

JET VIBES

THE NEWSLETTER FOR TEAM CARGOJET AND FRIENDS OF CARGOJET



2020

REPORT ON BUSINESS
STRATEGIST OF THE YEAR

Dr. Ajay K. Virmani



**SERVING
CANADA
WITH PRIDE**



**DON'S LAST
ARRIVAL**



**TEAM NEWS &
PROMOTIONS**

PRESIDENT & CEO'S MESSAGE

What a year 2020 has been for the Cargojet Team, its one for the history books! The year began 2020 being Dedicated to the Cargojet Team, with prospects of slow steady growth, but then exploded in March with sudden, unprecedented, and seemingly insurmountable challenges. Once again though, all of you have risen to the formidable task and have continued to define what Cargojet truly is, a group of dedicated individuals working together.

I would like to extend a huge thank-you to each and every team member that has kept Cargojet operating and providing a critical and essential service for all Canadians during this pandemic. In addition to continuing to provide our regular services at massive volumes with a consistently high OTP, we have been a key logistics partner to hospitals, essential services and governments from coast to coast and internationally. We could not have achieved this without you and your loyalty, dedication, and hard work.


This year has been challenging for not only Canadian airlines but for the entire global aviation industry, we are very fortunate to be operating in a sector being an essential service and a logistical provider to Canadians coast to coast.

Personal health and safety are paramount, and we have strived to provide all Cargojet Team Members with a safe and sanitized workplace at all times. We continue to ensure that proper protocols are maintained, and that masks, gloves and hand-sanitizer are continuously provided to Team Members. This effort however is only as effective as the people that participate in it, so please continue to work safely, practice social distancing and wash your hands!

Our priorities have not changed. We insist on safety first and maintain a fundamental commitment to provide the highest level of service and on-time reliability to our Customers while we continue to focus on our people. Our tremendously talented Cargojet Team Members work tirelessly each and every night to make sure that our Operations run on-time to provide our Customers with the best air cargo service in the industry.

As we do so, we also emphasize our core values of respect, fairness and diversity, to provide all Team members with opportunities for success and personal fulfillment, and to advance those social values in our communities. Along with our commitment to programs in environmental sustainability and excellent governance, we are a leader in the transformative change happening all around us.

While we progress in this effort, we continue to provide our shareholders with tremendous value and returns. On behalf of our stakeholders, our Board and all of our Management Team, I sincerely wish each of you and your families a safe, healthy and Happy Holiday Season!


Dr. Ajay K. Virmani



CARGOJET STEPS UP FOR CANADA

CONQUERING COVID-19

The massive impact of the COVID-19 pandemic is undeniable and Cargojet is striving to provide support to all team members in every way possible. We are in this together, and we will continue to do all we can to help protect our team members and their families and get through this phase.

The COVID-19 pandemic has forced a rethink of how we operate our business. From staggered work hour options to remote work flexibility, the way we work continues to change. To contain COVID-19, we had to lay down measures that support physical distancing, hygiene, and avoid potential spikes in virus transmissions. The safety of our team members and customers is, and will always be, our main focus.

Since the outbreak of the pandemic in March 2020 Cargojet has made every possible effort to ensure the health and safety of all team members and their families as we have been resolving this question: How can we stay operational without compromising our team members' and customers' health?

Each day brings new developments in the pandemic. At Cargojet we assembled a cross-functional team working in consultation with Cleveland Clinic on different phases and requirements to ensure a safe environment for all team members. Examination of external factors such as status of COVID-19 cases, Public Health and Governmental guidelines, and employee feedback, all play a key role in planning and ensuring a safe work environment.

As we deliver an essential service, we knew that we had to find a way to keep our team members that work in our offices and aircraft safe. Our first step was to conduct a detailed audit of all of our facilities across Canada. We identified workspaces where team members were not 2 metres (6') apart during initial stages of the pandemic and then created a plan to address these issues by redesigning workstations to ensure safe working distances were maintained.

