FlightSafety international

1990 ANNUAL REPORT

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FlightSafety International offers high technology training to operators of aircraft, ships, electrical utilities and steam generating and processing plants. Simulators are used that enable trainees to practice and perfect normal and emergency procedures under controlled conditions. The Company's clients include corporations, commercial airlines, ship operators, the military and other government agencies.

Five Year Financial Highlights

	1990	1989	1988	1987	1986
Revenue	$283,392,000	$231,297,000	$182,732,000	$135,934,000	$107,912,000
Operating Costs and Expenses (1)	131,294,000	100,268,000	79,041,000	52,572,000	42,818,000
Depreciation and Amortization (2)	30,937,000	26,548,000	23,099,000	14,979,000	18,722,000
Interest Expense (3)	1,376,000	790,000	2,239,000	396,000	
Income Taxes	44,064,000	38,084,000	28,339,000	26,174,000	16,876,000
Net Income (1) (2) (4)	84,732,000	65,607,000	50,014,000	41,813,000	29,496,000
Net Income per Share (4) (5)	$2.48	$1.93	$1.48	$1.24	$.88
Cash Dividends Declared per Share (5)	$.22	$.18	$.153	$.133	$.12
Total Assets	620,998,000	524,584,000	451,397,000	390,989,000	328,221,000
Long-term Debt	35,086,000	33,760,000	38,778,000	40,656,000	34,487,000
Shareholders' Equity	423,234,000	336,560,000	273,917,000	228,037,000	190,565,000
Purchase of Equipment and Facilities	78,932,000	70,666,000	38,,696,000	71,810,000	87,707,000
Working Capital	126,737,000	85,644,000	73,348,000	56,952,000	47,131,000

(1) A loss on sales of marketable securities of $5,885,000 was incurred in 1990.

(2) Effective January 1, 1987, depreciation estimates for simulators were changed, resulting in a decrease in depreciation expense of $11,217,000 and an increase in net income of $6,346,000 or 19 cents per share in 1987.

(3) Interest expense of $3,425,000 was capitalized in 1990 ($3,245,000 in 1989, $1,646,000 in 1988, $2,396,000 in 1987 and $1,874,000 in 1986).

(4) Effective January 1, 1990, the Company implemented Statement of Financial Accounting Standards No. 96—Accounting for Income Taxes, which increased net income and net income per share by $9,011,000 and 26 cents, respectively, in 1990.

(5) Adjusted to reflect the three-for-two stock split in August 1988.

Common Stock Price Range and Dividend Information

1990				1989			
Quarter	High	Low	Dividends Paid	Quarter	High	Low	Dividends Paid
First	50¾	41	$.05	First	32⅞	24⅛	$.04
Second	61¼	49½	.05	Second	37¼	31	.04
Third	65¼	43	.05	Third	44⅞	33½	.04
Fourth	48¾	35½	.06	Fourth	51	42¼	.05

FlightSafety International, Inc. common stock is listed on the New York Stock Exchange and is traded under the symbol FSI.

There were approximately 9,500 shareholders on January 14, 1991, including individual participants in security position listings. Dividends have been paid each quarter since the start of the cash dividend program in the third quarter of 1976.

The best safety device in any aircraft is a well-trained pilot.

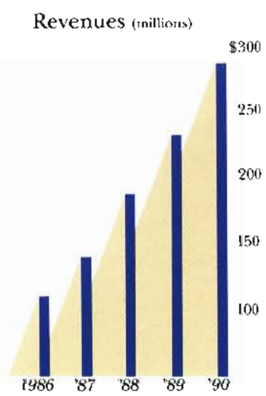
To Our Shareholders:

The Company achieved record earnings and revenues in 1990. Net income increased 29 per cent to $84.7 million, equal to $2.48 per share of common stock, from $65.6 million, or $1.93 per share, in 1989. Revenues for 1990 amounted to $283.4 million, a 23 per cent increase over 1989 revenues of $231.3 million. Depreciation and amortization for 1990 increased 17 per cent to $30.9 million from $26.5 million in 1989.

Effective January 1, 1990, the Company adopted Statement of Financial Accounting Standards No. 96—"Accounting for Income Taxes." Accordingly, the method of accounting for income taxes was changed to the method prescribed in SFAS No. 96. The 1990 first quarter and year net income was increased by $9 million, or 26 cents per share, resulting from the reduction in the deferred income tax liability recorded in prior years for the differences between book and tax return expenses and changes in tax rates.

Average shares outstanding in 1990 were 34,171,312 versus 33,991,293 for the previous year.

Working capital in 1990 increased 48 per cent to $126.7 million from $85.6 million in 1989. Shareholders' equity rose 26 per cent to $423.2 million from $336.6 million.



Capital expenditures of $78.9 million were made for new or enlarged buildings, the improvement of existing training facilities and the addition of advanced new simulators. This is consistent with the Company's capital investments over the past five years, which have totalled $348 million in enhanced training capabilities and capacity. The Company reinvests earnings to maximize future growth.

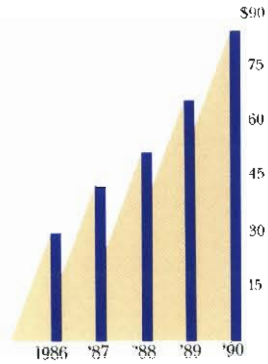
In 1991, the Company plans to spend approximately $50 million for new equipment and facilities, all of which is to be funded by cash generated from operations.

Twelve flight simulators were delivered in 1990 by the Simulation Systems Division for Company use. Four simulators were also sold and delivered to foreign airlines. In 1991, the Tulsa-based Division expects to deliver an additional 13 simulators to Company learning centers and another four to foreign customers. The sales of simulators provide independent recognition and demonstrate confidence in the quality and workmanship of our training equipment.

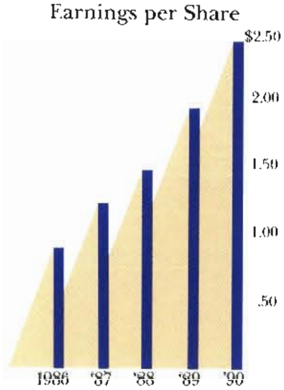
Major and regional airline training in 1990 accounted for approximately 20 per cent of operating revenues, government contract training approximately 20 per cent and business aviation about 50 per cent.

1990 earnings and revenues were impacted by world events. The traffic reductions and increased fuel costs imposed on the airlines by the Middle Eastern situation, along with an economic slowdown, affected the carriers' training requirements during the last half of 1990. At the same time this reduction occurred, there was a shortage of Federal Aviation Administration simulator certification personnel, delaying revenue from simulators which had been installed but not certificated and, therefore, not capable of generating revenues.

Net Income (millions)



Earnings per Share



The diversity of our aviation and marine training markets provides many opportunities. There is a large potential market for our services among business aircraft operators, government agencies, major and regional airlines and shipping companies. Now that the war is over, we are all hopeful that the business environment will improve. Our Company is well-positioned to take advantage of the future.

The Company's dedicated employees have provided the energy and talent to produce this year of records. We value most highly their enthusiasm and performance. They have inspired a high level of trust from our customers. Our gratitude also to the shareholders for their continuing support. As we celebrate our 40th anniversary this March, we are appreciative of the past and look forward to the future with optimism and confidence.

A. L. Ueltschi
President

A trainee prepares to land the new Boeing 767-300 ER simulator.

Inset shows a Boeing 767-300 ER (Extended Range) simulator at the Tulsa Simulation Systems Division awaiting delivery to the enlarged Seattle Airline Learning Center.

The Year in Review

A vigorous expansion program has paced the Company's growth in all areas of aviation training. New facilities have been added, existing training centers expanded and more advanced flight simulators delivered.

