



Airlines for America[®]

We Connect the World

The State of U.S. Commercial Aviation

Updated April 2, 2025

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

U.S. Airlines Facilitate the Safe and Efficient Movement of People and Goods Worldwide

Data Reflects Passenger and Cargo-Only Operations*

> 1M
employees
around the world



Powering ~27K
flights per day
across the globe



Carrying ~2.7M
passengers
per day to/from
~80 countries



Moving ~61K
tons of cargo
per day to/from
more than 220
countries



Sources: A4A, Bureau of Transportation Statistics, Diio by Cirium and company literature

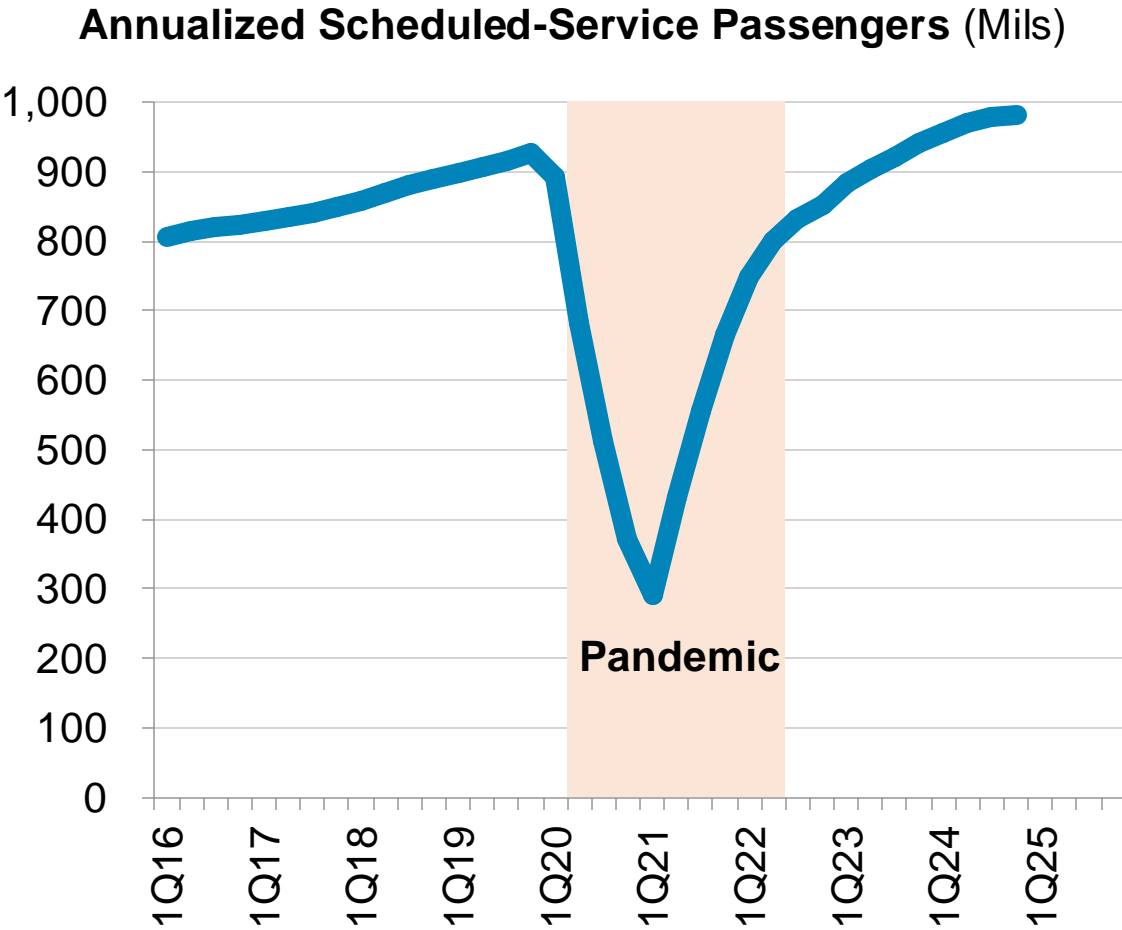
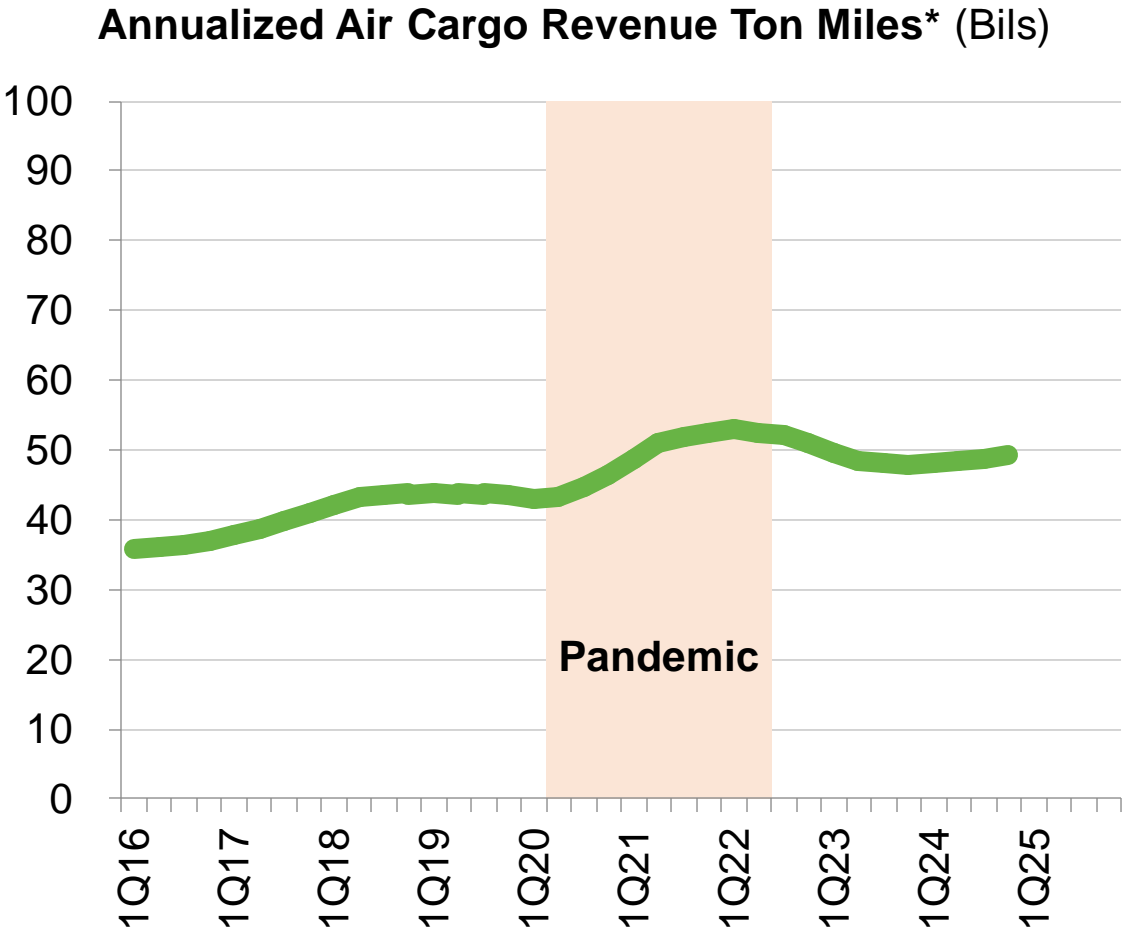
* Headcount as of Dec-2024; other statistics reflect daily average for 2024

Key Points

- » Demand for air travel remains healthy, but growth has slowed; **some airlines flashing yellow**.
 - » **YOLOism** and the nearly four-fold increase in **hybrid work** have been positive forces.
- » Air cargo demand remains solidly above 2019 levels.
- » Airlines of all shapes and sizes continue to retool products and networks to reflect the changing face of demand and to cope with inflation, but **growth rates—and profit margins—differ widely**.
- » ATC issues, aircraft/engine deliveries, labor supply, parts scarcity, MRO bottlenecks and workforce juniority have curbed growth and led airlines to hold onto older equipment to accommodate demand.
- » In large part, airlines have been using **cash flow** to add staff, renew fleets, upgrade ground equipment and IT and retire the massive **debt** accumulated in 2020-2021 to weather the pandemic.
- » Through favorable supply/demand dynamics and product improvements, airlines are pursuing high-margin revenue diversification, earnings durability, equity appreciation and balance sheet strength.

For U.S. Airlines, Air-Travel and Air-Cargo Demand Exceed Pre-Pandemic Levels

Air Cargo Stabilized After a Pandemic Surge, Whereas Air Travel Has Continued to Rise in 2023-2024



Source: Bureau of Transportation Statistics (Form 41 Schedule T1 and T100 segment data) * Cargo revenue ton miles (RTMs) flown on U.S. passenger and cargo-only airlines in scheduled and nonscheduled services

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



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



Cost-Reduction Initiatives + Business Model Adaptation + Debt Reduction



Airline Equity Analyst Perspectives

Fall 2024

“We saw much-needed **capacity rationalization** at the lower-end of the cabin unfold across the industry in 3Q... Meanwhile, **industry-wide cost pressures** continue, **stemming from (1) elevated labor costs following updated contracts, and (2) continued aircraft manufacturing / delivery delays**, which translates into higher maintenance costs, higher costs from less optimal planes in the air, and misalignment of employees on hand vs. employees actually needed (i.e., end up paying for employees not actually generating expected levels of revenue) when capacity plans get thrown off.”

Bernstein Research (Oct. 31, 2024)

“The outlook for the consumer isn’t perfect (housing affordability is still a very real concern), but a near-term shock appears unlikely...setting up well for all things travel.... **[A]s consumer confidence improves, spend will continue to gravitate towards travel, where the relative value remains quite attractive**. Parts of the U.S. economy remain unaffordable, housing values are now up 50% since '19, eggs are up 253%, McDonald’s Happy Meal is up +130%, Disney World day pass +28%...the list goes on. Air fares, however, are only up 10%, cruise pricing up 15%, hotel ADRs up 20% and rideshare rates up approx. 40%.

Melius Research (Nov. 17, 2024)

Sources: David Vernon and Justine Laufer, Bernstein Research (Oct. 31, 2024) and Conor Cunningham and Patrick Coleman, Melius Research (Nov. 17, 2024)

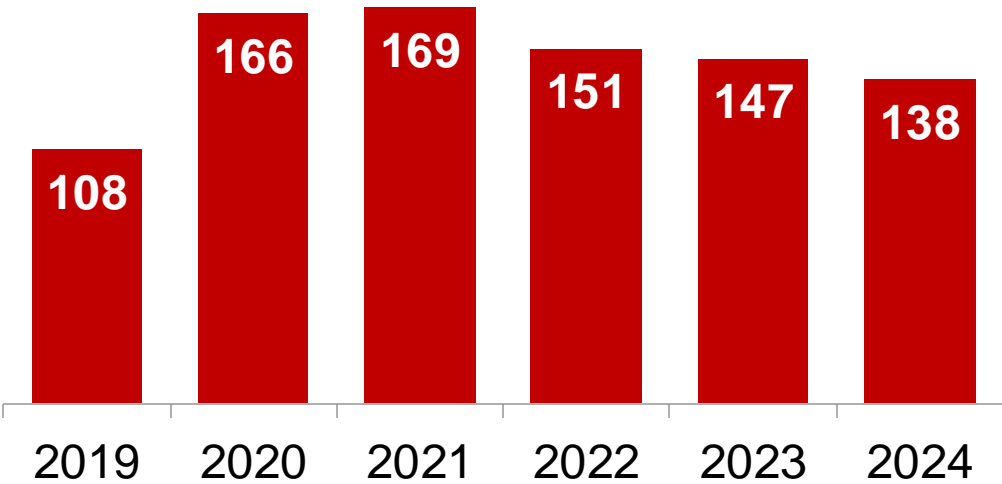
Airlines Have Prioritized Debt Reduction, Accompanied by Heavy Cash Outlays for Interest

Debt Levels Fell \$31B From 2021-2024, But Interest Expense Remains Elevated

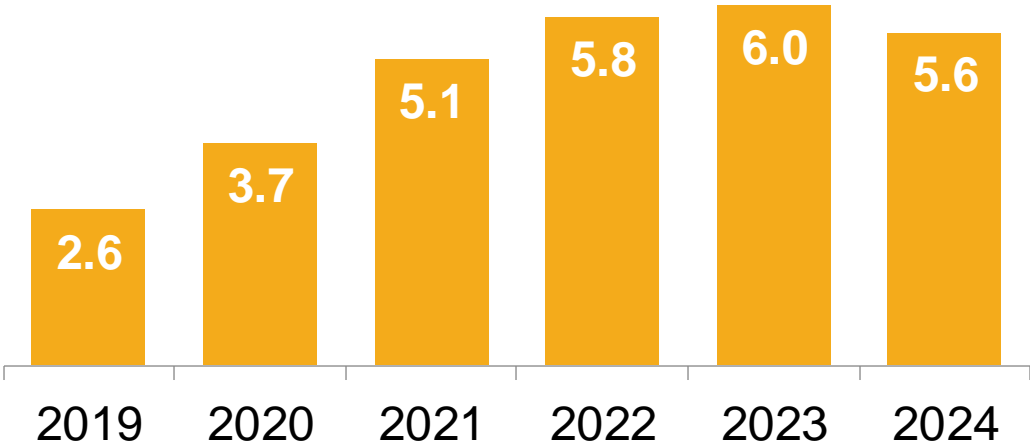
“To suggest that the airlines should have better prepared for this environment seems akin to suggesting Pompeii should have invested more heavily in firefighting technology.” (Jamie Baker, JPMorgan, March 22, 2020)

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

Year-End Total Debt* (\$ Billions)



Interest Expense (\$ Billions)

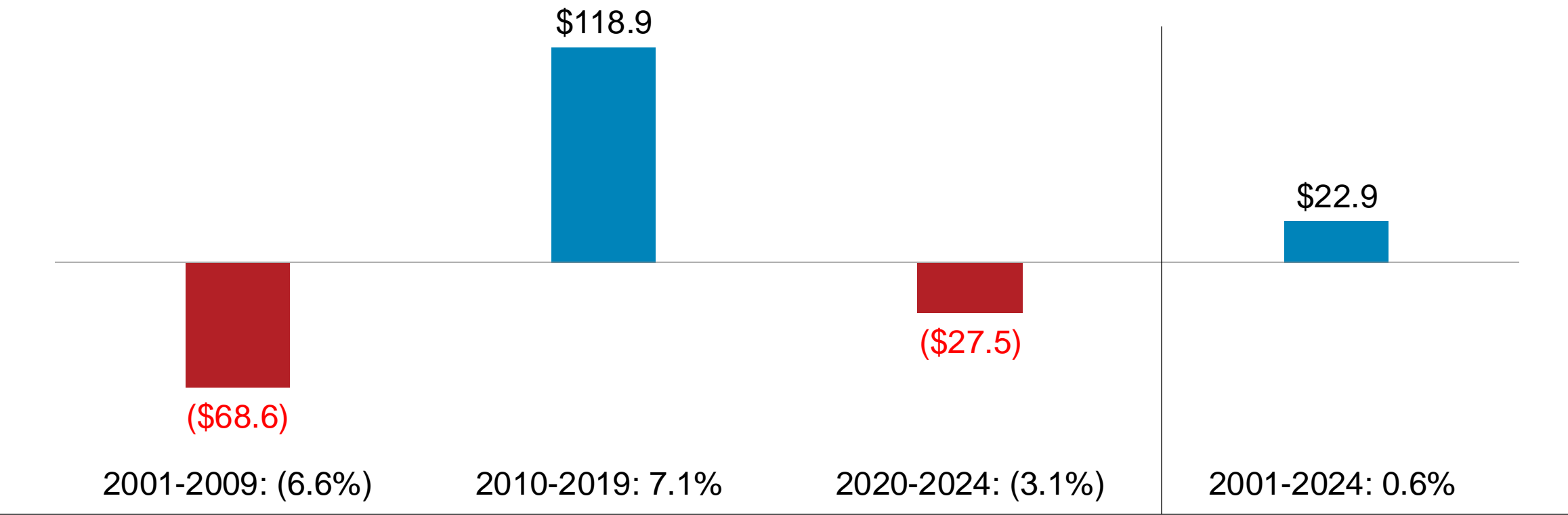


Source: Alaska/Hawaiian, Allegiant, American, Delta, Frontier, JetBlue, Southwest, Spirit, Sun Country and United 10-Ks

* Long-term debt and finance leases + operating lease liabilities + pension and postretirement benefits

From 2001-2024, U.S. Airlines Posted a Razor-Thin 0.6% Pre-Tax Profit Margin
From 2020-2024, \$27.5 Billion in Pre-Tax Losses Translated to a Negative 3% 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 2024, U.S. Passenger Airlines Collectively Posted a Pre-Tax Profit Margin of 3.6%

Significantly Higher Interest Expense Contributed to a 16% Reduction in Pre-Tax Profits

Financial Results: 2024	\$ Billions	% Chg. YOY	% of Category
Passenger (RPMs +4.7%, yield -1.2%)	210.0	3	89.1
Cargo	4.5	13	1.9
Other ¹	21.2	13	9.0
Total operating revenues	235.7	4	100.0
Salaries, wages and benefits	72.6	7	32.5
Aircraft fuel and taxes (consumption +2.8%, price -7.1%)	50.0	(4)	22.4
Maintenance materials and repairs	12.9	11	5.8
Landing fees and airport (terminal/hangar) rents	14.9	13	6.7
Depreciation and amortization ²	11.5	8	5.1
Other ³	61.4	7	27.5
Total operating expenses	223.3	5	100.0
Interest and other non-op expenses, net	(4.0)	56	n/a
Pre-tax profit/(loss)	8.5	(16)	n/a
Pre-tax margin⁴	3.6%	(0.9 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.
4. Pre-tax profit/(loss) ÷ total operating revenues

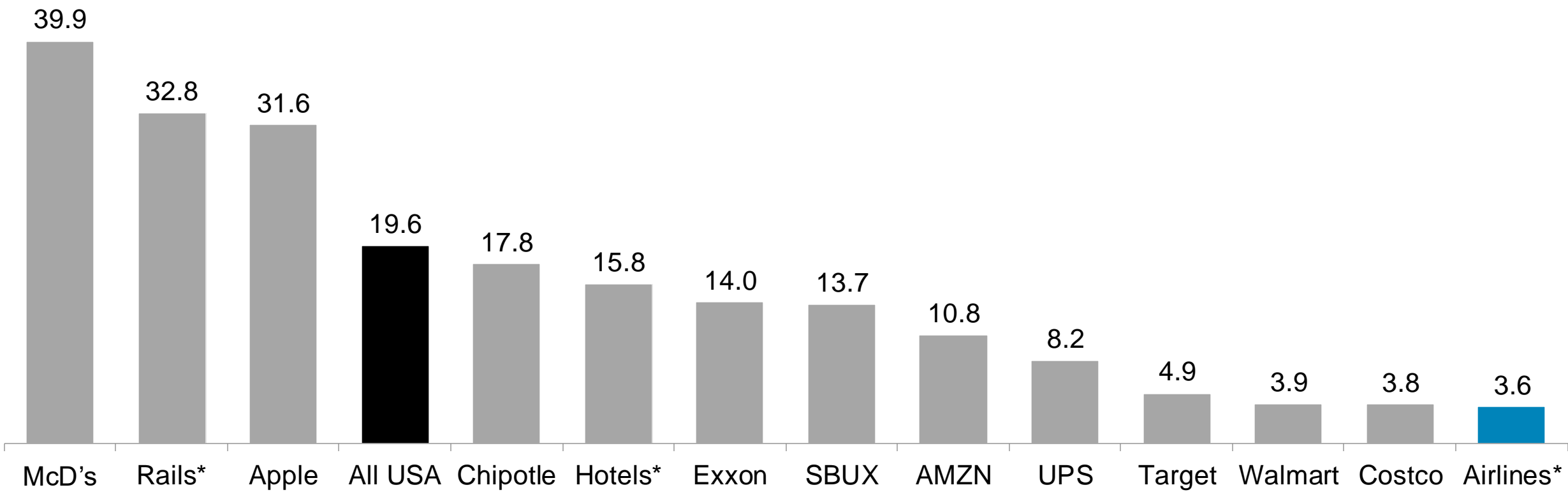
Source: SEC filings of Alaska/Hawaiian, Allegiant, American, Delta, Frontier, JetBlue, Southwest, Spirit, Sun Country and United

In 2024, the Average U.S. Corporation Was 5.5 Times More Profitable Than U.S. Airlines

McDonald's Was 11 Times More Profitable Than Airlines

Pre-Tax Profit Margin (%) for Selected U.S. Companies and Industries, Fiscal Year 2024

Note: Profit Margin = (Revenues – Expenses) ÷ Revenues

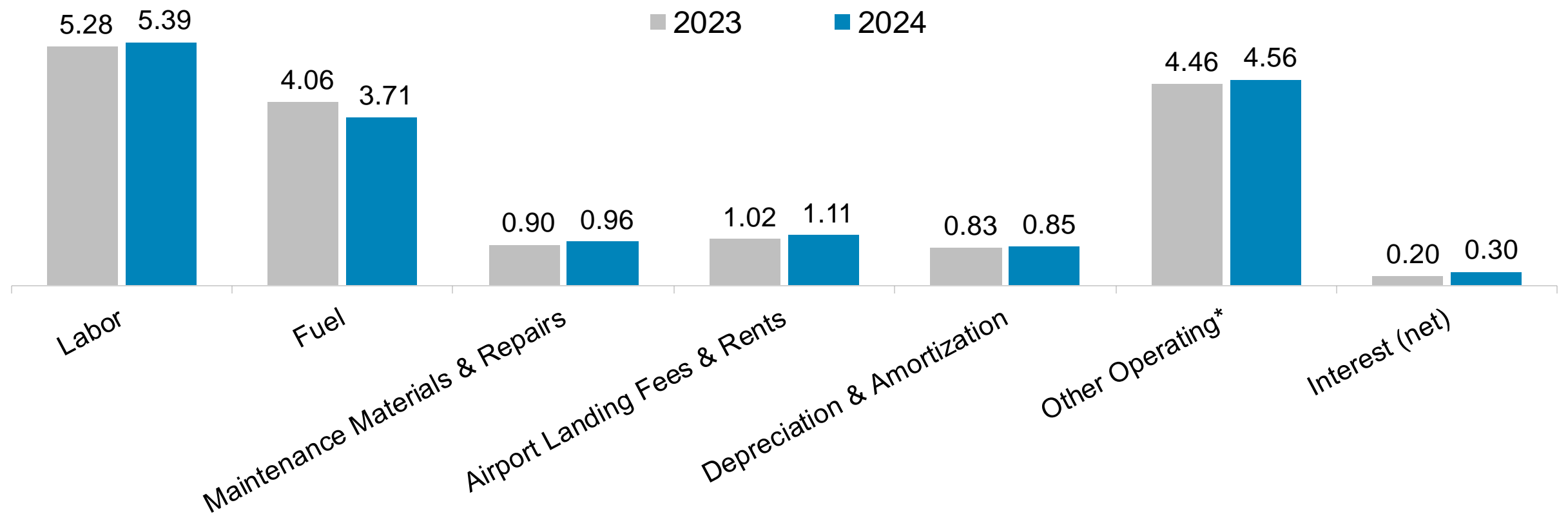


Sources: Bureau of Economic Analysis and SEC filings * Airlines = ALK/ALGT/AAL/DAL/ULCC/JBLU/LUV/SAVE/SNCY/UAL; Hotels = Choice/Hilton/Hyatt/Marriott/Wyndham; Rails = CSX/Norfolk Southern/Union Pacific

