



Bombardier Aerospace

Profile, Strategy and Market

FEBRUARY 2014

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, 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 section in the Aerospace section in the Management’s Discussion and Analysis (“MD&A”) of the Corporation’s annual report 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 annual 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.

Agenda

1

OUR PROFILE

2

OUR STRATEGY

3

OUR MARKETS

Highlights of the Year



Bombardier Aerospace

[Fiscal year ended December 31, 2013]

Revenues

\$9.4B

EBIT

\$418M
(4.5%)

EBIT before special items¹⁾

\$388M
(4.1%)

Customers in
100
countries

Presence in
29
countries²⁾

Order Backlog
\$37.3B

37,700 Employees³⁾

Headquarters in **Montreal, Canada**

BOMBARDIER
the evolution of mobility

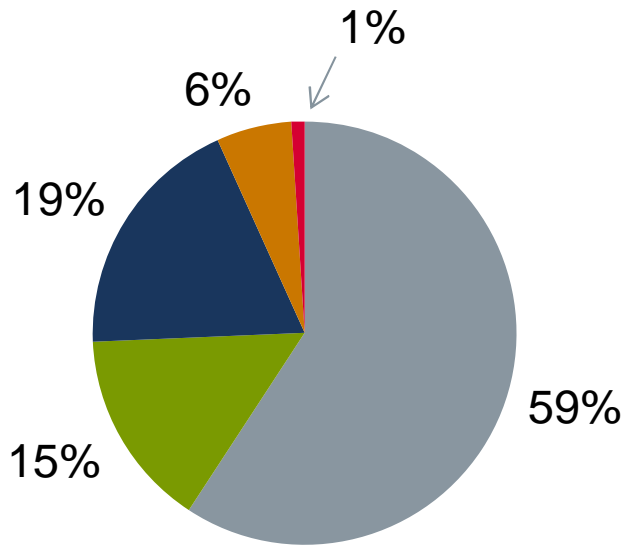
1) Non-GAAP financial measure. Refer to the Non-GAAP financial measures section in the MD&A for the definition of the metric and the Analysis of Results section for a reconciliation to the nearest IFRS measure in the MD&A of the Corporation's financial report for the fiscal year ended December 31, 2013

2) Defined as countries with BA employees

3) Including contractual and inactive employees

Bombardier Aerospace is a truly global player

Employees – Geographic Segmentation

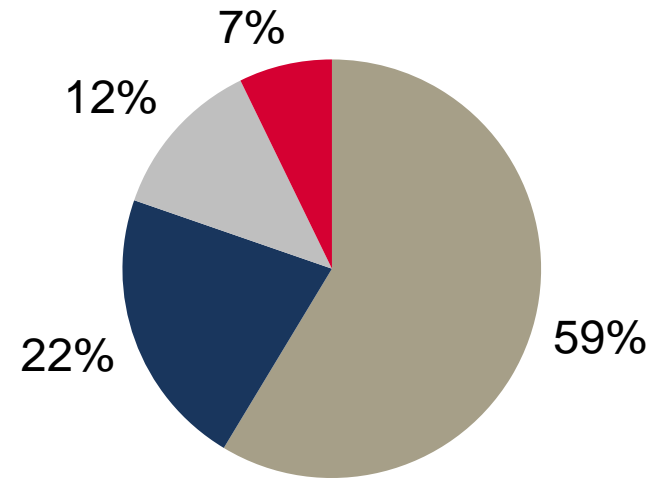


Canada
 U.S.
 Europe

Mexico
 Other

Total employees¹⁾: 37,700

Revenues – Geographic Segmentation



North America
 Europe

Asia-Pacific
 Other

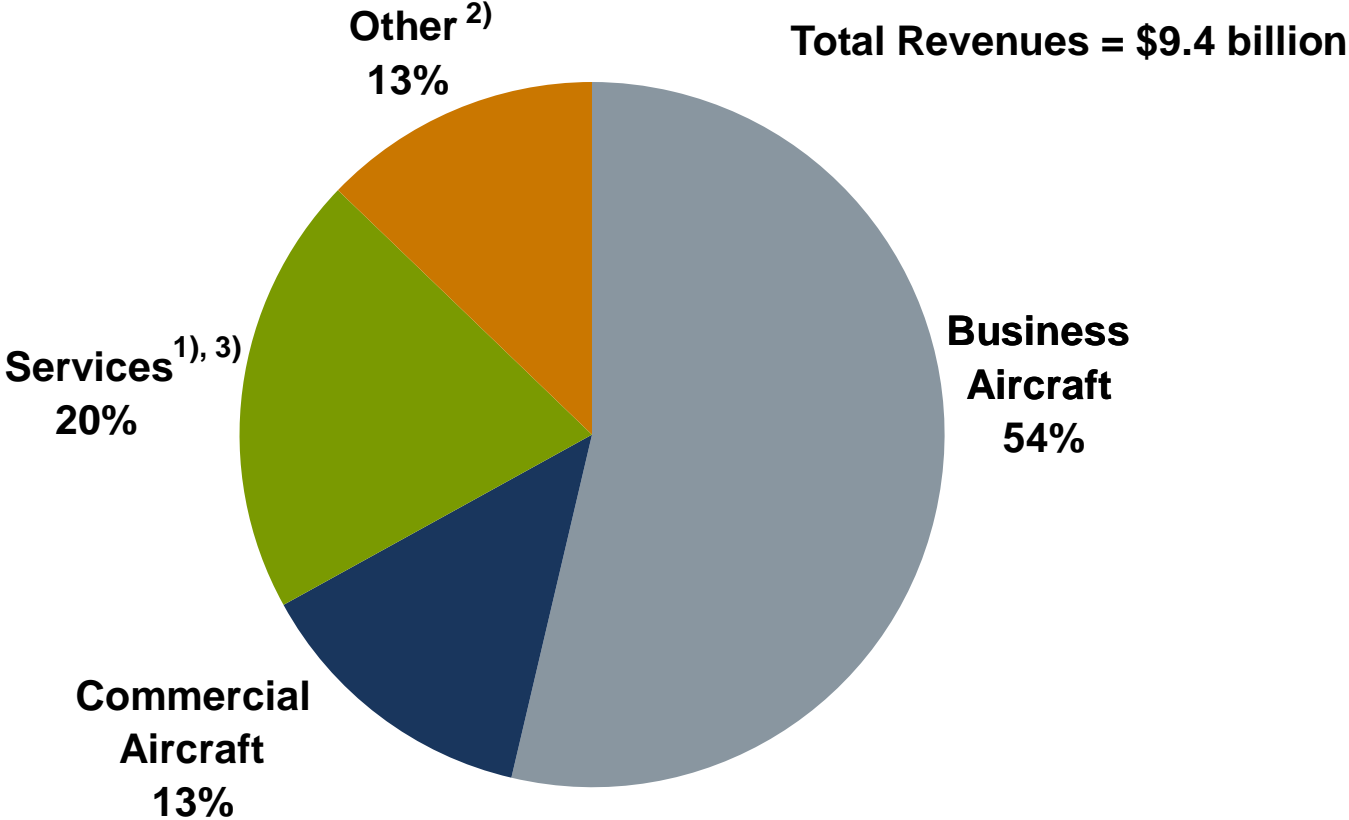
Total revenues²⁾: \$9.4 billion

1) As at December 31, 2013 including contractual and inactive employees
 2) For the fiscal year ended December 31, 2013

We have a diversified portfolio of products and services

Aerospace Revenues Breakdown by Business¹⁾

[% of Aerospace Revenues – Fiscal year ended December 31, 2013]



1) On December 4, 2013, Flexjet activities were sold to Flexjet, LLC.
2) Other includes primarily sales of pre-owned aircraft, and other manufacturing revenues
3) Includes revenues from parts services, Flexjet fractional ownership and hourly flight entitlement programs' service activities, product support activities (including aircraft maintenance and commercial training), Specialized Aircraft Solutions and Military Aviation Training

We offer a broad business aircraft portfolio...

