

Jet Vibes

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The Newsletter for Employees & Friends of Cargojet

"HAPPY 10TH ANNIVERSARY TEAM CARGOJET"



This has been a very exciting year for Cargojet as we celebrate our 10th year anniversary as Canada's Cargo Airline! We continue to sustain and to grow our position in the marketplace as the leading air cargo consolidator in Canada. The primary reason for our success has been the long standing loyalty and support from our Customers and the outstanding commitment and professionalism of every member of the Cargojet Team. We offer our customers unparalleled levels of on-time reliability allowing them to lower their overnight air transportation costs through the benefit of our co-load network.

The proof of our success is in the continued growth and profitability of our business for well over ten years and I personally thank each of you for your contribution and teamwork.

Cargojet has proven that it has the right business model to cost-effectively serve the domestic overnight air cargo market in Canada. We have grown from our humble origins to become a significant all-cargo carrier, which is dominant in its domestic home market and making a presence internationally with scheduled and charter air cargo services. We have also grown our global interline partnerships through commercial agreements with over fifty of the world's largest and most prominent airlines.

We should all be extremely proud of our accomplishments over the past ten years as we expanded our domestic overnight network to thirteen major cities in Canada and grew our aircraft fleet to ten Boeing 727-200 Advance Freighters, one Boeing 757-200 Extended Range Freighter and two Boeing 767-200 Extended Range Freighters.

Like any business we have had our ups and downs over the years but it is our unwavering commitment to our customers, to our employees and to our shareholders that has allowed us to continuously operate the business in a profitable and viable manner. This secures the loyalty of our customers, provides the necessary job security and careers for our employees and provides adequate returns to our shareholders. We continue to be focused on these values and will continue to keep Cargojet healthy and strong for many years to come.

We cannot do this without the team of dedicated and loyal team members. I thank each of you for all of your efforts, hard work and dedication; together we will continue to be leaders in the marketplace by continuing to provide a first class service and by working hard each day to maintain our customer's confidence and loyalty.

Finally, I wish to thank each of you and your families for your continued support of the Cargojet team. I sincerely hope all of you are extremely proud of our achievements over the past ten years. Our success would not have been possible without the support, sacrifice and dedication of all of our families, our spouses/partners and our children. To all of you, we offer our sincerest gratitude.

On behalf of the entire Executive Management Team and our Board of Directors, I would like to wish you and your families All the Best Health, Happiness, Peace and Prosperity for the Holiday Season and the New Year.

My best,

Dr. Ajay K. Virmani
President & CEO



CARGOJET



PRIME MINISTER · PREMIER MINISTRE

December 2012

Message from the Prime Minister

It gives me great pleasure to extend my warmest congratulations to Cargojet on the occasion of its 10th anniversary.

Since its establishment in 2002, Cargojet has emerged as a strong competitor in Canada's cargo air service industry. The safe and efficient flow of goods is vital to our economy and provides an essential link to our trading partners. After a decade of operations, the company's success is a testament to its commitment to business excellence and customer service.

My colleagues in the Government of Canada join with me in recognizing this milestone. I know that Cargojet will continue to be a valued presence in the North American marketplace.

Sincerely,

*The Rt. Hon. Stephen Harper, P.C., M.P.
Prime Minister of Canada*



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Alan Gershenhorn
Chief Marketing & Sales Officer



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November 14, 2012

Ajay K. Virmani
350 Britannia Rd E Rm 6
Mississauga, ON L4Z1X9
Canada

Dear Ajay,

On behalf of UPS, congratulations to CargoJet, its leadership and dedicated employees on 10 years of unwavering service.

From CargoJet's humble beginnings through today, CargoJet has provided UPS with the unparalleled service, solutions and teamwork that is critical to the success of our partnership.

Best wishes for continued success.

Sincerely,

A handwritten signature in black ink, appearing to read "Alan".

Alan Gershenhorn
Chief Sales, Marketing and Strategy Officer

Dear Ajay,

On behalf of UPS Canada, I would like to wish you a happy anniversary and congratulate you on 10 years of success.

Cargojet and UPS have a strong and longstanding partnership due to our mutual commitment to service excellence and reliability. As an extension of UPS Air Service in Canada, you assist us in exceeding customer expectations.

