BOMBARDIER COMMERCIAL AIRCRAFT:

LEADING IN THE NEW REALITY

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President,
Bombardier Commercial Aircraft

ISTAT
Scottsdale, Arizona
March 13 - 15, 2011

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FORWARD-LOOKING STATEMENTS

This presentation includes forward-looking statements**.** Forward-looking statements generally can be identified by the use of forward-looking terminology such as “may”, “will”, “expect”, “intend”, “anticipate”, “plan”, “foresee”, “believe” or “continue”, the negative of these terms, variations of them or similar terminology. By their nature, forward-looking statements require Bombardier Inc. (the “Corporation”) to make assumptions and are subject to important known and unknown risks and uncertainties, which may cause the Corporation’s actual results in future periods to differ materially from forecasted results. While the Corporation considers its 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, please refer to the respective sections of the Corporation’s aerospace segment (“Aerospace”) and the Corporation’s transportation segment (“Transportation”) in the fiscal year 2010 MD&A.

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 the Corporation’s business environment (such as risks associated with the financial condition of the airline industry), 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, 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 the fiscal year 2010 MD&A. 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 the Corporation’s expectations as at the date of this presentation and are subject to change after such date. Unless otherwise required by applicable securities laws, the Corporation expressly disclaims any intention, and assumes no obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.

Bombardier, Bombardier 415, Challenger, Challenger 300, Challenger 604, Challenger 605, Challenger 850, CRJ, CRJ200, CRJ700, CRJ705, CRJ900, CRJ1000, CSeries, CS100, CS300, Global, Global Express, Global Vision, Global 5000, Global 7000, Global 8000, Learjet, Learjet 40, Learjet 45, Learjet 60, Learjet 85, NextGen, Q200, Q300, Q400, Q-Series, XR and XRS are trademarks of Bombardier Inc. or its subsidiaries.

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WELCOME TO THE
NEW REALITY.

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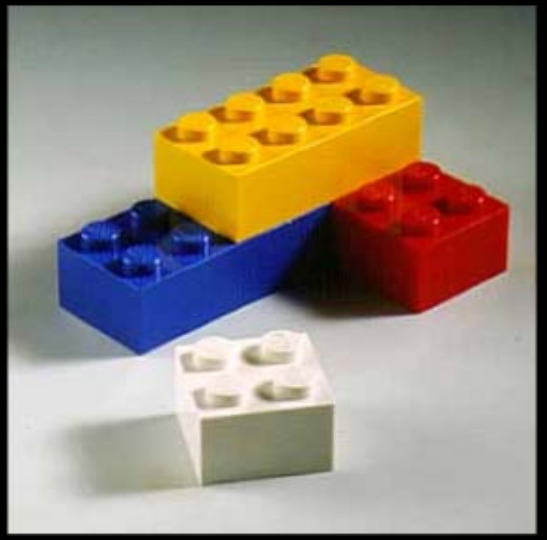
THE INDUSTRY WILL NEED TO ADAPT

$100+ OIL – MEGA-MERGERS – GREEN REGS – YIELD PRESSURE



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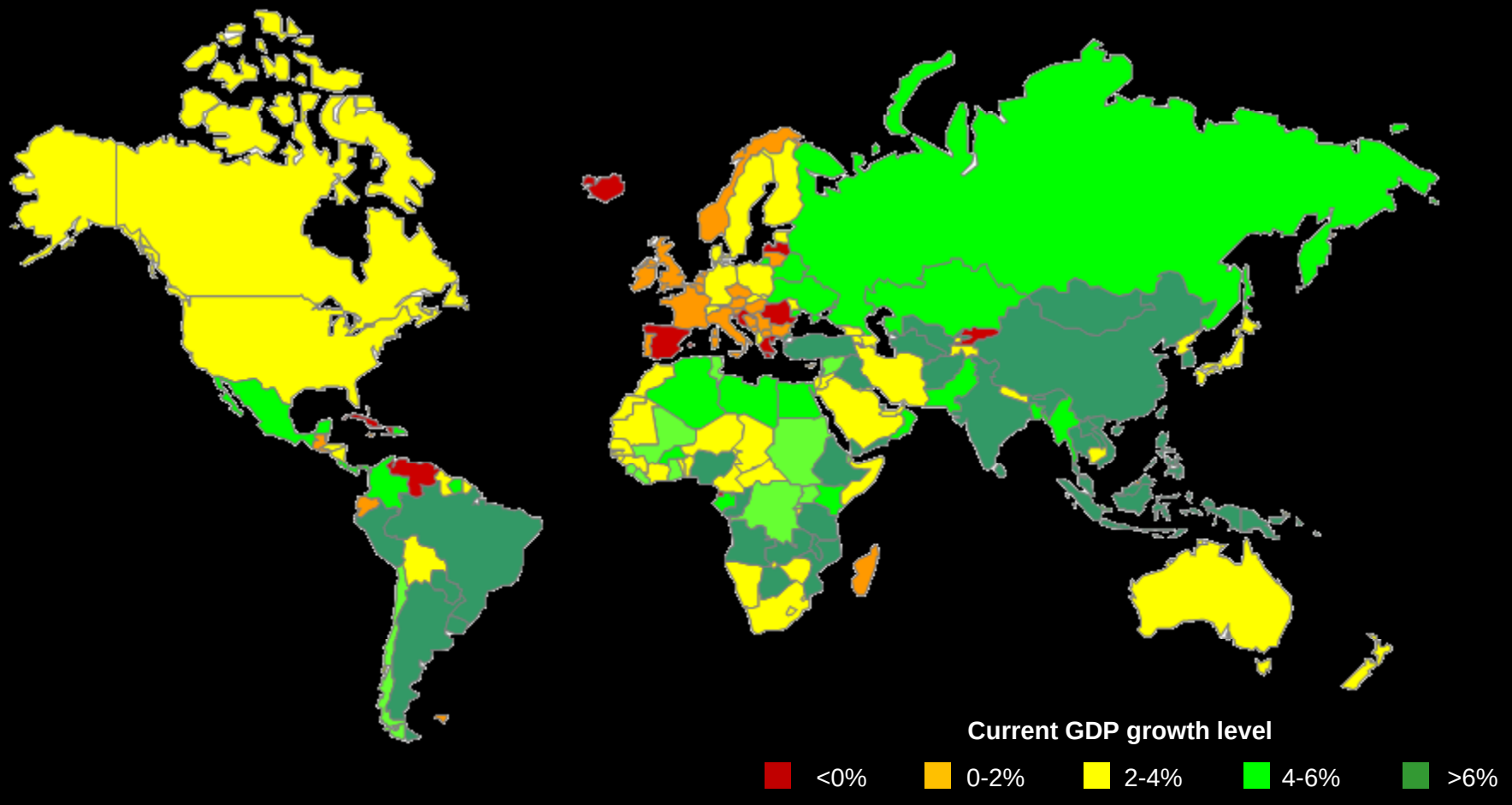
DEMAND FOR AIR TRAVEL
HAS NEVER BEEN GREATER



