

Fast, Effective Action Needed

Goal is Rebuilding of Airline to be Competitive, Profitable

"The interests of our shareholders, employees and customers will be best served by rebuilding Flying Tigers into a competitive and profitable enterprise that would

maximize shareholder value by capitalizing on the company's resources."

This message was delivered by Robert P. Jensen, chairman and

chief executive officer of Tiger International and Flying Tigers, at the annual shareholders meeting May 22 in Los Angeles, as he explored the options open to Tiger International with regard to its major operating subsidiary.

"We can sell the airline, we can liquidate the airline, or we can rebuild the airline into a competitive and profitable air cargo carrier," he said, but cautioned that the successful rebuilding of the carrier "will depend upon our ability to meet the competitive challenge of the marketplace and to do it in a short time frame."

Challenge of Deregulation

Since the advent of deregulation, Mr. Jensen said, the air transport industry has experienced wrenching changes, and Flying Tigers has not been exempt from those changes. Many of the problems now faced by the airline are a direct result of the deregulation that took place in 1978, and the "open skies" policy on the North Atlantic in 1979.

While he is an advocate of the free market system, Mr. Jensen noted that problems arise when an industry or an enterprise that has built its culture in a regulated environment suddenly finds itself competing in an unregulated environment.

"Regulation allows an enterprise to operate outside of the free market system," Mr. Jensen said. "The prices it charges for its products or services are generally set by the regulatory agency and since

profit margins are also controlled by the regulators, there is usually less attention paid to the control of costs, which are of paramount concern in a competitive environment. A regulated company whose culture does not change does not fare very well in the new, competitive marketplace. Only those companies that are highly efficient and have strong market positions can hope to succeed in an unregulated environment."

Higher Productivity Essential

In order for Flying Tigers to succeed in the current environment, Mr. Jensen said, it must make the most of its assets by restoring adequate levels of profitability through higher productivity and reduced costs in all aspects of the business.

"Flying Tigers is the world's number one air cargo carrier with the largest fleet of jettfreighters," he said. We are the largest carrier for the United States military, both for personnel and cargo. We have a global force of experienced, dedicated employees; and we enjoy a well-known name with a proud heritage, and a solid reputation for service and safety."

With these assets, Flying Tigers can be reshaped into a profitable enterprise, he said, providing that the company is able to quickly and effectively meet the current competitive challenges of the marketplace.

Need to Reduce Costs

To accomplish this goal and return the airline to profitability,

Flying Tigers must reduce its costs. "Flying Tigers' costs are not competitive in the worldwide marketplace we serve," Mr. Jensen said. "The only way to succeed today is to bring a competitive cost structure to the marketplace. We have no alternative."

In air cargo, operating costs are concentrated in four areas—fuel, facilities and equipment, personnel and maintenance. Unfortunately, not all of these can be affected by management. Fuel costs, for example, are largely beyond the company's control, though recent reductions in fuel prices have been encouraging. Mr. Jensen pointed out that every one-cent cut in the cost of fuel should save the company approximately \$3 million a year.

Operating costs at Flying Tigers facilities can be reduced only through modernization and improved productivity, Mr. Jensen said, noting that the airline will need new or upgraded facilities to gain the level of productivity that will be achieved in its new highly mechanized Columbus, Ohio hub. In addition, in order to grow and improve market share, new, fuel-efficient, low-maintenance aircraft will be required.

Must Restore Profitability

"While our strategy is to upgrade facilities and equipment, we must be realistic," Mr. Jensen commented, pointing out that the airline's capital expenditures are limited by its cash flow. "That is why our top priority is to restore

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Competitive Cost Structure Sought

At presstime, Chairman Robert Jensen had issued the following special bulletin via telex to all employees:

You are all aware of the significant changes that have taken place in both the cargo and passenger operations of the airline industry since the advent of deregulation.

We have low-cost competition facing us on every front, and in fact many of our low-cost competitors were once our largest customers. Today most of the industry has a cost structure which is substantially lower than ours and it is clear that their economic advantage works to the benefit of their employees and shareholders.

It is time for us to address the issue of a competitive cost structure if we are to survive and become a vital factor in our industry. I have met with the leadership of our pilot group and made a cost reduction and productivity improvement proposal to ALPA. This will be followed by similar proposals to the IAM, AFA and IBT. Positive responses to these proposals coupled with appropriate management leadership and strategic direction, should allow Flying Tigers to once again become a viable competitor in the marketplace. In view of the urgency of this matter, I have requested a prompt response from our union leadership.

It is imminently clear to me that continuation of the status quo will not lead to a successful future for either the company or its employees. To further escalate the costs incurred by a company that has suffered staggering losses over a period of years is not in the best interest of either their employees or shareholders. Therefore I have also determined not to implement general and administrative employee merit increases on July 1.

I will keep you informed of developments and I appreciate your understanding, support and cooperation.

Columbus Hub Operation Begins

Operations commenced Monday, March 3 at Flying Tigers' new Columbus, Ohio hub at Rickenbacker Air National Guard Base (LCK), with the scheduled complement of five B-747 and ten B-727 jettfreighter flights operating through the facility dur-

ing the early morning hours Tuesday.

A brief ribbon-cutting ceremony was held at the facility Monday afternoon, attended by Ohio business and community leaders, Flying Tigers and the news media.

The new facility can accommodate the simultaneous loading and unloading of four B-747 and 16 B-727 jettfreighters and 26 trucks, with remote parking for an additional 11 747 and 727 aircraft. The hub's 196,000 square-foot cargo sort facility can han-

dle up to seven million pounds of cargo per day. Approximately 350 people are employed at the hub to operate the current schedule consisting of 17 daily frequencies.

"Although there were difficulties during our first weeks at the hub as anticipated, the operation has improved daily and weekly as problems are resolved and experience is gained with the new facility," said James Cronin, senior vice president-U.S. Division. "Contributing significantly to our hub progress have been the efforts and cooperation of dedicated operations, sales, customer service and support staffs at the hub as well as throughout the system," Mr. Cronin said.

Some of the people and operations at the airline's new hub are pictured on the center pages of this issue.

At left: Jettfreighters lined up along a portion of Flying Tigers' impressive new hub building are prepared for departure as dawn breaks in Columbus.



Management Changes

Lewis Jordan Resigns; Robert Jensen Assumes Airline Responsibilities

Robert P. Jensen assumed operating responsibilities for Flying Tigers on June 13, 1986, upon the resignation of Lewis H. Jordan. Mr. Jensen continues to be chairman and chief executive officer of the airline.

Mr. Jordan has accepted the newly-created position of executive vice president, operations at Continental Airlines. "We appreciate the contribution Lewis Jordan has made to Flying Tigers and wish him well in his new assignment," Mr. Jensen said.

Wayne Hoffman Retires

Mr. Jensen was elected chairman of the board of Tiger International earlier this year, when Wayne M. Hoffman retired as chairman of the board and a director of the Company. Mr. Jensen has been president and chief executive officer of Tiger International since August 28, 1985.

Mr. Hoffman had served variously as chairman, president and chief executive officer of Tiger International since its founding in 1970, and was chairman of Flying Tigers from 1967 until October 1985.

Rebuilding Airline

Continued from Page 1.

the company's profitability, and through its financial strength."

A key objective in this endeavor is the restructuring of the airline's debt currently being pursued, which will enable Flying Tigers to take advantage of favorable interest rates and reschedule the repayment of obligations.

Mr. Jensen cited the possibility of Tiger International making an acquisition of a profitable company, thereby taking advantage of substantial net operating losses and investment tax credits to enhance Tiger's cash flow. "We are exploring several creative and innovative financing approaches with our investment bankers, which will eventually build shareholder value," he said.

North Atlantic Task Force Set

To effectively address Flying Tigers' specific short and long-term North Atlantic scheduled service marketing and operational issues, a "North Atlantic Task Force" has been formed by Ned Wallace, senior vice president-contract programs/Atlantic/Latin America; Al Hicks, senior vice president-Atlantic Division; and Jack Kane, vice president-international sales and marketing.

