Fourth quarter and year-end results – F2007-08

Presentation to investors, financial analysts and media

April 3, 2008

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 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 key customers and key 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.

All amounts are expressed in U.S. dollars unless otherwise indicated

Agenda

1. **Overview**
2. Financial results
3. Aerospace
4. Transportation
5. Conclusion

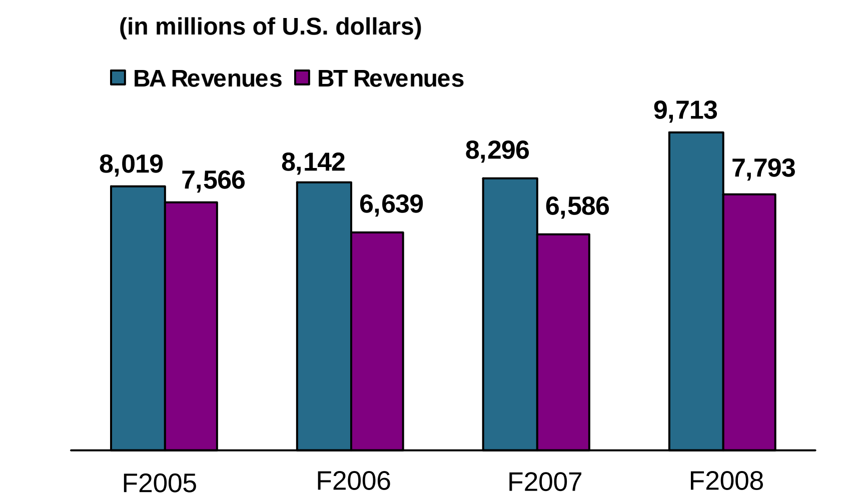
Overview

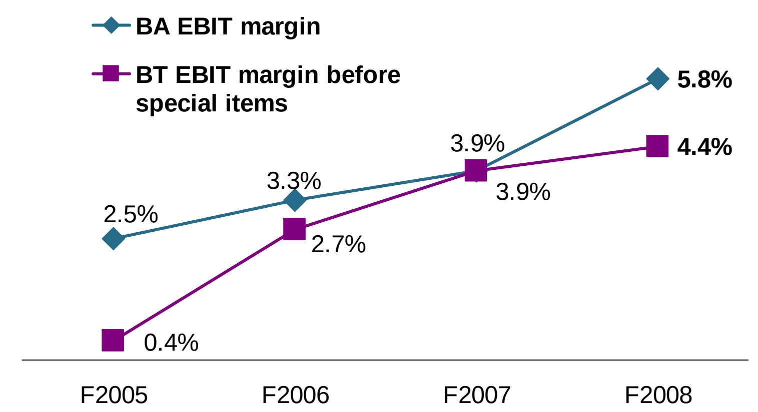
- Strong performance by both groups
  - Impressive revenue growth
  - Profitability increasing according to plan
  - Strong level of new orders for all products - high book-to-bill ratios resulting in record backlog
  - Excellent cash flow generation even after discretionary pension funding
  - De-leveraging continues with reimbursement of an additional $1.1 billion of long-term debt
  - Solid cash position to weather market disruption