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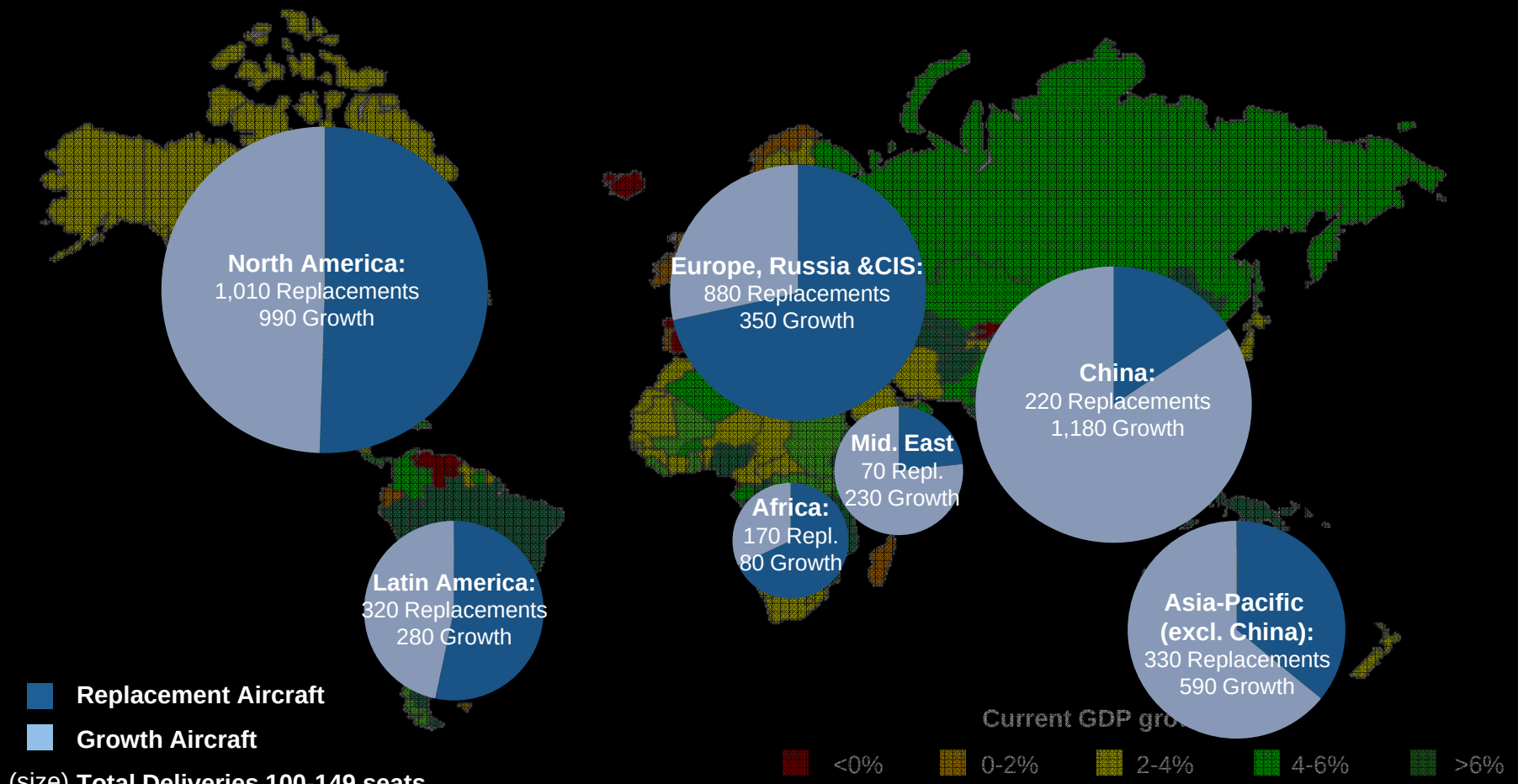
Source: IHS Global Insight

DEMAND FOR 100-149 SEAT AIRCRAFT HAS NEVER BEEN GREATER



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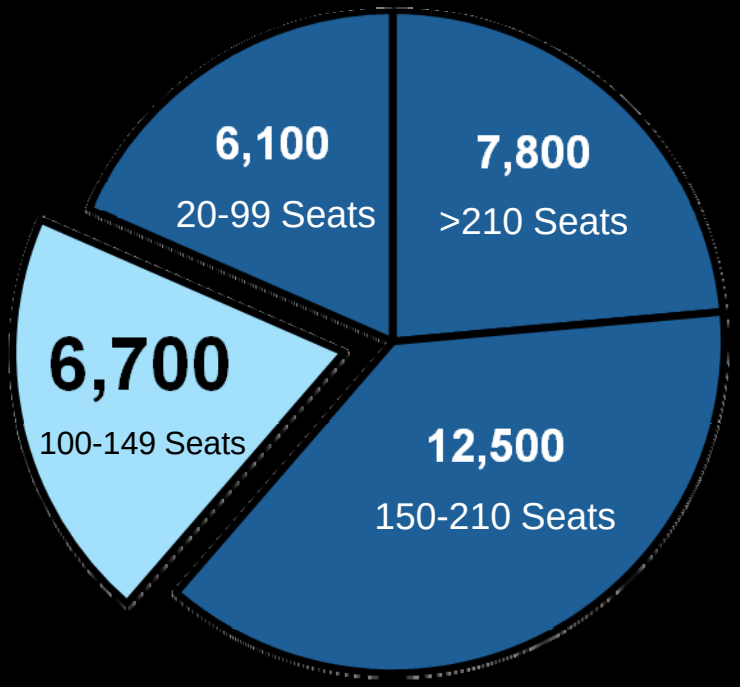
Source: Bombardier Commercial Aircraft Forecast 2010-2029

A MAJOR GAP EXISTS
IN THE 100-149 SEAT SEGMENT

Commercial Aircraft Market Forecasts
2010-2029*



1. Four- and six-abreast aircraft are designed for a different segment

+

2. 2/3 of the 100-149 seat fleet is over 15 years old

+

3. Over 50% of all single-aisle flights carry less than 150 passengers

OPPORTUNITY

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Source: Bombardier Forecast, Boeing and Airbus Forecasts,

THE WORLD NEEDS
A NEW 100-SEATER.

