



Flexjet Direct

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Reid Between The Lines

So much has happened since August when I took the reins as Flexjet* president. I am excited to share the latest developments with you as we continue our steady growth and plan for the future. I am pleased to be at the helm of an organization that understands what it takes to provide superior service to our owners and is dedicated to continue learning and building on its authentic heritage as jet experts.

After 25 years working at all levels of aviation—at established legacy carriers such as Pan Am, Lufthansa and Delta, as well as pioneering newcomers like Virgin America, which I helped launch two years ago—I know all too well what a ferociously competitive environment we operate in. It didn't take long, though, to understand that with Flexjet, I was dealing with a very special sort of company—smart, efficient, innovative—and with a very special group of owners. We respect

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Fred Reid, **President**



Go There and Back and Save

Introducing a New Flexjet Owner Benefit—Round Trip Pricing*

Flexjet is proud to announce an innovative program enhancement for our owners—book your flight as a round trip, and we will reduce your total hourly rate, including fuel, by 15 percent.†

To take advantage of this excellent cost-saving opportunity, owners must depart from and arrive back at the same location on the same calendar day or on consecutive calendar days.

Flexjet owners—especially those who make frequent, short round-trip visits to certain locations—will discover it is less expensive to fly on their own aircraft.

This program, the first of its kind in the fractional jet ownership industry, is available exclusively to owners

who own two or more shares.

“This is a win-win for our owners and for the company,” said Sylvain Levesque, Flexjet vice president of marketing, contracts and administration. “Round Trip Pricing will greatly enhance the efficiency of our operation, and the money we save will translate directly into savings for our customers. It is another sign of our commitment to serving our owners’ best interests. It is one more way Flexjet is demonstrating its leadership in the fractional jet ownership industry.”

The Flexjet Round Trip Pricing program launched in January 2009. For more information and terms and conditions, visit Flexjet.com or contact your Flexjet Sales Director.

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Reid Between The Lines

your achievements and no-nonsense attitude and value any conversations that can improve our industry-leading service.

As the leader of a company dedicated to service, I personally value every opportunity I get to talk to you and understand the benefits that dialogue can bring. I was recently reminded of this at my first Owner Advisory Board meeting where, among many topics, we candidly discussed streamlining communication between Flexjet and you. We also focused on how to sharpen Flexjet's brand image in order to grow our Flexjet family in this period of economic challenges.

Flexjet is a company that keeps thinking of ways to push the boundaries of convenience and customer service. In this issue, you will read about the new fractional industry-first Round Trip Pricing program, the combination jet card and our Versatility Plus* program for pooling flight hours. You will read about the advanced new Learjet 85,* which will become available to Flexjet owners in 2012, several months before it is delivered to other customers.

In addition, you will discover how, as a company, Flexjet cares about the environment and the community. We now have launched our Carbon Offset program to help combat global warming. And we have also been very active in philanthropic endeavors, here in North Texas and beyond.

This is just the beginning for me. I have met some of you in my first few months and look forward to meeting many more. Until that day, please sit back and enjoy your flights.



Onboard Menus Get a Dash of Flexibility

A greater array of choices and environmentally friendly packaging await our owners when Flexjet unveils our newest in-flight menu in early 2009. Our new menu allows owners to customize their catering selections, so they can enjoy omelets made with their favorite fillings or boxed lunches with made-to-order sandwiches, perfect for shorter flights. Even the youngest passengers can tailor their meals while making selections to fill their own metal lunch box. We've spiced up our appetizer menu by adding exciting tapas choices and delicious smoked salmon, and we've enhanced our cold menu items as well. We're confident that these enhancements will further elevate your flying experience. We are also looking forward to your feedback on the new menu.

We're Always Listening



Flexjet Owners Offer Ideas on Brand Awareness, Customer Service

The Flexjet Owner Advisory Board is a group of owners who volunteer their time to meet annually with Flexjet's management team to provide real-world insight into their customer experience and discuss opportunities for growth and improvement.

At its most recent meeting in Dallas last September, the Owner Advisory Board focused its attention on two challenges: how to make the Flexjet brand more visible in the private aviation market and how to help Flexjet become even more attentive to owners' needs and further improve the customer service experience.

Fred Reid, Flexjet's new president, who had taken the reins of the company just days earlier, embraced the practical, can-do attitude of the participants and emphasized the need for the company to keep asking itself how it can improve.