In 2024, U.S. Airlines' Pre-Tax Unit Costs Rose 0.7% YOY Despite 8.6% Lower Fuel CASM

Other Than Fuel, All CASM Components Rose From 2023 to 2024

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



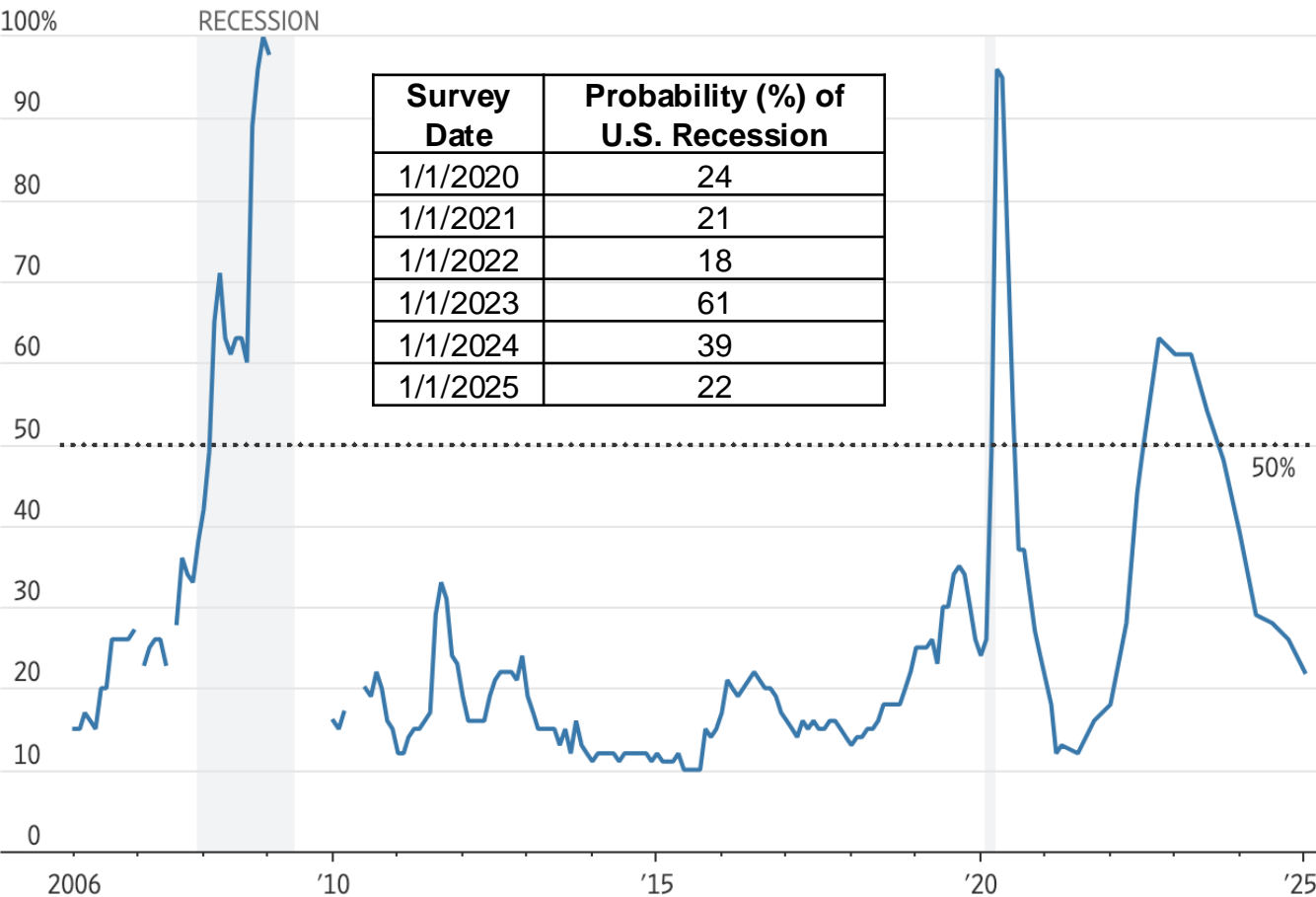
Source: SEC filings of Alaska/Hawaiian, Allegiant, American, Delta, Frontier, JetBlue, Southwest, Spirit, Sun Country and United

* 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 22%, Down From 39% in Jan-2024 and 61% in Jan-2023

Probability the U.S. is in a recession in next 12 months including today



Jan-2023 — *Economists...Still See Recession This Year Despite Easing Inflation*

Jan-2024 — *It Won't Be a Recession—It Will Just Feel Like One*

Jan-2025 — *Trump's Return Nudges Economists' Inflation Outlook Higher*

“Economists are starting to model the effects of...**plans to raise tariffs, cut taxes and restrict immigration.** The upshot: **Inflation and interest rates are likely to be higher for at least the next two years** than forecasters anticipated before the election.”

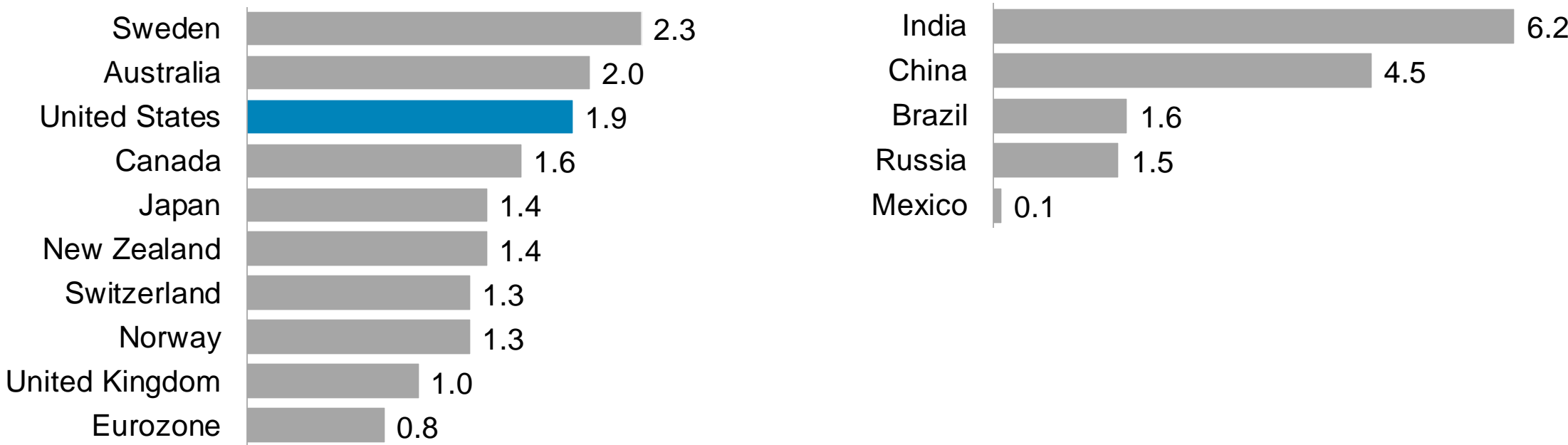
Source: The Wall Street Journal Economic Forecasting Survey and “Trump's Return Nudges Economists' Inflation Outlook Higher,” *The Wall Street Journal* (Jan. 19, 2025)

Most Advanced Economies Are Expected to Grow 2% or Less in 2025

U.S. Expected to Grow 1.9%; UK/Eurozone/Mexico Expected to Grow Less Than 1%

“Although we readily acknowledge that uncertainty related to tariffs and reductions in federal government employment amid signs of slowing growth raise the probability of an economic downturn this year, it is not our base-case scenario. **The financial health of the aggregate household sector is generally strong at present.**”

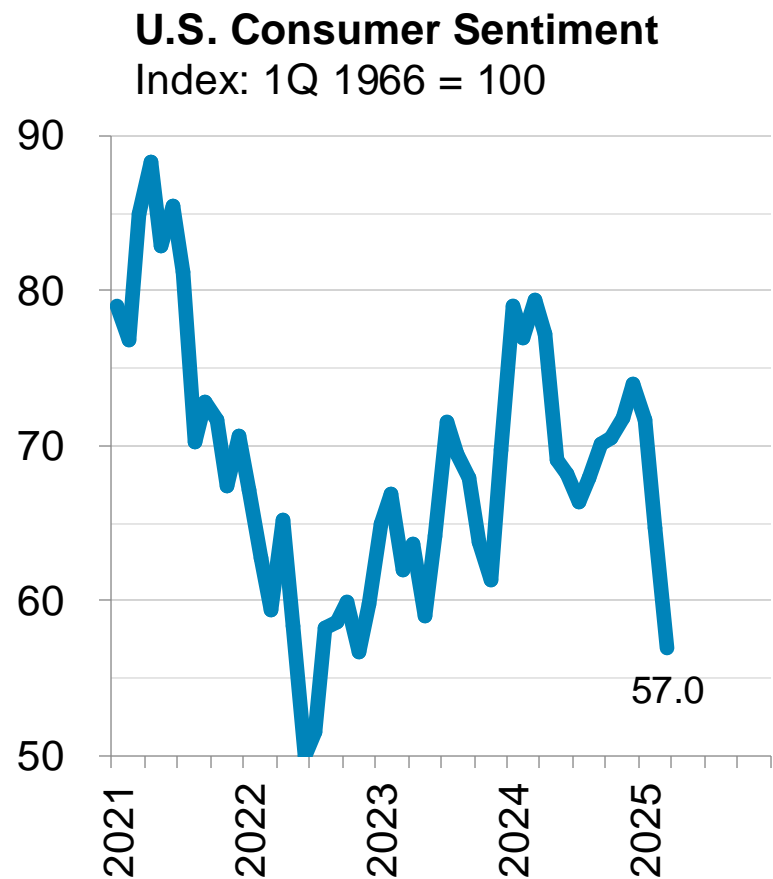
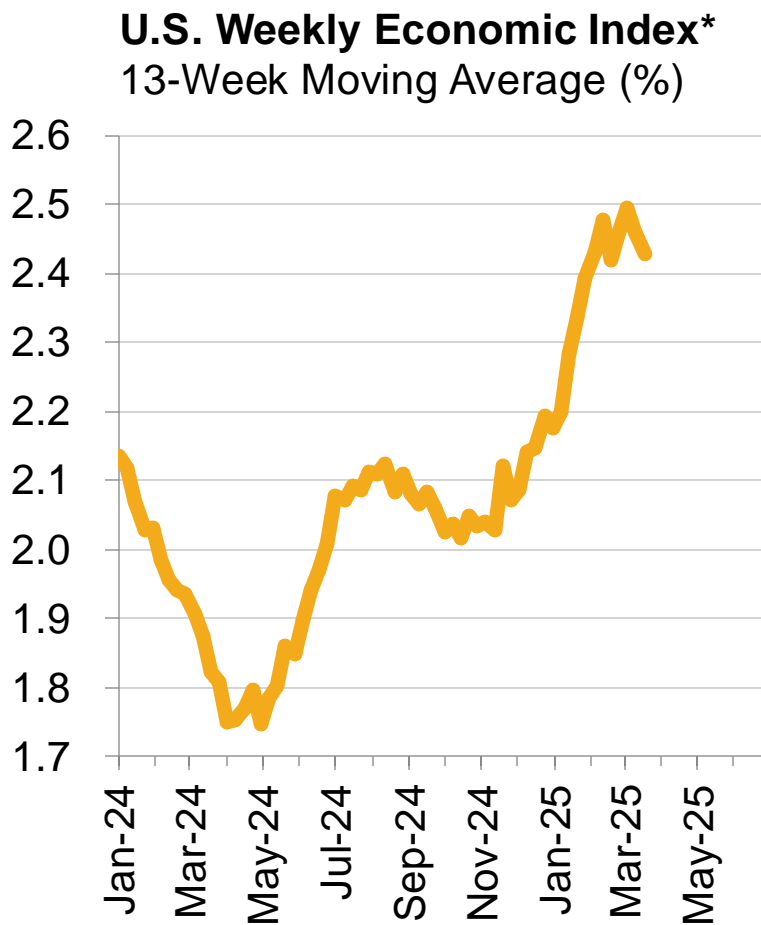
Wells Fargo: Projected 2025 Real GDP Growth (%)



Source: Wells Fargo 2025 International Economic Outlook (March 13, 2025)

In March, U.S. Consumer Sentiment Fell to Lowest Level Since November 2022

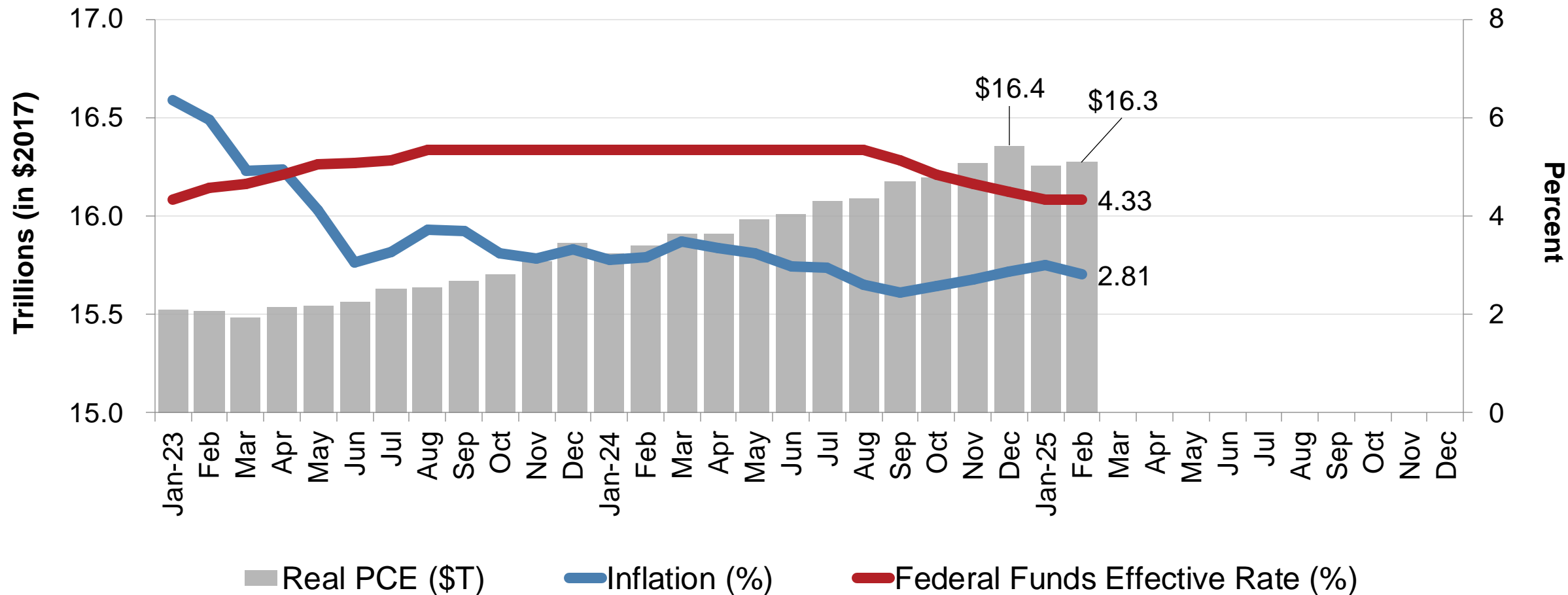
U.S. Misery Index Remains Low, But Weekly Economic Index Could Be Inflecting



Sources: Bureau of Labor Statistics, Federal Reserve Bank of Dallas for index of 10 daily and weekly indicators of real economic activity; developed by Daniel J. Lewis, Karel Mertens and James H. Stock; University of Michigan

In 2025, Consumer Spending, Adjusted for Inflation, Has Subsided

U.S. Consumers Had Been Buoyed by Declining Inflation, Undaunted by Elevated Interest Rates

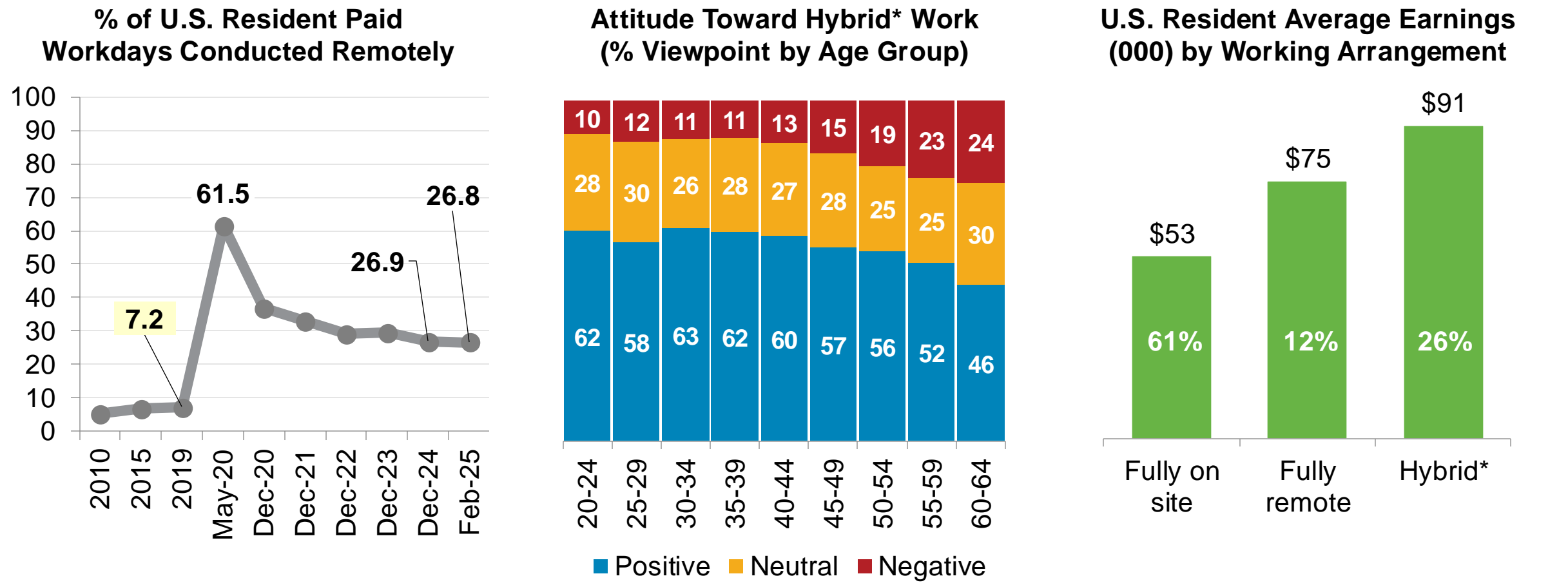


Source: U.S. Bureau of Economic Analysis and Bureau of Labor Statistics via Federal Reserve Bank of St. Louis

Note: Personal consumption expenditures (PCE) and inflation are seasonally adjusted and annualized

