Presentation to FEI Canada
Taking action in turbulent times

OCTOBER 28, 2009

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Senior Vice President and Chief Financial Officer
Bombardier Inc.

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”, the negative of these terms, variations of them or similar terminology. By their nature, forward looking statements require us to make assumptions and are subject to important known and unknown risks and uncertainties, which may cause our actual results in future periods to differ materially from forecasted results. While we consider our assumptions to be reasonable and appropriate based on information currently available, there is a risk that they may not be accurate. For additional information with respect to the assumptions underlying the forward looking statements made in this presentation, refer to the respective Forward-looking statements sections in BA and BT in the MD&A of the Corporation’s annual report for fiscal year 2009.

Certain factors that could cause actual results to differ materially from those anticipated in the forward looking statements include risks associated with general economic conditions, risks associated with our business environment (such as risks associated with the airline industry’s financial condition), operational risks (such as risks involved in developing new products and services, in doing business with partners, relating to product performance warranty and casualty claim losses, to regulatory and legal proceedings, to environmental and health and safety, to our dependence on certain customers and suppliers, to human resources, to fixed price commitments and to production and project execution), financing risks (such as risks relating to liquidity and access to capital markets, to the terms of certain restrictive debt covenants, to financing support provided on behalf of certain customers and from reliance on government support) and market risks (such as risks relating to foreign currency fluctuations, to changing interest rates and commodity prices risks). For more details, see the Risks and Uncertainties section in Other of the MD&A of the Corporation’s annual report for fiscal year 2009. Readers are cautioned that the foregoing list of factors that may affect future growth, results and performance is not exhaustive and undue reliance should not be placed on forward looking statements. The forward looking statements set forth herein reflect our expectations as at the date of this presentation and are subject to change after such date. Unless otherwise required by applicable securities laws, the Corporation expressly disclaims any intention, and assumes no obligation to update or revise any forward looking statements, whether as a result of new information, future events or otherwise.

Agenda

1. **Overview**
2. Aerospace
3. Transportation
4. Summary

Bombardier – A Global Market Leader
For the fiscal year 2009

(in millions of U.S. dollars)	**BOMBARDIER INC.**		
Revenues	$ 19,721	**Free Cash Flow**	$ 342
EBITDA	$ 1,966	**Backlog**[a]	$ 48,200
EBIT	$ 1,411	**EPS**[b] ***(in U.S. dollars)***	$ 0.56
Net income	$ 1,008	**Employees**	66,700

AEROSPACE		**TRANSPORTATION**	
#1 - Business aircraft manufacturer **#1** - Regional aircraft manufacturer		**#1** - Rail equipment manufacturer and services provider	
Revenues	$ 9,965	**Revenues**	$ 9,756
EBITDA	$ 1,327	**EBITDA**	$ 639
EBIT	$ 896	**EBIT**	$ 515
Backlog[a]	$ 23,500	**Backlog**[a]	$ 24,700
Employees	32,500	**Employees**	34,200

(a) As of January 31, 2009
(b) Diluted

Bombardier Today

- **66,700 employees***
  - 75 nationalities
  - 20 languages
- **A presence in 60 countries**
- **Customers in 100 countries**

** As of January 31, 2009*

Bombardier Today

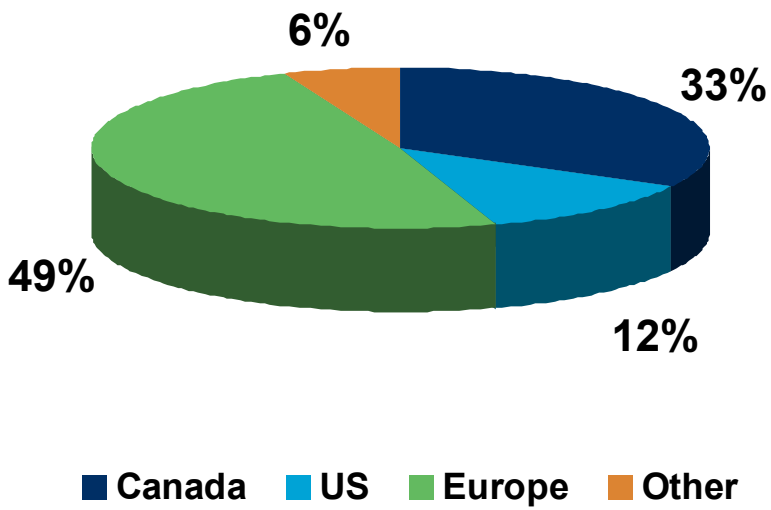
More than 100,000 Bombardier rail cars and locomotives in service worldwide

Bombardier Today

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

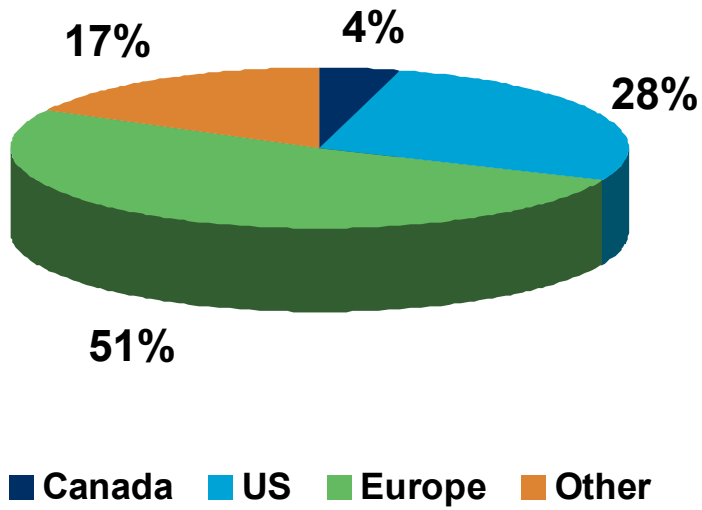
Bombardier – A truly global company with 96% of its revenues generated outside Canada

