Sun Country Airlines

June 2022

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We include statements and information in this presentation concerning our industry ranking and the markets in which we operate, including our general expectations and market opportunity, which are based on information from independent industry organizations and other third-party sources (including a third-party market study, industry publications, surveys and forecasts). While we believe these third-party sources to be reliable as of the date of this presentation, we have not independently verified any third-party information and such information is inherently imprecise. In addition, projections, assumptions and estimates of the future performance of the industry in which we operate and our future performance are necessarily subject to a high degree of uncertainty and risk due to a variety of risks. These and other factors could cause results to differ materially from those expressed in the estimates made by the independent parties and by us.

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This presentation contains forward-looking statements, which involve risks and uncertainties. These forward-looking statements are generally identified by the use of forward-looking terminology, including the terms "anticipate," "believe," "continue," "could," "estimate," "expect," "intend," "likely," "may," "plan," "possible," "potential," "predict," "project," "should," "target," "will," "would" and, in each case, their negative or other various or comparable terminology. All statements other than statements of historical facts contained in this presentation, including financial guidance and projections and statements regarding our strategy, future operations, future financial position, future revenue, projected costs, prospects, plans, objectives of management and general economic trends and trends in the industry and markets are forward-looking statements. These statements involve known and unknown risks, uncertainties and other important factors that may cause our actual results, performance or achievements to be materially different from any future results, performance or achievements expressed or implied by the forward-looking statements. Certain of these risks are identified and discussed in our filings with the Securities and Exchange Commission. These forward-looking statements reflect our views with respect to future events as of the date of this presentation and are based on assumptions and subject to risks and uncertainties. Given these uncertainties, you should not place undue reliance on these forward-looking statements. We undertake no obligation to update any forward-looking statements, whether as a result of new information, future events or otherwise after the date of this presentation.

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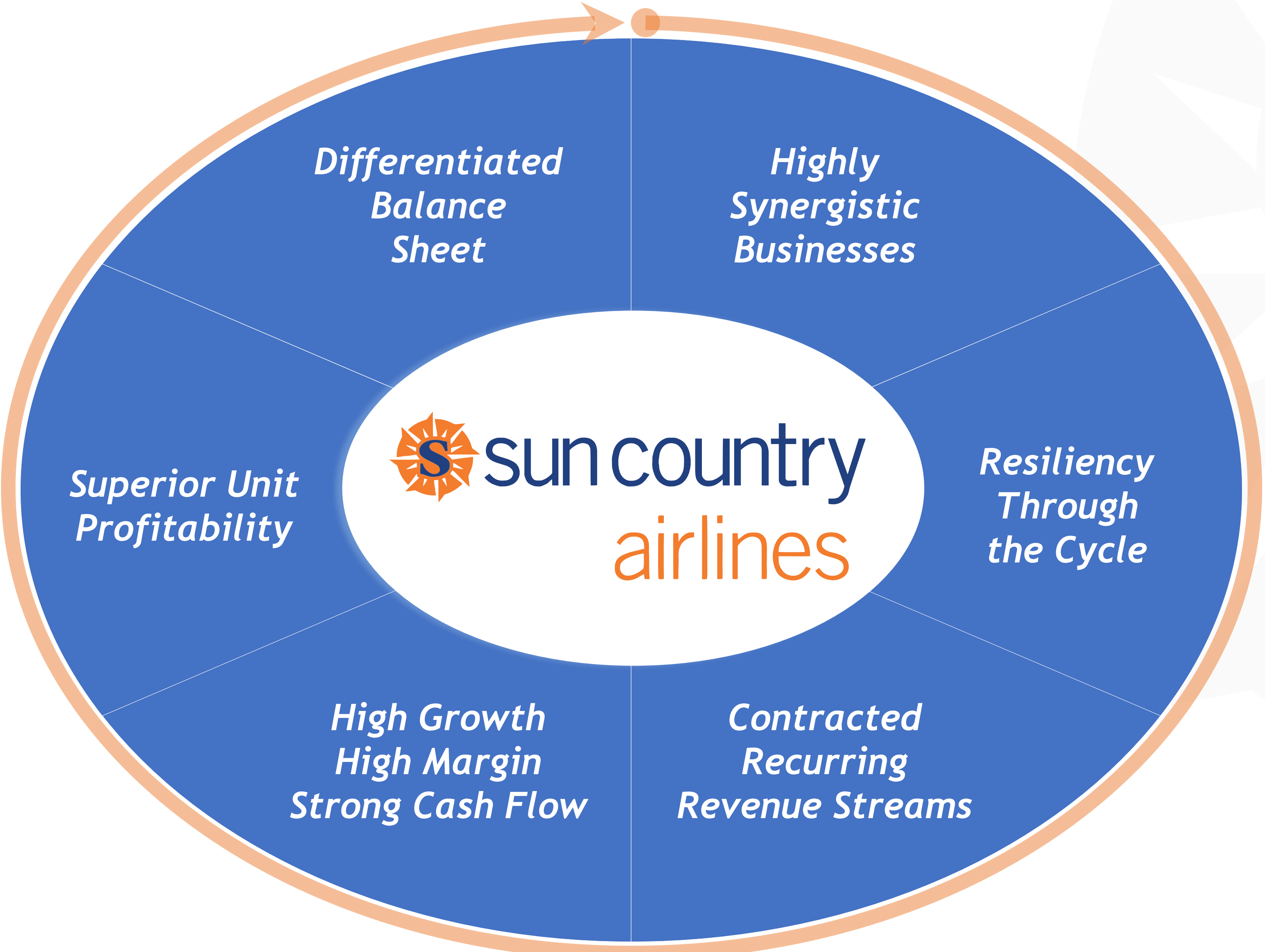
This presentation includes certain non-GAAP financial measures, including Adjusted EBIT, Adjusted EBIT Margin, Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted Operating Income, Adjusted Operating Income Margin, Adjusted Net Income, Adjusted CASM and free cash flow. These non-GAAP financial measures are not measures of financial performance in accordance with GAAP and may exclude items that are significant in understanding and assessing our financial results. Therefore, these measures should not be considered in isolation or as an alternative or superior to GAAP measures. You should be aware that our presentation of these measures may not be comparable to similarly-titled measures used by other companies. Please see the reconciliations included in the Appendix to this presentation.

Business Overview

Differentiated and Unique Aviation Company



Sun Country was built to generate best in class performance in most environments

Uniquely Resilient Business

More Stable Earnings & Cash Flow	• Diversified across three lines of business with cross utilization of pilots and aircraft • Approximately one-third of revenue comes from Cargo and Charter businesses, featuring long-term stable contracts
Profitability Not Utilization Dependent	• Flexible scheduling approach targets flying at maximum unit revenue opportunities and flying is limited in “trough” periods • Low cost-mid-life fleet strategy keeps aircraft costs low
Leisure Focus	• Well positioned to capitalize on return of vacationers and VFR passengers • Position as premier leisure carrier at MSP has allowed Sun Country to grow and attain significant market share
Fuel Cost Pass-Through	• Charter and Cargo customers responsible for fuel costs which provides a natural hedge on approximately one-third of our usage • Q1 2022 fuel costs represent 28.5% of Sun Country’s revenue versus a 35.5% average at comparable carriers[1]

1. Comparable carriers includes Allegiant, Frontier and Spirit.

Unique, Diversified Business Model

Sun Country Business Line Synergies

1 Passenger Leisure
(~68% of Revenue[1])

- Unique low cost airline with focus on leisure travel
- Flexible capacity model focused on peak demand
- Greater resilience and growth opportunities than other passenger carriers

2 Charter
(~19% of Revenue[1])

- A leader in U.S. narrowbody charter
- Contracted recurring revenue with pass-through costs (including fuel)
- Large, stable customer base

3 Cargo
(~13% of Revenue[1])

- Long-term asset-light contract with pass-through costs
- High margins and cash flows
- Partnership with one of the fastest growing companies globally

Approximately 1/3 of fuel usage is paid for by Charter and Cargo customers

Shared Foundational Assets

Aircraft	Pilots	Shared Services
Standard fleet of 41 Boeing 737s that are used across scheduled service and charter; 12 737 Freighters used for Cargo	482[2] Pilots that serve across the entire set of assets	An already lean operation supporting the entire set of assets

