



# FINANCIAL RESULTS FOR THE FIRST QUARTER 2019

MAY 2, 2019

## **BOMBARDIER**

#### CAUTION REGARDING FORWARD-LOOKING STATEMENTS

### **BOMBARDIER**

This presentation includes forward-looking statements, which may involve, but are not limited to: statements with respect to our objectives, anticipations and guidance in respect of various financial and global metrics and sources of contribution thereto, targets, goals, priorities, market and strategies, financial position, market position, capabilities, competitive strengths, credit ratings, 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; growth strategy, including in the business aircraft aftermarket business; product development, including projected design, characteristics, capacity or performance; expected or scheduled entry-into-service of products and services, orders, deliveries position; expectations regarding most in general; competitive position; expectations regarding most project executions regarding revenue and backlog mix; the expected entry-into-service of products and regulatory environment and legal proceedings on our business and operations; strength of capital profile and balance sheet, creditworthiness, available liquidities and capital resources, expected financial requirements and ongoing review of strategic and financial alternatives; the introduction of productivity enhancements, operational efficiencies and restructuring initiatives and anticipated costs, intended benefits and timing thereof; the expected bigicities and financial targets underlying our transformation plan and the timing and progress in execution thereof, including the anticipated business transition to growth cycle and cash generation; superations and objectives and financial targets underlying our transformation plan and the timing and progress in execution thereof, including the anticipated business transition to growth cycle and cash generation; or programs, assets and operations in metal programs, assets and operations of the focus on returning to profita

Forward-looking statements can generally be identified by the use of forward-looking terminology such as "may", "will", "shall", "can", "foresee", "believe", "continue", "maintain" or "align", the negative of these terms, variations of them or similar terminology. Forward-looking statements are presented for the purpose of assisting investors and others in understanding certain key elements of our current objectives, strategic priorities, expectations and plans, and in obtaining a better understanding of our business and anticipated operating environment. Readers are cautioned that such information may not be appropriate for other purposes.

By their nature, forward-looking statements require management 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 forecast results set forth in forward-looking statements. While management considers these assumptions to be reasonable and appropriate based on information currently available, there is risk that they may not be accurate. The assumptions underlying the forward-looking statements made in this presentation in relation to the pursuit of a divestiture of our operations in Belfast and Morocco include the following material assumptions: the identification and successful completion of one or more divestiture(s) or other transactions resulting therefrom on commercially satisfactory terms and the realization of the intended benefits therefrom within the anticipated timeframe. The assumptions underlying the forward-looking statements made in this presentation in relation to the Pending Transaction discussed herein include the following material assumptions: the satisfaction of all conditions of closing and the successful completion of such strategic actions and transaction within the anticipated timeframe, including receipt of regulatory approvals. For additional information with respect to the assumptions underlying the forward-looking statements made in this presentation, refer to the Strategic Priorities and Guidance and forward-looking statements sections in Overview, Business Aircraft, Commercial Aircraft, Aerostructures and Engineering Services and Transportation in the MD&A of our financial report for the fiscal year ended December 31, 2018.

