



Airlines for America[®]

We Connect the World

The State of U.S. Commercial Aviation

Updated February 15, 2026

<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

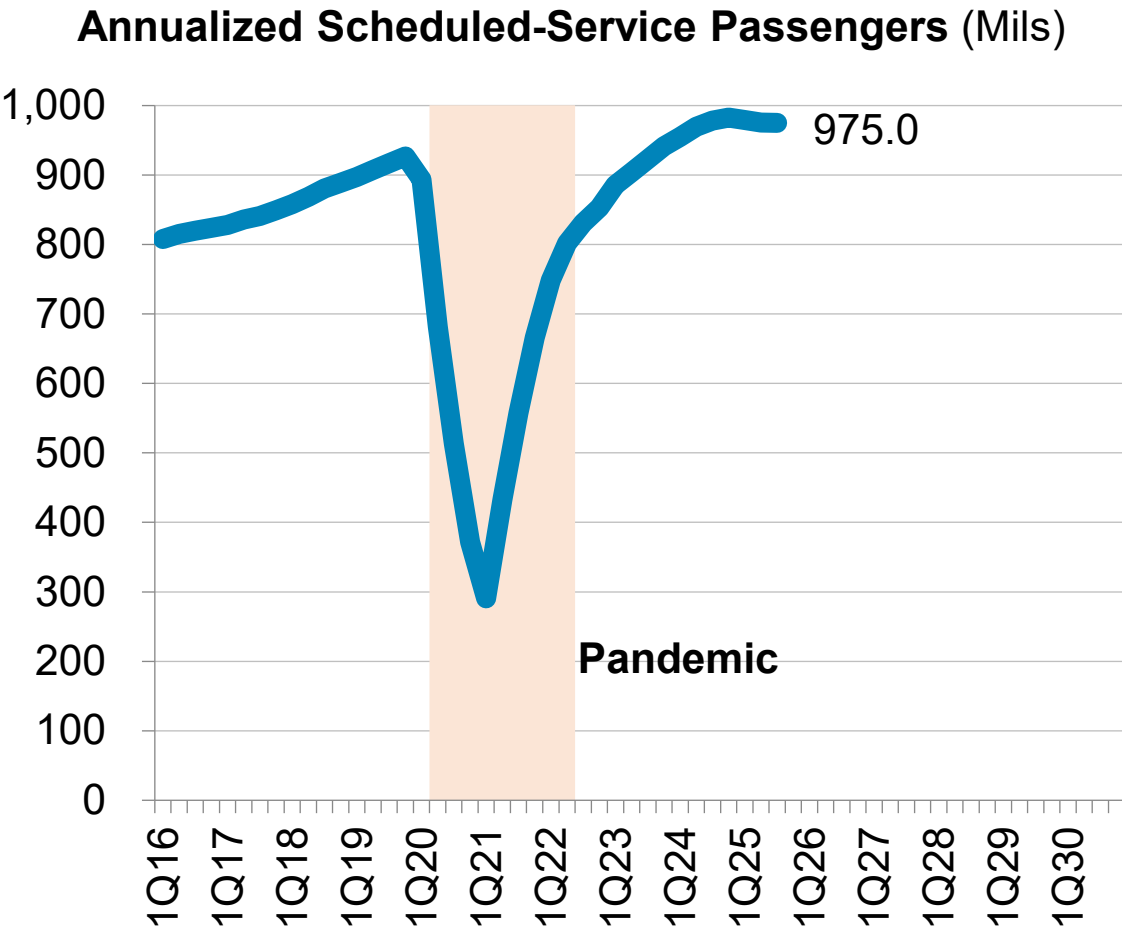
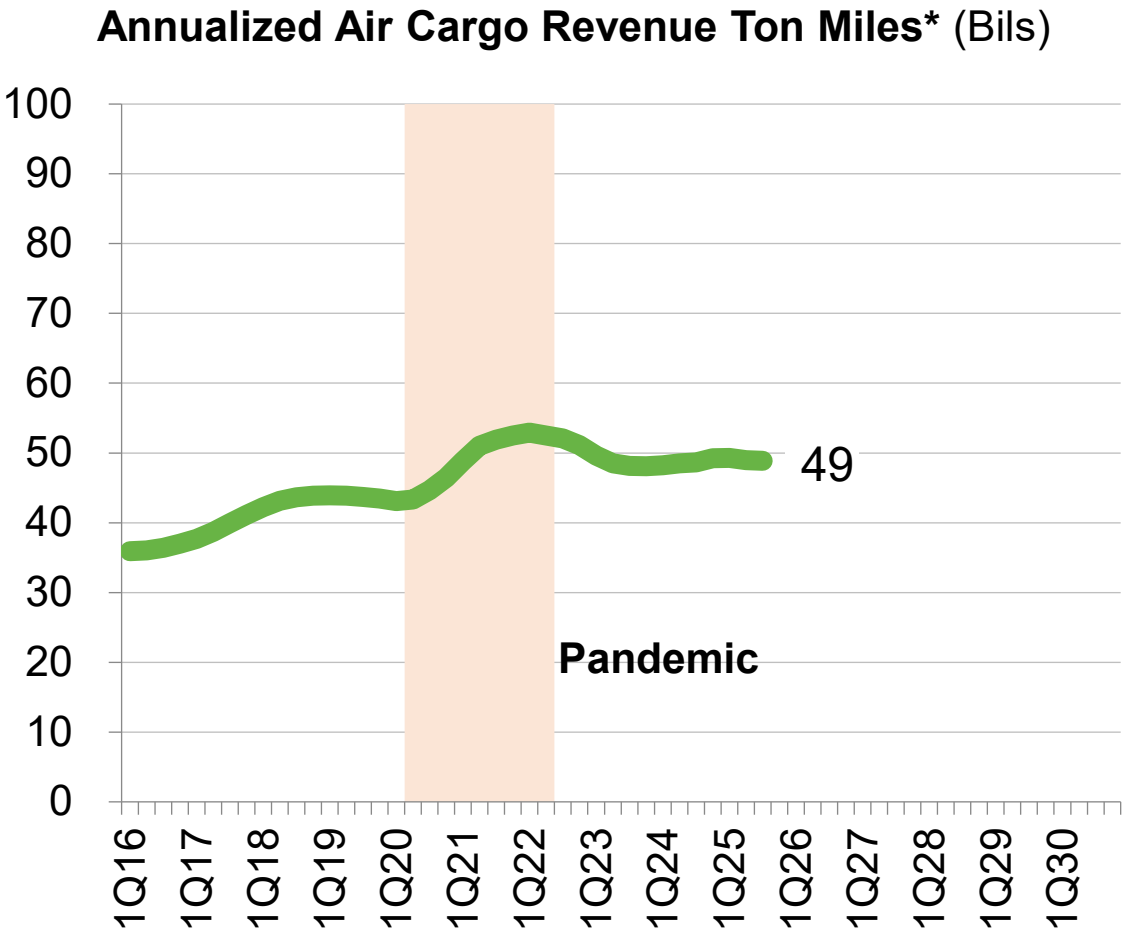
Key Points

- » 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**.

“[W]e no longer believe cost structures to be the primary determinant of profitability the way they once were, before the industry successfully de-commoditized and product/network quality took on increased relevance with consumers.” — Jamie Baker, J.P. Morgan (Feb. 12, 2026)

- » 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-Cargo and Air-Travel Demand Subsided in 2Q and 3Q 2025 But Demand Remains Well Above Pre-Pandemic Levels



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

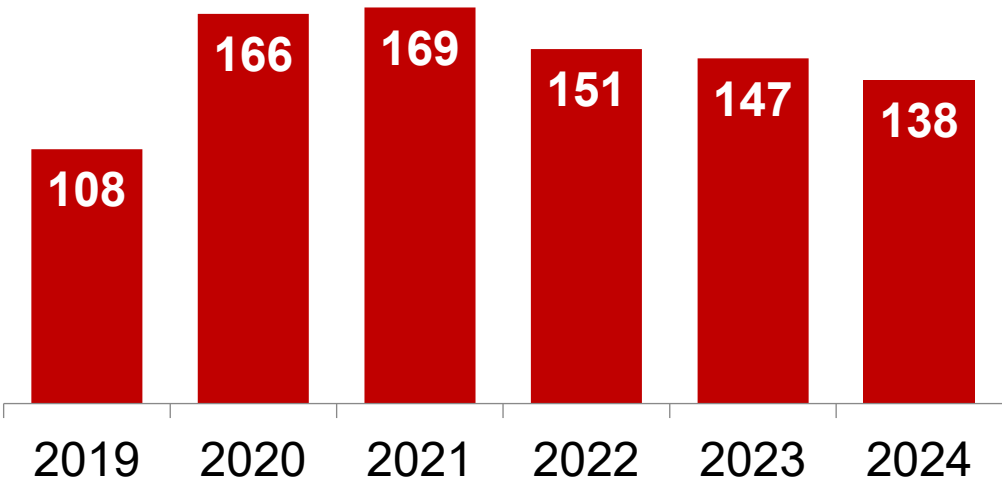
Airlines Have Prioritized Debt Reduction, Accompanied by Heavy Cash Outlays for Interest

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

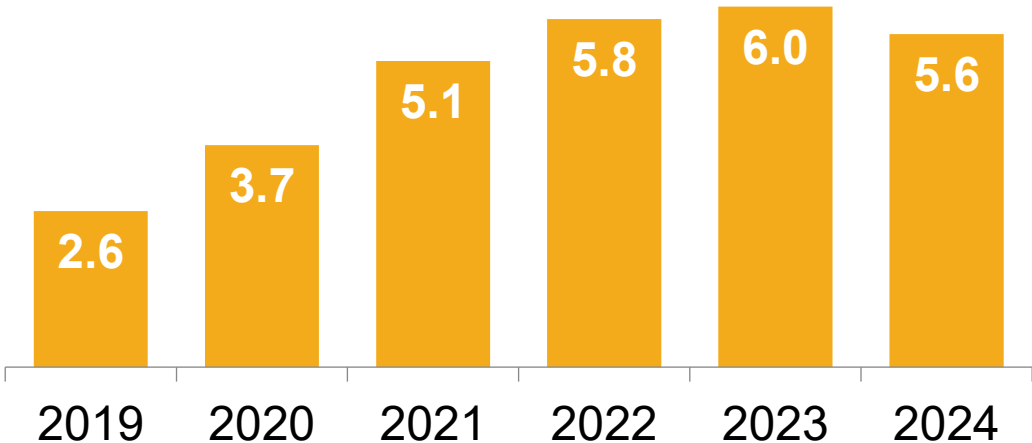
“To suggest that the airlines should have better prepared for this environment seems akin to suggesting Pompeii should have invested more heavily in firefighting technology.” (Jamie Baker, JPMorgan, March 22, 2020)

“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

In Jan-Sep 2025, U.S. Passenger Airlines Collectively Posted a Pre-Tax Profit Margin of 3.8%

Lower Interest Expense YOY Helped Offset Higher Operating Costs to Spur Better Pre-Tax Results

| Financial Results: Jan-Sep 2025 | \$ Billions | % Chg. YOY | % of Category |
|---|--------------|----------------|---------------|
| Passenger (RPMs +0.2%, yield +0.3%) | 158.0 | 1 | 89 |
| Cargo | 3.2 | 10 | 2 |
| Other ¹ | 17.1 | 6 | 10 |
| Total operating revenues | 178.2 | 1 | 100 |
| Salaries, wages and benefits | 58.8 | 7 | 35 |
| Aircraft fuel and taxes (consumption +1.5%, price -11.6%) | 33.7 | (10) | 20 |
| Maintenance materials and repairs | 9.8 | 3 | 7 |
| Landing fees and airport (terminal/hangar) rents | 12.2 | 10 | 7 |
| Depreciation and amortization ² | 8.2 | 0 | 5 |
| Regional capacity | 8.2 | 9 | 5 |
| Other ³ | 39.3 | 2 | 23 |
| Total operating expenses | 170.3 | 2 | 100 |
| Interest and other non-op expenses, net | (1.2) | (55) | n/a |
| Pre-tax profit/(loss) | 6.7 | 18 | n/a |
| Pre-tax margin⁴ | 3.8% | 0.5 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, etc.
4. Pre-tax profit/(loss) ÷ total operating revenues

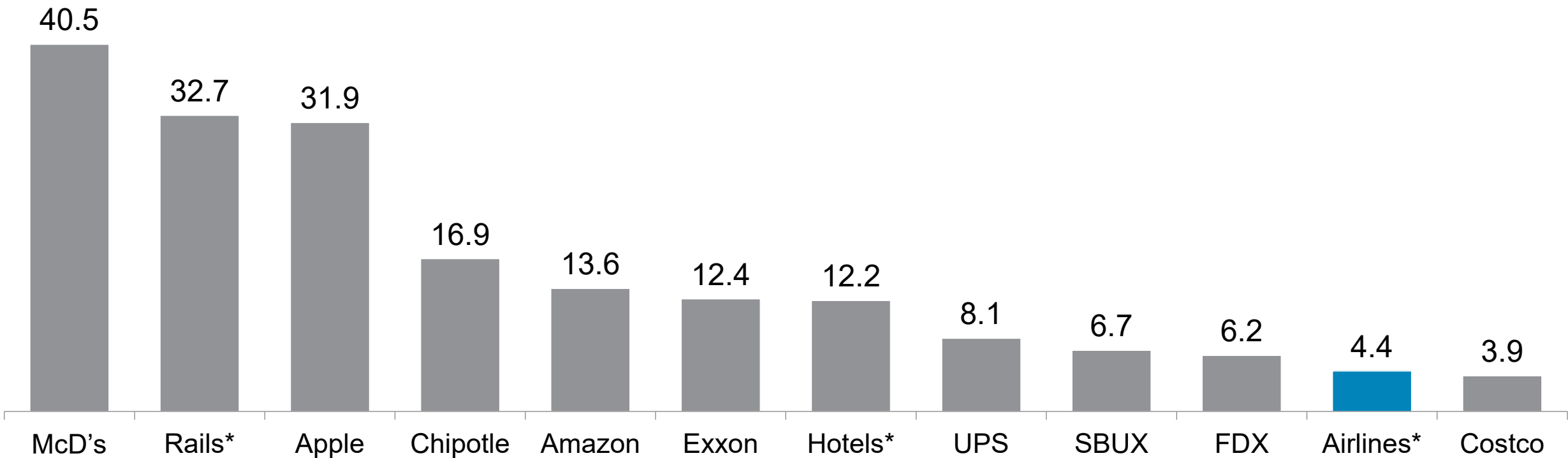
Source: SEC filings of Alaska/Hawaiian, Allegiant, American, Delta, Frontier, JetBlue, Southwest, Spirit, Sun Country and United

Numerous Fortune 500 Brands Enjoy Significantly Higher Profitability Than U.S. Airlines

Retaining Multiples More in Profit for Every Dollar of Revenue Generated in 2025

Pre-Tax Profit Margin (%) for Selected U.S. Companies and Industries in Fiscal Year 2025

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

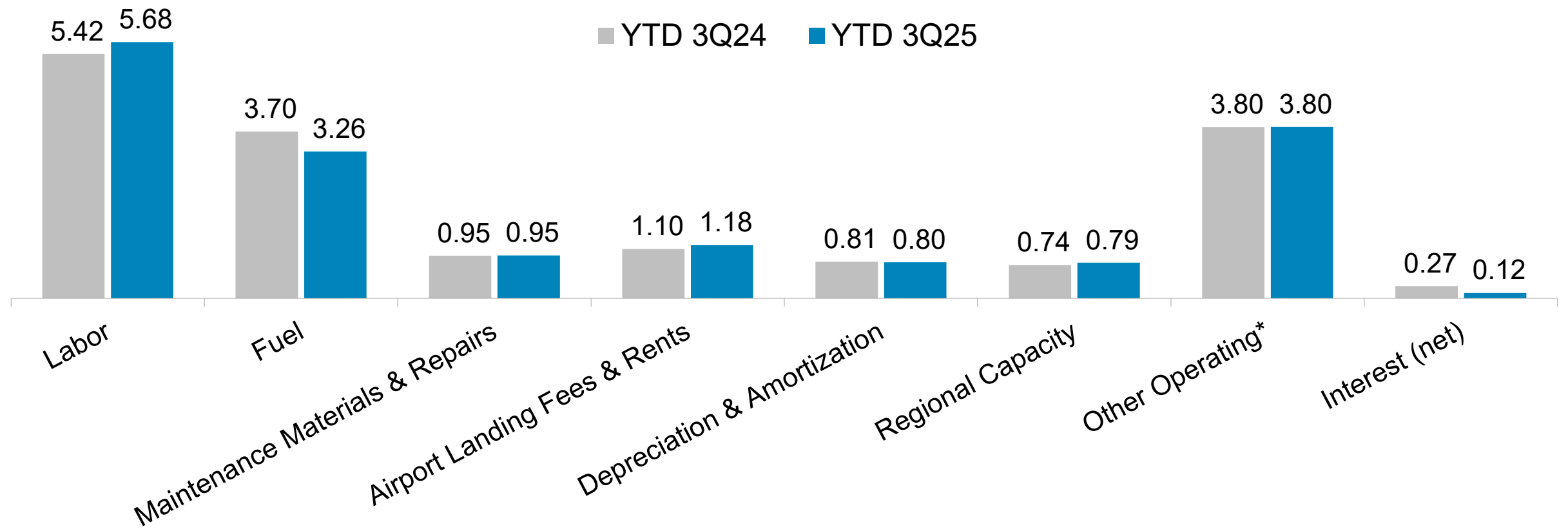


Sources: A4A, Bureau of Economic Analysis and company SEC filings * Airlines = U.S. passenger airlines excl. Spirit; Hotels = Choice/Hilton/Hyatt/Marriott/Wyndham; Rails = CSX/Norfolk Southern/Union Pacific

In Jan-Sep 2025, U.S. Airlines' Pre-Tax Unit Costs Fell 1% YOY on 12% Lower Fuel CASM

Labor CASM Rose 5%, Airport CASM Rose 8%

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



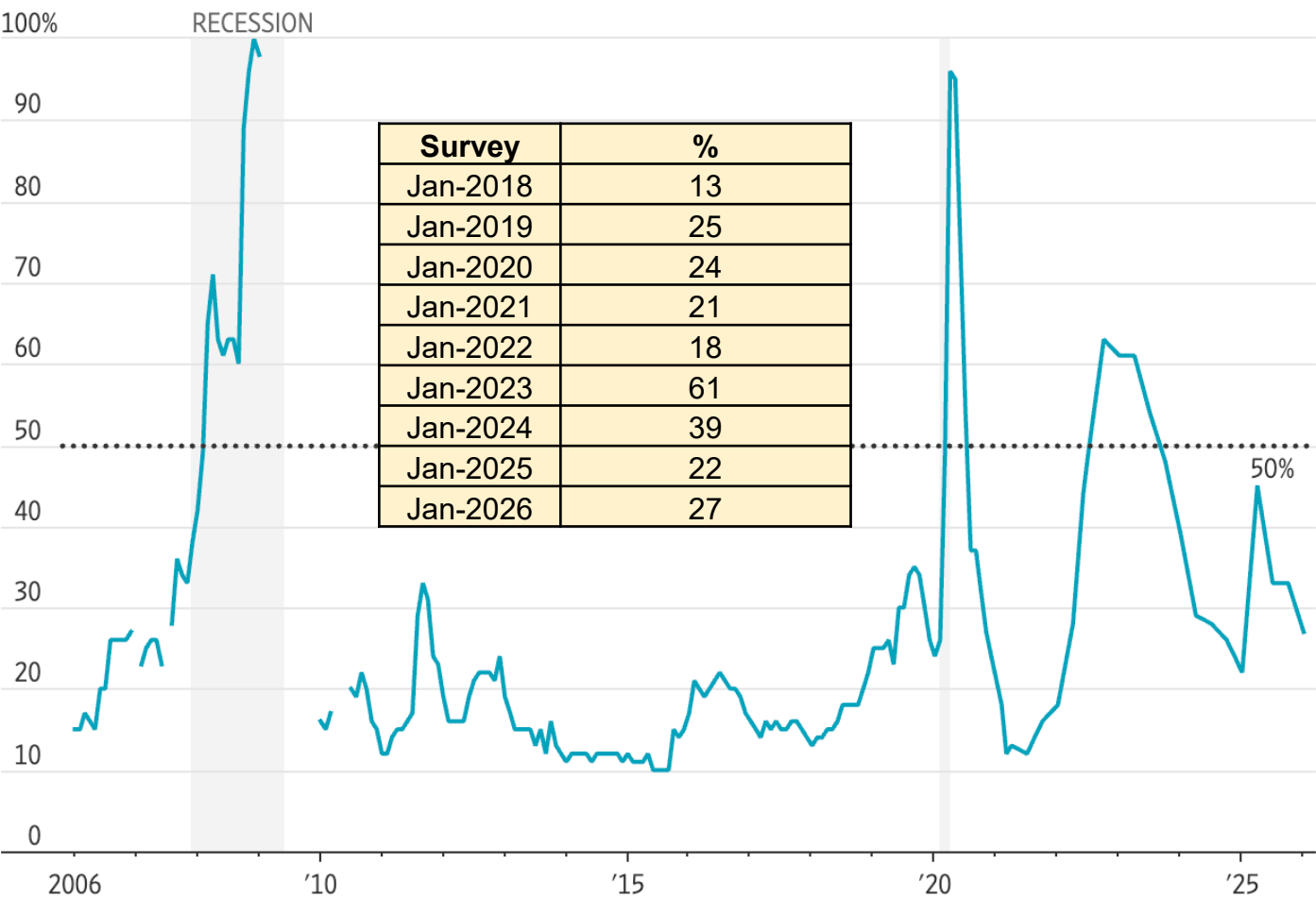
Source: SEC filings of Alaska/Hawaiian, Allegiant, American, Delta, Frontier, JetBlue, Southwest, Spirit, Sun Country and United

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

Economists Remain Downbeat, But Perceived Risk of U.S. Recession Has Subsided

WSJ Survey: Probability of Recession Over Next 12 Months: 27% (as of January)

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



“Economists assigned a 27% probability of a recession over the next 12 months, the lowest in a year. **Risks to the outlook include the fight over Fed independence, the potential impact of tariffs on inflation, and sluggish job growth** pressuring the finances of lower- and middle-income households.”

