



Third Annual Best of Americas Conference

BOMBARDIER

By: Pierre Beaudoin, President and CEO

September 12, 2008



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 Management’s Discussion and Analysis (“MD&A”) sections of the Corporation’s aerospace segment and the Corporation’s transportation segment in the Corporation’s annual report for fiscal year 2008.

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), operational risks (such as risks associated with doing business with partners, risks involved in developing new products and services, product performance warranty, casualty claim losses, risks from regulatory and legal proceedings, environmental risks, risks relating to the Corporation’s dependence on certain customers and suppliers, human resource risks and risks resulting from fixed-term commitments), 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 foreign currency fluctuations, changing interest rate and commodity pricing risk). For more details, see the Risks and Uncertainties section of the MD&A of the Corporation’s annual report for fiscal year 2008. 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.

Agenda

- 1** Overview
- 2 Aerospace
- 3 Transportation
- 4 Financial results

Bombardier - A Global Market Leader

FY2007/08

<i>(in millions of US\$)</i>		BOMBARDIER INC.	
Revenues	\$17,506	Free Cash Flow	\$ 1,963
EBITDA^(a)	\$ 1,414	Backlog^(b)	\$53,600
EBIT^(a)	\$ 902	EPS^(a)	\$ 0.26
Net income	\$ 317	Employees^(b)	60,000

AEROSPACE	TRANSPORTATION
<p>#1 - Business aircraft manufacturer</p> <p>#1 - Regional aircraft manufacturer</p>	<p>#1 - Rail equipment manufacturer and services provider</p>

Revenues	\$ 9,713	Revenues	\$ 7,793
EBITDA	\$ 966	EBITDA^(a)	\$ 448
EBIT	\$ 563	EBIT^(a)	\$ 339
Backlog^(b)	\$22,700	Backlog^(b)	\$30,900
Employees^(b)	27,900	Employees^(b)	31,485

(a) Before special item

(b) As of January 31, 2008

Agenda

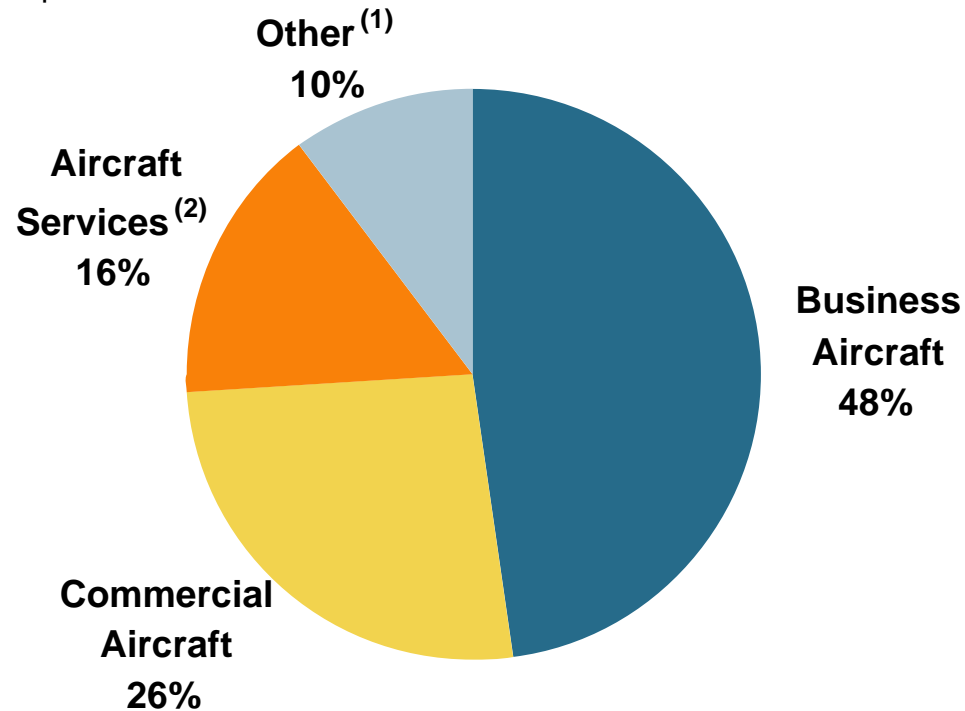
- 1 Overview
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Bombardier Aerospace - A Global Market Leader

Balanced portfolio of products and services

AEROSPACE REVENUE BREAKDOWN BY BUSINESS

(%) Aerospace revenue – FY07/08



Total Revenues FY07/08 = \$9.7B

(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)

Source: Bombardier 2008 Annual Report

Bombardier's Business Aircraft offers the industry's most complete product portfolio

LEARJET FAMILY



Learjet 40 XR



Learjet 45 XR



Learjet 60 XR

Launched in Oct. 07



Learjet 85

CHALLENGER FAMILY



Challenger 300



Challenger 605



Challenger 800 Series

GLOBAL FAMILY



Global 5000



Global Express XRS

Learjet, Learjet 40 XR, Learjet 45 XR, Learjet 60 XR, Learjet 85, Challenger, Challenger 300, Challenger 605, Challenger 800, Global, Bombardier Global 5000, and Global Express XRS are trademarks of Bombardier Inc. or its subsidiaries.

Bombardier is well-positioned in the business jet market with product line covering 95% of revenues

	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		L40XR	L45XR	L60XR	CL-300	CL-605	G5000	GEX-XRS	CL-800 Series
				L85			Global Vision		
Mustang		CJ3	XLS / +	Sovereign	CX	Columbus			
Cessna		CJ1+	CJ4						
		CJ2+	Encore+						
Dassault						F2000DX	F900DX	F7X	
						F2000EX / LX	F900EX		
Gulfstream				G150	G200	G350	G450	G500	
								G550	
								G650	
Hawker		Premier 1	H400XP	H750	H850XP	H4000			
Beechcraft					H900XP				
Embraer		P100	P300	MLJ	MSJ				Legacy
									Lineage
		Eclipse	SJ30-2						BBJ
Others		HondaJet	Grob						ACJ
		PiperJet	Freedom						
		D-Jet							
		Independ.							

