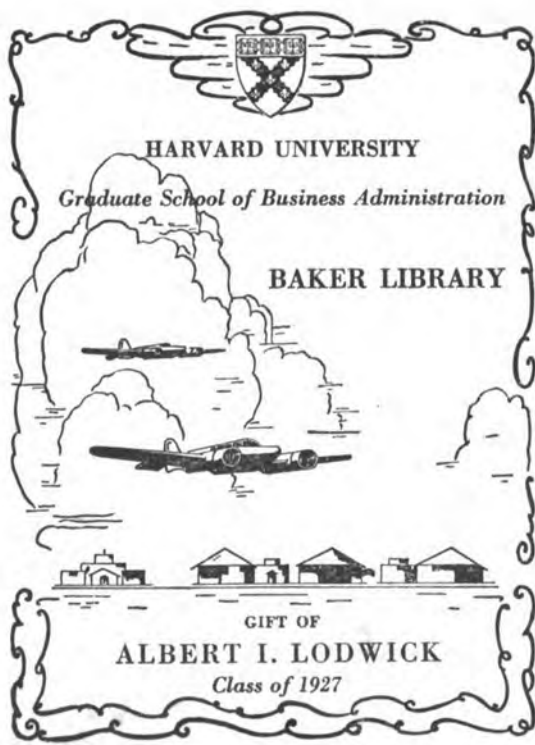


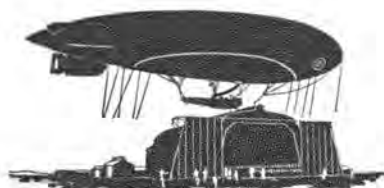
Air transportation

Aircraft Syndicate,
Inc

*Harvard Business School
Library*



AIR TRANSPORTATION



AIRCRAFT SYNDICATE INC.
24 EAST 42ND STREET
NEW YORK

W-1
A-1

MAY 15 1971

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by
AIRCRAFT SYNDICATE, INC., NEW YORK

The statements contained herein, while not guaranteed, are based upon
information, data and statistics which we believe accurate and reliable.

Page Four

General

THAT difficulties are no greater than the knowledge necessary to overcome them has been demonstrated so often in this age of scientific development that the people of today should not be surprised at any new achievement.

We live in a Generation in which the mechanical arts and science have been more rapidly advanced than in all of the former ages. Almost within our short span of life we have witnessed the perfection of the telephone, telegraph, x-ray, motion picture, phonograph, railroads, steamships, automobiles, wireless, submarines, airplanes and the master creation, the "Airship." Yet every new invention coming to our attention finds certain skeptics ready to depreciate and ridicule it. These people usually mistake their own mental limitations for defects in the thing criticized.

Many men in every age through ignorance have been ready to criticize that which is new. Education, therefore, must proceed all revolutionary inventions where custom, habit and tradition are to be overcome.

When Robert Fulton constructed the "Clermont," the first passenger-carrying steamship, he issued invitations to many prominent people in the State and City of New York to be his guest on the maiden voyage up the Hudson River from Cortland Street to Albany. After vainly holding the Clermont four hours over its scheduled departure time on the appointed day, he was forced to set out on this history-

THE BRIDGING OF THE ATLANTIC



THE N. C. 4

The United States Navy Flying Boat under command of Lieut. Commander Albert C. Read, which made the first flight across the Atlantic Ocean going from Newfoundland to the Azores in 15 hours and 18 minutes.



THE VICKERS-VIMY AEROPLANE

Which made the first non-stop transatlantic flight. Approximately 1960 miles in 16 hours and 12 minutes, or an average speed of nearly 120 miles per hour. Capt. James Alcock, pilot, and Lieut. Arthur Whittin Brown, navigator.