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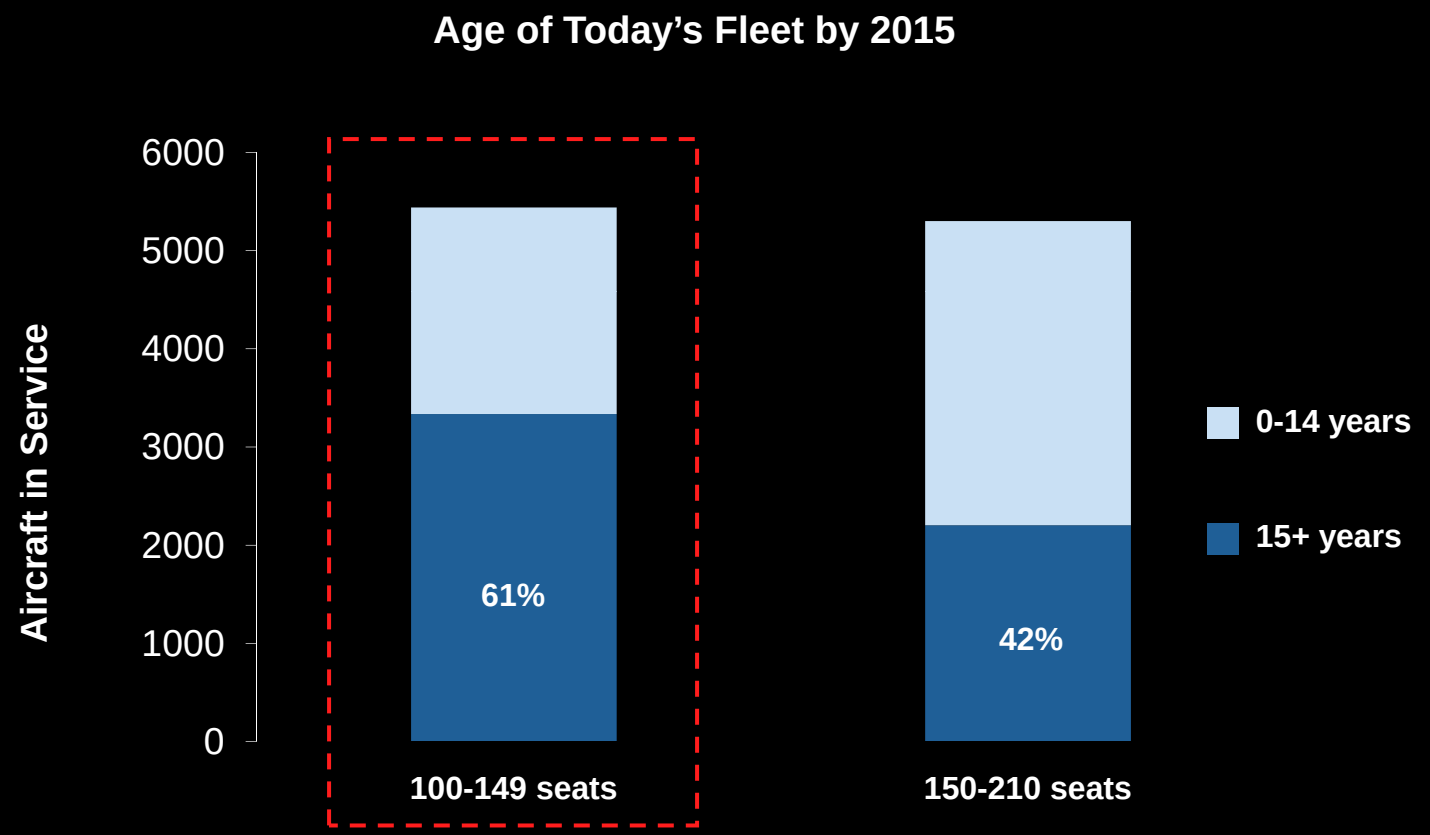
AIRCRAFT IN THIS SEGMENT ARE OLD



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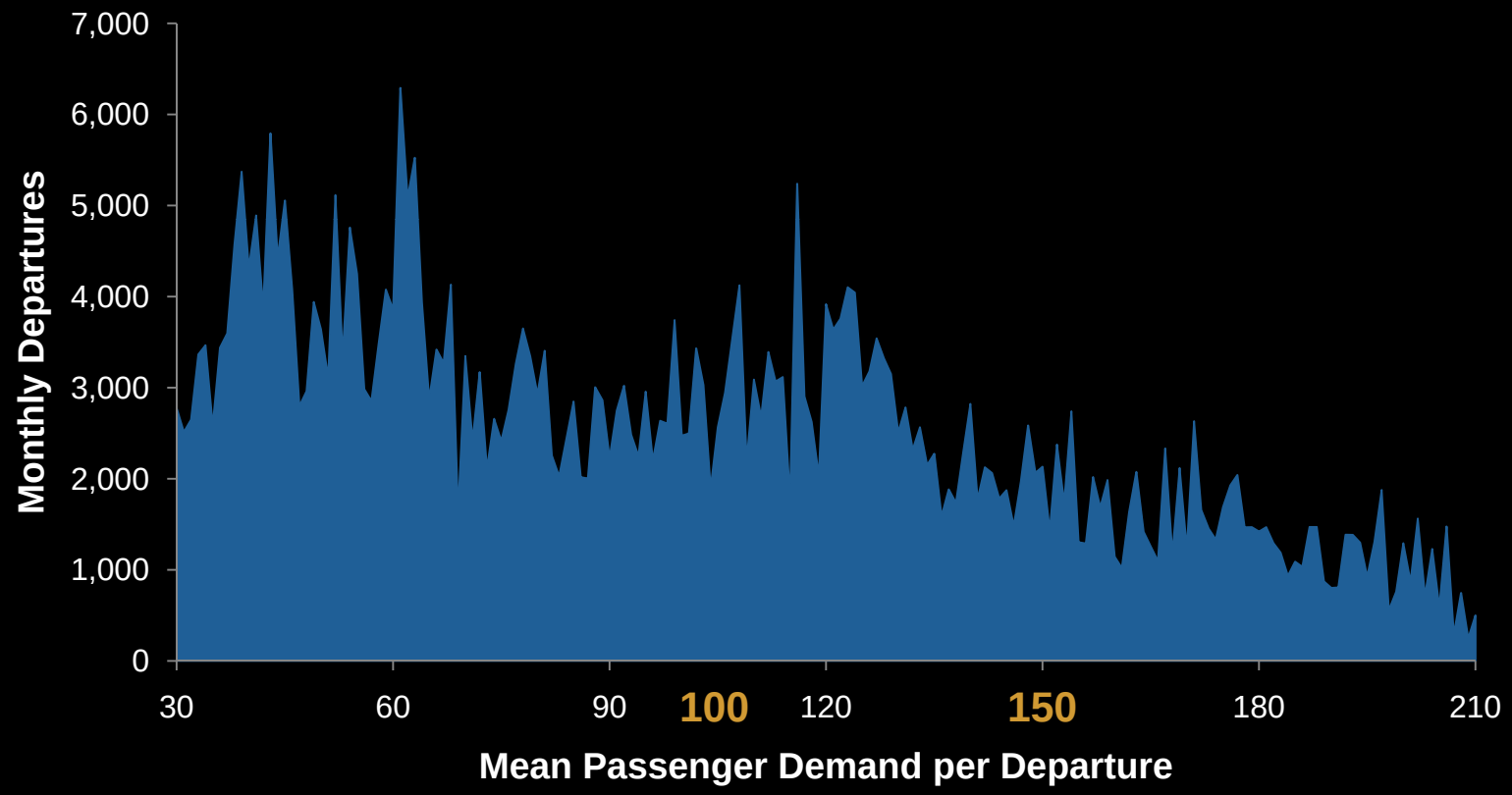
THE 100-149 SEAT SEGMENT IS ALIVE



