

# Making Lasting Connections

2009–2010 Corporate Responsibility Report

 **UNITED**

Every  
Action  
Counts.™





From business  
performance to product  
and service innovation,  
community action  
and environmental  
stewardship —

we rise to this  
commitment with  
a true sense of  
responsibility.





# Throughout our company we are building a better tomorrow.

## SUSTAINABLE BUSINESS AGENDA

# 1<sup>st</sup>

1st in on-time performance in 2009 and the first 8 months of 2010 among the largest network carriers in the U.S.

# 892,231

More than 890,000 training and development activities have been completed through the United Learning Network.



# 21% ↑

We are doing the right things to improve our service to our customers as evidenced by a 21 percent improvement from last year in our Employee Courtesy Index (ECI). ECI measures our customers' experience with direct employee interaction.





## PATH TO ENVIRONMENTAL SOLUTIONS

# 1st

1st U.S. commercial flight  
powered by synthetic fuel.



# 590 Tons

Our enhanced onboard recycling program has the capability to recycle up to 25 million cans and 6 million plastic bottles on our eligible U.S. routes, diverting up to 590 tons of waste from landfills.



# 32% ↑

Between 1990 and 2009, we achieved a 32 percent improvement in our fuel efficiency (gallons per revenue ton mile).



## FUELING SOCIAL SPIRIT

# 1st

1st U.S. commercial airline  
to fly earthquake relief  
missions to Haiti.



# \$1.8 Million

Over the last 6 years, employees have walked over 32,000 miles to raise \$1.8 million for breast cancer support.

# 196 Million

More than 196 million miles were donated to our non-profit partners through our Mileage Plus® Charity Miles Program, benefiting communities and individuals in need.



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# A Message from Glenn Tilton

2009 was a year of many firsts for United, and a year in which we continued on the path to strengthen our company. The work we are doing is evident in how we serve our customers, how we treat each other, how we provide a return for our shareholders and how we give back to our communities. We are focused on safety, exceptional customer service and industry-leading financial performance. And we are also dedicated to improving how we do our jobs, investing in training and tools and rewarding results.

We finished first in on-time performance among the U.S. network carriers last year, a position we continue to hold for the first half of 2010. We've improved our customer satisfaction and employee courtesy ratings significantly, and have set the course for industry-leading revenue management and cost control. We have vastly improved our balance sheet, focused on creating a profitable, sustainable company.

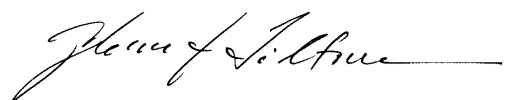
Along with these efforts, we continue to support programs that meet the critical health care, educational and economic needs of our communities, especially those of our young people.

We use our resources as a global airline to bring help where it is most urgently needed. We were the first U.S. airline to fly relief missions into Haiti, following the devastating earthquake. Our employees volunteer thousands of hours to charitable causes and our new partnership with VolunteerMatch makes it easier for everyone to make a difference in our communities. Our management team works closely with civic and business leaders to advance policy and initiatives that help local economies thrive and prosper.

We are proud to be the first U.S. airline to support the United Nations Global Compact as we advance our work in corporate responsibility. And on the environment, we were the first in the U.S. to fly one of our planes using synthetic alternative fuel, and the first to fly a "Green Corridor" flight over the North Atlantic.

This year's report is about our progress and our plans to improve the impact we have on the travel experience, on our communities and on the environment. We have made good progress and are proud of these accomplishments; they have established a solid foundation for us to build on.

In towns and cities across America and around the world, United connects families and friends, colleagues and companies. We help drive tourism, generate business opportunities and contribute to economic growth and exports. Most importantly, the actions we take and decisions we make matter. More is expected of us, and we rise to that expectation with commitment and a true sense of responsibility.



Sincerely,  
**Glenn F. Tilton**



**Glenn F. Tilton**

Glenn F. Tilton is Chairman, President and Chief Executive Officer (CEO) of UAL Corporation and Chairman and CEO of United Airlines, its principal subsidiary company.

## 1<sup>st</sup>

1st U.S. commercial airline to become signatory to the United Nations Global Compact.

## 1 Million

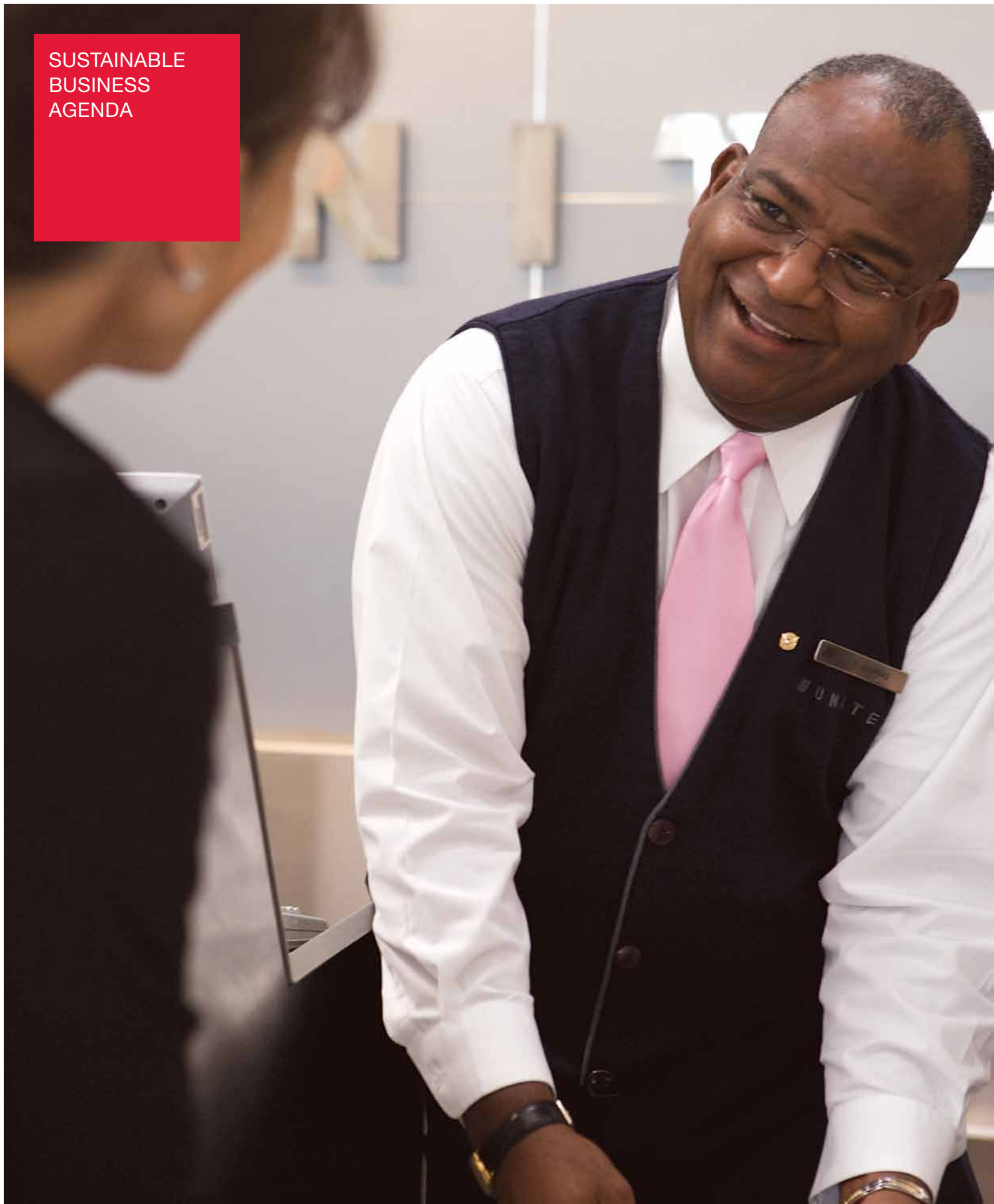
More than 1 million meals were provided to children and families struggling with hunger through our Eat for Good<sup>sm</sup> program and our Mileage Plus<sup>®</sup> member-donated miles.

## 1 Billion

Over 1 billion pounds of fuel were saved through our fuel conservation initiatives between 2004 and 2009.



SUSTAINABLE  
BUSINESS  
AGENDA





“It’s about the work we do every day.

The actions we take and the decisions we make matter.”



#### **ECONOMIC IMPACT**

As an airline connecting cities, businesses and individuals around the world, we’re a catalyst for the economy.



#### **ENHANCING PRODUCTS AND SERVICES**

We are working together to create a financially stable company by improving our business and focusing on the future.



#### **IMPROVING THE EXPERIENCE**

Our people are our biggest asset and empowering them is fundamental to making us a leading airline.



#### **RESPONSIBLE MANAGEMENT**

We promote responsible and ethical business practices and engagement.

## Connecting the World's Economies

We help connect the world. For our global economy to function efficiently and for global commerce to thrive, the networks that carry information, financial support, people and goods from one place to another across the world must work together seamlessly. The airline industry is a vital part of this linking of people, places, goods, services and goodwill.

Commercial aviation contributes more than 5 percent of U.S. Gross Domestic Product (GDP). Our industry supports 11.5 million jobs, generates an economic value of \$700 billion annually and helps power the global economy with a contribution of more than \$3 trillion per year toward social and economic development. As a testament to the airline industry's essential place in our global economy, President Barack Obama recently established the President's Export Council—and appointed our Chairman and CEO Glenn Tilton as a member. The Council will advise the President on fulfilling his goal of doubling U.S. exports over the next five years.

More than simply connecting people to their destinations, we use our capacity to bring the world closer together to impact the communities we visit every day. For example, we recently launched our first-ever service to the continent of Africa between Washington, D.C., and Accra, the capital of Ghana. This latest destination allows us to deliver our customers to a vibrant, emerging center

of commerce. Our first flight carried more than passengers—it also transported in excess of 1,000 mosquito nets to families in rural Ghana and a hospital in Accra. We travel with a sense of responsibility and commitment to do our part to support the needs of our communities.

Occasionally, we are met with challenges driven by factors beyond our industry's control that impact our work and our business, employees and customers. From terrorist threats to changing airport security procedures, fluctuating oil prices and global economic downturn, to pandemic illness and weather—we navigate the obstacles, and provide a vital service to our communities around the world.

Our customers depend on us even more during trying times. While technology has made our world ever smaller, people are still separated by thousands of miles. At United, we work to bridge the gaps that distance creates, making personal interaction possible and efficiently transporting needed goods across vast expanses. Most importantly, we help to move the needle of global growth and economic success by connecting cities and towns, small businesses and large, families, colleagues and friends.

## Addressing Industry Challenges

Our industry faces 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 and make aviation more profitable and sustainable. We believe the following areas deserve focus:

- Spur regulatory reform that will allow airlines to operate more like other global businesses. Such reform will allow U.S. airlines to compete globally.
- Reduce the extreme tax burden on our customers and industry. Today, the amount of federal taxes and fees paid by the aviation sector is higher than those paid by the alcohol and tobacco industries.

- Speed up the modernization of air traffic control infrastructure to improve safety, decrease flight delays, enhance customer service, create jobs and reduce fuel demand and harmful emissions.

We are working diligently with the Air Transport Association of America (ATA) and International Air Transport Association (IATA) to bring about change to solve some of these issues. We are actively collaborating with governments, policymakers and non-government organizations. And through our CEO's leadership, we are participating in the U.S. Department of Transportation's Future of Aviation Advisory Committee, which gathers information and provides recommendations directed toward ensuring the competitiveness of the U.S. aviation industry.



“Aviation is essential to our nation’s economy and our ability to compete in international commerce.”

**SECRETARY RAY LaHOOD**  
U.S. Department of Transportation

**\$60 Billion ↓**

The U.S. airline industry has lost nearly \$60 billion in the last decade, losing more than \$28 billion in the last two years alone.

**22+**

Since 2006, we have expanded service to 22 additional destinations. We continue to have a long-term outlook for our business and launched our inaugural flight to Bahrain in April and our first-ever U.S. to Africa flight in June 2010 to Accra, Ghana.

**5% ↑**

Commercial aviation contributes more than 5 percent of U.S. Gross Domestic Product.





## Strengthening Our Business

We are powered by smart, creative, dedicated employees who work to make the most of every customer interaction—from ticket purchase to departure, in-flight to return trip. We have made it an imperative to improve five core elements of our business—on-time performance, airplane condition, courteous service, revenue management and cost control. This approach guides our actions in every aspect of our business, underscored by best-in-class safety performance.

We are on our way. Strengthened collaboration between our Maintenance and Flight Operations divisions has reduced flight operations delays by more than 50 percent. Overall customer satisfaction scores are up nearly 20 percent this year, with a significant metric, the Employee Courtesy Index, gaining 30 percent in just two years. As such our frontline employees

earned more than \$34 million in performance bonuses in 2009—tied directly to their contribution to our industry-leading on-time performance and improved customer satisfaction scores.

All of this work is making us a better company. We ranked first in on-time arrival performance for domestic scheduled flights among the five largest U.S. carriers in 2009, and continue to hold first place through August 2010. Additionally, through the first half of 2010, we led our peers in margin generation and are now focused on achieving our long-term objective of creating a financially strong company. As we continue to improve our operational and financial performance, our successes circle back enabling investment in our products and our people to the benefit of our customers.

## Staying Safe, Every Day

There is no greater responsibility and no more important task than the safety of our customers, employees and aircraft. Safety is a part of everything we do, every single day, in every one of our facilities and across our operations in the air and on the ground. Our approach is proactive—we work to prevent unsafe situations before they occur.

We start with our employees, creating a safer work experience that has resulted in fewer injuries—more than 500 fewer injuries last year, and a 31 percent reduction in personal injuries over the past two years.

On the ground, we designed ground equipment handling routines and conducted intensive driver training that resulted in a 53 percent decrease in aircraft damages.