During the year the Simulation Systems Division delivered 12 flight simulators to meet Company training demands and sold four to overseas customers. This production rate continues into 1991 with particular emphasis on the Company's $200 million regional airline program, with eight of this year's expected 13 simulators earmarked for this market. A new learning center at the Atlanta Airport opened in 1991 to serve this growing segment of the air transport industry.

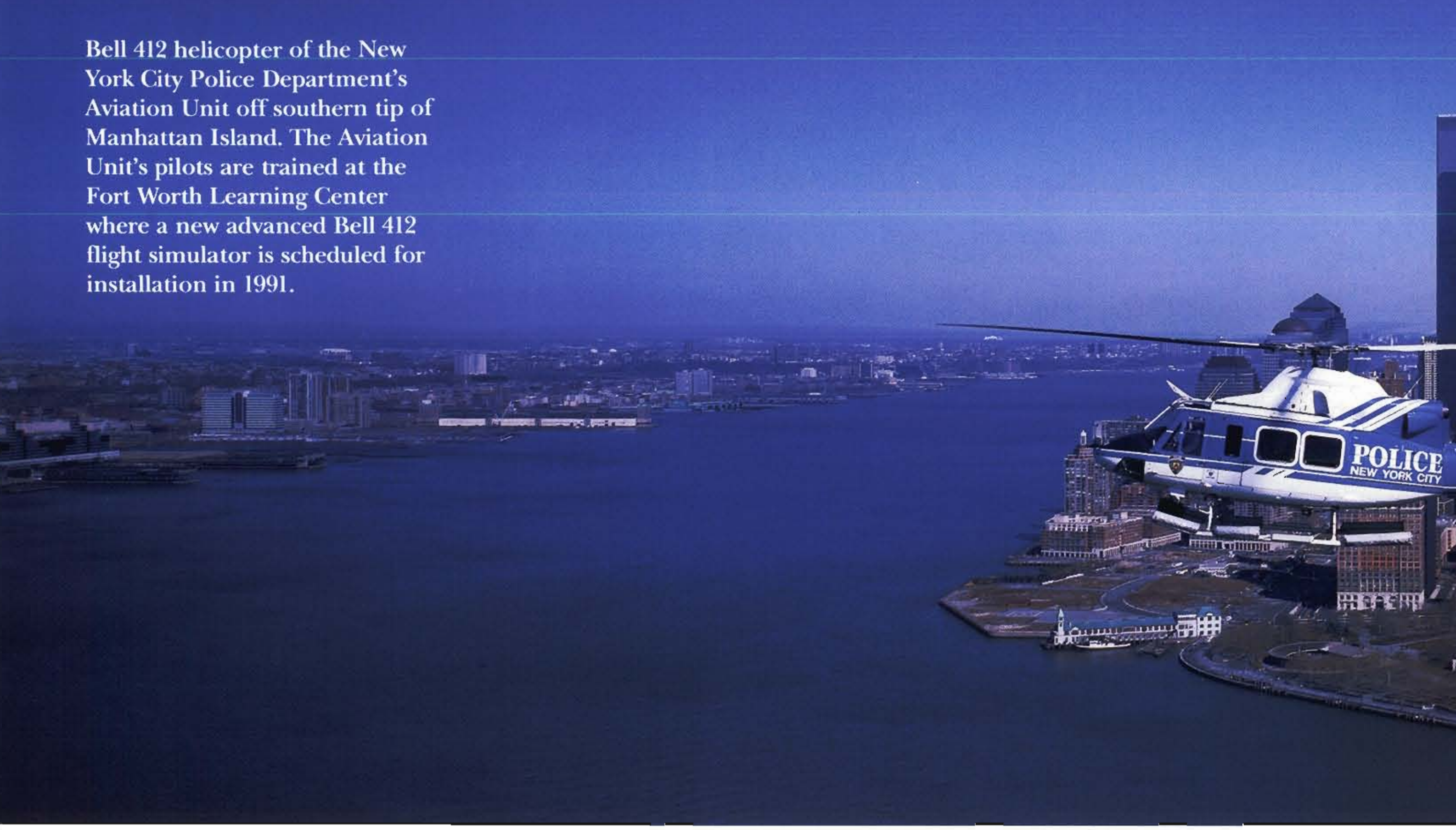
New Center for Philadelphia/Wilmington

The former Wilmington Learning Center has been relocated to a new two-story building enclosing 39,000 square feet of classrooms, simulator bays and training support services. The new center can accommodate nine simulators for training both business jets and airline customers. An Astra 1125, a BAe 800, an ATR 42/72 and a Dash 8 will be operational in 1991.

Expanded Beech Center

The Beech Learning Center in Wichita was expanded to 63,000 square feet to accommodate up to 10 simulators and additional training aids. The center now houses pilot training operations for Beech manufactured aircraft from the Bonanza to the Beechjet. Beech aircraft simulators have been relocated from the Wichita King Air and Houston Learning Centers to create an enhanced learning environment for our customers.

Gulfstream IV. The Gulfstream Learning Center, Savannah, Ga., has seven Gulfstream flight simulators including two for this aircraft.

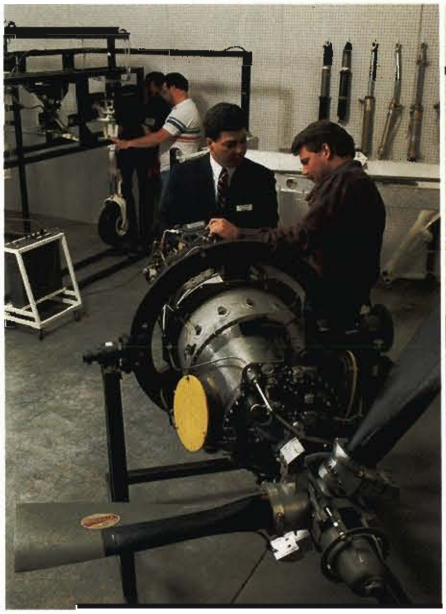


Bell 412 helicopter of the New York City Police Department's Aviation Unit off southern tip of Manhattan Island. The Aviation Unit's pilots are trained at the Fort Worth Learning Center where a new advanced Bell 412 flight simulator is scheduled for installation in 1991.

Maintenance Technician Training

A growing segment of the aviation training market is the preparation of technicians to meet their increasingly complex maintenance tasks. Additional expansion of the Company's services for aviation technicians occurred in 1990. A third center dedicated exclusively to Beech technician training was established in Wichita, where the former Beech King Air Learning Center was converted to this new role. Other factory authorized maintenance technician learning centers are dedicated to Cessna and Gulfstream aircraft. The

Training at the Cessna Maintenance Learning Center, Wichita, features "hands-on" instruction (left) and trouble-shooting classes (right).



Company also provides technician training for other business aircraft at most of its other learning centers.

Cockpit Resource Management

The importance of Cockpit Resource Management in crew member training has gained increasing recognition. Both the FAA and the aviation community believe that human factors have been a contributing cause in accidents and incidents.

The Company developed and designed Cockpit Resource Management courses to increase the safety and efficiency with which flight crews operate aircraft. Airlines and aircraft manufacturers' personnel have taken these courses and are very enthusiastic regarding their value. Company teams provide training at aviation seminars throughout the United States and Europe.

FlightSafety Academy

The Company's Vero Beach, Florida, Flight Academy has been developed into a unique training facility where only students planning a career in professional flying are enrolled. It supplies an environment where airline-sponsored "ab initio" and self-funded students are given the benefit of instruction devoted solely to their career goals. This disciplined, professional atmosphere has proved especially suitable for airline customers. It also enables individual students to achieve their career paths in professional flying.

The Company has transferred other student activity to the Dothan, Ala., Learning Center to maintain its full coverage of high quality fixed wing and helicopter training.

Training for the Military

Originally established as a U.S. Army flight training center, the Company's Dothan, Alabama, Learning Center has been expanded to more than 26,000 square feet to increase its capacity to serve military contracts, as well as provide for a new commercial flying school. The center's additional classrooms serve the increasing military traffic, primarily Army rotary wing pilots acquiring their fixed wing qualifications in turboprop U-21 (King Air) aircraft, and private pilots receiving single and twin-engine fixed wing and rotary wing training.

