



NETJETS

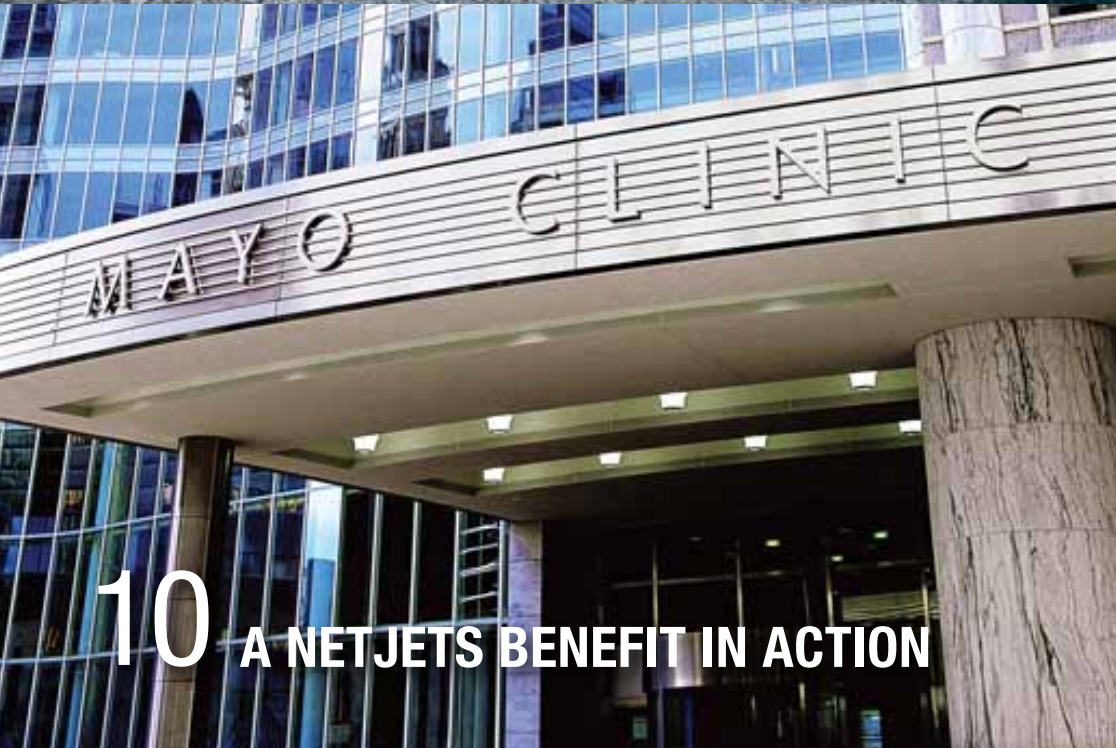
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The newsletter for NetJets® Owners and Marquis Jet® Card Owners

summer 2011



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NEW NETJETS HEADQUARTERS OPENING IN 2012



Slated to open in spring 2012, the new 140,000-square-foot NetJets headquarters will connect to our existing facility on Port Columbus International Airport's north airfield and unite our entire 1,300-person corporate and operations staff under one beautifully-designed roof, allowing us to meet our current and future business requirements while enhancing our ability to serve our Owners better.

"We are excited to begin construction on our new corporate headquarters," said Jordan Hansell, Chairman and CEO of NetJets Inc. "This project reinforces our commitment to Ohio and to the city of Columbus." Today, employees are physically separated between the existing airport headquarters and leased offices in nearby Easton. "Joining our corporate and operational teams at the airport is an exciting opportunity to help strengthen our business and service capabilities and bring us even closer together," Hansell commented.

Columbus-based architectural firm Moody Nolan designed the new building, a \$21 million project that represents a significant scale back from plans for a sprawling \$200 million campus NetJets announced in March 2008. The facility, which is expected to be LEED-certified, will be owned by Columbus-based Daimler Group and leased back to NetJets.

At the groundbreaking ceremony on April 5, 2011, Hansell along with Adam Johnson, NetJets North America President of Sales, Marketing, and Service, welcomed over 300 individuals including Columbus Mayor Michael B. Colman and other local politicians, representatives from the business community, members of the media, and NetJets employees.



From left to right: Adam Johnson, Jordan Hansell, Columbus Mayor Michel B. Coleman, President of the Franklin County Board of Commissioners Marilyn Brown, Daimler Group Chairman Robert C. White, and Columbus Regional Airport Authority Chairman of the Board Dwight Smith.

FLYING THE ULTIMATE VIP

Raised in a small farming community in Northern California, veteran NetJets pilot Bill Burgess never imagined he'd have a long, illustrious military career as a helicopter pilot, never mind eventually working his way into the Marine Corps' most coveted flying spot – as a pilot on Marine One, the Presidential shuttle copter.

As an education major at Cal State Chico in Northern California, the closest Burgess came to aircraft was watching takeoffs and landings at nearby Beale AFB from the seat of a tractor as he plowed fields in his small, rural hometown during summer breaks. Deep down, he wanted to fly, but he knew he probably couldn't afford it.

