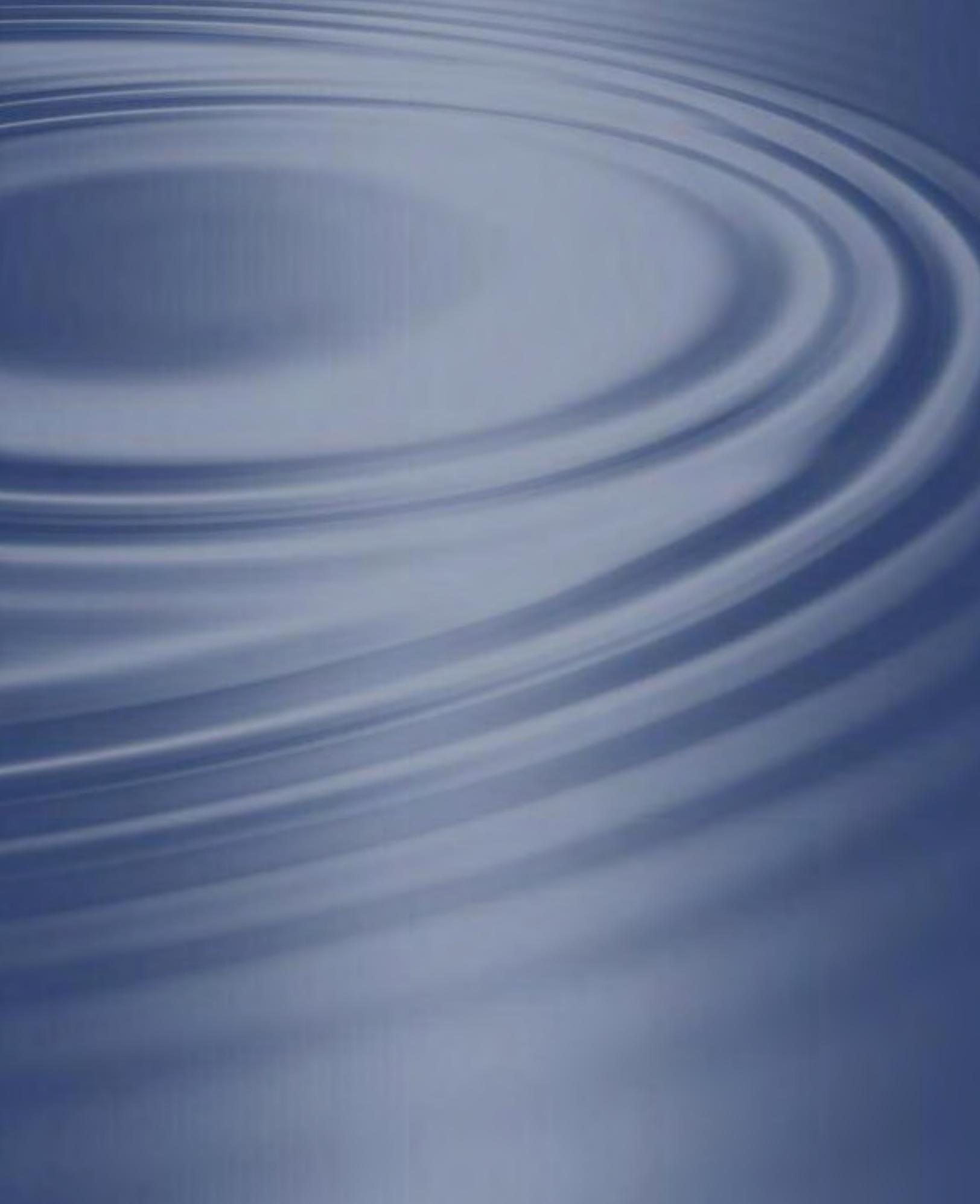


# *Financing a Growing Economy*

2008 Annual Report





Report of ELFA Chairman William H. Verhelle .....5

Report of ELFA President Kenneth E. Bentsen, Jr. ....9

The Equipment Finance Market .....11

Membership .....13

Advocacy .....14

Communications .....17

Business Development .....19

Professional Development.....21

Industry Research and Information .....22

ELFA Officers and Board of Directors .....25

ELFA Committees .....26

Financial Statement .....29





William Verhelle

The U.S. mortgage crisis of 2008 triggered a global credit crisis that continues to influence events in the commercial equipment finance industry. Many large and small equipment finance companies are challenged to raise capital. The structured finance market has been substantially closed due to problems in the mortgage markets; unprecedented write-downs and bank failures have reduced lending to the equipment finance industry. None of this was anticipated just one year ago.

Unlike prior periods of temporary illiquidity, the current drought has impacted many money-center, super-regional and regional banks, as well as other large U.S. financial institutions. During previous periods of scarce liquidity, banks were the arbiters of limited capital to non-bank industry participants. In most cases, the shortage of capital was the result of an *unwillingness* to lend, as opposed to an *inability* to lend. This time, the scope and magnitude of the capital shortage is different, prompting global government intervention on a scale never before seen in modern economic history.

As a whole, the U.S. equipment finance industry experienced stable growth and reliable earnings during the past two decades. This mature industry was characterized by consolidation, with large players seeking earnings growth primarily through improved economies of scale. Firms carefully executing a prudent growth strategy operated in a relatively stable, predictable environment.

Despite the ongoing financial crisis, the fundamentals of the U.S. commercial equipment finance industry have changed little. The U.S. economy may be entering recession; but so far, industry loan losses and increased delinquencies appear to be confined to relatively narrow segments such as transportation, construction and various parts of the small ticket arena.

Nevertheless, external forces are

rapidly altering our landscape. Industry participants are changing. Large and small portfolios are being traded. And new sources of capital are entering the business, as many highly experienced equipment finance companies exit. Following months of unprecedented government intervention in the banking and financial markets, the commercial equipment finance industry is braced for a substantial economic slowdown—an environment that may test the soundness of even the most creditworthy portfolios. All of these changes are forcing considerable dislocation among equipment finance professionals.

Trade associations of any type are most valuable to their members during periods of transition. And the ELFA has never been more important to this industry than it is today. And just as these challenging financial times test our personal and professional character as individuals, the current financial crisis will serve as a test for the ELFA.

### Current ELFA Mission

Nearly three years ago, I was honored to serve on the ELFA Succession and Transition Committee, which recruited former Congressman Kenneth E. Bentsen, Jr. to serve as the President of the ELFA. Shortly thereafter, I had the privilege to serve on the Executive Committee, which worked closely with Ken Bentsen and his senior staff as they developed a new, three-year business plan for the ELFA. This past year saw continued work to implement that plan. Many aspects of the plan have special importance in the current business environment.

#### ■ Industry communication.

Government and non-government regulators must understand our industry – and the critical role our U.S. \$650B per year equipment finance industry plays in the formation of capital throughout the U.S.

economy. Under Ken Bentsen's leadership, the ELFA initiated a program of systematic, disciplined messaging to key constituents in both government and the private sector. This program also includes targeted communications to key policy makers.

- **Industry data.** Accurate, reliable, independently compiled information regarding the performance of industry participants is especially important today. The ELFA is the primary source for such data, which helps member companies educate new investors and business partners regarding the performance of the U.S. equipment finance industry. The ELFA is also the only source for comprehensive benchmarking data used by leading firms to measure and improve business performance relative to direct competitors.
- **Advocacy and legal.** The ELFA has expanded the resources devoted to state and federal lobbying. With support from the ELFA Legal Committee, the Association also monitors legal matters impacting a broad range of member companies.
- **Professional development.** This year, the ELFA began releasing new online employee training programs designed to cost-effectively and conveniently assist member companies with the education of new employees. Additional online programs will provide in-depth training regarding credit underwriting and other key subject areas. These new training programs are the result of development initiated over two years ago in connection with the ELFA's current business plan.
- **Meetings and conferences.** Meetings and conferences provide opportunities for members to connect with each other and share in-

formation concerning a rapidly changing marketplace. Currently, the ELFA sponsors two annual conferences designed to help member companies raise capital: the *Funding Conference* in Chicago and the *Investor Conference* in New York City. Additional conferences addressing topics such as *Credit and Collections* and *Equipment Management* are conducted throughout the year.

- **Best practices.** The ELFA provides member companies with a wide range of information concerning industry best practices such as: proven legal strategies and provisions, credit underwriting standards, human resource management, employee training methods and other topics.
- **Industry reputation and business practices.** Honest, transparent business practices are essential components of a sustainable industry. The challenges confronting the global financial system have also made self-regulation and sound business practices more essential than ever before. As a large, diverse and critically important industry, we share a great responsibility. The ELFA understands that responsibility, and urges effective self-regulation, prudent business practices and financial transparency. The establishment and enforcement of a new ELFA Code of Conduct, applicable to all ELFA member companies, is an important aspect of industry self-regulation and an example of the way the ELFA has been determined to lead, rather than follow industry developments.

## Building a Strong Future

The initiatives described above represent several parts of the current three-year strategic plan. But if the ELFA wishes to remain relevant, it must continue to look to the future. With that in mind, and considering the exceptional changes thrust upon our industry during this tumultuous year, we sought new ways the ELFA might better serve its members in 2009 and beyond.

As we entered the third year of Ken Bentsen's initial plan, we felt it was appropriate to reconvene the Executive Committee to reconsider the ELFA's future. During a three-day Executive Committee meeting in August, we evaluated every aspect of the ELFA's current strategic plan. We discussed what is working well, what isn't working, and what needs to be improved or eliminated. We also contemplated potential new member services.

The Executive Committee provided the ELFA staff with a comprehensive report outlining its assessment of the Association's programs and services. Recommendations for new or expanded programming included the following:

- **Establish new technologies for improved member interaction and communication.** Member interaction is at the core of the ELFA experience. Today, that interaction is facilitated primarily through face-to-face conferences and meetings, and through E-mail. It was suggested that the ELFA should investigate new technologies for communicating with members, and for enabling members to establish connections with each other through regional town hall meetings, social networking and virtual meeting technologies.

Additionally, it was suggested that the ELFA Web site be revised to pro-

vide more convenient member access to additional industry and Association information, possibly allowing members to customize their own ELFA Web site access.

The Board has since approved the formation of a sub-committee to evaluate and recommend new technologies to improve member communication.

■ **Further expand state government affairs resources.** State government affairs support is a highly valued service of the Association. As state tax issues and industry regulation become increasingly complex, members require additional support.

The Board has approved the creation of a state government affairs council, in order to assist the Association in identifying and targeting issues requiring Association involvement, and to help provide increased state tax and regulatory services to member companies.

■ **Continue development of the Business Council Steering Committees.** The Executive Committee believes that improved ELFA performance results from better member communication. The Business Councils can execute much of the day-to-day business of the Association, and provide the ELFA staff with needed information about marketplace changes and member needs.

Last year, we changed many aspects of the way these Business Councils come together and operate. This year, we conducted our first annual Business Council Steering Committee member meeting in Washington, D.C. in February. On the eve of the ELFA's 47th Annual Convention in New Orleans, we conducted our first joint ELFA Business Council/ELFA Board of Directors meeting. Ken Bentsen and the incoming ELFA

Chairman, Jim Ambrose, have been instrumental in implementing these improvements, and they have thoughtful plans to further advance the Business Council Steering Committees in the coming year.

This is a small sample of the work that is being done to ensure that the ELFA remains relevant to all its members in the years to come. As Chairman of the ELFA during this difficult period, I can assure you that the ELFA's leadership recognizes the importance of the Association's mission.

So far, 2008 has been a challenging year; and things may get worse before they get better. But change brings opportunity. And as some of us take pause to size-up the magnitude of the changes that have occurred during the past year, the business itself continues.

The product we provide—commercial equipment financing for growing businesses—is not a new, esoteric product. It is not an overly complex financial instrument that didn't exist just a decade ago. Equipment finance is the fundamental building block of all developed economies. And it is unimaginable that it won't continue to exist in the future.

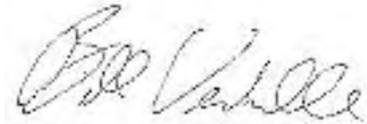
The ELFA and the members of the commercial equipment finance industry have shown great leadership during the past decade. The behavior of this industry stands in stark contrast to the dramatic problems experienced elsewhere in the lending industry. We must continue these successful policies. We must self-regulate, promote transparency, and mandate ethical business practices. If we continue our work in these areas, we will ensure that we continue to play a critical role in the growth of small and large businesses throughout the U.S. and the world.

So, our challenge now will be to get back to work. To continue doing what we've always done: to build better businesses; to invent more efficient

distribution models; to devise better ways to serve our valued customers.

As Chairman of the Equipment Leasing and Finance Association, I'm pleased to report to you that the ELFA is well prepared to lead this \$650B industry through this current period of transition, and into the coming decade.

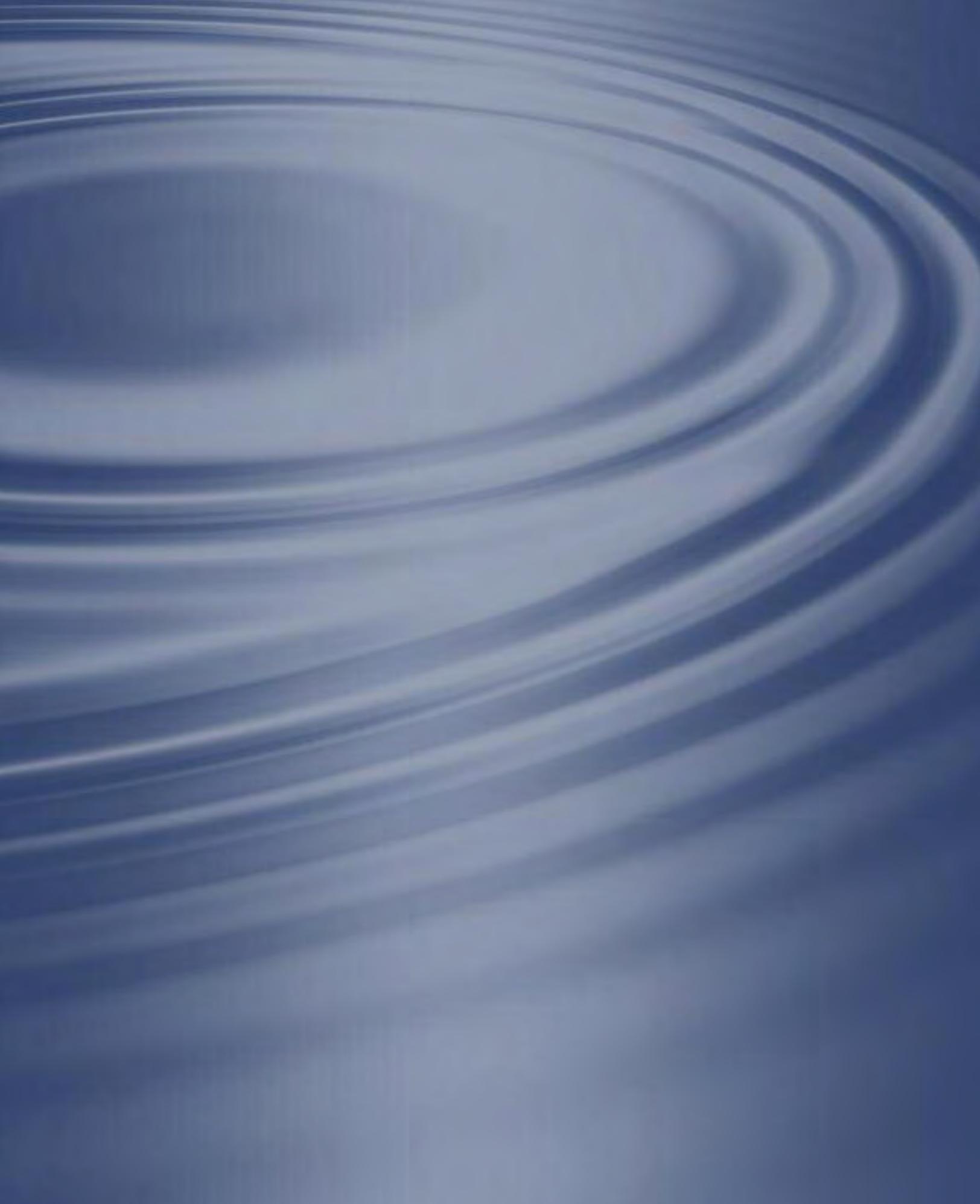
Sincerely,



William (Bill) H. Verhelle  
Chairman

---

William (Bill) Verhelle is the Chief Executive Officer of First American Equipment Finance in Fairport, New York. Bill holds a Bachelor of General Studies Degree (BGS) from the University of Michigan at Ann Arbor, a Master in Business Administration (MBA) from the Anderson School at UCLA and a Doctor of Laws (JD) from Cornell Law School.