A new contract was received in 1990 from the U.S. Air Force for the acquisition and operation of a seventh Level "C" C-5A/B transport aircraft simulator. FlightSafety Services Corporation, a Company subsidiary, is currently operating six government-owned C-5A/B Weapon Systems Trainers at Air Force bases around the country and will install the additional simulator at Westover Air Force Base in Massachusetts. The advanced design of the new device will provide for the simulation of in-flight refueling maneuvers to crew members of the Air Force Reserve Military Airlift Wing and the New York National Guard at considerable savings in training costs.

FlightSafety Services Corporation was commended by Major General Vernon V. Kondra, Deputy Chief of Staff, Operations Headquarters, Military Airlift Command, Scott Air Force Base, Illinois, "for outstanding support of the C-5 Aircrew Training Systems throughout the year." There are three principal and three secondary sites for the delivery of C-5A/B training services.

The C-5A/B transport, the largest plane flown in the U.S., is the primary aircraft utilized in flying supplies to the Persian Gulf.

Ship Training

The Company's subsidiary, MarineSafety International, operates two centers: the Computer Aided Operations Research Facility (CAORF) at Kings Point, N.Y., and the Simulator Training Center at Newport, Rhode Island. Maritime

DEPUTY CHIEF OF STAFF, OPERATIONS
HEADQUARTERS MILITARY AIRLIFT COMMAND
SCOTT AIR FORCE BASE, ILLINOIS 62225-5001

5 November 1990

Mr A. L. Ueltschi, President
FlightSafety International
Marine Air Terminal
LaGuardia Airport
Flushing, New York 11371-1061

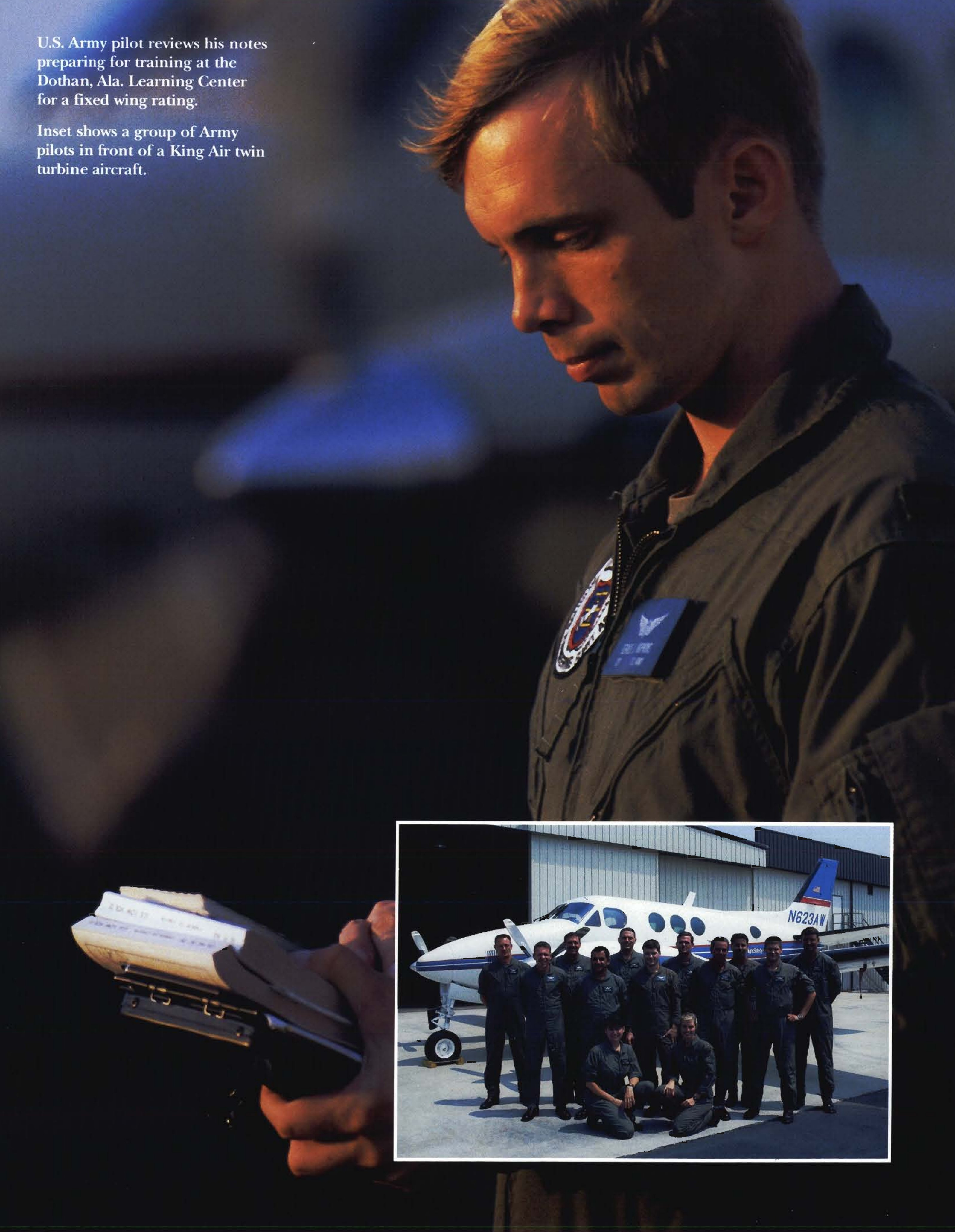
Dear Mr Ueltschi

Please extend my appreciation to FlightSafety Services Corporation (FSSC) and their C-5 aircrew training system (ATS) employees for the outstanding support of the C-5 ATS throughout the past year. Most noteworthy was the timely and professional restructuring of the formal school program necessitated by a 20 percent cut in flying hour funding. The C-5 program also immediately went to a 6-day workweek during the height of DESERT SHIELD to allow a quick return of qualified crew members to their units. In each situation, FSSC has answered the call and honored their commitment to the MAC mission.

Thanks for a job well done in preparing our C-5 crews to respond to the nation's airlift needs.

Sincerely

VERNON L. KONDRA
Major General, USAF



U.S. Army pilot reviews his notes preparing for training at the Dothan, Ala. Learning Center for a fixed wing rating.

Inset shows a group of Army pilots in front of a King Air twin turbine aircraft.

From left, ATR 42/72 and EMB 120 regional aircraft simulators at the Houston Learning Center.

Approaching Port Valdez from the bridge of a supertanker during a MarineSafety CAORF simulator training exercise for captains and mates operating in Alaska's Prince William Sound.

research and engineering, data base generation and instructional systems development are conducted at CAORF. MarineSafety continues to provide engine room training at the parent Company's headquarters at LaGuardia Airport and at the N.Y. State Maritime College.

At CAORF, training programs are also provided. A three-year Bridge Resource Management program was developed for Texaco and a fleet-wide upgrade program is under development for Maritrans, a major U.S. tug-barge operator. In addition to commercial training, the CAORF simulator supports the U.S. Merchant Marine Academy for cadet training and the Master Mariner Readiness program.

At Newport, the Simulator Training Center provides training services each year for 1,000 Naval officers from the nearby Surface Warfare Officers School, the Active Duty Reserves and from ships in the fleet. Commercial training at Newport includes a fleet-wide Bridge Resource Management program developed and implemented for the Exxon Shipping Company. Exxon is sending crews from its entire fleet to receive initial training, and in 1991 will begin sending crews for recurrent training.

Examples of the 1991 advertising campaign scheduled for aviation publications which will present business aviation leaders and their thoughts on FlightSafety training.

At FlightSafety's Simulation Systems Division, Tulsa, Okla., from left, software development, various simulators in production, and assembly of a Boeing 767 simulator.

