Letter from the President and CEO

August 3, 2012

At United, we are committed to building a sustainable future for our customers, our co-workers, our investors and the environment. Our more than 85,000 co-workers operate the most extensive route network of any airline in the world. Every day, with our partners at United Express, we operate an average of more than 5,500 flights to 377 airports on six continents. Airlines are not only powerful economic engines for the communities they serve, but they also connect cultures and ideas. We’re proud of what we do and the value that we provide to society.

To build a sustainable future for all our constituents, we will focus on achieving sufficient and sustained profitability so that we can continue to deliver a critical service that drives significant economic value across the globe. While we work to achieve that profitability, we will also take actions to reduce our impact on the environment and to be a responsible global citizen.

Through United’s Eco-Skies® program, we seek to deliver an excellent product to our customers in an environmentally responsible manner. We have improved our fuel efficiency by more than 32% since 1994 and we will continue to improve fuel efficiency as we acquire newer, more efficient aircraft, like the Boeing 787 Dreamliner, the Airbus 350 XWB and the Boeing 737 MAX. Through such efforts, we continue to maintain a leading, fuel-efficient fleet among U.S. network carriers. We have also helped to advance the use of alternative fuels and we have a comprehensive recycling program both onboard and at our hubs.

In addition, throughout our hubs and the cities where we operate, we are committed to supporting diverse programs and organizations that benefit our people and our communities. We donate air travel and money, and volunteer time, to support organizations that address important needs of our communities. We have long-standing partnerships with the March of Dimes, the American Cancer Society and many other organizations.

We’re also committed to building a sustainable future for those at the heart of our business: our co-workers. We are building a Working Together culture where our co-workers enjoy coming to work, trust each other and trust management, and feel supported and respected.

To learn more about the great work my co-workers are doing, please read our Corporate Responsibility Report. We are proud of United’s commitment to running an environmentally and socially responsible airline. We have the best team in the business and we’re dedicated to building a bright and sustainable future.

Jeff Smisek
Corporate responsibility metrics

Data in the following tables covers the calendar years, 2010 and 2011. We provide statistics for three key areas of corporate responsibility and measure financial, social and environmental performance. Unless otherwise noted, we provide information for both United Airlines and Continental Airlines as of December 31 of each year.

People

<table>
<thead>
<tr>
<th>Category</th>
<th>Metric</th>
<th>2010</th>
<th>2011</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workforce</td>
<td>Total Employees</td>
<td>86,545</td>
<td>86,734</td>
<td>0.2%</td>
</tr>
<tr>
<td></td>
<td>Public Contract Employees: Ramp and Stores/Security Officers/Food Service Employees/Maintenance Instructors/Fleet/Technical Instructors</td>
<td>31,746</td>
<td>32,083</td>
<td>1.1%</td>
</tr>
<tr>
<td></td>
<td>Flight Attendants</td>
<td>21,142</td>
<td>21,284</td>
<td>0.7%</td>
</tr>
<tr>
<td></td>
<td>Salaried and Management, Including International Employees</td>
<td>14,890</td>
<td>14,284</td>
<td>-4.1%</td>
</tr>
<tr>
<td></td>
<td>Pilots</td>
<td>9,828</td>
<td>9,944</td>
<td>1.2%</td>
</tr>
<tr>
<td></td>
<td>Mechanics and Related</td>
<td>8,477</td>
<td>8,578</td>
<td>1.2%</td>
</tr>
<tr>
<td></td>
<td>Engineers</td>
<td>195</td>
<td>241</td>
<td>23.6%</td>
</tr>
<tr>
<td></td>
<td>Dispatchers</td>
<td>267</td>
<td>320</td>
<td>19.9%</td>
</tr>
<tr>
<td>Workforce diversity</td>
<td>Women</td>
<td>44.0%</td>
<td>44.1%</td>
<td>0.1pts</td>
</tr>
<tr>
<td></td>
<td>Ethnic Minorities</td>
<td>38.8%</td>
<td>39.2%</td>
<td>0.4pts</td>
</tr>
</tbody>
</table>

Employee training

<table>
<thead>
<tr>
<th>Metric</th>
<th>2010</th>
<th>2011</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online Training Courses Available through the United Learning Network</td>
<td>419</td>
<td>523</td>
<td>24.8%</td>
</tr>
<tr>
<td>Training Activities Completed through the United Learning Network</td>
<td>893,353</td>
<td>1,422,560</td>
<td>59.2%</td>
</tr>
<tr>
<td>Leadership/Management Training Courses Completed</td>
<td>897</td>
<td>1,012</td>
<td>12.8%</td>
</tr>
</tbody>
</table>
**Community Investments**

Signature programs and key partnerships in our hub communities are the foundation of our community investments. We explored new opportunities to engage our co-workers and strengthened many of our programs. Our 2010 baseline data only includes United information and does not include Continental.

<table>
<thead>
<tr>
<th>Category</th>
<th>Metric</th>
<th>2010*</th>
<th>2011**</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Community Investments</strong> (in thousands)</td>
<td>Contributions to United Partners and Causes</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>United In-Kind Travel (retail value)</td>
<td>$4,995</td>
<td>$8,038</td>
</tr>
<tr>
<td></td>
<td>United In-Kind Other (retail value)</td>
<td>$553</td>
<td>$1,002</td>
</tr>
<tr>
<td></td>
<td>United Airlines Foundation (cash donations)</td>
<td>$2,104</td>
<td>$2,312</td>
</tr>
<tr>
<td></td>
<td>Employee Contributions (cash donations)</td>
<td>$1,793</td>
<td>$1,615</td>
</tr>
<tr>
<td></td>
<td>Customer and Business Contributions (retail value)</td>
<td>$615</td>
<td>$2,839</td>
</tr>
<tr>
<td></td>
<td>Retail Value of Customer Donated Miles</td>
<td>$6,743</td>
<td>$10,055</td>
</tr>
<tr>
<td></td>
<td>Customer Contributions to Charity Miles Program</td>
<td>224,771</td>
<td>335,160</td>
</tr>
<tr>
<td><strong>Volunteerism and Corporate Engagement</strong></td>
<td>Total Volunteer Hours</td>
<td>22,738</td>
<td>38,418</td>
</tr>
<tr>
<td></td>
<td>Total Number of Volunteers</td>
<td>3,921</td>
<td>4,571</td>
</tr>
</tbody>
</table>

*Data reported for 2010 is for United only, no Continental data for this period is included.

**Data reported for 2011 is for both United and Continental.
Environment

Our fuel use and the associated carbon emissions decreased between 2010 and 2011. United continues to lead U.S. network carriers in fuel efficiency on a Revenue Ton Mile (RTM) basis, an internationally recognized method of measuring unit fuel consumption. Recycling improvements came from construction-related material recycled from office relocation and enhanced recycling programs. We continue to invest in alternative fuel and zero-emission ground service equipment. Emission reduction on the ground and in the air is contributing to better local air quality. We use globally and nationally accepted methods to calculate our environmental footprint, including The Climate Registry and Intergovernmental Panel on Climate Change (IPCC) emission factors.

