CARE REPORT 2021

ALASKA AIRLINES 2021 SUSTAINABILITY REPORT

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LETTER FROM THE CEO

Thank you for spending some time with our Care Report. While we appreciate this chance to show our progress, this report is also about holding ourselves accountable to our audacious goals, managing our performance, embedding this work into our culture and continuing to learn. When we've faced our biggest challenges in our past, those are the moments we made our most innovative leaps forward.

This month we are celebrating our 90th anniversary at Alaska Airlines. If you look back at all of the airlines and other ideas that have come and gone since the 1930s, it puts this remarkable achievement in perspective.

We have always taken a balanced, long-term approach to running our business, and that's why we are here today, ready to deliver for the next generation of people who depend on us.

Being 90 doesn't mean we're outdated. We made it this far by continually reinventing ourselves and staying relevant, just like the pioneering innovators and visionaries who helped us get off the ground in the first place. Living and flying in some of the harshest conditions on the planet, they were driven by a sense of taking care of people and a deep respect of the landscape around them.

Those qualities are part of our DNA at Alaska Airlines and Horizon Air, along with core values such as "Own Safety" and "Do the Right Thing." That's not just our history—that's the key to our bright future.

We set aggressive goals and hold ourselves accountable to them, and we're different than most companies by tying our progress to our pay. Beginning in 2021, we included a carbon intensity metric in the goals-based program that guides bonus pay for all employees. Also starting in 2021, a portion of long-term executive compensation depends on progress in diversifying our leadership ranks.

I hope this report gives you a sense of what matters to us. While we no doubt have challenges we need to work through, I have confidence we are on the right path and we will get there. Here's to a strong and vibrant future for all of us, for the next 90 years and beyond. Thank you for being part of our journey.

Sincerely,

Ben Minicucci
CEO

ALASKA AIRLINES IS IN THE BUSINESS OF CARE

2021 was a year of care in action.

Last year, our sustainability report marked a significant milestone: we turned from reporting performance on our 2020 goals to setting the course for 2025 and beyond, with goals across environmental, social impact and governance and getting to net zero carbon emissions by 2040.

In the year since, we've been on the journey. We've made progress, learned new things, celebrated milestones, adapted and expanded our reach. Here are some highlights:

CONTROLLING WHAT WE CAN CONTROL

A familiar mantra at Alaska is to "control what we can control." That's why the foundation of our path to net zero begins with operational efficiency, and why our diversity, equity and inclusion goals start with representation and inclusion on our own team. We also work to create outsized impact beyond our operations through partnerships and collaborations, but it starts with us.

This year, we integrated green practices into our flight operations manual and training, and dug into what it takes to ensure electric ground power and air are utilized at every possible opportunity to mitigate the need for fuel-burning power when our planes are at the gate. We moved away from plastic water bottles and cups to recyclable Boxed Water and paper cups—eliminating 1.8M pounds of plastic per year.

We also updated our recruiting and talent development practices to better source and develop diverse talent, including a more diverse recruiting team.

In 2021, we held ourselves accountable in new ways. A portion of all employees' performance-based pay is tied to the carbon intensity of our business, and a portion of long-term executive compensation is tied to diverse representation in leadership. These levers embed stewardship for our impact in our culture of care. This is also our first year sharing more information about our climate governance and risks in a TCFD Index.

BUILDING THE PATH TO NET ZERO

The biggest environmental challenge for every airline is the climate impact of carbon emissions from burning fuel. Last year, we committed to reducing those emissions by replacing the fuel we use with sustainable alternatives, and to achieve net zero carbon emissions by 2040.

There are some things we can do now—like ensuring the amount of fuel we're burning is the minimum needed. That's why we set a goal to be the most fuel-efficient U.S. airline. Our efficiency-minded dispatchers now have access to innovative **Flyways software**, giving them additional information to plan safe, efficient routes—and factor in how the routes work together—to save time, fuel and emissions. We've also set the course to evolve our ground fleet to more electric and low-emission alternatives.

But much of what's needed to decarbonize aviation requires new technologies that don't exist yet—or aren't available with enough supply and at a sustainable cost. Last year, we focused on two areas to address that gap.

First is a continued effort to source, support and develop the market for sustainable aviation fuels (SAF). In 2021, we continued to offtake SAF at San Francisco International Airport, but it made up less than 1% of our total fuel. To address the challenge of scalability, Alaska continued along two paths:

- Working with other airlines, and other industries, to advance public policies needed to jumpstart the SAF market with tax incentives and levers to de-risk private capital investment; and
- Continuing to advance initiatives for direct SAF offtake and foster partnerships to enable it. We were a founding member of the Aviators Group of the Sustainable Aviation Fuels Buyers Alliance, announced at COP26, bringing an operator's perspective to collaborations driving demand and supply. And we developed additional SAF offtake agreements in collaboration with our airline partners in **one**world®.

Second, we created a new venture investment arm, **Alaska Star Ventures**, to identify and enable technology that can accelerate our path to net zero. Our first two investments help us scale our access to and support for transformational technology: UP.Partners (focused on accelerating operational efficiency and advanced air mobility) and The Westly Group (focused on green energy, carbon offsetting and removal technologies and enabling a low-carbon circular economy).

We also partnered with hydrogen-electric powertrain manufacturer ZeroAvia to develop technology to retrofit regional aircraft as zero-emissions planes.

RUNNING OUR BUSINESS FOR ALL WHO DEPEND ON US

While we steward our impact on the planet, we're ever conscious of the people who live on it—whose roots are in the land where we live and work and who keep our business moving.

At Alaska, we believe every person deserves respect, to feel like they belong and to have equal opportunity regardless of race, ethnicity, disability, age, gender, gender identity or sexual orientation. We're committed for the long-term to ensure that Alaska is a place where everyone sees themselves and can be their best.

To make that a reality, we set a five-year goal of increasing the racial diversity of our leadership to reflect that of our frontline workforce. We've made real progress—from 16% Black, Indigenous and People of Color (BIPOC) leadership when we set the goal, to 18.3% as I write this— with more to come. We also established new programs to enable more young people to reach aviation and other careers, working with local schools and establishing our own Ascend Pilot Academy.

As an airline, we're driven by connecting people. So, we decided to share our commitments publicly on an airplane itself, designed in collaboration with one of our most trusted long-term partners, UNCF. In 2021, we launched the Our Commitment aircraft, an expression of our accountability to change, to supporting education as an enabler of equity and to ensuring we're an airline where everyone sees themselves and feels they belong. While racial equity remains an acute area of focus and need, we also launched a Pride aircraft and just last month launched gender-neutral grooming standards and development of gender-neutral uniform pieces to support everybody in feeling like they can be themselves in their uniforms.

MAKING IT REAL

In the pages ahead, you'll find data on our impact and more detail on our strategy and accountability. Care is a part of everything we do, but we also measure our impact and share where we're hitting our targets, where we're not and what we learn. This is where the rubber meets the tarmac.

There's a lot more work ahead. We'll keep pushing, with care, innovation, pragmatism, accountability, transparency and partnerships to ensure that aviation is a positive force in our world. We intend for Alaska to be here for a long time, creating great jobs, connecting communities and caring every mile of the way.

Thank you for reading, for being interested and for being part of our story.

Sincerely,

Diana Birkett Rakow
SVP, Public Affairs and Sustainability

PART ONE:

PEOPLE

WE'RE ALL ABOUT PEOPLE.

The national racial reckoning of 2020 drove us to take an honest look at the role Alaska must play in ensuring people feel like they belong—as employees, guests and community partners. We are committed to increasing the racial diversity of our leadership team to reflect the racial diversity of our frontline workforce. To hold ourselves accountable, we tied executive pay incentives to our progress.

In 2021, we reported a modest initial increase in leadership representation while putting in place the talent pipeline to recruit and advance more diverse leaders. Already in 2022, we've made greater leadership representation progress—currently 18.3% of our leaders are BIPOC. There is more work to do, but we're on track to achieve our goals by 2025. These goals are supported by a strong culture of inclusion, measured by our "Inclusion Index Score" which increased by nine points in 2021.

We believe education is a critical path to equity. We are longtime supporters of organizations like UNCF and SJ Aspires, and we've started internal programs that focus on supporting and funding education for aspiring BIPOC pilots. Pilots receive assistance with tuition and are offered a position at Horizon Air after graduation. In addition, we're proud to be the first airline to join the Historically Black Colleges and Universities (HBCU) Partnership Challenge, an effort to promote engagement and support between private companies and HBCUs.

While we were not able to engage directly with as many young people due to limitations of the pandemic, we look forward to jumpstarting our Aviation Day programs and other in-person engagements in 2022 to inspire and enable opportunity.

The following pages include current data detailing workforce profiles for race, ethnicity, gender, veteran status and disabilities compared to our 2025 representation goals.

REPRESENTATION GOAL

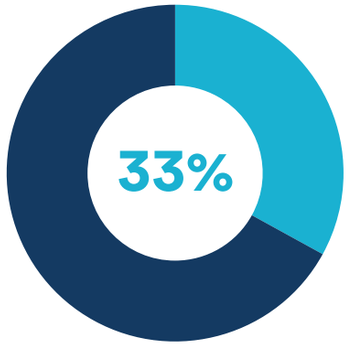
Increase racial diversity of our leadership to reflect the racial diversity of our frontline workforce.

Our racial equity goals are focused on increasing the diversity of our leadership team at the Director and above levels where we have the most opportunity.
We believe our leadership team should at minimum reflect the diversity of our broader employee base.

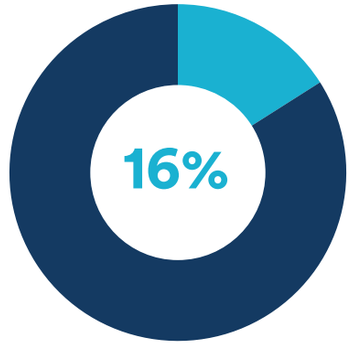
We will also continue to support and advance all communities and identities.
We believe if we focus on belonging and address the process, systems and structures that support inclusiveness, build allyship, and mitigate bias, everyone will benefit.

Racial diversity within our frontline and manager levels vs. senior leadership (including directors and above).

JANUARY 2020

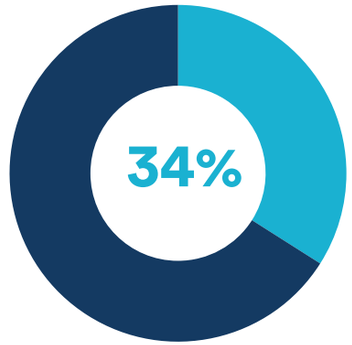


FRONTLINE

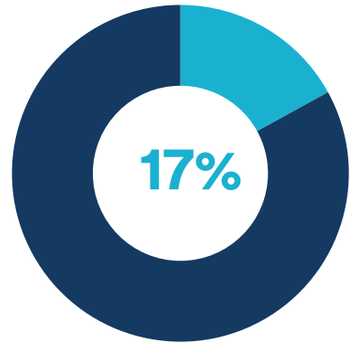


LEADERSHIP

JANUARY 2021



FRONTLINE

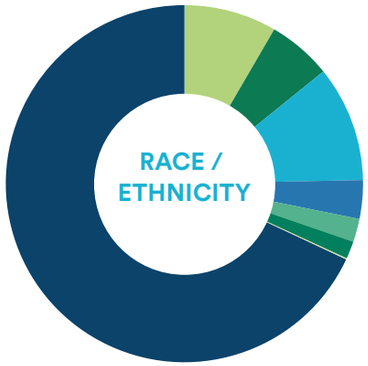


LEADERSHIP

OUR WORKFORCE PROFILE FOR RACE / ETHNICITY

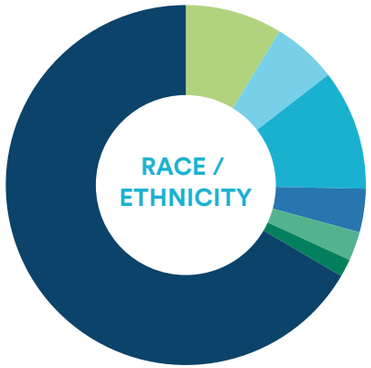
GOAL: Increase racial diversity of our leadership to reflect the racial diversity of our frontline workforce.

