



CORPORATE IMPACT REPORT 2025

See our impact 



2025 highlights

88

new aircraft received as part of our United Next strategy

1st

U.S. passenger airline to use a SAF blend at EWR and IAD airports¹

13,000+

worldwide external hires

63,000+

hours volunteered by United team members

\$27.5 million

contributed to charitable causes

12% reduction

in ergonomic-related lost time injuries

¹ Based on U.S. network carrier public announcements of Sustainable Aviation Fuel (SAF) used in 2025. SAF is approximately 0.7% of our overall fuel use. SAF must be blended with conventional fuel in accordance with blending requirements. Use of blended SAF results in lower carbon emissions on a lifecycle basis than conventional fuel alone.

Explore the report

Seven focus areas, one commitment.



About United

United is the largest airline in the world.² Our 100,000+ employees help around 181 million customers get to more than 370 destinations across six continents each year. As part of our United Next growth plan, we have hired more than 38,000 employees since 2020 and expect to take delivery of over 630 new narrow and widebody aircraft by the end of 2034.

As we celebrate our first 100 years, we continue to lead the way in groundbreaking innovation and industry-changing firsts that define who we are and preview where we're headed. From our customer experience, new aircraft and onboard technology to our award-winning app, our story sets the industry standard for what an airline can be.



Our shared purpose

"Connecting People. Uniting the World." drives our decision-making, supported by our core values: First Safety, then Caring, Dependability and Efficiency. We believe in the transformative power of travel. It can lift economies, advance society, open hearts and expand minds. Millions of passengers and tons of freight rely on United to connect them to the world every year.

2. Based on available seat miles.

3. International destinations include any airport served outside of the Continental U.S., Alaska and Hawaii.

United at a glance in 2025

373

total destinations
(airports served)

222

domestic
destinations
(airports served)

151

international
destinations³
(airports served)

5,000+

daily departures on
our busiest days

Good Leads The Way[®]

At United, "Good Leads The Way" is more than a slogan; it fuels our mission to build the world's biggest and best airline. It reflects our goal of doing the right thing for our customers, employees and communities. This mission helps strengthen our business, support long-term decision-making and keep us agile to meet the evolving needs of those who rely on us.



About this report

At United, transparency and accountability are central to how we operate. We believe that this report helps our stakeholders understand how we are managing both the opportunities and challenges that come with incorporating corporate citizenship efforts across our airline. Active stakeholder engagement and public reporting are key pillars of our corporate citizenship strategy — they allow our investors to measure our performance and track our progress against our ambitions.

This report details our activities and performance data for the 2025 calendar year, unless otherwise noted. It was published on June 22, 2026 and speaks only as of that date unless otherwise stated. This report is intended for investors, business and policy stakeholders, not individual consumers or customers.

For environmental information, the reporting boundary includes facilities and equipment under United Airlines' operational control. It excludes emissions from subsidiaries and joint ventures that are not operationally material.

Select metrics related to our 2025 greenhouse gas emissions have been externally verified. Please refer to the Appendix item "[Environmental data](#)" for details. Historical data is provided for informational purposes and has not been externally verified as of the date of this report.

Learn more

For more information about United Airlines and our overall performance, please refer to our most recent [Annual Report](#) or [Proxy Statement](#).





Our strategy

We have devoted our brand, reputation, resources, time and effort to pursuing corporate citizenship goals aimed at generating value and impactful results. Over the last few years, our management has worked to integrate corporate citizenship into the Company’s overall business strategy — this has included establishing important initiatives to address climate change and providing career opportunities to thousands of people.

Today, United is viewed not only as a leader in aviation but as a leader among the world’s largest corporations. Our leadership is driven by our desire to forge new trails by being a force for good that is responsive to the world in which we operate, responsible for our actions and committed to doing the right thing.

We will continue to evaluate our corporate citizenship strategy and disclosures as they are developed and implemented.

How we manage corporate citizenship

We identify and manage the risks and opportunities that arise from our corporate citizenship focus areas through strong board and executive oversight.

Board oversight of focus areas

Oversight of our corporate citizenship strategy starts at the Board level, which — as a whole and through its committees — oversees goals, targets, strategies, initiatives, risks, assessments, disclosures and external engagement and related matters. Each of the Public Responsibility, Audit, Nominating/Governance, Executive and Compensation Committees is charged with oversight and implementation of their respective corporate citizenship-related focus areas. This distributed allocation of responsibilities among the various committees helps ensure dedicated attention to implementation of our corporate citizenship strategy. In 2025, our Board, in full and individual committees, discussed a range of corporate citizenship topics, including the seven focus areas identified on the following page — as well as political engagement and contributions, technology and data privacy.

Executive-team supervision of goals & initiatives

The United executive team also provides management-level oversight over our corporate citizenship strategy and is responsible for approving, reviewing, refining and implementing long-term corporate citizenship strategies and updating the full Board and the committees as applicable, on issues related to the implementation of the corporate citizenship strategies.

Through the review process and ongoing check-ins with United team leaders of our corporate citizenship focus areas, our executive team approves the creation of corporate citizenship goals and initiatives and monitors progress toward those

goals by maintaining regular communication with teams of corporate citizenship professionals and subject-matter experts throughout the Company.

Public engagement

Our public engagement on climate issues is coordinated through our International Regulatory Affairs and Government Affairs departments to ensure consistency across business divisions and geographies.

Our environmental programs and policies — including environmental sustainability — are overseen by our President and the Executive Vice President of Government Affairs and Global Public Policy. Our Managing Director of Global Environmental Affairs and Sustainability has day-to-day responsibility for environmental and sustainability matters and reports to the Executive Vice President of Government Affairs and Global Public Policy, allowing for greater synergy and alignment of our lobbying activities with our climate strategy.

Learn more

More information about our governance of climate issues can be found in this report’s [Task Force on Climate-related Financial Disclosures \(TCFD\) Index/Climate Risk Appendix](#).

Our priority areas

We have identified seven corporate citizenship focus areas set forth below that we believe are critical to our business needs, maintain our corporate values, build stockholder value and improve the communities in which we live and fly.

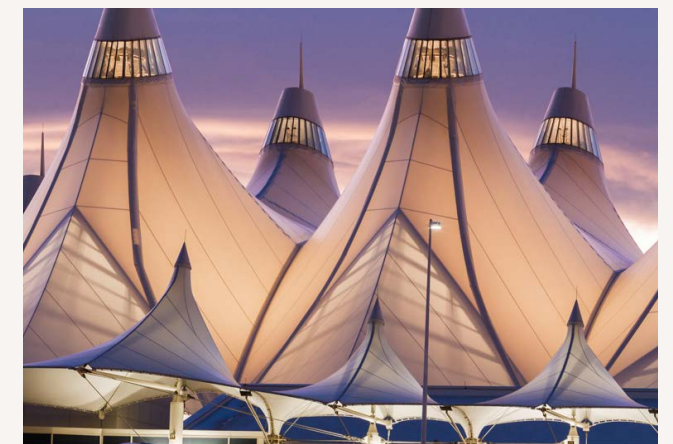
Our seven priority areas:

- [Governance](#)
- [Safety](#)
- [Cybersecurity](#)
- [People and human capital management](#)
- [Environmental sustainability](#)
- [Community impact](#)
- [Supply chain resilience](#)

Stakeholder engagement

We engage regularly with a diverse set of stakeholders — including investors, employees, non-governmental organizations, policymakers, airports, city governments, industry associations and academic partners — to inform decision-making, strengthen accountability and support long-term value creation.

Our stakeholder engagement program enables us to better understand our stakeholders' priorities and perspectives. We have developed a consistent, ongoing stakeholder engagement program focused on topics that we believe are important to our stakeholders, including corporate governance, safety, corporate citizenship, labor relations and executive compensation.





Governance

Topics in this section:

- [Corporate governance framework and Board oversight](#) ✈️
- [Ethics and compliance](#) ✈️
- [Policy priorities](#) ✈️
- [Lobbying and political engagement](#) ✈️

We believe good governance is about empowering people to make value-creating decisions while controlling risks and managing the interests of shareholders, customers, employees and broader stakeholders. We seek to ensure the highest standards of safety, compliance and ethical behavior.

Key highlights

24/7

ethics and compliance helpline
available to all employees

6

board committees operating
under individual charters

100,000+

employees provided in-person
and online workplace training





Corporate governance framework and Board oversight

We are committed to high standards of corporate governance and to conducting our business with ethics, integrity and professionalism. The Board is responsible for establishing broad corporate policies and for overseeing the Company's business strategy on behalf of our stockholders and other stakeholders pursuant to the Delaware General Corporation Law and our amended and restated bylaws.

This section of the report contains abbreviated information from the United Proxy Statement, which is available on ir.united.com

Corporate governance framework

The United corporate governance framework is designed to ensure the Board has the authority and practices in place to review and evaluate the Company's business operations and to make decisions independent of management. The Board's goal is to align with the interests of directors, management and stockholders and comply with, or exceed, the requirements of the applicable Nasdaq Listing Rules and any other applicable rules or regulations. This framework establishes the practices that the Board follows with respect to, among other things, Board composition and member selection, Board leadership structure, Board meetings and involvement of senior management, director compensation, the Chief Executive Officer performance evaluation, management succession planning and Board committees.

Board of Directors: Committees of the Board

The Board has six standing committees: Audit, Compensation, Executive, Finance, Nominating/Governance and Public Responsibility. The Audit Committee, Compensation Committee and Nominating/Governance Committee are composed solely of independent directors. Each committee operates under a written charter adopted by the Board, which is available at ir.united.com.



Audit Committee

- Oversees accounting and financial reporting processes
- Oversees financial controls and procedures
- Liaison between the Board and the Company's auditors



Compensation Committee

- Oversees the design and administration of the Company's compensation plans and programs
- Assists the Board with executive performance evaluations and compensation



Executive Committee

- Oversees and monitors strategic, operational and financial matters
- Assists the Board with human resources and labor relations matters



Finance Committee

- Oversees financial planning and budgeting
- Assists the Board with oversight of treasury and capital structure matters
- Reviews proposed M&A activity



Nominating/Governance Committee

- Oversees Board structure, governance and independence
- Assists the Board with succession planning
- Oversees annual evaluation of the Board and committees



Public Responsibility Committee

- Oversees design and administration of government affairs and public policy programs
- Assists the Board with policies related to corporate citizenship programs

Our approach to corporate citizenship and value creation

United takes a multifaceted approach to corporate citizenship and value creation:

United corporate citizenship strategy

We have devoted our brand, reputation, resources, time and effort to pursuing goals aimed at generating value and impactful results. Over the last few years, our management has worked to incorporate our corporate citizenship strategy into the Company's overall business strategy, which has included establishing important initiatives to fight climate change and provide career opportunities to thousands of people.



Board and executive team oversight

We identify and manage the risks and opportunities that arise from our corporate citizenship focus areas through strong Board and executive oversight.

Oversight of our strategy starts at the Board level, which — as a whole and through its committees — oversees goals, targets, strategies, initiatives, risks, assessments, disclosures and external engagement and related matters. Each Committee is charged with oversight and implementation of their corporate citizenship-related focus areas. This distributed allocation of responsibilities among the various committees helps ensure dedicated attention to the implementation of our corporate citizenship strategy.

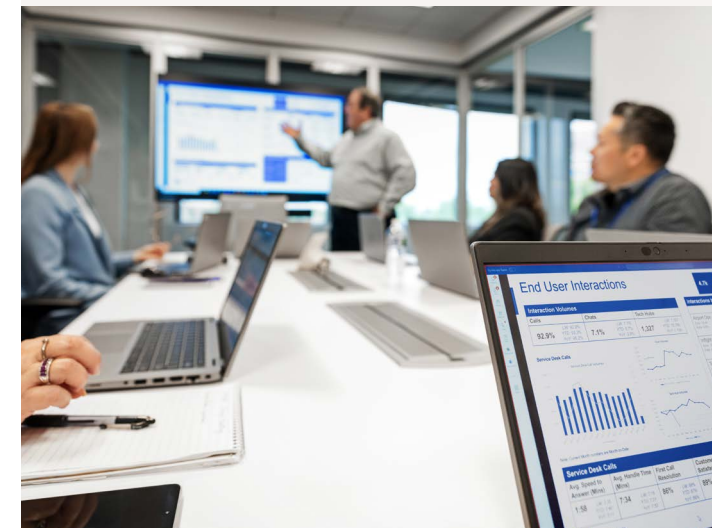
The United executive team also provides management-level oversight over our corporate citizenship strategy and is responsible for reviewing, refining and implementing long-term corporate citizenship strategies and periodically updating the full Board and the committees (as applicable), on issues related to the implementation of the corporate citizenship strategies. Through the review process and ongoing check-ins with team leaders of our corporate citizenship focus areas, our executive team approves the creation of our corporate citizenship goals and initiatives and monitors progress by maintaining regular communication with dedicated teams of corporate citizenship professionals and subject-matter experts throughout the Company.

Transparency

We place a high priority on active stakeholder engagement and robust public reporting of our corporate citizenship strategy, initiatives and goals.

Throughout 2025, the Corporate Secretary's Office, in partnership with Investor Relations, hosted calls with stakeholders and investor groups focusing specifically on Board and committee oversight of various corporate citizenship matters.

We believe that our stakeholder engagement program is successful in part because our public disclosures allow our various stakeholders to measure our performance and track our progress against our goals.





Ethics and compliance

At United, we are committed to conducting our business ethically, honestly and lawfully every day.

Governance

Our Ethics and Compliance Office, led by our Chief Compliance Officer, sets the direction of our ethics and compliance program, and helps reinforce a culture of integrity through a layered strategy of policies, procedures, tools, education and communication.

Code of Ethics and Business Conduct

Integrity is at the core of everything we do at United. Our [Code of Ethics and Business Conduct \("Code"\)](#) serves as the baseline for our ethics and compliance program and applies to all employees and officers of United — and the members of the United Board of Directors. The Code serves as a tool to help us make the right decisions and ensure that we conduct our business ethically and lawfully. We are committed to working with business partners, vendors, suppliers and third parties who share our commitment to operating with integrity. Therefore, we expect these third parties to act consistently with our [Partner and Supplier Guiding Principles](#).

Topics in the Code

The Code states our commitment to comply with laws and regulations and to conduct our business in a manner consistent with guiding U.S. and international principles on human rights. It provides guidance on various topics, including:



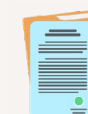
Making ethical decisions

- Conflicts of interest
- Business gifts and entertainment
- Insider trading
- Antitrust and other competition laws
- Interacting or transacting business with the government
- Bribery and corruption
- Political contributions
- Lobbying



Being safe and reliable

- Employee investigations
- Safety and environmental responsibility
- Laws, regulations and policies



Protecting United information and assets

- Retention and accuracy of United records
- Customer and employee personal information
- United confidential information
- Intellectual property



Operating with integrity

Anti-Bribery/Anti-Corruption Compliance Policy

We reinforce our commitment to integrity through our Anti-Bribery/Anti-Corruption Compliance Policy (ABAC Policy). The ABAC Policy applies to all employees and officers of United and its subsidiaries — as well as third-party representatives — and provides specific guidance for individuals who interact with government officials. We understand that even the appearance of impropriety can jeopardize the Company's interests and is inconsistent with our business principles. Accordingly, nearly all transactions with government officials require approval from the Ethics and Compliance Office.

Human rights

We incorporate practices into our processes to help ensure that modern slavery, human trafficking and child labor do not exist in our global business operations and supply chains. These include:

- Conducting risk and due diligence compliance reviews of our suppliers and other third parties to help ensure that they are complying with applicable laws (including with respect to ethical labor practices, safe working conditions and responsible sourcing standards)
- Growing and cultivating relationships across our supply chain
- Regularly training our employees with content specific to recognizing possible signs of slavery and human trafficking and mitigating risks
- Encouraging the reporting of concerns

We also reinforce our commitment to protecting and advancing human rights in our policies. Our commitment — detailed in the Human Rights Policy Statement included

in the Code — is guided by the principles reflected in the International Bill of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work and the United Nations Guiding Principles on Business and Human Rights.

As stated in the Human Rights Policy Statement, we strive to have transparent operations and supply chains that are free from "modern slavery" risks; support the elimination of all forms of forced, bonded or compulsory labor; condemn all forms of exploitation of children; support the elimination of exploitative child labor; and support laws duly enacted to prevent and punish the crime of sexual exploitation of children. As further discussed in our Working Together Guidelines, we are an equal opportunity employer committed to providing our employees with a nondiscriminatory work environment that promotes open and honest communication and embraces dignity, respect and fairness in all aspects of our business operations.

Learn more

Download our [Anti-Slavery and Anti-Human Trafficking Statement](#) to discover the steps United has taken to ensure that slavery and human trafficking are not present in its supply chains or any part of its business.

Raising concerns

We regularly highlight the multiple avenues for employees to raise concerns or seek guidance — from managers to Human Resources to the Ethics and Compliance Office, including the Ethics and Compliance Helpline and the Web Reporting tool. These channels are confidential, accessible 24/7 and provide multi-language support, with the option to report anonymously where permitted by law.

Protection for individuals who speak up

The Code makes clear that United prohibits retaliation against anyone who, in good faith, files a report about suspected illegal or unethical behavior or participates in an investigation.

Taking action

The Ethics and Compliance Office reviews all reports, and dedicated investigators are tasked with ensuring appropriate investigations of improper conduct. We have also established corrective action procedures for review by a multi-disciplinary team of leaders of substantiated improper conduct.

Training

For all employees, the Ethics and Compliance Office provides live, in-person training — as well as an online training curriculum — which covers the Code, ABAC Policy and other policies and topics, such as anti-harassment and discrimination, cybersecurity and workplace violence.

Timely completion of assigned training is required. In addition, certain workgroups receive live training that is customized to address relevant scenarios and issues. We continue to strengthen our culture of integrity by issuing company-wide and workgroup-specific communications, in addition to increasing employee engagement through quizzes and recognition programs.





Policy priorities

United works with policymakers at every level — international, federal, state and local — along with our extensive network of partners and stakeholders to advance policies and regulatory conditions that foster growth, drive innovation and strengthen our industry's economic contributions.

Strengthening the air traffic control system

United continues to engage policymakers and stakeholders to support implementation of the 2024 Federal Aviation Administration (FAA) reauthorization and advocate for additional policies that prioritize the safety, efficiency and reliability of our nation's aviation system. We are especially focused on improving the nation's Air Traffic Control (ATC) system and supporting its technology, infrastructure and workforce needs.

Under the FAA's leadership, commercial aviation in the United States remains among the safest in the world. That record depends on a resilient ATC system, yet chronic controller shortages and aging technology contribute to delays and cancellations that affect customers, employees and airline operations across the industry.

Modernizing the ATC system and building capacity

To help address these systemic challenges, United supports increased, stable and predictable funding to modernize the ATC system, along with multiyear planning that reflects projected traffic growth. We continue to champion these causes with industry organizations, including Airlines for America and the International Air Transport Association, as well as with government agencies, including leaders in Congress and the presidential administration. In 2025, with our strong support, Congress provided \$12.5 billion to modernize our ATC system — an important down payment on the investments needed to meet the needs of the flying public now and in the future. We continue to advocate for the additional funding needed to fully upgrade our ATC system.

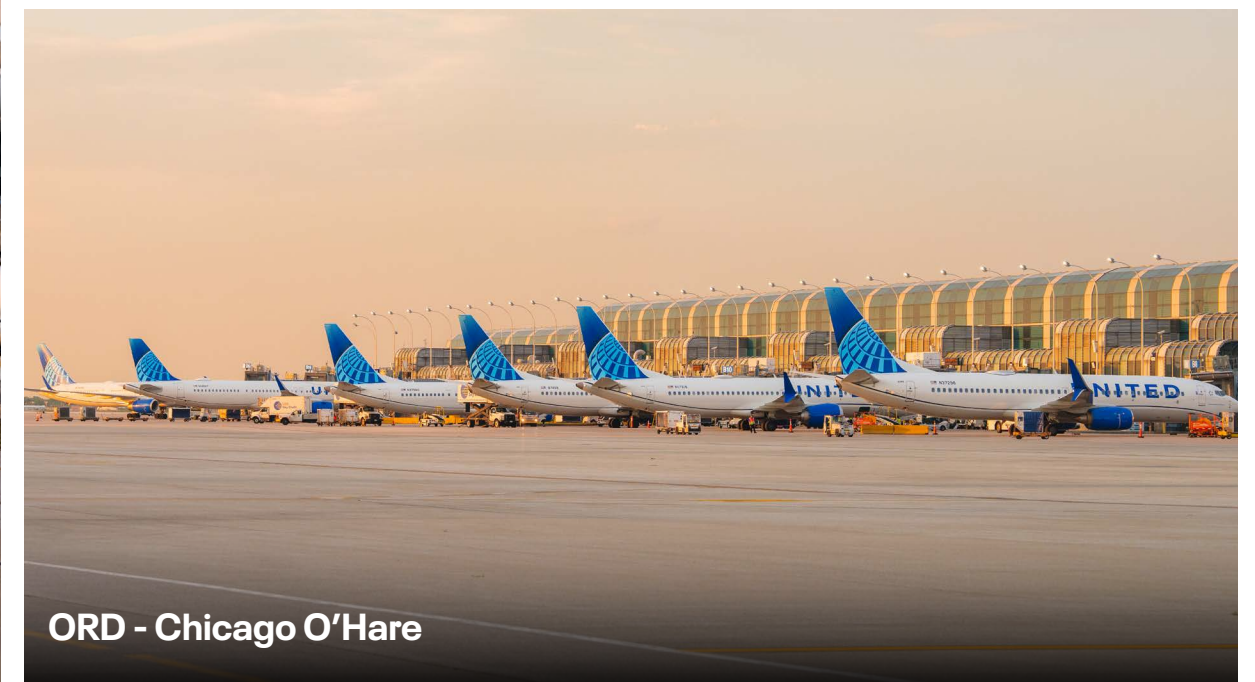
While the FAA has taken steps to increase the number of air traffic controllers, staffing shortages persist. The FAA Academy is operating at capacity, with demand for controllers far outpacing the number expected to become certified. United will continue to work closely with the secretary of transportation, the FAA administrator and the leadership of the FAA's Air Traffic Organization to expand training capacity. We support the FAA's initiative to grow controller training partnerships with private aviation colleges and universities to address near- and long-term ATC workforce shortages.



United Next and workforce growth

United Next is our enterprise-wide investment in fleet, network, airports and customer experience. Over the next several years, we intend to introduce hundreds of new aircraft to our fleet and expand our global network to reach new destinations. This growth depends on coordinated planning with government partners who control airspace, security processes and airport infrastructure. To support the United Next goals, we work with the Transportation Security Administration, U.S. Customs and Border Protection, the FAA and others to advance high levels of safety and security while improving throughput and customer experience. We also partner with state and local governments on major airport projects, including terminal developments at Houston George Bush Intercontinental Airport, Chicago O'Hare International Airport and Washington Dulles International Airport.

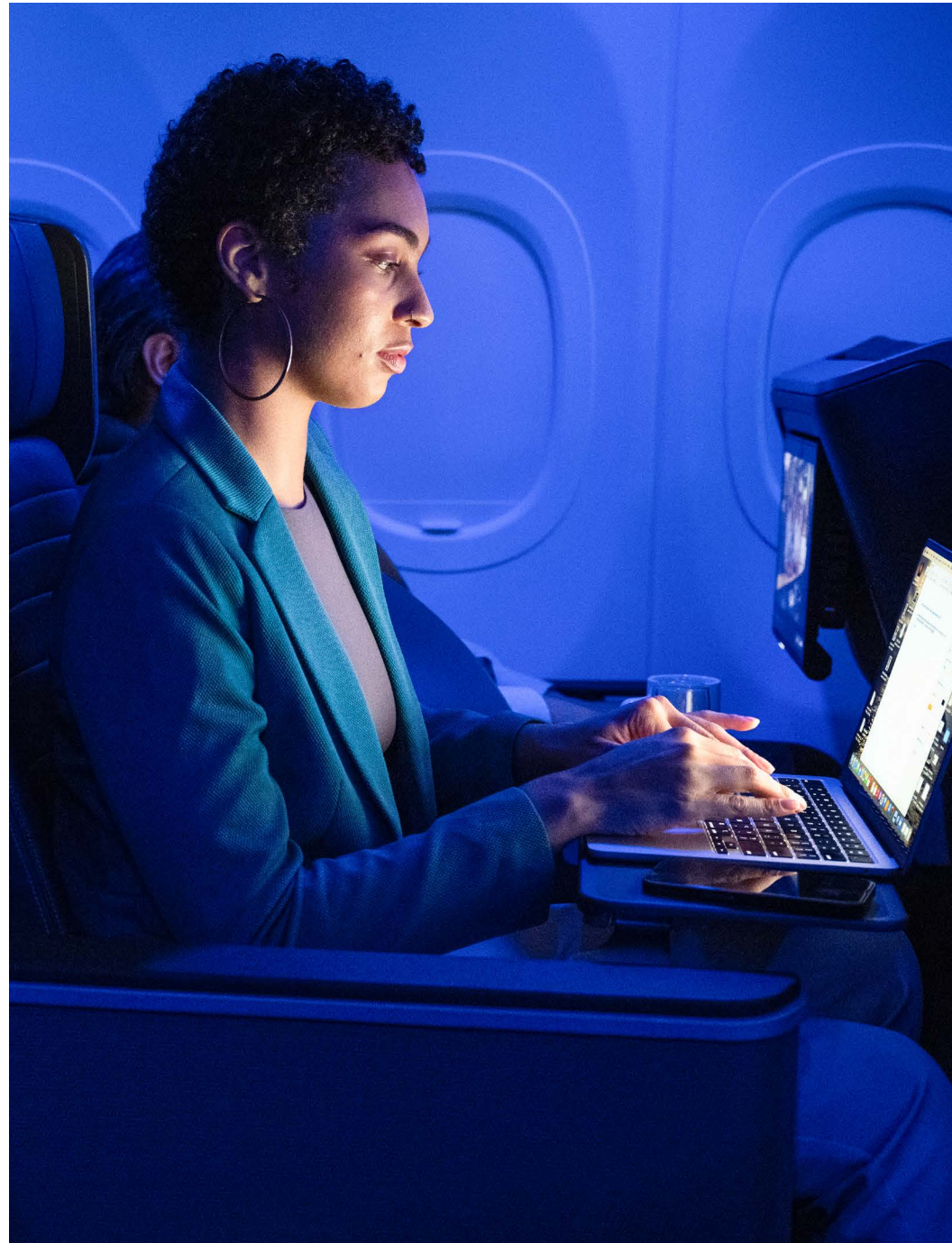
As the airline grows, our workforce must also grow to meet our needs. United invests in programs that help build the next generation of pilots, mechanics, technicians and digital talent, and we encourage policymakers to support federal, state and local workforce efforts that expand scholarships, financing and technical training. These programs help address industrywide labor constraints while ensuring United can meet its hiring needs in hub communities.



Innovation and technology

United Airlines has positioned itself as a leader in innovation within the aviation industry, particularly through its strategic investments in technology, new energy sources and customer experience. The investments enhance our global competitiveness, improve the customer experience and allow us to operate more efficiently in the United States and around the world. Most notably, working with the FAA on certification, we are well on our way to equipping our entire fleet with free Starlink internet, a major leap in connectivity for our customers. We also work with the Transportation Security Administration and U.S. Customs and Border Protection to ensure the efficiency and effectiveness of these enhancements.

Our policy priorities look far beyond the next quarter to focus on the next decade. Through our United Airlines Ventures and the UAV Sustainable Flight FundSM, we are investing in energy security and diversification, advanced air mobility, electric and hydrogen-powered flight technology and supersonic flight.



Global and regulatory environment

United operates on a global scale and competes with airlines worldwide. We support government policies to ensure competition is free and fair, without government interference that tilts the playing field in favor of foreign competitors. United partners with governments on legislative and regulatory activities aimed at improving the aviation industry for our customers, employees and communities. Smart, predictable regulation is critical to the industry's ability to connect people safely and efficiently, generate jobs and invest in new technology. Our focus is on practical, evidence-based policies that improve safety, reliability and efficiency in ways that are good for business and the broader economy.



Lobbying and political engagement

United is committed to maintaining honesty and transparency in our government advocacy campaigns.

Political and lobbying policy at United Airlines, Inc.

We believe that participating in the political process and transparently engaging in policy advocacy is key to good governance and an important way to promote healthy corporate citizenship. United Airlines Holdings, Inc. and United Airlines, Inc. (together, “United”) participate in the political process and policy advocacy through regular engagement with government officials and policymakers, by making contributions to candidates and organizations and by encouraging political engagement by our employees in order to advocate for the long-term interests of United because of the potential impact public policy can have on our businesses, employees, communities and customers.

Our political and lobbying policy requires that our participation in policy advocacy and the political process comply with all federal, state and local laws and regulations that govern political activities. Additionally, we are guided by our internal [Code of Ethics and Business Conduct](#) to engage in policy advocacy in an ethical and transparent manner. All of our policy advocacy, political contributions, lobbying expenditures and related activities are intended to focus on promoting our business and strategic interests without regard to the personal political preferences or affiliations of any of our directors, officers or employees. From time to time, we may inform our U.S. employees about important legislative issues at the federal, state or local level and encourage them to communicate with their elected officials.



Political activity policies

Political contributions

United participates in the political process by making political contributions to candidates, political parties and political committees. All political contributions, and the reporting thereof, comply with applicable laws. United and its company-sponsored political action committee makes contributions consistent with our public policy objectives.

Contribution criteria

Contribution decisions are based on meeting one or more of the following criteria:

- The candidate’s involvement with and position on issues affecting the airline industry
- The presence of our employees, facilities or resources in the candidate’s district or state
- The candidate’s demonstration of leadership or potential for leadership
- The candidate’s committee assignments and seniority within Congress and state or local governments
- The candidate’s alignment with our shared purpose and values
- No contribution may be given or offered in anticipation or recognition of — or in exchange for — an official act

United PAC contributions

United has established the United Airlines, Inc. Political Action Committee (the “UAPAC”) to encourage its employees to participate in the political process. UAPAC is a voluntary unincorporated organization established pursuant to the Federal Election Campaign Act of 1971, as amended. In accordance with federal law, United executives, administrative personnel and stockholders may make voluntary contributions to the UAPAC. Foreign nationals and represented employees may not contribute to the UAPAC. The UAPAC is governed by a board of directors (the “UAPAC Board of Directors”), which consists of senior leaders from across United. The UAPAC Board of Directors also oversees all of our corporate political contributions and provides annual reports regarding our corporate political contributions to the Public Responsibility Committee of the United Airlines Holdings, Inc. Board of Directors (the “UAL Board”).

As required by U.S. federal law, we file regular reports that disclose our political contributions. These contribution disclosure reports may be viewed at the [Federal Election Commission Filing and Reports site](#) by searching for “United Airlines, Inc. Political Action Committee.” We file similar publicly available reports with state and local agencies as required by state and local law.

