

PRESIDENT'S LETTER

MICHAEL A. "MIKE" METCALF, PRESIDENT, ISTAT



"Cry, 'Havoc!' and let slip the dogs of war,"
Shakespeare, Julius Caesar,

"Who let the dogs out,"
Baha Men 2001,

The ultimate power of any sovereign state is ultimately its war powers. However when used, the resulting tempests created often affect the world's citizenry from its mightiest members to its most humble.

Certainly, the mighty global airline industry is just now beginning to see some respite from the recent Iraqi and Afghan conflicts, and more improvement will occur as we move on with the day-to-day events of mankind.

However, while still mindful of the old bartender's saw, "don't talk religion or politics if you want a tip," I have to say something is wrong, when the mightiest country on earth can arrange to send over Eighty Billion dollars to rebuild Iraq, yet makes its returning soldiers, home for R&R, pay their own airfare from gateway cities to their hometowns.

Wake up Washington and get some reality about what's going on

outside the Beltway. What a shameful way to treat honorable service men and women who have just gotten a good start on ridding the world of a major evil.

Apparently, I'm not alone in this thinking since Delta Airlines and Southwest Airlines have made arrangements for frequent flyers to donate their travel benefits to returning GIs for free travel onward to hometowns.

Since I have more frequent flyer miles than I know what to do with, I have joined in this effort and hope other ISTAT members will do likewise. Congratulations to Delta and Southwest for being among the first airlines to help out.

**The first wealth is health.
- Ralph Waldo Emerson**

SARS (Severe Acute Respiratory Syndrome), a disease which humorist Jay Leno says sounds like a "pirate's disease,"

turned out to be no laughing matter, almost single handedly wiping out whatever small economic hedge the Pacific Rim carriers had from their immense market populations and spot economic market successes.

Although treatable and not always lethal, the disease caught the public's imagination and became akin to a cyber-era version of the "plague" in the traveling public's psyche.

The vehicle of choice for pandemic transmission and movement of SARS, became the airplane and the subsequent operators of these machines and their distribution networks became the "Typhoid Mary(s)" of the decade 2000.

Fred Klein Chairman of the ISTAT 21st Annual Conference has prudently recognized the importance of this topic and has invited a specialist from the Centers for Disease Control (CDC) in Atlanta, to address the issue of SARS, other

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JETRADER is a bimonthly publication of ISTAT, the International Society of Transport Aircraft Trading. ISTAT was founded in 1983 to act as a forum and to promote improved communications among those involved in aviation and supporting industries who operate, manufacture, maintain, sell, purchase, finance, lease, appraise, insure or otherwise engage in activities related to transport category aircraft.

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The ISTAT Foundation

WHERE DOES THE MONEY GO?

Tom Hiniker, Chairman

It seems that most of the time in this column I am promoting our Fundraisers and asking for the members to support the Foundation. The question I occasionally get is "Where does the money go?"

During 2003, the Foundation made Grants to Fairmont State College, Brooklands Museum, C.E. McCall Middle School, Embry Riddle University, Cranfield University, Lewis University, and the Hiller Aviation Institute. Each of these institutions was nominated by ISTAT members in past years (and we encourage your nominations for 2004). The Foundation Board has determined that each of these recipients could use the funds in a manner to promote the advancement of commercial aviation.

During the past year, I have visited two of the institutions to determine in person how the ISTAT Foundation funds were being used and whether or not we were achieving our objectives. The two institutions visited were the Brooklands Museum in Weybridge, England and the Hiller Aviation Institute in San Carlos, California. Both of these institutions are using the ISTAT funding to

"ISTAT Foundation Chairman, Tom Hiniker, delivering \$5,000 to Valerie Mills at the Brooklands Museum, Surrey, England. Brooklands used the funds for projectors, computers and interactive teaching devices in their new classrooms to introduce aviation to school children"



promote commercial aviation interest in children of grade school age. Brooklands is building classrooms where grade school age children can visit as a class wherein the instructors introduce aviation to them. Hiller uses their funds to develop an educational program for young children.

Both programs have instructors specially trained to stimulate the interest of children. Like many of us who got our first introduction to aviation by watching airplanes at the local airport, these children get an introduction to aviation by seeing aviation related activities. At these institutions, not only are the children seeing aviation in action, they are "hands on" with aviation equipment and taught by experienced instructors. The programs at the other grant recipients are more oriented to specific college level programs so we are promoting commercial aviation at all educational levels.

ISTAT members will have an opportunity to continue to fund these programs by direct donations, bidding in the silent auctions and purchasing raffle tickets. **And a final thanks again to Evergreen Air Center for their contribution to the ISTAT Foundation and support of the Harley Davidson motorcycle raffle.**



Potential Future ISTAT Members, Tori and Kobe Gray, Learning, and getting enthusiastic, about commercial aviation at the Hiller Institute in San Carlos, California. Hiller uses funding from the ISTAT Foundation to develop programs that educate grade school age children about aviation.



Showcasing a Dream to Fly

The Hughes Flying Boat, also known as the "Spruce Goose" can be seen along a Beech D-17A "Staggerwing", a Curtiss P-40 "Warhawk" and more than forty other historic aircraft at the Evergreen Aviation Museum in McMinnville, Oregon.

Photo Credit: Katherine Huit / Evergreen Aviation Museum



By Nicole Wahlberg

Nestled in the heart of Oregon's beautiful Willamette Valley, surrounded by lush green fields and flourishing vineyards, the Evergreen Aviation Museum showcases the dreams and accomplishments of aviation pioneers. The collection is one of the most unique in the world, including the largest wooden flying boat, the Spruce Goose, and the world's fastest spy plane, the SR-71 Blackbird.

The massive museum, constructed between 1999 and 2001, spans over 121,000 square feet. It is located directly across from the Evergreen International Aviation headquarters in McMinnville, Oregon. The facility was a gift to the community and to the aviation world from Evergreen International Aviation's founder and owner, Delford Smith.

The entire museum, inspired by the "Dream to Fly," is the collaboration of Captain Michael Smith, the museum's founder and pioneer, and his father, Delford Smith, Evergreen International Aviation founder. Their vision was to create a lasting tribute to

the inspiring history of aviation and its vital role in the world; a place of learning where men and women, children and families could not only see famous artifacts, but also improve their lives through academic and professional career training.

"The Evergreen Aviation Museum and the Captain Michael King Smith Educational Institute fulfills Michael's vision of creating a place that inspires people to be the best they can be. The new Institute is a gift from Evergreen to the community, celebrating 40 years of learning and growing together," stated Delford Smith.

The centerpiece of the museum is the world-famous Hughes Flying Boat Spruce Goose. With a wingspan of nearly 320 feet, it dwarfs even the DC-3 that resides under its left wing. Originally created as a flying cargo and troop carrier, the Spruce Goose was designed by Howard Hughes and promoted by Henry Kaiser. It was created as a solution to the German U Boat threat during World War II.

On November 2, 1947, after two taxi tests, Howard Hughes lowered the flaps and the Hughes Flying Boat lifted off the water for the first and last time. After its flight, the Flying Boat was then placed in its custom



Early morning at the Evergreen Aviation Museum, situated just off Highway 18 on the outskirts of McMinnville, Oregon. The 121,000 square foot facility is home to the Hughes Flying Boat Spruce Goose and more than forty other historic aircraft.

Credit: Katherine Huit / Evergreen Aviation Museum



Visitors learn about the Evergreen Aviation Museum's Lockheed P38 Lightning, one of over forty historic aircraft located at the Museum which houses the largest wooden seaplane ever built, the Hughes Flying Boat, Spruce Goose.

Credit: Katherine Huit / Evergreen Aviation Museum



Howard Hughes flew the Hughes Flying Boat Spruce Goose, at 12:30 p.m. on November 2, 1947, for a mile in 90 seconds, at an altitude of 70 feet, along the Long Beach, California waterfront.

Credit: Evergreen Aviation Museum

built hangar and maintained in flight-ready condition for 33 years at a cost of one million dollars per year. In 1976, after Hughes' death, plans were made to disassemble the plane and send the parts to eight museums around the world for display. But before carrying out the plan, the Aero Club of Southern California partnered with the Wrather Corporation to display the plane intact in a custom dome next to the RMS Queen Mary at Long Beach.

In 1992, Evergreen International Aviation was awarded custody of the Hughes Flying Boat. It was disassembled and moved by barge, train and truck to Evergreen's headquarters in McMinnville, OR. Between 1992 and 2000, the massive parts underwent preservation and restoration at the hands of volunteers while plans were made for its new hangar.

The Spruce Goose is joined by over 50 historic aircraft and exhibits including the world's fastest spy plane, the SR-71A Blackbird, the Bf-109 German Messerschmitt, the B-17 Flying Fortress, the Corsair, the P-38 Lightning, aerobatic planes, gliders, kites, art displays, children's exhibits, the Spruce Goose Café and the Museum Store. It also features a hands-on education area, visible restoration stations, opportunities to peer inside the cockpit of the SR-71, walk throughout the B-17 and step inside

the Spruce Goose cargo deck. To complete the living history experience, docents are available on-site to share their own personal stories with the aircraft on display.

In addition to being a tourist destination for nearly 500,000 people in the last two years, the museum has also become a sought-after location for private functions, fundraisers, and parties. Earlier this year, it acquired national attention when 2002 Miss America, Katie Harman chose it as her wedding reception site.

The Evergreen Aviation Museum collection represents the first, the fastest, and the largest aircraft ever built. It represents dreamers and realists, patriotism and recreation, hobbies and careers – it represents the dream to fly. The museum is where children's dreams are created and veterans' memories are preserved.

If you are interested in visiting the Evergreen Aviation Museum, volunteering, making a donation, becoming a member, or hosting a private event, please contact us at 503-434-4180 or visit us at www.sprucegoose.org.

The beautiful Evergreen Aviation Museum facility is situated in Oregon's historically rich Willamette Valley, just off the Pacific Coast Highway on the outskirts of McMinnville. The 121,000 square foot facility is home to the Hughes Flying Boat Spruce Goose and more than forty other historic aircraft.