Reid made it clear his priority was to improve communication with owners through dedicated employees, written communications, or via e-mail and the company Web site. Reid and other participants also discussed ways to enhance Flexjet's image and differentiate it in terms of style and substance from the other brands in this industry.

Seventeen Flexjet owners attended

the meeting and offered comprehensive feedback. It was also the first year that owners' spouses were invited to participate in the meeting, and they too made their voices heard.

Flexjet is already the fastest-growing company in the industry, thanks to a reputation for market-leading aircraft and superior service. In recent surveys, 98 percent of Flexjet owners declared themselves "satisfied" with their overall Flexjet experience, which is far above industry standard, and 98 percent would be pleased to recommend a friend to Flexjet. (Source: Dalbar customer survey, May 2008)

Flexjet's aim, though, is not only to be recognized as the best in the business, but also to expand the overall usage of private aviation. Research suggests that only 5 percent of the potential market has been tapped and that as many as 125,000 people across the United States could be persuaded to enter the fractional jet ownership market.

"Our advantage is that we are an organization of experts," Reid said. "We strive for agility and responsiveness. We are extremely restless people, and we look closely at every opportunity for improvement."



Countdown Begins to First Learjet* Aircraft Designed Around the Needs of Flexjet Owners

Flexjet owners attending the National Business Aviation Association convention in Orlando, Fla., caught their first glimpse of the new Learjet 85—the first Learjet aircraft to be built with their specific needs in mind.

The aircraft, the first new Learjet in almost a decade, will be a much-anticipated addition to our fleet. A mock-up of its sleek, clean interior with its double-club seating arrangement was the centerpiece of the Bombardier* pavilion at Orlando's Executive Airport in early October.

The new aircraft will be the first all-composite Learjet. It will be the largest, fastest plane in the Learjet fleet, and it also will have the longest range of any Learjet aircraft ever built—covering up to 3,000 nautical miles.

If the Flexjet owners in Orlando were excited, they had reason to be. They will have exclusive rights to purchase a share in a Learjet 85 as soon as it becomes commercially available in the final months of 2012. Any other aviation company or private buyer who places an order will have to wait until 2013 or later for delivery.

And it is the Flexjet owners who, in the end, will have made the aircraft what it is. "This product is completely designed around what the customers asked for," said Ralph Acs, vice president of the Learjet 85 Program at Bombardier Business Aircraft.

The concept of the Learjet 85 took shape just two years ago as engineers sent out questionnaires to Flexjet owners to ask them what would best serve their needs and fire their imaginations. Owners said they liked the double-club seating configuration, and they wanted the cabin to be tall enough to walk through without crouching.

They said they wanted something roomier and with a longer range—most of the current fleet of Learjet aircraft achieves less than 2,300 nautical miles.

What the owners wanted is now in development. The all-composite structure allows for narrower walls, resulting in the increased cabin volume the owners wanted. The composites are also more robust than traditional sheet-metal fuselages, requiring much less-frequent maintenance. Bombardier is developing these composite structures in-house.

Rockwell Collins has been named avionics provider, on the strength of its new Pro Line Avionics suite, while Pratt & Whitney Canada will deliver the PW307B engines. These advanced turbofan engines offer the least environmental impact of any engine in their class with a reduction in nitrous-oxide emissions that better International Civil Aviation Organization standards by over 30 percent.

The opinions of potential buyers are also being solicited to optimize specific design features—making sure there is stowage space for a laptop by every seat, or fine-tuning some of the cockpit controls.

The first aircraft is expected to be built in late 2009, followed by the first flight in 2011, and a rigorous timetable of testing to qualify for FAA certification by mid-2012.

Acs said it is a big advantage to have Flexjet owners as launch customers. "They give us the quickest feedback," he said. The first seven planes to roll off the production line are expected to be available to Flexjet in the final quarter of 2012, with many more to follow.

Flexjet's President Fred Reid said the company is honored to be the Learjet 85 launch customer.

"This next-generation aircraft will define the standards in terms of performance, comfort and technology," he said. "There is literally nothing else like it."

He and the rest of the company are very grateful to Flexjet owners for all their input into the project. In the coming months, you should look forward to hearing more about this exciting addition to the Flexjet fleet. Talk to your Sales Director or visit flexjet.com for more information.



One Jet Card. Any Two Planes.

