Annual Industry Review & 2005 Outlook



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General Aviation Manufacturers Association



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General Aviation Manufacturers Association

1400 K Street NW, Suite 801 = Washington, DC 20005-2485 phone: 202.393.1500 = fax: 202.842.4063 www.GAMA.aero

General Aviation Manufacturers Association

he General Aviation Manufacturers Association (GAMA) represents over 50 of the world's leading manufacturers of fixed-wing general aviation airplanes, engines, avionics, and components. In addition to building nearly all the general aviation airplanes flying today, GAMA member companies also operate aircraft fleets, airport fixed-based operations, pilot training, and maintenance technician training facilities worldwide.

- Over 211,000 general aviation airplanes, ranging from two-seat training aircraft to intercontinental business jets, are flying in the U.S. today.
- General aviation directly contributes more than \$41 billion annually to the U.S. economy.
- In the U.S., general aviation aircraft fly over 27 million hours (nearly two times the airline flight hours), and carry 166 million passengers annually.
- Nearly two-thirds of all hours flown by general aviation aircraft are for business purposes.
- More than 5,000 communities rely exclusively on general aviation for their air transportation needs (scheduled airlines serve less than 500).
- General aviation is the primary training ground for most commercial airline pilots.

Headquartered in Washington, DC, GAMA represents the interests of its members before the United States Congress, the Department of Transportation, the Federal Aviation Administration, the Department of Homeland Security, and other federal and state government agencies directly concerned with the air transportation system. In addition, GAMA addresses international trade issues affecting aviation and represents its members before foreign aviation regulatory bodies and the International Civil Aviation Organization. It also maintains close working relationships with other associations representing various facets of the aviation community.

Through its public information and education programs, GAMA promotes better understanding of general aviation and the important role it plays both in the U.S. economy and in serving the transportation needs of companies and individuals worldwide.



GARA: Ten Years Strong

Ten years ago Congress enacted the most significant tort reform the aviation community has seen. The General Aviation Revitalization Act (GARA) created an 18-year statute of repose for general aviation aircraft and reinvigorated the industry, creating jobs and inspiring the development of new products, while making general aviation safer and more reliable than ever.

"By placing a practical limit on product liability exposure, Congress literally brought the light aircraft industry back to life."

RUSS MEYER, Chairman Emeritus, Cessna Aircraft Company

In 1994 when GARA was signed into law, airplane shipments had declined 95 percent from the previous decade and the industry had lost over 100,000 jobs. Cessna Aircraft Company, the largest general aviation manufacturer in the world, had stopped making single-engine piston airplanes. Piper Aircraft Company was in bankruptcy and Beech Aircraft had shut down most of its piston production lines.

A review of all the lawsuits defended by one company over a ten year period found that the NTSB had not attributed the cause of these accidents to design defects. Yet, that company had paid nearly \$535,000 per accident in litigation costs. In 1994 Congress, airplane manufacturers, owners, and pilot groups all finally agreed that GARA was the only solution to solving the frivolous lawsuit problem.

Job Creation and Growth

From 1978 to 1988, industry-wide employment fell 65 percent. Within five years of the passage of GARA, the industry had created 25,000 aerospace manufacturing jobs. The U.S. Department of Labor estimates that for every aerospace manufacturing job created, three supporting jobs are also created. "If not for GARA, there is some question as to whether general aviation would be the thriving industry it is today.

CHUCK SUMA, President & CEO, The New Piper Aircraft, Inc.

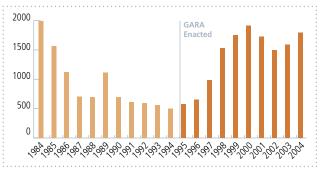
Pilots have benefited from the increased production of piston aircraft from existing companies that stayed the course, and new entrants to the marketplace.