Credit: Katherine Huit / Evergreen Aviation Museum



An Economist's View

... a.k.a. Gurudude Sayeth

THE ELECTION OF AHHHHHOLD THE TERMINATOR AND THE STATE OF OUR COUNTRY

By Adam M. Pilarski, Ph.D.,
Senior Vice President of AVITAS

For over two decades of my life in California I have constantly defended the state from evil attacks of my family and friends on the East Coast of the United States. Those misguided attacks purported California to be a land of crazy hippies smoking dope and performing bizarre acts of stupidity. I consistently defended my state telling everybody we have had some nuts but also more Nobel Prize winners than any other state and a large part of the state was comprised of average people working hard. This defense of California continued even as I moved to my present location around Washington D.C.

Recently California did something that left the whole world speechless in its bizarreness. The recall election of Governor Davis and his substitution by the Terminator defies any minimum logic and makes me feel vulnerable. Maybe all the years California critics were right and I was all wrong? A terrifying thought indeed!

For those who were out of this universe recently and do not know the facts, the elected Governor of California was recalled because he became unpopular and in his stead the people elected a very popular actor, Arnold Schwarzenegger, a former bodybuilder and a man with no experience in politics and economics. I always liked Arnold, the terminator, the barbarian, the kindergarten cop, the twin. As a matter of fact, many

people tell me I remind them of Arnold, at least in the way I mispronounce the name of the state. The way the election was conducted makes sane people tear out their hair, in case they have any left. On the same ballot a voter had to decide whether to remove the existing governor and at the same time to vote for a new one. So, theoretically, if 200 equally qualified candidates ran for office and the winner had a vote of one half percent plus one that candidate would become governor over Mr. Davis who theoretically could receive a 49% support.

Implications for us all

There are two big business implications from the recall event in addition to my having to eat crow for having defended California's sanity for decades. One is related to the short term orientation of US business and the other is related to long term considerations. Starting with the former point, the US economic system is criticized for having a very short term orientation sacrificing long term prospects for quarterly gains. An example of such considerations are also found in sports where a famous baseball coach for the Cincinnati Reds team, Sparky Anderson won the coveted national title (aptly called the "World Series") in 1975 and 1976 but was fired in 1978 after a weak season. He proved his long term worth by winning the "World Series" for another team, the Detroit Tigers, in 1984.

Governor Davis was not recalled because of criminal mis-

conduct. He was a well known, though dull, seasoned bureaucrat. He was exactly the same person as the one the people of California reelected just a year earlier. He just became more unpopular. Plus California, in part because of the recession and in part because of his incompetence, has not been doing well. The short term performance affected the outcome despite potentially disastrous long term implications.

In the longer term this election can have tremendous negative impact on the whole political system of the country. California is the bellwether of political change as epitomized by the famous "Proposition 13" of 1978 limiting property taxes and starting a citizen revolution which brought Mr. Reagan to power. Since all politicians, expect for dictators who regularly top 99% approval ratings in opinion polls, experience during their tenure various levels of support it is a virtual certainty each one will face a time at which their popularity falls below 50%. The recent events in California may lead to an open season on (temporarily) unpopular politicians. This can lead to anarchy and short term maximization performance of politicians similar to that of our businesses. Such new reality also extends tremendous power to those who can finance recall elections, which by the way can be very expensive. The California recall farce cost the tax payers almost 100 million dollars.

Another danger to our demo-

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Tapping the Gap

By, Orlando Neto Director Market Intelligence, Embraer

Journalists write about it, analysts predict it, airlines study it, and manufacturers tout it. But what is it – this “gap”?

Is it just marketing hype? Is there real substance to the predictions? If there is, how do you fill it – why do you want to fill it?

In simple terms, the gap is the void in available aircraft size between 70 and 110 seats bordered by small capacity regional jets at one end and larger, mainline jets at the other. Until now, there has been no family of airliners produced for this market size category, forcing carriers to operate equipment that is often not economically or operationally optimal. But just where did the gap come from and why is it important?

Talk of the gap began a few years ago during the height of the 50-seat RJ revolution. The new 50-seaters were a hit with passengers and with regional feeder airlines. Efficient to operate, fast, quieter than turboprops, and in the mind of the passenger, they were much more attractive. Whether in hub-and-spoke operation or point-to-point, airlines were adding RJs to their fleets with all possible speed.

There is no doubt about the enormous success of the 37- to 50-seat regional jets. RJs have opened new markets, given travelers better service through more flight frequencies, allowed airlines to re-deploy larger aircraft to more profitable routes, and helped the industry weather the most catastrophic period in its history. Yet, as with all fixed-capacity aircraft, RJs have limits to their applications.

MOVING BEYOND REGIONAL

Striking the right balance between supply and demand is an age-old industry challenge and one which is further complicated as airline networks are redefined and new catchment areas reach beyond traditional regional jet capabilities. Providing competitive flight frequency has always been the foundation of successful commercial airline strategy. In this age of evolving markets and aggressive new competitors, schedule frequency is playing a greater role than ever before.

When city-pair frequency is saturated and airlines continually spill passengers on peak RJ flights, the usual option is to add larger aircraft, typically, jets with more than 110 seats. The result of immediately more than doubling capacity is rarely matched by a corresponding increase in passenger volume. In the end, too many seats are chasing too few customers.

Since their introduction nearly a decade ago, the volume of regional jet frequencies in the domestic USA market has increased steadily with significant growth on short-haul routes. Today, RJs are being pushed to build frequency in the drive to sustain revenue growth and market share, and airlines are deploying RJs on longer sectors – 1,200 miles and beyond – to serve new market opportunities or to replace mainline narrow-body flying.

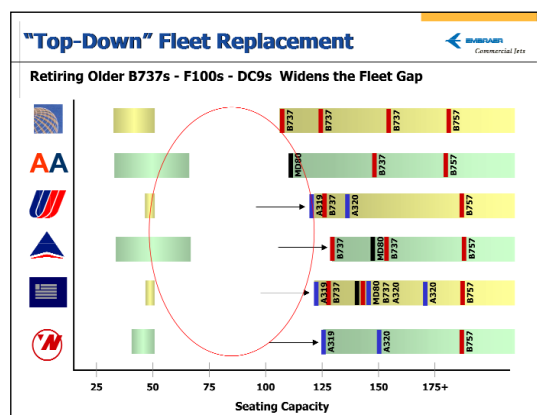
New longer-distance missions will require a greater focus on cabin comfort with passenger amenities, baggage, and cargo volume similar to those found on large narrow-body aircraft. Not only does the gap represent a void in 70- to 110-

seat capacity between RJs and mainline jets, it highlights the distinctive cabin and performance differences between the two fleet types.

How then can airlines access new, long & thin market opportunities requiring equipment larger than an RJ, smaller than mainline jets, and yet with cabin and payload standards compatible with their narrow body fleets?

GROWING THE GAP

The gap between regional and narrow-body jets is expected to increase as older-generation 120-seat aircraft - DC9s, F100s, early B737s - near the end of the operational lives and must be replaced. For airlines around the world, these



(FIG 1)

examples (FIG 1) show how the fleet capacity gap exists wherever regional aircraft are flying.

At the end of 2002, there were almost 700 aircraft at least 20 years old in service within the 61- to 120-seat segment – 34 percent of the global fleet for that category. Their replacement presents a new opportunity for carriers to evaluate their future fleet needs and see how the emerging prospects in markets requiring to 70- to 110-seat capacity jets can keep airlines competitive.

Get your Motor Running...

...Head Out on the Highway... Lookin' for Adventure...And Whatever Comes Our Way"

Steppenwolf: Born to be Wild

BY ANDY LASTELLA

Fellow ISTAT members, this is a great time to help out the ISTAT Foundation. The work of the Foundation is a way that all of us can give something back to the industry that provides for our well being. This year, at the annual conference, we will be raffling off a brand new Harley Davidson Fat Boy motorcycle to benefit the Foundation. Those of you who are motorcycle people will recognize the Fat Boy as the prototypical Harley Davidson. This is no starter bike. This is a top of the line 1,450 cc power house.

My friend Mike Metcalf has already extolled the beauteous sounds and sensations that waft from a Harley Davidson. The sounds of the V-2 engine alone are enough to give a person an aural preview of wrench head heaven. It's more than a mere machine. A Harley Davidson represents a state of mind.

We're fortunate this year in that we will be raffling this fine machine to the members of ISTAT for the benefit of a great cause to all of us that make our living in commercial aviation. The cause, of course, is the ISTAT Foundation. Many of you have been very generous in the past, and we hope that you will once again exercise that generosity to help a good cause. To those of you who have been waiting for just the right mechanism to help the ISTAT Foundation, we hope that you will find this year's Harley Davidson Raffle to be just the right opportunity to open your check book and help



out. You might just be the lucky person to leave the 2004 ISTAT Conference on a brand new Fat Boy.

The raffle is limited to 350 tickets. You can purchase a single ticket for \$100 each. Or you can purchase the Easy Rider package of 4 tickets for \$300. If you really want to improve your odds to win this great machine, buy the Shaker's Dozen package with 14 tickets for \$1,000. Please fill out the form in this issue of Jetrader with your credit card information, or accompany the form with a check, and send it to Dawn O'Day Foster at ISTAT Headquarters. And good luck!



**The ISTAT Foundation
Harley Davidson Raffle Contribution Form**

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MICHAEL A. "MIKE" METCALF

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potential pandemic threats, and the potential for use of aircraft as bio-terror weapons.

"Aviation has tamed only one of the 'Four Horsemen' of the Apocalypse."

The Four Horsemen of the Apocalypse were Conquest (Terrorism), War, Famine (Weather), and Death. To date aviation has only made great strides in combating weather. Terrorism remains a threat, as does war, and SARS and its potential for a traveler's death makes a real impact.

The result as of this writing is that over 2,500 aircraft are listed as available for sale or lease, according to Speednews. On an even more dismal note, TIME magazine reports that Boeing has laid off 35,560 of its 93,000 workers since September 11, 2001. Further, as of September 30, 2003, AIR Inc. of Atlanta reports that a total of 8,294 US airline pilots remained on furlough.

