



Presentation to investors

Pierre Alary, Senior Vice President and Chief Financial Officer

March 2012

BOMBARDIER



Forward-looking statements

This presentation includes forward looking statements, which may involve, but are not limited to: statements with respect to our objectives, guidance, targets, goals, priorities and strategies, financial position, beliefs, prospects, plans, expectations, anticipations, estimates and intentions; general economic and business outlook, prospects and trends of an 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, refer to the respective Forward-looking statements section in BA and in BT in the MD&A of the Corporation’s annual report for the fiscal year ended December 31, 2011.

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, exposure to credit risk, 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 the fiscal year ended December 31, 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 amounts are expressed in U.S. dollars unless otherwise indicated



Overview



Aerospace



Transportation



Financials and Outlook

Bombardier – A Global Market Leader

For the fiscal year ended December 31, 2011






<i>(in millions of U.S. dollars)</i>		BOMBARDIER INC.	
Revenues	\$ 18,347	Free Cash Flow	\$ (1,232)
EBITDA	\$ 1,535	Backlog ^(a)	\$ 53,900
EBIT	\$ 1,202	EPS ^(b) <i>(in U.S. dollars)</i>	\$ 0.47
Net income	\$ 837	Employees ^(a)	70,000

AEROSPACE		TRANSPORTATION	
Market leader in both business and regional aircraft		Market leader in rail equipment and services	
Revenues	\$ 8,594	Revenues	\$ 9,753
EBITDA	\$ 697	EBITDA	\$ 838
EBIT	\$ 502	EBIT	\$ 700
Backlog ^(a)	\$ 22,000	Backlog ^(a)	\$ 31,900
Employees ^(a)	33,600	Employees ^(a)	36,200

(a) As of December 31, 2011

(b) Diluted

Bombardier – From entrepreneurial to global leader

	1942-1973	1974-1985	1986-1993	1994-2001	2002-today
Entry	 Invention of snowmobile	 Rail transportation	 Aerospace	 Consolidation of leadership position	 Global leadership
Revenues*	\$0.7 B	\$1.0 B	\$5.6 B	\$12.4 B	\$18.3 B **
Major acquisitions	<ul style="list-style-type: none"> ▪ Lohnerwerke (Rotax) 	<ul style="list-style-type: none"> ▪ MLW Worthington ▪ Alco Power (U.S.) 	<ul style="list-style-type: none"> ▪ Canadair ▪ Shorts ▪ Learjet ▪ deHavilland ▪ BN } BT ▪ ANF } 	<ul style="list-style-type: none"> ▪ Waggonfabrik Talbot ▪ Deutsche Waggonbau ▪ Adtranz 	Organic growth
Products Developed or Major Projects		<ul style="list-style-type: none"> ▪ 423 cars - Montreal Subway ▪ 825 cars - NY City subway (US\$1B) 	<ul style="list-style-type: none"> ▪ CRJ100/200 ▪ Learjet 31A ▪ Learjet 60 	<ul style="list-style-type: none"> ▪ CRJ700 ▪ Learjet 45 ▪ Global Express ▪ Q400 	<ul style="list-style-type: none"> ▪ Talent II ▪ Zefiro ▪ Challenger 300 ▪ Learjet 85 ▪ CSeries

