



UBS Best of Americas Conference - Presentation to investors

André Navarri, President and COO, Bombardier Transportation

Shirley Chénier, Senior Director - Investor Relations, Bombardier Inc.

SEPTEMBER 2010

BOMBARDIER



Forward-looking statements

This presentation includes forward-looking statements, which may involve, but are not limited to, statements with respect to the ours objectives, targets, goals, priorities and strategies, financial position, beliefs, prospects, plans, expectations, anticipations, estimates and intentions; general economic and business conditions outlook, prospects and trends of the 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; competitive position; and 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” or “continue”, 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 Forward-looking statements sections in BA and BT in the MD&A of the Corporation’s annual report for fiscal year 2010.

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, 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 in the MD&A of the Corporation’s annual report for fiscal year 2010. 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 this presentation and are subject to change after such date. Unless otherwise required by applicable securities laws, the Corporation expressly disclaims any intention, and assumes 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.



Overview



Aerospace



Transportation

Bombardier – A Global Market Leader

For the fiscal year 2010

<i>(in millions of U.S. dollars)</i>		BOMBARDIER INC.	
Revenues	\$ 19,366	Free Cash Flow	\$ (215)
EBITDA	\$ 1,596	Backlog ^(a)	\$ 43,800
EBIT	\$ 1,098	EPS ^(b) <i>(in U.S. dollars)</i>	\$ 0.39
Net income	\$ 707	Employees ^(a)	62,900

AEROSPACE		TRANSPORTATION	
#1 - Business aircraft manufacturer #1 - Regional aircraft manufacturer		#1 - Rail equipment manufacturer and services provider	
Revenues	\$ 9,357	Revenues	\$ 10,009
EBITDA	\$ 844	EBITDA	\$ 752
EBIT	\$ 473	EBIT	\$ 625
Backlog ^(a)	\$ 16,700	Backlog ^(a)	\$ 27,100
Employees ^(a)	28,900	Employees ^(a)	33,800

