



Financial Results

For the first quarter ended March 31st, 2023

April 27th, 2023

BOMBARDIER

CAUTION REGARDING FORWARD-LOOKING STATEMENTS

This presentation includes forward-looking statements, which may involve, but are not limited to: statements with respect to our objectives, anticipations and outlook or guidance in respect of various financial and global metrics and sources of contribution thereto, targets, goals, priorities, market and strategies, financial position, financial performance, market position, capabilities, competitive strengths, credit ratings, beliefs, prospects, plans, expectations, anticipations, estimates and intentions; general economic and business outlook, prospects and trends of an industry; customer value; expected demand for products and services; growth strategy; 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 execution of orders in general; competitive position; expectations regarding revenue and backlog mix; the expected impact of the legislative and regulatory environment and legal proceedings; strength of capital profile and balance sheet, creditworthiness, available liquidities and capital resources, expected financial requirements, and ongoing review of strategic and financial alternatives; the introduction of productivity enhancements, operational efficiencies, cost reduction and restructuring initiatives, and anticipated costs, intended benefits and timing thereof; the ability to continue business transition to growth cycle and cash generation; expectations, objectives and strategies regarding debt repayment, refinancing of maturities and interest cost reduction; compliance with restrictive debt covenants; expectations regarding the declaration and payment of dividends on our preferred shares; intentions and objectives for our programs, assets and operations; expectations regarding the availability of government assistance programs; both the repercussions of the COVID-19 pandemic and the impact of the ongoing military conflict between Ukraine and Russia on the foregoing and the effectiveness of plans and measures we have implemented in response thereto; and expectations regarding the strength of the market, inflationary and supply chain pressures, and ongoing economic recovery in the aftermath of the COVID-19 pandemic.

Forward-looking statements can generally be identified by the use of forward-looking terminology such as “may”, “will”, “shall”, “can”, “expect”, “estimate”, “intend”, “anticipate”, “plan”, “foresee”, “believe”, “continue”, “maintain” or “align”, the negative of these terms, variations of them or similar terminology. Forward-looking statements are presented for the purpose of assisting investors and others in understanding certain key elements of our current objectives, strategic priorities, expectations, guidance, outlook and plans, and in obtaining a better understanding of our business and anticipated operating environment. Readers are cautioned that such information may not be appropriate for other purposes.

