

# Jet Vibes

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The Newsletter for Employees & Friends of Cargojet

## "HOLIDAY MESSAGE"



As we approach the end of 2009 it is important to reflect upon some of the significant accomplishments of the Cargojet Team over the past year.

This past year has seen the worst economic downturn in any of our lifetimes and we have felt the corresponding impact on volumes and pricing pressure from customers. We reacted by implementing cost reductions and strict cost controls across all parts of our business and have managed to improve our operating margins despite lower overall revenues. Quite an accomplishment, that we should all be very proud of!

We are managing well through this tough economic climate however we remain very aware of the competitive environment facing our customers and continue to work very closely with them as their partner.

The integration of the B757-200ER and B767-200ER Freighter Aircraft into our fleet is now complete and both types are exceeding our expectations in terms of reliability and operating cost. These aircraft have allowed us to retire several older B727-200F aircraft and pursue new incremental opportunities such as our recent launch of a weekly flight between Canada and Poland.

We also recently launched Cargojet Regional, the consolidation of three smaller independent cargo operators, into this new entity that

will offer additional complimentary air cargo services to our customers. It also provides an excellent platform for growth and career development and advancement. We welcome all the new members of the team to the Cargojet Family.

In the Spring of 2009, Cargojet was honored to receive the Outstanding Business Achievement Award by the Hamilton Chamber of Commerce and this past month were further honored with the Ontario Outstanding Business Achievement Award in the Large Business category. These awards are a testament to the hard work, dedication and commitment to excellence of every one of you!

Canada is proud to be hosting the 2010 Winter Olympics in Vancouver and I am honored to have been selected as an official Olympic Torch Bearer and will proudly be participating and representing Cargojet in this prestigious event, as the Torch makes it's way through Hamilton later this month.

2010 not only represents a new decade, but also a new chapter in the evolution of Cargojet. We are well positioned to weather any continued economic slowdown but more importantly, well positioned to take advantage of the growth opportunities that will arise as global economic activity improves and grows. At this time of year it is important to reflect not only on our accomplishments, but also on the reasons for our success. We thank all of our customers for their loyalty and support over the past year and we truly value and appreciate their business. We don't take any customers business for granted and must earn it every single day!

Finally, on behalf of the entire Executive Management Team and our Board of Trustees, I would like to wish each of you and your families All the Best Health, Happiness and Prosperity for this Holiday Season and the New Year.

Dr. Ajay K. Virmani  
President & CEO





## ***"CARGOJET HONoured WITH OUTSTANDING ONTARIO BUSINESS ACHIEVEMENT AWARD"***



Ontario's Business Advocate



Cargojet has been awarded the Outstanding Business Achievement Award - Large Business by the Ontario Chamber of Commerce. The Chamber hosted the Awards Gala on Nov. 25, 2009 at a ceremony at the Metro Convention Center in Toronto, ON. The award criteria included superior achievement in leadership & entrepreneurship, product or market innovations, sales/employment growth, advancement, excellence in community relations/promotions, environmental consciousness, customer service and reliability, and a high standard of employee relations.

"We are very honoured to be selected as the recipient of this prestigious award," says Ajay. We have worked extremely hard to earn the loyalty of our customers by providing unparalleled on-time performance and excellent service. The award is a testament of the continued hard work and dedication of the entire Cargojet team."



Jamie Accepts the Award on Behalf of the Cargojet Team



## ***"SPIRIT OF POLAND"***

We are very excited to be the first North American Freightier operator to provide direct all cargo service to Poland in connection with our strategic partner – LOT Polish Airlines. This is Cargojet's first step into the international arena and a true test for our Boeing 767-200 freighter aircraft.