(a) As of January 31, 2010

(b) Diluted

Bombardier Today

62,900 employees*

- 95 nationalities
- 23 languages

A presence in over 60 countries

Customers in over 100 countries



Bombardier Today

**More than 100,000
Bombardier rail cars and
locomotives in service
worldwide**



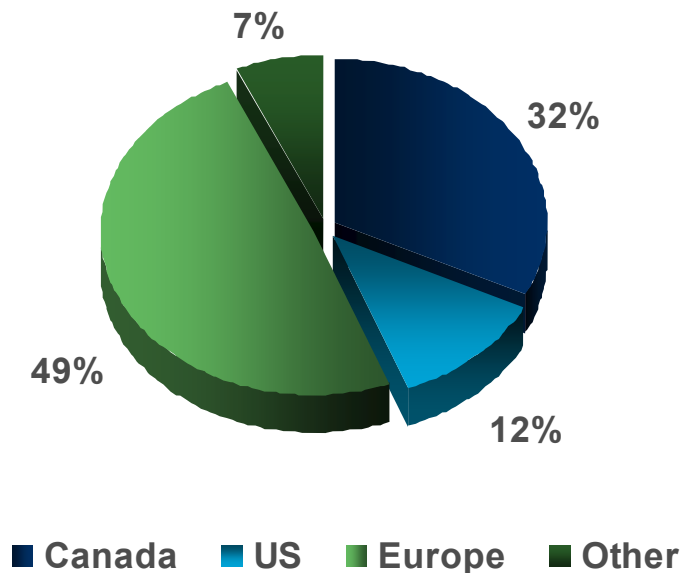
Bombardier Today

**Every three seconds, a
Bombardier aircraft takes
off or lands somewhere
around the globe**



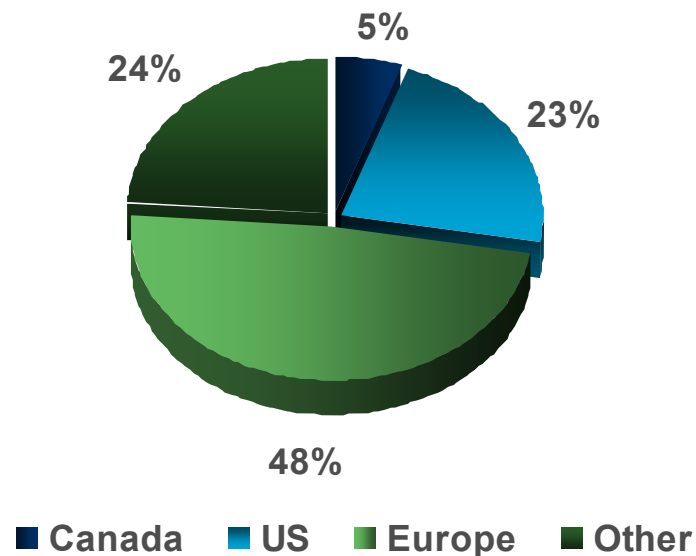
Bombardier – A truly global company

Employees Geographic segmentation



Total employees: 62,900*




F2010 Revenues Geographic segmentation



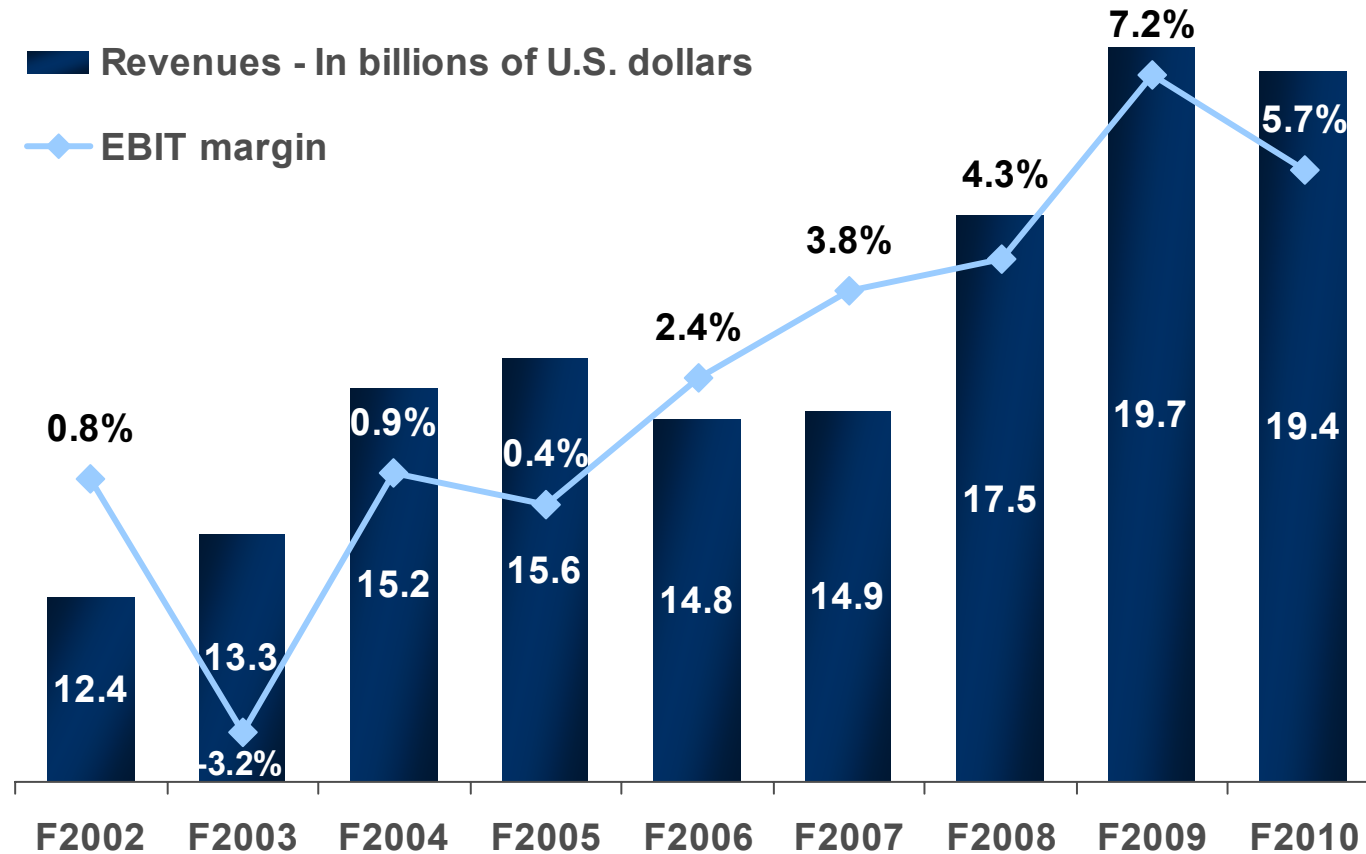
Total F2010 revenues: US\$19.4 billion

* As of January 31, 2010

Bombardier – From entrepreneurial to global leader

	1942-1973	1974-1985	1986-1993	1994-2001	2002-today
Entry	 Invention of snowmobile	 Rail transportation	Aerospace	Consolidation of leadership position	 Global leadership
Revenues	\$0.7 B	\$1.0 B	\$5.6 B	\$12.4 B	\$19.4 B
Major acquisitions	<ul style="list-style-type: none"> ▪ Lohnerwerke (Rotax) 	<ul style="list-style-type: none"> ▪ MLW Worthington ▪ Alco Power (U.S.) 	<ul style="list-style-type: none"> ▪ Canadair ▪ Shorts ▪ Learjet ▪ deHavilland ▪ BN } BT ▪ ANF } 	<ul style="list-style-type: none"> ▪ Waggonfabrik Talbot ▪ Deutsche Waggonbau ▪ Adtranz 	Organic growth
Products Developed or Major Projects		<ul style="list-style-type: none"> ▪ 423 cars - Montreal Subway ▪ 825 cars - NY City subway (\$1BUS) 	<ul style="list-style-type: none"> ▪ CRJ100/200 ▪ Learjet 31A ▪ Learjet 60 	<ul style="list-style-type: none"> ▪ CRJ700 ▪ Learjet 45 ▪ Global Express ▪ Q400 	<ul style="list-style-type: none"> ▪ Talent II ▪ Zefiro ▪ Challenger 300 ▪ Learjet 85 ▪ CSeries

