

THE *reX*.STORY

The First 10 Years



THE *re*x.STORY
The First 10 Years

JOIN US

IN THE FIRST
10-YEAR JOURNEY OF

The logo for 'rex.' is displayed in a stylized, lowercase font. The letters 're' are in a dark blue color, while the 'x' is in a bright orange color. A small orange dot is placed at the end of the period.

Our Heart is in the Country





CONTENTS

Foreword by Tony Abbott and Anthony Albanese	1
Prequel	3
• Max Hazelton and Don Kendell	
• Timeline of Hazelton and Kendell Airlines	
• Ansett Collapse	
• The Rescue	
Rex is Born	16
Saviours from Singapore	20
Our Journey	22
In the Community	40
Fleet & Livery	50
Premises & Facilities	62
Rex at Work	72
Subsidiaries	88
• Pel-Air	
• Air Link	
• AAPA	
Awards	94
Stakeholders' Messages	102
Acknowledgements	117
Value Statement	118



The Hon. Tony Abbott MHR
Leader of the Opposition
Federal Member for Warringah

Regional Express is one of the many successful Australian companies that grew from humble beginnings through the hard work, enthusiasm and dedication of its employees.

The company has a distinguished record servicing regional communities that rely on aviation for the services people in large cities take for granted. I know first hand how much regional communities like Lismore, Griffith, Mount Isa and Taree value direct flights to and from major cities. At a time when regional aviation services are under pressure, the services of Regional Express are even more important and valued.

Regional Express has managed to be profitable and also a positive contributor to the community. In any sector this is a worthwhile achievement, but Regional Express has done so in a turbulent and volatile industry with ever greater competitive pressures.

This is an achievement that Regional Express and all its staff should be proud of.

On behalf of the Coalition, I congratulate Regional Express on its tenth anniversary and wish the business, its employees and the communities that use its services many more years of success.

Yours sincerely

TONY ABBOTT



The Hon. Anthony Albanese MP
Minister for Infrastructure and Transport
Leader of the House of Representatives

At Rex you have every reason to feel proud as you celebrate ten years in the air. During a decade that has seen a global financial crisis and the collapse of other airlines in Australia and around the world you have not just survived, you have thrived. Each half-year profit result brings more good news and your popularity with the flying public is genuinely impressive.

The Federal Government recognises that aviation is critical to the way regional Australians connect with each other and the rest of the nation. Families and businesses depend on a reliable, frequent and safe service for their economic and social well-being. That is why we fund non-commercial air services and upgrades to aerodromes across regional and remote Australia. Despite the challenges, regional passenger traffic has grown by more than six percent in the past five years, exceeding growth between major city airports. Regional aviation has a bright future.

While your airline's profitability must be a source of envy for almost every other airline flying today, this has clearly not come at the expense of the service you offer your customers. Last year, Rex was named best regional airline in the country by Australian Traveller. This was backed by CHOICE magazine which gave you top marks for in-flight service. You also lead the nation in best on-time departures and the lowest cancellation rates. No wonder so many passengers choose to fly with you.

Congratulations Rex. You are a success story in a competitive, complex industry. The long-term outlook for regional operators such as Rex is bright. I offer my warmest wishes for your next decade in the air.

Your sincerely

ANTHONY ALBANESE



PREQUEL

Before Rex there were two airlines bearing the names of two of Australia's biggest legends of regional aviation.

Their combined history amounted to over 80 years. Here is the story of Rex's rich aviation heritage.

MAX HAZELTON

As a schoolboy growing up during World War II Max was fascinated by flying and dreamed of being a fighter pilot. At the age of 16 he joined the Air Training Corps but with the war's end came a glut of trained pilots and there seemed little future in a flying career. Max became an apprentice automotive engineer but, in his spare time learnt to fly, obtaining his Commercial Pilot Licence.

In 1953 Max talked his mother into buying him a single engine, 4-seater Auster Aiglet, which he used for charter services from his brother-in-law's property at Toogong west of Orange NSW. However, in 1954 Max and his Auster were caught in bad weather and crashed in rugged terrain near Oberon NSW. Max survived the crash and, in what is now one of the legendary tales in Australian aviation, walked 100km through heavy bush over the next six days, eventually finding his way to civilisation.

The Auster was replaced with a Cessna 180 and Max continued to build his company adding aerial agriculture to his charter work and pioneering such innovations as crop spraying at night. In 1959 he moved the company's operations to its own airfield at Cudal NSW, some 40km from Orange. Growth continued steadily during the 60s & 70s and by 1968 Max's agricultural aircraft fleet numbered 22, becoming one of the largest aerial agricultural operations in Australia.

With the ending of the superphosphate bounty in 1973 the future was in passenger services. In 1975 Max began Hazelton Airlines' first scheduled passenger flight from Orange to Canberra. Rapid growth of scheduled passenger services combined with the continued success of other activities made Hazelton Airlines, by 1978, the largest general aviation company in Australia.

Demand for Max's passenger services to the bush continued and by 1988 Hazelton Airlines was servicing 25 regional and city ports with 50 pilots. Further expansion came with the pilots' dispute in 1989 and in 1990 the Saab 340 was introduced into the fleet.

In 1994 Hazelton Airlines was listed on the Australian Stock Exchange. Max stayed with his company as Chief Executive Officer and then a Director, and the company continued to grow until, by the year 2000 it was carrying over 400,000 passengers per year and earning revenues of some \$69 million per annum. In 2001, it was wholly acquired by Ansett Australia.

For his services to aviation Max was awarded the Order of the British Empire in 1980, made a Member of the Order of Australia in 1991 and awarded the Centenary Medal in 2001.



DON KENDELL

Don grew up on a farm in South Western NSW but from an early age was fascinated by flying and in 1949 took flying lessons at Wagga Wagga NSW. He joined the Royal Australian Air Force Reserves and spent some time barnstorming around Australia but work was hard to find and in 1955 he headed for England where he flew with British European Airways until returning to Australia in 1959.

Back home he returned to farming but was irresistibly drawn back to aviation and in 1965 he and his wife Eilish took a partnership in a small charter company at Wagga Wagga. In 1967 they took over the company and expanded the business to include charter services, a flying school and aircraft maintenance services.

Under Don's guidance the company prospered and in 1971 started its first scheduled passenger service between Wagga Wagga and Melbourne after Don convinced Ansett Australia his airline could take over the route and operate it successfully. Ansett's agreement saw the start of a long and successful relationship between the two companies.

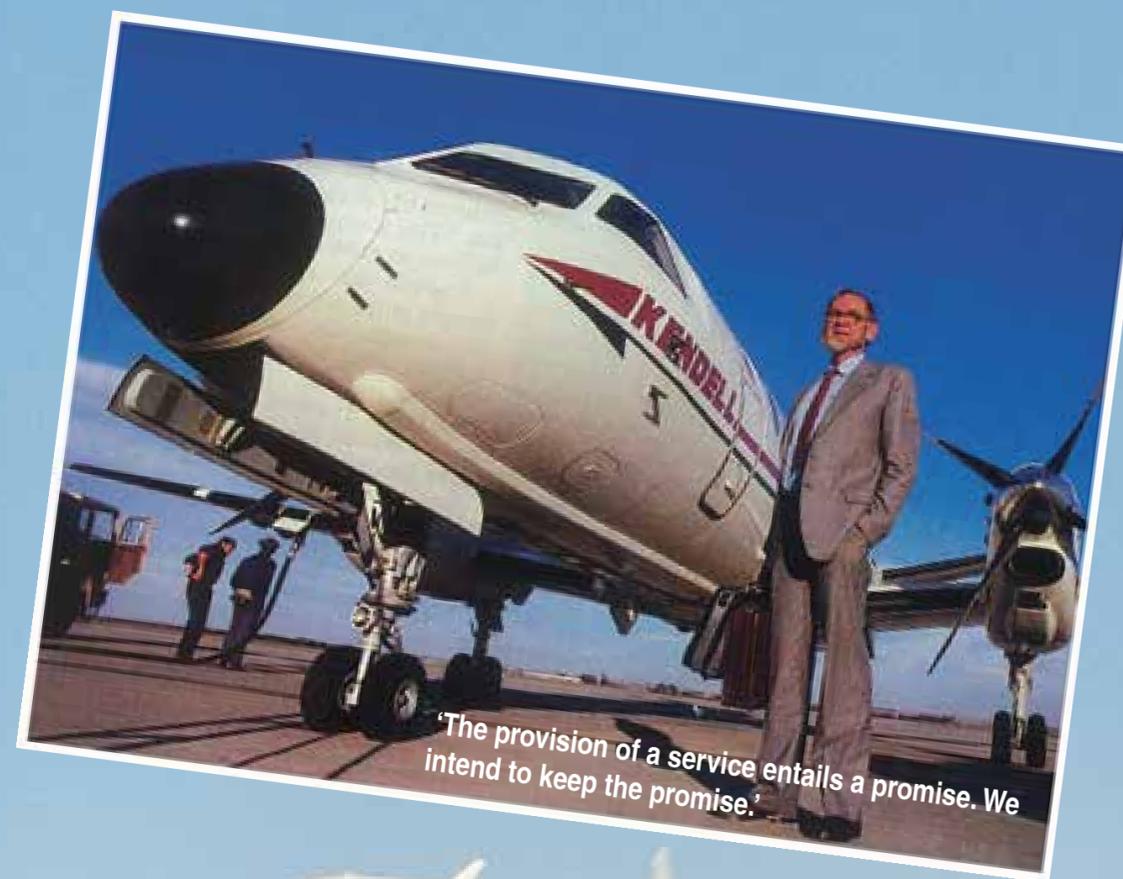
Don's success allowed him to take over routes from other smaller operators and also routes from Ansett where larger aircraft were proving uneconomic. As the business progressed the fuel crisis hit and Don sold his car to keep his airline running. He gradually acquired better aircraft and built Kendell Airlines into a first class regional airline. The mid to late 1970s saw significant expansion and pressurised turbo-prop aircraft were added to the fleet.

The 1980s saw Kendell Airlines move into South Australia, Ansett acquire a part share of the operation, and the introduction of the Saab 340 into the fleet, the first in the southern hemisphere. In 1986 Ansett entrusted Don with its entire regional South Australian network, virtually doubling the Kendell operation overnight.

In 1990 Don sold his remaining shares in the company to Ansett but he stayed on as Managing Director until 1997 and Non-Executive Chairman until 2000. During this period Kendell became the largest regional airline in Australia, carrying in excess of one million passengers annually.

Don's individual style and integrity earned him enormous respect and admiration throughout the airline industry. He remained firmly committed to regional Australia and resisted all attempts to move the airline's head office from Wagga Wagga. For services to aviation he was made a Member of the Order of Australia in 1992.

Don Kendell passed away on 14 October 2001, in Wagga Wagga, at the age of 71 after a battle with cancer.





1953 - 1954 Auster Aiglet



1983 - 1991 Embraer Bandeirante



1990 - current Saab 340



1971 - 1978 Piper Navajo



1979 - 1995 Fairchild Metro II



1993 - 2012 Fairchild Metro 23



1975 - 1998 Piper Navajo Chieftain



1989 - 1995 Short 360



1993 - 2001 Fairchild Metro 23



1975 - 1981 Riley Heron



1985 - current Saab 340



1999 - 2001 Bombardier CRJ200

1950



1960



1970



1980

1990

2000

1953 Max Hazelton acquired a single-engine Auster Aiglet aircraft and provided charter services.

1959 Hazelton Airlines moved to its own airfield at Cudal NSW, 40km from Orange NSW.

1965 Don and Eilish Kendell became partners in a small charter and flying school business in Wagga Wagga NSW.

1967 The Kendells took over the business and formed Premier Aviation Pty Limited. The business expanded to include aircraft maintenance and charter.

1968 Hazelton was by now one of the largest aerial agricultural operators in Australia.

1971 Premier Aviation was renamed Kendell Airlines and commenced the first regular service with a 7-seater Piper Navajo on the Melbourne-Corryong-Wagga Wagga route when Ansett Australia withdrew its DC3 services. The agreement began a long and fruitful relationship.

1975 Hazelton's first scheduled passenger flight was from Orange to Canberra.

1975 Riley Heron aircraft was added to Kendell's fleet.

1979 Kendell acquired its first Fairchild Metroliner II.

1979 Hazelton commenced flying into Sydney.

1980 Hazelton introduced the Beechcraft King Air 200.

1983 Hazelton was linked to Ansett's reservations system.

1985 The first Saab 340 in the southern hemisphere was delivered to Kendell, which was to take over Ansett Australia's South Australia network; an acquisition that virtually tripled its network in six months.

1985 Eilish Kendell sold her share of Kendell Airlines to TNT/News Group (closely related to Ansett Group).

1989 Hazelton introduced the Short 360.

1990 Hazelton introduced the Saab 340.

1990 Don sold out of Kendell to TNT/News Group.

1993 Hazelton was listed on the Australian Stock Exchange (ASX) with 250,000 passengers per year, 15 aircraft and 170 staff based in Cudal, Sydney, Dubbo and Lismore (NSW).

1999 Kendell ordered 12 Bombardier CRJ200s with options on a further 12 CRJ700s. The first CRJ200 services were on Melbourne to Launceston. Kendell had more than 1,000 flights per week and carried nearly one million passengers per year.

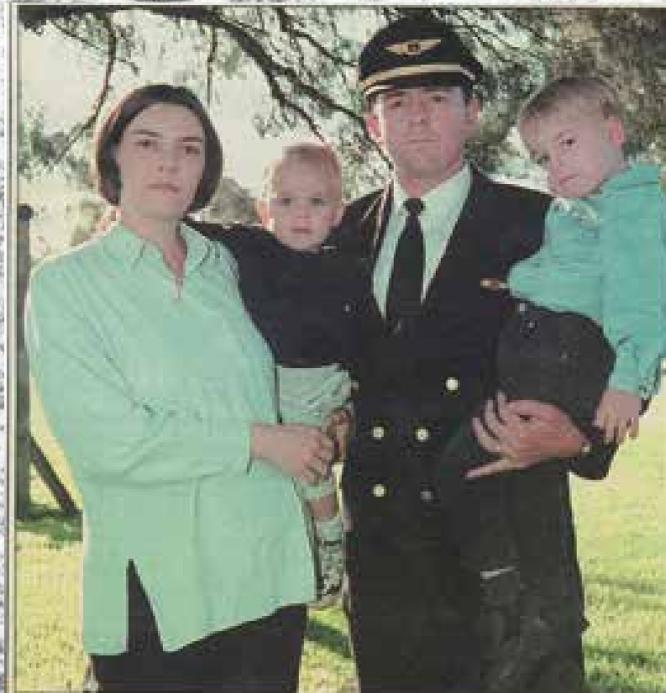
2000 Hazelton carried over 400,000 passengers per year with revenue of A\$69 million.

2001 Hazelton was at the centre of a very public takeover battle between Qantas and Ansett Australia. Ownership was eventually passed to Ansett.

2001 The Ansett Collapse - both Hazelton and Kendell were placed into administration.

2002 Both Hazelton and Kendell were purchased by Australiawide Airlines and Rex was formed.

We want our jobs back



DEFLATED: Kendell Airlines pilot Jason Myers, holding Lachlan, 4, and his wife Amanda, with Brendan, 2, face an uncertain future after Ansett Australia plunged deeper into crisis. PHOTO: LIZ BAKER



EICH an en



Former Kendell employees hang their heads in disappointment.



Ho
SU
Ke

DEATH OF ANSETT

THE WAY AHEAD

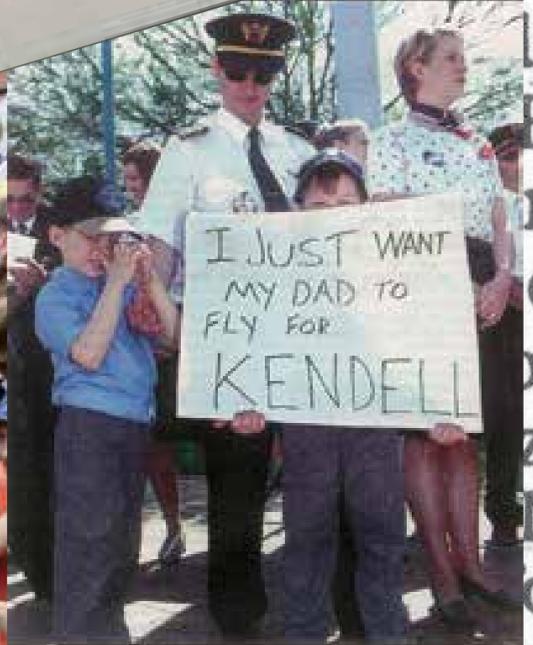
Collapse will rock the nation

On 14 September 2001 the unthinkable happened. Air New Zealand, owner of Ansett Australia, could no longer support the hemorrhaging of cash at Ansett and decided to ground the airline, by placing them into voluntary administration with PricewaterhouseCoopers.

Overnight 16,000 jobs were lost and many more were in jeopardy.

Hazelton and Kendell Airlines (recently purchased by Ansett Australia) were also placed under administration, even though they were operating as independent airlines.

The following pages tell the stories of the courageous staff who fought against all odds to keep the two regional airlines going.



Capt Harry Anderson and twin sons Jamie and Bryce, 8, at the protest.



STAFF STORIES

The Beginning of a Great Airline

September 14 2001 was a tough day.

When Ansett collapsed, I was one of the lucky ones to ferry the Melbourne Saab to Wagga Wagga with First Officer Paul Anderson. We never knew how we would get home, but we really felt it may be the last opportunity to fly the Saab again. It was a very emotional time. It was pay day on the 14th of each month so no one got paid. I will never forget the feeling of vulnerability with no income, a young family, mortgage and a month's worth of bills. I went back to my trade as a Diesel Mechanic; on the spanners part time and trying to pay the bills.

With limited flying and a shoe-string budget we were paid a casual hourly rate. Due to crew availability in Wagga Wagga the Albury-based crew assisted and operated from Wagga. The shoe-string budget did not



Barry Anderson – Kendell Captain

stretch to accommodation or fuel so we would pay for the fuel to drive to Wagga Wagga and the Army kindly lent us a house at Kapooka. We would set off for our hour-long drive with biscuits we'd baked, milk, tea, coffee, our dinner, sleeping bags and toiletries.

Tony Bugden was very creative and had us involved in many community activities including giving blood. Another was making Jam Drops as we had no catering. We visited many businesses that could donate catering supplies. Our day would start early making sure we had enough flour and jam to make enough for each passenger.

In conclusion, I am very proud to be part of Rex and its history. The old saying of you don't realise how lucky you are, until it is gone, was true and I don't ever wish to have that feeling again. The one good thing was the support we all gave each other, and the feeling of being part of a group of people that believed in our product with a never-give-up attitude.

Let's stick together and do everything we can to ensure Rex remains a very profitable and award-winning airline.



Kendell crew cook to keep flying.

I remember the day Ansett collapsed, thinking, that it just couldn't be the end of an airline like that and it was going to be ok, it had to be ok.

Some Hazelton flights still operated under administration; Lorraine Tighe, our manager, used to pull our names out of a hat to see who were the lucky ones to operate them. Flight Attendants also worked on the ground at check-in, using the manual system from the make-shift terminal. We did anything we could.

I remember talk of the merger and the day the announcement was made and it was champagne all round in the hanger; with Kendell and Hazelton uniforms coming together saying 'cheers'!!

Then the work didn't stop!!! Combining and forming one company out of two very passionate previous ones definitely met some challenges along the way.

Some amazing lifelong friendships also started, we had to focus and stick together, we all wanted and needed the same outcome. It was like a busy blur at the time but I look back on that period of Rex with such fond memories of how we began.

I am proud to have been a part of it.



Angela Stuart
Hazelton Flight Attendant

The Birth of Rex

During the early hours of 14 September 2001 I received a call from crewing advising that Ansett had collapsed and not to turn up to work for my early shift that morning. I recall that it was a day or two before payday and we did not get our pay (we were paid monthly), I don't think that we were ever reimbursed for that month's pay.

Captains Nev Besant, John Floate (Floatey) and I organised a Crew meeting the next day to discuss our options. We organised a march down the main street of Albury to highlight our plight to the local community.



Tony Bugden – Kendell Captain

My wife Linda supported us, writing & editing various press releases. Floatey became our main spokesman and we nicknamed him 'the mouth from the south'. We would load the bullets and get Floatey to fire them off.

Then-Deputy Prime Minister John Anderson met with us at Albury in private and the media was excluded. He stated that never before had he encountered a more loyal and dedicated group of employees; the staff at Kendell were focussed on keeping the Airline afloat and just wanted to get back to work, whereas the Ansett group were focused on entitlements. He informed us that the Government would be granting \$750,000 to Kendell to resume flying operations.

The operation resumed on a shoestring budget; there was no money allocated for catering so we decided that we would supply our own. Donna and some of the flight attendants had earlier squirreled away, on the day of the collapse, Safety on Board Cards, coffee/tea/sugar, trays, life jackets and blankets as well as soft drinks and alcohol. These came in handy when there was no more budget for catering.

We also started baking cookies for the passengers. The local paper got wind of this and photographed Captains Dave Butlin & John (Jacko) Arnold in our kitchen with a batch of Jam Drops fresh out of the oven. The story went viral and was worldwide news!

It was a difficult time financially. I made a quarter of my normal salary. In our family Linda became the main breadwinner and luckily she had commenced a part time job at the Tax Office. Pete Martin and I also did a bit of fencing on a local farm as we spotlighted a few rabbits and foxes.

Well it was a difficult 11 to 12 months of administration that was made easier by the unwavering support of my wife Linda. The one positive outcome was the cohesion and team work of all of the Albury crew during this time, you often don't know what you can achieve until you have 'your back to the wall'.



Jim Davis – Chief Pilot, Hazelton

When Ansett collapsed, Hazelton had only been acquired just prior in May 2001 and as a result still had facilities in place, such as the Orange Call Centre, that allowed it to operate as an independent airline. This, coupled with having its own administrator, meant that the company could act quickly and operations were resumed on 20 September 2001 with a flight to Dubbo and Broken Hill.

The subsequent slow build up saw a lot of the staff return to work under their normal pay and conditions although a rotating leave without pay roster was put in place with the pilots in order to avoid redundancies. The pilots' choice to share the pain by taking one or two days off without pay per week rather than simply making some of their mates redundant was typical of the spirit that prevailed at the time with all staff working together to try and save the airline. I remember one very senior pilot who turned up at the office to help without wanting any reward, simply saying that he was there because Hazelton was in trouble.