JANUARY 2020

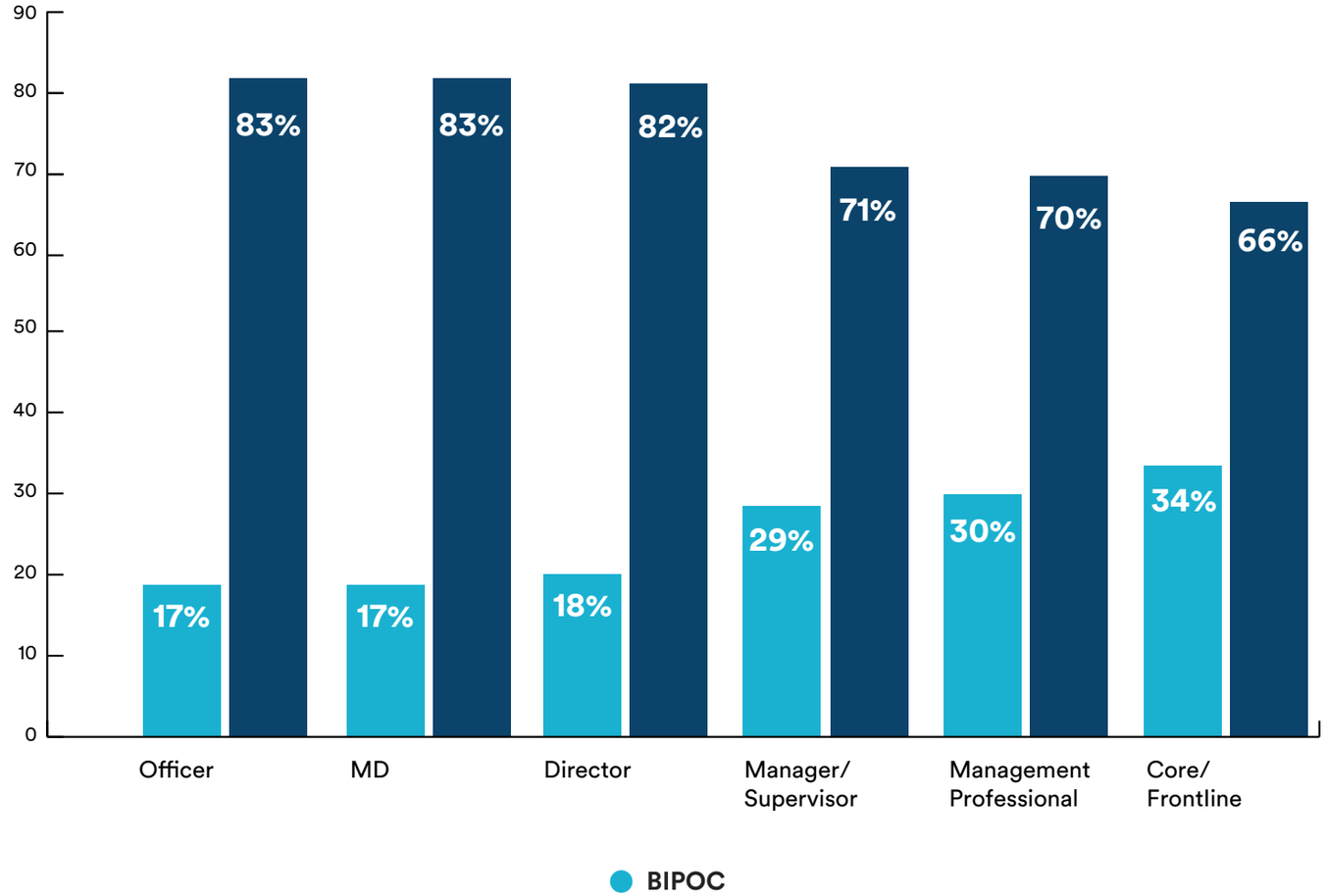


- Asian **8.4%**
- Black **5.8%**
- Hispanic **10.4%**
- Islander **3.5%**
- Multiple **2.1%**
- Native **1.6%**
- Unknown **0.1%**
- White **68.1%**

JANUARY 2021



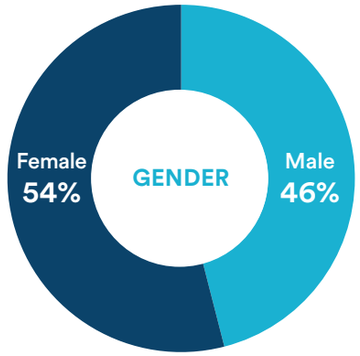
- Asian **8.7%**
- Black **5.8%**
- Hispanic **10.8%**
- Islander **3.9%**
- Multiple **2.6%**
- Native **1.6%**
- Unknown **0.0%**
- White **66.5%**



OUR WORKFORCE PROFILE FOR GENDER/VETERANS AND DISABILITIES

We've set gender diversity goals to have 50% female representation across the company, and a disability representation goal of 7% across the company.

JANUARY 2020



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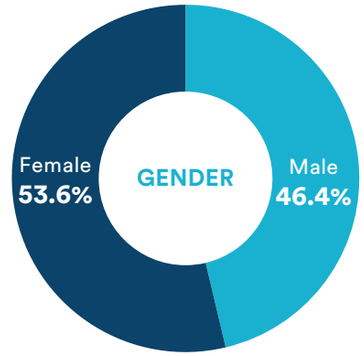
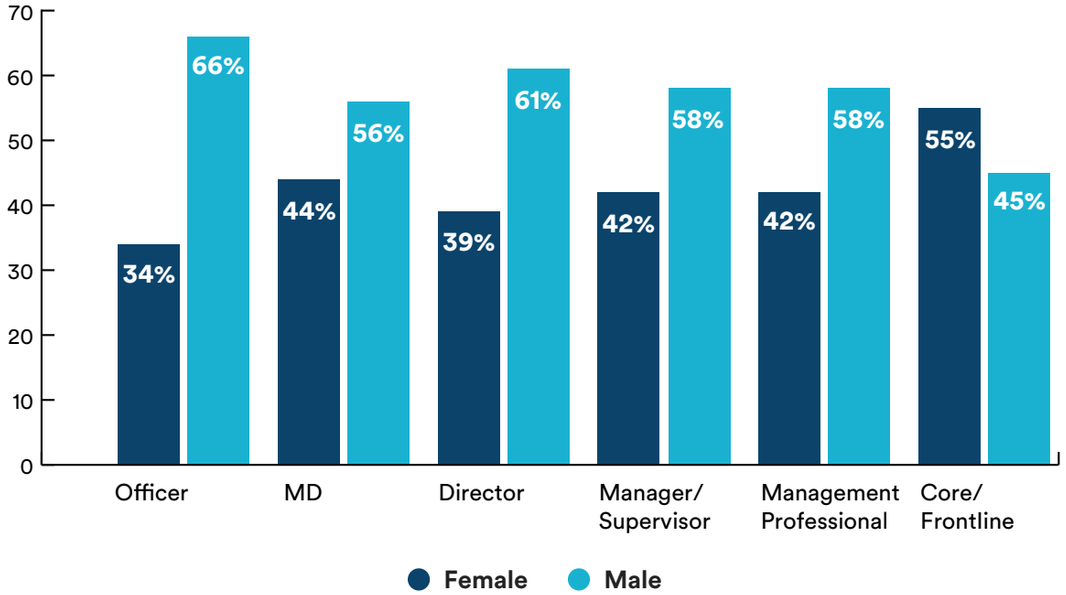
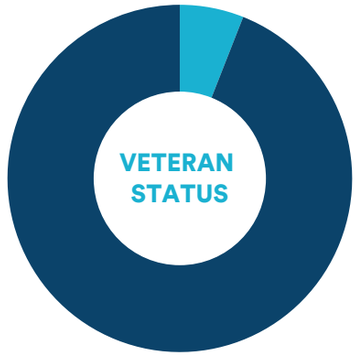
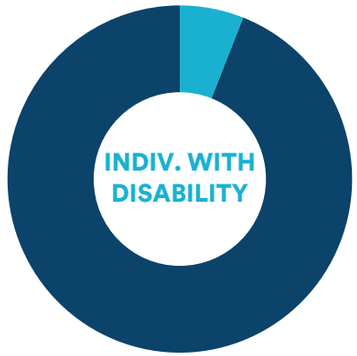






- Veterans **6%**
- No/Not Indicated **94%**



- Individual with Disability **6%**
- No/Not Indicated **94%**

BOARD DIVERSITY

Change starts at the **top**. Our board reflects our goals as a company and the diverse makeup of our country.

Number of independent directors based on gender identity

7 Male

5 Female

Number of independent directors who identify in any of the following categories

Asian
1 M 1 F

White
4 M 2 F

Black or African American
1 M 1 F

Native Hawaiian or Other Pacific Islander
1 M

Native American or Alaskan Native
1 F

Veteran
1 M

38% of board members are BIPOC.

BUSINESS RESOURCE GROUPS

Today, 3,000 employees are members of one or more of our 12 business resource groups (BRGs). These groups provide spaces for employees to connect and champion the diverse workforce and cultures represented here at Alaska and Horizon. Their input is instrumental in key business decisions and to help make an impact on our diversity, equity and inclusion commitments.

For instance, the Latin Culture Resource Group (LCRG) championed the Spanish translation of pages on alaskaair.com; BRG ACCESS collaborated on the Fly for All app to ease the anxiety of air travel for guests with disabilities; Airgroup Black Employees, Allies and Advocates (ABEA) guided the development of our Racial Equity Goals, Zero Tolerance Policy and the Our Commitment aircraft; the Green Team provided environmental impact research to supply chain prior to bringing Boxed Water onboard, and Pride Crew, our LGBTQ+ BRG, was instrumental in providing feedback to ensure our uniform and grooming guidelines are more inclusive. Pride Crew will be a key partner in the development of our upcoming gender-neutral uniform.

BRGS INCLUDE:

ABEA – Air Group Black Employees Allies and Advocates

ACCESS – Accessibility Business Resource Group

AGPA – Air Group Pan Asians

Green Team – Environmental Stewardship and Sustainability

LCRG – Latin Culture Resource Group

MVA – Military, Veterans & Allies

NEN – Native Employee Network

PIA – Pacific Islander Alliance

Pride Crew – LGBTQ+ Inclusion

THRIVE – Employee Wellness

WING – Women's Interactive Networking Group

WIT – Women in Tech

PILOT PATHWAYS AND CAREER DEVELOPMENT

As we plan for Alaska and Horizon's future, we're actively working to train the next generation of pilots through a variety of programs. In March 2022, we launched the Ascend Pilot Academy in partnership with Hillsboro Aero Academy, a premier flight school in the Pacific Northwest. The Ascend Pilot Academy provides aspiring airline pilots with a streamlined, more financially accessible path to becoming a commercial pilot at Horizon and eventually Alaska. In just over a month since its launch, more than 700 prospective pilots signed up for the program - surpassing our goal by more than 600%!

For Horizon Air pilots seeking to become pilots for Alaska Airlines, the Pilot Pathways Program provides the most direct route. Horizon Air and Alaska Airlines share a goal of creating a rewarding career at the Air Group family of airlines and making the move from regional to a major airline, if desired, as simple as possible.

Each year, a minimum of 30% of Alaska new-hire pilots will come from the Alaska Pilot Pathways Program. In 2021, 32% (51 pilots total) of our overall pilot new hires at Alaska were Horizon transfers through the Pathways program.

TRUE NORTH

Over the past year, a group of Black Alaska pilots got together to find creative ways to make aviation careers more attainable for aspiring pilots.

Led by Ron Limes, an Alaska captain since 1999, the group worked in partnership with their colleagues, peers and leaders from across our company to develop a program called True North.

