

A front-facing view of a large commercial airplane, likely a Boeing 747, on a wet tarmac. The aircraft is centered in the frame, with its nose and cockpit prominent. The wet surface of the tarmac reflects the sky and the plane. The background shows a sunset or sunrise sky with scattered clouds. The overall mood is professional and high-quality.

NETJETS UPDATE

The newsletter for NetJets® and Marquis Jet® Card Owners

winter 2010

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OVER \$1 BILLION IN NEW AIRCRAFT**
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Photo courtesy of Joe Murphy/NBAE/Getty Images.



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NetJets Chairman and CEO David Sokol and Marquis Jet Founder and CEO and NetJets Vice Chairman Kenny Dichter in the Owner's lounge at Teterboro Airport.

NETJETS ACQUIRES MARQUIS JET

On November 4, 2010, NetJets announced an agreement to purchase Marquis Jet, the leader in private jet cards. Under the terms of the agreement, Marquis Jet became a wholly-owned subsidiary of NetJets. The decision to fully integrate the Marquis Jet Card program is part of the NetJets 10-year business plan, which also includes the consolidation of U.S.-based business functions.

According to NetJets Chairman and Chief Executive Officer David Sokol, "By bringing NetJets and Marquis Jet together, we combine the unquestioned industry leaders in safety and Owner service and, simultaneously, we create the finest sales and marketing organization in private aviation."

The acquisition of Marquis Jet by NetJets will yield meaningful cost benefits and provide a shared vision to deliver unparalleled Owner experience and value. It will also provide the most competitive pricing structure in the marketplace.

The Marquis Jet Card program, which provides individuals and corporations with access to NetJets 25 hours at a time, began in 2001 under the direction of Marquis Jet Partners Founder and Chief Executive Officer Kenny Dichter. The Marquis Jet Card will continue to be part of a full set of private aviation solutions offered by NetJets.

KEY QUESTIONS ANSWERED

Question: How are NetJets Owners and Marquis Jet Card Owners affected by the acquisition?

Answer: All of our Owners will continue to receive the same outstanding service as we execute the acquisition. Throughout the business integration, Owners may notice changes in business processes, but the service will remain the same. We will continue to offer the most comprehensive collection of private aviation services.

Question: What impact will the acquisition have on the fleet?

Answer: None.

Question: What impact will the acquisition have on the NetJets and Marquis Jet business?

Answer: The acquisition will enable NetJets and Marquis Jet to more efficiently and economically market our brands and our products, better serve our Owners' needs, both now and in the future, as well as achieve economies, efficiencies, and cost benefits. Most important, it will enable us to leverage the combined expertise and skills of the integrated management team and employees. The businesses will integrate over the next several months as processes and functions are aligned.

NETJETS ANNOUNCES PLANS TO PURCHASE



Embraer President and CEO Frederico Curado and NetJets Chairman and CEO David Sokol shake hands at a press conference after announcing NetJets' plans to purchase up to 125 aircraft.

At a time when many companies are still cautious to make investments, NetJets announced the completion of a purchase agreement with long-time aircraft manufacturer Embraer to add up to 125 Platinum Edition Phenom 300s to the NetJets fleet. The Phenom 300 Platinum Edition will be developed by Embraer in cooperation with NetJets and will have customized design elements that are exclusive to NetJets. NetJets will take delivery of the first Phenom 300 Platinum Edition in 2013.

The addition of the Phenom 300 Platinum Edition to the light cabin fleet is the first of several announcements to come in the next few years as NetJets brings new midsize and large cabin aircraft into the fleet to prepare for the future. And these orders are on top of orders already on the books, demonstrating NetJets' financial strength and stability for the long term.

According to Chairman and Chief Executive Officer David Sokol, "No one is more confident about the future of private aviation than NetJets. We intend to strengthen our leadership position by delivering extraordinary safety and service to our Owners. We are pleased to be in a strong position in our industry and proud to be announcing this order for an exceptional aircraft that our Owners will value for years to come. It will be an excellent fit in an already diverse fleet, one that is unmatched in private aviation."

NetJets Senior Vice President Chuck Suma and Embraer Executive Vice President Luis Carlos Affonso with the Phenom 300 Platinum Edition model.

PRESENTING THE PHENOM 300 PLATINUM EDITION

The Phenom 300 Platinum Edition is a high performance aircraft that will offer an ideal mix of reliability, range, interior comfort, and operating efficiency. It also will offer advanced technologies and innovations, outstanding performance, and an impressive ramp presence for its category. The technology and comforts of the Platinum Edition will be based on the requirements of Owners like you.

The Embraer Phenom 300 Platinum Edition will join the NetJets fleet of light cabin aircraft in 2013. The aircraft seats up to seven passengers in a roomy cabin with superior legroom and headroom with windows that are the largest in its class. It also features two distinct temperature zones and a larger door and stairs than other aircraft in its class.



UP TO 125 PLATINUM EDITION PHENOM 300'S

Baggage capacity

The baggage capacity of the Phenom 300 Platinum Edition is 76 cubic feet, impressive for a light cabin jet.

Aircraft technology

The Phenom 300 Platinum Edition's state-of-the-art design includes engines with dual Full Authority Digital Engine Controls (FADEC), a full bleed-air anti-ice system, SmartProbes for measuring and transmitting flight data to the crew, advanced brake-by-wire carbon brakes, and the latest in-cabin entertainment and communications including Wi-Fi. It also has many maintenance-friendly features that provide best-in-class reliability.