Certain factors that could cause actual results to differ materially from those anticipated in the forward-looking statements include, but are not limited to, risks associated with general economic conditions, risks associated with our business environment (such as risks associated with "Brexit", the financial condition of the airline industry, business aircraft customers, and the rail industry; trade policy; increased competition; political instability and force majeure events or global climate change), operational risks (such as risks related to developing new products and services; development of new business and awarding of new contracts; book-to-bill ratio and order backlog; the certification and homologation of products and fixed-term commitments and project execution, including challenges associated with certain Transportation's legacy projects and the release of working capital therefrom; pressures on cash flows and capital expenditures based on project-cycle fluctuations and seasonality; risks associated with our ability to successfully implement and execute our strategy, transformation plan, productivity enhancements, operational efficiencies and restructuring initiatives, including the formation of Bombardier Aviation; doing business with partners; risks associated with our partnership with Airbus and investment in CSALP; risks associated with our ability to continue with our funding plan of CSALP and to fund, if required, the cash shortfalls; risks associated with our ability to successfully integrate our acquisition of Triumph's Global 7500 wing manufacturing operations and assets; inadequacy of cash planning and management and project funding; product performance warranty and casualty claim losses; regulatory and legal proceedings; environmental, health and safety risks; dependence on certain customers, contracts and suppliers; supply chain risks; reliance on information systems; reliance on and protection of intellectual property rights; reputation risks; risk management; tax matters; and adequacy of insurance coverage), financing risks (such as risks related to liquidity and access to capital markets; retirement benefit plan risk; exposure to credit risk; substantial existing debt and interest payment requirements; certain restrictive debt covenants and minimum cash levels; financing support provided for the benefit of certain customers; and reliance on government support), market risks (such as risks related to foreign currency fluctuations; changing interest rates; decreases in residual values; increases in commodity prices; and inflation rate fluctuations). For more details, see the Risks and uncertainties section in Other in the MD&A of our financial report for the fiscal year ended December 31, 2018. With respect to the formation of Bombardier Aviation discussed herein specifically, certain factors that could cause actual results to differ materially from those anticipated in the forward-looking statements include, but are not limited to: the expected benefits, costs and timing of the formation of Bombardier Aviation, and the risk it will not be completed within the expected time frame, on the expected parameters, or at all; the realization of synergies and opportunities for growth and innovation and incurrence of related costs and expenses; our ability to ensure we have the skills, technologies and capabilities to realize the anticipated benefits of organizational changes; and negative effects of the announcement or pendency of the formation of Bombardier Aviation on the market price of our shares and on the financial performance of Bombardier. With respect to the pursuit of a divestiture of our operations in Belfast and Morocco discussed herein specifically, certain factors that could cause actual results to differ materially from those anticipated in the forward-looking statements include, but are not limited to: the failure to identify and complete any divestiture or other transaction resulting therefrom within the expected time frame, on commercially satisfactory terms or at all; all or part of the intended benefits therefrom not being realized within the anticipated timeframe, or at all; the incurrence of related costs and expenses; and negative effects of the announcement or pendency of any such divestiture or other transaction. With respect to the Pending Transaction discussed herein specifically, certain factors that could cause actual results to differ materially from those anticipated in the forward-looking statements include, but are not limited to: the failure to receive or delay in receiving regulatory approvals, or otherwise satisfy the conditions to the transaction or delay in completing and uncertainty regarding the length of time required to complete such transactions, and the funds and benefits thereof not being available to Bombardier in the time frame anticipated or at all; alternate sources of funding that would be used to replace the anticipated proceeds and savings from such strategic actions and transactions, as the case may be, may not be available when needed, or on desirable terms. Accordingly, there can be no assurance that any divestiture relating to our operations in Belfast and Morocco, or the Pending Transaction will be undertaken or occur, or of the timing or successful completion thereof, or the amount and use of proceeds therefrom, or that the anticipated benefits will be realized in their entirety, in part or at all. There can also be no assurance as to the completion, the form, or the timing of any BT Holdco buy-back. For more details, see the Risks and uncertainties section in Other in the MD&A of our financial report for the fiscal year ended December 31, 2018.

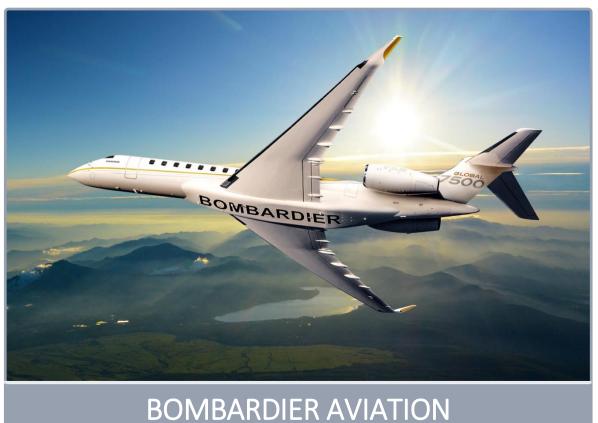
Readers are cautioned that the foregoing list of factors that may affect future growth, results and performance is not exhaustive and undue reliance should not be placed on forward-looking statements. Other risks and uncertainties not presently known to us or that we presently believe are not material could also cause actual results or events to differ materially from those expressed or implied in our forward-looking statements set forth herein reflect management's expectations as at the date of this report 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 in this presentation are expressed in U.S. dollars, rounded to the nearest decimal, unless otherwise indicated. This presentation should be read in conjunction with the Corporation's Q1 2019 Financial Report. This presentation contains both IFRS and non-GAAP measures. Non-GAAP measures are defined at the end of this presentation and reconciled to the most comparable IFRS measures in the Corporation's Q1 2019 Financial Report. See Caution regarding non-GAAP measures at the end of this presentation.