LEARJET family of aircraft



- **Models:** *Learjet 70, Learjet 75, Learjet 60 XR and Learjet 85¹⁾*
- **Market category:** Light business jets
- **Competitive advantages²⁾:** The *Learjet* heritage of high performance is upheld by each *Learjet* product. The *Learjet* family of aircraft features exceptionally fast cruise speeds, high climb rates and operating ceilings, along with competitive operating costs. The *Learjet 85* aircraft will be the largest and most comfortable *Learjet* ever built

CHALLENGER family of aircraft



- **Models:** *Challenger 300, Challenger 350¹⁾, Challenger 605 and Challenger 800 series*
- **Market category:** Medium business jets
- **Competitive advantages²⁾:** The *Challenger* family of aircraft are productivity-enhancing business tools, with the widest, most spacious cabins in their category. Each aircraft offers low operating costs, high reliability, and can be customized with leading-edge cabin communication equipment

GLOBAL family of aircraft



- **Models:** *Global 5000, Global 6000, Global 7000¹⁾ and Global 8000¹⁾*
- **Market category:** Large business jets
- **Competitive advantages²⁾:** The *Global* family of aircraft offers a balance of performance and comfort for long-range missions. The *Global 7000* and *Global 8000* aircraft are being developed as an extension to the *Global* family of aircraft and will give Bombardier broad market coverage in the upper end of the business aircraft market

1) Currently under development

2) Under certain operating conditions, when compared to aircraft currently in service. See *Learjet 85, Challenger 350, Global 7000* and *Global 8000* aircraft programs disclaimer at the end of this presentation

...and a broad portfolio of commercial aircraft in the 20- to 149-seat categories

Q-SERIES turboprop aircraft



- **Model:** *Q400 NextGen*
- **Market category:** 60- to 90-seat turboprops
- **Competitive advantages¹⁾:** For short-haul operations, the optimized *Q400 NextGen* airliner is a fast, fuel-efficient, low-emission and highly flexible turboprop. It is the only in-production turboprop that can be configured up to 86 passenger capacity while offering jet-like speed and an extended range, along with competitive operating costs and product commonality across the *Q-Series* family

CRJ regional jet family of aircraft



- **Models:** *CRJ700 NextGen*, *CRJ900 NextGen* and *CRJ1000 NextGen*
- **Market category:** 60- to 99-seat regional jets
- **Competitive advantages¹⁾:** Designed for hub expansion and point-to-point services, the *CRJ* aircraft family is optimized for medium to long distance regional routes. The most successful regional aircraft, the *CRJ* family, features best-in-class operating costs, fuel burn and greenhouse gas emissions, as well as commonality across the family, including the *CRJ100* and *CRJ200* aircraft

CSERIES mainline single-aisle jet family of aircraft



- **Models:** *CS100²⁾* and *CS300²⁾*
- **Market category:** 100- to 149-seat commercial jets
- **Competitive advantages³⁾:** Designed for the growing 100- to 149-seat market, the 100% new *CSeries* aircraft family will offer 15% cash operating cost and 20% fuel burn advantage over in-production aircraft in its class. The *CSeries* clean-sheet design ensures that the aircraft will achieve greatly reduced noise and emissions, as well as superior operational flexibility, exceptional airfield performance and a range of 2,950 NM (5,463 km)

1) Under certain operating conditions, when compared to aircraft currently in service for short-haul flights up to 500 NM
2) Currently under development. See *CSeries* aircraft program disclaimer at the end of this presentation
3) All data and specifications are estimates, subject to change in family strategy, branding, capacity and performance during the design, manufacture and certification process (based on 500 NM trips)

Our specialized and amphibious aircraft offer key solutions for specific needs

Specialized aircraft



- **Models:** Various Bombardier business and commercial aircraft models
- **Competitive advantages:** Specialized aircraft provide solutions for governments, agencies and specialized organizations worldwide by modifying commercial and business aircraft to suit the needs of customers for different mission requirements including maritime patrol, intelligence surveillance reconnaissance and communication platforms

Amphibious turboprops



- **Models:** *Bombardier 415* and *Bombardier 415 MP*
- **Competitive advantages:** The *Bombardier 415* amphibious aircraft is the only aircraft specifically designed for aerial firefighting, offering excellent operational capabilities and exceptional performance. The *Bombardier 415 MP* is a multi-purpose aircraft that can be used in a variety of specialized missions such as search and rescue, coastal patrol, environmental protection and transportation

Our customer services and solutions provide high standards of customer care

Maintenance Services



- **Services portfolio:** Extensive capabilities to accommodate aircraft maintenance, refurbishment and modification for business and commercial aircraft, as well as mobile repair teams
- **Competitive advantages:** Offer worldwide service and support through Bombardier wholly-owned Service Centres, Authorized Service Facilities and Bombardier mobile response party vehicles

Parts Services



- **Services portfolio:** Parts Services provides new and used parts, initial provisioning services, as well as customer owned repairs
- **Competitive advantages:** Supporting customers for all their parts needs, with 10 parts depots worldwide

Smart Services



- **Services portfolio:** A growing portfolio of innovative cost per-flight-hour plans available for eligible commercial and business aircraft. Options include *Smart Parts*, *Smart Parts Plus*, *Smart Parts Preferred* and *Smart Parts Maintenance Plus*
- **Competitive advantages:** From coverage on exchanges and repairs of airframe system components to flight deck avionics, *Smart Services* provides budget predictability and cost protection

Our customer services and solutions provide high standards of customer care

Support services



- **Services portfolio:** Comprehensive portfolio of customer support including 24-hour customer response centres, customer services engineering, a network of field service personnel, regional support offices, technical publications, and entry-into-service support
- **Competitive advantages:** Provide operators with a single point of contact, 24 hours a day, 365 days a year, for all critical and aircraft-on-the-ground requests. Support all customer requirements from entry-into-service throughout ownership of the aircraft utilizing a global support network of strategically located teams

Training



- **Services portfolio:** Provides complete range of flight crew and technical training services on business, commercial and amphibious aircraft at wholly-owned facilities and through a network of strategic partnerships worldwide
- **Competitive advantages:** High-quality learning experience. As an original equipment manufacturer (OEM), Bombardier quickly modifies courseware and training devices to reflect ongoing aircraft enhancements



Our New Programs

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Our new *Learjet 70* and *Learjet 75* business jets embody connectivity and innovation



Improving upon the legendary *Learjet 40/45* aircraft

- Performance: Reduced weight and fuel consumption, improved take-off field performance
- Cabin: Completely redesigned cabin with state-of-the-art high definition cabin management system (CMS)



Introducing *Bombardier Vision Flight Deck* on *Learjet* aircraft

- Integration of latest cockpit technology with superior design, improved situational awareness (e.g., Synthetic Vision System) and reduced pilot workload
- Optimized widescreen configuration and innovative pilot interface



Entry-into-service

- *Learjet 75* and *Learjet 70* aircraft entered into service in November and December 2013, respectively

Our new *Learjet 85* business jet combines performance, technology, and comfort



The largest and fastest *Learjet* aircraft yet

- Legendary *Learjet* performance¹: 3,000 NM (5,556 km) range, maximum speed of Mach 0.82, maximum altitude of 49,000 ft (14,935 m)
- Large stand-up cabin with double-club seating



Setting a new comfort benchmark in its category

- Superior passenger comfort with a very low cabin altitude of 6,000 ft (1,829 m) at maximum operating altitude
- Incorporates a new groundbreaking high definition cabin management system with pop-up monitors



Clean-sheet design using composites

- First business jet to be certified under Federal Aviation Regulation Part 25 with primarily composite fuselage and wing
- Use of composite material reduces parts count, enhances aerodynamic performance and significantly improves maintainability and durability

Our *Challenger 350* business jet will exceed all expectations



Improving the best selling super midsize aircraft

- Range of 3,200 NM (5,926 km) at a speed of Mach 0.80 with full fuel and eight passengers (225 lbs / passenger)¹⁾, including the most extensive list of baseline equipment in its segment
- Fastest time-to-climb to 41,000 ft (12,497 m) in business aviation in less than 18 minutes, with an initial climb altitude of 43,000 ft (13,106 m)



Completely redesigned modern and ergonomic interior

- New high definition of cabin management system, increased cabin storage capability, and lie-flat seats
- Innovative angled side ledge and CMS Passenger Control Unit provide the best user interaction and easy access to cabin controls for enhanced comfort
- New passenger service unit, new modular galley, choice of seat styling and real metal trim inlay throughout the cabin



An efficient and reliable aircraft

- Lowest direct operating cost in its class, with proven *Challenger 300* systems architecture
- Latest winglet technology on an ultra efficient wing
- Upgraded avionics for enhanced operational flexibility
- Entry-into-service for the *Challenger 350* aircraft scheduled for 2014

Our *Global 7000* and *Global 8000* business aircraft set a new benchmark



Setting new benchmark in global travel

- The *Global 7000* jet is designed for 7,300 NM (13,520 km) range with 10 passengers at Mach 0.85¹⁾
- The *Global 8000* jet will fly farther than any other business jet, boasting an impressive range of 7,900 NM (14,631 km) at Mach 0.85¹⁾



Bringing home-like feel and comfort to business travel

- The *Global 7000* jet features a spacious four-zone cabin, which is 20% larger than the *Global 6000* jet
- The *Global 8000* jet offers a large, flexible, comfortable and light-filled living environment, establishing industry benchmarks for comfort, style and convenience



Incorporating the latest technology

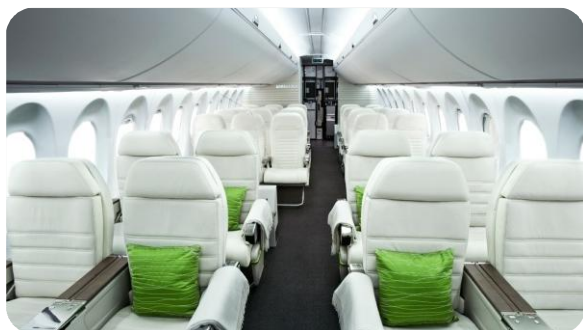
- Fly-by-wire technology and breakthrough *Bombardier Vision Flight Deck*
- GE's new Passport 20 engine is setting a new standard in performance, efficiency, and reliability for business aviation