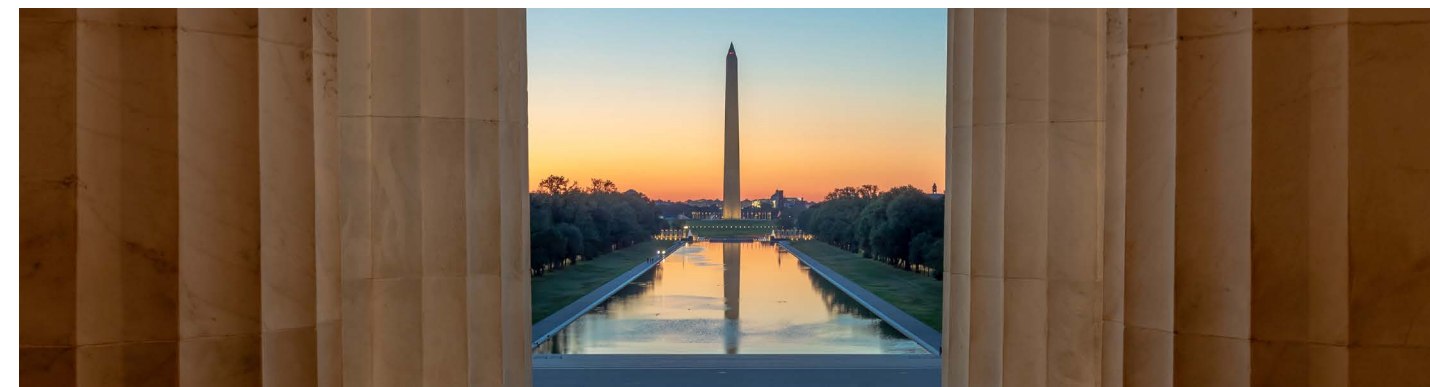
Corporate political contributions

Federal law prohibits United from contributing corporate funds to candidates for federal office. Accordingly, United does not contribute corporate funds to federal candidates, federal political parties or federal PACs. United does not make direct, independent expenditures urging the defeat or election of any candidate.

United may make contributions to state or local candidate campaigns, parties, political committees and ballot measures, to the extent permitted by applicable law, with the approval of the UAPAC Board of Directors.

We file publicly available reports that disclose our political contributions with state and local agencies as required by state and local law. You can find a list of corporate political contributions below. We update this information semi-annually:

- [2025 Corporate Political Contributions](#)
- [2024 Corporate Political Contributions](#)
- [2023 Corporate Political Contributions](#)
- [2022 Corporate Political Contributions](#)
- [2021 Corporate Political Contributions](#)



Lobbying activity policies

Corporate trade association memberships and indirect lobbying

As a business that operates in nearly every state and in countries across the world, we are members of a wide range of organizations, from general business associations to others more specific to our industry. As part of our collaborative efforts, United works directly with policymakers as well as coalitions of businesses and NGOs, think tanks and traditional business trade associations that represent a wide variety of our policy interests in the general business community and aviation industry.

In particular, we belong to a number of industry associations, which we believe give us a platform to share and receive business expertise and technical

knowledge for the betterment of our industry. This involvement also allows us to advocate for policies that encourage a thriving and competitive industry and business environment.

A portion of the support provided to these organizations may be used by the organizations for lobbying, though we have no direct control over how those expenditures are directed. Our primary trade associations advocate for a broad range of issues, including operational efficiency improvements, infrastructure investments, health and safety standards, tax policy, climate strategy and workforce development, among others. While our positions may not always fully align with these organizations, we work with them to advance progress where opportunities exist and use our influence with these organizations to advocate for policy changes when needed.

Lobbying expenditures

As required by U.S. federal law, we file quarterly reports that disclose our federal, state and local lobbying expenditures and detail our federal lobbying activities. United files using the Internal Revenue Code (IRC) definition of lobbying (Method C), which includes activity by employees who engage in qualified legislative lobbying at the federal, state or local level, as well as federal executive branch lobbying as defined under the IRC; qualified payment to lobbying consultants; and the portion of our trade association payments that are not tax deductible under §162(e)(1) of the IRC. In 2025, United Airlines, Inc. reported a total of \$5,800,000 in expenses related to lobbying activity. These reports, as well as reports for prior years, may be found on the [House and Senate websites](#). We file similar publicly available lobbying reports with state and local agencies as required by state and local law, which may have different reporting requirements than federal law. Lobbying firms we hire are required to file similar reports.

The trade associations we belong to are also subject to public disclosure obligations regarding their lobbying efforts. Annually, we publish a list of trade associations where over \$25,000 of our dues and other payments are attributable to the organization’s non-deductible activity, such as lobbying, as identified by the organization.

In fiscal year 2025, there were four such trade associations where an excess of \$25,000 of our annual dues and other contributions were used for lobbying activities. These trade associations and the amounts attributable to lobbying are outlined below.

1. Airlines for America (A4A): \$1.02M
2. Business Roundtable (BRT): \$135,000
3. U.S. Chamber of Commerce: \$46,000
4. U.S. Travel Association: \$62,750

We also publish a list of social welfare organizations (qualifying for tax exemption under Section 501(c)(4) of the IRC), to which we make payments over \$25,000. In fiscal year 2025, these contributions totaled \$254,125 and went to seven social welfare organizations, namely:

- San Francisco 2025 Inaugural Fund
- Independent Voter Project
- Bay Area Council
- Building a Safe and Prosperous Denver
- State California Coalition D.B.A. New California Coalition
- Abigail Spanberger Inaugural Committee
- Mission to Deliver NJ Inc.

Accountability and oversight

United and its subsidiaries are committed to the highest ethical standards, and we have procedures and policies in place designed to ensure that our policy advocacy, political contributions, lobbying expenditures and related activities are subject to appropriate oversight. We take diligent steps designed to ensure that we are in compliance with applicable rules, regulations and our [Code of Ethics and Business Conduct](#), which is publicly available on our website at [ir.united.com](#). At least annually, the Public Responsibility Committee reviews this policy and recommends any revisions it deems necessary or appropriate to the UAL Board.

Lobbying activity oversight

Our policy advocacy and lobbying activities are determined by senior management with oversight by the UAL Board, which has delegated this oversight responsibility to its Public Responsibility Committee. Our Government Affairs and Global Public Policy organization oversees and executes our policy advocacy, lobbying expenditures and related activities. Our Executive Vice President of Government Affairs and Global Public Policy also reports regularly to the UAL Board on our policy advocacy, lobbying expenditures and related activities, periodically reviewing with the Public Responsibility Committee the strategic priorities for our lobbying activity.

Political contributions oversight

The UAL Board has delegated oversight responsibility of our political contributions to its Public Responsibility Committee. Our Government Affairs and Global Public Policy organization makes recommendations on political contributions to the UAPAC Board of Directors, which, in turn, reviews and approves all UAPAC and corporate political contributions. Our Executive Vice President of Government Affairs and Global Public Policy provides the Public Responsibility Committee with an annual report on the political contributions of the Company and the UAPAC for the prior year.

Environmental sustainability commitment

Learn more

For more information on our advocacy, see our [Climate Lobbying Report](#). For more information on environmental sustainability at United, please read the [Environmental Sustainability](#) section of this report.



Safety

Topics in this section:

United Safety Management System ✈️

Safety objectives ✈️

Employee health and well-being ✈️

Safety performance ✈️

Safety is embedded in everything we do. It is this solid foundation that keeps our team members, customers and assets safe. As the first service standard of Core4 (*the Company is safe, then caring, dependable and efficient*), all team members are expected to hold themselves and one another to the highest standards of safety.

Key highlights

19%

decrease in overall employee
turbulence-related injury rates

12%

reduction in ergonomic-related
lost time injuries

60%

of reports submitted via
mobile app



United Safety Management System

As our airline grows, we continue to place a strong focus on safety. United employs over 113,000 people and works proactively to reduce risk and uphold the highest level of safety for both our customers and employees.



Our Safety Management System (SMS)

Our comprehensive, formalized approach to managing safety is reinforced through close alignment with external standards and requirements, particularly those set by the Federal Aviation Administration (FAA) and the International Civil Aviation Organization. Backed by our vigilant safety mindset and data and trend analysis, our SMS supports regulatory compliance, strengthens our safety standards and provides a structured way to identify hazards and track corrective actions. It also enables collaboration across divisions, flying partners, business partners, industry organizations, original equipment manufacturers, airports and maintenance and repair stations — to ensure that the most effective mitigations are in place.

Constant improvement and training

With the operating environment and regulatory landscape throughout commercial aviation constantly evolving, we adapt our SMS as necessary to address both current and emerging safety risks. United also continues to extend our SMS beyond regulatory requirements.

One way we manage safety risks is by using data science, combining the strengths of our Digital Technology, Safety and Operational teams. Together, they collaborate to leverage new technologies like generative AI and natural language processing to proactively identify emerging safety hazards and enable our safety professionals to implement effective solutions that ensure the safety of our customers and employees.

Our **No Small Roles in Safety** strategy has a simple meaning: Every one of our (more than 113,000 and growing) team members' actions add up to something big! Every day, our employees execute critical standard operating procedures. As part of the United FAA-Approved Safety Management System (SMS), this strategy emphasizes that the seemingly little but important things — from ensuring the aisles are clear of debris to making sure chocks and cones are in good condition — require attention too. Our SMS is designed to equip every employee with a clear understanding of their responsibility for maintaining the highest level of safety performance for our customers and employees. This shared understanding is integral to our culture.





Four components of the United Safety Management System

The SMS is designed around predictive, proactive and reactive assessment and action. It is built on the four key components below.



Safety policy

Demonstrates senior leadership commitment to safety and clear/measurable safety objectives:

- Management commitment, involvement and advocacy
- Clear roles, responsibilities and relationships
- Procedures and controls

In keeping with our commitment to safety and as a requirement of the established [FAA SMS Part 5 Rule](#), United develops key safety objectives that are carefully curated by each operating team to reduce our safety risks. These objectives include items such as reducing our procedural errors within all operational teams, integrating our data into an industry tracking data exchange and increasing hazard awareness.



Safety risk management

Identifies hazards, analyzes risks and evaluates controls to mitigate risks:

- Risk analysis and assessment
- Hazard identification
- System analysis
- Controlling risk

As we continue to grow our company, we are proactively identifying areas of risk and expanding our safety efforts to keep our operations safe and efficient. We have also strengthened our root cause analysis by revamping the overall process and investing in a system that allows us to get to the core of safety issues to avoid repeat

occurrences. Key areas of focus include adding new stations and maintenance facilities, analyzing equipment requirements to support our new aircraft and analyzing gate area and baggage room impacts.



Safety assurance

Evaluates the effectiveness of risk-control strategies:

- Performance monitoring and measurement
- Data acquisition process
- Analysis and assessment
- Management of change
- Continuous improvement

Our five operation-specific safety reporting programs cover dispatch safety, flight safety, ground safety, inflight safety and technical operations safety. All programs are voluntary and non-punitive — this is in keeping with our just culture, which aims to identify and resolve safety concerns and hazards that could result in injuries, damage and accidents. These programs are an industry best practice and supported by the FAA. Recognizing that voluntary reporting only works when employees trust the system, we strive to foster an environment where employees feel encouraged and comfortable reporting safety concerns and errors, as this ultimately improves overall safety at our company.



Safety promotion

Fosters a positive safety culture by providing training, education and communication:

- Safety culture
- Competencies and training
- Communication and awareness

Voluntary safety reporting

Our well-established non-punitive safety reporting program, the Aviation Safety Action Program, is accessible to every employee. Reporting participation remained consistent from 2024 to 2025, delivering valuable information and insights that help improve our safety protocols.

Safety reports identify potential hazards in the system and are shared with process owners through the United SMS. We continue to leverage data analysis to identify potential risk areas and risk mitigation effectiveness. Resolutions and corrections that stem from the program are then communicated throughout the Company.



The My Safety App, our dedicated safety reporting app for United team members, provides a status report, two-way communication and custom notifications. It is available on all frontline employee company devices, making reporting quicker and easier. Reports submitted via the mobile app, versus desktop, were 60% in 2025.



Emergency preparedness

An integral part of our safety culture is maintaining a best-in-class emergency response program that supports resiliency and preparedness for the evolving threat landscape facing the aviation industry. We partner with our Enterprise Risk Management, Digital Technology and Cyber Defense teams and industry partners to identify high-probability and potentially impactful threats and to design comprehensive mitigation strategies. These strategies are reinforced through structured education, training and exercises.

Emergency response is an enterprise-wide effort that brings together leaders from across the Company to plan for and, when necessary, respond to emergencies. Our Emergency Operations Center serves as the central command and control mechanism, coordinating 32 business teams that are equipped and trained to manage critical events.

Emergency response preparations

Quarterly drills

We conduct quarterly drills designed to test response capabilities for critical events, including aircraft accidents, natural disasters, active shooter incidents, cyberattacks and civil unrest. This comprehensive approach includes collaboration with our Star Alliance partners, vendor partners, airports where we operate, and government agencies such as the National Transportation Safety Board.

Fourth quarter exercise

Our emergency response exercise in the fourth quarter of 2025 focused on readiness for a critical technology transition affecting our booking, inventory and passenger management systems. This targeted exercise generated valuable insights into our organizational response capabilities during major system changes and potential technology disruptions. The learnings informed protocols for potential future technology outages. This proactive approach to integrating technology-risk into our strategic planning

framework will help inform our response resilience planning and supports operational continuity while improving our ability to manage complex system transitions and unexpected technology challenges that could impact our operations.

SMS discipline application

United applies SMS discipline to our emergency response drills, using a structured approach to identify and mitigate potential hazards in a systematic way.

Focus months

Each March and April, our annual “Focus Months” feature targeted workshops and campaigns designed to support business teams across the enterprise in updating Business Continuity and Emergency Response plans. Teams use this time to train, educate and exercise their plans, strengthening our overall preparedness and resilience as our operating environment evolves.

Post-event debriefs

Following every emergency event — whether an exercise or an actual incident — we conduct formal debriefs with all responders and support organizations to drive continuous improvement in our emergency response capabilities. These reviews take place in a safe, non-punitive environment where we examine what worked well and where we can enhance our response.

Reflecting our commitment to industry-wide safety and preparedness excellence, we have also held collaborative debriefs with other air carriers. These debrief sessions give us valuable insights into real-world incidents experienced by our peers and help us identify potential vulnerabilities and opportunities within our own emergency response protocols.



Safety objectives

At United, our commitment to safety is unwavering and forms the cornerstone of our ongoing operational objectives. Safety is an integral part of our mission, guiding our efforts to help ensure the well-being of our customers and employees alike. Every team member at United plays a key role in providing the insights needed to run a safe operation.

Our safety framework

Our approach to safety includes four overarching objectives.

United safety objectives



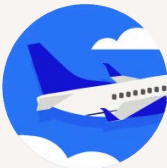
A just culture

We foster an engaged, proactive and just safety culture that prioritizes and protects the well-being and safety of all employees.



Regulatory compliance

One of our pillars is maintaining a culture whereby our employees are required to consistently follow and adhere to policies and regulatory requirements.



Flight safety

A cornerstone of our safety objectives is reducing flight safety risk and operational risk by keeping our aircraft safe and airworthy.



Standard operating procedures (SOPs)

We drive adherence to the United standard operating procedures to ensure an accountable, consistent and safe operation.





Employee health and well-being

We are committed to offering personalized solutions to support the health and wellness needs of our workforce.

Personalized solutions

Medical care services

Our dedicated onsite occupational clinics at several hub locations provide immediate and quality medical care to injured employees. The clinics are also staffed with athletic trainers to provide preventative care for all employees. For non-hub locations, we contract with near-site clinics for occupational care.



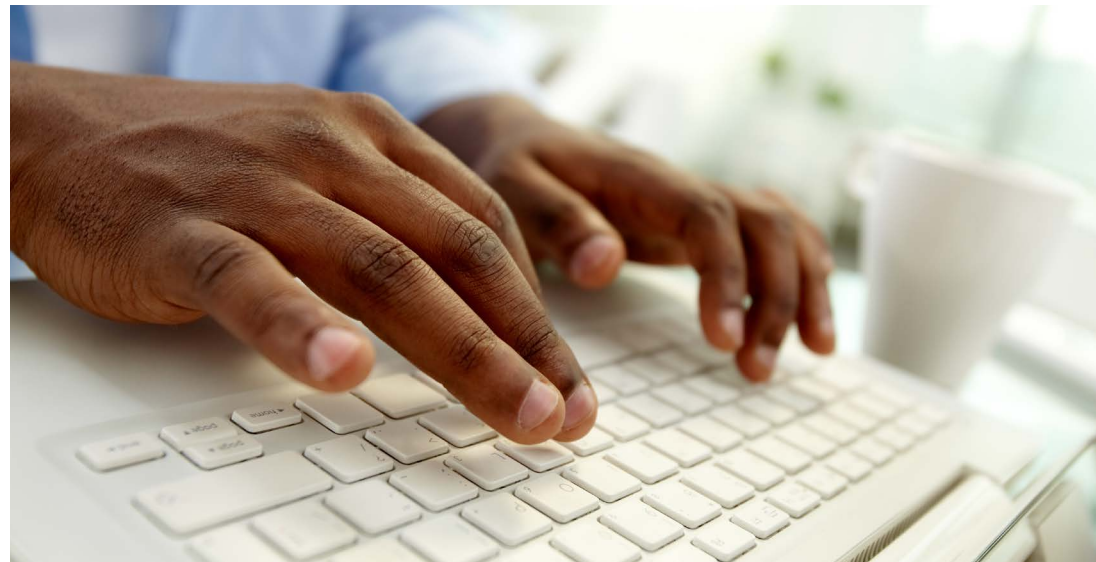
Robust ergodynamics program

Proactive work to keep frontline team members injury-free is always at the forefront. We aim to create a work environment that reduces the risk of injury, particularly musculoskeletal disorders that can arise from repetitive motions, awkward postures and other ergonomic risk factors. Team members are encouraged to work smarter, not harder. The basis starts with a focus on ergonomics. We have a robust ergodynamics program in place that helps team members understand how body positioning can improve balance and power to reduce injuries.



24/7 mental health and self-care tools

From a mental health perspective, we provide access to 24/7 self-care tools, no-cost therapy and mental health coaching sessions and specialized resources that support team members wherever they are in their mental wellness journey.





Safety performance

Improving workplace safety and reducing employee injuries remains a top priority for operations teams throughout the organization. Our ultimate goal remains zero injuries across United.

We are equally dedicated to the safety of contractors working on behalf of United, who must comply with company safety rules and regulations. Additionally, contractors are represented in our monthly Safety Action Team (SAT) meetings so they can share risks and provide updates.

Each year, we set targets that drive action and accountability. Meeting these goals involves implementing comprehensive safety programs, providing regular training, conducting risk assessments and promoting a culture of safety awareness.

We conduct operational surveillance to mitigate risk to the Company within the structure of our SMS. Our Internal Evaluation team audits the consistency of execution against operating policies and procedures that are designed to safeguard team members, customers and equipment. This is accomplished through a continuous, risk-based audit program of all operating divisions, which is focused on key exposures to potential employee injury, aircraft damage and regulatory non-compliance.

Our teams are continually improving personal protective equipment and ergonomics as well as supporting the use of automation and enhancing tools that encourage employees to report potential hazards. We also test and roll out initiatives geared toward enhancing safety protocols. Recently, we invested in video motion-capture software to identify and mitigate ergonomic risk. This technology will improve training on proper body mechanics by allowing employees to visualize techniques and compare with best practices, helping standardize mitigation controls across the Company.



In 2025, we recorded a 12.4% reduction in ergonomic-related lost time injuries.

We track trends and monitor various types of injuries such as ergonomic injuries, head injuries, heat-related injuries and slips, trips and falls. We are working diligently to keep injury reduction momentum going in 2026 by focusing on initiatives and campaigns around ergonomics, safe driving behaviors and awareness of slip-and-fall prevention.



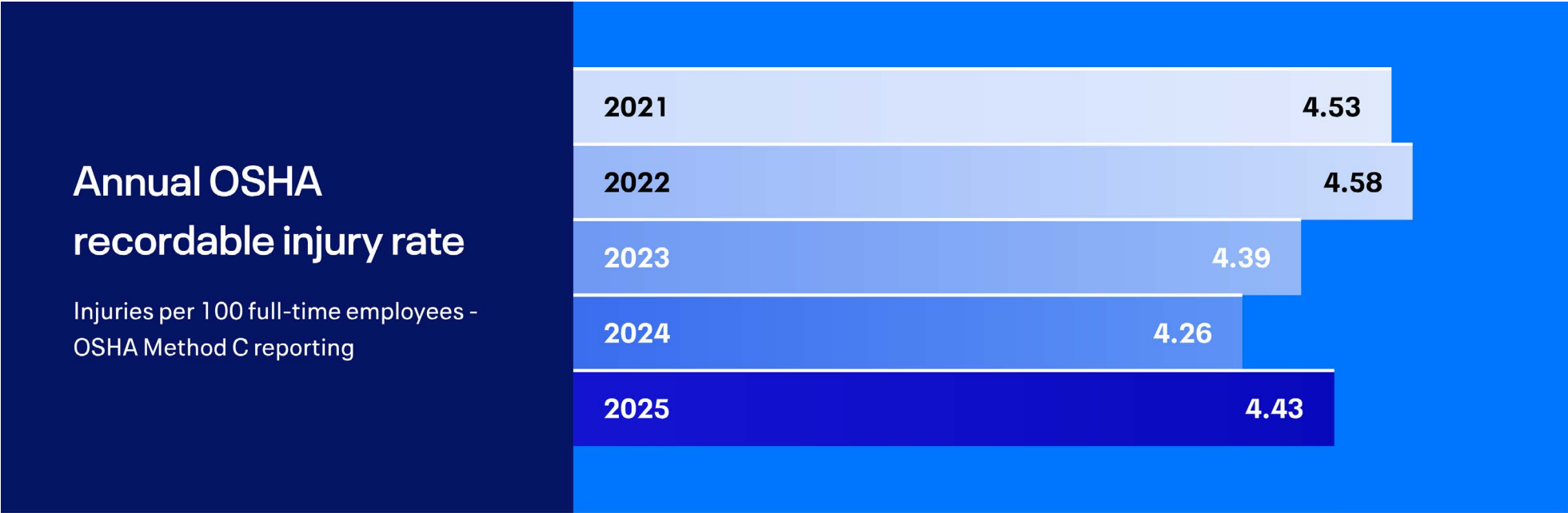


As a result of our turbulence injury mitigation efforts and policy changes, United Airlines saw a decrease of 18.9% from 2024 to 2025 in the rate of injuries occurring due to turbulence. We also saw 50% fewer serious NTSB injury incidents year over year.

After data analysis in 2023 showed that the majority of employee turbulence-related injuries occurred during the initial descent phase, we revised our policy to require flight attendants to be seated earlier during flights. This data-driven safety approach continues delivering measurable protection for flight attendants while preserving operational efficiency.

With the launch of our new United Safety Hub, we are building a data-rich and fully integrated SMS that supports the use of advanced safety analytics. These analytics enable us to proactively identify risk patterns and predict potential incidents before they occur.

OSHA recordable injury rate 2021–2025





Cybersecurity

Operating a leading global airline today requires a constant focus on safety and security. United can only connect people and unite the world when we protect our systems and data from increasingly persistent, brazen and creative attempts to test controls, manipulate individuals to gain unauthorized access or disrupt operations. We leverage tools, training and technologies to help safeguard the systems, people and processes that keep our airline running. United embeds cybersecurity measures into its operations through a risk-based, defense-in-depth approach designed to support continuity, reliability and trust in an evolving environment.

Key highlights

2025 CSO Award winner

This award from Foundry's CSO was for an initiative that redefined secure connectivity in aviation by turning each aircraft into a secure, intelligently segmented flying network

Established CECDLP

The established Cybersecurity Early Career Digital Leadership Program (CECDLP) includes 11 associates, with three new hires and eight existing early-career employees joining the program

Responsible AI framework

Our Responsible AI framework continues to guide ethical, transparent, secure and accountable AI use

The importance of cybersecurity

Our digital infrastructure forms the backbone of our operations, powering everything from flight management systems to passenger data management. As we continue to move forward with innovative digital transformation, such as leveraging AI-powered systems to enhance transparency, improve decision-making and create seamless travel experiences, we remain focused on adapting to ongoing and emerging threats. This focus supports our efforts to strengthen our cybersecurity strategy and help safeguard the critical systems that keep our airline running and passengers connected through every step of their travel journey.

Like other global enterprises, United recognizes that cybersecurity threats cannot be eliminated entirely. Accordingly, we focus on prevention, rapid detection, effective response and recovery — to minimize potential impact.

Cybersecurity governance

At United, managing cybersecurity and digital risk is fundamental to our success. The Chief Information Security Officer (CISO) leads the Cybersecurity and Digital Risk (CDR) organization within United, which is responsible for the Company's approach to preventing, detecting, mitigating and remediating cybersecurity and digital risks. The CDR organization includes dedicated teams specializing in cyber defense, secure products and solutions (including aircraft cybersecurity operations), identity and digital trust, and digital risk management and compliance. With support and oversight from the United executive team, the CISO collaborates closely with cross-functional teams across Safety, Security, Government Affairs, Communications, Digital Technology, Legal, Audit, Human Resources, Facilities and Corporate Risk.

The Audit Committee provides oversight of our risk assessment and risk management policies and strategies with respect to significant business risks, including cybersecurity and digital risk. As part of this oversight, the Audit Committee regularly receives reports from the CISO — as well as our Chief Information Officer,

Chief Risk Officer, Chief Legal Officer and Chief Compliance Officer — regarding our processes for assessing, identifying and managing cybersecurity risks, including, when applicable, notable cybersecurity threats or incidents impacting the aviation sector and the Company; results of independent third-party assessments of the Company's cybersecurity; key program metrics, capabilities, resourcing and strategy regarding the Company's cybersecurity program; and updates related to cybersecurity regulatory developments.

Learn more

Find out about our Cybersecurity Risk Management and Strategy, Board and Management Oversight, and Incident Management by reviewing Item 1C of the [United Annual Report](#) for 2025.

Our approach

United continuously evolves its cybersecurity and digital risk capabilities to address emerging threats, regulatory expectations and technology change. This includes ongoing investments in governance, workforce development, resilience and risk-based decision-making, aligned with the Company's broader enterprise risk-management framework. Informed by industry-standard cybersecurity and risk-management frameworks developed by the National Institute of Standards and Technology (NIST) (which encompass governance and the ability to identify, protect, detect, respond to and recover from cybersecurity threats), United is positioned to appropriately manage and reduce cybersecurity risks. Through strategic investments in people, processes and technology, United seeks to integrate cybersecurity across the enterprise to support safe, reliable business outcomes.

The United cybersecurity strategy reinforces our unwavering commitment to operational excellence and fosters a culture of cybersafety and resilience. We aim to:

Collaborate with the industry

We actively collaborate with regulators, industry peers and cybersecurity experts through partnerships like Airlines for America's Cybersecurity Council and multiple Information Sharing and Analysis Centers

(ISAC). As members of the Aviation and Retail and Hospitality ISACs, we collectively enhance threat intelligence sharing and resilience. Our [Vulnerability Disclosure Program](#) is designed to strengthen our cybersecurity posture by encouraging security researchers to identify and report potential vulnerabilities. These efforts are designed to help safeguard our operations and customers while reinforcing the broader aviation ecosystem and U.S. critical infrastructure.

Foster cybersecurity education and professional development

We empower our employees with knowledge and training that helps them recognize and thwart potential cyber incidents, enhancing the safety and security of our operations and data. As part of this effort, our annual corporate compliance training includes dedicated modules on cybersecurity and privacy, reinforcing our commitment to protecting sensitive information and maintaining a strong security culture.

Invest in initiatives

We have established initiatives such as [Innovate](#) — a full-time program that allows interns, new college graduates and early-career professionals to explore the business and long-term careers at United — to help us build a highly capable and skilled workforce by identifying and nurturing talent. Building on this success, we have established the Cybersecurity Early Career Digital Leadership Program (CECDLP),

a rotational program designed for early-career talent, including individuals without traditional STEM backgrounds and those from frontline roles. The rotational structure provides targeted training and hands-on exposure across key cybersecurity and digital risk functions (as well as mentorship) to build foundational expertise and long-term career mobility.

Promote responsible AI and emerging technology

At United, we embrace AI as a powerful tool to enhance customer and employee experiences. Artificial intelligence enables us to provide clearer communication, improve customer support and optimize travel experiences — whether through proactive flight updates or smart baggage tracking. For our employees, AI-supported tools provide real-time insights, optimize workflows and facilitate feedback, allowing them to deliver exceptional results.

As we integrate AI into our operations, we remain committed to using it responsibly. This includes prioritizing fairness, transparency and accountability in AI-driven decisions and helping ensure that our technology empowers people. Our responsible AI principles guide the Company in developing and deploying these innovations to maintain trust and create meaningful benefits for our customers and employees. These principles are supported by cybersecurity, privacy and data governance controls designed to help mitigate risks associated with AI technologies.

Support supply chain cybersecurity

United relies on many suppliers and governmental entities to accomplish our mission, so we necessarily extend our vigilance to our supply chain and work with our partners to improve the resilience of our entire ecosystem. By seeking appropriate commercial and legal protections and monitoring supplier cybersecurity risks, we assess and mitigate potential vulnerabilities that could impact our operations and customers. Our risk-management framework includes security assessments, compliance reviews and threat intelligence sharing — all intended to identify and address emerging risks. We also promote accountability by setting clear security expectations, seeking adherence to industry best practices and working closely with our key vendors to strengthen their cybersecurity posture.

Please refer to the [Supply Chain Resilience](#) section of this report for more details.

Data protection

We recognize the importance of protecting personal data and are committed to complying with applicable privacy laws and regulations. United relies on our data privacy principles to guide our actions and build trust among our employees, customers and business partners.

Adherence to these principles and safeguards supports accountability and strengthens our commitment to data privacy and cybersecurity.

[Learn more about our privacy practices.](#)

Building trust through responsible data practices

Clear notice

Provide clear communication at the time of collection of personal data.

Limited collection

Limit the collection and retention of personal data to needed business purposes only.

Access control

Implement access controls and manage third-party use of personal data.

Risk mitigation

Employ technical measures and controls to mitigate both the risk of loss and unauthorized access to personal data.





People and human capital management

Topics in this section:

- Talent acquisition and succession planning ✈
- Rewards and benefits: professional and social ✈
- Professional and leadership development ✈
- Culture of safety, listening and colleague feedback response ✈

Our world-class team members are the cornerstone of our success, representing the best and highest-performing people in the aviation industry. We prioritize attracting, hiring, developing and retaining skilled individuals globally — with industry experience and knowledge at all levels of our organization. Our human capital management strategy helps us develop a deep talent base with the skills, experiences, knowledge and background to drive the United Next objectives while thriving in the face of change. Our strategy rewards and retains talent with competitive compensation and benefits, and provides the tools to prepare them for critical roles and leadership positions in the future.

