



Mesaba Airlines

December 6, 1982

TO: ALL EMPLOYEES

FROM: ROB SWENSON

Greetings, as you well know, our stock is now in the process of being sold, should you, any of your family or friends desire to buy some, please contact David Knudson as soon as possible. We are selling stock at this time in the states of Minnesota, South Dakota, North Dakota and Iowa. From all that I can gather, the reception of our stock in the public market is going very well.

As I write, tomorrow, some of us shall be in Huron, South Dakota, where the hard work and efforts by all of us are resulting in a Mesaba Airlines Appreciation Day. Thanks to all of you for a job well done and just begun.

Next week, many of us will be in Iowa, as we begin service in Fort Dodge, Mason City and Omaha. We have begun our advertising campaign and already have Cindy Engesmoe located in Mason City and Jim Kropenski located in Fort Dodge as Station Managers. We already have alot of advanced bookings and look forward to good passenger traffic from these two fine cities.

For months now, we have been working with Republic on a special package of joint fares for the cities of Fairmont, Mankato and Worthington. Every month we have been delayed by Republic in this process, but it now appears as though within two weeks, we will launch on a new joint promotion in these cities. We have worked hard for and now received fares that will, for instance, allow a Mankato traveller to depart Mankato, connect with Republic in MSP and fly to some major destinations for the same normal coach fare that Republic has out of MSP. Although too long in coming, we need everyones help in marketing these new fares. Look for our new advertising campaign in these three cities soon.

With respect to operations, I ask that should you see a dirty airplane or an untidy operation, to please contact Gene Voigt, Jeff Claypool or Roger Tuttle. The image we present to the flying public must be the finest possible and all of us need to do our part, from uniforms and dress, to appearance of our aircraft. Sometimes it is possible for an aircraft to be rotated through the schedule so that it does not get cleaned as often as desired. Should you see a dirty aircraft, please let one of these gentlemen know, so that we can correct the situation.

Remember, safety is our number one priority and now that winter is upon us, please make sure that all passenger walkways are clear of ice and that you have sure footing and are properly seen by flight crews during these cold winter mornings and evenings.

Special thanks to the Maintenance and Avionics departments for a great job done in getting our fifth Beech on the line. Keep your eyes open for NLOMV, as she's a great looking and flying bird.

As a final note, if you have recently moved or joined the Company, please send in your current address and telephone number to Bertha Reader in the Accounting Department. We need to keep your address and telephone number current for our record keeping, such as for mailing out of W-2 forms, etc.

I hope you had a great Thanksgiving and wish you all the best during the coming Holiday Season. Have a safe, festive Holiday!

Best regards,

A handwritten signature in black ink, appearing to read "R. Swenson", with a long horizontal flourish extending to the right.

Robert D. Swenson

President and Chief Executive Officer