



Robbie Anderson
President, United Cargo

United Cargo Monthly Integration Update

September 13, 2011

We've had another month of meaningful advancement in combining the strengths of Continental and United into the world's leading cargo carrier.

Before recapping our progress this month, I want to pause to honor the 18 colleagues from United Flight 93 and United Flight 175 who we lost on September 11, 2001. Whether you took part in one of the many public memorials this past Sunday, or if you just took a moment for quiet reflection, I know you share the sentiment of the United family as we consider the sacrifice and bravery of these colleagues and all the other victims of that tragic day: "We Will Never Forget."

Here's a recap what we've accomplished this month in Cargo's four areas of focus: Working Together, Product and Service Harmonization, Operations and Customer Service Excellence, and Technology.

1. Working Together. The new United Cargo continues to assemble an elite management team. We recognize that our customers will be the ultimate judges of our status as the world's leading cargo carrier, so each of these leaders has demonstrated a commitment to customer-driven quality and the skills needed to inspire this focus in his or her team:

- Mirco Renfer, Director, Cargo Sales, EMEA announced Marilyn Rix as Manager, Cargo Sales, United Kingdom and Ireland. Marilyn joined Pan American World Airways in 1980 as a Cargo Sales Agent and transitioned to United Airlines in 1991. Marilyn has been subsidiary United's Cargo Sales Manager for the UK and Ireland since 2006, and she continues in this role for our combined Cargo Sales organization.
- Peggy Guse, Director, Sales Strategy and Effectiveness announced Ken Sitzwohl as Manager, Cargo Interline Sales. Ken joined United in 1998 and, since 2005, has served as a United Cargo Sales Account Executive in the Southwest region. He is responsible for expanding United Cargo's global reach by enhancing relationships with our cargo interline partners. He will also ensure that sales regions worldwide have the tools, resources, training and information to successfully support our customers in offline and GSA territories.
- Peggy also announced Terry Hirsch as Manager, Specialty Sales. Prior to joining United's Passenger Sales team in 2004, Terry spent 12 years with a global communications company in a variety of sales and marketing leadership roles. In her new position, Terry will develop strategies and processes to ensure United Cargo's specialty products meet the needs of current and potential new customers worldwide.

2. Product and Service Harmonization. Continental and United Cargo continue to align our products to deliver coordinated, consistent service to customers across our worldwide network. Effective September 20, our shipping service for commodities requiring temperature-controlled transport will be harmonized under the brand **TempControl**.

The new product combines the best features of CO's ClimateSecure and UA's Temp Control while retaining the global experience, proven processes and expert service of both. All the value we create through temperature-controlled shipping arises from the execution of processes precisely as we have communicated them to our customers. Flawless execution is the only option with these commodities, so as TempControl grows we will keep our focus on maintaining our best-in-class record of operational success. To view the parameters and locations of the aligned TempControl, please refer to the product page and route map at the end of this Update.

3. Operations and Customer Service Excellence. This month we added ABQ, MIA, ORF, PHL and PHX to locations where subsidiary Continental and subsidiary United Cargo operations are co-located. Co-location is key to providing seamless, convenient customer service, and we are happy to report our progress is ahead of our projections. By the end of September, over 91% of cargo handled by the combined carrier will be transported through co-located facilities.

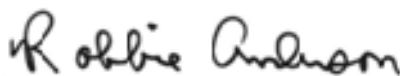
We are also proud to announce that United Cargo has earned the 2011 Quest for Quality Award from *Logistics Management* magazine. The Quest for Quality is the most extensive research study in the logistics industry. In its 28th annual survey, *Logistics Management* asked its more than 70,000 subscribers to evaluate air cargo carriers in the following categories: performance, value, information technology, customer service and equipment/operations. United is one of only 11 air cargo carriers worldwide to receive this prestigious award in 2011, and Continental and United Cargo have received the Quest for Quality Award in three of the past five years.

We are extremely honored and gratified to receive this recognition. As I've often said, all of us at the new United Cargo are working hard to ensure the integration of our two organizations is seamless for our customers. This award confirms we are keeping our focus where it should be – on achieving the highest levels of excellence in operational performance and customer service.

4. Technology. Substantial progress continues on many facets of the implementation of our new technology management system: United Cargo 360°. Our project team continues to test use case scenarios to ensure system functionality is ready for training and live operations. United Cargo 360° will be deployed to over 4,200 users, and specific training is being customized for each user group. Diverse delivery methods will be employed to ensure all trainees learn what they need to know in the most effective way possible. In addition, a comprehensive communications plan has been developed to convey the impact of the system on internal and external stakeholders. United Cargo 360° remains on track for implementation in the second quarter of 2012.

As always, all the people of the United Cargo thank you for your business and your support.

Sincerely,



Robbie Anderson
President, United Cargo

We are TempControl.

