

Taking action in turbulent times

Bombardier Aerospace

Paris Airshow Presentation



Aerospace Senior Management Team

Bombardier Aerospace

June 15, 2009

BOMBARDIER

Forward-looking statements

This presentation includes forward-looking statements. 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” or the negatives of these terms or variations of them or similar terminology. By their nature, forward-looking statements require Bombardier Inc. (the “Corporation”) to make assumptions and are subject to important known and unknown risks and uncertainties, which may cause the Corporation’s actual results in future periods to differ materially from forecasted results. While the Corporation considers its assumptions to be reasonable and appropriate based on current information 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, please refer to the respective sections of the Corporation’s aerospace segment (“Aerospace”) and the Corporation’s transportation segment (“Transportation”) in the F09 MD&A.

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 the Corporation’s business environment (such as the financial condition of the airline industry, government policies and priorities and competition from other businesses), operational risks (such as regulatory risks and dependence on key personnel, risks associated with doing business with partners, risks involved with developing new products and services, warranty and casualty claim losses, legal risks from legal proceedings, risks relating to the Corporation’s dependence on certain key customers and key suppliers, risks resulting from fixed-term commitments, human resource risk, and environmental risk), financing risks (such as risks resulting from reliance on government support, risks relating to financing support provided on behalf of certain customers, risks relating to liquidity and access to capital markets, risks relating to the terms of certain restrictive debt covenants and market risks (including currency, interest rate and commodity pricing risk) – see the Risks and Uncertainties section in the F09 MD&A. 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 the Corporation’s 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.

We improved our financial performance in turbulent times but we are feeling the headwinds...

Farnborough 2008

Aerospace (G.Hachey)

- **Delivered 5.8% EBIT in FY08**
- **Focus is on delivering strong financials**



Business Aircraft (S.Ridolfi)

- **Record order performance and backlog**
- **Focus on delivery and operational performance**



Commercial Aircraft (G.Scott)

- **Solid order performance and backlog**
- **Strong CSeries interest**



Customer Services & Support (J.Hoblyn)

- **Strengthened services & support**



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- **Delivered 9.0% EBIT in FY09**
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- Strengthened services & support

- Market outlook
- Serving our customers and growing our business

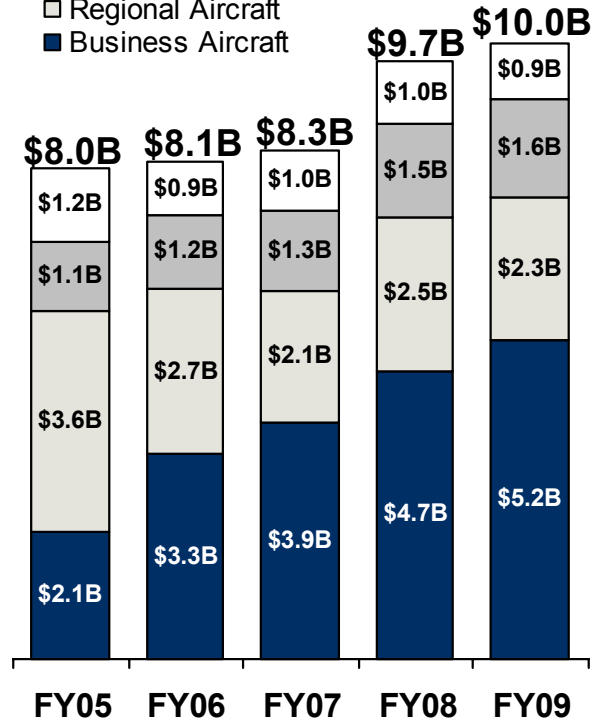
Bombardier Aerospace improved its Revenues and EBIT performance in fiscal year 2009

BOMBARDIER AEROSPACE FINANCIAL RESULTS

REVENUES

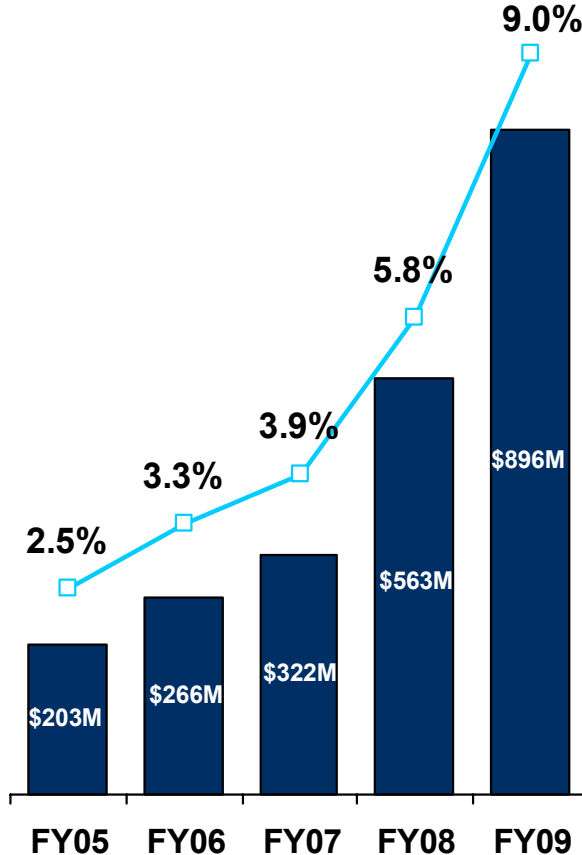
US\$, FY05-FY09

- Other (1)
- ▒ Services (2)
- ▒ Regional Aircraft
- Business Aircraft



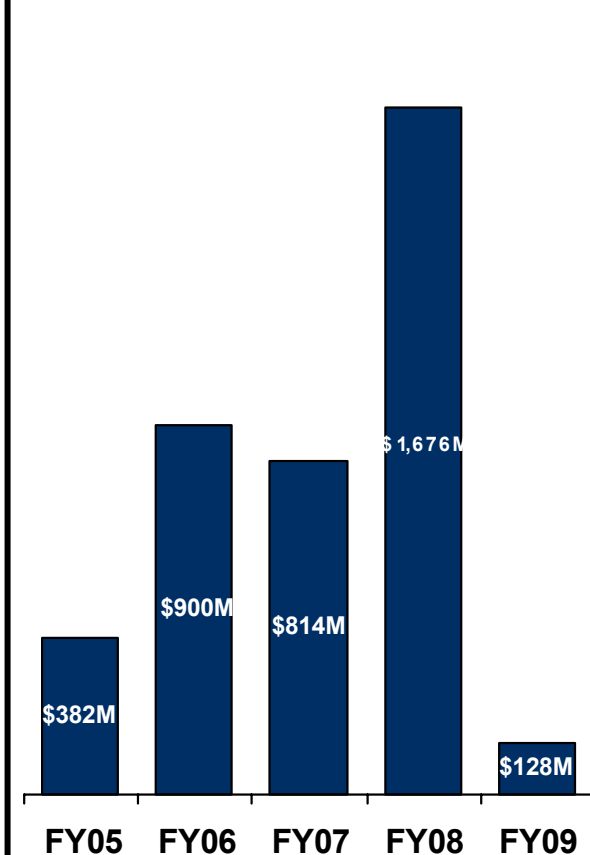
EBIT

US\$, % of Revenues, FY05-FY09



FREE CASH FLOW

US\$, FY05-FY09



(1) Other includes primarily other manufacturing (eg, Amphibious, sub-contract) and pre-owned aircraft sales

(2) Services include Services (ie, non-manufacturing) and Flexjet service revenues

Source: Bombardier Annual Reports

Yet the second half of fiscal year 2009 was marked by worsening business conditions...

AEROSPACE INDUSTRY DRIVERS

Aerospace Drivers	Trend	Justification
U.S. Economic Environment		A prolonged downturn in the housing market combined with a credit crisis has plunged the US into an economic recession
Global Economic Environment		The global economy is being impacted by weak consumer demand and tighter credit markets, from Europe to emerging markets
Industry Backlog		Book-to-bill ratio's have dropped below one and current industry order backlogs have suffered from increased cancellations and deferrals
Customer Health		Weak corporate profits and economy coupled with restricted credit availability
Aircraft Financing		The financial crisis is limiting access to credit for aircraft purchases across the industry. Airline financing gap will need to be filled by export credit agencies and potentially OEM's
Used Inventory		Used inventory in the business jet market has grown rapidly, falling prices are placing pressure on new and existing deals
Supply chain risk		Suppliers are having difficulty raising capital and financing debt Weaker industry demand could increase risk of bankruptcy
Corporate travel		A growing stigma has emerged against business jet travel – seen as a symbol of excess. Tightening corporate travel budgets have impacted airline financial health

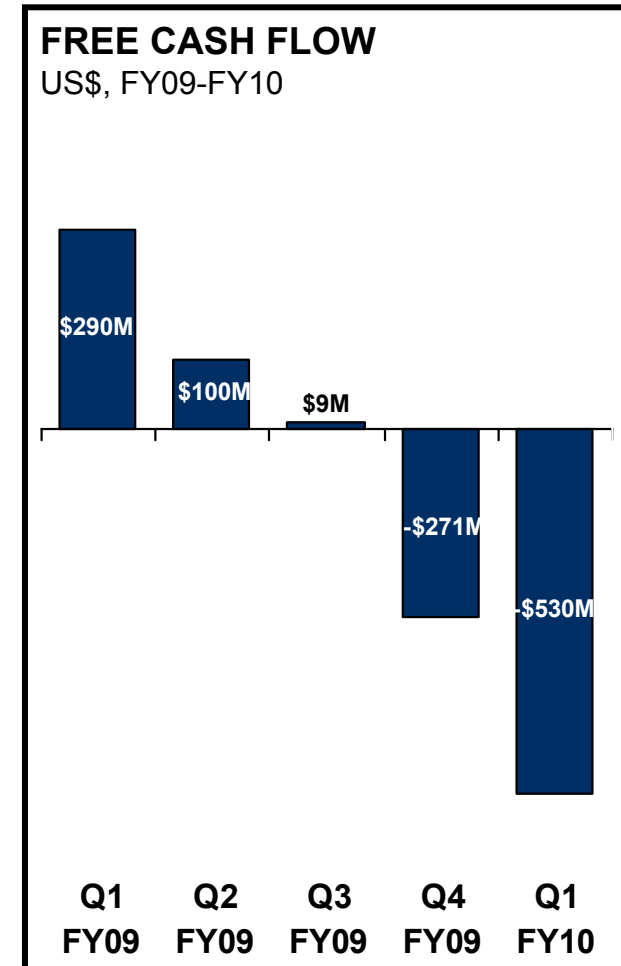
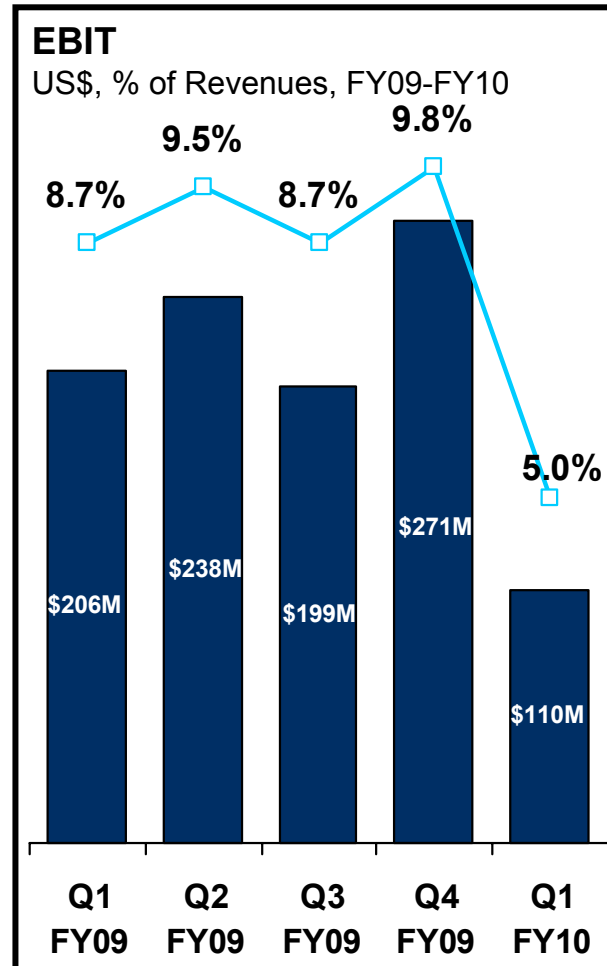
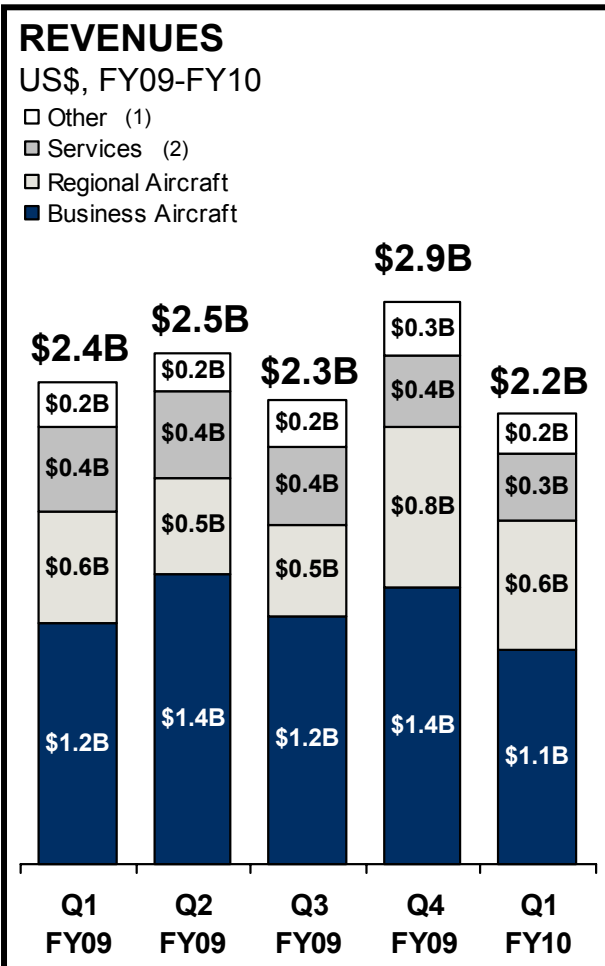
 Indicates a favourable trend in the market categories in which Bombardier Aerospace competes.

 Indicates a neutral trend in the market categories in which Bombardier Aerospace competes.

 Indicates a unfavourable trend in the market categories in which Bombardier Aerospace competes.

... ultimately impacting our Q4 FY08/09 and Q1 FY09/10 financial results

BOMBARDIER AEROSPACE FINANCIAL RESULTS

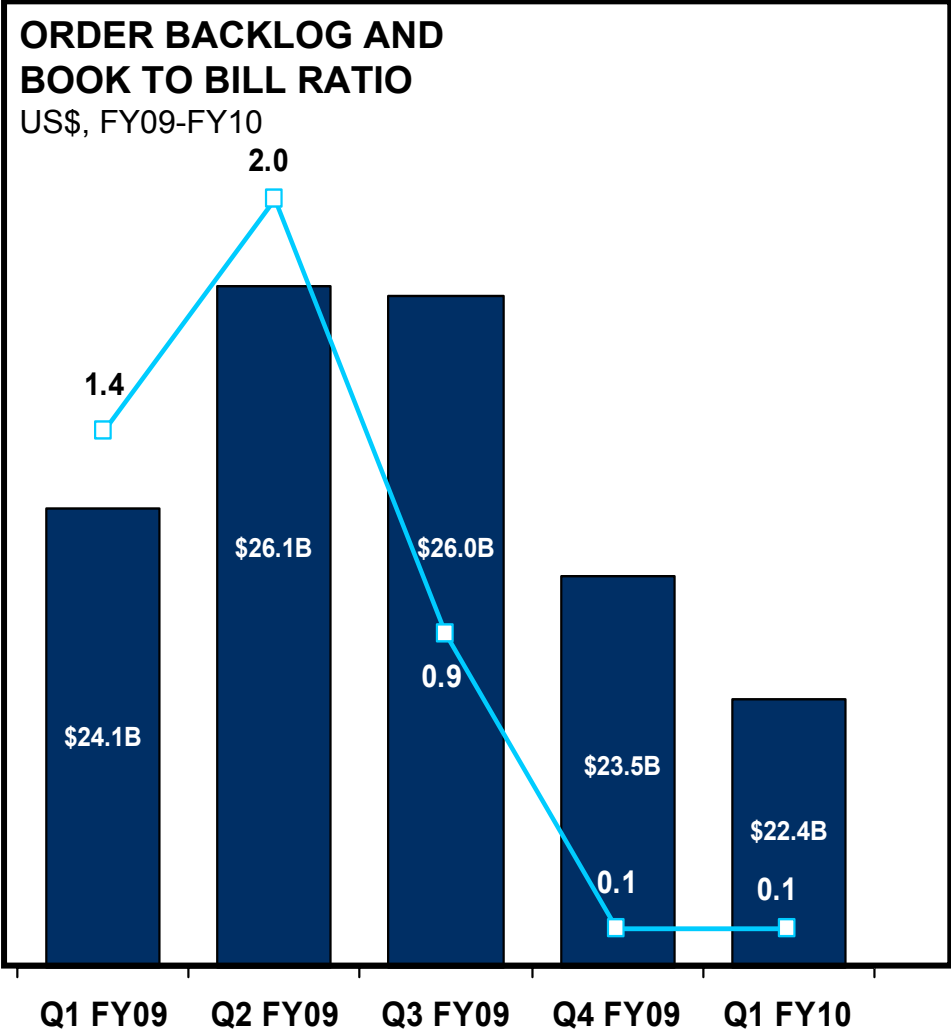


(1) Other includes primarily other manufacturing (eg, Amphibious, sub-contract) and pre-owned aircraft sales

