Updated November 4, 2021

“
To suggest that the airlines should have better prepared for this environment seems akin to suggesting Pompeii should have invested more heavily in firefighting technology.”

(JPMorgan, Mar. 22, 2020)
New ticket sales are rising but demand for corporate and long-haul international air travel continues to lag, leaving revenues depressed.

Air cargo demand, which reached a record high in 2020, has risen further in 2021.

As with numerous other industries, airlines are facing inflationary pressures.

Debt (and interested expense) will remain elevated through at least 2024.
The Largest U.S. Passenger Airlines Incurred $841 Million in Pre-Tax Losses in YTD 3Q 2021
Results Boosted Materially by $19B in Federal Payroll Support Program (PSP) Funds

<table>
<thead>
<tr>
<th>Financial Results (in $ Billions)</th>
<th>Jan-Sep 2021</th>
<th>% vs. 2019</th>
<th>% of Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>Passenger (RPMs down 42%, yield down 8%)</td>
<td>67.8</td>
<td>(47)</td>
<td>83.6</td>
</tr>
<tr>
<td>Cargo</td>
<td>3.6</td>
<td>53</td>
<td>4.5</td>
</tr>
<tr>
<td>Other(^1)</td>
<td>9.7</td>
<td>(9)</td>
<td>12.0</td>
</tr>
<tr>
<td><strong>Total operating revenues</strong></td>
<td><strong>81.1</strong></td>
<td><strong>(41)</strong></td>
<td><strong>100.0</strong></td>
</tr>
<tr>
<td>Salaries, wages and benefits*</td>
<td>33.3</td>
<td>(6)</td>
<td>42.7</td>
</tr>
<tr>
<td>Aircraft fuel and related taxes</td>
<td>17.7</td>
<td>(10)</td>
<td>22.7</td>
</tr>
<tr>
<td>Maintenance materials and repairs</td>
<td>5.0</td>
<td>(1.5)</td>
<td>6.4</td>
</tr>
<tr>
<td>Landing fees and airport rentals</td>
<td>7.6</td>
<td>0.6</td>
<td>9.8</td>
</tr>
<tr>
<td>Depreciation and amortization(^2)</td>
<td>7.1</td>
<td>0</td>
<td>9.2</td>
</tr>
<tr>
<td>Other(^3)</td>
<td>7.2</td>
<td>(10)</td>
<td>9.2</td>
</tr>
<tr>
<td><strong>Total operating expenses</strong></td>
<td><strong>77.9</strong></td>
<td><strong>(45)</strong></td>
<td><strong>100.0</strong></td>
</tr>
<tr>
<td>Interest and other non-op expenses, net</td>
<td>4.0</td>
<td>2</td>
<td>n/a</td>
</tr>
<tr>
<td>Pre-tax income/(loss)</td>
<td>(0.8)</td>
<td>n/a</td>
<td>n/a</td>
</tr>
</tbody>
</table>

1. Sale of frequent flyer award miles to airline business partners, transportation of pets, in-sourced aircraft and engine repair, flight simulator rentals, inflight sales, etc.
2. Related primarily to ownership of aircraft, ground support equipment, information technology, etc.
3. Aircraft rents, professional fees, food/beverage, insurance, commissions, GDS fees, communications, advertising, utilities, office supplies, crew hotels, payments to regional carriers, etc.

Source: Alaska, Allegiant, American, Delta, Frontier, Hawaiian, JetBlue, Southwest, Spirit, Sun Country and United
* Includes the benefit of ~$19B in federal PSP funds (Jan. 1-Sept. 30, 2021)
In 2020, Travel-Sector Profitability Took a Massive Hit; Overall Corporate Profitability Was Flat

Pre-Tax Profit Margin (% of Operating Revenues)

Source: Company SEC filings

Note: Airlines = Alaska/ Allegiant/ American/ Delta/ Hawaiian/ JetBlue/ Southwest/ Spirit/ United; Hotels = Choice/ Hilton/ Hyatt/ Marriott/ Wyndham; Railroads = CSX/ Norfolk Southern/ Union Pacific
A Multiyear, Multistage Recovery Is Underway

- Contain the Virus
- Stabilize the Economy
- Increase Efficiency

Aviation-Government Collaboration on Health/Facilitation/Safety/Technology

- Traffic Recovery
- Revenue Recovery
- Financial Recovery

Cost-Reduction Initiatives + Business Model Adaptation + Debt Reduction

- Reduce Cash Burn
- Restore Profitability & Rebuild Margins
- Repair Balance Sheets
This study is the first comprehensive research looking at the entire inflight experience.

