



Airlines for America[®]
We Connect the World

The State of U.S. Commercial Aviation

Updated March 16, 2024

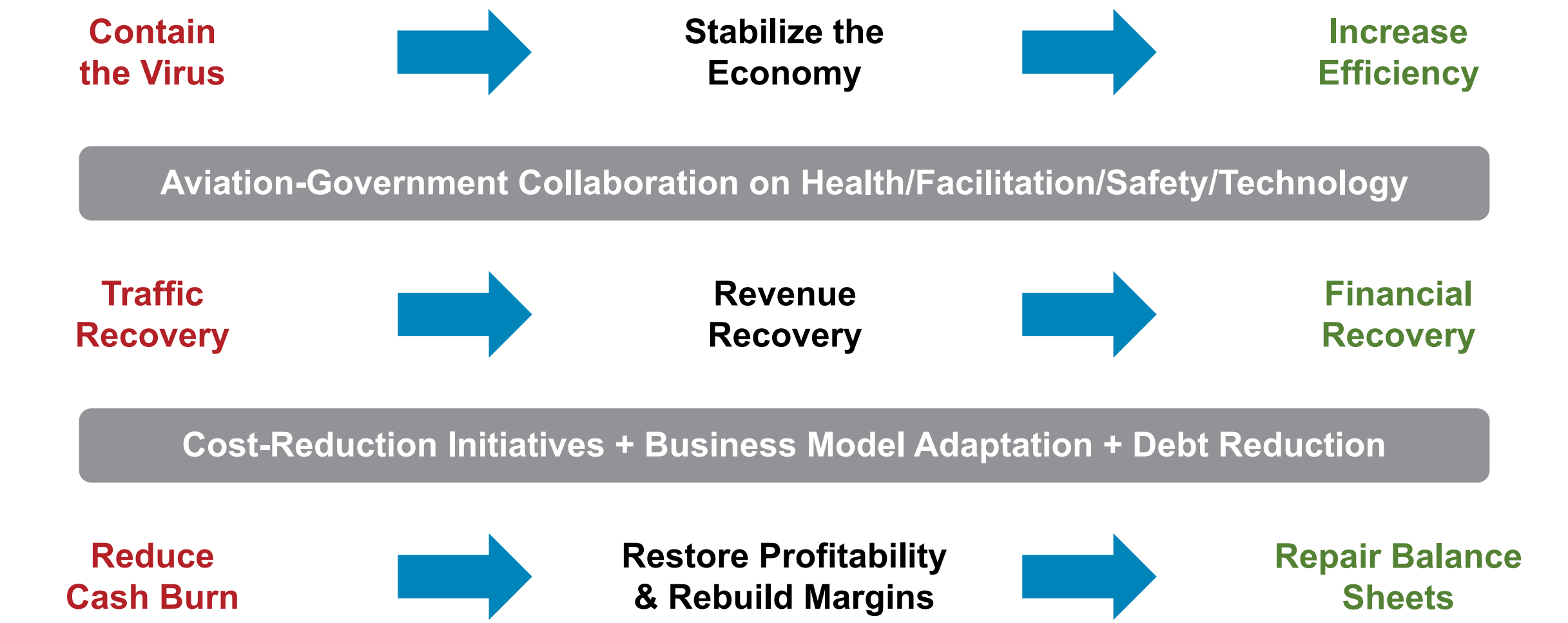
“To suggest that the airlines should have better prepared for this environment seems akin to suggesting Pompeii should have invested more heavily in firefighting technology.” (JPMorgan, Mar. 22, 2020)

<https://www.airlines.org/dataset/state-of-us-aviation/>

Key Points

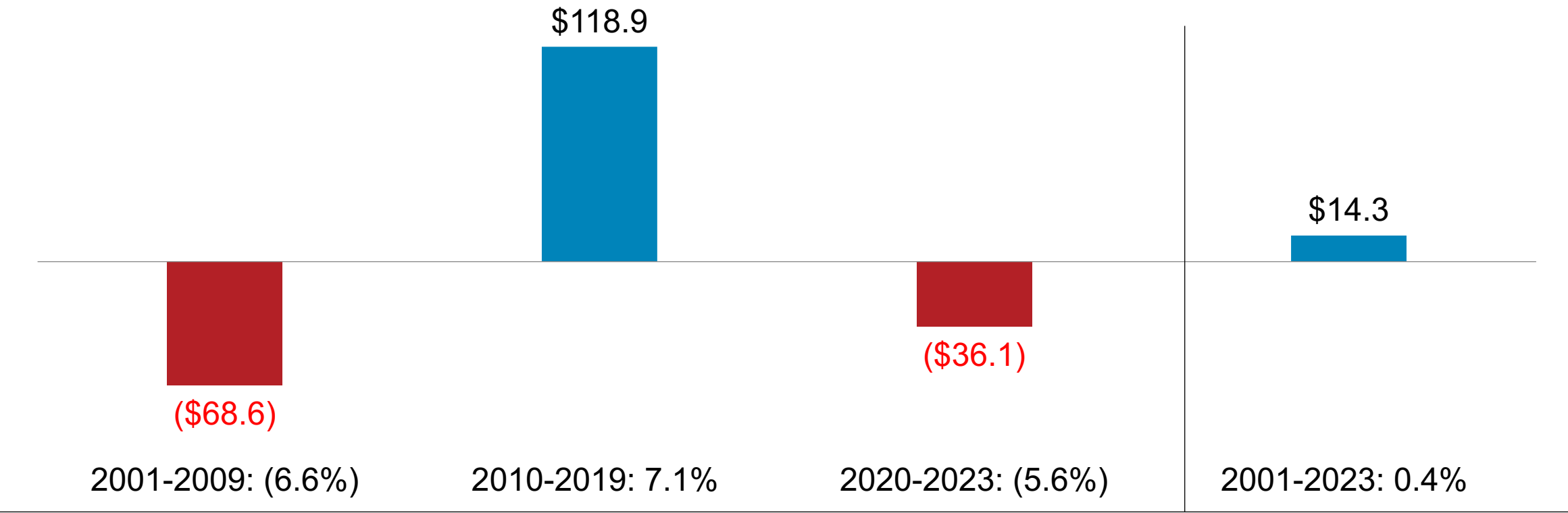
- » The U.S. economy and air travel remain healthy. Air cargo demand has subsided materially since reaching an all-time high in 2021 but remains solidly above pre-pandemic levels.
- » Post-pandemic YOLOism and the prevailing (though not universal) shift toward hybrid work have been positive for the sector and bode well for the medium term.
- » Airlines of all shapes and sizes continue to retool products and networks to reflect the changing face of demand and to cope with inflation. Capacity growth rates—and profit margins—differ widely.
- » ATC issues, aircraft/engine deliveries, pilot supply/costs, maintenance sector bottlenecks and workforce productivity have curbed flight growth and accelerated up-gauging of domestic fleets.
- » U.S. airlines have faced widespread inflation (e.g., labor, fuel, maintenance, rents).
- » In large part, airlines have been using cash flow to add staff (most since Sept. 2001), renew fleets, upgrade IT and retire the massive debt accumulated in 2020 and 2021 to weather the pandemic.

Airlines Are in Stage Three of the Multiyear Recovery From the Pandemic



From 2001-2023, U.S. Airlines Posted a Razor-Thin 0.4% Pre-Tax Profit Margin
From 2020-2023, \$36B in Pre-Tax Losses Translated to a Negative 5.6% Margin

U.S. Passenger Airlines’ Pre-Tax Profit/(Loss) in Billions and Profit Margin

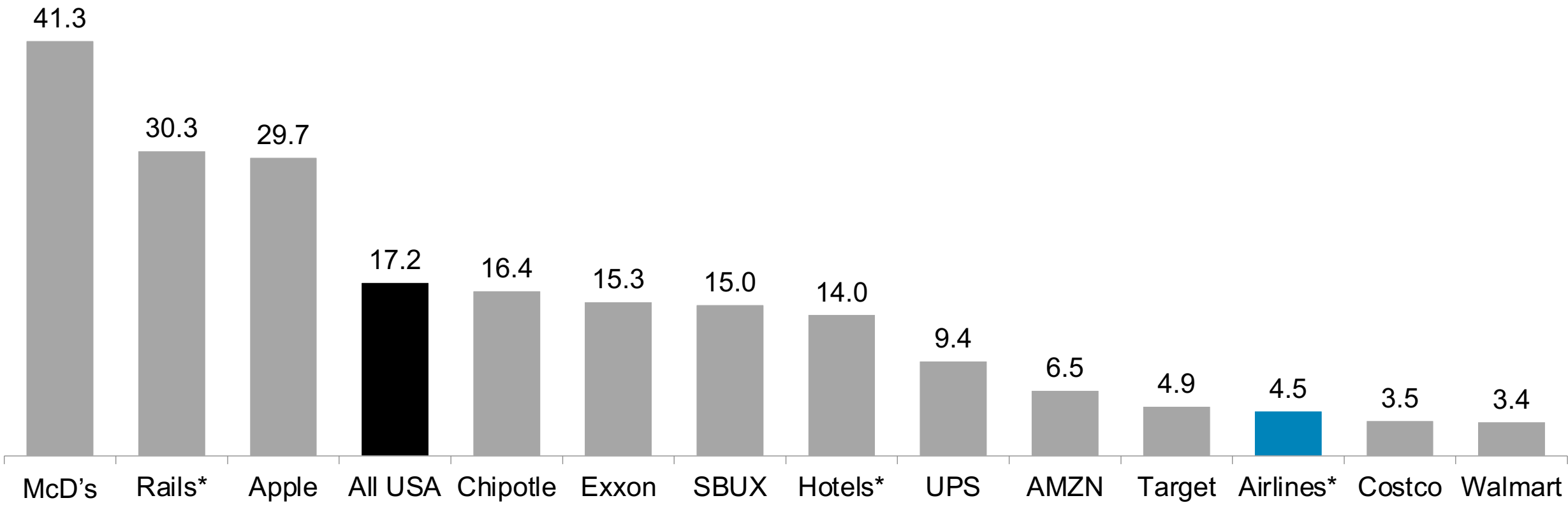


Source: A4A Passenger Airline Cost Index and Bureau of Transportation Statistics

In 2023, the Average U.S. Corporation Was Almost Four Times as Profitable as U.S. Airlines

McDonald's Was Nine Times as Profitable as Airlines

Pre-Tax Profit Margin (%) for Selected U.S. Companies and Industries, 2023



Sources: Bureau of Economic Analysis and company SEC filings * Airlines = ALK/ALGT/AAL/DAL/ULCC/HA/JBLU/LUV/SAVE/UAL; Hotels = Choice/Hilton/Hyatt/Marriott/Wyndham; Rails = CSX/Norfolk Southern/Union Pacific

U.S. Passenger Airlines Recorded \$10B in Pre-Tax Profits in 2023 — a Profit Margin of 4.5%

Revenues (Up 12%) Outpaced Operating Expenses (Up 10%); Net Interest Expense Down 51%

Financial Results: 2023	\$ Billions	% Chg. YOY	% of Category
Passenger (RPMs +13.4%, yield +1.2%)	202.2	15	89.9
Cargo	3.5	(29)	1.5
Other ¹	19.2	(0)	8.5
Total operating revenues	224.9	12	100.0
Salaries, wages and benefits	67.8	23	31.9
Aircraft fuel and taxes (consumption +12%, price -17%)	52.0	(5)	24.5
Maintenance materials and repairs	11.5	23	5.4
Landing fees and airport rentals	13.0	16	6.1
Depreciation and amortization ²	10.6	7	5.0
Other ³	57.4	10	27.0
Total operating expenses	212.3	10	100.0
Interest and other non-op expenses, net	2.5	(51)	n/a
Pre-tax profit/(loss)	10.0	314	n/a
Pre-tax margin	4.5%	3.3 pts	n/a

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.

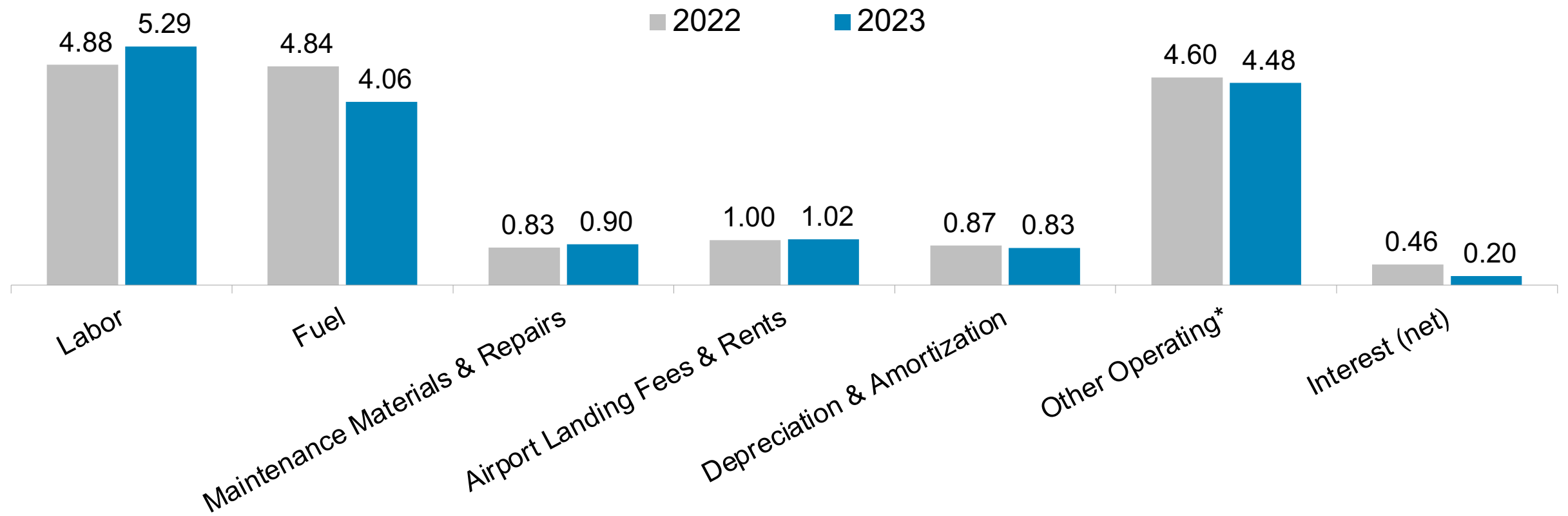
3. Aircraft rents, professional fees, food/beverage, insurance, commissions, GDS fees, communications, advertising, utilities, office supplies, crew hotels, payments to regionals, etc.

Source: Alaska, Allegiant, American, Delta, Frontier, Hawaiian, JetBlue, Southwest, Spirit and United

In 2023, U.S. Airlines' Pre-Tax Unit Costs Fell 4.1% Year Over Year

Labor CASM Up 8.4%, Fuel CASM Down 16.2%, Maintenance CASM Up 8.8%

U.S. Passenger Airlines: Cost (in Cents) per Available Seat Mile

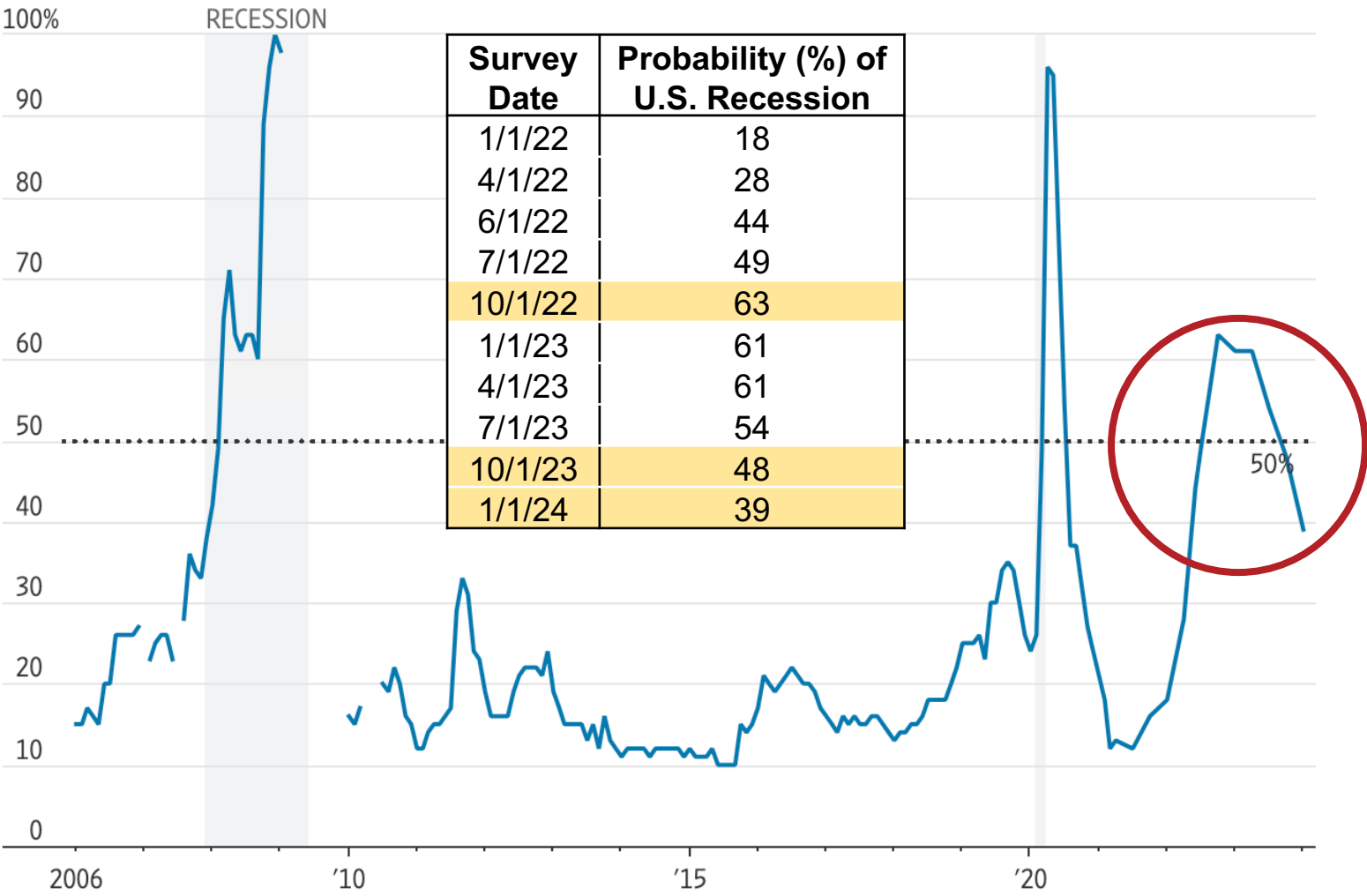


Source: SEC filings of Alaska, Allegiant, American, Delta, Frontier, Hawaiian, JetBlue, Southwest, Spirit and United

* Professional fees, food/beverage, insurance, commissions, GDS fees, communications, advertising, utilities, office supplies, crew hotels, payments to regional carriers, etc.

Economists Now Deem Chance of a U.S. Recession Within Next 12 Months Far Less Likely

Probability Most Recently Gauged at 39%, Down From 48% in October 2023 and 63% in October 2022



July 2022
“As Fed Tightens, Economists Worry It Will Go Too Far”

October 2022
“Economists Now Expect a Recession, Job Losses by Next Year”

January 2023
“Economists...Still See Recession This Year Despite Easing Inflation”

January 2024
“It Won’t Be a Recession—It Will Just Feel Like One”

Source: The Wall Street Journal Economic Forecasting Survey and “It Won’t Be a Recession—It Will Just Feel Like One,” *The Wall Street Journal* (Jan. 14, 2024)

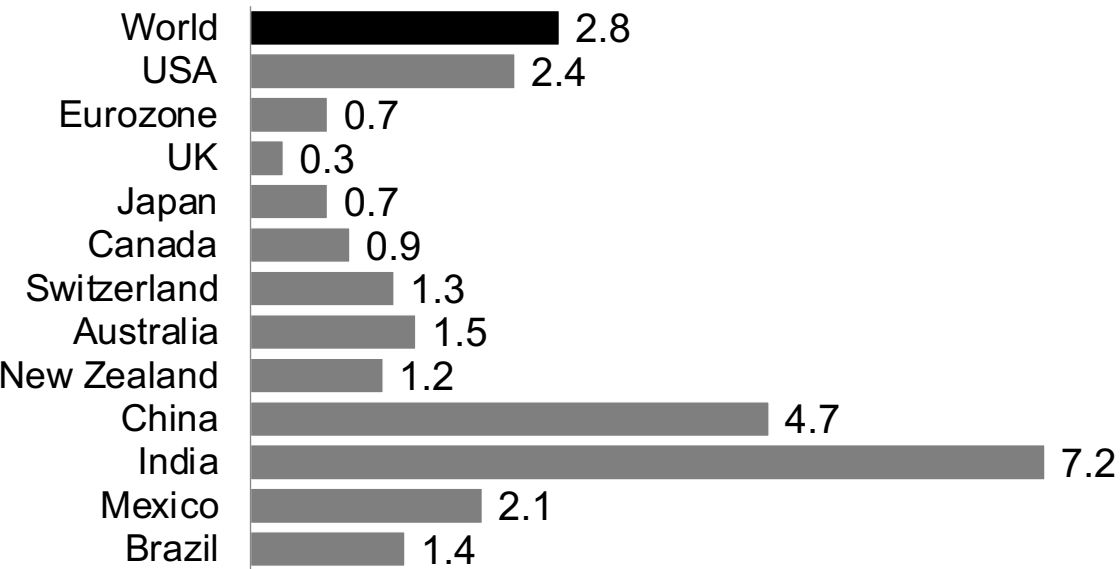
Wells Fargo and S&P Global Expect the U.S. Economy to Grow 2.4% in 2024

Several Major Economies Are Projected to Grow <= 1%

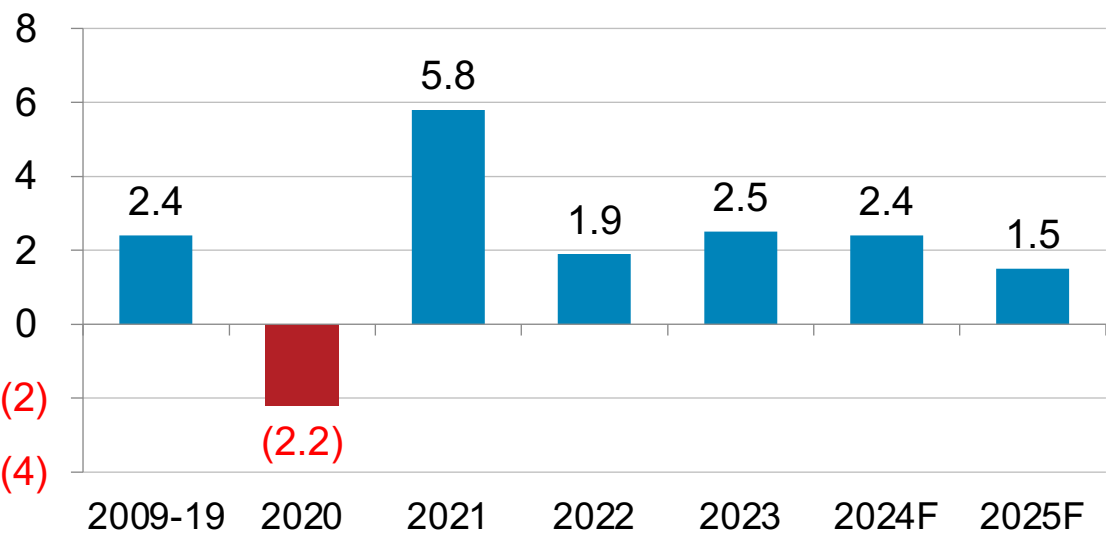
“**We expect consumer momentum remains intact** and that a **still-sturdy labor market should offer support to spending** this year, even if that pace of spending is set to moderate.”