Performance advantages

With its optimal combination of range, speed, climb, and runway performance, the Phenom 300 Platinum Edition also boasts outstanding fuel efficiency. It performs well on short runways, in hot conditions, and at high elevations.

Performance*

Cruise	Speed	Maximum range with 2 passengers	Maximum range with 4 passengers
Long Range	422mph/679kph	2,038sm/3,280km	1,817sm/2,924km
High Speed	495mph/797kph	1,894sm/3,048km	1,700sm/2,736km

*Information is preliminary and subject to change.

THE EMBRAER PHENOM 300 PLATINUM EDITION



Cabin Dimensions

Cabin width	5.10ft/1.55m
Cabin height	4.90ft/1.49m
Baggage capacity	76.00ft³/2.15m³

Typical city pairs

Teterboro	-	West Palm Beach
Houston	-	Los Angeles
Chicago	-	El Paso
Denver	-	Guadalajara, Mexico
Dallas	-	San Francisco

THE NETJETS TEAM THAT PLANS FLEET COMPOSITION

The business unit responsible for managing the complete life cycle of each aircraft type in the NetJets fleet is the Aircraft Management team. This group looks at the fleet over a ten-year period and strategically plans deliveries and the resale of used aircraft based on market projections.

The Aircraft Management team, led by Senior Vice President Chuck Suma, is made up of individuals from a broad spectrum of aviation backgrounds, including pilots, former airframe manufacturing executives, aviation analysts, and FAA-trained professionals. They research the latest developments in aircraft manufacturing and define the particular aircraft features that are most valued by NetJets Owners. Using their in-depth aircraft knowledge, the input of cross-functional evaluation teams, and feedback from Owners, they are able to make wise choices about fleet composition, choices that are driven by much more than just price. They then work with the Original Equipment Manufacturers to drive innovation in technology and design so that new aircraft are customized to meet specific Owner requirements.

Some of the technologies the team looks to integrate in new aircraft include the newest materials, engine advancements, safety features, and onboard entertainment and internet systems. They also focus on aircraft with the proper look and feel, the most comfortable and functional seating arrangements, and the optimal amount of storage space. Finally, they search for aircraft that combine superior aerodynamics, minimized operating costs, maximized fuel efficiency, and enhanced durability.

The Aircraft Management team works to ensure that the NetJets fleet is composed of the right number and types of aircraft to meet Owner needs while delivering long-term profitability to the company. By reselling used aircraft and accepting deliveries of new aircraft, the team keeps the fleet at the appropriate size and age for our operations and delivers a mix of aircraft types that match Owner needs.

WINTER TRAVEL ADVICE

Avoiding trouble in the tropics

During the winter holidays, congestion is almost inevitable at certain airports in the Caribbean and Mexico, including Juliana Airport (TNCM) in St. Maarten, Clayton J. Lloyd International Airport (TQPF) in Anguilla, Cyril E. King Airport (TIST) in St. Thomas, and Los Cabos International Airport (MMSD) in Cabo San Lucas. Slots are not required, but ATC delays may occur and the airports may close due to limited ramp space. Therefore, we suggest that you either select an alternate airport that is less crowded or, if you still plan to use the most popular airports, travel on days other than December 26, 27, January 1, and 2.

For travel to TNCM in St. Maarten, NetJets recommends the following options:

- If your final destination is St. Barts, use Antigua (TAPA) or St. Kitts (TKPK) as your staging point rather than St. Maarten. Private charter flights can be arranged from both of these islands to St. Barts. In addition, some regional airlines offer scheduled service to St. Barts from San Juan (TJSJ).

- If your final destination is St. Maarten (TNCM), plan to arrive or depart before 10:00 am or after 6:00 pm throughout the holiday period to decrease your chances of delay associated with peak traffic. In addition, Sunday, January 2 will be an incredibly high demand day at St. Maarten; you can decrease the likelihood of delays by traveling on or after January 3

Slot airports in the mountains

Many Owners enjoy spending winter vacations skiing down some of the beautiful, powder-covered peaks out west. If you do, you may encounter the slot program that is in effect in this part of the country from December to February. Each year, the Federal Aviation Administration (FAA) imposes slot restrictions to handle congestion and weather conditions. A slot is a reservation for an arrival time with a window of 10-15 minutes on either side of the reservation, and the FAA releases slots exactly 72 hours prior to your requested arrival time. Slots are usually claimed within seconds but are not confirmed until 24 hours prior to the time of travel.

Slots affect arrivals and departures

Both arrivals and departures are affected by these capacity constraints because slot availability can affect both the flight that positions the aircraft to serve you and the flight on which you are personally traveling.

Arrive at the airport early

If you arrive late and your departure is delayed, you may miss the window for your slot reservation and forfeit your slot. You would then need to land at an alternate airport that does not require slots.