On another occasion myself and the Saab Fleet Manager spent a weekend with our tools rebuilding the Ops Centre which had been relocated in haste from the Ansett terminal to the Hazelton hangar. While it may have been something to make a tradesman blush it was greatly appreciated by the staff operating there at the time.

In comparison with other members of the Ansett family, notably our sister company Kendell, the Hazelton administration was fortunate in being able to look after its staff relatively well with, for instance, excess staff being able to go on paid leave to exhaust their accruals before being put on leave without pay or being made redundant.

Nonetheless it was an anxious time with no certainty that Hazelton would ever operate as a viable airline again. I never received any complaints from staff over the period of administration, only a determination to pull together and keep the company flying. This was typical of the spirit of what was still really a family company and I am sure Max was proud of us all.



Ann Bartimote
Hazelton Operations

Before the collapse I was the last person employed in the Hazelton Ops Centre so I felt that I would be the first to go - not a comforting thought.

As Ansett provided check-in staff before the collapse, staff were needed to cover this role. I had some previous experience in check-in and so moved across to the terminal.

While there were relatively few flights, we initially dispatched flights manually. With the Ansett check-in system no longer in use this meant names were faxed or phoned to us from the Call Centre, manifests were handwritten and crew completed manual weight and balance sheets.

Before long we had built on the couple of flights a week we were initially operating and additional staff were needed back in the Ops Centre. I moved back into a Crewing role, something I had not done before and another learning curve for me.

It was not long before the merger of Hazelton and Kendell occurred, although it was some time before the Air Operator's Certificates (AOCs) were joined. It was a time of constant change as the procedures were blended to produce something that was not Kendell and not Hazelton but a blend of the two that worked for the new airline that was emerging.

Whilst the situation was difficult for all involved, the thing that still stands out is the overall camaraderie and support between staff. Although it is not a situation I wish to experience again, I am proud to have been a part of the change, the rebuilding and the growing of what has become a well-respected airline and one that has a strong future.



Kristen Smith - Hazelton - Supervisor/Trainer, Reservations

I have been with Rex now for 14 years, 4 of which were with Hazelton Airlines as a Call Centre Supervisor.

I remember September 2001 very well. When we received the news that Ansett had collapsed we didn't know how this would affect us. We were very lucky in Reservations that we only lost our jobs for a couple of days. I think what kept us going was that we had our own Call Centre number 13 17 13 and so we were still able to take phone calls and not be dependent on Ansett's Call Centre.

During this time we used a Reservations System called Merlin which was owned or provided by Ansett so of course this was now not operating. So how does an Airline operate without a reservations system? Our solution was very elegant; paper, pencil and eraser.

We numbered each page with 36 seats and as we received a booking the consultant would run to our 'Control Room' where the passenger name would be pencilled in. When we had a cancellation the passenger was rubbed out. The schedule was reduced and we were only flying to a few of the major regional ports, e.g. Broken Hill, Dubbo, Orange, Griffith, Lismore, and Wagga. Credit cards had to be charged manually and manifests with the passenger lists were faxed to the airports.

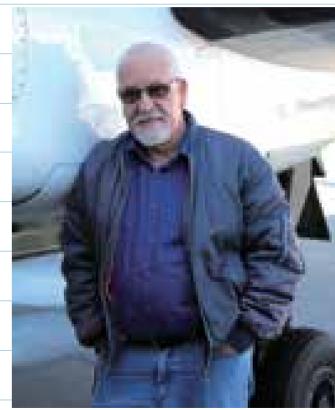
It was a very trying time but I feel proud to be associated with keeping the airline going.



Paul Campbell - Kendell Engineering, Melbourne

3 weeks after Ansett's collapse I was brought back to work part time to complete and collate all the documentation in my care as a Technical Support Engineer for the Bombardier CRJs. This job came to an abrupt end when the administrators decided to close Building 48 where I was working. I was sent to the Melbourne line office to prepare for the exports of the CRJs back to Canada.

Once the CRJs aircraft, tooling, equipment and spares were gone the administrator moved to close down the hangar. Before he could do that, we quickly brought in 2 or 3 semi trailers, grabbed everything we could and shipped it all to Wagga - including the fencing! A lot of it were lockers, shelving and work stands which ended up coming to good use in the new airline, Rex.



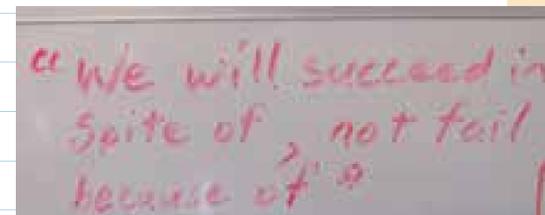
Peter Lyzun - Kendell Engineering

I was devastated when I arrived at work on the Friday morning to find security guards there telling staff to go home, all flying had ceased. That afternoon, I joined most of the staff from the various departments at a local pub, where great use was made of our social club funds, trying albeit for a short time, to forget what had just happened.

A couple of days later I, along with a few others from Maintenance Control, got a phone call asking if we could come in to work and extract a whole lot of reports from the computer-based maintenance program (IAS). I was extremely grateful in getting the call up. There were so many people that were not so lucky - engineers, flight crew, office staff, for example.

When Saab operations began again I found it so disappointing to see 2 or 3 passengers get on or off our aircraft while the Qantas flights were completely full. I decided to log the load factor on my whiteboard and to update it daily. Ever so slowly it began to improve as the public began to regain the confidence they had in what was, not all that long before, a truly great airline.

I also logged something else on my whiteboard, and I can't remember where I got it from. It's still there today and goes like this:



Peter Seedsman - Hazelton Engineering

I was phoned in the early hours of Saturday morning 15 September by my Shift Leader Mal Obst who informed me of the collapse and advised me to collect my tools. Within days, the Cudal Airport was locked down, security guard in place.

What was to come? My wife and I had a twelve month old daughter and no income. It was tense times. The following days were difficult, we had very little information from management, but hopes remained high. Hazelton still had a reservation system, an accounts department, an engineering department - we were ready to go. A \$3 million dollar loan from the Government was all we needed and we were up, up and away.

I was back at work in 7 days and looking forward to doing again what I loved. News came in August 2002 that Hazelton had been bought by Australiawide Airlines, trading under the name Regional Express or Rex.

Then the Engineering division was transferred to Wagga Wagga in the Kendell Airlines hangar. Life for Hazelton Engineers changed, and Wagga Wagga was our new home. Early days there was a bit 'us v them' rivalry. However as time went on we learnt to work together as a united team. I guess you could say we adopted the best from both worlds to create the 'Rex Way'.



Mike Bent - Kendell Network Operations

I had only 6 months earlier (almost to the day) retired from the Military (RAAF) after serving over 23 years and had joined Kendell in the Network Operations area. Our team finished shift around 1300hrs on the 13th expecting just a normal start the next day.

However, all of the staff in our Ops Department received a call from Nick Coulthurst around 0300hrs on the 14th telling us what had happened and that we needed to be in at the office ASAP as we needed to come up with a strategy to get crew and aircraft back to their home bases.

Bearing in mind that once the aircraft shut down they were deemed terminated and legally not able to start up again and depart, we had to adopt changes to our SOPs.

We had come up with a plan of bringing aircraft back to bases where they needed to be, whilst also planning the dropping off and picking up stranded crews along the way at ports on that particular route.

We arranged for aircraft not to park on the terminal bays but just off to the side, somewhere where it was safe to do so. The Captain would shut down No 1 engine, have a spare crew member disembark and guard the steps, usher staff off who were based at that port while taking on crew heading in the same direction, start No 1 again and head off on to the next destination.

Our day finished around 2030hrs that night. We managed to achieve almost all we set out to do; aircraft were where they should be and almost every crew member was home. A large group of us walked over the road to the Victoria Hotel and had a few drinks trying to not only unwind but also trying to make out what had brought us all to this point.

I am so glad that ten years on I have a good job with a great regional airline.



Grant Nisbet - Kendell Flight Attendant

I was crossing the Atlantic Ocean by ship when news of the Ansett collapse reached me. To my surprise when I returned from my holiday and I thought there was no hope for Kendell Airlines, we got up and flying. I was informed that I would be working one Canberra return per week and getting paid an hourly rate. Like many crew a few hours work each week was not sufficient to live on but we now had hope that our airline would somehow be ok.

While it was a time of great hardship for so many crew it was amazing to see crew coming to work with milk, biscuits and other items that we could serve to our passengers, not to mention cleaning products to give the aircraft toilets a good clean. When we started the Canberra overnights all the crew would clean

out their hotel rooms of the complimentary tea/coffee facilities. The complimentary boiled lollies also came in very handy for our top of descent lolly run. On more than one occasion I had staff onboard from the Canberra hotel who would politely smile when I would offer them one of their own lollies.

As we approach our 10th birthday it's a time to celebrate but it's also a time to reflect and remember the unthinkable could just be around the corner.



The 14th of September 2001 saw the demise of Ansett, and its subsidiary airlines Kendell and Hazelton.

All Hazelton and Kendell services into the Riverina/Murrumbidgee Irrigation Area had ceased, leaving communities stranded and insecure as they relied heavily on Kendell and Hazelton to deliver many of their essential services including access to health and business opportunities. In addition the economy in Wagga Wagga was reeling with around 180 people left jobless as the Kendell maintenance hangar closed its doors and Wagga Wagga Airport became a graveyard for Saab aircraft.

Yet there was also a determined passion and commitment from the shocked airline staff and the wider communities to band together to get their airline flying again. As the then-Member for Riverina I was overwhelmed by the strength of that passion and threw myself earnestly into finding a solution.

The Deputy Prime Minister John Anderson had a select aviation team who took up operations in the meeting room in his office and, as the then-Member for Riverina, I had beaten a path to that door. However the focus was always on Ansett and I of course wanted equity for the regions. I had the benefit of the finance team at Kendell who provided me good grounds for believing in the viability of the airlines but I was continually rebuffed by the ‘experts’ who believed that regional aviation was a ‘basket case’ and could not be saved.

I took John Anderson to Wagga Wagga to speak to the staff of Kendell. It was a day of high emotion, I recall John advising the crowd that they would get their entitlements, and a heavily pregnant Amanda Myers, the wife of a pilot cried out “We don’t want our entitlements. Put our money into getting our airline into the sky again!” I turned to Don Kendell who, although on his death bed with terminal liver cancer drove himself to the meeting to support his team, and we just hugged and cried together. That moment is forever etched in my heart as I promised myself that I would do everything in my power to save the two airlines for Don and for all of the dedicated staff there. Don passed away just days later on the 14th of October.

That meeting changed the heart of John Anderson and after another meeting with the pilots in Albury, he was sufficiently convinced and committed to put a rescue plan into place. He instigated the Rapid Route Recovery program to put the airlines back into the sky again albeit on a short term basis.

By April 2002 two consortiums were seeking my support for their bid for the regional services of Kendell & Hazelton - Inland Marketing Corporation and Australiawide. It was my opinion that there was only one person who had the tenacity, capacity and dogged determination required to successfully match the administrators, the Unions and the Government and I put my total trust in Michael Jones representing the consortium Australiawide.

On my part I set about hounding Mark Mentha to lend whatever support I could. Finally in early July 2002 a deal was cobbled together and I went to Canberra to witness the announcement. We were elated and I remember that as I left Canberra I spoke with Michael on the phone almost all the way home. However, no sooner had I gotten into my driveway than Michael rang back telling me that the Hazelton administrator Sims Lockwood had just cancelled the deal! It was midnight and I turned my car straight around and drove back to Canberra in despair not knowing if we could start again!

True to my faith in him, Michael kept his nerve and sealed the deal. On the 2nd of August 2002 Rex rose like a ‘Phoenix from the Ashes’ on its first flight from Wagga Wagga to Sydney. We were all so proud that day that Regional Express was reprising a vital role in restoring equity of opportunity and continued renewal for regional Australians.

Since then, I have travelled the proud and successful journey with the Rex team and whilst there will always be challenges, we will always succeed, because truly “our hearts are in the country.”

The Hon. John Anderson
Minister for Transport and Regional Development (1998-2005)
Deputy Prime Minister (1999-2005)

Kay Hull
Member for Riverina (1998-2010)
Rex Ambassador



Australiawide Airlines Limited (AWA) which became Regional Express in August 2002 was conceived in January of that year following a call from Darren Dougan, then with Bain & Company consultants, who asked what I thought about launching a buyout attempt for the regional airline subsidiaries given my knowledge gained as head of the ANSTAFF bid to rescue Ansett and its subsidiaries. He also asked if I would meet with him and his friend Guy Farrow, a fellow consultant who had previously worked at both Qantas and Ansett.

We met up later that week and agreed to work together. I agreed to lead and initially fund the project to create one merged regional airline with a national route network. Thus was born the rescue attempt which proved to be the most difficult and frustrating activity of my entire life.

By mid June we had not only secured all of our more than \$47 million in investment requirements, we had negotiated a 50% drop in aircraft leasing costs, agreed a deal to buy all of the parts and equipment for the airline at greatly reduced prices, agreed a deal to assume the entitlement liabilities of the employees, secured agreements with 36 local councils in relation to their airports and most importantly we had gained agreement from CASA for the merging of the airlines and the issuing of Air Operator’s Certificates for the operation we planned to launch. We had also negotiated five years of route security with three of the states’ governments, reviewed and selected 760 staff from the two airlines, achieved a Canadian Act of Parliament to negate the cross border leases of the CRJs allowing the administrators to keep and sell the jets and about 400 other minor commercial agreements and activities.

July was a different thing. I could write an entire book on the month of July and the shenanigans of administrators and unions. At every turn, a road block was put in place. We had reduced the number of representative unions from 14 to six and had agreed EBAs or workplace agreements with all of them at some stage, nevertheless 13 trips to the Industrial Relations Tribunal were required to defend these agreements against those we naively thought we had reached agreement with.

After four sleepless nights of solid negotiation we finally gathered at the offices of lawyers Corrs Chambers Westgarth at 10pm on 5 July 2002 with an expectation of finally signing the deal to buy Kendell and Hazelton. We were ushered to a room where a real mountain of paper, eight tonnes in all, confronted us. We thought that all that was required was to sign the more than 2000 documents.

But that was not even close at all. An eleventh hour dispute between the two administrators, which I still don’t understand to this day, meant Sims Lockwood pulled out of the deal. After 122 hours of non-stop negotiation at 12am the following day I issued a final ultimatum to the administrators, if they could not agree with the compromised deal within one hour then the entire deal was off. I called John Anderson and Kay Hull and informed them of the situation and my decision.

Fortunately the stars finally aligned and after a few extensions to the deadline, I finally signed the last document at 7.30am and Rex was born.

Michael Jones
Rex Chief Executive Officer (2002 - 2003)

THE RESCUE

After Ansett collapsed, there were several grand plans to revive Ansett Australia. None of these eventually succeeded.

Fortunately there were a few brave men and women who believed that the pleas of dedicated staff must not be ignored, that regional Australia deserved to have its air services and that a regional airline could be a sustainable business proposition.

They moved heaven and earth to rescue Hazelton and Kendell Airlines and merged them into a new airline - Rex.

Rex owes its existence to their vision, passion and perseverance and places on record its profound gratitude to these visionaries.

Rare picture, taken at Wagga Wagga Airport, of part of the Rex fleet of Saab 340s still bearing the livery of Kendell (with Ansett tail) and Hazelton next to the new Rex livery.



Rex commenced operations on 2 August 2002 with 21 Saab 340 aircraft and 7 Metroliner 23 aircraft.

Michael Jones, the main dynamo behind the creation of Rex, became the first CEO of Rex. Here is Michael's personal account of the first turbulent year of Rex.

The elation of the finalisation of the deal to buy Hazelton and Kendell Airlines after such a tortuous process was short lived. After signing the mountain of documents and agreements, I caught a cab to the Hazelton operations building to 'take the keys' of the airlines and was greeted with a car park full of staff in a very sombre mood. 300 or so of the staff who had just been issued redundancies were gathered and nothing I could say would make up for their disappointment.

The weight of this experience and the enormity of the task of launching a new airline in two and a half weeks hit me like the proverbial ton of bricks. Whilst the Australiawide Airlines (AWA) team had worked unbelievably hard in the preceding eight months, nothing prepared us for the effort each of us would put in over the next year.

The events of September 11, 2001 changed the world forever, not only in relation to our awareness of global terrorist threats and the associated issues of airport security and aircraft safety, but to the public perception of airline longevity and viability. This was particularly the case with Rex. The very public



Michael with staff. Sheepskin was originally used as seat covers on Kendell aircraft.

debacle associated with the Ansett Mark 1 & 2 collapses coupled with the personal loss of frequent flyer points, lounge memberships and corporate deals of previously loyal Ansett/Kendell/Hazelton passengers had to be won back by a little known start-up airline called Rex.

Together with Guy Farrow, head of Commercial, Darren Dougan, the new Chief Financial Officer and Hans Van Pelt our new IT/Sales Manager, we set

about defining the commercial strategy that would be critical to the success or failure of Rex. As part of our new commercial plan, we needed a new pricing and ticketing plan. A plan that would not start a discount war with Qantas who could have squashed us in a heartbeat, but one that would be cheap enough to be attractive.

The high levels of profitability in our forecasted planning didn't come right away. It seemed in the first few months after the launch that every time we would get close to profitability, the media would dig up and dramatise or blow out of all proportion any incident associated with Rex or its predecessors. Even minor technical issues that are part and parcel of aviation were always

the outlook for the remainder of December and January was bleak, so we slashed network capacity and reduced seats in the market and tried to stem the losses as cash was running short.

We were cash strapped but if we could get through Easter, which is another low season, we knew we would be into the prime 'profitable' period of the year and everything would be fine. The outbreak of Severe Acute Respiratory Syndrome (SARS) was thrown at us just as Easter hit. What had we done to deserve this? We were sure this would be the end.

To our surprise the SARS impact on Virgin and Qantas was massive, but barely affected us at all. We nearly broke even in April and were encouraged by



The traditional salute by the Fire Services on Rex's inaugural flight.



The air crew were originally decked out in RM Williams apparel to convey country hospitality.



Publicity poster featuring our Flight Attendants.

printed as life threatening and editorialised as the start of our collapse. This obviously did not help in increasing public confidence in Rex.

As Christmas 2002 approached, we were close to making money and for the first time matching our business plan. It was all looking good.

We knew Christmas passenger numbers were always going to be down, but no one told us that regional passengers do not fly at Christmas. In mid December we were losing money at the rate of \$4 million a month and

the results for May and June. We forecasted a solid profit for the coming year based on expectations of passenger number growth. We felt we had a viable airline and that it was all coming together.

However, by June, the 18 months of non-stop pressure took a severe toll on me and my family. When a new Board was voted in late June 2003, I decided to resign as CEO but kept my 12% share in the Company until it listed on the Australian Stock Exchange in November 2005.



'THE SAVIOURS FROM SINGAPORE'

Forbes Asia July 2010

Lim Kim Hai and Lee Thian Soo were the two biggest founding shareholders and board members of Rex. The two Singaporean businessmen planned initially on simply being passive investors when they contributed about 35% of the capital to get Rex off the ground.

However, it was clear to them six months after the birth of Rex, that the airline was headed for a disaster. When the Board refused to accept their restructuring plan, they promptly resigned as directors in February 2003 and ceased all involvement with Rex.

By June 2003, Rex ran out of working capital and made a \$30 million loss in its first financial year. The minority shareholders made a desperate plea to Lim and Lee to come back to the Board. In June 2003, a new board was voted in with Lim as Executive Chairman and Lee as Director.

Lim and Lee then took up the challenge of running the airline even though they had no airline experience. They flew in for a week every month to oversee all aspects of the operations. They also had to inject their personal funds to keep the Company going.

The recovery was slow and painful but at the end of the first year under their leadership, Rex made a profit of \$1 million. Since then Rex has made a profit in every single year and on its tenth anniversary year the Rex group made over \$35 million Profit Before Tax (PBT) with accumulated PBT of over \$213 million under their nine year stewardship.



OUR JOURNEY

By the end of the first 10 years:

- 35 ports in the network
- 51 Saab 340 aircraft
- 95 aircraft in the Rex group fleet
- 1059 staff
- 60,000 hours in the simulator
- 575,756 takeoffs/landings
- 11,300,250 passengers
- \$183,000,000 net PBT
- 196,675,217 km flown
- 327,953,572 litres of fuel used

August 2002 - June 2003

- Aug-02** Launched new livery and website.
- Sep-02** Pilots and Flight Attendants from both Hazelton and Kendell Airlines moved into the new Rex Crew facilities under Gate 39 in Terminal 2 of Sydney Airport.
- Oct-02** Commenced in-flight magazine 'OUTthere.'
- Oct-02** Commenced services Sydney to Mildura.
- Nov-02** Heavy Maintenance base in Cudal merged with the one in Wagga Wagga.
- Nov-02** Commenced services Traralgon to Sydney & Canberra to Sydney.
- Jan-03** Network Operations Centre in Wagga Wagga merged with the one in Sydney.
- Feb-03** Opened the Sydney Lounge.
- Mar-03** Launched Rex Flyer & Rex Lounge program.
- Mar-03** Ceased operations between Sydney to Coffs Harbour.
- Jun-03** Signed interline agreement with Virgin Blue.

- Fleet**
- Sold 1 Saab 340A and stopped leasing 2 Saab 340Bs.



The very first issue of the in-flight magazine 'OUTthere'.



Virgin Blue CEO Brett Godfrey with Michael Jones at the launch of the interline agreement.

July 2003 - June 2004

- Jul-03** Ceased operations between Traralgon to Sydney & Canberra to Traralgon.
- Sep-03** The first of nine additional Saab 340B aircraft arrived.
- Nov-03** Completed the merger of the two airlines with a single new Air Operator's Certificate issued.
- Nov 03** First month that Rex made a profit.
- Dec-03** Commenced direct services Wagga Wagga to Melbourne.
- Dec-03** Management & staff from the Sydney Hangar moved to the new HQ at Lord Street, Botany NSW.
- Dec-03** Baylis Street administrative staff, located in Wagga Wagga, moved to the hangar at the airport.
- Jan-04** Flight Operations based in Melbourne merged with Sydney at the HQ in Lord Street.
- Jun-04** Rex closed its 2nd FY with a profit of \$1m.

