

Jet Vibes

Vol. 9 • NO 2
Summer 2011

The Newsletter for Employees & Friends of Cargojet



Dear Team,

Hope all of you have been enjoying a wonderful summer. This issue of JetVibes focuses on our Hamilton (YHM) station. Just look at these brief statistics to get an appreciation of the significance of YHM to our business:

- It is the largest station in our network with almost every flight either originating, terminating or passing through YHM. It is the only station that handles the B727F, B757F and B767F aircraft(s) every day.
- It handles approximately 80% of the total pounds carried on our overnight network (over 90,000,000 pounds in 2010) plus every ACMI contract aircraft we operate.
- Over 50% of Cargojet's entire workforce is based at YHM.
- Total annual operating costs exceed \$34M, when you include all fuel purchases, salaries, landing fees, rent, property & business taxes.

Moreover, it is also the one area that we have invested the most money into infrastructure to support our operation. In the past ten years we have invested almost \$20M into aircraft hangars, warehouse & FBO facilities, GSE shops, equipment and fueling operations.

Last year, we relocated all of our System Operational Control functions (Flight Dispatch, Maintenance Control and Cargo Movement Control) to our offices in YHM. They joined our existing YHM based employees in Hub Operations, Flight Operations and Maintenance departments to further support our network and our customers. These functions work together in the spirit of the Cargojet "One Team" approach to provide unparalleled levels of service to our Customers.

We have been a long-standing supporter of the Hamilton International Airport and surrounding community. With minimum congestion and an unrestricted curfew it meets both our economical and operational requirements and is a cargo friendly airport. We value our relationships with our business partners at the Airport Authority, Canada Customs and Airport Security.

We are very proud of our entire team of air cargo professionals in YHM and across the country. Inside this particular issue you will learn a little more about some of the key areas and individuals that make our business the success that it is today.

I continue to count on each one of you to do your part and provide us with that competitive edge in the market place that allows us to remain the dominant Cargo Airline not only in Canada but globally. Competitive edge can only be achieved by continuing to go that extra mile, maintaining flexibility towards all aspects of our business and excelling in what we do best.

Wishing you and your families a wonderful summer.

Dr. Ajay K. Virmani
President & CEO





"OPERATIONS DEPARTMENT MOVES TO YHM"

Just over a year ago the Operations Department made the move to Hamilton. Dispatch along with Maintenance Control and Commercial Operations now call the Hamilton Airport, specifically the Cargojet Hangar home now.

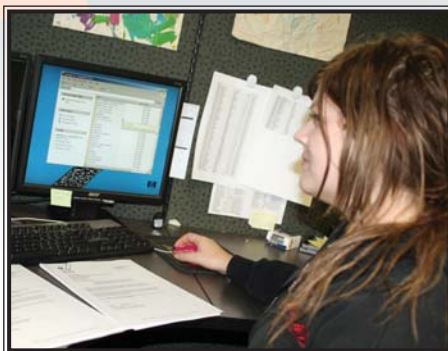
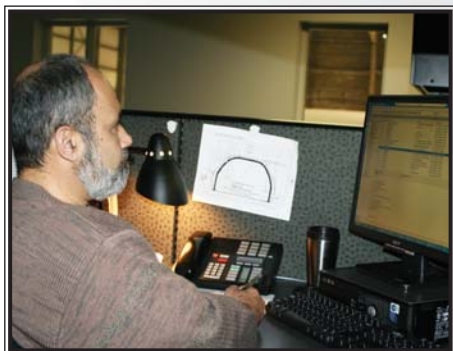
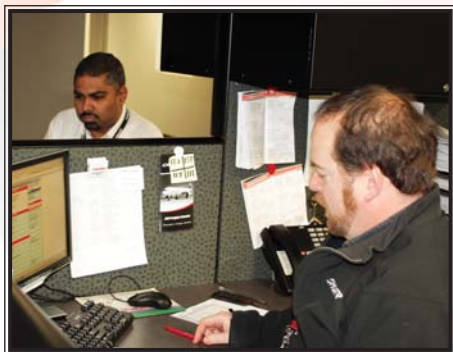
Dispatch is located in the newly finished offices on the second floor of the hangar. It is a big change from our work stations that were at head office. We enjoy benefits of working out of the airport; we see the aircraft in the hangar during scheduled maintenance and on occasion see flight 1574 depart for Ottawa. I feel that since the move to Hamilton our Operations department has created an even stronger relationship amongst Maintenance, Commercial and Dispatch. We have a great group of individuals that do their best each day to see the nights operation run as smooth as it can.