**Kenneth E. Bentsen, Jr.**

More than a year ago, at the August 2007 meeting of the ELFA Executive Committee, officers and directors noted that economic storm clouds were forming and advised that the Association take a conservative approach with the coming budget year. That was prescient counsel. In January, when the Equipment Leasing & Finance Foundation convened its annual Industry Future Council at the ELFA offices, a number of the participants expressed deep concern regarding the state of the financial markets and the possible effect on the equipment finance sector. Throughout the winter and spring we experienced mixed demand for ELFA conferences and products while our indices indicated a slackening of new business volume. A fair number of members reported continued availability of credit and business demand holding steady, if not increasing. We then witnessed the induced sale of Bear Stearns with amazement, and few if any believed it to be a predictor of things to come. After a first quarter decline, by mid-year the Monthly Leasing and Finance Index (the "MLFI-25") began to show year over year growth in new business volume even as the credit crunch widened and two large ELFA members exited the business.

By fall, the federal government had placed Fannie Mae and Freddie Mac into receivership, Lehman failed, AIG became the recipient of government financing, and the Congress approved a \$700 billion financial rescue package. Wall Street was radically realigned and the credit markets came to almost a complete halt with the Federal Reserve becoming the lender of last resort for the commercial paper market.

As we come to the end of 2008, we look back in awe at the change that has been wrought on the global financial system, the breathtaking upheaval in the financial services industry and the unprecedented

governmental response, with little assurance of what the future will bring.

And yet, while no sector of financial services has been immune from this year of turbulence, and ours has certainly experienced the effects of the broader market, the equipment finance sector has persevered in providing capital to American businesses at home and abroad. This is a testament to the men and women that make up our industry.

ELFA has also not been immune from the downturn and we have experienced a decline in revenues and expect that to continue into the next year. That being said, the Association has performed well under the very able leadership of our Chairman Bill Verhelle who has given more than his share of time and talent to our efforts this year. With a strong Board of Directors and officers, including our incoming Chairman Jim Ambrose, and our fine staff, we are in excellent shape to confront the challenges ahead.

The Association exceeded our historic membership renewal rate of 86%, even in light of a dues increase and recruited 55 new members as of this writing. While conference attendance varied, with some such as Legal and Operations and Technology exceeding budget expectations, we have been successful in cutting costs. We experienced a decline in registrations for our staple Principles of Equipment Leasing and Finance for the first time in its history, but we also grew our web-based seminar business and just launched our web-based Fundamentals of Equipment Leasing and Finance which will allow our members to apply industry unique training broadly across their workforce in a timely and cost efficient manner.

We saw no shortage of public policy issues affecting our sector at the federal, state and international levels. ELFA staff, working with our members, was instrumental in ensuring that our voice was heard in legislative

and regulatory arenas, often with success. As we continued to address long-standing policy issues in the tax and accounting areas, we added aircraft, energy, marine and rail issues to our portfolio. And, as the level of legislative and regulatory activity at the state level continued to increase, our added investment in resources dedicated to state policy paid off.

ELFA research, and that of our affiliated Equipment Leasing & Finance Foundation, continues to set the pace for the industry. This year we had the largest participation in the annual Survey of Equipment Finance Activity (formerly the Survey of Industry Activity) and expanded media and analyst coverage of the MLFI-25. The Foundation continues to put out top-drawer research at an increasing rate. Combined, ELFA is far and away the principal source for industry information.

The Association has also been successful in continuing to establish the equipment finance sector's brand identity with key audiences, including financial analysts and media. Increasingly, key financial media seek the views of our members on broader economic matters. And, we continue to expand the number of financial analysts who cover our market.

As we complete 2008, perhaps with a sigh of relief, and look to 2009 with anticipation, it is more important than ever that we take stock of our mission and role as it relates to the industry we serve. Our members, small and large, will continue to face pressure from the fall out in the financial markets. We will likely witness more consolidation and member companies exiting the business. Internally, we have cut our forecast for attendance at meetings and conferences in anticipation of further cost reductions at member firms.

In these challenging times, the Association cannot just rely on re-selling the same programs and products but rather we must emphasize

the very core reasons for our existence in order to remain relevant to our members.

To that end, this Association will continue its efforts to build out our public affairs, advocacy, industry data and research. At this critical juncture of transforming financial markets with an increasing public sector role and a changing of the guard in Washington with a new presidential administration, our sector simply has no choice.

While the political watchword this year has been "change," we are already in the midst of change and should expect a great deal more affecting our industry, our market, the economy and the legislative and regulatory framework. Now more than ever our industry will need to be organized not only to respond to this change, but to effect it as well. This means more, not less, advocacy and branding of the economic rationale of our industry product. And we should also expect that our industry's investors will demand increased market data and research, and we must be prepared to accomplish that task.

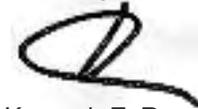
We must also respond to the economic conditions and changing nature of our member companies and their workforce through our conference and product offerings. While we will continue to hold our historically successful meetings, we will proceed apace with our move into web-based delivery of information and products such as web-seminars and professional development. And, we will continue with the expansion of our industry best practices roundtables to take full advantage of the broad swath of the industry our membership captures.

In tough economic times managers must make critical choices and the Association must insure that the services and products that we provide meet our members' critical needs. Our mission—to be the forum for industry development; the platform to advocate for the industry and the

principal source for industry information—is as important today, and will be in the year to come, as ever before.

Thank you for your continued support of the Association.

Sincerely,



Kenneth E. Bentsen, Jr.  
President

According to U.S. government statistics, total investment in equipment and software in 2008 will exceed \$1.1 trillion, a two percent increase over 2007. End-users are estimated to finance approximately 57% of this amount of equipment investment, or \$650 billion.

Results from the Equipment Leasing and Finance Association's 2008 Survey of Equipment Finance Activity (SEFA) report showed slight volume growth of two percent in 2007 while providing mixed indications for future industry performance. For example, the SEFA found that in 2007 Return on Equity (ROE) and portfolio quality declined while Return on Assets (ROA) and operational efficiency increased.

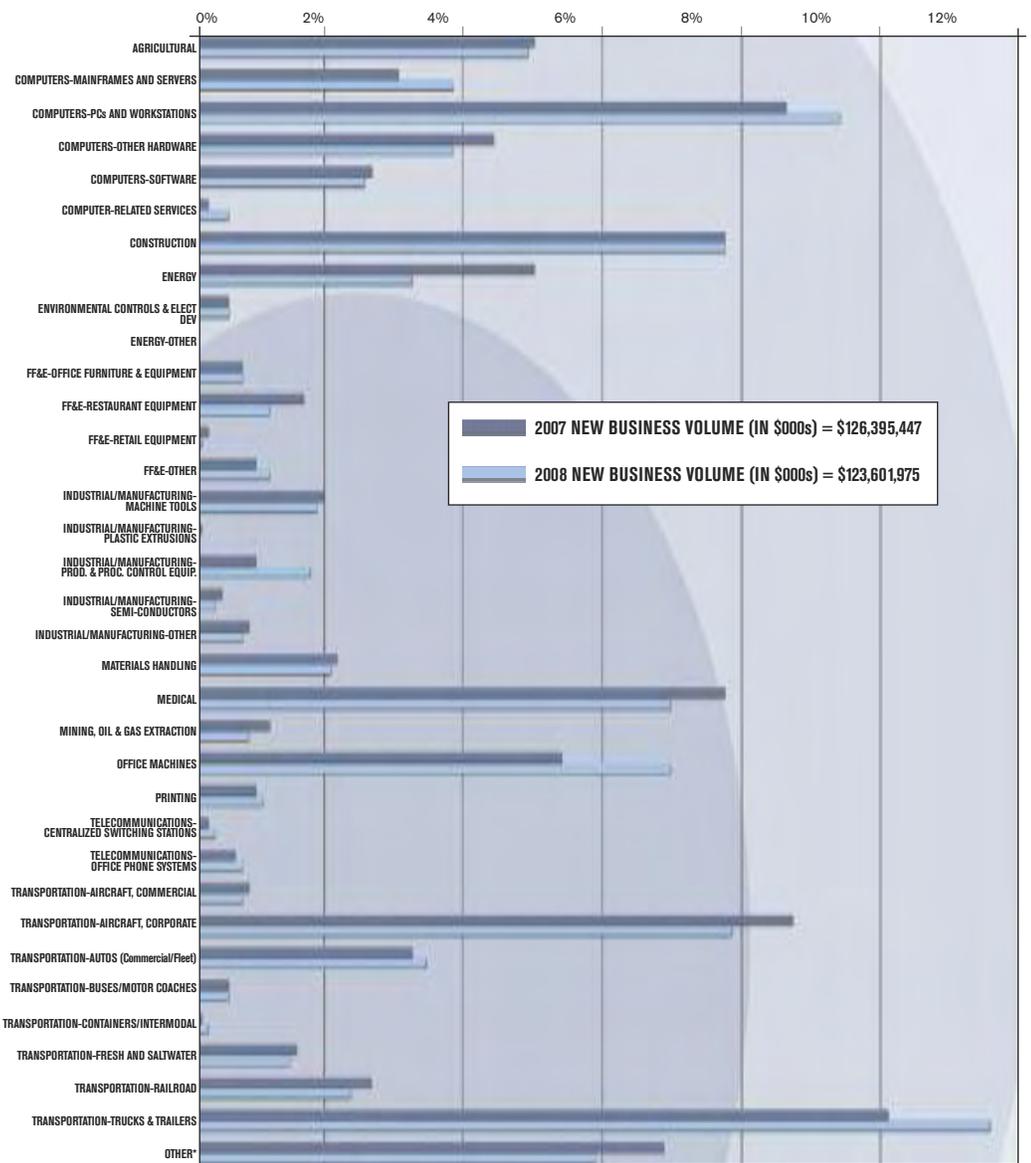
However, in 2008, the market disruptions that began in 2007 became more pointed and suggest a difficult and highly unpredictable operating environment for this year and beyond. According to the Equipment Leasing & Finance Foundation's 2008 State of the Equipment Finance Industry Report (SEFI), industry analysts and market participants reported that a confluence of macroeconomic issues likely will impact the sector. The sub-prime mortgage meltdown, the collapse of the credit and default swap markets, the continuing decline in real estate values, and the volatility of energy and commodity prices, among other concerns, have significantly changed the dynamic for the equipment finance industry.

The SEFI report found:

- **Continued market disruption and declining confidence.** Most executives and analysts expect current market instability to continue for a significant period of time, up to another four to six quarters, as customer performance slides and lenders and the markets are forced to work through mounting losses in various areas.
- **Funding as the critical area of focus.** As a result of losses in mortgage-related investments and the failure of key areas of the credit markets, liquidity for providers of equipment finance, including some units owned by banks, has significantly declined.

- **Seismic change in the competitive environment.** In past economic downturns, smaller Independents suffered as bank credit became more expensive and terms and covenants more onerous. In this cycle, the largest financial institutions have experienced major funding challenges themselves. Large Independents, once with access to the commercial paper and debt markets for relatively inexpensive capital are now experiencing a significant increase in their cost of funds linked to a lack of market liquidity.

As a result, the overall competitive picture has changed significantly: previously aggressive players have become more selective, some large players have exited the industry, new types of competitors—particularly those backed by private equity—are beginning to enter and are at the early stage of becoming a force within the market.



(Source: 2008 Survey of Equipment Finance Activity—based on responses from 146 ELFA member companies.)

• **Increased regulation will likely have a significant impact.**

Most market participants believe that as a result of the current financial crisis, increased regulatory oversight is inevitable. While few expressed significant concerns related to the implementation of BASEL II, most did say they believe regulators will seek to expand their authority to include all types of lenders, including those currently subject to little if any federal oversight.

• **2008 will show strong performance...for some.** Based on both anecdotal evidence and statistics compiled by ELFA and PayNet, new business volume has increased over 2007, spreads have improved, and losses, while increasing, are well below 2003 levels, the last significant problem year. Industry analysts attribute the apparent increase in volume to two factors: first, an increased demand for equipment financing as companies work to preserve cash and second, fewer players in the market.

**2008 Survey of Equipment Finance Activity**

Statistics reported in the 2008 SEFA showed a two percent growth rate in new business volume for 2007 as compared to 2006. This compares to a 12% growth in 2006 as compared to 2005.

Profitability was somewhat constrained, with average ROA remaining strong at 1.9%, while average ROE dropped to 12%. Pre-tax spreads also continued their five-year trend of year-over-year (YOY) compression. Key operating performance metrics, such as full-year loss and current receivables remained in line with prior levels, indicating stable portfolio health in 2007.