### TWO STRONG BUSINESSES WITH BEST-IN-CLASS PRODUCTS

## **BOMBARDIER**





LEADING PORTFOLIOS WITH FULLY INTEGRATED CAPABILITIES

### Q1 CONSOLIDATED RESULTS



Three-month periods ended March 31	2019	2018	VARIANCE
REVENUES	\$3.5B	\$4.0B	(13)%
Adjusted EBITDA <sup>1</sup>	\$266M	\$265M	-
EBIT	\$684M	\$201M	240%
Adjusted EBIT <sup>1</sup>	\$171M	\$201M	(15)%
CASH FLOW FROM OPERATING ACTIVITIES	\$(907)M	\$(471)M	\$(436)M
FCF <sup>1</sup>	\$(1.0)B	\$(721)M	\$(0.3)B
DILUTED EPS	\$0.08	\$0.01	\$0.07
ADJUSTED EPS <sup>1</sup>	\$(0.07)	\$0.01	\$(0.08)

- Revenues driven lower from timing of aircraft deliveries, slower project ramp up at Transportation, and unfavourable currency translation
- Adjusted EBITDA and adjusted EBIT driven by lower revenues and related fixed cost absorption, as well as revised cost estimates on certain rail projects
- Reported EBIT driven higher by the \$516 million gain on the sale of Business Aircraft training activities
- Free cash flow usage supports the ramp-up of key rail projects and *Global 7500* aircraft deliveries in the second half of the year

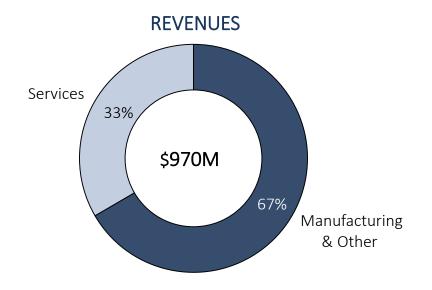
#### **BUSINESS AIRCRAFT**

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#### FINANCIAL RESULTS

	Q1 2019	Q1 2018	<u>VARIANCE</u>
REVENUES	\$970M	\$1.1B	(13)%
ADJUSTED EBIT <sup>1</sup>	\$74M	\$98M	(24)%
ADJUSTED EBIT MARGIN <sup>1</sup>	7.6%	8.8%	(120) bps
EBIT	\$594M	\$97M	512%
EBIT MARGIN	61.2%	8.7%	5250 bps

- 20% Aftermarket services revenue growth year-over year
- Backlog increased by \$0.6 billion to an industry-leading \$14.9 billion
- Adjusted EBIT margin reflects the ongoing ramp-up of the Global 7500 and higher aftermarket revenues
- Reported EBIT driven by the \$516 million gain on the sale of the Business aircraft training activities
- Full-year guidance remains unchanged: revenues of ~\$6.25 billion, adjusted EBIT margin of ~7.5% and 150-155 deliveries





#### **COMMERCIAL AIRCRAFT**

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#### FINANCIAL RESULTS

	Q1 2019	Q1 2018	VARIANCE
REVENUES	\$241M	\$463M	(48)%
ADJUSTED EBIT <sup>1</sup>	\$22M	\$(73)M	nmf
ADJUSTED EBIT MARGIN <sup>1</sup>	9.1%	(15.8)%	2490 bps
EBIT	\$22M	\$(73)M	nmf
EBIT MARGIN	9.1%	(15.8)%	2490 bps