HEAVIER-THAN-AIR TYPES OF AIRCRAFT

ile America Lags

Airships 800 Feet Long Planned For Regular Trans-Atlantic Line

Long-Distance Craft c. Future May Be a Plane, but Experts at London Conference Predict Lighter-Than-Air Type of Machine Finally Will Prevail

THE NEW YORK HERALD, SUNDAY, NOVEMBER 7, 1920

Into Vast Programme of Aerial Defence

Annihilate Whole Armies and Protected--Gigantic Planes Simple to Assure Safety M. Stoppage

11,000,000 Marks Raised In Bremen for Aerodrome
BREMEN, Oct. 12.—(A. P.)—Eleven million marks have been subscribed for the establishment of an aerodrome in Bremen.

AIR SERVICE

COMMERCIALLY PROFITABLE IN GERMAN AERIAL TRANSPORTATION
By RALPH H. ELLSON

SAYS ALL EUROPE LIES IN AIRCRAFT

Nations Are Working Secretly for London--Great Britain Leads, Says Engineer

GOVERNMENT AIDS MAKERS

Air Ministry Provides Data--Exports Reach \$1,000,000, Imports \$2,000,000 by Airplane

All Europe is working secretly to develop craft with which to dominate the air, according to C. L. Kewenow, American engineer associated with the leading airplane company, who recently travelled from a tour of inspection to several plants in England, France and Germany. He believes that the nations are working to the end of attaining that America can no longer dominate the air, and that the nations are working to the end of attaining that America can no longer dominate the air.

"British manufacturers are increasing their production of airplanes," Kewenow said. "The Air Ministry has sent in London orders and technical reports with drawings indicating the development of airplane industry, but not in Great Britain has throughout the world. There is no fact concerning aviation that the British Air Ministry does not know and give at the disposal of British subjects."

It was interesting to learn that \$100,000 worth of freight has been transported by airplane out of the United Kingdom this year. This freight was carried in cargo planes to France, Belgium, Spain and Russia.

The plane shipping, from the United Kingdom, to France, Belgium, Spain and Russia, carried \$100,000 worth of freight.

The last year 325 airplanes have arrived from the continent and 1,000 airplanes and freight to Great Britain. The British alone, 9 Belgium and 1,000 from the continent.

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MANY COMMERCIAL AIR LINES IN EUROPE

Aviation, Now a Recognized Factor in the Transportation of the Continent, Competes With Land and Sea Routes

By Forbes W. Fairbairn, Editor of the Aviation, Now a Recognized Factor in the Transportation of the Continent, Competes With Land and Sea Routes

GERMANY WANTS TO BUILD GIANT AIRSHIPS FOR AMERICAN TRADE

GRAUDENZ, Poland, Oct. 7.—Germany, through the Zeppelin Airship company has requested permission of the international commission on air control in Germany to construct two giant airships for use in international trade between the United States and Germany. According to advice received here in official circles the request was last month refused.

Negotiations with the commission indicated an effort to obtain complete prohibition of airship navigation for Germany to retain a monopoly, and airship methods for use in international and interstate traffic. Lists of all air stations were prepared by the German officials. There are said to be approximately 400 public and private stations of which the Germans have retained some 20 per cent. German airship authorities are convinced of the future importance of airships and are making every effort to save as much as possible of the German airship industry. Some members of the international air commission have issued a few statements for the use of international airships. Commercial airship interests in France and Great Britain, Spain and Russia, are anxious to delay for several years the recovery of the giant airship industry in Germany.

ZEPPELIN'S ANXIOUS TO SEND SHIPS HERE

Company Hopes That Peace Will Be Followed by Adoption of Round-the-World Plan

Company Hopes That Peace Will Be Followed by Adoption of Round-the-World Plan

WICEST SHIP SOON READY

WICEST SHIP SOON READY

WICEST SHIP SOON READY

WICEST SHIP SOON READY

Advertiser Boston, Oct. 12, 1920
London - Egypt Air Line Foreseen
London, Oct. 12.—I read that the British government is planning to build an air line from London to Egypt. This is a very important project, and it is very interesting to hear that the British government is planning to build an air line from London to Egypt.