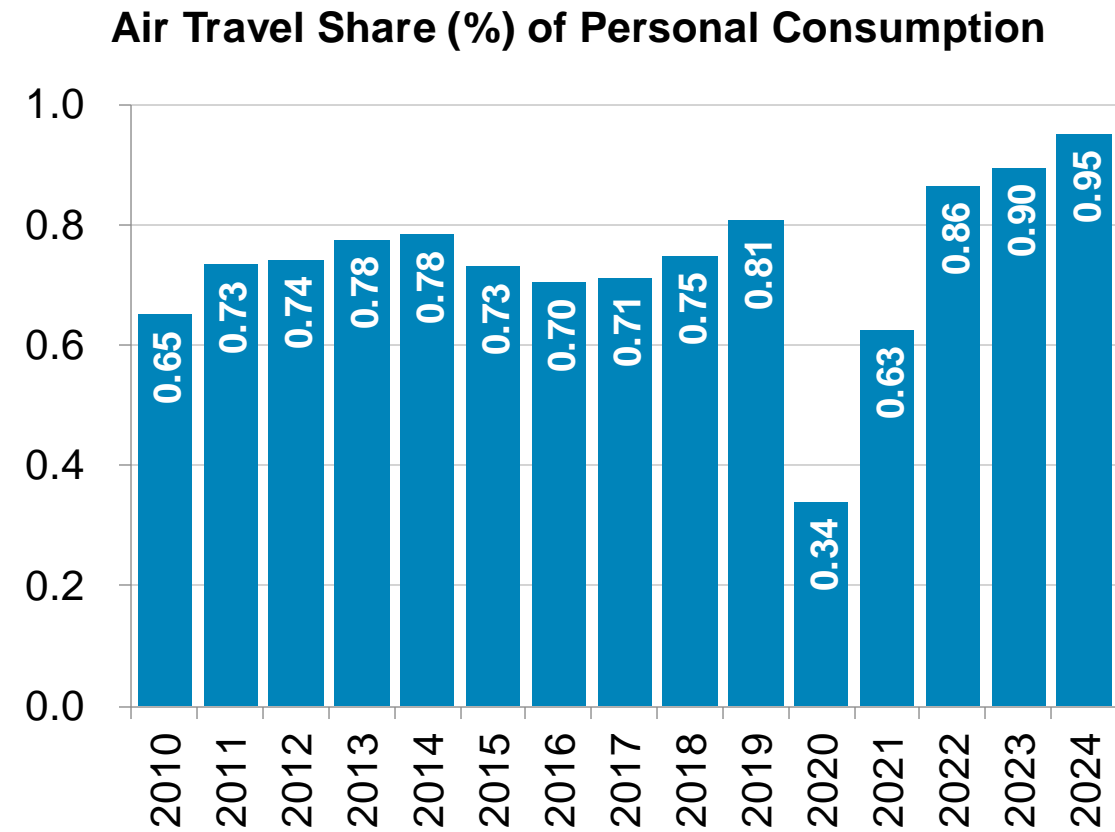
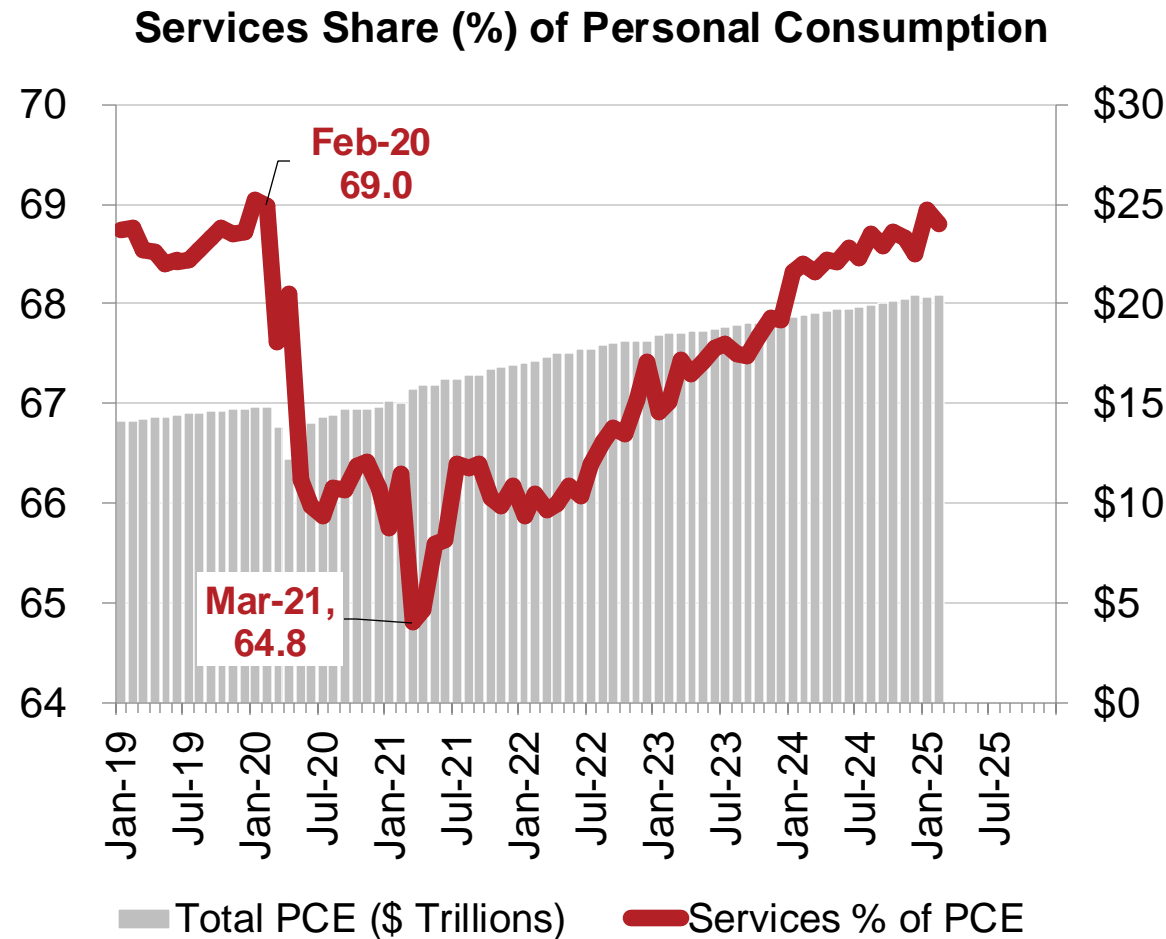
Share of Remote Work Remains Well Above 2019; Preference for Hybrid Work Persists

Younger Workers Are Most Enthusiastic About Hybrid Work, Which Commands Greater Earnings



Once Again, U.S. Consumers Are Allocating ~69% of Spending to Services

And They Have Increasingly Prioritizing Air Travel, Reaching 0.95% of All Spending

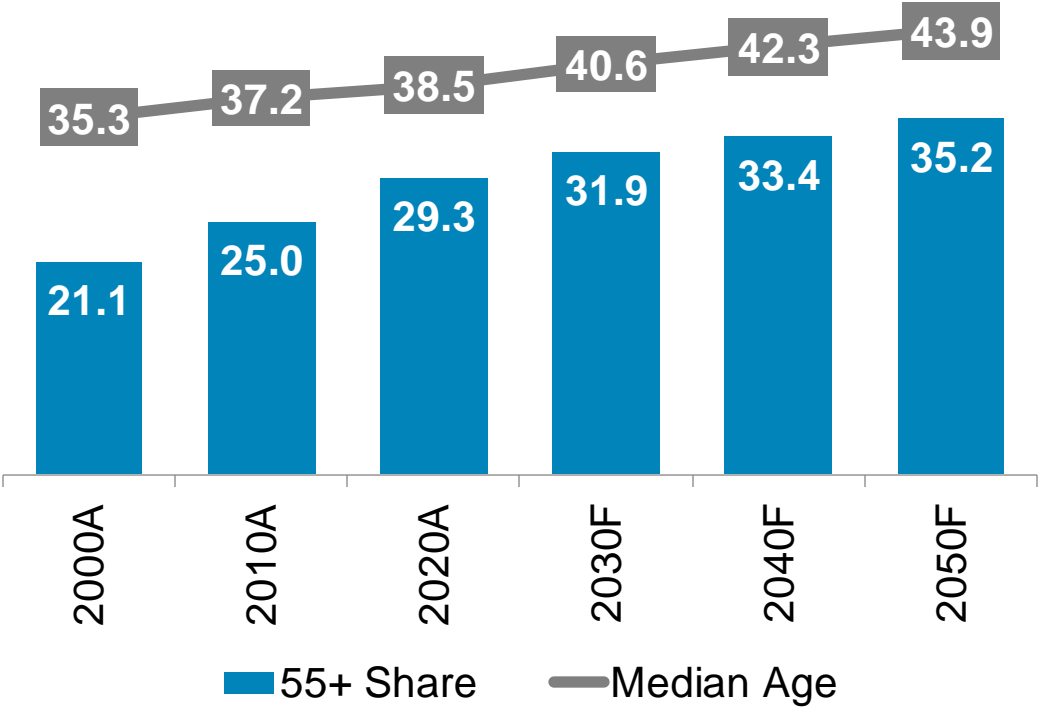


Source: Bureau of Economic Analysis Note: PCE = personal consumption expenditures

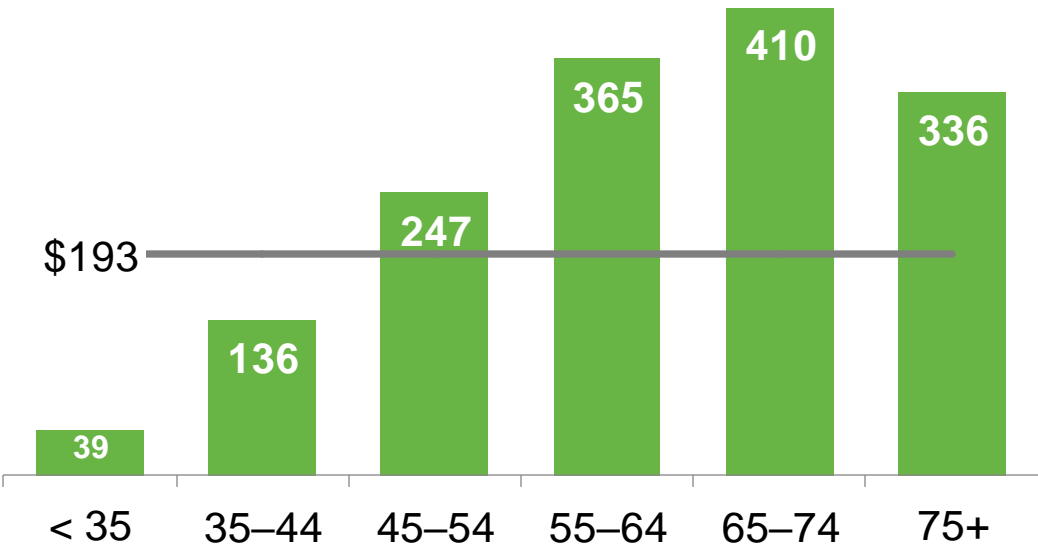
The Older (and Wealthier) Share of the U.S. Population Is Expected to Continue Growing

That Subset of the Population Has Time and Money to Spend on Air Travel

U.S. Population Age: Median and 55+ Share



Median Household Net Worth (\$000) by Age, 2022

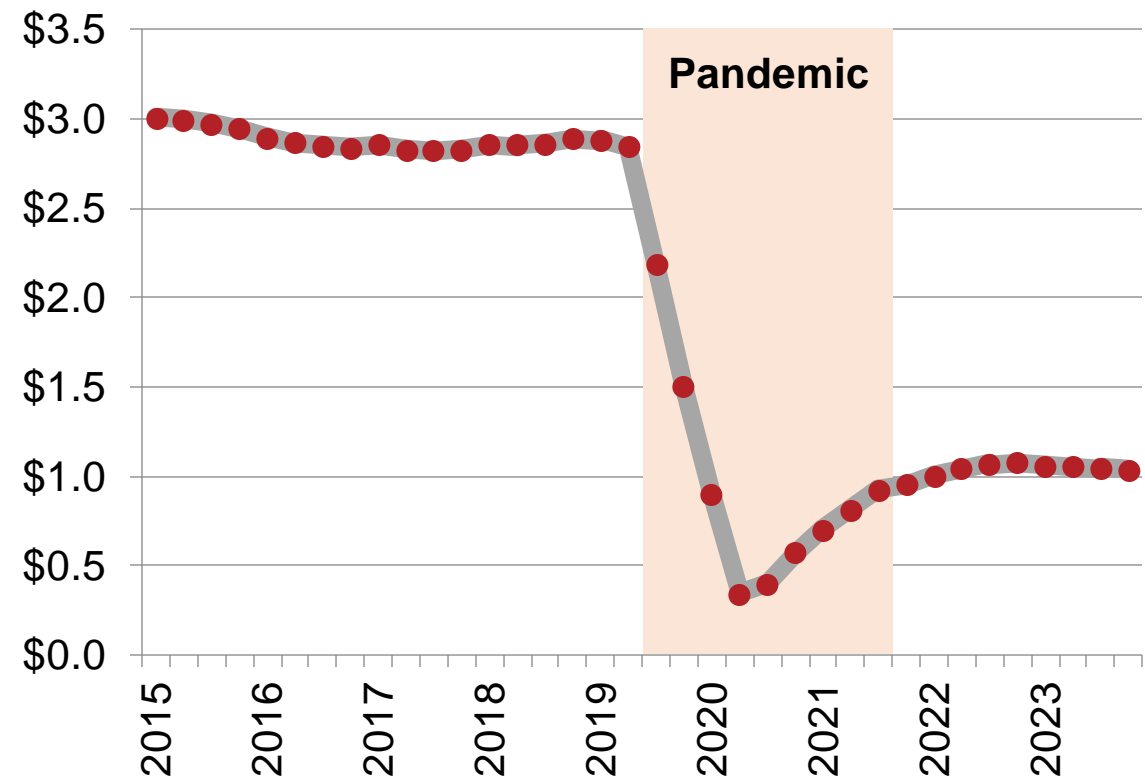


Source: U.S. Census Bureau and Federal Reserve 2022 Survey of Consumer Finances (Oct. 18, 2023)

U.S. Airlines Revenues From Reservation Change Fees Fell 66% From 2015 to 2024

Widespread Elimination of Change Fees (on Most Tickets) Has Boosted Traveler Flexibility

U.S. Airline Change-Fee Revenues (Billions)
Four-Quarter Rolling Basis



“It makes me feel a lot better as a consumer. It makes me feel more willing to book something now.”

Brett Snyder, CrankyFlier.com (Aug. 31, 2020)

“One of the best changes that the airlines made in their policies over the past two years was to quietly get rid of change fees.”

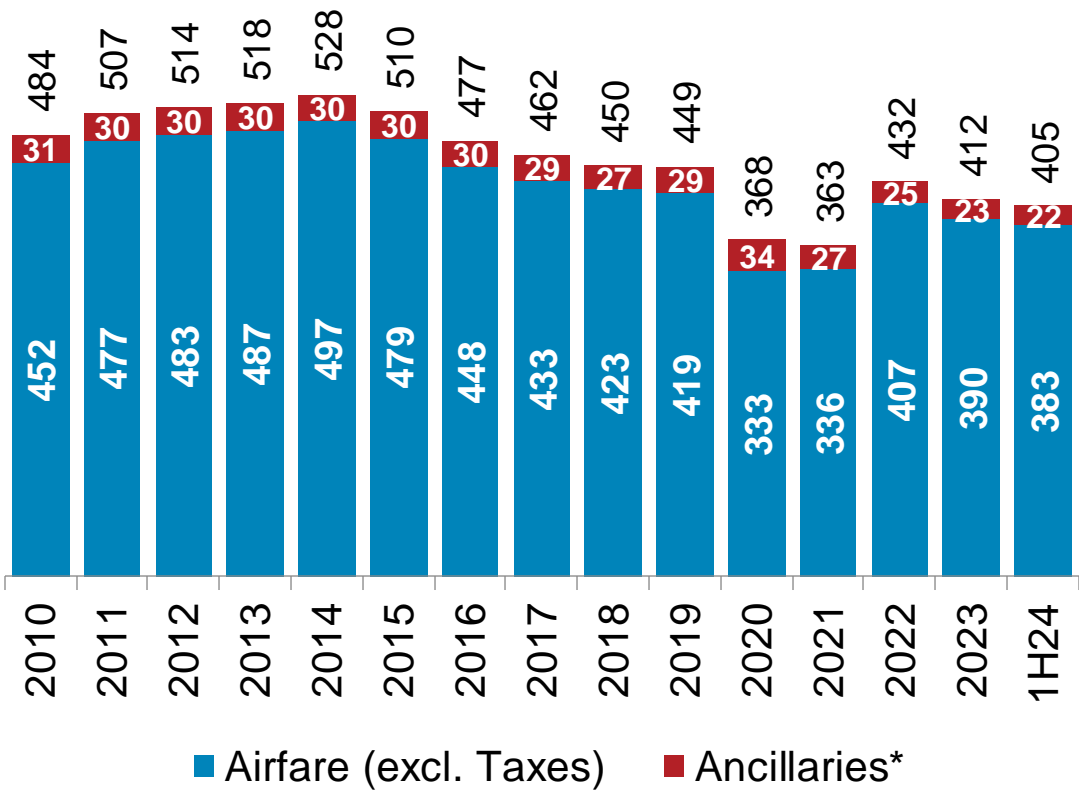
Scott Keyes, Scott’s Cheap Flights (April 4, 2022)

Sources: Bureau of Transportation Statistics Form 41; Kyle Arnold, *The Dallas Morning News* (Aug. 31, 2020); Savannah Levins, 11 Alive (April 4, 2022)

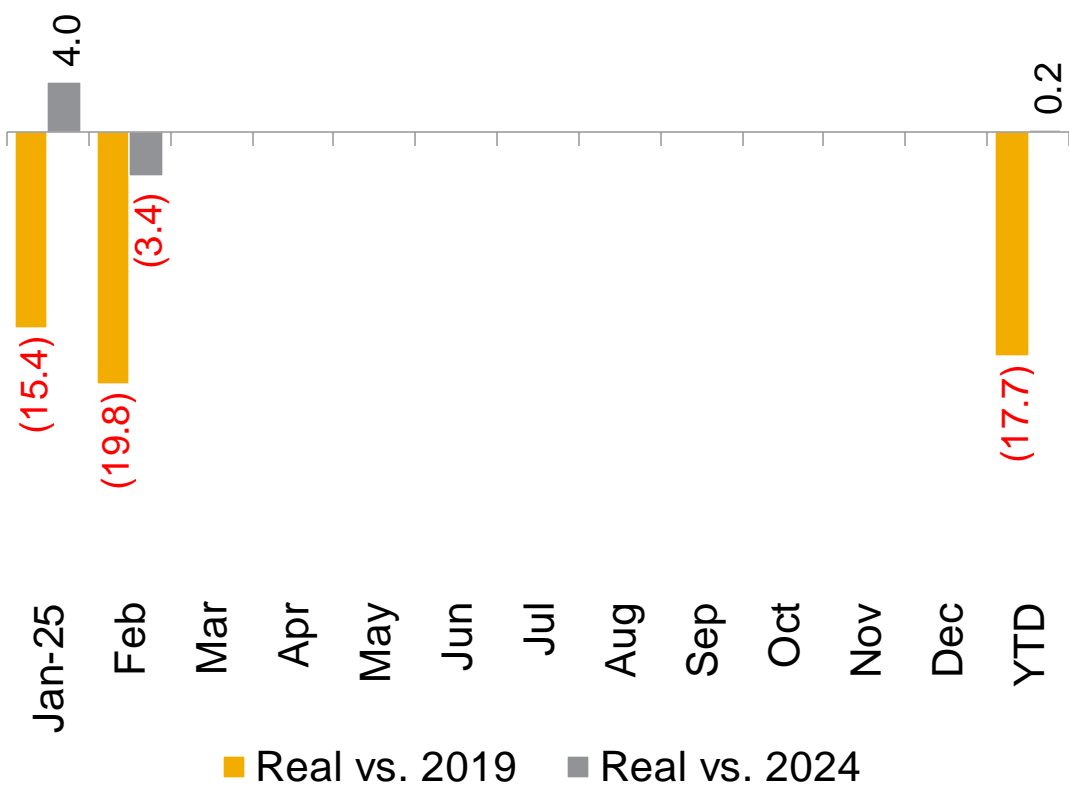
Government Data Show That Inflation-Adjusted Fares/Fees Have Trended Down Since 2014

Adjusted for Inflation, February Airfare CPI Was ~3% Below 2024 and ~20% Below 2019

Round-Trip Ticket Price (in \$ 1H 2024)
Down 10% From 2019, 16% From 2010



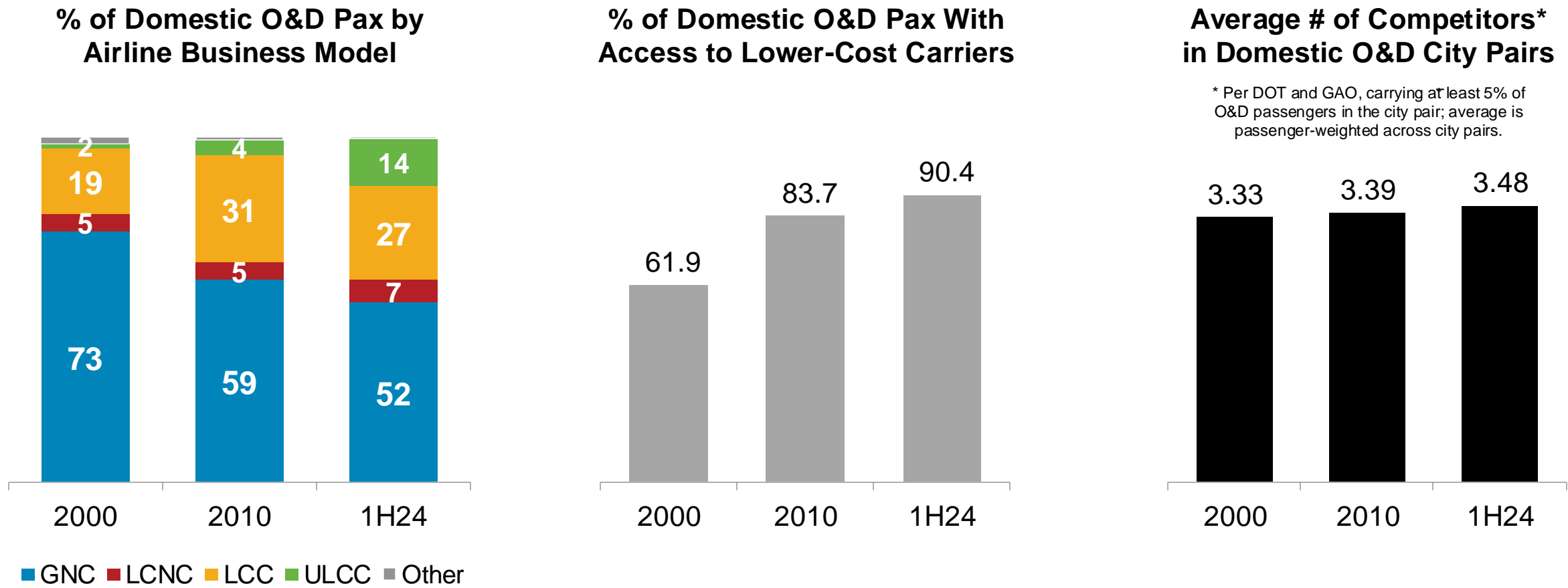
Change (%) in Inflation-Adjusted Airfare
2025 vs. 2019/2024



Source: A4A analysis of DOT Data Bank 1B and DOT Form 41 via Airline Data Inc.; Bureau of Labor Statistics (CPI Series CUUR0000SETG01, not seasonally adjusted) * Fees for reservation changes and transport of bags

From 2000-1H 2024, the Number of Competitors per Domestic Air Trip Rose From 3.33 to 3.48

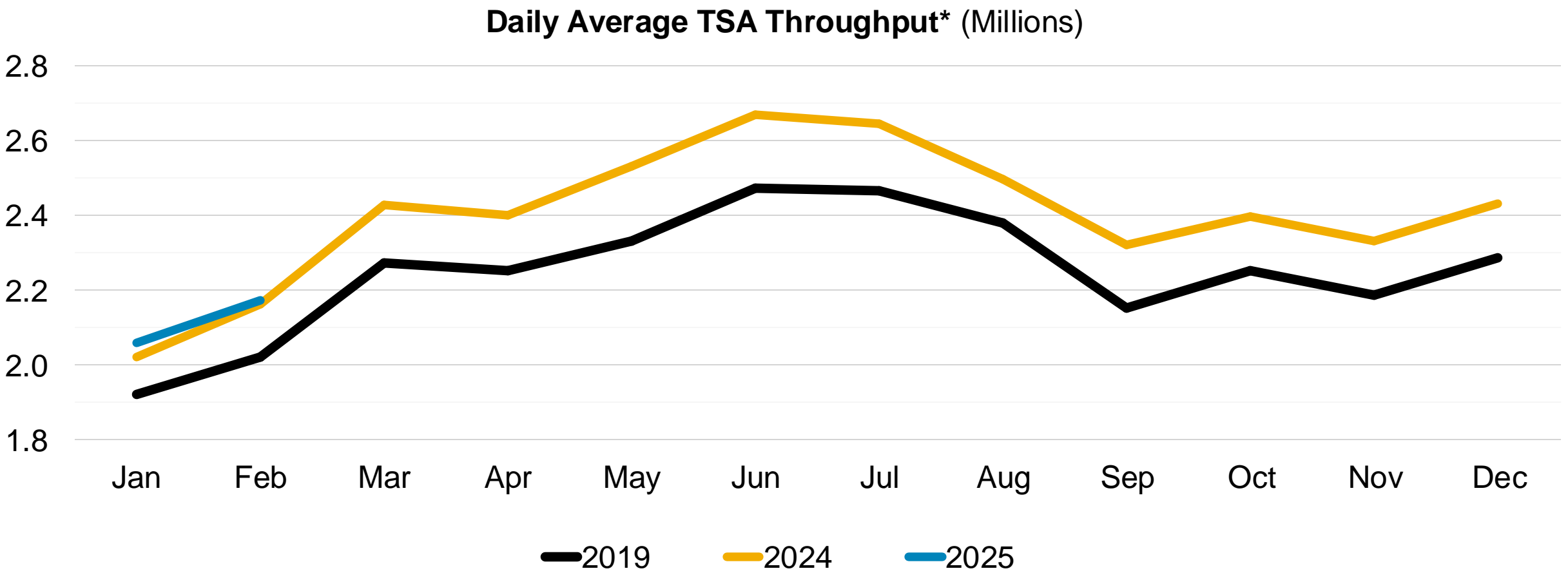
Global Network Carrier Share of Domestic Passengers Fell From 73% in 2000 to 52% in 1H 2024



Source: DOT Data Bank 1B and Compass Lexecon. Global network carriers (GNCs) include AA/DL/UA and predecessor airlines (e.g., US Airways, America West, TWA, Northwest, Continental) and defunct legacy network carriers (e.g., Eastern, Braniff). Low-cost carriers includes Southwest, JetBlue, Breeze, Reno Air, Midway, Pro Air, Kiwi International, AirTran, Accessair, Independence, Eastwind, National, ValuJet, ATA, Skybus, People Express, Vanguard, Virgin America, Western Pacific, Air South, and Morris Air). Lower cost network carriers include Alaska, Hawaiian and Aloha. Ultra low-cost carriers (ULCCs) include Allegiant, Frontier, Spirit, Sun Country, and Avelo.

