



# ANNUAL MEETING OF SHAREHOLDERS

Thursday May 1, 2014

**BOMBARDIER**  
the evolution of mobility

# FORWARD-LOOKING STATEMENTS AND CAUTION

This presentation includes forward-looking statements, which may involve, but are not limited to: statements with respect to our objectives, guidance, targets, goals, priorities, our market 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”, “maintain” or “align”, 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 Aerospace and Transportation sections in the Management’s Discussion and Analysis (“MD&A”) of the Corporation’s financial for the fiscal year ended December 31, 2013.

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; 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 values and increases in commodity prices). For more details, see the Risks and uncertainties section in Other in the MD&A of the Corporation’s financial report for the fiscal year ended December 31, 2013. 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.

## CAUTION REGARDING NON-GAAP MEASURES

This presentation is based on reported earnings in accordance with International Financial Reporting Standards (IFRS). Reference to generally accepted accounting principles (GAAP) means IFRS, unless indicated otherwise. This presentation is also based on non-GAAP financial measures including EBIT before special items, adjusted net income, adjusted EPS and free cash flow. These non-GAAP measures are mainly derived from the interim consolidated financial statements, but do not have a standardized meaning prescribed by IFRS; therefore, others using these terms may calculate them differently. Management believes that providing certain non-GAAP performance measures, in addition to IFRS measures, provides users of our interim consolidated financial statements with enhanced understanding of our results and related trends and increases transparency and clarity into the core results of our business. For definitions of these metrics and reconciliations to the most comparable IFRS measures, refer to the Non-GAAP financial measures and Liquidity and capital resources sections in the MD&A of the Corporation’s financial report for the fiscal year ended December 31, 2013.

# FORWARD-LOOKING STATEMENTS

Forward-looking statements for Aerospace are also based on:

- current firm order backlog and estimated future order intake;<sup>1</sup>
- an increase in aircraft deliveries and improved pricing in fiscal year 2014 compared to fiscal year 2013;
- continued deployment and execution of strategic initiatives related to quality improvement and cost reductions;
- our ability to meet scheduled EIS dates and planned costs for new aircraft programs;
- our ability to recruit and retain highly skilled resources to deploy our product development strategy;
- the ability of our supply base to support planned production rates; and
- stability of foreign exchange rates

Forward-looking statements for Transportation are also based on:

- our current order backlog;
- the realization of upcoming tenders and our ability to capture them;
- normal contract execution and continued deployment and execution of leading initiatives, especially those linked to cost reductions, including operational improvement initiatives;
- a sustained level of public sector spending; and
- the ability of our supply base to support the execution of our projects

<sup>1</sup> Demand forecast is based on the analysis of main market indicators, including real GDP growth, industry confidence, wealth creation and profitability within our customer base, aircraft utilization, pre-owned business jet inventory levels, pilot scope clauses, environmental regulations, globalization of trade, replacement demand, new aircraft programs and non-traditional markets and their accessibility. For more details, refer to the market indicators in the Industry and economic environment section

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Call to order

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# 2014 ANNUAL MEETING

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Chairman and Secretary  
of the meeting

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# 2014 ANNUAL MEETING

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Notice of meeting

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Scrutineers and quorum  
of the meeting

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# Safety instructions

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## Electronic voting

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## Inserting your smartcard

- Insert the smartcard up to the red line, arrows facing you.
- A welcome message will appear when the card is inserted correctly.

## The vote

- When the poll opens, the handset will display the voting options.

# 2014 ANNUAL MEETING

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## The vote

- To cast your vote, select the appropriate button on the handset.
  - to vote FOR, select "1".
  - to vote AGAINST, select "2".
  - to WITHHOLD, select "3".

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## The vote

- “Received” will appear on your handset to indicate your vote has been received.
- If you change your mind, simply select your new choice.

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## 2014 ANNUAL MEETING

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Financial results for the year ended  
December 31, 2013,  
Independent auditors' report and  
annual financial report to shareholders

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## 2014 ANNUAL MEETING ELECTION OF THE DIRECTORS

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Laurent Beaudoin

L. Denis Desautels

Jean C. Monty

Pierre Beaudoin

Thierry Desmarest

Vikram Pandit

Joanne Bissonnette

Jean-Louis Fontaine

Patrick Pichette

J.R. André  
Bombardier

Sheila Fraser

Carlos E. Represas

Martha Finn Brooks

Daniel Johnson

Heinrich Weiss

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## Appointment of independent auditors

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Advisory vote on the remuneration of the executive officers of Bombardier Inc.

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## 2014 ANNUAL MEETING

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“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 May 1, 2014”.

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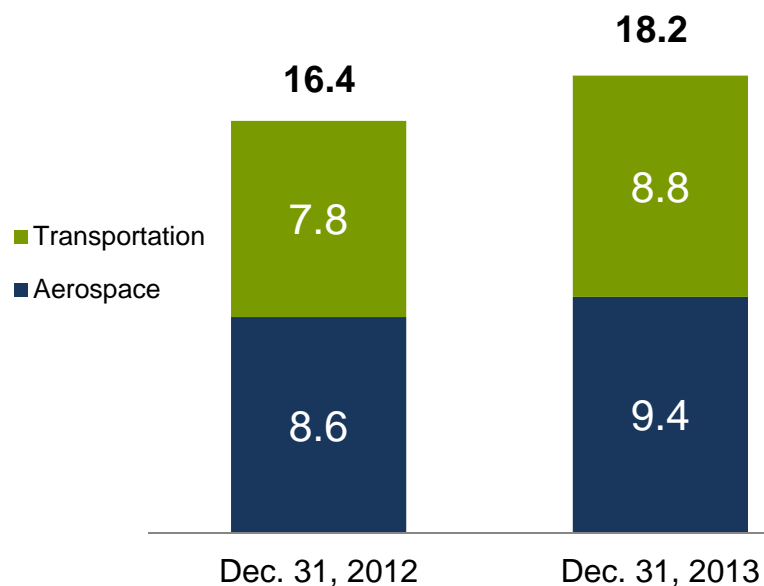