Safety is especially important in the air. But it's what our employees do before departure that reinforces everyone's safety in flight. Our pilots follow rigorous, standardized preflight safety procedures. An hour before each flight, they review weather conditions, aircraft maintenance history, special dispatch items and flight

plans. Flight crews also follow a comprehensive checklist—safety equipment, electric power and fuel balance, fire suppression systems, auxiliary power units and much more—and perform a visual inspection of the plane's exterior.

At every one of our locations, each division has a dedicated safety manager. That adds up to nearly 1,000 trained safety advocates company-wide—individuals who work as a team to integrate safety into our company's daily responsibilities with a "one airline, one mission" directive.

As a testament to our dedication to safety, we are the only U.S. airline that participates in all five of the Federal Aviation Administration's (FAA) Aviation Safety Action Programs, in which our employees voluntarily report safety issues and develop corrective actions.

We want nothing more than for each and every one of our employees and customers to work and travel safely—it's the foundation of the work we do every day.



30% ↑

Our Employee Courtesy Index jumped 30 percent in two years, driven by strategies and tools that improved customer service.

20% ↑

Our overall customer satisfaction scores have risen nearly 20 percent since the beginning of 2010 due to improvements in our products and in the delivery of our services.

#### COST CONTROL

In the midst of a global recession, we delivered industry-leading unit cost control in 2009. We owe much of it to our employees, who did great work to improve the quality of our product while minimizing the impact on our profitability. As we realigned capacity to new demands, we are also building a culture of cost-consciousness across our company, pulling together to finish first in on-time arrival, improve our customer-satisfaction scores and address inefficiencies, all while finding ways to reduce costs.

#### SAFETY ONBOARD

To reinforce our approach to safety, pilots and flight attendants receive specialized and recurrent safety training. Every nine months, pilots return for world class training where simulators re-create everything from adverse weather to airport-specific conditions to complex emergencies. As the first airline to partner with the FAA to establish the Circle of Safety Program, we recognize Flight Attendants who demonstrate an extraordinary commitment to safety.

#### SAFETY MANAGEMENT SYSTEM

Our Safety Management System (SMS) is foundational to our safety approach. It allows for internal oversight through non-punitive hazard reporting, establishes standards for behavior, promotes safety education, enables internal monitoring and allows us to manage safety risks and actions. To reinforce our SMS and ensure the safety and quality of our fleet and operations, we collaborate with the FAA, Department of Defense, accredited audit organizations such as ISO 9000 and the IATA and review code-share partner audits to augment our own safety monitoring.





31% ↓

We have reduced injuries across our workforce by 31 percent in the last two years.

53% ↓

Intensive vehicle driving training and a focus on safety has resulted in a 53 percent reduction of incidence of damage to our aircraft.

4,300

Over 4,300 management employees participated in our Leadership Forums in 2009, strengthening our employee alignment with our company goals.

\$34 Million

Frontline employees earned \$34 million in performance bonuses in 2009.

#### CUSTOMER COMMITMENT

To us, the only acceptable experience is one in which customers arrive at their destinations safely, comfortably and on time. When disruptions occur we strive to minimize inconvenience by treating our passengers with courtesy, fairness and utmost honesty. For example, our Proactive Recovery team (PROTeam) monitors customer interaction 24 hours a day and steps in to proactively resolve any issues. We've also made changes to improve post-travel issue resolution, including staffing our Customer Relations offices with United employees.

When delays or flight cancellations occur we use the same guidelines outlined in our 12-point Customer Commitment to give passengers the information and professional, attentive service they expect. The result—record Customer Satisfaction scores in 2010, a Better Business Bureau “A” ranking and most improved in the J.D. Power Customer Satisfaction Rankings and the American Consumer Satisfaction Index.



#### EMPLOYEE RELIEF FUND

In times of natural disaster and personal tragedy, our United Airlines Employee Relief Fund is there. As a non-profit, tax-exempt charitable organization, it provides short-term financial support to employees, retirees and eligible dependents during times of crisis. Since 2000, \$1.5 million in grants have been awarded to help colleagues with expenses for needs like child-or eldercare, home repairs, health care and more. It's just one more way for us to show how deeply we care for our entire United family.



## Our Employees Are Making the Difference

An empowered, healthy and professionally trained team is key to success. We succeed as a whole when each of us, as individuals, understands our goals and the impact of what we do on our overall company goals, and are equipped with the tools needed to perform well.

In 2009, more than 4,300 management-level employees participated in forums designed to foster alignment. And, our Line Connection program matches executive officers with hubs and stations, developing stronger links between senior leaders and frontline employees.

Building on strong leadership and clear goals, we strive to equip our people with the best tools, resources and training possible. More than 450 employee courses are available online through the United Learning Network, with nearly 600,000 learning activities completed in the first half of this year. Customer Service Representatives at 35 of our locations, including our five hubs, now process passengers more quickly and efficiently with state-of-the-art keyboards, document scanners and printers, making excellent first impressions with customers.

Teamwork thrives on understanding. For example, in Narita our Onboard Services team holds monthly “day in the life”

sessions in which disparate divisions learn each other's roles and responsibilities. Pursers connect with mechanics, for example, to trade stories and insights. The same idea works for executives, as we paired our top 200 leaders with frontline employees to experience first-hand day-to-day operations. The result: a greater sense of understanding from top to bottom in our organization.

In addition to performance bonuses, we've thanked our frontline employees for great results by providing sporting event tickets, travel and other financial incentives. This year, we introduced the President's Annual Award, a peer-to-peer, cross-divisional recognition for employees that's aligned to our performance imperatives and our Guiding Principles.

Health is a top priority for all of us. With a range of company-supported programs from smoking cessation to weight loss, from stress management to finding local support resources in dealing with cancer, we proactively encourage and provide a range of tools for our employees to maintain a healthy lifestyle.

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## Focusing on Our Customers

From improving on-time performance to adding new routes for more direct service, to updated cabins and tailored travel options, the comfort and convenience of our customers is our priority.

We maintain a regular dialogue with our customers through direct interaction at airports, through surveys and online chats, via Twitter and Facebook and even through check-up calls made post-flight by our customer service representatives. What we learn is invaluable, and allows us to provide a better experience at every point.

Customers now have more options to personalize their travel experience, from extra legroom in Economy Plus® to fast-tracking through the Premier Line<sup>SM</sup>. As we build more ease into the travel experience, customers can take advantage of paperless boarding via mobile devices and information screens that share information about upgrades and standby lists.

Our Red Carpet Clubs® in 13 markets feature a refreshed look and feel, great new food offerings and continued access to our Premium Wine program. And now, eligible

Mileage Plus® members automatically upgrade to available seats in the next higher class of service on most domestic flights.

When our customers board our flights, they notice that we continue to improve our cabins. This year we began adding industry-leading lie-flat seats to our United First® and United Business® cabins on our largest wide-body fleet, the B777s, after completing our B767s and B747s in 2008. We are also upgrading our B777s with a new United Economy® cabin that features on-demand, in-seat entertainment systems, power outlets and enhanced lighting.

Since 2006, we have expanded to 22 additional cities, started service to new locations in Europe, the Middle East and Africa, and added new Star Alliance partners—all broadening our ability to connect travelers to nearly any destination around the world. Our 50 new airplanes on order—25 Boeing 787s and 25 Airbus 350s—will help us continue to provide a state-of-the-art in-flight experience for our customers and our employees well into the future. They will also use one-third less fuel than their predecessors, resulting in fewer emissions and a reduced environmental footprint.

#### DENVER SUSTAINABLE OPPORTUNITIES SUMMIT

We believe that a sustainable tomorrow begins with environmental responsibility today. At the Sustainable Opportunities Summit in Denver, we joined other leading corporations to share best practices for fostering environmental responsibility. Hundreds of government and civic leaders, NGO representatives and sustainability experts attended the three-day event. In addition to sponsoring the Sustainability Officers Roundtable, our executives gave insight into the price of oil and its impact on the future of transportation.

#### EXECUTIVES' CLUB OF CHICAGO

The Executives' Club of Chicago is one of the nation's leading business forums for thought leadership, education, and best business practices. In late 2009, our CEO, who also serves as Chairman of the ATA, spoke to this distinguished group about the airline industry's role in the economy.



#### SOURCING SMART

Some of our most valuable partnerships are ones we maintain with our suppliers. To ensure that we partner with suppliers who share our standards of excellence, we've developed a procurement process that is underpinned by a Supplier Scorecard. Ratings for quality, safety performance and environmental sustainability contribute to a supplier's scorecard. This tool helps keep United safe and environmentally responsible.

We work with the best in the business. To find them, we implemented a standardized competitive sourcing process that opens wide our contract opportunities to businesses big and small, because we know that the next great partner could be anywhere or anyone. We're focused on increasing "first-tier" purchases of goods and services from women- and minority-owned businesses, and we ask our primary partners to do the same. To this end, we are involved in the National Minority Supplier Development Council and the Women's Business Enterprise National Council, and our efforts are making a difference.



# \$1.1 Billion

Since 2000, we have spent more than \$1.1 billion in non-fuel procurement dollars with diverse suppliers who meet ownership classifications for women- and minority-owned business enterprises and service disabled/veteran business enterprises.

## Participating in the Policy Dialogue

Policy decisions at the international, national and local levels affect our company and industry in significant ways. As noted earlier in this report, U.S. airlines are at a critical crossroads with continued fuel price volatility and intense competition. In the face of these issues, our goal is to restore and ensure the global competitiveness of the U.S. aviation industry with regulatory reform that allows airlines to operate like other global businesses.

We believe that our active participation in key policy debates is critical to the success of our business, and is in the best interest of our company and our stakeholders. As a member of the U.S. Department of Transportation's Future of Aviation Advisory Committee and Chair of its Competition and Viability Subcommittee, our CEO works with Secretary Ray LaHood and other committee members to develop meaningful recommendations to strengthen our industry and national economy.

We put significant resources towards efforts to address climate change, and actively engage with our domestic and international industry associations, ATA and IATA, on the environment and other industry issues. And in 2009, we were actively involved in formulating the industry's global vision and promoted the industry position at the sixteenth Conference of the Parties (COP 16) to advance the United Nations Framework Convention on Climate Change. Through this international forum, we helped address climate change for our industry as a global issue with a global solution.

Within the U.S. and in key international markets, we engage with policymakers on issues important to the success of our industry, our business, and our communities.

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## Civic and Business Connections

Strong business communities equate to vibrant communities. As a major employer and the largest airline in many cities, we carry a responsibility to promote issues and programs that help our local economies thrive. That's why we serve on the boards of local business organizations, engage with local government leaders and participate in civic programs that shape and support the towns and cities where we live.

Because of our reach, local and global often meld. For example, San Francisco and the Bay Area are home to 8,500 of our employees. We are the city's largest airline, and we've served as the official airline sponsor of the Bay Area's popular Fleet Week festivities for the past two years. But San Francisco is also our gateway to the Asia Pacific marketplace, where we are the only airline that flies direct to China from San Francisco. To serve both communities, for the past 10 years, we've been a member of the board of directors of the San Francisco/Shanghai Sister City Committee and this year were the official airline of San Francisco Week at the Shanghai World Expo. At the Expo, we participated in a televised Sustainability Forum and shared our environmental and community programs with visitors at the Expo's Urban Best Practices Building. To help build the connection between the Sister Cities, we flew nearly 300 delegation members, including Mayor Gavin Newsom and two former mayors to China, where they met with their Chinese

counterparts. We also hosted a luncheon for 250 guests to celebrate the 30th anniversary of the Sister Cities.

In Denver, Colorado, hometown of 5,000 of our employees, we're the official airline of the Biennial of the Americas, an international event that celebrates the culture, ideas and people of the Western Hemisphere's 35 nations. The month-long event explores education, energy and climate change, women in leadership and trade.

San Francisco and Denver are just two examples of our commitment to communities here and abroad. In our hometown of Chicago, we are a charter sponsor of the Chicago-China Economic Development Center, a public-private partnership focused on helping Chicago become the primary point of entry for Chinese businesses into North American markets. We are also the official airline and a Presidential Sponsor of the Chicago Sister Cities International Program, which connects Chicago students with other students globally through their Sister Schools Abroad Program. Last year, we reinforced our commitment to the city with the announcement and subsequent planning to move our operations center from the suburbs to downtown Chicago's Willis Tower. We work together with our business, civic, and government leaders to achieve positive outcomes for our city and our company.



PATH TO  
ENVIRONMENTAL  
SOLUTIONS



“We know how precious our earth is—we circle it every day. We all have a responsibility to protect it—in the air, on the ground and in our communities.”



#### ACTIVE IN OUR INDUSTRY

We participate in and shape the industry's approach to reducing environmental impact.



#### EMBRACING INNOVATION

We enhance our processes to reduce emissions, while working to promote viable alternative fuels and the latest technologies.



#### REDUCING IMPACT

Through a variety of proactive actions, our ground programs reduce our environmental impact across our operations.



#### ACCOUNTABILITY

We comply with federal and local regulations and are transparent in our actions.

## Taking Action as an Industry

Aviation accounts for 3 percent of man-made greenhouse gas (GHG) emissions worldwide. We have a responsibility to do our part to reduce our impact, and we are focusing on making a real, positive difference by engaging our colleagues and partners to promote change in the industry.

It's a team effort. It takes collaboration and we work with industry partners in the ATA and IATA to define proactive and realistic approaches to reducing our industry's environmental impact. We also advocate at the state and local level for appropriate government environmental policies, investment and leadership. Out of these efforts, we have identified three focus areas that we believe will lead to long-term environmental benefits in commercial aviation.

### 1. Advanced technology

Implementing an updated air traffic control system like the Next Generation Air Transportation System (NextGen) nationwide would result in an estimated 12 percent reduction in CO<sub>2</sub> emissions—a major gain both environmentally and economically for the industry. NextGen makes flight management more efficient and reduces jet fuel consumption by shifting air traffic control from a ground-based to a satellite-based system.