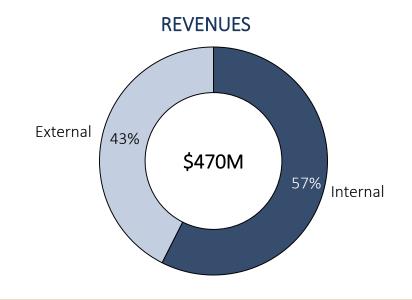
- Revenues reduced year-over-year as a result of the CSALP deconsolidation and timing of CRJ and Q400 deliveries
- ☐ EBIT reflects higher proportion of aftermarket revenues, positive impact of RVG settlements and CSALP deconsolidation
- □ **16** net orders during the quarter, including 9 *CRJ* and 7 *Q400* aircraft
- ☐ CSALP equity pickup of \$1M in the quarter
- Full-year revenues adjusted to ~\$1.15 billion on ~30 deliveries, with no change to earnings as the *Q Series* transaction is now expected to close mid-year

#### **AEROSTRUCTURES & ENGINEERING SERVICES**



#### FINANCIAL RESULTS

	Q1 2019	<u>Q1 2018</u>	VARIANCE
REVENUES	\$470M	\$446M	5%
ADJUSTED EBIT <sup>1</sup>	\$66M	\$47M	40%
ADJUSTED EBIT MARGIN <sup>1</sup>	14.0%	10.5%	350 bps
EBIT	\$66M	\$46M	43%
EBIT MARGIN	14.0%	10.3%	370 bps



- Revenues increased **5%** year-over-year, driven by higher external revenues as A220 components are now reflected as third party sales
- ☐ Internal revenues expected to increase throughout the year from the *Global 7500* Wing operations
- ☐ First quarter Adjusted EBIT margin reflects favourable revenue mix from mature programs
- ☐ Full-year guidance is maintained at ~\$2.25-\$2.50 billion of revenues and adjusted EBIT margin of ~7.5%

**TRANSPORTATION** 

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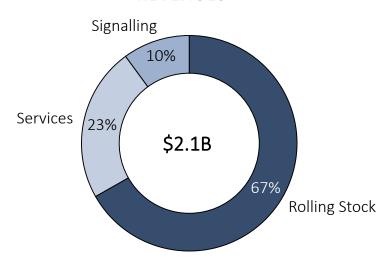
#### FINANCIAL RESULTS

	Q1 2019	<u>Q1 2018</u>	VARIANCE
REVENUES	\$2.1B	\$2.4B	(11)%
ADJUSTED EBIT <sup>1</sup>	\$83M	\$189M	(56)%
ADJUSTED EBIT MARGIN <sup>1</sup>	3.9%	8.0%	(410) bps
EBIT	\$83M	\$191M	(57)%
EBIT MARGIN	3.9%	8.1%	(420) bps

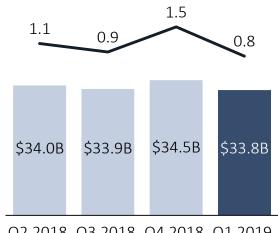
#### **KEY HIGHLIGHTS**

- Revenues lower 5% year over year, excluding currency impact, driven by synchronization of production and deliveries
- Full year revenues now expected at ~\$8.75 billion, representing ~3.5% organic growth over 2018 on a comparable FX basis
- EBIT is impacted by lower revenues and the related fixed cost absorption, as well as revised cost estimates on certain challenging projects
- Full year Adjusted EBIT margin expected at ~8% as production returns to planned levels in the second half

#### **REVENUES**



#### BACKLOG AND BOOK-TO-BILL



Q2 2018 Q3 2018 Q4 2018 Q1 2019

Note: Chart data may not be to scale. Refer to our disclosure on forward-looking statements and assumptions at the beginning of this presentation

<sup>1</sup> Non-GAAP measure. For further information on non-GAAP measures used on this slide refer to our disclosure regarding non-GAAP measures at the end of this presentation. <sup>2</sup> Ratio of new orders over revenues

#### **CONSOLIDATED 2019 GUIDANCE**

## **BOMBARDIER**

ORIGINAL	2019	<b>GUIDANCE</b>	
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≥\$18.0B

