



# PRESENTATION TO INVESTORS

SHIRLEY CHÉNIER  
SENIOR DIRECTOR

June 14, 2012

**BOMBARDIER**  
the evolution of mobility

# 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, markets 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”, “continue” or “maintain”, 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 Guidance and forward-looking statements sections in Overview, Bombardier Aerospace and Bombardier Transportation sections in the Management’s Discussion and Analysis (“MD&A”) in 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. 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.

# BOMBARDIER – A GLOBAL MARKET LEADER

**THIRD LARGEST  
CIVIL AIRCRAFT  
MANUFACTURER  
WORLDWIDE**

**GLOBAL  
LEADER IN  
THE RAIL  
INDUSTRY**

- **Diversified revenues of \$18.3 billion\* with customers in more than 100 countries**
- **Net income of \$837 million\* (EPS of \$0.47), with excellent growth potential**
- **A strong backlog of \$53.9 billion\*\* representing ~ 3 years of revenues**
- **70,000 employees, with 76 production and engineering sites in 25 countries**

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\* For the fiscal year ended December 31, 2011

\*\* As at December 31, 2011

# OPERATING IN TWO BROAD INDUSTRIES

## AEROSPACE

A world leader in the design, manufacture and support of innovative aviation products for the business, commercial, specialized and amphibious aircraft markets



- 47% of total revenues\*
- 42% of total EBIT\*
- Backlog: \$22.0 billion\*\*
- Employees: 33,600\*\*

## TRANSPORTATION

World leader in the design, manufacture and support of rail equipment and systems



- 53% of total revenues\*
- 58% of total EBIT\*
- Backlog: \$31.9 billion\*\*
- Employees: 36,200\*\*

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\* For the fiscal year ended December 31, 2011

\*\* As at December 31, 2011

# INVESTMENT THESIS

**PRODUCTS**

Investing in leading mobility solutions

**MARKETS**

Well positioned to capture global growth opportunities

**DISCIPLINE**

Strong financial discipline

# 30 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)



CS100 et CS300  
(2008)

Global Vision cockpit (launched in 2007), *Global 7000 and Global 8000* (launched in 2010), and Learjet 70 and Learjet 75 not illustrated

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# INVESTMENTS IN NEW PRODUCTS WILL DRIVE \$8 TO \$12 BILLION OF ADDITIONAL REVENUES PER YEAR IN AEROSPACE



- Total market of 7,000 units over 20 years
- Target to capture 50% of global market share in 100 – 149 seat market
- \$5 to \$8 billion of additional annual revenues (including related services)



- Market for large business aircraft forecast at 2,200 units over next ten years
- Target to capture existing market share of 30-35%
- Global 7000/8000: \$1.5 to \$2 billion of additional revenues annually (including related services)



- Market for small business aircraft forecast at 4,600 units over next ten years
- Learjet family targeted to capture 20-25% market share
- Learjet 85: \$1.0 to \$1.5 billion of additional revenues annually (including related services)

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# C SERIES IS A GAME CHANGER



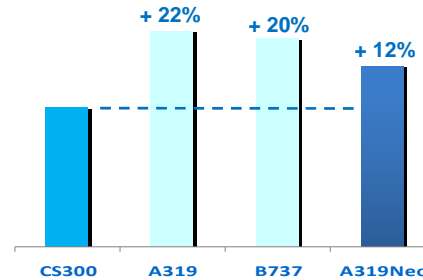
## TRIPLE APPEAL VALUE PROPOSITION

- Environment: At the forefront of technology, e.g. geared turbofan engine – 20% fewer CO<sub>2</sub> emissions
- Airline: Route flexibility and unbeatable economics (20% fuel consumption advantage against in-production aircraft)
- Communities: Low noise signature
- Passenger: Widebody comfort in a single aisle aircraft



## UNBEATABLE ECONOMICS AND FLEXIBILITY FOR AIRLINES

Fuel consumption per seat\*



Range – 5,463 km



## DEVELOPMENT MILESTONES

- Assembly of first test aircraft has started
- First flight expected at the end of 2012
- Entry Into Service (EIS) at the end of 2013

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\* Based on 500 nautical mile trip, North American Environment.



# OUR GROWTH STRATEGY RESTS ON A LEADING PORTFOLIO OF PRODUCTS/SERVICES

BT is responding to changing needs and will continue to lead the rail technology industry by focusing on:



**A**

Developing innovative & cost-optimized solutions



**B**

Enabling more integrated networks



**C**

Building local capabilities & long-term partnerships

A

# INFRASTRUCTURE, URBANIZATION & MOBILITY, AS WELL AS BUDGET CONSTRAINTS WILL CONTINUE TO DRIVE THE NEEDS FOR OUR PRODUCTS



## Maximize use of existing infrastructure

*TWINDEXX* double-deck trains  
*TRAXX AC3* locomotives  
*CITYFLO* & *CBTC* signalling

## Reduce energy consumption and life cycle costs

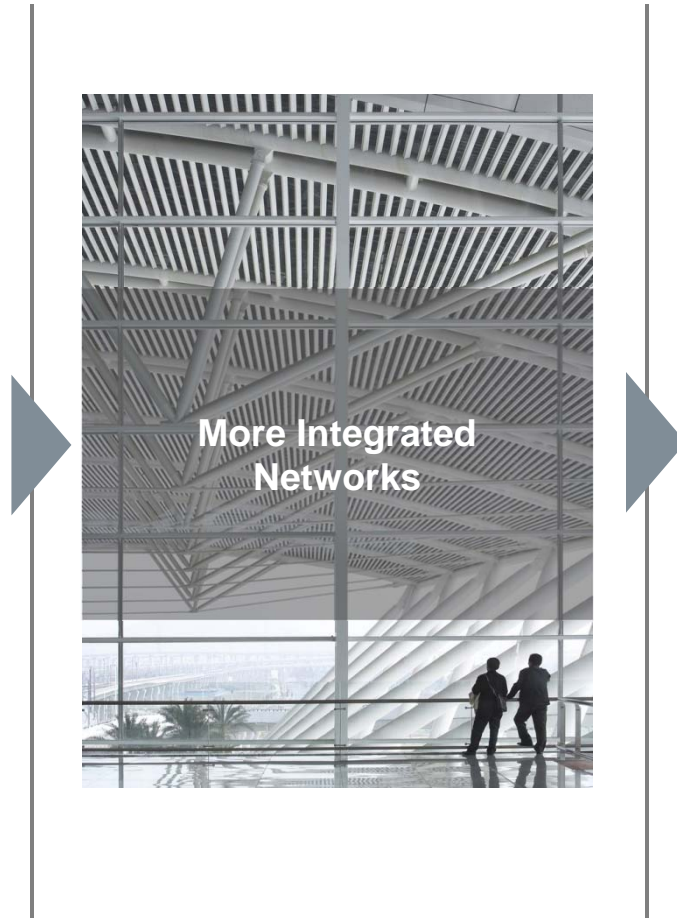
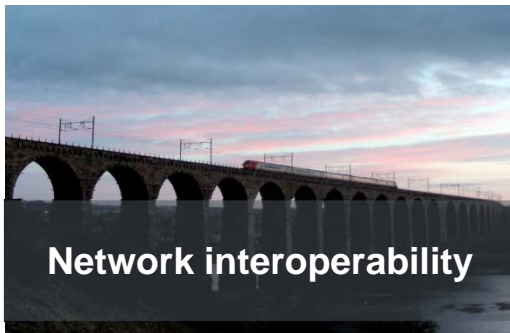
*OMNEO* double-deck trains with *ECO4* technologies

## Increase capacity at lower costs with faster implementation

*INNOVIA* monorail  
MR-08 trains

**B**

# REGIONAL INTEGRATION IS DRIVING THE NEED FOR SEAMLESS CONNECTIVITY AND INTEROPERABILITY ACROSS NETWORKS



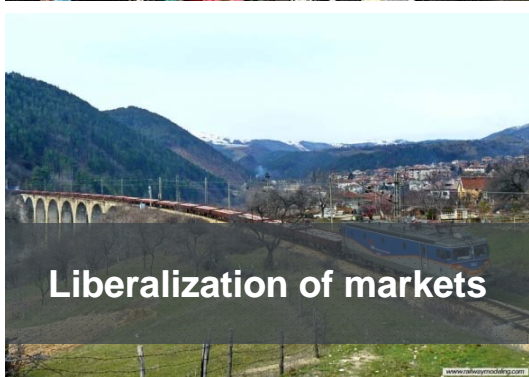
- Enable cross-border operations**  
*TRAXX MS F140 locomotives*  
*ZEFIRO very high speed train*
- Develop compatible technology**  
*INTERFLO 450 signalling system*
- Design adaptable products**  
*FLEXITY 2 tram*  
*TALENT 2 train*
- Foster intermodal integration**  
*PRIMOVE technology*