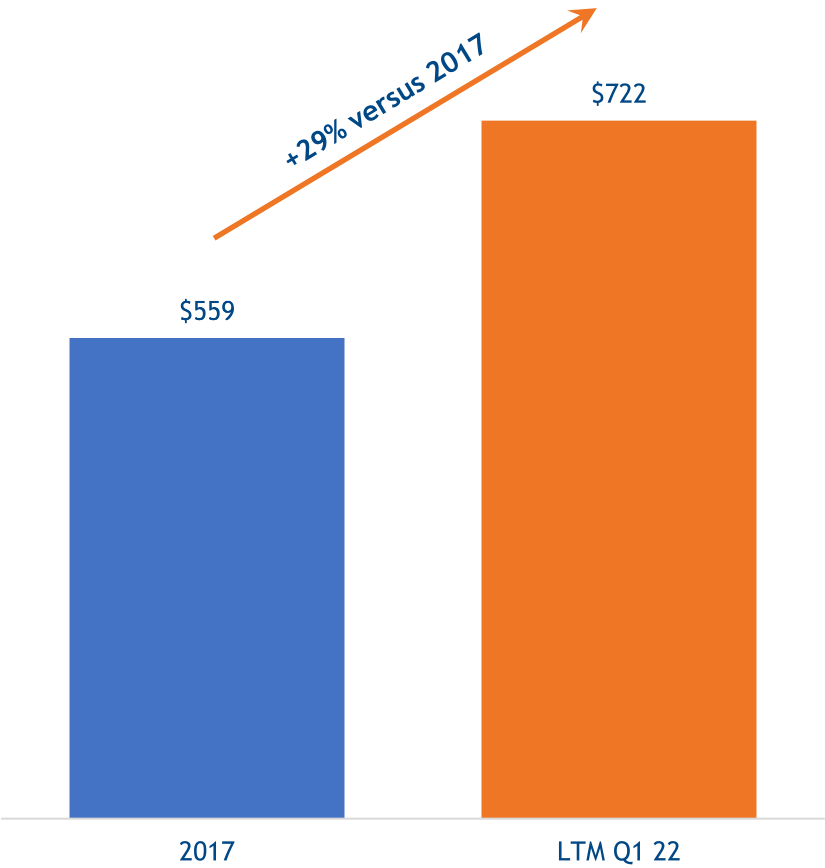
Sun Country's symbiotic business lines share assets to maximize operating leverage

1. Percentage of total revenue as of LTM March 31, 2022.
2. As of April 30, 2022.

Business Model Has Facilitated Rapid Growth…

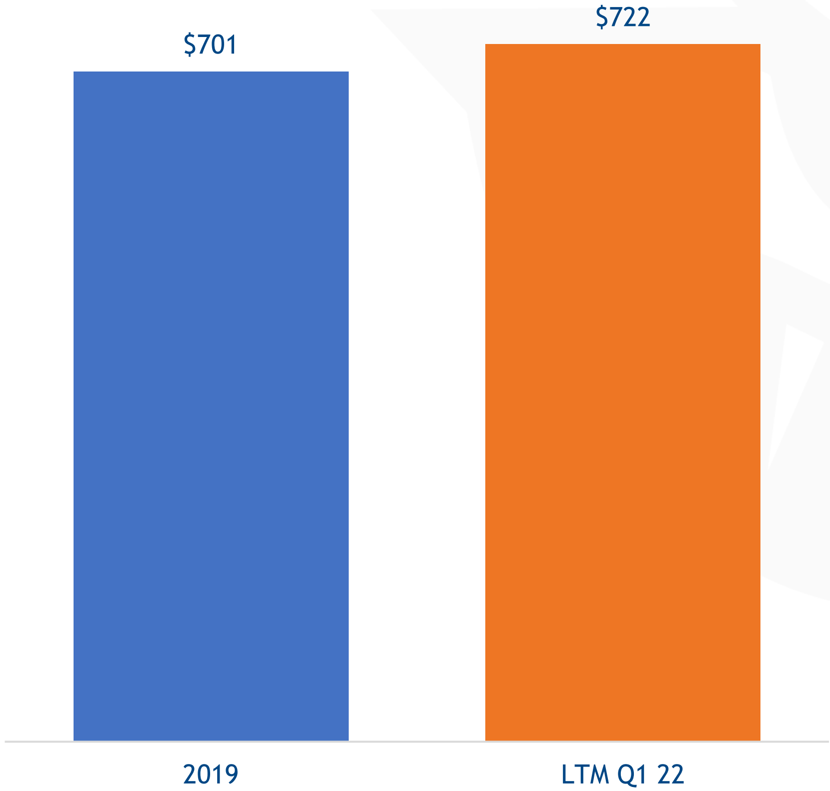
Significant Growth Since 2017…

(Revenue, $mm)



…Already Exceeding 2019 Levels

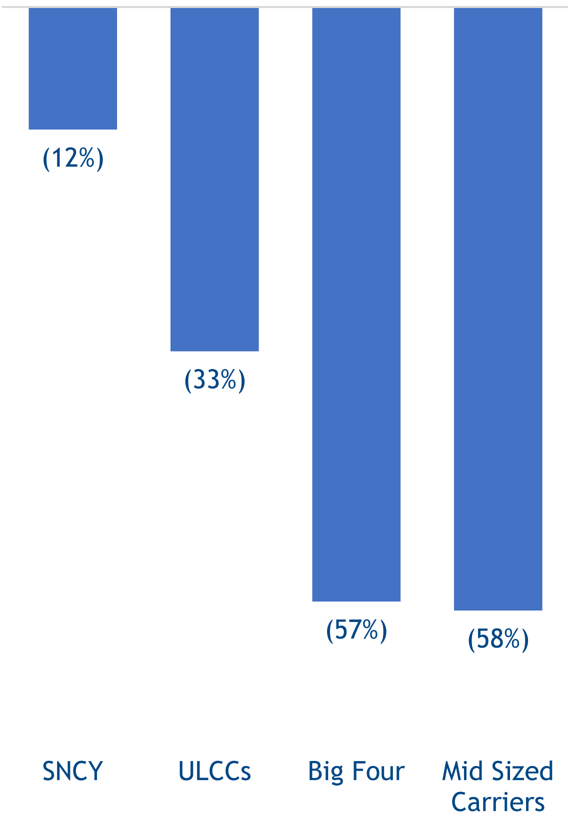
(Revenue, $mm)



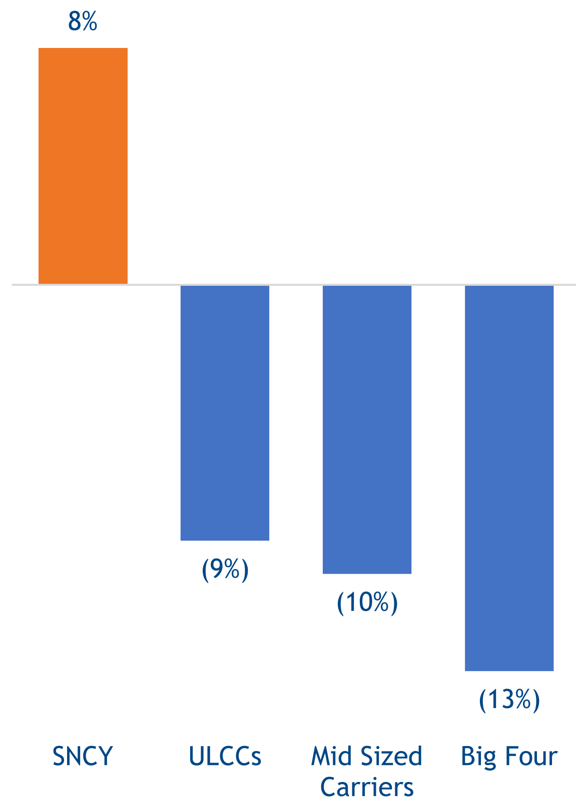
Our financial performance has demonstrated growth and resilience inherent in our business model

…And Outperformance in COVID and Through the Recovery

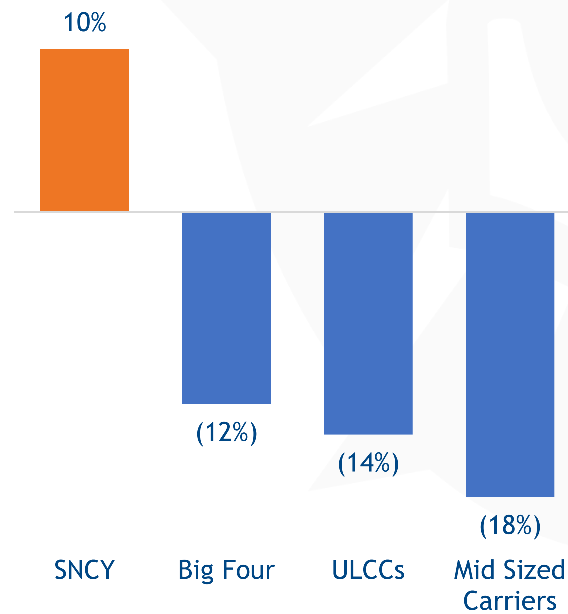
2020 Adj. EBIT Margin



2021 Adj. EBIT Margin



Q1 2022 Adj. EBIT Margin[1]