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Source: Bombardier Annual Reports

Our backlog remains strong but our book-to-bill ratio has been impacted by higher than usual number of cancellations and deferrals



Our response to date to the market turmoil has been targeted on :

Production Rate Decisions

BBA PRODUCTION RATE CHANGES

FY09/10

BBA	Budget FY09/10
L40/45	↓
L60	↓
CL300	↓
CL605	↓
CL850	↓
G5000/XRS	↓

BCA PRODUCTION RATE CHANGES

FY09/10

BCA	Budget FY09/10
CRJ	↓
Q400	↑

Headcount Reduction Decisions

Headcount reduction in line with reduced production rates

- Total planned workforce reduction of 4,360, 13% of total BA workforce; 1,360 announced Feb 5th and 3,000 announced April 2nd
- Approximately 850 of the 3,000 reduction will be from Contractual workforce
- As of April 30, 2009, there were approximately 2,000 layoffs remaining from the 4,360 previously announced
- \$32M of severance and other involuntary termination costs recorded in first quarter results

Other

- We remain committed to launched development programs *CSeries*, *Learjet 85*, *CRJ1000*, Global Vision cockpit
- We continue to focus on customer satisfaction
- We are on track with our lean journey through our Achieving Excellence System

... and we remain focused on our long-term strategy

AEROSPACE ENTERPRISE STRATEGY

Strengthen long-term **leadership** in our industry segments through revenue growth and sustainable **best-in-class financial** performance with the **most loyal customer** base. We will achieve this by leveraging our **comprehensive portfolio** of high performance business jets, efficient commercial jets and turboprops, quality aircraft services and by:

1 Being #1 in **quality / customer satisfaction** through a culture of flawless execution

2 Providing a rewarding workplace that attracts & **engages a talented team**

3 Developing **innovative, environmentally conscious products** that meet customer needs globally

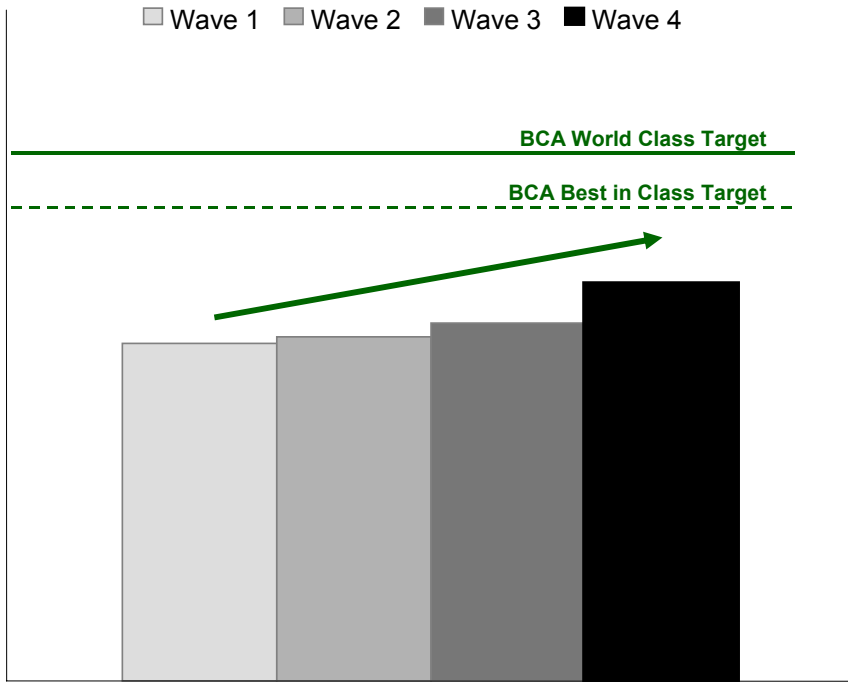
4 Evolving into a **lean enterprise** with strong global supply chain partnerships

Being #1 in quality / customer satisfaction through a culture of flawless execution

- **We are creating a customer-centric culture**
- **We are improving the performance of our sale, contracting, delivery and support processes**
- **We are developing a culture of flawless execution and continuous improvements at every phase of the development of our product**
- **We are strengthening our program management governance**

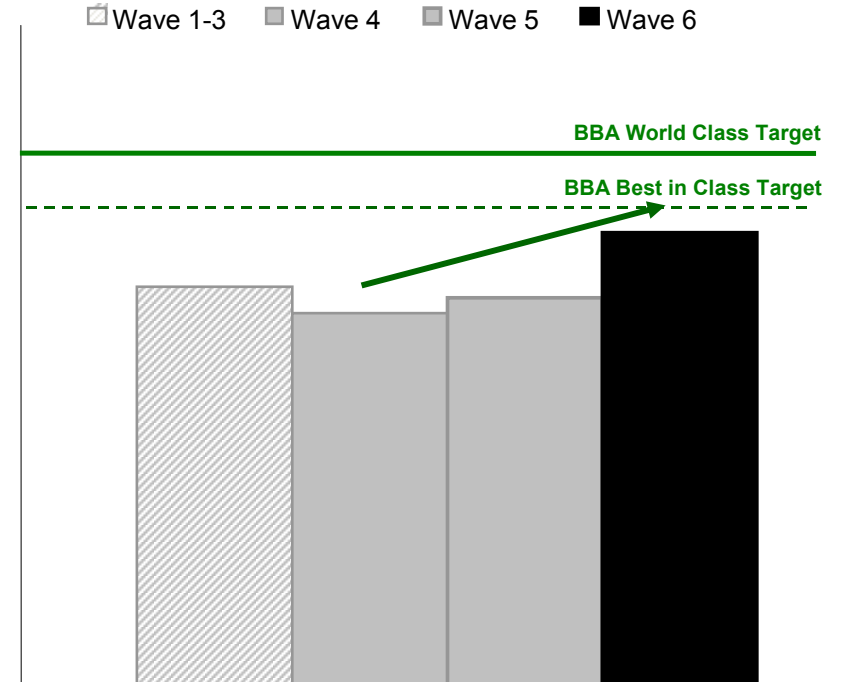
Our focus on customer satisfaction is showing results

Bombardier Commercial Aircraft Overall Customer Engagement Mean



Overall Customer Engagement score increasing for the 3rd year in a row

Bombardier Business Aircraft Overall Customer Engagement Mean

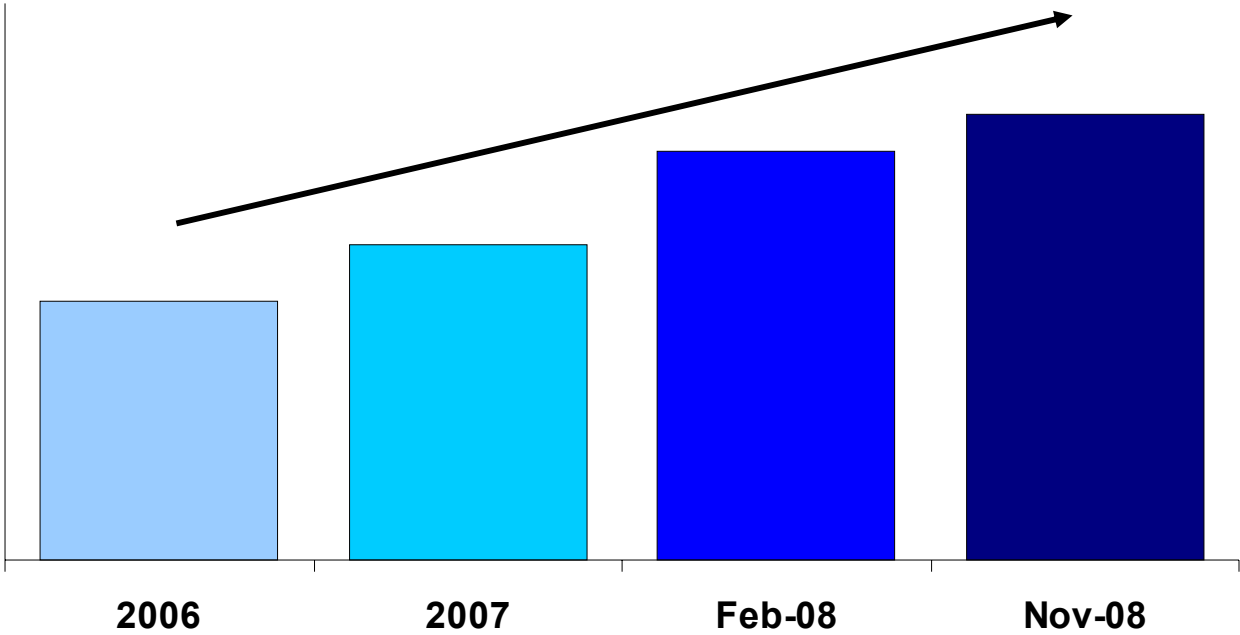


Significant improvement in latest survey

Providing a rewarding workplace that attracts & engages a talented team

- We always strive at providing the safest working environment
- We are developing means to attract new employees
- We seek to help the development of our employees through our Talent Acceleration Pool program

Our Aerospace Employee Engagement is steadily improving



Our Employee Engagement increased over the last 3 surveys

Developing innovative, environmentally conscious products that meet customer needs globally

- **We are developing further competencies and capabilities in core strategic technologies**
- **We will leverage ongoing collaboration with universities and research institutions in Canada, the US and Northern Ireland as well as expand R&D relationships in Mexico, India and China**
- **We will continue to focus on providing customers with total lifecycle solutions**

We are continuing to invest to strengthen our position and be best placed when the market returns

INNOVATIVE PRODUCTS

Business Aircraft

Learjet 85

- Launched in September 2007
- Set to redefine the midsize business jet category with more cabin volume and speed
- Expected to be the first F.A.R. Part 25 certified all composite structure business aircraft



Global Vision Flight Deck

- Unveiled in September 2007 for *Global 5000* and *Global Express XRS* aircraft
- Include improved avionics system features and functionalities, increased situational awareness and comfort as well as superior design aesthetics



Commercial Aircraft

CRJ1000 NextGen

- Launched in February 2007
- Designed to meet the growing needs of regional airlines for jets up to 100 seats
- Entry into service scheduled for Q4 fiscal year 2010



C-Series

- Launched in July 2008
- Designed for the lower end of the 100- to 149-seat mainline commercial aircraft market segment
- Latest technology to produce the improvements demanded by airlines for the next quarter century



BOMBARDIER

Evolving into a lean enterprise with strong global supply chain partnerships

- **We will deploy and implement comprehensive and common lean enterprise strategies across our global sites, leveraging the culture change momentum created by our Achieving Excellence System**
- **We will continue to develop our manufacturing base in low cost countries, to complement our third-party supply base and to reduce operating costs**
- **We are securing competitive total life-cycle value propositions from our supply base on new and existing programs**
- **We will continue our selective outsourcing of engineering activities and business process operations**
- **We are establishing risk-sharing relationships with key suppliers and governments**

Bombardier Aerospace continues to execute on the two key directions of its industrial strategy

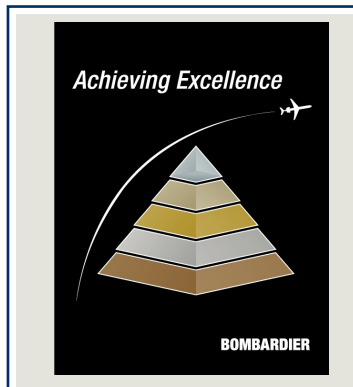
1. Ramp-up production in emerging economies with dual objective of cost reduction and creation of capacity

Continued development of Queretaro manufacturing facility



Continued development of major strategic supplier in China (SACC)

2. Investments in automation and deployment of Achieving Excellence System aiming to improve performance and productivity in existing facilities



Manufacturing High Technologies

Robotic Assembly System



Composite Advanced System



To conclude, Bombardier Aerospace remains competitive, diversified, and well-positioned across the Aerospace industry

		<i>Well-Positioned</i>
Business Aircraft		<ul style="list-style-type: none"> Market leading business jet portfolio spanning all business jet segments Product developments to build on success of current portfolio, including <i>Learjet 85</i> and <i>Global Vision</i> cockpit
Commercial Aircraft		<ul style="list-style-type: none"> CSeries Launched at Farnborough Airshow 2008 <i>CRJ1000 NextGen</i> first flight on Sept 3, 2008 <i>Q</i>Series and <i>C</i>Series aircraft respond to both volatile oil prices and environmental challenges <i>CRJ</i>Series operating costs advantages of up to 15% vs. competition
Customer Services		<ul style="list-style-type: none"> Forecasted worldwide fleet growth will continue to expand current aftermarket business Continued expansion of integrated fleet management services Improved customer support performance and customer satisfaction indices
Flexjet		<ul style="list-style-type: none"> 2008 Industry best, most consistent service as per Robb Report

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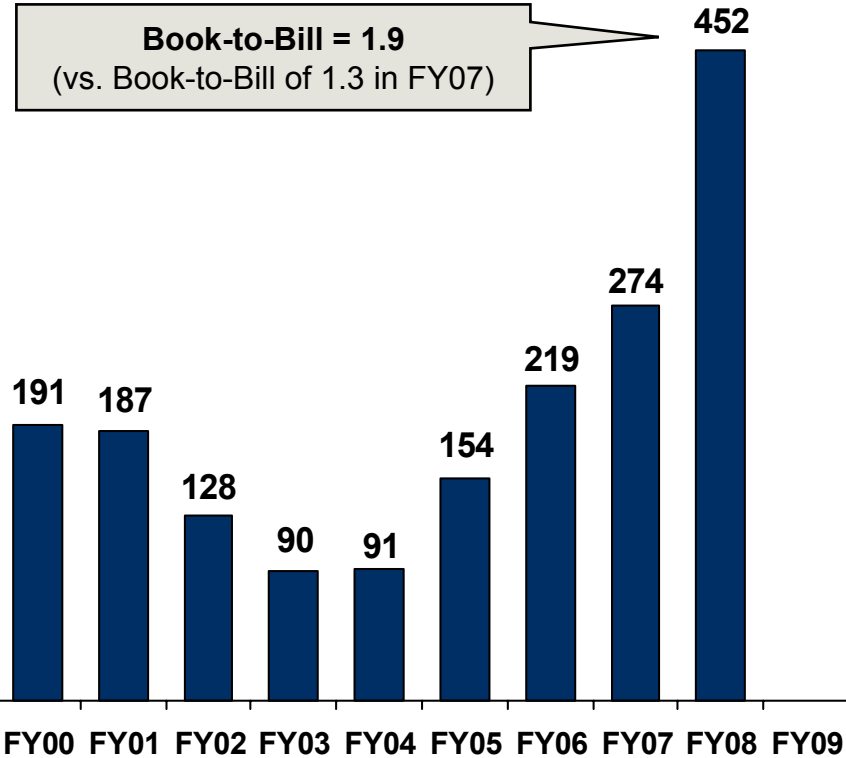
- Market outlook
- Serving our customers and growing our business

Last year, we were in the midst of record orders and backlog

BOMBARDIER BUSINESS AIRCRAFT ORDERS

Units, Fiscal Year 2000 – 2008

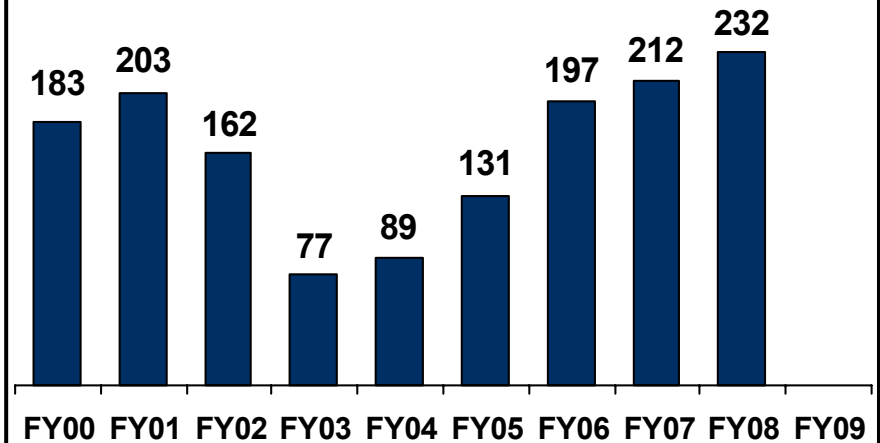
Book-to-Bill = 1.9
(vs. Book-to-Bill of 1.3 in FY07)



