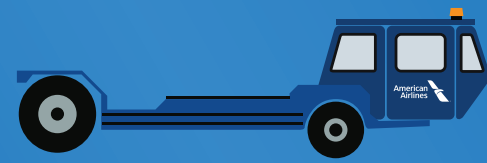


Building a More Sustainable Fleet: By the Numbers

The youngest fleet among U.S. network carriers means more modern aircraft – and less impact on the environment



\$24B Amount invested in new, more efficient aircraft since 2013



360+

Electric vehicles added to our ground service equipment fleet in the last 5 years

1M

Gallons of fuel saved annually once our fleet is repainted with our new non-mica Silver Eagle paint



85%

Percentage of our mainline aircraft using real-time weather software to optimize altitude and speed



7.4%

Average improvement in fuel efficiency of our mainline operations from 2014-2019



585

New, more fuel-efficient aircraft acquired since 2013



1.75M+

Gallons of fuel saved by using real-time weather software to optimize altitude and speed on our mainline aircraft



15.1%

Percentage of seats flown on the latest generation of fuel-efficient aircraft up from 10.4% last year

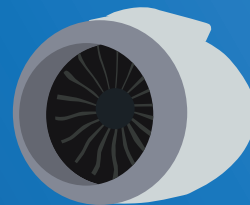
15-20%

Improvement in fuel efficiency on average with each new generation of aircraft



158

Older aircraft retired in the last year alone. We continue to take delivery of new, more fuel-efficient aircraft



20-40%

Reduction in our carbon emissions when using just one aircraft engine to taxi to the gate after landing

8.9M

Reduction in cumulative tons of carbon emissions due to improved fuel efficiency through 2019