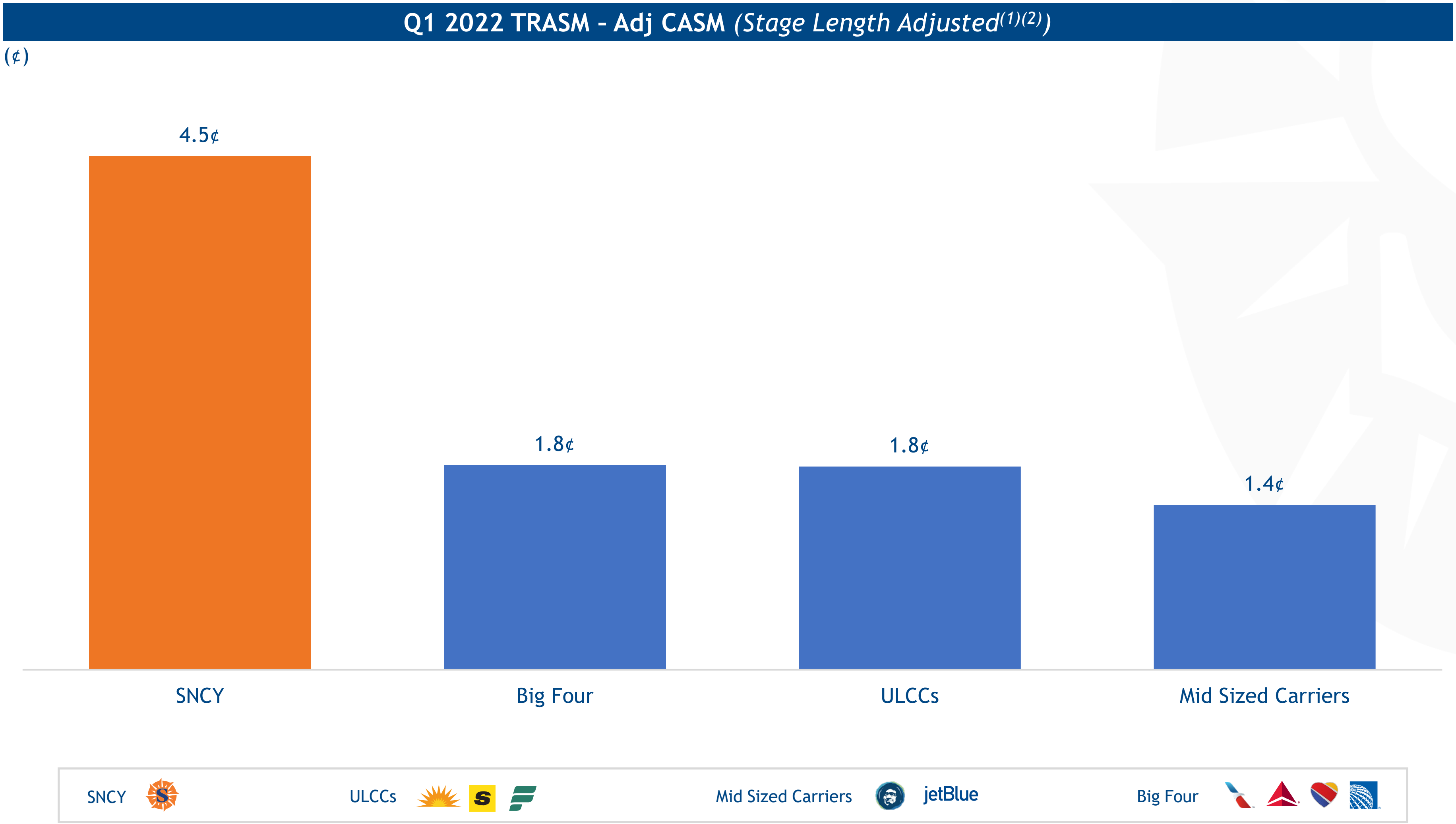


SNCY | ULCCs | Mid Sized Carriers jetBlue | Big Four

Our business model results in stability through the cycle, outperforming the industry during the depths of COVID

Source: Public filing.

Model Generates Highest Unit Profits

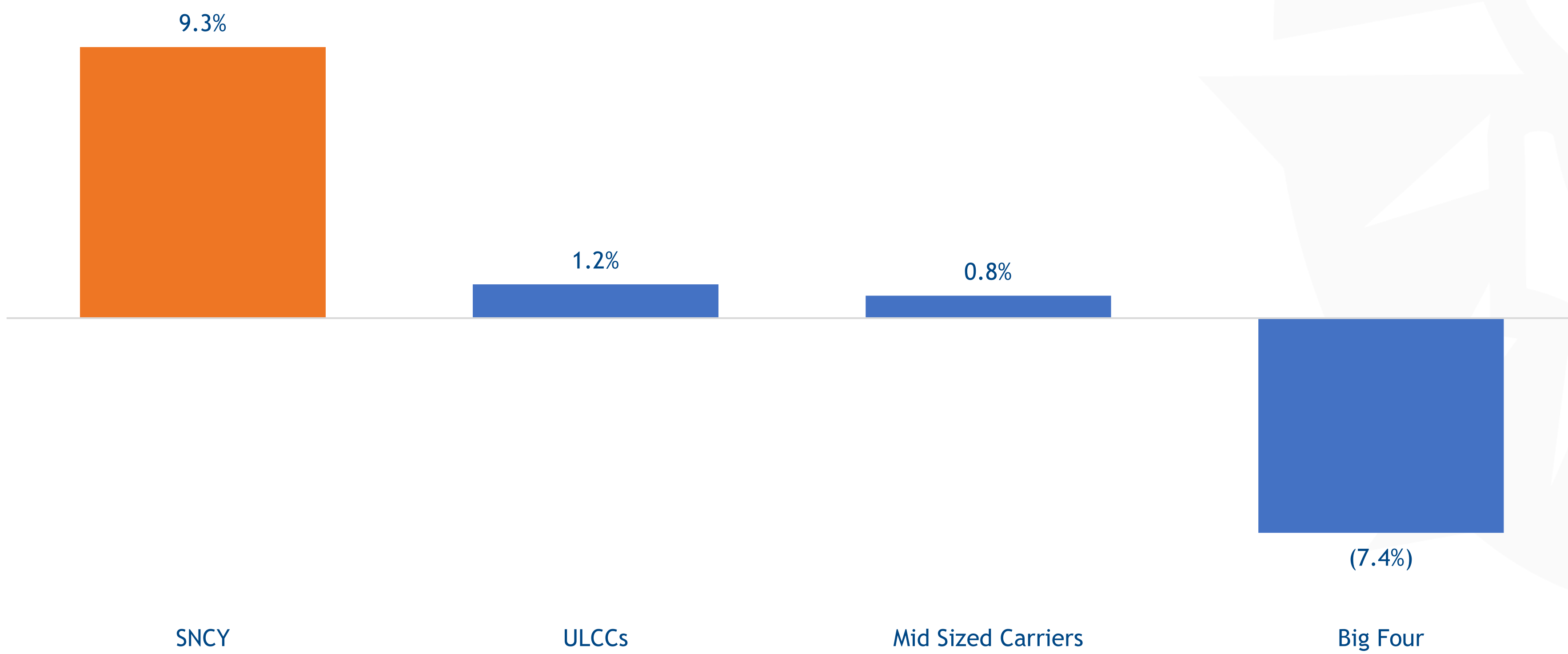


Spread between passenger unit revenue and unit cost is the best in the industry; results exclude cargo flying which further improves earnings

Source: Public filings, Diio Mi.
1. Stage length adjusted to SNCY stage length of 1,336.
2. Adj. CASM is adjusted for special items and excludes fuel. Sun Country TRASM and Adjusted CASM exclude cargo.