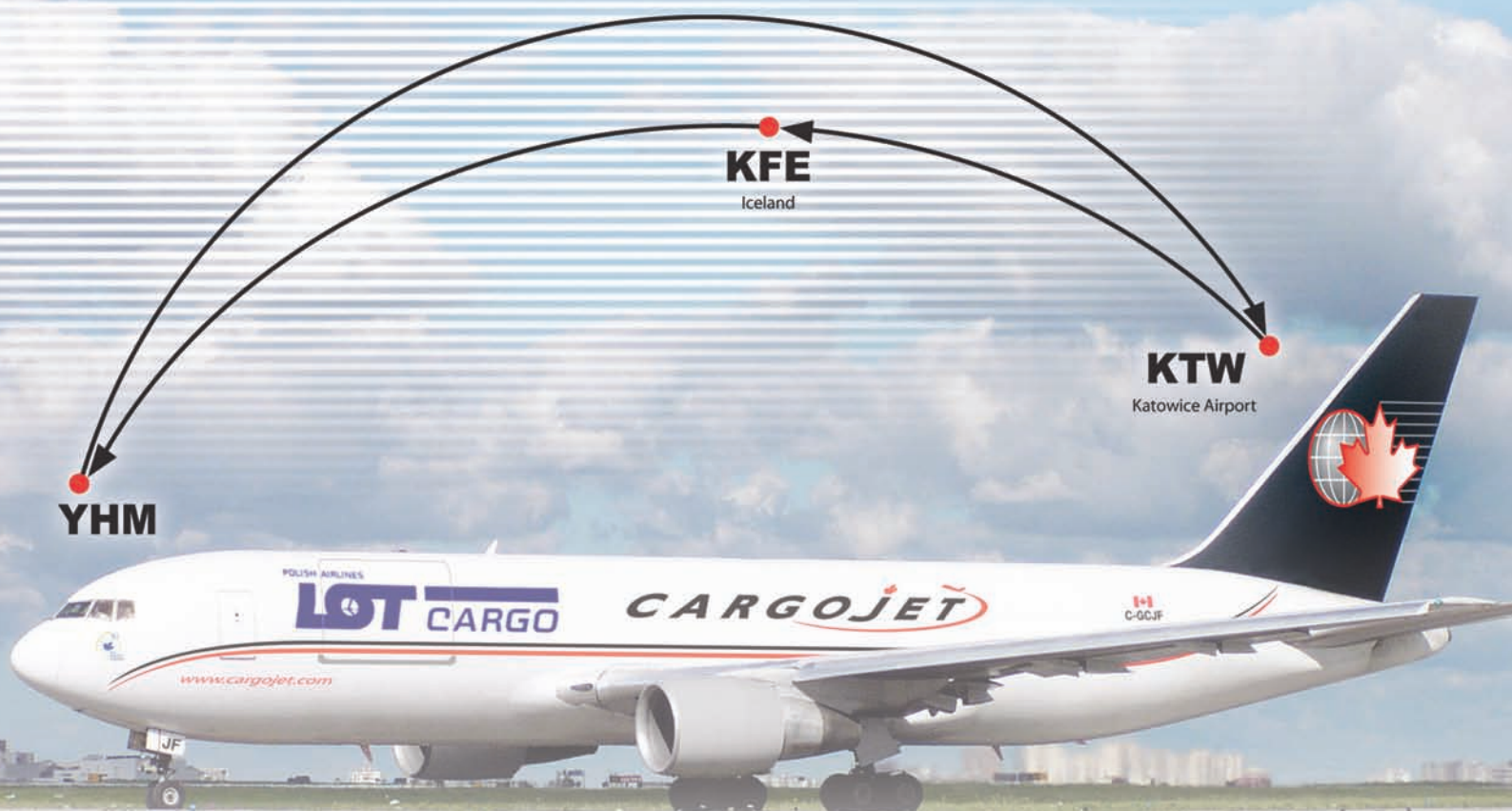
LOT Polish Airlines has a rich aviation history dating back to 1929. Headquartered in Warsaw, LOT currently operates a fleets of over 60 aircraft including B767-300 aircraft. They currently have 8 firm orders for the 787 aircraft which are due to be introduced in late 2010.

Our negotiations with LOT began over a year ago, however, due to record high fuel prices coupled with a slumping economy we jointly agreed to delay our plans until November, 2009.

We will operate our aircraft to Katowice-Pyrzowice Airport, which is situated in the south in one of the most industrialized areas in Poland. The location of the airport will provide efficient delivery of products to a wide catchment area including Czechoslovakia, Hungary, Ukraine as well as central Europe.

