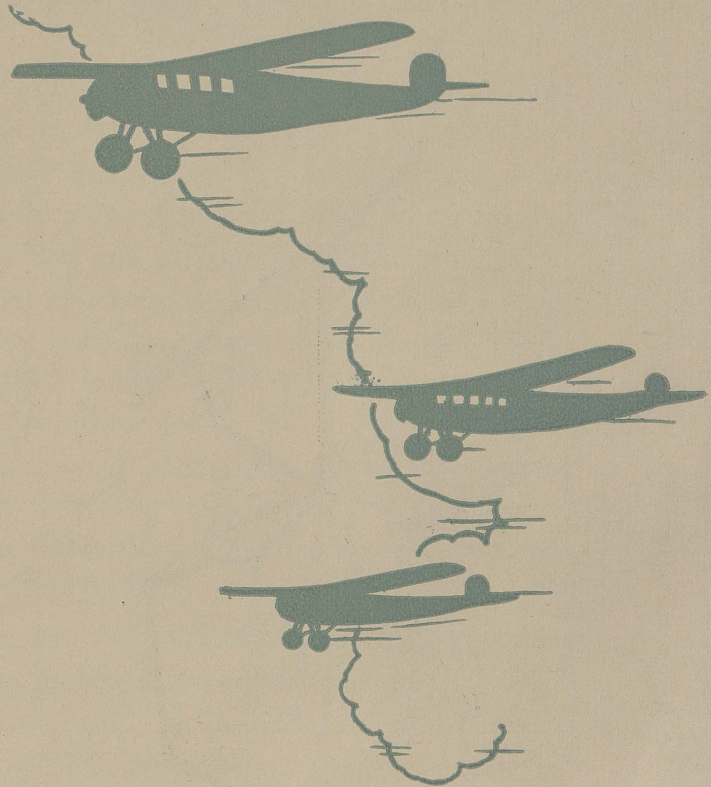


THE AVIATION CORPORATION

THE AVIATION CORPORATION



We have reached a point in this country where large scale, long distance air transportation is established on a firm footing. The trans-continental roads of the air have been or are being created.

Aviation is a great boon to mankind—a mighty river on whose swift and steady current prosperity and comfort are carried into new and exalted realms.

—Extracts from address before the Utica Institute of Bankers, April 18, 1929, by Hon. F. Trubee Davison, Assistant Secretary of War.

- CCA CANADIAN COLONIAL AIRWAYS, INC.
- CWA COLONIAL WESTERN AIRWAYS, INC.
- CAT COLONIAL AIR TRANSPORT, INC.
- ER EMBRY RIDDLE COMPANY
- UNIV UNIVERSAL SYSTEM
- SAT SOUTHERN AIR TRANSPORT, INC.
- NWA NORTHWEST AIRWAYS, INC.
- ACA AVIATION CORP. OF THE AMERICAS



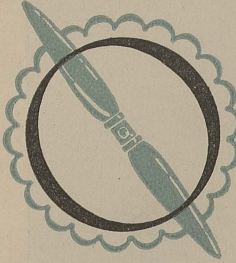
Scale in Miles
 0 50 100 200 300

- GULF OF MEXICO
- Air Mail, Passenger and Express Service
 - Air Mail and Passenger Service
 - Air Mail Service
 - Passenger and Express Service
 - Passenger Service
 - Air Mail and Passenger Lines of affiliated companies

