CANADIAN ARIZONA BUSINESS COUNCIL

BOMBARDIER OVERVIEW

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December 1st 2017

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Caution Regarding Forward-Looking Statements

This presentation includes forward-looking statements, which may involve, but are not limited to: statements with respect to the Corporation's objectives, guidance, targets, goals, priorities, 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; competitive position; the expected impact of the legislative and regulatory environment and legal proceedings on the Corporation's business and operations; available liquidities and ongoing review of strategic and financial alternatives; the impact and expected benefits of the investment by the Government of Québec in the C Series Aircraft Limited Partnership and of the private placement of a minority stake in Transportation by the CDPQ on the Corporation's operations, infrastructure, opportunities, financial condition, access to capital and overall strategy; and the impact of such investments on the Corporation's balance sheet and liquidity position.

Forward-looking statements can generally be identified by the use of forward-looking terminology such as "may", "will", "shall", "can", "estimate", "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 management 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 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.

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 the Corporation's business environment (such as risks associated with the financial condition of the airline industry, business aircraft customers, and the rail industry; trade policy; increased competition; political instability and force majeure), operational risks (such as risks related to developing new products and services; development of new business; the certification and homologation of products and services; fixed-price and fixed-term commitments and production and project execution; pressures on cash flows based on project-cycle fluctuations and seasonality; the Corporation's ability to successfully implement and execute its strategy and transformation plan; 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; reliance on information systems; reliance on and protection of intellectual property rights; 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 Management's Discussion and Analysis (MD&A) of the Corporation's financial report for the fiscal year ended December 31, 2016. For additional information with respect to the assumptions underlying the forward-looking statements made in this presentation, refer to the Guidance and forward-looking statements sections in Overview, Business Aircraft, Commercial Aircraft, Aerostructures and Engineering Services and Transportation in the MD&A of the Corporation's financial report for the fiscal year ended December 31, 2016.

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 management's 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.

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All amounts in this presentation are expressed in U.S. dollars unless otherwise indicated.
This presentation should be read in conjunction with the Corporation's first quarter report 2017 Financial Report.
This presentation contains both IFRS and non-GAAP measures. Non-GAAP measures are defined and reconciled to the most comparable IFRS measures in the Corporation's first quarter report 2017 and at the end of this presentation. See Caution regarding non-GAAP measures at the end of this presentation.

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AGENDA

- HISTORY
- OVERVIEW OF THE BUSINESS SEGMENTS
- FOCUS ON CRJ SERIES AND C SERIES
- BOMBARDIER IN THE USA & ARIZONA
- Q&A

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Entrepreneurial Roots

Founder Joseph-Armand Bombardier, inventor & entrepreneur

Pioneered motorized transport solutions for snow-covered terrain

Core vision – Mobility solutions providing public benefit & social utility

70 years connecting communities with vehicles, trains and planes

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Bombardier evolution timeline

Built on ingenuity

1942-73

- Company start-up
- Development of passenger and personal snowmobiles

1974-85

- Diversification into mass transit market

1986-93

- Entry into aerospace through Canadair acquisition

1993-2003

- *CRJ Series*, *Global Express*, *Challenger 300*
- Tilting train, AGC
- Sale of Recreational Products business unit

2003 -

- *CRJ1000*, *CRJ & Q400 Next Gen*, *C Series*, *Global 7000/8000*
- New aerospace manufacturing centres in Mexico and Morocco
- Hybrid AGC, *ZEFIRO*, *ECO4*, *PRIMOVE*
- Sale of Flexjet activities
- Reorganization into business segments

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Corporate structure

Global aerospace and rail transportation leader with scale and diversified revenues

REVENUES

TRANSPORTATION

$7.6B

BUSINESS AIRCRAFT

$5.7B

COMMERCIAL AIRCRAFT

$2.6B

AEROSTRUCTURES

$1.5B

Revenues of $16.3B in 2016

Note: Revenues are for the fiscal year ended December 31, 2016.

