

For the Employees of Flying Tiger Line

October 1, 1980

TIGER REVIEW



SPECIAL MERGER ISSUE

Flying Tigers and Seaboard:
We've Got the World — Together.

From the President

We've Got the World

October 1 marks a new era in the airfreight industry — the merger of Flying Tigers and Seaboard World Airlines. This merger is more than simply the combining of two companies. It's the emergence of an airfreight service unique in the world.

What the new Flying Tiger Line means to the shipper is impressive: twenty-one stretch DC-8 and 16 B747 jetfreighters serving more than 30 airports in the United States, Europe and Asia with scheduled airfreight service, complemented by scores of interline sales offices and trucking satellites and worldwide charter services.

From Asia to the U.S., from the West Coast to the East, on to Europe and back again, shippers can rely on one airline offering the most all-cargo ton miles available to the most destinations. Service unparalleled by any other carrier.

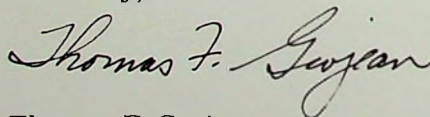
When shippers think airfreight, they'll think Flying Tigers, and they'll get the combined expertise of the world's most experienced airfreight professionals, trained over the past 35 years.

For the employee, the merger holds the thrill of contributing to the world's greatest single airfreight effort. As a Flying Tigers employee, your influence will stretch from Los Angeles to Frankfurt; from London to Tokyo to New York.

It's promising, and it's exciting. But I realize that it's also a little sad for the Seaboard employees who are leaving behind a name they've held in esteem for some 34 years. But whether we started at Flying Tigers or at Seaboard, we are really all cut from the same cloth. Out of hundreds that tried, our two companies were among a handful surviving "impossible" odds to make it in the airfreight business. Some of you were around in those early years when the most valuable assets of both companies were spirit and tenacity. We flew "wingtip to wingtip" on many occasions — as you will read in this issue of *Tigereview* — making airfreight history in the same arenas: The Berlin and Yemenite airlifts and the resupplying of troops in the Pacific, to name a few.

Now, together, we have the chance to offer the industry something it's never had before: Scheduled all-cargo service around the world . . . the biggest, best and farthest reaching. I'm excited about what's ahead. The world is out there waiting, and we can have it . . . together.

Sincerely,



Thomas F. Grojean
President



Thomas F. Grojean began his Flying Tigers career in 1968 as vice president-finance. Two years later he moved to the airline's parent company, Tiger International, as chief financial officer and director. He advanced to executive vice president in 1975 and president in 1978, at the age of 39.

Working with Wayne M. Hoffman, chairman and chief executive officer of Tiger International, Grojean played a major role in the acquisition of North American Car Corporation in 1970, and the next year went to Chicago as president of that company. Under his direction, North American Car doubled its leased fleet of railcars to 46,550 cars and led the railcar leasing industry in growth. He also directed Tiger International's diversification into aircraft, computer and heavy equipment leasing, and expanded the geographic scope of the company's leasing businesses. In 1974 Tiger Leasing Group was formed, with its member companies operating around the world.

In 1975 Grojean was named executive vice president of Tiger International and returned to Los Angeles.

Tom Grojean was graduated cum laude from the University of Notre Dame in 1960 with a degree in business administration. The following year he became a certified public accountant and began his career as a senior accountant in the Chicago, Illinois offices of Price, Waterhouse & Company. In 1964 he joined Southern Airways, Inc., a regional air carrier based in Atlanta, Georgia.

Tom is married and has two sons and two daughters.

Tigereview is published by the Public Relations Department, Flying Tiger Line, 7401 World Way West, Los Angeles International Airport, P.O. Box 92935, Los Angeles, CA 90009. Nissen Davis, Vice President, Public Relations & Advertising. Colleen Ferguson, Editor. Margi Falk, Editorial Assistant. Flying Tiger Line is a Tiger International Company.

Flying Tigers & Seaboard

TOGETHER

On October 1, Flying Tigers and Seaboard World Airlines become one. One magnificent airfreight airline operating around the world. Combining our routes, facilities and equipment, personnel and our experience totalling nearly 70 years, Flying Tigers and Seaboard will most certainly "have the world — together". But then, we've really had it "together" for a long time. With Flying Tigers concentrating on the U.S. and the Pacific, and Seaboard on the Atlantic, we've flown the same types of aircraft, fought the same legislative battles and shared adventures in some of the same operations around the world. This issue of *Tigereview* highlights the merger of these two airfreight powers and parallels the similar and colorful histories that have brought us together on the brink of airfreight's most exciting era.

On August 21, 1945, Bob Prescott and members of his fledgling Flying Tiger Line — known briefly as National Skyway Freight Corporation — stood on the ramp at Long Beach Air Terminal in California, waving goodbye as the pilot and crew urged their ungainly, flower-laden Budd Conestoga aircraft into the air and turned toward Detroit.

It was Flying Tigers' first flight. More than that, it was the realization of an idea born in the clouds above China during World War II and nurtured by the inventiveness and tenacity of Robert W. Prescott, the airline's founder

(Continued on Page 2.)