# 2014 ANNUAL MEETING

## BOMBARDIER INC. - FISCAL YEAR ENDED DECEMBER 31, 2013

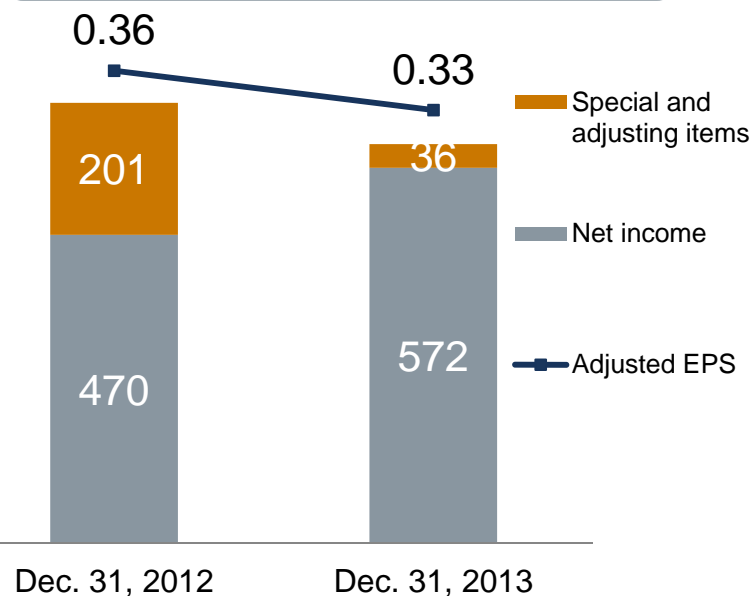
### Revenues<sup>1</sup>

(for the fiscal years ended; in billions of dollars)



### Adjusted net income and adjusted EPS<sup>1,2</sup>

(for the fiscal years ended; in millions of dollars, except per share amounts)

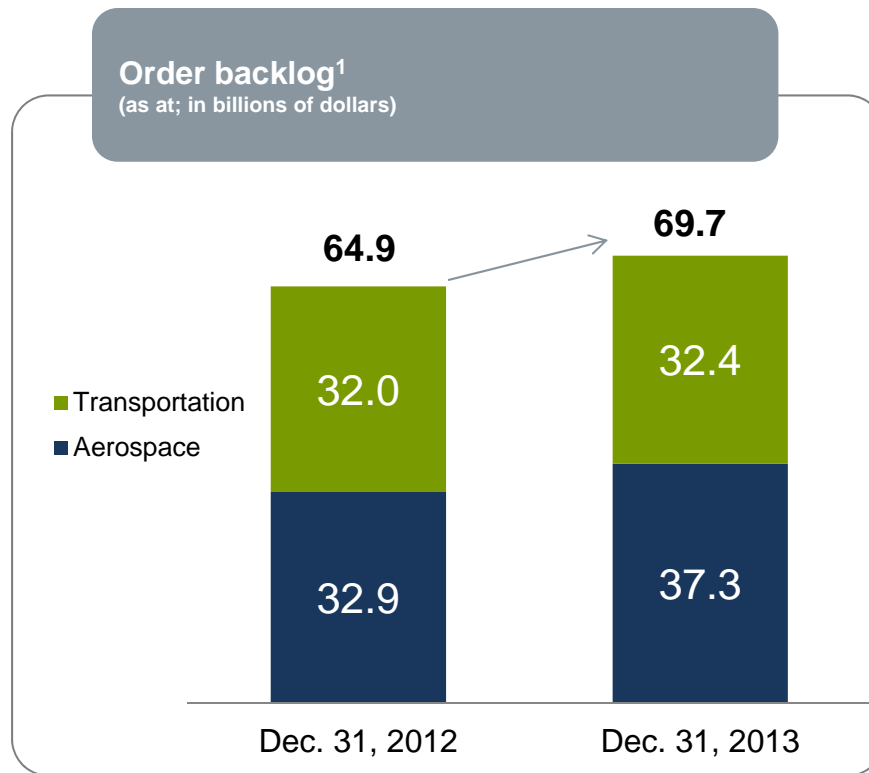


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1) Comparative figures have been restated for changes in accounting policies and methods. See Accounting and reporting developments section in the Other section of the Corporation's 2013 financial report for details.  
2) Non-GAAP financial measures.

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## BOMBARDIER INC.



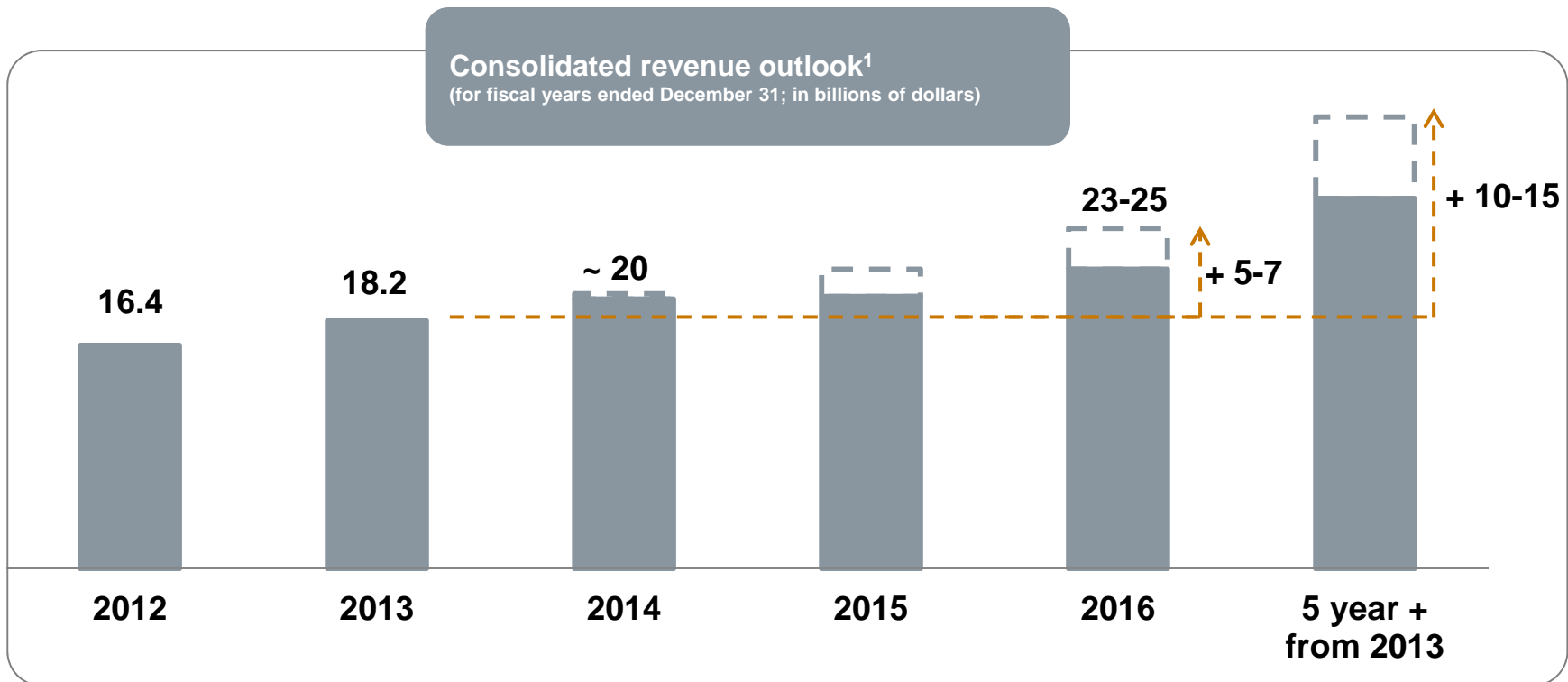
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# 2014 ANNUAL MEETING