In Canada, Cargojet will provide a seamless transportation network across the country, which will bring added value to LOT Polish Airlines and their customers.

We are looking forward to our partnership with LOT and expanding our relationship well into the future to bring added value to our customers and extend Cargojet's brand internationally.





## ***"CARGOJET PAYS TRIBUTE TO SOME OF CANADA'S FINEST"***



Thursday November 5, 2009, was a very special night in Ottawa at the Scotia Bank Centre.

The Ottawa Senators and their fans hosted over 2,000 military personnel from the Canadian Armed Forces to a hockey game between the Ottawa Senators and Tampa Bay Lightning.

Cargojet was proud to support and participate in this event as one of the corporate donors of tickets. It was a very small gesture in which we could share our thanks and appreciation for the job these men and women do everyday around the globe, in often very stressful, trying and dangerous situations.

The game was broadcast live to Canadian Forces bases around the world. It gave those far from home a chance to feel a little closer and to be a part of the festivities. Throughout the game tributes were played on the large screen, which always resulted in thunderous applause from the supportive fans in attendance.

Pictured are some of the fine men and women from the Canadian Forces who were the guest of Cargojet to this very special evening.

It was our small token of appreciation in recognition of the sacrifice made by these brave men, women and their families.



## ***"CONGRATULATIONS"***

The Following Team Members Were Recognized by Their Peers at this Year's Pilot & Maintenance Conferences



Captain Andrew Gill  
Outstanding Captain



Captain David Moore  
Outstanding Overall Pilot



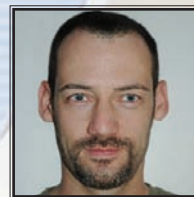
Daniel Sivyer  
Outstanding First Officer



James Strangway  
Outstanding First Officer



Jonathan Carere  
Outstanding Second Officer



Justin Whitton  
Outstanding Overall Pilot



Captain Michael Holmes  
Outstanding First Officer



Captain Tony Najm  
Outstanding Overall Pilot



Sid Siddiqui  
Outstanding Avionics



Sean Jamieson  
Outstanding Overall Mechanic



Geoff Corey  
Outstanding Overall AME





## ***"CARGOJET REGIONAL FLEET"***



### **BEECH 1900 C**

The Beech 1900C Airliner has been known as "the workhorse of the sky." The Beech 1900C is a high-performance, T-tail, pressurized, twin engine, turboprop aircraft designed for regional operations. Performance, safety, and versatility are just a few of the characteristics that have made this aircraft a popular choice with regional airlines.

<b>MAXIMUM PAYLOAD</b>	<b>4300 LBS (1950.4 KG)</b>
<b>TOTAL VOLUME</b>	<b>652 CU FT (18.46 CU M)</b>
<b>CARGO DOOR (HEIGHT X WIDTH)</b>	<b>52"H X 52"H</b>
<b>ENGINE MAXIMUM THRUST</b>	<b>PT6A - 65B FLAT RATED AT 1100 SHAFT HORSEPOWER</b>
<b>MAXIMUM FUEL CAPACITY</b>	<b>667 GAL (4468.9 LBS)</b>
<b>MAXIMUM TAKEOFF WEIGHT</b>	<b>16,600 LBS (7529.6 KG)</b>
<b>MAXIMUM RANGE WITH MAX. PAYLOAD</b>	<b>1100 MILES (1770.2 KILOMETERS)</b>
<b>TYPICAL CRUISE SPEED</b>	<b>288 MPH</b>
<b>WING SPAN</b>	<b>54 FT 6 IN. (16.6 M)</b>
<b>OVERALL LENGTH</b>	<b>57 FT 10 IN. (17.4 M)</b>
<b>TAIL HEIGHT</b>	<b>14 FT 11 IN. (4.3 M)</b>



### **CARAVAN**

The Cessna Caravan has proven itself to be one of the most reliable, versatile and cost-effective airplanes ever built. The Cessna Caravan has demonstrated an on-time dispatch record that consistently exceeds customer's expectations.

