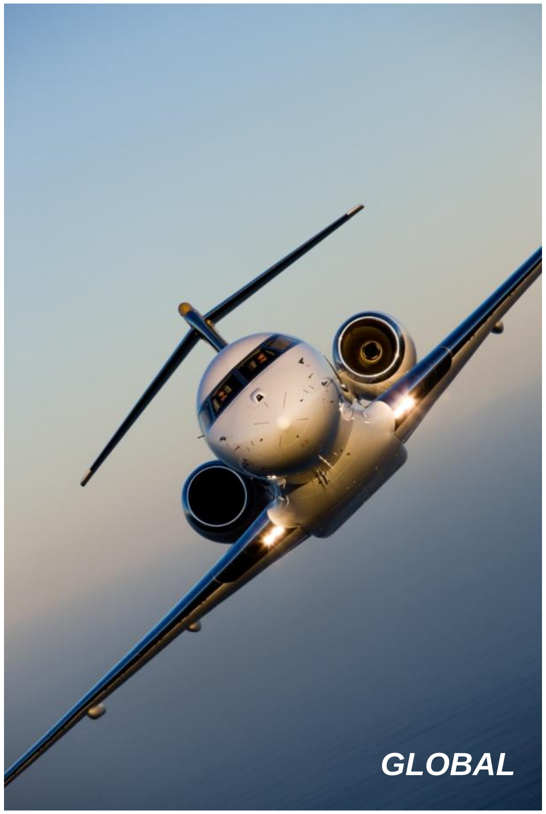
We have the industry's leading product portfolio





With more than 3,700 Bombardier Business Aircraft in service worldwide, our fleet has accumulated more than 26 million flight hours

With 12 models, Bombardier Business Aircraft has the industry’s strongest product portfolio


LEARJET 40 XR


LEARJET 45 XR


LEARJET 60 XR


LEARJET 85


CHALLENGER 300


CHALLENGER 605


CHALLENGER 850


CHALLENGER 870


GLOBAL 5000


GLOBAL 6000


GLOBAL 7000


GLOBAL 8000

Bombardier either has existing products or product in development for each of the nine business jet segments

TOP THREE DELIVERY MARKET SHARES
AVERAGE, 2006-2010

	Light	Super Light	Extra Light	Midsize	Super Midsize	Large	Extra Large	Ultra Long	Extra Large & Long
#1	CJ3/CJ4 60%	XLS+ 70%	L60XR 75%	H900XP 45%	CL300 51%	CL605/800 47%	G5000 57%	G550 59%	
#2	H400XP 21%	L45XR 30%	H750 25%	Sovereign 39%	G200 26%	F2000 30%	F7X 43%	GEX-XRS 41%	
#3	L40XR 13%			G150 16%	H4000 12%	Legacy 650 23%			
Bombardier Business Aircraft Dev. Programs				L85					G7000/8000

Source: General Aviation Manufacturers Association

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We are investing in key growth segments to solidify and increase our leadership position

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Learjet 85 – Program Status

Wichita and Belfast factories capacity increase is underway. Building of Mexico factory is complete.

Successfully exited aircraft level Critical Design Review (CDR). More than 6000 drawings released.

Commissioning of 44 test rigs world-wide is ongoing. Focus is on Entry-Into-Service reliability at first flight.

Composite and composite tooling manufacturing has started.

The Learjet 85 program is on track for a 2013 Entry-Into-Service

Global Vision – Program Status

Rockwell Collins obtained all Federal Aviation Agency Technical Standard Orders for the Pro Line Fusion suite in April 2011.

Flight testing with Basic Certification Load complete (over 600 flight hours accumulated).

Five production aircraft now in Completion in Montreal.

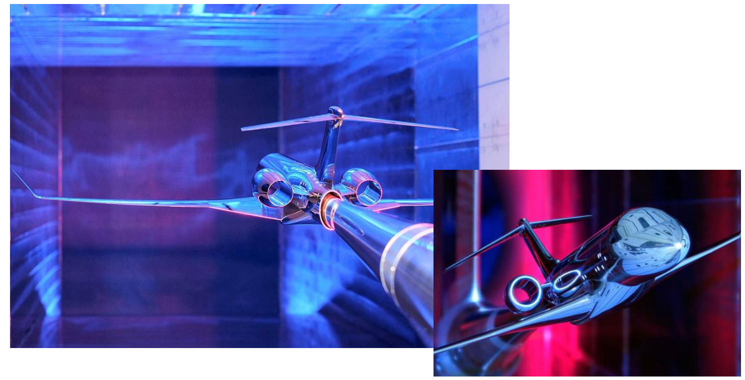
Aircraft in full production in the Toronto Final Line.

Global Vision Flight Deck certified by Transport Canada in June 2011. Progressing towards first delivery scheduled for Q1 of 2012.

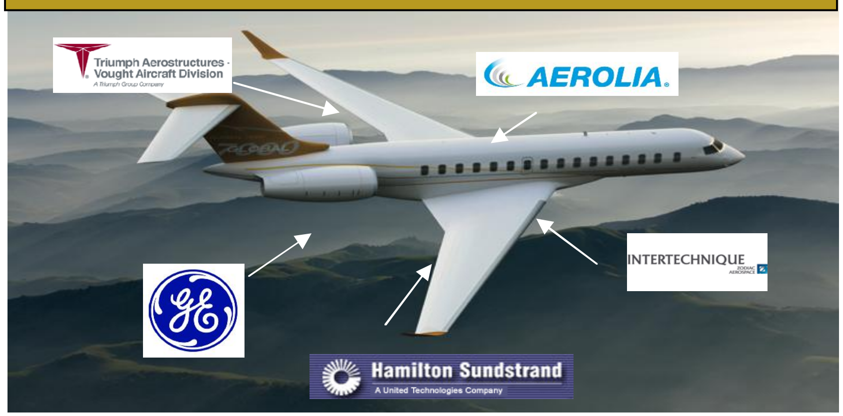
Global 7000/8000 – Program Status

Launched during National Business Aviation Association (NBAA) 2010. Generating a very positive market response.

Wind tunnel testing is underway.



Several major suppliers have been selected.



Three focus groups have been initiated to incorporate customer feedback.

Maintenance

Cabin Experience

Operations

The Global 7000/8000 program is progressing as per plan

This year's edition of the 20-year market forecast highlights our positive outlook regarding the timeline and the magnitude of the business jet industry's comeback:

- **Over the next 20 years, 24,000 deliveries, $626 billion of revenues, 42% from the Large aircraft category**
- **China to become the 3rd largest market**
- **Back to 2008 levels by 2014**

Bombardier is leading the market recovery and investing in product development to increase its leadership position

Positioning Bombardier Aerospace for leadership

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Bombardier Commercial Aircraft profitable growth strategy

Transition to leader for Regional Aircraft <u>and</u> Single Aisle/ Mainline
(<150 seats)

