BOMBARDIER

May 2007

CORPORATE RESPONSIBILITY ROADMAP



BOMBARDIER'S COMMITMENT TO CORPORATE RESPONSIBILITY

We take pride in our work—in the design, manufacture and servicing of products and systems that facilitate the mobility of people and goods. As a leader, we play a central role in developing transportation solutions that address global mobility challenges and opportunities. We work to achieve excellence in every facet of our business through our interactions with our employees, shareholders, customers, suppliers, communities and other stakeholders.

At Bombardier, we're committed to being a responsible corporate citizen. As a leader in providing worldwide sustainable transportation solutions, we recognize our responsibility to act in harmony with our mission, core values, policies and leadership attributes. Our commitment to corporate responsibility rests on three pillars—Excellence, People and the Environment.

PEOPLE

We put people first. We communicate openly in our workplace, to create an environment that fosters fairness, respect and diversity, and that rewards effort. A respect for health and safety and labour standards is a fundamental responsibility that governs all of our activities. Within society and in the communities where we operate, we contribute positively through activities such as partnering, philanthropy and volunteering.

ENVIRONMENT

We foster environmental sustainability. To maximize our products' environmental advantages, we build energy efficiency into the design phase. We incorporate end-of-life considerations into product research and design. And we customize our management systems and operations to minimize our environmental impacts, setting challenging targets that help us to continuously improve our environmental performance.



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MESSAGE FROM THE OFFICE OF THE PRESIDENT

At Bombardier, we believe that a strong commitment and a strategic approach to corporate responsibility are essential for managing the challenges and opportunities of a rapidly changing global environment.

Today, we are proud to introduce our Corporate Responsibility Roadmap, and to share our strategy for managing our business in a sustainable manner. The purpose of this document is to discuss how we are formalizing our approach to sustainable management, to advance Bombardier's economic viability, environmental stewardship and social accountability.

Based on Bombardier's core business—providing transportation solutions that can support social and economic growth and development worldwide—our corporate responsibility commitment rests on three pillars: Excellence, People and the Environment. Our commitment and three pillars are guides that will help us support our business and manage our actions in a sustainable manner.

This roadmap does not constitute a corporate responsibility report (a full report will be published in 2008). Nor does it describe the full range of our current and proposed activities and the challenges we face. Rather, this roadmap provides an overview of where we are, and where we are going, with our corporate responsibility initiatives.

We continue to develop and assess tools and processes that integrate social, economic and environmental risks and opportunities into our overall business strategy. Ultimately, our goal is to achieve measurable results such as a reduced environmental impact of our products and operations, and a more robust business performance.

While we have never formally published our company-wide corporate responsibility activities, we have still accomplished a lot. Our Code of Ethics and Business Conduct, for example, ensures that our activities meet high ethical standards, while also promoting employee diversity and equal opportunity. Our Health, Safety and Environment (HSE) Policy and the ongoing global implementation and certification of our health, safety and environmental management systems have enabled us to identify impacts, hazards and risks, and to thereby improve our performance.

Our recent decision to participate in the United Nations Global Compact is an important step. Our goal is to incorporate the Global Compact's principles into our organizational culture and overall approach to conducting business.

Looking ahead, we recognize that climate change and rapid urbanization are changing the face of the planet. Bombardier has a role to play in helping to manage these issues by continuing to develop sustainable transportation systems that address global mobility challenges.

The path ahead will certainly hold its share of challenges and opportunities, and we look forward to sharing our progress with you as we develop a solid foundation upon which Bombardier's corporate responsibility initiatives can be built.

LAURENT BEAUDOIN, FCA Chairman of the Board and Chief Executive Officer Bombardier Inc. PIERRE BEAUDOIN
President and Chief Operating Officer
Bombardier Aerospace
Executive Vice President
Bombardier Inc.

ANDRÉ NAVARRI
President
Bombardier Transportation
Executive Vice President
Bombardier Inc.