PHIL BOYER, President, Aircraft Owners and Pilots Association

Aircraft Production is Seeing Unprecedented Growth

The production of general aviation aircraft has tripled since 1994, yet the general aviation accident rate has declined.





□ Investment in Research and New Products

GARA restored financial predictability that had been severely eroded by the unpredictable nature of frivolous lawsuits. Manufacturers were encouraged to invest in new products and advanced technologies. Engines, avionics, and navigation equipment, such as "all-glass" cockpits, are now basic equipment in piston airplanes.

"GARA is a tiny, three-page bill that has generated research, investment and jobs. It is an unqualified success."

ED BOLEN, President & CEO, National Business Aviation Association

Result

GARA has proven to be a fair and evenhanded law. Given the renewed health of the general aviation industry, while maintaining access to the judicial process, GARA has proven to be a tort reform law that benefits defendants, plaintiffs and society as a whole.

"GARA was an important first step to help our industry." ALAN KLAPMEIER, *President & CEO*, Cirrus Design Corporation

2004 Market Review

BILLINGS

Perhaps the most significant indicator of the health of the general aviation industry is airplane billings. Total industry billings rose 19.1 percent in 2004, to \$11.9 billion. This is

the third highest billings ever for our industry, and just 14 percent below the 2001 peak.

At this time last year, GAMA noted how industry billings were highly correlated with changes in the U.S. Gross Domestic Product (GDP), and that an improving economy would bode well for our industry. Clearly, that relationship is still valid. The U.S. GDP rose 4.4 percent in 2004, and our billings rose 19.1 percent.

You may recall that 2003 was the worst year for GA airplane billings since 1998. To have billings rise so quickly from that trough is an indication that general aviation is becoming an even more significant part of the world's air transportation system.

Bonus depreciation for new airplane purchases clearly had a very positive impact on total airplane shipments.

SHIPMENTS

Total shipments of general aviation airplanes rose to 2,963 units in 2004, up 10.3 percent from the previous year. Shipments of U.S. manufactured general aviation airplanes rose 10.2 percent, from 2,137 airplanes in 2003 to 2,355 planes in 2004. Bonus depreciation for new airplane purchases clearly had a very positive impact on total airplane shipments.

PISTON SHIPMENTS

The continued strength of the piston-powered airplane market indicates that this segment is a viable and significant part of our industry. The piston-airplane market actually reached a 20-year peak in 2004, up 8.2 percent to a total of 2,051 airplanes.

It has now been ten years since the General Aviation Revitalization Act (GARA) was enacted, placing an 18-year statute of repose on lawsuits involving general aviation products. Just as GAMA predicted ten years ago, GARA has brought vitality to pistonpowered airplane sales and kept existing manufacturers in this market segment, some of which were in bankruptcy before GARA was enacted. GARA also stimulated new product development and attracted new companies to our industry. Most importantly, tens of thousands of jobs were retained or restored.

TURBOPROP SHIPMENTS

Turboprop shipments were up 18.0 percent in 2004, to 321 units. U.S. manufactured turboprops rose 19.0 percent from 163 units in 2003 to 194 units in 2004.

BUSINESS JET SHIPMENTS

Business jet shipments also increased in 2004, up 14.1 percent to 591 units. Shipments of U.S. manufactured jets rose 4.9 percent to 403 units. The business jet segment was weakest in the first half of 2004, and began recovering in the second half. Final certification of several new business jets occurred in the second half of 2004, but their entry into the market only stimulated shipments over a small part of the year.

EXPORTS

Billings for exported airplanes grew 16.5 percent and the number of exported airplanes fell 0.9 percent.

EMPLOYMENT

I am pleased to report that a growing U.S. economy has begun to have a positive effect on our industry's employment. Employment at GAMA member companies grew in 2004, up 6.3 percent from its 2003 level.



PILOTS

According to statistics provided by the FAA, the number of private pilots fell 2.1 percent in 2004. This may be related to the "baby boom" generation of former military pilots reaching retirement age. The number of Air Transport Pilots also fell 0.9 percent in 2004, due mostly to mandatory retirements and layoffs created by the current woes of the airline industry.