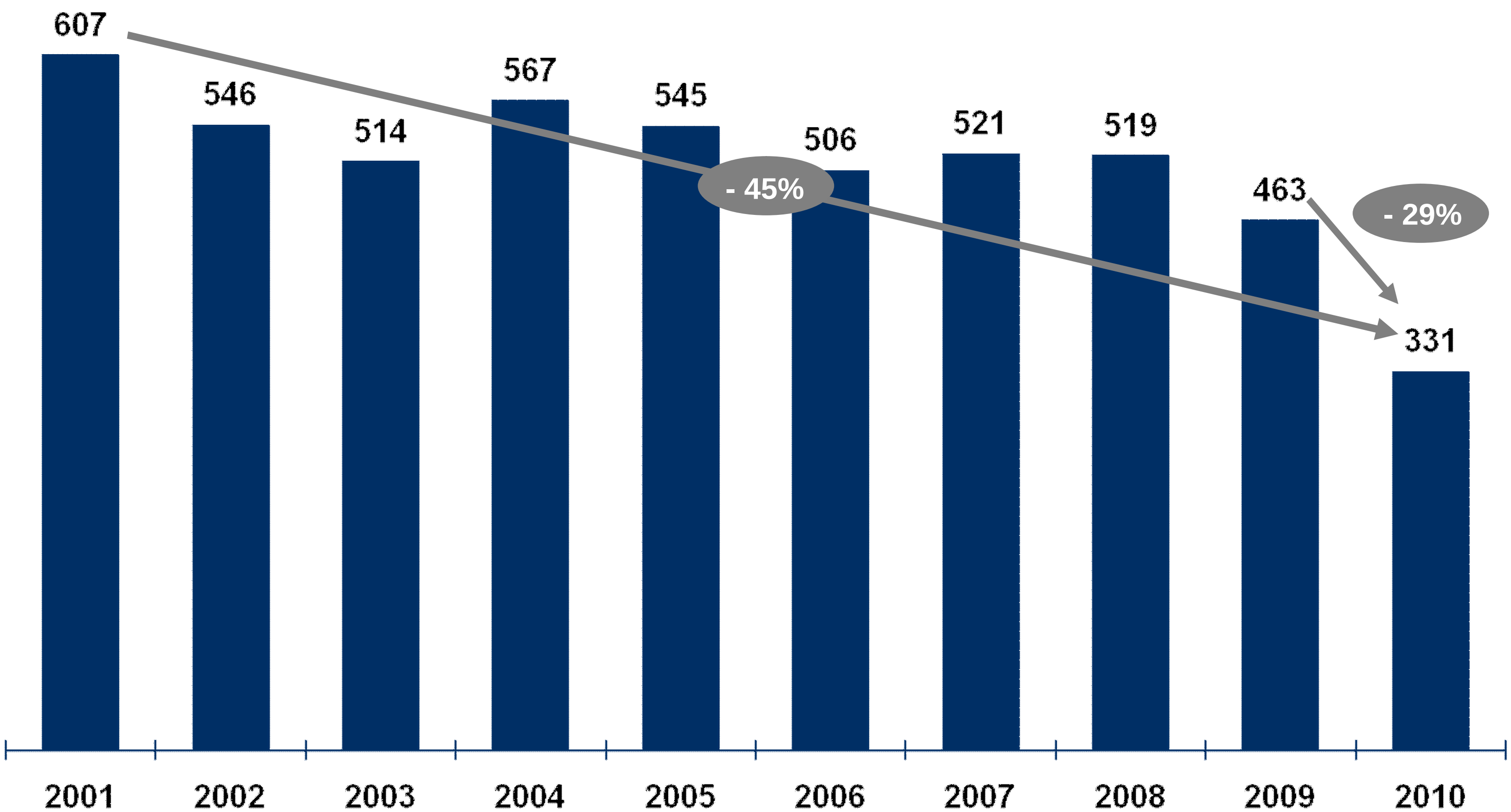
- This transition is occurring in a period of low orders from our customers
- Beginning of a market recovery, but risks remain as oil price volatility, geo-political events and natural disasters affect customer profitability

What is Commercial Aircraft's focus:

- Produce the highest quality products with the highest customer value proposition
- Secure Worldwide Market Access
- Continued expansion of in-service fleet and grow after-market opportunities
- World Class Customer support and services

Industry deliveries in 2010 were down 29% from 2009 and down 45% from the peak year (2001)

TOTAL COMMERCIAL AIRCRAFT DELIVERIES, 20-149 SEATS
2001-2010 (Units)



Source: OAG FleetiNet

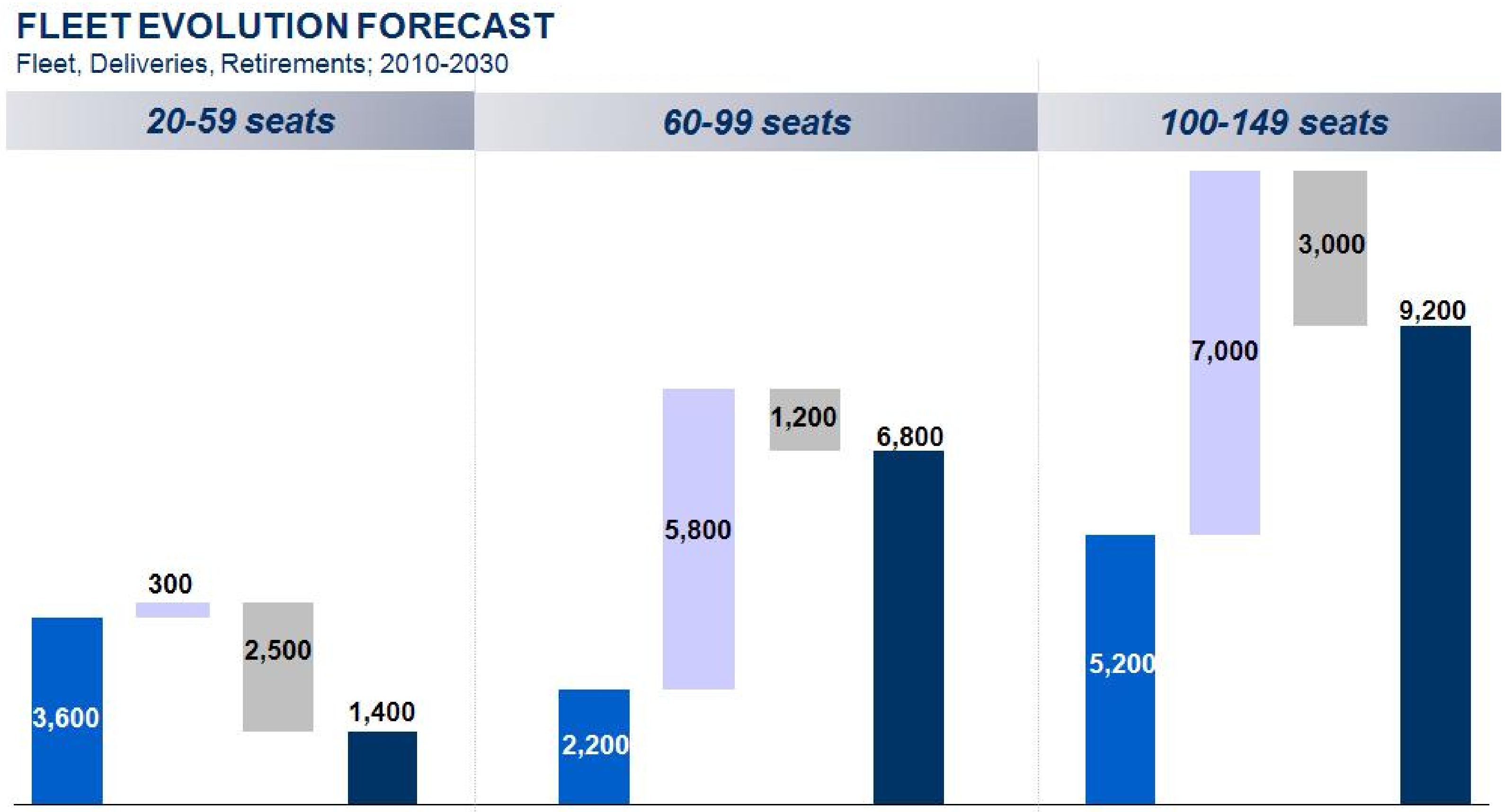
Long-term commercial aircraft market drivers remain solid

20-Year Outlook		
Market Driver	**Description**	**Outlook**
Economic Growth	Air travel demand is directly linked to economic growth, it is predicted that world real GDP will grow at a rate of 3.4%[1] annually from 2011-2030	↑
Fuel Price Volatility	Oil prices have become increasingly volatile, impeding airline operating economics; Overall consumer confidence may also be affected resulting in lower air travel demand	↓
Fuel Prices	EIA[2] predicts a 2.9% oil prices increase per year reaching $125/barrel by 2035, accelerating the retirement of less efficient aircraft, thus increasing demand for new, fuel-efficient aircraft	↑
Replacement Demand	More than half of the current commercial aircraft fleet will be replaced in the next 20 years due to technical obsolescence, with a large number of these replacements being in the 100- to 149-seat category	↑
Emerging Markets	Economic growth forecasts for emerging economies are well above the worldwide average. With a developing infrastructure, we expect a strong growth in air traffic and aircraft fleet in these regions, although starting from a much lower base	↑
Environmental Regulations	Environmental concerns are being addressed by the aviation industry with increased retirements of older aircraft, fleet modernization, as well as infrastructure and operations improvements, all having a positive influence on demand for new aircraft	↑
Environmental Fees	Environmental friendly countries and regions such as Australia, Japan and Europe will continue to impose high fees and charges that may affect airline operating costs	↓
Scope Clauses	Contractual restrictions on airline operations, based on aircraft size and engine type, will ease over time. Changes to scope clauses that allow regional airlines to fly larger aircraft will have a positive impact on demand.	↑