The Flexjet 25 Combination Jet Card

The Flexjet 25 Jet Card,[‡] operated by Jet Solutions, LLC, was created in response to the needs of our owners for ultimate flexibility. Ever since the launch of the Flexjet 25 Jet Card, we've known that it was the best jet card in the business.

And now with the new Flexjet 25 Combination Jet Card, you have even more flexibility. The new jet card doesn't just buy jet card owners flying time; it allows them to split that time between different aircraft in the Flexjet 25 fleet.

The new jet card offers an array of options, starting with the choice to

The combination jet card is an industry-first innovation.



purchase a block of 25, 30 or 35 flight hours for 275 or 325 days. Combination jet card owners can customize their aviation experience according to their needs. For example, a 25-hour jet card can be purchased to include 12.5 hours on a Learjet 40* and 12.5 hours onboard a

Challenger 300* aircraft.

“The combination jet card is an industry-first innovation and yet another way we demonstrate our commitment to provide the widest possible range of options to jet card owners,” said Sylvain Levesque, Flexjet vice president of marketing, contracts and administration. “We want people to feel comfortable with the aircraft they are flying, and this new card allows them to experience

multiple aircraft in the Flexjet 25 fleet, depending on their needs.”

Many of the benefits of the original Flexjet 25 Jet Card remain intact. The new combination jet card has the same satisfaction guarantee, which means owners will receive a complete refund for the unused hours if they are not completely satisfied. Plus, any unused hours of the card can be put toward the purchase of Flexjet fractional shares.

Jet card owners will have access to the entire Flexjet 25 primary and secondary service areas, including all of Mexico, Canada, the Caribbean and Central America.

The combination jet card, is quite simply, miles ahead of the competition. Contact your Flexjet 25 Sales Director or visit Flexjet25.com for details.



Making the Most of Versatility Plus

The Flexibility of Our Flight-Hour Pool

You can purchase hours in any fleet that has hours available for sale.

What happens to your flying hours if you realize that you don't need them all in a given year? What do you do if you find you need to fly more than you had anticipated when you first signed your fractional jet ownership contract?

The answer to both questions is Flexjet's unique industry-first Versatility Plus program. Versatility Plus is a pool for unused flying hours. You can deposit up to 25 percent of your annual allocation and give other owners the opportunity to purchase them.

Conversely, if you need additional hours, you can go to Versatility Plus to boost your annual flying hours by up to 25 percent.

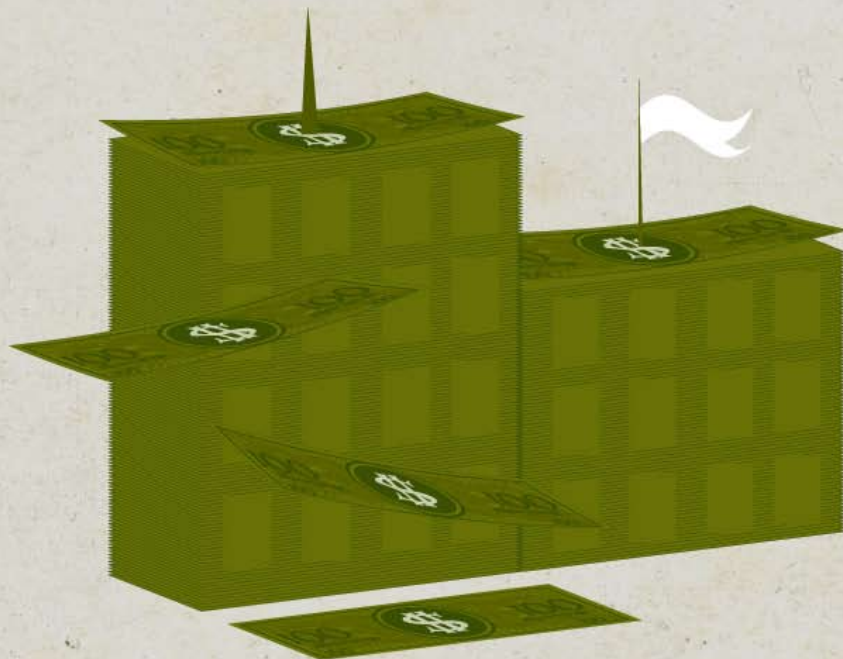
Keep in mind that hours are sold on a first-come, first-served basis; are bought and sold in full-hour increments; and are valid for one year from date of purchase. Credits appear

once hours are sold, and charges are applied when hours are bought.