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EXCELLENCE

We take pride in our work—in the design, manufacture and servicing of products and systems that facilitate the mobility of people and goods. As a leader, we play a central role in developing transportation solutions that address global mobility challenges and opportunities. We work to achieve excellence in every facet of our business through our interactions with our employees, shareholders, customers, suppliers, communities and other stakeholders

WHERE WE ARE

CORPORATE RESPONSIBILITY— BUILDING ON OUR EXPERIENCE

Sustainability has always been part of how Bombardier does business. As a first step, we have compiled a comprehensive inventory of our corporate responsibility activities and practices in order to provide a clear picture of where we stand. In addition, Bombardier Transportation issued its first Sustainability Report in March 2007, as a signatory to the International Association of Public Transport (UITP) Charter on Sustainable Development. In the next pages we present examples of these activities and practices in support of our three corporate responsibility pillars.

CORPORATE GOVERNANCE

Recognizing that solid corporate governance underpins the operations of every successful company, Bombardier complies with all reporting and regulatory requirements and meets high ethical standards. Our structure and processes provide the framework for efficiently directing business affairs and enhancing shareholder value, while the Audit, Human Resources and Compensation, Corporate Governance and Nominating, and Retirement Pension Oversight committees of the Board safeguard our high standards. In addition, our Code of Ethics and Business Conduct governs our activities and outlines policies against bribery, corruption and unethical competition. For more information, please review our Annual Report and Management Proxy Circular, available on our website.

OUR SUPPLY CHAIN

In order to strengthen relationships and enhance service delivery, we hold regular symposiums and forums with key suppliers. This enables us to share the challenges and strategies associated with suppliers' products, and to discuss emerging technologies. We are also implementing a strategic supplier plan that will improve supply chain performance. As stated in our Code of Ethics and Business Conduct and HSE Policy, we expect suppliers to comply with the principles set forth in the Code and Policy. In our standard contracts we have established a language related to supplier environmental compliance and are expanding our coverage of health and safety requirements. In addition, we encourage locally-based supply networks which optimize return to local communities.

MEMBERSHIPS AND PROFESSIONAL CONTRIBUTIONS

Our membership in, and professional contributions to various organizations including working groups that foster sustainable business management, offers two benefits. First, we're able to assume leadership in areas of strategic importance. And second, we're able to learn from our peers' best practices,

industry trends and ideas. Bombardier Aerospace is a member of the International Civil Aviation Organization Council's Committee on Aviation Environmental Protection (ICAO/ CAEP) and participates in four working groups. Bombardier Aerospace is also a founding signatory of United Kingdom's Civil Aviation Sustainability Strategy (CASS). Bombardier Transportation contributes to several industry organizations and standardization activities, including the Union of the European Railway Industries (UNIFE), by leading its Environment and Transportation Working Group, which focuses on knowledge exchange with customers and operators. Bombardier Transportation was the first rail vehicle manufacturer to sign the UITP Sustainability Charter. We believe that our participation in these and other initiatives enables us to contribute to the local businesses and communities in which we operate.

CONTINUOUS IMPROVEMENT

Product quality and compliance are critical to both our Transportation and Aerospace groups and we use a range of tools to ensure our products meet applicable legislation and industry standards, as well as internal specifications. We also use quality management systems to strive for excellence and continuous improvement in processes and products. Bombardier Transportation holds an ISO 9001 certificate encompassing all activities and all sites. Bombardier Aerospace holds either ISO 9001 or AS9100 certificates, encompassing 19 sites across Canada, the United States and Europe. These sites include facilities for all stages of the product life cycle including administrative, design, manufacturing, testing, training, spare parts distribution and service centres. The application of these standards allows Bombardier to improve product quality and reduce costs through the standardization of quality processes and procedures.

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Bombardier Aerospace has rolled out the Achieving Excellence initiative, a process whereby employees can benchmark their team's performance against the highest industry standards and develop action plans to achieve those levels. As of January 31, 2007, the majority of Aerospace employees

were certified at the Bronze level, the first of five levels. Aerospace has also implemented lean manufacturing initiatives at its Montréal and Belfast facilities, leading to improvements in cost, quality and schedule stability. At Bombardier Transportation, the International Railway Industry Standard (IRIS) is applied for the component manufacturing sites. In addition to ISO 9001 certification, we have implemented the Six Sigma program in both groups, enabling us to develop projects that enhance overall performance.

WHERE WE ARE GOING

CORPORATE RESPONSIBILITY— BUILDING FOR A SUSTAINABLE FUTURE

As a leader in providing worldwide sustainable transportation solutions, we recognize that our corporate responsibility commitment must link with our mission, core values, policies and leadership attributes. While we have made progress in this area, we intend to do more.