Source: Bombardier Commercial Aircraft Market Forecast 2011-2030

[1] IHS Global Insight
[2] Energy Information Administration

Forecasting 6,400 units will be added to the fleet by 2030



Source: Bombardier Commercial Aircraft Market Forecast 2011-2030

Fleet 2010	Deliveries	Retirements	Fleet 2030
11,000	13,100	6,700	17,400

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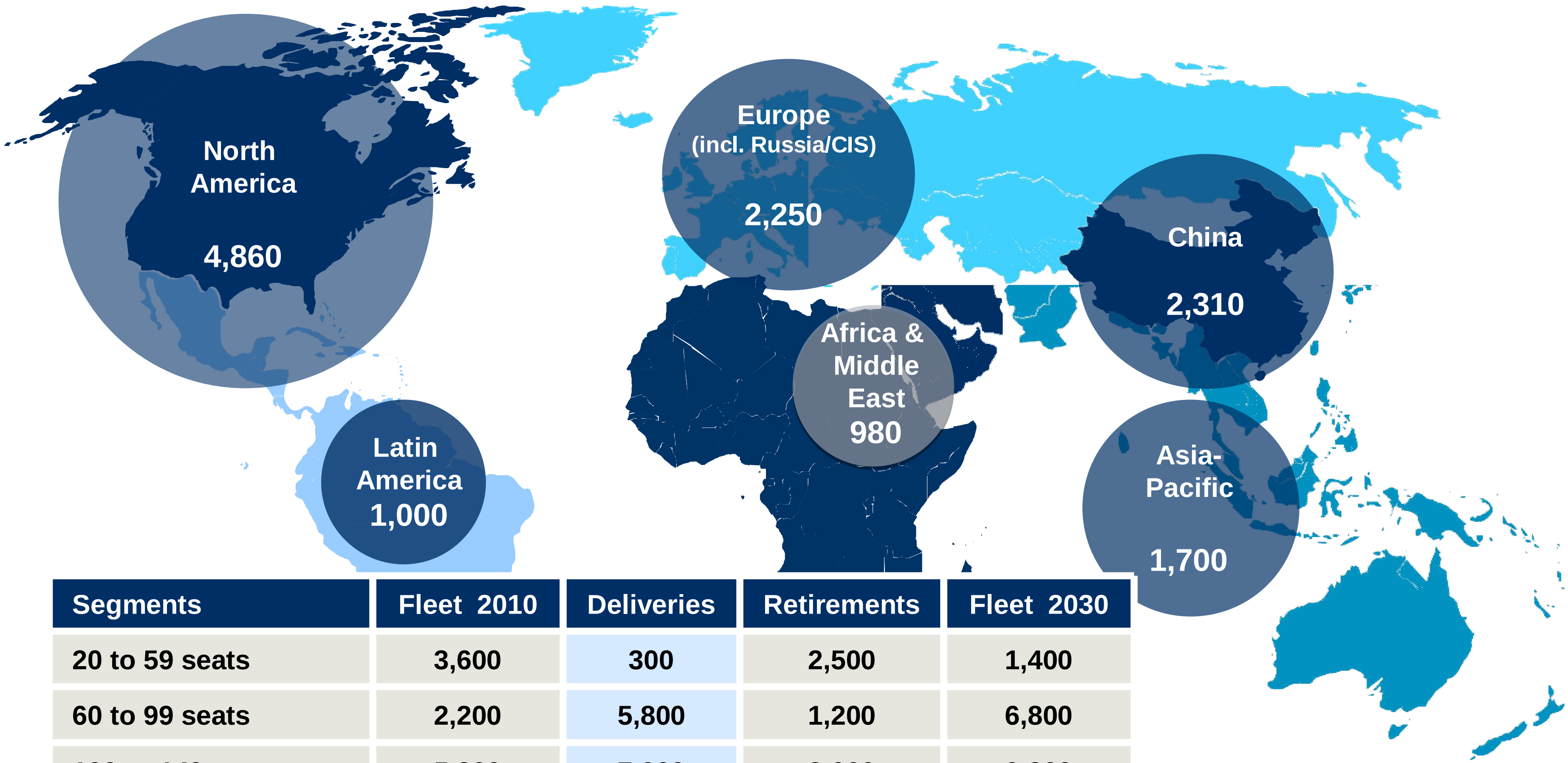
North America, China and Europe will be largest markets for commercial aircraft deliveries



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

Source: Bombardier Commercial Aircraft Market Forecast 2011-2030

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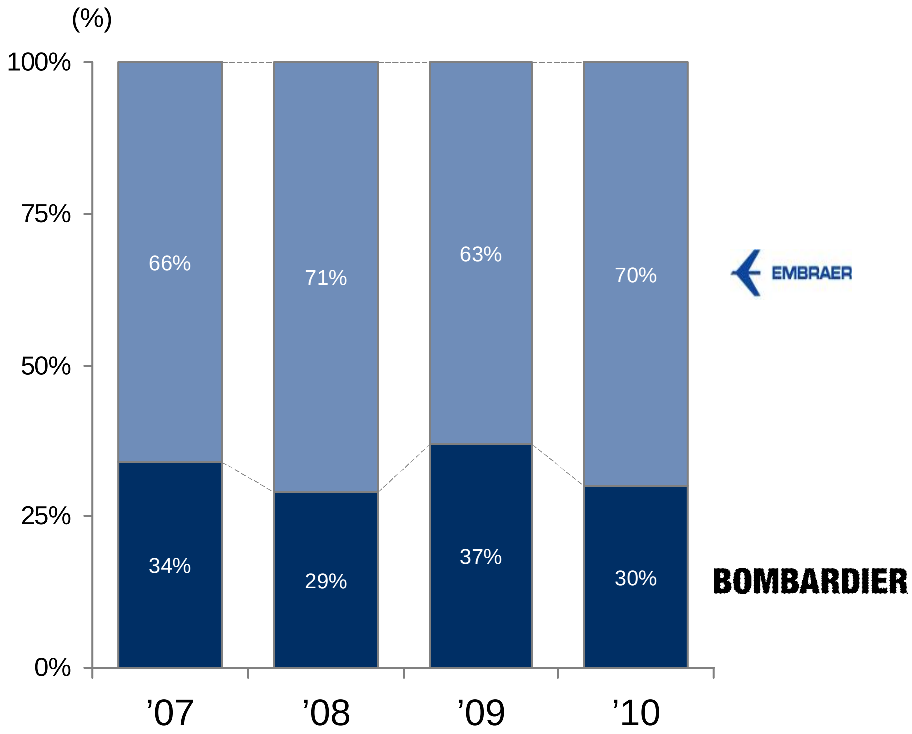
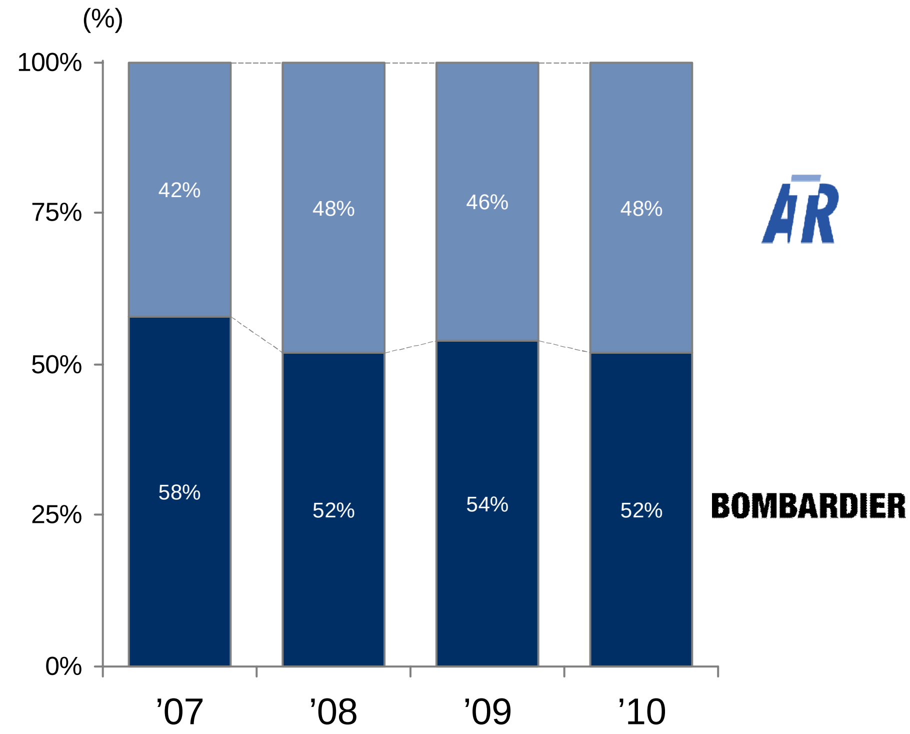
Bombardier Commercial Aircraft maintains a stable position in regional jets and a leadership position in turboprop

Delivery market share - Regional jets[1]



Delivery market share - Turboprop[2]



Sources: Bombardier and Competitor Financial Reports

[1] Regional jets include CRJ200/700/900/1000 and ERJ145/E170/175/190. Excludes corporate and missionized (defense and government) aircraft.
[2] Turboprops include QSeries and ATR products.