“**The growth in the economy is being fueled by consumers in the top 20% of the income spectrum**, who benefited from a rising stock market that’s fueled by massive investments on AI and data centers. Fine for now. But it **makes the economy quite vulnerable to any sudden pullback in equity values**,” said Bernard Baumohl, chief global economist at the Economic Outlook Group.”

Source: Harriet Torry and Anthony DeBarros, “Economists Shrug Off Trumponomics, Boost 2026 Growth Outlook Back Above 2%,” *The Wall Street Journal* (Jan. 18, 2026)

Perspectives on the U.S. Economic Outlook

“The US economy remains resilient, but **the signal has become harder to read**... Beneath the surface, **the pattern is distinctly K-shaped**. **Affluent households continue to spend, supported by income and wealth gains, while middle- and lower-income families are turning more cautious** heading into the holiday season. Business investment outside technology has taken on a more defensive tone, and tariff-related cost pressures are gradually filtering through supply chains.”

Gregory Daco, Chief Economist, EY (Nov. 28, 2025)

“**The economy is growing, but its growth is fragile**. Whether the economy strengthens or instead slumps in the coming year depends primarily on how aggressively the Trump administration pursues its **tariff, immigration and other deglobalization policies**; how quickly businesses adopt and incorporate **artificial intelligence** into their workflows; and how much **monetary and fiscal support** is provided by the Federal Reserve and lawmakers.”

Mark Zandi, Chief Economist, Moody's Analytics (Jan. 21, 2026)

Sources: <https://www.linkedin.com/pulse/us-outlook-2026-numbers-mark-zandi-jof6e/>

Perspectives on the U.S. Economic Outlook (Continued)

“There is a **growing divide between assessments of the economy’s performance**. Judging that performance based on recently stronger GDP growth and ebullient investors, the economy is doing well, if not great. But based on jobs and how dour the majority of Americans feel about their finances, the economy’s performance is lagging, if not faltering. So which is it? While **the reality likely lies somewhere between these two widely differing perspectives**, the old saw ‘better to prepare for the worst and hope for the best’ is apt.”

Mark Zandi, Chief Economist, Moody’s Analytics, “U.S. Outlook: GDP Optimists vs. Jobs Pessimists” (Feb. 10, 2026)

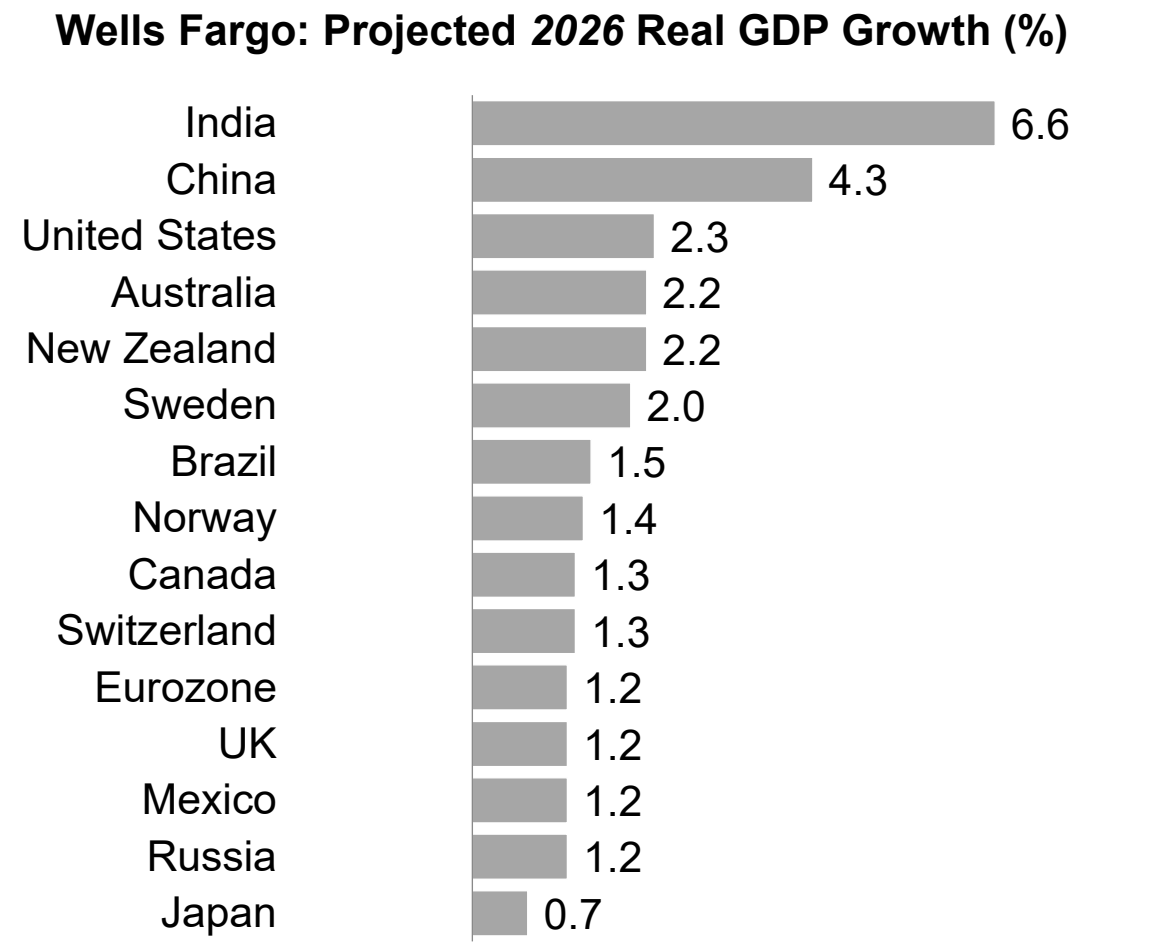
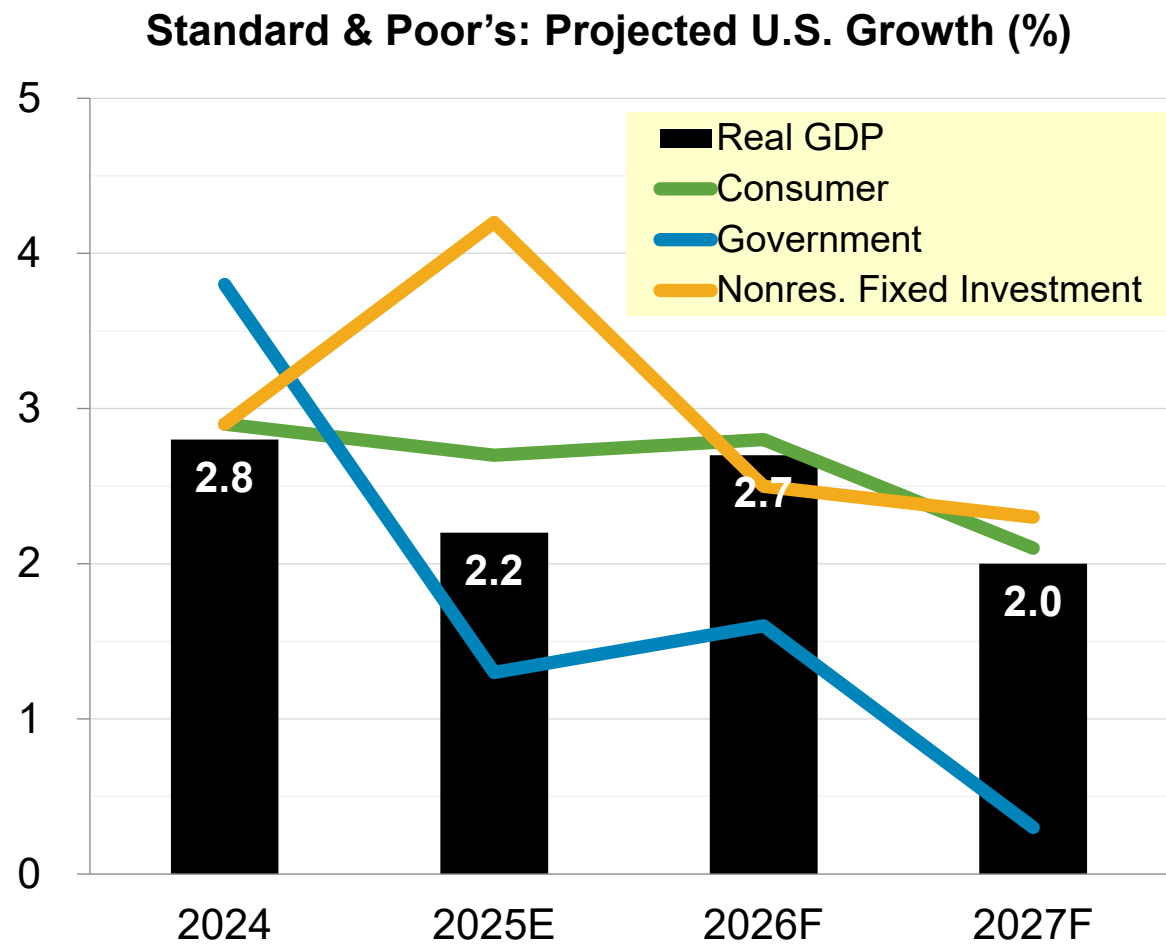
“I mean, there is certainly — pick your description — a **K-shaped economic bifurcation of the consumer**. We continue to see really consistent strength across luxury for the full year.”

Anthony Capuano, Marriott CEO (Feb. 10, 2026)

Sources: <https://www.linkedin.com/pulse/us-outlook-gdp-optimists-vs-jobs-pessimists-mark-zandi-ybqpe/> and 0

S&P Expects the U.S. Economy to Grow 2.7% in 2026, Decelerating to 2.0% in 2027

Wells Fargo Expects GDP Growth in Japan/Mexico/UK/EU/Canada/Brazil/Australia/NZ to Lag USA



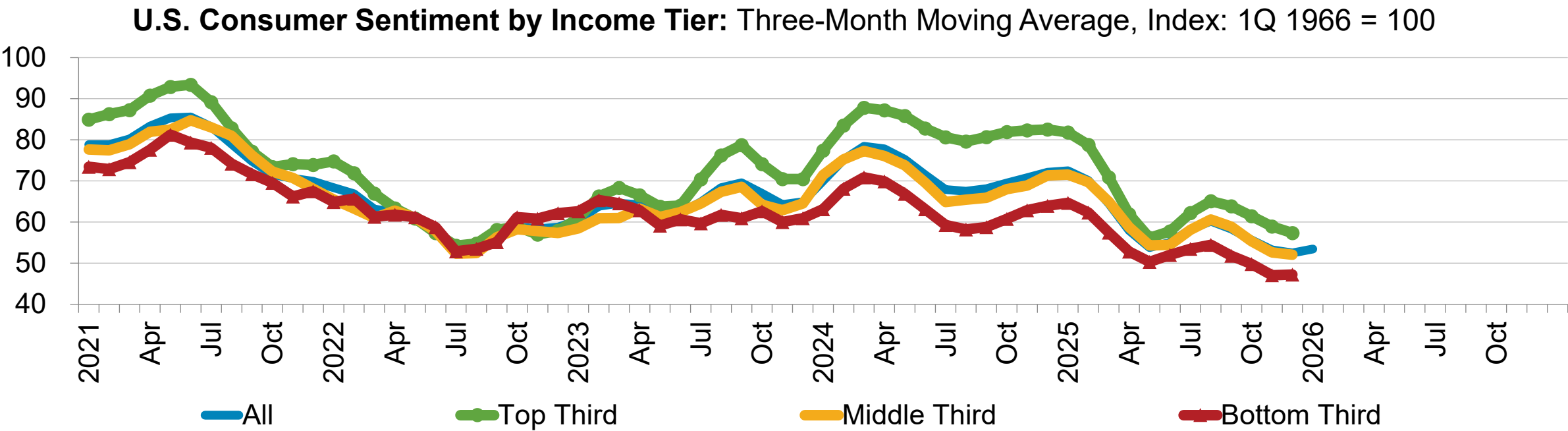
Source: Wells Fargo International Economic Outlook (Nov. 19, 2025) and Standard & Poor's U.S. Economic Outlook (Feb. 12, 2026)

U.S. Consumer Sentiment Ticked Up in January

Higher Levels of Sentiment Correlated With Higher Levels of Income

“Not all Americans are feeling the affordability squeeze. **The finances of the well-to-do are arguably as good as they have ever been.** They have a job, and they are enjoying sturdy wage growth. If they have any debt, it is a mortgage loan they refinanced during the pandemic at an exceptionally low rate. They have ample cash in their checking and money market accounts...and **their wealth has ballooned with the surge in home values and stock prices.**”

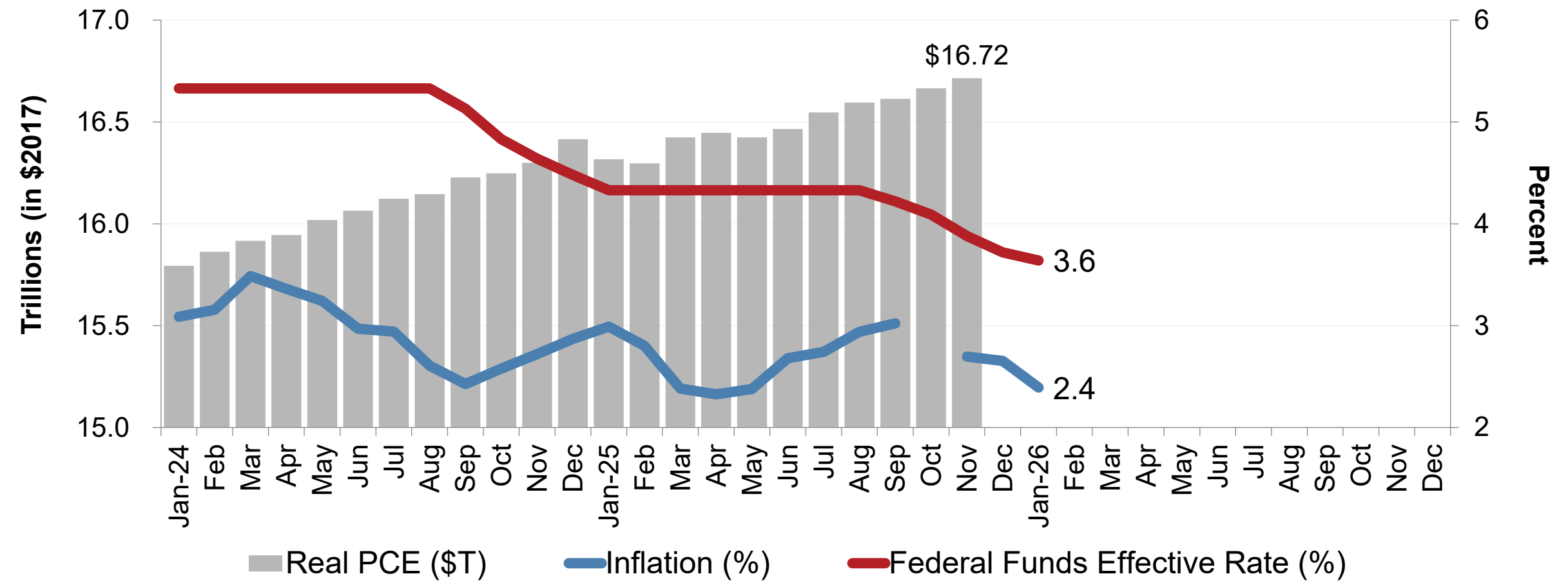
Mark Zandi, Chief Economist, Moody’s Analytics, “The Affordability Squeeze,” *LinkedIn* (Dec. 9, 2025)



Sources: University of Michigan and <https://www.linkedin.com/pulse/affordability-squeeze-mark-zandi-xk7re/>

Real Consumer Spending Rose to Record Level in November

Boosted by Lower Federal Funds Rate and Lower Headline Inflation



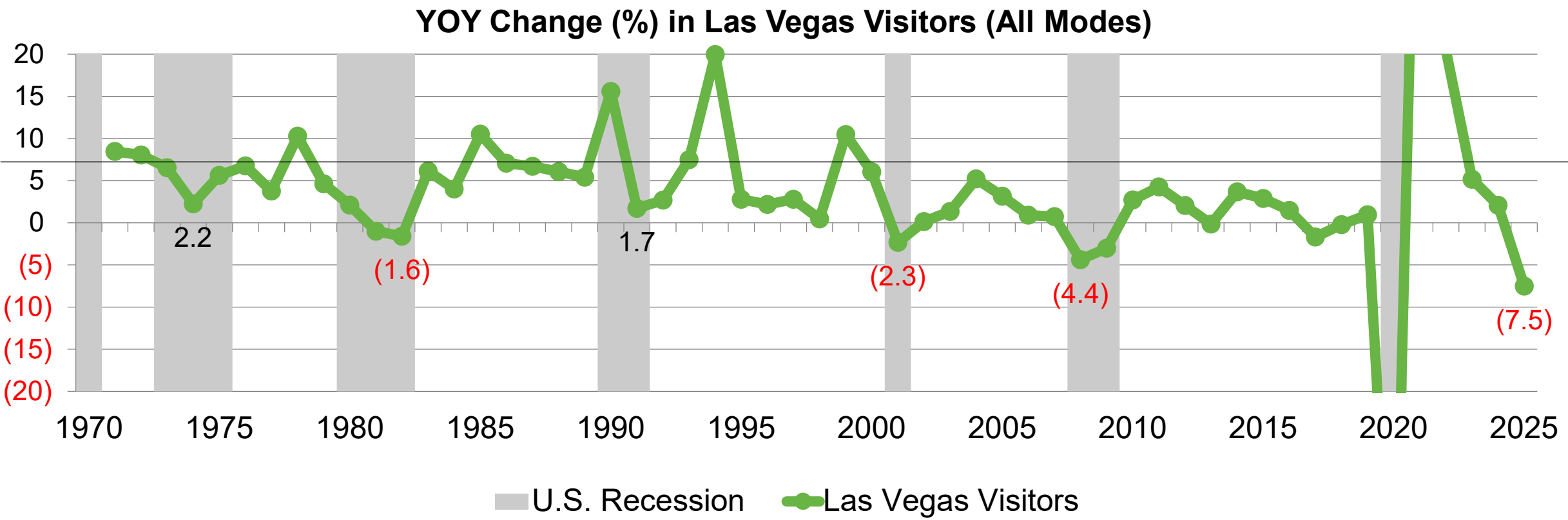
Source: U.S. Bureau of Economic Analysis and Bureau of Labor Statistics via Federal Reserve Bank of St. Louis