The multiple layers of protection against COVID-19 make being on an airplane as safe as if not substantially safer than other routine activities, such as grocery shopping or going to a restaurant.

The research found that there is a very low risk of virus transmission on airplanes.

The scientists concluded that the ventilation on airplanes is so good that it effectively counters the proximity travelers are subject to during flights.
The Harvard research team surveyed 25 airports of various sizes, performed its own modeling of air quality in airport settings and applied the findings to a comprehensive assessment of research.

The report concludes that airports have been proactive in implementing multiple layers of measures to mitigate the risk of COVID-19 transmission, including face covering requirements, physical distancing, enhanced disinfection processes, enhanced ventilation and deployment of touchless technologies.

Researchers from the Harvard confirmed that this multi-layered approach “significantly mitigates risks” in airport settings.
“The airline industry adapted to a most unusual year by simplifying ticketing processes, waiving change fees and baggage fees which were key to persuading people to fly during the pandemic. **Airline personnel rose to meet the challenges of a drastically altered travel environment.** Maintaining that level of flexibility and recognition of individual passenger needs will be a strategic advantage for airlines that want to set themselves apart in passenger satisfaction as travel volumes start to recover.” (Michael Taylor, J.D. Power, May 12, 2021)
Per Wells Fargo, the Global Economy Will Grow 4.3% in 2022
The U.S. Economy Is Projected to Grow 4%

“While we remain concerned about COVID’s impact on consumer spending, most individuals seem to be going about their daily routines, albeit perhaps not with the same vigor as they did earlier in the summer when the pandemic appeared to be winding down. In short, **significant retrenchment in consumer spending does not appear likely unless the new case count shoots markedly higher**…” (Wells Fargo, Oct. 14, 2021)

### Projected 2022 Real GDP Growth (%)

<table>
<thead>
<tr>
<th>Region</th>
<th>Growth Rate (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>World</td>
<td>4.3</td>
</tr>
<tr>
<td>USA</td>
<td>4.0</td>
</tr>
<tr>
<td>Eurozone</td>
<td>4.3</td>
</tr>
<tr>
<td>UK</td>
<td>5.1</td>
</tr>
<tr>
<td>Japan</td>
<td>2.5</td>
</tr>
<tr>
<td>Canada</td>
<td>4.1</td>
</tr>
<tr>
<td>Australia</td>
<td>3.6</td>
</tr>
<tr>
<td>China</td>
<td>5.5</td>
</tr>
<tr>
<td>India</td>
<td>8.1</td>
</tr>
<tr>
<td>Mexico</td>
<td>3.0</td>
</tr>
<tr>
<td>Brazil</td>
<td>2.3</td>
</tr>
</tbody>
</table>

### U.S. Real GDP (Trillions, $2012)

<table>
<thead>
<tr>
<th>Year</th>
<th>GDP Trillion</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>$18.7</td>
</tr>
<tr>
<td>2019</td>
<td>$19.1</td>
</tr>
<tr>
<td>2020</td>
<td>$18.4</td>
</tr>
<tr>
<td>2021F</td>
<td>$19.5</td>
</tr>
<tr>
<td>2022F</td>
<td>$20.2</td>
</tr>
</tbody>
</table>

COVID-19 Fatality Rates Have Generally Fallen But Remain Elevated in Some Key Markets

New Confirmed COVID-19 Deaths (7-Day Moving Average) per Million People

Source: Johns Hopkins University Center for Systems Science and Engineering via Our World in Data (a project at the University of Oxford)
In Several Nations, at Least 70% of the Population Has Received at Least One Dose of a Vaccine. Aruba/Belgium/Canada/China/Ireland/Italy/Japan/S. Korea/Spain Are 70%+ Fully Vaccinated.

