Presentation to Financial Analysts and Media
NBAA 2008

October 7, 2008

Guy C. Hachey - President and Chief Operating Officer, BA
Steve Ridolfi - President, Bombardier Business Aircraft
James Hoblyn - President, Customer Services and Support, BA

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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 F08 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 F08 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.

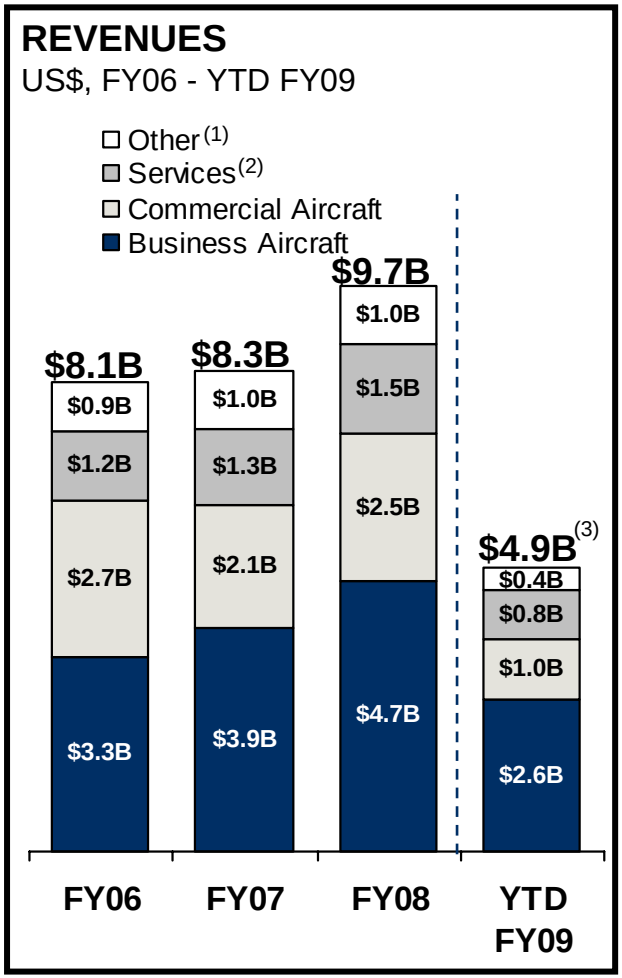
All monetary amounts are expressed in US$ unless otherwise indicated

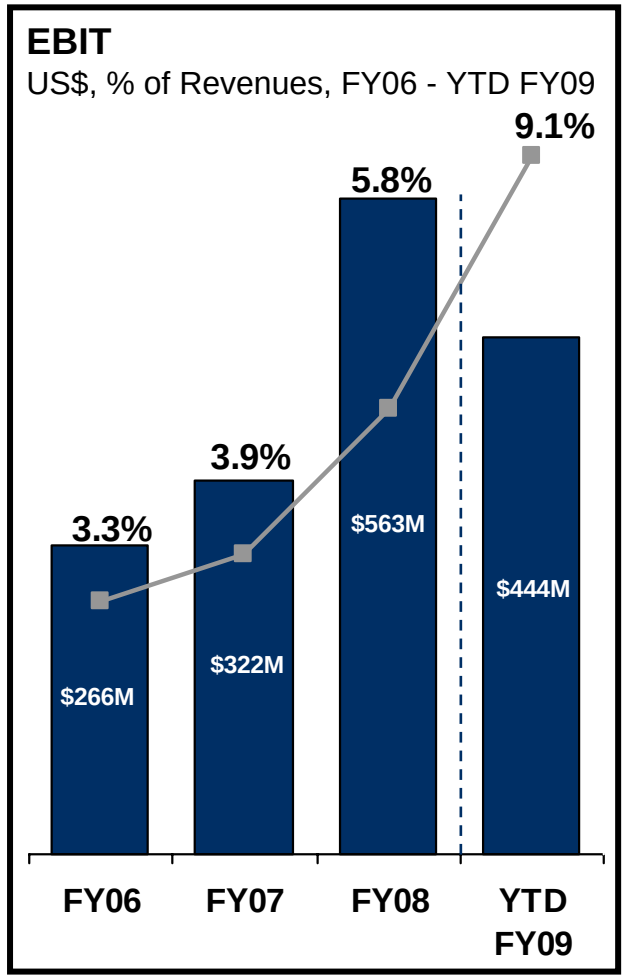
Bombardier Aerospace has continued to improve

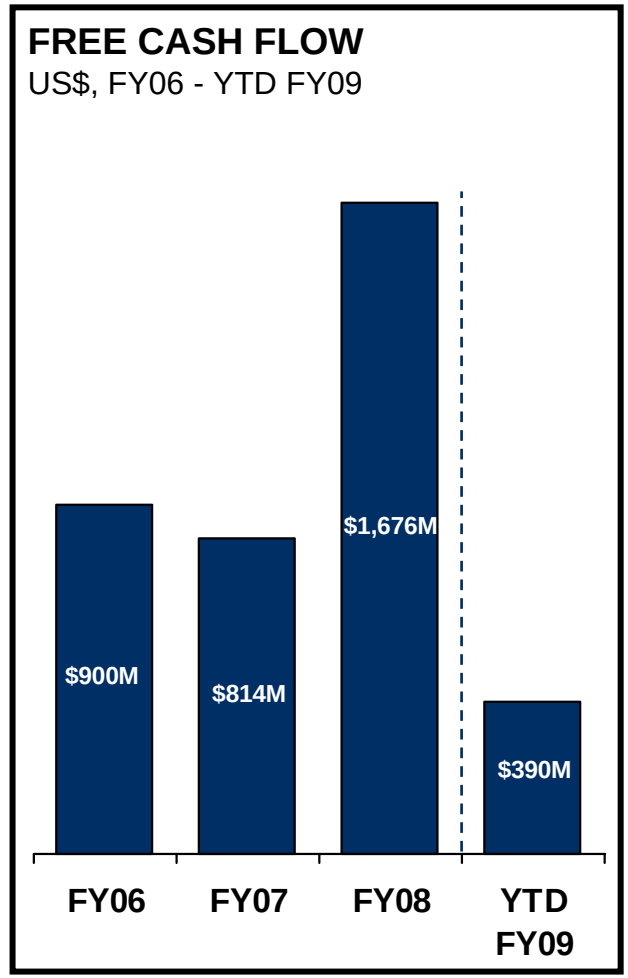
Bombardier Aerospace *(Guy C. Hachey)*	▪Continue to deliver strong financials ▪Well positioned in current market environment ▪Focus is on flawless execution
Bombardier Business Aircraft *(Steve Ridolfi)*	▪Well-positioned with a strong backlog and superior product strategy ▪Long term fundamentals remain solid and expansion into new segments and geographies suggest a positive long term outlook ▪Focus is on building on leadership position
Bombardier Customer Services *(James Hoblyn)*	▪Strengthening services & support offered to customers ▪Focus is on improving key customers touchpoints

Bombardier Aerospace continued to deliver strong financial results in fiscal year 2009

BOMBARDIER AEROSPACE FINANCIAL RESULTS (as of July 31st, 2008)







(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
(3) Sum does not equal $4.9B because of rounding calculations
Source: Bombardier Annual Reports

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Bombardier Aerospace second quarter financial results show strong performance

$US million	Three months ended July 31, 2008		Three months ended July 31, 2007		Six months ended July 31, 2008		Six months ended July 31, 2007	
Revenues								
Business Aircraft	**1,433**		1,032		**2,620**		2,121	
Commercial Aircraft	**476**		551		**1,028**		1,089	
Other	**607**		627		**1,248**		1,260	
Total	**2,516**		2,210		**4,896**		4,470	
EBIT	**238**	**9.5%**	133	6.0%	**444**	**9.1%**	245	5.5%
Depreciation	**105**		103		**210**		207	
EBITDA	**343**	**13.6%**	236	10.7%	**654**	**13.4%**	452	10.1%
Reduction in EOAPC*	**0**	**0%**	67	3.0%	**0**	**0%**	136	3.0%
EBITDA before reduction in EOAPC*	**343**	**13.6%**	303	13.7%	**654**	**13.4%**	588	13.2%

*** Excess Over Average Production Cost**

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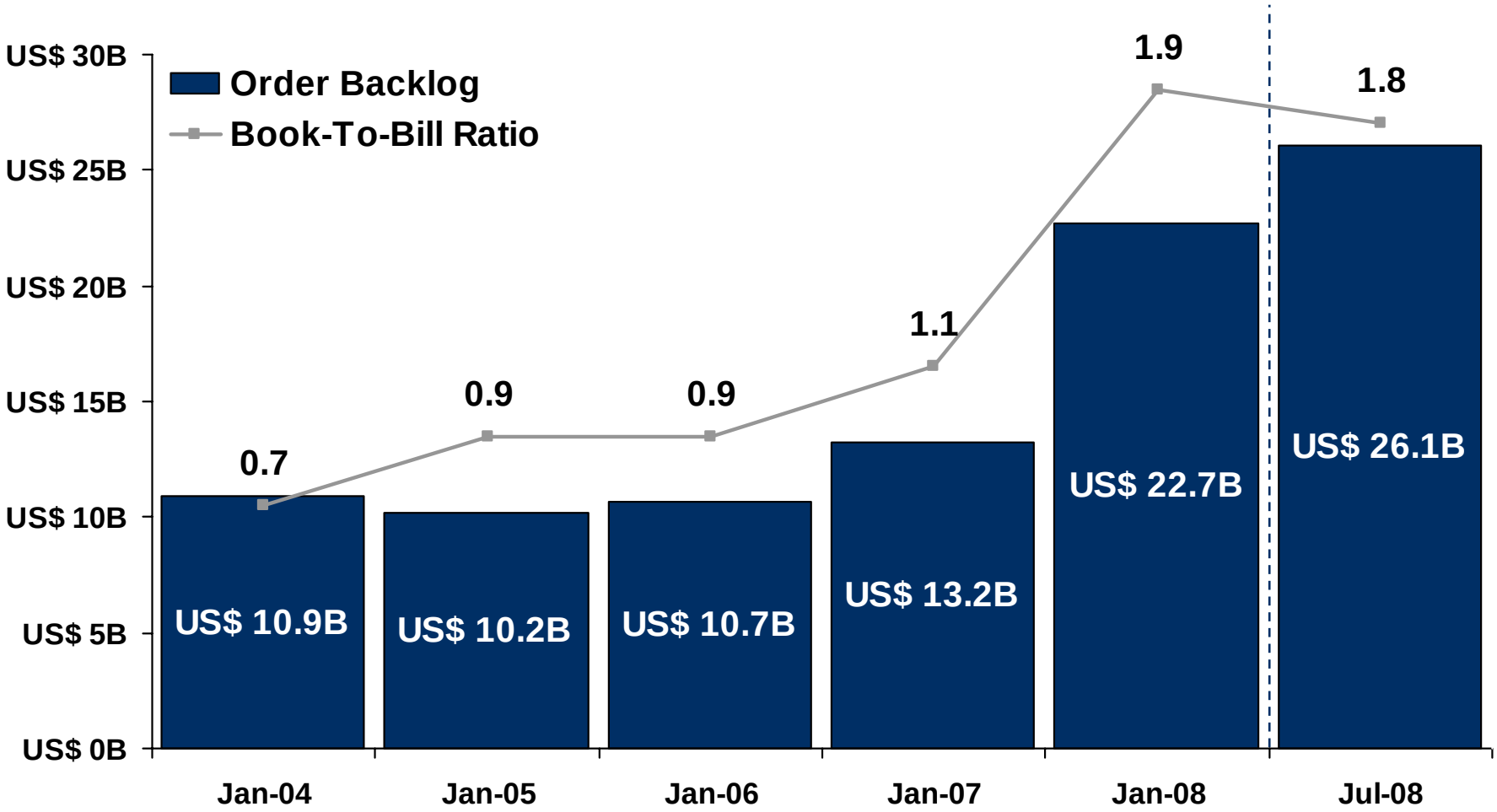
Continued strong order intake in FY09 has maintained the aircraft order backlog to a high level of US$ 26.1B