“[E]conomic activity has been **running warmer than we anticipated**... We still think the economy will go through a **period of below-trend growth** as the year progresses, even **as it avoids a recession**.”

Wells Fargo: Projected 2024 Real GDP Growth (%)



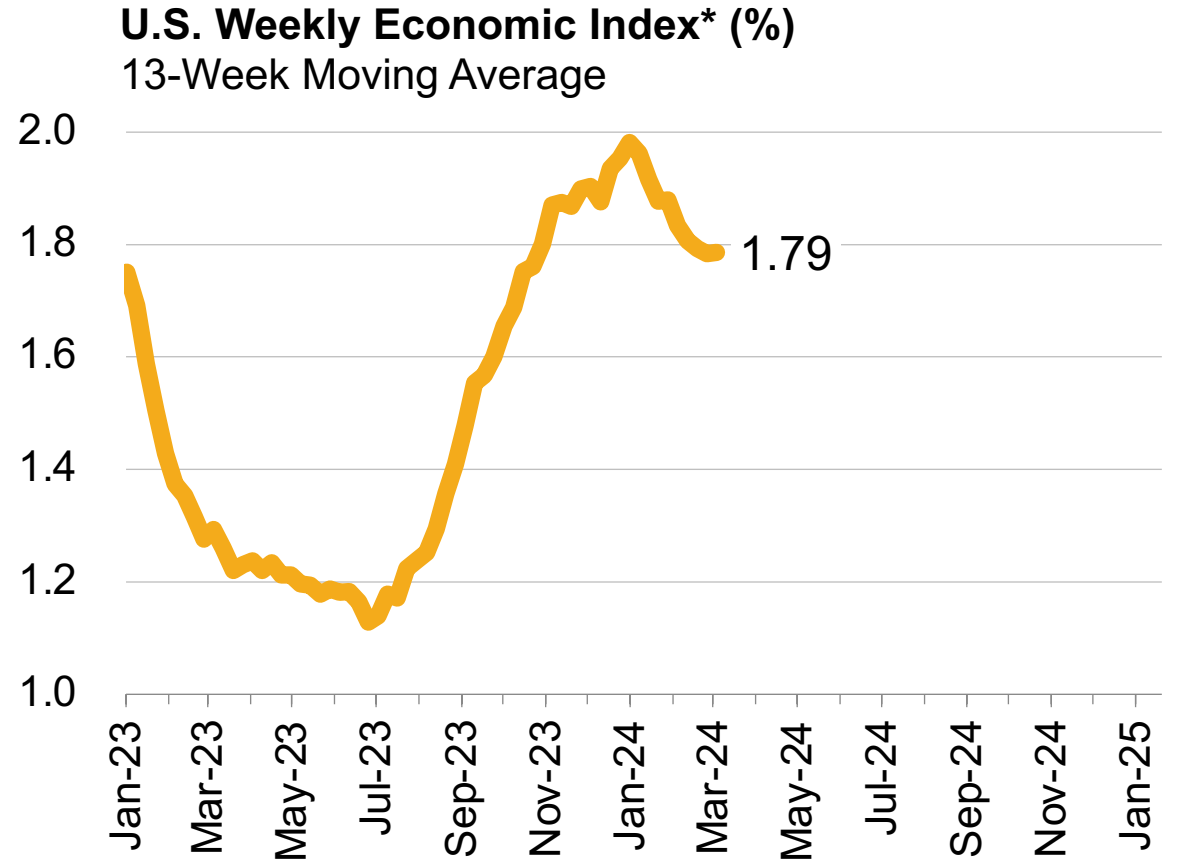
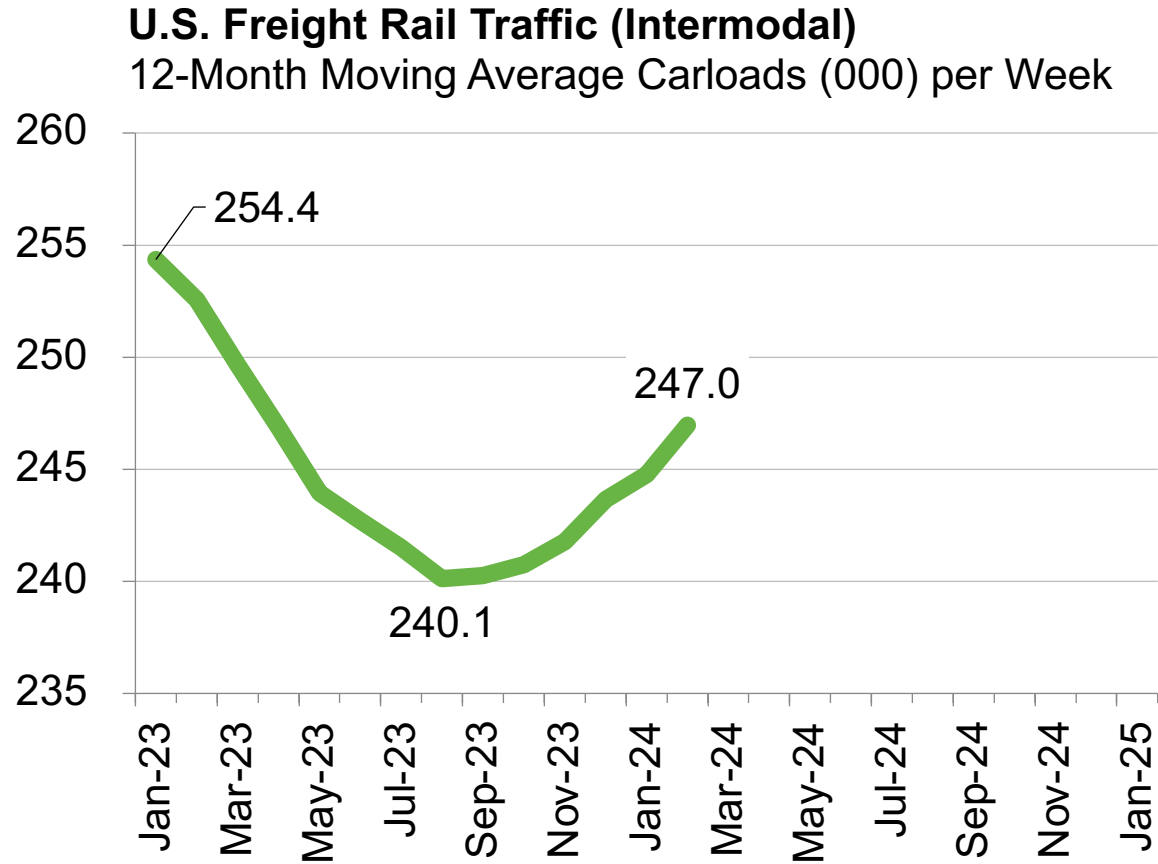
S&P Global: U.S. Real GDP Growth



Source: Wells Fargo (March 14, 2024) and “U.S. Economic Forecast Update: A Sturdy Job Market Keeps Growth Going,” S&P Global Ratings (Feb. 21, 2024) Note: 2009-2019 value reflects compound annual growth rate.

After 18 Consecutive Months of Declines, Freight Rail Traffic Rose Over Past Six Months

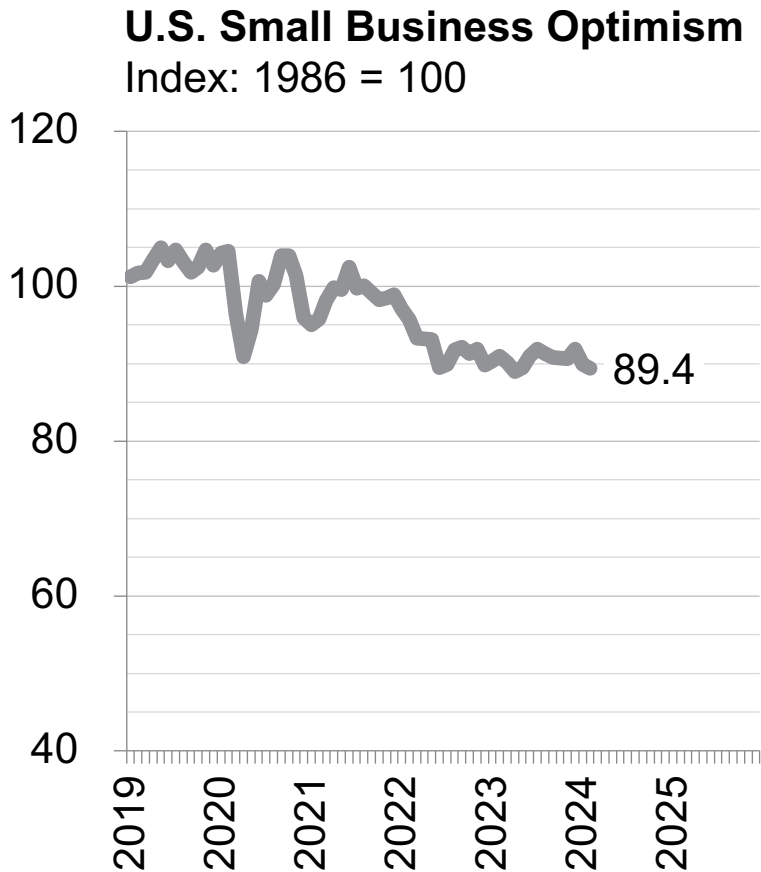
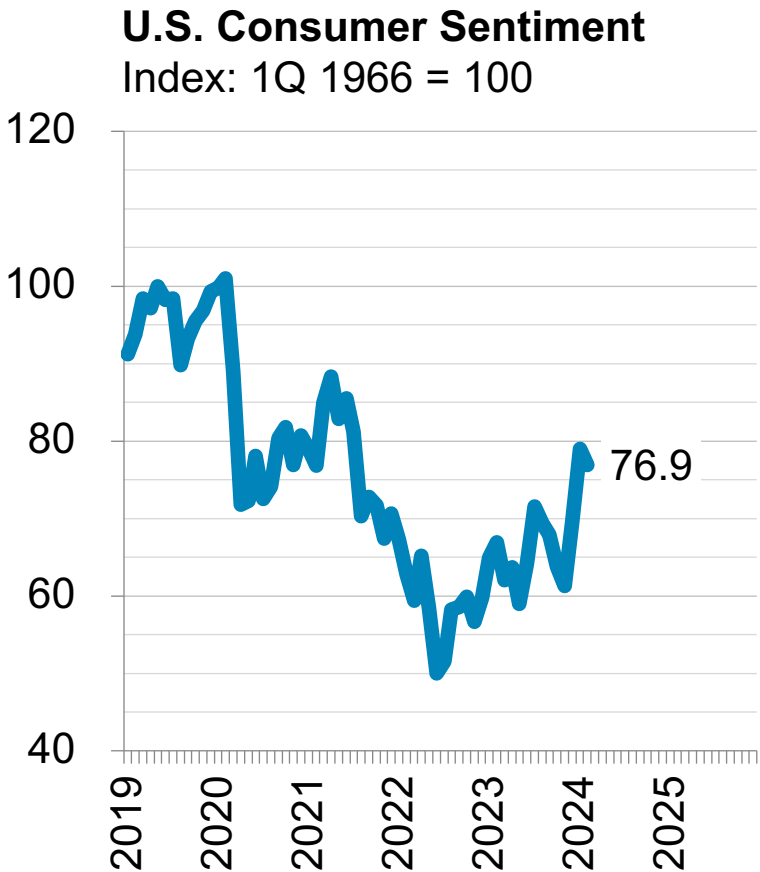
U.S. Economic Activity Rose Steadily in 2H 2023 and Is Persisting in Early 2024



Sources: Association of American Railroads (AAR) and Federal Reserve Bank of Dallas * Index of 10 daily and weekly indicators of real economic activity; developed by Daniel J. Lewis, Karel Mertens and James H. Stock

U.S. Consumer Sentiment Soared in December and January to Highest Level Since July 2021

U.S. Misery Index Has Fallen Sharply, But Business Optimism Remains Depressed

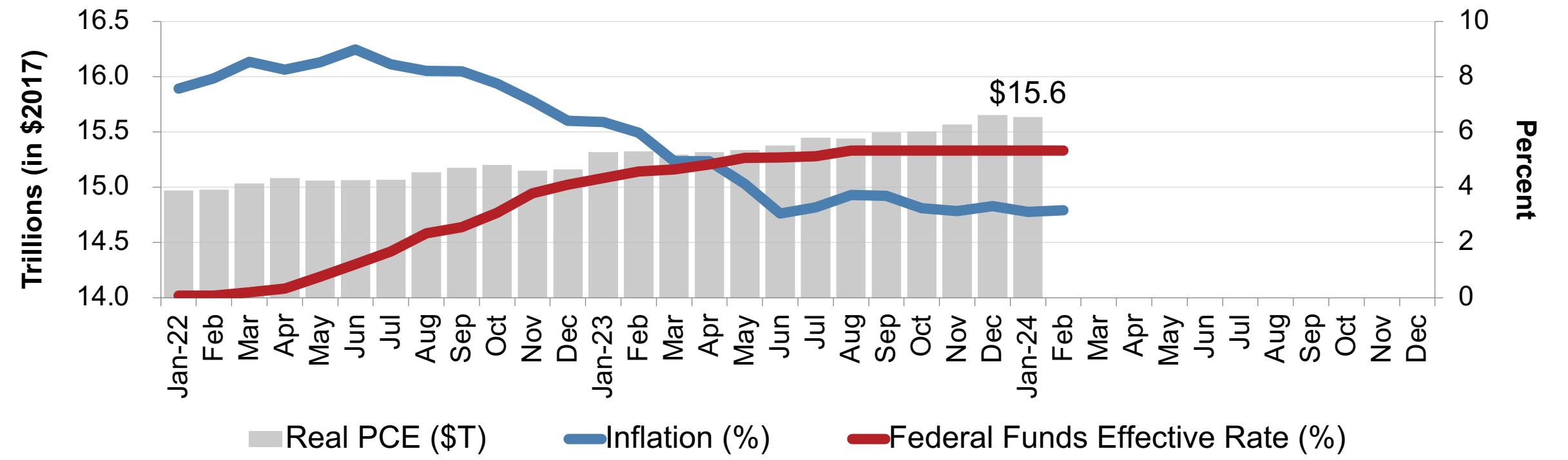


Sources: University of Michigan, Bureau of Labor Statistics (via Federal Reserve Bank of St. Louis) and National Federation of Independent Business via NFIB Research enter

U.S. Consumer Spending Subsidized Modestly in January From All-Time High in December 2023

Consumers Have Been Buoyed by Lower Inflation, Undaunted by Elevated Interest Rates

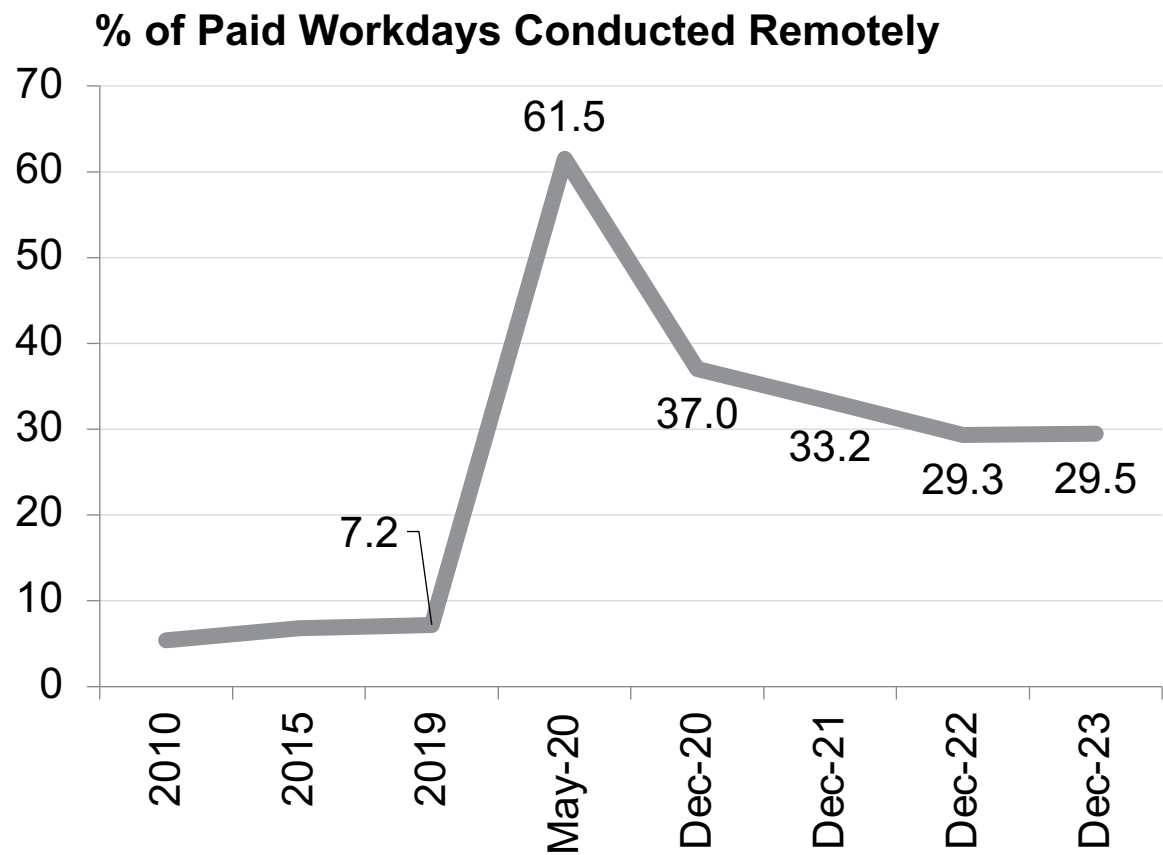
“Normally, a downturn in freight shipments would signal the approach of a broader downturn. **But consumer spending...isn’t collapsing. It’s gradually slowing and pivoting from merchandise to services, such as insurance and air travel.** In the second quarter, consumer spending on services rose three times as fast as goods purchases, according to the Commerce Department.” (*Washington Post*, July 31, 2023)



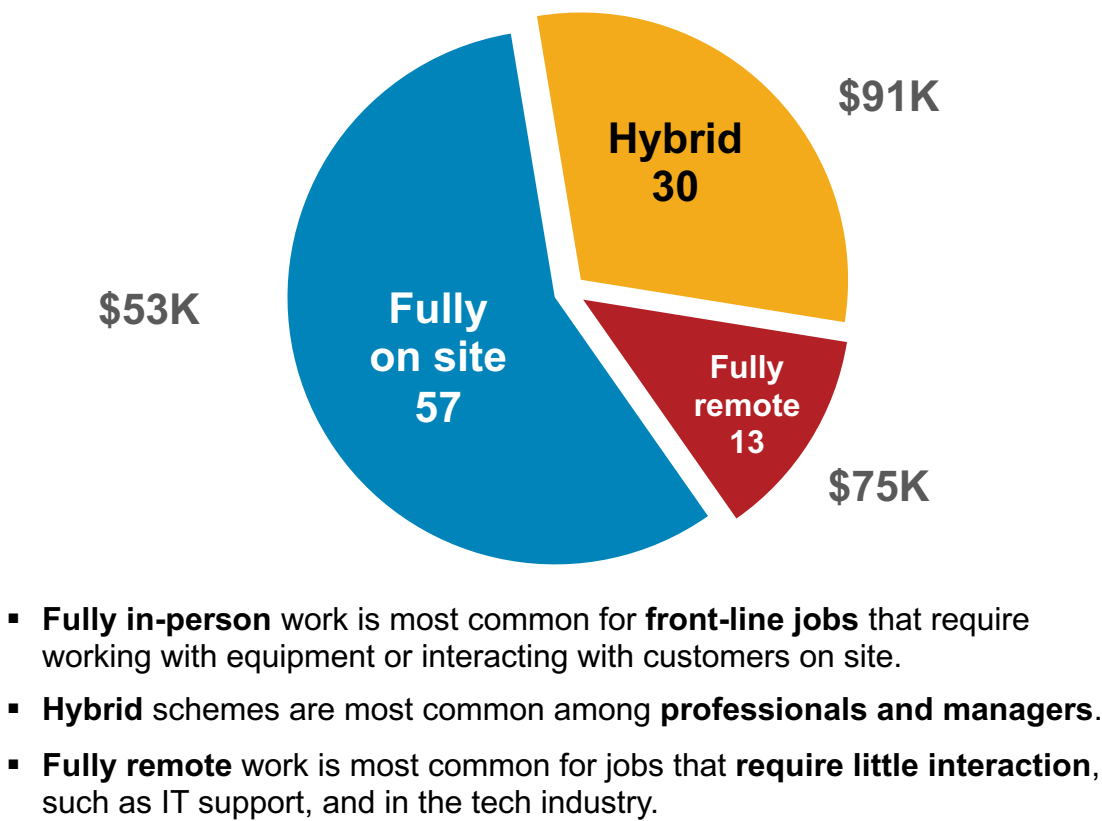
Source: U.S. Bureau of Economic Analysis and Bureau of Labor Statistics via Federal Reserve Bank of St. Louis Note: Personal consumption expenditures (PCE) and inflation are seasonally adjusted and annualized