At the moment, planes have to stay on the same limited pathways, but NextGen technology will allow the pilot and the dispatch team to see where the traffic is and make decisions in the air based on optimal flight paths. In other words, it would be similar to driving a car by the most-direct route to a final destination, rather than being limited by traveling on the Interstate system. The result is more optimal aircraft routing, which reduces fuel burn and flight delays. In Europe, a similar effort, called Single European Sky ATM Research (SESAR), is already under way. We believe innovations like NextGen and SESAR will make airlines across the industry more sustainable.

### 2. Non-petroleum fuel alternatives

Through close involvement with ATA and active collaboration with fuel producers, manufacturers and other airlines, we support the Commercial Aviation Alternative Fuels Initiative's (CAAFI) efforts to speed production and implementation of environmentally responsible alternatives to petroleum-based fuels. We also partner with the U.S. Department of Defense and the U.S. Defense Logistics Agency's Defense Support Center to share resources, insight and help spur quicker routes to commercial certification of alternative fuels. Jointly, we require 1.5 million barrels of jet fuel a day. Despite working toward advancing the development of alternative fuels, we have a long way to go. The fact is, there is still no viable competitor to crude oil for jet fuel. Yet, we continue to encourage industry investment in initiatives to develop alternative fuels, confident that with enough support, a robust market for alternative fuels will develop.

### 3. Sustainability discussion

To further support the search for viable alternative fuel sources, we collaborate with the U.S. Department of Agriculture's Farm to Fly initiative, an organization that seeks to develop economical, earth-friendly jet fuels from non-food bio-feedstock. We also contribute to the global environmental discussion through participation in forums such as the United Nations Framework Convention on Climate Change and the Denver Sustainable Opportunities Summit.

This is only the beginning. Sustainability is vital to United, and our objective is two-fold: continue to be a voice for the development of environmentally sustainable tools and technology in our industry, while maintaining the financial stability of our business.



# 50% ↓

We have worked with IATA and our industry partners to establish a global, collective industry CO<sub>2</sub> reduction target of 50 percent by 2050.

# 2.7 Billion

Between 1976 and 2009, U.S. airlines reduced CO<sub>2</sub> emissions by 2.7 billion metric tons as a result of a significant improvement in total efficiency driven by aircraft, technology, and process enhancements.

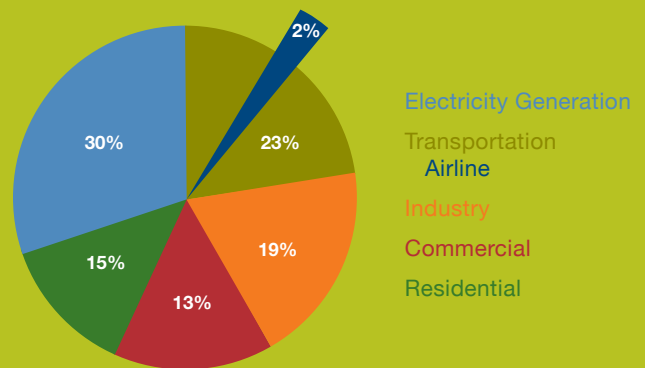


## INDUSTRY APPROACH TO CURB GREENHOUSE GAS EMISSIONS

We support a global approach to address GHG emissions in the commercial aviation industry. Together with other airlines, engine and airframe manufacturers, fuel suppliers, airports and governments, we're working toward collective industry goals, including carbon neutral growth beginning in 2020, and a 50 percent reduction in CO<sub>2</sub> by 2050. Major advancements in energy, operations, and technology, including significant investment in alternative fuels and air traffic control infrastructure modernization, are important elements of our success.

## U.S. MAN-MADE CO<sub>2</sub> EMISSIONS

Source: U.S. EPA, 2006





#### GREEN CORRIDOR FLIGHT

↓ 20,000  
pounds CO<sub>2</sub>

Just as we were the first U.S. airline to conduct the trans-Pacific ASPIRE flight in 2008, we flew the first trans-Atlantic "Green Corridor" flight, on World Environment Day in 2010.

In an effort to boost efficiency through flight planning over the busy North Atlantic corridor, we worked in collaboration with the U.S., Canada and U.K. air traffic control systems. Together, we planned optimum routing, altitudes and speeds based on winds, and aircraft performance capabilities to save fuel and reduce emissions.

The "Green Corridor" demonstration flight used state-of-the-art planning and flight operations to save nearly 6,400 pounds of fuel and reduce CO<sub>2</sub> emissions by nearly 20,000 pounds. It serves as a model for the future of flying.

#### OUR ENVIRONMENTAL COMMITMENT

We are taking meaningful and sustainable actions in a fiscally responsible manner to reduce our impact on the environment. We commit to:

- Incorporate environmental considerations into our business decisions;
- Increase the fuel efficiency of our aircraft and vehicles;
- Minimize and dispose responsibly of wastes generated by our business activities;
- Work with our business partners, suppliers, the industry and governments to promote environmental responsibility and find solutions and develop common standards for addressing environmental problems, such as developing new technologies or improvements to air-travel efficiency;
- Contribute to credible programs that conserve and protect our environment;
- Provide information on our environmental performance;
- Raise awareness in our company about environmental issues and the steps we can take as managers and individuals to reduce our impacts and continuously improve our environmental performance;
- Continue to comply with applicable laws and regulations and with United's corporate environmental standards at all locations where we operate.

## 1<sup>st</sup> Synthetic Fuel Flight

In order to demonstrate the viability of alternative fuels, we became the first commercial U.S. airline to fly an aircraft with a synthetic alternative fuel, derived from natural gas as the feedstock.

11% ↓

We reduced our 2009 Scope 1 carbon footprint more than 11 percent from 2008's measurement to 18,911,188 metric tonnes CO<sub>2</sub>e. This decrease was due to many factors, including capacity reductions and completing the retirement of nearly 100 of our oldest and least fuel-efficient airplanes.

## Flying Smarter

From updates to our fleet and aircraft technology, to implementing new procedures and smarter planning, we continue to reduce our impact on the environment.

In 2009, we completed the retirement of nearly 100 of our oldest aircraft, including our full fleet of B737s and five of our B747s. Additionally, we ordered 50 state-of-the-art widebody aircraft that will be lighter, quieter and 33 percent more fuel efficient than the aircraft they will replace.

While we wait for the realization of Next-Gen's benefits, we are currently implementing "NowGen." We already use tailored arrivals and continuous descent approach (CDA)—both procedures that save thousands of gallons of jet fuel per flight. In tailored arrivals, the pilots and ground staff identify flight paths to avoid obstacles that slow down their approach, such as bad weather and restricted airspace. CDA arrivals take a steady and gradual approach during descent, rather than the less efficient step-down approach. Realizing these efficiencies has required an investment in technology, including new flight management systems and upgrades to onboard Global Positioning Systems.

In addition to saving fuel, CDA offers one more benefit: less noise. All of our aircraft meet Stage 4 noise standards established by the International Civil Aviation Organization (ICAO) and adopted by the FAA.

Beyond technological advancement, we continue to improve our flight planning. We've reduced the weight per flight by streamlining equipment, optimized our onboard water supply and improved fuel planning. Our pilots and dispatchers attend fuel-efficiency training, studying new practices such as taxiing on one engine instead of two, and using less fuel on the ground by taking advantage of electricity at the gates.

We're saving time, conserving fuel and carrying more passengers by flying the most-direct routes between cities across continents. We were the first carrier to fly routes over the North Pole and recently celebrated our 10,000th flight over the region.

Because fuel is our largest expense, we have additional incentive to improve fuel efficiency. Every initiative adopted not only reduces our impact on the environment, it has a direct impact on our bottom line.

## Fueling Change

We continue to work across our industry to identify, evaluate, and promote viable and safe alternative aviation fuels.

We actively participate in industry and cross-industry forums to raise the profile and importance of alternative fuels to our industry. From meetings and discussions with the U.S. Department of Defense and the U.S. Department of Agriculture, to the CAAFI Annual Meeting, the Shanghai World Expo, and the Denver Sustainable Opportunities Summit, we advocate for the advancement of alternative aviation fuels.

It is critical that as an industry we demonstrate a demand for alternative fuels to spur production activity and investment. We have signed three memorandums of understanding to lay out the groundwork for definitive supply agreements for environmentally-friendly fuel alternatives.

- With AltAir Fuels, jet fuel will be produced with a feedstock derived from camelina oil, a next-generation biofuel feedstock.
- With Rentech, synthetic jet fuels will be made from biomass, sewage sludge, natural gas and coal, using the Fischer-Tropsch process.

- And with GEVO, existing ethanol production facilities will be retrofitted to produce isobutanol and eventually incorporate cellulosic biomass feedstocks.

Across all efforts to promote the development of alternative fuels, we adhere to four key criteria. First, the alternative fuel must deliver the quality and safety performance that is required for our aircraft. Second, the environmental impact must be less than that of petroleum-based fuel throughout the product lifecycle. Third, the opportunity must contribute to the development of a reliable supply of jet fuel that could use existing infrastructure and equipment for transport and use. Finally, the cost of the alternative fuels must be economically feasible.

In 2010, we were the first U.S. commercial airline to operate a flight with certified synthetic jet fuel. We collected vital performance data which will allow us to understand the full implications in adopting this fuel in aviation.

We're working to keep the alternative fuel market moving forward—continually identifying new partners and demonstrating to investors there is a strong market for viable innovation in alternative fuels.



## Recycling in the Air and on the Ground

Good management of our resources is important to our way of doing business. For this reason, we strive to identify new ways to recycle more in the air and on the ground, while also generating less waste.

Onboard our planes and across our ground facilities, we strengthened our recycling programs. Each year, on our domestic flights we have the potential to recycle up to 25 million cans and 6 million plastic bottles—which would divert up to 590 tons of waste from landfill. All revenues generated from our onboard recycling programs are donated to our Employee Relief Fund, which gives aid to our employees in times of need.

Onboard waste on a limited number of our U.S. routes is considered international waste that must be incinerated to comply with federal regulations.

We also offer recycling in 13 of our Red Carpet Clubs®, with plans to expand to additional airports.

We are implementing enhanced recycling programs at our hubs and at our Boston station. At these stations alone, we are evaluating new procedures that may increase our recycling rate from under 10 percent to 26 percent. Once evaluations are completed and program changes are implemented, we will roll out recycling program enhancements to our other stations.

In addition to improving our recycling efforts, we're also changing the way we work to generate less waste overall. During the last year, we reduced our regulated waste footprint by 6,642 tons at our Denver training facility by eliminating the contaminants from the cooling tower water, which allows it to now be treated as normal waste water.

Our recycling and waste reduction programs are an important way we act on our commitment to protecting the environment, and we know our actions are important to our customers and our employees. Recycling more and using less reflects our actions to identify improvements and new programs that make a difference.

## Conserving Resources on the Ground

Our commitment to environmental stewardship extends beyond our time in the air—to our facilities, on the tarmac, and with our ground support equipment (GSE). We continue to enhance our efforts to conserve energy and resources.

More than 26 percent of our active GSE fleet (equipment and vehicles used to service our aircraft, like belt loaders, aircraft towing tractors and baggage tractors), is comprised of alternative fuel and zero-emission electric vehicles. In Los Angeles, we have signed an agreement to use synthetic diesel fuel derived from woody green waste products to power our GSE fleet.

On the ground at our stations, we continue to increase our use of zero-emission ground vehicles, reduce water use, utilize ground power to reduce use of aircraft's Auxiliary Power Units that are powered by jet fuel, and promote the utilization of single-engine taxiing. We also use tractors to tow planes instead of powering up aircraft engines. In Colorado, we recently partnered with the Denver International Airport and JBT, a GSE manufacturer, to test a new, versatile tractor that can tow planes as large as a Boeing 777 and as small as an Airbus A319. Between February and August of this year, this prototype tractor towed more than 540 airplanes, equivalent to reducing the use of 21,600 gallons of jet fuel.

Jet engines operate more efficiently when clean, but engine cleaning can use hundreds of gallons of water. That's why we were early adopters and continue to use the patented Pratt & Whitney EcoPower® engine wash system to clean our engines. EcoPower® is a closed-loop process that uses atomized water to clean the aircraft engines, then collects and recycles the wash water. Over time, this system has done triple duty—increasing our fuel efficiency (saving more than three million gallons of jet fuel and reducing CO<sub>2</sub> emissions by 28,000 metric tons each year), eliminating any discharge of contaminated wastewater, and saving more than 70,000 gallons of water per year as compared to traditional engine wash systems.

Off the runway, we are also reducing our water footprint at our headquarters and our new operations center at Willis Tower with both facilities meeting LEED® Silver certification. At our headquarters, we've achieved more than a 20 percent reduction in our water footprint and at our new operations center at Willis Tower, water use by our more than 2,800 employees is expected to be reduced by more than 30 percent over traditional office buildings.

We are continuing to identify and implement new initiatives that are having a positive impact on the environment while also improving our business.



# 26%

We continue to include more electric and alternative fuel vehicles as we enhance our ground fleet. In 2009, such vehicles made up 26 percent of our total ground fleet. It's a number that will continue to rise as we phase out our current fleet, replacing it with alternative fuel vehicles where feasible.

# 35+

Paperless boarding passes make customer departures faster and less wasteful in 35 of our airports. Travelers simply e-mail their boarding passes to a mobile device, and then show the device screen to security at the gate before boarding.

# 3,332 Tons

We are implementing enhanced facility recycling programs, which will give us the ability to recycle up to 3,332 tons of waste.

# 15% ↑

We've increased the number of our electric vehicles and alternative fuel vehicles by 15 percent in 2009.



## CO-GENERATION FACILITY IN SAN FRANCISCO

Co-Generation, the simultaneous generation of both electricity and useful heat, is one of the most common forms of energy recycling. At our San Francisco base, our subsidiary, United Cogen, Inc., produces steam and electricity from a combustion turbine generator (CTG) that provides heat for our operations and sells electricity to the local power grid. Our Cogen facility is closely monitored to record air quality and emissions metrics for compliance accountability. Using Cogen is one more way to help us reduce our environmental footprint.