Global leadership through organic growth



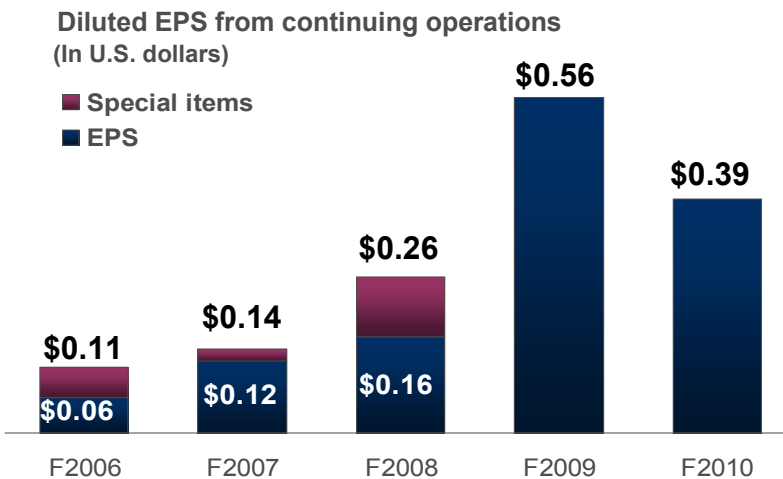
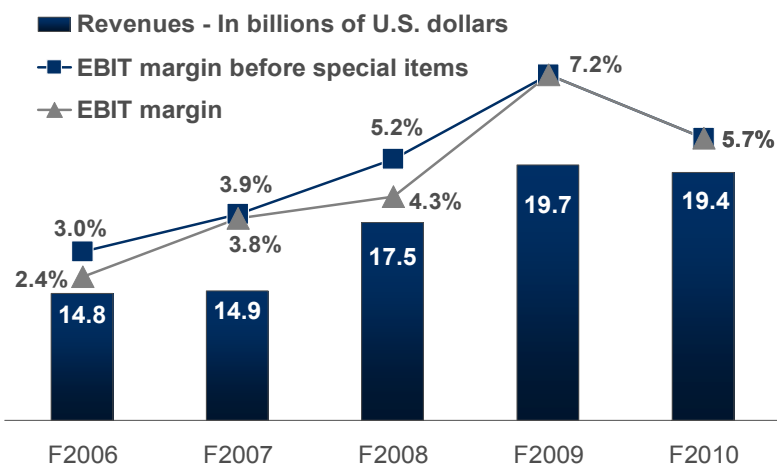
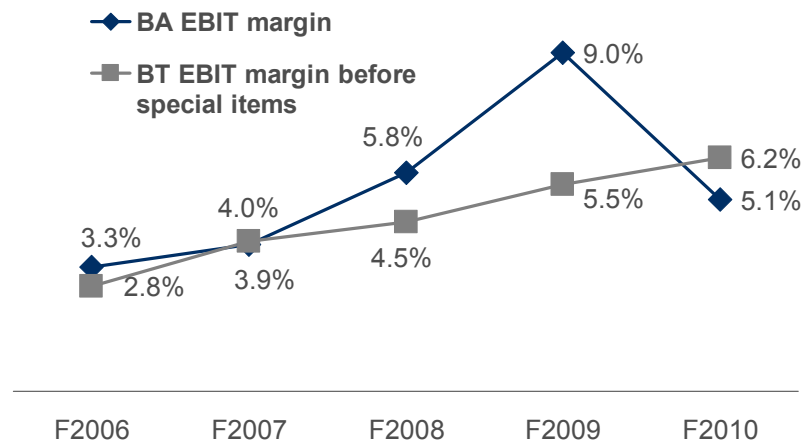
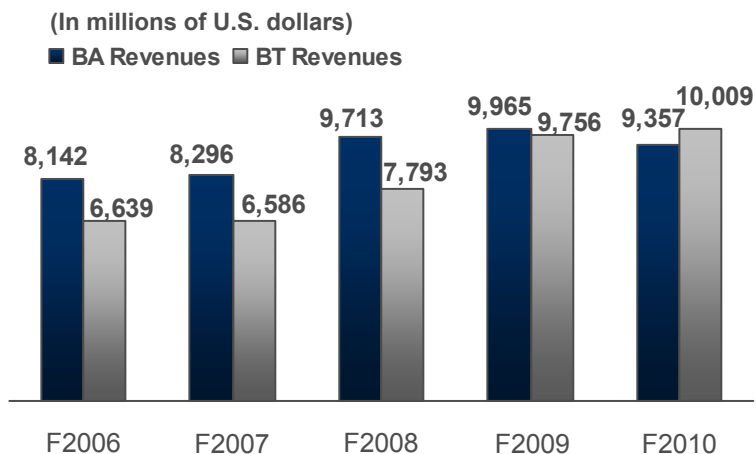
Significant improvements over the last five years

- 1. Improved long-term profitability**
- 2. Maintained strong liquidity**
- 3. Improved capital structure**



Significant improvements over the last few years – however, the last year has been impacted by the recession