Management's Discussion and Analysis of Results of Operations and Financial Conditions

Results of Operations 1990 Compared with 1989

Record operating revenues increased $25.9 million or 12 percent in 1990 versus 1989 principally due to expanded training facilities, the addition of 12 flight simulators in 1990 and simulators that were added in 1989 having a full year of operation. There were continued increases in all areas of the Company for the year 1990 as compared to 1989. However, fourth quarter revenue growth was impacted by delays in the certification of new simulators due to a Federal Aviation Administration personnel shortage as well as problems experienced by the air carriers because of events in the Middle East.

Sales of manufactured products increased $24.7 million or 185 percent. In 1990, the Company's Simulation Systems Division continued to obtain additional contracts to manufacture simulators for foreign airlines. All of the simulators are derivatives of those the Company has manufactured previously for its own simulator fleet except for the simulators the Division is designing and manufacturing for the U.S. Air Force C-17 transport under a 10-year subcontract.

Total expenses rose 28 percent in 1990. There were increases in all expense categories. The increase in depreciation and amortization expense was due to the new simulators added in 1989 and 1990. Operating expenses increased because of costs from a contract awarded to the Company's subsidiary, FlightSafety Services Corporation, late in the third quarter for the acquisition of a seventh simulator for the U.S. Air Force C-5A/B transport program. Cost of sales of manufactured products increased due to the significant increase in sales of such products. Interest expense increased due to the interest incurred on borrowings against the cash surrender value of corporate owned life insurance policies. A loss of $5,885,000 on sales of marketable securities was incurred in the first quarter of 1990.

Income taxes increased by 16 percent due to a similar increase in income before income taxes. There was no significant change in the effective tax rate for 1990 as compared to 1989.

Effective January 1, 1990, the Company adopted Statement of Financial Accounting Standards No. 96—"Accounting for Income Taxes." Accordingly, the method of accounting for income taxes was changed to the method prescribed in SFAS No. 96. The 1990 first quarter net income was increased by $9,011,000, or 26 cents per share, resulting from the reduction in the deferred income tax liability recorded in prior years for the differences between book and tax return expenses and changes in tax rates.

Inflation continued to increase operating costs and costs of equipment and facilities. The Company expects to recover its increased costs due to inflation with gains in training volume and fees.

Results of Operations 1989 Compared with 1988

Operating revenues increased $37.5 million or 22 percent in 1989 versus 1988 principally from new and expanded training facilities, a full year of training revenues from FlightSafety Services Corporation, the addition of seven flight simulators in 1989 and simulators with a full year of operation that were added in 1988. Revenues in the fourth quarter of 1988 included $6 million from a three-month U.S. Government contract.

Sales of manufactured products increased $9.4 million or 242 percent. In 1989 the Company's Simulation Systems Division was manufacturing three simulators for unaffiliated customers as well as working on the design and manufacture of simulators for the U.S. Air Force C-17 transport.

Interest and other revenue increased due largely to an increase in interest and dividend income attributable to greater short-term investment balances during 1989.

Total expenses rose 22 percent in 1989. The increases were experienced in all expense categories except interest expense. The principal reasons for the increases were 12 months of expenses incurred by FlightSafety Services Corporation versus five months in 1988 as well as expenses from new and expanded facilities. Depreciation and amortization expense has increased due primarily to the significant capital expenditures of $181 million over the past three years and a full year of amortization of the intangible assets arising from the acquisition of FlightSafety Services Corporation. Expenses in the fourth quarter of 1988 included a three-month U.S. Government contract. Interest expense decreased due to a greater amount of capitalized interest attributable to the 1989 purchases of equipment and facilities.

Income taxes increased by 34 percent due to higher income before income taxes. The higher effective tax rate of 36.7 percent in 1989 as compared to 36.2 percent in 1988 was attributable to a decrease in the tax exempt income and dividends received deduction as a percentage of income and an increase in the average state income tax rate.

Financial Condition

In 1990, cash provided by operations was $71.4 million. Cash was principally utilized to purchase equipment and facilities ($78.9 million), repay long-term debt ($8.9 million) and pay dividends ($7.5 million) offset by cash received from a sale and leaseback transaction ($10.2 million) and sales of marketable securities ($9.5 million).

Cash provided by operations funded the majority of equipment and facilities purchases (primarily new Phase II simulators). Purchases of equipment and facilities for the past five years have totalled $348 million. In 1991, the Company expects to spend $50 million for equipment and facilities, all of which is expected to be funded by cash generated from operations. If additional funds should be needed, the Company ended 1990 with cash and short-term investments of $158.8 million.

Consolidated Statements of Income and Retained Earnings

	Year ended December 31,		
	1990	1989	1988
Revenue:			
Operating revenue	$234,790,000	$208,910,000	$171,371,000
Sales of manufactured products	38,092,000	13,346,000	3,908,000
Interest and other	10,510,000	9,041,000	7,453,000
	283,392,000	231,297,000	182,732,000
Expenses:			
Salaries and wages	54,616,000	51,873,000	45,227,000
Depreciation and amortization	30,937,000	26,548,000	23,099,000
General and administrative	21,195,000	21,061,000	15,236,000
Operating expenses	21,960,000	17,738,000	15,862,000
Cost of sales of manufactured products	27,638,000	9,596,000	2,716,000
Interest expense	1,376,000	790,000	2,239,000
Loss on sales of marketable securities	5,885,000		
	163,607,000	127,606,000	104,379,000
Income before income taxes	119,785,000	103,691,000	78,353,000
Income taxes	44,064,000	38,084,000	28,339,000
Income before change in method of accounting	75,721,000	65,607,000	50,014,000
Cumulative effect of change in method of accounting for income taxes	9,011,000		
Net income for the year	84,732,000	65,607,000	50,014,000
Retained earnings, beginning of year	322,102,000	262,620,000	217,803,000
Dividends declared ($.22 per share in 1990, $.18 per share in 1989 and $.153 per share in 1988)	(7,525,000)	(6,125,000)	(5,197,000)
Retained earnings, end of year	$399,309,000	$322,102,000	$262,620,000
Net income per share	$2.48	$1.93	$1.48
Average shares outstanding	34,171,312	33,991,293	33,790,153

The accompanying Notes to Consolidated Financial Statements are an integral part of these financial statements.

Consolidated Balance Sheets

ASSETS	December 31, 1990	1989
Current assets:		
Cash	$ 1,093,000	$ 3,104,000
Short-term investments	157,689,000	104,497,000
Accounts receivable, less allowance for doubtful accounts of $619,000 ($722,000 in 1989)	37,994,000	31,624,000
Prepaid expenses and other current assets	7,551,000	6,706,000
Total current assets	204,327,000	145,931,000
Equipment and facilities, at cost	570,051,000	493,624,000
Less-accumulated depreciation and amortization	(179,795,000)	(152,931,000)
	390,256,000	340,693,000
Marketable securities, at lower of cost or market		9,851,000
Intangible and other assets	26,415,000	28,109,000
	$620,998,000	$524,584,000

LIABILITIES AND SHAREHOLDERS' EQUITY	December 31, 1990	1989
Current Liabilities:		
Current portion of long-term debt	$ 7,982,000	$ 2,355,000
Accounts payable and accrued expenses	36,143,000	26,642,000
Income taxes payable	9,167,000	6,772,000
Unearned income for contract training	24,298,000	24,518,000
Total current liabilities	77,590,000	60,287,000
Long-term debt	35,086,000	33,760,000
Deferred income taxes	78,551,000	86,662,000
Other liabilities	6,537,000	7,315,000
Total liabilities	197,764,000	188,024,000
Shareholders' equity:		
Common stock—par value $.10 per share		
Authorized—100,000,000 shares		
Issued and outstanding 34,244,624 shares (34,078,173 in 1989)	3,424,000	3,408,000
Capital in excess of par value	22,104,000	18,122,000
Retained earnings	399,309,000	322,102,000
	424,837,000	343,632,000
Less: Net unrealized loss on non-current marketable securities		(5,550,000)
Restricted stock compensation	(1,603,000)	(1,522,000)
Total shareholders' equity	423,234,000	336,560,000
Commitments and contingencies		
	$620,998,000	$524,584,000

The accompanying Notes to Consolidated Financial Statements are an integral part of these financial statements.