However, the pool of student pilots remained stable and actually rose 0.7 percent between 2003 and 2004. This is a clear sign that programs such as BE A PILOT are having their intended effect. This steady supply of student pilots helps keep flight schools busy, sustains demand for training airplanes, and helps to ensure that we have a supply of new pilots for our products.

On another positive note, over 59 percent of all pilots now hold an instrument rating, which is the second highest number ever.

control center data, total general aviation operations were up 3.9 percent in 2004.

CORPORATE AIRCRAFT OPERATORS

According to statistics provided by AvData, Inc., a JETNET Company, the total number of corporate operators worldwide increased approximately 5.2 percent last year. At the end of 2004 there were 15,050 corporate operators in the world utilizing a fleet of 23,013 aircraft. Of these, the United States accounted for 11,070 operators utilizing a fleet of 15,704 aircraft.

FRACTIONAL OWNERSHIP PROGRAMS

Fractional ownership also continued to grow in 2004. Again, using preliminary data provided by AvData, Inc., the number of individuals and companies in the United States that own a fractional share of an airplane increased approximately 5.5 percent last year from 4,516 to 4,765. The number of airplanes in fractional programs grew just over 5.3 percent in 2004, from



826 to 870. GAMA member companies are reporting that approximately 14 percent of their total business jet deliveries last year went to fractional programs.

SAFETY

The NTSB's preliminary 2004 statistics on the number of general aviation accidents indicate that GA accidents decreased by about 8.7 percent. Fatal accidents were down 11.6 percent. This makes 2004 the best year for general aviation safety in the post-World War II era. However, it is critical that industry and government continue to work together to reduce the number of general aviation accidents even more.

SECURITY

Security remains a top priority for GAMA, as it is for all of aviation. No GA aircraft has ever been used in a terrorist attack and the general aviation community is determined to keep it that way. Working closely with intelligence experts, federal agencies and aviation stakeholders, we have implemented numerous security enhancements and will continue to do so. We are not the same industry we were prior to 9-11.

LEGISLATION

In 2003, the Job Creation and Worker Assistance Act was signed into law. It included a substantial change, known as bonus depreciation, which proved to be a major sales incentive for customers of all capital goods, including general aviation airplanes. In fact, some manufacturers called bonus depreciation the most helpful legislation for GA sales since the General Aviation Revitalization Act.

Unfortunately, provisions of this law required that to be eligible for bonus depreciation, the equipment must be purchased and placed in service before the end of 2004. But the time between placing an order and delivery of a GA aircraft is often 12-18 months, which placed buyers of GA aircraft at a disadvantage compared with buyers of other types of capital goods. Even if



a GA customer placed an aircraft order at the beginning of 2004, they would not be able to take delivery before the end of the year.

GAMA was pleased that the Congress recognized this unfairness, and extended the placed-in-service date for general aviation airplanes until the end of 2005.

Looking back on 2004, it is clear that it was the turning point for both the U.S. economy and the GA industry.

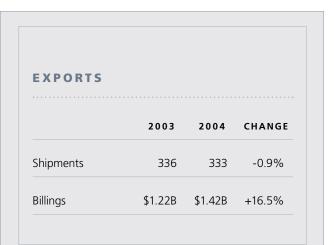
CONCLUSION

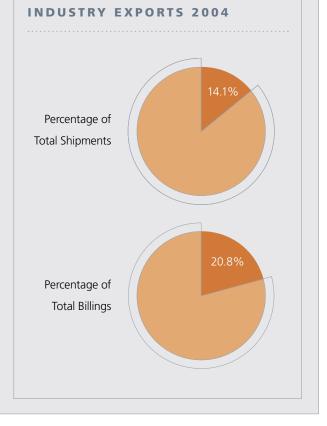
Looking back on 2004, it is clear that it was the turning point for both the U.S. economy and the GA industry. A great deal of this turn-around can be attributed to incentives provided by bonus depreciation. The fact that total shipments increased in 2004 indicates that this turn-around is broadly based. All of this bodes well for our future.