Our *CSeries* family of aircraft is a game changer



100% New aircraft

- Latest generation of system technology and state-of-the-art aerodynamics
- Lighter structure due to extensive use of advanced materials, e.g., composite material and advanced aluminum alloys
- Operational flexibility – short field and longer range performance



Aircraft specifically designed for the 100- to 149-seat market

- **Passenger:** Widebody comfort in a single-aisle aircraft
- **Communities and Environment¹⁾:** Greatly reduced noise and emissions with 20% CO₂ advantage against in-production aircraft
- **Airline¹⁾:** Route flexibility and unbeatable economics with a 15% cash operating cost advantage and 20% fuel burn advantage over in-production aircraft



Development milestones and entry-into-service

- Successful first flight of the first flight test vehicle (FTV1) and FTV2 on September 16, 2013 and January 3, 2014, respectively
- Progressive commissioning of subsequent flight test vehicles
- Extensive flight validation phase in-progress
- Entry-into-service for the *CS100* aircraft scheduled for the second half of 2015 and *CS300* aircraft's entry-into-service will follow approximately six months afterwards

1) The *CSeries* aircraft are in development. All data and specifications are estimates, subject to change in family strategy, branding, capacity and performance during the design, manufacture and certification process (based on 500 NM trips). See *CSeries* aircraft program disclaimer at the end of this presentation

Agenda

1

OUR PROFILE

2

OUR STRATEGY

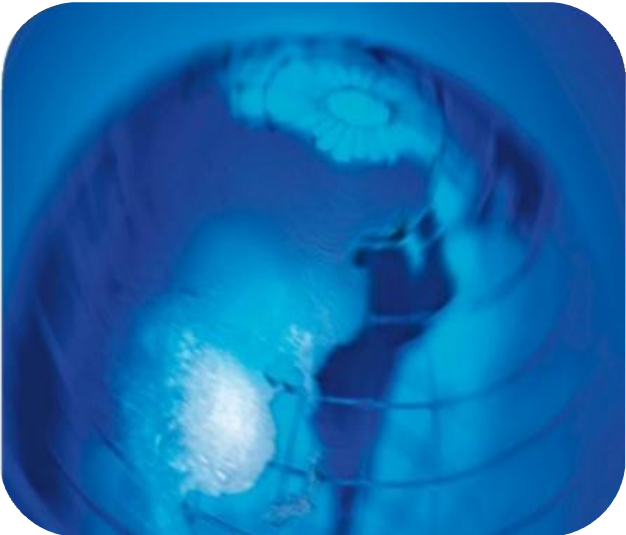
3

OUR MARKETS

We concentrate on clear priorities to successfully execute our strategy



Develop industry-leading products



Expand our global presence



Achieve flawless execution



We remain focused on delivering quality and developing leading-edge products and solutions for our customers while supporting them worldwide

We performed several strategic initiatives that are feeding our top priorities

Develop industry-leading products

Our new products will meet our customers' needs and enhance our competitive positioning

- We have the broadest portfolio of business and commercial aircraft, all of which provide customers with unique operating or performance advantages
- Six aircraft models in development will contribute to strengthening our product leadership
- Significant expansion of customer services offering is continuing to better meet our customers' needs

Expand our global presence

Our international expansion will allow us to better serve our customers and optimize our cost structure

- We have regionalized our commercial aircraft sales team to be closer to our customers and their business reality
- Customer service capacity was increased in Africa, Asia-Pacific, Europe, North America, Russia and South America
- We celebrated the groundbreaking of our new manufacturing facility in Casablanca, Morocco
- We signed a memorandum of understanding with Rostec to validate the opportunity to set up a *Q400 NextGen* turboprop aircraft final assembly line in Russia

Achieve flawless execution

Achieving flawless execution will improve our products' reliability, customers' satisfaction and our profitability

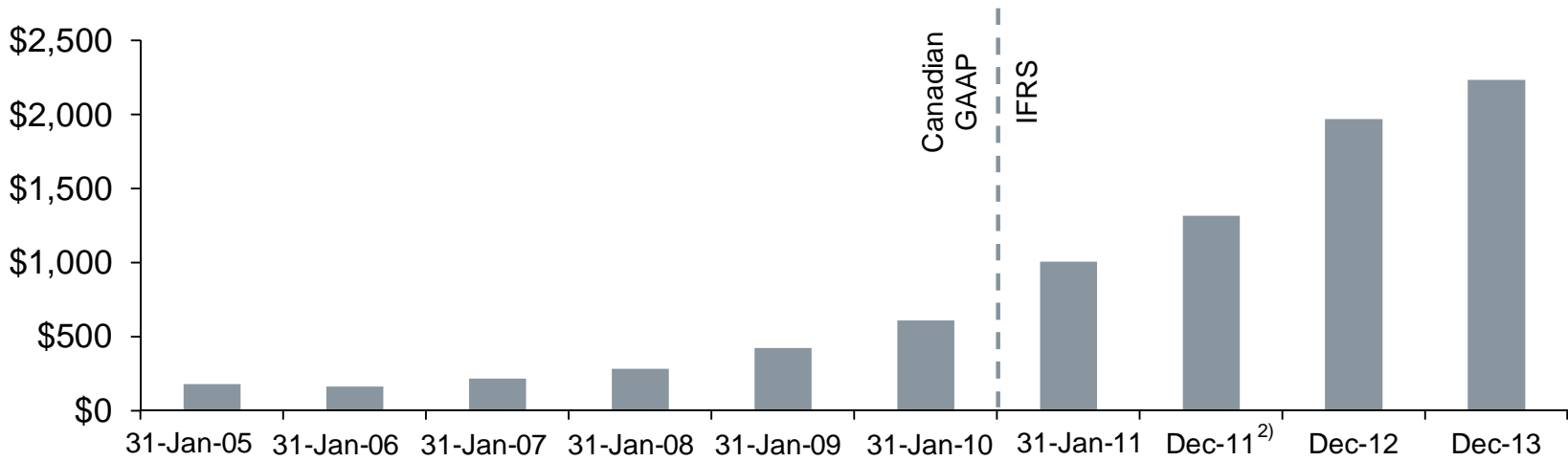
- In 2013, we continued to closely monitor key aftermarket performance measures including on-time delivery for business aircraft service centres and off the shelf availability of parts worldwide
- We also continue to focus on organizational development through our Achieving Excellence System

We are investing to strengthen our product leadership

Develop industry-leading products

Investments¹⁾

[In millions of dollars; Fiscal years 2005-2013]



CSeries



Learjet 85



Global 7000/8000

1) Additions of program tooling and net additions of property, plant and equipment (PP&E) and intangible assets

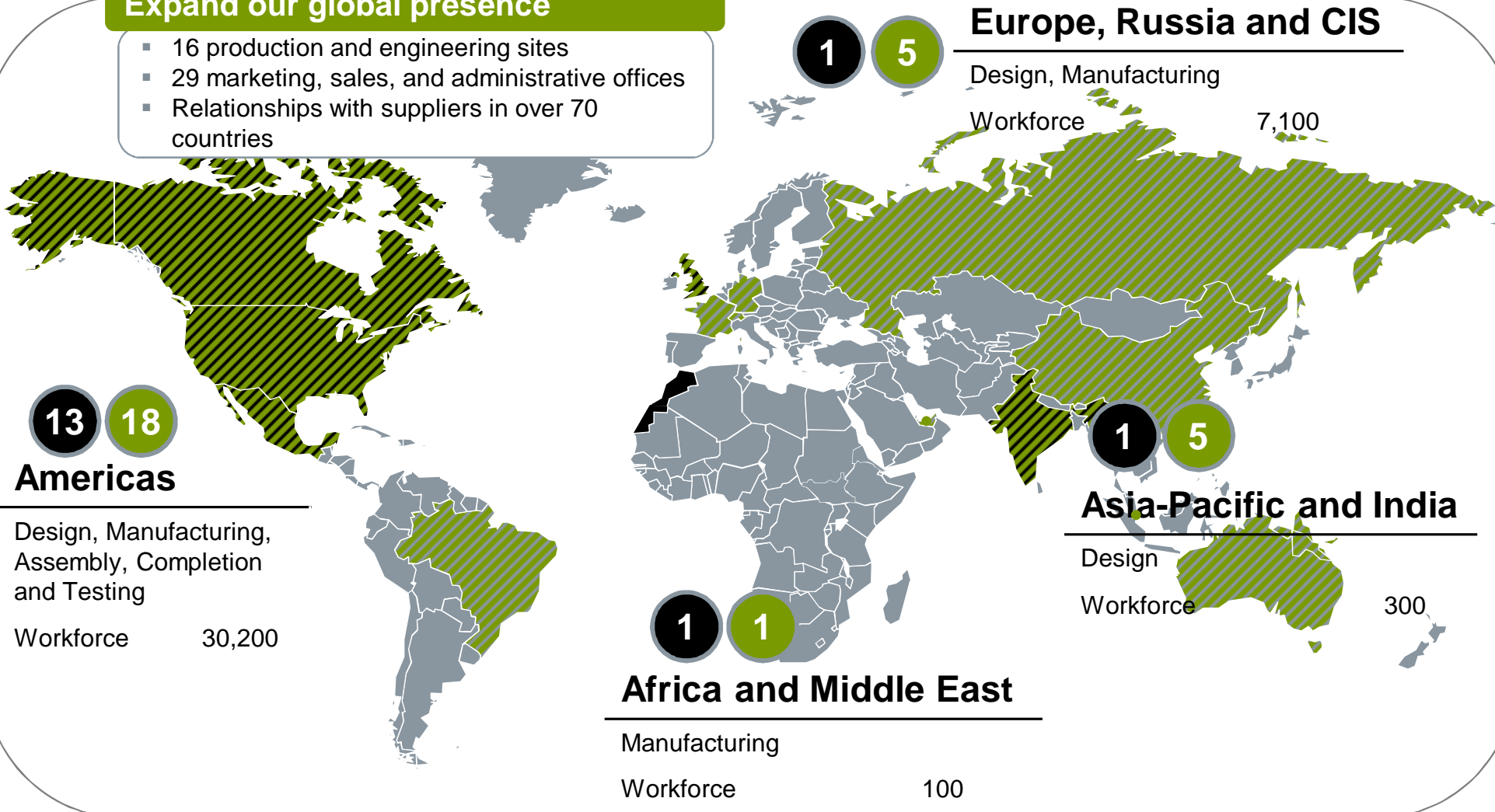
2) 11-month period ended December 31, 2011