## BOMBARDIER INC.

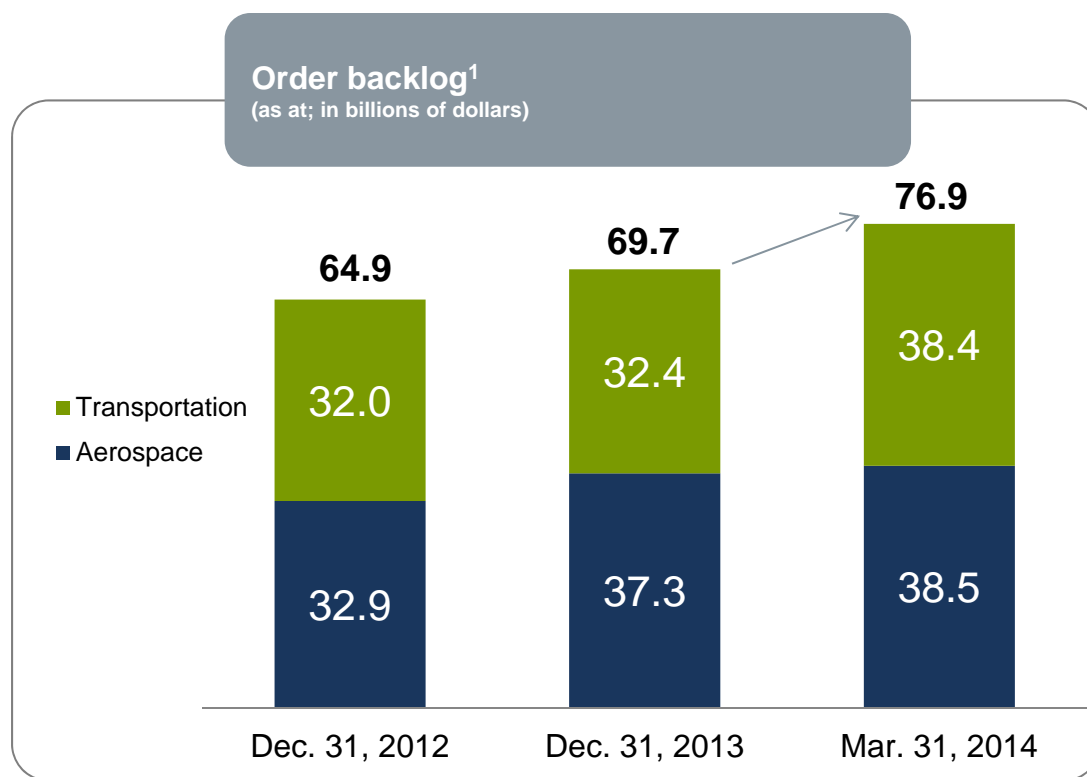


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Note: See forward-looking statements on pages 2 and 3 of this presentation

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## BOMBARDIER INC.

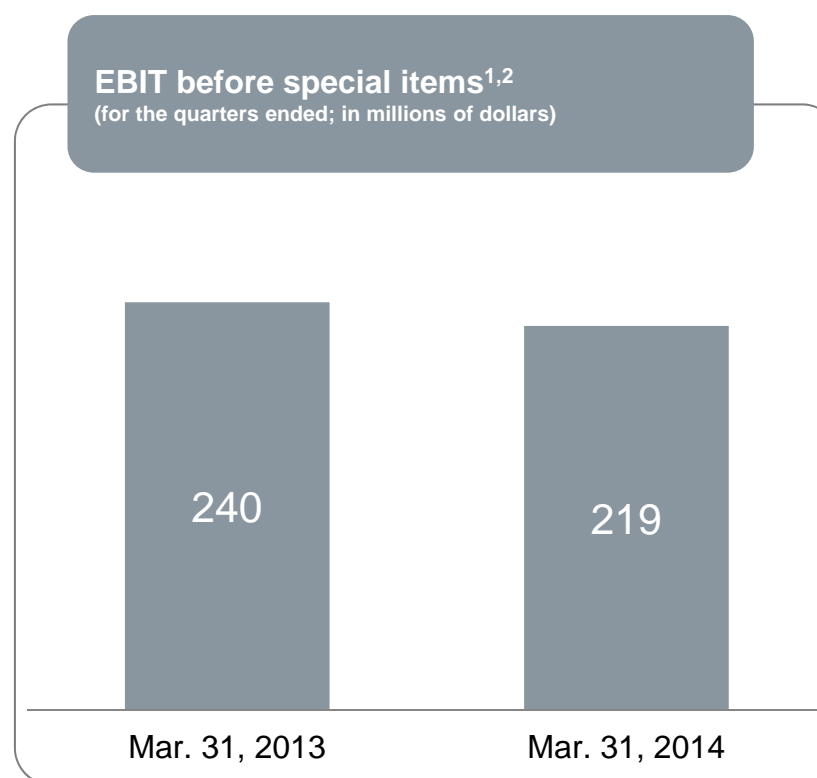
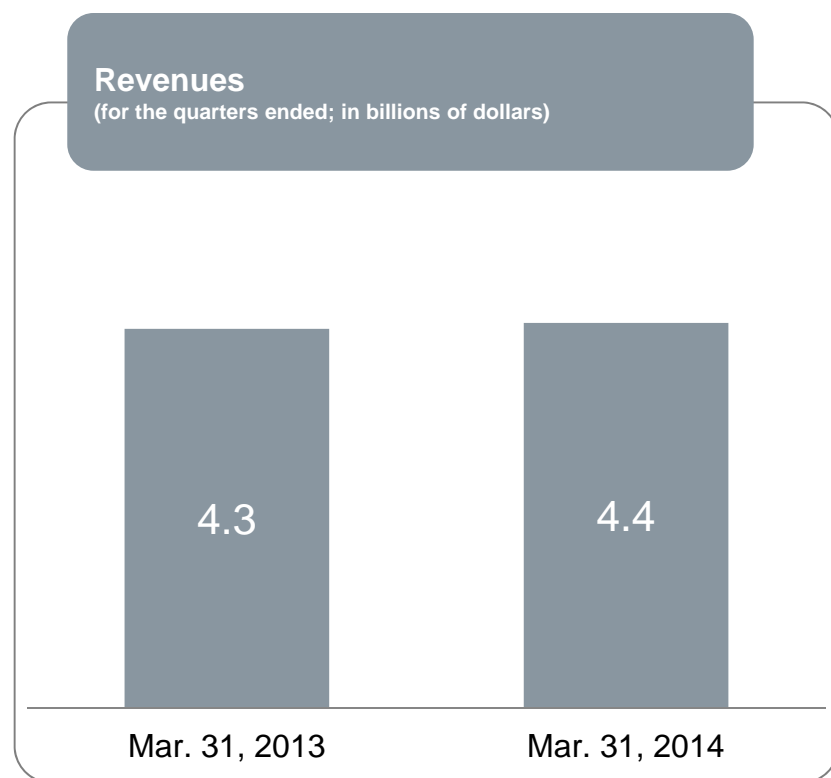