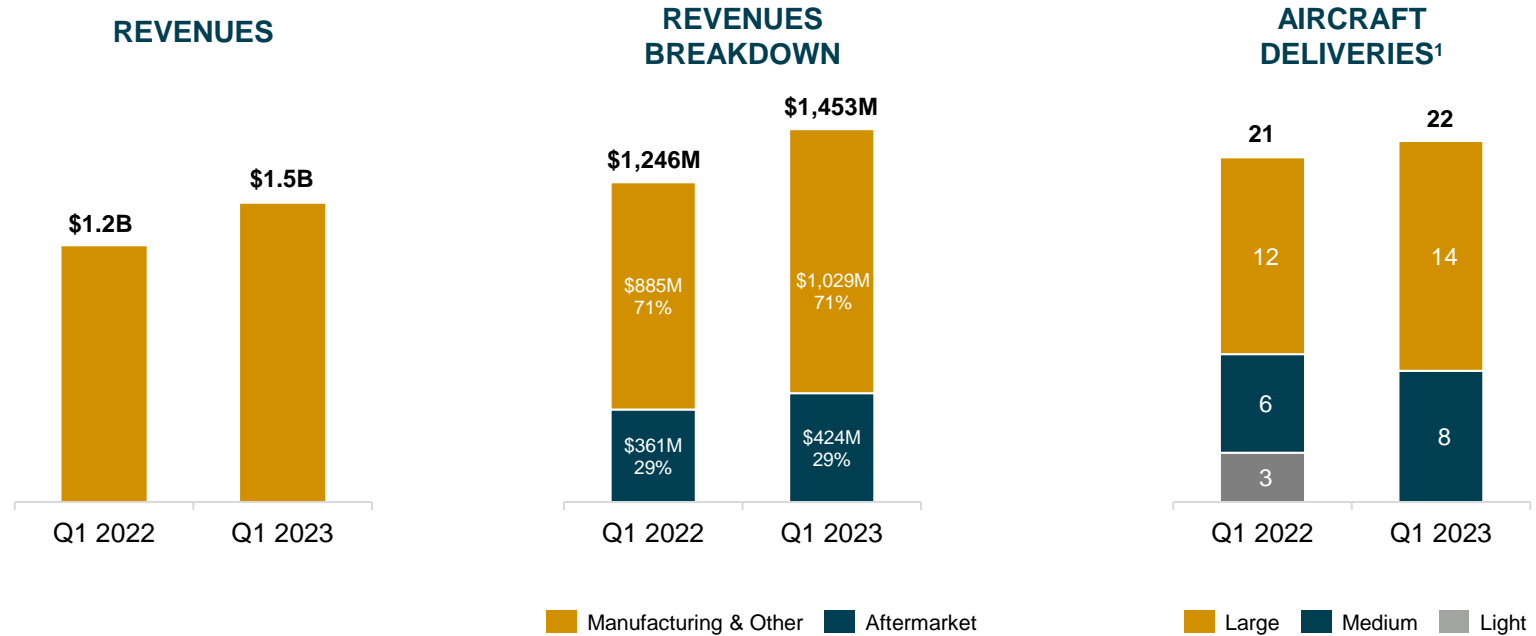
By their nature, forward-looking statements require management to make assumptions and are subject to important known and unknown risks and uncertainties, which may cause our actual results in future periods to differ materially from forecast results set forth in forward-looking statements. While management considers these assumptions to be reasonable and appropriate based on information currently available, there is risk that they may not be accurate. The assumptions underlying the forward-looking statements made in this presentation include the following material assumptions: growth of the business aviation market and the Corporation's share of such market; proper identification of recurring cost savings and executing on our cost reduction plan; optimization of our real estate portfolio, including through the sale or other transactions in respect of real estate assets on favorable terms; and access to working capital facilities on market terms. For additional information, including with respect to other assumptions underlying the forward-looking statements made in this presentation, refer to the Forward-looking statements - Assumptions section hereinafter. Given the impact of the changing circumstances surrounding both the repercussions of the COVID-19 pandemic and the ongoing military conflict between Ukraine and Russia, including because of the emergence of COVID-19 variants and the imposition of financial and economic sanctions and export control limitations, and the related response from the Corporation, governments (federal, provincial and municipal, both domestic, foreign and multinational inter-governmental organizations), regulatory authorities, businesses, suppliers, customers, counterparties and third-party service providers, there is inherently more uncertainty associated with the Corporation's assumptions as compared to prior years.

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; operational risks (such as risks related to development of new business; order backlog; deployment and execution of our strategy, including cost reductions and working capital improvements and manufacturing and productivity enhancement initiatives; developing new products and services; the certification of products and services; pressures on cash flows and capital expenditures, including due to seasonality and cyclicity; doing business with partners; product performance warranty and casualty claim losses; environmental, health and safety concerns and regulations; dependence on limited number of contracts, customers and suppliers, including supply chain risks; human resources including the global availability of a skilled workforce; reliance on information systems (including technology vulnerabilities, cybersecurity threats and privacy breaches); reliance on and protection of intellectual property rights; reputation risks; adequacy of insurance coverage; risk management; and tax matters); financing risks (such as risks related to liquidity and access to capital markets; substantial debt and interest payment requirements, including execution of debt management and interest cost reduction strategies; restrictive and financial debt covenants; retirement benefit plan risk; exposure to credit risk; and reliance on government support); risks related to regulatory and legal proceedings; business environment risks (such as risks associated with the financial condition of business aircraft customers; trade policy; increased competition; political instability; financial and economic sanctions and export control limitations; global climate change; and force majeure events); market risks (such as foreign currency fluctuations; changing interest rates; increases in commodity prices; and inflation rate fluctuations); and other unforeseen adverse events. For more details, see the Risks and uncertainties section in Other in the Management discussions & analysis (MD&A) for the first quarter ended March 31, 2023, and in the MD&A of our financial report for the fiscal year ended December 31, 2022. Any one or more of the foregoing factors may be exacerbated by the repercussions of the COVID-19 pandemic and the ongoing military conflict between Ukraine and Russia, and may have a significantly more severe impact on the Corporation's business, results of operations and financial condition than in the absence of such events.