\$1.15 - \$1.25B

\$1.65 - \$1.80B

BREAKEVEN ±\$250M **REVISED 2019 GUIDANCE** 

~\$17.0B

\$1.0 - \$1.15B

\$1.50 - \$1.65B

UNCHANGED

ADJUSTED EBITDA<sup>1</sup>

**ADJUSTED EBIT** 

**REVENUES** 

**FCF** 

## **SEGMENT 2019 GUIDANCE**

## **BOMBARDIER**

		ORIGINAL 2019 GUIDANCE	REVISED 2019 GUIDANCE
	REVENUES	~\$6.25B	Unchanged
BUSINESS AIRCRAFT	ADJUSTED EBIT MARGIN <sup>1</sup>	~7.5%	Unchanged
	DELIVERIES	150-155	Unchanged
	REVENUES	~\$1.4B²	~\$1.15B²
COMMERCIAL AIRCRAFT	ADJUSTED EBIT <sup>1</sup>	~\$(125M)	Unchanged
	DELIVERIES	~35 CRJ & Q400²	~30 CRJ & Q400°
AEROSTRUCTURES	REVENUES	\$2.25-\$2.50B	Unchanged
ALNOSTROCTORLS	ADJUSTED EBIT MARGIN <sup>1</sup>	7.5%	~7.5%
TDANCDODTATION	REVENUES	~\$9.5B	~\$8.75B
TRANSPORTATION	ADJUSTED EBIT MARGIN <sup>1</sup>	~9.0%	~8.0%



## **BOMBARDIER**

## **OPERATING FLEXIBILITY**

- $\Box$  \$3.3B cash on hand
- Additional \$250M expected from closing of the Q Series transaction mid-year
- New 8-year \$2B Senior Notes cleared maturities through May 2021
- Extended revolving credit facilities terms to 2022



# BOMBARDIER

## GLOBAL 5500, GLOBAL 6500, GLOBAL 8000 AND CRJ 550 AIRCRAFT DISCLAIMER



The Global 5500, Global 6500, Global 8000 and CRJ550 aircraft are currently in development, and as such are subject to changes in family strategy, branding, capacity, performance, design and/or systems. All specifications and data are approximate, may change without notice and are subject to certain operating rules, assumptions and other conditions. This document does not constitute an offer, commitment, representation, guarantee or warranty of any kind.

#### CAUTION REGARDING NON-GAAP FINANCIAL MEASURES



This presentation is based on reported earnings in accordance with IFRS and on the following non-GAAP financial measures:

Non-GAAP financial measures

Adjusted EBIT(1) EBIT excluding special items. Special items comprise items which do not reflect the Corporation's core performance or where their separate presentation will assist users of the consolidated financial statements in understanding the Corporation's results

for the period. Such items include, among others, the impact of restructuring charges and significant impairment charges and reversals.

Adjusted EBITDA<sup>(1)</sup> Adjusted EBIT, amortization and impairment charges on PP&E and intangible assets.

Adjusted net income (loss) excluding special items, accretion on net retirement benefit obligations, certain net gains and losses arising from changes in measurement of provisions and of financial instruments carried at FVTP&L and the related tax impacts of

these items.

Adjusted EPS EPS calculated based on adjusted net income attributable to equity holders of Bombardier Inc., using the treasury stock method, giving effect to the exercise of all dilutive elements.

Free cash flow (usage) Cash flows from operating activities less net additions to PP&E and intangible assets.

Non-GAAP financial measures are mainly derived from the consolidated financial statements but do not have standardized meanings prescribed by IFRS. The exclusion of certain items from non-GAAP performance measures does not imply that these items are necessarily non-recurring. Other entities in our industry may define the above measures differently than we do. In those cases, it may be difficult to compare the performance of those entities to ours based on these similarly-named non-GAAP measures.

Prior to the first quarter of fiscal year 2019, the Corporation reported non-GAAP measures to "adjusted EBITDA". Beginning in the first quarter of fiscal year 2019, the Corporation changed the label of these non-GAAP measures to "adjusted EBITDA", respectively, without making any change to the composition of these non-GAAP measures. The Corporation believes that this new label aligns better with broad market practice in its industry and better distinguishes these measures from the IFRS measurement "EBIT" and "EBITDA".

#### Adjusted EBIT, adjusted EBITDA, adjusted net income (loss) and adjusted EPS

Management uses adjusted EBIT, adjusted EBITDA, adjusted net income (loss) and adjusted EPS for purposes of evaluating underlying business performance. Management believes these non-GAAP earnings measures in addition to IFRS measures provide users of our Financial Report with enhanced understanding of our results and related trends and increases the transparency and clarity of the core results of our business. Adjusted EBITDA, adjusted net income (loss) and adjusted EPS exclude items that do not reflect our core performance or where their exclusion will assist users in understanding our results for the period. For these reasons, a significant number of users of the MD&A analyze our results based on these financial measures. Management believes these measures help users of MD&A to better analyze results, enabling better comparability of our results from one period to another and with peers.