← 95% of Market Revenue →

In Prod.
36

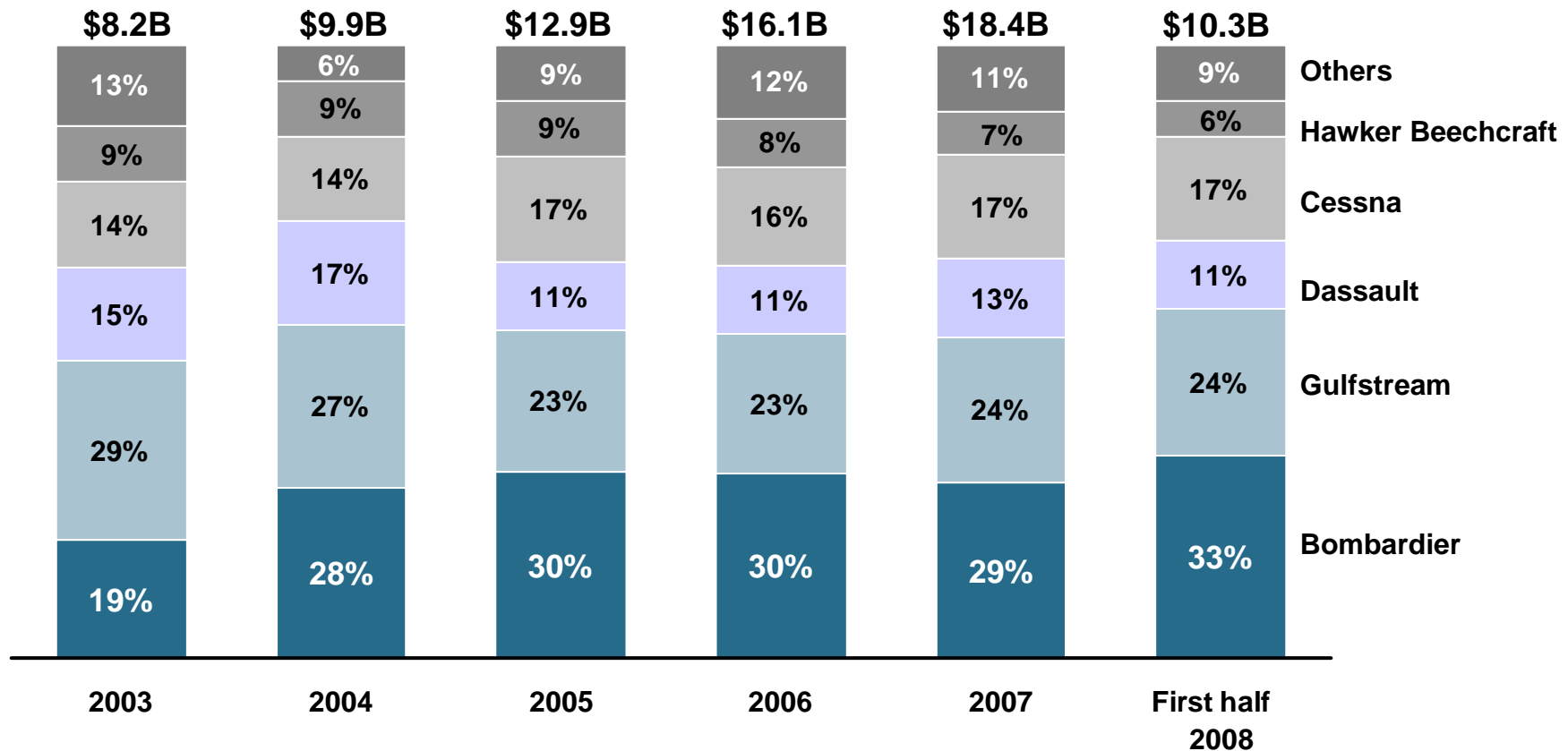
In Dev.
20

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

Bombardier is the revenue market share leader for a fourth consecutive year in the business jet industry

BUSINESS AIRCRAFT DELIVERY REVENUE MARKET SHARE

Delivery Revenue, Calendar Year 2002-2008, \$US, Excluding Very Light Jet Segment



Source: Revenue estimated from GAMA deliveries and B/CA list prices.

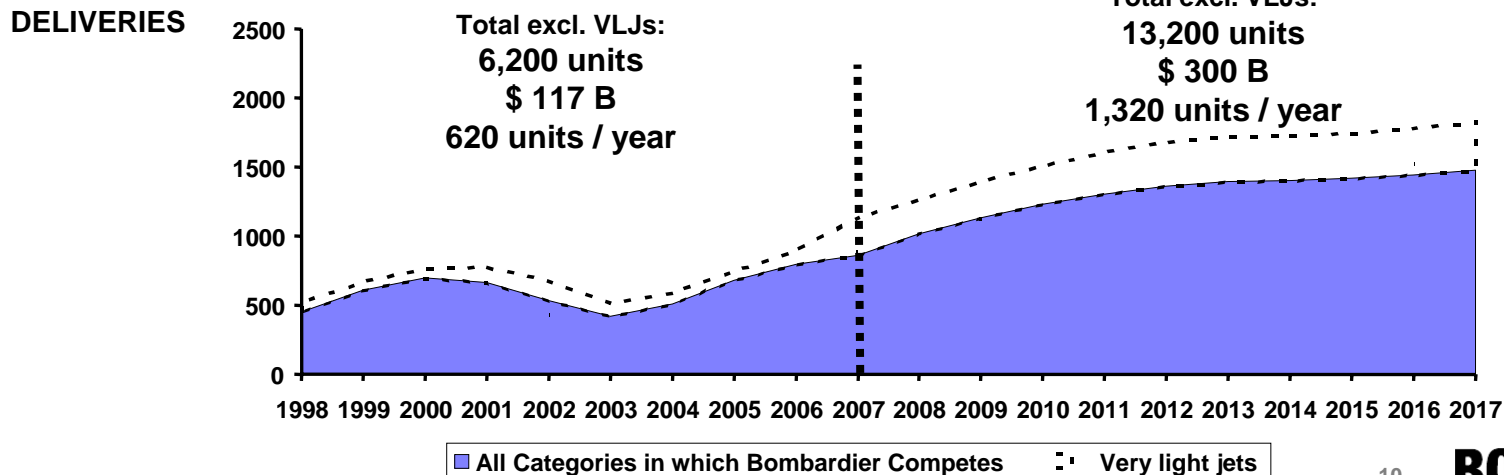
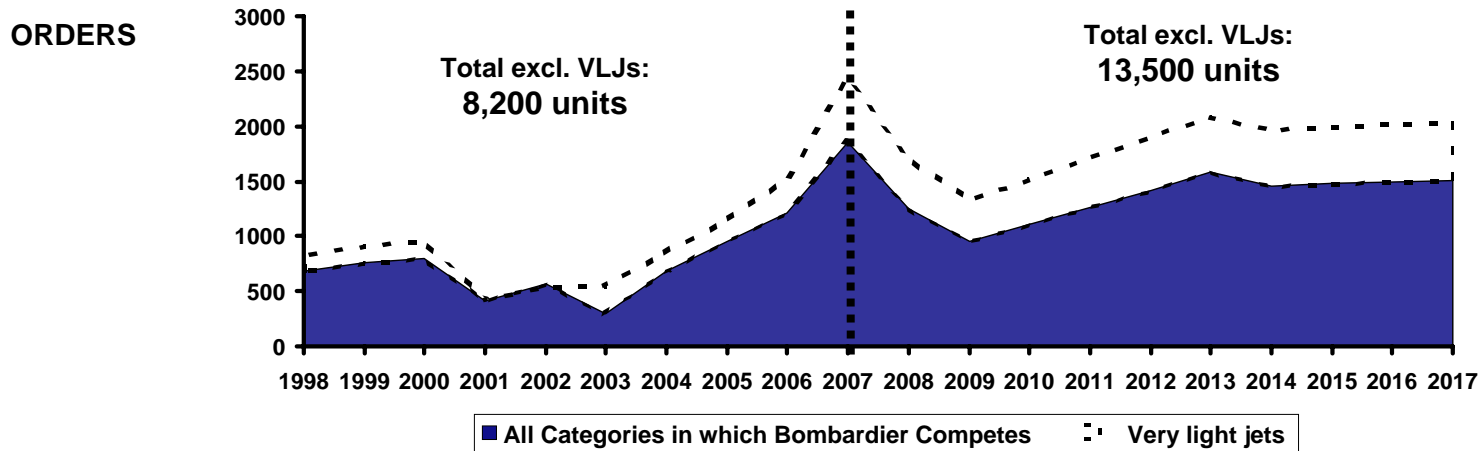
Very light segments includes Eclipse, Mustang, Phenom 100, CJ1+, CJ2+ and Premier 1.