Thank you for being a great partner and an integral part of our growth in Canada.

Michael D. Tierney
President
UPS Canada

ICS Courier and ATS Retail Solutions have both enjoyed a long-standing and mutually-beneficial relationship with Cargojet since their early inception.

Within the demanding and challenging world of the air cargo industry, Cargojet has consistently demonstrated that they are a valued and strategic partner to our growth and success in the overnight Canadian courier market. In what can often be a very uncertain and unpredictable environment, Cargojet has delivered a strong sense of reliability to our day-to-day operation.

Over the past ten years, Cargojet has responded by providing a superb level of service to all of our customers in some very adverse and critical conditions. They constantly display their flexibility on extremely short notice and in meeting the many unique operational needs of our customers when we need them to most, all backed with a safe and exemplary level of on-time performance which we have learned to depend upon heavily over the years.

Congratulations Team Cargojet on your 10th anniversary! We look forward to many more years with you as a very satisfied customer.

Brian Kohut
ICS Courier and ATS Retail Solutions

To Ajay, Jamie, and everyone at Cargojet

Congratulations on the 10th anniversary of Cargojet and thank you for 10 years of service excellence, stability, flexibility, and most importantly, for 10 years of partnership.

I can think of no better example than our work together to create temperature management options for air freight for our pharmaceutical clients. It a cross section of groups from both companies, a lot of effort and creativity, and mostly, determination that we could and would get it done together.

You have redefined the market niche for air cargo service in Canada and in doing so have helped us define our niche for the transportation of healthcare products.

I look forward to another 10 years of mutual growth, success, and most importantly, another 10 years of partnership.

Cheers,

Bob Brogan
ATS Healthcare

Sameday Worldwide and Cargojet have been working together as business partners since Cargojet's inception ten years ago. We appreciate the solid business relations that have been created between our organizations over this period and the value that Cargojet has brought to Sameday's continuing business success. Congratulations to all of Team Cargojet from Sameday Worldwide and The Day & Ross Transportation Group.

Eric de Maat
President, Sameday Worldwide
A Division of The Day & Ross Transportation Group

With the assistance of valued suppliers such as Cargojet we have been able to grow the air side of our business by leaps and bounds over the past decade. Cargojet really understands and appreciates the importance of providing consistent quality service to their customers under very difficult operating conditions and it is because of this that we are able to serve our customers needs to the fullest.

Wes Penwarden
President & CEO
Altimax Courier

I have been a member of the Cargojet Board of Directors and participated in its transition from a private company to an Income Trust and then to its current status as a Public Share Corporation. Throughout that period of time, Cargojet has built and consolidated its position as the leading air freight carrier in Canada. It is a model of executive leadership, customer service and employee engagement not only in the highly competitive and regulated airline industry but for aspiring businesses in this country. Ajay Dirmani and his team demonstrate the best of business values and competitive spirit. Cargojet has received numerous awards and recognition of its success but none more important than the loyalty of its customer base. Congratulations to all on Cargojet's tenth anniversary, it is a pleasure to be part of the journey.

John Webster
Board of Directors

I want to take this opportunity of congratulating Ajay Dirmani and the entire team at Cargojet for celebrating their 10th Anniversary. Start-up companies are very difficult in this competitive world and the hard working staff at Cargojet prove they belong in big business.

As a director of the company, I interact with other board members to establish the long term strategy for Cargojet. We are determined that the next decade of Cargojet's involvement in business take a further step along the path of profitability. This company is recognized by many as being an important link in transporting products not only from one end of Canada to the other, but also expanding its footprint internationally.

I'm sure the challenges ahead will not be easy, but neither was the beginning. It will take hard work and dedication but the leadership and staff at Cargojet certainly know how to achieve successful results.

Paul Godfrey
Board of Directors

It is a real pleasure to be involved with an organization that brings their whole business into view in a concise, logical and efficient manner. They understand and care deeply for their customers, employees and shareholders.

We have gone through good times and not so good times but the Cargojet team has remained focused, played to their strengths and I always come out satisfied that we did the best we could. Certainly an enriching experience for me.