"I completed my studies and began student teaching," he tells us. "But right away I knew it wasn't a good fit. By sheer luck I met a Navy recruiter, and he took me up on an orientation flight in a Beechcraft T-34 Bravo trainer. From then on, I was hooked."

Cobra jockey

With a degree under his belt, Burgess quickly passed the necessary aptitude tests for naval aviation, but he soon learned he would have to wait at least a year to get into the Navy's flight training program. Someone suggested that he try the Marine Corps. "My family had no military background at all," he admits. "I didn't even realize at that point that the Marines had aircraft." Since he was already pre-approved for naval flight school, he just had to pass the Marine physical, and he was accepted into Officer Candidate School (OCS) in Quantico, Virginia. From there, he went on to flight school in Pensacola, Florida, and selected to focus on the Bell AH-1 Cobra attack helicopter.

"I was flying Cobras out of Camp Pendleton in California for three years," he says. "This was post-Vietnam, so things were pretty quiet, and I really didn't see any action." His piloting and leadership skills were quickly recognized, however, and Burgess was made an OSO (Officer Selection Officer), recruiting college-age candidates and using a small civil aviation budget to take potential service members up on flights, just like the one that brought him to the military years before. He also met his wife, now a fifth grade teacher in their New Jersey town, while he was an OSO.

From there, it was strictly onward and upward for the young officer. While completing another three-year stint in Cobras, he attended WTI (weapons and tactics) training in Yuma, Arizona (the Marine Corps version of "Top Gun" school) and then Aviation Safety School in Monterey, California followed by a position



NetJets pilot Bill Burgess onboard a NetJets Gulfstream G450.

back at OCS in Quantico where he eventually held the rank of Major and command of the PLC (platoon leader) class. "I oversaw 14 drill instructors and 500 cadets, but my favorite part was taking them out on 10-mile hikes and building their leadership skills," he says. "I kind of ended up as a teacher after all." In 1986, Burgess was selected to attend the Marine Corps' Command and Staff College for one year.

Presidential position

By now, some of his Cobra-flying colleagues had successfully joined the 60-pilot presidential squadron HMX-1, probably the most prestigious flight duty in the Corps. Obtaining the hard-earned "Yankee White" clearance required a sponsor already on the squadron and passing an almost fraternity-like screening process. "HMX-1 is the squadron tasked with executive transport," he tells us, "but what most people forget is the 'X' part, which stands for 'experimental.' We conducted operational testing for new aircraft entering the fleet, including the Osprey VTOL aircraft, and one of my first assignments was heading up that department."

Within two years, Burgess was designated a "command pilot" in the squadron and was eventually one of five pilots cleared to fly the U.S. President, at the time George H.W. Bush. "Since I was more available than my commanding officer and executive officer, I flew him a lot. Maybe 40 times or more. White House runs, Camp David, of course, up to Kennebunkport in Maine, and

helicopter transport during overseas trips. I also flew dignitaries like King Hussein and Sir John Major, too. His most memorable mission? “All presidential flights were memorable, but one time I was asked if I could quickly and quietly prep the aircraft to take him from Camp David to the White House,” Burgess relates. “The buzz was that this was the day the ground war during the First Gulf War was going to start in earnest, and he needed to get back in secret to monitor the progress. We got off fine, but in mid-flight the story broke in the press, and our landing was carried by all the major networks. Later on, my wife contacted some of the news media and has all this footage of me landing Marine One on the White House lawn that day.”

Civilian life

He left HMX-1 with the rank of Lieutenant Colonel and faced the common dilemma of career officers: stay in and go for General or get more fixed wing experience to prepare for a post-military career. The latter option brought him to Okinawa to fly Beechcraft King Air 200s and Sabreliners and to run the administration end of the airfield. Soon, however, he got wind that the Corps added a Gulfstream IV for executive transport, and it was coming to Okinawa. “That was my introduction to business jets,” he tells us. “I spent a year plus coordinating logistics and undergoing flight training in Savannah [Gulfstream’s headquarters]. We had the jet for a year or so, but, as you can imagine, it was a high-demand aircraft. The plane was eventually moved to Andrews AFB in

Maryland, just in time for my retirement in 1995. I was determined to be a corporate jet pilot for the next act of my life.”

This was the early days of corporate aviation, so to speak, and Burgess’ employment strategy was to hit the tarmacs with a stack of resumes at FBOs in White Plains, New York and Teterboro, New Jersey and talk loudly enough so that someone would hear him. “I got a job with a charter provider flying a GIV for a large business account, but after three months the owner, ironically, purchased a NetJets share. By now a few colleagues were talking about this new company, NetJets, and I was interested.” He cold-called a NetJets recruiter in Savannah in 1996 – who just happened to be working at the White House when he was in HMX-1 – and got the interview. The rest, as they say, is history.