To Havana, Cuba
 To Porto Rico and
 Panama Canal Zone

The Aviation Corporation

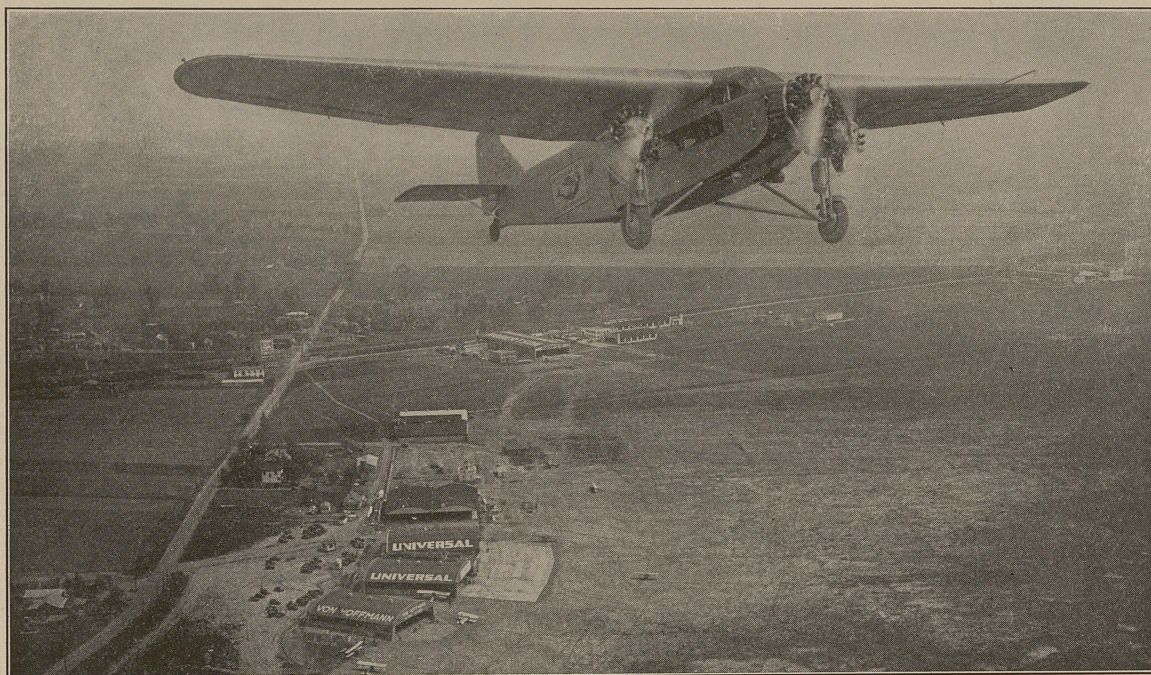
Its Purpose and Organization



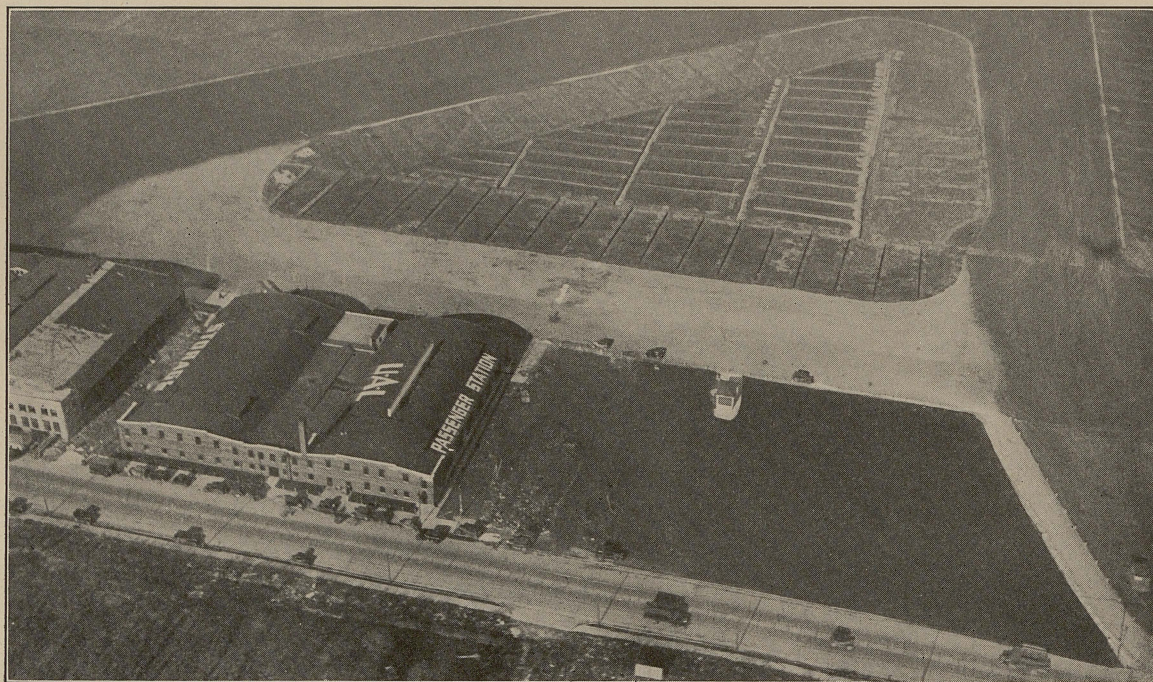
ORGANIZATION of The Aviation Corporation early in March brought to fruition plans for the formation of a large aviation holding company which had been under discussion for many months. It was believed that the industry stood in urgent need of a company to coordinate and integrate the activities of various independent enterprises through centralization of controlling ownership. To accomplish this purpose, the holding company was to have not only large financial resources but also a technical staff which would guide the subsidiary companies in their operations and in the far-sighted and efficient use of their capital. This technical staff would also be able to carry on, in most cases through subsidiary companies formed for the purpose, development and experimental work which would be beyond the means or the scope of any single operating company.

The Aviation Corporation was incorporated March 1, 1929, under the laws of Delaware with an authorized capitalization of 10,000,000 shares of Common Stock of no par value. As a result of the public offering of 2,000,000 of these shares the Corporation received \$35,000,000 in cash.

Although at the time of the organization of The Aviation Corporation, a number of negotiations for substantial interests in several large established companies were already under way and several other projects in progress, no acquisitions had actually been effected. Since the organization of the Corporation rapid progress has been made in materializing its plans. The various properties which have been, or are intended to be acquired, together form a transportation system of great strategic importance, with manufacturing and other operations giving the whole an integrated character. Among the projects already announced have been the following.



Tri-motored passenger plane leaving Universal Air Lines terminal at Lambert-St. Louis Field.



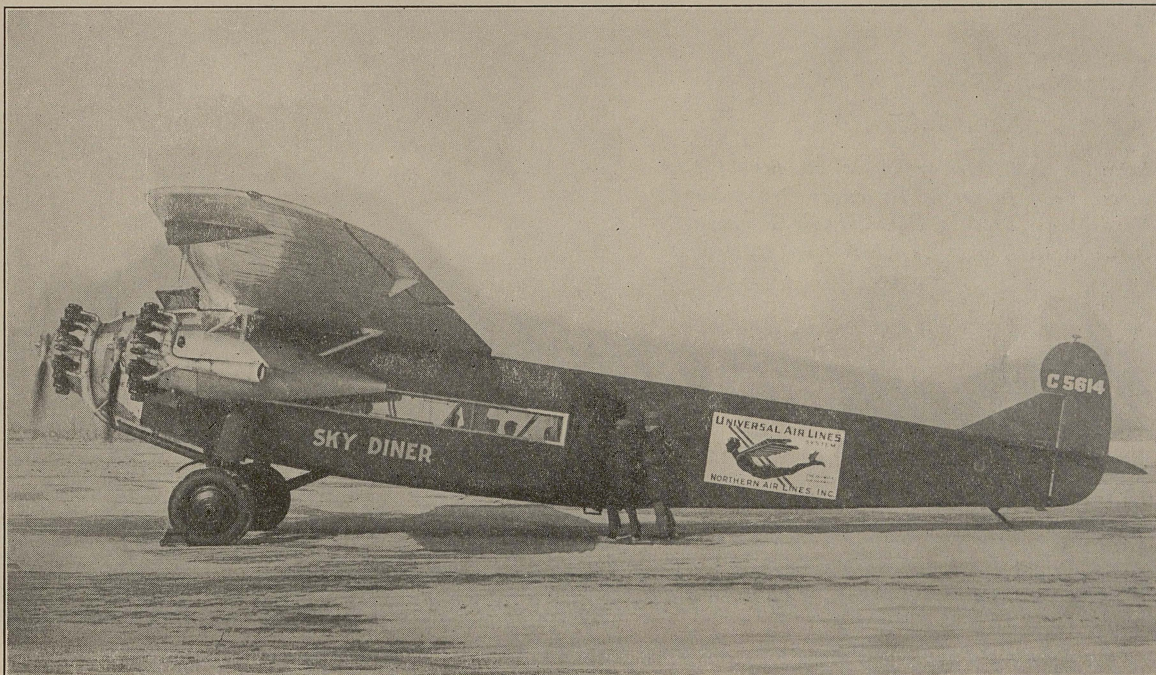
Universal Air Lines Terminal at Chicago Municipal Airport.