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

Aside From 2020, Las Vegas Saw Its Steepest-Ever Drop in Visitors in 2025

Multiple Factors at Play

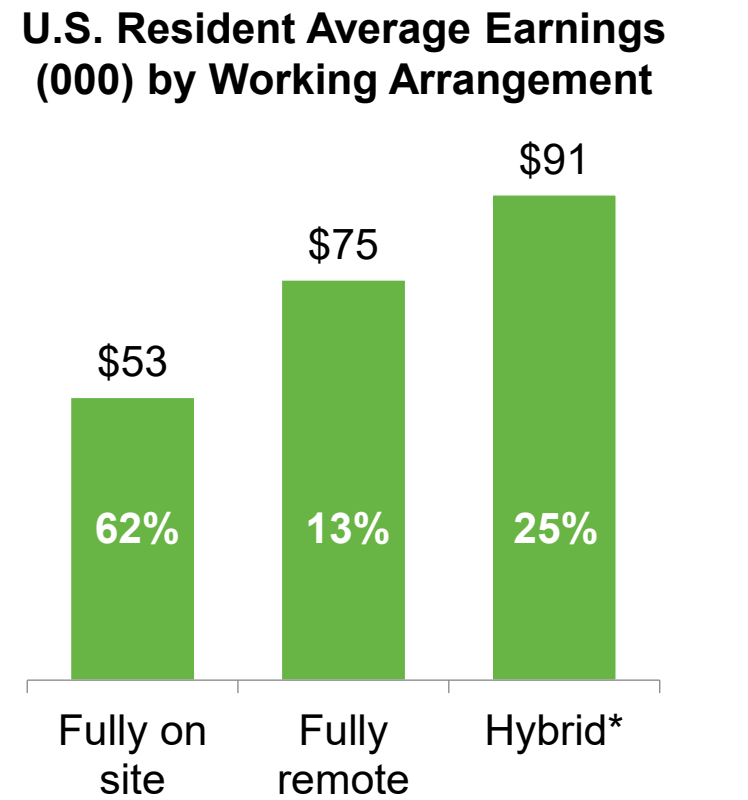
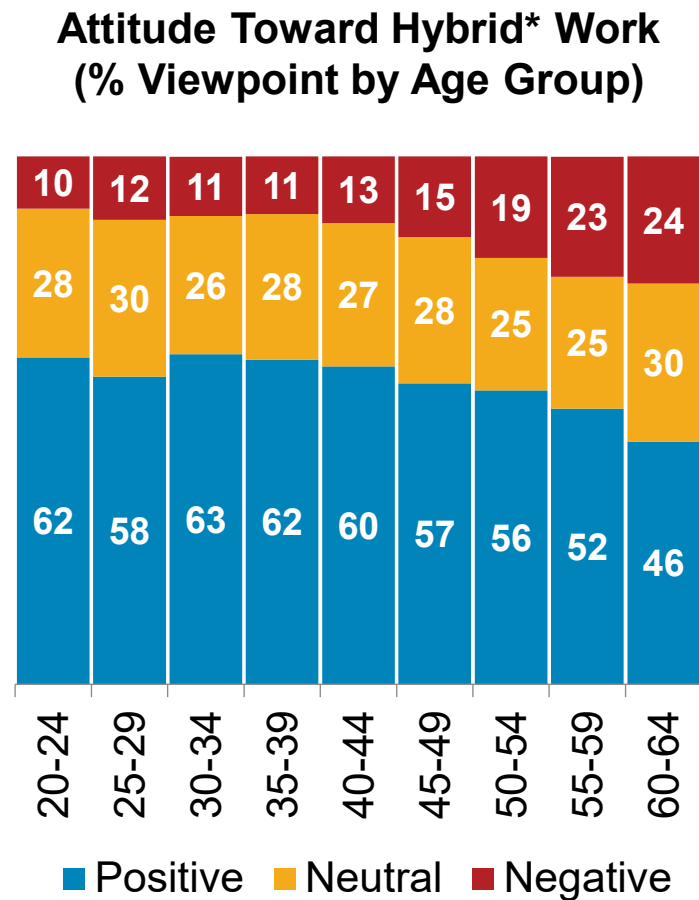
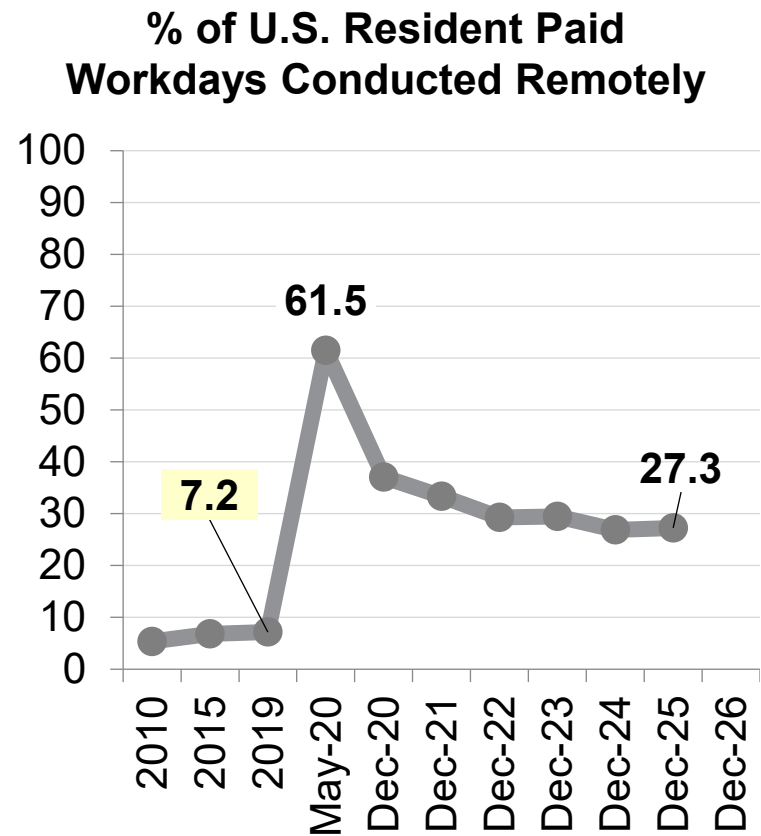
“A portion of our friends in Canada are not happy with us right now,” said [Steve] Hill, CEO of the LVCVA...
“Vegas tourism leaders head north of the border to entice disgruntled Canadians,” *The Nevada Independent* (Sept. 3, 2025)



Source: Visual Approach Advisory (Aug. 21, 2025) and “Vegas tourism leaders head north of the border to entice disgruntled Canadians,” The Nevada Independent (Sept. 3, 2025), and LVCVA.com

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

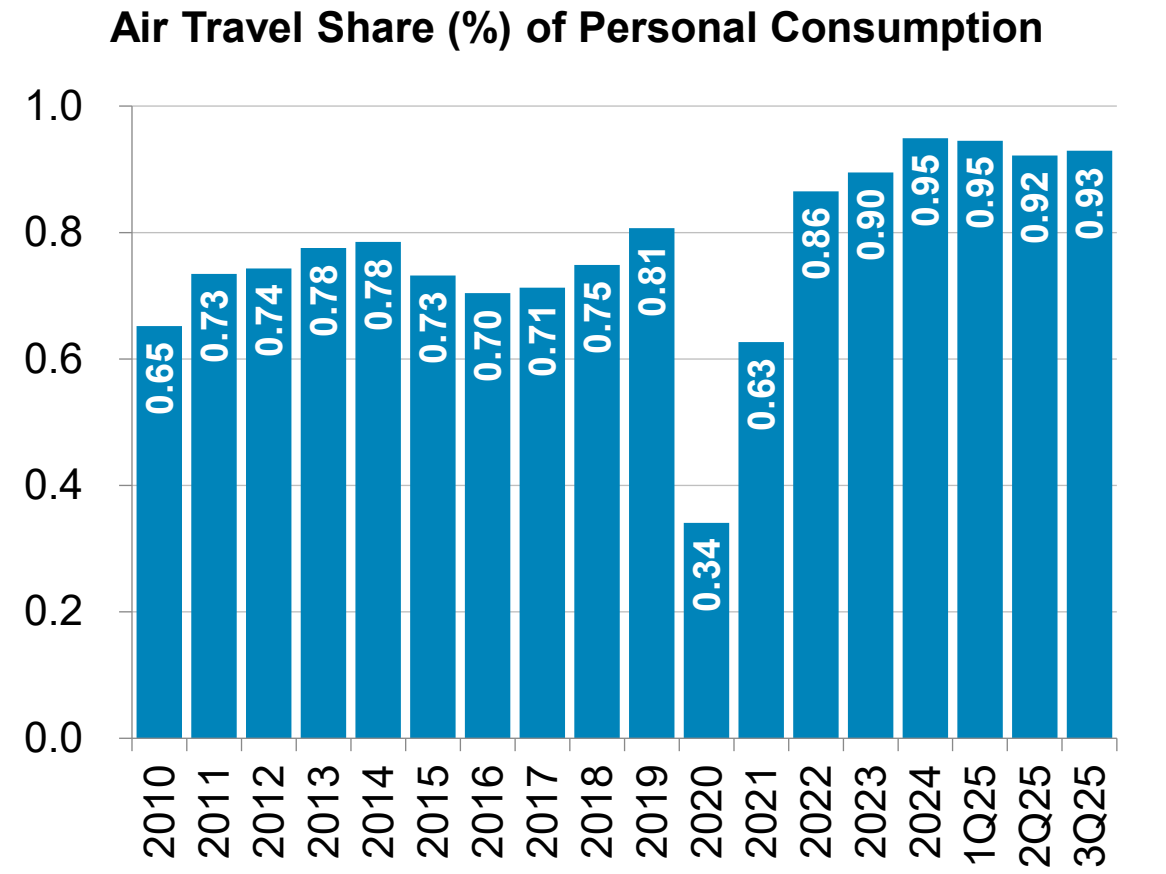
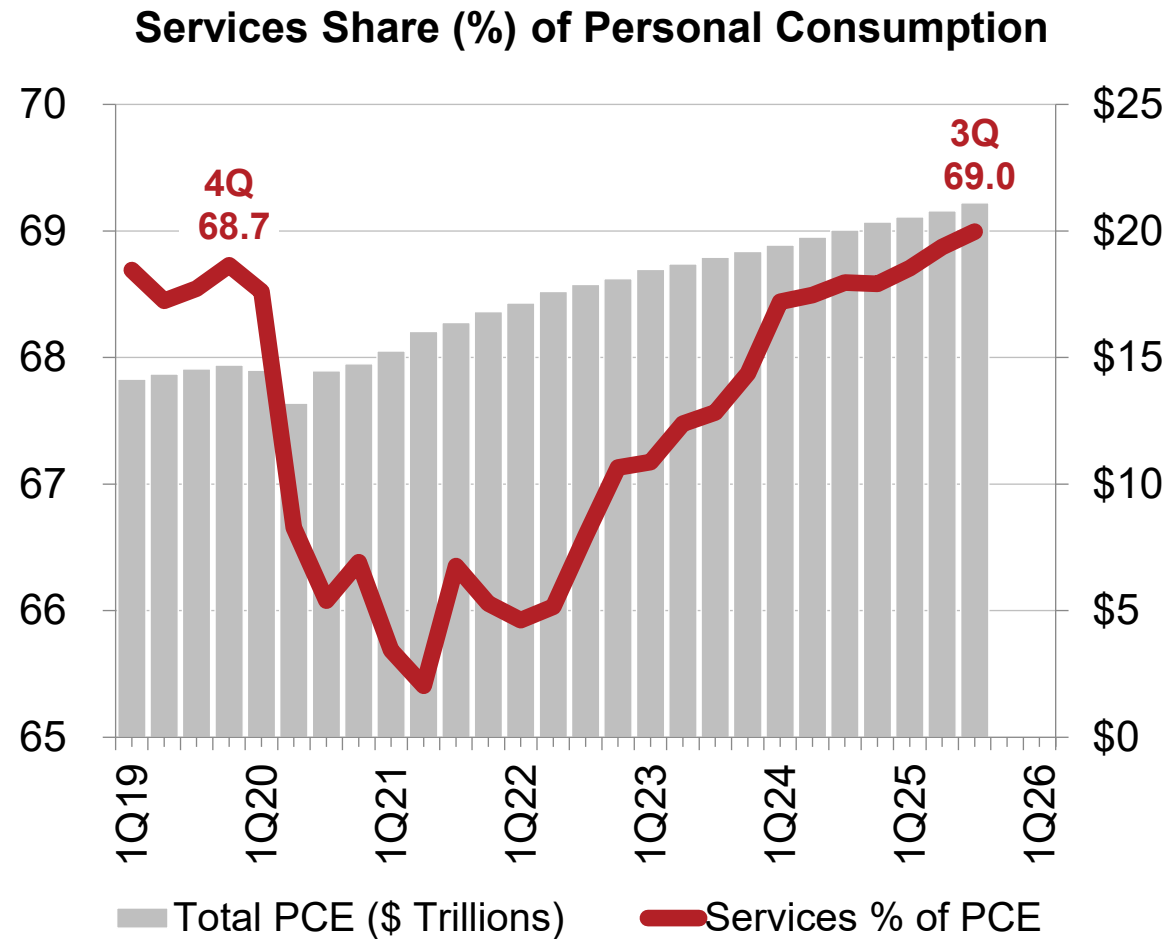


Source: Survey of Working Arrangements and Attitudes (SWAA), Barrero, Jose Maria, Nicholas Bloom, and Steven J. Davis, 2021. "Why working from home will stick," National Bureau of Economic Research Working Paper 28731.

* Two to three days per week

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

And They Have Increasingly Prioritized Air Travel, Albeit With a Retrenchment in 2Q25



Source: Bureau of Economic Analysis

Note: PCE = personal consumption expenditures

“Top 10% of Earners Drive a Growing Share of US Consumer Spending”

High-Income Americans Behind Roughly Half of Spending, Up From a Third in the Early 1990s

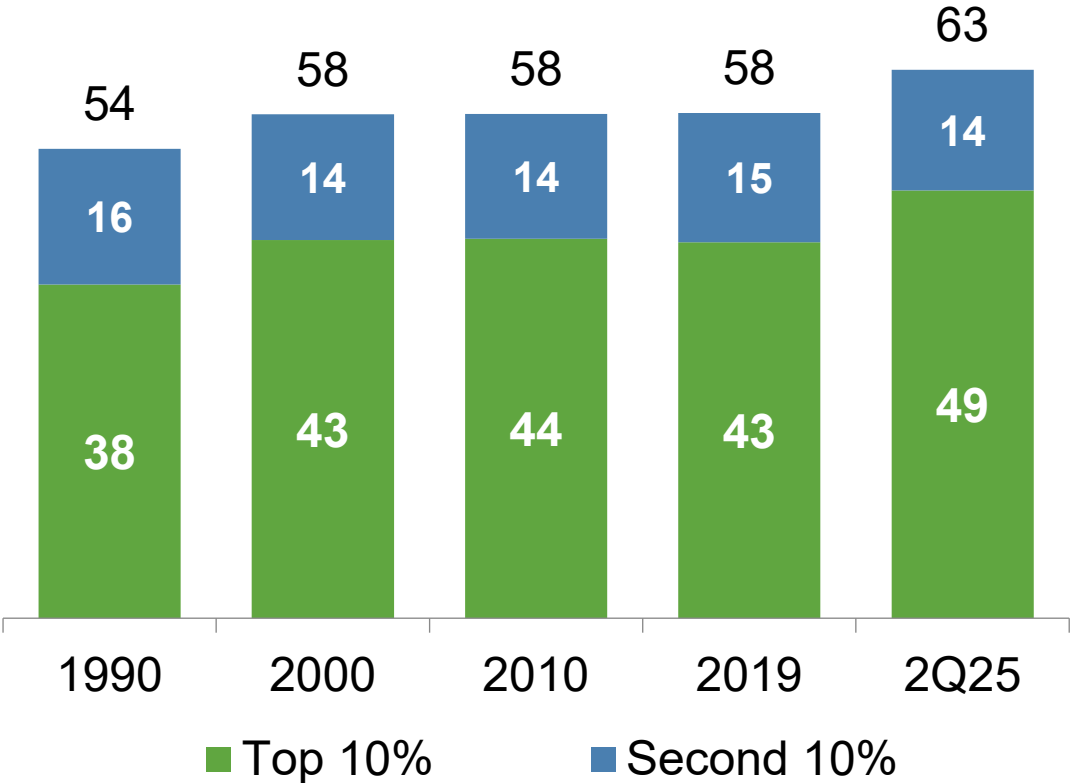
“The economy’s prospects are tethered to the fortunes and spending of the well-to-do,” [Moody’s Analytics Chief Economist Mark] Zandi said.”

Bloomberg Government (Sept. 16, 2025)

“Not surprisingly, the well-to-do are thus spending with gusto. Those in the top 10% of the income distribution, who are making more than \$275,000 annually, account for an estimated nearly one-half of all personal outlays, and their spending has significantly outpaced inflation since the pandemic. Those in the next highest 10% of the income distribution...have also spent at a pace measurably greater than inflation during this period.”

“The Affordability Squeeze,” *LinkedIn* (Dec. 9, 2025)

Share (%) of Spending by Consumers in Top Tiers of Income Distribution

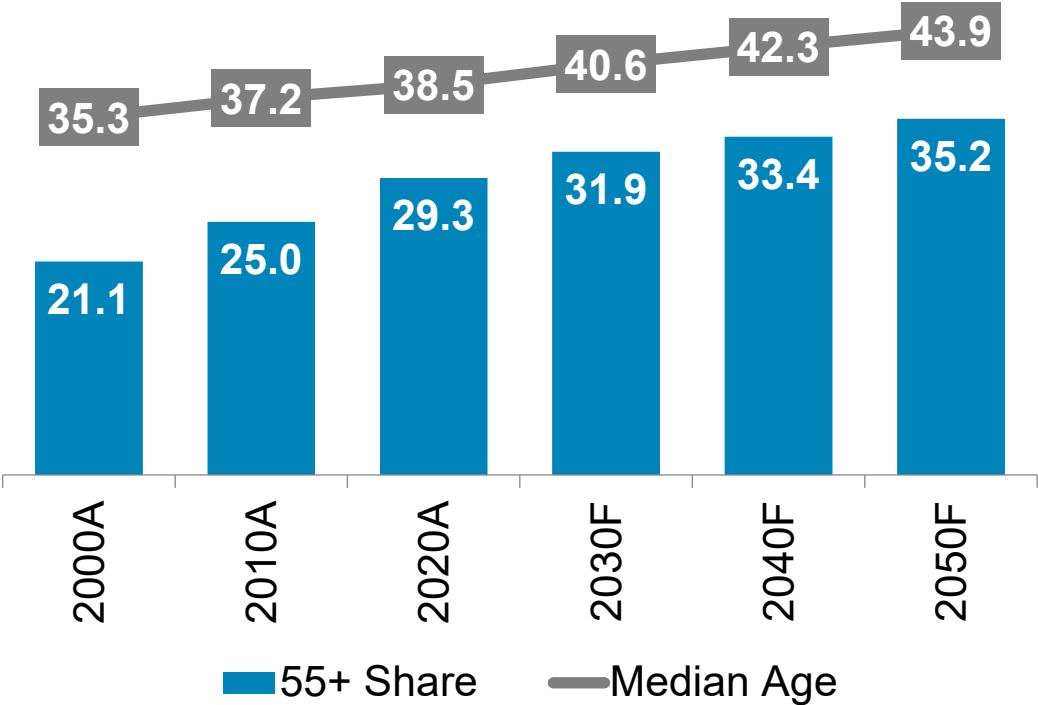


Source: Moody’s Analytics review of Federal Reserve data and Jonnelle Marte, “Top 10% of Earners Drive a Growing Share of US Consumer Spending,” *Bloomberg Government* (Sept. 16, 2025)

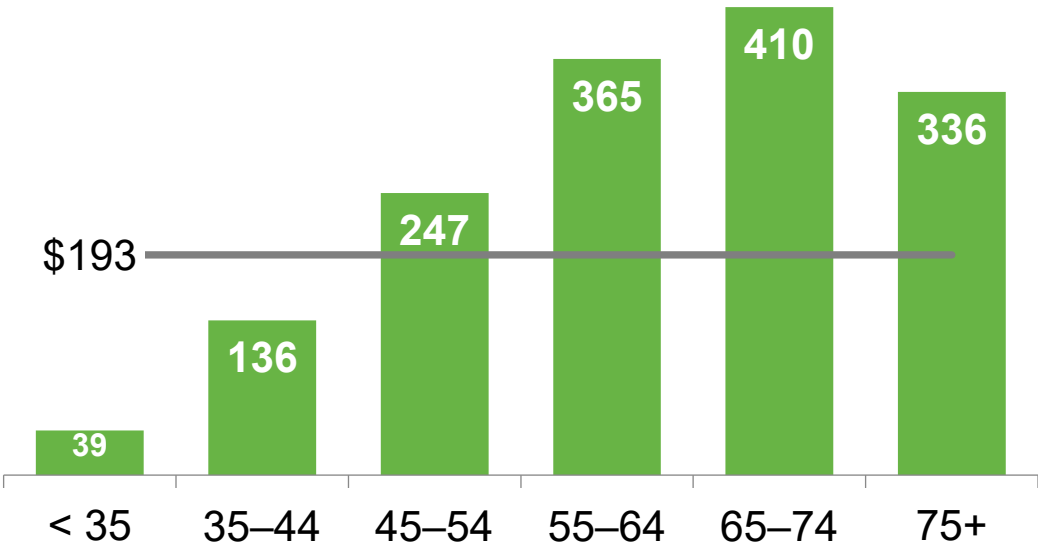
The Older (and Wealthier) Share of the U.S. Population Is Expected to Continue Growing

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

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



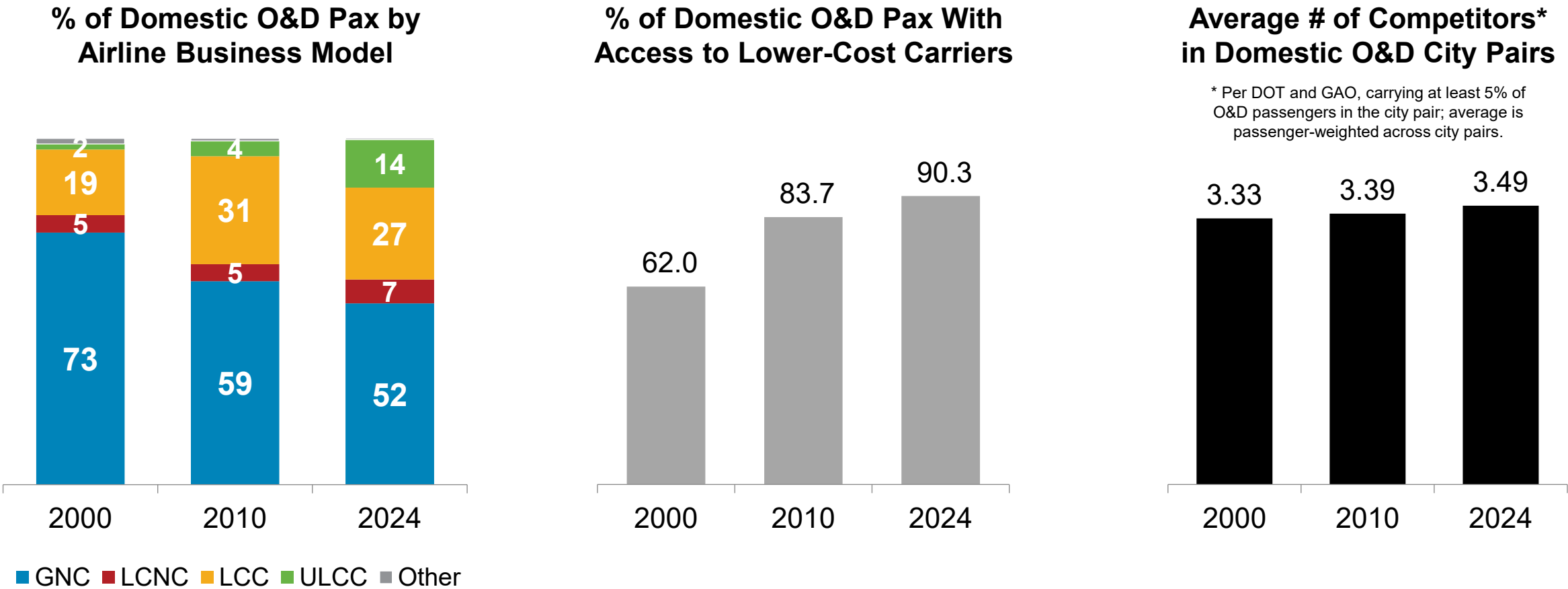
Median Household Net Worth (\$000) by Age, 2022