How does flying NetJets’ VIPs on Gulfstream G450/G400/GIV-SPs and G500/GVs compare with flying the “ultimate VIP” on Marine One? “There’s really no more or less pressure flying NetJets Owners and Marquis Jet Card Owners,” he admits. “It’s the same mission: you want to deliver the very best service possible in either situation. But the camaraderie at NetJets is reminiscent of the military. In fact, I’ve brought about five military colleagues into the NetJets fold. In turn, they’ve brought more great staff in. It’s been a very gratifying and rewarding ‘second career’ not only for me, but for them, too.”



Clockwise from top left: Marine Officer Burgess in his dress blues at a Marine Corps ball. Flying Cobras out of Camp Pendleton. As an Officer Selection Officer recruiting college-age candidates. With his wife Sharon in a Christmas photo with President George H.W. Bush and Barbara Bush. As Marine One’s pilot-in-command taking off on the White House lawn.

NEW AIRCRAFT ENTERING THE NETJETS FLEET

NetJets announces purchase agreement for Bombardier Global aircraft

On March 1, 2011, NetJets announced the completion of a purchase agreement with Bombardier Aerospace to add up to 120 new Bombardier Global aircraft to the NetJets fleet. The agreement, which comes just five months after announcing plans to purchase up to 125 of the Embraer Phenom 300 Platinum Editions, includes a firm order for 30 Global 5000 and Global 6000 aircraft and 20 Global 7000 and Global 8000 aircraft. In addition, NetJets has options for an additional 70 Global aircraft. At a total retail price exceeding \$6.7 billion, this is the largest aircraft purchase agreement in the history of private aviation.

The new Global aircraft will be developed by Bombardier in cooperation with NetJets, with cabin technologies and features based on survey results and passenger requirements from NetJets Owners and Marquis Jet Card Owners. Deliveries of the Global 5000 and Global 6000 are scheduled to begin in

late 2012 to align with NetJets' projections of market demand, while allowing for regularly-scheduled life-cycle aircraft disposal. Deliveries of the Global 7000 and Global 8000 are scheduled to begin in 2017.

The decision to add the Global aircraft family to the NetJets fleet was based upon Owner research, a comprehensive view of flight patterns and service requirements, and NetJets' unique insight into the continued global growth of business aviation. According to NetJets Inc. Chairman and CEO Jordan Hansell, "No one knows more about the existing and forward-looking needs and operational requirements of private aircraft owners than NetJets. The Global aircraft family is ideally suited to our Owners' needs for range, reliability, interior comfort, and operating efficiency. These aircraft will be an excellent complement to our existing large cabin capabilities and overall fleet."

NOW ACCEPTING DEPOSITS FOR THE EMBRAER PHENOM 300 PLATINUM EDITION

The exceptional design, premium comfort, impressive performance, and high reliability of the Phenom 300 Platinum Edition make it unquestionably one of the most outstanding light cabin jets in the industry. We are working closely with Embraer to build the Phenom 300 Platinum Edition to our exacting specifications which reflect your comfort and performance preferences – from the customized cabin interior and amenities to the specific technical and performance characteristics. The Phenom 300 Platinum Edition seats up to seven passengers in a roomy cabin that has superior legroom and headroom compared with other light cabin aircraft and has windows that are the largest in its class and typically found only on much larger aircraft. With its optimal combination of range, speed, climb, and runway performance, the aircraft boasts outstanding fuel efficiency. It performs well on short runways, in hot conditions, and at high elevations. Typical city pairs are Teterboro to West Palm Beach, Los Angeles to Houston, and Detroit to Salt Lake City. The Phenom 300 Platinum Edition will join the NetJets fleet in early 2013.



With a \$25,000 deposit¹, you can ensure you are among the first to enjoy the Phenom 300 Platinum Edition. Contact your Sales Executive for additional information.

¹Deposit is non refundable but is transferable with restrictions.

BOMBARDIER GLOBAL 5000

The Bombardier Global 5000 was developed with advanced technologies allowing for superior takeoffs from short runways and a superb cruise speed that saves significant time on longer trips such as New York to London and Los Angeles to Miami. Efficient and reliable, this high-performance business jet has the latest avionics and a sophisticated cabin that provides a quiet environment for up to 13 passengers. The aircraft comes with a full-service galley and a NetJets flight attendant onboard to help ensure your comfort.