In First Two Months of 2025, TSA's Daily Checkpoint Throughput Rose 1% YOY

In 2024, TSA Screened a Record 2.1 Million Passengers per Day

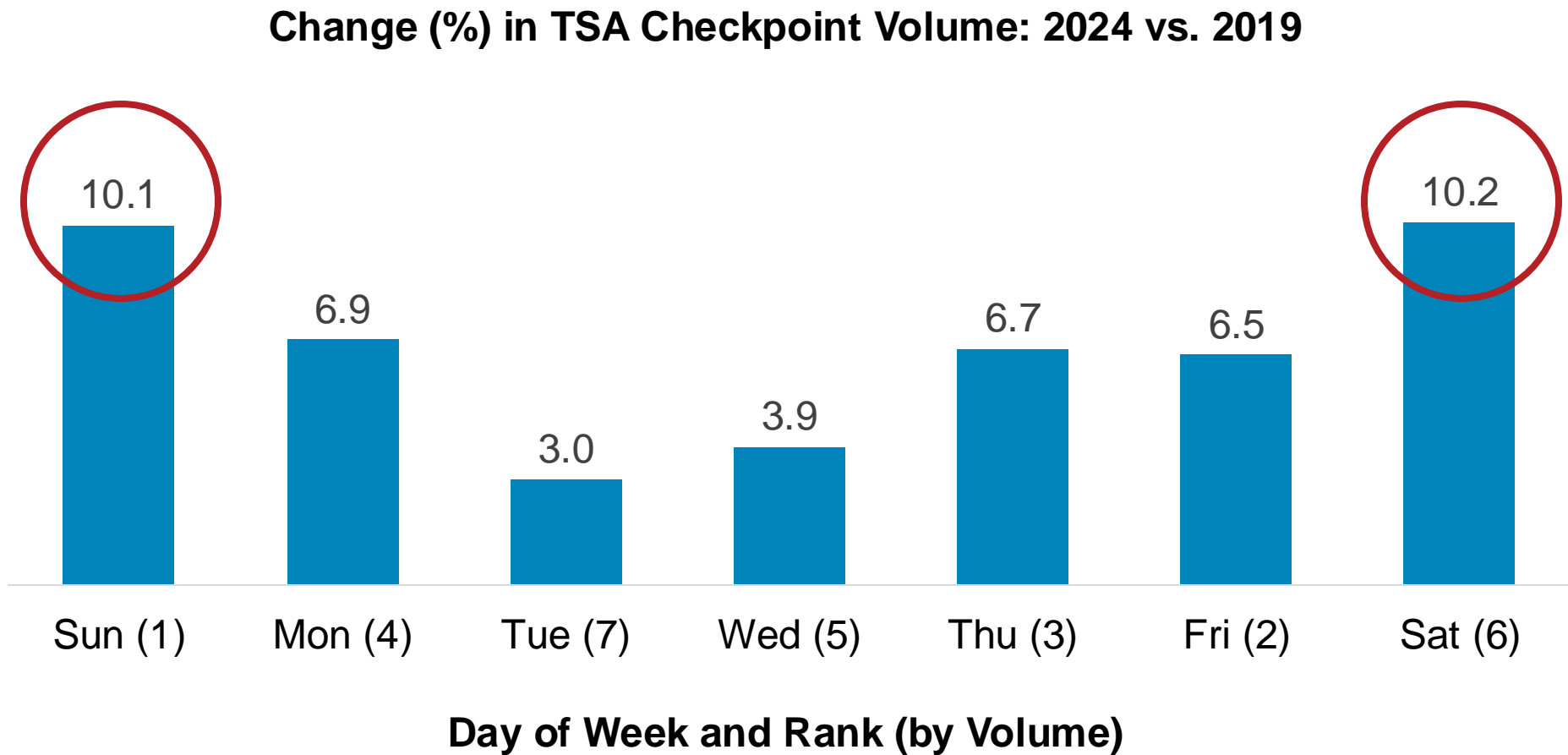


Source: A4A analysis of data from the Transportation Security Administration

* 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

Big Winners = Leisure-Oriented Saturday/Sunday; Sunday Now the Busiest Day, Tuesday the Slowest



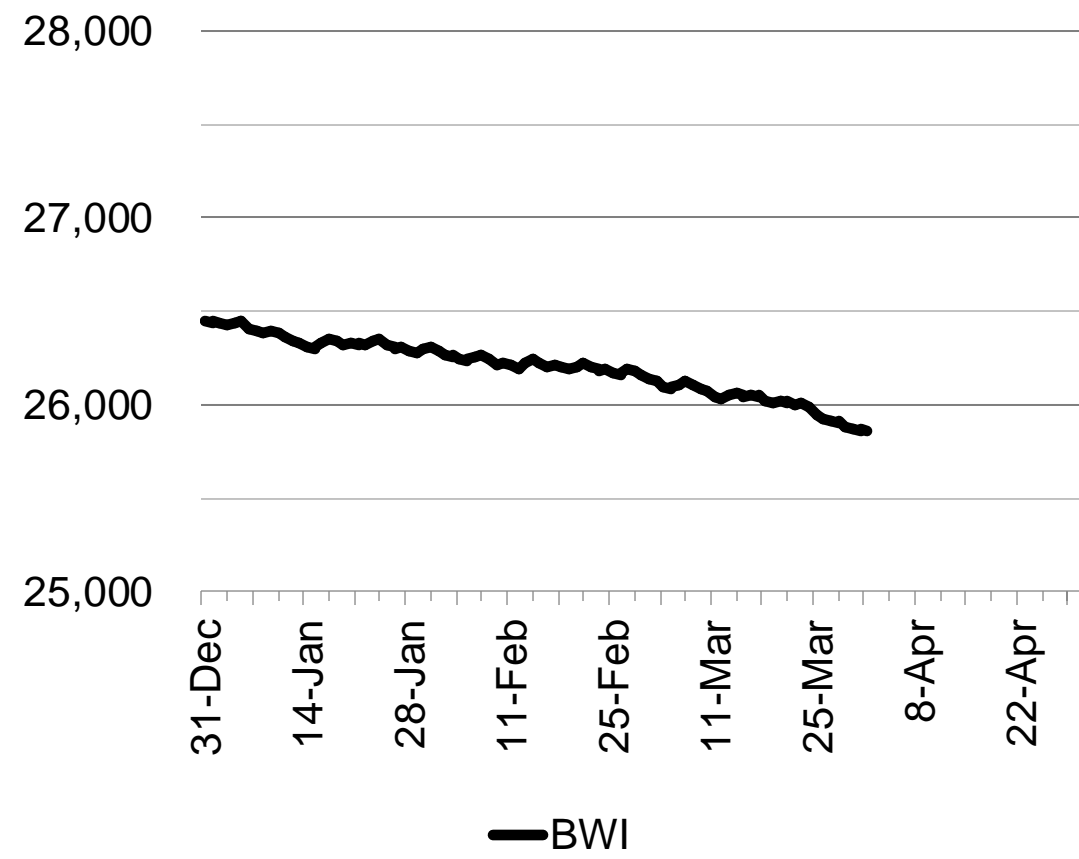
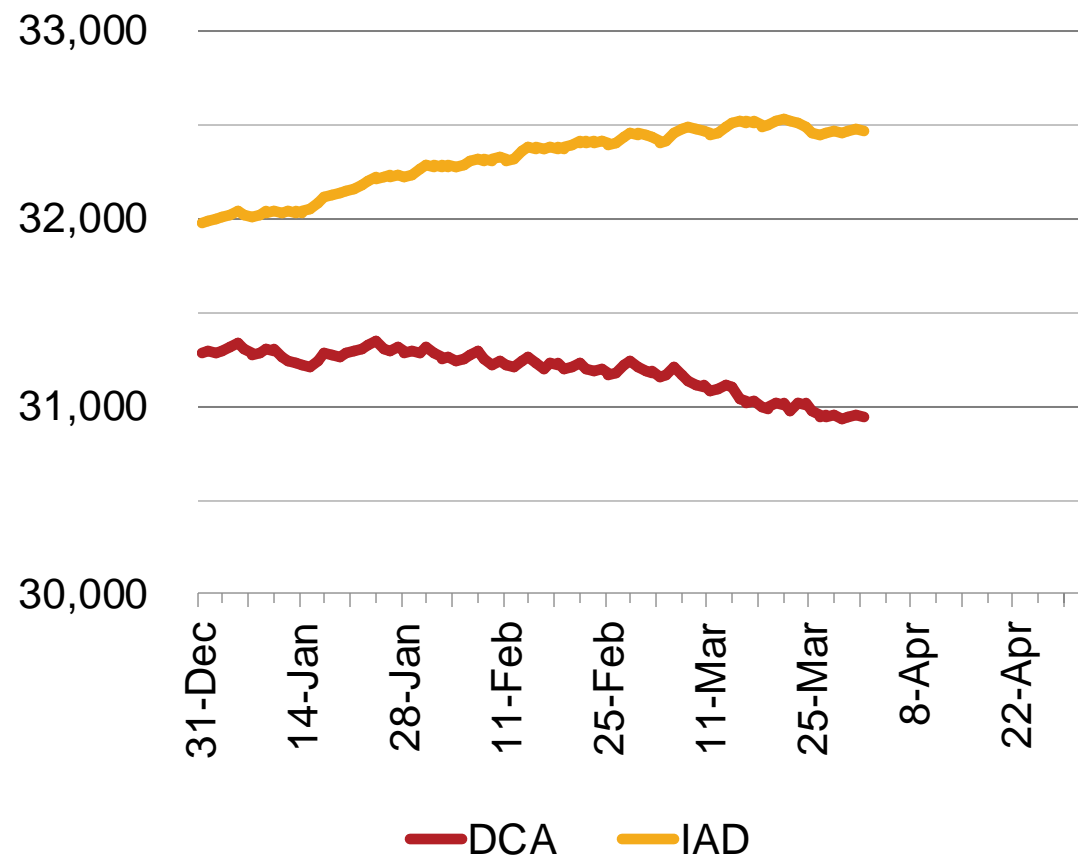
Source: A4A analysis of data from the Transportation Security Administration

Note: Volume reflects travelers only, not Known Crewmember® personnel; 2019 base adjusted for 2024 leap day

Airlines Are Closely Monitoring Traffic Levels at Washington-Area Airports

Screened Passenger Volumes Have Fallen at BWI and DCA; Dulles Inflecting?

365-Day Moving-Average Daily Screened Passengers*



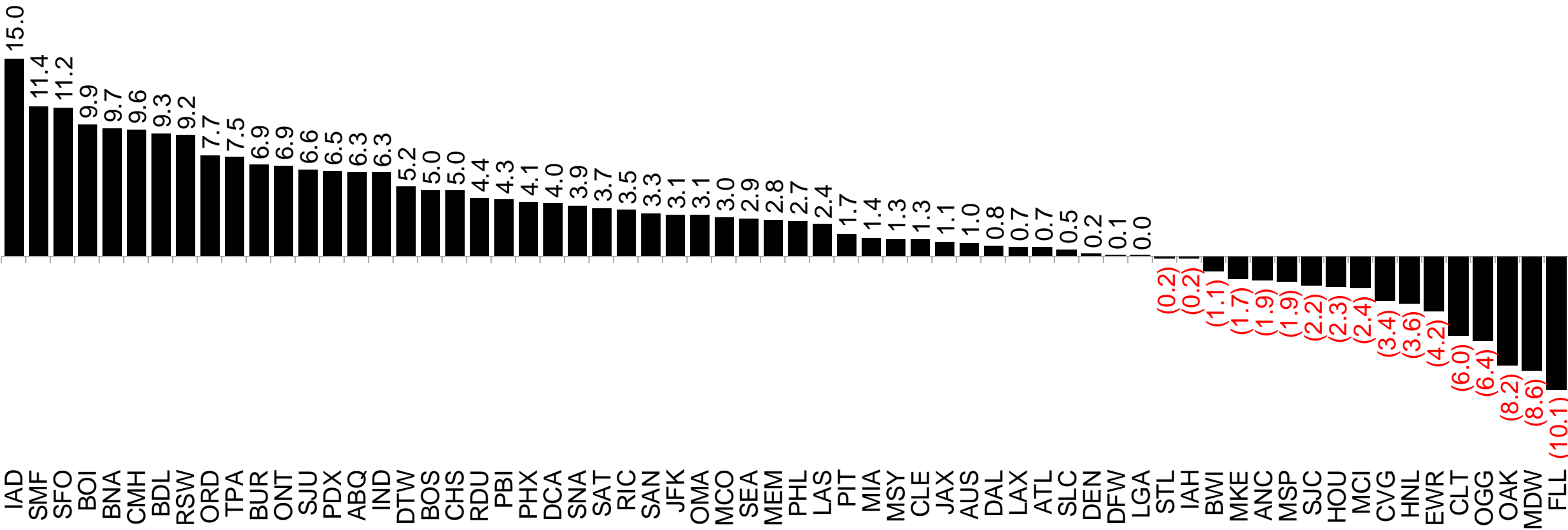
Source: Transportation Security Administration

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

In 2Q 2025, Washington Dulles Leads U.S. Airports' Growth in Scheduled Seats

Fort Lauderdale/Chicago Midway/Oakland Seeing the Deepest Year-Over-Year Cuts

Change (%) in Systemwide Scheduled Seats: 2Q 2025 vs. 2Q 2024



Source: Cirium published schedules (March 28, 2025) for all U.S. and non-U.S. airlines providing scheduled service to all U.S. and non-U.S. destinations

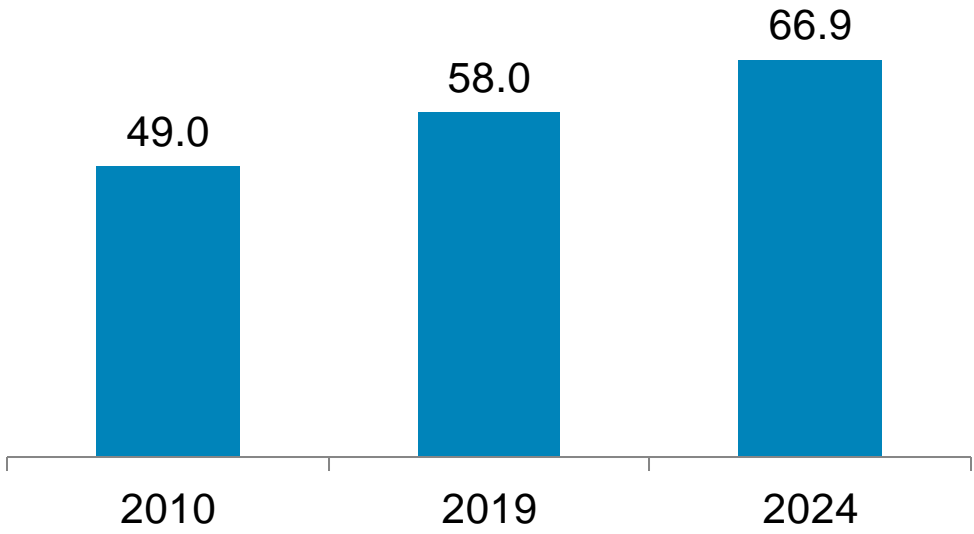
Increases in Mainline Flying *and* in Aircraft Size Have Fueled Domestic Up-Gauging

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

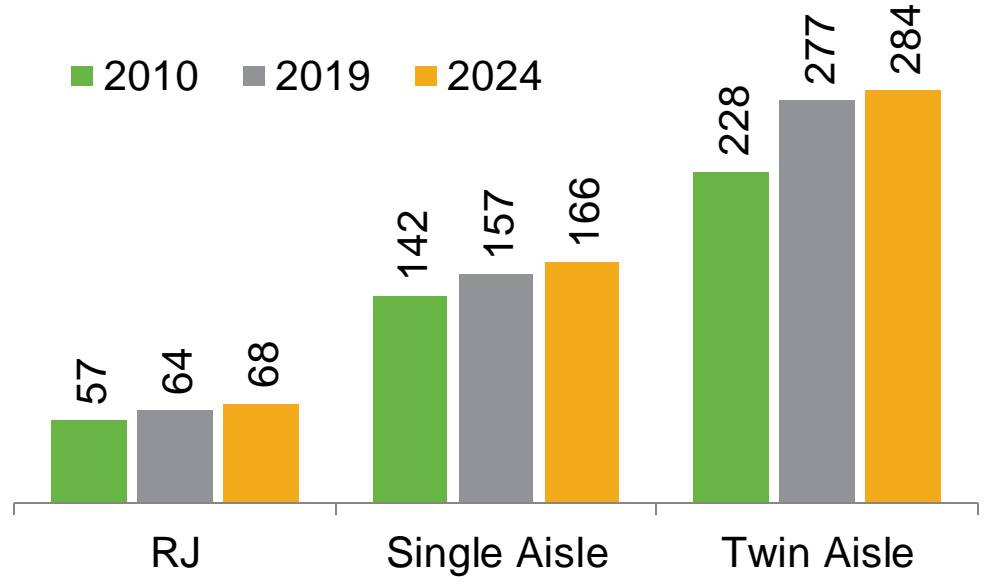
“[Y]ou’re never again gonna see the **50-seat aircraft** have the level of prominence in the industry.” (Delta CEO Ed Bastian, Sept. 20, 2022)

“Expect the [regional jet] fleet to still be around..., but it will become **a smaller and smaller percentage of the business.**” (United CEO Scott Kirby, Oct. 16, 2024)