Consolidated Statements of Cash Flows

	Year ended December 31,		
	1990	1989	1988
Increase (decrease) in cash			
Cash flows from operating activities:			
Net income	$84,732,000	$65,607,000	$50,014,000
Items in net income not using cash:			
Depreciation and amortization	30,937,000	26,548,000	23,099,000
Loss on sales of marketable securities	5,885,000		
Deferred income taxes	1,622,000	6,546,000	9,127,000
Cumulative effect of change in method of accounting for income taxes	(9,011,000)		
Other, net	593,000	121,000	278,000
Changes in working capital other than cash:			
(Increase) decrease in short-term investments	(53,192,000)	(34,935,000)	2,676,000
(Increase) decrease in accounts receivable	(6,370,000)	277,000	(14,451,000)
(Increase) in prepaid expense and other current assets	(845,000)	(2,652,000)	(1,949,000)
Increase in current portion of long-term debt	5,627,000		
Increase in accounts payable and accrued expenses	9,501,000	7,926,000	2,229,000
Increase in income taxes payable	2,395,000	1,030,000	4,246,000
(Decrease) increase in unearned income	(220,000)	1,474,000	2,166,000
Other, net	(278,000)	(685,000)	(1,234,000)
Net cash provided by operating activities	71,376,000	71,257,000	76,201,000
Cash flows from investing activities:			
Capital expenditures (1)	(78,932,000)	(68,446,000)	(38,696,000)
Proceeds from sales of marketable securities	9,516,000		
Intangible assets arising from acquisition		(6,511,000)	(18,794,000)
Net assets purchased and held for sale		14,934,000	(14,934,000)
Other	(865,000)	(625,000)	(1,851,000)
Net cash used in investing activities	(70,281,000)	(60,648,000)	(74,275,000)
Cash flows from financing activities:			
Repayment of long-term debt	(8,874,000)	(7,238,000)	(2,320,000)
Sale and leaseback transaction	10,200,000		
Cash dividends	(7,525,000)	(6,125,000)	(5,197,000)
Exercise of stock options	3,815,000	3,842,000	2,459,000
Effect of tax leases	(722,000)	(703,000)	(483,000)
Net cash used by financing activities	(3,106,000)	(10,224,000)	(5,541,000)
Net (decrease) increase in cash	(2,011,000)	385,000	(3,615,000)
Cash at beginning of year	3,104,000	2,719,000	6,334,000
Cash at end of year	$ 1,093,000	$ 3,104,000	$ 2,719,000

The accompanying Notes to Consolidated Financial Statements are an integral part of these financial statements.

(1) A non-cash transaction increased capital expenditures by $2,220,000 in 1989 from the assumption of debt.

Note 1—Summary of Significant Accounting and Reporting Policies

Consolidation and Reporting.

The accompanying financial statements include the accounts of the Company and its wholly-owned subsidiaries. Investments in common stock representing a significant ownership interest not in excess of 50 percent are included in such statements under the equity method of accounting.

The Company operates in one industry segment which is training. Training activities include advanced training of professional pilots and crews, primary training for individuals to obtain private or commercial pilot licenses, training in the maintenance of certain types of aircraft, design and implementation of integrated training systems and training crews of large ocean-going vessels in ship and cargo handling. The Company's operations are predominately in one geographic area—the United States. The components of the business engaged in the manufacture and sale of training equipment and programs are not considered to be industry segments since such sales outside the Company are not consistently material (13 per cent, six per cent and two per cent of consolidated revenues for 1990, 1989 and 1988, respectively). Revenue derived,from U.S. Government agencies amounted to $56,207,000 in 1990 ($51,038,000 in 1989 and $34,951,000 in 1988). Export sales of manufactured products were $30,203,000 in 1990 ($7,725,000 in 1989 and $1,585,000 in 1988).

Revenue.

Training service is provided under annual contracts at fixed rates. Revenue is considered earned and is recognized on a straight-line basis over the life of the contract. Training is also provided on a one-time basis, the revenue from which is recognized when training is performed.

Revenues and costs arising from sales of manufactured products are accounted for under the percentage of completion method.

Depreciation and Amortization.

Depreciation is provided on the straight-line method over estimated useful lives as follows: simulators, training equipment and spare parts, 4 to 20 years; buildings, 25 to 40 years; and furniture, fixtures and equipment, 4 to 10 years. Leasehold improvements, including buildings on leased property, are amortized over the life of the lease or the life of the improvement, whichever is shorter.

Interest cost is capitalized during the construction period of simulators and facilities. These costs are amortized over the life of the related assets. The amount of interest capitalized was $3,425,000 in 1990 ($3,245,000 in 1989 and $1,646,000 in 1988).

Short-term Investments.

Short-term investments consist primarily of municipal obligations and are stated at cost, which approximates market value.

Marketable Securities.

In 1990, the Company decided to sell and did sell its marketable securities, which were originally held for long-term investment and which consisted of preferred stocks and units of a preferred stock fund, and recorded a loss of $5,885,000 on such sales.

Amortization of Intangible Assets.

Intangible assets arose principally from the acquisition of a subsidiary in 1988 and are amortized over periods from 3 to 40 years.

Deferred Income Plan.

The Company has a Deferred Income Plan for key employees. The amount of compensation deferred was initially recorded as a long-term liability as payments to the employees generally commence eight years after the deferral year. The Company accrues for the future payments throughout the deferral period.

Income Taxes.

Certain costs, related principally to depreciation of equipment and facilities, are recognized in different periods for financial reporting and tax purposes. The tax effects of these timing differences are accounted for through the provision for deferred income taxes.

Net Income Per Share.

Net income per share is based upon the weighted average number of shares outstanding during each year. Stock options have not been included in the calculation of net income per share because their inclusion would not have a significant dilutive effect.

Note 2—Equipment and Facilities

	December 31,	
	1990	1989
Simulators, training equipment and spare parts	$440,317,000	$365,017,000
Land and buildings	58,634,000	51,450,000
Furniture, fixtures and equipment	18,386,000	16,490,000
Leasehold improvements	2,732,000	2,424,000
Construction-in-progress	49,982,000	58,243,000
	$570,051,000	$493,624,000

Note 3—Acquisition

On July 27, 1988, the Company purchased for cash the stock of United Airlines Services Corporation and concurrently changed its name to FlightSafety Services Corporation (Services Corporation). Services Corporation provides training to crews of the U.S. Air Force C-5 aircraft and controllers of the U.S. Air Force Space Command in Colorado Springs and until July 31, 1989, had provided support services for U.S. Navy bases. On July 31, 1989, the contracts, inventory, fixed assets and business of Services Corporation's support services division were sold.

Note 4—Income Taxes

Analysis of income tax provision

		Year ended December 31,	
	1990	1989	1988
Currently payable	$43,164,000	$32,241,000	$19,695,000
Deferred income taxes	1,622,000	6,546,000	9,127,000
Effect of tax leases	(722,000)	(703,000)	(483,000)
Income taxes as recorded	$44,064,000	$38,084,000	$28,339,000

State and local income taxes amounted to $7,178,000 in 1990 ($6,271,000 in 1989 and $4,495,000 in 1988). Foreign income before taxes and foreign taxes were not material.

