

Dear Supplier,

We are pleased to announce that we have partnered with C2FO, a global leader in working capital solutions, to provide an online platform that enables you to have your invoices paid early by United.

Through the C2FO platform, you can suggest a discount on one or all of your outstanding invoices with us, and if your offer is accepted, we will initiate early payment on the next immediate payment run in as little as 24 hours. Payments still come from United Airlines using your current payment method.

The United Airlines Early Payment Program is simple and has many advantages, including:

- Access to cash flow whenever you need it
- Lower cost than traditional sources of funding
- No changes to existing payment terms
- No maintenance fees and no paperwork to complete

Finally, the best part about the program is that you determine which, if any, invoices to discount and how much of a discount to offer, so you're in complete control.

C2FO may contact you, on behalf of United, to provide you with more information about the program and to help you activate your C2FO platform account. You can activate your C2FO platform account by visiting united.c2fo.com.

Thank you for your continued partnership with United Airlines.

Eddie L. Gordon, Jr.

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Vice President – Global Procurement

Support
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