Performance*

Maximum range with 2 passengers 6,272sm / 10,093km
 High speed cruise 560mph / 901kph

Cabin dimensions

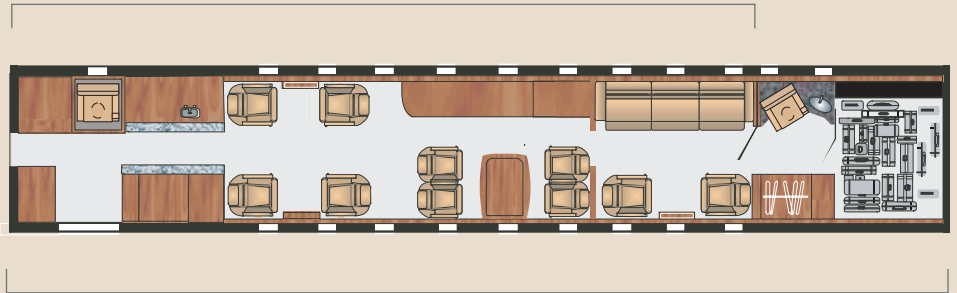
Passengers up to 13
 Cabin width 8.20ft / 2.50m
 Cabin height 6.25ft / 1.90m
 Baggage capacity 195.00ft³ / 5.52m³

Typical city pairs

London to New York
 Miami to Buenos Aires
 Los Angeles to Miami

**Information is preliminary and subject to change.*

Interior seating length: 36.30ft / 11.10m



Overall cabin length: 45.50ft / 13.90m

BOMBARDIER GLOBAL 6000

The Bombardier Global 6000 balances comfort, speed, and range perfectly to accommodate the needs of the most demanding traveler. This advanced business jet flies fast and far with the latest avionics and cabin amenities. The extremely quiet and private cabin, measuring a little over 48 feet in total length, is conducive to either pure relaxation or productive work sessions for up to 13 passengers. The aircraft comes with a full-service galley and a NetJets flight attendant onboard to help ensure your comfort.



Performance*

Maximum range with 2 passengers 7,078sm / 11,391km
 High speed cruise 560mph / 901kph

Cabin specifications

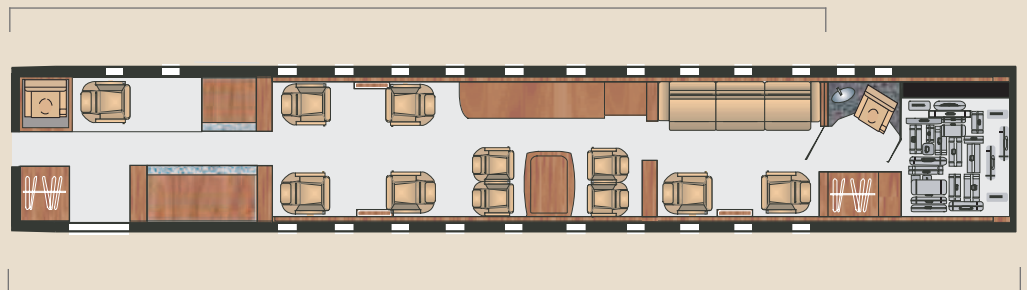
Passengers up to 13
 Cabin width 8.20ft / 2.50m
 Cabin height 6.25ft / 1.90m
 Baggage capacity 195.00ft³ / 5.52m³

Typical city pairs

Moscow to New York
 Seattle to Tokyo
 London to Cape Town

**Information is preliminary and subject to change.*

Interior seating length: 39.00ft / 11.90m



Overall cabin length: 48.10ft / 14.70m

A RECAP OF NETJETS HOSPITALITY AT THE MASTERS GOLF TOURNAMENT

NetJets Owners and Marquis Jet Card Owners who attended the 2011 Masters Golf Tournament joined us throughout the weekend.

During the day, they visited the NetJets Hospitality House where they relaxed, cooled down, watched the tournament on the big screens, and enjoyed shuttle service to Augusta National's main gate.

On Friday evening, over 300 Owners and their guests attended a special get together hosted by the voice of the Masters Jim Nantz and other guests, including top-ranked Dustin Johnson, Ian Poulter, Graeme McDowell, and famed golf coach Butch Harmon.



The evening festivities start at one of the loveliest properties surrounding Augusta.



Owners check the NetJets leaderboard to determine the standings of QS golfers.



Celebrity chef Ming Tsai prepares and serves his signature Sake-Miso Marinated Alaskan Butterfish.



Marquis Jet Card Owner Jim Nantz leads the discussion about the day's play with Marquis Jet Card Owners Butch Harmon, Dustin Johnson, Ian Poulter, and Graeme McDowell.



NFL Hall of Fame wide receiver and sportscaster Lynn Swann chats with Graeme McDowell.



Owners mingle under the NetJets tent.



Jim Nantz and NetJets Vice Chairman Kenny Dichter welcome Owners.



The fire pits keep Owners warm into the night.



Magician Simon Winthrop mesmerizes Owners.



Marquis Jet Card Owner Charl Schwartzel high fives his caddy on the 18th green upon winning the coveted green jacket at the 2011 Masters.



Owners received the latest custom NetJets Polo golf attire.



