

JETVIBES

THE NEWSLETTER FOR TEAM MEMBERS AND FRIENDS OF CARGOJET



HONOURING EXECUTIVE CHAIRMAN

**AJAY
VIRMANI**

ENTREPRENEUR - VISIONARY - MENTOR
HUMBLE LEADER - PHILANTHROPIST



JAMIE PORTEOUS



PAULINE DHILLON

WELCOMING CO-CEO'S

A MESSAGE FROM THE EXECUTIVE CHAIRMAN

After 22 remarkable and unforgettable years as the Founder and CEO, I am embarking on a new journey within our family as the Executive Chairman effective Jan 1, 2024.

This decision was not made lightly but with considerable thought and reflection. Each day spent as your CEO at Cargojet has been an extraordinary privilege and a source of immense joy for me. Together, we've soared to new heights I could only dream of when we began this journey. Our relentless pursuit of excellence, unyielding commitment to our customers, and the incredible dedication of each team member have made Cargojet what it is today - a beacon of success in the aviation and logistics industry.

I have always focused on just three things; our Customers, our Team, and Safety Culture. I have tried to do the right thing no matter how hard or difficult it might be. I have learned that in the long run, that's all that matters. Customers remember who was there to help them in their difficult time. Together we have developed a philosophy of Customer Obsession.

As I move into the Chairman's role, I am pleased to announce my succession, Pauline Dhillon and Jamie Porteous will be Co-CEO's. I am confident they will prove to be outstanding leaders, and live by the core values of Respect, Diversity, Equality, Fairness, Teamwork and Empathy that we have developed over our 22-year history. They are passionate about customer success and have been an integral part of every major customer win we have secured over the years. They will continue to work closely with me on matters of strategic importance. We will share the new organization structure outlining the reporting lines, in the coming days. I will ask each of you to give them the same loyalty, respect, determination and commitment as you have given me.

As I transition to the new role of Executive Chairman, my heart swells with pride for all we've accomplished together. This change signifies not an end but a new beginning, a chapter in our story that I am excited to write with you. I have unwavering faith in our team's ability to continue our legacy of excellence and innovation while maintaining our core values and culture that has made us successful. This new role will also allow me to focus on Strategy, Mergers & Acquisitions, Strategic Customer Partnerships, Acquisitions of major Assets including aircraft while also acting as a mentor and provide strategic vision for our Cargojet family. I look forward to working strategically with our great team as we set our sights on new horizons, explore fresh opportunities, and overcome challenges together.

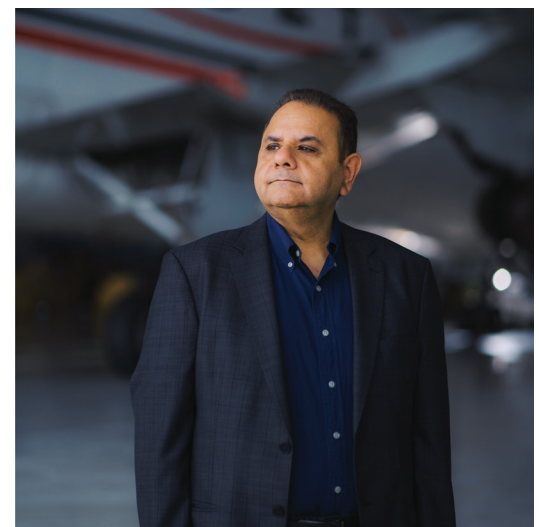
The strength of Cargojet has always been its people, and I couldn't be more grateful for the privilege of leading such a remarkable team. Our shared dedication, resilience, and passion have brought us this far, and they will undoubtedly lead us to even greater heights in the future.

As we embark on this exciting new chapter, I want to express my heartfelt gratitude to each and every one of you for your unwavering support, trust, and hard work. I am honoured to have been your CEO, and I am excited about the bright future that lies ahead for Cargojet under capable hands.