Mainline* % of Domestic U.S. Flights

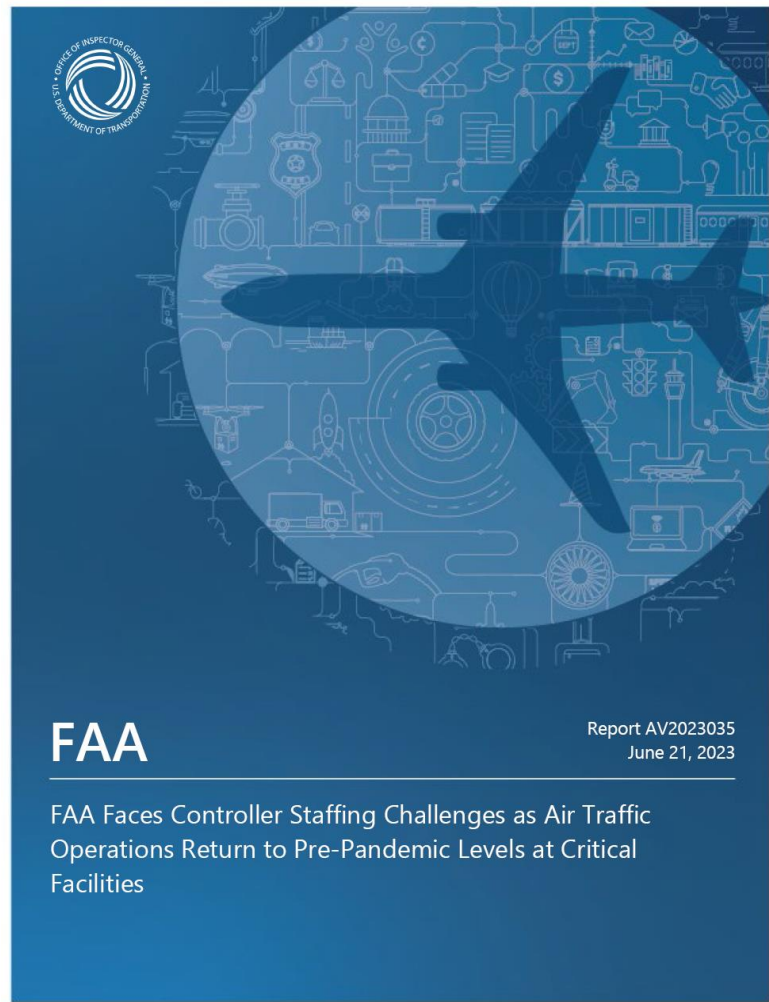


Average Seats per Domestic U.S. Flight



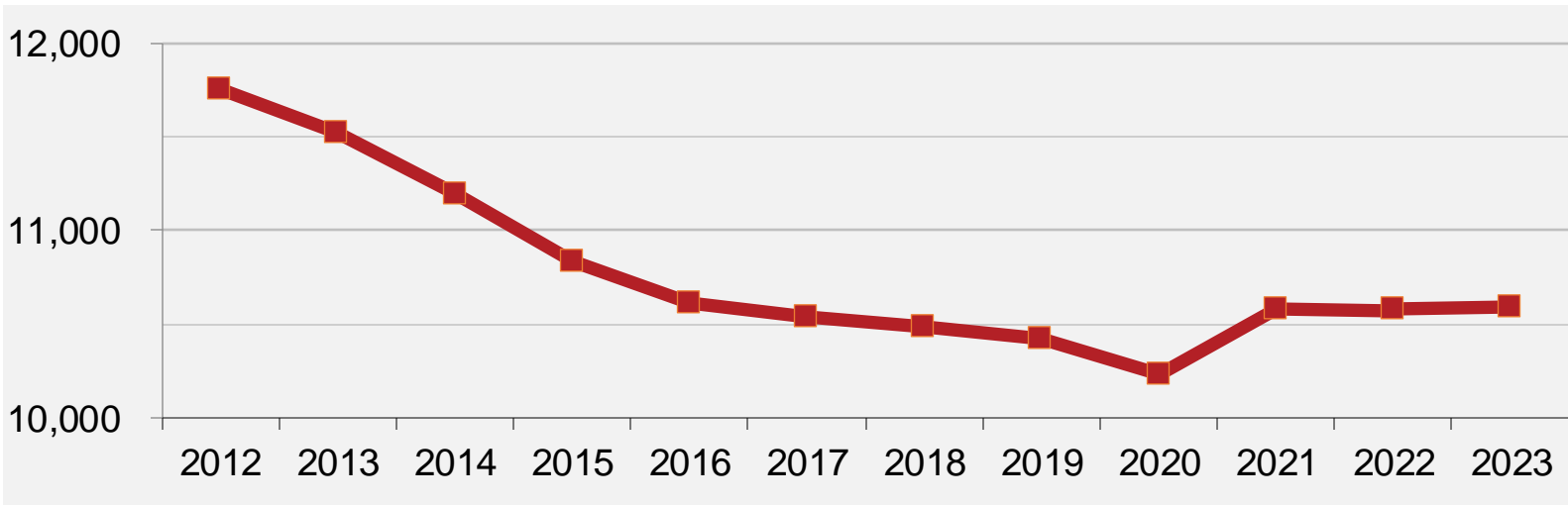
Source: Cirium published schedules (Jan. 3, 2025) * Mainline = operated by the marketing airline itself rather than a regional airline codeshare partner

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

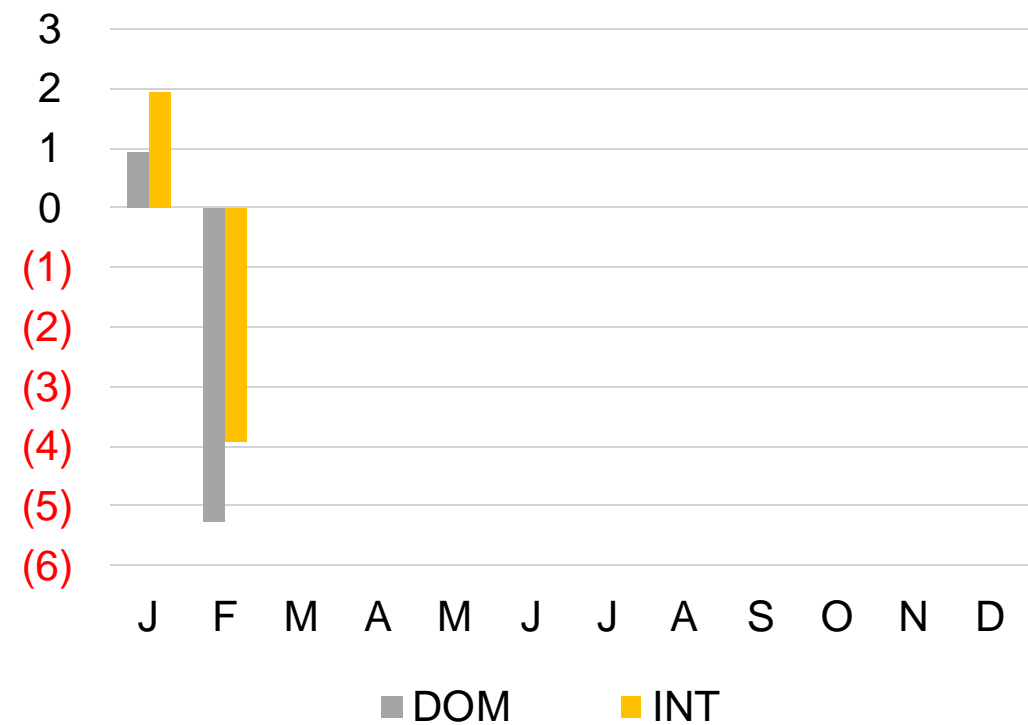


Source: DOT Office of Inspector General, Report AV2023035 (June 21, 2023) and FAA Air Traffic Controller Workforce Plan (May 10, 2024)

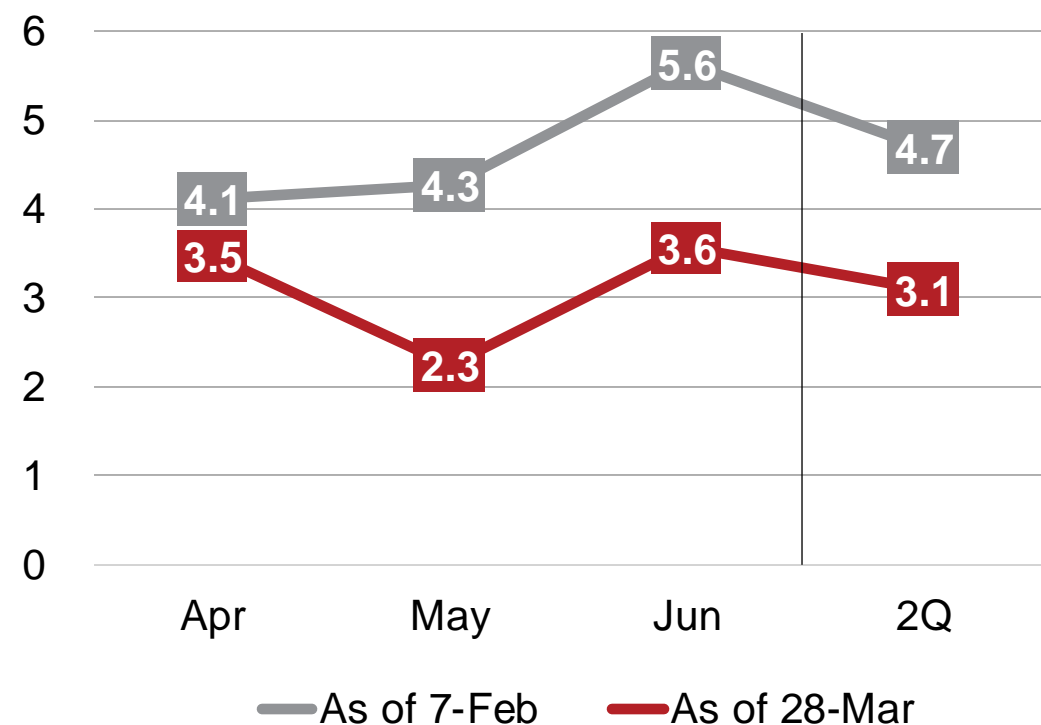
In Response to Demand Signals, Airlines Have Pared Previously Planned Growth for 2Q 2025

Schedules for 2025 Show Domestic Capacity Growth Retrenching in April/May/June

Change (%) in U.S. Ticket Sales* — 2025 vs. 2024



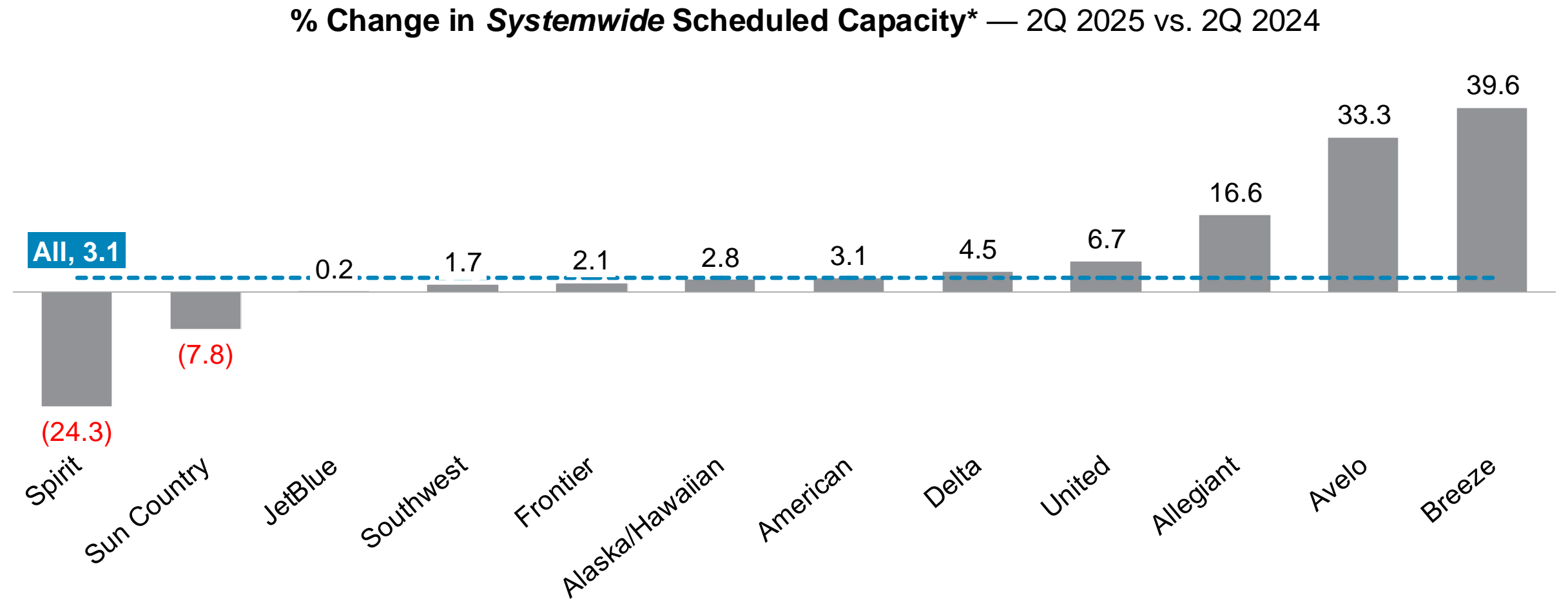
% Change YOY in Scheduled Domestic ASMs, 2025



Sources: A4A analysis of data from Airlines Reporting Corporation (ARC) and Diio by Cirium (March 28, 2025) for published schedules * Net tickets (gross sales minus refunds) for travel to/from U.S. airports

Collectively, U.S. Passenger Airlines Showing 3.1% Systemwide Capacity Growth in 2Q 2025

Growth Rates Differ Dramatically by Company

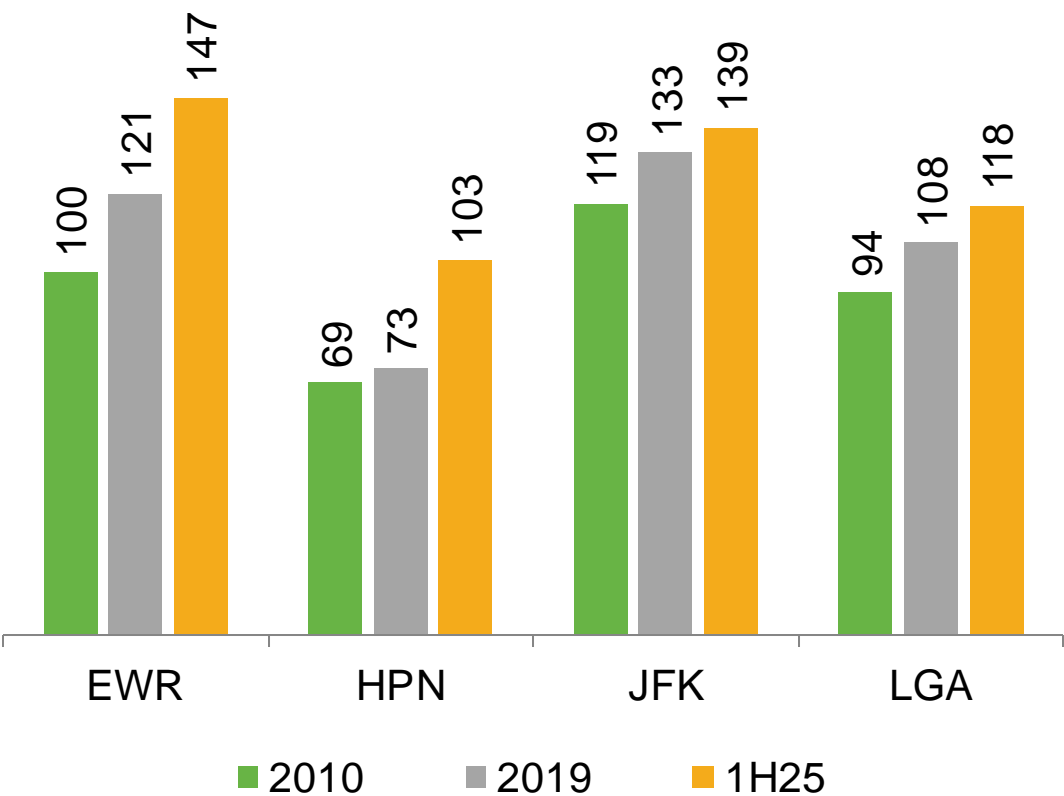


Source: Cirium published schedules (March 28, 2025) for selected marketing airlines (including regional affiliates) * Available seat miles (ASMs)

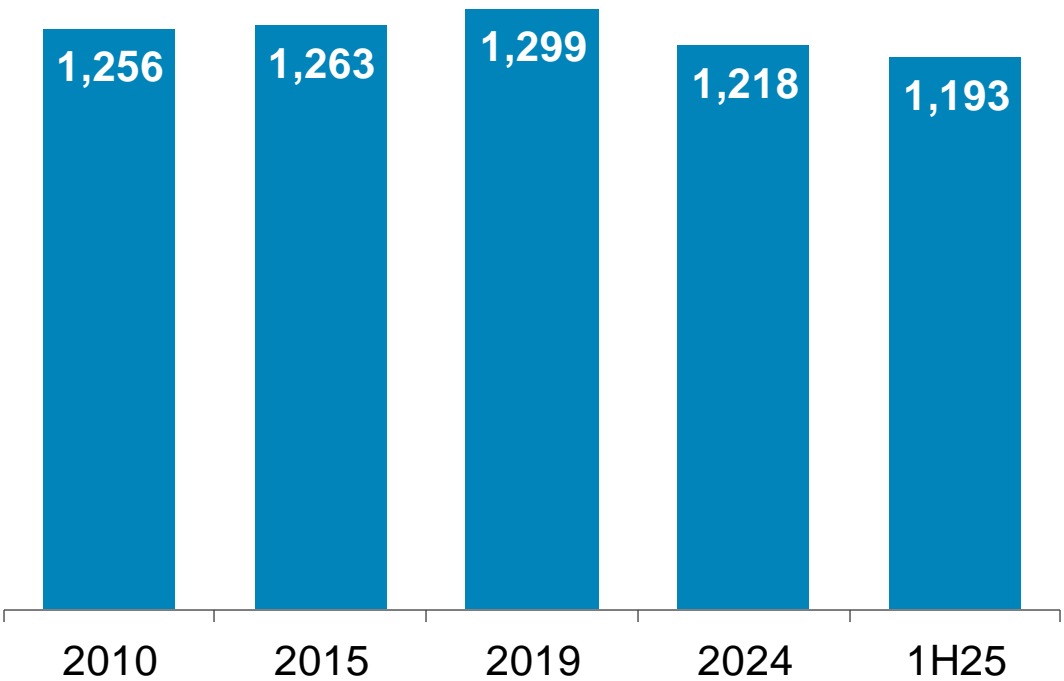
Airlines Have Up-Gauged Domestic Flying and Pared Schedules in New York City

2019-1H25: Aircraft Size Up ~22% at EWR, ~9% at LGA; Flights Down ~8% Across the Four Airports

Seats per Domestic Departure at NYC* Airports



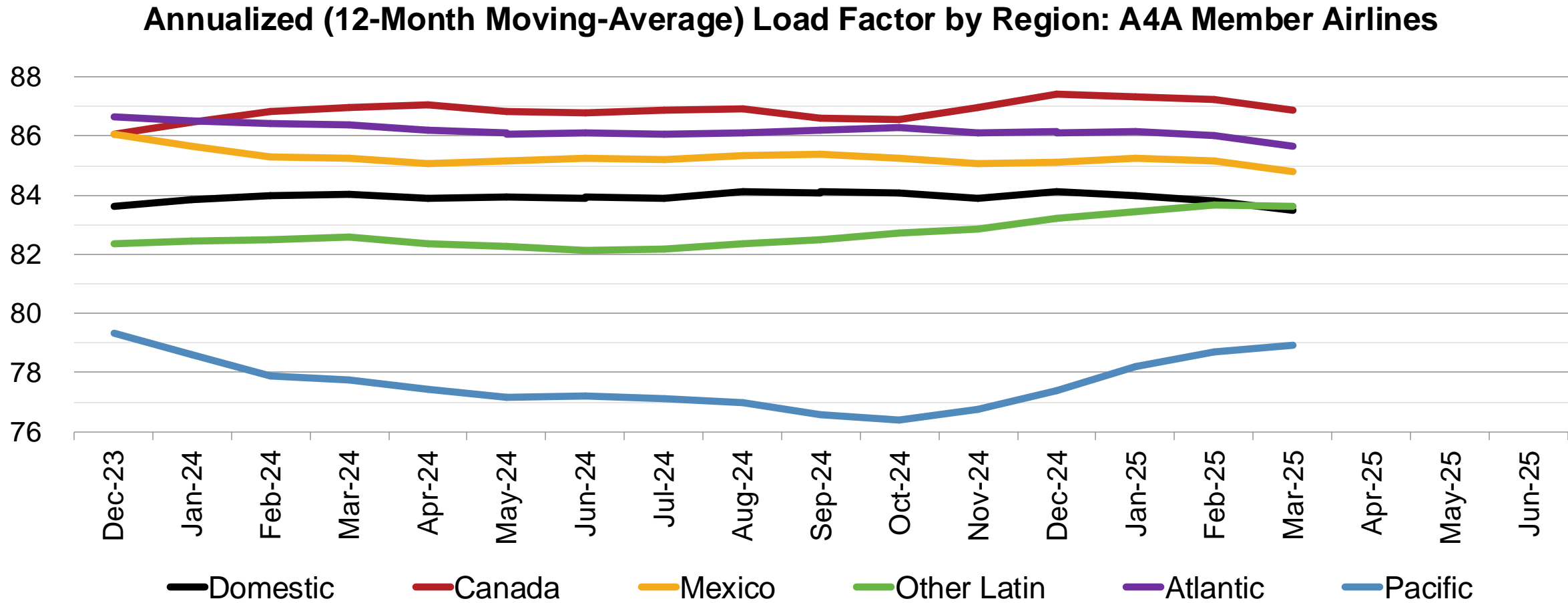
Daily Domestic Departures at NYC* Airports



Source: Cirium published schedules (March 28, 2025) * EWR/HPN/JFK/LGA

A4A Airlines Are Seeing Improvements in Transpacific and Latin America Load Factors