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## BOMBARDIER INC. - QUARTER ENDED MARCH 31, 2014



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1) EBIT: Earnings before financing expense, financing income, and income taxes  
2) Non-GAAP financial measures.



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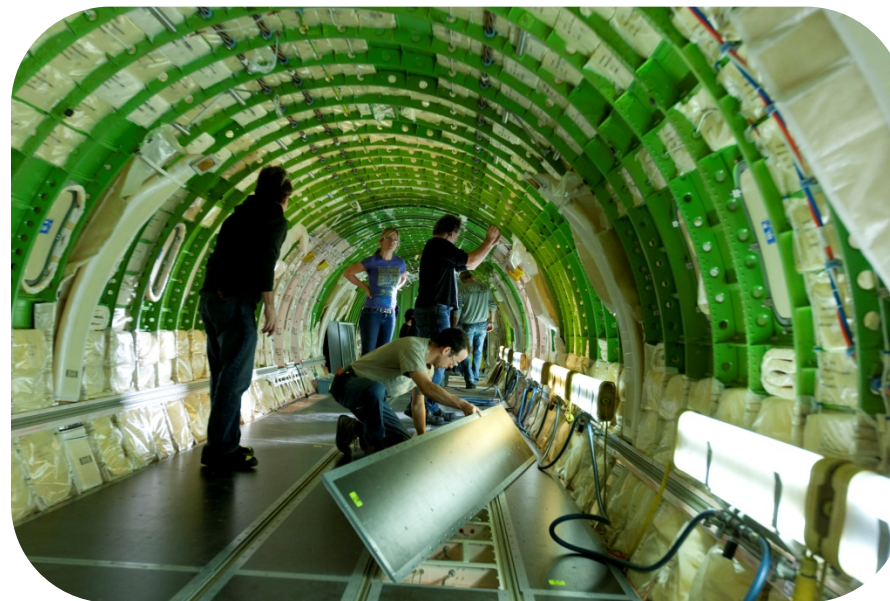






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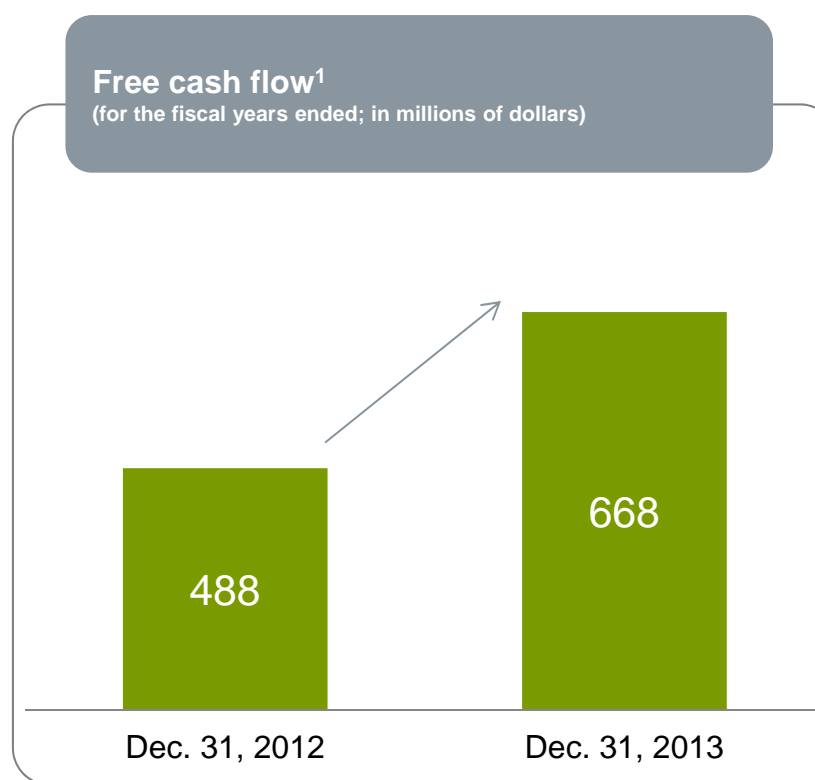
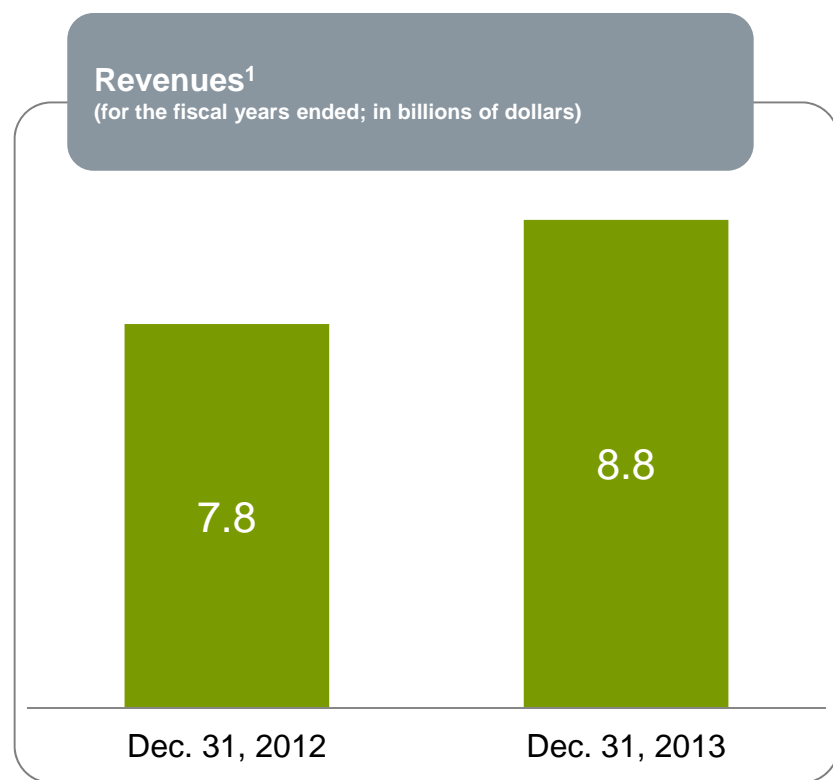
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# 2014 ANNUAL MEETING