Note: Sum of percentage might not equal 100% due to rounding calculations

Despite an expected cyclic decrease in orders over the next two years, based on a strong order backlog, industry deliveries should continue to increase

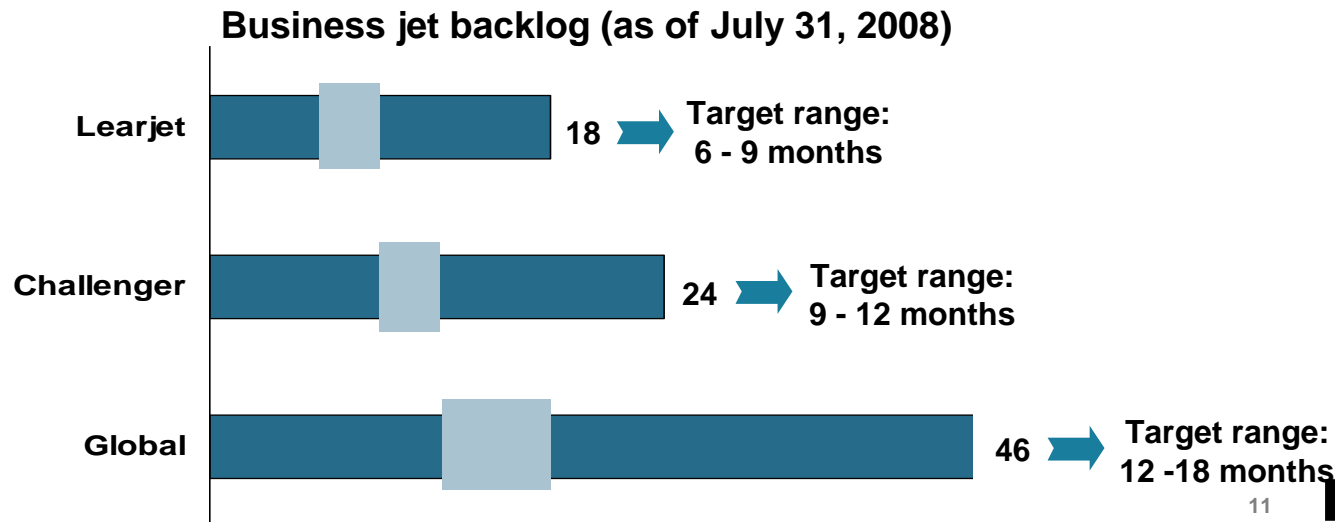
BUSINESS JET INDUSTRY 10-YEAR OUTLOOK

Order and delivery units, Calendar Year, 1998-2017



Business jets

- Overall market continues to be strong
 - 452 net orders in F07/08 vs 274 in FY06/07 – a book-to-bill ratio of 1.9 compared to 1.3 last year
 - Strong order intake continues in FY08/09 with 222 net orders for the first 6 months compared with 186 in FY06/07 – a book-to-bill ratio of 1.8 vs. 1.9
 - 70% of new orders are from outside of the U.S.
- Strong backlog – outperforms targets



Bombardier's Commercial Aircraft portfolio is aligned with current market trends towards environmentally friendly aircraft

Turboprops*



Q400 NextGen

Regional jets**



CRJ700/705 NextGen



CRJ900 NextGen



CRJ1000 NextGen

EIS*** C2009

Single-aisle mainline jets

EIS*** C2013



CSeries

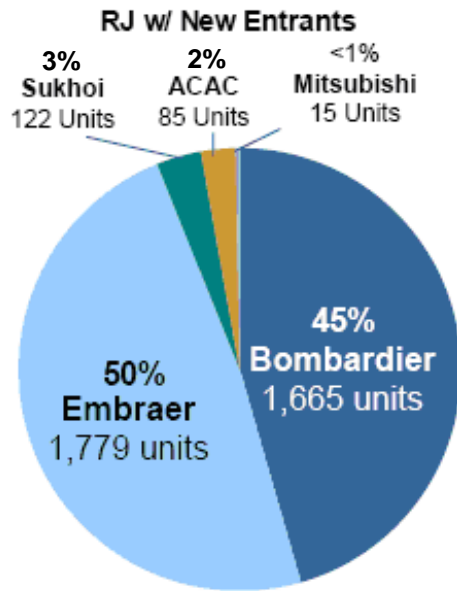
* Q200 and Q300 production to stop in FY09

** CRJ200 production now converted to Challenger 850

*** Entry into service

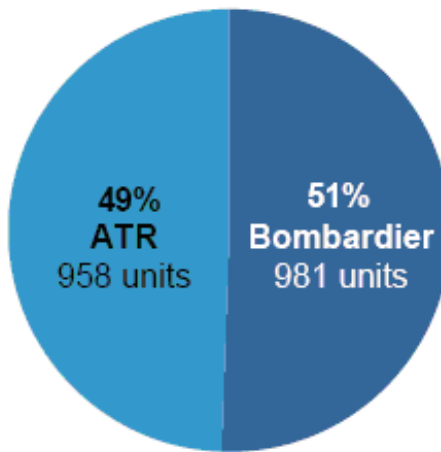
Bombardier's CRJ and Q-Series families are very successful in their classes