Objectives of the task force include development of specific revenue and cost improvements and a long-term strategic and tactical plan, with special emphasis on schedule rationalization, integration of Europe/Asia schedules, government program integration, and eastbound/westbound strategies.

The task force, including representatives from Flying Tigers European sales, JFK sales and operations and headquarters sales, marketing, operations and government and mail programs, centered its

efforts in New York in March and April, during which time significant load factor improvements above normally anticipated seasonal gains were recorded on most U.S.-Europe flights. As part of the task force effort, national accounts, JFK and Europe-based sales staff have been working together to secure additional business, and a pallet enhancement program which enables Flying Tigers to carry an additional 10,000 to 12,000 pounds per flight has been initiated, augmenting the excellent performance of JFK operations staff in managing backlogs.

In April the task force also began concentrating special sales efforts in the airline's U.S. central and southern regions in addition to the initial eastern region program. Task force members including representatives of Flying Tigers national accounts, JFK and Europe-based sales staffs began calling on shippers with Europe-bound traffic in central region cities including Chicago, Detroit, Cleveland, Dayton, Cincinnati, Indianapolis and Milwaukee, and southern region cities including Atlanta, Houston and Dallas/Fort Worth.

These efforts, together with continued cost and productivity improvements, are aimed at achieving and sustaining profitability in Flying Tigers' North Atlantic markets.

Mexico, Caracas Service Ceased

Flying Tigers suspended scheduled air cargo operations between the U.S. and Caracas, Venezuela in April and between the U.S. and Mexico City effective May 1. These decisions were made for economic reasons, in keeping with the airline's immediate need to ensure the most effective allocation of its resources in continuing efforts to control costs and increase revenues.

Suspension of these services allows Flying Tigers to reposition lift to regions with higher revenue demands. The airline will con-

tinue to serve its Venezuela customers via Miami with interline programs, and service options that will continue to link Mexico City with Flying Tigers' system are currently being finalized.

International Express Service Introduced

On February 13, Flying Tigers inaugurated "Flying Tigers International Express," an expedited service for small packages up to 70 pounds, offered initially from Hong Kong to the U.S.

The service, which achieved 98 percent reliability during a 60-day test market program, is the first product of its kind to be offered in Flying Tigers' international system. International Express Service provides movement of small packages, including pick-up, documentation, customs clearance and delivery to the consignee's desk, from Hong Kong to four major U.S. destinations—JFK, Chicago, Los Angeles and San Francisco in two business days.

This product is designed for use by Hong Kong agents and shippers with small, time-sensitive shipments, including sample apparel, toys and electronics. Future expansion of this new service is planned to include origination from other Asian countries as well as countries in Europe and Latin America. In addition, the service will be offered from the United States to international destinations.

Interline Agreements With Air Hong Kong

Flying Tigers has enhanced its ability to provide cargo service to the People's Republic of China through a joint agreement effective March 10 with Air Hong Kong—a recently established air carrier based in Hong Kong. The

new interline agreement affords Flying Tigers the opportunity to compete more effectively for U.S. exports.

This service, together with Flying Tigers' current interline service to the People's Republic of China from Tokyo in conjunction with Civil Aviation Administration of China (CAAC), will allow the airline to better serve its growing PRC traffic and customer base.

FAA Inspection

A Federal Aviation Administration team commenced an "in depth" inspection at Flying Tigers in April in conjunction with the National Inspection Program launched by the U.S. Department of Transportation last year to evaluate all U.S. carriers within a two-year period. Aim of the inspection program is to ensure that each carrier's policies and procedures are in keeping with Federal Air Regulations and are being followed by the airline.

The FAA team concentrated its efforts at Flying Tigers' world headquarters for several weeks and continued its evaluation throughout the airline's worldwide system.

The FAA team completed its on-site inspection in approximately six weeks and is in the process of preparing its final report.

Cost-Effective Eastbound to Asia Flight Initiated

Flying Tigers is achieving added revenues and cost effectiveness with the initiation in April of weekly B-747 flight 14, a combined scheduled service and charter flight operating every Saturday on a JFK-Brussels-Zurich-Dubai-Hong Kong-Taipei routing.

This flight provides Flying Tigers the flexibility to serve traffic moving from and to various points along the route while allowing the airline to efficiently position the aircraft to serve heavy lift demands eastbound from Asia to the U.S. Traffic that will regularly be transported on the flight includes perishables from Benelux to Dubai and cargo being moved from Zurich to Hong Kong by Jacky Maeder, a Swiss air freight forwarding company and longtime Flying Tigers customer.

Volcanic Eruption Disrupts Service

Clouds of volcanic ash resulting from the eruption of Mount St. Augustine southwest of Anchorage, Alaska caused Flying Tigers to suspend flight activity through Anchorage for nearly a week and divert all Anchorage-bound flights to other locations.

When the volcano first erupted on Thursday, March 27, Anchorage flights were diverted to Fair-

Please Note

Limited "Hotac" In Anchorage

Doug Shaw, manager of terminal services at Flying Tigers' Anchorage, Alaska facility, reports that hotel accommodations in Anchorage will be limited from mid-May to October 1, 1986 due to the tourist season. Employees planning to stay in Anchorage during this time should make arrangements as early as possible. Hotel accommodations for company business travel may be dependent upon availability of crew block rooms, Shaw said, and also noted that employees planning personal visits to Anchorage should have confirmation of hotel accommodations before traveling.

banks, Alaska. Following continued eruptions, all Flying Tigers' flight activity into Alaska was suspended effective Friday, March 28, with eastbound Asia-U.S. flights operating from Narita, Japan directly to Seattle and westbound U.S.-Asia flights transiting either Seattle or San Francisco. Military Airlift Command charter flights that normally transit ANC used Hickham Air Force Base in Honolulu.

Flight activity through Anchorage was restored as quickly as possible while the airline continued to closely monitor volcanic activity in the area.

Tiger Gateway Service Initiated

Effective July 1, Flying Tigers has initiated "Tiger Gateway Service," a new airport-to-door service from Japan designed to expand the airline's current Japan/U.S. service offering to agents and consolidators.

This new product improves Flying Tigers' current product offering from Japan by linking the airline's international system with its door-to-door domestic program. With this new airport-to-door product, service is provided to virtually the entire U.S. through four U.S. gateway cities—Los Angeles, San Francisco, Chicago and New York.

In addition, single carrier control is provided to the Japanese shipper, improving the speed and reliability of shipments to the U.S. All three levels of Flying Tigers' door-to-door service are offered within the U.S., and shippers have the added option of moving their shipment only to a final destination airport.

This new product further distinguishes Flying Tigers from the competition by demonstrating the benefits of the airline's broad geographic and expedited U.S. distribution system.

Credit Lines

"Squint" Before You Sign . . .

That wise old legal advice, "always read the fine print before you sign on the dotted line," is even more important where your financial future is concerned.

Now is the time when many financial institutions offer unusually high interest rates on individual retirement accounts (IRAs) as an enticement for your business. You should ask questions when you are offered these "special rates." As you know, we don't get "something" for "nothing." Ask yourself, "What am I giving up to get this rate?" Usually that "something" is security and liquidity.

Mutual funds and other self-directed IRAs may promise returns of 11 or 12 percent. How-

ever, many of these programs are not federally insured. That means investors could lose not only that promised yield, but also the original investment if the stock, bond, or real estate market takes an unexpected turn. Compare that to the IRAs offered by Tiger Federal Credit Union. Tiger Federal's are insured, separate from other accounts, up to \$100,000 per account by the National Credit Union Administration, a U.S. government agency. What's more, the credit union's IRAs compound monthly—and the more frequently your dividends compound, the more you earn. It's a point to remember in comparing yields.