- Fleet**
- Leased 6 Saab 340Bs and stopped leasing 3 Saab 340Bs.
 - Stopped leasing 1 Saab 340Bplus.



VH-RXX was the first of nine additional aircraft in the Rex fleet.



To save costs, Rex's administration office at downtown Wagga Wagga was moved to the engineering hangar at the airport.

July 2004 - June 2005

- Jul-04** Formed the Productivity Committee under the personal leadership of the Executive Chairman.
- Aug-04** Commenced services Sydney to Armidale.
- Dec-04** Ceased operations between Sydney to Canberra.
- Mar-05** Moved to brand new facilities at Gate 47 Sydney Airport. incorporating a new check-in Gate, a new Rex Lounge and related facilities.
- Mar-05** Commenced services Sydney to West Wyalong.
- Mar-05** Rex achieved the best On Time Performance for the first time according to the Department of Transport and Regional Services (DOTARS) statistics.
- Apr-05** 'CHOICE Magazine' rated Rex as having the best customer satisfaction level based on a survey of its subscribers.
- Apr-05** Official opening of the Rex Lounge at Sydney Airport, by The Hon. John Anderson, Deputy Prime Minister and Minister for Transport and Regional Services.
- Jun-05** Commenced services Sydney to Cooma (Snowy Mountains).
- Jun-05** Rex celebrated its first year with 'one million' passengers. 2004-05, the first time one million passengers travelled within any FY since commencing.

- Fleet**
- Purchased 3 Saab 340Bs off lease and also 1 Saab 340A.
 - Sold 2 Metro 23s.
 - Leased 3 Saab 340Bs.



The Armidale Launch.



Opening of the Rex lounge in Sydney.
From left: Eilish Kendell, The Hon. John Anderson and Max & Laurel Hazelton.

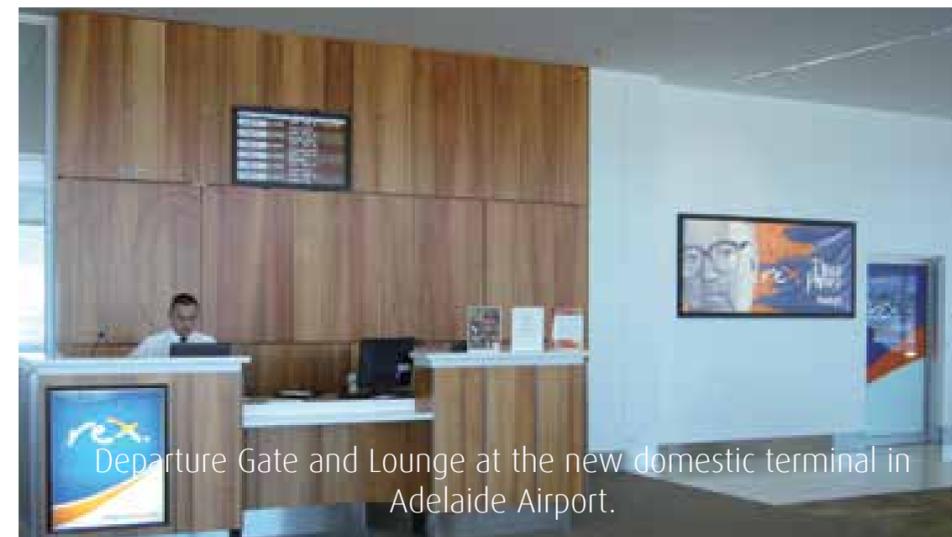


In celebration of Rex's one millionth passenger.

July 2005 - June 2006

- Aug-05** Announced purchase of 50% of the shares in Pel-Air.
- Aug-05** Change of name; Australiawide Airlines Limited to Regional Express Holdings Limited.
- Aug-05** Launched new in-house developed Internet Booking Engine.
- Sep-05** Ceased operations between Melbourne to Devonport.
- Nov-05** Listed and commenced trading on the Australian Stock Exchange with an initial public offer of 35,000,000 shares at \$1 a share.
- Nov-05** Purchased Dubbo-based airline, Air Link.
- Nov-05** New Rex website was introduced.
- Dec-05** Commenced operations from the new domestic terminal at Adelaide Airport.
- May-06** Endeavor Mines Cobar contracted Air Link to supply air charter flights to Fly-In/Fly-Out personnel between Dubbo & Cobar.

- Fleet**
- Purchased 3 Saab 340Bs and sold 1 Metro 23.
 - Pel-Air's 23 aircraft and Air Link's 9 aircraft added to the Rex Group's fleet.



Departure Gate and Lounge at the new domestic terminal in Adelaide Airport.



Rex listed on the Australian Stock Exchange.



The Rex Board of Directors and Management Committee at the ASX on Listing Day.



From left: Geoff Breust with ground handling agents Mike Scarman (Port Lincoln), Michael Brooksby (Mount Gambier) and Don Milne (Whyalla).

July 2006 - June 2007

- Jul-06** Pel-Air's Nowra operation achieved ISO 9001 certification.
- Jul-06** Accounts department moved from Wagga Wagga to Sydney.
- Jul-06** Ceased operations between Armidale to Sydney.
- Sep-06** Purchased a new corporate HQ in Baxter Road, Mascot NSW.
- Oct-06** Transition to all Saab fleet for airline.
- Nov-06** Signed lease with Saab Aircraft Leasing for 25 Saab 340Bplus.
- Dec-06** Ceased operations between Portland to Melbourne.
- Jan-07** Acquired a further 25% of Pel-Air.
- Jan-07** Rex moved to its new corporate HQ in Baxter Road.
- Feb-07** Commenced services Sydney to Taree & Grafton.
- Mar-07** Commenced additional direct services Broken Hill to Sydney.
- Apr-07** Voted by 'CHOICE Magazine' readers as the best domestic airline for the 2nd year running.
- Jun-07** Pel-Air became a wholly-owned subsidiary with last 25% share purchased.

Fleet

- Purchased 3 Saab 340Bs and 1 Saab 340A.
- Arrival of the first of 25 Saab 340Bplus.
- One Westwind corporate jet acquired for executive charter.
- A 2nd Beech1900D was acquired for Air Link's operation.



*Reproduced with permission from CHOICE



Signing of the lease of 25 Saab 340Bplus with Morgan (far left) and Michael (far right) of Saab Aircraft Leasing.



The Hon. Mark Vaile (Minister for Transport and Regional Services) Guest of Honour at the Taree Launch.



Rex's corporate jet for executive charter.



Rex corporate Head Quarters in Baxter Road, Mascot.

July 2007 - June 2008

- Jul-07** First sign of direct impact of Global Pilot Shortage on Rex pilot numbers.
- Jul-07** Commenced services Griffith to Melbourne.
- Jul-07** Ceased operation between Adelaide to Olympic Dam.
- Jul-07** Opened the Rex Pro Hart Lounge at Adelaide Airport.
- Jul-07** Aviation Week magazine ranked Rex as the world's second best Regional Airline for the category of revenue below USD \$1 billion.
- Sep-07** Purchased premises for Pel-Air at 72 Robey Street, Mascot NSW.
- Sep-07** Ceased operations between Sydney & West Wyalong.
- Oct-07** Rex named 'Regional Airline of the Year 2007' by the Centre for Asia Pacific Aviation (CAPA).
- Oct-07** Commenced services Maryborough to Brisbane.
- Nov-07** Rex Lounge opened in Melbourne Airport.
- Nov-07** Rex awarded 'Sustainable Small Company of the Year 2007' by Ethical Investor magazine.
- Nov-07** Ceased operations between Sydney to Cooma.
- Nov-07** Ceased operations between Maryborough to Brisbane.
- Dec-07** Commenced a joint venture pilot training academy named Civil Aviation Training Academy (CATA) with Mangalore Airport.
- Dec-07** First intake of 17 cadet pilots at CATA.
- Feb-08** Pel-Air moved its corporate head office to the Rex HQ in Baxter Road.
- Feb-08** Suspended operations between Griffith to Melbourne.
- Mar-08** Rex/Air Link awarded 15 NSW intrastate Air Transport Licenses.
- Apr-08** Rex acquired 100% of the pilot academy, changing the name to Australian Airline Pilot Academy (AAPA).

Fleet

- Purchased 5 Saab 340Bs off lease and parted out 1 Saab 340B.
- Converted 2 Saab 340A model aircraft into freighters. Sold 1 freighter offshore and transferred the other to Pel-Air.
- Leased a further 10 Saab 340Bplus.
- AAPA purchased 1 Piper Seminole & 7 Piper Warriors.



Official opening of Rex Pro Hart Lounge at Adelaide Airport by The Hon. Nick Minchin (right), Minister for Finance and Administration.



Maryborough Launch: Geoff Breust with Mayor of Maryborough Barbara Howard.



Rex's pilot academy CATA at Mangalore Airport.



New lounge at Melbourne Airport. The glass panels depict the history of Hazelton and Kendell Airlines.



July 2008 - June 2009

- Jul-08** The first 'IGATE Elite S623' simulator was installed at AAPA.
- Oct-08** For the 2nd year running, Centre Asia for Pacific Aviation (CAPA) named Rex as 'Regional Airline of the Year.'
- Oct-08** Rex engineers moved into new 2400sqm hangar in Adelaide.
- Nov-08** Ceased operations between Sydney to Mildura.
- Nov-08** Launched City of Wagga Wagga livery.
- Nov-08** Inaugural Rex Cadet Pilot Graduation held at HQ roof garden.
- Dec-08** Achieved best On Time Departures for FY 2007/08 according to the Bureau of Infrastructure, Transport and Regional Economics (BITRE).
- Dec-08** Air Link terminated the piston engine Regular Public Transport (RPT) operations to Bourke, Cobar, Coonamble, Lightning Ridge, Mudgee and Walgett.
- Apr-09** Australian Airline Pilot Academy (AAPA) moved from Mangalore in Victoria to the new purpose built facilities in Wagga Wagga NSW.
- Apr-09** 'CHOICE Magazine' ranked Rex 2nd for customer satisfaction.
- Apr-09** Launch of RexJet Executive Charter.
- Apr-09** TNT overnight parcel freight service ceased. Westwind VH-AJK operated the final flight after 27 years.
- May-09** Pel-Air awarded the Osborne Mine charter contract.
- Jun-09** Launched Saab Electronic Flight Bag.

Fleet

- Purchased 4 Saab 340Bs off lease, sold 3 Saab 340As and leased a further 12 Saab 340Bplus.
- AAPA purchased 1 Piper Seminole and 1 Piper Warrior.



*Reproduced with permission from CHOICE



IGATE Elite S623 Simulator in AAPA.



Newly completed Rex Adelaide Hangar.



Unveiling of the 'City of Wagga Wagga' aircraft with Cr Kerry Pascoe (second from the back right), Wagga Wagga City Council Mayor.



Inaugural Rex Cadet Pilot Graduation held at Rex HQ roof garden. The Hon. Mark Vaile (seated second from right) was the Guest of Honour.

July 2009 - June 2010

- Jul-09** Awarded Top-Performing Regional Airline by Aviation Week & Space Tech.
- Aug-09** Pel-Air commenced a three-year Fly-In/Fly-Out contract for Iluka Resources.
- Sep-09** Forbes Asia ranked Rex among the top 200 listed companies in Asia Pacific with revenues of less than US\$1 billion.
- Oct-09** AAPA won Wagga Wagga 'Best New Business' award.
- Oct-09** Commenced services Townsville to Mackay.
- Oct-09** Resumption of service Griffith to Melbourne.
- Dec-09** Pel-Air awarded the Air Ambulance Victoria contract.
- Dec-09** Lease of two aircraft to Siam General Aviation (for NOK Air) of Thailand.
- Dec-09** Rex won tender for two licensed routes by the Queensland Government.
- Dec-09** Purchased a warehouse on 79 Baxter Road, Mascot NSW.
- Jan-10** Ceased operations between Townsville to Mackay.
- Jan-10** Rex won the Air Transport World Award for Best Regional Airline.
- Feb-10** Commenced Northern 1 and 2 routes in Queensland.
- Feb-10** Commenced services Townsville to Mount Isa.
- Mar-10** Rex appointed to panel of airline suppliers for Victoria State Government.
- Mar-10** Rex appointed to panel of airline suppliers for Federal Government.
- Apr-10** 'CHOICE Magazine' ranked Rex 2nd for another consecutive year.
- May-10** Official opening of AAPA.
- May-10** Purchased 'Rex House' at 37 Robey Street, Mascot NSW.
- May-10** Deployment of static Saab 340 aircraft to AAPA campus.
- Jun-10** Rex rated by Roy Morgan Research as top performing domestic airline.

Fleet

- Last 2 of the 25 Saab 340*plus* entered service.
- Converted 2 Saab 340A into freighters.
- Pel-Air Westwind suffered a forced water landing without casualty, sold 1 Metro III and parted another Metro III for spares.
- Arrival of 4 King Air B200C for Ambulance Victoria contract.
- Air Link sold 1 twin piston engine aircraft.
- AAPA purchased 2 Piper Seminoles and 8 Piper Warriors.



Aircraft leased to NOK Air affiliate in traditional NOK livery.



Rex House at Robey Street for transiting crew and staff.



Official opening of AAPA by The Hon. Anthony Albanese (left), Minister for Infrastructure, Transport, Local Government & Regional Development.



Installation of decommissioned VH-OLN at AAPA for use as a static trainer.



July 2010 - June 2011

- Jul-10** AAPA signed an agreement with Jeppesen Australia (a subsidiary of Boeing) to provide pilot training.
- Jul-10** Rex ranked the world's Top Performing Regional Airline by Aviation Week and Space Tech for the 2nd consecutive year.
- Aug-10** Welcomed Kay Hull as a Rex Ambassador.
- Oct-10** Rex recognised as the Regional Airline of the Year by the Centre for Asia Pacific Aviation (CAPA) for a record 3rd time.
- Oct-10** Purchased warehouse at 62-64 Robey Street, Mascot NSW.
- Nov-10** Commissioned the Instrument Landing System (ILS) at Wagga Wagga which was partly funded by Rex.
- Nov-10** Commenced operation of 4 brand new Rex buses at Sydney Airport.
- Feb-11** Achieved best On Time Departures in 2010 according to the Bureau of Infrastructure, Transport and Regional Economics (BITRE).
- Feb-11** Switched the Operations control system from Geneva to Merlot.
- Apr-11** Established Rex's own in-flight catering division, CaterRex.
- Jun-11** Launched Air Ambulance Victoria contract by the Victorian Minister for Health, The Hon. David Davis MP.

Fleet

- Purchased 4 Saab 340Bs and 1 Saab 340*plus* off lease.
- Parted out 1 Westwind and sold all 8 Metro III.
- Sold 1 Beech 1900D.



2010 AVIATION WEEK
TOP PERFORMING REGIONAL AIRLINE



Signing of the Jeppesen agreement with Ian Thomas (right), President of Boeing Australia and South Pacific.



Welcoming Kay Hull as Rex Ambassador.



One of the four Rex buses in Sydney Airport ferrying passengers to and from the aircraft.



Guest of Honour The Hon. David Davis (Victorian Minister for Health) at the Air Ambulance Victoria contract launch.

July 2011 - June 2012

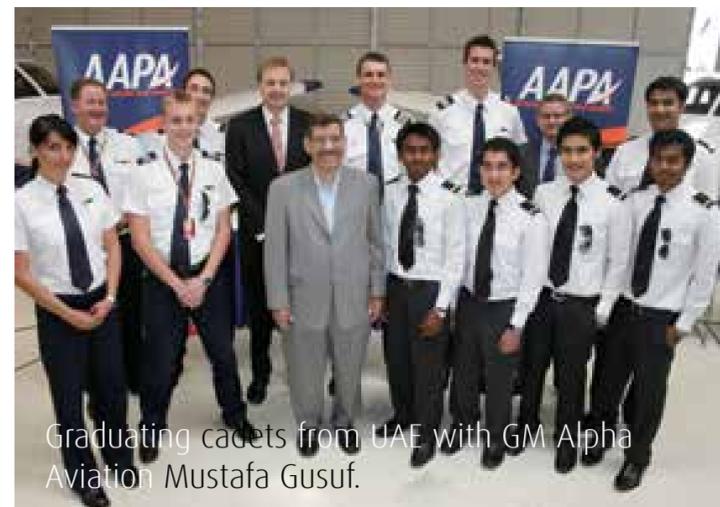
- Jul-11** Pel-Air commenced the Air Ambulance Victoria contract.
- Jul-11** AAPA accredited by the General Civil Aviation Authority of the UAE to deliver the flying component of the Multi Crew Pilot Licence (MPL) for Alpha Aviation Academy (AAA).
- Aug-11** Rex ranked the world's Top Performing Regional Airline by Aviation Week and Space Tech, for the 3rd consecutive year.
- Aug-11** Commenced training the first AAA cadets for Air Arabia.
- Sep-11** Rex's Pilot in Command under Supervision (PICUS) Program was officially approved by CASA.
- Oct-11** Pel-Air was awarded a 3-year contract by the Australian Defence Force for the provision of Fast Jet services.
- Oct-11** Launched Sydney to Newcastle & Newcastle to Ballina services.
- Oct-11** First graduation of AAA Cadets.
- Nov-11** Rex was the first organisation to receive CASA's approval as 'Continuing Airworthiness Management Organisation'.
- Nov-11** Rex voted by the Australian Traveller Readers' Choice Awards Survey as the 'Best Regional Airline'.
- Jan-12** Launched 'Shark' livery in partnership with Calypso Star Charters.
- Feb-12** Rex achieved best On Time Departures in 2011 according to the Bureau of Infrastructure, Transport and Regional Economics.
- May-12** Announced new services from Mildura and Broken Hill.
- May-12** Announced cessation of Griffith to Melbourne services from July 2012.

Fleet

Pel-Air sold 4 Metro 23s.



Launch of the Newcastle route with Lyndel Gray, Executive Director & GM Destination NSW.



Graduating cadets from UAE with GM Alpha Aviation Mustafa Gusuf.



Cr John Arnold (Mayor of Mildura) at the Mildura and Broken Hill launch.



Rex is the first in Australia to receive CASA's approval as a 'Continuing Airworthiness Organisation'. Presenting the certificate to Rex's Maintenance Control Manager Dale Hall, is John McCormick (left), Director of Aviation Safety, CASA.

IN THE
COMMUNITY

Our Heart is in the Country



2005-06 Drought Aid

In 2005, a very large number of regional communities served by the airline were dramatically affected by one of the longest droughts in Australia's history. The Board of Directors and management felt compelled to provide assistance and offered a drought relief programme of \$500,000.

The following year saw no respite for the communities from the drought. Areas in western New South Wales, north-western Victoria and most of South Australia were most severely affected. This led Rex to step up its efforts by allocating up to \$1 million to the drought relief programme in December 2006.

2009 Bushfire Relief

The year 2009 started off on a tragic note as Australia's worst bushfire hit the state of Victoria. Rex set aside a Bushfire Assistance fund of \$200,000.

In addition, a collection on board all flights was organised, as well as collection boxes being set up across the network offices. A dollar-for-dollar match was made by Rex against the monies collected, resulting in a total contribution of \$145,000.



2010-11 Flood Relief



In November 2010 New South Wales suffered severe flooding that had a devastating impact to crops. This was a big financial blow to growers who were in need of a bumper crop following a decade of drought conditions.

Rex set aside a \$200,000 relief fund.

The same weather system also caused havoc in the state of Queensland. In late December 2010 and early January 2011 severe floods hit parts of the state and some three quarters of Queensland was declared a disaster zone. Rex once again set aside a fund of \$200,000.



Country Hope Riverina is Rex's adopted charity. It provides family support to country children diagnosed with cancer and other life-threatening illnesses. Rex Wagga Wagga Administration Officer Kylie Malaquin is a passionate volunteer for Country Hope.





Temora Aviation Museum Runway Opening, 16 September 2006

Executive Chairman Lim Kim Hoi presenting Prime Minister John Howard with a Saab model aircraft. Looking on are Rex Deputy Chairman John Sharp, Temora Aviation Museum President, David Lowy and Member for Riverina Kay Hull.



Moruya Jazz Festival

Rex is a long-standing supporter of the Moruya Jazz Festival. Second from left is Rex Ambassador Max Kingston blowing his trumpet.



Gumi Festival

Rex is a proud supporter of this event hosted by the South Wagga Apex Club. The Gumi Festival sees competitors float down the Murrumbidgee River on rafts made from tyre tubes.



Maryborough Services Launch

Then-Rex MD Geoff Breust with a Maryborough town crier & 'Mary Poppins'. The author of 'Mary Poppins', P.L Travers, was born in Maryborough.



Griffith Festival of Gardens

Rex volunteers with the completed Rex plane sculpture made from oranges.



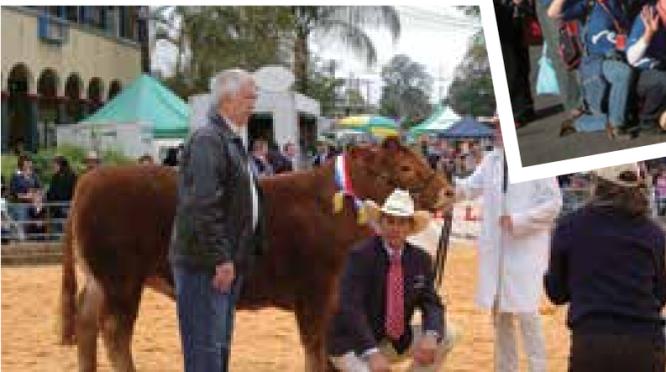
Tunarama

Port Lincoln's Tunarama festival offers a colourful street parade which Rex has sponsored several times.



Sunflower House

From left: CEO Air Link David Miller, Wagga Wagga Mayor Kerry Pastoe, then-MD Geoff Breust, then-Member for Riverina Kay Hull, founding Member of Sunflower House Dr Ray King, Rex Ambassador Max Hazelton, and Member for Wagga Wagga Daryl Maguire.





FLEET & LIVERY

The Rex fleet comprises almost 100 aircraft. We highlight in the following pages the aircraft and the livery that have been used over the years.