## BOMBARDIER TRANSPORTATION - FISCAL YEAR ENDED DECEMBER 31, 2013



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1) Comparative figures have been restated for changes in accounting policies and methods. See Accounting and reporting developments section in the Other section of the Corporation's 2013 financial report for details.

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## BOMBARDIER TRANSPORTATION



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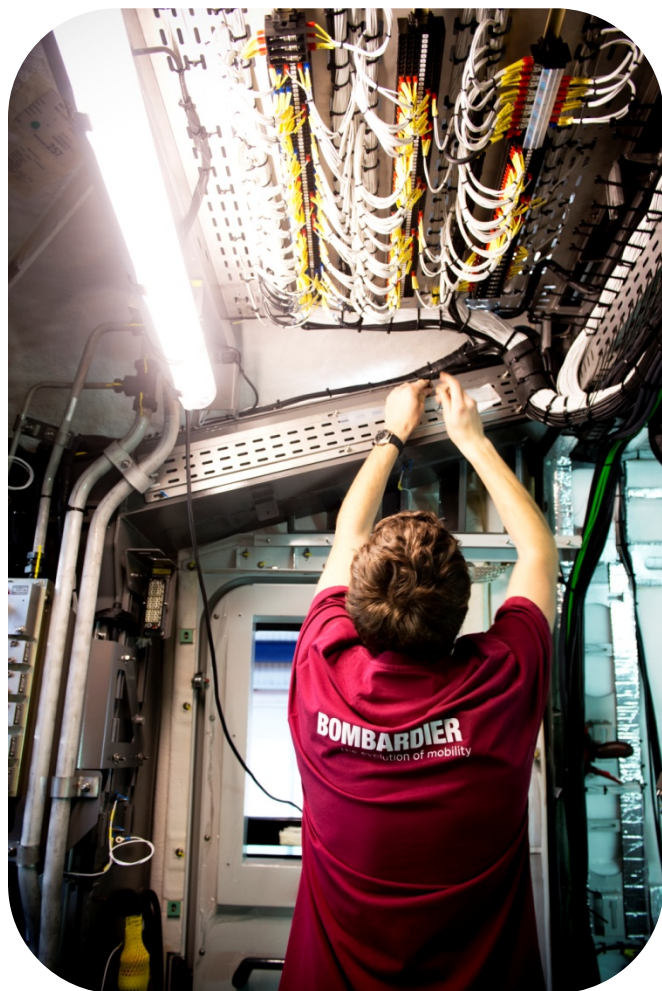