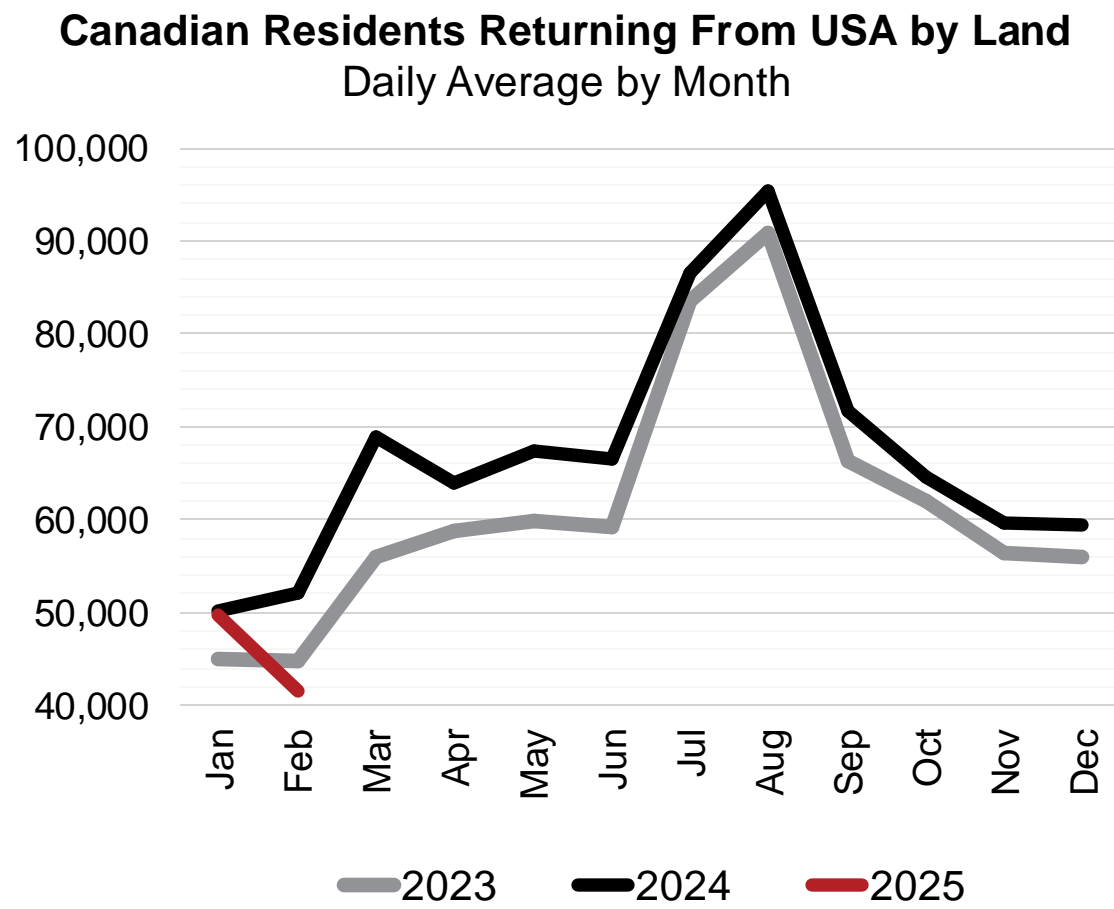
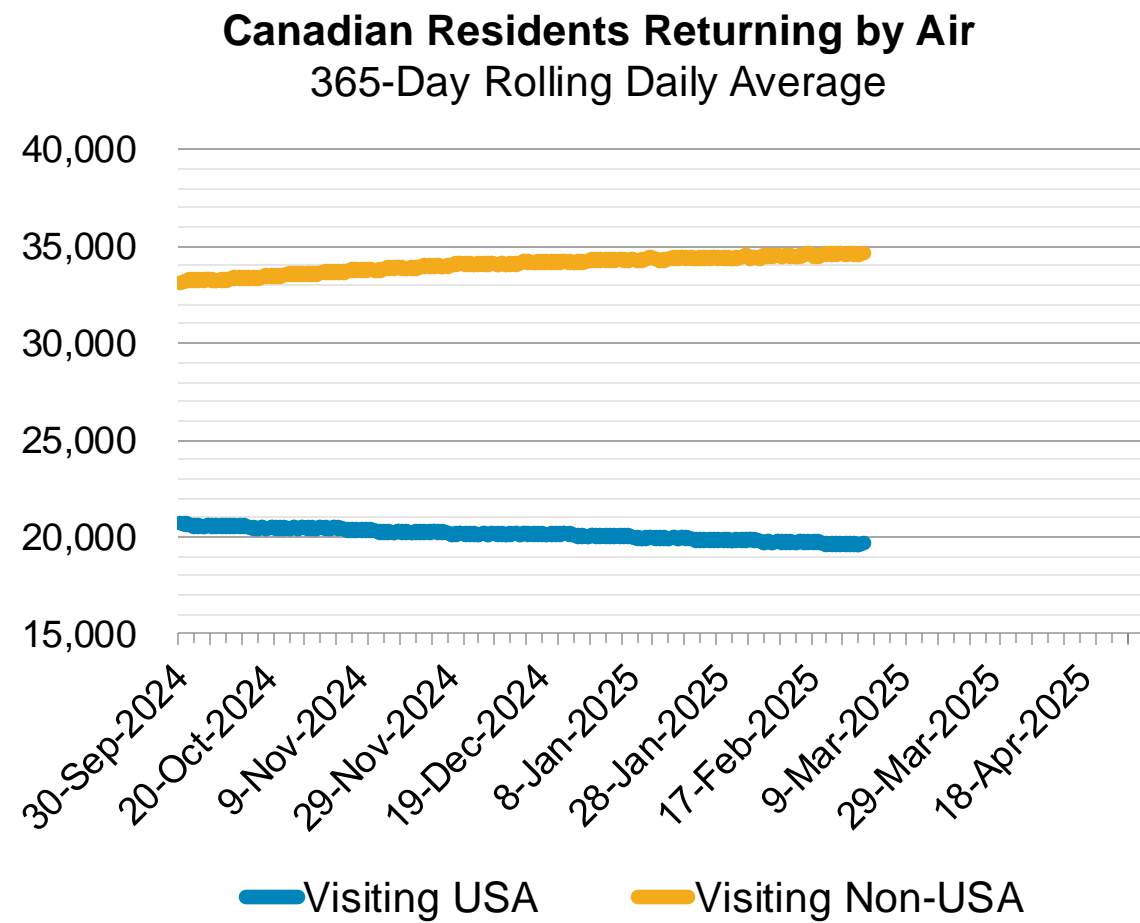
Other Regions Saw Load Factors Fall in March



Source: A4A member passenger airlines (Alaska/Hawaiian, American, Delta, JetBlue, Southwest, United) and branded code share partners

USD-CAD Exchange Rate and Other Factors Influencing Canadians' Desire to Visit USA

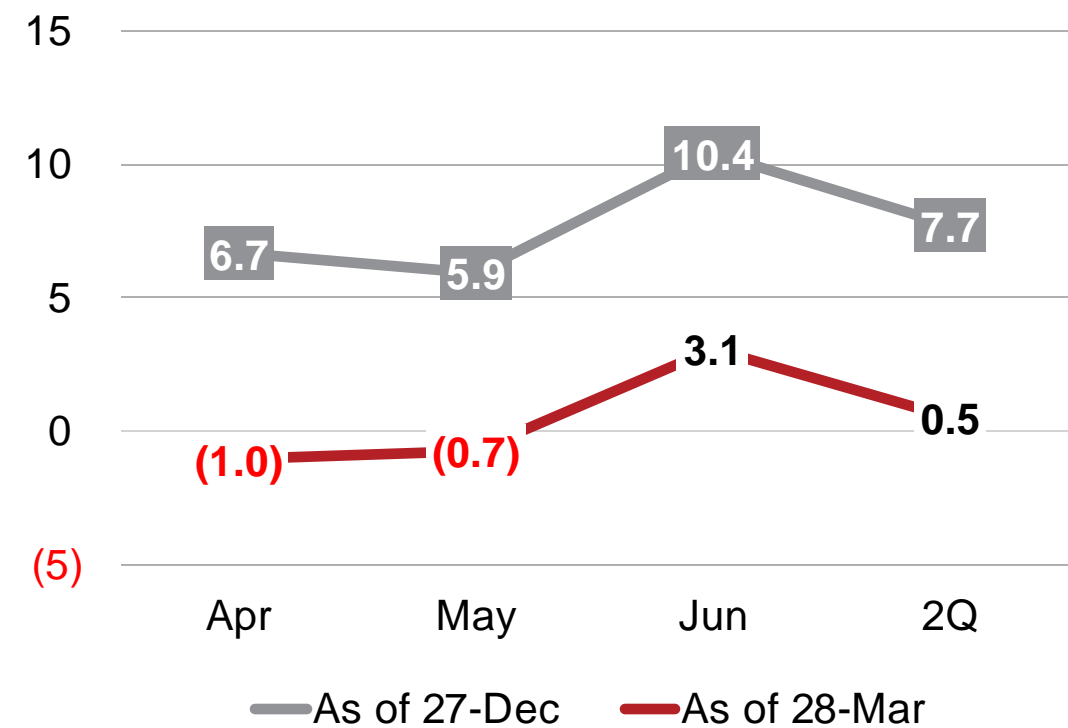
Note: Data Currently Available Through February 28



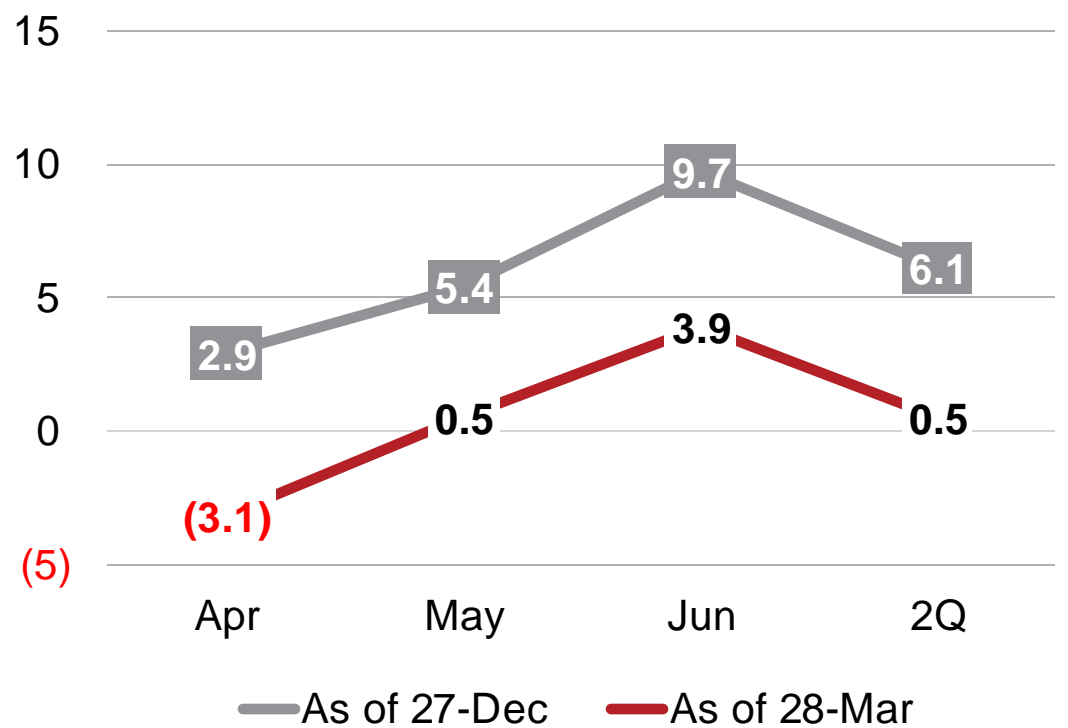
Source: Statistics Canada

Since the End of 2024, Airlines Have Significantly Pared U.S.-Canada Air Service for 2Q 2025

% Change YOY in Scheduled U.S.-Canada ASMs, 2025



% Change YOY in Scheduled U.S.-Canada Seats, 2025

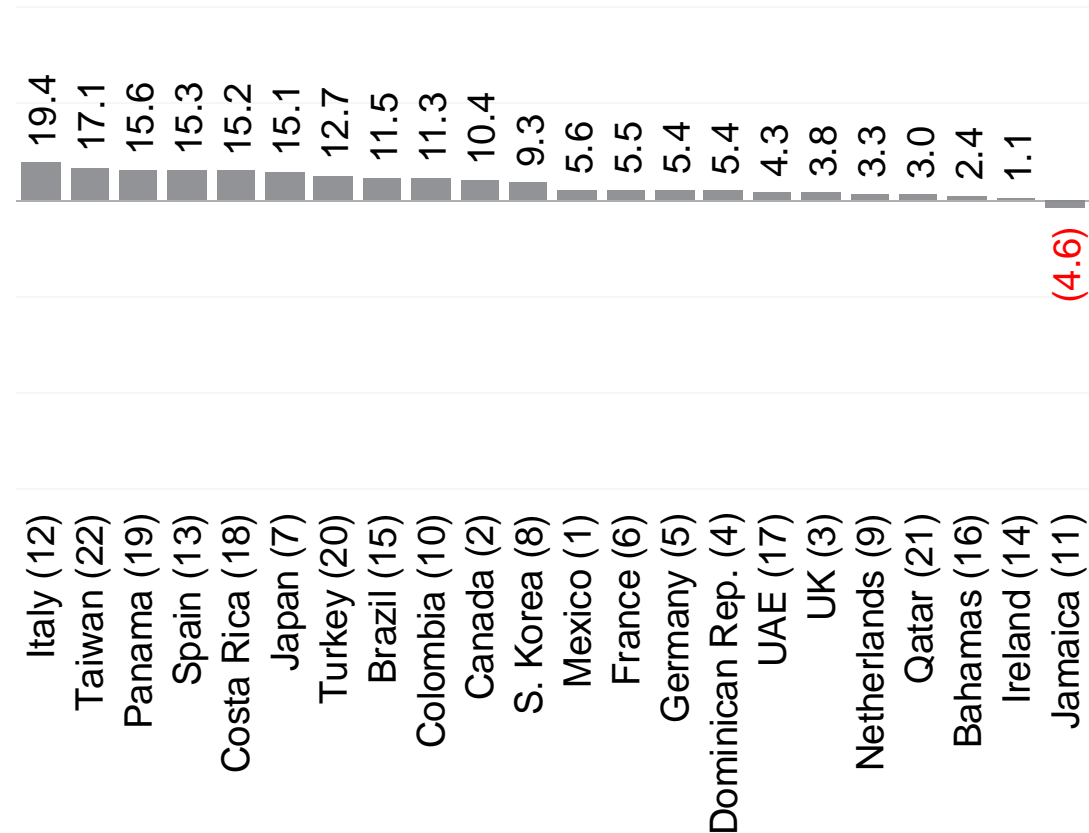


Sources: Cirium (March 28, 2025) published schedules for all airlines offering scheduled service between the United States and Canada

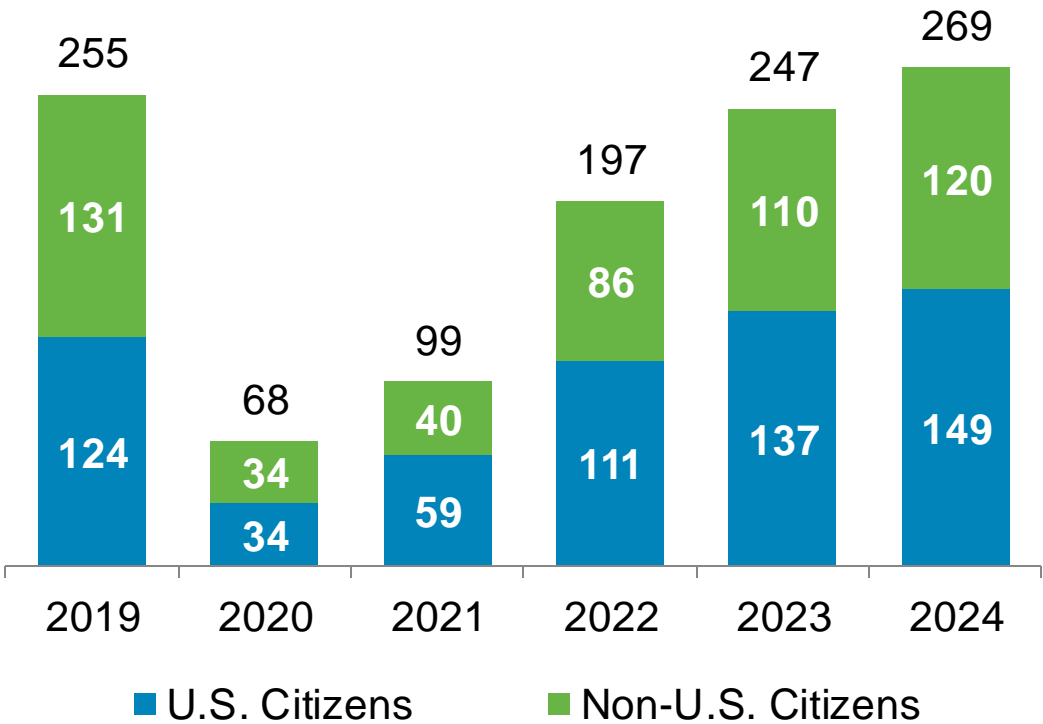
In 2024, U.S.-Italy Routes Saw a 19% YOY Increase in Passengers

2024 Change (%) in Passengers* vs. 2023

Note: 2023 Ranking in Parentheses



U.S.-International Airline Passengers (Millions) January through December

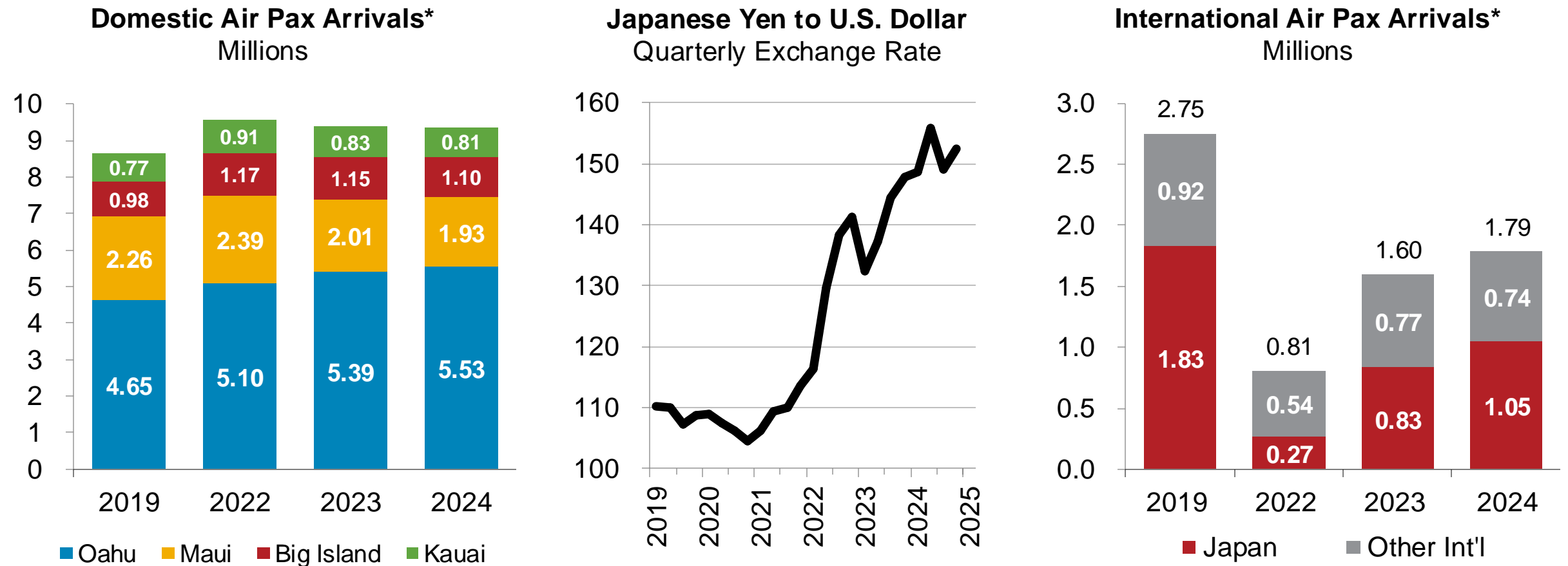


Source: DHS I-92 / APIS data compiled by U.S. Department of Commerce National Travel and Tourism Office

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

In Contrast to Other Hawaiian Islands, Domestic Arrivals to Oahu Rose in 2024

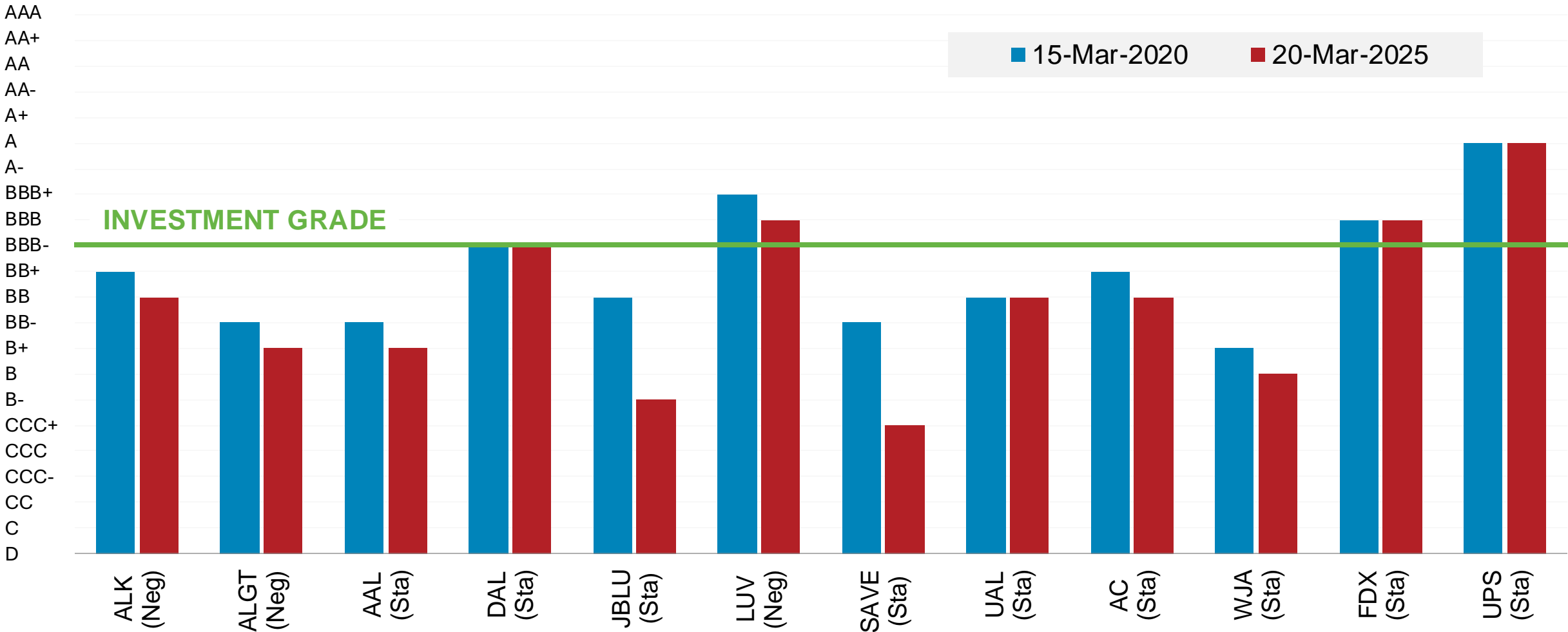
Hawaii Saw More Japanese Visitors in 2024, But International Air Arrivals Remained Well Below 2019



Source: Hawaii Department of Business, Economic Development & Tourism and Federal Reserve Bank of St. Louis * Includes returning residents, intended residents and visitors but exclude interisland and Canada passengers