<table>
<thead>
<tr>
<th>Category</th>
<th>Metric</th>
<th>2010</th>
<th>2011</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Air Quality</td>
<td>Global Scope 1 CO₂e (metric tons)</td>
<td>33,026,246</td>
<td>32,720,932</td>
<td>-0.9%</td>
</tr>
<tr>
<td></td>
<td>Aircraft (jet fuel)</td>
<td>32,795,577</td>
<td>32,500,387</td>
<td>-0.9%</td>
</tr>
<tr>
<td></td>
<td>Vehicles (diesel, gasoline, CNG, LPG)</td>
<td>46,002</td>
<td>40,792</td>
<td>-11.3%</td>
</tr>
<tr>
<td></td>
<td>Facilities (natural gas combustion) with Cogeneration</td>
<td>184,667</td>
<td>179,753</td>
<td>-2.7%</td>
</tr>
<tr>
<td></td>
<td>Intensity Ratio (scope 1 CO₂e/1000 RTM)</td>
<td>1.54</td>
<td>1.57</td>
<td>1.9%</td>
</tr>
<tr>
<td></td>
<td>Global Scope 2 CO₂e Emissions (metric tons)</td>
<td>214,690</td>
<td>231,389</td>
<td>7.8%</td>
</tr>
<tr>
<td></td>
<td>Electricity Consumption</td>
<td>214,690</td>
<td>231,389</td>
<td>7.8%</td>
</tr>
<tr>
<td></td>
<td>Global Scope 3 CO₂e Emissions (metric tons)</td>
<td>7,271,507</td>
<td>7,232,148</td>
<td>-0.5%</td>
</tr>
<tr>
<td>Local Air Quality</td>
<td>Global NOₓ (tons)</td>
<td>16,908</td>
<td>15,865</td>
<td>-6.2%</td>
</tr>
<tr>
<td></td>
<td>Mainline Aircraft (jet fuel)(total tons of NOₓ)</td>
<td>12,669</td>
<td>12,008</td>
<td>-5.2%</td>
</tr>
<tr>
<td></td>
<td>Vehicles (diesel, gasoline, CNG, LPG)(total tons of NOₓ)</td>
<td>4,071</td>
<td>3,694</td>
<td>-9.3%</td>
</tr>
<tr>
<td></td>
<td>Facilities (MMBTU from SMC)</td>
<td>168</td>
<td>163</td>
<td>-3.0%</td>
</tr>
<tr>
<td>Waste Management</td>
<td>Waste Management (tons)</td>
<td>10,845</td>
<td>13,537</td>
<td>24.8%</td>
</tr>
<tr>
<td></td>
<td>Regulated Waste</td>
<td>3,868</td>
<td>3,040</td>
<td>-21.4%</td>
</tr>
<tr>
<td></td>
<td>Recyclable Waste</td>
<td>6,977</td>
<td>10,497</td>
<td>50.5%</td>
</tr>
<tr>
<td>Fuel Consumption and Efficiency</td>
<td>Activity Data</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Aircraft (gallons of jet fuel)*</td>
<td>3,333,000,000</td>
<td>3,303,000,000</td>
<td>-0.9%</td>
</tr>
<tr>
<td></td>
<td>Revenue Ton Miles (RTM)**</td>
<td>21,485,482,750</td>
<td>20,822,482,505</td>
<td>-3.1%</td>
</tr>
<tr>
<td></td>
<td>Gallons/RTM</td>
<td>0.155</td>
<td>0.159</td>
<td>2.3%</td>
</tr>
</tbody>
</table>

Table of Key Terms

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>BTU</td>
<td>British Thermal Unit</td>
</tr>
<tr>
<td>CNG</td>
<td>Compressed Natural Gas</td>
</tr>
<tr>
<td>Cogeneration</td>
<td>The production of electricity using waste heat from an industrial process or the use of steam from electric power generation as a source of heat</td>
</tr>
<tr>
<td>CO₂e</td>
<td>Carbon Dioxide Equivalent</td>
</tr>
<tr>
<td>DOT BTS</td>
<td>U.S. Department of Transportation Bureau of Transportation Statistics</td>
</tr>
<tr>
<td>MMBTU</td>
<td>Million British Thermal Units</td>
</tr>
<tr>
<td>NOₓ</td>
<td>Nitrous Oxide</td>
</tr>
<tr>
<td>RTM</td>
<td>Revenue Ton Mile</td>
</tr>
</tbody>
</table>

©2012 United Air Lines, Inc. All rights reserved.
Our success depends on delivering a coordinated and consistent travel experience for our customers. To achieve this, we are investing in aircraft, technology and airport facilities. Among global airlines, we operate the world’s most extensive route network, serving 377 airports on six continents from our 10 hub cities.

In 2011, United carried more traffic than any other airline in the world. We operated more than 2 million flights carrying 142 million passengers, from business travelers to vacationing families.

Our MileagePlus® loyalty program offers members the most extensive selection of award travel destinations, including more than 1,250 business and leisure destinations worldwide.
United is committed to leading the global airline industry by embracing new safety programs and developing innovative solutions to hazards that air carriers face. In 2010 we became the first airline in the industry to apply risk management principles to all procedural changes related to safety.

Co-workers throughout the company work on our Safety Management System (SMS), as well as our enterprise risk management system. United SMS is designed to prevent unsafe situations before they occur. SMS improves our ability to foresee operational hazards and to mitigate associated risk before these hazards affect daily operations. We also provide guidance to our suppliers and partner carriers to ensure safety across our network.

We want each of our customers and co-workers to work and travel safely. This is the foundation of the work we do every day.

**Making progress on safety**

United Airlines continues to see improvement in OSHA Recordable and Lost Time injury reduction in 2012. In the first half of 2012, 306 fewer co-workers were injured compared with the first half of 2011. Aircraft damages are trending upward in 2012. During the first half of 2012, United has experienced 30 more damages than during the same period of 2011.

<table>
<thead>
<tr>
<th>OSHA recordable*</th>
<th>Aircraft damage**</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Recordable injuries</strong></td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>2011</td>
</tr>
<tr>
<td>7.71</td>
<td>7.41</td>
</tr>
<tr>
<td><strong>Recordable damages</strong></td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>2011</td>
</tr>
<tr>
<td>1.83</td>
<td>1.78</td>
</tr>
</tbody>
</table>

*Number of injuries per 100 FTE (full time employees)
**Number of damages per 10,000 departures
Customer commitment

We are committed to providing a level of service to our customers that makes us a leader in the airline industry. To do this, we need a product we are proud of and employees who take pride in their work and are committed to the success of our airline.

We are investing in tools and training to help our co-workers deliver good customer service.

Our goal is to make every flight a positive experience for our customers. Our United Customer Commitment explains our policies in a clear, consistent and understandable fashion. We have developed training programs and system enhancements to support our employees in meeting these commitments and to measure our success.

United customer commitment

1. Advise about lowest available fares
2. Notify customers of known delays, cancellation and diversions
3. Deliver baggage on time
4. Allow reservations to be cancelled for a certain period of time after purchase
5. Provide prompt ticket refunds
6. Properly accommodate passengers with disabilities and other special needs
7. Meet customers’ essential needs during lengthy tarmac delays
8. Treat passengers fairly and consistently in cases of overbooking
9. Disclose cancellation policies, loyalty program rules, aircraft seating configuration and lavatory availability
10. Notify customers about travel itinerary changes in a timely manner
11. Ensure responsiveness to customer complaints
12. Provide services to mitigate inconveniences resulting from cancellations and misconnections

Partnering with customers

2011 Japan earthquake and tsunami
United reached out to our long-time partner, the American Red Cross, to support rescue and recovery efforts following the 2011 earthquake and tsunami in Japan. We issued a call to action to our 90 million MileagePlus® members, asking them to donate cash and miles to the Red Cross and other partner aid organizations. MileagePlus members donated more than 65 million miles and $2.6 million.

United MileagePlus Charity Miles program
Our MileagePlus Charity Miles program serves more than 40 nonprofit partners. Miles donated help the families of wounded soldiers get to the bedsides of their loved ones, fly cancer patients to life-saving treatment, grant the wishes of children with life-threatening illnesses and much more. Since 2010, the program has provided more than $14 million in travel benefits to our partners.