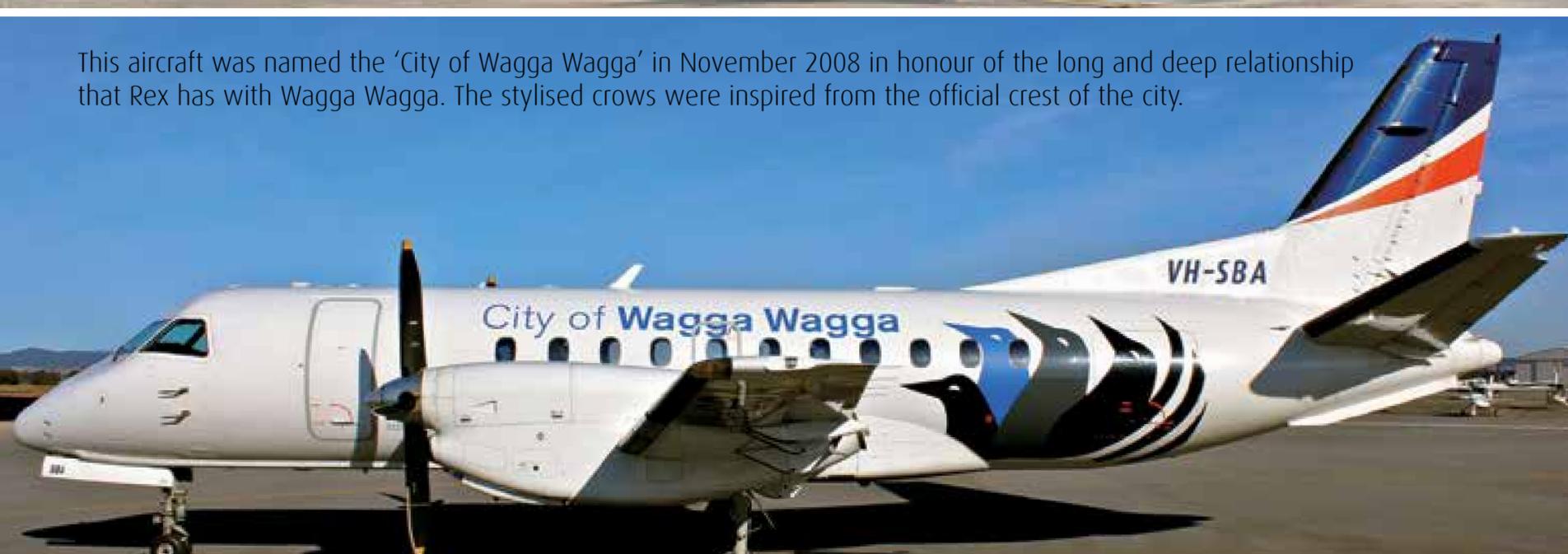
Rex has a fleet of 51 Saab 340 aircraft and is the largest operator of this type in the world.



Air Link's 19-seat Beechcraft 1900D.



These two aircraft were painted in the colourful liveries of NOK Air of Thailand when they were on short term lease to its affiliate in 2010. After the lease it was decided to keep the colourful liveries and to use the aircraft for charter.



This aircraft was named the 'City of Wagga Wagga' in November 2008 in honour of the long and deep relationship that Rex has with Wagga Wagga. The stylised crows were inspired from the official crest of the city.

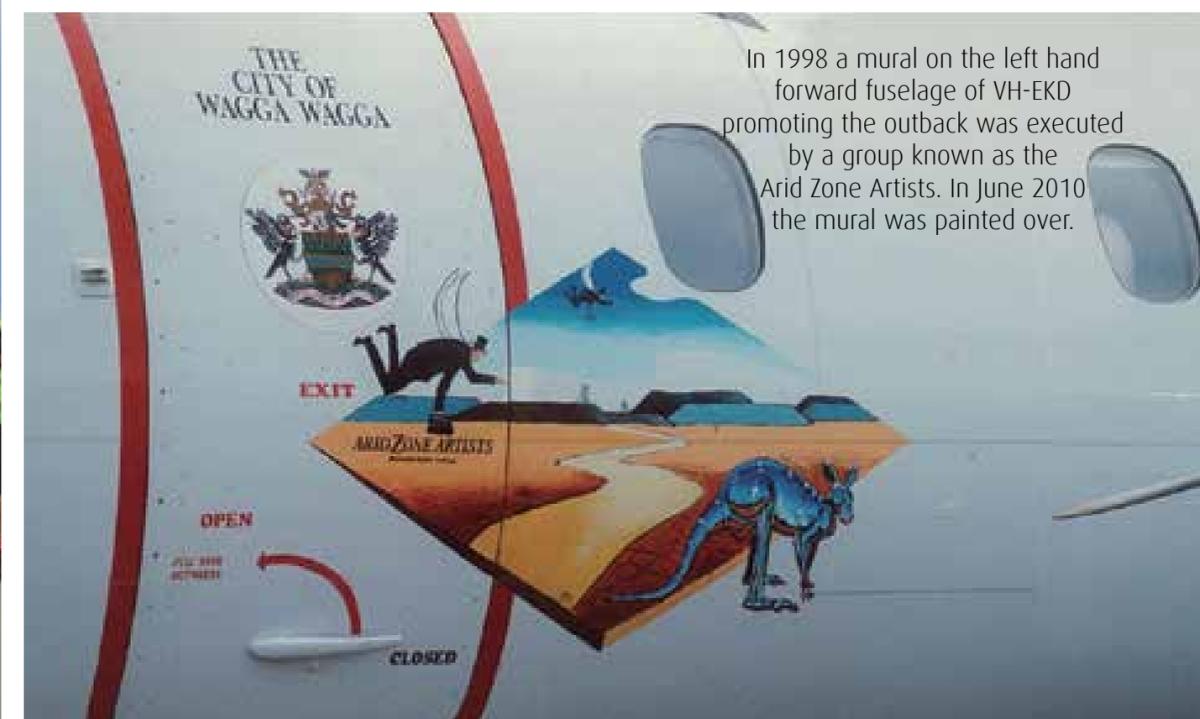




This distinctive shark livery marks the collaboration between Rex and Calypso Star Charters, a shark cage diving company based in Port Lincoln. The partnership aims to increase awareness of this unique tour, and promote tourism into Port Lincoln. This special aircraft was launched on 20 January 2012 and operates around the eastern states of Australia.



VH-TRX was adorned with the caricature of Kay Hull, visible below the forward cabin window, in honour of Kay's significant role in rescuing the airline during the Ansett collapse.



In 1998 a mural on the left hand forward fuselage of VH-EKD promoting the outback was executed by a group known as the Arid Zone Artists. In June 2010 the mural was painted over.

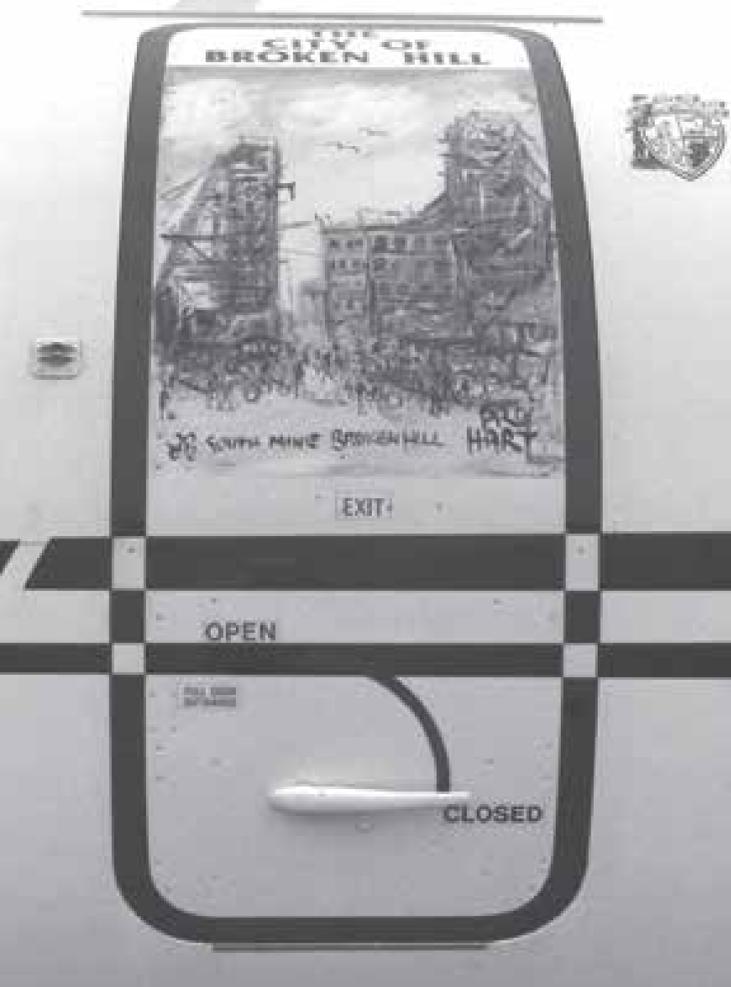


Pel-Air livery for its fleet of Saab 340 freighters. VH-EKT was one of Kendell Airlines' first Saab 340 A-model aircraft. The unchanged registration VH-EKT is in recognition of Eilish Kendell.



Piper Warrior (above) and Piper Seminole (below) part of AAPA's 20-strong fleet of aircraft.





Scenes From A Mining Town (1988)

This painting epitomises the 'can do' approach of two astute and determined country men, both pioneers in their own right.

Pro Hart approached Don Kendell with a suggestion to help in promoting Broken Hill, by naming an aircraft after his beloved town of Broken Hill and allowing him to paint a local mining scene on the door of an aircraft. Don was a stickler for on time performance but allowed the aircraft to remain on the ground for an additional 20 minutes – giving Pro a whole 40 minutes to paint the scene!

The painting, a depiction of the South Mine in Broken Hill NSW, was done brilliantly, and the aircraft departed on schedule back to Adelaide with the oil based paint still wet on the door. Don Kendell believed that the air flow across the door was actually a few millimetres off the surface and the painting would be quite safe and he was right.

The Saab aircraft involved was VH-KDP and it was subsequently named the 'City of Broken Hill' in a special ceremony at Broken Hill Airport.



One of Pel-Air's fleet of 4 Beechcraft King Air 200C deployed on contract with Ambulance Victoria since July 2011.



New (above) and old (below) liveries of Pel-Air's fleet of 7 Westwinds deployed in support of the Defence Fast Jet Contract as well as for general medivac operations.



Part of Pel-Air's fleet of 4 Learjets in tactical formation in support of the Defence Fast Jet Contract.

Rex's Corporate Head Quarters at Baxter Road, Mascot NSW, purchased in September 2006.



PREMISES AND FACILITIES



AAPA's \$24 million pilot academy/campus at Wagga Wagga Airport was inaugurated in May 2010.



(Above) Rex's new hangar facilities at Adelaide Airport completed in September 2008.



(Below) Rex's Heavy Maintenance Hangar at Wagga Wagga Airport.

While part of Rex's Head Office is based in Sydney, it has retained various head office functions and its heavy engineering base in Wagga Wagga NSW.

Parts of Finance, Payroll and Network Strategy are located in Wagga Wagga along with the head office functions of Engineering and Maintenance.

In total over 125 Rex staff are based in Wagga Wagga.

Rex's heavy engineering base at Wagga Wagga Airport, conducts all the major inspections, overhauls and refurbishment of Rex's Saab 340 fleet as well as many other engineering functions. To mention a few, the facility undertakes repair and refurbishment of composite materials, overhauls wheels & brakes and maintains tyres for almost 200 wheels. Rex's engine overhaul facility carries out minor work scope on the General Electric CT7 engines which power the Saab 340 and the full Continuing Airworthiness Maintenance Program on the Garrett TPE331-12 engines powering the Metro aircraft.

In addition to Wagga Wagga, the Rex Group also has hangars at Adelaide (see photo), Sydney and Nowra NSW.



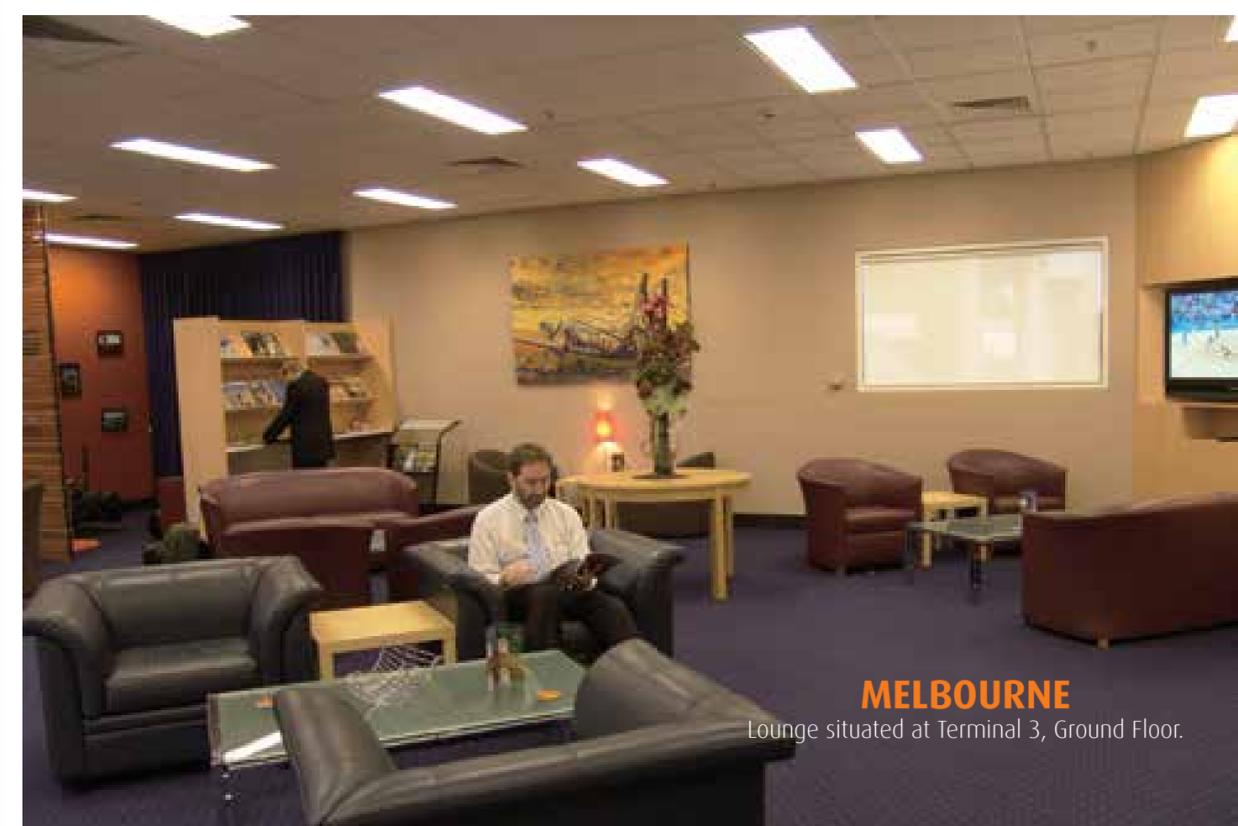
SYDNEY

Lounge situated at our departure Gate 47 in Terminal 2.



ADELAIDE

Adelaide's Pro Hart Lounge situated next to our departure Gate 10. A collection of Pro Hart memorabilia is on permanent display.



MELBOURNE

Lounge situated at Terminal 3, Ground Floor.



SYDNEY
Departure Gate 47 in Terminal 2.



ADELAIDE
Check-in counters located in Terminal 1.



MELBOURNE
Check-in counters located in Terminal 3.



REX AT
WORK













Max Langshaw

32 years of service commencing on 4 January 1974 – retired on 14 July 2006 having previously been a Chief Pilot with Kendell and Captain for many years with Rex.

My first job with Don was to clean the coffee machine and sweep out the hangar, when he interviewed me he said he didn't need my Senior Commercial Licence; that first job confirmed that statement.

The initial years were spent flying Navajo on RPT and charter as well as instructing students at the Kendell Flying School, all for the princely sum of \$100 a week.

Monthly pilot meetings were held at the Wagga Wagga Riverine Club where Don reinforced continually the need to meet customer expectations which was primarily to arrive at destinations on time. His favourite saying was "the customer is your paymaster not me."

The introduction of 4 engine 16 seat Heron aircraft in 1975 was a major milestone as passenger numbers grew significantly with more passengers carried on the first day of Heron operation than in the first week of Kendell's existence. Training in this aircraft was interesting as engine fuel valves were behind the captain's seat, an instructor could shut down an engine in the circuit without the captain realising the fact until after landing when he noticed a stationary propeller!

Metro flights began in 1979 with the delivery of VH-KDR from San Antonio to Melbourne via the Pacific aided by three 110 gallon internal ferry tanks.

Initial Metro flights were single pilot. Impending legislation requiring two pilots for Regular Public Transport (RPT) prompted us to pre-empt this requirement by training up fully qualified First Officers.

The introduction of Saab aircraft in 1985 was a challenge, not the least being the 45 hour ferry flight. Nobody in Sweden had flown the aircraft to its maximum range; they couldn't even tell us with any accuracy what the fuel capacity was. The Swedes were perplexed that we planned to fly long legs over water without long range navigation capability. Aircraft deliveries were a busy time; we allowed 7 days for the exercise, one day to fly to Europe, one day flight preparation and 5 days ferry. On each departure from Wagga we would promise Don "see you in 7 days at 1515 over the Wagga hangar." From memory the 4 deliveries I flew kept that promise.

The arrival of further aircraft was demanding for me as Chief Pilot, because all training was done in aircraft usually after end of operations for the day. This coupled with keeping CASA happy left little time to 'enjoy the scenery'.

My last 5 years of flying with Rex were rewarding, combining line flying with helping out in a support role with flight administration.

My 32 years at Kendell/Rex passed all too briefly, employing pilots and seeing them progress to airlines with larger equipment has been the highlight of a career in which I enjoyed going to work every day.



Max farewelled on his last flight with Rex.



Bruce Garlick

36 years of service commencing on 18 December 1975 and still currently employed in the Head Office a Senior Safety Investigator having previously been a pilot/Captain for many years with Hazelton and then Rex. Started with Hazelton on 18 December 1975.

Had previously worked with Hazelton as an engineer. Came from Cudal, where Hazelton started and had its main base.

Flew approximately 22,500 hours with around 10,000 in the Saab 340.

Transferred to the Rex Group Safety Department in September 2008 and now involved in investigations, administering the Group Safety Management System and some training.

Travelled all over Australia and extensively around the world as part of my work. It gave me the opportunity to meet an amazing number of people and form lasting friendships with a large number of these people. Loved it!



Finlay Shaw

31 years of service commencing on 5 Jun 1981 and still currently employed as a Captain having previously worked for Hazelton and now Rex.

Started with Hazelton in 1981 when the company was responsible for chartered bank runs and aerial agriculture operations.

One of my highlights was the delivery flight of the Beech 1900 to Vancouver where it was passed onto

Central Mountain Air who had brought the aircraft. Onboard were myself - First Officer, Peter Hazelton - Captain, and Charlie Stammers - Chief Engineer with Hazelton.

Central Mountain Air, based north of Vancouver, treated us very well whilst in Canada; they took us to remote locations and fishing trips.

However a non-highlight would be the financial collapse of Ansett which affected the operations of both Hazelton and Kendell Airlines. However in 2002 when Hazelton and Kendell were combined to become Regional Express, more affectionately known as Rex, I started flying the Saab with Rex as Captain.



Ian Jones

30 years of service commencing on 5 March 1973 with Hazelton and retired on 28 October 2003.

Bush mouse, aka Ian Jones commenced employment with Hazelton Air Services at Cudal as an Agricultural Pilot (only my second job in Aviation) with a total flying time of just over 5000 hours.

Agricultural flying was seasonal so when quiet, I started to do charter & RPT and eventually it became all RPT flying. During my time with Hazelton's I flew all types

of agriculture and twin engine aircraft that they operated with the exception of the Beech 1900 and the Metroliner.

I moved from Cudal to Lismore in June 1993 as a Saab Captain and did my last flight with Rex on 3 September 2002 from Sydney to Lismore in VH-OLN. I retired 28 October 2003 with over 28,000 hours.

The 30 + years working for Hazelton and Rex was like working with the family. Max and Laurel knew all their employees and families; you had a feeling of working with people rather than an 'employee number' working for people. Also the variety of work and aircraft kept it interesting and being a 'country bumpkin' I could live and work in the country and not have to live in a city.

I didn't look at the years as an accomplishment but rather as being fortunate enough to have a secure job for my family and myself, and to have played a small part in helping the company develop.



Peter Lilly

31 years of service since 1980 when I first joined Kendell as FO on the Metro II and currently still employed as a Captain.

I was later endorsed on the Saab 340 in 1985 and in 2000 I was chosen to be part of the CRJ team and was endorsed on the CL-600.

Working for both Kendell and Rex as a Captain is great; I like the type of flying we do and the people we interact with in the smaller country communities that we service. Having been brought up in a country community, I find country people have a lot of character and are inured to hardship; helping them to go about their business is very rewarding.

I enjoy the hours at Rex as they are a more family friendly than some other airline jobs. The Rex team in Melbourne is a friendly and sociable one, and it is a pleasure to work with those who are committed to giving our customers a friendly and timely service.

30+ YEARS LONG SERVICE



Warren O'Halloran

40 years of service commencing on 1 January 1972 and still currently employed as an engineer in Wagga Wagga.

At 15 years of age I was Kendell Airlines' first apprentice hired by Don Kendell in 1972 and starting in the Engine Shop in 1983.

The only other Engineer, Norm Edwards, and I worked on the one Piper Navajo, a seven seater passenger aircraft (VH-DAP), plus the five aircraft Don Kendell also operated for Flying School and Charter operations.

When I wasn't doing engineering work, I was also loading baggage, refuelling aircraft, cleaning aircraft... basically anything else that had to be done.

In 1974 Don Kendell decided it was time I had my first holiday and Don sent me to Darwin in the Northern Territory to assist Arnhem Air Charter after Cyclone Tracy hit.

I was often sent away to assist in maintenance in the Northern Territory for Till Air, New Zealand for Air Albatross and Solomon Islands for SolAir.

I am now the Supervisor of seven Engineers (including the Wheel Bay and Battery Shop) looking after over 100 Engines and still supplying service to other Saab Operators.

