

It Starts and Ends with People

2022 Concessions Owners Webinar

January 25, 2022

DFW





Agenda

State of DFW

COVID-19 Updates

Risk – Mitigation Initiatives

Free Employee COVID Testing

The Power of Teamwork

Workforce Trends

Recruitment Marketing

Employee Recognition

When We Move Together

Traveler Insights

Mystery Shop

Sales Updates

OneDFW

Air Service Updates

New Day

Closing Remarks

The State of DFW

A large commercial airplane is shown in silhouette, flying from left to right across the upper half of the frame. The sky is a vibrant orange and yellow, indicating a sunset or sunrise. In the lower right, the silhouette of an airport control tower is visible. The foreground shows a field of tall grasses, also in silhouette.

Ken Buchanan
Executive Vice President
Revenue Management & Customer Experience

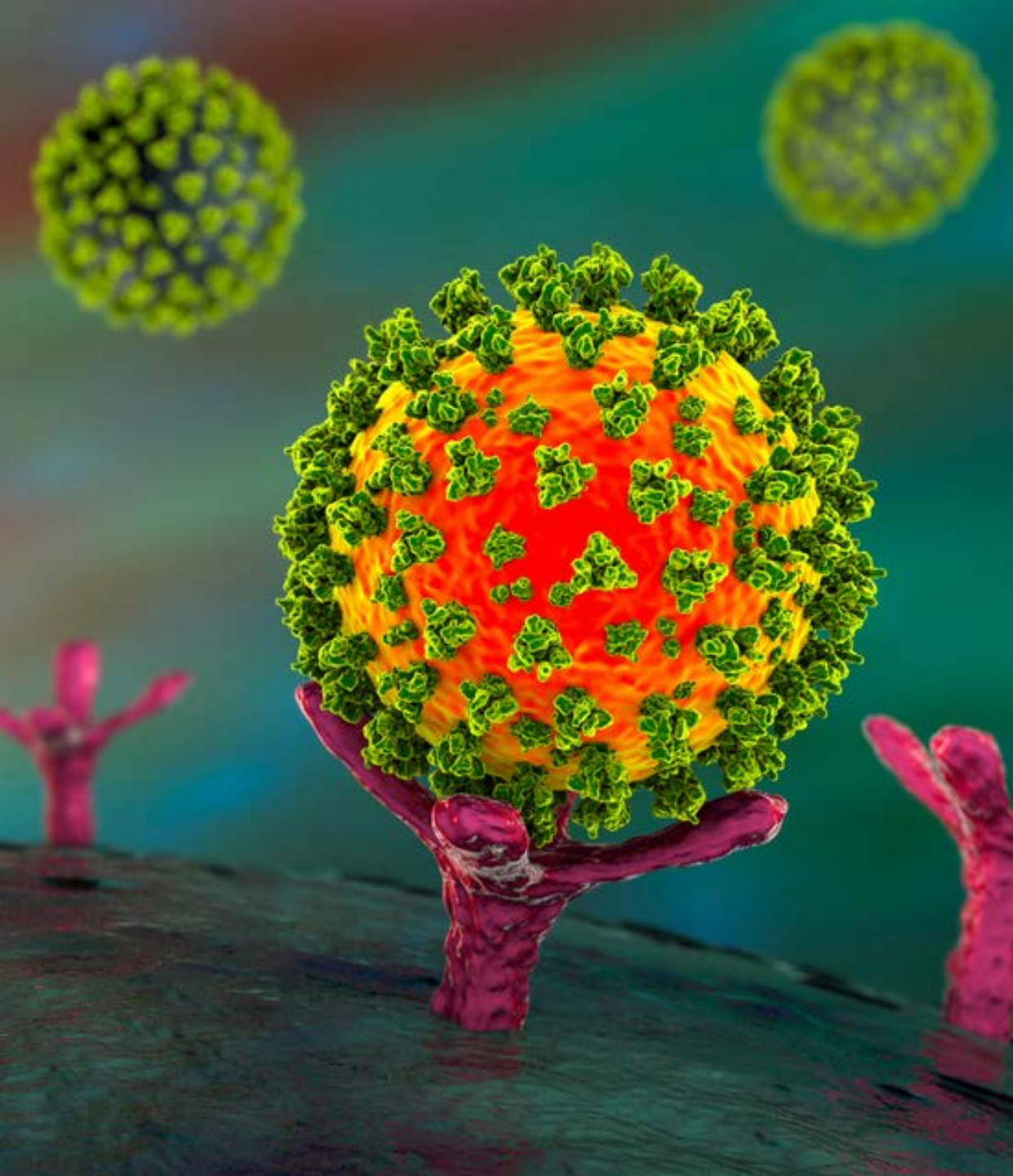
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COVID-19 Updates



Capt. Dustin Jaynes
Captain, Public Safety

DFW



Agenda

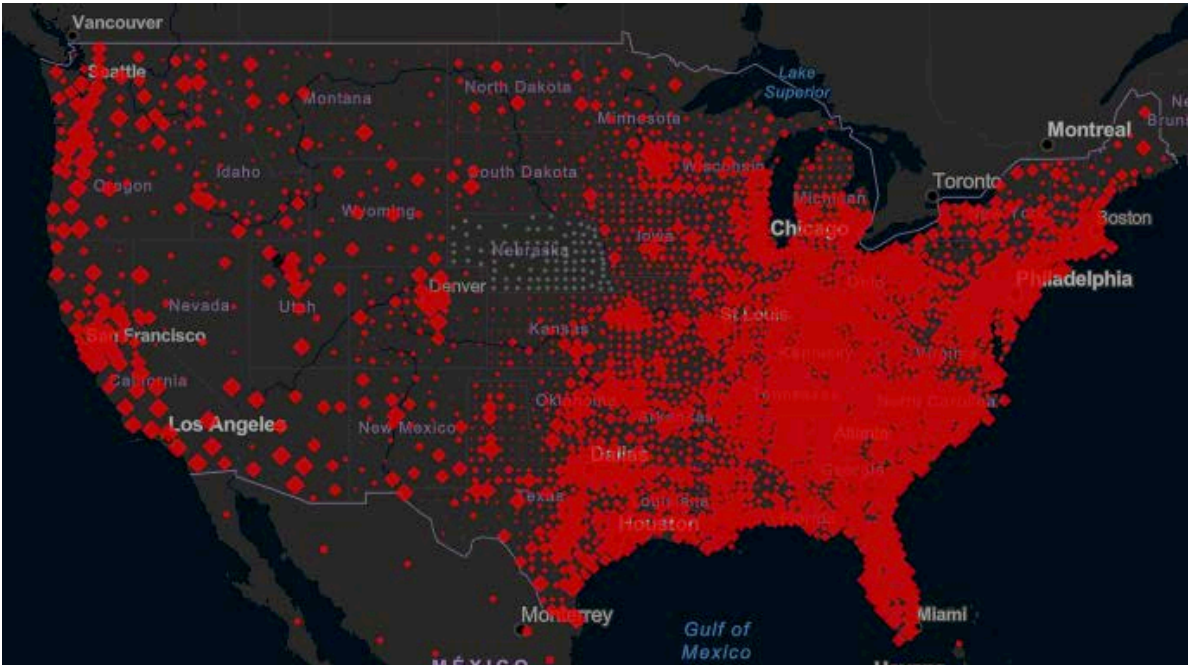
- National, State and Local Situation
- Vaccine Overview

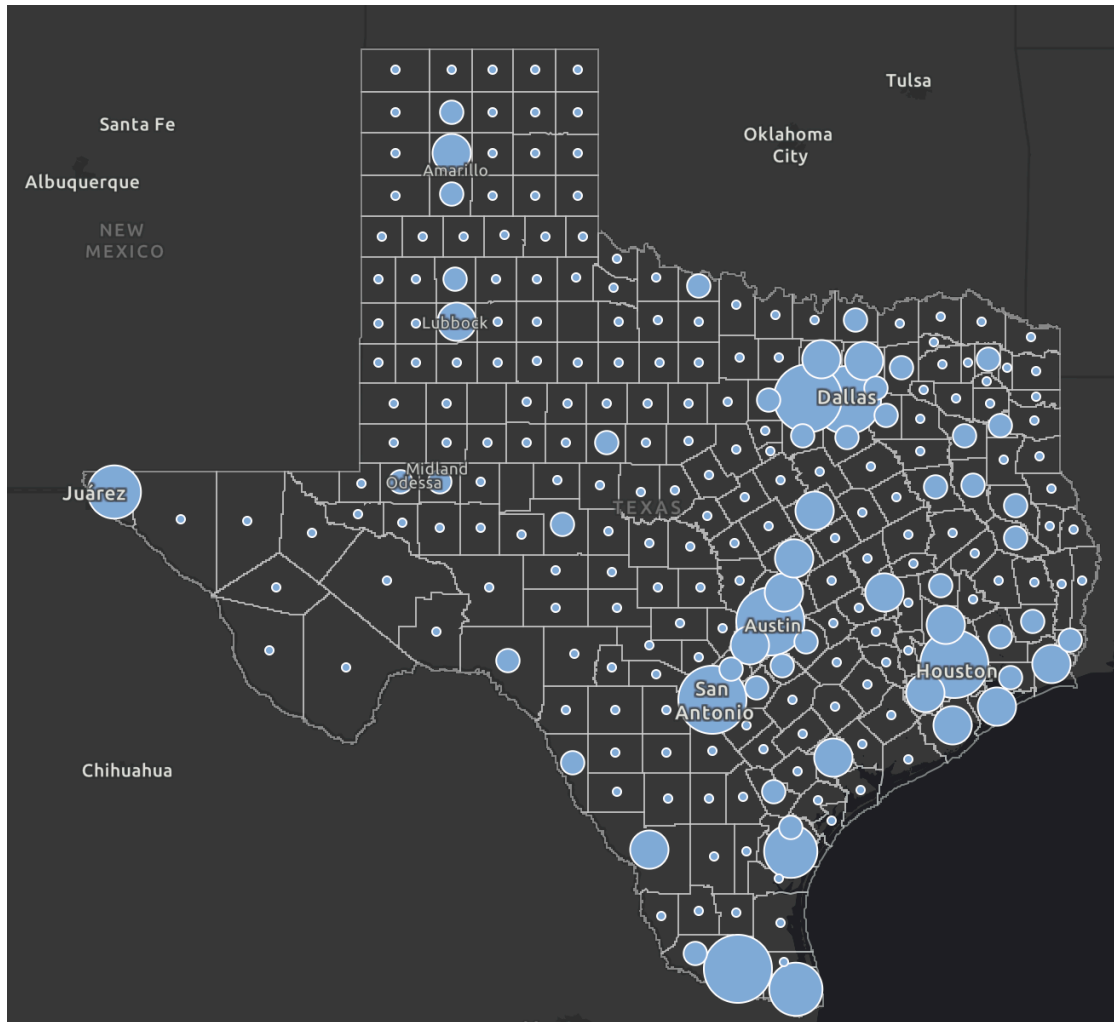
US Situation

Average Weekly Cases: ~ 4.7mil
Average Weekly Fatalities: ~14k

99% of new cases are Omicron

*numbers current as of 01/24/22





Texas Situation

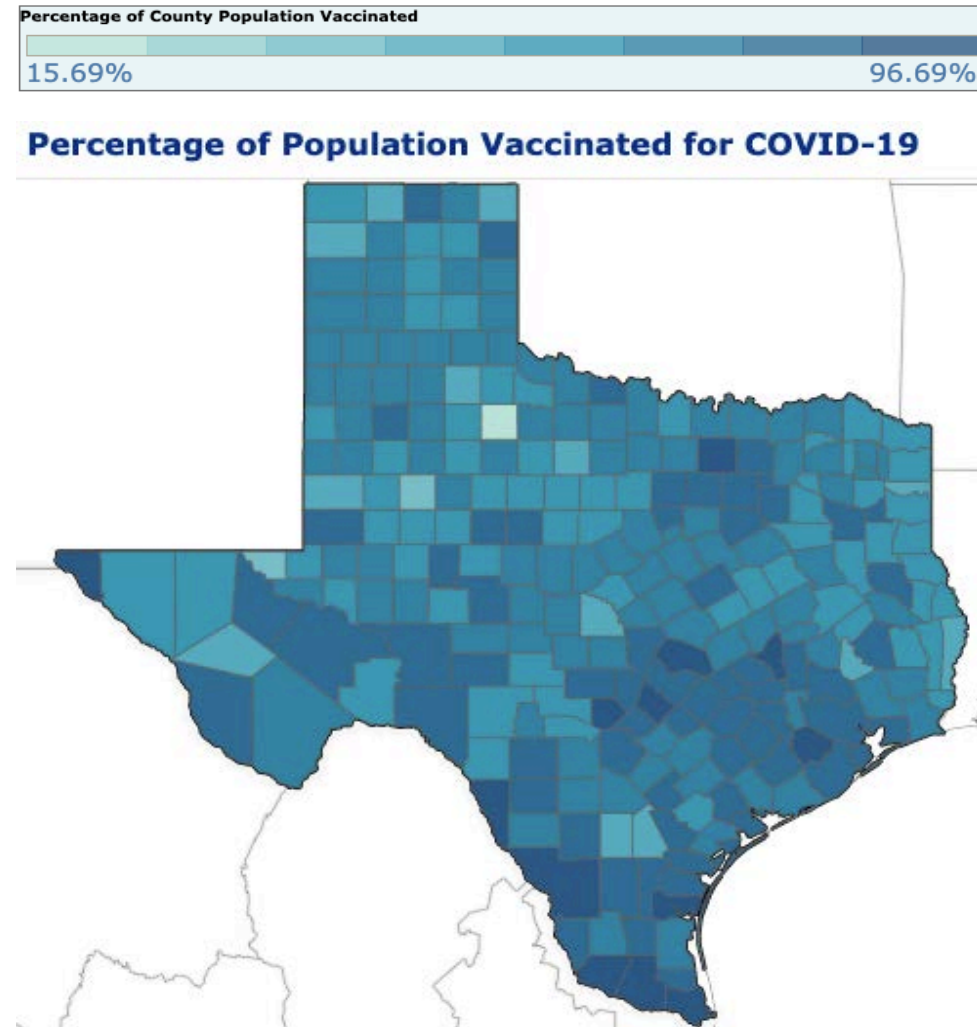
*numbers current as of 01/24/22

- **Texas Population: ~29 million**
 - Approximately 440k cases a week
 - COVID hospitalizations are decreasing
- **Metroplex Population: ~ 6.8 million**
 - Hospitalizations remain elevated with ICU admissions lower than previous variants.

COVID Vaccine Update

COVID-19 Booster Vaccinations

- Recommended to reduce the potential of severe disease or death.
- Omicron may infect any individual regardless of vaccination or prior infection.
- Remember to follow Federal, State and local quarantine and isolation guidelines.



Mitigation Initiatives

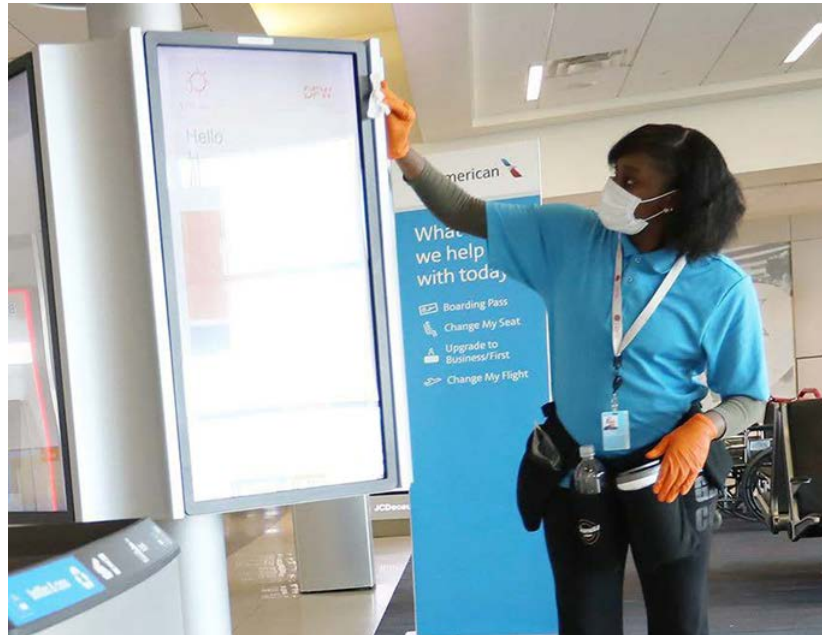
A silhouette of a large commercial airplane in flight, positioned horizontally across the upper half of the frame. The background is a vibrant sunset sky with a bright sun low on the horizon, creating a lens flare effect. To the right, the silhouette of an airport control tower is visible. The foreground shows a field of tall grasses. The overall scene is in silhouette against the warm, orange and yellow tones of the sunset.