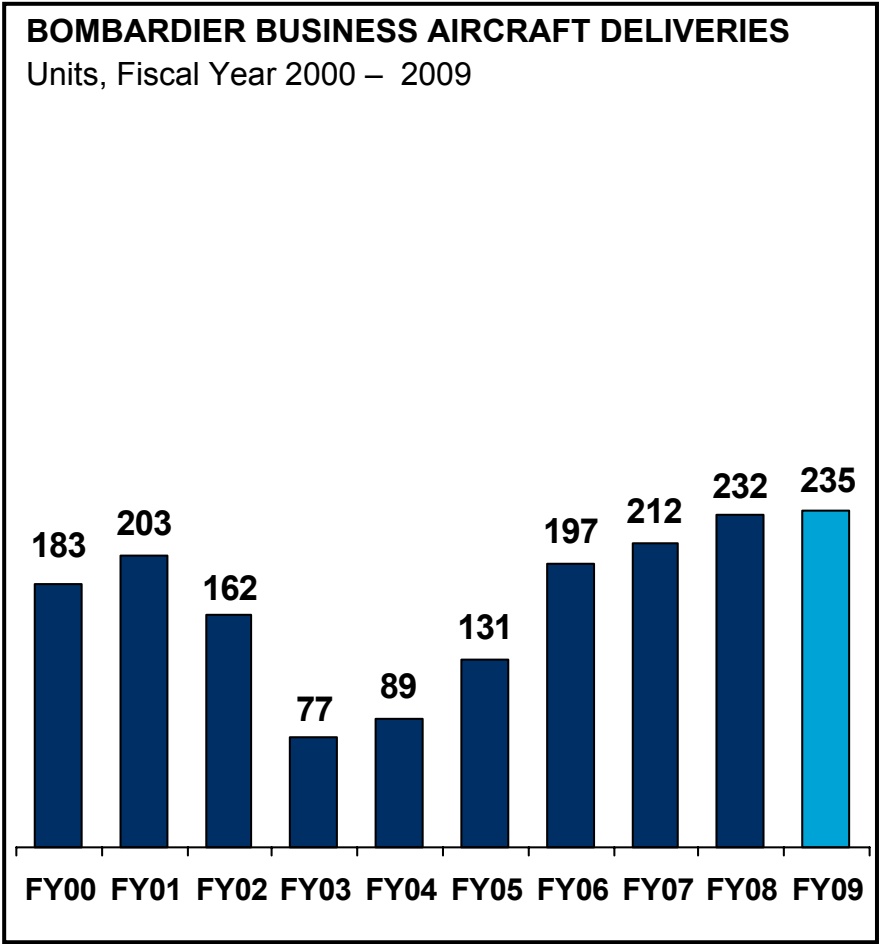
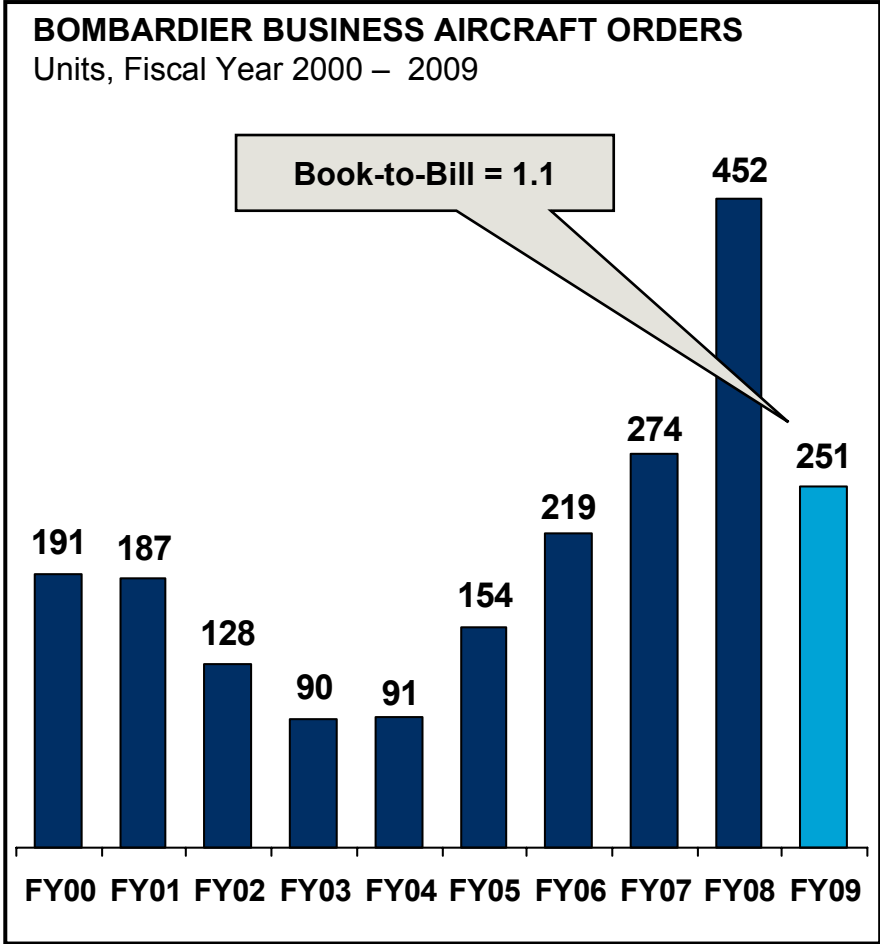
BOMBARDIER BUSINESS AIRCRAFT DELIVERIES

Units, Fiscal Year 2000 – 2008

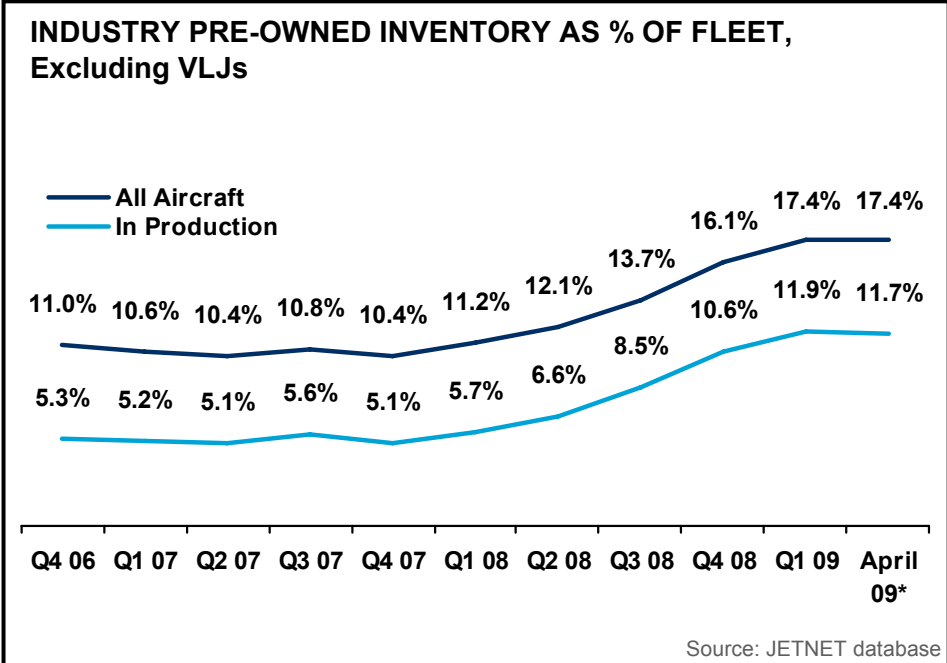
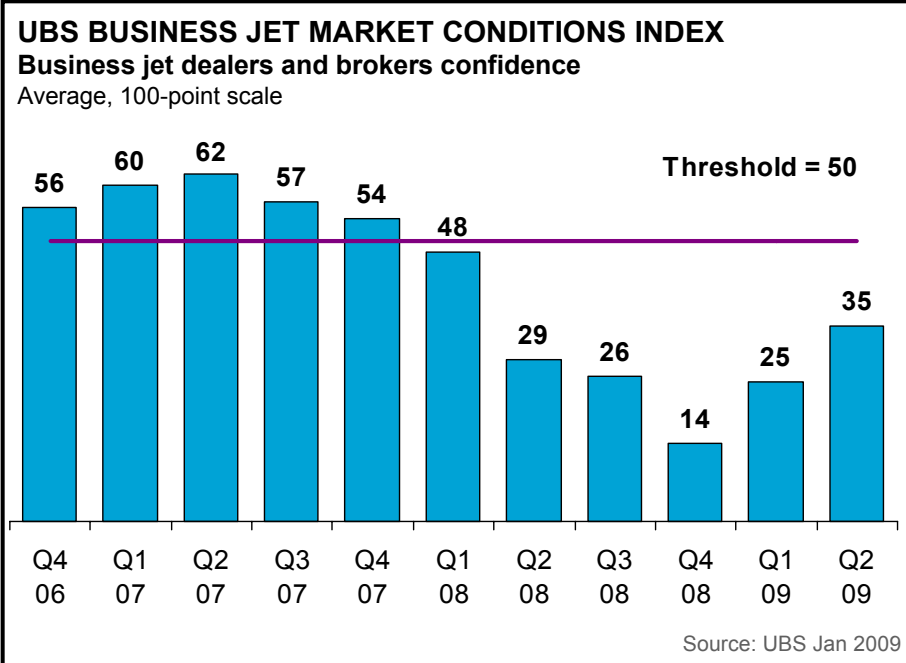
Record year



The second half of last year saw world economic recession and business jet industry slow down



Key “health indicators” of Business Aviation have significantly deteriorated over the past year...

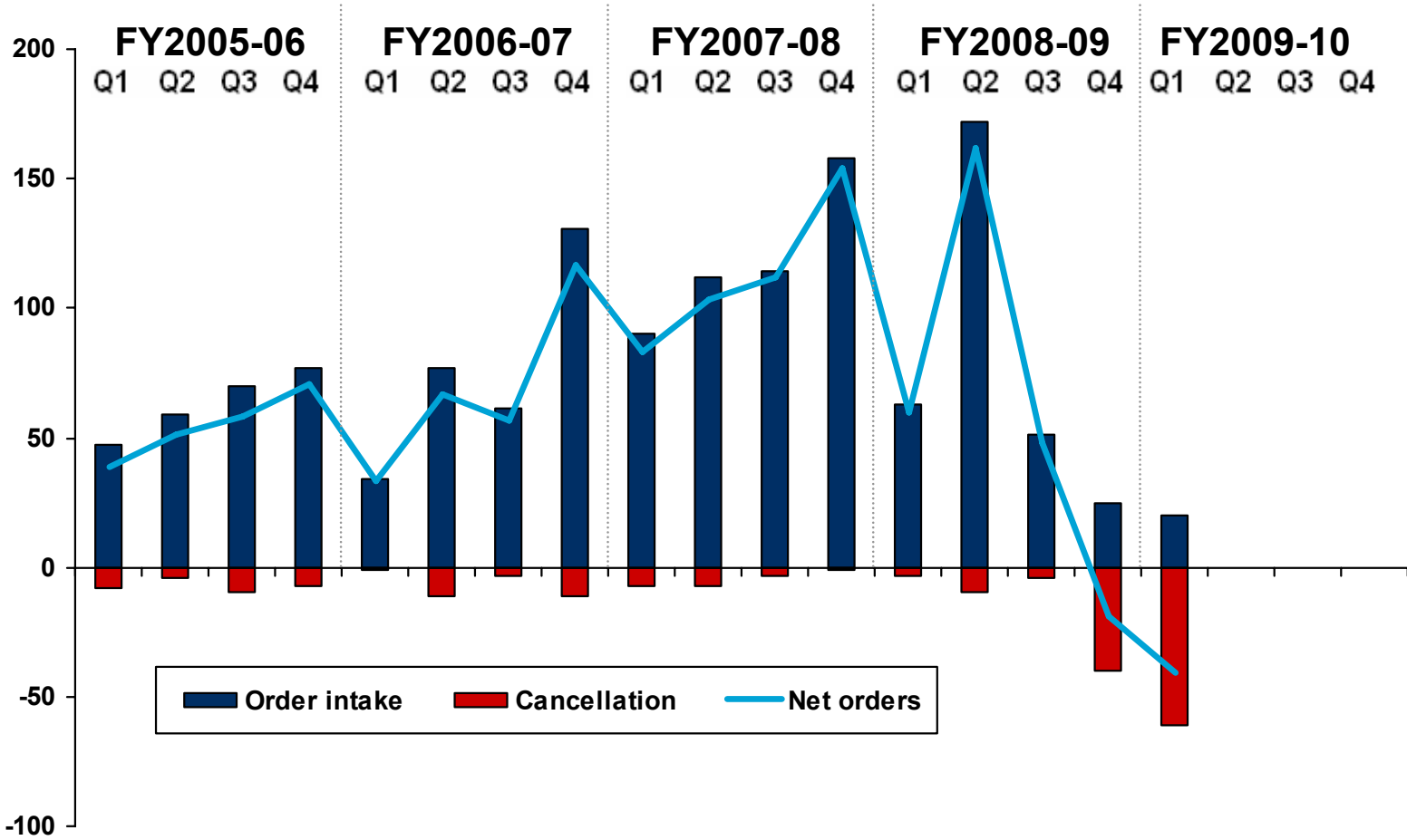


...however, we have seen recently some signs of improvement

After fifteen quarters of positive net order intake, the last two quarters have been negative

GROSS / NET ORDER ANALYSIS

Units, Q1FY06-Q2FY10

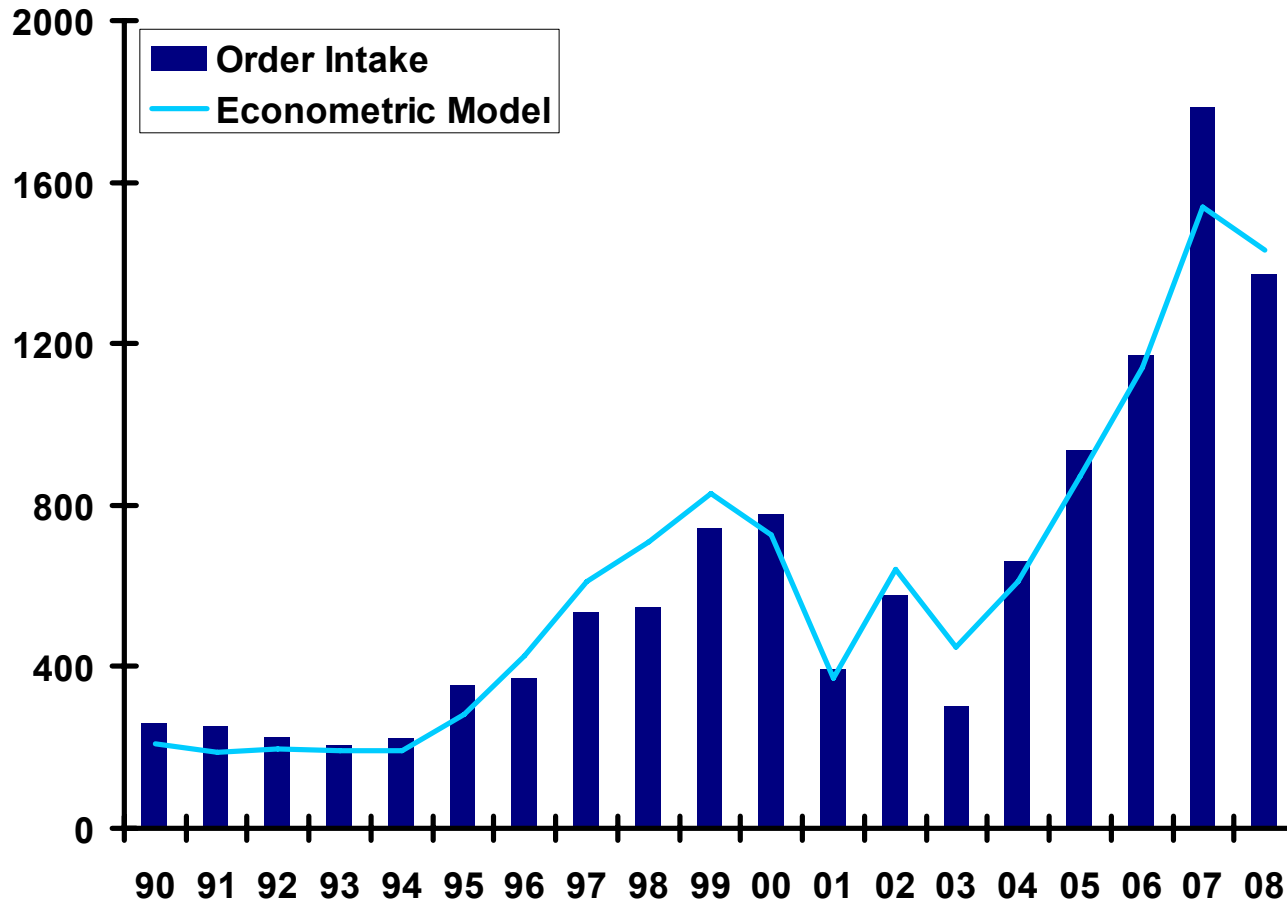


Source : MD&A & internal data

Worldwide business jet orders are strongly correlated with economic growth and wealth creation

INDUSTRY NET ORDERS

Actuals vs Predicted, Excl. VLJs, 1990-2008



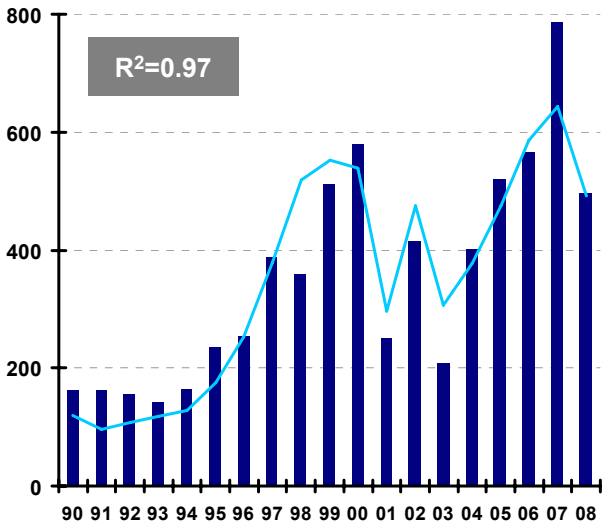
Source: Orders from Competitive intelligence and OEM guidance. BBA Market Forecast Model

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Business aviation is increasingly global