More than 2,500 Bombardier commercial aircraft are in service worldwide, with a backlog of 234 units*

Turboprops

Q-Series

1,079 firm orders

1,028 delivered

100+ operators

Regional Jets

CRJ Series

1,708 firm orders

1,638 delivered

60+ operators

Single Aisle Mainline

CSeries

113 firm orders

109 options

* As of April 30, 2011 for Q-Series and CRJ Series and as of June 20, 2011 for CSeries

BOMBARDIER

Bombardier Commercial Aircraft portfolio is optimized for the segment it serves

Bombardier — **Competitors**

Turboprop


Q400 NextGen


ATR72

Regional Jets


CRJ NextGen


MRJ


SSJ


EMB170/175/190


ARJ21-700/900

Single Aisle Mainline


CSeries


B737-600/700


A318/319


EMB195

BOMBARDIER

Q400 NextGen Aircraft
New Operators

AIR CANADA EXPRESS

SPICEJET

CRJ1000 NEXTGEN is exceeding customer expectations

LOWER FUEL BURN
4% better than advertised

EXTRA RANGE
6% better than advertised

EXCEPTIONAL RELIABILITY
Above 99.9% scheduled completion rate

BOMBARDIER

CSERIES Aircraft family: A *GAME CHANGER* in its class

- ☑ **Family of Aircraft with Full Operational Commonality**
- ☑ **Unmatched Reduction in Environmental Footprint**
- ☑ **Total Life Cycle Cost Improvement**
- ☑ **Up to 15% Cash Operating Costs Advantage – 20% Fuel Burn Advantage***
- ☑ **Widebody Comfort In a Single Aisle Aircraft**
- ☑ **Mature 99% Reliability at Entry Into Service**
- ☑ **Operational Flexibility – Short Field and Longer Range Performance**

* Under certain operating conditions

C*SERIES* PROGRAM: MOMENTUM GROWS.

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C*Series* Aircraft Family
Six Key Technologies Demonstrated

✓ Optimized based on tests

✓ Production with robots

✓ Fly-By-Wire on track

✓ Join sequence optimized

✓ Barrel: 160,000+ cycles

✓ PW1524G >300 hrs tests

C*Series* PW1524G Engine Tests

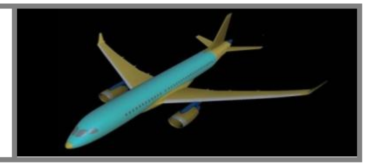
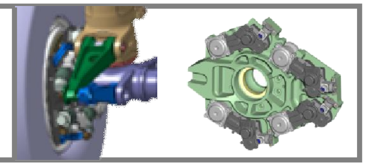
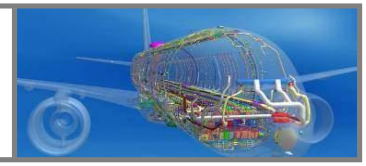
Engine #1 Cross-winds & Cold weather done

FLIGHT TESTING OF CSERIES ENGINE #2 IS ON SCHEDULE TO BEGIN MID YEAR ON P&W'S 747 TEST VEHICLE

BOMBARDIER

EXECUTION.
EXECUTION.
EXECUTION.

Executing Per Plan

2008	**Technologies selection and program launched at Farnborough Air Show**	
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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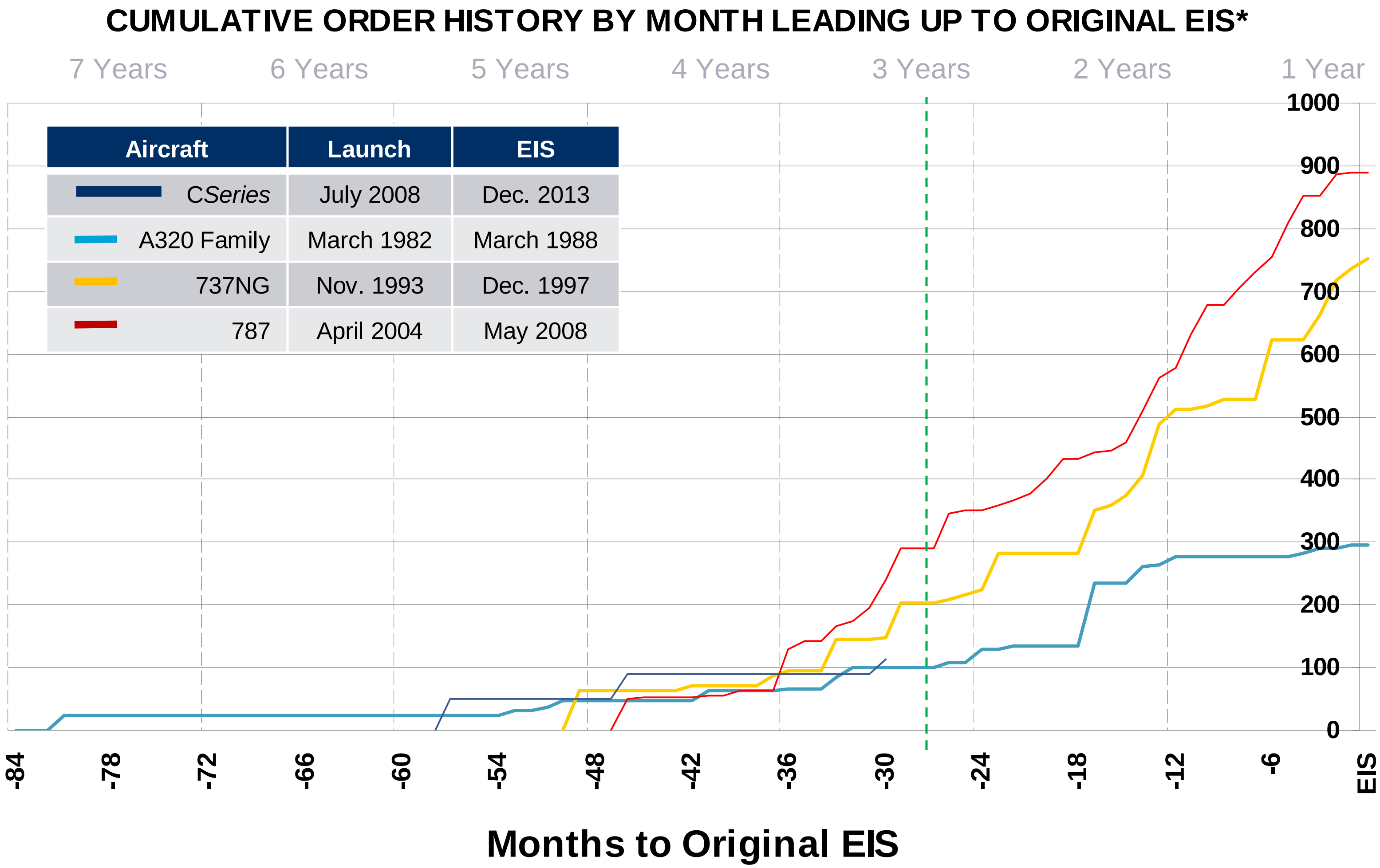
With 30 months before Entry-Into-Service (EIS) and recent additions to our customer base, we continue to bring in orders as expected



