



BOMBARDIER

2011 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 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, refer to the respective Forward-looking statements sections in Bombardier Aerospace and Bombardier Transportation sections in the Management’s Discussion and Analysis (“MD&A”) in the Corporation’s annual report for fiscal year 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, 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. 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 the Corporation’s MD&A 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.

BOMBARDIER



2011 ANNUAL MEETING

Call to order

2011 ANNUAL MEETING

Chairman and
Secretary of the meeting

2011 ANNUAL MEETING

Notice of meeting

2011 ANNUAL MEETING

Scrutineers and
quorum of the meeting

2011 ANNUAL MEETING

Financial results for the year ended
January 31, 2011, auditors' report and
annual report to shareholders

2011 ANNUAL MEETING

Election of Directors

2011 ANNUAL MEETING

Appointment of external auditors

2011 ANNUAL MEETING

Non-binding advisory vote
on Bombardier's approach
to executive compensation

2011 ANNUAL MEETING

“RESOLVED, on an advisory basis and not to diminish the role and responsibilities of the Board of Directors of Bombardier Inc. that the shareholders of Bombardier Inc. accept the approach to executive compensation disclosed in the Management Proxy Circular delivered in advance of the annual meeting of the shareholders of Bombardier Inc. held on June 1, 2011”.

2011 ANNUAL MEETING

Non-binding advisory vote
on Bombardier's approach
to executive compensation

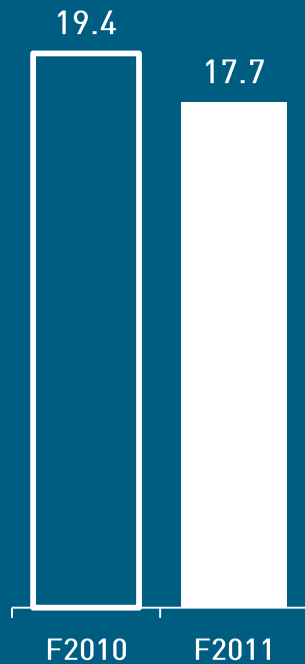
2011 ANNUAL MEETING

Shareholder proposals by MÉDAC



FISCAL YEAR 2010-11 RESULTS

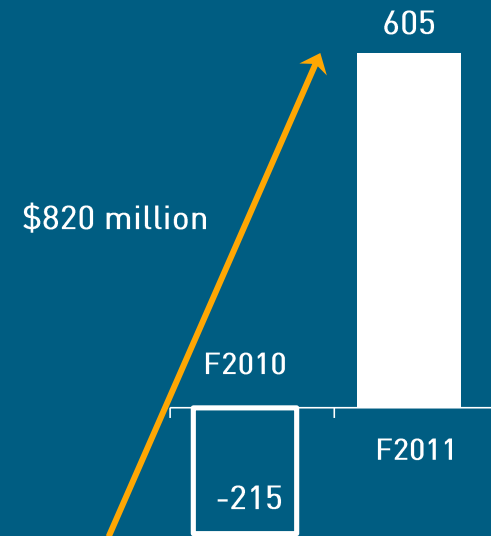
Revenues
(in billions of dollars)



Net income
(in millions of dollars)



Free cash flow
(in millions of dollars)





FISCAL YEAR 2010-11 RESULTS

- Rescheduled our debt
- Strengthened our cash flow position \$4.2 billion
- Order backlog* \$50.1 billion

**as at January 31, 2011*



BOMBARDIER AEROSPACE = 28 AIRCRAFT PROGRAMS



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)



CS100 and CS300 (2008)

Global Vision (launched in 2007), Global 7000 and Global 8000 (launched in 2010) not illustrated

BOMBARDIER











马当站
Mādāng Station

马当路
Mādāng Road

0512







FIRST QUARTER RESULTS

Revenues

(in billions of dollars)

Three-month periods ended
April 30



Net income

(in millions of dollars)