BOMBARDIER AEROSPACE ORDER BACKLOG AND BOOK-TO-BILL RATIO

Order backlog in US$ Billions (January 31, 2004 – July 31st, 2008)

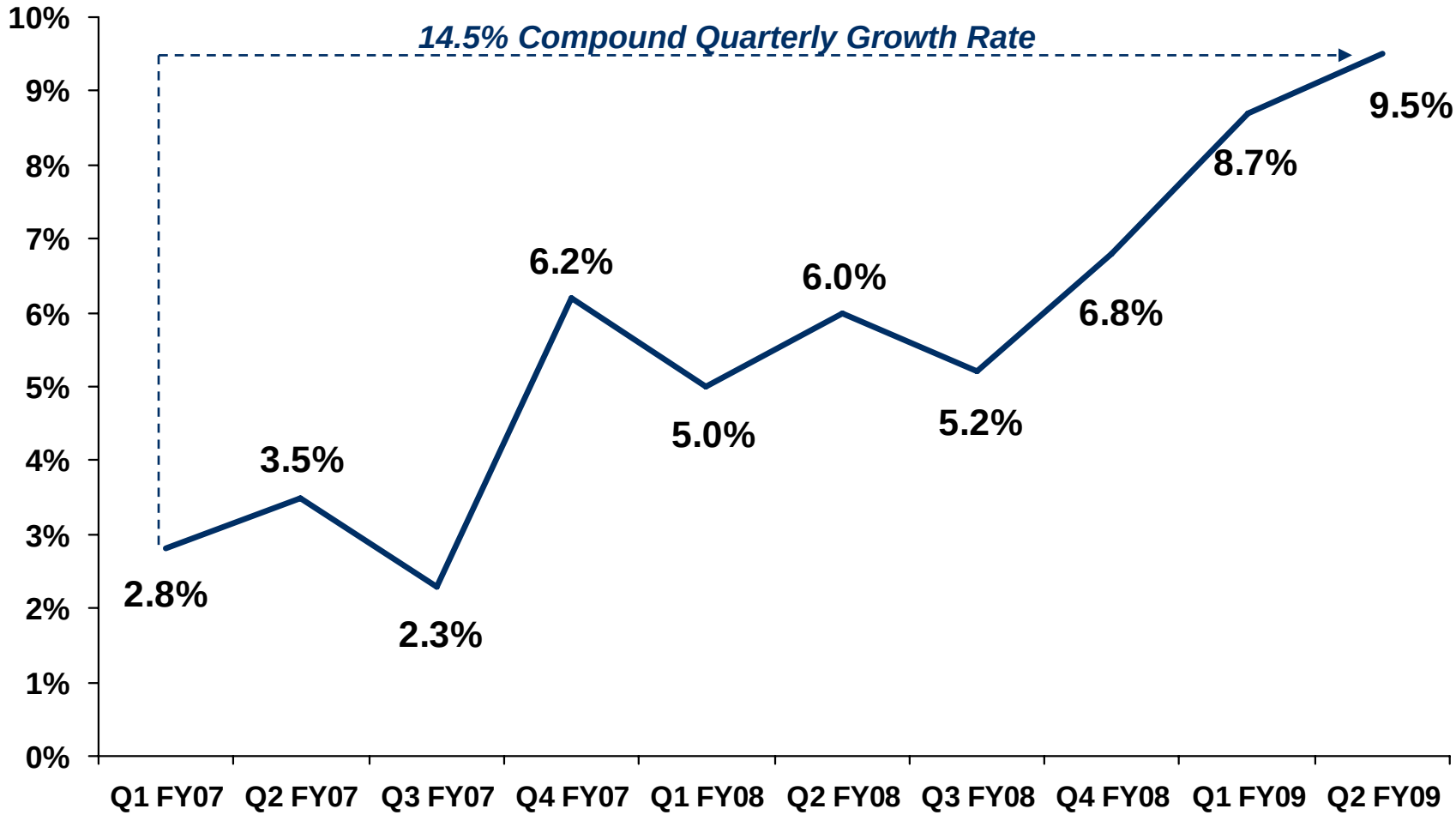


Source: Bombardier Annual Reports, Q2/FY08 MD&A and Bloomberg

Bombardier Aerospace has greatly improved its profitability during the last two fiscal years

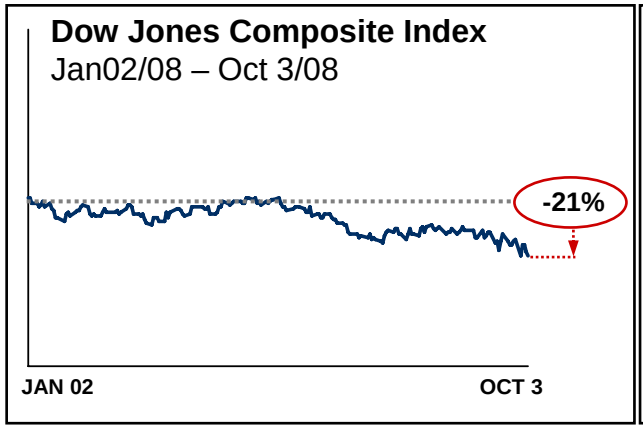
BOMBARDIER AEROSPACE EBIT MARGIN

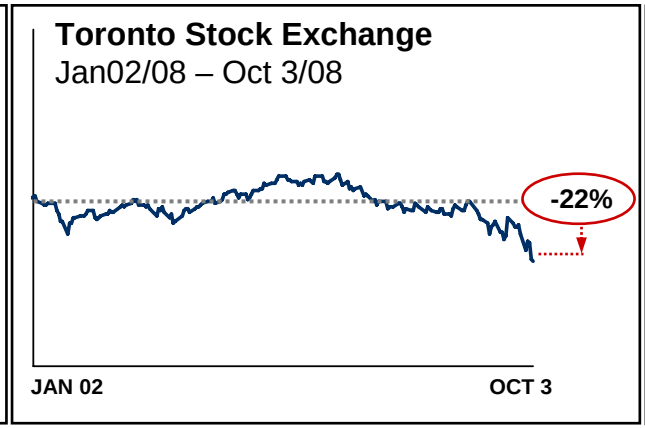
%, Q1 FY07 - Q2 FY09

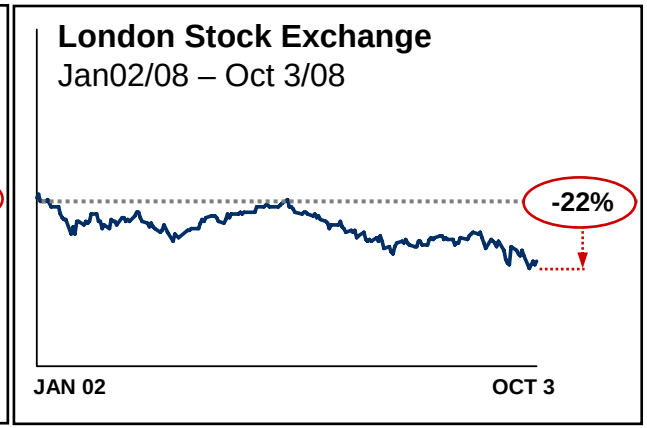


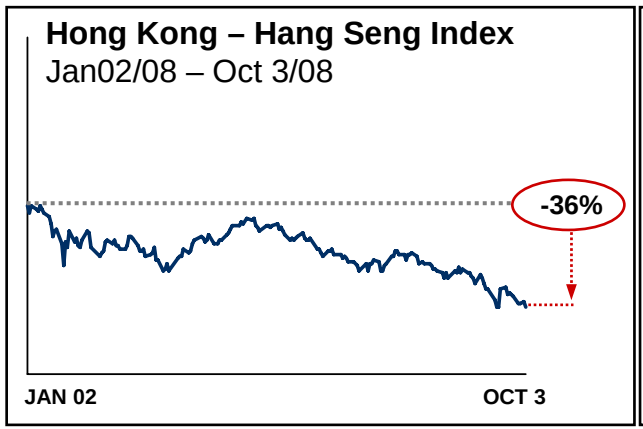
Source: Bombardier Annual Reports, Q2 FY09 Results

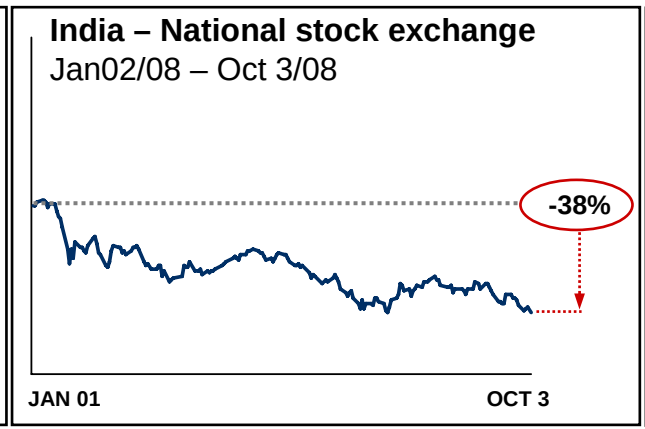
The financial market turmoil has impacted capital markets around the world

