

CARIBOU AIRWAYS

Business Plan

Building Canada's Caribbean Airline

The Spirit of the North. The Warmth of the Caribbean.

Hamilton, Ontario, Canada · flycaribouairways@gmail.com

01 - EXECUTIVE SUMMARY

Building Canada's Caribbean Airline.

At Caribou Airways, we are developing a long-term strategy focused on connecting Canada and the Caribbean through safe, reliable, and affordable air transportation.

Our business plan is built around sustainable growth, operational excellence, customer experience, and strategic partnerships that create value for passengers, communities, employees, and future investors.

02 - VISION & MISSION

Our purpose, in plain terms.

Our Vision

To become Canada's most trusted airline connecting the North and the Caribbean, delivering exceptional travel experiences that bring people, cultures, and opportunities closer together.

Our Mission

To provide safe, affordable, and dependable air transportation while delivering the warmth of Caribbean hospitality and the professionalism of Canadian service.

03 - HAMILTON HUB STRATEGY

Hamilton International Airport (YHM).

Caribou Airways plans to establish Hamilton International Airport as its primary operating hub, providing convenient access to Southern Ontario while supporting airport growth and regional economic development.

Why Hamilton?

- Strategic location
- Growing passenger demand
- Operational efficiency
- Competitive airport costs
- Strong expansion opportunities
- Access to the Greater Toronto and Golden Horseshoe markets

04 · ROUTE NETWORK

A focused, two-region network.

Domestic Canada (Phase 1)

- Hamilton (YHM)
- Toronto (YYZ)
- Halifax (YHZ)
- Ottawa (YOW)
- Montréal (YUL)
- Winnipeg (YWG)
- Calgary (YYC)
- Edmonton (YEG)

Caribbean (Phase 2)

- Nassau (NAS)
- Montego Bay (MBJ)
- Punta Cana (PUJ)
- Bridgetown (BGI)
- Port of Spain (POS)
- Georgetown (GEO)

05 · FLEET STRATEGY

Modern, efficient aircraft for sustainable growth.

Caribou Airways plans to utilize modern, efficient aircraft that support sustainable growth and operational flexibility.

Future Fleet Focus

- Embraer E175
- Embraer E190
- Future next-generation regional aircraft

These aircraft provide:

- Fuel efficiency
- Lower operating costs
- Passenger comfort
- Route flexibility
- Environmental benefits

06 · MARKET OPPORTUNITY

A corridor underserved by a single dedicated carrier.

Millions of travellers move between Canada and the Caribbean each year for tourism, business, and family connections. Caribou Airways' combination of a strategic hub, modern fleet, and Canadian–Caribbean brand positioning addresses a durable, growing market opportunity.

07 · CARGO & CHARTER

Diversified aviation, not just passenger flights.

Additional Revenue Streams

- Passenger Operations — our core business connecting Canada and the Caribbean.
- Cargo Services — transportation of time-sensitive freight, commercial shipments, and community supplies.
- Charter Services — custom air transportation for businesses, sports teams, tourism partners, and special events.
- Partnership Programs — tourism, hospitality, and strategic business partnerships.

08 · GROWTH TIMELINE

Four phases, anchored in operational excellence.

01 Phase 1 · Foundation

- Brand development
- Corporate formation
- Industry partnerships
- Airport engagement
- Market research
- Digital presence

02 Phase 2 - Development

- Fleet acquisition planning
- Regulatory preparation
- Strategic partnerships
- Capital raising
- Team development

03 Phase 3 - Launch

- Initial Canadian routes
- Customer service implementation
- Marketing campaigns
- Operational launch

04 Phase 4 - Expansion

- Caribbean destinations
- Cargo operations
- Charter services
- Additional fleet growth
- Network expansion

OUR COMMITMENT

Four principles. One promise.

Safety

Safety will always remain our highest priority.

Service

Delivering exceptional customer experiences inspired by Caribbean hospitality and Canadian professionalism.

Sustainability

Responsible growth and efficient operations.

Community

Supporting tourism, economic development, and stronger cultural connections.

09 · FOUNDER

A message from Montez Edgecombe.

Caribou Airways was founded with a vision of creating an airline that bridges Canada and the Caribbean while delivering meaningful connections and memorable travel experiences.

Montez Edgecombe

Founder & Chief Executive Officer · Caribou Airways

10 · CONTACT & INVESTOR RELATIONS

Let's talk about what we're building.

Business plan inquiries · Investor relations · Partnership opportunities

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