



ICAO UNITING AVIATION



END-OF-LIFE AT BOMBARDIER

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ICAO HQ, Montréal, Canada

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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.

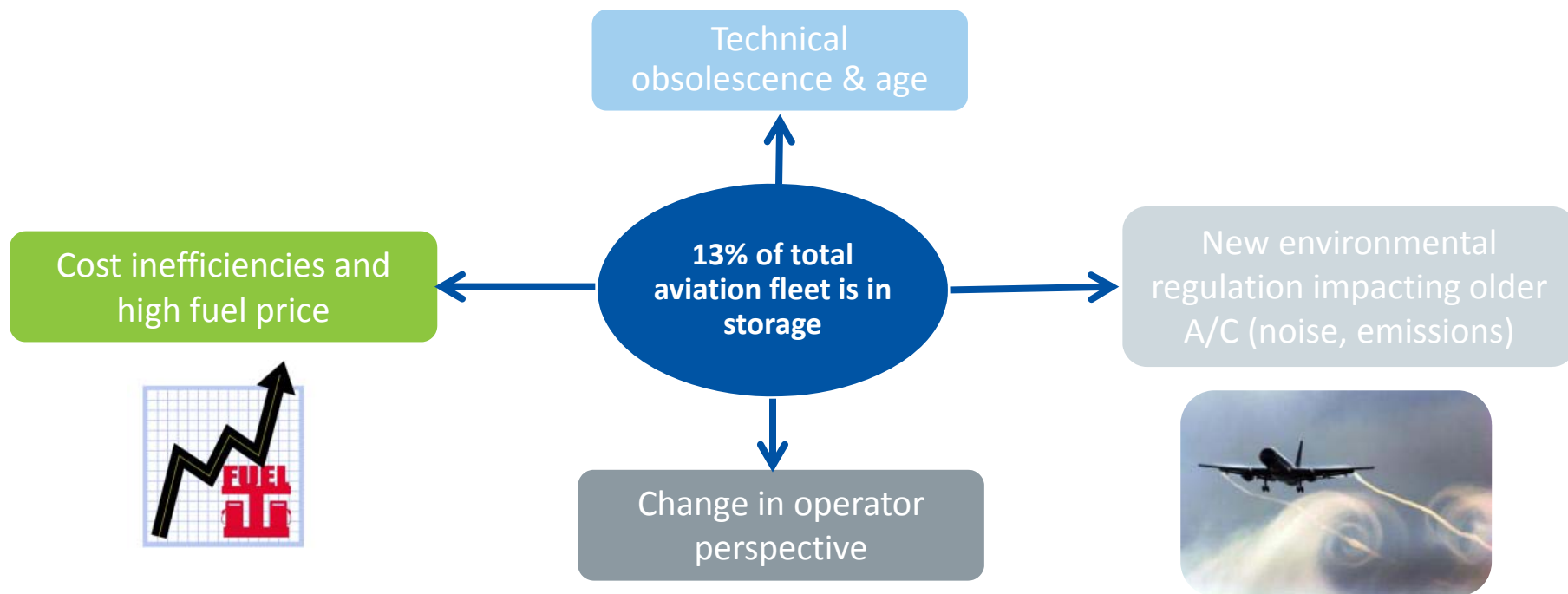
CAUTION REGARDING NON-GAAP EARNINGS MEASURES

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.



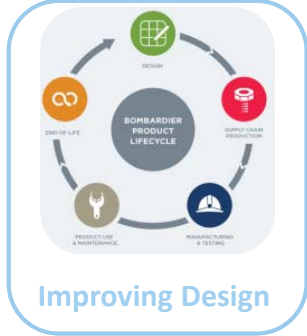
THE NEED FOR AIRCRAFT RETIREMENT





WHAT BOMBARDIER WANTS TO ACHIEVE ?