Employees
Geographic segmentation



Total employees: 66,700*

FY09 Revenues
Geographic segmentation



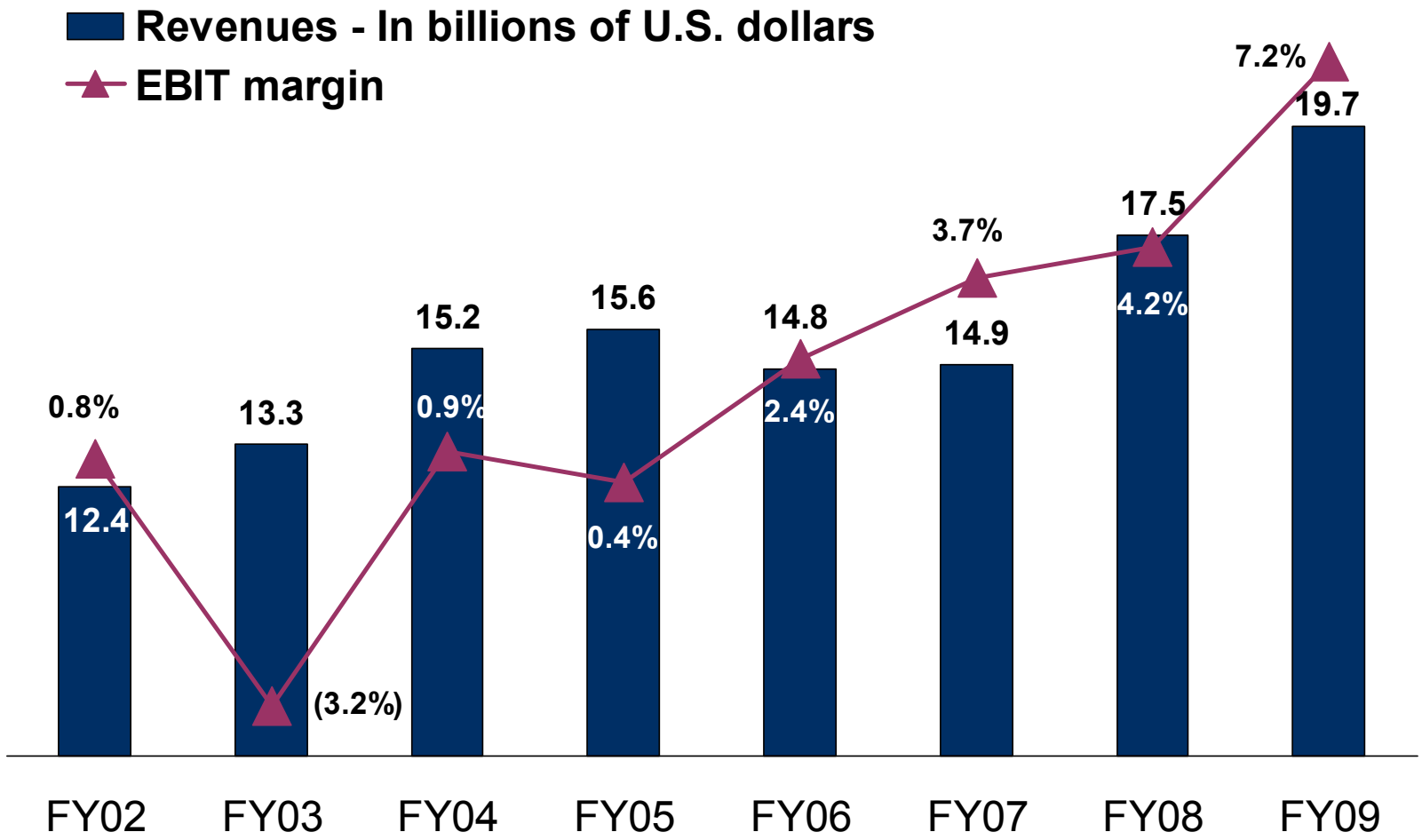
Total FY09 revenues: US$19.7 billion

** As of January 31, 2009*

Bombardier – From entrepreneurial to global leader

	1942-1973	1974-1985	1986-1993	1994-2001	2002-today
Entry	**Invention of snowmobile**	**Rail transportation**	**Aerospace**	**Consolidation of leadership position**	**Global leadership**
Revenues	**$0.7 B**	**$1.0 B**	**$5.6 B**	**$12.4 B**	**$19.7 B**
Major acquisitions	▪ Lohnerwerke (Rotax)	▪ MLW Worthington ▪ Alco Power (U.S.)	▪ Canadair ▪ Shorts ▪ Learjet ▪ deHavilland ▪ BN } BT ▪ ANF } BT	▪ Waggonfabrik Talbot ▪ Deutsche Waggonbau ▪ Adtranz	Organic growth
Products developed or Major projects		▪ 423 cars - Montreal Subway ▪ 825 cars - NY City subway ($1BUS)	▪ *CRJ100/200* ▪ *Learjet 31A* ▪ *Learjet 60*	▪ *CRJ700* ▪ *Learjet 45* ▪ *Global Express* ▪ *Q400*	▪ *Talent II* ▪ *Zefiro* ▪ *Challenger 300* ▪ *Learjet 85* ▪ *CSeries*

Global leadership through organic growth



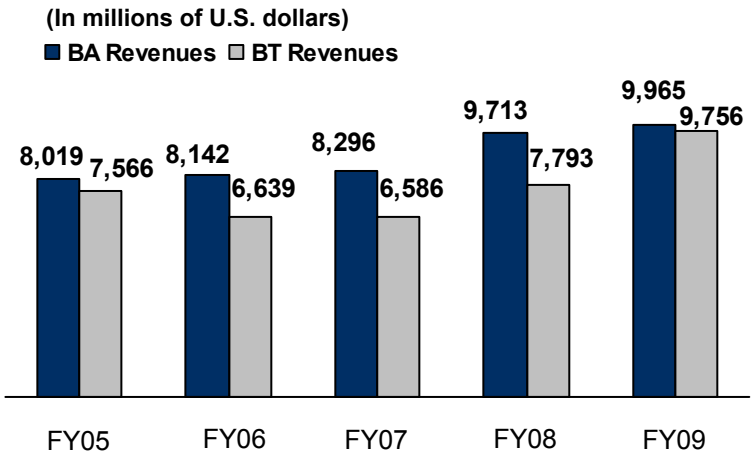
BOMBARDIER

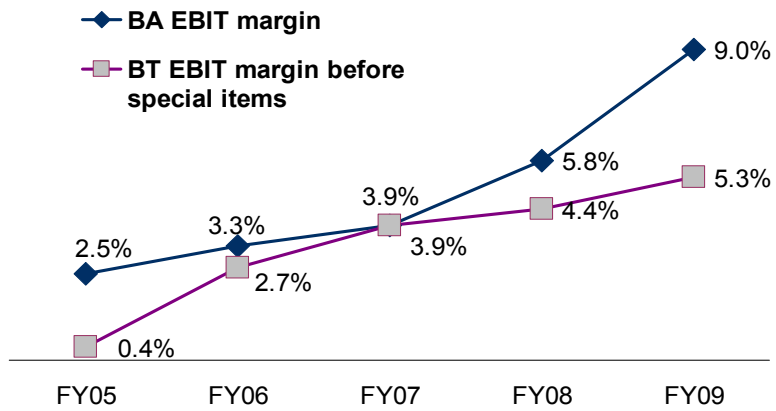
Significant improvements over the last five years

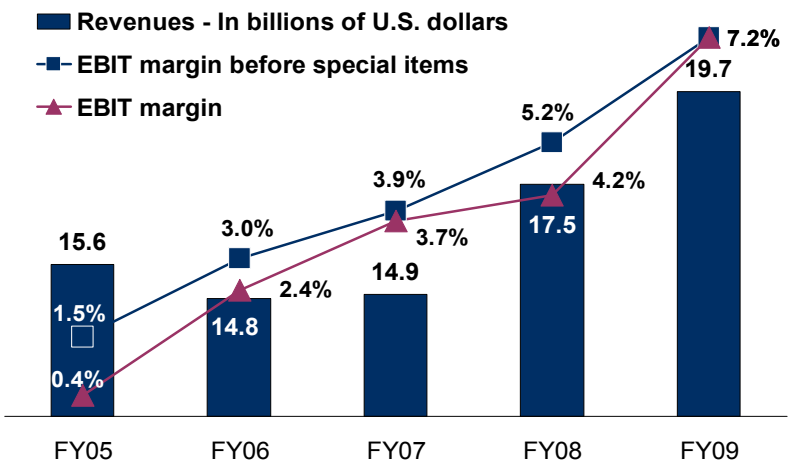
1. Improved long-term profitability
2. Maintained strong liquidity
3. Improved capital structure