Industry-Leading Free Cash Flow Yield

2021 Free Cash Flow as a % of Revenue[1]

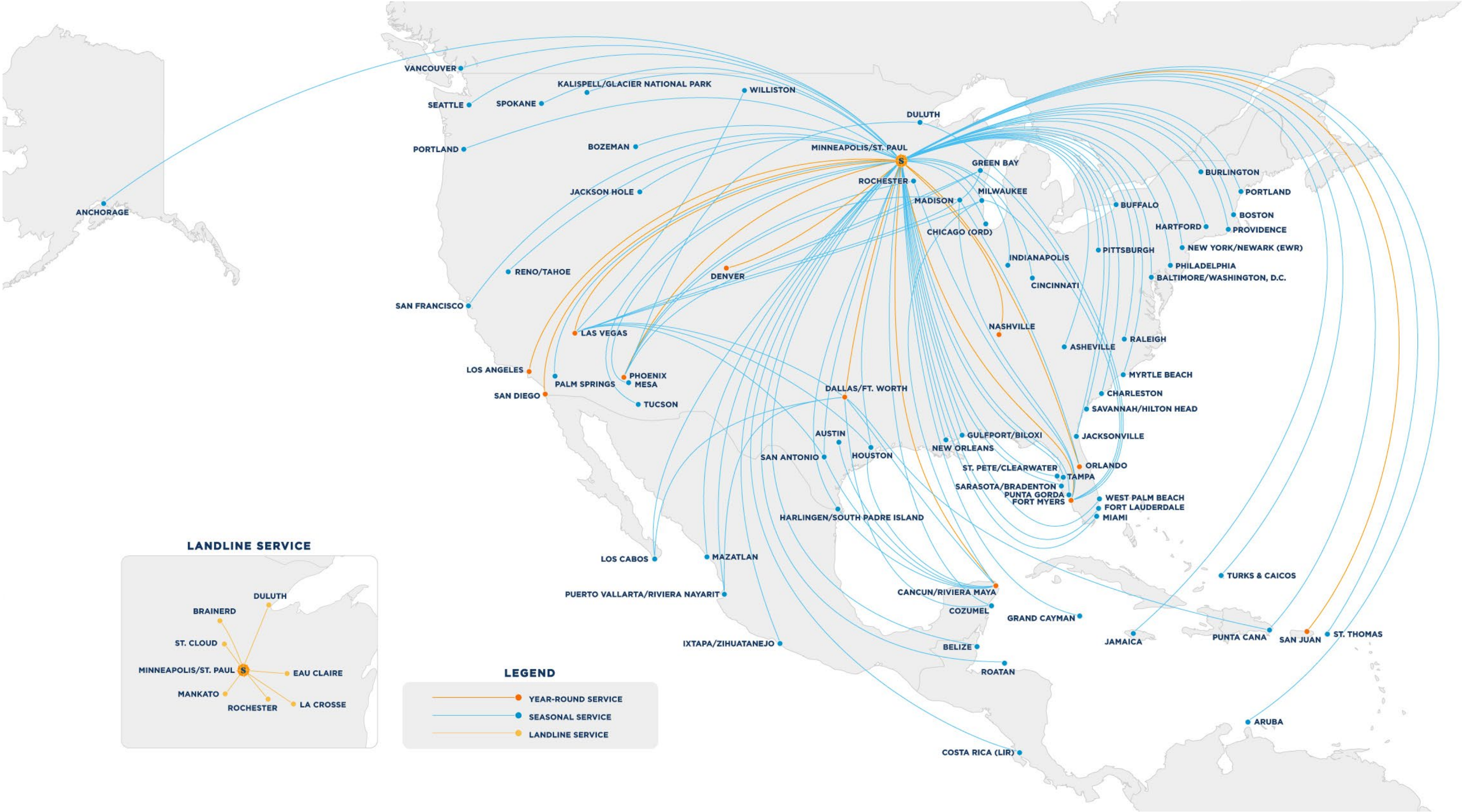


SNCY | ULCCs | Mid Sized Carriers jetBlue | Big Four

Our asset-light, high margin businesses generate meaningful free cash flow

Source: Public filings.
1. Free cash flow defined as cash flow from operations less estimated maintenance capex (non aircraft capex) – excludes cash receipts from CARES Act grants.

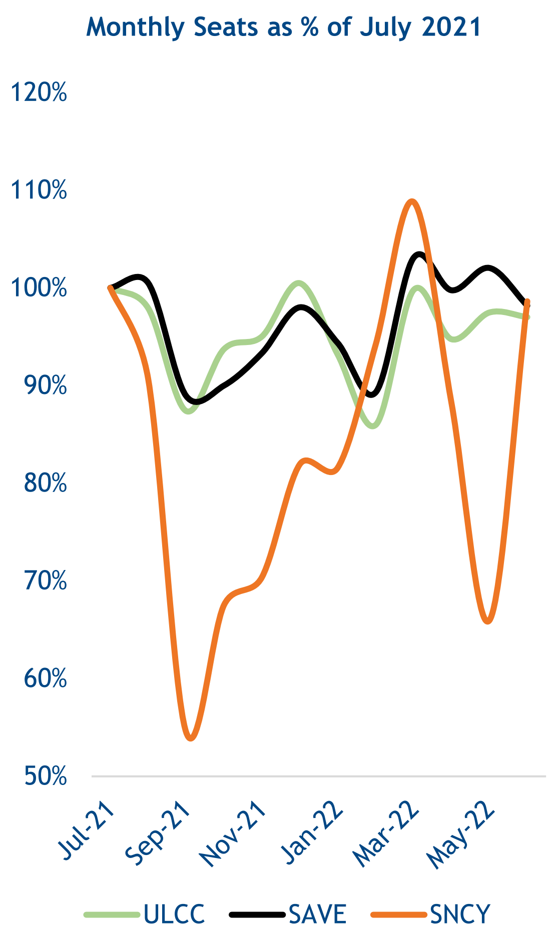
Flexible Scheduled Service Route Network

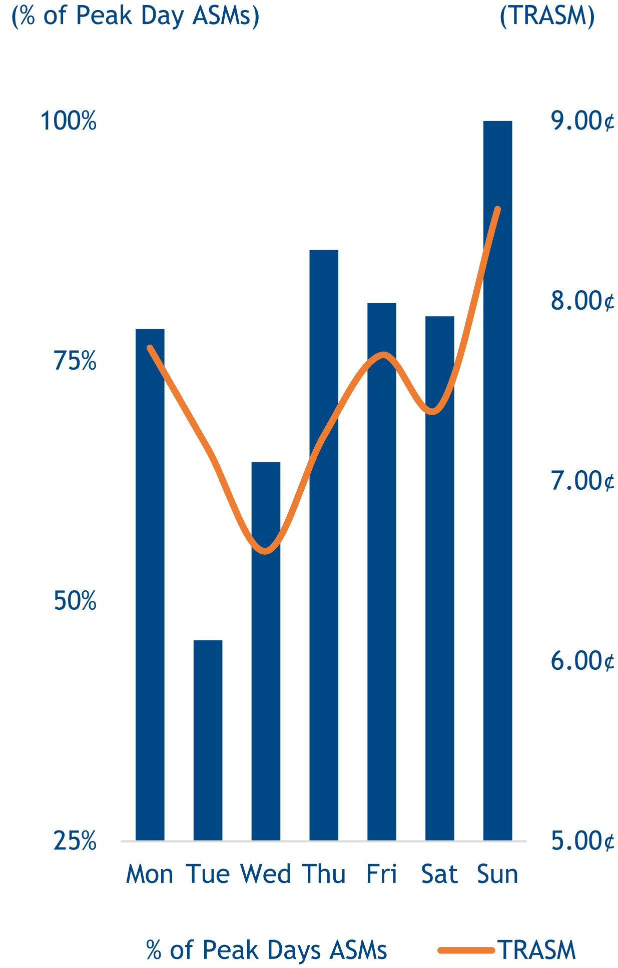


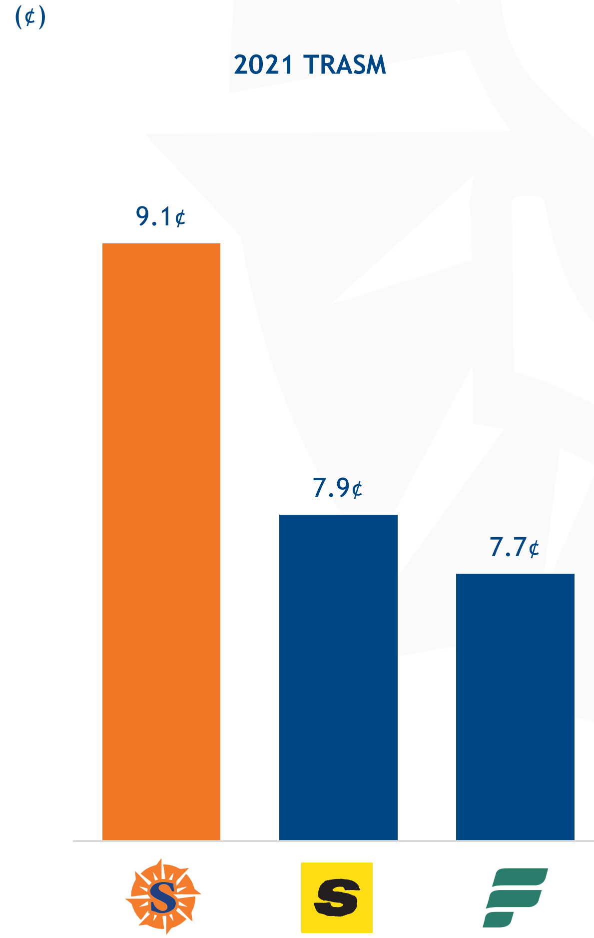
~97% of our markets are seasonal which reflects demand trends of our customer

Agile Passenger Capacity Built to Capture Highest Unit Revenues

Seasonal Demand Dictates Monthly Schedule	Day-of-Week Capacity Determined by Demand Patterns[1]	Results in Higher Unit Revenue Versus High Utilization Peers







Unlike other passenger airlines, we quickly shift our capacity to focus flying during peak demand to maximize our yields

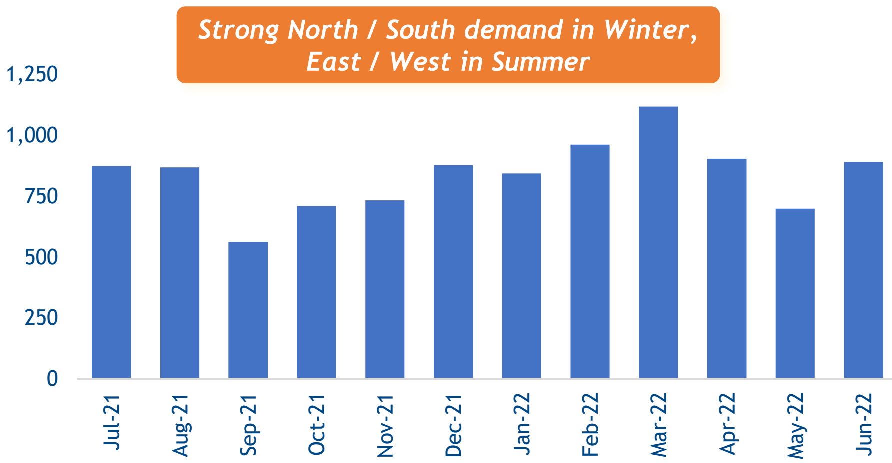
Source: Diio Mi.
1. Based on FY2021 data.