Universal Aviation Corporation

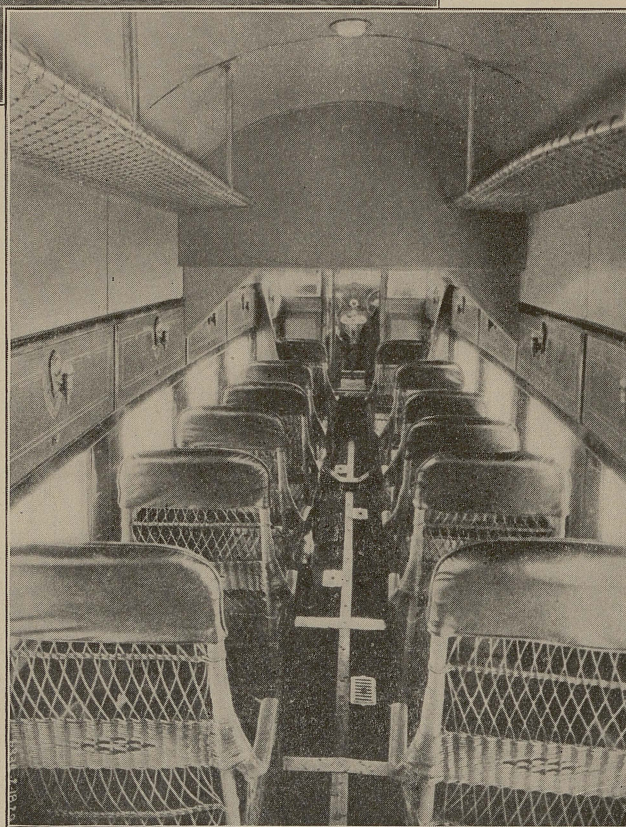
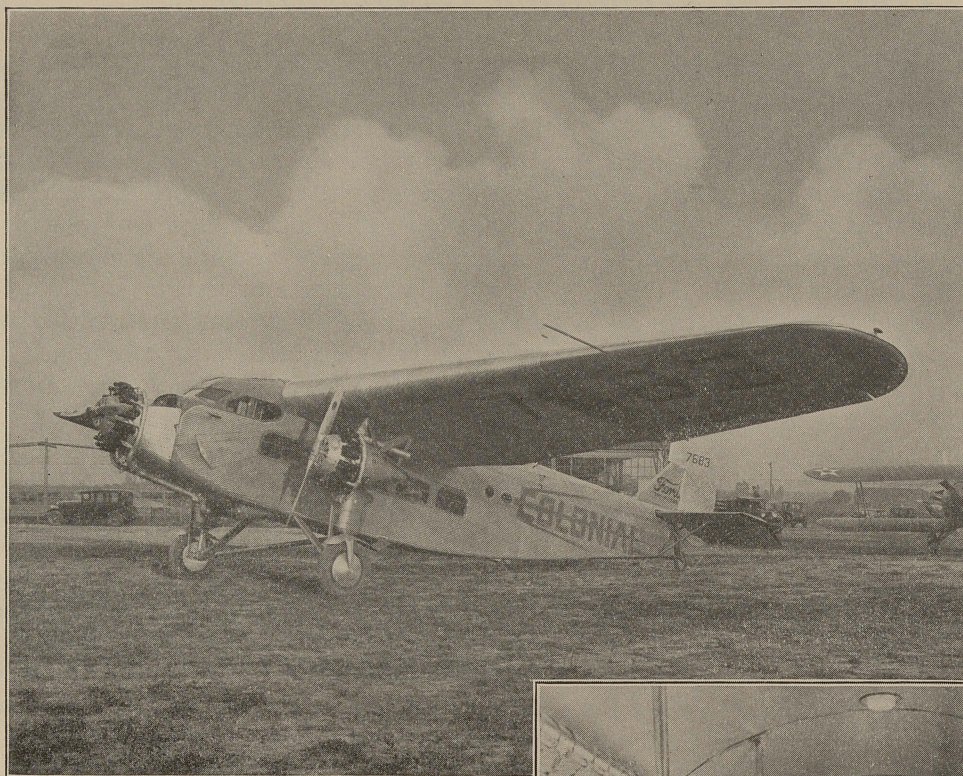
The Aviation Corporation has offered to acquire by May 20, 1929, through an exchange of stock on a share for share basis, at least 51% of the outstanding capital stock of Universal Aviation Corporation. The number of shares of Universal stock which has already been deposited, with the shares owned by several large stockholders who have agreed to deposit, is in excess of 90% of the amount required to make the exchange effective. After May 20, with the deposit of the requisite number of shares, the right of Universal stockholders to exchange their stock for shares of The Aviation Corporation will expire. Universal Aviation Corporation, through its subsidiaries (including Robertson Aircraft Corporation of St. Louis, Continental Air Lines, Inc., Braniff Air Lines, Inc., and Northern Air Lines, Inc.), operates the air mail services between St. Louis and Chicago, St. Louis and Omaha via Kansas City, and Cleveland and Louisville via Columbus and Cincinnati. It also provides passenger and express transport services between Chicago and St. Louis, and Chicago and Cleveland, and passenger service between Tulsa and Oklahoma City, Tulsa and Seminole, Okla-