Eat for Good
Since 2010, United has partnered with customers who purchase onboard snack boxes and other à la carte items through the Eat for Good program. The program has provided more than $200,000 to charities such as Feeding America and Y-ME National Breast Cancer Organization.

Sending bear hugs
United has partnered with the American Cancer Society and MileagePlus customers to send warm wishes and limited-edition Gund® teddy bears to children’s hospitals across the country. The program has raised nearly $600,000 and 200 million miles. The donated miles provide flights to individuals and caregivers who need to travel for treatment. The funds we raise help to support the American Cancer Society’s mission.
Operations

Our goal is to operate a world-class airline. To ensure a consistent travel experience for our customers, we are upgrading our fleet, investing in our technology, product and facilities, and integrating our systems and procedures.

Investment
We are investing $550 million to upgrade the interiors of our existing fleet. Improvements include:

- Adding flat-bed seating on 62 additional long-haul aircraft, bringing total aircraft with flat-bed seats to 185—more than any other U.S. carrier
- Adding Economy Plus®, with up to six inches of extra legroom seating on our existing mainline fleet
- Nearly doubling the overhead storage space on more than 150 aircraft
- Installing advanced satellite-based broadband Wi-Fi on our mainline fleet
- Introducing streaming wireless video onboard our Boeing 747-400 aircraft
- Completely retrofitting our p.s.® (Premium Service) aircraft used for transcontinental flights between New York, Los Angeles and San Francisco with flat-bed seats, Economy Plus, on-demand audio and video and Wi-Fi

At airports, we are spending more than $400 million to improve the customer experience, including:

- Information technology enhancements, self-service tools and improved processes for handling irregular operations
- Baggage handling
- Facility enhancements
- United Club airport lounge improvements
Products

United recognizes that it serves a variety of customers with individual needs. Everyone expects and deserves clean, safe, reliable service. However, some customers are fare-driven, while others are interested in a more enhanced travel experience. By offering multiple classes of service, the option of Economy Plus® and selection of individually priced services such as onboard meals, DIRECTV® and a one-time pass for United Club lounge access, United allows customers to create a travel experience that fits their needs.

MileagePlus

Our loyalty program has a large and diverse customer base, with 90 million members worldwide. The new MileagePlus® launched in March 2012 offers customers a wide array of choices for using miles, whether for air travel, hotels, a magazine subscription, purchasing a one-of-a-kind experience through our online auction or donating miles to a worthy cause. From check-in to baggage claim, we provide premium travel services for eligible customers and offer the following where available:

- Premier Access check-in – designated airport check-in lines
- Premier Access security lane – exclusive security lanes
- Premier Access priority boarding – reserved blue carpet for anytime boarding
- Premier Access baggage handling – the first bags to be delivered

Premier Access is available to the following customers:

- MileagePlus Premier® members
- United First®, United Global First™, United Business® and United BusinessFirst®
- Star Alliance™ Gold and Silver members
- Copa Airlines Clase Ejecutiva customers

- Chase Presidential Plus, MileagePlus Explorer® and OnePass Plus® cardmembers

MileagePlus offers members the most extensive selection of award travel destinations, including more than 1,250 business and leisure destinations worldwide.¹

¹Premier Access boarding only.

²Includes destinations served by United®, United Express® and the Star Alliance™ Network.

PetSafe

We understand our customers’ concerns about their animals’ safety and well-being during travel and are committed to providing a safe and comfortable travel experience.

United PetSafe® simplifies the travel process for our customers and their pets. Except for small animals carried onboard*, we accept and deliver them to our cargo facilities or express package SPD (Small Package Dispatch)/QuickPak® offices worldwide.

*Small animals may travel in the cabin in accordance with existing United policies.

The PetSafe program provides these benefits:

- A dedicated 24-hour live animal desk
- United employees worldwide who have completed a USDA-approved, customized live-animal handling course
- Enhanced tracking and tracing capabilities
- Dedicated PetSafe handling teams in all airport hubs
- Weather and proactive shipment monitoring
- More PetSafe climate-controlled vans than any other carrier
- Pet hotels at Newark Liberty International, Houston Bush Intercontinental and Chicago O’Hare International airports
Co-workers

As we build the world’s leading airline, we have a responsibility to build a sustainable future for our co-workers. Our Working Together culture fosters respect, honesty and open communication among all co-workers. We have a commitment to the health and well-being of co-workers that reaches beyond our team at United. We support responsible, sustainable relationships with our suppliers and in our communities.

Working Together
At United, we believe that creating a culture of respect and honesty will help to build and sustain our company. To help guide the company and its more than 85,000 co-workers, United has developed a series of guidelines for Working Together. Read more »

Diversity and inclusion at work
We believe that the rich diversity of ideas, experiences, cultures and lifestyles that make up our workforce allows us to consistently deliver great service and products to our global customers. Read more »

Community engagement
As a global airline, we use our resources, whether it is our people, our aircraft, our time or our money, to make a difference in our local communities and around the world. Read more »
Working Together

**A Great Place to Work**
We believe that creating a culture of respect and honesty will build and sustain our company. To foster this culture for the company and its more than 85,000 co-workers, United has developed a series of guidelines for Working Together. The guidelines are considered a “flight plan” for success in the workplace. They cover a variety of policies and practices that inform co-workers of the actions expected of them and communicate a clear understanding of what it means to work at United. The pillars of Working Together are dignity, respect, honesty, professionalism and responsibility.

**CEO Exchanges**
Since the fall of 2010, Jeff Smisek, United’s President and Chief Executive Officer, has made more than 50 visits to U.S. and international destinations to meet with co-workers. The CEO Exchange forum gives co-workers at all levels an opportunity to interact directly with the CEO and is just one of the ways that United promotes open and honest communication.

**Co-Worker Advisory Group**
In 2011, our Co-Worker Advisory Group met quarterly to engage with frontline workers on the progress of our merger integration. The Co-Worker Advisory Group includes 24 frontline co-workers from various workgroups.

**Committed to the success of our co-workers**
Our commitment is to ensure that co-workers have the tools, resources and training they need to succeed. Through the beginning of 2012, more than 15,000 customer service and reservations agents logged more than 1.7 million hours of training on our reservations platform.

We recognize co-workers for their contributions to others, as well as their work toward the success of our business.

**Outperform Recognition Program**
This program encourages MileagePlus® members to nominate up to five co-workers for great service at the airport, on the phone, or anywhere during their United experience on a quarterly basis while the program is continued. Subject to the program official rules, nominated co-workers and MileagePlus members are both eligible to win prizes. Winners will be selected randomly from nominations each quarter. Winning co-workers can win cash prizes (up to $50,000), while the MileagePlus members who nominated them may receive mileage awards or a pair of airline tickets. There is no purchase necessary to participate. Official program rules are available at united.com/outperform.

**The Extra Mile**
Jeff Smisek, United’s President and Chief Executive Officer, frequently communicates with our co-workers through his blog, Jeff’s Journal. The Extra Mile is a regular feature in Jeff’s Journal, in which he recognizes co-workers for performing outstanding deeds to help colleagues or customers. Co-workers may nominate fellow workers for accomplishments in the workplace, in their communities and for being good citizens.
United 100

The United 100 recognizes excellent performance by co-workers and enables the company to recognize co-workers whose actions exemplify the cornerstone values that drive our business. Co-workers nominate candidates and local leaders recognize them. The candidates are then considered for a quarterly award. At the end of the year, we'll salute the top 100 co-workers, along with the winners of our divisional programs.