* In constant US dollars

** For the fiscal year ended December 31, 2011

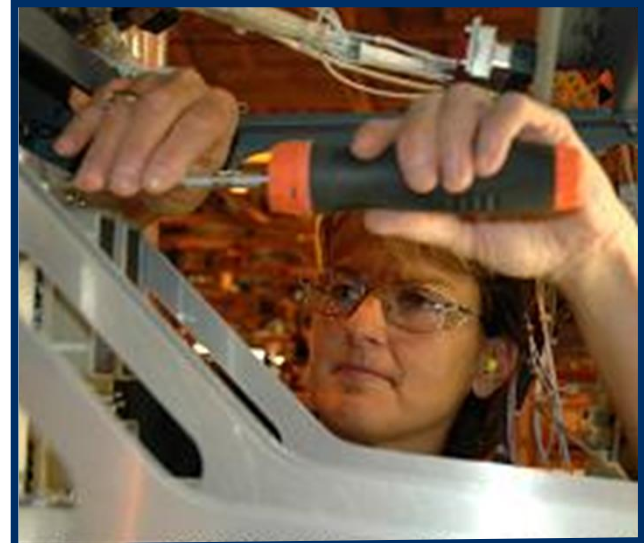
Bombardier Today

70,000 employees*

- 100 nationalities
- 25 languages

**A presence in more than
60 countries**

**Customers in more than
100 countries**



** As of December 31, 2011*

Bombardier Today

**More than 100,000
Bombardier rail cars and
locomotives in service
worldwide**



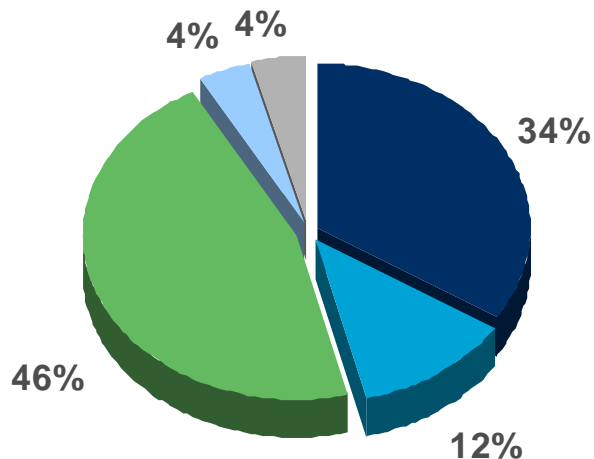
Bombardier Today

**Every three seconds, a
Bombardier aircraft takes
off or lands somewhere
around the globe**



Bombardier – A truly global company

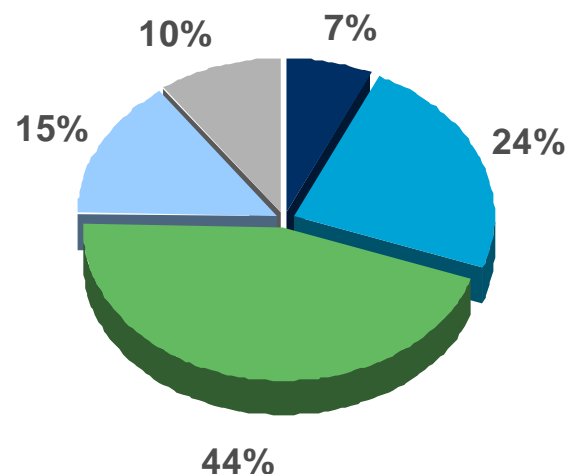
Employees Geographic segmentation



■ Canada ■ US ■ Europe
■ Asia-Pacific ■ Other

Total employees*: 70,000

Revenues Geographic segmentation



■ Canada ■ US ■ Europe
■ Asia-Pacific ■ Other

Total revenues: US\$18.3 billion**

* As of December 31, 2011

** For the fiscal year ended December 31, 2011



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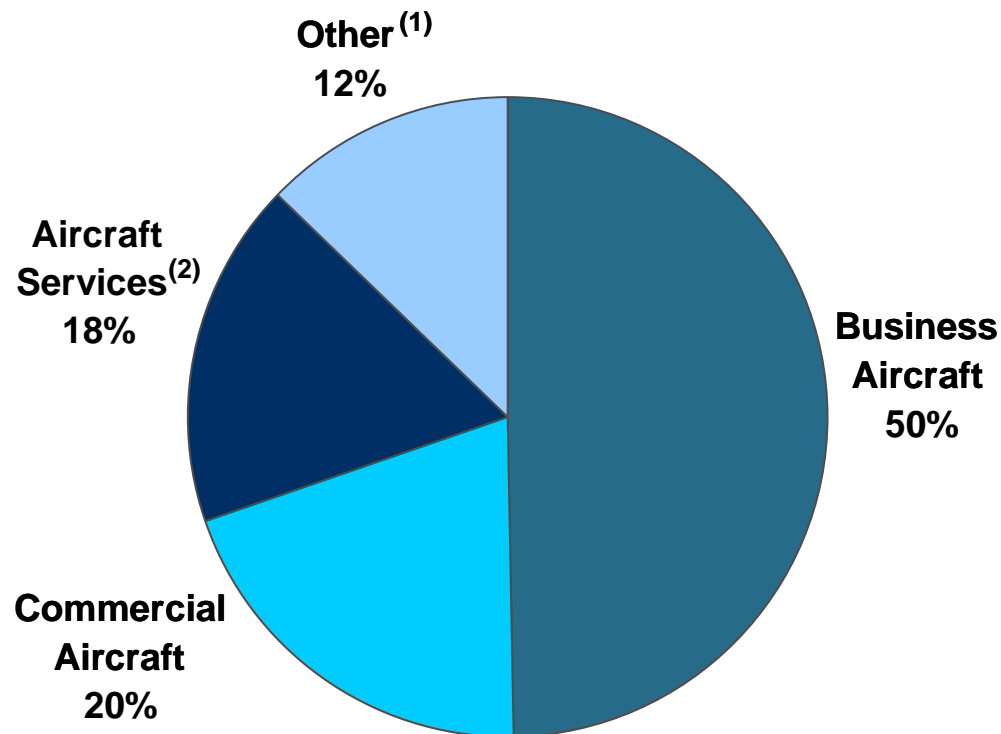
Financials and Outlook

Bombardier Aerospace - A Global Market Leader

Balanced portfolio of products and services

AEROSPACE REVENUE BREAKDOWN BY BUSINESS

(%) Aerospace revenue – Fiscal year ended December 31, 2011



Total Revenues = \$8,594 million

- (1) Other includes primarily sales of pre-owned aircraft and component manufacturing for third parties
- (2) Includes revenues from parts logistics, aircraft fractional ownership and hourly flight entitlement program's service activities, aircraft maintenance, commercial training and Military Aviation Training (MAT)

Bombardier's Business Aircraft offers the industry's most complete product portfolio

LEARJET FAMILY



LEARJET 40 XR



LEARJET 45 XR



LEARJET 60 XR



LEARJET 85

CHALLENGER FAMILY



CHALLENGER 300



CHALLENGER 605



CHALLENGER 850



CHALLENGER 870

GLOBAL FAMILY



GLOBAL 5000



GLOBAL 6000



GLOBAL 7000



GLOBAL 8000

Bombardier is well-positioned in the business jet market with a product line covering 94% of revenues

	MARKET SHARE C2011	VERY LIGHT JETS	LIGHT JETS				MEDIUM JETS			LARGE JETS			
			L40XR	L45XR	L60XR	L85	CL-300	CL-605	CL-850	G5000	G6000		
Bombardier	37%									Global Vision		G8000	G7000
Cessna	8%	Mustang	CJ3	XLS+		Sovereign	Citation X						
		M2	CJ4			Latitude							
		CJ1/CJ2+	Encore+										
Dassault	17%						F2000LX	F900EX	F7X				
								F900LX					
Gulfstream	30%				G150	G200	G350	G450	G500	G550			
						G250					G650		
Hawker Beechcraft	4%	Premier 1A	H400XP		H750	H850XP	H4000						
		Premier II	H450XP			H900XP							
Embraer	4%	Phenom 100	Phenom 300			Legacy 450	Legacy 500	Legacy 600	Legacy 650				
Other	0%	Hondajet											
		Eclipse 550											

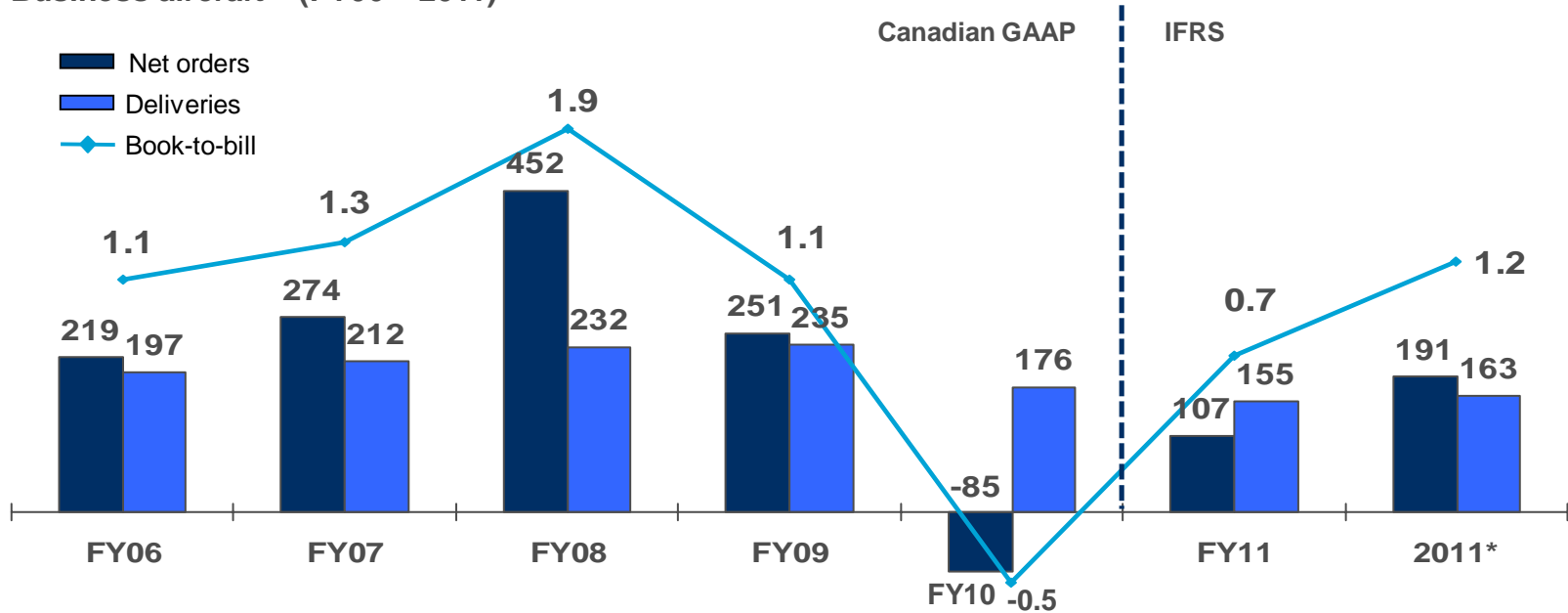
In Prod.
37

In Dev.
14

Note: Segmentation is largely determined by a combination of cabin volume, range and speed. Market shares are based on revenues and exclude Very light jets.