Note: GAAP: Generally Accepted Accounting Principles, IFRS: International Financial Reporting Standards

We are leveraging expertise from a global pool of talent and suppliers while increasing capacity

Expand our global presence

- 16 production and engineering sites
- 29 marketing, sales, and administrative offices
- Relationships with suppliers in over 70 countries



● Production and engineering sites ● Marketing, sales, and administrative offices

Note: As at December 31, 2013 including all business units and inactive and contractual employees for a total of 37,700 employees

We are increasing our presence to better serve our customers' needs globally

Expand our global presence

- Current support network including 20 additions in 2013

Americas

- 8 Service Centres
- 5 RSOs
- 23 ASFs / LMFs
- 7 MRPs
- 2 Parts Depots / Hubs
- 2 Training Centres
- 7 ATPs

Seattle, Washington
Chicago, Illinois
Denver, Colorado
Van Nuys, California
Teterboro, New Jersey
Atlanta, Georgia
Fort Lauderdale, Florida

2013 additions to the network¹⁾

Customer support locations	Additions
ASF/LMF for Business Aircraft	7
ASF/LMF for Commercial Aircraft	1
Line maintenance service agreement for Business Aircraft	1
Service Centre for Business Aircraft	1
MRP for Business aircraft	7
RSO for Business and Commercial Aircraft	1 + 1
Parts Depot / Hub	1
Total	20

Europe, Russia and CIS

- 1 Service Centre
- 3 RSOs
- 20 ASFs / LMFs
- 1 Parts Depots / Hubs
- 3 ATPs

Vantaa, Finland
Kazan, Russia
Luton, UK
Le Bourget, France
Luqa, Malta
Beijing, P.R.C.
Addis Ababa, Ethiopia
Selatar, Singapore
Belo Horizonte, Brazil
Campinas, Brazil
Johannesburg, South Africa

Africa and Middle East

- 3 RSOs
- 9 ASFs / LMFs
- 2 Parts Depot / Hub
- 1 ATP

Asia-Pacific and India

- 1 Service Centre
- 9 RSOs
- 13 ASFs / LMFs
- 1 Line maintenance service agreement
- 5 Parts Depots / Hubs
- 1 ATP

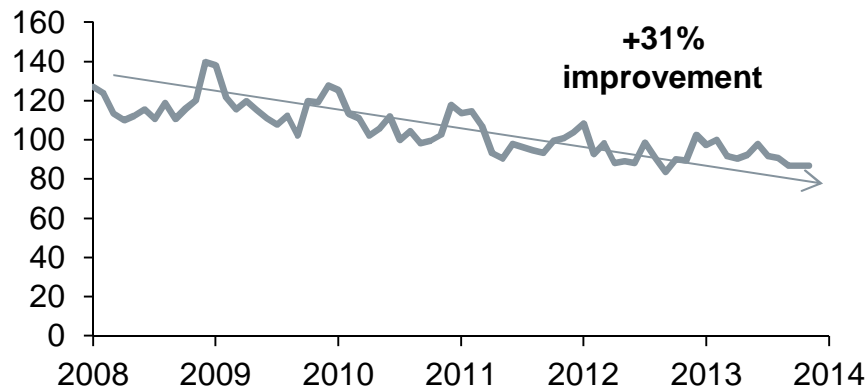
1) RSO = Regional Support Office; ASF = Authorized Service Facility; LMF = Line Maintenance Facility; MRP = Mobile Repair Parties; ATP = Authorized Training Provider

We remain focused on customer satisfaction through fleet reliability and our capacity to deliver on time

Achieve flawless execution

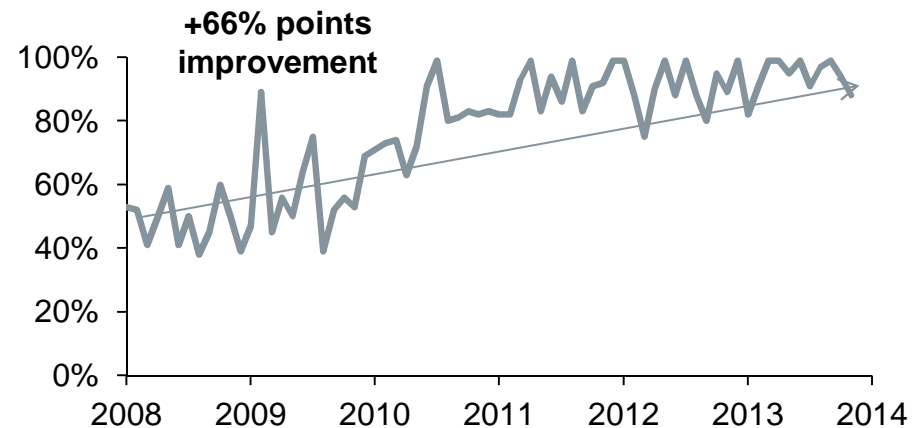
Missed Departures

[per 10,000 scheduled departures;
January 2008 - November 2013]



On-Time Delivery

[January 2008 - December 2013]



Customer Satisfaction

- ✓ Gained **2 ranks** in the **ProPilot** Product Support Survey (from 5th position to 3rd)
- ✓ Gained **4 ranks** for *Learjet* in the **AIN** Product Support Survey (from 7th position to 3rd)

Agenda

1

OUR PROFILE

2

OUR STRATEGY

3

OUR MARKETS

We are well positioned to capture long-term market opportunities

Business Aircraft

- Our three families of business jets, when combined, represent the most comprehensive offering of all business aircraft manufacturers – a unique advantage in a market with strong long-term growth:
 - 24,000 business jet deliveries globally over the next 20 years
 - Industry annual revenues expected to reach \$40.3 billion in 2032

Commercial Aircraft

- Our three families of commercial aircraft offer leading performance and economics. We are well positioned in a market with solid long-term prospects:
 - 12,800 new deliveries over the next 20 years
 - Industry annual revenues expected to reach \$43.0 billion in 2032 in the 20- to 149-seat commercial aircraft market