Sharing success with our co-workers

At United, our ability to achieve and sustain profitability is the key to our future. In 2010 and 2011, our Profit Sharing Plan enabled eligible co-workers to share in the company’s annual profits. Sharing profits with co-workers rewards their efforts toward achieving our goal of making United profitable every year.

United We Care Co-worker Relief Fund

In October 2011, we launched the United We Care Co-worker Relief Fund. The fund provides confidential, timely, short-term crisis relief to co-workers in need of basic assistance. Funding for United We Care comes from co-worker donations, fundraising events and ongoing contributions from the net proceeds of our onboard recycling program.

Co-worker health and safety

We understand the important link between the health and safety of our co-workers and our ability to deliver a consistent and reliable travel experience every day.

Wellness initiatives for healthier workers

Our wellness initiatives include:

- On-site health clinics for co-workers
- Shape Up the Nation physical activity program that incorporates weight loss, measuring of pedometer walking and exercise-based challenges and competition
- Blood pressure screenings and wellness education at “end of summer” co-worker recognition events
- Expanded disease management programs to include coaching for co-workers with heart-related and lung-related conditions
- A program to help co-workers quit smoking
- Complimentary flu shots to all co-workers who request them

Did you know?

For airline workers, both in-flight and on the ground, soft-tissue injuries like strains and sprains comprise nearly half of all injuries. In 2010, United introduced a MoveSMART™ Strength and Control program that teaches co-workers how to lift and move objects safely and more efficiently. We've already seen a 62% reduction in soft-tissue injuries among workers in airport operations who took the training.
Community engagement

As a global airline, we have the opportunity to use our unique resources to make a difference in our local communities and around the world. Our co-workers are committed to strengthening ties not only in their hometowns, but also with communities around the globe.

Our co-workers contribute funds and personal time to a wide array of good causes. Co-workers have volunteered more than 60,000 hours over the last two years to help others in their communities.

Volunteer Impact Grants
We launched the United Volunteer Impact Grants program in 2011. The program recognizes co-workers who donate their time and expertise to improving our world and addressing critical social issues that affect our customers and the communities we serve.

Through the program, in 2011, the United Airlines Foundation awarded $100,000 in grants to more than 90 nonprofit organizations that benefit from our co-workers’ volunteer efforts.

Hunger Action Month
For the past three years, United has served as the official airline of Hunger Action Month. Throughout the month of September, hundreds of co-workers in our eight U.S. hub cities volunteer at food banks to support the effort.

Pink and proud
We are committed to fighting breast cancer. In the past two years, we have contributed more than $300,000 to breast cancer charities. Each October, United co-workers support Breast Cancer Awareness Month by wearing pink accessories. Co-workers can shop online for specially designed and approved pink items, such as ties and scarves.

March of Dimes
Co-workers across the country annually participate in the March of Dimes March for Babies. For the seventh year, United is proud to be the official airline of March of Dimes National Ambassador Program and a national sponsor of March for Babies. United is committed to working with March of Dimes to help ensure that one day all babies will be born healthy.

Fantasy Flights
In 2011, more than 1,000 co-workers around the world volunteered to help make the holidays special for children with life-threatening illnesses and disadvantaged young people and their families.

Co-workers in 11 cities donated their time and money to take participants to the airport for a “flight” on an airplane to visit Santa Claus in his workshop at the North Pole. For many of the children, it was the first time they had been in an airport or boarded an airplane.

Making the holidays bright
For the past four years, United has teamed up with the Chicago Bears football team to help needy families. Families have attended the annual Making Holiday Wishes Come True event at Soldier Field in Chicago. United volunteers hosted a day of fun for parents and children where they met Santa Claus and several members of the Chicago Bears rookie class.
Support for our military service men, women and their families

Many of our co-workers have served in the armed forces and have family members who help to protect and defend our country. United honors the commitment of those in active military service, veterans, military families, and those who have sacrificed their lives.

In August 2011, 30 American service members died in a military attack in Afghanistan. The Navy SEALS Foundation asked for our help in supporting family members traveling from a memorial in Virginia Beach for 13 fallen Navy SEALS to Arlington National Cemetery to see their loved ones laid to rest. We donated a charter flight for more than 150 members of the families of the fallen SEALS. Many of our vendors and business partners joined us by offering complimentary goods and services, including fuel for the flight.

United Airlines Foundation

For more than 60 years, the United Airlines Foundation has served as the charitable wing of our airline, with a mission to develop and implement our commitment to community service. The foundation provided more than $3 million in 2010 and 2011 in cash contributions to our community partners in three areas: youth, arts and culture, and health initiatives. We also help with disaster relief and humanitarian aid.

More online

For more information on United’s Community Involvement program or to request support, click here.
Diversity and inclusion at work

We believe that the rich diversity of ideas, experiences, cultures and lifestyles that make up our workforce allows us to consistently deliver great service and products to our global customers. We are committed to creating a work environment where all employees feel included and empowered to make a measurable difference in our success. Throughout the company, our co-workers participate and learn from cultural and educational programming in honor of Black History, Women’s Heritage, Asian/Pacific American Heritage and Hispanic Heritage months. In addition, United co-workers take part in Pride parades in many cities.

Our commitment to diversity and inclusion extends to our philosophy of community engagement and partnership with diverse suppliers.

Executive Diversity Council

In 2011, United launched an Executive Diversity Council, made up of officers and senior leaders from all of our divisions. The goals of the Executive Diversity Council are to:

- Create strong advocacy by senior leaders for diversity and inclusion
- Foster effective diversity and inclusion practices at United
- Serve as a forum to leverage organizational resources

Going forward, we are committed to:

- Integrating diversity and inclusion into the company culture
- Developing diversity and inclusion goals to align with our business objectives
- Ensuring our business practices reflect the global diversity of our customers

Did you know?
The Human Rights Campaign rated United 100% in the 2012 Corporate Equity Index, which ranks companies based on their inclusion of and policies affecting lesbian, gay, bisexual and transgender (LGBT) employees.
Investors

United’s goal is to deliver sufficient and sustainable profitability for our shareholders. We are focused on generating financial returns in excess of our cost of capital throughout the business cycle. Managing cycles — from macroeconomic changes to volatile fuel prices — allows us to generate sufficient profitability to invest in our business and benefit our customers, our co-workers and our investors.

The merger of United and Continental has created economic value. We expect to generate $1.0–$1.2 billion of annual net synergies by 2013. We achieved more than 25% of that total in 2011. We believe that sufficient and sustained profitability provides the foundation for corporate responsibility and bolsters our leadership position in working with government and industry groups.

About United
United Airlines is a wholly owned subsidiary of United Continental Holdings, Inc. and is a founding member of the Star Alliance.”

Investing in fleet and facilities
United has a robust aircraft order book. As of July 2012, our airline had orders for more than 270 new airplanes for delivery through 2022. We will be the first U.S. carrier to take delivery of the Boeing 787 Dreamliner and we have a total of 50 of the customer-pleasing, fuel-efficient planes on order.

Government and policy
United works with an extensive network of partners and stakeholders to address significant challenges in the airline industry.
About United

United Airlines is a wholly owned subsidiary of United Continental Holdings, Inc. and is a founding member of the Star Alliance. United has the world’s most extensive route network, bringing new flight opportunities for our customers, and continues to expand to new destinations.