## Accountability and Compliance

We oversee our environmental compliance and sustainable practices through board- and corporate-level committees that promote cross-functional discussions on environmental issues.

We launched a comprehensive environmental footprint initiative in 2008 that captured foundational environmental data across our operations. We continue to review and refine our approach to footprinting and now can compare year over year performance. Most recently, we have begun to measure our water use and as we adopt a standard methodology for capturing data for our water footprint, we will begin to understand the actions we can take to measurably reduce our impact.

To keep us on track, we maintain an Environmental Management System (EMS) which supports and monitors our activities to comply with local, regional and federal environmental regulations. Our EMS covers issues such as water management, waste and land management, air quality, storage tank management, spill control and countermeasure, emergency planning and Community Right to Know, as well as employee awareness and training. Our EMS is based on ISO14001 standards and provides a location-specific set of protocols to document environmental compliance activities.

Moreover, our EMS enables us to move beyond compliance to incorporate sustainable processes into the very fabric of our daily operational activities. We also employ a team of environmental professionals dedicated to improving our performance at every level. They manage projects that reduce impact and provide ongoing training and best practices to each of our more than 100 facility environmental coordinators.

Since 2000, we've realized an 86 percent reduction in the number of external and internal environmental audit findings and curtailed findings per audit by 72 percent. This reduction is due largely to the implementation of our EMS. Similarly, our proactive environmental impact reduction efforts have resulted in a reduction in global greenhouse gas emissions and local air-quality improvements.

We have participated in the Carbon Disclosure Project (CDP) on an annual basis since 2006, and in its Supply Chain Program starting in 2008. We publicly disclose information on our carbon footprint through the CDP and work to convey this information to our customers as well. We work individually with our stakeholders to address their specific information and reporting needs and frequently interact with investors, customers and airports.

## Partnership Highlights

### *Sustainable Travel International*

We partner with Sustainable Travel International (STI), a non-profit organization that allows our customers to purchase carbon offsets for their travel. Our custom carbon calculator, offered through STI, uses actual United flight data to calculate CO<sub>2</sub> emissions attributed to a customer's itinerary. Customers can then offset their carbon footprint with a tax-deductible contribution and purchase carbon credits associated with several options—from the Gold Standard certified environmental programs to international reforestation projects, or renewable energy development within the U.S.

### *Conservation International*

Since 1998, we have worked with Conservation International (CI) to protect and preserve natural resources. Today, we are a founding member of CI's Team Earth, a global effort that encourages corporations, individuals, schools and non-profits to collectively make a positive impact on our planet. Additionally, we are members of the organization's Business & Sustainability Council (BSC), and the Asia-Pacific BSC, communities of companies dedicated to leveraging business experience and resources to protect nature.

### *Alliance for Community Trees*

This year, we formed a new partnership with the Alliance for Community Trees (ACT), a national non-profit dedicated to improving the environment through urban reforestation. To date, ACT and its member organizations have planted over 7.8 million trees nationwide, many in urban centers that have lost their forest canopies to development. Planting trees not only improves our visual and natural environment, it also enhances the social fabric of the communities in which we live and work. With the assistance of ACT and more than 300 volunteers, we have planted nearly 1,000 trees across our hub cities.





#### BUILDING AWARENESS

We actively participate in key forums to share the progress of our environmental efforts, including:

- CAAFI Annual Meeting
- Net Impact Conference (Fall 2010)
- Shanghai World Expo
- Business for Social Responsibility (BSR) Conference (Fall 2010)
- Denver Sustainable Opportunities Summit
- Airports Going Green Conference
- Eco-Aviation Conference by Air Transport World
- San Francisco Mayor's Earth Day Breakfast

#### ENVIRONMENTAL MANAGEMENT

86% ↓

With the implementation of our Environmental Management System, we have realized an 86 percent reduction in our number of audit findings since 2000.

#### LUGGAGE TAG DISTRIBUTION

10,000

This June, we celebrated World Environment Day by distributing more than 10,000 recycled plastic luggage tags to our customers at our five hub airports.

#### TEAM EARTH

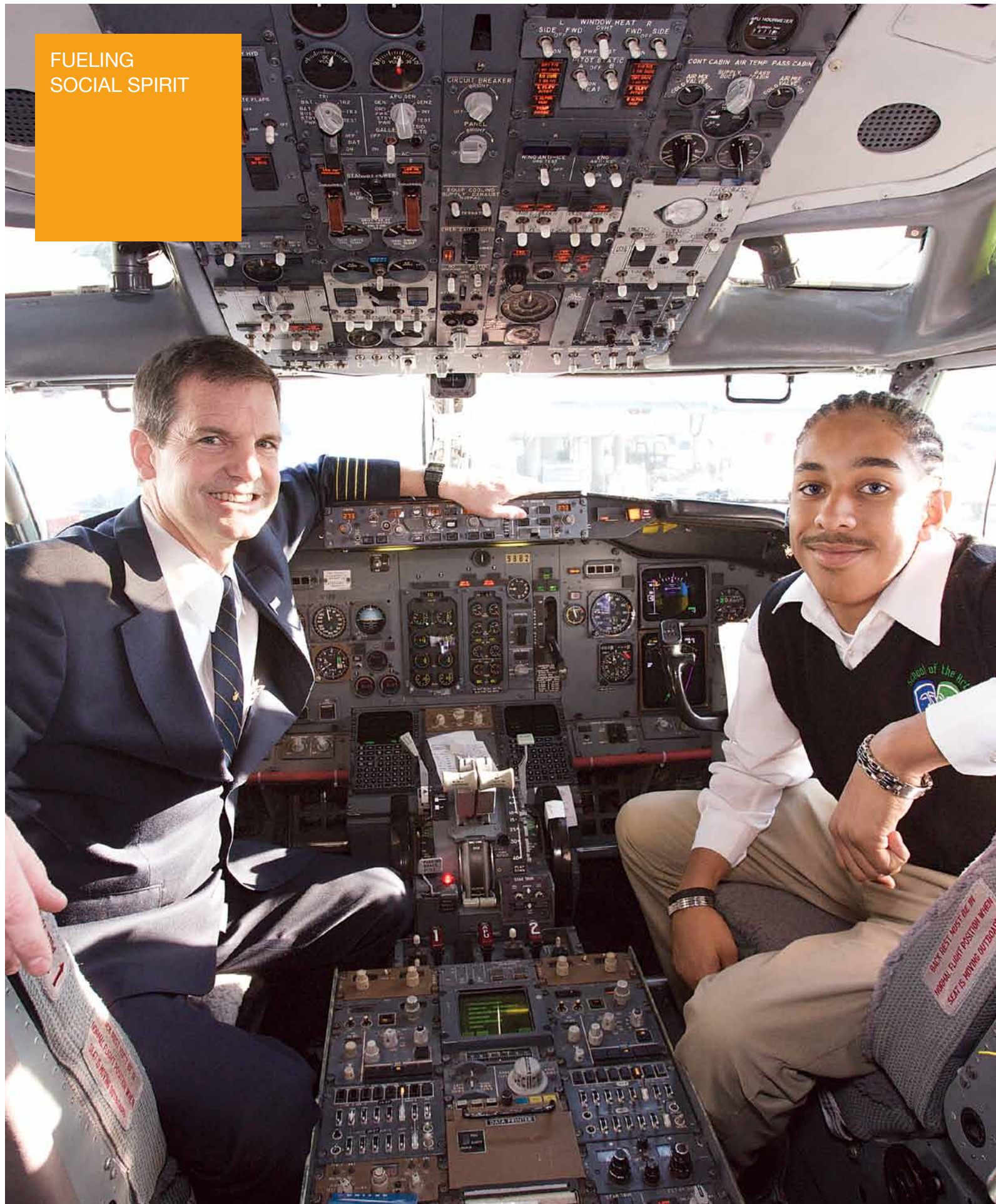
As a founding member of Conservation International's Team Earth, we aired Team Earth public service announcements during in-flight videos throughout June and included advertisements in our in-flight magazine, *Hemispheres*.

Beyond engaging our customers to take actions that make a positive environmental impact in their businesses and personal lives, we also connected with our employees during Earth Hour, Earth Day and World Environment Day.





FUELING  
SOCIAL SPIRIT



“We care. We act. We make a difference. We take serving our communities to new heights.”



#### COMMUNITY PARTNER

We are taking an active role in connecting with and supporting the needs of our communities.



#### YOUTH AND EDUCATION

We engage the youngest members of our communities with opportunities to grow and excel.



#### HEALTH AND HUNGER

We address health and hunger locally to enable our communities to thrive.



#### HUMANITARIAN AID

We leverage our partnerships and resources to help address humanitarian crises.



## Connecting to Something Greater

As an airline, we do more than connect destinations—we connect people to one another, and engage with our communities to address needs and issues that can improve lives, and promote change for the better. As a global airline, we have a unique opportunity to use our resources, airplanes and people to make a difference in our communities.

Over the past year, we transported relief goods and medical personnel to help the people devastated by the earthquake in Haiti. We enabled educators, musicians, artists and historians to travel to destinations around the world to share their expertise and talents broadly. We donated food from our onboard dining program to help address hunger in our hub cities. We provided travel for people suffering from cancer to receive treatment, and for members of our military to reunite with families. Through our internships, we opened our doors to the youth of our communities to give them exposure to our operations and aviation, helping them to develop valuable skills as they apply for jobs or go off to college.

Throughout our communities, we support arts and cultural institutions by connecting them with new audiences and expanding their programs. This year, we flew archeologists from the Chicago Field Museum to destinations in search of new discoveries. We flew endangered red wolf pups from the Lincoln Park Zoo to natural habitats where their numbers can rebuild in the wild. And we provided Chicago public school students tickets to Mozart at the Chicago Symphony Orchestra and provided discounted admission to the Children's Museum of Denver for underserved families.

The impact we make is about the actions we take. Being a responsible community partner extends beyond our responsibility to deliver the travel and services expected of us. We serve our communities and support our non-profit partners to make a difference.

## Collective Impact— Employees and Customers

As individuals and in teams, we offer our time, talents and energy to beautify our urban hubs' neighborhoods, teach children about environmental protection and spread holiday cheer to families in need. We bring smiles to hospital patients with Hugyou bears, mentor future aviators and when needed, work around the clock to support natural disaster relief missions.

To help increase volunteer involvement company-wide, we have partnered with VolunteerMatch, a non-profit organization that matches employees with volunteer organizations in their communities. We tailored the VolunteerMatch system specifically for our company. It enables employees to identify and match their interests with volunteer opportunities, with nearly 3,000 available programs. Online registration makes it easy for employees and their families to participate in upcoming team service projects as well as plan and promote their own local opportunities.

Mike Bukta, Lead Ramp Serviceman, volunteers as Santa Claus to support the Fantasy Flight in Washington, D.C. during the holiday season. On why he volunteers, he said, "I have seen first-hand how an

extra helping of holiday cheer can lift the spirits of children facing hardship or a life-threatening illness. I do it for the children—to see the happiness, the joy and the excitement on their faces... it's priceless."

Our active role in our communities extends beyond our own employees. More than 150,000 people travel on our planes every day. That's nearly 150,000 possible connections between our customers and the causes we care about. To connect to their interests and highlight our causes, we air onboard public service announcements and offer cause-related purchases such as our Eat for Good<sup>sm</sup> snack boxes. We engaged customers to help raise funds for Haiti relief efforts, and invited them to vote for an organization to receive our \$50,000 United Airlines Chicago Impact Award. We put our good work to good use for good causes.

Serving our communities is not only the foundation of our business model, it is also a reflection of who we are.



# 19,139 Hours

3,137 employees volunteered with United-coordinated programs in 2009 and provided 19,139 hours to corporate citizenship partner organization.

# \$6.8 Million

We provided \$6.8 million in donated travel and media assets to our corporate citizenship partner organizations.

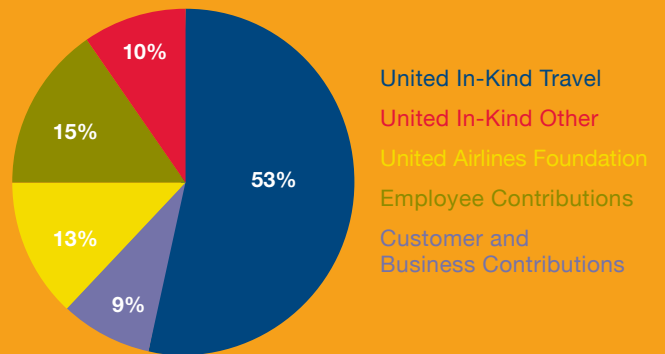


## UNITED AIRLINES FOUNDATION

For nearly 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. In 2009 it provided \$1.4 million in cash contributions to our community partners.

The Foundation supports programs that align with our three focus areas—youth, arts and culture, and health initiatives. In addition, we support disaster relief and humanitarian aid on an as-needed basis. The Foundation concentrates the majority of its resources in our hubs cities, where most of our employees and customers call home.

## COMMUNITY INVESTMENTS AND SPONSORSHIPS 2009 distribution of cash equivalents



# 3,000

Our community partner organizations, with their nearly 3,000 programs, promoted volunteer opportunities to our employees through the new United VolunteerMatch online site, with more added each day.

## Helping Youth Ascend to their Full Potential

We are proud to support our communities by focusing on our youth, tomorrow's business and community leaders. Throughout our hubs, we partner with organizations and volunteer in our communities to help youth expand their horizons.

We bring children closer to the wonder and excitement of flight. We continued our support of the Museum of Science and Industry—an institution that maintains the United B727 exhibit visited by more than 15,000 kids a year. Across all of our hubs and many other stations, we continued our tradition of holiday Fantasy Flights this year. Our employees volunteer their time to help youth with illnesses or with financial constraints experience holiday cheer with a quick trip to the North Pole.