% of Entire Population Vaccinated* in Selected U.S.-International O&D Markets
Sorted left to right by U.S.-carrier O&D passenger volume in 2019

Source: Our World in Data (a project at the University of Oxford using governmental sources) via The New York Times and DOT Data Bank 1B

* Partially = received at least one dose of a vaccine as of Nov. 4, 2021
Argentina Has Overtaken the UK With Respect to Percentage of Population Vaccinated
Qatar/Canada/Japan/UK/Argentina/EU All Exceed the USA

Source: Our World in Data (a project at the University of Oxford using governmental sources)
In Most Recent Week, U.S. Airline Passenger Volumes Were 14% Below Pre-Pandemic Levels
Domestic Air Travel Down 11%, International Air Travel Down 37%

7-Day Rolling Change (%) vs. Pre-Pandemic in Onboard Passengers*

Source: A4A member passenger airlines and branded code share partners

* Onboard ("segment") passengers; "pre-pandemic" precedes March 1, 2020
In Most Recent Week, U.S. Passenger Airline Departures Were 14% Below Pre-Pandemic Levels
Domestic Flights Operated Down 13%, International Flights Operated Down 28%

7-Day Rolling Change (%) vs. Pre-Pandemic* in Aircraft Departures

Source: A4A member passenger airlines and branded code share partners

* "Pre-pandemic" precedes March 1, 2020
Domestic Load Factor Has Fallen Below Pre-Pandemic Levels

Weekly Average Domestic U.S. Load Factor* (%)

Source: A4A member passenger airlines and branded code share partners

* Revenue passenger miles divided by available seat miles
Average U.S.-Canada Onboard Volumes Notably Improved

7-Day Moving Average Onboard Passengers* per Flight

Source: A4A member passenger airlines and branded code share partners

* Onboard ("segment") passengers
U.S. Airline Revenues Have Improved But Remain Below 2019 Levels
Revenues Are Expected to Return to Pre-Pandemic Levels in Late 2022

Sources: Alaska/American/Delta/Hawaiian/JetBlue/Southwest/United as reported to A4A on a consolidated company basis; forecasts from various equity analysts
In Most Recent Week, TSA Checkpoint Volumes Fell 19% Below 2019 Levels

Source: Transportation Security Administration

* U.S. and foreign carrier customers (excluding Known Crewmember® personnel) traversing TSA checkpoints.
In September, Demand Was Notably Strong in Montana, South Carolina and the Caribbean

Change (%) in TSA Traveler Throughput by U.S. State/Territory — Sept. 2021 vs. Sept. 2019

Source: Transportation Security Administration
U.S. Airports Are Showing a 15% Decline in Fourth-Quarter Flights vs. Pre-Pandemic Levels

All States Showing Declines; Oregon and Pennsylvania Seeing Largest Cuts

Change (%) in U.S. Outbound Scheduled Passenger Flights: 4Q21 vs. 4Q19

Source: Diio by Cirium published schedules (Oct. 29, 2021) for all U.S. and non-U.S. airlines providing scheduled service to all U.S. and non-U.S. destinations
Only Three U.S. Airlines Are Deploying More Capacity in 4Q 2021 Than in 4Q 2019
Allegiant and Spirit Growing the Fastest; United and Delta Are Down the Most

Change (%) in Systemwide Scheduled Available Seat Miles: 4Q21 vs. 4Q19

Source: Diio by Cirium published schedules (Oct. 29, 2021)
In July 2021, Domestic Air Travel to Hawaii Reached an All-Time High
International Air Arrivals (Especially From Japan) Remain Far Below Pre-Pandemic Levels

On 3/26/2020, Hawai‘i mandated a 14-day self-quarantine for out-of-state arrivals. Beginning 10/15/2020, passengers with negative test results for COVID-19 could avoid quarantining. Effective 7/8/2021, the State dropped testing and quarantine rules for fully vaccinated domestic travelers and all restrictions on inter-island travel.

Average Daily Air Passenger Arrivals to Hawaii*

Source: Hawaii Department of Business, Economic Development & Tourism

* Daily passenger counts include returning residents, intended residents and visitors but exclude inter-island and Canada passengers.
In September 2021, U.S.-International Air Travel* Fell 56% Below 2019 Levels
Non-U.S. Citizen Arrivals Trailed U.S. Citizen Departures by ~19 Percentage Points

Change (%) vs. 2019 in Total* U.S.-International Air Passengers

Source: U.S. Department of Commerce National Travel and Tourism Office using DHS I-92 / APIS data

* Gateway-to-gateway passengers on U.S. and foreign scheduled and charter airlines and general aviation