Key highlights

13,000+
worldwide external hires in 2025

72%
senior leader positions filled
internally

587
frontline employees promoted into
management roles





Talent acquisition and succession planning

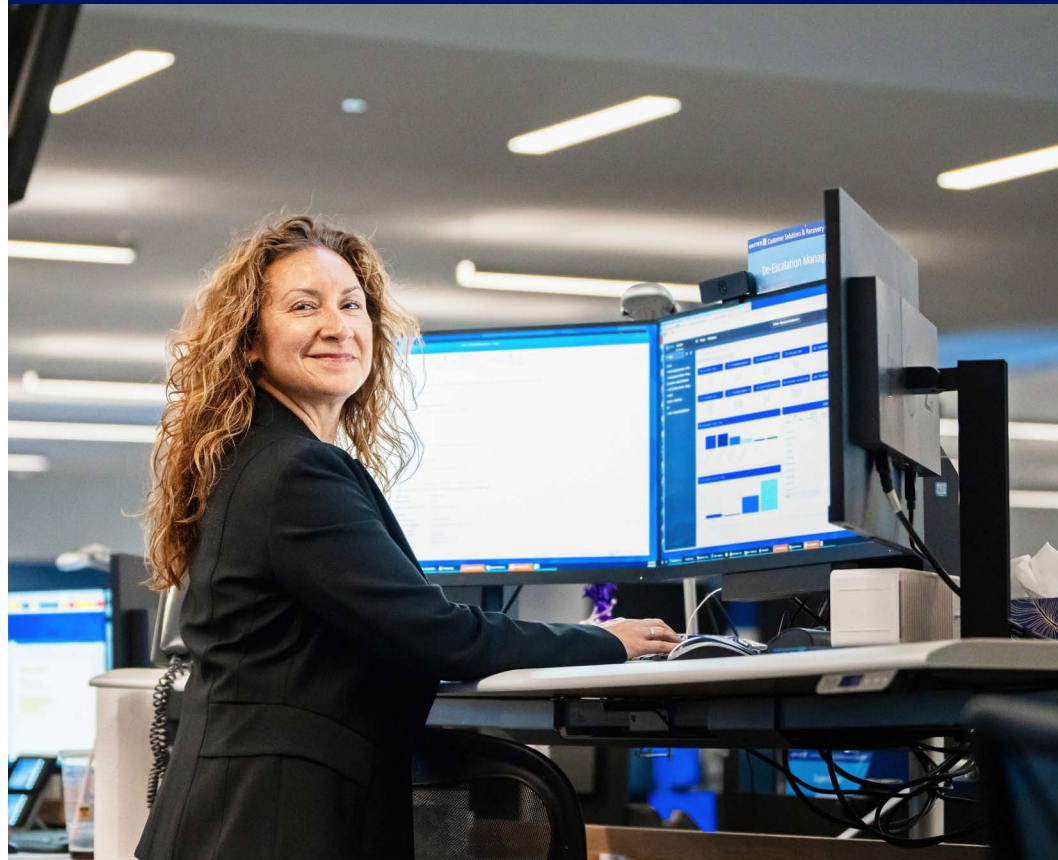
We are broadening and strengthening our talent channels and pipelines to source and cultivate the next generation of talent that will lead our company into the future.

In 2025, we welcomed over 13,000 new employees worldwide, bringing the total employee headcount to over 113,000, through various channels including our career site, direct and passive candidate sourcing, professional association partnerships, employee referrals, universities and other external sources.

Career growth

Our talent management programs are designed to facilitate internal talent mobility. We encourage employees to build the skills, experience, knowledge and competencies needed for career advancement.

In 2025, about 72% of our senior leader positions were filled internally, and 587 frontline employees were promoted into management roles.



Broadening our talent pipeline

We're driven by our desire to pave new paths in the aviation and travel industries that will make a positive lasting impact. We lead from the front, showing up to propel people and communities forward. We are broadening access to well-paying aviation careers and fostering transformative opportunities for all individuals through programs like United Pathways, which consists of Aviate, Navigate and Innovate. These programs raise awareness of pilot, technician and digital technology careers by focusing on skills-first hiring and easing financial

barriers. We then support participants through rigorous, world-class training and skills assessment programs to ensure they meet and maintain the highest quality, safety and professional standards.

Explore our opportunities

[Careers at United](#)



Strengthening the future of the aviation workforce by providing the most secure path to a United flight deck for aspiring and professional pilots. United Aviate, United Airlines' pilot career development program, supports aviators at every step of their journey.

- Commitment to safety and operational excellence
- Structured, transparent career progression
- Creating a pipeline of the most qualified aviators



Empowering apprentices, interns and early-career associates to experience different areas of the business and to plan long-term careers in technology.

- Technical training
- Hands-on experience
- Mentorship and guidance



Developing aviation professionals with technical knowledge and critical thinking skills required to manage safe and efficient flight operations.

- FAA-approved Aircraft Dispatcher certification program
- Hands-on training
- Certification exam preparation

Succession planning

Succession planning provides us with the opportunity to evaluate our key successors. Our executives and senior leaders are engaged in succession planning by regularly evaluating, developing and mentoring our talent. Our Board of Directors also engages in annual succession planning and talent development discussions with our Chief Executive Officer, President and Executive Vice President of Human Resources — focusing on our ability to attract, identify, prepare and retain talented employees for future leadership positions.





Rewards and benefits: professional and social

We prioritize the well-being of our employees and seek to acquire and develop the best talent in the sector by offering competitive compensation and benefits packages, including retirement, health and wellness benefits. We believe in aligning colleague incentives with the interests of our business and stakeholders. Our performance-based compensation aligns with our goals, promoting long-term stockholder value.

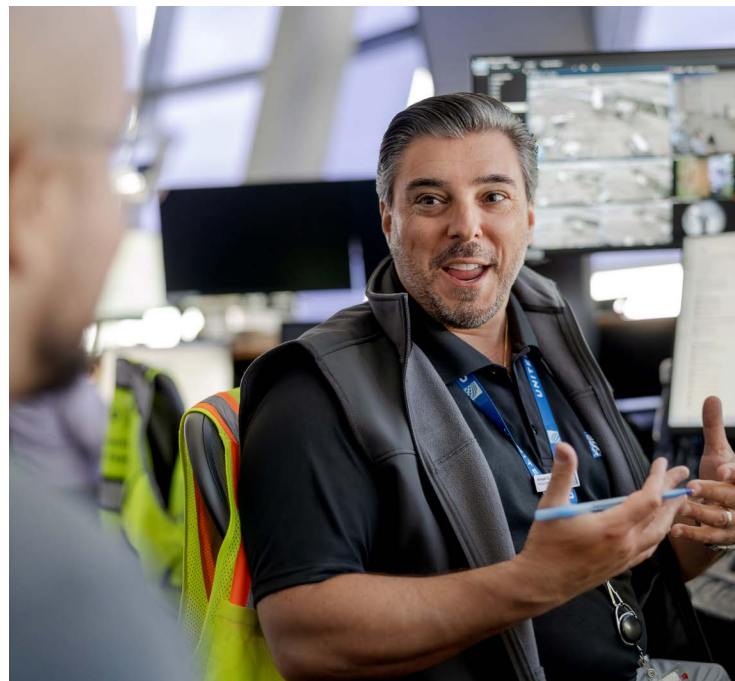
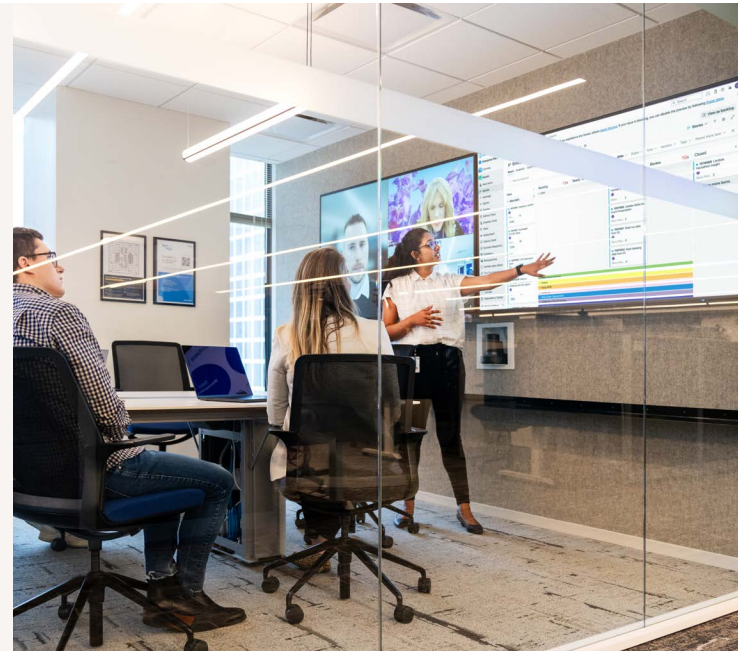
Benefits at United

We know our airline is only as good as the team behind it. We offer a competitive benefits package to our colleagues to ensure they have opportunities to learn, prioritize their health and be well traveled.

In 2025, we continued our efforts to improve employee health outcomes and health impacts resulting from social determinants. We broadened our existing employee wellness platforms through improved program awareness, access and offerings — including expanded mental health care options, breast cancer screenings and new maternal health support offerings. Our efforts toward employee health were recognized by the American Cancer Society and the Biden Cancer Moonshot initiative.

Financial

We offer industry-competitive wages, and our 401(k) plan includes a company match to support employees' efforts to save for their future. We also provide both short-term and long-term incentive opportunities, as well as financial counseling, to help our employees capitalize on these benefits.



Health

United provides a variety of industry-leading health plans and insurance options, including medical, dental, vision, long-term disability and life insurance. We also offer a variety of innovative wellness programs for diabetes, cancer, and musculoskeletal and mental health well-being, among others.

Social

United supports its employees giving back and serving the communities in which they live and work. Employees contribute to charity fundraising efforts, volunteer with local food banks and support community events. We also engage with community partners with career readiness to support employment-seekers by reviewing resumes, preparing for interviews, mentoring and more. Beyond volunteering, we have social, athletic and activity clubs around the world.

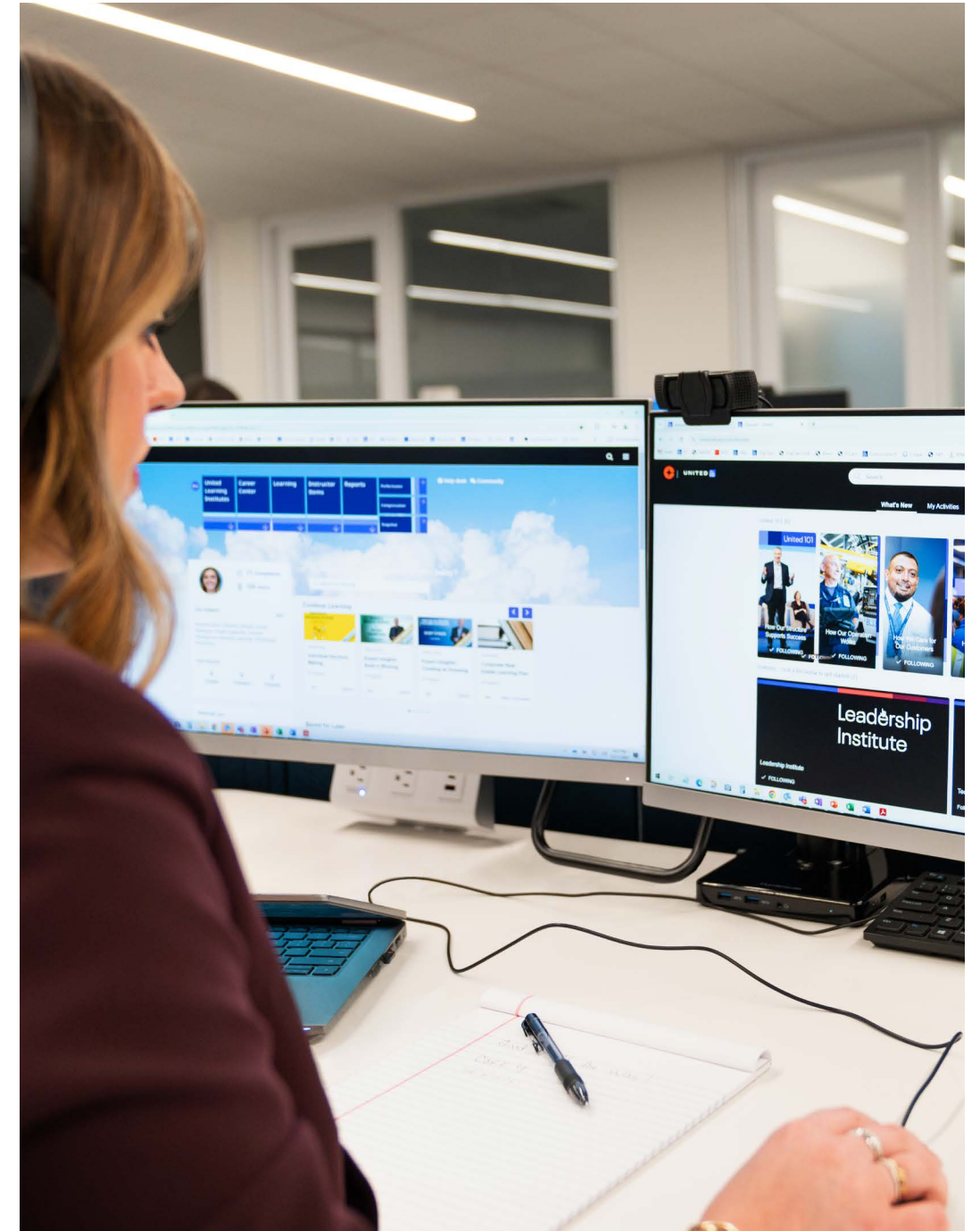




Professional

We continuously encourage professional development based on colleagues' interests and skills. Our employee-led Business Resource Groups (BRGs), which are open to all employees, build communities of belonging. We have nine BRGs, nearly 60 chapters and over 50K memberships. The BRGs operate under four strategic pillars: employee engagement, recruiting, community engagement and supporting key business outcomes. They also create opportunities for mentorship, networking, cross-functional collaboration, leadership development and team culture. The United BRGs contribute to our corporate culture by enhancing the employee and customer experience and fostering company-wide innovation.

We have a long-standing commitment to equal pay for equal work, and once again in 2025, we achieved near-perfect pay equality for employees performing equal work across our U.S. management roles.



Professional and leadership development

Investing in the growth of our employees to reach their full potential is central to our values and the success of our business, as our industry and team are experiencing transformation.



Training and development

We continue to invest heavily in our leadership-development programs, which we believe will better position us to meet our current and future business needs while also creating a competitive advantage in accelerating talent, improving performance and mitigating risk. Our comprehensive leadership and professional training programs support individuals at all career stages, providing our employees with opportunities for learning and skill-building. Following are highlights of our key programs.

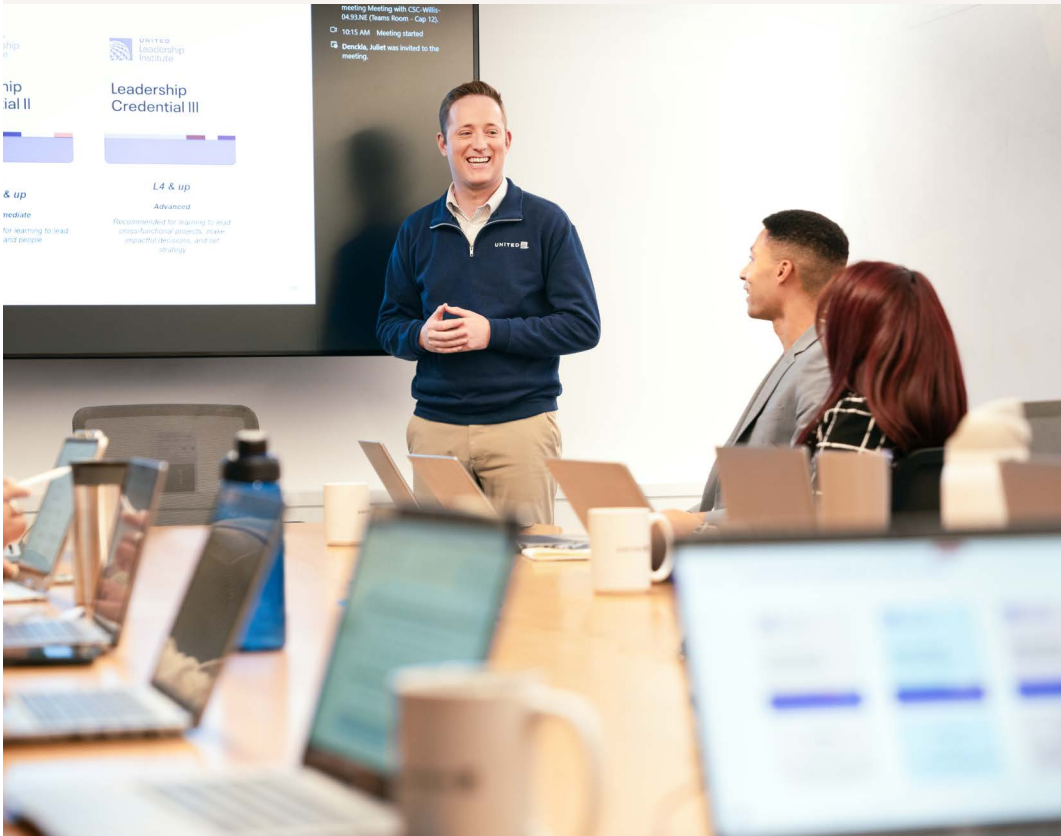
Key highlights

6,000+ employees attended in-person leadership and professional development programs in 2025

Nearly 60,000 online course enrollments in 2025

Technical training

Technical training features systemic development of proficiency through immersive training, practice of safety-sensitive tasks in virtual reality and simulated scenarios, supervised on-the-job training and skills assessments to ensure we operate at the highest level of aviation safety and customer service. All of our operations employees are required to take training on safety, regulatory compliance, standard operating procedures and policies.



Leadership and professional development

Leadership and professional development programs provide opportunities for growth and advancement. Structured development pathways are available for leadership, beginning with an introduction to our culture at the Welcome to United orientation. Additional programs are available for new people leaders, early career, supervisor and high-potential development programs at the manager, senior manager, director and managing director levels. All management employees can build their skills through the Leadership Institute.



Culture of safety, listening and colleague feedback response

Safety remains paramount within our culture, underpinned by rigorous training, continuous feedback mechanisms and a strong sense of community. Our people-centric approach underscores our commitment to fostering a culture of excellence, belonging and continuous growth, driving our success now and into the future.

Our Business Resource Groups (BRGs) play a pivotal role in celebrating cultures within United, with memberships growing to 52,696 in 2025. Executive sponsorship underscores our commitment to amplifying a variety of voices and perspectives.

Employee engagement and feedback

As we strive to continue to be an employer of choice, we believe that it is critical that our workforce is encouraged to provide feedback and is informed, as well as engaged. We recognize that our employees are the cornerstone of our success, and their insights and experiences are invaluable to our progress. Below are two examples of the types of engagement programs United offers.

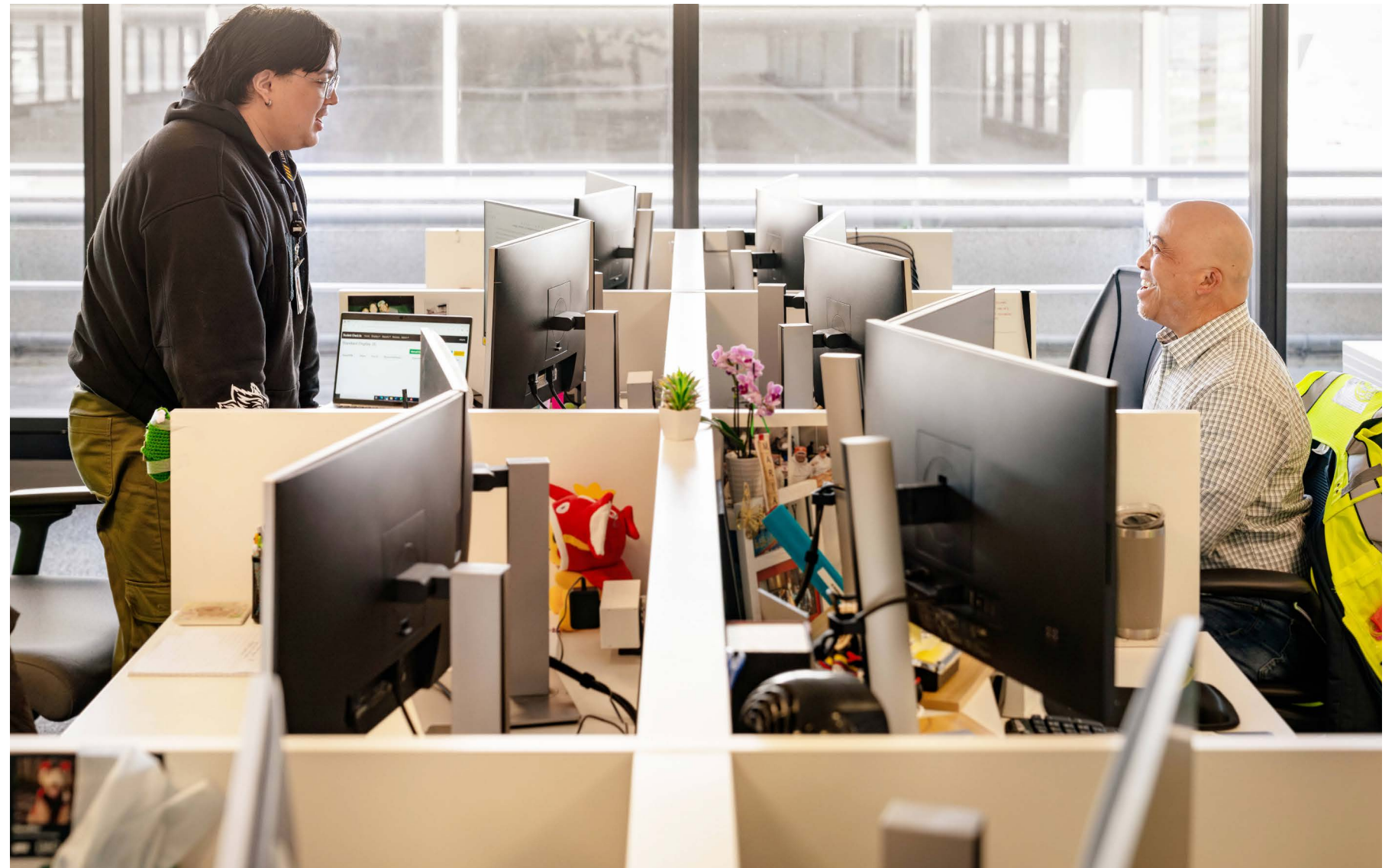
Employee listening program

To ensure that we are listening to and leveraging the voices of our employees, we have implemented a comprehensive employee listening program to maintain a pulse on employee sentiment and what matters most across our global operation. This includes regular town hall meetings, focused group discussions and other location-specific feedback mechanisms that allow for open and transparent communication across all levels of the organization.

Employee sentiment measurement

We measure employee sentiment through annual surveys, pulse checks and feedback mechanisms that are designed to gauge the effectiveness of our internal policies and practices. The insights gained from these tools inform our decision-making processes and help us to identify areas for improvement.

We are proud of the steps we have taken to ensure that our employees are heard, valued and empowered to be agents of change within our company. As we move forward, we remain committed to fostering a culture of engagement, where every employee can contribute to our corporate responsibility objectives.



Our employees' voices continue to guide us in developing programs that not only benefit them but also contribute to the broader community and environment.



Environmental sustainability

Topics in this section:

- [Our environmental strategy](#) ✈️
- [Roadmap to 2050](#) ✈️
- [Sustainable Aviation Fuel \(SAF\)](#) ✈️
- [Sustainability at every altitude](#) ✈️
- [Collaborating to help drive environmental progress](#) ✈️
- [Environmental compliance](#) ✈️

Our aspiration is to advance sustainability initiatives in aviation.¹

Key highlights

100%

increase in SAF usage from 2024 to 2025

1st

U.S. passenger airline to use SAF blend at EWR and IAD²

Leadership

Named a *Forbes* Net Zero Leader and among *Newsweek's* Most Responsible Companies



1. "The Future is SAF" reflects United's belief that SAF is the most promising technology solution to reduce our carbon emissions and will be a critical component in meeting our climate ambitions. However, SAF is only used at specific airports and is not used on all flights. SAF is less than 1% of the United overall fuel use. SAF must be blended with conventional fuel in accordance with regulatory requirements. Use of blended SAF results in lower carbon emissions on a lifecycle basis than conventional fuel alone but still results in emissions.
2. Based on U.S. network carrier public announcements of SAF used in 2025. SAF is approximately 0.7% of United's overall fuel use. SAF must be blended with conventional fuel in accordance with blending requirements. Use of blended SAF results in lower carbon emissions on a lifecycle basis than conventional fuel alone.

Our environmental strategy

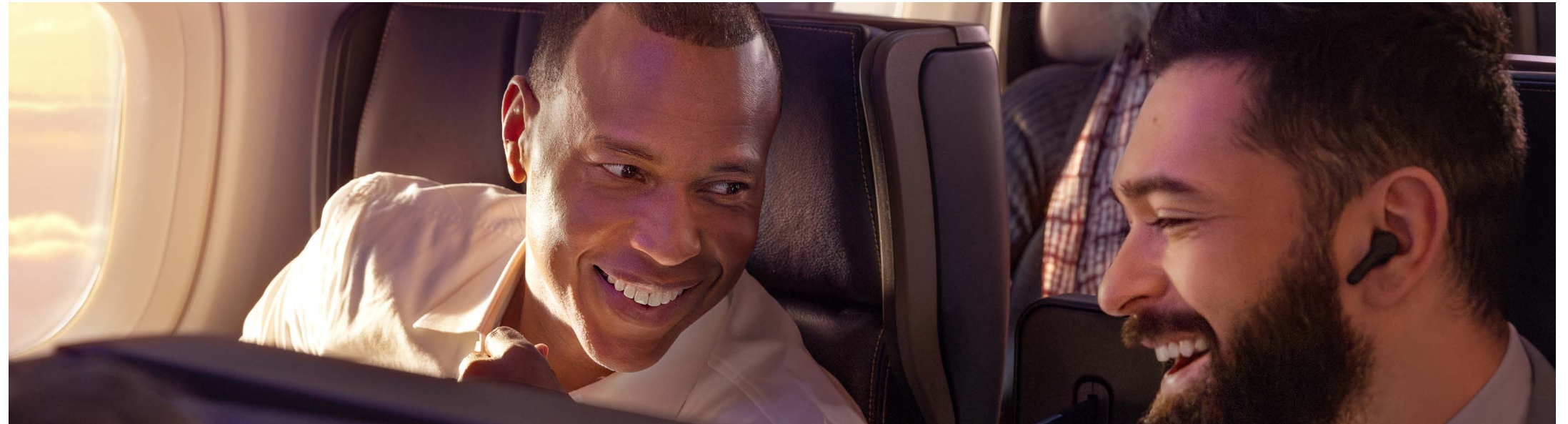


The reality of flying

Connecting people and uniting the world is what we do. Air travel sits at the heart of how people and goods move across the globe. At United, we continuously strive to make these connections with greater efficiency, greater comfort, and lower environmental impact. But keeping the world connected also means facing a tough reality: Aviation is one of the hardest sectors to decarbonize.

Today, liquid fuels remain the most viable option capable of meeting the energy requirements of large aircraft — and no alternative is expected to reach that scale for decades. As a result, air travel will not be free of greenhouse gas (GHG) emissions in the near term. We believe progress on reducing emissions will continue, but it will be gradual as technologies mature, fuel markets scale and policy frameworks evolve.

United Airlines is on a mission to help redefine the future of air travel with sustainability anchored in our business strategy. As we do so, we are focusing on the levers we can move: Flying more efficiently, renewing our fleet, and accelerating the availability and deployment of sustainable aviation fuel (SAF) where operationally and commercially viable.



Our goals and strategy

United Airlines was the first global airline to announce an aspiration of achieving net-zero GHG emissions by 2050 without relying on voluntary, traditional carbon offsets.³

Our GHG emissions reduction ambitions:

2035: Near-term

We aim to reduce GHG emissions intensity 50% by 2035 (from a 2019 baseline).⁴ This has been validated by the Science Based Targets initiative (SBTi).

2050: Long-term

We aim to reduce our GHG emissions by 100% — reaching net zero by 2050 — without relying on voluntary, traditional carbon offsets.

3. In this report, “traditional carbon offsets” refer to carbon credits generated through the avoidance and/or reduction of CO₂ emissions that would have otherwise occurred outside a company’s value chain. Traditional carbon offsets do not include certificates conveying the attributes of renewable energy or SAF or credits related to the removal of CO₂ from the atmosphere.

4. The United complete target, as validated by the SBTi, states “United Airlines commits to reduce Scope 1, 2, and well-to-wake jet fuel GHG emissions, including Scope 3 category 4, upstream transportation and distribution 50% per revenue ton kilometer (RTK) by 2035 from a 2019 base year. The target boundary includes biogenic emissions and removals from bioenergy feedstocks. Non-CO₂e effects, which may also contribute to aviation-induced warming, are not included in this target. United Airlines, Inc. commits to report publicly on its collaboration with stakeholders to improve understanding of opportunities to mitigate the non-CO₂e impacts of aviation annually over its target timeframe.”

Our strategy centers around four key pillars



Drive fuel efficiencies and innovation in flight

Our primary objective in reaching our goals is to reduce our current emissions from conventional jet fuel consumption, which is the single largest contributor to our environmental footprint.

[Review our decarbonization roadmap](#)



Adopt more sustainable alternatives

Our objective is to help commercialize and scale sustainable aviation fuel (SAF), as it is a technological solution in development today that can abate emissions from flight operations.

[Understanding SAF](#)



Integrate sustainability efforts at every altitude

Our responsibility to address our environmental impact extends beyond the emissions generated from our flights to operations across our business.

[Explore our operational sustainability efforts](#)



Collaborate with partners

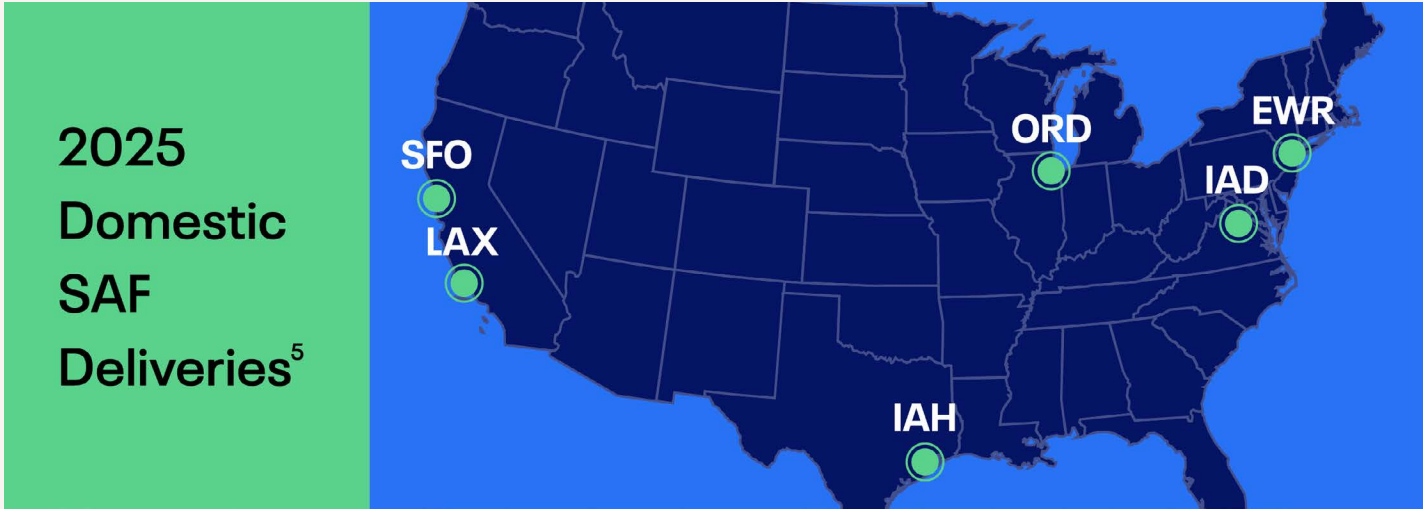
Our journey towards more sustainable aviation is a collective effort. We are working with customers, employees, airports, suppliers, cross-industry partners and policymakers to advance solutions for aviation.

[Learn about our environmental partnerships](#)



Lauren Riley, Chief Sustainability Officer

United connects people, communities and economies around the world — and we’re determined to do that responsibly, with a clear focus on reducing our emissions and strengthening our business for the long term. In 2025, we made significant progress by expanding the availability and use of SAF — becoming the first airline to use a SAF blend at Newark Liberty International Airport (EWR) and Washington Dulles International Airport (IAD). Now, we’re building on this momentum, introducing a SAF blend at George Bush International Airport (IAH) and expanding use at our hometown hub, Chicago O’Hare International Airport (ORD). While SAF currently makes up a small portion of our total fuel, each new blend and each hub we bring online moves the industry closer to a viable market.



