



Airlines for America[®]

We Connect the World

The State of U.S. Commercial Aviation

Updated June 5, 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

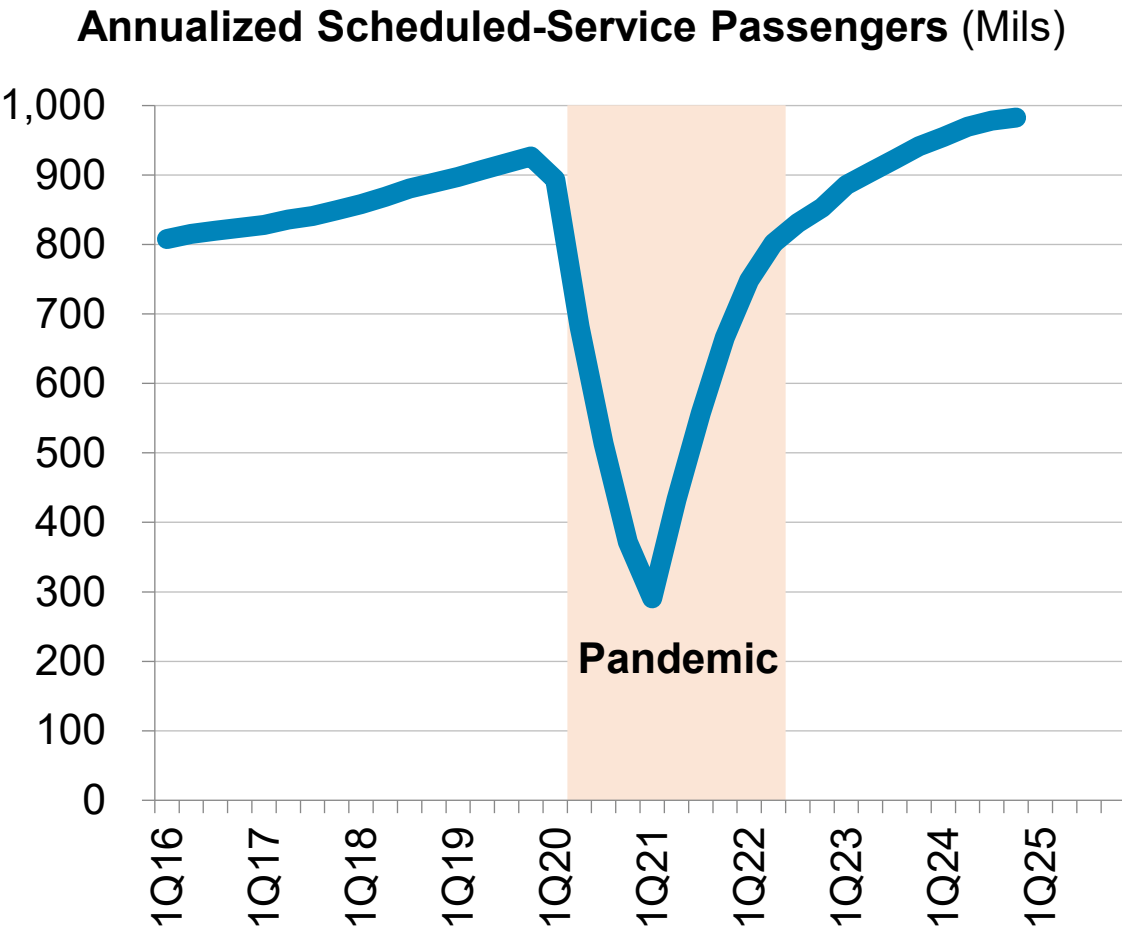
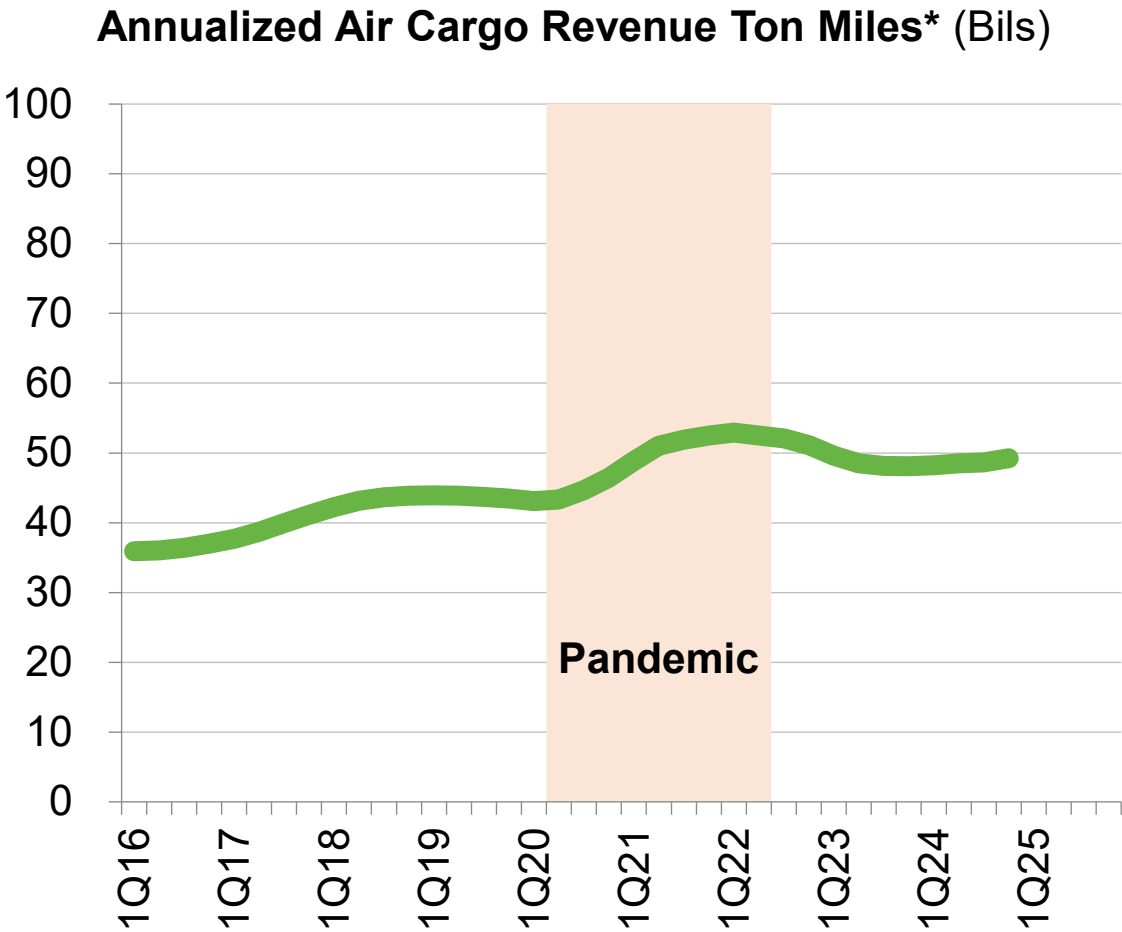
* Headcount as of Dec-2024; other statistics reflect daily average for 2024

Key Points

- » Demand is healthy, but many airlines have seen a **slowdown in domestic main cabin bookings**.
 - » **YOLOism** and the substantial increase in **workplace flexibility** have been positive forces.
- » Air cargo demand remains solidly above 2019 levels but is likely to be impacted by trade wars.
- » 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.
- » Most airlines are pursuing high-margin revenue diversification, earnings durability, equity appreciation and balance sheet fortification.

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

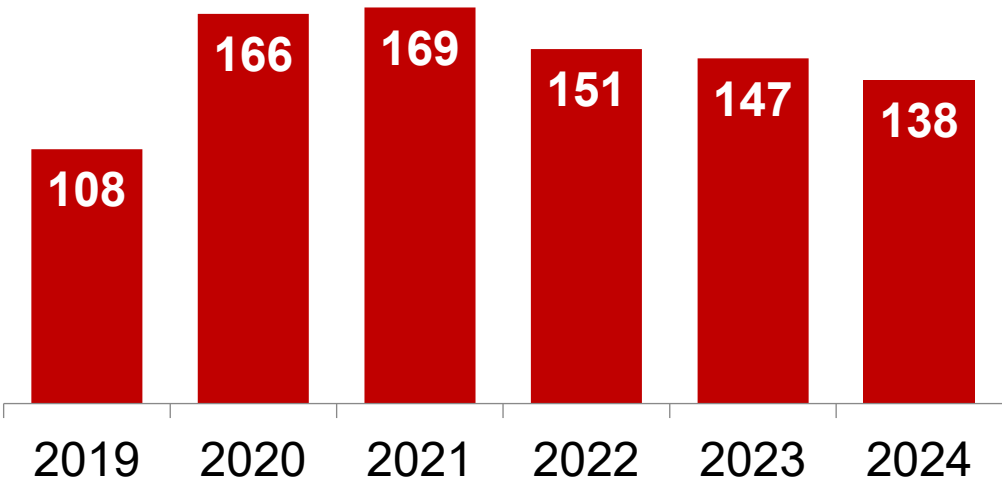
Airlines Have Prioritized Debt Reduction, Accompanied by Heavy Cash Outlays for Interest

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

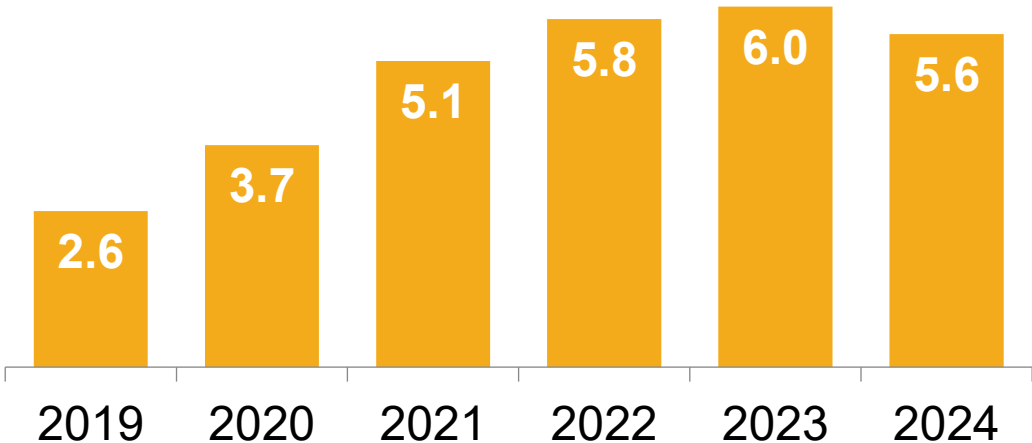
“To suggest that the airlines should have better prepared for this environment seems akin to suggesting Pompeii should have invested more heavily in firefighting technology.” (Jamie Baker, JPMorgan, March 22, 2020)

“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)

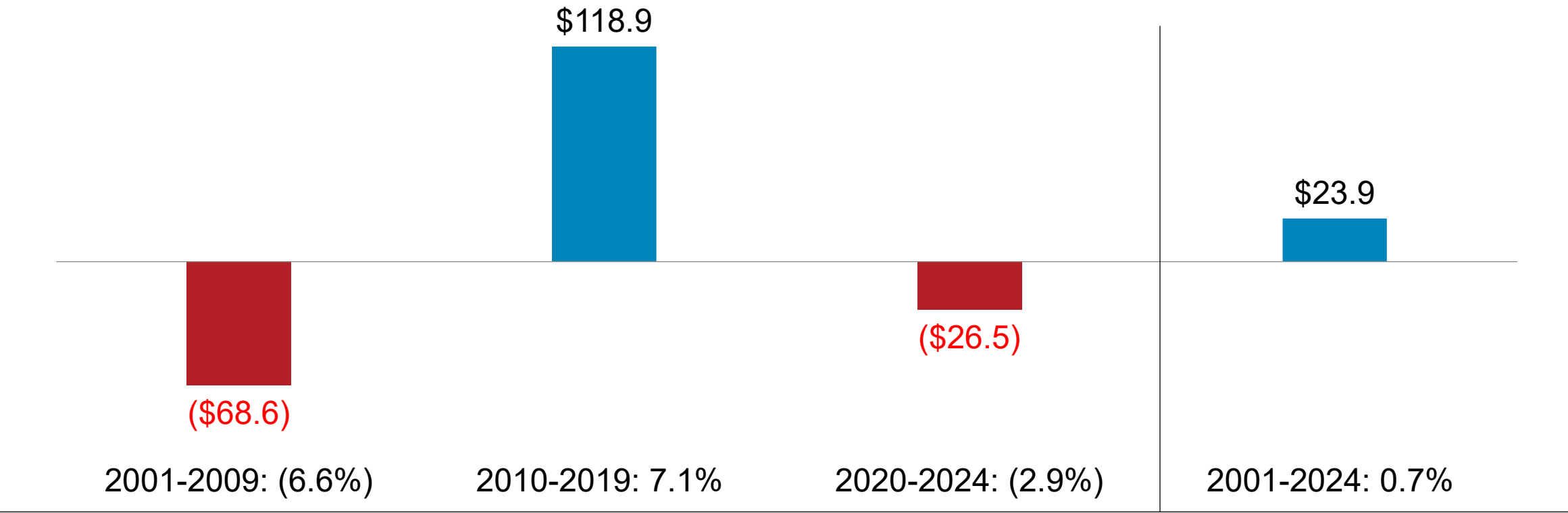


Source: Alaska/Hawaiian, Allegiant, American, Delta, Frontier, JetBlue, Southwest, Spirit, Sun Country and United 10-Ks

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

From 2001-2024, U.S. Airlines Posted a 0.7% Pre-Tax Profit Margin
From 2020-2024, \$26.5 Billion in Pre-Tax Losses Translated to a Negative 2.9% 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

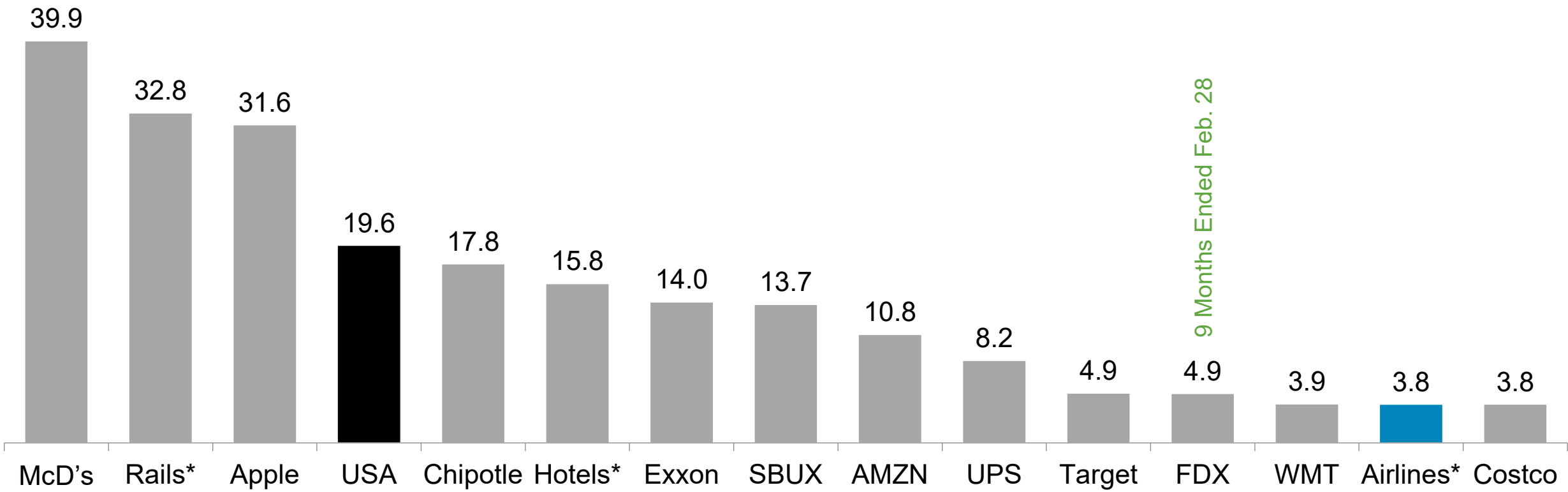
Source: SEC filings of Alaska/Hawaiian, Allegiant, American, Delta, Frontier, JetBlue, Southwest, Spirit, Sun Country and United

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

McDonald's Was Over 10 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



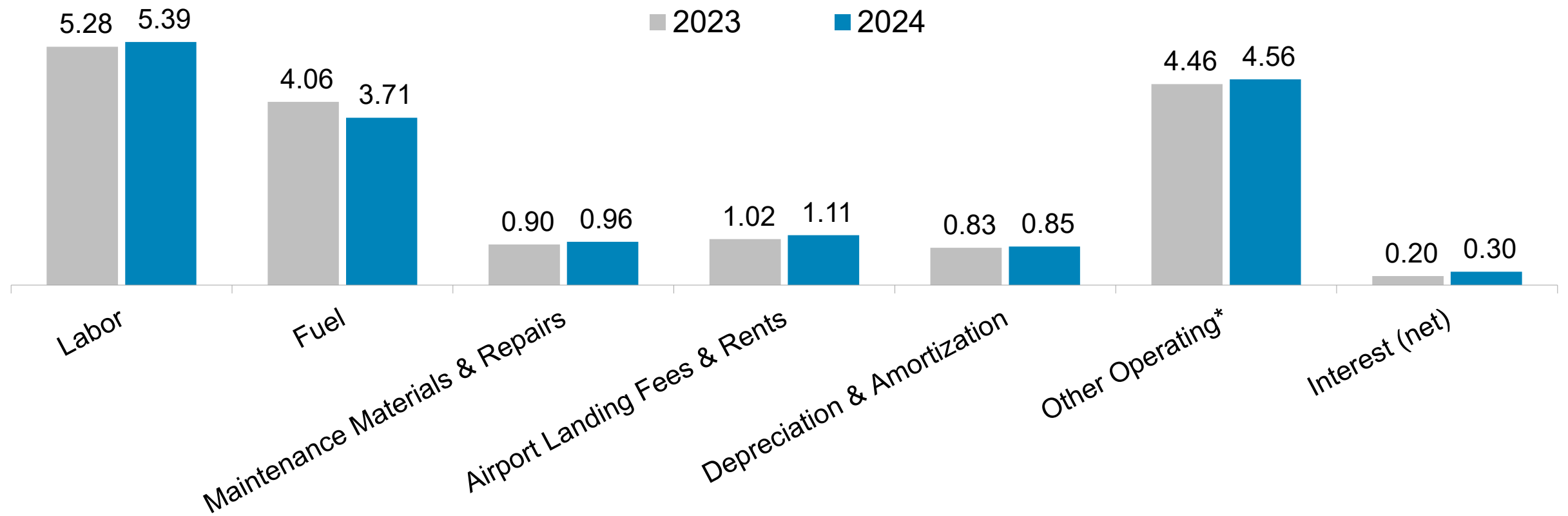
Sources: Bureau of Economic Analysis, DOT Form 41 and SEC filings

* Airlines = U.S. passenger airlines; 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



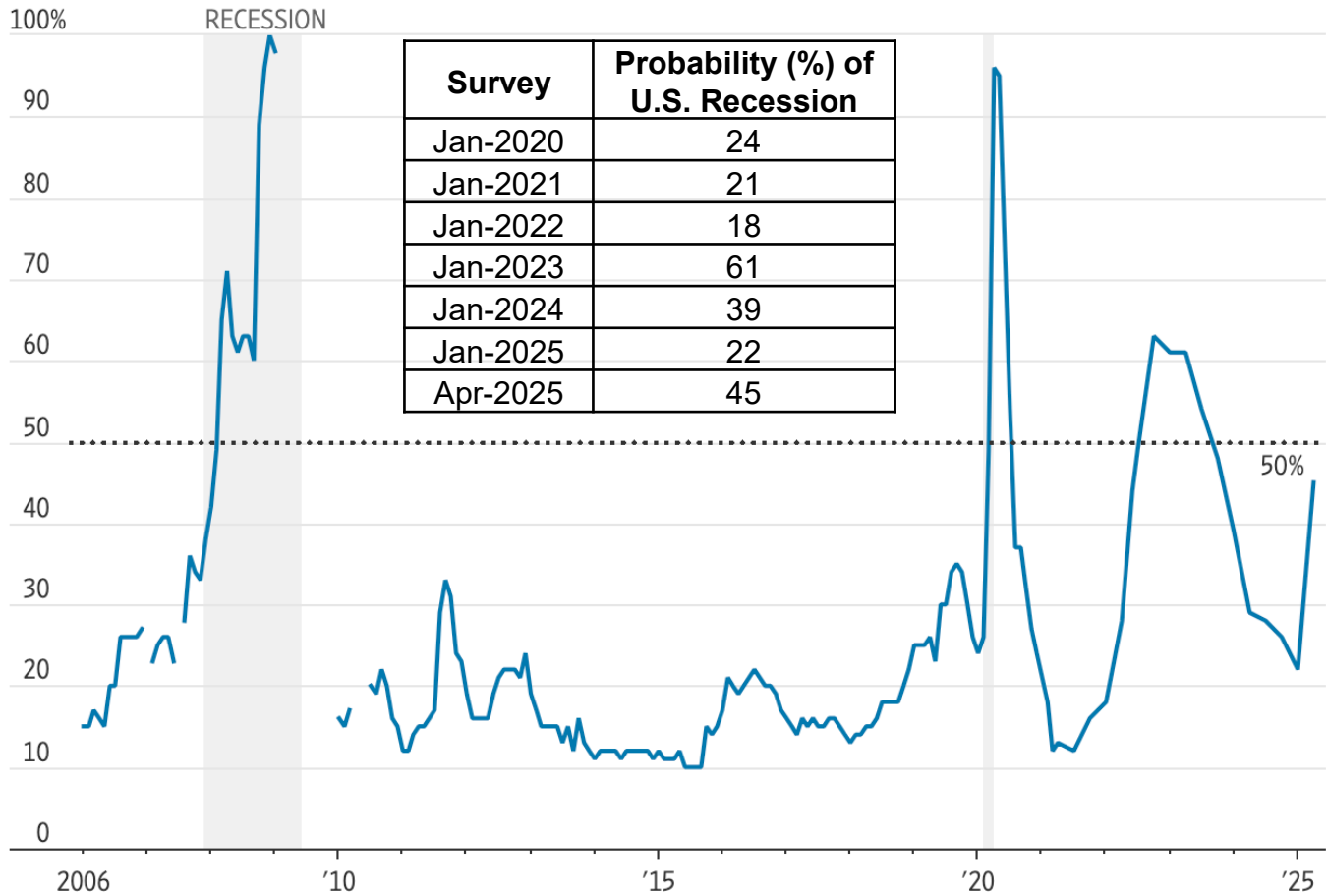
Source: SEC filings of Alaska/Hawaiian, Allegiant, American, Delta, Frontier, JetBlue, Southwest, Spirit, Sun Country and United

