

Jet Vibes

Vol. 3 • NO 3 • Fall 2005

The Newsletter for Employees of Cargojet/Starjet

INTERNATIONAL EXPANSION

Cargojet is currently experiencing very exciting times as we have expanded into the international market place. Recently, we have received permission from the US Department of Transport to operate five frequencies a week from Newark to Bermuda. Effective November 14, 2005, we began providing a dedicated air cargo service, each business day, from our hub in Hamilton to Newark, New Jersey, and then continuing on to Bermuda and return the same evening to Hamilton.

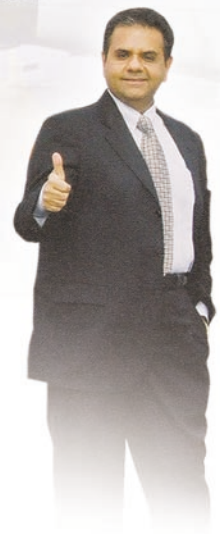
This new routing will offer our customers and the Canadian marketplace a direct daily return air cargo service from Canada - Newark - Bermuda. With the launch of this route, we have also introduced our first commercial transborder routing to Newark, New Jersey and New York, five days a week. This service will provide shippers in Canada with many commercial opportunities connecting to international carriers who operate in and out of Newark, New Jersey and New York.

I am thankful and grateful to each member of **TEAM CARGOJET** in making our international dream a possibility and reality today. We will continue to provide our customers with a first class service to these new destinations and I am counting on each member of our team to continue to provide safe, unparalleled, consistent and reliable service levels that our customers have come to rely upon us for each day.

Thank you,



Ajay K. Virmani
President & CEO



Bermuda BDA

Canada

YHM



CARGOJET



“INDEPENDENT BOARD OF TRUSTEES/DIRECTORS OF CARGOJET”



Terence M. Francis

Mr. Francis has over 35 years experience in the airline industry. Since 1995, Mr. Francis has been the principal of T. & T.G. Consulting Limited providing consulting services to the travel, transportation and tourism sector. In addition to providing advisory and consulting services, Mr. Francis also served on a contract basis as advisor to the Chairman and Chief Executive Officer of Air Jamaica Limited from 1995 to 1997 and as Chief Operating Officer and Chief Executive Officer for the Canadian Tourism Commission from 1997 to 2000. From 1985 to 1995, Mr. Francis was Senior Vice President, Marketing & Sales for Canadian Airlines International, responsible for airline revenue, fleet planning and scheduling, the introduction of technology solutions for revenue maximization and passenger processing and the operations of wholly owned business units Canadian Regional Airlines Limited, Canadian Holidays (tour company) and Canadian North Airlines Limited. Mr. Francis is currently Chairman of the Tourism Sector - Canada/Japan Business Committee, Chairman of the Asia/Pacific Sector - Canadian Tourism Commission, a board member and executive committee member of the Pacific Asia Travel Association and a member of the Traffic Committee - international Air Transport Association. Mr. Francis is the Past Chairman of the Pacific Asia Travel Association on which he served from 1998 to 1999.



Craig R. Baxter

Mr. Baxter has been the Executive Vice-President of Apotex Inc. since 2001 and President of Apotex International Inc. since 1997. From 1985 to 1995, Mr. Baxter was Vice President, Finance and from 1995 to 1997, he was Vice-President, Finance and Corporate Development at Apotex Inc. Mr. Baxter is a member of the board of directors of a number of public and private companies. Mr. Baxter received a Bachelor of Commerce in Finance from Sir George Williams University in 1978 and has been a Certified Management Accountant since 1985. Mr. Baxter also sits on the board for the Humber Memorial Hospital.