The Aviation Industry has taken me on an interesting journey that came close to ending after almost 30 years with the collapse of Ansett/Kendell in Sept 2001. However, with the formation of Rex in 2002, the foresight of Mr. Lim Kim Hai and the Board of Rex past and present, I have been fortunate enough to continue that journey to complete 40 years with the companies of Kendell and Rex in Jan 2012. I have seen many changes in the industry over this period and I have also experienced many memorable occasions along the way, none greater than recently, when my wife Donna and I were invited to attend a special Rex Board dinner to celebrate this 40 year milestone.

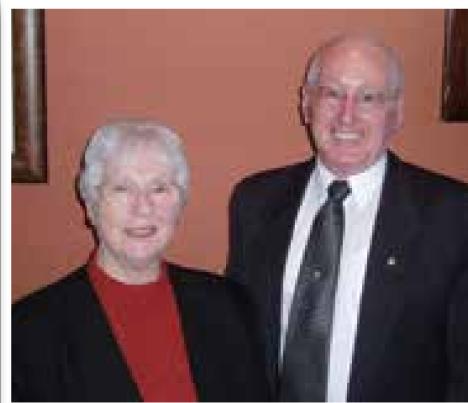
**DIRECTORS
MANAGEMENT
COMMITTEE AND
REX AMBASSADORS**



Geoff Breust
CEO & Director (Jan 2004 - Dec 2007)



Kay Hull MP
Rex Ambassador



Wally & Shirley Flynn
Rex Ambassadors



Garry Filmer
Chief Operating Officer & Director



Irwin Tan
GM Corporate Affairs



Warrick Lodge
GM Network Strategy & Sales



Steve Jermyn
Director (Feb 2007 - Jun 2008)



Christopher Meng Tak Chong
Director (Apr 2005 - Sep 2005)



Front row (from left): Scott Stenson and Max Kingston (Rex Ambassadors).
Middle row (from left): Bob Winnell (Director, Sep 2003 - Apr 2008), Russell Hodge (Director, Sep 2005 - Jun 2011), Elish Kendell (Rex Ambassador), Margaret Stenson (Rex Ambassador).
Back row (from left): David Miller (CEO Air Link & Rex Director, Feb 2007 - Mar 2011), Jim Davis (former MD, May 2008 - Jul 2011 & Director), Laurel Hazelton (Rex Ambassador), Max Hazelton (Rex Ambassador), John Sharp (Deputy Chairman), Lim Kim Hai (Executive Chairman), Lee Thian Soo (Director).



Dale Hall
GM Engineering



Mayooran Thanabalasingam
GM Information Technology



Ron Bartsch
Director



Chris Hine
Director



Neville Howell
GM Flight Operations & Chief Pilot



Png Yeow Tat
Deputy GM Engineering



To the memory of Don and other Rex family members we have lost



Members of the *reX*. Group





Air Link was established in 1971 as an aircraft charter operation based in Dubbo NSW. It was acquired by David and Barbara Miller in 1989. In 1991 Air Link commenced regular airline services linking NSW towns such as Bourke, Cobar, Coonamble, Walgett and Lightning Ridge to Dubbo and Sydney plus regular services between Mudgee and Sydney. Air Link introduced a Beech 1900D regional aircraft operating between Dubbo and Sydney in 2003.

On 30 November 2005 Regional Express acquired Air Link and appointed David Miller as the Chief Executive Officer.

Air Link holds an Air Operator's Certificate authorising Regular Public Transport, Charter and Aerial Work operations with Beech 1900D, Piper PA31-350 and Cessna 310R aircraft and Charter and Aerial Work operations with Piper PA30 Twin Comanche aircraft.

Air Link also holds a Certificate of Approval authorising the conduct of maintenance and overhaul of certain aircraft components relating to Beech 1900D, Piper PA31-350, Cessna 310 as well as other piston engine aircraft below 5,700 kilograms maximum take-off weight.

Air Link's fleet comprises seven twin piston engine aircraft and one twin engine turbo-prop aircraft and it now primarily focuses on providing charter operations all over Australia as well as aircraft engineering and maintenance services.



Pel-Air was incorporated in 1984 and has evolved to become a successful and leading air charter company with a niche in overnight Air Freight, specialist services to the Australian Defence Force and medical evacuation services.

Pel-Air became a wholly owned subsidiary of Rex in June 2007.

Pel-Air now employs about 100 personnel with operational and maintenance facilities in Brisbane QLD, Nowra NSW and Essendon VIC. Furthermore there are crew based in Townsville and Mackay QLD.

Pel-Air was restructured between 2008 and 2011 and it now specialises in the following market segments:

- Defence and Government related aviation support operations
- Aero-medical services for Ambulance Victoria
- Fly-In/Fly-Out charter services
- Express freight services
- Air Tours charter services

Pel-Air currently has 11 jet and four turbo-prop aircraft in its fleet, making it one of the larger independent operators of corporate jet and turbo-prop aircraft in Australia.

AAPA

The aviation world was hit with a world wide pilot shortage in 2007-08 that resulted in Rex's pilot ranks being decimated, losing 50% of its pilots in the fiscal year ending June 2008.

By December 2007 Rex had started a joint venture pilot training academy with Mangalore Airport and had commenced its first course of cadets. In April 2008 Rex acquired 100% of the academy and moved from Mangalore to Wagga Wagga, where a \$24 million state-of-the-art training facility/campus was custom built and renamed the Australian Airline Pilot Academy (AAPA).

With its fleet of 20 brand new training aircraft with full Electronic Flight Instrumentation System (Glass) cockpits, modern flight simulators and a state-of-the-art campus facility, AAPA is set to become the premier pilot academy in the Asia Pacific region with a capacity for more than 200 pilots a year for both Australian and international airlines.

AAPA's primary mission is to provide ab-initio training for 40 cadets every year in Rex's Cadet Pilot Programme in an 8-month long training course. By June 2012 AAPA had graduated 109 cadets for Rex with 71 of these already flying as First Officers.

AAPA is a Registered Training Organisation (RTO), is CRICOS approved and accredited to provide Nationally Recognised Training to the standards of the Australian Quality Training Framework for Certificate IV in Aviation (Commercial Pilot Licence) and Diploma of Aviation (Instrument Flight Operations).

AAPA is also approved by the General Civil Aviation Authority of the United Arab Emirates (UAE) to conduct the new ICAO Multi-Crew Pilot Licence (MPL) core flying training on behalf of Alpha Aviation Academy for cadet pilots from UAE. AAPA completes this core flying training within eight to nine weeks for the Alpha programme.



CAPA Aviation Awards for Excellence
REGIONAL AIRLINE OF THE YEAR
2010, 2008, 2007



**SUSTAINABLE
 SMALL COMPANY
 OF THE YEAR**

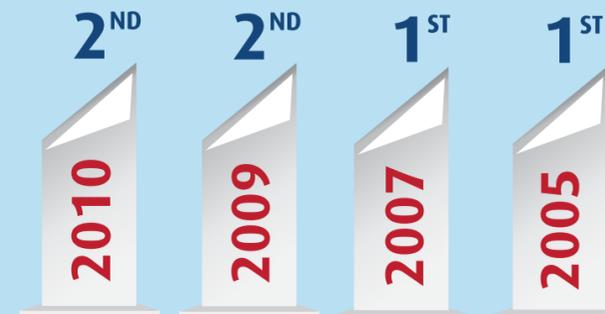


BEST NEW BUSINESS 2009

AUSTRALIAN
TRAVELLER
 READERS' CHOICE
2011 AWARDS
BEST REGIONAL AIRLINE

ATW **2010**
 Air Transport World **REGIONAL AIRLINE
 OF THE YEAR**

**CHOICE*
 DOMESTIC
 AIRLINE
 SATISFACTION
 SURVEY**



*Reproduced with permission from CHOICE

AVIATION WEEK
TOP PERFORMING REGIONAL AIRLINE
2012, 2011, 2010, 2009

Best Under A Billion **Forbes Asia 2009**

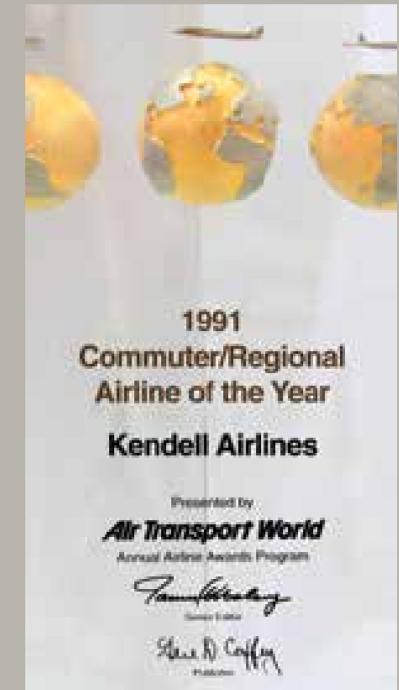
2010 Air Transport World

Rex was awarded the Air Transport World (ATW) Industry Achievement Awards as Regional Airline of the Year 2010. This award was in recognition of the Airline's superior safety record and operational excellence that has been demonstrated by outstanding punctuality and flight completion.

The ATW awards are the aviation world's most prestigious and coveted awards.



The ATW trophies for the various categories of award.



Kendell Airlines won the same award in 1991.



Rex Executive Chairman Lim Kim Hai and Director Lee Thian Soo with the Management Committee members.

2009 Forbes Asia

Forbes Asia ranked Rex among the top 200 listed companies in Asia Pacific with revenue less than USD 1 billion. The winners were culled from 25,326 publicly listed companies and were selected based on profitability, growth, moderate indebtedness and future prospects.



November 11, 2009 Singapore

in conjunction with



Entrepolis Singapore

Corporate partner



Forbes

Corporate partner



where inform

Organizing partner



SINGAPORE BUSINESS FEDERATION

Apex Business Change



Rex Executive Chairman Lim Kim Hai receiving the award from Steve Forbes (left), Chairman & Editor-in-Chief of Forbes Media.



Mr Lim receiving the 2008 CAPA award from CAPA Executive Chairman Peter Harbison.

2010, 2008 & 2007 CAPA

The Centre for Asia Pacific Aviation (CAPA) has selected Rex as Regional Airline of the Year an unprecedented three times in 2007, 2008 and 2010.



Mr Lim receiving the 2007 CAPA award from CAPA Chief Operating Officer, Derek Sadubin.



Mr Lim was invited to answer some informal and light-hearted questions from the Host of the Ceremony, Siew Hoon.

2011 Australian Traveller

Rex was voted 'Best Regional Airline' in the inaugural Australian Traveller Readers' Choice Awards Survey. Over 1,000 readers nominated their all-time favourite in the survey comprising 18 categories.



Rex Chief Operating Officer Chris Hine receiving the award from Australian Traveller Magazine Editor Elisabeth Knowles.

2007 Ethical Investor

Rex was awarded 'Sustainable Small Company of the Year' by Ethical Investor magazine. This award recognised Rex as a profitable, sustainable and reliable service provider. In addition, this award applauded the community support programs and levels of employee engagement at Rex.



Matthew Stacy, then-Rex Airport Manager Melbourne, receiving the award from Brookes McTavish, Managing Director of ASSOB.

AVIATION WEEK

The prestigious Aviation Week and Space Technology (AWST) commissions an annual ranking of all the listed airline companies in the world according to about 20 financial criteria tracked over a 10-year period.

Rex has been ranked first in the Regional Airline category for an unprecedented three consecutive years, beating some of the world's biggest regional airlines like SkyWest Inc and Republic of the United States.

In July 2012 AWST released its global ranking and Rex was ranked sixth for all airlines in the Asia Pacific and 11th for all carriers worldwide, two positions below Singapore Airlines but beating blue-ribbon carriers like Cathay Pacific, Lufthansa, Air France, British Airways and Qantas. Again for the fourth year running Rex was the highest ranked of all regional airlines.

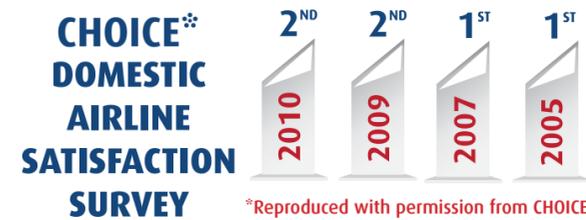
CHOICE

The consumer magazine CHOICE regularly conducts domestic airline satisfaction surveys to gauge Australian's overall customer satisfaction with their domestic carriers. In the last four surveys conducted, Rex was rated first in two of them and second in the other two.

GOLDEN CROW

Rex's wholly-owned subsidiary the Australian Airline Pilot Academy (AAPA) was awarded 'Best New Business' for the Wagga Wagga Business Chamber 2009 Golden Crow Awards. This annual event aims to recognise and honour excellence and outstanding achievements in business in Wagga Wagga.

AVIATION WEEK TOP PERFORMING REGIONAL AIRLINE 2012, 2011, 2010, 2009



*Reproduced with permission from CHOICE



STAKEHOLDERS' MESSAGES



The journey that Rex has undertaken to celebrate this milestone has indeed been a tremendous one. Rex was born in the most trying of circumstances 10 years ago and having been there at the start, I have had the opportunity to appreciate all the challenges that it has faced to reach this day.

The commitment that I witnessed from the Hazelton and Kendell Airlines staff in the days after the Ansett collapse to save their airline is a special one. It seems that this same commitment has proliferated through Rex as everyone has worked together wonderfully to build the company of today.

In just a decade, Rex has achieved much on the Australian aviation front - growing the Company with two specialised charter subsidiaries, establishing a pilot training academy in the heart of regional NSW in Wagga Wagga as well as being recognised both locally and internationally with awards. These have all been accomplished while maintaining a firm commitment to the regional communities, not unlike Hazelton and Kendell Airlines back in the day.

Regional Australia has benefitted from Rex's success with the increased accessibility it has provided by growing its network, participation in key community events as well as job creation with some key functions still maintained in regional towns such as Wagga Wagga and Orange NSW.

I am glad to have been part of the Government who played a role in the birth of Rex, which has led to the past decade of such accomplishments.

On this note, I heartily congratulate everyone in Rex on their great work and may we see more successful milestones being set in the near future.

The Hon. John Anderson
Minister for Transport and Regional Development (1998-2005)
Deputy Prime Minister (1999-2005)



May I take this opportunity to congratulate all at Rex; Board, Management and especially all the staff for the outstanding service and commitment to Regional Australia and particularly regional NSW over the past 10 years.

In 2002 with the collapse of Ansett and with it the regional carriers Hazelton and Kendell

Airlines, there was a real risk that many parts of Regional NSW would be left without reliable air services or at best no competition in airtel services. Many communities already being ravaged by drought could have been severely affected by losing a key transport link.

Fortunately with the assistance of the government of the day, Rex was established. In those early days the government wanted to ensure that there was a strong and sustainable regional carrier and we proudly put in place support mechanisms to ensure this happened. This support is just being removed now as Rex has become a viable and competitive carrier.

Today Rex is an icon in regional Australia with a fleet of 51 Saab aircraft servicing 35 regional destinations across the eastern states. Rex has established the Australian Airline Pilot Academy at Wagga Wagga which not only trains future pilots for Rex but just as importantly provides an opportunity for aspiring pilots from within Australia - another great investment in regional NSW.

I am proud to be associated with the great success story that is Rex, both originally as the Minister responsible, and now as a regional consumer heavily reliant on Rex services between home and Sydney.

Congratulations to all at Rex!

The Hon. Mark Vaile
Deputy Prime Minister (2005-2007)
Minister for Transport and Regional Services (2006-2007)



From the dark days of aviation in this country a decade ago, Rex rose from the ashes. In the aftermath of the Ansett collapse and the collateral damage that swept up regional airlines like Hazelton and Kendell, Rex emerged to defy the critics and become one of the world's most successful regional airlines.

It was a success that came against the odds. Rex began at a time when events like

September 11 drove global confidence in aviation to an all time low and regional Australia was in the early stages of a debilitating decade of drought. Regional air services were failing, especially in south eastern Australia, leaving families, businesses and entire communities stranded and set to be left without vital links to capital cities and the rest of the world.

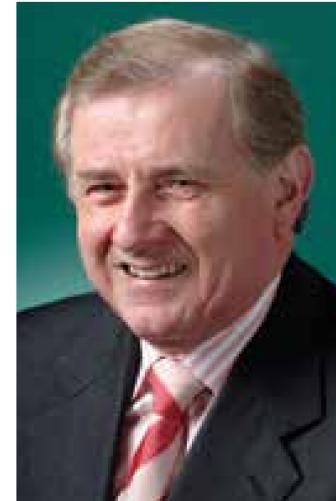
Over the 10 years since that time, Rex has established itself as a great friend of country Australia, committed to providing reliable, efficient and friendly air services to the regions. These services are all the more vital given the modern reality that in the most urbanised nation in the world, local airports in regional Australia have become community lifelines, providing the conduit to professional, community and medical services.

It has not always been clear skies but Rex has succeeded because it has been creative and innovative and it has been built on a strong business model. When the airline was critically affected by Australia's pilot shortage, Rex responded by establishing its own pilot training academy. Reaffirming its commitment to regional Australia, that academy was established in the heart of regional New South Wales, in Wagga Wagga.

I congratulate Rex - its pilots, flight attendants, ground crews, staff, board and management - on this important milestone. Regional Australians appreciate your dedication to maintaining services to and from the places where we live.

Wishing all at Rex safe flying and many happy returns.

The Hon. Warren Truss MP
Leader of the Nationals
Shadow Minister for Infrastructure and Transport
Minister for Transport and Regional Services (2005-2006)



Congratulations to Regional Express (Rex) for 10 years of flying. This anniversary marks a great achievement for an airline born from adversity, which through a combination of a diverse business model, good management, great service and strong partnerships, has become a champion of the regions.

The Australian Government is positioning the regions to seize future opportunities for economic growth and diversification, and we continue to invest in the infrastructure that helps get regional airlines off the ground. We have partnered with Rex, Airtel Australia, Wagga Wagga City Council and the Australian Airline Pilot Academy to support pilot training.

Rex has established a strong partnership with regional Australia. It is connecting families over vast distances, bringing business and economic growth to regional centres and providing a vital link in the supply chain.

It has assisted a number of communities hit hard by bushfire and flooding disasters since 2008. Rex has also donated air services to community organisations, relief agencies and individuals needing to get in and out of affected areas and has carried out major fundraising activities.

In return for this service, the regions have embraced Rex as their own. The familiar sight of a Saab 340 touching down at the local airport is a source of confidence and connectedness in regional Australia.

The Hon. Simon Crean MP
Minister for Regional Australia, Regional Development and Local Government / Minister for the Arts



I would like to congratulate Regional Express (Rex) on celebrating its 10th anniversary.

Rex has built on decades of success enjoyed by Hazelton and Kendell Airlines and provided much-needed optimism following the collapse of parent company Ansett.

Rex has played a key role in supporting regional tourism and has formed partnerships with local tourism authorities to increase awareness of the tourism opportunities in regional Australia.

It has also provided valuable sponsorship to community events aimed at attracting visitors and raising funds for worthy causes.

The airline is in a strong position to take advantage of the expected growth in domestic and international visits to regional Australia during the next few years.

The Hon. Martin Ferguson AM MP
Minister for Resources and Energy / Minister for Tourism



I would like to congratulate Regional Express (Rex) on its tenth anniversary. It is a great achievement particularly at a time when many airlines have been 'doing it tough' and several well-known carriers are no longer in business.

I along with my Coalition colleagues want to see Rex continue to thrive particularly as it provides such a vital service for regional and rural Australia, without which many communities could be left condemned to isolation and economic stagnation. With much of Australia's current growth coming from the regions, including Newcastle Airport the Coalition recognises the role that regional aviation will play in transporting workers sourced from elsewhere. I want to assure you that a future Coalition government will support regional aviation. We understand that it is a capital intensive business that requires high cash flow and we will actively seek to reduce the burden that Rex and other carriers bear of various taxes and costs impositions.

On a more personal note, I have always found Rex offering a very reliable, comfortable and pleasant service. To everyone at Rex, from the Executive Chairman Lim Kim Hai and my good friend Deputy Chairman The Hon. John Sharp, to Garry Filmer and the entire staff, I would like to reiterate my congratulations on reaching ten years and look forward to Rex's next decade being even more profitable and successful.

The Hon. Bob Baldwin MP
Shadow Minister for Tourism and Regional Development / Federal Member for Paterson



Congratulations to Rex on reaching 10 years of flying this year. As an island community Tasmania has some rare advantages and challenges, with access to and from the state being a critical issue for the Tasmanian economy. The emergence of Rex as a regional carrier has helped ensure access to Tasmania is maintained for residents and tourists alike.

The Tasmanian Government recognises that improved access is essential for the growth and development of our economy, and particularly the tourism industry.

With our increasing range of world class attractions coupled with our unique natural environment, Tasmania continues to offer a lot to interstate and international tourists. Through their services to Burnie and King Island, Rex provides choice to travellers heading to regional Tasmania for business or pleasure.

We are committed to working to deliver sustainable growth in air services to and from Tasmania as the ongoing availability of air services connecting Tasmania to the Australian mainland is a significant economy and social issue for our state.

Rex recognises that safe and reliable access to regional parts of Tasmania isn't just important for tourism; it's a fundamental requirement for the Tasmanian economy and community. Thank you Rex for your services to regional Tasmania and congratulations on your tenth anniversary.

**The Hon. Lara Giddings MP
Premier of Tasmania**



I am delighted to congratulate Rex as it celebrates ten years of providing safe and reliable air transportation services to Victorians.

The commitment that Rex has shown over the years to the values of efficiency, simplicity and quality service is something of which every single member of the Rex team should be proud. The outstanding efforts of this team over the years have contributed to Rex's recent expansion of routes linking Mildura, Sydney, Adelaide and Broken Hill.

These extra services bring great benefits to Victoria, not only for business, but also for tourism and for communities. Rex provides access to services for many regional areas in our State, and recent additional flight services build on the great success Rex has had over the past decade.

The Victorian Government was proud to assist with recent development by providing funding for the Mildura Airport Terminal redevelopment project.

The airline's growth, along with its rating as the top performing Australian airline in 2012, as noted by *Aviation Week and Space Technology Magazine*, is a well-deserved result of providing welcoming hospitality and reliable service, and that is a credit to the entire Rex team.

On behalf of the Victorian Government, I congratulate Rex on reaching this remarkable milestone, and wish everyone from Rex continuing success in the future.

**The Hon. Ted Baillieu MLA
Premier of Victoria**



The story of Regional Express, known as Rex, is an inspirational one. Out of the ashes of the Ansett collapse in 2001 this new entity emerged. In just 10 years since its formation, Rex has grown to be Australia's largest independently-owned regional airline.