5. Voluntary SAF deliveries were also taken internationally at Amsterdam Airport Schiphol (AMS) and London Heathrow Airport (LHR).





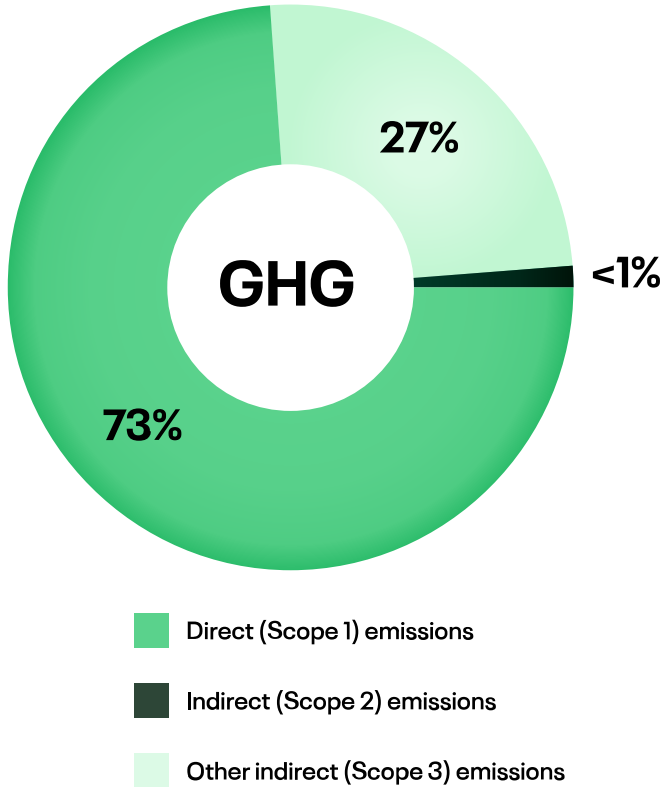
Roadmap to 2050

Aviation accounts for roughly 3% of global GHG emissions, a share expected to rise as demand grows.⁶ The pace of progress on the journey to reduce GHG emissions is slow. Aircraft remain in service for decades, SAF remains limited and expensive, and infrastructure development takes time. As we work toward our long-term goal, we are focused on mitigating our emissions using the levers under our direct control or influence. These levers of our illustrative roadmap include optimizing our fleet, ramping up the use of SAF and embedding sustainability throughout our operations.

6. Source: <https://www.iata.org/en/youandiata/travelers/environment>



Our GHG emissions and carbon footprint in 2025⁷



7. The data presented herein reflecting the United 2025 GHG emissions footprint has been internally validated by the Internal Audit Department of United Airlines and externally verified by our third-party verification party, Normec Verifavia. United obtains this third-party verification of our GHG emissions on an annual basis. Normec Verifavia conducts our emissions verification and provides an ISO 14064-3 limited assurance on our GHG emissions for reporting.

How we measure our GHG emissions

Our reporting methodology aligns with the Greenhouse Gas Protocol’s guidance for corporate best practices in GHG accounting. This supports greater transparency and comparability of the GHG emissions resulting from conventional jet fuel, SAF and our other emissions sources.

Our 2025 GHG footprint incorporates emissions from both conventional jet fuel production and combustion, referred to as well-to-wake (WTW) emissions. This methodology captures the full lifecycle emissions of jet fuel usage and allows us to chart both Scope 1 and associated Scope 3 emissions reductions from the replacement of conventional jet fuel with SAF.

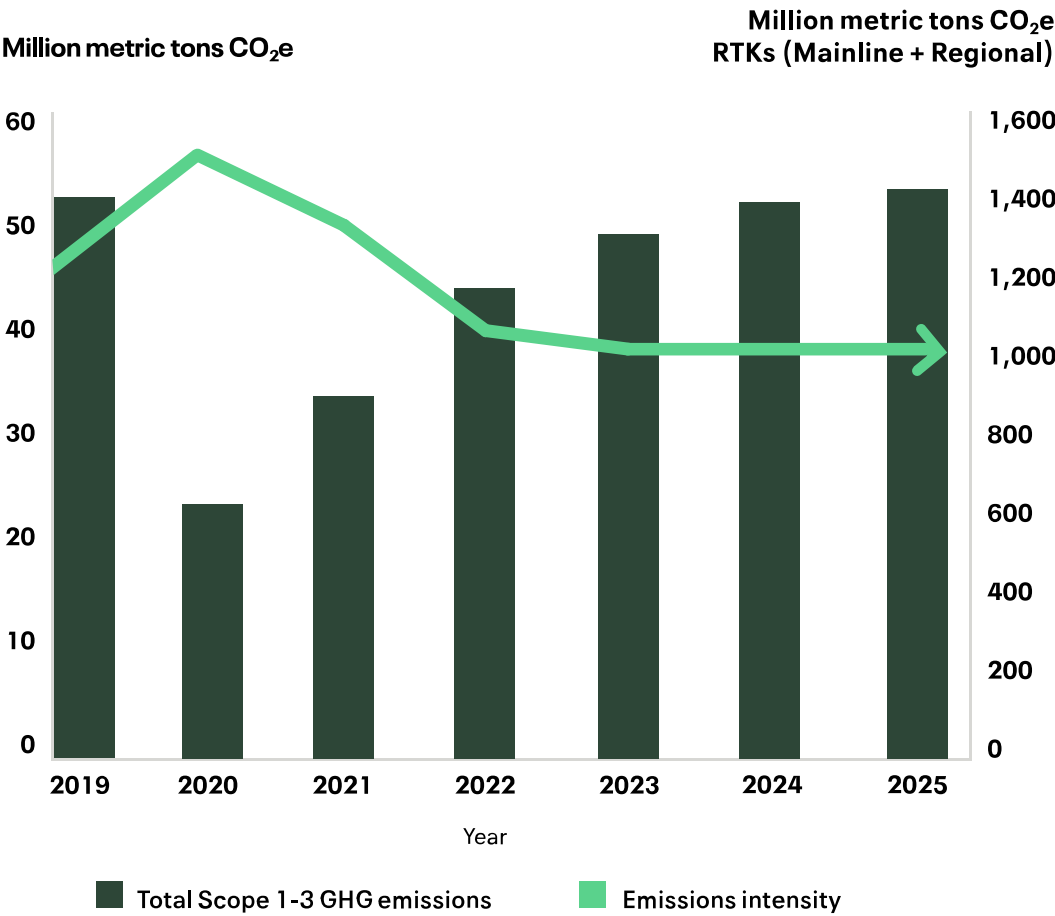
Our 2035 near-term carbon emissions reduction goal was validated by the Science Based Targets initiative (SBTi). This independent verification signifies that our goal aligns with climate science and is considered ambitious enough to align with the goal of limiting global warming to well below 2.0°C.⁸

2025 well-to-wake net emissions split

SAF reduces both segments, replacing conventional jet fuel cuts Well-to-tank (WTT) and Tank-to-wake (TTW) emissions together

20%	80%
WTT	TTW
(fuel production)	(fuel used by aircraft)

Gross GHG emissions vs. intensity over time



Key insight

Our overall absolute emissions have increased in recent years, including 2025, and are expected to continue to increase in the short term due to business growth and the limited supply of sustainable alternatives, such as SAF. Our emissions intensity per revenue tonne-kilometers (RTKs) increased in 2025 compared to 2024 by 0.3%.

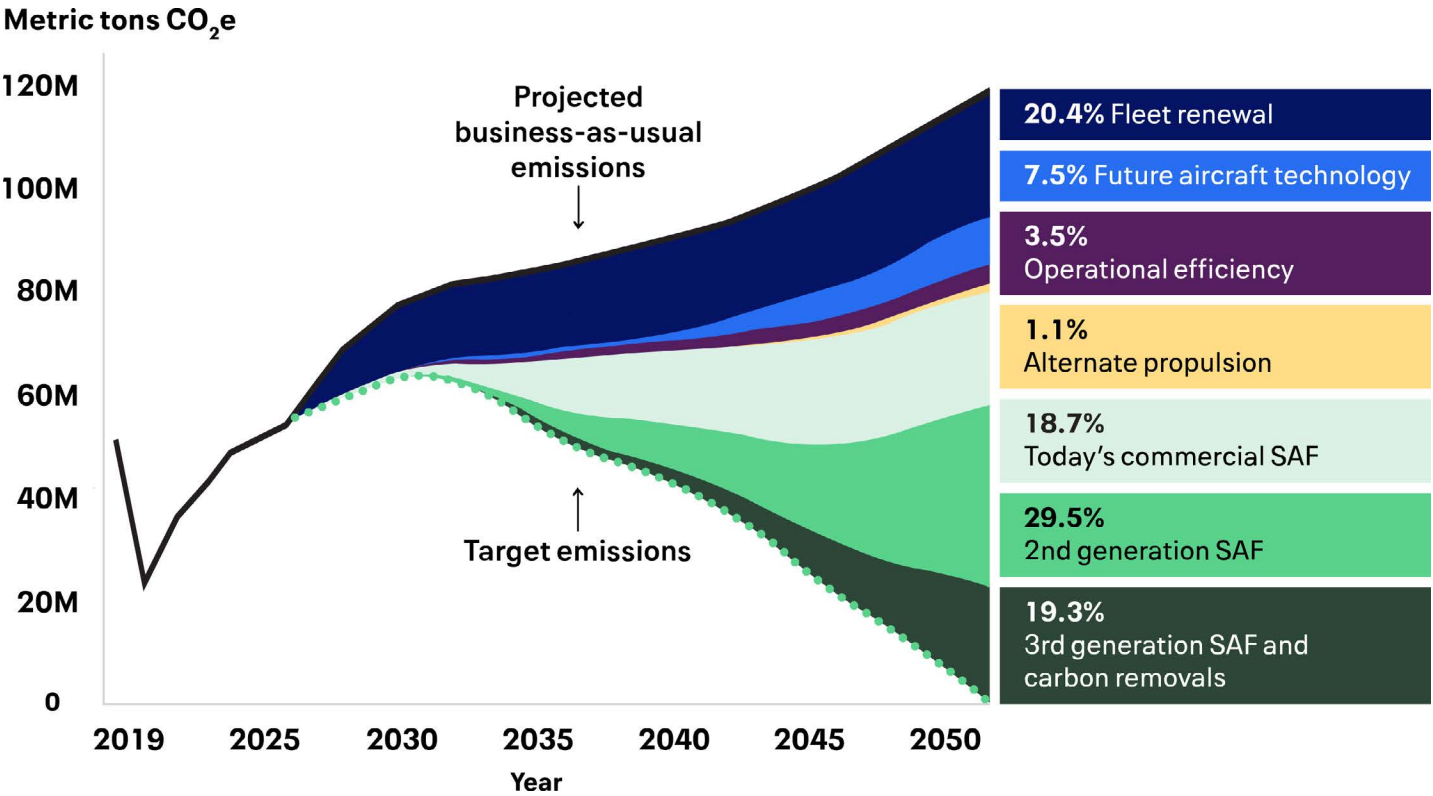
However, our emissions intensity decreased in 2025 by 13.5% compared to our 2019 baseline, in part due to our use of newer, more energy-efficient aircraft and increased load factors as demand for travel increased.⁹

8. The United complete target, as validated by the SBTi, states: “United Airlines commits to reduce Scope 1, 2, and well-to-wake jet fuel GHG emissions, including Scope 3 category 4, upstream transportation and distribution [from regional partner airlines], 50% per revenue ton kilometer (RTK) by 2035 from a 2019 base year. The target boundary includes biogenic emissions and removals from bioenergy feedstocks. Non-CO₂e effects, which may also contribute to aviation-induced warming, are not included in this target. United Airlines, Inc. commits to report publicly on its collaboration with stakeholders to improve understanding of opportunities to mitigate the non-CO₂e impacts of aviation annually over its target timeframe.”

9. United’s emissions intensity increased by 0.3% in 2025 compared to the prior year despite a nearly 4.4% increase in revenue tonne-kilometers (RTKs), a measure of an airline’s operating capacity.

Illustrative decarbonization roadmap¹⁰

This illustrative roadmap outlines a potential pathway for United to achieve net-zero emissions by 2050 based on several assumptions and hypothetical scenarios. Our roadmap includes upstream indirect emissions from jet fuel production; i.e., WTW emissions accounting, which covers the full lifecycle of conventional jet fuel production. This roadmap is an illustrative forecast for achieving net zero based on a society-wide energy transition scenario — and may change as the underlying scenarios and assumptions evolve.

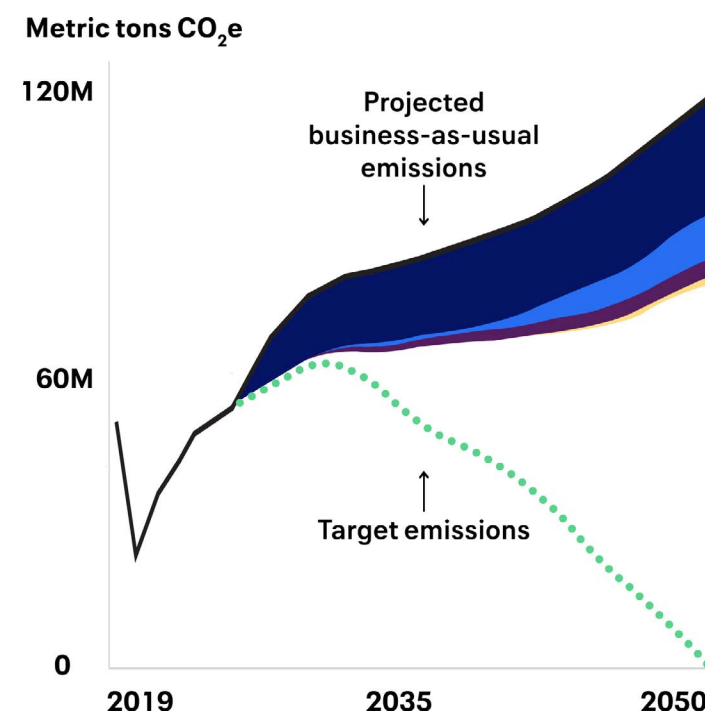


This is a wedge chart that shows what our total GHG emissions would be in 2050 if we continued with business as usual and did nothing to address our carbon footprint. Each color represents a different type of action, or lever, we can potentially take to reduce our carbon footprint. These levers include fleet renewal, future aircraft (AC) technology, operational efficiency, alternate propulsion, today's commercial SAF, second-generation SAF, and third-generation SAF and carbon removals. We also represent with a black line what our emissions could look like if we continue with business as usual, as well as a green dashed line to show our target emissions. All summed up, these levers could reduce our footprint to net-zero emissions in 2050. The sections that follow detail each lever and its estimated impact.

10. The roadmap and forecasts depicted therein are based on our current or selected assumptions on relevant matters as of the publication date of this report, including currently available optimistic and medium- to best-case scenario net zero scenarios and pathways, as set forth in further detail below. The roadmap should be read with the context of each lever's further description below, each of which is incorporated within the roadmap. The roadmap assumes emissions from Scopes 1, 2, and Scope 3, Categories 3 and 4, reflective of the United current GHG accounting methods. The roadmap does not include estimates of non-CO₂ effects of aviation, though it does include CH₄ and N₂O. These forecasts were not third-party validated and may change over time to reflect updated projections and assumptions and future conditions, events, and circumstances. United reserves the right to make additions, deletions or other revisions to this roadmap in the future, including changes to the relative weighting of various levers or the addition/deletion of certain levers, as it deems appropriate. The roadmap is based on various aviation net-zero scenarios, including the ATAG Waypoint 2050 Report, MPP Making Net Zero Aviation Possible Report, ICCT Vision 2050 Report, FAA Aviation Climate Action Plan and ICAO LTAG Report. The business-as-usual scenario incorporates both the United network plan estimates as well as current estimates of potential future growth based on U.S. GDP growth estimates from the Congressional Budget Office's Long-Term Budget Outlook and Boeing. Not reflective of specific UAV portfolio companies, instead reflective of technologies generally accepted in industry and academic literature to be available in the stated timeframe. Excludes emissions from technologies included in UAV portfolio that would provide services outside of our current service offerings, such as supersonic travel and eVTOLs.

Drive fuel efficiencies and innovation in flight

We begin with the fundamentals: renewing our fleet with more efficient aircraft that reduce conventional jet fuel use and emissions. We will also look to adopt future aircraft technologies, which could continue to drive further fuel efficiency. Building on that foundation, we are enhancing operational efficiencies and investing in alternate propulsion systems to further reduce our reliance on conventional jet fuel.



20.4% - Fleet renewal

In 2021, United announced United Next, a historic order for the newest aircraft models, which is expected to increase the total number of available seats per domestic departure by almost 30%, significantly lowering carbon emissions per seat. Subject to the ability of aircraft manufacturers to deliver the ordered aircraft on schedule, United expects to take delivery of over 630 new narrowbody and widebody aircraft by the end of 2034, with an expected 20% improved fuel efficiency per seat compared to older planes.¹¹

United took delivery of 88 new planes in 2025 and plans to take delivery of 131 new planes in 2026. Based on our current fleet renewal plan and our updated fuel burn model, the new, more efficient aircraft, combined with fuel efficiency measures related to seat density, would result in 20.4% of our forecasted emissions reductions by 2050.¹²

7.5% - Future aircraft technology

Advancements in aircraft design and engine technology often support improvements in fuel efficiency, though we recognize much of this innovation rests with manufacturers and is outside our direct control. Our illustrative roadmap shows the potential benefits of several possible advancements — new engines, more aerodynamic airframe designs and future generation aircraft models that are currently in the design phase.¹³

Our estimate is that by 2050, future generation aircraft could be up to 30% more fuel efficient than today's commercial fleet.¹⁴ Additionally, we will rely on manufacturers to develop efficient technologies that we may be able to retrofit onto existing aircraft, improving fleetwide fuel efficiency up to 1.5% every five years.¹⁵ We expect this lever to contribute approximately 7.5% of the reductions needed to reduce our business-as-usual emissions to zero, a decrease of 2% from last year's projection due to changes in expectations of future fleet composition and manufacturer technology.¹⁶



In 2025, United announced an investment in JetZero, a start-up developing the world's first commercial blended wing body aircraft.¹⁷ The investment includes a path to order up to 100 airplanes, with an option for an additional 100. The design reduces drag and produces lift across the entire wingspan — which could result in up to a 50% reduction in fuel burn per passenger mile compared with similarly sized aircraft. The aircraft's configuration also has the potential to enhance the passenger experience through flexible seating layouts, larger seats across all cabins and dedicated overhead bin space for each seat.

11. Source: Boeing Fleet Renewal, <https://www.boeing.com/sustainability#sustainable-aerospace>

12. Forecasted emissions reductions are calculated as the difference in emissions given estimated activity in 2050 when calculated with 2019 carbon intensity (on a per ASM basis) versus estimated carbon intensity of renewed fleet in 2050.

13. Does not include estimates of specific aircraft technology currently under development but rather relies on estimates of both fleetwide intragenerational improvements, assuming a combination of technologies and intergenerational improvements to aircraft efficiency consistent with historic leaps in aircraft efficiency. A selection of potential and illustrative technologies is included in ATAG's Waypoint 2050 report, beginning page 30: [Waypoint2050-digital-29012026.pdf](#)

14. Source: [2021 United States Aviation Climate Action Plan \(faa.gov\)](#)

15. Source: [ATAG's Waypoint 2050 Report, Ed. 2, Sept. 2021, p. 42](#)

16. United has modeled that, when combined, the assumed fleetwide intragenerational improvements and technologies available to retrofit to improve fuel efficiency could reduce the total size of the United business-as-usual emissions footprint by 7.5% by 2050.

17. Source: [United Invests in Next Generation Blended Wing Aircraft Start-Up JetZero](#)

3.5% - Operational efficiency

Operational measures that enable more efficient and direct flight can also reduce our GHG emissions. Some of these measures are within our operational control, such as opting for single-engine taxiing and reducing the use of the auxiliary power unit (APU) in favor of lower-emission solutions such as running on electric power at the gate. Additionally, we will rely on manufacturers to develop efficient technologies that we may be able to retrofit onto existing aircraft, improving fleetwide fuel efficiency up to 1.5% every five years.¹⁸ Operational efficiency measures such as these are forecast to reduce emissions by 3.5% from a business-as-usual scenario in 2050.¹⁹

In 2024, United established its Operational Efficiency Council to identify opportunities to reduce fuel usage across our operations. Progress continued in 2025, with increased use of single-engine taxi and reductions in APU runtime during standard operations compared to 2024. This was due to infrastructure enhancements, like installation of new electric fixed ground power and pre-conditioned air units, and developing scalable, data-backed improvement approaches at the airport level.

In 2026, the Operational Efficiency Council is expanding beyond its initial focus areas to pursue additional initiatives that drive systemwide fuel savings and operational improvements. Priorities include investing in improved tools, technology and data quality to enable data-driven decisions and policy changes that could help reduce fuel burn systemwide. The portfolio of these initiatives includes optimizing climb-out speeds, flight deck technology enhancements, potable water load optimization and efforts to reduce the fuel and downtime impacts of deferred maintenance.



The work of our Operational Efficiency Council demonstrates what's possible when we bring our teams together with a shared goal. From our Dispatchers and Pilots to our colleagues in Airport Operations and Technical Operations, every group plays a vital role in making our flights more fuel efficient. Leveraging better data and regularly reviewing our processes across teams helps us continue to find new ways to save fuel, reduce costs and operate more efficiently.

Joe Heins, VP Network Operations and Operational Efficiency Council Executive Sponsor

1.1% - Alternate propulsion

We anticipate that zero-carbon aircraft technologies — such as battery, hybrid-electric or hydrogen propulsion — could potentially be adopted for shorter-haul flights by 2050. By using batteries powered by renewable energy, as well as green hydrogen propulsion, these aircraft have the potential to support lower-carbon aircraft operations for regional flights. Our illustrative decarbonization roadmap projects a 1.1% reduction relative to a business-as-usual scenario by 2050, driven by the potential adoption of alternative propulsion systems for short-haul aircraft. This is a decrease of 1.1% from last year's projection due to changes in fleet composition.²⁰



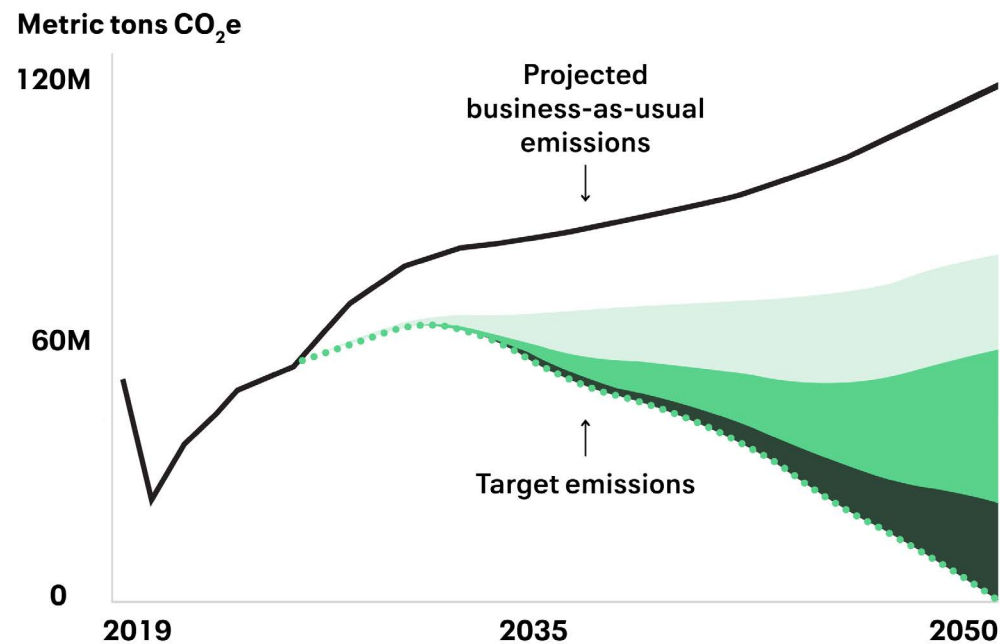
18. The hypothetical emissions reductions from operational efficiency improvements reflected in the illustrative decarbonization roadmap reflect measures that can be taken today by both aircraft operators (such as aircraft weight reduction measures) and air traffic management (such as continuous descent and climb and surface congestion management). However, the forecasted emissions reductions do not reflect the potential of advanced, next-generation concepts, like Trajectory-Based Operations or formation flying.

19. Based on internal modeling of theoretical fleetwide mid-point average for fuel efficiency opportunities.

20. According to [Mission Possible Partnership's 2022 "Making Net-Zero Aviation Possible" report](#), alternate propulsion aircraft capable of the size and range requirements of our regional fleet may be available beginning in the 2030s and at scale by 2050.

Adopt more sustainable alternatives: Sustainable Aviation Fuel (SAF)²¹

The vast majority of our GHG emissions stem from our fuel use. That is why it's important to find and scale more sustainable alternatives than conventional jet fuel. Sustainable aviation fuel, or SAF, is an industry term used to describe an alternative to conventional jet fuel. On a lifecycle basis, SAF can emit up to 85% less GHG emissions than conventional jet fuel.²² These reductions stem mainly from using renewable or waste-derived feedstocks, such as used cooking oil, instead of crude oil. While GHG emissions are still released during the collection, production, transport and combustion of SAF, total emissions across its lifecycle are lower than those of fossil-based alternatives.



Beyond lifecycle GHG emissions reductions, SAF provides the most scalable alternative energy source due to its role as a “drop-in” solution. Drop-in fuels are renewable or synthetic fuels identical, or nearly identical, to their conventional fossil counterparts. This means that, by blending with our existing conventional jet fuel supply, airlines can use SAF in their existing fuel supply infrastructure and aircraft without needing to make modifications. We are currently forecasting the various forms of SAF and carbon removals to contribute a total of 67.5% towards our net-zero goal, an increase of 2.2% from last year’s projection, due to reductions in opportunity size of other decarbonization levers.

Despite these potential benefits, the reality remains that SAF is currently in very scarce supply. SAF only makes up 0.7% of our overall fuel use and 0.6% of global airline fuel use. In order for SAF to make a meaningful contribution to our net-zero goal as we hope, the market for cost-effective SAF available to United will need to increase by billions of gallons, which is an immense challenge.

[Learn more about SAF](#)

18.7% - Today’s commercial SAF pathways

SAF available today at a commercial scale is currently sourced from limited global feedstock supply including residual fats, used cooking oils and greases, otherwise considered waste. Today’s SAF is produced in several ways, though primarily using known refining methods such as the hydro-processed esters and fatty acids (HEFA) process.

21. Based on internal United estimates of future SAF uptake, representative of the volumes of SAF required to reach the United 2035 goal. Projected global SAF volumes based on an average of the ATAG Waypoint 2050 and ICAO LTAG report scenarios with medium attainability. In 2050, the combustion of SAF will still result in GHG emissions from the aircraft engine. These levers assume available GHG accounting methodologies will recognize upstream emissions reductions from SAF, thus netting out any emissions from combusting SAF when considering SAF emissions on a lifecycle basis.

22. SAF used by United has up to 85% lower GHG emissions than regular jet fuel when we count all its emissions, all the way from how it’s made and delivered to the airport, to when we use it (these are called ‘lifecycle emissions’). However, this does not mean our current use of SAF reduces our carbon footprint by 85%.

29.5% - 2nd generation SAF

There is potential that second generation of SAF conversion technologies could utilize existing and widely available bioproducts, like today’s ethanol, or convert types of biomasses made from sources like forestry waste, fuel crops, municipal solid waste and advanced alcohols into fuel. In addition to reducing GHG emissions, second generation SAF has the potential to strengthen America’s agriculture sector by providing farmers a new market by selling their feedstocks to SAF producers.

19.3% - 3rd generation SAF and carbon removals

Our illustrative roadmap assumes commercial availability of third generation SAF (sometimes referred to as power-to-liquids or e-fuels) in the late 2030s and 2040s. It is our hope that such advanced SAF will rely on carbon removals and green hydrogen feedstocks.

Sustainable Aviation Fuel (SAF)

Sustainable aviation fuel, or SAF, can emit up to 85% fewer GHG emissions than conventional jet fuel.²³ While GHG emissions are still released during the collection, production, transport and combustion of SAF, total emissions across its lifecycle are lower than those of fossil-based alternatives. While we already use SAF in our existing aircraft and infrastructure, the current supply is limited, and it costs more than traditional jet fuel. That's why we are working to scale SAF supply and usage through strategic investments and policy support.

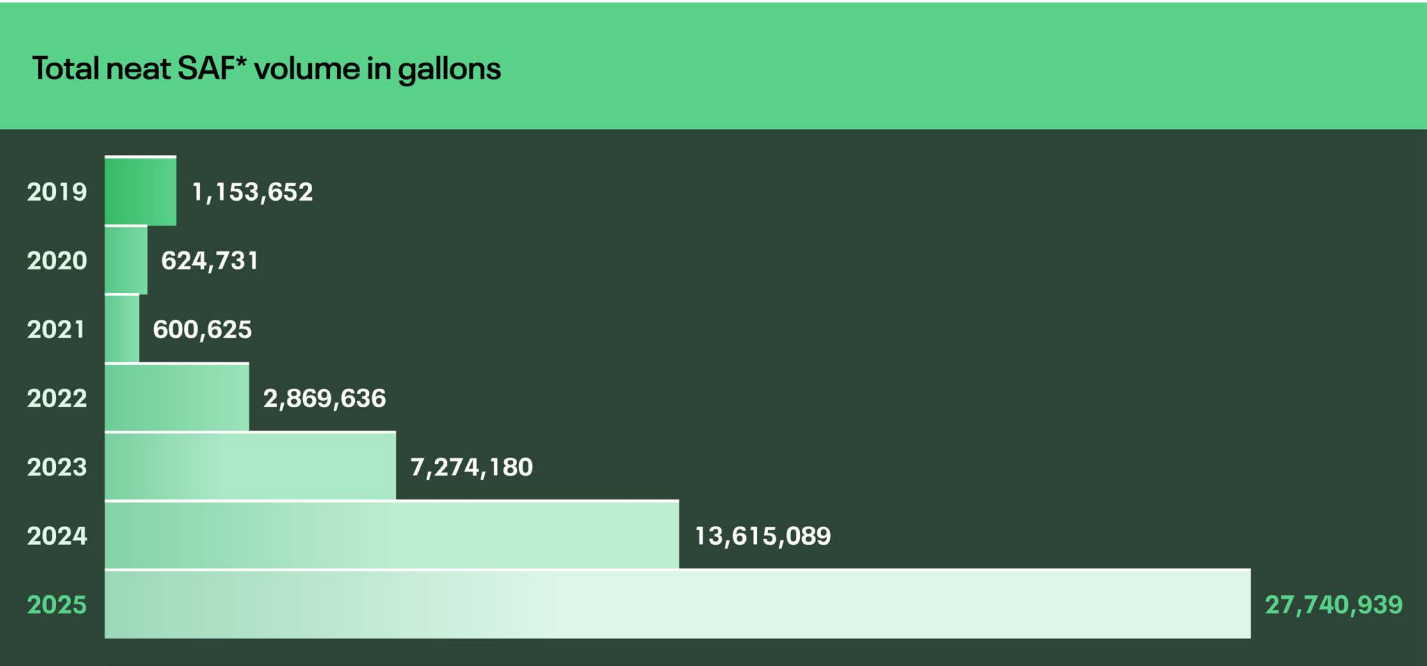
23. SAF used by United has up to 85% lower GHG emissions than regular jet fuel when we count all its emissions, all the way from how it's made and delivered to the airport, to when we use it (these are called 'lifecycle emissions'). However, this does not mean our current use of SAF reduces our carbon footprint by 85%.