Promoting physical distancing and the use of masks are two of the most effective ways to reduce the spread of illness. Just a few months ago, people were at work, at school, playing sports, going to events, and hanging out with friends. Now, everything has changed. People are adjusting to a new normal.

We are required to exercise social distancing and limit our contact with other people. This is only one of the ways coronavirus has changed our everyday lives. But why are social distancing and mask wearing so important? The new coronavirus is very contagious, it spreads quickly and easily from person to person and it can spread when someone who has the virus coughs, sneezes, or just breathes too close to someone else. Coronavirus can cause some people to become seriously sick and people can have the virus and pass it on even before they know they have it, even if they don't show symptoms or become sick.

We also knew we needed to use signage to encourage physical distancing and mask wearing and to create a safer environment. We implemented standard formatted visual posters across our offices creating reminders and cues for everyone to maintain distancing and to follow hygiene protocols. Masks are being provided to team members as needed.

Because pathogens and viruses can live in the unlikelyst of places, at Cargojet we increased the frequency of our cleaning activities and strengthened our cleaning and disinfection protocols, especially on high-touch and commonly shared surfaces. Also, in all our facilities across Canada, we have made hand sanitizers and wipes available to help encourage better hygiene.



CONQUERING COVID-19

Communication is critical during the pandemic. We increased the frequency of communications to share our plans with our team members and we remind them to discuss their concerns with their supervisors regularly. Cargojet Communications emails are being sent regularly to all staff members with updated information to ensure that they have the necessary tools to deal with the situation as it continuously evolves and to reinforce public health measures in the workplace. Guidance is being constantly provided for COVID-19 prevention consistent with Public Health Agency of Canada (PHAC) recommendations, including hand hygiene, social distancing, and cough/sneeze etiquette.

Cargojet's primary objective is to protect the health and safety of all staff members, and while all offices and job sites remain open, to reduce the exposure and risk of contamination all these measures have been implemented to reduce social contact. All staff members should ensure they understand and comply with the infection prevention policies and practices in place, as detailed in the Cargojet COVID-19 Essential Plan.

With the high transmission rate of COVID-19, Cargojet has a process in place in case a team member or customer contracts the infection; immediate isolation and testing, and contact tracing methods are followed that are consistent with privacy norms and standards recommended to contain an outbreak.

We are also making sure to provide flexible working options for team members unable to return to the workplace due to any personal factors, and all concerns and needs are discussed and approved on a case-by-case basis. If any of our team members have any concerns, we look to address those problems immediately. We cannot stress this enough: The safety of our people is our highest priority.

It has been a challenging period for all of us. However, we believe that our learnings from this experience will enable a more robust, creative, and problem-solving mindset for our team members. Catering to our people's needs is essential, and protecting their health and well-being, even more so. This is the time to go out of our way to help our team members and customers feel safe.

We are facing an unprecedented time of need and the COVID-19 pandemic is affecting us all. We all have an important role in containing this pandemic and we are pleased to see individuals act with unity and help protect one another. There's more work to be done and we all need to continue to look out for each other.

The COVID-19 pandemic has compelled many of us to pivot our strengths to fields that require our immediate attention. Running the course of the pandemic can feel like a marathon. However, it fills us with hope to see how much we can achieve working together and understanding the critical role we play in restricting the spread of the pandemic.

We want to thank all team members for their close collaboration on this effort, and for working towards the common goal we share: the goal of helping to ensure the safety and wellbeing of every fellow team member. Yet now more than ever, we need to come together and help support each other. This is why we are incredibly proud to see Cargojet team members doing their part.





Celebrating Captain Don Chandler As He Retires



As I enter retirement at the age of 65 I look back at a passion that has consumed me for over 50 years. There are not many people blessed as I was to have their life filled with love for their chosen path in the world.

I have always been, and shall always be an aviator first, husband and father next, and good friend to many people who share the same dream and passion for leaving the bounds of the earth and soaring through the skies.

