

BOMBARDIER



Overview of Bombardier

A global leader in aviation and world-class customer services

March 2022

Bombardier evolution, 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, Global Express, Challenger 300
- Tilting train, AGC
- Adtranz acquisition
- Sale of Recreational Products business



2003-2015

- CRJ1000, CRJ Series & Q400 NextGen
- New aerospace sites in Mexico and Morocco
- ZEFIRO, ECO4, PRIMOVE
- Sale of Flexjet activities



2015 - 2020

- AVENTRA
- CSeries, Global 8000, Global 7500, Global 5500, Global 6500
- Sale of CSeries; CRJ; CL-215, Q400; and Aerostructures
- Exit of A220 - CSeries Aircraft Limited Partnership (CSALP)



2020-Present

- Strategic decision to focus on business aviation with sale of Transportation division to Alstom

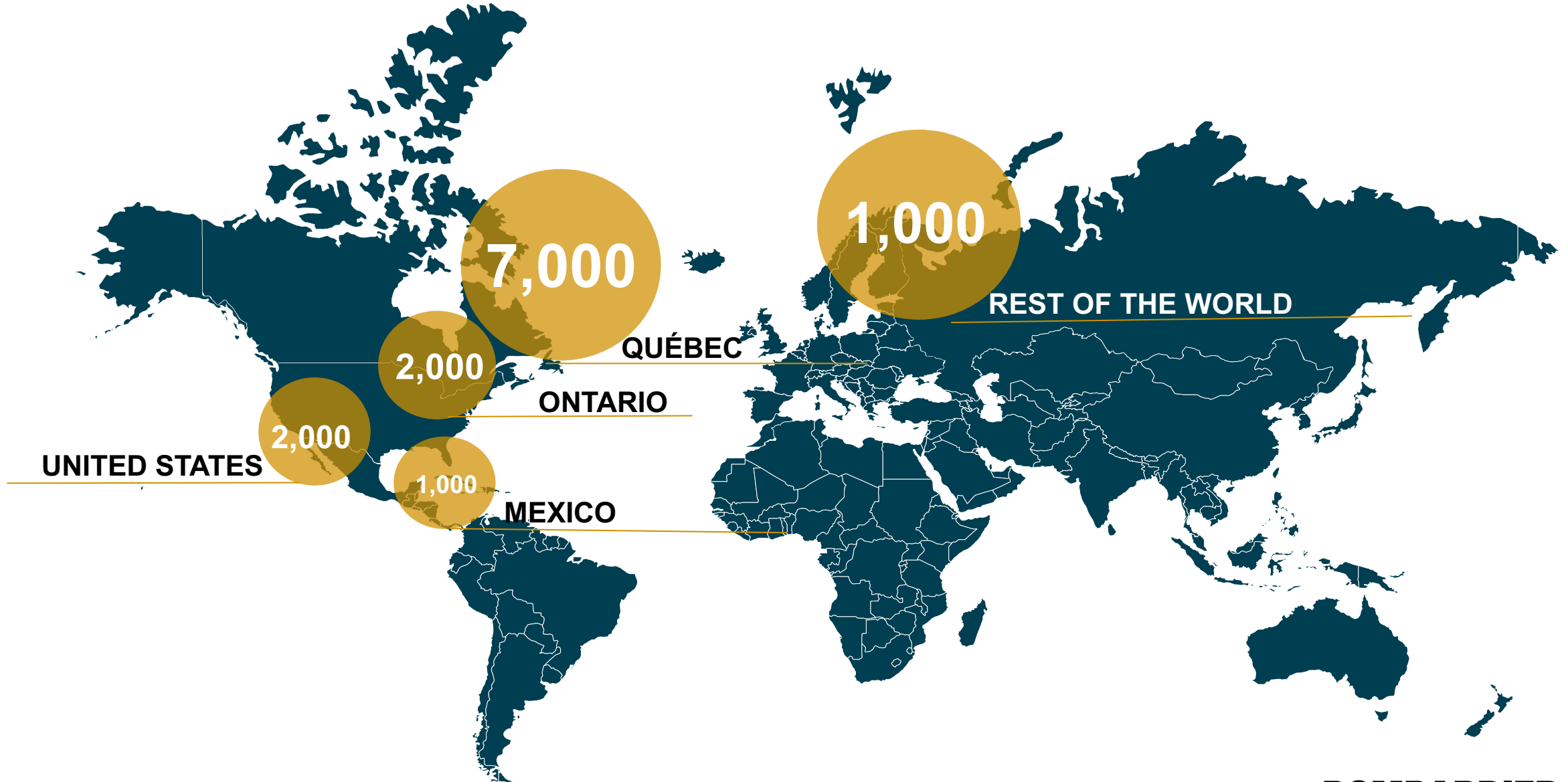


- Bombardier a pure-play business jet company
- Strategic decision to end production of Learjet aircraft end of 2021



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More than **13,000** talented employees around the world



* Approximated figures projected for December 31, 2021 based on Bombardier' employment objectives for the current year.