You should also be guaranteed immediate access to your IRA funds, although certain federal restrictions and penalties may apply. Persons with retirement funds in some brokered or mutual funds may find access to their dollars can be delayed weeks, long enough for market fluctuations to occur. In addition, investment firms usually charge commissions or loading fees—often for each transaction. The only IRA fee at Tiger Federal is a \$10 annual maintenance charge—and that fee is waived if your balance at year-end is \$100 or more.

Read the small print on those 7.9

percent auto loans, too. The 8.5 percent, 7.9 percent and other "special" below-market interest rates seem to be a good deal, and sometimes they are. However, like most things that seem too good to be true, there is often a catch.

In reality, the customer paying cash usually gets a better selling price than the person taking the reduced financing offering rates which often change depending on the sticker price. To get the best deal on your new car, negotiate the lowest possible selling price, take the dealer rebate (rather than the low financing) and shop around for the best loan rate before you buy. The credit union's fixed rate new auto loans (ranging from 10.5 percent for financing 80 percent of purchase to 11.5 percent for 100 percent financing) may be the best deal in the long run.

Questions? Stop by any Tiger Federal Credit Union office. A representative will help you decipher all the small print in today's financial marketplace.



FLYING TIGERS review

Published by the Public Relations Department, Flying Tigers, 7401 World Way West, P.O. Box 92935, Los Angeles, CA 90009. Co-mail: HDQ-905.

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Flying Tigers is a Tiger International Company

The Inside Story

Main U.S. Carrier For Asia Exhibition

Flying Tigers transported 99 percent of all exhibits flown out of the U.S. for the Asian Aerospace 86 exhibition held in Singapore in January. The exhibits, weighing close to 200,000 pounds and occupying 28 pallets, were flown via Flying Tigers scheduled service over a three-week period in conjunction with TWI, an air cargo agent specializing in the transportation of exhibition equipment and materials for U.S. companies in the aerospace, defense, telecommunications, energy and electronics industries.

The Singapore-bound cargo, transported for major U.S. multinational companies that participated in the exhibition, included exhibit structures and platforms, display panels, models, graphics, spare parts, and a full-scale mock-up of an F-20 aircraft.

In selecting Flying Tigers for the move, TWI cited the airline's reliability in providing exceptional service while meeting TWI's stringent needs and requirements in the transportation of exhibit items, especially those of a highly sensitive and delicate nature.

This most recent business from this customer, which has shipped via Flying Tigers since 1973, underscores the importance of providing consistently excellent service.

Priceless Treasures Chicago to Dallas

"The Treasury of San Marcos," an exhibit of priceless religious artworks, moved via Flying Tigers scheduled service from Chicago to Dallas/Fort Worth in February, destined for display at the Dallas Museum of Art.

The artworks, which weighed a total of 34,000 pounds, were dated between the 9th and 12th centuries and included paintings, sculptures, book covers and chalices used centuries ago in cathedrals in Italy and Constantinople—now Istanbul. The precious cargo moved in two shipments and was accompanied from the Art Institute of Chicago to Flying Tigers' Chicago terminal by police escort.

Computers to Japan

Flying Tigers will receive an estimated \$240,000 in revenue as a result of an agreement reached with Mitsui and Company - a general trading organization - to transport computers from Minneapolis, Atlanta and San Francisco to Narita, Japan during the first quarter of 1986.

Flying Tigers direct airport-to-airport service from MSP, ATL and SFO to Narita and its reliable performance were major factors in the selection for this business by Mitsui, a longtime Flying Tigers customer.

Airborne Animal Park

Close to 400 assorted animals traveled via Flying Tigers B-747 charter flight in February from Europe and Canada to the South Pacific and Far East. The flight carried 200 rabbits, 15 pigs, 25 dogs, 24 deer and 90 horses in addition to cattle, cats, gemsbok and a variety of other animals on a London-Toronto-Auckland-Sydney-Singapore routing for International Racehorse Transport—a

company specializing in the transportation of animals.

The animals, accompanied on the flight by 17 groomers and animal attendants, were destined for zoos, wildlife parks and breeding stations in New Zealand, Australia and Singapore.

Conductor Parts U.S. to Seoul

Flying Tigers has been designated as one of two carriers that will transport conductor parts from the U.S. to Seoul, Korea for Amkor Electronics Inc. - manufacturer of electronic components - resulting in revenues totalling approximately \$250,000 for the airline.

Beginning in March, conductor parts are being transported via Flying Tigers scheduled service primarily from Amkor's manufacturing plants in New York, Philadelphia and Dallas/Fort Worth to Los Angeles, and consolidated for shipment via the airline's transpacific service to Seoul.

Flying Tigers' single carrier capabilities from the U.S. to Seoul and the ability to provide reliable service at a competitive rate were major factors in the airline's selection by Amkor and its freight forwarding agent - United Airfreight - for this one-year program.

MAC Programs

Flying Tigers operated a series of Military Airlift Command flights in addition to its fixed MAC contract business during January and March, transporting troops from the U.S. to Europe and Asia to participate in annual military exercises designed to determine how quickly U.S. troops can be deployed.

Five B-747 MAC flights were operated January 9 through 15, transporting troops from the U.S. to Europe to participate in a military exercise called "Reforger." Upon completion of the exercise, the troops were transported back to the U.S. via Flying Tigers.

Four B-747 MAC passenger flights were operated March 5 through 11 from the U.S. to Osan, Korea, carrying military personnel destined to participate in "Team Spirit." The troops were transported back to the U.S., primarily to the west coast and Honolulu, upon completion of the exercise.

This additional MAC "expansion" business underscores the results of providing consistent top service at all times in all areas of the airline's operation.

Oil Well Valves to Aberdeen

Two oil well blowout valves weighing approximately 55,000 pounds each were transported from Los Angeles to Aberdeen, Scotland via Flying Tigers scheduled service in February for NL Shaffer Company, manufacturer of oil drilling equipment. The valves were transported in two separate shipments to London on board Flying Tigers B-747 jetties and on to Aberdeen via truck. Each piece measured 11-feet long, 5-feet wide and 6-feet high with the base of each valve measuring 4-feet in diameter. Special wooden cradles designed by Dick Feuerherm, senior project engineer at headquarters, and Jim Harper, training coordinator in Los Angeles, were required to distribute the extremely dense weight of the valves over 20-foot pallets. The equipment was destined to be installed on oil rigs off the coast of Scotland.

Diaper Liners Down Under

Some 154,510 pounds of diaper liners for use in the production of disposable diapers was transported from the U.S. to Sydney, Australia in March for Kimberly Clark, major product manufacturer, via Flying Tigers scheduled service to Australia. The liners were moved primarily from Charlotte, North Carolina - with a small portion originating in Memphis, Tennessee - to Kimberly Clark's manufacturing plant in Sydney over a three-week period.

Heavy Loads, Unusual Cargo

Flying Tigers again underscored its expertise in the handling of heavy and outsized cargo with two separate shipments in January.

Marine engines totalling 181,000 pounds were transported via Flying Tigers' scheduled service in two shipments from the U.S. to London for the Outboard Marine Company, manufacturers of outboard boat engines. The shipments, weighing 82,000 and 99,000 pounds each, originated in Chicago and Miami respectively.

Eighteen helicopters - weighing a total of 147,600 pounds - were carried via Flying Tigers from Los Angeles to Miami for McDonnell Douglas Helicopter, moving in three shipments over a seven-day period.

Kodak Machinery Brazil to New York

A 32,125-pound film slitting machine used for processing medical x-ray film was transported via Flying Tigers scheduled B-747 service from Sao Paulo, Brazil to Rochester, New York for Eastman Kodak in April.

The machine and related parts were flown from SAO to JFK and then trucked to Kodak's headquarters facility in Rochester.

Special palletization was required for the fragile machine, which was disassembled and moved in three parts.