Improved long-term profitability



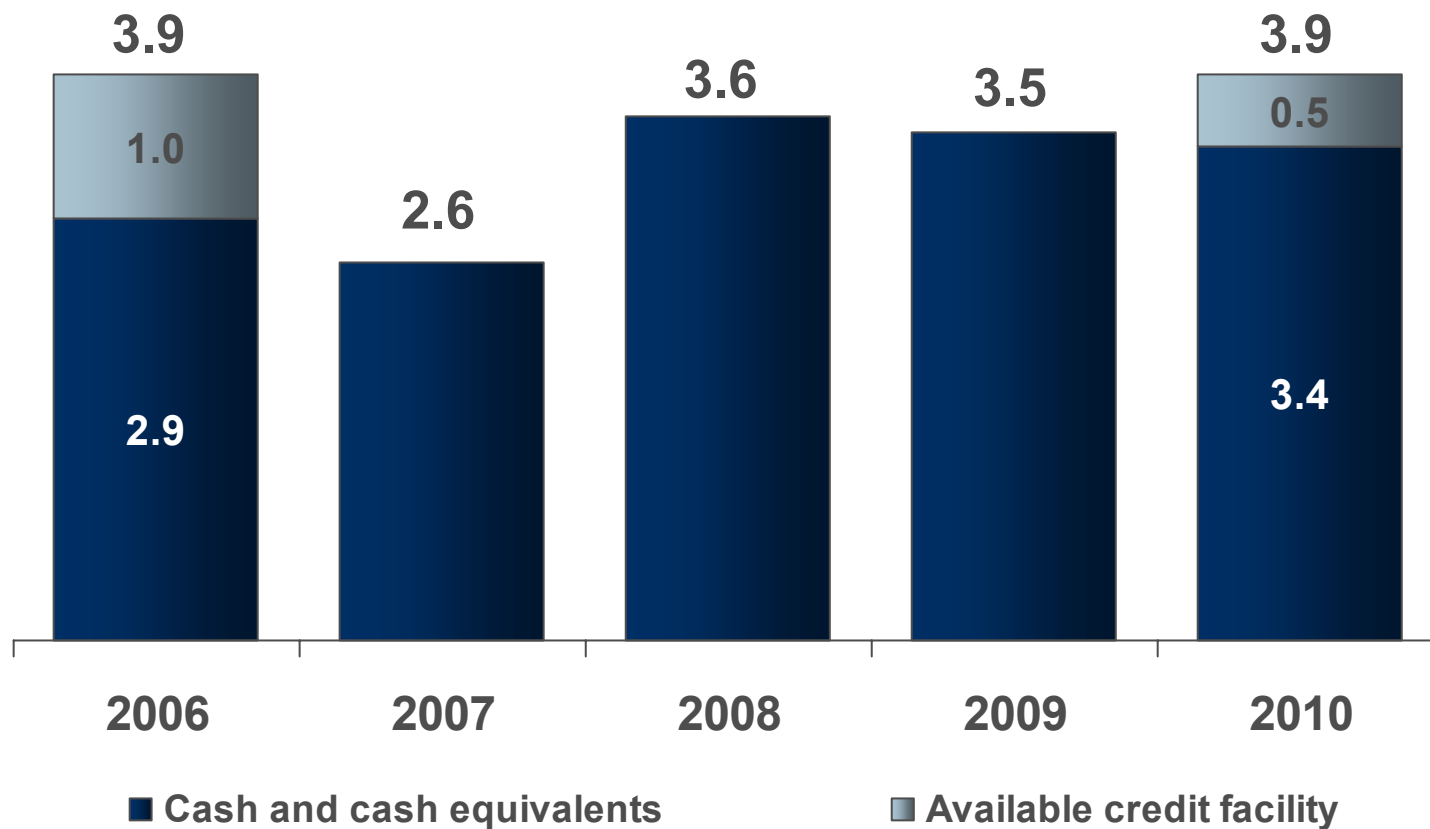
Significant improvements over the last five years

Maintained strong liquidity

Short-term capital resources

(as at January 31)

(in billions of U.S. dollars)



Significant improvements over the last five years

Improved capital structure

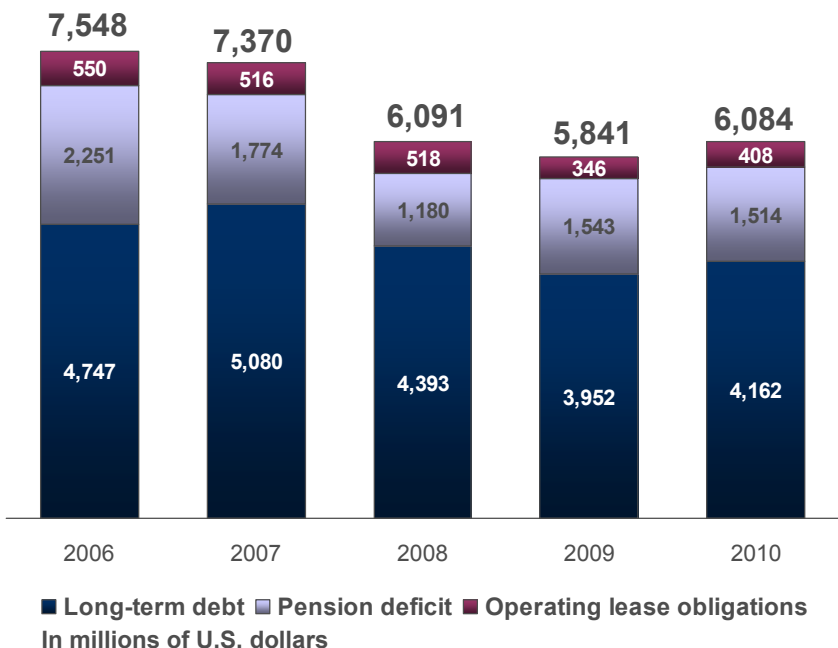
In March 2010, we implemented a refinancing plan aimed at extending our long-term debt maturity profile and providing additional short-term capital resources.

As such, we issued \$1.5 billion of Senior Notes due in calendar years 2018 to 2020. Concurrently, we repurchased a total of \$1.0 billion of long-term debt maturing from calendar years 2012 to 2014.

