

# **BOMBARDIER**

## **2010 ANNUAL MEETING OF SHAREHOLDERS**

# FORWARD-LOOKING STATEMENTS

This presentation includes forward-looking statements, which may involve, but are not limited to, statements with respect to the ours 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; competitive position; and 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, refer to the respective Forward-looking statements sections in BA and BT in the MD&A of the Corporation’s annual report for fiscal year 2010.

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; 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 Other in the MD&A of the Corporation’s annual report for fiscal year 2010. 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, 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. The forward-looking statements contained in this presentation are expressly qualified by this cautionary statement.





# 2010 ANNUAL MEETING

Chairman and  
Secretary of the meeting



# 2010 ANNUAL MEETING

Notice of the meeting

# 2010 ANNUAL MEETING

Scrutineers and  
quorum of the meeting

# 2010 ANNUAL MEETING

Consolidated financial results  
for the year ended January 31, 2010,  
external auditors' report and annual report  
to shareholders



# 2010 ANNUAL MEETING

## Election of Directors

# 2010 ANNUAL MEETING

## Appointment of external auditors

# 2010 ANNUAL MEETING

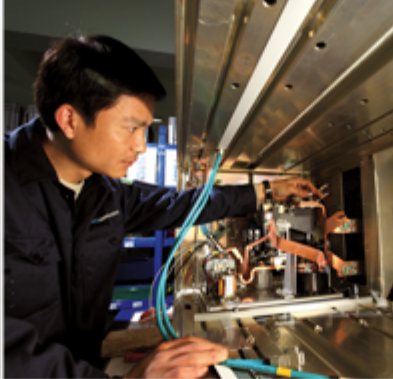
## Approval of the 2010 Deferred Share Unit Plan



# 2010 ANNUAL MEETING

Shareholder proposals:

Mouvement d'éducation et de défense  
des actionnaires (MÉDAC)





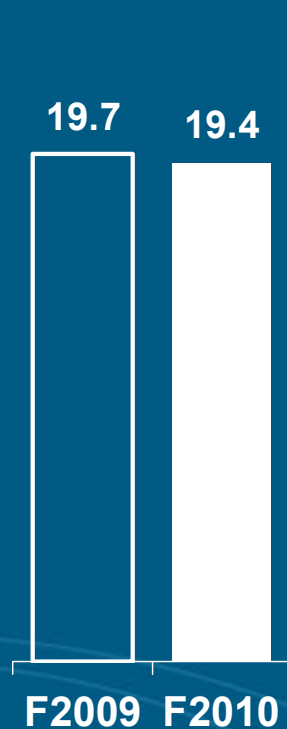




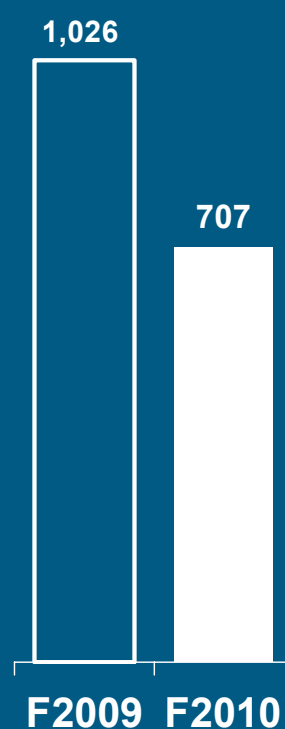


# FISCAL YEAR 2010 RESULTS

**Revenues**  
*(in billions of dollars)*



**Net income**  
*(in millions of dollars)*



**Earnings per share (diluted)**  
*(in dollars)*



# FISCAL YEAR 2010 RESULTS

**Cash position\*:** **\$3.4 billion**

**Backlog\*:** **\$43.8 billion**

*\* As at January 31, 2010*







# WE CONTINUE TO IMPROVE OUR FINANCIAL FLEXIBILITY

- Refinancing part of the long-term debt
- Extending maturities
- Increasing liquidity to withstand the turbulence







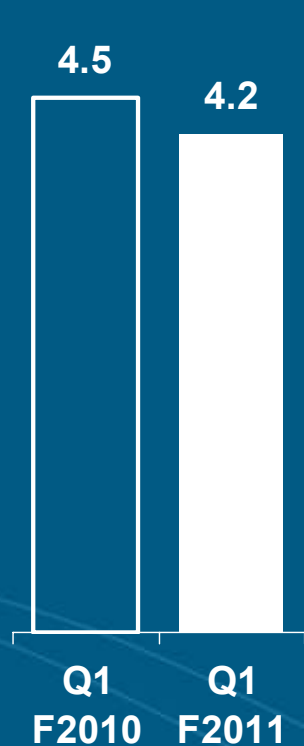






# FIRST QUARTER RESULTS

**Revenues**  
*(in billions of dollars)*



**Net income**  
*(in millions of dollars)*




# FIRST QUARTER RESULTS

**Robust cash position\*:** **\$3.5 billion**

**Good backlog\*:** **\$44.4 billion**

*\* As at April 30, 2010*





A world map with a blue background and white landmasses. Three regions are highlighted with white text and colored boxes: North America (green and blue boxes), Europe (green and blue boxes), and Asia-Pacific (green and blue boxes). The map also features faint white grid lines.