NEW YORK HERALD, OCT. 12, 1920
Atlantic Air Service Planned by Americans
NEW YORK, Oct. 12.—The American Air Service is planning to build an air line from New York to Europe. This is a very important project, and it is very interesting to hear that the American Air Service is planning to build an air line from New York to Europe.

These clippings are reproduced from prominent American newspapers, and appeared within about one month's time. We have additional clippings in our files sufficient to make up dozens of these pages.

making trip to prevent the twelve people who had come on board from joining the rest of the skeptics on shore. When the railroads first ran, a few people familiar with the stage coach and similar forms of transportation predicted that the railroads would ruin everything, even human life, and they believed it; and when the railroads first proposed to run twenty miles an hour, some eminent doctors and scientists said that human life could not exist while travelling through the atmosphere at any such speed. The makers of wooden ships called the idea of iron ships insanity, and so it has been throughout the ages. When Prof. Langley's airplane fell into the Potomac through a defect in the launching device, the world laughed and the Congress of the United States withdrew further financial assistance for fear of public ridicule, yet this same airplane with its original engine successfully flew seven years later even though 300 pounds additional weight had been added to prevent a reoccurrence of its initial mishap.

Aeronautics

FROM our earliest childhood, we all recall the fascinating balloon ascension together with its attendant parachute jump, which invariably accompanied county fairs and amusement enterprises. To those who are familiar with this spectacle, it seems almost unbelievable that the principle of the balloon has not been known from time immemorial. Yet strange as it may seem, the balloon was discovered only about a century ago. When the first human



THE BRIDGING OF THE ATLANTIC



THE R-34 BRITISH DIRIGIBLE

Which successfully trans-navigated the Atlantic from Scotland to the United States against adverse weather conditions in 108 hours, then after resting approximately four days in America, made the return trip in 75 hours. This was the first round trip ever made by any aircraft and reduces to a practical basis the matter of establishing airline traffic between the continents.

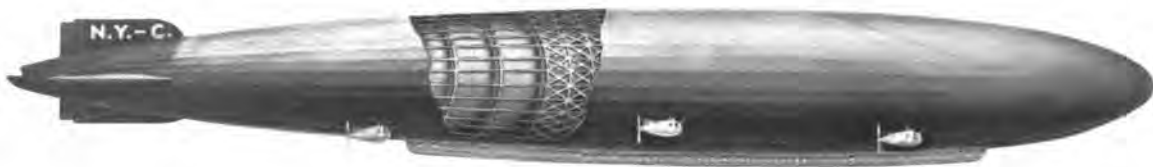
LIGHTER-THAN-AIR TYPE OF AIRCRAFT

ascension was made, scientists knew little of the condition of the upper atmosphere. Whether it would or would not support life at any considerable altitude was doubtful and consequently the aeronaut was only permitted to go up some eighty or ninety feet on the first ascension. As a result of these early experiments, aeronautical experts directed their attention toward improving the free or drifting balloon, and today as a result of this development and through the processes of evolution we have three general types of aircraft, the land or airplane, the flying boat and the airship. The first two of these are popularly called heavier-than-air craft, and the latter, lighter-than-air craft. It is an unusual coincidence that one each of these three types of aircraft should have crossed the great Atlantic, the AIRSHIP making the ROUND TRIP journey after resting four days in America.

The heavier-than-air type of craft is supported in the atmosphere by its wings much after the manner of a kite, the action of the propeller substituting the effect of the string of the kite and failure of this action necessitates descent.

The lighter-than-air type of craft floats in the atmosphere by reason of its own buoyancy, just as a steamship floats on the water.

The modern Airship in reality is a series of individual balloons, each one contained in a separate and distinct compartment within the aluminum structure of the huge airship itself. Its power is derived from a number of motors each operating from a separate source and each independent of the other.



PARTIAL SECTION OF MODERN AIRSHIP

Showing five of the twenty-five separate gas chambers, and a part of the rigid lattice-girder construction. Also three of the six separate engine rooms and power plants. Each of these gas chambers is equivalent to an individual balloon, and in the unlikely event of puncture or rupture is compensated by simply discharging ballast.