They had dreams — Flying Tigers and Seaboard founders were youthful U.S. military men fresh out of World War II. **Flying Tigers "founding fathers", above left**, headed by Bob Prescott (kneeling third from right), plot their routes in the shadow of a Budd Conestoga, their first aircraft. **The Norden brothers, Arthur and Raymond, above right, l-r**, pictured in 1949. They founded Seaboard & Western in 1946.



carrying a second load of furniture, had crashed on the roof at Detroit. The plane and cargo were burning, but the crew had escaped. Still, in spite of the catastrophe, within 24 hours a new company in a new industry had moved 30,000 pounds of commercial freight by air.

Here comes Seaboard

A little more than a year later two more U.S. Air Force flyers would get into a similar act, putting the official stamp on the formation of Seaboard & Western — later to become Seaboard World — Airlines with \$20,000 in capital. Arthur and Raymond Norden founded and incorporated Seaboard & Western in September, 1946, with one converted, war surplus four-engine C-54.

While Flying Tigers was concentrating on a domestic air-cargo business, the Nordens had their eyes on the Atlantic. They doubled their "fleet" with another war-weary C-54 in November, 1946, opened an office in Geneva, Switzerland in February, 1947, and on May 10, 1947 the Nordens' dream of operating a transatlantic air cargo service became a reality with the airline's first flight — from New York to Brussels, Belgium and Geneva, carrying 9,000 pounds of textiles, clothing and machinery. For the return flight the airline picked up a group of New York-bound race horses in Milan, Italy.

Guts, persistence, luck

Many years after the airline's first flight, Bob Prescott was to comment about his Flying Tigers: "Whether or not tigers like being called people, people seem to like being called Tigers. More than anything else, for whatever reason, the airline has always attracted unusual personalities — men and wo-

(Continued from Page 1.)

and its president for 33 years — until his death in 1978.

Eleven World War II pilots and ground crew — fellow members of General Claire Lee Chennault's famous Flying Tigers fighter squadron — joined Prescott in raising \$89,000. This was matched by Sam Mosher of Signal Oil to form National Skyway Freight Corporation in June of 1945, soon after to be renamed the Flying Tiger Line.

The Infamous Budd

Most of Prescott's newly acquired capital was used to finance the fleet — twelve surplus Budd Conestoga aircraft built for — but never operated by — the U.S. Navy. Made of stainless steel, the Budd was an ugly, twin-engine cargo plane with a bulbous nose, awkward body and doubtful reliability. Nonetheless, it was all he could find, and Prescott was determined. He put \$90,000 down on a total price of \$401,000 for the twelve Budds. Four were sold off and one gave up in a Texas field enroute to California from its former home in Augusta, Georgia, leaving the airline with an operating fleet of seven.

The airline's first three shipments — flowers, grapes and furniture — came suddenly in the feast-or-famine pattern that characterized the early years of the airfreight business. On that Au-

gust day in 1945, within hours of each other, the flowers were on their way to Detroit, the grapes to Atlanta and furniture was winging its way toward California from New York. By the following night, the Tigers were celebrating. But their high spirits were short-lived. Word came that one of the Budds,

The Executive Roster

The executive structure for the new Flying Tiger Line has been established as follows: **Wayne M. Hoffman**, chairman; **Thomas F. Grojean**, president; **Richard M. Jackson**, chairman of the executive committee; **L. Russell Emerson**, senior VP-scheduled services; **John E. Flynn**, senior VP-administration; **Richard E. Battle**, VP-personnel; **Charles H. Bell**, VP-operations; **William M. Caldwell IV**, VP-marketing; **Nissen A. Davis**, VP-public relations & advertising; **Jere T. Farrah**, VP-maintenance-JFK; **Samuel T. Fondillier**, VP-aircraft sales & leasing; **Michael B. Gurley**, VP-western region; **Richard L. Haberly**, VP-eastern region; **Albert O. Hicks**, VP-Europe; **Peter E. Hubbard**, VP-North America; **A. Burt Hubbs**, VP-European operations; **Charles W. Jacob, Jr.**, VP-finance; **Lewis H. Jordan III**, VP-maintenance & engineering; **John H. Mahoney**, VP and advisor; **Lawrence M. Nagin**, VP-law; **Robert A. Neff**, VP-administration-JFK; **Edgar A. Pinke**, assistant to the president; **Hermann A. Spiegel**, VP-midwest; **Paul A. Stokes**, VP-Asia; **Worth L. Thornton**, VP-passenger marketing & sales; **James J. Tufts**, VP-southern region; and **George A. Zettler**, VP-special projects.

We've Got the World — Together

The upbeat "We've Got the World — Together" theme of the Flying Tigers/Seaboard merger will be incorporated on items including buttons, bumper stickers and a specially produced recording, to be distributed to all employees. These and other "We've Got the World" materials, as well as the airline's new external ad campaign, will feature the Flying Tigers B747 tail design.



men with more than the normal amount of imagination, energy, ingenuity... and guts."

In a 1977 article about Seaboard, *Air Line Pilot* magazine noted that "the history of Seaboard is a story of innovation, persistence, resourcefulness and employee loyalty with a little luck thrown into the mix."

At the close of World War II, thousands of wartime pilots cast eager eyes at the potential of businesses in the air. More than 2,000 established some kind of air company and about 300 tried their hands at airfreight or other flying services. Flying Tigers and Seaboard were among a handful to survive.