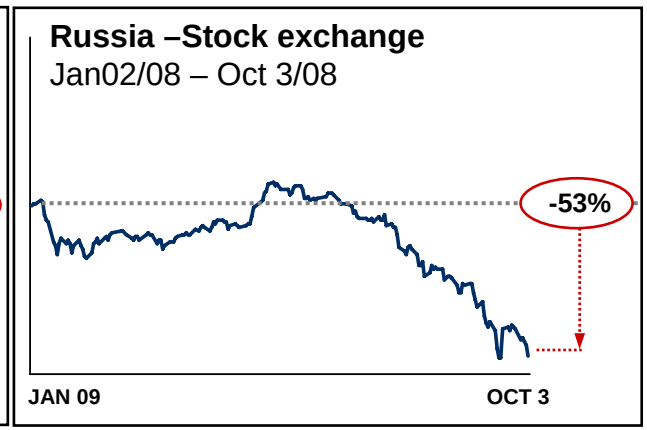












Footnote: All values taken as a percent of the first trading day of January 2008
Source: Bloomberg

Bombardier will continue to monitor closely changes in market conditions and take necessary actions

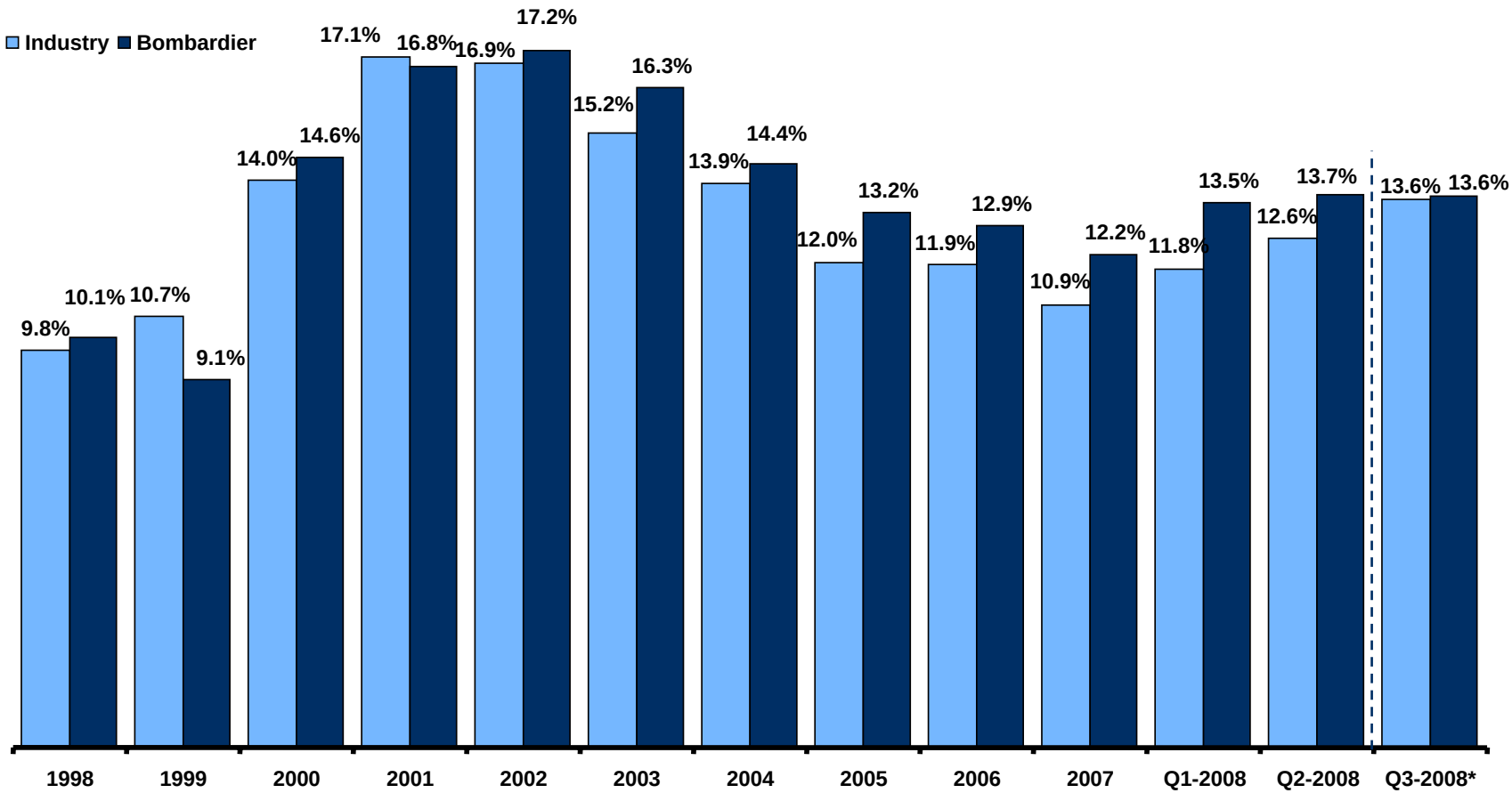
Key leading indicators	
	▪ New aircraft orders ▪ Order cancellations ▪ Book-to-Bill ratio ▪ Pre-owned inventory levels ▪ Ability of customers to meet milestone payments ▪ Availability of aircraft financing ▪ Residual value ▪ Suppliers financial health

The market conditions will be monitored through tight governance and focused management actions

Pre-owned business jet inventory is on an upward trend in 2008

PRE-OWNED BUSINESS JET INVENTORY

% of Jet Fleet, including Very Light Jets, 1998 – Q3 2008



The level of pre-owned business jet inventory is a leading indicator of tightened market conditions

Source: Based on Jetnet and Case Database.*Q3-2008: based on July & August pre-owned inventory & fleet.

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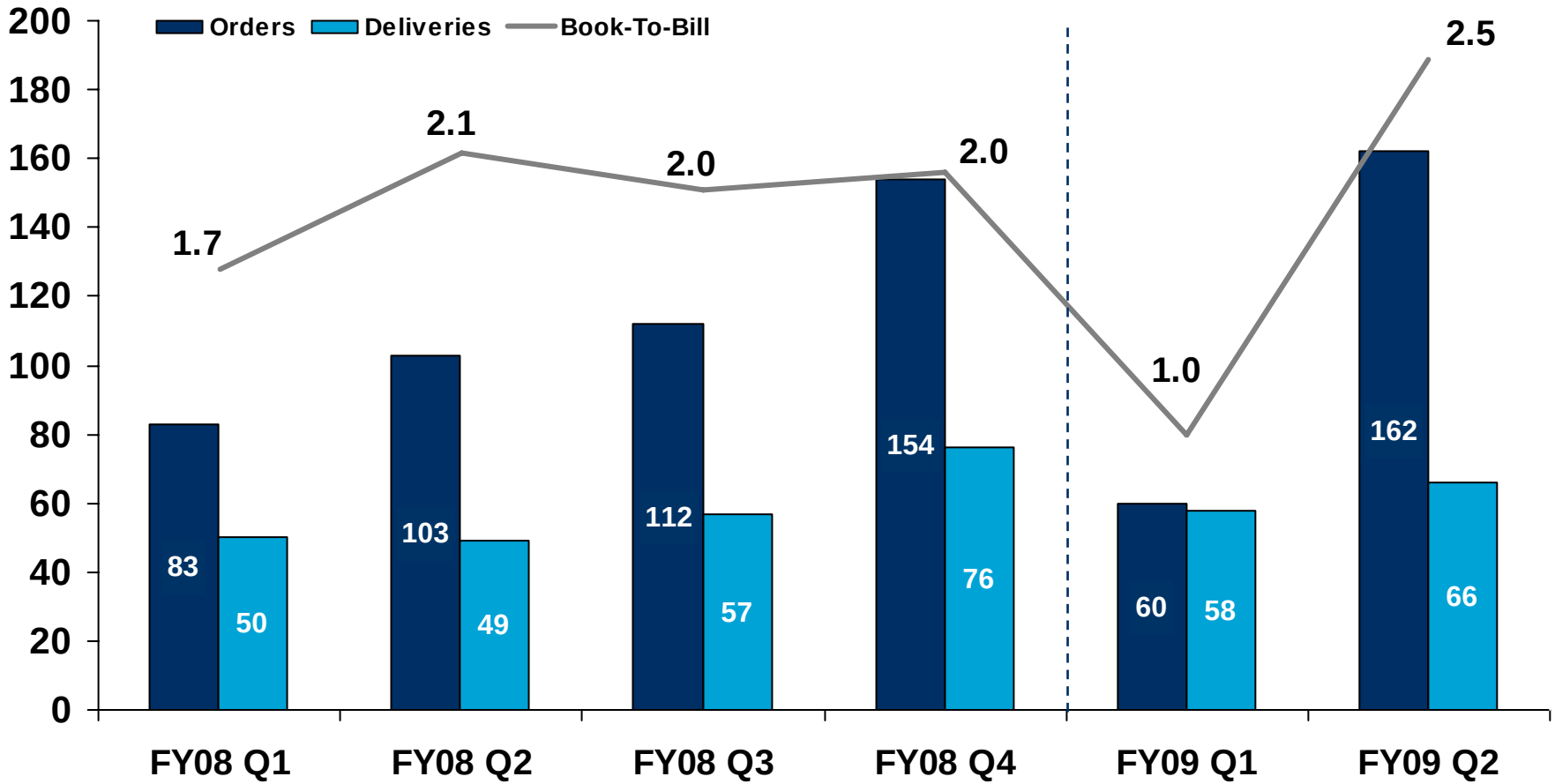
Bombardier Business Aircraft orders and book-to-bill ratio are still healthy

BUSINESS AIRCRAFT QUARTERLY ORDERS, DELIVERIES AND BOOK-TO-BILL RATIO

Units, Ratio, FY08 Q1 – FY09 Q2, As of July 31st 2008



Source : Bombardier Quarterly Report

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Bombardier Aerospace is well-positioned

		Well-Positioned
Business Aircraft		▪ Strong backlog ▪ Market leading business jet portfolio ▪ Product developments to build on success of current portfolio, including *Learjet 85* and *Global Vision* cockpit
Commercial Aircraft		▪ *CSeries* Launched at Farnborough Airshow ▪ *CRJ1000 NextGen* first flight on Sept. 3 ▪ *Q-Series* and *CSeries* aircraft respond to both volatile oil prices and environmental challenges ▪ *CRJ* Series operating costs advantages of up to 15% vs. competition
Customer Services		▪ 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		▪ 2008 Industry best, most consistent service as per *Robb Report*

Bombardier Aerospace is commited to corporate responsibility

In 2007, Bombardier Inc. published its CR Roadmap to formalize our approach to sustainable management and advance Bombardier's economic viability, environmental stewardship and accountability

Since 2007, Bombardier Inc. is commited to the principles of the UN Global Compact regarding Human Rights, Labour Standards, the Environment and Anti-Corruption behaviours

Bombardier is on the Dow Jones Sustainability Indexes for the second consecutive year. The Indexes comprise the top 10% of the leading sustainability companies out of the biggest 2500 companies in the Dow Jones World Index.