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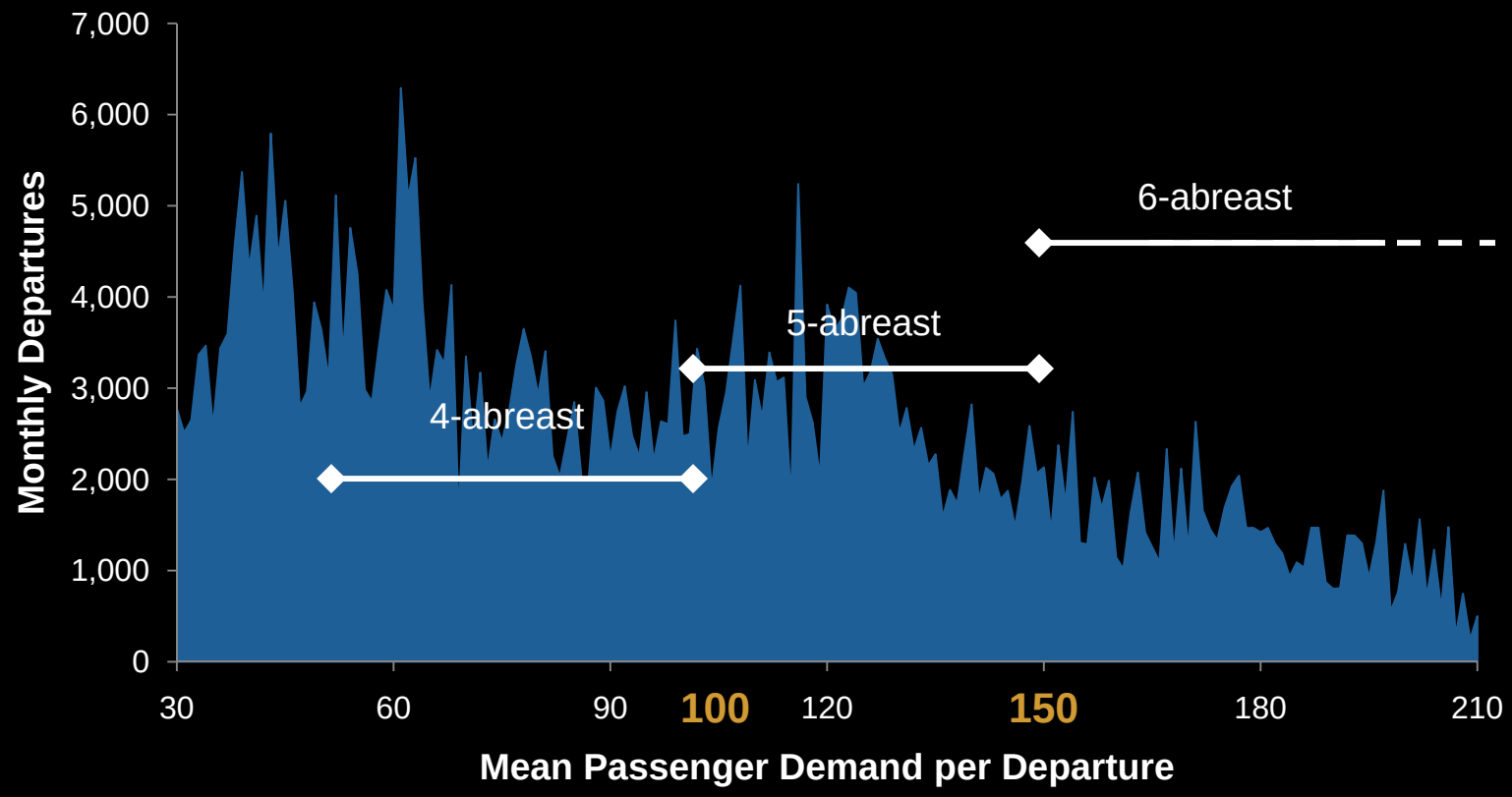
Source: US Department of Transportation, Bombardier Analysis