Corporate facts
United and United Express operate an average of 5,574 flights a day to 377 airports on six continents from our 10 hub cities. In 2011, United carried more traffic than any other airline in the world and operated more than two million flights carrying 142 million passengers. Read more »

Community engagement
United believes that we can make a positive impact when we work together with partners in our communities. We partner with organizations in each of our hub cities, as well as with our customers. Read more »

Supplier diversity
United’s commitment to providing equal business opportunities is expressed through our Supplier Diversity Initiative. Over the years, our program has grown into an integral part of United’s business operations. Today we view all of our suppliers as key business partners who contribute to the bottom line. Read more »

Corporate governance
Sound corporate governance principles are the foundation of investor confidence and trust. These principles define our role as a respected employer and corporate citizen. Read more »
Corporate facts

United and United Express* operate an average of 5,574 flights a day to 377 airports on six continents from our 10 hub cities. In 2011, United carried more traffic than any other airline in the world and operated more than two million flights carrying 142 million passengers.

United has the world’s most extensive route network with flights throughout the Americas, Europe and Asia.

As of July 2012, the airline operated 699 mainline aircraft and had orders for more than 270 new aircraft for delivery from 2012 through 2022, including 50 Boeing 787 Dreamliners, 25 Airbus A350 XWBs and 100 Boeing 737 MAX aircraft.

United was rated the world’s most admired airline in FORTUNE magazine’s 2012 airline-industry list of the World’s Most Admired Companies. Readers of Global Traveler magazine have voted United’s MileagePlus® program the best frequent flyer program for eight consecutive years.

United is a founding member of Star Alliance™ which provides service to 193 countries via 27 member airlines. United’s more than 85,000 employees reside in every U.S. state and in countries around the world. For more information, visit united.com or follow United on Twitter and Facebook. The common stock of United’s parent company, United Continental Holdings, Inc., is traded on the NYSE under the symbol UAL.

Hub airports

Chicago O’Hare International Airport
Cleveland Hopkins International Airport
Denver International Airport
Guam A. B. Won Pat International Airport
Houston George Bush Intercontinental Airport
Los Angeles International Airport
Narita International Airport (Tokyo, Japan)
Newark Liberty International Airport
San Francisco International Airport
Washington Dulles International Airport

Route network (as of July 2012)

<table>
<thead>
<tr>
<th>Description</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Destinations (airports served)</td>
<td>377</td>
</tr>
<tr>
<td>Domestic destinations (airports served)</td>
<td>228</td>
</tr>
<tr>
<td>International destinations (airports served)</td>
<td>149</td>
</tr>
<tr>
<td>Countries served</td>
<td>63</td>
</tr>
<tr>
<td>Daily departures</td>
<td>5,574</td>
</tr>
</tbody>
</table>

Employees (as of July 2012)

<table>
<thead>
<tr>
<th>Department</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airport Operations and Cargo</td>
<td>25,603</td>
</tr>
<tr>
<td>Food Services (Chelsea Kitchens)</td>
<td>2,195</td>
</tr>
<tr>
<td>Customer Contact Centers</td>
<td>3,638</td>
</tr>
<tr>
<td>Flight Operations</td>
<td>10,072</td>
</tr>
<tr>
<td>Inflight</td>
<td>21,771</td>
</tr>
<tr>
<td>International</td>
<td>4,670</td>
</tr>
<tr>
<td>Management/Administrative</td>
<td>11,703</td>
</tr>
<tr>
<td>Technical Operations</td>
<td>8,601</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>88,253</strong></td>
</tr>
</tbody>
</table>
Corporate Governance

United Continental Holdings, Inc. Board of Directors

Glenn F. Tilton
Non-Executive Chairman of the Board
United Continental Holdings, Inc.
Chairman of the Midwest
JPMorgan Chase

Jeffery A. Smisek
President and Chief Executive Officer
United Continental Holdings, Inc.

Stephen R. Canale
Retired President and Directing General Chairman
District Lodge 141
International Association of Machinists and Aerospace Workers

Carolyn Corvi
Retired Vice President and General Manager–Airplane Programs
Boeing Company

Jane C. Garvey
Chairman
Meridiam, North America

James J. Heppner
Air Line Pilots Association, International
Master Executive Council Chairman

Walter Isaacson
President and Chief Executive Officer
The Aspen Institute

Henry L. Meyer III
Retired Chairman of the Board and Chief Executive Officer
KeyCorp

Oscar Munoz
Executive Vice President and Chief Operating Officer
CSX Corporation

Laurence E. Simmons
President
SCF Partners

David J. Vitale
President
Chicago Board of Education
Chairman
Urban Partnership Bank

John H. Walker
Chief Executive Officer
Global Brass and Copper

Charles A. Yamarone
Director
Houlihan Lokey

Board Committees

- Audit – oversight of accounting and financial reporting processes and adequacy of internal controls for financial reporting
- Compensation – oversight of compensation matters
- Executive – oversight of business and affairs of the company
- Finance – oversight of financial management and planning
- Nominating/Governance – oversight of corporate governance
- Public Responsibility – oversight of social responsibility and public policy including safety and environmental

United Continental Holdings, Inc.
Executive Management

Jeffery A. Smisek
President and Chief Executive Officer

Michael P. Bonds
Executive Vice President Human Resources and Labor Relations

James E. Compton
Executive Vice President and Chief Revenue Officer

Jeffrey T. Foland
Executive Vice President Strategy, Technology and Business Development

Irene E. Foxhall
Executive Vice President Communications and Government Affairs

Brett J. Hart
Executive Vice President and General Counsel

Peter D. McDonald
Executive Vice President and Chief Operations Officer

John D. Rainey
Executive Vice President and Chief Financial Officer
Community engagement

United believes that it can make a positive impact in our communities by working together with partners. We partner with organizations in each of our hub cities and with our customers around the globe.

In 2011, United along with customers in each hub, contributed more than $25 million in cash and travel to nonprofit organizations.

In addition to the organizations we support locally, we partner with national organizations that reach across the country and around the globe. These groups include:

- American Cancer Society
- American Red Cross
- Feeding America
- Make-A-Wish Foundation
- March of Dimes
- Y-ME National Breast Cancer Organization*

*Organization ceased operations in July 2012

United and its customers

2011 Japan earthquake and tsunami

In March 2011, United reached out to our partner, the American Red Cross, to support rescue and recovery efforts following the 2011 earthquake and tsunami in Japan. We issued a call to action to our 90 million MileagePlus® members, asking them to donate cash and miles to the Red Cross and other partner aid organizations. MileagePlus members donated more than 65 million miles and $2.6 million.

United MileagePlus Charity Miles Program

Our MileagePlus Charity Miles program serves more than 40 nonprofit partners. Miles donated help the families of wounded soldiers get to the bedsides of their loved ones, fly cancer patients to life-saving treatment, grant the wishes of children with life-threatening illnesses and much more. Since 2010, the program has provided more than $14 million in travel benefits to our partners.

Eat for Good

Since 2010, United has partnered with customers who purchase onboard snack boxes and other à la carte items through the Eat for Good program. The program has provided more than $200,000 to charities such as Feeding America and Y-ME National Breast Cancer Organization.

Sending bear hugs

United has partnered with the American Cancer Society and MileagePlus customers to send warm wishes and limited-edition Gund® teddy bears to childrens’ hospitals across the country. Since 2007, the program has raised nearly $600,000 and 200 million miles. The donated miles provide flights to individuals and caregivers who need to travel for treatment. The funds we raise help to support the American Cancer Society’s mission.

More online

For more information on United’s Community Involvement program or to request support, click here.
Supplier diversity

Our Supplier Diversity Initiative shows United’s commitment to supporting equal business opportunities. Our program has grown to become an integral part of United’s business operations. Today, we view all of our suppliers as key business partners who contribute to the bottom line.

United’s commitment to supplier diversity continues to grow. We recently moved our Operations Center from suburban Elk Grove Village, Illinois, to Willis Tower in downtown Chicago, opening the door for more local opportunities for women and minority-owned business enterprises.