Where SAF stands today

Today, SAF supply accounts for just a small fraction of global aviation fuel demand and remains well short of the volumes needed to reduce sector-wide emissions. Across the industry, estimated global SAF production in 2025 was roughly 634 million gallons, compared with nearly 107 billion gallons of conventional jet fuel used worldwide. This means that SAF currently represents only 0.6% of total aviation fuel usage. But, as we work toward our climate goals, United continues to lead the industry in action to help the SAF market achieve that scale.

We doubled our SAF usage in 2025

In 2025, United used roughly 27.7 million gallons of SAF — a 104% increase over the prior year — but this still accounted for only about 0.7% of our total annual jet fuel use of more than 4.1 billion gallons. We also added to our SAF operations, using a SAF blend for the first time at three new airports in 2025: George Bush Intercontinental Airport (IAH), Newark Liberty International Airport (EWR), and Dulles International Airport (IAD), growing our SAF usage portfolio to six hubs across our network.



*Total neat SAF refers to the unblended SAF procured by United. This SAF volume then needs to be blended with conventional jet fuel in order to be used in our operations. To protect the integrity of our SAF use, all the SAF we purchase is certified under internationally recognized sustainability schemes, such as the International Sustainability and Carbon Certification system.

Scaling SAF usage

Increasing the use of SAF will require closing the cost gap with conventional jet fuel while building the infrastructure and policy support needed to sustain long-term investment. Today, SAF can cost up to five times more than conventional jet fuel, reflecting both higher costs to collect and process feedstocks and the significant capital required to develop new production facilities.

Since cost and supply remain the primary constraints, United continues to engage with policymakers and customers to create clearer demand signals and more predictable policy frameworks to help unlock new SAF production.

Learn more

To discover how United is advocating for more robust SAF policy and investing in sustainable aviation technology, read the [Collaborating to Help Drive Environmental Progress](#) section.

SAF feedstocks and pathways

Commercial-scale SAF is currently sourced primarily from waste-based feedstocks using established conversion processes, such as using hydro-processed esters and fatty acids (HEFA). The HEFA SAF pathway is expected to play a prominent role in decarbonizing our GHG emissions (contributing 18.7% of the illustrated reduction in 2050).²⁴ However, global availability of waste oils and fats is limited, so additional SAF pathways will be necessary for United and the aviation industry to meet long-term decarbonization goals.

By 2050, a significant portion of our SAF mix may come from second- and third-generation fuels made from more abundant resources or through technologies that combine captured carbon with green hydrogen. If these pathways reach commercial scale, they could deliver greater lifecycle emissions reductions than today’s SAF and help diversify feedstock markets and supply geographies.²⁵ However, they depend on several factors that do not yet exist at scale, including widespread green hydrogen production, new production infrastructure and regulatory approval for higher SAF blending limits.²⁶

Available today

First generation SAF

Feedstocks

Waste-based fats, oils and greases like used cooking oil, animal fats and other waste byproducts

Constraints

This feedstock is used to make other bioproducts, like renewable diesel, and the current supply does not meet the aviation industry’s fuel demand

Expected commercial availability²⁷ near 2030

Second generation SAF

Feedstocks

Biomass feedstock like forestry waste, fuel crops and alcohols that can be turned into SAF

Constraints

Will require large capital investments to build first-of-a-kind plants; will take time to reach economies of scale

Expected commercial availability²⁷ near 2040 and beyond

Third generation SAF & removals

Feedstocks

Carbon removals, clean hydrogen

Constraints

Limited scale and commercialization of carbon removal, clean hydrogen technologies and infrastructure

24. United estimates each SAF lever (i.e., today’s commercial SAF, second generation SAF and third generation SAF) contribution to the roadmap through review of publicly available SAF projection forecasts: 1) [Waypoint 2050 Report](#); 2) [ICAO LTAG Report](#); 3) [Making Net-Zero Aviation Possible - Aviation Transition Strategy](#); and 4) [ICCT Vision 2050 - Aligning Aviation with the Paris Agreement](#). United estimates our share of SAF production using historic company SAF consumption, announced SAF policies and future offtake projections. Combined, the calculation results in an approximate 67.5% reduction in emissions.

25. SAF with greater than 100% emissions reductions refers to alternative jet fuels produced with carbon removals by incorporating carbon dioxide (CO₂) removal into the production process. Carbon removals differ from traditional carbon offsets because they directly remove carbon from the atmosphere and are measurable, quantifiable and durable. The resulting fuel’s emissions reductions can be greater than 100% on a lifecycle basis, if more CO₂ is captured than emitted during production and combustion. As a result, United believes that SAF with such reductions offers one potential option for addressing residual emissions; carbon removal credits offer another. This lever incorporates a best-case scenario assumption for third-generation SAF availability.

26. United anticipates NextGen SAF production scaling based on: publicly available SAF projection forecasts (see Footnote 10 in the [Illustrative decarbonization roadmap](#) section, [CATF Decarbonizing Aviation 2024 Report](#) and [IATA’s Direct Air Capture and Storage Report](#)); offtake discussions with NextGen SAF project developers; an assumed progress in renewable energy technologies; advancements in SAF production methods and evolving regulatory standards. ASTM approval for SAF blending limits ensures that aviation fuel — when mixed with SAF — meets safety and performance standards without requiring changes to aircraft or fueling infrastructure.

27. This refers to SAF availability in material terms commercially.

Our SAF leadership

At United, we are focusing on the parts of the challenge we can directly influence by scaling the use of certified SAF.

2009

First U.S. airline to conduct a SAF test flight

2015

First investment made in SAF technology

2016

First airline globally to use SAF blend in ongoing operations

2020

Announced commitment to reduce emissions by 100% by 2050 without offset

2021

Launched United Airlines Ventures and [Eco-Skies Alliance](#)

2022

First U.S. airline to announce expansion of voluntary SAF usage at an international airport – AMS

2023

Launched the United Airlines Ventures Sustainable Flight Fund

2024

Created [Sustainable Flight Account](#), first airline to introduce SAF to ORD

2025

Began using SAF at three additional hubs – EWR, IAD, IAH – bringing SAF to six out of seven domestic hubs



Investing for scale

United Airlines Ventures is a corporate venture capital arm that focuses on investing in start-ups developing technologies in aerospace, next-generation air traffic control and aviation infrastructure, the energy transition and AI-driven travel innovation. United expanded this approach by creating the **United Airlines Ventures Sustainable Flight FundSM** (the Sustainable Flight Fund). This first-of-its-kind investment vehicle is designed to support start-ups focused on decarbonizing air travel and its associated energy supply chains, including through research, production and technologies associated with SAF. Altogether, the Sustainable Flight Fund and its 22 corporate partners have committed more than \$200 million to explore investments in early-stage companies working on SAF and related technologies, while collaborating to provide strategic expertise to help the Sustainable Flight Fund's portfolio companies reach commercialization. Through UAV and UAV's Sustainable Flight Fund, we support the broader energy transition that will make SAF more scalable and cost-effective over time.

In 2025, the Sustainable Flight Fund announced investments in two start-ups: Twelve, which is developing power-to-liquid fuels that combine captured carbon, renewable electricity and hydrogen to produce SAF, and Heirloom, which is scaling direct air capture technology with the potential to provide low-carbon CO₂ for multiple sectors. These investments show how our capital is directed both to SAF-specific pathways and to enabling technologies — such as carbon removal and clean power — that can reduce lifecycle emissions across industries while strengthening the building blocks required for future SAF production.

Learn more

Discover more about [United Airlines Ventures](https://corporateimpact.united.com) and its portfolio companies.



Sustainability at every altitude

United remains committed to integrating sustainability across our operations while also creating opportunities to enhance our customer experience.





In 2025, we continued to identify opportunities to reduce our reliance on single-use plastics across our operations, with a particular focus on our signature blue plastic cup used onboard and in certain clubs and lounges. We established a cross-functional team to review and test alternatives capable of handling both hot and cold beverages, including alcoholic beverages, without compromising safety or the customer experience. As a result, we selected a new blue paper cup, which will begin boarding domestic and international routes in 2026 and is expected to eliminate the use of 250 million single-use plastic cups annually.

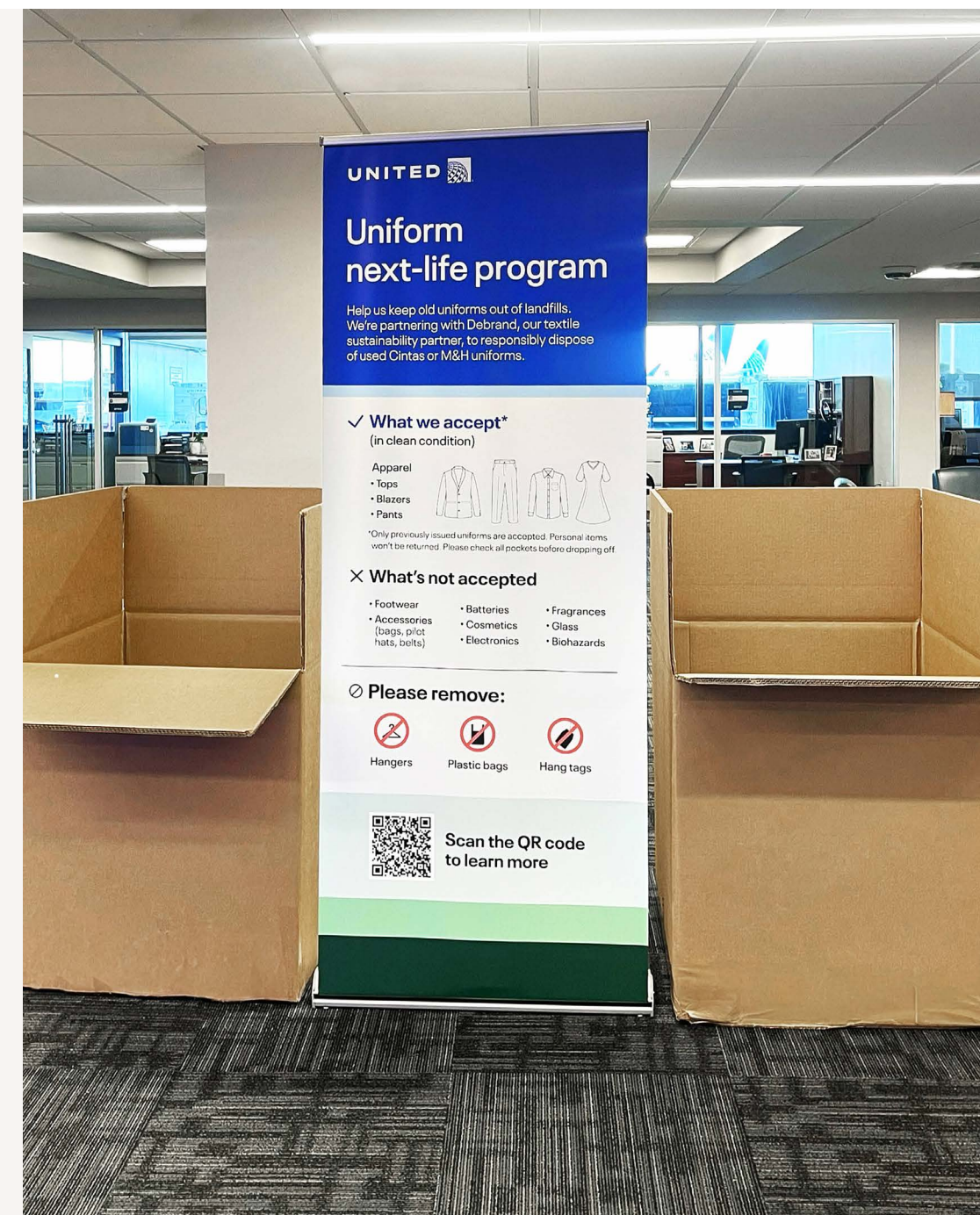
Exploring circularity: Recycling and waste minimization at United

A new life for retired uniforms

In 2025, United launched brand-new uniforms for Customer Service employees, flight attendants and pilots. This transition presented an opportunity for the Company to pursue a scalable recycling solution for retired uniforms.

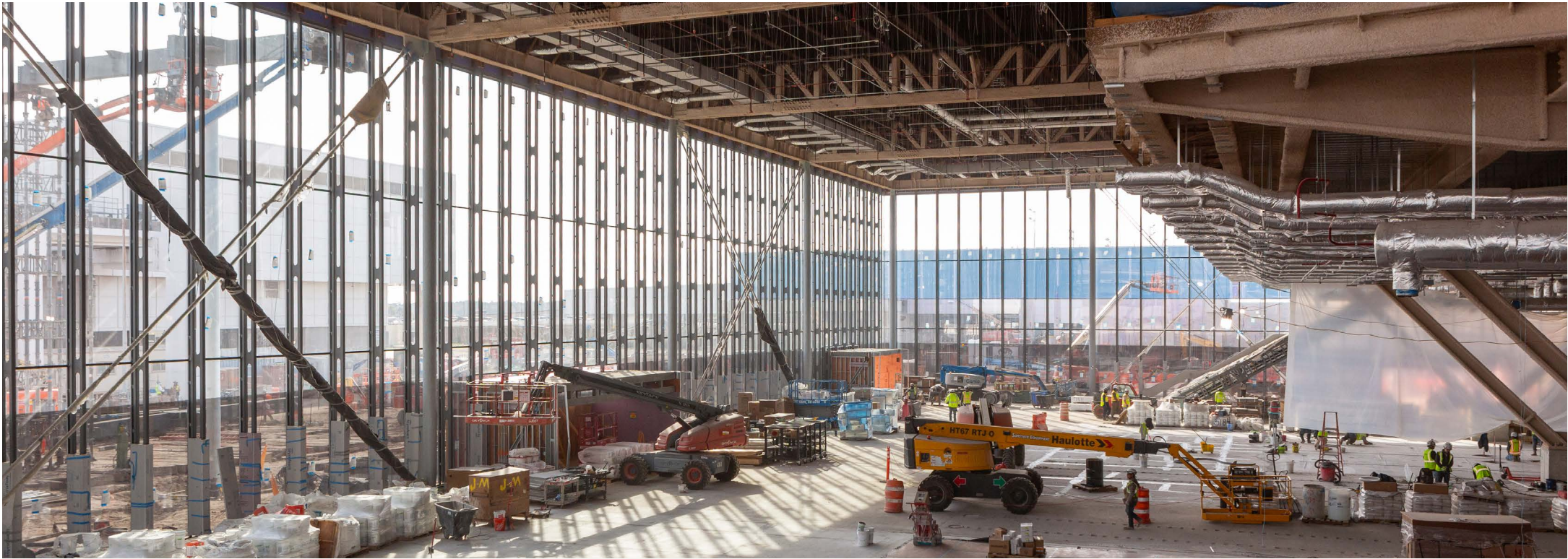
In partnership with Debrand, in September 2025 United launched the “Uniform Next-Life Program,” designed to make it easy for employees to return their retired uniform items. We established two convenient methods of collection, including strategically placed deposit bins at all hub locations and direct shipping options to Debrand’s facilities within the United States. Approximately 98% of employee-returned items were eligible to be recycled via fiber reclamation, which transforms end-of-life textiles into shoddy fiber, a versatile material used in insulation, fill and other industrial applications. The remaining uniform items not eligible for recycling — such as belts, bags, and hats — were disposed of via waste-to-energy, which converts end-of-life materials into recovered energy and alternative fuel sources through incineration.

Between the program launch in September 2025 through December 2025, a total of 24,819 pounds of uniform items were collected and successfully diverted from landfills. United plans to continue this program with Debrand into 2026.



Working to keep food waste out of landfills

In late 2024, United launched a pilot organic waste program at Houston’s IAH airport, targeting food waste from two United Club locations in Terminal C. Working with local composting company Moonshot, United diverts food waste from club operations into a composting process that produces nutrient-rich soil, enhancing soil health, reducing erosion and supporting water conservation efforts. The pilot’s strong performance led to permanent implementation at IAH in 2025, and United plans to extend the program to additional clubs at the airport. It has also generated valuable insights that will inform potential future expansion of the organic waste diversion program to other United clubs nationwide. IAH club employees have championed this sustainability initiative and are directly responsible for its success, driving continuous growth in organic waste diversion amounts through their committed participation and operational excellence.



As part of the United IAH Airport Terminal B Transformation project at George Bush Intercontinental Airport, United partnered with HPP Recycles to recycle construction-generated soil that would otherwise have gone to landfills. United, HPP Recycles and the Texas Chambers County Commissioner worked together to use excess soil from the project for Chambers County municipal roadway projects. This beneficial use approach advances sustainable practices across our corporate real estate portfolio and supports a more resilient, resource-efficient future. United later received an award from HPP Recycles and the Texas Chambers County Commissioner for sustainability leadership in this effort.

Since the food waste project began

107,000
pounds of organic waste diverted from landfills

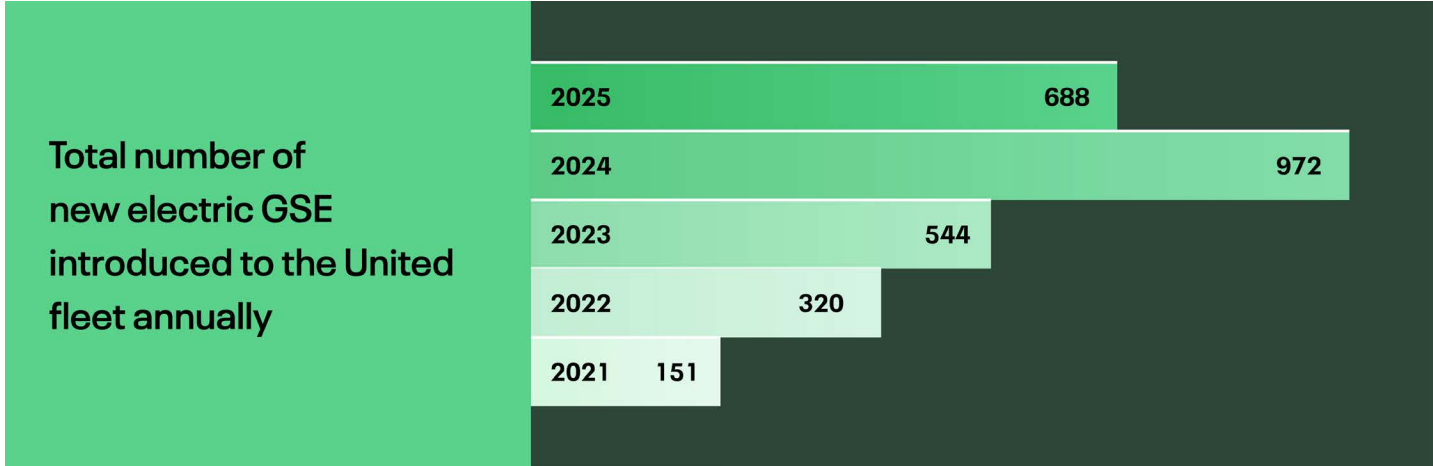
102,000+
pounds collected in 2025 alone

Increasing electrification of equipment on the ground

United continues advancing the electrification of its ground support equipment (GSE), transitioning from traditionally fueled units to electric alternatives. As of December 2025, 50% of our systemwide core GSE — consisting of bag tractors, belt loaders and aircraft tractors — is electric. Overall, 41% of the United systemwide motorized mobile GSE fleet is electric. In our hubs alone, nearly half of our entire equipment has been electrified.

In addition to growing our electric GSE fleet, United is pioneering innovative ramp operations by evaluating cutting-edge electric equipment technologies.

In 2025, our operational teams conducted comprehensive testing of the new Goldhofer electric Atlas 2 pushback tractor, a fully electric GSE capable of widebody aircraft pushback operations. Simultaneously, United conducted trials of the Vestergaard eBeta Hybrid Deicer under demanding operational conditions, demonstrating reliability during peak winter demands. Based on this proven performance, the eBeta Hybrid Deicer was selected for fleet integration and commenced operations at Washington Dulles (IAD) for the 2025 winter season, supporting our continued expansion of cleaner, more efficient ground operations across our network.



Working to reduce our noise footprint

United is committed to reducing aircraft noise. Our approach is multifaceted, relying on the use of preferred runways, deployment of quieter and more efficient aircraft through fleet modernization, and pilot training and adherence to established noise-abatement procedures during arrival, approach and departure (as permitted by flight conditions and air traffic control).

Another essential part of our approach is proactive community engagement. In 2025, we continued this work through active participation in Airport Community Noise Roundtables and Fly Quiet Programs at major airports, including LAX, SFO, EWR, ORD and LHR. In 2025, we received the following recognition for our ongoing efforts.



LAX

The Category 1 Gold Award in the LAX Fly Quieter Program, administered by Los Angeles World Airports (LAWA). This award recognizes airlines with over 100 daily flights that demonstrate exemplary compliance with LAX noise abatement procedures, use quieter aircraft and participate in voluntary noise reduction initiatives throughout the year.



ORD

The highest score in the Air Carrier category of the Fly Quiet Recognition Awards presented by the O'Hare Noise Compatibility Commission (ONCC). The program evaluates airlines based on factors such as fleet noise quality, nighttime scheduling practices and use of preferential flight paths to minimize community noise impacts. United achieved a score of 80.4 out of 100 points, the top score among air carriers operating nighttime flights at O'Hare in 2024.



EWR

The Gold Tier Award in the EWR Fly Quiet Program, achieving a perfect engagement score along with a strong fleet noise quality score. This recognition is particularly notable as it's the first time an airline has achieved a score high enough to earn a Gold Tier Award at Newark Liberty.

Collaborating to help drive environmental progress

Creating a more sustainable aviation industry is a shared challenge, not something a single airline can solve on its own. That's why we are working with partners across our value chain — from our customers and fuel suppliers to policymakers — to advance policy, support funding for more sustainable flight and strengthen the partnerships needed to facilitate change.



The role of policy

Policy is essential to narrowing the cost gap between SAF and conventional jet fuel and unlocking the broader energy transition needed to support SAF at scale. In the United States (where United has used SAF in operations since 2016), several policy incentive programs help reduce the “green premium” on SAF to a smaller net premium that is still above fossil jet fuel but closer to being affordable at scale. When these incentives are layered and made predictable, they can support larger, longer-term investments in SAF projects.

Conventional jet fuel benefits from nearly a century of infrastructure, mature supply chains and fully amortized assets, while SAF producers must finance new facilities and build new supply chains, resulting in structurally higher costs. Policy can bridge part of this gap by rewarding technological innovation, de-risking capital projects and supporting early plants until costs fall through learning and scale effects.

At the same time, scaling SAF depends on broader clean energy “building blocks” such as carbon capture, green hydrogen and renewable electricity, which sit mostly outside aviation’s direct control. As these technologies expand to serve multiple sectors, SAF producers can tap into lower-cost inputs, making SAF more competitive and enabling aviation to play its role within a wider net-zero energy transition.



Advocating for the right policies

We engage with policymakers both domestically and internationally to support opportunities to scale SAF cost-effectively. In the U.S., United is a member of the Sustainable Aviation Fuel Coalition. This roughly 50-member coalition works to rapidly scale investment in the SAF sector and advocate for the policies necessary to drive U.S. leadership in the emerging SAF marketplace. Scaling U.S. SAF production will provide critical support for farmers, rural communities, fuel manufacturers and other related industries across the country. Through policy reforms, the U.S. can boost our SAF production, become a net exporter of SAF and maintain our leadership in this rapidly evolving source of energy.

Through this domestic coalition, we are advocating for robust and durable tax incentives designed to encourage domestic production of low-emission aviation fuels. These incentives would accelerate domestic SAF production, strengthen U.S. energy and climate leadership and reinforce America’s position as the world’s most competitive producer of cleaner, lower-carbon jet fuel.

Learn more

Learn more about our [Policy Priorities](#) and [Lobbying and Political Engagement](#).

Strengthening industry-wide partnerships

United collaborates on a global scale to facilitate the change needed to advance sustainability within our industry through various associations and working groups such as Airlines for America (A4A), the IATA and the Air Transport Action Group (ATAG).

Notably, in 2025 United chaired A4A's SAF Committee, was a member of the global IATA Sustainability and Environment Advisory Council (SEAC) and was involved in regular ATAG working groups. In addition, United is a member of the Global Business Travel Association's (GBTA) Sustainability Leadership Council.

This industry collaboration helps address shared challenges and advance solutions that benefit air travel.

Partnering with our customers

Furthering more sustainable aviation requires collaboration across the value chain, including partnering with our customers. In 2021, United launched the **Eco-Skies Alliance**, an innovative program which aggregates corporate SAF demand

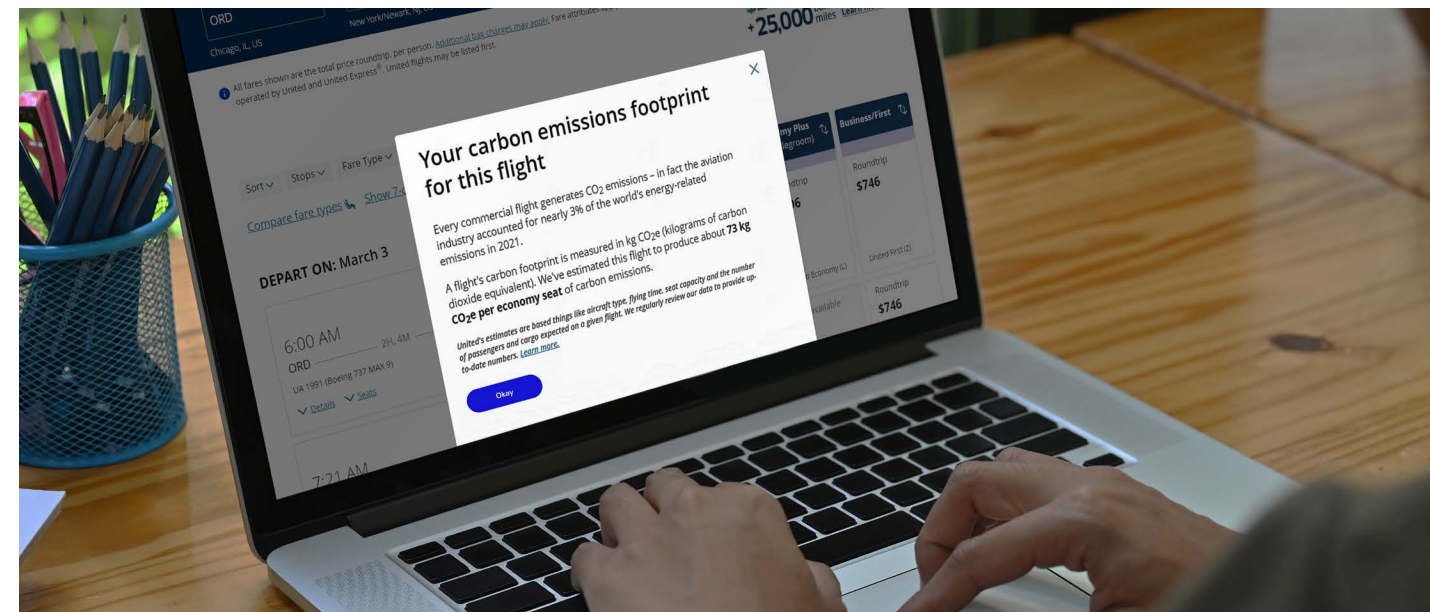
to support the growth of the SAF market. This program helps corporate customers in their decarbonization journey, as the SAF certificates can be used towards abating business travel and air freight emissions, while developing a demand signal that SAF is an important decarbonization tool across industries.

Since the program's launch, our customers have supported the purchase of over 33.2 million gallons of SAF across seven airports globally, resulting in the abatement of approximately 360,096 metric tons of CO₂e,²⁸ the equivalent of over 313,000 first-class flights between Newark and San Francisco.

As an example of the impact this partnership can provide, in 2025 United Airlines, in collaboration with DSV and Microsoft, worked to reduce lifecycle GHG emissions of air freight operations by 100,000 metric tons CO₂e through the use of SAF. Phillips 66 served as the primary SAF provider to our operations.²⁹ This cross-industry approach, further supported by SAF incentives like the Illinois' SAF Purchase Credit, is an example of driving scalable SAF adoption.

Learn more

We have partnered with leisure customers to raise awareness of their travel's environmental impact — and to offer more fuel-efficient flight options. Read more on the [Eco-Skies Alliance site](#).



United was the first U.S. carrier with international operations to provide emissions estimates in our booking path, using our operational data to estimate our fleet's performance.

With these values, our customers can compare the carbon footprint of their flights and learn more about how factors such as new aircraft can help reduce travel emissions.

In 2024, United expanded the role our customers have in our SAF adoption through the Sustainable Flight Account (SFA). Any customer purchasing flights directly on our website or mobile app can contribute to our sustainability initiatives via a dynamic toggle, ranging from \$1 to \$7 per reservation. When stacked with federal and state incentive programs, funds contributed to the SFA have allowed United to purchase 5.6 million gallons of SAF.³⁰

28. Eco-Skies Alliance abated CO₂e value based on book-and-claim accounting; SAF may have been purchased for use by United Airlines or other entities.

29. Phillips 66 will supply up to 11 million gallons of Sustainable Aviation Fuel (SAF) to United Airlines to support the cross-industry collaboration.

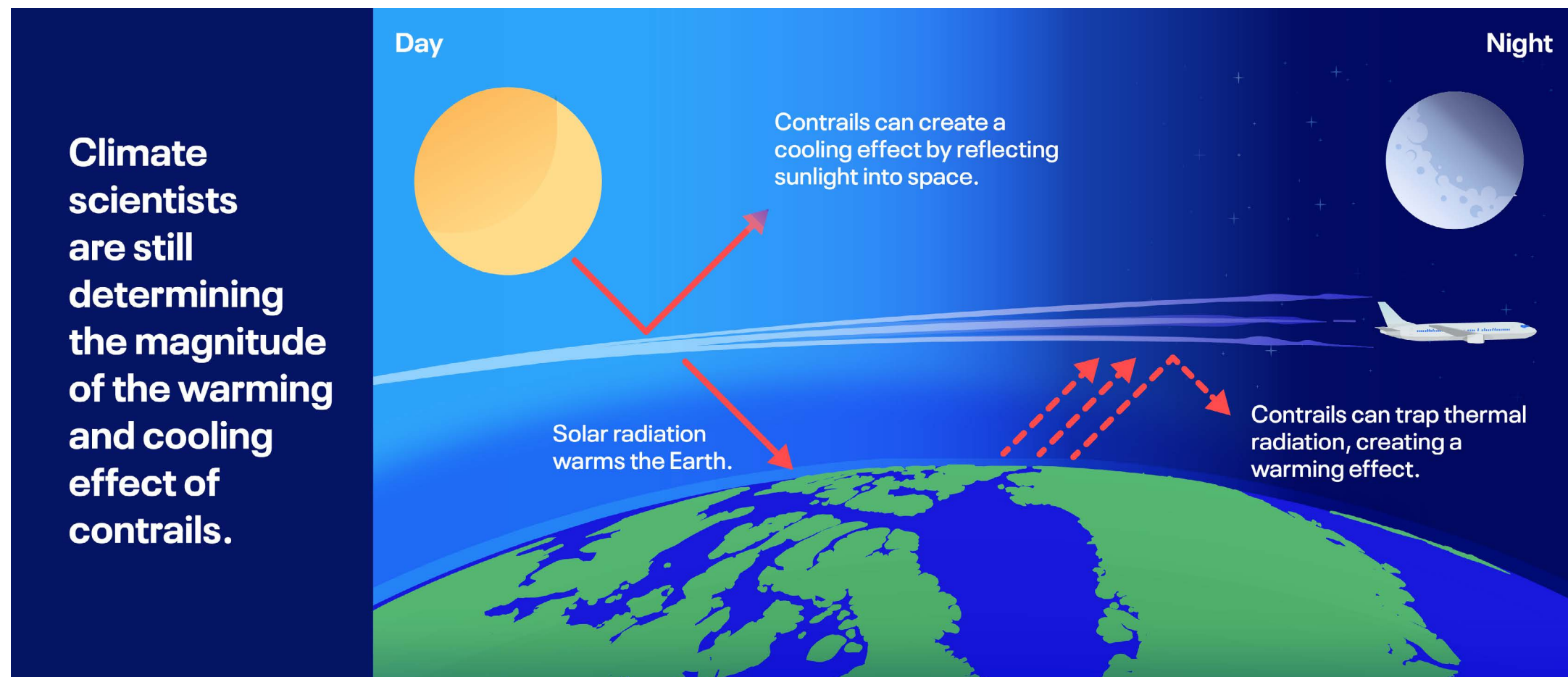
30. Purchased gallons include SAF already delivered and gallons pending delivery with executed contracts with suppliers.