homa City and Wichita Falls, Wichita Falls and San Angelo, and Wichita Falls, Fort Worth and Dallas. The service between Cleveland and Chicago forms an air rail system conducted in cooperation with the New York Central Railroad Company. The subsidiaries own the passenger terminals, hangars and repair shops, and distribute airplanes and accessories including Wright and Pratt & Whitney motor parts through sales agencies, in St. Louis, Chicago, Minneapolis and several other centers. Schools are operated, or about to be opened, in Kansas City, St. Louis, Minneapolis, Oklahoma City, Louisville, Rochester, Minn., and Marion, Illinois. The Corporation also owns 50,000 shares or approximately 10% of the stock of Fokker Aircraft Corporation of America, and a 22½% interest in the Northwest Airways, Inc., which operates mail and passenger lines from Chicago to the Twin Cities through Rochester, from Chicago to Milwaukee, La Crosse and the Twin Cities, and from Milwaukee to Green Bay. The Universal System has expanded rapidly, and at the present time several new transport lines and schools are being actively planned.



Tri-motored "Sky Diner" passenger plane, recently inaugurated in Universal's Chicago-St. Louis service.



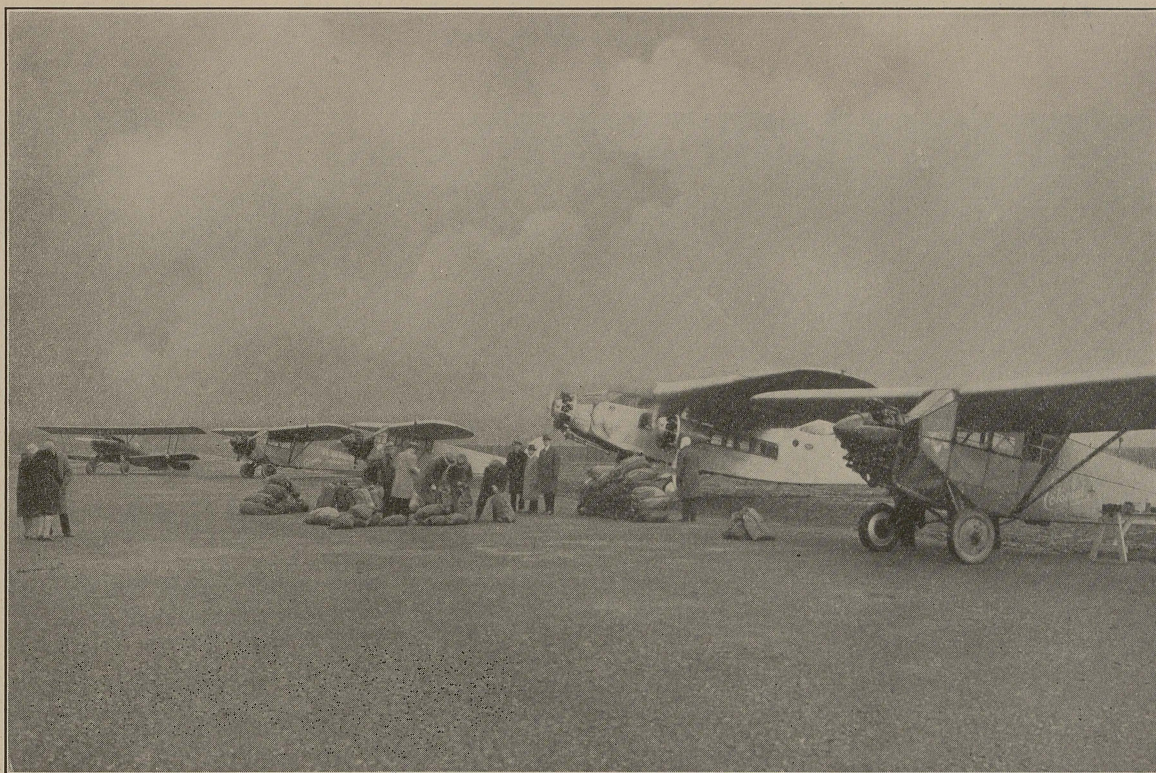


Exterior and interior views of one of the three new fourteen passenger tri-motored Ford planes used by Colonial Air Transport, Inc., in its New York-Boston passenger service.

Colonial Airways Corporation

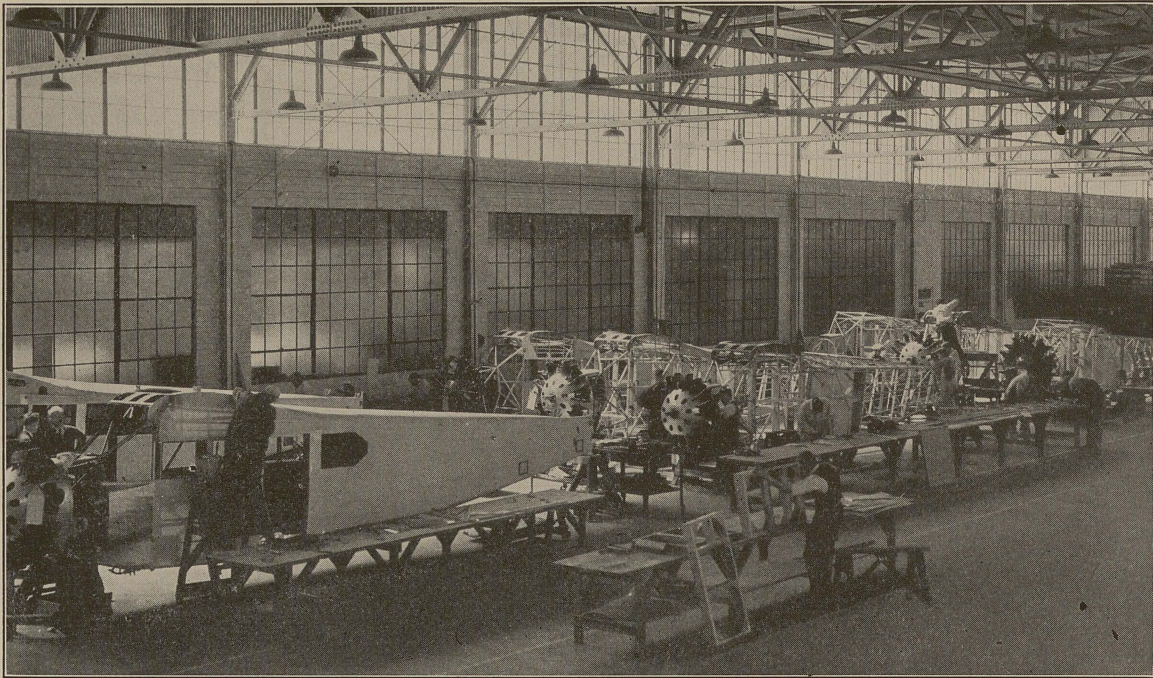
Arrangements looking to the acquisition of controlling interest in the Colonial Airways Corporation, which is to control the present Colonial companies as subsidiaries, have also been made by The Aviation Corporation. These companies operate lines covering a total of 967 miles, embracing mail and passenger services between New York and Boston, New York and Montreal and Albany and Cleveland via Schenectady, Utica, Syracuse, Rochester and Buffalo. The New York-Boston passenger service was initiated during the middle of April. Two trips are made in each direction every day, planes leaving both Boston and New York early in the morning and late in the afternoon. New fourteen passenger tri-motored