In Queensland, Rex has been operating in the north and north west since 2009, benefiting remote rural communities.

Rex has helped stimulate economic growth in many of these communities through Fly-In/Fly-Out services to mining operations. It's a strong supporter of local communities through regular sponsorship of regional events.

My government values the contribution Rex makes to the Queensland economy and to our society and I thank the company for that.

Its reputation for excellence has spread far beyond our shores. Last year, for the third consecutive year, Rex was ranked as the World's Top Performing Regional Airline by *Aviation Week and Space Technology Magazine*.

I congratulate Rex on its tenth anniversary. I'm sure there will be plenty of achievements to celebrate for many years to come.

**The Hon. Campbell Newman MP
Premier of Queensland**



South Australia is on the cusp of an exciting new chapter in our history. We have an unprecedented \$109 billion in major projects planned for the state and many of these projects are in regional areas.

Through regular commercial airline passenger services across South Australia, Rex is helping our State leverage the benefits of these projects, while creating opportunities for our communities.

Rex has a network of eight regional airports linking to South Australia and transports workers, potential investors and tourists to destinations such as Kangaroo Island, renowned as one of the world's most popular eco-tourism destinations.

By flying to Port Lincoln, Australia's biggest combined agricultural and fishing centre, as well as Whyalla and Coober Pedy, hubs of world-class mining and exploration activities, Rex is helping to showcase and support our key industries.

Rex's South Australian network provides more than 30 per cent of the company's national market share and makes an important contribution to the economic development of our State.

I congratulate Rex on 10 years of operation and look forward to us working together for South Australia's future.

**The Hon. Jay Weatherill MP
Premier of South Australia**



Rex has been providing air travel to regional cities and towns across Australia for the past ten years. From humble beginnings, Rex has grown into a well-established Australian company, known for effective and sustainable business operations and an unwavering commitment to regional NSW.

For a state as vast as NSW, this service is crucial to connecting our communities and businesses.

Rex's dedication to regional areas means customers have more choice about how and when they travel across NSW and the country. This commitment to 'the bush' is evident through the services Rex provides year round and the charity work the company supports to help those less fortunate in towns and cities across Australia.

The NSW Government supports the ongoing efforts of Rex to connect people and businesses and recognises the social and economic benefits it provides to our State.

On behalf of the NSW Government, I would like to congratulate Rex on a successful 10 years in operation.

**The Hon. Gladys Berejiklian MP
NSW Minister for Transport**



**Michael McCormack MP
Federal Member for Riverina**

Dark clouds hovered menacingly over the airline industry when Regional Express airlines first took flight in 2002.

To say the birth of Rex came at a time of great uncertainty would be a huge understatement.

Australian aviation was in turmoil yet the founders of Rex had a purpose, a firm resolve and a vision for what was needed and what would work.

This was a period which needed people with confidence, direction and a dream and those who were there at the start – the owners, investors, management, pilots, flight attendants, engineers, airport and office staff as well as the initial customers who placed their faith in the fledgling airline – ought to now look back with pride at what they helped to achieve.

From very humble beginnings – local community groups and Rex staff even put together snack packs for travellers to at least have an in-flight service – Rex has grown into a formidable, consistently high performing and successful company.

With national and international awards recognising it for excellence, a superb safety record and customer service renowned throughout the airline industry, Rex is a company for which we should be grateful and of which we should all be truly proud.

Rex's motto 'Our heart is in the country' still rings true and the fact its base is in Wagga Wagga and it provides services linking regional areas to capital cities and therefore the world underlines the ongoing commitment the airline has for rural people.

I congratulate Rex on a memorable decade as a leader in regional aviation and wish the company blue skies, smooth flying and wide horizons into the future.



**The Hon. Sussan Ley MP
Federal Member for Farrer**

The Ansett collapse also meant the collapse of Kendell, an airline that was particularly important to my region. Of course, I and the other local politicians marched to save the airline. It was ours, after all. Kendell was not just important to regional Australian travel, it was a gold standard country business born in the NSW Riverina. The prospect of losing such a local icon was more than just the loss of vital rural air links; we were losing part of our history, heart and soul.

Thank God Rex was born out of the ashes of Kendell and Hazelton. In a relatively short time Rex has become the kind of friend you know and trust to help manage life, business or your family.

As the local MP representing West and Southern NSW, Rex is not only a welcome community partner, sometimes it is the only one!

Proof of a vision and commitment to the country is the recent decision to add a Melbourne to Broken Hill link to the network.

Mind you, this first decade was also through some difficult economic times in rural Australia, much of it coinciding with a severe drought. Without Rex's strong, reliable and regular commitment many of our country regions would have struggled even more so.

Like any good business, employing good people is also its strength. Crews are also often based at its regional ports, where they raise a family and contribute to the professional and personal fabric of a community. Regular passengers will often be on first name terms as we climb the steps for the start of another day (or week) away from our home base.

Congratulations Rex on ten wonderful years!

You have grown to become part of our landscape, part of the skies and so very much a vital part of rural and regional Australia.



**Janelle Saffin MP
Federal Member for Page**

I congratulate Rex for this anniversary of ten years of flying.

Rex is the pre-eminent rural and regional airline and is a lifeline for country communities.

I love the staff of Rex who really are country friendly and who actually know their customers, more as friends and family.

From my home town of Lismore I am well served and am blessed to have Maurice, Aaron, Corey, John and Lyn running the show. All customers get the Rolls Royce service. And we are lucky in the Page electorate that we can fly with Rex, whether we are flying from Lismore, Ballina or Grafton.

Rex is going from strength to strength and as the Chairman Lim Kim Hai said in his statement to the ASX last year: "I am actually more optimistic and confident of the outlook and potential of the Rex Group than I have ever been for the past nine years."

This is a wonderful indicator of economic strength and operational strength.

May Rex continue to go from strength to strength and as they do I encourage all country people to continue to choose Rex as their No. 1 commute.



**Thomas George MP
Member for Lismore**

I write to you today to offer my most sincere congratulations on 10 years of flying.

This is a significant achievement in a period in which many other airlines have struggled and indeed ceased to exist.

I have had a long association with the company from as far back as when Hazelton Airlines flew to my electorate in Lismore.

One of the many things that I have always and continue to appreciate about Rex is the fact that Rex treats its customers as more than just a number and offers a genuinely personal service to all of them.

Furthermore, I also endorse the fact that Rex provides significant services to rural and regional Australians in NSW, who without the services provided by Regional Expresses, would have great difficulty meeting their various commitments, whether they be for business or personal reasons.

Again, congratulations on this wonderful achievement.



**Daryl Maguire MP
Government Whip
Member for Wagga Wagga**

It is indeed a privilege to pen a message on 10 years of Rex's achievements.

Our city and region can be proud of Rex and the management team in having continued to provide growth, employment and dedicated service.

From humble beginnings Rex has flourished combining Hazelton and Kendell airlines into Australia's major regional airline.

Rex continues to proudly call Wagga Wagga home employing local people.

Through the tireless efforts of staff and management Rex continues to be an outstanding corporate citizen across regional NSW.

Having a regional based carrier still calling the country home is vital for people of regional NSW.

Thank you Rex.



John McCormick
Director of Aviation Safety
CASA

I would like to congratulate Regional Express (Rex) on the important milestone of its tenth anniversary.

Regional aviation makes a vital contribution to Australia's social and economic structure. Rex obviously plays an important role in bringing airline services to many different parts of regional Australia. At the same time all regional airlines face sets of unique safety challenges that are part of Australia's diverse climate and flying conditions. It is important that as the aviation safety regulator, the Civil Aviation Safety Authority (CASA) fully understands those challenges to help us ensure that all regional airlines continue to operate safely in many different environments. When, as Director of Aviation Safety, I created the Regional Aviation Safety Forum in May 2012, I was concerned that issues facing aviation in regional Australia (that is those areas outside the major metropolitan areas) were able to be discussed in a frank and open manner. I am pleased to say that Rex has played a very valuable part as an active member of this industry forum in the past two years, particularly in regard to discussions about operations at regional aerodromes. I am very appreciative of the continued contribution of Rex and other regional operators to these safety discussions, which is part of the open and productive relationship CASA has developed with the aviation industry.

On behalf of CASA I would like to wish Rex continued safe flying into the future.



Martin Dolan
Chief Commissioner
ATSB

On behalf of the Australian Transport Safety Bureau (ATSB), I congratulate Regional Express – or Rex as we all know it – on 10 years of safe aviation.

As Australia's national transport safety investigator, we work closely with Australia's airlines and operators - such as Rex - to help improve the safety system of Australian aviation.

Rex should be proud of its 10-year anniversary. Rex has played a vital role in safely connecting regional and metropolitan Australia. The past years have allowed the ATSB and Rex to develop a strong working relationship to identify safety issues and ultimately make flying safer for industry and the travelling public.

I wish Regional Express a successful and safe future of flying. The ATSB looks forward to continuing and strengthening our working relationship with Rex to advance aviation safety in Australia.



Greg Russell
Former CEO
Airservices Australia

Let me pass on my congratulations to the management and staff of Regional Express on its tenth anniversary.

The regional aviation industry is of vital importance to Australia both in providing reliable and safe air services and as a training ground for aircrew and engineers for the broader aviation industry. I have been proud to have had the opportunity to be associated with Rex through one of its predecessor

companies, Hazelton, in helping the company to establish its operations at Sydney Airport and more recently through the national air traffic provider.

I have watched with interest the development of the company during the past decade including its listing on the stock exchange, the acquisition of a large fleet of Saab aircraft, the establishment of a flight training college in Wagga Wagga and the continuation of the policy of supporting regional communities.

Regional aviation is a tough business and to have grown the organisation to the extent that has occurred is a major achievement. My congratulations!



Alan Joyce
CEO Qantas

I'm pleased to congratulate Rex on 10 years of operation.

While Qantas and Rex are competitors, we share a commitment to serving regional Australia.

Regional Australia is home to millions of Australians, large and small businesses and world-class tourism attractions. Aviation plays an essential role in supporting these communities and the economic activity they depend on – almost

a unique role in global terms, given Australia's sheer size and widely dispersed population.

By taking on two of Ansett's subsidiaries in 2001, Rex helped maintain Australia's regional aviation network at a challenging time for the industry. To bring together two distinct airlines - each with a rich history - and build an entirely new carrier with a strong brand of its own has been a significant accomplishment.

Rex is also making an important contribution to developing aviation skills in Australia through its Wagga Wagga-based pilot academy, and is a big sponsor of regional events and charitable initiatives.

Aviation is a 24/7 business, but when anniversaries come round it's important to look back and reflect. I hope everyone at Rex finds time to celebrate the achievements of the past 10 years.

Again, on behalf of the Qantas Group, many congratulations.



John Borghetti
CEO Virgin Australia

I would like to congratulate Regional Express on reaching ten years of service in Australia.

Rex has grown considerably over the past decade and has played an important role in supporting regional Australia during that time. The airline should be commended for the way it has partnered with regional communities to support marginal routes, bringing the benefits of air travel to remote parts of Australia.

At Virgin Australia, we believe competition is vital to a successful aviation industry and Rex has made a significant contribution in this respect. We support the airline's commitment to keeping fares affordable for Australians by challenging monopoly routes.

Rex has also contributed a great deal to regional communities through supporting local charities and investing in programs to train Australian pilots, which is very important for the future of our industry.

Rex should be very proud of its achievements over the past decade and I wish the team all the best for the decade ahead.



Chin Yau Seng
Chairman
Tiger Airways Australia

Congratulations to Regional Express (Rex) on its 10th anniversary.

Rex has made great strides as an airline group since its formation in 2002, through the amalgamation of Hazelton and Kendell Airlines. The tenacity of its management and staff has not only seen Rex survive its early years, but enabled it to grow into a strong business that plays an important role in Australian aviation, serving regional communities.

The efforts of the staff at Rex in building a quality operation deserve recognition. Their 'can do' attitude is what makes all the difference. It is the same determination and spirit that we have seen in our team in Tiger Airways Australia, as they strive to build a sustainable business, focused on delivering reliable, punctual, friendly and affordable air travel to consumers, after a major setback last year.

On behalf of the Tiger Airways team, I salute our counterparts in Rex for the fantastic job they have done in bringing their company this far in only ten years.

May we wish Rex another ten good years ahead.



Mark Young
Managing Director
Adelaide Airport

On behalf of Adelaide Airport Limited (AAL) I congratulate Rex on reaching an important milestone. Rex has demonstrated great vision and foresight in resurrecting the regional components of the former Ansett operations and growing them into a successful business in the tough aviation market.

As the major intrastate carrier in South Australia, Rex provides a vital link between Adelaide and our regional communities across eight destinations, from Coober Pedy and Whyalla down to

Kingscote and Mt Gambier, west to Ceduna and Port Lincoln, and across the border to Broken Hill and Mildura.

The company has built its reputation and expanded its reach in times of great uncertainty through economic downturns, droughts, floods and global security threats.

The journey's only just begun. Adelaide Airport Limited looks forward to working with Rex for many more years to come as we both continue to grow and offer our customers an even better level of service.



Kerrie Mather
CEO Sydney Airport

Our warmest congratulations on the tenth anniversary of Regional Express.

It's hard to believe it was just 10 years ago that a group of committed investors saw the potential in keeping Ansett's regional aviation business in operation.

Today, Rex is one of Australia's most recognisable airline brands, flying more than 1.2 million passengers a year to 35 destinations across the eastern states and operating the nation's largest

independent aircraft fleet.

Regional aviation is vital to our economy and we recognise that regional passengers want to continue flying into Australia's international gateway.

Regional airlines have ensured ongoing access to Sydney Airport, but our support for regional aviation is not limited to that.

Under our new vision to reconfigure the airport, regional passengers will have better connectivity than ever to domestic and international services and a more seamless passenger experience.

Congratulations again on your fantastic achievement and we look forward to working with you on growing your business in the decades to come.



Chris Woodruff
CEO Melbourne Airport

On behalf of Melbourne Airport, it is with great pleasure that I congratulate Rex on its tenth anniversary. This is a significant milestone in a highly competitive and challenging industry, and demonstrates the ongoing success of Rex in providing aviation services for regional Australia.

As a long-standing and valued member of the Melbourne Airport community, Rex helps to keep our diverse and vibrant regional communities connected with the rest of Australia and the world.

Rex passengers from Burnie to Broken Hill and Mount Gambier to Moruya are only a few steps from an extensive range of domestic and international services when they arrive at Melbourne.

Similarly, Rex ensures that our capital cities continue to have strong aviation links with regional Australia, enabling the growth of business, education, tourism and other industries.

Congratulations to all the team at Rex on turning ten, and we look forward to continuing to support your future growth and success.



Subhas Menon
RVP Singapore Airlines

It is with great pleasure that I congratulate Regional Express on their 10th Anniversary. Rex is exemplary of the enterprising spirit and commitment to efficiency of Singapore. Aviation has been afflicted by many natural and man-made challenges in the last 10 years. Rex is a stand out as a successful stand-alone regional airline as it not only survived but managed to grow despite the devastating drought and floods of 2008 and 2011 as well as the

GFC and the current global economic uncertainty. Australia has benefitted from an efficient and reliable regional airline like Rex. I wish Rex and its staff many happy returns on its birthday with many more to come.



Michael Magnusson
President and CEO
Saab Aircraft Leasing

For all of us at Saab, working with Regional Express (Rex) and its predecessors has been a great pleasure. Kendell Airlines was one of the early launch customers in 1984 as it correctly identified the new 30-seat Saab 340 as an ideal aircraft for regional routes in Australia. This was followed by Hazelton Airlines which also choose the Saab 340 in 1990. The legacy of these two carriers continued on in Rex.

Looking around the globe today, many airlines are in turmoil, the market is in constant change. Outside factors create constant new challenges. Rex has weathered these by staying focused on its core business. This is evidenced by the many industry awards bestowed upon Rex including the prestigious ATW Regional Airline of the World award.

As Rex celebrates its tenth anniversary, all of us at Saab salute the Executive Chairman Lim Kim Hai, its management and staff for a job well done, you all should be proud of this achievement. Rex has become a strong brand throughout the industry, symbolising dedication and sound business judgment whilst creating a good working environment and returns to its shareholders. All necessary factors for a stable business entity, ready to weather future challenges.



Michael Bridge
Chairman
RAAA

The Board and all members of the RAAA wish to sincerely congratulate Rex on its tenth anniversary. Rex is making an outstanding contribution to regional Australia and remains Australia's largest independent regional carrier. As well as its high quality RPT network Rex also has established a state of the art flight training facility at Wagga Wagga Airport. Students are supported during their training through Rex's innovative cadet scheme, a model which is considered one of the best in the industry.

Over the past ten years, Rex has been at the cutting edge of aviation policy and regulation development. Many of the technological and operational improvements in regional aviation in recent years have become reality, because of Rex's commitment to engaging closely with government and industry leaders.

If you speak to the people of regional Australia there is no doubt in the faith they have in Rex's services. The aircraft and crews are considered first-rate and an essential part of Australia's regional infrastructure.

There is no doubt that Rex will remain at the forefront of regional aviation for many years to come and is to be applauded soundly for its exemplary commitment to regional Australia.



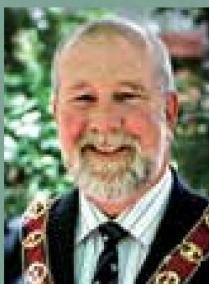
**Cr Kerry Pascoe, Mayor
Wagga Wagga City Council**

Regional Express and Wagga Wagga have a shared history and it has been an absolute privilege to have witnessed, and in many ways been a part of, the growth of this wonderful organisation.

I continue to witness Rex's commitment to regional Australia and the essential social and business links that they create between regional centres and capital cities. The collaboration between Rex, Wagga Wagga City Council and Airservices Australia resulted in the recent installation of an Instrument Landing System at our Airport, delivering many advantages to the travelling public and also a number of important aviation education and training outcomes.

The response from Rex to pilot shortages was rapid and the result has been a true world-class pilot training academy in Wagga Wagga. Rex continue with their commitment to a strong engineering apprenticeship program and their roots really are 'in the country' with 150 plus employees in our City alone!

On behalf of the City of Wagga Wagga I thank Regional Express for the outstanding contribution they have made to regional Australia, and in particular the Riverina and I wish Rex much more success in the years to come!



**Cr Ken Keith, Mayor
Parkes Shire Council**

Since assuming the air service in 2002 Rex, Australia's largest independent regional airline, has provided quality service to the Parkes Regional Airport and indeed the local central west community.

Council values the relationship it enjoys with Rex. As a widely respected corporate citizen Rex is held in high regard due to its support for the regional communities it serves. Rex has supported our region providing assistance towards local festivals with various promotional measures.

Parkes Shire Council and our community congratulate Regional Express on their 10th anniversary and wish them continued growth and prosperity.



**Cr Wincen Cuy, Mayor
Broken Hill City Council**

It is with great pleasure that on behalf of Broken Hill City Council, my fellow Councillors and residents of Broken Hill, I congratulate Rex on their 10 year Anniversary. Your commitment to providing services to our iconic City and surrounding areas is greatly appreciated and Rex's willingness to increase services has played a big part in Broken Hill being able to forge ahead in growth and prosperity. Council looks forward to the new chapter of our long term partnership with further services to Mildura and Melbourne commencing in July 2012.

Once again congratulations on your achievements thus far.



**Cr John Arnold, Mayor
Mildura Rural City Council**

It is with great pleasure that I offer my congratulations and best wishes to everyone at Rex on this very special milestone.

Mildura Rural City Council and the people of our region have enjoyed a long and happy association with Rex and have come to depend on the airline for its reliability and excellent service.

The recent introduction of Mildura-Adelaide, Mildura-Sydney and Mildura-Broken Hill flights will no doubt strengthen Rex's great reputation in our region.

We look forward to flying Rex for many more years to come.



**Cr John Tate, Lord Mayor
Newcastle City Council**

On behalf of the Citizens of Newcastle, I am delighted to extend our City's congratulations to Regional Express (Rex) who in 2012 is celebrating 10 years of flying.

This is a wonderful achievement for Rex who have consistently been rated the best regional airline in the world, providing affordable airfares, reliable service and old-fashioned country hospitality.

Newcastle Airport is currently one of Australia's fastest growing airports. As part owner of the airport we are delighted Rex has chosen to make Newcastle part of its regular service providing passengers with greater flying choice and a competitive price.

Congratulations to the team at Rex, we look forward to more travelling destinations and a long successful partnership with Newcastle.



**Cr Richie Williamson, Mayor
Clarence Valley Council**

On behalf of Clarence Valley Council it is my pleasure to congratulate Rex on celebrating its 10th anniversary.

Council was pleased to form a partnership with Rex in 2007, when it commenced operating out of the Clarence Valley Regional Airport at Grafton. The reliable flight services which Rex provides are vital to our local economy and future development and are important in meeting the needs of our residents and visitors to the Clarence Valley.

Once again, congratulations to Rex on reaching the 10 year milestone and I wish the airline all the best in continuing its tradition of good service, reliability and first rate reputation.



**Cr Jenny Hill, Mayor
Townsville City Council**

On behalf of Townsville City Council, I would like to congratulate Rex on 10 successful years of operation and service to regional Australia.

Rex has made an increasingly significant contribution to Townsville's emergence as one of Australia's most dynamic regional cities.

The air-routes established by Rex have supported Townsville's capacity as a major services and employment base for North Queensland's mining and resources industry. They have opened up new visitor access to Townsville.

Ensuring the best air connectivity between North Queensland's major centres of industry is vital to maximising our region's potential and I am certain that Rex will continue to play an important role in Townsville's development.

I look forward to working with Rex in supporting Townsville's growth and wish the company every success in its future endeavours.



**Cr Paul J Hogan, Mayor
Greater Taree City Council**

I sincerely congratulate Regional Express (Rex) on achieving ten years of flying.

For the past five years Rex has provided Taree's regular passenger transport service with the service being utilised by our local residents and those from our neighbouring council areas of Great Lakes and Gloucester.

Rex has provided a positive flying experience for its patrons, connecting people who are travelling on business or to that special holiday destination.

Rex provides a vital service for our region's medical practitioners and legal professionals. The overnight courier freight service is a valuable conduit for local businesses.

As one of Australia's largest independent regional airlines, Rex provides an opportunity to showcase the Manning Valley. The air service is valued by all who use it.