We have a unique focus on advancing opportunities for youth to gain exposure to the world of aviation. In Denver, we opened our Flight Training Center to the Boy Scouts and hosted a Boy Scout Aviation Merit Badge day for 110 Denver area boys. Attendees rode flight simulators and learned how to takeoff, fly and land under the direction of qualified instructors. We helped Oakland Aviation High School students with financial assistance awards to pursue careers in aviation upon graduation.

In Boston and Chicago, more than 260 students participate each year in the Flight to Their Future and Southern Illinois University at Carbondale (SIUC) Aviation Career Day, respectively. There, students tour aviation facilities and then take to the skies. Almost 10 percent of students who participate in the SIUC program enroll in the University's aviation program after high school.

Through internships and youth-focused partnerships, we help children to expand the skills they'll need to thrive. In our hometown of Chicago we partner with After School Matters to engage youth in skill-building activities, one of which resulted in the design of our Eat for Good<sup>sm</sup> snack box. A portion of the proceeds benefits our community partners. We also extended our Career Flights internship program and broadened our partnership with Chicago Public Schools through job shadowing and career days. In another effort to support student achievement, we provided travel for inner-city students to visit colleges outside Illinois.

Our youth programs allow our employee volunteers from every part of the organization to give back by lifting the ceiling on students' possibilities.

## Partnership Highlights

### *Facing History and Ourselves*

We are proud to support organizations that encourage and inspire youth to be responsible citizens. Since 2006, we have sponsored Facing History and Ourselves, an organization that connects scholars with educators for seminars and workshops on citizenship and combating intolerance. The organization delivers classroom strategies, resources and lessons that inspire young people to take responsibility for their world.

Through our involvement, we have helped expand the network to 28,000 teachers who collectively reach more than 1.9 million students each year.

### *Beyond Sport*

We are the Global Airline partner for Beyond Sport, an organization which provides funding and assistance to nonprofit groups that use sport for education, health, social inclusion, conflict resolution and environmental education.

We will donate travel for attendees to the global 2010 Beyond Sport Summit in Chicago, where we will award the United Airlines Chicago Impact Award to a local organization that addresses social issues and positive change through sport. United will also present the Humanitarian in Sport Award to a leader who has positively impacted the world through sport.

### *Teen Living Programs*

As the only corporate sponsor of Teen Living Programs' Stable Housing Program, we are proud to be an integral part of an organization that creates tangible change in the lives of at-risk youth. Teen Living provides services for more than 500 Chicago youth and 11,154 nights of shelter annually. In addition to monetary support, we provide in-kind contributions of travel and fundraising, food products and other onboard service items such as amenity kits and blankets.





#### THELONIOUS MONK INSTITUTE OF JAZZ

For nearly six years, we have served as the official and exclusive airline of the Thelonious Monk Institute of Jazz (TMIJ), a music education program that provides promising young musicians with training by America's jazz masters. The Institute connects the world through music by presenting music education programs in Europe, Asia, Africa, South America and the Caribbean. Our travel and financial support enables TMIJ to offer these opportunities free of charge to students and schools in Los Angeles and beyond. This past year, international renowned pianist and composer Herbie Hancock traveled to and performed in China, educating young people and adults about jazz.



# 15,200

More than 15,200 kids were exposed to aviation through education initiatives and the United Airlines aircraft exhibit at the Museum of Science and Industry.

# 6,243

As the only corporate sponsor of the Teen Living Program's Stable Housing Initiative, our support helps to provide 45 Chicago teens, with 6,243 days and nights of care.



722

722 people were transported for medical treatment with miles donated by customers.

700,000

Our Mileage Plus® members donated 3,537,607 miles to Feeding America, which helped to offset the cost of more than 700,000 meals to children and families struggling with hunger.

126,684,220 Miles

Mileage Plus® members donated 126,684,220 miles to health-related organizations through our Charity Miles program. This is equivalent to 5,067 passenger flights.

#### MILEAGE PLUS® CHARITY MILES PROGRAM

Since 1996, our customers have partnered with us to generously donate more than 1 billion Mileage Plus® Charity Miles to meet the urgent travel needs of children, families, humanitarian aid workers and volunteers, including helping wounded service men and women come home to their families for care. With 30 Charity Miles partners, with missions ranging from eliminating hunger to fulfilling the wishes of the terminally ill and inspiring youth through music and the arts, donated miles have a direct and lasting impact on underserved communities and individuals.

#### EAT FOR GOOD

For the first time, we launched an onboard snack box to benefit causes important to us and our communities. In just four months, proceeds from snack-box sales equaled 588,000 meals in the fight against hunger.



## Fighting Cancer

We support programs dedicated to finding cures for serious illnesses. We rally on behalf of cancer treatment and prevention by continuing to work together toward a healthy and cancer-free future.

For the sixth year, our employees participated in the Breast Cancer Network of Strength Walk to Empower—raising more than \$1.87 million since 2005. This year, we walked in all 13 Network of Strength cities. Illinois Governor Pat Quinn joined us in Chicago, saying, “I want to thank United Airlines. All of these men and women here, taking their time to walk to help their neighbor, there’s an expression that service to others is the rent we pay for our place on God’s earth. I would say that United Airlines and all the walkers today have more than paid their rent in service.”

We expanded our relationships with organizations dedicated to ending cancer. Building on our support for the Rally for Kids with Cancer in Los Angeles, we became the presenting sponsor for the event in Chicago. Our involvement helped raise more than \$600,000 for the pediatric cancer care and research center at Comer Children’s Hospital at the University of Chicago.

Our support also focuses on access to testing and treatment. We support A Silver Lining Foundation’s “Buy a Mom a Mammogram” Program, which offers free mammograms to women in urban com-

munities for whom testing and treatment are inaccessible. Dr. Sandy Goldberg, program founder, says “Without the support of friends at United, women would have to make a choice to live in fear or go without treatment, but because of our partnership we can continue to provide silver linings to the women of Chicago.”

Our employees and customers came together to bring smiles to kids with cancer undergoing treatment. Since 2008, our Hugyou bear program to benefit the American Cancer Society has delivered more than 20,000 plush, limited-edition Gund® teddy bears. And, through our customers, more than 128 million miles have been donated to transport individuals fighting cancer to treatment facilities.

In addition to the American Cancer Society, we help connect children and families to vital medical care through our Mileage Plus® Charity Miles program through partners such as the Shriners’ Children’s Hospital, Transplant Recipients International and Ronald McDonald House Charities®.

Cancer is a unifying call to action in our communities across our workgroups as it touches many of us in some way. Our employees take action, supporting those fighting the disease and enabling better care in our communities.

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## Partnership Highlights

### *Hero Miles*

We provide travel assistance to soldiers and their families during times of illness and injury. Last year, our customers donated more than 27 million Mileage Plus® Miles to Hero Miles, a program administered by the Fisher House Foundation.

### *Children’s Memorial Hospital*

For the past 48 years, we have partnered with Chicago’s Children’s Memorial Hospital to ensure that sick children get the medical care they need. The Chicago region’s top provider of 20 pediatric specialties, Children’s Memorial remains at the forefront of medical treatment.

We are also the lead sponsor of the Children’s Memorial Hospital Pro Amateur Golf Tournament, one of the most successful charity golf events in the nation. Over the past decade, the event has raised more than \$12 million for the advancement of care for childhood illnesses.

### *Feeding America*

Every year, Feeding America provides food to 37 million people struggling with hunger in the U.S., including more than 14 million children.

We are the Official Airline of Hunger Action Month, donating travel and raising funds and awareness. Last year, we donated more than \$200,000 worth of food products to the cause. In 2010, we highlighted this important issue through our onboard media channels during Hunger Action Month.



## First to Help in Haiti

When a 7.0 magnitude earthquake struck Haiti and devastated an island already struggling with an overwhelming number of impoverished communities, we were there to help. On the day the earthquake hit, our team began formulating a highly coordinated relief plan involving many of our employees. The team worked tirelessly to identify and use key assets—planes, flight crews, non-profit partnerships, corporate partnerships—leveraging our global reach.

We became the first U.S. commercial airline to fly relief missions into Haiti. Our seven missions delivered more than 150,000 pounds of food, water and necessary medical supplies. We partnered with more than 25 non-profit agencies to transport medical personnel along with supplies to bring much needed relief. The amount of supplies we transported, including those of relief workers—some with up to 55 bags—was unprecedented and broke all cargo records for the company.

Because Haiti's Port-Au-Prince is not a city normally served by United, and the military's U.S. Southern Command tightly controlled flight schedules in and out of the damaged airport, just getting on the ground was a major challenge. Flying in necessitated regular contact with the military and since there were no parallel taxiways, our pilots had to land and turn around at the end of the runway, taxi midway back and pull off on a narrow taxiway.

In addition to bringing supplies into the ravaged country, we also worked with the State Department and U.S. Customs and Border Patrol to evacuate Haitian Americans, U.S. citizens and other individuals to the United States. On the ground, medical personnel who were brought to Haiti on United relief flights got to work immediately. When United delivered Dr. Dan Ivankovich's team to Port-Au-Prince, they helped Sacred Heart Hospital re-establish its fracture care, amputation and wound care capabilities.

Along with Dr. Colleen O'Connell of Handicapped International, Dr. Ivankovich also found 50 patients in Port-Au-Prince with spinal cord injuries. "I could not have made it down there without the series of flights United offered and the support of the staff," Dr. Ivankovich says. "They accommodated everything we needed; we kept adding on more supplies and everyone kept saying, 'No problem.'"

On the ground, our employees escorted Haitian orphans to their new parents in Colorado, completing adoptions that had been long in the making. Finally, at home in the U.S., our longtime partner, the American Red Cross, played a critical role, making it easy for employees and customers to donate Mileage Plus® miles and cash support relief efforts through the organization via our website.

In the face of a disaster of this magnitude, our goal was to respond and have a positive impact on the lives of those in peril.

## Delivering Nets, Fighting Malaria in Ghana

Serving a new destination not only adds economical value to the local community, it also provides us the opportunity to help address critical needs in the area. This year, United launched service into the African continent through Accra, Ghana.

While malaria has been brought under control or even eliminated in many parts of Asia, Europe and the Americas, in Africa, increasing drug resistance and struggling health systems mean that cases of the disease have increased over the last three decades. Infections worldwide now number around 250 million a year, with nearly a million deaths. Most of those deaths are among young children in Africa.

Experts agree that to control malaria and to ultimately ensure that families can live malaria-free, the use of chemically treated mosquito bed nets is vital. Treated nets are twice as effective as the untreated variety at preventing infection.

To help, we used our inaugural flight into Accra to make a difference—partnering with Malaria No More and ExxonMobil to distribute more than 1,000 chemically treated mosquito nets to families at a children's hospital just outside the capitol city.

By partnering with Malaria No More we join them in their ambitious goal of eliminating malaria deaths in Africa by 2015.



#### FIRST TO RESPOND

United was the first commercial airline to respond to the Haiti earthquake relief effort with 7 relief missions to transport people and supplies.

2,250	Hygiene Kits
5,700	Water Filtration Bottles
15,900	Pounds of Food
19,000	Pounds of Water
14,000	Pounds of Medical Supplies
3,000	Pounds of Communications and Construction Equipment
1,000	Tents

#### ORPHAN EVACUATION

A special United B757 brought 30 orphans, who were in the final stages of adoption when the devastating earthquake struck Haiti, to their new families in Denver, Colorado.

Governor Bill Ritter requested the flight, and in a thank you note said, "There are few opportunities to create such a direct and lasting impact on people in need. With your support we were able to provide immediate relief to these children, allow them to escape the devastation of Haiti for a new home and new life here in Colorado."

#### A WELCOMED SIGHT

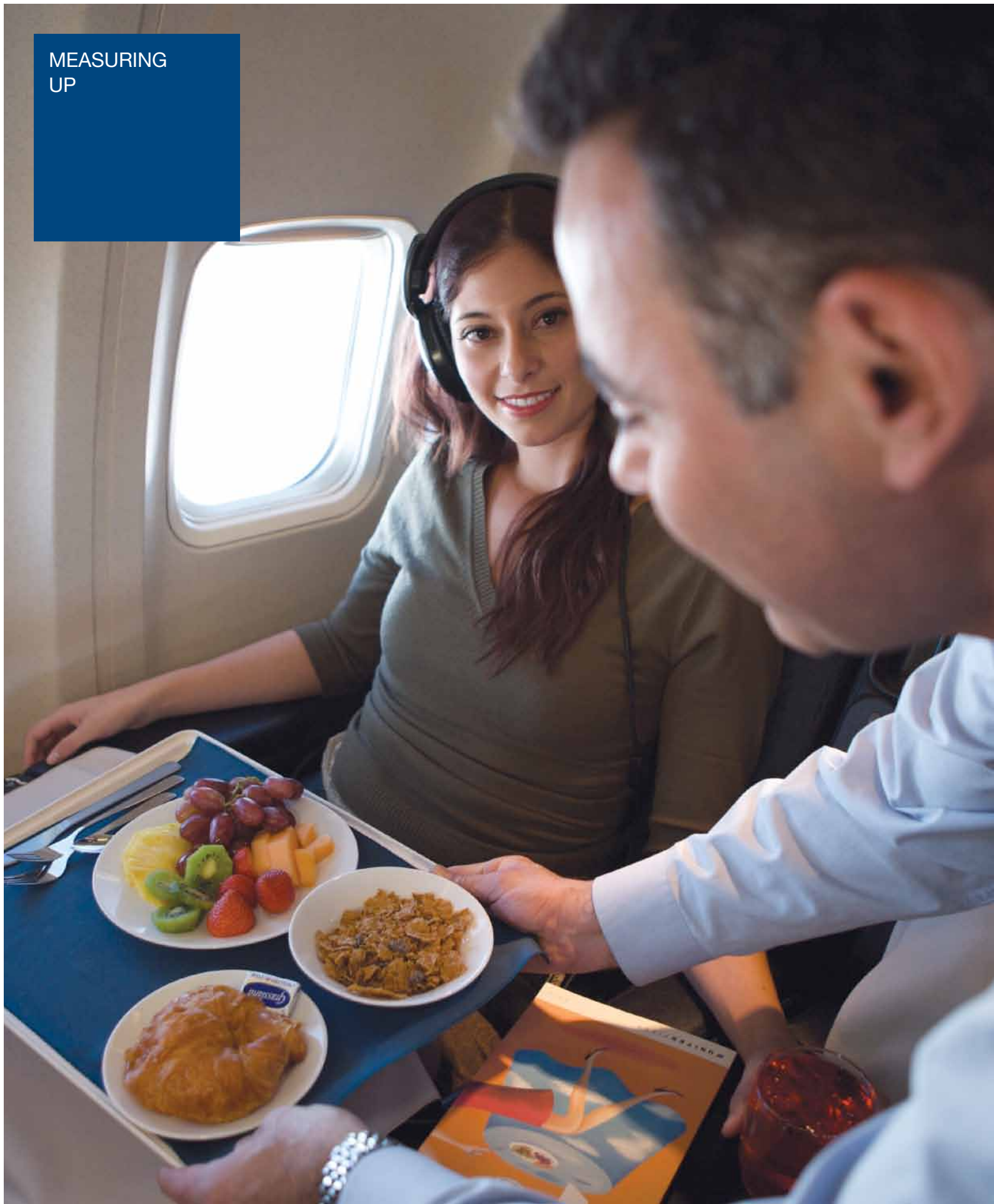
U.S. State Department Deputy Consul General Paul Mayer said during Haitian earthquake relief efforts: "To look up and see a United B757—I can't tell you how welcome of a sight that was."