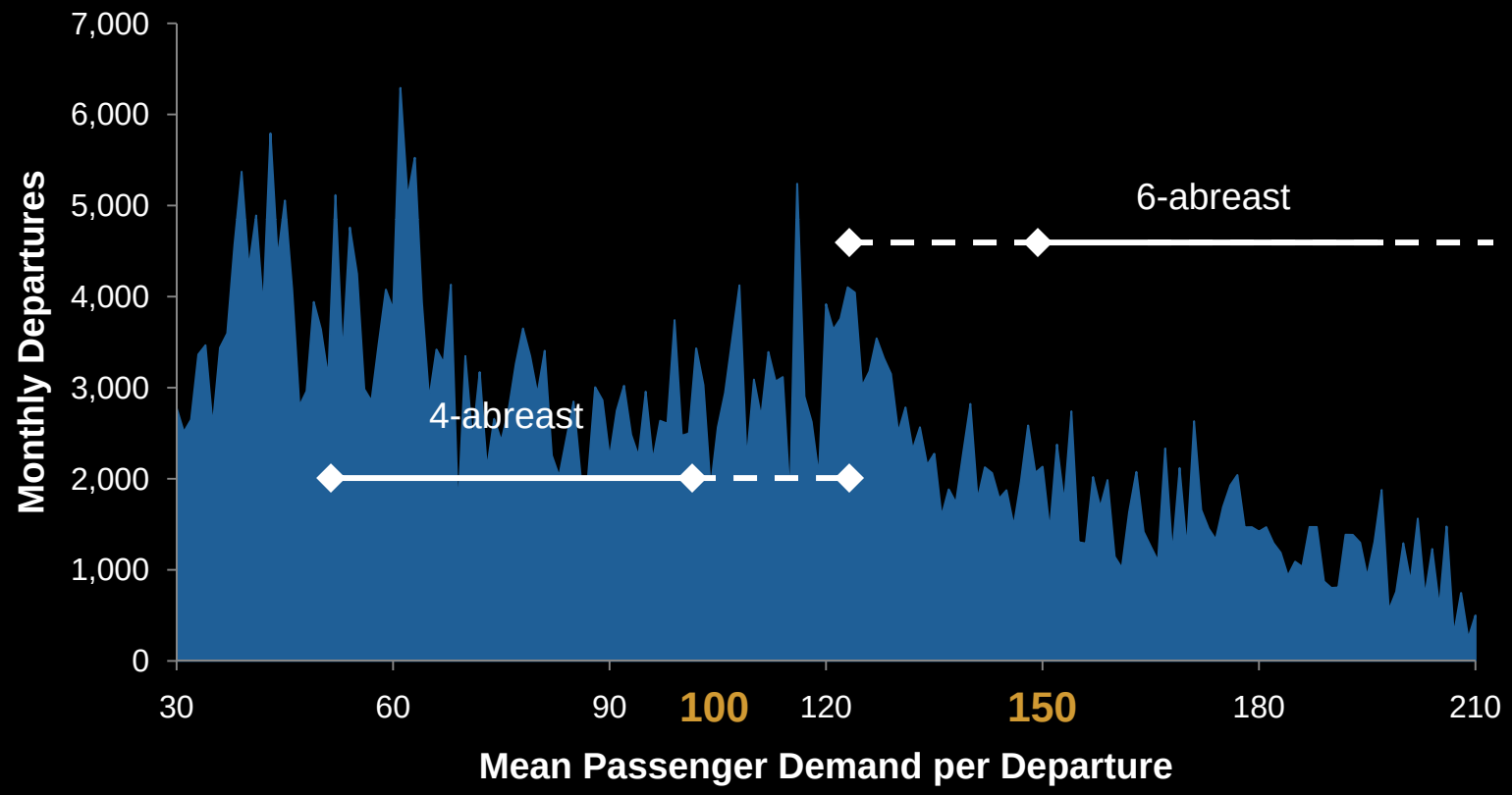
THE RIGHT AIRCRAFT FOR THIS SEGMENT IS NOT AVAILABLE TODAY



BOMBARDIER

Source: US Department of Transportation, Bombardier Analysis

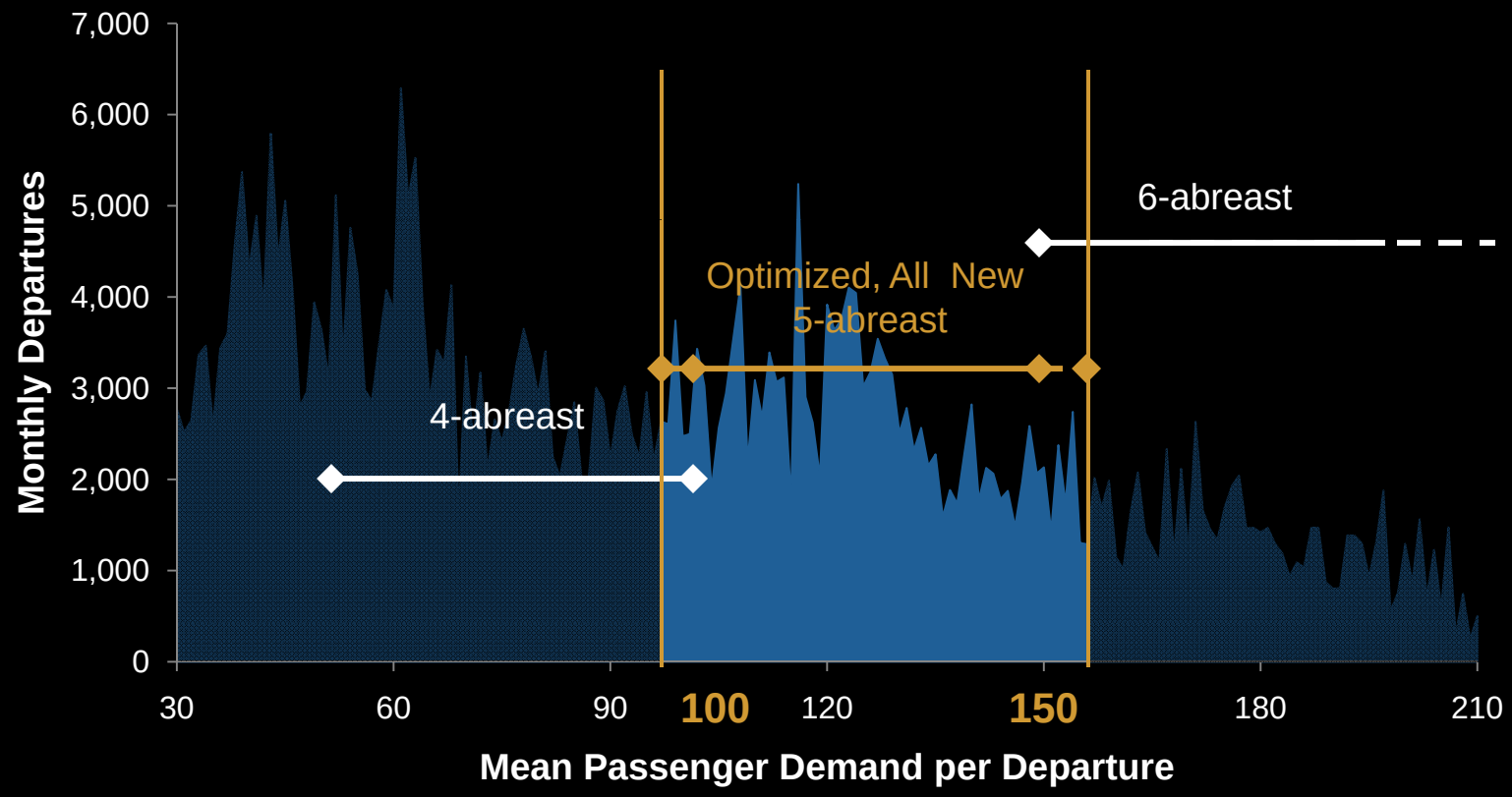
THIS SEGMENT IS SERVED WITH A COMPROMISE



BOMBARDIER

Source: US Department of Transportation, Bombardier Analysis

CSERIES IS THE ONLY AIRCRAFT OPTIMIZED FOR THIS SEGMENT



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Source: US Department of Transportation, Bombardier Analysis

NO COMPROMISE.
100% NEW AIRCRAFT.

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CREATING A GAME CHANGER:
THE CSERIES AIRCRAFT FAMILY

- ✓ **Operational flexibility – short field and longer range performance**
- ✓ **15% cash operating costs advantage – 20% fuel burn advantage**
- ✓ **Unmatched reduction in environmental footprint**
- ✓ **Widebody comfort in a single aisle aircraft**
- ✓ **Total life cycle cost improvement**
- ✓ **Mature 99% reliability at entry into service**
- ✓ **Family of aircraft with full operational commonality**

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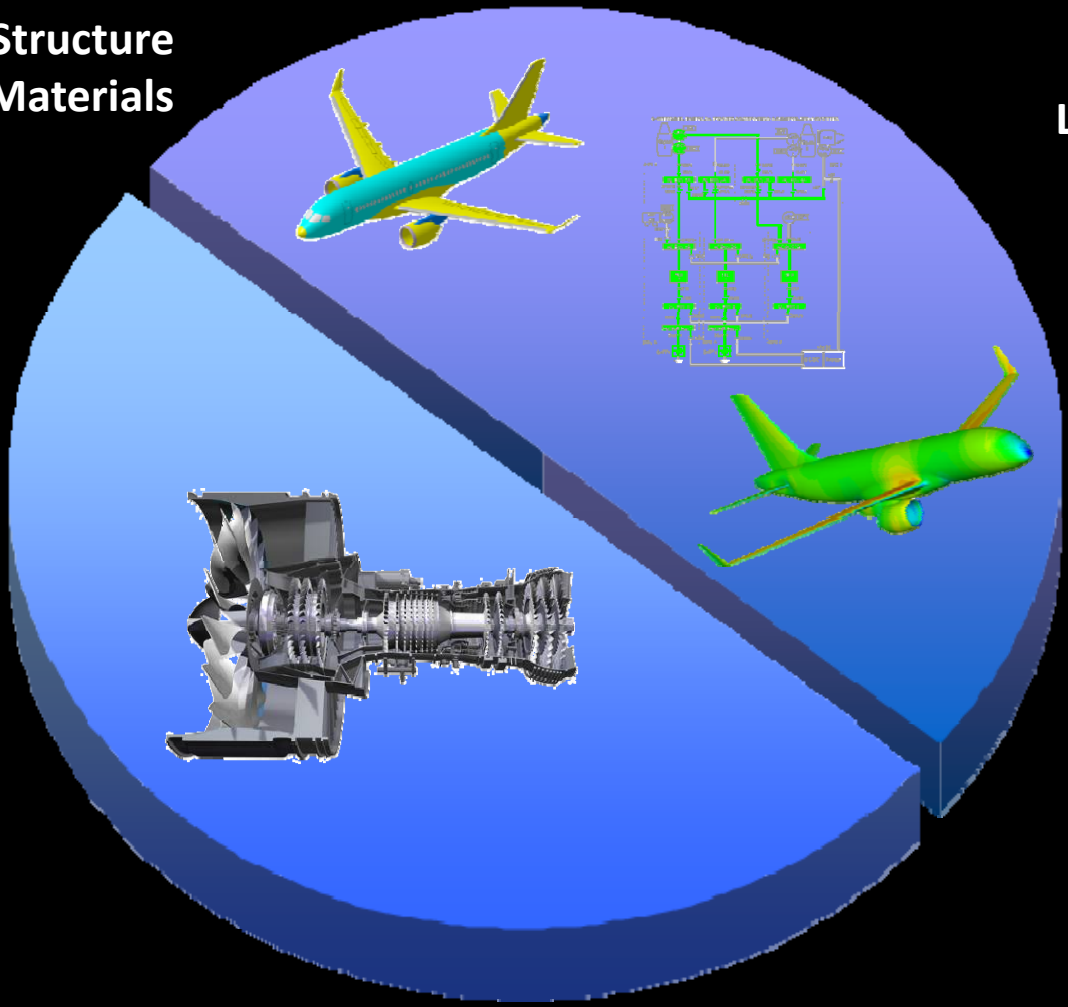
A TRUE STEP-CHANGE ONLY COMES FROM AN OPTIMIZED, ALL-NEW DESIGN