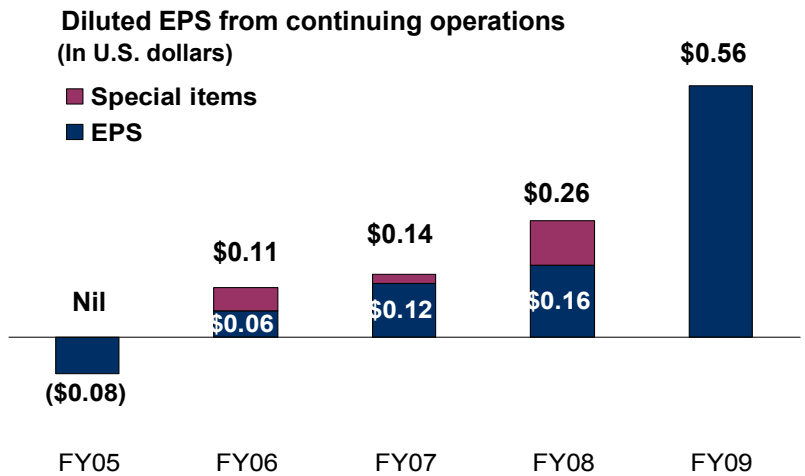
Significant improvements over the last five years

Improved long-term profitability









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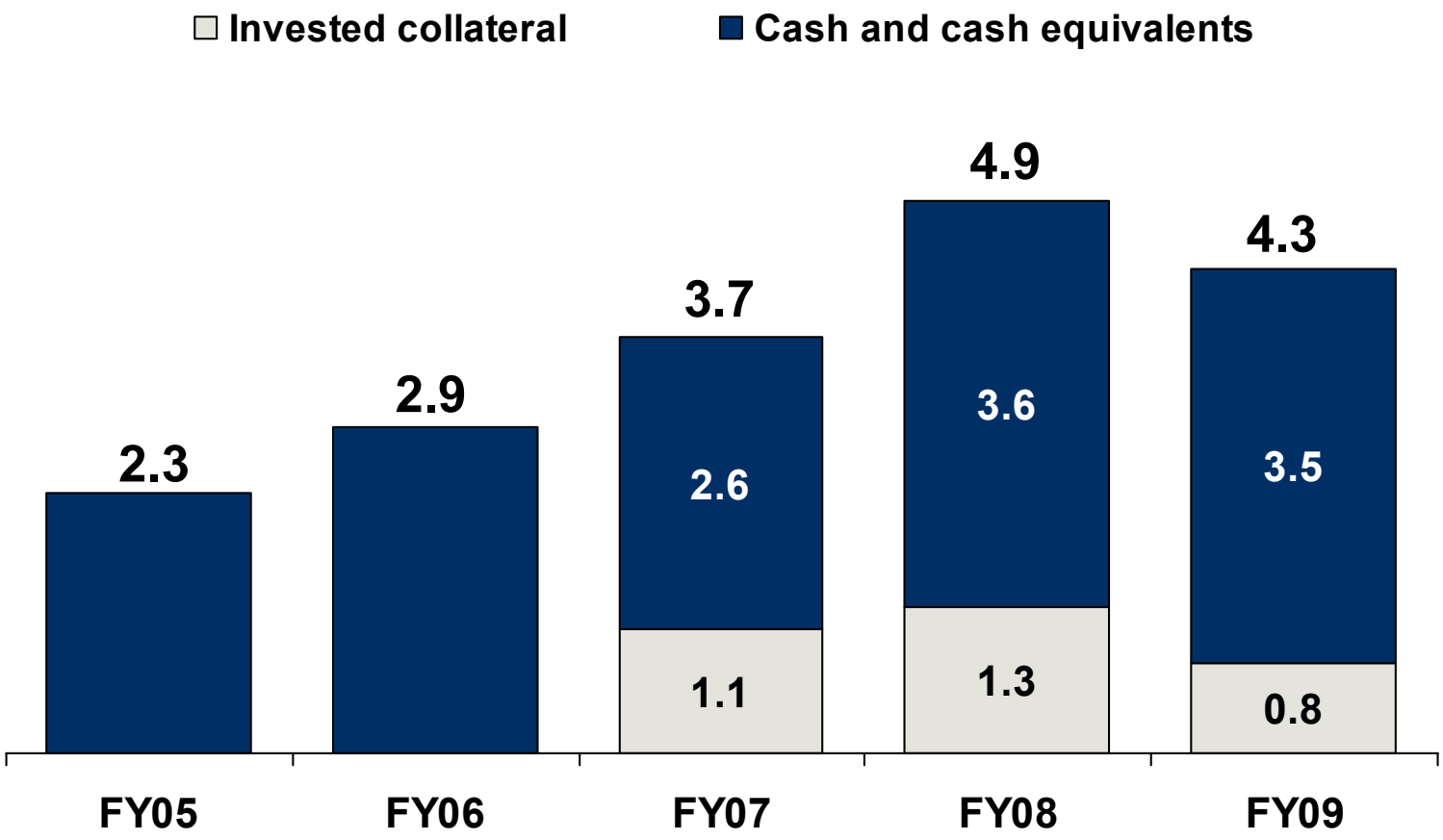
Significant improvements over the last five years