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

Versus January, Economists Now Deem U.S. Recession Within Next 12 Months Twice as Likely

Probability Doubled From 22% to 45%

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*

Apr-2025 — *Economic Outlook Dives Just Three Months Into Trump's Term*

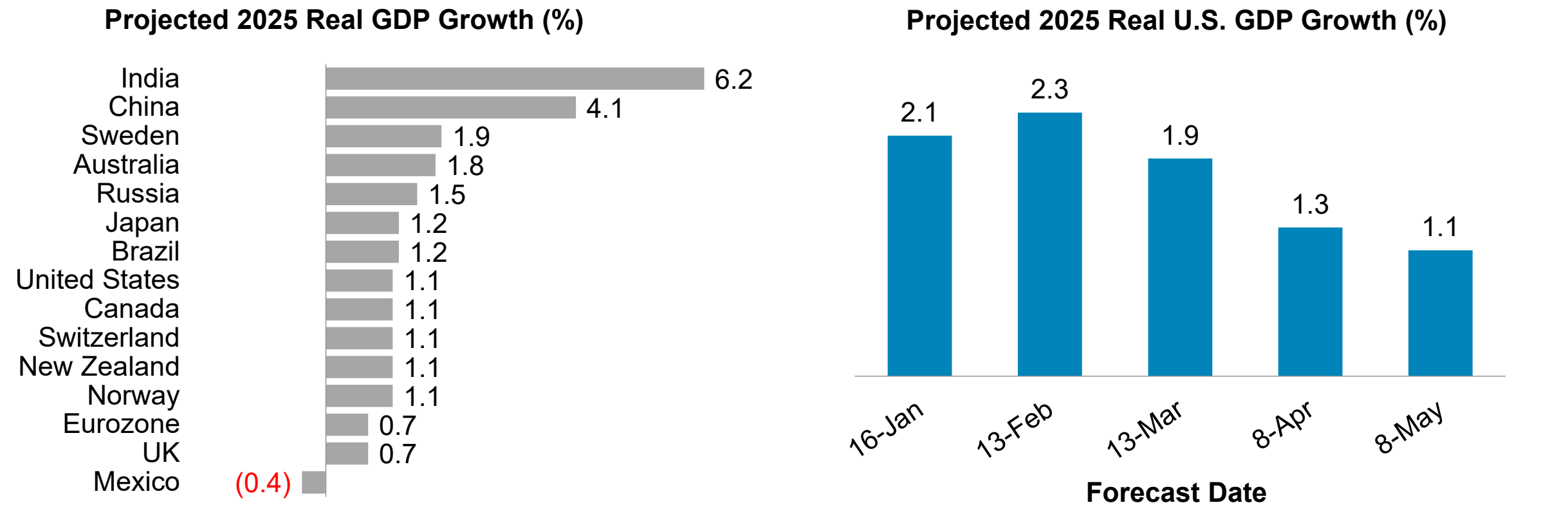
“Economists expect U.S. gross domestic product after inflation to expand just 0.8% in the fourth quarter from a year earlier, according to the survey’s average estimate. That is down from a forecast of 2% GDP growth in January. If accurate, it would make this year the economy’s worst since 2020...”

Source: The Wall Street Journal Economic Forecasting Survey and “Economic Outlook Dives Just Three Months Into Trump’s Term,” *The Wall Street Journal* (April 12, 2025)

Advanced Economies Are Expected to Grow Less Than 2% in 2025

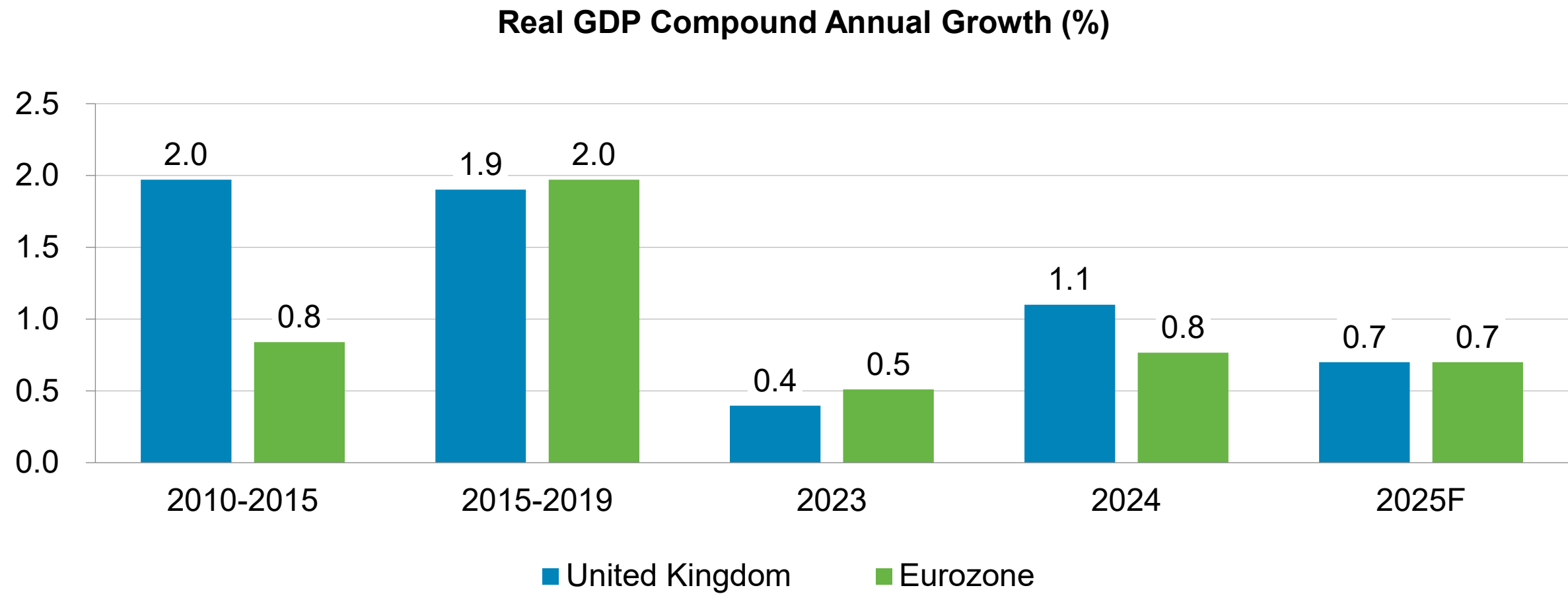
U.S. and Canada Expected to Grow Just 1.1%; Eurozone and UK to Grow Sub 1%; Mexico to Contract

“Our forecast looks for the big drag from trade that swamped robust domestic demand in Q1 to reverse in the remaining quarters of the year, with **domestic demand coming down** and net exports providing a modest, but fading, lift through year-end. **The upshot is a bumpy ride for GDP growth.**”



Source: Wells Fargo 2025 International Economic Outlook (May 8, 2025)

In 2025, Europe's Economy Is Expected to Grow Less Than 1% Substantially Below Annual Growth Rates Experienced in 2015-2019

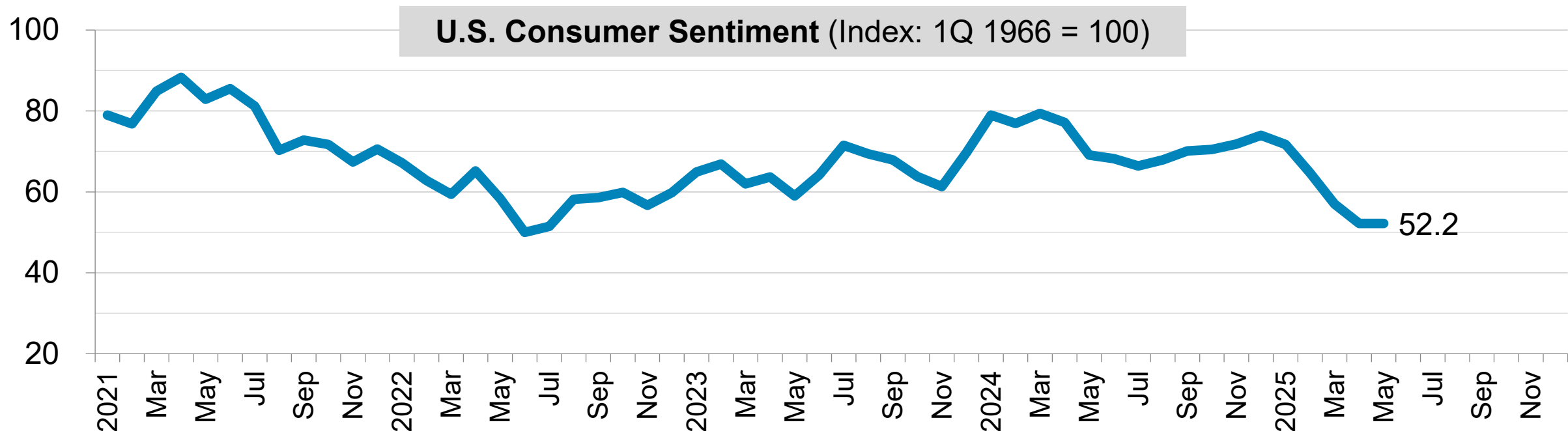


Source: Historical rates from UK Office of National Statistics and Eurostat (via Federal Reserve Bank of St. Louis); forecast from Wells Fargo 2025 International Economic Outlook (May 8, 2025)

In May, U.S. Consumer Sentiment Was Unchanged From April

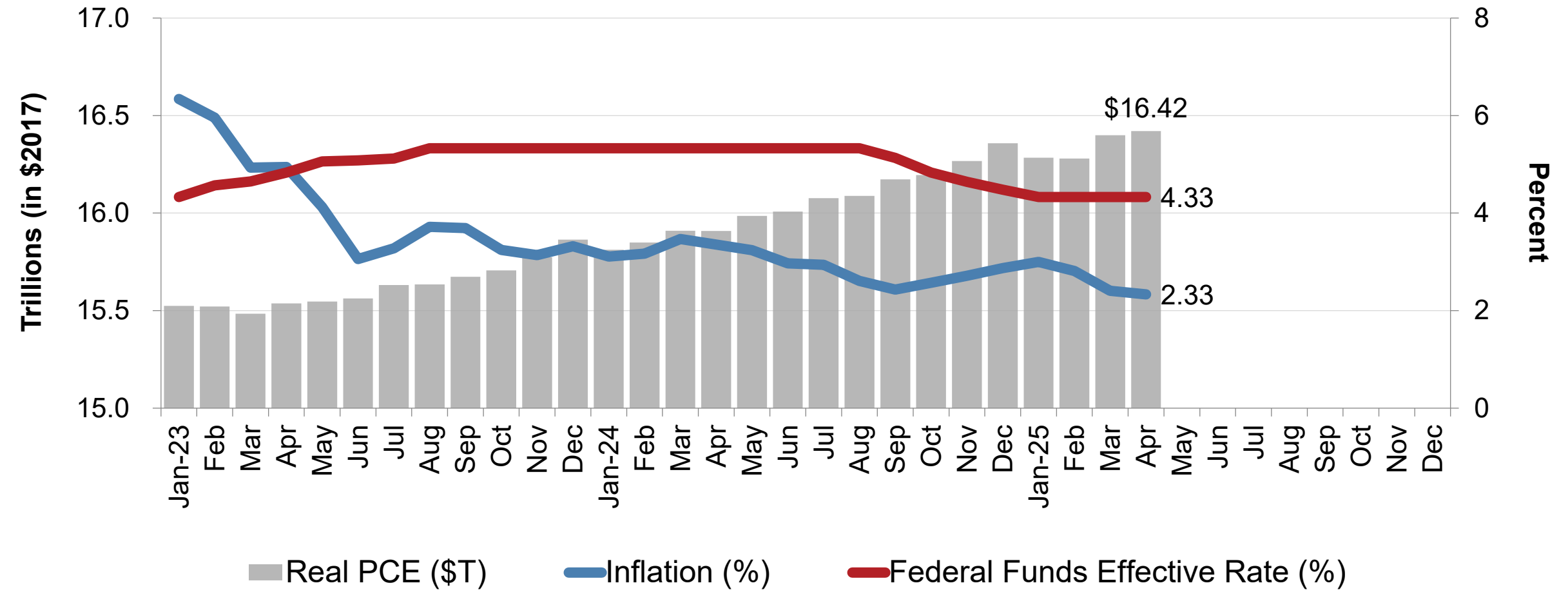
Next Reading: June 13

“Overall, **consumers** see the outlook for the economy as no worse than last month, but they **remained quite worried about the future**. Year-ahead inflation expectations were little changed at 6.6%, inching up from 6.5% last month... Given that consumers generally expect tariffs to pass through to consumer prices, it is no surprise that **trade policy has influenced consumers’ views of the economy**.” (Director Joanne Hsu, May 30, 2025)



Sources: University of Michigan

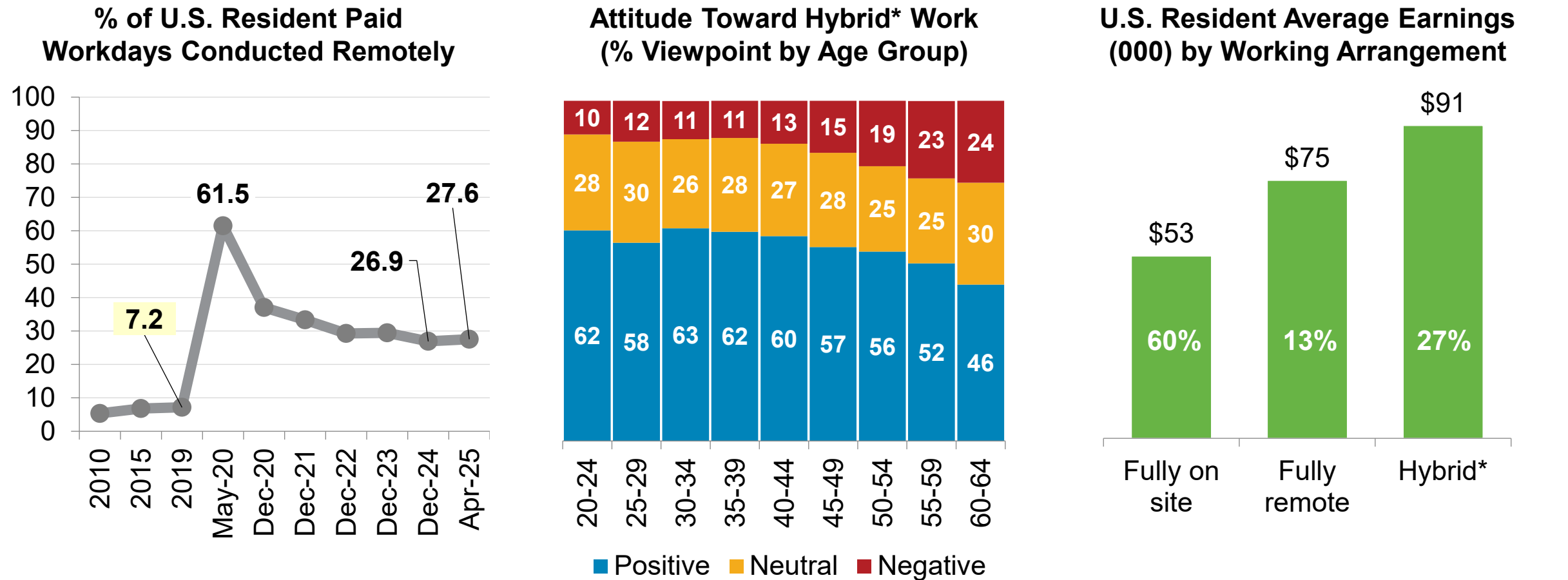
In April, Inflation-Adjusted Consumer Spending Reached an All-Time High



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

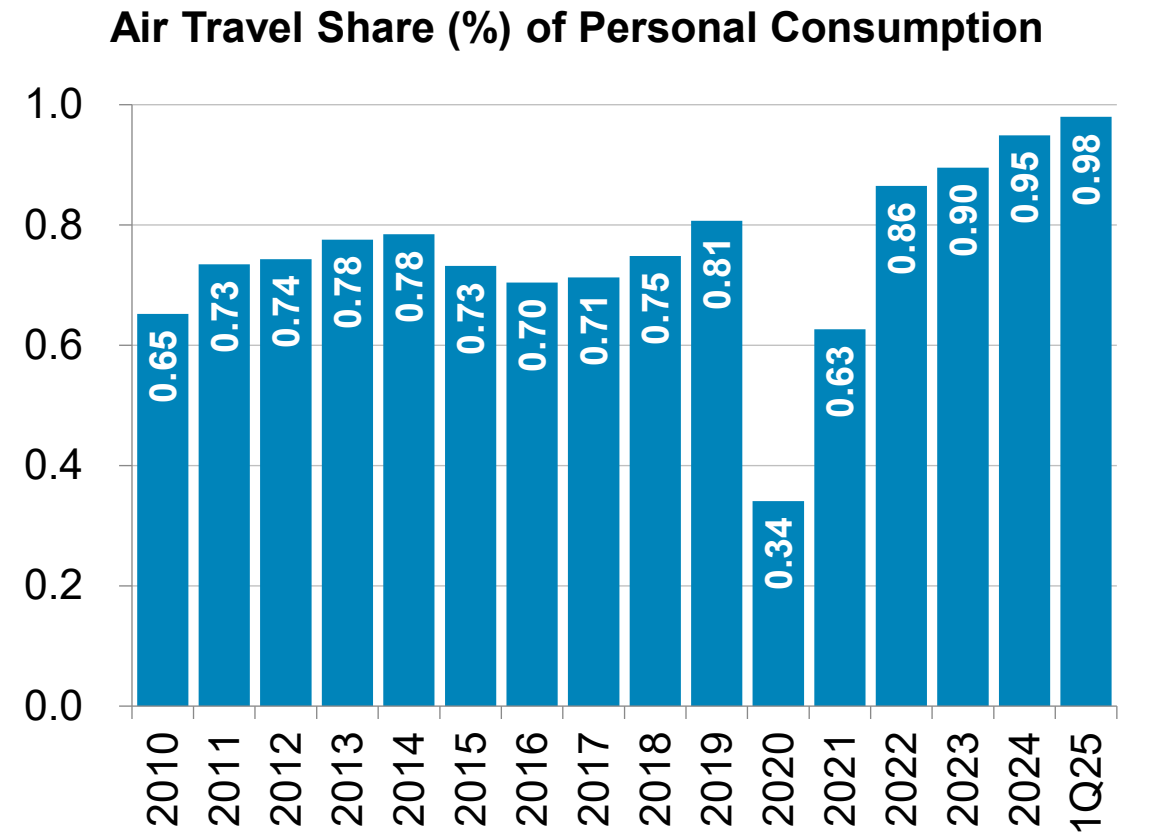
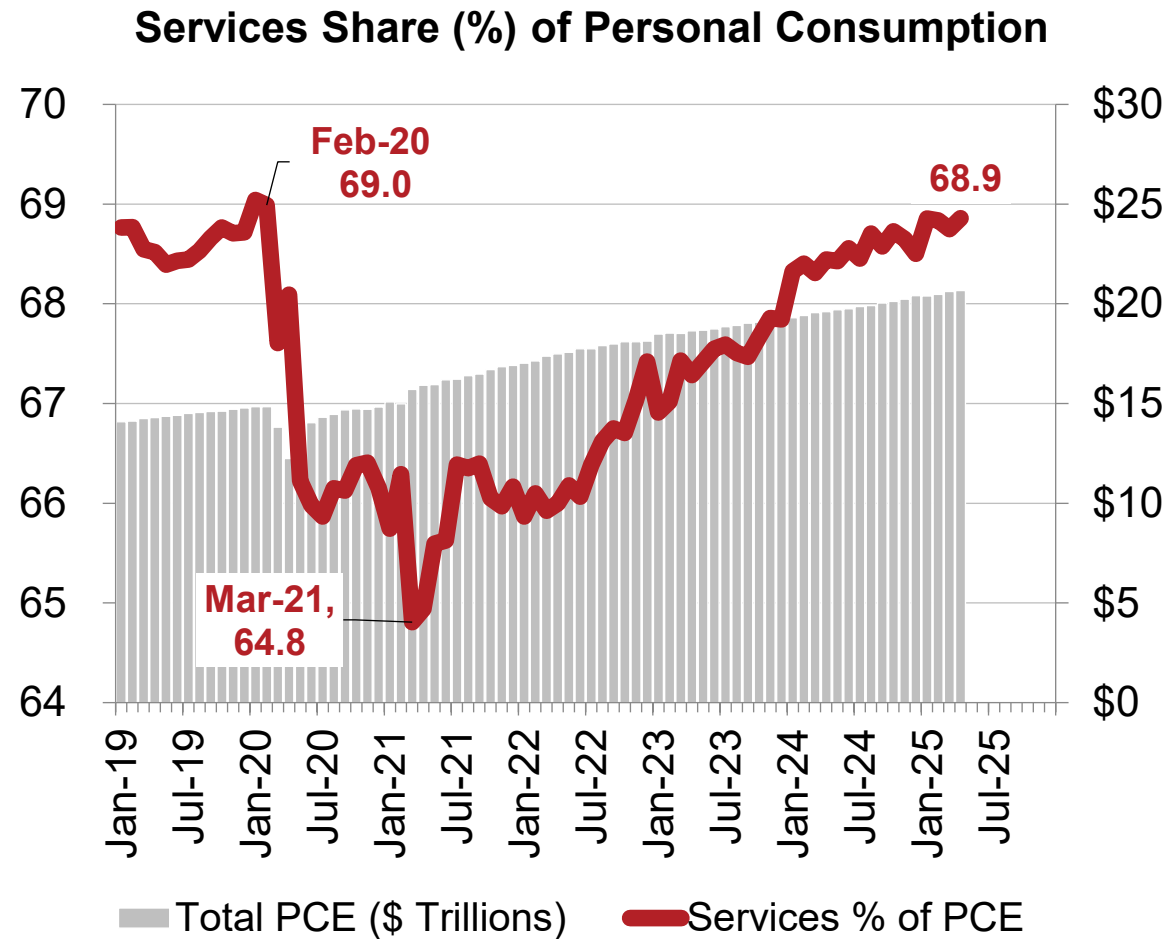


Source: Survey of Working Arrangements and Attitudes (SWAA), Barrero, Jose Maria, Nicholas Bloom, and Steven J. Davis, 2021. "Why working from home will stick," National Bureau of Economic Research Working Paper 28731.