Record Load

Flying Tigers achieved one of its highest cabin loads ever in February with 271,589 pounds moved on board flight 78 of February 4 from Osaka to Narita, Japan. B-747 jetties #816 carried just 9,053 pounds less than the maximum allowable cabin load of 280,642 pounds for this flight.

Tobacco, Machinery For R.J. Reynolds

Agreement was reached recently between Flying Tigers and R.J. Reynolds Company, a major manufacturer of consumer goods, for the transportation of packaged tobacco products and related machinery parts via Flying Tigers scheduled service from Greensboro, North Carolina to international locations including Frankfurt, Germany; Brussels, Belgium; Narita, Japan; Taipei, Taiwan; and Kuala Lumpur, Malaysia.

The agreement, which was instituted in March, will be in effect for a one-year period. The tobacco products are destined for local markets, while the machinery parts will be used at R.J. Reynolds packaging facilities in Asia and Europe.

Flying Tigers will transport fashion merchandise via the airline's scheduled B-747 transpacific service from Hong Kong to Los Angeles and Columbus, for distribution to The Limited's stores throughout the U.S.

Fast Action Brings Satisfaction

Flying Tigers responded quickly and efficiently to a customer's critical needs recently, moving materials from Europe that were required to restore production at a Burroughs Corporation manufacturing plant in New Jersey.

Burroughs, one of the world's largest manufacturers of electronic goods, was facing the potential loss of millions of dollars in revenue resulting from production shut-down due to a lack of equipment required in the manufacture of the company's disc drive products. Close to 4,000 pounds of the shipment moved on short notice via Flying Tigers scheduled transatlantic service from Amsterdam to JFK over a weekend, destined for Burroughs' New Jersey plant. Two additional shipments weighing a total of approximately 6,000 pounds moved AMS-JFK the following week.

Computers Move Prestwick to Miami

In April Flying Tigers completed a series of six B-747 charter flights for LEP Air Limited, a British air cargo agent, transporting approximately 870,000 pounds of IBM keyboards, screens and electronic accessories from Prestwick, Scotland to Miami, Florida.

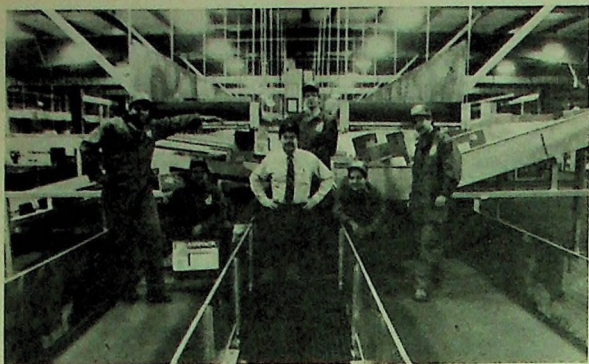
The computer components, which were manufactured at IBM's plant in Greenock, Scotland, were destined for IBM's plant in Boca Raton, Florida. The charters were operated over a five-week period.



Icy in ANC

Operations at Flying Tigers' busy Anchorage, Alaska terminal, which is transited by all the airline's scheduled transpacific flights, are even more challenging during the snowy winter months. A B-747 is de-iced prior to departure, above, following a March storm that deposited two feet of snow at ANC. Snow collects atop the aircraft, at left, before de-icing.

--Photos by Gordon Bergman, ANC maintenance; submitted by Tom Nelson, ANC maintenance.



Above left: Ben Woods, senior services supervisor, center, with cargo handlers in the hub's impressive primary sort area. Above right: Experiencing work procedures first hand in the primary sort area are, l-r, Sue Heinberg, senior director-personnel relations; Chaille Maddox, director-training & development; and Linda Howaniac, senior instructor.

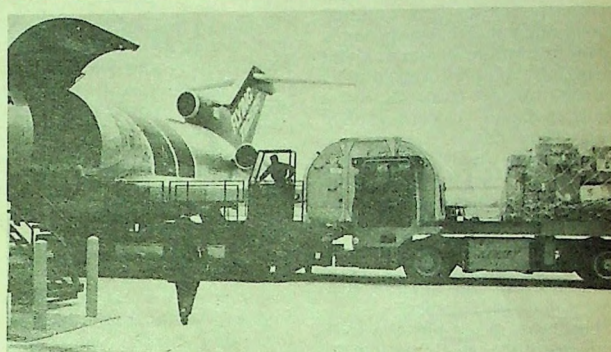
Hub Views

Up and Running at LCK

The start-up of operations March 3 at Flying Tigers' impressive new Columbus, Ohio hub facility (see story on page 1 of this issue) represented the culmination of effort and teamwork emanating from all areas of the airline's operations. From concept to reality, virtually all Flying Tigers divisions had participated in the successful completion of the facility at Rickenbacker Air National Guard Base (LCK) and start-up of operations there. Teamwork was at its height during the first nights of operation, with representatives of various headquarters and field departments working together with the LCK staff to ensure success. "The operation" at LCK involves 17 flights--5 747s and 12 727s--which arrive, are off-loaded, the cargo sorted and re-loaded between approximately 2 and 7 a.m. Tuesday through Saturday. On these pages are photos from the first nights of operation.



Above left: William E. Szpak, Jr., services supervisor, handling the primary sort facility control center. Above center: John Eustace, responsible for maintenance activities at the hub. Above right: Jim Murray, terminal services director responsible for the hub.



B-727 jetfreighter is loaded, above, during the early morning hours at LCK.



Above l-r: Senior Services Supervisors Mark Zambo, Tim Hackworth and Steve Gorkis; Services Supervisor Craig Dimick.



Above left: A B-727 jetfreighter operated into the hub on the afternoon of the first night's operation in conjunction with brief opening ceremonies was flown by an "all-Columbus" crew. l-r, Second Officer Wayne Lane, Columbus resident; Columbus-born Captain Brent Sensabaugh, being interviewed by local media; and First Officer Dan Wilson, Columbus resident. Above right: Hub Terminal Services Manager Dennis Markech is interviewed on "opening day."



Jose Correa, above, part-time ramp serviceman, points out temporary signs indicating key areas in the hub's second floor administrative facilities, which are accessed via a hallway stretching 1,000 feet--nearly the length of the hub building.



"Roving" forklifts handle freight on the ground floor of the facility, above.



Above left: Mike Russell, ramp serviceman. Above right, l-r: Wanda Chenault and John Giambone, traffic agents; and Susie Grace, KIAC instructor. Right: Steve Whan, manager of industrial engineering, HDQ, assisting with the start-up.

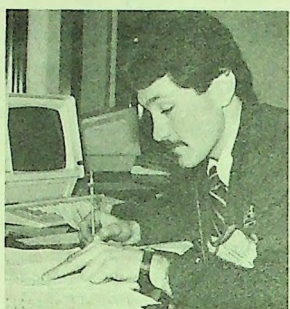
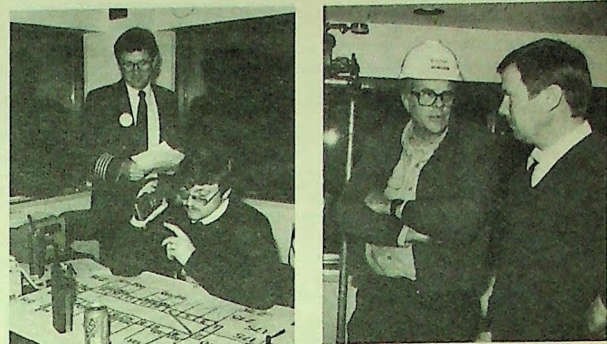


Part-time cargo handlers, above left, l-r, Robert Willison, Kenneth Miller and Wayne Dotterweich; and above right, l-r, Carol Howell, Judy Persinger and Sandy Tootle.