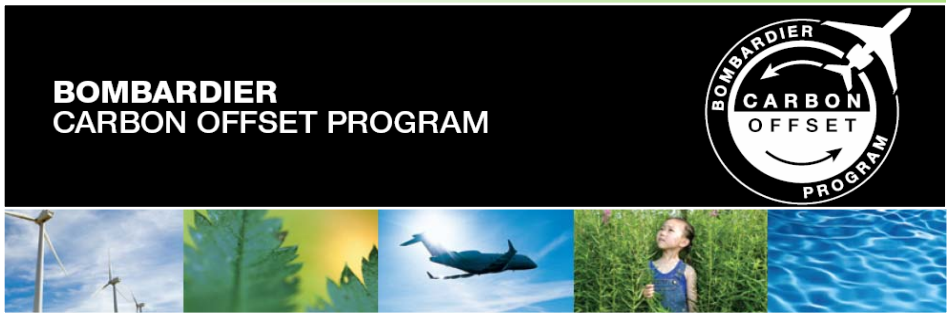
Bombardier Aerospace is now the acting chair of GAMA environmental committee and is a member of the International Business Aviation Council Environmental Issues Work Group.

Working with our customers to reduce aviation's environmental impact

The *Q400* turboprop, a top performer when it comes to reducing the environmental impact of aircraft

The *CRJ1000* aircraft: 30% lower CO_2 emissions compared to older 100-seat aircraft

Business Aircraft Carbon Offset program will compensate our customers' CO_2 emissions



The *CSeries* program will produce 20% less CO_2 emissions and noise than current aircraft

With our current product portfolio, we provide our customers the opportunity to reduce or offset their carbon dioxide emissions

Bombardier Aerospace has continued to improve

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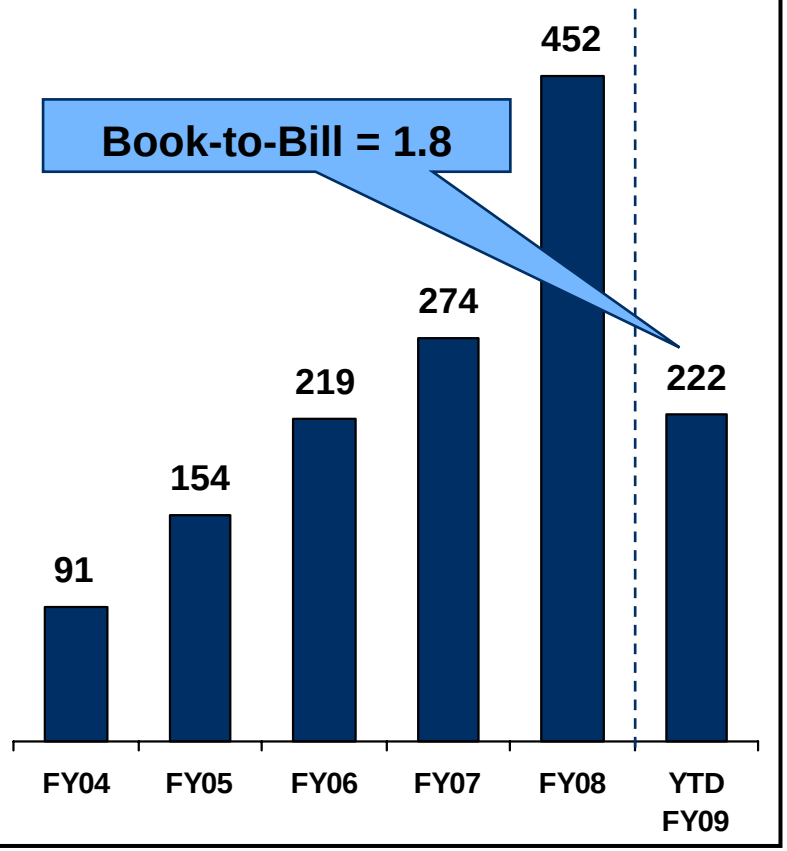
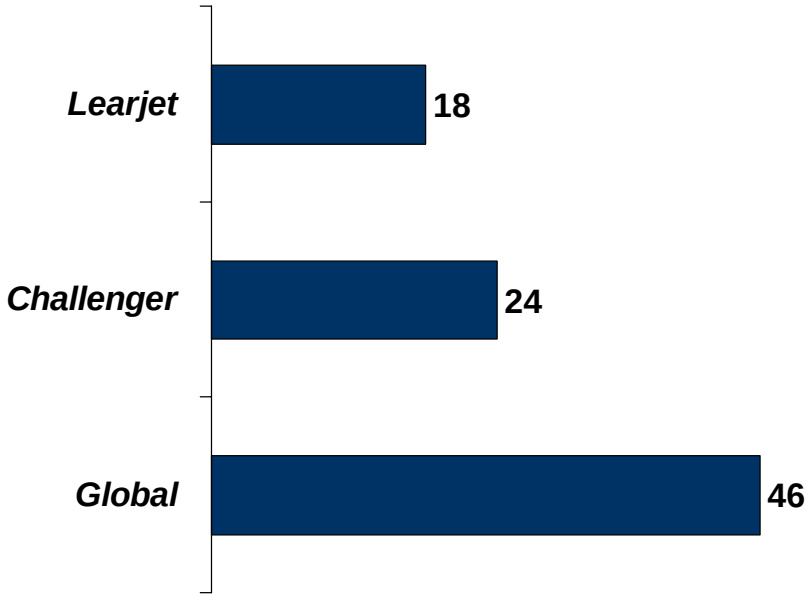
Record order intake and backlog for Bombardier Business Aircraft

BOMBARDIER BUSINESS AIRCRAFT ORDERS
Units, FY04 – YTD FY09



BOMBARDIER BUSINESS AIRCRAFT BACKLOG
In months of production (1) , July 31st, 2008

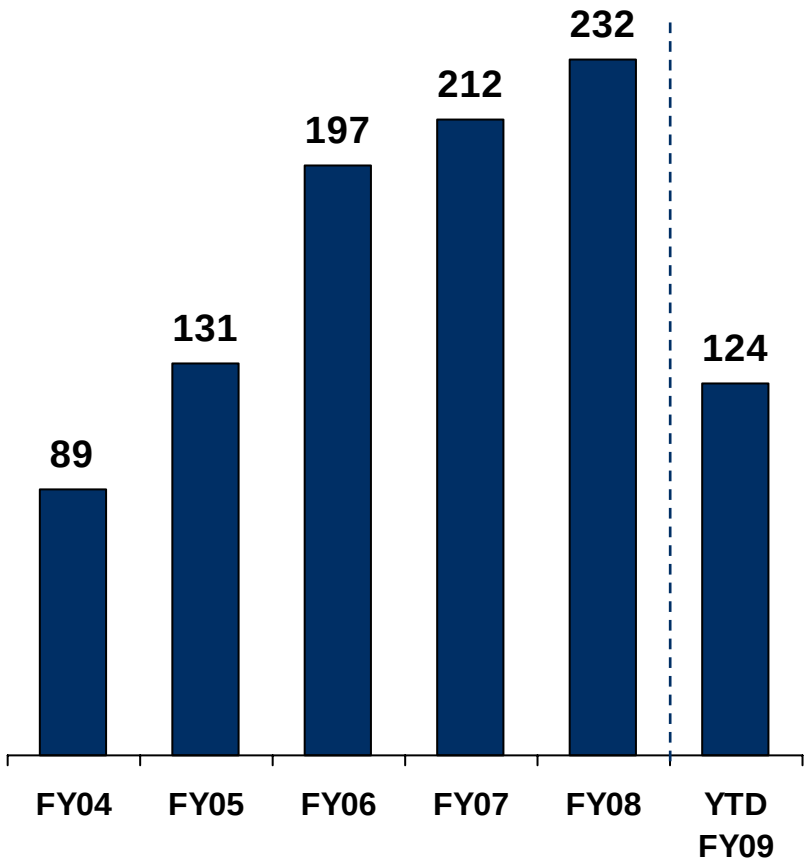


1) The number of months of production is calculated by dividing the order backlog in units as at July 31st 2008, by the average number of aircraft delivered per month during the current first half of FY09.

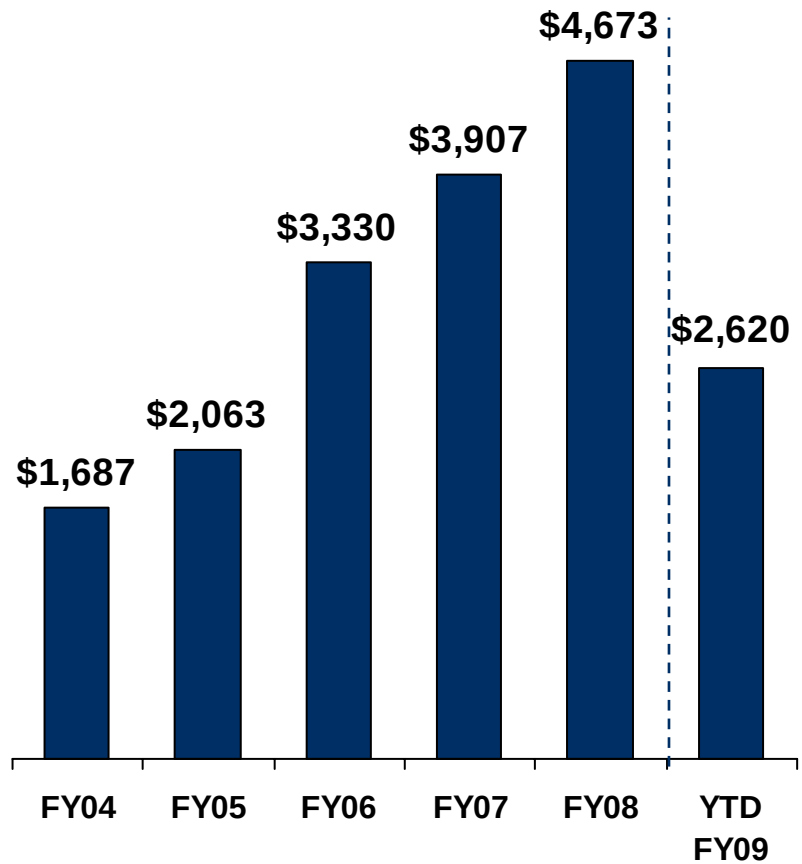
Source: Bombardier Annual Reports, Q2 FY09 Results