Commercial Aerial Activities

IT is only since the war that commercial aviation has come to the attention of the general public, and while today it is on a highly perfected basis it was substantially so in Germany prior to the war, but due to the strained diplomatic relations then prevailing in Europe, the Germans shrouded it with the utmost secrecy. In the years 1910 to 1914, the "Delag" Line in Germany commercially operated Zeppelin airships (of the type before referred to as lighter-than-air craft) in commercial passenger service, transporting 26,430 passengers and crew approximately 100,000 miles without a SINGLE INJURY OR FATALITY, a record which has perhaps never been equaled by any other system of transportation. There were four ships employed in this service, the Schwaben, Viktoria-Luise, Hansa and Sachsen. With the outbreak of the European war, the latter three were requisitioned by the German Navy and served as training ships for the personnel which was later to carry Zeppelin bombing raids into France and England.

Nearly everyone is surprised to know that aerial transportation lines are daily operating into and out of nearly every large city in Europe, flying on regular schedule. That last year the United States Aerial Mail Service delivered 100,000,000 letters or one for every person in the United States; that nearly 500,000 miles were flown in the Forest Fire Patrol Service, and that 1456 forest fires were detected; thereby saving millions of dollars in property and timber losses. From fragmentary reports coming to our





"DEWITT CLINTON"
First train in the State of New York, 1831



"CLERMONT"
First passenger-carrying steamship, 1807



"HAYNES"
The first American automobile, 1893

TRANSPORTATION PIONEERS

Page Twelve

notice (unfortunately we have no Governmental bureau for this purpose), it is estimated that approximately 300,000 people were transported 14,000,000 miles by aircraft in the United States in the past twenty months. 2200 machines were used in this service and 160,000 hours were spent in the air. *This does not include military aviation.*

In the first year of civil flying in England (according to report), and from England to the Continent, from May 1, 1919 to May 1, 1920, there were 38,954 flights, carrying over 70,000 passengers with but one fatal accident. The machines covered 734,200 miles and delivered a total of 116,498 pounds of freight, handling in addition more than \$1,000,000 worth of imports and exports.

Transportation

CIVILIZATION advances in direct proportion to the increase of transportation facilities as is clearly shown by the fact that America outstripped all other nations in agricultural, industrial and intellectual development after the advent of railroads and modern transportation methods. Commerce is relentless in its demand for progressive efficiency and constant improvement in transportation—"Necessity is the mother of invention"—consequently these exacting demands are anticipated and a new transportation system coming into existence will find a place in proportion to its ability to accomplish results.

America's commercial importance is due entirely to the development of her transportation systems. It

Record of Production

Dirigibles

TYPE	DESIGNATION
1 Navy experimental	DN-1
1 Navy training (Blimp)	CBA-1
1 Navy training (Blimp)	CBA-2

Observation Balloons

1 Army Kite (German Type)	CKA-1
1 Caquot Army Kite, Experimental	CKA-2
1 Caquot Army Kite, Experimental	CKA-3
1 Caquot Army Kite "M"	CKB-4
25 Caquot Army Kite "R"	CKC-15 to 39
1 British XX-1 one man type (dilatable)	A. S. 1,500-B
3 Italian Avorio-Prassone Kite	A 5753, 5754, 5755
1 Aerographical Research Silk Kite	AX-1
1 Aerographical Research Silk Kite	AX-2 (building)
10 Caquot Army Kite "R"	CKC-5 to 14

Spherical Balloons

1 35,000 cu. ft. Navy training	CSA-1
1 19,000 cu. ft. Navy training	CSB-2
1 2 ft. 6 in. exhibition	Model
1 56,000 cu. ft. (bag only)	Army
6 35,000 cu. ft. Army	CSA-9 to 14
10 12,000 cu. ft. Army	CSE-15 to 24
4 4,000 cu. ft. decorative	
12 35,000 cu. ft. Navy	A-5594 to 5605
1 80,000 cu. ft. Varnished Racing Army	AS 1601-S
2 Navy	CSA-4 and 5

Supply Balloons

3 5,000 cu. ft. Army	CCA-1 to 3
5 5,000 cu. ft. Army	CCA-4 to 8
50 5,000 cu. ft. Army	CCA-9 to 58
15 5,000 cu. ft. Army	CCA-59 to 73
2 Gas Bags	

Envelopes for Type "C" Dirigibles

(under construction)	
1 Army training	Navy "C"
3 Navy training	Navy "C"

Total: 166 Dirigibles, Balloons, Etc.