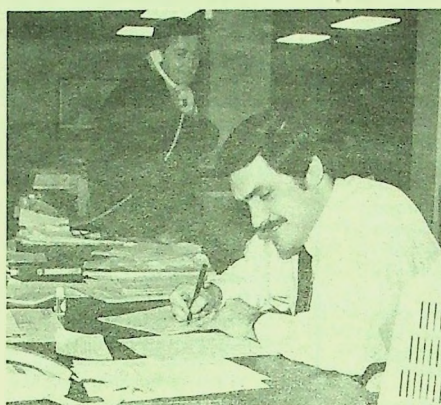


Above: B-727 jetfreighter at Flying Tigers' new Columbus hub building, showing the "crow's nest" observation tower where ramp operations can be observed and ground traffic controlled.

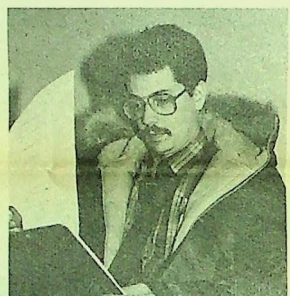
Below left: In the observation tower, Hank Boonstra, senior services supervisor, seated, coordinates aircraft ground movement. Assisting during the first days of operation is Bob Taylor, 727 manager of flying, based at headquarters. Below right: Bob Brawner, left, retired director of terminal systems planning and a key consultant on the hub project, and Gary Stearns, chief pilot-western region, observe first night's activities.



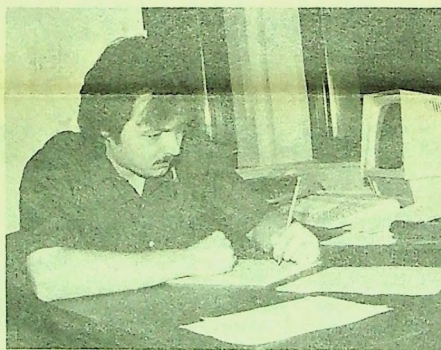
Above, l-r: Tom Monahan, hub project consultant; Chief Services Supervisor Bob Haines.



Above left: Hub Chief Services Supervisor Norm Greer, foreground, with John Carey, manager of traffic services-HQ, assisting during the start-up. Above right: Al Hosch, manager of operations control at the hub.



Above, l-r: Chief Services Supervisors Ed Grover and Steve Storey.



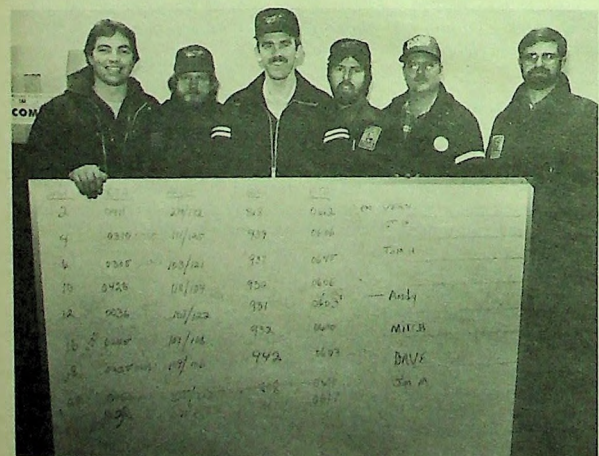
Above, l-r: Traffic Agents Dave Rogers, Kari Fisher and Bernie Morgan.



Above, l-r: Senior Services Supervisor Bill Hull, responsible for Flying Tigers' truck hub operation in Columbus; Donna Witwer, secretary to the terminal services director.



Above, l-r: Phil Chapin, ground service equipment (GSE) mechanic, and Vernon Wyatt, Andy Moretti, John Wilcox and Wayne Bert, flightline mechanics.



Above, l-r: Members of the maintenance team at LCK, Dave Dusak and Charlie Booth, flightline mechanics; John Riggs, 727 coordinator; and Tom Hiemenz, Tom Leisio and Jim Morris, flightline mechanics.



Left: Flightline Mechanics Jan Rvdzinski and Joe Fill. Above, l-r: Jerry Gros, GSE mechanic and Steve Warady, GSE supervisor.

Personnel Updates

Cukor, Hale Named Senior Directors

In keeping with Flying Tigers' efforts to achieve maximum efficiency in its technical operations division, principal functions are being consolidated under maintenance and technical services, with Mike Cukor promoted to the position of senior director-maintenance and Ed Hale promoted to the position of senior director-technical services.

Cukor, formerly director of line

station maintenance, will be responsible for all maintenance functions of the airline, including maintenance control, ground safety and facilities, component overhaul, line station maintenance and base maintenance.

Hale, formerly director-base maintenance, will have responsibility for quality assurance, quality control, aircraft records, maintenance training and technical services.

Cukor and Hale both report directly to Harold Woody, senior vice president-air operations.

Honors for 1985 Sales Achievers

Members of Flying Tigers' sales staff were recognized recently for outstanding performance during 1985 under the airline's District Sales Manager of the Year and Account Executive of the Year programs.

U.S. Division winners were: District Sales Managers - Dave Perches, Los Angeles; and Dwight Edwards, Newark. Account Executives - Helga Boettger, Los Angeles; and Sid Harvey, Boston.

International Division winners were: District Sales Managers - Larry Doyle, Boston; and Dick Vasen, Houston. Account Executives - Billy Logue, Boston; and Craig Faubel, Dallas-Fort Worth and Debbie Verdugo, Houston, who tied in their category.

These programs are designed to boost sales and give recognition to top sales performers. The winning district sales managers and account executives each placed first in established, defined market groupings.

Eustace, Nielsen to Director Posts

John Eustace has been promoted to the position of regional director-maintenance/Mid-America and Don Nielsen has been promoted to the position of director-base maintenance. Both report directly to Mike Cukor, senior director-maintenance.

In his new position, John Eustace is responsible for all maintenance activities at the Columbus hub, Chicago, Minneapolis-St. Paul, Denver, Detroit, Cleveland, Kansas City, St. Louis, Dallas-Fort Worth and Houston. Eustace joined Flying Tigers in 1967 as an aircraft mechanic in Chicago. He was most recently maintenance manager-Chicago.

Don Nielsen's responsibilities include all maintenance operations performed on aircraft at Flying Tigers' Los Angeles headquarters maintenance base and at the airline's LAX terminal. Nielsen joined Flying Tigers in 1968 as an aircraft mechanic and has held various positions in maintenance including supervisor, shift manager and most recently manager of base maintenance.

Molinari, Smith to New Positions

Flying Tigers' contract programs division has been realigned in conjunction with the recent consolidation of contract programs, Atlantic and Latin American operations under one division.

Gary Molinari has been named general manager-charter programs and MAC, with responsibility for

charter operations, administration, sales and marketing and MAC activities. Molinari joined Flying Tigers in May, 1972 in internal audit and was manager of credit and collections before moving to the charter department in 1978 as manager of charter administration. He was most recently director of MAC and charter administration.

Greg Smith, most recently director of charter sales and marketing, will now be responsible for directing the efforts of the airline's important new North Atlantic Task Force, formed in February this year to effectively address short and long-term North Atlantic scheduled service marketing and operations issues.

Molinari and Smith both report directly to Ned Wallace, senior vice president-contract programs/Atlantic/Latin America.

Casey Zettler to Manager-Hong Kong

Casey Zettler has been appointed to the position of manager-Hong Kong, effective May 1, 1986. In this position, he will be responsible for marketing, sales, service, finance and government and community affairs in Hong Kong, reporting to E. Brooke Harwood, general manager-China and Southeast Asia.

Zettler has nine years of operational and general manager experience with the airline. He joined Flying Tigers in 1977 as a part-time ramp serviceman in Los Angeles, and was most recently general manager-Australia.

Sam Riskin Named GM-Australia

Samuel Riskin has been named general manager-Australia, effective May 1, 1986. In his new position he will be responsible for marketing, sales, service, finance and government and community affairs in Australia and Australasia reporting to Paul A. Stokes, senior vice president-Pacific Division.