Business aircraft orders and deliveries

Net orders, deliveries and book-to-bill
Business aircraft (FY06 – 2011)



* 11-month period ended December 31, 2011

Note: Including deliveries in the fractional ownership program

Bombardier's Commercial Aircraft portfolio is aligned with current market trends towards environmentally friendly aircraft

Q-SERIES

Turboprop



*Optimized
short-haul
solution*

CRJ NextGen

Regional jets



*Optimized
regional
network
solution*

CSERIES

Mainline single-aisle jets



*Optimized
100- to 149-
seat market
segment
solution*

Competitors offer aircraft in each of Bombardier Commercial Aircraft's segments...



Q400 NextGen

Turboprops



ATR 72



CRJ NextGen

Regional Jets



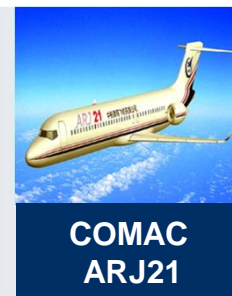
MRJ



SSJ



**Embraer
E170/175/190**



**COMAC
ARJ21**



CSeries

Single-Aisle Mainline Jets



**Embraer
E195**



**Airbus
A318/A319**

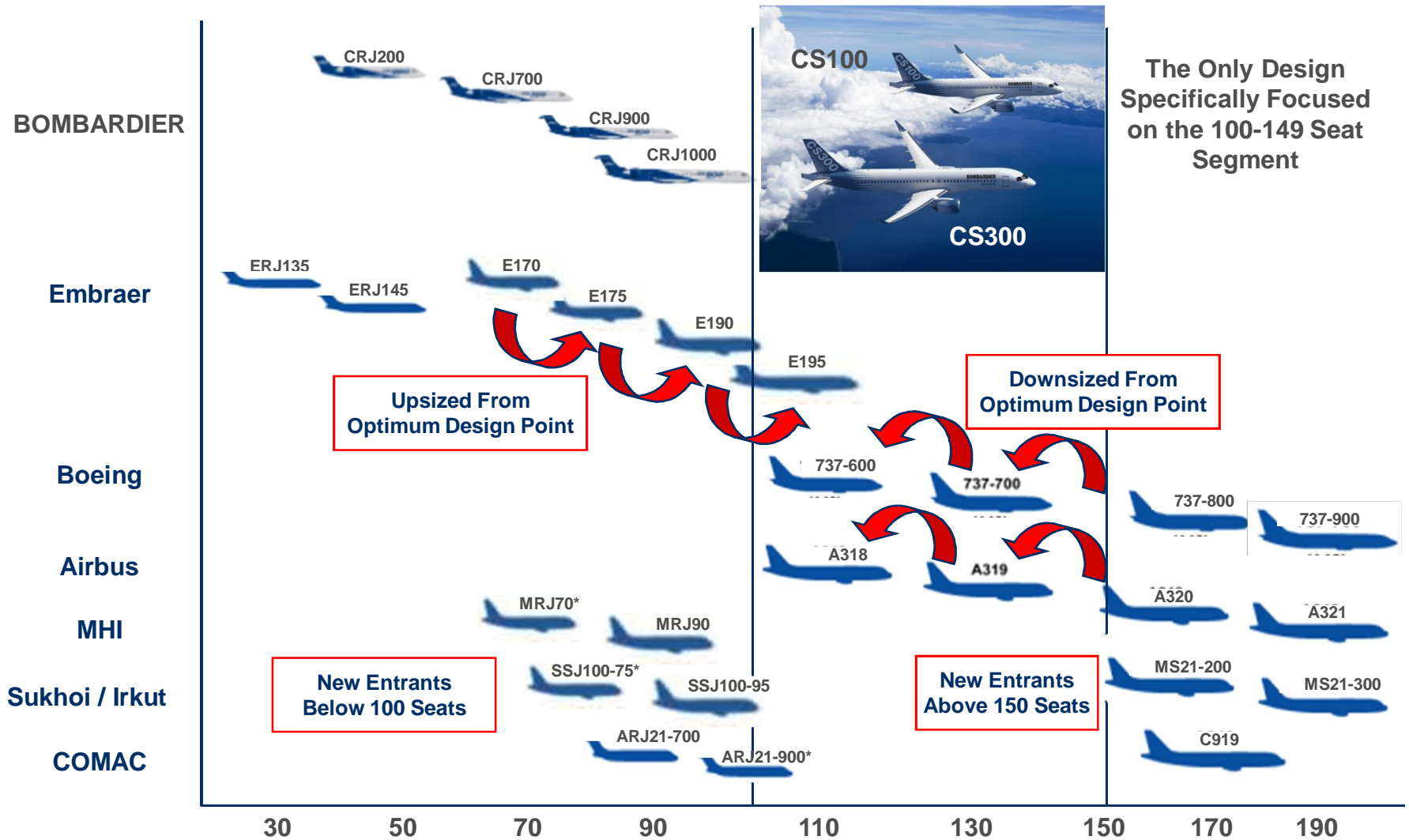


**Boeing
737-600/700**

Bombardier is the leader in the regional aircraft market segment with a market share of 42%*

* Based on 2011 deliveries in the 40-to 100-seat regional aircraft category

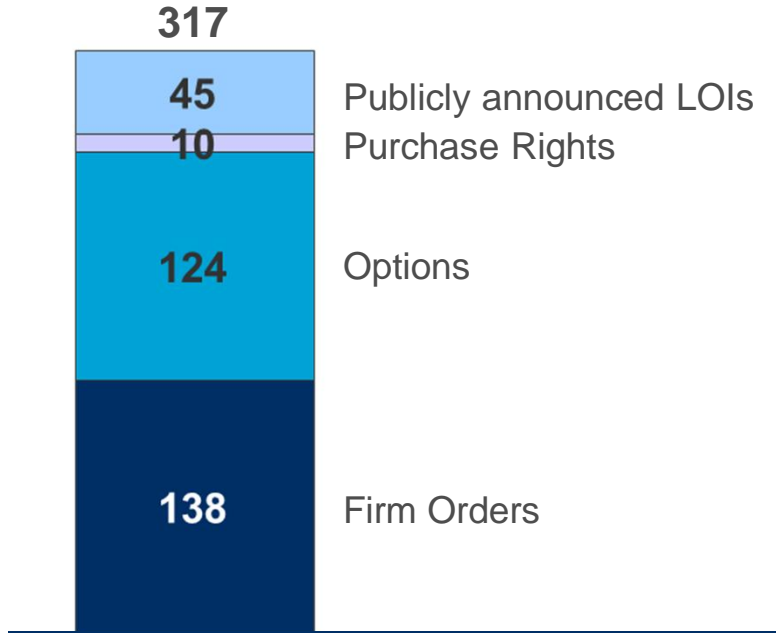
C-Series – A New Family Optimized for the Lower End of the 100 to 149-seat Market Segment Is Long Overdue