Reduced total debt and extended maturities

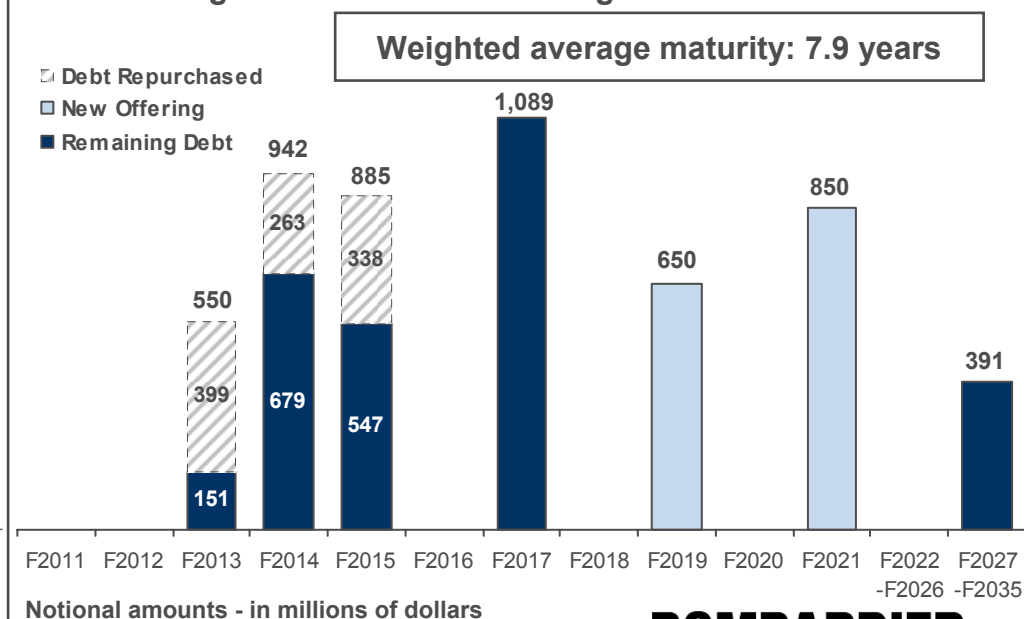
Total adjusted debt

(as at January 31)



Debt Maturity Profile

After Giving Effect to the Refinancing Plan



Financial results overview – Q2 FY11

(In millions of U.S. dollars, except per share amounts)

	Q2 F2010-11		Q2 F2009-10		YTD Q2 F2010-11		YTD Q2 F2009-10	
		%		%		%		%
Revenues								
Aerospace	1,962		2,399		3,897		4,618	
Transportation	2,117		2,547		4,428		4,799	
Total Revenues	4,079		4,946		8,325		9,417	
EBIT								
Aerospace	91	4.6	154	6.4	180	4.6	264	5.7
Transportation	140	6.6	159	6.2	275	6.2	284	5.9
Total EBIT	231	5.7	313	6.3	455	5.5	548	5.8
Financing expense, net	44		49		72		82	
EBT	187	4.6	264	5.3	383	4.6	466	4.9
Income taxes	39		62		82		106	
Net income	148	3.6	202	4.1	301	3.6	360	3.8
Dilutes EPS (in dollars)	0.08		0.11		0.16		0.20	



Overview



Aerospace



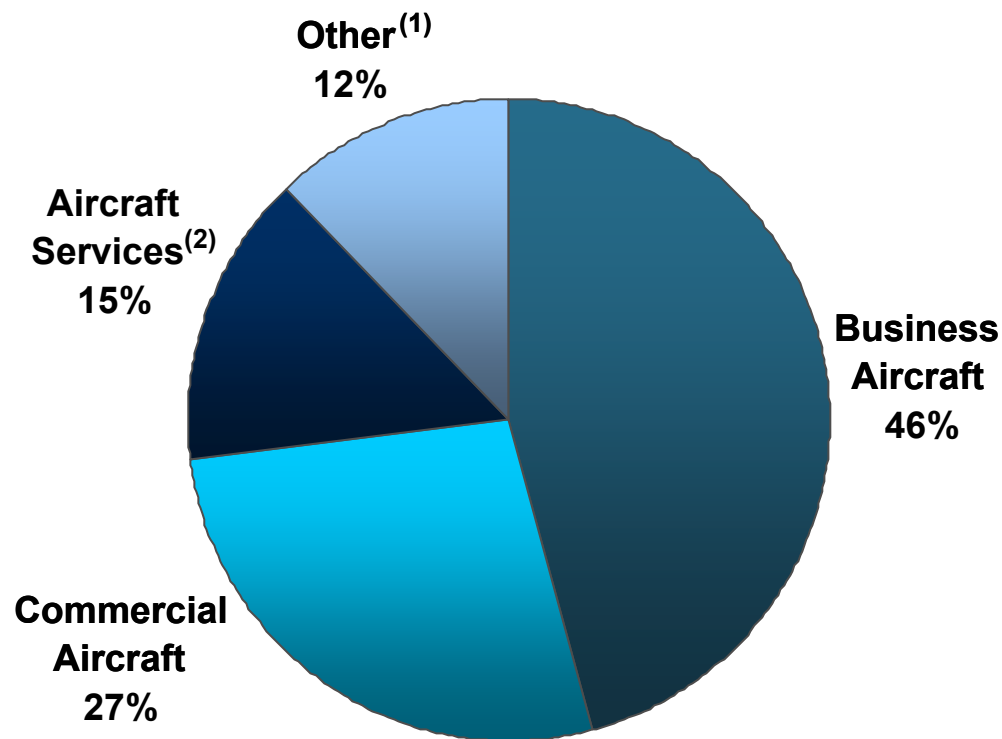
Transportation

Bombardier Aerospace - A Global Market Leader

Balanced portfolio of products and services

AEROSPACE REVENUE BREAKDOWN BY BUSINESS

(%) Aerospace revenue – Fiscal year 2010



Total Revenues F2010 = \$9,357 million

- (1) Other includes primarily sales of pre-owned aircraft and component manufacturing for third parties
- (2) Includes revenues from parts logistics, aircraft fractional ownership and hourly flight entitlement program's service activities, aircraft maintenance, commercial training and Military Aviation Training (MAT)

Bombardier is well-positioned in the business jet market with product line covering 94% of revenues