planes of high power and cruising speed enable the trip to be made in one hour and forty minutes. This group is one of the foremost aircraft operators in the country, holding the first Federal contracts for both domestic and international air mail transport. These companies also own valuable airport privileges and franchises at a number of strategically located points along their routes. Final consummation of the transaction is contingent upon The Aviation Corporation's acquiring not less than 51% of the outstanding stock of Colonial Airways Corporation, which in turn is to control all three Colonial operating companies.

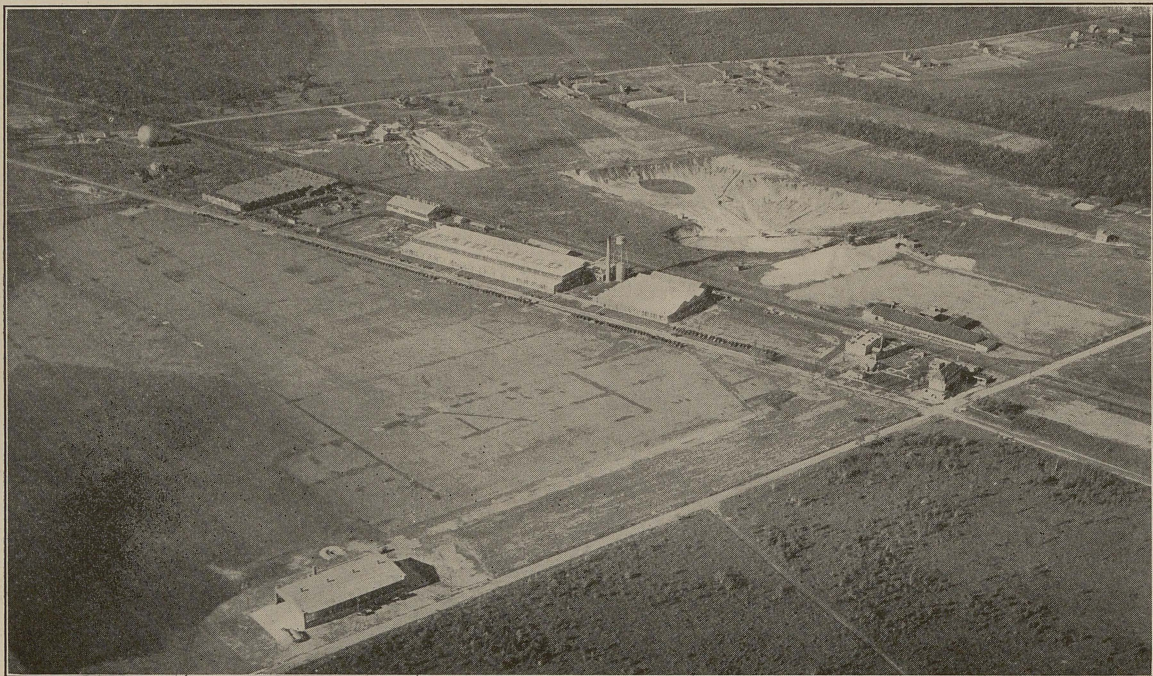


Loading the world's third largest air mail shipment (188,000 pieces weighing 5,000 pounds) into planes of the Colonial System—November 24, 1928.

COLONIAL



Interior view at Fairchild plant, showing assembly line of Fairchild 71's in various stages of construction and assembly.



Aerial photograph of the Fairchild development at Farmingdale, L. I., showing airplane and engine factories, power plant, hangar, railroad siding and flying field. This development is considered one of the most modern aircraft establishments in the industry.

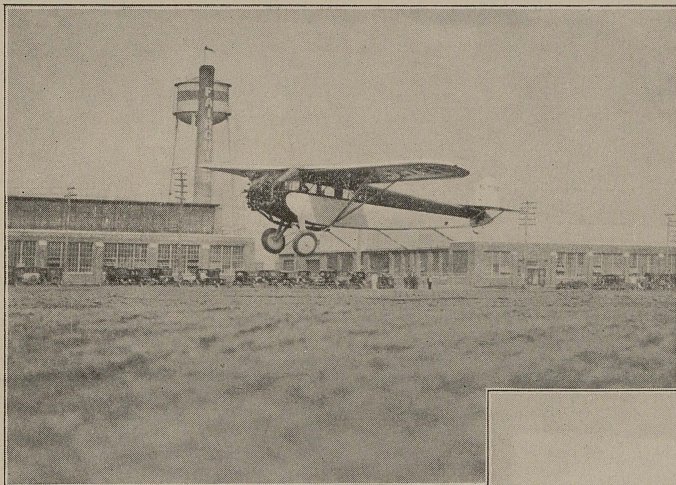


Fairchild Aviation Corporation

The Corporation has arranged to acquire a majority stock interest in Fairchild Aviation Corporation through an exchange of stock, the plan having received the unanimous approval of the Fairchild stockholders at a meeting on April 26. The Fairchild Corporation controls and operates a group of subsidiary companies engaged in the manufacture of planes, aerial cameras, seaplane pontoons, and engines—Fairchild Airplane Manufacturing Corporation, Fairchild Engine Corporation, Fairchild Aerial Camera Corporation, Fairchild Aerial Surveys, Inc., Fairchild Aviation, Limited, and Faircam Realty Corporation. Fairchild planes are known in all parts of the world, having been used in many foreign countries, in the Arctic, Antarctic and Tropics. Its subsidiary, Fairchild Aerial Sur-