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

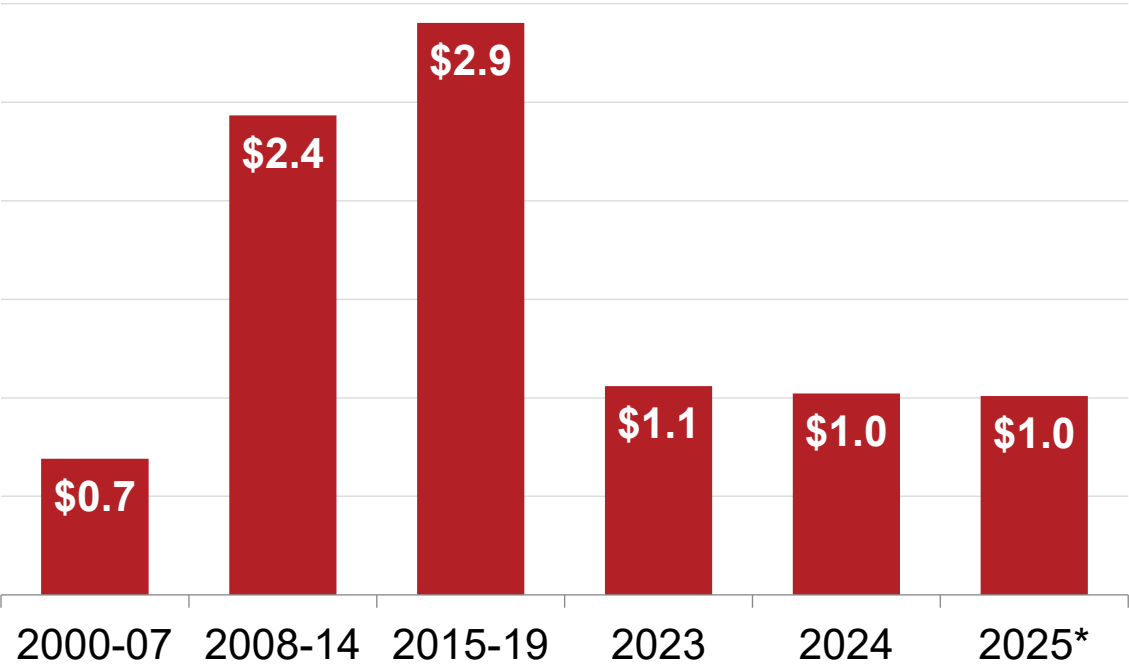


Source: DOT Data Bank 1B and Eonic Partners. Global network carriers (GNCs) include AA/DL/UA and predecessor airlines (e.g., US Airways, America West, TWA, Northwest, Continental) and defunct legacy network carriers (e.g., Eastern, Braniff). Low-cost carriers includes Southwest, JetBlue, Breeze, Reno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

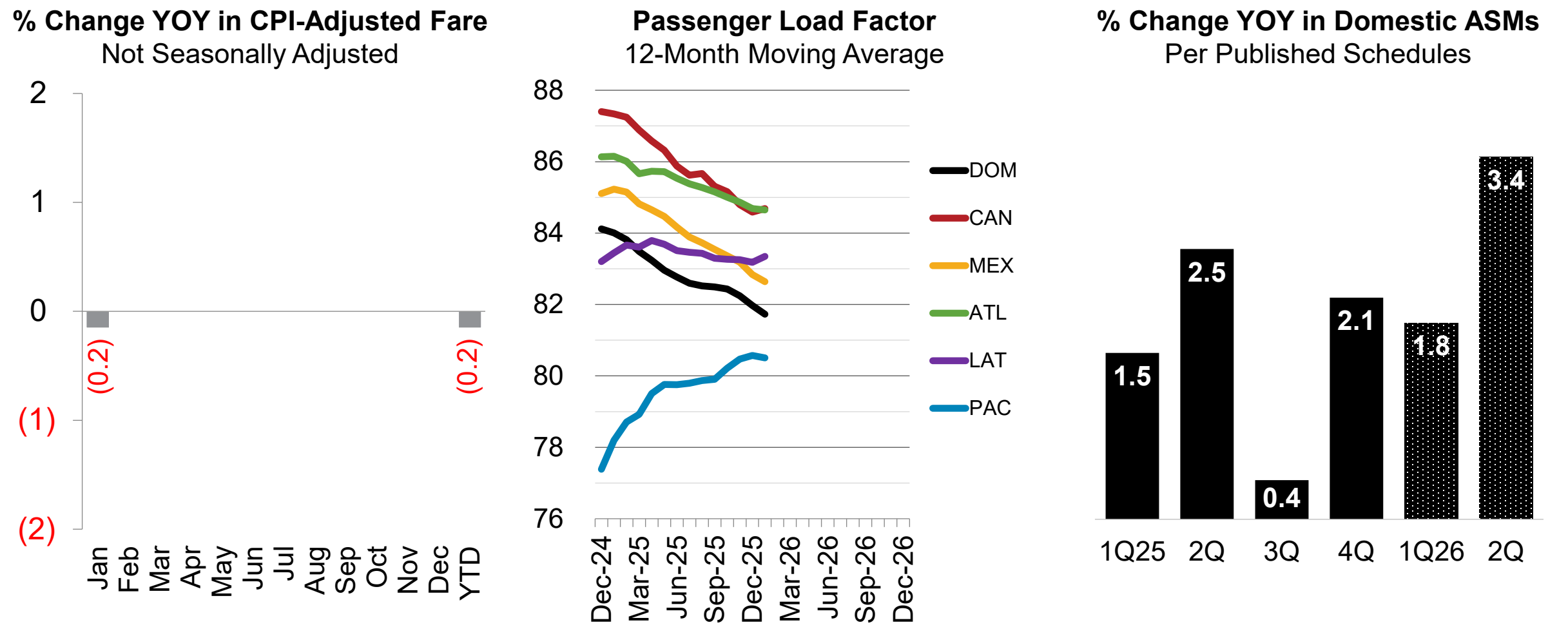
“One of the best changes that the airlines made...was to quietly get rid of change fees.”

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)

* Four quarters ended 3Q 2025

Weaker Pricing and Softening Load Factors Led to Curtailed Capacity Growth Following 2Q25, But U.S. Airlines Are Poised to Grow 3.4% YOY Domestically in 2Q26

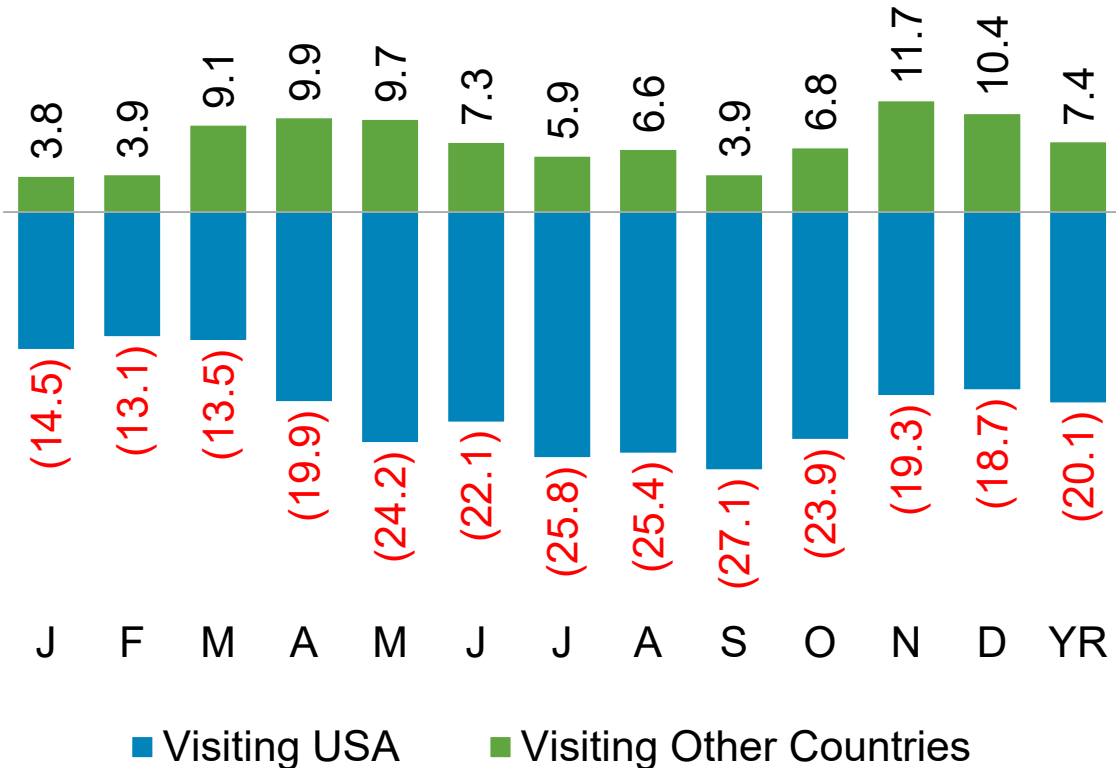


Sources: Bureau of Labor Statistics (CPI Series CUUR0000SETG01) and A4A member passenger airlines (AA, AS/HA, B6, DL, UA, WN) and branded code share partners and Cirium published schedules (Feb. 6, 2026)

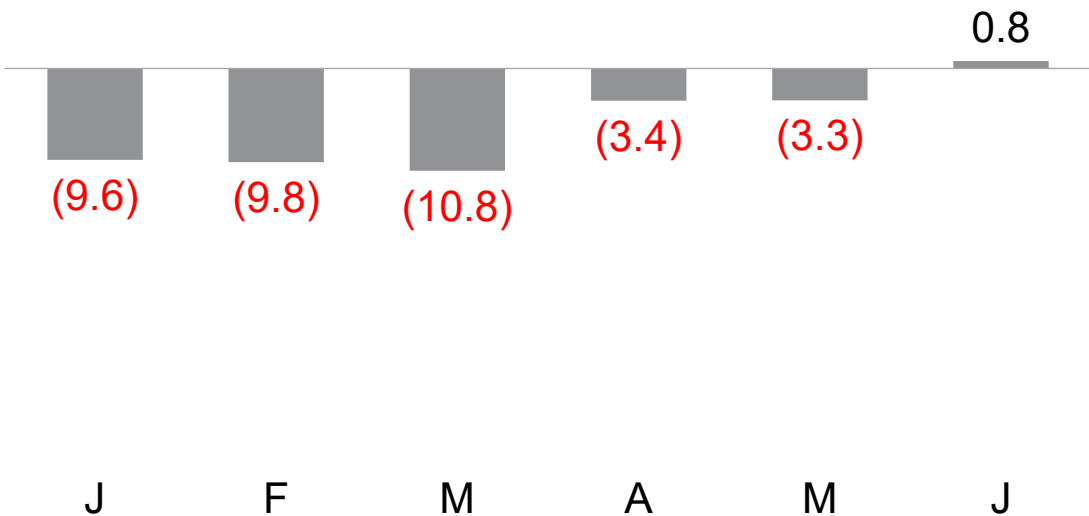
Canadian-Resident Air Trips to the United States Fell 20% in 2025

In Response, Airlines Have Reduced Transborder Seats But Tentatively Plan to Grow YOY in June

% Change YOY in Canadian Residents Returning by Air



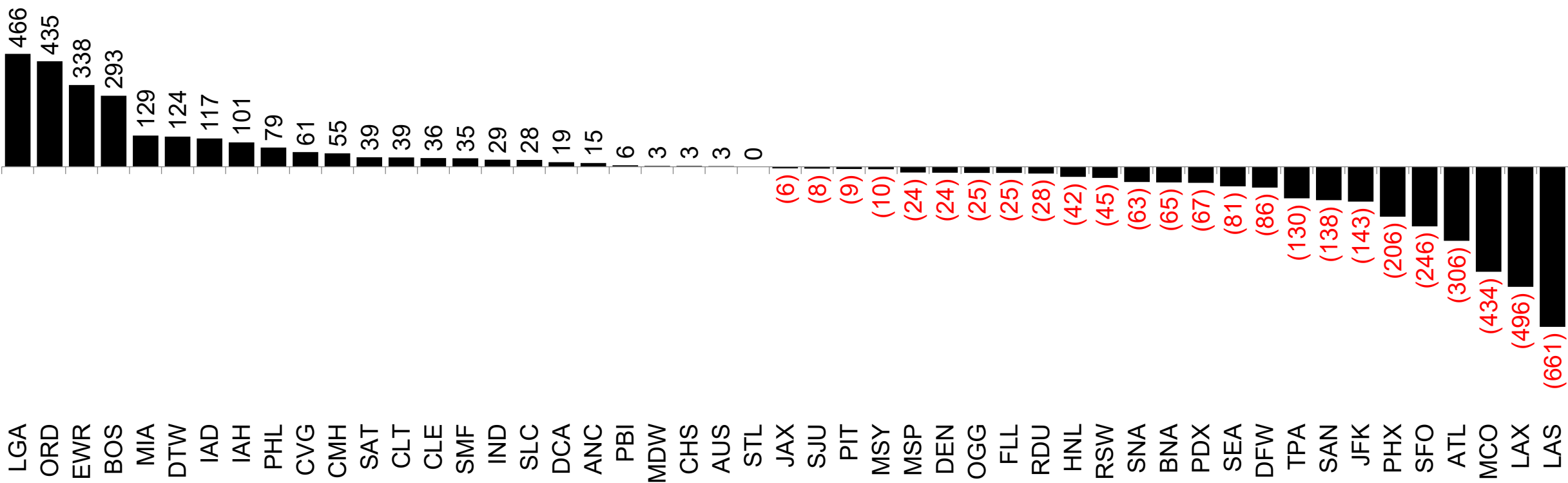
% Change YOY in U.S.-Canada Seats: 2026 vs. 2025



Sources: Statistics Canada (<https://www.statcan.gc.ca/en/start>) and Cirium published schedules (Feb. 13, 2026) for all airlines offering scheduled service from the United States to Canada

Led by Las Vegas, Los Angeles and Orlando, Many U.S. Airports Continue to See Less Scheduled Service From Canada; New York/Newark, Chicago and Boston Expect YOY Gains

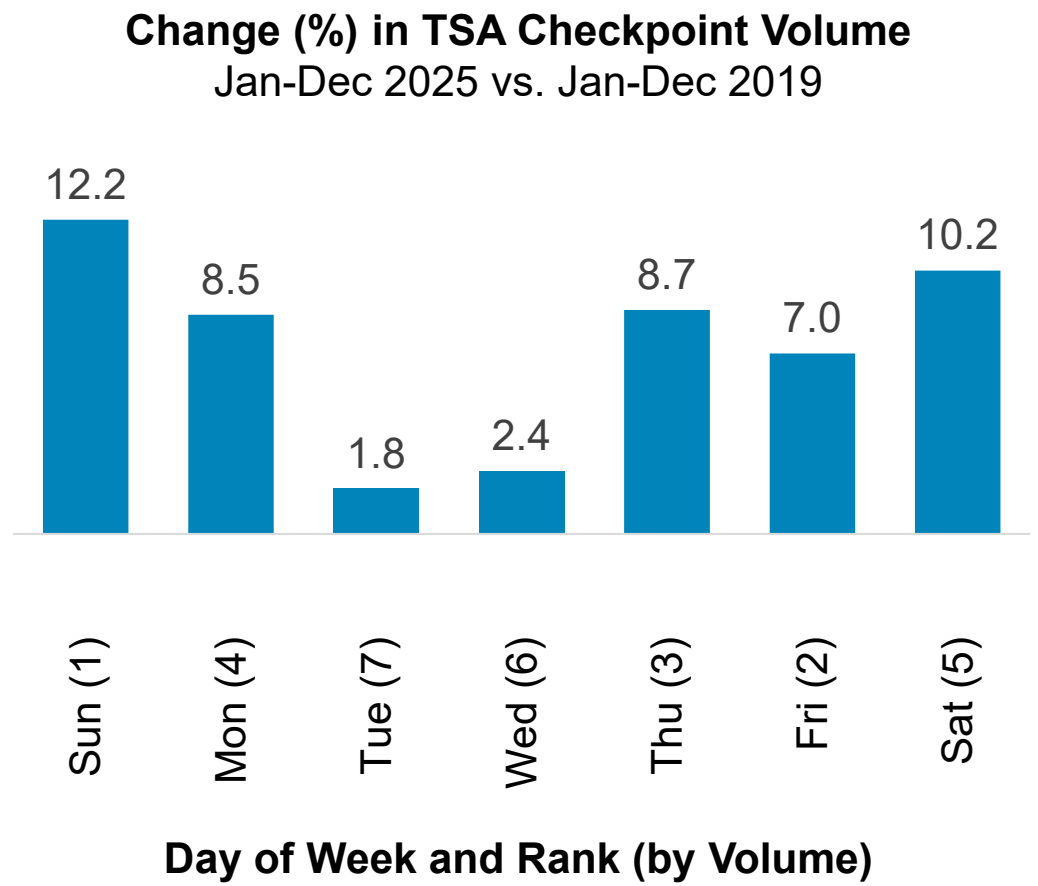
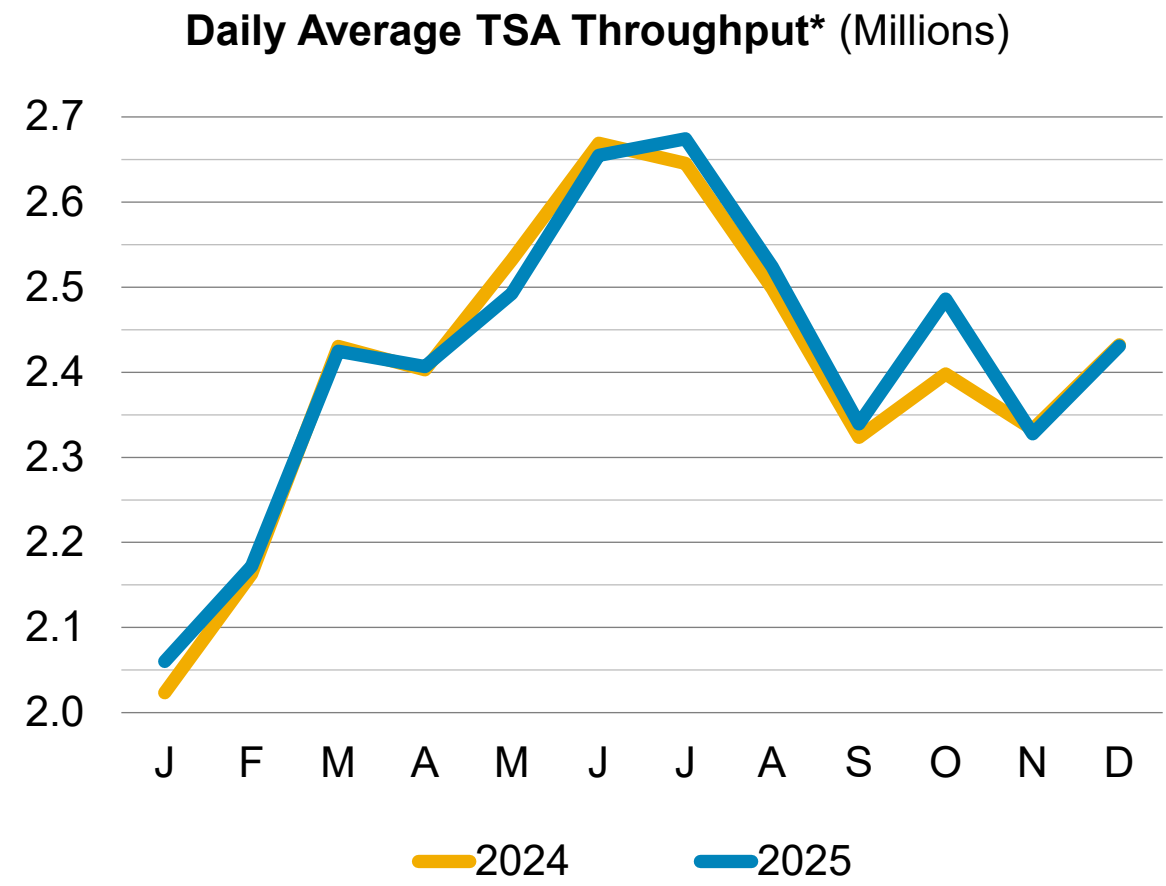
Change in Daily Average Scheduled Seats From Canada to U.S. Airports
Apr-Jun 2026 vs. Apr-Jun 2025



