

SWELBAR

William “Bill” Swelbar Research Engineer

Swelbar is one of the aviation industry’s most highly-regarded economic analysts demonstrating a long track record in identifying industry trends in their formative stages and forecasting the consequences. Throughout Swelbar’s career, his clientele has been diverse as he has represented airlines, airports, investors, manufacturers, and labor groups in a variety of advocacy and non-advocacy assignments.

Swelbar’s specialties include labor cost profiling, competitive assessments, cost-benefit analyses, and other communication, economic and financial advisory services in support of strategic planning, corporate communications and negotiations. Swelbar is also a much sought-after speaker and also has provided expert witness testimony before various tribunals and before the United States Congress regarding the economics of commercial air transport.

In September 2006, Bill accepted a research appointment with the Massachusetts Institute of Technology’s International Center for Air Transportation following a consulting career began in 1984. Swelbar currently serves as a member of the Board of Directors of Hawaiian Holdings, Inc. In addition, Swelbar writes a widely read airline industry blog that can be found at www.swelblog.com.

At MIT, Swelbar in conjunction with Gerassimos Tsoukalas and Dr. Peter Belobaba, published in the Journal of Air Transport Management a paper entitled: ***Cost Convergence in the US Airline Industry: An Analysis of Unit Costs 1996 - 2006***. The topic maintains high interest today.

At MIT, Swelbar in conjunction with Alex Cosmas and Dr. Peter Belobaba, wrote a White Paper entitled: ***Framing the Discussion on Regulatory Liberalization: A Stakeholder Analysis of Open Skies, Ownership and Control***.

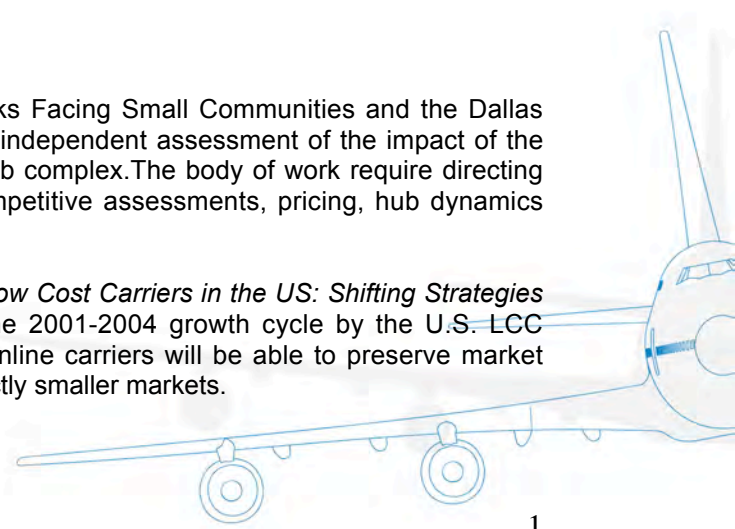
At MIT, Swelbar co-authored chapters with other members of the International Center for Air Transportation team for a textbook entitled: ***The Airline Industry***. The book will be published by Wiley Press and is expected to be released in the Spring of 2009.

Representative Projects – Consulting Career

Industry Research

November 2005 Repealing the Wright Amendment – Risks Facing Small Communities and the Dallas Metroplex. American Airlines retained Eclat to provide an independent assessment of the impact of the proposed repeal of the Wright Amendment on the DFW hub complex. The body of work require directing multiple areas of analysis including network planning, competitive assessments, pricing, hub dynamics and multiple airport influences on single metropolitan areas.

March 2004 3rd Annual MIT Airline Industry Conference. ***Low Cost Carriers in the US: Shifting Strategies Required for the Next Growth Phase***. An analysis of the 2001-2004 growth cycle by the U.S. LCC carriers segment that examines whether regional and mainline carriers will be able to preserve market share in the face of growing competition from LCCs in distinctly smaller markets.



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April 2004 Morgan Stanley Fixed Income: EETC, Aircraft ABS and Airline Debt 2004 Update. *Low Cost Carrier Growth Outlook: Factors to Consider, Myths to Dispel*. An analysis of the saturated U.S. commercial aviation market and growth opportunities for the network, low-cost and regional carriers. The presentation also examined the pricing power of various segments of the U.S. industry and highlighted Southwest Airlines network as one key to their market strength.

March 2003 2nd Annual MIT Global Aviation Conference. *Low Cost Carriers: Thou Shalt Not Inherit the Earth*. An analysis of the cost reduction strategies and restructuring efforts taking place at the network carriers and the potential impact on the LCCs.

March 2002 MIT Global Aviation Forum. *The Role and Impact of Low Cost Carriers*. One of the first comprehensive analyses of the market strengths and positions of the network and low-cost carriers pre- and post-September 11, 2001.

January 2002 ESI-Sloan Foundation Aviation Forum. *Ten of the Things We'll Be Watching Closely That Will Impact the Structure of the US Airline Industry – Post 9/11*. An examination of the revenue and costs across the different segments of the industry, highlighting the exploitation of traditional markets by the new and emerging segments of the industry.

October 2000 *Consolidation, Connectivity, Competition and Communities: The Advent of National Aviation Networks*. A collaborative effort to analyze consolidation among the network carriers and the potential impact on the U.S. market structure. The analysis, encompassing nearly 400 airports and 12 million city-pair connections, assessed current and prospective levels of competitive intensity where the six largest network carriers were merged into three.