To increase your chances of obtaining a slot

- Schedule your trip at least five days in advance
- Specify alternate airports or ask your Owner Services Team for suggestions
- Provide alternate arrival/departure times

Mountain airports affected by slots this season

State	Airport	Dates	Times
Colorado	Aspen (KASE)	Dec. 17, 2010 - Jan. 3, 2011	8:00 am - 5:59 pm
	Eagle (KEGE)	Feb. 17, 2011 - Feb. 21, 2011	
	Rifle (KRIL)		
Idaho	Sun Valley (KSUN)	Dec. 21, 2010 - Jan. 2, 2011	9:00 am - 8:59 pm
Montana	Bozeman (KBZN)	Feb. 17, 2011 - Feb. 22, 2011	
Wyoming	Jackson Hole (KJAC)		

Peak Period Days

United States airspace gets very busy at certain times of the year, and demands on the NetJets fleet are at their peak. To accommodate the requests of all our Owners, we simply ask that you provide more advance notice for travel on designated Peak Period Days. For NetJets Owners, the required notice is 48 hours (two days) for new bookings and changes to flight plans, with more notice required for flights to airports requiring slots. For Marquis Jet Card Owners, the required notice is 120 hours (five days) for new bookings and changes to flight plans.

Even with advance notice, we may request that you move your departure time up or back by up to three hours or offer you a flight on a subcontracted aircraft. Of course, you have the option to decline this flight for one on a NetJets aircraft. However, if you do, you will need to be more flexible with your schedule.

Upcoming Peak Period Days

NetJets Owners	Marquis Jet Card Owners	Description
	Dec. 17, 2010	Friday before Christmas
	Dec. 18, 2010	Saturday before Christmas
Dec. 26, 2010	Dec. 26, 2010	Sunday after Christmas
Dec. 27, 2010	Dec. 27, 2010	Monday after Christmas
	Jan. 1, 2011	New Year's Day (Saturday)
Jan. 2, 2011	Jan. 2, 2011	Sunday after New Year's Day
Jan. 3, 2011	Jan. 3, 2011	Monday after New Year's Day
Feb. 17, 2011	Feb. 17, 2011	Thursday before Presidents Day
Feb. 18, 2011	Feb. 18, 2011	Friday before Presidents Day
Feb. 21, 2011	Feb. 21, 2011	Presidents Day (Monday)
	Feb. 22, 2011	Tuesday after Presidents Day
	Mar. 12, 2011	Saturday near Spring Break
	Mar. 13, 2011	Sunday near Spring Break
	Mar. 19, 2011	Saturday near Spring Break
	Mar. 20, 2011	Sunday near Spring Break
	Mar. 26, 2011	Saturday near Spring Break
	Mar. 27, 2011	Sunday near Spring Break
Apr. 25, 2011	Apr. 25, 2011	Monday after Easter

MAKING CONTINUED PROGRAM ENHANCEMENTS

Operational consolidation



On November 15, 2010, NetJets started operating all aircraft in the U.S.-based fractional fleet under a single air carrier certificate. Previously, fractionally owned aircraft were operated by two separate companies under two different operating certificates. Large cabin Gulfstream aircraft were operated under NJI, Inc. (NJI) and all other aircraft in the fractional fleet were operated under NetJets Aviation, Inc. (NJA).

Now both companies are consolidated under NJA. NetJets is pleased with how smoothly this transition from two operating companies to one has taken place, and we look forward to continually enhancing the NetJets program as a result of the consolidation.

Benefits to you

By consolidating the companies under NJA, we are able to provide you with several benefits, including:

- You now can fly on large cabin Gulfstream aircraft using the same Overflight Exemption you use when flying on a light cabin, midsize cabin, or Falcon aircraft.
- If you have interests in both a large cabin Gulfstream aircraft and another aircraft type, you can now direct all of your invoice inquiries to a single point of contact.

NetJets crew badges

As part of the NJA/NJI consolidation, the NetJets crew ID badges were redesigned, so don't be surprised if you see your pilots or flight attendants sporting an ID badge that looks different from what you have seen before.

DALLAS LOVE FIELD

Recommended airport for Super Bowl XLV flights

In February, many of you will travel to the Dallas area to attend Super Bowl XLV. Of the seven airports within close proximity of Cowboys Stadium, the host of Super Bowl XLV, NetJets recommends Dallas Love Field Airport (KDAL), with Dalfort as the NetJets preferred FBO. NetJets personnel will be onsite at KDAL to assist you from Friday, February 4 through Monday, February 7.

NetJets will have near exclusive use of Dalfort where you will enjoy a VIP lounge, storage facilities, and refreshments.

Although the driving distance from Dallas Fort Worth International Airport (KDFW) to the stadium is shorter than from Dallas Love Field (KDAL), you will likely save a good deal of time using KDAL and will be within 15 minutes of downtown Dallas venues. Because KDAL is outside the 10-mile TFR* zone, NetJets aircraft will be able to takeoff and land there during the restricted times.

**TFR stands for Temporary Flight Restriction. Aircraft are not permitted to arrive or depart airports within the TFR zone while the TFR is in effect. For the Super Bowl, a TFR will go into effect prior to kick off and will continue until after the game ends (approximate times are from 4 pm to 12 am on game day).*

EXCLUSIVE SUPER BOWL BARBEQUE

To celebrate this year's game, we will host our exclusive, annual afternoon Super Bowl BBQ for Owners on Saturday, February 5.