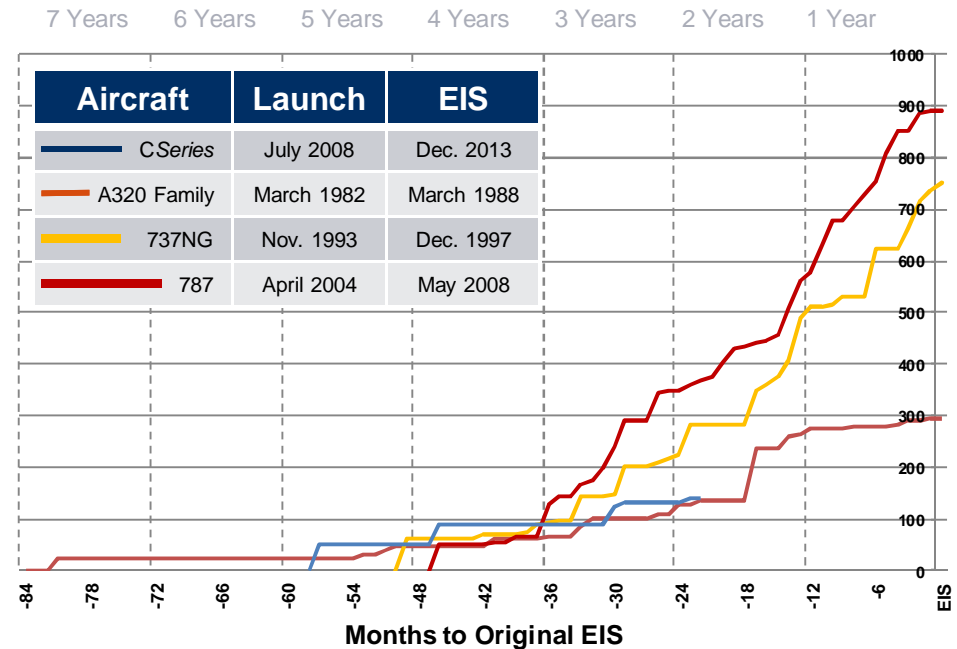
* Programs that are not yet launched or are under study

The development of the CSeries is progressing well and we're tracking right where we should be

Cseries Firm Orders and Commitments
(as of March 1, 2012)



CUMULATIVE ORDER HISTORY BY MONTH LEADING UP TO ORIGINAL EIS*

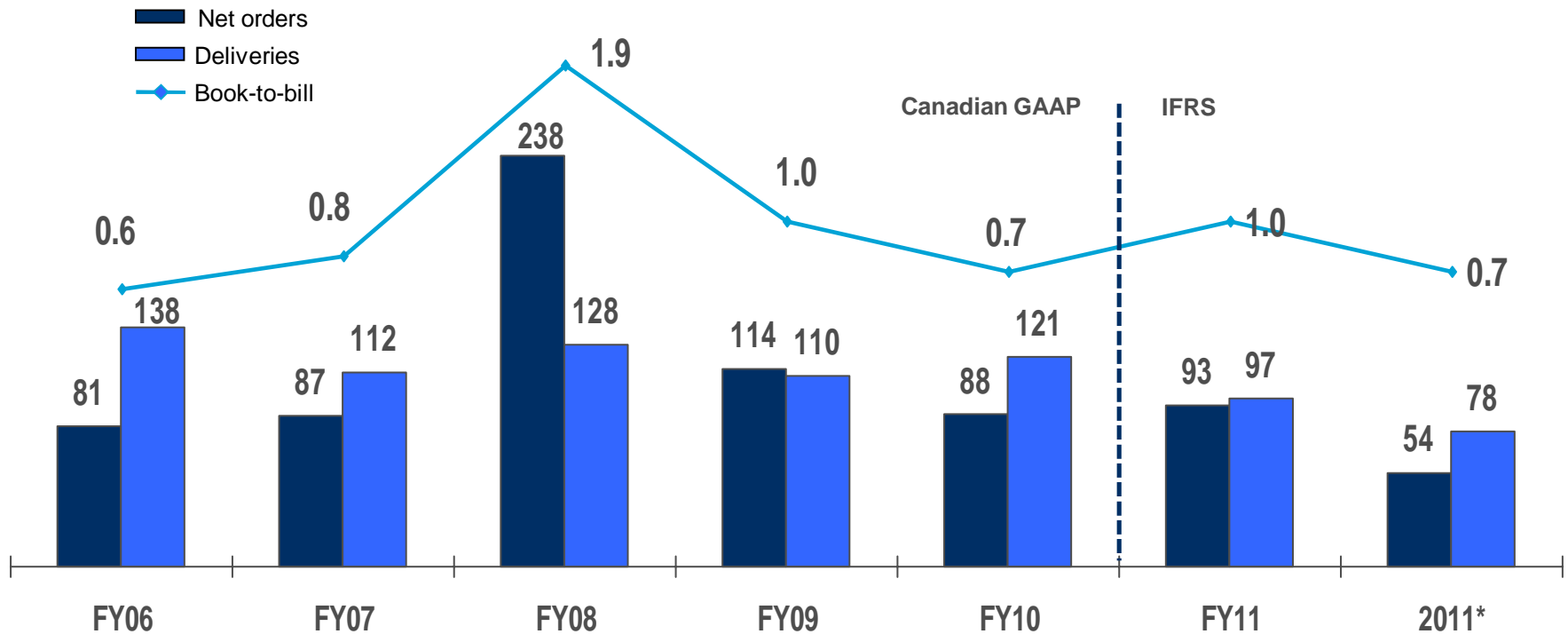


- 15% Cash Operating Costs and 20% Fuel Burn Advantage
- Operational Flexibility – Short Field and Longer Range Performance
- We are well on our way to achieve our target of 200-300 firm orders by EIS in late 2013