Clearly, the industry is experiencing operating and bottom-line results that are onerous to the degree of biblical proportions.

"And then there were only six,"

Boeing has announced the closure of the B757 program, now technically only producing the BBJ, the B717, the B737NG, the venerable B747, the B767, and the B777. It appears that consolidation now affects manufacturer product lines as well as other segments of the industry.

"And then there were none,"

On October 24, 2003, the predator-like beak of the Concorde parted the air for its last regular passenger flight, a three hour and

twenty minute jaunt from JFK to London Heathrow. For a good look back on what is now officially a by-gone era, re-read John Keitz's excellent JETRADER article on the topic.

December 17, 1903 a date that lives in....?

There are certain dates, which are branded on the human psyche as unforgettable: December 7, November 22, and of course September 11. Further, these dates are always given an infamous connotation. Other dates are celebrated for more positive reasons of innovation and/or discovery, July 4, Cinco de Mayo, Columbus Day, and December 25.

Somehow the date of December 17, doesn't come trippingly to mind nor lip, yet it is the birth date of mankind's first flight of a heavier than air machine; an event that has affected the lives of every man and woman on this planet.

It will be interesting to see how our "instant gratification media" chooses to recognize or spin this monumental and ever on-going achievement, as they celebrate the coverage from Kitty Hawk (actually Kill Devil Hills) on December 17, 2003. Certainly, this historic happening is one event that each and every member of ISTAT should be thankful for.

On a lighter note, I have always found it interesting and somewhat humorous that the parachute was invented before the airplane; a pair of high school dropouts invented the airplane; and the Wright Brothers spent the majority of the first ten years after invention of the airplane in litigation (what a surprise).

Let's see if anybody ever reads this column. I will personally buy the libation of choice at the ISTAT

21st Annual Conference, to anyone who can answer the following riddle, "how is the original Wright Flyer like a Venetian Gondola?"

An event to look forward to, our new ISTAT Historian promises a JETRADER article concerning the Wright Brothers, viewed in the context of the World's "first aircraft traders."

THE ISTAT 21ST ANNUAL CONFERENCE:

***"From Low Fare to
- All's Fair"***

***The Airline Industry in 2004
and Its Battle to Regain
Profitability....***

Fred Klein has done an exciting job of assembling the upcoming 21st Annual ISTAT Conference. Notably this year's speaker content is heavy on airline and manufacturing speakers.

The keynote speakers already assembled include the following: Robert Milton, President & CEO, Air Canada; Mauricio Botelho, President & CEO, Embraer; Steve Hazy, Chairman & CEO, ILFC; Jacob Schorr, President & CEO, Spirit Airlines; Hollis Harris, Chairman & CEO, World Airways; Laura Wright, Vice President of Finance and Treasurer, Southwest Airlines; Steve Ridolfi, President, Bombardier Regional Aircraft; Henry Hubschman President of GECAS; and Alan Mulally, President & CEO, Boeing Commercial Airplanes.

Monday morning will start early when Holly Hegeman, Publisher of PlaneBusiness and Klaus Heinemann, Managing Director of debis AirFinance speak to us on "The State of Aviation Business." Frank Berardino of GRA speaks to us on, "The TSA and the Airline Business" and can hopefully tell us if the lines will ever grow shorter or move quicker.

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APPRAISER CHAIRMAN'S COLUMN

John F. Keitz Chairman,
ISTAT International Appraisers Board of Governors

I recently had occasion to contact everyone in the ISTAT appraiser program to seek suggestions about topics for our continuing education session at the next conference. I asked Bill Bath for the list of e-mail addresses and I discovered there were forty-five names on it, including the five non-appraiser members of the International Board of Governors. I dare say that some of the forty were in high school or lower when ISTAT was formed and I thought that they as well as some others among you might like to hear a bit about what it was like in the aircraft appraisal business when ISTAT started and before. I know I risk stepping into the territory of our new ISTAT historian, Roland Moore, but I will stick strictly to the appraisal business and let him write the ISTAT history.

Much of the appraisal business, as we know it today, started in the early 1980s. Sure, there were times before that when someone would ask for an appraisal and there were folks who participated in the business, often as part of a larger project of an aviation consulting company. Most of us knew then, as we know now, that nobody knew values as well as the people who were active in the market buying and selling aircraft. But then a change in government regulations in the United States made it a requirement that one get an "independent" appraisal to justify any of the benefits, such as tax savings, from a transaction, particularly a lease transaction. The people who really knew what the aircraft were worth were not "independent," so the appraisal business was started or greatly expanded.

While I must stress that there were others around at that time whom I don't wish to slight, this new business

was largely serviced by four companies. The others often specialized in such things as corporate aircraft or historic aircraft and didn't initially pursue much of this new business. There were Airclaims and its U.S. affiliate A.I.S.I. led by Fred Bearden, Mort Beyer's Avmark, Inc., the other Avmark, Avmark Services Inc., and R. Dixon Speas Associates which became Planning Research Corp. (PRC). Jack Feir, Bob Knowles, Bill Bath and I, who all eventually became known primarily as appraisers, all worked for PRC.

PRC considered aircraft appraisals to be a nuisance. They were engaged in large multi-million dollar projects like airport master plans, business plans for new startup airlines, and automating things like crew scheduling and cargo documentation. The appraisals only commanded a fee of \$XXX. (In deference to the ISTAT ethics code I will not talk about fees in this column and will only identify an order of magnitude by giving the number of digits.) The accounting department was annoyed that it had to assign a project number and set up a file for a \$XXX job that was completed before the number got into the system.

Bob Knowles was the first to see the light. He left PRC to establish his own company, Aero Economics. Dixon Speas "retired" from PRC and formed a new company, Aviation Consulting, Inc. (ACI) and Jack Feir went with him. So, this rapidly expanding business was left to the two Avmarks, Airclaims and PRC. In 1983 Bill Bath and I left PRC and formed BK Associates. The pie was still only sliced into four pieces and we were all very busy. Since Dixon Speas seemed to be still in the big project mold, he



Most of us knew then, as we know now, that nobody knew values as well as the people who were active in the market buying and selling aircraft.

Continued on page 15

Ed Greenslet, President ESG Aviation Services follows with the much-anticipated presentation, "What does the Future Hold."

The first of four excellent panel discussions will be "The Aircraft Finance Panel" moderated by Connie Laudenschlager of DVB; joining her for the event will be Lee Palm, President of GMAC Equipment Finance, Wolfgang Driese, Chairman & CEO of DVB Bank AG, Hossein Amir-Aslani, Managing Director of J.P. Morgan Securities and Ron Scheinberg, Esquire, Partner at Vedder Price.

The second panel will be "The State of the Cargo Business & Conversion Programs. Joining moderator and ISTAT Past President Steve Fortune will be Brian Clancy of Merge Global and Rick Hatton of Cargo Conversions, LLC..

The third and fourth panels will be our traditional Lessors Panel, to be moderated by Alan Coe of GATX and our Appraisers Panel moderated by Bill Gardner of Meridian; both of these panels have been the wellspring of much knowledge, controversy, and energy in the past and likely this year will prove no exception.

Participating in Alan Coe's Leasing Panel will be Norman Liu, Executive Vice President of Commercial Operations of GECAS; John Plueger President & COO of ILFC, and Jeff Knittel, President of CIT Aerospace (invited).

Joining Bill Gardner's Appraisers Panel will be the following: Fred Bearden, President, Aircraft Information Services; Jack Feir, President, Jack B. Feir & Associates; John Keitz, President BK Associates; Fred Klein, President, Aviation Specialists Group; Phil Seymour, Managing Director, International Bureau of Aviation; Stephen Rehrmann, Vice President, Morten Beyer & Agnew; John Vitale, President, AVITAS.

Climaxing the last day of the Conference will be the President's Gala Awards Dinner at which time Master of Ceremonies for the evening Dr. Adam Pilarski, the President of ISTAT, the ISTAT Board, and past recipient Steve Hazy will present this year's, "The ISTAT Award" to Mr. Herb Kelleher, one of the truly great entrepreneurs of the aviation and airline industry.

Closing the evening will be the drawing for the ISTAT Foundation raffle of a 2004 Harley Davidson motorcycle with Tom Hiniker, Chairman of the ISTAT Foundation and Andy LaStella Raffle Chairman presiding over this most anticipated event.

"Got their motor running,"....and Thank You Evergreen Air Center,

Congratulations to Tom Hiniker, Chairman of the ISTAT Foundation and Harley Davidson Raffle Chairman Andy LaStella, the excitement created by the opportunity to win a new Harley Davidson motorcycle at the 21st Annual ISTAT Conference, has been palatable and much discussed in recent conversations with other ISTAT members.

Talk about motivated; Mr. Trevor Van Horn, and the good folks at Evergreen Air Center have agreed to underwrite approximately fifty percent of the cost of the new Harley Davidson motorcycle to be raffled off by the ISTAT Foundation, thereby assuring the Foundation an excellent return in this charitable and worthwhile fund raising effort. As always, our appreciation to the Evergreen organization for this generous gesture and all of their past acts of ISTAT support.

Give Andy LaStella a call and let us see how quickly we can sell out the rather limited number of

contribution tickets remaining.

Congratulations to the new ISTAT Historian...

The ISTAT Board of Directors, at the last Board meeting held in Seattle, formally approved the creation of a new ex officio Board position to be designated as the "ISTAT Historian."

Our first official ISTAT Historian will be long-time ISTAT member and past ISTAT Foundation Chairman Roland Moore. Volunteering to help Roland will be Bill Bath, who, as he pointed out, has been privileged to witness much of the grand pageant of aviation history, from the flight of the great zeppelins to the retirement of the Concorde.

Others interested in helping in this new ISTAT undertaking should contact Roland Moore to offer their services. The ISTAT Board will now refine the mission and will consider the following mission statement and workscope outline, before formally ratifying the final products.

ISTAT Historian Mission Statement:

In order to collect, record, and preserve the history of the International Society of Transport Aircraft Trading (ISTAT), and to research, record, and chronicle the history of aviation aircraft trading activities and notable aviation traders, ISTAT creates the ex officio Board position of "ISTAT Historian."