U.S.-Mexico/Dominican Republic Saw Volumes *Rise*

### Top-20 U.S. Country Pairs: Change (%) in Passengers* in September 2021 vs. September 2019

Sorted left to right by highest volume in September 2019

<table>
<thead>
<tr>
<th>Country Pair</th>
<th>Change (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canada</td>
<td>75</td>
</tr>
<tr>
<td>UK</td>
<td>84</td>
</tr>
<tr>
<td>Mexico</td>
<td>68</td>
</tr>
<tr>
<td>Germany</td>
<td>93</td>
</tr>
<tr>
<td>Japan</td>
<td>71</td>
</tr>
<tr>
<td>France</td>
<td>67</td>
</tr>
<tr>
<td>China</td>
<td>83</td>
</tr>
<tr>
<td>Netherlands</td>
<td>72</td>
</tr>
<tr>
<td>S. Korea</td>
<td>72</td>
</tr>
<tr>
<td>Italy</td>
<td>79</td>
</tr>
<tr>
<td>Spain</td>
<td>82</td>
</tr>
<tr>
<td>Dominican Rep.</td>
<td>65</td>
</tr>
<tr>
<td>Brazil</td>
<td>33</td>
</tr>
<tr>
<td>Colombia</td>
<td>99</td>
</tr>
<tr>
<td>UAE</td>
<td>18</td>
</tr>
<tr>
<td>Panama</td>
<td>92</td>
</tr>
<tr>
<td>Australia</td>
<td>92</td>
</tr>
<tr>
<td>Jamaica</td>
<td>92</td>
</tr>
<tr>
<td>Hong Kong</td>
<td>92</td>
</tr>
</tbody>
</table>

*Gateway-to-gateway passengers on U.S. and foreign scheduled and charter airlines and general aviation*

Source: DHS I-92 / APIS data compiled by U.S. Department of Commerce National Travel and Tourism Office
In September, Mexico Was the Clear Leader for U.S.-International Air Travel
Top U.S. Country Pairs Propelled by Beach Seekers and Those Visiting Friends/Relatives (VFR)

September 2021: Top-30 U.S. Country Pairs by Total Nonstop Air Passengers* (000)

Source: DHS I-92 / APIS data compiled by U.S. Department of Commerce National Travel and Tourism Office

* Gateway-to-gateway passengers on U.S. and foreign scheduled and charter airlines and general aviation

U.S. Citizens

Others
In September, Cancun and Mexico City Were the Busiest Foreign Gateways to/from USA

September 2021: Top-30 Foreign Gateways to/from USA by Total Nonstop Air Passengers* (000)

Source: DHS I-92 / APIS data compiled by U.S. Department of Commerce National Travel and Tourism Office

* Gateway-to-gateway passengers on U.S. and foreign scheduled and charter airlines and general aviation
IATA: Europe-U.S. Bookings Surged on U.S. Reopening

Bookings US-Europe, 7-day MA in % change vs 2019

- Bookings made in the US
- Bookings made in Europe


15th October: Concrete US reopening date announced
20th September: US travel ban will be lifted in Nov
Ticket Sales Starting to Pick Up Again
Corporate Sales Have Finally Returned to Half of 2019 Levels

Change (%) vs. 2019 in Weekly Tickets Sold* by U.S. Travel Agencies

* Results do not include sales of tickets purchased directly from airlines and are not net of refunds or exchanges.
In Most Recent Week, Average Airfares on Tickets Sold Were 17% Below Pre-Pandemic Levels
Fares Remain Depressed Due Primarily to Scarcity of Business and Long-Haul International Travel

Change (%) vs. 2019 in Weekly Ticket Sales*

Source: A4A analysis of data from Airlines Reporting Corporation (ARC)

* Net tickets and fares (gross sales minus refunds) sold in the United States for future travel to/from U.S. airports
Government Data Shows Average Airfares Remain Lower Than Pre-Pandemic Levels

U.S. CPI for Airline Fares (Index: 1982-84 = 100)
U.S. city average for Sept. of each year, seasonally adjusted

Index: 1982-84 = 100

2010: 278.873
2011: 314.655
2012: 312.078
2013: 316.426
2014: 306.111
2015: 287.452
2016: 275.578
2017: 267.277
2018: 266.300
2019: 271.396
2020: 203.594
2021: 205.194

Down 24% from 2019 and 33% from 2014

Average 2Q Domestic Round-Trip Airfare
Second quarter of each year

Down 36% from 2019 and 47% from 2014

Source: Bureau of Labor Statistics (CPI series CUSR0000SETG01) and DOT Data Bank 1B (all carriers/cabin/price codes)
The U.S. Travel Association Projects U.S. Business Travel to Return to 2019 Levels in 2024

“Lingering COVID restrictions and a patchwork approach to reopening across the country will prevent the economically crucial business travel segment from recovering until at least 2024… Travel overall is by far the U.S. industry hardest hit by the ongoing fallout of the COVID-19 pandemic.” (U.S. Travel Association, June 2021)