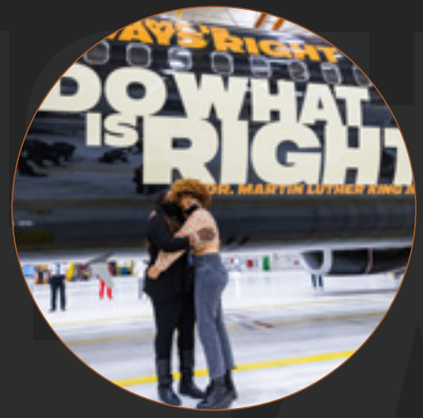
The program will increase the diversity of our industry by directly funding students' flight instruction, providing internship and mentorship opportunities and ultimately moving graduates to first officer positions at Horizon Air, with a confirmed path to Alaska.

The program kicked off in 2021 with four students from two Historically Black Colleges and Universities (HBCUs), Delaware State University and University of Maryland-Eastern Shore. In the future, we plan to expand the program to other schools as well as broaden its scope of career opportunities within Alaska.

OUR COMMITMENT

Inspired by and designed with Alaska's Black employees and allies, we launched the Our Commitment aircraft with UNCF in 2021 to reflect our pledget to create an environment where everyone sees themselves and feels like they belong. This aircraft celebrates our long-standing partnership with UNCF, highlighting their incredible work to provide scholarships for students of color and enable more under-represented students to access excellent education and to graduate college.

This special paint theme features two quotes that anchor our values alongside the profiles of 14 young people in the Alaska Airlines family, each of whom brings their own story. This aircraft builds on more than 15 years of partnership with UNCF, which includes millions of miles donated to the organization by Alaska employees and guests in order to fly students to college tours and campuses at numerous Historically Black Colleges and Universities (HBCUs). Alaska has committed to donating an additional 10 million miles over the course of the program and has also established a scholarship fund to help overcome the financial obstacles of getting a college education.

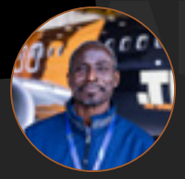


THE TIME IS ALWAYS RIGHT TO DO WHAT IS RIGHT.

- DR. MARTIN LUTHER KING JR.

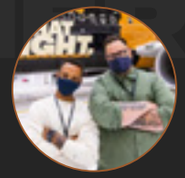
LONDON
Mentee of First Officer Kim Ford

"I'm glad that I have had the opportunity to be a part of flying organizations like Red Tailed Hawks through Black Pilots of America and fly camps where I get to see other people that look like me flying."



DEMARCO BEST
Duty Manager of Simulator Operations

"[This aircraft] represents the most visible part of our commitment for the next decade and holds us accountable for creating an equitable future for our children, our grandchildren and us all."



JONNY MACK
Designer of more than ten of Alaska's special aircraft

"Designing artwork for an airplane is incredible. We decided that we wanted to feature real people with real stories to tell. The quotes from activists, thinkers and world-changers on the plane are just as important as the people."
Photographed with Ade Hogue, artist and letterer whose work is featured on the aircraft.

PART TWO:

FLYING GREENER

WE FLY GREENER

Alaska's largest source of emissions impacting the climate comes from our use of traditional jet fuel. We've prioritized programs that help us safely burn less fuel, and we're working company-wide to use greener alternatives wherever possible. We care about the incredible communities we serve and live in and we want to keep them healthy and beautiful for generations to come.

Last year, we committed to a five-part path to achieve net zero carbon emissions by 2040 and our goal is to be the most sustainable and fuel-efficient U.S. airline. We made progress in 2021 by advancing operational initiatives, taking delivery of more fuel-efficient aircraft, using more sustainable fuel and putting the building blocks in place for further progress on our journey.

Aviation is one of the most difficult sectors to decarbonize. Ultimately, sustainable travel will depend on expanding availability of new fuels and new technologies. While we are working to reduce emissions and improve efficiency in the short term, we've also begun to make some long term strategic investments. We created Alaska Star Ventures to specifically focus on and fund long-term sustainable innovation. And, to turn our sustainability commitment into real action, we tied company-wide performance-based pay to measurable progress —because that's what creates deep organizational and cultural change.

FLYWAYS

Flyways is a new software that uses artificial intelligence and machine learning to help dispatchers calculate the best way to get passengers to their destinations quickly and safely. It plans the most efficient routes, saving fuel and avoiding carbon emissions.

20,869
flights optimized
That's 10% of ALL flights

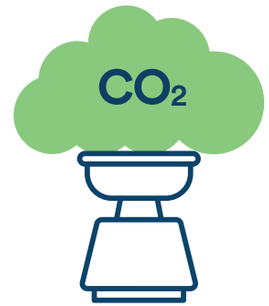
Average of
2.8 minutes
of flight time saved per optimized flight

87,483 minutes, or 60 days, of flight time total

Net savings of
241 pounds
of fuel per flight optimized

10.9 million pounds total

17.3K tons
of estimated CO_2 emissions avoided



Source: Airspace Intelligence/Alaska Airlines internal analysis, Timeframe: Full Year 2021

ALASKA AIRLINES FLIGHT PLAN TO NET ZERO BY 2040

OPERATIONAL EFFICIENCY

We are exploring every opportunity to reduce fuel burn and carbon emissions within our operation, from gate to gate. We have long prioritized operational efficiency for safety, reliability and sustainability, and are laser focused on improvements. On-the-ground opportunities include preconditioned air use and single-engine taxi (where possible). In the air, we're using new technology to improve routes and save fuel.

FLEET RENEWAL

In 2021, Alaska took delivery of 11 Boeing 737-9 Max Aircraft. By 2026 we plan to have up to 145 MAX aircraft in our fleet. The new aircraft are 25% more fuel efficient than the aircraft they replace and we'll continue to work with Boeing on ways to improve efficiency over time.

SUSTAINABLE AVIATION FUEL (SAF)*

SAF is the aviation industry's most significant opportunity to significantly reduce carbon emissions. It is a safe, certified drop-in fuel that meets all jet fuel standards to reduce carbon emissions by as much as 80% on a lifecycle basis. In 2021, Alaska worked with partners like skyNRG to collaborate on future SAF production. We continue to work with corporate partners and government officials to push for ways to scale and mature the market for SAF. Today, there is not enough SAF at a volume and price that supports our operational needs.

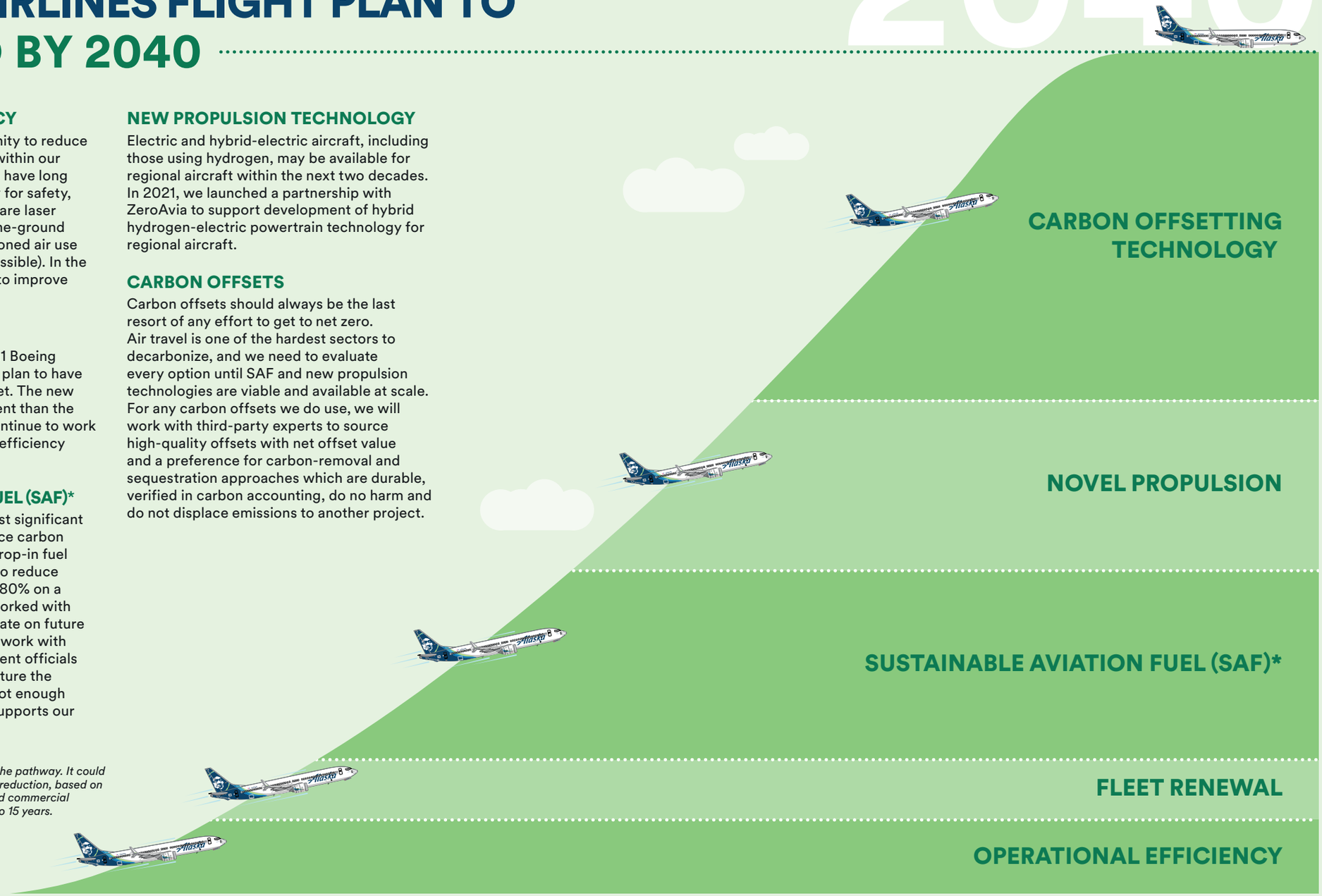
**This is the most variable contribution to the pathway. It could contribute more or less carbon emissions reduction, based on how much we can advance the supply and commercial viability of the SAF market in the next 10 to 15 years.*

NEW PROPULSION TECHNOLOGY

Electric and hybrid-electric aircraft, including those using hydrogen, may be available for regional aircraft within the next two decades. In 2021, we launched a partnership with ZeroAvia to support development of hybrid hydrogen-electric powertrain technology for regional aircraft.

CARBON OFFSETS

Carbon offsets should always be the last resort of any effort to get to net zero. Air travel is one of the hardest sectors to decarbonize, and we need to evaluate every option until SAF and new propulsion technologies are viable and available at scale. For any carbon offsets we do use, we will work with third-party experts to source high-quality offsets with net offset value and a preference for carbon-removal and sequestration approaches which are durable, verified in carbon accounting, do no harm and do not displace emissions to another project.



OUR CARBON IMPACT

Alaska has invested in efficiency and innovated new technologies to reduce the climate impact of our flights. About 99% of our core climate impact is created by our use of jet fuel, and we are focused on reducing it by upgrading our fleet, continuing to improve and update our operations to reduce fuel use and emissions where possible, using more sustainable fuels, and innovating for the future. **Here are a few examples of our efforts so far:**

WINGLETS

To further reduce the carbon impact of our aircraft, Alaska retrofitted all possible 737s with winglets (turned up extensions at the tips of the wings) back in 2017. These increased our fuel efficiency 3% to 5%. All new 737 MAX aircraft come with winglets, and due to their overall design and engines, these new aircraft are about 25% more efficient than the airplanes they replace.

SUSTAINABLE AVIATION FUEL (SAF)

Alaska and Horizon have been advancing and promoting the development and use of sustainable aviation fuels for over a decade. In 2011, we were the first domestic carrier to fly multiple scheduled routes powered by a SAF blend, and we are using blended SAF regularly in San Francisco. In 2020 we partnered with Boeing to test 100% sustainable aviation fuel (in one engine) on our ecoDemonstrator aircraft, proving 100% SAF viability.

