

AIR CARGO MANAGEMENT GROUP

Since 1978, the premier aviation consulting firm providing services to the worldwide air freight and express industry

CONSULTING SERVICES

Air Cargo Management Group (ACMG) is the only specialized aviation consulting firm in the world whose services are exclusively focused on matters relating to the worldwide air freight and express industry. Since its founding in 1978 in response to deregulation of the US domestic air cargo industry, the firm has worked for well over one hundred clients, in every major market around the world, on matters relating to all aspects of the air freight flying business. Most of the major participants in the air cargo industry – integrated operators, all-cargo airlines, combination carriers, financial institutions, airport authorities, aircraft manufacturers, industry suppliers and others – appear on ACMG's client list.

ACMG has an outstanding reputation within the industry and is quoted frequently in the press on matters relating to air freight markets and the application of freighter aircraft. The firm has developed expertise in the areas of air freight market analysis, pricing strategy, operations, financial analysis and freighter aircraft applications. The firm's professional staff includes air cargo industry veterans, and many have advanced degrees in systems and business management. The company maintains an in-house database of air freight and express statistics and utilizes dozens of information sources in preparing study reports for clients.

As described below, ACMG offers several other services in addition to its consulting and advisory practice.

ANNUAL STUDIES

ACMG produces two separate annual studies which analyze the US domestic and international segments of the air freight and express industry. Widely read by industry participants, financial institutions and others, and frequently quoted in the trade press upon their release each year, the reports contain a wealth of statistical data and trend analysis regarding the two markets. In addition, ACMG publishes an annual *20-Year Freight Aircraft Forecast*, which contains analysis and commentary on the 18 aircraft types that will dominate the future freighter market.

CONFERENCE & WORKSHOP

The company sponsors the annual CARGO FACTS Aircraft Symposium, a well-attended and highly-regarded conference held each autumn. Each year, over forty leading aviation executives assemble to present their views on a wide range of topics of interest to the buyers, sellers, financiers, service providers and operators of passenger and freighter aircraft. ACMG also sponsors an annual Air Cargo, Express, and Freight Aircraft Workshop at which ACMG consultants share their industry expertise in a 1½-day interactive seminar.

CARGO FACTS

Since 1981, the company has published *Cargo Facts*, the widely read "newsletter of record" for the worldwide air freight and express industry. *Cargo Facts Update*, sent by email (or fax) to provide timely information between the mid-month issues of CARGO FACTS, was added as an additional service to subscribers during 1996.

Cargo Facts fills a special niche in the aviation press marketplace. Readers look to *Cargo Facts* each month for information and analysis found nowhere else regarding freighter aircraft developments, aircraft cost/performance data, conversion activity, and U.S. domestic and international air freight and express market trends. Each issue includes feature articles, regular monthly sections (freighter aircraft transactions, conversion and MRO news, financial reports, Asian and European viewpoints, logistics news, and a "Rumors & Speculation" column), guest columnists, editorials, statistical tables & charts, and photos. Decision-makers find they are able to stay up-to-date on the entire industry using this single source of information.

ACMG SUMMARY

Air Cargo Management Group, with its broad-based experience and proven track record, is well equipped to handle a wide variety of air freight industry tasks. ACMG's consulting staff members are full-time, permanent employees of the firm who are always ready to discuss your current projects with you. We welcome your inquiry so we may demonstrate how ACMG can help your company solve problems or explore new business opportunities.

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RECENT CLIENT PROJECTS

Freighter Aircraft

Evaluated the freight requirements of several international airlines to assist a transport manufacturer determine the optimum configuration of all-cargo aircraft for carrying cargo.

Provided a comprehensive analysis of future widebody freighter demand to assist an existing all-cargo operator and its lenders move up to widebody freighter aircraft.

Market Analysis

Assembled and analyzed industry traffic flow data to validate the proposed route structure and flight equipment purchases for a major US express carrier.

Researched trans-Pacific freight yields to determine the level of price discounting on behalf of a major international combination carrier interested in increasing freight revenues by purchasing combi or freighter aircraft.