Customer Services

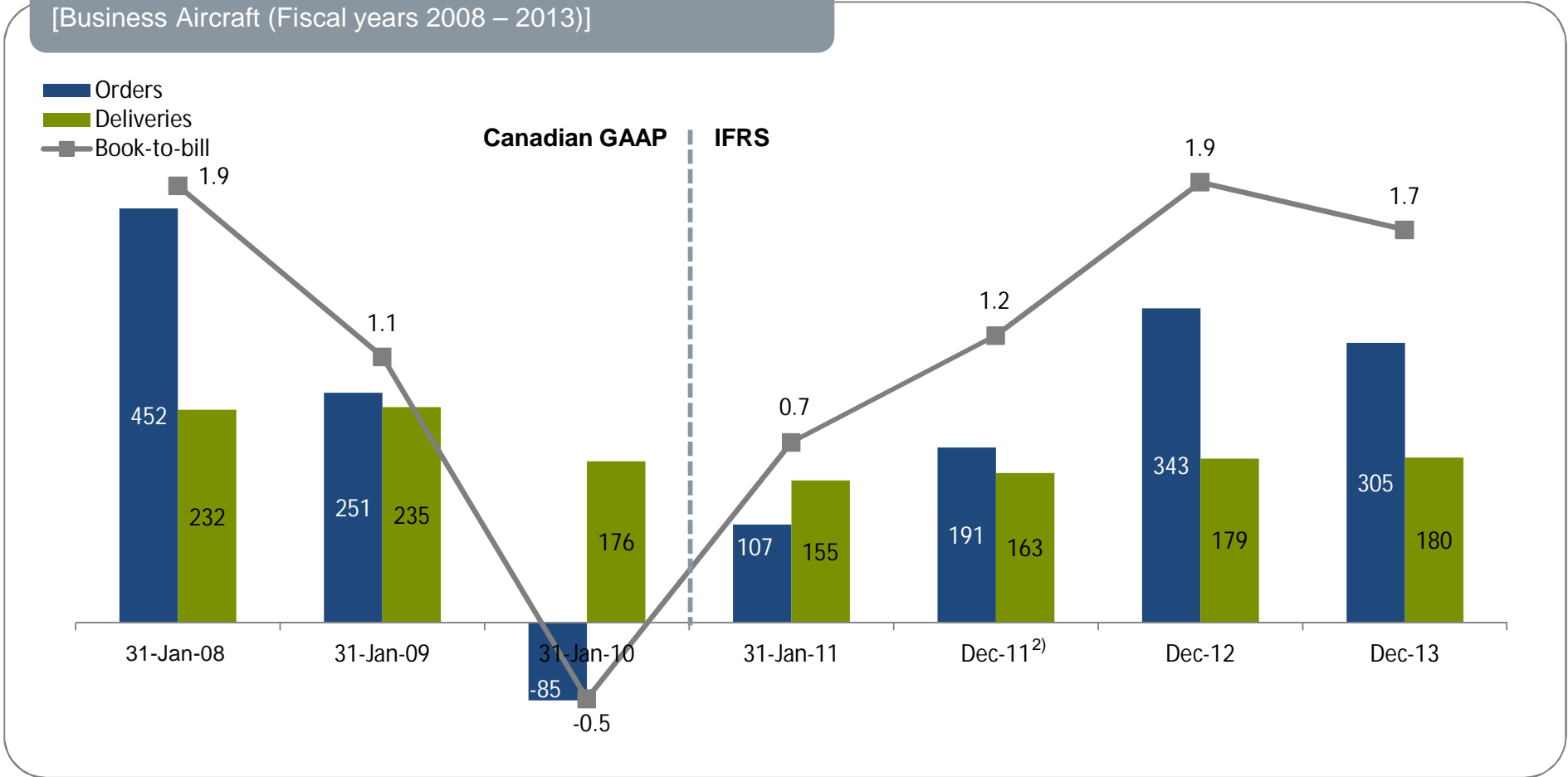
- Our expanding service offering is designed to meet the growing and changing needs of our customers. This market offers important growth opportunities:
 - More owners and operators are outsourcing non-core service activities
 - Customer fleets are expanding worldwide
 - Shift toward comprehensive nose-to-tail services and predictable costs

Orders in 2013 support our product and service strategy

- 115 aircraft from Flexjet, LLC and options for 150 business jets for up to approximately \$5.6 billion¹⁾
- 38 business jets from an undisclosed customer valued at approx. \$2.2 billion¹⁾
- 32 CS300 aircraft and 10 options from Ilyushin Finance Co. (IFC) of Russia for up to approximately \$3.4 billion¹⁾
- 30 CRJ900 NextGen aircraft and 40 options from American Airlines valued up to approx. \$3.4 billion¹⁾
- Three CRJ900 NextGen aircraft from China Express, five conditional and eight options valued up to approximately \$733 million¹⁾
- Q400 Smart Parts agreement extension with Japan Air Commuter for 11 Q400 turboprops
- Eurolot added three new aircraft to the Smart Parts program, for a total of 11 Q400 NextGen aircraft enrolled in the program

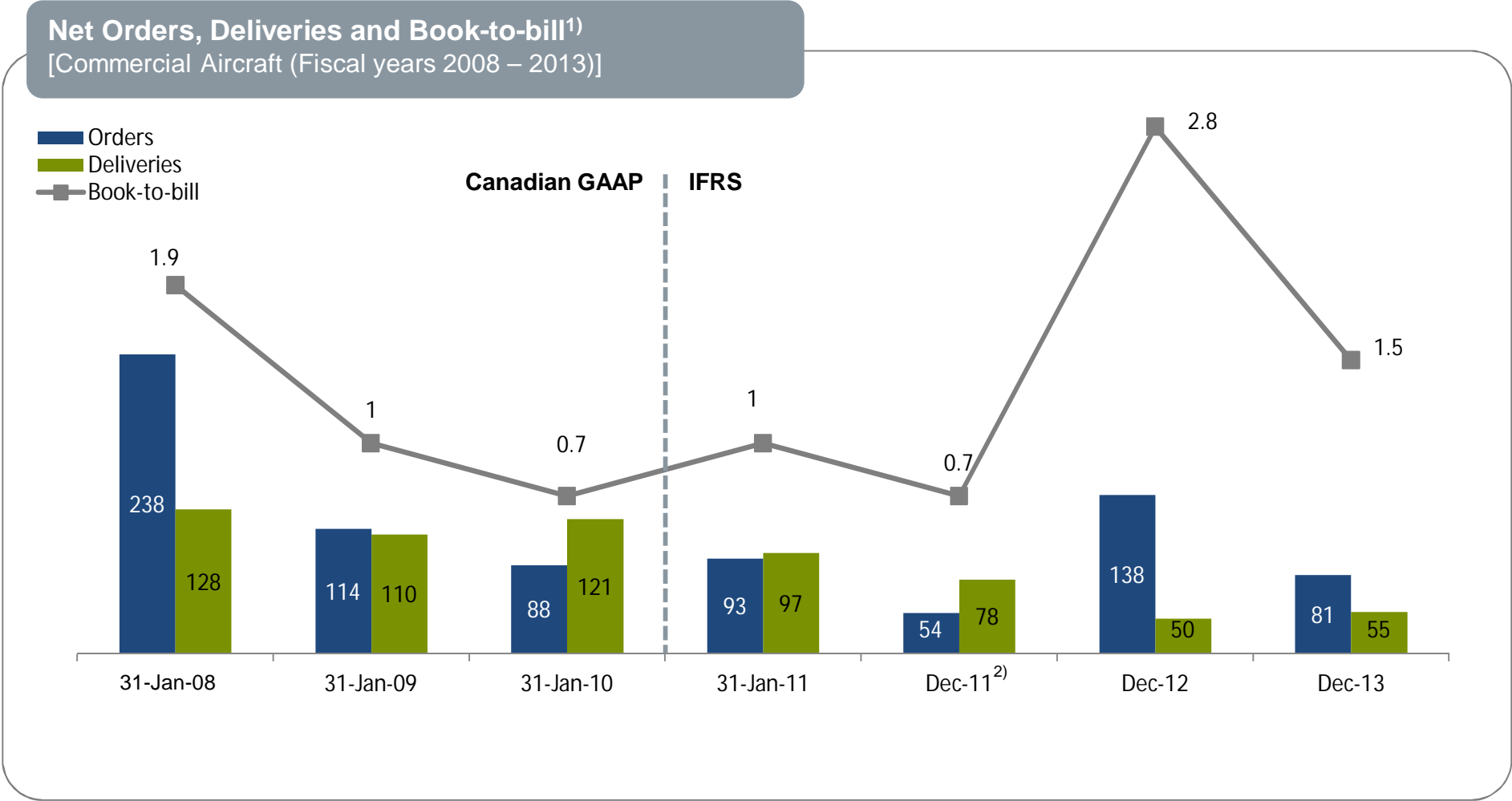
Business Aircraft Orders and Deliveries

Net Orders, Deliveries and Book-to-bill¹⁾
 [Business Aircraft (Fiscal years 2008 – 2013)]



1) Defined as new orders received over aircraft deliveries (in units)
 2) 11-month period ended December 31, 2011

Commercial Aircraft Orders and Deliveries





1) Defined as new orders received over aircraft deliveries (in units)
 2) 11-month period ended December 31, 2011

We continue to have a leading position in the business aircraft market

Business Aircraft Competitive Environment^{1),2)}

	Light Jets				Medium Jets			Large Jets		
BOMBARDIER	L70	L75	L60XR	L85	CL300 CL350	CL605	CL800 Series	G5000	G6000	G7000 G8000
					 					 
Cessna				 	 					
Dassault						 				
Embraer										
Gulfstream										



























 Products in service
 Products under development



We are well-positioned in the business aircraft market with three families of aircraft, each with strong products covering the majority of the market

29 1) L refers to *Learjet*, CL to *Challenger* and G to *Global*
 2) The above table is our assessment of the current market segmentation