GAMA Statistics

AIRPLANE SH MANUFACTUR			
	2003	2004	CHANGE
Pistons	1,896	2,051	+8.2%
Turboprops	272	321	+18.0%
Business Jets	518	591	+14.1%
Total Shipments	2,686	2,963	+10.3%
Total Billings	\$9.99B	\$11.90B	+19.1%





AIRPLANE SHIPMENTS BY TYPE: MANUFACTURED IN U.S.

Total Billings	\$6.43B	\$6.82B	+5.9%
Total Shipments	2,137	2,355	+10.2%
Business Jets	384	403	+4.9%
Turboprops	163	194	+19.0%
Pistons	1,590	1,758	+10.6%
	2003	2004	CHANGE

Note: Airplanes are considered to be manufactured in the U.S. if they are produced under a FAA production certificate **Note:** Exports reflect U.S. manufactured airplanes shipped outside the U.S.











- Jack Pelton of Cessna and FAA Administrator Marion Blakey discuss aviation issues at GAMA's Capitol Hill reception.
- QAMA Interim President Ron Swanda answers questions about aviation safety on the ABC Evening News.
- (L to R) John Rosanvallon, Dassault Falcon Jet; Edmond Boullay, Joint Aviation Authorities (JAA); Patrick Goudou, European Aviation Safety Agency (EASA); and Claude Probst, EASA; at GAMA's Annual Industry Review.
- GAMA's Interim President Ron Swanda meets with Vice President Dick Cheney at the Aviation Business Roundtable.
- Congressman Steven Pearce (R-NM) converses with Terry Walker, Argo-Tech; Jack DeCrane, DeCrane Aircraft Holdings; and David Morris, PPG Aerospace; on Capitol Hill.
- Senator Jim Inhofe (R-OK) and Bryan Moss of Gulfstream Aerospace on Capitol Hill.
- GAMA Chairman Clay Jones talks with Congressman Peter DeFazio (D-OR).
- GAMA's Barry Valentine hosts China's Civil Aviation Authority Deputy Director General and senior Chinese officials on a U.S. visit to learn about general aviation.

2005 Outlook

e can all agree that the 2004 shipment and billing numbers demonstrate a remarkable turnaround from 2003. Last year at this time we predicted that the industry would be turning the corner in 2004 after one of the most challenging

market cycles in aviation history. We anticipated that 2004 would be a year of stabilization; setting the stage for a period of sustained growth.

Our prediction of a growing U.S. economy was accurate, and that alone certainly accounts for much of the good news about increasing shipments and billings. But we underestimated the positive impact that bonus depreciation and the extended delivery date for GA airplanes would have on our sales, especially in the fourth quarter.

These two factors – better-than-expected growth of the U.S. economy, and the market stimulation derived from bonus depreciation, changed 2004 from what we thought would be a year of stabilization into the first of many years of industry growth.

ECONOMIC OUTLOOK

Last year we noted that Honeywell, one of the most respected forecasters of GA shipments, had empirical evidence that airplane sales strengthen when the U.S. economy grows more than three percent over three consecutive quarters. In 2004, that relationship proved accurate. The U.S. Council of Economic Advisors recently predicted that the U.S. economy is fundamentally strong, with growth expected to continue at solid rates for the next ten years. We expect new airplane shipments will follow suit.

MARKET FACTORS

New Technologies. Honeywell's research has also found that introduction of new airplane models, derivatives and upgrades with advanced technologies and capabilities, stimulates airplane sales.

