MOVING PEOPLE IN CITIES AND ACROSS COUNTRIES GLOBALLY

MOVING 500 MILLION PASSENGERS/DAY

> 100,000 TRAIN CARS IN SERVICE

PRESENCE IN > 60 COUNTRIES

> 500 CUSTOMERS IN > 70 COUNTRIES

PARTNER TO > 200 CITIES

HIGHER VALUE INFRASTRUCTURE RAIL SOLUTIONS

Note: Estimated figures for 2016
Complete range of services packages to maintain system safety, availability and reliability, providing total care 24/7

- **People Mover**
  - Airport Circulator
  - Urban Circulator

- **Mid-size Metro**
  - Feeder
  - Mass Transit
  - Airport Link
  - Commuter

- **Monorail**
  - Mass Transit
  - Airport Link
  - Feeder
  - Urban Circulator

- **Tram/Light Rail**
  - Urban Transit
  - Feeder
  - Road Operation

- **Heavy Metro**
  - Mass Transit
  - Commuter

- **High Speed**
  - Intercity
  - Regional
BOMBARDIER IN AUSTRALIA

SITES

Perth
B Series EMU, A & B Fleet Maintenance, BHP Rail Automation Project

Adelaide
PTS Fleet Maintenance (DMU & EMU) Adelaide LRVs (Supply)

Dandenong and South Melbourne – RCS (Rail Control Solutions) Office

Wulkuraka – Brisbane QNGR Maintenance

Milton – Brisbane Engineering, Service, Spares QNGR Project Mgt, Product Introduction

Gold Coast
LRT Project + Extension Maintenance & Services

Sydney (Bid Office)

Dandenong - Melbourne, Head Office Manufacturing Facility / Refurb & Repairs West Melbourne, Dynon, Geelong, Ballarat, V/Line Maintenance

1000+ employees across Australia
KEY REFERENCE PROJECTS

Queensland New Generation Rolling Stock
- 75 six-car trains
- Maintenance services for 30 years
- Construction of Wulkuraka Maintenance Centre under 32-year PPP

VLocity trains for Victoria Regional Rail Link
- Total fleet: 237 rail cars
- OEM maintenance contract integrated into current fleet

Melbourne E-Class trams
- 80 BOMBARDIER FLEXITY Swift trams
- 100% low-floor trams with conventional wheelset bogies
- OEM maintenance till 2019

Gold Coast Light Rail Transit
- Design, build, finance, operate and maintain 1st stage in 8 years PPP
- 18 BOMBARDIER FLEXITY 2 trams
OVERALL MARKET GROWTH WITH DIFFERENT LOCAL DYNAMICS

- **URBANIZATION AND ENVIRONMENTAL AWARENESS**
- **MOBILITY SOLUTIONS AND TURNKEY PROJECTS**
- **DIGITAL SOLUTIONS**

**KEY MARKET DRIVERS**

**FORECASTED NUMBER OF MEGACITIES FROM 29 IN 2015 TO > 41 IN 2030**

**EXPECTED INCREASE IN TOTAL TRAIN TRACK LENGTH GLOBALLY**

**GROWING FULLY AUTOMATED METRO LINES FROM 550KM IN 2016 TO ~ 2,300KM IN 2030**

**TRANSPORTATION MARKET**

**MARKET CAGR ~ 3.4% 2014-2020**

2013-15 AVERAGE

- **€67B**
  - **12%**
  - **26%**
  - **28%**

2016-18E AVERAGE

- **€75B**
  - **13%**
  - **29%**
  - **33%**

2019-21E AVERAGE

- **€81B**
  - **14%**
  - **31%**
  - **36%**

**MARKET SEGMENTS**

- **SIGNALLING & SYSTEMS 3.1% CAGR**
- **SERVICES 2.5% CAGR**
- **ROLLING STOCK 4.2% CAGR**

**FORECASTED NUMBER OF MEGACITIES FROM 29 IN 2015 TO > 41 IN 2030**

3. Source: UNIFE World Rail Market Study 2016. CAGR for 2014 to 2020 period. Based on total rail market as defined by UNIFE, excluding markets non-accessible for BT which are associated with contracts that are awarded to local players without open-bid competition, and segments in which BT does not actively compete.

Note: Chart data may not be to scale.
OPPORTUNITIES IN RAIL

Demand for:

- **Mobility** (urbanisation/ globalisation)
- Solution for Urban congestion
- Local Design, Engineering, Manufacturing, Asset Management
- Supported by strong Innovation Capabilities & Digitalization
- Passenger demand of a more available, efficient and connected transport experience
DELIVERING CUSTOMER VALUE ALONG THE VALUE CHAIN

Integration and Value Creation along the entire value chain

Note: Refer to our disclosure on forward-looking statements and assumptions at the beginning of this presentation.
Opportunities at BOMBARDIER

**SALES & BIDS**
- Establish relationships with potential customers & stakeholders
- Research & prepare documents to win contracts

**PROCUREMENT**
- Select & manage supply chain
- Drive strategic sourcing
- Manage purchase contracts

**METHODS & PLANNING**
- Manufacturing Engineering
- Production and Material control

**QUALITY**
- Quality Checks
- Finale vehicle presentation
- Continuous Improvement

**ENGINEERING**
- Construct & design new projects, vehicles, Depots, etc.
- Testing Engineers

**MANUFACTURING**
- Build new train & components
- Install & service the mechanical and electrical systems

**SERVICES**
- Manage the fleet, fleet engineers
- Repair and replace parts
- Component re-engineering & overhaul

**SUPPORT SERVICES:**
- Establish contract trading terms & conditions
- Recruit & train competent personnel
- Finance processes
- Manage workplace relations
- Promote the business in the industry