Net Orders – as of July 31, 2008



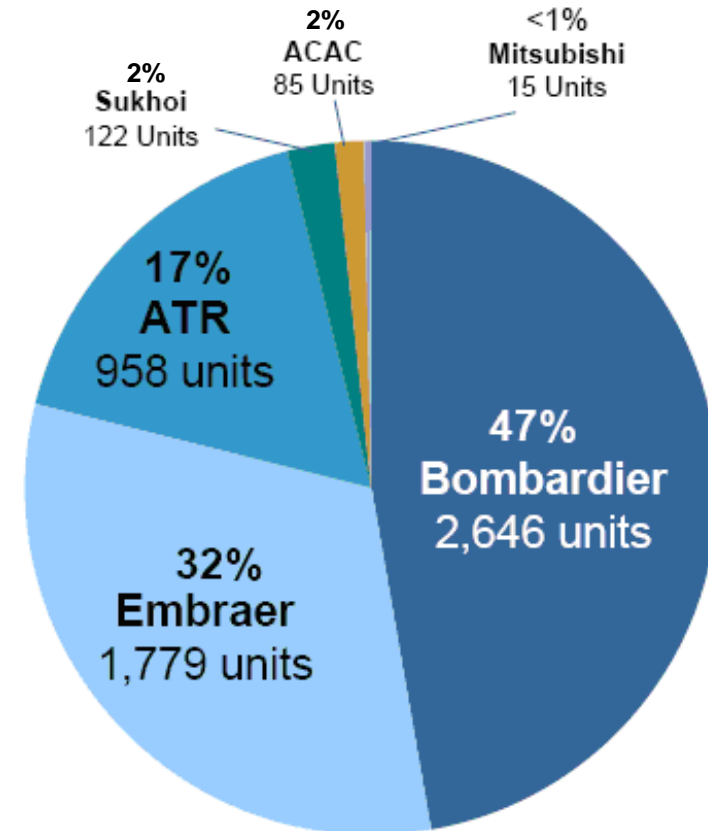
Total Aircraft = 3,666

Turboprop Market



Total Aircraft = 1,939

Total Market w/ New Entrants



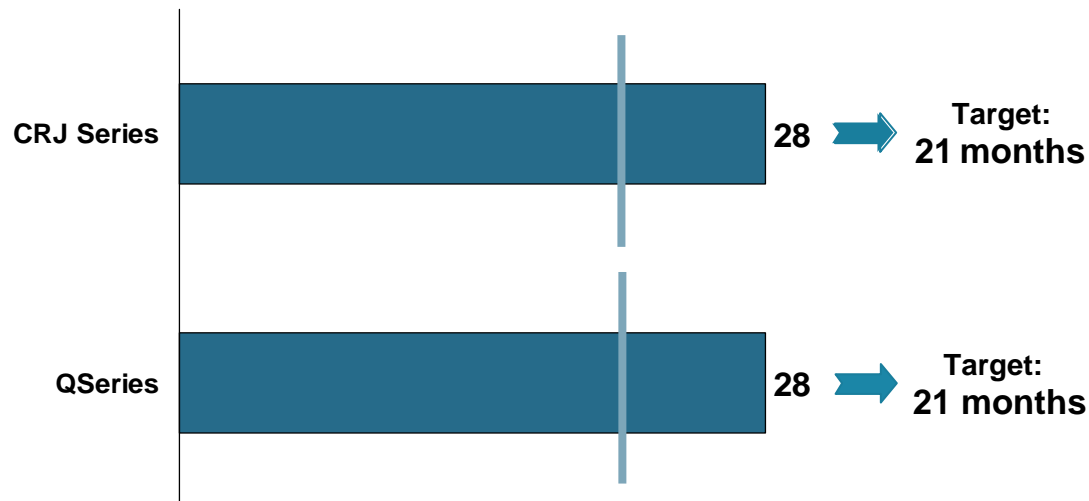
Total Aircraft = 5,605

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

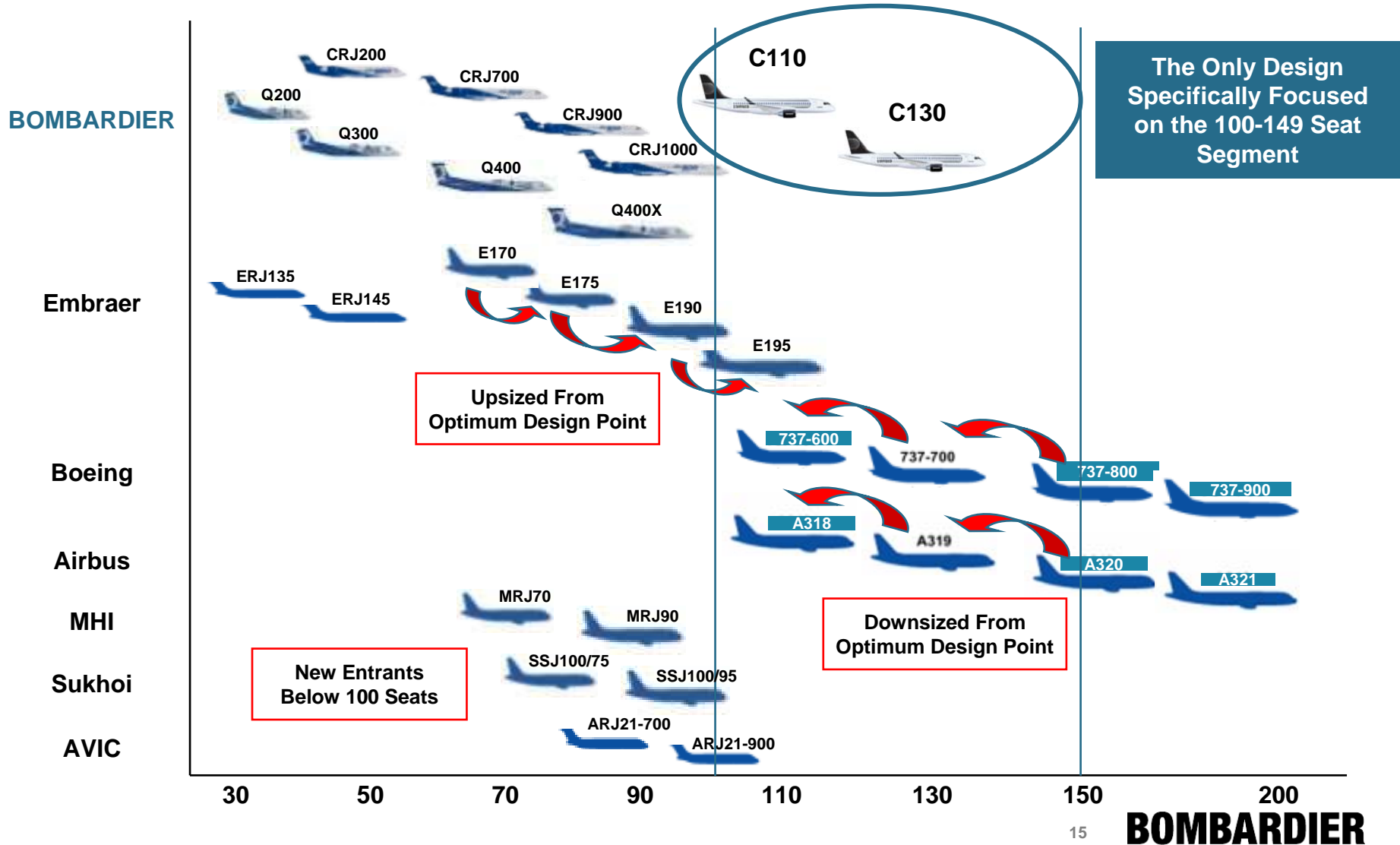
Commercial aircraft

- Resurgence of demand for both turboprops and regional jets
 - 238 net orders vs 87 last year – book-to-bill of 1.9 compared to 0.8 last year
 - 69 net orders in the first 6 months of FY08/09 for a book-to-bill of 1.4
- Shift towards fuel efficient jets and turboprops continues

Regional aircraft backlog (as of July 31, 2008)



A New Family Optimized for the Lower End of the 100 to 149-seat Market Segment Is Long Overdue