* Two to three days per week

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

And They Have Increasingly Prioritizing Air Travel, Approaching 1% of All Spending



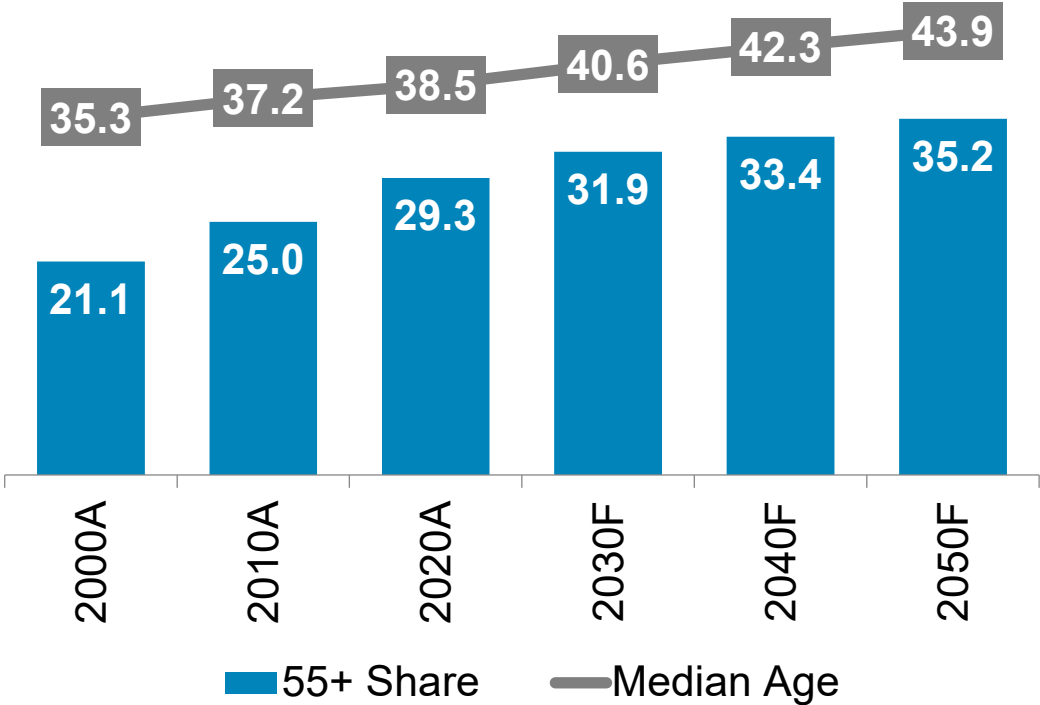
Source: Bureau of Economic Analysis

Note: PCE = personal consumption expenditures

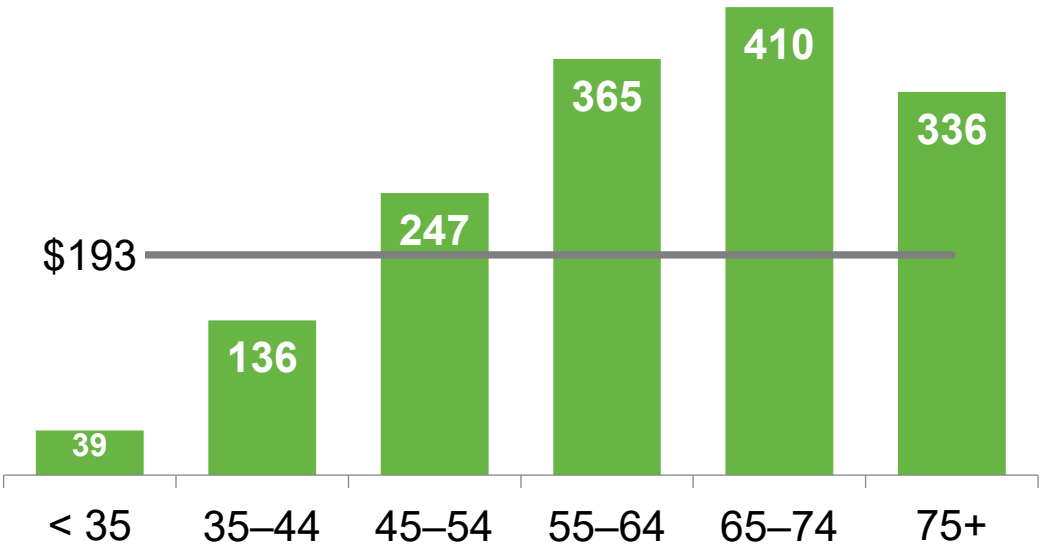
The Older (and Wealthier) Share of the U.S. Population Is Expected to Continue Growing

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

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



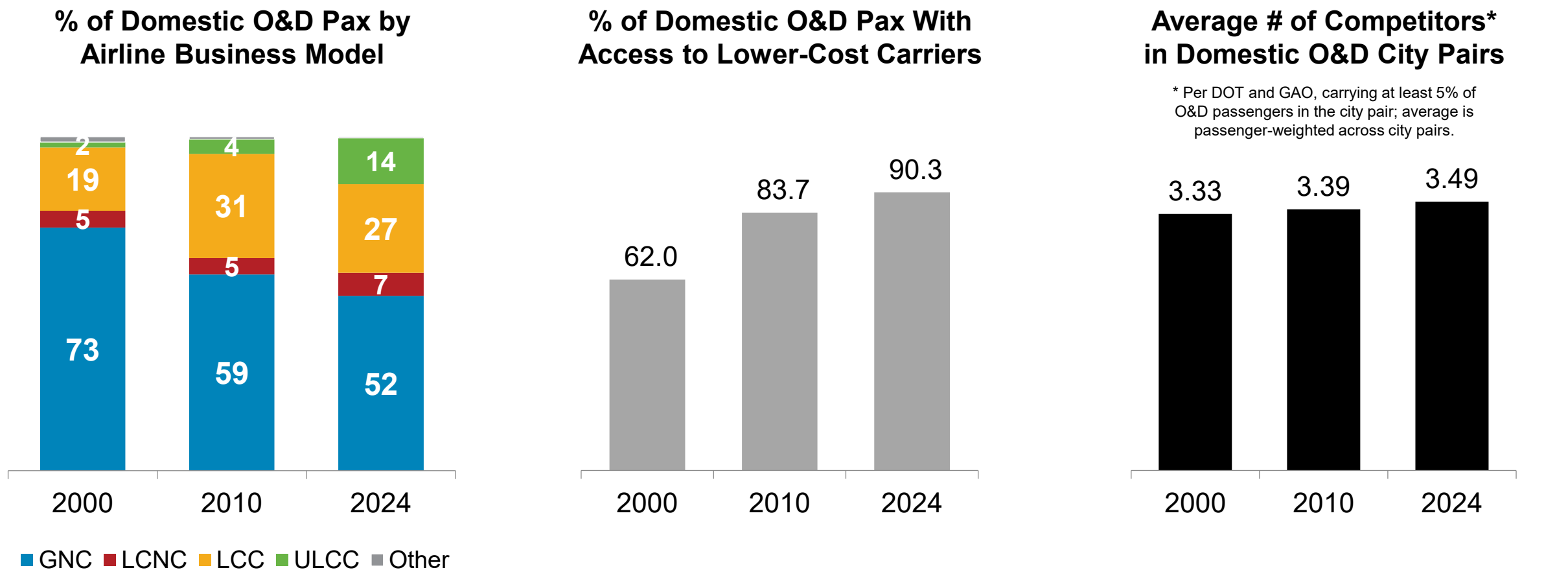
Median Household Net Worth (\$000) by Age, 2022



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

From 2000-2024, the Number of Competitors per Domestic Air Trip Rose From 3.33 to 3.49

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

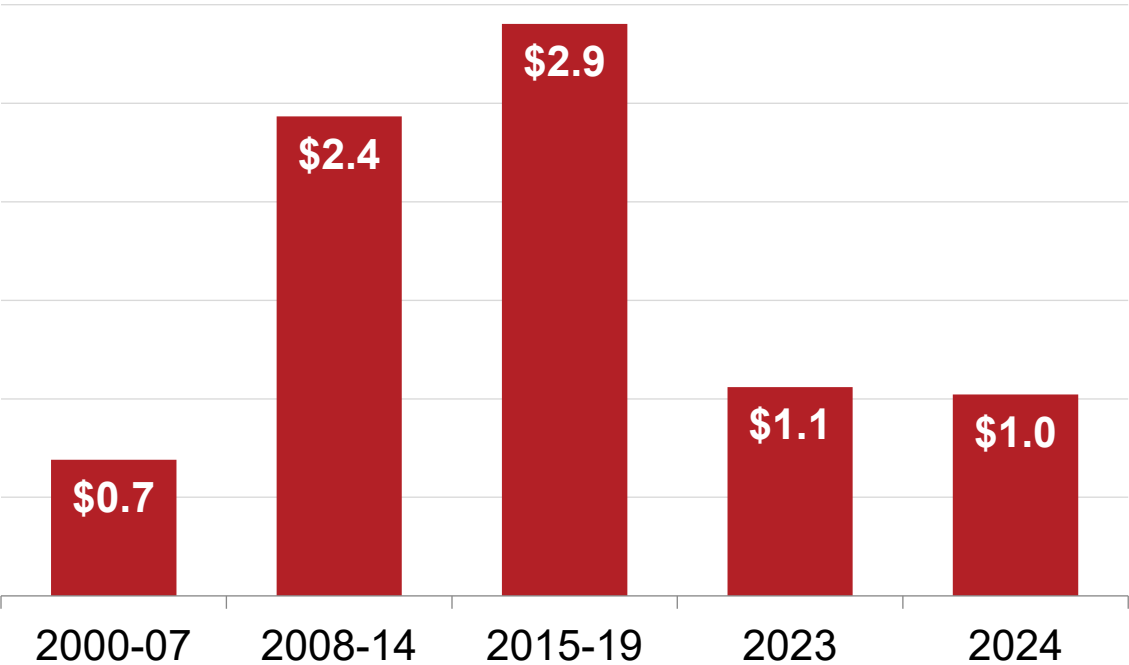


Source: DOT Data Bank 1B and Eonic Partners. Global network carriers (GNCs) include AA/DL/UA and predecessor airlines (e.g., US Airways, America West, TWA, Northwest, Continental) and defunct legacy network carriers (e.g., Eastern, Braniff). Low-cost carriers includes Southwest, JetBlue, Breeze, Reno 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.

Post Pandemic, Airline Revenues From Reservation Change Fees Have Fallen Sharply

Widespread Elimination of Change Fees and Same-Day Standby Fees Has Boosted Travel Flexibility

U.S. Airline Change-Fee Revenues
Annual Average, in Billions



Aug. 30-31, 2020: United/Alaska/American/Delta announce widespread elimination of change fees.

“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)

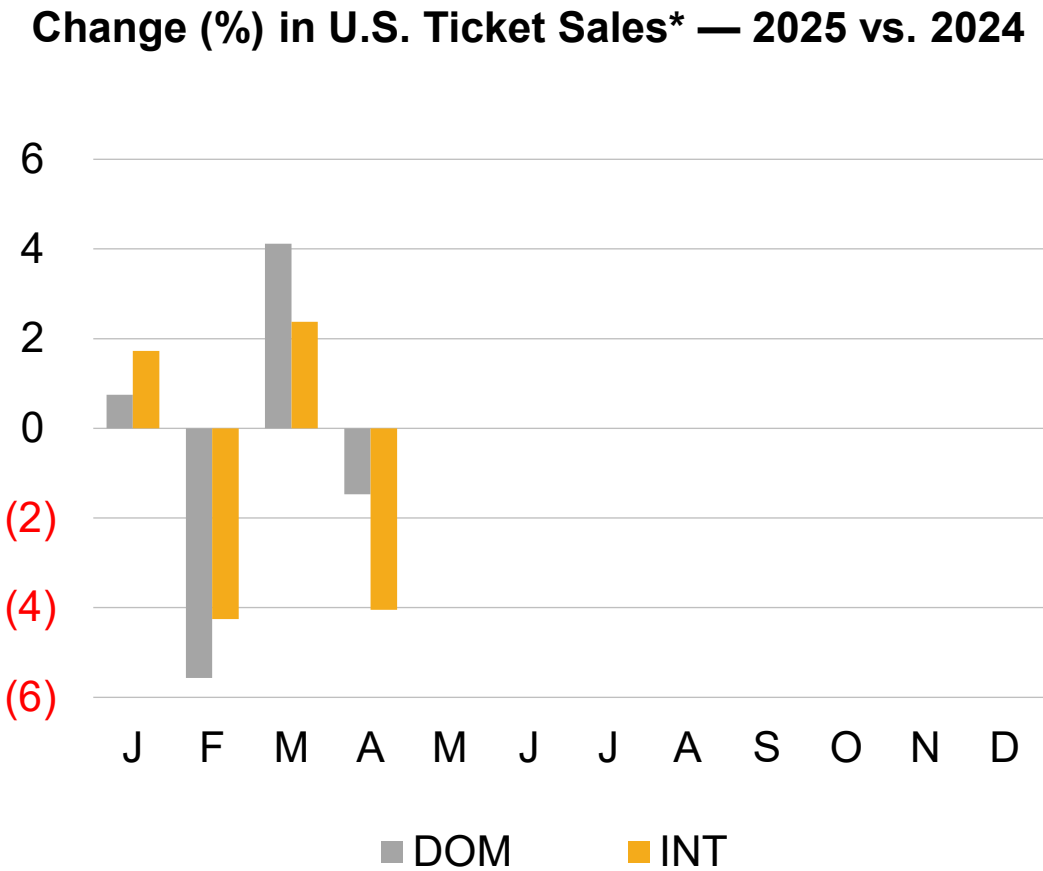
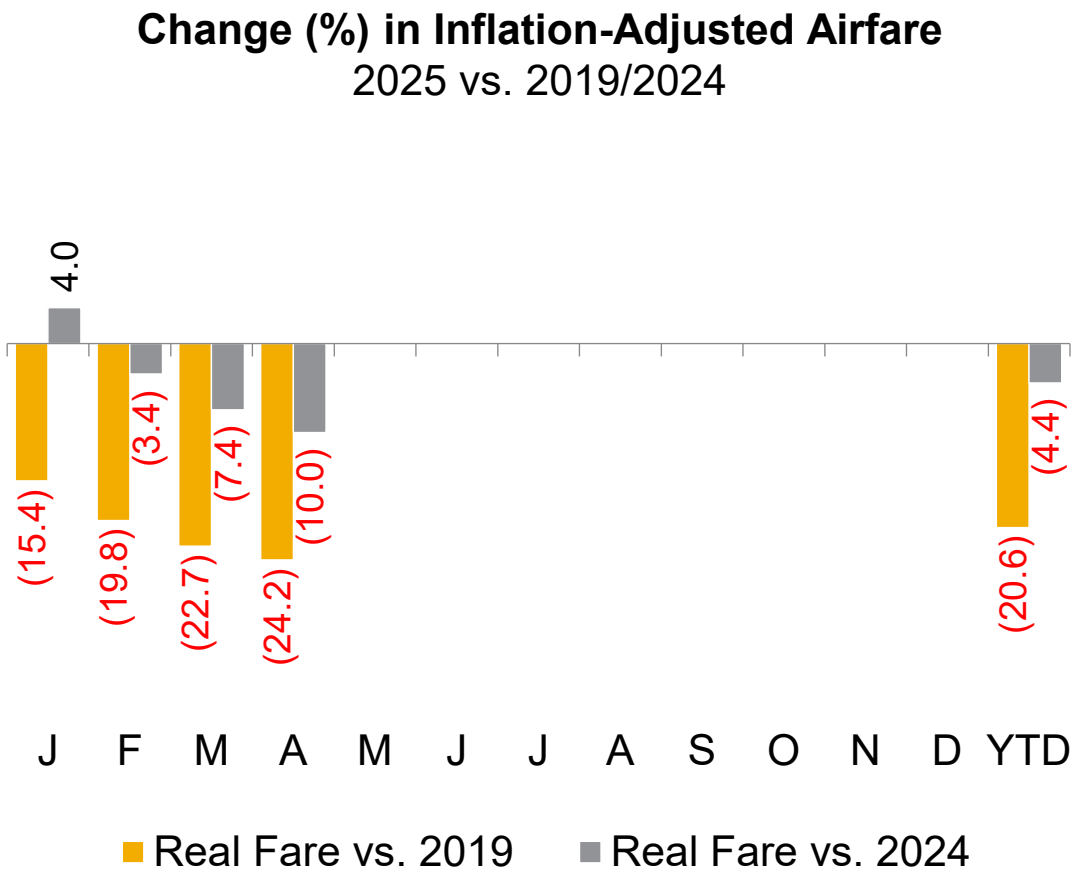
“One of the best changes that the airlines made...was to quietly get rid of change fees.”