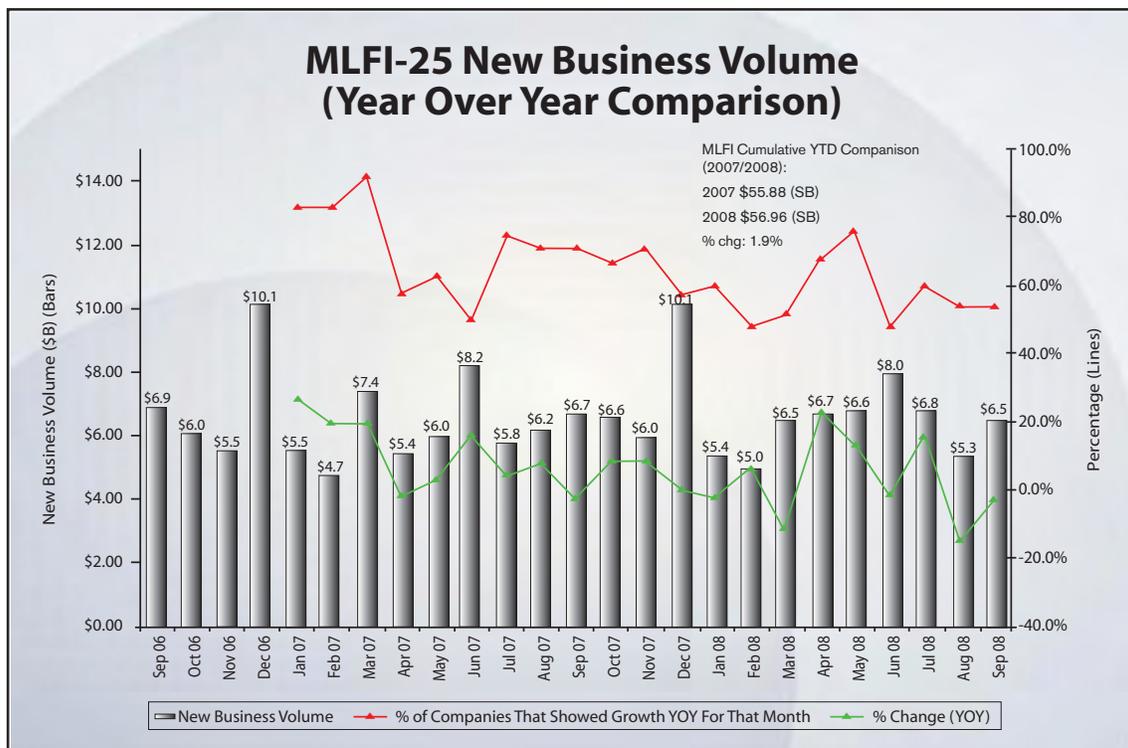
In terms of equipment being financed, energy and corporate aircraft enjoyed strong growth, while office machinery and trucks/trailers decreased significantly, the latter feeling the pinch of higher energy prices.

In 2007, the top five end-user industries comprised 49.2% of total new business volume versus 52.2% in 2006. Of the top five end-user industries, only the wholesale/retail sector experienced YOY new business volume growth, a modest 0.8% increase. The services sector (services not related to healthcare, arts and entertainment, accommodation and food services, education and transportation) experienced the sharpest YOY decline in new business volume.

**Monthly Leasing and Finance Index**

The Association's Monthly Leasing and Finance Index (MLFI-25), which provides a reliable snapshot of current industry conditions, reported some volatility in the amount of new business financed by a consistent sample of 25 ELFA member companies. After showing contraction in 4Q 2007 and 1Q 2008, the MLFI reported strong new business growth in 2Q 2008 (9.7% YOY growth). Through the 3Q 2008, originations were flat (.01% YOY growth). With a difficult economic environment currently, this uncertainty is expected to continue into the fourth quarter of the year.

However, when comparing MLFI cumulative year-to-date (YTD) in September 2007 and 2008, the MLFI-25 companies generated a 1.9% increase of new business volume.



The Equipment Leasing and Finance Association (ELFA) has represented financial services companies and manufacturers engaged in financing investment in capital goods since 1961. ELFA members are the driving force behind the growth in the commercial equipment finance market and contribute to capital formation in the U.S. and abroad. Our members include independent and captive leasing and finance companies, banks, financial services companies, broker/packagers, investment banks and investors, as well as service providers.

ELFA provides multiple services to our members in the form of advocacy, business development, media relations, professional development and industry and market research. With a staff of 25 professionals located in Washington, D.C., ELFA is the only organization providing the full range of association services to the commercial equipment finance sector. Additionally, ELFA serves as the convening body for the industry, which includes various governing, policy and business sector committees comprised of industry volunteers.

### A Strong and Diverse Membership

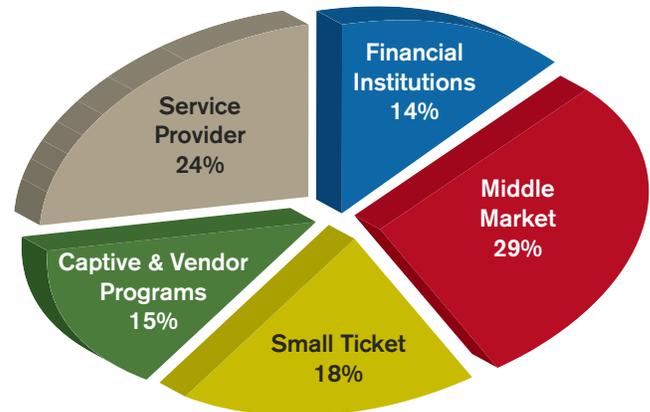
Today, ELFA has over 700 member companies, including 92 of the top 100 equipment finance companies in the U.S. This includes some of the largest financial services companies in the world combined with the hundreds of smaller independent firms and banks, and the captive finance subsidiaries of major manufacturing companies. ELFA members also include companies, consultants and professional firms that provide a wide range of services to the industry. Through the Membership Marketing Committee, ELFA is continually recruiting equipment finance companies and market players for membership.

ELFA offers several membership categories and accommodates entities involved in virtually any aspect of the equipment finance sector in the U.S. and internationally.

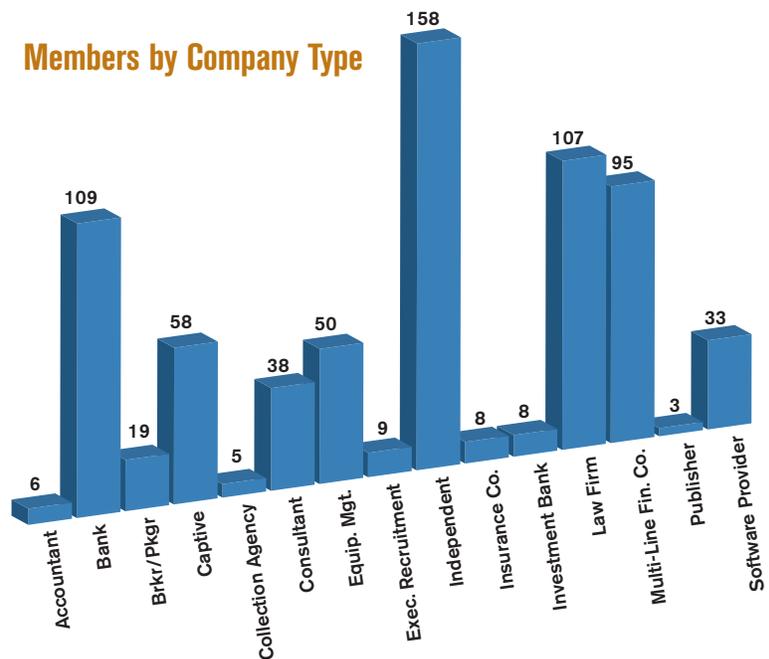
Historically, 86% of member companies renew and an average of 60 companies join annually. In 2008, 87% of member companies renewed and 55 joined as new members.



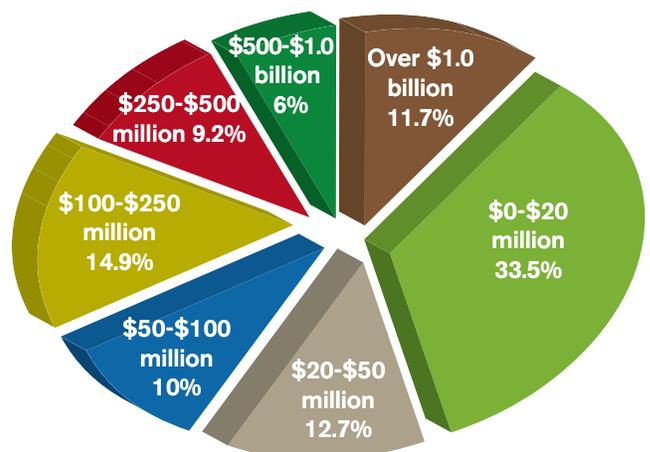
### Members by Business Council



### Members by Company Type



### Regular Member Company Size



## ADVOCACY

ELFA maintains Federal and State Government Affairs operations to represent the industry before the U.S. Congress, federal agencies and departments, state legislatures and agencies. Additionally, ELFA represents the industry before national and international standard-setting bodies. The professional staff routinely engage legislators and policymakers on issues of importance to the industry, including providing testimony before Congressional and state legislative committees and formal comments to federal and state rule making agencies.

ELFA also operates a grassroots political action program with its member company employees to engage elected officials on the federal and state level. And, ELFA operates a federal political action committee, LeasePac, for the purpose of supporting federal candidates.

Through targeted grassroots contacts, members and staff of ELFA are building on the existing framework to bring a heightened awareness and



Federal Reserve Board Governor Kevin M. Warsh addresses ELFA Members in Washington.



U.S. Representative John M. Spratt (D-SC), Chairman of the House Budget Committee addresses ELFA members at the annual Capitol Connections meeting in Washington.

educate policymakers at the federal and state levels about the impact the equipment leasing and finance industry has on today's economy.

Since 2007, ELFA has maintained an interactive website, [advocacy.elfaonline.org](http://advocacy.elfaonline.org) to promote advocacy efforts and encourage members' political involvement at both the federal and state levels. During the annual Capitol Connections meeting in May, ELFA members converged on Capitol Hill for legislative meetings and meetings with numerous federal agencies around Washington. Participants in the grassroots program are committed to developing and maintaining relationships with legislators and their staff to promote an ongoing dialogue on the key policy issues that impact the industry.

## FEDERAL GOVERNMENT

ELFA's federal advocacy efforts are intended to achieve and maintain a legislative and regulatory regime that provides certainty and transparency for equipment financing transactions by preserving the tax, financial and business principles that underlie the equipment finance industry.

The focal points for ELFA's federal advocacy efforts are the Congress, executive branch, independent regulatory and standard-setting bodies, and industry stakeholders. With the Congress, the advocacy programs are oriented primarily toward the tax writing committees and the financial services

committees in the House and the Senate, which directly impact the ability of the industry to compete. In the Executive Branch, the focal points are the Department of Treasury and other financial services regulators, as well as agencies that regulate various stakeholders in the transportation fields of aircraft, rail and maritime.

**Legislative Advocacy**—In the tax policy arena, ELFA advocates for tax policies that encourage investment and capital formation by maintaining tax neutrality between the buy or lease/finance decision and supporting incentive based depreciation rules. The Association's Federal Tax Committee helps identify issues and devise strategies to guide ELFA staff advocacy. Current ELFA federal tax initiatives include efforts to allow tax-exempt medical institutions access to cost effective lease financing sources through a change in the tax treatment of high technology medical equipment, repeal of the mid-quarter depreciation convention as well as the extension of renewable energy investment tax credits and production tax credits for financing parties. In 2008, the ELFA was able to obtain favorable equipment finance language for sale leasebacks, syndications and like-kind exchanges in the bonus depreciation component of the Economic Stimulus Act of 2008 (P.L. 110-185). The ELFA is also advocating initiatives in the health care, energy and transportation arenas.

**Regulatory Advocacy**—In the regulatory arena, the ELFA works with the Department of Treasury and its Office of Tax Policy and the Internal Revenue Service on federal taxation guidance projects, including the July 2008 issuance of favorable guidance for the leasing of aircraft and vessels in foreign commerce. On financial regulatory matters affecting lease and finance transactions, the Association engages the Federal Deposit Insurance Corporation, the Federal Reserve System, the Office of Comptroller of the Currency, the Securities and Exchange Commission and other financial regulators. In addition, the ELFA works with the Department of Commerce on its international programs and the Department of Transportation, which regulates the key aircraft, rail and maritime sectors of the industry. In May of 2008, for example, the ELFA submitted public comments to the Federal Aviation Administration of the Department of Transportation on its proposed rule-making on aircraft registration and re-registration due to its impact on lenders and lessors which provide aircraft financing.

## STATE GOVERNMENT RELATIONS

ELFA's State Government Relations advocates for the industry at the state legislative and executive level. With the increasing importance of state legislative and regulatory authority, ELFA added resources to its State Government Relations activities in 2008, including the development of a new website. Set for launch in 2009, ELFA StateWatch (which can be accessed through ELFA's State advocacy website at [www.elfaonline.org/pub/advocacy/state/](http://www.elfaonline.org/pub/advocacy/state/)) will provide a summary of all state legislature measures that could affect our sector. ELFA StateWatch will allow staff and members to monitor and comment on measures in a timely manner.

Equipment finance companies faced a wide range of legislative and regulatory challenges in state capitals in 2008. Efforts included amending the Michigan Business Tax Code to provide the Investment Tax Credit and Industrial Personal Property Tax Credit to all industry segments. In Wisconsin and Missouri, ELFA commented on bills that would impose new rules and restrictions on automatic renewal provisions.

Public sector financing issues were also active in 2008. In Alaska, ELFA participated in an industry-wide effort to prevent a legislative ban on lease financing by state and local entities. ELFA coordinated with allied associations in proposing a New Mexico constitutional amendment allowing state and local government access to standard municipal lease financing enjoyed by most other states.

Eight states and the City of New York passed electronic recycling legislation during 2008; all provided for a form of producer responsibility that does not require equipment finance companies to collect advanced fees.

ELFA also addressed legislation in several states that inadvertently included our sector in product recall and liability issues principally related to consumer transactions. ELFA worked with legislative sponsors to outline the unintended consequences, and gained amendments exempting commercial transactions from the bills.

In 2009 ELFA will expand coordination with allied associations to continue to present a unified and effective advocacy effort in the states.

## LEGAL

ELFA's General Counsel, Legal Committee and Legal Subcommittees engage in a broad range of substantive activities to support and promote the industry's legal, legislative and regulatory activities, including advocacy, research and other core value areas. Legal, legislative and regulatory matters include providing analyses of federal and state judicial rulings, proposed legislative language and state and federal regulatory actions. Additionally, the association's General Counsel prepares and submits briefs and comment letters in support of industry positions.

Since equipment financing in foreign nations is an important growth area for many ELFA members, the Association and a Legal subcommittee continue the efforts begun some



U.S. Representative Richard E. Neal (D-MA), Chairman of the House Ways & Means Subcommittee on Select Revenue Measures describes tax provisions and their impact on equipment finance (also shown are Valerie Jester, Rick Remiker and Bob Rinaldi).

years ago to work with UNIDROIT to develop a model leasing law for enactment by other nations, particularly those with developing economies that would benefit from the capital formation provided by lease financing. Their activities concerning the model leasing law have included numerous consultations with the U.S. State Department, the International Finance Corporation of the World Bank, and other interested parties.

A key element of ELFA's legal program is advocating for the preservation of the legal principles on which the industry thrives. ELFA has an established program to consider member requests to file ELFA amicus briefs in other cases, and the Association has filed such briefs when the cases have involved issues of national significance that are directly important to the industry.

Working with the Legal Committee, ELFA provides legal information and professional development that help sustain the functioning and growth of the industry. The annual ELFA Legal Forum is widely regarded as the premiere legal educational program on equipment finance, and current and former Legal Committee members participate in other ELFA educational programs. To provide legal resources for attorneys who advise members, ELFA maintains a legal page on its website that contains an update of recent court decisions affecting the industry, a compendium of relevant state laws, a legal listserv, and other legal information. In addition, members of the Legal Committee prepare the Leasing Law articles on recent developments that are published in each edition of *ELT Magazine*, and they have also participated in the development and preparation of webinars for members. Legal Committee subcommittees focus on a range of topics including international, insurance, motor vehicle, the Capetown Agreement, legislative and regulatory issues, banks, air, rail and marine, accounting and a UCC working group.