For more information, contact your Sales Executive



FLYING FAUX PAS

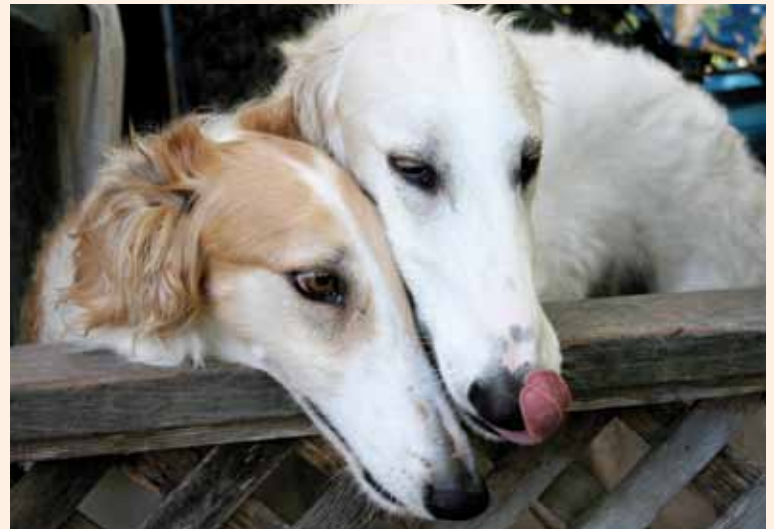
When it comes to addressing special needs and requests, nobody does it better than NetJets. In fact, the only thing more important to us than meeting your every expectation is keeping you safe. That's why sometimes we require advance notice or time to make the special arrangements that ensure your flight is as seamless as possible. Here's a tongue-in-cheek Q&A to let you know the areas where we need a little extra help from you.

A DOG'S LIFE

Q: My new twin Borzois Mitsy and Bitsy are my soul mates and new and constant traveling companions. I refuse to go anywhere without them. I simply refuse. Why do I sometimes have to upgrade to a different jet when I take them on NetJets?

– Pam Perapooch

A: When all passenger seats are full, some jets may not have the floor space to accommodate pets without blocking the aisle or emergency exit. So even when it may seem that the aircraft on which you are flying has the space for your dogs, FAA restrictions may not allow for it. Just check with your team if you have any questions, and always let your team know when you're planning to bring pets.



STAR QUALITY

Q: I just signed a deal to star in a reality TV show. Can I bring my film crew onboard my aircraft to do some filming for the show?

– Joey Gee

A: Using NetJets aircraft for commercial purposes is prohibited unless you have prior written consent obtained through the NetJets Media Relations Hotline at 614-849-7757. If aircraft use is authorized, strict controls are in place to ensure the protection and integrity of the NetJets brand and that the crew, FBO personnel, and any related Owner Services Teams are notified before any filming begins.



GIFT OF GAB

Q: One thing I've always loved about NetJets is how friendly the pilots are. I love to talk with them. They usually have such interesting backgrounds and seem like they like to talk, too. But I have to ask... is all this talking okay?
– Gabby Gogo

A: The most critical phases of any flight are takeoff, landing, and during turbulence. At these times, your pilots must concentrate even more than they do at other times during your flight, and it's best to refrain from talking with them so they are not distracted. So if your pilots say, "Stand by" or hold up a hand momentarily, they aren't being rude. They may be talking to Air Traffic Control or going through a checklist. Please wait until the critical phase of the flight (usually below 10,000 feet) has passed, and then you can talk with your pilots to your heart's content.

SPECIAL CARGO

Q: I've had to practically memorize the list of things you can't fly with on commercial airplanes these days, and I know that private jet operators like NetJets can be more flexible. Are there things I might bring without thinking that could delay my flight?
– Curious Caroline

A: You just need to notify your Owner Services Team in advance whenever you are traveling with any materials that can be considered hazardous or even out of the ordinary, from oxygen tanks to batteries to wheelchairs, surfboards, and firearms. This will help your crew prepare for these items in advance so you can depart on schedule. If you are ever uncertain about whether something you are carrying could be considered hazardous or may not fit, just ask your team.



THE WAITING GAME

Q: I love the seats on NetJets planes. When we land, I don't even want to get out of them – seriously. I want to install NetJets seats in my house. How come sometimes when there is a weather delay or something you want me to stay in the FBO instead of getting into my cushy seat on the plane?
– Comfy Carlos

A: First, your crew probably assumes you would be more comfortable in the FBO than in your aircraft, especially if heating and air conditioning are unavailable. Second, your crew may be coordinating the final details of the flight – reviewing weather, ATC status, or aircraft maintenance. When you wait until everything is ready to go before you board, the pilots can stay focused and accomplish last minute checks more efficiently. However, if you prefer to stay onboard, just let your crew know. If no conflicts exist, they will surely accommodate your request.