CARBON EMISSIONS

When we arrive at the gate, we strive to use ground power instead of the aircraft's auxiliary power unit (APU) to save fuel and emissions. In 2020, we tested and rolled out updates to ground and onboard processes to improve reliability of ground power and air, and to reduce the APU. Additionally in 2020, our flight operations manuals were updated with a green policy and the practice of taxiing with one engine as often as possible, where conditions and aircraft allow, was emphasized in pilot training.

INVESTMENTS IN EFFICIENT AIRCRAFT

We announced our commitment to buy up to 145 additional MAX aircraft, allowing us to retire our older, much less-efficient planes. We'll continue to work with Boeing to maximize the efficiency of the aircraft we buy. Additionally, we've started an exciting partnership with ZeroAvia, a company working to create zero emissions regional aircraft this decade.

MORE EFFICIENT FLIGHT NAVIGATION

Wide Area Augmentation System (WAAS) technology and the Alaska pioneered Required Navigation Performance (RNP) technology use satellites and onboard computers to fly more precise approaches, enable landing in low-visibility weather, and save about 1.2M gallons of fuel per year. In 2021 Alaska started a first of its kind partnership with a software company, Flyways. Flyways uses artificial intelligence and machine learning to help dispatchers calculate the most efficient routes, avoiding carbon emissions.

GROUND SERVICE EQUIPMENT

We have invested in electric ground-service equipment (GSE) and have partnered with our airports to install electric charging infrastructure. Our GSE fleet is 34% electric. By 2025 our GSE fleet will be 50% more efficient than it was in 2020.

GROUND POWER AT GATES

When we arrive at the gate, we strive to use ground power instead of the aircraft's auxiliary power unit to save fuel and emissions. Executing an efficient aircraft turn could save 469 lbs of CO2 or the equivalent of driving a car 535 miles.

JOIN US.

USE OUR APP.

Go paperless by using our award-winning app to board your next flight using a digital boarding pass. Millions of guests use mobile boarding passes each year to streamline their travel experience and reduce our use of paper.

PACK LIGHT.

Be conscientious when packing for your trip. Each pound makes a difference to our CO_2 emissions. If each passenger packed **5 lbs. lighter**, it would decrease our CO_2e emissions by **11,800 metric tons** each year.

#FILLBEFOREYOUFLY

Help us reduce inflight waste by bringing a refillable water bottle to the airport and fill it up once you're past security. If just **10% of our guests** brought a pre-filled water bottle it would save **680,000 plastic bottles** per year.

OFFSET YOUR FLIGHT.

Join us and leading airports in reducing the climate impact of travel by choosing credible carbon offsets through The Good Traveler program. This collaboration between airports and Alaska helps guests invest in local carbon reduction projects.

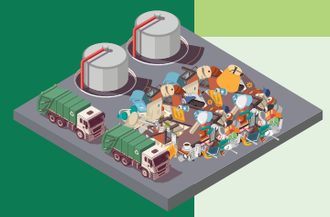
HELP OTHERS.

Help us support charities and people in need in the communities we serve by donating your miles. In 2020, our guests donated **66 million miles** to help organizations like the Nature Conservancy, UNCF, and Make-A-Wish.

SUSTAINABLE AVIATION FUEL

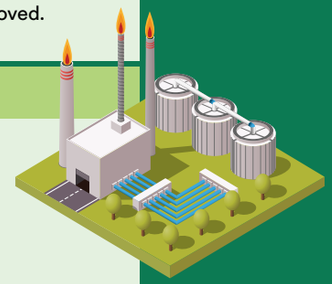
Meeting the challenge

Aviation is a difficult sector to decarbonize, and while multiple strategies are needed on this path, sustainable aviation fuels (SAF) is the most significant decarbonization lever for the next few decades. But current SAF availability is less than 1% of total fuel demand, and the cost is three to five times more than conventional jet fuel. Scaling this market requires concurrently addressing price and volume through multiple strategies to grow availability and commercial viability of SAF. We're grateful to work with partners across and beyond the aviation industry toward that shared goal.



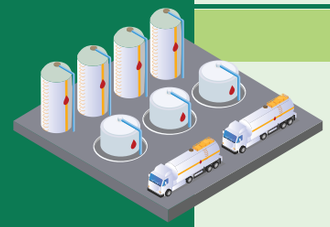
1. Commercial-Scale Feedstock Quantities

Sustainable and scalable SAF feedstocks can come from many sources including waste streams from landfills, forestry and agricultural residues, and over time from additional sources such as recaptured carbon dioxide. We need to invest in feedstocks, make information available on sources and sustainability of feedstocks, and to share this information publicly, including through public-private partnerships like the Sustainable Aviation Buyers Alliance (SABA). In some cases, permitting changes are needed to make waste sources available to produce SAF. Additionally, as technology develops to enable new sources for SAF, like using electricity to make fuel, we'll need to ensure safety certifications and pathways are approved.



2. Facilities for Production, Refining, Blending

The infrastructure needed to produce SAF includes retrofitting or constructing new facilities close to feedstocks (i.e. municipal dumps) and facilities to blend larger volumes as they come online. This should be done with an eye to geographic equity and price parity, different from the current market for traditional jet fuel. We need durable public policy to provide grants and financing options for SAF facility construction, to encourage private sector investment in SAF, and to streamline permitting of SAF production and transport facilities.

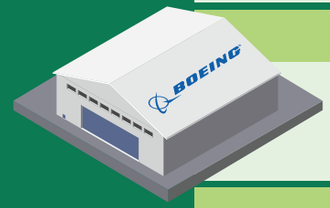


3. Transportation & Storage

SAF is what is known as a "drop-in fuel," meaning it can be incorporated into existing jet fuel transportation and storage, but SAF production facilities need to be efficiently connected to existing infrastructure or new transport and storage capacity needs to be developed. This requires reviewing pipeline policies and capacity to allow for growing SAF volume, and additional government financial and permitting support for transport and storage infrastructure, compatible with SAF production locations and airports.

4. Pricing, Purchase & Accounting

Partners across industries and around the globe are working, with NGO support, to clarify carbon accounting systems and transaction traceability that can encourage shared investment in SAF for concurrent Scope 1 and Scope 3 benefits. This work also enables demand signals, which can in turn de-risk private investment in SAF. Additionally, government tax incentives for SAF (state low carbon fuel standards, federal blenders tax credit) are needed to reduce price and drive economies of scale in the sector.



5. Engine Infrastructure

While safe certification of SAF is clear for available technologies, SAF is currently only allowed to be used for up to 50% of total fuel in an engine. Aircraft and engine manufacturers are updating their technologies and demonstrating the feasibility of SAF blends up to 100%.

6. Operations & Customer Demand

SAF is a proven drop-in technology, with reduced carbon intensity, increased energy density, and local air quality benefits such as reduced fine particulate matter emissions. We have a collective opportunity to ensure travelers are informed about the benefits and safety of SAF, and to engage them in supporting its development and use.

SUPPORTING HEALTHY ECOSYSTEMS IN THE COMMUNITIES WE SERVE

We fly to some pretty amazing destinations. And we have a responsibility not just to protect these special places, but to make them better. We are supporting West Coast habitats by reducing our waste impact and balancing our water impact.

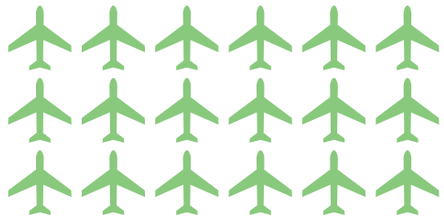
REDUCING WASTE

In 2021, after a hiatus due to Covid-19 safety protocols, we restarted our onboard recycling program. Our former recycling audit methodologies were also not possible due to Covid restrictions. We're working on developing new protocols that are both safe and effective to ensure our progress to target.

We made significant progress toward our goal of replacing the top five sources of waste from our onboard service by 2025, having replaced the top two in 2021. Working with Boxed Water, we replaced 32 million plastic water bottles per year with recyclable water cartons that have plant-based caps. We also replaced plastic water cups with recyclable paper ones. These alternatives enable us to keep 1.8 million pounds of plastic waste out of the landfill each year.

Boxed Water is better.

That's equal to the weight of 18 737 AIRCRAFT every year!



PROTECTING HABITATS AND SUSTAINABLE TOURISM

Alaska is committed to keeping our rivers and oceans healthy. We've partnered with the Bonneville Environmental Foundation to restore habitats up and down the West Coast, including an Icicle Creek restoration project in Washington State and drought response work on the Dungeness River. Further, through our partnership with travel2change, we're making it easier for travelers to discover and participate in efforts to protect critical ecosystems in Hawai'i. Our West Coast Wonders aircraft, launched last year, is inspired by the beautiful places we fly to and encourages everyone to take action with us to protect our planet.

Alaska

PART THREE:

STRONG COMMUNITIES

WE INVEST FOR STRONG COMMUNITIES

We started out in 1932 connecting small towns across Alaska. 90 years later, connecting small towns and large urban areas, we still know that taking care of each another is how we all will continue to thrive.

Investing in communities is part of our DNA, whether it's through our employees volunteering to restore agricultural lands in Hawai'i or to fill and deliver boxes from a local food bank; through a grant from the Alaska Airlines Foundation; or through the ecosystem of small business relationships that are part of our supply chain.

In 2021, we set bold goals for public leadership to advance racial equity through education and opportunity. We are grateful to partner on this journey with nonprofit organizations across the United States who are working to inspire and enable young people to imagine and reach their goals. We continue to learn from our partners and discover new ways we can enable career opportunities together – whether in aviation or beyond. You'll see a few examples in these pages.

We also set out to continue diversifying our supply chain and will have more to share about that journey in the years ahead. In the meantime, we're proud to source signature products such as chocolate, beer, and wine from our neighbors, and to partner with locally owned businesses for services to keep our operations and our communities moving forward.

$10.8 M
philanthropic contributions in 2021

$755,000
given in grants from the Alaska Airlines Foundation in 2021

Alaska AIRLINES | FOUNDATION

COVID RESPONSE: VACCINE TRANSPORT & DELIVERY

Alaska Air Cargo worked closely with pharmaceutical and cargo partners, as well as the Alaska Department of Health and Social Services, to organize and ensure the safe travels of critical Covid-19 vaccine shipments.

The state of Alaska is unique in that 80% of communities are only accessible by air or water, and therefore most vaccines must be distributed by plane. Alaska Airlines has been transporting critical medication and cargo to the state of Alaska for 89 years—in many ways serving as a lifeline to 20 hub communities throughout the state.

Vaccine shipments started in December of 2020. In 2021, Alaska moved a total of 606 shipments—that's 1,103 parcels of Covid-19 vaccines delivered to many rural and remote areas of our namesake state!

SMALL BUSINESSES

We're proud to support the communities we live in and fly to, and this includes supporting local businesses whenever possible.

On board, our MVP Gold guests are treated to a jcoco seasonal chocolate bar by Seattle Chocolate. Headquartered just a few miles from Alaska Airlines, the woman-owned chocolate business has been an Alaska partner since 2013—a relationship strengthened by our shared values of sustainability, philanthropy and customer care.

Alaska also buys from local breweries and wineries up and down the West Coast, including Washington's Fremont Brewing and California's Broken Earth Winery. Fremont Brewing's mission is to "brew great beer and do good." They are advocates for conservation and their production process produces zero-waste. Likewise, the Broken Earth Winery team focuses on sustainable practices by minimizing water use, reducing packaging weight and waste, and installing solar panels at their facilities.

In our namesake state, we support and work closely with Alaska Native-owned business Nana Management Services (NMS) and have for 22 years. NMS shares our focus of environmental sustainability and ensures our planes in Fairbanks and Juneau are catered to the highest quality.

These and many other locally-owned businesses create a strong foundation of jobs and opportunity across our communities.

"Both companies care a lot about sustainability, philanthropy, sourcing local, and place a high priority on customer service." —Jean Thompson, CEO, Seattle Chocolate

CONNECTING STUDENTS WITH THE FUTURE OF FLIGHT

For more than a decade, Alaska Airlines has partnered with the Alaska Native Science and Engineering Program (ANSEP), an organization focused on increasing opportunities for Alaska students in STEM-related careers. Alaska Airlines provides free transportation for students in middle and high schools in rural Alaska, allowing them to attend award-winning programs at the University of Alaska Anchorage.