* Entry Into Service

Commercial aircraft orders and deliveries

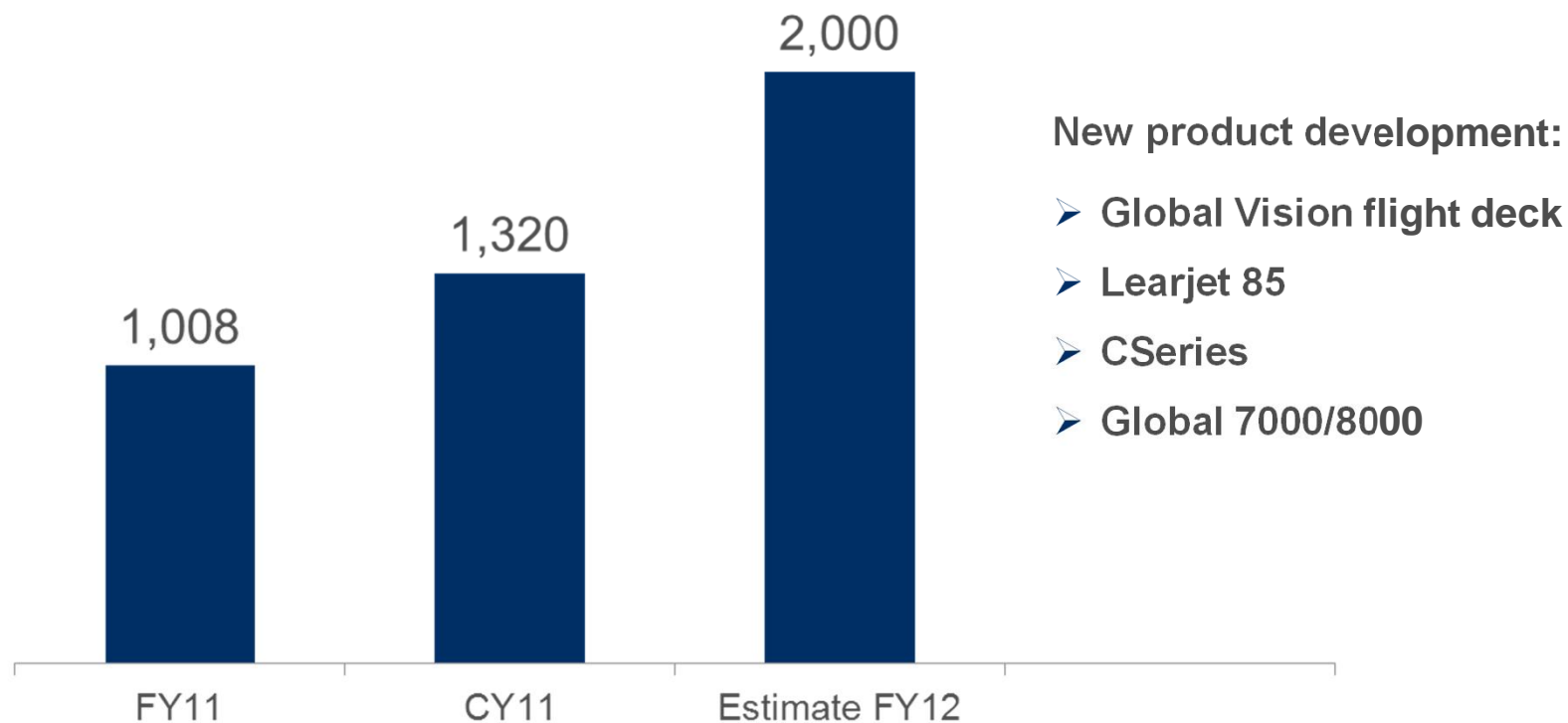
Net orders, deliveries and book-to-bill
Commercial aircraft (FY06 – 2011)



* 11-month period ended December 31, 2011

Bombardier Aerospace is investing significant amounts in new product development

Investment in CAPEX (in millions of dollars)



Capital expenditures, including significant investments in product development, are expected to increase to approximately \$2 billion for fiscal year 2012



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Financials and Outlook

We are providing a full range of products and solutions to our customers around the world

Rolling stock

Passengers



- Light rail vehicles
- Metros
- Commuter trains
- Regional trains
- Intercity trains
- High-speed trains
- Very high-speed trains

Locomotives & Equipment



- Locomotives
- Bogies
- Traction converters
- Auxiliary converters
- Drives / traction motors
- Train control and communication

Services



- Fleet management
- Spare parts & logistics management
- Vehicle refurbishment and overhaul
- Component repair and overhaul
- Technical support

System & Signaling

Systems



- Automated people movers
- Advanced rapid transit
- Light rapid transit
- Automated monorail
- eMobility solutions
- Operations and maintenance
- Transit security

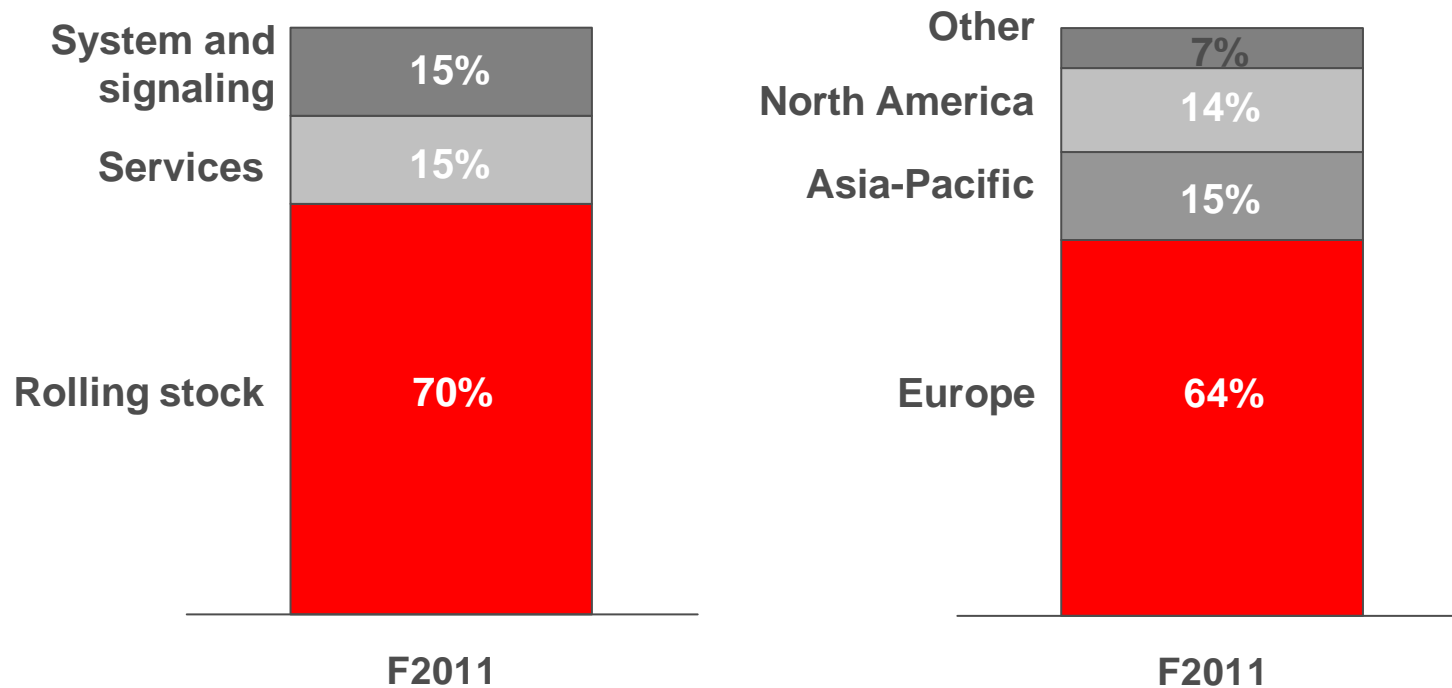
Rail Control Solutions



- Integrated control systems
- Onboard computer systems
- Automatic train protection and operation
- Wayside interlocking and equipment