Forging opportunities to research emerging climate considerations

Along with carbon emissions, flying also releases non-CO₂ emissions. These include nitrogen oxides, water vapor, sulphate aerosols, soot aerosols and the associated formation of condensation trails (also known as contrails), which are ice clouds formed when water in high-altitude air condenses on particles from engine exhaust and freezes.

Emerging scientific consensus from certain studies is that the warming effect from contrails — created when persistent contrails block heat from escaping to space — is greater than the cooling effect created when contrails reflect solar radiation back to space. United is collaborating with various stakeholders to improve the understanding of opportunities to mitigate these impacts.

We recognize that this is a complex issue that cannot be solved by airlines alone; it requires multi-stakeholder solutions with implications for engine and aircraft manufacturers, fuel producers, air navigation service providers, air traffic control and government leaders. However, more research is needed to better predict contrail formation and understand the potential climate trade-off from mitigation solutions. We must also be able to quantify the climate impact of any action, which will require additional research from climate scientists and academia.





Environmental compliance

At United, we believe that sustainability and environmental compliance are not goals to strive for but the lens through which we view and conduct our daily operations across the enterprise. Our commitment to environmental compliance is the cornerstone of our sustainability efforts, ensuring we meet applicable environmental laws and regulations.

Striving for compliance excellence

Environmental compliance is the backbone of our sustainability strategy. Our Environmental Management System (EMS) provides a comprehensive framework for systematically evaluating environmental risks and developing environmental compliance programs as regulations and compliance requirements continue to evolve. This integrated system encompasses environmental policies, operational procedures, change management protocols, and compliance monitoring at United locations, ensuring consistent environmental stewardship across operational facilities.

Enhancing our electronic management information systems

Accountability begins with visibility. Our Electronic Management Information System (EMIS) leverages advanced electronic tools to strengthen environmental compliance monitoring and ensure adherence to regulatory requirements. In 2024, United transitioned our audit program and incident reporting to a SaaS cloud-based platform. Building on this success, we designed and transitioned critical compliance modules in 2025, including environmental compliance and task tracking, inspections and management of change capabilities.

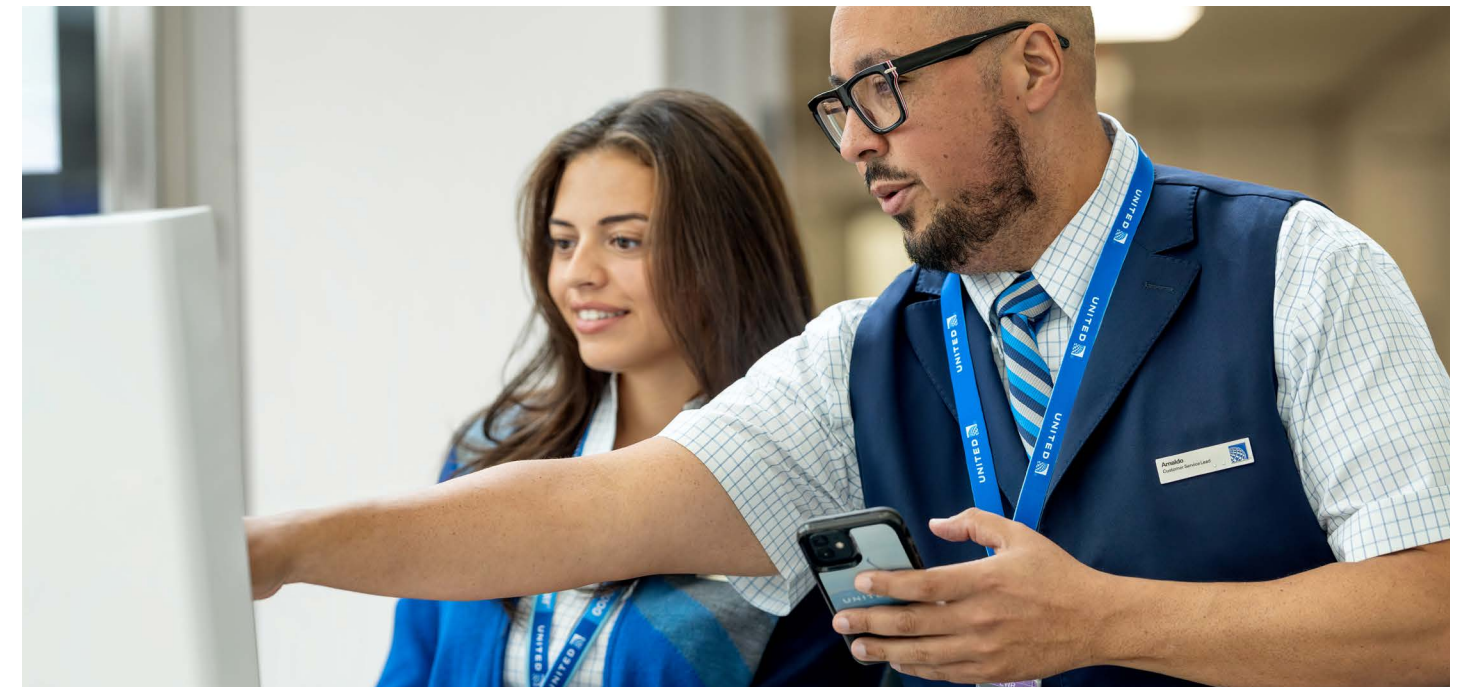
This robust EMIS platform enhances our regulatory compliance posture by providing real-time transparency and comprehensive data visibility at both airport and enterprise levels. The system enables proactive identification of compliance gaps, facilitates timely corrective actions, and supports the implementation of industry best practices across our operations. United continues to expand EMIS capabilities with additional modules to our SaaS-based solution. In 2026, we expect to add modules on air emissions and chemical management, further strengthening our commitment to meeting environmental regulatory requirements.

2025: completed

- Designed and transitioned critical compliance modules
- Deployed new mobile/electronic inspection forms
- Created new environmental Management of Change (MOC) process

2026: planned

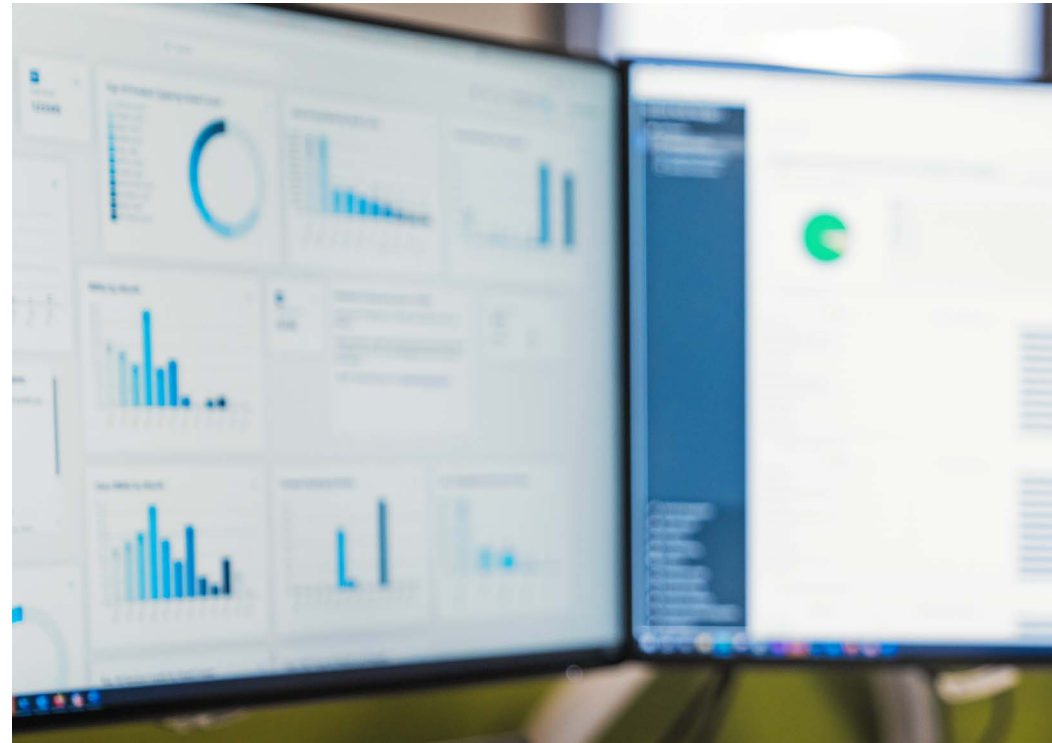
- New air emissions calculation and compliance module
- New chemical management and approvals module
- Network-wide tank inventory database



Building a culture of compliance

Frontline engagement is central to maintaining compliance, so we equip our employees with the tools and knowledge needed to meet environmental regulatory standards.

Throughout 2025, we modernized our Environmental Procedures Manual (EPM), which defines our environmental policies and procedures. The updated EPM now lives on a user-friendly digital platform with AI-powered search capabilities, improving accessibility and ease of use for employees. United also delivers specialized in-person environmental training annually; last year we began overhauling the environmental computer-based training modules to incorporate updated EPM and EMIS platforms that reinforce our culture of compliance.



Management oversight and accountability

Achieving environmental compliance also depends on strong management oversight. Leadership engagement ensures compliance is integrated into reliable, efficient operations rather than treated as a separate function. Our newly enhanced EMIS provides management with real-time insights to identify compliance gaps and trends, helping us prioritize resources, tools and oversight to maintain compliance. Through compliance dashboards, divisional and airport leadership gain clear visibility into compliance metrics, reinforcing consistency and accountability across our network. This data can also help predict future noncompliance, identify opportunities for tools or procedural improvements and guide training enhancements to avoid future noncompliance.



 This new tool provides increased flexibility and transparency in my day-to-day tasks. I can download an inspection form and take it with me to complete on-the-go, while being able to easily see records allows me to track all my completed tasks. It's also helpful when we have audits and inspections, so I can easily pull up weekly, monthly, quarterly and annual reports.

Matthew Olans, Assistant Manager of Facilities and GSE Maintenance at Seattle-Tacoma International Airport (SEA) and Portland International Airport (PDX).



Community impact

Topics in this section:

Crisis response ✈

Strengthening communities through inclusion ✈

Inspiring the next generation of leaders ✈

Engaging our hub communities ✈

United partners with nonprofit organizations to create meaningful impact in the communities where we live and fly. We align our giving strategy with the Company's purpose, values and priorities to build more resilient communities around the globe.

Key highlights

\$27.5M

corporate contributions to charitable causes — \$10.8M in cash, \$15.5M in in-kind travel and \$1.2M in employee giving

63,000+

hours volunteered during 2025



Crisis response

Our role as a global airline uniquely positions us to move people, essential supplies and resources to communities in crisis.

We support disaster response across the U.S. and around the world through a combination of in-kind transportation, cash and mile donations, employee engagement and trusted nonprofit partnerships. Our approach is grounded in speed, coordination and impact — pairing our operational strengths with partners on the front lines to deliver help where it's needed most.

Our contributions:



Resiliency efforts that ensure communities are prepared in advance of a disaster



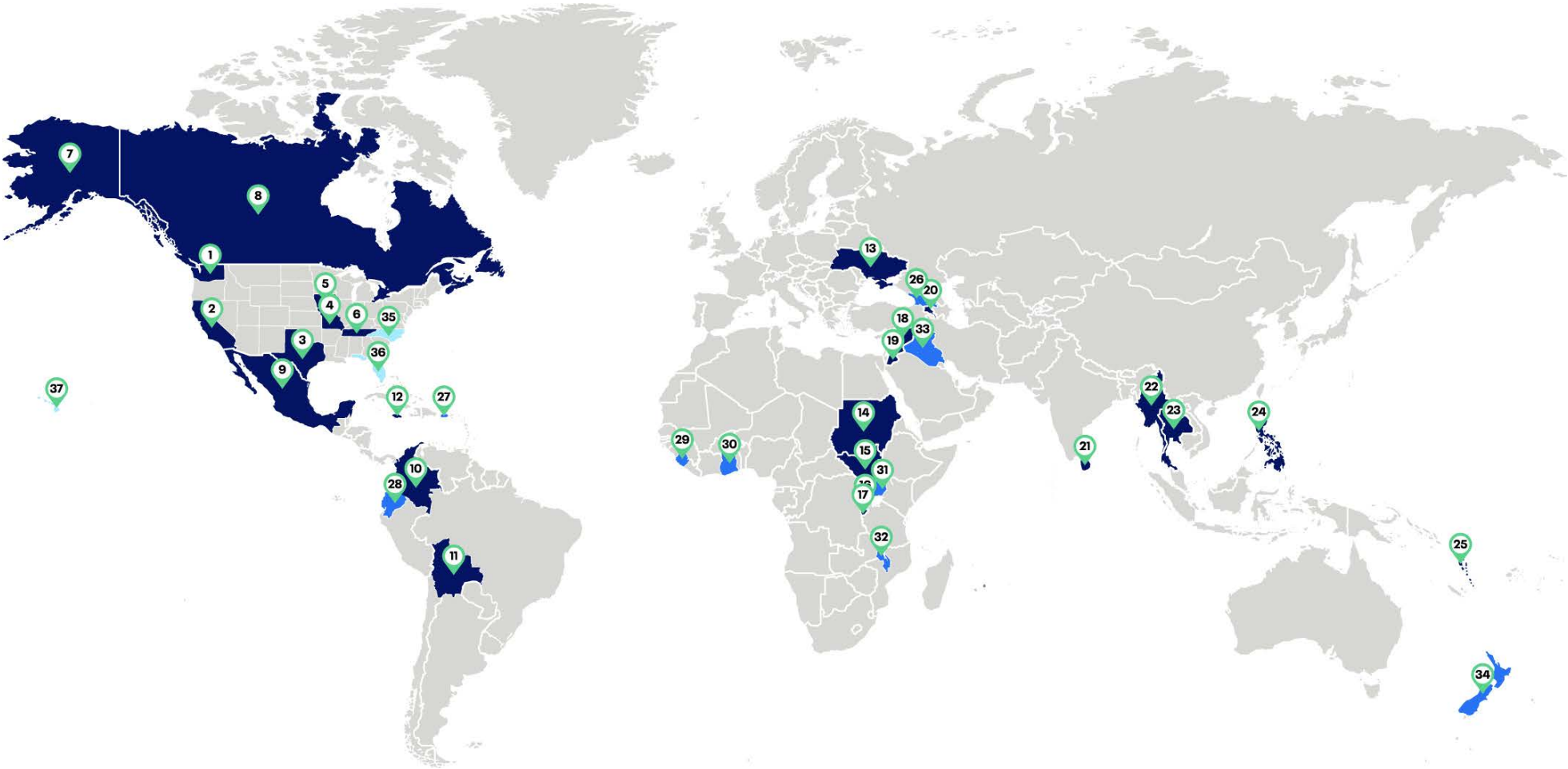
Movement of first responders and critical relief supplies to areas of need



Long-term recovery efforts to get communities back on their feet after disaster strikes

2025 relief efforts across the world

In 2025, we supported relief efforts for 37 disasters worldwide, including continued relief for the wildfires affecting the Los Angeles metropolitan area, Hurricane Melissa in Jamaica and the floods in the Texas Hill Country.



Rapid response programs

- 1 Washington – Wildfires
- 2 California – Wildfires
- 3 Texas – Floods
- 4 Missouri – Tornadoes
- 5 Iowa – Floods
- 6 Tennessee – Tornadoes
- 7 Alaska – Floods
- 8 Canada – Wildfires
- 9 Mexico – Migrant Crisis
- 10 Colombia – Refugee Crisis
- 11 Bolivia – Floods
- 12 Jamaica – Hurricane
- 13 Ukraine – Conflict
- 14 Sudan – Crisis
- 15 South Sudan – Crisis
- 16 Rwanda – Conflict
- 17 Burundi – Conflict
- 18 Syria – Conflict
- 19 Jordan – Conflict
- 20 Armenia – Conflict
- 21 Sri Lanka – Cyclone
- 22 Myanmar – Earthquake
- 23 Thailand – Complex Crisis

- 24 Philippines – Complex Crisis
- 25 Vanuatu – Earthquake

Health system strengthening programs

- 26 Georgia
- 27 Puerto Rico
- 28 Ecuador
- 29 Sierra Leone
- 30 Ghana
- 31 Uganda
- 32 Malawi
- 33 Iraq
- 34 New Zealand

Recovery programs

- 35 North Carolina
- 36 Florida
- 37 Hawaii

Disaster response, recovery and resilience

United Airlines leverages its global network, partners and employee engagement to support communities before, during and long after a crisis occurs. In 2025, United responded to acute disasters across multiple regions while continuing sustained investments in long-term recovery and resilience.

Rapid response and humanitarian logistics

United used its global network to support relief efforts around the world.

- Enabled the movement of nearly 1,000 emergency responders across 26 countries through our relationship with **Airlink** and our nonprofit partners
- Transported more than 418,000 pounds of humanitarian cargo, including food, water, medical supplies and emergency equipment
- Supported emergency feeding and relief logistics, contributing to nearly 135,000 meals delivered in disaster-affected communities in collaboration with **World Central Kitchen**



Mobilizing giving and partner impact

United activated customers and employees through systemwide giving campaigns to amplify disaster relief efforts.

- Generated over 77 million donated miles and nearly \$7M in financial contributions to disaster response and recovery partners
- Supported 23 nonprofit organizations delivering emergency food, shelter, health services and recovery supplies through partners including **World Central Kitchen, American Red Cross, CORE** and **Good360**
- Facilitated the donation of 753,000 units/cases of in-kind goods to communities impacted by disasters

Employee engagement and inclusive recovery

United employees contributed direct, hands-on support across disaster-affected regions.

- Engaged nearly 950 employee volunteers contributing over 3,400 volunteer hours through food distribution, meal service, water-filter assembly and logistics support
- Assembled and deployed water filtration systems to expand access to safe drinking water following severe storms and flooding
- In collaboration with **Watts of Love** and **Off-The-Grid Missions**, distributed solar-powered lights to support deaf and hard-of-hearing individuals and other community members impacted by prolonged power outages — advancing inclusive recovery



Long-term recovery, preparedness and community resilience

United invests beyond immediate response to support rebuilding, stabilization and long-term resilience.

- Invested \$400,000 in long-term recovery initiatives supporting schools, youth-serving organizations and community facilities impacted by wildfires and other disasters
- Supported food and water security initiatives delivering 1.5M meals and supporting over 80 clean-water projects through national and local partners
- Convened 65 nonprofit and corporate partners at a disaster preparedness and recovery summit to strengthen sector-wide readiness, coordination and impact



Our approach going forward

Across rapid response, long-term recovery and resilience investments, United remains committed to:

Partnering

with trusted experts to ensure aid is prioritized, received and distributed effectively

Leveraging

our fleet and network to move people and supplies where access is hardest

Supporting

our employees and airport communities, including wellness checks and employee relief resources during crises

Investing

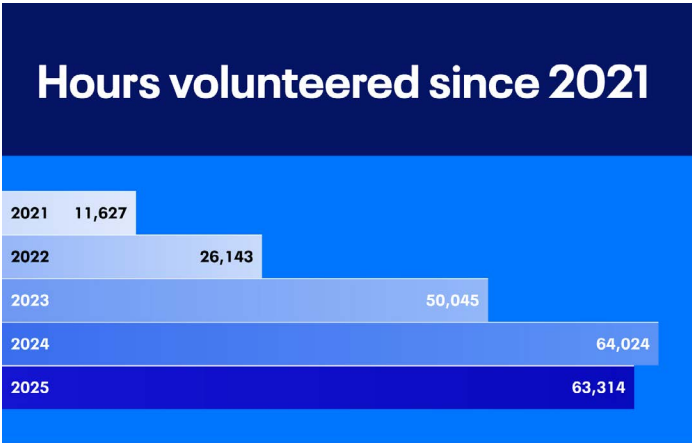
beyond the moment, recognizing recovery and resilience require sustained support





Strengthening communities through inclusion

United strives to promote a culture in which acceptance and appreciation are the standard across our offices, airports and the communities where we operate.



Special Olympics partnership

Our relationship with Special Olympics began in 2018, and we continued to grow our relationship in 2025. The heart of this collaboration lies with the athletes supported by Special Olympics, and we're proud to foster opportunities for them to realize their leadership potential.

Our Special Olympics Service Ambassador (SOSA) program launched during National Disability Employment Awareness Month (NDEAM) in 2019 at Chicago O'Hare Airport (ORD). SOSAs are part-time employees who welcome customers, assist with wayfinding and help deliver a more accessible and inclusive travel experience.

As sponsors of the 2025 Capitol Hill Day, United supported Special Olympics athletes advocating for unified sports funding for high schools. These athletes led more than 300 face-to-face meetings with members of Congress in both the House and Senate, requesting support for education and health initiatives for people with intellectual disabilities (ID).

In 2024, we celebrated the program's fifth anniversary by hosting all SOSAs for a professional development summit at ORD. With the program's expansion to Los Angeles International Airport (LAX), Newark Liberty International Airport (EWR) and San Francisco International Airport (SFO) completed in 2025, United now proudly supports 28 SOSAs across our hub network. Building on this momentum, we will host the next SOSA Summit in March 2026.

We also funded a summer internship program with the American Association of People with Disabilities (AAPD). It provides opportunities — paid summer internships with congressional offices, federal agencies, nonprofit and for-profit organizations — to people with all types of disabilities, including college students, graduate students, law students and recent graduates.



Our commitment to inclusion

In 2025, Toby Enqvist, Executive Vice President and Chief Operations Officer, was appointed to the Special Olympics International Board of Directors. His leadership further strengthens United Airlines' commitment to inclusion and to empowering individuals with intellectual disabilities on a global scale.

Key highlights

28
Special Olympics Service Ambassadors working in our airports

7
hubs participating in the Special Olympics Ambassador program

7
years of partnership with Special Olympics and 6 years of SOSAs and United working together to deliver a more accessible, inclusive travel experience



Supporting Make-A-Wish: Bringing hope to life through travel

United Airlines has partnered with Make-A-Wish for close to 40 years. Our support spans every part of the United ecosystem, from flights that make wishes possible and employees who volunteer as wish-granters to operational teams who care for families at each step of the journey.

Our pledge to make an impact

In 2025, Kate Gebo, Executive Vice President of Human Resources and Labor Relations, was appointed to the Make-A-Wish America Board of Directors. More than 75% of wishes involve air travel, and Kate brings valuable, industry-specific knowledge to the board, solidifying our commitment to making a lasting impact in the lives of children and their families.

Beyond transportation, United employees show up in meaningful ways — volunteering their time, creating unforgettable moments at community events and designing custom send-offs that make wish travel feel truly special.



Make-A-Wish partnership: Four core impact areas



Creating joyful, once-in-a-lifetime experiences

United brings wishes to life through immersive, memorable moments that center joy, imagination and family connection. From Fantasy Flights and Wings Over Houston to festive activations like Trunk or Treat in Denver, employees help transform aviation into a world of magic for wish kids and their siblings.



Personalized wish travel and send-off moments

Travel is at the heart of many wishes, and United goes beyond transportation to create meaningful send-offs. Employees have delivered hundreds of customized wish send-off gifts, gate greetings and special touches, ensuring families feel celebrated and supported from the moment their journey begins.



Employee-powered volunteering and community engagement

United employees actively show up for wish families through hands-on volunteering and community events. This includes Holiday Wish Store in Denver, Trees of Joy in Chicago and the Walk for Wishes in Chicago's Lincoln Park, where teams directly support families while building strong local connections with Make-A-Wish chapters.

Sustained fundraising and chapter support

United supports the long-term mission of Make-A-Wish by participating in and backing signature fundraising events, including the New York and Illinois Galas. These efforts help ensure chapters have the resources needed to grant more wishes and expand their impact.

Through every interaction — from granting wishes to guiding families through the travel journey — United helps turn wishes into powerful moments of hope, reminding families that they are supported by an entire community.



Inspiring the next generation of leaders

United is committed to the success of future generations. By investing in programs that advance the next generation of leaders, we're making sure our business and the communities we serve will be successful for years to come.

Funding supports



Aviation-focused organizations that inspire and provide access for young people from any background to pursue careers in aviation



Organizations that encourage young people to develop the knowledge, skills and values they need to make the world a more equal, fair and sustainable place

Empowering our youth: Skills, career and opportunity



Expanding horizons early

United introduces young people to careers and essential skills that broaden what they believe is possible beyond their neighborhoods.



Building skills for today's and tomorrow's workforce

We help young people develop foundational, digital and career-ready skills, including access to credentials that open pathways to first jobs and long-term economic mobility.



Connecting youth to real-world careers

Through industry expertise and networks, we provide teens with exposure, mentorship and work-based learning that builds confidence, adaptability and a strong sense of belonging in the world of work.

Boys & Girls Clubs of America

Our collaboration with Boys & Girls Clubs helps young people feel connected, supported and empowered to envision futures beyond what they see today. Through strategic funding, employee volunteerism, experiential learning programs and support for community events, we enable Clubs to create safe, welcoming spaces where trusted relationships are formed and youth gain exposure to new skills, careers and possibilities. Together, our support expands access to life and workforce-readiness opportunities, strengthens local communities and fosters a deep sense of belonging — ensuring young people not only feel seen and valued, but equipped to thrive in school, work and life.

After School Matters

Our collaboration with After School Matters creates pathways for Chicago's youth to explore their potential and gain skills that extend far beyond the classroom. Through targeted investment and development workshops with employees that build their professional and personal skills, we help support programs that encourage growth and career discovery. Together, we contribute to spaces where young people learn and connect — building confidence, practical experience and a sense of purpose. This collaboration strengthens communities while equipping youth with the tools and momentum they need to navigate the future ahead.



Supporting aviation programs: Tuskegee NEXT and Aerostar Avion Institute

Our support of Tuskegee NEXT and AeroStar Avion Institute helps cultivate the next generation of aviation and STEM leaders by expanding access to education, mentorship and hands-on training through certification programs. Through scholarships and employee engagement such as career panels, airport tours and community aviation days, we strengthen talent pipelines, honor a legacy of excellence and innovation — and empower learners to pursue meaningful careers in aviation and beyond.

Engaging our hub communities

Our hub communities are the heart of our operations and the foundation of our shared success. As we invest in local nonprofit organizations and volunteer initiatives, we strengthen the social and economic fabric of the regions where we live and work. These relationships enable us to address community needs more directly and create a lasting impact that extends well beyond our airports.





Chicago

Our Chicago operations reflect a deep commitment to the city we call home, which is strengthened by our community engagement, workforce development and youth education, particularly in STEM. In 2025, our September of Service marked the highest level of employee volunteerism to date. We hosted nine key events and several team-led initiatives, engaging hundreds of employees across our headquarters, the Network Operations Center and the airport. Together, they packed meals and amenity kits, mentored youth and worked side-by-side to clean up beaches and neighborhoods.



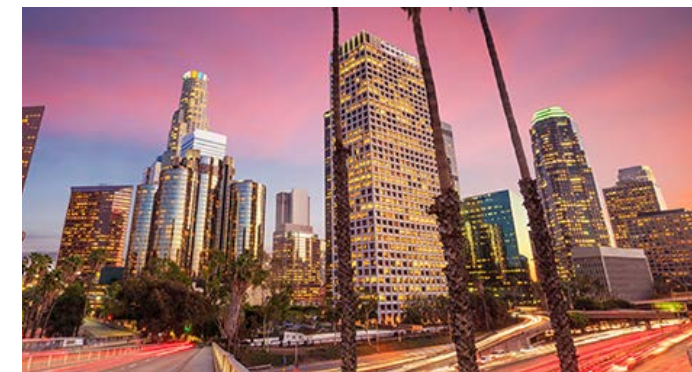
Denver

In Denver, our Community and Market Impact work centers on youth and STEM education, environmental sustainability and essential needs such as affordable housing and food security. These priorities come to life through strong employee volunteerism and strategic local relationships. One key highlight this year was our support of the Disabled American Veterans Winter Sports Clinic, which was our largest volunteer engagement across the network. We helped transport over 500 staff and veteran athletes to Aspen/Snowmass for a week of adaptive sports and community connection, covering travel for 20 participants and waiving baggage fees for all. On-site support from United for Veterans Business Resource Group leaders and senior executives underscored our ongoing commitment to honoring those who have served.



Houston

As Houston's hometown airline and the gateway to Latin America, United is deeply invested in the people and industries that shape this region. Our support advanced green technology, expanded career pathways and promoted youth development through STEM and aviation careers — while empowering our 14,000+ local employees to lead through volunteerism. In 2025, United served as the Official Airline Partner of Wings Over Houston, reaching more than 90,000 attendees through flight demonstrations, aircraft displays and youth-focused STEM programming. More than 100 employees volunteered to support special-needs and student events, connecting families and youth to aviation careers. Our support of the Houston Independent School District Foundation also reached over 300 students through aviation programs and career expos, broadening access to aviation careers for Houston students.



Los Angeles

Los Angeles is one of our most competitive hubs and a strategic gateway to the Pacific with over 125 daily departures and the largest intra-California network. Our community work extends beyond the immediate LAX footprint into the neighborhoods where our customers and 5,000+ employees live and work. Our support in Los Angeles focuses on workforce development, wildfire relief and STEM and youth development, aligning the United business priorities with the region's most pressing community needs. In 2025, United expanded its support of the Fly Compton Foundation at Compton/Woodley Airport, providing no-cost flight instruction for local youth. United also engaged more than 5,000 attendees at the annual Air & Space Fair.



Newark

In the Newark and New York region, our community efforts center on strengthening EWR reliability while fostering collaborations that reflect the priorities and people of the area. We emphasize youth development, workforce readiness and community connectivity, reinforcing our role as the airline of choice for the region. In 2025, our support of the Lincoln Center advanced our shared goal of bringing the arts closer to the communities we serve. Through programs like GlobalFEST and Summer for the City, we help ensure that creativity, culture and global perspectives remain accessible to every New Yorker.



San Francisco

As the Bay Area's largest airline, United operates nearly 300 daily departures to more international destinations than any other carrier in Northern California. Our support reinforces our role as the region's hometown carrier while advancing workforce development pipelines, sustainability leadership and strategic corporate sponsorships and investments that support long-term growth. In 2025, United expanded its support of Eat. Learn. Play. to provide access to nutritious meals, reading resources and active play. United employee volunteers engaged across six Oakland schools, revitalizing playgrounds and strengthening our connection to the communities surrounding SFO.



Washington D.C.

