



ANNUAL MEETING  
OF SHAREHOLDERS

# 2012

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# FORWARD-LOOKING STATEMENTS

## 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 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.*

## CAUTION REGARDING NON-GAAP EARNINGS MEASURES

*This presentation is based on reported earnings in accordance with International Financial Reporting Standards ((IFRS) generally accepted accounting principles (GAAP)). It is also based on EBITDA and Free Cash Flow. These non-GAAP measures are directly derived from the 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 a significant number of the users of its MD&A analyze the Corporation’s results based on these performance measures and that this presentation is consistent with industry practice.*

All amounts are expressed in U.S. dollars unless otherwise indicated.

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# 2012 ANNUAL MEETING

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Call to order

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# 2012 ANNUAL MEETING

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Chairman and Secretary  
of the meeting

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# 2012 ANNUAL MEETING

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Notice of meeting

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# 2012 ANNUAL MEETING

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Scrutineers and quorum  
of the meeting

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# 2012 ANNUAL MEETING

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Electronic voting at the meeting

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# 2012 ANNUAL MEETING

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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.

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# 2012 ANNUAL MEETING

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## The vote

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

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# 2012 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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# 2012 ANNUAL MEETING

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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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# 2012 ANNUAL MEETING

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## Practice vote

“Canada will win more medals during the London Olympic Games than during the Games in Beijing.”

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# 2012 ANNUAL MEETING

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

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# 2012 ANNUAL MEETING

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## Election of Directors

Laurent Beaudoin

Martha Finn Brooks

Daniel Johnson

Pierre Beaudoin

L. Denis Desautels

Jean C. Monty

André Bérard

Thierry Desmarest

Carlos E. Represas

Joanne Bissonnette

Jean-Louis Fontaine

Jean-Pierre Rosso

J.R. André Bombardier

Sheila Fraser

Heinrich Weiss

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# 2012 ANNUAL MEETING

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Appointment of external auditors

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# 2012 ANNUAL MEETING

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

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# 2012 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 10, 2012”.

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# 2012 ANNUAL MEETING

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MÉDAC shareholder proposals

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# 2012 ANNUAL MEETING

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## MÉDAC shareholder proposal

1. Stock options and actual performance of executive officers

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# 2012 ANNUAL MEETING

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MÉDAC shareholder proposal

2. Performance-based compensation

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# 2012 ANNUAL MEETING

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MÉDAC shareholder proposal

3. Independence of compensation advisors

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# FISCAL YEAR ENDED DECEMBER 31, 2011

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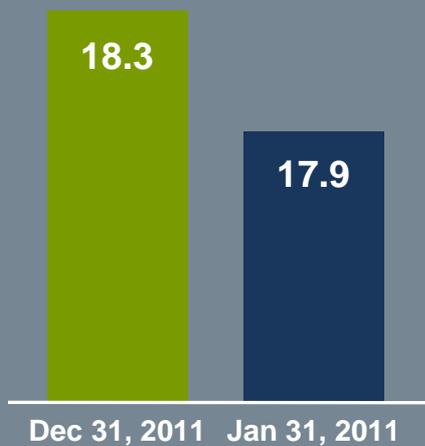
- Revenues
- Net income
- Earnings per share

# FISCAL YEAR ENDED DECEMBER 31, 2011

## Revenues

*(in billions of dollars)*

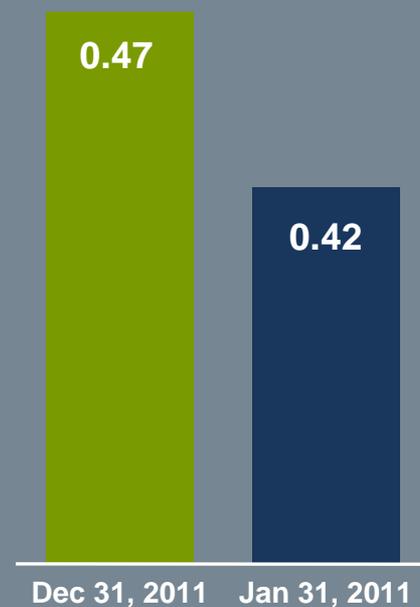
For fiscal years ended



## Earnings per share (diluted)

*(in dollars)*

For fiscal years ended



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# FISCAL YEAR ENDED DECEMBER 31, 2011

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- EBIT of \$1.2 billion
- Cash position of \$3.4 billion
- Backlog of \$53.9 billion
- Solid liquidity management strategy





# 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)

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





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# FISCAL YEAR ENDED DECEMBER 31, 2011

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## BOMBARDIER TRANSPORTATION

- Backlog of \$31.9 billion
  - Represents more than three years of revenues
- Profitability target of 8% by 2013

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# AT BOMBARDIER, WE'RE SHAPING THE EVOLUTION OF MOBILITY BY...