C

# TO MEET MOBILITY NEEDS, GOVERNMENTS AND OPERATORS ARE LOOKING TO THE PRIVATE SECTOR TO IMPROVE RAIL EFFICIENCY



**Emerging market investment**



**Liberalization of markets**

**Build local capabilities,  
& long-term partnerships**

## **Localize production**

*Manufacturing of Delhi metro  
São Paulo assembly in Brazil*

## **Create public private partnerships**

*Gautrain project in South Africa*

## **Provide complete fleet modernization**

*Metro de São Paulo, Brazil*

## **Provide operations & maintenance services**

*UK service facilities  
Worldwide capabilities*

# INVESTMENT THESIS

## PRODUCTS

Investing in leading mobility solutions

## MARKETS

Well positioned to capture global growth opportunities

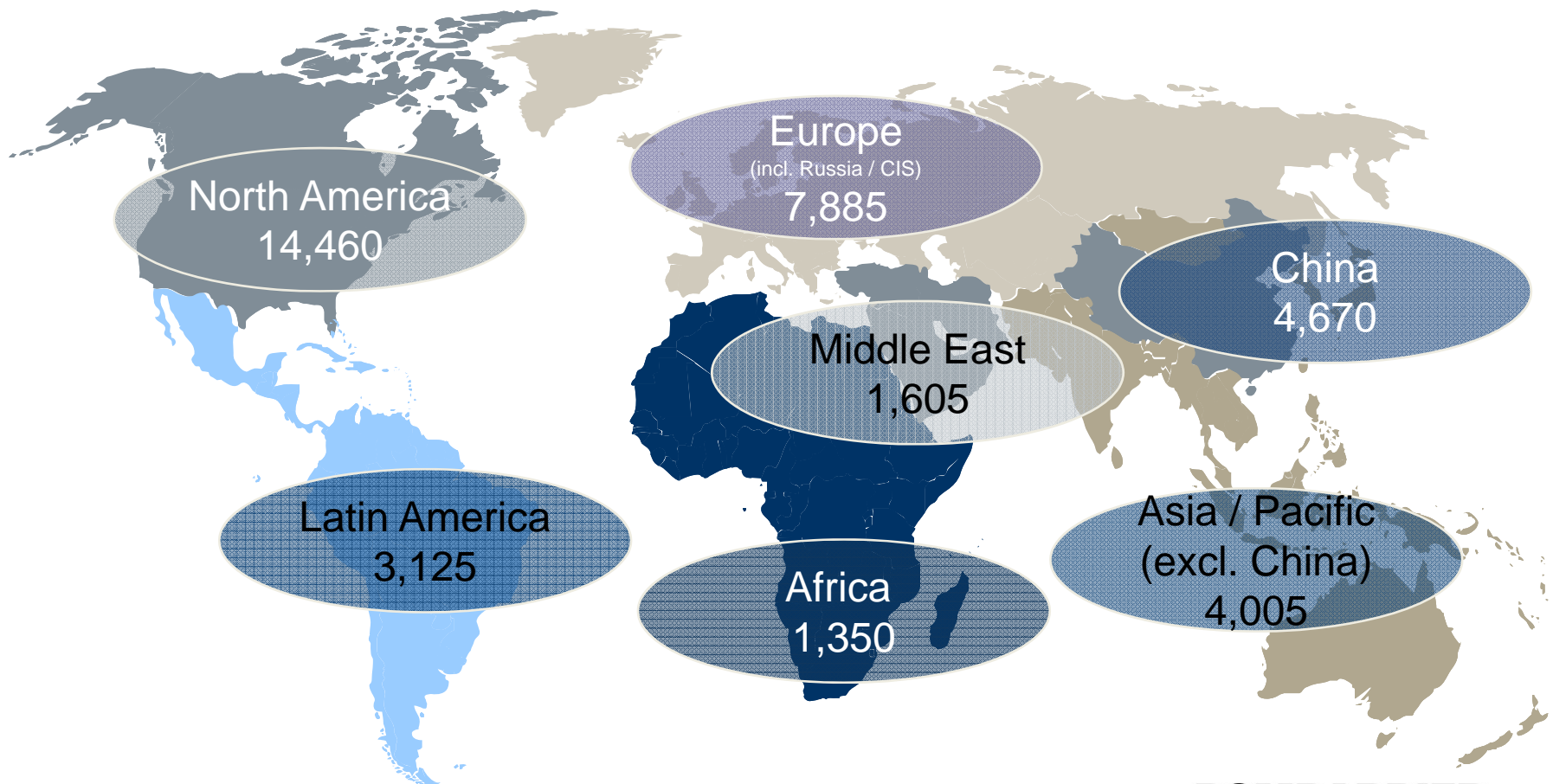
## DISCIPLINE

Strong financial discipline

# EMERGING MARKETS EXPECTED TO ACCOUNT FOR SUBSTANTIAL PORTION OF AIRCRAFT DELIVERIES

## Expected commercial and business jet aircraft deliveries 2011 – 2030

Total 37,100 deliveries

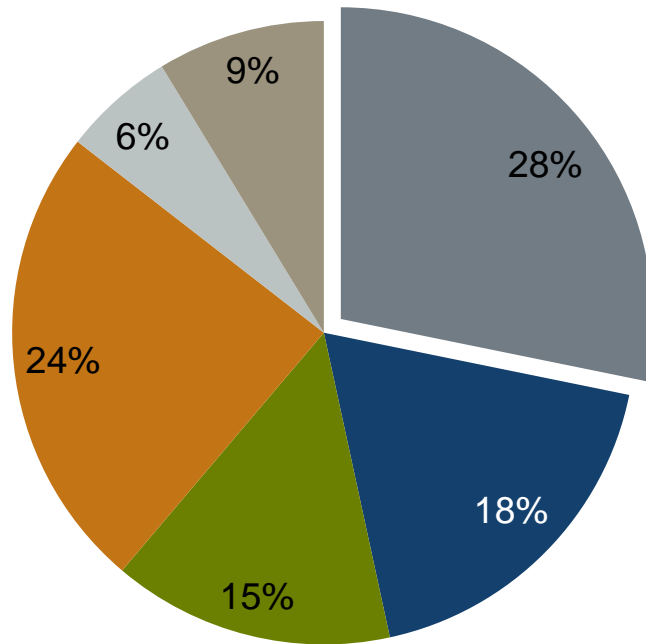


Note: Combined commercial and business aircraft in segments where Bombardier competes (20- to 149-seat segments for Commercial aircraft and excludes very large Corporate Airlines and very light jets categories for business aircraft) Source: Bombardier Aerospace Market Forecast 2011 – 2030.

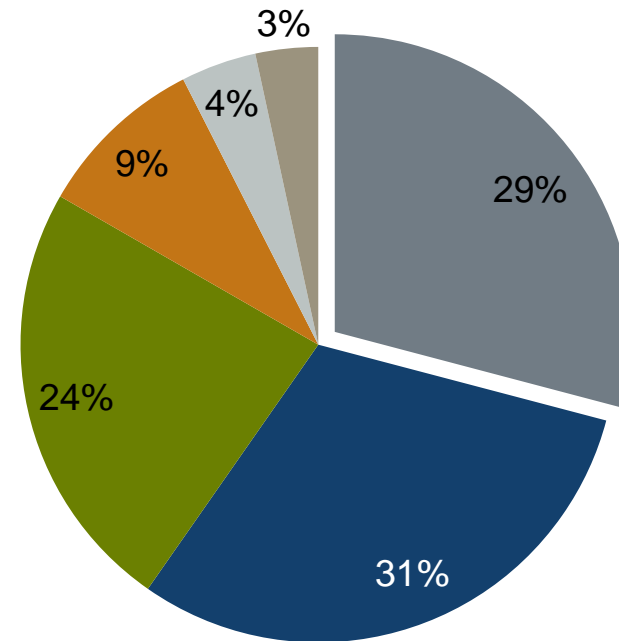
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# BOMBARDIER IS THE MARKET LEADER IN THE BUSINESS AIRCRAFT MARKET...

## Market Shares by Units Delivered

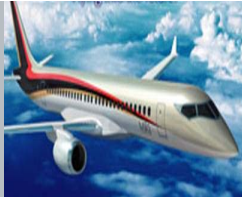






## Market Shares by Revenues



■ Bombardier ■ Gulfstream ■ Dassault ■ Cessna ■ Hawker Beechcraft ■ Embraer

# ... AND VERY WELL POSITIONED IN THE 40-149 SEAT COMMERCIAL AIRCRAFT SEGMENT

|  |                                       |  |   |  |   |  |
|--|---------------------------------------|--|---|--|---|--|
|  <p><b>Q400 NextGen</b></p> | <b>Turboprops</b>                     |  <p><b>ATR 72</b></p>            |   |  |   |  |
|  <p><b>CRJ NextGen</b></p>  | <b>Regional Jets</b>                  |  <p><b>MRJ</b></p>               |  <p><b>SSJ</b></p>                   |  <p><b>Embraer<br/>E170/175/190</b></p> |  <p><b>COMAC<br/>ARJ21</b></p> |  |
|  <p><b>CSeries</b></p>     | <b>Single-Aisle<br/>Mainline Jets</b> |  <p><b>Embraer<br/>E195</b></p> |  <p><b>Airbus<br/>A318/A319</b></p> |  <p><b>Boeing<br/>737-600/700</b></p>  |   |  |