## Amérique du Nord North America

9 8

## Europe

37 1

## Asie-Pacifique Asia-Pacific

13 1

■ Nombre de sites de production et d'ingénierie de Bombardier Aéronautique

■ Nombre de sites de production et d'ingénierie de Bombardier Transport

■ Number of Bombardier Aerospace production and engineering sites

■ Number of Bombardier Transportation production and engineering sites



# READY TO SEIZE OPPORTUNITIES TO...

- increase liquidity
- invest in new products
- improve productivity and customer service

**Our five business priorities: *Our Way Forward***

# OUR WAY FORWARD

## 1. BE #1 IN CUSTOMER SATISFACTION THROUGH FLAWLESS EXECUTION

- New Bombardier service centres in Europe and in the U.S.
- Aerospace : improved customer satisfaction
- Transportation: awards for the reliability of our trains

# OUR WAY FORWARD

## 2. RAISE OUR GAME IN GLOBAL TALENT MANAGEMENT





# OUR WAY FORWARD

## 3. ACTIVELY MANAGE RISKS



# OUR WAY FORWARD

## 4. ESTABLISH LOCAL ROOTS IN ALL KEY MARKETS



BOMBARDIER  
**LEARJET 85**



# OUR WAY FORWARD

## 5. ENHANCE OUR CORPORATE SOCIAL RESPONSIBILITY

- 50% CO<sub>2</sub> emission reduction target for business aircraft industry by 2050
- ↓ 35% water consumption
- ↓ 17.5% energy consumption
- ↓ 10% greenhouse gas emissions
- ↓ 11% waste



# SEVERAL ACCOMPLISHMENTS IN FISCAL YEAR 2010

- Good global performance
- Strong cash position
- Excellent products in development
- A responsible attitude

# AMONG THE MOST ADMIRED COMPANIES IN CANADA

Rank	Company	Overall reputation
1	Tim Hortons	83.2
2	Jean Coutu Group	82.2
<b>3</b>	<b>Bombardier</b>	<b>80.8</b>
4	Yellow Pages	79.8
5	Rona	79.3
6	Saputo	79.3
7	Canadian Tire	79.2
8	Research In Motion	78.4
9	Metro	78.2
10	WestJet	75.2