Riskin has 16 years of operational and sales experience with the airline. He joined Flying Tigers in 1970 as a traffic agent in Newark, and served most recently as manager-Singapore and Malaysia.

Kerrigan Manager Singapore, Malaysia

Rick Kerrigan has been appointed manager-Singapore and Malaysia, effective May 1, 1986. In his new position Kerrigan is responsible for marketing, sales, service, finance and government and community affairs in both Singapore and Malaysia. He reports to Brooke Harwood, general manager of China and Southeast Asia.

Kerrigan joined Flying Tigers in 1982 as an account executive in Los Angeles, and was most recently district sales manager-international in Los Angeles. He will reside in Singapore.

Grover Director of Sea Tiger Services

Bill Grover has been appointed director-Sea Tiger services, report-

Special Milestone for Longtime Tiger

C.W. "Bill" Thompson is First 40-Year Employee

C.W. "Bill" Thompson was honored in March as Flying Tigers' first 40-year employee. The following are some highlights from his career with the airline.

While on vacation with his wife Margaret in Los Angeles, California in January, 1946, C.W. "Bill" Thompson spotted the name "Flying Tigers" while driving past Long Beach Airport. Just out of the service and having recently read about the intriguing new cargo carrier in *Readers' Digest*, Bill wrote a letter to the airline inquiring about job opportunities.

Sight Unseen

A month later, he was offered a position—via mail, sight unseen—as a mechanic and was instructed

to report to work on March 4 at the company's new headquarters at Mines Field - now Los Angeles International Airport. The airline, which had opened its doors for service just eight months earlier, had Budd Conestogas and C-47s in its fleet. Besides Los Angeles, it had offices in New York, Chicago and Oklahoma City.

Bill (who says his original employee number was either 33 or 34) began as one of six mechanics, working on the afternoon shift. "When an airplane would arrive," Bill said, "mechanics and ramp personnel would offload it, bring it to the hangar and perform the necessary maintenance, then would reload the aircraft—usually with the help of Bob Prescott (Flying Tigers' founder and first president)."

In those early days in the 40s, Bill recalled, every male employee - Prescott included - worked on the "assembly line," loading freight often from evening well into the early morning hours. "That's where the famous Flying Tigers family spirit came in," says Bill. "After the plane left, everyone would go back into the hangar and sit around and talk together. That really developed a friendly atmosphere."

Initially, Bill handled just one flight a day on his shift. "We didn't have the electrical and hydraulic equipment of today. A truck would be backed right up to the airplane for loading or offloading. There was a line of employees, much like an old-time fire brigade, passing the freight from one person to the next - loading and unloading by manual labor."

Bill worked as a mechanic through the end of the 40s, and has held supervisory positions in maintenance from 1950 forward. Among prominent memories of his Flying Tigers career are the company's acquisition of its Air Transport Command contract and subsequent move to new headquarters in Burbank.

"Moving" Memories

"When we got our ATC contract (the forerunner of Military Airlift Command) to transport military personnel and supplies from the U.S. to Japan, the military supplied us with over 30 C-54 aircraft to fulfill the contract. This required a dramatic expansion of the company, including the need for larger quarters.

"We began our move to Burbank on January 1, 1947," says



Harold Woody, senior vice president-air operations, above left, shows off the airline's first 40-year service pin before presenting the award to C.W. "Bill" Thompson, above right, on March 4 at an informal anniversary celebration in Bill's honor.



Tiger International and Flying Tigers Chairman Robert Jensen, above right, congratulates Bill Thompson on his 40-year milestone during brief ceremonies held in Thompson's honor by Flying Tigers officers.

Bill. "As people came to work that day they were given equipment to take to Burbank. It was the first word we received that our office was moving. We drove the company vehicles to Burbank, each carting equipment. The rest of the employees were told to board a C-54 parked on the ramp, and were flown to the new offices. Tommy Haywood (a member of the original WWII Flying Tigers and a founder and pilot for the company) brought a planeload of equipment from Mines Field to Burbank and flew employees back to Los Angeles late that night so that they could go home."

Tiger Spirit

Bill turned his attention to the special "can do" attitude that came

to be known as "Tiger Spirit." "We were a group of people with the same attitudes, goals and outlook. We all worked together toward the same goal. We felt strongly about what we were doing and we were determined to succeed."

What does it take, besides spirit and camaraderie, to keep an employee for 40 years? "I liked the jobs I had," says Bill, currently director of facilities, ground support equipment, plant protection and ground safety. "I didn't see any other jobs that would be an improvement over the ones I had and I felt the company had good potential. I have just enjoyed being a part of the Flying Tigers team."

ing to Charles Malone, senior director-corporate sales.

In his new position, Bill is responsible for directing Flying Tigers' Sea Tiger program including the management of Asia-origin ocean traffic subsequently destined to move via Flying Tigers to markets it serves in the U.S., Europe and Latin America, and the development of new intermodal services.

Most recently manager of international marketing and sales for Flying Tigers, Bill joined Tiger International in 1980 as a corporate planning analyst and has held various management positions with Tiger Intermodal and Flying Tigers.

Prins Sales Manager for Netherlands

Gerard Prins has been named sales manager for the Netherlands, reporting to Gilbert de Vleeschouwer, general manager-Benelux. His duties include overall responsibility for the coordination of sales activity in the Netherlands. Prins, who was most recently a sales representative in Amsterdam, has been with the airline seven years.

Drumm Sales Manager For U.K., Ireland

Robert Drumm has been named sales manager for the U.K. and Ireland, responsible for sales and customer service activities there. He reports to Robert Wetherill, general manager-U.K. and Ireland. Drumm joined Flying Tigers London sales department in 1982 and was most recently customer service manager in London.

Ed Loughran Named General

Flying Tigers B-747 First Officer Edmund X. Loughran was promoted in March to the rank of brigadier general in the U.S. Air Force Reserve. In his military capacity General Loughran is mobilization assistant to the commander, 26th Air Division, Tactical Air Command, March Air Force Base, California.

Loughran received his military commission in 1956 through the Air Force Reserve Officers Training Corps program and began active duty in December, 1956 attending navigator and then bombardier training. He began his Flying Tigers career in 1966.

In addition to his Flying Tigers flight experience, General Loughran is a master navigator with 4,800 flying hours in military KB-50, C-119, C-124 and C-141 aircraft. He has held a number of posts during his Air Force Reserve service, and was recalled to active duty during the Cuban missile crisis in 1961 and the Pueblo crisis in 1968.



General Edmund Loughran

Retirements

Flying Tigers salutes the following employees and their years of service:

Douglas Balfour, first officer-SFO. 29 years.

Lenon Blackmon, maintenance helper-HDQ. 33 years.

Dwight Bryan, painter-HDQ. 17 years.

Thomas Cooley, second officer-SEA. 29 years.

Ken Conrad, captain-SFO. 27 years.

Joseph Gaudino, captain-SFO. 31 years.

Robert Gilbert, captain-LAX. 30 years.

Theodore Menk, second officer-LAX. 31 years.

Eligio Santiago, mechanic-JFK. 19 years.

Dorothy Shields Warren, staff assistant-WAS. 5 years.

Joseph Stafford, ramp serviceman-JFK. 17 years.

William Weldon, captain-JFK. 19 years.

Charles Williams, lead ramp serviceman-LAX. 31 years.

Samuel Williams, maintenance helper-LAX. 17 years.



Charles Williams, above, had fond memories stirred by a model of a Flying Tigers C-46 presented to him upon his retirement.