Transportation

Revenues by product line and geographic region



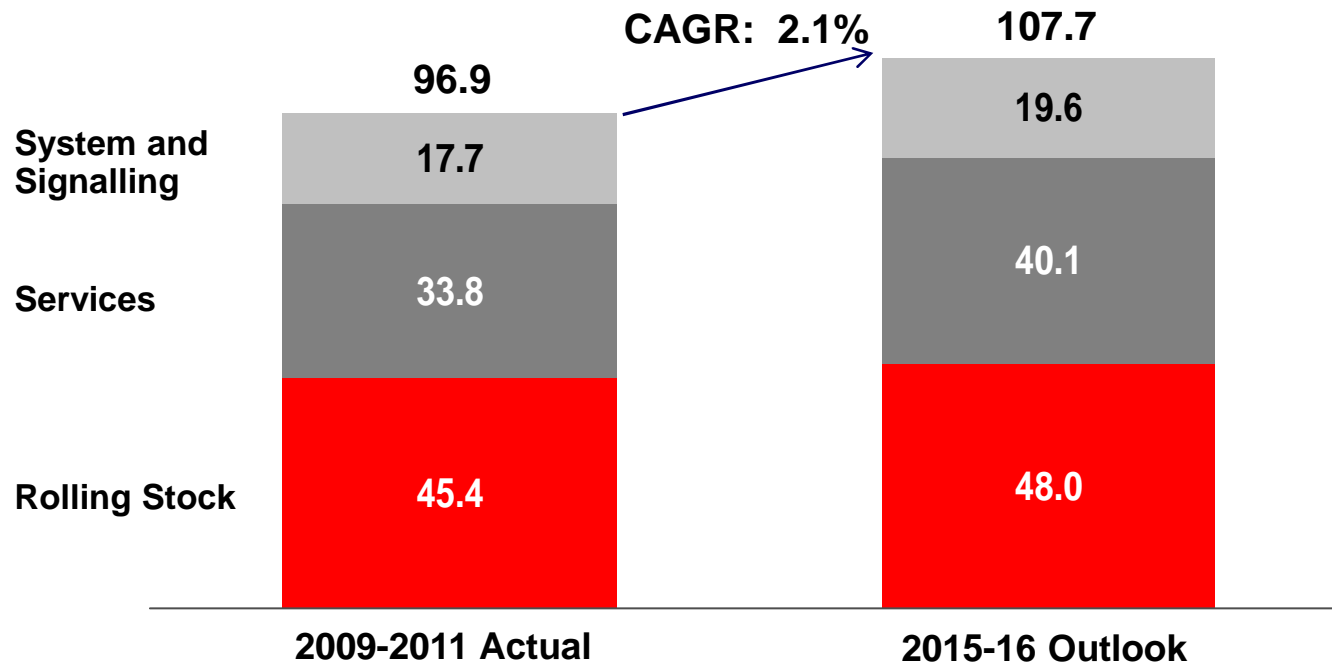
Total Revenues = \$9,753 million

Note: Revenues are attributed to countries based on the location of the customer

The fundamentals of the rail industry are positive

Accessible market by segment

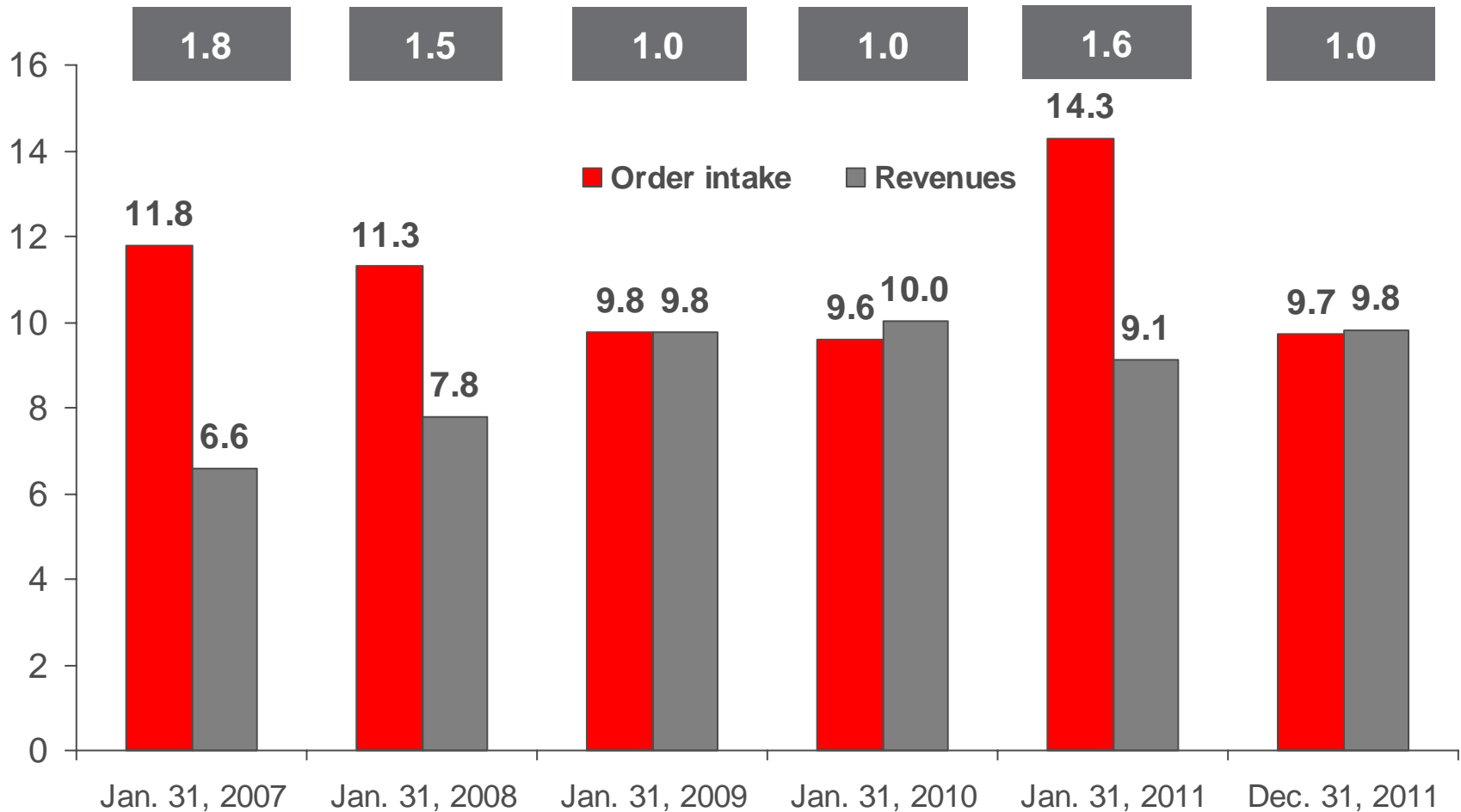
(three and two calendar year averages)
(in billions of dollars)



Transportation – Strong backlog is the base for future revenue growth

Orders, revenues and book-to-bill

(for the fiscal years ended - Orders and revenues in billions of dollars)