We have strengthened supplier diversity initiatives to provide:

- More local and national opportunities for our diverse suppliers
- More visibility and leadership within our communities
- Expanded outreach efforts and partnerships with diverse advocacy groups across the country

Our procurement, supplier diversity and client teams work together to create opportunities for suppliers who meet our high standards for quality, overall value, reliability, service and financial stability.

Since 2000, we have spent more than $2.5 billion (in non-fuel procurement dollars) with women, minority, veteran, service-disabled veteran and small business enterprises. We ask our key business partners to support our supplier diversity initiative through our second-tier program. This allows United to maximize business opportunities in the communities we serve. Since 2008, these efforts have led to an additional $500 million in business opportunities with qualified diverse-owned businesses.

Recognition for United’s supplier diversity:

- The Women's Business Enterprise National Council named United one of America's top corporations for women's business enterprises in 2011
- \textit{WE} magazine for women named United "Best of the Decade" for teams and leadership in supplier diversity
- \textit{Minority Business News USA} magazine's Corporate 101 named United “Best in Class” supplier diversity initiatives
- \textit{Minority Business News USA} magazine named United “2010 Best of the Best”

More online

To learn more about our Supplier Diversity program, please visit our website at \texttt{united.com/supplierdiversity}.
Investors > Government and policy


Government and policy

Government and industry

United works to address significant challenges in our industry. Our extensive network of partners and stakeholders encourages a legislative and regulatory environment that will enable our industry to grow and contribute to the economy. As an industry, we face volatile fuel prices and intense competition, excessive tax burdens, regulatory and structural barriers to growth and an outdated air traffic control infrastructure. At United, we are working hard to affect policy change to make aviation more profitable and sustainable. We have identified several key tasks:

- We promote regulatory reform that will allow airlines to operate more like other global businesses. Reform will allow U.S. airlines to compete globally on a more level playing field, generating more opportunities for our customers, employees and the communities we serve. We actively engage with government agencies around the world to ensure that the interests and needs of our customers, employees, business and the communities we serve are taken into account in regulatory decision making. United also partners with governments on regulatory activities aimed at safety and security, the environment and the welfare of our employees and our customers.

- We urge faster modernization of U.S. air traffic control infrastructure to improve safety, decrease flight delays, enhance customer service, create jobs and reduce fuel demand and harmful emissions. At the same time, we want to ensure that any financial contribution or investment by the airline industry towards the long-term success of air traffic modernization is both manageable and rational. Neither the airlines nor the government can bear all of the costs of U.S. air traffic modernization, currently estimated at more than $40 billion.

We are addressing these issues with industry organizations, including Airlines for America (A4A) and the International Air Transport Association (IATA). We collaborate actively with governments, policymakers and nongovernment organizations.

Ethics and Compliance Principles

United’s Ethics and Compliance Principles serve as a guide to the ethical and legal responsibilities shared by all directors, officers, co-workers and third-party representatives. Our principles offer basic guidelines for conducting business on behalf of United Airlines and cover areas such as work environment, including harassment, discrimination, workplace behavior and health and safety; management responsibilities; compliance with laws, regulations and policies and ethical behavior, including anticorruption, conflicts of interest and protection of confidential information; and sales, marketing and procurement practices.
We are making significant investments in our aircraft and facilities to improve environmental efficiency and customer experience. These investments will strengthen our business and ensure its sustainability over time.

The United Fleet

United has a robust aircraft order book with orders for more than 270 aircraft. In July 2012 we announced an order for 100 Boeing 737 MAX and 50 Boeing 737-900ER aircraft for delivery between 2013 and 2022. We will be the first U.S. carrier to take delivery of the Boeing 787 Dreamliner, with a total of 50 of the fuel-efficient planes on order. United also expects to bring the first of 25 Airbus A350 XWBs into its fleet by 2016.

United is investing $550 million to upgrade its existing fleet. Improvements include:

- Adding flat-bed seating on 62 additional long-haul aircraft, bringing total aircraft with flat-bed seats to 185 – more than any other U.S. carrier
- Adding Economy Plus*, with up to six inches of extra legroom seating on our existing mainline fleet
- Nearly doubling the overhead storage space on more than 150 aircraft
- Installing advanced satellite-based broadband Wi-Fi on our mainline fleet
- Introducing streaming wireless video onboard our Boeing 747-400 aircraft
- Completely retrofitting our p.s.* (Premium Service) aircraft used for transcontinental flights between New York, Los Angeles and San Francisco with flat-bed seats, Economy Plus, on-demand audio and video and Wi-Fi

### Mainline fleet facts (as of July 2012)

<table>
<thead>
<tr>
<th>Type</th>
<th>Aircraft</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Narrow-body</td>
<td>Airbus A319</td>
<td>55</td>
</tr>
<tr>
<td></td>
<td>Airbus A320</td>
<td>97</td>
</tr>
<tr>
<td></td>
<td>Boeing 737 (500/700/800/900)</td>
<td>239</td>
</tr>
<tr>
<td></td>
<td>Boeing 757-200</td>
<td>155</td>
</tr>
<tr>
<td>Wide-body</td>
<td>Boeing 767 (200/300/400)</td>
<td>56</td>
</tr>
<tr>
<td></td>
<td>Boeing 777-200/200ER</td>
<td>74</td>
</tr>
<tr>
<td></td>
<td>Boeing 747-400</td>
<td>23</td>
</tr>
<tr>
<td><strong>Total Operating Mainline Fleet</strong></td>
<td></td>
<td><strong>699</strong></td>
</tr>
</tbody>
</table>

### Regional fleet facts (as of July 2012)

<table>
<thead>
<tr>
<th>Type</th>
<th>Aircraft</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Jets</td>
<td>Canadair CRJ (200/700)</td>
<td>190</td>
</tr>
<tr>
<td></td>
<td>Embraer (145/170)</td>
<td>307</td>
</tr>
<tr>
<td>Turboprops</td>
<td>Embraer EMB-120</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>Bombardier Q400</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td>Bombardier Q300</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Bombardier Q200</td>
<td>16</td>
</tr>
<tr>
<td></td>
<td>Saab 340</td>
<td>9</td>
</tr>
<tr>
<td><strong>Total Operating Regional Fleet</strong></td>
<td></td>
<td><strong>558</strong></td>
</tr>
</tbody>
</table>
Facilities
United owns or leases facilities around the world to operate the airline. These facilities include:
- Maintenance hangars in nine cities
- Reservations centers in 17 locations
- Kitchen facilities in five U.S. cities

At airports, we are investing more than $400 million to improve the customer experience and we are upgrading other facilities, including:
- Information technology enhancements, self-service tools and improved processes for handling irregular operations
- New or upgraded baggage handling systems to reduce the amount of time needed to return baggage to customers once they have arrived at their destination
- Facility enhancements, such as new passenger loading bridges, to increase the efficiency of the boarding process
- Interior United Club lounge improvements

Did you know?
In 2010 United and Continental used 200 different types of baggage tags, and neither airline’s tags were the same size as the international standard, which is 21 inches in length. By the end of 2011, United brought the types of tags it uses down to about 41—saving money and making it easier for baggage handlers to do their work.
Environment

United is committed to taking responsible actions toward an environmentally sustainable future. We continuously incorporate new technology and processes, especially for fuel efficiency, into our daily operations, products and services. We focus on environmental management at all levels, from the Board of Directors’ Public Responsibility Committee and the Executive Environmental Council to our Eco-Teams around the United States. It takes all of us working together to make a difference.

On Earth Day 2011, we launched our integrated Eco-Skies® program, combining both subsidiaries’ work under United’s Environmental Commitment. This commitment governs the strategy and work on environmental issues.