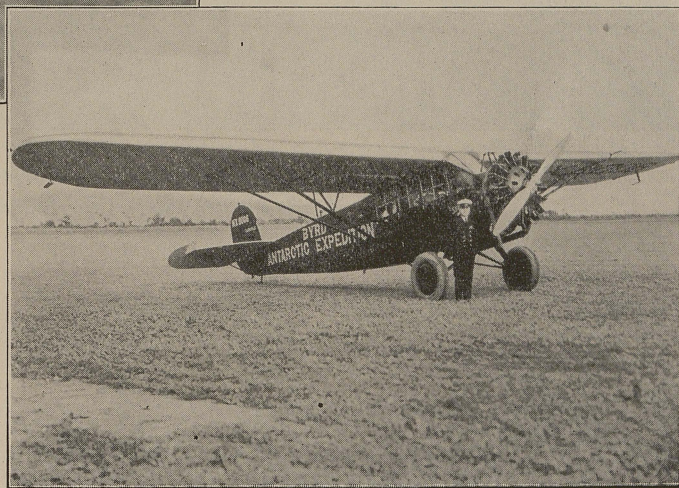
veys, Inc., occupies a leading position in aerial mapping, photography and surveying service. The factories and flying field are located at Farmingdale, L. I., the plant being considered one of the most modern in the industry. The Fairchild Aviation Corporation recently acquired a controlling interest in the Kreider-Reisner Aircraft Company of Hagerstown, Maryland, manufacturers of a line of open cockpit aircraft.

A Canadian subsidiary for the manufacture of Fairchild aircraft in Canada is being formed at the present time. Fairchild planes have been used more extensively in Canada than those of any other maker, and it is expected that the new Canadian plant will soon become one of the parent company's most important subsidiaries.



Landing a Fairchild plane at the Farmingdale field.

Fairchild plane, "Stars and Stripes", now being used by Commander Byrd. For use in the Antarctic the wheels and tail skid were replaced with skis, numerous other Fairchild planes having heretofore been so equipped for service in Canada.



Embry-Riddle Aviation Corporation

The Corporation has obtained a majority interest in the Embry-Riddle Aviation Corporation, which is in turn to own all or at least a majority of the common stock of Embry-Riddle Company. This company operates air mail service between Cincinnati, Indianapolis and Chicago and conducts a flying school and other activities at Lunken Air-

port, Cincinnati, for whose use it has made advantageous arrangements. With its new capital the company plans to extend its activities greatly, particularly in the operation of schools and the acquisition of airport privileges in cities in Ohio and neighboring states.



Photo by Chas. W. Jett.

*Finish of the Los Angeles-Cincinnati Air Races, September 23, 1928, at Lunken Airport,
Cincinnati terminal of the Embry-Riddle line.*



Roosevelt Field

The Aviation Corporation has purchased a substantial interest in Roosevelt Field, Inc., which owns the famous Roosevelt and Curtiss flying fields on Long Island. These fields comprise an area of approximately 487 acres and have been appraised at \$2,550,000. It is proposed to build

additional hangars of modern steel construction, repair shops and school buildings, and to operate cross-country and taxi services, sight-seeing tours, and sales agencies for a number of airplane products.



Corner of Roosevelt Field No. 2. Roosevelt Field No. 1, adjoining this field in the background, was the starting or landing point of many of the historic trans-Atlantic and transcontinental flights during the past two years.



Southern Air Transport, Inc.

A controlling interest in Southern Air Transport, Inc. has recently been acquired by The Aviation Corporation. This company, the most important in the South, will presently be operating through its subsidiaries and controlled companies a system comprising over 1,687 miles of air mail lines serving the states of Texas, Louisiana, Mississippi, Alabama and Georgia. The Company operates through the subsidiaries mentioned below.

Texas Air Transport, Inc. operates the air mail routes from Dallas via Fort Worth, Waco and Houston to Galveston and from Dallas via Fort Worth, Waco, Austin and San Antonio to Brownsville.

Gulf Air Lines, Inc., through its wholly owned subsidiary, St. Tammany Gulf Coast Airways, Inc., operates air mail routes from Atlanta through Birmingham and Mobile to New Orleans; from New Orleans through Beaumont to Houston; and from Houston to Brownsville, where connection is made with the Aviation Cor-

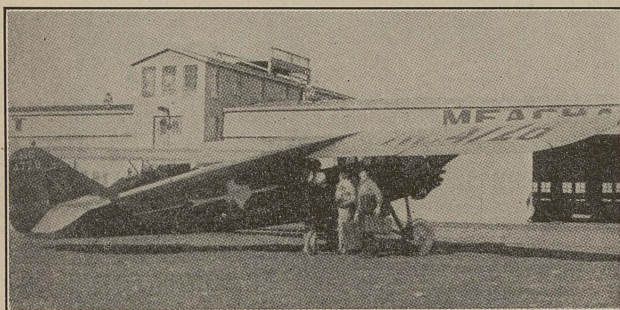
poration of the Americas' line to Mexico City. The Company also holds a mail contract to fly the air mail route from Houston to San Antonio. Passenger transport service is operated on many of these lines.