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

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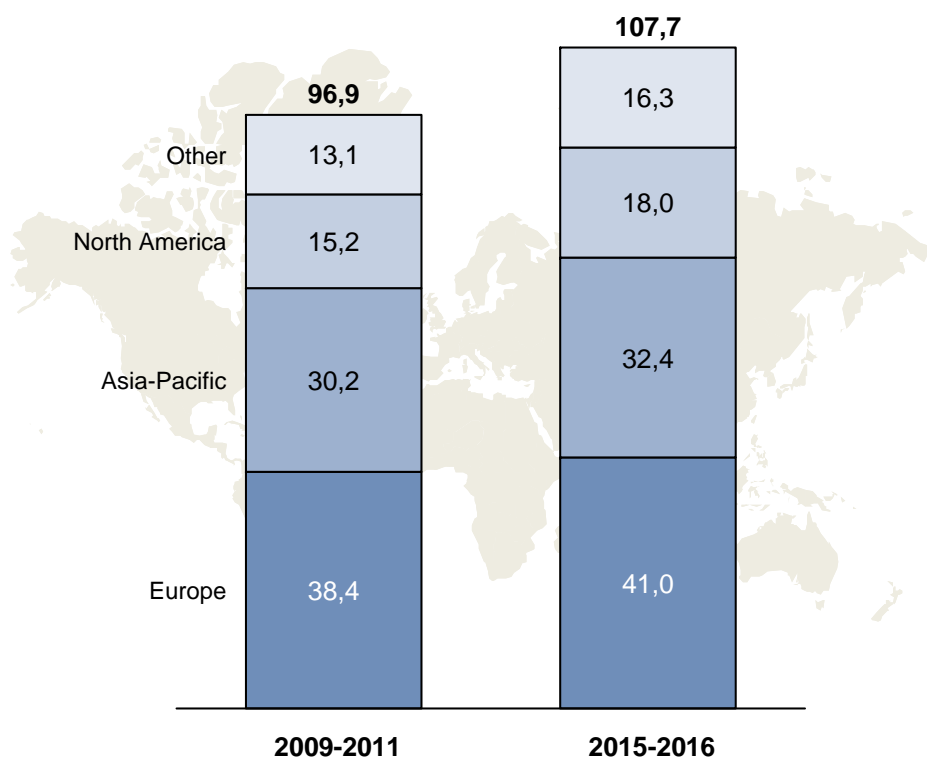
\* Based on 2011 deliveries in the 40-to 100-seat regional aircraft category



# RAIL TECHNOLOGY MARKET PROVIDES STEADY AND SUSTAINABLE GROWTH WORLDWIDE

## Forecasted accessible market by region <sup>2</sup>

(in billions of dollars)



## Highlights on some key markets

### Asia-Pacific Market

- India and China continue to drive the growth in urban ROS, intercity and freight fleets in line with infrastructure expansions and economic growth
- Development of mass transit in the entire region (e.g. Vietnam, Thailand, Malaysia)
- In Southeast Asia, we are currently developing a new locomotive platform for the region and are participating in mass transit opportunities in Bangkok, in the Klang Valley and in Singapore

### Middle Eastern Market

- Booming market driven by projects in the Arab peninsula - massive investments in integrated projects in Qatar, Saudi Arabia and UAE
- Some potential also exists for one-off projects in Bahrain, Kuwait and Oman
- The region is a strategic market for BT
- We are actively pursuing opportunities and were recently in the bid for the Dusaï Light Rail

<sup>1</sup> CAGR calculated based on 2015/16 versus 2007/09.

<sup>2</sup> Source: "World rail market study – status quo and outlook 2020", published by the Association of the European Rail Industry (2010 UNIFE Study).

# BT CONTINUES TO SECURE ORDERS AROUND THE WORLD WITH SIGNIFICANT OPPORTUNITIES IN EMERGING MARKETS

## Across the globe...



OMNEO double-deck trains for the SNCF  
\$11B<sup>1</sup> (Feb 2010)

CITYFLO 650 signalling for Sao Paulo Metro line 5  
(Sept 2011) \$97M



59 double-deck trains for the Swiss Railways  
\$1.6B (June 2010)

Light Rail Transit system for Queensland  
(June 2011) \$265M



40 CRH1 HS trains for MOR China  
\$373M (July 2010)

CITYFLO 650 signalling for London  
(June 2011) \$577M



INNOVIA Monorail for São Paulo  
\$747M (Sept 2010)

200 TRAXX locomotives for DB Regio  
(Apr 2011) \$867M<sup>1</sup>



50 V300ZEFIRO VHS trains for Trenitalia  
\$889M (Sept 2010)

52 metro trains for Montréal  
(Oct 2010) \$715M

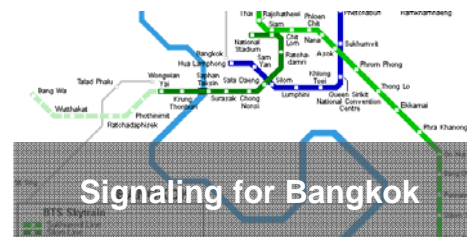


## ...and in the SE Asia region



Singapore Downtown line

LTA of Singapore  
Nov 2008 – \$380M  
Inauguration in June 2011  
MOVIA metro



Signaling for Bangkok

BTS Bangkok  
Inauguration in September 2011  
120.000pax daily  
CBTC signalling

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# BOMBARDIER TRANSPORTION GLOBAL PRESENCE

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- 62 production and engineering sites in 25 countries
- Workforce of 36,200 employees located in 40 countries
- Customers in more than 60 countries

# LOCALIZING OUR PRODUCTION FACILITIES FURTHERED OUR STRATEGIC COMMITMENT IN INDIA AND ENHANCED OUR LOCAL CAPABILITIES



## First wholly-owned rail plant by foreign multinational company in India with system engineering and assembly

- Investment of over \$55M to set up our manufacturing plant in Savli (opened within 18 months) with successful delivery of over 530 metro cars
- Engineering centers and local customer and partner relationships (Indian Railways, Delhi Metro Rail Corporation, and Mumbai's Central and Western Railways)
- Investment in people with comprehensive training creating approximately 1,000 new direct jobs, with over 300 full-time engineers

# INVESTMENT THESIS

## PRODUCTS

Investing in leading mobility solutions

## MARKETS

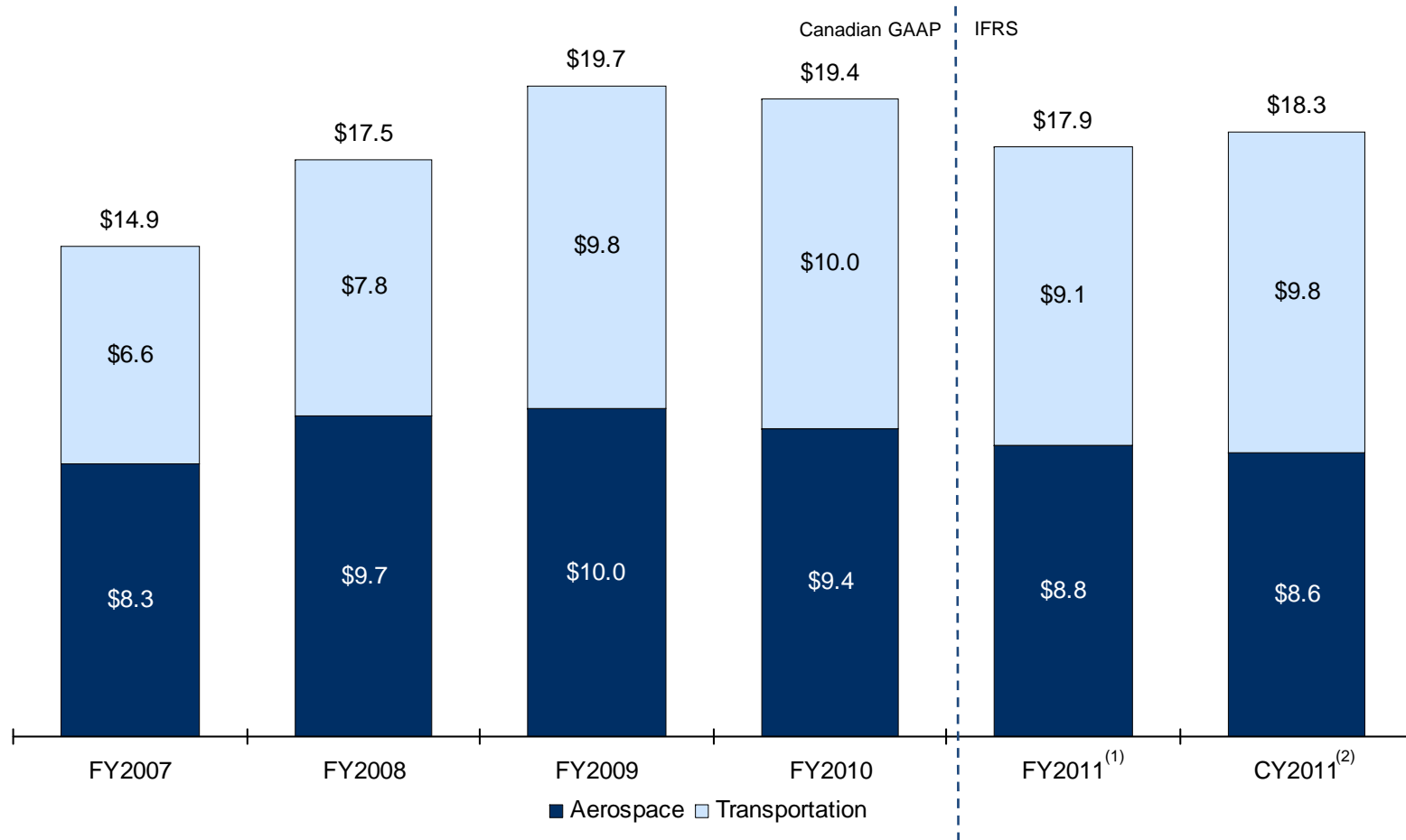
Well positioned to capture global growth opportunities