Maintained strong liquidity



In billions of U.S. dollars

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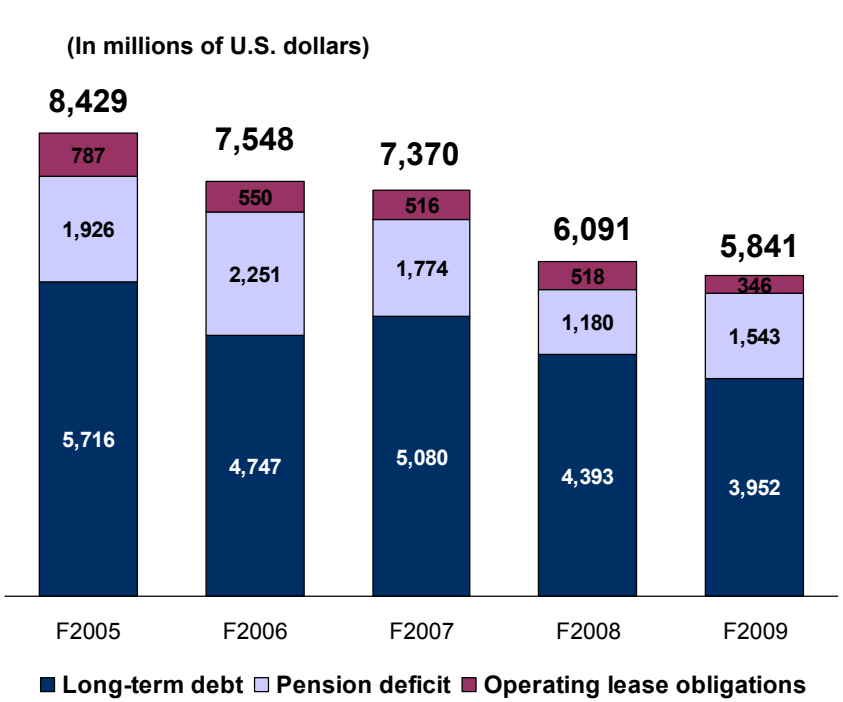
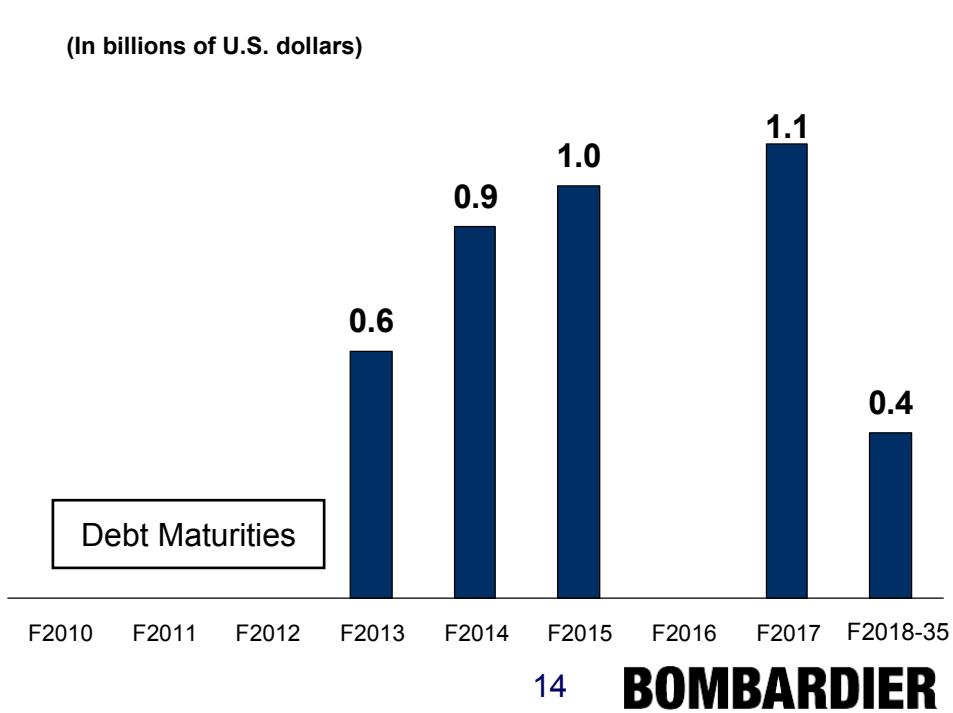
Significant improvements over the last five years

Improved capital structure

Global Leverage Metrics	Target	Y/E FY08	Y/E FY09	Trend
Adj. EBIT to adj. net int.	> 5.0	2.5	6.2	↗
Adj. debt to adj. EBITDA	< 2.5	3.8	2.8	↗
Adj. debt to adj. total cap.	< 55%	67%	66%	↗

Reduced total debt and extended maturities





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To achieve our aspirations – Our way forward

We have established five priorities

1. Become number one in customer satisfaction through enhanced execution discipline
2. Raise our game on global talent management
3. Actively manage our exposure to key business risks
4. Establish local roots in all our key markets
5. Enhance our corporate social responsibility

Agenda

1. Overview
2. **Aerospace**
3. Transportation
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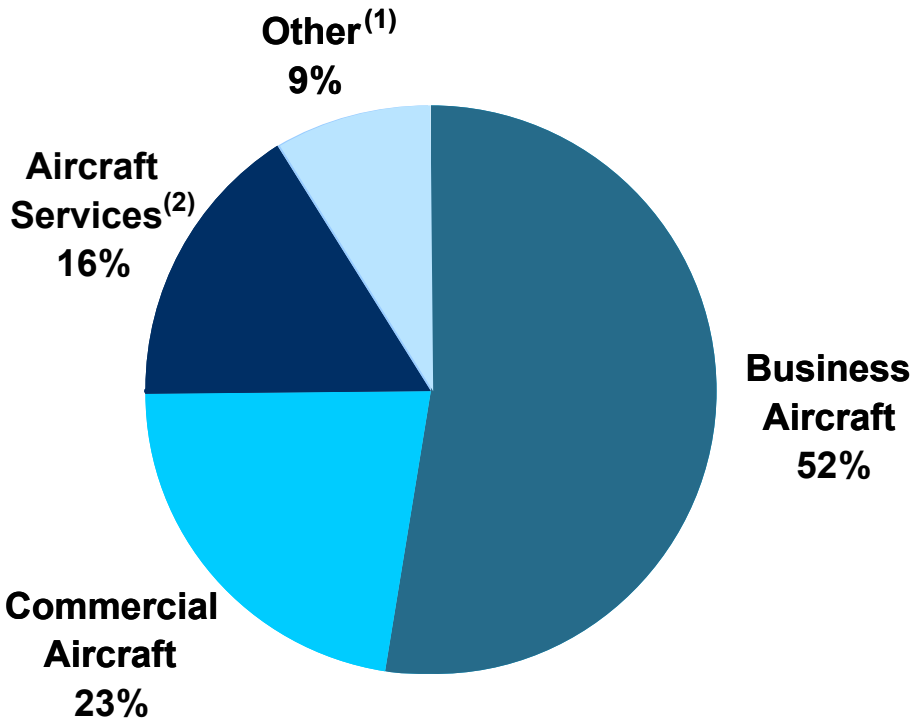
Bombardier Aerospace - A Global Market Leader
Balanced portfolio of products and services

AEROSPACE REVENUE BREAKDOWN BY BUSINESS

(%) Aerospace revenue – Fiscal year 2009



Total Revenues FY09 = $9,965 million

(1) Other includes primarily sales of pre-owned aircraft and component manufacturing for third parties

(2) Includes revenues from parts logistics, aircraft fractional ownership and hourly flight entitlement program's service activities, aircraft maintenance, commercial training and Military Aviation Training (MAT)