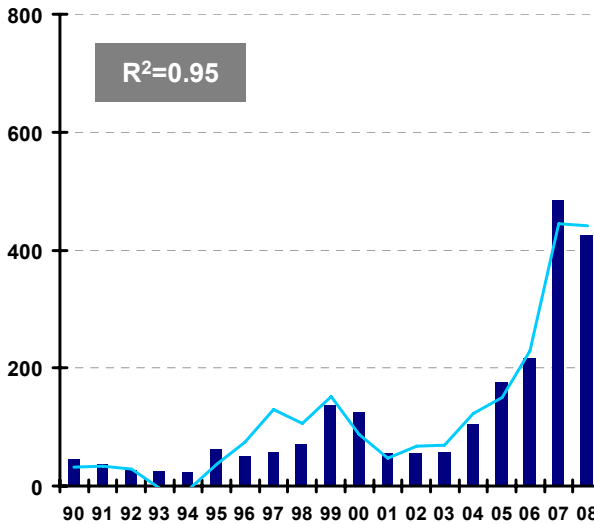
NORTH AMERICA NET ORDERS

Actuals vs Predicted, 1990-2008



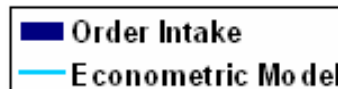
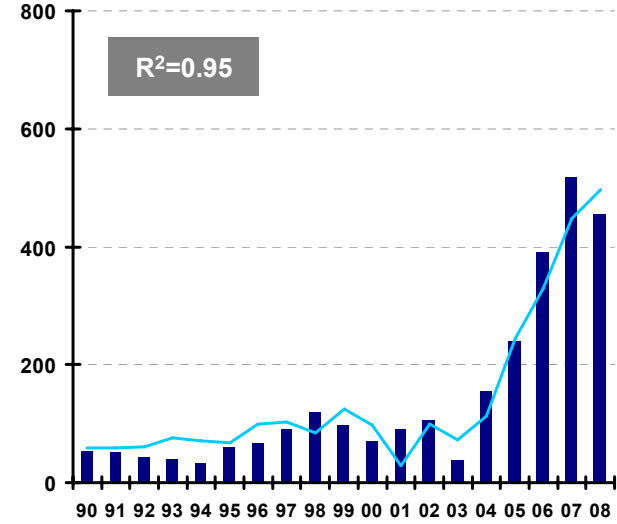
EUROPE NET ORDERS

Actuals vs Predicted, 1990-2008



REST OF THE WORLD NET ORDERS

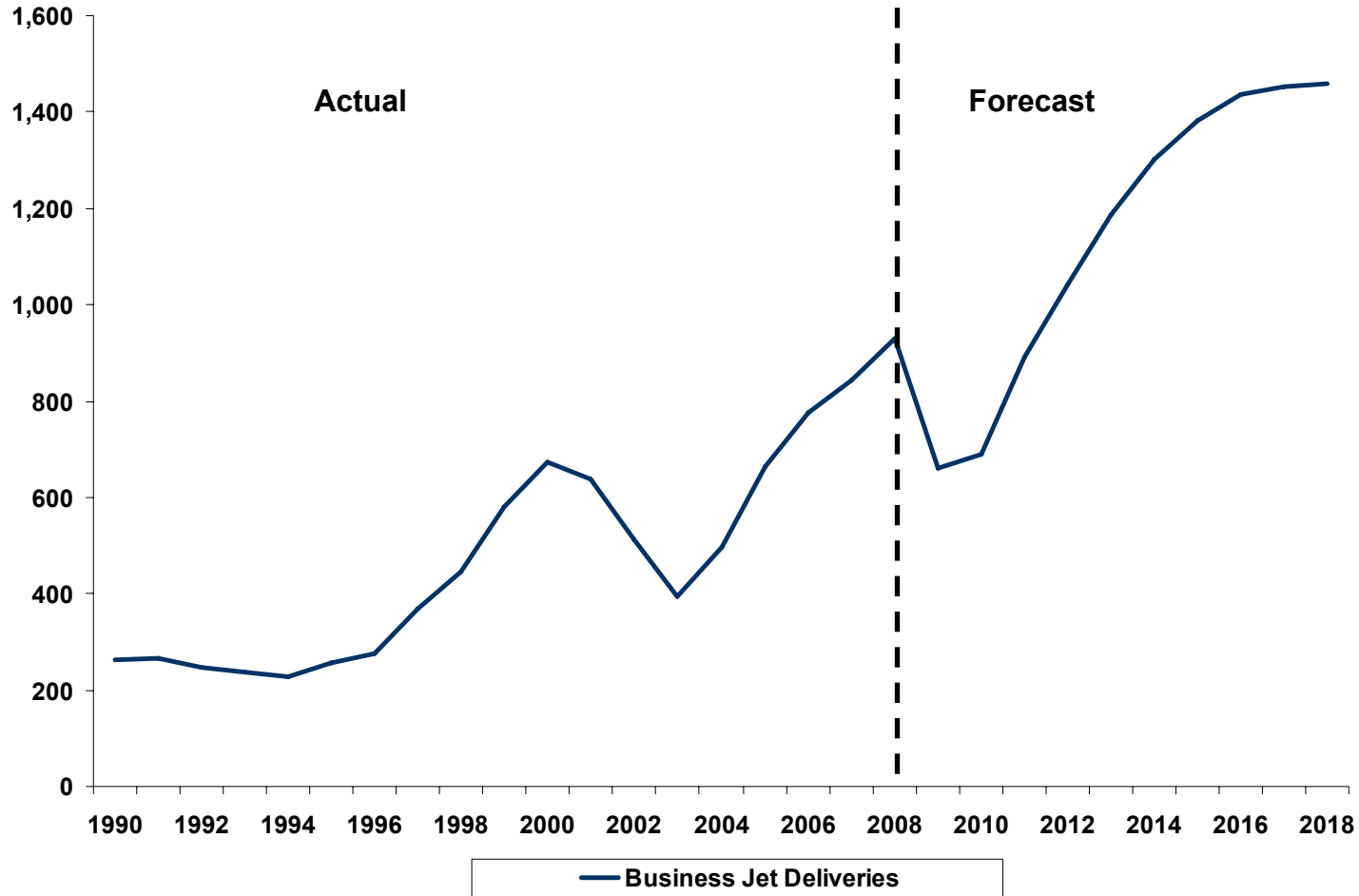
Actuals vs Predicted, 1990-2008



Business Jet Industry deliveries will bounce back

BUSINESS JET DELIVERIES

Units, Actual and Forecast, Calendar Years 1990-2018



Long term, business aircraft fundamentals remain strong

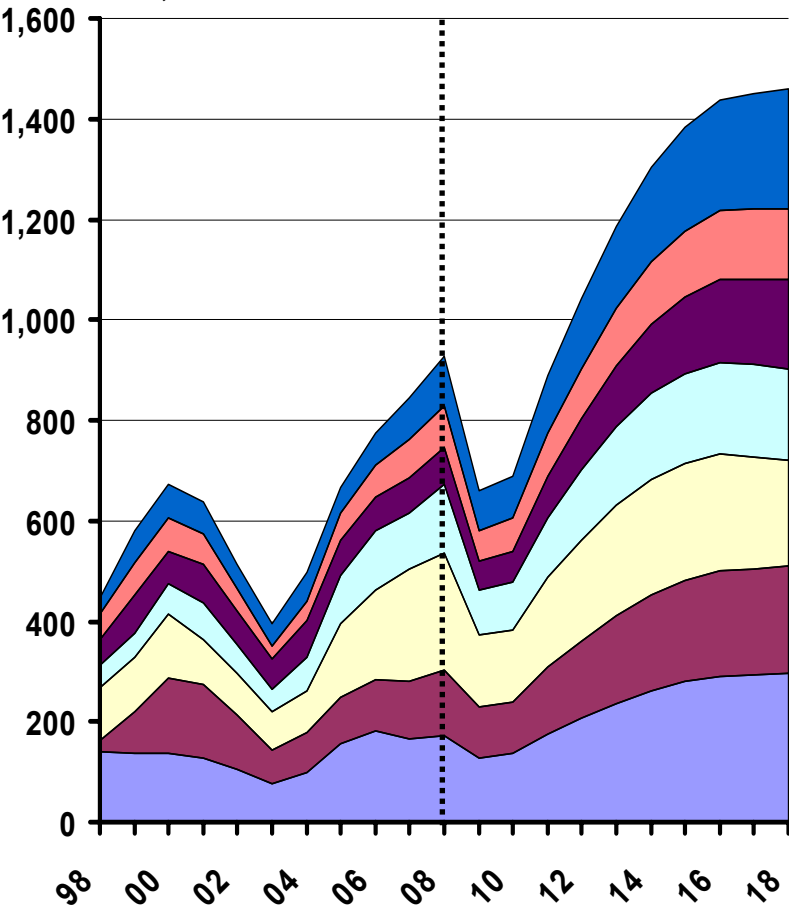
10-Year Outlook		
Market Driver	Description	Outlook
Globalization of Trade	As trade barriers fall and global mobility increases, the business community requires flexible travel means like business aviation to efficiently link all workplaces	↑
Emerging Markets	Growth potential from emerging countries becomes significant as international commerce develops. Once the infrastructure in place, countries such as India and China should lead new order growth	↑
Replacement Demand	The worldwide installed base is comprised of over 13,000 aircraft ⁽¹⁾ . With more than 60% of customers trading-up to a larger aircraft, and average aircraft replacement every 6.6 years for new purchases, business aircraft market should continue to show vitality	↑
Accessibility	Non-traditional solutions (e.g. branded charter, card programs, fractional ownership) offer tailor-made services to customers. These customized solutions provide greater access to business aviation.	↑

Note 1: Excludes Very Light Jets, ACJ and BBJ

Our forecast anticipates \$256B of revenue over 10 years

DELIVERIES BY SEGMENTS

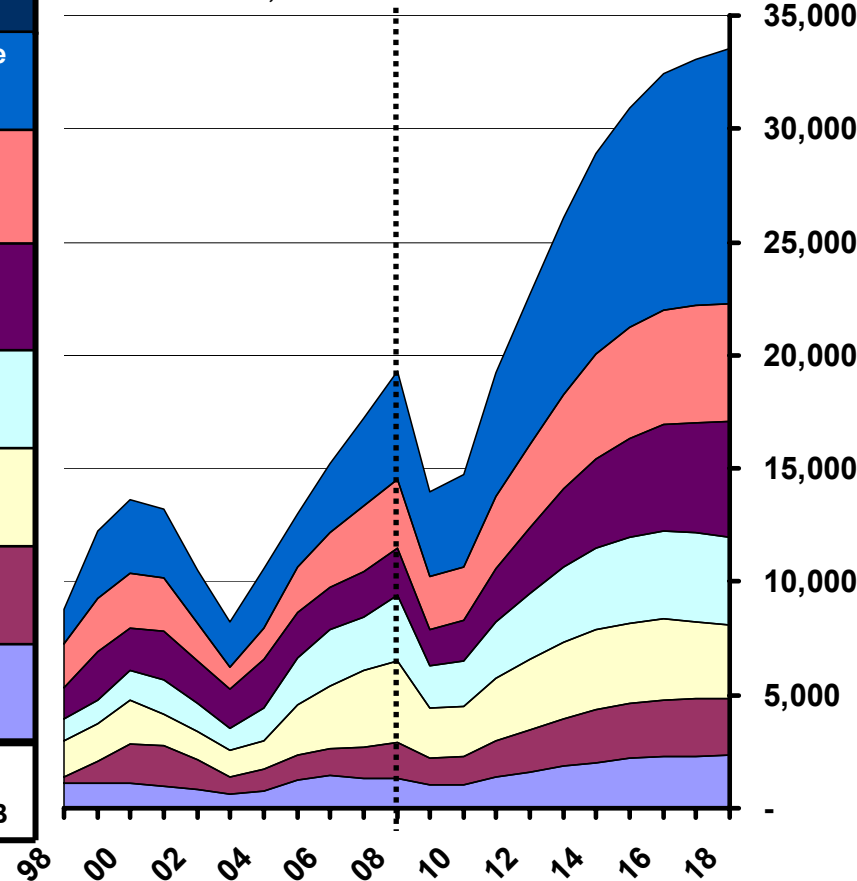
Units, 2009-2018



Total – 10 Years	
Ultra Long Range	1,700 \$79B
Super Large	1,100 \$41B
Large	1,200 \$35B
Super Midsize	1,500 \$32B
Midsize	2,000 \$31B
Super Light	1,700 \$20B
Light	2,300 \$18B
TOTAL	11,500 \$256B

REVENUES BY SEGMENTS

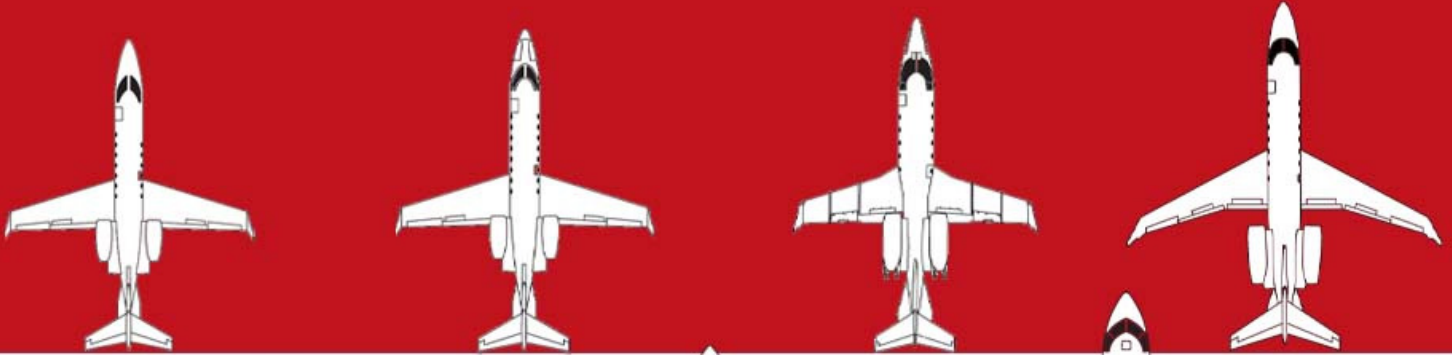
Billion USD, 2009-2018



BOMBARDIER

Bombardier has the industry's broadest product portfolio

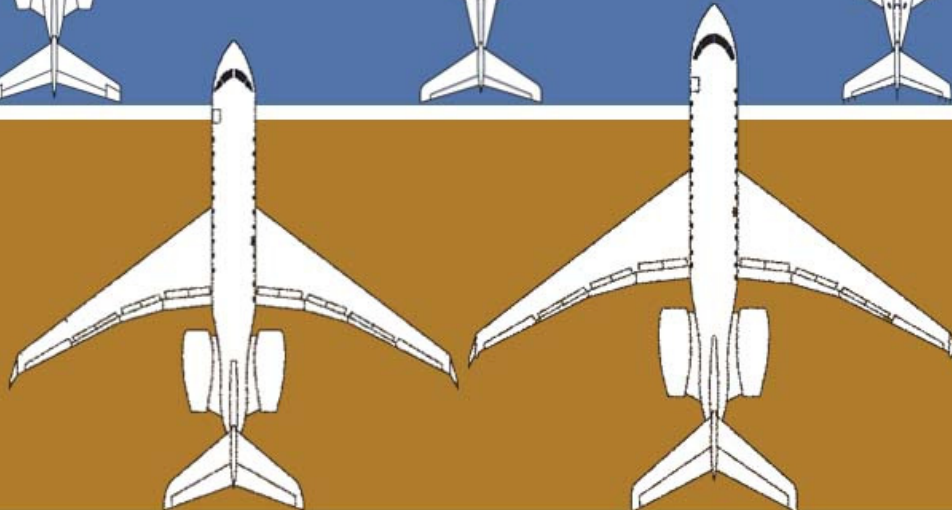
LEARJET



CHALLENGER



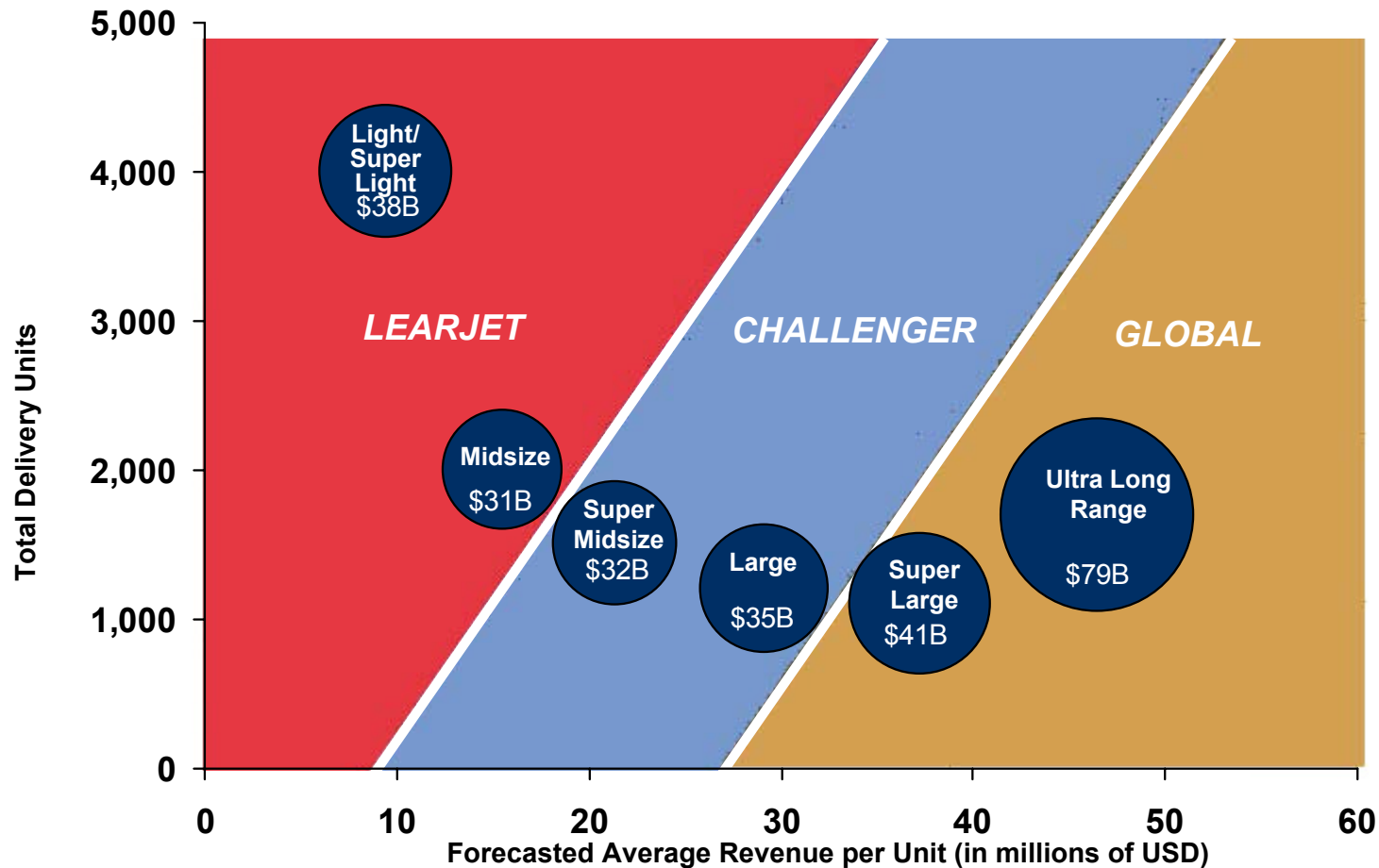
GLOBAL



Bombardier is well positioned to capture future growth in all the significant segments of Business Aviation