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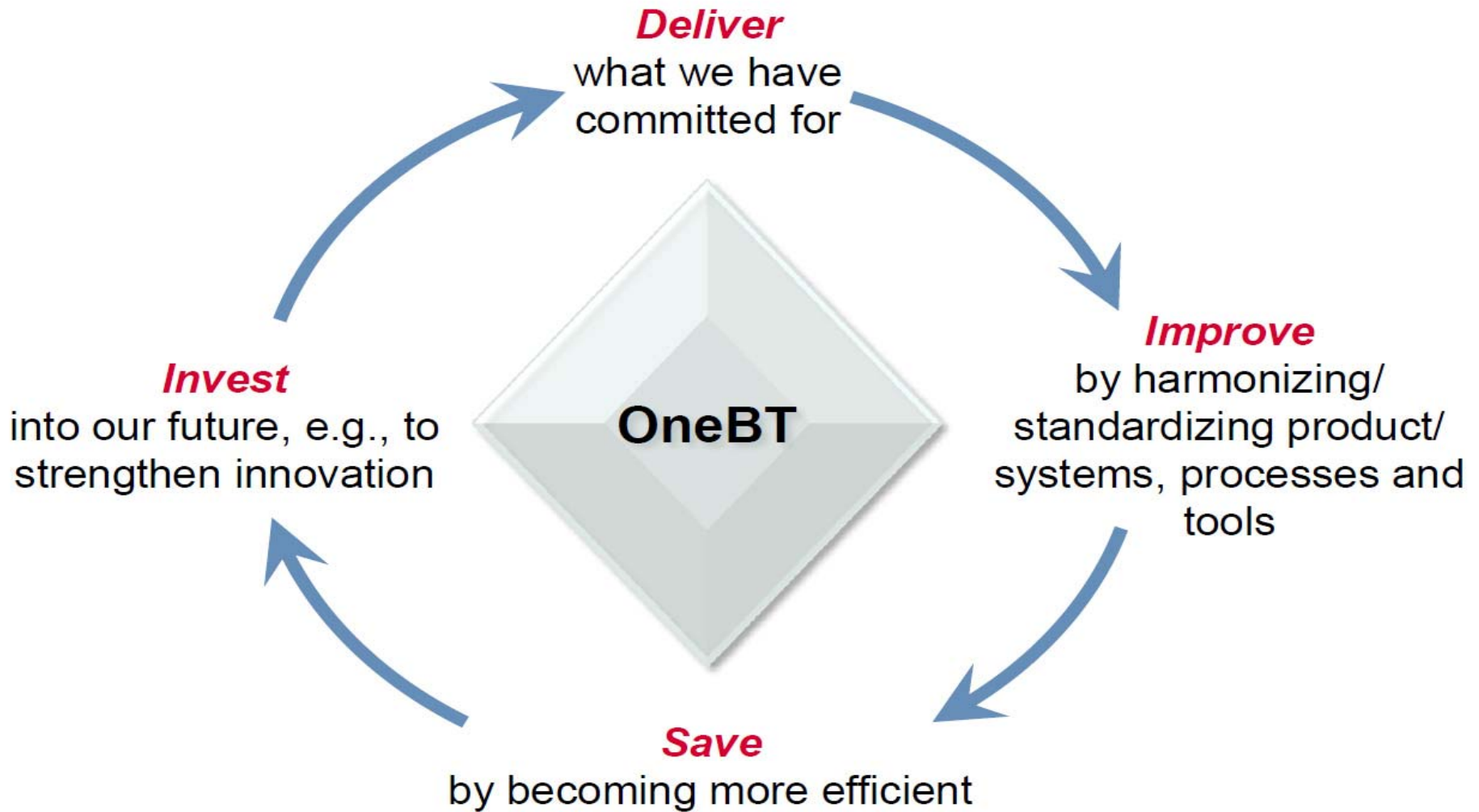
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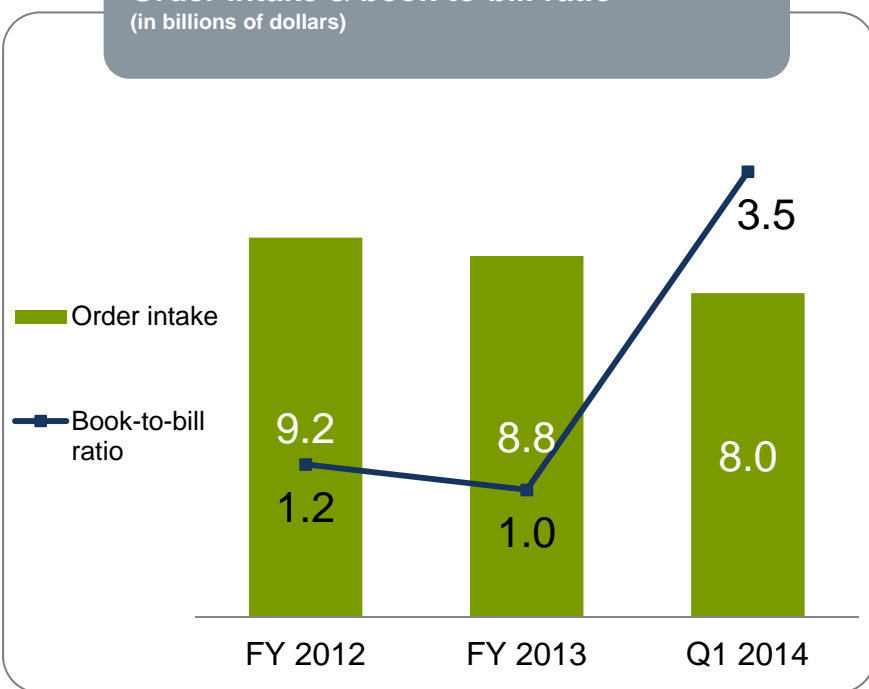