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

Ratings Reflect Assessment of Financial Condition and Risk

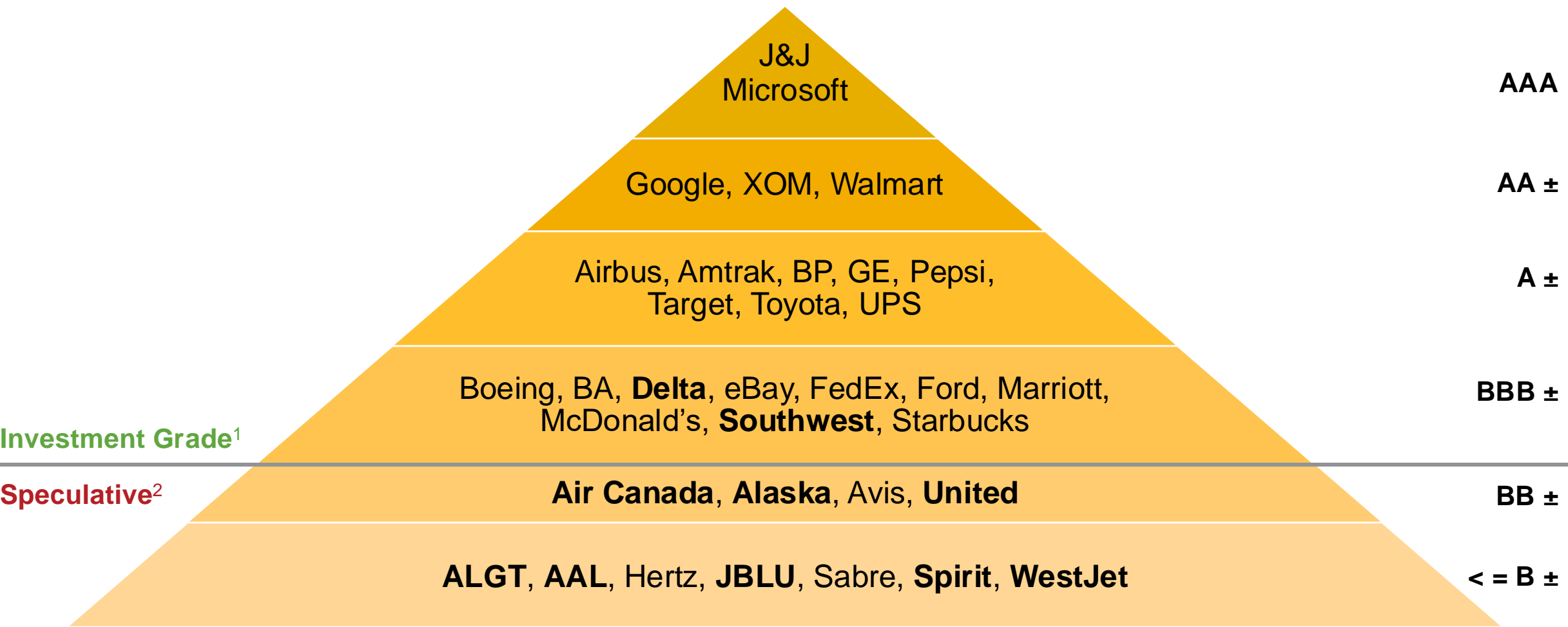


Source: Standard & Poor's issuer ratings and outlook (in parentheses) for publicly traded U.S. and Canadian carriers in the S&P coverage universe

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

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

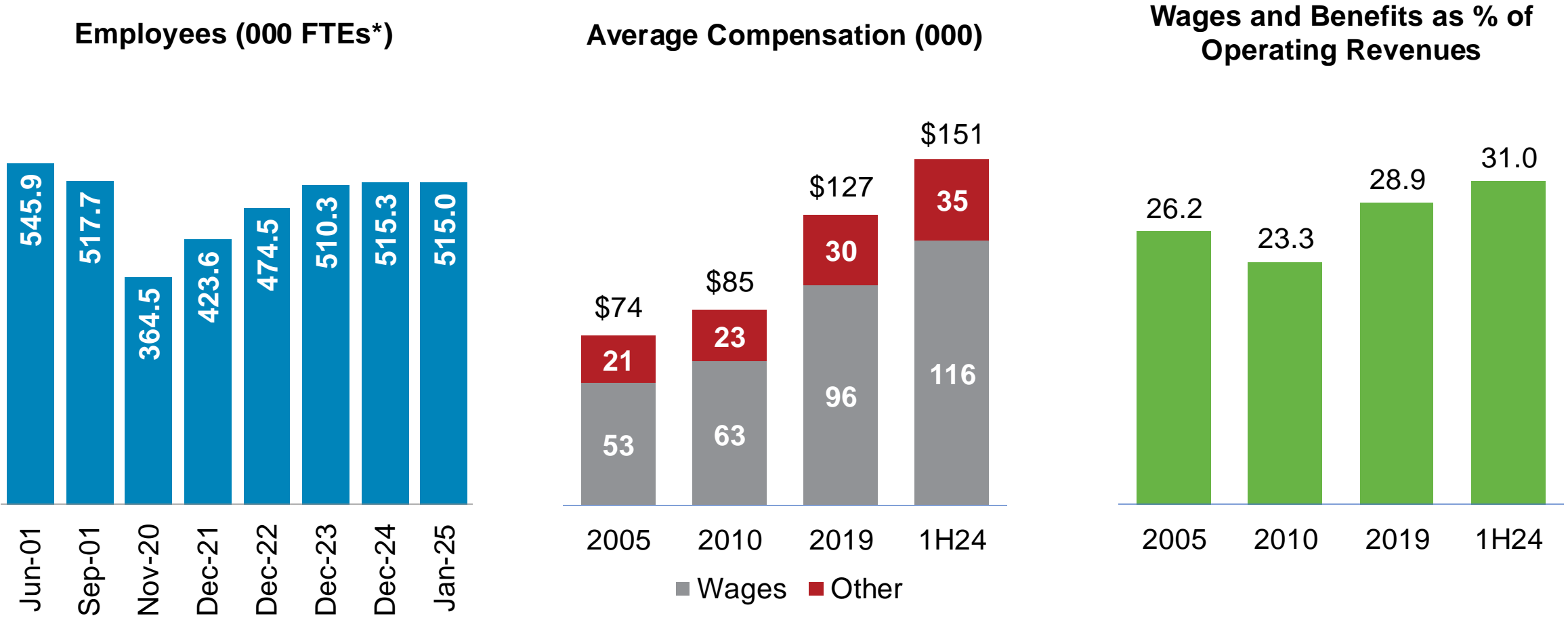
S&P Credit Ratings Reflect Assessment of Financial Condition and Risk for Selected Companies



Source: Standard & Poor's (**bold** = air-only companies) as of March 25, 2025

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

Firmer Financial Footing Has Enabled Airlines to Reinvest in Employees, Whose Average Wage Rose 85% from 2010-1H 2024 (vs. 43% U.S. CPI) and Who Now Garner 31% of Airline Revenues



Source: Bureau of Transportation Statistics for scheduled U.S. passenger airlines and A4A Passenger Airline Cost Index

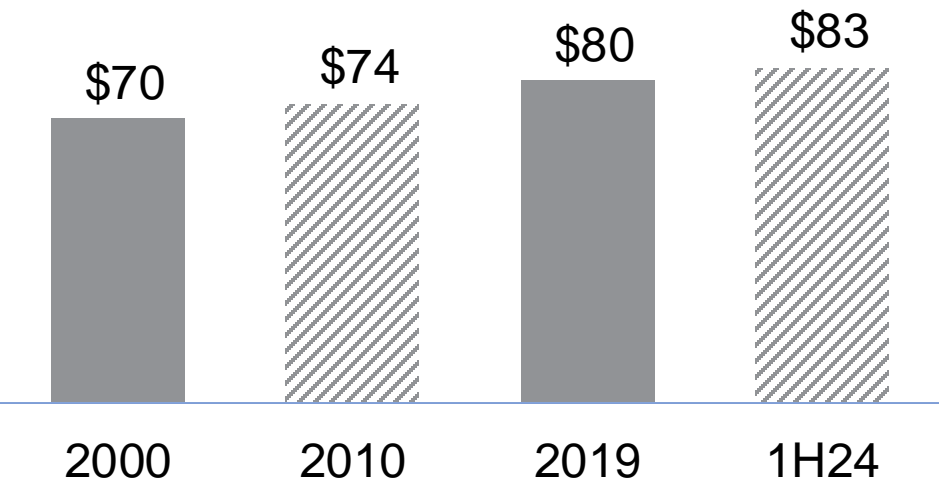
* Full-time equivalents (FTE) = full-time workers plus 0.5 * part-time workers

Real (Inflation-Adjusted) Airline Wages Grew 29% From 2010 to the First Half of 2024

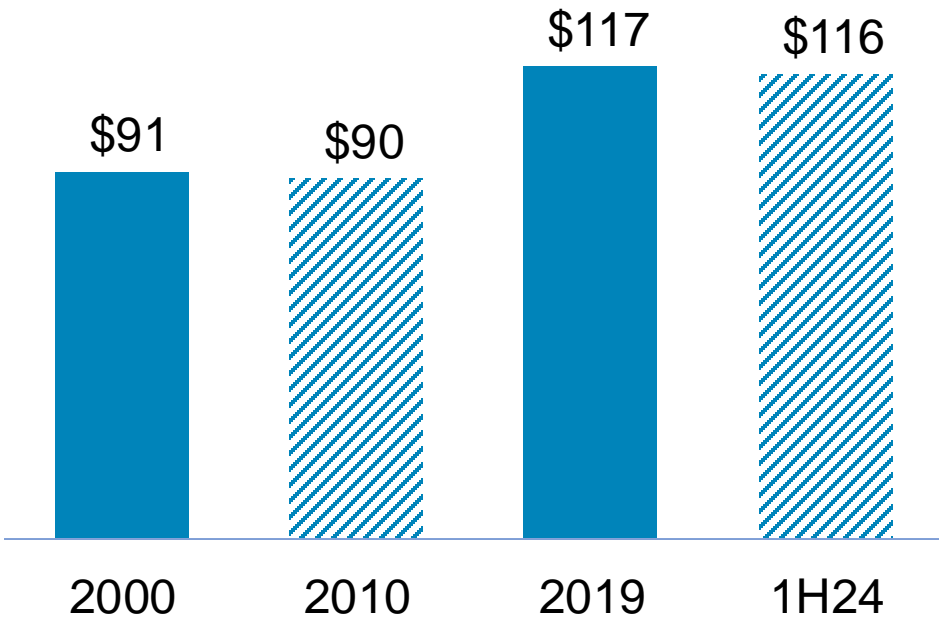
The Average Private Sector Wage Grew Just 12% in Real Terms Over That Period

Average Wage (000) in Constant 1H 2024 Dollars

U.S. Private Sector
Real Wages **Up 12%** Since 2010



U.S. Passenger Airlines
Real Wages **Up 29%** Since 2010

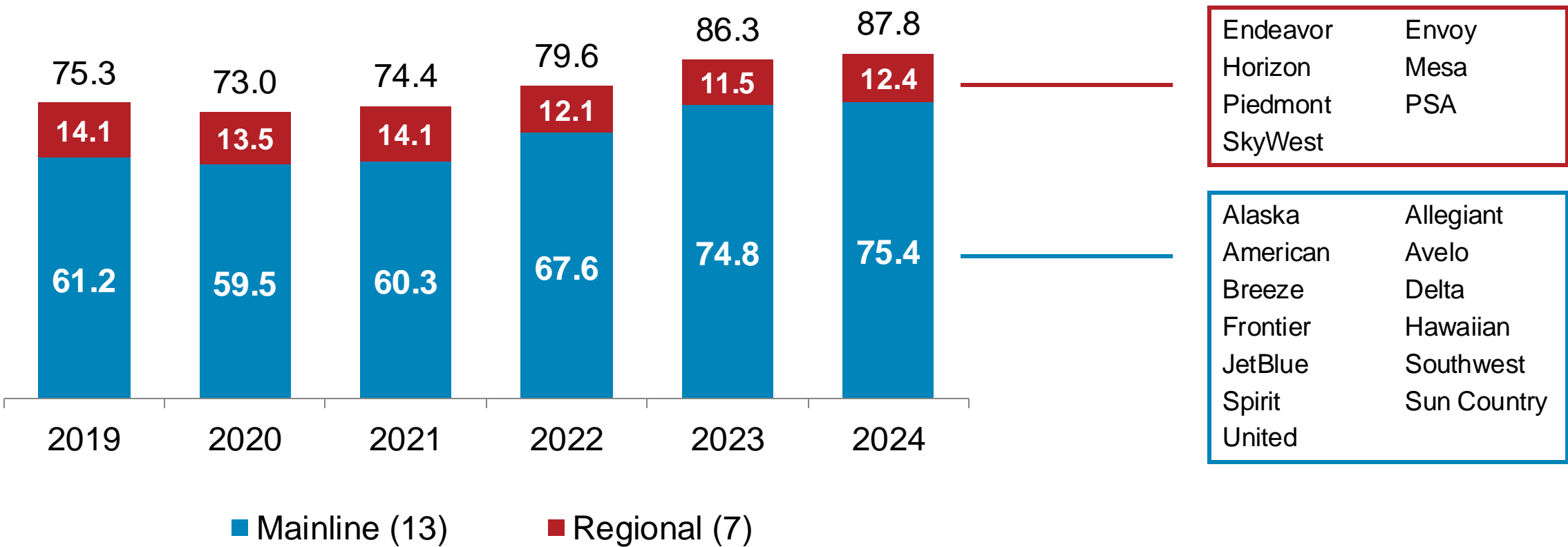


Source: A4A Passenger Airline Cost Index

U.S. Passenger Airlines Added ~1,500 Pilots in 2024 — Up 1.7% From 2023

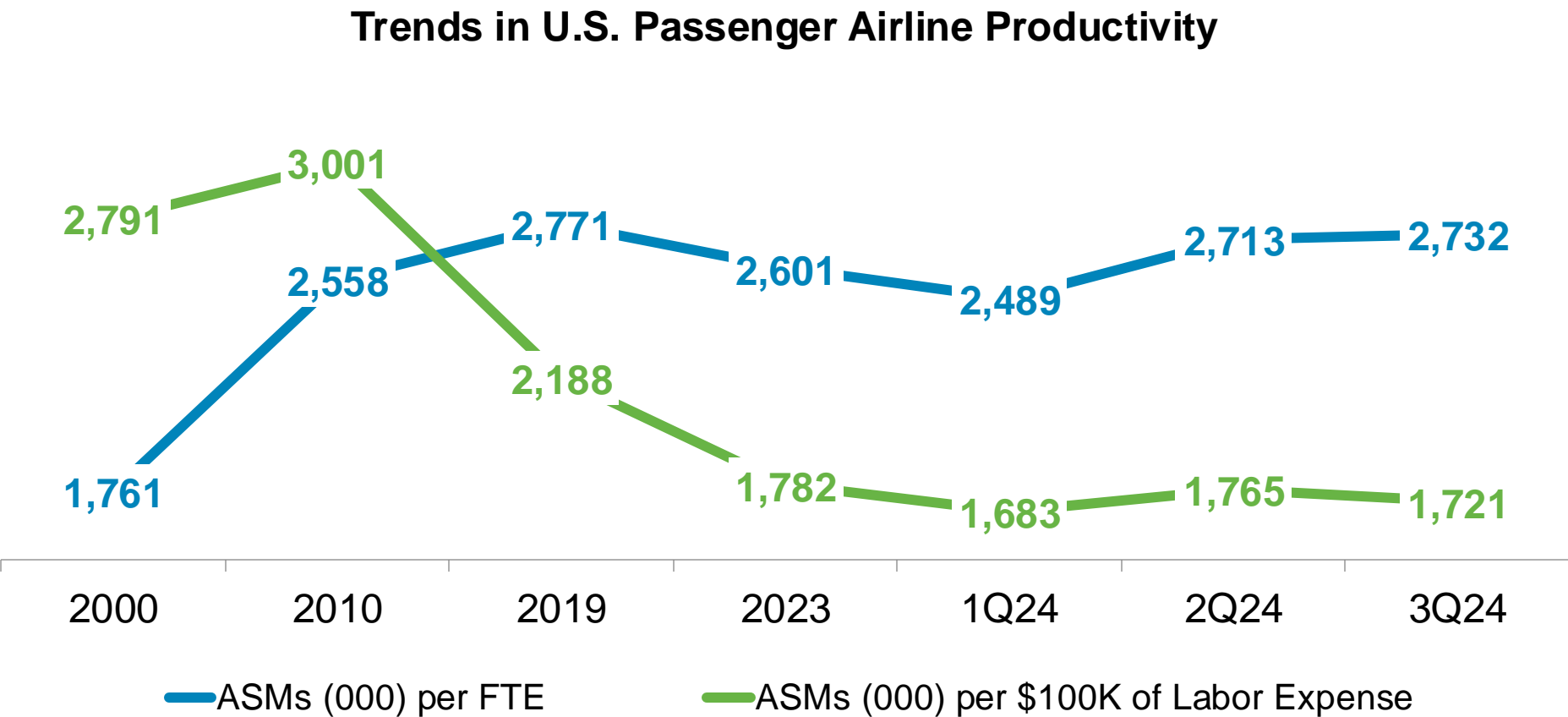
Mainline Pilot Levels Ended the Year 23% Above 2019, Regional Pilot Levels 12% Lower

Year-End Active Pilots (000) at 20 U.S. Passenger Airlines



Source: Company SEC filings or direct reports

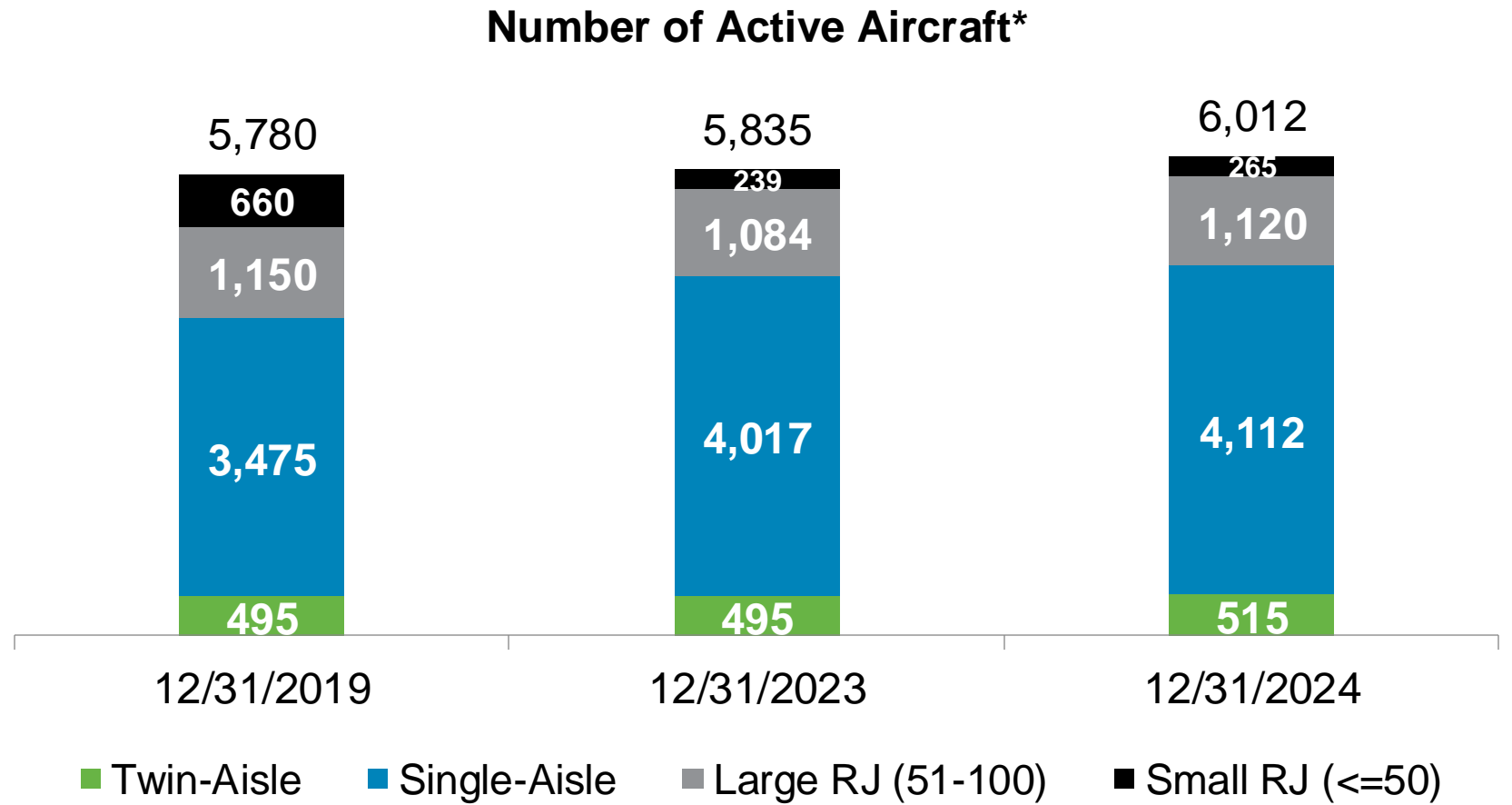
U.S. Airline FTE Productivity Recovering in 2024, But Labor-Dollar Productivity Down ~21% Greater Labor Expense Needed to Generate Pre-Pandemic Levels of Capacity



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

U.S. Passenger Airlines Ended 2024 Operating More Than 6,000 Aircraft — Up 232 From 2019

From 2019 to 2024, the Fleet of *Small Regional Aircraft* Declined by 395 Units (60%)



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

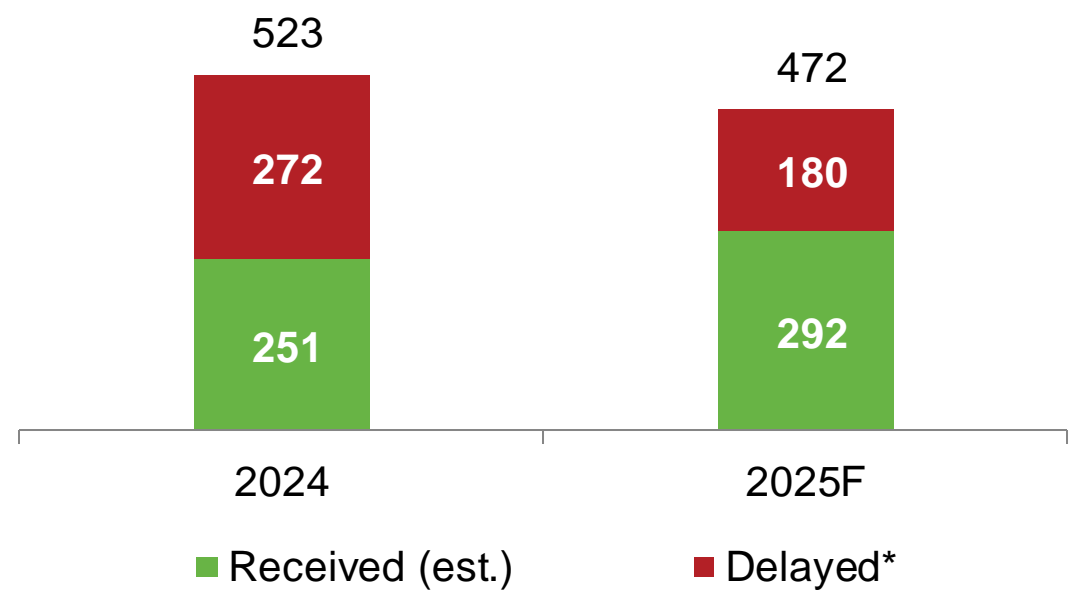
Aircraft Deliveries in 2024 and 2025 Reduced Materially by Production/Certification Delays

U.S. Passenger Airlines Received Just Half of Their Contractually Stipulated Aircraft Deliveries

“**A weakened supply chain**...is one of the main culprits. [T]he **dearth of airplanes** has left many carriers unable to respond fully to resurgent demand for air travel, growing competition and pressure to fly cleaner fleets.”