Catrina Gilbert
Vice President, Risk Management

DFW

Face Covers Executive Orders

Federal Mandate



All DFW stakeholders are required to properly wear a face covering as recommended by the CDC based on the Pandemic Preparedness and Response Policy.

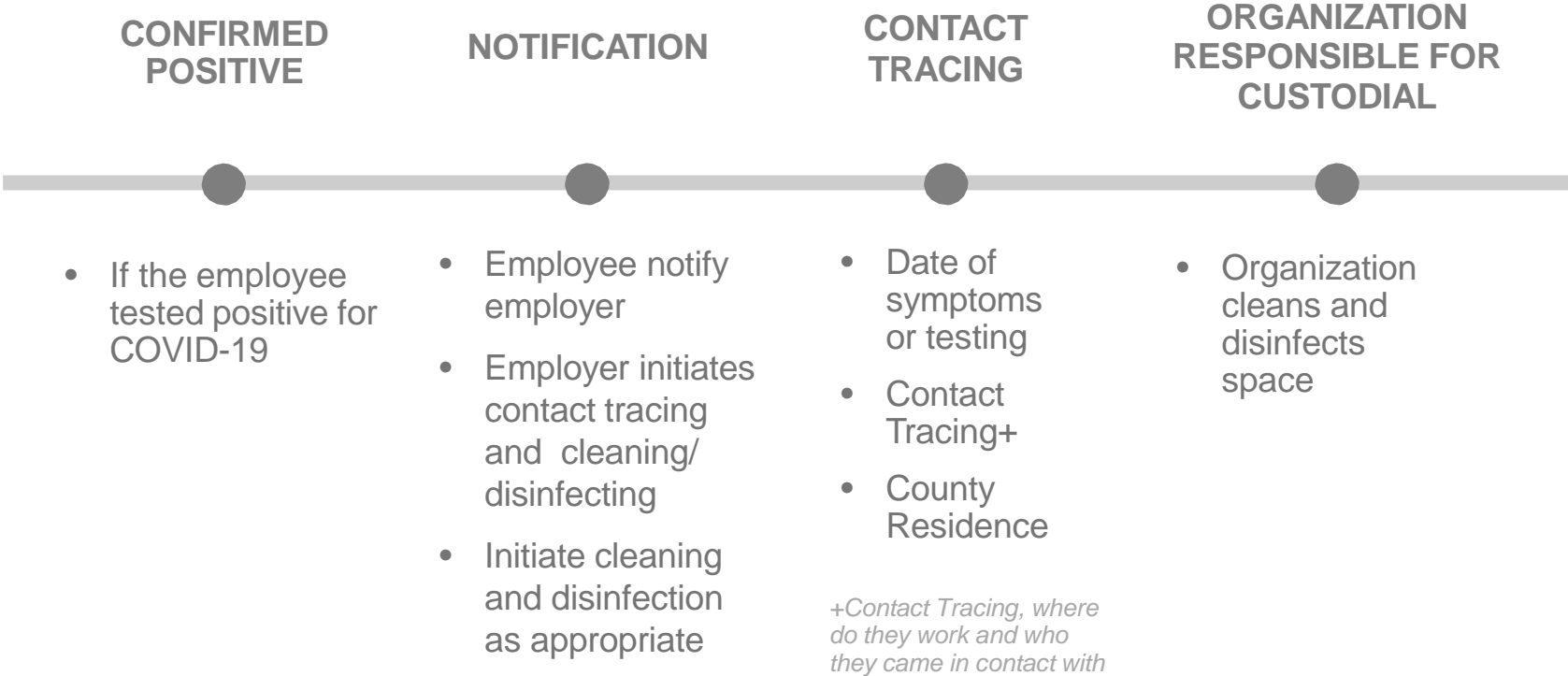
The federal mandate requiring face masks remains in effect throughout all airport facilities.

Get Vaccinated and Boosted!

DFW Pandemic Communications Plan

TESTED POSITIVE

Employers should still track employee illnesses and seek to clean/disinfect areas per CDC guidelines.



Updated CDC Quarantine Recommendation If you Test Positive for COVID-19 - Isolate

Everyone, regardless of vaccination status.

- Stay home for 5 days.
- If you have no symptoms or your symptoms are resolving after 5 days, you can leave your house.
- Continue to wear a mask around others for 5 additional days.

If you have a fever, continue to stay home until your fever resolves.

Scenario 1: Boosted or within vaccination window*

If you were exposed to Someone with COVID-19

If you:

Have been boosted

OR

Completed the primary series of Pfizer or Moderna vaccine within the last 6 months

OR

Completed the primary series of J&J vaccine within the last 2 months

- Wear a mask around others for 10 days.
- Test on day 5, if possible.

If you develop symptoms get a test and stay home.

Out of vaccination window* or unvaccinated

If you were exposed to Someone with COVID-19

If you:

Completed the primary series of Pfizer or Moderna vaccine over 6 months ago and are not boosted

OR

Completed the primary series of J&J over 2 months ago and are not boosted

OR

Are unvaccinated

- Stay home for 5 days. After that continue to wear a mask around others for 5 additional days.
- If you can't quarantine you must wear a mask for 10 days.
- Test on day 5 if possible.

If you develop symptoms get a test and stay home

Definitions

Isolation, Quarantine, Close Contact

- **Isolation** separates sick people with a contagious disease from people who are not sick
- **Quarantine** separates and restricts the movement of people who were exposed to a contagious disease to see if they become sick
- **Close Contact:** someone who was less than 6 feet away from an infected person (lab-confirmed or clinical diagnosis) for a cumulative total of 15 minutes or more over a 24-hour period.

Fully vaccinated

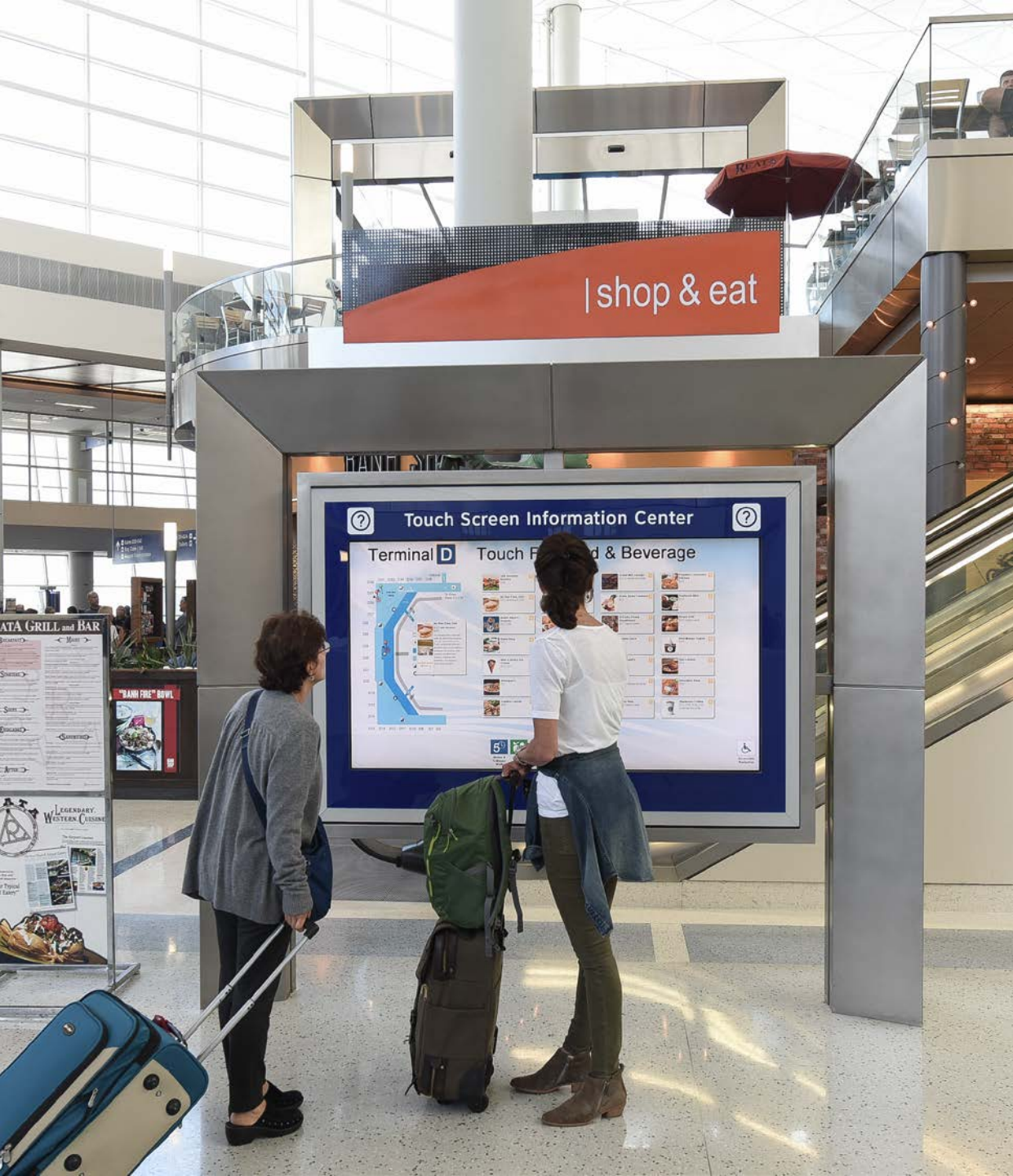
- 2 weeks after second dose in a 2-dose series, such as the Pfizer or Moderna vaccines, or
- 2 weeks after a single-dose vaccine, such as Johnson & Johnson's Janssen (J&J) vaccine

Booster Recommendation (“vaccination window”):

- 6 months after completing primary series of Pfizer or Moderna
- 2 months after J&J
- Booster may be Pfizer or Moderna as booster shot, regardless of initial brand of vaccine

Scenarios for quarantine (exposure) guidance as of December 27, 2021:

- Scenario 1: Boosted or within vaccination window (completed primary Pfizer or Moderna <6 months ago; or J&J <2 months ago)
- Scenario 2: Unvaccinated or out of vaccination window (completed primary Pfizer or Moderna >6 months ago; or J&J >2 months ago)



For More Information

CDC: www.cdc.gov/covid19

DFW: www.dfwairport.com/covid19

Free Employee COVID Testing

Zenola Campbell
Vice President, Concessions

DFW

Free Employee COVID Testing

Free COVID Testing for Airport SIDA Badge Employees



DFW in partnership with Collinson are providing free employee COVID-19 Antigen test to all badged employees.

- Testing is recommended for employees who are experiencing **symptoms** related to COVID or had recent **contact** with someone who tested positive for COVID.
- Employee Testing sites are available 7 days a week in Terminal D:
 - D07 – 5:00 am – 11:00 pm
 - D40 – 7:00 am – 6:00 pm

The Airport is looking at a possible third landside option.



Workforce Trends

A large commercial airplane is silhouetted against a bright, orange sunset sky. The plane is in flight, with its landing gear visible. To the right, the silhouette of an airport control tower is visible. The foreground shows a field of tall grass, also silhouetted against the sunset. The overall scene is a dramatic, high-contrast image of an airport at dusk.

Gary Beggs

ABBA Staffing & Consulting

DFW

Today's Discussion

- The Great Reassessment
- The Great Reversal
- The Great Resignation
- Labor Shortage
- Retaining Your Team Members

The Great Reassessment

- Covid Relief safety net and forced shutdowns enabled many to rethink their career and their life - happiness, fulfillment and job satisfaction, better pay, work/life balance
- Over 20% of all workers changed jobs in last 18 months – 78% say they are happier

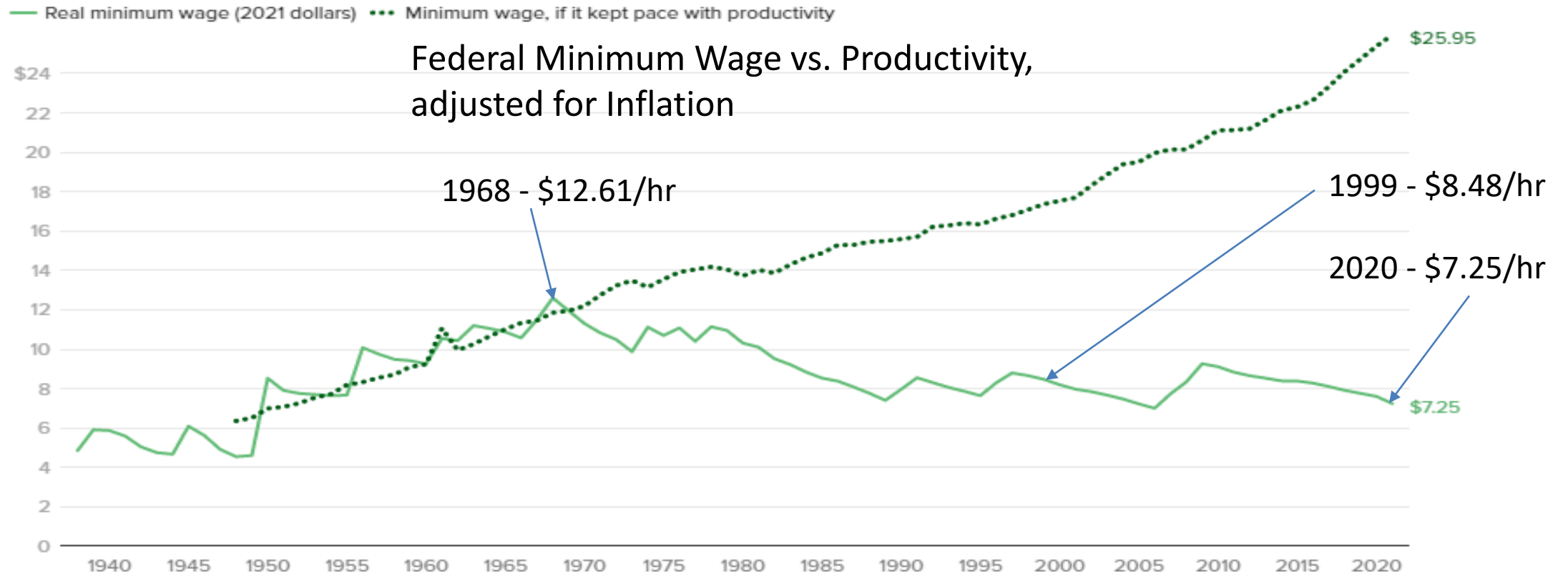


The Great Reversal

- Refers to reversing the gap between wages and productivity/profit that has expanded since 1968
- Between 1983 and 2016
 - Upper class income up from \$344K to \$848K (in 2018 dollars)
 - Share of wealth from 60% to 79%
 - Middle class income up from \$102K to \$144K
 - Share of wealth from 32% to 17%
 - Lower class income down from 12.3K to 11.3K
 - Share of wealth from 7% to 4%

Productivity rises, wages fall

Since the late 1960s, increases in the minimum wage have lagged growth in workers' productivity.