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

LEARJET FAMILY

Learjet 40 XR

Learjet 45 XR

Learjet 60 XR

Learjet 85

CHALLENGER FAMILY

Challenger 300

Challenger 605

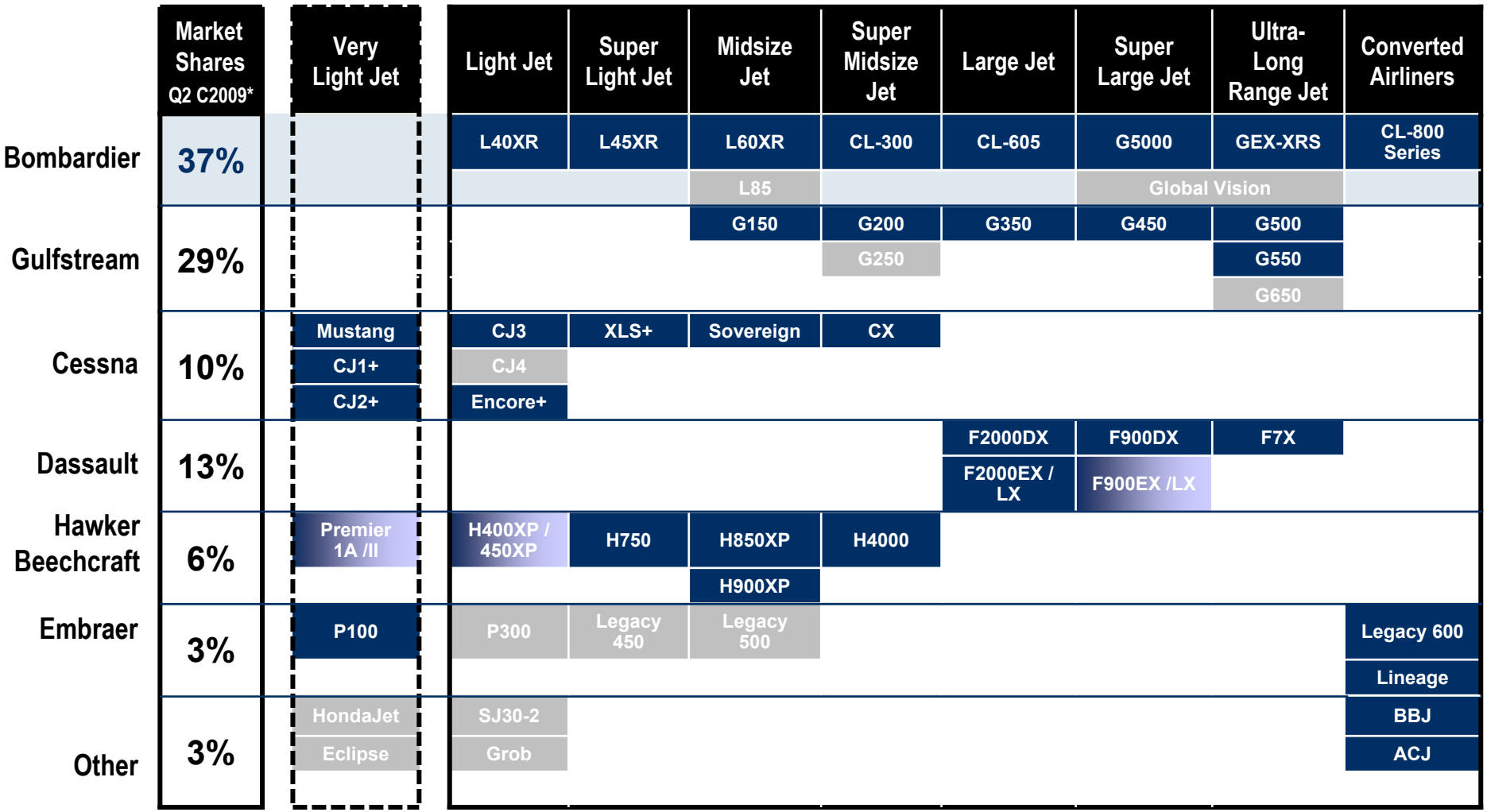
Challenger 800 Series

GLOBAL FAMILY

Global 5000

Global Express XRS

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



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

* Market shares calculated on a revenue basis excluding VLJs

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The financial crisis is having a significant impact on the business aircraft industry in the short term

Calendar years 2009-10 Outlook	
Market drivers – Business aircraft	**Outlook**
World economic environment	
Credit scarcity	
Decrease in pre-owned jet inventory level*	
Business jet usage	
Business jet perceptions	

* For in-production aircraft (excluding VLJs)

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

Turboprops

Q400 NextGen

Regional jets

CRJ700 NextGen

CRJ900 NextGen

CRJ1000 NextGen

Single-aisle mainline jets

CSeries CS100

CSeries CS300

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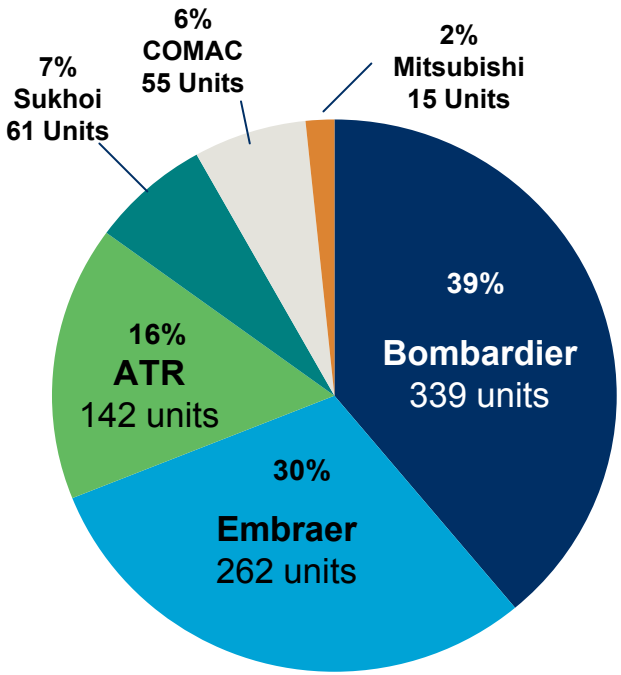
Bombardier's CRJ and Q-Series families are very successful in their classes

Net order market share by manufacturer

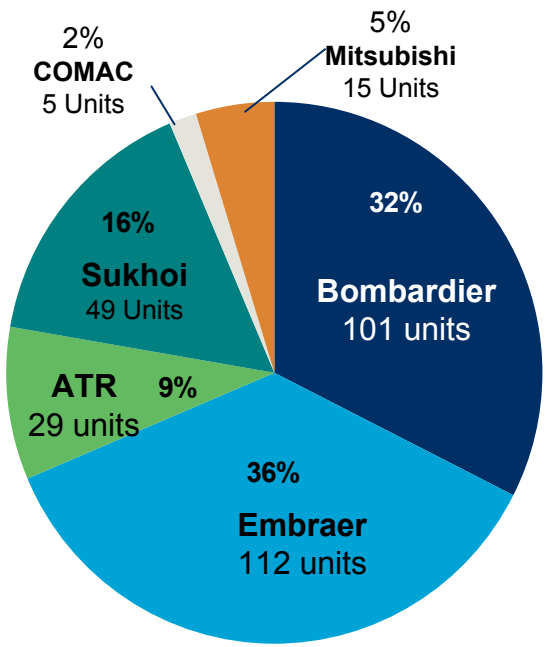
20 - 110 seat market

2-years (Calendar years 2007-2008)



Total Aircraft = 870

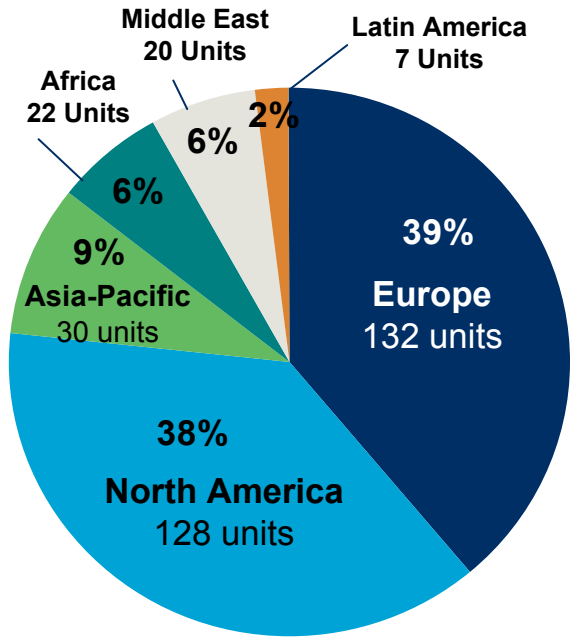
1-year (Calendar year 2008)