In 1946, while Seaboard was literally just getting its C-54s off the ground, Flying Tigers was able to buy one of its own, capable of lifting 20,000 pounds of cargo at 210 miles per hour for 2,000 miles. Quite a switch from the lumbering Budd; but still little consolation to the airline's first annual report reflecting a deficit of nearly \$200,000.

At "war" again

Part of this loss was the result of a rate war being waged by big commercial passenger lines. The "biggs", realizing that some of the pesky upstarts like Flying Tigers had, in a single year, developed a formidable ten million-ton business monthly, waged war with full-page advertisements and drastic rate reductions. Dozens of independents went broke. Flying Tigers was losing between \$60,000 and \$90,000 a month.

The major problem was that the all-cargo carriers were not qualified by the CAB to fly express and mail. Without that vital business, the non-certificated

carriers were doomed, for passenger lines were charging more for movement of mail at the same time they were cutting freight rates.

When the smoke from the staggering "war" had cleared in April, 1948, only a few battered independents had survived. Crippled by the low rates, post-war inflation (which doubled aviation fuel costs) and the inevitable disruption of growth, the handful of all-cargo carriers left was almost too weak to cheer when the CAB granted them a stay of execution — permission to operate scheduled cargo service as common carriers until the Board could move on their applications for certification. In addition, the Board set a minimum for cargo rates.

Seaboard files

In the meantime, in July of 1947, Seaboard had filed with the CAB for permission to fly as a certificated all-freight subsidy-free carrier between the United States and Western Europe and the Middle East. The airline would not receive a decision on its application for eight years.

In 1948, still battle-fatigued but not defeated, Flying Tigers charged on, inaugurating its first hub-trucking service with freight trucked from San Diego to Los Angeles for air shipment. In addition, advance manifest shipper notification was started with shippers alerted to arriving freight before it landed.

Still, it was not the foresight and good business moves that had thrown them the lifeline. Flying Tigers might have drowned with most the other small airlines had it not, in 1946, paraded the

pure guts and tenacity that were to become its trademarks.

The now key incident in the airline's history began with a letter inviting Flying Tigers to bid on a transpacific contract calling for 28 weekly flights to resupply U.S. forces in the Pacific.

Too poor to buy buttons

The United States Air Transport Command, the letter explained, would provide maintenance, administrative personnel and flight crews.

Of those invited to bid, Flying Tigers was probably the most poorly equipped, understaffed and least likely to win. Naturally, Prescott decided to bid. Bob and a financial expert engaged to guide Flying Tigers' monetary destinies, arrived in Dayton, Ohio to present their bid. The finance man had prepared three — high, medium and low — and was debating which bid to submit when he spotted a safety pin holding Bob's clothing together.

"Low bid," he decided. "We're even too poor to buy buttons." Flying Tigers won the bid — by a pin. At the time, it was the largest contract ever awarded a commercial air carrier.

Flying Tigers had no equipment and no facilities to fulfill the terms of the contract. The Military Air Transport Service (MATS) officer sent to appraise the situation was aghast with what he found. But at the same time, he was smitten — as so many were — with the brash courage of the little outfit. Something in the attitudes of the men and women he met made him believe the company would fulfill its obligations.

He arranged a month's extension.
(Continued on Page 4.)













Logos — They've changed, too. Flying Tigers' logo today is the distinctive Tigerface, above left. The airline's original shark insignia, above center, gave way to the Circle-T in 1960, but continued to appear on Flying Tigers aircraft through 1967. Seaboard's early logos incorporated a bird in flight, bottom row, left, and the initials "S" and "W", center, for Seaboard & Western. The airline's logo since 1960 also displayed the S and W... for Seaboard World.

(Continued from Page 3.)

providing the airline with time to find facilities and hire necessary staff to meet the terms of the commitment. And meet them it did. Staff was hired — there seemed to be no absence of people willing to become Flying Tigers — and facilities were located at Lockheed Air Terminal in Burbank, California.

Pass . . . or fail?

The first weeks of 1947 were spent in frenzied preparation for final inspection by Brigadier General Bob Nowland, Chief of the Air Transport Command (ATC), Pacific Division. Things were not as the Tigers hoped they would be when the big day came. Nonetheless, just as they had won the contract, they won grudging final approval and for the next 11 months flew the Pacific for a half million dollar profit, resupplying the occupation forces in the Orient. The C-54s flew eight flights a day linking the U.S. with Hawaii and Tokyo.

In spite of their low bid, Flying Tigers billed the ATC \$125,000 a month less than had been charged previously by other airlines. The contract was ex-

tended after the initial six-months' period to November of 1947.

More than profits, Flying Tigers had gathered a wealth of experience operating a long-haul international route with all its accompanying challenges. They had earned their letter from General Nowland: "I wish to extend to you my deep appreciation for the loyal cooperation and honest endeavor which this Command has received from you during the past eleven months."

Four-year struggle

Flying Tigers' struggle for certification as a regular scheduled all-cargo airline began in 1946, a year earlier than Seaboard's, with the presentation of a three-pound document to the CAB — the beginning of the long, bitter "Air Freight Case".

The decisions made in the next four years, while the Board pondered, weighed and debated, were to shape the future of an industry which, already growing rapidly in spite of the opposition, someday would outstrip that of the air passenger lines.

Even in 1946, after only one year's operation, the handful of air-cargo lines had flown 30 million ton miles, against

the 15 million miles flown by the scheduled and subsidized all-purpose carriers. The promise of the future, however, was secondary to present survival in the CAB hearings stretched from 1946 to 1949.