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. Other risks and uncertainties not presently known to us or that we presently believe are not material could also cause actual results or events to differ materially from those expressed or implied in our forward-looking statements. The forward-looking statements set forth herein reflect management's expectations as at the date of this report 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.

REVENUES

For the three-month periods ended March 31st



Notes: Chart data may not be to scale.

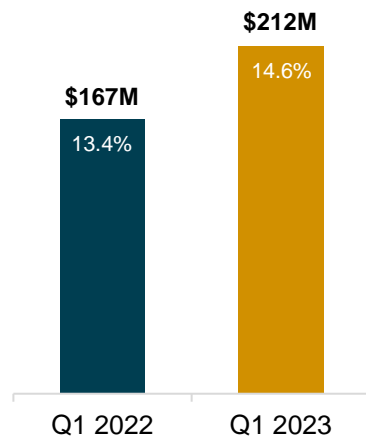
1. Bombardier delivered its last *Learjet* aircraft in the first quarter of 2022.

EARNINGS

For the three-month periods ended March 31st

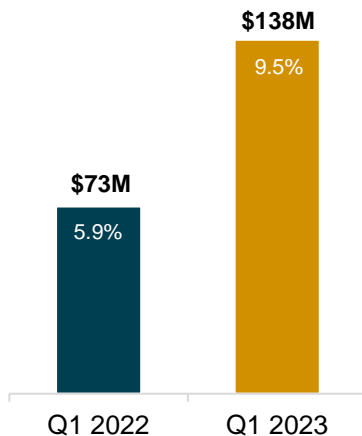
ADJUSTED EBITDA¹

Adjusted EBITDA margin²



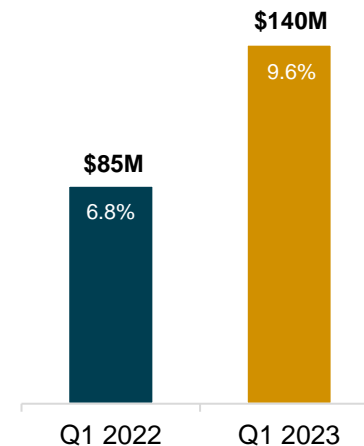
ADJUSTED EBIT¹

Adjusted EBIT margin²



REPORTED EBIT

Reported EBIT margin³



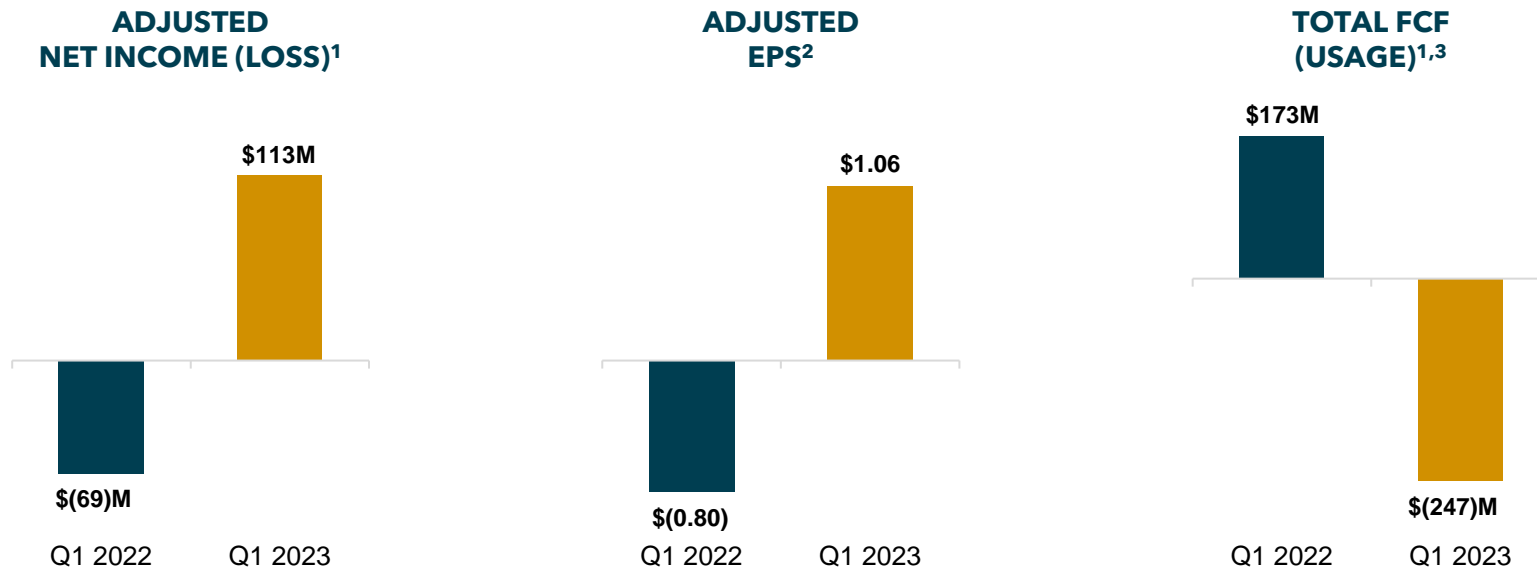
Note: Chart data may not be to scale.