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Pioneer in sustainability for business aviation

Track Record of Sustainable Investing

- ✓ Led the definition of CO₂ target for Business Aviation Commitment on Climate Change (BACCC) including 50% CO₂ emission reduction by 2050 relative to 2005
- ✓ Led the General Aviation Manufacturers Association (GAMA) Environment Committee for many years
- ✓ Completed first-ever Environmental Product Declaration for *Global 7500*
- ✓ Sustainable aviation fuel (SAF) for demo fleet

Ambitious Goals that Place ESG at Core of our Business

25% reduction in greenhouse gas emissions by 2025

30% reduction in lost time incidents by 2025

> 30% women in management by 2025

> 75% employee engagement score by 2025

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A world-class franchise



Products & Services

- Medium business jets - *Challenger 350, Challenger 650, Challenger 3500 aircraft*
- Large business jets - *Global 5000, Global 5500, Global 6000, Global 6500, Global 7500, Global 8000¹ aircraft*
- Exceptional worldwide Customer Services network
- Specialized aircraft

Revenues

\$7 B

Backlog²

\$11.2 B

Employees³

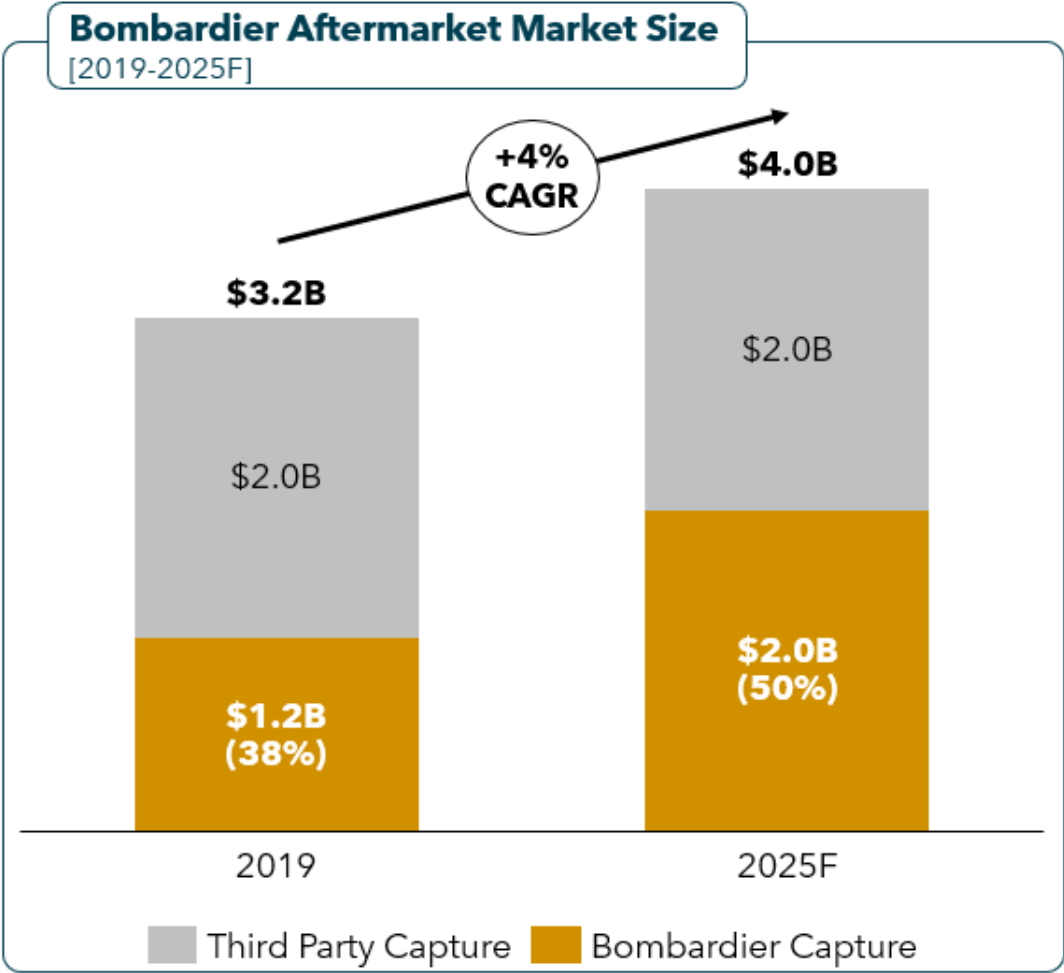
+ 13 000

1. Currently under development. See aircraft disclaimer at the end of the presentation.

2. As of September 30, 2021.

3. Approximated figures projected for December 31, 2021 based on Bombardier's employment objectives for the current year, representing more than 13 000 employees.