The best part of the program, according to Versatility Plus Administrator Julie Masood, is that owners can purchase additional hours in any aircraft type—giving them the option of flying on a completely different aircraft than the one they own.

“You can purchase hours in any fleet that has hours available for sale,” she said.

Credits and costs are calculated according to a scale based on several considerations—including your monthly management fee and the type of aircraft involved. To better understand the choices you have available, please call Julie during regular business hours (Monday to Friday, 8 a.m. to 5 p.m. CST) at 972-720-2608 or contact your Flexjet Sales Director.



With Flexjet, the Doctor is Always In

Providing the highest-quality experience to our owners is Flexjet's highest priority, and that focus extends to owners' comfort, safety and emergency health care while traveling.

On all our flights, both domestic and international, Flexjet owners receive comprehensive in-flight emergency medical services through MedLink by MedAire. This complimentary service provides full access to board-certified ER physicians and communications specialists trained in remote emergency response protocol.

The full range of MedAire services has been standard on all Bombardier aircraft since 1996. This includes all crew training, onboard health kits, access to licensed physicians at the MedAire emergency response center and a range of ground facilities in case a passenger needs to be hospitalized.

Here's how it works. If a passenger

falls ill, the flight crew is fully trained to administer first aid—everything from the Heimlich maneuver to avert choking, to more complicated CPR.

If the episode is more serious,

crew through the situation and issue instructions until the plane either touches down or, at the discretion of the pilot, gets diverted.

The Global Response Center can identify ambulance services, clinics and specialist centers in 5,000 cities in more than 200 countries, so an ill passenger can be taken for further treatment as soon as the plane touches the ground.

All Flexjet aircraft are equipped with the most complete aircraft first aid kits in the aviation business.

All Challenger* aircraft feature emergency medical kits for more complex conditions and an automated external defibrillator, no bigger than a PDA, which can be a lifesaver in the event of

a heart attack.

MedAire medical coverage is another example of Flexjet's commitment to the best possible service, tailored to the needs of its customers.

the flight crew can communicate directly with physicians at a response center at the Banner Good Samaritan Hospital in Phoenix, Arizona. The on-call physician will then talk the





For One Owner, Flexjet is Certainly the Way to Travel

Many Flexjet owners use fractional aircraft ownership to maximize their time and make their business run more smoothly.

In that regard, Richard Simmons is a little different. For him, fractional jet ownership is more about the flexibility and comfort he values for himself and his family—although he is just as exacting in his requirements as any business owner.

He flies several times a year from his Pennsylvania home to New York, Boston, Chicago, Atlanta and Charlotte, and makes longer-haul trips on a regular basis to Aspen, Europe and the Caribbean.

The retired executive—he was chairman of the Pittsburgh-based specialty metal company Allegheny Technologies until 1994—knows his way around the technical specifications of private jet fleets and thought carefully before choosing an ownership share in four different aircraft: the Learjet 40*XR,* the Learjet 45*XR,* the Challenger 300* and the Challenger 605.*

In fact, the aircraft are the number one reason he opted for Flexjet in the first place, making the switch from NetJets just last year. He had been a loyal NetJets customer for more than a decade, but he wasn't thrilled with the new line of Citation aircraft NetJets

was offering. The Challenger and Learjet lines offered by Flexjet better suited his needs at a more attractive cost.

“On balance, I would say the experience with Flexjet has been very good,” Simmons said.

It's not as bureaucratic,” he said.

He and his family enjoy 200 flight hours a year—100 on Challenger aircraft and 100 on Learjet aircraft—and they make good use of them. The only time Simmons has taken a commercial airliner in the past three



Simmons may be a strictly private user, but what he is looking for, in the end, are the same efficiencies of time and convenience every private jet owner wants, as well as the best possible aircraft to suit his needs. And he knows what he is looking at: “I'm a metallurgist by training, so I'm very familiar with aircraft and jet engine materials.”

He, his wife, two children and 13 grandchildren often need to fly out of different airports—Chicago, Pittsburgh, Philadelphia—on complicated cross-schedules, and he has enjoyed the customer service Flexjet has provided to make that happen.

“You get more personal attention.

years was last January when he flew to Europe. It's not an experience he is keen to repeat.

Like many of our owners, Simmons is knowledgeable about private aviation. And his experience confirms that Flexjet is the best alternative providing ultimate flexibility and service at an affordable price. As Simmons would say, “Flexjet is certainly the way to fly.”