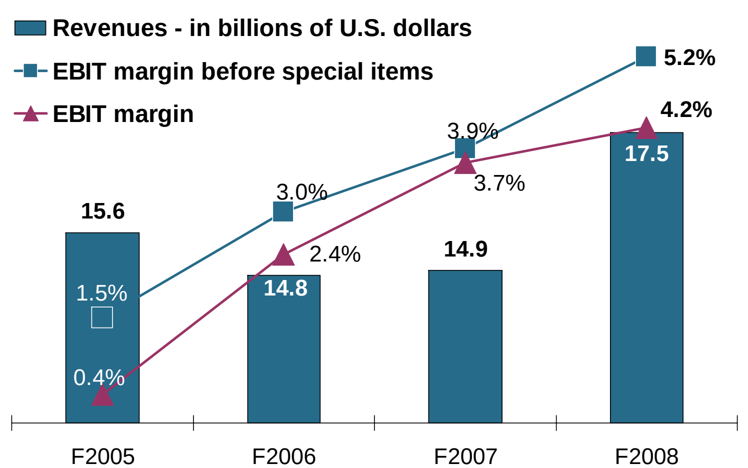
Agenda

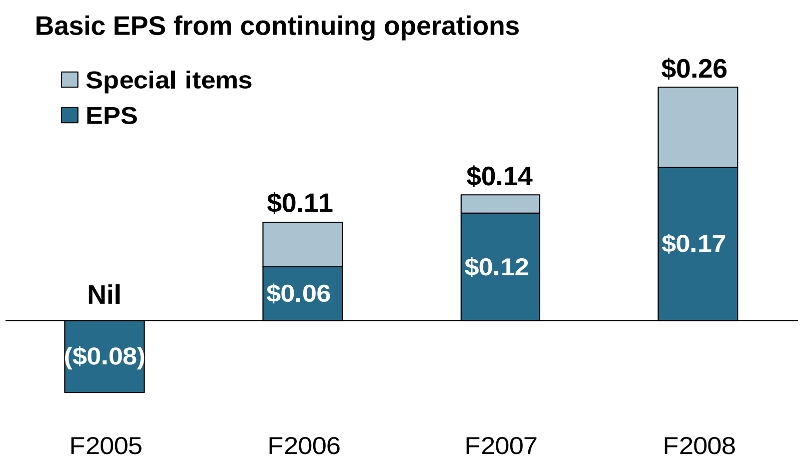
1. Overview
2. **Financial results**
3. Aerospace
4. Transportation
5. Conclusion