May 1999 *Proposition RJ: An Alliance to Enhance Airline Competition*. The industry's first major study examining the impact of scope clause limitations on regional jet deployment. The research examined how scope clause limits put some carriers at a competitive disadvantage and restricted air service in some communities, helping to dispel the myth that regional jets destroyed jobs.

Financial Advisory Services

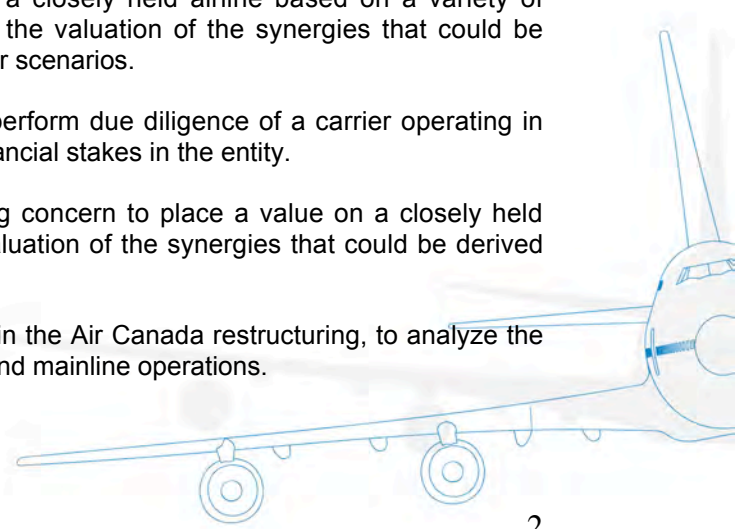
Retained by a U.S.-based hedge fund to evaluate the impact on labor costs resulting from a number merger and acquisition scenarios.

Retained by an U.S.-based investment concern to value a closely held airline based on a variety of operating scenarios. In addition, the assignment required the valuation of the synergies that could be derived under multiple airline and non-airline strategic partner scenarios.

Retained by a US.-based investment banking concern to perform due diligence of a carrier operating in bankruptcy on behalf of multiple investors with significant financial stakes in the entity.

Retained by an South American-based investment banking concern to place a value on a closely held regional airline. In addition, the assignment required the valuation of the synergies that could be derived under a number of strategic partner scenarios.

Retained by Ernst and Young, the court appointed monitor in the Air Canada restructuring, to analyze the economic impact of regional jet use in the airline's regional and mainline operations.



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Retained by the Texas Pacific Group (TPG) to assist in its due diligence on labor cost issues surrounding a potential equity investment in Air Canada.

Retained by the Pension Benefit Guaranty Corporation to evaluate a major air carrier's application for a pension contribution waiver and project the revenue and expense forecasts based on a dynamic model of three possible scenarios.

Served as a financial advisor to United Airlines flight attendants represented by the AFA during the airline's Economic Recovery Plans and the first phase of its bankruptcy proceedings.

Pinnacle Airlines: Asked to provide independent assessment of the regional airline industry generally and of Pinnacle Airlines competitive position specifically. The presentation was then made to each the senior management team as well as over 100 managers employed at the airline. An update was provided following the bankruptcy of partner, Northwest Airlines.

Alaska Airlines: Advised the airline on competitive issues facing it following significant cost reduction efforts at competitor airlines. The program provides an analysis of the "real time" and prospective impact on the carrier's operations and workforce.

American Airlines: Designed a detailed analysis of the impact of regional jet and low cost carrier incursions on American's operations as part of the airline's internal and external communication initiatives.

Sabena Belgian Airlines: Provided a detailed financial analysis of the competitive and financial issues facing the carrier as part of a program to help employees understand strategic considerations and economic decisions in a changing competitive landscape.

Air Service Development

Swelbar has a long history in the art and science of air service development for airports of all sizes. He began performing analysis in the practice area's infant stages in 1991 and continues today. In this area, he served as a senior advisor to Eclat's multi-disciplined air service development team. He has represented numerous airport clients including the Metropolitan Washington Airports Authority.



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Employment

January 2009 – Present: Member of the Advisory Board, Collaborative Systems Group, Inc., Cincinnati, OH

October 2007 – Present: **Proprietor**, Author of Swelblog.com.

September 2006 – Present: Research Engineer, Massachusetts Institute of Technology, Cambridge, MA

November 2005 - Present: Member of Board of Directors of Hawaiian (Airlines) Holdings, Inc., Honolulu, HI

February 2001 – June 2006: President and Founder of the former Eclat Consulting, Inc., Reston, VA

January 1998 – February 2001: Vice President, GKMG Consulting, Washington, DC

May 1991 – January 1998: President and Founder, Airtran, Inc., Arlington, VA

February 1990 – May 1991: Vice President, Global Aviation Associates, Washington, DC

May 1987 – February 1990: Director of Industry Analysis, Airline Economics, Inc., Washington, DC

October 1984 – May 1987: Research Analyst, Association of Flight Attendants, Washington, DC

June 1982 – October 1984: President Republic Airlines AFA Local Council, Detroit, MI

July 1979 – October 1984: Flight Attendant, Republic Airlines, Inc., Detroit, MI

Education

Bill holds a Bachelor of Science degree in economics with honors from Eastern Michigan University (1982) and a MBA in finance from The George Washington University (1988).