**U.S. Business Travel Spending** (Billions)

<table>
<thead>
<tr>
<th>Year</th>
<th>Domestic</th>
<th>International</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>$36</td>
<td>$270</td>
</tr>
<tr>
<td>2020</td>
<td>$125</td>
<td>$95</td>
</tr>
<tr>
<td>2021F</td>
<td>$217</td>
<td>$116</td>
</tr>
<tr>
<td>2022F</td>
<td>$265</td>
<td>$193</td>
</tr>
<tr>
<td>2023F</td>
<td>$306</td>
<td>$235</td>
</tr>
<tr>
<td>2024F</td>
<td>$316</td>
<td>$271</td>
</tr>
<tr>
<td>2025</td>
<td></td>
<td>$280</td>
</tr>
</tbody>
</table>

**U.S. Domestic Business Trips** (Millions)

<table>
<thead>
<tr>
<th>Year</th>
<th>Domestic</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>464</td>
</tr>
<tr>
<td>2020</td>
<td>181</td>
</tr>
<tr>
<td>2021F</td>
<td>210</td>
</tr>
<tr>
<td>2022F</td>
<td>352</td>
</tr>
<tr>
<td>2023F</td>
<td>428</td>
</tr>
<tr>
<td>2024F</td>
<td>471</td>
</tr>
<tr>
<td>2025</td>
<td>474</td>
</tr>
</tbody>
</table>

Source: U.S. Travel Association and Tourism Economics (June 15, 2021)

* Includes air and non-air travel.
Airlines Have Coped in Part by Taking on Billions in Debt

Net Interest Expense Doubled From 2019 to 2020 and Will Exceed $20 Billion in 2021-2024

“For 2021 and beyond, we anticipate a major deleveraging cycle as the industry will have no choice but to address its significant debt load.” (Deutsche Bank, “Airline Industry Update,” July 1, 2020)

Year-End Total Debt ($ Billions)

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021F</th>
<th>2022F</th>
<th>2023F</th>
<th>2024F</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>108</td>
<td>105</td>
<td>163</td>
<td>171</td>
<td>194</td>
<td>161</td>
<td>156</td>
</tr>
</tbody>
</table>

Interest Expense, Net ($ Billions)

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021F</th>
<th>2022F</th>
<th>2023F</th>
<th>2024F</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2.0</td>
<td>1.9</td>
<td>3.8</td>
<td>5.6</td>
<td>5.3</td>
<td>5.0</td>
<td>4.8</td>
</tr>
</tbody>
</table>

Source: A4A, equity analysts and filings of Alaska, Allegiant, American, Delta, Hawaiian, JetBlue, Southwest, Spirit and United
In 2020, S&P Lowered Its Credit Ratings on Eleven U.S. and Canadian Airlines*

Ratings Actions Taken to Reflect Weakened Financial Condition and Heightened Risk

Source: Standard & Poor's

Alaska Allegiant American Delta Hawaiian JetBlue Southwest Spirit United Air Canada WestJet

15-Mar-20 24-Aug-20 15-Apr-21

BBB+ BBB BBB- BB+ BB BB- B+ B B- CCC+ CCC CCC- CC C D

* Publicly traded U.S. carriers in S&P Global coverage universe

Source: Standard & Poor's

airlines.org
Ridership on U.S. Intercity Rail Remains Far Below Pre-Pandemic Levels

July 2021 Ridership Fell 39% Below July 2019

Monthly Ridership (000s) on U.S. Intercity Passenger Rail*

Sources: Bureau of Transportation Statistics

* Passengers transported on Amtrak and Alaska Railroad operations
For U.S. Airlines, Growth in Air Cargo Continues to Outpace Air Travel by a Large Margin

Change (%) vs. 2019 in Traffic* – U.S. Passenger and Cargo Airlines

Sources: Bureau of Transportation Statistics T1 for all U.S. airlines providing scheduled and nonscheduled services

* RTMs = freight, mail and express revenue ton miles; RPMs = revenue passenger miles
The Pandemic Has Taken a Material Toll on U.S. Airline Employment
Voluntary Reductions, Retirements, Job Changes, Employer Shutdowns and Other Factors at Play