We have a unique advantage with highly efficient products in all our market segments

Commercial Aircraft Competitive Environment¹⁾

	Turboprops	Regional Jets			Commercial Jets	
	60-90 seats	60-79 seats	80-99 seats		100-119 seats	120-149 seats
BOMBARDIER	<i>Q400 NextGen</i> 	<i>CRJ700 NextGen</i> 	<i>CRJ900 NextGen</i> 	<i>CRJ1000 NextGen</i> 	<i>CS100</i> 	<i>CS300</i> 
ATR						
AVIC	 					
Embraer			 	 	 	
COMAC						
Mitsubishi						
Sukhoi						
Airbus						 
Boeing						 

 Products in service
 Products under development

The overall competitiveness of the *C-Series* family of aircraft and an earlier entry-into-service than competitors position us well for long-term growth in new markets

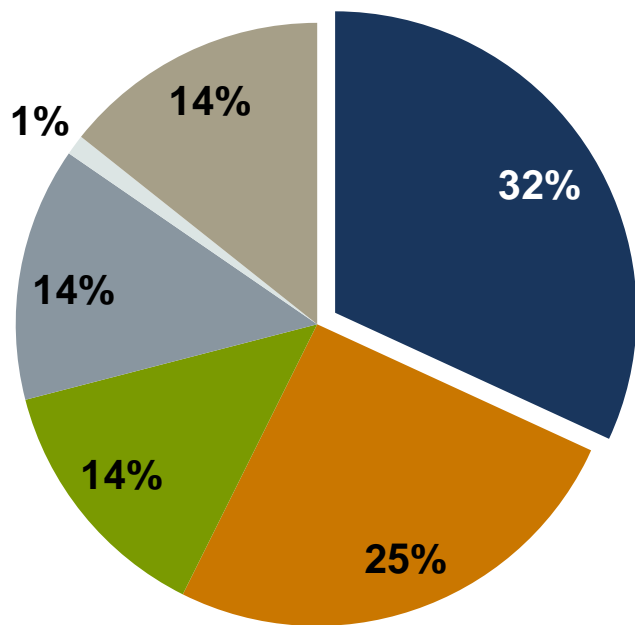
30 1) The above table is our assessment of the current market segmentation.

We are a market leader in the business aircraft market

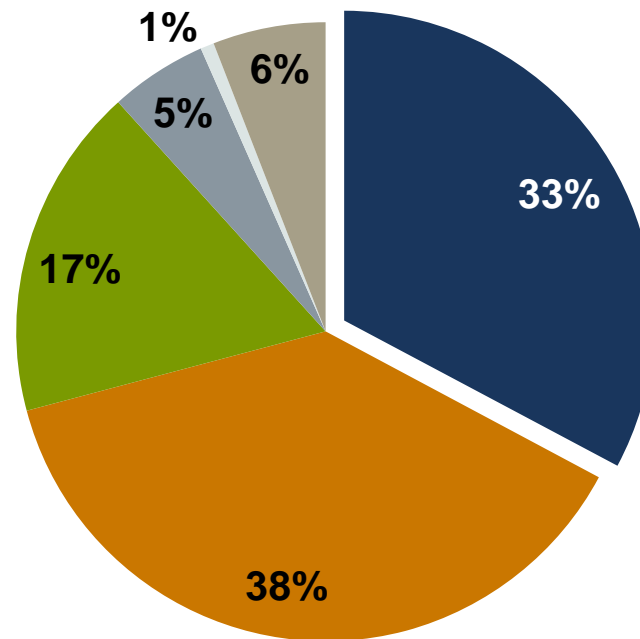
Business Aircraft Market Share by Units Delivered and Revenues

[One-year period ended December 31, 2013]

Market Shares by Units Delivered (565 aircraft deliveries)



Market Shares by Revenues (\$19.3 billion)



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

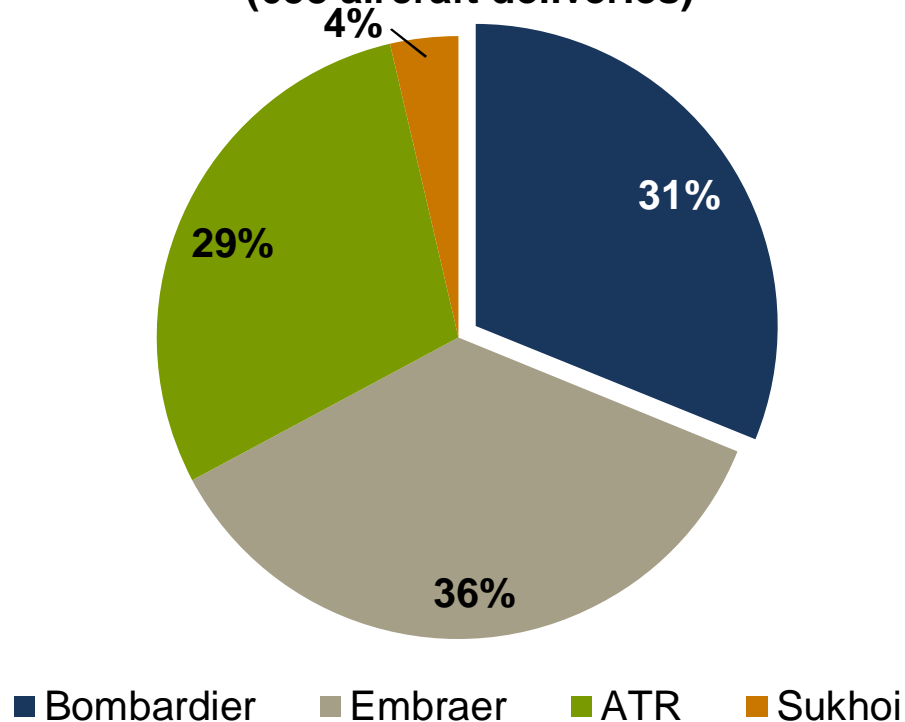
A leader in both delivery and revenue market share

We captured about one-third delivery market share in the 20- to 99-seat category

Commercial Aircraft Market Share by Units Delivered

[Three-year period ended December 31, 2013]

Market Shares by Units Delivered (658 aircraft deliveries)

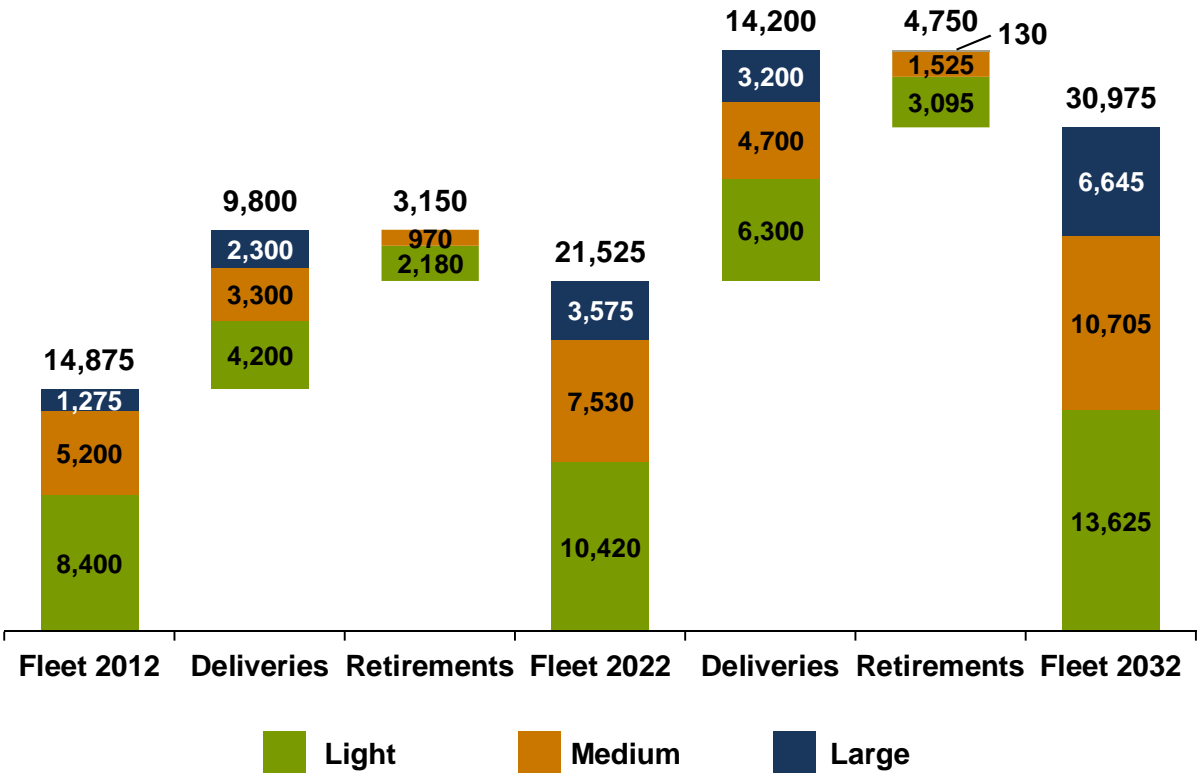


On average, we captured 31% delivery market share

Our forecast calls for 24,000 business jet deliveries worth \$650 billion in the next 20 years