Source: OAG Aviation, Company Reports

* As of June 20, 2011

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CSeries Orders announced*

20 CS100/CS300
+ 20 Options

10 CS100/CS300
+ 10 Options

30 CS100
+ 30 Options

3 CS100
+ 3 Options

40 CS300
+ 40 Options

10 CS100
+ 6 Options

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* As of June 20, 2011

Positioning Bombardier Aerospace for leadership

	Farnborough 2010	*Paris 2011*
Aerospace (G.Hachey)	▪ Delivered 5.1% EBIT in FY10 ▪ Determined to steer through the crisis to emerge stronger	▪ Delivered 5.2% EBIT in FY11 ▪ Emerging from the recession as a leader
Business Aircraft (S.Ridolfi)	▪ Sluggish market still impacting our business ▪ Longer term fundamentals of business aviation remain solid	▪ Industry is trending upward ▪ Continued investments in new products
Commercial Aircraft (G.Scott)	▪ Optimized solutions for the 60- to 149-seat market, well positioned for the future	▪ Beginning of a market recovery, but risks remains ▪ Well positioned in a changing competitive landscape
Customer Services & Support (J.Hoblyn)	▪ **Market outlook improving** ▪ **Good progress on customer engagement** ▪ **New services driving growth**	▪ **Significant progress on customer engagement** ▪ **Expanding our global presence** ▪ **Tremendous growth potential**

Our Strategic Priorities

BCS Vision

1^2: To be the #1 Aviation Services company and the #1 reason customers buy Bombardier Aircraft

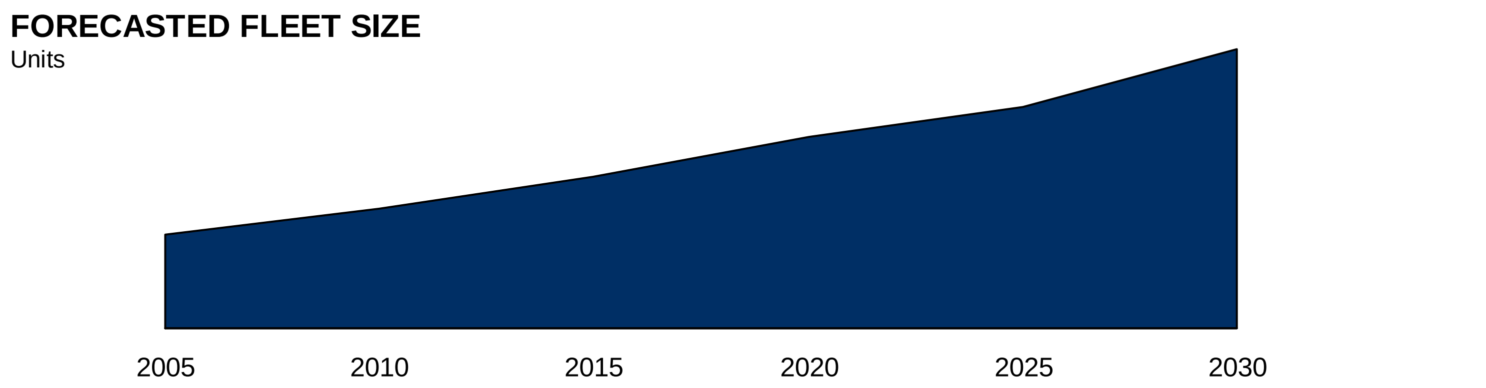
Strategic Priorities

- **A** Increase customer engagement
- **B** Expand internationally
- **C** Profitable growth

Maintenance, Repair & Overhaul drivers are fleet utilization, GDP and purchase behaviour

BA MRO Forecast

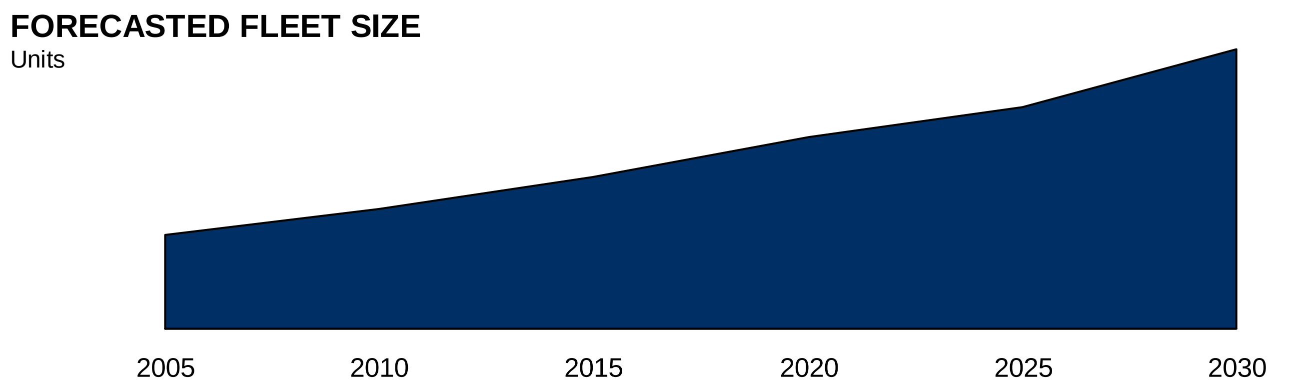
BA Fleet



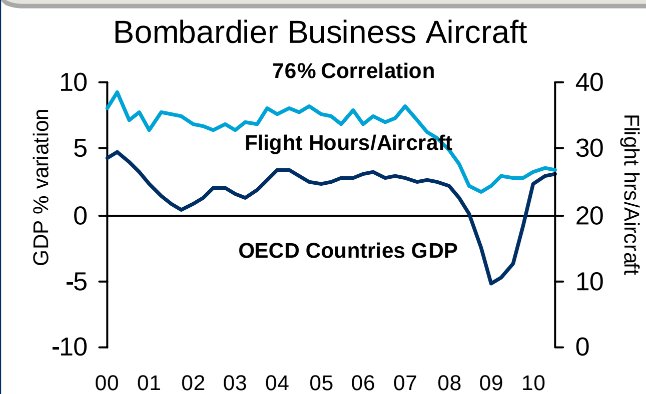
Maintenance, Repair & Overhaul drivers are fleet utilization, GDP and purchase behaviour

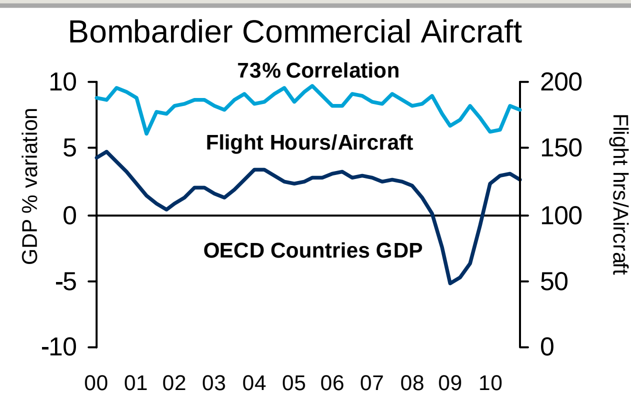
BA MRO Forecast

BA Fleet



BA Fleet Utilization





Sources: OECD GDP quarterly forecast, June 2011

OECD = Organization for Economic Co-operation and Development
MRO = Maintenance, Repair and Overhaul
GDP = Gross Domestic Product
BA = Bombardier Aerospace

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Maintenance, Repair & Overhaul drivers are fleet utilization, GDP and purchase behaviour