John P. Webster

Mr. Webster has been the President and Chief Executive Officer of Maple Trust Company since 1989 and Principal Officer of Maple Bank GmbH (Toronto Branch) since 2001. Mr. Webster heads the mortgage banking business for Maple Financial Group Inc., a recognized leader in the automated origination, aggregation, securitization and administration of mortgages across Canada. Mr. Webster is currently the Chairman of the Cargojet Advisory Board. Mr. Webster has been involved extensively in politics at both the federal and provincial levels. Mr. Webster received an Honours Bachelor of Arts from Wilfred Laurier University in 1979 and Bachelor of Laws and Bachelor of Civil Law degrees from McGill University in 1982 and 1983, respectively. Mr. Webster has previously served on the Woman's College Hospital Board and is currently a board member and President of Women's College Health Research. Mr. Webster is currently a director of Maple Trust Company, and advisory board member of St. Josephs Corporation and formerly a board member of Filigix Inc.

“INTERNATIONAL & STRATEGIC DEVELOPMENT”



I am very happy to join the Cargojet team as Vice President International and Strategic Development. Having worked with two global passenger carriers in fifteen years I am excited to be working with a pure freighter organization with a mature and defined network. In the past, I was a customer and a competitor of Cargojet's and was always very impressed with the quality of service, commitment by the employee group and a general "can do" attitude which exists here.

In my new role it will be my mandate to position Cargojet for our next step into the International Market Place. To do this, we need to position ourselves as an enabler for cross-feed opportunities for our interline partners. By providing a network of choice with our strategic partners we can provide options for our customers and their shippers which ultimately translates into a strong value proposition.

Currently, we have a very strong domestic market share to 13 major Canadian cities but our focus will be to expand our coverage to service smaller regional markets that feed to major centers. Many of these smaller airlines are looking for better alternatives that provide a more customer friendly experience and a quality service . We have already begun detailed discussion with many of these carriers and

I am very encouraged with our initial meetings. As the weeks and months unfold I will continue to advise of our progress as we enter into more partnership alliances with these strategic carriers.

Internationally we work with such world class airlines such as; Air France, British Airways, Alitalia, Lufthansa, Swiss World, Cathay Pacific, China Airlines, Eva Air, Korean

Airlines and Varig. I am proud of the feedback I have received with these carriers and their desire to do more to expand our current relationship. We have entered into some interesting tri-party discussions with forwarders and airlines recently in the true spirit of partnership. Our goal will be to expand this list strategically to strengthen our international product offerings while at the same time fostering a seamless approach with our customers.

Many have asked what our long-term international strategy will be? I think it is logical to assume that we will take the next step into the international arena now that we have proven ourselves to be a high quality and reliable carrier. Cargojet has always taken a focused approach to their business model and I can assure you that once all the analysis has been completed we will move forward into our next natural evolutionary stage.

I am looking forward to meeting and working with our staff, customers and interline partners as we set our course to expand our network. I welcome your feedback and input.

Gord Johnson
Vice President International Strategic Developments





“SAFETY MANAGEMENT SYSTEMS AND SECURITY UPDATE”



First off I'd like to thank all of you who have come forth and welcomed me to the Cargojet/Starjet family and team. I am very excited to be a part of this team, and look forward to working with all of you in times to come.

As you can see by the first three words in the heading, a new safety initiative has been mandated by Transport Canada. This new initiative Safety Management Systems (SMS) became law as of June 15/05. Cargojet has been granted an exemption by the Minister in order for us to have time to set up our new SMS program. SMS at Cargojet will have a three-year phase-in period, whereas Starjet will have to be SMS compliant right from the time their new AOC is issued.

Some new “buzz” words also will become visible with the implementation of SMS. You will hear and see terms like, Accountable Executive, Non-Punitive Safety reporting, Quality Assurance, and Risk Management to name a few. There are a lot more and as you all become acquainted with SMS you will see how all these terms apply inside our organization.

In the next few months as Starjet obtains its new AOC, training will have to be conducted for all Starjet employees prior to the issuance as to what SMS is, and how all employees will fit into the SMS program. The exact same training will take place for all Cargojet employees as well, but the time lines are not as stringent as they are for Starjet.

Also in the near future, I will be visiting all the bases we operate to so that all employees and operational managers will receive their training on SMS as well. To put it bluntly, every employee will have to have training on this new process as per the new regulations.

