

# **BOMBARDIER**

## **Reference Letter**

**Kamal Shah HME Communication**

**June 23, 2011**

To whom it may concern,

During a 15-year period of worldwide responsibility for public and media relations in support of Bombardier business aircraft products and related customer services, I regularly, and frequently, engaged the public relations services of Kamal Shah.

The scope of Mr. Shah's PR support to Bombardier included major air shows across the Middle East – from UAE and the Kingdom of Saudi Arabia to Turkey and Jordan – as well as aircraft demonstration tours, exclusive media interviews and press conferences, and supporting Bombardier executives with strategic PR and sales opportunities.

Mr. Shah consistently delivered superior results throughout this period (1992-2007), often under demanding deadlines and sometimes in less-than-ideal circumstances. And he did so whilst displaying high levels of professionalism and a calm demeanor that always contributed to, and resulted in, success for Bombardier.

It was my pleasure, and good fortune, to work with Mr. Shah. His leadership, dedication, and enviable network of contacts were important factors in our media success, and key contributors to building a strong profile in the Middle East for Bombardier Aerospace.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Leo Knaapen', with a long horizontal flourish extending to the right.

Leo Knaapen  
Manager, Industry Relations  
Bombardier Aerospace