In August 2021, we hosted 250 ANSEP students at our Anchorage hangar to learn about careers in our industry and tour Boeing's 737-9 ecoDemonstrator. The partnership with Boeing and Alaska Airlines allowed ANSEP students to gain insight from experts in the fields of science, engineering and aviation and learn about how the ecoDemonstrator accelerates innovation by improving maintenance efficiency, enhancing safety, reducing waste and informing climate modeling.

In November, we did the same at San Francisco International Airport with students from the San Francisco Unified School Districts. Students had a chance to explore and learn about the technology on the ecoDemonstrator, to talk with aviation professionals about potential career paths, and even to meet and talk with artist Anne Neely about using creativity as a lens to understand climate impacts and to create positive change.

PART FOUR:

MAKING FLYING MATTER

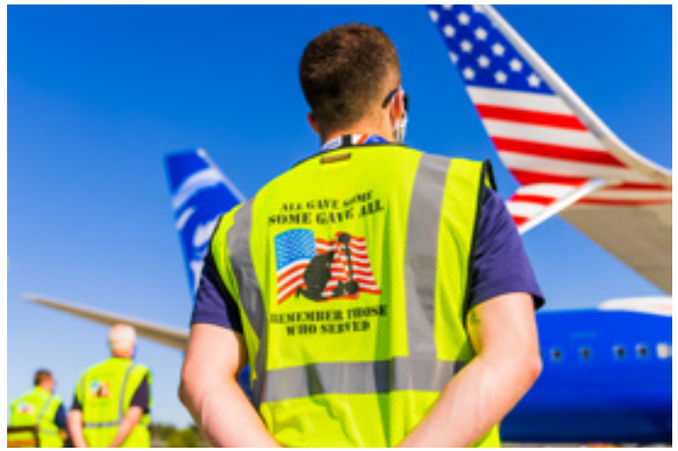
WE MAKE FLYING MATTER.

Air travel connects us in many ways. Connecting families, friends, and colleagues across the globe – and creating special moments through flight. As you'll see on the next page, in 2021 making flying matter also meant responding quickly to help bring families to safety, both on our own planes and by donating 38 million miles for Afghan refugee travel.

Throughout the year, we have opportunities to make wishes come true for children, to honor our nation's heroes with travel to see the war memorials in Washington D.C., and to make all feel welcome flying with us. We also feel great responsibility to the places we fly, reflected in many of the organizations we support.

Our employees and guests step up in big ways all year long. Our employees give back to their communities through their own personal gifts, and through volunteering their time with local nonprofit organizations. As a company, we match both efforts with financial contributions to the organizations our employees support.

Our guests can donate miles to organizations that reflect our values. As travel resumed in 2021 and in-person volunteer opportunities slowly returned, we saw a positive impact in volunteer hours and miles donated. Seeing those miles go to support so many throughout the country unites us all in making flying truly matter.



HELPING 2,500 AFGHAN REFUGEES FIND A NEW HOME

Last year, Alaska joined other airlines in the U.S. to help ensure that every Afghan evacuee received a donated ticket to their new home.

"One of the pilots from a refugee charter flight reported back: 'They had nothing—no luggage, just hope.' And that's exactly why we're stepping up to lend a hand," said Ben Minicucci, CEO of Alaska Airlines. "This cause is close to my heart. My parents immigrated from Italy to Canada in the 1950s, and I understand how challenging it can be to start rebuilding a new life in an unfamiliar place. Showing the Afghan people that we care is the best thing we can do. That's why I'm so proud to contribute to this collective effort, which represents the best of who we are in the airline industry and in our country."

EMPLOYEE INVOLVEMENT AND LIFT MILES

GIFT MATCHING

$10
in donations
for every hour volunteered

PARTICIPANTS

21.5K
hours volunteered
for a total of
$128.8K
donated

VOLUNTEER REWARDS

$655K
raised by employees
matched for a total of
$845K
funds raised

93.7M ➡ **$2.6M**
miles donated

to support the following 11 organizations

Alaska Airlines · Angel Flight West · dream foundation · Fred Hutch Cures Start Here · Fisher House · Make-A-Wish · Medical Teams · National Forest Foundation · The Nature Conservancy · Seattle Children's · UNCF

A FEW OF OUR PARTNERS

HAWAIʻI

TRAVEL2CHANGE

Mālama is the Hawaiian cultural value meaning to nurture and care for. As Hawaiʻi welcomed visitors back to the Islands last year we were excited to work with travel2change to inspire our guests to be mindful travelers and to help keep Hawaiʻi strong and beautiful for future generations.

travel2change is an environmentally sustainable give-back model centered on fun and impact, which cultivates mutually-beneficial relationships between local communities and guests.

Alaska employees joined volunteers from travel2change to help restore agricultural lands at Kākoʻo ʻŌiwi, a community-based non-profit on the island of Oʻahu and one of travel2change's partner organizations.

CALIFORNIA

JUMA VENTURES

Juma Ventures is a nonprofit social enterprise that operates businesses with the purpose of employing young people.

Juma's YouthConnect program combines employment and job training at social enterprises with a complementary suite of services focused on building financial capability and career pathways toward middle-skills careers and a living wage. Attending a sporting event in San Francisco at Oracle Park or the Chase Center, you will be greeted by a team from Juma's YouthConnect when you visit one of the many concessions.

YouthConnect works to ensure that, by age 25, young adults are on a career trajectory toward a living wage, economic well-being, and prosperity. We are proud to support this important program.

WASHINGTON

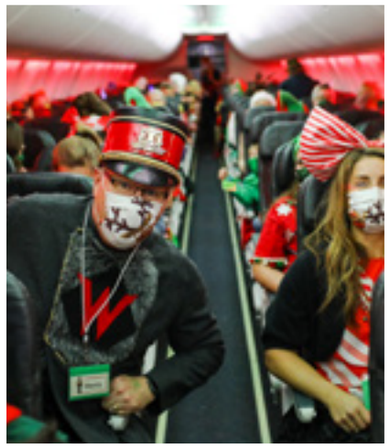
YEAR UP

One example of a LIFT grant from the Alaska Airlines Foundation is Year Up. Their focus is on closing the Opportunity Divide by ensuring young professionals gain the skills, experiences, and support needed to reach their full potential. These young people have critical skills – resilience and motivation. Year Up is committed to ensuring equitable access to economic opportunity, education, and justice for all young adults—no matter their background, income, or zip code.

Year Up represents one of 51 grants awarded through the Alaska Airlines Foundation in 2021, totaling over $755,000.





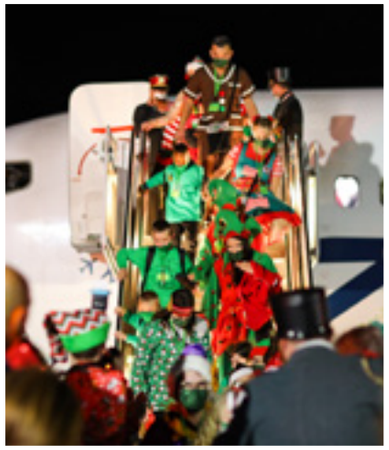
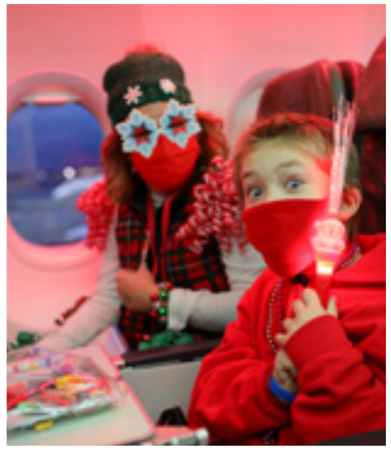



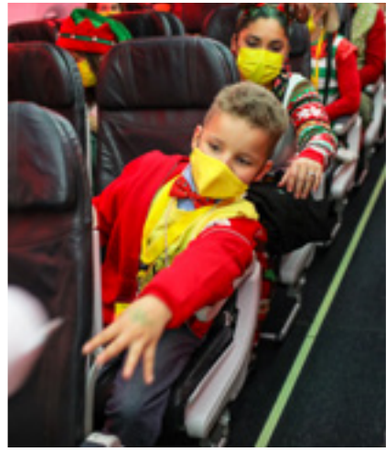
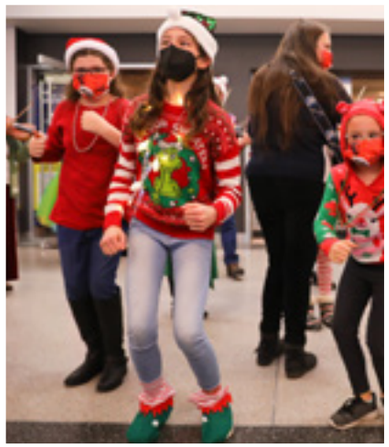
‘BEST NIGHT EVER’: SPOKANE FANTASY FLIGHT

Each year, we have an opportunity to use flight to help make holiday dreams come to life for a group of homeless and at-risk youth through Spokane Fantasy Flight.

In December, we flew 60 kids to the “North Pole,” a 40-minute charter flight loaded with elves, candy and mirth that delivered them to Santa Claus and a special winter wonderland full of gifts to fill their holiday with joy.

There are many ways Alaska makes flying matter, but this is one of our most magical.


Alaska

APPENDICES

a. 2025 ESG Goals

b. Summary Metrics

c. SASB

d. TCFD

2025 ESG Goals

On track | Flat | Lagging

CATEGORY	2025 GOAL	TARGET	PROGRESS METRICS	2021	
Carbon	Be the most fuel-efficient domestic airline	**#1**	#1 Ranking by ICCT (also CO_2/RTM)	1,541 Metric tons C02 per thousand RTM (2019: 1,460) ICCT did not publish rankings in 2021.	Flat
	Reduce GSE climate emissions by 50%	**50%** improvement	50% reduction from 2019 Baseline or 1.78 g/bhp-hr	1.73 or improvement of 2.81%	Flat
	Carbon Neutral Growth through 2025	**Flat**	Flat to 2019 (CO_2e)	5.9 million tons of CO2e	On track
Advancing Racial Equity	Ensure our leadership team reflects the diversity of our employee base	**30%** BIPOC	Achieve BIPOC representation of at least 30% at all leadership levels from a 2020 baseline of 16%.	16.9% at EOY 2021	Flat
	All employees feel welcomed, included and that they belong	**10** points	Increase our Inclusion Index score by at least 10 points	68%—an increase of nine points from our baseline of 59%	On track
Waste	Minimize and optimize packaging for top five inflight food and beverage items	**Top 5**	Top five items minimized and optimized	Two out of top five items minimized and optimized by EOY 2021. Items include removal of plastic water bottles with introduction of Boxed Water, and partial integration of a recyclable paper cup (full introduction planned for 2022)	On track
	Continue inflight recycling sorting performance at 2019 level	**83%**	83% of recyclables sorted*	N/A Due to Covid, inflight recycling was paused for safety reasons. Recycling has restarted and will be included on in next report	Lagging
Water	Balance 100% of our water consumption** via local habitat restoration projects	**100%**	100% of water gallons consumed balanced	22,993,344 gal balanced in 2021	On track
Labor Practices	At least 85% AS/QX employees full-time v. part-time	**85%**	85% of AS/QX employees FT	89% FT employees for 2021 year	On track
Community Involvement	20% of Alaska Air Group employees are engaged in the community	**20%**	20% of employees engaged in the community annually	11% of employees engaged in the community in 2021, slightly below our 2021 goal of 12%. This was slightly lower than our 2021 goal of 12% due to pandemic restrictions.	Flat
	Alaska Airlines and the Foundation engage at least 175,000 young people around career pathways with a focus on advancing racial equity	**175K** young people	175,000 total number of young people engaged	In 2021, Alaska engaged with 11,080 young people, fewer than planned due to pandemic restrictions. This was lower than anticipated due to pandemic restrictions. Mitigations are in place to increase this engagement in the coming years and make our target by 2025.	Lagging