CORPORATE RESPONSIBILITY COMMITTEES

One of the first steps toward strengthening our sustainability is to develop a structure for delivering results. To that end, we will establish cross-functional corporate responsibility committees within our Aerospace and Transportation groups, with guidance and support from a corporate committee. These teams will be mandated to develop a structure for identifying, analyzing and prioritizing social, economic and environmental risks and opportunities, and for establishing worldwide objectives and progress reviews. While overseeing the implementation of various corporate responsibility activities, the committees will also create processes to manage the information that is generated.

CORPORATE GOVERNANCE

Transparency is essential in providing stakeholders with a clear understanding of a company's intent, direction and objectives. With respect to Bombardier's Corporate Governance and Nominating Committee, we plan to disclose the Charter outlining the scope of this committee's responsibilities and duties. We also plan to post more information on these types of initiatives on our website. This information will be based on the Canadian Securities Administrators' SEDAR filing system.

CODE OF ETHICS AND BUSINESS CONDUCT

Bombardier's Code of Ethics and Business Conduct has been in place since 1979, and was revised three years ago. While we have recently launched targeted training on the subject, we believe that a fuller understanding of the letter and spirit of the Code remains a critical success factor, both internally and with external stakeholders. We are therefore committed to further improving our employees' awareness and understanding of their responsibilities and obligations under the Code, as well as enhancing accessibility of all resources available to help them when facing ethical questions.

CORPORATE RESPONSIBILITY WITHIN OUR SUPPLY CHAIN

Supply chain management is strategic to any organization. It impacts cost, quality, overall performance and other key business variables. At Bombardier, we recognize the influence we can exert on our supply chain, upstream and downstream, and that we can impact variables such as environmental and social performance. We are improving our existing systems for addressing health, safety, environment and labour standards across our supply chains and joint ventures.

UNITED NATIONS GLOBAL COMPACT

Bombardier is now a signatory to the United Nations Global Compact. This voluntary initiative promotes business leadership in support of the Global Compact's ten principles in the areas of human rights, labour standards, the environment, and anti-corruption. Under the Global Compact's framework, businesses, the United Nations and various stakeholders work together to understand challenges and craft solutions as they relate to corporate citizenship. As a signatory to the Global Compact, we are required to continuously improve our performance against the ten principles, and to regularly report on our progress through an annual corporate responsibility report. For more information on the United Nations Global Compact, please visit www.unglobalcompact.org.

CONTINUOUS IMPROVEMENT

At Bombardier Aerospace, our target is to complete full Bronze certification under our Achieving Excellence initiative by the end of this financial year and launch all employees on the process to attain the next level of certification (Silver)—a further step in reaching world-class performance. With respect to lean manufacturing, Aerospace and Transportation are committed to continuing to identify potential improvements across their manufacturing and service network.

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PEOPLE

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WHERE WE ARE

CODE OF ETHICS AND BUSINESS CONDUCT AND CORE VALUES

Bombardier's Code of Ethics and Business Conduct is aligned with the policies that govern the way we treat our people and uphold overall human rights and labour standards. Through the Code we promote fair, ethical, equal and respectful treatment of employees, in accordance with the laws and regulations of each jurisdiction in which we do business. The Code governs the protection of employees from harassment, victimization and discrimination, and promotes a safe work environment. Among our core values, integrity is the overriding principle, committing us to "behave with integrity and in an ethical manner in everything we do and say."

We disseminate our Code and core values throughout our organization in several languages, and also make the Code available on our website. In association with our Code, we have implemented a global complaint reporting system through which employees and other stakeholders have a confidential mechanism for reporting issues or concerns. All issues and concerns are handled promptly and confidentially by Bombardier's Compliance Officer, and are reported quarterly to the Audit Committee.

HEALTH AND SAFETY MANAGEMENT

Bombardier's HSE Council as well as group, business unit and site level committees oversee the management of health, safety and environmental performance for manufacturing and service operations worldwide. The ongoing implementation of OHSAS 18001 health and safety management systems helps us to identify and control workplace hazards and risks across our manufacturing and service facilities worldwide. These systems include requirements for employee training, and mechanisms for employee consultation and dialogue. We use an internal audit process to assess the effectiveness of our risk mitigation strategy, and retain external auditors to review our regulatory compliance. Bombardier's HSE Policy was issued in its current form in 2003 and a revision is underway. We promote health and safety awareness and good practices including management systems through the supply chain. We have implemented new programs and practices leading to a reduction in the frequency and severity of workplace accidents (see page 8). In addition, the Bombardier Aerospace President and Chief Operating Officer presents, in the context of the group's Recognition Program, annual Health and Safety Awards to the best manufacturing site and service centre and also highlights the sites that have improved the most year over year.

