

Robert E. Brown
President
and Chief Executive Officer



BOMBARDIER

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November 23, 2001

Mr. Jim Taylor
1751 North Peters La.
Stratford, CT 06614
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CONFIDENTIAL

COPY

Dear Jim,

It gives me great pleasure to pass on all the best wishes of your old friends and colleagues at Canadair and Bombardier. Your 80th Birthday is indeed a special milestone that should not pass without recognition of the immense contribution you have made over the years to Corporate Aviation. I'm sure that well deserved tributes and accolades will pour in from the many people and organizations you have touched on a personal and business level. In contemplating the event our thoughts have turned to the contribution and legacy that you left at Canadair and the distinctive JBT mark embedded in the Challenger Program. A legacy that formed the base upon which Bombardier has built its success in the field of Aerospace.

We must start with a thanks to Fred Kearns who had the vision to bring a person of your calibre and experience to the Program in its earliest days. Canadair had a long and proud history in the production and support of military aircraft but understood little of the demands and expectations of the world of business jet owners. Your unique contribution was to add that understanding in the creation of an aircraft that would transform Canadair to a market driven, customer oriented player in the highly competitive arena of business aviation. Along with Fred Kearns, Harry Halton, and other key colleagues, (Peter Aird, Bob Wohl, Frank Francis and Andy Throner to name a few) you provided the leadership and guidance that created one of the most successful programs in recent aviation history.

You will remember vividly the process of transforming Bill Lear's vision of the narrow bodied Lear Star 600 into the Widebodied Challenger 600. A process that led Bill to christen the aircraft "Fat Albert" and to step back from this new creation. But your intuition and the conclusions of the focus groups were right, the wide body comfort of the Challenger was a defining attribute that drove the success of the Program.

You will also remember the struggles of the early introduction of the Challenger into service. There were the difficulties presented by the performance of the ALF 502 engine and the leadership role you played in switching to the GE CF-34. A move that revitalized the Program. Now, over 20 years later, well over 500 Challengers are in service around the globe and the aircraft still remains the best seller in its class, year after year. You can take great pride and satisfaction in what was achieved. The aircraft and its derivatives now form the basis of Bombardier's phenomenal success in Aerospace. After the acquisition of Canadair by Bombardier they had the foresight to see the opportunity to grow the Challenger into the RJ and to lead the way into a whole new market of Regional Jet Transportation. Bombardier has gone on to become the third largest producer of commercial aircraft in the world but the genesis of this success was the work begun by yourself and a small group of dedicated people.

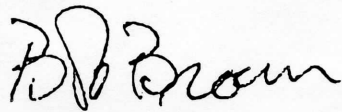
The other obvious legacy, the JBT imprint, has been the indelible mark you personally left on the marketing and sales strategies that defined the Challenger Program. Everything was of the highest quality and at the forefront of the industry, characteristics that we try to emulate to this day. The Customer came first in everything that was done. The innovative programs and advertising set a new standard for the whole industry. You also positioned the Salesman as the key element to Program success and built a team under your leadership that was second to none and the envy of the competitors.

Jim, you are an 'eminence gris' and an icon in the world of corporate aviation. We at Bombardier honour you at this important juncture in your life. We also pay tribute to Peg who contributed so much to your success and shouldered much of the burden of raising your fine family. We take pride in your past association with Canadair and thank you for all that you accomplished during your stay. Your legacy also lives in the generation of aviation professionals that you left behind.

November 23, 2001
Mr. Jim Taylor

Many happy returns and wishes for the best of health and happiness in the future.

Sincerely,

A handwritten signature in cursive script, appearing to read "R E Brown". The letters are fluid and connected, with a large initial "R" and "E".

Robert E. Brown



AEROSPACE
MANAGEMENT
MARKETING
ADVISOR

COPY

December 27, 2001

JAMES B. TAYLOR ASSOCIATES

Mr. Robert E. Brown
President & Chief Executive Officer
Bombardier Inc.
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Dear Bob:

The "Octogenarian" celebration party on November 30th was not a surprise but our son Jimmie's idea to request some memorable anecdotes from people I worked with and for definitely was.

On November 30th, Jimmie and the rest of my family presented me with a very attractive thick (over 100 replies) album of letters.

Of all the replies yours was my favorite. I was very flattered and extremely humbled at the same time. And it brought back many fond exciting and challenging memories.

If I had any ability at all, it was the ability to assemble a team of highly motivated achievers. It was largely due to them, my wife, Peg plus the dedicated and consistent support provided by Fred Kearns, Harry Halton, Peter Aird, Bob Wohl, Andy Throner and all the Canadair employees that made the Challenger program such a record breaking success. Their devoted and proud cooperation is what made your entry into the challenging business jet market such a record breaking success.

In closing, I commend you and your entire Bombardier team's foresight for seeing the potential market and growing the Challenger into the global express and the regional jet transport. Keep it up and you'll soon become the largest producer of commercial aircraft in the world.

Again I can't thank you enough for your warm and wonderful letter. It made me very proud to have made a small contribution to Canadair, Bombardier and to Canada.

Warmest personal regards to everyone at Bombardier and best wishes for continued success in 2002 and beyond.

Most sincerely,

James B. Taylor

JBT/dl