Although the profession has been through many cycles of good and bad, I finished my career in the ultimate way, as a Captain on a wide body jet, working with the most wonderful cast of characters I have ever had the privilege of flying with.

On many nights when the weather was bad and circumstances made for long flights through difficult conditions, it was the shared desire to get the job done that drove me to lead the crew to make sure we accomplished the job in a safe and professional manner.

Of all the companies I have had the pleasure of aviating for, Cargojet has redefined the profession of cargo pilot and created an environment where everyone can look forward to a long and rewarding career.

Ajay has brought cargo pilots out of the dark and into the light in many ways. Through his vision he has put together an environment where everyone is treated with respect and professionalism and given opportunity where none has existed before.

I want to thank Ajay for living his life with the same passion as I did and building what I am sure will be a solid player in the market place for a very long time.

I would like to take a moment also to thank those people, especially my wife Sharon, who helped me when I needed it and listened to my ideas, and feelings, and drove me to exceed my own expectations.

I must say that I have an overwhelming sense of gratitude for the life aviation has given me, and my family. I wish everyone the same as they progress through their career and hope that we shall cross paths again.

All the best,

Don

MIRABEL FACILITY



Cargojet Mirabel's New Home!!

Team Mirabel moved into their new home in August 2020. The facility is approximately 20,500 square feet and houses the Maintenance, Pilots and Commercial Ops teams. GSE has also recently been renovated and continues to have their home ramp side. We are excited for this expansion which provides a state-of-the-art work environment for our team.



CONGRATULATIONS



Ajay Virmani named CEO of the Year by the *Globe and Mail's Report on Business Magazine*.

"Cargojet's Ajay Virmani saw an opportunity to dominate his sector by having a clear focus on service, a hard nose in negotiations and a soft heart with employees."
Report on Business Magazine



Pauline Dhillon

Chief Corporate Officer

As we celebrate Cargojet's 20th year anniversary this year, we reflect on all of our accomplishments as a strong and unified team. From our very humble beginnings "Team Cargojet" has worked incredibly diligently to earn and be recognized as Canada's Cargo Airline. Today, we are a

strong and diverse team that is committed to serving all Canadians. As we continue to grow and expand our business we will continue to excel in each area and especially place continued focus on our Employee and Customer relationships. Growth brings complexity and as our business grows, it is more important now than ever to continue to streamline our organization so that we can maintain the highest standard of service and attention that our customers have come to expect from Cargojet.

Therefore, I am pleased to announce the appointment of Pauline Dhillon to the newly created position of Chief Corporate Officer.

Pauline joined Cargojet as a Founding member of the Team on the first day of our operation and has since been an integral part of Cargojet's journey and has played a crucial role in its success. Pauline held a number of leadership positions including her most recent role as EVP Government Affairs, Communications and Corporate Marketing. Her positive, can-do attitude combined with her passion for Cargojet's success has been the hallmark of her career at Cargojet.

As a member of Executive team, Pauline will continue to report directly to me. Please join me in congratulating Pauline as she embarks on the next chapter of her journey at Cargojet.

Managing Director, Americas

Please join me in welcoming Luis Fernando Alvarado as Managing Director, Americas. Cargojet has a number of significant customers and business in the USA and this will allow us to enhance our efforts and presence towards our growth in the American marketplace. Luis brings valuable years of aviation experience including passenger and cargo in Avianca Holdings.

Mr. Alvarado occupied various positions within Avianca in Guatemala, El Salvador, Colombia and Mexico including Cargo Operations, Cargo Network design, Key Account Management, Mergers and Acquisitions. Most recently Luis was the Managing Director of Aerounion (an All Cargo Airline) based in Mexico as part of the Avianca group of companies.

Luis also holds an Industrial Engineering degree with an MBA. Luis will report directly to the CEO. We will provide contact details very shortly including the location of his offices which will be in Miami, Florida. Please extend a warm welcome and every courtesy to Luis as he joins the Cargojet team.