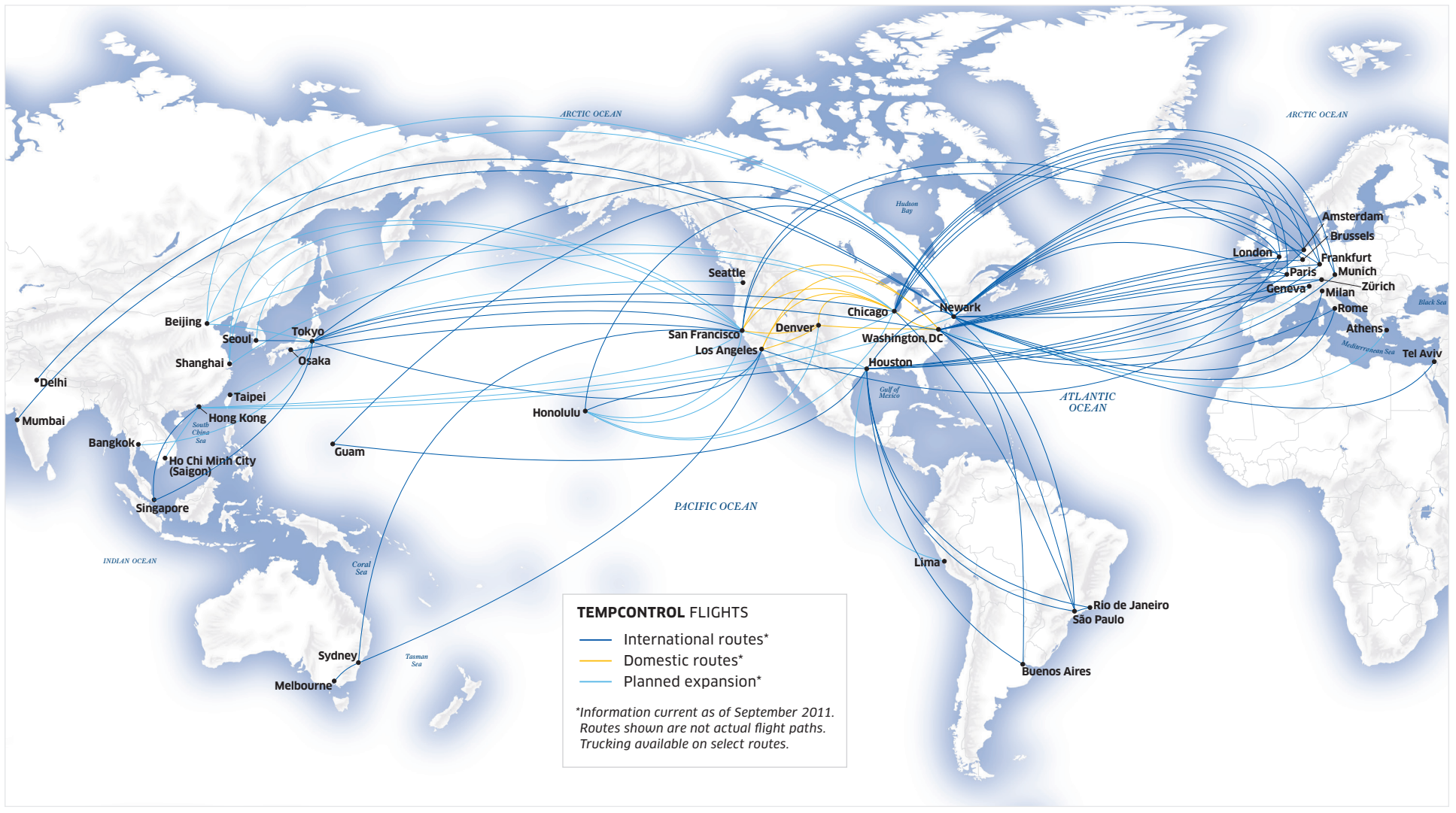


SERVICES	ACTIVE 6550	ACTIVE 6350	PASSIVE 6150
BOARDING PRIORITY	Highest	Highest	Follows mail
STANDARD OPERATING PROCEDURES (SOP) Standardized processes and procedures, contingency plans and contact information. Monitored to IATA Chapter 17 standards.	■	■	■
JUST IN-TIME RUNNING Dedicated personnel ensure shipments are delivered planeside just in time for flight departure, minimizing exposure. At arrival, shipments are expedited off the plane to safe temperature-controlled storage at the warehouse.	■	■	■
24/7 GLOBAL OVERSIGHT Shipments are tracked throughout their journey and up-to-the minute shipment status is provided 24/7 by global call center professionals.	■	■	■
TEMPERATURE MONITORING Proactive temperature readings are logged at critical control points.	■	■	
THERMODYNAMIC MANAGEMENT Highly trained, dedicated personnel ensure your valuable cargo remains at a specific temperature for the entire journey. Physical battery checks/changes and re-icing performed, power installed and corrective actions taken as required.	■	■	
LEASE MANAGEMENT Leasing of temperature-controlled unit load devices (ULDs) arranged and provided.	■		

ACTIVE CONTAINERS ACCEPTED:

- AcuTemp RKN
- Envirotainer T2 (RKN, RAP)
- CLD Envirotainer (JYP)

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Our World is Growing. Contact your local cargo sales representative for details.