**our traditional recycling auditing process will change post-COVID, possibly requiring a recalculation of our baseline performance*
***the water we use and are able to measure in our buildings and operations*

2025 ESG Goals

On track · Flat · Lagging

CATEGORY	2025 GOAL	TARGET	PROGRESS METRICS	2021
Safety	Increase Employee Safety Reporting by 10%	**10% increase**	2,095 safety reports / 10,000 departures	Average of 2,113 reports per 10,000 per quarter, exceeding 10% increase goal
	Maintain safety's high priority among employees	**83%**	83% favorable ranking in employee survey	We missed our 2021 employee safety goal by 11 points, ending the year at 72%. Survey results indicated the gradual removal of covid restrictions combined with an increased return to travel and employees returning to the office as the primary drivers for decreased scores. This goal was put in place in 2020 with the need to monitor employee safety as we navigated COVID pandemic and many associated changes to our employees. As such, we will continue our focus on this goal throughout 2022 and are striving for 83% by 2025.
	Maintain favorable perception of safety among guests	**90%**	90% of guests who report feeling safe and confident in their flight	94.1%, improvement over 93.9% in 2020
Crisis Management	Sustain a robust process for best practice crisis response	**Maintain**	Drill at least annually for operations and communications response	Completed four drills in 2021
Privacy & Data Security	All employees receive annual privacy and data security training	**100%**	99% of employees completed annual training.	92% of employees completed training by 12/21/2021. As a result of the Omicron Covid-19 variant and the December winter storm, an extension to 1/31 was granted. 7% of employees completed training during the extension for a total of 99%, on track with previous years.
	Continue to execute against the Information Security roadmap for program maturation, including for Aircraft Cybersecurity requirements	**Report**		On track with roadmap
Responsible Political Engagement	Publicly report political contributions consistent with our policy	**Report**		Compliant with political contributions reporting policy
	Engage on policy related to ESG priorities: climate change and racial equity	**Report**		Continued advocacy for policy solutions to advance technology to decarbonize aviation (particularly Sustainable Aviation Fuels) and to support diverse talent accessing aviation careers through collaborative workforce development programs between industry and government, as well as advocating for policies that break down systemic barriers to entry, including expanding federal financial aid opportunities
Financial Mgmt Principles	Maintain our commitment to low costs for low fares	**Report**		Exited the worst impacts of the Covid-19 pandemic with a strong balance sheet and zero net debt to enable continued investment in employees and future growth

Alaska

ENERGY

Energy consumed and generated

by Alaska Air Group during normal operations

	UNIT	2021	2020	2019	2018	2017
Alaska Air and Horizon Aircraft Fuel (non-renewable)**	Gallons	601,797,000	419,636,000	806,540,000	786,837,000	757,056,000
Alaska Air and Horizon Aircraft Fuel (non-renewable)**	GJ	85,575,533	59,672,239	114,689,988	111,888,221	107,653,363
Alaska Air and Horizon Aircraft Fuel (SAF: sustainable aviation fuel)**	Gallons	261,977	66,632	0	0	0
Vehicle Fuel (non-renewable)	GJ	160,077	142,362	172,167	158,175	163,560
Facility Energy (non-renewable)***	GJ	517,176	559,219*	544,724*	229,500	208,680
Total Energy Consumed	GJ	86,252,786	60,373,821*	115,406,878*	112,275,897	108,025,604
Total Energy Consumed	MWh	23,959,107	16,770,506*	32,057,466*	31,187,749	30,007,112

**Emissions were recalculated due to a scope error in past reporting*

***Gallons purchased in 2021*

****Includes energy used in our owned facilities that is billed and tracked. In addition, the CBEC industry standard metric was applied to leased facilities to include those emissions.*

EMPLOYEE SNAPSHOT

Total employees at Alaska Air Group companies

including full-time, part-time, temporary, and contracted

	2021	2020	2019	2018	2017
Total number of employees	20,531	20,160	24,134	21,571	21,250
U.S. employees	20,386	20,012	22,058	21,420	21,143
International employees	145	148	149	151	107
Self-employed or contract workers	100	0	0	0	0
Represented in trade union or collective bargaining agreement	16,236	16,075	17,929	18,581	18,320
Full-time employees	18,188	17,588	19,548	18,940	18,612
Part-time employees	2,343	2,572	2,659	2,631	2,638
Number of McGee employees	2,335	1,843	1,914	1,804	1,700*

**Approximation based on 2017 Alaska Airlines Lift Report*

GREENHOUSE GAS EMISSIONS

The statement of greenhouse gas emissions was prepared based on a calendar reporting year that is the same as the Alaska Air Group (AAG or the Company) financial reporting period.

Scope 1 and 2 GHG emissions information was prepared in accordance with the World Resources Institute/World Business Council for Sustainable Development Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, Revised Edition.

Total GHG emissions by source (metric tons CO^2e)

	2021	2020	2019	2018	2017
Gross Global Emissions (Scope 1)	5,934,669	4,145,173*	7,950,795*	7,751,255	7,493,569
Aircraft (Scope 1)	5,918,895	4,127,365*	7,932,598*	7,733,609	7,453,560
Vehicle (Scope 1)	11,006	9,781	11,859	10,888	10,369
Facility Heating (Scope 1)	6,558	8,027	6,338	6,758	5,733
Facility Electricity (Scope 2)	35,733	34,692*	36,238*	10,744	9,906
Aircraft (Scope 3, Skywest flying)	533,517	411,014	633,944		

**Emissions were recalculated due to a scope error in past reporting*

Normalized emissions / emissions intensity

	INTENSITY METRIC	2021	2020	2019	2018	2017
All sources	Metric tons CO^2e per thousand RTM	1,597	2,084*	1,465*	1,457	1,458
All sources	kg CO^2e per thousand RPM	163	216*	149*	148	148
All sources	kg CO^2e per thousand ASM	120	120*	125*	124	125
Aircraft energy intensity per seat	Fuel gallons per ASM	0.0121	0.0120	0.0127	0.0126	0.0124
Aircraft energy intensity per passenger	Fuel gallons per RPM	0.0160	0.0217	0.0150	0.0150	0.0146

**Emissions were recalculated due to a scope error in past reporting*

Other greenhouse gases

produced (metric tons)

	2021	2020	2019	2018	2017
Methane (CH_4)**	27	22*	33*	27	28
Nitrous Oxide (N_2O)	183	129*	245*	236	228
Sulphur Oxide (SO_x)	277	206	373	371	355
Nitrogen Oxide (NO_x)	2,383	1,784	3,205	3,210	3,166

**Emissions were recalculated due to a scope error in past reporting*

***It is understood by the industry that CH^4 emissions are not produced from cruising, but CH^4 emissions are produced during landing and takeoff.*

WASTE

Total solid waste (tons) disposed of (inflight waste)

(estimated based on sampling)

	2021	2020	2019	2018	2017
Solid waste disposed to landfill (inflight)	Unknown*	Unknown*	3,370	3,261	3,090
Solid waste recycled inflight	Unknown*	Unknown*	1,992	1,928	1,963

**Due to pandemic safety reasons, we stopped our inflight recycling and waste auditing in the spring of 2020 and are unable to report metrics for 2020 to 2021. Inflight recycling restarted in November of 2021 and will be included in future reports.*

Hazardous Waste (RCRA) and Regulated Waste (tons)

including the amount that was diverted from landfill (recycled)

	2021	2020	2019	2018	2017
Hazardous Waste (RCRA) Disposed	36	40	52	49	50
Regulated Waste Recycled	73	37	51	47	129

Total volume of water (gallons) used by AAG

	2021	2020	2019	2018	2017
Municipal Water Usage**	22,993,344	18,361,238*	15,609,803*	16,226,756	16,735,025

**Water use was recalculated due to a scope error in past reporting*

***Water used in our facilities that is billed and tracked*

Company compliance

with applicable environmental laws and regulations

	2021	2020	2019	2018	2017
Reportable spills (number)	1*	0	2	2	3
Environmental penalties ($)	0	0	0	0	0
Environmental penalties (number)	0	0	0	0	0

**Spill was mitigated appropriately per local regulations, did not create additional risk.*

EMPLOYEE SAFETY

Total number of injuries reported

by employees that occurred on the job, including those that resulted in personnel not being able to work as a result of their injury

Incidents per 200,000 hours worked (per 100 FTEs)					
	2021	2020	2019	2018	2017
Alaska Airlines: On-the-job Injuries	3.95	3.45	5.01	4.53	5.14
Alaska Airlines: Lost-time Injuries	2.48	2.07	3.06	2.84	3.07
Horizon Air: On-the-job Injuries	8.35	5.84	8.88	9.18	9.16
Horizon Air: Lost-time Injuries	4.52	1.92	3.55	4.08	4.28

PHILANTHROPIC ACTIVITIES

Total funds and in-kind donations

distributed by Alaska Air Group

	2021	2020	2019	2018	2017
Cash donations	$5,786,862	$4,884,583	$7,312,106	$9,214,617	$6,675,790
Foundation grants	$755,000	$750,000	$365,575	$140,500	$286,500
In-kind giving (value)	$4,995,600	$4,394,250	$7,025,675	$7,635,466	$7,801,080
Employee matching funds	$655,887	$630,042	$677,239	$493,162	$464,759
Volunteer Rewards	$128,796	$139,088	$248,239	$180,221	$236,163
LIFT miles (miles)	93,660,282	66,617,526	72,985,296	53,815,841	52,311,670
LIFT miles (value)	$2,575,657	$1,831,982	$2,007,094	$1,479,935	$1,438,571
Giving as a % of adjusted net income	n/a*	n/a*	1.9%	3.1%	1.9%
TOTAL	**$10,782,462**	**$9,614,232**	**$15,263,259**	**$ 17,663,966**	**$15,464,292**

**Due to negative profits, giving as a % of adjusted net income is unavailable.*

Number of tracked hours volunteered by employees

	2021	2020	2019	2018	2017
Employee volunteer hours	21,460	17,336	41,000	44,000	41,621

SASB (Sustainable Accounting Standards Board) Data for 2021: Alaska Air Group

	ACCOUNTING METRIC	CATEGORY	CODE	2021 ALASKA DATA	UNIT OF MEASURE	PUBLISHED LOCATION
Greenhouse Gas Emissions	Gross global Scope 1 emissions	Quantitative	TR-AL-110a.1	5,936,459	Metric tons CO2e	2021 Care Report pg. 30
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Discussion and Analysis	TR-AL-110a.2	*Climate Narrative (see page 35)*	n/a	2021 Care Report pg. 34-36
	(1) Total fuel consumed, (2) percentage alternative, (3) percentage sustainable	Quantitative	TR-AL-110a.3	85,575,533, 0%, .04%	Gigajoules (GJ), Percentage (%)	2021 Care Report, pg.
Labor Practices	Percentage of active workforce covered under collective bargaining agreements	Quantitative	TR-AL-310a.1	79.1%	Percentage (%)	10K pg. 13 and 2021 Care Report pg. 29
	(1) Number of work stoppages and (2) total days idle	Quantitative	TR-AL-310a.2	(1) 0, (2) 0	Number, Days idle	
Competitive Behavior	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	Quantitative	TR-AL-520a.1	$0	Reporting currency	
Accident & Safety Management	Description of implementation and outcomes of a Safety Management System	Discussion and Analysis	TR-AL-540a.1	Safety Narrative *(see page 37)*	n/a	2021 Care Report, pg. 37
	Number of aviation accidents	Quantitative	TR-AL-540a.2	0	Number	
	Number of governmental enforcement actions of aviation safety regulations	Quantitative	TR-AL-540a.3	0	Number	
Activity Metrics	Available seat kilometers (ASK)	Quantitative	TR-AL-000.A	84,402,046,100	ASK	2021 10K, pg. 35
	Passenger load factor	Quantitative	TR-AL-000.B	73.6 %	Rate	2021 10K, pg. 35
	Revenue passenger kilometers (RPK)	Quantitative	TR-AL-000.C	62,117,459,700	RPK	2021 10K, pg. 35
	Revenue ton kilometers (RTK)	Quantitative	TR-AL-000.D	5,337,721,000	RTK	
	Number of departures	Quantitative	TR-AL-000.E	376,764	Number	
	Average age of fleet	Quantitative	TR-AL-000.F	9.4 Years	Years	2021 10K, pg. 29

SASB CLIMATE NARRATIVE

MANAGEMENT AND GOVERNANCE OF CLIMATE-RELATED ISSUES

Our Sustainability and ESG team works through multiple avenues to identify and evaluate climate risks, including input from employees, investors, governments, NGOs, reporting organizations, trade associations and key stakeholders within and outside of the aviation industry. Our Executive Committee of senior management engages in sustainability issues on an ongoing basis and considers the climate impact of decisions around fleet and fuel efficiency. A metric of climate impact is part of our all-employee performance-based pay plan.