BUSINESS JET FORECAST BY SEGMENT

Delivery units, avg. revenue per unit, total market revenue (US\$B)



BOMBARDIER

Sources: Bombardier analysis. Revenues estimated from GAMA and B&CA list prices. Constant 2008 US\$, calendar years 2009-2018



LEARJET 40^{XR}



LEARJET 45^{XR}

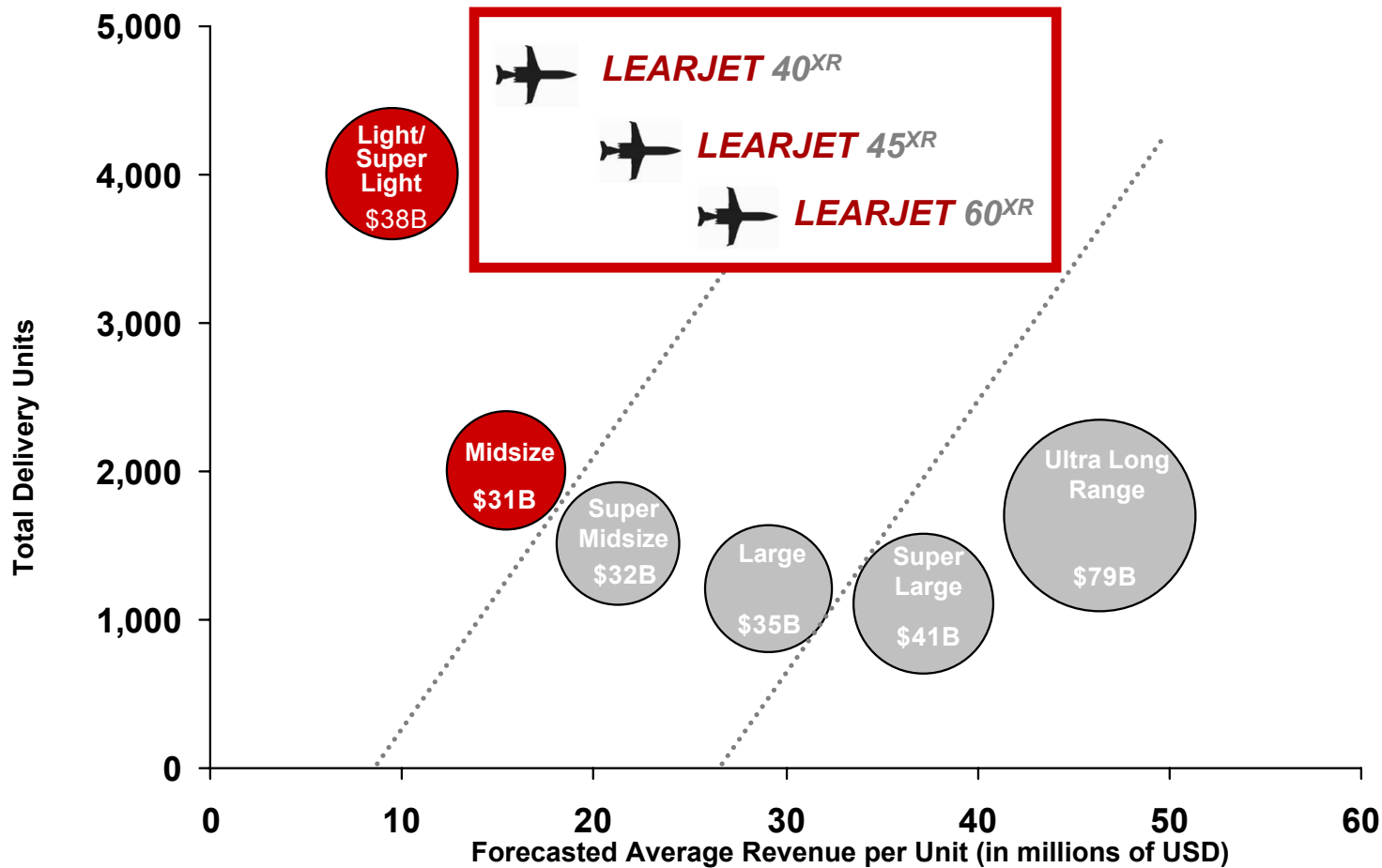


LEARJET 60^{XR}

Bombardier competes in the Light, Super Light and Midsize segment with its *Learjet* family of aircraft

BUSINESS JET FORECAST BY SEGMENT

Delivery units, avg. revenue per unit, total market revenue (US\$B), constant 2008 \$, calendar years 2009-2018

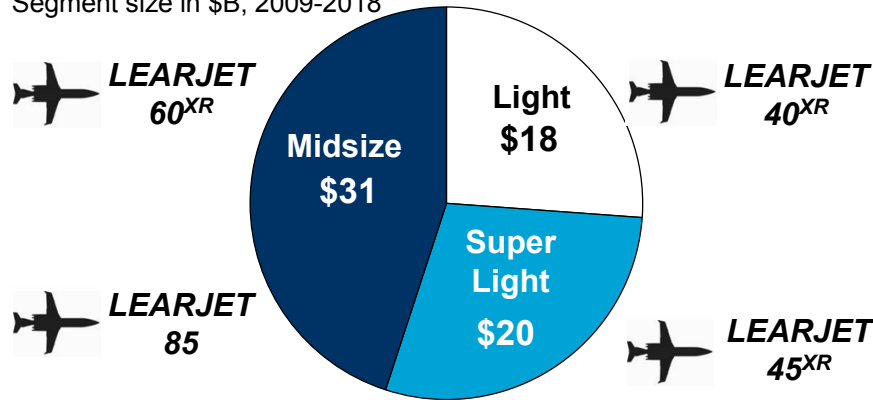


BOMBARDIER

Learjet market strategy will aim to increase our presence into the midsize segment

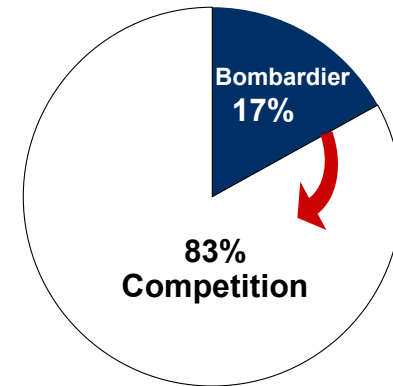
FORECASTED SEGMENT SIZE

Segment size in \$B, 2009-2018

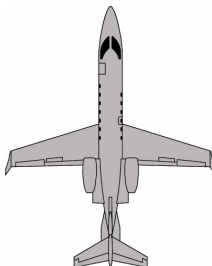


CURRENT MARKET SHARE

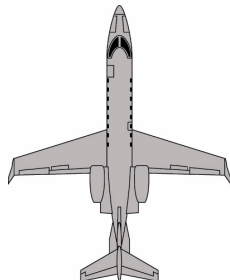
% of deliveries in units, 2004-08



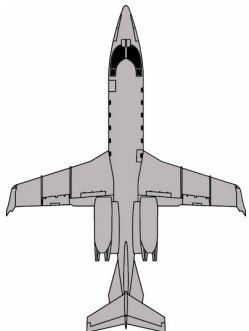
CURRENT OFFERING



LEARJET
40^{XR}

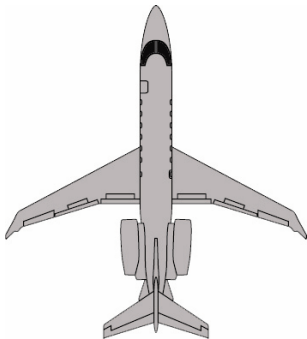


LEARJET
45^{XR}



LEARJET
60^{XR}

IN DEVELOPMENT



LEARJET
85

BOMBARDIER
LEARJET 85

PROGRESS

IS
EVERYTHING



On schedule for entry into service in 2013



Most comfortable cabin in the midsize category



CHALLENGER 300



CHALLENGER 605

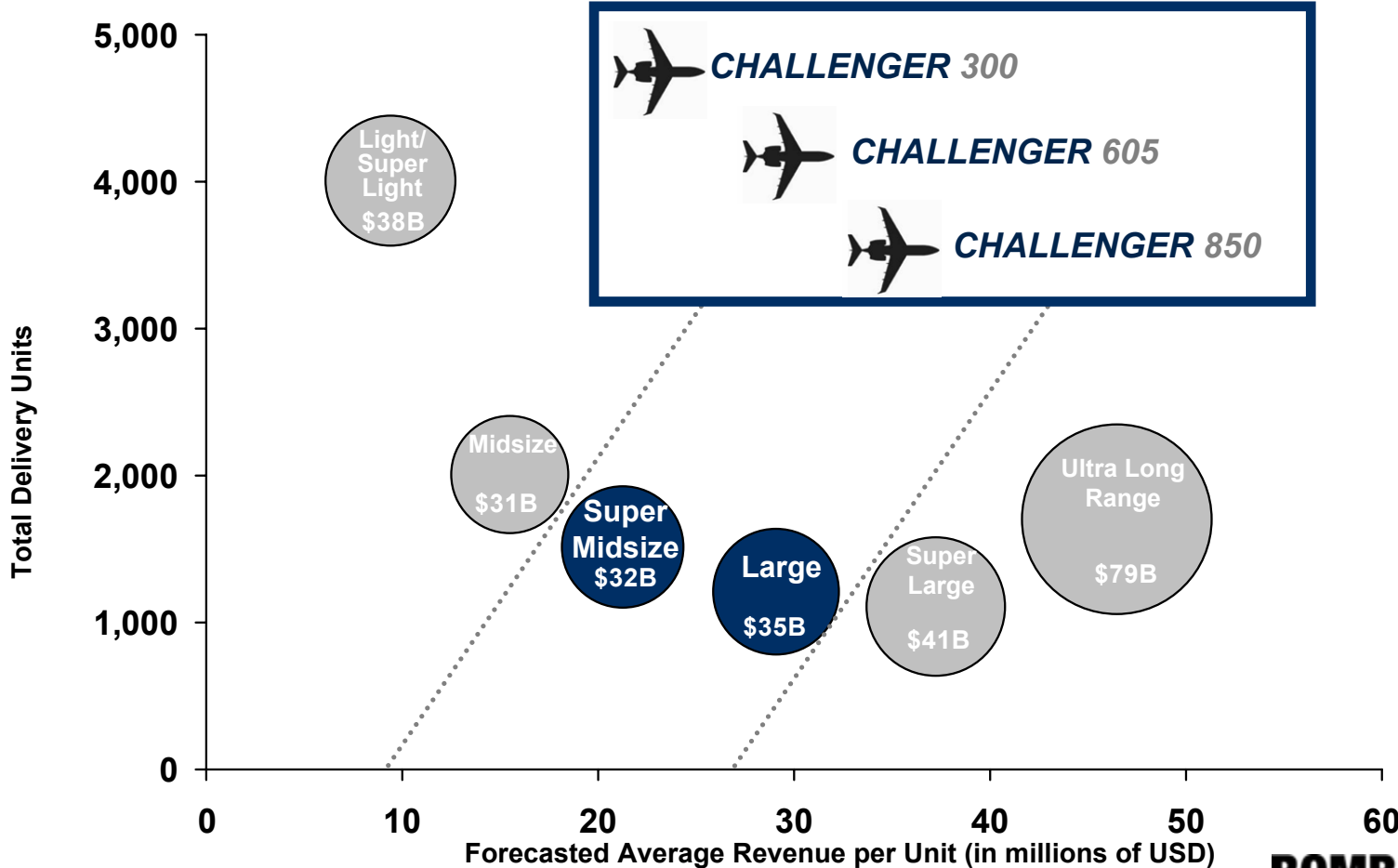


CHALLENGER 850

Bombardier competes in the Super Midsize and Large segments with its Challenger family of aircraft

BUSINESS JET FORECAST BY SEGMENT

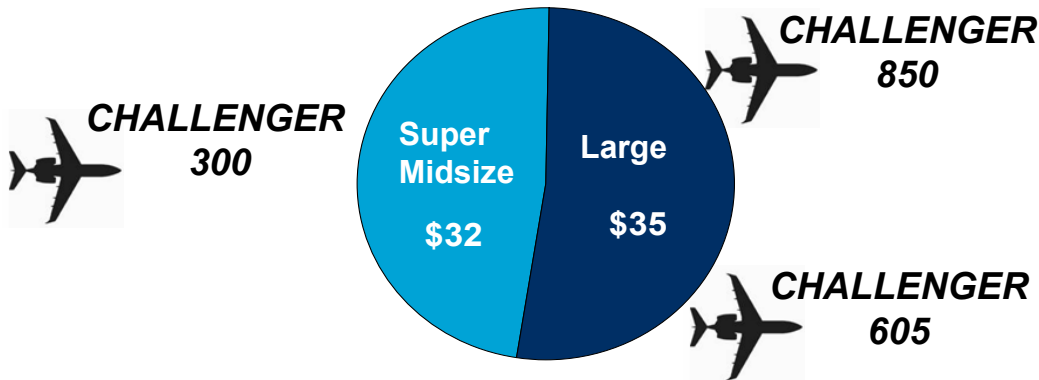
Delivery units, avg. revenue per unit, total market revenue (US\$B), constant 2008 \$, calendar years 2009-2018



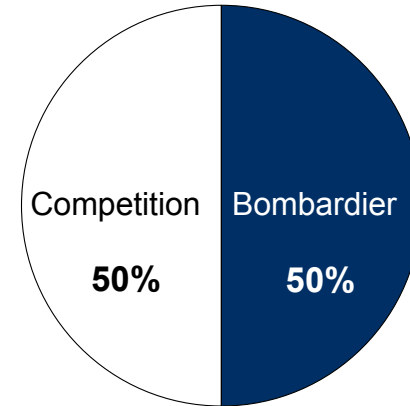
Sources: Bombardier analysis. Revenues estimated from GAMA and B&CA list prices.