Experts in Executing a Seasonal Network

Departures by Month at Three of Our Largest Cities

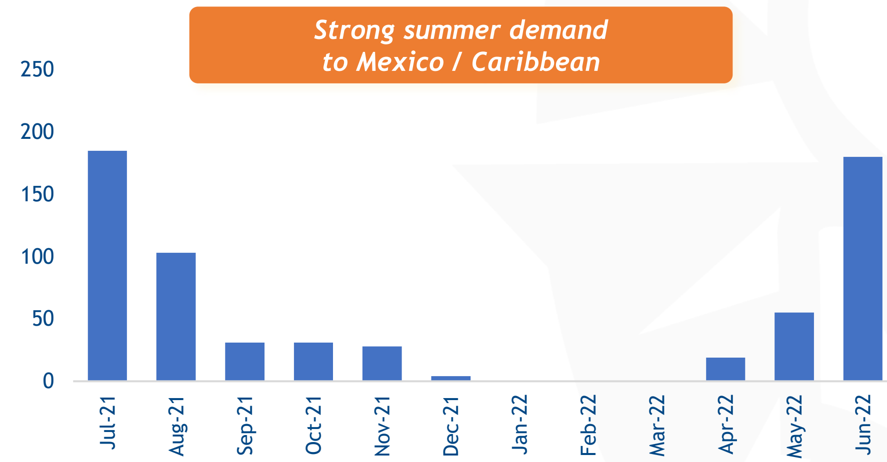
MSP Departures

(# of Departures)



DFW Departures

(# of Departures)



Top 5 Destinations from MSP in…

March 2022

- RSW
- MCO
- PHX
- CUN
- LAS

47% of Departures

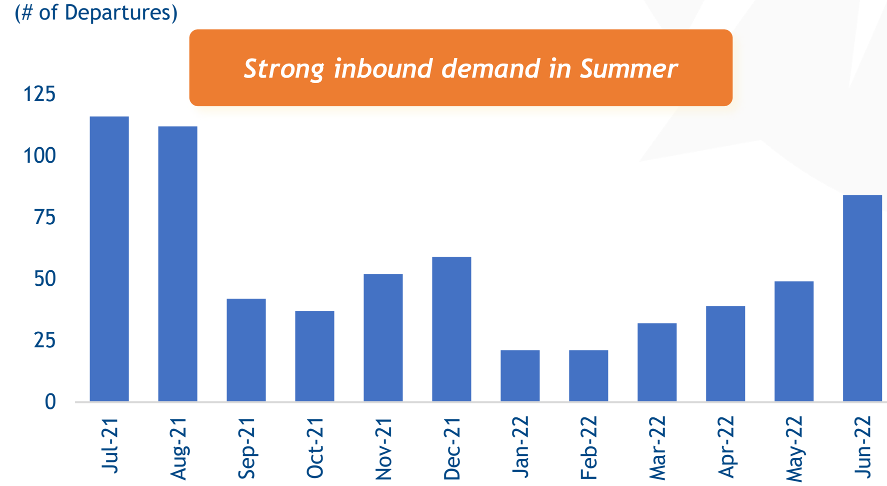
July 2022

- LAX
- SFO
- LAS
- SEA
- ANC

34% of Departures

LAX Departures

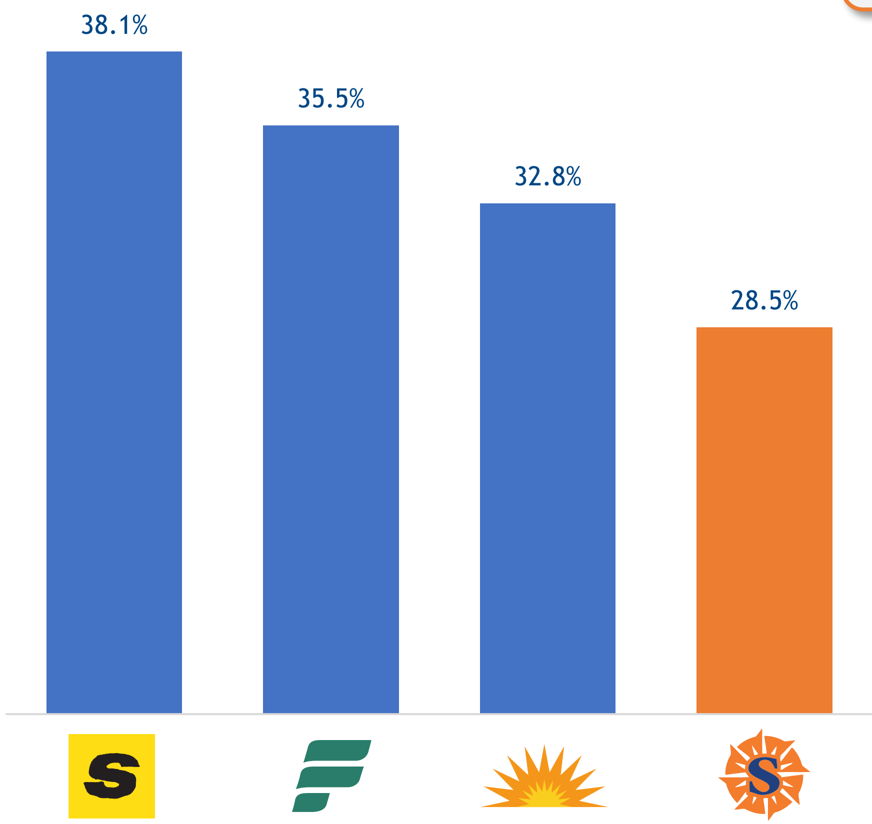
(# of Departures)



We only fly when and where demand exists

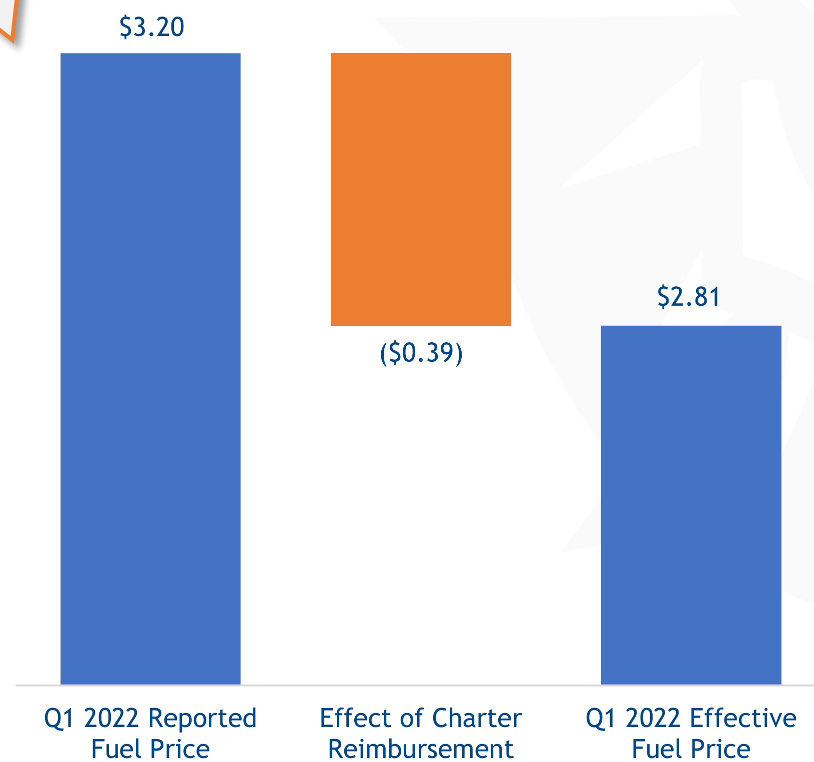
Unique Ability to Pass Through Fuel Costs

Q1 2022 Fuel Expense as a % of Revenue



Q1 2022 Effective Fuel Expense per Gallon

Excludes Cargo, where Amazon pays for 100% of the fuel cost



Our unique and diversified business limits our exposure to fuel more so than peers

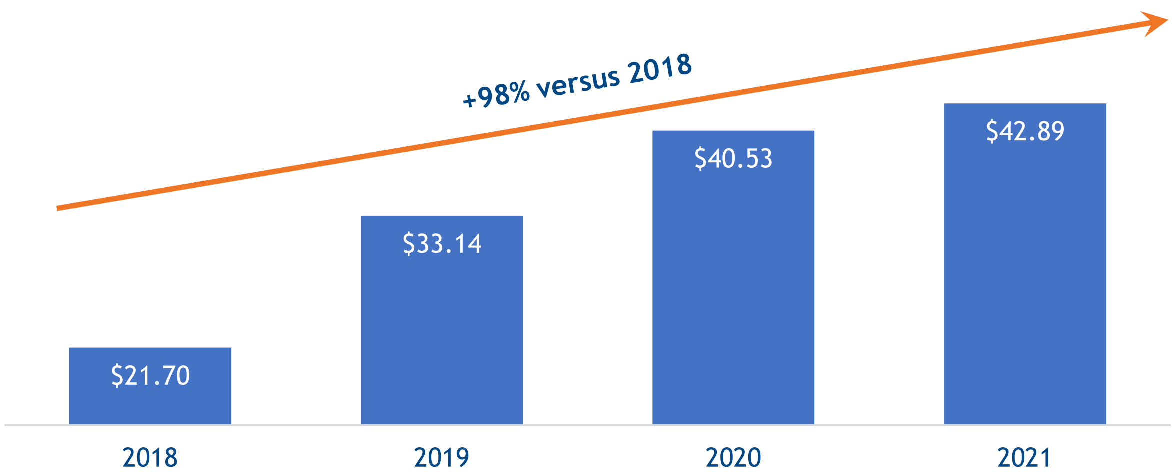
Source: public filings.