ISTAT Historian Goals:

1. Record and preserve the past and future history of the International Society of Transport Aircraft Trading (ISTAT),
2. Record and preserve that unique piece of aviation history that relates to the trading of aircraft over the

Starting a New Position

Susan Thompson, Principal Consultant, Air Transport Practice



ODGERS RAY & BERNDTSON

Most executives look forward to a new position with a mix of excitement and positive anticipation. They will expect to be successful - and happily, many will. Why are some transitions successful and others not? Are there patterns of behaviour, which make a big difference in starting a new position?

This article has been written with a few practical and operational pointers, in the hope of helping you, as you start a new position, to recognise your own patterns and achieve success.

The culture is bound to be different: Changing cultures usually brings with it a change in the 'rules', which govern how things are done. Even the brightest of executives can become righteously indignant - and it is always easier to conclude, "this is not the way things should be done" than it is to adapt. While reactions like these are normal, they are also likely to alienate your new colleagues very quickly.

Most leaders are practical - and in any new position, they know they have a choice to make, they must either adapt to the new culture, or crusade for change. Do not try too hard to make an impact too quickly. If you elect the second option without support, you may endanger your career.

Getting on the right track: Start by learning the 'new rules', and work with others to decide what needs to be changed. Ask those around you to give you feedback and make sure they know that you are open to it. To increase your chances of getting helpful feedback - build in early review periods, such as the end of the first week, first month, and first quarter. Organise as many of your responsi-

bilities into a series of projects - and if you miss a deadline or make a mistake, always be the first to break the news and say what you are doing about it.

Respect the past when making suggestions: During the first days and weeks, there is usually a great temptation to suggest ideas for doing things differently. Some suggestions may be truly worthwhile - others however, will have been tried previously and found unworkable for reasons, which at first are not obvious to the newcomer.

Many new executives may also find that their ideas meet with some resistance. That resistance may be based on sound practical experience - and inviting feedback is a way for you to learn more about 'how things are run' in the new organisation.

Make hard decisions, but use soft implementation: Sometimes a new executive is hired because tough decisions are badly needed, and are not being made. If this is your situation, go-ahead and make the tough decisions, but remember - creating real change has more to do with the method of implementation, than the wisdom of the concept.

Recognise political dynamics: Every organisation has a political maze, which influences how decisions are made. Even if you do not want to 'learn how to play the game' - you must at least learn the rules and observe them. Doing otherwise will almost certainly be at

your peril.

Develop a system for getting to know people quickly: Your entire connection to the flow of information in an organisation depends on knowing people. How can you do this easily and quickly? Nothing will connect you faster than a systematic plan. To get started, set aside an amount of time every day for this purpose and develop a plan that will work for you. Few activities will ease your entry into a new position - as quickly as meeting people and being able to call them by name.

Develop a mentor: Almost every new executive faces the challenge of not knowing who to turn to for important personal advice. To solve this, one of the best things you can do early on - is to develop a mentor. How should you go about this? A good mentor will typically be someone with whom you sense a natural chemistry.

Be frank about your need for guidance as you are settling in - and try to develop a relationship with more than one mentor if possible, to broaden your base of support and ensure that you have more than one point of view. One word of caution, do not align with someone who is habitually negative.

The path to the top: In our experience, some patterns of behaviour tend to generate success; others do the opposite. Personality and cultural fit is essential - and in starting any new position, you should assume that you will encounter a unique culture with its own special rules and relationships.

www.odgers.com/aviation

past one hundred years,

3. Identify and detail the history and achievement of aircraft traders who have achieved prominence within the industry,
4. Identify and detail the history and achievements of specific ISTAT Members who have achieved prominence within the trading industry,
5. Identify and detail the history of the world's airlines as it relates to their fleet acquisition and disposal efforts over the years, specifically identifying individuals associated within the organizations, who were charged with aircraft acquisition and/or trading (i.e. George Dutton of Eastern Airlines),
6. Document, record, and preserve the history and achievements of each of "The ISTAT Award" winners,
7. Document and record the impact on aircraft trading associated with various aircraft types,
8. Secure, maintain, warehouse, and preserve ISTAT artifacts and memorabilia such as membership directories, past ISTAT programs, past editions of the JETRADER, member photographs, President's biographies, and other specific items documenting ISTAT'S existence and activities.

With appropriate apologies to John Keitz, I can't help but don my old ISTAT Appraiser cap now and again. Especially, when I hear something that threatens the well being of the ISTAT Appraisers program.

In a letter the other day, I was commenting on what may well be one of the true legacies which the ISTAT International Appraisers Program has given the aviation-air finance industry, during this troubling period of downturn and borderline "deflation scenarios."

That remarkable gift to the industry is the almost total absence of accusation, that the appraisal industry was in anyway at fault,

either through malfeasance and/or just plain old outright "misconduct," for the un-forecasted values now attaching to aircraft in today's still fluid marketplace.

The welcome response back to this written suggestion was, that ISTAT probably was a large part of that positive statement, as they had: "committed the industry to a code of ethics and a forum which brought meaningful daylight and scrutiny to the appraisal and air finance industry as a whole."

As usual, our time to bask in the warmth of this statement was short before serious storm clouds began to gather on the horizon. I have now heard from more than one reputable source that several ISTAT appraisers have been subject to the threat of business exclusion, if they are not willing to be more accommodating in announcing a return to the prosperous economic values of yore, and herald a significant upward trend in aircraft values and lease rates.

While I personally think some improvement has occurred in asset values and lease rates, and more will occur in the near future, I would respectfully offer the following advice to the air finance individuals who would attempt to do business in this manner.

The ISTAT appraisers have come too far to buckle under this type of business tactic, and indeed too much long-term viability is at stake on both sides.

Maybe this is a topic for the entire ISTAT Membership to weigh-in on, since ultimately all members of ISTAT will be branded according to the outcomes of these less than savory overtures.

Until then, perhaps some topical and relevant wisdom can be garnered from this historic quote:

Aside from the strictly moral standpoint, honesty is - not only the best policy, but also the only possible policy from the standpoint

of business relations. The fulfillment of the pledged word is of equal necessity to the conduct of all business. If we expect and demand virtue and honor in others, the flame of both must burn brightly within ourselves and shed their light to illuminate the erstwhile dark corners of distrust and dishonesty. The truthful answer rests for the most part within ourselves, for like begets like. Honesty begets honesty; trust, trust; and so on through the whole category of desirable practices that must govern and control the world's affairs.

- James Franklin Bell
(1856-1919) American Army Officer,
Chief of Staff US Army

A few words from "Crazy Horse,"...

Bill Cumberlidge (RAF Call Sign Crazy Horse) has done an excellent job of filling in for me as Acting President of ISTAT for the past few months; therefore, it's only appropriate that we give him space for a few words of wisdom in this, the President's Column.

So don the war paint, grab the sacred pipe and enter the sweat lodge to learn from one who is much-wise, "Big Chief Crazy Horse.":

"It has been amazing to see the trials and tribulations that have occurred in the industry, especially in 2003 as the industry claws its way inch by inch back to the small light at the end of what has been the longest tunnel in our history. Capacity is slowly coming back and aircraft that where parked are slowly but surely being put back into service. However caution is the key word and yields must start to increase to make sure that the airlines can sustain stable margins. From the trading side of the industry I cannot remember when I

Continued on page 17

didn't do many \$XXX appraisals. Jack soon left and formed his own company. AVITAS was created and SH&E, which had been around a long time, decided to expand its appraisal business. Mort Beyer also "retired" from Avmark and started MBA and the ISTAT appraisers program was started. The pie was being cut into more pieces but there was still plenty of business.

ISTAT initially certified 14 Senior Appraisers. Bob Knowles did not join for some reason and Jordan Greene of Avmark Services did not join and, in fact, became very anti-ISTAT. He eventually was declared by someone a "Diplomat of the International Congress of Certified Aircraft Appraisers," whatever that is! Those others mentioned above along with Herrol Bellomy, Jeff Knittel, John Lucas, Jim Markel, Mike Metcalf, Bob Minnich, Frank Price, Allen Thomas and Jim Matthews were certified as Senior Appraisers based on review of their experience and credentials by the appraisers committee and the ISTAT Board. They did not sit for any exam and, ironically, one of the things they had to submit with their qualifications was a number of exam questions which would eventually be included on the exams given to other candidates.

Although I have never heard it voiced openly, I suspect there has been some envy and resentment that these "grandfathers" did not have to sit through the hours of grueling exams that the others have since then. It reminds me of a story. When I was an undergraduate student at New York University my brother was also there as a candidate for a Ph.D. in meteorology. The chairman of the Department of Meteorology, Prof. James Miller, was a highly esteemed, world-renowned meteorologist but never got a Ph.D. My brother asked him one day why he never got a Ph.D. His answer, "Who was going to test me?"

Some of the grandfathers acted as in-house appraisers for their respective companies and did not actively pursue appraisal work as a business. So, we

all still had a nice piece of the pie. Bob Knowles called one day and said, "It's no wonder BK is doing so well. I just heard you were charging \$XXX for your appraisals. Everyone else is charging \$XXXX." We were just happy to share the pie and never had time to give too much thought to rate structure.

Well, what was it like? Can you believe that there was no Microsoft Word or cell phones? Computers and fax machines existed but were rare. While there were some memory capable machines, most of our reports were typed on a typewriter. If you wanted a computer to do something you punched data on cards, went to a service bureau and came back the next day for your output. Computer print-outs of maintenance records were not common and "inspecting" the aircraft records for an appraisal meant trying to read someone's writing on a dirty old work card.

Speaking of inspecting an aircraft, there was no TSA and you could usually walk up to the gate at an airport, mention someone's name and proceed to go wherever you liked in or around the aircraft, and we did that often. "Desktop Appraisal" was not yet in our vocabulary. While sometimes it was acceptable to do what we now call a desktop, most often one would not consider doing an appraisal without an inspection. In fact, our first IBG Chairman, Jim Matthews, fought vehemently to have the ISTAT definitions forbid calling an appraisal an "appraisal" unless it included an inspection of the aircraft and records. He insisted that we must call it something like a "written opinion" if it did not include an inspection.