Strategic priority – Improve long-term profitability





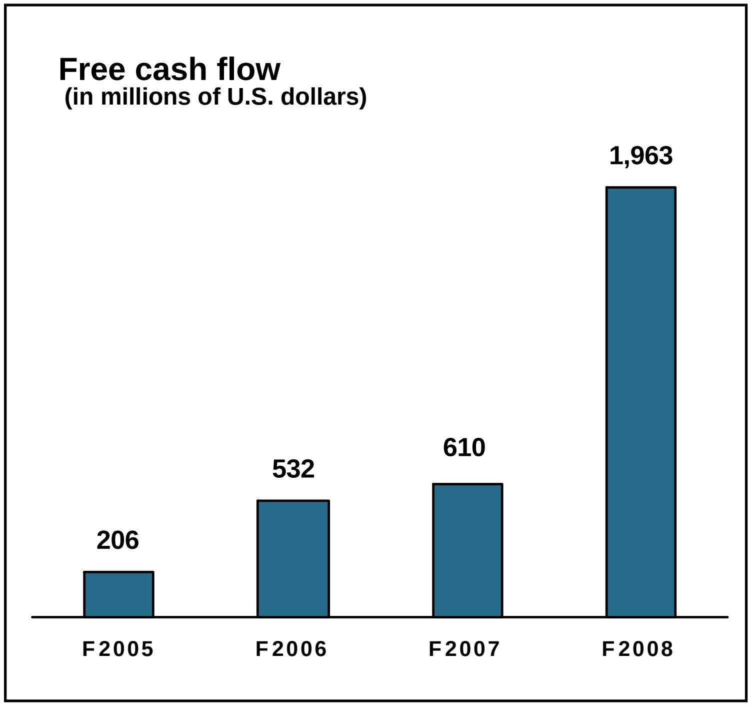


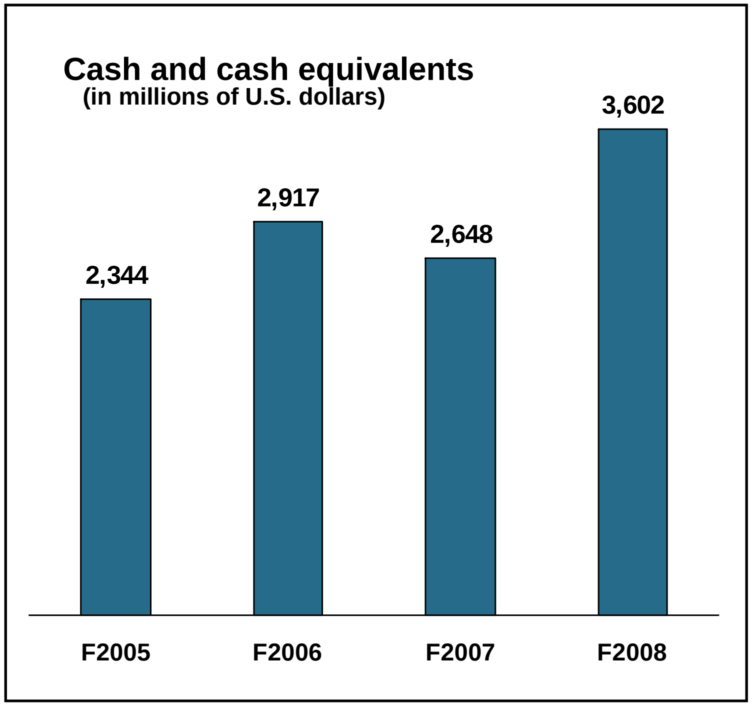


BOMBARDIER

Strategic priority – Maintain strong liquidity

Improved cash generation and cash on hand

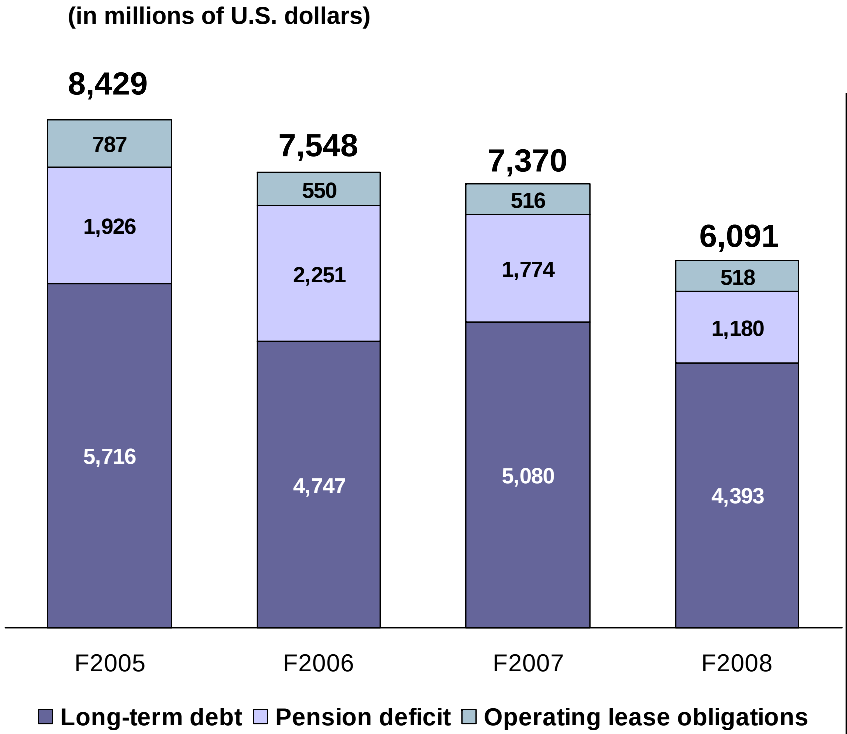


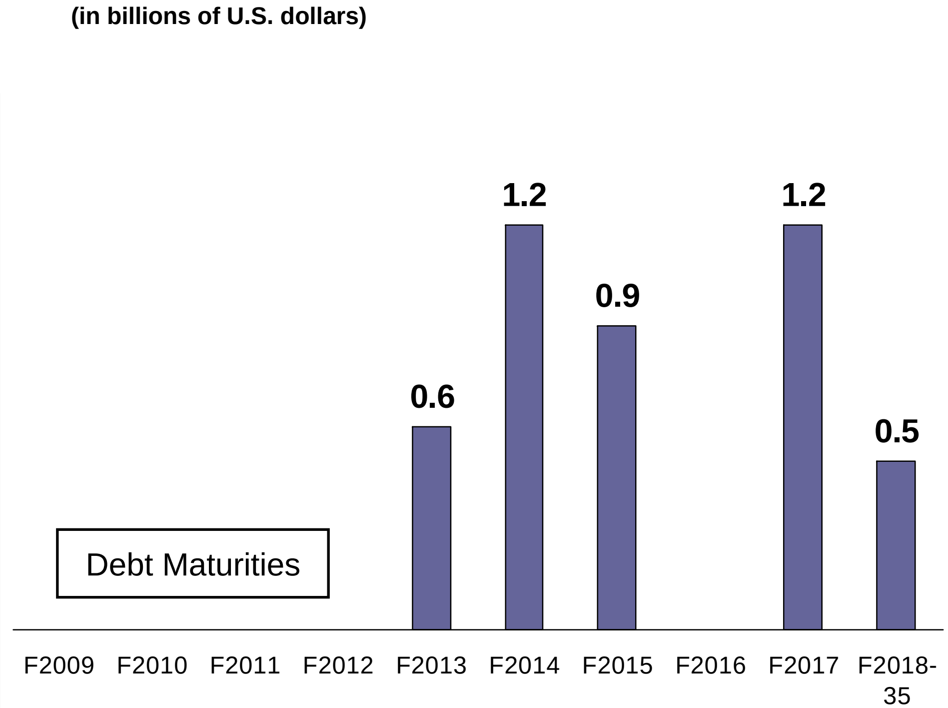


BOMBARDIER

Strategic priority – Improve capital structure

Reduced total debt and extended maturities