Share of Remote Work Has Stabilized Well Above Pre-Pandemic Level

Hybrid Workers, Who Earn the Most, Have Time and Money to Spend on Air Travel



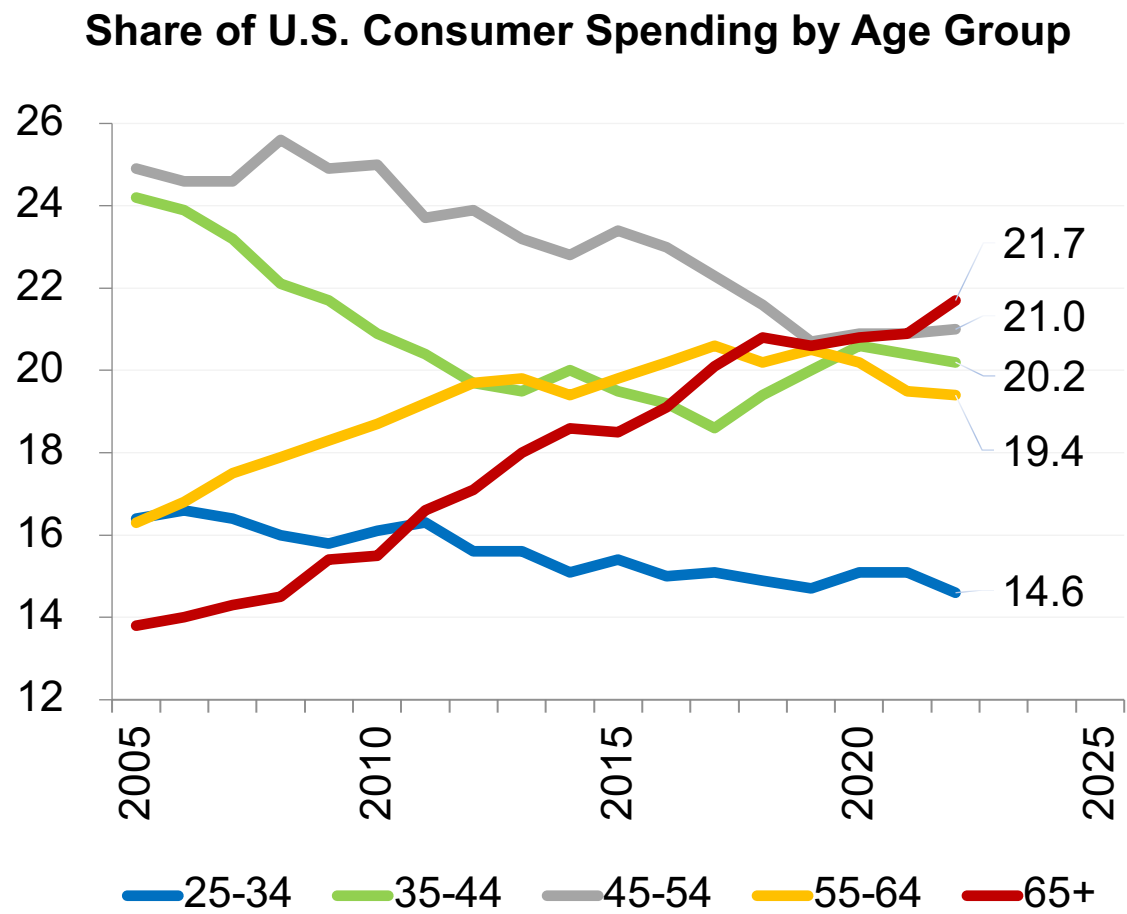
% of U.S. Resident Full-Time Employees by Working Arrangement (Dec-2023) and Earnings (1H23)



Source: Survey of Working Arrangements and Attitudes (SWAA), Barrero, Jose Maria, Nicholas Bloom, and Steven J. Davis, 2021. "Why working from home will stick," National Bureau of Economic Research Working Paper 28731.

U.S. Seniors, Who Value Experiences Such as Travel, Constitute a Growing, Spending Force

Americans Age 65+ Accounted for ~22% of Spending in 2022 vs. ~15% in 2010



“**These are the consumers that will matter over the coming year,**” said Susan Sterne, chief economist at Economic Analysis Associates. **‘Our large share of older consumers provides a consumption base in times like today** when job growth slows, interest rates rise and student-debt loan repayments begin again.’

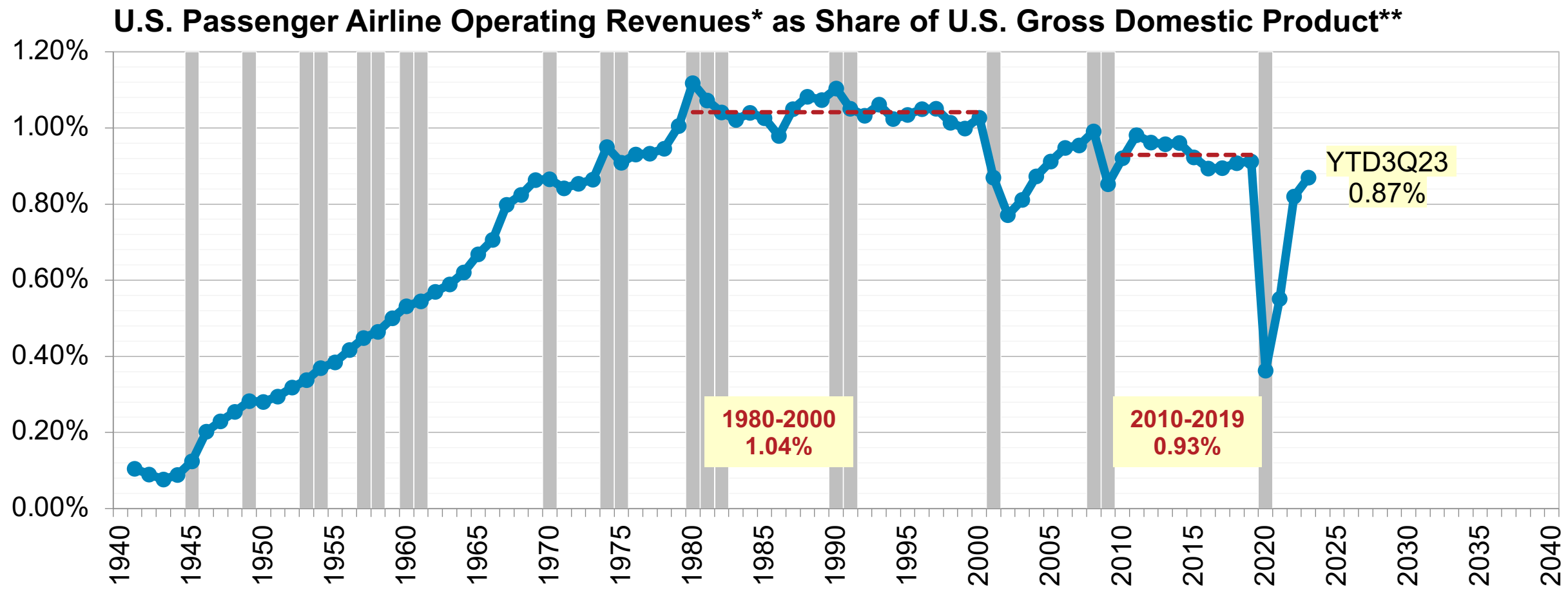
Seniors’ high spending propensities reflect health, wealth and perhaps lingering psychological effects of the pandemic... **They have less consumer debt, minimal student debt and are more likely to own their homes outright.** Many of those who have mortgages refinanced at the unprecedented low in mortgage rates after the pandemic hit. They are also less likely to need to move due to an expanding family or a new job than Gen Z and Millennials, shielding them from the impact of rising housing costs.”

The Wall Street Journal (Oct. 8, 2023)

Sources: U.S. Bureau of Labor Statistics Consumer Expenditure Surveys and Gwynn Guilford, “The U.S. Economy’s Secret Weapon: Seniors With Money to Spend,” *The Wall Street Journal* (Oct. 8, 2023)

Reduced Revenue Relative to Size of U.S. Economy Cost Airlines ~\$26-54 Billion in 2022

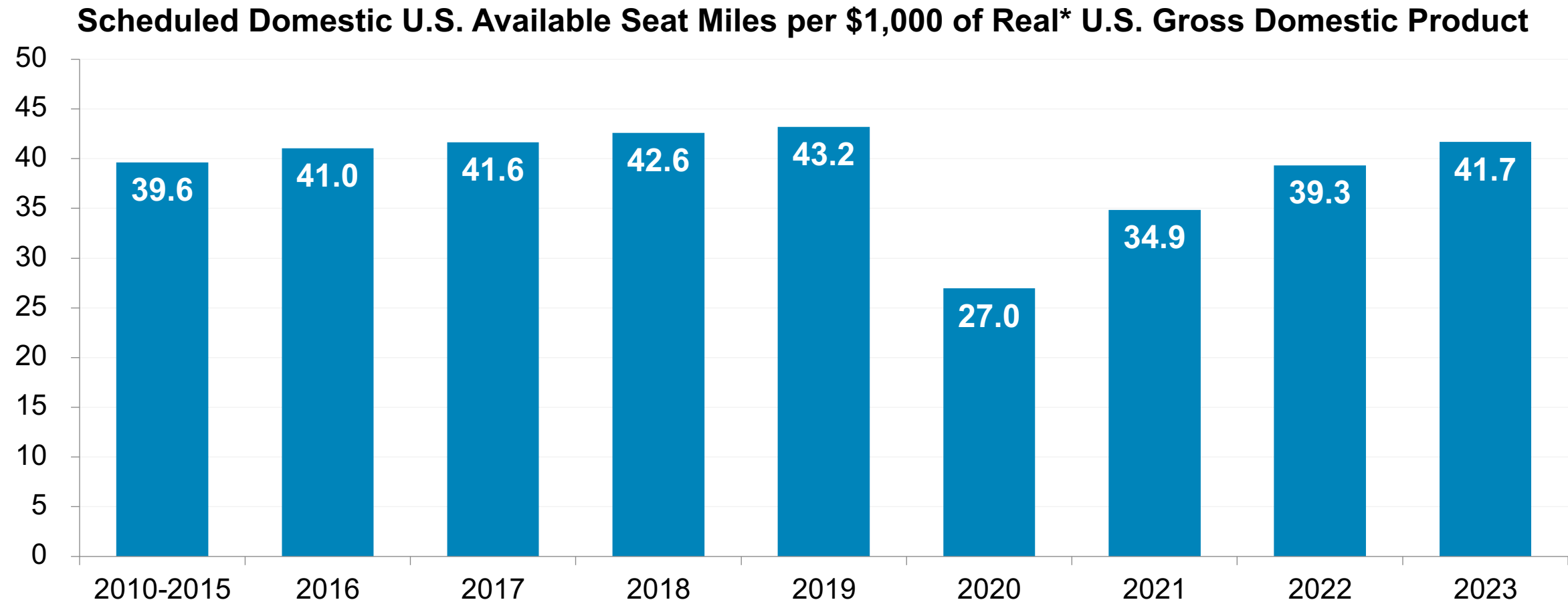
Heightened Competition Among Carriers and Travel Modes Plus Ease of Comparison-Shopping



Source: A4A Passenger Airline Cost Index * DOT Form 41 systemwide operating revenues on a four-quarter rolling basis ** Gray shading indicates U.S. recession exceeding one month in respective year

Relative to the U.S. Economy, 2023 Domestic Scheduled Airline Capacity Fell Below 2018-2019

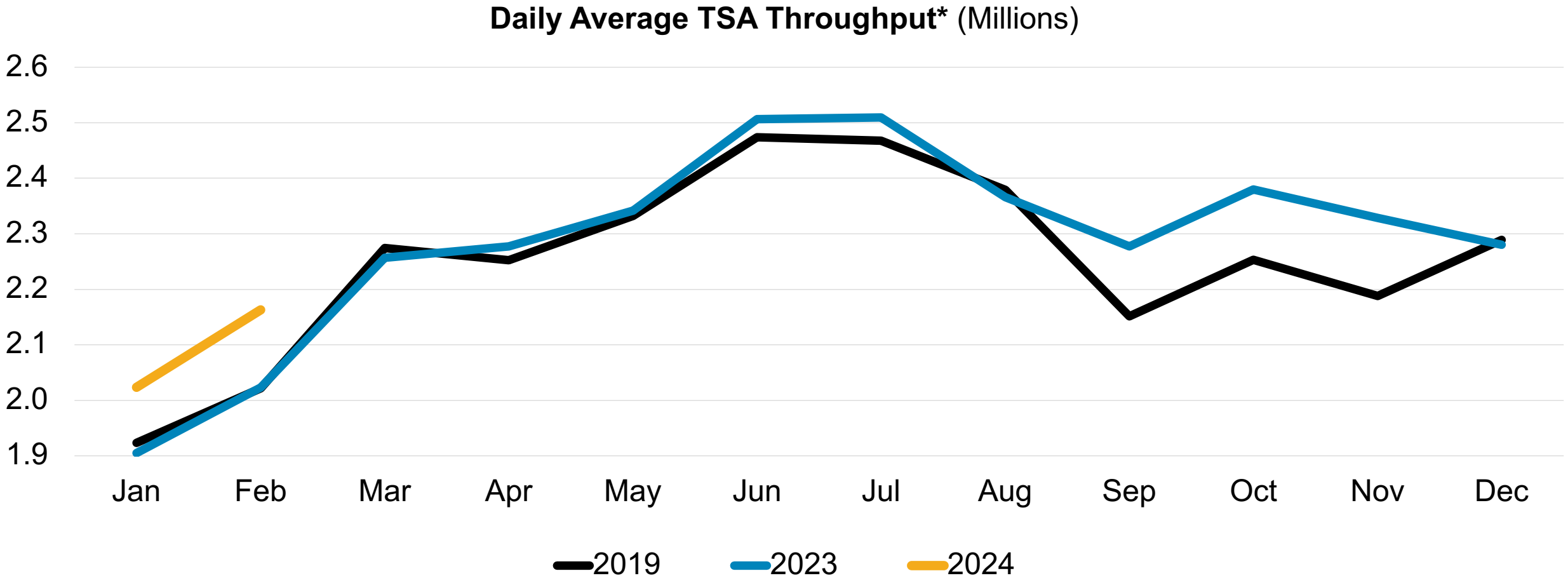
Constraints Include ATC Staffing, Aircraft/Engine Delivery Delays and Regional Airline Pilot Supply



Sources: Bureau of Economic Analysis for GDP; Diio by Cirium (Jan. 5, 2024) for published schedules * Chained 2017 dollars

TSA Checkpoint Volumes Off to a Record Start in 2024

In First Two Months, Daily Average Rose 6.6% From 2023

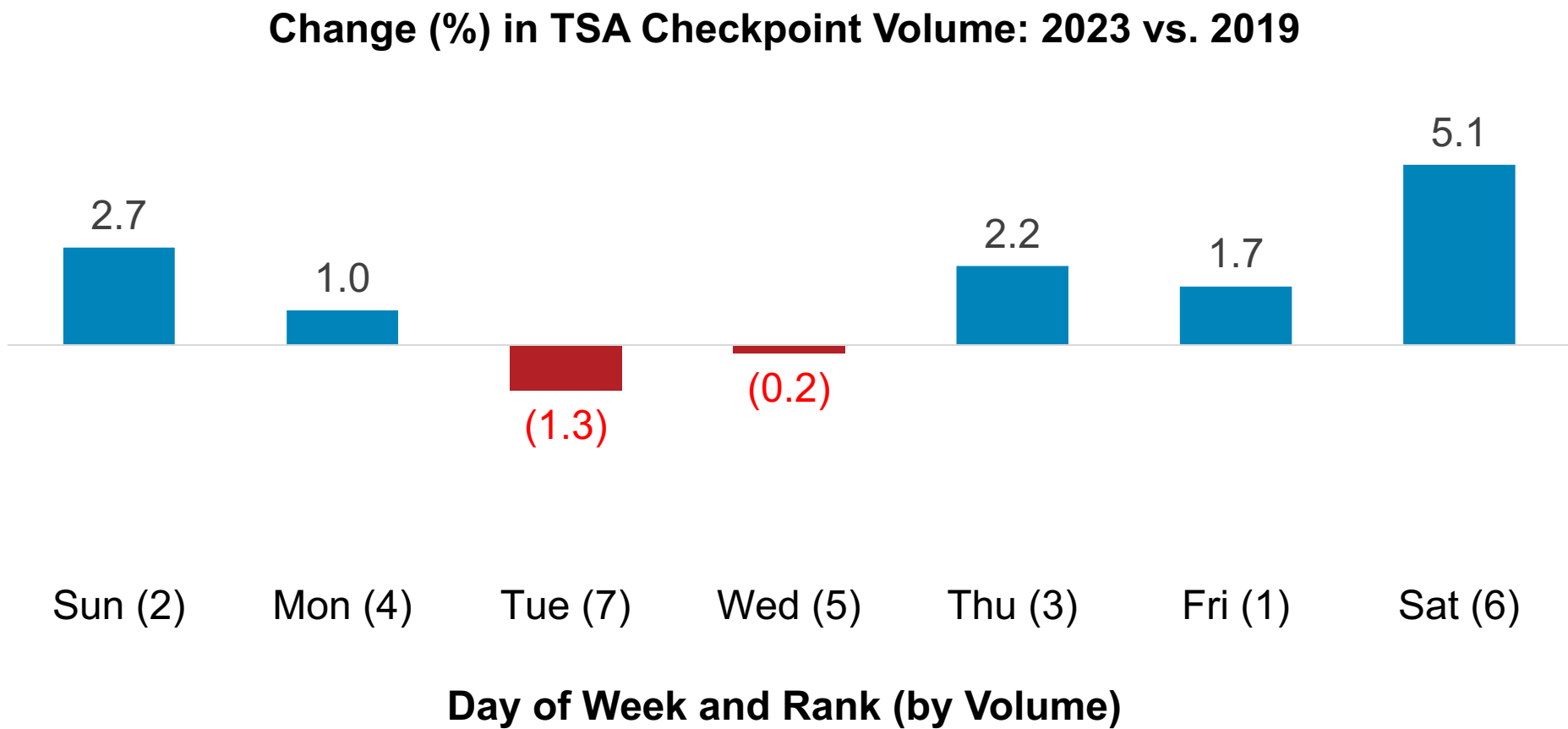


Source: A4A analysis of data from the Transportation Security Administration

* U.S. and foreign-carrier customers (excludes Known Crewmember® personnel) traversing TSA checkpoints

Change in Day-of-Week Air-Travel Patterns Provides Evidence of Increased Leisure Mix

Saturday and Sunday, Known for Leisure, Are the Big Winners; Friday Remains the Busiest Day



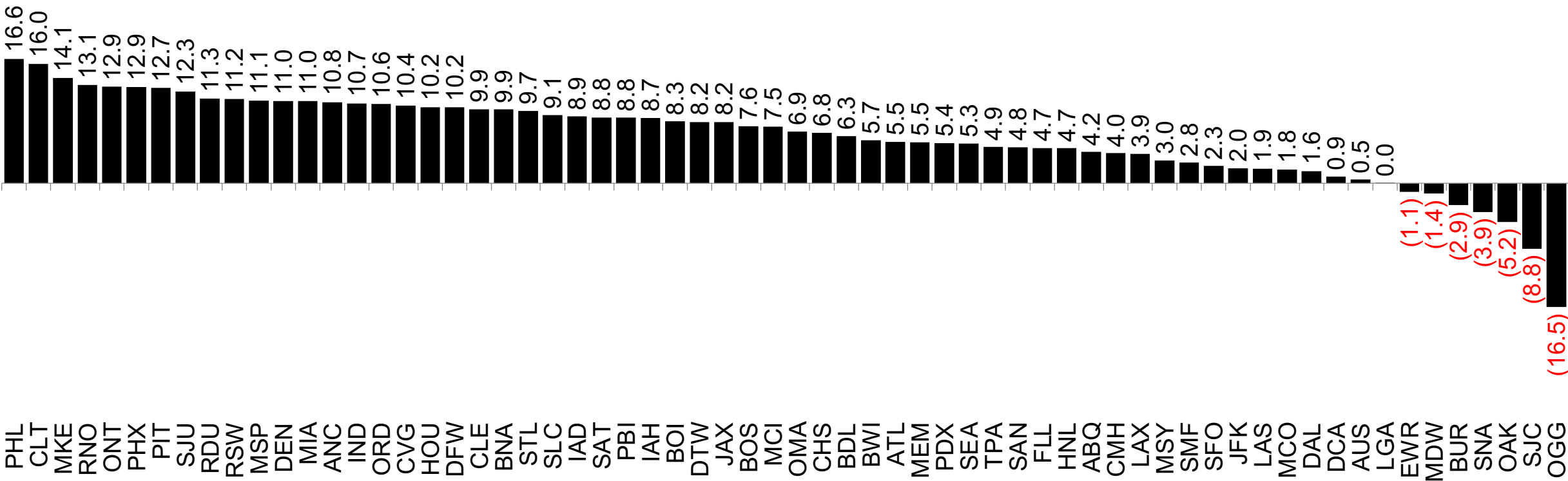
Source: A4A analysis of data from the Transportation Security Administration

Note: Volume reflects travelers only, not Known Crewmember® personnel.