On behalf of our Board of Directors, and all Management Team, we sincerely wish each of you and your families a safe, healthy, and Happy Holiday season and the very best in 2024!

My very best,

Ajay
Executive Chairman



A MESSAGE FROM OUR CO-CEO'S



It is with great enthusiasm and a profound sense of responsibility that we, Pauline and Jamie, take on the roles of Co-CEOs at Cargojet. As long-standing members of this incredible family since its inception 22 years ago, we are both deeply honoured and excited about this new chapter in our journey together.

Throughout our time here, we have seen our company grow and evolve, always driven by a shared vision, a strong company culture, an unwavering customer focus, and our core values. These principles have not only shaped our past but will continue to guide our future. Rest assured, our commitment to them remains steadfast.

1. **Vision:** Our vision is clear – to be a leader in the aviation industry, providing unmatched service and innovation. With your dedication and hard work, we have come this far, and we will continue to reach new heights together.
2. **Culture:** Our company's culture is the heart of Cargojet. It's what makes us unique and sets us apart. We encourage each of you to embrace our culture, fostering an environment of teamwork, respect, and continuous improvement.
3. **Customer Focus:** Our customers are at the center of everything we do. Your dedication to ensuring their satisfaction has been a cornerstone of our success. We remain committed to exceeding their expectations, time and time again.
4. **Values:** Our core values – Respect, Diversity, Equality, Fairness, Teamwork and Empathy - have been our guiding principles. As Co-CEOs, we pledge to uphold these values in every decision we make, every action we take.
5. **Safety & Security:** In operating an airline, safety and security is at the core of strategic priorities. We have worked hard to build a safety culture and it will continue to be top priority for us.

Additionally, we want to emphasize our commitment to an open-door policy. Your thoughts, ideas, and concerns matter, and we are here to listen. Together, we will foster an environment where open communication is valued and respected. We also look forward to working together to innovate and grow our business. The world of logistics and aviation is ever-changing, and by harnessing our collective talents and creativity, we will stay at the forefront of this dynamic industry. We both extend our sincere gratitude to Ajay for his leadership, his vision and his mentorship. His shoes will certainly be a challenge to fill but you have our commitment that we will do our very best to ensure this is a seamless transition for you and our customers. We are fortunate that we will continue to benefit from his wisdom and strategic direction as he steps into the role of Executive Chairman.

In closing, let us embark on this journey together, united by a shared purpose and a commitment to success. We firmly believe that our best days are ahead of us, and with your continued dedication and passion, we will strive to achieve even greater things in the future and build on the success we have achieved together.

Thank you for your continued hard work and dedication to Cargojet. Together, we will soar to new heights.

On behalf of our Board of Directors, and all Management Team, we sincerely wish each of you and your families a safe, healthy and Happy Holiday season and the very best in 2024!

Sincerely,

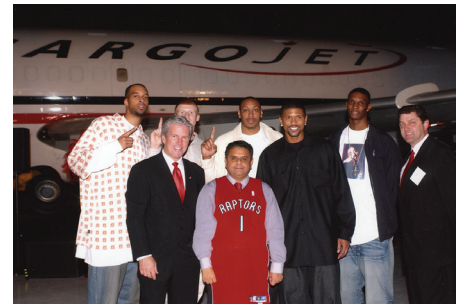
Pauline & Jamie
Co-Chief Executive Officers

A Night of Reflection & Celebration

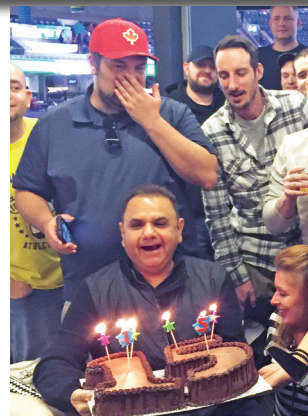


STARTED FROM THE BOTTOM...