We love to hear from our owners. If you have a Flexjet experience or story you would like to share, please contact Trish Farris at 972-720-2618 or trish.farris@aero.bombardier.com.

Plan Early for Peak-Day Travel

As you know, this is a busy time of the year for air travel. This is our reminder to remember to book your Flexjet flights early. Of course, a little advanced planning can ensure that your travel arrangements perfectly match your other plans. To travel on peak days, you must book at least 48 hours in advance. For 2009, this includes the following dates: February 15–16, November 25–29, and again on December 26–27. In addition, we may accelerate or delay your departure time by up to three hours. And remember, upgrades, downgrades and multiple use may not be guaranteed on peak days. We look forward to assisting you with all your future travel plans.



Flexjet Owners Web Site Gets More Interactive

Flexjet has enhanced its online customer service to make it easier than ever to book flights, review invoices and usage statements, view and download itineraries, and access special services such as the Versatility Plus program.

The Web site overhaul—coming about a year after the online service was first launched—also includes many other features, including the owner's

flight history over the previous 45 days, an online version of the Flexjet *Owner Manual* and links to maps, weather forecasts, specific airport information and driving directions.

According to Donna Campbell, director of owner services and owner relations, the overhaul fulfills a commitment Flexjet made when it launched the site to make improvements based

on suggestions from the owners themselves. “We intend to keep enhancing the site to accommodate owners’ needs and desires,” she said.

First-time users should call Ayesha Knox at 1-866-720-4567 to obtain a username and temporary password. If you have further suggestions or questions, e-mail us at OwnerWeb@aero.bombardier.com.

The Green Light for Carbon Offsets



Flexjet's Carbon Offset program, highlighted in the last issue, is now fully operational—providing our owners with a simple, convenient way to minimize their carbon footprint and slow the progress of global warming. If you are interested in contributing to a CO₂ reduction program to offset the emissions generated on your Flexjet flights, call Flexjet's Offset Advisor at 1-866-720-4567 or e-mail FlexjetOffsets@aero.bombardier.com.

For Flexjet, Charity Begins at Home Then Soars to 51,000 Feet

Flexjet's core business is all about experience and leadership in the skies, but in 2009, we will also be keeping our feet firmly on the ground through our company-wide charitable house-building initiative.

For years, the company has been involved with Habitat for Humanity, the national organization that builds homes for families in need. Now it is taking its commitment to the next level by sponsoring a new home in the Plano, Texas, area—not far from Flexjet's North Texas headquarters.

Construction will begin in the spring of 2009. An all-volunteer army of builders, including many Flexjet employees, will devote somewhere between 12 and 14 Saturdays to get the job done. Flexjet will fund all the building materials.

For the company, it's another instance of giving back to the community where it has taken root and thrived.

Jill Smola, development director for the South Collin County branch of Habitat, calls Flexjet's new commitment "the next natural step" for a company already established as one of the charity's most reliable benefactors.

Since 2007, Flexjet has offered free flights to Aspen, Co., as an auction

item at Habitat's annual fundraising gala. Many of its employees have also been involved in previous Habitat building projects in Plano and nearby Wylie, Texas.

Much of the impetus and energy has come from Vice President of Operations Dave Gross and his wife, Sue, who have been personally committed to Habitat's work for years. Smola also works closely with Director of Strategy and Business Development Rollie Vincent.

For many Flexjet employees, it will mean spring weekends out with the cement mixers and wood saws. For the company, it's another instance of giving back to the community where it has taken root and thrived.

In other philanthropic news, Flexjet and Skyjet* formed a team to compete in Susan G. Komen's "Race for the Cure," a June fund-raiser held in Plano. Proceeds from the race, which drew over 15,000 participants, raised money for breast cancer research. It was the first year Flexjet and Skyjet—known collectively as Team Bombardier—were involved in the event.

Flexjet and Skyjet anticipated attracting about 30 people to take part in either the one-mile family run or a more ambitious 5K course encompassing Plano's Legacy complex. In the end, to the company's delight, Team Bombardier boasted 48 members, including two breast cancer survivors.



Randy Jackson: Expert Navigator



Randy Jackson is not just another dispatcher. With 14 years' experience and some of the best training in the business, he provides exceptional support to Flexjet owners and flight crews every time he steps into the Owner Operations Center at Flexjet headquarters in Richardson, Texas. Randy's vast expertise provides you with precision in scheduling and safety with the ultimate flexibility.