In 2Q 2024, Almost All Large and Medium-Hub U.S. Airports Are Seeing More Seats YOY

Philadelphia, Charlotte and Milwaukee Are the Fastest-Growing; Maui and San Jose Lagging

Change (%) in Systemwide Scheduled Seats: 2Q24 vs. 2Q23

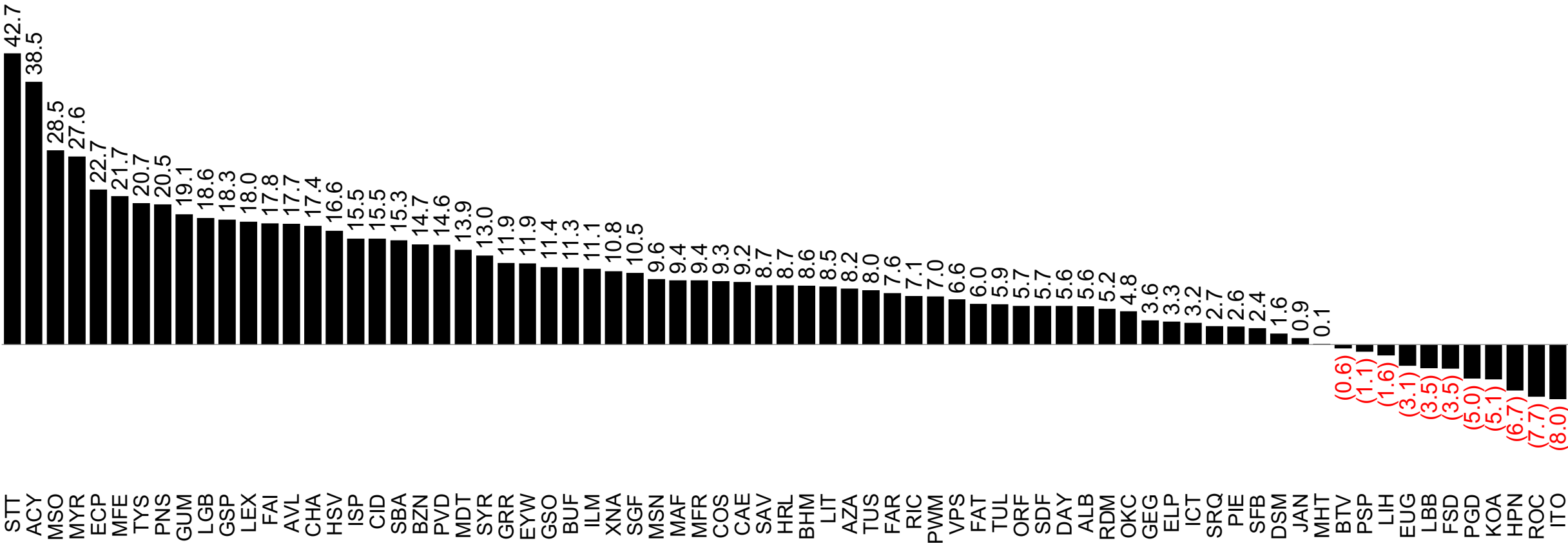


Source: Diio by Cirium published schedules (March 15, 2024) for all U.S. and non-U.S. airlines providing scheduled service to all U.S. and non-U.S. destinations

In 2Q 2024, Almost All Small-Hub U.S. Airports Are Showing More Seats YOY

St. Thomas and Atlantic City Are Leading Small-Hub Growth

Change (%) in Systemwide Scheduled Seats: 2Q24 vs. 2Q23

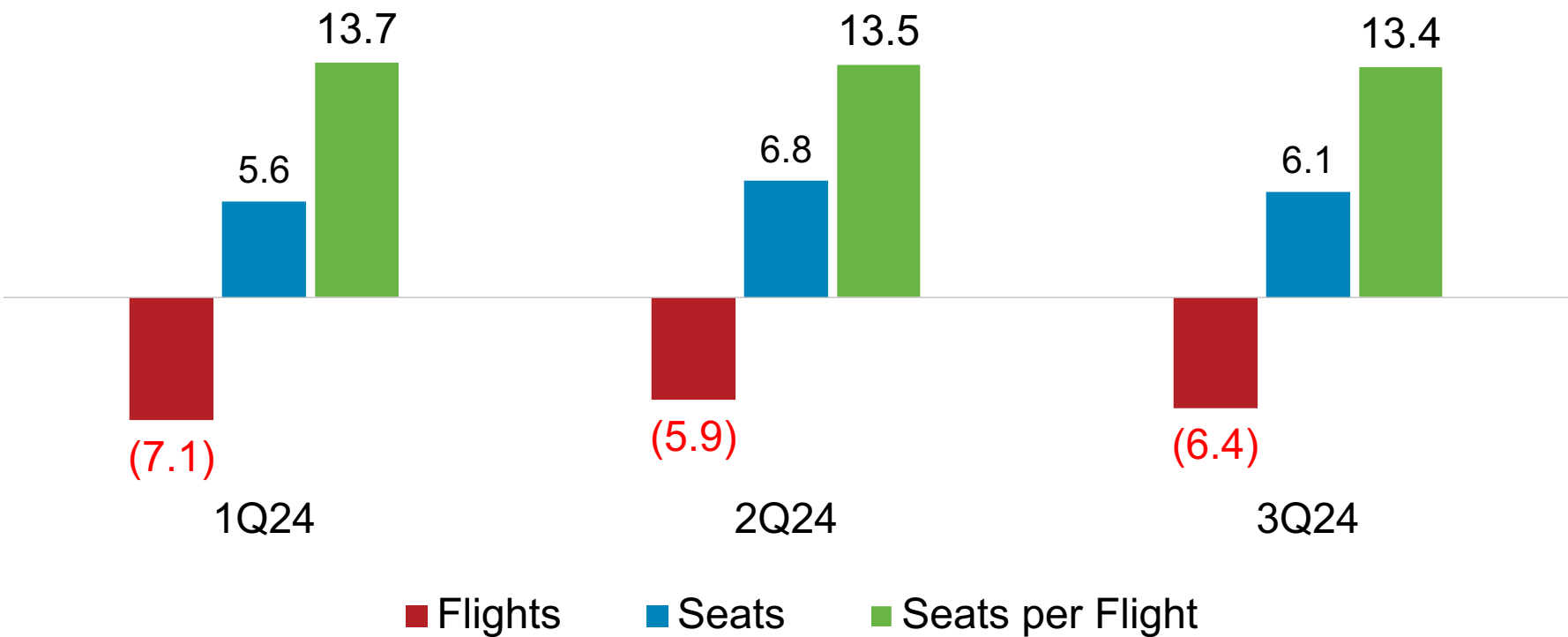


Source: Diio by Cirium published schedules (March 15, 2024) for all U.S. and non-U.S. airlines providing scheduled service to all U.S. and non-U.S. destinations

Seats Available to Customers Continue to Grow Despite Fewer U.S. Flights Than in 2019

At U.S. Airports, U.S. and Foreign-Flag Carriers Are Averaging 13-14% Larger Aircraft Than in 2019

Change (%) vs. 2019 in Scheduled Passenger Service at U.S. Airports*



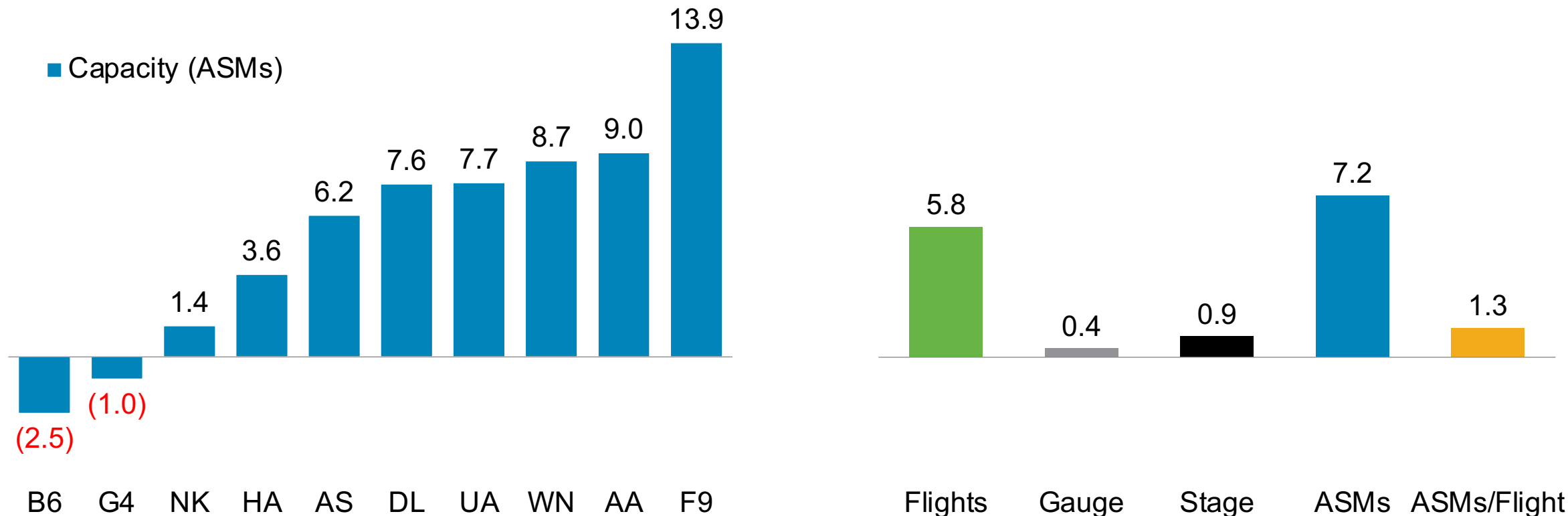
Source: Cirium published schedules (March 15, 2024) for all U.S. and foreign-flag airlines departing U.S. airports for all destinations

* 1Q24 includes an extra day (Feb. 29)

Schedules for 2Q 2024 Show Frontier Airlines Dominating YOY Capacity Growth

U.S. Airlines Are Producing More Available Seat Miles per Flight

Change (%) in Systemwide Schedules for Selected Airlines: 2Q24 vs. 2Q23



Source: Cirium published schedules (March 15, 2024) for selected marketing airlines on a consolidated basis

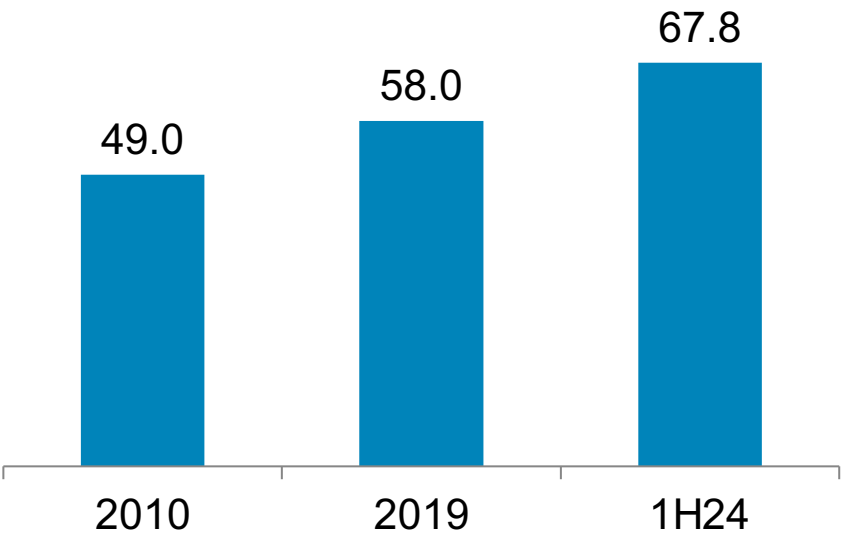
Note: ULCC = ultra low-cost carrier; gauge = seats/flight; stage = miles/flight; ASMs = available seat miles

Increases in Mainline Flying *and* in Aircraft Size Have Fueled Domestic Up-Gauging

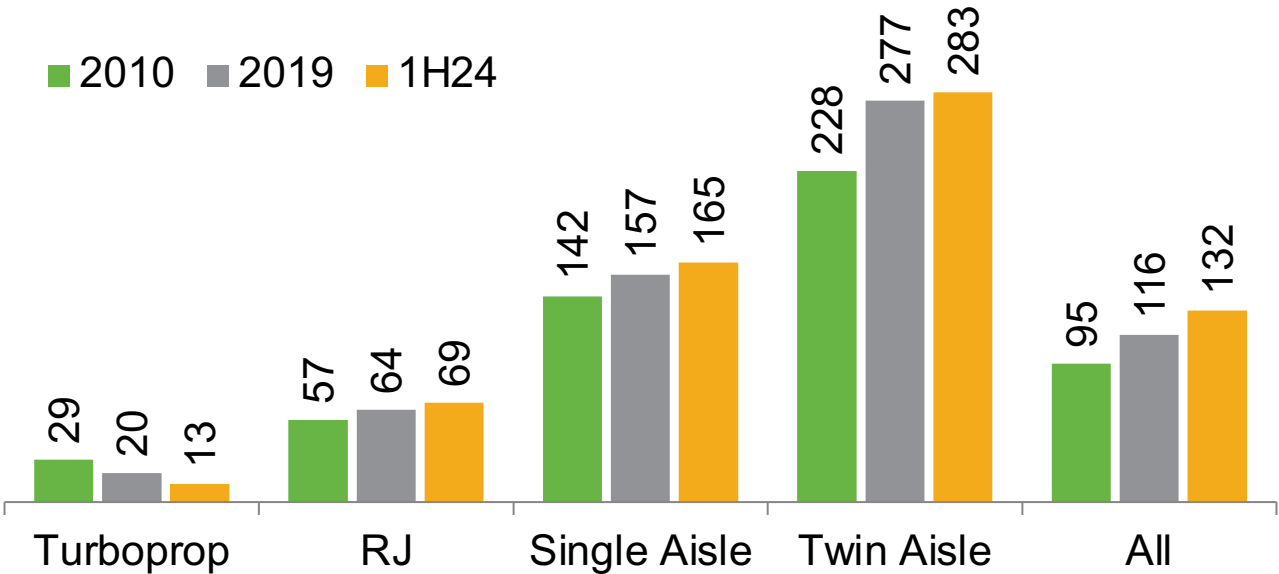
Mainline Now Accounts for More Than Two-Thirds of Domestic Flights, Up From Half in 2010

“For some markets, we’re gonna need to make choices as to whether we’re gonna fly a larger flight, whether we’re gonna consolidate the number of operations, but **you’re never again gonna see the 50-seat aircraft have the level of prominence in the industry.**” (Delta CEO Ed Bastian, Sept. 20, 2022)

Mainline* % of Domestic U.S. Flights



Average Seats per Domestic U.S. Flight



Source: Cirium published schedules (March 15, 2024)

* Mainline = operated by the marketing airline itself rather than a regional airline codeshare partner

U.S. DOT: Air Traffic Control Is Understaffed by About 3,000 Positions

“Air traffic control in the United States is understaffed by about 3,000 positions, Transportation Secretary Pete Buttigieg told CNN on Friday... The...ATC workforce currently numbers about 11,500 controllers, but ‘the optimal number is closer to about 14,500,’ the secretary said. The numbers are similar to the agency’s assessment this spring that **about one in five controller positions nationwide are vacant. ‘We have thousands of controllers in training right now but also a number who are eligible to retire,’** Buttigieg said.”



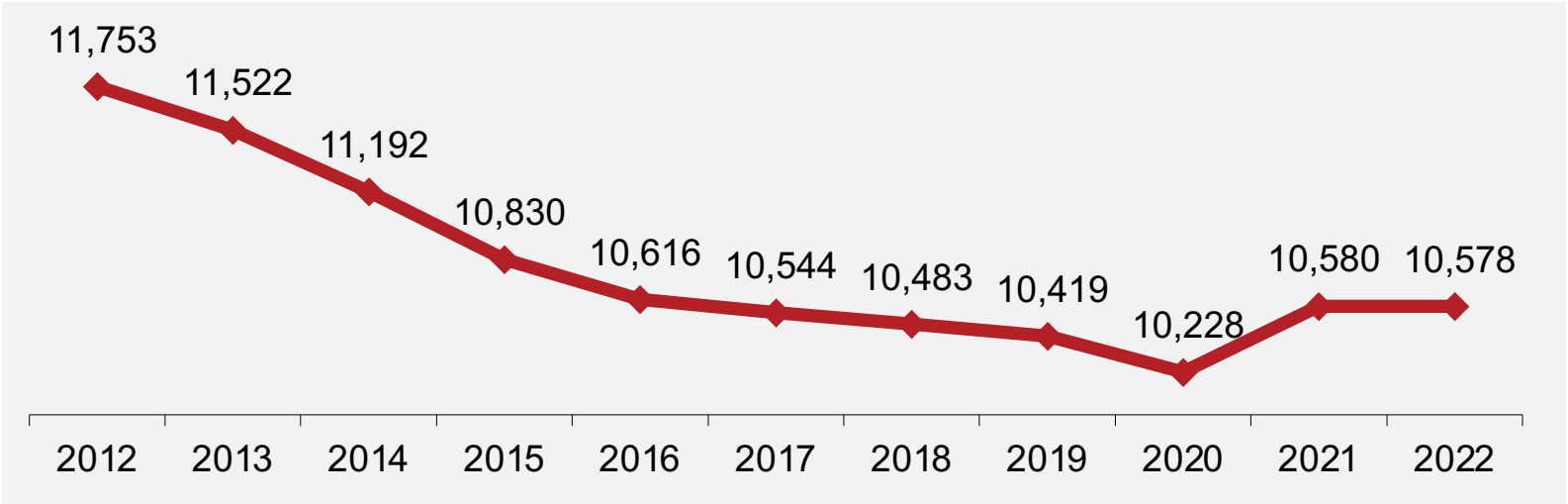
Source: “Buttigieg says FAA is about 3,000 air traffic controllers short,” Greg Wallace, CNN (May 5, 2023)

DOT Inspector General: FAA Faces Controller Staffing Challenges as Air Traffic Operations Return to Pre-Pandemic Levels at Critical Facilities



“FAA has made **limited efforts to ensure adequate controller staffing at critical air traffic control facilities**. The Agency also has **yet to implement a standardized scheduling tool** to optimize controller scheduling practices at these facilities... As a result, **FAA continues to face staffing challenges and lacks a plan to address them**, which in turn poses a risk to the continuity of air traffic operations.”