## DISCIPLINE

Strong financial discipline

# STABLE REVENUES EVEN THROUGH CHALLENGING ENVIRONMENTS

## Consolidated Revenues (in billions of dollars)

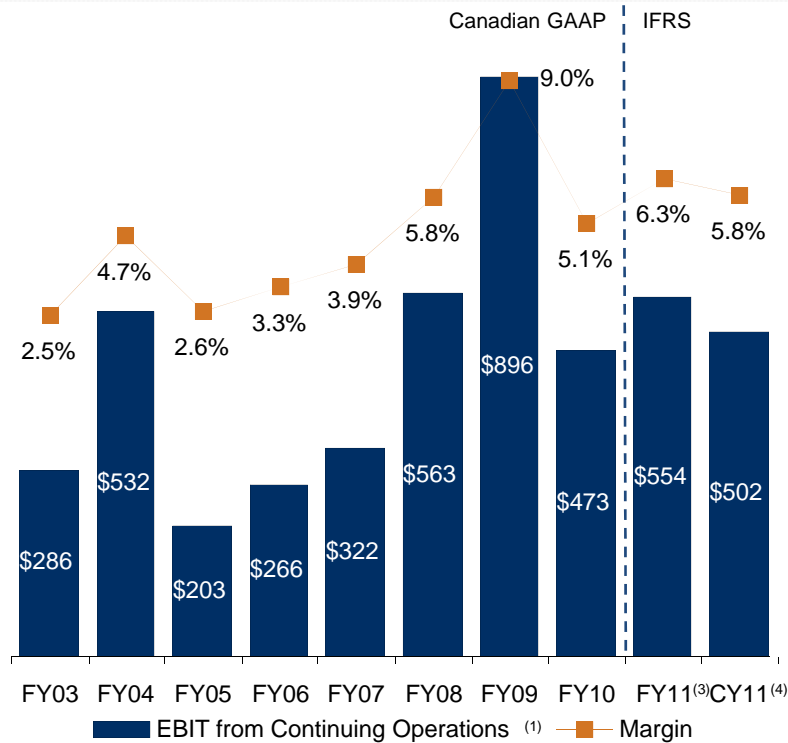


<sup>1</sup> Fiscal year ended January 31, 2011.

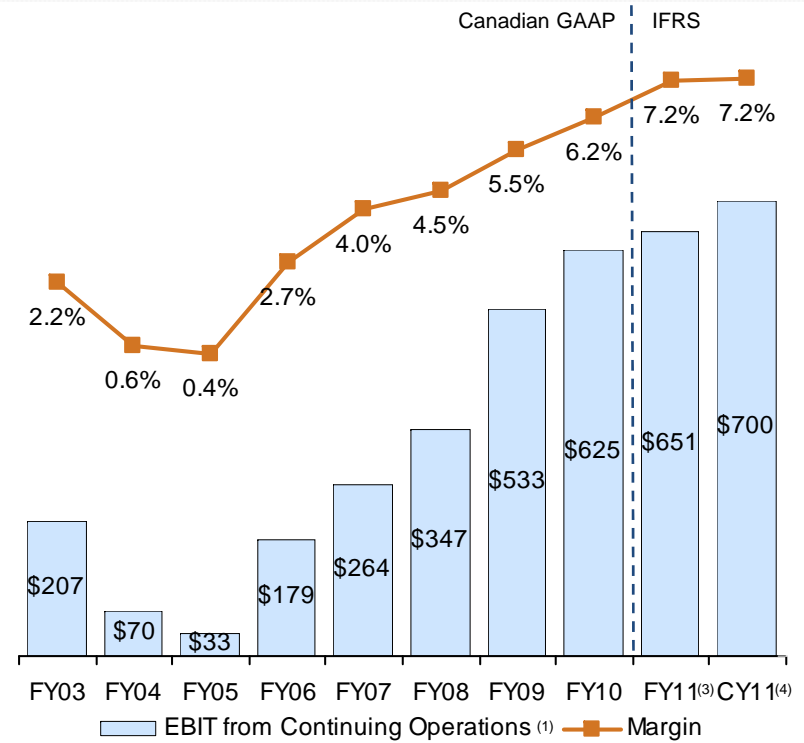
<sup>2</sup> Fiscal year ended December 31, 2011. Comprises 11 months of results from Aerospace and 12 months of results from Transportation.

# STRONG TRACK RECORD OF PROFITABILITY WITH MORE OPPORTUNITY GOING FORWARD

**Aerospace EBIT from continuing operations<sup>1</sup>**  
(in millions of dollars)



**Transportation EBIT from continuing operations<sup>1</sup>**  
(in millions of dollars)



**Profitability can be improved through either increased volume or improvement in execution**

- 1 – 2% margin increase opportunity at Transportation<sup>2</sup>
- 5% margin increase opportunity at Aerospace<sup>2</sup>

<sup>1</sup> EBIT from continuing operations before special items.

<sup>2</sup> See forward-looking statements of page 2 of this presentation.

<sup>3</sup> Fiscal year ended January 31, 2011.

<sup>4</sup> Fiscal year ended December 31, 2011. Comprises 11 months of results from Aerospace and 12 months of results from Transportation.

# SEGMENTED INFORMATION

## THREE-MONTH PERIODS ENDED

| (in millions of dollars) | MARCH 31, 2012 | APRIL 30, 2011 |
|--------------------------|----------------|----------------|
| REVENUES                 |                |                |
| AEROSPACE                | 1,499          | 2,188          |
| TRANSPORTATION           | 2,006          | 2,473          |
| <b>TOTAL REVENUES</b>    | <b>3,505</b>   | <b>4,661</b>   |
| EBIT                     |                |                |
| AEROSPACE                | 91             | 141            |
| TRANSPORTATION           | 124            | 171            |
| <b>TOTAL EBIT</b>        | <b>215</b>     | <b>312</b>     |



# FINANCIAL RESULTS OVERVIEW

## THREE-MONTH PERIODS ENDED

| (in millions of dollars, except per share amounts) | MARCH 31, 2012 | APRIL 30, 2011 |
|--|----------------|----------------|
| REVENUES   | 3,505          | 4,661          |
| EBIT   | 215            | 312            |
| FINANCING EXPENSE, NET                             | -              | 36             |
| EBT  | 215            | 276            |
| INCOME TAXES                                       | 25             | 56             |
| NET INCOME   | 190            | 220            |
| <b>EPS (in dollars)</b>                            | <b>0.10</b>    | <b>0.12</b>    |

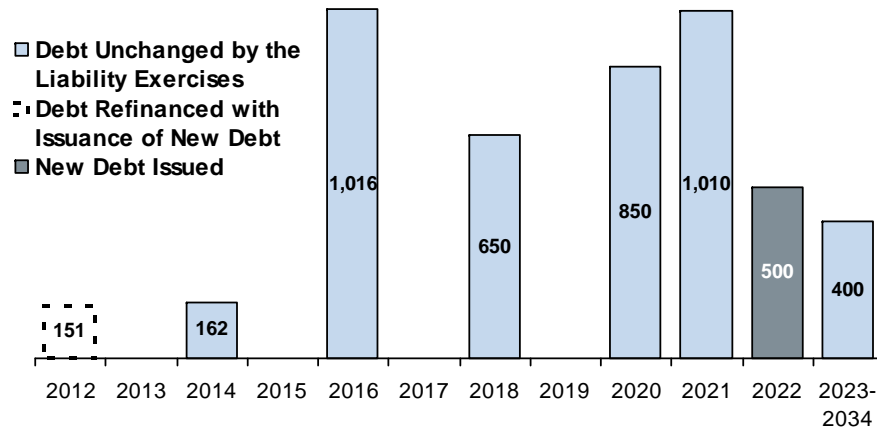
# FREE CASH FLOW

## THREE-MONTH PERIODS ENDED

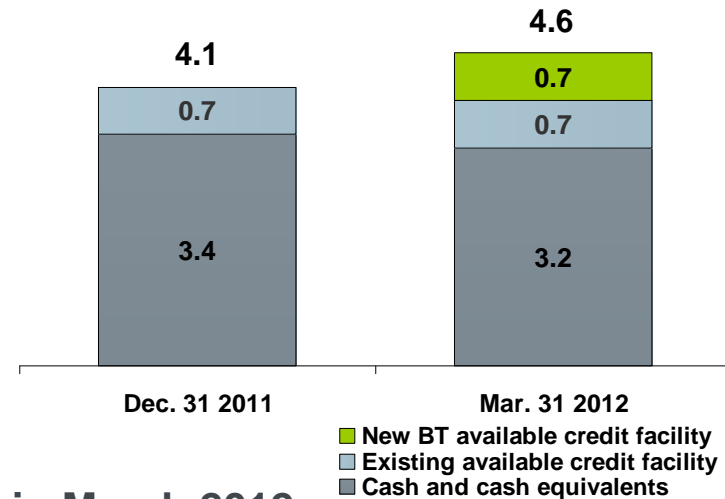
| (in millions of dollars)                 | MARCH 31, 2012 | APRIL 30, 2011 |
|--|----------------|----------------|
| <b>AEROSPACE</b>                         |                |                |
| Cash flows from operating activities     | (200)          | 122            |
| Net additions to PPE & intangible assets | (372)          | (290)          |
| <b>TOTAL AEROSPACE</b>                   | <b>(572)</b>   | <b>(168)</b>   |
| <b>TRANSPORTATION</b>                    | <b>(100)</b>   | <b>(168)</b>   |
| <b>INTEREST AND TAXES</b>                | <b>(40)</b>    | <b>(73)</b>    |
| <b>FREE CASH FLOW USAGE</b>              | <b>(712)</b>   | <b>(409)</b>   |

# WE ARE PROACTIVELY MANAGING OUR LIQUIDITY

**Debt Maturity Profile (notional amount)**  
(as of March 31, 2012 - in millions of dollars)



**Short-term Capital Resources**  
(as at - in billions of dollars)



- Issuance of \$500 million of unsecured notes in March 2012
- New €500 million revolving credit facility for Bombardier Transportation
- Extended the availability periods of our letter of credit facilities (BA and BT) and our revolving credit facility by an additional year

**The notes issue and new revolving credit facility were both oversubscribed, demonstrating the financial market's confidence in our business plan and contingent liquidity strategy**

# WE ARE MAINTAINING OUR OUTLOOK FOR 2012



## Transportation

- Continue to target an 8% EBIT margin by 2013
- Anticipate to generate free cash flow for the year generally in line with profitability
- Level of new orders expected to translate into a book-to-bill ratio of approximately 1



## Aerospace

- Deliveries of approximately 180 business jets and 55 commercial aircraft
- 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

# EVOLUTION IS ALL ABOUT WHAT'S NEXT



TODAY, THE SUCCESS STORY CONTINUES ...