Three-month periods ended
April 30



Order backlog

(in billions of dollars)





OUR WAY FORWARD









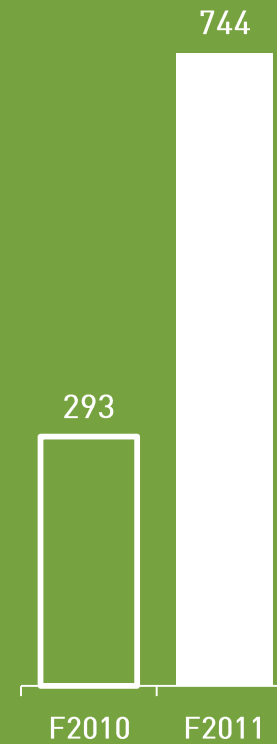


FISCAL YEAR 2010-11 RESULTS

Revenues
(in billions of dollars)



Free cash flow
(in millions of dollars)



FISCAL YEAR 2010-11 RESULTS

- Record volume of new orders \$14.3 billion
- Order backlog* \$33.5 billion

**as at January 31, 2011*







באר-שבע מדנא

1

2



INNOVA Monorail 300
BOMBARDIER





V300 ZEFIRO



FLEXITY 2

eco4
PRIMOVE

BOMBARDIER



CÔTE-VERTE

NOUVEAU COLLECTIF
stm

FIRST QUARTER RESULTS

Revenues
(in billions of dollars)
Three-month periods
ended April 30



EBIT
(in millions of dollars)
Three-month periods
ended April 30



EBIT margin

Order backlog of \$34 billion as at April 30, 2011



Berlin Hauptbahnhof

Ich entscheide, welche
Fisli ich brauche.
STROBE

DB





Lift & /

Way out ->

WESTMINSTER

BOMBARDIER

—Willkommen in Berlin—





WE ARE AIMING HIGHER – OUR ROAD TO 8%

- Execute our current orders flawlessly
- Capitalize on our cutting-edge technologies
- Firmly establish ourselves in emerging markets closer to our customers