## FINANCIAL ACCOUNTING

Through its Financial Accounting Committee and a working group subset, ELFA aggressively and proactively monitors financial accounting and reporting issues developed by regulatory bodies and standard-setters including the Financial Accounting Standards Board (FASB), International Accounting Standards Board (IASB) and the SEC. In 2008, the Association stepped up its activities by increasing the level of technical expertise necessary to monitor, comment and, ultimately, influence financial accounting and reporting matters. ELFA met regularly with standard-setting bodies, obtaining frequent and timely updates on developments relating to accounting and reporting matters—from fair value accounting to FAS 13—which are critical to the membership and overall industry. During these meetings and through comment letters and other formal and informal channels, the Association represents the views of its members to these regulatory and standard-setting bodies and their staffs. The goal is to ensure that the industry's voice is heard on critical accounting and reporting matters.

The past year was extremely eventful as FASB and IASB continued their deliberation on the lease accounting project that commenced in 2006 to replace FAS 13. These bodies, acting jointly, have made preliminary decisions about fundamental matters affecting how leases are accounted.

The project is expected to be a multi-year undertaking, with a great many of the issues finalized in 2009.

In addition to its reliance on volunteer members of the Financial Accounting Committee, the industry was fortunate to have three members of the Committee represented on a special Working Group appointed by FASB and IASB to provide advice on specific matters in connection with the lease accounting project.

With increasing emphasis on enhanced reporting and accounting standards, heightened disclosure requirements, and worldwide regulatory convergence efforts, the Association will continue its activities to collaborate with its established network of leasing and finance organizations throughout the world, including the U.K. Finance and Leasing Association, Leaseurope, the Canadian Finance and Leasing Association, the Australian Equipment Leasing Association and others.

While the lease accounting project promises to be the primary focus of the Association's accounting and financial reporting efforts, the ELFA and its Financial Accounting Committee continue to monitor and communicate other matters of importance to the industry. Through the use of web seminars, the ELFA website, the E-news Daily e-newsletter and *ELT Magazine*, the association disseminates timely information on accounting issues to the membership.



## COMMUNICATIONS

Communications is a stand-alone division responsible for coordinating ELFA's media outreach, brand development and industry corporate relations. Communications works with every component of the Association to enhance our industry's visibility and our ability to advocate to all of the external audiences that could impact our markets. We link the industry's brand to the ELFA website and communication vehicles including *ELT Magazine*, policy updates such as *ELFA Washington Report* and *ELFA State Government Report* and our new membership-wide newsletter, *ELFA Quarterly Report*, found as a PDF on our site at [www.elfaonline.org/pub/about](http://www.elfaonline.org/pub/about)

In 2008, Communications worked aggressively to continue to channel our messages to help increase the depth and breadth of the equipment finance sector brand. Key audiences included financial, end user (verticals) and policy media, financial analysts and market opinion leaders, trade associations, economists at selected government agencies, and internal audiences including public relations professionals at ELFA member companies and, importantly, ELFA membership and potential members. Several initiatives are underway and have been yielding positive results.

To expand media opportunities with member companies Communications remains in regular contact with our PR Roundtable (for member company PR professionals) by providing data, information and media interview opportunities to this group.

To impact capital market participants, ELFA has developed an ongoing relationship with numerous financial market publications to encourage the use of the MLFI-25 in client briefings and in subscription-only areas of their website. We have also significantly increased our outreach to industry analysts and staged our first analyst briefing in New York in conjunction with the Association's



ELFA Chairman-elect Jim Ambrose and ELFA president Ken Bentsen partnered with the National Association of Manufacturers and The Manufacturing Institute to co-host a press roundtable to discuss the impact of the export and export financing of U.S. manufactured goods on the U.S. economy.

annual Investors Conference in March. In October we organized a successful Media/Analyst briefing on the Equipment Leasing & Finance Foundation's *2008 State of the Equipment Finance Industry*.

To expand business opportunities for our members, we are working to enhance the Association's relationship with the U.S. Small Business Administration's SCORE program. We also launched a new web portal, [www.EquipmentFinance101.org](http://www.EquipmentFinance101.org) as an informational resource for equipment finance end-users. Included are materials for industry verticals such as medical equipment, transportation, computers/IT, telecom, oil/gas/energy and construction industries.

In June, ELFA partnered with the National Association of Manufacturers and its research, education and workforce affiliate, The Manufacturing Institute, to co-host a media roundtable. ELFA Chairman-elect Jim Ambrose and ELFA president Ken Bentsen discussed the impact of exports and export financing of U.S. manufactured goods on the economy. Fifteen financial and trade reporters covered the event and filed stories.

### *ELFA Brand Advances*

ELFA actively promotes the Association, our federal and state government relations initiatives and research to the financial, leasing and vertical trade media and our brand increasingly advances in recognition. In 2008, ELFA has been quoted or featured in TV/broadcast media and



Federal Deposit Insurance Corporation Chair Sheila C. Bair addresses Executives at ELFA's Industry Leadership Forum in Washington.



Bloomberg TV interviews ELFA President Ken Bentsen at the White House after President Bush signs Economic Stimulus Act of 2008.

publications including *The Hill*, *Dow Jones*, *American Banker*, *Wall Street Journal*, *Financial Times*, *Barron's*, *Thomson Financial*, *BusinessWeek*, *WSJ- MarketWatch*, *Financial Week*, *CFO.com*, *Bloomberg News*, *Bloomberg TV*, *FOX Business TV*, *Los Angeles Times*, *Nation's Restaurant News*, *Transport Topics*, *Progressive Railroading*, *Materials Handling Wholesaler*, *American City & County* and others. The full list is always available on our website at [www.elfaonline.org/pub/news/press/MediaCoverage.cfm](http://www.elfaonline.org/pub/news/press/MediaCoverage.cfm)

ELFA works to ensure all media relations programs, whether trade or financial, remain robust so that our industry is known and understood broadly. In addition, we have worked

- To ensure our MLFI-25 data has been reported in Tier One media, including *Dow Jones*, *Bloomberg*, *ThomsonFinancial* and *Fox Business News*. Web portals continued to run the MLFI-25 press

release and important industry trades ran stories, including *Materials Handling Wholesaler*, *Progressive Railroad*, *Trailer Body Builders*, and others including *The Monitor*, *Lessors Network* and *World Leasing News*

- To ensure Tier One media outlets continue to show interest in ELFA research, including *Reuters*, *Washington Post*, *Dow Jones*, *Barron's*, *American Banker* and *Financial Times*
- To publicize conferences and meetings with Tier One publications. Journalists from the *Wall Street Journal*, *Financial Times*, *American Banker*, *Barrons*, *Newsweek*, *Dow Jones*, *Bloomberg* and *Reuters* covered speeches by Federal Reserve Board Governor Kevin M. Warsh and FDIC Chair Sheila C. Bair in Washington as they addressed executives at

ELFA's Industry Leadership Forum in April. Media coverage included the *Wall Street Journal* ("Bush Seeks Time For Stimulus"), *American Banker* ("Bair Endorses Some Ideas in Treasury's Proposal") and *Dow Jones* ("US FDIC's Bair: More Activist Government; Housing Aid Needed").

ELFA works to generate media of the industry utilizing member company executives and experts as spokespersons:

- In April, ELFA arranged for the *Wall Street Journal* to interview several ELFA member company executives among other business leaders commenting on the President's economic stimulus package for an above-the-fold front-page article quoting ELFA and a member ("U.S. Suffers Biggest Jobs Drop in 5 Years as Downturn Spreads")
- In October, ELFA organized interviews with *Wall Street Journal* reporters with several ELFA member company executives regarding technology financing and its availability for businesses seeking to acquire equipment. The story was carried above the fold: "Tech Finance Defaults Rise; More Makers Offer Loans"

Since 2008, ELFA instituted an emphasis on national TV/broadcast media to position the Association as thought-leader and industry expert regarding the economy, equipment finance and the role of export financing of U.S. manufactured goods on the economy. During the year, ELFA was featured in six TV/broadcast interviews with major national networks.

## BUSINESS DEVELOPMENT

ELFA's business development meetings and conferences provide up-to-the-minute information on specific market segments, pending legal, regulatory or accounting changes, capital markets and funding and operational efficiencies. Participants are exposed to the most innovative thinkers within industry, government and academia. These business development meetings enable senior executives, attorneys, accountants, equipment managers, credit analysts and operations specialists to gain valuable intelligence during ample opportunities to network and build relationships. In 2008, several thousand professionals from ELFA member companies attended at least one of 12 ELFA business development conferences.

2008 has been a mixed year for business development activities. While some conferences experienced moderate growth, others remained flat or declined in attendance. This trend reflects a greater tightening of discretionary spending on the part of member companies as they face their own internal challenges. Careful management of expenditures by ELFA staff has helped ease the budgetary impact.

In terms of quality, ELFA presented superior programming in 2008. For example, ELFA's National Funding Exhibition brought together more than 500 industry professionals linking funding sources for equipment finance companies and assets. In its 20th year and held this past April in Chicago, this event remains an efficient, cost-effective way for firms to access investors for the funding that is the lifeblood of equipment finance.

ELFA's Equipment Management Conference & Exhibition brought together 350 asset managers, remarketers and providers of asset management services and focused on evaluating the current market conditions, portfolio quality and residual values for a variety of equipment seg-

### 2008 Business Development Conferences

- Equipment Management Conference & Exhibition
- Industry Leadership Forum
- Annual ELFA/IMN Investors Conference
- Financial Institutions Conference
- National Funding Exhibition
- Legal Forum
- Operations and Technology Conference & Exhibition
- Tax Professional Roundtable
- Credit & Collections Management Conference & Exhibition
- ELFA/AGL&F Public Sector Finance Forum
- Lease Accountants Conference
- 47th Annual Convention



### *ELFA Members Volunteer Time and Provide Resources to Help Hurricane Recovery Efforts*



As part of the 47th Annual Convention, ELFA organized a project to support the ongoing relief efforts related to Hurricane Katrina in New Orleans. Sixty-seven ELFA volunteer members and staff assisted the St. Bernard Parish Department of Recreation with their efforts to rebuild the old Hannan High School. Located just below New Orleans' lower 9th Ward, St. Bernard Parish was severely hit by Katrina. This project helped restore needed park and performing arts facilities devastated by the hurricane.

The project was sponsored by Key Equipment Finance, First American Equipment Finance, Susquehanna Commercial Finance, Nutter McClennen & Fish, and CHP ALFA. Also, on behalf of those companies, ELFA Chairman Bill Verhelle presented a check for \$7,500 to Rep. Charlie Melancon of Louisiana's 3rd Congressional District, which encompasses St. Bernard Parish. The money will be used by the St. Bernard Project, which was established to speed the recovery of that hard-hit area.

ments. Conference highlights included topical breakout sessions, off-site equipment tours and an on-site inspection session.

ELFA's 47th Annual Convention, the industry's largest meeting, attracted 800 equipment finance professionals and offered three full days of educational sessions and networking opportunities. Themed "*Financing New Frontiers*," the Convention program emphasized winning strategies for future success—targeting emerging opportunities, optimizing the capital markets and raising capital and finding liquidity in turbulent markets. Sessions such as "*Raising Capital and Finding Liquidity in Today's Turbulent Markets*" provided perspective on current market conditions facing the equipment finance sector and examined keys to success in raising debt, mezzanine capital and equity, and seeking liquidity. The session, "*Capital Markets Update—How You Can Optimize Your Reliance on the Capital Markets*," discussed how to use debt and equity capital markets to position a company during times of constrained liquidity.

Other sessions included discussions on sectors such as the emerging aircraft and healthcare equipment



In 2008, ELFA held its 20th Annual National Funding Exhibition, which included 40 Funding Sources and more than 500 member participants.

finance markets, transportation, alternative and renewable energy and international markets.

General sessions featured speakers including the Hon. Charles Wilson, the inspiration for the highly acclaimed book and movie "*Charlie Wilson's War*;" Gordon Bethune, the former CEO and Chairman of Continental Airlines; noted business economist Lawrence Chimerine; and Charlie Cook, publisher of the

independent and objective "*Cook Political Report*," who offered keen political insight and analyses on the 2008 elections and political trends.

### Industry News and Analysis

ELFA also offers members equipment finance-focused news and analysis. Each day some 9,000 members and their employees receive *E-News Daily*, which contains a roundup of economic and financial news from the equipment finance industry. *ELT Magazine* is the Association's monthly magazine and a leading magazine in the market. Along with regular columns and departments on financial accounting, legal and government affairs issues, *ELT* offers in-depth feature articles on trends and issues that impact lessors as well as options for member companies to address them.

ELFA's website, [www.elfaonline.org](http://www.elfaonline.org) provides members and external audiences a full range of regularly updated information and data regarding the equipment finance sector and the Association, including Association statements, regulatory filings, press releases and member company news releases.



ELFA members may participate in any of 12 business development conferences each year on market segments, legal/regulatory or capital market matters and operations.



**PROFESSIONAL DEVELOPMENT**

The ELFA Professional Development programs are designed to address the growing human capital issues facing member companies. ELFA provides the industry with unique professional training courses, topical and professional web seminars and best practices roundtable forums.

Professional Development activities provide the greatest opportunity for growth among the Association's offerings, as these programs incorporate web-based learning as a strategy for reaching target audiences. The ELFA Academy's web seminar series is becoming a popular alternative to face-to-face events for gathering needed information. For the first time since its inception, attendance at the regional *ELFA Principles of Leasing and Finance* workshop, for years the most popular method of introducing new hires to our industry, fell below budgeted levels. However, early indications from the initial roll out of the industry's first online course, *The Fundamentals of Equipment Leasing and Finance*, suggest that members will support education and training provided it is affordable and easily accessible. We see this trend continuing and are offering fewer in-person workshops going forward, and the Association is positioned to continue providing industry unique training through its new online courses.

Traditional face-to-face learning is not always an option in today's work environment. ELFA Academy provides high-quality interactive training and resources using the latest distance learning techniques. ELFA Academy offers affordable, convenient training in the essentials of the leasing and finance business. One new course was launched in 2008: *Fundamentals of Equipment Leasing and Finance*.

In 2009 members will continue to see more substantive programming as well as greater use of web-based seminars.

The ELFA Academy continues to expand its roster of web seminars. These 90-minute, content rich sessions are delivered simultaneously via the web to hundreds of people across the country. Among the web seminars delivered in 2008 were:

- Renewable Energy
- Building Lines of Credit in the Middle Market
- The BRIC Promise
- Credit Scoring in a Changing Economy
- Refurbishing Medical Imaging Equipment
- Helping the Equipment Finance Industry Invest Internationally
- Avoiding Leasing and Finance Fraud
- Changes in Lease Accounting
- Basic Principles of Lease and Finance Negotiations
- Effectively Risk Rating a Portfolio
- State of the Equipment Finance Industry
- Principles of Sales and Use Tax
- Aircraft Market
- Truck and Trailer Financing Trends
- Rail and Locomotive Financing Trends
- Workouts
- Collection Tools Available



**Career Center**  
[www.elfaonline.org/careers/](http://www.elfaonline.org/careers/)

To assist members with their growing human capital needs, the Association launched the ELFA Career Center in the third quarter of 2008. The ELFA Career Center is a fully automated online job board designed to help member companies fill job openings and potential employees find placement in an ELFA member company. The ELFA Career Center will be linked to other financial services-

related online career centers and job "aggregators," as one of the major objectives of this project is to widen the net of potential job seekers looking for work beyond those already employed by equipment leasing and finance companies.