We Offer A High-Quality Product

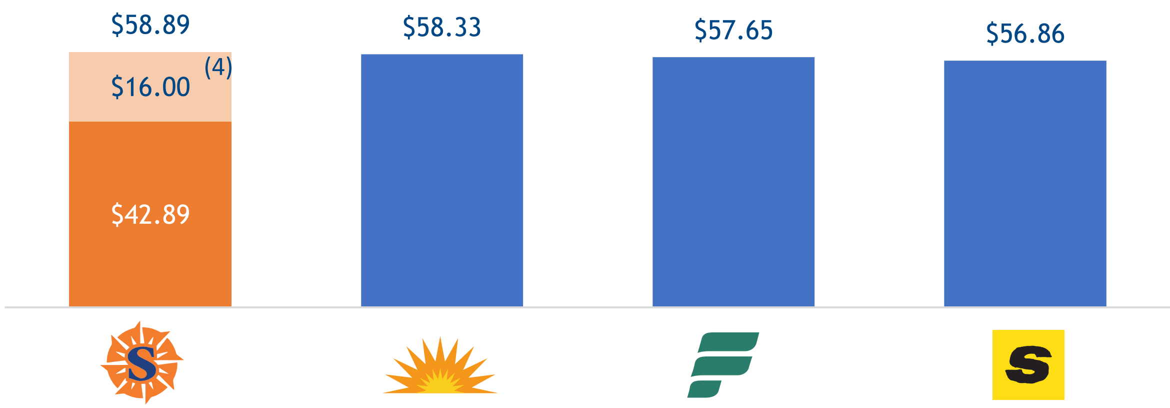
	Weighted Average Seat Pitch	Seat Recline	In-Flight Entertainment	In-Seat Power	Free Beverage
sun country airlines	31”	✓	✓	✓	✓
Southwest	32”	✓	✓	✓	✓
allegiant	30”	✗	✗	✗	✗
FRONTIER AIRLINES	30”	✗	✗	✗	✗
spirit	28”	✗	✗	✗	✗

Leader in Ancillary Revenue Generation

Ancillary Revenue per Passenger Growth Range[1]



2021 Ancillary Revenue per Passenger[2][3]



Benefits of Ancillary Revenue

- Allows airline to lower base ticket fares which stimulates passenger growth
- Stickier than base ticket fares – ancillary revenue does not traditionally decline in weak demand environments
- Easier to grow than base ticket fares
- Passengers only pay for what they want

Ancillary revenue per passenger has grown rapidly and Sun Country is now the industry leader

1. Includes ancillary and other revenue per passenger.
2. Includes seats, baggage and other ancillary air revenue.
3. $42.89 is 2021 ancillary revenue per passenger. $16 is a passenger interface fee that went into effect April 2022 and is based upon an estimate of the average passenger interface fee charged via suncoutry.com and third-party purchase options. $58.89 assumes the passenger interface fee was in effect for full year 2021.
4. There can be no assurance that projections or estimates of future performance will be realized.

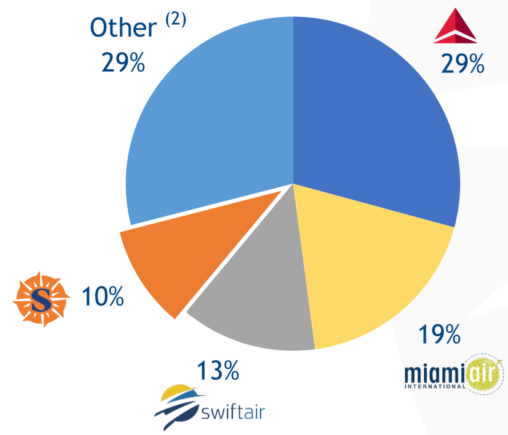
Differentiated, Leading Charter Business

NCAA and professional sports, casino/VIP, US military, among other customers

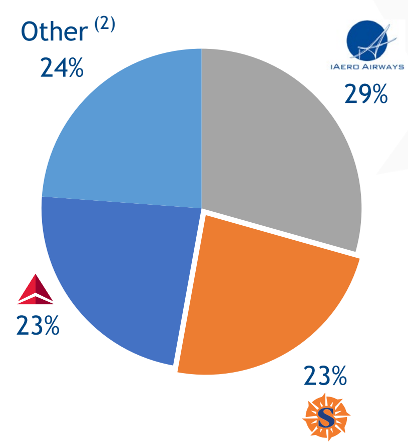
Overview

- High growth and high margin market leader in narrow-body charter market
- Only U.S. scheduled passenger airline with a meaningful charter business
- Scheduled seamlessly with passenger business
- Contract based business provides recurring revenues
- Pass through fuel costs in Q1 resulted in a 12% reduction in effective fuel price per gallon

2014 Domestic Narrowbody Charter Block Hours



2021 Domestic Narrowbody Charter Block Hours[1]



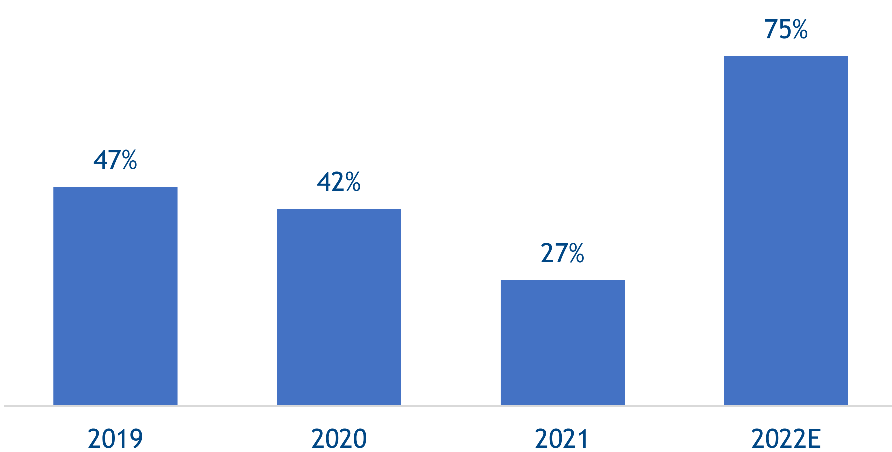
Charter revenue and block hours are growing following the COVID downturn

Source: Diio Mi, DOT T-100.
1. Based on year-end October 2021 passenger block hours.
2. Includes airlines that provide less than 10%.

More Business Under Charter Contracts

Recent New Customers	Details
MLS	• 5 year agreement to provide charter service to all Major League Soccer teams - Agreement began at the beginning of 2022
CAESARS	• 5 year agreement to provide charter service for Caesars Entertainment guests - Agreement began in March 2022

Percentage of Charter Block Hours Under Long Term Contracts (1)



Other Select Charter Customers

Beau Rivage
RESORT & CASINO • BILOXI
MGM RESORTS

Don Laughlin's RIVERSIDE RESORT HOTEL & CASINO

UNITED STATES ARMY

UNIVERSITY OF MINNESOTA

KONA EXPRESS

1. There can be no assurance that projections or estimates of future performance will be realized.

Unique, Asset-Light Cargo Business

Overview

- 12 Boeing 737-800 freighter aircraft operated on behalf of Amazon
- Amazon supplies the aircraft, pays for many flight expenses, including fuel and is responsible for all cargo-related activities (including loading / unloading)
- 10 year contract, initial term six years and two, two-year extension options
- Since contract was signed with Amazon in 2019, all of Amazon's new 737 cargo aircraft have been assigned to Sun Country

Key Highlights

✓ Third largest narrowbody cargo operator in the U.S[1]

✓ High margin and cash flow with stable revenue and pass-through cost structure

✓ Asset light business with no ongoing capex

✓ Synergistic with other business lines, leveraging pilots and other shared resources

✓ Partnership with one of the fastest growing companies globally

Statistics

$91mm
LTM Q1 2022 Revenue

100%
Fuel Costs Paid by Amazon

$0
Ongoing Capital Expenditures

11%
Variance in Daily Block Hours, Driving Operational Stability

Partnership between Amazon and a scheduled passenger service carrier with stable, high margin revenue and cash flow