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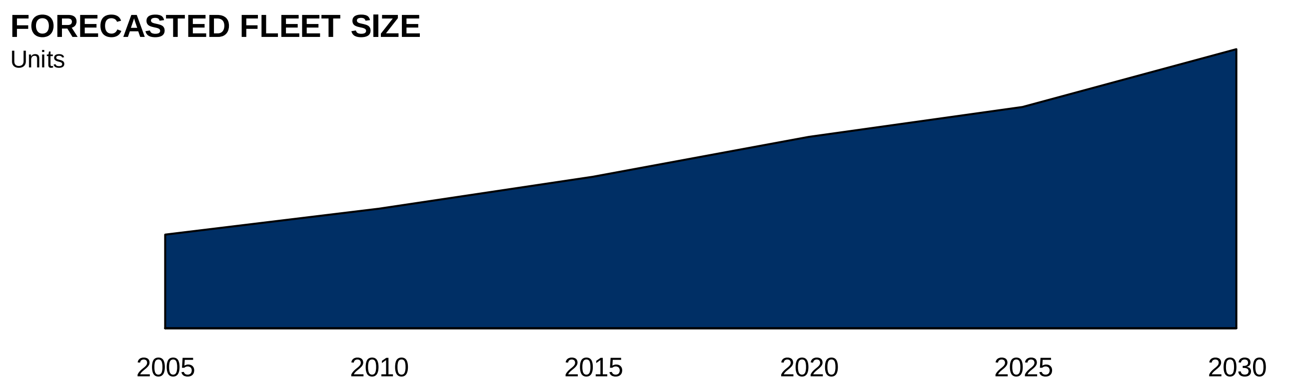
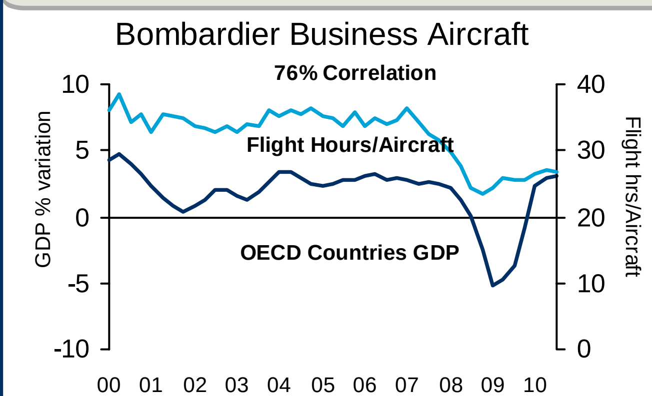
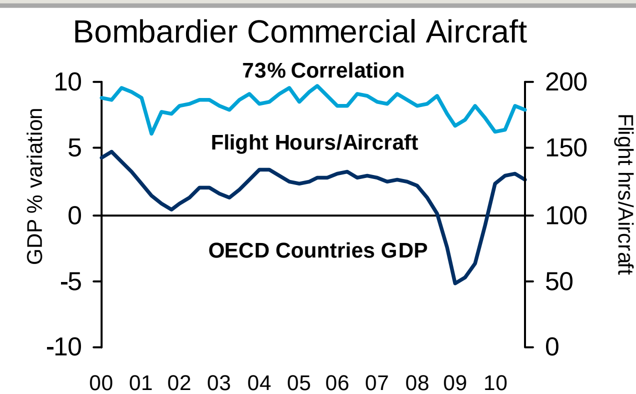


BA Fleet Utilization





Purchasing Behavior

- The lag between change in business cycle and fleet utilization is 6 months to 1 year

Sources: OECD GDP quarterly forecast, June 2011

OECD: Organization for Economic Co-operation and Development
MRO: Maintenance, Repair and Overhaul
GDP: Gross Domestic Product
BA: Bombardier Aerospace

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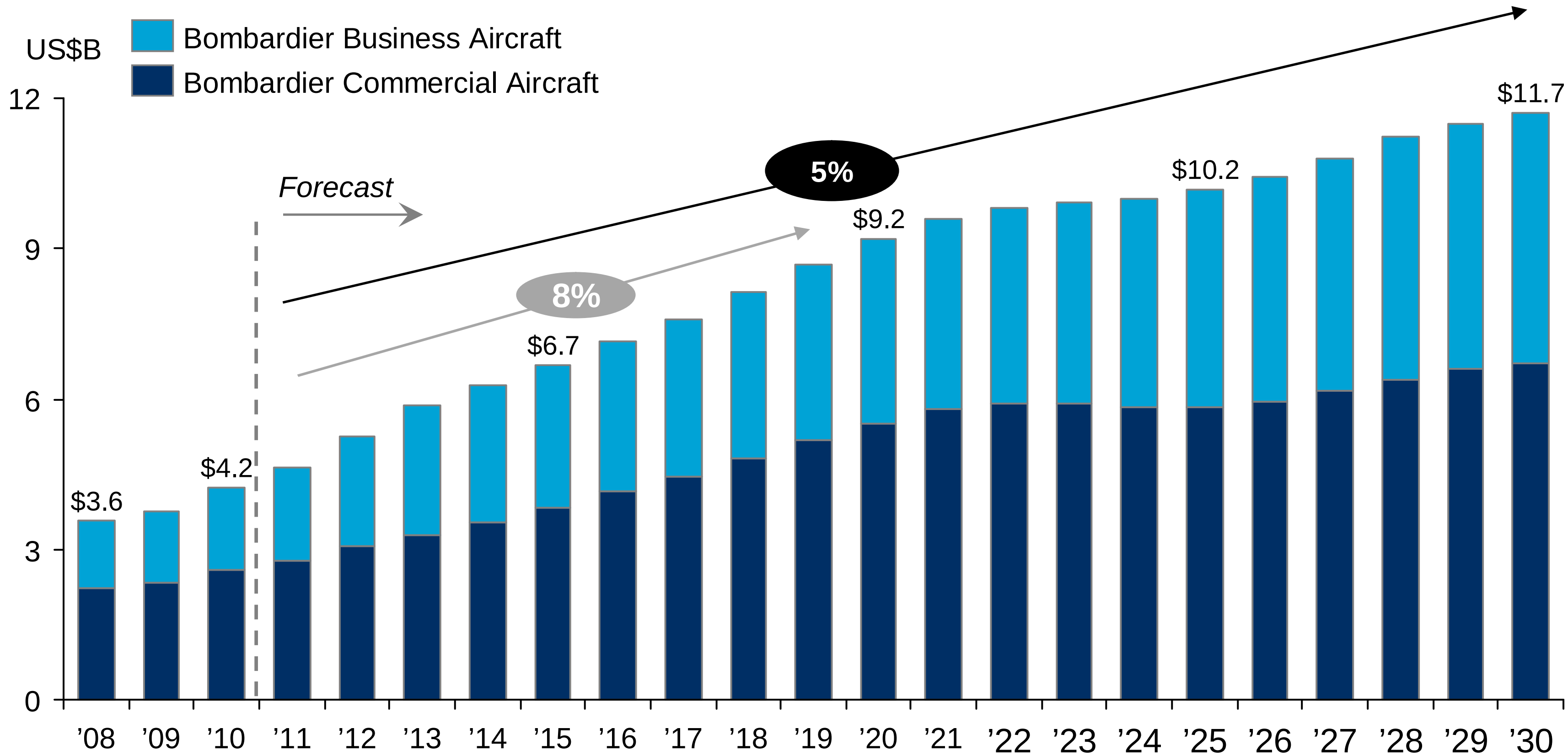
The aftermarket is expected to grow at 5% annually over the next 20 years

BOMBARDIER AEROSPACE MRO AND TRAINING MARKET

20-Year Market Forecast (USD Billions, Real 2010)



Sources: Bombardier Market Forecast Model for Bombardier Aerospace aircraft only.
Preliminary Business and Commercial Aircraft data based on 2011 Bombardier Business and Commercial Market Forecasts, includes in & out of warranty aircraft and engines maintenance

MRO: Maintenance, Repair and Overhaul

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Developing comprehensive service solutions to capture a significant portion of the MRO* market