Strong backlog of \$31.9 billion as of December 31, 2011

The market is expected to remain at a high level

Market outlook

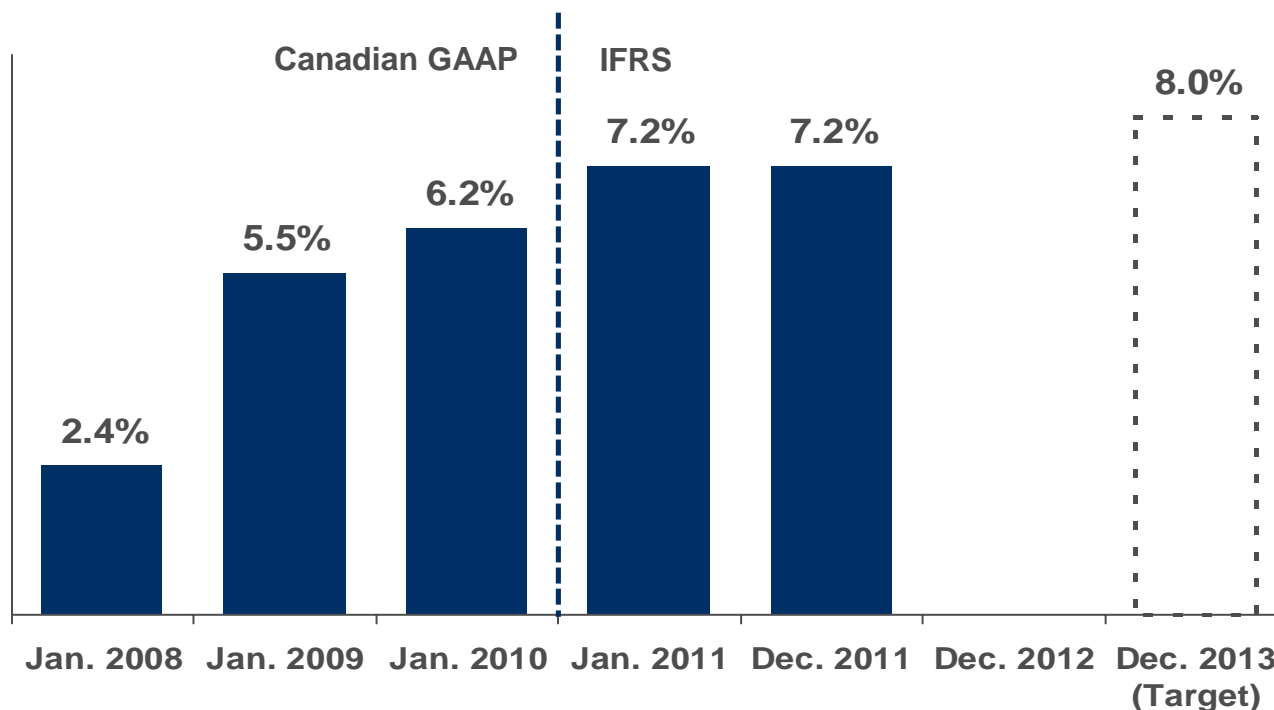
- In the short to medium term, the market will be fuelled by several large contracts, already in advanced stages. In the longer term, innovative financing solutions will be needed
- Overall, the fundamentals for rail remain positive and growth in emerging markets will continue to benefit the rail supply industry

Key projects to be awarded

	<i>Project name</i>	<i>Scope</i>
	PRASA Part 1	More than 1200 cars
	Queensland Rail	More than 700 cars
	BART Rapid Transit	More than 700 cars
	Delhi Metro Phase 3	More than 400 cars
	New York City Transit	More than 400 cars
	Tilting high speed trains	More than 100 cars
	IR ¹ locomotives “Madhepura”	Up to 800 twin units
	IR ¹ locomotives “Dankuni”	Up to 1,000 units
	Danish rail network re-signalling	Signalling
	Bangkok Purple Line	System
	Recife Monorail	System
	Doha Lusail	System

1) IR: Indian Railways

Transportation – Well positioned in an attractive market and making good progress on its road to 8%



- Transportation is well positioned in an attractive market:
 - Trends such as urbanization, cost of congestion, price of energy, and aging fleets, all favour rail
 - Bombardier Transportation:
 - Broad and innovative product portfolio
 - Market leader in most product segments
 - Most geographically diversified player



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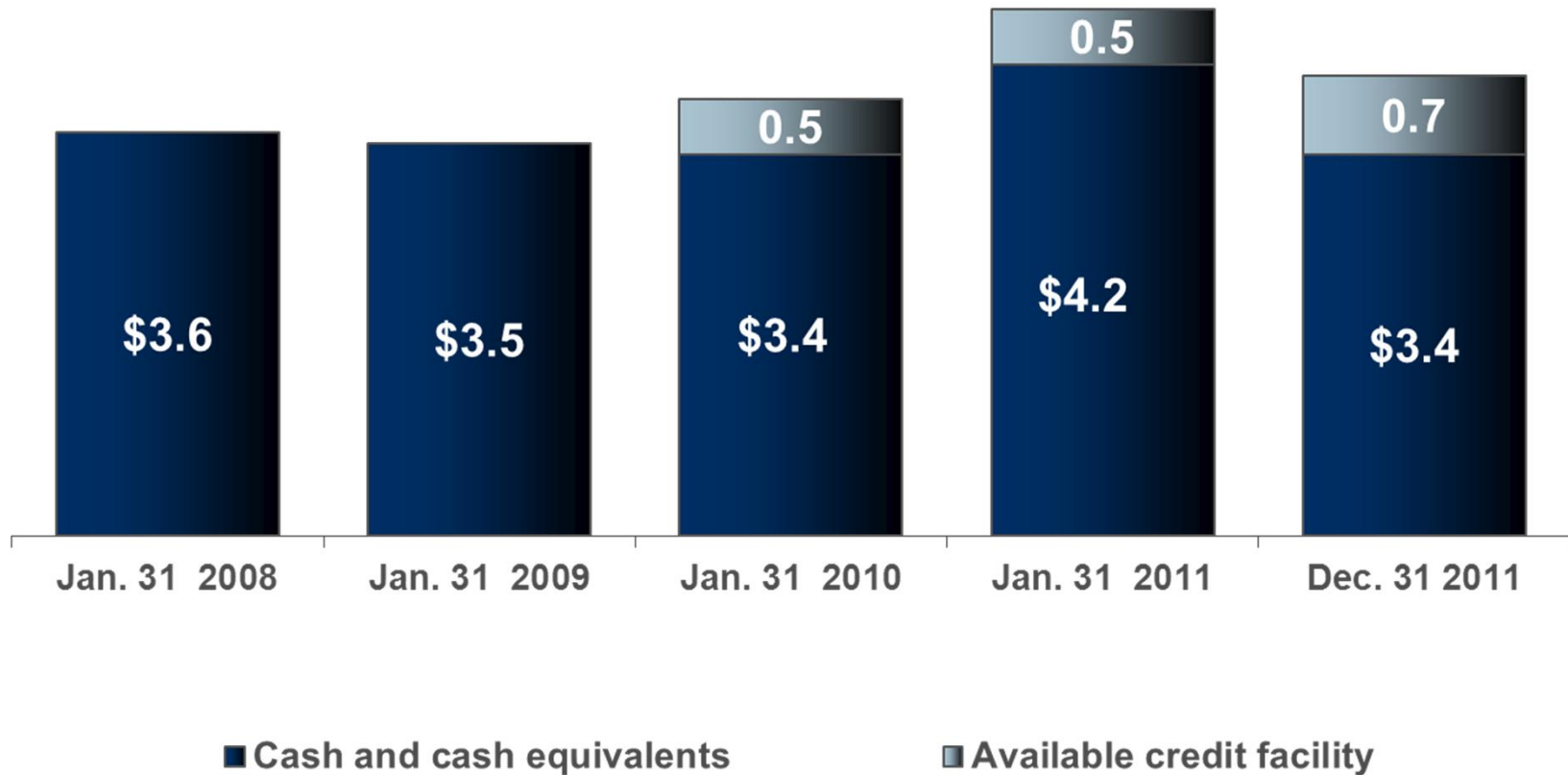