CSeries

TODAY, THE SUCCESS STORY CONTINUES ...



Zefiro

QUESTIONS?








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# APPENDIX

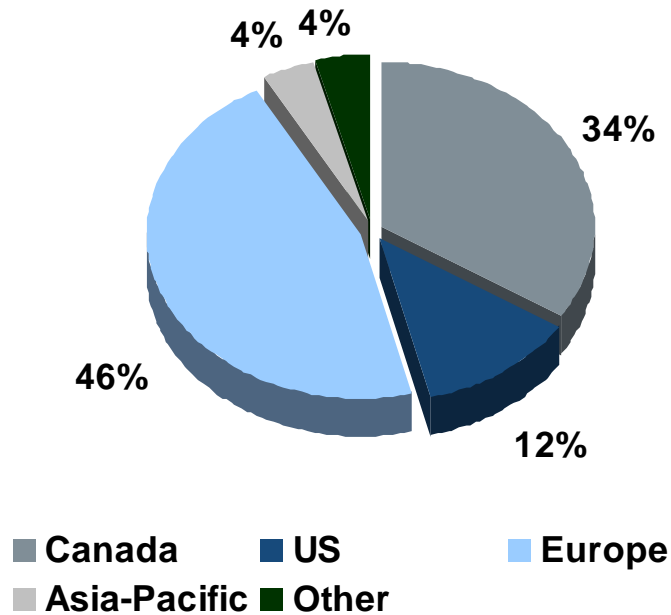
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# BOMBARDIER – FROM ENTREPRENEURIAL TO GLOBAL LEADER

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

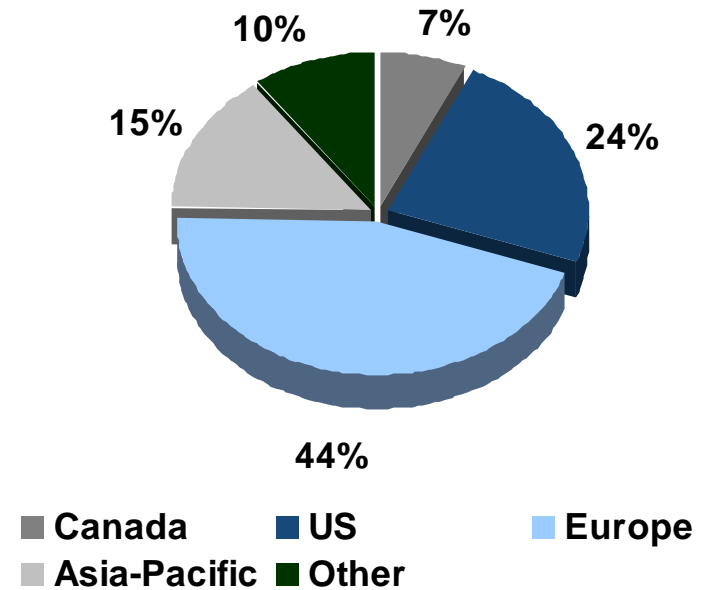
# BOMBARDIER – A TRULY GLOBAL COMPANY

## Employees Geographic segmentation



Total employees\*: 70,000

## Revenues Geographic segmentation



Total revenues\*\*: US\$18.3 billion

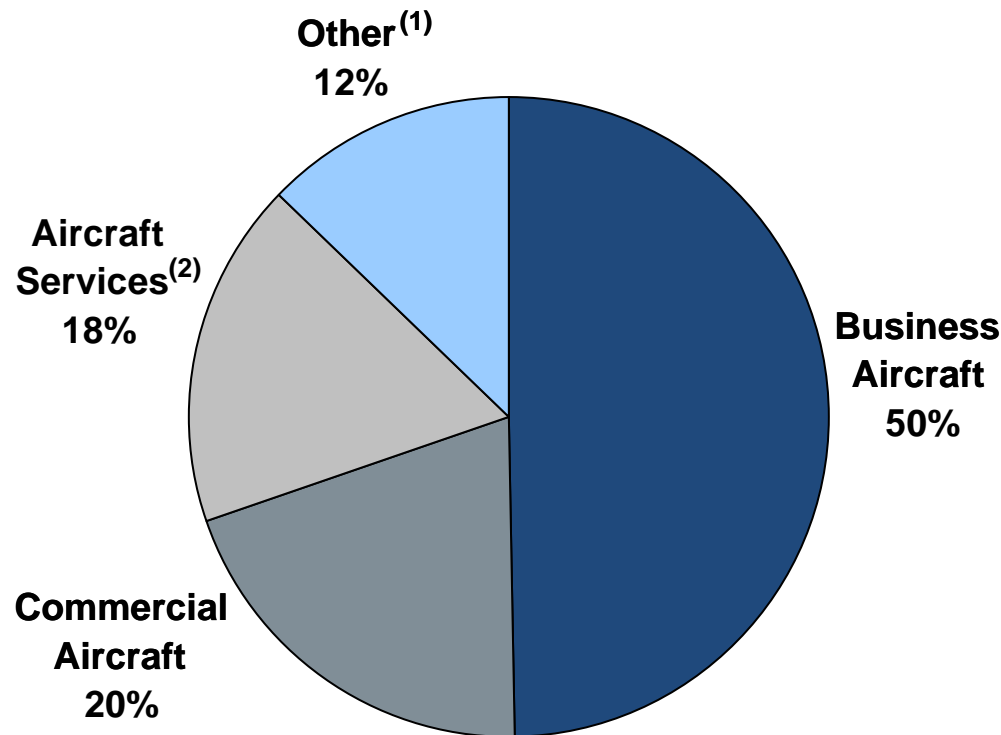
\* As of December 31, 2011

\*\* For the fiscal year ended December 31, 2011

# 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**

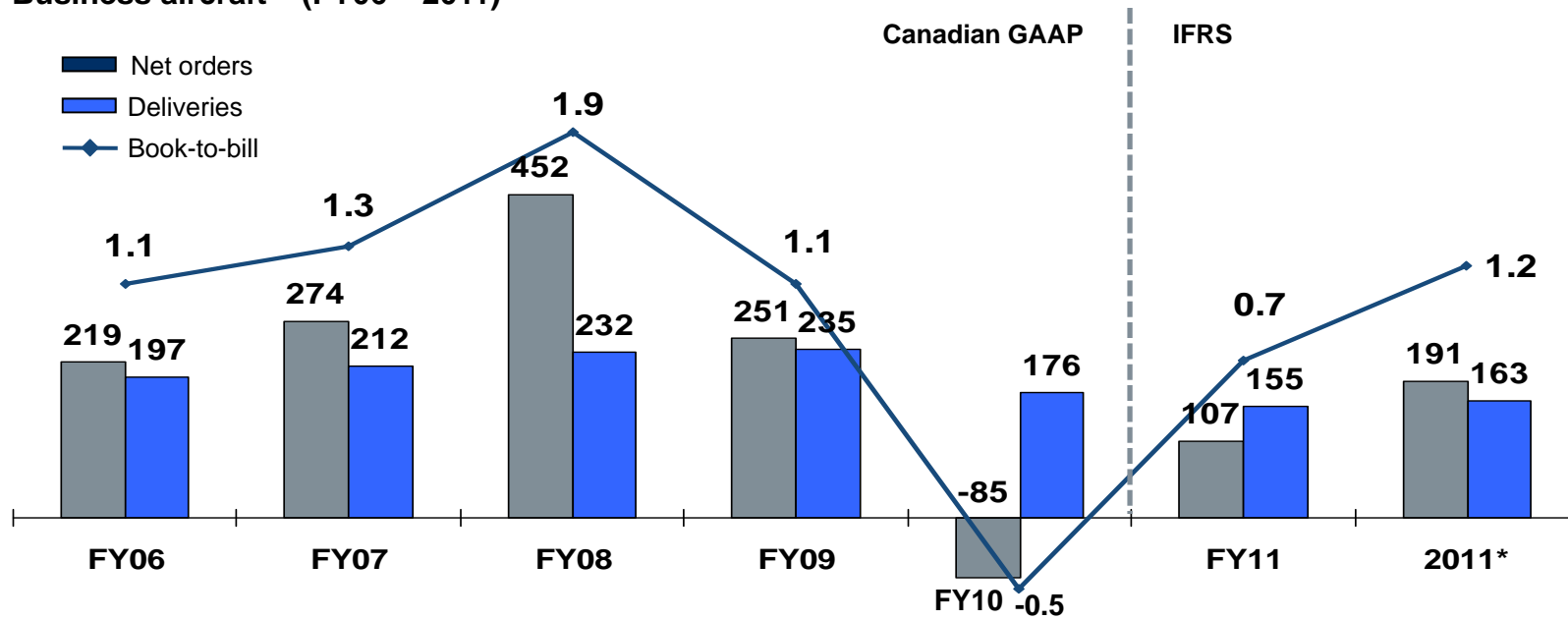
- (1) Other includes primarily sales of pre-owned aircraft and component manufacturing for third parties
- (2) Includes revenues from parts logistics, aircraft fractional ownership and hourly flight entitlement program's service activities, aircraft maintenance, commercial training and Military Aviation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