United is the leading international carrier serving the DC/VA/MD region, positioning the Company for continued and accelerated growth in one of the nation's most globally connected corridors. Our community support focuses on cross-sector collaboration and expanding access to opportunity. We prioritize collaborations that reflect the communities we serve. In 2025, United expanded its support of the Smithsonian National Air and Space Museum through immersive youth programming, including two summer camp days at Washington Dulles International Airport (IAD) and guided student tours inside our Dulles hangar. These experiences introduced students from underserved and underrepresented communities to an active aviation environment, strengthened our workforce development pipeline by inspiring future aviation professionals and deepened employee engagement across the region.

Supply chain resilience

Through our responsible supply chain strategy, we identify, assess and mitigate critical risks that could impact our supply chain resiliency as well as our ability to maintain a reliable supply to our operations.



Responsible supply chain strategy

Serving 175 million customers across more than 370 destinations annually presents risks and opportunities that demand a world-class global supply chain. We continue to build a responsible sourcing program that identifies, assesses and mitigates risks that could impact our supply chain resiliency by implementing fair and transparent employment and procurement practices. These practices continually evolve to ensure relevant topics are prioritized and corresponding compliance obligations are addressed. Our commitment to responsibility begins with compliance and extends to a due diligence and assessment process that requires proactive suppliers and is designed to mitigate supplier-related risks. Our responsible sourcing program also focuses on growing and cultivating relationships that are in alignment with our business objectives and strategies — all the way across our supply chain.

Partner and Supplier Guiding Principles

Our [Partner and Supplier Guiding Principles](#) outline the expectations United has for ethical conduct across our supply chain. These standards ask suppliers to comply with all applicable laws, uphold internationally recognized human rights, and maintain workplaces free from discrimination, harassment and abuse.

Suppliers are expected to meet these requirements to remain eligible for future business. This ensures that our partnerships support a safe, dependable and responsible travel experience for our customers.



Supply chain risk management

Our Supplier Risk Management (SRM) program strengthens safety, operational reliability and integrity, and supply chain performance by further embedding risk-mitigation into the procurement process. By identifying supplier risks that could disrupt operations, compromise safety or create regulatory exposure, the program helps ensure operational continuity and customer trust. Suppliers are evaluated across key risk dimensions, including ethics and compliance, financial, cybersecurity and geopolitical exposure.

We are developing and deploying technologies that enhance our understanding of potential supply chain risks to enable more timely decision-making. For instance, as of the end of 2025, we had completed approximately 1,800 data-driven assessments of our current suppliers across six risk dimensions — and around 200 internal risk evaluations capturing United-specific operational and cybersecurity exposure. These risk insights will be used to identify potential

high-risk suppliers, reduce disruptions and improve supply-chain predictability. Over the next three years, we plan to broaden the categories used in our supplier assessments and extend the assessments to sub-tier suppliers across the supply chains.

Evolved Supplier Risk Management (SRM) program

to strengthen safety, reliability, integrity and supply chain performance

Benefits of SRM

helps identify potential high-risk suppliers, reduce disruptions and improve supply-chain predictability



Strengthening environmental accountability across our supply chain

United seeks to advance sustainability across our supply chain with accountability for environmental compliance at the core. Our approach to supply chain risk management requires suppliers to verify compliance with applicable environmental laws and regulations. United also aims to drive accountability by seeking transparency into prospective suppliers' environmental impact, such as Scope 1 and 2 greenhouse gas emissions and environmental risk assessment in their own supply chains.

Learn more

Get more information on our environmental initiatives in the [Environmental Sustainability](#) section.

Human rights in our supply chain

We are committed to the protection and advancement of human rights in our global operations and supply chain. This commitment — along with policies and practices designed to identify and address human rights risks in our supply chain — are outlined in our downloadable [Anti-Slavery and Anti-Human Trafficking Statement](#).

Support for small businesses

United continues to strengthen its supply chain by engaging small businesses whose innovation, agility and specialized capabilities enhance our operations. Supporting small businesses also strengthens local economies and builds resilience in the communities that we serve. In 2025, United increased its small-business spend by 24%, relative to the 2025 goal, leveraging the scale of our supply chain and network investments to help stimulate economic development at the community level. This growth reflects our commitment to partnering with the most qualified suppliers while simultaneously building a more adaptable and inclusive supply chain.



Next steps

While we are proud of our progress to date, our responsible sourcing journey is far from over. Effective supply chain management is vital to our success. As we move into 2026 and beyond, we will continue to strengthen our supply chain resilience strategy through an expanded supplier risk management program and partnerships, reinforcement of human rights protections and partnerships with existing and new small businesses.

Appendix

Our Corporate Impact Report is a comprehensive overview of everything United has done to make a difference and showcase how Good Leads The Way®.

With everything we've included in the report, there are items related to our impact that we've decided to make accessible in an appendix.

Topics in this section:

Task Force on Climate-related Financial Disclosures (TCFD) index ✈️

Climate-related risks and opportunities ✈️

Community data ✈️

Environmental data ✈️



Task Force on Climate-related Financial Disclosures (TCFD) index

The following index indicates where readers can find the disclosures within the United Corporate Impact Report that address all four core elements — governance, strategy, risk management, and metrics and targets — outlined in the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), now incorporated in the International Sustainability Standards Board (ISSB) standards, a voluntary framework for climate-related assessment and reporting. We published our first TCFD disclosures in 2022 and have subsequently published updated versions yearly.

Pillar	Disclosure	Relevant sections
Governance Disclose the organization’s governance around climate-related risks and opportunities.	Describe the board’s oversight of climate-related risks and opportunities.	Corporate governance Climate-related risks and opportunities
	Describe management’s role in assessing and managing climate-related risks and opportunities.	Corporate governance
Strategy Disclose the actual and potential impacts of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning.	Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term.	Climate-related risks and opportunities
	Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning.	Climate-related risks and opportunities
	Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Climate-related risks and opportunities
Risk management Disclose how the organization identifies, assesses and manages climate-related risks.	Describe the organization’s processes for identifying and assessing climate-related risks.	Climate-related risks and opportunities
	Describe the organization’s processes for managing climate-related risks.	Climate-related risks and opportunities
	Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization’s overall risk management.	Climate-related risks and opportunities
Metrics and targets Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities.	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	GHG emissions
	Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 GHG emissions and the related risks.	GHG emissions Climate-related risks and opportunities
	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Our environmental strategy Roadmap to 2050



Climate-related risks and opportunities

United recognizes the importance of identifying and understanding risks to inform a comprehensive climate strategy that enhances our resilience.

Our enterprise risk management (ERM) process supports us in identifying, assessing and managing a wide spectrum of risks — including those related to climate change — to ensure that we are equipped to address and mitigate challenges effectively. To foster risk awareness among the ERM Committee and Risk Teams, regular ERM Committee meetings are convened where Risk Teams present assessment of enterprise risks as well as risk response capabilities and planning. ERM also manages a quarterly process with all Risk Leads to review, monitor and update all enterprise risk information. Additionally, our Board of Directors and its Committees take an active role in reviewing and managing climate-related risks through

a robust governance process that incorporates regular risk reviews and clear accountability. This ensures direct involvement in decisions related to our risk-management processes, with updates provided in regular meetings.

To further our understanding of climate-related risks and opportunities, we have completed several exercises, including a risks and opportunities assessment and a scenario analysis. The outcomes of these activities guide our strategy, including our approach to drive fuel efficiencies and innovation in flight, adopt more sustainable alternatives, integrate sustainability efforts at every altitude and collaborate with partners.

We have prepared the following information on our climate-related risks and opportunities in alignment with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), a voluntary framework for climate-related assessment and reporting. Please also see our [TCFD index](#) to find the climate-related disclosures within the United Corporate Impact Report that address all four core elements — governance, strategy, risk management, and metrics and targets — outlined in the TCFD framework.

Climate assessment methodology

In 2023, United conducted a qualitative assessment to identify acute and chronic physical and transition risks, as well as climate-related opportunities, consistent with leading industry practices and in conjunction with the existing ERM program and procedures. In 2024 and 2025, United reviewed this analysis for major changes and updated select examples illustrating the impact of certain climate risks.





Emissions scenarios and time horizons

Scenario analysis is a process for identifying and assessing a potential range of outcomes of future events under conditions of uncertainty. United selected publicly available and widely accepted climate scenarios developed by the Intergovernmental Panel on Climate Change (IPCC) and International Energy Agency (IEA). The time horizons selected align with TCFD recommendations.

Evaluation of physical risks

Risk type	Low-emissions scenario	High-emissions scenario
Physical risks	IPCC SSP1-2.6 (2°C)	IPCC SSP5-8.5 (4.3°C)
Transition risks	IEA Net Zero Emissions by 2050 (NZE)	IEA Stated Policies (STEPS)

Time horizon

Horizon	Definition
Short	0-2 years
Medium	2-10 years
Long	10-30 years

United risk areas

To further characterize the potential impact of physical and transition risks and opportunities, the following business (or risk) areas are referenced. These areas are defined in our existing ERM program.

Risk area	Definition
Strategic	Risks that disrupt the Company's business strategy or are created as a result of adopting/executing a particular business strategy
Financial	Risks that affect financial resilience and profitability of the organization
Operational	Risks associated with the Company's internal activities arising from the people, systems and processes through which the Company operates
Compliance	Risks related to meeting the regulatory obligations of the organization
Digital	Risks around digital technology including system reliability, cybersecurity risks and data management
Human Capital	Risks that result from misalignment between organizational values and leader actions, employee behaviors, organizational systems, talent retention and acquisition and labor relations
Brand	Risks that threaten the quality/value/reputation of the United brand
Safety	Risks associated with the protection of employees/customers from harm and injury, as well as protection of assets from damage
Extended Enterprise	Risk of potential disruption caused by a failure to identify, measure and mitigate risks at key third-party organizations

Physical and transition risks assessment

Physical risks are either categorized as acute (event-driven), or chronic (which refer to longer-term shifts in climate patterns). To understand potential physical risks, we evaluated 119 of our operating locations using a third-party modeling platform¹ that employs historical data to forecast potential climate-related risks associated with various physical perils, or hazards, in different geographical areas. After selecting the perils,² we then modeled these risks against a low-emissions scenario (IPCC SSP1-2.6) and a high-emissions scenario (IPCC SSP5-8.5) in five-year increments through 2050.

United evaluated transition risks in alignment with TCFD-recommended risk categories (Policy & Legal, Technology, Market and Reputational), as referenced

in the tables that follow, and our existing ERM process. Risks were analyzed against IEA's Stated Policies Scenario (STEPS), a scenario indicative of the potential achievements and limitations of recent developments in energy and climate policy and thus a high-emissions scenario, and IEA Net Zero Emissions by 2050 Scenario (NZE), which sets out a pathway for the global energy sector to achieve net-zero CO₂ emissions by 2050 and is indicative of a low-emissions scenario. The scenario analysis yielded potential impact scores based on the potential likelihood and frequency of occurrence.

As United continues to build resilience, integrating climate change mitigation plans into our financial and strategic planning is a key element of our approach.

1. United notes that the modeling output referenced and used in our climate analysis is not a prediction of future events or conditions, but a methodology that employs the most complete and latest publicly available climate-related observational datasets. We have relied on models and data from a variety of third-party sources to assist with estimating the current risk scores, including, but not limited to, government-provided data, scientific measurements, observational data, and nonprofit sources. With any models, their future data estimates and predictions, conditions can change, models can be incompletely specified, and input data can be inaccurate, incomplete, or imprecise. As a result, the models may exclude or may only approximate these data. As technological capabilities evolve, so too will the reliability of forecasting capabilities for such model platforms.
2. United selected ten perils to evaluate and assess the risk at each location. These perils were tropical cyclone, drought, hail, flood, wind gust, wildfire, heat stress, tornado, wind storm and storm surge.



Physical risks

Risk type: Acute

Climate-related risk	United risk area(s)	Potential impact of risk to United	Timeframe/impact	Our risk response and management
Potential increased frequency and severity of extreme storms, tropical cyclones and associated storm surge	Operational, Financial	Extreme weather events can cause damage to facilities and infrastructure and result in corresponding delays, cancellations or extended airport closures. Historical trends in the U.S. indicate more heavy, single-day precipitation events compounded by extended periods of drought. This increases the likelihood of river and urban flooding following heavy rains. Coastal flooding from storm surge also becomes more likely as sea levels rise and acute weather events become more extreme. EWR sits within the 500-year FEMA flood plain and has experienced both coastal flooding during Hurricane Sandy in 2012 and urban flooding from heavy rain from Hurricane Ida in 2021. And while EWR has experienced severe weather leading to hundreds of flight cancellations, tropical cyclone frequency and severity are more concentrated on the Gulf Coast. IAH experienced urban flooding in 2017 during Hurricane Harvey and in 2019 during Hurricane Imelda. In 2024, flights were grounded at IAH due to several severe weather events including Hurricane Beryl, major flooding and winter storms. In 2025, significant flight cancellations occurred as a result of winter storms in the Gulf Coast and northeast regions of the U.S., and Hurricanes Melissa, Erin and Imelda. Additionally, some airports where United operates have elevated risks for extreme storm damage, such as tornado risk at DEN, windstorm risk at IAD and risk to IAH from both hail and tornados. United largely leases its airport facilities, but these risks could potentially yield financial impact on United, should airport authorities require repair to existing infrastructure and pass costs to us. Cancellations or airport closures could lead to decreased revenues. We are not able to reasonably predict the extent of such financial impacts.	Low-emissions scenario: ●●○ Medium timeframe ●○○ Low potential impact High-emissions scenario: ●●○ Medium timeframe ●●○ Medium potential impact	United recognizes that some of our facilities are more prone to extreme weather events. As part of the normal course of business, United continually evaluates and responds to weather-related events, staying in communication with local airport authorities regarding airport runway accessibility and operating capabilities. The United Network Operations Center works closely with cross-functional teams across the business to manage our operations during weather events. In addition to weather monitoring capabilities, United maintains schedule and network flexibility through processes like out-and-back flying to isolate the impact of weather and Air Traffic Control-related events while mitigating the ripple effect on other stations.

Risk type: Acute

Climate-related risk	United risk area(s)	Potential impact of risk to United	Timeframe/impact	Our risk response and management
Potential increased frequency and severity of extreme temperatures, storms, wildfires and flooding that may interrupt fuel supply	Operational, Financial	United procures billions of gallons of fuel annually to operate. Weather events such as instances of extreme temperatures and storms can result in fuel supply chain disruptions. Extreme cold temperatures can impact refining and distribution infrastructure in locations where equipment is not typically winterized or engineered to operate in such conditions. Instances of high heat can result in equipment failures and power shortages. Increased storm severity and frequency, particularly tropical cyclones, in several locations but especially in the oil-producing and refining regions of the southern U.S. and Mexico, drive increased vulnerability across the fuel supply chain, resulting in potential challenges in the ability to purchase and deliver fuel needed for operations. Increased duration and intensity of wildfires can disrupt usual fuel supply routes and create resource (fuel, trucks) diversion to firefighting. Weather-related fuel supply chain disruptions that impact our ability to fuel our aircraft could lead to flight cancellations and decreased revenue. We are not able to reasonably predict the extent of such financial impacts.	Low-emissions scenario: ●●○ Medium timeframe ●○○ Low potential impact High-emissions scenario: ●●○ Medium timeframe ●●○ Medium potential impact	Given the amount of fuel purchased by United each year for our operations, we hold relationships with a robust network of reliable fuel suppliers. Wherever possible, we responsibly source to minimize potential disruptions with a given supplier or route. We assess these risks and adjust our sourcing strategy to include more secondary and tertiary supply alternatives as well as hold an adequate level of inventory to mitigate these evolving risks. During weather events we work with cross-functional United teams and industry collaboration to lower demand and increase alternative supply to mitigate operational impact to an airport. United recognizes that responsible sourcing is critical to our fueling operations. As such, in addition to managing a strong network of current suppliers, we continue to invest in various SAF technologies to establish a diverse portfolio of SAF producers with whom we can work.
Increased potential for winter storms, extreme low temperature and icing conditions to impact flight scheduling and deicing costs	Operational, Financial	Lower winter temperatures may result in increased costs and operational issues such as delays and/or cancellations in instances of freezing rain, sleet and snowstorms like those that impacted Texas in 2024. This risk may be further exacerbated in locations at which we operate older, regional aircraft that may not be certified to fly in extreme low temperature conditions. These operational disruptions could lead to decreased revenues. Extreme winter temperatures and conditions may also result in longer run times of the aircraft auxiliary power unit (APU), which burns fuel, resulting in increased costs, and in operational challenges with the ground equipment. It also has an impact on employee safety, specifically ground crews, as there are cold stress hazards such as frostbite and hypothermia. Continental airports at northern latitudes such as ORD may be most exposed to this risk. We are not able to reasonably predict the extent of such financial impacts.	Low-emissions scenario: ●●○ Medium timeframe ●○○ Low potential impact High-emissions scenario: ●●○ Medium timeframe ●○○ Low potential impact	United recognizes the increased frequency of severe weather events across our network and has invested in expanding and modernizing our weather decision support function to stay apprised of changing patterns and developing events. These capabilities, coupled with strong planning processes in place that allow for sufficient schedule, network and fleet flexibility, allow United to adjust aircraft type or gauge for a particular route, or to ferry aircraft to another station not impacted by such extreme weather. Additionally, through the United Next plan, we will replace older regional aircraft with new planes that are certified to operate in a wider range of temperatures. Appraisal of cold weather also provides indication for ground teams to plan ahead to use robotics where feasible and ramp up communication to employees. Efforts are increased to prevent cold weather illnesses and injuries such as hypothermia and frostbite by promoting use of protective clothing rated for cold temperatures and encouraging frequent breaks inside warm areas.

Risk type: Acute

Climate-related risk	United risk area(s)	Potential impact of risk to United	Timeframe/impact	Our risk response and management
Potential increase of extreme heat on infrastructure and operations	Operational, Financial	Extreme temperatures can negatively affect airport infrastructure, such as buckling or softening of asphalt runways and taxiways; the latter of which prevents the aircraft from single-engine taxiing. Such temperatures may also affect takeoff and landing of aircraft and/or increase maintenance expenses. Extreme heat limits the ability for an aircraft to take off due to lower air density during the hottest hours of the day. In 2017, PHX cancelled dozens of flights due to extreme heat (over 118 degrees F). Rising temperatures may increase delays or cancellations or change flight patterns to avoid flying during the hottest parts of the day in summer months. These operational disruptions could lead to decreased revenues. We are not able to reasonably predict the extent of such financial impacts.	Low-emissions scenario: Long timeframe Low potential impact High-emissions scenario: Long timeframe Medium potential impact	United recognizes the increased frequency of severe weather events across our network and has invested in expanding and modernizing our weather decision support function, which continuously maintains weather monitoring capabilities to stay apprised of changing patterns and developing events. These capabilities, coupled with strong planning processes in place that allow for sufficient schedule, network and fleet flexibility, afford United the ability to exercise such options as adjustments to aircraft type or gauge for a particular route, or ferrying aircraft to another station not impacted by such extreme temperatures rather than remaining overnight and risking maintenance issues. Additionally, through the United Next plan, we will replace older regional aircraft with new planes that are certified to operate in a wider range of temperatures.

Risk type: Chronic

Climate-related risk	United risk area(s)	Potential impact of risk to United	Timeframe/impact	Our risk response and management
Potential increase of enroute turbulence, which may require more frequent changes to altitude and/or flight routes	Operational	As climate change drives shifts and changes in weather patterns, there is the potential for increased instances of turbulence over certain geographies, particularly the Mid-Atlantic. This may result in impacts to service to/from airports that are critical to transatlantic travel, such as EWR. It could also pose risk in higher turbulence-related injuries for flight attendants.	Low-emissions scenario: ●●● Long timeframe ●○○ Low potential impact High-emissions scenario: ●●● Long timeframe ●●○ Medium potential impact	As normal course of business, United monitors flight conditions that include potential turbulence to plan accordingly for operational adjustments. We have employed state-of-the-art technology that supports knowledge sharing of environmental conditions in real time, providing improved capabilities for route planning that can aid in a smoother, safer flight experience. United has collected industry leading flight observation data from pilots and flight attendants focused on turbulence and is implementing a mitigation strategy to reduce turbulence-related injuries.
Potential rising of mean temperatures, which may reduce aircraft and jet engine performance	Operational, Financial	Higher average temperatures at the airports United serves may cause lower air density, directly impacting lift and jet engine performance. Additional impacts may include need for greater runway length for takeoff, greater fuel usage at each stage of flight and increased landing speeds, impacting brake and fuel performance. These impacts could lead to increased costs. We are not able to reasonably predict the extent of such financial impacts.	Low-emissions scenario: ●●○ Medium timeframe ●○○ Low potential impact High-emissions scenario: ●●○ Medium timeframe ●●○ Medium potential impact	The United Next plan will enable implementation of aircraft that are not only more efficient, thus minimizing the impacts of potential additional fuel usage, but are also certified to operate in a wider range of temperatures. Additionally, through United Airlines Ventures SM , we are also continuing to invest in alternative propulsion technology that will reduce our reliance on conventional jet fuel.
Potential increase of heat stress risk to United employees	Human Capital, Financial	Increasing temperatures may put additional heat stress on airline employees, specifically operational teams at airports. Need for additional break periods and access to shade and water on high temperature days could cause greater downtime, which may result in delays or the need for more staff. These impacts could lead to increased costs. We are not able to reasonably predict the extent of such financial impacts.	Low-emissions scenario: ●○○ Short timeframe ●○○ Low potential impact High-emissions scenario: ●○○ Short timeframe ●●○ Medium potential impact	Safety is a core operating principle at United. It's the foundation of everything we do to protect our people and our customers. United maintains a robust safety program and regularly communicates with employees and operational teams, including during instances of extreme temperatures, providing additional support and resources such as increased access to water and breaks, and education to promote safe work practices. Additionally, as part of United Next, we are expanding our network of hangar facilities in various locations such that maintenance can be completed indoors and not exposed to the elements.

Risk type: Chronic

Climate-related risk	United risk area(s)	Potential impact of risk to United	Timeframe/impact	Our risk response and management
Mean and extreme temperatures at key tourist destinations could make travel to these destinations less appealing	Strategic, Financial	Higher temperatures may lead to changes in consumer preferences that may impact demand for our services for certain leisure destinations, which could lead to decreased revenues. We are not able to reasonably predict the extent of such financial impacts.	Low-emissions scenario: ●●● Long timeframe ●●○ Medium potential impact High-emissions scenario: ●○○ Short timeframe ●●○ Medium potential impact	United evaluates changes in market demand on an ongoing basis. Many of the Company's markets have grown at different rates over time, and United may shift capacity by allocating different numbers of flights and adjusting aircraft gauge, as appropriate, to meet market demand. United will continue adjusting to meet network demand inclusive of impact to markets from climate change.
Rising sea levels may necessitate adaptation expenditures	Strategic, Financial	Higher sea levels, which could cause runways and taxiways to become inaccessible at key locations such as SFO, EWR and LGA, may require hardening of airport infrastructure by airport authorities, which could pass those costs down to United through lease agreements or rates and charges. We are not able to reasonably predict the extent of such financial impacts.	Low-emissions scenario: ●●● Long timeframe ●○○ Low potential impact High-emissions scenario: ●●○ Medium timeframe ●○○ Low potential impact	Coordination with airport authority partners on efforts such as long-term planning and maintenance of key station infrastructure is normal course of business for United. Relative to operations, United is engaged with local airport authorities on an ongoing basis to ensure airport runway capacity and operating capabilities.

Transition risks

Risk type: Policy and legal

Climate-related risk	United risk area(s)	Potential impact of risk to United	Timeframe/impact	Our risk response and management
Potential increase of GHG emissions pricing associated with implementation or amendment of regulations	Operational, Financial	United may be subject to complying with a regulation that prices GHG emissions such as a full-scope application of the EU ETS cap-and-trade scheme. As a U.S. carrier, United has participated in the monitoring, reporting and verification requirements of the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) for international flights since 2021, given U.S. participation in the first two phases of the scheme. Although the specific regulatory mechanism for U.S.-based airline participation in the offsetting requirements of CORSIA has not yet been established, it may initiate carbon offsetting requirements for the first phase of CORSIA from 2024-2026 and continue throughout the duration of the scheme to 2035. The first requirements would be due by January 2028. In addition, the availability of CORSIA-eligible offsets is currently constrained. CORSIA does allow airlines to reduce their offsetting requirements using CORSIA-eligible fuels, such as SAF. Implementation of carbon taxes or other pricing schemes would present a substantial expense to United.	Low-emissions scenario: ●●○ Medium timeframe ●●○ Medium potential impact High-emissions scenario: ●●○ Medium timeframe ●●○ Medium potential impact	Given the robust operating network at United, it is normal course of business for us to monitor and engage in legislative efforts across the global community. Mitigation or adaptation strategies are uniquely applied, dependent on the regulation. Our goal to achieve net-zero GHG emissions by 2050 does not rely on the use of voluntary, traditional carbon offsets and we will therefore focus efforts on reducing compliance burdens through maximizing fuel efficiency and working with strategic partners to scale, employ and commercialize the use of SAF. United has entered into a number of SAF purchase agreements and has established a portfolio of investments, including through UAV and the UAV Sustainable Flight Fund, tied to emerging technologies that could support sustainable aviation.
Potential increase of GHG emissions pricing associated with implementation or amendment of regulations	Financial	Implementation of carbon taxes or other pricing schemes would present a substantial expense to United.	Low-emissions scenario: ●●○ Medium timeframe ●●● High potential impact High-emissions scenario: ●●● Long timeframe ●○○ Low potential impact	Given the robust operating network at United, it is normal course of business for us to monitor and engage in legislative efforts across the global community. Mitigation or adaptation strategies are uniquely applied, dependent on the regulation. Our goal to achieve net-zero GHG emissions by 2050 does not rely on the use of voluntary, traditional carbon offsets and we will therefore focus efforts on reducing compliance burdens through maximizing fuel efficiency and working with strategic partners to scale, employ and commercialize the use of SAF. United has entered into a number of SAF purchase agreements and has established a portfolio of investments, including through the UAV Sustainable Flight Fund, tied to emerging technologies that could support sustainable aviation.

Risk type: Policy and legal

Climate-related risk	United risk area(s)	Potential impact of risk to United	Timeframe/impact	Our risk response and management
Anticipated increase of climate disclosure requirements, and therefore compliance risk, associated with GHG emissions and climate change	Compliance	CSRD and CSDDD in the EU cover a range of sustainability topics, which United may be subject to in the future. In addition, California has adopted SB 253 and SB 261 (as amended by SB 219), which require the disclosure of Scopes 1–3 GHG emissions and climate risks by companies that do business in the state. Other U.S. states and countries are considering similar disclosure laws.	Low-emissions scenario: Short timeframe Medium potential impact High-emissions scenario: Short timeframe Medium potential impact	United has a long-standing history of engaging in voluntary disclosures of the Company's GHG footprint, inclusive of Scope 1, 2 and 3, as well as other sustainability initiatives. In addition, we have reported (on a voluntary basis) Scope 1, 2 and 3 emissions in the 2025 10-K report . United continues to prepare for mandatory climate disclosures and reporting frameworks.
Potential limitations of government to facilitate scale of SAF supply	Strategic, Financial	The expiration or reduction of federal incentives, if not renewed, could increase the cost of acquiring SAF. It may also dampen the interest of prospective investors and producers in funding and developing SAF technology and production facilities, potentially resulting in a decrease in the available supply of SAF.	Low-emissions scenario: Medium timeframe Medium potential impact High-emissions scenario: Medium timeframe Medium potential impact	United actively engages with state, federal and international government leaders to advocate for policies that incentivize the commercialization of SAF. For example, United engaged in the development of the Illinois state SAF tax credit which was passed in early 2023 and which lowers the cost of SAF purchased by airlines and incentivizes increased production near a key United hub. Due to this successful effort, United continues to advocate for the adoption of similar tax credits in additional states. At the federal level, United engaged with policymakers in 2025 to increase the amount of and the allotted duration for federal incentives related to SAF. United continues to lead the industry and establish innovative ways to finance the transition to sustainable flight through the production and use of SAF, in collaboration with others. We also helped establish the SAF Coalition to advocate for SAF policy.

Risk type: Policy and legal

Climate-related risk	United risk area(s)	Potential impact of risk to United	Timeframe/impact	Our risk response and management
Additional regulation regarding non-CO ₂ emissions	Operational	Uncertainty about non- CO ₂ emissions impact on aviation may result in law or regulations requiring changes to air travel operations, such as flight altitude or aircraft upgrades to mitigate these emissions.	Low-emissions scenario: ●●○ Medium timeframe ●●○ Medium potential impact High-emissions scenario: ●●● Long timeframe ●●○ Medium potential impact	United is proactively collaborating with stakeholders across government, NGOs and industry to advance understanding of the impacts of non-CO ₂ emissions from aviation and the potential opportunities to mitigate such impacts. Additionally, our efforts to scale the SAF we use incidentally mitigate some of these impacts based on the current understanding of their causes, and we continue to invest in advanced propulsion technologies that provide alternative travel modalities.
Potential litigation associated with “greenwashing” claims	Brand	Climate risk analysis and expectations about transition commitments by investors and regulators are still formative. Litigation related to “greenwashing” may arise, given the future-looking nature of current decarbonization strategy, despite our good faith efforts to implement and communicate its climate strategy in an effective and transparent manner.	Low-emissions scenario: ●○○ Short timeframe ●●○ Medium potential impact High-emissions scenario: ●●○ Medium timeframe ●○○ Low potential impact	United recognizes the importance of communicating our sustainability strategy and associated initiatives and goals with clarity and integrity. Sustainability communications are reviewed to ensure transparency and that appropriate context and information regarding the United climate strategy and initiatives have been provided on our website and other climate disclosures. United also seeks to align with the latest climate science and proper accounting methodology such that metrics and supporting calculations are underpinned by science-backed protocols. Our ESG Council and Board provide oversight of climate disclosures.

Risk type: Technology

Climate-related risk	United risk area(s)	Potential impact of risk to United	Timeframe/impact	Our risk response and management
Limitations of SAF technology and availability	Financial	SAF currently costs significantly more to produce and purchase than conventional jet fuel. It is also currently unavailable at scale. Advances in underlying technologies as well as development of infrastructure, logistical networks and related supply chains are all required to achieve the scale necessary for airlines to fully adopt SAF.	Low-emissions scenario: ●●○ Medium timeframe ●●○ Medium potential impact High-emissions scenario: ●●○ Medium timeframe ●○○ Low potential impact	United has defined action plans to achieve its climate targets. The Eco-Skies Alliance is a present-day SAF demand solution that not only creates a collaborative platform for the purchase of SAF but also serves as a demand signal that global corporations beyond the aviation industry are advocating for sustainable flight. SAF is a long-term solution. United has entered into a number of SAF purchase agreements and has established a portfolio of investments, including through the UAV Sustainable Flight Fund, tied to emerging technologies that could support sustainable aviation. Further, United has been using voluntarily purchased SAF blends on a regular basis at select locations. United first began using a SAF blend at LAX in 2016 and, at various points in time since then, purchased voluntary SAF blends for use at AMS, EWR, IAD, IAH, ORD, SFO and LHR, providing insights and learnings about technical, operational and financial challenges and opportunities.
Potential costs associated with improving fleet fuel efficiency	Operational, Financial	Investments in the United fleet and fuel efficiency efforts represent cost and operational impacts to our business from fleet purchases and new operational requirements; however, these same investments drive bottom-line value by reducing fuel costs through reduced fuel consumption.	Low-emissions scenario: ●●○ Medium timeframe ●●○ Medium potential impact High-emissions scenario: ●●○ Medium timeframe ●○○ Low potential impact	United is addressing emissions through fleet modernization and other operational efficiencies. The United Operational Efficiency Council brings internal and external stakeholders together to look at areas of opportunity to reduce fuel usage. The Operational Efficiency Council focuses on aircraft weight reduction, optimizing extra planned fuel, utilizing single engine taxi, and reducing auxiliary power unit burn. Further efficiencies may be gleaned through expected Air Traffic Control (ATC) routing optimization upgrades. As part of United Next, United has introduced new narrowbody and widebody aircraft into its fleet mix, with an expected 20% fuel efficiency per seat compared to older aircraft. In addition, United has now electrified 41 % of its systemwide motorized mobile GSE fleet across its network.