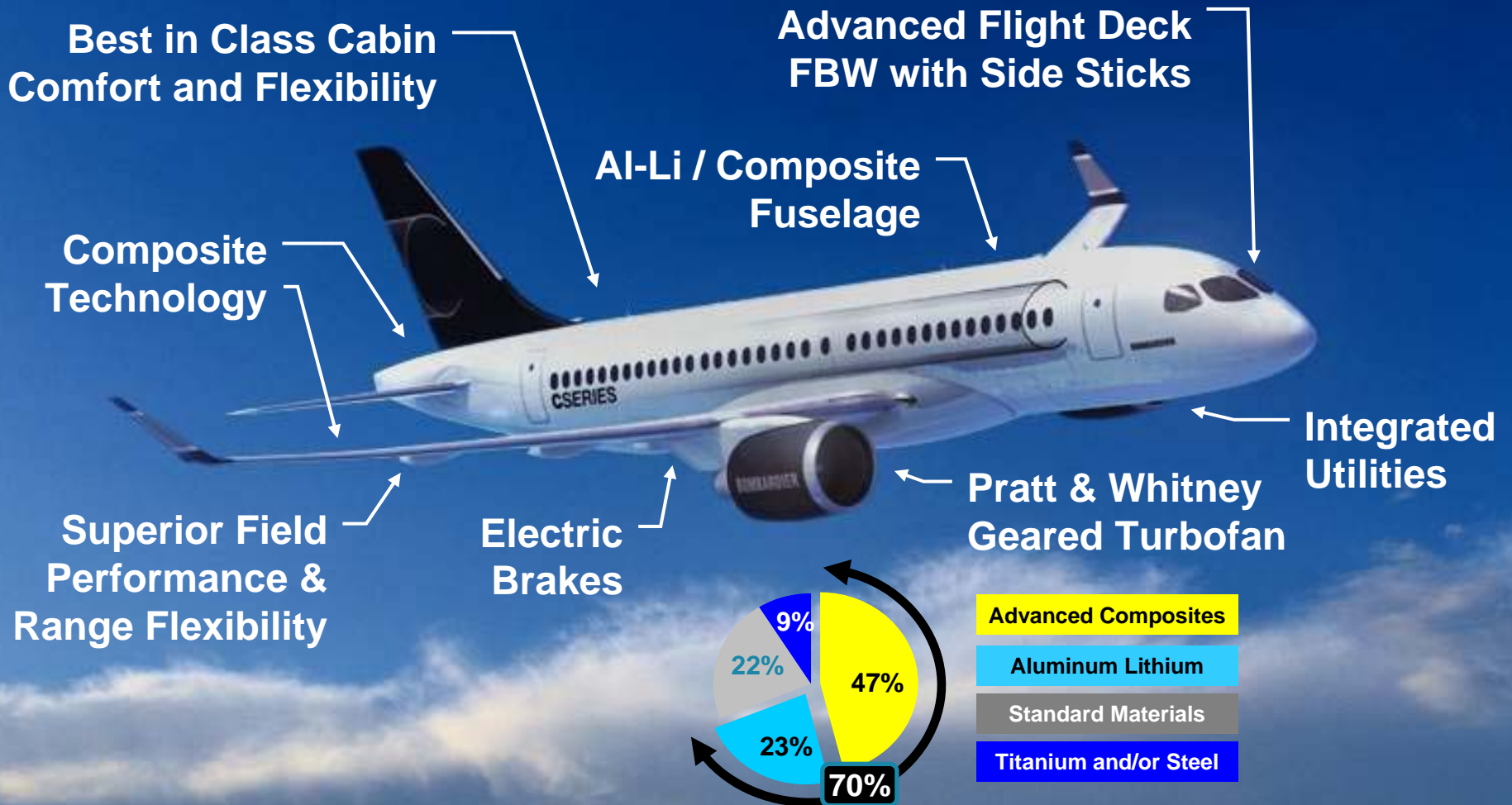
Launched in Farnborough

***C*SERIES • A Game Changer In Its Class**



- Family of Aircraft with Full Commonality**
- Environmentally Focused – 20 EPNdB Margin to Stage IV**
- Total Life Cycle Cost Improvement**
- Up to 15% Better Cash Operating Costs and 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**

CSERIES • Technologies and Design Evolutions Focused on Delivering Operational Benefits



Agenda

- 1 Overview
- 2 Aerospace
- 3 **Transportation**
- 4 Financial results

Transportation - A Global Market Leader

Full spectrum of railway solutions

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
- Traction drivers
- Control and communication

Services



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

System and Signalling

Systems



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

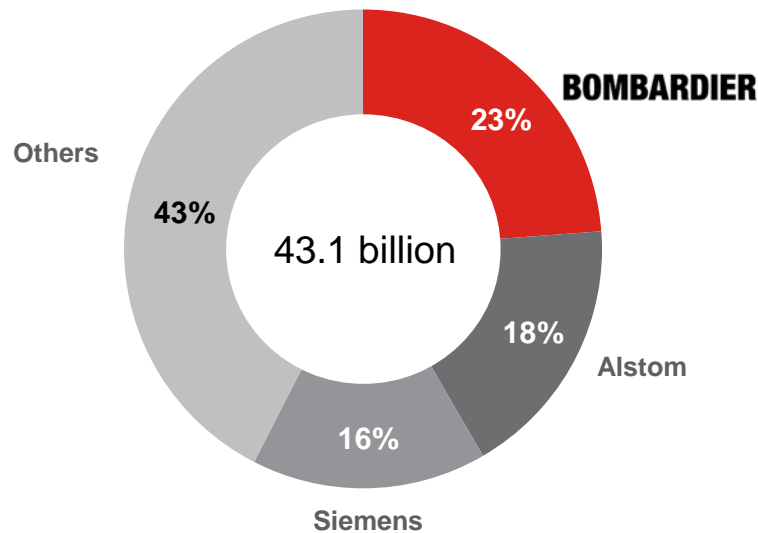
Rail Control Solutions



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

BT is the market leader in the rail industry

Market shares
Calendar years 2005-07



The worldwide rail market is comprised of rolling stock, services, system and signalling, including rail-related telecommunication equipment and infrastructure. Market data referred to in the MD&A represents the market in which BT has a product offering (“relevant market”), defined as the worldwide rail market excluding Japan and the share of local contractors in emerging markets, which are not accessible to BT. Segments where BT has no product offering, such as North American diesel locomotives, worldwide freight cars, rail infrastructure, electrification and pure communications equipment, are also excluded.

Competitors with at least 10% market share in one segment

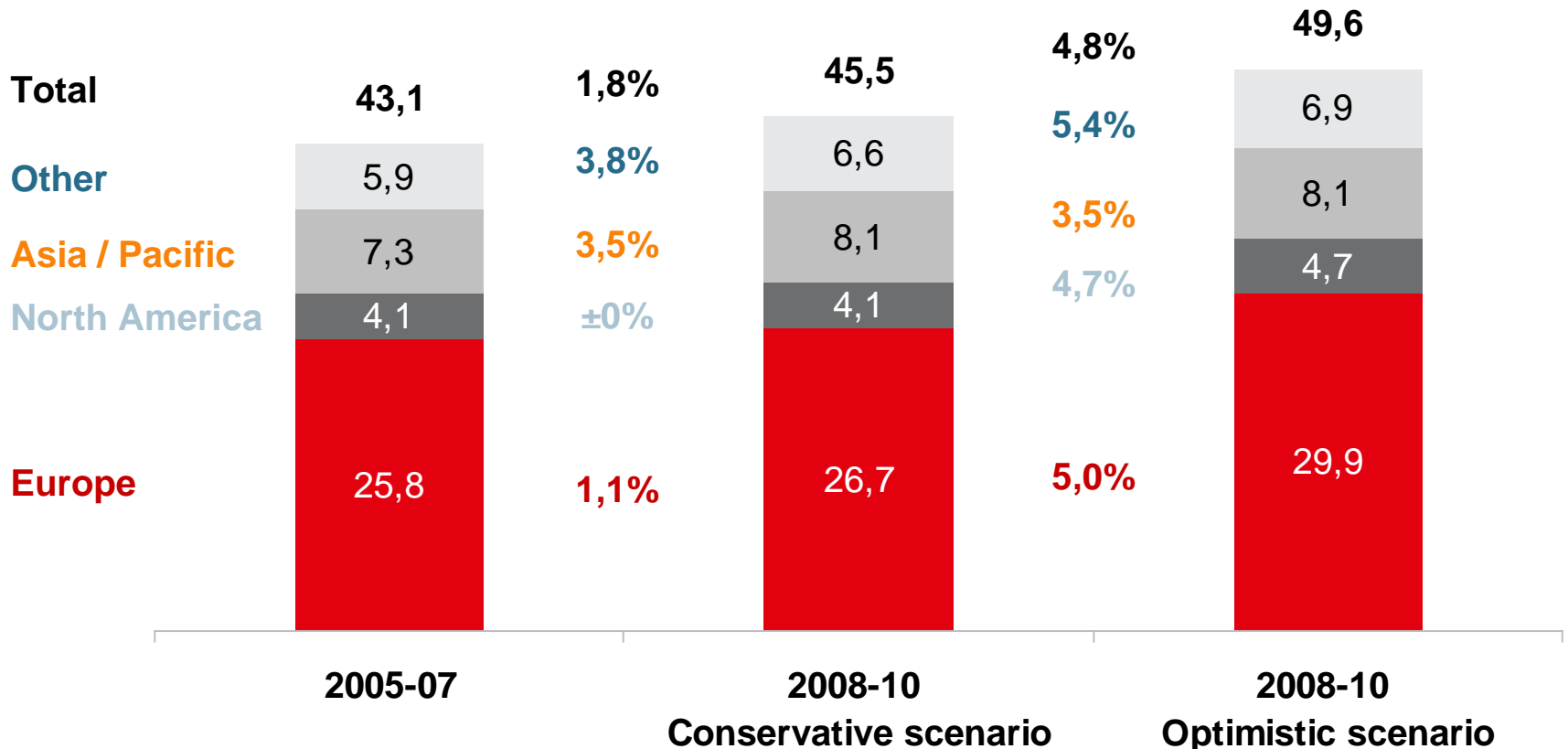
	PASSENGERS					LOCOMOTIVES AND EQUIPMENT			SERVICES	SYSTEM	SIGNALLING
	Light rail	Metros	Commuter	Regional	High speed & intercity	Electric loco-motives	Bogies	Propulsion & controls			
BT	#1	#1	#1	#1	#3	#1	#1	#1	#1	#1	#6
Alstom											
Siemens											
Stadler Rail AG											
Kawasaki Rail Car Inc.											
Mitsubishi Electric Corporation											
Patentes Talgo S.A.											
CJSC Transmashholding											
Ansaldo STS											
Invensys PLC											

Source: Published information and BT market analysis.