<b>MAXIMUM PAYLOAD</b>	<b>3930 LBS (1782.6 KG )</b>
<b>TOTAL VOLUME</b>	<b>451 CU. FT.</b>
<b>MAIN HOLD</b>	<b>341 CU. FT.</b>
<b>CARGO POD</b>	<b>110 CU. FT.</b>
<b>ENGINE MAXIMUM THRUST</b>	<b>PT6A-114 A FLAT RATED AT 675 SHAFT HORSEPOWER</b>
<b>MAXIMUM FUEL CAPACITY</b>	<b>335 GAL (2244.5 LBS.)</b>
<b>MAXIMUM TAKEOFF WEIGHT</b>	<b>8750 LBS. (3968.9 KG)</b>
<b>MAXIMUM RANGE WITH MAX. PAYLOAD</b>	<b>963 MILES (1549.8 KILOMETERS)</b>
<b>TYPICAL CRUISE SPEED</b>	<b>200 MPH</b>
<b>WING SPAN</b>	<b>52 FT (15.8 M)</b>
<b>OVERALL LENGTH</b>	<b>41 FT 6 IN. (12.6 M)</b>
<b>TAIL HEIGHT</b>	<b>15 FT (4.5 M)</b>



## ***"CARGOJET'S REGIONAL TEAM"***

Austin Adams	Captain	Robert Cahill	Purchasing & Stores	Morris Green	Technical Buyer
Herve Albert	First Officer	Dean Carson	AME	Sean Hache	Captain
Tim Anthony	AME	Trevor Cassell	Captain	Duncan Hamilton	AME Apprentice
Antonio Antunes	First Officer	Nicolas Certosini	Flight Co-ordinator	Dave Hanley	First Officer
Ben Arbour	AME	Johnathan Coates	First Officer	Greg Hatt	AME Apprentice
Robert Avery	First Officer	Todd Coates	Captain	Steven Hebert	Captain
Neil Barry	First Officer	Dwight Collins	Senior Base Manager	Chris Helgason	Director of Maintenance
William Batson	First Officer	Kirk Conrad	AME Apprentice	Gary Hughes	First Officer
Jonathan Bauer	Captain	Desmond Cooper	AME	Glynn Irving	Assistant Director, Flight Ops
Patrick Bell	First Officer	Christopher Coote	First Officer	Jeffrey Jackson	Captain
Stephen Belliveau	Acting Production Manager	Sebastien Cormier	Duty Manager	Andrew Jenko	First Officer
Michael Bernardi	Manager, Flight Training	Duncan Cowell	Captain	Richard Karon	First Officer
Brock Besley	First Officer	Kevin Csutorkan	Captain	John Keating	First Officer
Darin Bickford	AME	Lacey Doncaster	AME Apprentice	Mike Koteles	AME Apprentice
Paul Black	AME	William Fletcher	First Officer	Niels Kouwenberg	Flight Ops Co-ordinator
Darcy Boudreau	Captain	Robbie Flynn	First Officer	Lukasz Kowalski	First Officer
Jean Bouer	First Officer	Tim Francis	Captain	Marvin Kruis	First Officer
Sean Brousson	Captain	Matthew Fraser	Captain	James Krupp	First Officer
Wilfred Brown	Ground Handler	Roland Gallant	Ground Handler	Richard Laberge	Captain
Roberta Buchanan	Technical Record Admin.	Ron Gallant	AME		
Cheryl Bugden	First Officer	James Garbutt	AME		
Phillip Butler	AME	Todd Gilbert	Manager, Flight Operations		
Robert Butts	Captain	James Giles	Flight Co-ordinator		