Strong year-over-year delivery and revenue growth

BOMBARDIER BUSINESS AIRCRAFT DELIVERIES
Number of aircraft delivered, FY04- YTD FY09

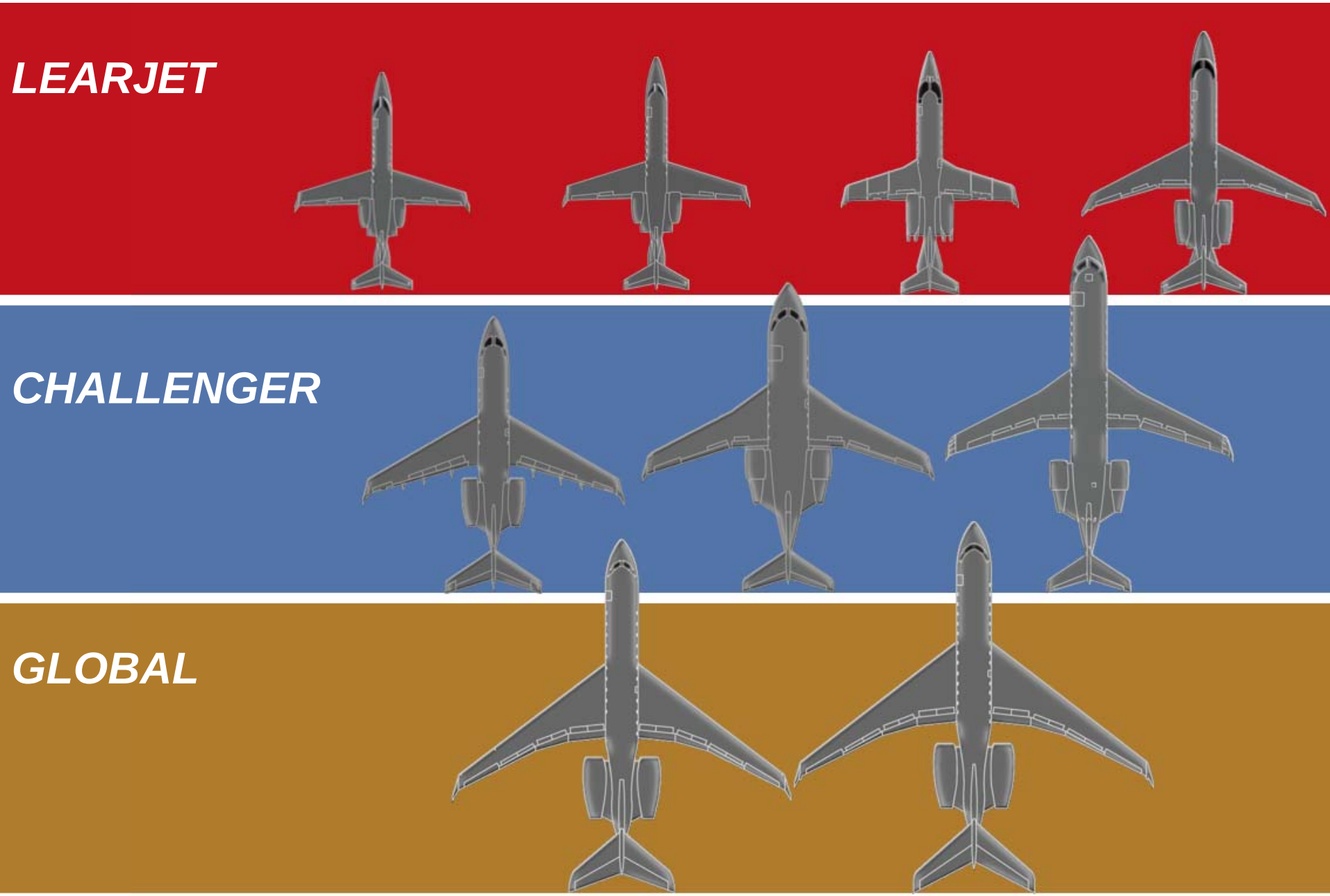


BOMBARDIER BUSINESS AIRCRAFT REVENUE
In 000' USD, Book-to-bill ratio, FY04- YTD FY09



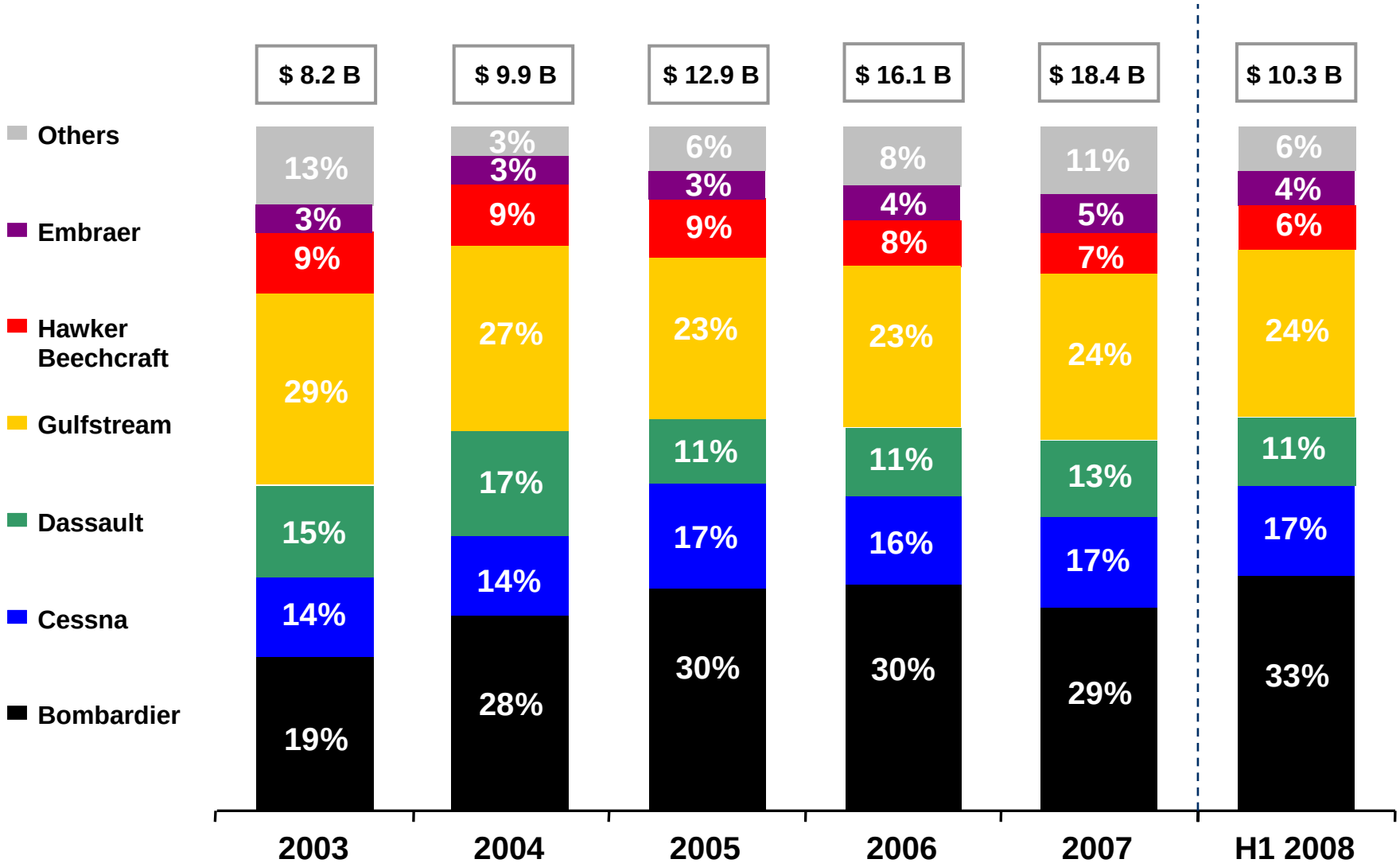
Source: Bombardier Annual Reports, Q2 FY09 Results

Business aviation's broadest and strongest product portfolio



The market leader for a fifth consecutive year

BUSINESS AIRCRAFT REVENUE MARKET SHARE



Source: Revenues estimated from GAMA deliveries and BC&A list prices.
Very light jet category (Eclipse, Mustang, CJ1+, CJ2+, Premier 1) is excluded.