Research and Development. The U.S. Department of Commerce reports that most U.S. manufacturing industries spend between 3.6 and 4.0 percent of sales on research and development. GAMA's survey of general aviation airplane manufacturers indicates they typically spend between 8 and 15 percent of sales on research, much higher than other industries. Consequently, our industry has been among the leading investors in research and development which shows in the abundance of new and improved GA products.

New Markets. Another factor positively impacting our industry is growing demand for general aviation airplanes in countries outside North America and Europe, our strongest markets. Businesses and government officials in many of these countries have realized the value of a national air transportation system that includes a significant role for general aviation. Last year, for instance, our industry delivered the first business jet into the hands of a general aviation operator in China.

The U.S. economy is fundamentally strong, with growth expected to continue at solid rates for the next ten years. We expect new airplane shipments will follow suit.

General aviation is not going to boom overnight in these emerging markets, but it will grow, and ultimately it will grow significantly. The societal and economic benefits accrued by including a significant role for general aviation in a nation's air transportation system are simply too significant for vast countries like China or Russia to ignore. This bodes well for long term airplane sales.

Used Airplane Market. Used airplane sales are often an excellent predictor of new airplane sales. An upturn in the market for used airplanes often precedes an increase in the sales of new airplanes. A reduction in the number of newer business jets available in the used market is therefore a positive indicator for new sales.



An analysis by USB Investment Research indicates that as of December, 2004, there were around 1,800 used business jets for sale, fewer than were for sale in December 2003 and the fewest since June of 2001. Significantly, USB observes that the majority of these for sale, used business jets are "older airplanes that are unlikely substitutes for the purchase of a new airplane". That, of course, bodes well for sales of new airplanes.

GA Role in Air Transportation. Time-efficient direct flights, avoiding congested airports and airspace, schedule flexibility and en route privacy are the hallmarks of general aviation travel. For many smaller communities, GA travel is the only option for air transportation.

General aviation is a viable supplement to scheduled airline service. It is not a substitute. With more than 5,000 underutilized GA airports in the U.S., most without commercial air service, and with many advanced technologies now being installed in GA airplanes, GAMA believes GA's role in the air transportation system will be increasing.

CHALLENGES

Security. Security remains one of our most significant challenges. We only need look as far as the security steps imposed during the recent presidential inauguration in Washington to see just how threatened general aviation access to airports and airspace is. If similar steps were imposed on other airports, even for a short period of time, it would dramatically impact this industry.

As a result of key recommendations made by GAMA and other GA associations soon after 9-11, the security of general aviation operations and airports has been significantly enhanced. While we have made great strides, GAMA intends to continually look for ways to improve GA security. We can never mitigate all possible security risks. But based on expert threat analysis, we can continue to mitigate significant security risks involving general aviation, and ensure our nation places general aviation security risks in the proper perspective among many potential threats to national security.

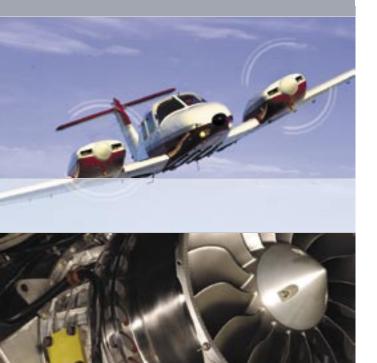
GAMA began this fresh look at improving GA security in 2004. We expect to start implementing some of our recommendations this year, and some implementations may continue for several years. GAMA does not expect to do this alone, but in partnership with appropriate government agencies and other general aviation organizations. In most cases, because of the nature of security issues, our initiatives may not receive a great deal of media exposure. You can rest assured that enhancing general aviation security will remain among GAMA's highest priorities.

Future Air Transportation System. Yet another major challenge is ensuring we have the most efficient and up-to-date air transportation system possible. As airline fares have decreased in recent years, revenue into the Aviation Trust Fund has decreased. Some airline executives have already demanded that general aviation pay more to fund the FAA and that airlines pay less. Even though the FAA's authorizing legislation does not expire until 2007, Congress has already started debating changing the way we fund the FAA.