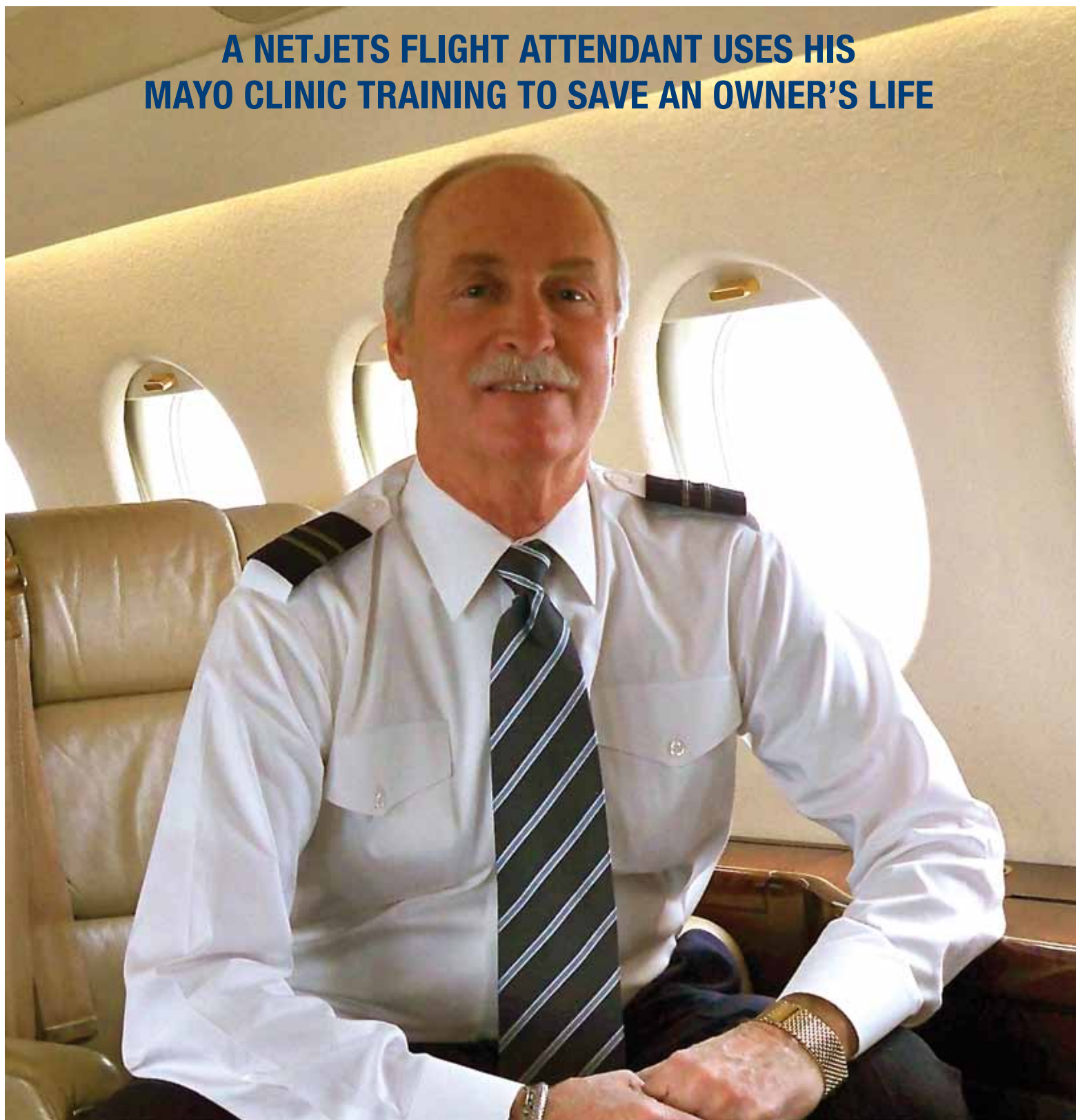
Jim Nantz interviews professional golfer Ross Fisher.



Owners enjoyed playing foosball poolside.

A NETJETS BENEFIT IN ACTION:

**A NETJETS FLIGHT ATTENDANT USES HIS
MAYO CLINIC TRAINING TO SAVE AN OWNER'S LIFE**



MAYO CLINIC EXECUTIVE TRAVEL RESPONSE

First responder

After more than 20 years as a commercial flight attendant and another six with NetJets, Steve Thatcher met the challenge of his first in-flight emergency with calm, competence, and, yes, customer service. His secret of success? Training.

The Falcon 2000 flight that day was seemingly all-routine for flight attendant Thatcher. He and the NetJets crew were flying the 81-year-old mother of a NetJets Owner from Palm Beach to the Hamptons. The Owner prepped Thatcher on the elderly woman's preferences, and he took great care to make her as comfortable as possible. "The Owner told me she liked to put her feet up and relax, so we got her situated and comfortable right away. She was just a lovely woman, in fact, and she took a nice little nap on the first part of the trip."

When she woke up, she requested lunch. Thatcher brought out the linens, china, and silver in the signature NetJets fashion and presented her with a Cobb salad. Thatcher then went forward to the galley with the intention of checking on the cockpit crew. "I don't know how, but I sensed something was wrong," he tells us. "The hairs on the back of my neck were standing up."