BOARD GOVERNANCE

Alaska Air Group and the Board have prioritized sustainability and ESG as a key part of our company strategy and have regular discussions about this work, including conversations specific to climate impact. The Governance, Nominating and Corporate Responsibility Committee of the Board is responsible for overseeing the company's practices and reporting with respect to the breadth of ESG matters, including voluntary ESG goals and disclosure, annual reporting and environmental and climate impacts. This Committee includes members with deep experience in energy and environmental impact from two different industries, as well as in governance, safety and risk. These perspectives and those of the full Board drive robust oversight of our ESG strategy and initiatives. In early 2021, the Board created a dedicated Climate Working Group to oversee, with management, climate goals and progress. This working group continues to provide insight on areas such as ESG disclosure and elements of the plan to achieve net zero.

The Governance, Nominating and Corporate Responsibility Committee reviews ESG / sustainability performance quarterly, including performance on enterprise-wide publicly reported sustainability goals and climate-related issues. The Audit Committee reviews Alaska's enterprise-wide risk analysis and oversight program, designed to identify the various risks faced by the organization, assign responsibility for managing those risks to individual executives as well as align these risks with Board oversight. The Safety Committee receives regular updates on environmental risk, compliance and policy, including but not limited to the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA). Finally, the Compensation and Leadership Development Committee is responsible for oversight of advancing diversity, equity and inclusion in our employee population including recruitment, hiring, retention, development and culture, as well as for the integration of both climate and DEI goals into all-employee and executive compensation, respectively.

MANAGEMENT ENGAGEMENT

A member of the company's top Executive Committee has formal responsibility for driving progress and disclosure in Sustainability and ESG, reporting directly to the CEO. And, because this work is inherently cross-functional, we have also formalized management-level ESG governance and oversight. An ESG Executive Steering Committee meets about monthly for oversight of performance and work toward our goals and is responsible for ensuring progress. Additional Steering Committees focused on climate, and specific to the sustainable aviation fuels part of our path to net zero, bring explicit focus and reports progress to the ESG Executive Steering Committee. On the DEI and social impact fronts, cross-functional leadership groups are structured to ensure progress on our hiring, representation and public leadership goals. Finally, a group dedicated to our ESG Goals and Disclosure meets quarterly to review data on progress to our 2025 goals and to ensure that we're bringing appropriate stewardship and transparency to the breadth of ESG matters. These groups are staffed by senior executives across all areas of accountability for delivering on ESG—including operations, finance, human resources, legal, commercial divisions, government affairs, philanthropy and more.

CLIMATE STRATEGY

Alaska's most material sustainability priority is reducing our carbon emissions from burning fuel. Jet fuel is over 99% of our direct climate footprint and represents our second largest expense as a company. Alaska has had a multi-decade focus on increasing the fuel efficiency of our fleet and on developing and deploying new technologies to optimize our routes and minimizing fuel use in our operation. In addition, Alaska has a over decade of leadership in piloting and pioneering low-carbon sustainable aviation fuels (SAF), directly supporting the development and deployment of the SAF market in partnership with many key organizations. As these fuels are safe and certified as drop-in fuels, our work has moved past piloting to developing durable long-term offtake agreements and pushing for public policy to accelerate the commercial viability of these fuels and maturation of the market. As a member of the International Air Transport Association (IATA) and Airlines for America (A4A), and the **one**world alliance, we are working alongside other airlines to address the challenge of climate change. We have adopted a set of global targets to mitigate CO2 emissions from air transport and are working to meet these goals through (1) improved technology, including the deployment and more local availability and manufacturing of sustainable low-carbon fuels; (2) more efficient aircraft operations; (3) infrastructure improvements, including modernized air traffic management systems; and (4) a single global market-based measure to fill the remaining emissions gap on international routes (CORSIA).

Alaska Airlines began setting and tracking progress to a voluntary climate goal over a decade ago and is currently driving progress on our five-part path to net zero by 2040, through operational efficiency initiatives, upgrading our fleet to add more Boeing 737 MAX aircraft which are about 25% more fuel efficient than the aircraft they replace, using and building partnerships to advance sustainable aviation fuels, supporting the development of zero-emissions and hybrid propulsion technology, and leveraging credible carbon offsetting technologies that fit our criteria only where needed to close gaps to target in future years. More details on progress can be found in this report.

TRANSPARENCY AND DISCLOSURE

We report our greenhouse gas impact in our annual sustainability report, which includes the SASB metrics for aviation and additional information about our climate governance, risks and opportunities in a TCFD appendix. We also submit our climate metrics to CDP.

OUR CLIMATE INVESTMENTS

OPERATIONAL EFFICIENCY

In 2021, we were the first airline to launch use of Flyways, an artificial intelligence and machine learning software that helps dispatchers optimize the flight routes they prepare—saving time, fuel and emissions. This year, we also integrated a new green section into our flight operations manual and kicked off a campaign to improve the use of preconditioned air and ground power to reduce use of the auxiliary power unit and commensurate fuel burn. We also began to lay out the path to renew and replace our ground vehicles fleet with electric and low-emission alternatives.

We also continue to use Required Navigation Performance (RNP) approaches and departures where possible, leveraging this performance-based navigation technique to fly safer, more reliable approaches. For years, we've advocated to expand use of RNP technologies to airports across the country, and to enable broader air traffic infrastructure to support that goal. RNP technologies save an estimated 1.2 million gallons of fuel annually due to reduced track miles.

FLEET

We fly an efficient fleet, with split scimitar winglets on all our eligible 737 aircraft, improving average fuel efficiency by over 34,000 gallons per aircraft each year. Aircraft fitted with split scimitar winglets are 3-5% more fuel efficient than those without winglets, and in 2019, the scimitar winglets modification saved approximately 4.5 million gallons of fuel.

With 145 Boeing 737-MAX aircraft on order, between firm orders and options, and over a dozen already delivered, the company continues its fleet efficiency journey. These new aircraft have 25% lower fuel burn and carbon emissions per seat than the A320 aircraft being retired from our fleet.

SUSTAINABLE AVIATION FUELS (SAF)

While we continue working with partners across the industry and beyond to advance public policy to mature and scale the SAF market for commercial viability, we have also pursued our own initiatives to use and advance the fuel. Procuring SAF that is priced competitively with traditional fuel has been difficult, so we are working on multiple fronts to find the best ways to obtain the volume of fuel we need at the right price. We have partnership agreements with the Port of Seattle, San Francisco Airport, sustainable aviation fuel companies Neste and SkyNRG Americas and with Microsoft to use SAF to offset the climate impact of their business travel between Seattle and California. We use SAF on an ongoing basis in San Francisco and were one of the three airlines to launch this offtake. This year, we helped found the Aviators Group of the Sustainable Aviation Fuels Buyers Alliance to bring an operator's perspective to advance corporate collaborations and partnerships for offtake.

ELECTRIFIED PROPULSION

While the most significant medium-term step we can take to decarbonize aviation is to use SAF, electrified or hybrid-electric propulsion systems can play a role in enabling zero emissions regional flight even in the near-to-medium term. That's why we've partnered with ZeroAvia to support their development of a hybrid hydrogen-electric powertrain system and technology to retrofit traditional aircraft for zero-emissions operation.

CREDIBLE CARBON OFFSETS

Today, Alaska does not purchase carbon offsets, prioritizing investments in fundamental emissions avoidance or changes within the operation—such as through use of sustainable aviation fuels—to decarbonize. However, we anticipate needing these technologies to close the gap to our targets given the inherent challenges in decarbonizing aviation, and we will share more in future years.

We provide our passengers with an opportunity to offset their carbon footprint through The Good Traveler program, which invests those funds to support localized carbon reduction projects.

ADDITIONAL EFFORTS

We recognize that supporting the climate requires effort from all sides. For example, we partner with airports on charging infrastructure for electric ground-service equipment and pursue green building and energy efficiency in our building footprint including LEED certification for new buildings and retrofitting existing buildings with more energy-efficient lighting and technology. We also remain relentlessly focused on reducing onboard waste and recycling as well as balancing our operational water impact through habitat restoration projects on the West Coast.

SASB SAFETY NARRATIVE

ALASKA AIR GROUP SAFETY NARRATIVE FOR SASB

Safety is the foundation of everything we do and remains our top priority. We have an unwavering commitment to run a safe operation and we will not compromise this commitment. Alaska and Horizon were the first major U.S. airlines to receive FAA validation and acceptance of their Safety Management System (SMS) in 2016, and we are at the continuous improvement level. Report It!, our mobile safety reporting application, makes it easier for employees to file safety reports. Alaska has been on the IOSA registration audit since 2005. In early 2021, we were the leading US airline on the AirlineRatings.com list of the world's Top 20 Safest Airlines. We believe that maintaining safe operations—through adherence to well-defined processes and ensuring every Air Group employee is aware of their individual contribution to our operation—is critical to on-time performance. The rigor we apply to running a safe operation has resulted in Alaska consistently being one of the top airlines in North America for on-time performance; and Horizon was recognized again as the leader in on-time performance among regional airlines.

MANAGEMENT AND GOVERNANCE OF SAFETY

Our Safety Management System (SMS) utilizes multiple levels of performance review in all areas of the company to create visibility to hazards and safety risk as well as to ensure management accountability with mitigation controls and corrective action plans. The SMS uses multiple safety assurance systems to identify hazards and continuously evaluate the control environment to ensure the highest margins for repeatable safety performance. Our Executive Committee of senior management review safety quarterly with our VP of Safety and Security. Our Executive Safety Review Board also occurs quarterly, attended by all operational VPs and the COO. These meetings are intended to analyze safety performance and to discuss continued improvement of our safety culture and process. Safety risks and opportunities factor into key business decisions. The Safety Committee of the Alaska Air Group (AAG) Board reviews our safety performance quarterly, including our performance on enterprise-wide safety goals, some of which are also integrated into employee pay. Alaska's enterprise-wide risk analysis and oversight program is designed to identify the various risks faced by the organization, assign responsibility for managing those risks to individual executives as well as align these risks with Board oversight.

GOALS

For 2021 our goals were to increase employee safety reporting by 10% over 2020 baseline (reports per employee), and to maintain safety's high priority among employees at 83% favorable, as measured in our annual employee survey. We also measured safety perception among guests with a goal of maintaining a 90%.

In addition, as a member of the Airlines for America (A4A), we have active representation on the Safety Council with all other major U.S. airlines in order to develop strategies to address systemic safety issues through continuous improvement of safety management systems and collaboration with FAA and other aviation stakeholders. The council guides annual initiative targets to improve safety risks to include: 1. Cross-carrier collaboration on flight operations, cabin operations, ground operations and maintenance risk mitigation procedures 2. Ensuring active flight data monitoring and reporting systems of airline operations 3. Reducing injuries through improved procedures, training and technology 4. Reducing aircraft ground damage through innovative ground service equipment technology, procedures and training 5. Data sharing of safety risks across safety management systems.