Terry Francis
Board of Directors



The one time I do remember was the Halloween that billing dressed up as the Cargojet aircraft and we wrote our own lyrics to "I Believe I Can Fly." I do remember one verse that goes like this:

We believe we can fly
Keeping Cargojet up in the sky
I dream about it every night and day
No time to waste, just clear the runway
We believe we can soar
There's cold hard cash behind those cargo doors

We believe we can fly,
We believe we can fly,
We believe we can fly!

Was fun!

Aneta Acheson
Accounts Receivable Coordinator

When I first started at Cargojet, the Maintenance Dept. basically was just getting started. We had nothing to speak of regarding tooling or parts. We (9 Mechanics) did not even have a maintenance van. That was Sept. 9 2002. The next step was working on "our" aircraft while being escorted by Kelowna Flightcraft. I believe we were working on CJB, CJD and CJO. Although I understood the legal reasons, it was almost insulting to have to ask another company if we can do work on our own aircraft. November of 2002, when we finally got the word that we can work unassisted on our own aircraft. It was such a relief to know that we were on our way. Another (now) fond memory was when during MCJ's #2 engine change in Queretaro Mexico, the Mexican Authorities threatened to throw Paul Martin, Rich Ocelak and Myself in jail if we didn't stop working on MCJ. I have to say it was the first time in my carrier as a Mechanic that I was asked to "stop" working.

Mike McMahon
YHM Maintenance
Duty Manager



My 10 years at Cargojet have been both exciting and challenging. Over the years, I have been given the opportunity to work in several different departments, and have been allowed to explore various avenues of work. This has led me to my current position in the maintenance department. My memories of Cargojet are, and always will be, pleasurable and heart warming. There are many moments that will forever be in my memory. I have encountered many good people who make my workdays enjoyable. Some of them are acquaintances, but I have also made some lifelong friendships here for which I am grateful. I look forward to the next 10 years of Cargojet's success.

Dale Gregory
Rotable Controller

One of the most interesting experiences was spent in Cleveland Ohio rebuilding Starjet aircraft C-GMSJ after it was hit by a bus (March 3 2006). I spent 3 weeks with a local company rebuilding the right wing damage to return it to service. Another experience was returning to the high Arctic on our first charter to Iglood with Cargojet (Apr 3 2006). I spent close to six years there previously and it was nice to see some old friends and familiar sights again.

David Graham
Fleet Manager

How we have grown as a company & the many firsts for YEG. The first time we saw the Cargojet B727, then the B757 & B767 on charters, to now moving to our new warehouse. We have come a long way.

Sean Walsh
Station Manager

A memorable experience for me was being able to meet Cargojet's first B727 after it landed in Hamilton then years later waiting at the airport for the Cargojet's first B767 to arrive.

Jason Allen
Director of
Operations



One of my fondest memories at Cargojet was when Cargojet started flying its own aircraft. It opened up a whole new world of opportunity for Cargojet, giving it better control over its future. The finance group was prepared for the challenge and made sure they kept up with all the action. There was so much that we learned in that first year about the running of an airline. It's been a great experience to work with the team of people who diligently carried the momentum to build the airline from the ground up. It is the confidence and talent of each of the team members that has made Cargojet the success story that it is today. Indeed, as Aristotle once observed, "the whole is greater than the sum of its parts."

Baljit Sidhu

Director, Business Planning & Analysis

My fondest memory at Cargojet was a few years back when Bobby Byrne was duty manager here at Head Office. He came out back for a cigarette and I was offloading the containers. In one particular container, with a shipment from Vancouver for the pet store chain "Petcetera", some critters came free and started running around the warehouse. I didn't know what to do. I looked at Bobby and he looked at me. All of a sudden I see Bob start running around the warehouse catching these little animals with his bare hands and putting them back into their cages like the crocodile hunter. It was amazing, he caught all the critters and made one of our dear customers really, really happy. It must be an animal instinct in these Newfoundlanders, but I tell you, it saved my day! I wish they had YOUTUBE back then because it would have gotten more hits than Justin Bieber's first amateur video.

Chris Petropoulos

Warehouse Manager

My fondest memory in the last 10 years has to be the acquisition of the B767 and B757 aircraft. It was a moment of pride that I am sure was felt throughout the company as we propelled to the next level as an airline and knowing the opportunities that were to come with these advanced aircraft.