Analysis of effective tax rate

	Year ended December 31, 1990		1989		1988	
	Amount	%	Amount	%	Amount	%
Federal income tax at statutory rate	$40,727,000	34.0%	$35,255,000	34.0%	$26,640,000	34.0%
State income taxes, net of Federal tax benefit	4,737,000	4.0	4,139,000	4.0	2,967,000	3.8
Tax exempt interest income and dividends received deduction	(2,679,000)	(2.2)	(2,199,000)	(2.1)	(1,870,000)	(2.4)
Other adjustments	1,279,000	1.0	889,000	.8	602,000	.8
Income taxes as recorded	$44,064,000	36.8%	$38,084,000	36.7%	$28,339,000	36.2%

Effective January 1, 1990, the Company implemented Statement of Financial Accounting Standards No. 96, "Accounting for Income Taxes". Accordingly, in 1990 the Company has changed its method of accounting for income taxes to the method prescribed in SFAS 96. The 1990 net income was increased by $9,011,000, or 26 cents per share, resulting from the reduction in the deferred income tax liability recorded in prior years for differences between the book and tax return expenses and changes in tax rates. Prior years' financial statements have not been restated for this change.

No provision has been made for future income taxes on the undistributed earnings of foreign subsidiaries since they have been, or are intended to be, indefinitely reinvested in the operations of those companies. Furthermore, foreign tax credits would be available to substantially reduce income taxes resulting from distributions of such accumulated earnings.

The Company made tax payments of $38 million in 1990 ($28.6 million in 1989 and $15.8 million in 1988).

Note 5—Long-term Debt

	December 31, 1990	1989
Industrial development obligations due 1991-2004	$18,476,000	$20,257,000
Promissory notes due 1991 and 1996	8,119,000	8,119,000
Capitalized lease obligations	16,473,000	7,739,000
Less—current portion	(7,982,000)	(2,355,000)
	$35,086,000	$33,760,000

The Company's industrial development obligations generally have fixed interest rates between 7.25 and 7.9 percent and floating rates between 60 and 79 percent of the prevailing prime rate. At December 31, 1990, approximately $25 million of the Company's assets were pledged as security to banks under borrowing agreements. Under the most restrictive covenants, the Company must maintain positive working capital, a long-term debt to net worth ratio of less than 0.75 to 1.0 and a minimum net worth of $100 million.

The two promissory notes have fixed interest rates of 9.25 and 9.5 percent.

The amounts of long-term debt payable in the five years subsequent to 1990 are: $7,982,000 in 1991, $3,210,000 in 1992, $3,302,000 in 1993, $3,000,000 in 1994 and $2,823,000 in 1995.

The Company paid interest of $100,000 in 1990 ($400,000 in 1989 and $800,000 in 1988), net of amounts capitalized.

Note 6—Retirement Plans

Substantially all employees of the Company and its subsidiaries, excluding the employees of FlightSafety Services Corporation, are eligible to participate in the Company's noncontributory defined benefit retirement plan. Benefits are based principally on years of service and compensation during the employee's career and the employee becomes vested upon completion of five years of service with a minimum monthly benefit at normal retirement age. Pension cost amounted to $681,000 in 1990, of which $108,000 was capitalized ($785,000 and $209,000, respectively, in 1989).

The Company's funding policy is to contribute amounts sufficient to meet the requirements of the Employee Retirement Income Security Act of 1974, plus any additional amounts which the Company may determine to be appropriate. The assets of the Plan include insurance contracts, marketable equity securities and mutual funds.

The funded status as of the following measurement dates were:

	December 31, 1990	1989
Plan assets at fair value	$11,387,000	$10,890,000
Actuarial present value of benefits for service rendered to date:		
Accumulated benefits based on salaries to date, including vested benefits of $7,634,000 ($5,082,000 in 1989)	7,920,000	6,775,000
Additional benefits based on estimated future salary levels	3,690,000	2,053,000
Projected benefit obligation	11,610,000	8,828,000
Plan assets (less than) in excess of projected benefit obligations	(223,000)	2,062,000
Unrecognized net actuarial loss (gain)	907,000	(632,000)
Unamortized transition net asset	(1,253,000)	(1,317,000)
(Accrued liability) prepaid pension asset	$ (569,000)	$ 113,000

Net periodic pension cost included the following components:

	1990	1989
Service cost—benefits earned during the period	$ 911,000	$ 962,000
Interest cost on projected benefit obligation	706,000	648,000
Actual return on plan assets	(632,000)	(1,529,000)
Net amortization and deferral	(304,000)	704,000
Net pension cost	$ 681,000	$ 785,000

The assumed discount rate in computing the projected benefit obligation was 8 percent, the assumed rate of compensation increase was 5 percent and the assumed long-term rate of return on plan assets was 8 percent.

Asset gains and losses are deferred in the year generated and amortized in future years over the average remaining service period of active participants.

The employees of FlightSafety Services Corporation have a defined contribution pension plan. The Company contributes three percent of an employee's salary and the employee becomes vested 20 percent per year with 100 percent vesting after five years.

Note 7—Common Stock and Capital in Excess of Par Value

Changes in issued stock and capital in excess of par value were as follows:

	Common Stock		Capital in excess
	Shares	Amount	of par value
Balance, December 31, 1987	22,455,384	$2,246,000	$12,597,000
Exercise of stock options, net	181,059	18,000	2,441,000
Restricted stock compensation plan, net	11,658	1,000	385,000
Three-for-two stock split	11,228,333	1,123,000	(1,123,000)
Balance, December 31, 1988	33,876,434	3,388,000	14,300,000
Exercise of stock options, net	199,638	20,000	3,682,000
Restricted stock compensation plan, net	2,101	—	140,000
Balance, December 31, 1989	34,078,173	3,408,000	18,122,000
Exercise of stock options, net	168,348	16,000	3,799,000
Restricted stock compensation plan, net	(1,897)	—	183,000
Balance, December 31, 1990	34,244,624	$3,424,000	$22,104,000

Note 8—Employee Stock Plans

The Company has two active stock option plans for its key employees, the "1979 Plan" and the "1982 Plan".

The 1979 Plan permits awards consisting of non-qualified options for the purchase of up to 1,005,750 shares of common stock at the market price at date of grant. Options granted under the 1979 Plan expire ten years from date of grant. No options were granted in 1990 since the 1979 Plan terminated with regard to future grants as of December 31, 1989. In 1989 and 1988, options for 60,840 and 107,338 shares, respectively, were granted.

The 1982 Plan permits awards consisting of non-qualified and incentive stock options for the purchase of up to 900,000 shares of common stock at the market price at date of grant. Options for 72,099 were granted in 1990 (no options were granted in 1989 and 1988). Shares available for future options under this Plan were 340,246 at December 31, 1990.

Proceeds received from the exercise of options under the plans are credited to the capital accounts in the year the options are exercised. The plans permit employees to tender shares to the Company in lieu of cash for the exercise of stock options. No amounts were charged or credited to income as a result of these plans.

The following tabulation sets forth the activity of the plans for the three years ended December 31, 1990, adjusted for the three-for-two stock split in August 1988.

	Number of Options	Option Price Per Share		
Outstanding at December 31, 1987	760,560	$ 8.19	-	$20.71
Granted in 1988	107,338	-	$22.50	
Exercised in 1988	(145,953)	11.22	-	18.54
Cancelled in 1988	(22,774)	8.19	-	20.71
Outstanding at December 31, 1988	699,171	8.19	-	22.50
Granted in 1989	60,840		47.25	
Exercised in 1989	(175,211)	8.19	-	22.50
Cancelled in 1989	(17,852)	16.04	-	22.50
Outstanding at December 31, 1989	566,948	11.22	-	47.25
Granted in 1990	72,099		41.75	
Exercised in 1990	(127,848)	11.22	-	22.50
Cancelled in 1990	(6,535)	13.79	-	22.50
Outstanding at December 31, 1990	504,664	$13.79	-	$47.25

At December 31, 1990, 168,675 options were exercisable under the 1979 Plan. The remaining options become exercisable in the amounts of 86,862 in 1991, 59,699 in 1992, 31,750 in 1993 and 12,168 in 1994. Under the 1982 Plan, 72,862 options were exercisable at December 31, 1990. The remaining options become exercisable in the amounts of 15,000 in 1991 and 14,412 in years 1992 through 1995.