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)

Collectively, Airlines Are Confronting Real Declines in Fares and Ticket Sales

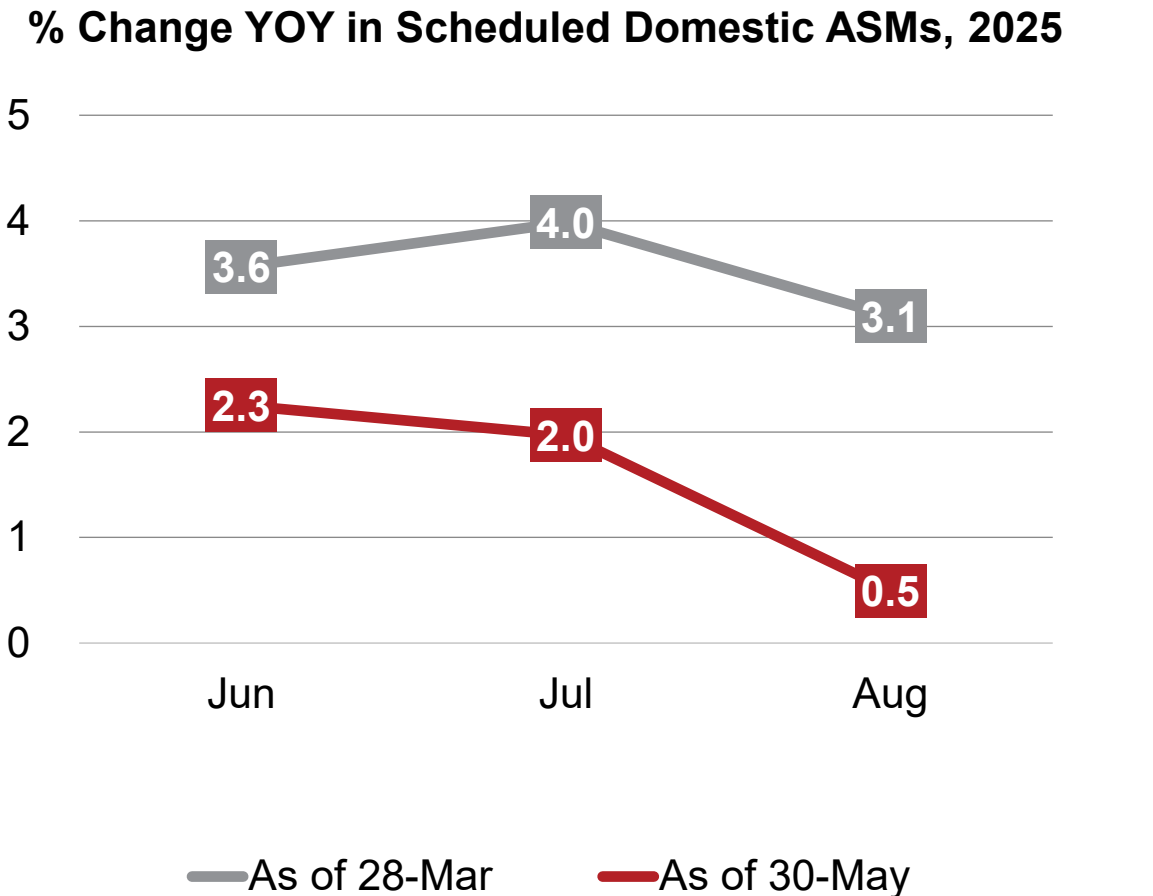
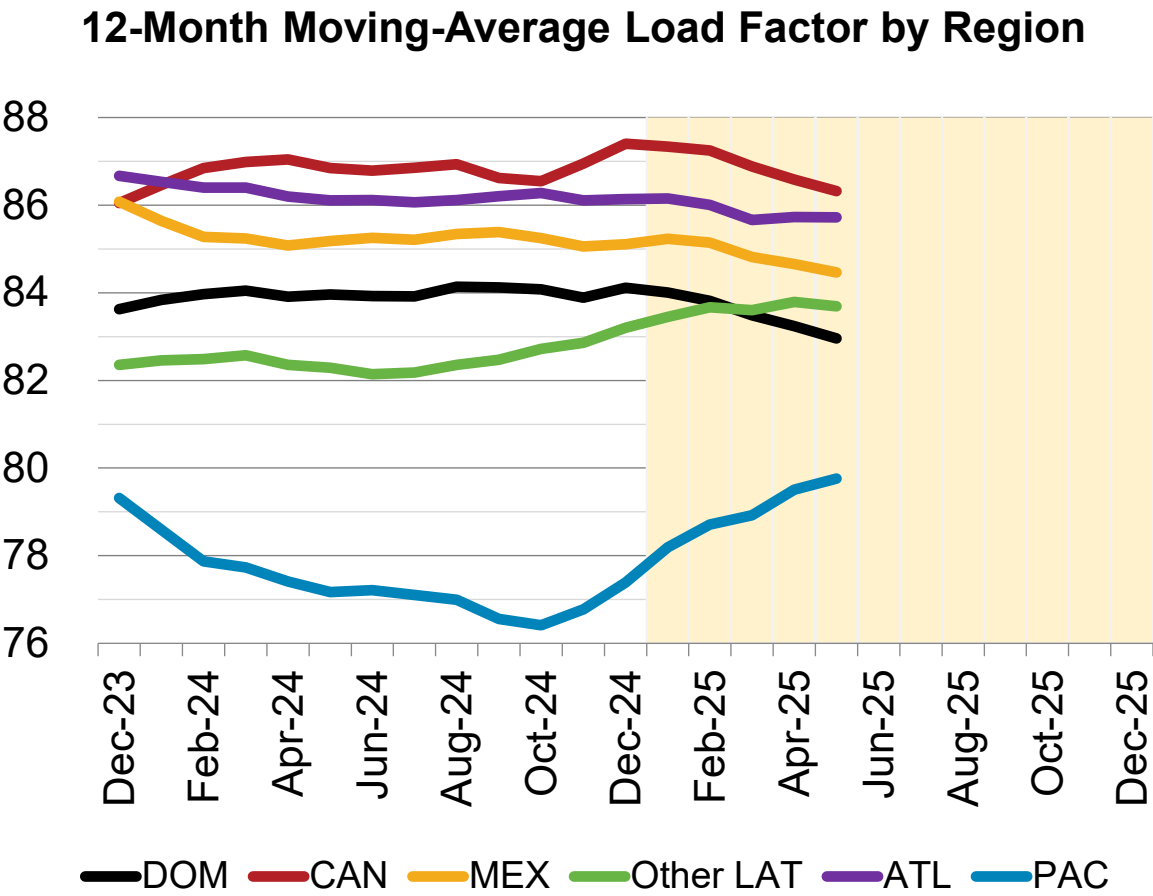
Adjusted for Inflation, April Airfare CPI Fell ~10% Year Over Year



Source: Bureau of Labor Statistics (CPI Series CUUR0000SETG01, not seasonally adjusted) and A4A analysis of data from Airlines Reporting Corporation (ARC) * Fees for reservation changes and transport of bags

In Addition to Falling Fares and Slowing Sales, Load Factors in Key Regions Have Subsided

Accordingly, Published Schedules Show Domestic Capacity Growth Retrenching

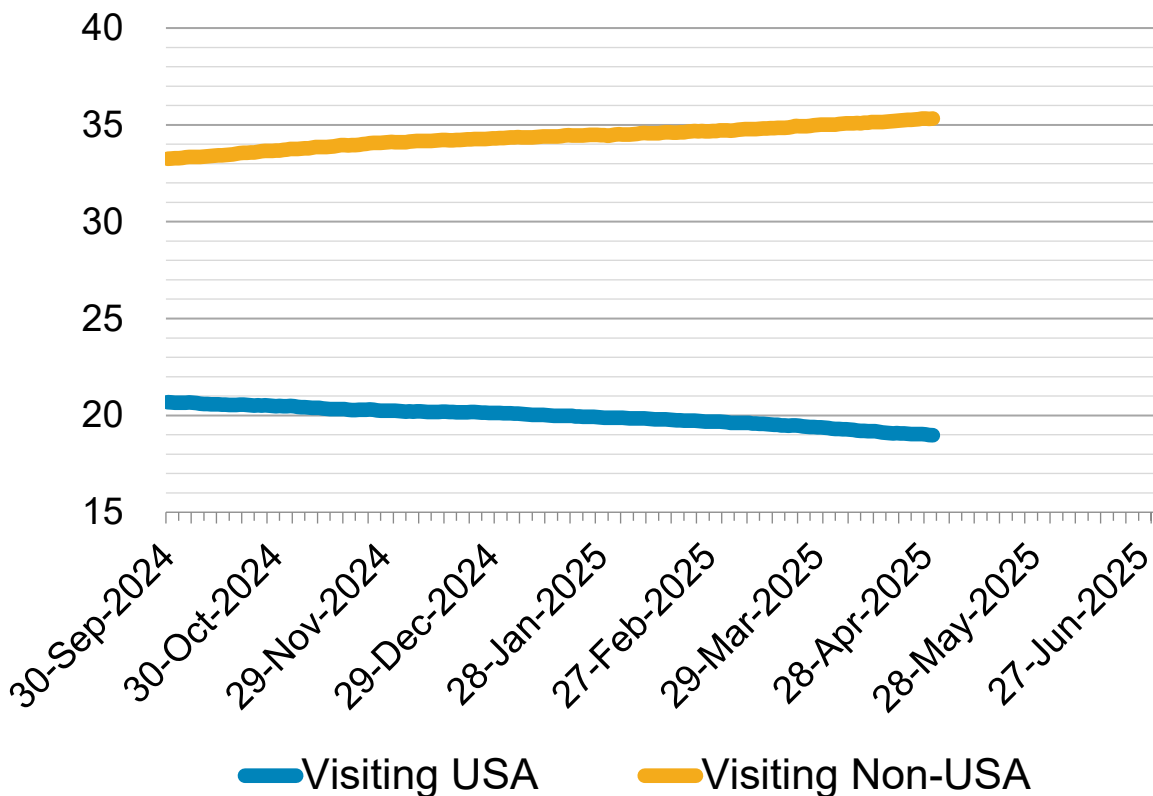


Sources: A4A member passenger airlines (Alaska/Hawaiian, American, Delta, JetBlue, Southwest, United) and branded code share partners Cirium published schedules

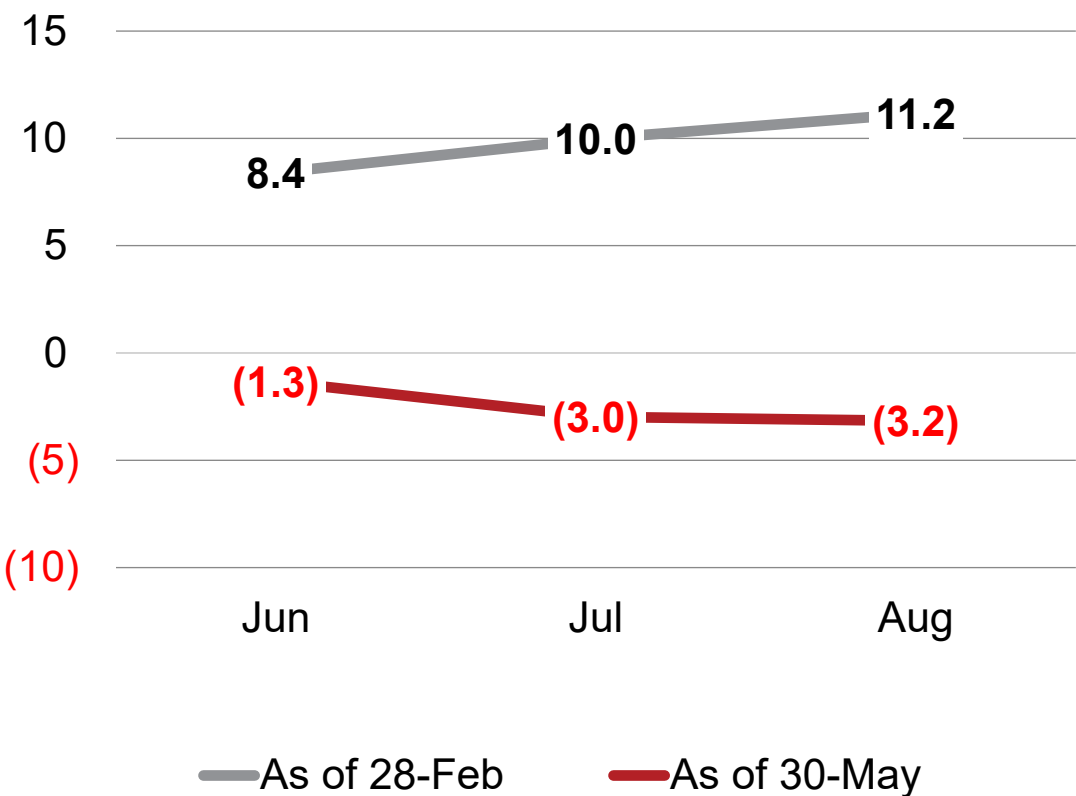
In Response to Falling Demand, Airlines Have Significantly Pared U.S.-Canada Air Service

Supply of Scheduled Seats Now Showing YOY Declines in June-August

Canadian Residents Returning by Air
365-Day Rolling Daily Average (000)



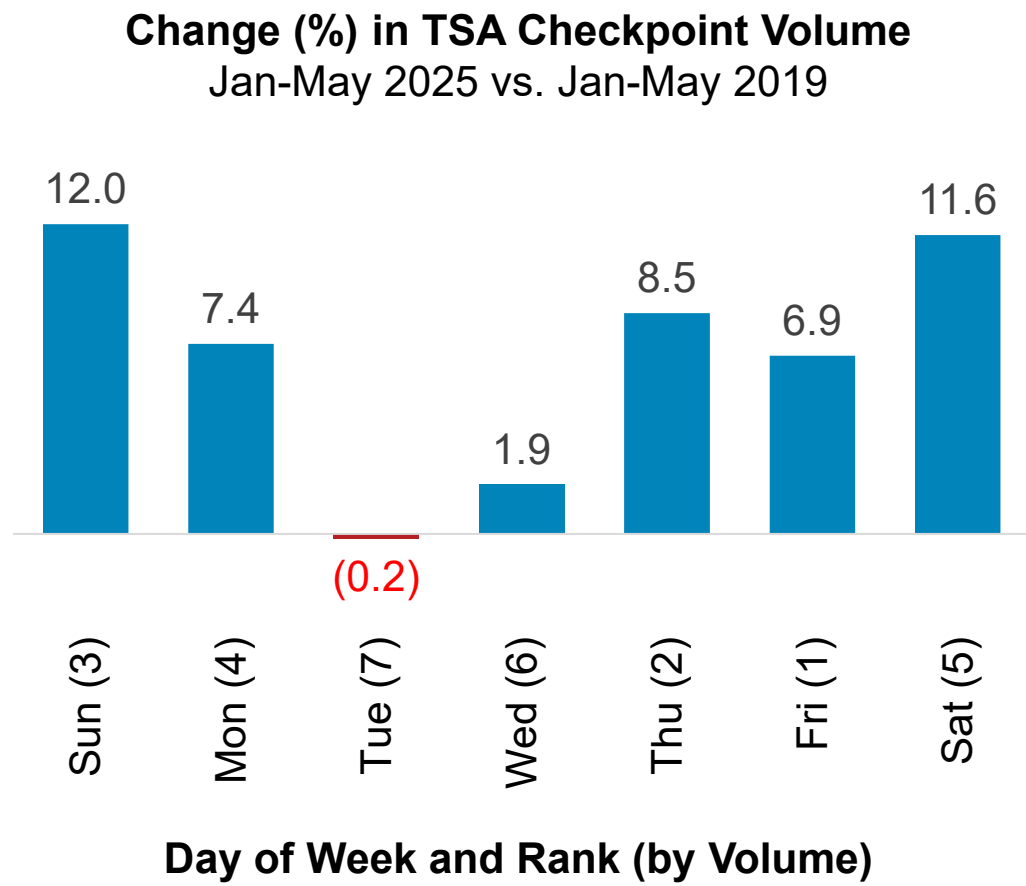
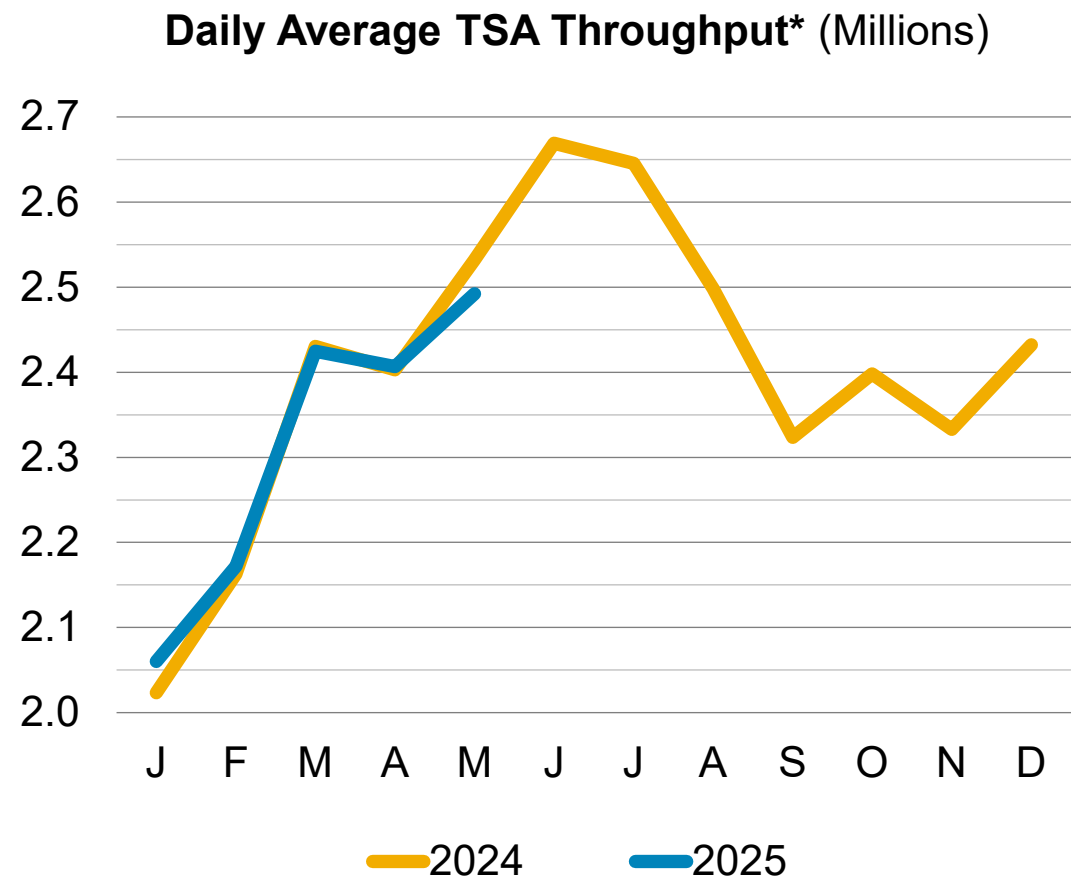
% Change YOY in Scheduled U.S.-Canada Seats, 2025



Sources: Statistics Canada (<https://www.statcan.gc.ca/en/start>) and Cirium published schedules for all airlines offering scheduled service from the United States to Canada

TSA Passenger Screenings Fell 1.6% YOY in May

In Stark Contrast to Tuesdays and Wednesdays, Saturdays and Sundays Have Soared



Source: A4A analysis of data from the Transportation Security Administration

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

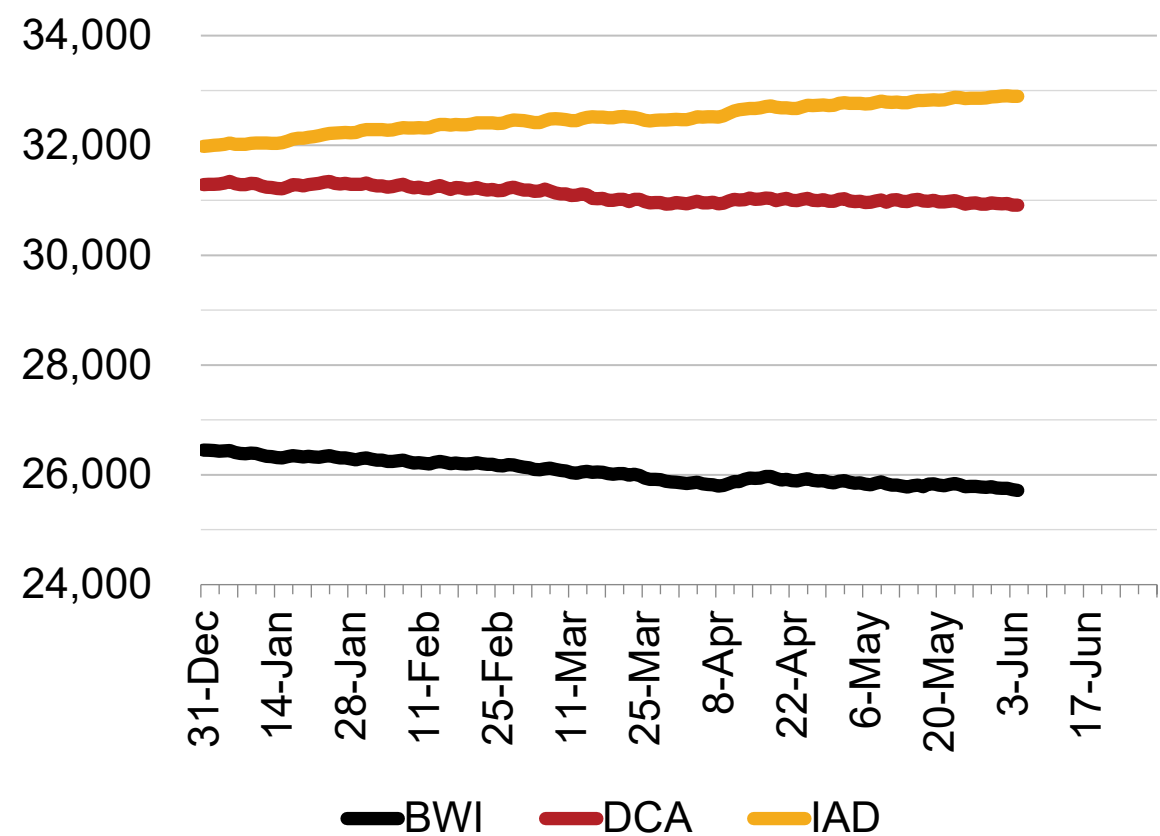
Airlines Are Closely Monitoring Traffic Levels at Washington-Area Airports