Source: Dean Baker, Center for Economic and Policy Research

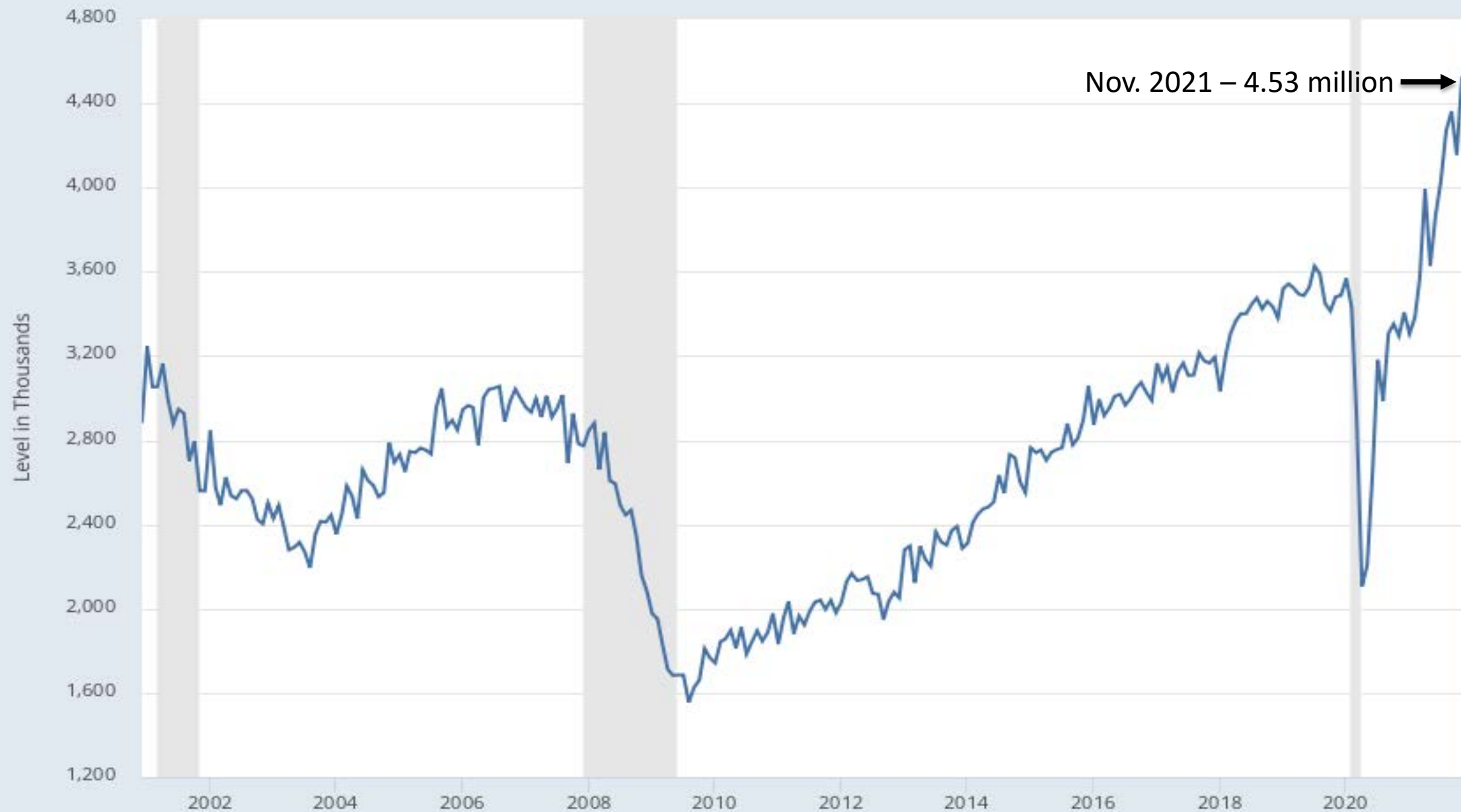
Nationwide, nearly 250,000 workers earn \$7.25 per hour, while roughly 865,000 earn less than that, labor data show. To be sure, dozens of states and cities have boosted their baseline wages over the past few years, especially in areas with a high cost of living such as California, where the minimum wage is now \$14 an hour for employers with at least 26 workers. Yet the federal minimum wage remains in effect in 20 states, mostly in the South and Midwest.



The Great Resignation

- Quitting in record numbers – “The Great Resignation”
- A record 15 million workers quit their job between 9/2021 and 1/2022 (monthly “quit rate” nearly 4%)
- Southern US has nearly ½ of all quits of the 4 US regions
- Texas has highest number of quits per month in the nation
- Leisure/hospitality/travel* #1 in quits (6.4% monthly quit rate)
 - 37% of those employed are currently looking

** now being described as “misery work”*



Nov. 2021 – 4.53 million →



OK, So Where Are the Workers?

Workforce is down 3.6 million since 11/2019 (*90% over 55 yrs. old*)

1. Early Retirements
2. Spouse staying home – no longer job seeking (financially able, childcare issues, et. al.)
3. Gig work / self employed / starting own business
4. Continue to stay inactive due to COVID Fears
5. Died from COVID (nearly 250,000 workers)
6. Back to school to gain new skills

Continued unemployment checks is not a significant factor – as of 12/2021, “insured unemployment rate” (those receiving UE checks) down to 1.3%

While workforce is smaller, demand for goods is 34% higher than pre-pandemic



How Do I Find Employees?

- 3 million more job openings than unemployed people
- Primary source – acquiring talent currently working elsewhere (“poaching”)
 - Many employees, especially at entry level, are moving up the “career chain” due to hundreds of thousands of openings with higher pay and better working conditions, leaving highest number and % of openings in lower-wage positions

THESE FACTS MAKE IT MORE IMPORTANT THAN EVER THAT YOU FOCUS EVERY DAY ON RETAINING YOUR EXISTING PRODUCTIVE TEAM MEMBERS AND, WHEN POSSIBLE, IMPROVE THOSE WITH PERFORMANCE ISSUES



Five Top Reasons Employees Are Quitting

1. Managers didn't resolve reported issues (48.1%)
2. Work culture not a good fit (45.8%)
3. Poor Managers (43.9%)
4. Toxic Environment (39.6%)
5. Felt underappreciated (36%)

Source: Joblist.com survey Aug. 2021

1. Toxic Culture
2. Job Insecurity and Reorganization
3. High Levels of Innovation
4. Failure to Recognize Performance
5. Poor Response to Covid-19

Source: MIT Jan 2022 Team Report

Why Employees Are Leaving Their Job

- Inadequate salary and benefits
- Feeling overworked and/or unsupported
- Limited career advancement
- A need for better work-life balance
- Lack of recognition
- Unhappiness with management
- Concerns about the company's direction or financial health
- Dissatisfaction with the company culture
- The desire to make a change
- More desirable opportunities at other companies

Source: Robert Half Talent Solutions



Employee Retention (Harvard Business Review 10/21)

- Incentivize loyalty
- Provide opportunities to grow
- Elevate your purpose
- Prioritize culture and connection
- Invest in taking care of your employees and their families
- Embrace flexibility
- Focus on “enthusiastic stayers”; those embedded in their jobs, connected to the organization’s social fabric



Employee Retention (Entrepreneur.com survey)

1. Create a better workplace
2. Train your managers
3. Actively address burnout
4. Change how you define and manage work
5. Recognize and reward your loyal talent



Employee Retention (Robert Half Talent Solutions)

- Onboarding and orientation
- Mentorship programs
- Perks
- Wellness offerings
- Communication
- Continuous feedback on performance
- Training and development
- Recognition and rewards
- Flexible work arrangements
- Effective change management
- Emphasis on teamwork
- **Acknowledgement of milestones, big and small**

Figure 9: The Irresistible Organization



Recruitment Marketing



Dee Amos
Vice President, Communications & Marketing

DFW



DFW Airport Concessions: Great Place to Work Campaign 2021

Previous Campaign

- Paid Social via Facebook and Instagram
- 818+ Applicant Engagements
- 285+ Job Interviews*
- 61 Reported New Hires*
- From launch in June to September – 543 applications through the system*

**Based on information provided.*



DFW Airport Concessions: Great Place to Work Campaign 2021

Key Elements

Website

- Added a banner to top homepage to drive to the Concessions page
- Updated the Concessions Jobs page to improve navigation
- Developed an Application Form and Process that immediately puts applications into the hands of hiring managers

Social Media Paid Campaign

- Posted branded ads on Facebook and Instagram. Ran two campaigns. First was branded recruiting message targeting high school age out for summer
- Second included partnership with DART and Trinity Metro.
- Spend \$25k

Partnership

- Offered free passes through Trinity Metro and DART partnership

A young Black man with glasses and a dark blue apron over a patterned shirt is smiling warmly at the camera. He is standing behind a wooden counter in a grocery store. On the counter are several jars of goods, a cash register, a scale, and a container of blue straws. In the background, there are wooden shelves with various items and a brick wall. A chalkboard on the right has some handwritten text.

Employee Recruiting

New Campaign 2022



We conducted short interviews with some of the customer facing staff and discovered some valuable insights about why they work at DFW

Safe Place | Variety | Community | Global



Safe and secure

Employees appreciate being able to work in an environment that is free from issues other retail establishments face thanks to the actively present security within the airport.

“It’s really safe working here. Nothing is really going to happen with all the security there is.”

“It’s a good, safe place. There’s more security. It’s a safe place to come.”



No Day Is The Same

Working at DFW means you don't get bored. Each day is different from the last, and DFW employees get to meet new people with interesting stories every single day.

"I really love being able to work around new people every day and meeting the different passengers that pass by."

"It's different...It's a new and interesting experience (everyday)."

"It's thrilling. It's exciting. There's excitement just from where people are traveling. That whole environment just peps up your day. You don't know who you're going to meet or who you're going to talk to. You may even talk to somebody famous."



The DFW Community

Employees feel a sense of community when working at DFW. Though they may work at different stores and restaurants, they see themselves as part of the same team and enjoy sharing stories and socializing with each other.

“I get to make friends here at the store and other stores.”

“It’s like working in a big community where we get to know (people) from all over the world. It’s a really tight community. You know everyone’s name. It’s a good work environment and becoming friends with everyone.”

Truly International

Employees working at DFW airport get to meet and work with people from all over the world. They have the opportunity to learn about new places and cultures every single day. Where else can you do that?

“I get to speak and communicate with the passengers in my native language.”
“It’s a family here. We all come from different countries, but we’re in it together even though we come from different places.”



2022 Campaign

“Selfie” style ad campaign with actual quotes regarding why they like working at DFW, from the employee featured.



**"YOU MEET
SO MANY DIFFERENT
TYPES OF PEOPLE"**
–John, Hugo Boss



**"IT'S A SUPER SAFE PLACE
TO WORK"**
–Angela, Shake Shack

2022 Campaign

Target audience

People looking for a fun, exciting, safe place to work with a sense of community that enjoy interacting with global customers.

Distribution channels

- **Paid digital** - target cell phone owners that are looking for jobs, or already working in food service
- **Paid social** – targeted by geographic location or address from the DFW Metroplex
- **DART transit** – targeting those who utilize the Orange and Green lines that directly connect to DFW Airport

Next steps

- ✓ Finalize campaign – Confirm messaging, design and placements by January 31
- ✓ Determine casting and schedule photoshoot (2-year service minimum) February 18
- ✓ Launch by March 4

Timing

- March 2022 – May 2022
- May – July 2022 refresh creative integrating college and summer workers

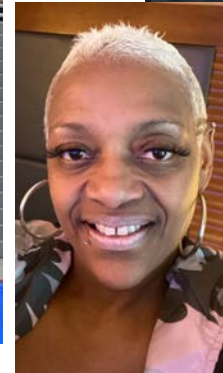
Employee Recognition

A silhouette of a large commercial airplane in flight, positioned horizontally across the upper half of the frame. The background is a vibrant sunset sky with a bright sun low on the horizon, creating a lens flare effect. To the right, the silhouette of an airport control tower is visible. The foreground shows a field of tall grasses.

Zenola Campbell
Vice President, Concessions

DFW

Employee Recognition





Travel Insights



John Han

Senior Manager, Insights & Analytics

Customer Experience

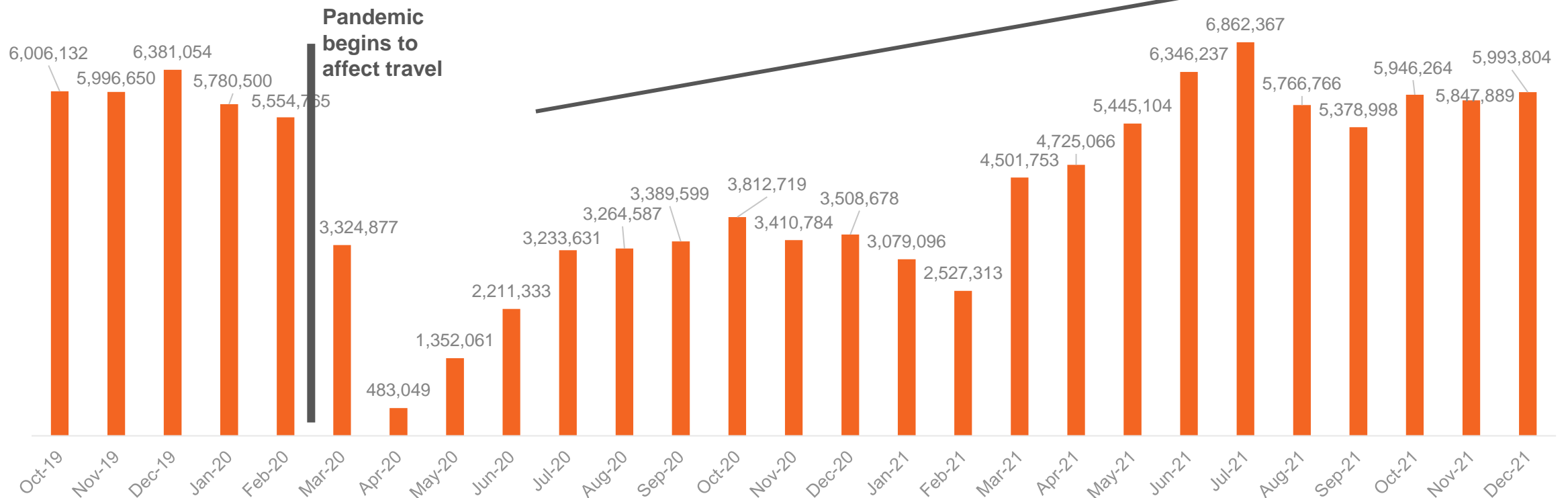
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While seasonality still occurs, there is a return to pre-pandemic passenger volume levels.

By Month, FY2020-Current

MONTHLY PASSENGER VOLUME

In Millions



Since FY19, the percentage of business travelers continues to decline and most of DFW's customers are traveling for leisure purposes.

	FY19	FY20*	FY21	FYTD22
Sample Size	n=11043	n=3784	n=6664	n=2069
Male	54%	58%	48%	49%
Average Age	42	42	40	41
US Residents	80%	79%	89%	88%
Local	20%	19%	19%	21%
Connecting	59%	59%	62%	60%
Business Travel	38%	35%	26%	25%

Leisure travelers generally fall into the Value Voyagers and Frugal Vacationers customer segments. Information and options are important for these groups.