Financial Analysis

Coordinated the refinancing of a privately-held regional scheduled all-cargo airline to provide the company with added capital and flexibility for growth.

Researched the financial structure, operating capacity, and business strategies of US domestic and international parcel express and courier firms for major investment banking institutions.

Operations Analysis

Assisted in the launch of cargo operations for a start-up US flag combination carrier serving a newly developing overseas market, and for an established major airline beginning trans-Pacific service.

Performed an internal audit of the route structure, aircraft utilization and market base for a US-based all-cargo carrier examining its future growth strategy.

CONSULTANT RESUMES

Edwin C "Ned" Laird, ACMG's Chairman, has 40 years of experience in the airline industry. He began his career in 1966 with Seaboard World Airlines, and later held management positions in the cargo sales departments at Swissair and Overseas National Airways. In 1974 he left ONA to become a manager in the Air Freight Systems Development department at Boeing. Mr. Laird founded ACMG in 1978 and remains actively involved in all phases of the company's operation. Mr. Laird attended Boston University where he earned a B.S. degree in Business Administration specializing in International Finance.

Robert V. Dahl has over 35 years of experience in the aviation industry. He presently holds the position of Managing Director at ACMG, managing the firm's research and analytical activities, particularly in the areas of aircraft capability and performance evaluation. Previously, Mr. Dahl was employed for 20 years by the Boeing Company where he held a number of engineering and management positions in that company's Commercial Aircraft and Advanced Systems Divisions. Mr. Dahl earned a B.S. degree in Aeronautical Engineering from the University of Washington and a Master of Science degree in Systems Management from the University of Southern California.

David Harris brings over 25 years of experience as a journalist to his position as Editor of ACMG's monthly newsletter, *Cargo Facts*, and the weekly emailed *Cargo Facts Update*.

Alan Hedge, ACMG's Research Director, has nearly twenty years of experience in the airline industry in a variety of financial and consulting roles from fleet analysis to regulatory and competition analysis. He started his aviation career in 1989 at American Airlines. He left in 1999 to become Research Director at The Campbell-Hill Aviation Group in the Washington, DC area. He holds a BS in Electrical Engineering from Stanford University and an MBA from the University of North Carolina.

Marquita Fortner is ACMG's Conference Manager. Prior to joining ACMG she was Operations Officer at Phoenix Sky Harbor International Airport. She holds a BS in Aerospace Studies from Embry-Riddle and a Masters in Transportation Policy, Operations, and Logistics from George Mason University.

Jackie Edinger is the firm's Administrator, a role she has ably filled since 1981.

PARTIAL CLIENT LIST (CURRENT AND PAST)

AFL Cargo Consolidators
Air Transport International
Airborne Freight Corp.
Airbus
Alaska Airlines
American Airlines
Atlas Air
Austrian Airlines
BAX Global
Blue Dart Express Pvt. Ltd. (India)
Boeing Commercial Airplane Group
Branch Bank & Trust
C-S Aviation
Capital Cargo International Airlines

CIT Group
DHL Airways
Dragonair
EgyptAir
Embraer
Emery Worldwide
Evergreen International
FedEx Express
FedEx Custom Critical
FedEx Ground
GATX/Airlog
Gemini Air Cargo
Horizon Air
IAL/Arrow Air

Japan Air Lines
Korean Airlines
Lehman Brothers
LEP Profit International
Lufthansa
Martinair Holland
Mitsubishi Corp.
Morgan Stanley & Co.
Northern Air Cargo
Panalpina
Pilatus Aircraft Ltd.
PacifiCorp AirFinance
Pegasus Aviation
Port of Portland

Port of Seattle
Pratt & Whitney
Precision Conversions
Rickenbacker Devel. Corp.
Schenker International
Swissair
TransAmerica Leasing
USAfrica Airways
U.S. Air Force
U.S. Department of Energy
U.S. Postal Service
Vancouver Airport Authority
World Airways