



Wednesday, December 7th, 2016

Dear Pilots,

Please accept my apology for not being able to send each and every one of you an individually-addressed letter.

Your professional service and loyalty are very dear to me, and I don't ever want you to feel anything other than appreciated by myself and the other employees throughout our company, who rely upon you to fly our aircraft, which provides the revenues to keep us afloat.

We have weathered much together, and I further accept full responsibility for the miscommunication that occurred recently. My door is always open to you – individually or collectively – to meet and express your feelings.

Having said this, we are now at a crossroads and I am asking all of you to reconsider your actions and give myself and the company your full service. Should we not honor the UPS Operation this Sunday, we will lose a hefty amount of money, with no ability to recover this anytime soon. That means that our indebtedness will escalate to the point of no return, with no guarantee of any kind of payment to anyone, including you.

We are currently working with the Union on a Memorandum of Understanding (MOU).

I know that I have asked much of you, and I ask again.

Please give us an opportunity to move forward as a team.

Yours sincerely,

Alfonso