	Market Shares Q2C2010*	Very Light Jet	Light Jet	Super Light Jet	Midsize Jet	Super Midsize Jet	Large Jet	Super Large Jet	Ultra-Long Range Jet	Converted Airlines
Bombardier	34%		L40XR	L45XR	L60XR	CL-300	CL-605	G5000	GEX-XRS	CL-800 Series
					L85			Global Vision		
Gulfstream	23%				G150	G200	G350	G450	G550	
						G250		G500	G650	
Cessna	10%	Mustang	CJ3	XLS+	Sovereign	CX				
		CJ1+	CJ4							
		CJ2+								
Dassault	19%						F2000DX	F900DX	F7X	
							F2000LX	F900EX /LX		
Hawker Beechcraft	10%	Premier 1A	H400XP	H750	H850XP	H4000				
		Premier II	H450XP		H900XP					
Embraer	3%	P100	P300		Legacy 450	Legacy 500				Legacy 600 /650
										Lineage
Other	0%	HondaJet								
		Eclipse								
		SJ30-2								

← 94% of Market Revenue →

In Prod.
38

In Dev.
12

Note: Segmentation is largely determined by a combination of cabin volume, range and speed.

* Market shares calculated on a revenue basis excluding VLJs, Boeing and Airbus converted airliners

Competitors offer aircraft in each of Bombardier Commercial Aircraft's segments



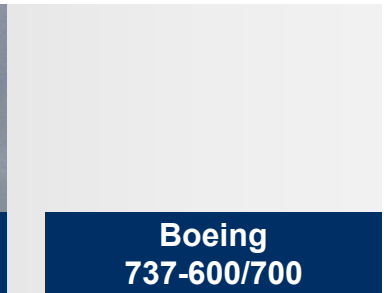
Turboprops



Regional Jets



Single-Aisle Mainline Jets



Aerospace – Outlook for F2011

In F2011, Aerospace will continue to be impacted by the economic downturn

What we expect *

- Approximately 15% less business jet deliveries in F2011 than in F2010
- Approximately 20% less commercial aircraft deliveries in F2011 than in F2010
- EBIT margin should remain at a similar level as F2010
- Free cash flow is expected to be neutral in F2011 as cash flow from operating activities will be used to finance capital expenditures, including the significant investments in product development





Overview



Aerospace



Transportation

Bombardier Transportation (BT)

1

BT overview and financials:

Delivering on our long-term goal and aiming higher

2

BT market development:

Healthy order intake and positioning for significant future contracts

3

BT in India:

Capitalizing on our presence to capture growth opportunities

BT is providing a full range of products and solutions to our customers around the world

Rolling stock

Passengers



- Light rail vehicles
- Metros
- Commuter trains
- Regional trains
- Intercity trains
- High-speed trains
- Very high-speed trains

Locomotives & Equipment



- Locomotives
- Bogies
- Traction converters
- Auxiliary converters
- Drives / traction motors
- Train control and communication

Services



- Fleet management
- Spare parts & logistics management
- Vehicle refurbishment and overhaul
- Component repair and overhaul
- Technical support

System & Signaling

Systems



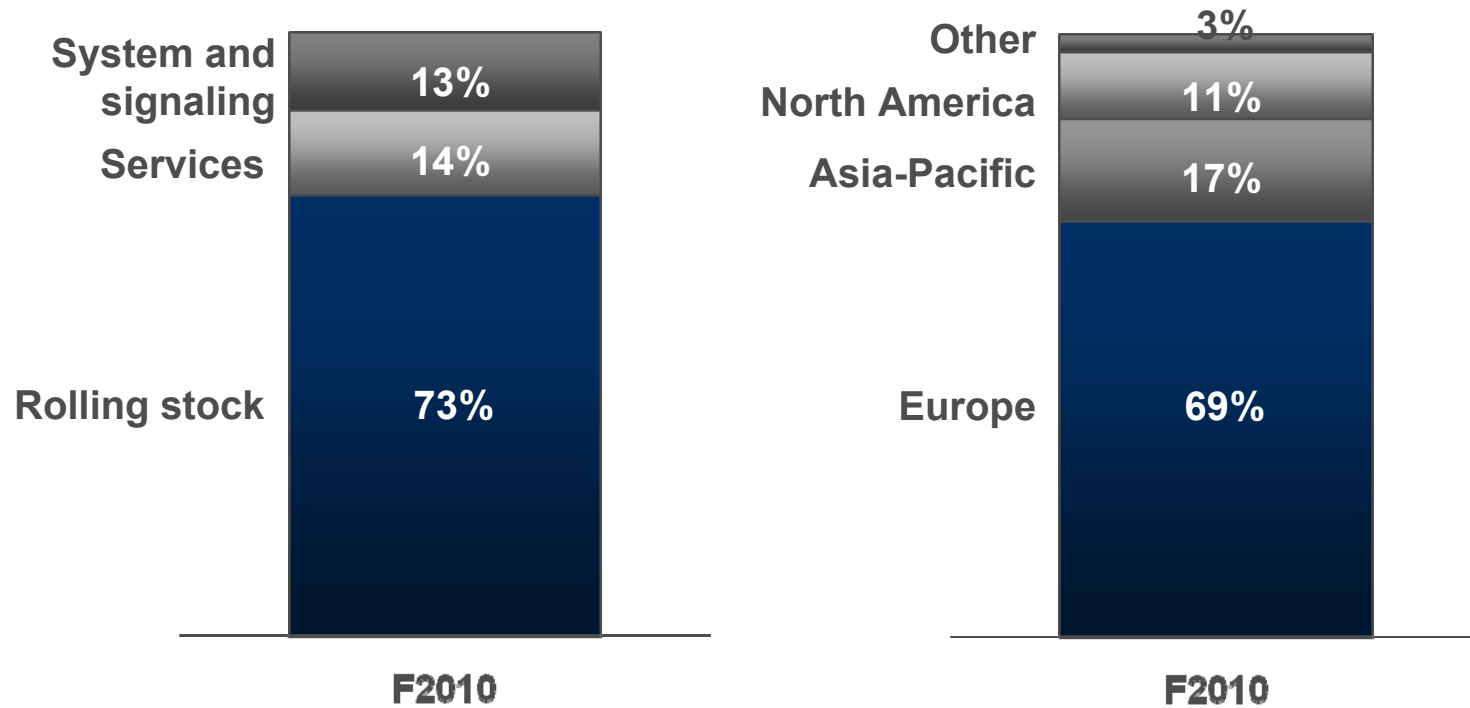
- Automated people movers
- Advanced rapid transit
- Light rapid transit
- Automated monorail
- Operations and maintenance
- Transit security