The market for railway technology is on a high level and is expected to grow between 1.8 and 4.8% per annum

BT relevant¹ market (billion USD, CAGR)
Market growth scenarios 2005-07 to 2008-10

Optimistic scenario will depend on timely realization of planned tenders



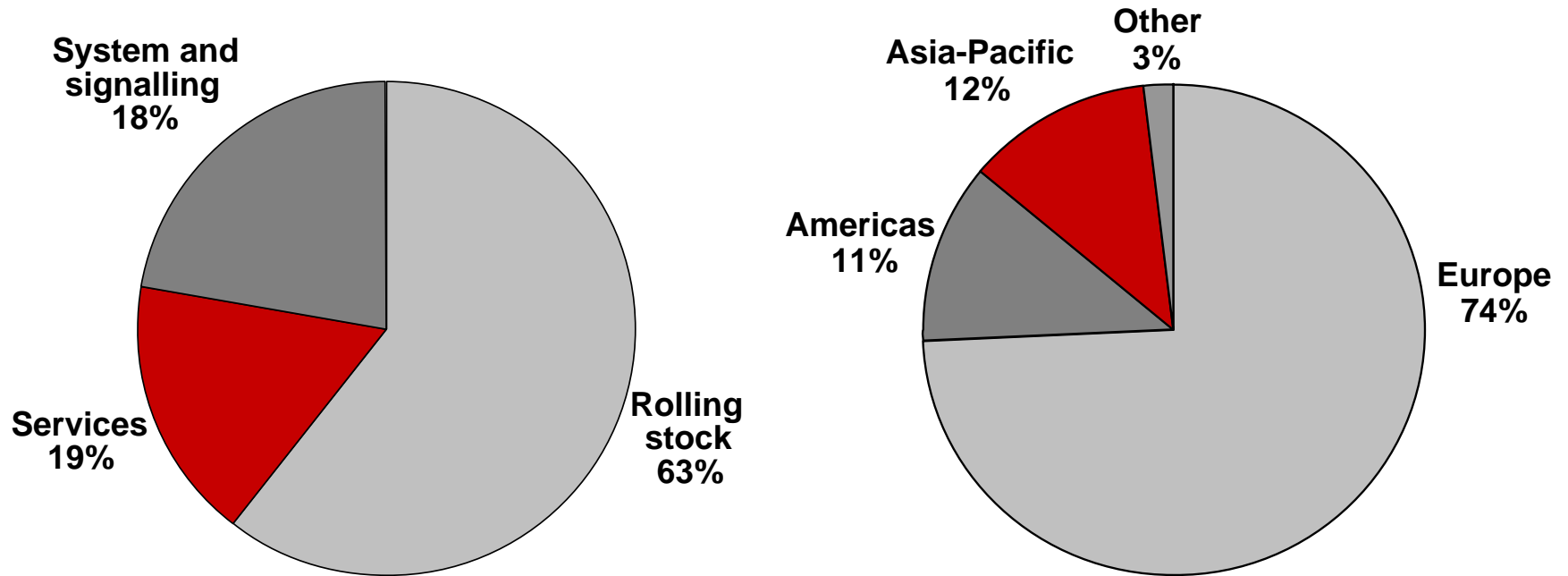
1) Market accessible to open bid competition (excl. North American freight locomotive and wagon markets)

Transportation – Major orders in FY08/09

Customer	Product/Service	Number of cars	Rolling stock
Swedish State Railways, SJ AB Sweden	<i>REGINA</i> high-speed trains	80	\$ 349
Brussels transport company (STIB) Belgium	<i>FLEXITY</i> Outlook trams	87	285
New Jersey Transit Corporation, U.S.	<i>ALP-46A</i> electric locomotives	27	229
Dehli, Metro Rail Corporation, Ltd. India	<i>MOVIA</i> metro cars	84	137
New Southern Railways, U.K.	<i>ELECTROSTAR</i> , electric multiple units	44	107

- **Over \$11 billion of order intake in both FY06/07 and FY07/08**
 - Orders were strong for all product lines
 - Book-to-bill ratio of 1.8 and 1.5 respectively
- **For the first six-months of FY08/09, order intake of \$4.5 billion compared with \$4.3 billion in FY07/08**
- **Unmatched portfolio of products and services**
- **Worldwide geographic presence without equal**

Revenues by product line and geographic region



Total Revenues FY07/08 = \$7.8B

Transportation – One objective....

.... four priorities

Our objective

- EBIT margin at 6% for fiscal year 2010

our priorities

- Flawless execution
- Profitable growth
- Value-based solutions
- Focus resources on higher return area

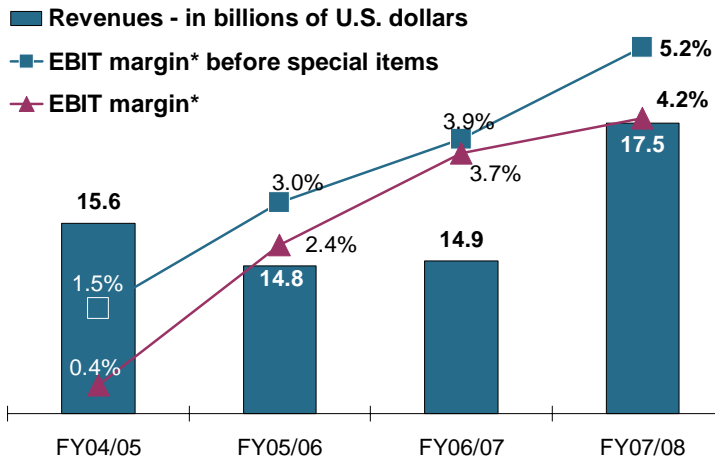
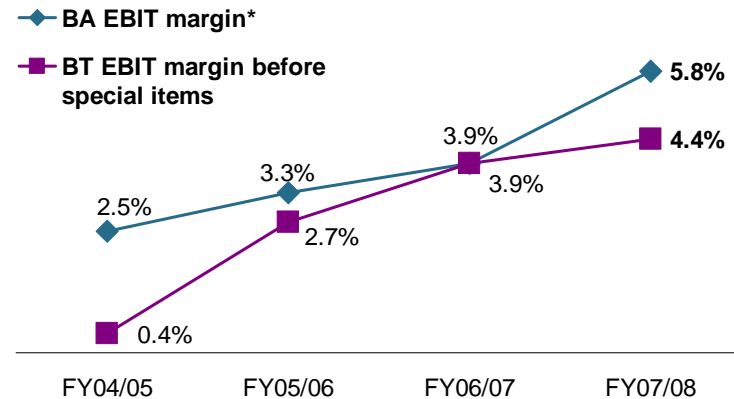
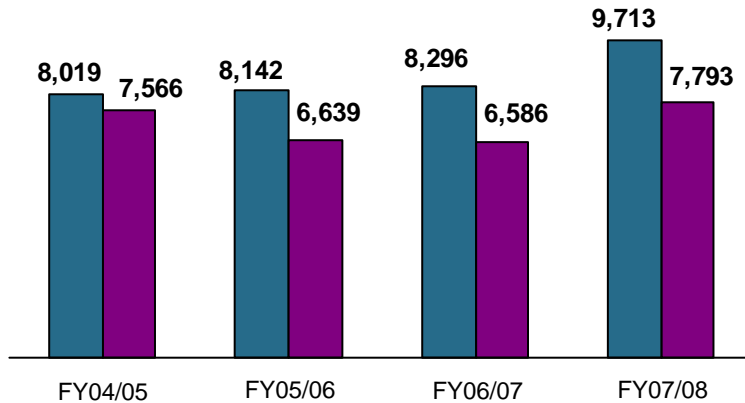
Agenda