Screened Passenger Volumes Have Risen at Dulles (IAD) But Fallen at BWI and DCA

“Economists believe government layoffs and looming budget cuts will push the Washington, D.C., metro area into a recession, challenging its reputation for economic resilience... The federal government employs around 17% of full-time workers in the Washington metro area, or around 400,000 people. An additional 500,000 or so are employed in ‘professional, scientific and technical services,’ a category that includes government contractors and consultants at firms such as Booz Allen Hamilton, Deloitte and Ernst & Young. ...Enrico Moretti, an economist at the University of California, Berkeley, said **each federal job in the capital region likely creates 1.6 additional jobs in the local economy over a decade, an effect that would be reversed in the event of job cuts.**”

Paul Kiernan and Rachel Louise Ensign, “Government Jobs Insulated DC From Economic Volatility. Not Any More.” *The Wall Street Journal* (April 19, 2025)

365-Day Moving-Average Daily Screened Passengers*

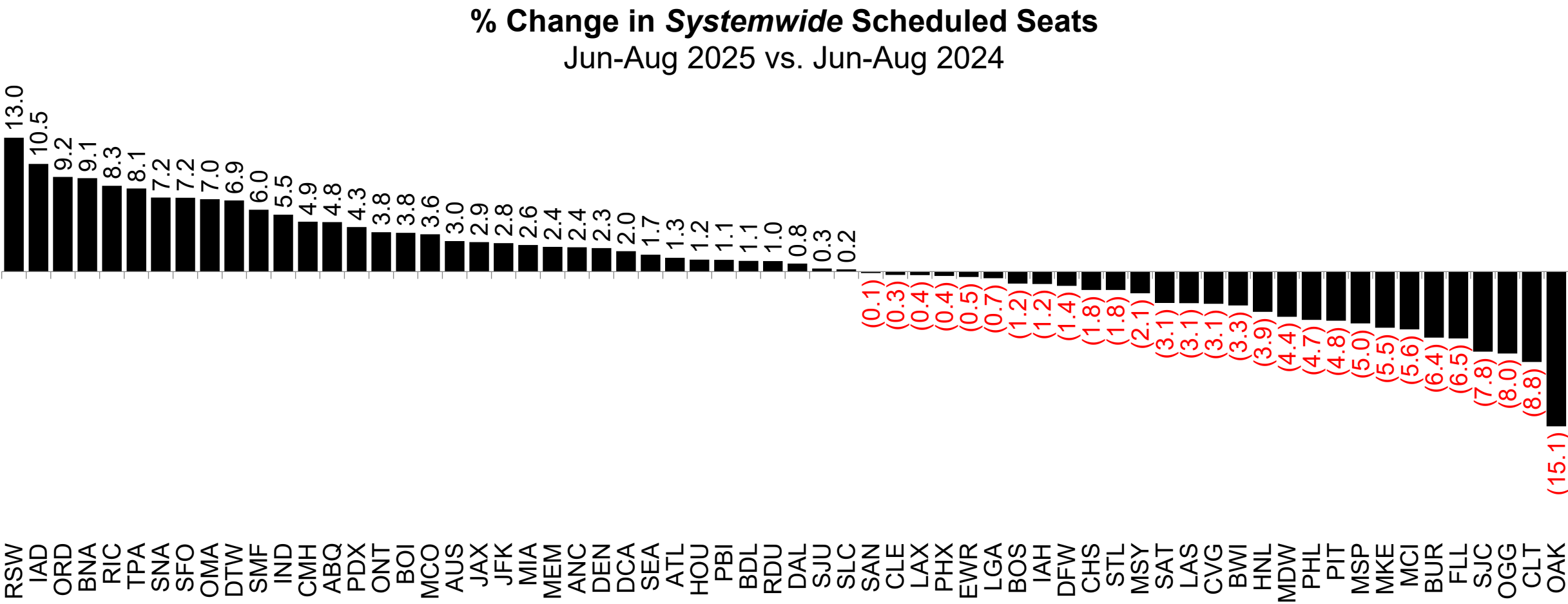


Source: Transportation Security Administration and *The Wall Street Journal* (April 19, 2025)

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

Schedules Show Fort Myers and Washington Dulles Leading U.S. Airports' Growth in Seats

Oakland Seeing the Deepest Year-Over-Year Cuts

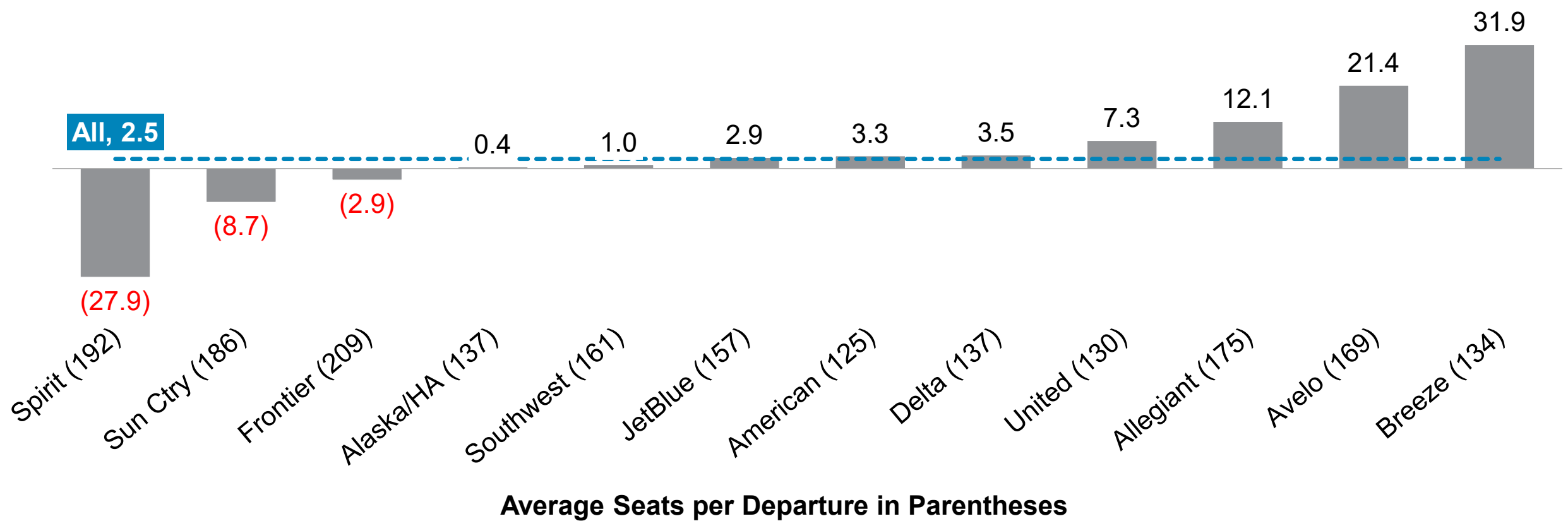


Source: Cirium published schedules (May 30, 2025) for all U.S. and non-U.S. airlines providing scheduled service to all U.S. and non-U.S. destinations

Collectively, U.S. Airlines Showing 2.5% Systemwide Capacity Growth in Summer 2025

Growth Rates Differ Dramatically by Company

% Change in *Systemwide* Scheduled Available Seat Miles by Marketing Airline
Jun-Aug 2025 vs. Jun-Aug 2024



Source: Cirium published schedules (May 30, 2025) for selected marketing airlines (including regional affiliates)

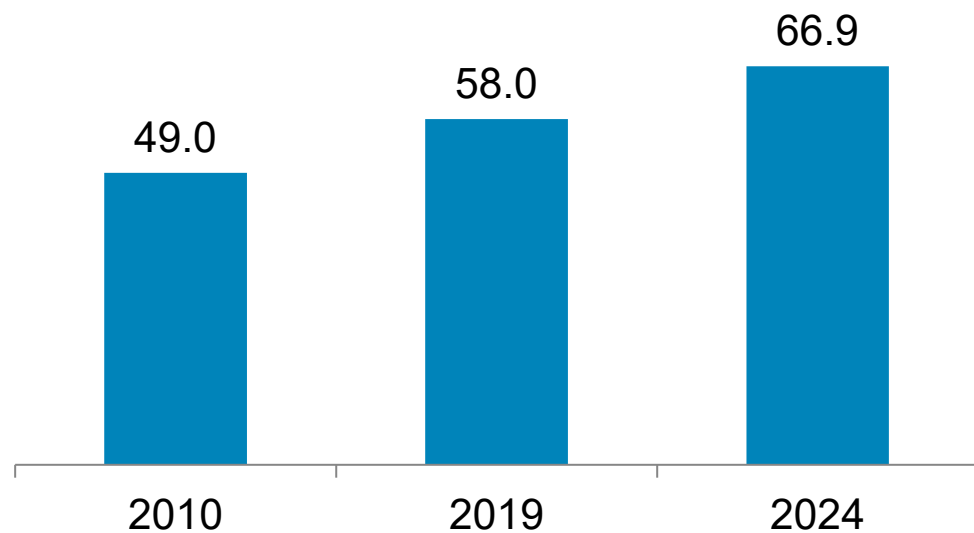
Increases in Mainline Flying *and* in Aircraft Size Have Fueled Domestic Up-Gauging

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

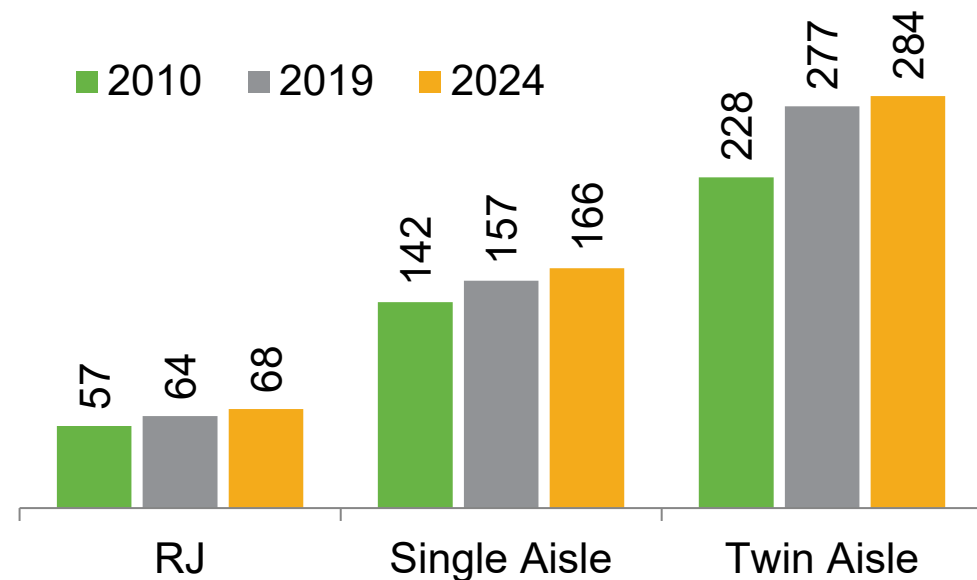
“[Y]ou’re never again gonna see the **50-seat aircraft** have the level of prominence in the industry.” (Delta CEO Ed Bastian, Sept. 20, 2022)

“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



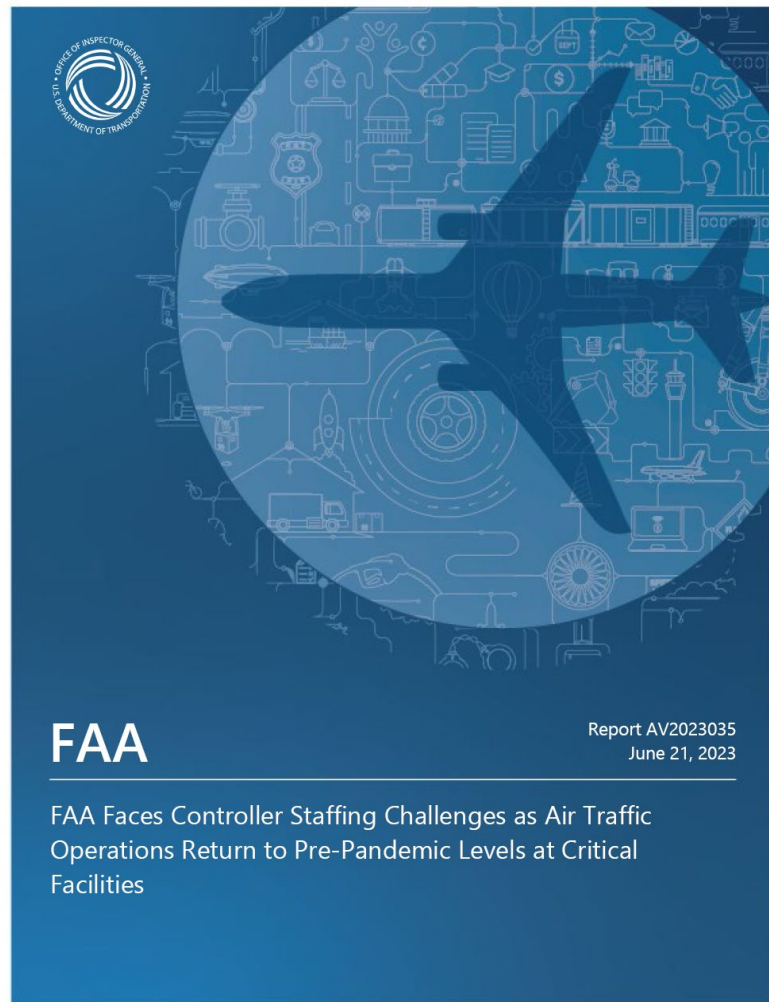
Average Seats per Domestic U.S. Flight



Source: Cirium published schedules (Jan. 3, 2025)

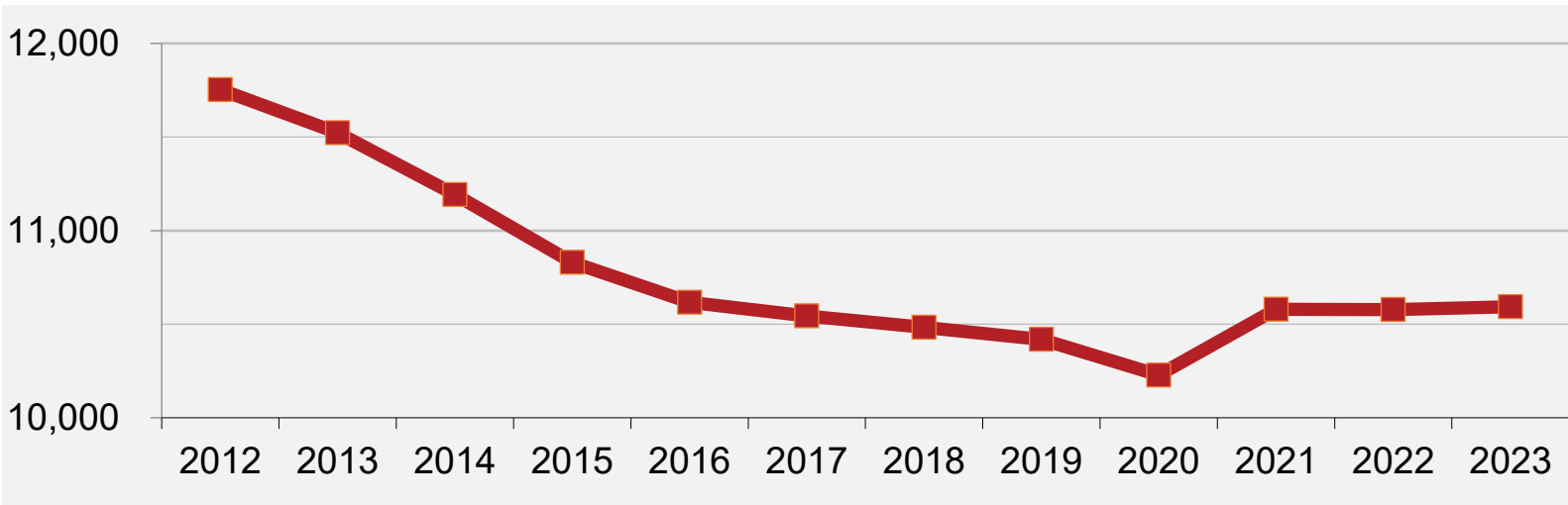
* Mainline = operated by the marketing airline itself rather than a regional airline codeshare partner

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)

Airlines and Their Customers Are Confronting Significant Infrastructure Constraints

ATC Staffing and Technology Issues Have Especially Beset New York and Newark Airspace

“Bottlenecks throughout the aviation infrastructure have been major gating factors on capacity growth and daily aircraft utilization in the post-pandemic era. Their collective impact tends to be most acute during the peak summer season when flight volumes are highest and inclement weather is a frequent occurrence. **Staffing shortages and technology outages have caused significant impediments at Newark with other markets experiencing similar, albeit smaller, issues.** Newark’s issues are amplified by runway construction which is slated to end in mid-June.”

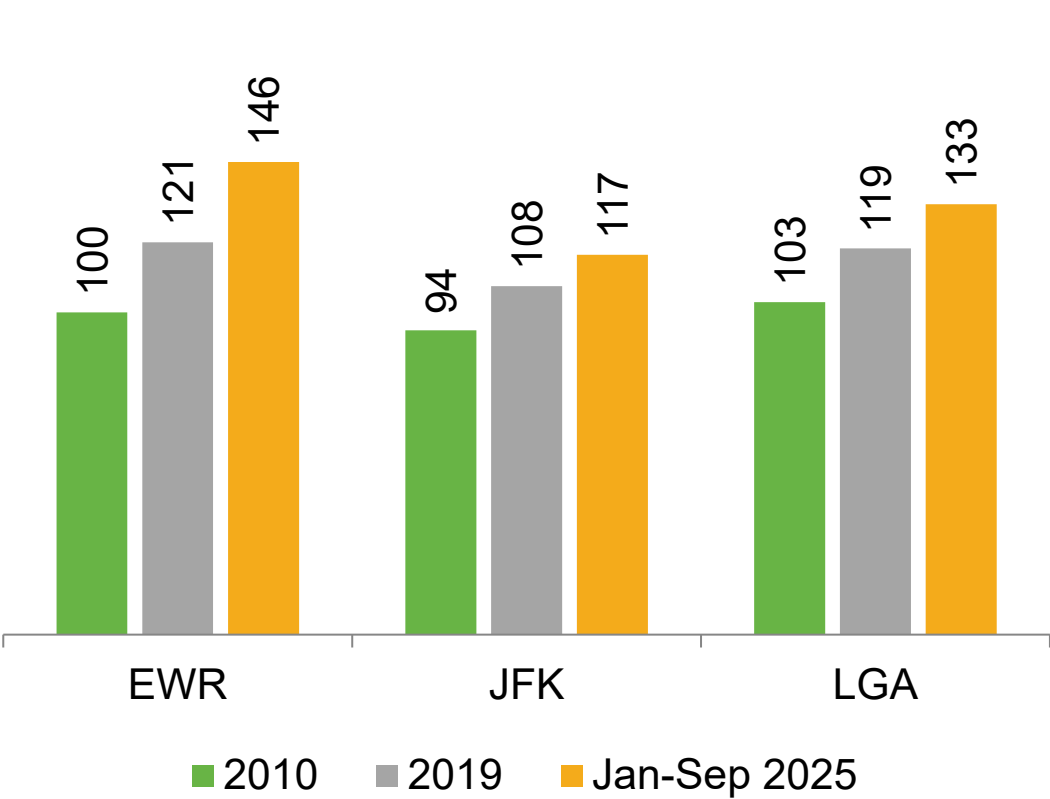
Tom Fitzgerald, TD Cowen Weekly Airline Shuttle (May 17, 2025)

Source: TD Cowen Weekly Airline Shuttle (May 17, 2025)

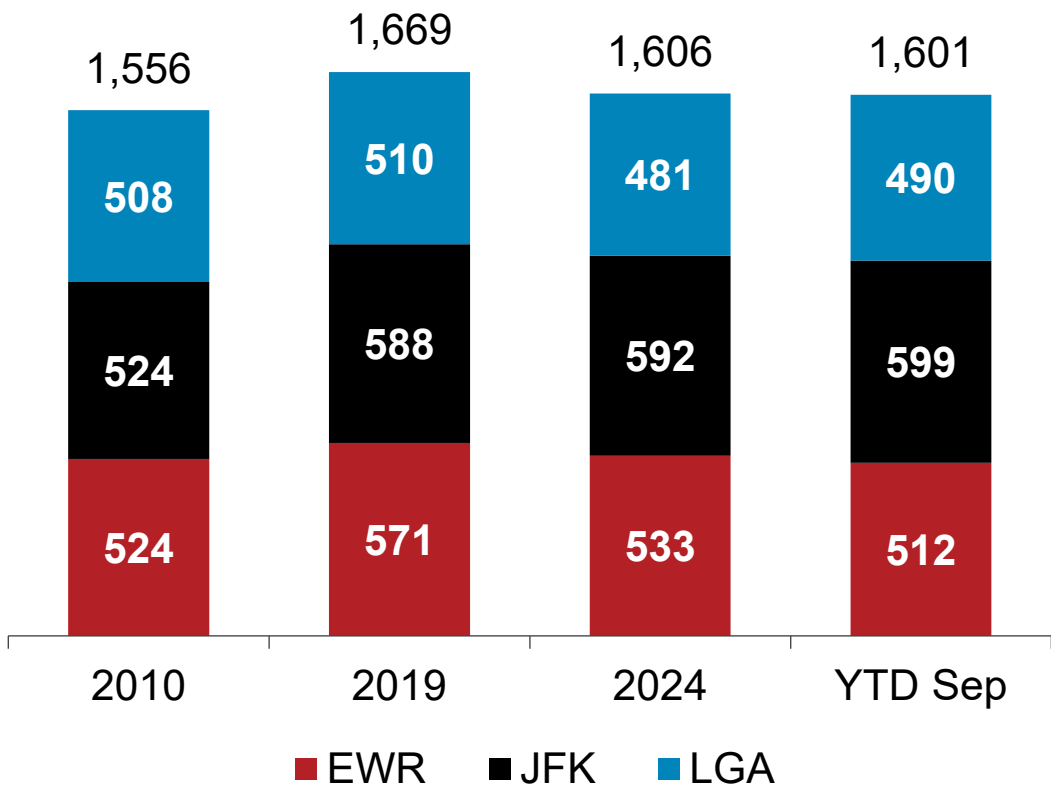
Airlines Have Up-Gauged Domestic Flying and Pared Systemwide Schedules in New York City