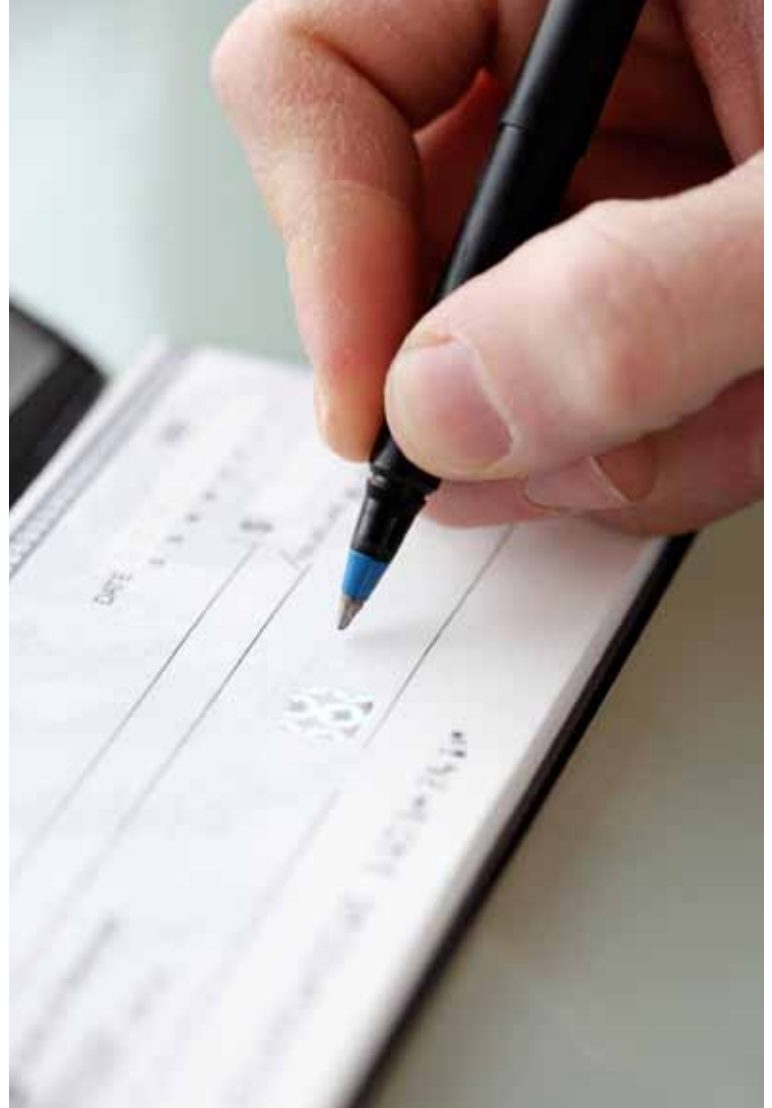
A SIMPLE WAY TO PAY FOR YOUR SHARE

For the convenience of NetJets Owners, we now give you the opportunity to prepay your account for a minimum 12 month period. If you want to start using this simple payment solution, just inform your Sales Executive and we will provide you with an invoice that encompasses Monthly Management Fees, Lease Payments, and/or estimated Occupied Hourly Fees for the year, assuming annual and any other scheduled escalations that occur during the actual prepayment period. Your estimated Occupied Hourly Fees will include estimated fuel usage and Federal Excise Tax. By electing to prepay your account, you receive a net present value discount.*

Each month, your actual flight activity charges and associated Monthly Management Fees or Lease Payments are applied to the prepaid amount. At the end of the year, any prepaid balance remaining will be applied to the following year's prepayment. If your actual charges exceed your prepaid amount at any point during the year, you will be invoiced the estimated amount to cover the remaining prepayment term.

For more information on the prepayment option, please contact your Sales Executive.

**Contact your Sales Executive for the current net present value discount.*



AIRCRAFT REQUESTS FOR CITATION V ULTRA END ON JANUARY 7, 2011



In our continual effort to maintain a fleet comprised of young aircraft that are cost effective for both Owners and NetJets, we retire aircraft as appropriate. We are currently in the process of retiring the Citation V Ultra.

As such and effective January 7, 2011, the Citation V Ultra will no longer be available for aircraft exchange. You may, of course, continue to request an exchange to any other aircraft type in the NetJets U.S. fleet, which is one of the great benefits of your ownership with us.

We are notifying you of the retirement of the Ultra because you were previously able to request this aircraft type, but, after January 7, 2011, you will no longer be able to access the Ultra.

If you own a fractional share or jet card in a Citation V Ultra, you will still be able to schedule flights on your Ultra and also request an exchange to any other aircraft type in the NetJets fleet.

If you have any questions, please contact your Sales Executive or the Owner Contracts department.

CORPORATE ANGEL NETWORK FLIES LANDMARK FLIGHT ON NETJETS AIRCRAFT

A milestone 35,000th flight transports an infant and his family home after receiving critical medical care.

Since 1981, the Corporate Angel Network (CAN) has worked hand-in-hand with the private aviation industry to provide cancer patients with free transport in the empty seats of business jets, hoping to reduce the physical stress and financial burden of commercial travel. The Westchester, New York-based charity recently flew its 35,000th flight, bringing 16-month-old William Relyea and his family back home to Syracuse, New York on a NetJets aircraft after William had received treatment at Memorial Sloan Kettering Cancer Center in New York City.

NetJets is proud to have served as the carrier on this landmark flight, and we are equally proud of the long relationship we and our Owners share with CAN. Young William's mother, Kristie, shared his story with us to express both her gratitude and her commitment to finding a cure for neuroblastoma and other childhood cancers.

William's story

William was born in May 2009 and was, by all indications, a happy and healthy child. As he approached three months, he went through a marked change. He became increasingly fussy and seemed more and more uncomfortable, with several physical symptoms that led his family to believe something was not right with their son. His mother, Kristie, a trained occupational therapist, began taking him from doctor to doctor, never satisfied with their diagnoses of simple colic or food allergies. She began doing her own research and kept coming up with pediatric cancer as a possibility.

William's condition worsened at five months, and the child's team of physicians decided to order more blood work and, based on the results, a complete work-up. An ultra-sound detected a mass in his abdomen, so an oncologist was called. Further testing indicated neuroblastoma, a rare and particularly malignant childhood cancer. "The beginning of a nightmare reality was suddenly thrown

William Relyea returns to his home in Syracuse, New York, on a NetJets Hawker 400XP after receiving critical care in New York City.



at us," Kristie shares. "Just the day before, we were awaiting a workup for food allergies, then a mass was discovered, and suddenly it was a tumor."