The United team took care of us and could be counted on as a friend and a partner. We all shed tears at the magnitude of what we have to leave, the desperation of the people that are still there. What United has done for American citizens and for the State Department has been incredible."





MEASURING  
UP





“We are all responsible for the choices that build tomorrow. We make it better.”

PROFILE AND  
PRODUCTS

GOVERNANCE  
AND ETHICS

RESPONSIBILITY  
METRICS

GRI  
ALIGNMENT

## Company Profile

United Airlines, a wholly-owned subsidiary of UAL Corporation, operates approximately 3,400<sup>†</sup> flights a day on United® and United Express®\* to more than 230 U.S. domestic and international destinations from its hubs in Los Angeles, San Francisco, Denver, Chicago and Washington, D.C. With key global air rights in the Asia-Pacific region, Europe and Latin America, United is one of the largest international carriers based in the United States. United's 46,000 employees reside in every U.S. state and in many countries around the world. The company's portfolio of products offers the right service to the right customer at the right price.

The entire organization is committed to continuous improvement in costs, revenues and operations to sustain and enhance a competitive margin. To achieve this goal, the company is investing in its customers and employees and ensuring accountability to create a high-performing organization.

### Corporate Facts

<b>Founded</b>	1927 (as Boeing Air Transport); became United Air Lines in 1934
<b>Headquarters</b>	Chicago, IL
<b>CEO</b>	Glenn F. Tilton
<b>Stock Symbol</b>	UAUA (NASDAQ)
<b>Parent Company</b>	UAL Corporation
<b>Hubs</b>	Chicago Denver Los Angeles San Francisco Washington, D.C.

### United Facts at a Glance

Approximately 40 percent of United's capacity is deployed in international markets, 60 percent in domestic markets.

- United is the largest U.S. carrier to China."
- United is one of two U.S. carriers authorized to serve U.S. to Narita, Japan routes from any U.S. points and to serve Asia from Narita.
- United is the only major domestic carrier offering a premium economy product, Economy Plus®.

### Customers

Twelve Months Ended—Fourth Quarter 2009 Traffic Data\*\*\*

Revenue Passengers (in thousands)	81,426
Revenue Passenger Miles (in millions)	114,245
Available Seat Miles (in millions)	140,716
Passenger Load Factor	81.2%
Cargo Ton Miles (in millions)	1,603

### Mainline Fleet

As of December 31, 2009

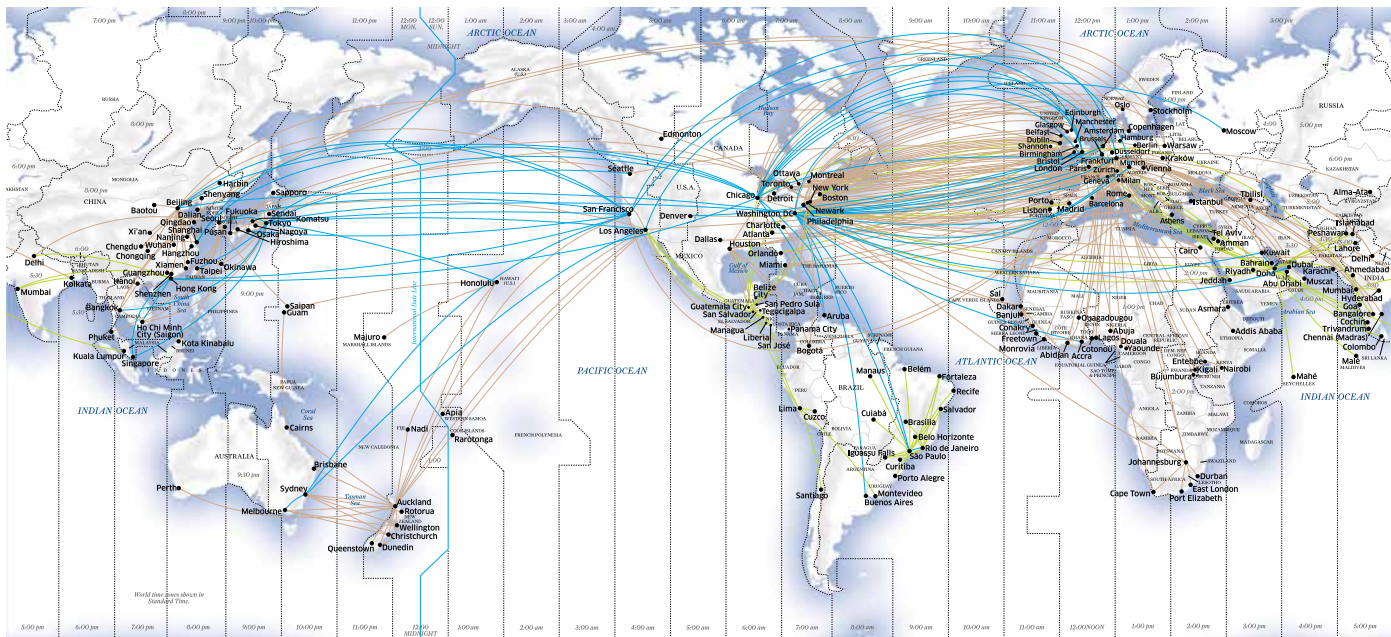
Aircraft Type (Average)	Seats (Average)	Total in Fleet	Average Age (Years)
<b>Narrow-body</b>			
A319-100	120	55	10
A320-200	146	97	12
B757-200	172	96	19
<b>Wide-body</b>			
B747-400	368	25	15
B767-300	207	35	15
B777-200	269	52	11
<b>Total Operating Fleet</b>		<b>360</b>	<b>13</b>

<sup>†</sup> Based on United's forward-looking flight schedule for July 2010 to June 2011.

\* United contracts (but does not operate) United Express flights

\*\* Based on Available Seat Miles

\*\*\* Total Consolidated System (including United Express)



## Airline Partners

As a founding member of Star Alliance™, the world's largest airline alliance, United connects passenger and cargo customers to 1,172 destinations in 181 countries worldwide. United's partners include:

### Star Alliance members

Aegean Airlines  
Air Canada  
Air China  
Air New Zealand  
ANA  
Asiana Airlines  
Austrian Airlines  
bmi  
Brussels Airlines  
Continental Airlines  
Croatia Airlines  
EGYPTAIR  
LOT Polish Airlines  
Lufthansa  
Scandinavian Airlines  
Singapore Airlines  
South African Airways  
Spanair  
Swiss  
TAM  
TAP Portugal  
Thai Airways International  
Turkish Airlines  
US Airways

### Future members of Star Alliance

Air India

### Regional Star Alliance members

Adria Airways  
Blue1  
Croatia Airlines  
  
**Other partners:**  
Aer Lingus  
Emirates  
Great Lakes Airlines  
Gulfstream International Airlines  
Hawaiian Airlines  
Island Air  
Jet Airways  
Qatar Airways  
TACA Airlines

### United Express® partners flying carriers

Colgan  
GoJet  
Mesa  
Republic  
Shuttle America  
SkyWest  
TransStates

All of United's Star Alliance partners are full participants in Mileage Plus®, one of the largest loyalty programs in the world. Mileage Plus® has more than 56 million global members and generates significant incremental revenue to the company.

## Recent Awards

### Executive Travel Magazine

Executive Travel Leading Edge Award for "Best Domestic Airline for Business-Class Service" in 2008, 2009 and 2010

### Michael C. Fina Organization

Rose Award for "Innovation in Recognition" acknowledging United's best practices in employee recognition in 2010

### Business Traveller Asia-Pacific and TTG Asia

Eight-time winner of two independent "Best North American Airline" awards

### Travelzoo

Best Overall Provider of Airfare Deals for the second time in 2007 and 2009

### Global Traveler

United Mileage Plus® voted best frequent flyer rewards program for the sixth year in a row

### Russian Travel Awards

Awarded a 2009 "Golden Meridian" for excellence in service by a council of Russian travelers and industry experts

### Communitas Awards

Leadership in Community Service and Corporate Social Responsibility  
Leadership in Community Service  
Leadership in Ethical and Environmental Responsibility

## Hemispheres Awards

### Communication Arts

2010 Winner: "Street Fighter"

### The Communicator Awards

2010 Silver Award: Magazine Cover, November 2009  
2010 Silver Award: Overall Design, October 2009  
2010 Silver Award: "Finder's Keepers"

### SPD's PUB 45

2010 Winner: "Finder's Keepers"

### North American Travel Journalists Association

2009 Winner: Best Travel Series

### The 5th Davey Awards

2009 Gold Award: Cover, June issue  
2009 Gold Award: Multi-page design  
2009 Silver Award: Single page design



## Product Offerings

United Airlines offers a portfolio of differentiated products and services to each of our distinct customer groups. In addition to our traditional economy service, we continue to convert many of our planes to include our industry-leading United First® Suite and United Business® with the industry's first 180-degree lie-flat seat. Additionally:

- p.s.® is United's premium transcontinental service designed with high-value business customers in mind.
- United Express® is our feeder service for regional customers with more than 2,200 scheduled daily flights across the U.S. and Canada. Redefining the United Express experience, explus<sup>SM</sup> offers passengers United First® and Economy Plus® seating on the state-of-the-art regional jets.
- United Cargo® offers customers guaranteed same-day domestic and international shipping services for small packages and heavy freight.

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A more enjoyable and convenient travel experience. Whether choosing the comfort of more legroom or redeeming travel awards at the click of a button, we offer our customers a wide range of products and services to provide a comfortable and convenient travel experience.

### Comfort

#### *Economy Plus®*

Economy Plus seating offers up to five extra inches of legroom to Mileage Plus® elite members and others who may purchase Economy Plus seats on all domestic and international United flights, as well as explus<sup>SM</sup> flights from United Express®. Customers can also purchase an Economy Plus annual subscription, which enables them to reserve seats for themselves and a companion in Economy Plus whenever available—for an entire year.

#### *Red Carpet Club®*

Centrally located in some of the world's busiest airports, our Red Carpet Clubs® offer customers a comfortable lounge environment, with personalized travel assistance, complimentary refreshments, Wi-Fi service and more.

#### *Upgrade Kits*

With United's electronic upgrade system, when customers purchase or qualify for an upgrade, it is credited directly to their Mileage Plus® account. Using E-Upgrades<sup>SM</sup>, customers are able to request and manage upgrades directly from united.com.

#### *Premier for a Day*

A customizable package of options listed above is available for customers to purchase for same-day travel.

#### *Onboard Dining*

United's Corporate Executive Chef and culinary team travel around the world to work with local chefs to develop the dishes we serve to our customers. Depending on the class of service and length of flight, we offer our customers a range of food and beverage choices. This year, we launched our Choice Menu options that include a variety of savory meals in addition to fresh food items.

### Convenience

#### *Mobile*

Using an Internet-enabled wireless phone or handheld device, our customers can check the status of their flights, access their itineraries, look up flight availability, select seats, choose to stand by for an alternate United flight, receive a mobile boarding pass and much more.

#### *Premier Line*

For customers looking to take a fast track through the airport, Premier Line<sup>SM</sup> provides access to Premier® check-in line, Priority security line (in available airports) and Priority boarding.

#### *Door-to-Door Baggage*

Customers can now send their luggage ahead to their final destinations instead of lugging it around through Door-to-Door Baggage, United's overnight baggage shipment and delivery service available within the continental United States. Customers can schedule a shipment and print shipping labels online, before scheduling a FedEx pickup time.

#### *Premier Baggage*

With Premier Baggage annual subscription, you and up to eight companions traveling under the same confirmation number can check up to two standard bags each without fees, where applicable, every time you travel within the United States or internationally on United® or United Express® operated flights during the year.

#### *Foreign Currency*

Purchasing foreign currency before a trip eliminates waiting in long lines at currency counters and avoids inflated exchange rates. With eZforex, customers can select from over 105 foreign currencies delivered securely and conveniently to their home or office.

#### *UnitedCargo.com*

Through combined service with our network of reliable interline partners, United Cargo's worldwide network has expanded to more than 400 U.S. and international destinations. myCargo enables our cargo customers to personalize their service, as well as manage and track shipments.



## Reward

### *Mileage Plus®*

Our award-winning Mileage Plus frequent flyer program allows our members to earn miles by flying United, United Express or Star Alliance airlines and by purchasing products or services from more than 100 participating partners in over 10,000 locations worldwide. Members redeem miles for travel and other unique awards. Mileage Plus offers members the most extensive selection of award travel destinations, including over 800 business and leisure destinations.