Close call

He turned around and instantly saw the look of acute panic on the passenger's face. She was grabbing at her throat and could not respond to his questions. The impetus to take action was automatic. "I had two things going for me," he says. "Years ago I had worked as a volunteer fireman and received EMT training; this was before anyone even knew what 'EMT' stood for. Second, NetJets' ongoing emergency training program with Mayo Clinic is simply second-to-none. I knew I had the skills to help."

While in the midst of such a critical situation, Thatcher's first thoughts were of the passenger's physical condition. "At 81, she was pretty frail, so I got into position and gave her a light Heimlich pump. It just didn't work, so I kind of said 'here we go' to myself and gave her a harder pump, which dislodged the obstruction and cleared her airway."

While the passenger was still shaken, she was out of harm's way and crying tears of joy. Thatcher stayed with her, patting her on the back to clear more of the food from her mouth, and gave her some warm water with lemon to soothe her throat. The captain came back to check on her, as well. The flight ended with no further incident, and the passenger was just fine and very, very grateful.

Gratitude

While Thatcher's calm, expert response undoubtedly saved the woman's life, he's quick to point out that he did nothing special, in his estimation. "Because of the exceptional training all NetJets crewmembers receive, I am confident in saying I did nothing differently than any of my colleagues would have done. You know, even with the training, you never really know how you're going to react in an emergency, but when it happens, all the training just kicks in."

In addition to the gratitude of the passenger and her family, Thatcher has been most touched by the gratitude of the company itself. "I spent a long time working during the 'golden days' of commercial flying and watched it all slowly go downhill. Working for NetJets was the best decision I ever made. Where else would you get such praise from your colleagues and superiors for just doing the job you've been trained so well to do?"

The NetJets-Mayo Clinic Collaboration

Have you ever wondered what you would do if you were traveling and needed medical assistance? What if you were in a foreign country? How would you communicate your symptoms and your medical history while dealing with language and cultural barriers? These concerns from NetJets Owners and Marquis Jet Card Owners resulted in NetJets collaborating with Mayo Clinic to create the Mayo Clinic Executive Travel Response program in 2002. The program provides NetJets Owners and Marquis Jet Card Owners with quality medical support both in the air and on the ground from one of the most respected and recognized medical centers in the world.

In the event of an in-flight medical problem, NetJets flight crews use a dedicated telephone number to connect with Mayo Clinic. They speak with critical care nurses and doctors who are available to provide comprehensive medical support and to make diversion recommendations if they determine it is essential to treat the patient on the ground. Also, Mayo Clinic helps arrange medical assistance utilizing local emergency services that, if necessary, will meet the plane when it lands. In addition, all NetJets flight crews receive comprehensive training by Mayo Clinic. For more information, contact your Owner Services Team or Account Executive.

Mayo Clinic
Executive Travel Response

A man in a white shirt is kneeling on a grassy lawn, smiling. He is holding the handles of a wheelchair that a dog is sitting in. The dog is a medium-sized, scruffy-haired breed with brown and white fur. The scene is lit with warm, golden light, suggesting late afternoon or early morning. In the background, there are blurred outlines of buildings and trees.

Owner Profile: TRAVELS WITH “OLLIE”

Photo courtesy of Nathan Hunsinger/Staff Photographer Dallas Morning News.

Texas-based private equity veteran and 10-year NetJets Owner Bobby Haas is used to making big changes in his life. After 25 years of leveraged buyouts, he fell in love with photography during a trip to Kenya. Starting with no experience, he is now a noted aerial wildlife photographer, working with National Geographic on a total of five books, including the highly renowned *Through the Eyes of...* aerial photography series. But when he met a dog named Oliver, he was in for the biggest change of his life.

NetJets: How does a high-powered investor become a renowned nature photographer?

Bobby Haas: I worked about 25 years in private equity with acquisitions ranging from soft drink companies to healthcare to business services. About 16 years ago, I took a trip to Kenya that changed my life. I became obsessed with photographing nature and wildlife. I traveled with a friend who also happened to be a professional photographer, and some of his passion rubbed off on me. I had barely picked up a camera before, but I invested in good equipment and in 2002 became involved in aerial photography. In 2003, *National Geographic* invited me to their headquarters to present my work, and that was the beginning of a fruitful partnership. Our first book together, *Through the Eyes of the Gods – An Aerial Vision of Africa*, and its successor, *Through the Eyes of the Condor – An Aerial Vision of Latin America*, were extremely well received and have been translated into 17 languages. The third in the aerial series, *Through the Eyes of the Vikings – An Aerial Vision of Arctic Lands*, was released this past year.

NJ: How does aerial photography differ from traditional still photography?

BH: It's a very different art form altogether. It requires intensive planning and logistics. You cover hundreds of square miles a day, often over territory untouched by human hands. It's physically demanding; I have to lean out of helicopters and small planes all day, even in inclement weather, but when you get a great image, it can truly be something unprecedented that no one has ever seen before. It takes you out of your human-centric thinking.

NJ: How has NetJets helped you in your new endeavor?