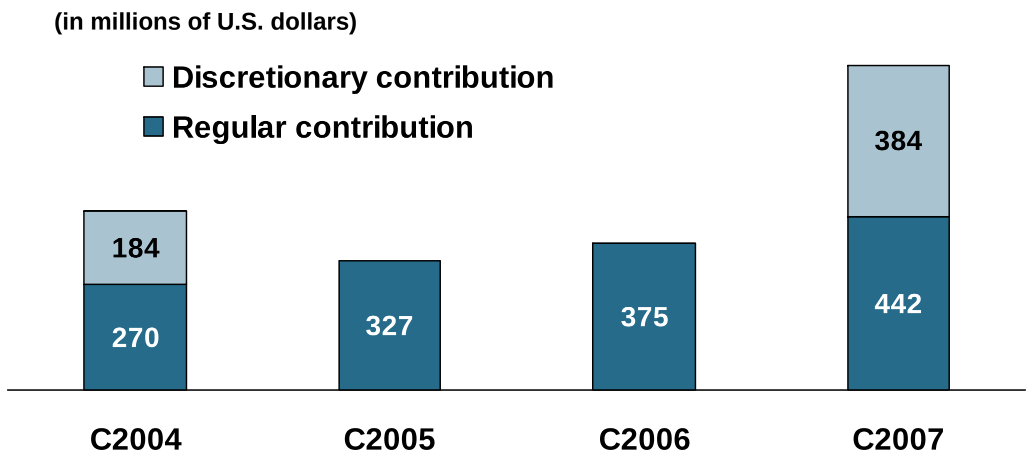




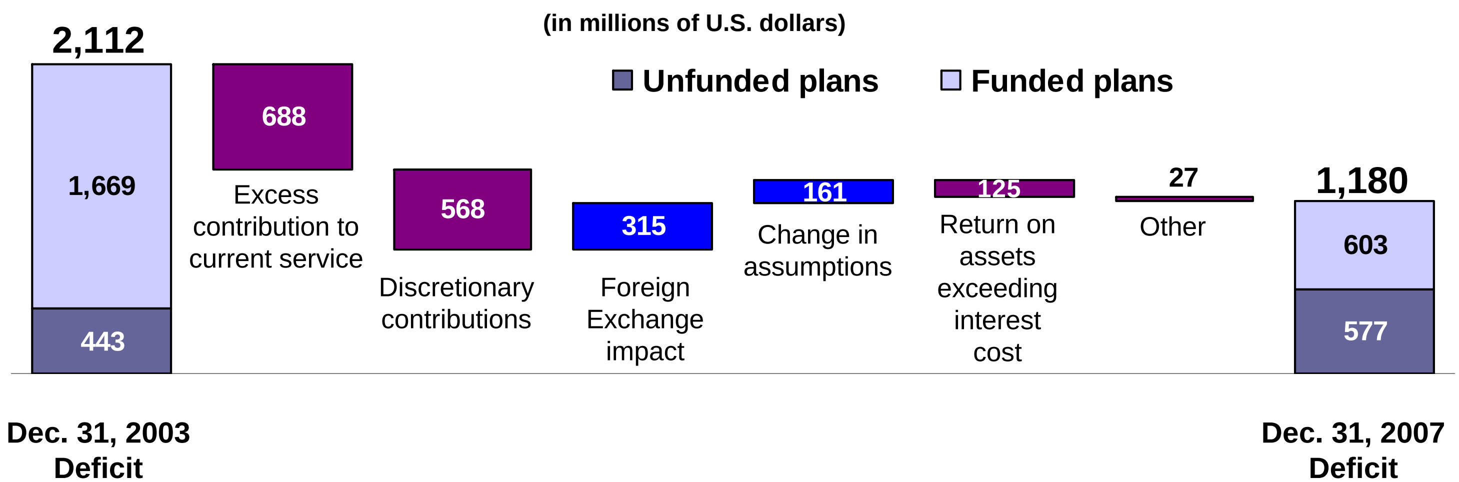
BOMBARDIER

Strategic priority – Improve capital structure

Reduced pension deficit



Total contribution of $2 billion over the past four years



BOMBARDIER

Future changes in accounting policies

- **New accounting standards on inventories effective February 1st, 2008**
- **The notion of Excess Over Average Production Costs (EOAPC) does not exist under the new rules**