Indulgent Explorers

WHO THEY ARE

- Young and travels slightly more than the average traveler
- Average income, but spends more at the airport than other segments – most likely to take advantage of airport amenities
- Likely to travel with kids
- Skew high on media consumption – high engagement with social media

Outlook on Life



**Relaxation/
self-care mindset**



All Biz Road Warriors

WHO THEY ARE

- Heaviest traveler, primarily for business travel
- Average spend in terminal, despite highest income
- Focused on working in terminal – look for Wi-Fi, charging stations, areas to work
- Likely to take advantage of business amenities
- Average media consumption

Outlook on Life



**Time-saving/
on-the-go mindset**



Value Voyagers

WHO THEY ARE

- Light travelers, primarily for leisure; some business travel
- Average spend in terminal
- Conducting some work in terminal – look for Wi-Fi, charging stations
- May travel with kids
- Average media consumption
- Most similar to the “average” DFW passenger

Outlook on Life



**Knowledge/
options mindset**



Frugal Vacationers

WHO THEY ARE

- Oldest segment, skews age 55+
- Lightest traveler, primarily for leisure travel
- Most cost-conscious segment – bargains, inexpensive dining options, and basic retail are preferred
- Skews low on media consumption – high on email usage, low on social media

Outlook on Life



**Cost-saving/
no frills mindset**

Since the start of the fiscal year, lack of availability of retail and food & beverage have been a top concern for customers

441

Total Comments
Collected



15%

Comments relating to
Concession's topics



42%

Of the Concession
Comments were relating
to a lack of availability of
food or retail and
locations needing
extended hours

IN THEIR OWN WORDS

Customers are looking for more F&B options in the terminals, especially in the evening hours.

“I want more retail options like souvenirs and convenience stores. I saw a closed Starbucks. Panda Express was already closed when we went by at about 4:20.”

“Restaurants are very limited with many of them being closed and terminals are busy, so very low options to choose from.”

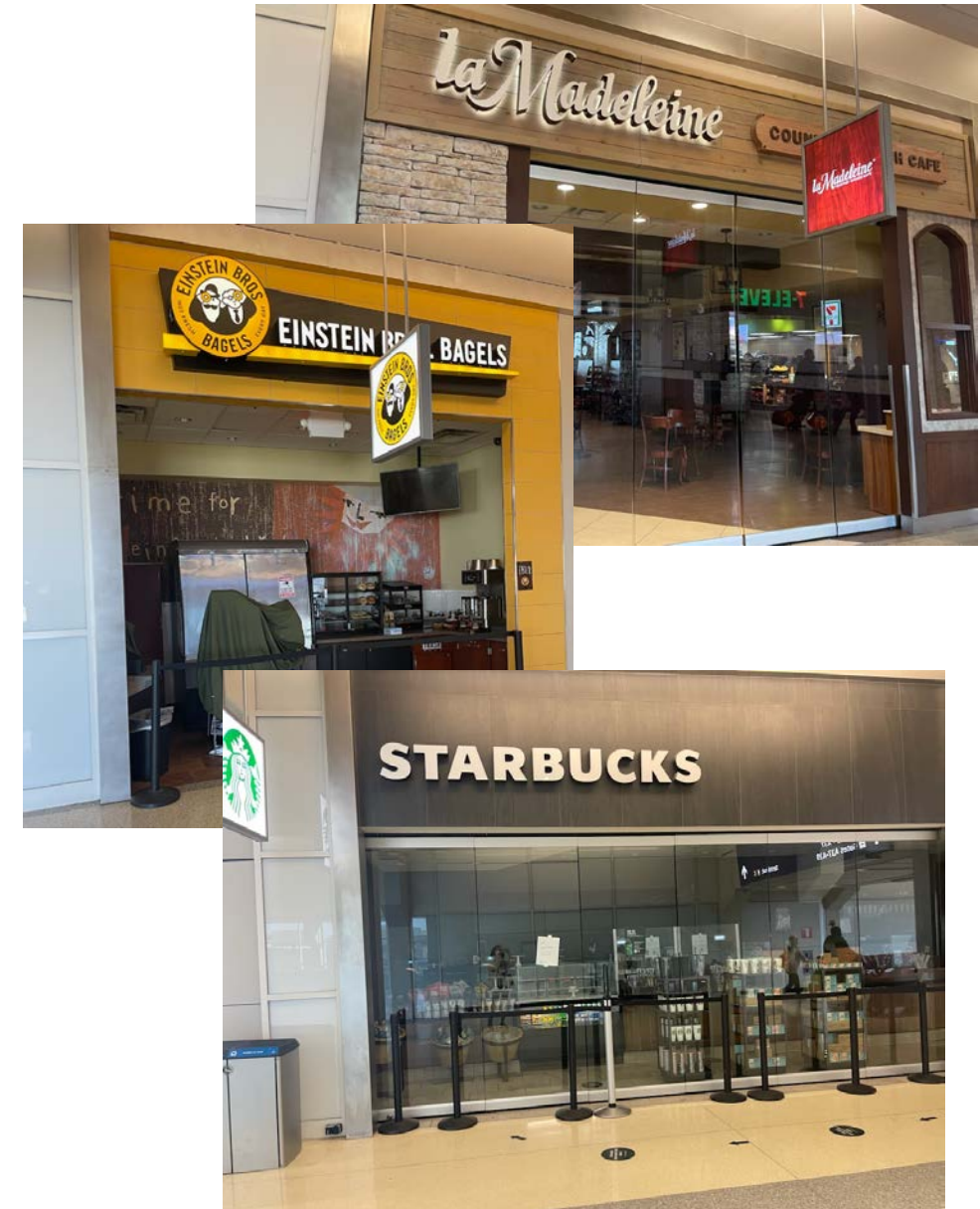
“More food options as everything was closed early.”

“The availability of the restaurants in terminal D could be improved. Chick-fil-a was closed, so I had to go to the terminal E. I would also like to see some sushi restaurants available. All I saw was barbecue.”

“All restaurants were closed around the area and only small snacks were available after 8.”

“More food options opened later.”

“More food options opened. Whataburger was closed.”



FY22 Key Drivers of Overall Satisfaction



In FY22, cleanliness of our airport continues to be a key driver of overall customer satisfaction.

A focus on cleanliness is especially important during the pandemic.

Mystery Shop and Sales Updates

A silhouette of a large commercial airplane in flight, positioned horizontally across the upper half of the frame. The background is a vibrant sunset sky with a bright sun low on the horizon, creating a lens flare effect. To the right, the silhouette of an airport control tower is visible. The foreground shows a field of tall grasses.

Kevin Lemmons
Assistant Vice President, Concessions

DFW

The chart below shows each area on the evaluation form. The attentive category is the biggest area of opportunity, with cleanliness and environment being the highest.



Mystery Shop

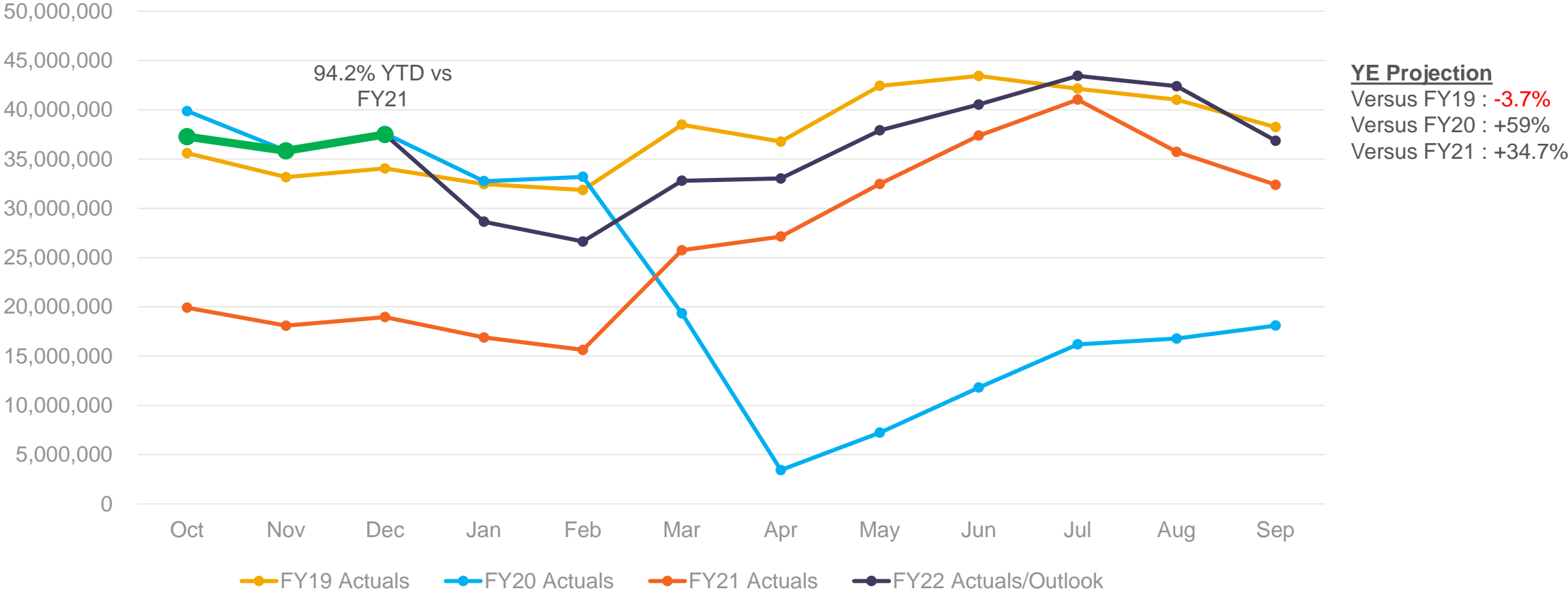
- Evaluations started November 22, 2021
- To date we have conducted 424 evaluations, with an average score of 84.66%

The section below shows the Top 5 questions we lost points in. Suggestive selling being the highest area (total points lost 249), if we improve those points; our average score would jump to 90.41%.

Question	Improvable Questions	Points Lost	Potential Evaluation Score Current Score: 84.66
Associate offered or suggested any additional or complementary items/services/specials		249	90.41
During your interaction, were you asked if you had a time constraint and/or about your flight time?		68	86.23
When you first interacted with an associate were you greeted in a warm and friendly manner?		56	85.95
After the order was placed, did you receive it in the correct amount of time?		37	85.51
Did the associate give a friendly parting remark?		32	85.40