BH: We use NetJets to travel for leisure as a family, of course. We fly from our home in Dallas to Southern California (where we have a mountain retreat) to New York and to the Caribbean. Also, I often fly privately to Washington, D.C. to meet with *National Geographic*. And, since I travel with so much photo equipment, there is a huge professional advantage to flying privately.

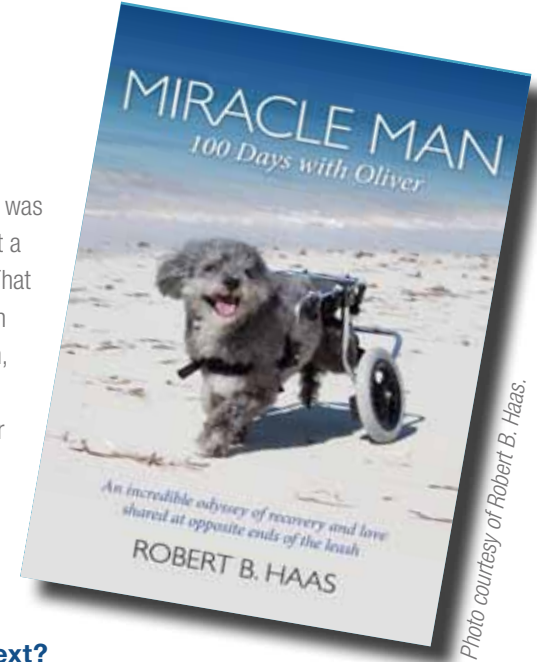
NJ: Speaking of getting away from human-centric thinking, I understand you have a four-legged family that is just as important to you as your two-legged one.

BH: Absolutely, in many ways our canines are full-fledged members of our family. Over the years we have adopted six mixed breed dogs that we cherish. When my wife and daughter started the whole clan by bringing home from a no-kill shelter a three-month-old puppy that we named Oliver, it was love at first sight. Oliver became the pack leader but, like me, he had a rough start in life and struggled with health issues.

NJ: Wasn't one recent health issue particularly dire?

BH: Yes. When we were in California recently Oliver, who had become blind and partially deaf by the time he was 14, stumbled down a steep embankment and was paralyzed in his hind quarters. We needed desperately to get him to a veterinary neurologist. It was Sunday, but we found a terrific doctor in Dallas who could see him. My first call was to her, and my second call was to NetJets.

Everyone mobilized, and Oliver was being attended to in Dallas just a few hours after the accident. That would have been impossible on a commercial flight. In addition, with NetJets, we were able to handle and transport Oliver per doctor's orders and keep him calm during the whole ordeal. I'll never forget the extra effort everyone put into the trip.



NJ: What happened next?

BH: X-rays indicated lung disease and a tumor in addition to Oliver's spinal injuries. Oliver was in intensive care in an oxygen chamber with an IV feed. I was just devastated. I visited every day and just talked to him. I made him a promise. "I want you to survive just 100 days, 100 days so we can savor more time together and can honor our friendship." I pledged to write about him every single day. I kept my promise, and my work was published later as *Miracle Man – 100 Days with Oliver*. Oliver made it past the 100 days, and was by my side when the book was released this past January. It was on two best-sellers lists by the end of its first day of availability on Amazon, and Oliver became a rock star overnight.

NJ: And how is he doing now?

BH: Oliver recently celebrated his 500th day out of intensive care. He uses a doggy wheelchair for his back legs, but the lung disease and tumor are completely gone. He goes to rehab, does home therapy, and even does aqua-therapy and can now stand on all fours for a short time and has taken some steps without his wheelchair. And, thanks to NetJets, we can do so much with Oliver that we couldn't do otherwise. He is able to travel in comfort and with companionship. We get great care; the pilots recognize him and the rest of the clan as we approach the plane and are sensitive and understanding about his situation. The Owner Services Team has been equally terrific.

NJ: What has this experience taught you?

BH: Great lessons about accepting adversity, preparing to deal with loss, knowing that life is full of the "thousand natural shocks that flesh is heir to," as Hamlet said. These are all important life lessons I've learned from my four-legged best friend.

Learn more about Bobby Haas and Oliver at www.miracleman-oliver.com or send Oliver your own email message at MiracleManOliver@gmail.com.

Opposite: NetJets Owner Bobby Haas and his dog Ollie.

Names and photos printed with permission from NetJets Owner.

NETJETS AT THE 2011 BERKSHIRE HATHAWAY ANNUAL SHAREHOLDERS MEETING

With both a booth and an aircraft display, NetJets again had a major presence at the 2011 Berkshire Hathaway Annual Shareholders Meeting held on Saturday, April 30.

Joining NetJets in welcoming shareholders to our booth was Marquis Jet Card Owner Ndamukong Suh, University of Nebraska All American and NFL Defensive Rookie of the Year for the Detroit Lions.