It's hard to believe that we were able to accomplish some of what we did under those conditions. I remember once when a client asked us on a Friday afternoon to appraise 20 Continental Airlines aircraft by Monday. This included inspection of the aircraft and records. I think that sometimes clients made unreasonable

deadlines to save money. They knew we charged for inspection time by the day--calendar day not eight-hour workday. They must have thought, "How much of a bill can they run up between Friday and Monday?" Well we had six part-time associates who set out to complete the task. One stayed in Houston looking at records. One stayed around LaGuardia and Newark. One rode back and forth between Los Angeles and Orange County, using his Harley rather than his car to beat the traffic. One aircraft was leaving Houston too soon for the inspection to be completed so our man in Houston bought a ticket on the flight and flew to Denver, inspecting the interior on the way. When he got to Denver, he looked at the outside of the aircraft and, luckily, found another one of our assigned aircraft at the next gate. Somehow, we did it. We got a report to our client on Monday morning. This, of course, was not unique. I'm sure any of the other grandfathers can relate similar stories.

There were some other unusual things about our business then. Our reports usually stated the current fair market value as being within a reasonable range. We could say the aircraft was, for example, \$9,000,000 to \$10,500,000. Further, the client usually didn't see that number before he saw the report. There were no requests for "indicative values" before the assignment began. Of course, with the copious data that were available on recent sales most clients had a pretty good idea of the values they would get unless they were using an appraiser who smoked funny cigarettes. Subsequently, as the reports were more and more likely to be reviewed by the client's attorney, the range was no longer permissible. We had to opine on an exact value for the aircraft. But we loved them. The lawyers brought a certain degree of class, revenue and acceptance to our business.

When the appraisal reports started getting larger, more complicated and

cratic political system is the regression to the "cheap thrill" solution to problems. Unscheduled elections favor highly popular for whatever reason but politically unproven people. In general such people with no experience have a decent chance in our system for being elected in regular elections as the famous wrestler Jesse Ventura did in the case of Governor of Minnesota or an actor Ronald Reagan did as Governor of California and later President. Mr. Schwarzenegger had a chance to run a year earlier. He chose to enter politics only during the bizarre recall election. All this undermines the trust of the people in the fundamental soundness of our political system. A number of people already believe in a right wing conspiracy of big money which tried to impeach a democratically elected US President and which also in their view used a Republican Supreme Court to elect a minority vote getter to become US President. The recent farce in California confirms their worst fears.

Will the new governor help California? This is actually immaterial. There are problems with novices handling complicated problems. On the positive side, Ronald Reagan has proven that hiring competent people while sleeping on the job and preventing bureaucrats from pursuing their own self interest may actually bring about good outcomes. So, the terminator may actually stumble into a good outcome for the people of California. The biggest problem he will face, though, is the inability of people to understand economics. California has a proposition issue which brought Mr. Schwarzenegger to power but which also makes the state ungovernable. Given the chance people will always vote for

getting more and against paying for it. About 70% of California's budget is off limits for cuts because of previous voter initiatives. Added sources of income are not feasible because the voters do not approve them; added entitlements are in because voters want them. It takes a Hollywood type of guy to come up with a magical solution. This emphasis on short term magical solutions and a disregard of economic realities cannot be healthy for the country.

Dr. Pilarski joined AVITAS in 1997 to oversee AVITAS' valuation and consulting services. He is also responsible for traffic forecasts, economic forecasts, statistical analyses, strategic planning and airline industry issues. Prior to AVITAS he was with Douglas Aircraft Company for seventeen years as Chief Economist and Director of Strategic Planning. Dr. Pilarski was the publisher and editor of the annual "Outlook" publications. In addition to his work at McDonnell Douglas, he was an Adjunct Professor at the Anderson Graduate School of Management at the University of California at Los Angeles, at the University of California at Irvine, and at California State University at Long Beach. Previously, Dr. Pilarski worked as Assistant Professor of Economics and Statistics at California State University, Los Angeles.

Dr. Pilarski is a prolific writer and has written over 80 articles in professional and academic publications. He has been published in, among others, The Review of Economics and Statistics, Economic Inquiry, American Journal of Sociology, African Air Transport, China Business Review, Air Finance Journal, Industrial Relations and

Industrial and Labor Relations Review. He has been a keynote speaker at many industry, airline, and academic conferences and functions. Dr. Pilarski is a member of the board of directors of Sage Electronics & Technology Inc., a manufacturer of advanced industrial controls and portable power charging systems. Dr. Pilarski holds a BA in Economics and an MA in Development from Tel Aviv University, Israel, and a Ph.D. in Economics from the University of Illinois at Urbana. He attended primary school in Germany and attended high school and some college in Poland. He is happily married and the proud father of six wonderful children

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Member Locator

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Owen Geach has joined Bureau Veritas:
Head of BV Aviation Asset Management – London, responsible for the development of aviation asset management services working with the Bureau Veritas Team in Paris and Miami.

New contact details are:
Owen Geach

See page 18

PRESIDENT'S LETTER



have seen so many people putting in so much effort and so many long hours. Certainly if effort where the key ingredient to survival then this industry deserves an uplift based on that alone. Having spoken to a good number of the membership over the last 6 months I think that we all agree that we have reached the bottom, the question is do we have the resources and the energy for the upswing. I suspect that we all agree that we do, but we will approach the upswing with a lot

more caution than previous recessions and possibly a lot lighter on the feet. In any event we will get through this and hopefully earning a few more dollars than when we came into this, although I suspect that we will see more consolidation as we turn the corner. As we close out 2003 and turn that clean new page of 2004 we start the year with what I consider is the best ever ISTAT conference and what a conference we have for the membership and the industry in general. We are in for one hell of a party and that my friends is an understatement. So Keep the powder dry, freshen up the horses, clean the saddle, polish the guns, the cavalry are coming to town. I hope to see you all in the new year. Hope you had a safe and special Christmas with your friends and families and that you all have a safe, happy and prosperous New Year. Just remember start the New Year with the right frame of mind, be the best there is at what you do and you will not go far wrong. See you in 2004."

Sincere regards, Bill C.

Best Wishes for a prosperous and enjoyable New Year and a successful commercial year of 2004. We look forward to seeing all of you at the ISTAT 21st Annual Conference in Florida in March of 2004.

Michael A. "Mike" Metcalf
ISTAT President (2003-2005)

Bill Cumberlidge
ISTAT Acting President

CALENDAR OF EVENTS

21st Annual Conference

March 28-30, 2004

**Westin Diplomat Resort & Spa
Hollywood/Ft. Lauderdale, Florida, USA**

Reception in Conjunction with

Farnborough Air Show

Monday, July 19, 2004

Science Museum, London, England

By Invitation

11th European Conference

September 12-14, 2004

The Gleneagles Hotel

Auchterarder, Perthshire, Scotland

OTHER EVENTS

ATW's 30th Annual Industry Achievement Awards.

February 23, 2004

Swissotel Singapore -The Stamford Singapore

Contact Karen Adair Nessel at +1202-659-8500 ext 123

email kadair@penton.com for tickets

and table information

Website: www.atwonline.com

2nd Annual Air Cargo & Freight Aircraft Workshop

Hilton New York in New York City

April 27-29, 2004

Details can be found at www.cargofacts.com

The 10th Annual Aircraft Symposium:

Cargo Facts 2004

Loews Miami Beach, Florida,

October 19-21, 2004

Details can be found at www.cargofacts.com

The 11th Annual Aircraft Symposium:

Cargo Facts 2005

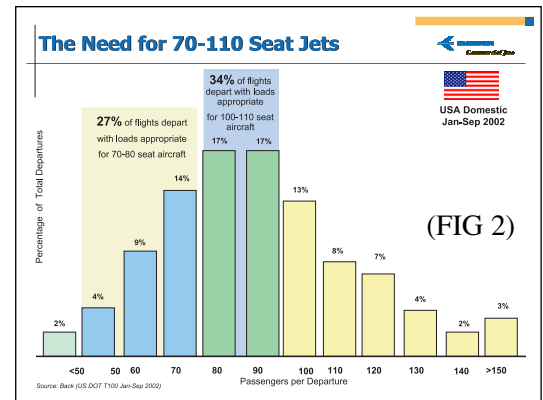
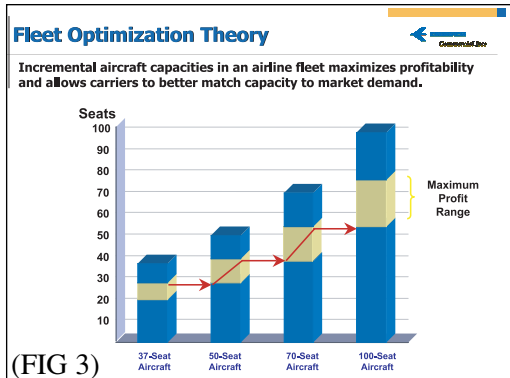
Sheraton Seattle Hotel & Towers,

Seattle, Washington, September 21-23, 2005

Details can be found at www.cargofacts.com

Tapping the Gap continued...

The true market potential for 70- to 110-seat jets is compelling. According to US Department of Transportation statistics, more than 60 percent of all USA domestic departures for the first nine months of 2002 carried loads best suited for 70- to 110-seat equipment. (FIG 2) With only a handful of these capacity aircraft now in service, the traffic was carried on large, mainline jets. That excess capacity translated into wasted seats, higher operating costs, lower revenue per ASM/ASK, and unrealized profit potential. In today's cost-conscious environment, fleet rightsizing has never been more critical.