The Dispatcher, the basic function of the dispatcher is to provide flight dispatch services to Cargojet aircraft in a safe and efficient manner while complying with all company policies and regulations. (Cargojet FOM 3.1.11)

Along side Commercial Operations and Maintenance Control, Dispatch prepares for the cargo operation throughout the day. Our Dispatch group, Bikram Singh, Sasha Goel, Luis Gonzalez, Shawna Thomson, Mark Vessey and Richard Cromwell discuss payload and routing requests with the Commercial group, routing changes to align the aircraft for Maintenance checks and aircraft serviceability with the Maintenance Controllers.

Once the pre-planning has been completed Dispatch begins work on the production of the flight plans that the operating crews will use to get to their final destination. The dispatcher evaluates the current and forecasted weather to determine potential hazards to safety of flight and to select the most desirable and economic route of flight. Maintains up to date information on airport conditions, navigation facilities, calculates the maximum allowable gross takeoff weight for each flight segment and plan the proper fuel loads for each flight are but a few of the tasks Dispatch completes during their shift. Once the initial flight plans are completed and after discussing this with the pilot in command Dispatch then places the fuel orders. The next step is to now monitor weather conditions, aircraft position using Flight Explorer, update the flight crews of significant changes to weather or their flight plan, communicate with the various Air Traffic Control groups across the country to ensure flight plans have been received, work with both US and Canadian Customs for our trans-border flights. These are just a few of the tasks that Dispatch completes on a nightly basis for each of the 24 departures.

The move to Hamilton was a successful one. We enjoy the interaction we now have with the Maintenance crews, ground staff and from time to time the flight crews are able to drop by and finally put a face to the voices they hear each night.





“CMC OVERVIEW”



Chris Ryan
Director Commercial
Operations

CMC for those of you that may not be aware stands for ‘Cargo Movement Control’ we are located in the upper level in the YHM Hangar. The CMC team is made up of Duty Managers / Assistant Duty Managers / CMC Coordinators / Container Management and Quality Assurance team members, all of who have received extensive training in their fields.

CMC’s role is to ensure our Customers volume arrives at destination on time, while ensuring maximum profitability is achieved and all contractual obligations have been met. Duty Managers oversee and give direction when needed to Customers, Bases and Suppliers. In conjunction with our bases and internal partners we coordinate and plan the movement of hundreds of thousands of pounds every night. We are staffed 24/7, we answer and respond to hundreds of phone calls per week and answer countless emails. We set up and coordinate ADHOC charters anywhere in the world, from Rock bands to mining equipment and we can have an aircraft ready to go within hours. We have been honored to receive various awards in Customer Service and my team and I are very proud of our achievements.

CMC throughout the day coordinates and prepares for the evening, Container Management ensuring our Customers have an adequate supply of containers, Quality Assurance tracks and monitors a host of data, OTP, Customs submissions, MAWB entries and much more. Customer Service tracks freight, books additional volume and deals with a long list of Customer requests throughout the day. By the time the night staff arrive everything should be in place, the fleet green, extra bookings have been taken to ensure our aircraft depart with the maximum revenue on board. It is a large puzzle that all comes together during the night. It’s a fine line to ensure we do not overbook, yet book enough to ensure our aircraft are at maximum capacity, either in dead weight or in cube.

The “CAN DO” attitude is what separates us from other airlines, we never say no and we make sure our Customers receive the level of service any one of you would expect as a paying consumer. With today’s ever competitive market we need to go above and beyond for our Customers to ensure they remain with us for many years. We need exceed their expectations each and every time they have an interaction with CMC, so when you’re ready to go and we are holding the aircraft or re-loading something there is always a logical reason behind the decision.

Together with each and every one of you we are making history as Canada’s Cargo Airline, I am proud to work with all of you and I invite you to stop in for a tour at anytime.

All the best,

Chris Ryan

Director Commercial Operations



"YHM HUB OPERATIONS"



By the time most of you are reading this article, Cargojet and its customers will have entered the traditional peak volume period of the year. Typically, volumes begin to increase once summer holidays end, schools return and business activity increases. Average daily volumes from most of our customers will increase by up to ten percent after Labour Day and eventually increase by up to fifty percent as we approach the traditional busy Christmas period.