- **EOAPC charge will be nil for fiscal 2009 compared to $271 million for fiscal 2008**

Agenda

1 Overview

2 Financial results

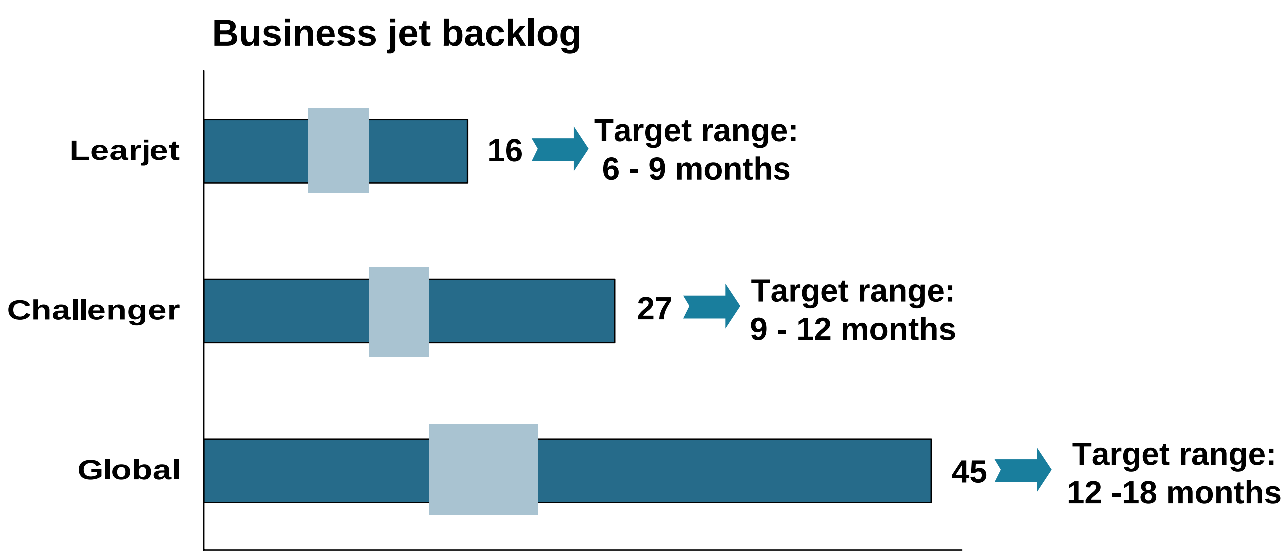
3 **Aerospace**

4 Transportation

5 Conclusion

Business jets

- Overall market continues to be strong
  - 452 net orders in F08 vs 274 last year – book-to-bill ratio of 1.9 compared to 1.3 last year
  - 70% of new orders are from outside of the U.S.
- Strong backlog – outperforms targets