1. Based on LTM Q1 2022 block hours.

Ratified Pilot Contract Unlocks Growth

Key Benefits

- Pay scales and benefits competitive with low-cost peers and on par with current legacy rates by 2025
- First airline to ratify new pilot contract post-COVID, providing predictable costs
- Effect has been reduced attrition and increase in applicants
- Adds flexibility and unlocks potential future cargo growth
- Improves pilot quality of life
- Negotiated in less than 4 months – Cooperation between pilots and management

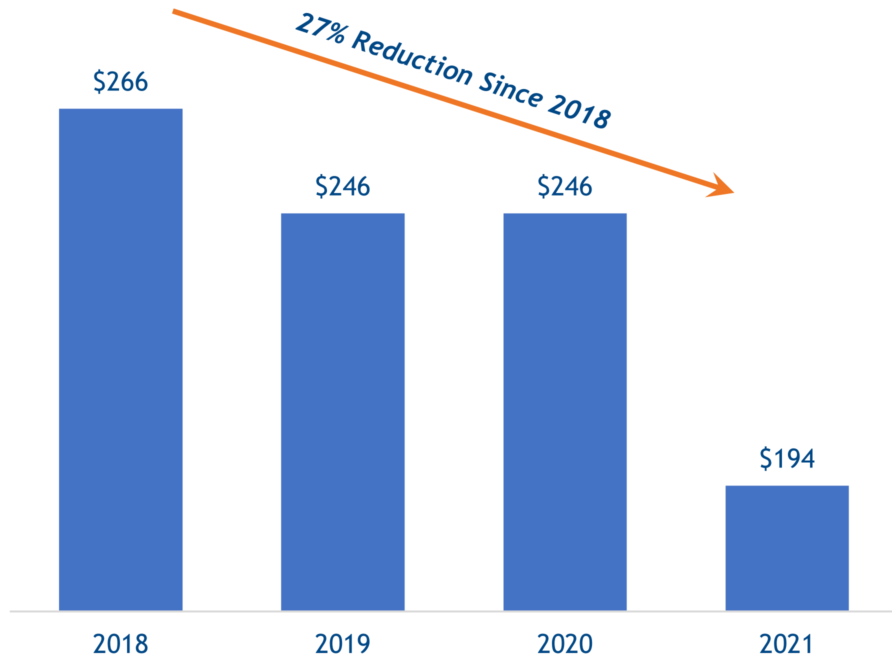
Despite higher pilot cost starting in 2022, Sun Country's strong cost control has resulted in 2022E adjusted operating expenses per block hour being 3% lower than in 2019[1][2]

1. There can be no assurance that projections or estimates of future performance will be realized.
2. Adj cost per block hour = GAAP total operating expense – fuel expense – special items, net / total block hours.

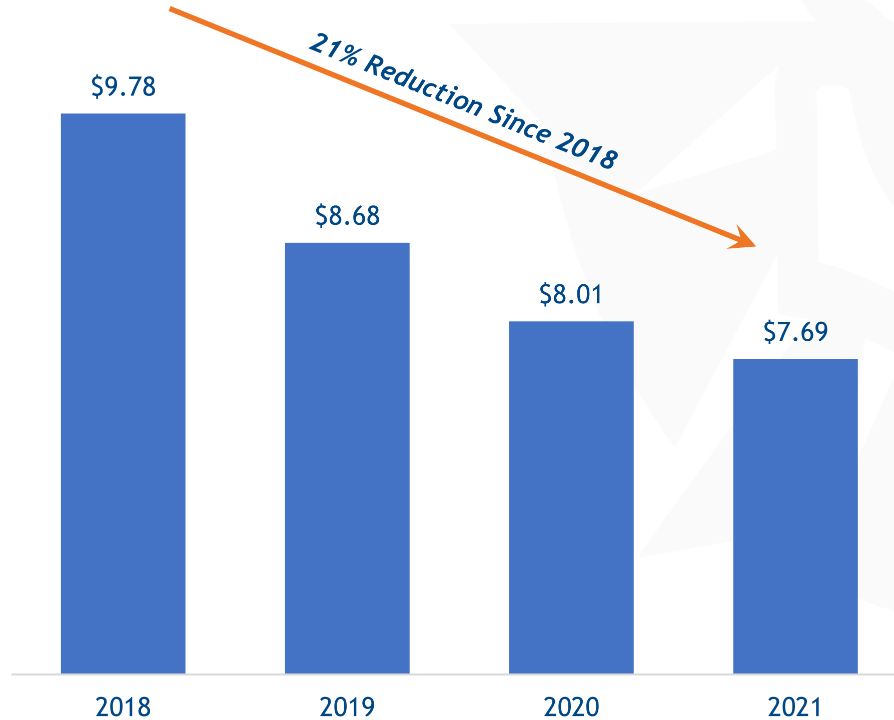
Decline in Key Cost Categories Over Time

Total Expense Per AC[1] Per Month

($000)



Distribution Costs per Passenger[2]



Mix	2018	2019	2020	2021
Direct	59%	52%	74%	74%
Indirect	41%	48%	26%	26%

Combined with high fuel pass through, lower ownership costs further enable Sun Country to maintain high margins during high-fuel price environments

Source: Public filings.

1. Passenger aircraft only, includes rent, debt service and reserve payments.
2. Includes call center, GDS fees, OTA fees, and credit card fees.

Positioned for Continued Growth

Unique Set of Vectors to Propel Growth

Sun Country has multiples levers for growth…

Scheduled Service

- Significant additional MSP growth (same store & new markets) opportunities exist to realize full potential
- Operational flexibility unlocks non-MSP growth
  - Capitalize on seasonal demand spikes; particularly in Q3
- Upper Midwest focus where brand recognition is strong

Charter

- Additional contracted business opportunities in casinos and sports
- Return of ad hoc flying as pilot availability constraints ease
- Select opportunities for dedicated aircraft, similar to current Kona business

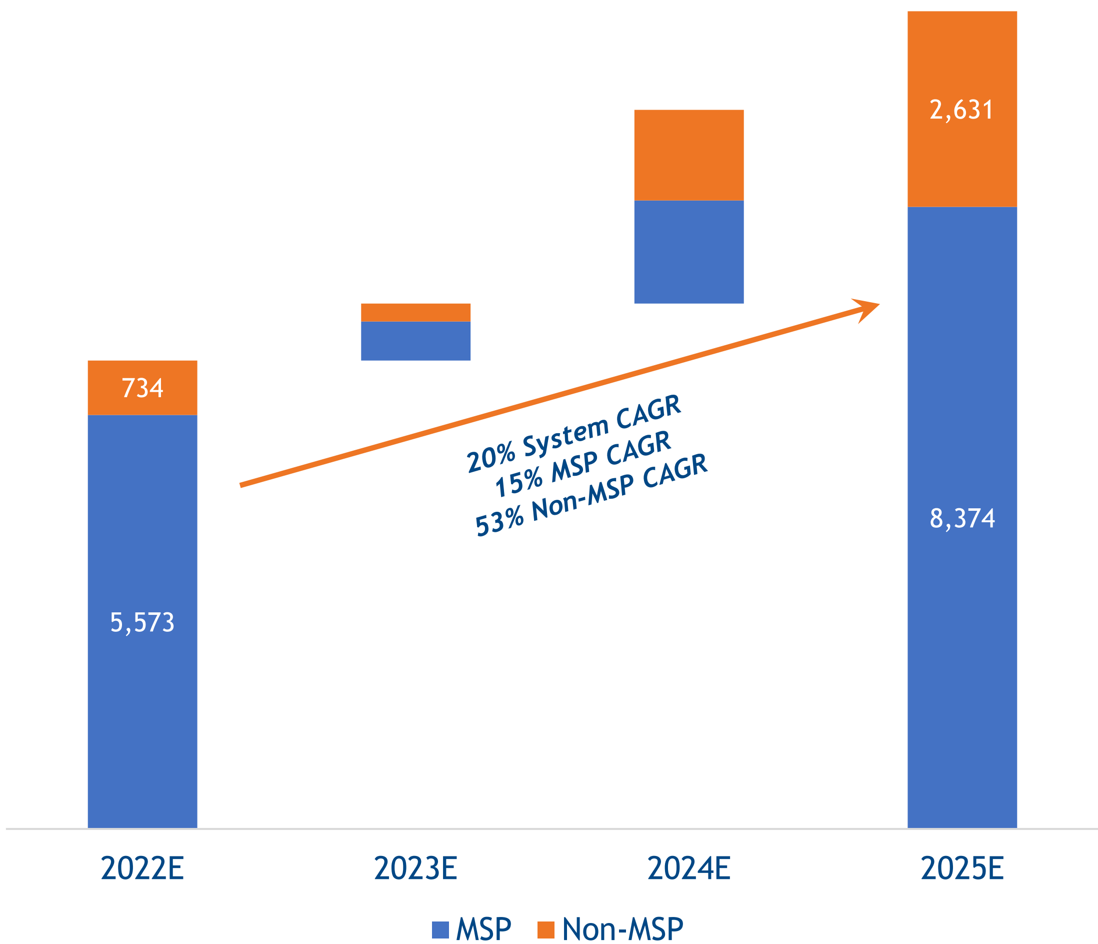
Cargo

- Amazon expected to continue strong growth trends
- Sun Country continues to be a high reliability supplier
- Opportunity to diversify to freight companies