Luis Alvarado

Vice-President, Finance



Sanjeev Maini

It was with much pleasure I announce the promotion of Sanjeev Maini to Vice-President, Finance. Sanjeev has been a part of the Cargojet family for over 15 years and has brought tremendous value to the finance team. He has contributed to various roles within finance, including corporate controller, auditing, taxation, daily treasury functions, etc. We sincerely appreciate and recognize his dedication and commitment to Cargojet. In his new role, he will continue to be responsible for accounting, financial reporting as well as take on additional financial, banking and treasury functions, etc. Sanjeev will be reporting to the CFO and CEO. We are confident he will continue to be an asset to our organization as he assists Cargojet to focus on its strategic goals.

Manager Accounts Payable



Vidya Goorbachan

We are pleased to announce that Vidya Goorbachan is taking on the duties of the role of Accounts Payable Manager. Reporting to the Sanjeev Maini, Vice President Finance, Vidya will be directly responsible for all functions related to Accounts Payable.

Vidya has been a part of the Cargojet family for over 14 years and has been an invaluable member of the AP team. We sincerely appreciate and recognize her dedication and commitment to Cargojet.

Please join me in congratulating Vidya in her new role.

Manager, Commercial QA



Randy Turcotte

We are pleased to announce that Randy Turcotte is taking on the duties of the newly created role of Manager Commercial QA. Reporting to the Director SMS and Security, Mariana de Volpe, Randy will be directly responsible for the Quality Control and Quality Assurance of ground and commercial operations at each station. This is a part of Cargojet's continuing efforts to improve our reliability and efficiency, and more importantly to enhance our level of workplace safety through the increase in compliance with published procedures and industry best-practices. Please welcome Randy in his new role, and extend your assistance to him as he works to make our airline better for all of us.

CONGRATULATIONS CONTINUED



Aiden Chen
Aircraft Maintenance Engineer

YVR



Dilshad Sukumaran Nair
Load Planner

YVR



Karl Joseph
Lead Hand

YVR



Coltyn Patterson
Lead Hand

YYC



Christian Ragaine
Lead Hand

YYC



Adam Turley
Lead Hand

YEG



Richard Kliever
Maintenance Base Manager

YXE



Paul Tolentino
Lead Hand

YWG



Devon Buisson
Supervisor, Ramp Operations

YHM



Stephan Martin
Supervisor, Operations

YHM



Maggie Silk-Barwell
Supervisor, Operations

YHM



Stephen Lewtas
Captain

YHM



Sophie Brevard
Customer Service Rep

YHM



Wayne Kemp
Rotable Controller

YHM



Ryan Walker
Crew Planner

YHM



Samantha Prosser
Administrator, Flight Ops

YHM



Simon Laverdiere
Training Coordinator

YHM



Jenilee Mahy
Load Planner

YHM



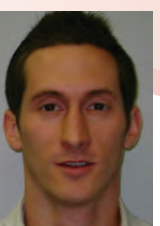
Victor Austin
Lead Hand

YHM



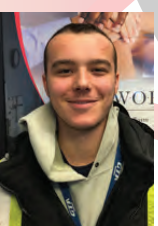
Tarunraj Raghunath
Lead Hand

YHM



Tyler Porteous
Director, Charter Sales
Business Development

YYZ



Gabriel St. Arnaud
Lead Hand

YMX



Dominic Belliveau
Maintenance Base Manager

YQW



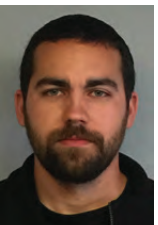
Jason Thompson
Manager Ramp Operations

YQW



Gerard Richard
Supervisor Operations

YQW



Jonathan Allen
Load Planner

YQW

WELCOME TO THE FAMILY



Cargojet welcomes C-GOCJ, a Boeing 767-300 Freighter, to our fleet. This new jet entered our network on November 4.