Lighter Structure
Advanced Materials



Latest Generation of System Technology and Aerodynamics

PurePower®
PW1000G

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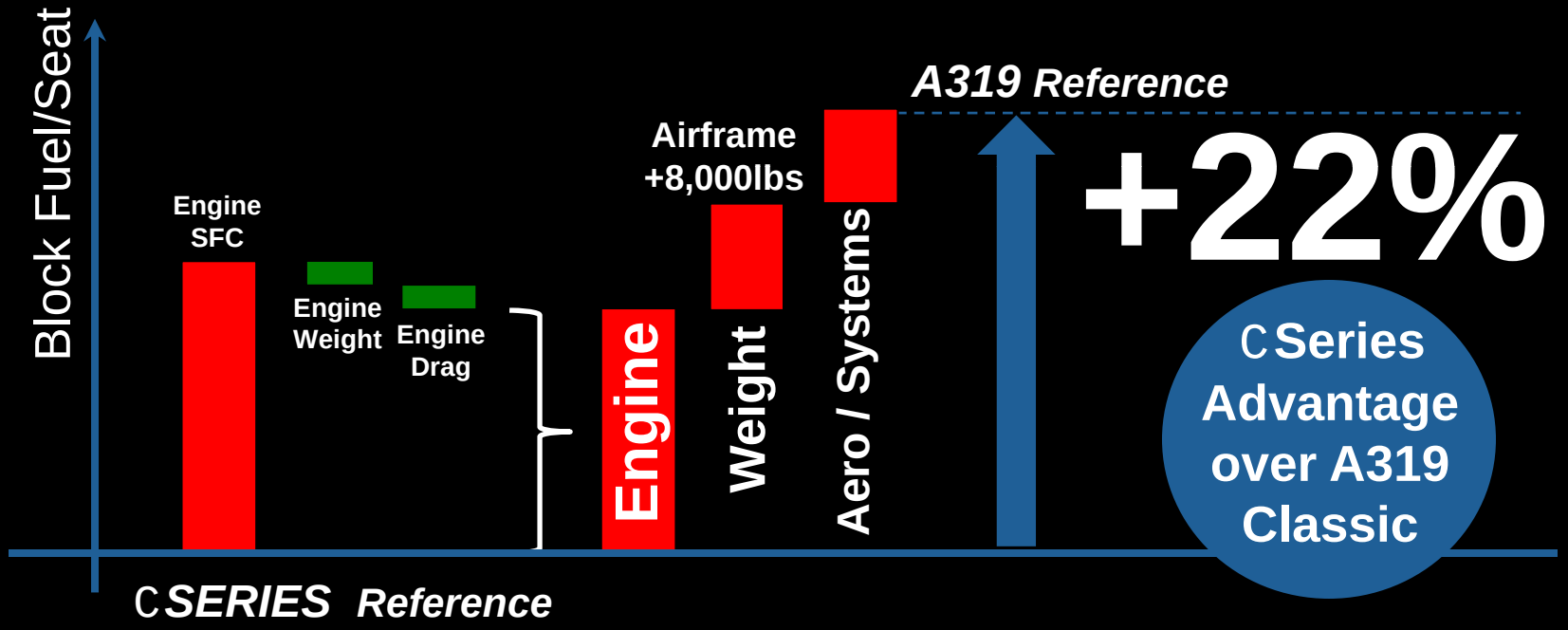
THE CSERIES MAINTAINS A 20%+ FUEL BURN ADVANTAGE



500 nm, per seat

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A GREAT ENGINE
IS HALF OF THE SOLUTION

PurePower®
PW1000G

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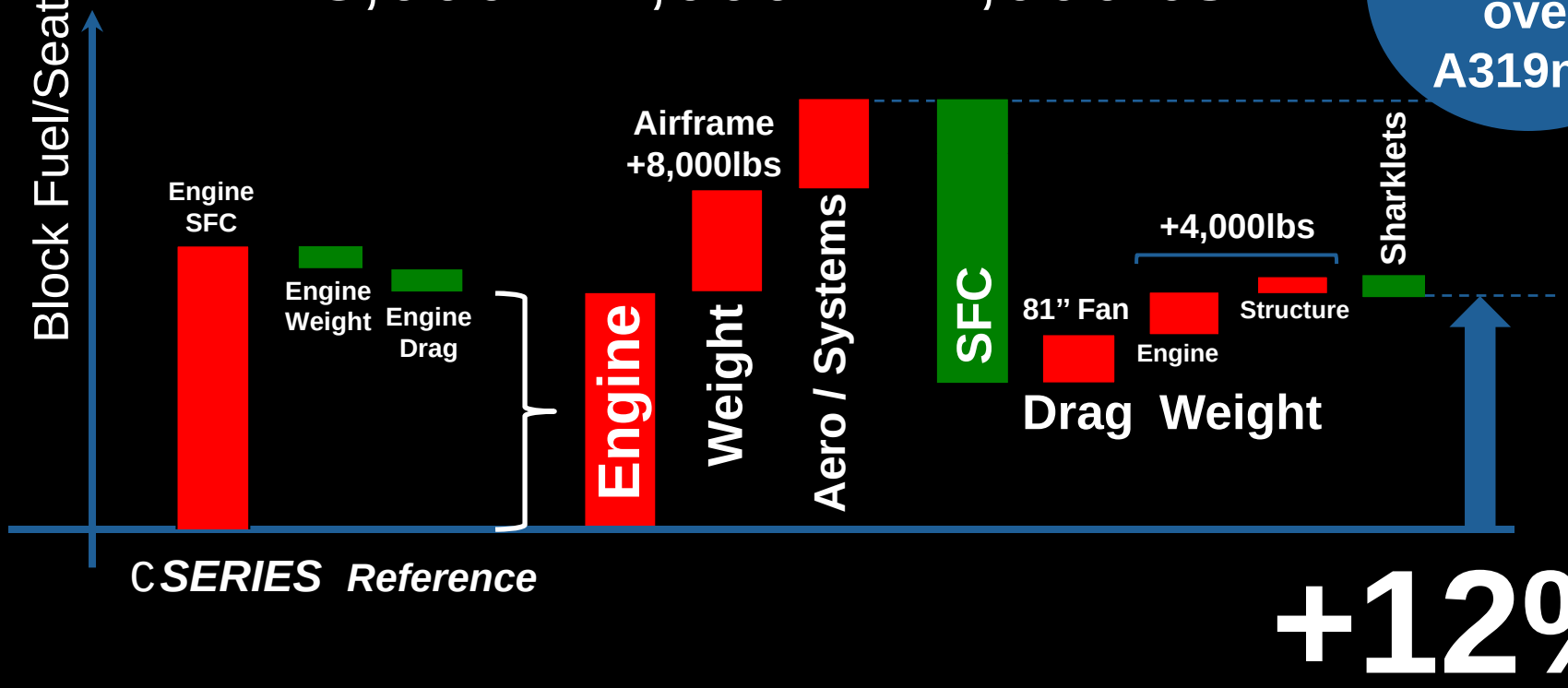
COMPROMISES
DO NOT PROVIDE THE SAME BENEFIT