The ELFA Career Center is linked to statistics and information about the industry and to ELFA training opportunities and will provide advertising opportunities for both leasing and finance companies and executive search firms. As the Career Center becomes established, ELFA staff will investigate conducting regional job fairs in conjunction with local universities and colleges as a way to promote the industry to qualified graduates.



ELFA's Human Capital Roundtable addresses connections between human capital initiatives and profitability.

ELFA convened its Human Capital Roundtable, which gathered human resources professionals from around the industry to discuss the challenges member companies face and to focus on four key issues: developing the skills to motivate teams during tough times, maximizing compensation plans to manage the business, developing the next generation of leadership and enhancing the productivity of new hires.

The Human Capital Committee oversees the Roundtable's agenda. This committee was created for the purpose of better understanding the human capital needs of ELFA members and the role that ELFA can play in addressing these needs. This group is the driving force behind developing a human capital agenda for the finance industry, making the connection between human capital initiatives and company growth and profitability.

## INDUSTRY RESEARCH AND INFORMATION

Through ELFA's Industry Services and Research division, the Research Committee and the affiliated Equipment Leasing & Finance Foundation, ELFA is the principal authoritative source for research, statistics and market data on the equipment finance industry, its member companies and the markets they serve.

ELFA publishes the annual Survey of Equipment Finance Activity compiling and analyzing industry product and sector data. In addition, the Association publishes the Monthly Leasing and Finance Index (MLFI-25). The MLFI-25 is a monthly index of key business metrics of 25 member companies that represents a cross-section of industry participants. The MLFI-25 provides a consistent snapshot of industry and economic performance. The Association also publishes various compensation and other industry and sector-related benchmarking reports.

ELFA continues to enhance and improve its online legal and asset management resources, including a searchable database of case law, insurance and vicarious liability surveys and other related reference material.

In June of 2008, ELFA convened its first Captive Finance Best Practices Roundtable, which gathered executives from a diverse selection of im-



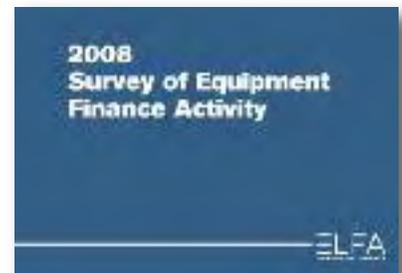
Captive finance company executives gathered for ELFA's first Best Practices Roundtable in June 2008.

portant captive finance companies for an unfettered discussion of their operations and shared issues. Participants received a report summarizing the valuable discussions. This is a format ELFA has been successfully using with its annual CFO Roundtable.

Also, ELFA research staff serve as a virtual "help desk" in responding to members' queries regarding various industry issues and other technical matters.

Research published in 2008 includes:

- The Survey of Equipment Finance Activity
- The Industry Compensation Survey
- The Industry Compensation Survey for SMEs
- The Business Technology Performance Index
- The Collections Effectiveness Benchmarking Report
- What's Hot/What's Not Equipment Asset Market Outlook
- Executive's Guide to Remedies
- Tax Management Benchmarking
- Customer Service End User Benchmarking





### Equipment Leasing & Finance Foundation

The Equipment Leasing & Finance Foundation, established in 1989 by ELFA, is dedicated to providing future-oriented, in-depth, independent research about and for the equipment finance industry. The Foundation is the only non-profit organization dedicated solely to providing future-oriented research and studies about the \$650 billion equipment finance industry. Constituents of the Foundation include industry executives, funding sources, rating agency and industry analysts, researchers, academics and the media. Research developed by the Foundation helps constituents understand current industry trends and their implications for the future.

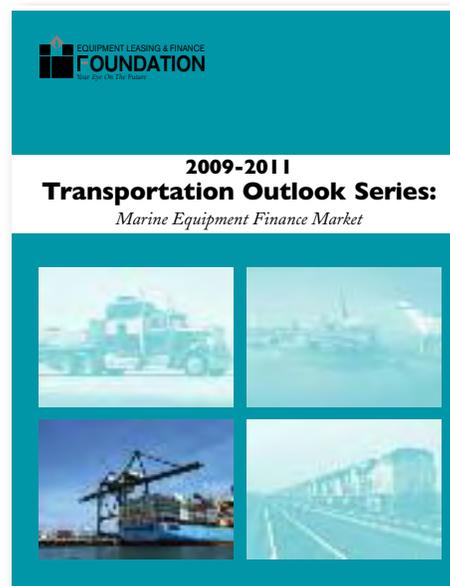
The Foundation partners with corporate and individual sponsors, academic institutions and industry experts to develop comprehensive empirical research, case studies and analyses that bring the future into focus. Foundation resources are available electronically and without cost to Foundation donors and for a fee to

non-donors. The Foundation website is updated weekly.

Published three times per year and distributed electronically, the Foundation's *Journal of Equipment Lease Financing* (The Journal) is the only peer-reviewed publication in the equipment finance industry. Since its debut in 1980, the Journal has featured detailed technical articles authored by academics and industry experts and included Foundation-commissioned research and articles. Articles are available for download through the Foundation website.

### Donor Support and Awards Program

The Foundation is funded entirely through corporate and individual donations. Corporate and individual donations provide the funds necessary to develop key resources and trend analyses necessary to meet daily business challenges. Corporate and individual donors are acknowledged publicly and in print. Major giving levels participate in a distinguished awards presentation. Giving levels range from \$100 to \$50,000+ per year. For information on subscriptions and donor opportunities please visit [www.leasefoundation.org](http://www.leasefoundation.org)



*The most recent studies published by the Foundation include:*

- 2008 State of the Equipment Finance Industry
- Propensity to Finance Equipment—Characteristics of the Finance Decision
- Industry Future Council Report
- US Equipment Finance Market Study
- Renewable Energy Trends and the Impact on the Equipment Finance Market
- Transportation Series: Financing Trends
  - o Truck and Trailers
  - o Rail Car and Locomotives
  - o Corporate Aircraft
  - o Marine Equipment
  - o Intermodal Shipping
- International Series: Identifying Factors For Success In
  - o China
  - o Brazil
  - o Mexico
  - o India
  - o Latin America
- Evolution of the Paperless Transaction and its Impact on the Equipment Lease Finance Industry
- Long-Term Trends in Health Care and Implications for the Leasing Industry





**CHAIR**  
**William H. Verhelle**  
*Chief Executive Officer*  
 FIRST AMERICAN EQUIPMENT FINANCE



**VICE CHAIRMAN**  
**John M. Butler**  
*Chairman, President, CEO*  
 JOHN HANCOCK LEASING CORPORATION,



**CHAIR-ELECT**  
**James J. Ambrose**  
*President, Equipment Finance*  
 GE HEALTHCARE FINANCIAL SERVICES



**PRESIDENT**  
**Kenneth E. Bentsen, Jr.**  
 EQUIPMENT LEASING AND FINANCE ASSOCIATION



**IMMEDIATE PAST CHAIR**  
**Valerie H. Jester**  
*President*  
 BRANDYWINE CAPITAL ASSOCIATES, INC.,



**SECRETARY**  
**Edward A. Groobert**  
*Partner*  
 DYKEMA GOSSETT



**VICE CHAIRMAN**  
**Kenneth R. Collins, Jr.**  
*Chairman, President, CEO*  
 SUSQUEHANNA COMMERCIAL FINANCE, INC.



**TREASURER**  
**David A. Merrill**  
*President*  
 FIFTH THIRD LEASING COMPANY



**VICE CHAIRMAN\***  
**John M. McQueen**  
*President, CEO*  
 WELLS FARGO EQUIPMENT FINANCE, INC.

\*Resigned May, 2008

**Kent M. Adams**

CATERPILLAR FINANCIAL SERVICES CORPORATION

**Laurie A. Bakke**

HUNTINGTON BANK EQUIPMENT FINANCE

**George K. Booth**

BLACK ROCK CAPITAL, LLC

**Aylin N. Cankardes**

ROCKWELL FINANCIAL GROUP

**Edward Castagna**

NASSAU ASSET MANAGEMENT

**Glenn P. Davis**

NORLEASE, INC

**Crit DeMent**

LEAF FINANCIAL CORPORATION

**Curt F. Glenn**

GATX CORPORATION

**Eric Hanson**

LAZARD

**Christa Hemans**

COURT SQUARE LEASING CORPORATION

**Thomas M. Jaschik**

BB&amp;T EQUIPMENT FINANCE

**Cameron W. Krueger**

CAPGEMINI FINANCIAL SERVICES, LLC

**James McGrane**

US EXPRESS LEASING, INC.

**Richard Remiker**

RBS ASSET FINANCE

**Robert J. Rinaldi**

NATIONAL CITY COMMERCIAL CAPITAL COMPANY, LLC

**Philip R. Rosenblatt**

NUTTER, MCCLELLEN &amp; FISH, LLP

**Joel C. Rutledge\***

BB&amp;T EQUIPMENT FINANCE

**Frederick S. Summers**

VISION FINANCIAL GROUP, INC.

**Adam D. Warner**

KEY EQUIPMENT FINANCE

\*Resigned July, 2008

## ELFA Committees and Chairs

### CREDIT AND COLLECTIONS PLANNING COMMITTEE

#### Salvatore DiStefano

De Lage Landen Financial Services

### EQUIPMENT MANAGEMENT COMMITTEE

#### Christopher J. Condon

Dover Management Group, Inc.

### EXECUTIVE COMMITTEE

#### William H. Verhelle

First American Equipment Finance

### FAIR BUSINESS PRACTICE COMMITTEE

#### Aylin N. Cankardes

Rockwell Financial Group

### FEDERAL TAX COMMITTEE

#### Ralph Rapetski

Key Equipment Finance

### FINANCE AND AUDIT COMMITTEE

#### David Merrill

Fifth Third Leasing Company

### FINANCIAL ACCOUNTING COMMITTEE

#### Rodney W. Hurd

Bridgeway Capital Advisors

### FUNDING EXHIBITION PLANNING COMMITTEE

#### Dennis T. Roesslein

MB Financial Bank

### GOVERNMENT AFFAIRS COUNCIL

#### Glenn P. Davis

Norlease, Inc.

### HUMAN CAPITAL COMMITTEE

#### Lori Frasier

Key Equipment Finance

### INTERNATIONAL COMMITTEE

#### James D. Sabroske

John Deere Credit

### LEGAL COMMITTEE

#### Stewart G. Abramson

Wells Fargo Equipment Finance, Inc.

### MEMBERSHIP MARKETING COMMITTEE

#### Douglas Shavel

CJR Management LLC

### NOMINATING COMMITTEE

#### Valerie Hayes Jester

Brandywine Capital Associates, Inc.

### OPERATIONS AND TECHNOLOGY COMMITTEE

#### William A. Weeks

Key Equipment Finance

### PAC COMMITTEE

#### Robert J. Rinaldi

National City Commercial Capital, LLC

### PUBLIC SECTOR FINANCE COMMITTEE

#### Denise K. Beauchamp

Key Equipment Finance

### RESEARCH COMMITTEE

#### Jerry L. Jordan

US Bank Equipment Finance

### STATE GOVERNMENT RELATIONS COMMITTEE

#### Valerie L. Pfeiffer

### TAX PROFESSIONAL PLANNING COMMITTEE

#### James M. Fergus

Chase Equipment Leasing

#### John Amato

GE Commercial Finance

## Business Council Steering Committees and Chairs

### CAPTIVE AND VENDOR FINANCE BUSINESS COUNCIL STEERING COMMITTEE

#### Paul J. Frisch

US Bank Equipment Finance

### FINANCIAL INSTITUTIONS BUSINESS COUNCIL STEERING COMMITTEE

#### Glenn P. Davis

Norlease, Inc.

#### Harry J. Kaplun

Frost Leasing

### MIDDLE MARKET INDEPENDENT BUSINESS COUNCIL STEERING COMMITTEE

#### John W. Heist, Jr.

CCA Financial, Inc.

### SERVICE PROVIDER BUSINESS COUNCIL STEERING COMMITTEE

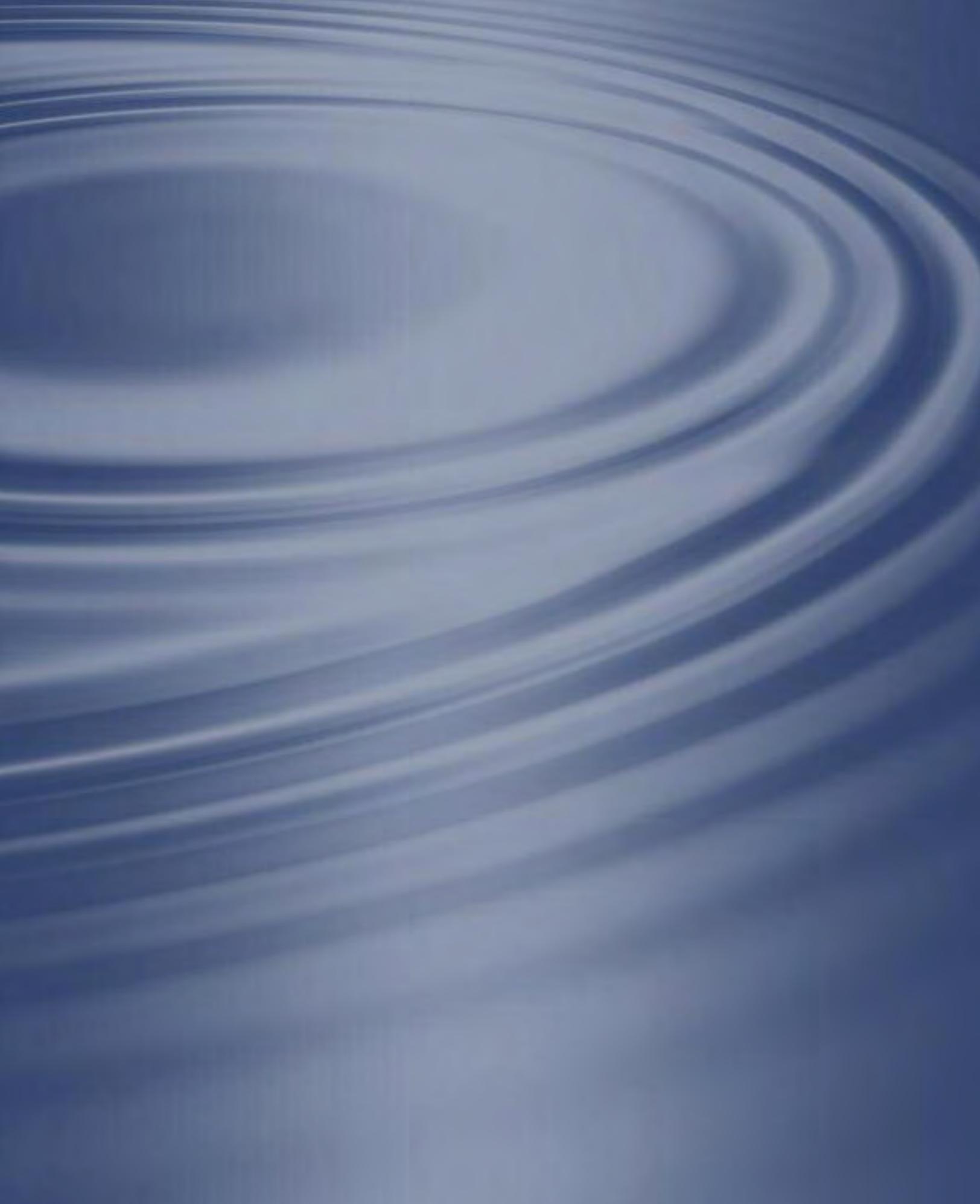
#### Justin Cooper

CHP Consulting

### SMALL TICKET BUSINESS COUNCIL STEERING COMMITTEE

#### William J. Clark

Univest Capital, Inc.



