

18 September 2001

All,

Just want to thank everyone who helped make this Pan-European charter such a critical success.

Remember, as of Friday morning these 12 different parts from 9 separate suppliers weighing almost 100,000 lbs. were sitting in various shipping statuses across 6 European countries--some on docks, some in trucks, some stuck at airports. If they did not get here in time, it would threaten the quarter end production of GE Transportation System, Erie, Pa's biggest employer.

Once Gretchen came up with the initial idea, our team sprung into action--beginning the process of consolidating all these disparate shipments even before we knew we had a plane, and, in fact, even before it was permissible to fly to the USA. This entailed many tough decisions, some large, some small that had to be taken quickly, to enable this success. Paperwork had to be complete and correct so that all the border crossings in Europe would not become a problem, as any delay at any one of the borders would make that shipment late for the flight. Even the choice of aircraft--how big did it need to be, what country's flag did it fly, what landing rights would be permitted—what country/what city/what airport would be its destination--were all things we had to think about and decide. Mike Hankin of Emery was a big help in this regard. The hard fact was we had to begin moving freight to a common point before ANY of these other issues had been decided. So, we set our course of action and moved.

Jan and Pawel played the lead role in Europe, helped ably by Robert Galbavy and Cargo Partners who found us a plane—a Turkish Airbus 300. Gretchen and Ellen took the lead here in Erie, with Rita and Katie's trusty assistance. Robin pitched in to help develop the spreadsheet that became our most closely scrutinized tool. Debbie and Shawn worked with our broker, ECB to make sure that all customs issues, which we know can stop any movement dead in its tracks during the best of times, were thought about, addressed and resolved. Tom Duffey, Marek Twarowski and Steve Greco all made it happen. Fred, Dan and Bobby began to work on which airports could accept an Airbus 300, and who at those airports could unload 90,000 lbs. with some individual pieces weighing over 8,000 lbs., bigger than most

normal equipment could handle. They also determined how many trucks/and what type of trucks in the US would be required to dispatch the freight for immediate delivery to 9 different locations once an airport was determined.

Meanwhile critical material from all over Europe converged over the weekend to Hahn, Germany and by Monday night, just over 48 hours after put into motion, every single shipment had arrived and was prepared for the flight to N. America.

Plans were made with the help of Ed Johnson of Mobile Cartage in Hamilton to use a Canadian airport if necessary. The worry was that due to tighter restrictions, the US would not allow a Turkish-flagged airline into the US to land at one of our airports of choice (Pittsburgh or Cleveland—Erie cannot handle a plane this big). But at 4pm Monday, thanks to the fine effort of Robert Galbavy and the people at PACT ProAir, the charter operators, word was given that we finally had been given 100% clearance to land in Pittsburgh making for one less (still very backed up Canadian) border to cross once the cargo arrived in N. America. Everything was in place for an 800 EST Tuesday departure. It was full speed ahead.

Tuesday morning 5am one last minute decision still had to be made as to which freight could be bumped due to the final weight restrictions. Fortunately we had asked the question of the GE buyers and were ready with an answer that would not jeopardize production. After takeoff at 820 EST, (just 20 minutes after the original target), MNG Flight 681 took off towards Shannon, Ireland, for the first of 2 necessary refueling stops. 12 bills of lading for the US truckers were created and printed. Carriers were selected to deliver the freight. Receiving docks were called to determine after hour delivery capability. Large forklifts were moved into the Pittsburgh terminal to handle the offloading of the cargo. Customs was contacted to preclear these 12 different shipments while in the air.

At 5pm Ellen and Megan headed down to Pittsburgh to meet Linda Biskup of our Pittsburgh office and the aircraft and to supervise the unloading, the loading and the dispatch of the 4 trucks. (Bobby, Bud and Fred also volunteered to go, but the ladies had things well under control 😊)

MNB Flight 681 landed at 2250, 20 minutes later than the final ETA. Dan and Ellen had already spoken with Fed Ex, and Fed Ex was ready to jump on

the unloading. Thanks to the support of Jack Duffy and Bob Wagner they did a great job getting the plane stripped, the freight sorted and reloaded onto the trucks for final delivery. Team Hardinger, Conway Now and R&K Courier all waited patiently and helped speed the process. Because of Debbie and Shawn's personal history with the customs people in Pittsburgh, plus having done all the preparatory work, Customs was there ready to greet our team, clear the flight for arrival and expedite the clearance of all the freight. Special thanks to the Port Director in Pittsburgh, Jim Campbell, Inspector Ferry and Inspector Brothers for working with us throughout.

Over eighty thousand pounds of freight were delivered early this morning to Sardello, to Grove City, to Buildings. 12 and 18C and 63 and to a GE supplier in Philly and will be delivered in Indiana tomorrow morning as required.

This entire effort, tough in the best of times; incredibly problematic considering the world's condition over the past 7 days was surely one of the finest hours in our business' brief history. We all did what we could to keep our customer functioning and the wheels of our society's commerce moving in the face of terrorism's onslaught. It might not be much in the overall scheme of things, but by God, it was something...it was something good.

I salute everyone who made this happen, as well as those of you who were not involved in this project but who kept the wheels turning in your part of the world as well, over a very tough road. And special thanks to Bill Fitzgerald of GETS for his full support of the idea, and his belief in our ability to pull it off.

One of my thoughts for the day says, "Ideas are a dime a dozen. People who put them into action are priceless". I would think that this week, as every week, we proved that again.

Our passion, our energy, our "can-do" spirit and a belief in ourselves have always been the key to our success. In spite of all the obstacles placed in front of us last week—WE DID IT!!!

In this new war against the enemies of civilization, thank you for not letting the bastards win this round.

JB