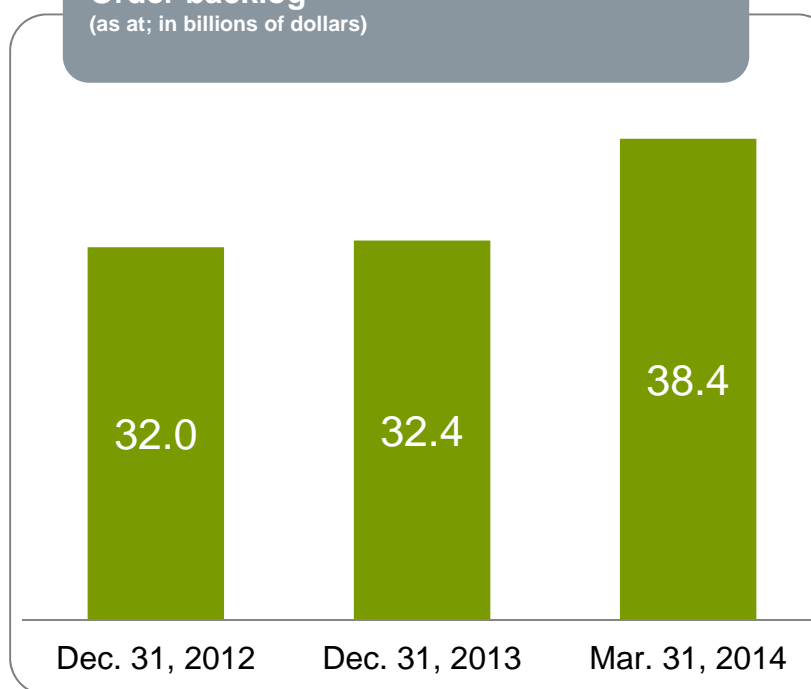
# 2014 ANNUAL MEETING

## BOMBARDIER TRANSPORTATION - QUARTER ENDED MARCH 31, 2014

**Order intake & book-to-bill ratio<sup>1</sup>**  
(in billions of dollars)



**Order backlog<sup>1</sup>**  
(as at; in billions of dollars)



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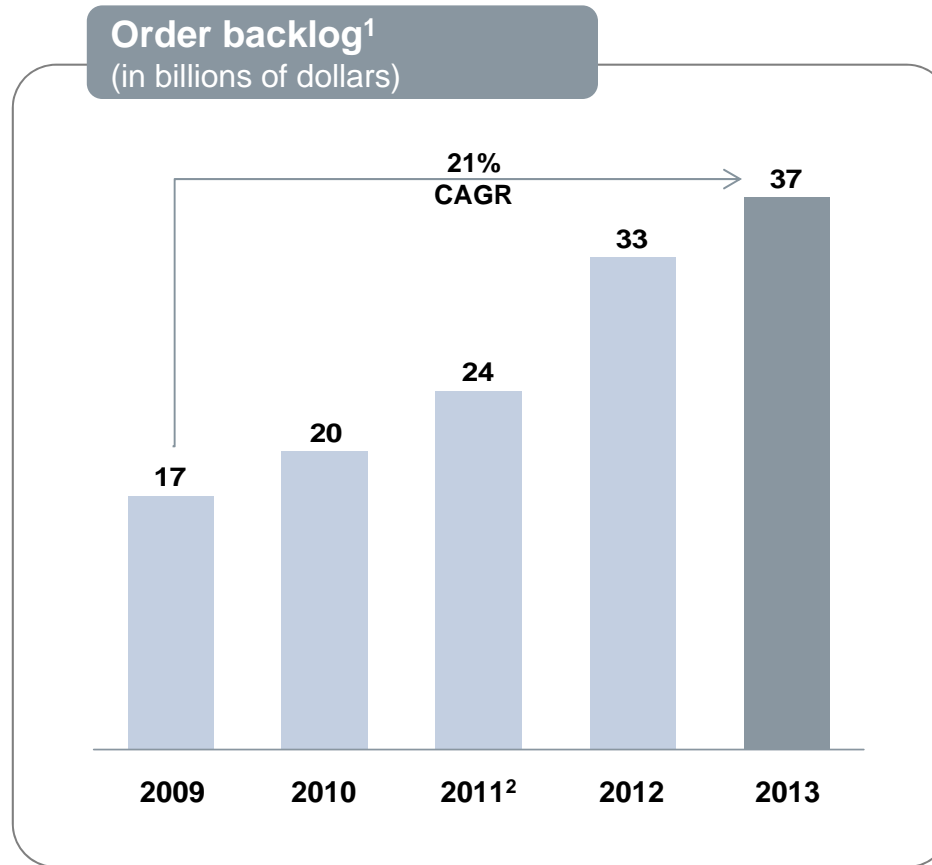
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# 2014 ANNUAL MEETING

## BOMBARDIER AEROSPACE – FISCAL YEAR ENDED DECEMBER 31, 2013

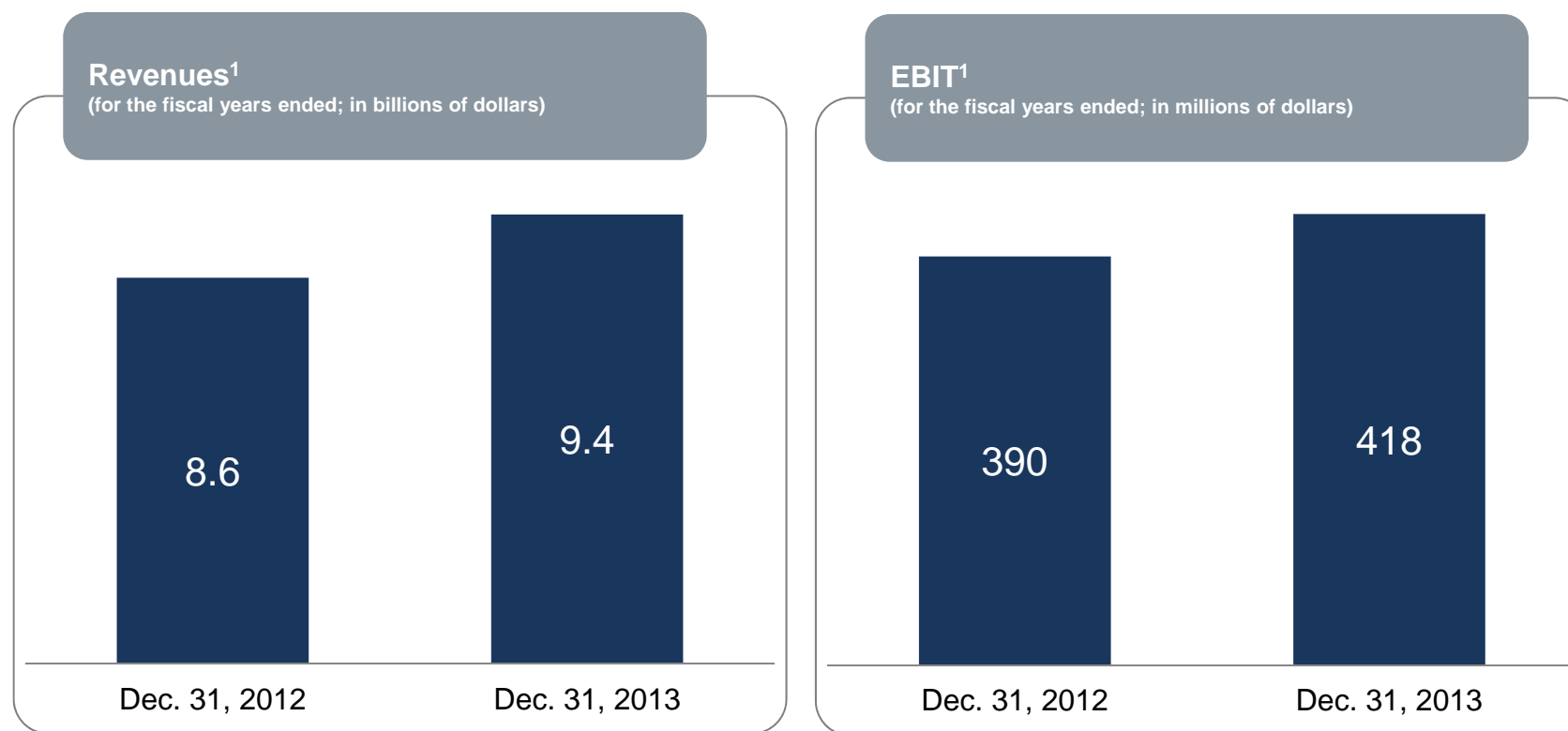


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1) The total order backlog as at year-end. Includes aircraft programs, long-term maintenance and spares support agreements and Military Aviation Training.  
2) The fiscal year ended December 31, 2011 comprises 11 months of results.