As a not-for-profit corporation, ELFA's goal each year is to show a minimal profit while continuing to grow its reserves. The American Society of Association Executives recommends that trade associations maintain reserves equal to one year of operating expenses. Reserves generate interest income and insulate the Association from unanticipated and catastrophic expenses.

In order to comply with the Financial Accounting Standards Board (FASB) Statements of Financial Accounting Standards (SFAS) No. 94, ELFA now reports their finances in a Consolidated Statement of Financial Position. The consolidated statement includes ELFA's sister organizations, The Equipment Leasing and Finance Foundation (ELFF) and LeasePAC. Both ELFF and the PAC are separate and distinct organizations. There is no co-mingling of assets or liabilities between ELFA, ELFF and the PAC.

	December 31, 2007					2006
	2007 ELFA	2007 PAC	2007 ELFF	2007 Eliminations	2007 Total	
<b>Assets</b>						
Cash and cash equivalents	\$ 1,337,545	\$ 162,870	\$ 200,895	\$ -	\$ 1,701,310	\$ 1,953,365
Investments	7,961,480	-	1,733,139	-	9,694,619	10,092,959
Accounts receivables	233,099	-	-	-	233,099	159,827
Due from Equipment Leasing and Finance Foundation, Inc.	73,630	-	-	(73,630)	-	-
Prepaid expenses	158,111	-	-	-	158,111	151,662
Fixed assets, net	607,176	-	-	-	607,176	7,048
<b>Total assets</b>	<b>\$ 10,371,041</b>	<b>\$ 162,870</b>	<b>\$ 1,934,034</b>	<b>\$ (73,630)</b>	<b>\$ 12,394,315</b>	<b>\$ 12,364,861</b>
<b>Liabilities, net assets and shareholder's equity</b>						
<b>Liabilities:</b>						
Accounts payable and accrued expenses	\$ 636,612	\$ -	\$ 83,264	\$ -	\$ 719,876	\$ 466,846
Grants payable	-	-	77,200	-	77,200	74,590
Due to Equipment Leasing and Finance Association	-	-	73,630	(73,630)	-	-
Deferred revenue	2,593,922	-	-	-	2,593,922	2,062,644
Deferred rent	35,540	-	-	-	35,540	66,818
Income taxes payable	-	-	-	-	-	2,300
Employee benefit plan obligations	649,170	-	-	-	649,170	794,487
Deferred compensation	-	-	-	-	-	195,300
Other	436,358	-	-	-	436,358	-
<b>Total liabilities</b>	<b>4,351,602</b>	<b>-</b>	<b>234,094</b>	<b>(73,630)</b>	<b>4,512,066</b>	<b>3,662,985</b>
<b>Net assets and shareholder's equity:</b>						
<b>Unrestricted net assets:</b>						
Undesignated	5,703,697	162,870	1,699,940	(1,862,810)	5,703,697	8,291,746
Designated by Board of Directors	315,742	-	-	-	315,742	315,742
	6,019,439	162,870	1,699,940	(1,862,810)	6,019,439	8,607,488
Net assets restricted to Foundation and PAC	-	-	-	1,862,810	1,862,810	-
Shareholders equity	-	-	-	-	-	94,388
<b>Total net assets and shareholder's equity</b>	<b>6,019,439</b>	<b>162,870</b>	<b>1,699,940</b>	<b>-</b>	<b>7,882,249</b>	<b>8,701,876</b>
<b>Total liabilities, net assets, and shareholder's equity</b>	<b>\$ 10,371,041</b>	<b>\$ 162,870</b>	<b>\$ 1,934,034</b>	<b>\$ (73,630)</b>	<b>\$ 12,394,315</b>	<b>\$ 12,364,861</b>



1ST FARM CREDIT SERVICES  
 1ST SOURCE BANK  
 ACC CAPITAL CORPORATION  
 ACCESS FINANCIAL SOLUTIONS, INC., A JLG COMPANY  
 ACCESS LEASING CORPORATION  
 ACRECENT FINANCIAL  
 ADP CREDIT CORP.  
 ADVANCE ACCEPTANCE CORPORATION (A DIVISION OF FIRST WESTERN BANK & TRUST)  
 AEL FINANCIAL, LLC  
 AFFILIATED FINANCIAL SERVICES  
 AGCOUNTRY FARM CREDIT SERVICES  
 AGFA FINANCE GROUP  
 AGSTAR FINANCIAL SERVICES, ACA  
 AIG COMMERCIAL EQUIPMENT FINANCE, INC.  
 AIR, LAND AND SEA CORPORATION  
 ALEXANDER CAPITAL CORPORATION  
 ALL POINTS CAPITAL CORP.  
 ALLEASING  
 ALLEGIANCE LEASING COMPANY, LLC  
 ALLEGIANT PARTNERS INCORPORATED  
 ALLEGRETTO FUNDING GROUP, INC.  
 ALLIANCE LAUNDRY SYSTEMS  
 ALLIANCE LEASING, INC.  
 ALLIED CAPITAL CORPORATION  
 ALTEC CAPITAL SERVICES  
 ALTER MONETA CORPORATION  
 AMERICAN BANK LEASING CORP.  
 AMERICAN INDUSTRIAL LEASING COMPANY  
 AMERICORP FINANCIAL, INC.  
 APPECROSS PARTNERS INC.  
 ARVEST EQUIPMENT LEASING  
 ASSOCIATED BANK LEASING  
 AT&T CAPITAL SERVICES, INC.  
 ATEL CAPITAL GROUP  
 ATLAS COPCO CUSTOMER FINANCE USA INC  
 AUTREY CAPITAL GROUP  
 AXIS CAPITAL, INC.  
 BALBOA CAPITAL CORPORATION  
 BANCORPSOUTH EQUIPMENT FINANCE  
 BANK FINANCIAL, FSB  
 BANK LEUMI LEASING CORPORATION  
 BANK MIDWEST, N.A.  
 BANK OF AMERICA  
 BANK OF CHINA AVIATION LEASING PTE. LIMITED  
 BANK OF HAWAII LEASING, INC.  
 BANK OF THE WEST  
 BANKERS LEASING COMPANY  
 BAYCAP, INC.  
 BAYTREE LEASING COMPANY, LLC  
 BB COMMUNITY LEASING SERVICES, INC.  
 BB&T EQUIPMENT FINANCE  
 BIGR HOLDINGS, LLC  
 BLACK ROCK CAPITAL, LLC  
 BLAKE, CASSELS & GRAYDON LLP  
 BNY CAPITAL FUNDING LLC  
 BOKF EQUIPMENT FINANCE, INC.  
 BOSTON FINANCIAL & EQUITY CORPORATION  
 BRANDYWINE CAPITAL ASSOCIATES, INC.  
 BRENTWOOD CREDIT CORPORATION  
 BRIDGEWAY CAPITAL ADVISORS  
 BTMU CAPITAL CORPORATION  
 BTMU LEASING & FINANCE, INC.  
 BURDICK & ASSOCIATES INC  
 BUSH TRUCK LEASING, INC  
 BUTLER CAPITAL CORPORATION  
 CADENCE LEASING  
 CALIFORNIA FIRST LEASING CORPORATION  
 CANON FINANCIAL SERVICES, INC.  
 CAPITAL ADVANCE LEASING, INC.  
 CAPNET FINANCIAL SERVICES  
 CARLTON FINANCIAL CORPORATION  
 CARREDEN GROUP INCORPORATED  
 CASSELS BROCK & BLACKWELL LLP  
 CATERPILLAR FINANCIAL SERVICES CORPORATION  
 CBC GROUP, INC.  
 CCA FINANCIAL, LLC.  
 CCB FINANCIAL LEASING CORPORATION, LIMITED  
 CELTIC LEASING CORP.  
 CENTER CAPITAL CORPORATION  
 CENTRAL LEASING CORPORATION  
 CENTRAL PACIFIC BANK LEASING  
 CFI FINANCIAL SERVICES  
 CG COMMERCIAL FINANCE  
 CHASE EQUIPMENT LEASING  
 CHICAGO FREIGHT CAR LEASING CO.  
 CIMC VEHICLE LEASING CO., LTD.  
 CISCO SYSTEMS CAPITAL CORPORATION  
 CIT  
 CITICAPITAL  
 CITY NATIONAL BANK  
 CLERTECH FINANCIAL, INC  
 CLUNE & COMPANY LC  
 CMB FINANCIAL LEASING CORPORATION LIMITED  
 COACH CAPITAL, LLC  
 COACTIV CAPITAL PARTNERS  
 COMERICA LEASING CORPORATION  
 COMMERCE BANK, N.A. - CBI LEASING, INC.  
 COMMERCIAL CAPITAL COMPANY, L.L.C.  
 COMMERZBANK AG  
 COMMODORE FUNDING CORPORATION  
 COMMONWEALTH CAPITAL CORP.  
 COMPANY  
 COMPASS CAPITAL CORPORATION  
 CONNELL FINANCE COMPANY, INC.  
 CONTAINER LEASING A/S  
 CONTINENTAL BANK  
 CONTINENTAL EQUIPMENT CAPITAL CORPORATION  
 CORPORATE LEASING ASSOCIATES, INC.  
 COURT SQUARE LEASING CORPORATION  
 CREDENTIAL LEASING CORPORATION  
 CREDIT SUISSE SECURITIES (USA) LLC  
 CREEKRIDGE CAPITAL LLC  
 CSI LEASING, INC.  
 CYENCE INTERNATIONAL INC.  
 CYPRESS FINANCIAL CORPORATION

DAIMLER CAPITAL SERVICES  
 DAIMLER FINANCIAL SERVICES  
 DARBY BANK & TRUST CO.  
 DCD CAPITAL, LLC  
 DE LAGE LANDEN FINANCIAL SERVICES  
 DELL FINANCIAL SERVICES  
 DEUTSCHE BANK SECURITIES INC.  
 DEUTSCHE LEASING USA, INC  
 DEXTER FINANCIAL SERVICES  
 DIAMOND LEASE (U.S.A.), INC.  
 DIEBOLD GLOBAL FINANCE CORPORATION  
 DIRECT CAPITAL CORPORATION  
 DIVERSIFIED FINANCIAL SERVICES, LLC  
 DIVERSITY CAPITAL LLC  
 DOOSAN INFRACORE FINANCIAL SOLUTIONS  
 DOUGHERTY EQUIPMENT FINANCE LLC  
 DZ BANK  
 EDSON FINANCIAL INC  
 EL CAMINO RESOURCES, LTD.  
 EMIGRANT BUSINESS CREDIT CORPORATION  
 ENCORE LEASING GROUP, LLC  
 EPLUS GROUP, INC.  
 EQUILEASE FINANCIAL SERVICES, INC.  
 EQUIPMENT FINANCE CORP  
 ERVIN LEASING COMPANY  
 FARM CREDIT LEASING SERVICES CORPORATION  
 FARM CREDIT SERVICES OF MID AMERICA  
 FCM RAIL, LTD.  
 FEDERAL DEPOSIT INSURANCE CORPORATION  
 FEDERATED CAPITAL CORPORATION  
 FIDELITY NATIONAL CAPITAL, LLC  
 FIFTH THIRD LEASING COMPANY  
 FINANCIAL FEDERAL CORPORATION  
 FINANCIAL PACIFIC LEASING, LLC  
 FINANCILOGIC, INC.  
 FIRST AMERICAN EQUIPMENT FINANCE  
 FIRST BANK OF HIGHLAND PARK  
 FIRST BUSINESS EQUIPMENT FINANCE  
 FIRST CITIZENS BANK AND TRUST-COMMERCIAL LEASING  
 FIRST DATA GLOBAL LEASING  
 FIRST EAGLE BANK  
 FIRST FINANCIAL CORPORATE SERVICES, INC.  
 FIRST HAWAIIAN LEASING, INC.  
 FIRST LITCHFIELD LEASING CORPORATION  
 FIRST NATIONAL BANK OF HUTCHINSON  
 FIRST NATIONAL CAPITAL CORPORATION  
 FIRST NIAGARA LEASING, INC.  
 FIRST SOUTH LEASING LLC  
 FIRSTLEASE, INC.  
 FIRSTMERIT EQUIPMENT FINANCE, INC.  
 FIVE POINT CAPITAL, INC  
 FLAGSHIP CREDIT SERVICES, LLC  
 FORD FINANCIAL SERVICES, INC.  
 FORSYTHE MCARTHUR ASSOCIATES, INC.  
 FORTRESS INVESTMENT GROUP  
 FROST LEASING  
 FUYO GENERAL LEASE (USA) INC.  
 GATX CORPORATION  
 GE CAPITAL MARKETS GROUP  
 GE CAPITAL SOLUTIONS  
 GE COMMERCIAL FINANCE  
 GE EQUIPMENT SERVICES  
 GE HEALTHCARE FINANCIAL SERVICES (HFS)  
 GENESIS CAPITAL CORPORATION  
 GENEVA CAPITAL, LLC  
 GFC LEASING-A DIVISION OF THE GORDON FLESCH COMPANY, INC.  
 GLOBAL CAPITAL, LTD.  
 GLOBAL IMAGING SYSTEMS, INC.  
 GLOBAL VANTAGE LTD.  
 GOLDLEAF LEASING, LLC  
 GOVERNMENT LEASING COMPANY  
 GOWLING LAFLEUR HENDERSON LLP  
 GRANT CAPITAL MANAGEMENT  
 GREATAMERICA LEASING CORPORATION  
 GREYSTONE EQUIPMENT FINANCE CORPORATION  
 GROUP FINANCIAL SERVICES  
 GSF ADVISORS  
 GTSI FINANCIAL SERVICES INC.  
 GULF POINTE CAPITAL, LLC  
 HALLMARK CAPITAL COMPANY  
 HARBORSIDE CAPITAL GROUP LLC  
 HARBOUR CAPITAL CORPORATION  
 HARRIS N.A.  
 HARRISON CAPITAL CORPORATION  
 HEALTHCAPITAL, INC.  
 HELM FINANCIAL CORPORATION  
 HIGHLINE CAPITAL CORP.  
 HITACHI CAPITAL AMERICA CORP.  
 HITACHI DATA SYSTEMS CREDIT CORPORATION  
 HONEYWELL GLOBAL FINANCE LLC  
 HOSPITALITY LEASING CORPORATION  
 HP FINANCIAL SERVICES  
 HSH NORDBANK AG  
 HSW FINANCIAL RECOVERY, LLC  
 HUNTINGTON BANK EQUIPMENT FINANCE  
 IBM GLOBAL FINANCING  
 ICON CAPITAL CORP.  
 IDB LEASING, INC.  
 IFC CREDIT CORPORATION  
 IKON OFFICE SOLUTIONS  
 INGERSOLL-RAND COMPANY  
 INSIGHT INVESTMENTS, CORP.  
 INTERNATIONAL FINANCIAL SERVICES CORP.  
 IRWIN COMMERCIAL FINANCE  
 JOHN DEERE CREDIT  
 JOHN HANCOCK LEASING CORPORATION  
 JOHNSON & JOHNSON FINANCE CORPORATION  
 JOHNSON BANK, EQUIPMENT LEASING SERVICES DIV.  
 JULES & ASSOCIATES, INC.  
 KALAKANE CAPITAL, LLC  
 KBC LEASE HOLDING NV  
 KEY EQUIPMENT FINANCE  
 KINGSBRIDGE HOLDINGS, LLC  
 KLC FINANCIAL, INC.  
 KRAUS-ANDERSON CAPITAL, INC.  
 KRONOS INCORPORATED  
 LADCO LEASING