Source: Cirium published schedules (Feb. 13, 2026) for all U.S. and non-U.S. airlines providing scheduled service

TSA Passenger Screenings Rose 0.2% From 2024 to 2025

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



Source: A4A analysis of data from the Transportation Security Administration

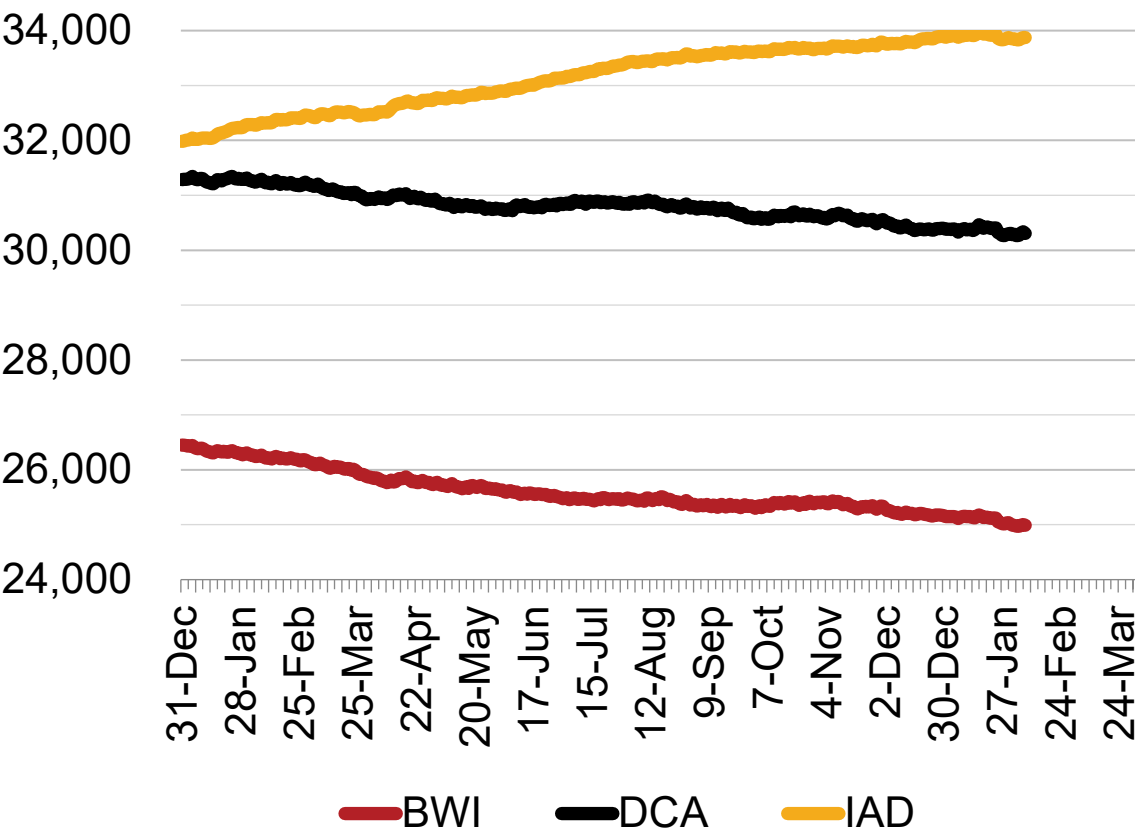
* U.S. and foreign-carrier customers (excludes Known Crewmember® personnel) traversing TSA checkpoints

Combined BWI/DCA Screened Passenger Volumes Down ~2,400 per Day But Up ~1,900 per Day at Washington Dulles (IAD)

“**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*



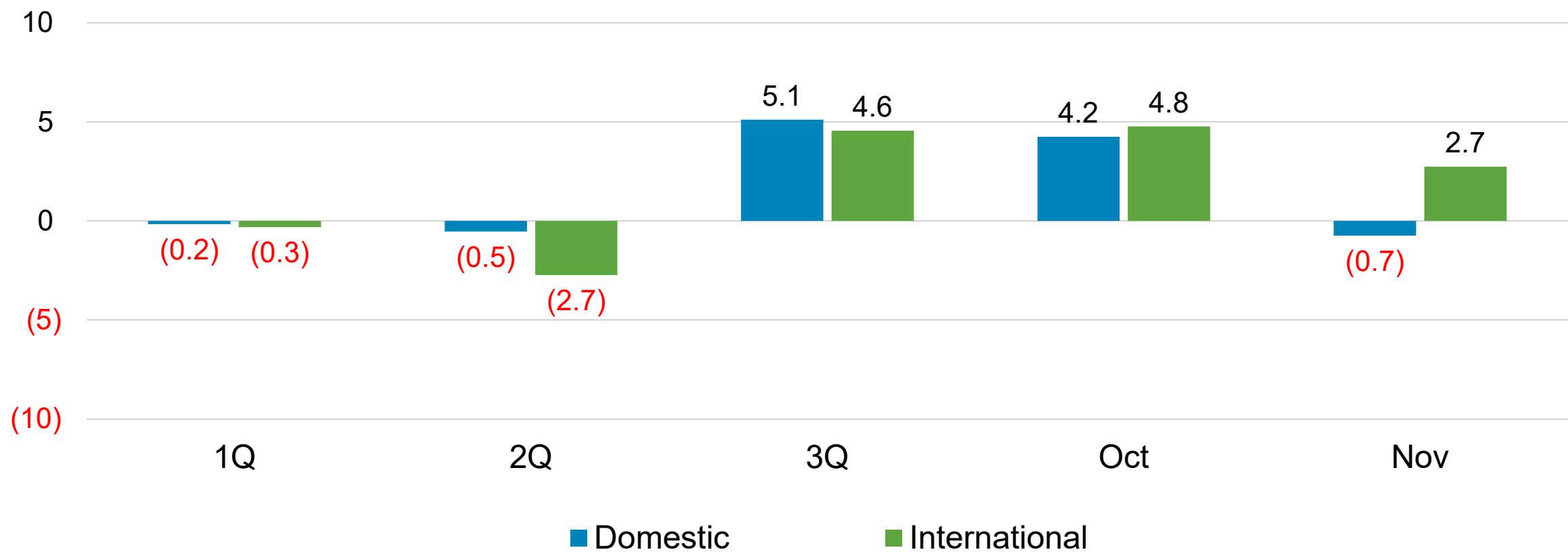
Source: Transportation Security Administration and *The Wall Street Journal* (April 19, 2025)

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

Government Shutdown Took a Toll on Ticket Sales in November

Growth in International Ticket Sales Slowed From October

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



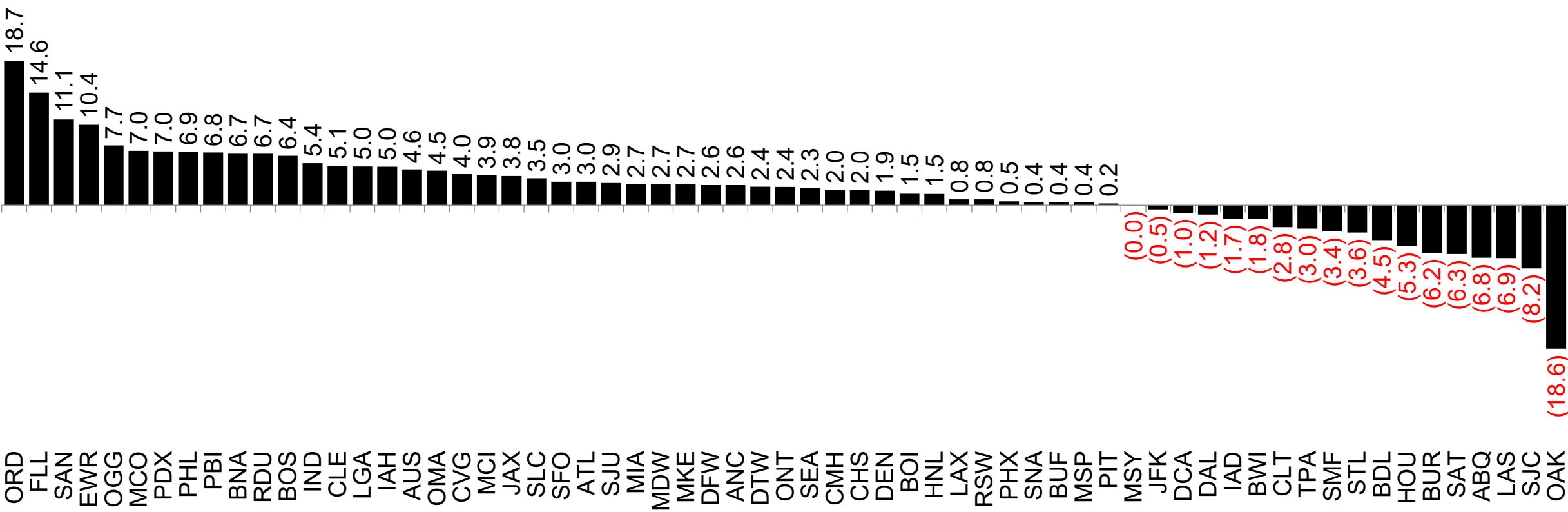
Source: A4A analysis of data from Airlines Reporting Corporation

* Net tickets (gross sales minus refunds) for passenger segments to/from U.S. airports

Schedules for 2Q 2026 Show Chicago O’Hare and Fort Lauderdale Gaining the Most Seats YOY

Oakland Seeing the Deepest Year-Over-Year Cuts

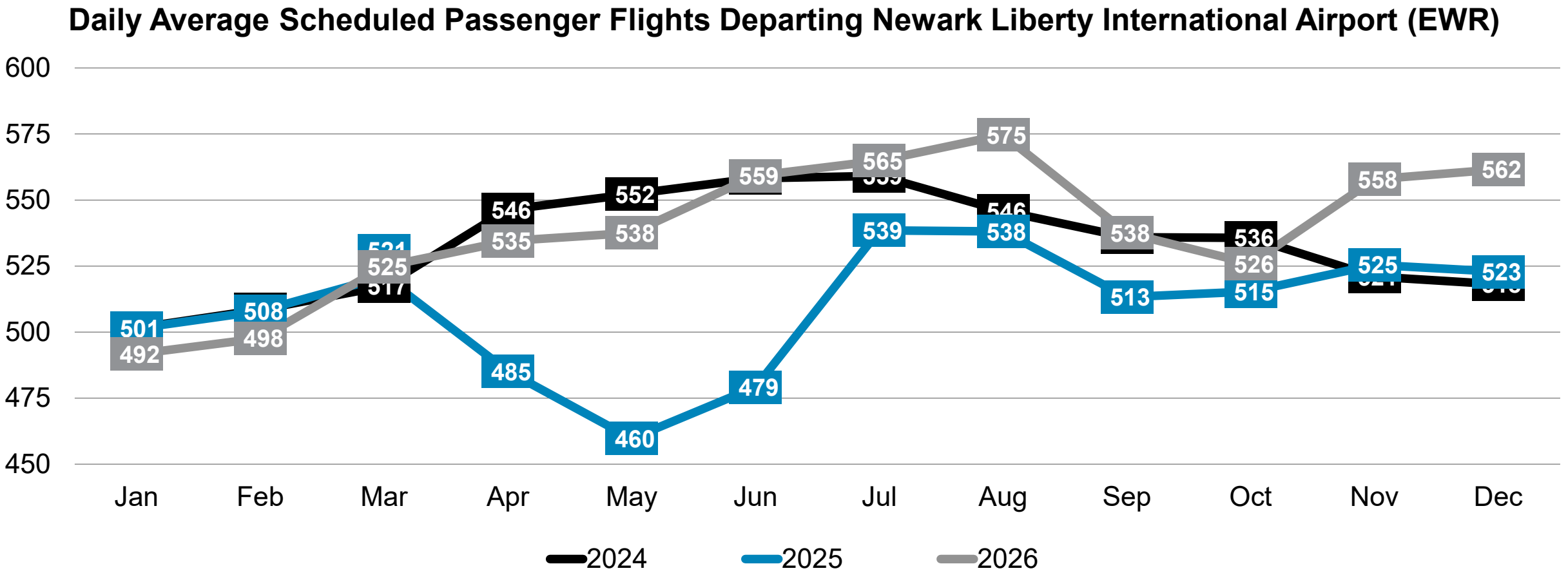
% Change in Systemwide Scheduled Seats*
Apr-Jun 2026 vs. Apr-Jun 2025



Source: Cirium published schedules (Feb. 13, 2026) * All U.S. and non-U.S. airlines providing scheduled service to all U.S. and non-U.S. destinations

Schedules Show Boost in Passenger Flights Departing Newark Airport This Summer

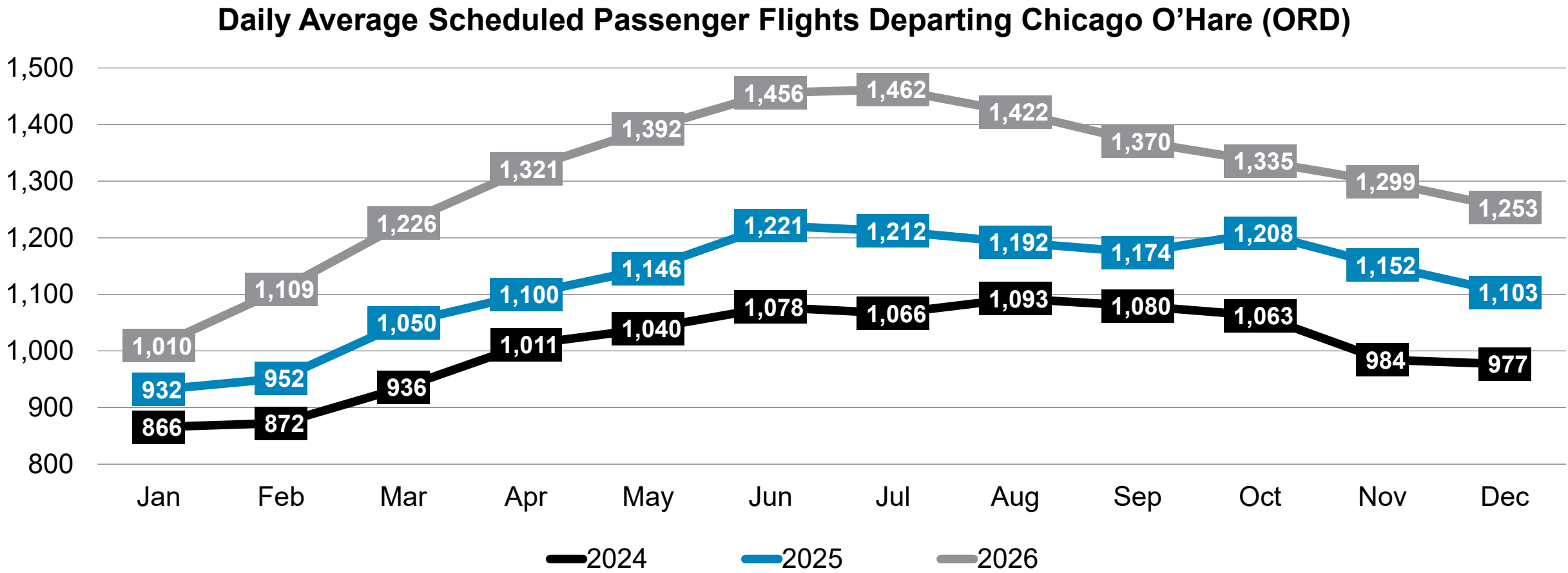
Air Traffic Control Equipment and Staffing Issues Sharply Constrained the Airport For Most of 2025



Source: Cirium published schedules (Feb. 13, 2026) for all U.S. and non-U.S. airlines providing scheduled service to all U.S. and non-U.S. destinations

Schedules Show Further Boost in Passenger Flights Departing Chicago O'Hare This Summer

Daily Flights Grew Sizably From 2024 to 2025 and Are Slated to Do So Again in 2026

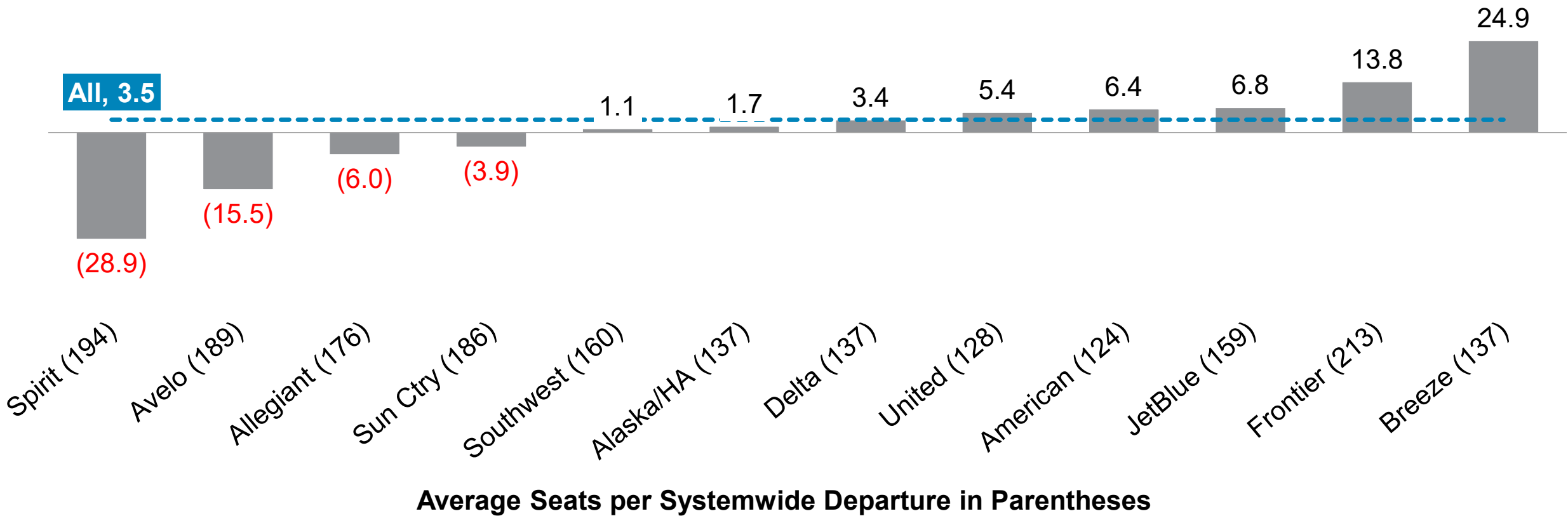


Source: Cirium published schedules (Feb. 13, 2026) for all U.S. and non-U.S. airlines providing scheduled service to all U.S. and non-U.S. destinations

Collectively, U.S. Airlines Showing 3.5% Systemwide Capacity Growth in 2Q 2026

Along With Breeze, Frontier and JetBlue Are Poised to Grow Materially Year Over Year

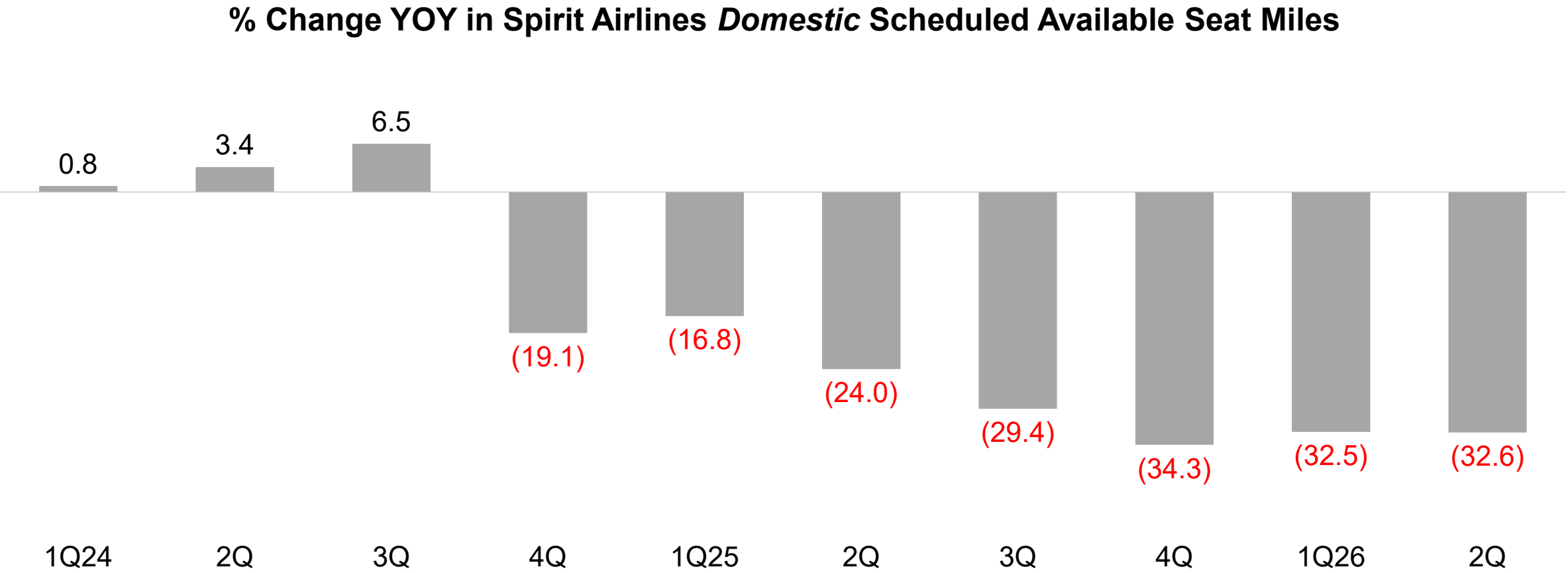
% Change in Systemwide Scheduled Available Seat Miles by Marketing Airline
Apr-Jun 2026 vs. Apr-Jun 2025