Congratulations again on ten years flying.



**Cr Jim Pollock, Mayor
Whyalla City Council**

The City of Whyalla congratulates Regional Express (Rex) on 10 years of outstanding scheduled services to Whyalla.

The success of the service is reflected in 10 years of safe flying and an increase of 94% in passenger throughput from 2001 to 2012.

The consistent growth in passenger numbers has contributed to Council budgeting for some improvements to the Arrivals and Departure Lounge in 2012-13 as part of a possible 'bigger' picture upgrade of the

airport and its facilities.



**Cr Jenny Dowell JP, Mayor
Lismore City Council**

Congratulations Regional Express, or Rex as we affectionately call you, on ten years of providing vital air services to Lismore. From 'parent' airlines Hazelton and Kendell in the 1950s and 60s, through the tumultuous year with Ansett, Rex was born on 2 August 2002. Over the past 10 years, Rex has provided our friendly, convenient daily link with Sydney. For a regional city such as Lismore, at the heart of the Northern Rivers, the ability to commute is vital for education, health, law, government and business. The friendly service at the airport and on board is an added bonus.

We are proud to have Rex as the air service provider at Lismore airport and we look forward to many more years of partnership. Rex has a friend in Lismore City Council. On behalf of Council and our community, Happy Birthday!



**Cr Steve Baines JP, Mayor
District Council of
Coober Pedy**

On behalf of the District Council of Coober Pedy and the Coober Pedy Community I would like to congratulate Rex on this remarkable achievement.

The Coober Pedy Community has been a proud partner with Rex for the past nine years. This successful partnership has delivered considerable market growth to the Adelaide - Coober Pedy route.

We look forward to continuing our partnership with Rex as we face the challenges of the future together.



**Cr Jayne Bates, Mayor
Kangaroo Island Council**

My congratulations to the REX team on the milestone achievement of 10 years of servicing regional Australia. REX has provided a critical service to the remote community of Kangaroo Island and our increasing tourism sector over many years, and has been the sole air carrier supporting the Island for some time. We look forward to a strong and growing relationship as Kangaroo Island achieves recognition as the fourth Tourist Icon for Australia and continues to attract ever increasing numbers of visitors both international and domestic. REX will be critical in supporting this growth, as the Island's tourism industry and economy grows. We look forward to a long and beneficial partnership with REX for many years.



**Cr Phillip Silver, Mayor
Ballina Shire Council**

On behalf of my fellow Councillors and residents of the Northern Rivers region I would like to congratulate Rex on achieving 10 years of operating airline services to Regional Australia.

Rex provides a range of services for our local residents and visitors, with a number of convenient services to and from Sydney and a recently introduced service from Ballina to Newcastle. This new service provides a major connection between the two major regional centres.

We acknowledge and appreciate the high levels of customer service and community contribution that we have received from Rex over the past 10 years.

To all at Rex please accept our heartiest congratulations and thank you - for a job well done.



**Cr Jenny Clarke, Mayor
Narrandera Shire Council**

On behalf of the Narrandera community, my sincere congratulations to Rex in recognition of their 10 years of flying milestone. Rex have provided an important strategic air link for both Narrandera and Leeton, servicing the community and businesses.

Rex commenced regular flights to the Riverina area, filling the void that was created from the collapse of the Kendell and Hazelton Airlines services.

It is both pleasing and essential for Rex to provide an air link for our community and for Rex to reach a 10 year milestone would indicate that this will continue for more years to come.

Once again, I congratulate Rex for meeting their 10 years of flying milestone.



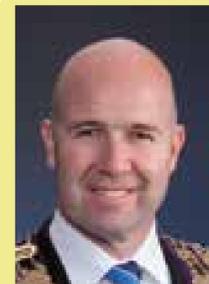
**Cr Allan Suter, Mayor
District Council of Ceduna**

On behalf of the District Council of Ceduna I would like to pass on my sincere congratulations to Rex for achieving the 10 year milestone.

We appreciate the very professional service which Rex provides to our community. As a smaller township we are very much aware of the importance of regular air services which we highly value. We would suffer a huge disadvantage without this great service.

Our partnership agreement with Rex is particularly valued. We have found services to be efficient, timely and operated to the highest possible standards at all times.

I am delighted to join with many others in celebrating this achievement and wishing Rex continued success in operating this much valued regional airline for many years to come



**Cr Greg Westman, Mayor
Bathurst Regional Council**

On behalf of Bathurst Regional Council, I would like to wish the management and staff of Regional Express Airlines many congratulations as they celebrate the company's 10th anniversary.

From humble beginnings a decade ago, Regional Express has become one of the world's best regional airlines, earning a reputation for excellence along the way.

Over the last ten years Regional Express has built a special relationship with the people of Bathurst, carrying around 25,000 people a year on its daily flights to Sydney.

This air link is extremely important for the businesses and residents of the Bathurst region, as it enables us to retain the best of both worlds - a wonderful country lifestyle with easy access to national and international cities and the many economic, educational and travel opportunities they offer.

Thank you Regional Express for your support of our Region and congratulations on your 10th anniversary.



**Cr Fergus Thomson, Mayor
Eurobodalla Shire Council**

Eurobodalla's residents and visitors will join me in celebrating Rex's 10th anniversary, acknowledging the contribution this service makes to our community. The services Rex provide are greatly appreciated by people traveling to and from Sydney for business, private, medical, education and recreation activities.

The air service is significant for both economic and social reasons and with the only other transport option being the roads, and a driving time to Sydney of

between 3 1/2 and 5 hours, a reliable flight timetable is an essential service in Eurobodalla. We are all touched by the warming sight of family reunions at Moruya Airport as children come home to enjoy family time with their parents and grandparents, and others join friends for a visit. Our tourism industry, as a key economic driver in Eurobodalla, has been able to establish itself as a conference destination to fill beds in the off peak times.

The famous aviatrix Nancy Bird Walton once described the flight to Moruya and Merimbula as the most scenic flight in Australia and possibly the world!

Eurobodalla Shire Council and the people of the Shire recognise that while passenger numbers on routes in and out of Moruya are not as great as in some larger centres, they are vital for our future.

We thank Rex for their 10 years of service to the people of Eurobodalla and look forward to working with this great supporter of regional NSW in the future.



**Cr Alice Glachan, Mayor
Albury City Council**

Rex began services to Albury in 2002, filling the void left by the closure of Hazelton and Kendell Airlines. From the beginning, its success has been important to Albury.

In 10 years Rex has increased passenger numbers on its Albury routes by 150% and has shown its resilience by riding out the global financial crisis. At the same time, in partnership with Albury City, it has reduced Albury-Melbourne ticket prices by 35%.

Rex now provides 49 flights a week from Albury to Sydney and Melbourne and directly invests in our city through the employment of local staff.

Most importantly, by keeping us reliably connected to the capital cities, Rex has made a vital contribution to Albury becoming the thriving regional economic hub it is today.

We congratulate Rex on its first 10 years and look forward to many more.

Thanks for keeping our city flying.



**The Hon. Tony McGrady AM,
Mayor
Mount Isa City Council**

May I convey my heartiest congratulations to the staff of Rex for reaching a significant milestone of flying for 10 years.

Rex is a big name in the smaller airports, and certainly an airline integral to Mount Isa's connection to neighbouring towns.

The birth of Rex was a result of the collapse of Ansett, and this venture 10 years ago shows the remarkable ability of your organisation to adapt to circumstances and recognise new opportunities in the business of aviation.

I personally thank Rex for its contribution to Mount Isa, and I wish Rex many more years of flying in the skies.



**Cr John Wharton AM, Mayor
Richmond Shire Council**

As we all know living in regional Australia has many special issues. Transportation is one of the major issues that face us and we are fortunate to have a regional airline such as Rex that provides a quality service to our area.

Your journey has been well documented with the establishment in 2002 during interesting times in our aviation history. The company has been regionally based and obviously is well in tune with the needs of the regional centres of Australia.

In recent years we have had the professional, well equipped service from Townsville to Mount Isa which services the Richmond community.

We wish you all the very best as you celebrate this milestone and look forward to working with you over the next ten years and beyond



**Cr R.L. (Joe) Owens, Mayor
Longreach Regional
Council**

Congratulations to Rex on celebrating 10 years of service to regional areas.

Being born into turbulent times in the airline industry, when other carriers were going under, it is a tribute to your company's management in selecting suitable destinations and the right aircraft to succeed. Without Rex many small remote communities would not have any air services.

Longreach residents are very fortunate to have Rex providing two return flights per week to Townsville in North Queensland. The only other services available go to Brisbane.

A decade of service shows you have a proven track record, may you have many more years of serving regional communities.



**Cr Greg Barratt, Mayor
King Island Council**

On behalf of the King Island community, I wish to sincerely congratulate Regional Express Airlines on attaining the ten year milestone of operations.

In the current difficult economic climate with a high Australian dollar, high fuel prices and the uncertainty caused by the introduction of the Carbon Tax, you have succeeded where a number of other airlines have failed.

It is of great benefit to our population to be able to fly to a major airport such as Tullamarine, and be able to connect easily with overseas and interstate flights.

Your friendly and helpful ground staff, pilots and cabin crew, coupled with your reliable service, is a great help to our tourism industry, and makes it a pleasure for everybody to fly Rex.



**Cr Greg Jones, Mayor
Flinders Shire Council**

What a fantastic milestone for the team at Rex. The success of smaller communities like ours relies on the ability for people to travel to and from larger centres quickly and in comfort, and therefore the work of your airline. We can thank Rex for helping our community to advance its business opportunities, increase its visitation and tourism potential and maintain and increase family connections. Congratulations again and good luck with your continuing success in to

the next decade.



**Cr Tony Allen, Mayor
Bega Valley Shire Council**

The people of the Bega Valley Shire recognise how fortunate we are to have daily flights to and from both Sydney and Melbourne.

These flights enable us to carry out our businesses in the capital cities without having to stay overnight or risk our lives on the busy highways.

Without Rex, our lives would be more difficult and the things that make this corner of the State such a wonderful place to live and work and raise our families would be undercut by the tyranny of distance.

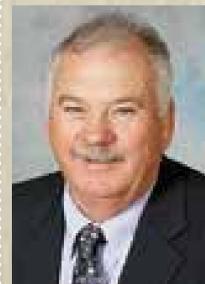
On behalf of our residents and business people, I congratulate Rex on reaching this milestone and hope you will continue to fly, particularly in and out of Merimbula, for many more years to come.



**Cr Belinda Murphy, Mayor
McKinlay Shire Council**

On behalf of the McKinlay Shire I would like to extend our congratulations for ten years of successful flying. McKinlay Shire is situated in North West Queensland on the major road link the Flinders Hiway stretching from Townsville to Mt Isa. The airline, which began services to Julia Creek in 2009, has provided a successful and

extremely reliable service. Residents of the Shire 'live' some of the best lifestyles in the country however distance becomes an important factor for current and future growth. A reliable link to major coastal centres allowing connections to major Australian cities makes the distance seem insignificant in relation to operating a business not to mention keeping valuable family and friendship connections. We look forward to a prosperous future in the North West of which Rex will play a vital part.



**Cr Richard Sage, Mayor
District Council of Grant**

Congratulations to Lim Kim Hai and his staff for achieving the ten year milestone with Regional Express.

Their determination to see the great work of Kendell Airlines continue ensured ports such as ours maintained a valuable regular air service to both Adelaide and Melbourne.

With ongoing community sponsorship, service improvements and fleet upgrades, Regional Express continues to demonstrate that it has a strong

desire to keep it in the country.

The Mount Gambier Airport along with the District Council of Grant are proud of their association with Regional Express and its crews over the last ten years and look forward to helping each other achieve great things in the next ten.



**Cr Bruce Green, Mayor
Port Lincoln City Council**

On behalf of the community of Port Lincoln I would like to congratulate Rex on ten years of terrific service to Port Lincoln. We are eight hours by road from Adelaide yet only 40 or so Rex minutes, so of course most of us fly. Rex has provided an invaluable service with multiple flights per day. Not just us, but visiting tourists benefit from cheap reliable transport to our capital city and international connections. Well done. Keep up the good work. We look forward to ten more years of growth and prosperity aided and assisted by Rex and its people. Congratulations!



**Peter O'Donnell
Chairman Mildura Airport**

It is a great achievement that Rex celebrates its 10th birthday. Any business that is able to not only exhibit longevity, but also to be recognised internationally for the highest standards of operation should be celebrated. But to do this in an industry as challenging as aviation reflects the innovation, discipline and leadership of the company.

The partnership between Mildura Airport and Rex has been a great journey with a wonderful future. The vision and courage by Rex to expand services through Mildura Airport recently is appreciated enormously by our region.

On behalf of the board of Mildura Airport we extend our congratulations to Executive Chairman, Lim Kim Hai and the whole Rex team.



**Cr Julie Low, Mayor
District Council of Lower
Eyre Peninsula**

On behalf of the District Council of Lower Eyre Peninsula I congratulate the Regional Express team on 10 years of service and support to the City of Port Lincoln and Lower Eyre Peninsula.

The emergence of Rex after the collapse of Ansett has proved to be a success in regional areas across Australia. Passenger numbers on the Port Lincoln/Adelaide route have grown and the airport, owned and operated by the District Council of Lower Eyre Peninsula, is the busiest regional airport in South Australia.

I look forward to the next 10 exciting years of providing an affordable and efficient passenger transport network to the Eyre Peninsula community.



**Cr Steve Kons, Mayor
Burnie City Council**

I would like to congratulate Rex on reaching the milestone of 10 years of flying. Rex is the sole commercial airline that operates from our regional Burnie Airport in the North-West of Tasmania and provides a vital service to our community. Rex provides on average up to four flights a day from Melbourne to Burnie direct and is so important to many service providers who depend on Rex daily. Many health professionals and other specialists fly in and out of Tasmania, to provide vital services to our rural areas. This is only possible by having this service. Congratulations on your ten years of flying and from the community in Burnie we wish you all the best for the next ten years.



**Kevin Gill, COO
Regional Airports Group**

Queensland Airports Limited (QAL) and its subsidiary companies, Townsville, Mount Isa, Longreach and Avix (MRO) are proud to contribute to the 10th anniversary celebration of Regional Express (Rex).

The QAL group hold its partnership with Rex in high regard and is fortunate to have worked with people across all facets of Rex's business. Your level of professionalism and expertise in the regional aviation field should be congratulated.

Rex is a great Australian aviation success story. Its role is pivotal in connecting regional Australia to the city. The leadership group of Rex has changed the regional aviation space in terms of operating a successful, sustainable, quality airline recognised throughout the airline world.

The QAL group congratulates Rex on their achievements to date and looks forward to contributing to its future success.



**Cr John Davis, Mayor
Orange City Council**

Orange City Council congratulates Rex for 10 years in the air.

Orange and the village of Cudal to the city's west were the proud hub for Hazelton Airlines. Rex came into being during a turbulent time in the airline industry and should be congratulated for that conviction.

The provision of a service such as Rex is critical to the development of regional centres like Orange. This importance is recognised by Council's plan for a \$13.9 million redevelopment of the Orange Airport, which is currently under way. The Council wishes Rex the best for the next 10 years and beyond and looks forward to continued growth together.



**Cr Mathew Dickerson,
Mayor
Dubbo City Council**

Dubbo shares a long history with Regional Express (Rex), which began servicing our City with Sydney flights some 10 years ago and is also a partner of EvoCities which helps to promote the benefits of regional city living.

I heartily congratulate Rex on all its achievements since its formation, most notably its receipt of the Regional Airline of the Year 2010 award at the Air Transport World Industry Achievement Awards and being named top performing Australian airline for 2012 in Aviation Week and Space Technology magazine.



**Cr Mike Neville, Mayor
Griffith City Council**

Griffith City would like to congratulate Rex as it celebrates 10 years of flying in 2012. As one of the first sectors announced by Rex, Griffith welcomed that partnership and the airline has become a good friend of the Griffith community. Griffith works closely with Rex delivering a high level service to the City of Griffith and surrounds. Our partnership has enabled growth in our region by providing a connection to metropolitan areas for business, medical, education, social and wellbeing purposes.

Congratulations Rex on your outstanding achievement. Griffith City looks forward to working with you well into the future.



Max & Laurel Hazelton
Founders of Hazelton
Rex Ambassadors

With the dilemma of Hazelton's losing control of the public company, we were concerned as the company was losing money due to the board and management making poor decisions, with little respect by management of employees that we had the greatest respect for with Hazelton's.

When Ansett made a request for the Hazelton shares we were pleased at the opportunity to accept as we were very unhappy with the way the company was operating. We were delighted to learn that after the collapse of Ansett that a Singaporean had purchased Hazelton and Kendell and both companies would continue to service the country people that we serviced for many years. The Hazelton family was delighted and I know Mrs Kendell and family would have been the same.

Regional Express invited Laurel and I to be ambassadors for Rex. We were delighted to be given the invitation and accepted, as we considered it to be a great honour to be ambassadors for Rex. We have been invited to attend the Rex quarterly and end of financial year results meetings, after which we are treated like royalty by management and staff.

We are very grateful and proud to be associated with Rex. Rex has been a top performing company for a number of years with on-time performance, reliability and financially viable trading against difficult conditions, such as high fuel costs, a big loss of pilots to major airlines and delays due to weather (including fog and low cloud) in a lot of areas they operate in.

Rex is a true country airline and has given a great deal to people in need such as in times of floods and fires, when assistance was required.

To management and staff, congratulations for your 10 year anniversary.

Congratulations to Rex on reaching this 10th anniversary milestone in a difficult and volatile industry. Rex's success has been built on growing the visions of Max Hazelton and Don Kendell, two men who so successfully combined a love for aviation and a desire to provide a service to the people and businesses based in regional and rural Eastern Australia. The transportation links pioneered by these men and expanded by Rex have been significant factors in the development and growth of our rural cities throughout New South Wales, Victoria and South Australia. Rex has grown these two small airlines to a scale never imagined possible.

Wishing the best for the future to the employees, whose pride and dedicated efforts have made Rex the success it is today.

Russell Millard, Albury NSW

Congratulations Rex on ten great years servicing Mildura and District. I have always enjoyed travelling with your airline as it reflects the country style that country people appreciate and instantly recognise. My family and I are delighted that your company has made the progressive decision to support our community further by making available flights to other major cities as well as Melbourne. Once again, congratulations, and thanks

Shane Doherty, Mildura VIC

Messages from Passengers

Congratulations Rex. We have watched you rise from the ashes of association with the Ansett collapse and the painful vision of seeing other planes taking off full and only 6 passengers on your flights. We admired the staff who persisted in their positions early in the difficult times, even baking cookies to serve passengers to keep them comfortable during the flight. Your persistence has paid off so that ten years later you can proudly hold your heads high. Congratulations!

Peter Vine, Albury NSW

Congratulations Rex on achieving a great milestone. Rex is an integral part of regional Australia & greatly appreciated by these areas.

By providing a service to rural Australians you position your company at the forefront in the airline industry. Well done!

Sue Jones, Mount Gambier SA

The staff at Rex are really fantastic. I recall flying one Christmas Day and leaving some chocolates with the flight attendant for her and the crew. On my return flight there was a cake waiting for me at the check-in from the flight attendant I had given the chocolates to with a little note thanking me for the Christmas chocolates! I had a smile on my face all the way home. Still get a smile thinking about it.

Michael Betts, Sutherland NSW

Congratulations on this incredible milestone. It's been a privilege and a pleasure flying with Rex! My 7 year old affectionately calls it 'Flying with Rexie' (his first flight at 3 months old). Your service, friendliness and community connection have you standing way out in front of the rest of the 'pack'.

Susanna Carpi, Lismore NSW

Over the last ten years I have been looked after by Rex on almost 400 flights around NSW. Rex has and will always be the regional service I use as first choice and the one I always recommend to others. Always welcoming, always taking care always making me feel at home. Congratulations and my sincere thanks.

Forster Rayward, Wollongbar NSW

As a mother enjoying holidays with family or seeking specialist medical attention for children; as a rural financial counsellor supporting farming families at Farm Debt Mediations; as Chair of the NSW Rural Assistance Authority; and as the Premier's Women of the Year (2012), I have travelled Rex over the past 10 years in comfort and confidence. Congratulations Regional Express. Enjoy your celebrations!

Fran Rowe, Tottenham NSW

Aboard a Rex flight when I fly over the Australian Alps in winter, where I have spent much of my life, I see a blanket of glistening white under azure skies. I feel lucky and inspired. As a nature and adventure filmmaker and environmental educator, Rex has helped me to spread the word of what still makes us a very lucky country. Thank you.

Stephen Curtain, Melbourne VIC

Thank you for all the wonderful help and support shown to my daughter Danielle and myself on our many trips to Sydney for medical reasons. Always getting us there on time and making our journey a pleasant one. We as a family unit cannot speak highly enough of Rex. Congratulations on your 10th Anniversary.

Gwenda Kirby, Griffith NSW

Congratulations Rex on reaching 10 years of service. Rex has continued to provide a valuable service to rural locations. It is a pleasure to fly Rex each and every time. Looking forward to many more years of flights and great personal service to come.

Adam Wait Port Lincoln SA

Congratulations Rex on 10 years of great service to rural and remote areas. I have had the pleasure of travelling with Rex for many years and find the customer service of a high level. I have never been let down yet and if there is an issue I have been well informed via text or phone call in plenty of time. Your staff are a credit to your company and safety is always of paramount importance. I congratulate you all on 10 years and thank you for supporting our local communities.

Anne-Marie Hammond, Port Lincoln SA

Congratulations to Rex for 10 exemplary years of service. Both my husband and I are regular passengers and have had only good experiences with the airline. It has been wonderful to travel to Adelaide and Melbourne in an efficient and safe manner knowing that Rex is a reliable and dedicated airline carrier. Thanks to Rex, people in country towns such as Mount Gambier have been able to travel to cities to access valuable resources such as specialised medical treatment. Congratulations to all staff involved in providing such an enjoyable way to travel.

Daniela Mezinac, Mount Gambier SA

It's a simple concept: 'connect the bush with the city. But few airlines have been able to do it and fewer still as comprehensively and efficiently as Rex.

Living in the NSW bush but working in Sydney and beyond, I've been along for the ride with Rex for the last ten years. From day one Rex has had the full package: great people, great service and great aircraft.

Congratulations to everyone that has been a part of this success story.