LABOUR RELATIONS

Bombardier acknowledges its employees' right to freedom of association, and cooperates with labour unions and work

councils that are active in our operations. In the spring of 2007, Bombardier Aerospace held its first worlwide union-management forum to share information and discuss global issues. As of January 31, 2007, of the 27,130 employees at Aerospace, 57% were covered by collective agreements. For the same period, 80% of Bombardier Transportation employees in Europe, and 40% in North America were covered by collective agreements. During fiscal year 2008, most collective agreements in North America are up for renewal. In Europe, there are approximately 180 collective agreements in force, which expire at different dates within fiscal years 2008 and 2009.

TRAINING AND DEVELOPMENT

We strive to create a positive work environment where talented people want to remain in the organization and develop their careers. We do this by encouraging personal development and innovative thinking through forums such as Achieving Excellence, Performance Management, and a range of other leadership development programs. Employee surveys are just one tool that Bombardier uses to gauge employee engagement, and to provide insights into how we can do even better.

DONATIONS, SPONSORSHIPS AND VOLUNTEERING

While we operate in the global community, we have long recognized the importance of volunteering and contributing locally. Our Donations and Sponsorships Policy guides our philanthropic efforts, focusing on core sponsorships in youth and education, community outreach, science and technology, and arts and culture. Bombardier is proud to support the J. Armand Bombardier Foundation by contributing to the funds the Foundation needs to fulfill its mission. In addition, Bombardier directly engaged as a donor and sponsor of projects that advance the well-being of communities in which it operates. In Canada, as well as in cities such as Washington, Wichita,

CORPORATE RESPONSIBILITY ROADMAP

Mexico City, Belfast and Berlin, these projects together with our annual contribution to the Foundation, amounted to \$8.3 million US for the year ended January 31, 2007 (see page 8 for an overview of our sponsorship projects).

COMMUNITY INVESTMENT

We contribute to the communities in which we operate by providing a range of employment opportunities throughout our organization. We also provide training and professional development, while partnering with schools and universities to promote education in the engineering and transportation fields. Within a wider social and economic context, our activities contribute to innovation in the sectors in which Bombardier operates. Some examples include Bombardier Aerospace's Belfast facility, which annually organizes the Flight Experience Challenge, a competition encouraging Northern Ireland school pupils to let their imagination take flight by designing and building their own self-propelled model airplane from every day household items. In 2006, Bombardier Transportation became the founding partner of PlaNet Finance Deutschland, an initiative targeting poverty alleviation and economic development in association with the microfinance sector.

STAKEHOLDERS

Engaging with our shareholders, employees, communities, customers and other stakeholders is important at Bombardier. It helps us move our operations forward in an economically viable, socially responsible and environmentally sustainable manner. We engage stakeholders in a number of ways. With employees, we maintain open channels for dialogue through our management systems, employee surveys, and training and performance management processes. Employee feedback enables us to proactively identify risks and potential improvements. We also consult with our customers and use this information to design more efficient and innovative products. We solicit input from shareholders through proxies and annual meeting processes, and provide accurate and timely information in return. We participate in industry associations and standardization forums where we share ideas and work toward more sustainable products and processes. When engaging with community and interest groups, we discuss issues and concerns in order to craft solutions that meet the mutual needs of stakeholders and the company.





WHERE WE ARE GOING

RESPONSIBLE MANAGEMENT

Respect for individual rights is a core commitment at Bombardier. We have signed the United Nations Global Compact, and we are committed to developing action plans to manage social, community, human rights, health and safety and other risks and opportunities associated with new business development, bids, investments and joint ventures.

Bombardier is also reviewing its internal compliance audit processes to ensure that these types of risks are well assessed and managed. We believe that these measures will support our ability to regularly and transparently report on our progress toward meeting the human rights and labour standards principles embodied in the United Nations Global Compact.