RIGHTSIZING -FROM THE TOP-DOWN-

Theories of fleet optimization maintain that consecutive increases in aircraft seat capacity – in increments that find the best balance between the break-even and passenger spill points – generate the highest possible economic returns. (FIG 3)

As airlines face tough decisions on how to replace their ageing fleets, there has never been better opportunity to analyze the rightsizing issue. Some carriers are already moving to tap the gap with the new EMBRAER 170/190 family of aircraft. The four models represent a new generation of state-of-the-art commercial jets that, for the first time, are designed specifically for the emerging 70- to 110-seat market segment. Their double-bubble fuselage and four-abreast seating offers superior cabin comfort, greater passenger stowage volume, and comparable payload capability and performance compared to similar capacity mainline jets.

More importantly, airlines can evaluate the new family of EMBRAER 170/190 aircraft which match or better the economic, performance, and cabin characteristics of their current fleets yet provide up to 95 percent commonality among the four types.

From the “top” of the gap where it meets mainline capacity “down” to the 50-seat capacity of RJs, one aircraft family taps into a whole new world of opportunity.

MEMBER LOCATOR CONTINUED

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ISTAT Appraisal Chariman continued from pg 15

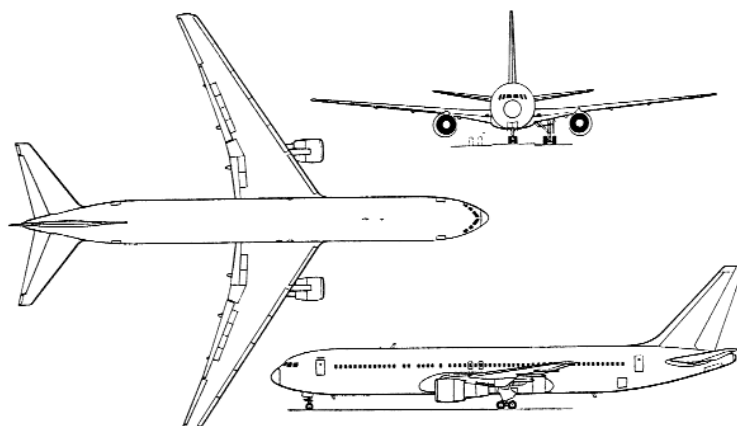
subject to critical review we raised our fee to \$XXXX. Everybody was happy and the market was great. In the sale leaseback of a new aircraft, for example, the airline was getting 8 to 10 Xs in financing and the law firm was probably getting \$XXXXXXXX for their fee. So nobody questioned \$XXXX they were giving to the appraisers. Today, of course, things are very different. There are forty of us looking for a piece of pie, the pie is a little smaller and the baker doesn't have as much money to spend. While in the early days one rarely asked for a quote first, today it seems even our regular clients want to know the fee before they retain us and it often seems they would like to get us back to the \$XXX range. One thing that helps is that our clients are more often than not requiring three to five appraisals for the same project. So we have many more people eating the pie but we often can eat the same piece twice

Now we have a new problem for the younger among the forty to consider. The grandfathers are now great grandfathers and somebody has to begin thinking about replacing them. Our bylaws require that the IBG Chairman and the appraiser members of the board be Fellows or Senior Certified Appraisers. We only have four left who have not served and one of those is not active in the business. Jack Feir has served four terms on the board, Fred Bearden is in his second, Mike Metcalf, Bill Bath, Bill Becker and Mort Beyer have served twice and I am in my second term. We need more senior appraisers. Many of our Certified Appraisers have been certified for six to nine years. It's time to consider sitting the exam for an upgrade. How many more times can we count on Jack?

Boeing 767-300ER



This enhanced version of the 767-300, in production since 1987, features higher maximum takeoff weights and added fuel capacity, and interior accommodations for 218 passengers in a three-class layout or up to 350 passengers in an inclusive tour configuration. The 767-300ER has proven to be the most popular member of the 767 family. The 2002 list price was \$115.5 - \$127.5 million.



Fleet at April 2003:

In Service: 467
of Airline Operators: 62
Orders/Options/Stored: 26/3/11

Geographic Distribution:

Africa/Middle East 24 Asia/Pacific 96
Europe 113 LatinAmerica/
North America 210 Caribbean 24

Engines:

Types: CF6-80C2B2/B2F/B4/B4F/B6/B6F/B7/B7F
PW4052/4056/4060/4062, RB211-524H

Number: CF6-80C2 (271), PW4000 (166), RB211 (30)

U.S. Noise Compliance: Stage 3

Length: 180 ft 3 in (54.94 m)

Wing Span: 156 ft 1 in (47.57 m)

MTOW: 380,000 lbs (172,368 kg) to
412,000 lbs (186,883 kg)

Range: 6,150 nm (11,380 km) with 218 pax

Capacity: 218 pax in 3-class to 350 max

In Production: Since 1987

Type/Model:

Boeing 767-300ER

Engine Type:

CF6-80C2, PW4000

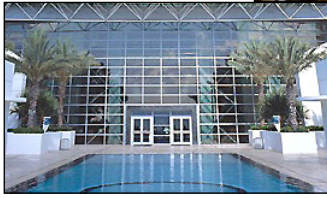
AVITAS®

Year	Current Market Value	2003 Base Value	Future Base Values at 2.5% Inflation																			
			2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
1987	19.3	23.6	22.1	20.6	19.2	17.9	16.5	15.2	14.0	12.9	11.8	10.7	9.4	8.2								
1988	21.0	25.6	24.2	22.6	21.1	19.7	18.4	17.0	15.6	14.3	13.2	12.1	10.9	9.7	8.4							
1989	22.7	27.7	26.3	24.8	23.2	21.7	20.2	18.8	17.4	16.0	14.7	13.6	12.4	11.2	9.9	8.6						
1990	24.5	29.9	28.4	26.9	25.4	23.8	22.2	20.7	19.3	17.8	16.4	15.0	13.9	12.7	11.5	10.2	8.8					
1991	26.5	32.3	30.6	29.1	27.6	26.0	24.4	22.8	21.2	19.8	18.3	16.8	15.4	14.3	13.1	11.8	10.4	9.0				
1992	28.5	34.8	33.1	31.4	29.8	28.3	26.7	25.0	23.3	21.7	20.3	18.7	17.2	15.8	14.6	13.4	12.1	10.7	9.2			
1993	30.7	37.5	35.6	33.9	32.2	30.6	29.0	27.3	25.6	23.9	22.3	20.8	19.2	17.6	16.2	15.0	13.7	12.4	11.0	9.5		
1994	33.1	40.4	38.4	36.5	34.7	33.0	31.3	29.7	28.0	26.2	24.5	22.8	21.3	19.7	18.1	16.6	15.4	14.1	12.7	11.2	9.7	
1995	35.6	43.4	41.4	39.4	37.4	35.6	33.8	32.1	30.4	28.7	26.9	25.1	23.4	21.8	20.2	18.5	17.0	15.7	14.4	13.0	11.5	9.9
1996	38.3	46.7	44.4	42.4	40.4	38.4	36.5	34.7	32.9	31.2	29.4	27.6	25.7	24.0	22.4	20.7	19.0	17.4	16.1	14.8	13.3	11.8
1997	41.4	50.5	47.9	45.5	43.5	41.4	39.3	37.4	35.5	33.7	32.0	30.2	28.2	26.4	24.6	22.9	21.2	19.5	17.9	16.5	15.1	13.7
1998	44.6	54.4	51.7	49.1	46.7	44.6	42.4	40.3	38.3	36.4	34.6	32.8	30.9	29.0	27.0	25.2	23.5	21.7	20.0	18.3	16.9	15.5
1999	49.5	60.4	55.8	53.0	50.3	47.8	45.7	43.5	41.3	39.3	37.3	35.5	33.6	31.7	29.7	27.7	25.8	24.1	22.2	20.5	18.8	17.4
2000	53.7	65.5	61.9	57.2	54.3	51.6	49.0	46.8	44.6	42.4	40.3	38.2	36.3	34.4	32.5	30.4	28.4	26.5	24.7	22.8	21.0	19.2
2001	60.1	69.5	67.2	63.5	58.6	55.7	52.8	50.3	48.0	45.7	43.4	41.3	39.2	37.2	35.3	33.3	31.2	29.1	27.1	25.3	23.4	21.5
2002	68.6	74.2	71.3	68.8	65.0	60.1	57.1	54.2	51.5	49.2	46.8	44.5	42.3	40.2	38.2	36.2	34.1	32.0	29.9	27.8	25.9	24.0
2003		81.6	77.2	74.0	71.7	68.6	62.8	59.7	56.6	53.8	51.3	48.9	46.5	44.2	42.0	39.9	37.8	35.7	33.5	31.3	29.1	27.2

All values are expressed in millions of U.S. dollars. See the BlueBook Introduction for a full explanation of AVITAS's valuation assumptions and definitions.



ISTAT 21st Annual Conference *March 27-30, 2004* *The Westin Diplomat Resort,* *Hollywood, Florida USA*



"From Low Fare to - All's Fair"

The Airline Industry in 2004 and Its Battle to Regain Profitability

SATURDAY, MARCH 27, 2004

Appraisers Exams • Conference Registration • Foundation Board of Trustees Meeting

SUNDAY, MARCH 28, 2004

Golf Tournament - Diplomat Country Club Golf Course

Appraisers Exams • Conference Registration • Appraisers Continuing Education Session • ISTAT Board of Directors Meeting
Welcome Reception

MONDAY MARCH 29, 2004

Conference Registration • Continental Breakfast in Exhibit Area
President's Welcome - Michael A. Metcalf, President, ISTAT
Conference Chairman's Welcome - Fred Klein

THE STATE OF THE AVIATION BUSINESS: WHAT DOES THE FUTURE HOLD?

Holley Hegeman, Publisher, PlaneBusiness newsletter

Klaus Heinemann, Managing Director, debis AirFinance

Frank Berardino, President, GRA, Incorporated

WHAT DOES THE FUTURE HOLD?

Ed Greenslet, President - ESG Aviation Services

Coffee Break in Exhibit Area

AIRCRAFT FINANCE: PUTTING DEALS TOGETHER , TAKING DEALS APART

Connie Laudenschlager, SVP & Chief Rep. The Americas, DVB Bank AG (Moderator)

Lee Palm, President, GMAC Commercial Finance

Wolfgang Driese, Chairman & CEO, DVB Bank

Hossein Amir-Aslani, Managing Director, Head of Global Aerospace and Defense, J.P. Morgan Securities, Inc.

