

Team,

It was almost a year ago that we began to see the effects of the pandemic across our operation. None of us could have predicted that a year later we'd still be managing through the impact of decreased demand.

Together, we've gone through disappointment as we had to furlough team members, and also celebrated together as we were able to return team members to payroll as a result of the Payroll Support Program extended in late December. Once again, we're forced to face the fact that demand is still not returning as quickly as predicted, and we must take another hard look at what this means for staffing our summer schedule. 654

As you read in the letter from Doug and Robert, to prepare for our current reality, on Friday we will begin issuing WARN notices to approximately 13,000 team members. We will also be opening our voluntary leave and early out programs for represented workgroups. The programs were designed with input from our union partners and haven't changed since last summer.

What to expect next

We will be sending approximately 4,350 WARN notices to Airport team members both above and below the wing. We are required to send WARN notices representing the total number of jobs that reasonably could be affected. However, this doesn't mean everyone who receives a WARN letter will automatically be impacted. We hope to mitigate the impact on as many jobs as possible. That's why we're offering voluntary leave and early out programs that we hope team members will consider. You can find more information on the voluntary early out program (VEOP) and the long-term voluntary leave of absence (VLOA) program can be found on [Jetnet](#).

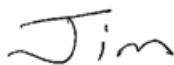
Airport staffing needs

We realize it may be confusing to hear we're issuing WARN notices at the same time we're going through the recall process. Additionally, in some stations we have vacancies and have opened the transfer list or may even be hiring from the street if we haven't been able to fill the positions with our current team members. The simple answer for these multiple scenarios is that our schedule and staffing needs differ by station and job role and our approach is going to look different based on each station's unique staffing needs.

Our first focus is to ensure we are staffed for our March authorized schedule and we continue to onboard team members to fill these vacancies. The next priority is to staff for our expected summer schedule. Transfers and new hires are necessary in some stations to meet our headcount requirement. In other stations, we will be staffed adequately and because our future demand is less than we originally anticipated we will not need to add as many team members to staff our summer schedule.

No matter where you are in the process, thank you to each of you for your continued patience as we weather these ups and downs together. Until we are in a more stable environment, we must do all we can to operate in an efficient and cost-effective manner to ensure the future of our great airline.

Just as we've worked through the challenges of the past year together, we'll face these next few months as a team. Thank you for all you're doing to support each other and our operation during this uncertain time.



Jim Butler



JC Gulbranson