... CREATING BETTER  
WAYS TO MOVE  
THE WORLD

**INVEST IN LEADING  
MOBILITY SOLUTIONS**

... CAPTURING  
GLOBAL GROWTH  
OPPORTUNITIES

**GROW LOCAL ROOTS  
IN KEY MARKETS**

... STRENGTHENING OUR  
CUSTOMER-FOCUSED  
EXCELLENCE

**ACHIEVE FLAWLESS  
EXECUTION EVERY  
STEP OF THE WAY**

**OUR GROWTH STRATEGIES**

**GREAT  
TALENT  
GLOBALLY**

**STRONG  
FINANCIAL  
DISCIPLINE**

**ACTIVE RISK  
MANAGEMENT**

**COMMITTED  
CORPORATE SOCIAL  
RESPONSIBILITY**

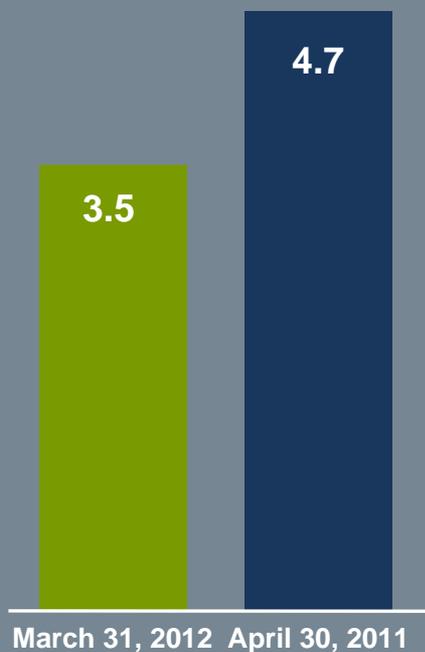
**OUR COMPETITIVE FOUNDATION**

# QUARTER ENDED MARCH 31, 2012

## Revenues

*(in billions of dollars)*

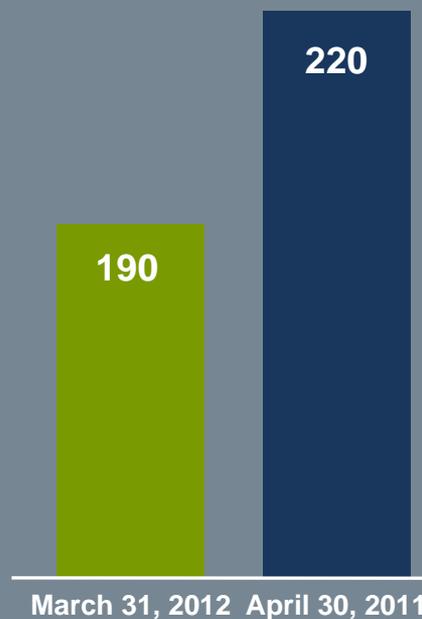
First quarters ended



## Net income

*(In millions of dollars)*

First quarters ended



## Backlog

*(In billions of dollars)*

Quarters ended



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# FISCAL YEAR ENDED DECEMBER 31, 2011

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- Revenues totalled \$9.8 billion
- Record level of profitability of 7.2%
- Liquidities impacted by three projects

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# FISCAL YEAR ENDED DECEMBER 31, 2011

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- New orders \$9.7 billion
- Backlog \$31.9 billion

**Over three years of revenue**

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欢迎各位领导莅临我司检查指导!

试运营只





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2010年10月13日  
12:14:36  
星期三

欢迎各位领导莅临我司检查指导!

第12.30高配机房  
视频监控共有19路











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# BOMBARDIER TRANSPORTATION WORLDWIDE PRESENCE

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# QUARTER ENDED MARCH 31, 2012

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- Revenues \$2 billion
- EBIT \$124 million
- Backlog \$31.9 billion

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# FISCAL YEAR ENDED DECEMBER 31, 2011

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- 245 aircraft deliveries
- 249 orders, 48 more than the previous fiscal year

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# FISCAL YEAR ENDED DECEMBER 31, 2011

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## BUSINESS AIRCRAFT

- 163 deliveries
- 191 orders
  - An increase of 78% compared to the previous fiscal year





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# FISCAL YEAR ENDED DECEMBER 31, 2011

