



ESG SNAPSHOT 2021

SAFETY Safety is our number one priority.

135M customers safely transported in 2021

Zero serious customer injuries in 2021

Named the **Top U.S. Airline of 2021** by the Wall Street Journal in its annual airline scorecard rankings

95% domestic employee vaccination rate achieved

PEOPLE AND WELL-BEING

33% of new hires for General Manager, Director and Managing Director roles are Black external candidates, up from 20% in 2020

Increase from 10% to 16% in officer representation among underrepresented racial and ethnic groups from 2020 baseline

94% of non-executive positions filled by external hires **did not require a college degree**

62,000+ employees completed at least one of four DEI trainings

Converted part-time reserve employees, **70% of whom belong to underrepresented racial and ethnic groups, to full-time employees**

CONNECTING WITHIN OUR COMMUNITIES

\$36M in charitable contributions

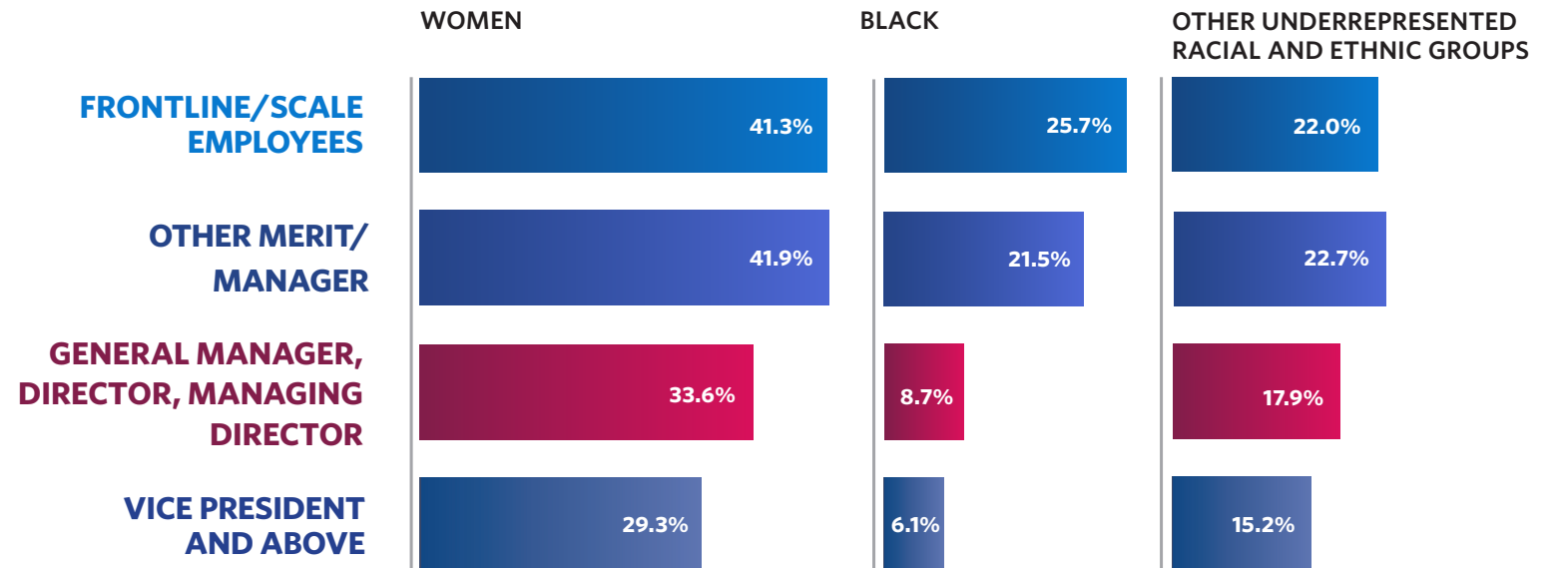
Trained 100 women of color entrepreneurs on creating and executing a successful strategic plan

Launched Supplier Sustainability Program via Ecovadis

Established partnership with DuNord Social Spirits, **the first U.S. Black-owned distillery**



2021 CLOSE THE GAP*



*As of 12/31/2021 based on self-identification.