#### Free cash flow (usage)

Free cash flow is defined as cash flows from operating activities less net additions to PP&E and intangible assets. Management believes that this non-GAAP cash flow measure provides investors with an important perspective on the Corporation's generation of cash available for shareholders, debt repayment, and acquisitions after making the capital investments required to support ongoing business operations and long-term value creation. This non-GAAP cash flow measure does not represent the residual cash flow available for discretionary expenditures as it excludes certain mandatory expenditures such as repayment of maturing debt. Management uses free cash flow as a measure to assess both business performance and overall liquidity generation.

## RECONCILIATION OF SEGMENT TO CONSOLIDATED RESULTS

## **BOMBARDIER**

#### Reconciliation of segment to consolidated results

	Three-montl	n periods 2019	ended	d March 31 2018
Revenues		2010		2010
Business Aircraft	\$	970	\$	1,110
Commercial Aircraft		241		463
Aerostructures and Engineering Services		470		446
Transportation		2,107		2,355
Corporate and Elimination		(272)		(346)
	\$	3,516	\$	4,028
Adjusted EBIT <sup>(1)</sup>				
Business Aircraft	\$	74	\$	98
Commercial Aircraft		22		(73)
Aerostructures and Engineering Services		66		47
Transportation		83		189
Corporate and Elimination		(74)		(60)
	\$	171	\$	201
Special Items				
Business Aircraft	\$	(520)	\$	1
Commercial Aircraft		_		_
Aerostructures and Engineering Services		_		1
Transportation		_		(2)
Corporate and Elimination		7		_
	\$	(513)	\$	_
EBIT				
Business Aircraft	\$	594	\$	97
Commercial Aircraft		22		(73)
Aerostructures and Engineering Services		66		46
Transportation		83		191
Corporate and Elimination		(81)		(60)
	\$	684	\$	201

<sup>(1)</sup> Non-GAAP financial measure. Refer to the Non-GAAP financial measures section for a definition of this metric.

#### RECONCILIATION OF NON-GAAP FINANCIAL MEASURES

## **BOMBARDIER**

#### Reconciliation of adjusted EBITDA<sup>(1)</sup> to EBIT

#### Three-month periods ended March 31

	 2019	2018
EBIT	\$ 684	\$ 201
Amortization	91	62
Impairment charges on PP&E and intangible assets	_	2
Special items excluding impairment charges on PP&E and intangible assets(2)	(509)	_
Adjusted EBITDA	\$ 266	\$ 265

<sup>(1)</sup> Non-GAAP financial measure. Refer to the Non-GAAP financial measures section for a definition of this metric.

<sup>(2)</sup> Refer to the Consolidated results of operations section for details regarding special items.

## RECONCILIATION OF NON-GAAP FINANCIAL MEASURES

## **BOMBARDIER**

#### Reconciliation of adjusted net income (loss) to net income and computation of adjusted EPS

		•	Three-month	n perio	ods ende	d March 31
			2019			2018
			(per share)			(per share)
Net income	\$	239		\$	44	
Adjustments to EBIT related to special items(1)		(513)	\$ (0.22)		_	\$ —
Adjustments to net financing expense related to:						
Net change in provisions arising from changes in interest rates						
and net gain on certain financial instruments		(79)	(0.03)		(26)	(0.01)
Accretion on net retirement benefit obligations		18	0.01		19	0.01
Loss on repurchase of long-term debt(1)		80	0.03			_
Tax impact of special <sup>(1)</sup> and other adjusting items		133	0.06		(2)	0.00
Adjusted net income (loss)		(122)			35	
Net income attributable to NCI		(44)			(6)	
Preferred share dividends, including taxes		(7)			(7)	
Adjusted net income (loss) attributable to equity holders of						
Bombardier Inc.	\$	(173)		\$	22	
Weighted-average diluted number of common shares (in thousands)	2,	374,850		2,3	370,351	
Adjusted EPS (in dollars)	\$	(0.07)		\$	0.01	

<sup>(1)</sup> Refer to the Consolidated results of operations section of the Q1 2019 Financial Report for details regarding special items.