This not only presents challenges to accommodate the increased volumes and all of the related demands that accompany a peak volume period, but it also provides an opportunity for Cargojet to provide added value to its customers by the efficient and controlled manner in which we take on and handle this additional volume.

YHM Hub Operations plays a vital and important role in ensuring that our customer's traffic is handled properly all year long, but it is increasingly challenging during our peak period. Daily volume spikes present operational challenges that are met routinely, by our team of experienced and seasoned air cargo



professionals at YHM. Our Team Leaders, most of whom have been with Cargojet since day-one, are motivated by the satisfaction of maximizing the capacity available on any aircraft and getting it out on time! They are responsible for motivating their teams and not waiting for things to happen, but rather they "make it happen" and never take anything for granted!

YHM is the starting point for our most heavy demand flights operating both East and Westbound. We handled in excess of 250,000 lbs outbound on a light day and over 500,000 lbs during peak days in December. It is the only station in the entire network, where we are completely self-sufficient from a ground handling perspective;

- We own and operate 7 Main deck and lower deck FMC loaders; 9 belt loaders; 14 tug tractors; 80 dollies; 3 deicing trucks; 1 Truck sort platform, 8 GPU, heaters and cooling carts, etc...

- Employ over 70 full time and part time ground handling, load planning and supervisory personnel who are staffed 7 days per week with extra weekend charters such as the LOT and DHL operation as well as our own domestic network
- This great team consists of the following members:
 - Jason McDonald, Base Manager
 - John Shannon, Senior Supervisor/ Health and Safety
 - Alana Job, Senior Supervisor/ Administration
 - Dave Thellefsen, Senior Supervisor/ Training
 - Mark Gordon, Supervisor/ Ramp Ops
 - Casey Chatham, Supervisor/ Daytime/Winter Ops
 - Hedy Hogan, Lead hand
 - Peter Claxton, Lead hand
 - Keith McNeil, Lead hand
 - Pam Marshall, Lead hand
 - Marc Engelbrecht, Lead hand
 - Ron Bezemer, Lead hand
 - Taylor Timson, Lead hand
 - Holly Johnson, Senior Load Planner
 - Hayden Smith, Load Planner
 - Lucas Nantais, Load Planner
 - Jason Gladis, Support Load Planning Group
 - Will Archer, Support Load Planning Group
 - Stephanie Lacroix, Administration
 - Sheilah Hogan, Administration
 - Jennifer Cake, Administration
 - Dedicated Ground handling / Operators - 51 staff

As a service-driven team, every single one of us at Cargojet are responsible for providing an important aspect of what our customers perceive as their individual "customer-service experience" with Cargojet. Our on-time performance levels are at an all time high and as we move further into the peak volume period, face the inevitable inclement weather challenges and other obstacles, it is critical that we continue to keep the momentum going and perform at exceptional levels, this team does and more important at a high level 24/7.

The challenges that we have faced as a company and business over the past couple of years have been many and are well documented. The relentless focus on maintaining and improving our customer service performance levels and not forgetting what is important to our customers, we have been able to keep and grow our existing customer base. Our customers like and want to do business with Cargojet. They have complete faith and confidence in our operational customer service teams across the country and our overall ability to operate our network on time, all the time. We would not be able to do this without the great support from Chris Ryan's Group of Professionals, Paul Rinaldo's Maintenance Team, Rob Hyslop's Ground Support Team and finally George Sugar's group of dedicated pilot's who depart and arrive on time so that our customers can work by day here in YHM, YYZ and surrounding areas. Together we have an untouchable Team that performs at high levels and always meets our customer satisfaction, that's really important to all of us,

Thank You,
Sergio Romano
Director of YHM Hub Operations



"GROWING TO SUPPORT OUR FUTURE"

Ground Support Equipment

CargoJet's Ground Support Equipment, or better known as GSE, is utilized at every station across our system, moving the freight from the delivery trucks, to the sort areas, then on to the aircraft. There are many challenges faced everyday by GSE to keep the equipment in operational condition. When the weather is 30 below, the planes are being de-iced and the handlers are freezing, the last thing that anyone wants, or needs, is equipment that is inoperable.