As we expand and improve our programs, we engage co-workers, customers, industry partners, government agencies and nongovernmental organizations to develop and adopt environmentally responsible policies and practices.

Environmental policy and compliance
United’s day-to-day, system-wide environmental management approach is the foundation of our environmental work and a priority in our operations. Read more »

Fuel efficiency and carbon management
Because fuel use represents the largest portion of our carbon footprint, much of our work is directed to reducing fuel consumption and increasing fuel efficiency. Our continual efforts and the steady improvement in fuel efficiency have made us a leader among U.S. network carriers. Read more »

Sustainable, advanced biofuels
We focus on developing technology and advancing commercial production of sustainable aviation biofuels. Our work is dedicated to ensuring that alternative fuels are viable in the future. Read more »

Recycling, energy efficiency and materials management
We are working to improve our waste management and recycling programs to capture more recyclables and reduce consumption. We continue to incorporate energy-efficient features and green building methods in our latest construction projects. Read more »

Stakeholder engagement
We work with our industry, employees, suppliers, local communities and governments to fulfill our Environmental Commitment and to develop sound environmental policies in aviation. Read more »
Environmental policy and compliance

United’s day-to-day, system-wide environmental management programs are the foundation of our environmental work and a priority in our operations. We monitor our progress and compliance at all levels of our organization through committees and working teams. We also work with global partners to achieve greater environmental sustainability for our airline and for global aviation.

Eco-Skies® — United’s environmental commitment

We are committed to leading commercial aviation as an environmentally responsible company by taking actions today that shape an environmentally sustainable future. At the same time, we continue to comply with applicable laws and regulations. We will:

1. Reduce fuel use and improve fuel efficiency of our aircraft and vehicles through technology and process innovation
2. Advance and utilize environmentally responsible and cost-efficient alternative fuels
3. Improve the sustainability of products and our facilities and responsibly manage wastes generated by our business activities
4. Work together with our co-workers and partner with our customers, airports, business partners, suppliers, governments and nongovernmental organizations to promote accountability and protect the environment while achieving our business goals

Environmental governance

United has developed an environmental governance system that engages employees at all levels throughout the company. The Public Responsibility Committee of our Board of Directors provides board oversight for the company’s environmental policies, as well as public policy and community affairs. In 2011, United launched an Environmental Council comprising senior leadership from finance, inflight services, sales, airport operations, marketing, corporate strategy and government affairs departments. The council meets quarterly to:

- Determine high-level company environmental priorities
- Provide support for initiatives that enhance United’s environmental performance
- Drive action within company divisions to support a focus on environment
- Provide direction to environmental project teams and hub-level Eco-Teams

At a local level, our Eco-Teams represent work groups at United’s major operational locations. Eco-Teams include representatives from divisions across the company who work together to address environmental priorities.
Environmental compliance

At United, integrating environmental management throughout our operations is a priority. We maintain an Environmental Management System (EMS), which supports, monitors and coordinates our activities to comply with local, state and federal regulations. Our EMS is built on internationally recognized ISO 14001 standards and provides a location-specific set of protocols to document environmental compliance activities. EMS enables us to move beyond compliance to incorporate sustainable processes into daily activities.

We employ a team of environmental professionals dedicated to improving our performance at every level. This team establishes company environmental policies, develops priority programs, manages projects that ensure compliance and reduce impact, engages with stakeholders and provides ongoing training to the United workforce. Environmental coordinators at each of our facilities manage environmental work and compliance. We are committed to continual improvement of our environmental program through:

- Development of new tools and programs
- Monitoring and measuring our impact and taking action to improve results
- Internal and external auditing programs

As we continue to integrate our operations, we will develop long-term goals and targets geared to reducing our operational impact on the environment. As a first step, United established an integrated detailed environmental footprint based on internationally recognized standards.

Global approach to addressing commercial aviation emissions

United is actively engaged in developing and supporting a global approach to address greenhouse gas emissions in commercial aviation. Together with other airlines, engine and airframe manufacturers, fuel suppliers, airports and governments, we are working towards collective industry goals:

- 1.5% average annual fuel efficiency improvement through 2020
- Carbon-neutral growth beginning in 2020
- 50% reduction in CO₂ by 2050 relative to 2005 baseline levels

Achieving these targets requires major advancements in energy, operations and technology. These targets are dependent on significant government investments in alternative fuels, improvements in airframe and engine technology and air traffic control infrastructure modernization.

Did you know?

In 2011, United, in partnership with Business for Social Responsibility (BSR), undertook an Environmental Materiality Assessment. This program surveyed stakeholders from corporate customers to nongovernmental organizations (NGOs) to investors on United's environmental performance and key environmental and business drivers. The results of this assessment will help inform the direction of United's environmental efforts.
Fuel efficiency and carbon management

Reducing fuel consumption and improving fuel efficiency

Because fuel use represents more than 98% of our greenhouse gas footprint, much of our work focuses on reducing fuel consumption and increasing fuel efficiency.

United is aggressively pursuing investments in a modern, fuel-efficient fleet while implementing operational and procedural changes to drive fuel conservation. Our efforts have resulted in a 32% improvement in fuel efficiency since 1994 and a leading, fuel-efficient fleet among U.S. network carriers.

Fuel efficiency through technology innovations

The best way to reduce fuel consumption is to replace older aircraft with newer, more fuel-efficient airplanes. We have a robust aircraft order book and expect to take delivery of more than 270 new airplanes through 2022. This includes 50 Boeing 787 Dreamliner aircraft, which we expect to deliver up to a 20% improvement in fuel efficiency. The Boeing 787 is equipped with GE's emissions-reducing GeNXTM engine, making the 787 the world's most environmentally advanced aircraft. We also have 25 Airbus A350 XWBs on order which will deliver similar fuel efficiency and carbon reduction results. In addition, we have 100 Boeing 737 MAX aircraft on order, which will deliver up to a 13% better fuel efficiency and reduction of emissions compared with current aircraft.

In addition to purchasing new aircraft, we work to enhance the fuel efficiency of our existing fleet. We have:

- Equipped more than 300 of our aircraft with winglets that result in up to a 5% increase in fuel efficiency, and a reduction in emissions and noise

- Modified 20 Boeing 777 aircraft with a Performance Improvement Package that improves airplane aerodynamics, offering greater fuel efficiency and lower carbon emissions.

We plan to modify 52 additional 777s for performance improvement.

Fuel efficiency through operational changes

The United Fuel Council oversees our efforts to operate more efficiently. We work collaboratively across the organization to achieve greater fuel efficiency through training pilots, mechanics, dispatchers and engineers in the most fuel-efficient operating procedures, such as:

- Reducing the use of fuel-driven thrust reversers on landing
- Using a single-engine taxi whenever possible
- Using ground equipment rather than aircraft engine power to move aircraft from gate to gate
- Routinely washing aircraft and engines to reduce drag and emissions
- Continually reviewing virtually everything on our aircraft for lighter-weight alternatives to burn less fuel and produce fewer emissions

Did you know?

An airplane’s auxiliary power unit uses 40 to 100 or more gallons of fuel per hour, while terminal ground power units typically use fewer than five gallons per hour.
Sustainable, advanced biofuels

Advancing biofuels
United is taking an industry-leading role in advancing the availability and use of sustainable alternative aviation fuels. At United, we believe that using alternative aviation fuels is an important way for the aviation industry to:

- Reduce dependence on traditional fossil-based jet fuels
- Lower its impact on climate change
- Enhance national security by supporting domestically grown fuels
- Support the growth of a greener economy

Commercial and demonstration alternative fuel flights
United has a long history of leadership in alternative fuels. In 2011, we operated the first U.S. commercial flight powered by advanced biofuel. United also performed the first U.S. alternative fuel test flight using jet fuel derived from algae in 2009, and we conducted the first demonstration flight using jet fuel derived from natural gas in 2010.