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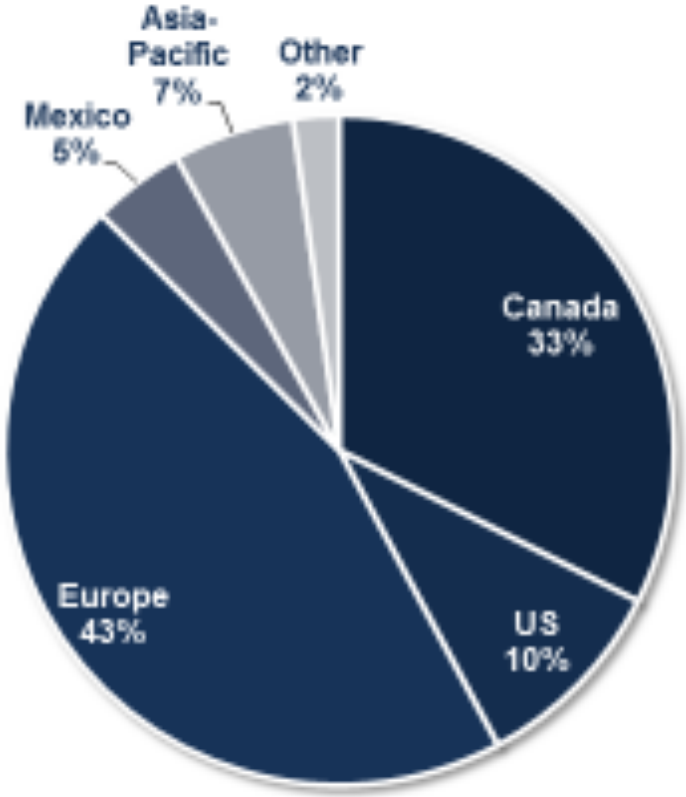
A global company

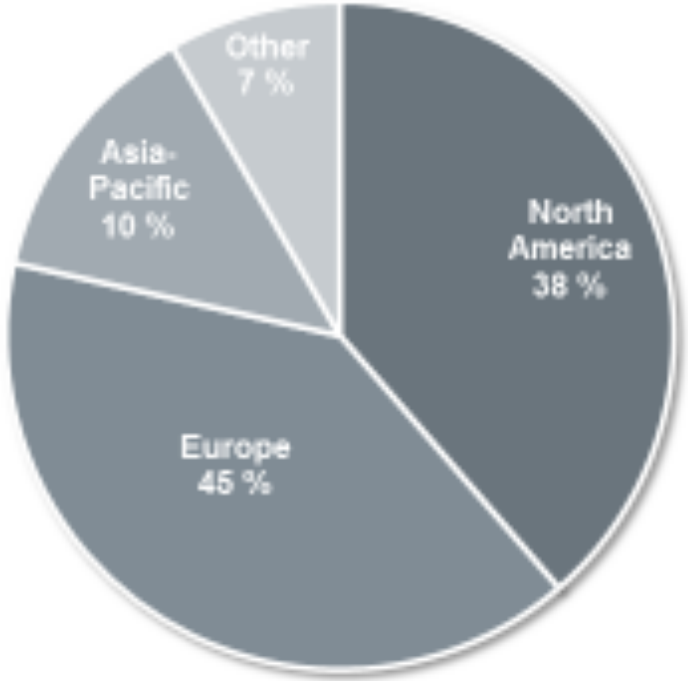
Geographically balanced footprint and revenues

Employees[1]



66,000 employees

Revenues[2]