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ENVIRONMENT

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HEALTH, SAFETY AND ENVIRONMENT COUNCIL

Bombardier's HSE Council as well as group, business unit and site level committees oversee the management of environmental performance for manufacturing and service operations worldwide. They also facilitate the implementation of programs that meet our commitments to the HSE Policy and that support third-party regulatory compliance auditing. We rely on these external resources to help us minimize risks and identify areas for improvement. External audit results are reviewed by our Audit Committee.

ENVIRONMENTAL MANAGEMENT SYSTEMS

The ongoing implementation of the ISO 14001 environmental management standard at our worldwide manufacturing sites has enabled us to identify environmental impacts and develop controls to minimize them. Approximately 85% of the Corporation's manufacturing and service locations with over 150 employees have been certified to the ISO 14001 standard by external auditors. In addition, the European Eco-Management and Audit Scheme (EMAS) is in place at a number of Bombardier Transportation sites in Europe. As both systems are based on the principle of continuous improvement, they are contributing to increased resource and energy efficiency, as well as reduced waste and reduced risk of environmental incidents.

TRAINING

Employee training plays a key role in managing our environmental impacts. We conduct site-specific training to ensure that employees understand their responsibilities toward environmental management, and have procedures in place to ensure consistency. In addition, we have developed emergency response programs.

RESEARCH, DEVELOPMENT AND PRODUCT DESIGN

At Bombardier Transportation, we use a robust Design for Environment Program to address product lifecycle attributes such as recyclability, energy efficiency and noise. We publish Environmental Product Declarations and Environmental Fact Sheets to provide stakeholders with relevant product information, and our directive on Prohibited and Restricted Substances guides every new product design or redesign. Bombardier Aerospace is bound by numerous regulatory standards from organizations such as ICAO, and is continually seeking ways to improve aircraft performance. We work with partners, for example, to maximize engine and systems efficiency, introduce composite and new alloy materials, where possible, to reduce aircraft weight, and look for ways to enhance aircraft aerodynamics. These measures will ultimately lead to better fuel consumption efficiency and

reduced greenhouse gases and other emissions. Aerospace also undertakes a range of acoustic studies to reduce the impact of noise on local communities.

ENERGY EFFICIENCY AND GREENHOUSE GASES

Energy efficiency—whether seen in the context of cost, global warming or new environmental regulations-has become both a challenge, and an opportunity for Bombardier. Customers, both in the aviation industry as well as in mass transport, are under pressure to renew their fleets with more energy-efficient and environmentally friendly aircraft and rail vehicles. Both groups have accepted the challenge and can demonstrate successes. For example, compared to older-generation aircraft of similar seat capacity currently in operation, the CRI1000 regional jet will provide substantially lower fuel consumption and achieve up to 30% reduced carbon dioxide emissions. Bombardier Transportation has demonstrated that even with increased speed and passenger comfort functions, its modern trains have an energy consumption per passenger kilometer that is reduced by 25-30% when compared to the older generation trains.

Aerospace and Transportation are also striving to reduce energy consumption and greenhouse gas emissions at their manufacturing sites. For example:

- At Bombardier Aerospace's Belfast facility, energy saving initiatives in 2006 resulted in a reduction of 3,900 tonnes of CO₂-equivalent (eq), compared to 2005 total emissions. In Mirabel, energy saving initiatives in 2006 resulted in a reduction of 2,800 tonnes of CO₂-eq., compared to 2005 total emissions.
- From 2005 to 2006, Bombardier Transportation's Mainline and Metros Division reduced its energy consumption (per 200,000 h) by 13% and the Plattsburgh facility achieved a 20% reduction of its electricity consumption (per 200,000 h) as a result of the work undertaken by the Resource Conservation Team.

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WHERE WE ARE GOING

HSE METRICS AND DATA MANAGEMENT

In line with Bombardier's HSE Policy, we strive to continuously improve our environmental performance by setting objectives and validating improvements. While both groups currently report a number of key indicators, we will implement a refined HSE metrics database resulting in a Global Reporting Initiative-based (GRI) set of generally accepted economic, environmental and social performance indicators. This centrally managed database will enable us to monitor additional performance measures, and present more clearly the progress of our programs.