In the meantime, congestion at larger airports reached pre-9-11 levels last summer, and the public outcry has returned. Fortunately, the FAA has already started planning the long term changes in the air transportation system needed to meet travel demand in 2025 and beyond. GAMA fully supports the need for the Next Generation Air Transportation System, and believes that developing this system must be fully coordinated across government agencies and industry.

FAA Funding. General aviation, including business aviation, is prepared to pay its fair share to fund the FAA. We can debate what amount that is. But we see no benefit in creating a new system for collecting user fees that requires creating a new government bureaucracy. Nor do we feel it is fair that GA should pay for air traffic services it doesn't use, or for services GA is required to use because of the needs of other types of operators.

The safety, efficiency and advanced capabilities of general aviation products are very attractive to emerging markets around the world.



General aviation has a lot more in common with other ATC users than we do differences. Every segment of aviation agrees that we must implement an efficient air transportation system with sufficient capacity to meet all future demand for air travel.

GAMA issues this challenge to the entire aviation community. Let's meet now to decide on a fair and equitable way to raise revenue for the FAA's long and short term needs. Then next year, when Congress considers the FAA's authorizing legislation, we can all go to Congress with a single message: "Over the next 20 years, we need to develop and implement a totally new, advanced air transportation system. The public demands it. Our nation's economy could lose billions of dollars annually if we fail to act. Here's how we have all agreed to fund it."

GAMA hopes every segment of aviation will rise to this challenge.

CONCLUSION

The best single-word description of general aviation's results for 2004 is "fantastic". Shipments of every type of general aviation airplane increased. General aviation's sustained R&D has resulted in multiple new airplanes, upgrades and other advanced equipment starting production every year. And the safety, efficiency and advanced capabilities of general aviation products are very attractive to emerging markets around the world.

The general aviation industry has made remarkable progress since 1994 when Congress passed the General Aviation Revitalization Act. By limiting frivolous lawsuits, GARA removed the biggest impediment to our industry's growth. But without significant investments by manufacturers and suppliers to expand facilities and introduce new and upgraded products, GA's recovery after GARA might have gone nowhere.

Instead, we have many reasons to believe that GA will continue to grow in the future.

2005 Agenda

Increase the GA Margin of Safety

Continuing to reduce the world-wide number of general aviation airplane accidents – no matter the cause – is GAMA's highest priority. To understand what factors contributed to or caused an accident, a thorough and timely on-site investigation led by the National Transportation Safety Board (NTSB) (or equivalent in other countries) is essential. Through its Safety Affairs Committee, GAMA will work with the NTSB and the Federal Aviation Administration (FAA) to thoroughly investigate all GA accidents, identify adverse trends, develop and implement appropriate interventions, and disseminate safety information.

Legislation

GAMA's top legislative priority in 2005 will be to oppose new aviation user fees and any increases in aviation fuel taxes that represent more than GA's "fair share". Imposing new aviation user fees would curtail the GA industry's current rebound and could actually decrease the amount of revenue collected.

The FAA budget is in crisis. Without adequate funding, the FAA may be forced to reduce the number of services for new product certification, curtail shorter-term capacity enhancements to the air transportation system, and stop research and development of the Next Generation Air Transportation System. To adequately fund the FAA in times of large federal budget deficits, GAMA will advocate for appropriate funding of the FAA budget as well as the National Aeronautics and Space Administration's (NASA) aeronautics research budget, while seeking to ensure that the general fund makes an appropriate contribution to the FAA budget.

Improve Certification Process

Through its Technical Policy Committee, GAMA will constantly work to improve and refine the safety standards and processes used to certify aviation products. GAMA will work to ensure the development and implementation of appropriate new delegation systems that leverage FAA resources and enhance the efficiency and safety of certification processes. In coordination with FAA, EASA, and other aviation authorities, GAMA will promote the uniform acceptance of certification safety standards and processes throughout the world.