$16.3B in revenues

1. As at December 31, 2016
2. For the fiscal year ended December 31, 2016

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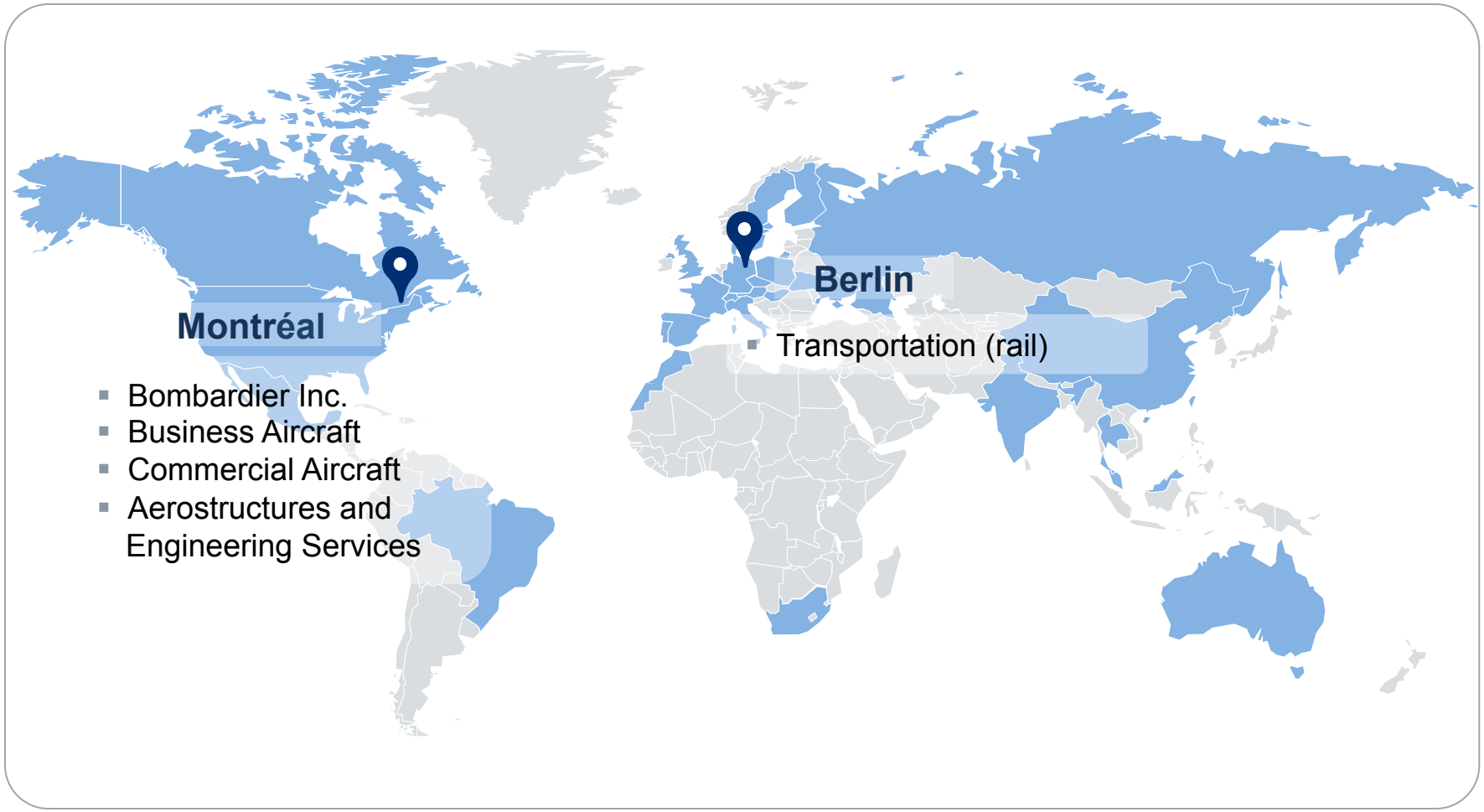
A worldwide presence

73 production and engineering sites in 29 countries



Note: Number of production and engineering sites as at December 31, 2016.