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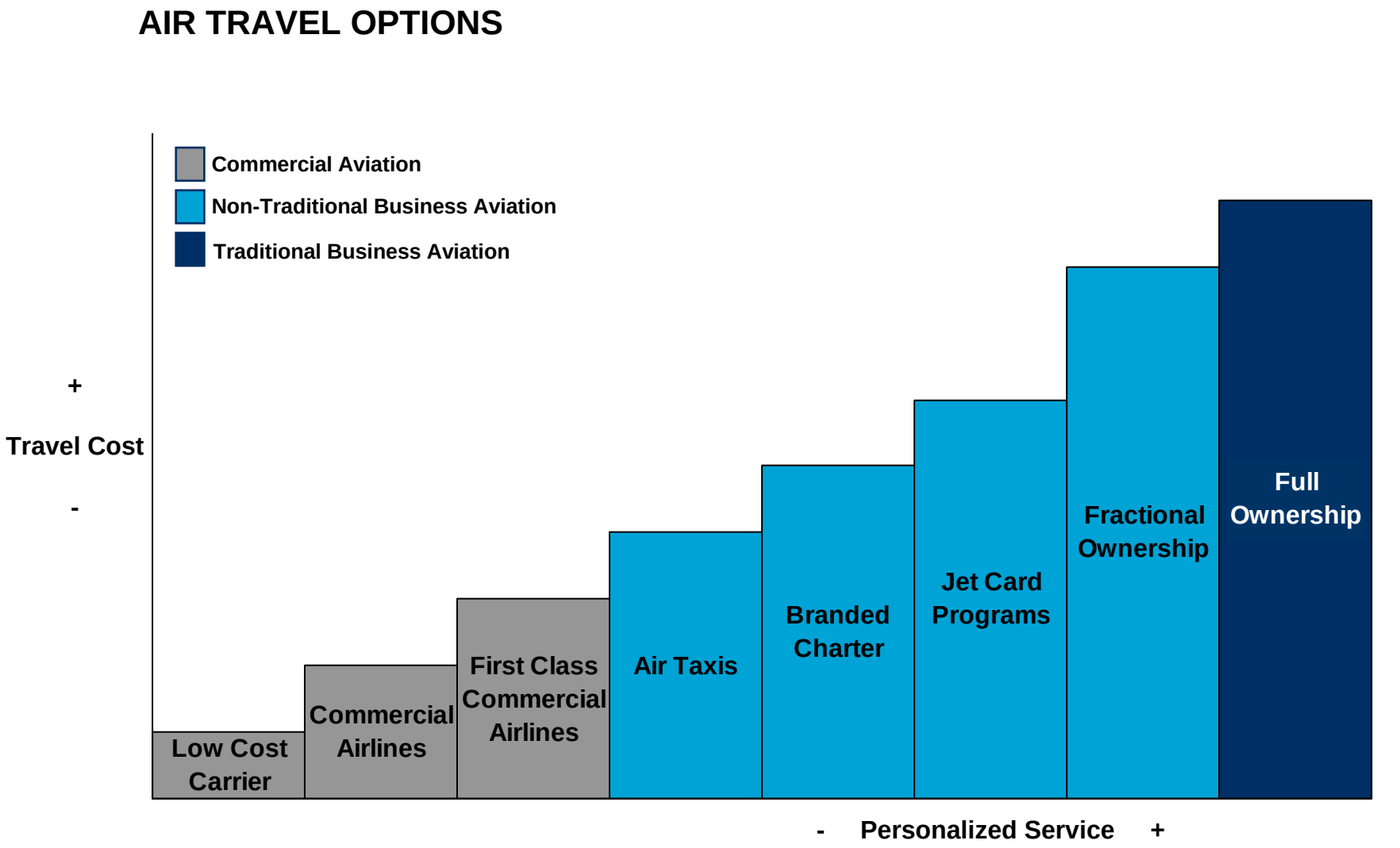
Over the last 10 years, new business segments have expanded the scope of business jet usage



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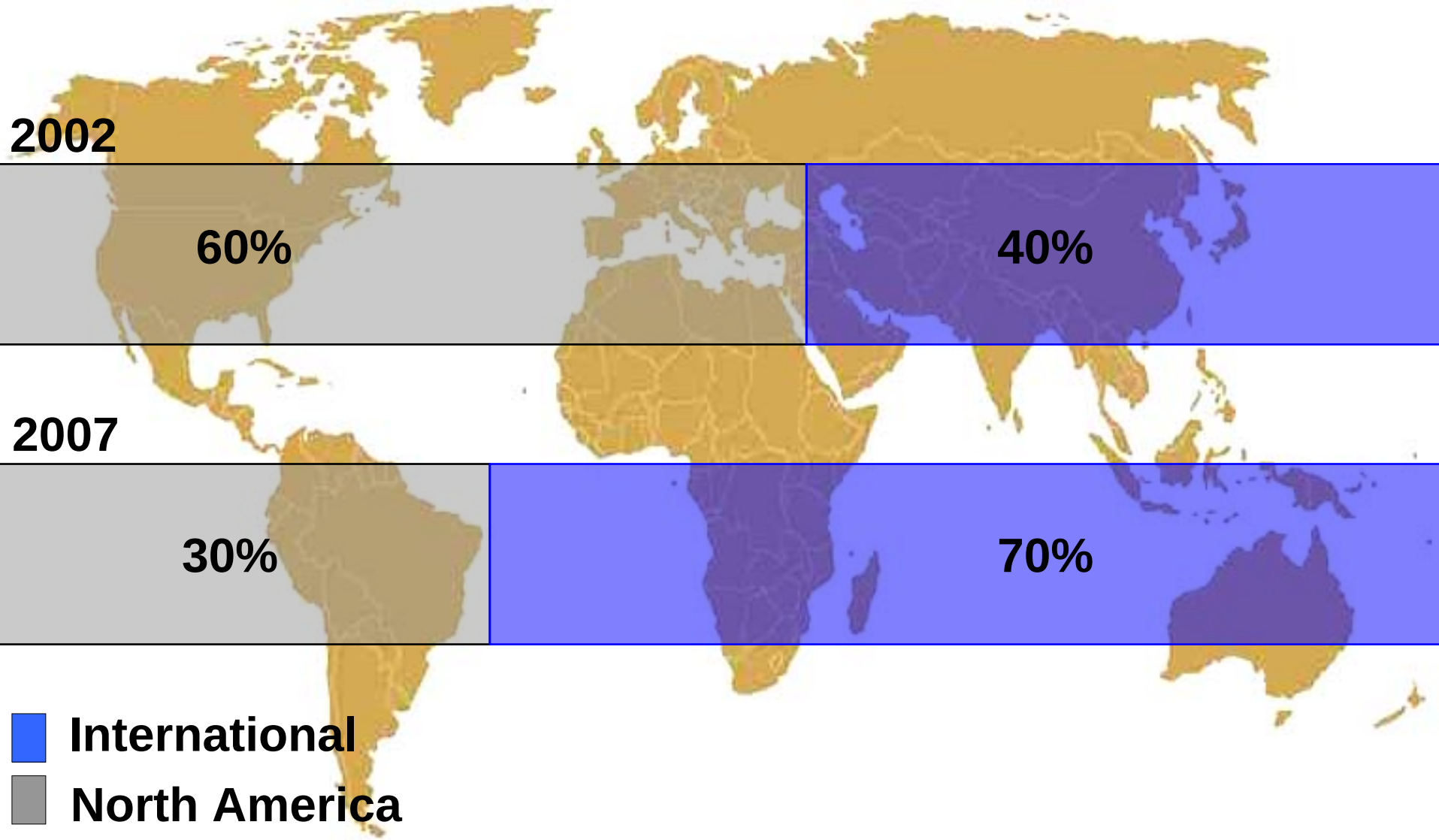
Globalization on Bombardier's customer base

BOMBARDIER BUSINESS AIRCRAFT ORDERS*

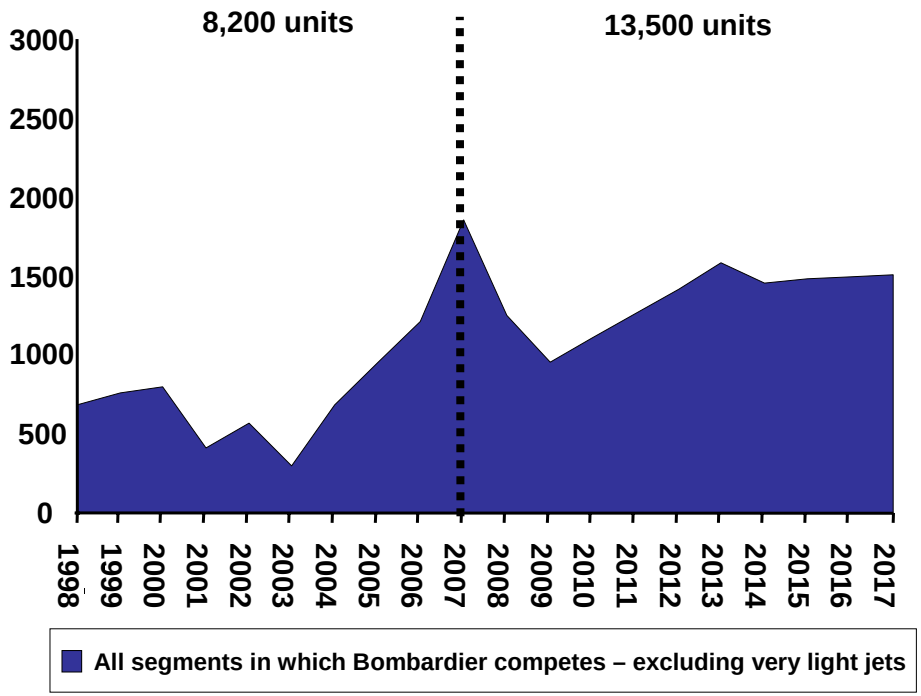


**Flexjet* not included

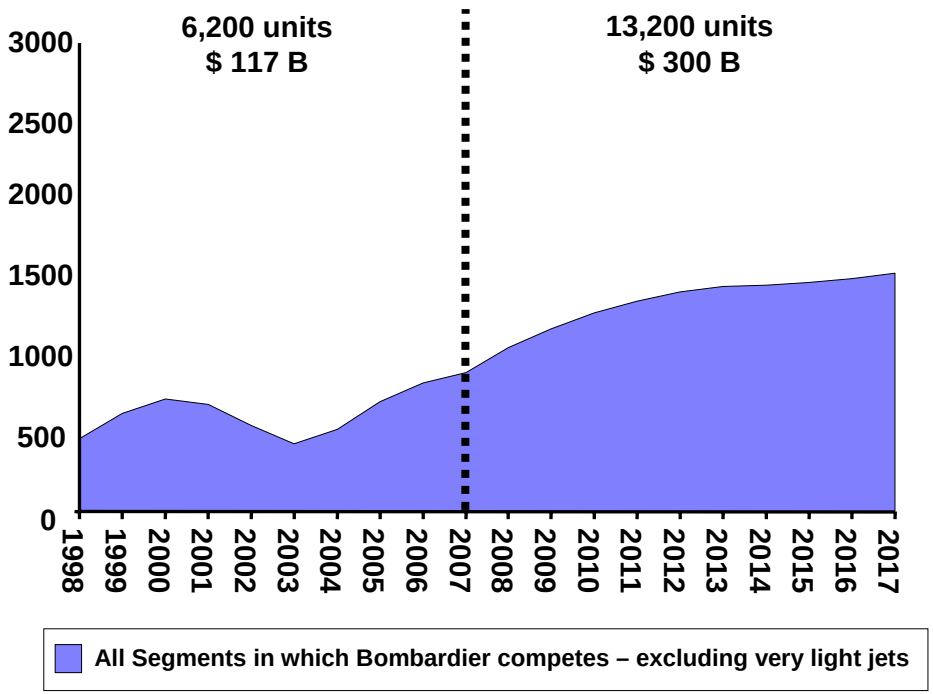
Despite an expected cyclic decrease in orders over the next two years, industry deliveries should continue to increase

BUSINESS JET INDUSTRY 10-YEAR OUTLOOK

ORDERS



DELIVERIES



Source: Bombardier Business Aircraft Forecasting Model. Very light Jet categories includes Eclipse, Mustang, Phenom 100, CJ1+, CJ2+ and Premier 1.