Rail Control Solutions



- Integrated control systems
- Onboard computer systems
- Automatic train protection and operation
- Wayside interlocking and equipment

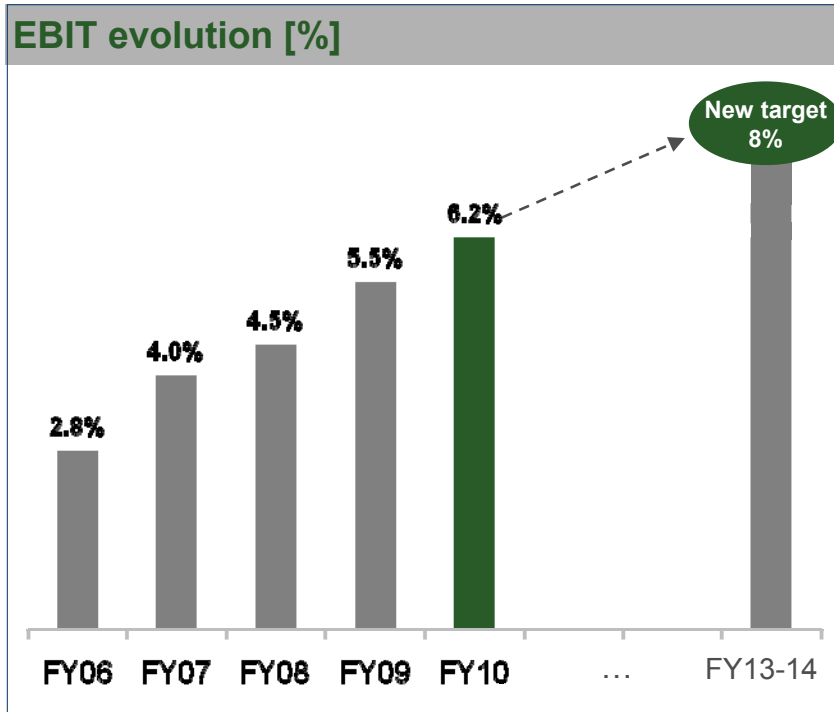
The backbone of the transportation business continues to be the Rolling Stock segment and Europe geographically



Total Revenues F2010 = \$10,009 million

Note: Revenues are attributed to countries based on the location of the customer

We delivered on our long-term goal and are now aiming higher



Levers

- Focus on flawless execution
- Leverage our project management capabilities
- Continue to reduce costs (procurement, SG&A)
- Capitalize on our worldwide presence (established and emerging markets)

Bombardier Transportation (BT)

1

BT overview and financials:

Delivering on our long-term goal and aiming higher

2

BT market development:

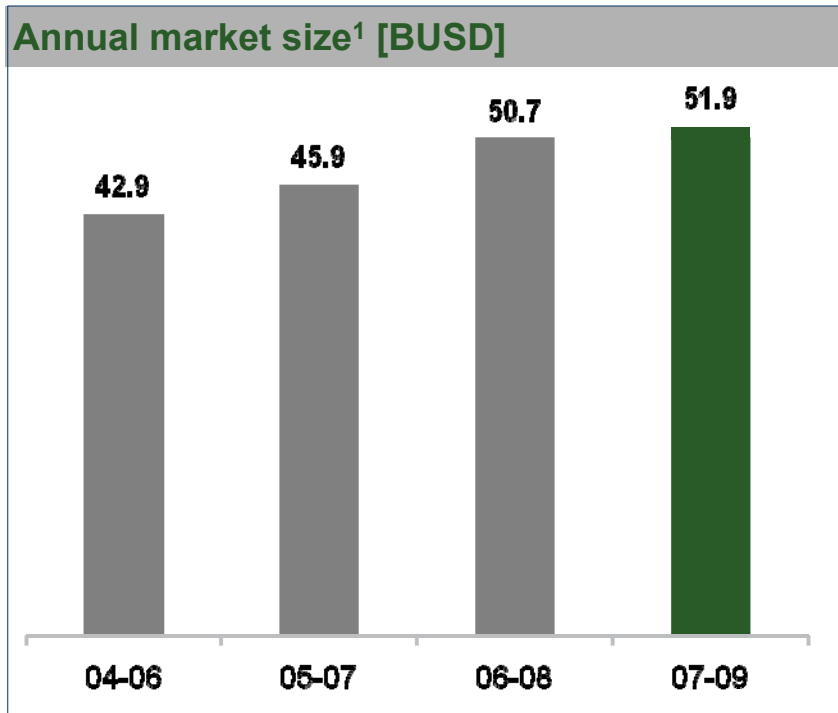
Healthy order intake and positioning for significant future contracts

3

BT in India:

Capitalizing on our presence to capture growth opportunities

The market is stabilizing on a high level and BT confirms leadership in most segments