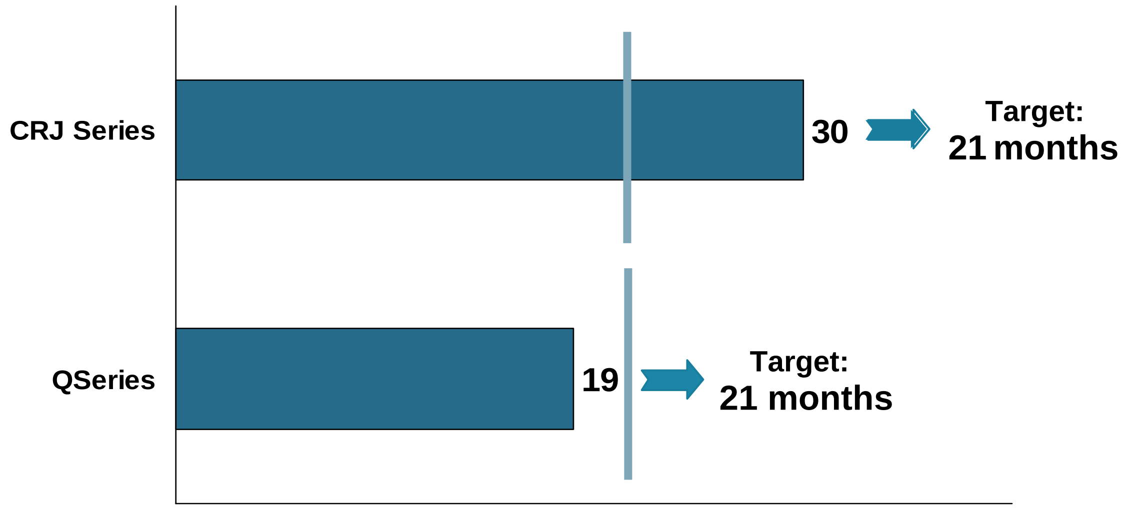


BOMBARDIER

Regional aircraft

- Resurgence of demand for both turboprops and regional jets
  - 238 new orders vs 87 last year – book-to-bill of 1.9 compared to 0.8 last year
- Shift towards larger regional jets and turboprops continues
- Residual values remain stable

Regional aircraft backlog



BOMBARDIER

Aerospace results

- Revenues of $9.7 billion - an increase of 17% over last year
- EBIT of $563 million compared to $322 million last year
  - EBIT margin of 5.8% vs 3.9%
- Free cash flow of $1.7 billion compared to $814 million last year – after discretionary pension fund contributions of $249 million
- Total backlog of $22.7 billion vs $13.2 billion last year
- For F2009, we expect to attain our target of 8% EBIT margin *