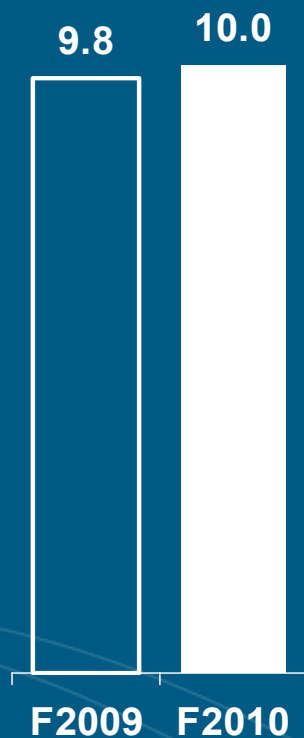




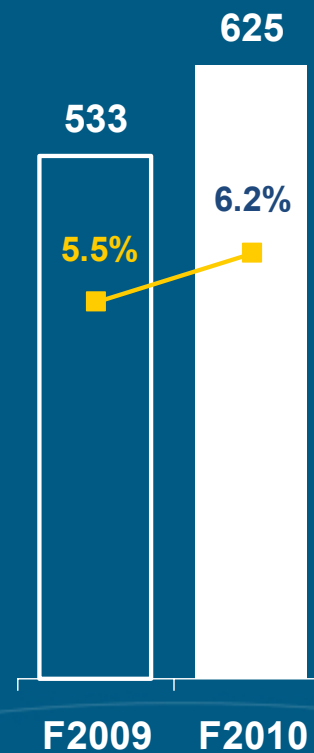


# FISCAL YEAR 2010 RESULTS

**Revenues**  
*(in billions of dollars)*

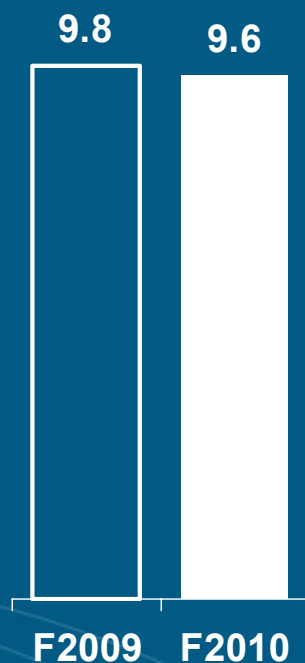


■ EBIT *(in millions of dollars)*  
—■ EBIT *(as % of revenues)*

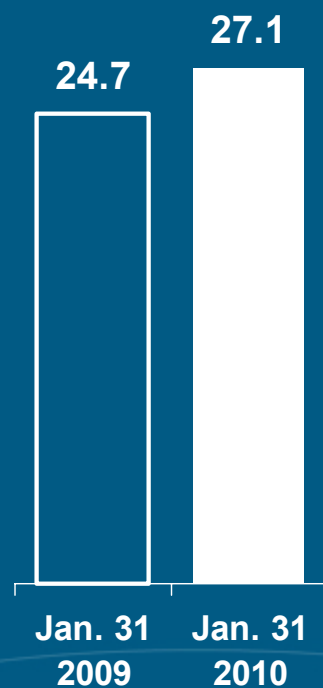


# ORDER INTAKE AND BACKLOG

**Order intake**  
*(in billions of dollars)*



**Backlog**  
*(in billions of dollars)*















↑  Lift for disabled people

中大  
ZHONG DA

往三元里方向  
TOWARDS SAN YUAN LI

中大  
ZHONG DA

下站 碧濠

中大  
ZHONG DA











NEVILLE PARK

501

NEVILLE PARK















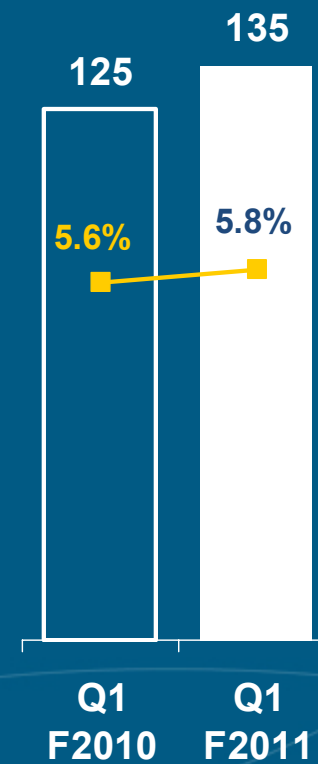


# FIRST QUARTER RESULTS

Revenues  
(in billions of dollars)



■ EBIT (in millions of dollars)  
—■ EBIT (as % of revenues)



# FIRST QUARTER RESULTS

**Backlog**  
*(in billions of dollars)*









TALENT 2

DB

442 712

Verbinding









FINCH

7106

2008









# BOMBARDIER

*Willkommen in Berlin*

























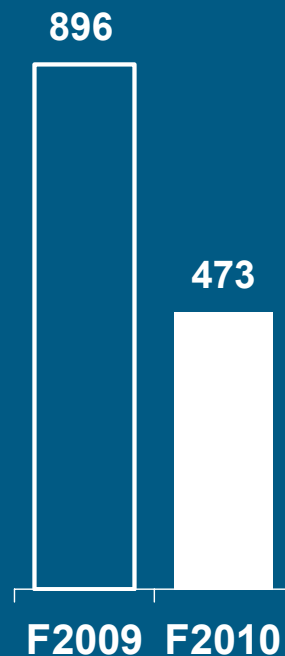


# FISCAL YEAR 2010 RESULTS

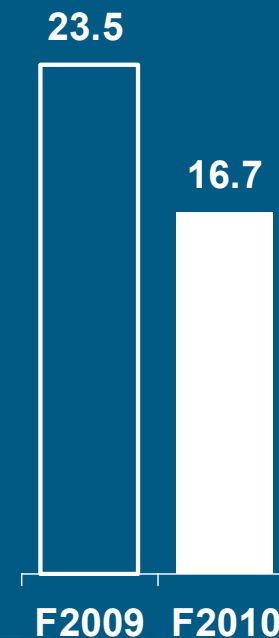
**Revenues**  
*(in billions of dollars)*



**EBIT**  
*(in millions of dollars)*



**Backlog**  
*(in billions of dollars)*





# AIRCRAFT DELIVERIES

Aircraft deliveries  
(in units)



In line with projections and guidance

↓ 25% Business aircraft

↑ 10% Commercial aircraft

# MARKET SHARE

## BUSINESS AIRCRAFT

↑ from 31% to 32% (in terms of revenues)