The Connecticut Aircraft Company, which has been taken over by THE AIRCRAFT CONSTRUCTION-TRANSPORTATION CORPORATION, enjoyed the unique distinction of never having had a rejection on any of their products. That this is an enviable record will be shown by this production sheet.

seems almost incomprehensible that the first railroad train in the State of New York was operated only ninety years ago, that the first passenger-carrying steamship made its maiden voyage about 100 years ago, that the first American automobile was built 27 years ago and that in these three means of transport approximately 40 billions, 11 billions and 2 billions of dollars respectively have been invested up to date.

Aerial transportation is today in about the same position to its future as these other means of transport were when shown in the illustration on page 12. But with all of the problems of aerial navigation solved, *thanks to an advanced and exact science*, and with the air as the only medium which reaches every city in the World, we can instantly see its infinitely greater possibilities.

The Dawn of a New Era

THE AERIAL CRUISER, THE "AURORA," IS 1,000 FEET LONG AND 107 FEET IN DIAMETER, CONTAINING 5,500,000 CU. FT. OF HYDROGEN, WITH A PASSENGER COMPLEMENT OF 300 AND PROVISION FOR 25,000 POUNDS OF MAIL AND EXPRESS MATTER. IT CAN LIFT 100 TONS INTO SPACE WITHOUT UTILIZING POWER AND WITH ALL OF ITS ENGINES OPERATING IT CAN TRAVEL AT A SPEED OF 80 MILES PER HOUR, OR IF IT WERE DESIRED IT COULD REMAIN IN THE AIR ONE MONTH OR COMPLETELY ENCIRCLE THE GLOBE WITHOUT STOPPING. AS A CONCRETE ILLUSTRATION OF ITS POSSIBILITIES ON A THOUSAND-MILE JOURNEY, THIS ONE AIRSHIP CAN ACCOMPLISH IN TWELVE HOURS





**THE CB-2 TAKEN AT THE U. S. NAVAL AIR STATION, CAPE MAY,
NEW JERSEY**

The CB-2 was manufactured by the Connecticut Aircraft Company, which has now been taken over by the Aircraft Construction-Transportation Corporation. There were sixteen airships of this type ordered at the outbreak of the war with Germany, and when they were completed, the CB-2 developed the highest speed of all 16 on its speed trials.



THE U. S. NAVY'S FIRST AIRSHIP DN-1

The DN-1 manufactured by the Connecticut Aircraft Company, now the Aircraft Construction-Transportation Corporation, on its maiden flight at the Government's Aeronautical Station, Pensacola, Florida. This flight was made in April, 1917, a few days after the United States declared war on Germany. The DN-1 stands today as the pioneer naval airship of America from which all later types have descended.

RESULTS WHICH WOULD REQUIRE TWENTY "FIVE-TON" AUTOMOBILE TRUCKS EIGHT AND ONE HALF DAYS OR A FREIGHT TRAIN OF SIX CARS (ACCORDING TO THE STATISTICAL PERFORMANCE OF AMERICAN RAILROADS) 37 DAYS. These revolutionary facts are causing the chief Nations of the World to vie for Supremacy of the Air, as the clippings shown on page 29, taken from leading publications within a period of about one month, will show.