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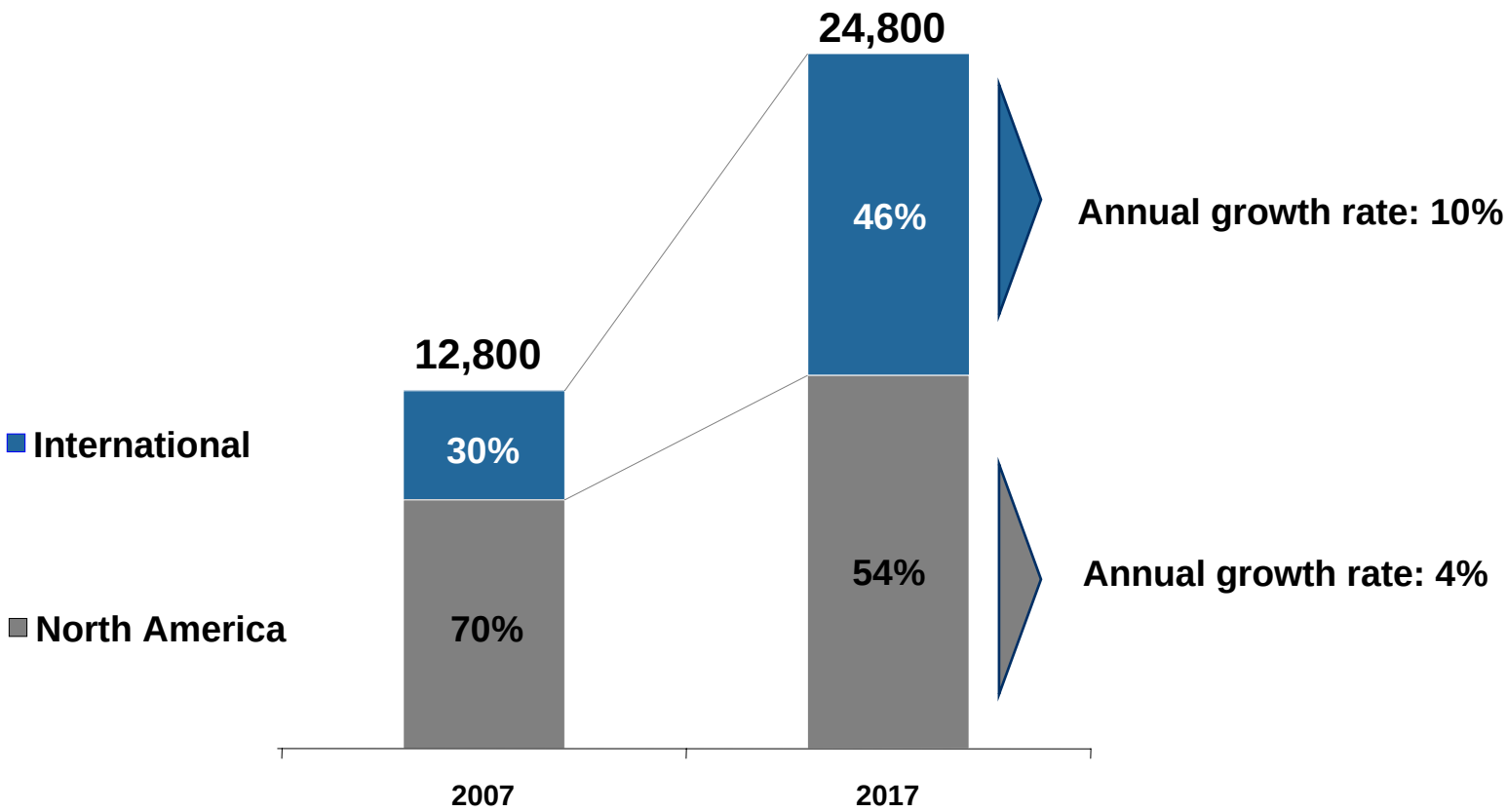
The worldwide fleet of business aircraft is forecast to double in size over the next 10 years

WORLDWIDE BUSINESS JET FLEET FORECAST
Installed base by Region, Units, 2007 and 2017



Source: Bombardier Business Aircraft Forecasting Model.
Excluding very light jet category.

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Bombardier will build on its leadership position

Improving product portfolio		▪ *Global Vision* flight deck ▪ *Global 5000* aircraft range increase ▪ *Challenger 605* aircraftLondon City certification ▪ *Challenger 605* aircraft BEVS[1] ▪ *Challenger 300* aircraft NICE[2] cabin ▪ *Learjet 85* aircraft
Improving operational efficiency		▪ Lean manufacturing initiatives ▪ *Global* completions dynamic line ▪ *Challenger 605* U-Lean line production
Improving customer satisfaction		▪ Improving on-time deliveries ▪ Reducing Open Delivery Items ▪ Improving Aircraft-On-Ground support ▪ *PartsExpress* in operation for 1 full year ▪ Promoting safe operations ▪ Carbon Offset Program now offered

[1] Bombardier Enhance Vision System
[2] Network Integrated Cabin Equipment

LEARJET 40 XR

THE PREMIUM LIGHT JET
LARGEST CABIN AND HIGHEST SPEED

LEARJET 45 XR

BEST ECONOMICS IN CATEGORY

LEARJET 60 XR

MOST FUEL EFFICIENT MIDSIZE JET

LEARJET 85
REDEFINING
THE MIDSIZE JET SEGMENT

CHALLENGER 300

BEST PERFORMANCE AND
VALUE IN ITS CLASS

CHALLENGER 605

THE WORLD'S BEST SELLING LARGE JET

GLOBAL 5000

BEST COMBINATION OF
CABIN, RANGE AND SPEED

GLOBAL EXPRESS XRS
THE ULTIMATE BUSINESS AIRCRAFT
YEARS AND MILES AHEAD
OF COMPETITORS

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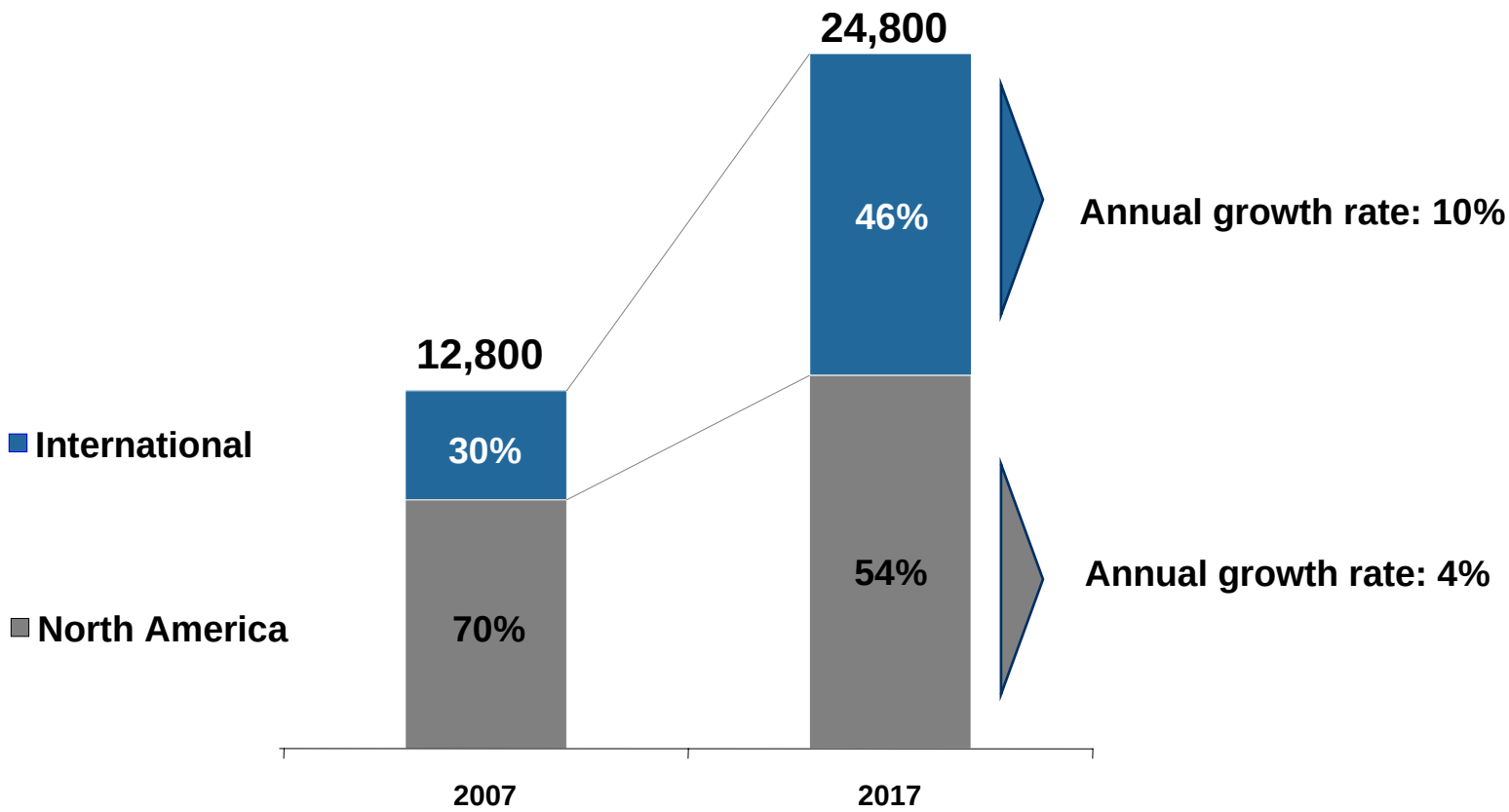


Source: Bombardier Business Aircraft Forecasting Model.
Excluding very light jet category.