Bombardier Aftermarket size expected to grow to \$4B by 2025



Bombardier Aerospace Service Center- Tucson



Bombardier acquired the Tucson Service Center in 1990 after it bought Learjet Corporation

Buildings Sq/ Ft Total-
993,949

BAS Parcels Acreage Total-
120.4

Employees:
300

AZ Suppliers:
138

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Maintenance and Overhaul | 100 + employees

- Bombardier's service center has approvals with Argentina, Bermuda, Canada, Cayman Islands, CAAC, EASA, Guernsey, Hong Kong, India, Mexico, Qatar, Saudi Arabia and South Africa.
- Bombardier recruits highly-skilled mechanics and technicians from Pima Community College's Aviation Technology program

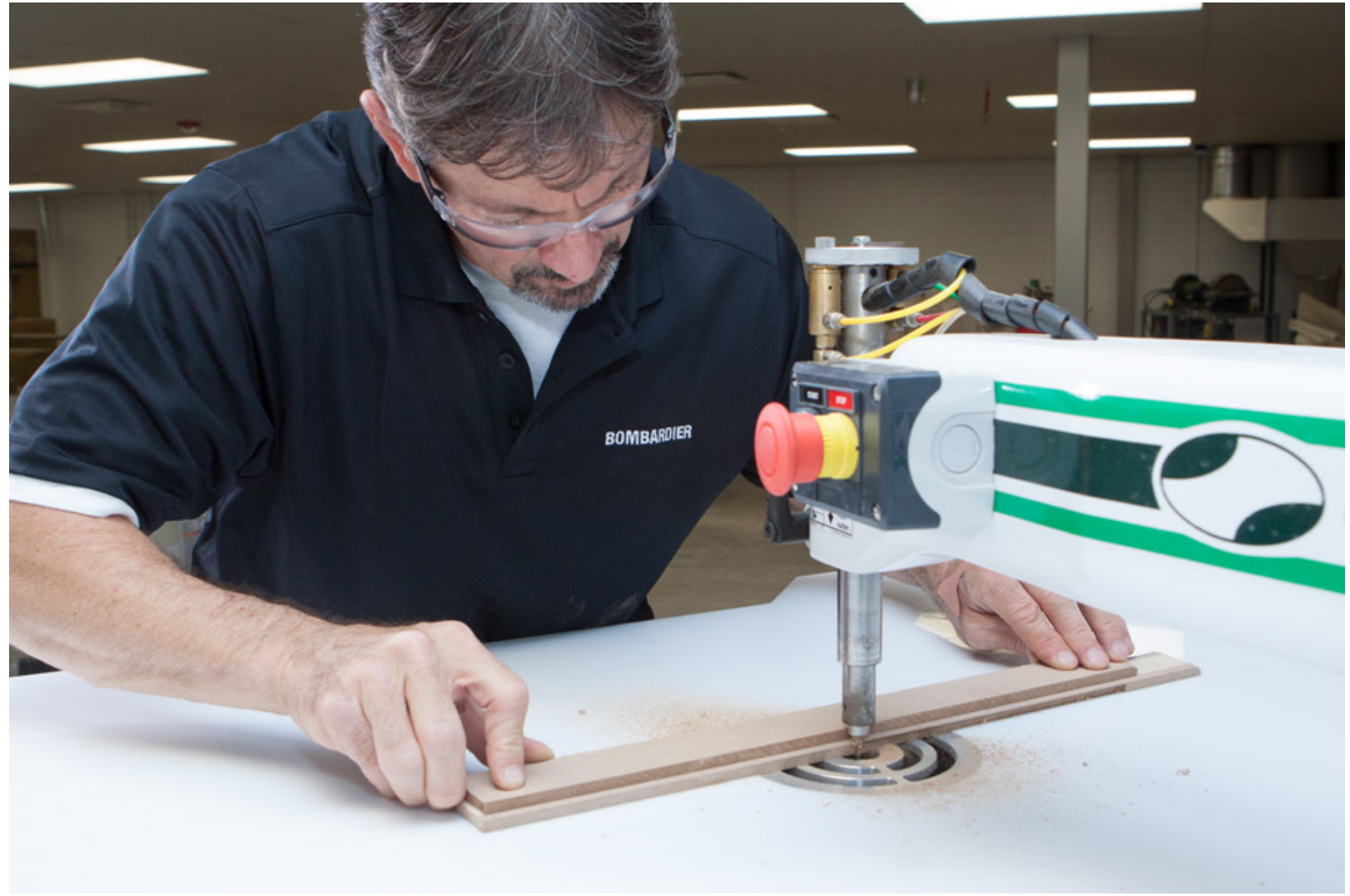


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Cabin Interior Modifications and Design | 60 + employees



Refurbishments – Wood Shop



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Specialized Paint Shop | 35 + employees



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