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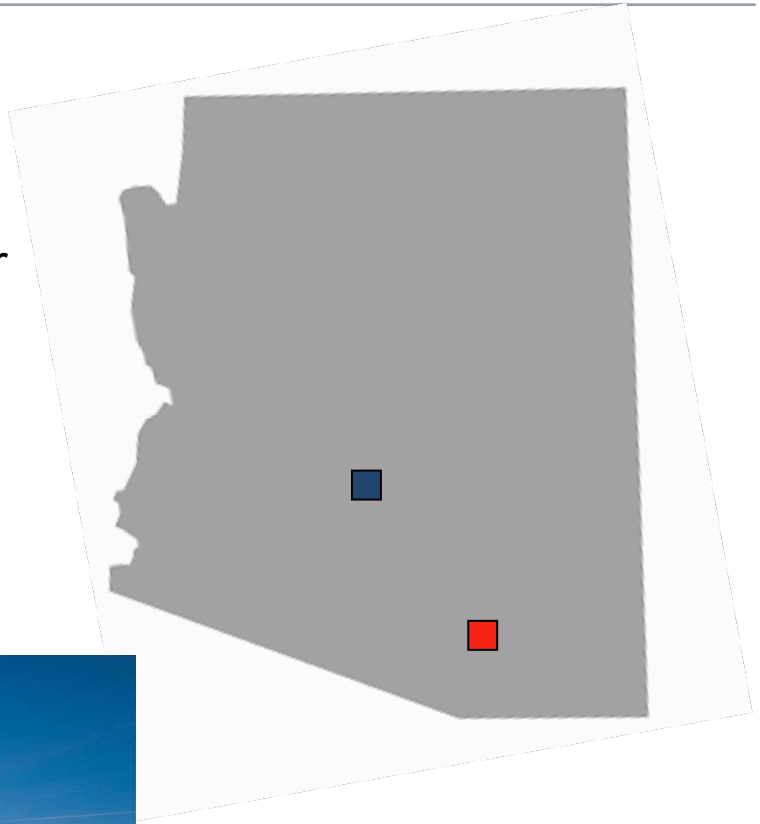
Bombardier in Arizona

A focus on after-market services

Two Locations

- Aircraft Service Center (Tucson International Airport)
- Sky Train Operations & Maintenance Center (Phoenix Sky Harbor International Airport)



Economic Impact

- More than 1,000 direct jobs
- $322M spent with Arizona suppliers (2016)

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Commercial aircraft overview

Leading portfolio in the 60- to 150-seat market

Products

- C Series single-aisle jets
  - *CS100 / CS300*
- CRJ Series regional jets
  - *CRJ700 / CRJ900 / CRJ1000*
- Q Series turboprops
  - *Q400*
- Specialized aircraft
- Customer services

Revenues[1]	Backlog[2]	Employees[2]
$2.6B	436 units	5,350

1. For the fiscal year ended December 31, 2016
2. As of December 31, 2016

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Business Aircraft overview

A world-class franchise

Products

- Large business jets
  - *Global 5000/6000, 7000/8000*
- Medium business jets
  - *Challenger 350, 650*
- Light business jets
  - *Learjet 70/75*
- Customer services

Revenues[1]	Backlog[2]	Employees[2]
$5.7B	$15.4B	9,400

1. For the fiscal year ended December 31, 2016
2. As of December 31, 2016

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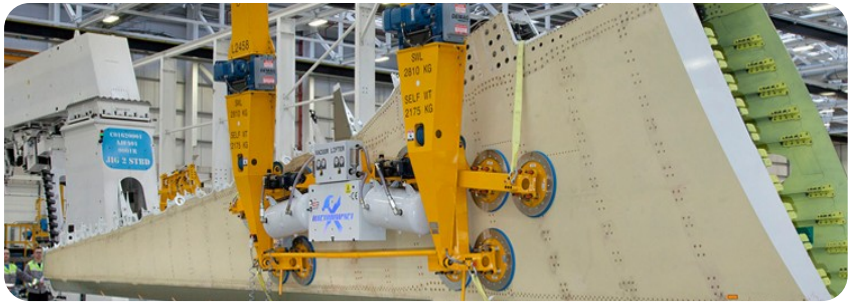
Aerostructures and Engineering Services overview

