

Cautionary Statement Regarding Forward-Looking Statements

The Company's first quarter financial results conference call contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. Forward-looking statements are based on, and include statements about, the Company's current estimates, intentions, beliefs, expectations, goals, strategies, and projections for the future and are not guarantees of future performance. Specific forward-looking statements can be identified by the fact that they do not relate strictly to historical or current facts and include, without limitation, statements related to (i) the Company's focus areas, goals, opportunities, and initiatives; (ii) the Company's financial and operational outlook, expectations, goals, plans, and projected results of operations, including with respect to its initiatives, revenue management system, network adjustment and optimization efforts, and the maturation of development markets, and including factors and assumptions underlying the Company's expectations and projections; (iii) the Company's plans and expectations with respect to its network, its capacity, its network optimization efforts, its network plan and capacity and network adjustments, turn times, and the maturation of its development markets, and including factors and assumptions underlying the Company's expectations and projections; (iv) the Company's fleet plans and expectations, including with respect to fleet utilization, flexibility, and expected fleet deliveries and retirements, and including factors and assumptions underlying the Company's plans and expectations; (v) the Company's goals with respect to operational dependability and reliability, enhancing brand appeal and Customer Experience, delivering Shareholder returns, operational excellence, driving out inefficiencies, increasing productivity, and improving margins; (vi) the Company's labor plans and expectations, including the Company's hiring and headcount plans and expectations; (vii) the Company's expectations with respect to capital expenditures; (viii) the Company's expectations with respect to fuel costs, hedging gains, and fuel efficiency, and the Company's related management of risks associated with changing jet fuel prices, including factors underlying the Company's expectations; (ix) the Company's plans and expectations with respect to aircraft maintenance; (x) the Company's plans, estimates, and assumptions related to repayment of debt obligations, interest expense, and effective tax rate, including factors and assumptions underlying the Company's expectations and projections; (xi) the Company's expectations with respect to aircraft seats and trip frequency; and (xii) the Company's plans, expectations, and goals with respect to environmental sustainability. Forward-looking statements involve risks, uncertainties, assumptions, and other factors that are difficult to predict and that could cause actual results to vary from those expressed in or indicated by them. Factors include, among others, (i) the impact of fears or actual outbreaks of diseases, extreme or severe weather and natural disasters, actions of competitors (including, without limitation, pricing, scheduling, capacity, and network decisions, and consolidation and alliance activities), consumer perception, economic conditions, banking conditions, fears or actual acts of terrorism or war, sociodemographic trends, and other factors beyond the Company's control, on consumer behavior and the Company's results of operations and business decisions, plans, strategies, and results; (ii) the Company's ability to timely and effectively implement, transition, and maintain the necessary information technology systems and infrastructure to support its operations and initiatives; (iii) the emergence of additional costs or effects associated with the cancelled flights in December 2022, including litigation, government investigation and actions, and internal actions; (iv) the Company's dependence on Boeing and Boeing suppliers with respect to the Company's aircraft deliveries, fleet and capacity plans, operations, maintenance, strategies, and goals; (v) the Company's dependence on Boeing and the Federal Aviation Administration with respect to the certification of the Boeing MAX 7 aircraft and Boeing production volumes; (vi) the impact of fuel price changes, fuel price volatility, volatility of commodities used by the Company for hedging jet fuel, and any changes to the Company's fuel hedging strategies and positions, on the Company's business plans and results of operations; (vii) the Company's dependence on other third parties, in particular with respect to its technology plans, its plans and

expectations related to operational excellence and reliability, fuel supply, maintenance, environmental sustainability; Global Distribution Systems, and the impact on the Company's operations and results of operations of any third party delays or non-performance; (viii) the impact of governmental regulations and other governmental actions on the Company's business plans, results, and operations; (ix) the Company's ability to obtain and maintain adequate infrastructure and equipment to support its operations and initiatives; (x) the impact of labor matters on the Company's business decisions, plans, strategies, and results; (xi) the Company's ability to timely and effectively prioritize its initiatives and focus areas and related expenditures; (xii) the Company's dependence on its workforce, including its ability to employ and retain sufficient numbers of qualified Employees to effectively and efficiently maintain its operations; and (xiii) other factors, as described in the Company's filings with the Securities and Exchange Commission, including the detailed factors discussed under the heading "Risk Factors" in the Company's Annual Report on Form 10- K for the fiscal year ended December 31, 2023.