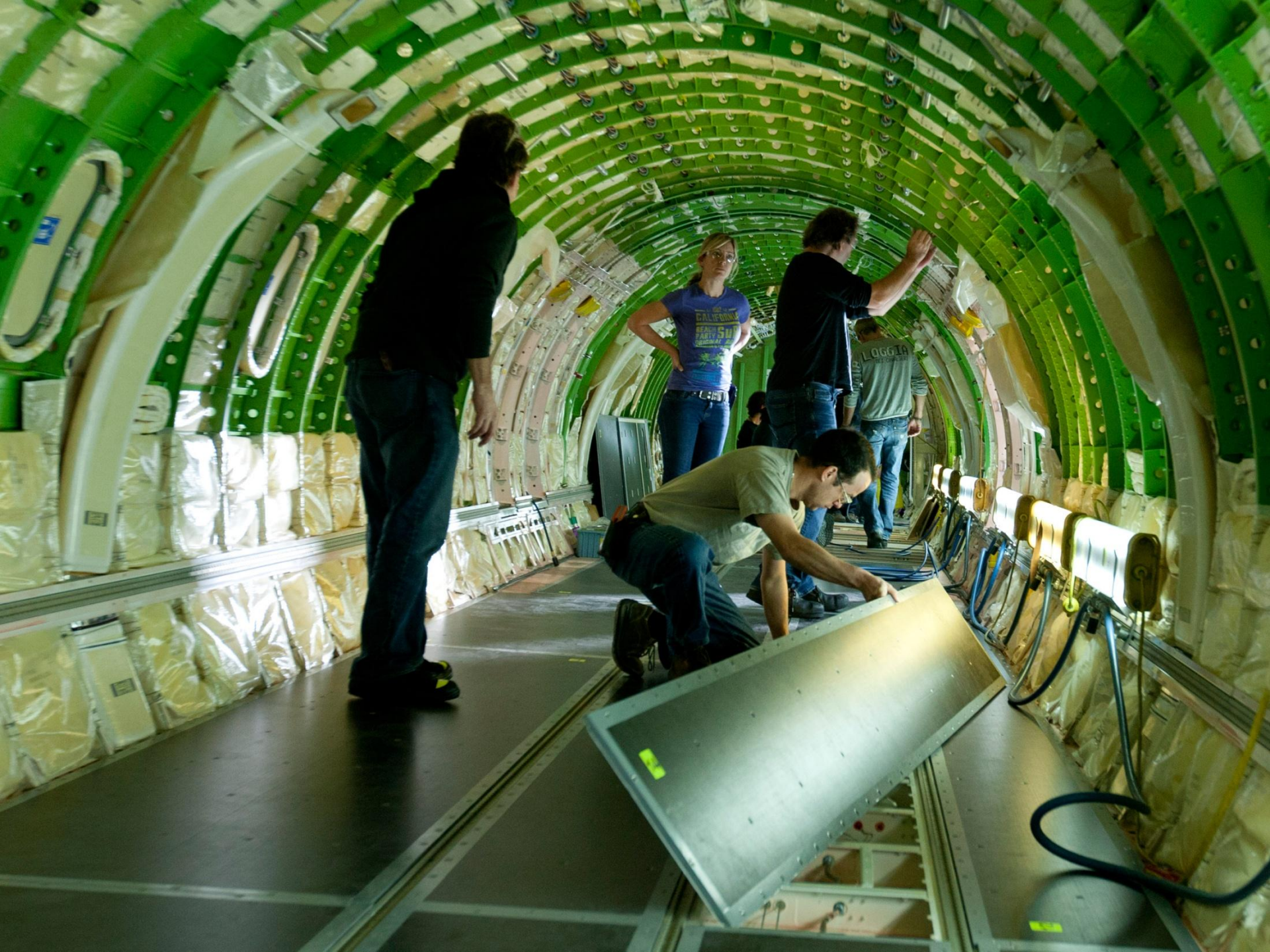


BOMBARDIER

25 YEARS IN AEROSPACE

25 YEARS IN AEROSPACE

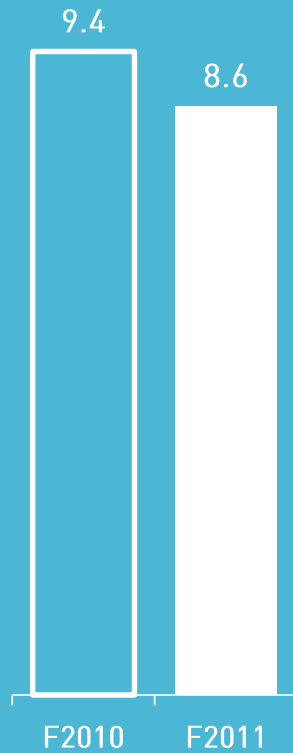
- Successfully launched 28 aircraft programs
- Over 30,000 employees in 22 countries
- World leader in regional and business aircraft
- Customers in over 100 countries