Over 3,500 shareholders attended the NetJets aircraft display where they viewed the Cessna Citation Excel, Cessna Citation Sovereign, Gulfstream G200, Gulfstream G450, and the new Bombardier Global 6000. This was the Global's first appearance at a NetJets event and a highlight of this year's show.

Following the conclusion of the Shareholders Meeting, NetJets Owners attended a cocktail reception hosted by NetJets, Borsheims, and See's Candies.

TOP: Surrounded by onlookers, NetJets Vice Chairman Kenny Dichter introduces Warren Buffett to Ndamukong Suh.

CENTER: Many shareholders took advantage of the opportunity to experience some of the aircraft in the NetJets fleet, including the Bombardier Global 6000 Vision (shown here) which will enter the fleet in 2012.

BOTTOM: NetJets executives and Ndamukong Suh pose at the NetJets booth. From left to right are Head of Sales Pat Gallagher, President and COO Bill Noe, CFO Brent Smith, Ndamukong Suh, Chairman and CEO Jordan Hansell, Vice Chairman Kenny Dichter, Senior Vice President of Aircraft Management Chuck Suma, Executive Director of Sales Operations Peter Feigin, and CMO Randy Brandoff.





Summers tend to be a great time of year for NetJets Owners and Marquis Jet Card Owners. Many of you take time from your very busy lives to enjoy some relaxation and down time. Whatever your plans, we look forward to providing you with the exceptional quality and service that you expect and the extra time savings you cherish.

This issue of *NetJets Update* provides a look into NetJets' future, announcing the groundbreaking for the new NetJets headquarters in Columbus, Ohio, and our \$6.7 billion purchase agreement for up to 120 new ultra long-range Bombardier Global aircraft. Additionally, this issue highlights NetJets hospitality at the Masters, an example of one of our many priceless "Only NetJets®" Owner events and experiences. It also demonstrates a compelling Owner benefit in action, the Mayo Clinic Executive Travel Response program.

Thank you again for your business. We appreciate it. Please continue to share with us your invaluable feedback. As always, do not hesitate to contact me if there is anything that we can do to further enhance your experience with NetJets. I wish you and yours an enjoyable summer.

Jordan Hansell
Chairman and CEO
NetJets Inc.



FLYING WITH NETJETS IN EUROPE

Over the summer, many NetJets Owners and Marquis Jet Card Owners will travel to Europe for leisure or business. Should you need to fly within Europe during your stay, you may take advantage of our inter-program exchange with NetJets Europe¹, which operates to exacting standards like the NetJets U.S. program. Please be advised that, when you exchange to the NetJets Europe program, you are guaranteed one aircraft per day in Europe. NetJets Europe will make reasonable effort to accommodate requests for specific aircraft types. If the available aircraft is smaller than the one you requested, you will be billed the exchange rate for the smaller aircraft. If the available aircraft is larger than the one you requested, you will be billed only for the exchange rate for the aircraft you requested.

Aircraft exchange rates are adjusted monthly to reflect the average currency exchange rate between the U.S. dollar and the Euro over the previous month. To request last month's rate information or to ask questions about inter-program exchange, contact your Owner Services Team, Sales Executive, or Account Executive.

NetJets Europe Peak Period Days

NetJets Europe Peak Period Days differ from those in the NetJets U.S. program. Between now and the end of July, NetJets Europe has several Peak Period Days. All flights taken on NetJets Europe aircraft on these days require 48 hours notice for NetJets Owners² and 120 hours for Marquis Jet Card Owners. If a country has a permit restriction or other requirement, however, more notice may be needed to schedule your flight.

Upcoming NetJets Europe Peak Period Days

NetJets Owners ²	Marquis Jet Card Owners	Description
	June 16, 2011	Thursday of Art Basel week
June 17, 2011	June 17, 2011	Friday of Art Basel week
June 24, 2011	June 24, 2011	Summer travel day (Friday)
	June 30, 2011	Summer travel day (Thursday)
July 1, 2011	July 1, 2011	Summer travel day (Friday)
July 8, 2011	July 8, 2011	Summer travel day (Friday)
	July 14, 2011	Summer travel day (Thursday)
July 15, 2011	July 15, 2011	Summer travel day (Friday)
	July 21, 2011	Summer travel day (Thursday)
July 22, 2011	July 22, 2011	Summer travel day (Friday)
	July 29, 2011	Summer travel day (Friday)
	July 30, 2011	Summer travel day (Saturday)

¹NetJets Europe flights are operated by NetJets Transportes Aéreos, S.A. NTA is a Portuguese/EU air carrier.

²NetJets Owners of 25-hour shares may be subject to the same Peak Period Days as Marquis Jet Card Owners and must provide 120 hours notice on Peak Period Days and schedule flights that depart before 10 a.m. local time by 6 p.m. the day before. Contact your Owner Services Team for more information.

FEEDBACK

We welcome your feedback concerning the NetJets and Marquis Jet Card programs and this newsletter: 877-NETJETS (877-638-5387) netjetsfeedback@netjets.com



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