Source: Cirium published schedules (Feb. 13, 2026) for selected marketing airlines (including regional affiliates)

Spirit Airlines Cutting a Third of Domestic Capacity Year-Over-Year in First Quarter of 2026

Domestic Footprint Began to Contract in Fall 2024, With Cuts Deepening in Late 2025

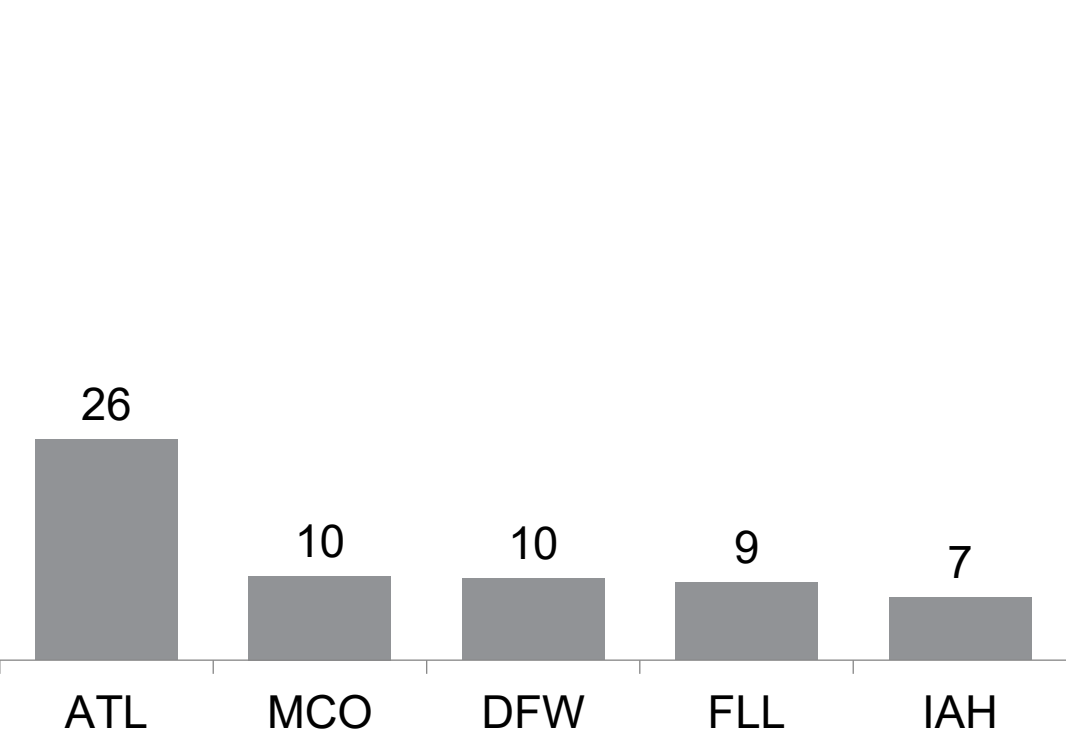


Source: Cirium published schedules (Feb. 13, 2026)

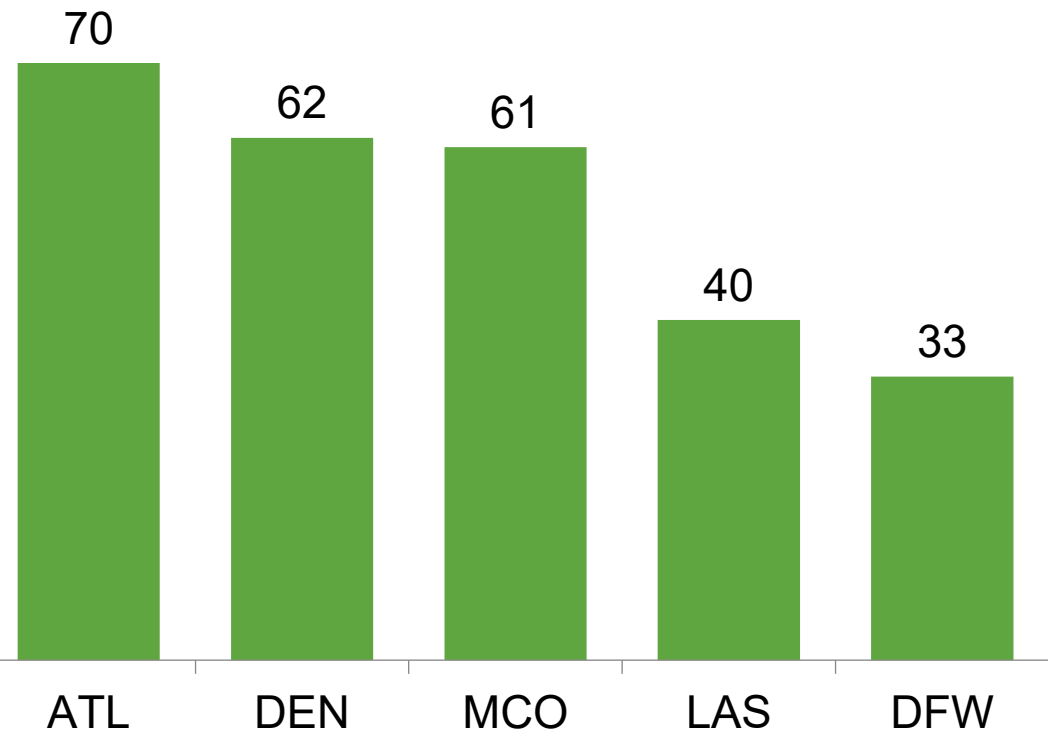
Frontier Is Adding 26 Daily Flights in Atlanta in 2Q 2026, Making It the Airline's Largest Location

ATL Is Just One of Several Competitors' Hubs at Which Frontier Is Increasing Departures

Frontier's Fastest Growing Airports by YOY
Change in Daily Flights: 2Q 2026 vs. 2Q 2025



Frontier's Largest Airports by Daily
Average Scheduled Flights in 2Q 2026

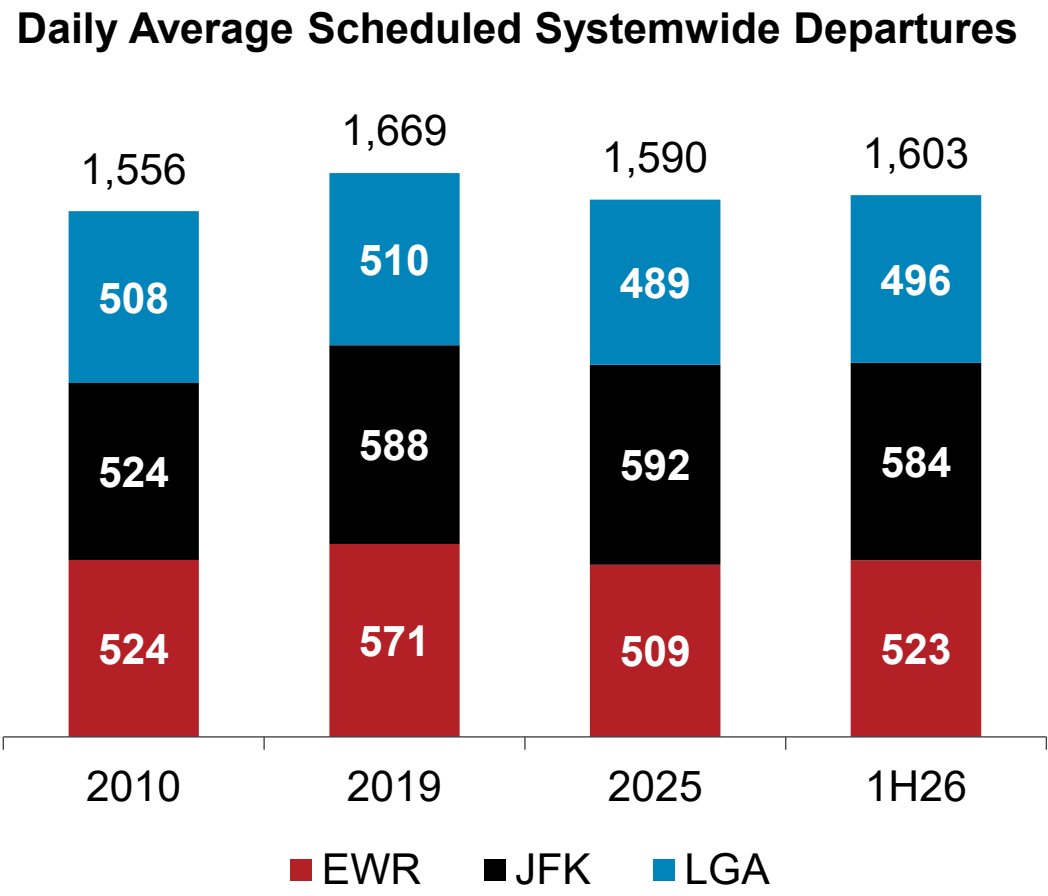
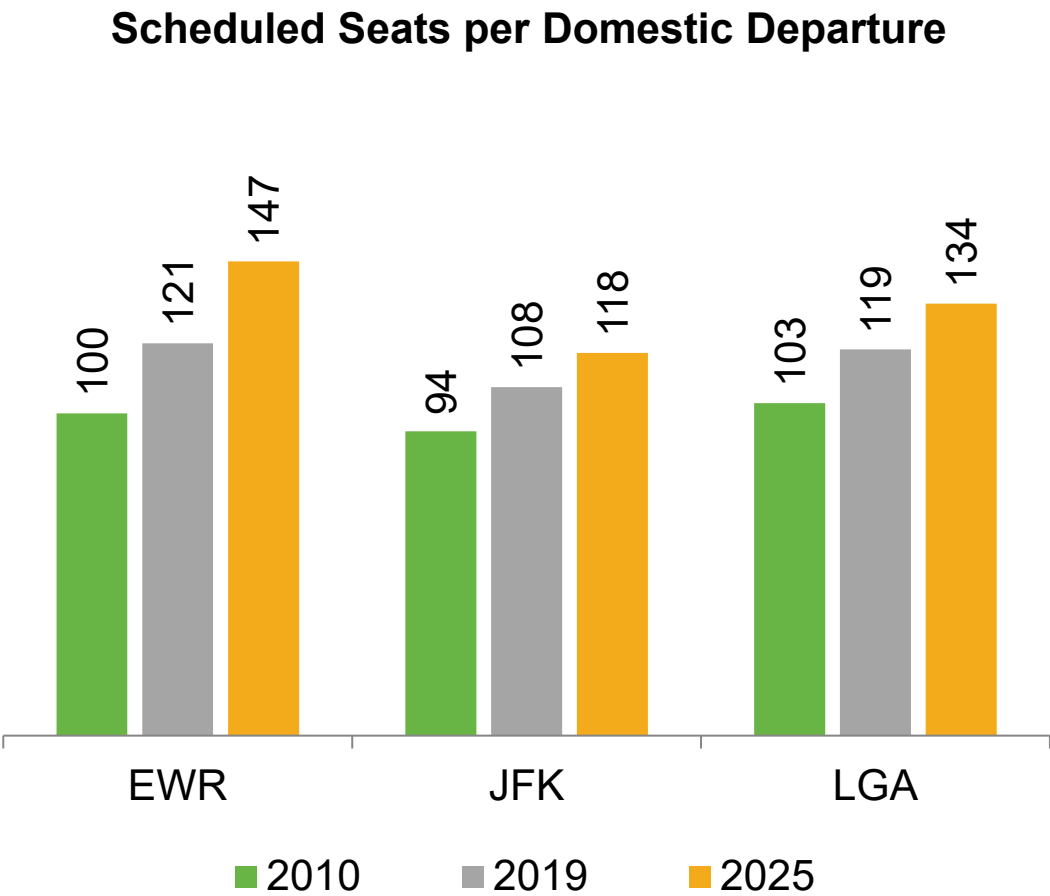


Source: Cirium published schedules (Feb. 13, 2026)

* All U.S. and non-U.S. airlines providing scheduled service to all U.S. and non-U.S. destinations

Airlines Have Up-Gauged Domestic Flying in New York City

Meanwhile, Departures From EWR/JFK/LGA Remain Lower Than in 2019 Levels

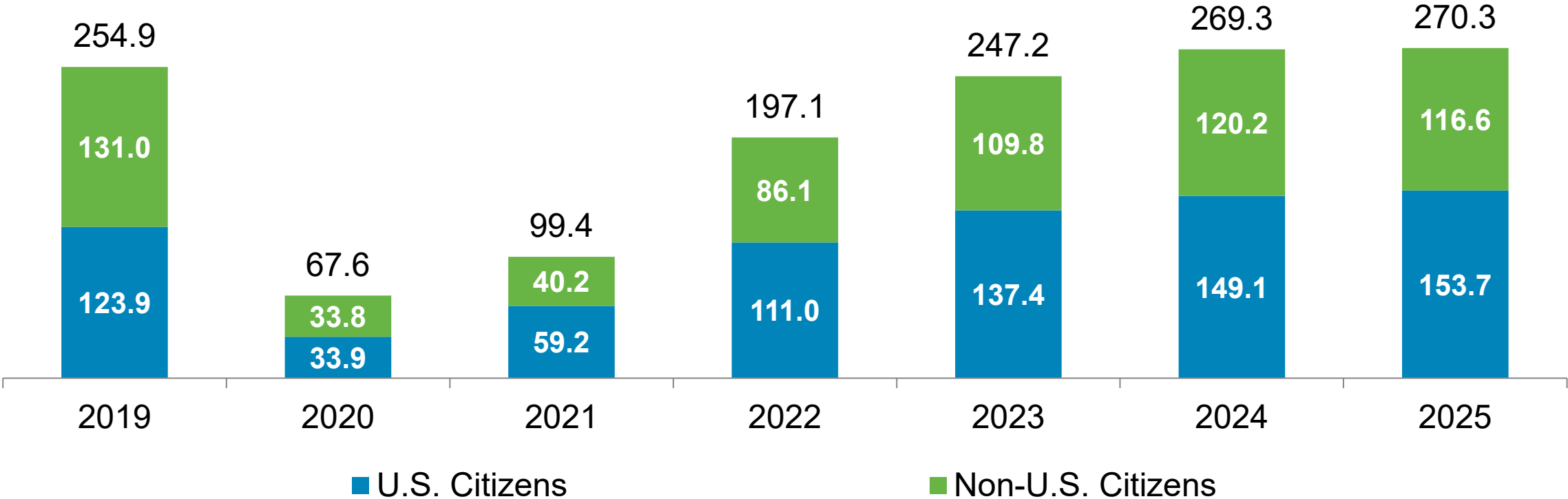


Source: Cirium published schedules (Feb. 13, 2026)

U.S.-International Air Passengers Increased 0.4% in 2025 to a Record 270 Million

3% Increase in U.S. Citizen Passengers Overcame 3% Decrease in Non-U.S. Citizen Passengers

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



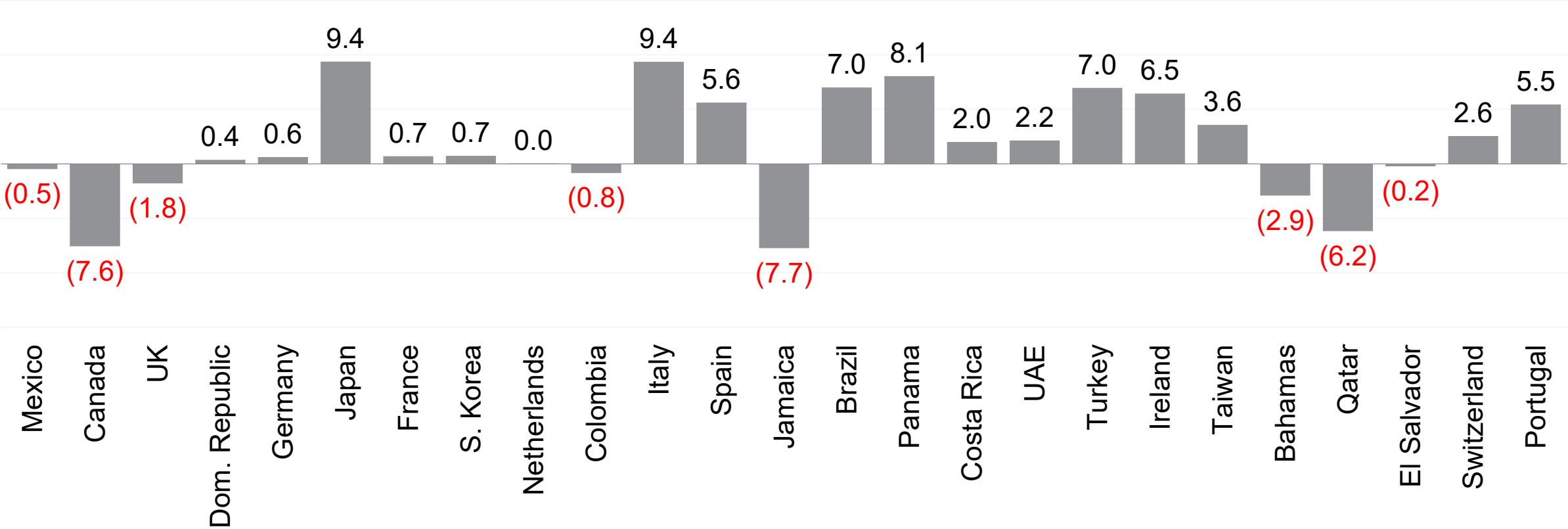
Source: DHS I-92 / APIS data compiled by U.S. Department of Commerce National Travel and Tourism Office

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

In 2025, The Three Largest Gateway-to-Gateway Markets Saw Fewer Air Passengers

But Volumes Between U.S.-Japan and U.S.-Italy Rose More Than 9%

Change (%) in Passengers* for Top 25 Gateway-to-Gateway Markets — 2025 vs. 2024
Sorted by 2024 Market Size

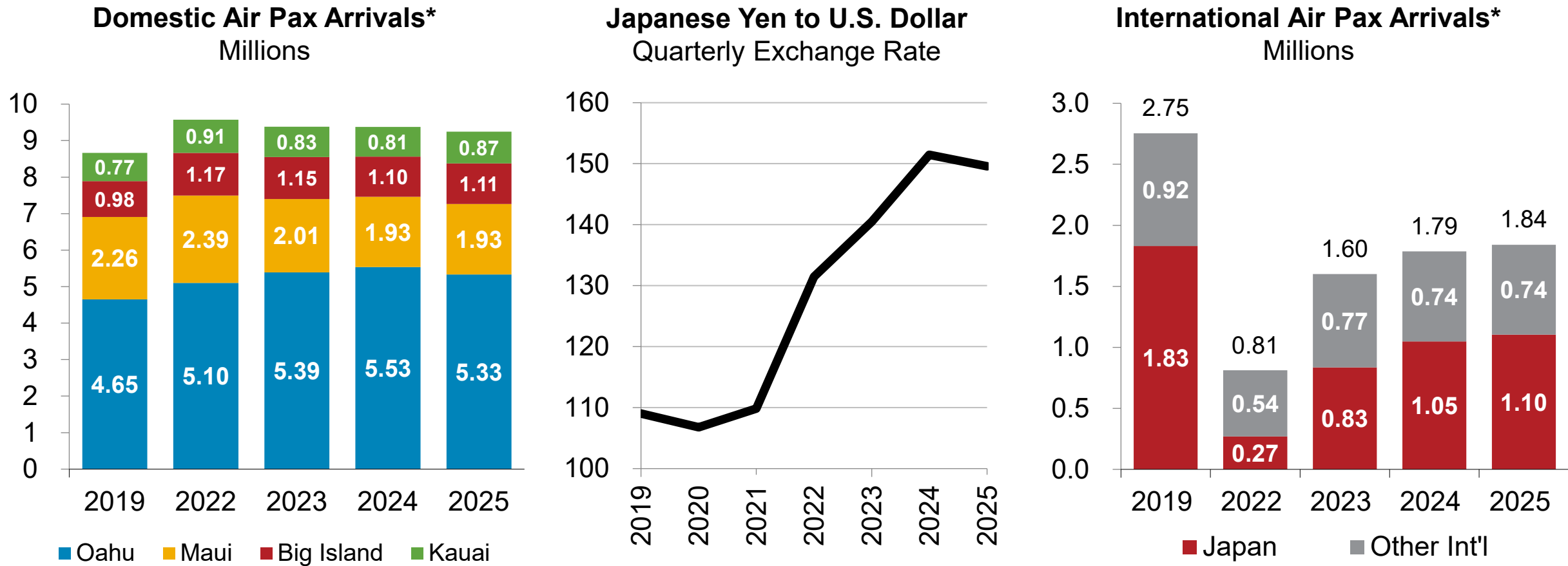


Source: DHS I-92 / APIS data compiled by U.S. Department of Commerce National Travel and Tourism Office