FAA Certified Professional Controller Staffing by Fiscal Year

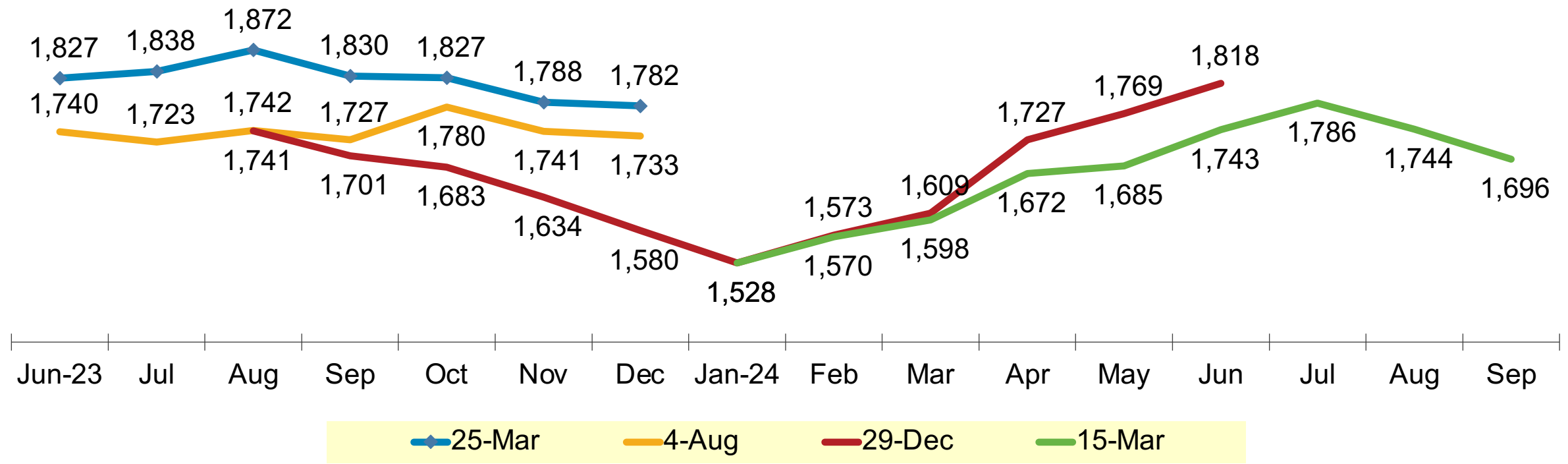


Source: “FAA Faces Controller Staffing Challenges as Air Traffic Operations Return to Pre-Pandemic Levels at Critical Facilities,” DOT Office of Inspector General, Report AV2023035 (June 21, 2023)

FAA Recognition of ATC Constraints Led Airlines to Pull Down NYC-Area Flying in 4Q 2023

Relative to the March 25th Schedule, December Ended Up With 202 (11.3%) Fewer Flights per Day

Scheduled Daily Passenger Flights at EWR/HPN/JFK/LGA by Departure Month and Schedule Date

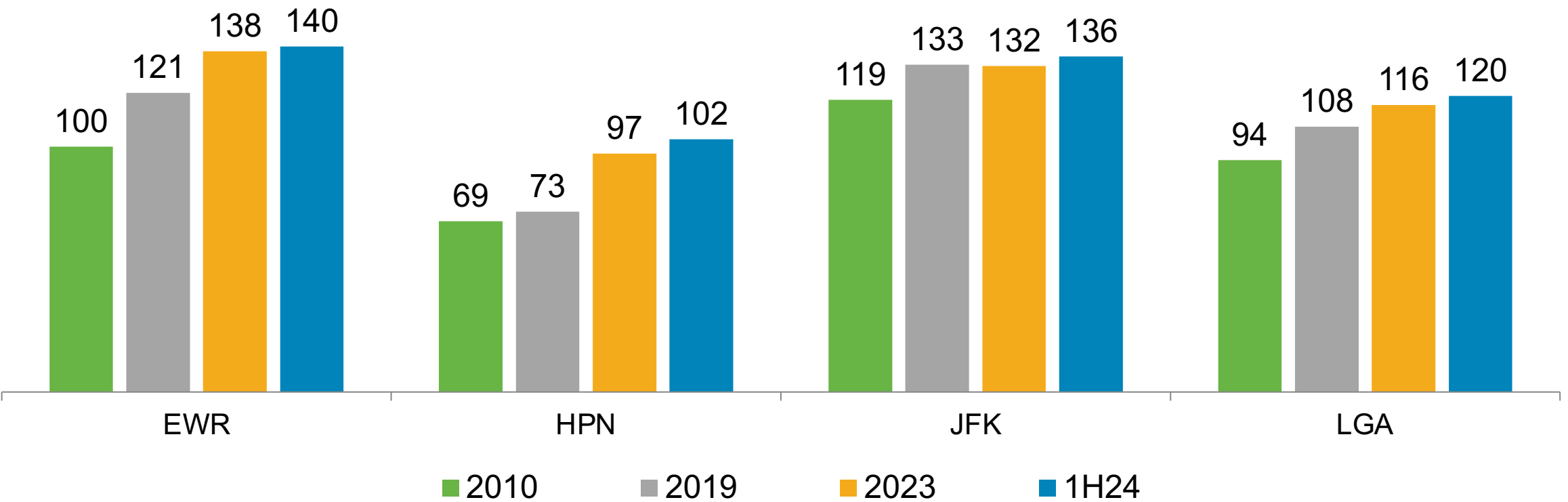


Source: Cirium published schedules for all U.S. and foreign-flag airlines departing EWR/HPN/JFK/LGA for all destinations

Airlines Have Up-Gauged Domestic Flying at All Four NYC Airports

Average Seats per Domestic Flight Up 29% From 2010 to 1H 2024 (~40% at EWR)

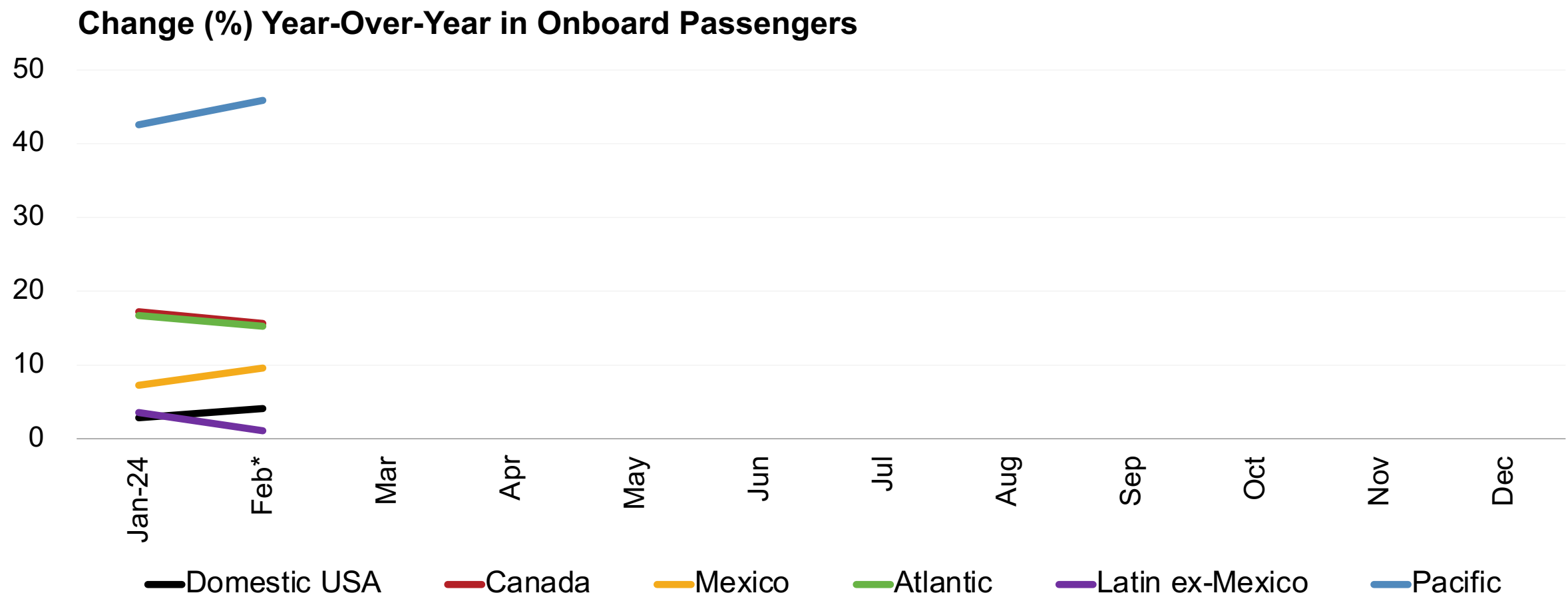
Scheduled Seats per Domestic U.S. Departure at NYC Airports



Source: Cirium published schedules (March 15, 2024)

In the First Two Months of 2024, A4A Member Airlines Saw Passenger Growth in All Regions

International Routes Continue to See the Largest Gains

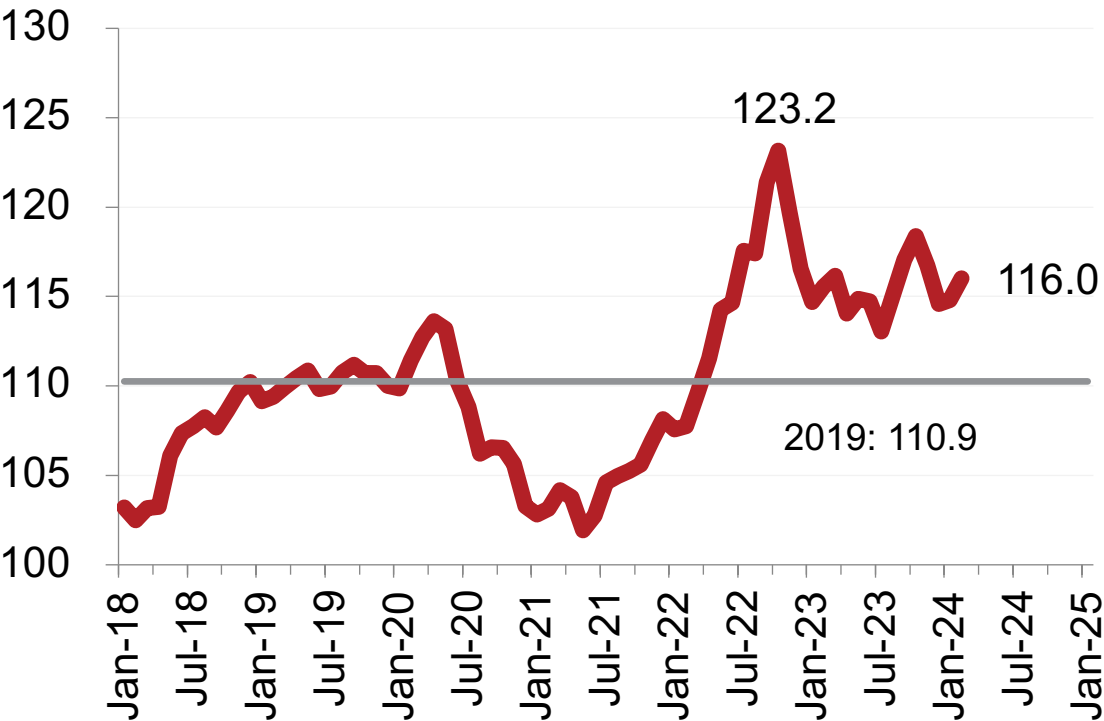


Source: A4A member passenger airlines (Alaska/American/Delta/Hawaiian/JetBlue/Southwest/United) and branded code share partners * Adjusted for Leap Day

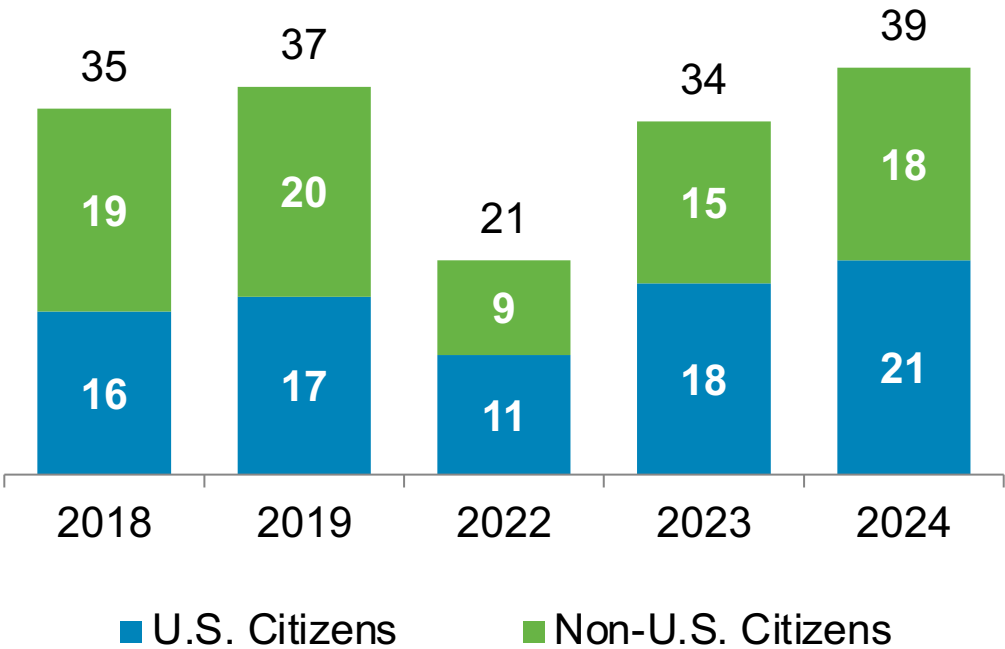
In the First Two Months of 2024, U.S.-International Air Travel Rose 15%

U.S. Citizen Volumes Rose 12%; Non-U.S. Citizen Volumes Rose 19%

Nominal Advanced Foreign Economies U.S. Dollar Index
Jan 2006=100, NSA



U.S.-International Air Passengers* (Millions)
January through February

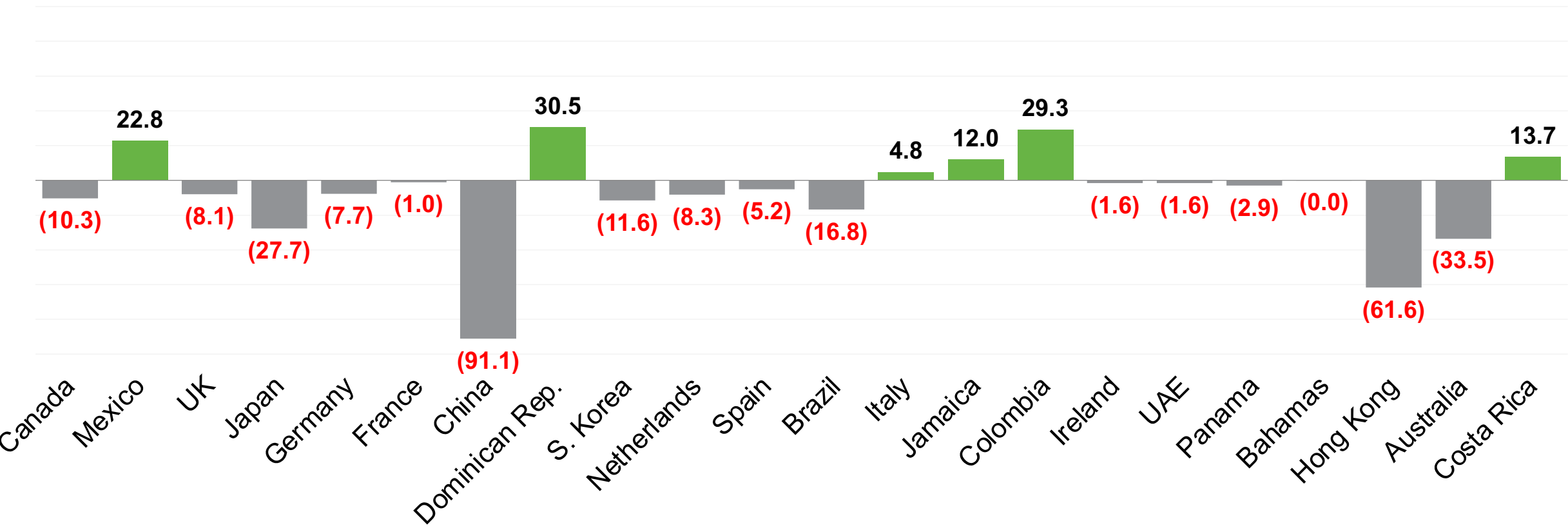


Source: Federal Reserve Bank of St. Louis and U.S. Department of Commerce using DHS I-92 / APIS data * Outbound and inbound gateway-to-gateway passengers on U.S. and non-U.S. airlines; 2024 includes Feb. 29

In 2023, Several U.S.-International Markets Saw Air Travel Volumes Above 2019 Levels

U.S.-Mexico/Dominican Republic/Italy/Jamaica/Colombia/Costa Rica Saw Gains

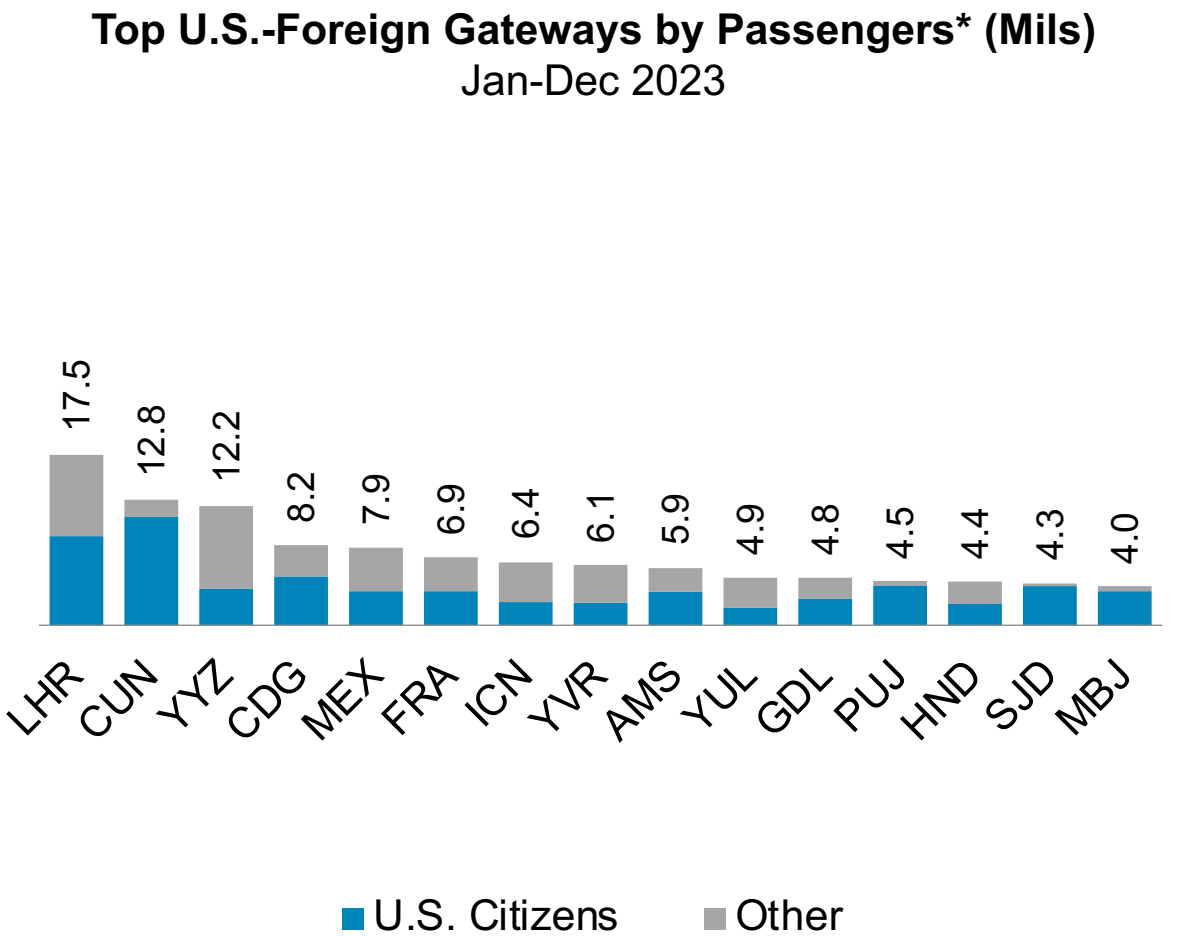
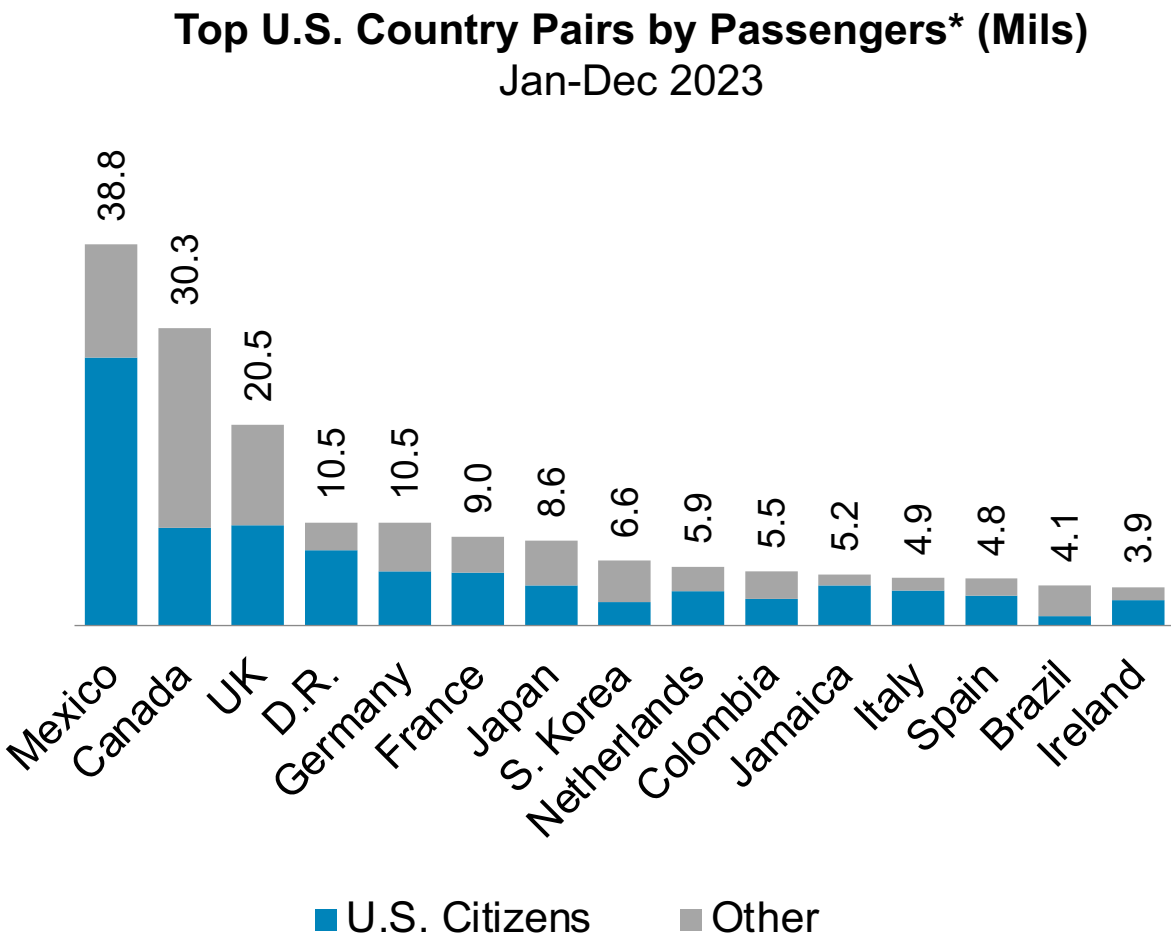
Top U.S. Country Pairs: Change (%) in Passengers* — 2023 vs. 2019
Sorted left to right by highest volume in 2019



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.-Mexico Had the Most U.S.-International Air Passengers in 2023

London Heathrow (LHR) Had the Most Passengers of Any Foreign Gateway to/from the United States