8,000 + 4,000 = 12,000lbs…

CSeries Advantage over A319neo



+12%

500 nm, per seat

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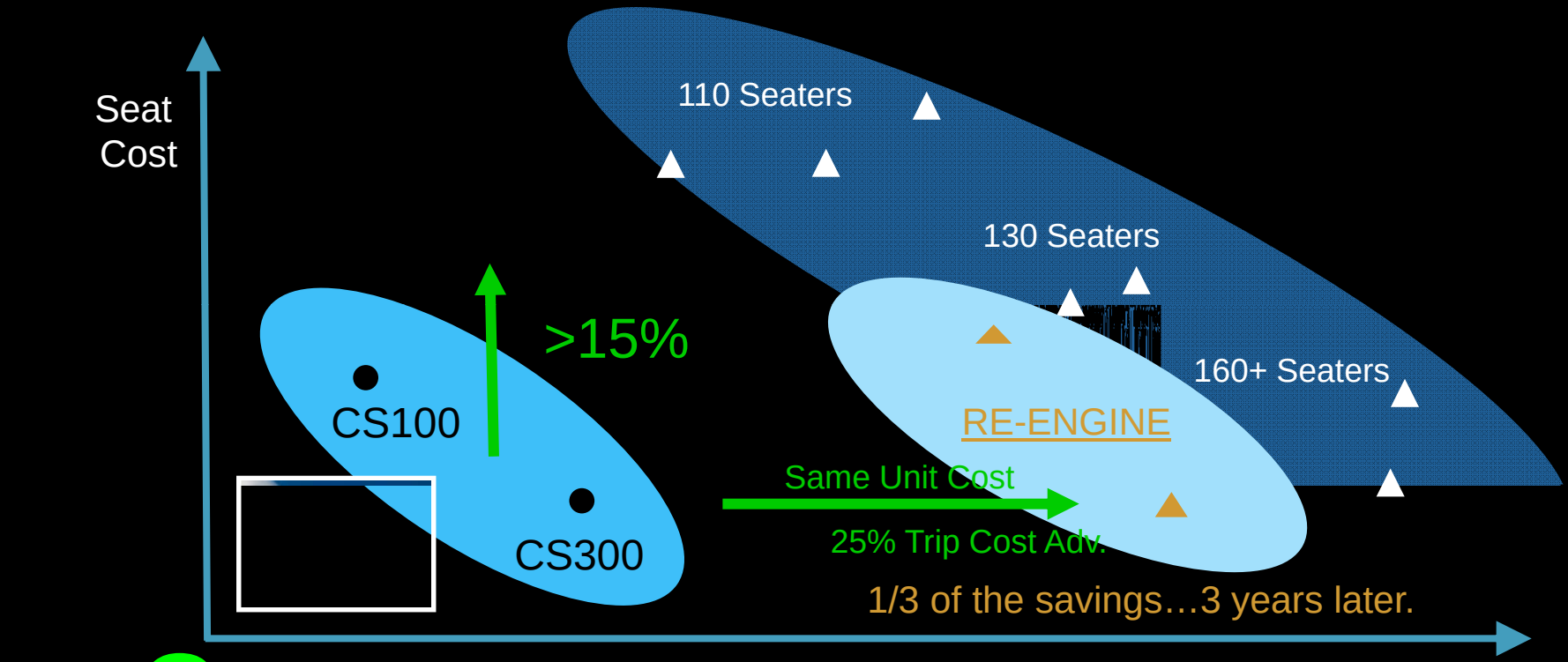
C *SERIES* – AN ALL NEW POINT OF VIEW



- New Engine 3
- New Systems
- Optimized Installation 3
- Clean Sheet Aerodynamics
- Advanced Material 3
- 20% Fuel Savings 3

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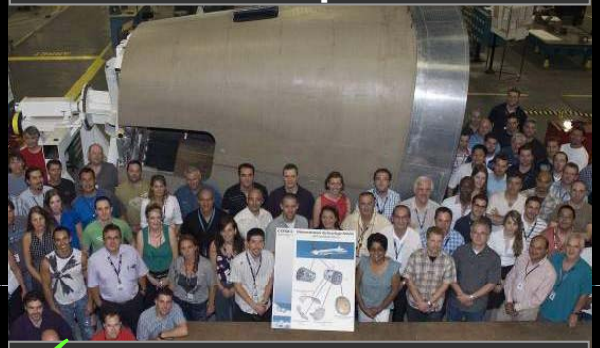
TECHNOLOGIES RISK MITIGATION

SIX KEY TECHNOLOGIES DEMONSTRATED IN 2010

✓ 150% limit load tested

✓ Production proven



✓ Mature fly-by-wire

✓ Successful wing joining

✓ 120,000+ fuselage cycles

✓ CSeries engine: ~200 hrs

COMPOSITE WING (RTI PROCESS)	WING JOINING DEMO	COMPOSITE REAR FUSELAGE	AL-LI CENTER FUSELAGE	FLY-BY-WIRE CONTROLS	PUREPOWER® PW1524G ENGINE

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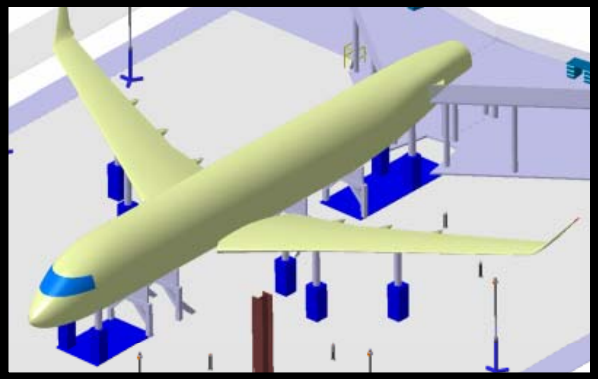
PROCESSES, TOOLS, AND FACILITIES

ADVANCING THE STATE OF THE ART



OUR CIASTA BUILDING IN MIRABEL

OUR FINAL LINE IN MIRABEL

OUR MFG SITE IN ST-LAURENT

BELFAST CENTRE OF EXCELLENCE

PARTNER SAC SITE IN SHENYANG

PARTNER PWC SITE IN MIRABEL

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STRONG WORLDWIDE GOVERNANCE

TIER 1 SUPPLIERS AND BOMBARDIER EMPLOYEES

AleniaAeronautica		BOMBARDIER	CAE	Esterline (Korry Electronics)
Vertical & Horizontal Stabilizers	Center Fuselage, Center Wing Box, Doors	Wing, Cockpit, Rear Fuselage	Simulation Tools (ESIM) Fixed Flight Simulator (FFS)	Cockpit Control Panel
FALGAYRAS	Fokker Elmo	GOODRICH	Hamilton Sundstrand	Honeywell
Wipers	Wiring	Flap/Slat, Ice Detection, Lighting, Air Data, Crew Seat	Electrical System	APU, Emergency Locator, Inertial Reference System
Kidde Aerospace & Defense	L3 communications	LIEBHERR	MEGGiTT	MICHELIN
Fidex	Flight Data & Cockpit Voice Recorder	Air Management System, Landing Gear	Brake Control System, TPIS	Tires
MPC WOODWARD	Panasonic Panasonic Avionics Corporation	Parker	Pratt & Whitney	RioTinto Alcan
Throttle Quadrant Assembly, Rudder Pedals	Cabin Management System	Fly-by-Wire, Hydraulics, Fuel & Inerting	PurePower™ PW1500G Engine	Aluminum Lithium
Rockwell Collins	senior Aerospace	SONACA	SPIRIT AEROSYSTEMS	C&D ZODIAC
Avionics, Primary Flight Control Computers	ECS LP & HP Ducting	Wing Ice Protection	Pylons	Interiors