United is actively working with key partners to help aviation biofuels reach their potential for reducing emissions and providing energy diversification. For commercial success, these fuels must be produced in large quantities at prices comparable to traditional fossil fuels. United has executed letters of intent to negotiate the purchase of more than 50 million gallons of biofuel with organizations including:

- Solazyme – produces biofuel from algae oil
- Solena – produces fuel derived from municipal waste feedstock
- AltAir Fuels – produces fuel derived from camelina, a next-generation biofuel feedstock
- Rentech – creates a synthetic fuel from biomass, sewage sludge, natural gas and coal
- Gevo – retrofits ethanol plants to produce biobutanol, a biofuel feedstock

Did you know?
United has spearheaded creation of the Midwest Aviation Sustainable Biofuel Initiative (MASBI), a partnership of stakeholders working with aviation biofuels. The Midwest is a natural fit to advance aviation biofuels given that it is home to the world’s largest airline and has significant feedstock availability and viability, a concentration of clean technology leaders, a vibrant funding community, airports supporting sustainability, and policymakers focused on advanced biofuels. MASBI uses the expertise of stakeholders from across the aviation biofuel value chain to develop a comprehensive feasibility study, roadmap, and action plan to accelerate the development of the Midwest advanced biofuels industry.
Recycling, energy efficiency and materials management

United focuses on energy efficiency and materials management to reduce the environmental impact of ground-based operations. We are continually evaluating adoption of new sustainable products and practices.

Recycling

We have identified opportunities to reduce waste and increase recycling throughout our operations. Over the past five years, United recycled more than 20 million pounds of aluminum cans, paper and plastic from waste generated onboard aircraft and in our facilities.

Onboard recycling

Through onboard programs, United recycled more than three million pounds of cans and plastic items over the past five years. On Earth Day 2011, we adopted new integrated procedures to collect recyclables on all United flights, including newspapers, magazines, plastic, aluminum and printed menus.

Recycling on the ground

United has a network of ground facilities including terminals, cargo buildings, maintenance operations, offices and catering departments. Throughout this network we collect mixed paper, aluminum, plastic bottles, oil, paint, pallets, plastic sheeting, cardboard, scrap metal and cooking oil. In some locations, we also recycle carpeting from onboard our aircraft.

Our work in waste reduction extends beyond recycling into reuse and other minimization programs. Where feasible, United donates unused food items to local food banks, used uniforms to make new clothing products or accessories and computers for reuse in public schools.

Green products and processes

We work hard to improve the sustainability of the products we use and services we provide. Highlights of our initiatives include:

Paperless flight deck – innovating to reduce impact

In August 2011, United became the first major network carrier to convert to paperless flight decks, using 11,000 iPads provided to our pilots to replace paper flight manuals. Each iPad weighs less than 1.5 pounds and replaces approximately 38 pounds of paper. A conventional flight bag full of paper materials contains an average of 12,000 sheets of paper per pilot. The green benefits of moving to electronic flight bags are twofold:

1. They significantly reduce paper use and printing
2. They reduce fuel consumption through weight reduction

United anticipates that the electronic flight bags will save nearly 16 million sheets of paper a year, the equivalent of saving more than 1,900 trees. In addition, we estimate annual savings of 326,000 gallons of jet fuel and a 3,208-metric-ton reduction in greenhouse gas emissions.

Mobile boarding

United offers mobile check-in and paperless boarding options as part of our continuing effort to bring convenient and environmentally sustainable options to our customers. Since 2007, more than 10 million customers and co-workers have used their cell phones or PDAs at 89 airports equipped to accept mobile boarding passes. Mobile boarding has helped to save about 1,200 trees.

Did you know?

More than 3,600 ground service equipment vehicles, or 26% of United’s ground fleet, operate on electricity or alternative fuels.
Reducing the impact of our facilities

- Through 2010, we relocated customer facilities at more than 20 airport terminals. This reduced our leaseholds and associated energy consumption and environmental impact. We continue to adjust our footprints at airports, commercial properties and headquarters facilities. To date, we’ve reduced our leasehold by approximately 300,000 square feet.

- Terminal E, located at our Houston hub, is approximately 15% more energy-efficient than a traditional terminal through our use of new technologies and materials.

- Our state-of-the-art cargo area at O’Hare International Airport in Chicago follows the airport’s sustainability guidelines and includes a green vegetative roof. The facility features energy-efficient lighting, permeable pavers in parking lot areas, water saving mechanisms, and electric vehicles.

Did you know?

We use Continuous Descent Approach, or CDA, a procedure that saves a significant amount of jet fuel per flight. Pilots and ground staff set flight paths that allow a steady and gradual approach during descent, rather than the less-efficient step-down approach for landing aircraft. To adopt CDA, we invested in new technology onboard our planes and on the ground.
Stakeholder engagement

We work with our industry, employees, suppliers, local communities and governments to develop and promote sound environmental policies in aviation.

Industry and government partners
United works with industry organizations on both a national and an international level, including:
- Airlines for America (A4A)
- International Air Transport Association (IATA)

Key programs, such as developing commercially successful biofuels and modernizing air traffic control infrastructure, hinge on significant government investment. United works proactively with policymakers to pave the way for these innovations. We also advocate at the state and local levels for appropriate government environmental policies, investment and leadership.

Customers
United engages with customers to understand their expectations. We encourage active dialogue in a variety of ways:
- Engagement with corporate customers
- Customer surveys
- Carbon-offset program with Sustainable Travel International (STI)

Learn more about United’s carbon-offset program by clicking here.

Co-workers

Eco-Teams
On Earth Day 2012, United announced the launch of Eco-Teams at operational locations. These teams work to incorporate our Environmental Commitment into operations, including daily compliance and sustainability initiatives. Eco-Teams focus on engaging in local communities through volunteering and other initiatives. Eco-Team members are United’s local environmental stewards and are charged with helping co-workers “think green” in their daily lives.

Eco-Ideas
Our Eco-Ideas program encourages all co-workers to share their thoughts and suggestions for enhancing United’s environmental programs and performance. The goals of the program are to:
- Engage co-workers in a dialogue on relevant issues
- Build and develop environmentally friendly practices in the workplace
- Monitor progress on actions

In 2011, United co-workers submitted more than 200 Eco-Ideas. We work across the organization to assess the viability and potential of each idea.

Suppliers
United works to ensure that our environmental commitment extends to our supply chain partners by including environmental considerations in our purchasing decisions and contracts. From recycling to engine washing, we work with our suppliers to help United improve the environmental performance of our operation and the materials we use on a daily basis.
Nongovernmental organizations and community partners
In addition to our policy work and industry engagement, United has built relationships with a variety of partners and is an active participant in sustainability forums and other events that draw a variety of stakeholders together to advance environmental responsibility.

2010 – 2011 partnerships
Chicago Sustainability Leadership Forum
Sustainable Travel Leadership Network
San Francisco Business Council on Climate Change
Business for Social Responsibility
United Nations Global Compact
Sustainable Travel International
Conservation International
CORE—Denver Sustainable Opportunities Summit
Bloomberg Bioenergy Forum
Chicago Ideas Week
Consumer Energy Alliance’s Houston Energy Day
Airports Going Green Annual Conference

Did you know?
To celebrate Earth Day in April 2011, United donated $1 to Conservation International for every customer or co-worker who used a mobile boarding document. Conservation International, a global nonprofit organization, works to ensure a healthy and productive planet through science, policy and field work.