# BOMBARDIER'S BUSINESS AIRCRAFT OFFERS THE INDUSTRY'S MOST COMPLETE PRODUCT PORTFOLIO

|                              |   |  |   |   |
|------------------------------|---|--|---|---|
| <b>LEARJET<br/>FAMILY</b>    |  <p>LEARJET 40 XR</p>  |  <p>LEARJET 45 XR</p>  |  <p>LEARJET 60 XR</p>  |  <p>LEARJET 85</p>     |
| <b>CHALLENGER<br/>FAMILY</b> |  <p>CHALLENGER 300</p> |  <p>CHALLENGER 605</p> |  <p>CHALLENGER 850</p> |  <p>CHALLENGER 870</p> |
| <b>GLOBAL<br/>FAMILY</b>     |  <p>GLOBAL 5000</p>  |  <p>GLOBAL 6000</p>  |  <p>GLOBAL 7000</p>  |  <p>GLOBAL 8000</p>  |

# BUSINESS AIRCRAFT ORDERS AND DELIVERIES

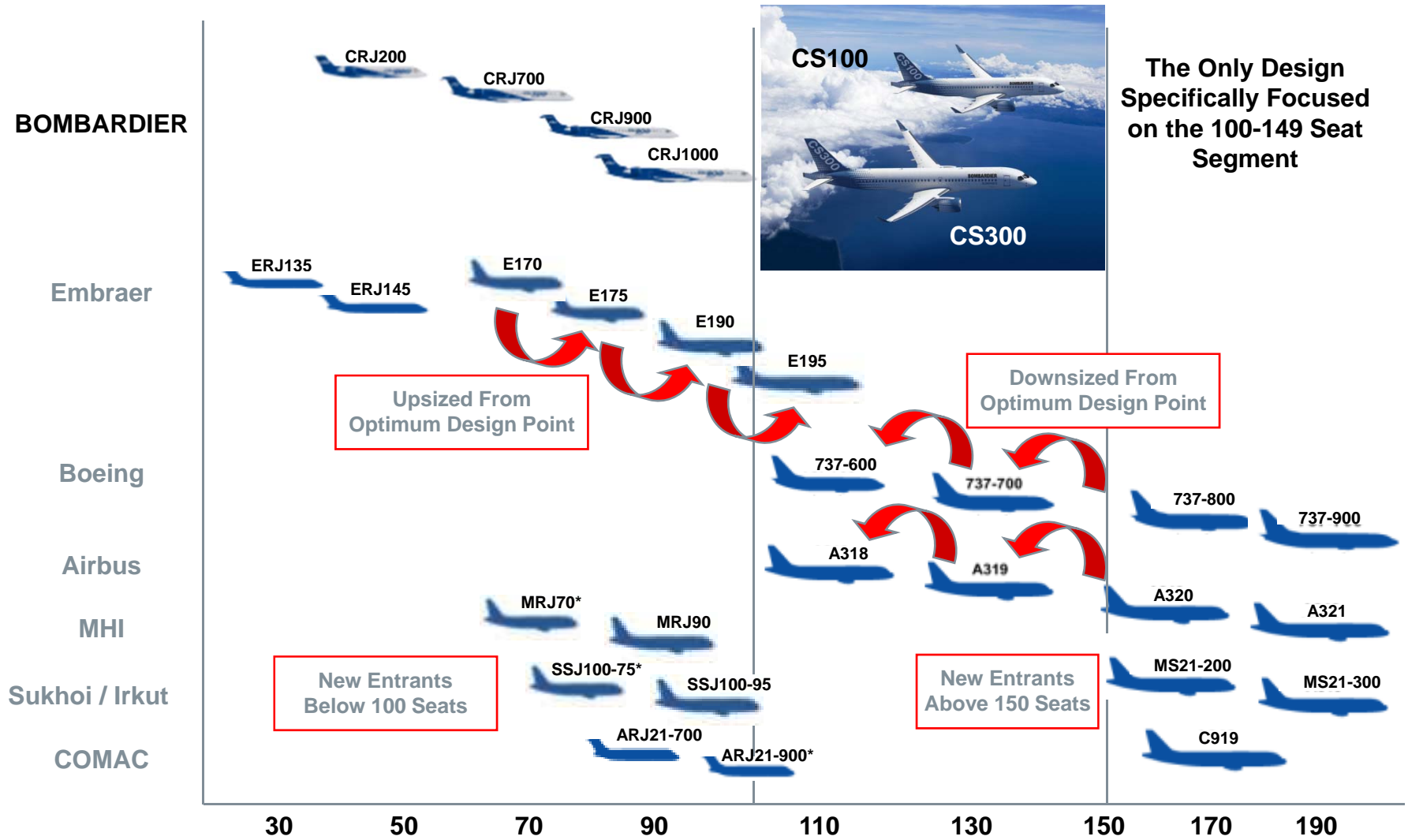
**Net orders, deliveries and book-to-bill**  
**Business aircraft (FY06 – 2011)**



\* 11-month period ended December 31, 2011

Note: Including deliveries in the fractional ownership program

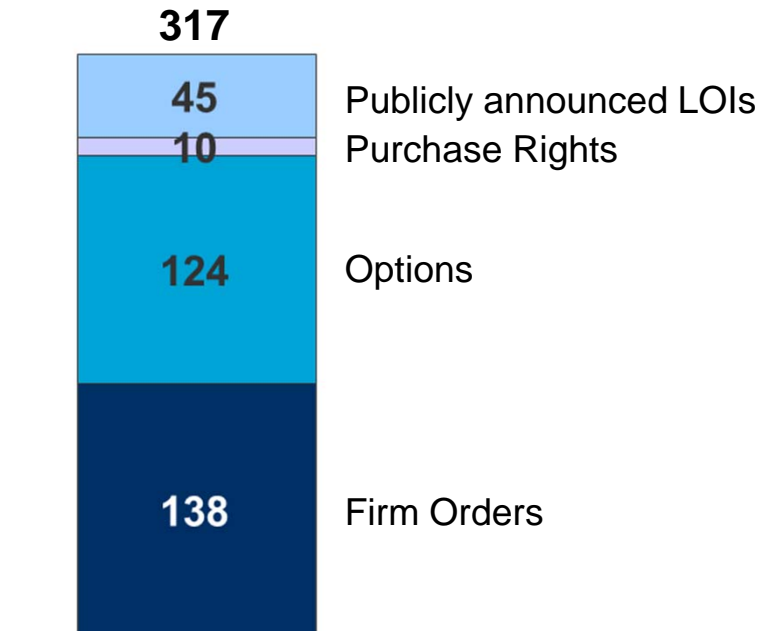
# C SERIES – A NEW FAMILY OPTIMIZED FOR THE LOWER END OF THE 100 TO 149-SEAT MARKET SEGMENT IS LONG OVERDUE



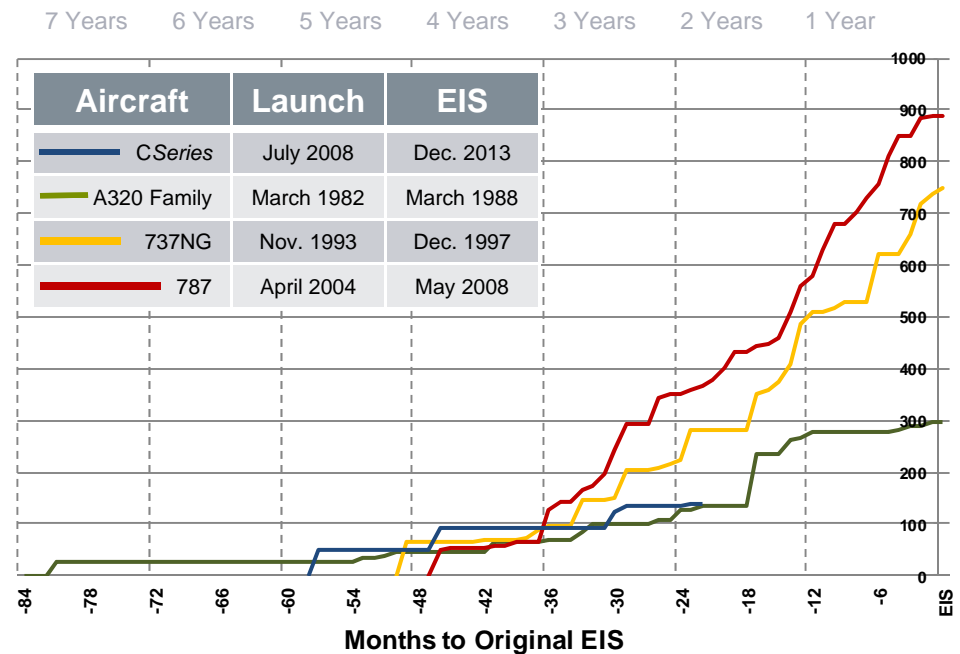
**BOMBARDIER**  
the evolution of mobility