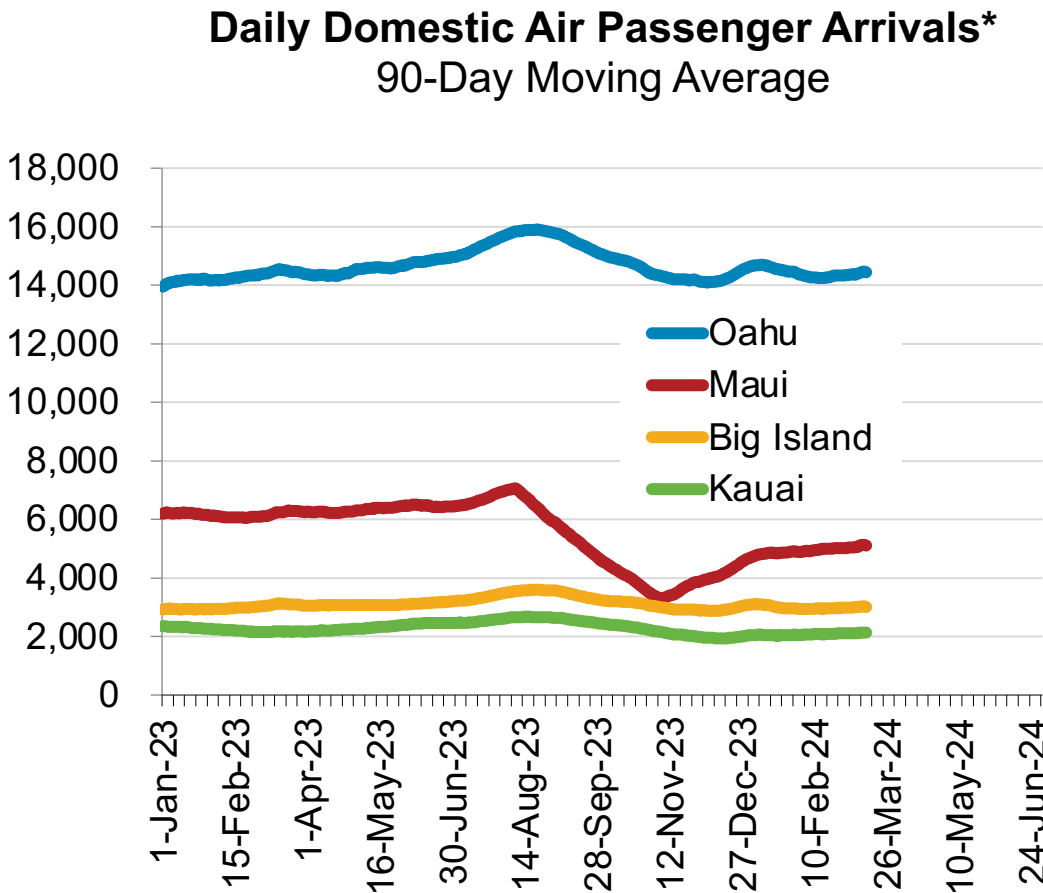
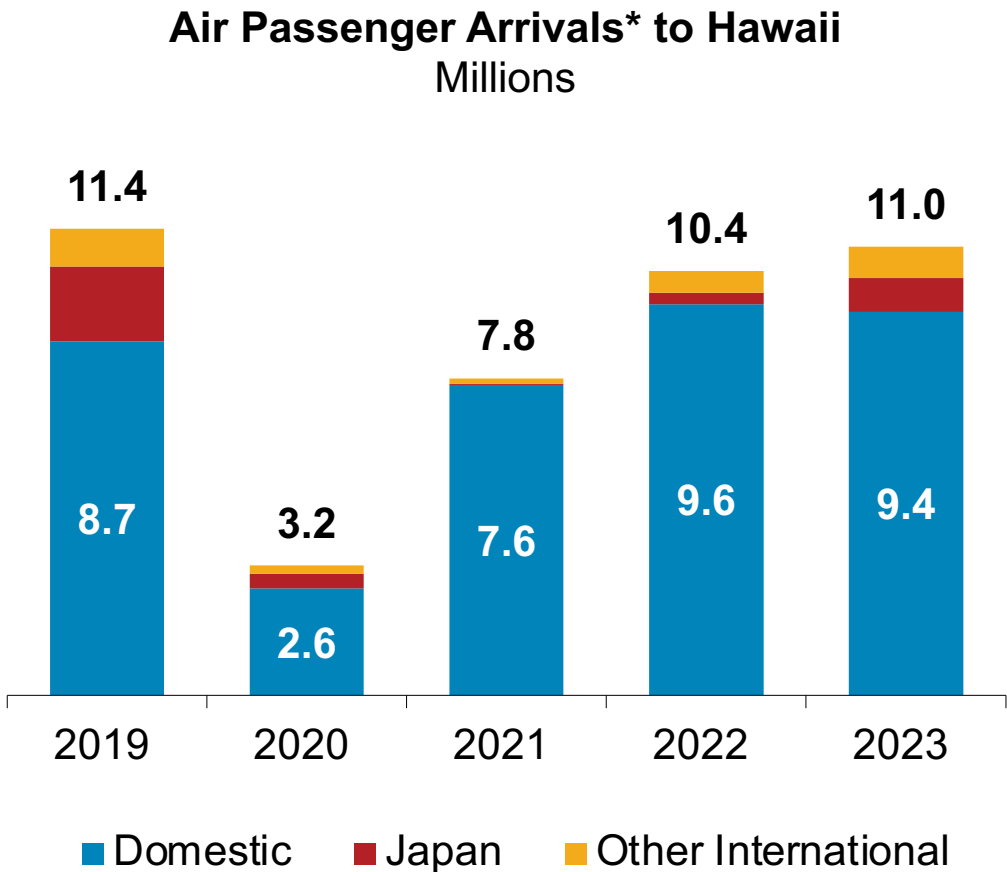


Source: DHS I-92 / APIS data compiled by U.S. Department of Commerce National Travel and Tourism Office

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

International Air Arrivals (Especially From Japan) to Hawaii Remained Depressed in 2023

But Domestic Air Arrivals Showed Continued Strength, With Maui Having Partially Recovered

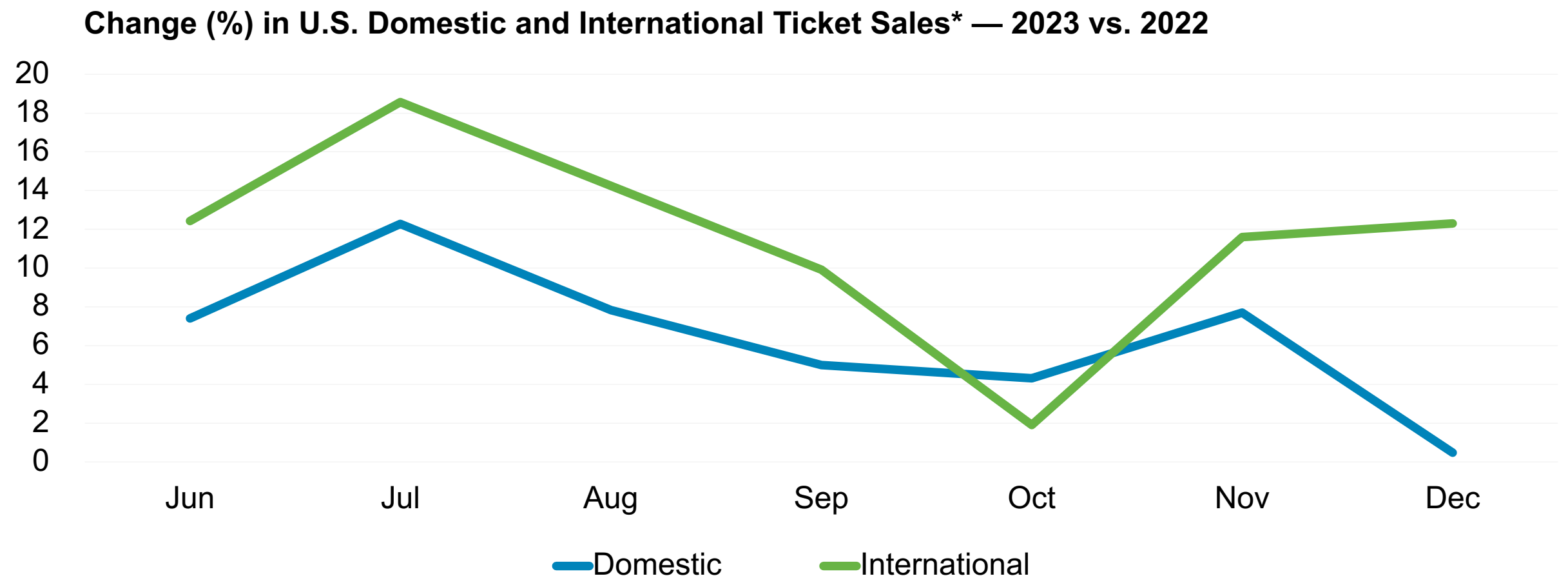


Source: Hawaii Department of Business, Economic Development & Tourism

* Includes returning residents, intended residents and visitors but exclude interisland and Canada passengers

Ticket Sales for International Trips Are Outpacing Sales for Domestic Trips

International Sales Slowed in October But Strengthened in November and December

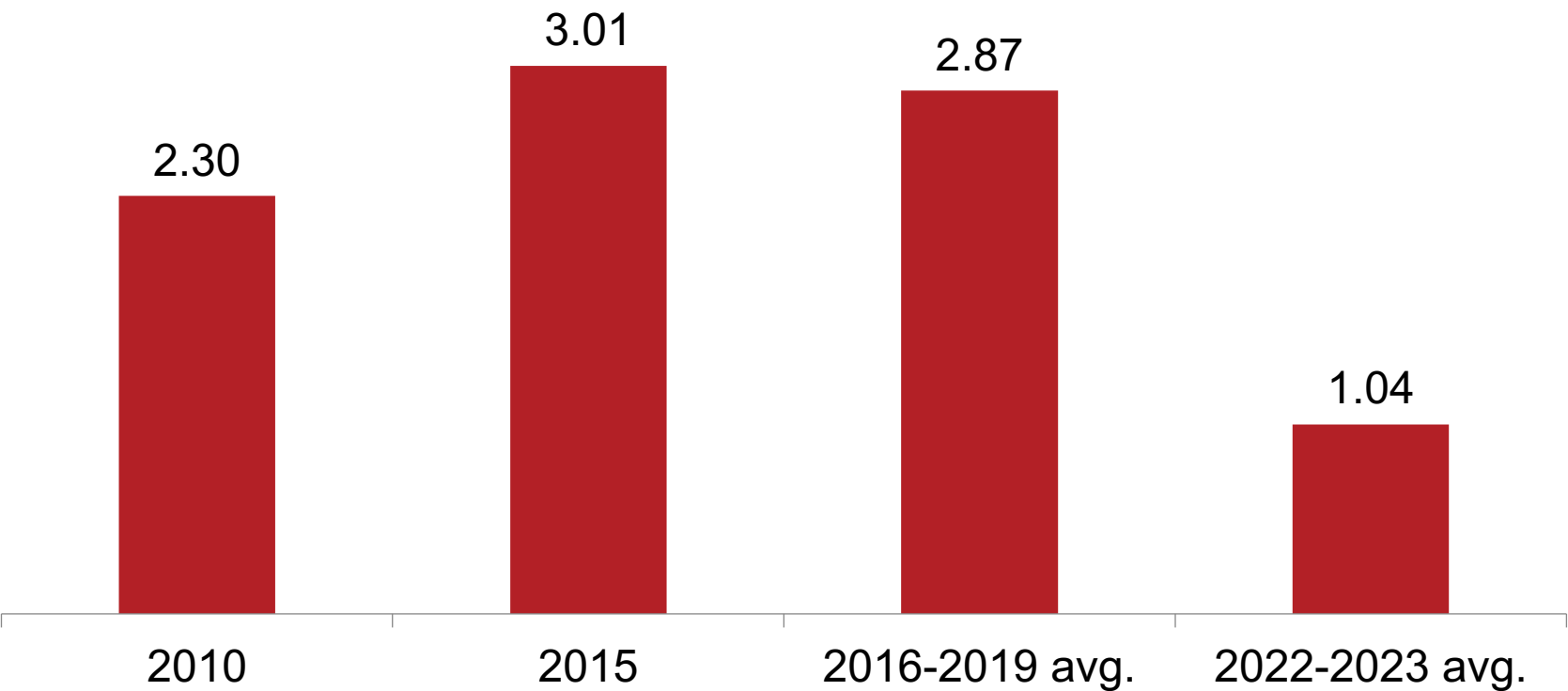


Source: A4A analysis of data from Airlines Reporting Corporation (ARC) * Net tickets (gross sales minus refunds) for travel to/from U.S. airports

Revenues From Reservation Change Fees Have Fallen Sharply as Carriers Relaxed Restrictions

Widespread Elimination of Change Fees Has Boosted Traveler Flexibility

U.S. Airline Revenues (in Billions USD) From Reservation Change Fees



Source: Bureau of Transportation Statistics Form 41

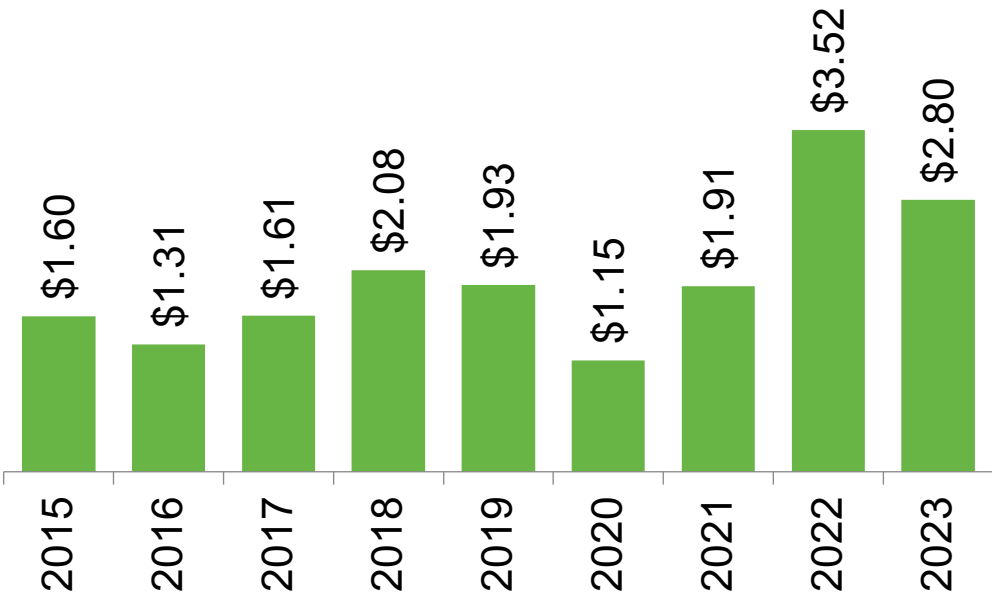
Note: 2023 is preliminary.

The Price of Jet Fuel in 2023 Subsidized From 2022 But Remained 45% Above 2019

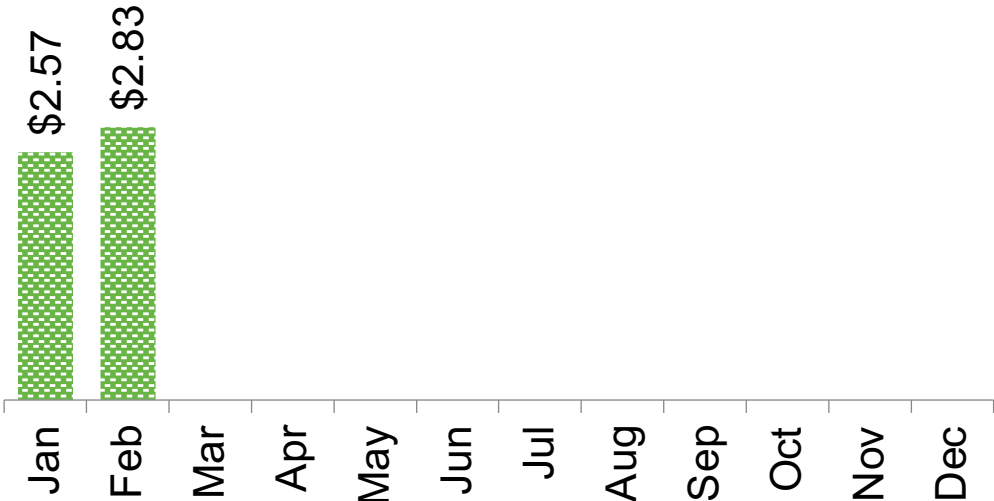
Nationwide Spot Price Averaged \$2.80 per Gallon

Argus US Jet Fuel Index™
USD per Gallon*

Annual Average, 2015-2023



Monthly Average, 2024

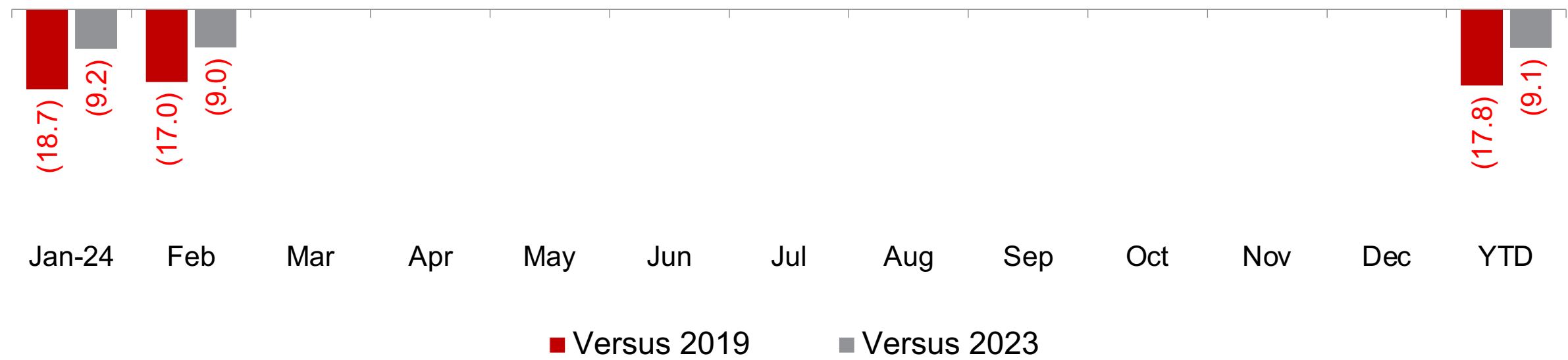


Sources: Argus Media (<https://www.airlines.org/dataset/argus-us-jet-fuel-index/>) * Simple average for Chicago, Houston, Los Angeles and New York; excludes transportation costs, taxes, storage and into-plane fees

In the First Two Months of 2024, Real Airline Fares Fell ~9% Year Over Year

Inflation-Adjusted Fares Were ~18% Below 2019 Levels

Change (%) in Inflation-Adjusted Consumer Price Index for Airline Fares: 2024 vs. 2019 and 2023

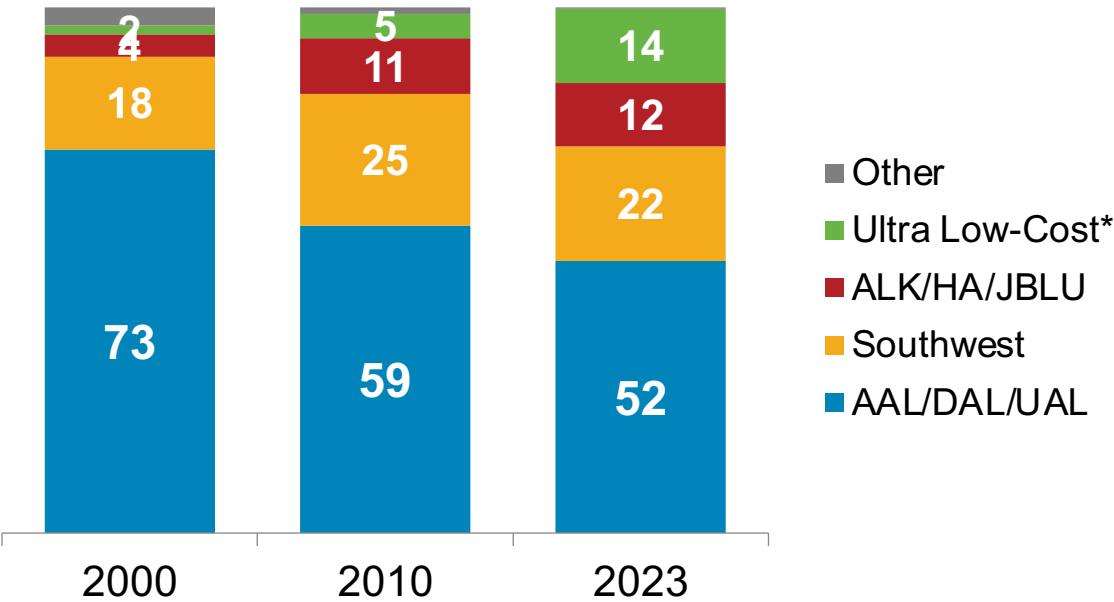


Source: Bureau of Labor Statistics (CPI series CUSR0000SETG01 and CUUR0000SA0); for information on the BLS methodology for “airline fares,” see <https://www.bls.gov/cpi/factsheets/airline-fares.htm>