Route #100

The struggle, violent and costly, came to an end April 25, 1949. Eight carriers had managed to hang on long enough to find out their official fate. Four had been granted certification. Flying Tigers received the first air-freight certificate ever awarded by the CAB to fly transcontinental all-cargo service. Route #100 had been born.

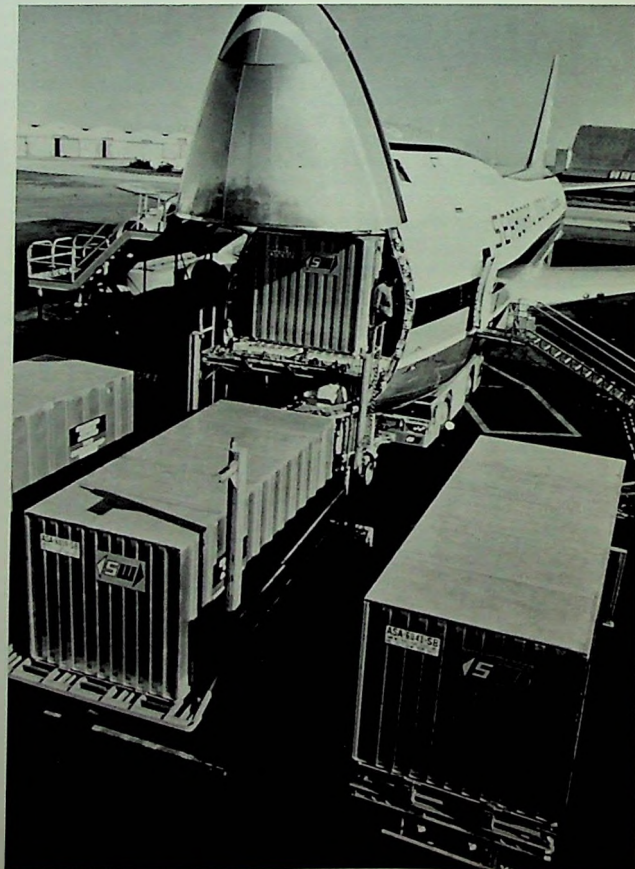
In the six months to follow Tiger stock climbed back close to its original issuing price of five dollars a share, having at one point dropped to a gloomy 57 cents. During that period, the airline flew eight million revenue ton miles for a 25 percent gain over the same period of the previous year. New stations cropped up along the route: Oakland, Denver, Milwaukee, Toledo and others joined San Francisco, Burbank, San Diego, Chicago, Cleveland and Newark. By 1950, Flying Tigers had expanded its transcontinental service from 6 to 22 stations, doubled



Paris-bound Seaboard freight, above, makes its way through traffic in the French capital, heading toward the city's famous Arc de Triomphe on the final leg of its journey.



Hong Kong is minutes away for the freight on board a Flying Tigers B747 jetfreighter, above, left, on approach at Hong Kong's Kai Tak International Airport. A Seaboard nose-loading B747, above right, gobbles up 20-foot containers in preparation for a transatlantic flight.



freight schedules and purchased its first big fleet of transport planes — 23 C-46 surplus military aircraft.

Seaboards on the move

In the meantime, Seaboard & Western was gathering steam. It had petitioned the CAB for rate reductions between New York City and five European cities. It had added four DC-4s to its fleet, had made 284 North Atlantic crossings and by the year ending August 31, 1948 had carried more than 2.7 million pounds of freight, serving European cities including Shannon, Glasgow, Stockholm, Frankfurt, Geneva, Dusseldorf, Hamburg, Munich, Stuttgart, Amsterdam, Brussels, Milan, Lisbon, Paris, Athens, and Cairo, Egypt; New Delhi, India; Singapore; and Jakarta.

Later that year, Seaboard marked an important day in its history as the first commercial aircraft off the ground in support of the Berlin Airlift. During the critical first six months of the operation, the airline completed more than a hundred all-cargo flights from the U.S. to Germany, carrying more than 1,300,000 pounds of urgently needed material. Three years later Flying Tigers would follow Seaboard to West Germany in a backwash project of the airlift, dubbed the "Baby Berlin Airlift."

The Pacific Airlift

If Flying Tigers were destined to get into the Atlantic, Seaboard would soon turn up in the Pacific. Word came on June 24, 1950 that more than 60,000 communist troops of North Korea, led by 100 Russian-built tanks, had crossed the 38th parallel, and the U.S. — sitting 6,000 miles away — would be needed to resist the invasion.

Within 24 hours after the Military Air Transport Service had requisitioned commercial aircraft, Flying Tigers and Seaboard scrambled to attention, placing the first civilian planes into service to mark the beginning of the historic "Pacific Airlift."

By the end of 1952, having flown millions of miles and millions of pounds of military cargo, Flying Tigers had contributed more to the Korean airlift than any of the big passenger airlines — and without subsidy.

When the Pacific Airlift ended in 1954, Seaboard had recorded 2,500 flights between the U.S. and Japan, covering more than 17 million miles and lifting almost 23 million pounds of cargo and 34,000 military passengers and wounded on litters.