Expand Air Transportation Capacity

Without significant expansion of the North American and European air transportation systems, the demand for air travel will far exceed capacity by the year 2025. To ensure that these economies are not adversely impacted, their air transportation systems must have sufficient capacity to meet projected demand. In addition, we must develop common standards for airborne equipment that will allow seamless operation between national systems. Through its Flight Operations Committee, GAMA will assist the FAA in planning, implementing and gaining support for enhancements in both the short term (Operational Evolution Plan) and the long-term (Next Generation Air Transportation System). GAMA will also assist the European Union in developing its future air transportation system, ensuring that it adequately considers GA needs and that it requires the same aircraft equipage as the U.S. system. GAMA will ensure all these plans are updated to reflect advances in GA technology, including advances in new aircraft, engine, and avionics designs.

Enhance GA Security

Although general aviation security has been significantly enhanced since the attacks of September 11, 2001, trying to eliminate all security risks is impossible and could cause significant damage to the U.S. economy. Instead, GAMA will focus on mitigating the risk from threats identified by intelligence and security experts, while keeping GA's security risks in perspective with other modes of transportation. Through its Security Issues Committee, GAMA will continue working closely with intelligence experts, federal agencies, and aviation stakeholders to implement meaningful, cost-effective security enhancements.

Preserve and Expand GA Access to Airports and Airspace

General aviation should not be denied access to airports and airspace. For more than three years, GA operations have been banned at Washington's Reagan National Airport, and severely restricted in airspace surrounding Washington. A few airports have used myriad non-security justifications to impose bans on GA operations, often without following the processes required by the FAA. If such bans and restrictions become commonplace, the effectiveness of the GA air transportation system in the U.S. could be diminished. GAMA's Flight Operations Policy Committee will work with federal and state government officials, as well as other aviation stakeholders, to ensure GA makes its full contribution to the U.S. air transportation system, and to enhance facilities and air traffic procedures at general aviation airports, including those located in other countries.

□ Facilitate Aviation Research

Governments have historically played an important role in advancing high-risk, pre-competitive aviation research. GAMA will work to increase government support for such research related to GA needs, and ensure that it remains pre-competitive and is coordinated between governments to avoid duplication. GAMA will encourage and facilitate increased research to overcome technology roadblocks that keep products out of the general aviation market. In the U.S., GAMA will work with NASA and the FAA and in Europe, GAMA will work with the appropriate European Union agencies.

Foster International Markets

Through its International Affairs Committee, GAMA will protect the ability of its members to market products around the globe and develop access to growing international markets. GAMA will continue working with domestic and foreign aviation, environmental, and trade agencies to foster a regulatory climate conducive to the manufacture, sale, and operation of general aviation airplanes worldwide.

Advocate Benefits of GA

General aviation is a vital component of the air transportation system and makes a significant contribution to the economy. Yet many people do not understand how their lives are enhanced by GA, regardless of whether or not they ever fly in a GA airplane. Through its Communications Committee, GAMA will educate policy makers, opinion leaders, and the general public about the contribution general aviation makes to the economy and to the air transportation system.

Legal Issues

Unneeded regulations and frivolous lawsuits stymie business growth, increase administrative costs, reduce funds available for new product research, cause aerospace job losses, hinder economic growth, and make U.S. companies less competitive in international markets. Through its Product Liability and Legal Issues Committee, GAMA will work to eliminate or reduce the impact of legal issues that threaten the health of the GA industry.