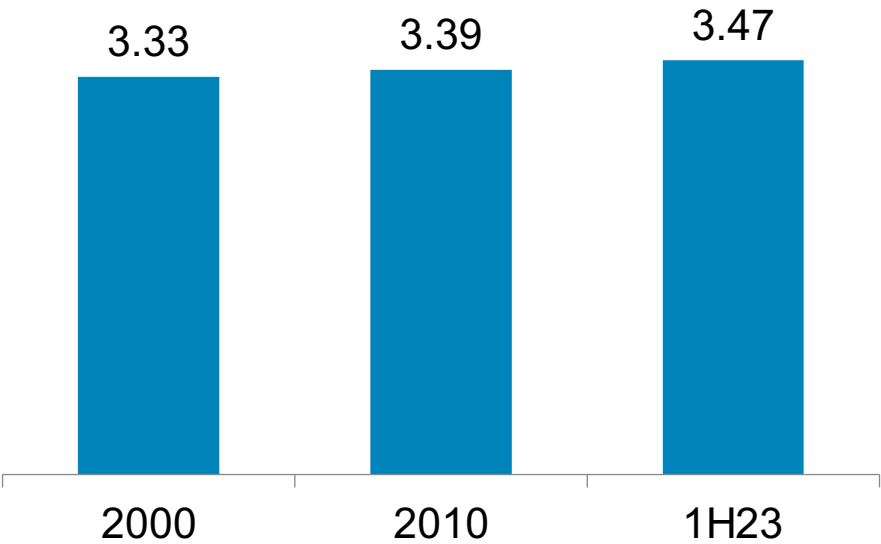
From 2000-2023, the Number of Competitors per Domestic Air Trip Rose From 3.33 to 3.47

Global Network Carrier Share of Domestic Passengers Fell From 73% in 2000 to 52% in 2023

Share (%) of U.S. Domestic O&D Passengers by Airline Business Model



Average Number of Competitors** in Domestic U.S. Markets (O&D City Pairs)



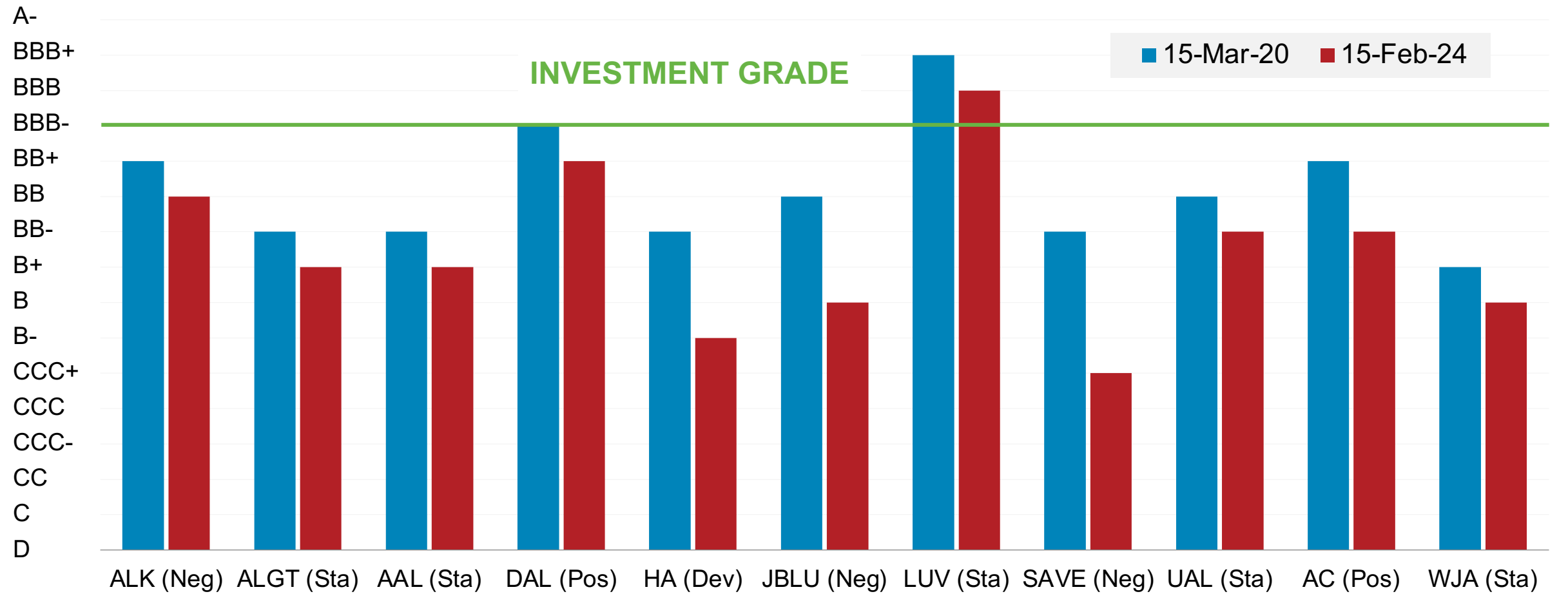
Source: A4A and Compass Lexecon analysis of DOT O&D Survey data (DB1B)

* Allegiant/Avelo/Breeze/Frontier/Spirit/Sun Country

** Per DOT and GAO, carrying at least 5% of O&D passengers in the city pair; average is passenger-weighted across city pairs.

Per Standard & Poor's, Balance Sheet Quality Remains Depressed Post-Pandemic

Ratings Reflect Assessment of Financial Condition and Risk

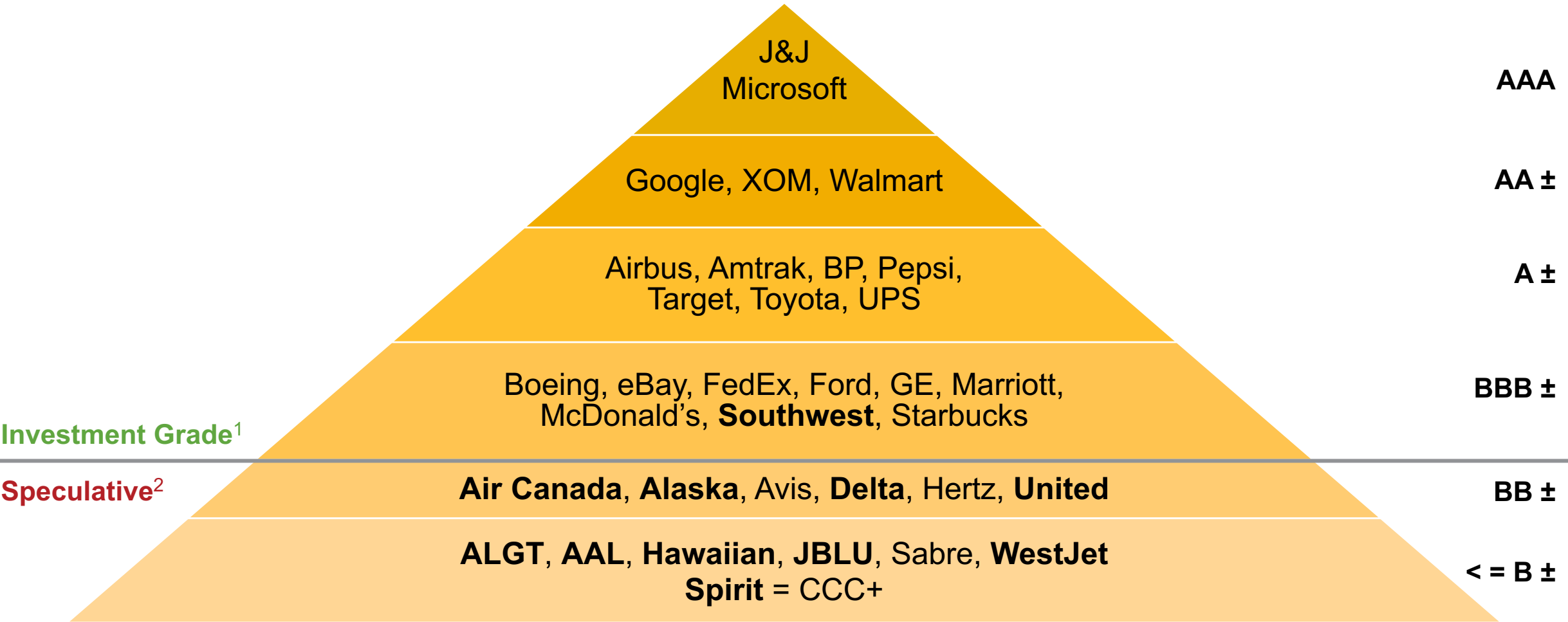


Source: Standard & Poor's issuer ratings and outlook (in parentheses) for publicly traded U.S. and Canadian carriers in the S&P coverage universe

Note: Pos = positive outlook; Neg = negative outlook; Sta = stable

Airline Balance Sheets Continue to Lag Those of Many Fortune 500s and Amtrak

S&P Credit Ratings Reflect Assessment of Financial Condition and Risk for Selected Companies



Source: Standard & Poor's (**bold** = air-only companies) as of Jan. 18, 2024

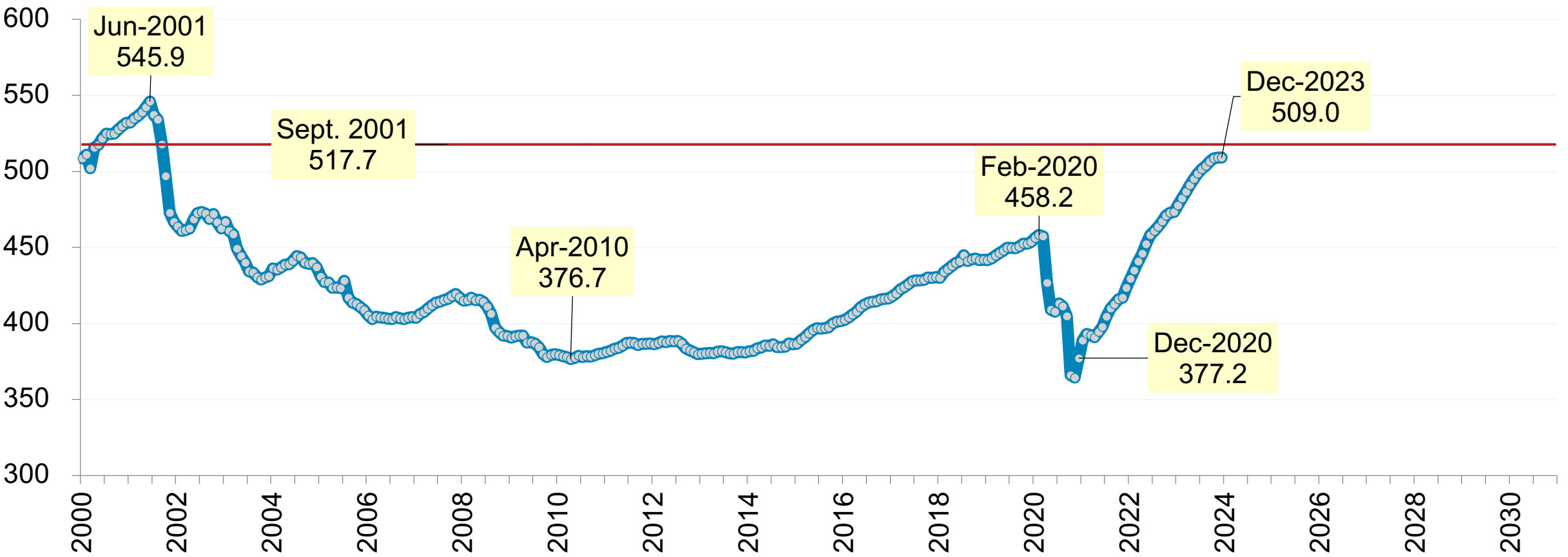
¹ Issuers with relatively high levels of creditworthiness and credit quality

² Issuers with ability to repay but facing significant uncertainties, such as adverse business or financial circumstances that could affect credit risk

U.S. Passenger Airlines Added ~ 132K FTEs From the End of 2020 to the End of 2023

Largest Workforce Since September 2001

U.S. Passenger Airline Full-Time Equivalent* Employees (000s)

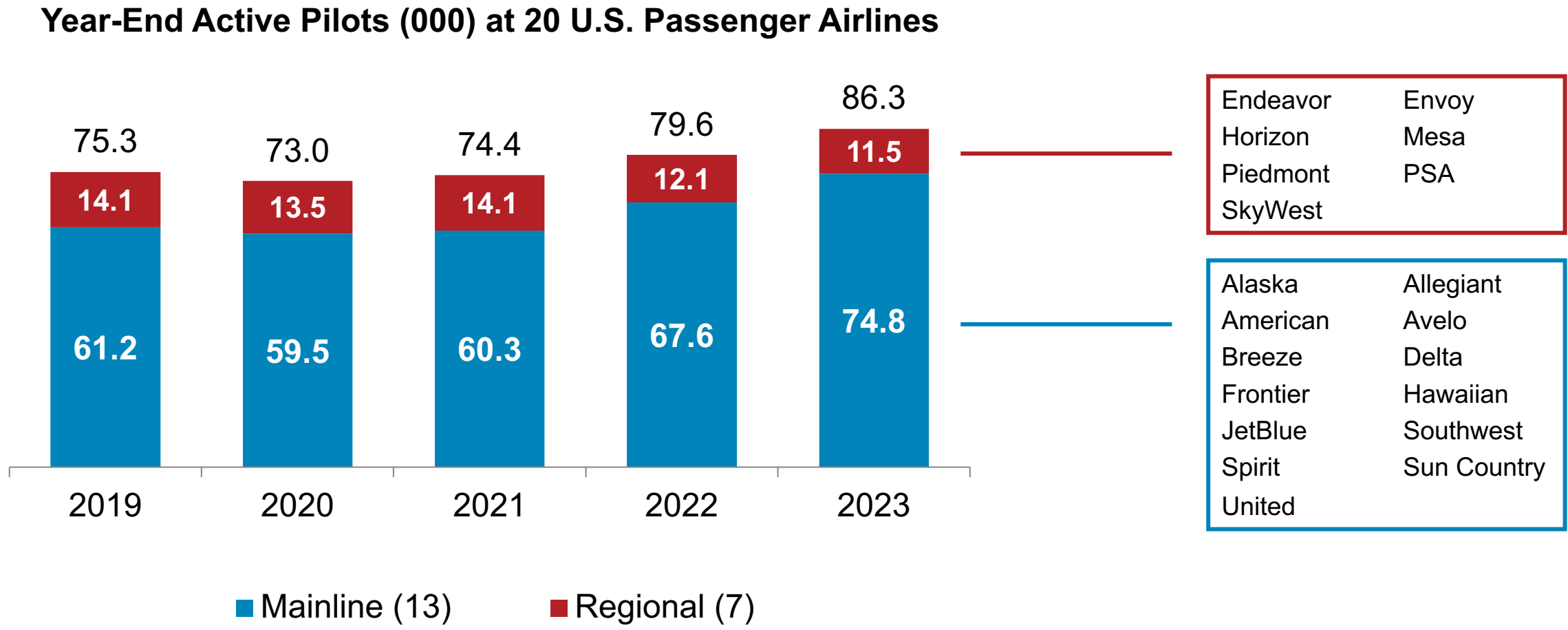


Source: Bureau of Transportation Statistics for scheduled U.S. passenger airlines (i.e., all that report scheduled passenger revenue)

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

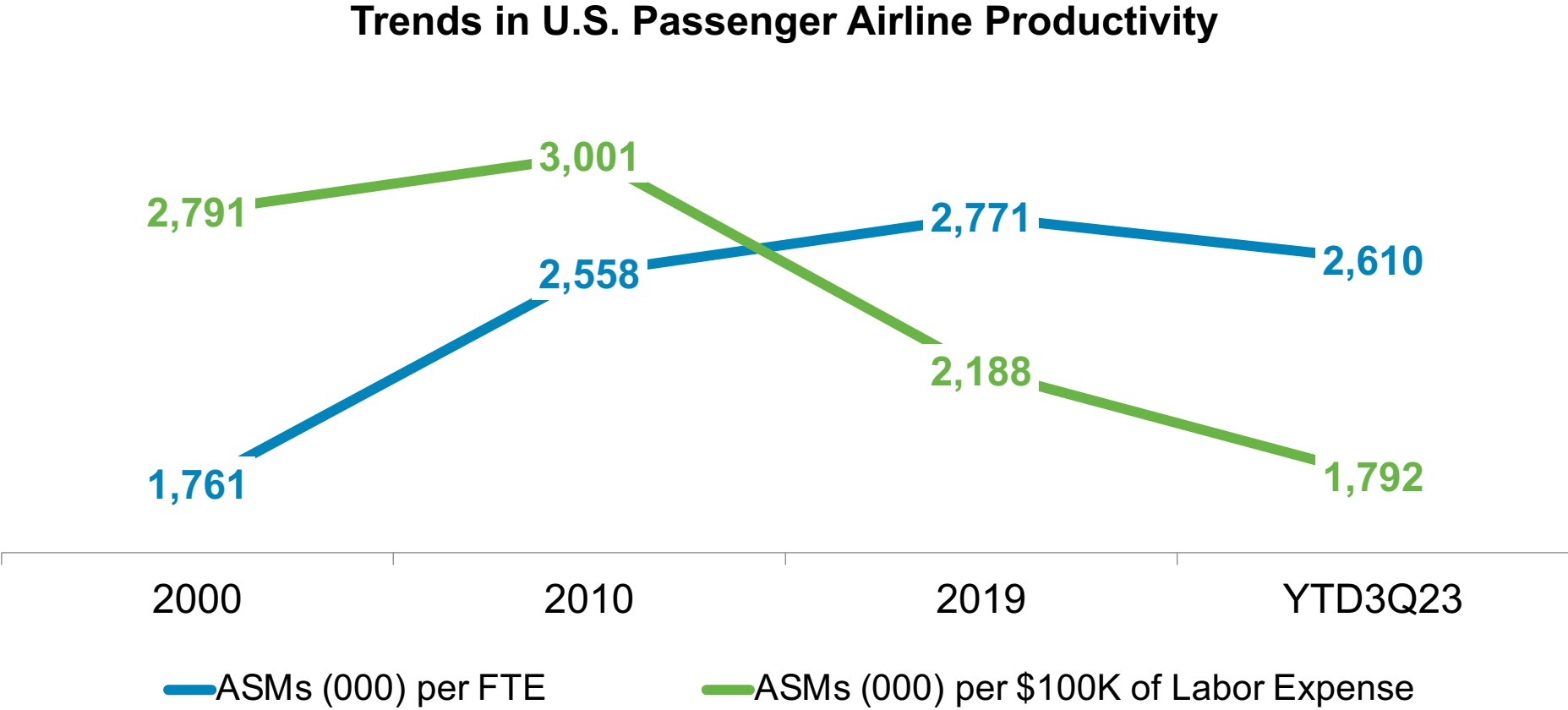
U.S. Passenger Airlines Added ~6,700 Pilots in 2023 — Up 8.4% From 2022

Mainline Pilot Levels Ended the Year 22% Above 2019, But Regional Pilot Levels Were 18% Lower



Source: Company SEC filings or direct reports

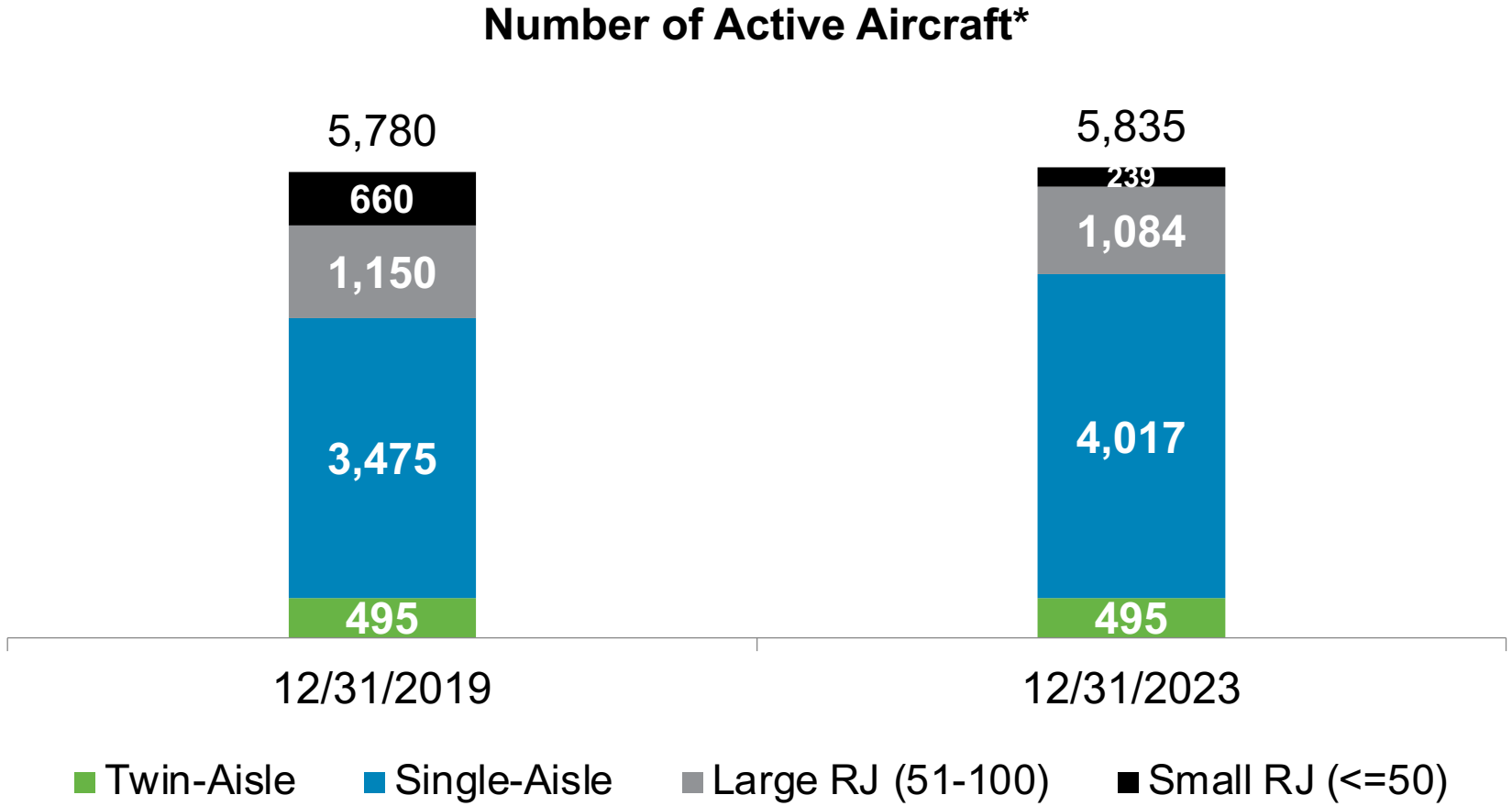
U.S. Airline FTE Productivity Down ~6% From 2019, Labor Dollar Productivity Down ~18%
More Workers (and Labor Expense) Needed to Generate Pre-Pandemic Levels of Capacity