LAKELAND BANK LEASING  
 LASALLE SYSTEM LEASING, INC.  
 LAVERY, DE BILLY LLP  
 LAZARD  
 LEAF FINANCIAL CORPORATION  
 LEASE ADMINISTRATION CORP.  
 LEASE CORPORATION OF AMERICA  
 LEASE FINANCE GROUP, INC.  
 LEASEPLAN USA, INC.  
 LEASING ASSOCIATES OF BARRINGTON, INC.  
 LEASING GROUP, INC.  
 LEASING SOLUTIONS LLC  
 LEASING TECHNOLOGIES INTERNATIONAL, INC.  
 LEHMAN BROTHERS  
 LFC CAPITAL, INC.  
 LFC, INC.  
 LIBERTY BANK  
 LION LEASING A/S  
 LLOYDS TSB BANK PLC  
 LPI SOFTWARE FUNDING GROUP, INC.  
 M&I EQUIPMENT FINANCE  
 M&T BANK CORPORATION  
 MACHINERY SYSTEMS INC.  
 MACQUARIE EQUIPMENT FINANCE, LLC  
 MACROLEASE CORPORATION  
 MADISON CAPITAL LLC  
 MAGNET BANK EQUIPMENT FINANCE  
 MAILROOM SERVICES INC.  
 MAIN STREET BANK  
 MAINLINE FINANCIAL SERVICES, LLC  
 MANUFACTURERS' LEASE PLANS, INC.  
 MARCAP CORPORATION  
 MARLIN LEASING CORP.  
 MARQUETTE EQUIPMENT FINANCE, LLC  
 MASSMUTUAL ASSET FINANCE, LLC  
 MATRIX FITNESS SYSTEMS INC.  
 MAX LEASING USA  
 MAXUS CAPITAL GROUP, LLC  
 MAZUMA CAPITAL CORP  
 MB FINANCIAL BANK  
 MCAP LEASING  
 MCKESSON CAPITAL CORP.  
 MED ONE CAPITAL, INC.

MEI FINANCIAL SERVICES LLC  
 MERCADO CAPITAL CORPORATION  
 MERCANTIL COMMERCEBANK  
 MERCHANTS CAPITAL RESOURCES, INC.  
 MERICAP CREDIT CORPORATION  
 MERIDIAN LEASING CORPORATION  
 MERRILL LYNCH CAPITAL EFFECT  
 MERRIMAK CAPITAL COMPANY LLC  
 MICROSOFT FINANCING  
 MIDLAND CAPITAL PARTNERS, LLC  
 MISHAWAKA LEASING CO., INC.  
 MITSUBISHI UFJ LEASE & FINANCE (U.S.A.) INC.  
 MITSUI LEASING CAPITAL CORPORATION  
 MIZUHO CORPORATE BANK USA  
 MODSPACE  
 MRC COMPUTER CORP.  
 MRK LEASING, LTD.  
 MTC EQUIPMENT FINANCE, LTD.  
 N-1 TECHNOLOGIES  
 NATIONAL CITY COMMERCIAL CAPITAL, LLC  
 NATIONAL EQUIPMENT LEASING, INC DBA AMERICAN LEASING, INC.  
 NATIONAL LEASING GROUP, INC.  
 NATIONAL PENN LEASING COMPANY  
 NATIXIS CAPITAL MARKETS, INC  
 NAVISTAR FINANCIAL CORPORATION  
 NCMIC FINANCE CORPORATION  
 NCR CORPORATION  
 NEC FINANCIAL SERVICES, INC.  
 NEW ALLIANCE BANK  
 NEW WORLD EQUIPMENT FUNDING, LLC  
 NIBARGER ASSOCIATES  
 NORLEASE, INC.  
 NORTHERN LEASING SYSTEMS, INC.  
 NORTHLAND CAPITAL FINANCIAL SERVICES, LLC  
 NOVOSIBIRSK LEASING COMPANY  
 OCE FINANCIAL SERVICES INC.  
 OFC CAPITAL

OLYMPUS AMERICA INC.  
 OMNI CAPITAL, A DIVISION OF OMNI NATIONAL BANK  
 ONESOURCE FINANCIAL CORP.  
 ORACLE CREDIT CORPORATION  
 ORION FIRST FINANCIAL, LLC  
 ORIX USA CORPORATION - COMMERCIAL FINANCE  
 OVERLAND CAPITAL GROUP, INC.  
 PACIFIC RIM CAPITAL, INC.  
 PANTHEON CAPITAL LLC  
 PARK NATIONAL BANK  
 PARKBANK LEASING, INC.  
 PDS GAMING CORPORATION  
 PENTECH FINANCIAL SERVICES, INC.  
 PEOPLE'S CAPITAL AND LEASING CORP.  
 PHH ARVAL  
 PHH FINANCIAL SERVICES, INC.  
 PHILIP MORRIS CAPITAL CORPORATION  
 PINNACLE BUSINESS FINANCE, INC.  
 PIPER JAFFRAY & CO.  
 PITNEY BOWES GLOBAL FINANCIAL SERVICES  
 PMC FINANCIAL SERVICES GROUP, LLC  
 PNC EQUIPMENT FINANCE, LLC  
 POPULAR EQUIPMENT FINANCE  
 PREMIER FINANCIAL CORPORATION  
 PRESIDIO TECHNOLOGY CAPITAL LLC  
 PRUDENTIAL CAPITAL GROUP  
 COMMERCIAL ASSET FINANCE  
 PUGET SOUND LEASING  
 RAPID SOLUTION LEASING, INC.  
 RAYMOND LEASING CORPORATION  
 RBS ASSET FINANCE, INC.  
 RECOMBO, INC  
 REGIONS EQUIPMENT FINANCE CORPORATION  
 RELATIONAL, LLC  
 RENT-WISE  
 REPUBLIC BANK  
 REPUBLIC FINANCIAL CORPORATION  
 RESIDCO  
 RESOURCE LEASING COMPANY  
 RICHMOND CONSULTING GROUP

RICOH AMERICAS CORPORATION  
 RITCHIE BROS. AUCTIONEERS  
 ROCKWELL FINANCIAL GROUP  
 RZB FINANCE LLC  
 SABEAK LEASING & INVESTMENT CO.  
 SAIC  
 SALEM FIVE BANK  
 SC CAPITAL CORP.  
 SCG CAPITAL CORPORATION  
 SCI LEASING GROUP  
 SCOTIA LEASING COSTA RICA  
 SECURCOR INC.  
 SENTRY FINANCIAL CORPORATION  
 SG EQUIPMENT FINANCE  
 SIEMENS FINANCIAL SERVICES, INC.  
 SIEMENS MEDICAL FINANCIAL SERVICES  
 SILICON GRAPHICS, INC.  
 SILVERMARK CAPITAL, A DIVISION OF STERLING BANK  
 SINTER CAPITAL  
 SL FINANCIAL SERVICES CORP.  
 SMARTFUNDIT.COM  
 SMBC LEASING AND FINANCE, INC.  
 SOMERSET CAPITAL GROUP, LTD.  
 SOUTHBRIDGE FINANCIAL CORP.  
 SOVEREIGN BANK, CEVF DIVISION  
 STAR FINANCIAL BANK, STAR EQUIPMENT FINANCE DIVISION  
 STATE STREET CORPORATION  
 STEARNS BANK NA-EQUIPMENT FINANCE DIVISION  
 STEELCASE FINANCIAL SERVICES INC.  
 STERLING BANK LEASING  
 STRYKER CORPORATION  
 STUDEBAKER WORTHINGTON LEASING CORP.  
 SULEASING INTERNATIONAL USA, INC.  
 SUMMIT FUNDING GROUP, INC.  
 SUMNER GROUP INC.  
 SUN LIFE ASSURANCE COMPANY OF CANADA  
 SUN MICROSYSTEMS, INC.  
 SUNBRIDGE CAPITAL  
 SUNTRUST EQUIPMENT FINANCE & LEASING CORP.

SUSQUEHANNA COMMERCIAL FINANCE, INC.  
 SYNOVUS CAPITAL FINANCE  
 SYSIX FINANCIAL, LLC  
 TAMCO  
 TBF FINANCIAL, LLC  
 TCF EQUIPMENT FINANCE, INC.  
 TCP LEASING, INC.  
 TD EQUIPMENT FINANCE, INC  
 TECHNOLOGY LEASING CONCEPTS, INC.  
 TELERENT LEASING CORPORATION  
 TEQLEASE, INC.  
 TEREX FINANCIAL SERVICES  
 TETRA CORPORATE SERVICES, LLC  
 TEXAS CAPITAL BANK  
 TEXTRON FINANCIAL CORPORATION  
 THE TORO COMPANY  
 TIGER LEASING, LLC  
 TIMEPAYMENT CORPORATION  
 TIP CAPITAL  
 TOKYO LEASING U.S.A., INC.  
 TORKIN, MANES, COHEN, ARBUS LLP  
 TOWN AND COUNTRY LEASING LLC  
 TOYOTA FINANCIAL SERVICES  
 TRANS ADVANTAGE INC.  
 TRANS LEASE, INC.  
 TRIMARC FINANCIAL, INC.  
 TRINITY INDUSTRIES LEASING CO.  
 TRINITY VENDOR FINANCE  
 TURNFORD SYSTEMS INC.  
 TYGRIS ASSET FINANCE  
 TYGRIS COMMERCIAL FINANCE GROUP  
 UNION BANK OF CALIFORNIA-EQUIPMENT LEASING DEPARTMENT  
 UNION EQUIPMENT FINANCE, LLC  
 UNITED LEASING ASSOCIATES OF AMERICA, LTD.  
 UNITED LEASING, INC.  
 UNIVEST CAPITAL, INC  
 UPS CAPITAL CORPORATION  
 US BANCORP BUSINESS EQUIPMENT FINANCE  
 US BANK EQUIPMENT FINANCE

US EXPRESS LEASING, INC.  
 US FINANCIAL, LLC  
 VALLEY COMMERCIAL CAPITAL, LLC  
 VANTYX SYSTEMS  
 VARIAN MEDICAL FINANCE  
 VARIANT LEASING CORPORATION  
 VARILEASE TECHNOLOGY GROUP, INC.  
 VELOCITY FINANCIAL GROUP  
 VEND LEASE COMPANY, INC.  
 VERIZON CREDIT INC.  
 VISION FINANCIAL GROUP, INC.  
 VOLVO FINANCIAL SERVICES NORTH AMERICA  
 WACHOVIA EQUIPMENT FINANCE  
 WAFRA INVESTMENT ADVISORY GROUP, INC.  
 WALLWORK LEASE  
 WELCH STATE BANK  
 WELLS FARGO BANK NORTHWEST-CORPORATE TRUST SERVICES  
 WELLS FARGO EQUIPMENT FINANCE, INC.  
 WELLS FARGO FINANCIAL LEASING, INC.  
 WELLS FARGO FINANCIAL RESOURCES, INC.  
 WELLS FARGO Foothill - LENDER FINANCE  
 WEST LB  
 WESTERN ALLIANCE LEASING  
 WHITE CLARKE NORTH AMERICA  
 WILLOW AVIATION SERVICES, LLC  
 WILMINGTON TRUST COMPANY  
 WINMARK CAPITAL  
 WINTHROP RESOURCES CORPORATION  
 XEROX FINANCING SOLUTIONS  
 YANDELL AND COMPANY  
 ZOOMLION FINANCE & LEASING COMPANY