At just six months old, William was diagnosed with a 10-centimeter tumor filling his abdomen that was displacing his internal organs. After having consulted with Memorial Sloan Kettering Cancer Center in New York, doctors confirmed that the tumor was inoperable and chemotherapy was prescribed. After several rounds of chemotherapy and bone marrow aspiration, the tumor shrank enough to make it operable.

William underwent nine hours of surgery at Memorial Sloan Kettering. The tumor was removed, along with his left adrenal gland and infected lymph nodes. The surgery was a success, but significant complications ensued, and William was kept in intensive care for two weeks post-surgery.

The happy ending

Since his diagnosis, William has been hospitalized ten times, undergone six surgeries, dozens of invasive procedures, and more, but he recently celebrated eight months of living cancer-free. Throughout the process, William's family has remained strong and positive and, more than anything, grateful. "We have been genuinely humbled by the love, support, and generosity extended to our family on William's behalf," Kristie shares. "William has taught us immense strength, courage, and enduring love. We are blessed to share his inspirational story and advocate for much-needed research to find a cure for neuroblastoma and other childhood cancers."

Making contributions to the Corporate Angel Network

Flights like William's are made possible thanks to the generous support of Owners like you. To date, over 529 NetJets flight hours have been donated to CAN.

If you wish to contribute flight hours to CAN (or any other 501(c)(3) charitable organization of your choosing), contact your Owner Services Team and ask to be connected to the NetJets Gifting Desk.

The Gifting Desk Team will send you a simple form to complete and return to us. Upon receipt of the form identifying your gift, we will contact the charitable organization on your behalf and also transfer flight hours from your contract to a special contract in the organization's name. The Gifting Desk Team will send a letter to you and also to the organization to confirm your donation.

Please direct any questions regarding the tax implication of your donation to your tax advisor.





Owner Profile: The Fast Break

What happens when the founder of a corporate conglomerate buys a pro sports franchise? For Mike Heisley, owner of the Memphis Grizzlies NBA team, founder of The Heico Companies, LLC, and NetJets Owner since 1995, it's opened up new opportunities to do the right thing, and flying with NetJets has done the same, often on a more personal level.

NetJets: Owning a pro sports franchise would be a dream for most fans. Is this a labor of love for you?

Mike Heisley: Well it sure as heck isn't a great financial move! But seriously, part of the reason we acquired the Grizzlies was to further the goals of our family foundation. The Grizzlies donates more to charity than any other sports franchise, and I'm happy to say we've had a very positive impact on the city of Memphis over the past ten years. I approached this "adventure" as a fan, but those charitable opportunities have meant more to me than winning championships ever could – and we've gotten to the playoffs three times.

NJ: How does private aviation come into play with the team?

MH: We use a league charter service with specially-configured commercial aircraft: coach-style seating in the back for the press and team staff and more VIP-style accommodations up front so coaches can work and the players can stretch out a bit. In addition to owning the team, we're also involved in over 50 different companies with over 100 locations. We have multiple NetJets shares to manage corporate flight needs, and we also use those shares for charitable missions with the team – getting special fans to the games and so on.

NJ: How else has NetJets helped you?

MH: You know, you're very fortunate to be a NetJets Owner in the first place, but it is also an irreplaceable resource you can share when there are critical problems to solve. My personal physician is based in Santa Barbara. He developed kidney problems. The man is over 70 years old and had a kidney transplant performed by Dr. Beale at UCLA Hospital.

Opposite: Memphis Grizzlies small forward Rudy Gay with NetJets Owner Mike Heisley.

Names and photos printed with permission from NetJets Owner. Photo courtesy of Joe Murphy/NBAE/GettyImages.

When it comes to transplants, the most critical factor for success is how quickly you can get the donated organ to the patient. Through NetJets, I was able to arrange for a Citation X – the fastest jet in the fleet – to transport the donor kidney from New York to Los Angeles. Through traditional commercial transport, we were looking at about 12-18 hours total for a coast-to-coast transplant, which is acceptable, but I knew we could do better. The NetJets flight was just under six hours, and the full transplant time was a little more than nine hours from donor to recipient. I don't see how it could have been done any faster.

NJ: That's pretty quick.

MH: It wasn't just the flight itself. NetJets handled all the transportation logistics, shaving precious minutes off here and there, minutes that really count in this situation. End of story: My friend is doing just fine, and he's still practicing medicine! We've used NetJets more than a few times for critical medical situations.

NJ: What's been your corporate experience with NetJets?

MH: As I said, we operate a number of companies all over North America, with approximately 13,000 employees. Between customer transportation and managers going from office to office, often in remote cities and towns, a set of strategic NetJets shares is the only way we can handle our corporate flight needs. Commercial air travel just wouldn't work, and full ownership and charter just don't provide the extraordinary flexibility we need. That's why I'm a NetJets Owner.

I also admire the strict attention to detail and unparalleled commitment to safety. I don't like to hear the word "no," but I accept it when it comes from my pilot – that's what I want to hear. You're a VIP when you're onboard, but the pilot's the boss. I have 100 percent confidence in NetJets' operational procedures, which is a real comfort especially when I'm not on the plane and family or employees are traveling. It's what I really love about the organization.