ENERGY AND CLIMATE CHANGE

Bombardier recognizes that the environmental, economic and social risks associated with global climate change are significant. While we currently undertake various initiatives to minimize greenhouse gas emissions, we are also planning the development of a global strategy for energy efficiency and

mitigation of our climate change impacts. As an example, a risks and opportunities assessment would help us highlight and prioritize the areas that have the greatest impact, followed by strategies to minimize our impacts and capitalize on opportunities.

RESEARCH AND DEVELOPMENT

Research and development are essential to Bombardier's continued leadership in rail transportation and aerospace. We invest significant resources to refine existing products and develop new ones that satisfy our customers and communities. As a next step, we plan to evaluate how Aerospace and Transportation could share knowledge about our Design for Environment and Life Cycle Assessment process. We have made substantial progress, but there are clearly many more ways to realize even greater product efficiencies. In order to accurately account for our successes, we will seek the best ways to report on our progress.





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SUSTAINABILITY SUPPORTING DATA

At Bombardier, we are committed to the transparent reporting of our progress toward corporate responsibility. Below are selected examples of where we are in two specific areas which will be elaborated in our first corporate responsibility report in 2008.

DONATIONS AND SPONSORSHIPS

We are privileged to give back to the communities in which we operate. For the year ended January 31, 2007, our donations and sponsorships—together with our annual contribution to the J. Armand Bombardier Foundation—amounted to \$8.3 million US. Our donations and sponsorships were directed to community outreach programs, arts and culture, institutional relations, sports, education, business, health, and science and technology.

In North America, we supported the Canadian Cancer Society, the Canadian Red Cross, and the Canadian Youth Business Foundation. A three-year commitment to the Office franco-québécois pour la jeunesse is bringing together France and Québec youth, giving them the tools to mount international development projects. In Wichita, we gave to the Boys and Girls Club, and supported Kansas Technical Training, a multi-stakeholder partnership that promotes technical education in aerospace. In Mexico, we donated to the Fundacion Humanitaria Concamin, which promotes school re-entry

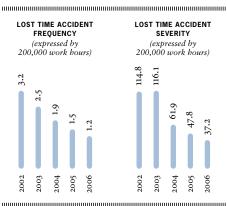
of children living with an illness and facilitates integration within the school community.

In Belfast, we contributed to Marie Curie Cancer Care, a centre for terminally ill patients, as well as to the Business in the Community Employer Forum, which helps the chronically unemployed to overcome barriers to employment. The education-assistance project of Bombardier's Chinese joint venture Bombardier Sifang Power (BSP) helps schools in need of assistance, with projects including the repair of desks and the installation of new classroom lights, to create an environment more conducive to learning.

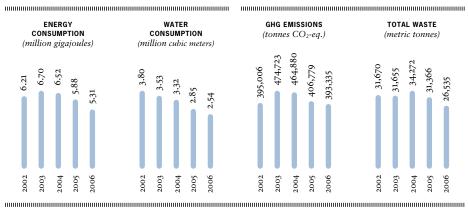
HEALTH, SAFETY AND ENVIRONMENT

We have developed—and continue to develop-a range of activities and performance indicators, that align with the GRI guidelines. To assess our performance in relation to our corporate responsibility activities, we have measured a number of indicators for several years. The graphs below are not inclusive of all of the performance measures currently utilized at Bombardier, but they are good examples of those most relevant to our business and those with historical data in place to display progress. The data includes both our manufacturing and major service sites for Aerospace and Transportation. We will continue to utilize these and other indicators in support of our continuous improvement efforts.

HEALTH AND SAFETY (ratio)



ENVIRONMENT (absolute)



BOMBARDIER'S FIRST CORPORATE RESPONSIBILITY REPORT

Bombardier is committed to publishing a corporate responsibility report for release in 2008. This report will contain qualitative and quantitative information on our activities and overall performance. The report will also discuss the issues that we believe are most significant to the success of our business, along with the relevant social, economic and environmental risks and opportunities.

Bombardier's corporate responsibility report will:

 present strategies for addressing the social, economic and environmental risks and opportunities associated with our corporate responsibility programs;

- present achievements associated with proposals contained in this roadmap, as well as actions endorsed by our corporate responsibility committees;
- present qualitative and quantitative data on commonly accepted, GRI-aligned corporate responsibility parameters, related to our business strategy and stakeholders;
- present new objectives;
- : discuss next and ongoing steps; and
- highlight activities that support the United Nations Global Compact's requirement for communication on progress on the ten principles.

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