# 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\*

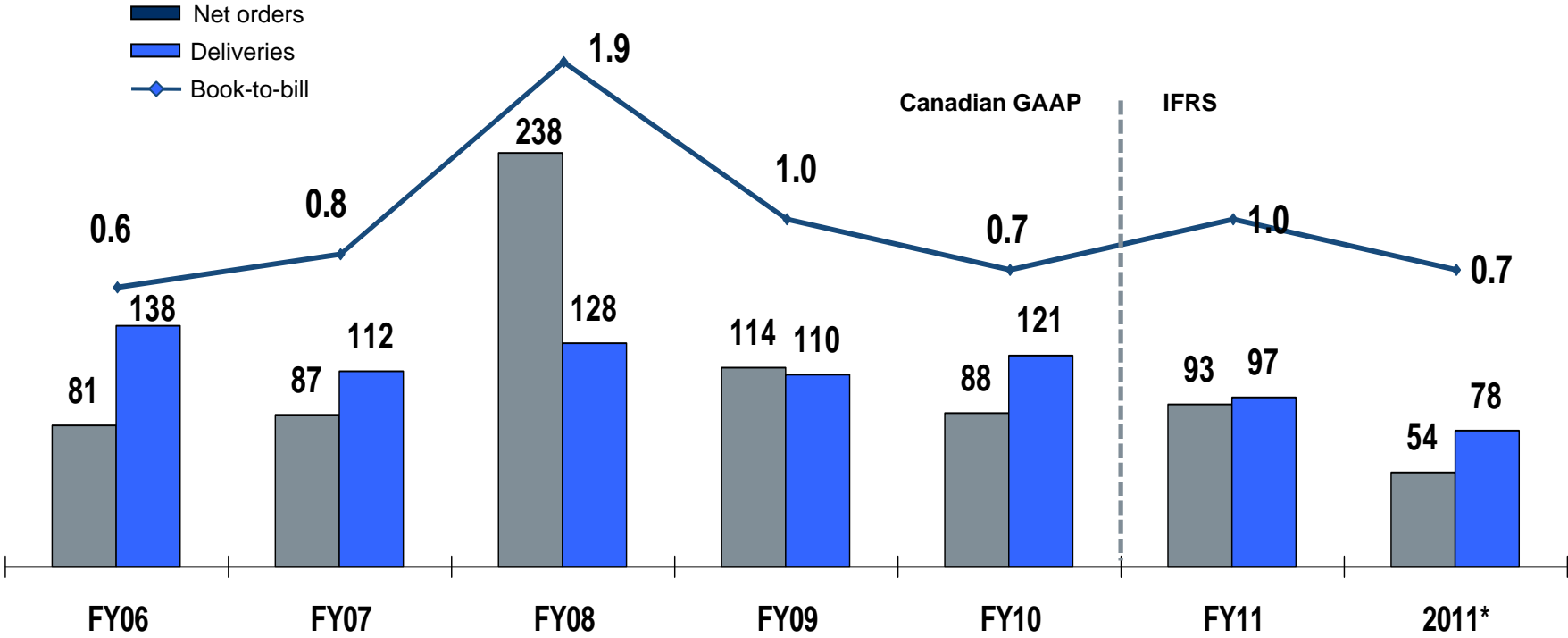


- 15% Cash Operating Costs and 20% Fuel Burn Advantage
- Operational Flexibility – Short Field and Longer Range Performance
- We are well on our way to achieve our target of 200-300 firm orders by EIS in late 2013



# COMMERCIAL AIRCRAFT ORDERS AND DELIVERIES

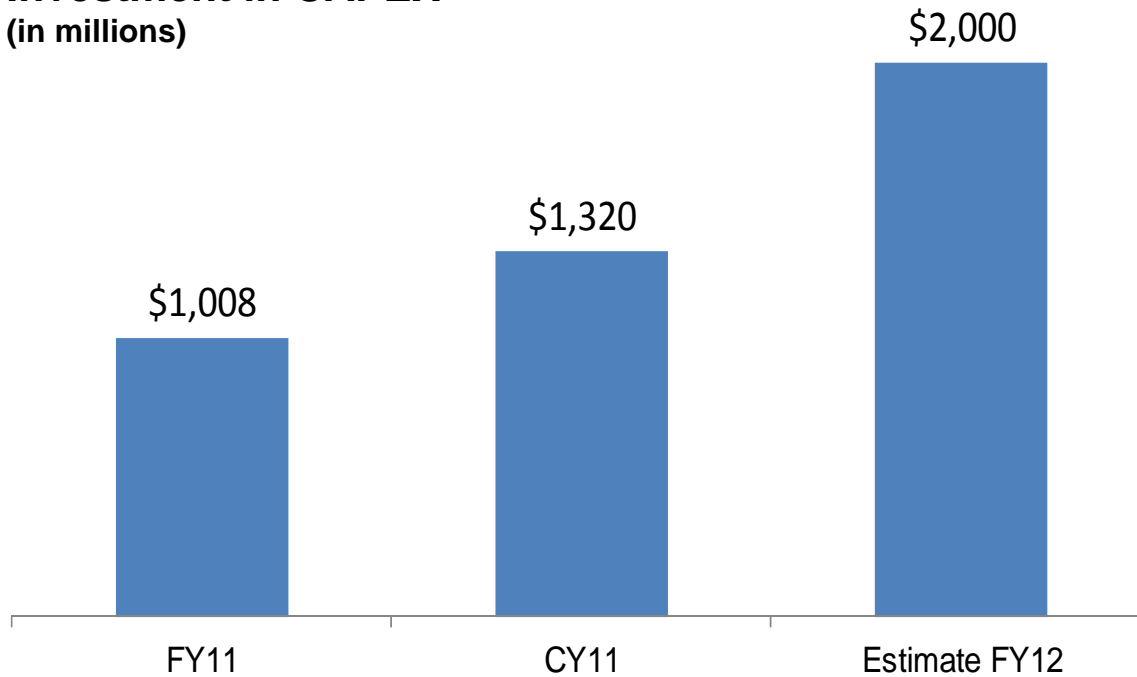
**Net orders, deliveries and book-to-bill**  
**Commercial aircraft (FY06 – 2011)**



\* 11-month period ended December 31, 2011

# BOMBARDIER AEROSPACE IS INVESTING SIGNIFICANT AMOUNTS IN NEW PRODUCT DEVELOPMENT

## Investment in CAPEX (in millions)



### New product development:

- Global Vision flight deck
- Learjet 85
- CSeries
- Global 7000/8000

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

# 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



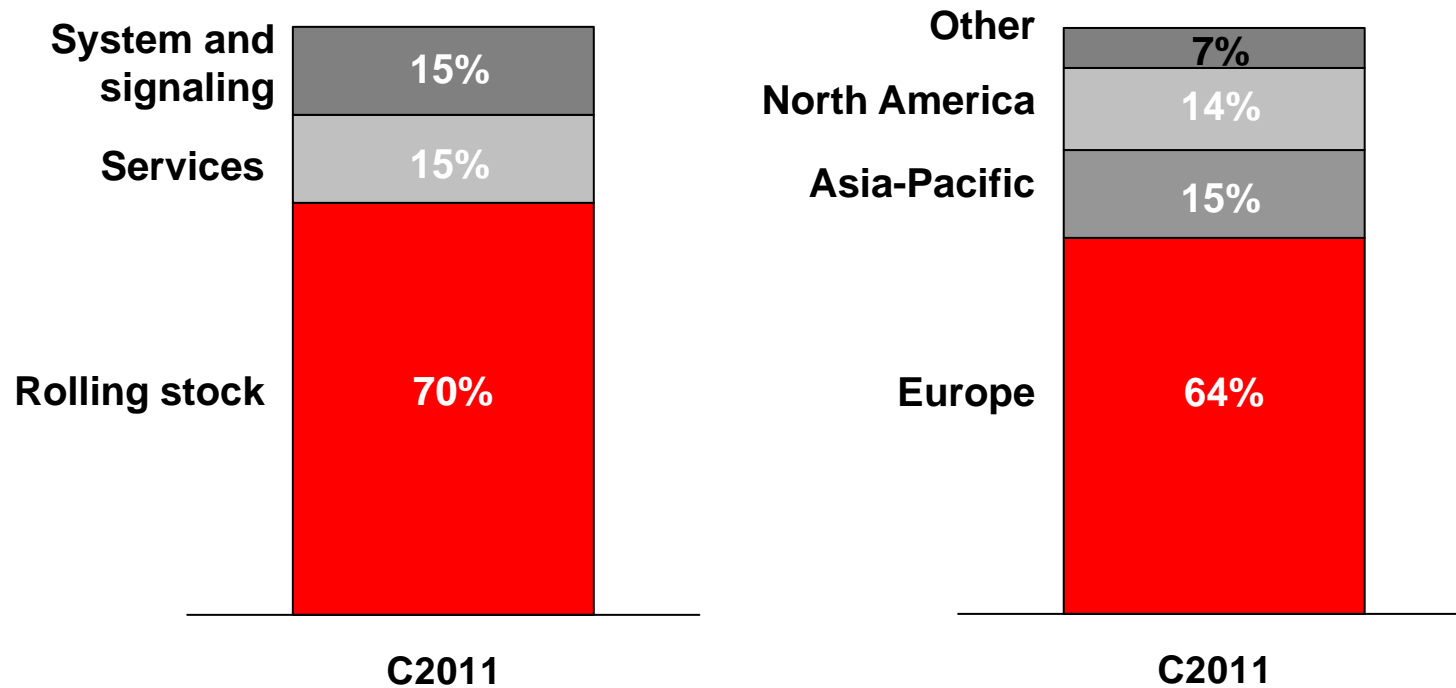
- Automated people movers
- Advanced rapid transit
- Light rapid transit
- Automated monorail
- eMobility solutions
- Operations and maintenance
- Transit security