The Company has an employee stock purchase plan which provides for the granting of options to eligible employees to purchase not more than an aggregate of 1,012,500 shares of common stock. On April 26, 1988, the shareholders approved the extension of the termination date of the employee stock purchase plan to June 30, 1991. Options are granted annually on July 1 and terminate one year from date of grant. The purchase price of the shares is 90 percent of the closing price of the common stock on the date of grant or exercise, whichever is lower. At December 31, 1990, options to purchase approximately 36,000 shares are outstanding. The actual number of shares issued under the plan in 1990 was 44,685 (41,777 in 1989 and 44,364 in 1988).

In 1984, the Board of Directors and shareholders approved the 1984 Restricted Stock Compensation Plan, which permits awards consisting of restricted stock of up to 900,000 shares of common stock. The Plan contains various restrictions on the disposition of the shares and the shares issued are held in escrow by the Company until such time as the restrictions lapse or forfeiture occurs. As of December 31, 1990, 105,789 restricted shares are being held in escrow. The quoted market price of the stock at the date issued has been recorded as restricted stock compensation and is being amortized over the time required for each employee to attain normal retirement age. The amount of compensation expense recorded is not significant to the Company's financial statements.

Note 9—Commitments and Contingencies

The Company is obligated under long-term operating leases for offices, facilities and real property. The future minimum rental payments under these leases are as follows: $1,443,000 in 1991, $1,215,000 in 1992, $896,000 in 1993, $758,000 in 1994, $693,000 in 1995 and $4,942,000 thereafter. These leases are generally subject to renewal. Rent expense for 1990 was $1,667,000 ($1,697,000 in 1989 and $1,119,000 in 1988).

1990, 1989, and 1988 Selected Quarterly Financial Information (Unaudited)

1990	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Revenues	$64,657,000	$70,576,000	$72,443,000	$75,716,000
Income before income taxes (1)	24,839,000	32,645,000	30,088,000	32,213,000
Net income (2)	24,479,000	20,546,000	18,910,000	20,797,000
Net income per share (2)	72 cents	60 cents	55 cents	61 cents

1989	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Revenues	$52,582,000	$58,207,000	$57,359,000	$63,149,000
Income before income taxes	22,396,000	25,755,000	25,534,000	30,006,000
Net income	14,217,000	16,344,000	16,131,000	18,915,000
Net income per share	42 cents	48 cents	47 cents	56 cents

1988	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Revenues	$39,970,000	$42,121,000	$44,124,000	$56,517,000
Income before income taxes	18,435,000	19,812,000	18,203,000	21,903,000
Net income	11,700,000	12,654,000	11,841,000	13,819,000
Net income per share	35 cents	37 cents	35 cents	41 cents

(1) A loss on sales of marketable securities of $5,885,000 was incurred in the first quarter of 1990.

(2) Effective January 1, 1990, the Company implemented Statement of Financial Accounting Standards No. 96, Accounting for Income Taxes, which increased net income and net income per share by $9,011,000 and 26 cents, respectively, in the first quarter of 1990.

Report of Independent Accountants

To the Board of Directors and Shareholders of FlightSafety International, Inc.

In our opinion, the accompanying consolidated balance sheets and the related consolidated statements of income and retained earnings and of cash flows present fairly, in all material respects, the financial position of FlightSafety International, Inc. and its subsidiaries at December 31, 1990 and 1989, and the results of their operations and their cash flows for each of the three years in the period ended December 31, 1990, in conformity with generally accepted accounting principles. These financial statements are the responsibility of the Company's management; our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits of these statements in accordance with generally accepted auditing standards which require that we plan and perform an audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management and evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for the opinion expressed above.

As discussed in Note 4 to the Consolidated Financial Statements, the Company changed its method of accounting for income taxes in 1990.

Price Waterhouse

New York, New York
January 31, 1991

Directors

Albert L. Ueltschi, ***Chairman***
President, FlightSafety International, Inc.

George B. Beitzel*
Retired Senior Vice President and Director
International Business Machines Corporation
Information Handling Systems, Equipment and Services

Charles R. Longsworth*
President and Chief Executive Officer
Colonial Williamsburg Foundation
Museum, Education, Hotel and Restaurant Services

John A. Morgan*
Partner
Morgan Lewis Githens & Ahn
Investment Bankers

Bruce N. Whitman
Executive Vice President
FlightSafety International, Inc.

*Member of the Audit Committee

Officers

Albert L. Ueltschi
President

Bruce N. Whitman
Executive Vice President

Elmer G. Gleske
Vice President-Governmental Affairs

James T. Ueltschi
Vice President-Treasurer

James S. Waugh
Vice President-Marketing

Kenneth W. Motschwiller
Controller

Peter P. Mullen
Secretary
Partner, Skadden, Arps, Slate, Meagher & Flom

Registrar and Transfer Agent:
The Chase Manhattan Bank, N.A., One New York Plaza, New York, New York 10081

Annual Meeting:
The Annual Meeting of Shareholders will be held 4 p.m., Thursday, April 25, 1991 at the corporate headquarters, Marine Air Terminal, LaGuardia Airport, Flushing, New York 11371

Form 10-K report to the Securities and Exchange Commission will be made available to interested persons upon written request to the Controller of the Corporation.

FlightSafety Learning Centers and Other Locations

Atlanta Learning Center
1804 Hyannis Court
College Park, Georgia 30337
(404) 991-6064 • FAX (404) 991-5959
Boeing 727
Jetstream 31, Embraer 120

Bethany Learning Center
Wiley Post Airport
P.O. Box 1640
7310 N.W. 50th Street
Bethany, Oklahoma 73008
(405) 495-6400 • FAX (405) 787-5206 • Telex 203122(ESL)
Cmdr. Jetprop 840, 900, 980, 1000
Cmdr. Turbo 690, 690A, 690B

Daleville Learning Center
24 Industrial Boulevard
Daleville, Alabama 36322
(205) 598-4485 • FAX (205) 598-4488
C-12C, D, F
U-21; RC-12

Dothan Learning Center
600 FlightSafety Drive
Dothan, Alabama 36303
(205) 983-5652 • FAX (205) 983-1393
Primary Flight Training
plus Add-On Ratings (Airplane and Helicopter)
Private through ATP, Aerobatics
Bell JetRanger 206BIII, Hughes 300C

FlightSafety Academy
Vero Beach Municipal Airport
2805 Airport Drive
P.O. Box 2708
Vero Beach, Florida 32961
(407) 567-5178 • FAX (407) 567-5228
Primary Flight Training
plus Add-On Ratings
(Airplane)
Private through ATP

Fort Worth Learning Center
9601 Trinity Boulevard
Fort Worth, Texas 76053
(817) 282-2557
Telex 5101003108(ESL) • FAX (817) 282-8543
Bell 212, 214ST
222, 222B, 222U, 412
Helicopter Instrument Rating

Greater Philadelphia/Wilmington Learning Center
New Castle County Airport
155 N. Dupont Hwy.
New Castle, Delaware 19720
(302) 328-7548 • FAX (302) 322-6664 • Telex 6503401581(MCI/WUI)
HS-125/1A-400,/600,/700
BAe800, Jet Commander 1121
Westwind 1123, 1124, Astra,ATR42/72

Houston Learning Center
William P. Hobby Airport
7525 Fauna at Airport Boulevard
Houston, Texas 77061
(713) 644-1521
FAX (713) 644-2118 • Telex 9103507267 (TWX) • 62824224(ESL)
MU-2; EMB 120
King Air 90, 100, 200 Series
BAe 800, HS-125/700
Falcon 20; Boeing 737; ATR-42/72
Challenger 601-3A, Gulfstream I

