



Robbie Anderson
President, United Cargo

United Cargo Monthly Integration Update

February 1, 2011

It has been a very exciting four months since United and Continental closed our merger and I assumed my new role as President, United Cargo. We've made a lot of progress in executing our integration plan. With 159 widebody aircraft operating over 10 hubs to 378 destinations, we understand this is a once-in-a-lifetime opportunity to create the world's leading carrier with the most comprehensive cargo network. We have committed to stay fully engaged with you and provide regular updates about the merger integration, so let me review some of the key items we've accomplished:

1. Leadership. We are assembling a select management team. Company officers were selected in the fall and now I am very pleased to announce my direct reports – the new United Cargo leadership team:

- Kyle Betterton, Vice President, Sales. Kyle is responsible for all United Cargo Sales activities around the globe. Since joining United in 1993, Kyle has held a number of management posts in Customer Service, Cargo Service and Ramp Operations as well as Cargo and Passenger Sales. Most recently, Kyle served as Vice President of legacy United Cargo.
- Jesse Cohen, Managing Director, Pricing and Revenue Management. Jesse is responsible for all pricing, revenue management, capacity management and business forecasting. Jesse joined United in 1986 and has held a number of management posts in the Cargo and Information Services Divisions. Most recently, Jesse was legacy United Cargo's Managing Director, Cargo Planning and Revenue Management.
- Angel Ramirez, Director, Operations Excellence. Angel is responsible for operational performance and improvement at all United Cargo locations worldwide. Since joining Continental in 1993, Angel has held a number of management posts in Operations and Training. Angel's most recent role was Director of Cargo Operations in Newark, overseeing Continental's largest cargo gateway.
- Mike Oslansky, Senior Manager, Marketing and Customer Service. Mike is responsible for United Cargo's marketing and advertising programs, product development, call centers, business systems support and e-commerce initiatives. In his 23-year career with United, Mike has held field and headquarters management posts in Sales, Marketing, Information Technology and Product Development. Most recently, Mike was legacy United Cargo's Manager of Customer Service.

2. **“Working Together” Culture.** One of the cornerstones of the new United is our commitment to direct and open employee relations. Our CEO Jeff Smisek held 16 employee Town Hall meetings during the fourth quarter attended by more than 7,000 United and Continental employees worldwide. I’ve met with Cargo employees, partners and customers in Amsterdam, Seattle, New York, Houston, San Francisco, Chicago and Memphis. This grassroots approach supports the simple formula we believe in – if you can build a workplace preferred by your employees and stakeholders, where they feel engaged and empowered, they will deliver industry-leading customer service. That is the course we are charting for the new United Cargo.

3. **Moving Cargo Facilities Under One Roof.** One of our top priorities is to position United and Continental Cargo facilities under “one roof”. Significant progress has been made with facilities co-located in our Tokyo, Chicago, Los Angeles, Houston and Newark hubs as well as 35 other locations. This initiative will be very important as we standardize products, branding and customer service delivery by the end of 2011.

4. **Technology.** For two cargo carriers operating decades-old legacy mainframe platforms, the merger timing could not have been better. United selected and is implementing United Cargo 360°, an integrated cargo business management system developed by Mercator. By the end of 2011, both carriers will implement this state-of-the-art IT platform comprised of a next-generation cargo sales, reservations and network-wide operations system; a comprehensive cargo revenue accounting solution; and an innovative customer relationship information system.

The United Cargo 360° system will transform every aspect of our cargo business from inventory to final billing, and allow us to deliver customer service and operations excellence throughout the shipment cycle.

As I mentioned, we are committed to frequent direct communication about the integration process. Our cargo employees are now working on important initiatives such as the development of a consolidated worldwide flight schedule, unified cargo products, new United Cargo branding and integration of our customer programs. I look forward to touching base with you again next month with the latest news. We appreciate your business and the opportunity to serve you now and in the future.

Sincerely,



Robbie Anderson
President United Cargo