In his tenure with Flexjet, Jackson has developed a reputation for careful attention to customer service. Crew members have already sent him at least six congratulatory "wings cards" to signal their appreciation.

Just a couple of months ago, he went above and beyond to arrange for a young cancer patient to be flown from Rockford, Maine, to a chemotherapy session in Boston on very short notice—just one instance of the sort of care and quick thinking Jackson brings to his job on a daily basis.

"I knew that we just needed to find a way to make this trip work out for the family so they could reach their destination safely and on time," Jackson said.

As a dispatcher, Jackson acts as a third crew member on Flexjet flights—setting routes and flight plans, checking weather and runway conditions, and keeping up with all the regulatory paperwork. He is part of the tightly knit Operations team at Flexjet headquarters that is setting standards for flawless performance time after time.

"The most important part of my job is to make sure all the crew and owners have a safe trip," he said.

Last September, when he heard about the young cancer patient, the family's mechanically faulty rental car and the urgent chemotherapy session in Boston, he used his expertise and influence to put together a team that could step in and help.

His initiative led to the involvement of the pilot, Captain Louis Vincze, and his crew; Flexjet Director of Operations Linda MacAskill; and Flexjet Vice President of Operations David Gross. Ultimately, it was his vision and the actions that followed that won him the universal admiration of his colleagues.

For Jackson, experience and a continuing willingness to learn are the keys to success.

"After a while, you pretty much know which is the best way to route the aircraft," he said of his navigation skills. "I get a lot of input from the captains. I'm always willing to learn from them to be able to do my job a lot better." It's an attitude that winning teams are made of.

"The best part of my job is bringing together our team to make a difference for every one of our owners," Jackson said.

It's an attitude that winning teams are made of.



Red Rocks and Plunging Canyons Make Moab an Ideal Getaway

Anyone who has glanced down from the air at the vast expanse of the American West will have some idea of the mysterious beauties of Utah's ancient red-rock canyons.

Actually landing there is, of course, a trickier proposition—unless you happen to be a private jet owner.

As a winter getaway destination, it's hard to imagine anywhere richer in natural wonders and staggering

vistas than the plunging cliffs and bizarre rock formations of Arches and Canyonlands National Parks in southeastern Utah.

Moab, Utah, the engagingly attractive town that serves as a gateway to both, presents a logistical challenge to most casual travelers as the closest airports—outside Moab, itself, and in Grand Junction, Co.—are hardly major commercial airline hubs and usually

require at least one change of planes. But Flexjet owners can land just 16 miles away at Canyonlands Field and choose to stay either in one of Moab's modest downtown hotels or in a secluded luxury resort along the Colorado River in the very heart of the stunning red-rock landscape.

It's a place that opens itself to both tranquil contemplation of the natural surroundings—or to high-energy





Take the hour-long path to Delicate Arch, one of the single most-astonishing rock formations in the West.

outdoor activities from hiking, mountain biking and rock climbing—to river rafting and four-wheel-drive tours of remote caves adorned with ancient petroglyphs.

Either way, it is probably the light and the colors that will haunt you—the riot of reds and purples in the early morning and at sunset, the pristine blue of the sky and the churning white foam of the waterways deep in the canyons themselves. In late winter and early spring, the surrounding mountain ranges are often dusted with snow.

Anyone up for a moderate hike should definitely take the hour-long path to Delicate Arch, one of the single most-astonishing rock formations in the West, which is perched high on one edge of the Arches National Park with the La Sal mountain range for a backdrop. In Canyonlands, Dead Horse Point provides perhaps the most staggering of all vistas at the confluence

of the Colorado and Green Rivers.

Moab is no more than a way station to the greater-outdoor splendors. It's a rugged, happy-go-lucky sort of place dotted with souvenir shops, outdoor equipment outlets and mostly modest cafes and diners.

Still, it has a couple of first-rate restaurants and plenty of reliable equipment rental agencies where you can find rock-crawler vehicles, ATVs, jet boats for the river and HUMMERS® for off-roading.

Once out of town, the wilderness vistas are so vast that you need never worry about crowds. It's all about you, the ancient geology and the wide-open skies.

Where to fly in: Canyonlands Field, North Highway 191, Moab and Walker Field in Grand Junction.

Where to learn more: Moab Information Center, Main and Center Street.



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