1. Non-GAAP financial measure. A non-GAAP financial measure is not a standardized financial measure under the financial reporting framework used to prepare our financial statements and might not be comparable to similar financial measures used by other issuers. Refer to the Non-GAAP and other financial measures section for definitions of these metrics and reconciliations to the most comparable IFRS measures.
2. Non-GAAP financial ratio. A non-GAAP financial ratio is not a standardized financial measure under the financial reporting framework used to prepare our financial statements and might not be comparable to similar financial measures used by other issuers. Refer to the Non-GAAP and other financial measures section for definitions of these metrics and reconciliations to the most comparable IFRS measures.
3. Supplementary financial measure. Refer to the Non-GAAP and other financial measures section for definitions of these metrics.

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ADJUSTED NET INCOME (LOSS), ADJUSTED EPS AND FREE CASH FLOW (USAGE)

For the three-month periods ended March 31st



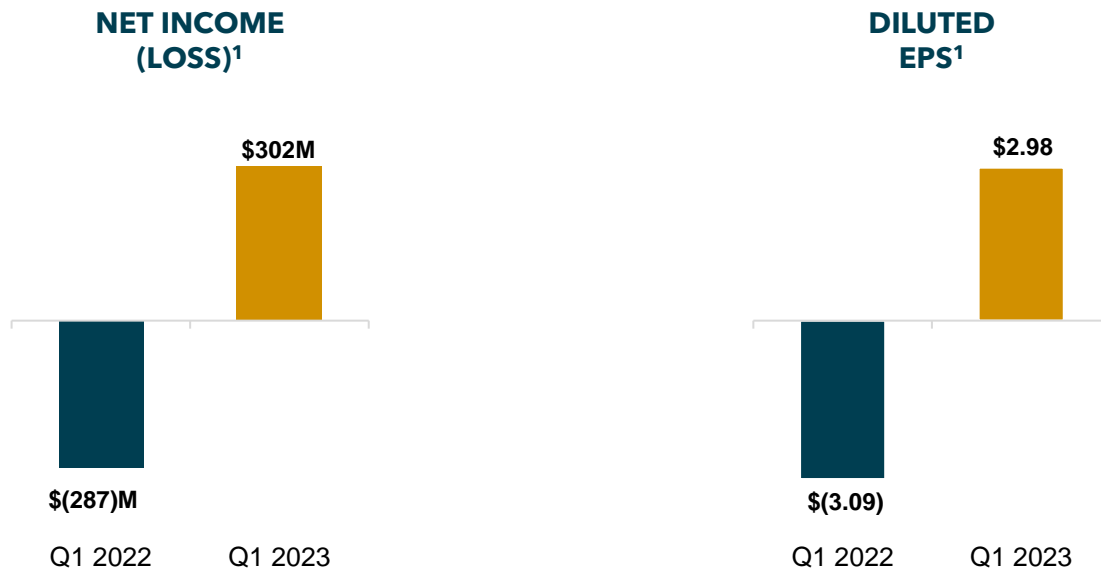
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3. Only from continuing operations.

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NET INCOME (LOSS) AND DILUTED EPS

For the three-month periods ended March 31st



Notes: Chart data may not be to scale.