Wingtip to wingtip

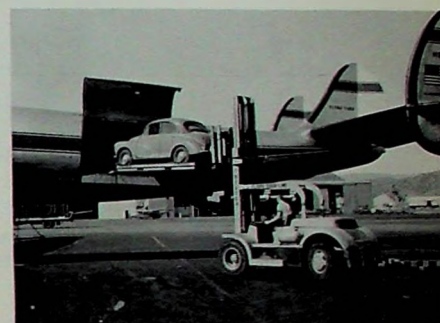
At the same time the airlines were participating in the Pacific Airlift, they were flying wingtip to wingtip on another merciful mission — airlifting thousands of near-starving Yemenite Jews from the Arabian deserts to the

(Continued on Page 8.)

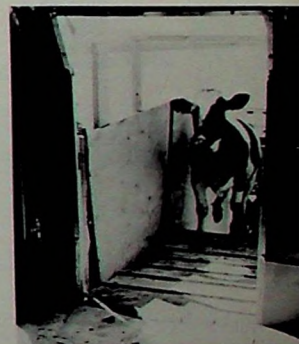


Shipments: We had a lot in common.

Perishables — Above left: Miniature cactus travels to the U.S. from Japan on board Flying Tigers. **Above right:** Strawberries from the U.S. to Germany via Seaboard.



Automobiles — Above left: Seaboard loads a Belgium-bound car on board a DC-4 at Idlewild Airport in New York . . . 1951. **Above right:** Flying Tigers loads a Morris Minor on board a Super H Constellation . . . 1960.



Bovine passengers — Above left: Borden's famous "Elsie the Cow" tours the U.S. on board a Flying Tigers C-47 . . . 1946. **Above right:** Italy-bound cow steps on board a Seaboard DC-4 . . . 1951.

Loading was sometimes less sophisticated — Below left: Seaboard hand-loads a C-46 at Frankfurt, Germany . . . circa 1956. **Below right:** Furniture is packed into a Flying Tigers Budd Conestoga . . . 1946.



FLYING TIGERS Schedule



Cleveland, Ohio
Dallas/Ft. Worth, Texas
Detroit, Michigan
Honolulu, Hawaii
Houston, Texas
New York, New York
Sacramento, California

Connecticut
Bradley
Bridgeport
Massachusetts
New Bedford
Worcester
California
Sacramento

World All-Cargo Routes



ASIA

Administrative Offices

Asia Staff — Tokyo, Japan

Terminals

Hong Kong

Manila, Philippines
 Okinawa/Kadena AFB
 Penang, Malaysia
 Seoul, Korea
 Singapore

EUROPE



Seaboard 747 with its nose door open and lights on, **above left**, make a memorable photo. **Above right**, the "Seaboard Containership" livery will give way to Flying Tigers' silver, red and blue fuselage.



Outsized cargo is loaded with ease on board Seaboard's nose-loading B747. Flying Tigers' new B747-200s also have nose-loading capabilities.



(Continued from Page 5.)

new state of Israel. The airlines carried the Yemenites from the British port of Aden in Arabia to New York, some 1,600 miles along the Red Sea to Israel.

The airlines had marked other milestones during those years. In 1951 Seaboard added four additional DC-4s, and was the first international airline in the world to order the new, long-range, all-freight Lockheed Super Constellations.

Its traffic volume increased by 183 percent above the previous year, and the equivalent of 246 trips around the world at the equator were flown by the Seaboard "Airtreader" fleet.

1952 saw Flying Tigers operating the largest all-cargo fleet in service with 44 aircraft flying domestic and Pacific routes. That year, Seaboard & Western stock listed for trading on the New York Stock Exchange. In 1953 there was long-awaited word from the CAB, as a Board examiner recommended that Seaboard & Western be granted a certificate to operate as an all-freight carrier between New York, Philadelphia, Baltimore and certain countries in Western Europe.

"Connies"

The next year should have been glorious for the valiant airline. Four Lockheed Super Constellations entered service, while five leased DC-4s were returned to their owners and two others sold. But economic problems resulting from the termination of the Pacific Airlift and intense competition in the industry left Seaboard with excess equipment. Revenues dipped from \$24.6 million in 1953 to \$6.4 million in 1954, with the airline posting a net loss of \$365,000 for the year.

There was light on the horizon, however. In 1955, the same year the airline ordered six additional Constellations, Seaboard & Western received its long-sought Certificate of Convenience and Necessity from the CAB. During the eight years since the original application had been filed, the Board conducted 70 full days of formal hearings, heard 8,600 pages of oral testimony and studied hundreds of exhibits.

In 1956, with ten "Connies", four DC-4s and a twin-engine C-46 in the fleet, calling itself the largest and fastest cargo fleet in the world, Seaboard inaugurated scheduled cargo service across the North Atlantic.

Growing by leaps . . .

In the meantime Flying Tigers was growing by leaps and bounds, and writing colorful chapters in its history book. In 1955, the airline flew construction crews and cargo for the North American Air Defense Early Warning System — the Dewline — being built in the Arctic.

The Certificate for Route #100 was renewed and permission given by the CAB to carry mail and air express



Seaboard's New York operations have come a long way from the quonset hut traffic/warehouse facility at Idlewild Airport, **above left**, to JFK world headquarters, **above right**. Ditto for Flying Tigers. **Below right**, the engine build-up shop at headquarters in Burbank in 1947, and **left**, current world headquarters at Los Angeles International Airport.