GAMA Member Companies

Aircraft Technical Publishers

101 South Hill Drive Brisbane, CA 94005-1251 (415) 330-9500

Airtechnics, Inc. 3851 North Webb Road Wichita, KS 67226 (800) 544-4070 www.airtechnics.com

Argo-Tech Corporation 23555 Euclid Avenue Cleveland, OH 44117 (216) 692-6000 www.argo-tech.com

Avidyne Corporation 55 Old Bedford Road Lincoln, MA 01773 (781) 402-7400

B/E Aerospace, Inc. 9100 NW 105th Circle Miami, FL 33178 (305) 459-7000 www.beaerospace.com

Boeing Business Jets P.O. Box 3707, M/S 1E-77 Seattle, WA 98124-2207 (206) 655-9800

Bombardier Aerospace 400 Côte-Vertu Road West Dorval, Québec CANADA H4S 1Y9 (514) 855-5000 www.aerospace.bombardier.com

CAE SimuFlite Box 619119 DFW Airport, TX 75261 (972) 456-8000

Century Flight Systems, Inc. Municipal Airport P.O. Box 610 Mineral Wells, TX 76068 (940) 325-2517 www.centuryflight.com

Cessna Aircraft Company P.O. Box 7706 Wichita, KS 67277-7706 (316) 517-6000

Cirrus Design Corporation 4515 Taylor Circle Duluth, MN 55811 (218) 727-2737 www.cirrusdesign.com

Crane Aerospace & Electronics

16700 13th Avenue West Lynnwood, WA 98046-9727 (425) 743-8321

Dassault Falcon Jet Corporation Teterboro Airport, Box 2000 South Hackensack, NJ 07606 (201) 440-6700

DeCrane Aircraft Holdings, Inc.

2361 Rosecrans Avenue, Suite 180 El Segundo, CA 90245 (310) 725-9123 www.decraneaircraft.com

Diamond Aircraft Industries 1560 Crumlin Sideroad London, Ontario CANADA N5V 152 (519) 457-4000 www.diamondair.com

Dukes Inc. 9060 Winnetka Avenue Northridge, CA 91324 (818) 998-9811 www.dukesinc.com

EADS Socata North Perry Airport 7501 South Airport Road Pembroke Pines, FL 33023 (954) 893-1400

Embraer Aircraft Holding Inc. 276 S.W. 34th Street Fort Lauderdale, FL 33315 (954) 359-3700 www.embraer.com

FlightSafety International, Inc. Marine Air Terminal LaGuardia Airport Flushing, NY 11371-1061 (718) 565-4100 www.flightsafety.com

Garmin International Inc. 1200 East 151st Street Olathe, KS 66062 (913) 397-8200

Goodrich Corporation Four Coliseum Centre 2730 West Tyvola Road Charlotte, NC 28217-4578 (704) 423-7000 www.goodrich.com

Gulfstream Aerospace Corporation P.O. Box 2206 Savannah, GA 31402-2206 (912) 965-3000 www.gulfstream.com

Hamilton Sundstrand Corporation One Hamilton Road Windsor Locks, CT 06096-1010 (860) 654-6000

Hartzell Propeller Inc. One Propeller Place Piqua, OH 45356-2656 (937) 778-4200

Honeywell Aerospace Electronic Systems P.O. Box 21111 Phoenix, AZ 85036 (602) 231-1000 www.honeywell.com

Honeywell Engines P.O. Box 21111 Phoenix, AZ 85036 (602) 231-1000

Jeppesen

55 Inverness Drive East Englewood, CO 80112-5498 (303) 799-9090

Kelly Aerospace, Inc. 1400 East South Boulevard Montgomery, AL 36116 (334) 286-8551 www.kellyaerospace.com

L-3 Communications Avionics Systems 5353 52nd Street Grand Rapids, MI 49512 (616) 949-6600

Lycoming Engines 652 Oliver Street Williamsport, PA 17701 (570) 323-6181 www.lycoming.textron.com

Meggitt/S-TEC One S-TEC Way Municipal Airport Mineral Wells, TX 76067 (940) 325-9406

Mooney Aerospace Group, Ltd. Louis Schreiner Field Kerrville, TX 78028 (830) 896-6000

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