For the most part, many of you will not see a vast change in the way we do our job as this new program gets implemented. For example, our Maintenance Division has had a Quality Assurance program for years. This now will be stitched into the overall SMS program but it will not change the way we maintain our aircraft. Flight Operations on the other hand, never had this type of quality assurance until now, but it will not change the way we fly our aircraft. The main people to see changes will be managers and above in the way we report, analyze, manage, and document old and new processes and procedures.

So what has happened with our current Air Operator Flight Safety Program, as is required by the “old” regulations. Much of that framework will remain in place. As SMS gets more and more operational, many of the components that were in effect will remain in place and some other areas will change. SMS by itself is not a safety mechanism; rather it's a safety culture. During your training I will discuss this and other topics for everyone to use and all this should become quite clear at that time.

From the Security perspective, at present things are relatively quiet. Transport Canada has been exploring new ways of how operators will screen cargo in the future. There have been some operator conferences where this has been discussed. As more info becomes available, I will pass it on in future updates.

Don Hughes
Director, Safety Management Systems and Security



“JET FACTS - 2004”

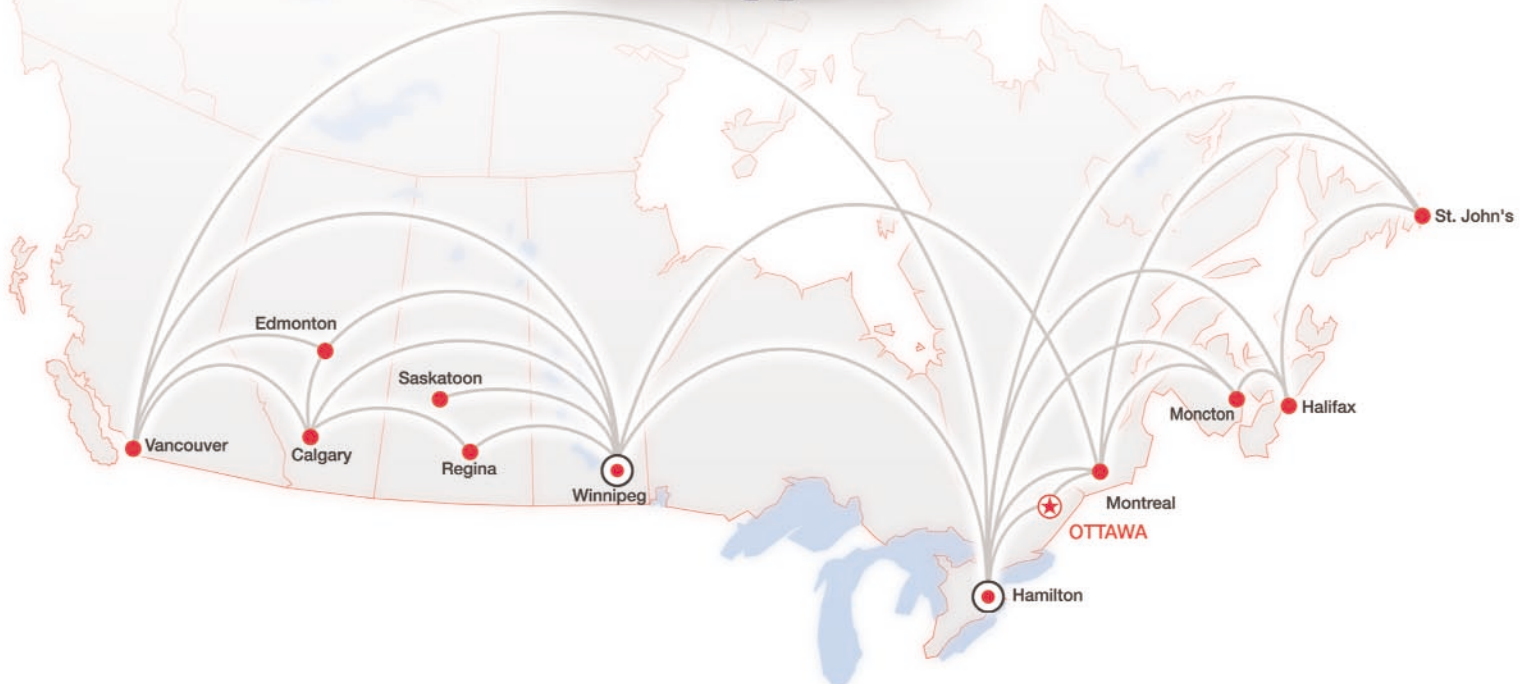
Carried over 87 million lbs of cargo

Burned approximately 50 million litres of fuel, which is enough to fuel all of the Cargojet's employee cars for 43 years or fill enough 1-litre milk cartons stacked end to end from YYT to AKL New Zealand.