## COMMERCIAL AIRCRAFT

↑ from 37% to 44% (in terms of deliveries)



Atteindre l'excellence  
usine Saint-Laurent



Mis à jour le 15 OCT 2008

Choisir le graphique sans toutes les données

177%	4203%	2600
≤ 35 %	1587	7611
	7595	

Offre une expérience client exceptionnelle

détails hebdomadaires

Accompagnement des clients

Tableau de bord

comptabil

Statut des équipements

Atteindre l'







# IMPROVING CUSTOMER SERVICE

- New web portal
- New business aircraft service centre in Europe
- Third commercial aircraft service centre in the United States

**RESULT: Higher customer satisfaction**









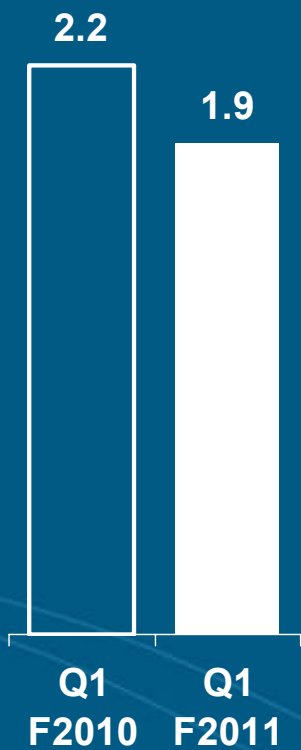




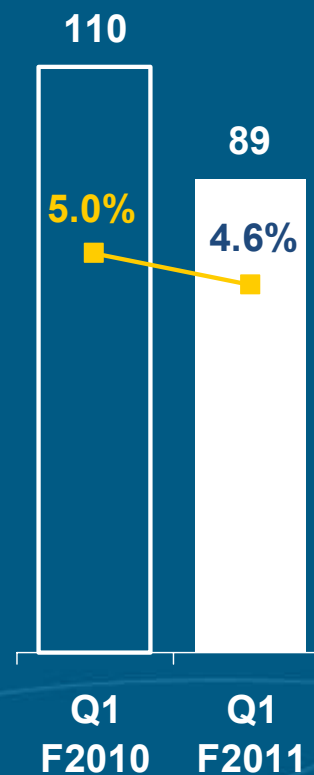


# FIRST QUARTER RESULTS

Revenues  
(in billions of dollars)



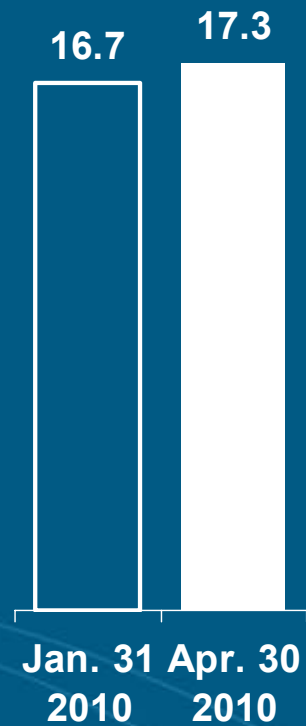
■ EBIT (in millions of dollars)  
—■ EBIT (as % of revenues)





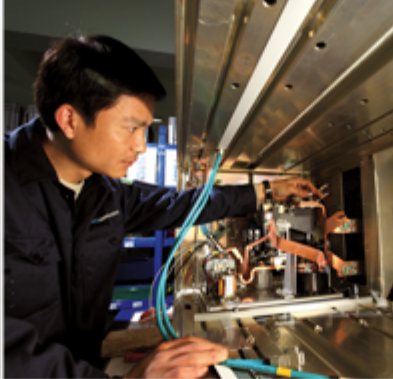
# BACKLOG AND NET ORDERS

**Backlog**  
*(in billions of dollars)*



**Net orders**  
*(in units)*













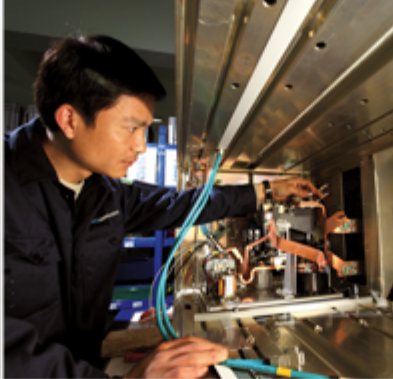


**CRJ1000**  
*NextGen*











# 2010 ANNUAL MEETING

Questions or comments  
from shareholders

# 2010 ANNUAL MEETING

Other matters and  
closing of the meeting