1. Only from continuing operations.



BOMBARDIER
Exceptional by design

FINANCIAL PERFORMANCE

For the three-month periods ended March 31st

	Q1 2023	Q1 2022	Variance
Revenues	\$1,453	\$1,246	17%
Adjusted EBITDA ⁽¹⁾	\$212	\$167	27%
Adjusted EBITDA margin ⁽²⁾	14.6%	13.4%	120 bps
Adjusted EBIT ⁽¹⁾	\$138	\$73	89%
Adjusted EBIT margin ⁽²⁾	9.5%	5.9%	360 bps
EBIT	\$140	\$85	65%
EBIT margin ⁽³⁾	9.6%	6.8%	280 bps
Net income (loss) ⁽⁴⁾	\$302	\$(287)	nmf
Adjusted net income (loss) ⁽¹⁾	\$113	\$(69)	nmf
Diluted EPS (in dollars) ⁽⁴⁾	\$2.98	\$(3.09)	\$6.07
Adjusted EPS (in dollars) ⁽²⁾	\$1.06	\$(0.80)	\$1.86
Cash flow from operating activities ⁽⁴⁾	\$(162)	\$217	\$(379)
Free cash flow (usage) ⁽¹⁾⁽⁴⁾	\$(247)	\$173	\$(420)
Deliveries (in units)	22	21	1

	As at March 31, 2023	As at December 31, 2022	Variance
Order backlog (in billions of dollars) ⁽⁵⁾	\$14.8	\$14.8	-%

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3. Supplementary financial measure. Refer to the Non-GAAP and other financial measures section, for definitions of these metrics.

4. Only from continuing operations.

5. Represents order backlog for both manufacturing and services.

bps: Basis points.

nmf: Information not meaningful.

CAUTION REGARDING NON-GAAP AND OTHER FINANCIAL MEASURES

Non-GAAP and other financial measures	
Non-GAAP Financial Measures	
Adjusted EBIT	EBIT excluding special items. Special items comprise items which do not reflect the Corporation's core performance or where their separate presentation will assist users of the consolidated financial statements in understanding the Corporation's results for the period. Such items include, among others, the impact of restructuring charges, impact of business disposals and significant impairment charges and reversals.
Adjusted EBITDA	Adjusted EBIT plus amortization and impairment charges on PP&E and intangible assets.
Adjusted net income (loss)	Net income (loss) from continuing operations excluding special items, accretion on net retirement benefit obligations, certain net gains and losses arising from changes in measurement of provisions and of financial instruments carried at FVTP&L and the related tax impacts of these items.
Free cash flow (usage)	Cash flows from operating activities - continued operations less net additions to PP&E and intangible assets.
Available liquidity	Cash and cash equivalents, plus undrawn amounts under credit facilities.
Non-GAAP Financial Ratios	
Adjusted EPS	EPS calculated based on adjusted net income attributable to equity holders of Bombardier Inc., using the treasury stock method, giving effect to the exercise of all dilutive elements.
Adjusted EBIT margin	Adjusted EBIT, as a percentage of total revenues.
Adjusted EBITDA margin	Adjusted EBITDA, as a percentage of total revenues.
Supplementary Financial Measure	
EBIT margin	EBIT, as a percentage of total revenues.

CAUTION REGARDING NON-GAAP AND OTHER FINANCIAL MEASURES

Non-GAAP and other financial measures are measures mainly derived from the consolidated financial statements but are not standardized financial measures under the financial reporting framework used to prepare our financial statements. Therefore, these might not be comparable to similar non-GAAP and other financial measures used by other issuers. The exclusion of certain items from non-GAAP or other financial measures does not imply that these items are necessarily non-recurring.

Adjusted EBIT

Adjusted EBIT is defined as the EBIT excluding special items⁽¹⁾ which comprise items that do not reflect our core performance or where their separate presentation will assist users in understanding our results for the period. Management uses adjusted EBIT for purposes of evaluating underlying business performance. Management believes presentation of this non-GAAP operating earnings measure in addition to IFRS measures provides users of our Financial Report with enhanced understanding of our results and related trends and increases the transparency and clarity of the core results of our business. For these reasons, a significant number of users of the MD&A analyze our results based on this financial measure. Management believes this measure helps users of the MD&A to better analyze results, enabling better comparability of our results from one period to another and with peers.