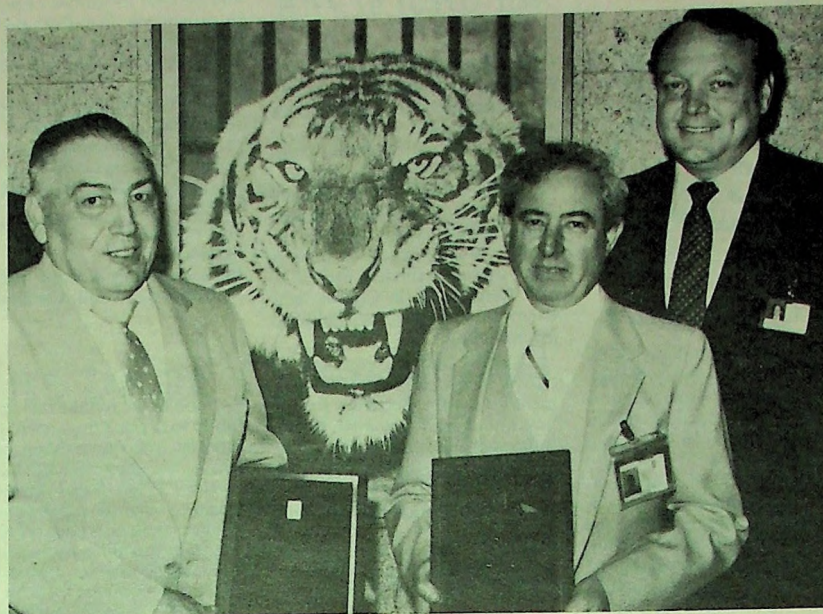
George Zettler Retires May 1; Added Duties for Walker

George A. Zettler, senior vice president-Latin America, retired effective May 1, 1986. He will continue to serve Flying Tigers in a consulting role.

Robert Walker, general manager-Brazil, has assumed the additional responsibility for Mexico, Argentina and the airline's Latin America staff in Miami, reporting directly to Ned Wallace, senior vice president-contract programs / Atlantic / Latin America. Bob Fogarty, general manager-Argentina, Marco Mendiola, general manager-Mexico and the Miami staff will report to Bob Walker.

George Zettler began his distinctive Flying Tigers career more than 36 years ago in 1949 as a freight handler in Denver, Colorado. In 1952 he was named district sales manager in San Francisco and subsequently director of international sales. When the airline was granted transportation authority between the U.S. and Asia in 1969 Zettler was named general manager of Asian terminals, and upon commencement of Asia service was elected vice president-Asia.

In 1973 Zettler was named vice president-sales, responsible for administering the company's worldwide sales efforts. In 1981 he was selected to head up Flying Tigers' scheduled service entry into the Latin American market.



Technical Operations Employees Honored

JFK mechanics Frank Marino and Frank Tassone have been named "Technical Operations Employees of the Year" for 1985 in recognition of their combined efforts in creating a workable maintenance program to upgrade the flight deck areas of Flying Tigers jetfreighters.

Awards were presented to both employees at an informal gathering at the airline's headquarters in February on behalf of the Technical Operations Employee Recognition Committee, a peer group dedicated to highlighting outstanding achievement by technical operations employees.

Accepting the challenge of creating a workable program for upgrading the cockpits and upperdecks of Flying Tigers jetfreighters during normal maintenance cycles at JFK, Marino and Tassone developed a plan after checking aircraft transiting JFK, establishing priorities for upgrade work, constructing patterns and preparing materials. Marino, above left, and Tassone, center, are pictured above with Sr. VP Harold Woody during awards ceremonies.

Near-Perfect Record

Too Sick to Work? Not Len Blackmon...

Lenon "Len" Blackmon, maintenance helper at headquarters who retired in February with 33 years of service to the airline, was not your average employee. Average employees, according to statistics, use a few sick days a year while they're working. Upon his retirement, however, Len Blackmon hadn't taken a sick day since August 26, 1956—nearly 30 straight years.

"I would have taken a sick day, if I had ever really been sick," Len commented matter-of-factly about his near-perfect record of attendance, "but anytime I felt a cold or other illness coming on I would take an aspirin and feel fine the next day."

Len joined Flying Tigers as an aircraft cleaner in 1951 at the urging of a friend who was employed at the airline. In 1966 he moved to the position of maintenance helper for the remainder of his Flying Tigers career.

In light of his conscientious attendance, it's not surprising that one of the high points for Len during his years with Flying Tigers was service-oriented--receiving

his 25-year Silver Tiger watch and plaque in 1977. "That was a really happy day in my life," Len said. "Flying Tigers is a great

company to work for," he continued. "I'll miss the company and working around such nice people. I enjoyed the 33 years I was here."



Lenon Blackmon, third from right, with longtime colleagues, l-r, D.L. Rayford, Fred Gladney, Al Cormier, Jim McCallum and Billy Mosely, at retirement celebration.



Larry Nagin, above right, senior VP-administration and general counsel, congratulates Len Blackmon on his outstanding record.

In Memoriam

William Durham, former ramp serviceman in Newark, passed away January 2. Bill, who retired in 1981, had 15 years of service with Flying Tigers.

Donald Geist, former mechanic at headquarters, passed away January 2. Don retired in 1980 after completing 29 years of service with Flying Tigers.

Gerald Johnston, former simulator instructor at headquarters, passed away January 27. Gerry, who retired in 1983, had 16 years of service with Flying Tigers.

Owen Mueller, mechanic at headquarters, passed away March 14. Owen had 20 years of service with Flying Tigers.

Jack Pugh, former flight engineer, passed away February 8. Jack retired in 1982 after completing 31 years of service with Seaboard World and Flying Tigers.



ATC Accolades

• I rode with your flight crews from Anchorage to Narita, Japan and from Hong Kong to Anchorage recently while participating in the Air Carrier SF 160 Program familiarization travel.

Both your ground and flight crews were extremely helpful, cooperative and friendly during the entire trip. The flight crews took time to explain the navigational systems on your aircraft, air traffic control in different parts of the world and several other aspects of aviation that will help me be a better controller. The ground crews were patient with us and explained everything we needed to make the trip easier for us.

Thanks to Flying Tigers employees, the trip was informative and will assist me as a controller. I have the highest respect for your entire operation and look forward to working with Flying Tigers crews.

John Warner
Seattle Air Route Traffic
Control Center
Seattle, Washington

GRreat Service

Letter to Susan Sturuss, account executive-GRR. (Susan was a customer service representative when this letter was written.)

• I'd like to thank you for being very cooperative when I call you. I've called on several occasions, but recently I was expecting a shipment to be delivered to our New York showroom on a particular day. We really needed it in the morning. You called your JFK terminal and got the package to qualify as a special delivery. By doing so, you saved the day. The shipment arrived at 11 a.m. I truly appreciate your efforts.

Marcia Van Rhee
Administrative Assistant
Eastern Region
Herman Miller Inc.
Zeeland, Michigan

LAX Laudits

• I am writing in appreciation of some very important help that Ms. Elizabeth Justiniano (customer service representative-LAX) gave me with regards to a shipment to Costa Rica. Upon my phone call to Flying Tigers, she promptly, courteously and very professionally gave me all the necessary information I required. At the time, I was in a very big rush to move my shipment and her assistance was given with a style and finesse not common to most cargo carriers.

I trust that you will accept this letter of commendation with pride and happiness. I am confident that with your Los Angeles customer service representatives such as Ms. Justiniano and your good service to back them up, Flying Tigers and Janel International will have a most enjoyable and profitable relationship.

Mario Milittello
Export Operations Supervisor
Janel International
Forwarding Co.
Los Angeles, California

Just Great at JFK

• The pressures of our business seldom gives us the time to express the proper gratitude when service and cooperation is rendered, as was the case with a recent shipment we had.

There are two gentlemen, namely **Charlie Barnes** and **Rich Dochnahl** (senior services supervisors-JFK), who managed to keep a flight open for the late arrival of our freight. Both Charlie and Rich should be commended for a job well done.

I also wish to thank you for your efforts in coordinating the shipment's transfer between Frankfurt and Kiel, Germany. Everything went like clockwork.