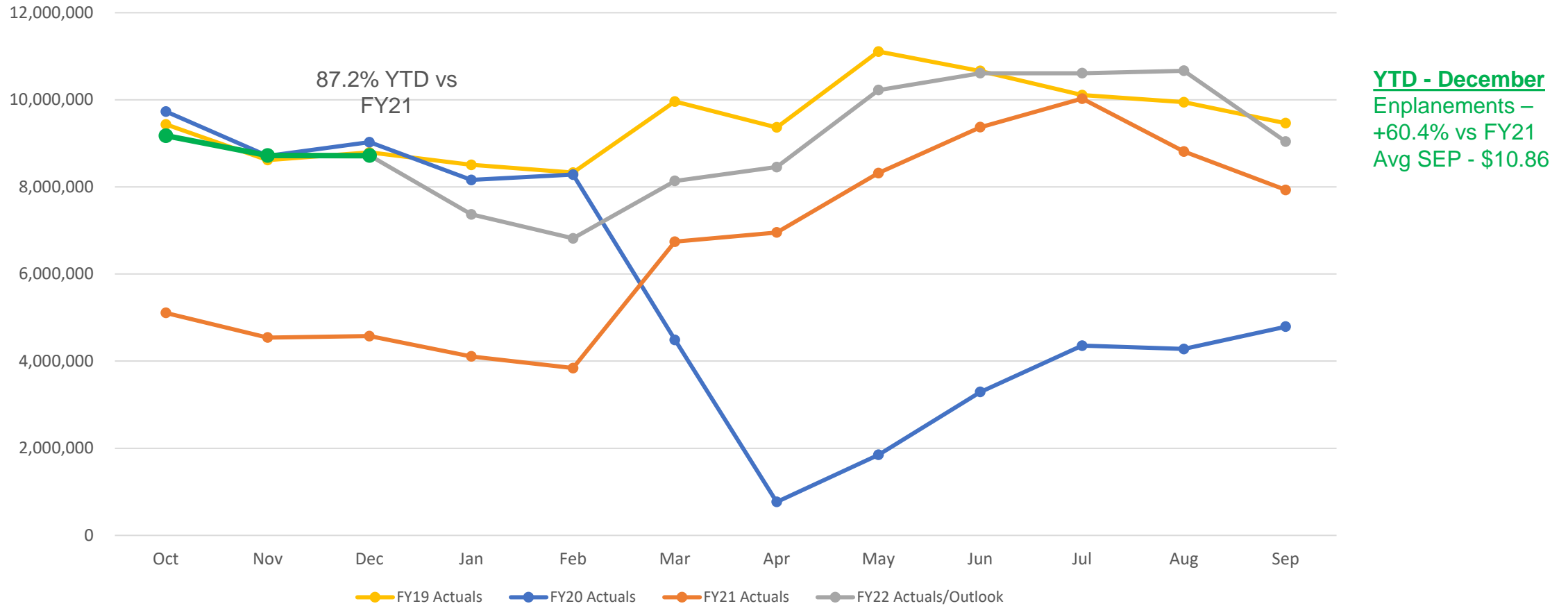
Gross Receipts FYTD through December

Gross Receipts are currently trending with Pre-COVID volume



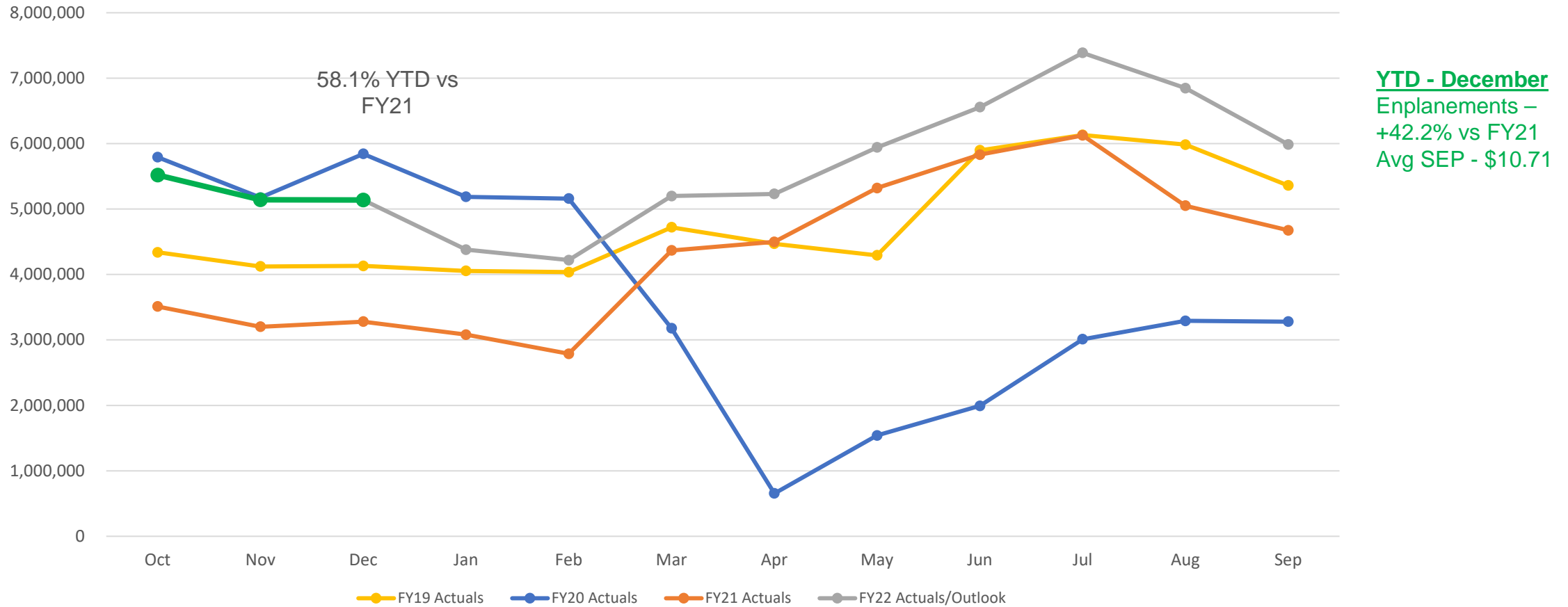
Terminal A Gross Receipts

Only 2 Locations Remain Closed



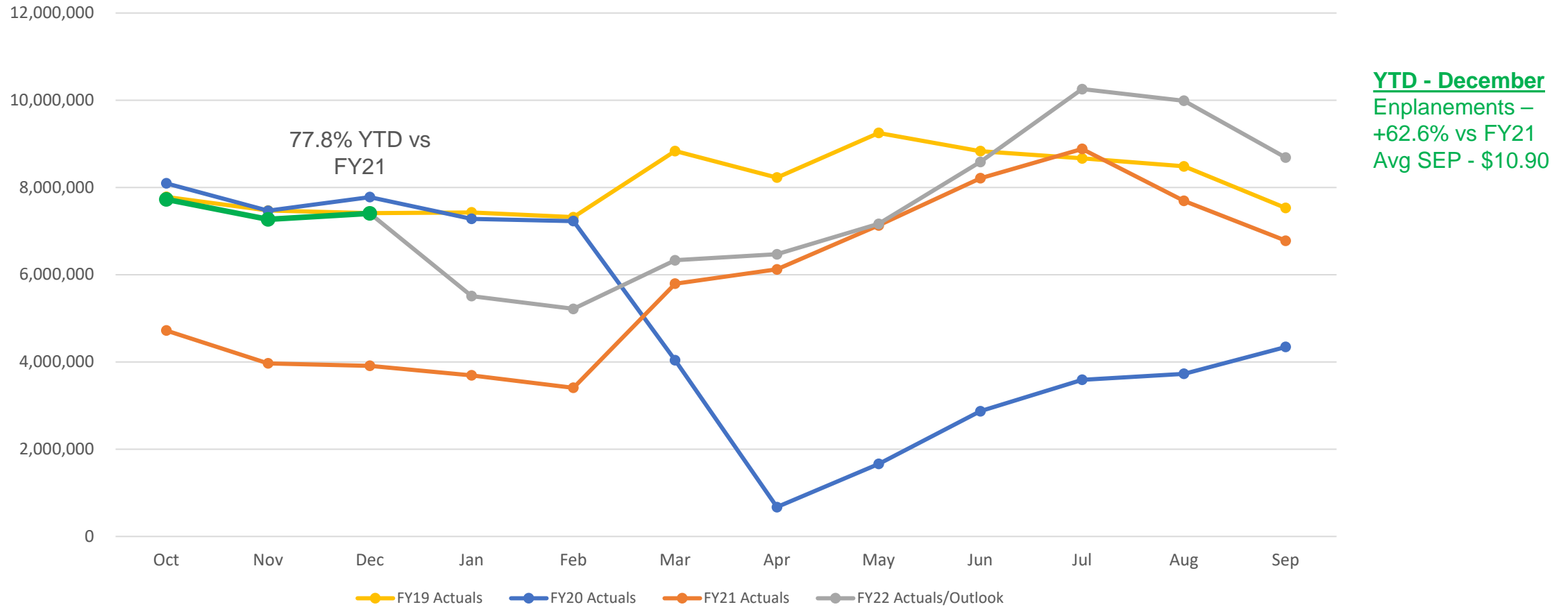
Terminal B Gross Receipts

Fully open (+1 in reconcepting)



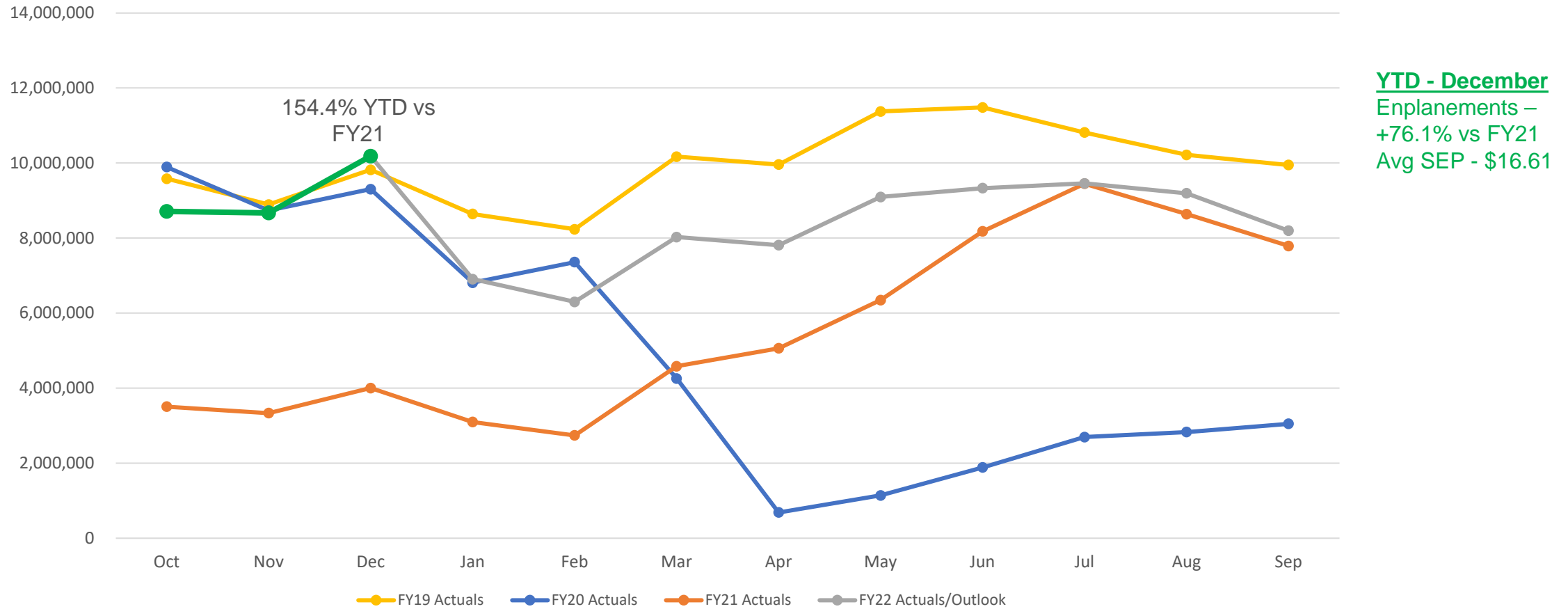
Terminal C Gross Receipts

Only 2 Locations Remain Closed



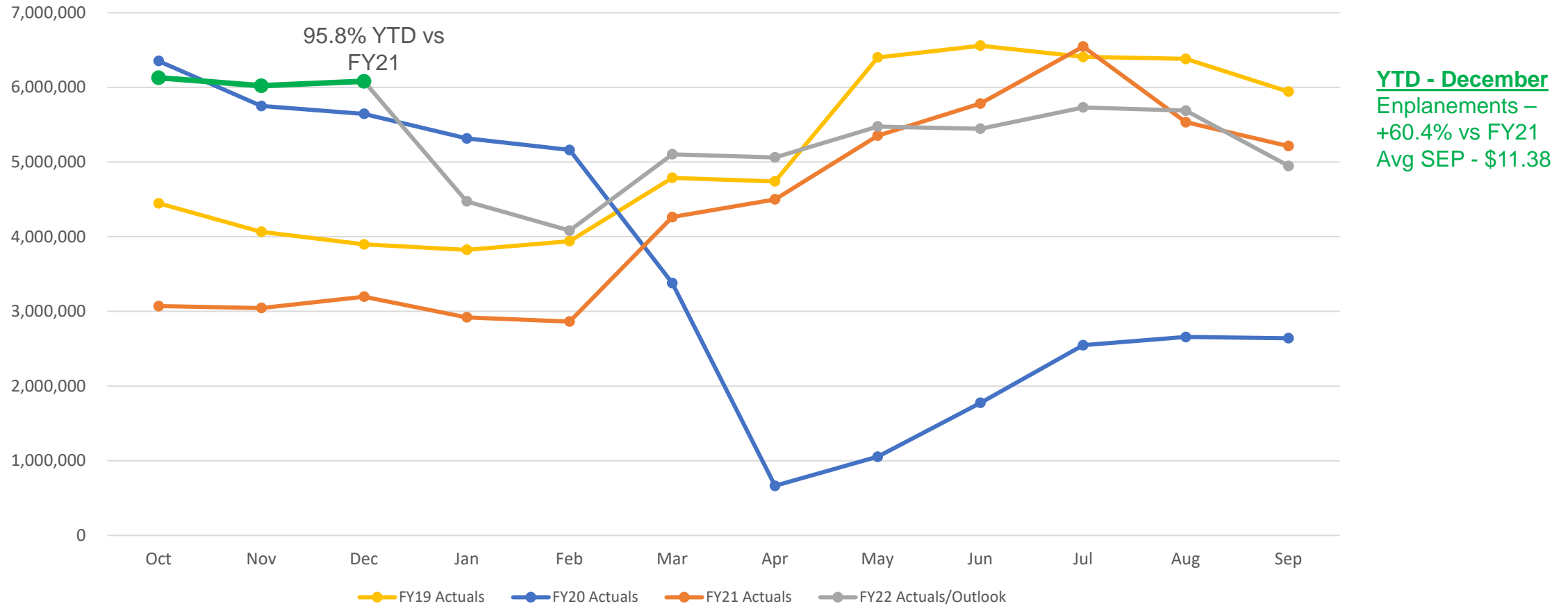
Terminal D Gross Receipts

Only 4 Locations Remain Closed (+4 more in reconcepting)



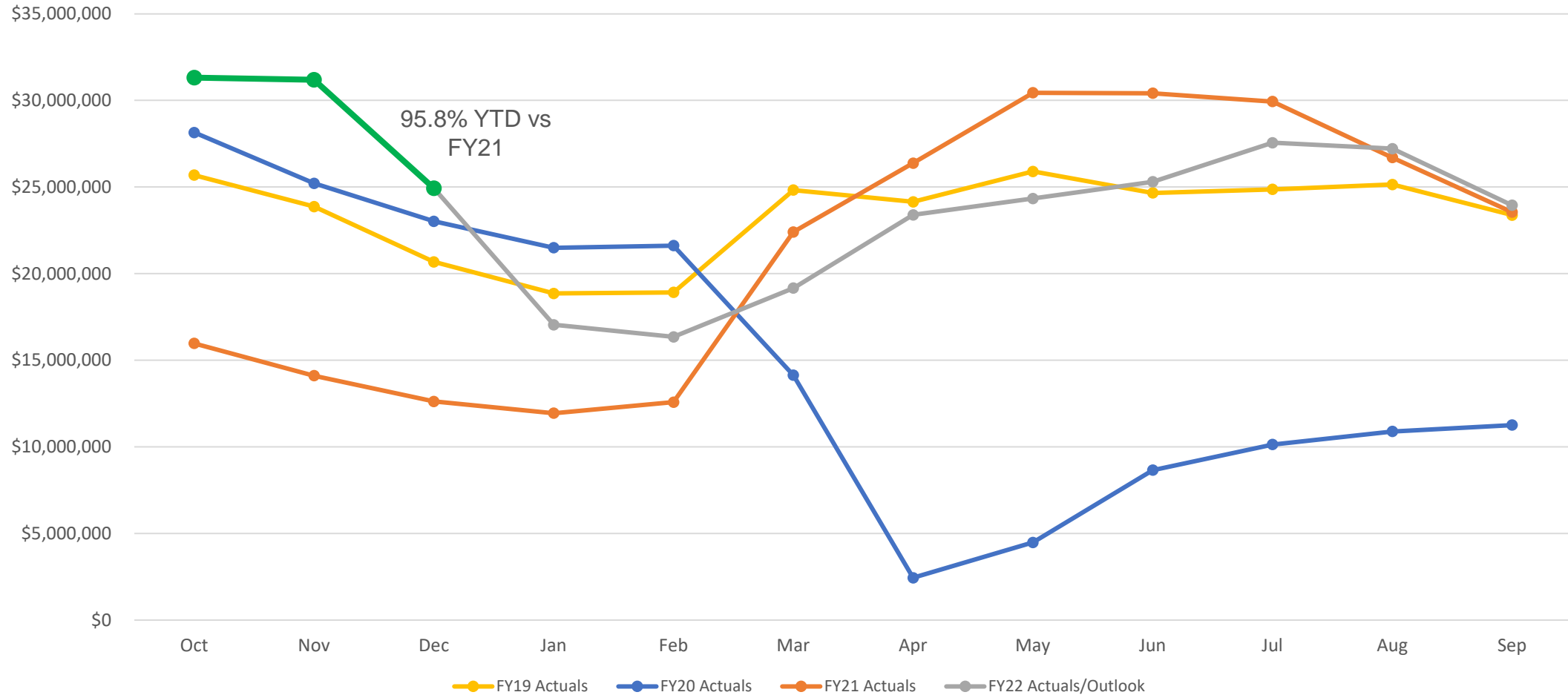
Terminal E Gross Receipts

Only 3 Locations Remain Closed (+1 in reconcepting)