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

Domestic Arrivals to Oahu Fell in 2025

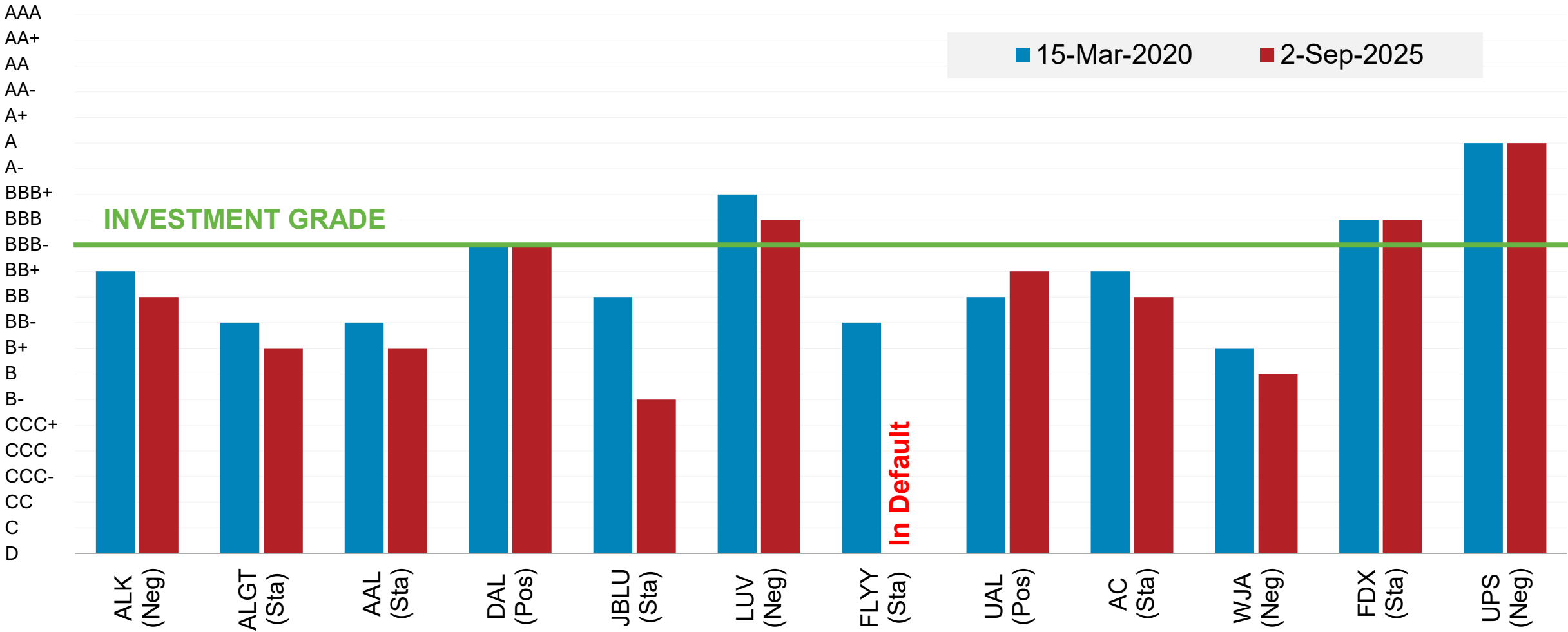
Hawaii Saw More Japanese Visitors in 2025, But Arrivals From Other Nations Were Unchanged



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

For Most North American Passenger Airlines, Balance Sheet Quality Remains Depressed

Ratings Reflect Assessment of Financial Condition and Risk

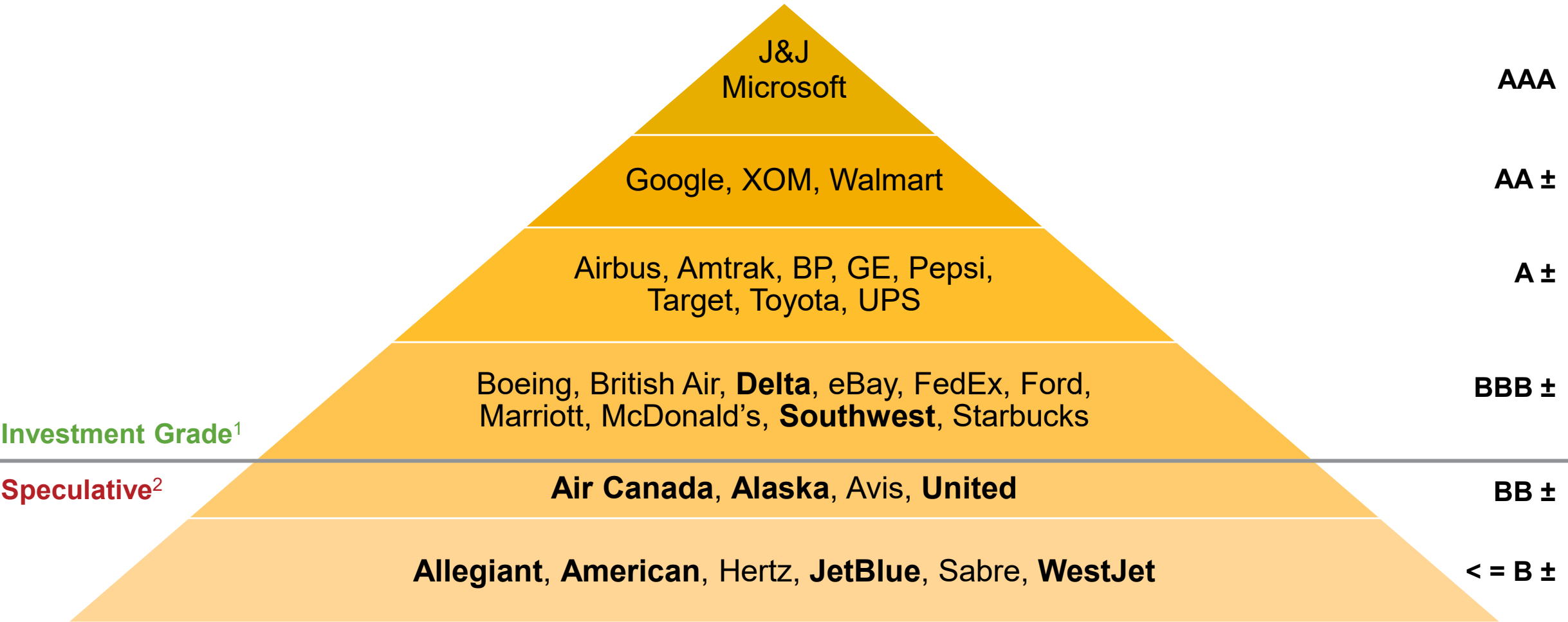


Source: Standard & Poor's issuer ratings and outlook (in parentheses) for publicly traded U.S. and Canadian carriers in the S&P coverage universe

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



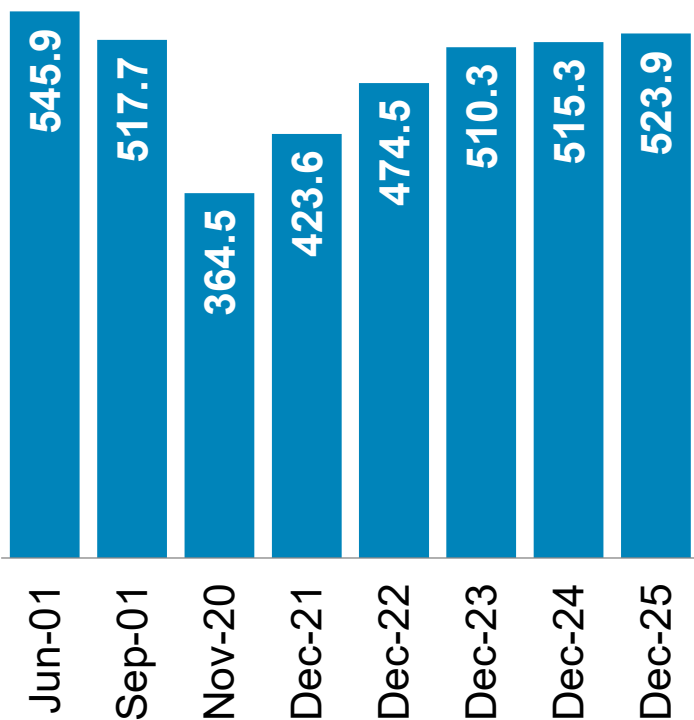
Source: Standard & Poor's (**bold** = air-only companies) as of Sept. 2, 2025

¹ Issuers with relatively high levels of creditworthiness and credit quality

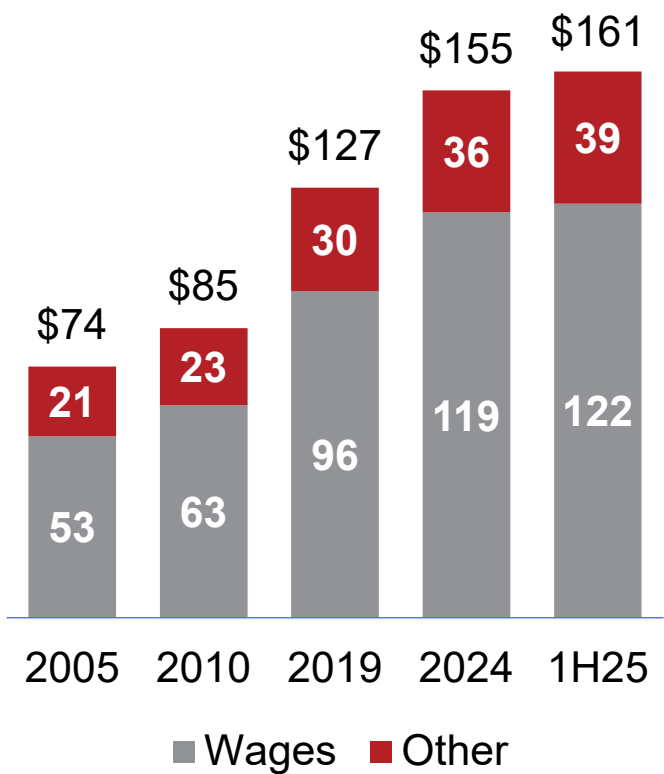
² Issuers with ability to repay but facing significant uncertainties, such as adverse business or financial circumstances that could affect credit risk

Firmer Financial Footing Has Enabled Airlines to Reinvest in Employees, Whose Average Wage Rose 95% from 2010-1H25 (vs. 47% U.S. CPI) and Who Now Garner a Third of Airline Revenues

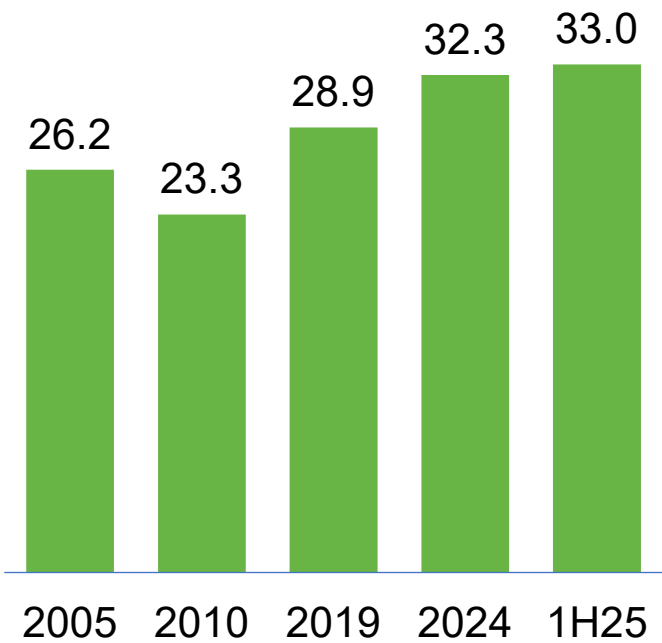
Employees (000 FTEs*)



Average Compensation (000)



Wages and Benefits as % of Operating Revenues



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

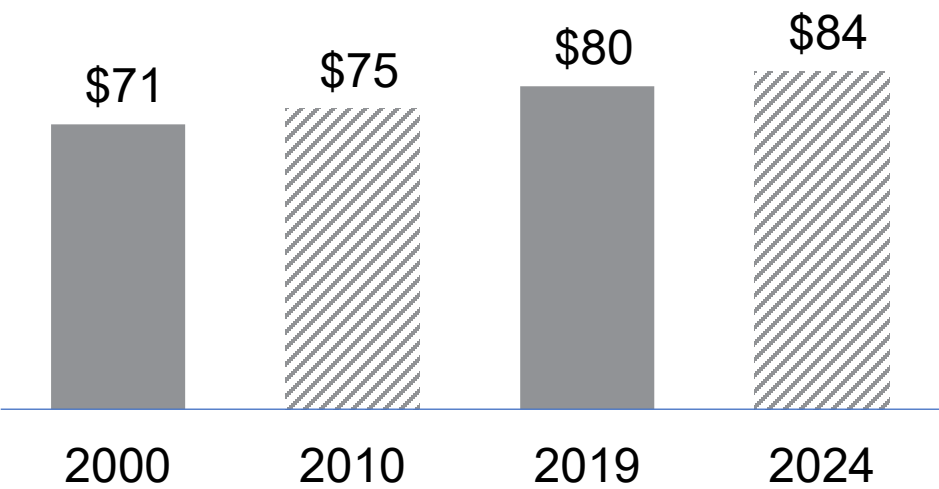
* Full-time equivalents (FTE) = full-time workers plus 0.5 * part-time workers

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

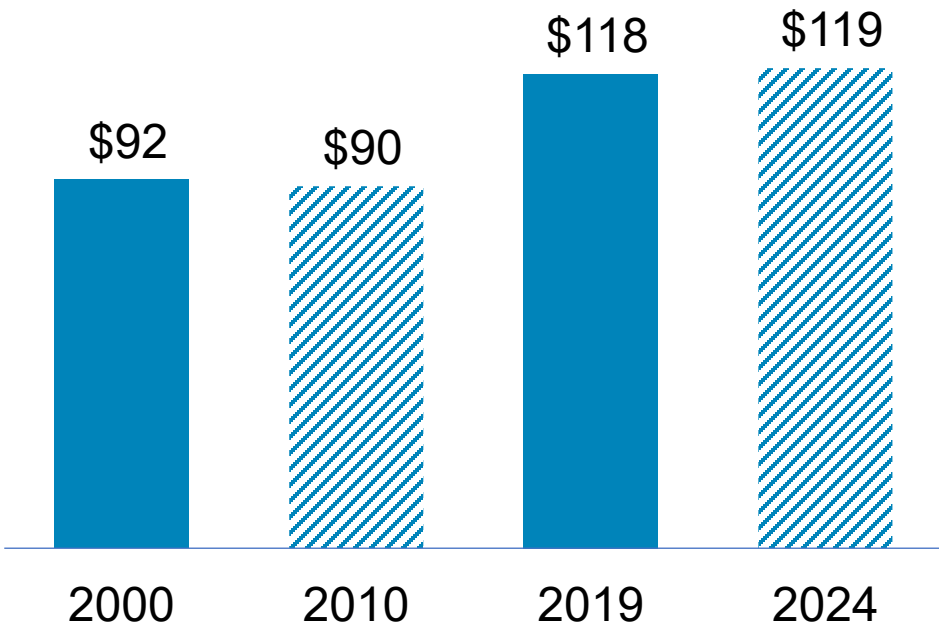
The Average Private Sector Wage Grew Just 12% in Real Terms Over That Period

Average Wage (000) in Constant 2024 Dollars

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



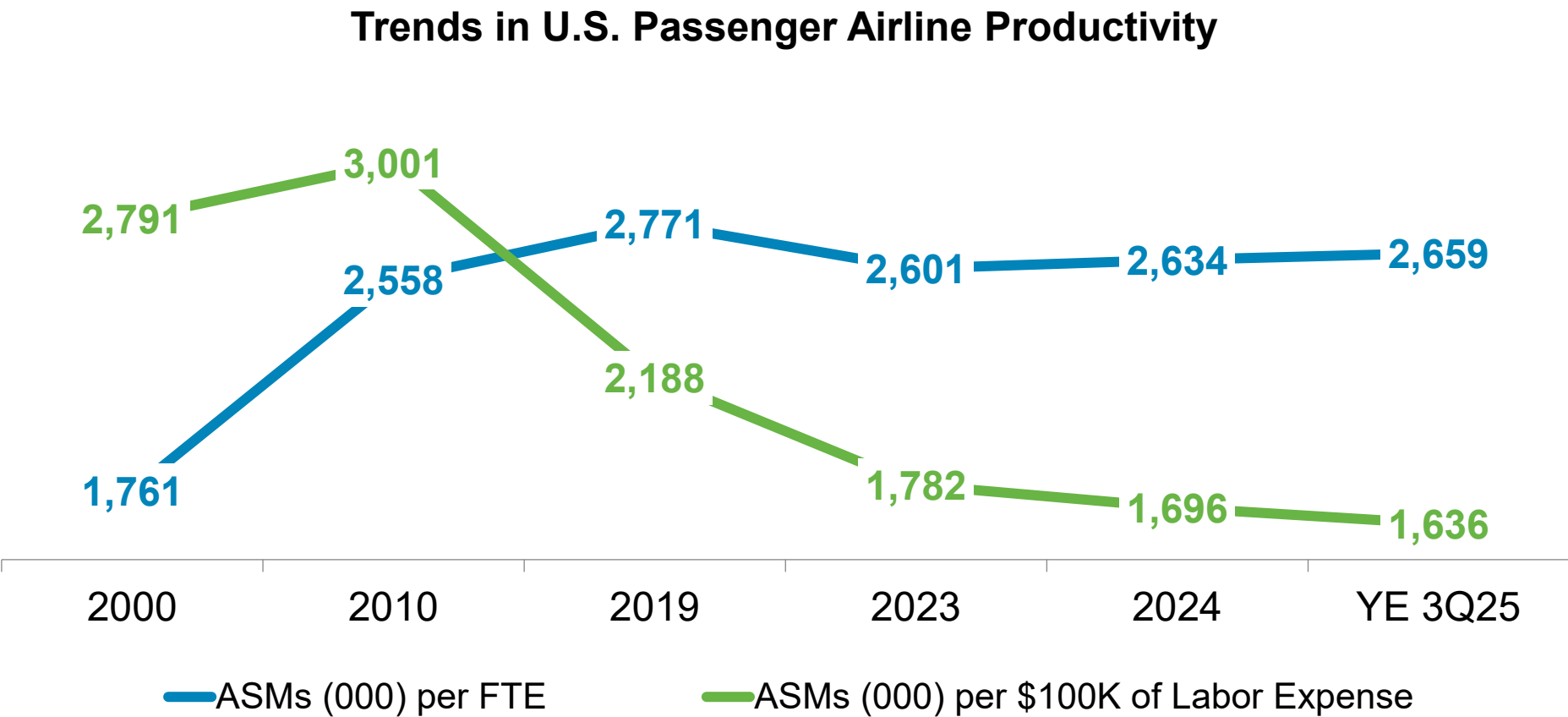
U.S. Passenger Airlines
Real Wages **Up 29%** Since 2010



Source: A4A Passenger Airline Cost Index

U.S. Airline FTE Productivity Rose in 2025, But Labor-Dollar Productivity Was ~25% Below 2019