World-class Tier-1 capabilities



Products

- Aerostructures
- System components
- Engineering solutions
- Aftermarket support

Revenues[1]	External Order Backlog[2]	Employees[2]
$1.5B	$42M	10,000

1. For the fiscal year ended December 31, 2016, including intersegment revenues
2. As of December 31, 2016

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Bombardier Transportation (BT)

A leader in the rail transportation industry

Products

- Rail vehicles (urban and intercity)
- Transportation systems
- Locomotives and equipment
- Rail control solutions
- Services, operations and maintenance

Revenues[1]	Backlog[2]	Employees[2]
$7.6B	$30.1B	37,150

1. For the fiscal year ended December 31, 2016
2. As of December 31, 2016

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THANK YOU - AIR CANADA & WESTJET

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THE WORLD'S MOST SUCCESSFUL REGIONAL AIRCRAFT FAMILY

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CRJ NEW CABIN:
NEW, MODERN CABIN DESIGN

WIDER AISLE

MORE LIVING SPACE

ENHANCED BIN SPACE

MOOD LIGHTING

IN-SEAT POWER

WI-FI CONNECTIVITY

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CRJ NEW CABIN:
MORE ON-BOARD STORAGE

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THE ONLY AIRCRAFT OPTIMIZED FOR THE SMALL SINGLE AISLE MARKET

18% LOWER COST PER PAX
THAN LARGER RE-ENGINED AIRCRAFT

LOWEST FUEL BURN AT 2L PER PAX/100 KM

UNRIVALED PASSENGER EXPERIENCE WITH 19 IN WIDE SEAT

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C SERIES: A DIVERSIFIED CUSTOMER BASE

360+ ORDERS

INCLUDING

VARIOUS BUSINESS MODELS

KEY ALLIANCES & GROUPS

MATURE & GROWTH MARKETS

November 2017

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C SERIES: SUCCESSFUL ENTRY INTO SERVICE

20 AIRCRAFT IN SERVICE

OVER **23,000** REVENUE FLIGHTS

OVER **2.5** MILLION PASSENGERS

UP TO **17** FH / DAY PER AIRCRAFT

UP TO **10** LEGS/DAY

As of November 2017

EXPANDING GLOBAL PRESENCE

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UNRIVALED PASSENGER EXPERIENCE

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THE C SERIES CABIN

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THE C SERIES CABIN

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BOMBARDIER AND AIRBUS C SERIES PARTNERSHIP AGREEMENT

- On October 16, 2017 we announced that Airbus will acquire a majority stake in the C Series Aircraft Limited Partnership (CSALP).
- C Series operators will benefit from Airbus' extensive customer support network. Airbus' extensive sales and marketing network will be leveraged to address the 100-150 seat market segment potential
- Significant value creation is expected for our customers.

Subject to regulatory review and approvals

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Airbus-Bombardier C Series Partnership

Brings together two complementary product lines

- Will generate significant commercial momentum and unlock full potential of C Series program

Leverages/combines:

- Reach and scale of Airbus global sales, marketing and customer support capabilities, as well as advanced supply chain expertise, with …
- Bombardier's newest aircraft family

Increases access to promising market niche

- 100-150 seat market segment projected to represent 6,000+ new aircraft over the next 20 years
- Partnership very well received by the market to date

Benefits the US

- Will expand Airbus US industrial footprint with second C Series final assembly line at Mobile, AL
- Adds to already positive C Series US impact story -- More than half the components on each C Series aircraft come from US suppliers

Reinforces C Series program globally, including operations in Canada and the U.K.