Ron Byrne

Duty Manager

All the awesome people that I have had the pleasure of working with over the last 10 years is what I'll always remember most!

John Pellerin

Duty Manager



The greatest experience I have had at Cargojet is the personal satisfaction of helping a customer locate an urgent shipment. One afternoon, the client of a courier customer called CMC, and stated we had lost her wedding dress, and her wedding was two days away. I called every single customer in our Route Manual, and was able to track the dress down the day before the wedding. I called a taxi company to pick the dress up, and deliver it to the customers front door. I will never forget the joy in her voice when I called her to tell her that it was on the way.

Ron Munroe

Station Manager

My most memorable moment (I am not sure of the year) was the Christmas party where "Pinball" Mike Clemons gave a very inspirational speech. The opportunity to meet Mr. Clemons and have a picture taken with him was icing on the cake!

Steve Cameron

Accounts Payable Supervisor

When asked what is my fondest memory at Cargojet, I realized the answer was not so easy. I do not have one fondest memory of my children, but rather a wonderful collection formed as they grow, the same holds true for Cargojet. Being part of an upstart company from the beginning not only watching it grow, but being a part of the process as well has been a great experience. From seeing Ajay, Jamie, and Dan in the beginning coming down on the cold months with coffee and a hot meal during the night shift, knowing my name from our first meeting onward, to large functions in the new hangars. I look forward to adding more memories over the next ten years.

Andy Hamilton

Maintenance Control Engineer

One of the fondest memories I have is the day our first 727 arrived in YHM, freshly painted and our beautiful logo on it. We had worked long and hard for many months, and to finally see the delivery of our first aircraft was a historic milestone in our history.

Chris Ryan

Director of Commercial Cargo

JETBITS . . .

BABY GALLERY . . . Congratulations . . .



Baby Tatum Claire Munroe

Congratulations to Ron & Lisa
as they welcome Baby Tatum



Baby Bialkowski

Congratulations to Sebastian & Jodie
on the birth of their son

"CARGOJET SMS"

The SMS Department is governed by the objective of providing Cargojet with a Safety Management System that is efficient and effective, in addition to the overall commitment to achieving the highest level of safety. Cargojet is committed to ensuring an SMS Program fully compliant to all regulatory requirements at all times, with the aim of identifying, assessing, and mitigating or eliminating hazards to safe operations before they lead to incidents or accidents.

The Cargojet SMS cannot function without the active participation of all employees and managers. One key element of this participation is knowing when and how to report safety concerns and filing the appropriate reports. Employees are encouraged to report accidents, incidents and hazards through the online reporting system available in the Safety Website www.cargojetsafety.com, or by submitting paper reports available in the Safety Boards at all Stations. Communication is also available on an individual basis via email on safety@cargojet.com or by telephone contacting the Manager SMS for any safety concern, comment or suggestion.

Please keep in mind the existence of the Non-Punitive Safety Reporting Policy which provides immunity from disciplinary action for employees that report potential or actual hazards, incidents or accidents in situations not involving gross negligence or intent to cause harm or wilful violation of regulations or company policies. Also, employees may retain anonymity when reporting through a third-party toll-free Confidence Line. It is important to emphasize that all reports received through the Cargojet SMS are treated as confidential, and that staff members who report hazards are seen as a positive influence on the organization.

In line with our Safety Policy and our commitment to maintaining continuous improvement in our safety processes and results, the Management Safety Review Committee (MSRC) has developed the Safety Objectives for 2012 of reducing operational impact incidents and continuing to improve the Health & Safety Program within regulatory requirements. The Safety Action Committee (SAC) has developed a set of measurable Safety Goals and their corresponding performance parameters to achieve these objectives.

Other initiatives include the comprehensive revisions to manuals, to reflect changes and improvements to the SMS processes and procedures, and to improve the operational readiness of the Company in case of an emergency. Also, a Safety Survey is being conducted that will be used as a performance measurement tool to evaluate the effectiveness of the SMS Program, and to help us identify areas of improvement.

Please join us in continuing working together in our everyday activities towards achieving the highest level of safety by providing reports on actual or potential hazards, and providing suggestions to improve the way we operate.

Warm regards,

Mariana de Volpe
Manager SMS