# ***CARGOJET***

***REGIONAL***

Amory Lacount	Captain	Wayne Morton	AME Apprentice	Sherisse Simms	AME
David Laing	Captain	Timothy Mugford	AME Apprentice	Roderick Smiley	Operations Coordinator
Nicholas Layzell	Captain	Tom Murphy	Chief Pilot - MGR	Kris Smith	AME
Marc Lazor	First Officer	Colin Murraine	First Officer in Training	Patrick Smith	AME Apprentice
Matt Leblanc	First Officer	Brandon Nicholson	Captain	Nicolaos Sourligas	Captain
Roger Leblanc	Man. Purchasing & Stores	Tyler Oakes	Captain	Cameron Spencer	Captain
Samuel Leblanc	Captain	Sean O'Bonsawin	Captain	Mike Stevenson	First Officer
Julie Leger	First Officer	Jason O'Brien	AME	Chinkoo Swatch	First Officer
Trevor LeMarquand	Flight Ops Co-ordinator	Roland Penny	Captain	Dale Sweeney	Captain
Alexandre Lemire	Captain	William Petrie	Captain	Julian Taylor	Captain
Christopher Leonard	AME	Cauline Pike	Duty Manager	Neal Taylor	AME
Marc Levesque	Senior Base Engineer	Stewart Roberts	AME Apprentice	Christopher Thar	Asst. Chief Pilot
Jason Lundrigan	AME	Corey Robicheau	First Officer	Jeffrey Tucker	Captain
Matthew MacKinnon	First Officer	Liberty Rodriguez-Pagcanlungan	Administrative Assistant	John Umbach	Captain
Peter MacPherson	SMS Administrator	Corey Rose	Manager, Quality Assurance	Marc Vautour	AME
Daniel McCracken	AME Apprentice	Leah Ryan	Administrative Assistant	Mark Ward	Flight Co-ordinator
Karen McCullough	Manager, Office	Eric Saunders	AME	Tim Webb	AME
Richard McDole	Chief Operating Officer	Craig Sears	Captain	Colleen Weir	Flight Ops Co-ordinator
Brad Merrick	Flight Co-ordinator	Peter Sfalagakos	Captain	Tracy Westhaver	Captain
Eric Miklos	Operations Coordinator	James Sheldrick	AME	Ryan Worth	AME
Herb Milton	Senior Base Engineer	Aaron Shilton	First Officer	Mian Zaheen	Captain
Marc Mitrowski	Captain	Deidre Simmonds	Inspector, Quality Assurance	Nicholas Zwicker	Captain
Jonathan Moore	AME				
Graham Morgan	Manager, Eng & Tech Support				



## ***"INTRODUCING RICHARD MCDOLE"***



In the last two years, Cargojet has made significant progress with its commitment to increase the company's role in the Canadian cargo market as an operator of feeder aircraft. In July of 2009, Cargojet acquired the remaining shares of Prince Edward Air and finalized a new partnership with another key player in Canada's regional cargo sector, SkyLink Express. As the Chief Operating Officer of Cargojet Regional and the newest addition to the Cargojet family, I am delighted to have this opportunity to introduce myself.

As a pilot and aviation enthusiast, I entered the aviation industry in 1988 after completing my Bachelor of Arts degree at the University of Toronto where I majored in Economics. For the next several years I flew a variety of piston and turbine aircraft carrying passengers and cargo to remote communities in Northern Ontario and Manitoba. As my employer increased its focus on cargo operations, I gradually assumed a greater role in the management of the company until 1994 when I went on to attend Wilfrid Laurier University. After completing the MBA program, I moved to Toronto to work for SkyLink Aviation (where I was introduced to the management of international humanitarian operations using a variety of fixed and rotary wing aircraft) and SkyLink Express, which was then a very new entrant operating one Cessna Caravan in the domestic cargo sector. Over the next several years, commitment to the domestic cargo market was increased and SkyLink Express expanded its fleet to include two additional Caravans and six factory-refurbished B1900 Cargo Airliners. Today, of course, all of these aircraft operate under the new Cargojet Regional Partnership.

Commitment, experience, aircraft types, target market, reputation, dedicated employees... with so much in common, is it any wonder that this partnership was destined to be? While Cargojet Regional now has 28 aircraft and approximately 130 employees, the fact of the matter is that this company is much more than the sum of its parts. That fact promises to be the premise of our future success. As we navigate the current economic climate, we must continue to strive for operating efficiencies. I will be relying on each of you to help meet the challenges that lay ahead. I invite you to share any ideas or concerns that you may have. By sharing, we can all benefit from the wealth of experience that we now have within our company.

As we move forward, our proven track record for working together to provide our customers with a safe, reliable, and cost-effective service will continue to be our competitive advantage. I look forward to working with all members of the new Cargojet Regional team!