Changes Most Pronounced at Newark (EWR)

Scheduled Seats per Domestic Departure



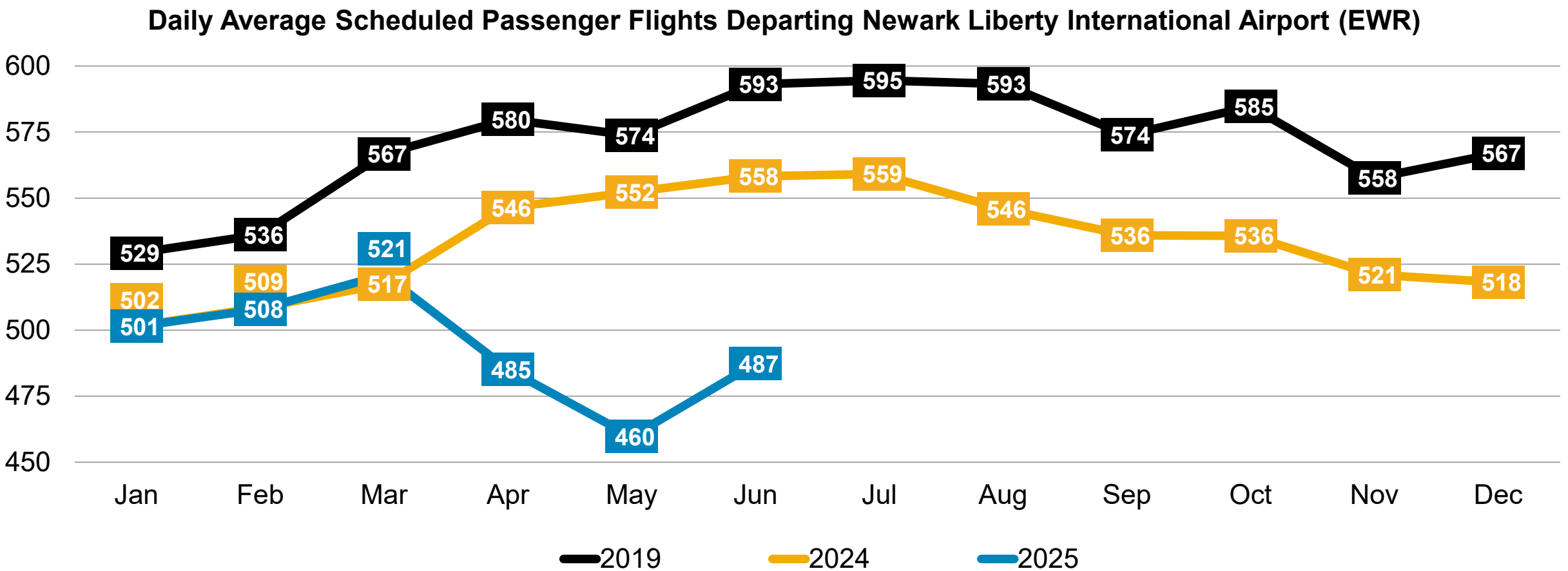
Daily Average Scheduled Systemwide Departures



Source: Cirium published schedules (May 30, 2025)

Newark Seeing Significant Schedule Reductions Due to Air Traffic Control Constraints

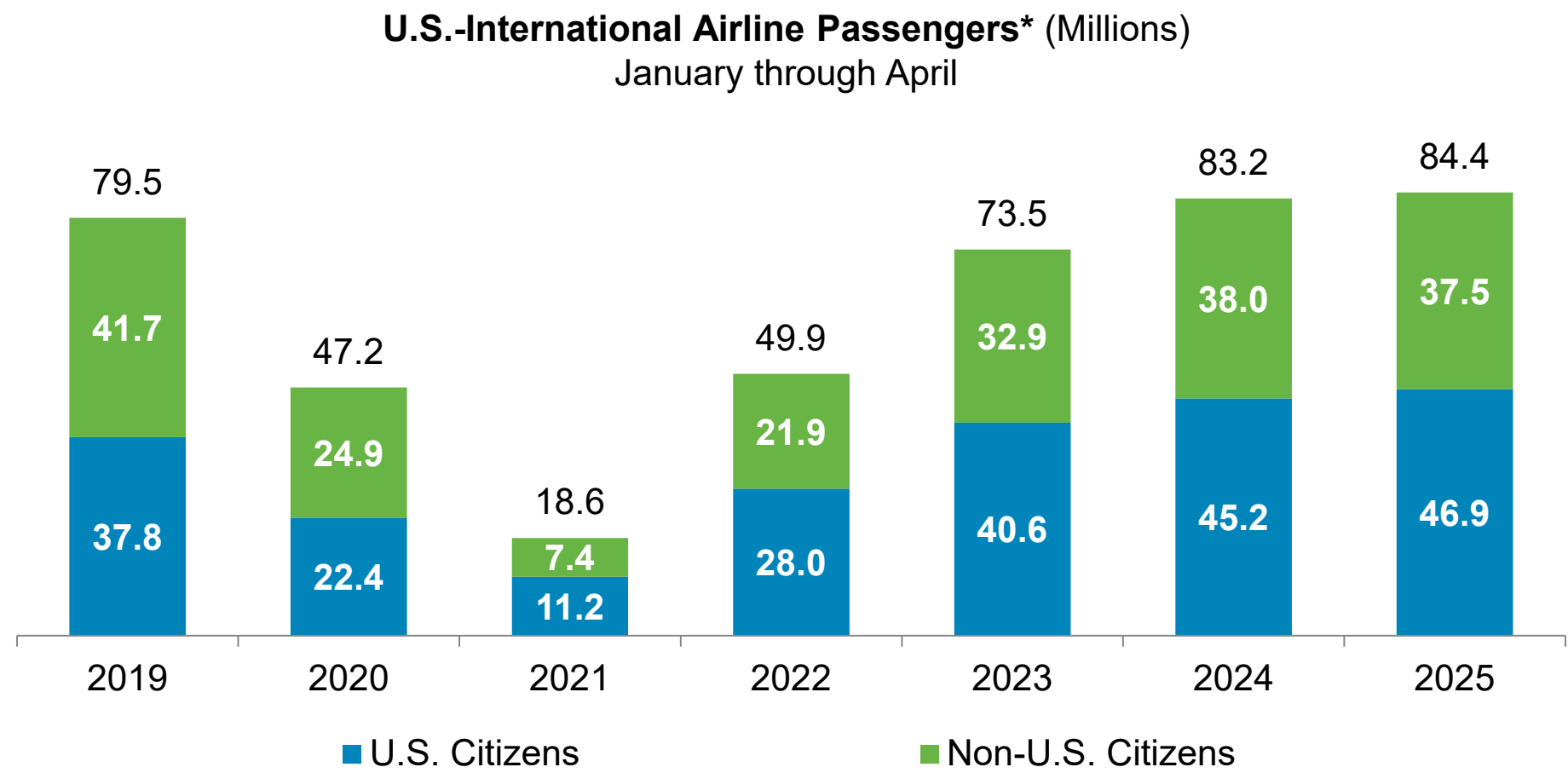
Daily Passenger Flights Fell Significantly Starting in April



Source: Cirium published schedules (May 30, 2025) for all U.S. and non-U.S. airlines providing scheduled service to all U.S. and non-U.S. destinations

U.S.-International Air Passengers Up 1.4% YOY in First Four Months of 2025

3.8% Increase in U.S. Citizen Passengers Overcame 1.4% Decrease in Non-U.S. Citizen Passengers



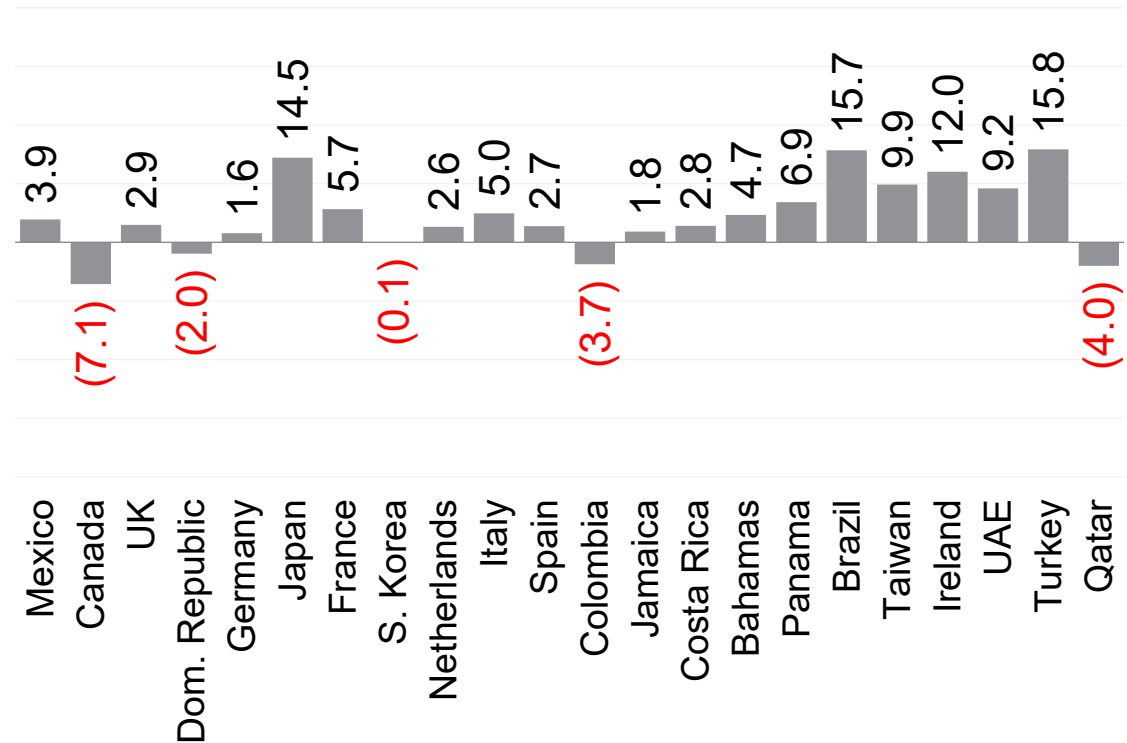
Source: DHS I-92 / APIS data compiled by U.S. Department of Commerce National Travel and Tourism Office

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

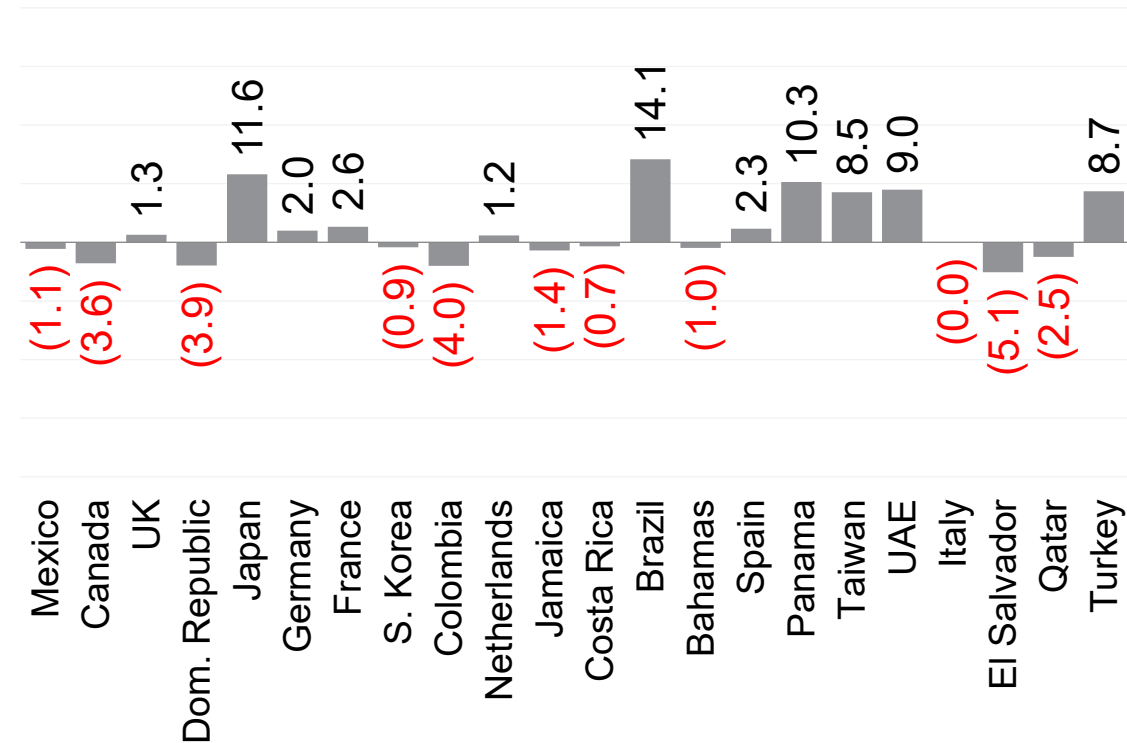
U.S.-Canada Air Passengers Fell 7% in April, While U.S.-Japan Volumes Rose 14.5%

Through April, Three of the Four Largest Gateway-to-Gateway Markets Experienced Declines

April 2025: Change (%) YOY in Passengers*
Sorted by April 2024 Market Size



YTD April 2025: Change (%) YOY in Passengers*
Sorted by YTD 2024 Market Size

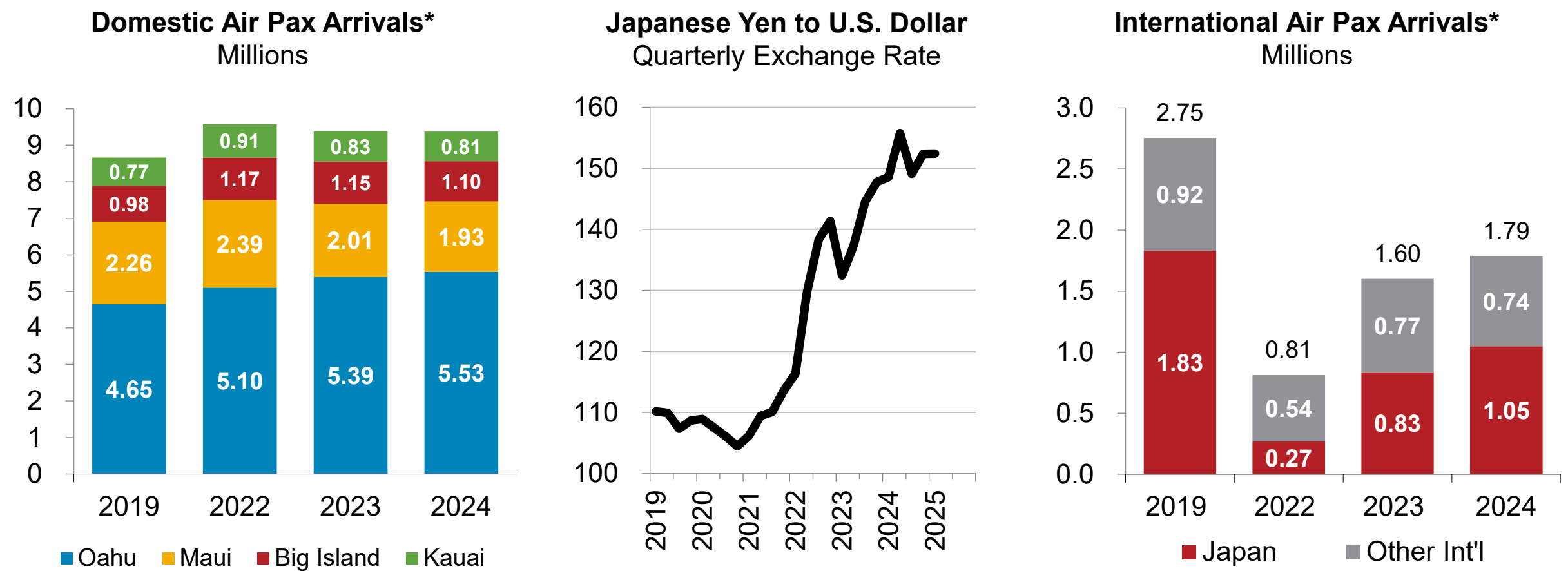


Source: DHS I-92 / APIS data compiled by U.S. Department of Commerce National Travel and Tourism Office

* 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

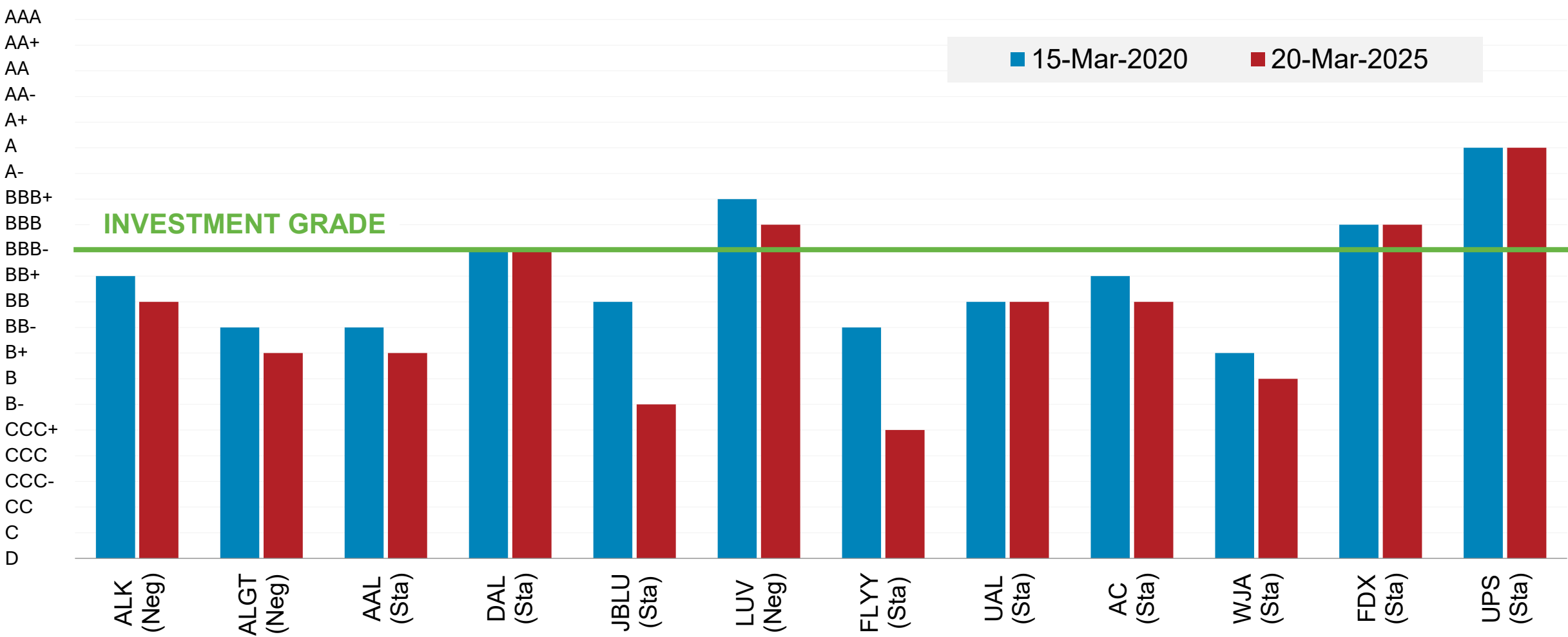
Hawaii Saw More Japanese Visitors in 2024, But International Air Arrivals Remained Well Below 2019