Challenger market strategy will aim to protect our significant market shares into the Super Midsize and Large segments

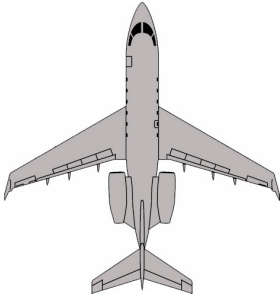
FORECASTED SEGMENT SIZE
Segment size in \$B, 2009-2018



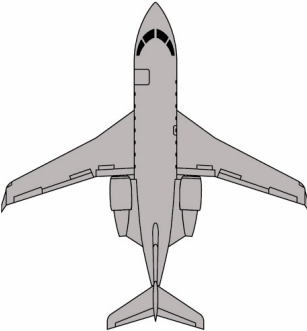
CURRENT MARKET SHARE
% of deliveries in units, 2004-08



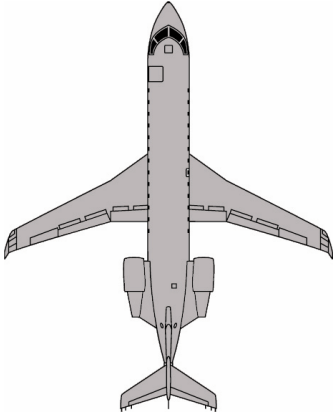
CURRENT OFFERING



CHALLENGER
300



CHALLENGER
605



REDIFINE SPACE

CHALLENGER
850

BOMBARDIER

850



DEFINE YOUR SPACE

850now.com

BOMBARDIER
CHALLENGER 850



**Comfort and performance
that is designed around you.**



GLOBAL 5000

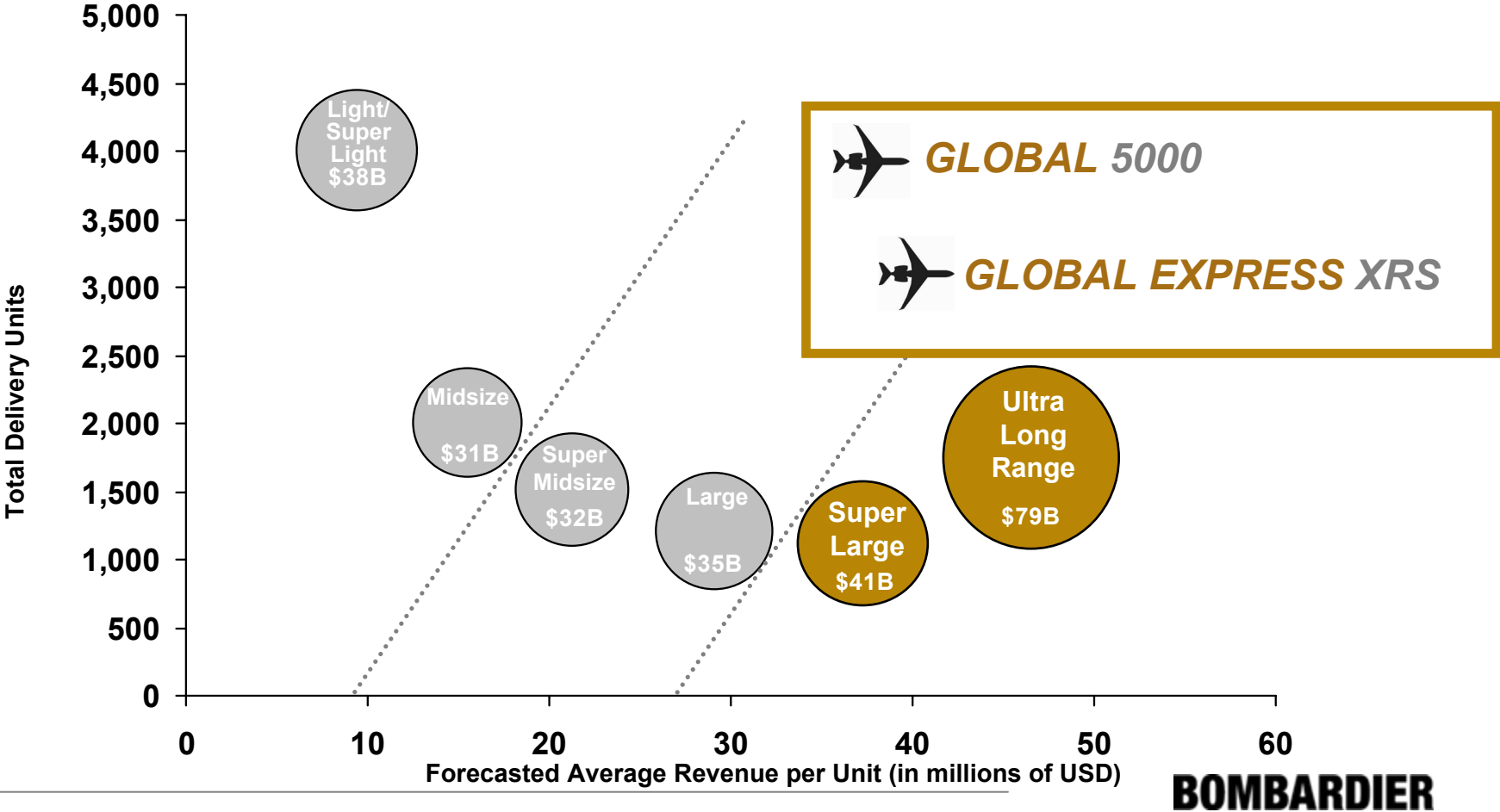


GLOBAL EXPRESS XRS

Bombardier competes in the Super Large and Ultra Long Range segments with its *Global* family of aircraft

BUSINESS JET FORECAST BY SEGMENT

Delivery units, avg. revenue per unit, total market revenue (US\$B), constant 2008 \$, calendar years 2009-2018

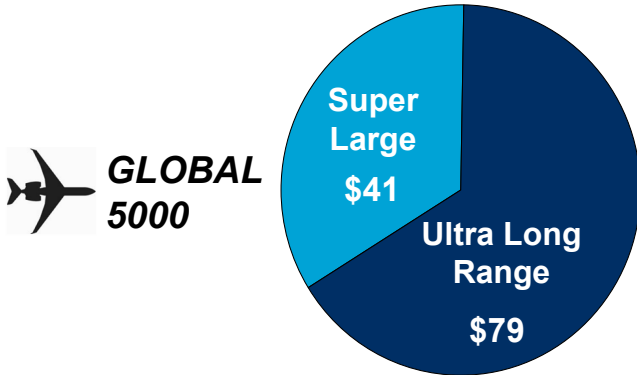


Sources: Bombardier analysis. Revenues estimated from GAMA and B&CA list prices.

Global market strategy will aim to strengthen our position into the Super Large and Ultra Long Range segments

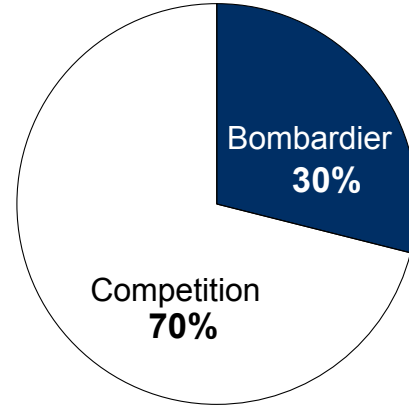
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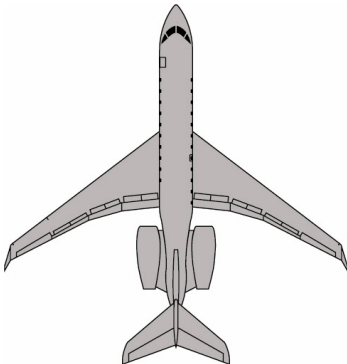


CURRENT MARKET SHARE

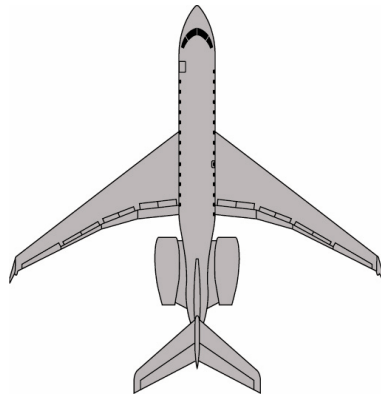
% of deliveries in units, 2004-08



CURRENT OFFERING



GLOBAL 5000



GLOBAL EXPRESS XRS



IN DEVELOPMENT

BOMBARDIER



Global Vision On-track for an entry into service in Q1-2012

- ✓ **Successfully passed Power-ON test in winter 2009**
- ✓ **On schedule for first flight this summer**

Bombardier is building on its leadership position

Improving product portfolio



- *Global Vision* flight deck
- *Global 5000* range increase - *Now available*
- *Learjet 85*
- *Learjet 40* range increase - *Now available*

Improving operational efficiency



- Continued emphasis on lean manufacturing initiatives
 - Challenger 300 and 605 green assembly
 - Challenger 300 and 605 U-Line completions
 - Global completions dynamic line
- Implementation of Achieving Excellence System

Improving customer satisfaction



- Reduction of Open Delivery Items & reliability issues
- Aircraft-On-Ground support in Europe – MRT
- PartsExpress In Europe
- *SMARTFIX Plus* roll out
- Customer Care organization
- Increase parts and training availability

We improved our financial performance in turbulent times but we are feeling the headwinds...

Farnborough 2008

Paris 2009

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- Record order performance and backlog
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- **Good order intake and solid backlog in FY2009**
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Customer Services & Support (J.Hoblyn)

- Strengthened services & support

- Market outlook
- Serving our customers and growing our business

Bombardier Commercial Aircraft targets the market below 150 seats with an aircraft portfolio characterized by...

- The optimal and latest technology solutions for these markets

- Our commitment to continually improve our product solutions with a focus on the environment, passenger appeal and operating economics

- A 20 year market forecast of 12,400 airplanes

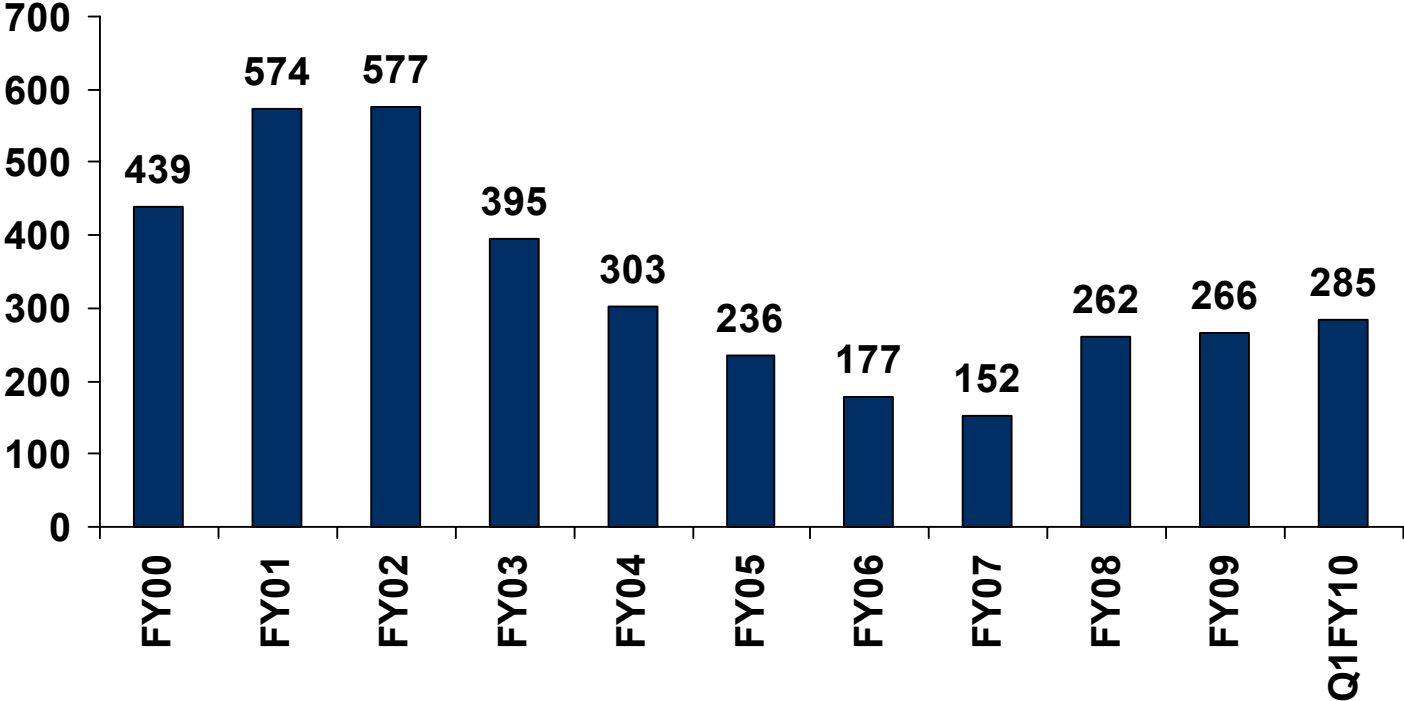
Deliveries will be strongest in the larger seat categories over the next 20-years

	Fleet 2008	Deliveries	Retirement	Fleet 2028
20 to 59-seats	3,800	300	2,600	1,500
60 to 99-seats	2,100	5,800	1,000	6,900
100 to 149-seats	5,600	6,300	3,300	8,600
Total Aircraft	11,500	12,400	6,900	17,000

Our backlog remains solid with a total of 285 aircraft as of April 30, 2009

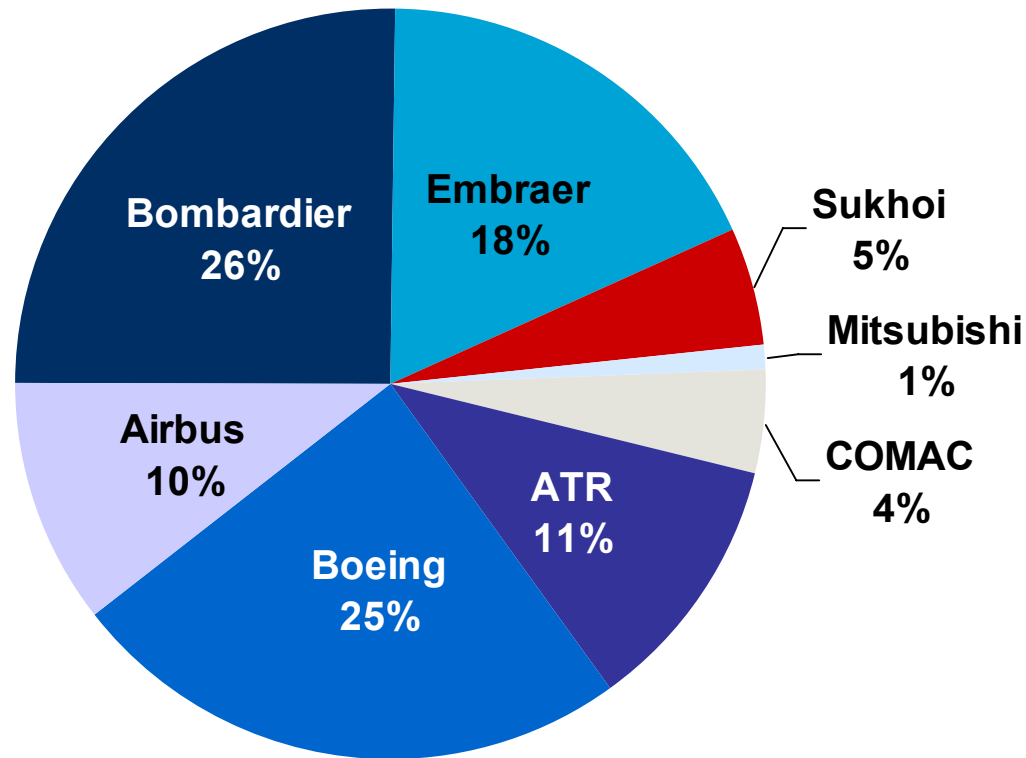
Backlog

Units, Fiscal Years 2000 – 2009, Q1FY10



Bombardier Commercial Aircraft sustains a solid share of the market in which it competes

24 month *net order* market share by manufacturer
20 - 149 seat market (May 1, 2007 through April 30, 2009)



Total Orders = 1,234 Units

Order totals are net of cancellations and conversions between programs and does not include corporate aircraft.
Source of competitor data are company web sites and company year end reports.

Bombardier's Commercial Aircraft portfolio is optimized for the segments they serve

Turboprops
Optimized Short-Haul Solution



Regional Jets
Optimized Regional Network Solution



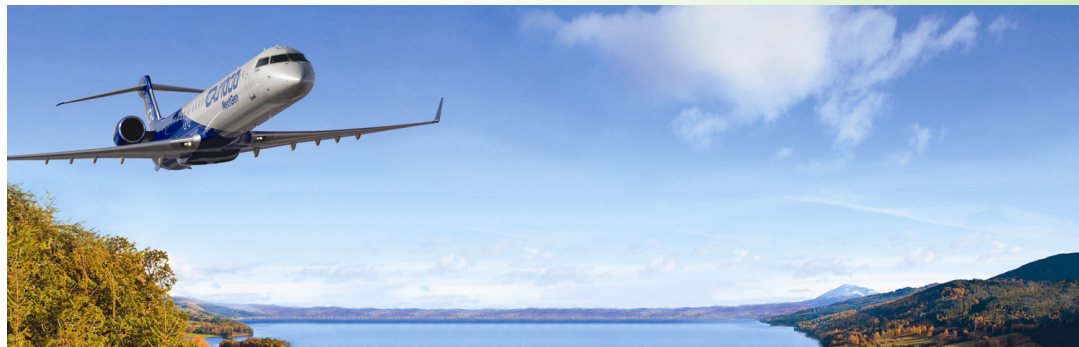
Single-Aisle Mainline Jets
Optimized for 100-149 Seat Market



Our products contribute in meeting the environmental challenge in the airline industry



The *Q400 NextGen*: a top performer, up to 2.5x quieter and featuring 40% lower CO₂ emissions compared to older jets it often replaces



The *CRJ1000 NextGen*: 30% lower CO₂ emissions compared to older 100-seat aircraft



The *C-Series* will produce up to 20% less CO₂ emissions, 50% less NO_x and is 4x quieter than current in-production aircraft

Bombardier Commercial Aircraft products offer the best economic solutions – lower direct operating costs

The *Q400 NextGen*

- Best short-haul regional airline economics
- Jet-like speed allows for airline scheduling flexibility and optimization
- Family commonality with Dash 8 Q Series models



The *CRJ NextGen*

- Family of aircraft with full commonality from 50 to 100 seats
- Up to 15% better operating costs than competing jets
- Optimized platform for low traffic markets of medium-long distances

NextGen Interiors maximize passenger comfort



First *Q400 NextGen* – delivered to Widerøe's Flyveselskap, an SAS subsidiary, on May 19, 2009



First *CRJ700 NextGen* – delivered in March 2009

CRJ900 NextGen – entered into service in May 2007

CRJ1000 NextGen – in production

CRJ1000 *NextGen*

Building on the Strong Bombardier Product Development Experience



2009 Focus:

- More than half of flight test program completed
- First production aircraft on schedule
- Certification and EIS in 4QFY2009/10