It is truly a pleasure to work with an airline that employs a professional staff of such high caliber.

Bo Hollesen
President
Allied Freight Systems Corp.
Farmingdale, New York

Pet Praise

• I recently had occasion to ship a dog to my son, who is in the Armed Forces and was transferred to Germany. As he was unable to take the dog with him at the time he went over, I offered to ship his dog when he got settled.

I called many airlines, some were helpful, some downright rude, but your people were fantastic. In particular, I want to commend a gentleman named **Grady Jones** (customer service representative-JFK), who answered all my inquiries with great patience and courtesy. I feel anyone who goes out of his way to help someone when they need it should be given his due. While your service was not the least expensive, it was Grady's attitude that made me decide to ship with your airline.

I have to say everything was handled with great efficiency. My son was very pleased with the German end of the trip. Also, there was a young lady who did all the paperwork and processed it through who was most helpful. Unfortunately, I didn't get her name.

I feel you should know when someone does a great job for you. I am sure you must get your share of complaints but I would heartily recommend your service to anyone who is contemplating shipping a dog.

Charlotte H. Van Vranken
Dutch Manor Collies
Watervliet, New York

and beyond the duties of her job to satisfy me. We don't do very much shipping of that type, but when we do we ship it by Flying Tigers.

Too often you hear from people when they are dissatisfied so I thought you should hear from a satisfied customer, and Katie Simmons has a lot to do with that satisfaction.

Joel C. Dickey
President
Package Depot & Copy Shop
Summerville, South Carolina

• I would like to take this opportunity to express my sincere gratitude for the outstanding customer service support that NCR has received from **Susan Brelsford** (customer service representative-CLT) ever since NCR and Flying Tigers began their business relationship. Susan has always handled every shipment from NCR in the highest professional manner. The attitude and commitment that she exhibits is to be applauded. I am confident that Flying Tigers also appreciates this kind of dedication.

NCR is looking forward to a continuous business relationship with Flying Tigers in the future.

Allen W. Hudson
Manager
Materials Management
NCR Corporation
Liberty, South Carolina

Good Service Can Save a Life

• Recently one afternoon, Dow Chemical's Methocel Plant got an emergency call at 3:55 p.m. requesting a one-pound sample be delivered in Columbus, Ohio as soon as possible. This shipment was a life-pending situation involving a mother and young child.

Flying Tigers' agent in Baton Rouge, Louisiana, **Willerson Enterprises**, responded by sending their truck back to the plant and Flying Tigers shipped the package, which was delivered to the hospital at 1:00 p.m. the following day.

From all the folks at Dow and surely the family involved, thanks for the super efforts.

Jerry Berret
Cellulose Products Plant
Dow Chemical U.S.A.
Plaquemine, Louisiana

A Salute from ANC's Mayor

Letter to Doug Shaw, manager terminal services-ANC:

• Reflecting over the many significant events which have occurred in Anchorage during 1985, none is more important than our hosting the Vietnam Veterans Memorial display.

The real credit for bringing the replica to Anchorage belongs to those individuals, organizations and businesses who donated dollars and labor to the cause. Flying Tigers' contributions of shipping the Memorial permitted our citizens to unite in grieving for those soldiers who are known dead and those still missing or being held prisoner.

On behalf of thousands of Anchorage citizens, thank you very much.

Tony Knowles
Mayor
Anchorage, Alaska

Helpful at MSP

• I am writing on behalf of my company to compliment Flying Tigers on your service and crew in Minneapolis.

We are a small company that just over two years ago moved from Southern California to Burnsville, Minnesota. Our primary business is quality control in the micrographics industry which requires us to ship hazardous materials to our customers all over the U.S. and the world.

As you are well aware, it can be a difficult job to coordinate paperwork with packaging for an international shipment. We have received nothing but courteous help from your Minneapolis staff, especially **Patricia Holtz** (customer service representative) and **Richard Holtz** (lead ramp serviceman). On more than one occasion, Rich has gone out of his way to take the time to help us correctly fill out our paperwork when some new regulation appears. We appreciate all the help and recommend your airline to our customers whenever an air shipment is necessary.

Thank you again and keep up the excellent work.

Lynn Nelson
Vice President
Micro-D International
Burnsville, Minnesota

Outstanding in CVG

Letter to Bonita Weimer, customer service representative-CVG:

• We at Procter and Gamble really appreciated all the time and effort you and others at Flying Tigers put forth on the movement of machinery to Kansas City from Zurich recently. I know you had to put in a lot of personal time during the weekend and nights to ensure that we received the machinery on time. It was a pleasure working with professionals like you.

Please pass on our sincere thanks to your fellow employees who also worked extra on our behalf.

J.N. Coates
The Procter & Gamble
Distributing Company
Cincinnati, Ohio

Super in SFO

• I am writing to let your know how much I appreciate the way in which one of your employees, **Peggy Sims Williams** (customer service representative-SFO), assisted me in ensuring the timely arrival of a shipment of one of our customers. She was extremely courteous and went out of her way to be helpful.

You're very fortunate to have Peggy working for you. She is a real credit to Flying Tigers.

Lloyd Coleman
Traffic Manager
Hewlett-Packard
Palo Alto, California

Service Center Serves

• I would like to compliment your World Service Center staff, specifically **Mary Baird** (customer service representative-HDO), on the thoroughness and diligence she displayed in helping Corning Glass Works solve a difficult problem.

Ms. Baird's persistence and excellent communications left me with the assurance that a critical computer delivery would be made

due to her arrangements and on time.

My first exposure to Flying Tigers has been impressive. Thank you for all the efforts displayed.

John Morrissey
Senior Buyer
Corning Glass Works
Corning, New York

MAC Praise

• I wanted to let you know about the outstanding performance of **Captain Bill Chaney** and the crew of flight 2621 on February 11 coming back from Germany.

Being an instructor pilot in the military, I'm well aware of the rigors of flight duty. On flight 2621, they had more than 300 tired, exhausted GIs on board, most of whom had not been to bed in over 24 hours. Your crew could not have been kinder, more understanding or more courteous. They truly went out of their way to accommodate us.

This was my first time flying on your airline and I only hope it's not the last. I just can't get over how nice everyone was to us. As well as being about as nice a bunch of people as you could find anywhere, they also exhibited an air of professionalism, pride and confidence in their airline that's rarely found today and a pleasant surprise.

In summary, 300 tired GIs found new friends and a feeling of family high over the Atlantic on February 11 thanks to Captain Chaney and the crew of flight 2621.

David Johnson
Manhattan, Kansas

• Just a quick letter to thank you for an enjoyable 14-hour ride (from the U.S. to Okinawa). It is still hard for me to believe how fast the time went.

I made a point to talk to as many of your staff as I could. They were all friendly, courteous, and very hospitable.

I would like to make special mention of **Mrs. Cathy Martin**. This flight attendant boarded the aircraft in Hawaii and didn't stop caring for passengers until we landed in Okinawa. I had a chance to talk with her and she had nothing but praises for your airline.

I am looking forward to flying with you again and will use your airline in the future for air freight. If your employees are this satisfied, I figure your customers must be also.

Lt. William Devitt
United States Marine Corp.

• Having swept away the last of the fresh pine needles from Christmas, on behalf of the patients and staff of the USAF Regional Medical Center Clark, I'd like to thank you for helping bring us Christmas in the Philippines.

The live Christmas tree that comes to us via Flying Tigers just before the holiday season is the main Christmas attraction in the lobby of the medical center. This year the tree was covered with over 14-dozen handmade ornaments made by 45 Cub Scouts at Clark Air Base!

The two people most responsible for making all of the many logistical arrangements were **Martha Maxham** (flight attendant) and **George Miller** (station manager-CRK). Without their help and personal attention, it would not have happened. Please pass on our most heartfelt thanks for all their help.

John Haydon, Jr.
Colonel, USAF, MC
Clark Air Base
The Philippines