<table>
<thead>
<tr>
<th>Carrier Universe</th>
<th>Scheduled U.S. Passenger Airlines</th>
<th>All U.S. Passenger and Cargo Airlines</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure</td>
<td>FTEs* (000)</td>
<td>Headcount (000)</td>
</tr>
<tr>
<td>All-Time High</td>
<td>Jun-2001: 545.9</td>
<td>May-2001: 760.8</td>
</tr>
<tr>
<td>Post-2000 Low Point</td>
<td>Apr-2010: 376.7</td>
<td>Apr-2010: 562.3</td>
</tr>
<tr>
<td>Pre-COVID Peak</td>
<td>Feb-2020: 458.2</td>
<td>Feb-2020: 753.4</td>
</tr>
<tr>
<td>Latest Available Data Point</td>
<td>Aug-2021: 408.0</td>
<td>Aug-2021: 719.0</td>
</tr>
</tbody>
</table>

* Full-time equivalents (FTE) = full-time workers plus 0.5 * part-time workers

Source: Bureau of Transportation Statistics based on payroll near the 15th of the month
As of August 2021, U.S. Passenger Airline Employment Was 50K FTEs Below Pre-COVID Levels

More Jobs Were Lost From Feb-Nov 2020 Than Were Added Over the Preceding 10 Years

Source: Bureau of Transportation Statistics for scheduled U.S. passenger airlines (i.e., all that report scheduled passenger revenue)
U.S. Passenger Airlines Have Grown the Active Fleet by 699 Units Since the End of 2020
Net Reduction of 1,109 (19%) From YE19 to YE20 and 410 (7%) From YE19 to 10/31/2021

<table>
<thead>
<tr>
<th></th>
<th>12/31/2019</th>
<th>12/31/2020</th>
<th>10/31/2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional</td>
<td>1,810</td>
<td>1,517</td>
<td>1,603</td>
</tr>
<tr>
<td>Single-Aisle</td>
<td>3,475</td>
<td>2,847</td>
<td>3,377</td>
</tr>
<tr>
<td>Twin-Aisle</td>
<td>495</td>
<td>307</td>
<td>390</td>
</tr>
</tbody>
</table>

Number of Active Aircraft*

Source: Anuvu (formerly Global Eagle masFlight) * Operated by or on behalf of Alaska/Allegiant/American/Delta/ Frontier/Hawaiian/ JetBlue/Southwest/Spirit/Sun Country/ United in any of the previous seven days
The Timing of a Return to 2019 Passenger Volumes Depends in Large Part on Business Travel
Another Open Question Is the Degree to Which Leisure and VFR Traffic Remain Robust in 2022-2023

U.S. Airline Passenger Traffic Change (%) vs. 2019

Source: A4A and various airline equity analysts

Note: A = actual; F = forecast
After 9/11 and the Global Financial Crisis, It Took Years for Air-Travel Demand to Recover
Passenger Volumes Took More Than Seven Years to Recover From the Financial Crisis/Oil Spike

Source: A4A Passenger Airline Cost Index, BTS (Form 41 Schedule T1) and Bernstein Research

Four-Quarter Rolling Passenger Volume (Millions) and Operating Revenues (Billions)

Source: A4A Passenger Airline Cost Index, BTS (Form 41 Schedule T1) and Bernstein Research

* Passengers enplaned systemwide on U.S. airlines in scheduled and nonscheduled services
Air-Cargo Demand Reached an All-Time High in 2020 and Has Continued to Grow in 2021
Air Cargo Had Taken 10 Years to Recover From the Global Financial Crisis and Subsequent Oil Spike

Four-Quarter Rolling Air Cargo Revenue Ton Miles* (Billions)

Source: Bureau of Transportation Statistics (Form 41 Schedule T1)

* Cargo revenue ton miles (RTMs) flown on U.S. passenger and cargo-only airlines in scheduled and nonscheduled services
Pandemic-Driven Technology Acceptance, Digital Competence and Enhanced Cleaning Protocols Will Endure, and Airlines and Airports Will Continue to Invest Accordingly

“COVID-19 has brought about an acceleration of digital competency across demographic cohorts. We have a lot of different people who fly through the airport. We are constantly thinking about the experience we present to them. And if people have become more technology savvy, more digitally competent, that means we can accelerate and roll out the contactless passenger journey across many platforms—and there will be an acceptance of and a desire for them.”

“Airports and airplanes are cleaner than they’ve ever been and will continue to be that way because it’s important for restoring confidence in air travel. We expect the new hygiene and enhanced-cleaning protocols we’ve implemented to continue. Passengers can expect that from airports and airlines going forward.”

Source: McKinsey & Company interview with Massachusetts Port Authority CEO Lisa Wieland (Nov. 20, 2020)