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- 4 **Financial results**

Strategic priority – Improve long-term profitability

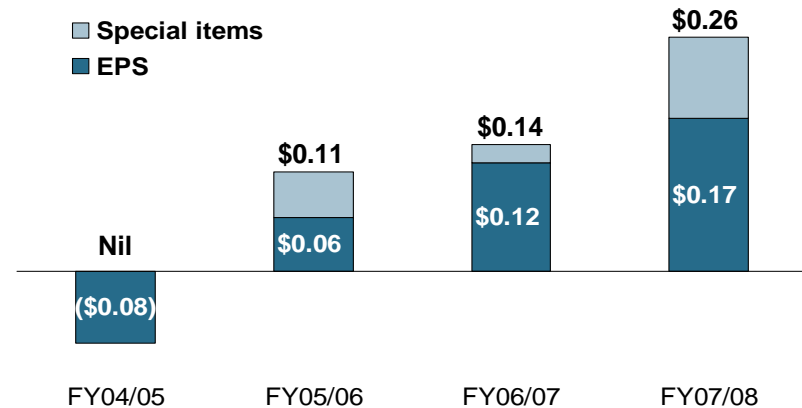
(in millions of U.S. dollars)

■ BA Revenues ■ BT Revenues



Basic EPS from continuing operations

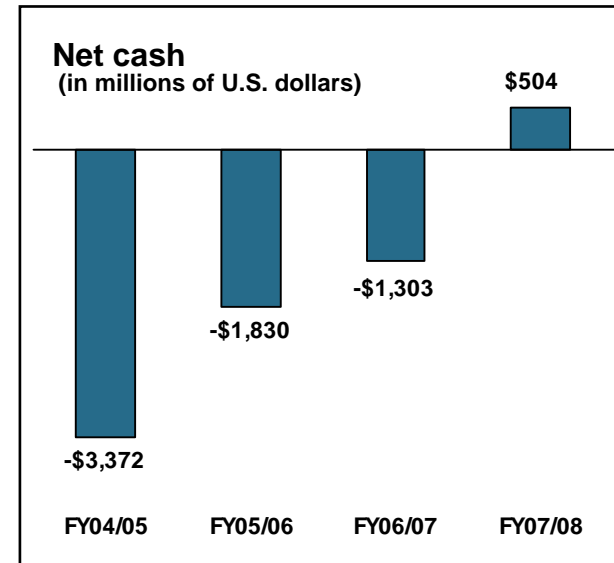
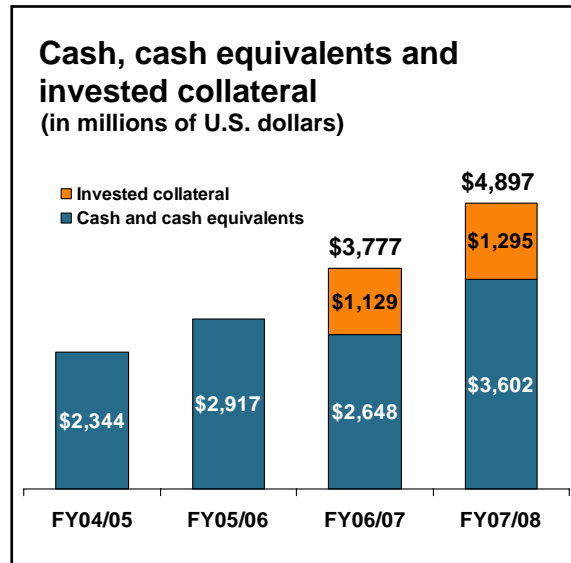
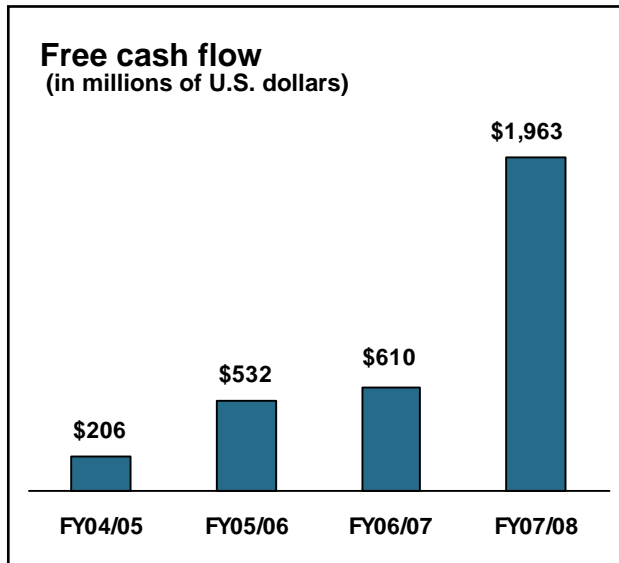
■ Special items
■ EPS