Facilities: How they've changed.



shipments. Riding on spirit and success, Flying Tigers was chalking up records — such as the largest movement of commercial air freight in a 24-hour period — 502,000 miles. “Most” wasn’t enough for the Tigers. They also wanted to be the fastest, reaching, in 1955, the fastest all-freight schedule ever flown across the nation — 11 hours from New York to Los Angeles.

We’re #1!

By 1957, claiming the number one spot for transcontinental airfreight traffic, Flying Tigers followed in Seaboard’s footsteps, purchasing its first modern fleet of all-cargo aircraft — 15 Lockheed Super H Constellations — at a cost of \$20 million. The airline inaugurated 7 hour, 55 minute non-stop coast-to-coast service with the 330 mile per hour airfreighters, each capable of lifting a 23-ton payload over the route.

While Flying Tigers was riding the crest that year, Seaboard was suffering, sustaining a net loss of \$485,000 as a result of insufficient transatlantic business to support the capacity of the new fleet.

The airline continued to lose money in the following year, and Seaboard management looked to the long-range,

heavy-lift Canadair CL-44 “swingtail” turboprop jet as the solution to its economic ills. The airline ordered five aircraft at a cost of \$23 million with options on five more. The swingtail offered loading and unloading of 32.5 tons of cargo in 19 minutes, with capability to carry single units weighing up to 65,000 pounds and up to 85 feet long. At the same time, Seaboard became an authorized carrier of U.S. mail.

Revenues from freight and mail increased in 1959 by 95 percent to \$10.3 million, but growth was still insufficient to offset Seaboard & Western’s loss of other business and a net loss of \$3.8 million.

New name, new image

By 1960 the erosion of wet lease and military charter markets took its toll, necessitating a complete refinancing of the company and major organizational changes, including the appointment of Richard M. Jackson as president and chairman of the board.

“Belt-tightening” efforts to get the airline back on solid footing included salary cuts, facility disposition, and elimination of the DC-4 operation.

In 1961 Seaboard & Western gave way to Seaboard World Airlines and a

whole new image. In July that year the airline posted its first profit in three years, though year-end figures were still being written in red ink.

Swingtails

Three CL-44s were delivered and placed in revenue service, and by 1962, with a fleet of seven swingtails, the airline earned its first profit since 1956. That same year, Seaboard leased all nine Connies to other airlines.

While Seaboard was putting its swingtails to work, so was Flying Tigers, engaging ten CL-44s at a cost of \$55 million. With the CL-44s came benchmarks and milestones — such as the opening of Flying Tigers’ first automated freight terminal in Chicago. That year Flying Tigers celebrated as the world’s largest freight and contract air carrier, and claimed two more records — the largest single load of airfreight ever flown transcontinentally (64,744 pounds) and the largest load of freight ever flown over the ocean by an airline (61,593 pounds). Always innovating, the airline began the first coordinated transportation service combining both sea and air facilities between Alaska and inland points of the U.S.

(Continued on Page 10.)



Flying Tigers and Seaboard both carried U.S. troops to Vietnam during the United States’ involvement there. **Above**, U.S. military personnel board a Flying Tigers stretched DC-8-63 in Cam Ranh Bay.



Passenger service — Among the varied passenger operations highlighting Flying Tigers and Seaboard history were the airlift of Korean orphans, shown **above left** in 1958; Yemenite Jews from Aden to Israel, shown **above center** on board a Seaboard aircraft in 1952; and Hungarian refugees, **above right**, stepping off a Flying Tigers plane in 1959.

(Continued from Page 9.)

The sea-air program, now called "Sea-Tiger", is still a vital program of the airline.

1963 brought the Tigers more records: The largest load of airfreight ever flown in the U.S. by a commercial airfreighter — 64,917 pounds from Boston to Los Angeles in 1963; and in 1964, December 12 was the largest single traffic day in Flying Tigers history — 553,470 ton miles of freight.

Seaboard was also finding a place in the sun, posting net profits that year of \$1.8 million, followed by a record high in 1964 of \$4.2 million. Also that year, Seaboard introduced the DC-8F — with 90,000 pound lift capability — into its fleet.

Entering the jet age

Flying Tigers, in the meantime, had entered the jet age with the Boeing 707, putting the aircraft to work in 1965 on transpacific routes supplying the U.S. military forces in Vietnam. The plane carried a payload of 72,000 pounds at 550 miles per hour with a 3,000-mile range.

In the mid-sixties, Flying Tigers and Seaboard were both positioning themselves for the new era of airfreight that the fast and far-reaching jets could provide. By January, 1966 Seaboard became an all-fanjet airline, and posted profits of \$8.9 million. By year's end it had ordered 12 stretched DC-8-63Fs,

adding 37 feet and 17,000 pounds of payload per aircraft over the DC-8F, sold its remaining CL44s (which were being operated by another carrier) and took delivery of two B707s. The following year, Seaboard marked its first full year of operations at its mechanized cargo terminal at JFK International Airport in New York, and construction was begun on facilities in London.

In 1968 the airline flew 217 million revenue ton miles across the Atlantic, increasing its share of that market to 16 percent for the year. During the fourth quarter Seaboard ranked first among the 19 airfreight carriers competing on the world's busiest trade route.

"Stretching" it

That same year, Flying Tigers placed in service the first of 19 stretched DC-8-63Fs, at a cost of \$11 million per aircraft. At the time it was the largest fleet order ever placed for jetfreighters.