Flew over 4 million Nautical Miles

Completed over 5300 flight legs

We moved approx. 95 horses system wide in 2004 plus a charter with 18 horses. Total = 113.





"HALLOWEEN SPIRIT AT HEAD OFFICE"



Winners Being Announced



Airways Ladies ready for ghosts & goblins



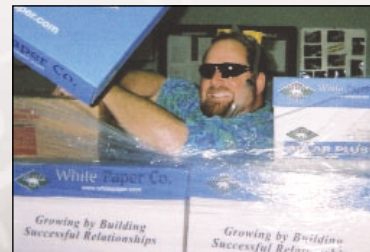
Diane working hard on a promotion!



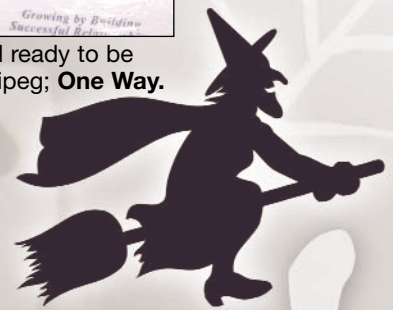
Ajay's life is full of salt & pepper



Michael Jackson & his fan club of little boys



Rob Bristol all ready to be shipped to Winnipeg; **One Way.**



hee, hee!



Heather Banks



Dana Kurpaska



Jennifer Waters



"WELCOME ALL TO OUR ONE TEAM"...



Gordon Johnston
VP International & Strategic
Development YYZ



Don Hughes
Director of Safety
YYZ



Angela Campbell
Manager Flight Ops
YYZ



William Bovomox
Manager of Q & A Training
YYZ



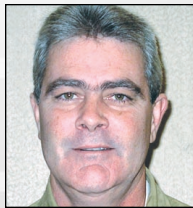
Beverly Giberson
Receiving Inspector
YHM



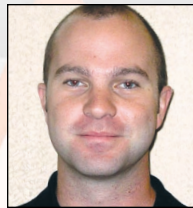
Peter L. Chen
Network Engineer
YYZ



Bill Bullen
Pilot



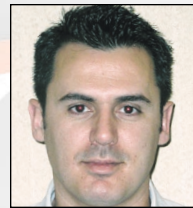
Dan Carson
Pilot



Dave Murno
Pilot



Dwayne L'Heureux
Pilot



Ed Leal
Pilot



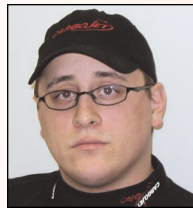
Mike Molinaro
Pilot



Scott Bauer
Pilot



Tyler McCaffrey
Ground Handler
YEG



Roger Neek
Ground Handler
YEG



Chrissy Perry
Ground Handler
YEG



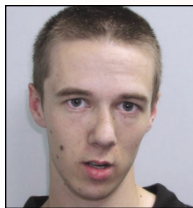
Iona Rodricks
Admin. Assistant
YYZ



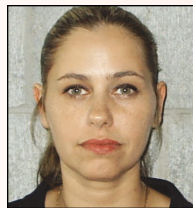
Christina Nicolaou
Customer Service
YYZ



Wayne Turner
Customer Service
YYZ



George Donaldson
Cargo Handler
YYZ



Adeline Caruso
Airway Bill Coordinator
YUL



Shannon Doyle
Crew Planning Administrator
YYZ



Marc Sergerie
Cargo Handler
YUL



Geoff Cass
AME
YHM

"NAME OUR SYSTEM CONTEST AND WIN A LAPTOP"

Cargojet IT is in the process of implementing a software system that covers all the aspects of our commercial business, starting from booking a shipment, accepting the cargo, printing labels, cutting airway bills to all the way through to Accounting and the General Ledger. All departments from Customer Service, to Warehouses and Operations across the country as well as Accounting will be impacted by the system. Your IT group is working with a company from India called IBS, who have developed the software and are customizing it for your use. IBS calls the product SMARTCARGO. We at Cargojet would like to have our own name for the product.