LaGuardia Learning Center
Marine Air Terminal
LaGuardia Airport
Flushing, New York 11371
(718) 565-4100 • FAX (718) 565-4134 • Telex 667573UW (WUI)
Beech 1900
Shorts 360

Lakeland Learning Center
Lakeland Airport
2949 Medulla Road
Lakeland, Florida 33811
(813) 646-5037 • FAX (813) 644-6211 • Telex 807270(TWX)
Cheyenne, I, IA, II, IIXL, III, IIIA, 400
Chieftain; Mojave; Aerostar
Navajo 310, 325, 350; T1020, T1040

Long Beach Learning Center
Long Beach Municipal Airport
4330 Donald Douglas Drive
Long Beach, California 90808
(213) 420-7670 (Corporate Scheduling)
(213) 420-7733 (Airline Scheduling)
FAX (213) 429-1226 • Telex 6504272449 (MCI)
Citation I, II
Cessna 300/400 Series
King Air 90, 100, 200 Series
MD-80, MD-88/87
Boeing 737

Marietta Learning Center
2137 Kingston Court
Marietta, Georgia 30067
(404) 952-1850 • FAX (404) 952-5269 • Telex 62830350(ESL)
9103509798(TWX)
JetStar -6, -8, 731, JetStar II
King Air 90, 100, 200 Series

Montreal Learning Center
9555 Ryan Avenue
Dorval, Quebec, Canada H9P 1A2
(514) 631-2084 • FAX (514) 631-2263 • Telex 06219643
Challenger 600, 601, 601-3A

Paris Learning Center
Centre d'Instruction Falcon
BP 25
Zone d'Aviation d'Affaires
Bldg. 404
Aeroport Le Bourget
93350 Le Bourget, France
33-1-48-35-97-89 • FAX 33-1-48-35-97-38 • Telex 232032F (TWX)
Falcon 10/100, 20, 50, 200, 900
Citation I, II
King Air 200

St. Louis (Sabreliner) Learning Center
Lambert-St. Louis International Airport
6161 Aviation Drive
St. Louis, Missouri 63134-0888
(314) 731-2040 • FAX (314) 731-3077
Sabreliner 40/60
65, 75A/80, T-39

St. Louis Airline Learning Center
4619 Le Bourget Drive
St. Louis, Missouri 63134-0888
(314) 426-6160 • FAX (314) 426-2834 • Telex 447227 (TWX)
MD-80; DC-9-30
Boeing 727
SAAB 340

St. Louis Advanced Flight Crew Learning Center
6185 Aviation Drive
St. Louis, Missouri 63134-0888
(314) 731-2040 (Ext. 15) • FAX (314) 895-8868
Jetstream 31, Merlin/Metro
SA226, SA227 Series

Salt Lake City Airline Learning Center
201 North 2200 West
Salt Lake City, Utah 84116
(801) 355-3901 • FAX (801) 355-3801
Boeing 737
Metro SA227 Series

San Antonio Learning Center
San Antonio International Airport
9027 Airport Boulevard
San Antonio, Texas 78216-4820
(512) 826-6358 • FAX (512) 826-4008
Telex 62127690(ESL) • 469496(TWX)
Merlin/Metro
SA226 and SA227 Series
SAAB 340
Mooney

Savannah Learning Center
Travis Field
P.O. Box 2307
Savannah, Georgia 31402
(912) 964-6421 • FAX (912) 964-6430 • Telex 62822180(ESL)
9103506364(TWX)
Gulfstream I, II, III, IV

Seattle Airline Learning Center
1505 South 192nd St.
Seattle, Washington 98148
(206) 243-9081 • FAX (206) 243-0357
Boeing 737, 757, 767
Jetstream 31
EMB 120

Teterboro Learning Center
Teterboro Airport
100 Moonachie Avenue
Moonachie, New Jersey 07074
(201) 939-1810 • FAX (201) 939-7341
Falcon 10/100, 20/20-731, 50, 200, 900

Toledo Learning Center — Citation I, II, S/II; King Air 90, 100, 200 Series
Toledo Express Airport
11600 West Airport Service Road
Swanton, Ohio 43558
(419) 865-0551 • FAX (419) 865-0754

Toronto Learning Center — de Havilland Buffalo (DH-5); Twin Otter (DH-6), Dash 7 (DH-7); Dash 8 (DH-8)
95 Garratt Boulevard
Downsview, Ontario
Canada M3K 2A5
(416) 638-9313 • FAX (416) 638-3348 • Telex 06219643

Tucson Learning Center — Learjet 20, 30, 55 Series
Tucson International Airport
6870 South Plumer Avenue
Tucson, Arizona 85706
(602) 889-9538 • FAX (602) 889-9619 • Telex 6835032(TWX)

West Palm Beach Learning Center — Sikorsky S-76A, A+B, C; Learjet 30 Series; Composite Structures
Palm Beach International Airport
3887 Southern Boulevard
West Palm Beach, Florida 33406-1431
(407) 686-7677 • FAX (407) 689-7719
Telex 62870202(ESL) • 9103809772(TWX)

Wichita (Beech) Learning Center — Beech 1900, Baron 55, 58; 58P/58TC, King Air 90, 100, 200, 300 Series; Bonanza, Duke, Starship; Diamond MU-300; Beechjet 400
9720 E. Central Avenue
Wichita, Kansas 67206
(316) 685-4949 • FAX (316) 685-2476
Telex 62013796(ESL) • 9102505115(TWX)

Wichita (Beech) Maintenance Learning Center — Beech 1900, C99; King Air 90, 100, 200, 300 Series; Bonanza, Baron 55, 58, Starship; Diamond MU 300; Beechjet 400
9525 East Central Avenue
Wichita, Kansas 67206
(316) 685-5510 • FAX (316) 685-2448
Telex 62013796(ESL) • 9102505115(TWX)

Wichita (Cessna) Learning Center — Cessna 210, 300/400 Series; Conquest I (CE-425), II (CE-441); Caravan I (CE-208), Caravan II (CE-406)
1951 Airport Road
P.O. Box 12304
Wichita, Kansas 67277
(316) 943-2140 • FAX (316) 943-1017
Telex 62806593(ESL) • 9103339800(TWX)

Wichita (Cessna) Maintenance Center — Cessna 182; R182, 206, 208, 210; T210, P210, 303, 340A; 402C, 406, 414, 421, 425, 441; Citation I, II, S/II, III, V; Composite Repair; Citation 500 Series Troubleshooting
1962 Midfield Road
P.O. Box 12263
Wichita, Kansas 67277
(316) 945-0123 • FAX (316) 945-0161
Telex 62806593(ESL) • 9103339800(TWX)

Wichita (Citation) Learning Center — Citation I, II, S/II, III, V
1851 Airport Road
P.O. Box 12323
Wichita, Kansas 67277
(316) 943-3214 • FAX (316) 943-7651 • Telex 62806593(ESL)
9103339800(TWX)

Wichita (Learjet) Learning Center — Learjet 20, 30, 55 Series
8217 West Harry
P.O. Box 9320
Wichita, Kansas 67277
(316) 943-3394 • FAX (316) 943-0314 • Telex 4319024(TWX)

DIVISIONS:

Instructional Systems Division
2445 Gateway Drive
Irving, Texas 75063
(214) 550-8000
FAX (214) 580-0831

Simulation Systems Division
2700 North Hemlock Circle
Broken Arrow, Oklahoma 74012
(918) 251-0500 Telex 492384
FAX (918) 251-5597

FlightSafety Services Corporation
3609 South Wadsworth Blvd., Ste. 500
Lakewood, Colorado 80235
(303) 986-0521 • FAX (303) 987-4899

P.O. Box 1598
Travis Air Force Base,
California 94535
(707) 437-6661
FAX (707) 437-6509

P.O. Box 02043
Building 206, Room 13
Dover Air Force Base
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