### *Award Accelerator<sup>SM</sup>*

Award Accelerator<sup>SM</sup> allows our customers to grow their Mileage Plus accounts faster and redeem travel rewards sooner. For eligible itineraries, customers are given the option to purchase Award Accelerator miles when tickets are booked, view their itineraries or check in online or at an airport kiosk.

### *Flexible Miles*

When customers find that they are just a few thousand miles short of their next award trip, they can apply these miles toward award travel on United or any Mileage Plus airline partner, or toward upgrades on United.

## Peace of Mind

### *Baggage Information Kiosks*

Self-service baggage information kiosks are available in select airports throughout the United States to help customers track delayed baggage. Customers simply input claim information to locate bags and select a convenient delivery option, where applicable.

### *Mobile Flight Notification*

Customers can stay informed on the go using our automated EasyUpdate flight notification system, which provides up-to-the-minute departure, arrival, delay and cancellation information via text, e-mail or phone.

### *Trip Protector*

Unexpected illness or injuries involving travel companions or family members can often impact travel plans, even causing a customer to miss or cut short a trip. To protect our customers from everyday travel inconveniences creating potential travel problems, we offer trip insurance.

# UAL Corporation Corporate Governance

Sound corporate governance principles are the foundation of investor confidence and trust, and our role as a respected employer and corporate citizen. These principles are critical to United's reputation as a company focused on operational excellence, financial performance and integrity.

United's Board of Directors and management team work together under our Corporate Governance Guidelines, which encompass the policies and practices for operation of the company. These guidelines present the framework of responsibility for directors in accordance with the guidelines set forth by the Securities and Exchange Commission and the NASDAQ Stock Market.

## Board of Directors Overview

The Board of Directors, elected annually, is made up of 13 members—consisting of 11 directors elected by the holders of the outstanding common stock and two directors elected by the unions. Our Board members represent a diverse range of expertise and excellence in a variety of fields.

The Board has six committees that oversee various functions for the company:

- Audit – integrity of financial statements and internal controls
- Executive Committee – managing business affairs of the company
- Human Resources Committee and Subcommittee – labor relations and compensation matters
- Finance Committee – financial management planning
- Nominating/Governance Committee – corporate governance and board membership
- Public Responsibility Committee – social responsibility and public policy

## Corporate Responsibility Governance

The Public Responsibility Committee of the Board of Directors reviews the company's policies and positioning with respect to social responsibility and public policy.

United Airlines has also established two management committees that oversee the company's social responsibility strategies and performance:

- The Executive Council, chaired by the CEO, establishes the company's business strategy and reviews performance against strategic and operating plans, including corporate responsibility programs.
- The Environmental Responsibility Council, composed of senior officers of the company, oversees the development of environmental policies, positions and programs to reduce our impact on the environment.

## Executive Council

### Glenn F. Tilton

Chairman, President and CEO

### Graham Atkinson

Executive Vice President and President, Mileage Plus

### Sara Fields

Senior Vice President, Office of the Chairman

### Peter D. McDonald

Executive Vice President and Chief Administrative Officer

### Kathryn A. Mikells

Executive Vice President and Chief Financial Officer

### Rosemary Moore

Senior Vice President, Corporate and Government Affairs

### Thomas J. Sabatino, Jr.

Senior Vice President, General Counsel & Corporate Secretary

### John P. Tague

Executive Vice President of UAL and President of United Airlines



## Board of Directors

### Glenn F. Tilton

Chairman, President and CEO  
UAL  
Director Since 2002

Other public boards:  
Abbott Laboratories

### Richard J. Almeida

Retired Chairman and CEO  
Heller Financial, Inc.  
Director Since 2006

Other public boards:  
Corn Products International, Inc.

### Mary K. Bush

President  
Bush International  
Director Since 2006

Other public boards:  
Discover Financial Services;  
ManTech International;  
Marriott International, Inc.

### Stephen R. Canale

Retired President and  
Directing General Chairman  
District Lodge 141, IAMAW  
Director Since 2002

### W. James Farrell

Retired Chairman and CEO  
Illinois Tool Works, Inc.  
Director Since 2001

Other public boards:  
Abbott Laboratories;  
Allstate Insurance Company;  
3M Company

### Jane C. Garvey

Chairman  
Meridian, North America  
Director Since 2009

### Walter Isaacson

President and CEO  
The Aspen Institute  
Director Since 2006

### Robert D. Krebs

Retired Chairman  
Burlington Northern  
Santa Fe Corporation  
Director Since 2006

Other public boards:  
General Motors Company

### Robert S. Miller, Jr.

Chairman  
MidOcean Partners  
Director Since 2003

Other public boards:  
American International Group (AIG);  
Symantec Corporation

### Wendy J. Morse

United Airlines Captain  
Master Executive Council Chairman,  
Airline Pilots Association  
Director Since 2010

### James J. O'Connor

Retired Chairman and CEO  
Unicom Corporation and  
Commonwealth Edison Company  
Director Since 1984

Other public boards:  
Armstrong World Industries, Inc.;  
Corning Incorporated; Smurfit-Stone  
Container Corporation

### David J. Vitale

Retired Chief Executive Officer  
Chicago Board of Trade  
Director Since 2006

Other public boards:  
DNP Select Income Fund;  
Alion Science &  
Technology Corporation

### John H. Walker

CEO  
Global Brass and Copper, Inc.  
Director Since 2002

Other public boards:  
Nucor Corporation

## Business Ethics

We are committed to promoting high ethical standards and compliance with laws and regulations. As such, the company has adopted a Code of Business Conduct that serves as a guide to the ethical and legal responsibilities shared by all directors, officers, employees and third party representatives. Our Code offers basic guidelines for conducting business on behalf of United Airlines and covers areas such as work environment (e.g., harassment, discrimination, workplace behavior and health and safety, etc.); management responsibilities; compliance with laws, regulations, policies and ethical behavior (e.g., anticorruption, conflicts of interest and protection of confidential information, etc.); and sales, marketing and procurement practices.

We also have an Ethics and Compliance Office which is responsible for promoting, coordinating and overseeing the company's ethics platform and compliance initiatives, as well as ensuring employees receive appropriate training on the company's expectations of ethical and legal behavior. The Office serves as a resource for employees to obtain guidance or clarification in complying with laws, regulations, our business conduct guidelines and Company policies and is a place for employees to express concerns or to report actual or alleged violations of ethical standards or laws. Employees may connect with the Office via United's Business Conduct Helpline, a dedicated line where individuals may report concerns or seek guidance, and monitors respective investigations.

## United Nations Global Compact

The United Nations Global Compact brings together businesses around the world to safeguard the environment and promote social responsibility. United is proud to be the first U.S. airline to support the UN Global Compact as we advance our work in corporate responsibility. We support and uphold the Global Compact's ten principles and this year, we have been particularly focused on the Principles related to the Environment.

### The Ten Principles of the United Nations Global Compact

The UN Global Compact asks companies to embrace, support and enact, within their sphere of influence, a set of core values in the areas of human rights, labour standards, the environment, and anti-corruption:

#### Human Rights

- Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and
- Principle 2: make sure that they are not complicit in human rights abuses.

#### Labour

- Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- Principle 4: the elimination of all forms of forced and compulsory labour;
- Principle 5: the effective abolition of child labour; and
- Principle 6: the elimination of discrimination in respect of employment and occupation.

#### Environment

- Principle 7: Businesses should support a precautionary approach to environmental challenges;
- Principle 8: undertake initiatives to promote greater environmental responsibility; and
- Principle 9: encourage the development and diffusion of environmentally friendly technologies.

#### Anti-Corruption

- Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

# Corporate Responsibility Metrics

## Business

Against a backdrop of extraordinary challenges in our economy in 2009, we continued our efforts to improve cost control and maximize revenue opportunities. We maintain a sense of performance urgency and remain committed to capacity discipline. The actions we have taken position us well as the economic recovery takes hold. More work is required to sustain adequate profitability over

the long run and we are off to a good start enabled by the work of our more than 46,000 employees across the company. We continued to invest in our workforce by expanding available training and development programs, and rewarding employees with incentives tied directly to improved operational performance and customer satisfaction.

Category	Metric	Data	Data	% Change
		As of Dec. 31, 2008	As of Dec. 31, 2009	
Workforce Overview	<b>Total Employees</b>	<b>49,646</b>	<b>46,602</b>	<b>-6%</b>
	Public Contract Employees Ramp and Stores / Security Officers /			
	Food Service Employees / Maintenance Instructors / Fleet /			
	Technical Instructors (IAM) <sup>a</sup>	15,641	14,811	-5%
	Flight Attendants (AFA) <sup>a</sup>	13,194	12,892	-2%
	Salaried and Management, including International Employees	8,906	8,207	-8%
	Pilots (ALPA) <sup>a</sup>	6,276	5,632	-10%
	Mechanics and Related (IBT) <sup>a</sup>	5,238	4,678	-11%
Workforce Diversity	Engineers (IFPTE) <sup>a</sup>	219	218	n/c
	Dispatchers (PAFCA) <sup>a</sup>	172	164	-5%
Workforce Diversity	<b>Women</b>	<b>43.0%</b>	<b>43.7%</b>	<b>1%</b>
	<b>Ethnic Minority</b>	<b>36.7%</b>	<b>36.7%</b>	<b>n/c</b>
Labor Relations	<b>Labor Union Representation</b>	<b>85.8%</b>	<b>85.2%</b>	<b>-1%</b>
Employee Training	<b>Online Training Courses Available through the United Learning Network</b>	<b>245</b>	<b>351</b>	<b>43%</b>
	<b>Training Activities Completed through the United Learning Network</b>	<b>875,268</b>	<b>892,231</b>	<b>2%</b>
	<b>Leadership/Management Training Courses Completed</b>	<b>n/a</b>	<b>1143</b>	

## Community

Our company contributions of in-kind and cash donations increased in 2009. We improved our focus on volunteerism and hosted additional opportunities for our employees to volunteer in our communities. We experienced an increase in customer contributions to our Charity Miles program but a decrease in customer and business cash contributions due to specific events that did

not occur in 2009. For example, the Sichuan earthquake relief efforts in 2008 enabled us to connect with our customers and generate over \$1.35 million in cash donations to the American Red Cross.

Category	Metric	Data	Data	% Change
		As of Dec. 31, 2008	As of Dec. 31, 2009	
Community Investments	<b>Contributions to United Partners and Causes</b>	<b>\$ 12,202,120 °</b>	<b>\$ 11,049,206</b>	<b>-9%</b>
	United In-Kind Travel (retail value)	4,381,752	5,903,678	35%
	United In-Kind Other (retail value)	208,000 °	949,085	356%
	United Airlines Foundation (cash donation)	1,145,475	1,428,193	25%
	Employee Contributions (cash donation)	2,103,759	1,699,839	-19%
	Customer and Business Contributions (retail value)	4,363,134	1,067,411	-76%
	<b>Customer Contributions to Charity Miles Program (Miles)</b>	<b>191,976,605</b>	<b>196,613,944</b>	<b>2%</b>
Volunteerism — Corporate Engagement	<b>Total Volunteer Hours</b>	<b>13,313</b>	<b>19,139</b>	<b>44%</b>
	<b>Total Number of Volunteers</b>	<b>2,747</b>	<b>3,137</b>	<b>14%</b>

## Environment

Driven by our capacity reductions in 2009, fuel use and therefore carbon emissions decreased by 11 percent. Our gallons of fuel needed to fly one revenue ton mile, the primary environmental metric for an airline, also decreased by 1 percent, reflecting an improvement in overall fuel efficiency. We realized an improvement in recycling driven by enhanced programs diverting waste from

landfills. We continue to invest in alternative fuel and zero emission ground service equipment, which along with our reduction in fuel use, is contributing to improving local air quality. We use globally and nationally accepted methodologies to calculate our environmental footprint, including The Climate Registry and IPCC emission factors.