The Company

THE AIRCRAFT CONSTRUCTION-TRANSPORTATION CORPORATION was organized under the laws of the State of Delaware and has taken over the CONNECTICUT AIRCRAFT COMPANY who have been manufacturing lighter-than-air craft for the past seven years and during that time have completed a total of over 166 airships, balloons, etc., *with the enviable record of never having had a single rejection.* They are practically the only company in America today manufacturing lighter-than-air craft, and have a perfected and efficient organization for this work. A personnel has been built up through years of painstaking effort and careful selection including transportation as well as manufacturing experts. This corporation is therefore the logical one to inaugurate transportation lines as it is only necessary to expand the present organization

A glance at the production sheet, page 14, reveals some very interesting airships and balloons, among them being the DN-1, which was the first airship built

How Each Dollar of Railway Revenue in 1919 Was Spent



Labor.....	54.06%
Fuel & locomotive supplies ..	11.11
Material & supplies.....	14.40
Loss & damages.....	2.02
Taxes.....	3.87
Rent of leased lines.....	2.59
Betterments.....	.56
Available for dividends, reserve & surplus.....	2.65
Interest.....	8.74
	100.00%

Figures from Scientific American Reference Book.

How Each Dollar of Airway Revenue in 1922 Will Be Spent



Labor.....	2.52%
Fuel.....	2.40
Hydrogen.....	.94
General Overhead.....	.58
Advertising.....	.26
Service.....	.86
Insurance.....	5.60
Depreciation.....	13.20
Available for surplus dividends reserve.....	73.64
Total.....	100.00%

From calculations based on known operation costs and on European statistics.

Out of every dollar received by the railway, 54c must go for the payment of labor alone, and over 10c for locomotive fuel. In the airway less than 5c is required for these same purposes. The other operation costs are about equal, but the difference between these two items alone adds about 60% to the amount available for dividends, surplus and reserve in the case of the airway.

for the United States Navy. The CB-2, one of a series of machines constructed by various manufacturers, whose performance during its trials is explained in the picture, page 16. The A-5598, United States Navy spherical or free balloon which recently made the sensational descent in the Canadian wilderness after a twenty-four hour flight of 820 miles from Mineola, New York, carrying Lieutenants Kloor, Hinton and Farrell.

The Reason for Airship Transportation

- First: Greater safety.**
- Second: Increased speed.**
- Third: Reduced labor costs.**
- Fourth: Minimized fuel costs.**
- Fifth: The air provides universal terminals.**

The following is an analysis of these five reasons in the order of their occurrence:

Safety

The airship up to date has a factor of safety of approximately 100%. That it is the safest means of rapid transportation is undisputed. Many thousands of passengers have been transported over great distances without a single injury or a single fatality to date.

Speed

Speed of the airship over long distance trebles and

quadruples that of any other known transportation system. A striking illustration of this is provided in the return trip across the Atlantic of the R-34, speeds of 84 miles per hour being attained at times.

Labor Costs

A comparison of the operation costs of the railway *vs.* the airway is portrayed in the diagram on page 20. This shows instantly the extremely low labor costs of aerial transportation. The difference is due to the fact that the airway requires no specially prepared road-bed with consequent maintenance of way. Where for instance the railroad employs 757 employees per 100 miles of line and replaces annually about 80,000,000 cross ties, the airway completely removes the necessity of these expenses.

Fuel Costs

Fuel costs are reduced to an absolute minimum through transportation by airship, because, the entire freight and passenger tonnage is lifted into space and supported there without an expenditure of power, and the only fuel required, therefore, is that necessary to overcome the resistance of the air to the airship's forward travel.

Universal Terminals

The air which nature has provided automatically supplies a natural roadbed which ignores the geography of continents.

Safety in Investing

THE safety of any investment can be foretold by a careful analysis of the four salient points enumerated below. They are fundamental to success and if they will stand the acid test of careful examination are indicative of exceptional profits.

First: Has development work been completed?

Second: Does a forecast show large earnings?

Third: Have merchandising mediums been perfected?

Fourth: Is the management competent and honest?

The four salient points just mentioned dove-tail into aerial transportation in a manner more remarkable than has ever been the case in any former basic enterprise.