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## COMMERCIAL AIRCRAFT

- 78 deliveries
- 54 orders



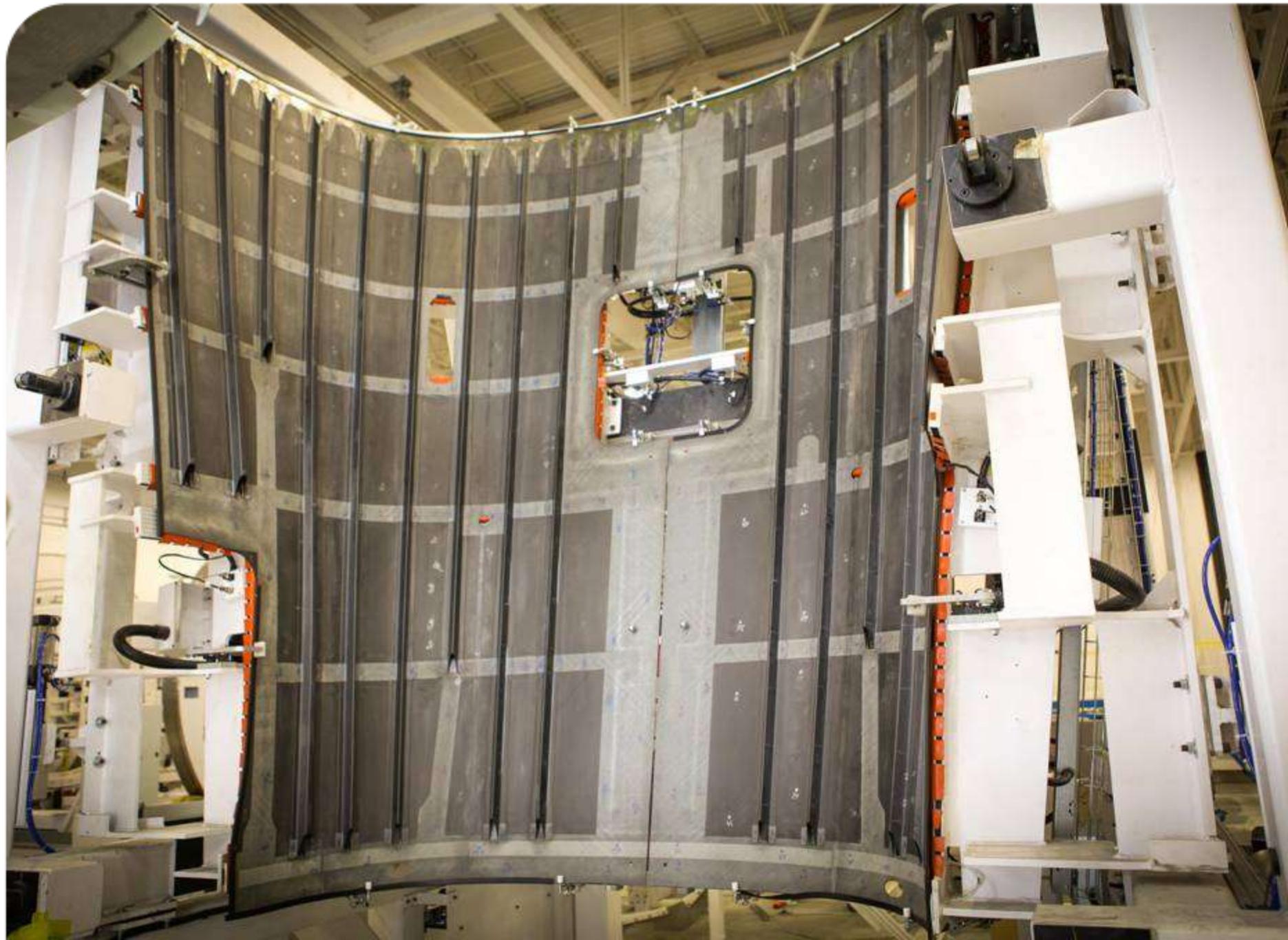




















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# FISCAL YEAR ENDED DECEMBER 31, 2011

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- Revenues \$8.6 billion
- EBIT \$502 million
- Backlog \$22 billion

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**RwandAir**

*Fly our dream to the heart of Africa.*

[rwandair.com](http://rwandair.com)









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# QUARTER ENDED MARCH 31, 2012

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- Revenues \$1.5 billion
- EBIT \$91 million
- Backlog \$23.3 billion

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# 2012 ANNUAL MEETING

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Shareholders'  
questions or comments

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# 2012 ANNUAL MEETING

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Other business and  
closing of the meeting