Total Aircraft = 311

BBD net orders by region

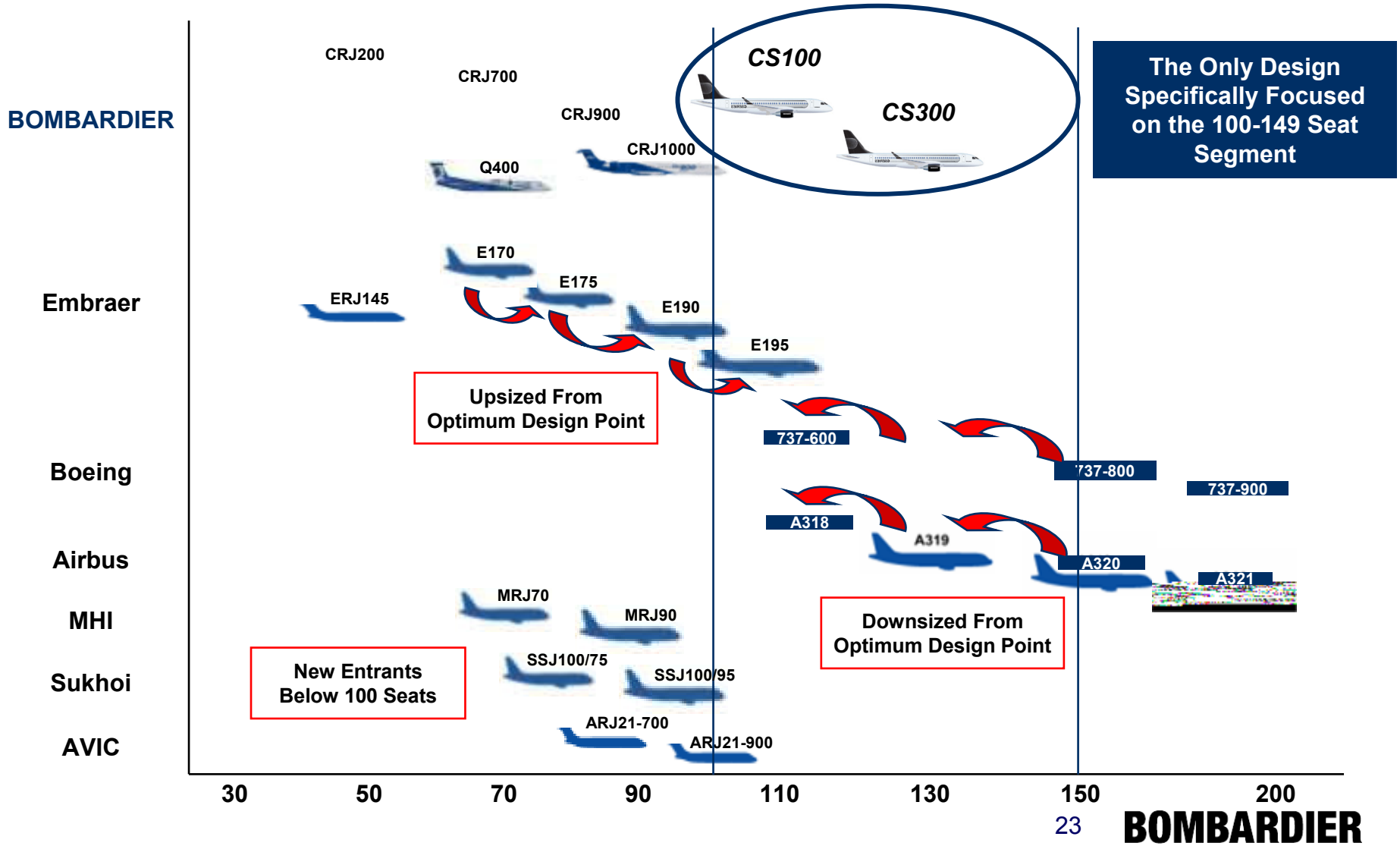
2-years (Calendar years 2007-2008)



Total Aircraft = 339

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.

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



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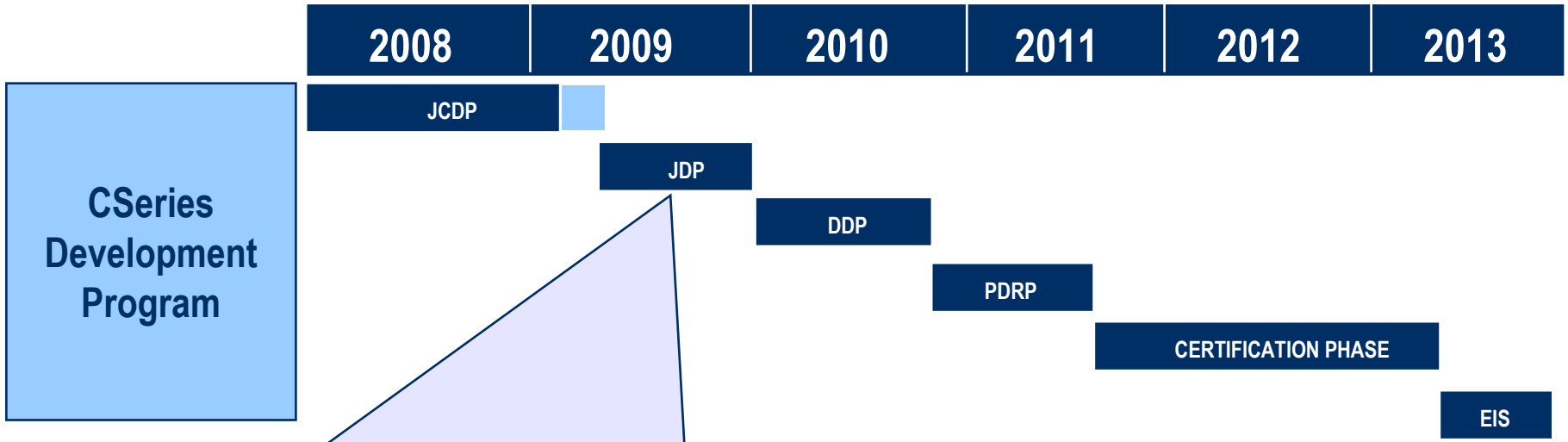
CSeries program already moving into next phase of development



2009 Focus:

- Currently transitioning between JCDP and JDP
- Advanced aluminum fuselage barrel and CFRP Wing demonstrator rigs
- Final high lift, high speed and ground effect wind tunnel tests
- Ground breaking for *Complete Integrated Aircraft Test* facility
- Preliminary Design Review close-out

JCDP: Joint Conception Definition Phase
JDP: Joint Definition Phase
DDP: Detail Design Phase
PDRP: Product Definition Release Phase
EIS: Entry Into Service
CFRP: Carbon Fiber Reinforced Polymer

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CSeries – 98% of the Bill of Material secured

Pratt & Whitney
A United Technologies Company
PW1500G Engine

Rockwell Collins
Avionics

ZODIAC AEROSPACE
Interior

SACC
- *Fuselage (Fwd/Mid/Aft)*
- *Tailcone and Doors*

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ST-Laurent
Cockpit
Rear Fuselage

BOMBARDIER
Belfast
Wing

AleniaAeronautica
Empennage

GOODRICH
- *Flaps / Slats Actuation*
- *Ice Detection*
- *Smart Probes*
- *Lighting System*