Richard McDole  
Chief Operating Officer  
Cargojet Regional

## ***"INTRODUCING SAVIK RAMKAY"***



The newly created position of VP Safety & Security will have many new challenges. Along with developing the Corporate Safety and Security program for Cargojet Airways and Cargojet Regional, it will involve the day-to-day oversight of the Cargojet Safety Management System, the Emergency Response Preparedness Plan and the Security Program.

As a licensed AME prior to becoming involved in SMS at another Canadian carrier, I have been working with Cargojet since May 2009 on projects and audits on the Safety Management System and the IATA Operational Safety Audit (IOSA). This has allowed me to get to know most of the operational staff in the company, and it was rewarding to see the improvement in processes being adapted and implemented.

One of our first projects is to upgrade the safety database. This will complete the Quality and Safety Management program and truly move Cargojet to an Integrated Management System. These programs will then also be implemented in Cargojet Regional in both quality and safety.

We will be conducting workshops to develop the skills of key users of the system, and industry best practices will be adapted as a part of our commitment to continuous improvement. Your suggestions and comments are valuable and are always welcomed.

A big part of SMS is auditing; we have undergone ISO, IOSA, TC, SRC Inc, and 5 internal audits this year alone. We thank everyone for their co-operation in the successful completion of these reviews. The results are very important for our regulators, but even more important for us are the safety benefits and operational efficiencies that arise out of the process.

The Emergency Response Preparedness Plan and Security Program will also evolve into corporate programs including both Airways and Regional. Currently Station Training is being conducted on-line, and Emergency Operations Center (EOC) update training is scheduled for Jan 2010. The Security Manager is completing security Base audits in November for all stations.

I will be visiting each station over the course of the winter to provide us with the opportunity to meet and discuss safety and security issues in person. We shall consider all local issues and work so that they can be easily resolved and thereby enhance our ability to deliver timely service. I am proud to join such a dynamic organization under the leadership of Mr. Ajay Virmani, and I look forward to working with each of you to continue the Cargojet tradition of safe and successful customer service.

Savik Ramkay  
VP Safety & Security





# JETBITS ...

## BABY GALLERY ...

### Congratulations ...



**BABY ALYSSA**

Jason & Jessica O'Brien celebrate the birth of their baby girl



**BABY NOLAN**

Ryan Nolan and his entire family celebrate the birth of their new baby



**BABY CARSON**

Shawn and Nautasha Hoyle are happy to announce their new baby boy



**BABY ISABELLE**

Mike & Carolyn Cancela are proud parents of second daughter Isabelle

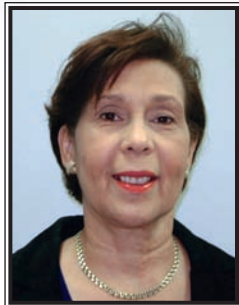


**ZACHARY**

Alex and Aimee Lowe are happy to announce their new baby boy



Abdul Raiyaz Celebrates His 5th Year Anniversary with Cargojet



It is with regret that we inform you Ms. Angela Campbell has decided to leave Cargojet to pursue other personal opportunities. Angela has always been an integral part of our team and she will be missed by all of us. Angela has played a critical role in various senior positions over the years and most recently as our Director of Safety Management Systems and we thank her for the many contributions that she has made to our overall success.

Please join us in wishing Angela the very best of luck with her new endeavors and all the best for the future. We will miss you Angela.

## "WELL DONE PAUL"



I wanted to take a moment to recognize and thank how one of your employees, Paul Palmarchetty went way beyond the call on Saturday to help ATS with a shipment tendered with Cargojet.

ATS in Vancouver missed picking up a shipment Saturday morning that needed to be delivered on Saturday. The shipment was for a product launch and delivery was vital. Upon reaching Paul, who was on holidays, he made himself available to go into the Cargojet office after-hours and retrieve the shipment for ATS. This resulted in ATS being able to recover from the situation and make our commitment to our client.

The level of customer service that Paul displayed was outstanding. I felt that you should know how far Paul went to help us.

Sincerely,  
Peter Blanchet  
BC Regional Manager - ATS YVR

## Halloween Dress Up Day at Head Office



The Lady of Darkness...  
Diane Tanner



Our Official Judges



The Trick or Treaters



Rob Bristol as a CJ Regional Jet