Adjusted EBITDA

Adjusted EBITDA is defined as the EBIT excluding special items⁽¹⁾, amortization and impairment charges on PP&E and intangible assets. Management uses adjusted EBITDA for purposes of evaluating underlying business performance. Management believes this non-GAAP operating earnings measure in addition to IFRS measures provides users of our Financial Report with enhanced understanding of our results and related trends and increases the transparency and clarity of the core results of our business, since it excludes the effects of items that are usually associated with investing or financing activities and items that do not reflect our core performance or where their exclusion will assist users in understanding our results for the period. For these reasons, a significant number of users of the MD&A analyze our results based on this financial measure. Management believes this measure helps users of the MD&A to better analyze results, enabling better comparability of our results from one period to another and with peers.

Adjusted net income (loss)

Adjusted net income (loss) is defined as the net income (loss) from continuing operations adjusted for certain specific items that are significant but are not, based on management's judgment, reflective of the Corporation's underlying operations. These include adjustments to EBIT related to special items⁽¹⁾, net financing expense (income) and other adjusting items for the period. Management uses adjusted net income (loss) for purposes of evaluating underlying business performance. Management believes this non-GAAP earnings measure in addition to IFRS measures provides users of our Financial Report with enhanced understanding of our results and related trends and increase the transparency and clarity of the core results of our business. Adjusted net income (loss) excludes items that do not reflect our core performance or where their exclusion will assist users in understanding our results for the period. For these reasons, a significant number of users of the MD&A analyze our results based on this financial measure. Management believes this measure helps users of the MD&A to better analyze results, enabling better comparability of our results from one period to another and with peers.

Adjusted EPS

Adjusted EPS is defined as the adjusted net income (loss) attributable to equity shareholders of Bombardier Inc., divided by the weighted-average diluted number of common shares for the period. Management uses adjusted EPS for purposes of evaluating underlying business performance. Management believes this non-GAAP financial ratio in addition to IFRS measures provides users of our Financial Report with enhanced understanding of our results and related trends and increases the transparency and clarity of the core results of our business. Adjusted EPS excludes items that do not reflect our core performance or where their exclusion will assist users in understanding our results for the period. For these reasons, a significant number of users of the MD&A analyze our results based on this financial measure. Management believes this measure helps users of the MD&A to better analyze results, enabling better comparability of our results from one period to another and with peers.

CAUTION REGARDING NON-GAAP AND OTHER FINANCIAL MEASURES

Adjusted EBIT margin

Adjusted EBIT margin is defined as the adjusted EBIT expressed as a percentage of total revenues. Management uses adjusted EBIT margin for purposes of evaluating underlying business performance. Management believes this non-GAAP financial ratio in addition to IFRS measures provides users of our Financial Report with enhanced understanding of our results and related trends and increase the transparency and clarity of the core results of our business. Adjusted EBIT margin excludes items that do not reflect our core performance or where their exclusion will assist users in understanding our results for the period. For these reasons, a significant number of users of the MD&A analyze our results based on this financial measure. Management believes this measure helps users of the MD&A to better analyze results, enabling better comparability of our results from one period to another and with peers.

Adjusted EBITDA margin

Adjusted EBITDA margin is defined as the adjusted EBITDA expressed as a percentage of total revenues. Management uses adjusted EBITDA margin for purposes of evaluating underlying business performance. Management believes this non-GAAP financial ratio in addition to IFRS measures provides users of our Financial Report with enhanced understanding of our results and related trends and increase the transparency and clarity of the core results of our business. Adjusted EBITDA margin excludes items that do not reflect our core performance or where their exclusion will assist users in understanding our results for the period. For these reasons, a significant number of users of the MD&A analyze our results based on this financial measure. Management believes this measure helps users of the MD&A to better analyze results, enabling better comparability of our results from one period to another and with peers.

Free cash flow (usage)

Free cash flow is defined as cash flows from operating activities - continued operations less net additions to PP&E and intangible assets. Management believes that this non-GAAP cash flow measure provides investors with an important perspective on the Corporation's generation of cash available for shareholders, debt repayment, and acquisitions after making the capital investments required to support ongoing business operations and long-term value creation. This non-GAAP cash flow measure does not represent the residual cash flow available for discretionary expenditures as it excludes certain mandatory expenditures such as repayment of maturing debt. Management uses free cash flow as a measure to assess both business performance and overall liquidity generation.