This stretched aircraft established new capacity and operating records, transporting up to 110,000 pounds at 550 miles per hour over a 3,000-mile range. A decade later the airline expanded its DC-8 fleet with the addition of DC-8-61 jetfreighters to serve the all-cargo carrier's expanding domestic system.

Another major marker in Flying Tigers history was just around the corner. On September 15, 1969, one of those

stretched DC-8s touched down at Tokyo International Airport, marking the beginning of scheduled all-cargo service between the United States and Asia — the consummation of Flying Tigers Route #163.

Like most everything in Flying Tigers' formative years, gaining the scheduled route had been a long, arduous struggle, punctuated — indeed harbored — by the tenacity and optimism that has characterized the airline's personality.

In the 1970s, Flying Tigers' steady growth and maturity continued. As its transcontinental flights created dramatic growth and expansion for two decades, its international jetfreighters added a new dimension to the airline's scheduled all-cargo service. New terminals were established by the carrier in several major Asian countries such as Japan, Korea, the Republic of China (Taiwan), Hong Kong, Singapore and the Philippines. The airline increased its transpacific flights by 50 percent in 1973, acquired its first converted former passenger B747-100 jetfreighters in 1974, provided shippers with several innovative services and constructed a number of new domestic terminals.

Deregulation

Deregulation of the domestic airfreight industry in 1977 permitted Flying Tigers to offer all-cargo service to all 50 states, Puerto Rico and the Vir-

Tying the Knot

The employees of Seaboard World Airlines of New York and Western Europe cordially invite you to join in the celebration of their marriage to The Flying Tiger Line of Los Angeles and the Air East on Tuesday, September 9, 1980...

So read the invitation issued to employees of both airlines, for a "wedding party" planned and organized by Seaboard employees in celebration of the merger. More than 300 Seaboard and Flying Tigers employees, spouses and friends attended, enjoying a hot buffet, open bar, live music and dancing from 6 to 10 p.m. at the Sheraton Hotel at JFK International Airport in New York City. The cost for the evening was \$10.00 for employees and \$18.00 for guests. Greeting the "bride and groom" were Virginia Aldana, clerk/assistant manager & supply, as the bride, and Robert Neff, general clerk for Flying Tigers, as the groom. The "wedding cake" was served by Neff, as its clerk/assistant manager. The bride's administrative assistant, Bob Neff, coordi-





The Real Thing

There was a real Flying Tigers/Seaboard marriage recently, when **Barbara Boyd**, sales secretary for Flying Tigers at JFK, and **David Blaum**, coordinator of sales development for Seaboard, exchanged vows in St. Thomas church in West Hempstead, N.Y. on August 3.

gin Islands. In the spring of 1978, Flying Tigers expanded into four southern markets — Atlanta and Charlotte on March 6 and Houston and Dallas/Fort Worth on April 3. These cities are linked to the airline's domestic hub in Chicago, where cargo is transported to and from key markets throughout Asia and the United States. In May, the airline continued its expansion by commencing service to San Juan, Puerto Rico and in July to Cincinnati, Ohio.

B747-200s

In October, 1979, the airline took delivery of its first 747-200F jetfreighter, capable of lifting more cargo than the 747-100F over the same distance, or the same payload over a longer distance. While Flying Tigers' 747-100 can transport 193,000 pounds of cargo on a 3,500-mile leg between Tokyo and Anchorage, the 747-200F lifts 224,200 pounds, an increase of 30,600 pounds.

In the meantime something else had been happening to Flying Tigers. In mid-1970, under the direction of Wayne M. Hoffman, who joined the airline as chairman of the board in 1967, Flying Tigers was reorganized to form the Flying Tiger Line Corporation. In 1974 Flying Tiger Corporation changed its name to Tiger International with Flying Tiger Line today one of three major subsidiaries involved in the transportation industry. It was these developments, in large part, that were to position the airline to face the economic and environmental challenges of the future.

Seaboard in the '70s

While Flying Tigers was riding high leading into the '70s, Seaboard was having its problems. Losses increased to \$1.5 million, and the airline found itself caught in the middle of a regulated rate structure and skyrocketing labor and material costs, while the U.S. economic recession caused a softening of demand for cargo across the Atlantic and military contract operations had stopped growing.

At this time, Seaboard's fleet consisted of 11 DC-8-63Fs and 3 DC-8-55Fs. That year the airline leased seven of those aircraft to other airlines.

By the close of 1971, however, Seaboard seemed on the way up again, and in 1973 made several forward strides: It obtained approvals of U.S. and German governments for the first non-IATA rate for "planeload" shipments (66,000 pounds or more); ordered three Boeing 747 jetfreighters with delivery set to begin in mid-1974; resumed daily scheduled service to Los Angeles and San Francisco; and marked its third consecutive year as first in eastbound transatlantic airfreight carriage.

In 1974, the acquisition of the first nose-loading B747 "Containerships" made it possible not only for unusually heavy items to be transported, but signaled the beginning of an intermodal system that could transport 8'x8'x20' aluminum containers. In August, Seaboard inaugurated air-truck container service.