Our journey began some 22 years ago. Cargojet was only an idea, we had not even named the company. We started the company just after 9/11 and the question I was asked most frequently at that time was, "Is this really a good time to start a cargo airline?" I had spent decades in logistics businesses and I knew that given the geography and population spread of our country, individual courier companies will struggle to build their own air-cargo network at a competitive price. I had this crazy idea that if all the air cargo from various logistics companies traveled on a plain white Aircraft operated by Cargojet, we could create the most cost-effective air cargo business which could provide a reliable and the best on time carrier in Canada.



NOW WE'RE HERE...



CONTINUING TO SOAR TO NEW HEIGHTS...



SALUTING OUR NATIONAL TEAM





REMEMBERING AND HONOURING...



It is with profound sadness that we have lost a member of the Cargojet Family, Wayne Kemp.

Wayne became ill over the past couple of years and bravely battled Cancer, he wanted very much to return to work at Cargojet. He loved his work in the Aviation Industry.

Wayne passed away quietly on Saturday February 25th in hospital.

Wayne's quirky humour will be sadly missed by all of us.



It is with great sadness that we inform you of the passing of one of our fellow team members at YHM, Benjamin Tackey.

Benjamin sadly succumbed to his long-term illness surrounded by his family.

Benjamin was a part of the Cargojet Family for 8 years and he will be remembered for his contributions to the company fondly.

Benjamin will be greatly missed by all of us.

CARGOJET = FAMILY

Congratulations to Farhad Ahadzada (YWG Ramp Manager) and Muska Popal on their Nikah, September 2nd, 2023.



Carl Causaren (YWG Ground Handler) welcomed his daughter Scarlett, October 8th, 2023. Congratulations on your new bundle of joy!

Renz Austria (YWG Ground Handler) welcomed a baby girl Reign Everen March 29th, 2023. Congratulations!



Congratulations

Festive Fun



Popsicle Stick Airplane Ornament



For each airplane, you will need 2 large craft sticks, 3 small craft sticks, one clothespin, and one wood bead.

Paint the craft sticks and let them dry completely. Assemble the airplane as show in these pictures:



Attach the craft stick wings to the bottom side of the clothespin, then another set of wings on the top side of the clothespin. Add the last small craft stick to the front of the clothespin (it's the propeller) and glue the wood bead into place right in the center. This part really does need to be done with hot glue or else it falls off too easily. Hot glue a loop of twine to the clothespin. The loop will be used to hang the ornament from the tree. Print out a picture onto heavyweight cardstock or photo paper and cut it out. You'll want the photo to be about 1 inch. Glue the photo in between the wings. And that's it! You're done!

Now you have a cute, whimsical, sentimental ornament you will treasure for years to come!

Winter EMOJI PICTIONARY

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Holiday Crunch Popcorn



Step 1: You will need 10 cups of popcorn.

Step 2: After the popcorn is popped, make sure to remove all of the un-popped kernels. You don't want to bite down on one of those!

Step 3: Once you have made the popcorn, salt it liberally. It is so nice to taste the salty popcorn with the sweet marshmallow coating.

Step 4: To make the Marshmallow Mixture, add 3 tablespoons of butter to a medium saucepan. Melt the butter on medium heat, stirring occasionally until the butter is completely melted.

Step 5: Add 3 cups of mini marshmallows to the saucepan.

Step 6: Stir until the marshmallows are covered in butter, and then continue to stir until the marshmallows are completely melted.

Step 7: Take the marshmallow mixture off the heat as soon as the last marshmallow has melted.

Step 8: Now pour the popcorn onto a cookie sheet covered with parchment paper.

Step 9: Use the spatula to even the popcorn out on the cookie sheet.

Step 10: Now it is time for the candy mix-ins, mix evenly to the popcorn.

Step 11: Allow the Holiday Crunch Popcorn to cool. Break apart into pieces and serve.