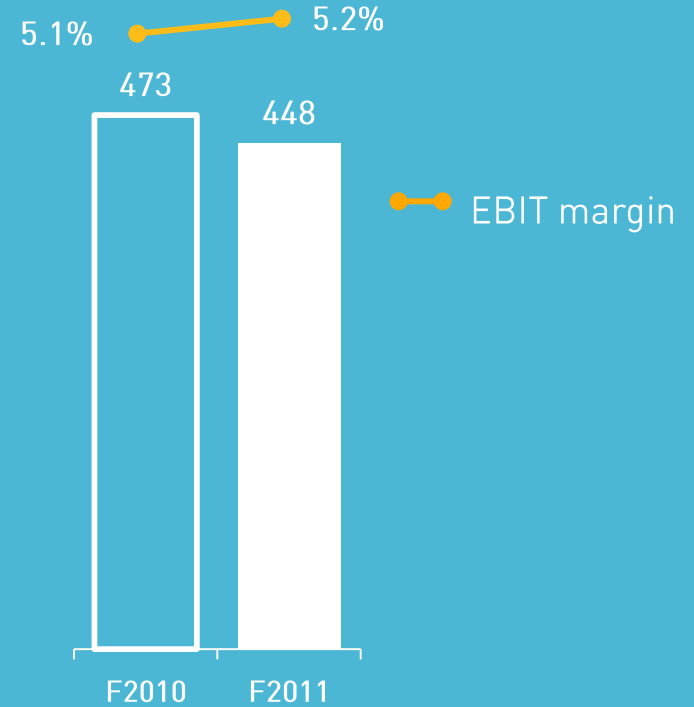


FISCAL YEAR 2010-11 RESULTS

Revenues
(in billions of dollars)



EBIT
(in millions of dollars)



FISCAL YEAR 2010-11 RESULTS

- Investments of \$1 billion in program development
- 244 deliveries versus 302 a year earlier
- 201 new net orders compared to 11 the previous year
- Order backlog of \$16.6 billion



FISCAL YEAR 2010-11 RESULTS

BUSINESS AIRCRAFT

- 74 orders in the 4th quarter compared to 33 for the three previous quarters
- 143 deliveries versus 176 last year





BOMBARDIER









CRJ1000
NextGen











DELIVERY OUTLOOK FOR THE CURRENT FISCAL YEAR

- 150 business jets
- 90 commercial aircraft

FIRST QUARTER RESULTS

Revenues

(in billions of dollars)

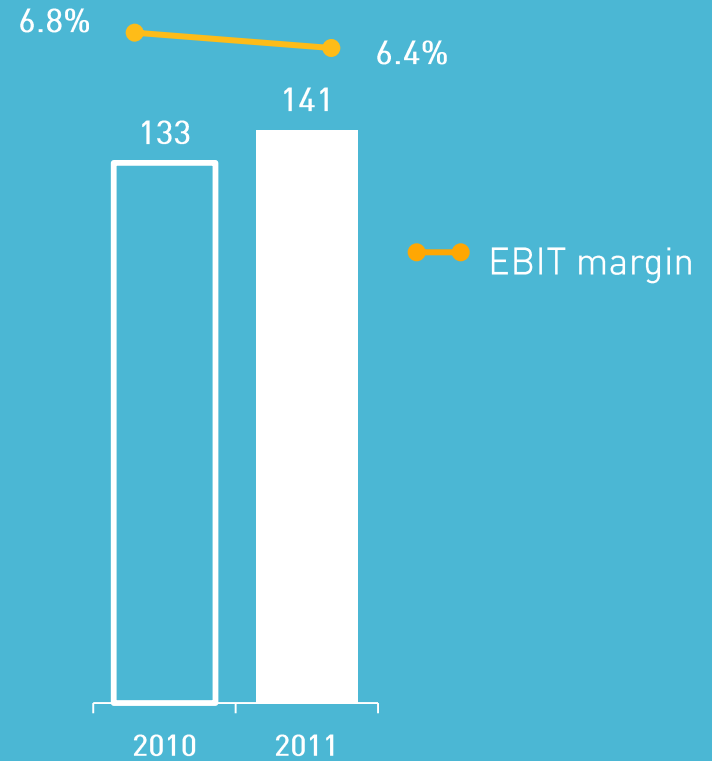
Three-month periods ended
April 30



EBIT

(in millions of dollars)

Three-month periods ended
April 30



FIRST QUARTER RESULTS

- Order backlog of \$21.1 billion as at April 30, 2011 compared to \$19.2 billion as at January 31, 2011
- 86 net orders against 61 for the same period last year





2011 ANNUAL MEETING

Shareholder
questions or comments

2011 ANNUAL MEETING

Other business
and closing of the meeting



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