Available liquidity

Available liquidity is defined as cash and cash equivalents plus undrawn amounts under credit facilities. Management believes that this non-GAAP financial measure provides investors with an important perspective on the Corporation's ability to meet expected liquidity requirements, including the support of product development initiatives and to ensure financial flexibility. This measure does not have any standardized meaning prescribed by IFRS and therefore, may not be comparable to similar measures presented by other companies.

RECONCILIATION OF NON-GAAP AND OTHER FINANCIAL MEASURES

Reconciliation of adjusted EBIT to EBIT and computation of adjusted EBIT margin

	Three-month periods ended March 31	
	2023	2022
EBIT	\$ 140	\$ 85
Special items ⁽¹⁾	(2)	(12)
Adjusted EBIT	\$ 138	\$ 73
Total revenues	\$ 1,453	\$ 1,246
Adjusted EBIT margin	9.5%	5.9%

Reconciliation of adjusted EBITDA to EBIT and computation of adjusted EBITDA margin

	Three-month periods ended March 31	
	2023	2022
EBIT	\$ 140	\$ 85
Amortization	74	92
Impairment charges on PP&E and intangible assets ⁽¹⁾	—	2
Special items excluding impairment charges on PP&E and intangible assets ⁽¹⁾	(2)	(12)
Adjusted EBITDA	\$ 212	\$ 167
Total revenues	\$ 1,453	\$ 1,246
Adjusted EBITDA margin	14.6%	13.4%

Reconciliation of adjusted net income (loss) to net income (loss) and computation of adjusted EPS

	Three-month periods ended March 31			
	2023		2022	
	(per share)		(per share)	
Net income (loss) from continuing operations	\$ 302	\$ (287)		
Adjustments to EBIT related to special items ⁽¹⁾	(2)	\$ (0.02)	(12)	\$ (0.13)
Adjustments to net financing expense (income) related to:				
Net loss (gain) on certain financial instruments	(232)	(2.35)	204	2.14
Accretion on net retirement benefit obligations	6	0.06	8	0.09
Changes in discount rates of provisions	1	0.01	—	—
Losses on repayment of long-term debt ⁽¹⁾	38	0.38	18	0.19
Adjusted net income (loss)	113	(69)		
Preferred share dividends, net of taxes	(8)		(7)	
Adjusted net income (loss) attributable to equity holders of Bombardier Inc.	105	(76)		
Weighted-average diluted number of common shares (in thousands)	98,830		95,123	
Adjusted EPS (in dollars)	\$ 1.06	\$ (0.80)		

Reconciliation of adjusted EPS to diluted EPS (in dollars)

	Three-month periods ended March 31	
	2023	2022
Diluted EPS from continuing operations	\$ 2.98	\$ (3.09)
Impact of special ⁽¹⁾ and other adjusting items	(1.92)	2.29
Adjusted EPS	\$ 1.06	\$ (0.80)

1. Refer to the Consolidated results of operations section for details regarding special items in the MD&A for the first quarter ended March 31st, 2023.

RECONCILIATION OF NON-GAAP AND OTHER FINANCIAL MEASURES

Reconciliation of free cash flow (usage) to cash flow from operating activities

	Three-month periods ended March 31	
	2023	2022
Cash flows from operating activities - continuing operations	\$ (162)	\$ 217
Net additions to PP&E and intangible assets	(85)	(44)
Free cash flow (usage) from continuing operations	\$ (247)	\$ 173

Reconciliation of available liquidity to cash and cash equivalents

As at	March 31, 2023	December 31, 2022
Cash and cash equivalents	\$ 1,142	\$ 1,291
Undrawn amounts under available revolving credit facility ¹⁾	279	208
Available liquidity	\$ 1,421	\$ 1,499

1. A committed secured revolving credit facility of \$300 million which matures in 2027 and is available for cash drawings for the ongoing working capital needs of the Corporation and for issuance of performance letters of credit. This facility was undrawn as at March 31, 2023 and the availability as at such date was \$279 million based on the collateral available, which may vary from time to time.