Source: A4A Passenger Airline Cost Index * ASM = available seat mile (basic unit of passenger airline capacity)

U.S. Passenger Airlines Are Operating 542 More Mainline Aircraft Than at the End of 2019

But They Are Also Operating 487 Fewer Regional Aircraft

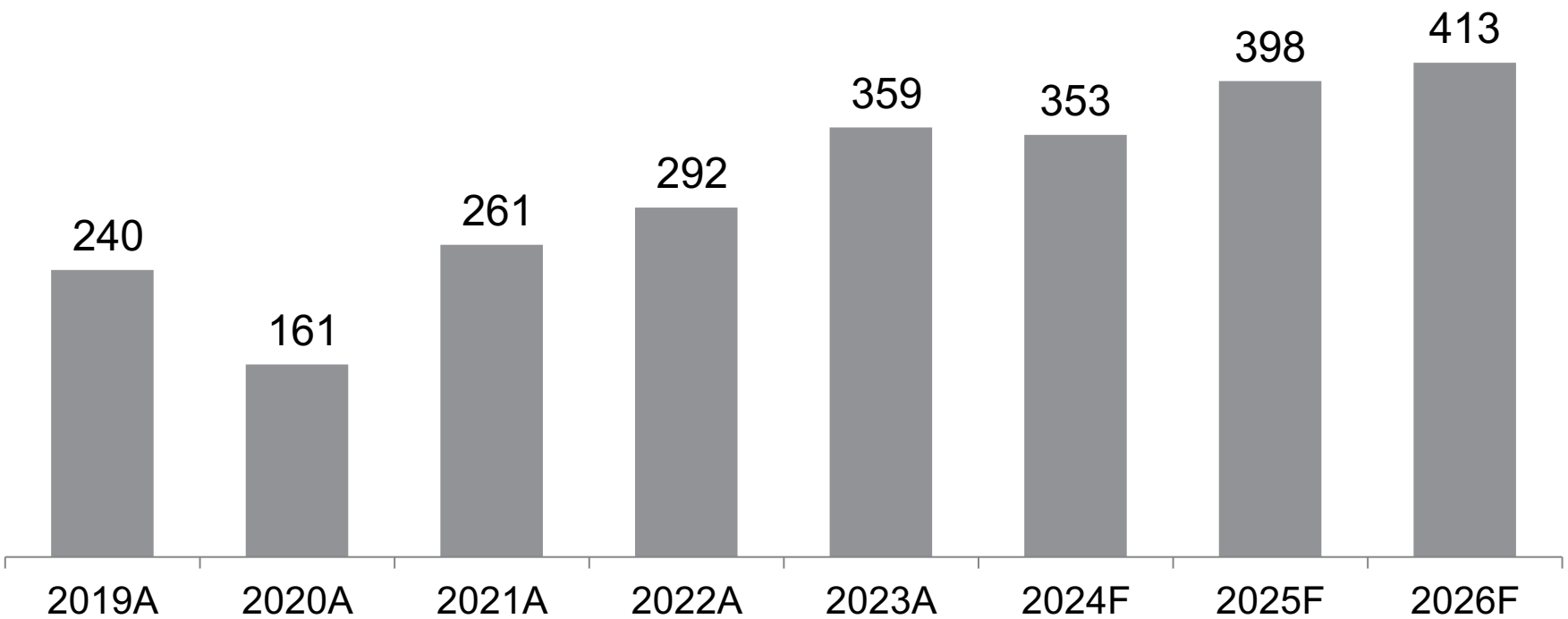


Source: Anuvu * Operated by or on behalf of Alaska/Allegiant/American/Avelo/Breeze/Delta/Frontier/Hawaiian/JetBlue/Southwest/Spirit/Sun Country/United in any of the previous seven days

U.S. Airlines Expecting Significant Ramp-Up in Aircraft Deliveries

Projected Intake of Seven New Aircraft per Week in 2024 and 2025

Expected New-Aircraft Deliveries for 11 U.S. Passenger Airlines

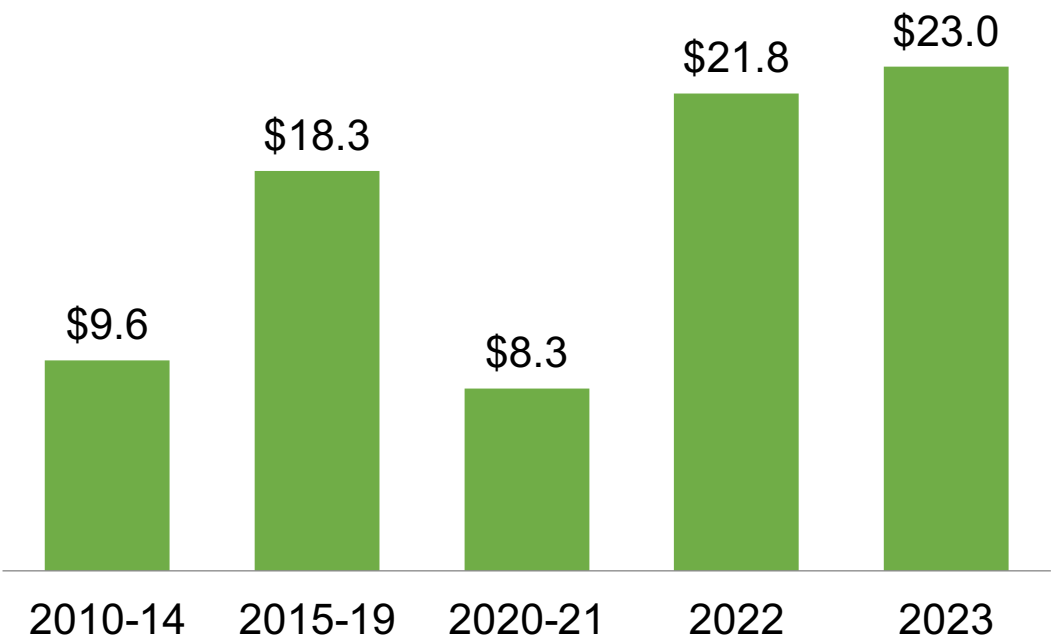


Source: Alaska, Allegiant, American, Breeze, Delta, Frontier, Hawaiian, JetBlue, Southwest, Spirit and United as of March.12, 2024

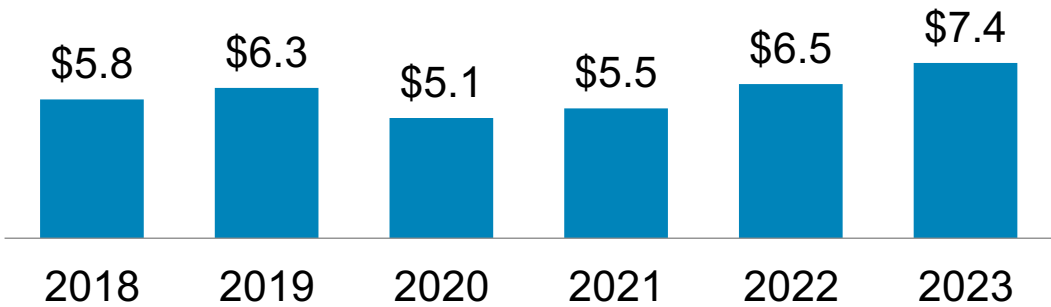
U.S. Airlines Are Investing Heavily in Aircraft, Ground Equipment, Facilities and Technology

Financial Recovery Has Enabled Significant Reinvestment, Including All-Time High in 2023

Annual Capital Expenditures* (Billions)
U.S. Passenger Airlines



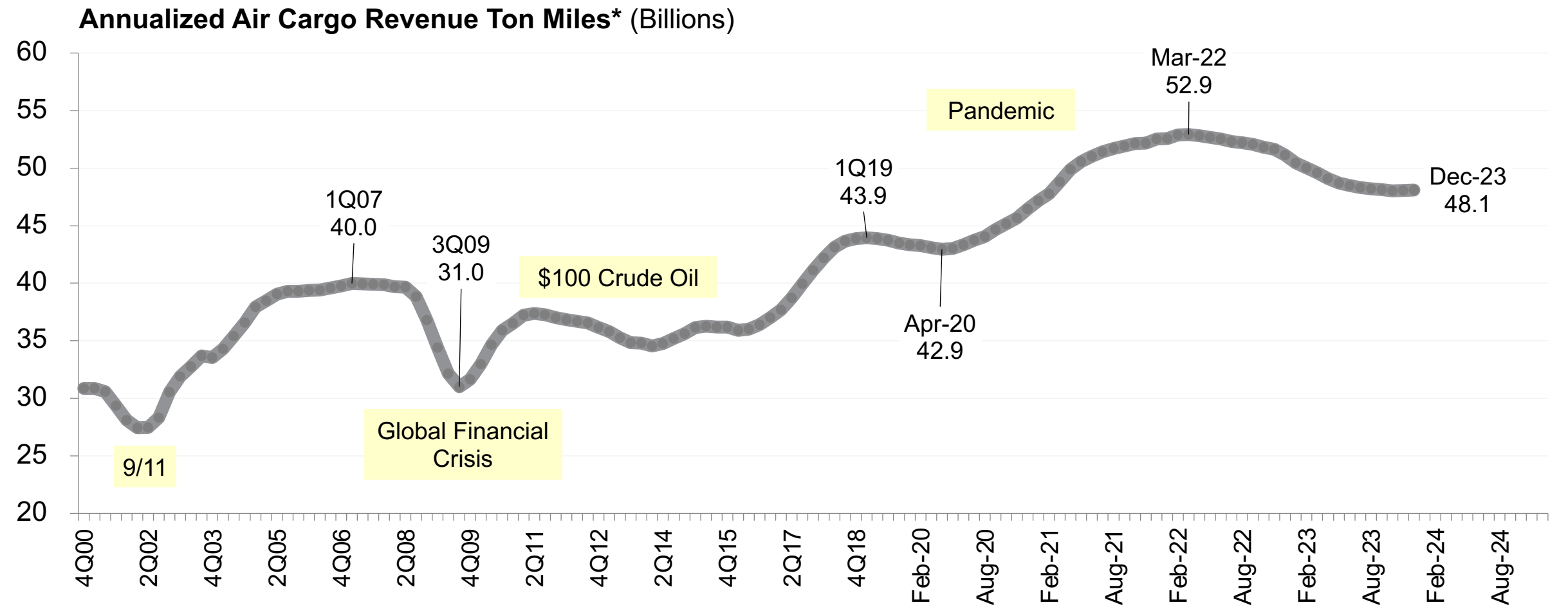
Annual IT Expenditures (Billions)
U.S. Passenger Airlines



* Includes payments made for aircraft and other flight equipment, ground and other property and equipment (e.g., baggage carts, lavatory trucks, deicing vehicles), airport and other facility construction and information technology
Sources: CapEx from SEC filings of Alaska/Allegiant/American/Delta/Frontier/Hawaiian/JetBlue/Southwest/Spirit/Sun Country/United and predecessors; IT OpEx + CapEx - depreciation from those companies + Avelo/Breeze

Air-Cargo Demand Has Subsided From the March 2022 Peak But Picked Up at End of 2023

Air Cargo Had Taken 10 Years to Recover From the Global Financial Crisis and Subsequent Oil Spike



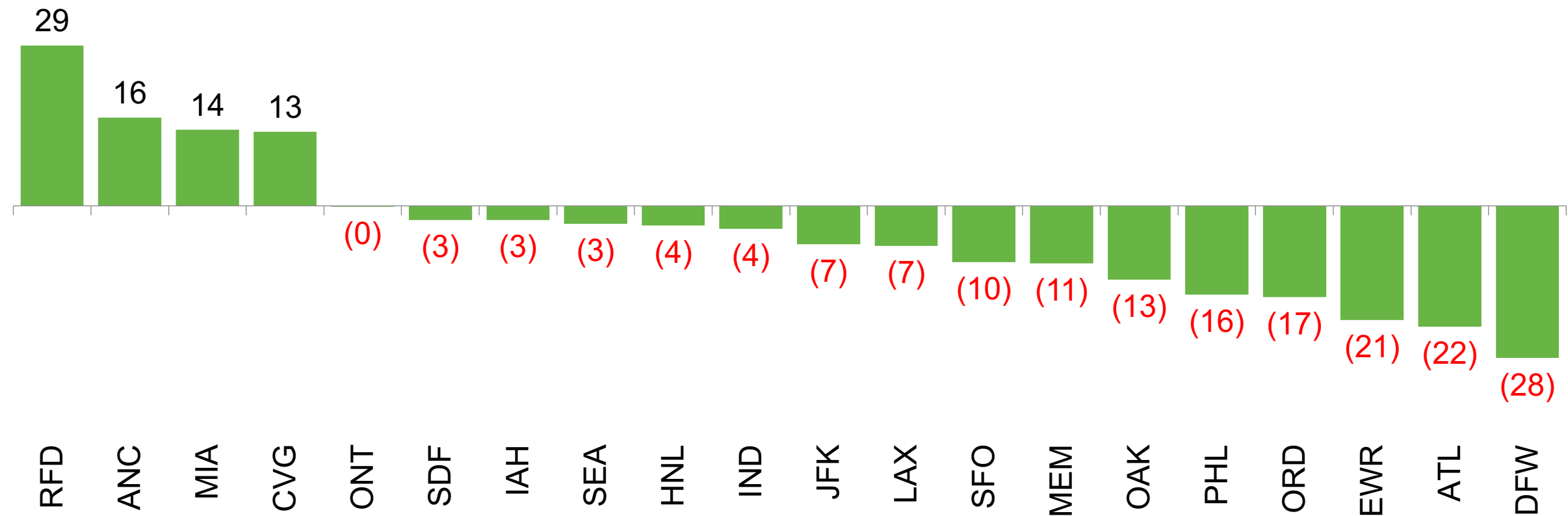
Source: Bureau of Transportation Statistics (Form 41 Schedule T1)

* Cargo revenue ton miles (RTMs) flown on U.S. passenger and cargo-only airlines in scheduled and nonscheduled services

Among Large Air Cargo Hubs, Rockford Has Experienced the Biggest Post-Pandemic Gain

Less Cargo Being Transported from Dallas/Fort Worth, Atlanta and Newark

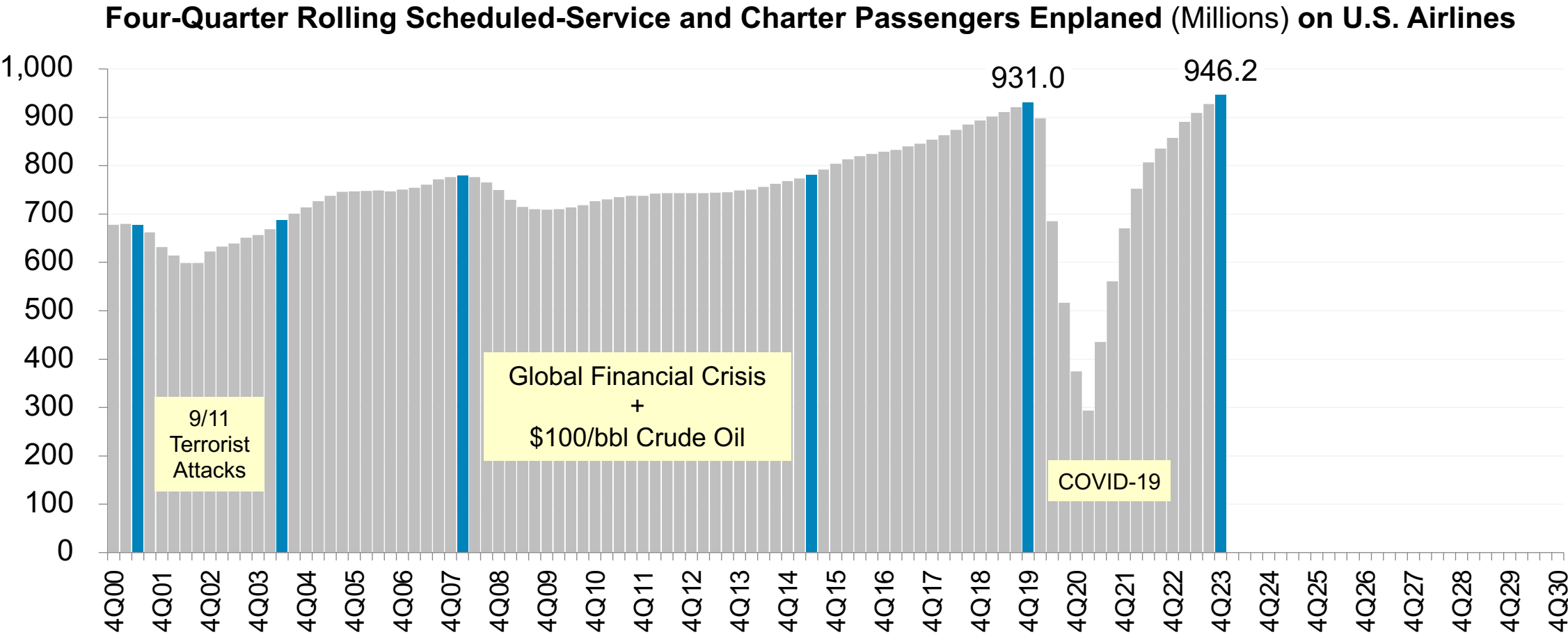
% Change in Outbound Cargo Tons at 20 Largest U.S. Cargo Airports, 2019-2023



Source: DOT T-100 segment data, scheduled and nonscheduled services, U.S. and non-U.S. airlines

U.S. Airline Passenger Volumes (Scheduled + Charter) Reached an All-Time High in 2019

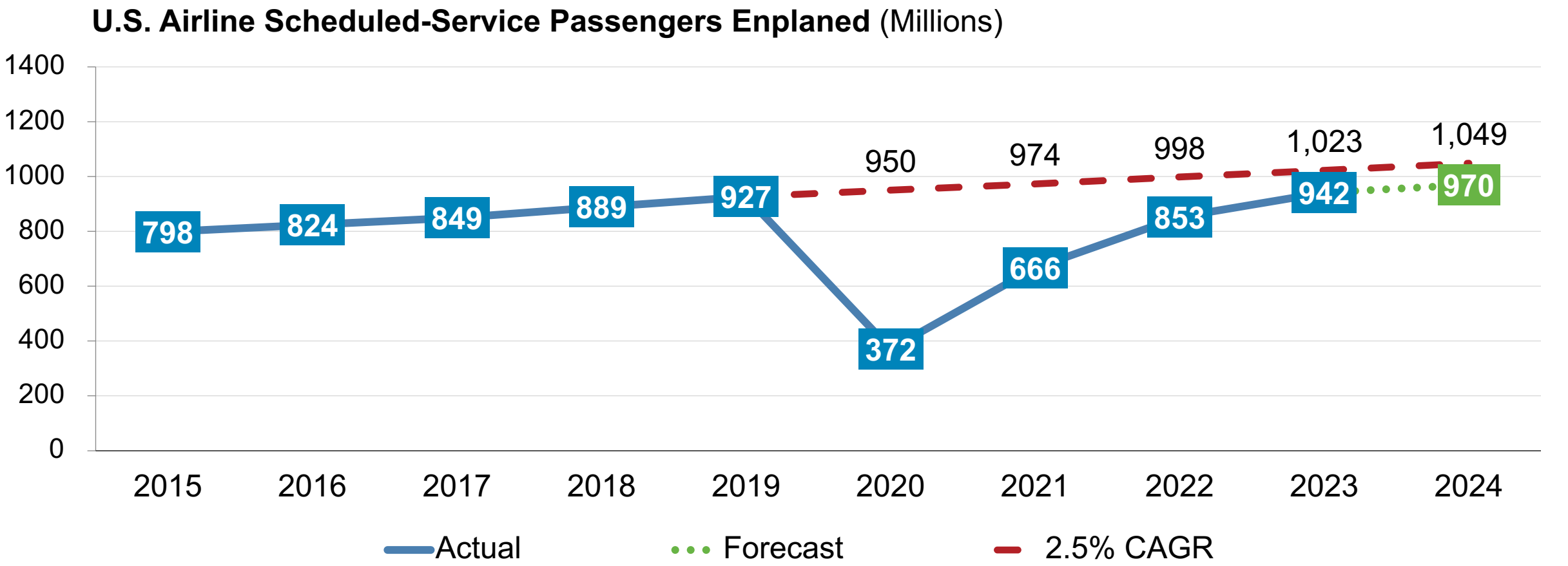
Volumes Took More Than Seven Years to Recover From the Financial Crisis/Oil Spike



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

U.S. Airline Scheduled-Service Passenger Volumes Projected to Reach All-Time High in 2024

Forecast Assumes Continued U.S. Job Growth and Disinflation



Source: A4A and U.S. Bureau of Transportation Statistics (Form 41 Schedule T-1) Note: F= forecast; 2024 projection assumes 3% year-over-year growth



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