Development or Experimental Work

This industry is extremely fortunate in being absolved from any comprehensive experimental or development costs whatsoever, as these have been carried almost entirely by the Governments of the World and the result of their experiences have practically eliminated experimental work on the part of the AIRCRAFT CONSTRUCTION TRANSPORTATION CORPORATION.

Forecast of Earnings

Many of the figures, from which the forecast of earnings shown on pages 24 and 25 are compiled, were secured from statistics available on the operation of

(Continued on Page 26)

FORECAST O of AIRCRAFT CONSTRUCTION-TR

New York and Chicago Airline

Airline Mileage	750 Miles
Duration of Trip	12 Hours
Passenger Rate	\$75 Per Person
Number of Trips	600 Per Annum
Number of Airships	3—100-Ton
Number of Hangars	2—New York & Chicago

Investment

3 Airships, 1000 feet long, 5,500,000 cu. ft. of Hydrogen at \$2,475,000 a piece.....	\$7,425,000
Hangars, repair shops, land buildings, etc., at New York and Chicago.....	4,325,000
Equipment, at landing fields and terminals.....	250,000
Total	\$12,000,000

Gross Earnings

600 trips per annum, 300 passengers per trip, total passengers carried 180,000 at \$75 per passenger.....	\$13,500,000	
Mail, parcel post and fast express.....	3,850,500	\$17,350,500

Operating Expenses

Crew for 3 airships and reserves.....	302,250	
Engineers, mechanics and laborers at Hangars and Terminals.....	130,500	
Fuel and oil.....	416,160	
Hydrogen.....	164,800	
General Overhead.....	100,000	
Advertising, printed matter, etc.....	50,000	
Food and Service.....	150,000	
Insurance.....	973,875	
Depreciation.....	2,313,750	4,601,335
NET EARNINGS		\$12,749,165

F EARNINGS

the

ANSPORTATION CORPORATION

The New York-Chicago Airline mileage is approximately 710 miles, though we estimate 750 miles to allow for weather conditions. The trip will require about 10 hours, but we specify 12 hours, allowing 2 hours to load and unload. The rate of \$75 per passenger is very low considering that the rate on the 20th Century Limited (requiring 20 hours) is about \$60.00, including sleeper and meals. The number of trips are given as 600 per annum. This requires only 300 trips for each airship in active service, which we consider 50 trips less than one ship should actually accomplish. One airship is always in reserve. The airships are specified as three 100-Ton, in other words, these airships have a gross lift of 100 tons or 200,000 pounds; fuel, oil, hydrogen, crew, etc., require about 50 tons, the other 50 tons are available for passengers, mail, express, etc. Hangars and landing terminals will be provided at New York and Chicago.

The investment in three airships, 1000 ft. long containing about 5,500,000 cu. ft. of hydrogen is shown at \$2,475,000 each; we believe from estimates already received on construction of these airships that they can be built for \$1,500,000 to \$1,750,000 each, so the estimate of three airships at \$7,425,000 is very high. The hangars and landing terminals with repair shops, land buildings, etc., have been specified at \$4,325,000. This is about twice what it should actually cost. Equipment at landing terminals we conservatively estimate at \$250,000.

The gross earnings of 600 trips for two airships with one ship in reserve, carrying 300 passengers per trip, is conservative. We believe from the experiences of other aerial transportation lines that our passenger list will be booked up to full capacity two or three weeks ahead of time. The mail, parcel post and fast express revenue of \$3,850,000 is based upon the latest contract price paid by the Post Office Department for Aerial Mail Service. We will have available space for mail, etc. on every trip of 25,000 pounds or more and the estimated earnings from this end of the business will be continuous.