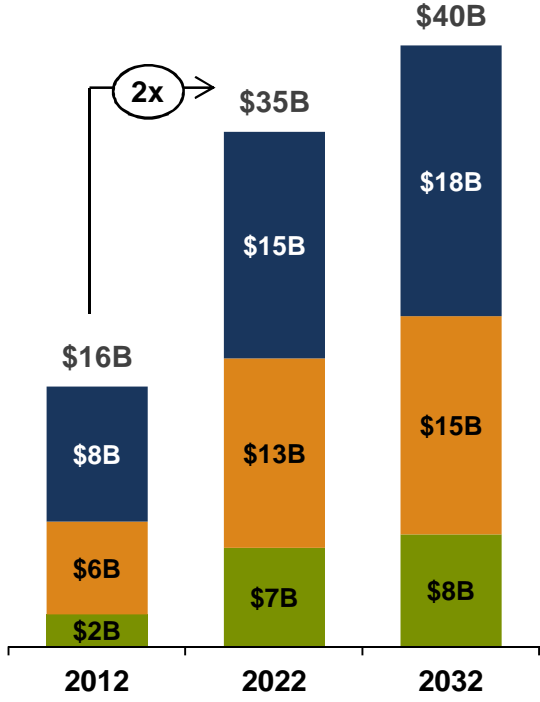
20-Year Business Aircraft Fleet Forecast¹⁾ [Units; 2012-2032]

Total aircraft deliveries: 24,000



20-year Industry Outlook [Revenues, \$B; 2012-2032]

Total revenues: \$650 billion



The Light category will account for the largest share of deliveries, while the Large category will account for the largest share of revenues in 2032

1) Excludes Very Light jets and Large Corporate Airliners
Source: Bombardier Business Aircraft Market Forecast 2013-2032

Long-term market drivers remain solid for business aircraft

Business Aircraft Market Drivers

[2013-2032 Outlook]

Wealth creation

- The wealth of our customer base, comprised of corporations, individuals and governments, can be measured by real Gross Domestic Product (GDP)
- Global GDP growth forecast at a 3.2% average over 20-year forecast period

Status



Globalization of trade

- Value of world merchandise exports to increase by CAGR (Cumulative annual growth rate) of 3.7% over the 20-year period
- Business community requires flexible travel means in a globalized world



Replacement demand

- Worldwide installed base of approximately 14,875 aircraft as at Dec. 31, 2012
- The average age of the worldwide installed base is 16.1 years
- Significant aircraft replacement occurring 5 to 10 years after initial delivery



New aircraft programs

- New aircraft programs stimulate demand
- Many new aircraft programs to enter into service over the next decade



Fast-growing international markets

- Continued wealth creation in major fast-growing markets coupled with aviation infrastructure development will accelerate the use of business aircraft



Accessibility

- Other offerings (e.g., on-demand charter, jet card programs and fractional ownership) provide tailored options
- Approximately 10% of industry orders to come from fractional operators over the 20-year period

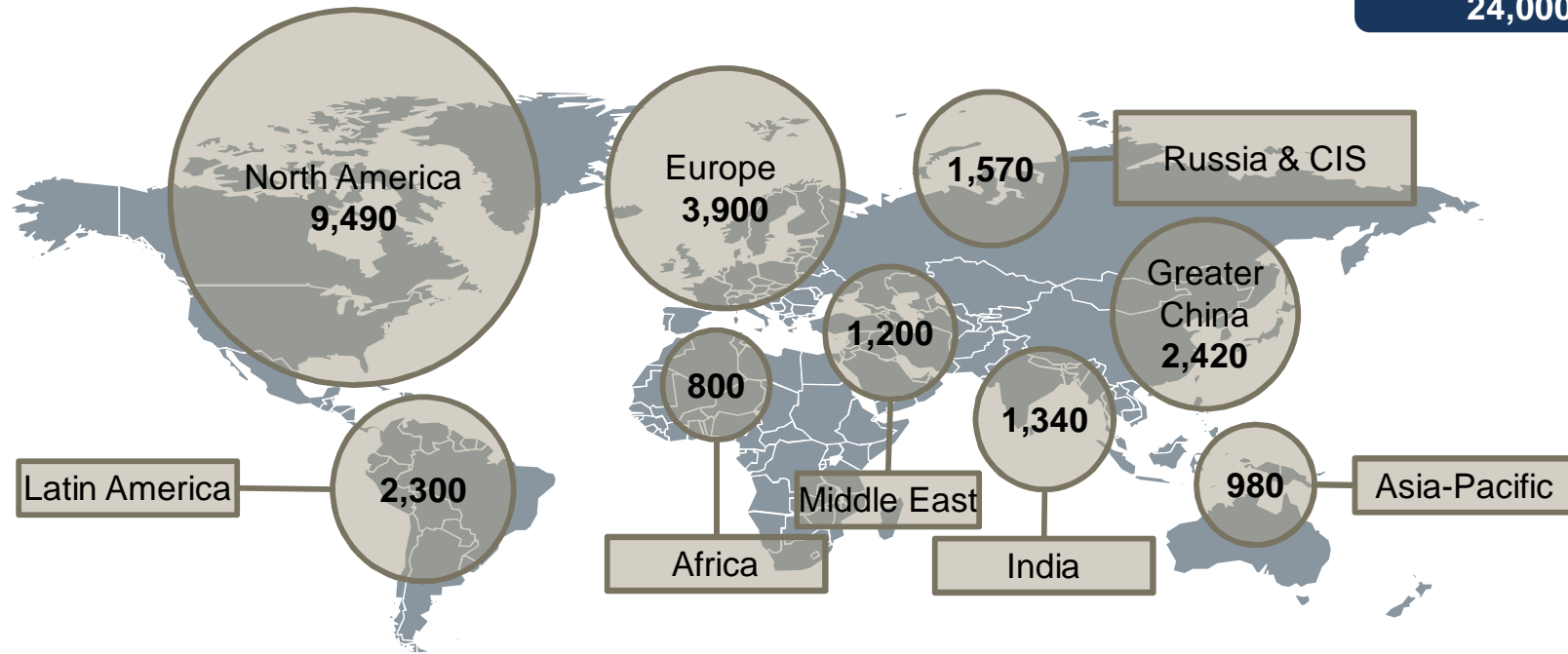


Our comprehensive product portfolio will allow us to benefit strongly from the growth in business aircraft over the long term

Business Aircraft Regional Delivery Outlook

20-Year Business Aircraft Deliveries¹⁾
 [In Units, 2013-2032]

WORLD TOTAL
24,000



North America

- Largest and most mature market for business aviation
- Aircraft replacement is important driver of business jet demand in the region

Europe

- Second largest market in terms of revenues
- Given the current economic difficulties, demand is expected to remain weak over the next 1-2 years

Greater China

- Accelerating the opening of its airspace for civil aviation
- Strong economic growth and lower airspace restrictions point to significant growth potential for business aircraft

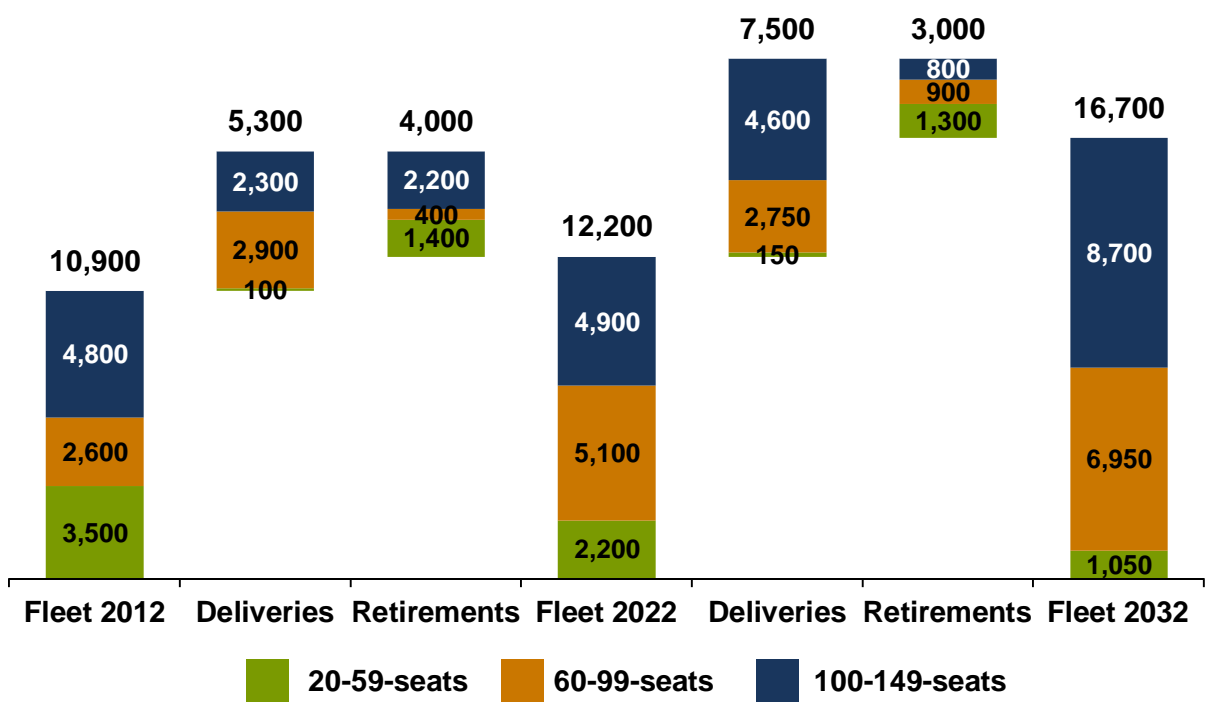
Rest of world

- Healthy economic outlook and interregional trade will drive increasing demand for business jets
- Business jet infrastructure including airports designated for business aircraft remains limited in some regions notably in the Middle East and Africa