So your IT group invites you to suggest a name for our system and WIN a LAPTOP.

The name must be catchy, easy to remember, preferably have an acronym, reflect the Cargojet vision as well as the software functionality it performs. If you would like to find out more about

what the system does, talk to your co-workers in CMC, Operations and Billing/Accounting.

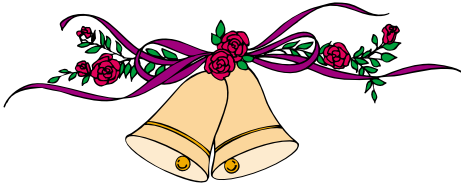
Rules

- 1. All non-management employees are eligible to send in an entry.**
- 2. One entry per employee.**
- 3. Entries must reach IT (anju@cargojet.com) no later than Dec. 31st 2005. Please indicate your name, department and contact information.**
- 4. Entries will be judged by a panel of Senior Management to be appointed.**
- 5. Winners will be announced by March 1st at which time we also plan to launch the new system.**

For more information, please contact
Anju Virmani at anju@cargojet.com



JETBITS . . .



**Congratulations
to all of our Newlyweds**



Congratulations to Heather
(A/R Supervisor - YYZ) with husband Jeff Burn



Congratulations to Stephanie (Admin. - YHM)
with husband Jermey Lacroix



Congratulations to Kristin (MRD Coordinator -
YYZ) with husband John Bailey

BCIT Students Tour of YVR Facility



Students from the International Trade and
Transportation Program

Flight Attendants



Sharing laughs with Ajay

Back From Holidays



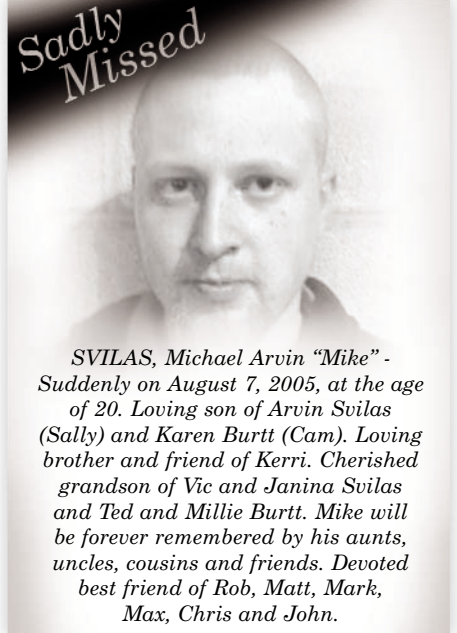
This is what happens when you take
2 consecutive weeks off!!!

Anton Cvet In Action



Jet Shop

**Merchandise For Sale! Please complete order
form and forward to marketing dept.**



*SVILAS, Michael Arvin "Mike" -
Suddenly on August 7, 2005, at the age
of 20. Loving son of Arvin Svilas
(Sally) and Karen Burt (Cam). Loving
brother and friend of Kerri. Cherished
grandson of Vic and Janina Svilas
and Ted and Millie Burt. Mike will
be forever remembered by his aunts,
uncles, cousins and friends. Devoted
best friend of Rob, Matt, Mark,
Max, Chris and John.*

Thanks to The Team who worked The Abbotsford Airshow



Announcement

Please join us in congratulating Beth Galloway on her recent promotion to Purchasing Manager. Beth has been instrumental in organizing the purchasing department after joining Cargojet less than a year ago. She has introduced several innovative ways to control costs within the department.

We wish Beth continued success as she assumes her new role.

SHARE WITH US . . .

Jet Vibes is an employee publication of Cargojet / Starjet. Your stories, ideas, pictures and comments are welcome. Next issue will be our Winter Issue.

Please send contributions to:
cargojetcommunications@cargojet.com