Category	Metric	Data	Data	% Change
		As of Dec. 31, 2008	As of Dec. 31, 2009	
Global Air Quality	<b>Global CO<sub>2</sub>e Emissions Scope 1 and 2 Only (metric tonnes)</b>	<b>21,403,292<sup>b</sup></b>	<b>19,020,575</b>	<b>-11%</b>
	<b>Scope 1 Emissions</b>	21,247,189 <sup>b</sup>	18,911,188	-11%
	Aircraft (jet fuel)	21,074,466 <sup>b</sup>	18,737,053	-11%
	Facilities (natural gas combustion), with Cogen	136,612 <sup>b</sup>	150,667	10%
	Vehicles (diesel, gasoline, CNG, LPG)	36,111 <sup>b</sup>	23,468	-35%
	<b>Scope 2 Emissions</b>	156,103 <sup>b</sup>	109,387	-30%
	Upstream Electricity Generation	156,103 <sup>b</sup>	109,387	-30%
	<b>Intensity ratio (Scope 1 CO<sub>2</sub>e / 1000 RTM)</b>	<b>1.644<sup>b</sup></b>	<b>1.623</b>	<b>-1%</b>
Local Air Quality	<b>Global NOx Emissions—Scope 1—(tons)</b>	<b>13,444</b>	<b>12,308</b>	<b>-8%</b>
	Aircraft (jet fuel)	9,377	8,265	-12%
	Vehicles (diesel, gasoline, CNG, LPG)	3,754	3,717	-1%
	Facilities (natural gas combustion)	313	326	4%
Noise	<b>FAA and ICAO Compliance Level</b>	<b>Stage 4<sup>c</sup></b>	<b>Stage 4</b>	
Waste Management	<b>Waste (tons)</b>	<b>39,953</b>	<b>32,438</b>	<b>-19%</b>
	Direct (created by employees or customers and under United control)	26,567	19,074	-28%
	Recycle Equivalent	10,719	2,346	-78%
	Landfill Equivalent	15,848	16,728	6%
	Indirect (created by employees or customer but not under United control—managed by others such as airports)	13,386	13,364	n/c
	Recycle Equivalent	906	280	-69%
	Landfill Equivalent	12,480	13,084	5%
Fuel Consumption and Efficiency	<b>Aircraft (gallons of jet fuel)</b>	<b>2,182,438,458</b>	<b>1,940,381,413</b>	<b>-11%</b>
	<b>Revenue Ton Miles (RTM)</b>	<b>12,927,331,282</b>	<b>11,650,646,038</b>	<b>-10 %</b>
	<b>Gallons / RTM</b>	<b>0.169</b>	<b>0.167</b>	<b>-1%</b>
	<b>Ground equipment (gallons or gasoline gallon equivalent)</b>	<b>3,831,275<sup>b</sup></b>	<b>2,476,805</b>	<b>-35%</b>
Ground Service Equipment	<b>Alternative Fuel Vehicles in active GSE Fleet</b>	<b>1,771</b>	<b>2,033</b>	<b>15%</b>
	<b>Alternative Fuel Vehicles as percentage of active GSE fleet</b>	<b>24%</b>	<b>26%</b>	<b>2%</b>

### Notes

a Union representation

b Differences represented from our 2008–2009 Corporate Responsibility Report reflect improved methodology in collecting data

c Represents data not captured in our 2008–2009 Corporate Responsibility Report

n/a Data not available for reporting period

n/c No change



# Global Reporting Initiative (GRI) Alignment

G3 Indicator	Description	Report Page or Other Source
<b>Strategy and Analysis</b>		
1.1	Statement from the most senior decision-maker of the organization.	5
1.2	Description of key impacts, risks, and opportunities.	8, 18, 21, 22, 24, 28; Note 1
<b>Organizational Profile</b>		
2.1	Name of the organization.	38
2.2	Primary brands, products, and/or services.	39-41
2.3	Operational structure of the organization.	Note 1
2.4	Location of organization's headquarters.	39
2.5	Number of countries where the organization operates.	Note 1
2.6	Nature of ownership and legal form.	Note 1
2.7	Markets served.	39
2.8	Scale of the reporting organization.	Note 1
2.9	Significant company changes during the reporting period.	Note 1
2.10	Awards received in the reporting period.	39
<b>Report Parameters</b>		
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	49
3.2	Date of most recent previous report (if any).	49
3.3	Reporting cycle (annual, biennial, etc.)	49
3.4	Contact point for questions regarding the report or its contents.	49
3.5	Process for defining report content.	49
3.6	Boundary of the report.	49
3.7	Specific limitations on the scope or boundary.	49
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities and outsourced operations.	49
3.9	Data measurement techniques and the bases of calculations.	44-45
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	44-45
3.11	Significant changes in the scope of report.	44-45
3.12	Table identifying the location of the Standard Disclosures in the report.	46-47
3.13	Policy and current practice with regard to seeking external assurance for the report.	Note 4
<b>Governance, Commitments and Engagement</b>		
4.1	Governance structure of the organization.	42-43; Note 2
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Note 2
4.3	Members of the highest governance body that are independent and/or non-executive members.	Note 2
4.4	Mechanisms to provide recommendations or direction to the highest governance body.	Note 2
4.5	Linkage between compensation and the organization's performance (social and environmental).	Note 1; Note 2
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Note 3
4.7	Qualifications of the members of the highest governance body for guiding the organization's strategy on economic, environmental and social topics.	Note 3
4.8	Internal statements of mission or values, codes of conduct and principles relevant to economic, environmental, and social performance and the status of their implementation.	20; Note 3
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental and social performance.	42; Note 2; Note 3

## Notes

- 1 See SEC Form 10-K, filed February 28, 2010, accessible at [united.com/investorrelations](http://united.com/investorrelations).
- 2 See SEC Schedule 14A (Proxy Statement) filed April 30, 2010, found at [united.com/investorrelations](http://united.com/investorrelations).
- 3 Information found on our Governance website at [united.com/investorrelations](http://united.com/investorrelations).
- 4 We did not seek external assurance for this report; however, we are evaluating assurance options for future reporting.



G3 Indicator	Description	Report Page or Other Source
4.10	Processes for evaluating the highest governance body's own performance.	Note 2; Note 3
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Note 1
4.12	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or endorses.	18, 43
4.13	Associations and advocacy organizations in which the organization actively participates.	8, 14, 21, 24, 48
4.14	List of stakeholder groups engaged by the organization.	8, 14, 21, 24, 30, 33, 34, 48, 49
4.15	Basis for identification and selection of stakeholders with whom to engage.	8, 14, 21, 24, 30, 33, 34, 49
4.16	Approaches to stakeholder engagement.	8, 14, 21, 24, 30, 33, 34, 49
4.17	Topics and concerns that have been raised through stakeholder engagement and responses.	13, 15, 24, 49; Note 1
<b>Economic</b>		
EC1	Direct economic value generated.	Note 1
EC2	Financial implications; risks and opportunities for the organization's activities due to climate change.	Note 1
EC3	Coverage of the organization's defined benefit plan obligations.	Note 1
EC8	Investments provided for public benefit through commercial, in-kind or pro bono engagement.	44
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	8
<b>Environmental</b>		
EN6	Initiatives to provide energy-efficient or renewable energy based products and services..	18, 20-22
EN16	Total direct and indirect greenhouse gas emissions by weight.	45
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	18, 19-22, 45
EN20	NOx, SOx, and other significant air emissions by type and weight.	45
EN22	Total weight of waste by type and disposal method.	45
EN26	Initiatives to mitigate environmental impacts of products.	18-25
EN28	Monetary value of significant fines and sanctions for non-compliance with environmental regulations.	Note 1
<b>Labor Practices and Decent Work</b>		
LA1	Total workforce by employment type, employment contract, and region.	38, 44
LA4	Percentage of employees covered by collective bargaining agreements.	44
LA8	Programs to assist workforce members, their families, or community members regarding serious diseases.	13, 33
LA13	Composition of governance bodies and breakdown of employees per category (indicators of diversity).	44
<b>Human Rights</b>		
HR3	Total hours of employee training concerning aspects of human rights that are relevant to operations.	Note 3
<b>Society</b>		
SO1	Nature and scope of programs and practices that assess, manage impacts of operations on communities.	8, 28
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	Note 3
SO5	Public policy positions and participation in public policy development and lobbying.	15
SO8	Monetary value of significant fines and sanctions for non-compliance with laws and regulations.	Note 1
<b>Product Responsibility</b>		
PR2	Total number of incidents of non-compliance concerning health and safety impacts of products, services.	Note 1
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	10
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications.	Note 3
PR9	Monetary value of significant fines for non-compliance with regulations concerning products and services.	Note 1

# Partners

## Corporate Citizenship

The Adler Planetarium\*  
After School Matters\*  
Airline Ambassadors  
Alliance for Community Trees  
American Cancer Society  
American India Foundation  
American Red Cross  
Americares  
The Art Institute of Chicago  
Asian Art Museum of San Francisco  
Aspen Santa Fe Ballet  
Bay Area Sports Hall of Fame  
Beyond Sport  
Big Brothers Big Sisters of Colorado  
Big Shoulders Fund  
Boston College Center for Corporate Citizenship  
Boys & Girls Clubs of Chicago  
Boys & Girls Clubs of San Francisco  
Breast Cancer Network of Strength  
Business for Social Responsibility  
The California Museum for History, Women and the Arts  
Captain Planet Foundation  
Chicago Children's Theatre  
Chicago Foundation for Women  
Chicago Gateway Green  
Chicago Historical Society\*  
Chicago Public Schools – School of the Arts\*  
Chicago Sister Cities International  
Chicago Symphony Orchestra\*  
Chicago United  
Chicago Urban League  
Children's Memorial Foundation\*  
Children's Museum of Denver  
City of Chicago Department of Cultural Affairs  
Clyfford Still Museum  
Colorado Symphony Orchestra\*  
Connections for Abused Women and Their Children\*  
Conservation International  
CORE Foundation  
The Denver Center for the Performing Arts  
Denver Public Schools  
Donors Forum of Chicago  
The Dream Foundation  
DuSable Museum of African American History  
Eagle Mount  
Elizabeth Glaser Pediatric AIDS Foundation  
Facing History and Ourselves  
Feeding America  
The Field Museum of Natural History\*  
Fisher House Foundation  
Frameline  
Friends of the National Zoo  
Girls in the Game  
Glenwood School\*  
Greater Chicago Food Depository  
Harris Theater for Music and Dance\*

Hispanic Alliance for Career Enhancement  
The Hospital for Sick Children  
International Institute of Conflict Prevention & Resolution  
Iowa Homeless Youth Centers  
James R. Jordan Foundation  
JobTrain  
The Joffrey Ballet\*  
Junior Achievement of Chicago\*  
Latin American Educational Foundation  
Lincoln Park Zoo\*  
Lookingglass Theatre Company  
Millennium Park  
The Muscular Dystrophy Association  
Museum of Science and Industry  
The National Cancer Prevention Fund  
National Hispanic Foundation for the Arts  
National Merit Scholarships  
National Runaway Switchboard  
Net Impact  
New Ballet Ensemble and School  
New Schools for New Orleans  
Operation USA  
ORBIS International  
Organization of Black Airline Pilots  
Peggy Notebaert Nature Museum  
Providence St. Mel School  
Rally for Kids with Cancer  
Ravinia Festival Association\*  
Real Options for City Kids (ROCK)  
The Renaissance Schools Fund  
Ronald McDonald House Charities  
Rotary International  
The Salvation Army  
San Francisco Fleet Week Association  
San Francisco Opera\*  
Sarvodaya USA  
Scholarship America  
Seacoast Science Center  
Shedd Aquarium\*  
Shriners Hospitals for Children  
A Silver Lining Foundation  
Spanish Coalition for Jobs  
Special Olympics  
Starlight Children's Foundation Colorado  
Steppenwolf Theatre Company\*  
Sustainable Travel International  
Teen Living Programs  
Thelonious Monk Institute of Jazz\*  
United Nations Global Compact  
The U.S. Olympic Team  
WINGS  
Woodrow Wilson International Center for Scholars  
World Business Chicago  
World Sport Chicago  
WTTW\*  
Youth Guidance  
Youth Orchestra of the Americas

## Civic

Aurora Chamber of Commerce  
Aurora Economic Development Corporation\*  
Bay Area Council\*  
Business Leaders for Transportation  
Chicago China Economic Development Center \*  
Chicago Convention and Tourism Bureau\*  
Chicago Council on Global Affairs\*  
The Chicago Network  
Chicago Sister Cities International Program  
Chicagoland Chamber of Commerce\*  
ChinaSF\*  
City Club of Chicago  
Civic Committee of The Commercial Club of Chicago\*  
The Civic Federation\*  
Colorado Association of Commerce and Industry  
Colorado Black Chamber  
Colorado Concern\*  
The Commercial Club of Chicago\*  
Denver Hispanic Chamber of Commerce  
Denver Metro Chamber of Commerce\*  
Denver Metro Chamber Leadership Foundation  
Denver Rustlers  
DIA Leadership Committee (DIAL)  
Downtown Denver Partnership  
Economic Club of Chicago\*  
Executives Club of Chicago\*  
Illinois Manufacturers Association  
Illinois State Chamber of Commerce\*  
Los Angeles Chamber of Commerce\*  
Los Angeles Economic Development Corp\*  
Metro Denver Economic Development Corp\*  
San Francisco Chamber of Commerce\*  
San Francisco Convention and Visitors Bureau\*  
San Francisco/Shanghai Sister City Committee\*  
Taxpayers Federation of Illinois  
Visit Denver (CVB)\*

\* United Airlines executives or management participate on board





## Stakeholder Engagement

At United, we value the perspectives of our many stakeholders. We regularly reach out to customers, employees and other stakeholders including policy makers, community members, investors and interested organizations to gain feedback on how we're doing. This informs our efforts to improve the impact we have on the travel experience, on our communities and the environment, and to create a rewarding work experience for our employees.

We survey customers and employees, and have instituted online mechanisms for them to provide daily feedback. Company executives receive weekly "community snapshots" with input from our United Flyers online community. Our Line Connections program fosters ongoing communication and a "feedback loop" between executives and employees at each of our stations. In 2009 we conducted a wide reaching stakeholder survey that captured insights of five major stakeholder groups—employees, consumers, policy makers, communities and investors. The results have provided important contributions toward our approach to corporate responsibility.

Our partnerships with industry associations and non-governmental organizations, as well as dialogue with socially responsible investors, provided valuable perspectives as we address our impacts. Stakeholders have highlighted areas such as corporate responsibility reporting, safety, and environmental topics including fuel efficiency, the use of alternative fuels and onboard recycling. We have responded with increased transparency and the advancement of substantial programs and initiatives, which are outlined in this report. We look forward to continuing the dialogue with our stakeholders as we enhance our responsibility efforts.

## About This Report

This report covers the period from January 1, 2009 through August 31, 2010. Data found in the Metrics Table covers the calendar year 2009. This report is a follow up to our 2008–2009 report, issued in October 2009. Our plan is to report on United's Corporate Responsibility activities on an annual basis. This report covers UAL Corporation and its subsidiaries, including United Airlines. The report boundary includes owned assets and operations, subsidiaries, all divisions and leased facilities globally. As part of our strategic planning process for Corporate Responsibility, we defined our report content based on a combination of inputs including a materiality assessment, Global Reporting Initiative guidelines and stakeholder outreach and research. We have developed this report using the GRI guidelines and are self-declaring a C GRI Application Level.

## For More Information

For more information on our Corporate Responsibility program, visit [www.united.com/responsibility](http://www.united.com/responsibility), or email [CRInfo@united.com](mailto:CRInfo@united.com)

“The actions we take and the decisions we make matter.”

“We take serving our communities to new heights.”

“We know how precious our earth is—we circle it every day and take actions to protect it.”

“We are all responsible for the choices that build tomorrow. We make it better.”

**“Every Action Counts.”**