T. A. T. Flying Service, Inc. carries on various flying operations and acts as distributor and sales agent for aircraft.

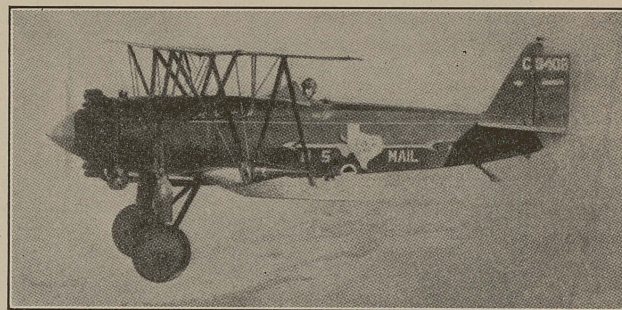
T. A. T. Flying School, Inc., together with Southern's other subsidiaries, operates a total of 6 flying schools.

The Dixie Motor Coach Corporation operates, without competition, 870 miles of motor coach lines in the states of Texas and Oklahoma, serving 116 communities including several of the largest Texas cities.

Texas Aeromotive Service, Inc. is sales agent and distributor in the state of Texas for aircraft motor parts and accessories and operates the most complete aircraft maintenance service in the Southwest.



Arrival at Fort Worth of a passenger plane of the Southern Air Transport system.



"Flying the Mail" on the lines of a Southern Air Transport, Inc. subsidiary.

A Vast Air Transport System

Upon consummation of the Universal and Colonial acquisitions, The Aviation Corporation will conduct, through the Universal, Colonial, Southern Air Transport, and Embry-Riddle subsidiaries and sub-subsidiaries, air mail and/or air transportation lines extending from Montreal, Boston and New York in the East, as far South as the Mexican border and as far West as El Paso, Omaha, and Minneapolis.

The Colonial lines, with their important Eastern terminals, connect with the Universal system at Cleveland. The Embry-Riddle route touches Universal lines at Chicago and Cincinnati, whereas the Universal and Southern Air Transport operations adjoin to the south. Each of the individual lines should benefit greatly from its association in this far-flung system through interchange of traffic, arranging through schedules, and cooperating in other ways.

Other Interests

The Corporation has also acquired substantial interests in two others of the important air mail and passenger transport systems of the country, Aviation Corporation of the Americas, and Western Air Express. Aviation Corporation of the Americas, through its subsidiaries, operates perhaps the most extensive single air transport system in the world. Its lines extend Southward from Miami, Florida, and Brownsville, Texas, through Mexico, Cuba and Central America to Porto Rico and the Panama Canal Zone. Other operations are carried on in South America, which are planned to be incorporated into a vast system on that continent.

The Western Air Express air mail route from Los Angeles to Salt Lake City, a distance of 664 miles, carries the third heaviest mail traffic of the country's air routes. It also carries passengers and express on this and several other routes, including that from Los Angeles to San Francisco.

The Aviation Corporation has arranged to acquire an important interest in the proposed Bendix Aviation Corporation, which is being formed to acquire the assets and business of or controlling stock interest in the present Bendix Corporation and subsidiaries, including Bendix Brake Company; the Eclipse Machine Company and its subsidiaries; Delco Aviation Corporation (formed

recently to acquire the aircraft appliance business of Delco-Remy Corporation, a General Motors subsidiary); Stromberg Carburetor Company of America, Inc., including its subsidiaries; Scintilla Magneto Corporation; and other companies in the general aviation accessory field. General Motors Corporation, Wright Aeronautical Corporation, Curtiss Aeroplane and Motor Company, The Aviation Corporation, and United Aircraft & Transport Corporation will be represented on the board of directors. It is understood that General Motors Corporation will acquire a substantial minority interest in the new company in consideration of the payment of \$15,000,000 in cash, all the assets or all the capital stock of Delco Aviation Corporation, and the granting of licenses for aviation purposes under its aviation patents and inventions, together with other valuable licenses.

The Aviation Corporation also has an option on the rights to manufacture in this country the famous German Rohrbach flying boats and the Armstrong Siddeley line of aviation engines which have won a high reputation in England.

The Corporation is also understood to be actively negotiating a number of other projects which have not as yet been announced but which will further strengthen its position in the industry.

Officers

The officers of The Aviation Corporation include the following:

W. A. HARRIMAN, *Chairman of the Board of Directors.*

GRAHAM B. GROSVENOR, *President.*

ROBERT LEHMAN, *Chairman of the Executive Committee.*

GEORGE R. HANN, *Vice-Chairman of the Board of Directors
and Vice-Chairman of the Executive Committee.*

THURMAN H. BANE, *Vice-President.*

ALEXANDER H. BEARD, *Secretary and Assistant-Treasurer.*

A. P. BARRETT, *Vice-President.*

BRICE P. DISQUE, *Vice-President.*

SHERMAN M. FAIRCHILD, *Vice-President.*

LOUIS H. PIPER, *Vice-President.*

ALEXANDER O. CUSHNY, *Treasurer.*

FREDERICK KING, *Assistant-Treasurer.*

The technical staff is rapidly being completed. A number of experts in the various fields have already been added to the organization or re-

tained in a consulting capacity. The staff is headed by Col. Thurman H. Bane and Col. V. E. Clark.

Board of Directors

Coincident with these activities there have been added to the imposing directorate of The Aviation Corporation Amon G. Carter, Fort Worth, Thomas G. Cassady, Chicago, R. K. Mellon, Pittsburgh, Louis H. Piper, Minneapolis, Rufus R. Rand, Jr., Minneapolis, and Gates Williams,

FRANK ANDREWS, Andrews, Streetman, Logue & Mobley, Houston.

L. W. BALDWIN, *President*, Missouri Pacific Railroad Company.

HAROLD O. BARKER, Jesup & Lamont.

WILLIAM G. BECKERS, *Director*, Allied Chemical & Dye Corporation.

C. K. BOETTCHER, Boettcher & Co., Denver.

D. K. E. BRUCE, W. A. Harriman & Co., Inc.

MATTHEW C. BRUSH, *President*, American International Corporation.

ROGERS CALDWELL, Caldwell & Company, Nashville.