* See Forward-looking statements at the beginning of this presentation

BOMBARDIER

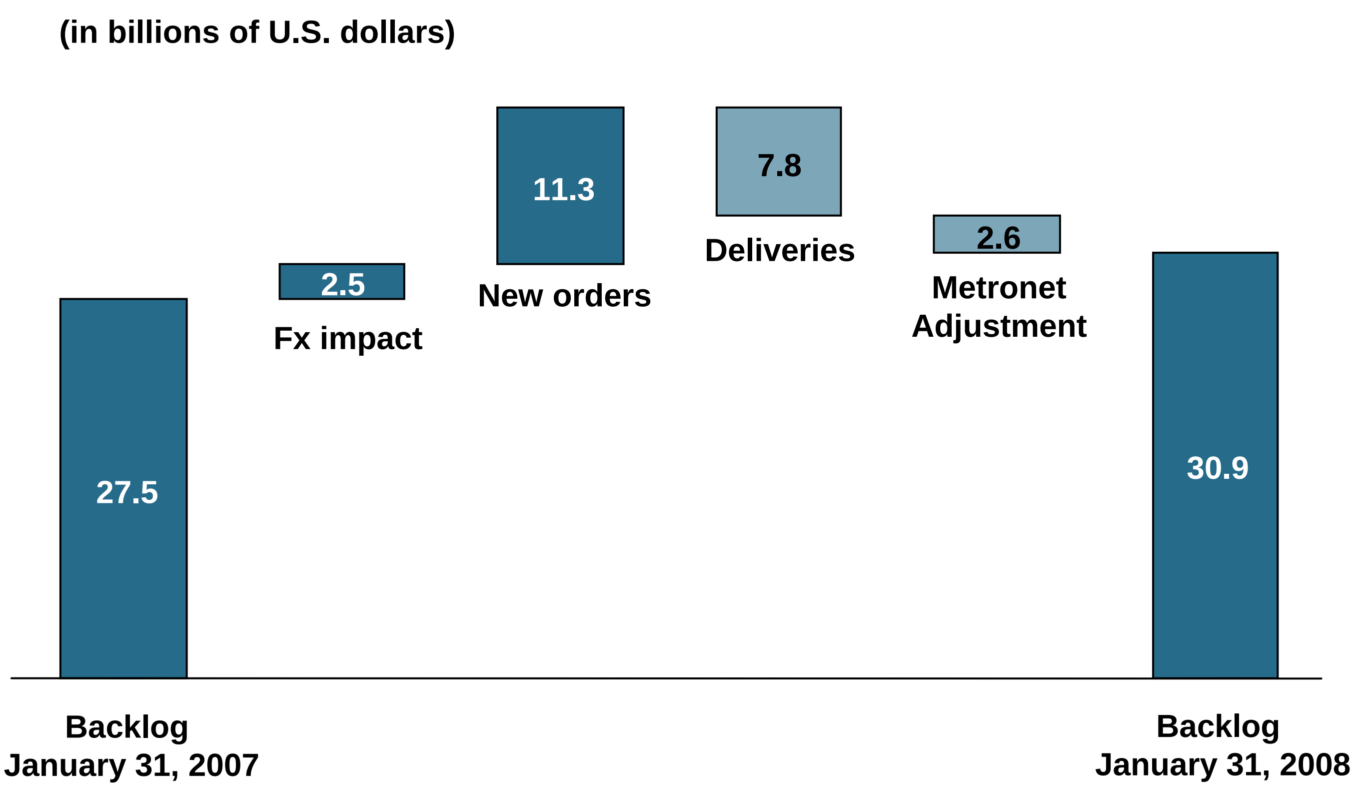
Agenda

1. Overview
2. Financial results
3. Aerospace
4. **Transportation**
5. Conclusion

Transportation – Market leadership

- **Another strong year with $11.3 billion of order intake**
  - Orders were strong for all product lines
  - Book-to-bill ratio of 1.5 for the year
- **Unmatched portfolio of products and services**
- **Worldwide geographic presence without equal**
  - Largest orders of the year came from China and India

Transportation – Evolution of backlog



BOMBARDIER

Transportation results

- **Revenues increased by 18% to reach $7.8 billion – in line with high order intake over the past few years**
- **EBIT before special items increased to $339 million, compared to $255 million last year**
  - **EBIT margin of 4.4% vs. 3.9% (before special items)**
- **Free cash flow of $688 million, compared to $95 million last year**
- **We are confirming our target EBIT margin of 6% by F2010 ***

*** See Forward-looking statements at the beginning of this presentation**

BOMBARDIER

Agenda

1 Overview

2 Financial results

3 Aerospace

4 Transportation

5 **Conclusion**

Conclusion

- We had an excellent year on all fronts
- We remain committed to our strategic priorities
  - Improve long-term profitability
  - Maintain strong liquidity
  - Improve capital structure

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 EBIT, 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.

BOMBARDIER