



Value Creation and
International Multicultural
Legal Teams and their
Stakeholders

New York State Bar Association
Montreal – October 26, 2018





Me Daniel Desjardins, Ad. E.
Senior Vice President, General Counsel and
Corporate Secretary
Bombardier Inc.

BOMBARDIER

One company, four business segments

Bombardier Inc.
(Fiscal Year ended December 31, 2017)

- Revenues¹: \$16.2 billion
- EBIT before special items^{1,2} (Margin): \$725 million / 4.5%
- Adjusted Net Income^{1,2} (Per Share): \$91 million / \$0.04
- Market Capitalization: Cdn\$6.8 billion
- 69,500 employees³
- 73 production and engineering sites in 28 countries and a worldwide network of service centres


			
Bombardier Business Aircraft (BBA) (Fiscal Year ended Dec. 31, 2017)	Bombardier Commercial Aircraft (BCA) (Fiscal Year ended Dec. 31, 2017)	Bombardier Aerospace Structures and Engineering Services (BAES) (Fiscal Year ended Dec. 31, 2017)	Bombardier Transportation (BT) (Fiscal Year ended Dec. 31, 2017)
Revenues ¹ \$4.9 billion	Revenues ¹ \$2.3 billion	Revenues ¹ \$1.6 billion	Revenues ¹ \$8.6 billion
EBIT before special items ^{1,2} \$419 million	EBIT before special items ^{1,2} \$(381) million	EBIT before special items ^{1,2} \$88 million	EBIT before special items ^{1,2} \$738 million
Backlog ³ \$13.8 billion	Backlog 433 units	Backlog ³ \$87 million	Backlog ³ \$35.1 billion
Employees 10,200	Employees 5,125	Employees 10,025	Employees 39,850

Note: Market Capitalization, backlog and number of employees as at December 31, 2017.
 1. Referred due to the addition of BT to Revenues from contracts with customers. Refer to the Accounting and reporting developments section in Other in the Corporation's 4Q/4 of the second quarterly report for the quarter ended June 30, 2018 for details regarding reclassification.
 2. See Method of Corporate Measurement at the end of this presentation.
 3. Includes only external backlog.

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Bombardier Legal Services

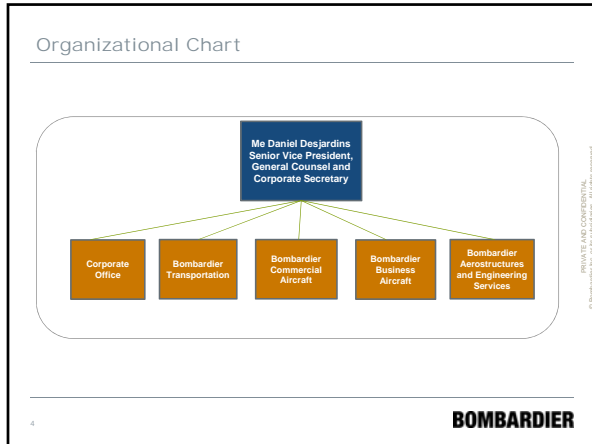
A Global Footprint

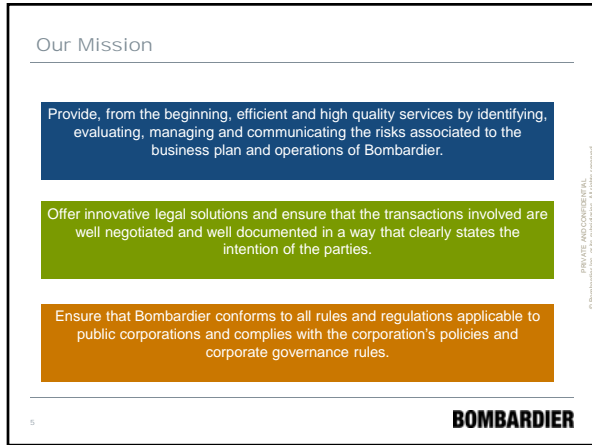


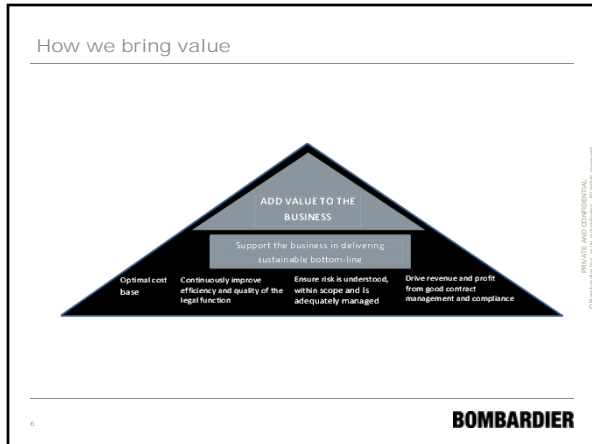
200 lawyers in 17 countries

Canada, United States, Mexico, Brazil,
Ireland, United Kingdom, France, Italy, Poland, Germany, Sweden, Switzerland, Spain,
India, China, Australia, Singapore

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People

PEOPLE	CULTURE	COMPETENCY AND SKILLS	LEADERSHIP	IDENTIFICATION
	<ul style="list-style-type: none"> Continuous development Respectful of others Passion for learning 	<ul style="list-style-type: none"> People with relevant skills and performance review Commercial mindset Good understanding of the business and provide sound advice 	<ul style="list-style-type: none"> Decisive Enable Lead by example 	<ul style="list-style-type: none"> One team Be appreciated for who we are and what we do Leadership

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The way we work and processes

THE WAY WE WORK	EFFICIENCY / EFFECTIVENESS	TRUSTED PARTNERSHIPS / COMMUNICATION	BUSINESS-SAVVY LAWYERS
	<ul style="list-style-type: none"> Lean staffing Clarity (expectations, job descriptions, interfaces, Deliverables) Budget management Processes and controls Contract, claim and litigation management 	<ul style="list-style-type: none"> Fully integrated part of the business; provide independent advice Checklist as "Business enabler" – exploring issues with internal stakeholders Proactive information sharing Management and relationship with external legal counsel 	<ul style="list-style-type: none"> Negotiating good terms and conditions (simple, clear, executable) Anticipate legal/global trends to improve Bombardier's competitiveness Global and local compliance Identifying, evaluating risk to better mitigate them

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The way we work

"Efficiency" / "Effectiveness" NOTE: Examples only

Chart Title: Expense level to tasks

Chart Title: Hours of planned & structured vs performance learning


Chart Title: Audits

Chart Title: Budget Management

Chart Title: Surveys – Engagement Level

Chart Title: Achieving Excellence – Maturity Level

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REVISED AND CORRECTED
BY BOMBARDIER TRAINING SERVICES ON 10/9/2018

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