With the B747 Containerships came

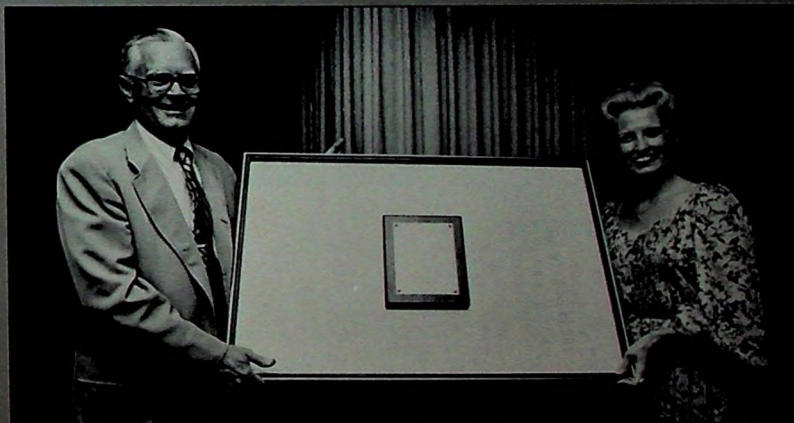
records for Seaboard — a speed record for commercial aircraft between New York and Frankfurt in 1976, completed in five hours, 33 minutes for an average speed of 715 m.p.h.; and a 253,800-pound load non-stop from New York to London in 1977 — then the largest ever lifted by a commercial aircraft.

By 1978, Flying Tigers and Seaboard had come a long way down similar paths from those early DC-4 days to the mighty B747 era. Handfuls of employees had grown to hundreds and thousands; fuel prices and the economy were looming ominously on the horizon and still the two airlines innovated services, set new records and made strides forward.

In 1978, Tiger International purchased 9.9 percent of Seaboard's outstanding common stock and started the wheels in motion on the most exciting years yet to punctuate the airline's histories.

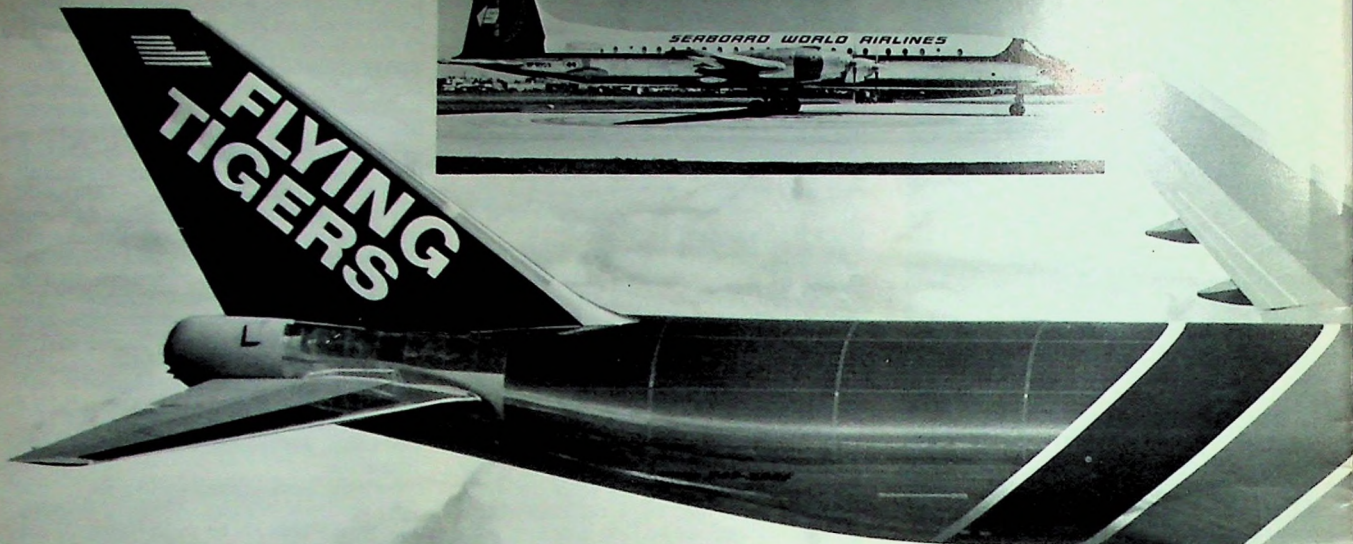
As you read these closing lines, our two airlines are one, offering around-the-world service to more than 30 airports and scores of cities with an operating fleet of 21 DC-8 and 16 B747 jetfreighters. Flying Tigers and Seaboard have changed a lot over the years; but today, as Flying Tigers facing a new age, the combined force of more than 7,600 employees have one thing in common: That spirit that kept both companies alive through 35 unprecedented, unforgettable years... and will see us through as many more.

We're Flying Tigers, and we've got the world — together. •



Signing Up to Say Thanks

At the "wedding celebration" Seaboard employees took a moment to honor President **Richard Jackson** for his twenty years of service by presenting him with a special plaque bearing the signature of the 7,600 thousand employees. "You've been signing our checks," explained: "Now we thought you should have one signed." **Jackson, above**, shows off the plaque with **Andrea Green**, administrative assistant and a Seaboard employee.



Stretched DC-8



The Budd-Conestoga



Follow the Fleet

A "photo album" of some Flying Tigers and Seaboard flying machines through 35 years.



B747-200F



C-46



DC-4 "Dutch Trader"



DC-6A



Super H Constellation



Boeing 707