BT market position by segment

Segment	2007-09
Urban Transit	#1
Regional/Commuter	#1
High Speed & Intercity	#3
Electric Locomotives	#1
Bogies	#1
Propulsion	#1
Services	#1
Systems	#2
Signalling	#6







1) Bombardier relevant market – accessible to open bid competition (excl. North American freight locomotives, worldwide freight wagons, Japanese market and the share of RIC local players)

Our order intake continues to be healthy – we have won major contracts across all Divisions

Project	Division	Value (MUSD) ¹
<i>Q1/FY10 – Q1/FY11 (selection)</i>		
 ZEFIRO380 very high speed trains	Passengers	2,000
 TWINDEXX double-deck trains	Passengers	1,600
 Régio2N double-deck trains (base + option)	Passengers	1,574
 FLEXITY Toronto trams (2 orders)	North America	1,480
 ET430 commuter trains	Passengers	605
 TALENT2 regional train call-offs	Passengers	594
 FLEXITY Berlin trams	Passengers	431
 High speed train maintenance	Services	405
 Double-deck commuter trains (MI09)	Passengers	386
 E464 electric locomotives	Locomotives & Equipment	383
 INNOVIA Phoenix automated people mover	Systems	255
 ELECTROSTAR commuter trains	Passengers	249
 INNOVIA King Abdullah Financial District monorail	Systems	241
 FLEXITY Swift Karlsruhe trams	Passengers	190
 MOVIA Shanghai metro	Passengers	138
 CONTESSA trains	Passengers	137
 Refurbishment of metros	Services	120
 TRAXX P160 electric locomotives	Locomotives & Equipment	112
 INTERFLO 200 signalling solution	Signalling	84

1) Stated values only reflect share of BT

Long-term drivers point at a positive future for our market

Market driver	Market segments	Geographical regions	CY 2010-16 outlook
Urbanization and population growth	All	Asia-Pacific and Other	
Oil scarcity and energy price	Rolling stock, Services and System	Worldwide	
Environmental awareness	All	Worldwide	
Replacement of aging rail equipment	Rolling stock, Services and Signalling	Europe and North America	
Liberalization of rail transport markets	Rolling stock and Services	Europe	
Public funding	All	Worldwide	

In the medium term, the market is expected to remain at a high level with major tenders progressing

Market outlook

- In the short to medium term, the market will be fuelled by several large contracts, already in advanced stages
- Concerns regarding funding will need to be overcome, e.g. by innovative financing solutions
- Overall, the fundamentals for rail remain positive and growth in emerging markets will continue to benefit the rail supply industry

Key projects to be awarded

<i>Project name</i>	<i>Size</i>
 DB intercity trains (ICx) ¹	220 trains
 MOR HS/VHS trains	more than 70 trains
 Trenitalia VHS ²	50 trains
 Thameslink (London)	up to 1200 cars
 Israel double-deck coaches	up to 460 cars
 BART Rapid Transit	more than 700 cars
 Stockholm Metro	300 cars
 Melbourne trams	up to 150 trains
 IR ³ locomotives “Madhepura”	up to 800 twin units
 IR ³ locomotives “Dankuni”	up to 1,000 units
 Amtrak locomotives	up to 70 units
 Dublin Metro North	System
 Brisbane Gold Coast Rapid Transit	System
 London SSL ATC Equipment	Signalling

1) Preferred bidder status awarded to Siemens/ Bombardier

2) Preferred bidder status awarded to Ansaldo Breda/ Bombardier

3) IR: Indian Railways

Bombardier Transportation (BT)

1

BT overview and financials:

Delivering on our long-term goal and aiming higher

2

BT market development:

Healthy order intake and positioning for significant future contracts

3

BT in India:

Capitalizing on our presence to capture growth opportunities

India is a key component in BT's emerging market strategy – we are well-positioned to benefit from upcoming opportunities

India as a rail market

- India's GDP growth has experienced only modest declines and is back to pre-crisis level
- In the mainline market (Indian Railways), significant investments will be made in rolling stock and signalling
- The mass transit market is fuelled by fast urban development – at least 7 major cities are building or enlarging urban rail systems

BT position in India

- BT has more than 35 years of experience supplying propulsion equipment for locomotives in India
- BT is the only foreign player with an owned site producing mass transit vehicles including bogies
- BT is the leader in TMS¹ and has just delivered a state-of-the-art mass transit signalling system in Delhi
- We are working to participate in major tenders in India, including two major locomotives bids

1) TMS: Traffic Management Systems

With over 35 years of presence in India, we have proven our capabilities to deliver advanced railway technology

Metros/ mass transit

- Dedicated factory to produce mass transit vehicles and bogies in India set up in record time
- Over 150 cars for Delhi metro delivered from the factory in India
- Demand for mass transit trains is expected to be high in India with upcoming bids e.g. in Delhi and Mumbai

Signalling

- Leader in TMS¹ with reference cases in Mumbai suburban network, serving 5 million passengers per day by controlling 2,500 trains²
- Inaugurated state of the art mass transit signalling system in Delhi
- Significant opportunities exist for signalling in India, both in the mainline and mass transit areas

Locomotives/ propulsion

- Leader in the Indian market for electric locomotive propulsion
- Supplied latest technology propulsion system to Indian Railways under a development order to upgrade locomotive propulsion
- Major bids coming up for freight locomotives ('Madhepura' and 'Dankuni') and EMUs³ ('Kancharapara')



1) TMS: Traffic Management Systems
2) Western Railway TMS in operation, Central Railway TMS in commissioning
3) EMU: Electric Multiple Unit

Today, the success story continues ...



Zefiro

Today, the success story continues ...



CSeries