John Rawsthorne, Forbes NSW

Rex has been the link between us and our families. We have travelled on Rex to farewell loved ones, greet 4 new grand children and to join in numerous family functions. Rex has never let us down!

Judy Hurrell, Port Lincoln SA

I was honoured to be awarded by John Sharp (Deputy Chairman) and then-Managing Director Geoff Breust in 2005 as the millionth passenger of Rex. Since then I still fly just about every week with Rex. Rex is a key part of the infrastructure of transport in Regional Australia. Having flown with Hazelton for 10 years before the creation of Rex it is a credit to the staff of Rex to continue the great standard of service and safety. I am fortunate to live in Orange and to have a great airline over the last 10 years to meet my and the community needs.

Peter Cox, Orange NSW

Rex reminds me of how flying should be. You are not just a number, you're a person. I like their relaxed, respectful service. Long live Rex!

Kevin Buchan, Mont Albert VIC

Happy 10th anniversary! Your commitment to providing vital air services to regional Australia has been crucial to the continual growth of those areas. I've been using Rex services for the last 7 years as a visiting specialist practitioner. Rex has been an indispensable part of my work in providing services to the regional areas. Your services have always been excellent and among the best in the world. Wish you all the best and I'm looking forward to your 20th anniversary celebration.

Eden Lau, Lower Mitham SA

Congratulations to Rex 'The Biggest' little airline in Australia for surviving the first 10 years! When working as the Theatre Manager in Wagga Wagga, Rex was my chariot. There was no better feeling than arriving at the Rex gate after an intense couple of days in Sydney, or from a trip back from overseas. I was home amongst family. Friendly smiles all round, often recognition in twinkling eyes. Still now, when I walk past that gate on my way to catch a plane to the Gold Coast where I live now, I stop for a moment and acknowledge that very special airline that's still welcoming its family and taking them home. Here is to the next 10 years!

Kashi Cannings, Mullumbimby NSW

As I fly often with Rex, faces become familiar and friendships form. The warm welcome; the can't do enough for you feeling; swapping recipes & jokes; seeing the latest pictures; the warm blanket, pillow & extra cuppa; the lift for old bones; the 'let me settle you', makes Rex feel a family friendly airline, not just another number.

Rose-Marie Berry, Coober Pedy SA

Congratulations! I regularly use Rex to connect to the mainland from isolated King Island, and am always impressed by the personal service given by your staff who never fail to go the extra mile. I recently had a hip replacement in Melbourne and had anticipated difficulties with the transfers to and from Melbourne with my disability. But NO, nothing was too much trouble for Rex ground and air staff, who made it so easy for me. They do you proud!!

Pamela McKay, King Island TAS

....a frosty winter pre-dawn flight. I walked across the chilly tarmac, felt ice on my face as I climbed the steps of the plane. Stepping inside I was delighted to see cream sheep skin seat covers. How thoughtful. What a 'country' touch!

I snuggled into my warm, woolly cocoon, so grateful.

Julie Wilson, Dubbo NSW

As the Chief Executive Officer of an Indigenous Corporation I am indebted to the service Rex provides in order for us to effectively service remote areas of western NSW. We rely heavily on Rex and are extremely grateful for their commitment and loyalty to our region.

My fear of flying is always put at ease by the friendliness and professionalism of the Rex staff.

Thank you Rex for continuing to provide the link to our region. Without you we would not be able to easily access our communities and deliver much needed services.

Janelle Whitehead, Dubbo NSW

Since moving away from Sydney 13 years ago I very quickly realised how much tougher life was living in rural NSW. The things you took for granted were no longer there. When Rex began flying from Grafton my experience was so great; the service, the smiles, the faces were so welcoming. Initially I thought this would not last, but today I am still receiving the same exceptional service that impressed me when I first flew with Rex all those years ago. I am now a passionate regional fan who would like to congratulate the efforts of a truly remarkable regional airline. Well done Rex, keep up the good work!

Melissa Ringland, Grafton NSW



Elish Kendell
Co-founder of Kendell
Rex Ambassador

After being associated with aviation in regional Australia for 35 years, my family and I were dismayed to see the operations of Kendell Airlines suspended as part of the collapse of Ansett Australia in 2001. Having known the Hazelton family for almost as long, we knew that they too would be very distressed to see the airline they had built also grounded. Our primary concerns were for the people of Regional Australia; those who relied upon regional air services to link them to capital cities, and those employees and their families who had provided many years of loyal service.

Fortunately the strength and spirit of these people was recognised, and from these two airlines, Regional Express, or Rex, was formed.

I applaud Rex for their ongoing commitment to regional communities. Whereas some other airlines serve a number of regional routes, their operations and workforce are located in the capital cities. Rex has expanded their major maintenance base in Wagga Wagga, located their reservations centre in Orange, and also constructed a world-class pilot training facility in Wagga Wagga. Rex identifies with regional communities, remains committed to them, and deserve the ongoing support of regional Australia.

I congratulate the management and staff of Regional Express on 10 years of dedicated service, and wish them every success in the years ahead.

As a child, I met Max Hazelton when my father introduced aerial crop spraying to the far west of NSW. It was great to see that sound reason saw the formation of Rex after the demise of Ansett.

A few years back I had the fortune to visit your workshop operations in Wagga Wagga where I witnessed an aircraft being refitted.... all quite comforting really.

Now living on the far south coast of NSW, it is such a benefit to have your daily services from Merimbula to Sydney and Melbourne. The residents down here really appreciate your commitment

Well done Rex!!

Peter Hamer, Tura Beach NSW

Congratulations Rex on attaining 10 years of serving 'the Outback'. What a wonderful achievement in linking 'The Bush' to 'The City' & vice versa.

Flying is in my blood, I come from a family of aviators & obtained my PPL in 1978. So I always enjoy my flights with Rex & hope to continue to do so.

Well done Rex, may you always be allowed to land at Kingsford Smith Airport, giving regional & bush folk equal access to this airport, as their city counterparts.

We look forward to another 10 years of you remaining a happy, dedicated carrier of country & city travellers.

Jenny Sheaffe, Booligal VIC

The majority of my flights with Rex are to medical appointments in the city. All the staff I have met go out of their way to not only do their required duties but to also go the extra mile to be sure that I am comfortable and safe. I have nothing but praise for their ongoing efforts. There have been delays and normal hazards of any travel but Rex staff really know how to care for passengers. I have required extra assistance for most flights due to illness and injury and staff thinks ahead and before I have had to ask, they are prepared and ready. Thank you. Thank you.

Suzanne Wright, Lansdowne NSW

Travelling weekly between Wagga Wagga and Melbourne for most of the first 6 years of Rex's life was an enjoyable experience. The friendly helpful staff always made the trip a relaxing one. By the time I retired, I almost felt like one of the Rex team.

Great work and congratulations to a wonderful airline.

Geoff Scollary, Melbourne VIC

Congratulations Rex on 10 years of service to Regional Australia. As a Manager of a Regional Sales force of over 100 people, I have relied on Rex to transport our people to various training sessions and meetings in either Sydney or Melbourne. The link Rex provides is vital to their professional development and success. As well, Rex services allow me to 'get out of the ivory tower' in Sydney and visit our people and customers in Regional areas. Thank you Rex for assisting the development of my business and for the professional and friendly services you provide.

Greg Conyngham, Sydney NSW

The Rex service I have received on business trips has often gone above and beyond the call of duty.

Like the time I brought my laptop only to discover that I had the bag but the laptop was still at home. A nervous speaker, I was scheduled to share at a forum later that day and needed the laptop for the presentation.

In an absolute panic, I shared my dilemma with the hostess who arranged for my laptop to be transported on the next flight.

I am truly grateful to Rex and their resourceful staff who worked out the solution.

Congratulations on 10 years of dedicated service to regional areas across Australia.

Christine King, Mount Gambier SA

Regional Express, regional excellence; these four words can best describe the commitment and level of performance that Rex has become known for. Not only providing a world class transport service but also being a champion for the regions in Australia.

Your staff are professional and friendly and often 'go the extra mile' and your pilot academy is an outstanding initiative that is assisting Rex and airlines around the world. Congratulations Rex, you have my continued patronage.

Andrew Crakanthorp, Wagga Wagga NSW

Congratulations on the tenth birthday. I have been flying with Kendell/Rex since 1992 when I moved to a regional location. I have never had anything but a positive experience with Rex and its staff. It was also gratifying that I witnessed some of my students in Aviation Mathematics progress to become pilots with Rex. Thank you for your excellent service.

John Petkov, Mount Gambier SA

Consistency. That is the one word I would say congratulations to Rex for delivering over the last 10 years on my flights to Port Lincoln, Mt Gambier and Broken Hill. Consistency in reliability. Consistency in product. Consistency in value for money. Consistency in service. And finally consistency in the friendliness of all the people involved with Rex from the check-in team, the air crew and of course the country route agents who always have a "g'day" and a smile no matter what. Rex, keep up the consistency for the next 10 years. Happy 10th Anniversary!

Mark Liebelt, Littlehampton SA

Country Arts SA wishes Rex all the heartiest congratulations on reaching the 10 year milestone. In that time, Rex has helped us fly acrobats, singers, dramatists, clowns, painters, beat boxers, cellists, drummers, orchestras, ceramicists, ballet companies, dinosaurs, film makers, dancers and many others to entertain regional South Australian audiences in Pt Lincoln, Whyalla, Mt Gambier and many other towns between. Hip Hip Hooray for Rex!

Anthony Peluso, Adelaide SA

Having grown up in regional NSW and moving to Sydney for work 13 years ago I sincerely appreciate Rex enabling my family and I to see each other regularly. Our family has had some wonderful times (family catch-ups and grandkids) and some sad times (my father's passing) over the 10 years you have been flying but Rex has allowed us to remain close despite the physical distance between us. Thanks to all the staff at Rex - the friendliest in the country.

Joe Palmer, Willoughby NSW

CONGRATULATIONS !!!

I will never forget the kindness showed to me by Rex staff at Sydney Airport on the eve of Easter 5 years ago. I used to fly up and back to Sydney from Mudgee very often for work, and in this instance I arrived on another flight back into Sydney to connect to my Rex fight home for Easter (I had been away for work for more than a week and my sons were only little and missing Mum).

As my flight, that was very late and with another carrier, taxied into the terminal I saw my Rex plane closing up and getting ready to leave. I instantly realised that I had missed my flight to Mudgee and knew there was only one later flight before Easter. By the time I got to the Rex lounge I was beside myself and in floods of tears wondering how I was to get home to my boys. The last flight was fully booked and it seemed that I could not be helped.

That was until, after some discussion, one of the staff that was travelling to Mudgee for the holiday break offered to give up their seat.

Michelle Seis, Mudgee NSW

Eyre Peninsula and many of the communities are appreciative of Rex and the efficient airline service over the last ten years. The region congratulates all the employees of being recognised as one of the most successful regional airlines in the world. This can only be achieved through the friendly and professional staff across the Rex operation.

Rex provides a vital service to the Eyre Peninsula with operations flying into Port Lincoln, Whyalla and Ceduna. The continued growth and support of Rex is a credit to the operations throughout the ten years. Well done.

Mark Cant, Port Lincoln SA

Thanks to Rex for making my son's flights to Sydney and Parkes so safe and enjoyable. Thomas (who is now turning 11 years old) has been flying with Rex as an unaccompanied minor since he was just 5 years old. Rex's cabin crew, air terminal staff and ground staff have always been fantastic to Tom, and are more like 'friends' than airline employees. Tom even knows some of them by their nick names (that means you Bones!). Tom cracked up the entire plane on one of his first flights to Sydney on his own. After the flight attendant's landing announcement Tom said: 'Welcome to Sydney everyone, are you here to visit my dad too?'

David Petrikas, Sydney NSW

Rex, you're like a member of my family; there in good times and in bad. You got me to my mother's bedside before she passed away. You've taken my elderly father between Narrandera/Leeton and Sydney for doctors' visits and operations so often that some of the staff in both airports know him by name! You've taken me in comfort to visit my family, providing all the little touches.

I know I am always safe and welcomed- Happy 10th Birthday!!

Colleen Abela, Sydney NSW

Before our business used Rex, we restricted ourselves to the small country area of 200km around us, this resulted in slow growth for our company. Since realising how great this service is, we have managed to expand our operations to cover all major cities; growth has been over 40% each year. Rex has put our country business on par with any large city company; leaving early we can be in Sydney by 7:30am ready to take on the world. Thanks Rex, your support for the country is invaluable.

Harvey Dunn, Condobolin NSW

Over the years I have flown regularly with Rex from Adelaide to Kangaroo Island where I grow a variety of native flowers on my property. It's not unusual for me to have a box full of flowers on my return trip to Adelaide along with a cooler bag with Kangaroo Island honey, free range eggs and honey chocolate for the grandchildren. Thank you Rex for handling my precious cargo with care.

Eleonora Colpo, Adelaide SA

Congratulations to all the team at Rex on achieving the ten year milestone. It has been my pleasure to be a regular Rex flyer over the life of the airline finding the on-ground and in-air staff the best of all the airlines I travel with domestically or internationally (being a routine traveller Sydney-Ballina and overseas to Europe and the Middle East). Friendly, efficient, considerate, understanding and almost always on time. With continued equivalent performance, you will remain my preferred airline on the routes you are available. Best wishes for the next ten years.

Rob Walker, Evans Head NSW

Rex is to be congratulated in developing a first rate airline from the 'ashes' of the Ansett collapse. I have travelled many miles with Rex since the airline's inception and have highly appreciated the service provided and smiling friendly staff. Congratulations on the first 10 years and may there be many more to come.

Ken Turner, Cumnock NSW

Defence Force Recruiting has been using Rex for the last 10+ years (since the demise of Ansett) as this is about when we started. We travel to Albury each week and have seen the progress of Rex from the difficult early times to the current day. All the best for the future.

Mark Rowell, Melbourne VIC

Congratulations Rex on your 10 year anniversary. One thing that stands out to me is your focus on customer service and satisfaction. As an Audit & Assurance Partner at TNR in Lismore, I'm often flying to many regional and metropolitan destinations and the Rex team service has been fantastic on all of your routes. I look forward to supporting (and recommending) your airline for the next 10 years!

Adam Bradfield, Lismore NSW

My husband and I are also celebrating 10 years. I flew with Rex from Day 1. During the early days of our relationship, I recall sometimes being the only passenger on the flight! If it wasn't for Rex, we wouldn't have been able to afford the commute. Such special memories looking forward to our Friday nights together after the airport pick-up. The extra special cherry on the top...on a Rex flight back to Melbourne in 2006, my then-boyfriend, took a box out of his pocket and placed it on my tray table and proposed at 30,000 feet!

Monica Bucci, Mildura VIC

Acknowledgements

The Board of Directors would like to thank the following for their invaluable contributions in making this book possible:

Editorial team:

Alicia Chapple, Markco Zheng, Karen Li, Lorraine Tighe, Sandi Watkins, Candice Teo, Benjamin Ng, Diana Paraan, Donna Griffith.

Staff and Ambassadors for their contributions of stories and memories.

Stakeholders and Industry counterparts for their well wishes and warm words of encouragement.

Newspapers for permission to publish excerpts of articles:

The Daily Advertiser The Border Mail

Photographs contributed by:

Tim Ongley of TOP Imagery, Markco Zheng of Marwils Design & Production, David Morrell of Avid Creations, Karen Scrimmes of True North Photography, Sonya Baird, Kylie Malaquin, Luke Baker, George Canciani, Wally Flynn, Cameron Turner, Phil Vabre, Peter Nelson, David Iliff, James Morgan of James Morgan Photographic Consultancy (www.morgan-photo.com), Paul Finnigan, Simon Dallinger (Newspix), Ambulance Victoria and Australian Traveller Magazine.



Regional Express Value Statement

What does it profit a company if it gains the whole world and loses its soul

Customer

We are committed to providing our customers with safe and reliable air transportation with heartfelt hospitality.

As a regional carrier, we constantly strive to keep fares low through our commitment to simplicity, efficiency and good value.

We are committed to treating our customers as individuals and will respond to all their comments and complaints.

Community

Rex is mindful of the tremendous social and economic impact its services have on the regional communities and works in partnership with these communities to balance their needs against Rex commercial imperatives.

We are also committed to giving back to the regional communities by supporting worthwhile charitable causes which are focused on helping the less fortunate.

We are committed to preserving the environment to the measure of our capabilities.

Contractors

We believe that our suppliers are partners in our business.

In all our dealings with suppliers we will seek to be fair and honest and will strive to work only with like-minded suppliers.

Company

Staff members are part of the Rex family. This comes with both privileges and responsibilities.

We expect every staff member to take ownership of issues encountered:

- Ownership means that if something is wrong then it is everyone's job to fix it.
- Matters that cannot be handled by the staff member ought to be pursued further with senior management.
- Staff have the right to make mistakes if they act in the best interest of the customer and the company.

We strive to be a learning organization where we actively seek to identify issues no matter how small in order to continually transform ourselves to a better organization:

This entails a culture where issues are highlighted as learning experiences even

though they may place our colleagues in a bad light.

- An excellent airline is one that is outstanding in a thousand small ways.
- We believe that we can only count on ourselves for our continued success:
- All staff members must embrace the 'can do' and 'will do' spirit that has been the defining characteristic of our initial success.
- Hard work is the cornerstone of our work ethic.
- All staff share in the profits and so all staff are expected to contribute his/her fair share.

We value open communication and will strive to create an environment that removes barriers to communication:

- Staff members have a right to be heard regardless of their position.
- Staff members are encouraged to contact directly the members of the Management Committee and Board if they see the need.

We respect the dignity of each staff member and will treat each other with respect and fairness:

- The customer does not always come first and we will stand by our staff member if the customer is unreasonable.
- While we can be single-minded in tackling issues and problems, we will focus on the issue and not the person.
- We accept that staff members may have different talents and capabilities and will strive to fit the job to the person rather than the other way around.
- Important decisions concerning staff matters are always referred to the Management Committee to ensure transparency, fairness and consistency.

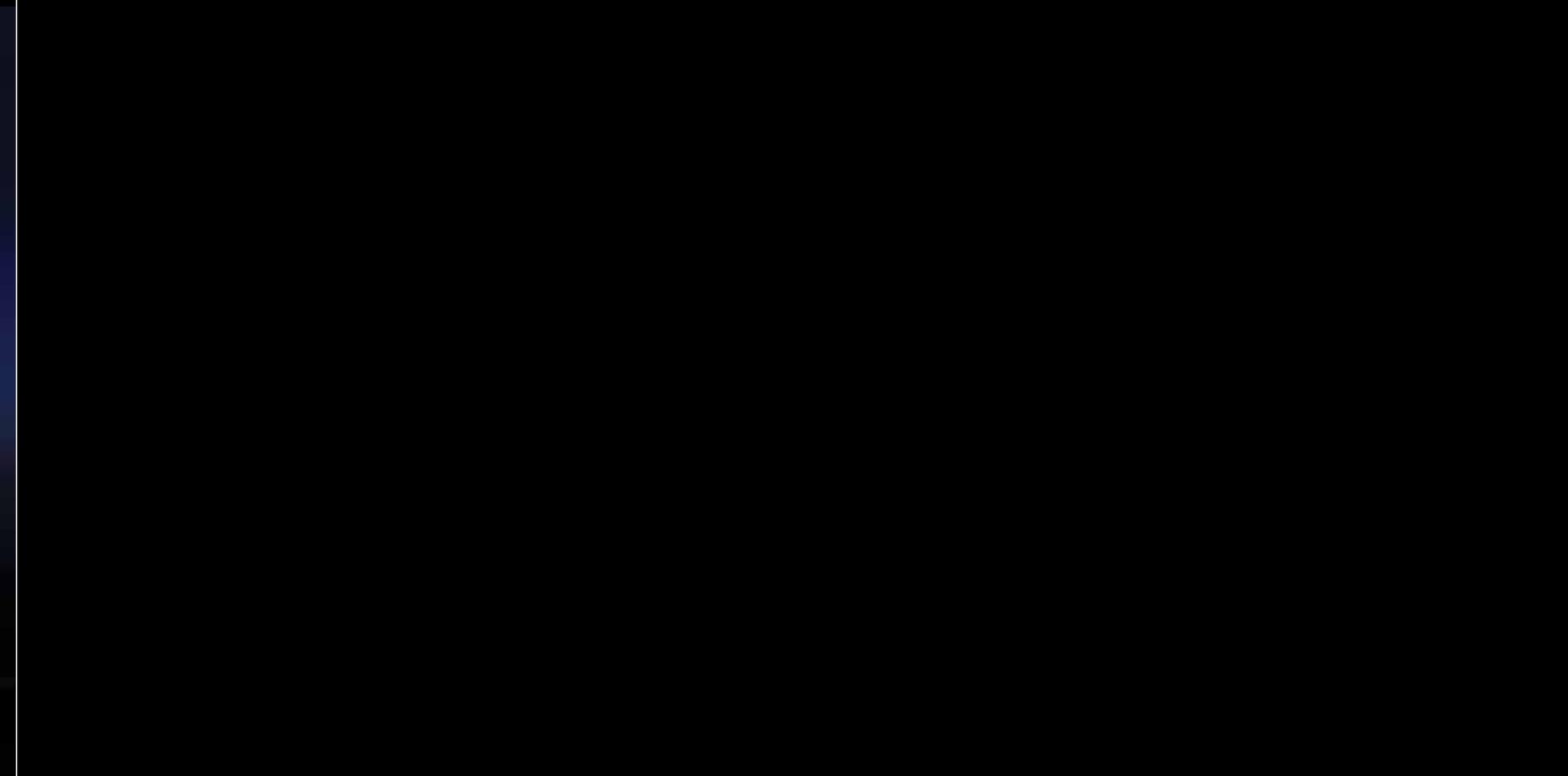
We are committed to standing behind our staff members and their families and will do all we can to help them in their times of special need:

- We believe in the value of the family and will strive to create a working environment that is supportive of the family.
- All staff members have the right to appeal to the Management Committee if special assistance or consideration is needed.

Capital

Rex believes that its shareholders' interest is best served by pursuing a path of steady but sustainable growth of its earnings.

We believe that maximizing shareholders' returns in the long term is not incompatible with our duties and responsibilities towards our other stakeholders outlined above.





Price: \$40.

All profits from the sale of this book go towards supporting Country Hope and Can Assist both in Wagga Wagga.

Members of the **reX**. Group



Regional Express Holdings Ltd. www.rex.com.au