AAG TCFD INDEX

GOVERNANCE

DISCLOSURE INDEX	RESPONSE
a) Board Oversight	The Board of Directors believes that sustainability is a leading part of our company strategy and have regular discussions and deliberation about AAG's ESG (environmental, social and governance) efforts including our climate goals, actions and performance. The Governance, Nominating and Corporate Responsibility Committee oversees the company's ESG program and is responsible for oversight of the strategy, goals and public disclosures on ESG matters. Every quarter, the Governance, Nominating and Corporate Responsibility Committee reviews performance on enterprise-wide publicly reported sustainability goals and climate-related issues. In early 2021, the Board created a dedicated Climate Working Group to oversee management's climate strategy and path to net zero. This working group is comprised of four members from the board who bring deep expertise in energy, aviation, finance and governance. This working group meets several times a year to evaluate and advise on specific pathways and levers to achieve AAG's ambitious climate goals. The Compensation and Leadership Development Committee of the Board oversees the inclusion of ESG performance metrics into incentive programs, which includes factoring a carbon intensity metric into the company's all-employee performance-based pay program, and a measure of diverse representation in leadership into executive compensation. The Safety Committee of the Board receives regular updates on environmental risks and compliance, and the Audit Committee oversees the enterprise-wide risk analysis and oversight program which is designed to identify the various risks faced by the organization, assign responsibility for managing those risks to individual executives as well as align these risks with Board oversight.
b) Role of Management	We have formalized governance and oversight of ESG at the management level. As a member of the Executive Team, the Senior Vice President (SVP) of Public Affairs and Sustainability is responsible for leading ESG strategy and development, internal and external communications, crisis response and reputation management, government affairs and corporate philanthropy. The SVP also chairs AAG's ESG Executive Steering Committee, which includes leaders from Finance, Flight Operations, Strategy and Execution Management, Airports, Human Resources, Information Technology and more. This Committee is responsible for overseeing the performance toward our climate goals, providing input on AAG's climate strategy and ensuring progress on our public goals. The ESG Executive Steering Committee meets about monthly. Additionally, several working groups are assigned responsibilities on specific elements related to our climate strategy including operational efficiency and sustainable aviation fuel (SAF). The working groups meet biweekly or monthly and provide updates to the ESG Executive Steering Committee. Finally, a group dedicated to our ESG Goals and Disclosure meets quarterly to review data on progress to goals to ensure accuracy and transparency in our ESG data, performance and public disclosures.

STRATEGY

DISCLOSURE INDEX	RESPONSE
a) Short-, Medium-, and Long-Term Climate Risks b) Business, Strategy and Financial Planning c) Resilience of the Organization's Strategy	AAG recognizes that the future success of the company depends on meeting customer and stakeholder expectations by providing clean, safe, reliable air transportation services while minimizing our impact to the environment and caring for the communities we serve. Climate risks and opportunities (including extreme weather events such as blizzards, hurricanes, forest fires, etc.) are factored into key business decisions. Our climate action focuses on achieving net zero by 2040 through five pillars – operational efficiency, fleet renewal, sustainable aviation fuel (SAF), electrified propulsion and credible carbon offsets or other offsetting and removal technologies. Below we have identified climate-related risks and opportunities that can potentially impact our business over short (0-3 years), medium (3-10 years, aligning with the strategic planning for our 2025 goals), and long-term (>10 years, aligning with our net zero by 2040 commitment as well as the aviation industry's commitments through 2050). The risks are categorized as physical risk or transition risk, per TCFD guidelines.

AAG TCFD INDEX

STRATEGY

DISCLOSURE INDEX	RESPONSE
a) Short-, Medium-, and Long-Term Climate Risks b) Business, Strategy and Financial Planning c) Resilience of the Organization's Strategy	**PHYSICAL RISKS** Extreme weather events such as wildfires, winter storms and heat waves have the potential to impact our operations and/or damage our assets. In the last few years, our Pacific Northwest hubs have experienced increased extreme heat events, smoke from forest fires in the summer and increased snow events in the winter. And wildfires have also impacted our California hubs. The increased frequency of such events impacts our operating results and may further increase in the longer-term. The impacts of sea-level rise increased coastal flooding conditions that have impacts on our coastal airports. Melting permafrost in Alaska has led to infrastructure impacts on our terminal buildings. All of these combined lead to additional facilities management and infrastructure modification of runways and terminals which requires increased investment from AAG to continue to operate over the long-term. **Our approach to physical risk:** We work closely with our airport partners to understand and mitigate risks to infrastructure and protect our assets. We take measures to improve the resiliency of our facilities and our operations that considers the shift in climate patterns. Examples include upgrading HVAC that support our critical systems, exploring alternative power sources for HVAC, aggressively managing deicing operations and supply, using Flyways to optimize routes relative to weather conditions and evaluating and updating our operations guidelines to deal with extreme heat and smoke during fire seasons. We develop and invest in our facilities to reduce energy consumption and environmental impact, and have a multi-year airport investment plan for infrastructure in the state of Alaska. We continue to work with airport partners in developing sufficient charging infrastructure to continue moving our ground fleet to more electric and low-emission alternatives. **TRANSITION RISKS** Changing customer preference due to increased awareness of the climate impact from flying and the continued impact from the Covid-19 pandemic could weaken the demand for our services. Customers may also choose to fly with competitors who they perceive to be more sustainable. This could pose risks to our market share and revenue if we are unable to meet customer expectations. **Our approach to transition risks:** Alaska is executing on a five-part path to achieve net zero, as well as ensuring the data and metrics needed to manage performance on our path to net zero and to report on our progress. With oversight of the governance systems noted above, we will continue to refine our strategies, engage employee workgroups and establish external partnerships such as with corporate customers, alternative fuel producers, **one**world alliance members and others to advance this path and to deliver on customer expectations. In the medium term, incentives such as low carbon fuel standard regulations in some states and other incentive-based policies could enable procurement of SAF, while a delay in government action on SAF policies could put the market and SAF supply at greater risk. Other regulatory risks include increased complexity of reporting that draws attention away from execution and/or increased fuel prices under potential carbon pricing schemes. Additionally, the cost of offsets could increase with greater demand or tighter parameters. We remain actively engaged on policy activity alongside industry and non-industry partners for policies to enable the alternative fuel and other technology to enable decarbonization including incentive-based policies and support for private sector financing to reduce cost and increase production. In the long term, successfully decarbonizing aviation depends on technology and policy support to scale low carbon solutions including SAF, electric or hybrid aviation, and infrastructure to support these alternatives. This includes support for blending facilities, electric and green hydrogen, as well as certifications and approvals from relevant authorities. We may need to increase investment in SAF and development of new aircraft technologies. In addition to engagement in public policy, we work closely with our supply partners and trade associations to understand development in technologies and their potentials, and encourage R&D through ventures, startups and NGOs. We also established our own venture arm, Alaska Star Ventures, to scale how we directly identify and enable technologies that can accelerate our path to net zero. We are on a journey, learning continuously and working with our airport and aircraft partners to address these longer-term, systemic challenges.

AAG TCFD INDEX

STRATEGY

DISCLOSURE INDEX	RESPONSE
a) Short-, Medium-, and Long-Term Climate Risks b) Business, Strategy and Financial Planning c) Resilience of the Organization's Strategy	**CLIMATE OPPORTUNITIES** Our biggest opportunities in the transition to a low-carbon economy are to improve our operating efficiency, to expand low-emission services to our customers and to improve the predictability of renewable jet fuel pricing and supply with a robust, stable, commercially-viable market for SAF. Our short-term strategy is focused on operational efficiency and fleet renewal as these two levers are under our most direct control, and viable today. We have long prioritized operational efficiency and will continue to reduce fuel consumption by identifying and expanding best practices, such as using Required Navigation Performance (RNP) and Flyways technologies to reduce fuel consumption. Additionally, we are committed to regain our position to have the most fuel-efficient fleet. We recently finalized our order for up to 145 Boeing 737 MAX aircraft to replace less fuel-efficient planes and will continue working with aircraft and engine manufacturers to further improve efficiency over time. In 2021, we partnered with Boeing on the ecoDemonstrator program to test technologies that will improve aviation sustainability and safety in the years ahead, and to raise awareness of that imperative. Looking beyond the impact of jet fuel, we continue to partner with airports to adopt electrified ground-service equipment (GSE) as well as improving energy efficiency in our buildings. SAF and novel propulsion technologies are medium-to long-term strategies to reach our climate goals. SAF is a proven alternative that offers great potential to reduce emissions from flying, on a lifecycle basis. We are working together with corporate customers, SAF producers, NGOs and industry groups to accelerate innovation and advance the supply and commercial viability of the SAF market in the next 10 to 15 years. As electric or hybrid-electric aircrafts may be viable for regional operations by 2040, we are investing in partnerships that help test, prove and advance these technologies. Additional information on our initiatives to pursue climate opportunities can be found in our 2020 LIFT report, in this report on our 2021 progress, and in our 2021 CDP report..

RISK MANAGEMENT

DISCLOSURE INDEX	RESPONSE
a) Identifying and Assessing Climate Related Risks b) Processes for Managing Climate Related Risks	Climate-related risks are called out in our Enterprise Risk Management (ERM) process. Through the ERM process, which is owned by Air Group's internal audit program team, executive leaders are responsible for identifying, prioritizing and managing risks. Each quarter, the audit team meets with leaders to track these risks and integrate them into the ERM. This integration process includes understanding and updating the potential impact of the risks, analyzing the trend and escalation factors of the risks, evaluating the mitigation strategy, and monitoring metrics and KPIs of the risks. Through this process, climate-related risks have been categorized as a strategic risk. A synthetized risk report is presented to the board quarterly. Additionally, we manage the environmental regulatory risks through our environmental compliance program which reports periodically to the Safety Committee of the Board. Finally, with ESG including our path to net zero defined as a key strategy under the company's 2025 strategic plan, progress is reviewed annually, the strategy refined and updates shared with the board as part of the core business cycle.
c) Organizational Integration of Risk Management Practices	The SVP of Public Affairs and Sustainability has responsibility for tracking and managing performance to metrics and targets in partnership with partners across the company and ensuring that understanding of climate risk informs our business strategy, mitigation and strategic plans. This work is in partnership with teams across the company and informed by engagement with a spectrum of stakeholders including employees, investors, government regulators, NGOs, reporting organizations, trade associations and others within and beyond the aviation industry. Due to the cross-functional nature of climate-related risks, responsibility for managing such risks is integrated into various business units. To name a few examples, our environmental affairs team manages climate-related compliance and regulatory risks alongside the real estate and airport development team. The real estate and airport development team is also responsible for managing climate-related risks to our facilities and critical systems. The supply chain team manages fuel-related risks. As detailed in the governance section, members from these teams are represented in the climate related working groups and provide regular input to the ESG Executive Steering to ensure organizational alignment and effective management.

AAG TCFD INDEX

METRICS AND TARGETS

DISCLOSURE INDEX	RESPONSE
a) Metrics used by the Organization b) Scope 1 & 2 GHG Emissions, Scope 3 GHG Emissions c) Targets used by the Organization to Manage Climate Related Risks	In 2020, we published our short and long-term commitments to address our climate impact. These targets include: • Be the most fuel-efficient domestic airline • Achieve carbon neutral growth through 2025 • Achieve net zero in our carbon footprint by 2040 • Reduce GSE climate emissions by 50% To achieve these ambitious goals, we have integrated a carbon intensity metric in our all-employee performance-based pay plan. On an annual basis, we track and report an extensive list of energy and carbon metrics which include: • Scope 1 emissions from leased/owned aircraft, vehicles and facility heating • Scope 2 emissions from electricity consumption • Carbon intensity and aircraft energy intensity per seat and per passenger • Non-renewable aircraft fuel consumption • Non-renewable vehicle fuel consumption* • Sustainable aviation fuel consumption • Facility energy consumption* Our Scope 1 & 2 GHG emissions and energy consumption data can be found on [p. 29-30 in this report], and for past years on page 18-19 in the 2020 lift report. We began disclosing our greenhouse gas emissions for the company in 2009. We are working towards calculating and ensuring internal awareness of our value-chain emissions (scope 3) with potential public disclosure to come in future years.

**Energy consumption and vehicle fuel are tracked through Engie, which includes all paid through the Engie system but has some limitations for sources for which this is not the case. Data from leased facilities is also pulled and included. We are in process of building more complete data systems and these processes are subject to continuous improvement.*