* from continuing operations

Strategic priority – Strong liquidity

Improved cash generation and cash on hand

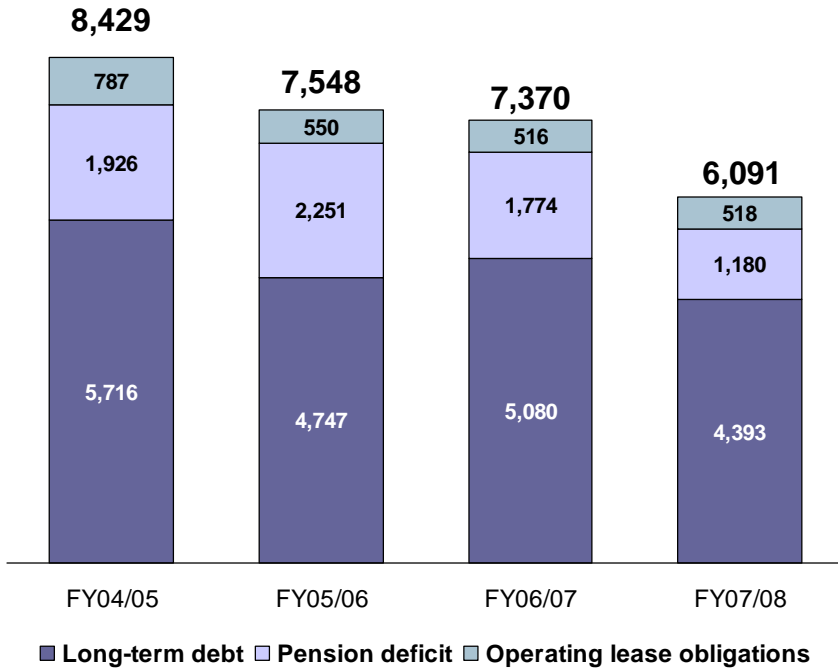


* Cash (including invested collateral) minus long-term debt

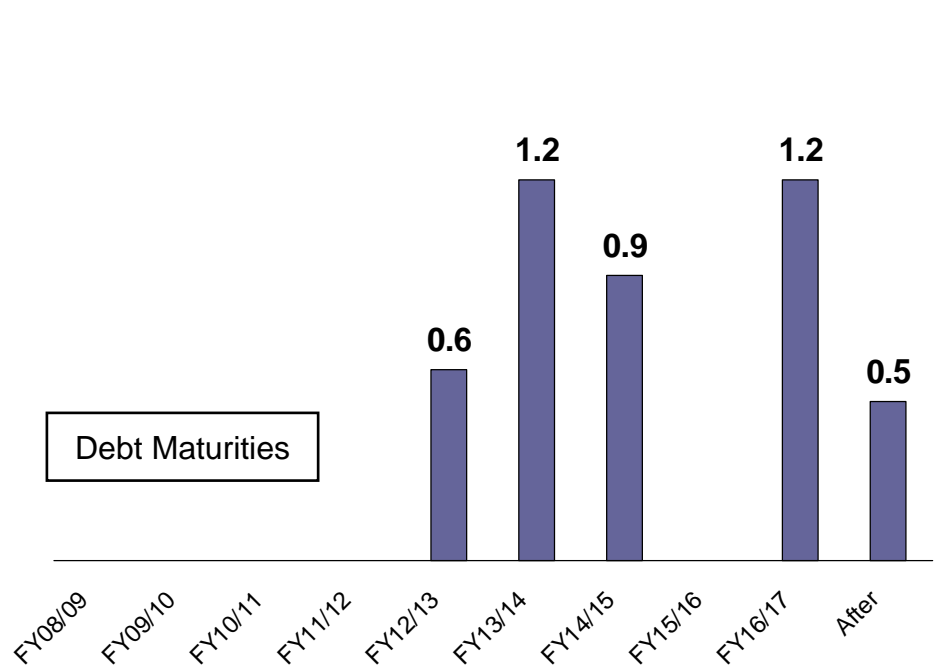
Strategic priority – Further improve capital structure

Reduced total debt and extended maturities

(in millions of U.S. dollars)



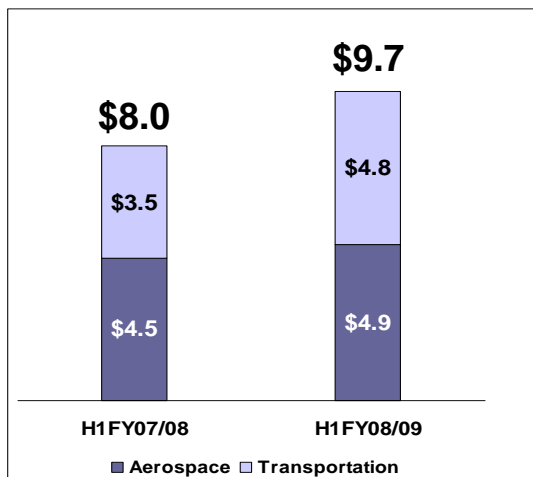
(in billions of U.S. dollars)



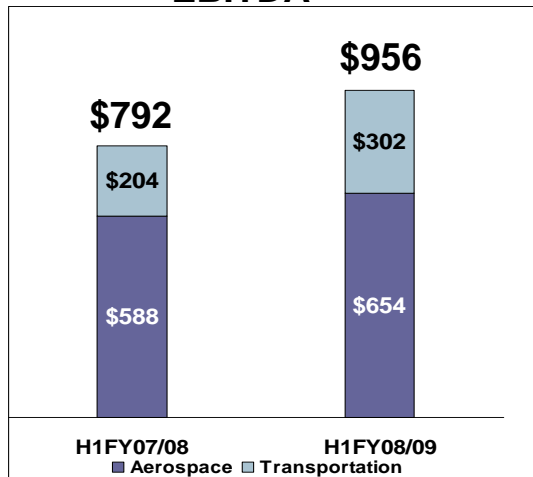
Consolidated and Segmented YTD FY08/09

Continued improvement

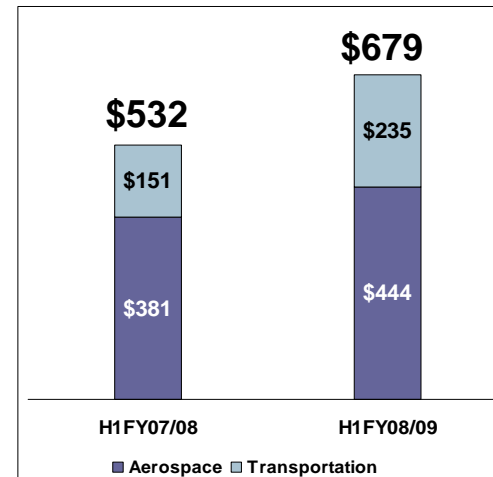
Revenues



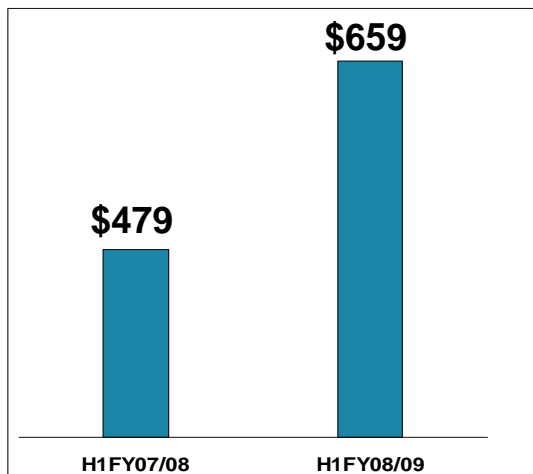
EBITDA *



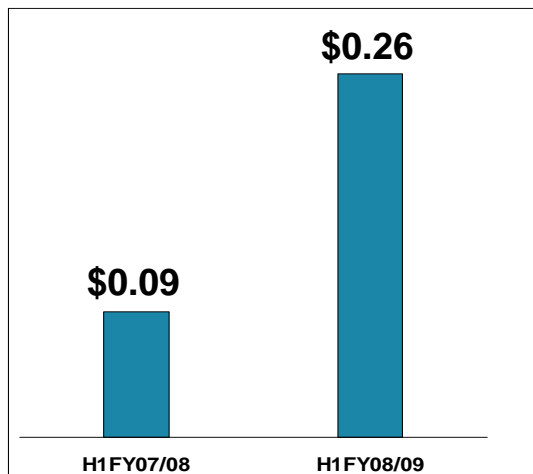
EBIT *



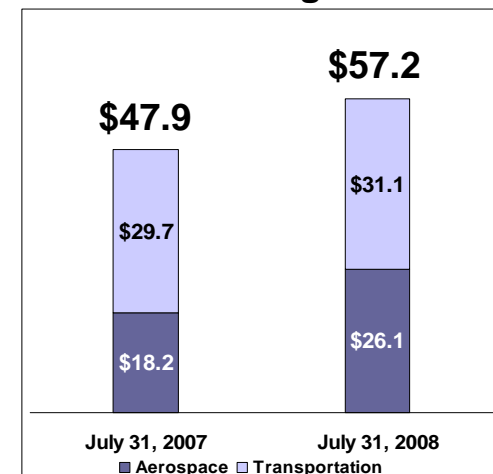
Free Cash Flow



EPS*



Backlog



For the six-month periods ended July 31, 2007 and 2008

* EBITDA, EBIT and EPS for H1FY07/08 are before special item.

* H1FY07/08 EBITDA and EBIT for Aerospace were adjusted for an EOAPC charge of US\$136M

Conclusion

- **Both groups continued to perform well**
- **Revenues increased by 21% to \$9.7 billion in the first half of FY08/09**
- **Free cash flow of \$659 million for the first half of FY08/09**
- **Solid cash position at \$4.3 billion as at July 31, 2008 (\$5.6 billion including invested collateral)**
- **Strong backlog at \$57.2 billion as at July 31, 2008**
- **We remain committed to further EBIT margins improvements**

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, EBIT and EPS from continuing operations before special items 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. The special item for the year ended January 31, 2008 relates to Transportation's write-off of the carrying value of its investment in Metronet. The special item for the year ended January 31, 2007 relates to the restructuring plan initiated in fiscal year 2005 to reduce the cost structure in Transportation. Management views these items as potentially distorting the analysis of trends.