Cargojet, over the past few years, has continued to invest in our GSE system-wide in order to meet the new demands as we continue to grow. In 2008 we purchased all of our wide-body GSE equipment, in 2009 we purchased a fleet of 6 fuel trucks and in 2010 we moved to a 7,000 square foot Maintenance/Fuel facility, which now is home to 4 Mechanics, 6 Refuellers and our Air-Can repair shop.

YHM GSE GUYS



Chuck Mattice, Adam Garvie, Matt Gingrich,
Kevin Cabrel, Robert Hyslop

In addition to this, further investments have been made in several of our stations across Canada including a Main Deck Loader in Moncton, NB, recent vehicle upgrades in Montreal, QC, an onsite Mechanic in Winnipeg, MB and Electric Warehouse Tractors in both Vancouver, BC and Hamilton, ON.

New GSE can be expensive, so our Mechanics are often challenged to overall used equipment, at a fraction of the cost, to operate within our budget. All of this is occurring while GSE continues to ensure that all of the equipment remains operating. GSE also continues to research ways to make the equipment more user friendly, for the safety of our employees.

Aircraft & GSE Refuelling

In 2007 Cargojet acquired the Hamilton ESSO dealership, which instantly put us in to the Refuelling business, which enabled us to have control over our own aircraft refuelling.

With this acquisition came the refuelling of all GSE operated at the Hamilton Airport (i.e. UPS, Purolator, DHL), which continues on to the present.

YHM LINECREW REFUELLERS



Ron Popp, Mitch Elms, JC Sanchez, Shaun Simpson,
Richard Hone, Vince Spoto, Robert Hyslop

In 2010 Cargojet became a member of the YHM Fuel Consortium, which gave us control to shop the jet fuel market, increasing our buying power and providing us with independence. Every day at YHM our Aircraft Refuellers pump, on average, 100,000 litres of jet fuel into Cargojet's aircraft and approximately 3,000 litres of GSE fuel. This takes proper planning and communication with customers, dispatch, load planners and pilots to avoid costly delays, while at the same time maintaining IATA standards of quality control testing and certification.

Facility Maintenance

At YHM, 3 hangars and 1 Maintenance/Fuel Facility equals approximately 200,000 square feet of buildings to maintain. It goes far beyond just ensuring that the facility doors are open and the lights are on, it is a continuous challenge for our in-house Millwright & Industrial Electrician to ensure everything is operating efficiently and to code, which at times requires the assistance of our Mechanics. Every attempt is made to repair any building related issues in-house, to avoid incurring costly contractor repairs.

Every department at Cargojet is important, as no one area can operate in isolation. We are proud to have supported these three areas over the years and are anticipating growth and expansion moving forward, for the benefit to our customers, our company and the safety of our employees.

Robert Hyslop, YHM
GSE, Fuel & Facility Manager



"CARGOJET AIRCRAFT MAINTENANCE YHM"

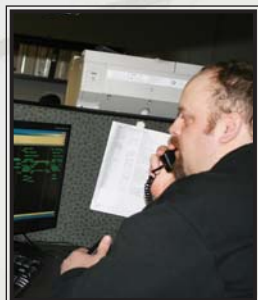
YHM MAINTENANCE FACILITY



The Cargojet Aircraft Maintenance Facility in Hamilton, Ontario consists of 2 hangars. One being 31,000 sq. ft. (currently leased to Ornge) and our new facility which is 79,000 sq. ft. Our Maintenance Control Centre (MCC), Quality Assurance Department, Structures Department, Aircraft Maintenance Materials Department and our YHM aircraft maintenance personnel are located at the YHM

Maintenance Facility. The facility has sufficient capacity to house one B767 and one B757 or three B727 aircraft. Cargojet aircraft are routed through the YHM facility dependent on planned aircraft maintenance requirements. The hangar facility is especially well utilized during the weekend period as this is when the majority of the heavier aircraft maintenance on our aircraft is carried out by our YHM aircraft maintenance personnel.