TOWARDS 100% RECOVERABILITY OF RETIRED AIRCRAFT





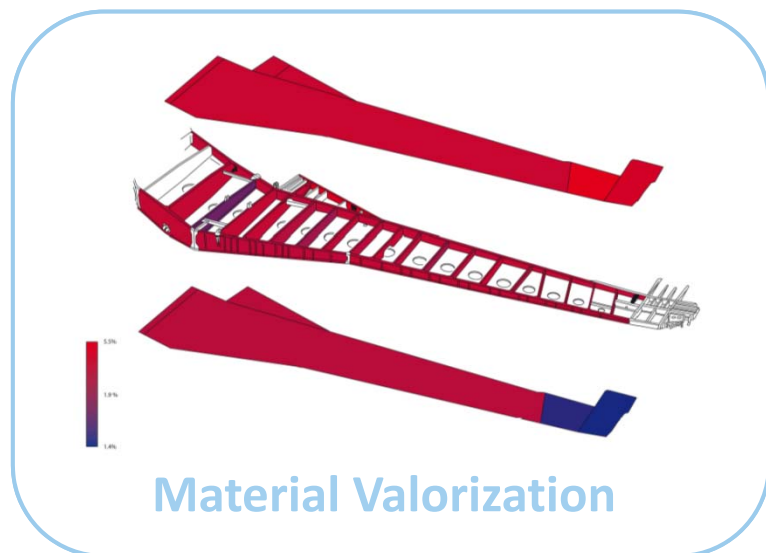
REUSE OF PARTS



- Partnership with an external partner to “part-out” reusable and valuable parts from the aircraft
- Strictly controls distribution of re-used parts
- Verified as a recognised process through AFRA



ADDING VALUE TO RECYCLED MATERIALS

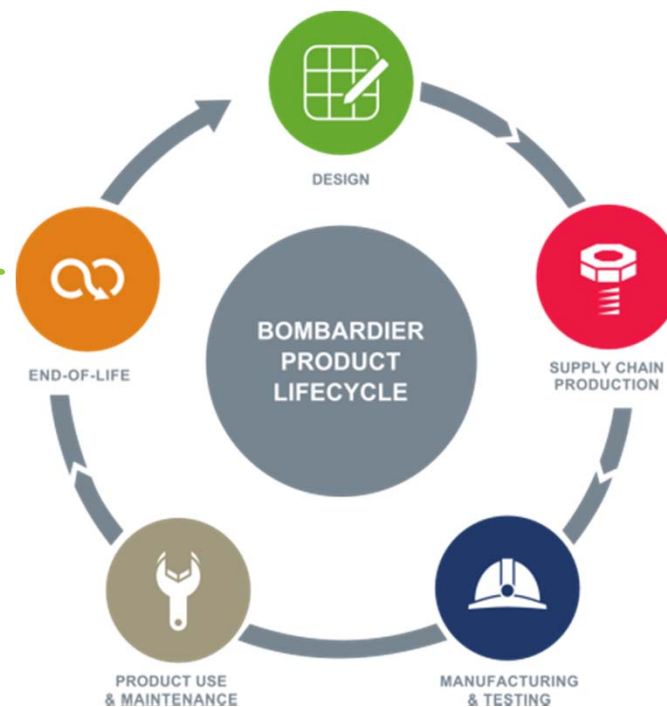


- Better materials separation to increase value of aluminum
- Dealing with “novel” materials
- Determining economic value of doing this



TOWARDS DESIGN FOR END-OF-LIFE

Apply lessons learned to be incorporated into future design (e.g. reduced complexity, reduced material mixing)





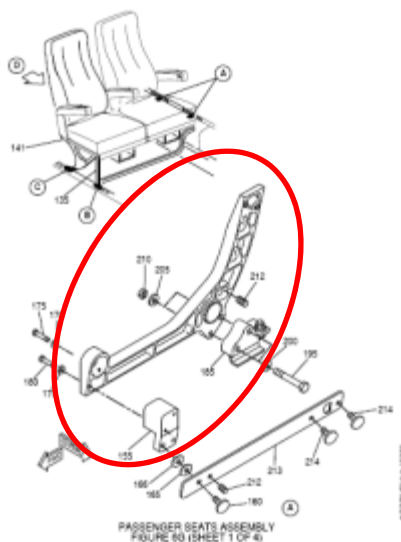
REIMAGINING AIRCRAFT INTERIORS INTO USABLE PRODUCTS



From seats to fashion jackets



REIMAGINING AIRCRAFT INTERIORS INTO USABLE PRODUCTS



From seats to Bicycle (Velair)



BOMBARDIER END OF LIFE PROJECT – ENV 412 WITH CRIAQ





IN CONCLUSION

- Demonstrate our **Extended Producer Responsibility**
- **Bring social, economical and environmental value** to all stages of the life cycle
- Proper **control and safe re-use** of second hand spare parts
- Ability to **report recoverability** through the **Environmental Product Declaration (EPD)**
- **Answer our customer expectations**