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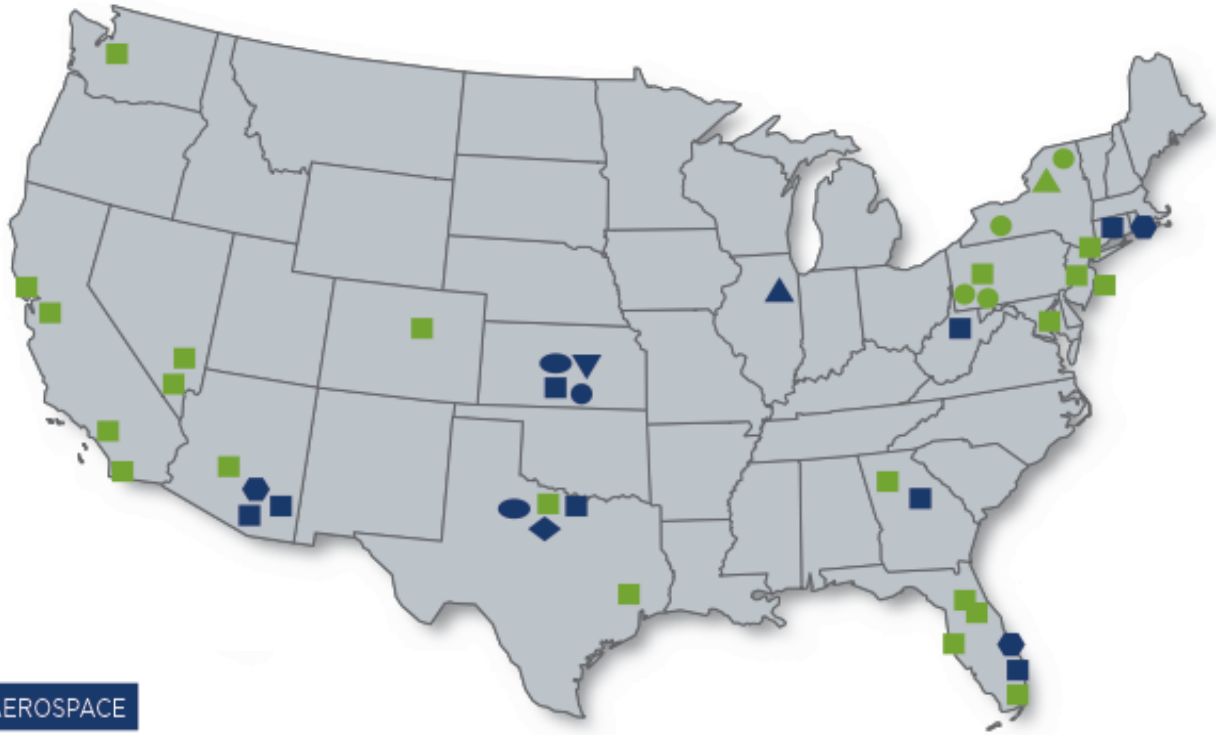
Bombardier in the United States



AEROSPACE
- Manufacturing Site
- Aircraft Service Center
- Business Aircraft Training Center
- Parts Distribution Center
- Component Repair and Overhaul Center
- Worldwide Flight Test Center
- Regional Support Office

RAIL TRANSPORTATION
- Manufacturing / Equipment Refurbishment Site
- Operations, Maintenance and Technical Support
- Parts Distribution Center

7,000 JOBS
across 17 states

$14B SPEND WITH U.S. SUPPLIERS
2012-2016

$3B IN DIRECT U.S. EXPORTS*
2012-2016

$11.5B IN INDIRECT EXPORTS**
2012-2016

$1.6B INVESTED IN U.S. OPERATIONS
2012-2016

*Export sales generated by U.S. activities
**Export sales generated through procurement activities of Bombardier's international operations

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Extensive Footprint in the United States

Installed product base

3,700+ aircraft

5,000+ rail vehicles

Long-term investment in US market

- Four manufacturing facilities (1 aircraft/3 rail)
- 28 service and support centers (aircraft/rail)
- Two component repair and overhaul facilities
- Two parts distribution centers
- Equipment refurbishment center
- Bombardier global flight test center
- Flight training center

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Q&A

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