ON THE COURT WITH **ROGER FEDERER**

OWNER EVENT ON AUGUST 24, 2010





1. Herschmann prepares for a strong backhand.
 2. Ryan DiDonato returns a volley from Roger.
 3. Owners and their guests line up for practice with Roger.
 4. Mary Joe Fernandez speaks at the Q&A.
 5. Roger moves in for a quick return.
 6. Michael Rhoades eyes the ball.
 7. Roger answers questions from Owners.
 8. Cleary son sports his RF apparel.
 9. Guests engage in a virtual tennis match.
 10. Jamie powers through a strong return.
 11. A young Roger fan snaps photos from across the court.
 12. A NetJETS guest practices his speed serve.
 13. Sandra Coudert gets ready to swing.
 14. A young guest brushes up on his skills.

Names and photos printed with permission from NetJETS Owners.



A MONTAGE OF OFFERS FROM MONTAGE

NetJets and Marquis Jet Card Owners can enjoy a two-night stay at one of three great destinations around the country compliments of Montage Hotels & Resorts. So whether you're looking for oceanfront serenity, sophisticated city shopping, or a stunning mountaintop retreat, these exciting offers have you covered. Choose your favorite destination.

MONTAGE BEVERLY HILLS

During your complimentary two-night escape at Montage Beverly Hills, NetJets and Marquis Jet Card Owners will experience a distinctive luxury hotel that is just steps from Rodeo Drive. Indulge in the world-class shopping and dining of this fabled neighborhood, or simply stay in for a relaxing afternoon beside the rooftop pool with spectacular Hollywood Hills views. Or perhaps spend the day with the experienced spa therapists at Spa Montage – the largest spa in the area. Or indulge in modern, yet earthy Italian cuisine at the newly-opened Scarpetta Beverly Hills, acclaimed executive chef Scott Conant's first foray into the West Coast arena. At Montage Beverly Hills, service and style flourish, offering a timeless experience of beauty and elegance.

MONTAGE LAGUNA BEACH

Situated atop a 50-foot bluff overlooking the majestic Pacific Ocean, Montage Laguna Beach combines unparalleled views with unsurpassed comfort and luxury. Three crystalline swimming pools shimmer in the afternoon sun, and private oceanfront balconies allow for an intimate audience with the horizon. Spa Montage will help you discover rejuvenation and balance through ocean-inspired treatments, and the resort's superb restaurants turn every meal into a treasured memory. NetJets and Marquis Jet Card Owners can experience the comfortable elegance and extraordinary personalized service of this resort during a complimentary two-night visit.

MONTAGE DEER VALLEY

Opening in December 2010, Montage Deer Valley takes the artful Montage experience to mountain country. Nestled within the soaring heart of Utah's Deer Valley Resort in the town of Park City and just 36 miles from Salt Lake City International Airport, Montage Deer Valley promises a classic on-mountain getaway for all seasons. Resort guests will enjoy a coveted location atop Empire Pass, unrivaled true ski-in/ski-out access to North America's No. 1 ski resort, and amazing year-round activities including hiking, biking, golf, and fly-fishing. Park City's Main Street is minutes away and offers shopping, dining, cultural events, and festivals. NetJets and Marquis Jet Card Owners are invited to be among the first to visit this premier new destination for a complimentary two-night mountain getaway.

Offer for returning visitors

If you have previously taken advantage of the complimentary two-night Montage offer, return for another visit – and another special offer. Reserve your next two-night visit at any Montage resort, and we will sweeten the experience with a complimentary upgrade in room view or category.

**Please note this Montage offer is non-transferable and is redeemable only by NetJets and Marquis Jet Card Owners for their personal use. Offer is based on availability and is not redeemable for cash. When available, accommodations will be provided in a suite. If a suite is not available at the desired time of reservation, a standard guest room will be offered in its place. This offer expires on December 15, 2011. Blackout dates apply (Montage Laguna Beach: July, August, and holidays. Montage Beverly Hills: December 30, 2010-January 1, 2011; January 14-16, 2011; February 11-13, 2011; February 18-20, 2011; and February 25-27, 2011. Montage Deer Valley: holidays and special events). Taxes and gratuities not included. Additional restrictions may apply.*



Hollywood Hills, Montage Beverly Hills



Rooftop pool, Montage Beverly Hills



Studio, Montage Laguna Beach



Lobby lounge, Montage Laguna Beach



Lobby, Montage Deer Valley



Resort entrance, Montage Deer Valley

Teacher, Teacher

Pilot Matt Eckert has been flying with NetJets since 1999, but soon after he started, he quickly got involved in the company's flight training program. And, like any good teacher discovers eventually, the most satisfying moments for him aren't about the lessons he gives – they're about what he learns from his students. When he's not piloting the Hawker 400XP, you can find him monitoring the innovative NetJets training process, which not only keeps pilots up to speed but also helps spread the company's service-oriented culture to every corner of the operation.

Unlike many pilots, Matt Eckert doesn't come from a flying family, but he does attribute parental influence to his decision to get up into the air. "It's a little old-fashioned, but when I was growing up, my parents used to take me on picnics on the weekends to a local airport near where we lived in Pennsylvania," he says. "That's where the fascination began, but since I had no contacts in aviation, I didn't know how to get started." Luckily, his local high school added an aviation elective course while he was attending, and the course culminated in an intro flight in an old Piper Tomahawk. "We landed and I told the pilot I was hooked. 'What do I need to do to do this for real?' I asked him."