Our forecast calls for 12,800 commercial aircraft deliveries in the 20- to 149-seat market worth \$646 billion in the next 20 years

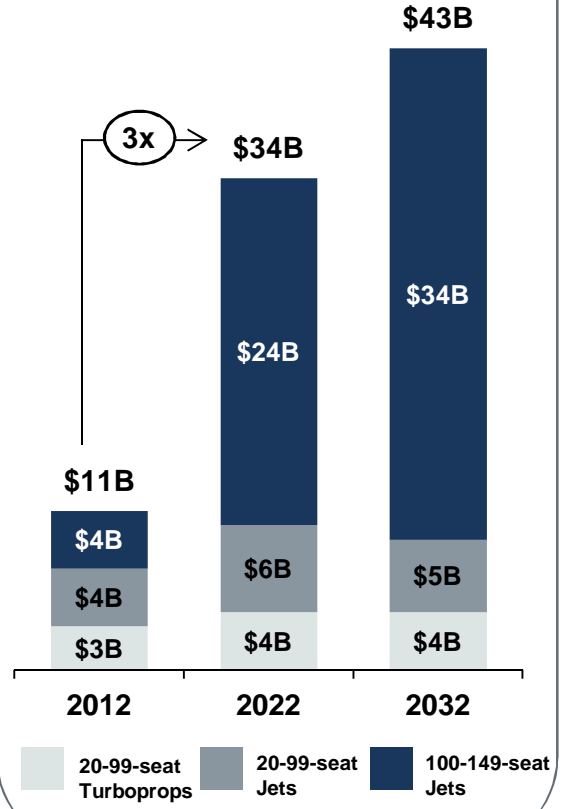
20-Year Commercial Aircraft Fleet Forecast [Units; 2012-2032]

Total aircraft deliveries: 12,800



20-year Industry Outlook [Revenues, \$B; 2012-2032]

Total revenues: \$646 billion



Annual commercial aircraft revenues are expected to triple by 2022

Long-term market drivers for commercial aircraft are solid

Commercial Aircraft Market Drivers

[2013-2032 Outlook]

Economic growth

- Air travel demand will be cyclical and directly related to GDP growth
- Global GDP forecast at 3.2% over the 20-year forecast period

Status



Fuel prices

- Long term steady inflation of fuel prices will drive replacement
- Fleet mix will be affected by fuel prices



Fuel price volatility

- Increasing fuel price volatility will dampen airline profits



Replacement demand

- Due to age, technical obsolescence and cost inefficiencies, more than half of the current commercial aircraft fleet will be replaced in the next 20 years



Fast-growing international markets

- Major fast-growing markets are expected to lead global economic growth
- Strong growth in air traffic despite the constraints of lagging infrastructure



Environmental regulations

- Increasing regulation will encourage carriers to seek lower per-passenger fuel burns and emissions, thereby affecting fleet mix



Environmental fees

- Imposition of environmental and emissions fees will increase airline operating costs



Labour trends

- Contractual restrictions on airline operations will ease over time

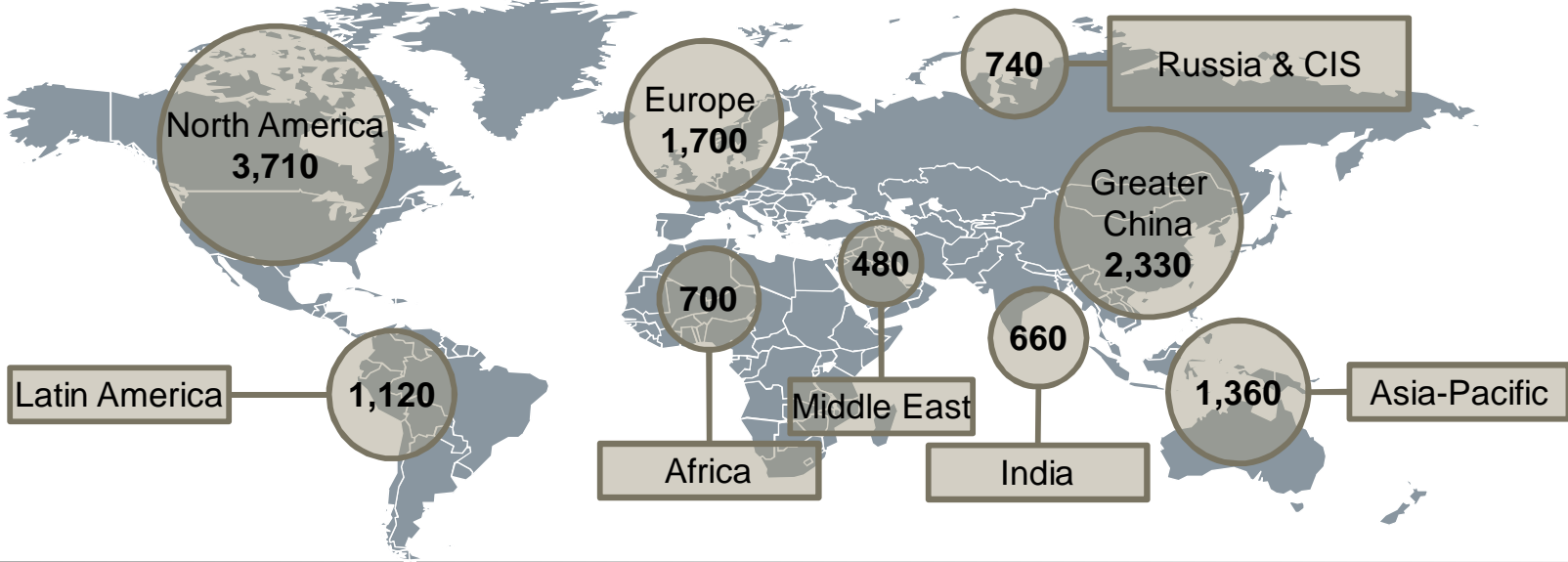


Most drivers will impact demand for commercial aircraft positively

Commercial Aircraft Regional Delivery Outlook

20-Year 20- to 149-Seat Category Deliveries
 [Units, 2013- 2032]

WORLD TOTAL
12,800



Advanced Economies

- Demand from North America and Europe will be mostly driven by fleet retirements
- North America will remain the largest 20- to 149-seat aircraft market
- In the short term, demand will remain slow in Europe due to economic difficulties

Fast-Growing International Markets

- 57% of aircraft demand to come from major fast-growing markets
- Barriers and regulatory constraints will loosen in China and Asia-Pacific, stimulating demand
- Strong airline competition to sustain demand in Latin America;
- Political unrest will hamper regional aircraft orders in Middle East and Africa in the short to mid-term

Aircraft Program Disclaimer

The *CSeries* family of aircraft, *Challenger 350* aircraft, *Learjet 85* aircraft and *Global 7000* and *Global 8000* aircraft programs are currently in development, and as such are subject to changes in family strategy, branding, capacity, performance, design and/or systems. All specification 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. The configuration and performance of the aircraft may differ from the descriptions and photos provided and, together with any related commitment, representations, guarantee or warranty, shall be determined in a final purchase agreement.

Caution Regarding A Non-GAAP Financial Measure

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. It is also based on non-GAAP financial measures including EBIT before special items and EBIT margin before special items. 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 providing certain non-GAAP performance measures, in addition to IFRS measures, provides users of our Consolidated Financial Statements with enhanced understanding of our results and related trends and increases transparency and clarity into the core results of our business. Refer to the Non-GAAP financial measures section in the MD&A for definitions of these metrics. Refer to Non-GAAP financial measures section in Bombardier Inc.'s MD&A for reconciliations to the most comparable IFRS measures.

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