Ron Scheinberg, Partner, Vedder Price Kaufmann & Kammholz, PC.

LUNCH

Steve Ridolfi, President, Bombardier Regional Aircraft

KEYNOTE SPEAKERS

Henry Hubschman, President, GECAS

Robert A. Milton, President & CEO, Air Canada

Laura Wright, VP Finance & Treasurer, Southwest Airlines

APPRAISERS PANEL

William D. Gardner, President, Meridian Aerospace Group (Moderator)

Fred E. Bearden, President, Aircraft Information Services

Jack Feir, President, Jack B. Feir & Associates

"From Low Fare to- All's Fair"

The Airline Industry in 2004 and Its Battle to Regain Profitability

John Keitz, President, BK Associates

Fred Klein, President, Aviation Specialists Group

Phil Seymour, Managing Director, Int'l Bureau of Aviation

Stephen P. Rehrmann, Vice President, Morten Beyer & Agnew

John Vitale, President, AVITAS

RECEPTION at Embraer's Ft. Lauderdale Airport Facility

TUESDAY, MARCH 30, 2004

Continental Breakfast in Exhibit Area

KEYNOTE SPEAKERS

Mauricio Botelho, President & CEO, Embraer (Empresa Brasileira De Aeronautica SA)

Jacob M. Schorr, President & CEO, Spirit Airlines

COFFEE BREAK IN EXHIBIT AREA

THE STATE OF THE CARGO BUSINESS AND CONVERSION PROGRAMS

Stephen J. Fortune, EVP, Intrepid Aviation Partners Group (Moderator)

Brian Clancy, President, MergeGlobal, Inc.

Frederick L. Hatton, President, Cargo Conversions LLC

LUNCH

Alan Mulally, President and CEO- Boeing Commercial Aircraft

KEYNOTE SPEAKERS

Steven F. Udvar-Hazy, President & CEO, ILFC

Hollis L. Harris, Chairman & CEO, World Airways

LESSORS PANEL

Alan Coe, President, GATX Air (Moderator)

Norm Liu, GECAS

John Plueger, ILFC

Other Speakers TBA

RECEPTION AND THE ISTAT FOUNDATION SILENT AUCTION

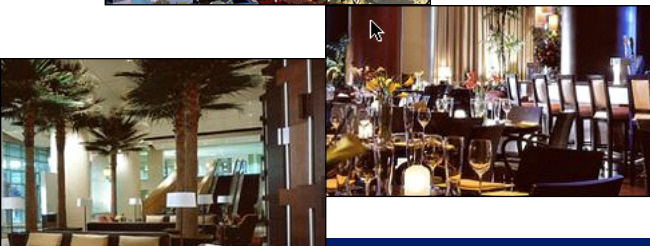
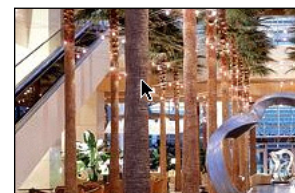
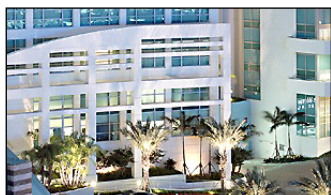
PRESIDENT'S GALA DINNER

PRESENTATION OF THE ISTAT AWARD TO HERBERT D. KELLEHER,

CHAIRMAN OF THE BOARD, SOUTHWEST AIRLINES

KEYNOTE SPEAKER

Dr. Adam M. Pilarski, Senior Vice President, AVITAS



*ISTAT 21st Annual Conference
March 27-30, 2004
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PRESS RELEASES

BACK Aviation Solutions has arranged a five year lease of one A310-300 aircraft from German Operating Aircraft Leasing (GOAL) to Air Transat, Canada. The aircraft (msn 485), previously operated by Hapag-Lloyd, will be the sixth A310-300 operating in Air Transat's fleet when the aircraft enters revenue service for the Montreal-based airline in early 2004.

debis AirFinance announced that it has signed a service agreement with a group of European financial institutions headed by Crédit Lyonnais for a lease portfolio of six McDonnell-Douglas MD83 aircraft (MSN 53463, 53464, 53465, 53466, 53488, 53520). Under the terms of the agreement, debis AirFinance will re-market the aircraft, as well as providing both contractual and technical management services. Klaus Heinemann, Chief Executive Officer of debis AirFinance, said: "Aircraft marketing and asset management are an important part of the aircraft asset services which we provide to financial institutions and investors. The strength of our marketing power is demonstrated by the fact that we have already found homes for four of the aircraft which needed to be re-marketed, despite the difficult market environment. These fast and successful placements are typical of the service that financial investors require and we are keen to develop this aspect of our business further."

Focus Aviation announced that it has been appointed by Continental Airlines as worldwide exclusive agent for the sale or lease of twelve of their fleet of MD80 aircraft. The aircraft currently offered by Focus Aviation are a combination of MD82 and MD83 aircraft, were manufactured between 1982 and 1987 and are powered by 217 and 219 engines. Continental Airlines is a world-class airline that is almost 70 years old. It has been catapulted to new heights of excellence and record financial performance by its 'Go Forward' plan, a 4-point management strategy, which has operated since 1995 out of its Houston, Texas Headquarters. "The appointment of Focus by Continental Airlines is a tangible recognition of a world-leading remarketing organisation by a world-leading airline. This newly formed relationship is testament to Focus' ability to not only get the

job done but to forge and maintain a 'team' with clients at all levels of management, in all sizes of organisation making Focus a valuable and easily integrated resource."

Focus Aviation announced that it has been appointed by COPA as worldwide exclusive agent for the sale of their fleet of Boeing B737-200 Advanced aircraft. The five aircraft currently offered by Focus Aviation were manufactured between 1974 and 1984, are powered by Pratt & Whitney JT8D-15 engines and are Stage 2 compliant. COPA was founded in 1947 and today its fleet is composed of twelve 737-700 "Next Generation" airplanes, equipped with the latest in technology, comfort and on-board entertainment. 737-800's join the fleet shortly. In 1998, COPA and Continental Airlines entered into a strategic alliance, one of the most important in Latin American aviation. They have continued to forge valuable strategic and commercial alliances with select airline partners in order to expand their regional and global network, and to increase the benefits and services offered to passengers. COPA now fly to 29 destinations in 19 countries.

Focus Aviation announced that it has placed ten B737 aircraft on behalf of TACA with AeroContinente of Peru. All the aircraft were manufactured between 1979 and 1982 and are N-registered. They are powered by -15, -17 or -17A Pratt & Whitney JT8D engines and are Stage 3 compliant. TACA International Airlines is a member of Grupo TACA which is an alliance of five Central American airlines that includes Aviateca, LACSA, Nica Airlines and TACA Peru. TACA also has its own maintenance and repair services facility, AEROMAN, which is FAA and JAA-approved. AeroContinente is a major carrier based in Peru operating B767, B757 and B737 services throughout South America.

Guggenheim Aviation Partners
Announcement: XS Aviation is pleased to announce that effective November 1 it joined forces with Guggenheim Partners to form a new aviation investment and

PRESS RELEASES

asset management firm named Guggenheim Aviation Partners. Guggenheim Partners will provide equity funding for the new venture and all of XS Aviation's current resources will be transferred to Guggenheim Aviation Partners. Although a new name in the commercial aviation market, Guggenheim Aviation Partners will combine a team of professionals with extensive experience in the commercial aviation market with the significant financial resources and structured finance expertise provided by its parent Guggenheim Partners to provide creative financial solutions to the commercial aviation market, including the acquisition of aviation assets for its own account. In addition to retaining its offices in London and Seattle, Guggenheim Aviation Partners will add a Chicago presence with the addition of Bob Peart and Gary Eakins to the team.

Guggenheim Partners is a privately owned, diversified financial services firm with in excess of \$75 billion of assets under supervision. Guggenheim specializes in structured finance, asset management, and investment advisory services for its institutional and high net worth clients. The primary emphasis of the firm's asset management groups is fixed income and alternative investments. The alternative investment groups focus on real estate, hedge fund investment and advisory services, commercial aviation and direct private equity investments. The firm has over 300 employees located in New York, Chicago, Los Angeles, Miami, London, Hong Kong and Geneva. See Member Locator in this issue of Jetrader for contact details.

International Aircraft Management b.v. (IAM B.V.), announced their formation, based in The Netherlands, they offer value-added and comprehensive aircraft management and remarketing services to aircraft owners, financial institutions, airline companies and lessors. IAM B.V. offers a full complement of services including remarketing, aircraft and technical record inspection, contract review and negotiation, aircraft delivery and re-delivery and risk assessment (both maintenance adjustments and half life value assessments). IAM B.V. is a

private company, completely independent of any financial institution, airline company, manufacturer or other companies with aviation interests. IAM B.V.'s core team of commercial and asset management professionals has more than 80 years of combined aviation expertise together with more than 20 years of working collaboration as a team.

IAM B.V. views asset management as a tool to obtain a high level of financial risk control based on thorough knowledge on one's aircraft. IAM B.V.'s pro-active approach provides a deeper understanding of the costs and consequences of the asset operations and ownership and hence the re-marketability of the aircraft.

IAM B.V. believes that once you thoroughly know your aircraft and have all the relevant information at hand, you have an advantage in the market over the competition. A clear distinction with other parties in the market is that IAM B.V. offers more than a solution for a single technical issue (which is often associated as being asset management). IAM B.V. offers a total care package for asset management, where the inside in to the (re-) marketability of the aircraft is based on detailed knowledge of the aircraft and the financial aspects of such transaction. IAM B.V. provides a clear picture of risk exposure at aircraft delivery and at critical points in the future.