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

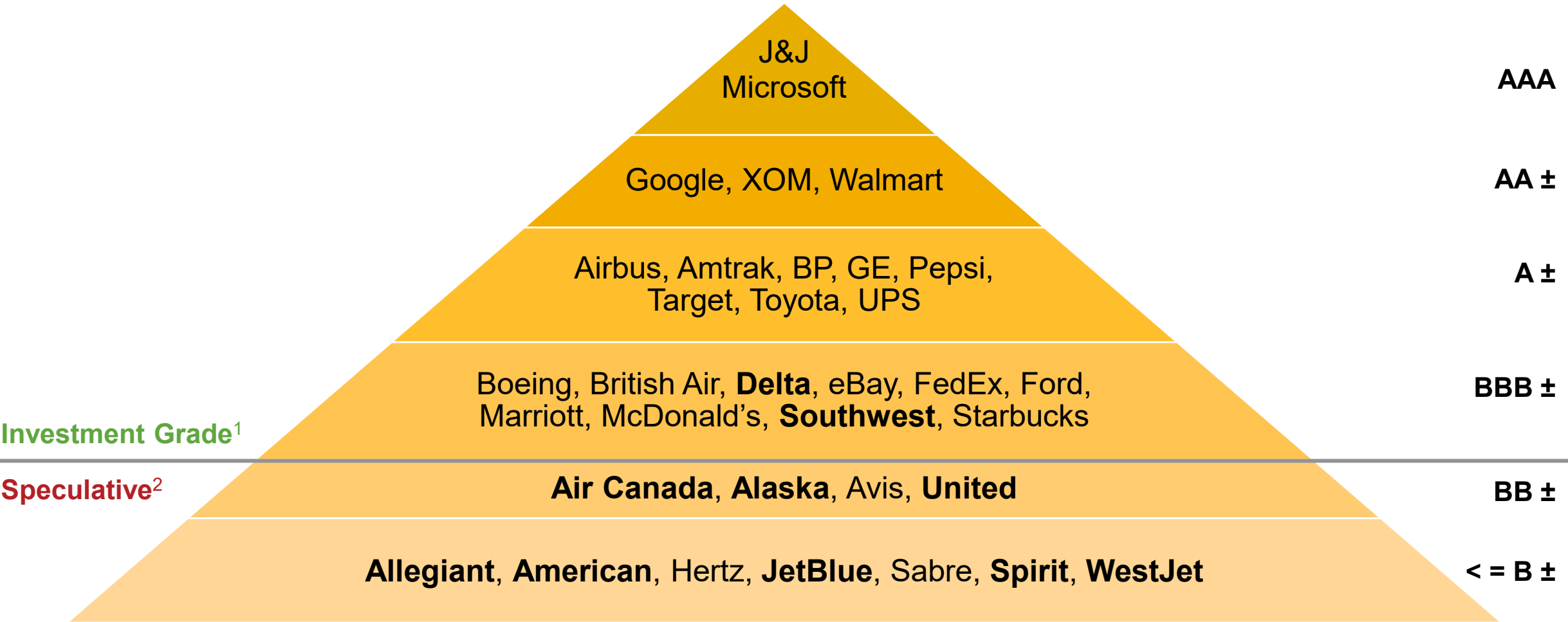


Source: Standard & Poor's issuer ratings and outlook (in parentheses) for publicly traded U.S. and Canadian carriers in the S&P coverage universe

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

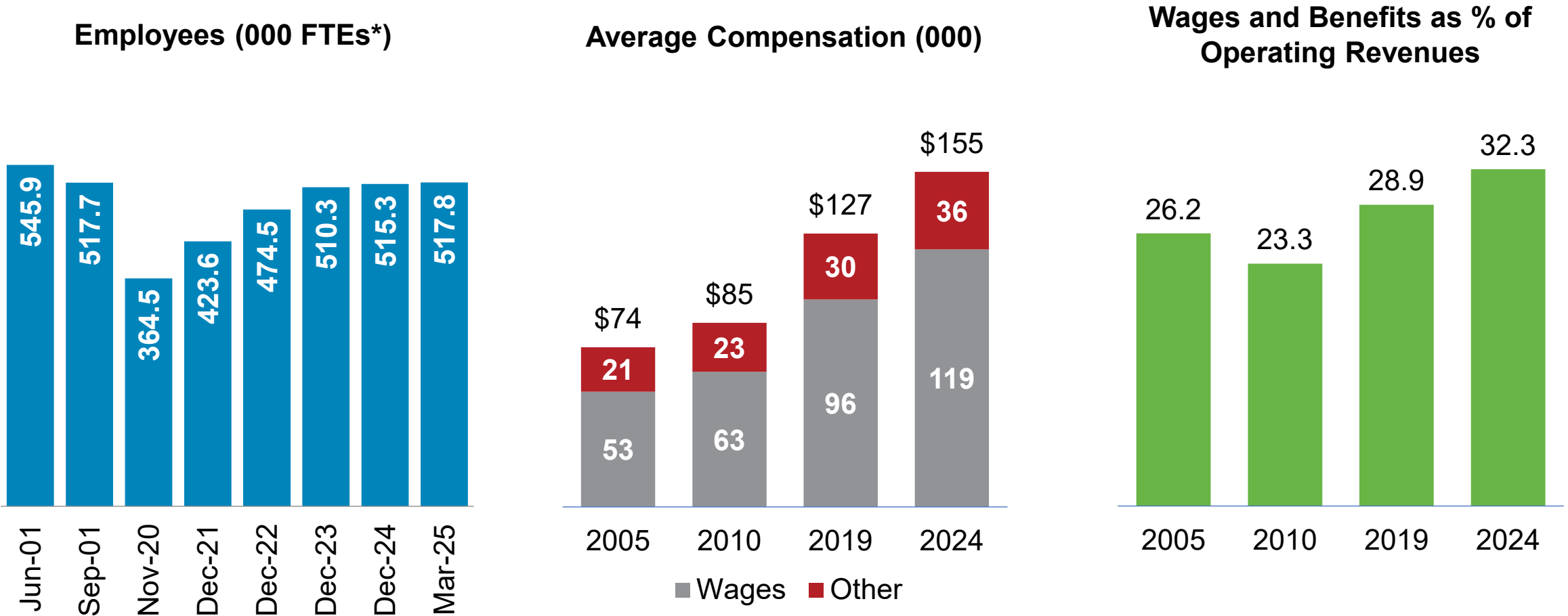


Source: Standard & Poor's (**bold** = air-only companies) as of March 25, 2025

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 91% from 2010-2024 (vs. 44% U.S. CPI) and Who Now Garner 32% of Airline Revenues



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

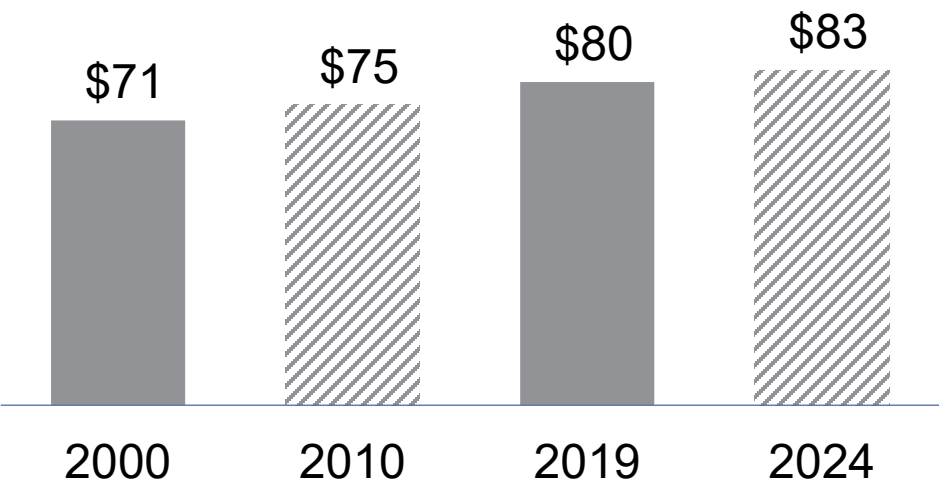
* Full-time equivalents (FTE) = full-time workers plus 0.5 * part-time workers

Real (Inflation-Adjusted) Airline Wages Grew 33% From 2010 to 2024

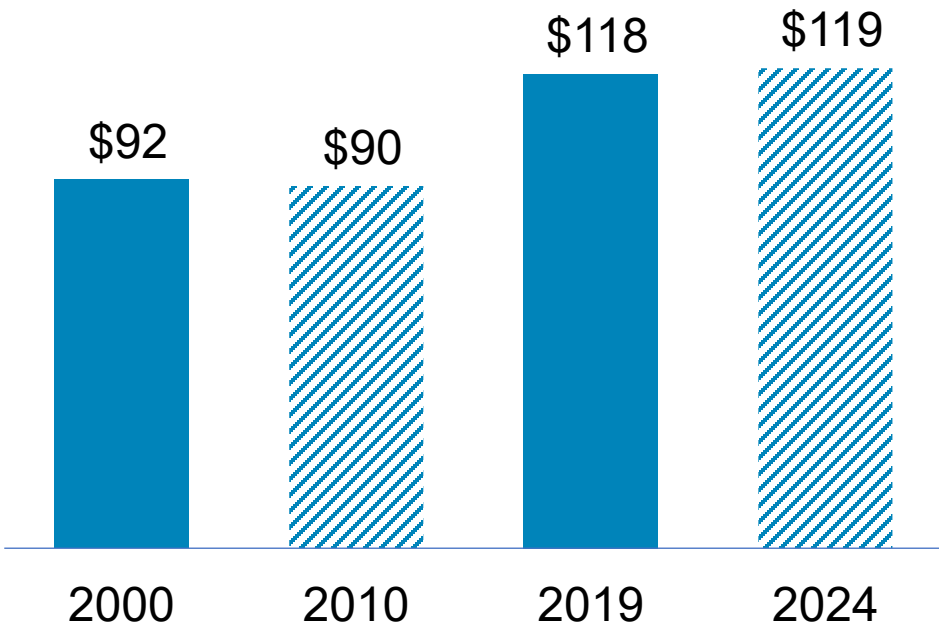
The Average Private Sector Wage Grew Just 12% in Real Terms Over That Period

Average Wage (000) in Constant 2024 Dollars

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



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

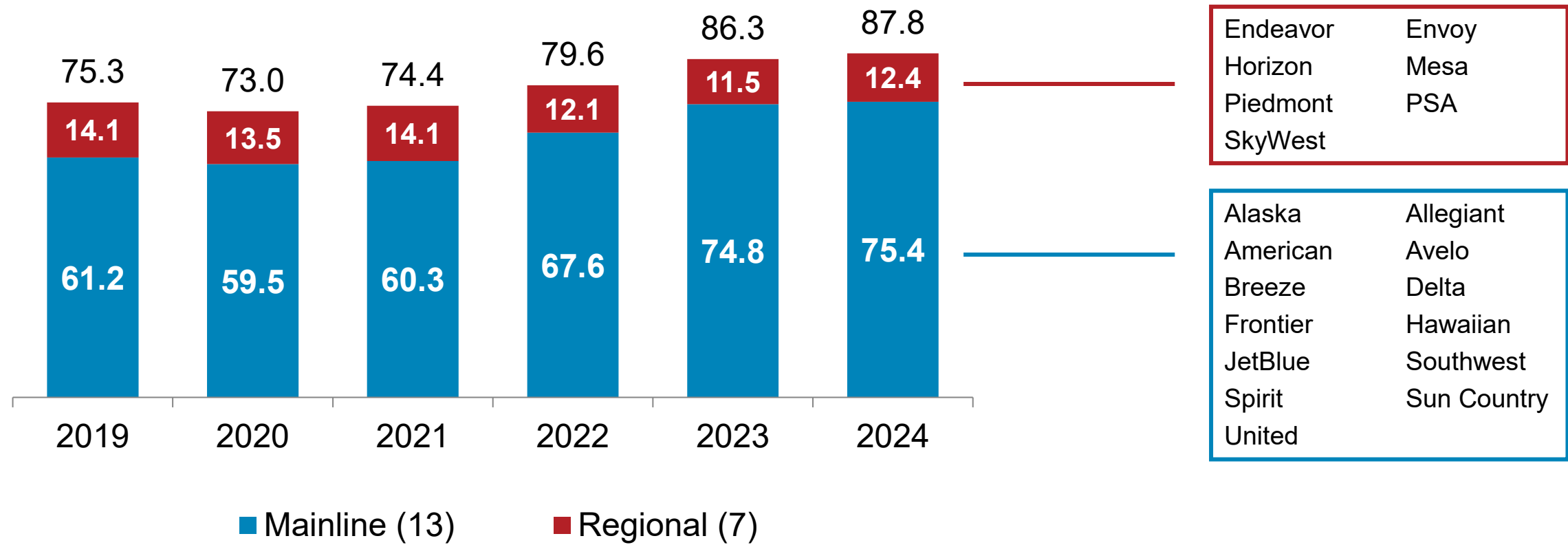


Source: A4A Passenger Airline Cost Index

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

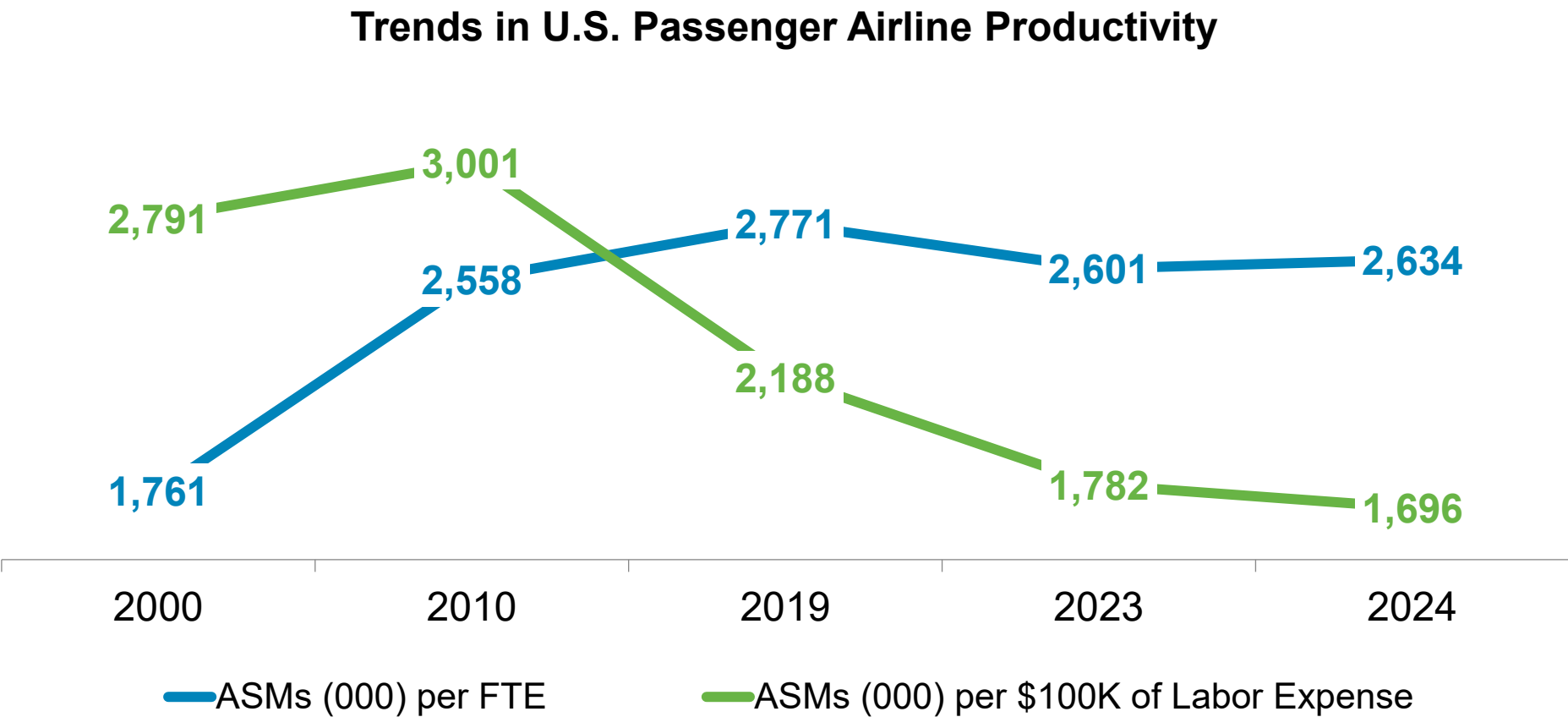
Year-End Active Pilots (000) at 20 U.S. Passenger Airlines



Source: Company SEC filings or direct reports

U.S. Airline FTE Productivity Rose in 2024, But Labor-Dollar Productivity Was ~22% Below 2019

Greater Labor Expense Needed to Generate Pre-Pandemic Levels of Capacity

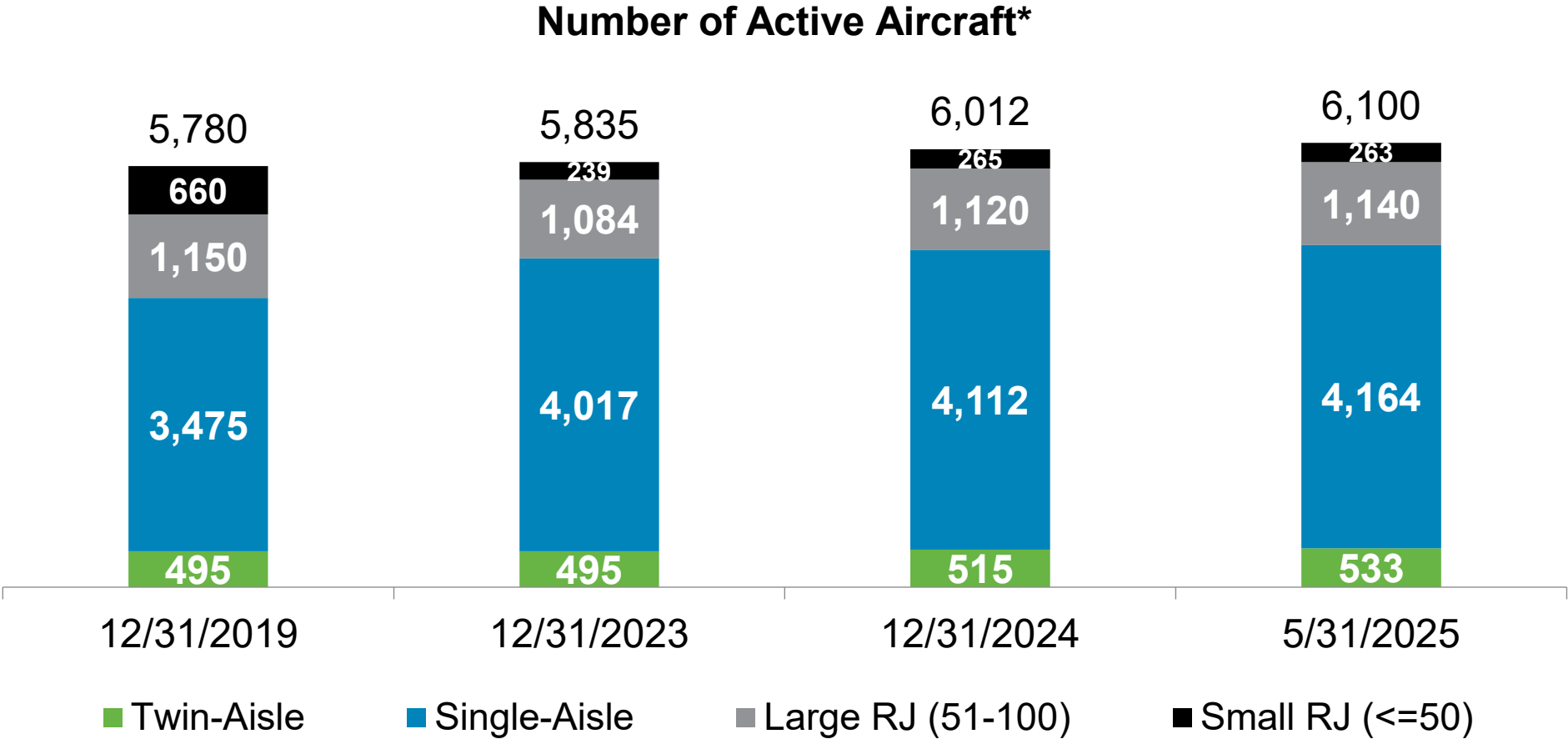


Source: A4A Passenger Airline Cost Index

* ASM = available seat mile (basic unit of passenger airline capacity)

U.S. Passenger Airlines Are Operating 6,100 Aircraft — Up 320 From the End of 2019

