

**Mesaba Airlines**

2002 AIRPORT ROAD  
GRAND RAPIDS, MN 55744

218/326-6657

February 1, 1983

TO: ALL EMPLOYEES

FROM: ROBERT D. SWENSON  
PRESIDENT

Greetings to you and best wishes for an excellent year in '83. The last few months have seemed to roll by all too fast. To begin with, we've gotten off to a great start in Fort Dodge and Mason City and now must improve upon it with continued reliable service, courteous handling and good promotional activity. Since a start up of new service such as this touches almost everyone in our company, special thanks to you for a job well done.

In addition to our new service in these markets, we've been continuing our efforts in the Thief River Falls and Ironwood/Ashland routes. In both of these cases, the final review with the CAB in Washington has been completed and the cities have voiced their final comments. We received the complete support of the councils, county boards and Chamber of Commerces in the cities of Ashland and Thief River Falls, with Ironwood choosing not to support a carrier, but rather insisting upon additional time to find a major carrier that will service the community with jets or Convairs. At the time, we are cautiously optimistic about receiving at least one of these route awards.

In addition to route work, the sale of our stock is taking a considerable amount of time in both correspondence and follow-up calling. We have sold a considerable amount of stock and are now working hard with the brokers in placing follow-ups with potential shareholders.

Much as you would invest in a savings bond, savings account or other similar investments, that has the potential for your money to grow, so do potential shareholders invest. In order to flourish and grow within our segment of the airline industry, we must be a profitable company so that we can attract additional expansion capital and show a good rate of return to our shareholders. Just as a bank would pay 10%, (20¢), on a \$2.00 savings investment for the year, so must we strive for a similar profit or greater on each \$2.00 share of stock for the people wishing to invest their money in our company. If we are able to sell all of the stock we have for sale, there will be 2,100,000 shares outstanding. This additional money that the company receives will allow us to be more profitable in our existing operations and give us further expansion capital. The responsibility is upon all of us to run a safe, reliable, and efficient operation, thereby increasing profitability, with the ability to attract new investment. All of these factors contribute to company pride and job security for all of us. We are on the path of increased profitability and that is the main reason why we are able to sell our stock at this time. But selling our stock in such an initial issue is not an easy task and we are working very hard at it. I know that all of us believe we are working for an excellent company with a great future potential. In order to grow and reach that future potential, we need the additional investment from the sale of Mesaba stock. Although we do have four brokerage firms selling our stock at this time, our company needs to sell as much stock as possible. Each brokerage house has several brokers selling, often in different cities, whereas Dave Knudson, Phil Swenson and myself, as officers of the Company, are the only ones actively selling for Mesaba. With your help in providing prospective name lists and addresses, we can cover four states and many cities. What I am asking for is perhaps one half hour of your time to provide us with names and addresses of prospective stock buyers from people in the cities that you serve or contacts that you have who live in the states of Iowa, Minnesota, North Dakota and South Dakota. The name lists should include people who you know might very well invest from a few hundred dollars to several thousand dollars in our company

if they are provided the factual information as provided for in the selling prospectus. Dave, Phil and I do not receive any commission or fee for the selling of our Company's stock and appreciate any leads that you can give us. Please call Andrea, or send in the Company mail to me, your name lists, identify yourself as the originator of the list and I will be in touch. If everyone gave five prospective names and each name resulted in the sale of 200 shares of stock, such an effort would result in the sale of \$104,000 worth of Company stock.

Although such an investment of \$400.00 worth of stock is a calculated risk, it was perhaps just such an investment that resulted in my own aviation career. As a paper boy throughout grade school, I invested \$400.00 worth of my earnings in stock while in the fifth grade, with the belief that when I was older, I could afford to buy an airplane and learn to fly. Needless to say, my investments paid off and when I was eighteen, purchased a used Super Cub and began pursuing a career in aviation.

This is not intended to mean that a purchase of Mesaba stock will result in such a return to potential shareholders, but rather, that a prudent investor can do well investing carefully in industry.

In review, to aid in the sale of our stock, we are looking for good investor candidates and appreciate your help. Do not attempt to sell the stock for us, please leave the details to Dave, Phil and myself. The excellent job you do by working hard for the Company is salesmanship enough.

Next on the agenda is reporting to you the progress of our present office expansion. Since 1978, we have gone from employing 23 people to now employing 48 in Grand Rapids and our expansion in personnel has come in all areas, but the main growth appears to be in Accounting, Reservation and Flight Dispatch. For those of you who have been unable to see the Grand Rapids operation recently, but the next time you're here, we hope to have completed our new office project. This is a 40' X 40', two story expansion inside the hangar that will house Reservations and pilot training facilities on the first floor, with all of our Accounting Department on the second floor. Our hope is that this expansion will carry our needs through 80,000 passengers a year. We have designed it to allow for further growth in both the Reservation and Accounting areas. It will be an excellent facility and the project is moving right along.

During the past month, Tim Egesdal, John Tobin and Lisa Trembley were able to spend time in Grand Rapids and meet with all of us at the general offices and see our facilities. It was time well spent and we look forward to the next group of employees soon. Thank you Tim, John and Lisa for being able to take the time and make such a trip.

I would also like to welcome at this time the following new employees who have chosen Mesaba for employment and joined the rest of us since mid-October.

Welcome aboard!

12/1/82	Carol Berry	PSA	MHE
1/13/83	Tom Camilli	Line Crew	GPZ
1/29/83	Charles Collignon	First Officer	GPZ
1/1/83	Mike Clark	Controller	GPZ
1/10/83	Kelly Dale	Parts Clerk	GPZ
1/3/83	Jackie DuBois	PSA	HON
1/18/83	Duane Fay	PSA	HON
12/1/82	Robert Hessler	First Officer	GPZ
11/1/82	Charles Hove	Flight Dept.	GPZ
12/1/82	William Johnson	First Officer	MSP
11/15/82	Peter Kienzle	Maintenance	MSP
12/1/82	Richard Lawrence	Captain	MSP
11/29/82	Ed Lussman	Maintenance	MSP
12/26/82	Lisa Luze	PSA	BKX
12/6/82	Judy Lyman	Accounting	GPZ
12/1/82	Kim Nordaune	PSA	MSP
12/1/82	Sylvia Otypka	First Officer	MSP
12/13/82	Dee Punton	PSA	GPZ

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Just last week, I put the adding machine to work and came up with some interesting employee data that I thought you might enjoy. At that time, we had 103 employees with 84 full time and 19 part time. Of the 103 employees, we have 40% women and 60% men with the average age being 29.3 years old. Surprising? Not really, but interesting yes!

Additionally, some minor items, for safety sake, please wear shoes and boots that have good traction during these icy months while performing ramp work and when message sending, whether through computer, comat or by letter, please include your name in full and the city, since now with over 100 employees, we have several duplicate first names. Once again, please remember to send any change of address or phone number to Bertha Reader in Accounting for updated record keeping.

Special congratulations to Lori and Paul Dauphinais on their recent wedding and congratulations to the many new proud parents and grandparents in our organization. What with all of the storks flying over our route system, we've been receiving a great many clearance delays recently, with more to come. (I wonder if these traffic delays have something to do with our employee group average age, Ed?)

Next time I'll do my best to keep this letter shorter - I hope the year has started out well for you. May our competitors fear us, our peers respect us and our passengers love us!

Best regards,

Robert D. Swenson  
President & Chief Executive Officer