MORTEN BEYER & AGNEW INC.

announced the release of its web-based aircraft valuation program "EFAV: the on-line valuation tool." Modeled for the needs of airlines, the finance, leasing and insurance communities, EFAV is also a valuable instrument for those looking to increase or divest their aircraft financial exposure. EFAV combines MBA's authoritative database of Current Market and Base Values, along with a 20-Year Forecast of Future Base Values all of which are found in MBA's semi-annual Future Aircraft Values (FAV) publication. "We expect EFAV to be a continually growing product that will be shaped by the needs of its users. EFAV is definitely one of a kind as it provides the most flexibility allowing users to forecast and model values based on their individual parameters. We are very excited about this product, as we have spent a substantial amount of time researching what works best

PRESS RELEASES

for our clients and meeting their needs 110%! ", said Bryson Monteleone, Vice President, Marketing and Operations, CFO.

Users of EFAV will be able to: build, customize and track aircraft portfolio aggregate/individual values; forecast adjusted future values; calculate weight-adjusted aircraft; forecast using supplied values; and see graphical representation and comparison of values. For a complete demo of this dynamic new tool, visit www.mba.aero. MBA is an international aviation consulting firm specializing in airline management, marketing, maintenance and operations, regulatory compliance, technical support, asset value appraisal and technical analysis, forecasting of commercial jet transport, and general consulting for the aviation industry. MBA publishes, semi-annually, periodicals forecasting aircraft values to 20 years in the future. Publications: Future Aircraft Values (FAV) - Jet Transport, Regional, and Cargo; The International Aviation Oracle Newsletter; and EFAV the on-line valuation tool.

Sigma Aircraft Management, LLC

("SIGMA") has arranged the following transaction: AeroCalifornia S.A. de C.V., La Paz, Mexico, has contracted to purchase two DC9-32(HK) (s/n's 47648 and 47666) from PLM Worldwide Leasing. The aircraft are currently on lease to AeroCalifornia and the delivery under the sales agreement will take place in March 2005.

SIGMA has arranged the sale of one B737-200A (S/n 21008) from PLM Worldwide Leasing to Rico Linhas Aereas (<http://www.voerico.com.br>) The aircraft was formerly leased to Varig S.S, Brazil.

Skyways Aviation has arranged the sale of a Dornier 228-100, serial number 7004 (SE-KKX) to Kaskazi Aviation, Kenya, with finance provided by ALS Europe Ltd. The aircraft, previously operated by Direktflyg AB of Sweden, will be based in Malindi, operating tourist routes to the National Parks and wilderness areas of East Africa. In addition, the aircraft will operate on charter routes between local hotels and safari camps. Kaskazi Aviation is the only air operator based in Malindi and has been in operation since December 2001.

Skyways Aviation UK Ltd., acting on behalf of Khors Air Company of the Ukraine, has arranged the acquisition of a further three DC-9-51 aircraft from Finnair of Finland. Aircraft Serial number 47736 was delivered in late November. The remaining two aircraft, Serial numbers 47698 and 47737, are due to be delivered in December. Khors Air Company was established in 1990 and currently operates a fleet of Antonov and Ilyushin aircraft primarily on cargo routes. The DC-9 aircraft will be utilised in passenger configuration on charter flights.

Skyways Aviation has arranged the sale of a General Electric CT7-5A2 engine from Skyways Express to Cosmic Air of Nepal. Serial number 367294 was delivered on 10 November 2003 for use on Cosmic's Saab 340 Aircraft.

Skyways Aviation arranged a transaction in which PT Arutmin Indonesia took delivery of a Fokker 100, serial number 11293, on lease from Aravco UK. This ex-US Airways aircraft was acquired by Aravco earlier this year and has undergone a corporate interior refurbishment at Fokker Services. The aircraft was delivered to Indonesia on 6 November 2003 and is being operated on behalf of PT Arutmin by Transwisata Airlines. PT Arutmin is one of the largest coal producers in Indonesia with further interests in oil and gas resource developments throughout the country.

Skyways Aviation offers specialist consultancy, marketing and asset management services to the regional airline industry. The company was formed in 1996 to manage the aircraft leasing and trading transactions within the Skyways AB group of companies, but has since built up an extensive external client base, including those in the SAS group. Skyways Express AB is Sweden's largest domestic airline whose fleet comprises of over 30 aircraft including ERJ 145s, Fokker 50's and Saab 340's.

Volito Aviation AB has agreed to lease one Boeing 737-300 to Palau Micronesia Air. Palau Micronesia Air is a start-up carrier in the Pacific region with flights to Guam, Cuuk, Pohnpei and Yap. Initially, the Aircraft will be

PRESS RELEASES

registered in New Zealand and operate on Air New Zealand's air operator's certificate. The Aircraft, with manufacturer serial number 24094, is presently on lease to Air Caledonie and will before delivery to Palau Micronesia Air undergo a D-check in Christchurch by Air New Zealand.

Vx Capital Partners announced that it has acquired Loan Certificates with a par value of \$27 million secured by two Boeing 737-300 aircraft on lease to United Airlines. Vx Capital purchased these mortgages in a private transaction with several large financial institutions. Robert Brown, a partner at Vx Capital, commented "we are pleased to be in a position to provide liquidity to holders of various debt instruments within the United bankruptcy. The market for this type of aircraft debt is highly illiquid, especially given the current environment in the airline industry, so Vx Capital can add value by offering investors liquidity at a reasonable price. Our plan is to follow this transaction with similar acquisitions of debt and equity where the underlying assets are leased to carriers in the U.S. and abroad." Vx Capital Partners is a private finance firm that makes investments in commercial aircraft and related aviation assets. Vx Capital was formed in February of 2002 by Robert M. Brown and William B. Hudson, formerly senior executives of Pegasus Aviation and Stephen Compagni Portis, formerly CEO of Leveraged Equity Management, a west coast investment-banking firm. www.vxcapital.com

Willis Lease Finance Corporation

announced the signing of an engine sharing agreement between itself and five Chinese air carriers including Air China, Air China Southwest, China Eastern Airlines, Shanghai Airlines and Shenzhen Airlines. The signing of this innovative cooperative agreement for the first time allows the agreement members to lease their spare engines to each other under standardized terms. Other Chinese airlines are reviewing the agreement and are expected to join the five launch members in the next few months. "This agreement represents the culmination of 18 months of work by Willis Lease Finance and the member airlines and places Willis in a key position to assist the members

with their engine leasing needs," said Charles F. Willis, President and CEO of Willis Lease Finance. "By improving access to and utilization of spare engines, this agreement will benefit the member airlines by helping to reduce cost and increase efficiency," said Zhong De Chao, Chief Engineer of Air China Southwest.

The engine sharing arrangement specifically covers CFM56-7B engines that are used to power B737-600/700/800/900 aircraft. The CFM56-7B sharing agreement allows members to obtain the use of available spare engines from other members, including Willis Lease Finance. In addition to facilitating the negotiations for the engine sharing agreement, Willis Lease Finance has also designed and launched a web-based reservation system that allows the members to access detailed information relating to engine availability and condition. "The web-based technology is easy to use and provides the information members need at the click of a mouse, as well as the ability to reserve engines entirely online," said Donald A. Nunemaker, Chief Operating Officer of Willis Lease Finance. "If suitable engines are not available in the pool, Willis Lease Finance will be the preferred provider for pool members." In 1997, the company signed its first leasing contract with a Chinese air carrier. In 1999, Willis Lease Finance became one of the founding partners of Sichuan Snecma Aero-Engine Maintenance Co., a joint venture consisting of Snecma, Air China Southwest, Beijing Kailan and Willis, which provides CFM56 maintenance and repair services contributing to the development of the Chinese aviation industry. In early 2003, Willis Lease Finance established an office in Beijing.

Aviation industry experts recognize the Chinese civil aviation market is poised for rapid development. Boeing cites a 7.6% annual growth rate in the Chinese aviation market and claims that Chinese airlines will require an additional 1,900 new aircraft by 2020. Similarly, Airbus reports that by 2020 the airline traffic within the Asia-Pacific region will have surpassed the traffic in the North American domestic market, making it the world's largest air travel market.



International Society of Transport Aircraft Trading
21st Annual Conference • March 28-30, 2004
Westin Diplomat Resort & Spa • Hollywood, FL USA

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Registration confirmed only with payment. Registration Fees must be paid in advance to gain entrance to the Conference.
Membership dues must be current to receive member rates. Must be listed on the corporate membership to receive member rate.
Substitutes must be members to receive member rate. **Refund Policy:** \$200 processing fee after 5:00pm EST March 12, 2004
No Refunds after March 24, 2004 Midnight EST • Cancellations must be in writing to receive refunds

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- Dues must be current to receive Conference Member Rates. Contact ISTAT office to check your membership status.

MEMBERSHIP DUES: (a) Check to pay Individual or Corporate

INDIVIDUAL Membership: \$ 400 USD	
CORPORATE Membership: \$ 1,750 for 6 (\$200 each after 6)	

Early Bird

CONFERENCE FEES: (a) Check one that applies

REGISTRANT TYPE	a	UNTIL Feb 2/2004
Member:		\$ 750 USD per registrant
Single Registrant		
Member: 3 or more from same company		\$ 650 USD per registrant
Airline Personnel		\$ 425 USD per registrant
Non Member		\$ 1,150 USD per registrant

Regular

REGISTRANT TYPE	a	Feb 3 2004 ONWARD
Member:		\$ 950 USD per registrant
Single Registrant		
Member: 3 or more from same company		\$ 850 USD per registrant
Airline Personnel		\$ 425 USD per registrant
Non Member		\$1,350 USD per registrant

Early Bird

PAID BY Feb 2/04		
Golf Tournament 3/28		\$175
Club Rentals (left) (right)		\$ 80

Shoe Rental NOT Available

Regular

PAID Feb 3/04 onward		
Golf Tournament 3/28		\$190
Club Rentals (left) (right)		\$ 80

Spouse Monday tour, Receptions, Tues. Dinner		\$225
Spouse w/out tour		\$150

Spouse golf 4/6/03		\$175 early / \$190 reg
Club Rentals (left) (right)		\$80

Must Fill In



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Conference Fees to be charged or enclosed: \$ _____

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GALA DINNER: (a) Check if YES

I/we will attend the Gala Dinner on Tuesday March 30th (included in above fee)	
Please contact me about reserving a table at the Gala Dinner (Cost: \$1,200)	

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