AMON G. CARTER, *Publisher*, Star Telegraph, Fort Worth.

THOMAS G. CASSADY, Chicago.

*FREDERIC G. COBURN, Sanderson & Porter, New York.

W. W. CROCKER, *Vice-President*, Crocker First National Bank of San Francisco.

JOHN W. CUTLER, Edward B. Smith & Co.

R. STANLEY DOLLAR, *Vice-President*, Dollar Steamship Line.

SHERMAN M. FAIRCHILD, *President*, Fairchild Aviation Corporation.

EDWARD P. FARLEY, *Chairman of the Executive Committee*, American Hawaiian Steamship Company.

JOHN M. FRANKLIN, *Vice-President*, Roosevelt Steamship Company, Inc.

JOHN C. GRIER, JR., *President*, Guardian Detroit Company.

*GRAHAM B. GROSVENOR, *President*, The Aviation Corporation.

STANLEY J. HALLE, Halle & Stieglitz.

JOHN W. HANES, Chas. D. Barney & Co.

*GEORGE R. HANN, *President*, Pittsburgh Aviation Industries Corporation.

*W. A. HARRIMAN, *Chairman of the Board*, The Aviation Corporation. *Chairman of the Board of Directors*, W. A. Harriman & Co., Inc.

GEORGE M. HOLLEY, *President*, Holley Carburetor Company, Detroit.

A. L. HUMPHREY, *President*, The Westinghouse Air Brake Company.

JAMES M. HUTTON, JR., W. E. Hutton & Company, Cincinnati.

W. F. KENNY, *President*, Wm. F. Kenny Co., New York.

JOHN L. LANCASTER, *President*, The Texas and Pacific Railway Company.

ROBERT LAW, Barnsdall Corporation.

*ROBERT LEHMAN, *Chairman, Executive Committee*, The Aviation Corporation. Lehman Brothers.

*WILLIAM DEWEY LOUCKS, Loucks, Griffin, Connet & Cullen, New York.

ALAN J. LOWREY, *Vice-President and Manager*, Crocker First Company, San Francisco.

St. Louis, and it is contemplated that in connection with the Colonial acquisition General John F. O'Ryan, Cecil P. Stewart, John W. Trumbull and James W. Wadsworth, Jr., will also be added to The Aviation Corporation board, which now includes the following:

C. TOWNSEND LUDINGTON, *President*, Ludington Philadelphia Flying Service, Incorporated.

PAUL M. MAZUR, Lehman Brothers.

R. K. MELLON, Pittsburgh.

GEORGE MIXTER, *Vice-President*, Division of Aeronautics, Stone & Webster, Incorporated.

HARRY S. NEW, Formerly Postmaster-General of the United States.

MAURICE NEWTON, Hallgarten & Co.

EDWARD J. NOBLE, New York.

ROLAND PALMEDO, Lehman Brothers.

CHARLES M. PARKER, *Executive Committee*, American Radiator Company.

MAJOR GENERAL MASON M. PATRICK, (*Retired*), Former Chief of Air Service, U. S. A.

HARRY C. PIPER, *Vice-President*, Lane, Piper & Jaffray, Inc., Minneapolis.

*LOUIS H. PIPER, *President*, Universal Aviation Corporation, Minneapolis.

JOSEPH W. POWELL, Engineer and Shipbuilder, Boston.

FREDERICK S. PRATT, *Vice-President*, Stone & Webster, Incorporated.

SAMUEL F. PRYOR, *Chairman, Executive Committee*, Remington Arms Co.

J. S. PYEATT, *President*, Denver & Rio Grande Western Railroad Company.

GEORGE M. PYNCHON, JR., Pynchon & Co.

RUFUS R. RAND, JR., Minneapolis.

EDWIN B. REESER, *President*, American Petroleum Institute.

JAMES A. RICHARDSON, *President*, Western Canada Airways, Limited. *Director*, Canadian Pacific Railway Company.

ALEXANDER B. ROYCE, Chadbourne, Stanchfield & Levy, New York.

WILLIAM B. SCARBOROUGH, Hitt, Farwell & Co.

C. B. SEGER, *Chairman, Finance Committee*, Union Pacific Railroad Company.

JOHN D. SIDDELEY, C.B.E., *Chairman*, Armstrong Siddeley Development Company, Limited, Coventry, Eng.

LLOYD W. SMITH, *President*, The Union National Bank, Pittsburgh.

SIDNEY W. SOUERS, *Executive Vice-President*, Canal Bank and Trust Company, New Orleans.

EUGENE W. STETSON, *Vice-President*, Guaranty Trust Company of New York.

*G. H. WALKER, *President*, W. A. Harriman & Co., Inc.

GATES WILLIAMS, Francis Bro. & Co., St. Louis.

*HARVEY L. WILLIAMS, *President*, Air Investors, Incorporated.

ROBERT W. WOODRUFF, *President*, The Coca-Cola Co.

* Executive Committee.

AVIATION is today an established method of transportation. The future, even the near future, will make it still more general. The city that is without the foresight to build the ports for the new traffic may soon be left behind in the race of competition. Chalcedon was called the city of the blind because its founders rejected the nobler site of Byzantium lying at their feet. The need for vision of the future in the governance of cities has not lessened with the years. The dweller within the gates, even more than the stranger from afar, will pay the price of blindness.

—Extract from decision of Court of Appeals, State of New York, in re: Utica Municipal Airport Bond Issue.

THE PROSPERITY and political success of our nation is in no small measure due to its highly developed systems of transportation and communication. The transportation system which exceeds all others in speed and flexibility is bound to play an important part in the future of this nation. Whatever also may be said about aircraft, certainly it provides the swiftest and most elastic means of transportation that ever has been, or probably ever will be, developed.

We are still in the initial stage of its application to the needs of industry and commerce, as well as its service to the general well being of mankind.

—Extract from address before the Illuminating Engineers of Chicago, Oct. 14, 1927, by Hon. Wm. P. McCracken, Assistant-Secretary of Commerce for Aeronautics.