The operating expenses of the three airships and landing terminals, of \$4,601,335 is very conservative. We have allowed \$973,875 for insurance; this is based upon a rate of 12½% on the airships themselves, and customary rates on the buildings, etc. However, we can well afford to carry this insurance ourselves on such a basis, should the amount be too great for some of the companies now in this field. The depreciation charge of \$2,313,750 is with a figured depreciation of 25% on airships and 10% on buildings, hangars, etc. The allowance of 25% depreciation on Airships is excessive, but is made to prevent an underestimate of operating expenses.

commercial European airship lines. A separate set of cost calculations have been carefully checked against these figures and the manner in which they paralleled each other is truly remarkable. That unusual conservatism has been observed will be readily comprehended after reading the descriptive paragraphs analyzing each item of the forecast.

A net earning of a little over 100% on the money invested makes an unusually attractive reason for investment consideration. The figures which go to make up these earnings have been conservatively estimated by several authorities and we are convinced they are considerably under, rather than over-estimated.

Merchandising Mediums

In the case of aerial transportation, the problem of merchandising in reality becomes one of education. The education of the public to patronize the system. In this again, we are extremely fortunate as all periodicals, newspapers, and current news mediums compete for information covering this activity. Aeronautics through its romance alone would live on forever, while today its commercial phases are furnishing interesting news items for millions of readers throughout the world.

Management

Mr. Samuel C. Morehouse, the founder of the Connecticut Aircraft Company and the President of the Aircraft Construction-Transportation Corporation is

nationally known in legal, aeronautical and transportation circles. He is the corporation counsel for many of America's largest enterprises. He is also one of the pioneer interurban traction organizers and executives in the United States, having been actively engaged in managerial capacities in these utilities for the past twenty years.

Mr. Morehouse has surrounded himself in the directorship of the Aircraft Construction-Transportation with a group of successful executives from various industries, nationally and internationally known. These gentlemen represent industries whose finances aggregate millions of dollars. They are financially and personally interested in the success of the enterprise and are directing their experience of many years toward its success.

The Aircraft Construction- Transportation Corporation

The Aircraft Construction-Transportation Corporation is organized under the laws of the State of Delaware for one million shares of no par value. No par value stock is fully paid and non-assessable, because of its no par value. No bonded indebtedness—no issue of preferred stock, one class of stock only, 20% of the stock was paid to the stockholders of the Connecticut Aircraft Company of New Haven, Conn., for its plants, equipments, plans, drawings, patterns, patents, good will, etc.

The Men

Officers

- S. C. MOREHOUSE, *President*,
THOMAS H. LINAHAN, *1st Vice-President*,
Ex-Gov. R. S. WOODRUFF, *2nd Vice-President*,
CHARLES E. GRAHAM, *3rd Vice-President*,
RALPH H. CLARK, *Treasurer*,
PAUL WEBB, *Secretary*.

Directors

- EX-GOV. R. S. WOODRUFF, New Haven, Conn.
Director of Mechanics Bank.
President of C. S. Mersick Co.
B. A. STANLEY, Little Falls, N. J.
President Little Falls Water Co.
Director Little Falls National Bank.
E. A. PIERCE, Bellows Falls, Vermont.
General Manager and Director of the Bellows Falls & Saxtons
River St. Railway Company.
J. B. KELLY, New Haven, Conn.
Real Estate.
WINTHROP G. BUSHNELL, New Haven, Conn.
Director of the Conn. Power Co.
CHARLES E. GRAHAM, New Haven, Conn.
Director of Peoples Bank & Tr. Co.
Senior Partner of James Graham & Co.
SAMUEL C. MOREHOUSE, New Haven, Conn.
ALLING, WEBB & MOREHOUSE, Attorneys, New Haven,
Conn.
Treasurer and Director of Bellows Falls & Saxtons River Street
Railway Co.
Treasurer and Director of the Little Falls Water Co.
Treasurer and Director of Cherryfield Lumber Company.
T. H. LINAHAN, New Haven, Conn.
Director National Casket Co., N. Y.
R. H. CLARK, New Haven, Conn.
Treasurer.
PAUL WEBB, New Haven, Conn.
Secretary.
EX-LT. GOV. DENNIS A. BLAKSLEE, New Haven, Conn.
Senior Member C. W. Blakslee & Son.

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