CSERIES SUPPLIERS + CSERIES EMPLOYEES

EFFECTIVE TEAMWORK ENABLED BY STRONG AND PROVEN GOVERNANCE AND COLLABORATIVE TOOLS

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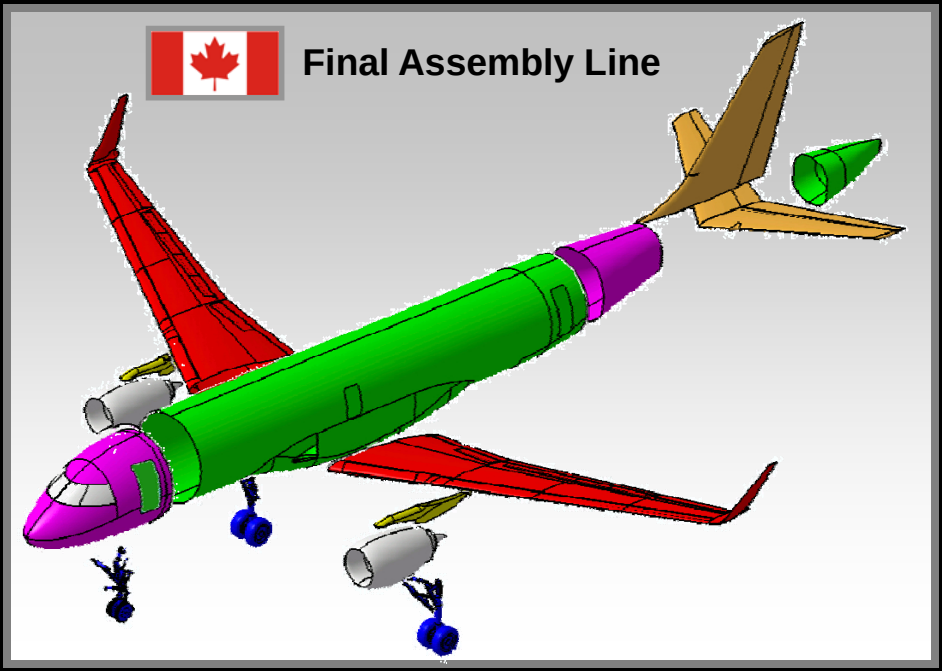
SUPPLY CHAIN INTEGRATION

LEVERAGING BOMBARDIER'S VAST EXPERIENCE



Propulsion	Pratt & Whitney, LIEBHERR, MPC, senior Aerospace, SPIRIT AEROSYSTEMS, Honeywell, WOODWARD, Parker, GOODRICH, Kidde Aerospace & Defense, SONACA
Mechanical	Parker, GOODRICH, MEGGiTT, Rockwell Collins, MICHELIN, LIEBHERR
Interiors	ZODIAC AEROSPACE, GOODRICH, Panasonic Panasonic Avionics Corporation
Avionics/ Electrical	Rockwell Collins, GOODRICH, Honeywell, Fokker Elmo, Esterline Korry Electronics, Hamilton Sundstrand, L3 communications, FALGAYRAS
Structures	AVIC SHENYANG AIRCRAFT CORPORATION, RioTinto Alcan, AleniaAeronautica, BOMBARDIER
Sim/Test/ Cert	CAE

RIGOROUS SUPPLIER GOVERNANCE TO ENSURE A SUCCESSFUL

INTERNATIONAL

AIRCRAFT PROGRAM

BOMBARDIER

WE MAKE MEASUREABLE PROGRESS EVERY DAY

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LEADING IN THE NEW REALITY.

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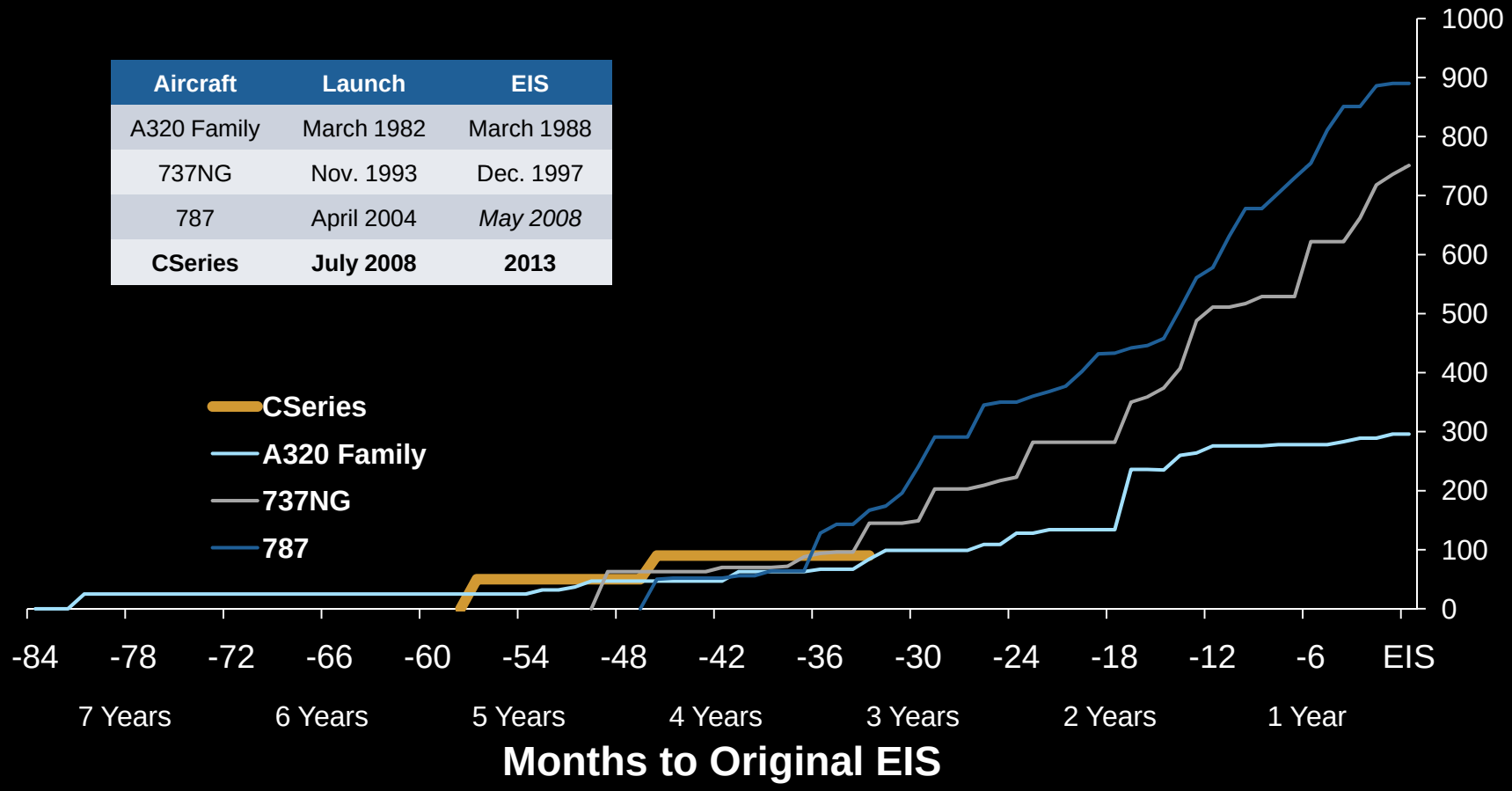
WE ARE TRACKING
RIGHT WHERE WE SHOULD BE

Program Orders Prior to EIS

Aircraft	Launch	EIS
A320 Family	March 1982	March 1988
737NG	Nov. 1993	Dec. 1997
787	April 2004	*May 2008*
CSeries	**July 2008**	**2013**



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Source: OAG Aviation, Company Reports

WE ARE A LEADING PROVIDER OF SOLUTIONS

Q-Series

1,077 orders

CRJ Series

1,705 orders

CSeries

90 orders

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Order totals as of January 31, 2011

GREAT MINDS
THINK AHEAD.

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