LIEBHERR
- *Air Management System*
- *Landing Gear*

Parker
- *Fuel, Hydraulics*
- *Fuel Inerting*

Fokker Elmo
Wiring

Honeywell
- *APU*
- *IRS*

Esterline
Korry Electronics
Cockpit Control Panels

Kidde Aerospace & Defense
A Hamilton Sundstrand Company
FIDEX

TQA

CAE
Simulation Tools
Training Devices

Panasonic
Panasonic Avionics Corporation
Cabin Management System

SONACA
YOUR RELIABLE AEROSPACE PARTNER
Wing Leading Edge

Hamilton Sundstrand
A United Technologies Company
Electrical

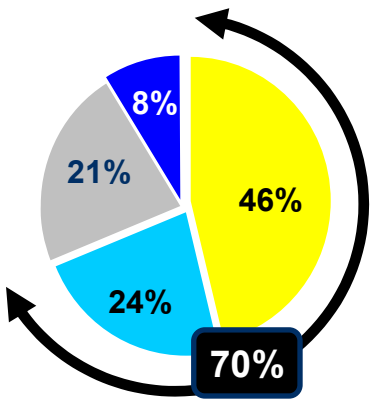
SPIRIT AEROSYSTEMS
Pylons

senior Aerospace
BWT
ECS LP Ducting
SSP
ECSHP Ducting

MEGGITT
Brake Control

L3 communications
Aviation Recorders
CVR / FDR

SALVER
Flaps, Spoilers & MLG Doors



- Advanced Composites
- Aluminum Lithium
- Standard Materials
- Titanium and/or Steel

The financial crisis is also having a significant impact on the commercial aircraft industry in the short term

Calendar years 2009-10 Outlook	
Market drivers – Commercial aircraft	**Outlook**
Short-term economic environment	
Airline profitability	
Aircraft financing availability	

Aerospace – Deliveries and net orders

Deliveries[1]	Q2 F2010	Q1 F2010	Q4 F2009	Q3 F2009	Q2 F2009	Q1 F2009
Business aircraft	**51**	43	54	57	66	58
Commercial aircraft	**28**	31	37	22	23	28
Amphibious aircraft	**1**	1	2	1	0	1
Total	**80**	75	93	80	89	87

Orders	Q2 F2010	Q1 F2010	Q4 F2009	Q3 F2009	Q2 F2009	Q1 F2009
Business aircraft	**27**	15	25	51	172	63
Commercial aircraft	**30**	50	25	20	13	58
Amphibious aircraft	**0**	0	0	0	2	0
Cancellations	**95**[2]	56	44	3	12	3
Net orders	**(38)**	9	6	68	175	118

(1) Including aircraft in the fractional ownership program

(2) Includes the termination of a purchase agreement with Jet Republic for 25 *Learjet 60 XR* and the termination of a firm order with MyAir.com for 15 *CRJ1000*

Aerospace – Taking action in turbulent times

- Approximately 25% less business jet deliveries in F2010 than in F2009
- Emphasis on cash generation
- Cost reduction program in place to mitigate impact on F2010 results
- We remain committed to the development of our new aircraft programs

Please refer to forward-looking statements in MD&A for underlying assumptions

Agenda

1. Overview
2. Aerospace
3. **Transportation**
4. Summary

We are providing a full range of products and solutions to our customers around the world

Rolling stock

Passengers

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

Locomotives & Equipment

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

Services

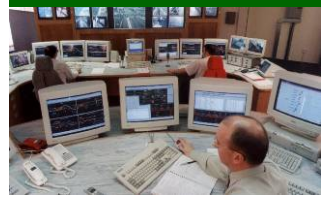
- Fleet management
- Spare parts & logistics management
- Vehicle refurbishment and overhaul
- Component repair and overhaul
- Technical support

System & Signaling

Systems

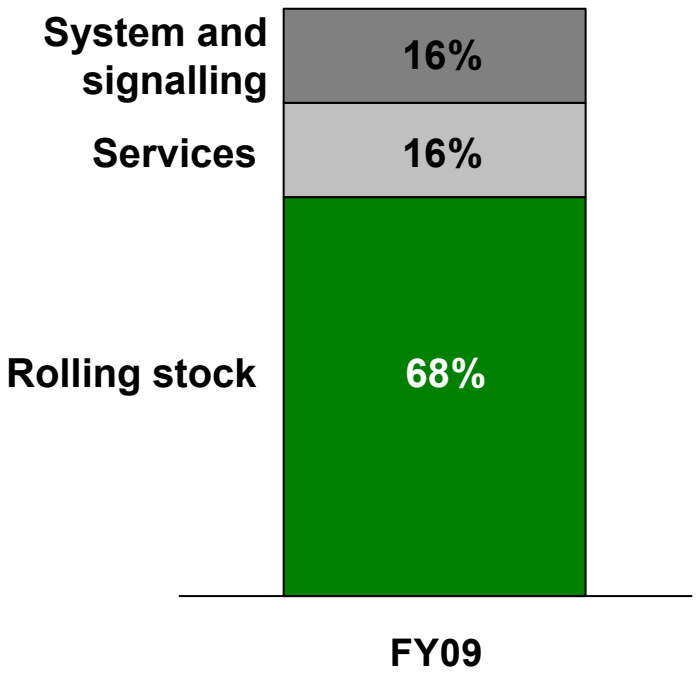
- Automated people movers
- Advanced rapid transit
- Light rapid transit
- Automated monorail
- Operations and maintenance
- Transit security