School Days

The pilot recommended Embry-Riddle in Florida and the flight school at The Ohio State University in Columbus as good places to start. “My parents didn’t want me too far from home, so Columbus won,” he remembers. “I started flight training at OSU and got my license in 1990.” At OSU’s flight school, star students are often given the opportunity to stay on as instructors. This was the case with Eckert, who soon found himself not only instructing flight school students but also university faculty and non-university students who wanted to learn to fly. “That’s when I first got the idea that my students could actually mentor me while I taught them,” he says. “We had such a diverse range of students. There was always something I could learn from them.”

With NetJets headquarters just a few miles down the road from OSU, it was a natural move for him to join the company. He started flying Citation V Ultras and Encores, but soon became involved with the company’s ongoing training programs. “Flight training is kind of a misnomer for what we do,” he confesses. While he does spend time checking and monitoring pilot proficiencies and following the well-established training regimens spelled out by NetJets, its training partner FlightSafety® International, and the aircraft manufacturers, on any given day he could be teaching a group of flight attendants some basic “Aviation 101” skills or exposing veteran pilots to the day-to-day role of, say, the Owner Services department.

Opposite: Captain Matt Eckert directs the filming of a training video in Columbus, Ohio.

Below: Captain Matt Eckert in front of a NetJets Hawker 400XP.

Knowledge Share

“We routinely make sure the pilots’ practices are fully polished and up to standard, but our pilots are generally so skilled that we rarely need to offer any corrections, which is great because it means we’re doing our job,” he says. “The most fascinating part of the job for me is the ‘cross-pollinating’ training we do.” So have any line staff gotten the bug to get a pilot’s license after his instruction? “I’m sure I’ve sparked some interest, here and there, or rekindled a love of flying for someone who may have stopped their training for one reason or another.” What is more important, he tells us, is taking pilots who may have worked in one specific environment before coming to NetJets – such as flying for the military, a commercial airline, a cargo carrier, or a corporation – and engaging them in things like peer-to-peer customer service training to get a bigger picture of what the company does.

“It’s not so much about taking a novice pilot and making him or her an expert,” he says. “It’s about taking someone who is already an expert in a certain area of the aviation industry and making him or her an ‘expert’ about NetJets and how we work.”

Attention to detail

Eckert claims that he knows his job is a good fit for him because after nearly 12 years, he’s still eager to come into the office every day. “Each day offers new opportunities to help our people excel at what they do,” he says. “And we always find ways to enhance customer experience from every department and discipline in the company.” When a TSA regulation required that the date of birth of NetJets Owners be recorded, Eckert put that information to work. “You can imagine how great it is to see the look on the face of an Owner when they get on the plane and the pilot, after checking the flight manifest, greets them at the door with a warm, ‘Happy Birthday!’” It’s not magic... it’s training.



FINANCE YOUR SHARE WITH NETJETS DIRECT FINANCING™

Thanks to our financial stability, NetJets is able to offer our business customers a financing option for fractional shares that comes direct from NetJets Finance LLC.

NetJets Direct Financing™ offers an attractive 6% fixed-rate payment solution that reduces the upfront costs of purchasing a fractional share and lets you put that money to work somewhere else. NetJets is the first and only fractional operator to originate loans directly to business entities for fractional share purchases. When you finance with us, you'll be working with the company you already know and trust. Some highlights of NetJets Direct Financing™ include:

- Competitive fixed interest rate of 6%
- Simple application process with timely approval
- Predictable, spot-on expense target for your private jet travel
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- Convenience and productivity advantages of flying with NetJets, the worldwide leader in private aviation

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- Minimum financing of \$100,000
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- Payments amortized over a period equal to twenty years minus the age of the aircraft financed
- Available only for new shares purchased by business customers
- Not available to individuals
- Subject to credit approval
- Subject to change at any time

To learn more, contact your NetJets Sales Executive.





Without question, 2010 has been a banner year for NetJets and our Owners, and it is a great honor to be have been appointed president of NetJets at such a time of growth and positive change. In this issue of *NetJets Update*, we reported two significant milestone announcements that demonstrate our relentless commitment to Owner value, to safety and service, and to our overall leadership in global private aviation.

We are excited to have completed an agreement to purchase up to 125 new Phenom 300 Platinum Edition aircraft, designed specifically for NetJets, which will provide you with greater performance in the light cabin category, with the latest technology and with higher standards in passenger comfort. Within weeks of the completion of this deal, we announced the closing of a transaction to acquire Marquis Jet, which for the past ten years has sold the Marquis Jet Card under an exclusive marketing agreement. Our ability now to control fully both the fractional and card businesses will greatly enhance our flexibility and seamless service delivery.

I would like to take this opportunity to wish you and your family the very best this holiday season, and I look forward to hearing from you directly if there is anything at all I can do to help you get the most from your NetJets or Marquis Jet Card ownership.

Sincerely,
Jordan Hansell
President, NetJets Inc.
jhansell@netjets.com



Falcon 2000EX/2000



Gulfstream G550/GV



Hawker 400XP



Citation X



Citation XLS/Excel



Hawker 900XP/800XP



Citation Sovereign



Gulfstream G200



Gulfstream G450/G400/GIV-SP



Citation Encore+/Encore



FEEDBACK

We welcome your feedback concerning the NetJets and Marquis Jet Card programs and this newsletter: 877-NETJETS (877-638-5387) netjetsfeedback@netjets.com

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