CONGRATULATIONS YQR!



This is what perfection looks like. The Regina crew proved safety and efficiency can work together. In 2019 the Regina crew by following all the proper methods and procedures set out in the Cargojet GOM and achieved a perfect 100 score on their station audit. Congratulations to Stu and the gang. Great work!

Festive Holiday Fun!

Melting Snowman Sugar Cookies

Sugar Cookie Recipe

2 eggs, whole
5 cups flour-all purpose
1 tsp salt
2 cups sugar
2 tsp vanilla extract
3 sticks butter

Directions

Preheat oven to 350°F. Mix room temperature butter and sugar together in a stand mixer until well incorporated. Add eggs, vanilla extract, salt and mix. Slowly add flour and incorporate until it forms a dough. Refrigerate for 1 hour. Remove from fridge

and place on a floured surface. Roll out dough to 1/4-inch thickness and cut out circles. Place the circles on a cookie tray and bake at 350° F for 10 minutes or until edges just start to turn golden. Cool to room temperature.

For decorating you will need:

2 cups royal icing
12 marshmallows, cut in half
Long orange sprinkles
M&Ms
Black gel food color

Decorating Instructions

Take 1/2 cup of royal icing and dye it black using black food coloring. Add to piping bag and cut off a small tip. Thin remaining white icing and add to a piping bag, cut off a small tip. Frost cookies with white icing allowing it to drip over the sides. Immediately add cut marshmallow towards the back of the cookie. Add M&Ms and then pipe black stick arms "floating" out away from the head while icing is still wet. Allow the cookies to set for 20-30 minutes before decorating the face with two eyes, a surprised 'O' for a mouth. Use some leftover white icing to attach the orange sprinkle nose.



Festive Crossword Puzzle

Use the clues to complete the crossword puzzle.



Across

1. One of Santa's Reindeer
3. Santa's Helpers
5. December 25th is _____.
7. Christmas Drink
10. The name of a popular snowman.

Down

2. Christmas Month
4. He hates Christmas!
6. You hang them by the chimney.
8. On Christmas morning we unwrap our _____.
9. _____ to the world!



Festive Holiday Fun!



Let it Snow Word Search

Search for the words inside of the snowman.

Word Bank

Blizzard	February	Hot Chocolate	Mittens	Snowball
Coat	Fireplace	Ice	Scarf	Snowflake
Cold	Flurries	Ice Skates	Shovel	Snowman
December	Frozen	Iceicle	Sled	Sweater
Earmuffs	Gloves	January	Slush	Winter

Build a Snowman!

You will need:

Smoothfoam 2", 3", & 4" Foam Balls
DecoArt DAS9-4 Snow-Tex, 4-Ounce
White and Orange Acrylic Paint
Palette Knife
Paint Brush
3 Inch Top Hat, Black
Strip of Ribbon
Small Buttons
Holly Embellishment
Craft Glue
Micro Black Brads
Bamboo Skewer
Twigs



Directions

Cut a small section off the bottom of the 4" smoothfoam ball so that it sits flat. Cut a couple of 3" sections from

the bamboo skewer. Stick the skewer into the center of the 2" and 3" smoothfoam balls. Add craft glue to the ends of the skewers before sticking the three balls together to form the snowman base. Allow glue to dry. Using a palette knife, smooth Snow-tex over Snowman base. Allow a couple of hours for the Snow-tex to completely dry. Paint the entire Snowman base with white acrylic paint. This fills in and helps cover any area missed by the Snow-tex. Cut a thin strip of red felt and glue around the base of the hat to create a band. Glue holly embellishment onto band to cover seam. Glue to the top of the Snowman head. Glue small buttons on to the snowman's chest and stomach. Tie ribbon around neck. Use two small black brads inserted into the head for the eyes. Use micro



black brads insert as the mouth. Cut the pointed end from a bamboo skewer and paint with orange paint. Stick into head for the nose. Insert twigs on snowman's sides for arms.