Fleet Management

Power by the Hour
Health Monitoring System
Data Management

Component Services

Component Repair & Overhaul
Component Exchange/ Rental
Used Parts

Maintenance Services

Capacity expansion
Mobile Repair Teams

Training Services

New authorized training providers
New programs

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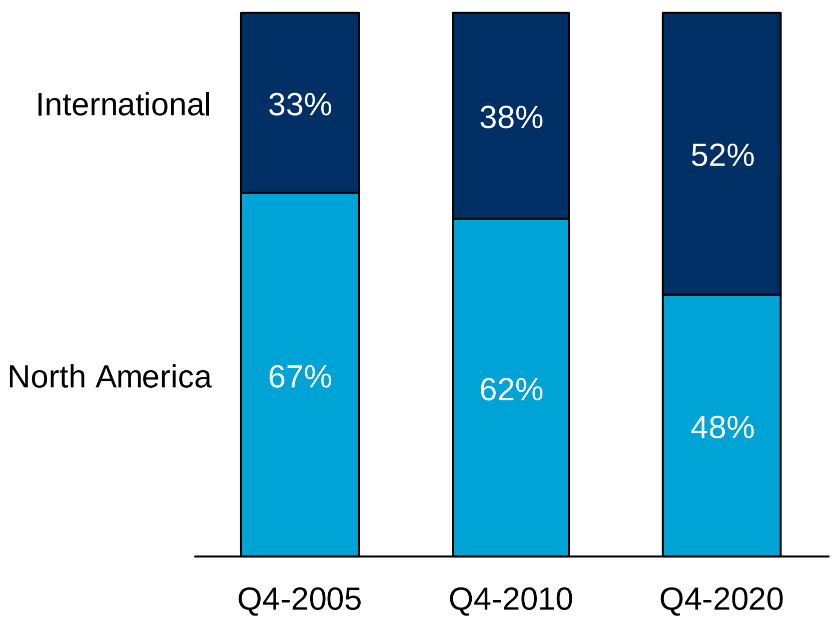
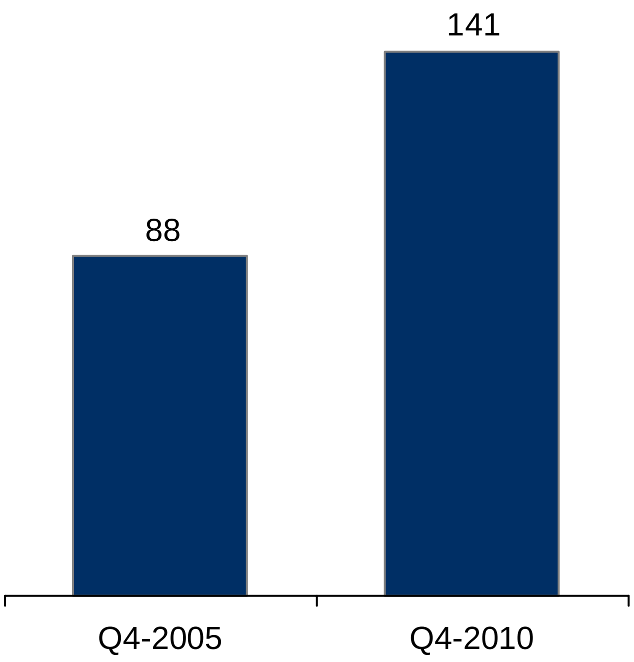
* MRO: Maintenance, Repair and Overhaul

Services opportunity and support requirements are expanding faster internationally than in North-America

BOMBARDIER FLEET – INTERNATIONAL BREAKDOWN
(%)



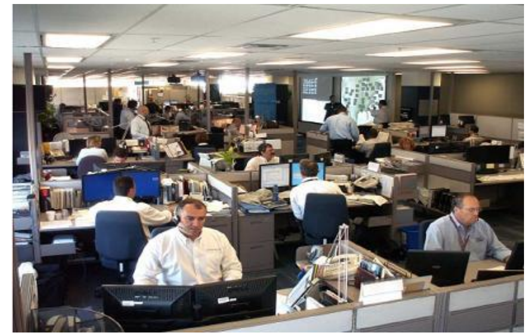
NUMBER OF COUNTRIES SUPPORTED BY BOMBARDIER
Aircraft ≤ 5 years of age

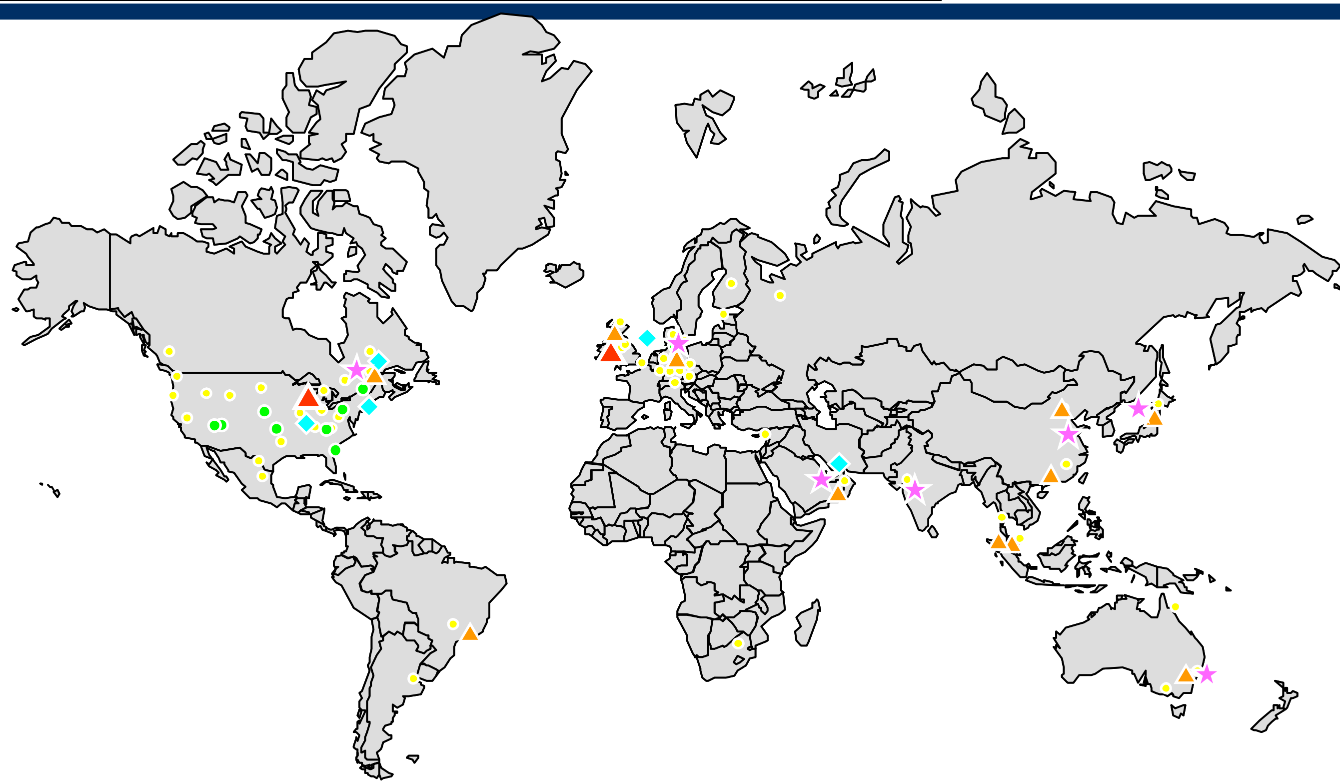


Sources: Bombardier Internal Analysis, installed base includes current installed base plus deliveries less retirements

Our network is transitioning to support international requirements

		2008	As of May 2011
★	Regional Support Offices	5	**8**
▲ ▲	Parts distribution centers / int'l depots total	9	**10**
●	Bombardier Service Centers	7	**9**
●	Authorized Service Facilities	47	**54**
◆	Training Centers	13 sims	19 sims