C Series • A Game Changer In Its Class



- ✓ **Family of Aircraft with Full Operational Commonality**
- ✓ **Unmatched Reduction in Environmental Footprint**
- ✓ **Total Life Cycle Cost Improvement**
- ✓ **15% Better Cash Operating Costs – 20% Fuel Burn Advantage**
- ✓ **Widebody Comfort In A Single Aisle Aircraft**
- ✓ **Mature 99% Reliability at Entry Into Service**
- ✓ **Operational Flexibility – Short Field and Longer Range Performance**

BOMBARDIER

C SERIES • Partners and Suppliers

Parker

Fuel, Hydraulics

AleniaAeronautica
Empennage

AVIC 1 SACC

Center Fuselage
Center Wingbox, Doors

GOODRICH

Flaps / Slats Actuation

**Rockwell
Collins**
Avionics

Honeywell
APU



Pratt & Whitney

A United Technologies Company

PW1500G Engine

**ZODIAC
AEROSPACE**



Interior

Fokker Elmo
Wiring

BOMBARDIER

ST-Laurent
Cockpit
Rear Fuselage

BOMBARDIER

Belfast
Wing

LIEBHERR

Air Management System



BOMBARDIER

CSERIES • Design and Technologies Focused On Optimization



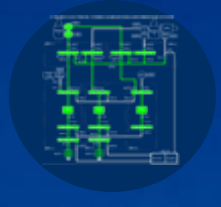
Best in Class Cabin Comfort and Flexibility



70% Advanced Materials



Advanced Flight Deck FBW with Side Sticks



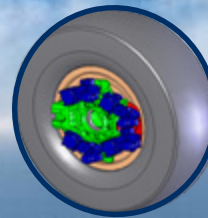
Integrated Avionics & Optimized Systems



Superior Field Performance & Range Flexibility



Electric Brakes



Pratt & Whitney PurePower™ PW1500G



BOMBARDIER

C Series delivers a widebody feel in a single-aisle aircraft



Upsized seat



Upsized windows



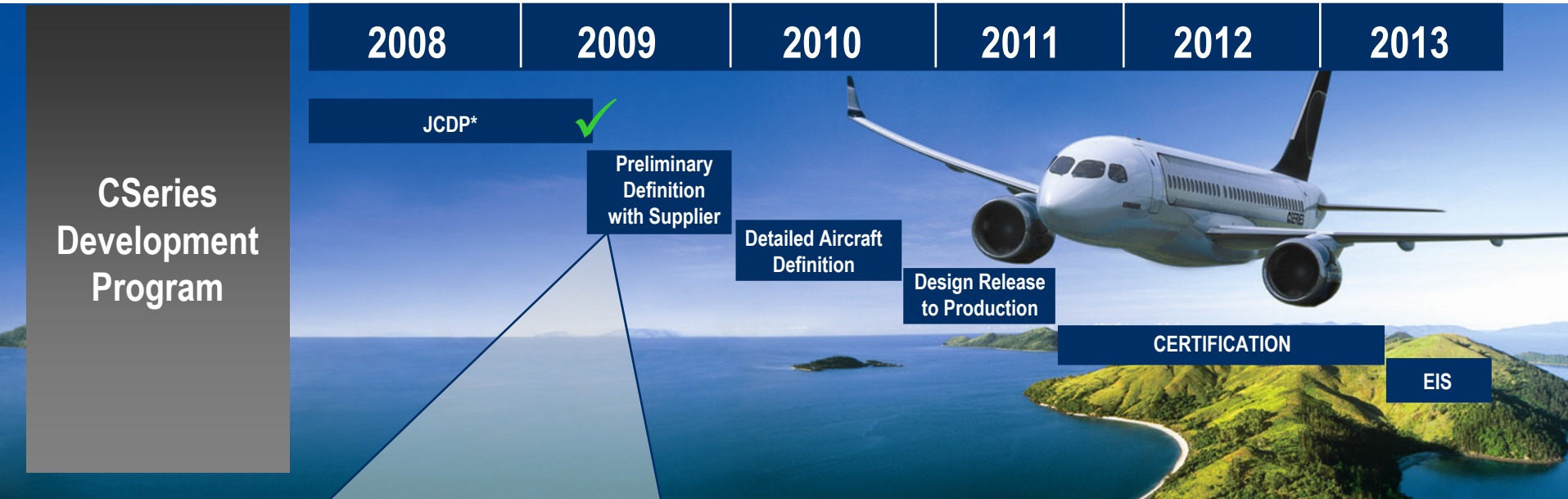
Upsized storage



Upsized aisle



CSeries Program moving into next phase of development



2009 Focus:

- Execute on Preliminary Definition with Suppliers
- Final high lift, high speed and ground effect wind tunnel tests
- Ground breaking for *Complete Integrated Aircraft Test* facility
- Preliminary Design Review close-out

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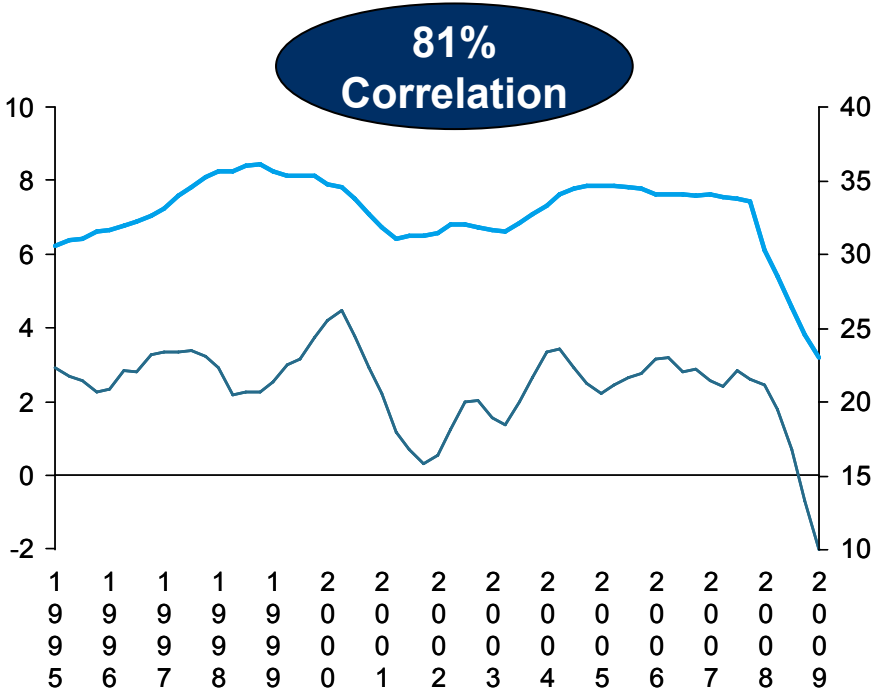
- Strengthened services & support

- Market outlook
- Serving our customers and growing our business

Customer Services and Support business has been impacted by the overall economic climate

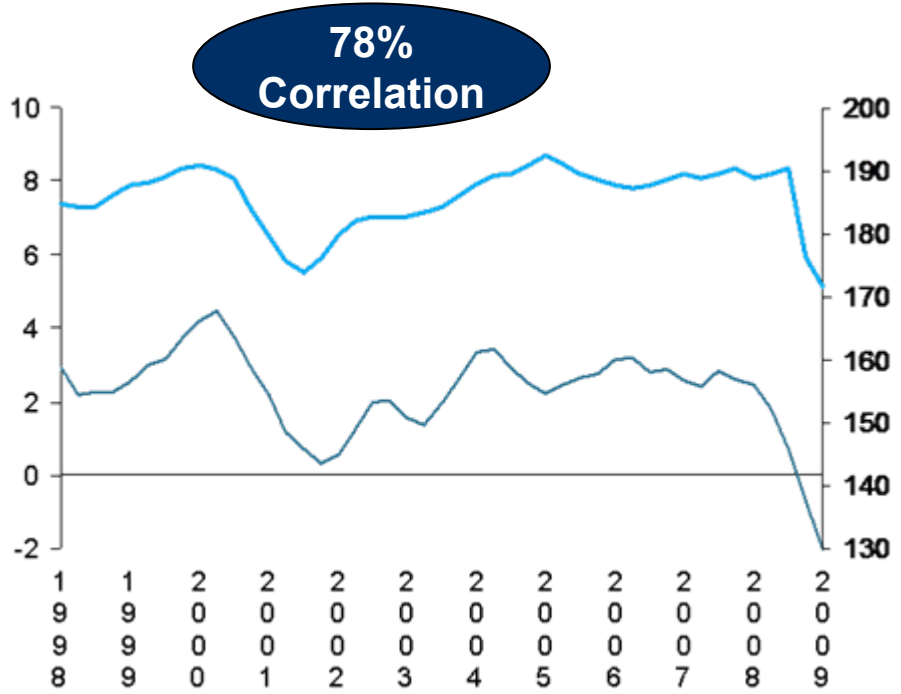
Quarterly OECD countries GDP correlation with Bombardier's BUSINESS aircraft flight hours

Flight hours/Aircraft (right), Variation percent (left)



Quarterly OECD countries GDP correlation with Bombardier's COMMERCIAL aircraft flight hours

Flight hours/Aircraft (right), Variation percent (left)



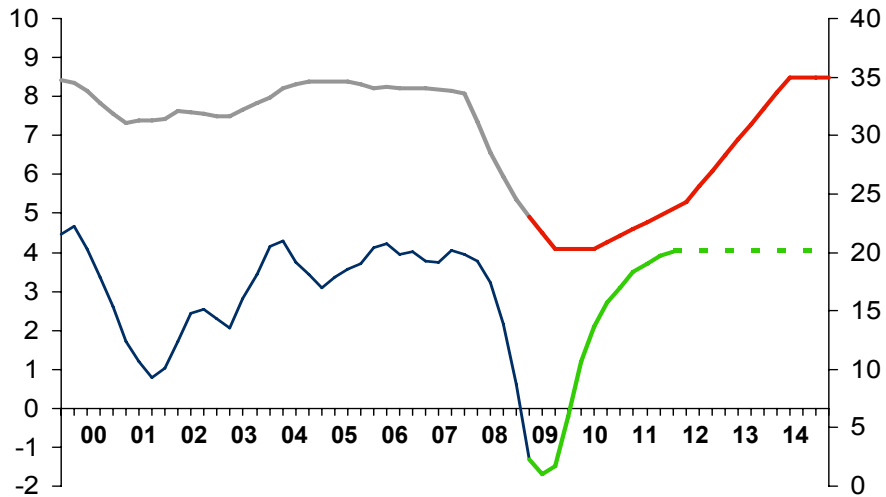
— GDP OECD
— Flight hours

Source : Bombardier analysis

Based on the forecast GDP changes, we expect flight hours to be back to pre-crisis level in 4 - 5 years

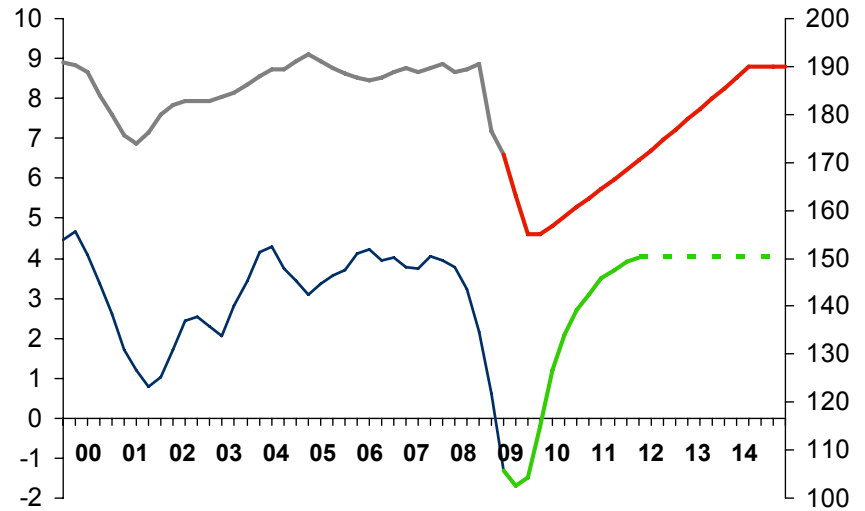
Quarterly forecast of Business Aircraft flight hours

World GDP % variation (left),
BBA Flight hours/aircraft (right)



Quarterly forecast of Commercial Aircraft flight hours

World GDP % variation (left),
BCA Flight hours/aircraft (right)

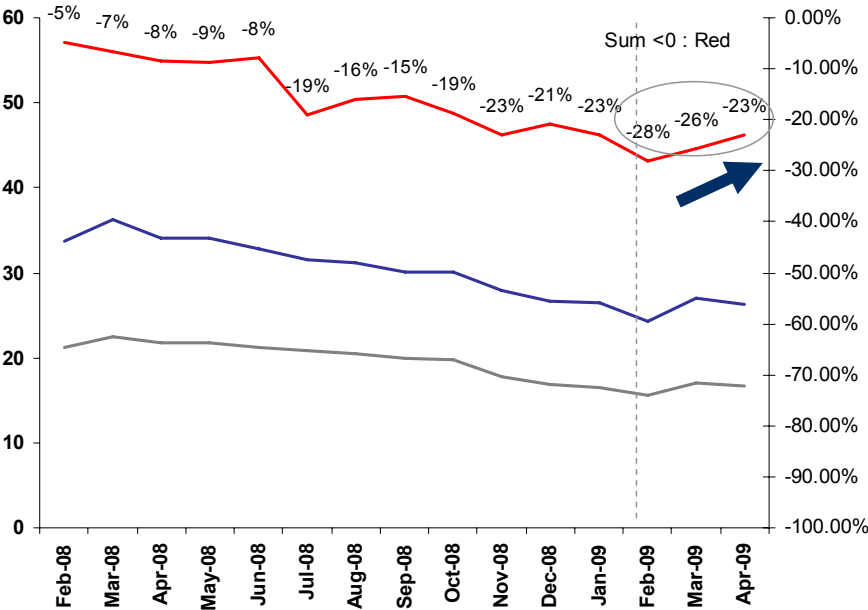


- World GDP
- Flight Hours
- GDP projection (realistic scenario)
- FH projection

Recently we have observed improved Aircraft Utilization at Bombardier

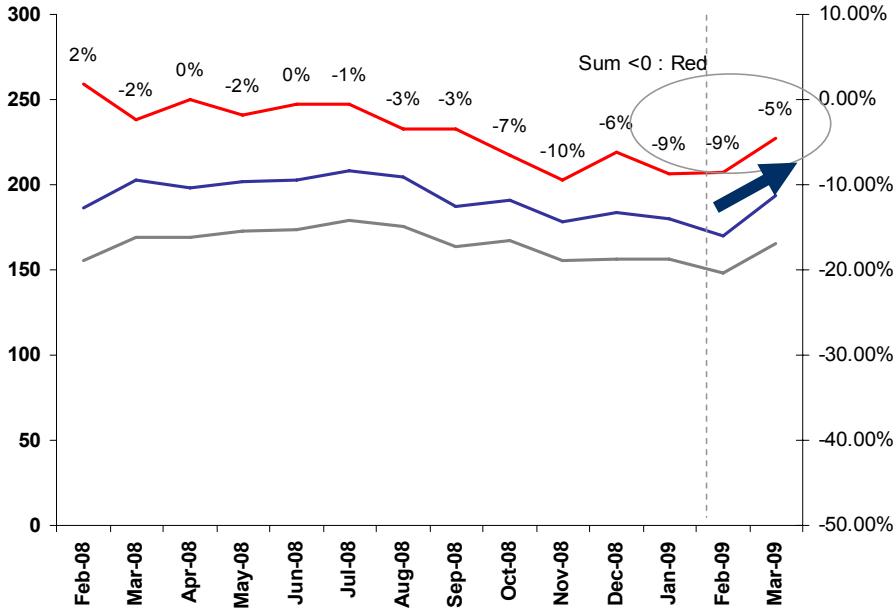
Business Aircraft Fleet Utilization*

Hours/Landing per aircraft (left),
% Year on year variation (right)



Commercial Aircraft Fleet Utilization**

Hours/Landing per aircraft (left),
% Year on year variation (right)



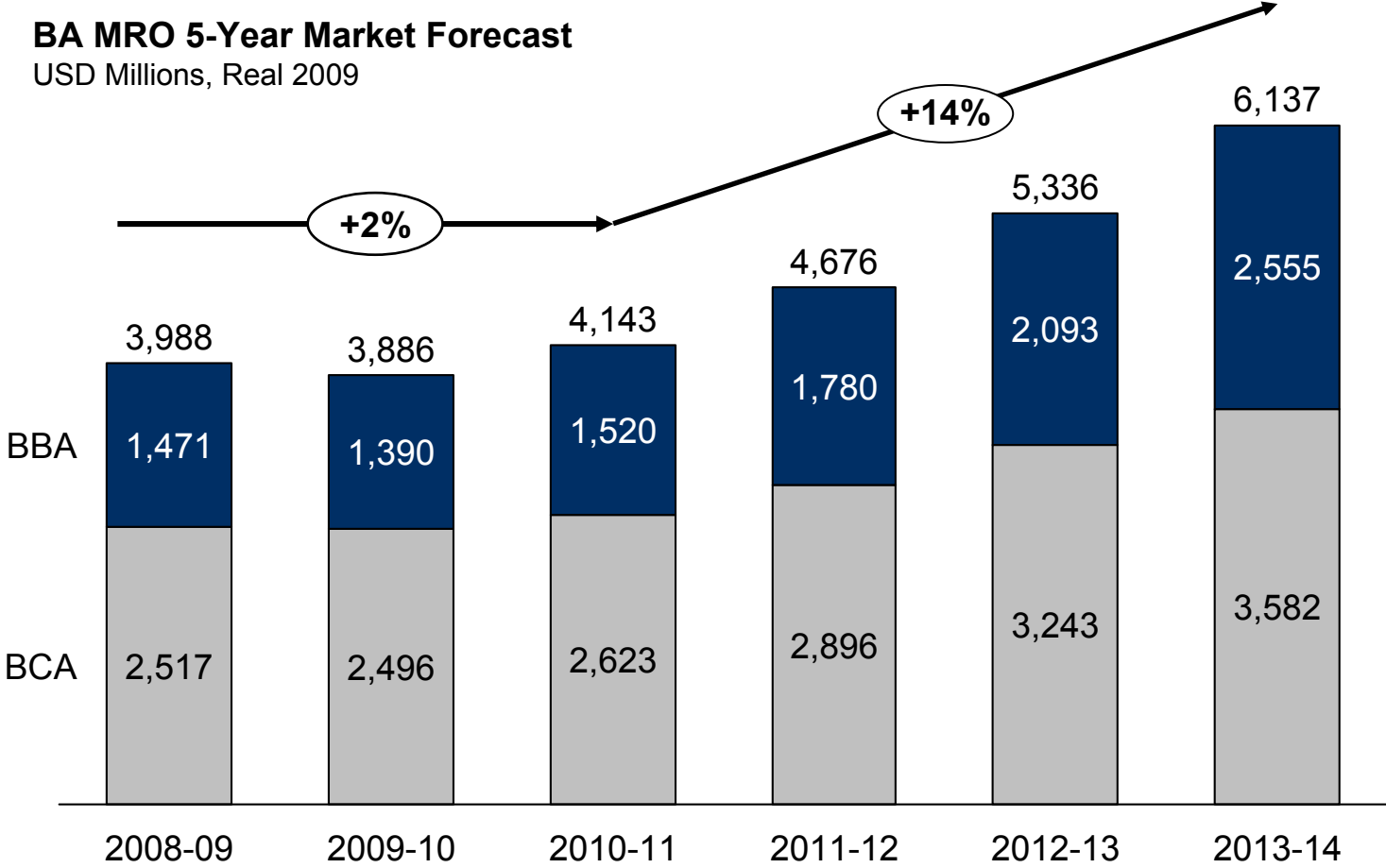
- YoY Variation (Hours/Aircraft)
- Hours/Aircraft
- Landings/Aircraft

* Including non classic aircraft only for business aircraft.