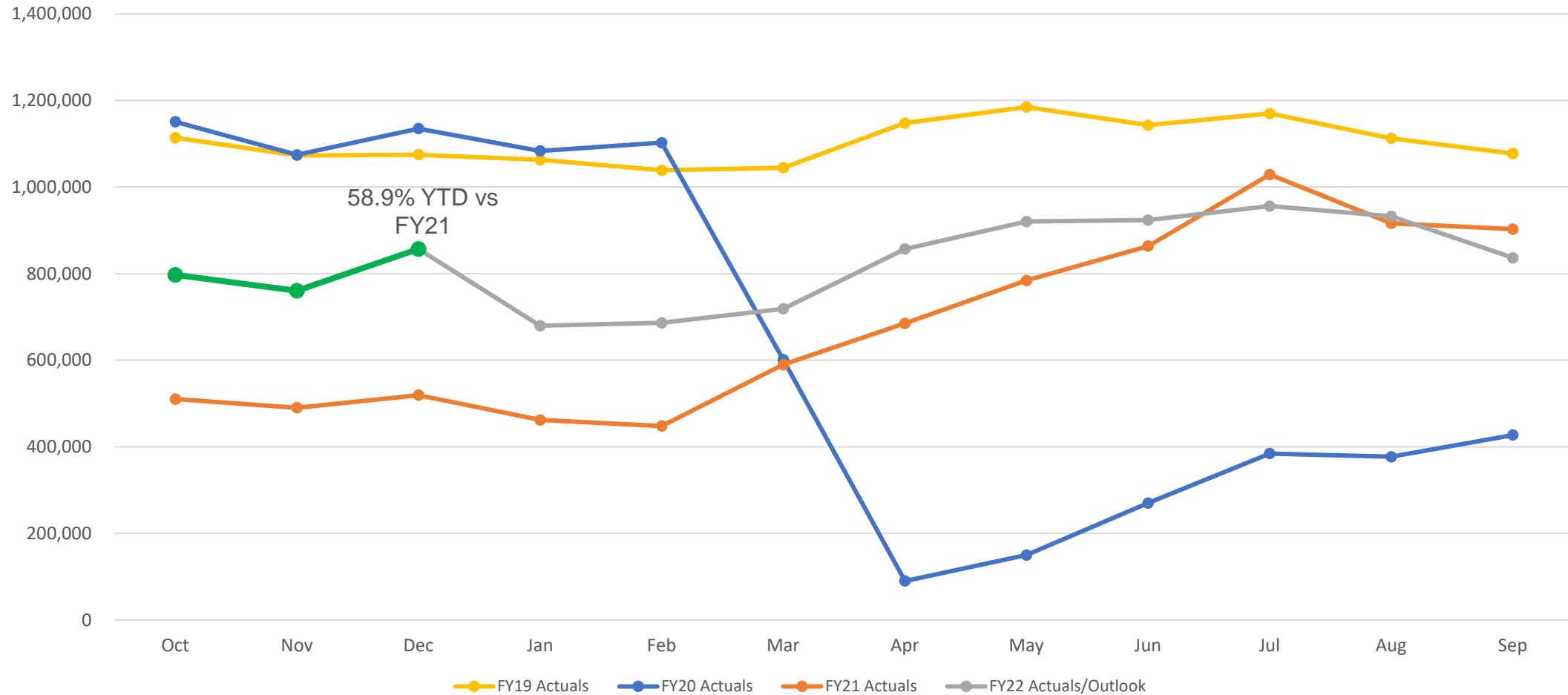
RAC Gross Receipts

FY22 gross receipts are projected to be up 13.5% vs FY21, up 19.0% vs FY20



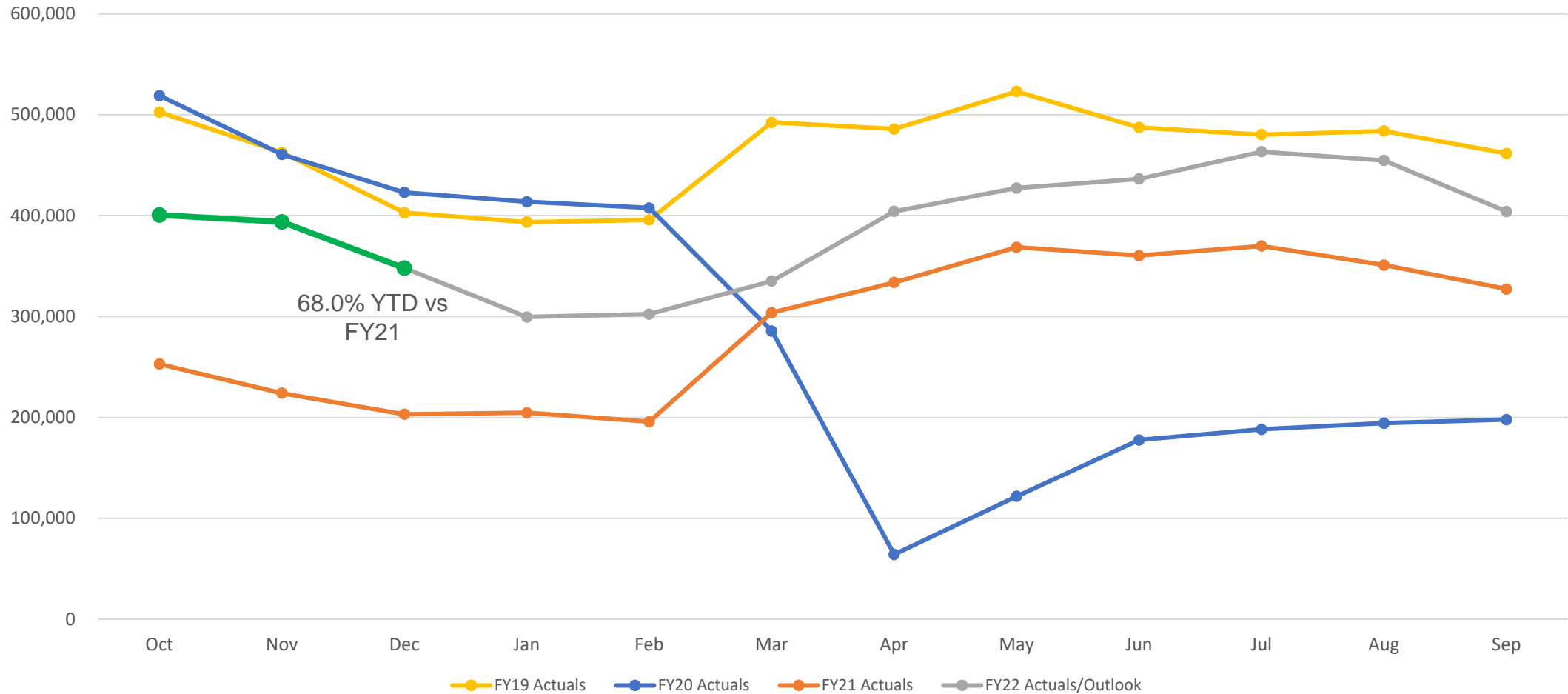
Destination Passengers (D Pax)

Passenger volume is projected to be up 25.7% vs FY21, up 26.8% vs FY20



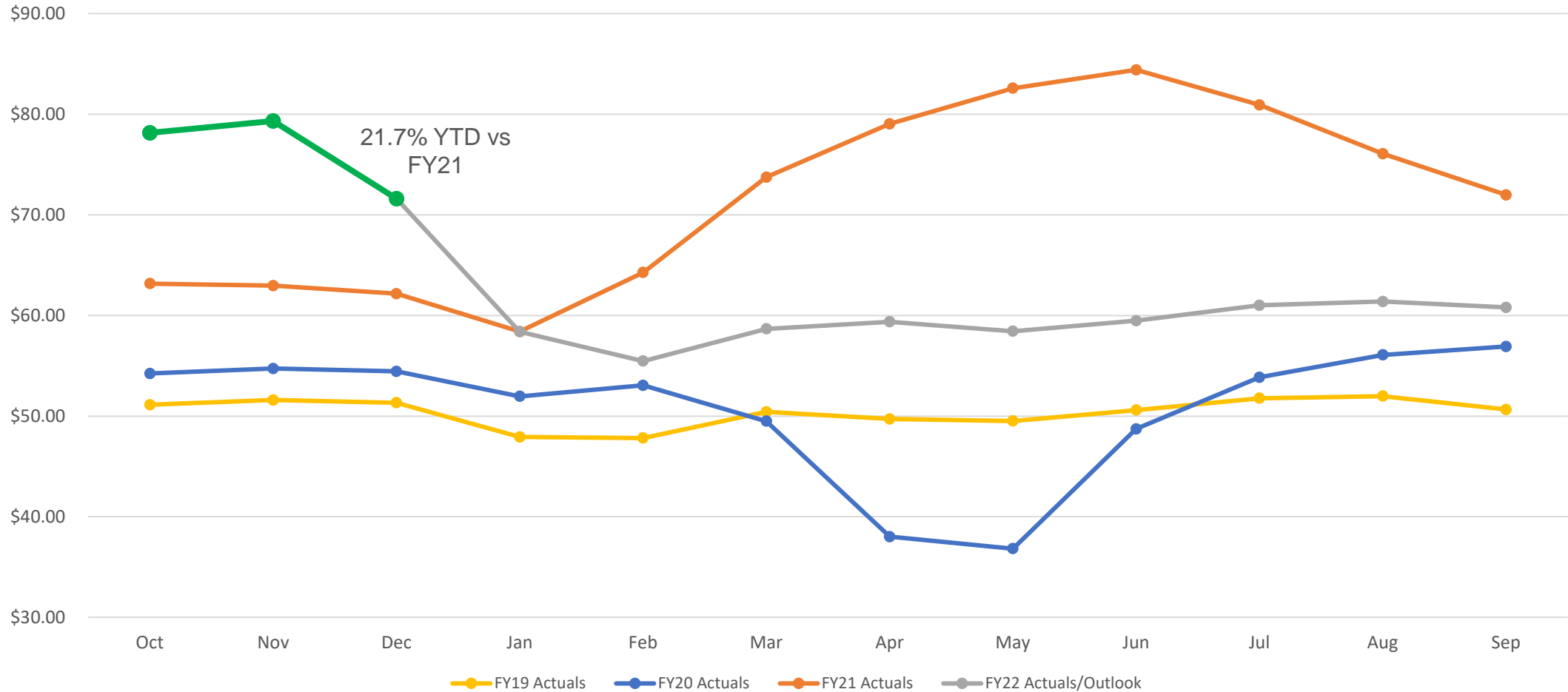
Transaction Days (Rental Days)

So far, passenger volume is translating to higher transaction day volume



Average Daily Rate (Calculated)

Projecting FY22 average will stabilize as volume increases



OneDFW



Sharon McCloskey

Vice President, Customer Service

DFW



#OneDFW Customer Obsession Plan

January 2022

What is OneDFW?



To be part of a community dedicated to putting the needs of the customer first.



To embody pride in your work, respect the customer journey, and to always do the right thing for the customer.



What will OneDFW achieve?

- Focus on customers' needs outside of DFW's own Board employees
- Create and reflect a culture of pride and professionalism to all stakeholders and partners
- In Year 1, begin with a targeted focus with Revenue Management contractors and partners:
 - Custodial contractors - APPRO and DFS
 - Other CX partners – Prospect and Airlines
 - Parking contractors - ABM and SP+
 - Concessionaires

How will OneDFW be implemented?

As a Training and Recognition Program for Contractors and Concessionaires

Training



Launch a campaign video to demonstrate OneDFW.

Provide digital support materials to reference and share.

Recognition



Create a plan for recognition with Concessionaires.

Promote team members who exemplify OneDFW on Airport-owned media and social media.

Next Steps



Spring Break Launch

- #OneDFW Buttons to wear during the Spring Break launch
- March 11 - 27

Recognition Working Group

- Focus group of interested concessionaires to develop best practices and activities for concessionaire employee recognition
- Estimated May timeframe



Air Service Updates

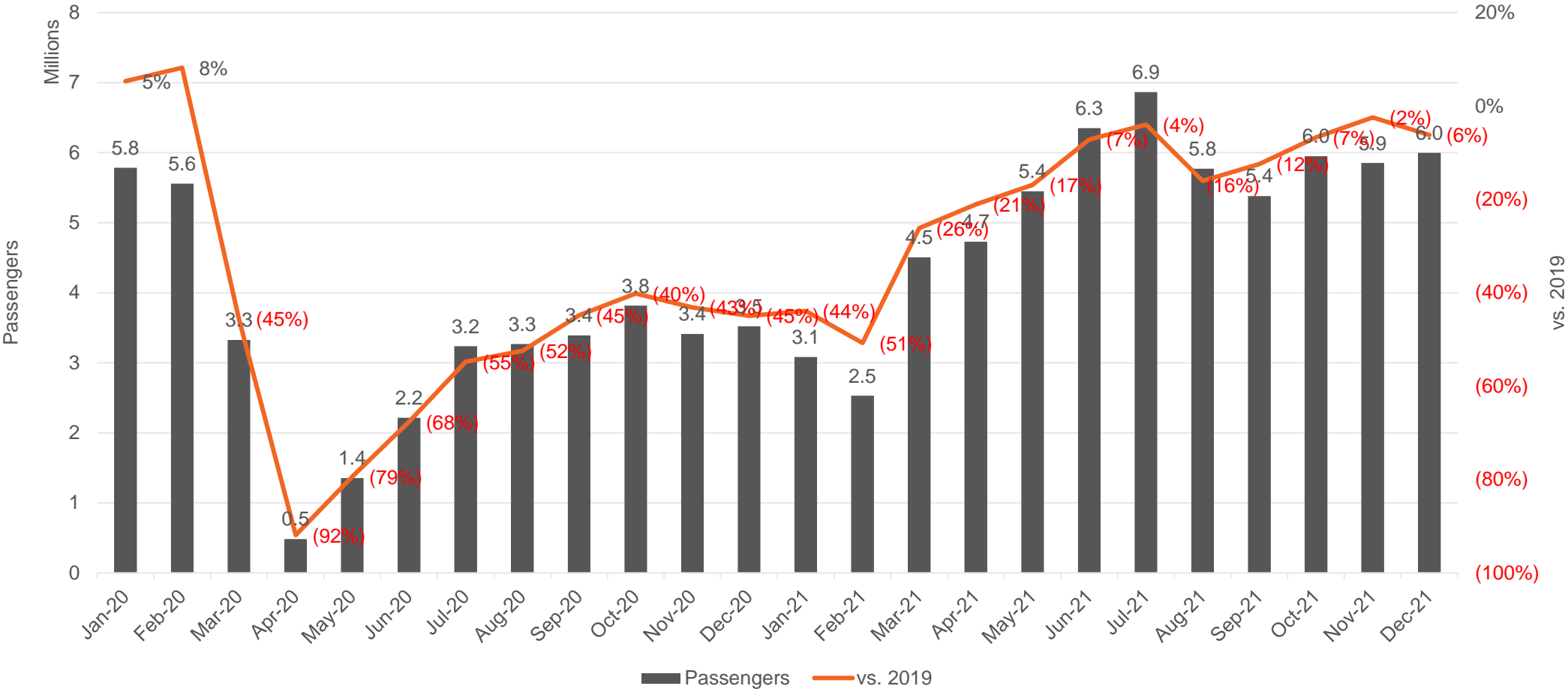
A large commercial airplane is shown in silhouette, flying from left to right across the upper half of the frame. The background is a vibrant sunset sky with a bright sun low on the horizon, creating a lens flare effect. In the lower right, the silhouette of an airport control tower is visible. The foreground shows a field of tall grasses.