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## BOMBARDIER AEROSPACE - FISCAL YEAR ENDED DECEMBER 31, 2013

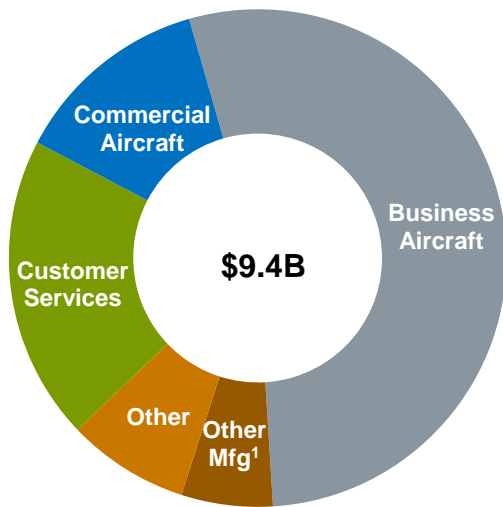


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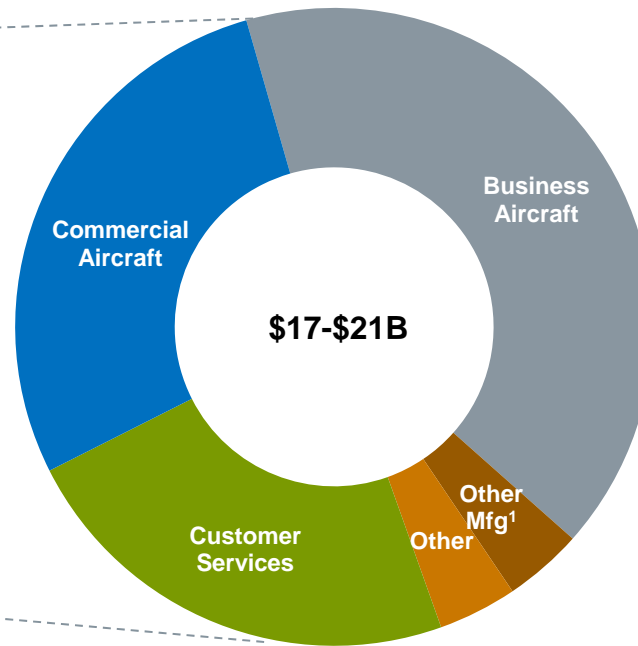
# 2014 ANNUAL MEETING

**2013 Revenues Mix**



**\$8B to \$12B**  
of additional  
revenues targeted -  
mainly driven by  
our new programs

**5-year + Revenues Mix**  
*(Illustrative)*



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1) Mfg: Manufacturing  
Note: See forward-looking statements on pages 2 and 3 of this presentation







































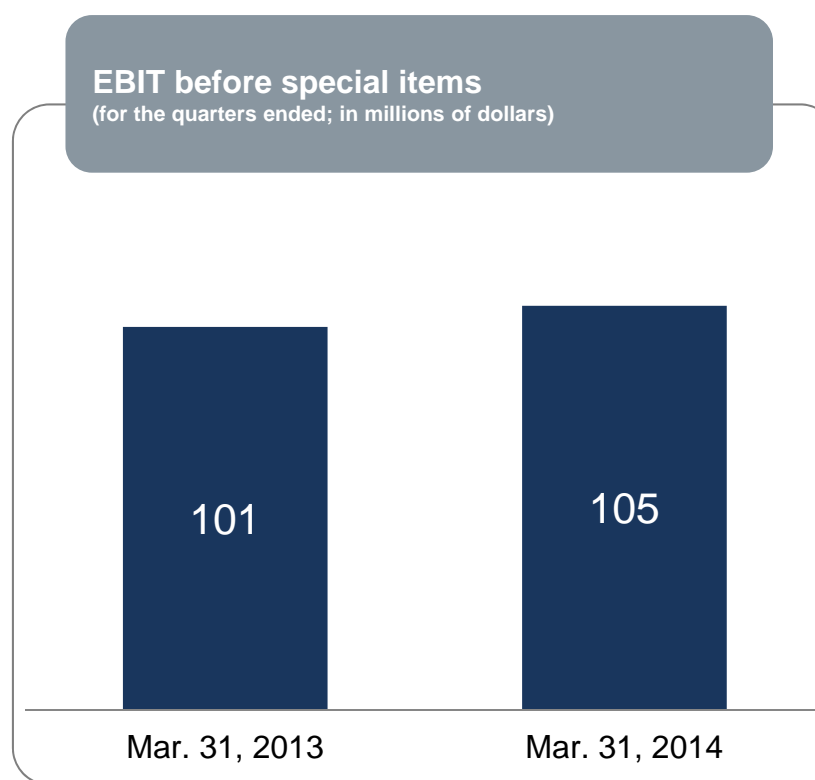
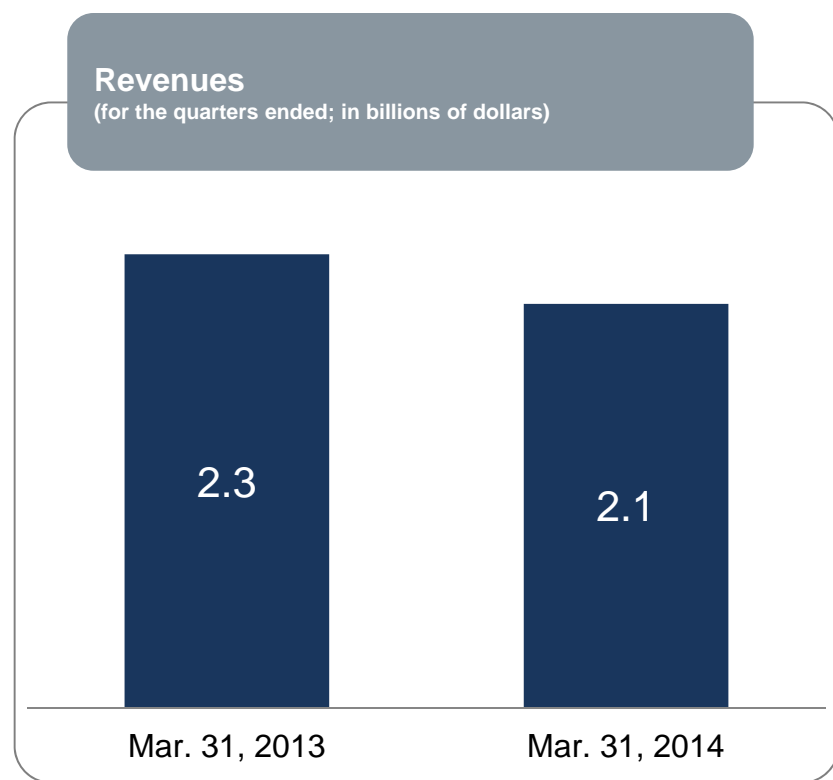






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## BOMBARDIER AEROSPACE - QUARTER ENDED MARCH 31, 2014



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# 2014 ANNUAL MEETING

## BOMBARDIER AEROSPACE



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Shareholders'  
questions or comments

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Other business and  
closing of the meeting

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