MCC



Our Maintenance Control Center has been delegated by our VP of Aircraft Maintenance & Engineering the duties of monitoring the Aircraft Technical Dispatch for the Cargojet fleet of aircraft. MCC is the focal point of our daily aircraft maintenance operations. MCC monitors the status of all aircraft in the fleet. Some of the areas MCC is responsible for are, technical support to company or contracted maintenance

personnel, to provide overall direction and co-ordination for defect rectification at all maintenance stations, to provide liaison between Company maintenance, and flight operations, to co-ordinate activities with Maintenance Planning/Material Control and Purchasing, assist with scheduling and coordination of aircraft maintenance activities with respect to timely rectification of aircraft defects which have been deferred in accordance with the Aircraft Minimum Equipment List (MEL), monitor the Technical Dispatch with regard to All Weather Landing (AWL), Extended Twin Operations (ETOPS) and Reduced Vertical Separation (RVSM) operations.

QUALITY ASSURANCE DEPARTMENT



Our Maintenance Quality Assurance Department is also located in YHM. Our VP of Aircraft Maintenance & Engineering has delegated to the Maintenance Quality Assurance Department the duties of monitoring Quality Assurance through out the Cargojet Aircraft Maintenance Organization. This function is a Canadian Aviation Regulation requirement.

Aircraft are designed in accordance with a document called a "Type Certificate Data Sheet". One of the functions of Quality Assurance is to ensure aircraft are maintained to stay in

compliance with the (TCDS). In brief terms this is done by ensuring all regulatory issued Airworthiness Directives are in compliance, the aircraft manufactures issued maintenance planning documents are in compliance (MPD is the document normally used to publish a regulatory required aircraft maintenance schedule), and Transport Canada maintenance tasks are in compliance (Transport Canada also publish aircraft maintenance tasks that shall be maintained). Our Aircraft Maintenance Quality Assurance Department is in place (Canadian Aviation Regulation requirement) to ensure that we follow what we have published in our Transport Canada/Company Approved Regulatory required Manuals (Maintenance Control Manual, Maintenance Policy Manual and Maintenance Procedures Manuals etc...). You could say that our Aircraft Maintenance Quality Assurance department is Transport Canada's internal eyes.

STRUCTURES DEPARTMENT



The Cargojet Aircraft Maintenance Structures Department is also located in YHM. Day to day operations put stress on the aircraft structure and as such wear and tear occurs on numerous areas on the aircraft (flight controls, engine cowlings, fairings and the aircraft structure itself). Part of our Transport Canada Approved Maintenance Organization includes our approved Structures Department. Our

Structures Department have the responsibility to ensure we have on hand the structural components necessary to maintain our aircraft in serviceable condition and to be available for such times as needed for structural repairs which may be needed to the basic aircraft structure. Structures repairs are continual on the 727 aircraft due to the age of the 727 aircraft, the process used when the 727 aircraft were manufactured and also environmental conditions. Our Structures personnel are well utilized to ensure structures components are available as needed.

MATERIAL DEPARTMENT



The Cargojet Aircraft Material Department is also located in YHM. Our material department has the responsibility to ensure all parts required to maintain our aircraft in serviceable status are available, that sub-base stock is maintained to acceptable levels, and that unserviceable parts removed from aircraft are sent for repair and returned as soon as possible. There

are several departments within our Materials Department. Purchasing is responsible to purchase our part requirements, Receiving is responsible to receive all Aircraft parts into the Cargojet system and ensure they meet our company policy regarding approved parts, Rotable Repairs are responsible to send out parts for repair to approved organizations. Our YHM Aircraft Material Department does a great job ensuring all necessary parts are available when needed by the Cargojet Aircraft Maintenance Department.



"MARCO DISIMONI"



Bonjour Tout le Monde:

Well as some of you have already heard I will be leaving Cargojet and joining the Quebec Airforce at Air Transat. I just wanted to take this opportunity as others before me have done so to acknowledge such an exceptional group. In my seven plus years of service at Cargojet I have had the opportunity to fly with most of you and meet all of you and I can honestly say anyone would be hard pressed to find a finer more dedicated group of professionals in our industry. We fly in some of the most demanding and challenging conditions with some dated technology where fatigue is often a factor and yet we are able to safely complete our flights in a timely and efficient manner night after night. It is my firm belief that Cargojet pilots are among the hardest working most productive crews in our industry segment today and everyone here should be proud of these accomplishments. I would also like to take this opportunity to thank George Sugar who seven years ago had the opportunity to hire someone with more experience and better qualifications but instead decided to give me the opportunity to launch my career forward. For this I will forever and always be truly grateful. I have learned and acquired a lot of experience here, had the opportunity to get typed on 3 great aircraft and for that I am also graciously thankful. As many of us who have been here for awhile know the Cargojet of today is not the Cargojet of yesterday and who knows what the Cargojet of tomorrow will be. To borrow from the immortal words of our philosophical leader George AKA Socrates Sugar: "It is what it is". This inextinguishable statement means to me that Cargojet is and can be to us as individuals many different things; a beginning, stepping stone, opportunity, safe harbour during tempestuous times, experiment, chapter, verse or a final destination in our careers. Many of these have applied to me at some point throughout my career here and it is with mixed emotions and a somewhat heavy heart that I am about to complete the end of this chapter. Thank you to Ajay, Jamie and Dan for staking the financial risk to create Cargojet and provide the opportunities it has for me and all of us who work and have worked here in the past. Also thank you to George, Steve, Dave Moore and Mark for their hard work and dedication to fight the battles behind the scenes that we do not always acknowledge. Thank you to the AME's who's hard work and dedication to keep old girls flying and giving us the best aircraft they can night after night so we can get safely to our destinations. Thank you to Serge Romano, Ron, Lyle, Naresh and the ramp crews of YHM, YWG and YVR. These ramp crews are among the most dedicated and hardest working group who often do not get the recognition and rewards they truly deserve for enduring the harshest working conditions in the operation especially during the winter months and this rain soaked spring. Thanks to the sales team that finds the customers to fill the aircraft nightly that helped to keep me continuously employed. Finally thanks to the crews and the whole flights ops department who know how to get the job done even in the face of adversity and deliver the service the company promises to our customers. I know we may not be here much anymore however I truly feel that we are still ONE TEAM here and to me it still feels a little like one family which is why it is hard to say good bye. It has truly been an honour and privilege to have flown with and been associated with you all. I have truly enjoyed working with everyone.

I wish the best for Cargojet in the future and all its loyal and dedicated employees.

Bon chance dans votre avenir.

Marco Disimoni

PS. If you are ever on a Transat flight and you hear some guy making an announcement with a bad Quebecois/New Jersey Soprano's type accent you can guess who's flight you're on!

Hey! Take it easy!!



"THE NEW-HIRE GROUP OF FLIGHT CREW MEMBERS"

We had the good fortune to welcome another group of B727 Second Officers on July 11, 2011, as Cargojet continues to offer opportunities for advancement and career progression. The new-hire group of Flight Crew Members are undergoing initial training and should all be released to

line flying by the end of September. As result of the latest aircraft bid, Nelson Lino and John Yates will also be undergoing training at the end of September as they join the B757/767 fleet. Congratulations to everyone on their new postings!



Jeremy Linton



Justin Betuzzi



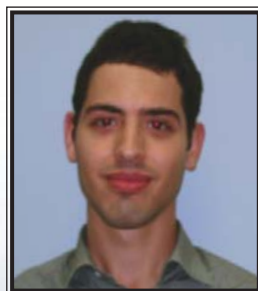
Keith Weldon



Kevin Brown



Martin Diaz



Thomas Petrescu



Thomas Sands

L'Heureux, Diane

L'HEUREUX, Diane; After a brief illness at Grand River Hospital, Kitchener on Sunday July 10, 2011 in her 60th year. Beloved wife and best friend of Lash L'Heureux of Arthur.

Dear mother of Lynn Coombs of Hamilton. Survived by her sisters Donna Cross and Doreen Selleck and brother Donny Sinclair, all of Calgary, Alb. Greatly missed by many nieces, nephews and friends. Predeceased by her parents George and Geraldine Sinclair and brother David.

Remembrances to the Ontario Humane Society or any other animal rescue organizations would be greatly appreciated by the family. Private funeral arrangements entrusted to Crawford Funeral Home.

A thank you from Lash

"I wish to thank everyone that sent their thoughts to me after this most unexpected happening. Diane and I were together for 25 years and I can't imagine the life changes I will have to make now that she had passed. My world is now a much different place. I guess you never get over it, you just learn to live with it.

Give your significant other a hug and be glad you have them. Peace."

"HISTORIC PAIRING AT CARGOJET"

Captain Jamie Cockburn,
First Officer Victoria Szweczyk and
Second Officer Hiromi Kikuchi.