Milton De La Paz
Vice President, Airline Relations

DFW

DFW's passenger recovery has improved significantly

DFW passenger performance vs. 2019

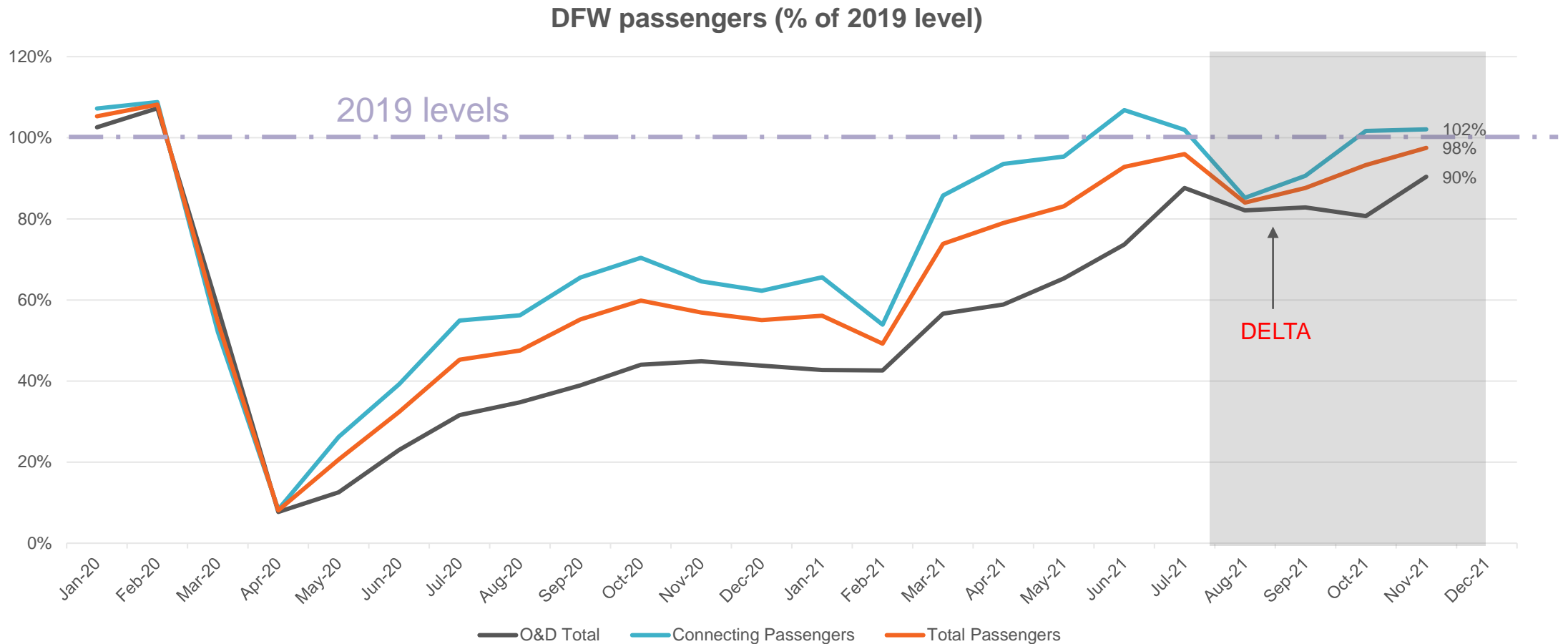


Source: Internal Statistics
 Note: All figures vs. Calendar Year 2019

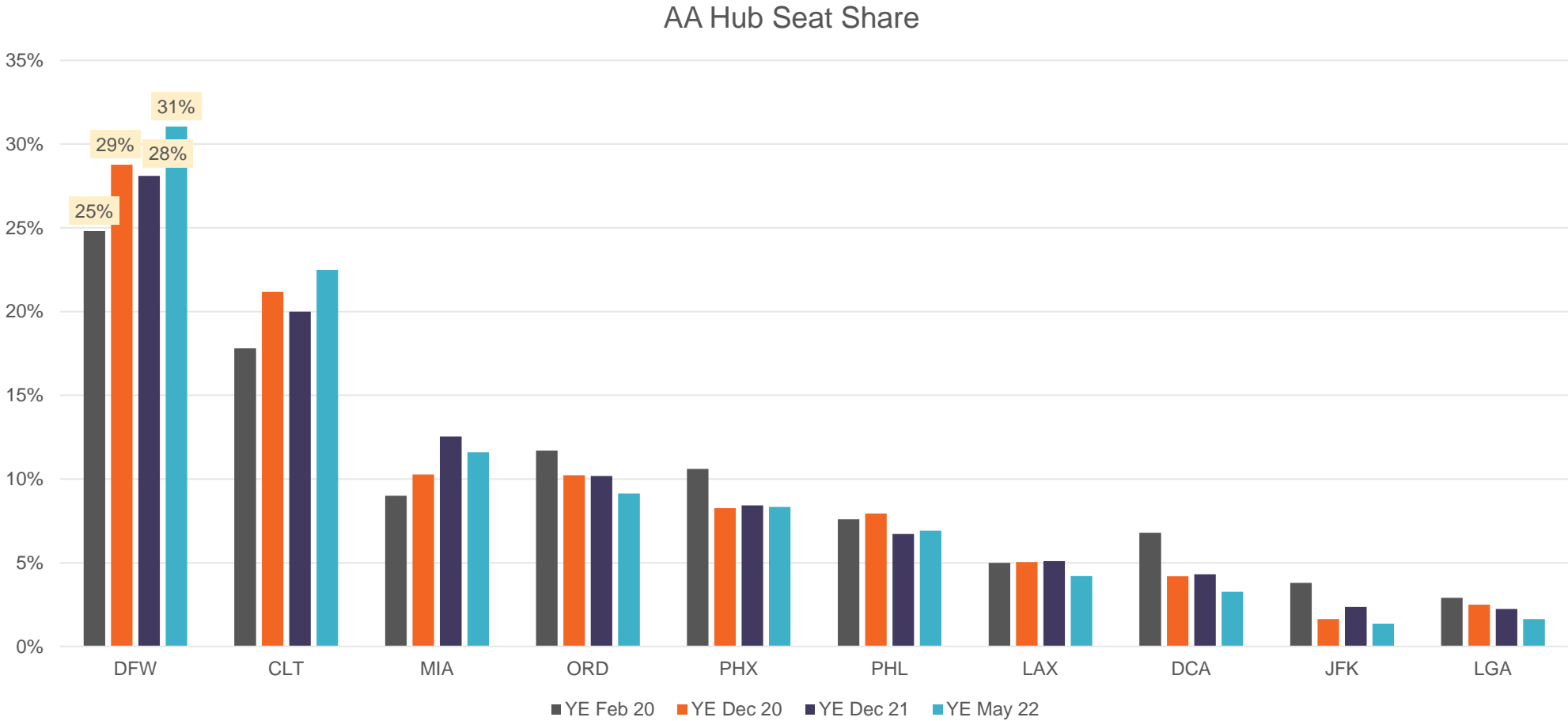


Connecting traffic continues to outpace local O&D

DFW recovered quickly after a sharp decline from the Delta variant



DFW has become a much bigger part of AA's network since the pandemic

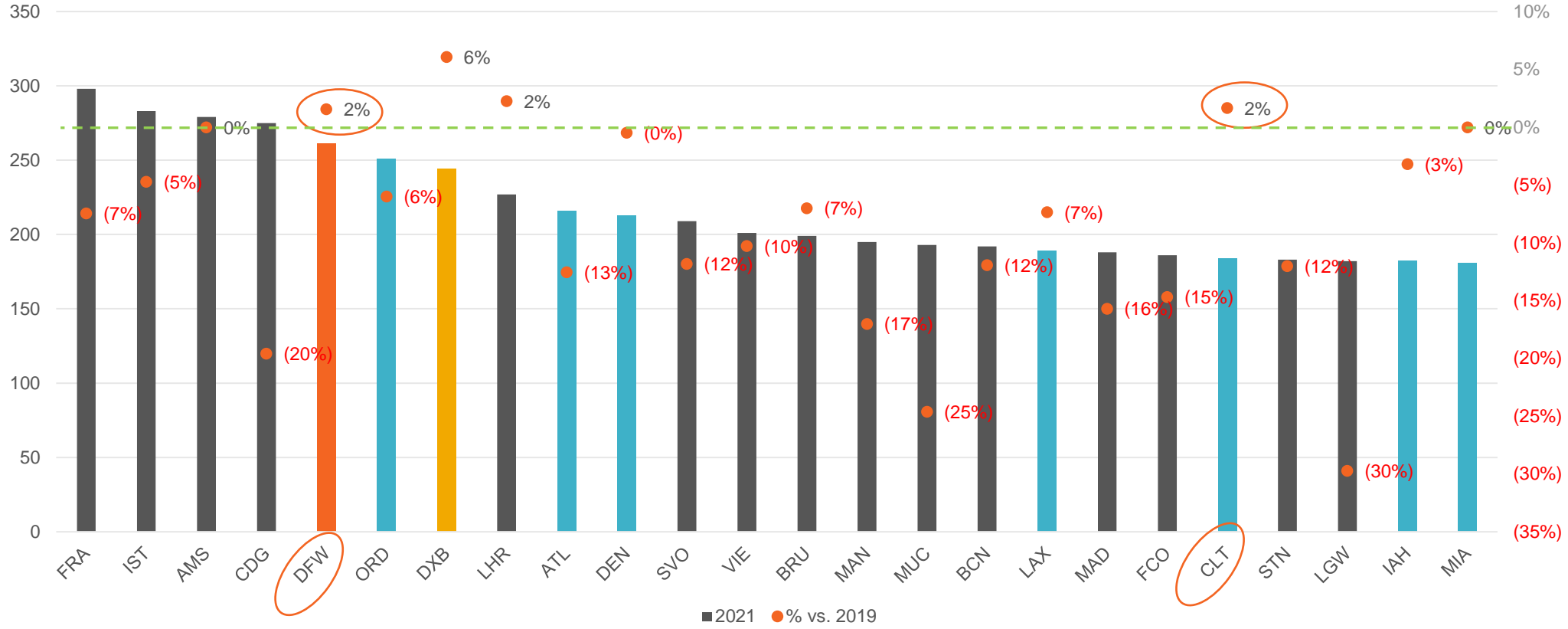


Source: diio.mi Schedules as of January 19, 2021



DFW and CLT are the only U.S. airports in the top 25 to have gained more destinations since the pandemic

DFW ranked 5th in the world



= Europe
 = DFW
 = U.S.
 = Middle East

Source: diio.mi Schedules YE Dec 2021 vs. Dec 2019 as of January 19, 2022



Destinations since the pandemic

	Pre-Pandemic	July 2021	At 12/31/21	Announced to Add or Return⁽¹⁾	Not Announced to Return⁽¹⁾
Domestic	191	194	196	0	8
International	66	64	65	6	8
Total	257	258	261	6	16

(1) See appendix for list of flights announced to return and not yet announced to return

Source: diio.mi Schedules

6 new destinations scheduled to return

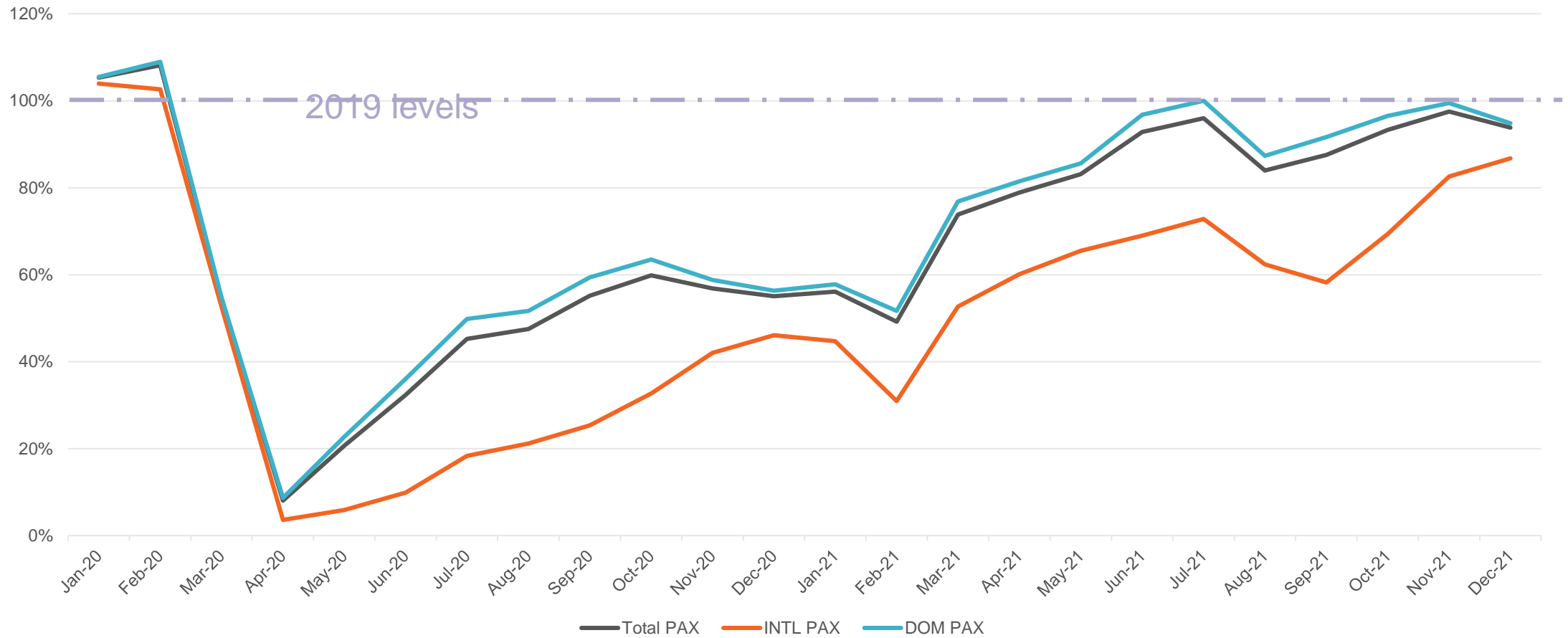


Not yet scheduled to return

Operated in CY 2019

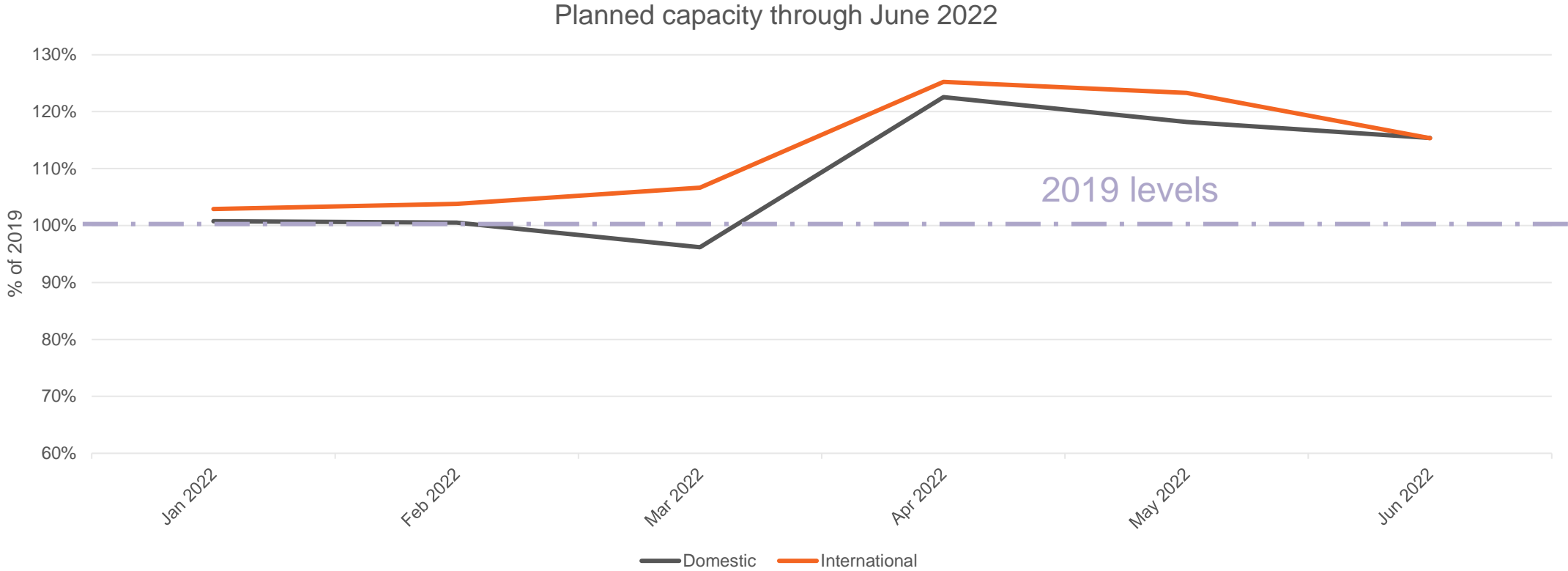


Domestic traffic has led the recovery while international has lagged



Source: Internal Statistics
All figures vs. Calendar Year 2019

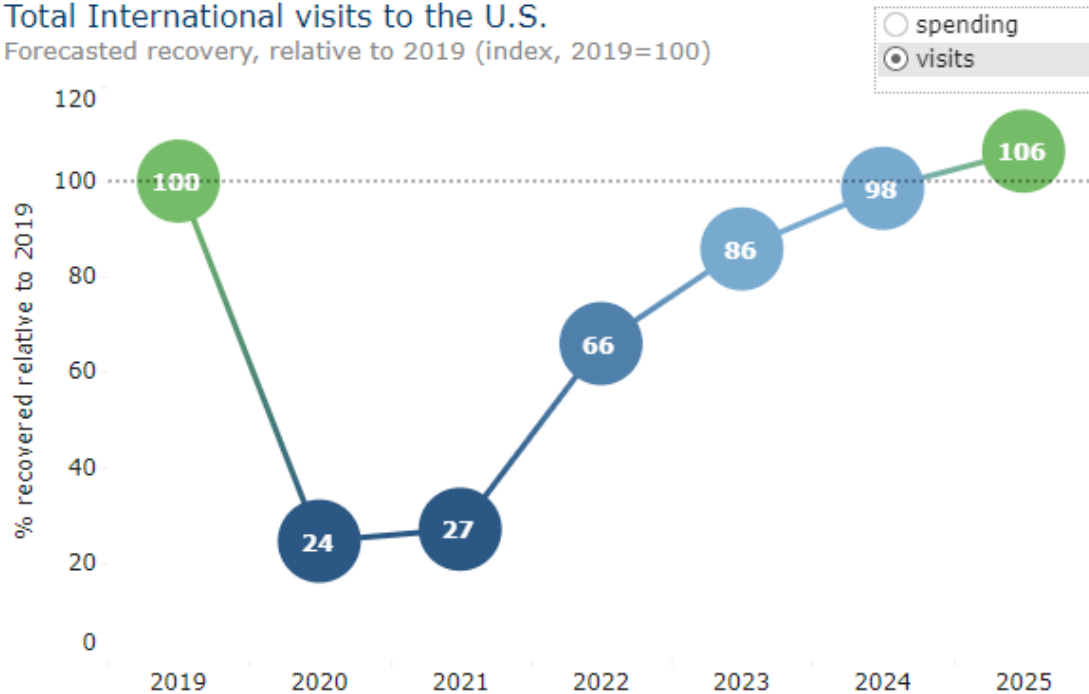
Airlines are planning for a major recovery at DFW