Risk type: Market

Climate-related risk	United risk area(s)	Potential impact of risk to United	Timeframe/impact	Our risk response and management
Potential for decreased revenues due to reduced demand for products and services	Strategic, Financial	Extreme weather may result in operational impacts (delays, cancellations, turbulence, etc.) and potential damage to key tourism assets (both financial and natural capital assets). This could decrease passenger perceptions of comfort and convenience to travel to those destinations, resulting in lower revenue for select markets.	Low-emissions scenario: ●●● Long timeframe ●●○ Medium potential impact High-emissions scenario: ●●● Long timeframe ●○○ Low potential impact	United evaluates changes in market demand on an ongoing basis. Many of the Company's markets have grown at varying rates, and United may shift capacity by allocating different numbers of flights and adjusting aircraft gauge as appropriate to meet market demand. United will continue adjusting to meet network demand inclusive of impact to markets from climate change.
Increased prices and taxes on conventional fuel	Financial	Taxes on fossil fuels may increase to incentivize use of alternative, cleaner fuel sources. At the same time, regulations mandating SAF usage and/or the reduction of the carbon intensity of fossil fuels may directly and indirectly increase overall costs. Many of these regulations place obligations on entities providing fuel to United, who may price in externalities beyond the direct cost of compliance, such as potential noncompliance penalties.	Low-emissions scenario: ●●○ Medium timeframe ●●○ Medium potential impact High-emissions scenario: ●●● Long timeframe ●○○ Low potential impact	United is leading engagement with regulators to develop pragmatic, cost-effective policies to scale SAF adoption, while minimizing higher costs that do not drive increased production or availability of said fuels. United advocates for the adoption of flexible policies that remain feedstock and technology agnostic, demand-side incentives that drive down costs, and the leverage of existing supply chain infrastructure toward SAF adoption and scale. United sees public incentives as a needed driver for lower-emissions fuels, creating a more meaningful signal for investment in production and purchase demand.

Risk type: Reputational

Climate-related risk	United risk area(s)	Potential impact of risk to United	Timeframe/impact	Our risk response and management
Potential shifts in stakeholder preferences	Strategic, Brand, Financial	An increased environmental awareness across stakeholders may have broad implications on the business. Public perceptions of aviation’s impact on climate change could result in reduced demand for our service in favor of lower emissions travel alternatives, leading to decreased revenues, and/or lead to increased shortage of prospective talent in the future.	Low-emissions scenario: ●○○ Short timeframe ●●○ Medium potential impact High-emissions scenario: ●●○ Medium timeframe ●○○ Low potential impact	United has been transparent in recognizing its contribution to climate change and the responsibility to address it. United supports transparency on metrics and targets as well as progress against goals. Its climate goals are intended to align with the well below 2.0°C temperature limit goals of the Paris Agreement. In addition, United supports employee-led groups focused on sustainability action.



Opportunities assessment

This section characterizes the opportunities that United is uniquely positioned to seize given the action we’ve taken thus far to help drive the market-level progress we need to realize our net-zero goals.

As with the transition risks, opportunities were categorized by type, according to the TCFD recommendations: Resource Efficiency, Energy Source, Products and Services, Markets and

Resilience. Using the same ERM processes, the potential for an opportunity was determined based on the potential likelihood and frequency within the respective timeframe and assigned an applicable

score. Notably, the opportunities do not include characterization by low- and high-emission scenarios. The characterizations provided are reflective of a low-emissions scenario, which accounts for market-level economic, political, energy and societal factors.

Opportunity type: Resource efficiency

Climate-related opportunity	Opportunity area(s)	United Airlines opportunity response	Timeframe	Potential opportunity score
Increasing operational efficiency through the purchase and use of more energy-efficient aircraft	Operational	The United Next strategy serves as a market leading action to recognize the importance of fleet modernization in the transition to a low-carbon economy by replacing older aircraft with new, more fuel-efficient models. As part of United Next, United has introduced new narrowbody and widebody aircraft into its fleet mix, with an expected 20% improved fuel efficiency per seat, compared to older planes. These new, more efficient aircraft, combined with fuel efficiency measures on seat density, account for 20% of our forecasted emissions reductions by 2050.	●●○ Medium	●●○ Medium
Operational efficiencies associated with updates to Air Traffic Control (ATC) and corresponding Air Traffic Management (ATM)	Operational	United works closely with its industry trade organizations such as Airlines for America, International Air Transport Association, and Air Transport Action Group, to advocate for the development and implementation of new technologies; to increase fuel and operational efficiencies; for improvement of ATC systems and infrastructure; and for supportive government policies and investment. This work includes support of fully implementing the NextGen ATC, which would transform the U.S. air traffic control system from a radar-based system with radio communication to a satellite-based system supporting safer and more efficient flight operations. United and its trade organizations also continue to advocate for modernization of the ATC system in the EU and other international regions, due to the environmental benefits and associated cost savings.	●●○ Medium	●●○ Medium
Operational efficiencies under our direct control	Operational	United has established its Operational Efficiency Council to implement operational measures that enable more efficient and direct flights and also reduce our GHG emissions. These are measures within our operational control, like reducing the use of the auxiliary power unit in favor of lower-emission solutions like electric power at the gate. Additional opportunities include optimizing extra planned fuel, optimizing payload weight of our aircraft, single-engine taxiing and improving the drag efficiency of our aircraft.	●○○ Short	●●○ Medium

Opportunity type: Energy source

Climate-related opportunity	Opportunity area(s)	United Airlines opportunity response	Timeframe	Potential opportunity score
Accelerating the transition to sustainable flight through SAF development and other low-emissions energy sources	Strategic	United has long championed the development, deployment and commercialization of SAF. We have correspondingly led the U.S. industry in both direct SAF purchases and related capital investments. United has extended its industry leadership in decarbonization by broadening its investment scope from SAF to include additional decarbonization technologies, such as advanced propulsion like electric and hydrogen, and carbon capture and utilization. To create structure around this portfolio of climate-related investments, United launched its corporate venture capital arm, UAV, in 2021, and expanded its focus on decarbonization technology in February 2023 with the creation of the UAV Sustainable Flight Fund, an investment vehicle specifically designed to support start-ups focused on decarbonizing air travel and its associated energy supply chains. The UAV Sustainable Flight Fund is comprised of more than \$200 million marked for investment in start-up technologies aimed at the aviation energy transition, from 22 corporate partners including United. United has also developed market-facing programs for consumers and corporations such as the Eco-Skies Alliance program.	●●○ Medium	●●○ Medium
Policy incentives associated with SAF	Financial	Current federal incentives create tax credits for SAF production while expanding the existing credit for carbon sequestration and utilization. Additionally, in February 2023 the Invest in Illinois Act was signed into law. This law includes a SAF purchase tax credit for SAF sold to or used by an air carrier in Illinois. Such incentives send important price signals in the market but specifically allow United to invest in a more cost-effective manner and drive value appreciation associated with venture equity investments in respective supply chains. In 2025, United expanded its use of blended SAF to its operations at ORD due to the Illinois state SAF tax credit.	●●○ Medium	●●○ Medium

Opportunity type: Products and services

Climate-related opportunity	Opportunity area(s)	United Airlines opportunity response	Timeframe	Potential opportunity score
Prime mover advantage associated with SAF purchases and UAV investments	Operational	United has been a leader not only in SAF investments, with its latest UAV Sustainable Flight Fund portfolio investment in SAF producer Twelve, but also in other aviation technologies such as electric aircraft and carbon capture investment. Such investments may drive long-term competitive advantages. As we look forward to 2050, United anticipates most of its fleet will require jet fuel for propulsion; however, for shorter-haul distances, there are opportunities to adopt aircraft technologies like battery electric, hydrogen or hybrid propulsion. United has invested in such technologies through agreements with Heart Aerospace and ZeroAvia.	●○○ Short	●●○ Medium
Attraction and retention of eco-conscious consumers through industry-leading decarbonization initiatives	Strategic	Our sustainability leadership may help attract and retain both business travel and leisure customers with a preference for low-carbon travel, a potential competitive advantage over peers with less ambitious sustainability commitments. This could correspondingly result in reduced customer acquisition costs or enhanced pricing power. United has demonstrated various opportunities for strategic collaboration to drive engagement with those customers that are eco-conscious. We launched the Eco-Skies Alliance program in 2021 to provide corporate customers the opportunity to reduce their travel-related emissions on United by funding the “green premium” associated with SAF. Since the program’s launch, the Eco-Skies Alliance has grown to include over 50 corporate customers. Using a book and claim model, this financing mechanism creates a demand signal for SAF. United was also the first U.S. airline to provide individual consumers the ability to contribute funds towards the United investment in SAF production technologies.	●○○ Short	●●○ Medium

Opportunity type: Markets

Climate-related opportunity	Opportunity area(s)	United Airlines opportunity response	Timeframe	Potential opportunity score
Reaching new stakeholders	Brand	As reflected in our Good Leads The Way® campaign, United has emerged as a force for good by taking actions that inspire pride among our employees and customers. We aim to achieve our net-zero target by 2050 without relying on the use of voluntary, traditional carbon offsets, thus recognizing the critical importance of in-sector solutions that result in meaningful, long-term change. In addition to UAV’s investment activity focused on scaling low-carbon solutions, United recognizes the importance of engaging our customers and providing transparent information about the impact of air travel. In February 2023, United became the first U.S. airline to provide consumers with an estimate of their flight’s carbon footprint on a per economy seat passenger basis. Additionally, United created the opportunity for customers to take action and contribute to the United Sustainable Flight Account.	●○○ Short	●●○ Medium
Investment opportunities in emissions reduction and removal technologies	Strategic	Through UAV, United is an investor in alternative fuels, advanced propulsion technologies, and carbon capture and utilization technologies, among other areas.	●●● Long	●●○ Medium

Opportunity type: Resilience

Climate-related opportunity	Opportunity area(s)	United Airlines opportunity response	Timeframe	Potential opportunity score
Diversifying and stabilizing the United energy supply chain with alternative fuels (SAF) and propulsion	Strategic	Given the vulnerability of traditional energy markets to international supply shocks, as SAF becomes commercially scaled, there is potential to benefit from diversification of energy sources other than traditional kerosene-based propulsion. UAV has invested in a variety of technologies and companies that not only represent low-carbon solutions across the value chain but correspondingly temper exposure to increases in traditional kerosene prices and reliance.	●●● Long	●●○ Medium

Community data



Corporate contributions to charitable partners and causes

	2025	2024	2023	2022	2021
Cash donations	\$10,854,530	\$10,519,630	\$11,786,474	\$5,580,000	\$4,665,000
United in-kind travel (retail value)	\$15,516,275	\$12,148,100	\$12,771,142	\$7,226,464	\$5,311,452
United contributions to Miles on a Mission (miles)	30,123,311	11,346,962	22,180,397	16,422,295	16,589,297
Retail value of miles ¹	\$1,054,316	\$397,144	\$776,314	\$574,780	\$580,625
Employee contributions (cash donations)	\$1,155,925	\$1,407,586	\$1,232,798	\$1,148,194	\$1,172,191

Customer contributions to charity miles program and causes

	2025	2024	2023	2022	2021
Customer contributions to Miles on a Mission (miles donated)	87,506,576	70,023,218	96,113,006	89,549,466	106,094,658
Retail value of customer donated miles ¹	\$3,062,730	\$2,450,813	\$3,363,955	\$3,134,231	\$3,713,313
Customer contributions to disaster relief campaigns	\$217,947	\$302,190	\$403,699	—	—

1. Based on \$.035/mile



Volunteerism and corporate engagement

	2025	2024	2023	2022	2021
Total volunteer hours	63,314	64,024	50,045	26,143	11,627
Total number of volunteers	7,038	7,928	5,578	3,807	1,762
Value of volunteer hours ²	\$2,202,694	\$2,144,164	\$1,591,431	\$782,983	\$331,835

Disaster relief

	2025	2024	2023	2022	2021
Lbs. of relief supplies shipped	418,878	346,182	833,643	—	—

2. Based on Independent Sector value of: \$34.79/hr in 2025, \$33.49/hr in 2024, \$31.80/hr in 2023, \$29.95/hr in 2022, \$28.54/hr in 2021

Environmental data



Greenhouse gas emissions

Direct (Scope 1) emissions

	2025 metric tons CO ₂ e	2024 metric tons CO ₂ e	2023 metric tons CO ₂ e	2022 metric tons CO ₂ e	2021 metric tons CO ₂ e	2020 metric tons CO ₂ e	2019 baseline metric tons CO ₂ e
Direct (Scope 1) emissions	39,976,609	38,520,027	36,588,996	30,400,715	21,375,343	15,490,115	34,413,871
Mainline aircraft direct emissions	39,832,745	38,388,474	36,453,056	30,263,431	21,253,384	15,392,536	34,263,990
Conventional jet fuel	39,830,741	38,387,484	36,452,528	30,263,216	21,253,316	15,392,491	34,263,908
Sustainable aviation fuel - CH ₄ and N ₂ O	2,005	990	528	215	68	45	82
Mainline vehicles (diesel, gasoline, CNG, LPG)	60,813	53,489	52,976	47,447	38,242	24,766	65,161
Facilities (natural gas combustion, engine test cells)	83,051	78,064	82,964	89,837	81,997	70,797	80,573
Dry ice from catering	0	0	0	0	1,720	2,015	4,147

Biogenic emissions - outside of scopes

	2025 metric tons CO ₂ e	2024 metric tons CO ₂ e	2023 metric tons CO ₂ e	2022 metric tons CO ₂ e	2021 metric tons CO ₂ e	2020 metric tons CO ₂ e	2019 baseline metric tons CO ₂ e
Biogenic emissions - outside of scopes	256,578	125,374	68,871	26,806	5,745	5,975	13,852
Mainline aircraft emissions - CO ₂ from sustainable aviation fuel ¹	256,578	125,374	68,871	26,806	5,745	5,975	13,852

1. United accounts emissions reductions associated with the use and combustion of sustainable aviation fuel (SAF) to be a Scope 1 reduction, as it is in-sector and a sustainable alternative to the conventional jet fuel usage that is accounted in the gross emissions of this Scope.

Greenhouse gas emissions (continued)

Indirect (Scope 2) emissions

	2025 metric tons CO ₂ e	2024 metric tons CO ₂ e	2023 metric tons CO ₂ e	2022 metric tons CO ₂ e	2021 metric tons CO ₂ e	2020 metric tons CO ₂ e	2019 baseline metric tons CO ₂ e
Indirect (Scope 2) emissions (market-based)	143,722	134,497	144,019	149,252	160,794	175,087	189,682
Electricity consumption (location-based)	172,010	160,201	160,340	166,757	183,311	196,066	201,690
Electricity consumption (market-based)	143,722	134,490	143,991	149,251	160,794	175,087	189,682
Steam consumption	0	7	28	0	0	0	0

Other Indirect (Scope 3) emissions

	2025 metric tons CO ₂ e	2024 metric tons CO ₂ e	2023 metric tons CO ₂ e	2022 metric tons CO ₂ e	2021 metric tons CO ₂ e	2020 metric tons CO ₂ e	2019 baseline metric tons CO ₂ e
Other Indirect (Scope 3) emissions	14,607,876	13,585,207	12,671,510	13,343,676	12,170,494	9,144,359	17,473,543
Category 3 - Mainline aircraft fuel production	8,169,049	7,821,375	7,391,936	7,250,196	5,106,044	3,754,315	8,362,104
Conventional jet fuel	8,121,251	7,796,417	7,377,814	7,246,478	5,104,506	3,752,824	8,356,884
Sustainable aviation fuel	47,798	24,957	14,122	3,718	1,538	1,491	5,220
Category 4 - Regional aircraft direct emissions and fuel production	5,913,947	5,317,688	4,873,562	5,587,322	6,569,358	5,014,650	8,690,617
Regional aircraft and bus-operated flights flown under capacity purchase agreement - direct emissions	4,864,833	4,383,161	4,048,183	4,504,664	5,294,725	4,053,434	7,025,889
Regional vehicles (diesel, gasoline, CNG, LPG)	14,111	12,502	12,799	14,533	15,481	13,658	24,588
Regional aircraft flown under capacity purchase agreement - fuel production	991,793	894,682	789,189	1,030,688	1,202,863	908,708	1,640,141
Regional aircraft flown on an at-risk basis - fuel production	43,211	27,343	23,391	37,437	56,289	38,850	0
Category 7 - Employee commuting	128,018	123,171	125,795	111,108	52,278	80,980	176,205
Category 14 - Regional aircraft flown on an at-risk basis	210,374	139,246	122,425	163,902	243,553	162,170	0
Category 15 - Ownership stake in Azul Brazilian Airlines	186,405	183,190	156,432	229,912	199,099	132,220	244,605
Category 15 - United Airlines Ventures investments ²	83	537	1,361	1,236	162	24	12

2. United Airlines Ventures investments at a demo or commercial stage, with most not yet operating at a stage that would produce material GHG emissions.

Greenhouse gas emissions (continued)

Scope 1, 2 and 3 emissions

	2025 metric tons CO ₂ e	2024 metric tons CO ₂ e	2023 metric tons CO ₂ e	2022 metric tons CO ₂ e	2021 metric tons CO ₂ e	2020 metric tons CO ₂ e	2019 baseline metric tons CO ₂ e
Total Scope 1, 2 and 3 emissions (market-based)	54,728,208	52,239,731	49,404,525	43,893,642	33,706,631	24,809,561	52,077,096

Carbon emissions intensity rates

	2025	2024	2023	2022	2021	2020	2019 baseline
United-specific metric tons CO ₂ e per million RTKs ³	1,044.7	1,041.9	1,056.9	1,097.7	1,317.3	1,533.4	1,208.1
General-use customer metric tons CO ₂ e per million RTKs ⁴	1,047.9	1,044.4	1,058.3	1,098.4	1,317.5	1,533.8	1,208.3
Revenue tonne-kilometers (RTKs – millions)	51,885	49,711	46,361	39,526	25,212	15,934	42,760
United-specific metric tons CO ₂ e per million ASMs ⁵	165.1	167.3	169.0	176.2	187.5	200.9	181.9
General-use customer metric tons CO ₂ e per million ASMs ⁶	165.6	167.7	169.3	176.2	187.6	201.0	181.9
Available seat-miles (ASMs – millions)	330,284	311,185	291,333	247,858	178,684	122,804	284,999

Energy consumption

	2025	2024	2023	2022	2021	2020	2019 baseline
Conventional jet fuel - Mainline aircraft, in millions of gallons	4,131	3,977	3,779	3,139	2,205	1,600	3,562
Sustainable aviation fuel - Mainline aircraft, in millions of gallons	27.7	13.6	7.3	2.9	0.6	0.6	1.2
Lifecycle reduction from SAF	85.0%	83.5%	82.4%	88.2%	83.4%	79.3%	62.0%
Emissions reductions from SAF (metric tons CO ₂ e)	270,267	126,174	68,370	29,362	5,953	5,883	8,517
Conventional jet fuel - Regional aircraft, in millions of gallons	504	453	418	466	523	404	729
Electricity (MWh)	496,215	463,619	434,790	435,259	447,714	477,751	489,197
Natural gas (MM BTUs)	1,476,808	1,390,794	1,481,604	1,628,722	1,494,698	1,264,964	1,432,250

3. Intensity metric used to track progress against United’s near-term 2035 target. Includes Scope 1, Scope 2 and Scope 3 category 3 and 4 GHG emissions. This intensity figure considers all SAF for which United claimed Scope 1 emissions reductions, including SAF for which specific United customers or other third parties have retained Scope 3 end-user attributes. This intensity should not be used for reporting by United’s general-use customers.

4. General-use customer intensities consider only SAF for which United has claimed Scope 1 emissions reductions and maintained ownership of Scope 3 end-user attributes, enabling the use of this figure for reporting by United’s general-use customers.

5. Includes Scope 1, Scope 2 and Scope 3 category 3, 4, 7 and 14 GHG emissions. This intensity figure considers all SAF for which United claimed Scope 1 emissions reductions, including SAF for which specific United customers or other third parties have retained Scope 3 end-user attributes. This intensity should not be used for reporting by United’s general-use customers.

6. General-use customer intensities consider only SAF for which United has claimed Scope 1 emissions reductions and maintained ownership of Scope 3 end-user attributes, enabling the use of this figure for reporting by United’s general-use customers.



Local air quality

Nitrogen oxide emissions

	2025 tons	2024 tons	2023 tons	2022 tons	2021 tons	2020 tons	2019 baseline tons
Total NO _x emissions	21,233	20,233	11,554	16,144	11,626	8,565	16,410
Mainline aircraft (jet fuel)	20,039	19,106	10,356	14,948	10,813	7,660	14,720
Vehicles (diesel, gasoline, CNG, LPG)	1,126	973	1,197	1,196	813	905	2,035
Facilities (natural gas combustion, engine test cells)	68	154	156	153	121	130	148

Sulfur dioxide emissions

	2025 tons	2024 tons	2023 tons	2022 tons	2021 tons	2020 tons	2019 baseline tons
Total SO ₂ emissions	1,859	1,770	1,251	1,414	1,022	731	1,427
Mainline aircraft (jet fuel)	1,858	1,769	1,250	1,413	1,022	730	1,426
Vehicles (diesel, gasoline, CNG, LPG)	0	0	0	0	0	0	0
Facilities (natural gas combustion, engine test cells)	1	1	1	1	1	1	1

Carbon monoxide emissions

	2025 tons	2024 tons	2023 tons	2022 tons	2021 tons	2020 tons	2019 baseline tons
Total CO emissions	15,340	13,479	16,089	16,759	10,507	9,207	21,153
Mainline aircraft (jet fuel)	10,598	9,824	9,027	7,805	5,503	3,743	8,010
Vehicles (diesel, gasoline, CNG, LPG)	4,736	3,574	6,977	8,864	4,921	5,388	8,175
Facilities (natural gas combustion, engine test cells)	6	81	85	91	83	76	83

Waste management

	2025 metric tons	2024 metric tons	2023 metric tons	2022 metric tons	2021 metric tons	2020 metric tons	2019 baseline metric tons
Waste – total	68,488	79,759	56,317	25,176	31,407	26,667	53,832
Hazardous and non-hazardous waste generation	23,785	42,002	19,303	22,399	24,253	15,602	26,621
Catering – municipal waste	44,703	37,757	37,014	2,776	10,367	11,066	27,210
Recycling – total	12,953	14,839	9,209	6,112	5,818	4,468	8,332
Non-catering – recycled	3,338	8,882	5,047	5,255	4,446	3,302	4,489
Catering – recycled	9,615	5,957	4,158	857	1,372	1,166	3,843

Water consumption

	2025 millions of gallons	2024 millions of gallons	2023 millions of gallons	2022 millions of gallons	2021 millions of gallons	2020 millions of gallons	2019 baseline millions of gallons
Billed water consumption ⁷	379	390	429	329	661	484	521

The reporting period is January 1, 2025–December 31, 2025. The reporting boundary includes facilities and equipment under United Airlines’ operational control. It excludes de minimis emissions from subsidiaries and joint ventures.

Our GHG emissions footprint is calculated using methodologies from the GHG Protocol and ISO14064-1. CO₂e emissions include carbon dioxide, methane, and nitrous oxide aggregated in accordance with the GHG Protocol using IPCC AR6 Global Warming Potentials (GWPs). The footprint consists of the following:

- Scope 1: Direct GHG emissions generated by United operations including the combustion of conventional jet fuel and SAF by mainline and regional aircraft (tank-to-wake), fuel consumed by ground support equipment, and natural gas used in our facilities and airport spaces.
- Scope 2: Indirect GHG emissions from the use of purchased electricity and steam used in our facilities and airport spaces.
- Scope 3: Indirect GHG emissions from: Category 3, fuel- and energy-related activities (well-to-tank); Category 4, upstream transportation and distribution; Category 7, employee commuting; Category 14, franchises; and Category 15, investments.
- Biogenic: CO₂ emissions from the combustion of SAF which contains biologically sequestered carbon dioxide.

GHG emissions factors sourced from: IATA, The Climate Registry (February 2025 release); International Energy Agency (September 2025 release); The U.S. EPA GHG Emission Factors Hub and eGRID (January 2025 release).

The data presented herein reflecting United Airlines’ 2025 GHG emissions footprint has been internally validated by United Airlines Internal Audit Department and externally verified by a third-party verification party, Normec Verifavia. United obtains this third-party verification of our GHG emissions on an annual basis. Historic data is provided for informational purposes and has not been externally reassured as of the date of this report. Normec Verifavia conducts our emissions verification and provides an ISO 14064-3 limited assurance on our GHG emissions for reporting.

[Download our GHG Emissions Verification Report](#)

Totals may not add up due to rounding. 7. Does not account for all United locations or locations shared with other companies (e.g., airport terminals) and as a result may change considerably from year to year.



United Airlines Corporate Impact Report

Forward-Looking Statements Legend

Forward-Looking Statements and Related Cautionary Notes; Legal Disclaimer

This report contains certain “forward-looking statements,” within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. Such forward-looking statements are based on historical performance and current expectations, estimates, forecasts and projections about the Company’s future financial results, goals, plans, commitments, pledges, initiatives, strategies and objectives and involve inherent risks, assumptions and uncertainties, known or unknown, including internal or external factors that could delay, divert or change any of them, that are difficult to predict, may be beyond the Company’s control and could cause the Company’s future financial results, goals, plans, commitments, pledges, initiatives, strategies and objectives to differ materially from those expressed in, or implied by, the statements. Words such as “should,” “could,” “would,” “will,” “may,” “expects,” “plans,” “intends,” “anticipates,” “indicates,” “remains,” “believes,” “estimates,” “projects,” “forecast,” “guidance,” “outlook,” “goals,” “targets,” “pledge,” “confident,” “optimistic,” “dedicated,” “positioned,” “on track” and other words and terms of similar meaning and expression are intended to identify

forward-looking statements, although not all forward-looking statements contain such terms. All statements, other than those that relate solely to historical facts, are forward-looking statements. Additionally, forward-looking statements include conditional statements and statements that identify uncertainties or trends, discuss the possible future effects of known trends or uncertainties, or that indicate that the future effects of known trends or uncertainties cannot be predicted, guaranteed or assured. For example, our disclosures based on any standards may change due to revisions in framework requirements, availability of information, changes in our business or applicable governmental policies, or other factors, some of which may be beyond our control. Forward-looking statements in this report address the Company’s goals, targets, aspirations, or expectations regarding corporate governance, safety, cybersecurity, people and human capital management, environmental sustainability, corporate impact and our policies, business opportunities and risks. Any reference to the Company’s support of a third-party organization within this report does not constitute or imply an endorsement by the Company of any or all of the positions or activities of such organization. All forward-looking statements in this report are based upon information available to the Company on the date of this report or as of the dates indicated in the statement. Additionally, forward-looking statements include conditional statements and statements that identify uncertainties or trends, discuss the possible future effects of known trends or uncertainties, or that

indicate that the future effects of known trends or uncertainties cannot be predicted, guaranteed or assured.

The Company’s actual results could differ materially from these forward-looking statements due to numerous factors including, without limitation, the following: execution risks associated with the Company’s strategic operating plan; changes in the Company’s network strategy or other factors outside the Company’s control resulting in less economic aircraft orders, costs related to modification or termination of aircraft orders or entry into less favorable aircraft orders, as well as any inability to accept or integrate new aircraft into the Company’s fleet as planned, including as a result of any mandatory groundings of aircraft; any failure to effectively manage, and receive anticipated benefits and returns from, acquisitions, divestitures, investments, joint ventures and other portfolio actions, as well as related costs or other issues, or related exposures to unknown liabilities or other issues or underperformance as compared to the Company’s expectations; adverse publicity, harm to the Company’s brand, reduced travel demand, potential tort liability and operational restrictions as a result of an accident, catastrophe or incident involving the Company, the Company’s regional carriers, the Company’s codeshare partners or another airline; the highly competitive nature of the global airline industry and susceptibility of the industry to price discounting and changes in capacity, including as a result of alliances, joint business arrangements or other consolidations;

the Company’s reliance on a limited number of suppliers to source a majority of the Company’s aircraft, engines and certain parts, and the impact of any failure to obtain timely deliveries, additional equipment or support from any of these suppliers; disruptions to the Company’s regional network and United Express flights provided by third-party regional carriers; unfavorable economic and political conditions in the United States and globally; reliance on third-party service providers and the impact of any significant failure of these parties to perform as expected, or interruptions in the Company’s relationships with these providers or their provision of services; extended interruptions or disruptions in service at major airports where the Company operates and space, facility and infrastructure constraints at the Company’s hubs or other airports; geopolitical conflict, terrorist attacks or security events (including the suspension of the Company’s overflying in Russian airspace as a result of the Russia-Ukraine military conflict and to Tel Aviv as a result of the Israeli-Hamas military conflict and an escalation of the broader economic consequences of the conflicts beyond their current scope); any damage to the Company’s reputation or brand image; the Company’s reliance on technology and automated systems to operate the Company’s business and the impact of any significant failure or disruption of, or failure to effectively integrate and implement, these technologies or systems; increasing privacy, data security and cybersecurity obligations or a significant data breach; increased use of social

media platforms by the Company, the Company’s employees and others; the impacts of union disputes, employee strikes or slowdowns, and other labor-related disruptions or regulatory compliance costs on the Company’s operations or financial performance; any failure to attract, train or retain skilled personnel, including the Company’s senior management team or other key employees; the monetary and operational costs of compliance with extensive government regulation of the airline industry; current or future litigation and regulatory actions, or failure to comply with the terms of any settlement, order or agreement relating to these actions; costs, liabilities and risks associated with environmental regulation and climate change, and any failure to achieve or demonstrate progress towards the Company’s climate goals; assumptions not being realized, scientific or technological developments, evolving environmental sustainability strategies, changes in carbon markets; high and/or volatile fuel prices or significant disruptions in the supply of aircraft fuel; the impacts of the Company’s significant amount of financial leverage from fixed obligations and the impacts of insufficient liquidity on the Company’s financial condition and business; failure to comply with financial and other covenants governing the Company’s debt, including the Company’s MileagePlus® financing agreements; limitations on the Company’s ability to use the Company’s net operating loss carryforwards and certain other tax attributes to offset future taxable income for U.S. federal income tax purposes; the Company’s failure to realize the full value of the

Company’s intangible assets or the Company’s long-lived assets, causing the Company to record impairments; fluctuations in the price of the Company’s common stock; the impacts of seasonality and other factors associated with the airline industry; increases in insurance costs or inadequate insurance coverage; and other risks and uncertainties set forth under Part I, Item 1A. Risk Factors of the Company’s Annual Report on Form 10-K for the fiscal year ended December 31, 2025 as well as other risks and uncertainties set forth from time to time in the reports the Company files with the U.S. Securities and Exchange Commission (the “SEC”).

This report documents activities and includes performance data for calendar year 2025, unless otherwise noted. This report is dated June 22, 2026 and speaks only as of such date, unless otherwise stated. The information in this report is current as of the date indicated. The Company undertakes no obligation to publicly update or revise any information, whether as a result of new information, future events, changed circumstances or otherwise, except as required by applicable law or regulation.

Information included in, and any issues identified as material for purposes of, this report may not be considered material for SEC reporting purposes. Within the context of this report, the term “material” is distinct from, and should not be confused with, such term as defined for SEC reporting purposes. Website references and hyperlinks throughout this report are provided

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