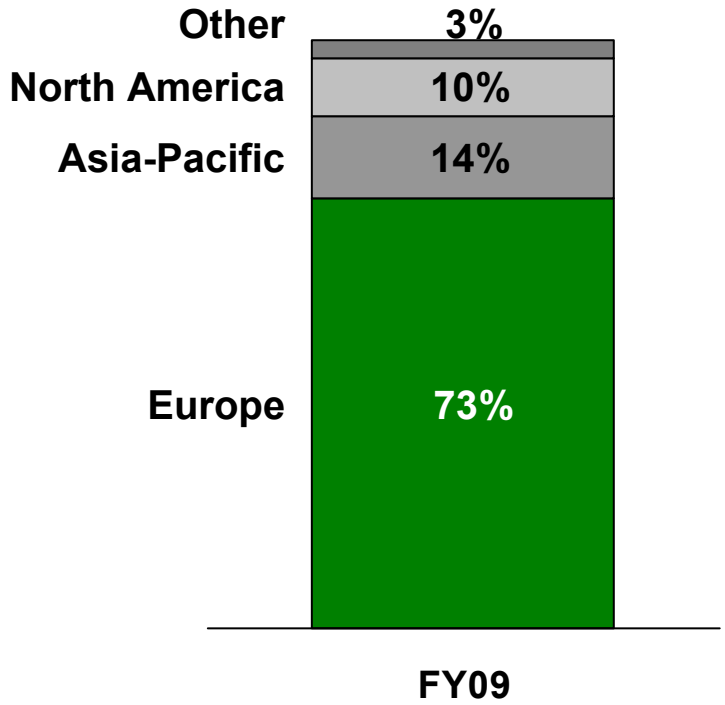
Rail Control Solutions



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

Transportation – Revenues by product line and geographic region





Total Revenues FY09 = $9,756 million

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

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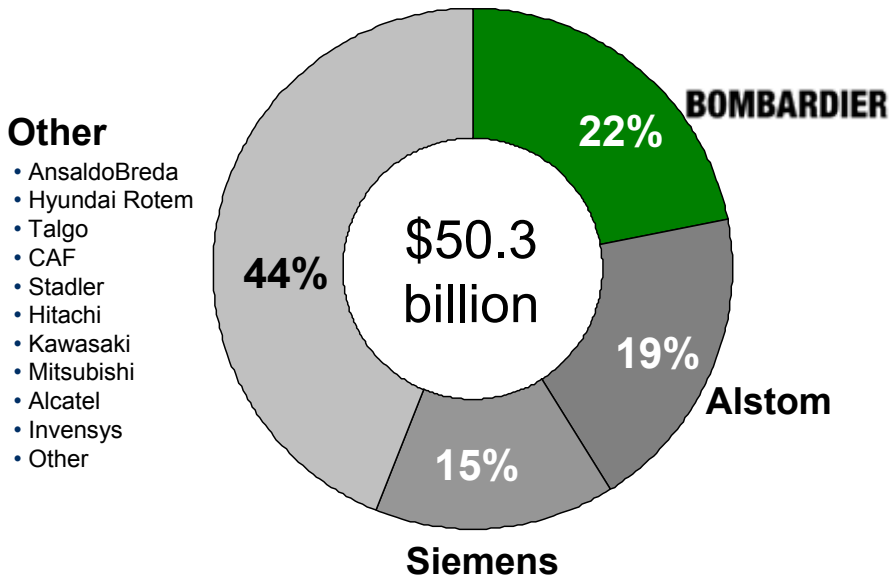
BT is the market leader in the rail industry

The market showed a strong overall growth of 10%

Average market shares based on order intake 2006-08
Bombardier relevant market



The worldwide rail market is comprised of rolling stock, services, system and signalling, including rail-related telecommunication equipment and infrastructure. Market data referred to 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				■							
CAF		■	■								
Hyundai Rotem		■									
Ansaldo STS										■	
Thales											■

Source: Published information and BT market analysis.

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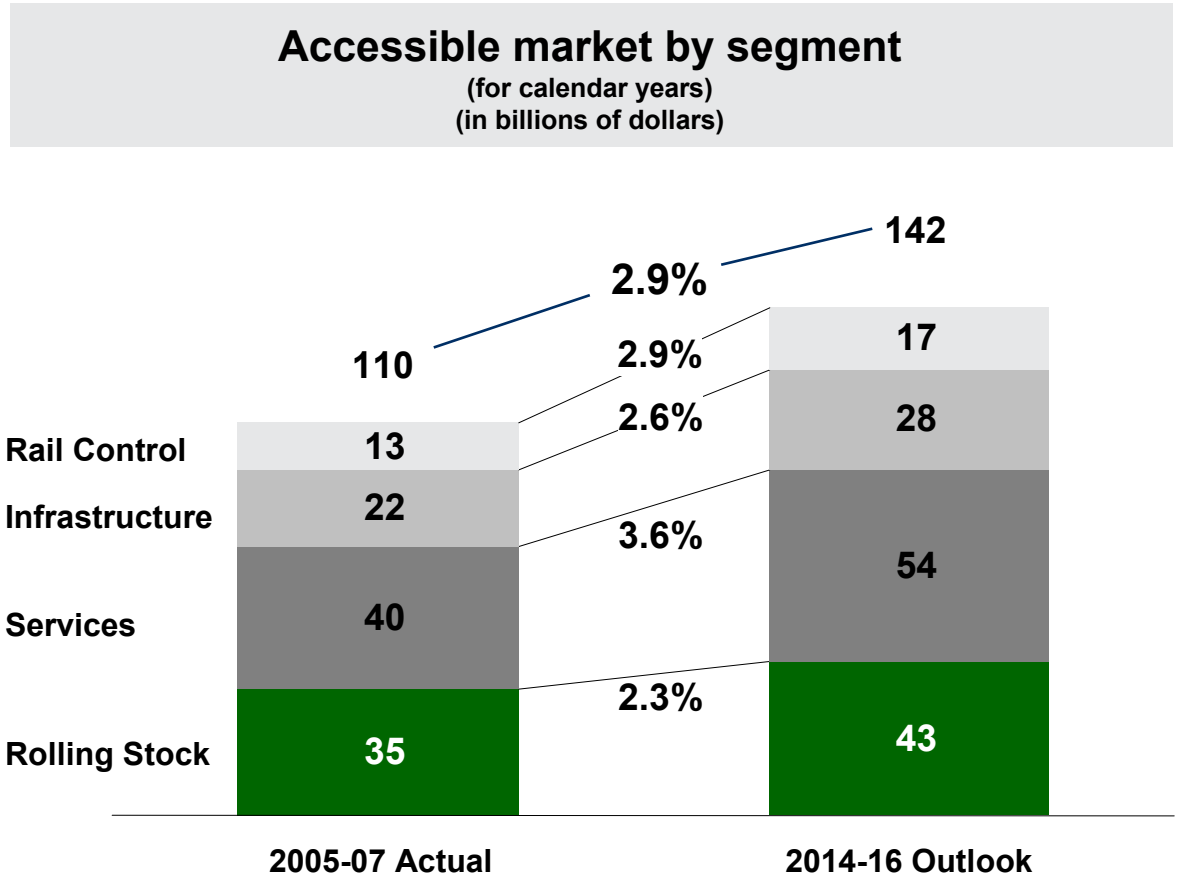
The fundamentals of the rail industry are positive



Source: "*Worldwide rail market study - status quo and outlook 2016"* published by the Association of the European Rail Industry in September 2008 (2008 UNIFE Study).

Values translated using a Euro/USD foreign exchange rate of 1.2803.

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Large number of tenders have been announced for the coming three calendar years

Project	Country	Segment	Potential number of cars*
China High Speed	China	High speed trains	3,000
Thameslink, London	U.K.	Commuter and regional trains	1,300
TGV Next Generation	France	Very high-speed trains	1,200
Intercity Replacement	Germany	Intercity trains	1,100
Intercity Replacement	Switzerland	Intercity trains	750
Porteur Hyperdense	France	Intercity trains	650
Indian Metro	India	Metro cars	550
Porteur Polyvalent	France	Regional trains	550
Picadilly Lines, London	U.K.	Metro cars	550
Sochi	Russia	Commuter trains	350
Metro Montréal	Canada	Metro cars	340
Stockholm Metro	Sweden	Metro cars	240
Berlin Tram	Germany	Light rail vehicles	200
Toronto Light Rail	Canada	Light rail vehicles	200
Trenitalia Alta Velocità	Italy	Very high-speed trains	160
Trenitalia Locomotives	Italy	Locomotives	100

* Base contracts only, options are not included.

Transportation – Well positioned in a strong market

Market driver	Market segments	Geographical regions	CY 2009-11 outlook
Urbanization and population growth	All	Asia-Pacific and Other	
Oil scarcity and energy price	Rolling stock, Services and System	Worldwide	
Environmental awareness	All	Worldwide	
Replacement of aging rail equipment	Rolling stock, Services and Signalling	Europe and North America	
Liberalization of rail transport markets	Rolling stock and Services	Europe	

Transportation – Outlook

- Book-to-bill around one
- Existing backlog will drive single-digit growth
- EBIT margin in line with target of 6% for the year
- Initiatives to improve productivity
- Product development included in our current contracts

Please refer to forward-looking statements in MD&A for underlying assumptions

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4. **Summary**

Summary – Taking action in turbulent times

- **Adapt to a new economic reality**
- **Take advantage of the crisis to improve efficiency**
- **Continue to invest in innovative products**
- **Build our future on five clear and well defined priorities**

Today, the success story continues

Today, the success story continues