International visits to the US are expected to fully recover by 2025

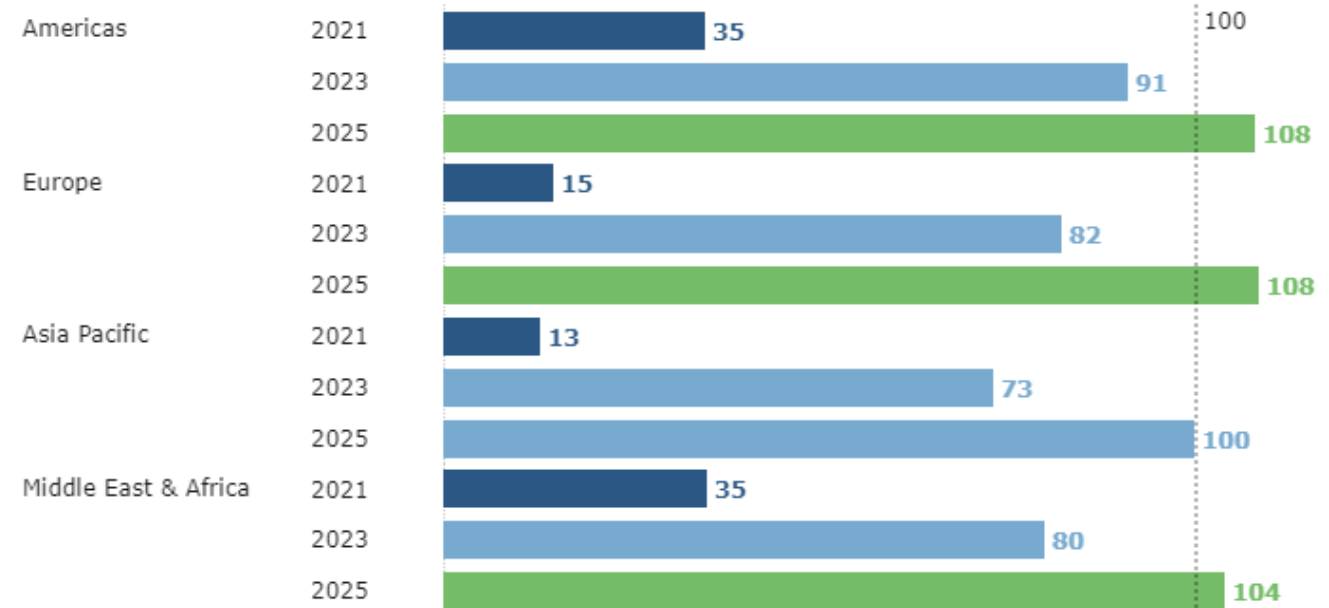
Total International visits to the U.S.

Forecasted recovery, relative to 2019 (index, 2019=100)



International visits to the U.S. by World Region

Forecasted recovery for top-regions, relative to 2019 (index, 2019=100)





Encouraging signs for European travel in 2022 as restrictions ease

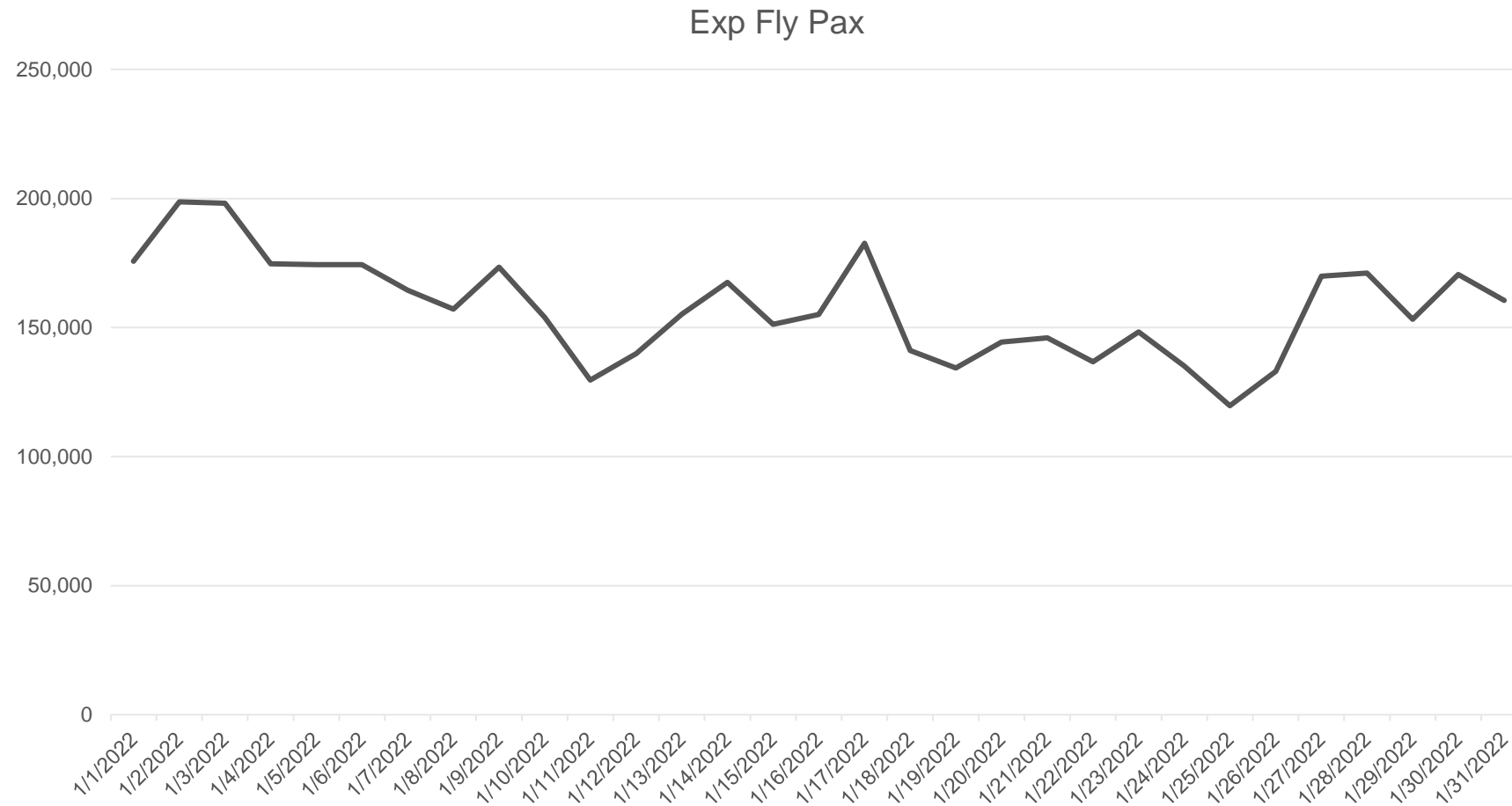
“Within 24 hours of the initial White House announcement, American saw a 66% increase in bookings to the UK, and a 40% increase in bookings to Europe.” - *Robert Isom, AA President*

“My guess is that next summer will be the busiest over the Atlantic ever.” - *Scott Kirby, United Airlines CEO*

“European travel next spring and summer will look much like the busy summer airlines had for US domestic travel.” - *Ed Bastian, Delta Air Lines CEO*

“69% of respondents prefer European destinations for the next leisure trip when restrictions are lifted.” - *Kaleido Intelligence*

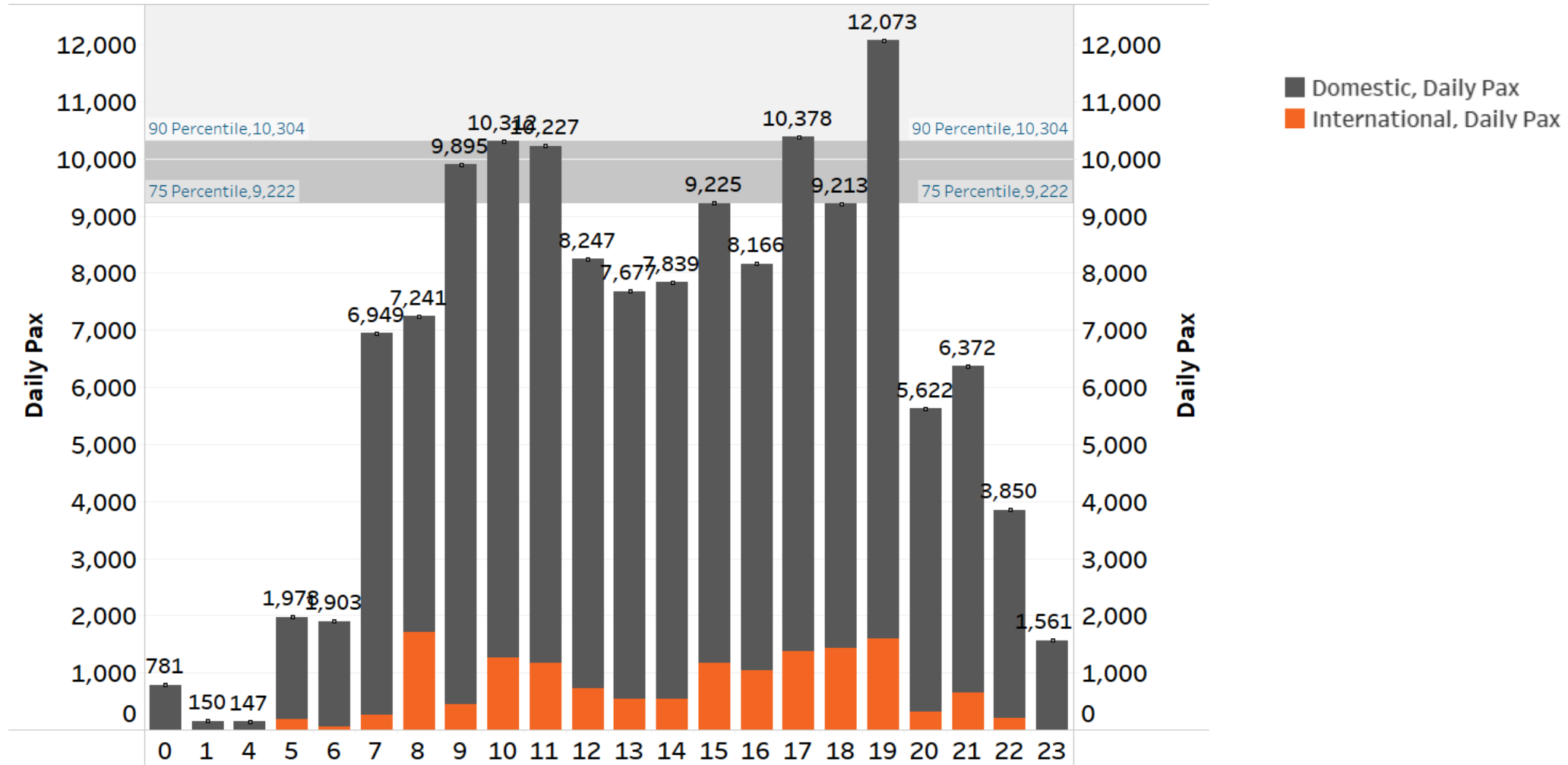
Pax trend by day (157K avg.) for January



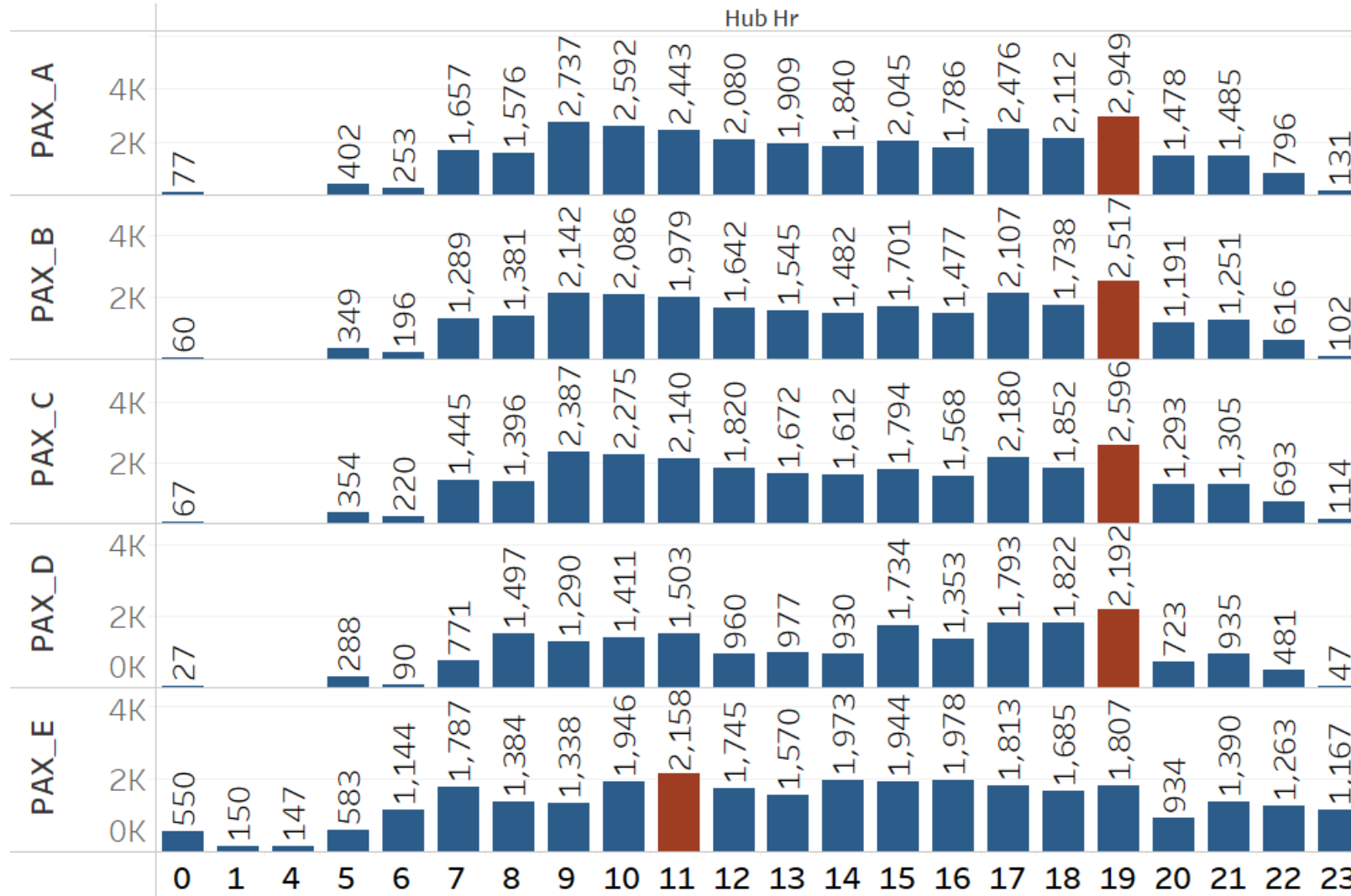
Jan pax fcst: 4.9M
~-12% vs. 2019

Daily average pax for the month 157K

Peak at 1900 Hour



DFW terminal split by hour





VOVO

Closing Remarks



Ken Buchanan
Executive Vice President
Revenue Management and Customer Experience

DFW

#OneDFW



Cristen Mosley 972-973-4810

Mya Apple 972-973-4836

The logo for Dallas/Fort Worth International Airport (DFW), consisting of the letters 'DFW' in a bold, orange, sans-serif font.



We appreciate your comments

Thank You



DFW