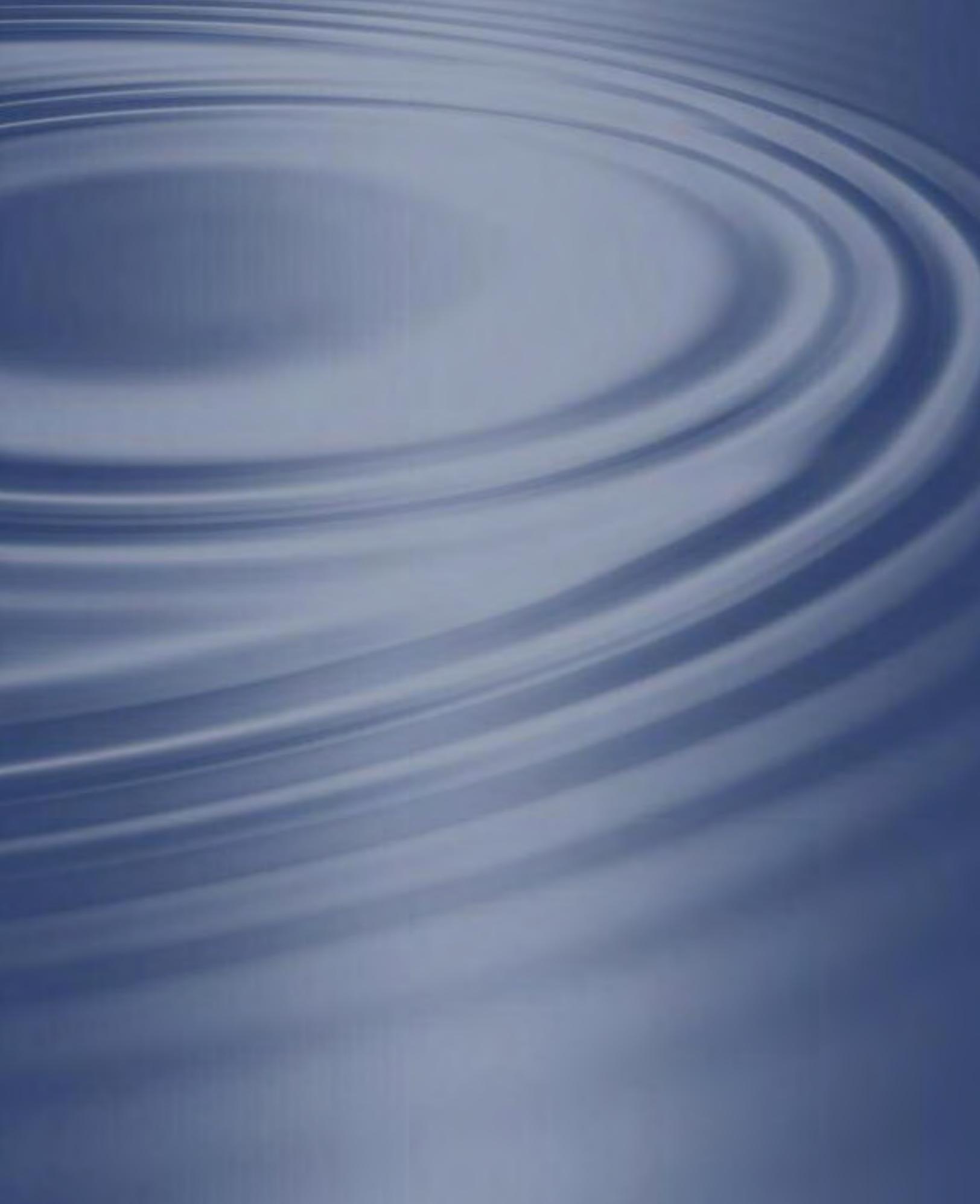
ACCENTURE  
 ACCRUIT, LLC  
 ACCUVAL ASSOCIATES, INCORPORATED  
 ADP TAXWARE  
 ADVANCED RECOVERY SYSTEMS, INC.  
 AKERMAN SENTERFITT  
 ALLEGIANT GLOBAL SERVICE  
 AMERICAN LEASE INSURANCE  
 ANDERSON YOUNG ASSOCIATES, INC.  
 APTO SOLUTIONS  
 ARENT FOX, PLLC  
 ARONSOHN, WEINER & SALERNO  
 ASKOUNIS & DARCY, P.C.  
 ASR SEARCH GROUP, ACTION STAFFING RESOURCES, INC.  
 ASSET APPRAISAL SERVICES  
 ASSURANT SPECIALTY PROPERTY  
 ASSURED GUARANTY  
 ATLAS INTERNATIONAL LIFT TRUCKS  
 AVITAS, INC.  
 BEARINGPOINT  
 BEE-LINE CORP.  
 BERGER SINGERMAN  
 BERNSTEIN LAW FIRM  
 BICKERSTAFF, HEATH, DELGADO, ACOSTA, LLP  
 BINGHAM MCCUTCHEN LLP  
 BLANK ROME LLP  
 BLOCK MARKUS WILLIAMS, LLC  
 BORST & COLLINS, LLC  
 BUCHALTER NEMER  
 BUCKLEY KING, LPA  
 C&C ASSET MANAGEMENT, INC.  
 CAINE & WEINER COMPANY, INC.  
 CANVAS SYSTEMS  
 CAPGEMINI FINANCIAL SERVICES. LLC  
 CAPITAL ASSET SERVICES, INC.  
 CASSIOPAE INC  
 CHAPMAN AND CUTLER LLP  
 CHATHAM FINANCIAL CORPORATION  
 CHP CONSULTING  
 CHRISTOPHER M. HILL AND ASSOCIATES, P.S.C.  
 CJR MANAGEMENT LLC  
 CLARK HILL PLC  
 COHN & DUSSI, LLC  
 COLDIRON COMPANIES  
 COLLATERAL GUARANTY LLC  
 COLLATERAL SPECIALISTS INC.  
 COLONNADE SECURITIES LLC  
 CONSTELLATION FINANCING SYSTEMS CORP  
 COOLEY GODWARD KRONISH LLP  
 COOPER, WHITE & COOPER LLP  
 COPERNICUS-USA, LLC  
 COPIER REMARKETING, LLC  
 CORNERSTONE FINANCIAL ADVISORS L.P.  
 CORNERSTONE SOFTWARE, INC.  
 CORPORATION SERVICE COMPANY  
 COSTON & RADEMACHER  
 CRAIG & ASSOCIATES  
 CREDITMAX  
 CREEK VIEW CONSULTING GROUP, LLC  
 CROWE & DUNLEVY  
 CT LIEN SOLUTIONS  
 D&B  
 DAUGHERTY, FOWLER, PEREGRIN, HAUGHT AND JENSON  
 DAVID STEED CO.  
 DAVIS WRIGHT TREMAINE LLP  
 DAY PITNEY LLP  
 DEAN MACHINERY INTERNATIONAL, INC.  
 DELOITTE  
 DEWEY & LEBOEUF  
 DIVDAT  
 DOMINION LEASING SOFTWARE LLC  
 DOUGLAS M. STEVENS, ATTORNEY AT LAW  
 DOVER MANAGEMENT GROUP, INC.  
 DOYLE & BACHMAN LLP  
 DRESSLER & PETERS, LLC  
 DUFF AND PHELPS  
 ECS FINANCIAL SERVICES, INC.  
 EDWARDS ANGELL PALMER & DODGE, LLP  
 EORIGINAL INC.  
 EQUIFAX, INC  
 EQUIPMENT DATA ASSOCIATES, LLC  
 EQUIPMENT EXCHANGE COMPANY OF AMERICA  
 EQUIPMENT INSURANCE SERVICES  
 EQUIPMENT PLACEMENT SERVICES, INC.  
 ERIC B. ZWIEBEL, P.A.  
 ERNST & YOUNG LLP NATIONAL TAX DEPARTMENT  
 EXECUTIVE SOLUTIONS FOR LEASING AND FINANCE, INC.  
 EXPERIAN BUSINESS INFORMATION SOLUTIONS  
 FAIRVIEW ADVISORS, LLC  
 FARLEIGH WADA WITT  
 FERNS, ADAMS & ASSOCIATES, A PROFESSIONAL CORPORATION  
 FLAMM, BOROFF & BACINE, PC  
 FLEISCHER & FLEISCHER  
 FLEXXPERTS LIMITED PARTNERSHIP  
 FOSTER & WOLKIND, P.C.  
 FRANDZEL ROBINS BLOOM & CSATO, L.C.  
 FULBRIGHT & JAWORSKI LLP  
 GARDERE WYNNE SEWELL LLP  
 GARWACKI & ASSOCIATES  
 GENPACT  
 GLASS & GOLDBERG-A LAW CORPORATION  
 GLOBAL LINK TECHNOLOGY  
 GRAYDON HEAD & RITCHEY LLP  
 GREAT AMERICAN GROUP  
 HAHN LOESER & PARKS LLP  
 HALEY, SINAGRA, PAUL & TOLAND, P.A.  
 HCL TECHNOLOGIES  
 HELIVALUE\$, INC  
 HELMS MULLISS & WICKER PLLC  
 HEMAR & ASSOCIATES-ATTORNEYS AT LAW

HEMAR, ROUSSO & HEALD, LLP  
 HENNIG & COMPANY  
 HODGSON RUSS LLP  
 HOLLAND & KNIGHT, LLP  
 HORGAN, ROSEN, BECKHAM & COREN, LLP  
 HUTCHINSON BLACK AND COOK, LLC  
 IC SYSTEM  
 IMPULSE TECHNOLOGY  
 INDEPENDENT EQUIPMENT COMPANY  
 INTEGRATED FINANCIAL SOLUTIONS, INC.  
 INTERCOM EXPORTING INC  
 INTERET CORPORATION  
 INTERNATIONAL DECISION SYSTEMS  
 IRONPLANET  
 IVORY CONSULTING CORPORATION  
 JAFFE RAITT HEUER & WEISS, P.C.  
 JENKINS & KLING, P.C.  
 JENNINGS, HAUG & CUNNINGHAM, LLP  
 JONES LANG LASALLE INCORPORATED  
 JSD MANAGEMENT, INC.  
 KASS SHULER SOLOMON SPECTOR FOYLE & SINGER, P.A.  
 KEATING, MUETHING & KLEKAMP, P.L.L.  
 KINGSBURY WAX BOVA, LLC  
 KPMG, LLP  
 KROPSCHOT FINANCIAL SERVICES  
 KUTAK ROCK LLP  
 LAMM RUBENSTONE LLC  
 LANE POWELL  
 LAW OFFICE OF EDWIN E. HUDDESON  
 LAW OFFICES OF THOMAS G. BERNDSEN, PC  
 LEASEDIMENSIONS  
 LEASETEAM, INC.  
 LEASING 101  
 LEITESS LEITESS FRIEDBERG + FEDDER PC

LEXICON TECHNOLOGIES  
 LIQUIDITY SERVICES, INC.  
 MACHINERY MANAGEMENT LLC  
 MACQUARIE ELECTRONICS USA INC.  
 MARKS & WEINBERG, P.C.  
 MARUBENI AMERICAN CORPORATION  
 MCCARTER & ENGLISH, LLP  
 MCCARTHY BURGESS & WOLFF  
 MCGLINCHEY STAFFORD, PLLC  
 MESIROW FINANCIAL  
 MESSERLI & KRAMER P.A.  
 MOLLOY ASSOCIATES, INC.  
 MONITOR, INC.  
 MOORE & VAN ALLEN, PLLC  
 MORGEN INDUSTRIES, INC.  
 MORITT, HOCK, HAMROFF & HOROWITZ, LLP  
 MORRIS, JAMES, HITCHENS & WILLIAMS LLP  
 MORRISON & FOERSTER LLP  
 MURRAY, DEVINE & COMPANY  
 NASSAU ASSET MANAGEMENT  
 NATIONWIDE EQUIPMENT CO, LLC  
 NATIONWIDE EXCHANGE SERVICES  
 NETSOL TECHNOLOGIES  
 NETWORK DYNAMICS  
 NIXON PEABODY LLP  
 NORTHBAY NETWORKS  
 NUTTER, MCCLENNEN & FISH, LLP  
 OBER, KALER, GRIMES & SHRIVER  
 ODESSA TECHNOLOGIES, INC.  
 ORACLE USA  
 OSG BILLING SERVICES  
 PADFIELD & STOUT, LLP  
 PARKER, MILLIKEN, CLARK, O'HARA, SAMUELIAN  
 PATTON BOGGS LLP  
 PAYNET, INC.  
 PEPLER MASTROMONACO LLP  
 PLATZER, SWERGOLD, KARLIN, LEVINE, GOLDBERG & JASLOW, LLP

PORTER, WRIGHT, MORRIS & ARTHUR  
 PORTFOLIO FINANCIAL SERVICES COMPANY  
 POYNER & SPRUILL, LLP  
 PREDICTIVEMETRICS, INC.  
 PREMIER LEASE & LOAN SERVICES  
 PRICEWATERHOUSECOOPERS LLP  
 PROXIX SOLUTIONS, INC.  
 QUARLES & BRADY LLP  
 QUIKTRAK, INC.  
 RAILROAD TECHNOLOGY CORPORATION  
 RAY QUINNEY & NEBEKER  
 REUBEN CONSULTING, LLC  
 ROBINSON, MCFADDEN & MOORE, PC  
 ROSS INTERNATIONAL  
 ROTHSTEIN ROSENFELDT ADLER  
 RTR SERVICES INC.  
 RUSSELL EQUIPMENT COMPANY  
 RVI GROUP  
 SALES CONSULTANTS OF NORTHWEST ARKANSAS, INC.  
 SAP AMERICA, INC.  
 SCHULTE ROTH & ZABEL LLP  
 SFBI RECRUITERS PROFESSIONAL RECRUITING  
 SHEPPARD MULLIN RICHTER & HAMPTON LLP  
 SMITH, DEBNAM, NARRON, WYCHE, SAINTSING & MYERS, LLP  
 SOLOMON, GRINDLE, SILVERMAN & SPINELLA  
 SONNENSCHNAIN NATH & ROSENTHAL  
 SOUTHWESTERN BUSINESS RESOURCES  
 STARK & STARK, P.C.  
 STEVENS & LEE  
 STRATEGIC ASSET MANAGEMENT  
 SULLIVAN & WORCESTER LLP  
 SUNGARD  
 SUSAN CAROL ASSOCIATES

TAMARACK CONSULTING, INC  
TAX LEASE CONSULTANTS, LLC  
TAYLOR & MARTIN AUCTIONEERS  
TECHTURN  
THACHER PROFFITT & WOOD  
THE ALTA GROUP  
THE MADISON-DAVIS GROUP  
INC.  
THELEN REID BROWN RAYSMAN  
& STEINER LLP  
THIRD PILLAR SYSTEMS  
THOMPSON COBURN LLP  
THOMSON TAX & ACCOUNTING -  
CS&S  
THOUGHTWORKS, INC.  
TIME VALUE PROPERTY EX-  
CHANGE  
TRANSAMERICAN EQUIPMENT  
CORP.  
TRENWITH FIXED ASSET/  
LEASING VALUATION GROUP  
TROUTMAN SANDERS LLP  
TROY & GOULD  
TURN KEY BUSINESS  
CONSULTANTS  
VEDDER PRICE P.C.  
VERTEX INC.  
VISION COMMERCE, INC.  
VISTA CONSULTING GROUP, INC.  
WARREN & SELBERT INCORPO-  
RATED  
WATSON, FARLEY & WILLIAMS  
WEINSTOCK, FRIEDMAN & FRIED-  
MAN P.A.  
WELTMAN, WEINBERG & REIS  
WHITE & CASE LLP  
WINSTON & STRAWN LLP  
WORLD LEASING NEWS  
WULFF ENTERPRISES, INC.  
ZRG



**Kenneth E. Bentsen, Jr.**, *President*

**Dennis Brown**, *VP-State Government Relations*

**Shirley Bryant**, *Webmaster*

**Bill Choi**, *Director, Information & Research Services*

**Racquel Codling**, *Director-Business Development*

**Alexa Domeck**, *E-Learning Manager*

**Don Ethier**, *VP-Membership & Marketing*

**David Fenig**, *VP-Federal Government Relations*

**Janet Fianko**, *Manager-Professional Development*

**Royann Holland**, *Manager-Exhibits & Meetings*

**Wayne Hunt**, *Director-Online Services*

**Lisa Levine**, *Executive Director, Foundation*

**Ashley Lowe**, *Foundation Coordinator*

**Sally Maloney**, *VP-Meetings & Conventions*

**Maureen Martello**, *Executive Assistant to the President*

**Kelli Nienaber**, *Director-Government Relations*

**Ralph Petta**, *VP-Industry Services*

**Kesha Robinson**, *Membership Manager*

**Raynette Scoggins**, *Administrative Assistant/Reception*

**Morinia Scott**, *Meetings Coordinator & Registrar*

**Justin Short**, *State Government Relations Coordinator*

**Lesley Sterling**, *VP-Business & Professional Development*

**Paul Stilp**, *VP-Finance and Administration*

**Sandra Winkler**, *Manager-Graphics & Production*

**Diane Helyne Zyats**, *VP-Communications*



**ELFA**  
EQUIPMENT LEASING AND FINANCE ASSOCIATION

**EQUIPMENT LEASING AND FINANCE ASSOCIATION**

1825 K Street NW  
Suite 900  
Washington, DC 20006

**P** 202.238-3400  
**F** 202.238-3401  
[www.elfaonline.org](http://www.elfaonline.org)