CLIMATE AND THE ENVIRONMENT

CLIMATE COMMITMENTS

2020
\$1 Billion investment through 2030


2025
50% of Ground Support Equipment electrified

2030
10% of conventional jet fuel replaced by SAF

2035
Achieve science-based emissions intensity improvement


2050
Achieve net zero emissions

ENVIRONMENTAL SUSTAINABILITY HIGHLIGHTS

 Announced intention to set science-based targets to **achieve net zero GHG emissions no later than 2050** and improve emissions intensity no later than 2035 compared to a 2019 baseline

 **39%** of 2030 SAF procurement goal secured through offtake agreements


 **137M** invested to purchase and retire offsets relating to 27M metric tons of 2021 carbon emissions

 **0.8%** improvement of fuel efficiency on available seat mile basis from 2020 to 2021

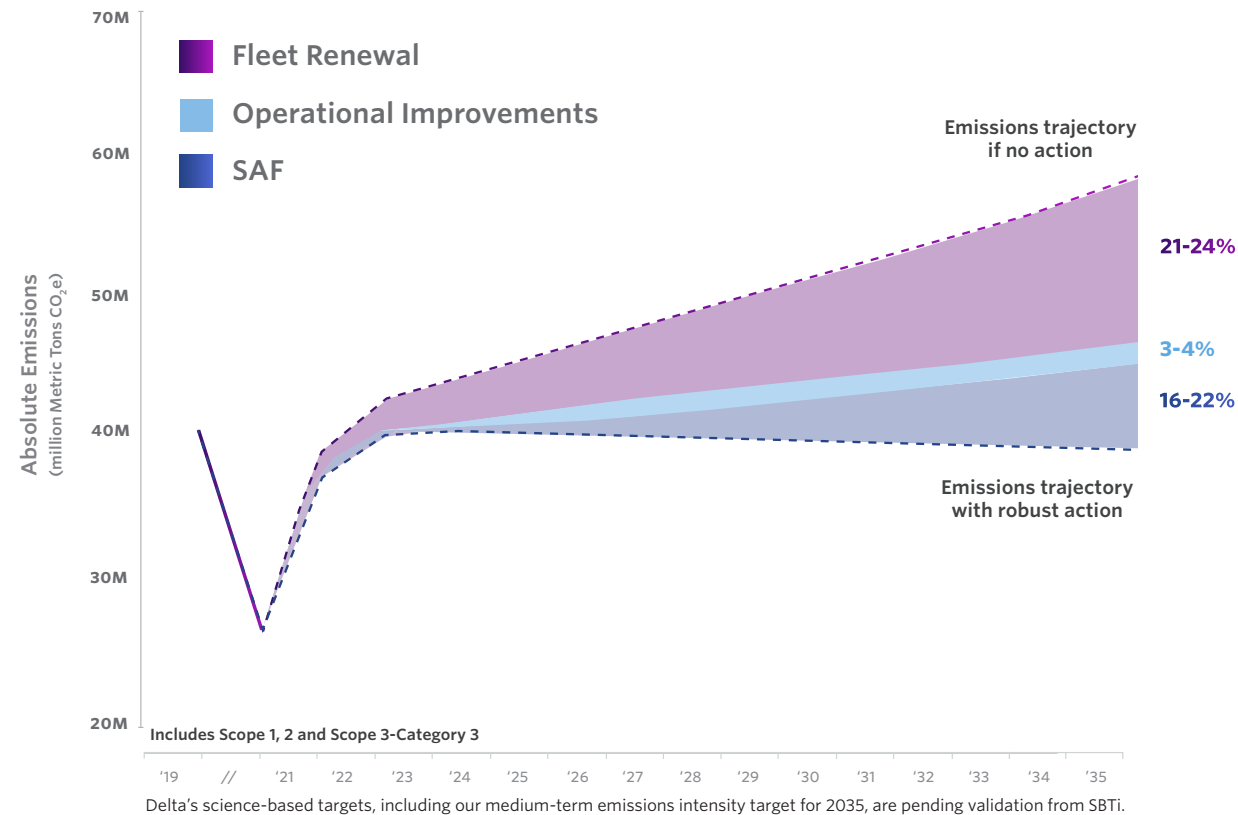
 **4.9M** pounds per year expected to be saved using new product offerings to reduce onboard single-use plastic consumption

 **52** next-gen aircraft received in 2021

 **19%** of GSE electrified as of April 2022

 **1.9M** pounds of bedding, amenity kits, nonperishable food, water, etc. were donated to organizations in need in 2021

PATH TO REDUCE ABSOLUTE EMISSIONS AND IMPROVE EMISSIONS INTENSITY



This graphic models one potential pathway and the potential impacts to emissions intensity and absolute emissions through 2035. This pathway is a proposal that is subject to numerous assumptions and uncertainties, many of which are outside our control.

OUR DECARBONIZATION PATHWAY

Fleet Renewal

Expected to provide the largest impact on advancing our goals in near-term

Sustainable Aviation Fuel (SAF)

Goal of 10% SAF by the end of 2030 with 5% achieving 85% lower life cycle GHG emissions than conventional jet fuel

Operational Initiatives

New Carbon Council expected to drive continuous operational improvements in fuel efficiency

Offsets

Out-of-aviation sector solutions, such as removal offsets, will likely play a role

Please refer to the complete 2021 ESG Report for additional context on the information in this snapshot, including risks and uncertainties related to forward-looking statements.