The Fleet of *Small Regional Aircraft* Is About 400 Units (~60%) Smaller



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

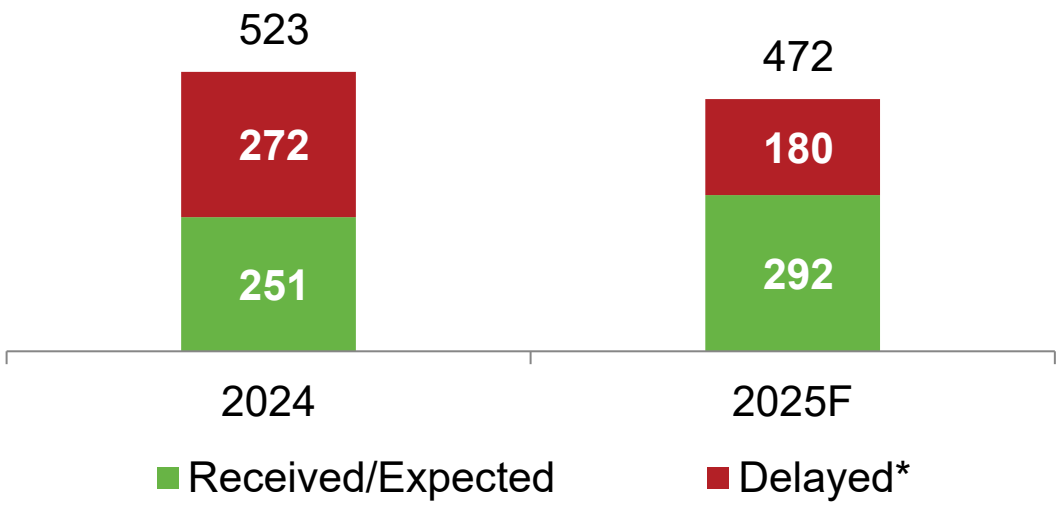
Aircraft Deliveries in 2024 and 2025 Reduced Materially by Production/Certification Delays

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 Airlines 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)

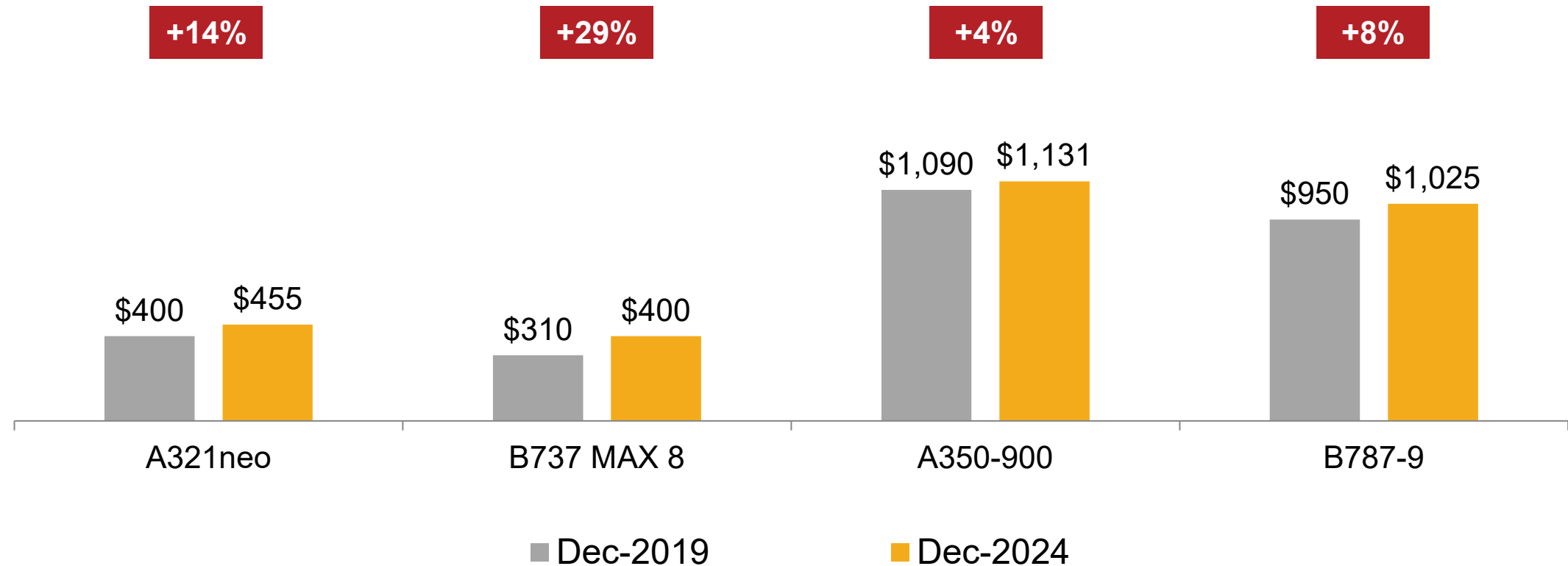
“Airbus is warning airlines that **delays in deliveries will persist for another three years** as it works through a backlog of supply-chain problems, industry sources said.” (Tim Hepher, Reuters, May 28, 2025)

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)

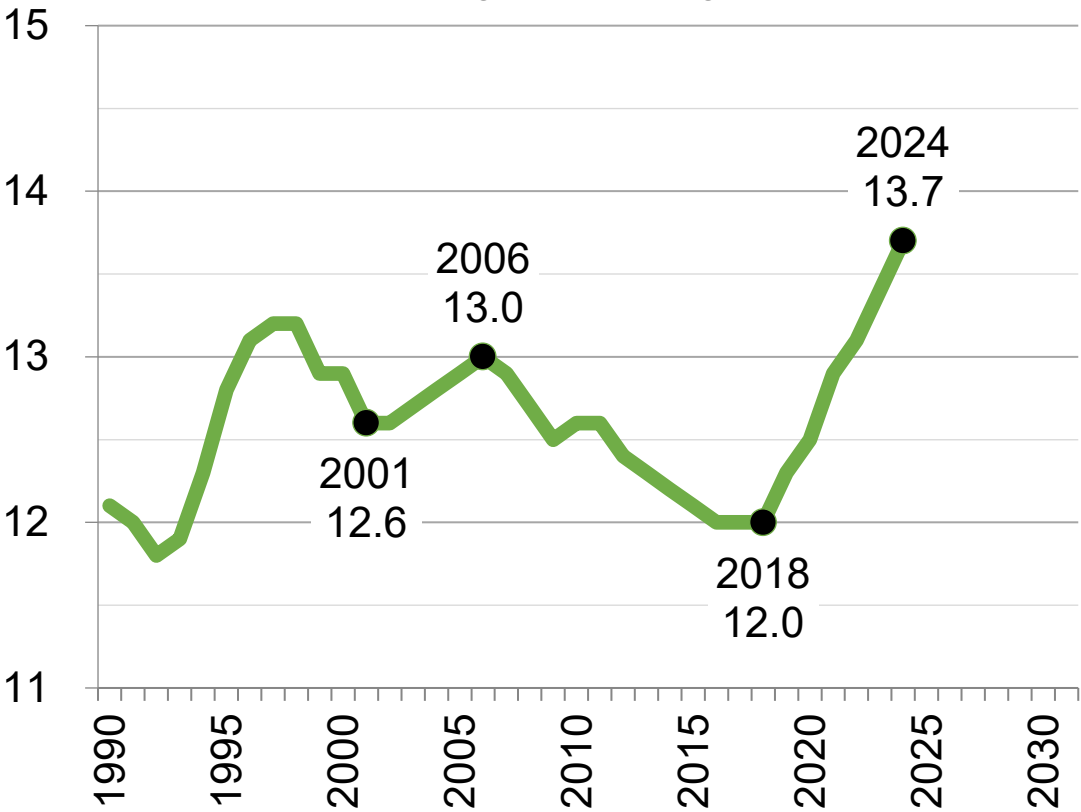
Globally, Aircraft Delivery Delays Are Translating to an Aging Fleet

Average Fleet Age Expected to Rise Further Over the Next Several Years

“**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)

Average Age (Years) of Global Airline Fleet
Active Passenger and Cargo Aircraft*



Sources: Mike Stengel (AeroDynamic Advisory) and IATA Sustainability and Economics using Cirium

* All aircraft types

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)

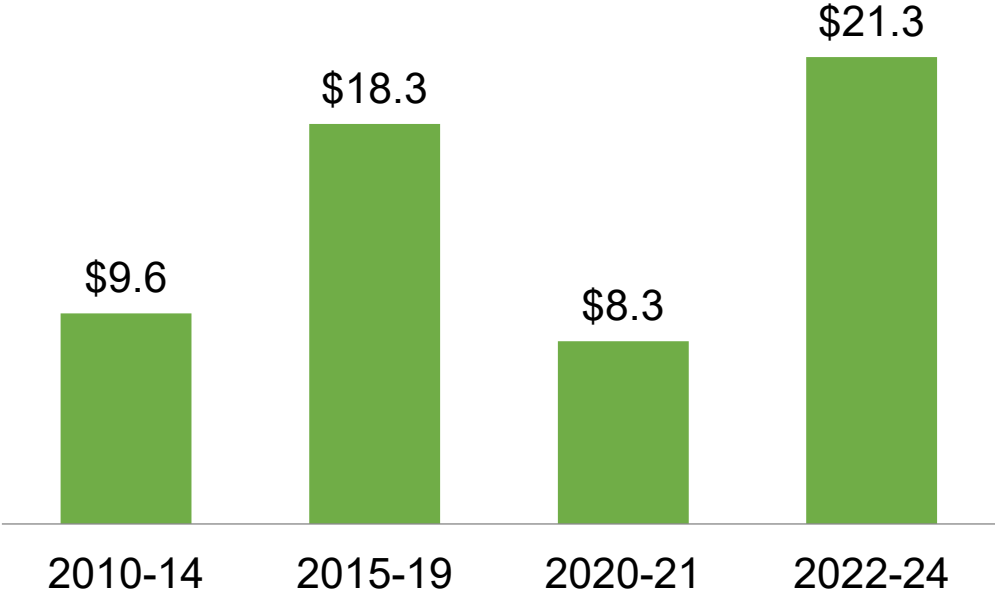
“For airlines, an aging fleet **increases pressure on maintenance costs**... Inflation has certainly played a role..., **but older fleets also drive nonroutine tasks during maintenance events, and parts become more difficult to source**... [M]ost airlines will find their options limited...” (Mike Stengel,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

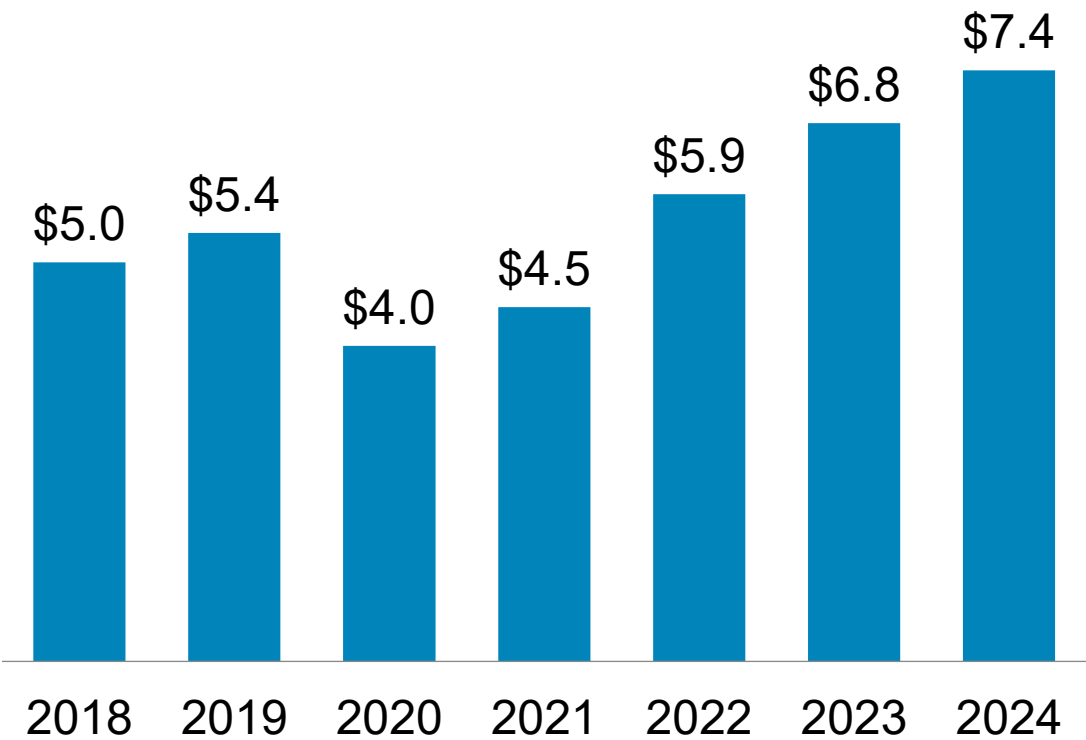





* Includes payments made for aircraft and other flight equipment, ground and other property and equipment (e.g., baggage carts, lavatory trucks, deicing vehicles), airport and other facility construction and technology
Sources: CapEx from SEC filings of Alaska/Hawaiian, Allegiant, American, Delta, Frontier,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

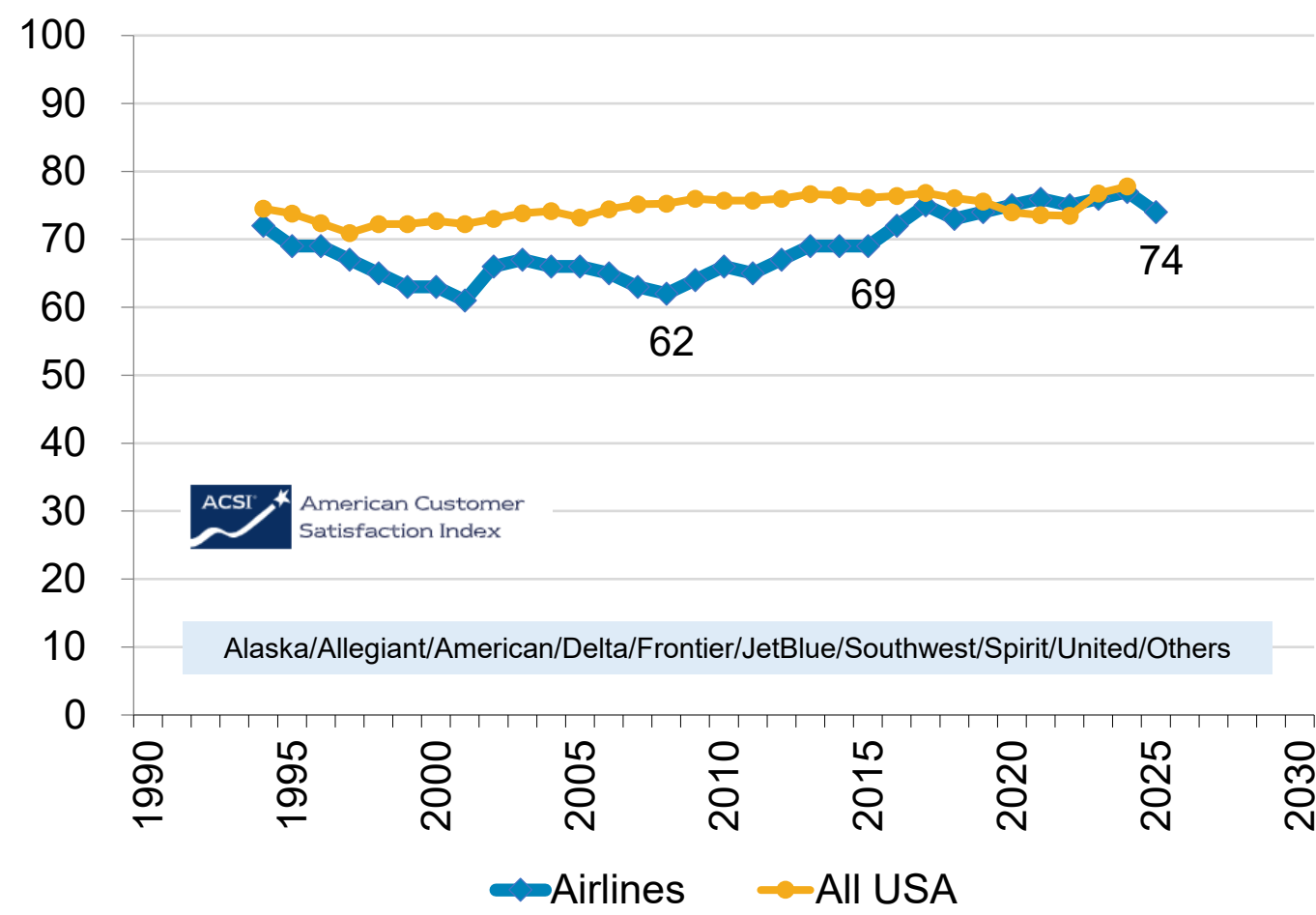
- Shop for tickets
- Modify itineraries
- Check in for their journeys
- Navigate airports
- Check and/or track bags
- Stay apprised of flight status
- Redeem vouchers/loyalty points

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 Now at 74, Up From 62 in 2008 and 69 in 2015

Airlines Scored 80+ on Five of the 21 Benchmarks and 75-79 on 10 Others



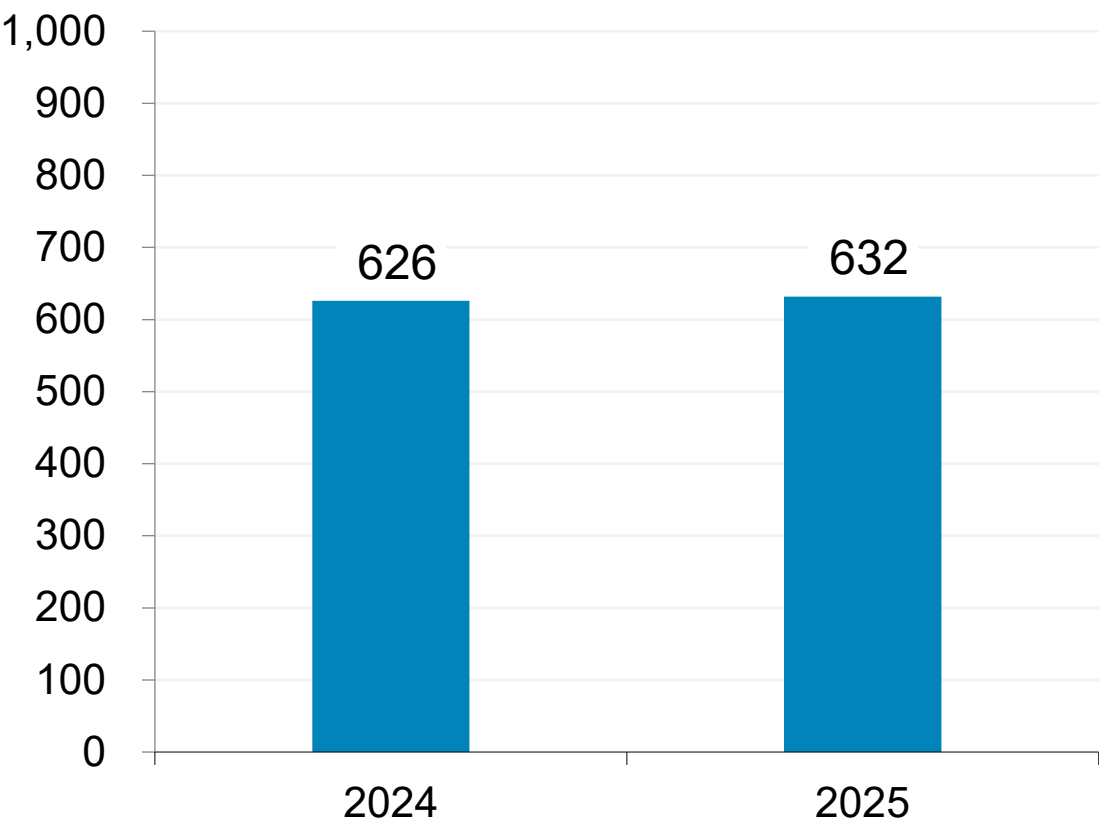
Satisfaction Benchmark	2019	2024	2025
Mobile app quality	82	84	82
Mobile app reliability	82	84	81
Website satisfaction	80	83	81
Ease of making a reservation	81	84	80
Ease of check-in process	82	83	80
Cabin and lavatory cleanliness	78	82	79
Courtesy/helpfulness: flight crew	80	82	78
Baggage handling	79	81	77
Boarding experience	79	81	77
Courtesy/helpfulness: gate staff	80	81	77
Range of flight schedules	77	80	77
Timeliness of arrival	80	81	77
Call center satisfaction	78	81	76
Loyalty program	75	80	76
Availability of overhead storage	73	79	75
Quality: purchased food/beverage	73	78	74
Quality: in-flight entertainment	71	78	74
Quality: free food/beverage	73	76	73
Seat comfort	69	76	73
Usefulness of flight information	NM	NM	71
Quality: in-flight Wi-Fi	NM	NM	66

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 2025 is based on 16,771 completed surveys. Customers were chosen at random and contacted via email between April 2024 and March 2025.

J.D. Power: North America Airline Customer Satisfaction Rose Six Points in 2025

Note: Study Methodology Changed in 2024

“Airline Passenger Satisfaction Improves Slightly as Industry Confronts Economic Headwinds, J.D. Power Finds”



The North America Airline Satisfaction Study measures passenger satisfaction with airline carriers in North America based on performance in **seven core dimensions**: airline staff; digital tools; ease of travel; level of trust; on-board experience; pre/post-flight experience; and value for price paid.

The 2025 study is based on responses from 10,224 passengers. Passengers needed to have flown on a major North America airline within the past month of completing a survey. **The study was fielded from March 2024 through March 2025.**

Note: The 2025 study reflected responses from 10,224 passengers who flew on a major North America airline within the past month of completing a survey. The study was fielded from March 2024 through March 2025.

Source: J.D. Power North America Airline Satisfaction StudySM



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