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Financials and Outlook

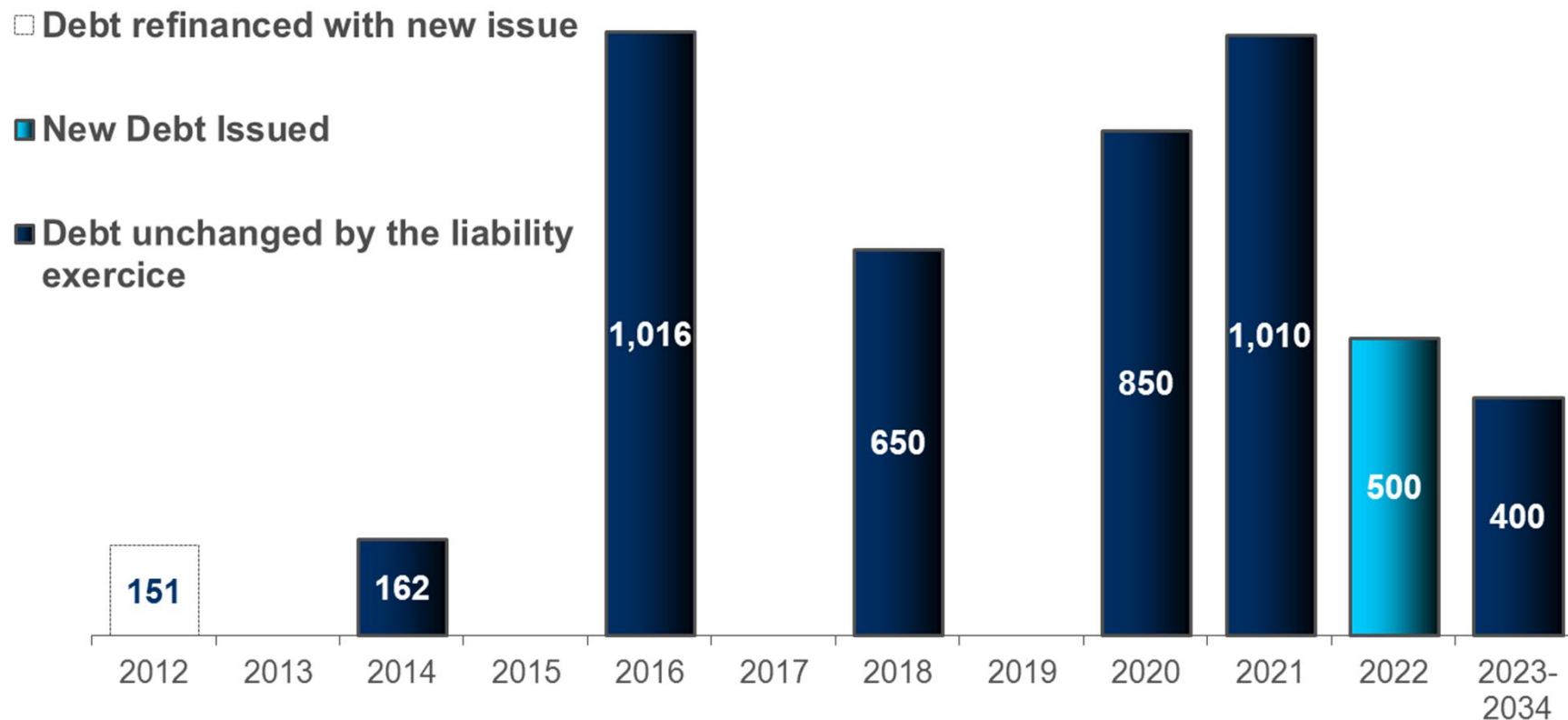
Solid liquidity position

Short-term capital resources
(as at - in billions of dollars)



Debt Maturity Profile Pro Forma

(notional amounts, in millions of U.S. dollars)



Segmented information

(In millions of U.S. dollars)

	Fourth quarters ended				Fiscal years ended			
	December 31, 2011	%	January 31, 2011	%	December 31, 2011	%	January 31, 2011	%
Revenues								
Aerospace	2,016		3,091		8,594		8,809	
Transportation	2,300		2,495		9,753		9,083	
Total Revenues	4,316		5,586		18,347		17,892	
EBIT								
Aerospace	127	6.3	222	7.2	502	5.8	554	6.3
Transportation	166	7.2	205	8.2	700	7.2	651	7.2
Total EBIT	293	6.8	427	7.6	1,202	6.6	1,205	6.7

Note: As a result of the year-end change, Aerospace's fourth quarter results contain two months and the results for the fiscal year ended December 31, 2011 contain 11 months.

Financial results overview

	Fourth quarters ended		Fiscal years ended	
	December 31, 2011	January 31, 2011	December 31, 2011	January 31, 2011
(In millions of U.S. dollars, except per share amounts)				
Revenues	4,316	5,586	18,347	17,892
EBIT	293	427	1,202	1,205
Financing expense, net	33	38	162	208
EBT	260	389	1,040	997
Income taxes	46	94	203	222
Net income	214	295	837	775
Diluted EPS (in dollars)	0.12	0.16	0.47	0.42

Note: As a result of the year-end change, Aerospace's fourth quarter results contain two months and the results for the fiscal year ended December 31, 2011 contain 11 months.

Free cash flow

(In millions of U.S. dollars)

	Fourth quarters ended		Fiscal years ended	
	December 31, 2011	January 31, 2011	December 31, 2011	January 31, 2011
Aerospace				
Cash flows from operating activities	442	1,045	867	1,013
Net additions to PPE & intangible assets	(332)	(283)	(1,320)	(1,008)
Total Aerospace	110	762	(453)	5
Transportation	564	799	(424)	741
Interest and taxes	(84)	(107)	(355)	(179)
Total	590	1,454	(1,232)	567

Note: As a result of the year-end change, Aerospace's fourth quarter results contain two months and the results for the fiscal year ended December 31, 2011 contain 11 months.

Aerospace

- Deliveries of approximately 180 business jets and 55 commercial aircraft
- Expect EBIT margin of approximately 5% – with profitability higher in the second half of the year
- Cash flows from operations significant enough to substantially fund our investment in new programs estimated at \$2 billion

Transportation

- Expect to continue to make progress towards our target 8% EBIT margin by 2013
- Anticipate to generate free cash flow for the year generally in line with profitability
- Our level of new orders is expected to translate into a book-to-bill ratio of one

An exciting year 2012 awaits us as we make good progress in our product development and further diversify our geographical reach

Today, the success story continues ...



CSeries

Today, the success story continues ...



Zefiro