** Including CRJ 100, 200 700, 900 and Q400 only for commercial aircraft.



We expect a recovery in the Bombardier product MRO market in 2011



* Includes in-warranty aircraft and engines maintenance



Three areas of focus to deliver on Customer Services & Support priorities

Operators:

Priorities:

Focus Areas:

Commercial



Business



Specialized



***World Class
Customer
Engagement***

***Profitable
Growth
of Services***



- 1. Strengthen services & support**
- 2. Build international service & support capabilities**
- 3. Develop innovative fleet management solutions**

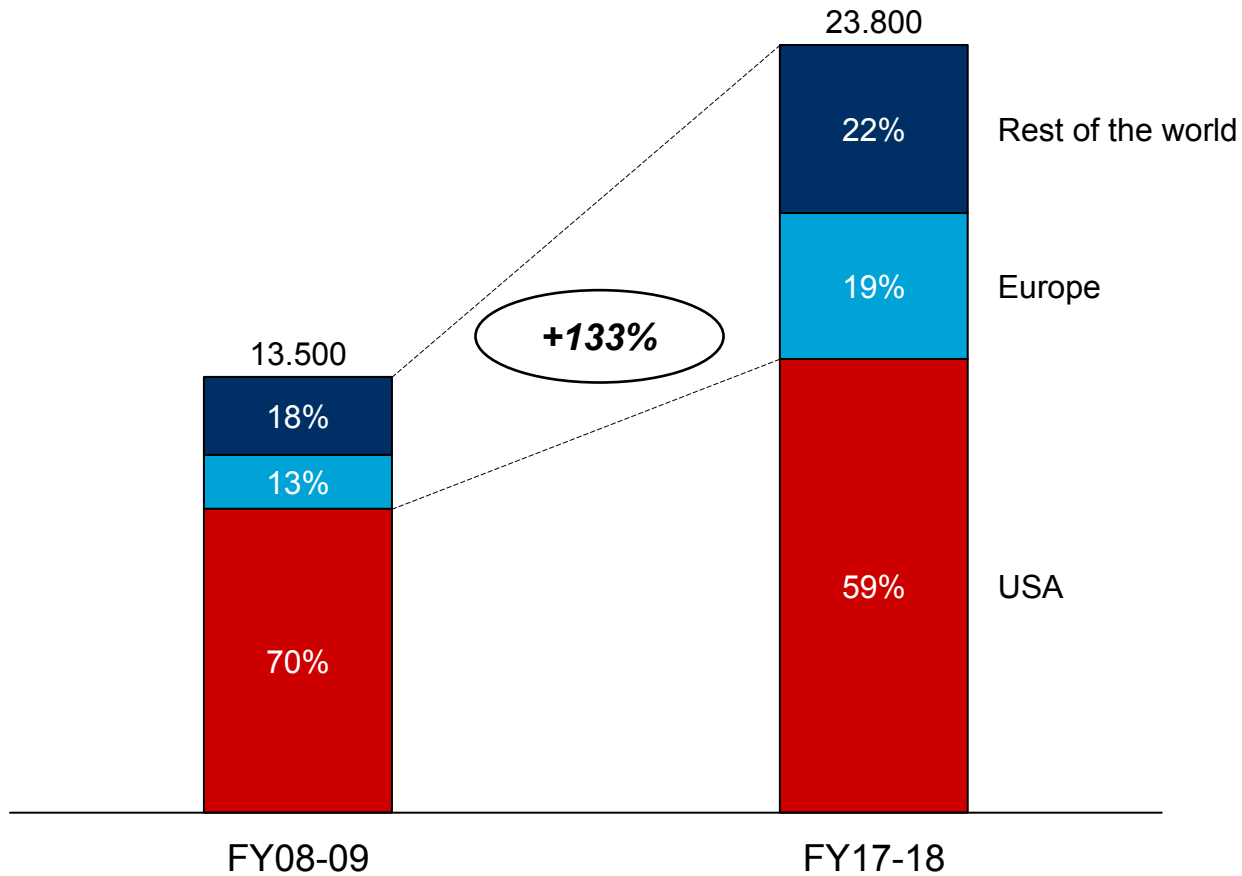
Continued focus on key customer satisfaction drivers

<i>Aircraft Reliability & Quality</i>	<ul style="list-style-type: none"> ▪ Worked with customer advisory board to solve 79 top aircraft in services reliability issues
<i>24hr Worldwide Support</i>	<ul style="list-style-type: none"> ▪ Opened new commercial aircraft support offices in Tokyo, Sydney & Munich and expanded Shanghai office ▪ Added new Aircraft on the ground (AOG) Mobile Repair Teams in Europe and the U.S.
<i>AOG Parts</i>	<ul style="list-style-type: none"> ▪ Improved parts availability to 95% in Frankfurt & Sydney ▪ Launched new inventory management system ▪ Launched <i>PartsExpress</i> Europe for business aircraft customers
<i>Maintenance Support & Training</i>	<ul style="list-style-type: none"> ▪ Added four new line maintenance facilities around the world ▪ Partnered with CAE as Bombardier authorized training provider (ATP) ▪ Signed ATP agreement with Lufthansa Flight Training for CSeries
<i>Customer Care</i>	<ul style="list-style-type: none"> ▪ Strengthened customer account manager teams ▪ Deployed new customer portal iflybombardier.com

The international business fleet will increase by 133% over the next 10 years

10-YEAR FORECAST BUSINESS FLEET

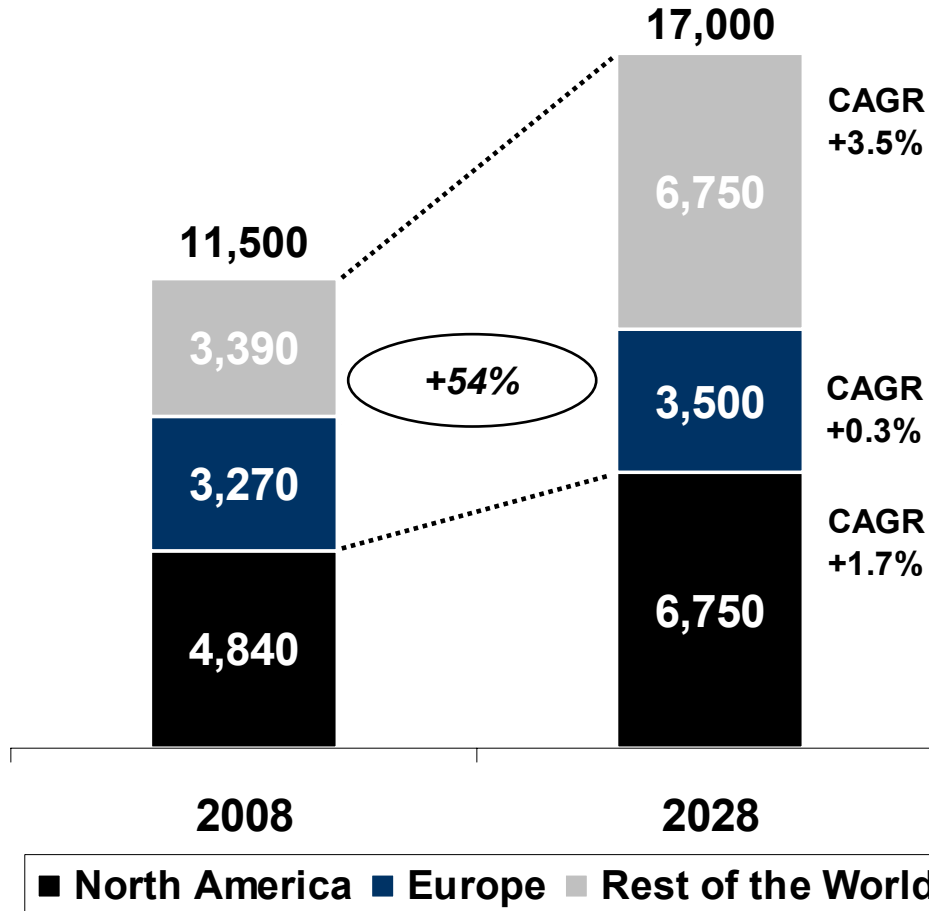
Units, Excluding VLJs, 2008 & 2018



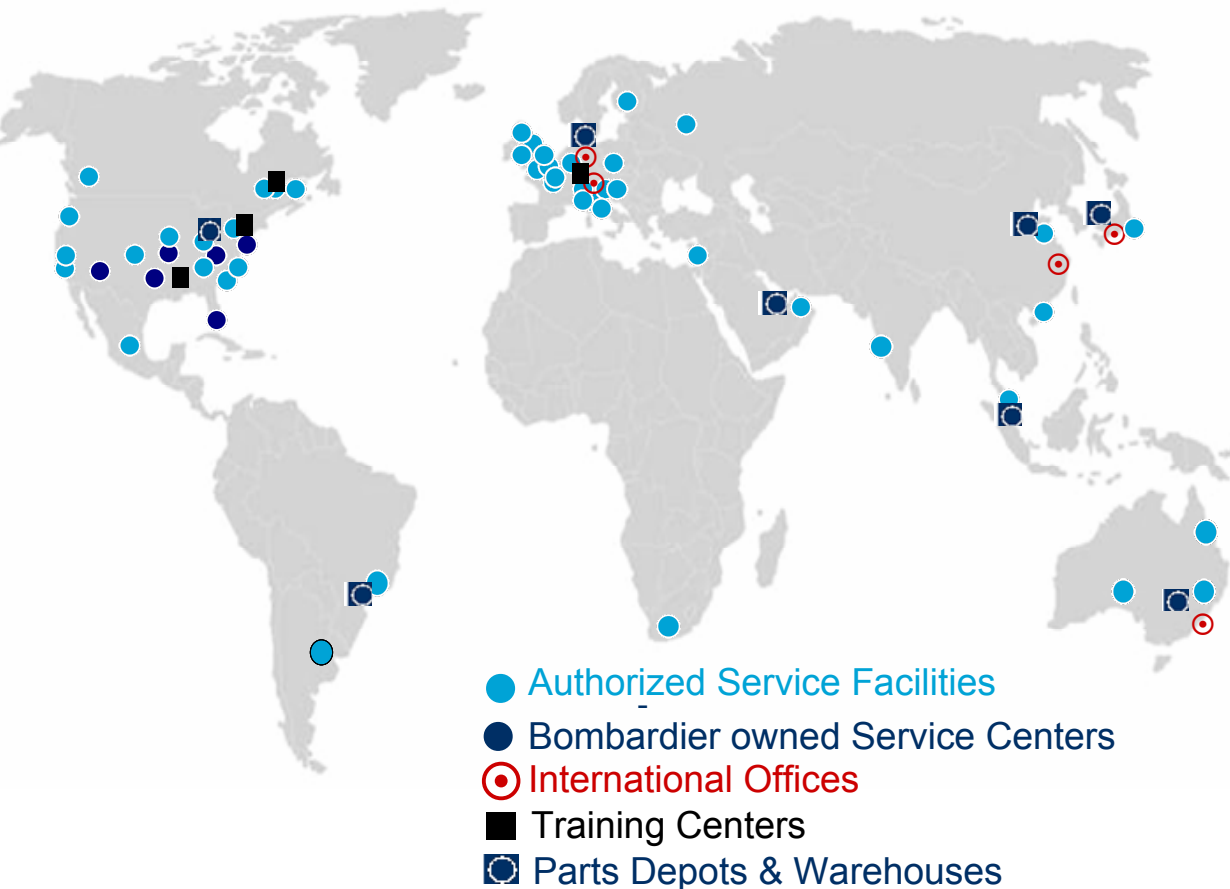
Globalization of commercial aviation is increasing

20-YEAR FORECAST COMMERCIAL FLEET

Units, Calendar years, 2008 and 2028



International network to serve customers around the world and capture future growth



Serving customers globally through:

- Four 24/7 customer response centers
- Five regional support offices
- Four training facilities
- 53 business and commercial factory owned and authorized maintenance facilities
- Two spare part distribution centers & six depots

Innovative fleet management solutions will be an integral part of both existing and new platforms

Commercial Aircraft

*Launched in 2008
3 customers signed to date
15 aircraft and growing*

- Q400 Smart Services
- Rotable pool in Frankfurt
- Planning rotatable pool in Chicago

Business Aircraft

*20 years in marketplace
≈ 1,000 customers signed, with
1,018 aircraft participating*

- Full cost per hour program for all Bombardier business aircraft
- SmartParts™ family of services
- Smart Maintenance Plus

Future Platforms

C-Series aircraft



Learjet 85



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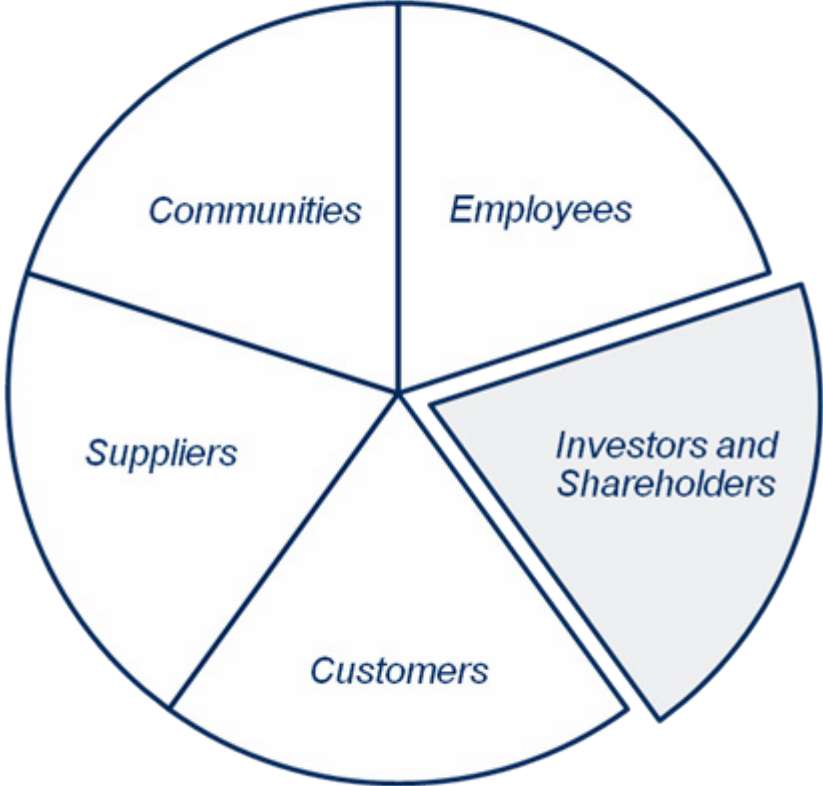
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We have what it takes to weather the downturn

Over and above the common information sources, we provide new sources of disclosure through our Corporate Social Responsibility efforts



Corporate Social Responsibility Report



Dow Jones Sustainability Index



Carbon Disclosure Project

When it comes to our investors and shareholders, we want to promote **transparency** and **disclosure**

Caution regarding non-GAAP earnings measures

This presentation is based on reported earnings in accordance with Canadian generally accepted accounting principles (GAAP). It is also based on EBITDA as well as on Free Cash Flow. These non-GAAP measures are directly derived from the Consolidated Financial Statements, but do not have a standardized meaning prescribed by GAAP; therefore, others using these terms may calculate them differently. Management believes that a significant number of the users of its MD&A analyze the Corporation's results based on these performance measures and that this presentation is consistent with industry practice.

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