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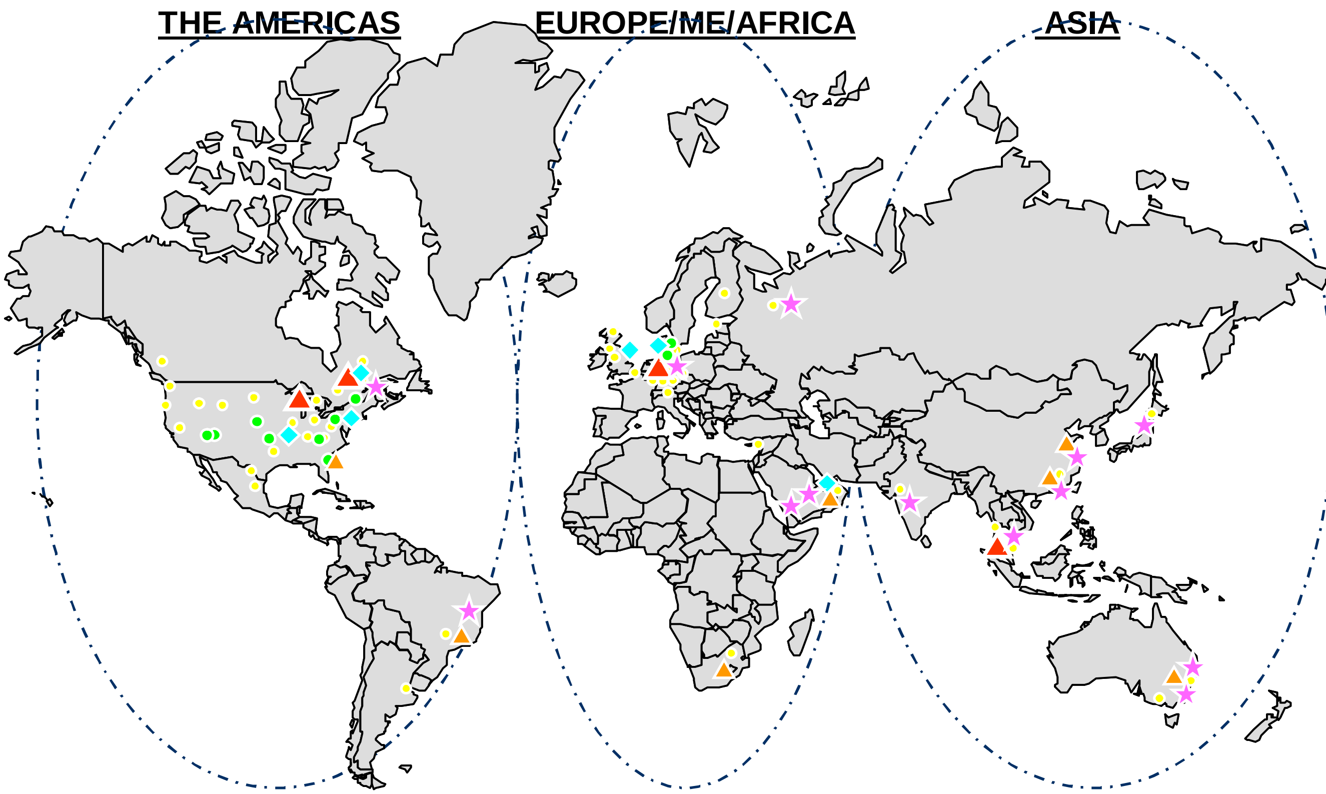
Our support network in 2013

		2008	As of May 2011	2013
★	Regional Support Offices	5	8	**14**
▲ ▲	Parts distribution centers / int'l depots total	9	10	**13**
●	BBD Service Centers	7	9	**10**
●	Authorized Service Facilities	47	54	**62**
◆	Training Centers	13 sims	19 sims	**25 sims**



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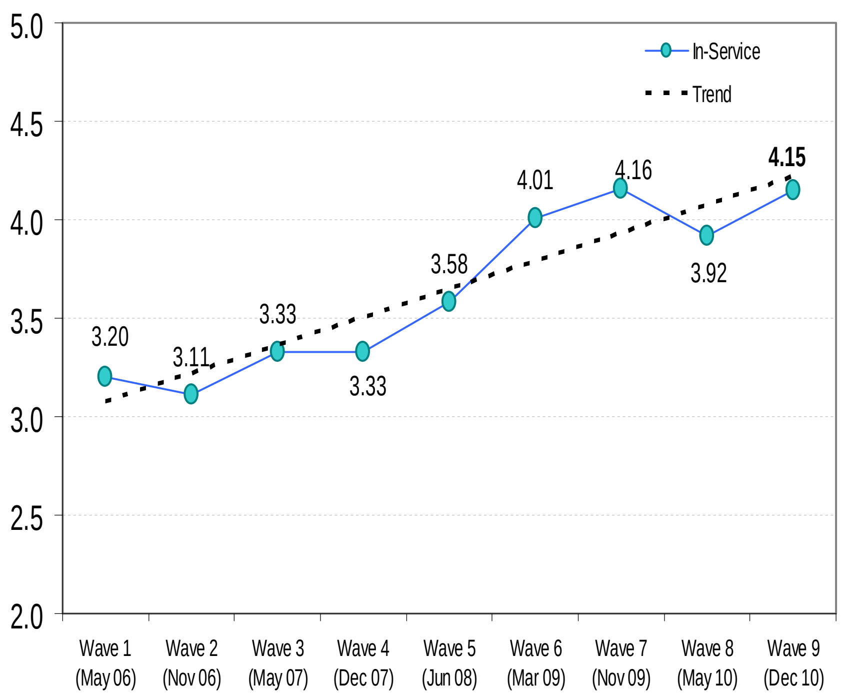
Bombardier has made solid progress on customer engagement

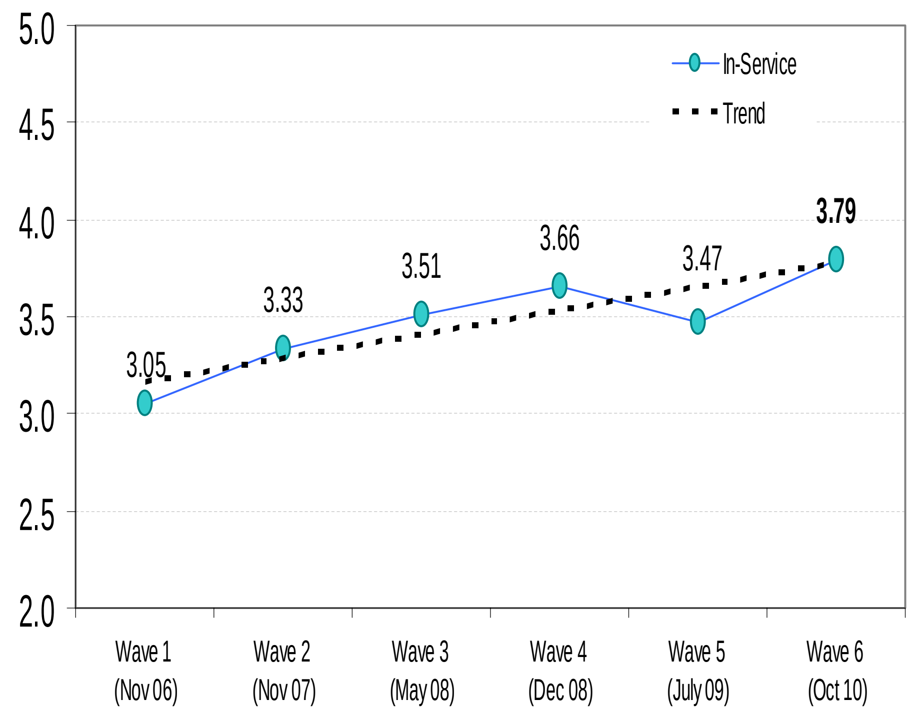
CUSTOMER ENGAGEMENT RESULTS

Gallup Survey, In Service Satisfaction

Business Aircraft



Commercial Aircraft



Source: Gallup Survey results as of May 18th, 2011

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Recent accomplishments

Quality

- ✓All Business Aircraft fleets at world class reliability
- ✓Commercial Aircraft reliability awards recognize several operators above 99.4% dispatch reliability
- ✓Parts quality guarantee
- ✓ Price-match guarantee

Responsiveness

- ✓ European Mobile Repair Team expanding
- ✓ Parts Express in Dubai - Service now covers Europe, Middle East, Africa and Asia
- ✓ Expanding MRO capabilities - CRJ aircraft repair capability in Dallas, Texas

International

- ✓ More people on the ground - Regional Support Offices (RSO) opened in Dubai, Mumbai and Hong Kong, as a result ~300 field service and support staff are on the ground
- ✓ New Authorized Service Facilities in Jordan & Australia for a total of 63 service centers worldwide
- ✓ Bombardier-owned Amsterdam facility celebrates one year anniversary
- ✓ $180 million invested in new inventory for a total investment of $1.4B in parts worldwide
- ✓ New Hong Kong parts depot opened for a total of 10 depots worldwide
- ✓ Learjet 40/45 and Challenger 300 simulators added in Amsterdam
- ✓ Learjet 45 (Mexico); Challenger 605 (Dubai) simulators announced

Note: From June 1st to June 30th, 2011.
MRO: Maintenance, Repair and Overhaul

BOMBARDIER

At Customer Services we bring together the people, the passion and the performance to get the job done.

Our responsive, reliable and ready team is always there to service your every need.

No matter where you go, whatever you need, we will be there to serve you because at Bombardier Customer Services we put

You. First.

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Paris Airshow Presentation
Q & A

Thank you!

June 21, 2011

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