Bombardier is strengthening services & support offered to customers

Operators:

Business

Specialized

Commercial

Priorities:

- ***Amazing Customer Experience***
- ***Profitable Growth of Services***

Focus Areas:

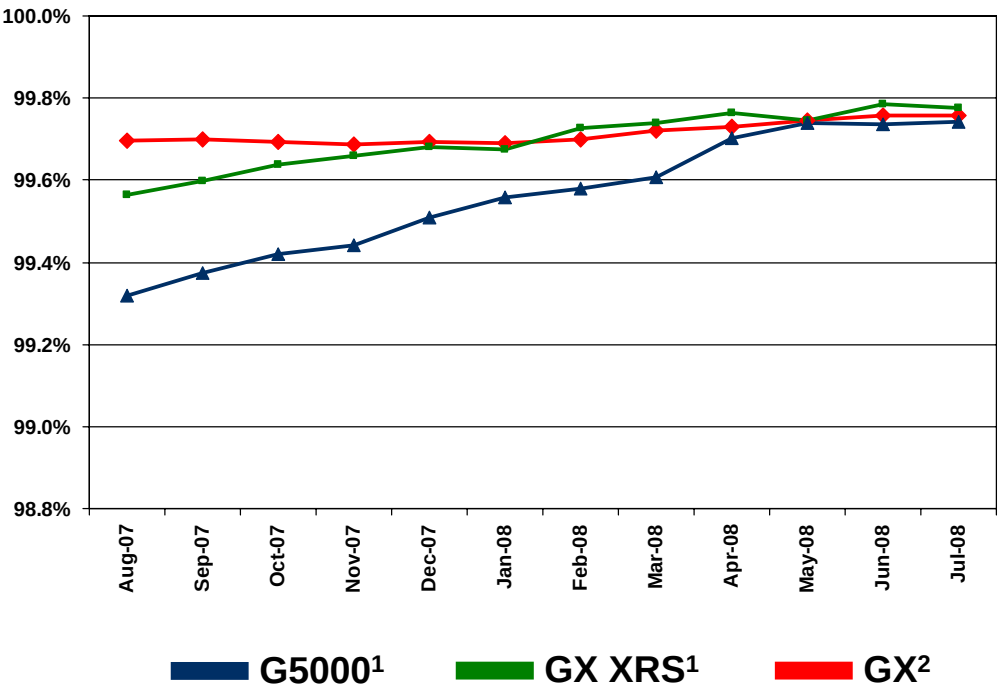
- **Reliability**
- **AOG Support**
- **Parts**
- **Maintenance**
- **Training**
- **Fleet Management Solutions**

Bombardier is proactively improving aircraft reliability

GLOBAL FAMILY DISPATCH RELIABILITY

Percentage of scheduled flights without interruption caused by mechanical malfunctions involving cancellations or delays

12-month Moving Average, Aug 2007 – Jul 2008



- **Annual commitment to burn-down top in-service reliability issues**

1) Entered in service in 2005
2) Entered in service in 1999

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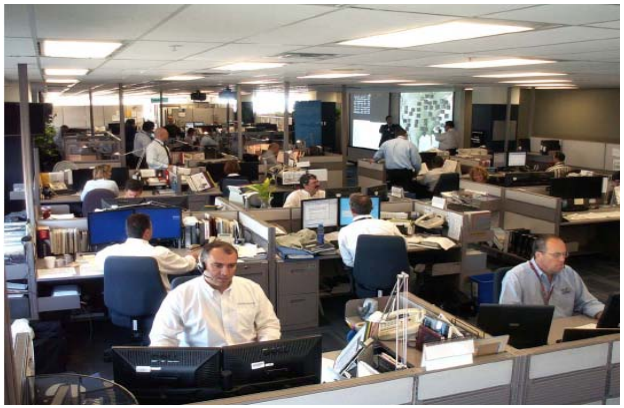
Quickly returning AOG aircraft to service is our #1 priority

Customer Response Centers



- Toronto, Wichita & Montreal
- Integrated teams:
  - Parts
  - Technical Support
  - Technical Publications
  - Engineering

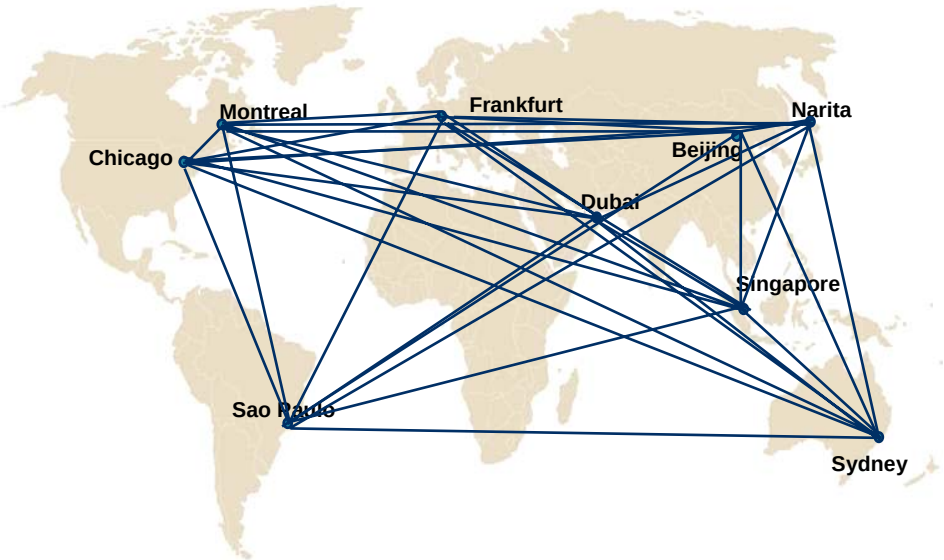
Parts*Express*

- Launched in 2007
- *Flexjet* aircraft
- Over 150 flights to date

AOG Teams

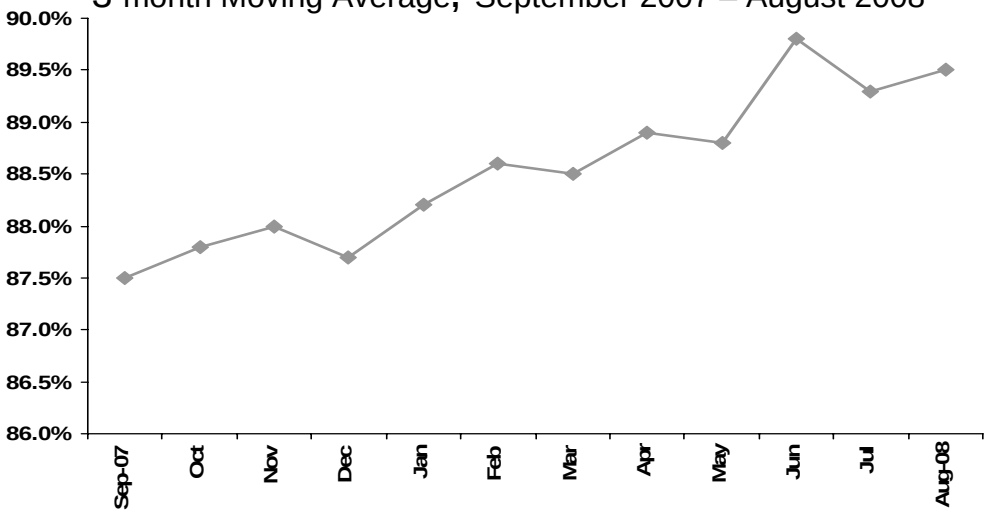
- Strategically located
- Teams specially trained for AOG events
- Well-equipped Mobile Repair trucks on stand-by

Bombardier continues to optimize its parts delivery model



OVERALL PARTS PERFORMANCE

3-month Moving Average, September 2007 – August 2008



- **New parts depots in Narita, Japan and Sao Paolo, Brazil in 2007 minimizing delivery time to international customers**
- **Investment in Inventory Management tool to optimize inventory for service and cost**

Bombardier offers maintenance flexibility to its customers worldwide

- Authorized Service Facilities
- Bombardier-owned Service Centers
- International Offices

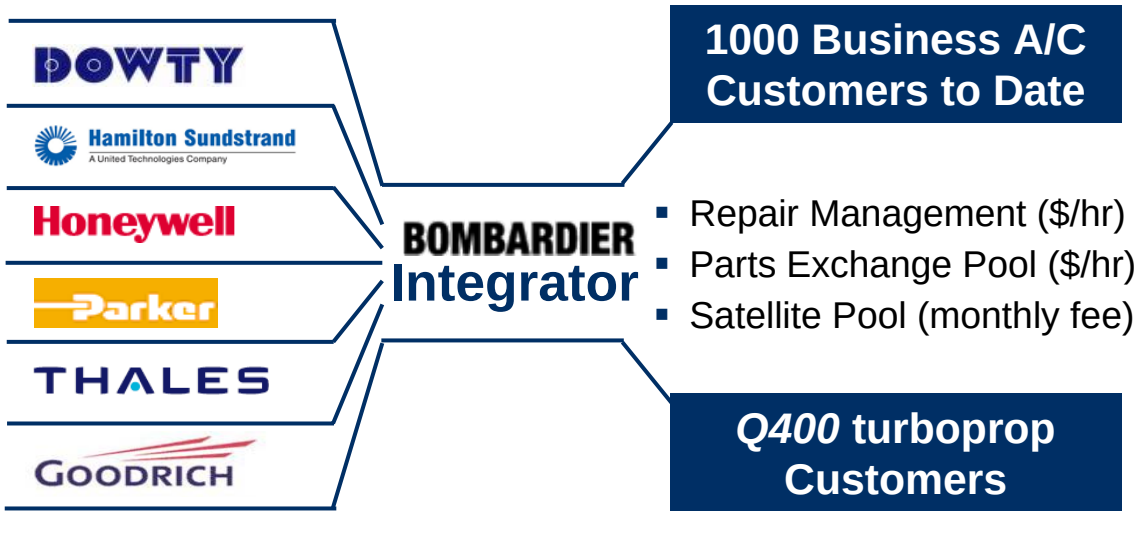
*Commercial aircraft service facilities

We are expanding Training operations worldwide

Over 8,000 customers were trained at our facilities in FY07-08

BOMBARDIER

Smart Services is an innovative, modular offering for both business & commercial aircraft operators



Benefits: Customers

- Predictable costs
- "One stop shop"
- Reliability improvements

Benefits: Bombardier

- High revenue capture over long term
- Deeper customer relationship

Bombardier Aerospace has continued to improve

Bombardier Aerospace *(Guy C. Hachey)*	▪Continue to deliver strong financials ▪Well positioned in current market environment ▪**Focus is on flawless execution**
Bombardier Business Aircraft *(Steve Ridolfi)*	▪Well-positioned with a strong backlog and superior product strategy ▪Long term fundamentals remain solid and expansion into new segments and geographies suggest a positive long term outlook ▪**Focus is on building on leadership position**
Bombardier Customer Services *(James Hoblyn)*	▪Strengthening services & support offered to customers ▪**Focus is on improving key customers touchpoints**

Trademark Information

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