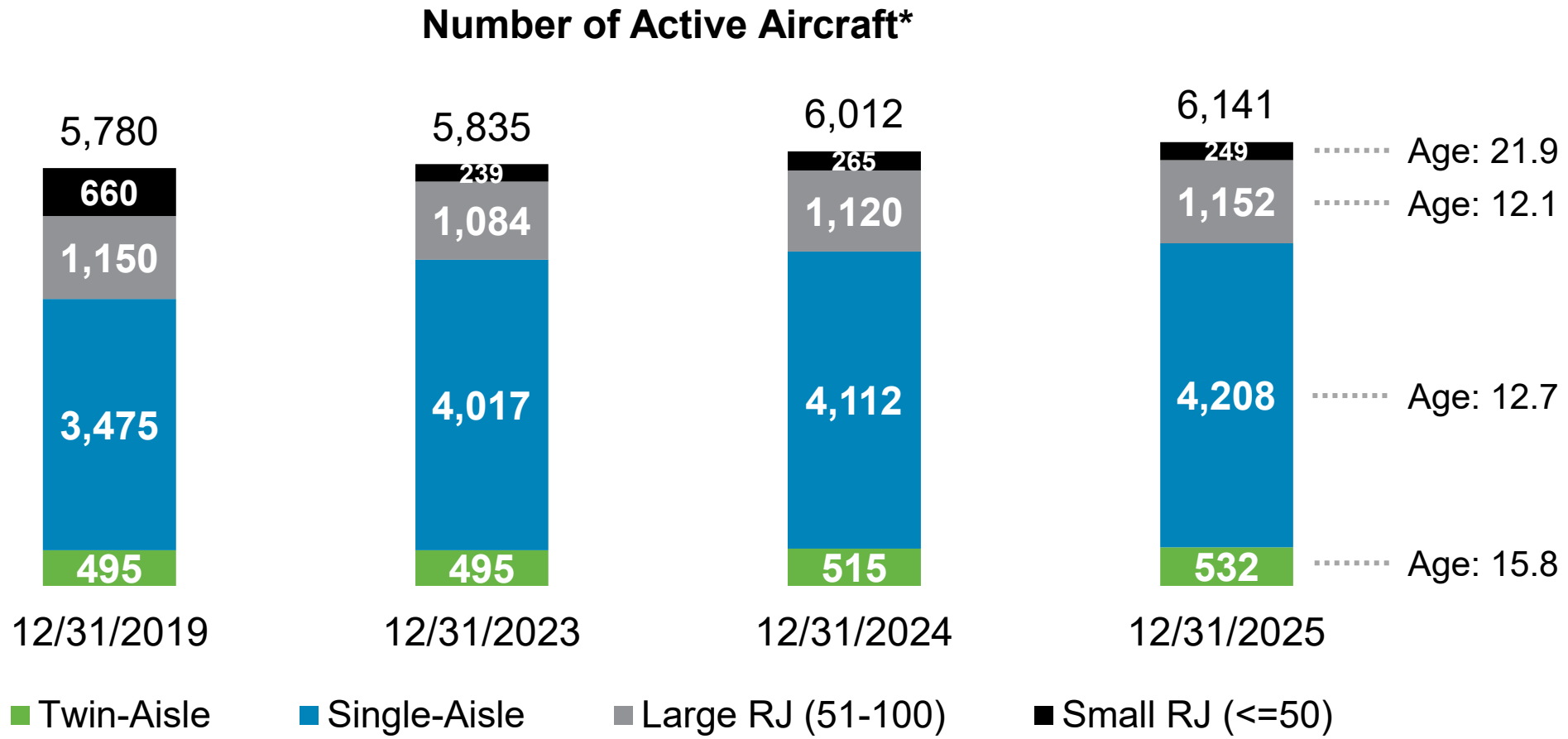
Greater Labor Expense Needed to Generate Pre-Pandemic Levels of Capacity



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

U.S. Passenger Airlines Are Operating 21% More Single-Aisle Aircraft Than at Year-End 2019

But the Aging Fleet of *Small Regional Aircraft* Is ~62% Smaller

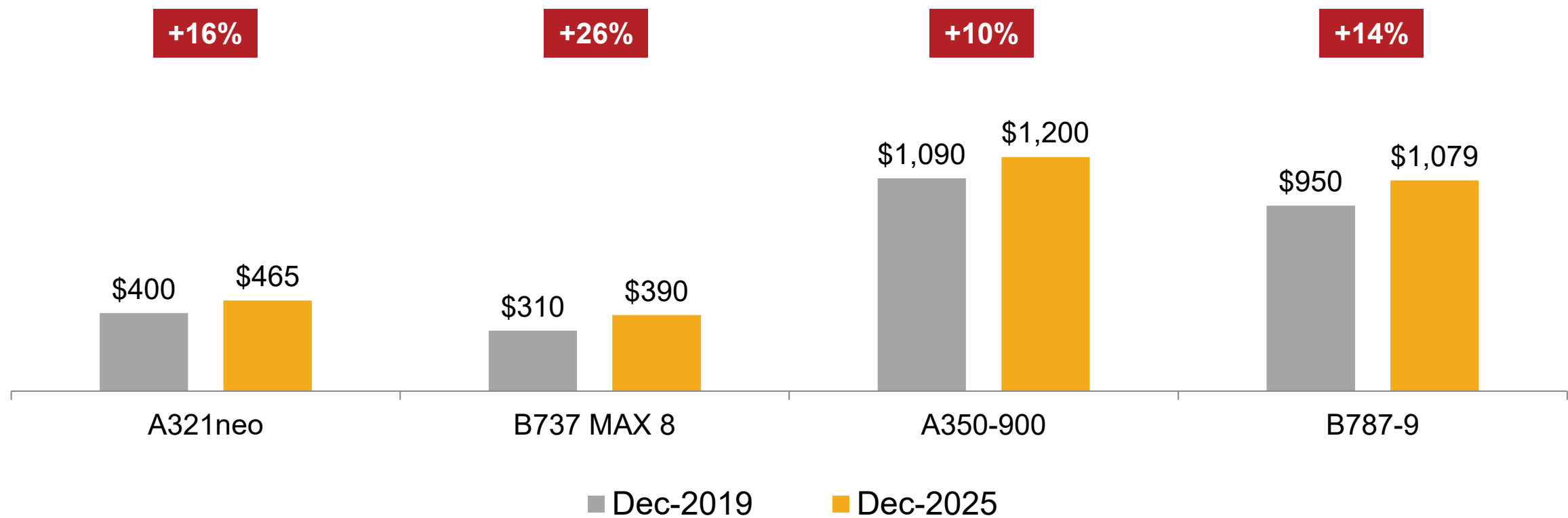


Source: Anuvu (ages as of 12/31/2025) * Operated by or on behalf of Alaska/Allegiant/American/Avelo/Breeze/Delta/Frontier/Hawaiian/JetBlue/Southwest/Spirit/Sun Country/United in any of the previous seven days

Airplanes Have Gotten Significantly More Expensive

Monthly Lease Rates on New Builds Reflect General Inflation and Supply Chain Tightness

Monthly Market Lease Rates (in \$000) for New Builds



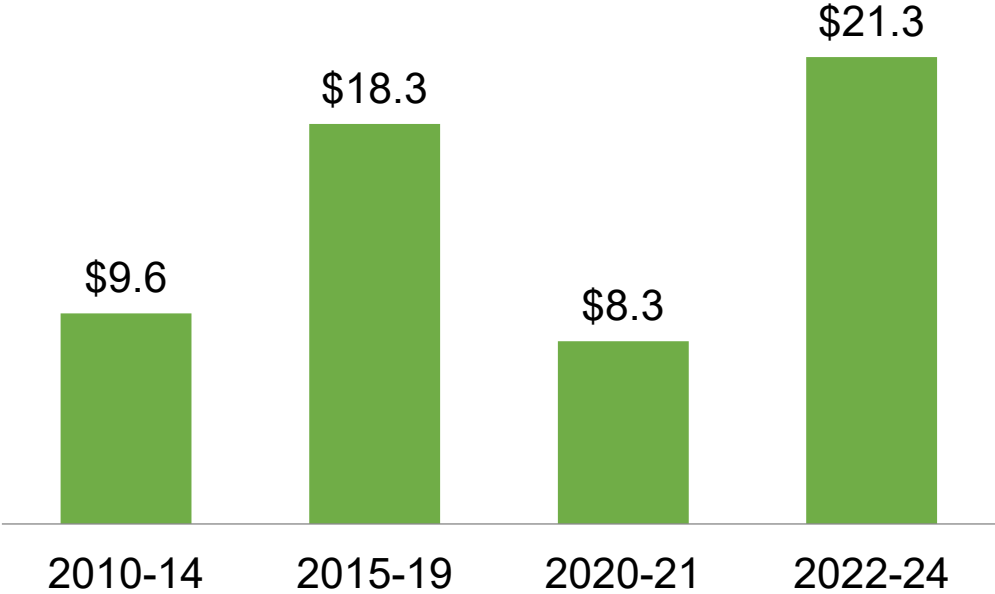
Source: Cirium and Deutsche Bank

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

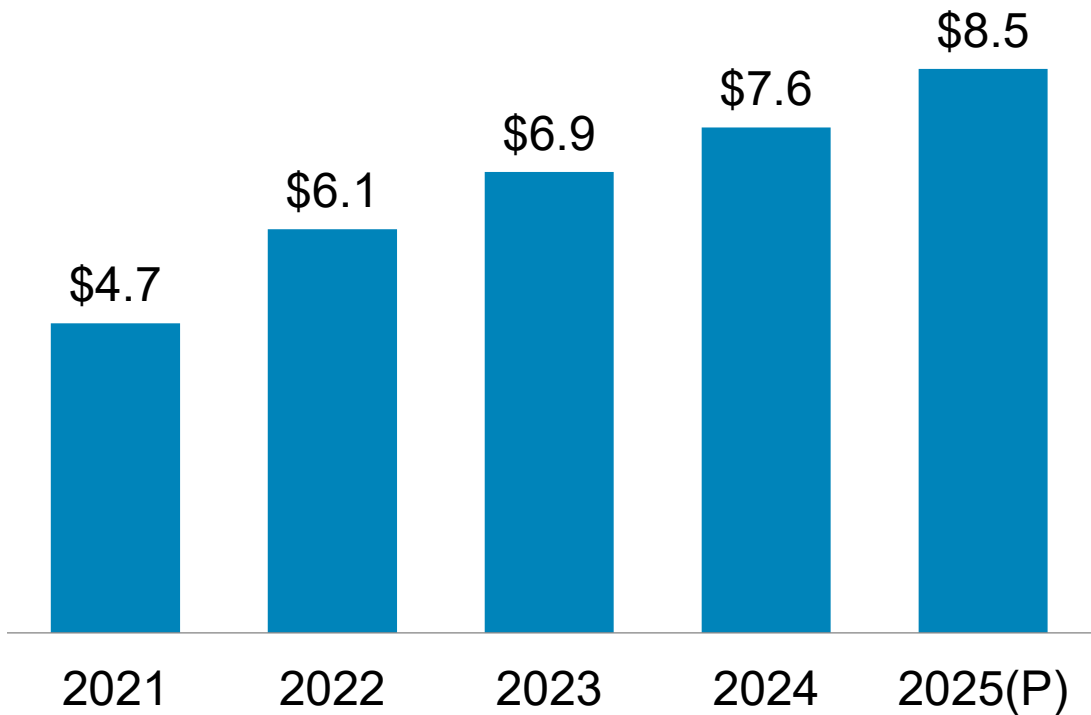


* Includes payments made for aircraft and other flight equipment, ground and other property and equipment (e.g., baggage carts, lavatory trucks, deicing vehicles), airport and other facility construction and technology
Sources: CapEx from SEC filings of Alaska/Hawaiian, Allegiant, American, Delta, Frontier,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

U.S. Passenger Airlines Have Steadily Increased IT Expenditures, Reaching ~\$8.5B in 2025

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:

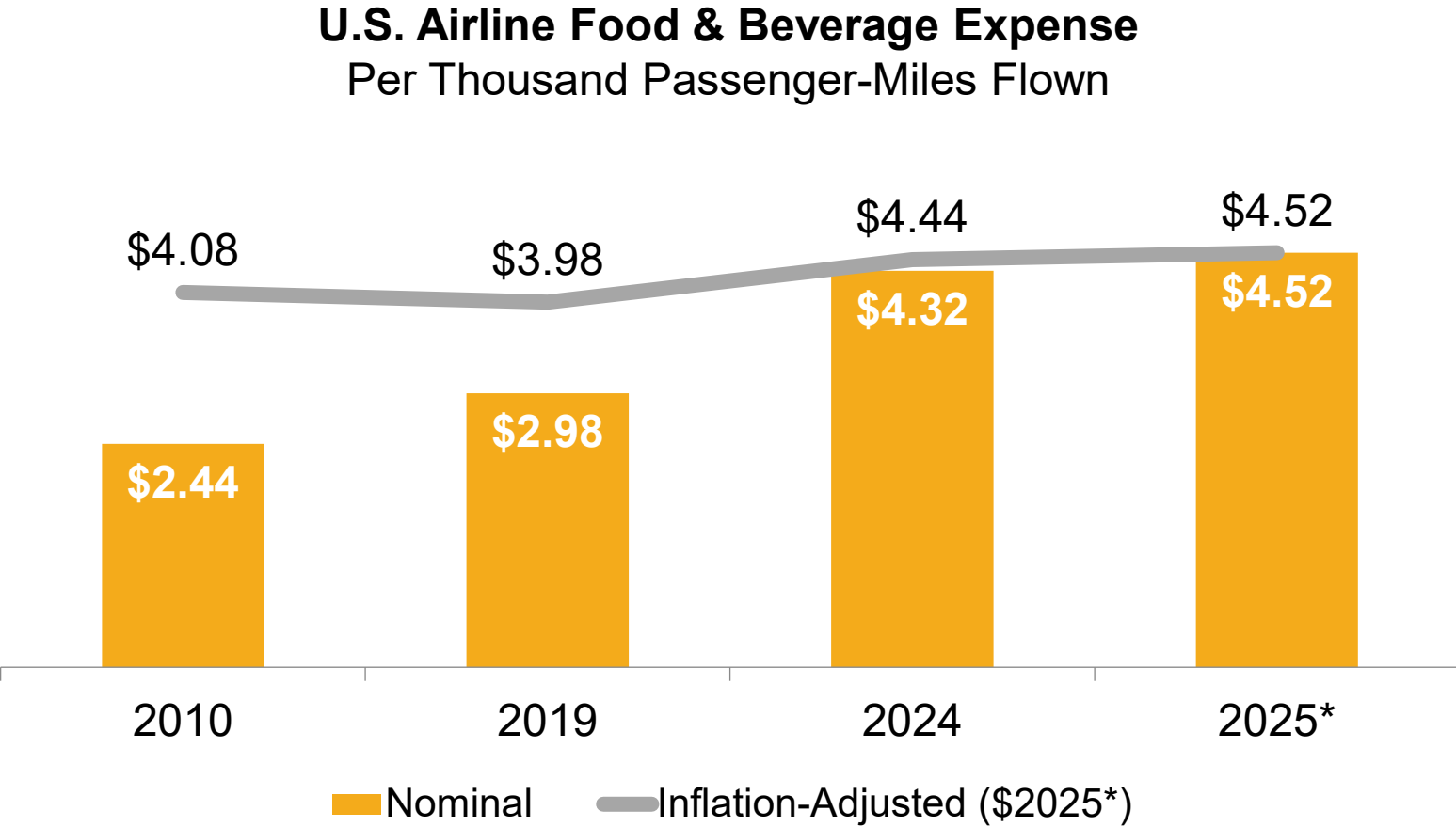
- Shop for tickets
- Modify itineraries
- Check in for flights
- Navigate airports
- Check and/or track bags
- Stay apprised of flight status
- Redeem vouchers/loyalty points

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)

U.S. Airlines Have Greatly Increased Spending on Inflight Food and Beverage

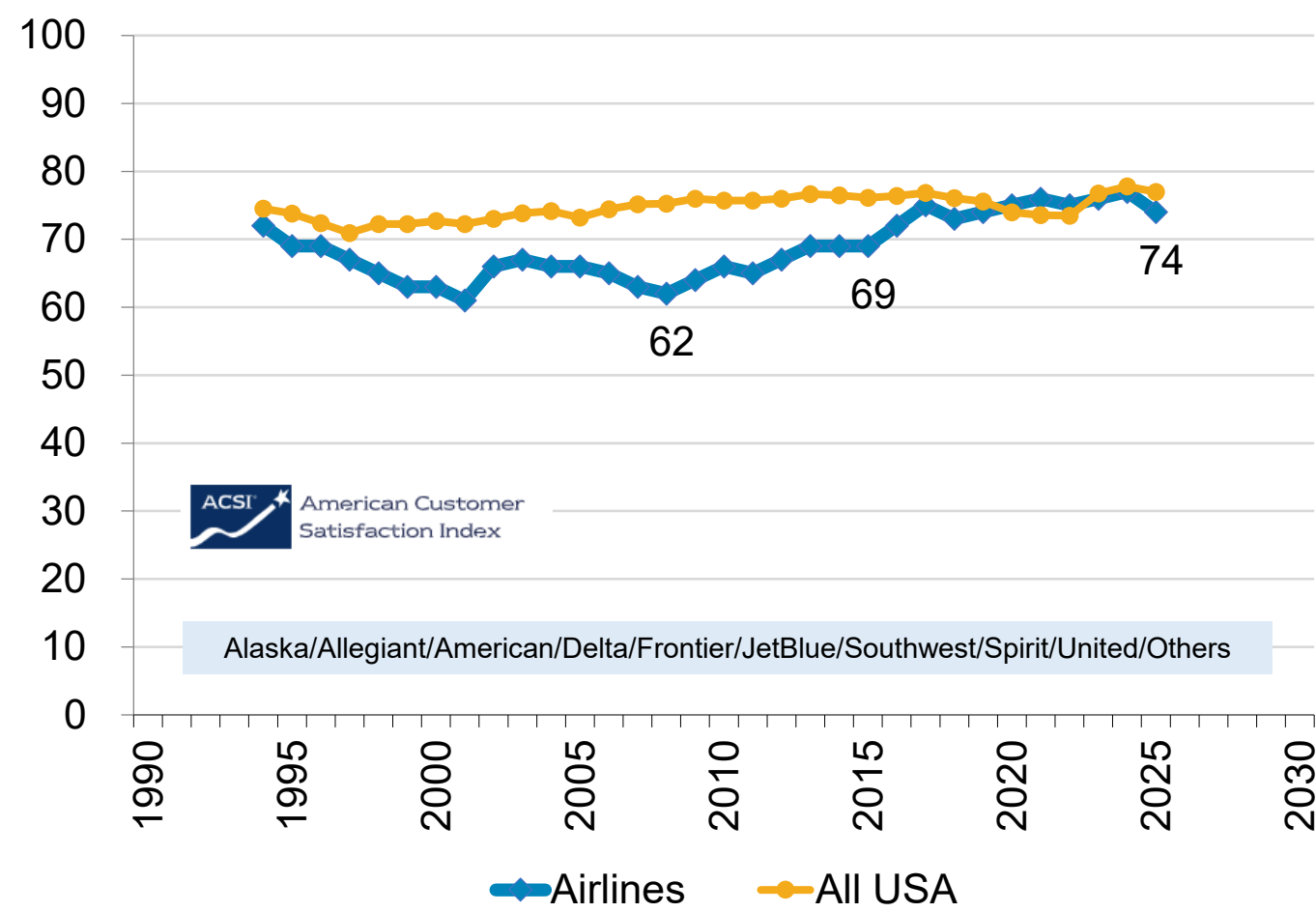
Drivers Include the Pursuit of Brand-Loyal and Premium Customers



Sources: A4A Passenger Airline Cost Index and Consumer Price Index for All Urban Consumers: Food Away from Home in U.S. City Average (CUUR0000SEFV) * Four quarters ended 3Q 2025

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



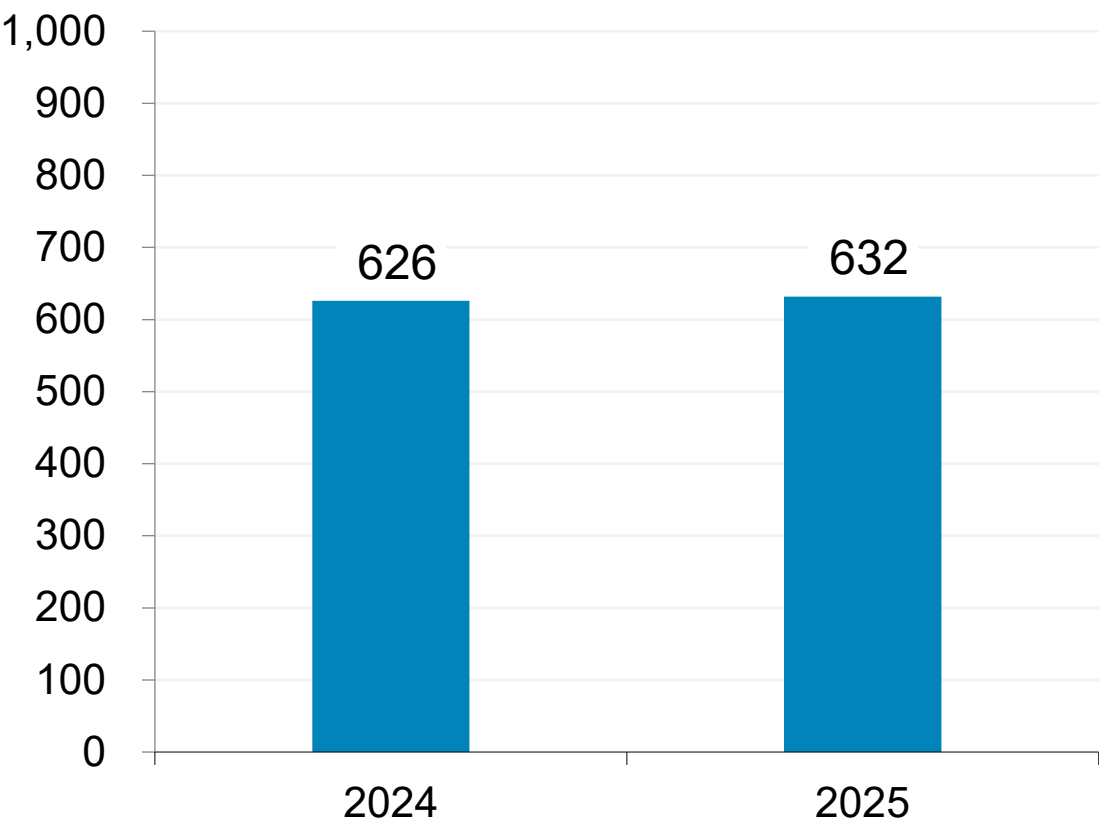
| Satisfaction Benchmark | 2019 | 2024 | 2025 |
|-----------------------------------|------|------|------|
| Mobile app quality | 82 | 84 | 82 |
| Mobile app reliability | 82 | 84 | 81 |
| Website satisfaction | 80 | 83 | 81 |
| Ease of making a reservation | 81 | 84 | 80 |
| Ease of check-in process | 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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