### 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

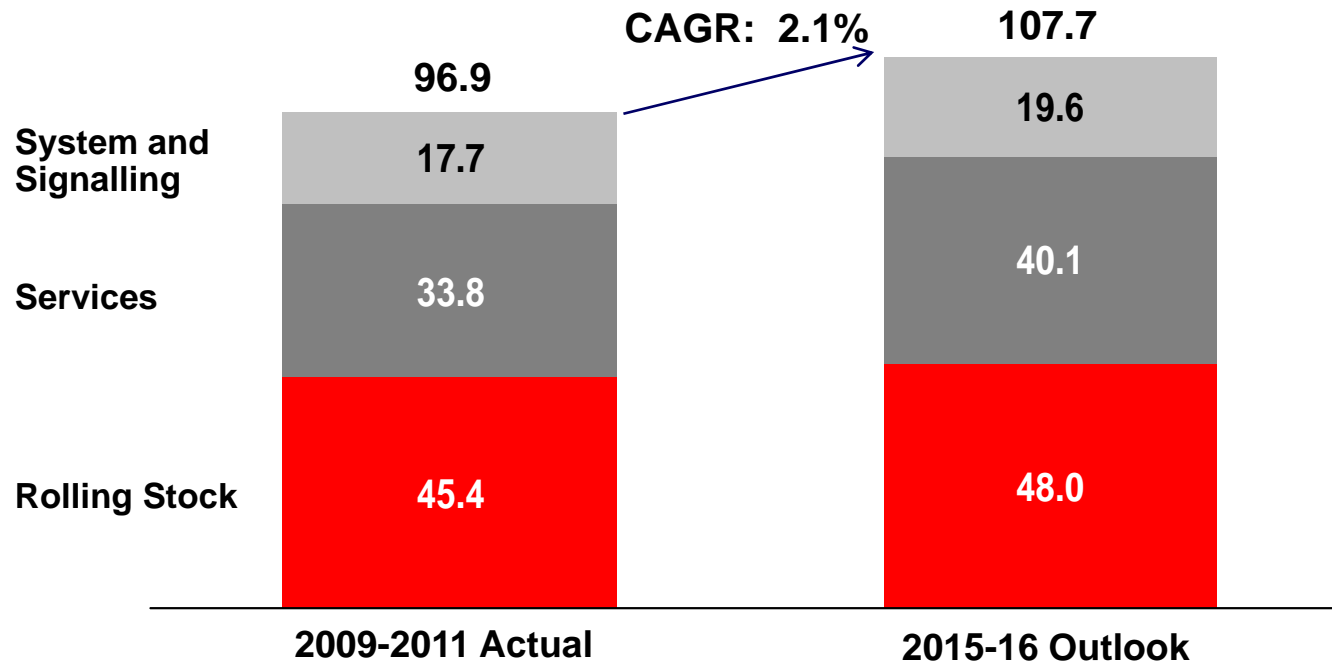


**Total Revenues = \$9,753 million**

# THE FUNDAMENTALS OF THE RAIL INDUSTRY ARE POSITIVE

## Accessible market by segment

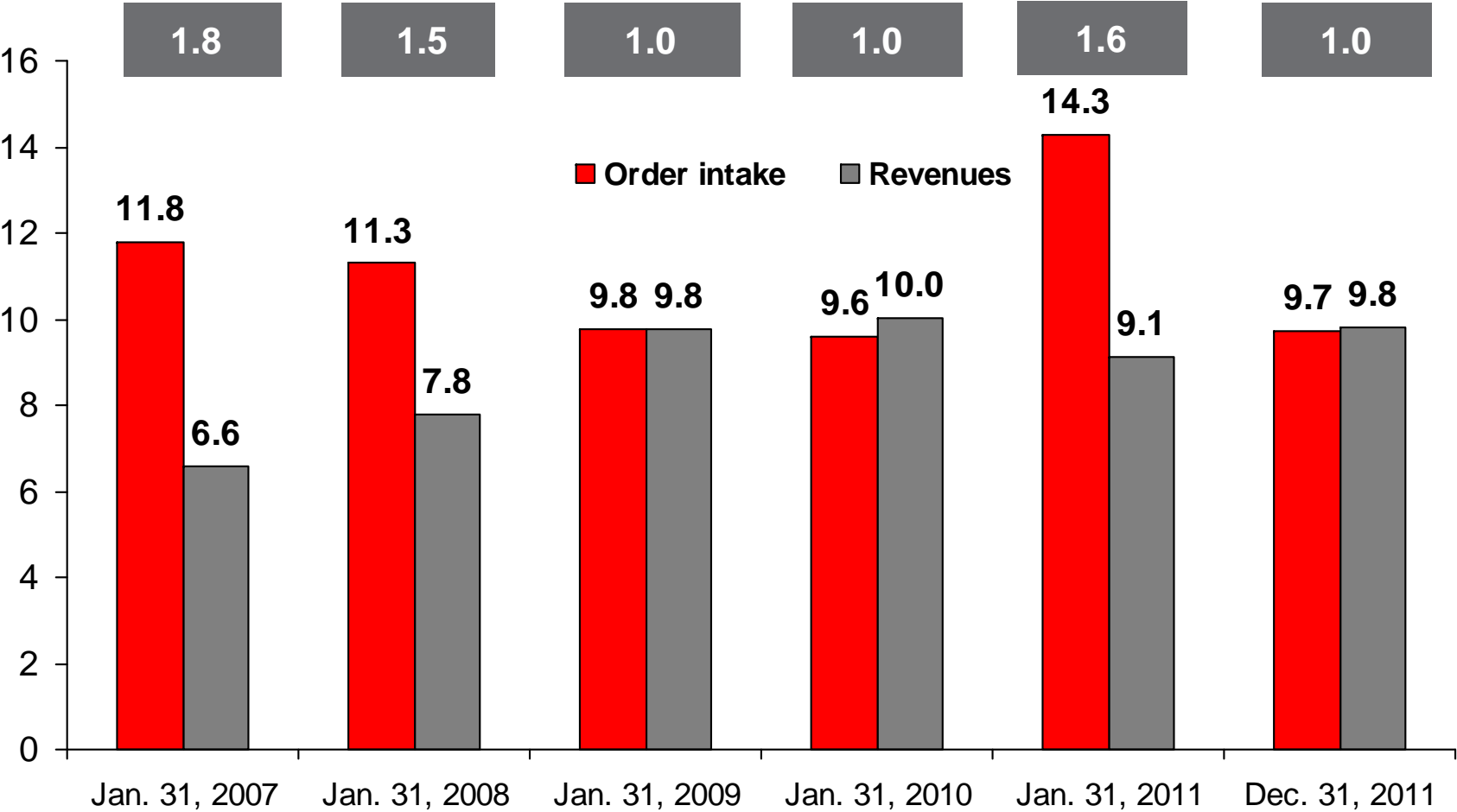
(three and two calendar year averages)  
(in billions of dollars)



# 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

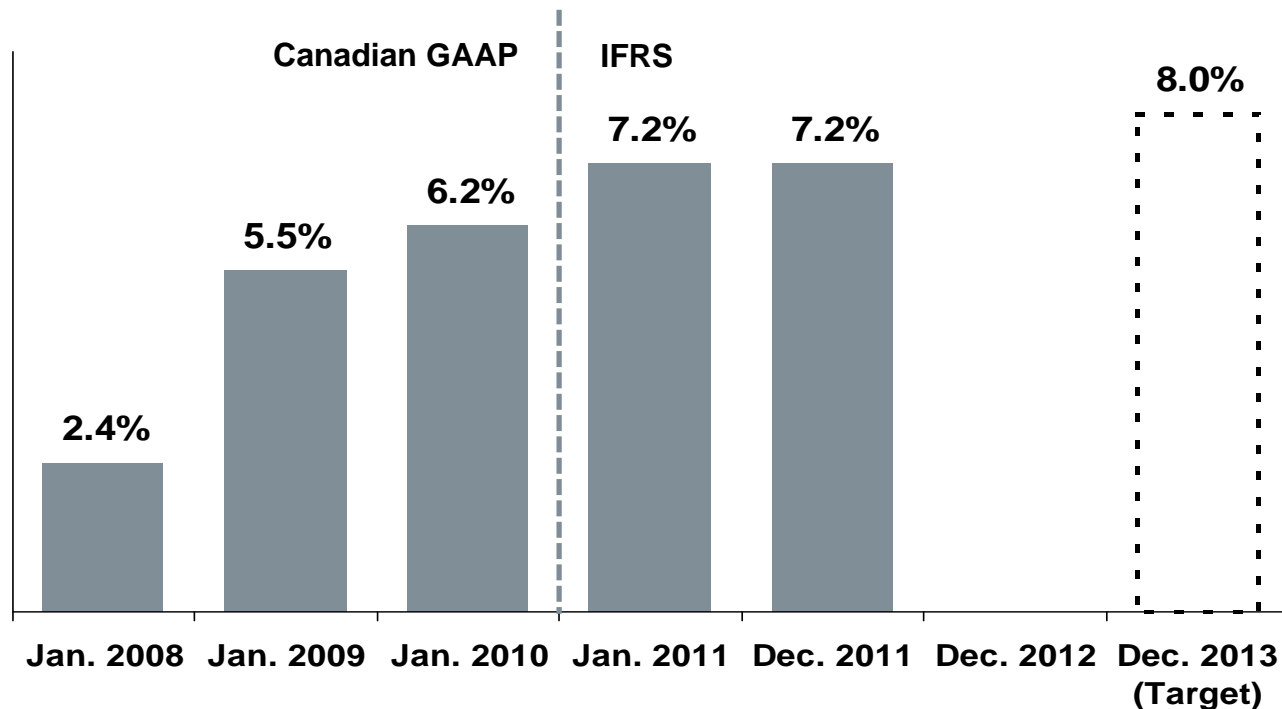
- In the short to medium term, the market will be fuelled by several large contracts, already in advanced stages. In the longer term, innovative financing solutions will be needed
- Overall, the fundamentals for rail remain positive and growth in emerging markets will continue to benefit the rail supply 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 <sup>1</sup> locomotives “Madhepura” | Up to 800 twin units |
|  IR <sup>1</sup> 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