Bloomberg Government, “A Lost Decade of Planemaking Costs Airlines Thousands of Jets” (Oct. 29, 2024)

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



Example: United Aircraft Deliveries in 2025
(As of Dec. 31, 2024, per UAL 10-K)

Aircraft Type	Contractual	Expected	Diff
B787	28	9	(19)
B737 MAX 8	16	16	—
B737 MAX 9	68	28	(40)
A321 neo	23	20	(3)
Total	135	73	(62)

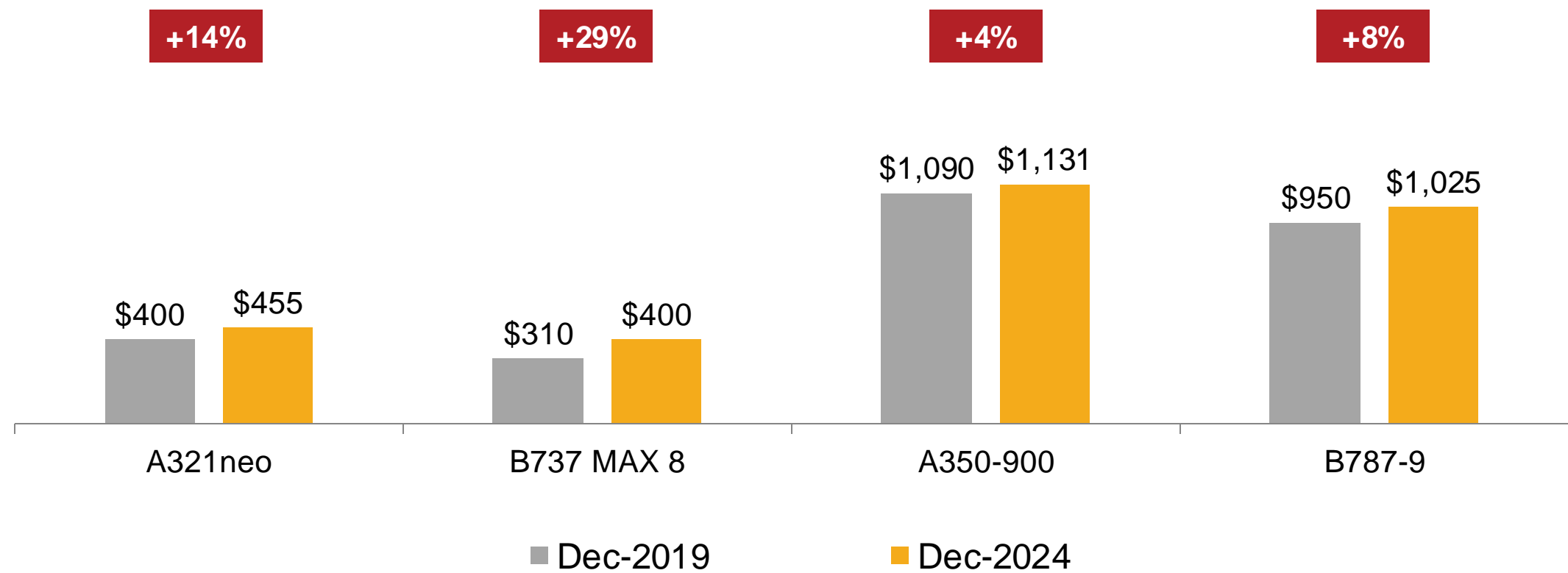
Source: Alaska/Hawaiian, Allegiant, American, Breeze, Delta, Frontier, JetBlue, Southwest, Spirit and United as of March 3, 2025

* 2024 based on contractual fleet plans as of 10/31/2023

Single-Aisle Airplanes Have Gotten Significantly More Expensive

Monthly Lease Rates on New Builds Reflect Supply Chain (e.g., Labor, Materials) Tightness

Monthly Market Lease Rates (000) for New Builds



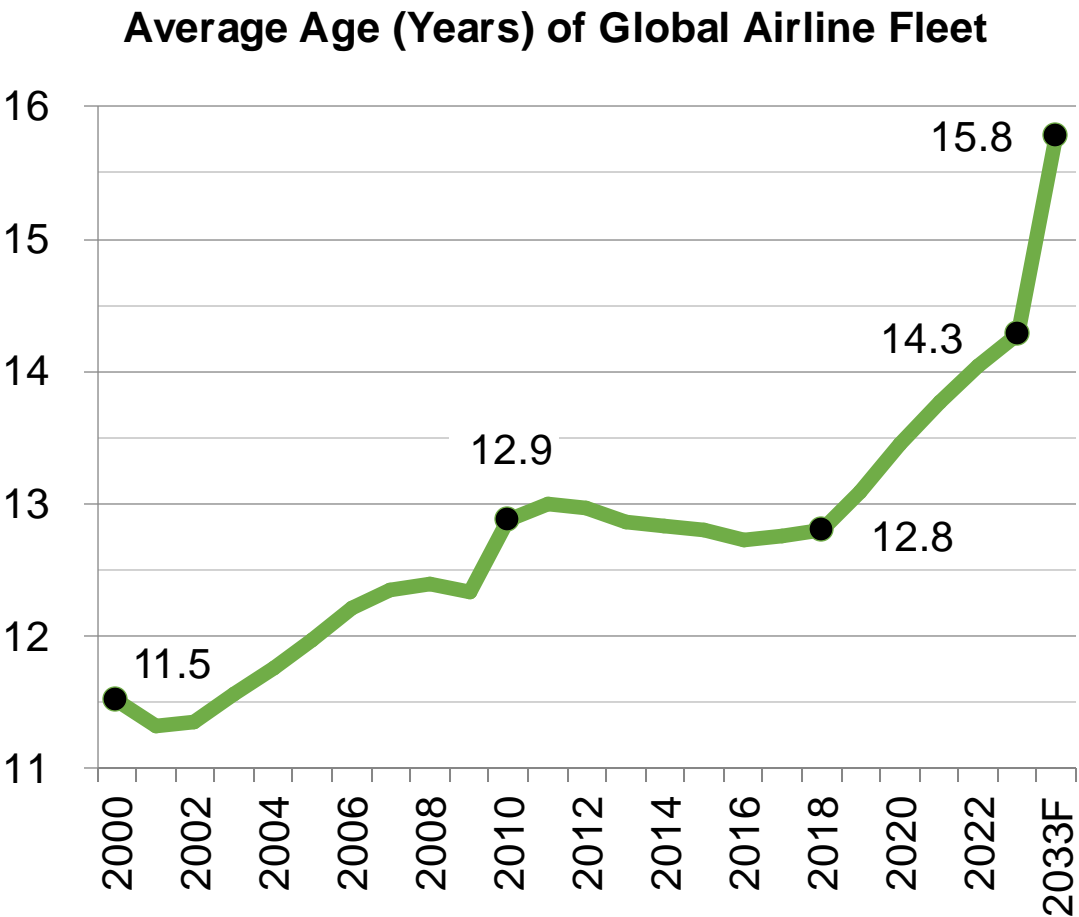
Source: Cirium and Deutsche Bank (January 2025)

Globally, Delivery Delays Are Translating to an Aging Fleet

Average Fleet Age Expected to Rise to ~16 Years by 2033

“**Commercial airplane fleets are aging at an alarming rate, and the implications**—ranging from higher maintenance, repair and overhaul costs to reduced ability to meet ambitious sustainability targets—**are troubling for operators**... [We do] not expect a return to 2018 delivery levels until around 2027, and that milestone may slip to the right with the fallout from strikes **and the whack-a-mole nature of supply chain bottlenecks that are difficult to contain**... To return the fleet age to 2019 levels by 2033, 5-10% more narrowbodies and 30-40% more widebodies would have to be delivered than are forecast to be handed over.”

Mike Stengel, AeroDynamic Advisory, “Up Front,”
Aviation Week & Space Technology, (Nov. 25, 2024)



Source: CAPA (<https://centreforaviation.com/>) and Mike Stengel, AeroDynamic Advisory, *Aviation Week & Space Technology*, (Nov. 25, 2024)

* Based on contractual fleet plans as of 10/31/2023

Supply Chain Issues Are Exacerbating Airline Cost and Operating Pressures

Tight Capacity of Maintenance/Repair/Overhaul (MRO) and Parts Could Last Several Years

“External MRO capacity is not likely to move materially higher in the near-term, as facility operators are concerned about overcapacity in the future. The view here is that MROs are likely only 25% of the solution. To get out of this environment, it’s going to take higher OE production, which should accelerate retirements and allow for more parts scrapping. **All indicators are that it should take another two and half to three years before that plays out.**” (Stephen Trent, AeroDynamic Advisory, Nov. 13, 2024)

“Integral parts of the supply chain like engines are also seeing delays, with CFM’s delivery target for LEAP engines in 2024 now down 10% year-over-year vs. up 20% to 25% in February 2024. **Aircraft availability is further exacerbated by tight MRO supply, both in terms of slot availability and longer turnaround times. Several airlines in the US are also materially impacted by mandatory accelerated maintenance** for GTF-powered A230neos and A220s...” (Catherine O’Brien, Goldman Sachs Equity Research, Nov. 15, 2024)

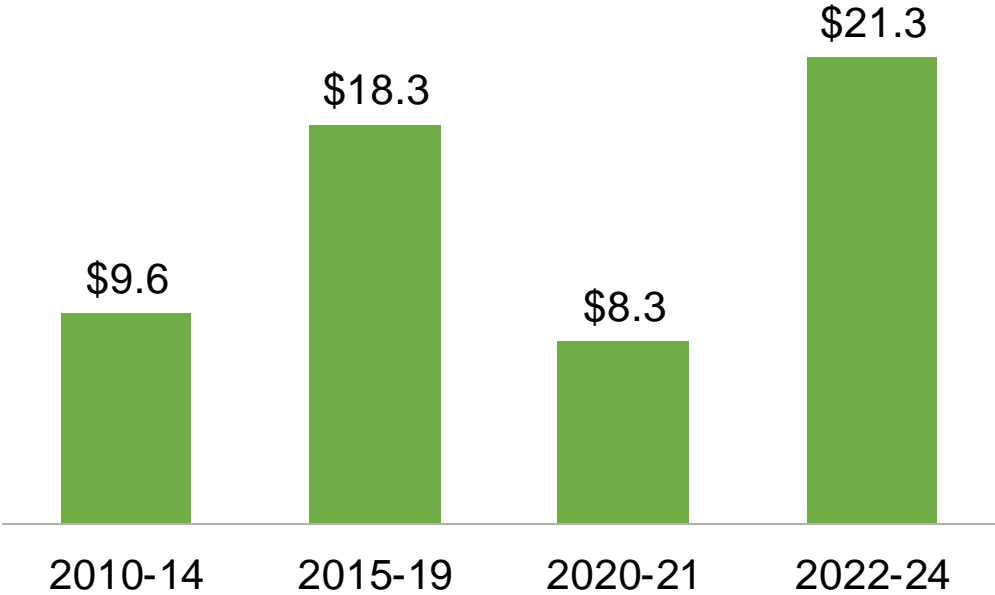
“For airlines, an aging fleet **increases pressure on maintenance costs**... Inflation has certainly played a role..., **but older fleets also drive nonroutine tasks during maintenance events, and parts become more difficult to source**... [M]ost airlines will find their options limited...” (Mike Stengel, AeroDynamic Advisory, Nov. 25, 2024)

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

Financial Recovery Has Enabled Record Rates of Reinvestment, Averaging \$21B Annually



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

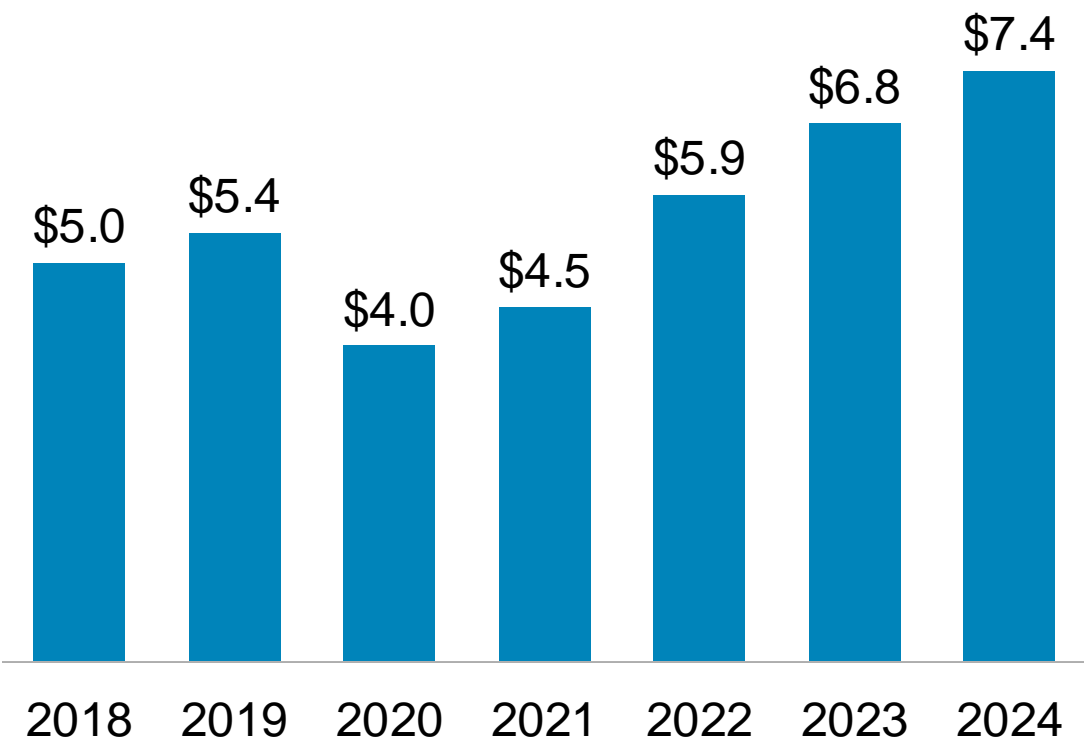


* Includes payments made for aircraft and other flight equipment, ground and other property and equipment (e.g., baggage carts, lavatory trucks, deicing vehicles), airport and other facility construction and technology
Sources: CapEx from SEC filings of Alaska/Hawaiian, Allegiant, American, Delta, Frontier,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

From 2022-2024, U.S. Passenger Airlines Spent ~\$20 Billion on Information Technology

Goal: Boost Operational Resiliency/Redundancy/Security and Customer Self-Service Functionality

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



Making it easier for travelers to:

- Shop for tickets
- Modify itineraries
- Check in for their journeys
- Navigate airports
- Check and/or track bags
- Stay apprised of flight status
- Redeem vouchers/loyalty points

Sources: Alaska/Hawaiian, Allegiant, American, Avelo, Breeze, Delta Frontier, JetBlue, Southwest, Spirit, Sun Country, United

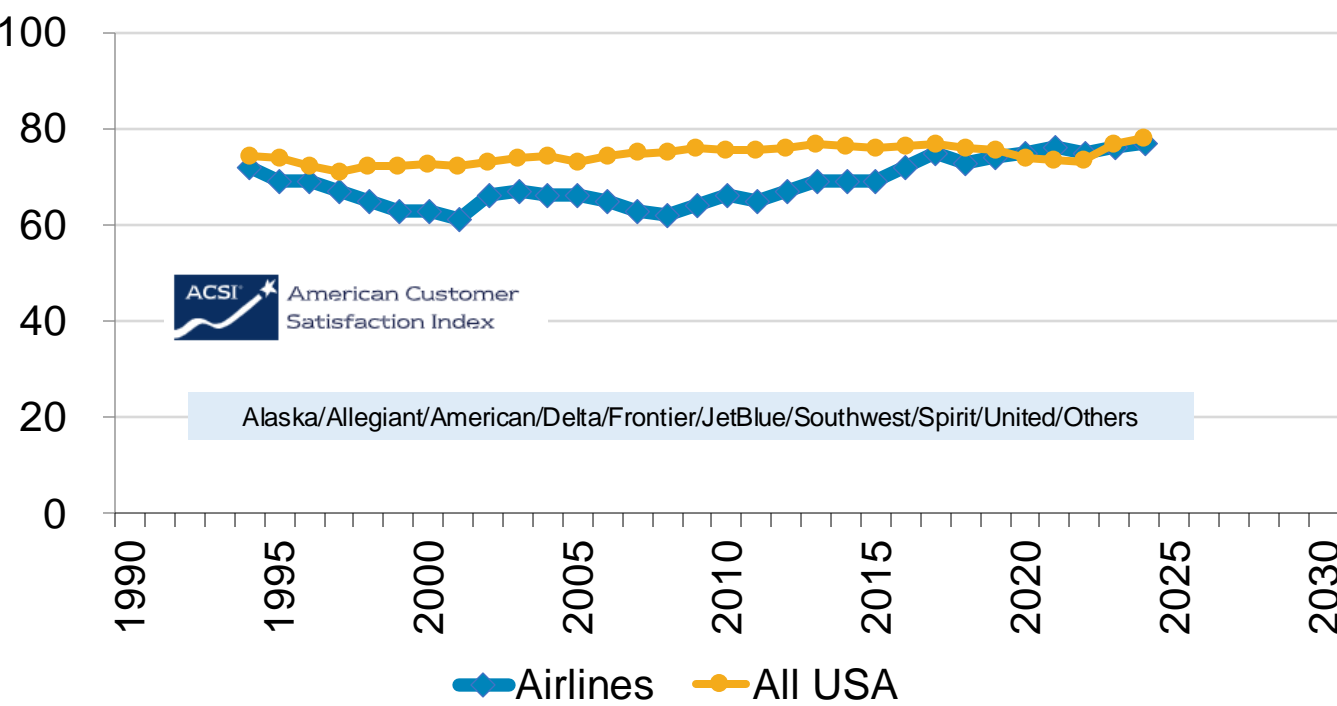
* IT operating expenses plus capital expenditures, net of depreciation (where available)

ACSI Airline Customer Satisfaction Index Reached an All-Time High in 2024

Airlines Scored 80+ on 14 of the 19 Satisfaction Benchmarks; Scores Rose on All 19 From 2019-2024

“Carriers have bounced back strongly, showing that **innovations and service improvements implemented during the last two years have resonated with customers.**”

Forrest Morgeson, Dir. of Research Emeritus, (April 23, 2024)



Satisfaction Benchmark	2019	2024	Diff
Ease of making reservation	81	84	+3
Mobile app quality	82	84	+2
Mobile app reliability	82	84	+2
Ease of check-in	82	83	+1
Website satisfaction	80	83	+3
Cabin and lavatory cleanliness	78	82	+4
Courtesy: flight crew	80	82	+2
Baggage handling	79	81	+2
Boarding experience	79	81	+2
Call center satisfaction	78	81	+3
Courtesy: gate staff	80	81	+1
Timeliness of arrival	80	81	+1
Loyalty program	75	80	+5
Range of flight schedules	77	80	+3
Overhead storage	73	79	+6
Food and beverage: purchased	73	78	+5
Inflight entertainment	71	78	+7
Food and beverage: free	73	76	+3
Seat comfort	69	76	+7

Source: The American Customer Satisfaction Index (ACSI®), the only national cross-industry measure of customer satisfaction, measures the satisfaction of U.S. household consumers with the quality of products and services offered by firms with significant share in U.S. markets. The ACSI Travel Study 2023-2024 reflects interviews with 16,352 customers, chosen at random and contacted via email between April 2023 and March 2024.

ACSI Study Shows Airline Customer Satisfaction in Line With Other Transport/Travel Sectors

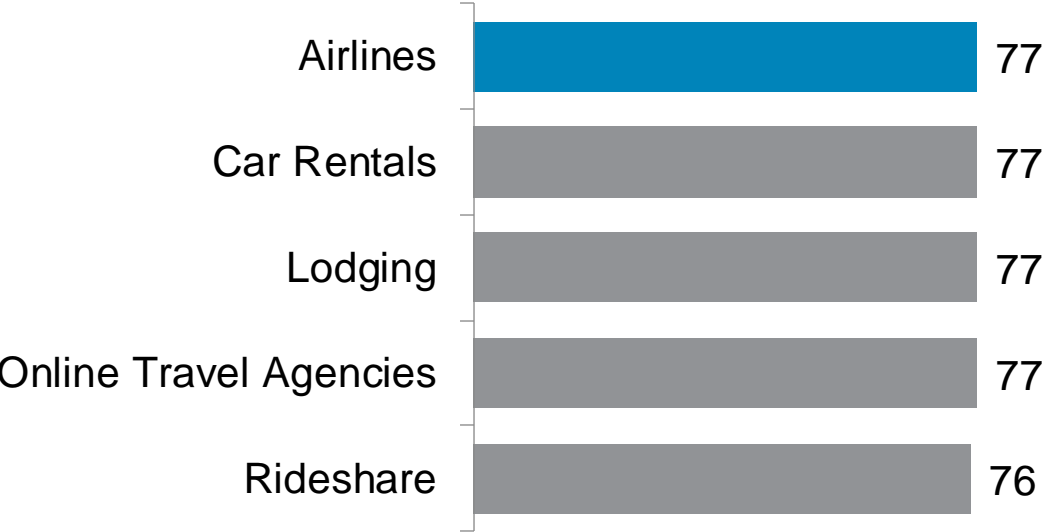
Latest Survey Research Shows Airlines Tied With Car Rentals/Lodging/OTAs, Ahead of Rideshare



The National Cross-Industry
Measure of Customer
Satisfaction

ACSI: “**Airlines today face more challenges than perhaps any other industry but are rising to the task.** Ensuring passenger safety, satisfaction, and profitability can seem daunting, but ACSI’s solution forecasts the expected results from various improvement strategies in terms of customer satisfaction, retention, and financial returns.”

Customer Satisfaction Scores (0 to 100) by Industry



Source: The American Customer Satisfaction Index (ACSI®), the only national cross-industry measure of customer satisfaction, measures the satisfaction of U.S. household consumers with the quality of products and services offered by firms with significant share in U.S. markets. The ACSI Travel Study 2023-2024 reflects interviews with 16,352 customers, chosen at random and contacted via email between April 2023 and March 2024.



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