…and is uniquely positioned to pursue the most advantageous growth opportunities across Scheduled Service, Charter and Cargo

Scheduled Service Growth Builds On Capabilities

Sun Country's Scheduled Service Growth Plan[1] *Total ASMs in millions (MSP and non-MSP)*



Non-MSP

- **Super-scraper:** high seasonal peaks in large markets (DFW-CUN)
- **Upper Midwest:** brand extends well, similar seasonalities to MSP
- **Strong profitability:** 2021 margins outperformed MSP
- Added 17 new Non-MSP markets in 2021

MSP

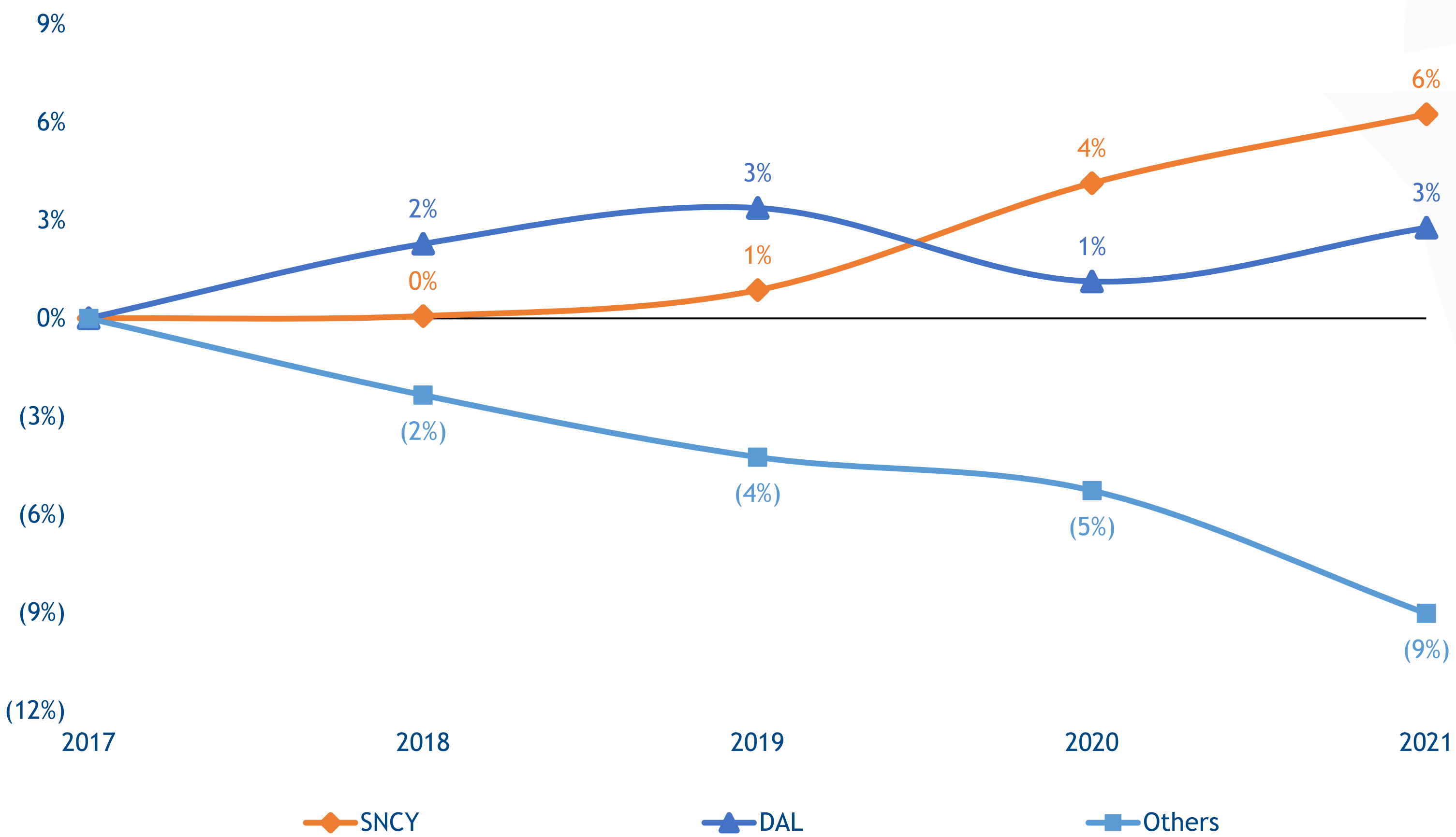
- **Existing markets:** ability to continue growth based on share gains in the market (5 core markets)
- **Significant growth:** still have over 80 unserved markets with more than 30 daily passengers from MSP
- **New market success:** grown nonstop markets by over 40% vs. '19, nearly all met performance threshold
- Added 17 new MSP markets in 2021

Sun Country expects to continue to grow based on "playbook" that has demonstrated successes

1. There can be no assurance that projections or estimates of future performance will be realized.

Sun Country Has Been Growing its Share at MSP

Cumulative Change in MSP Passenger Share Since 2017[(1)(2)]



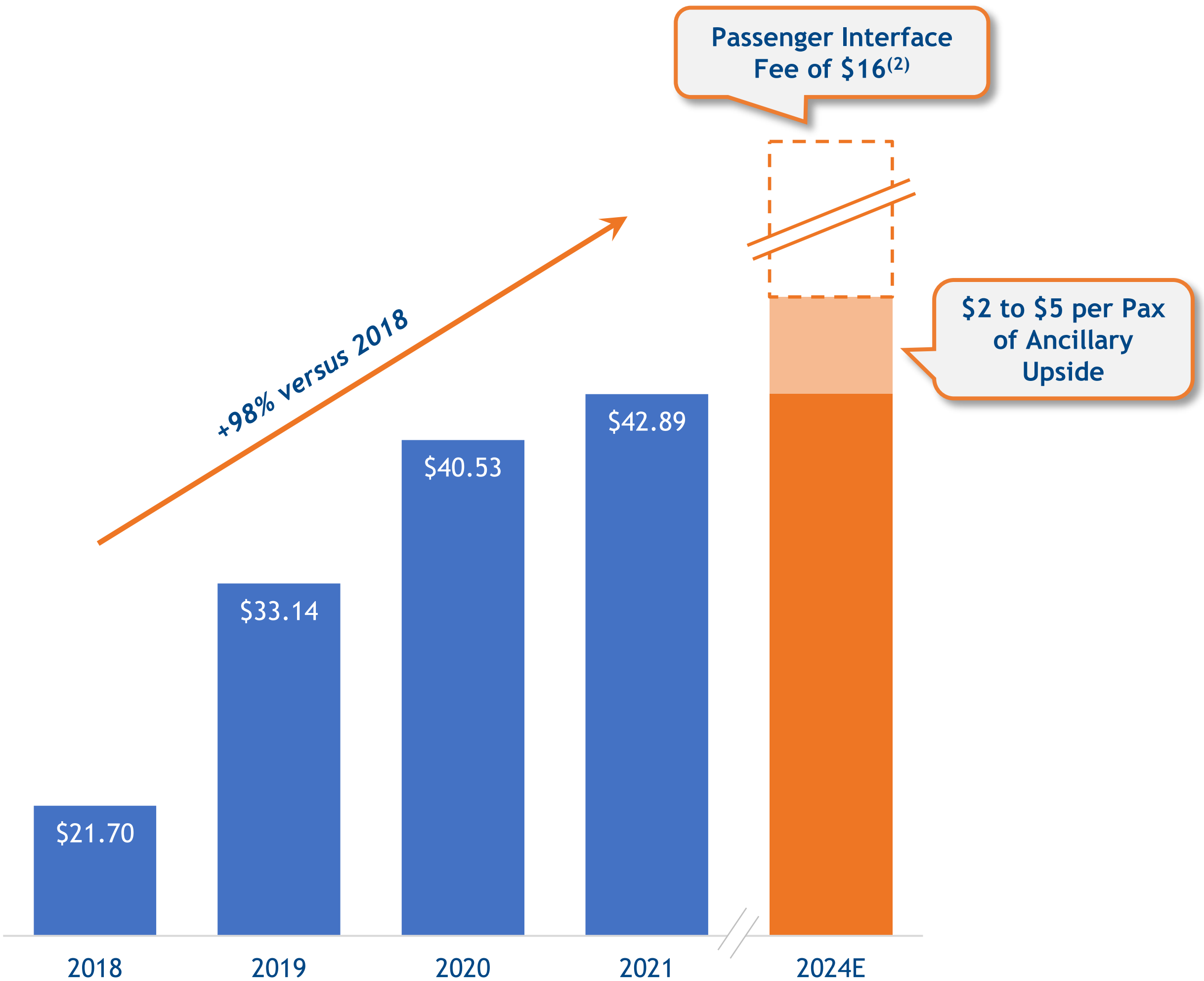
Current Share
18%
58%
23%

Second largest carrier at MSP with significant room to continue taking share from smaller players in the market

Source: Diio Mi, DOT O&D.
1. Based on year-end Q3 passengers per day.
2. SNCY – Sun Country, DAL – Delta.

Ancillary Revenue Growth Potential

Ancillary Revenue per Passenger Growth Range[1][3]



Initiative Areas

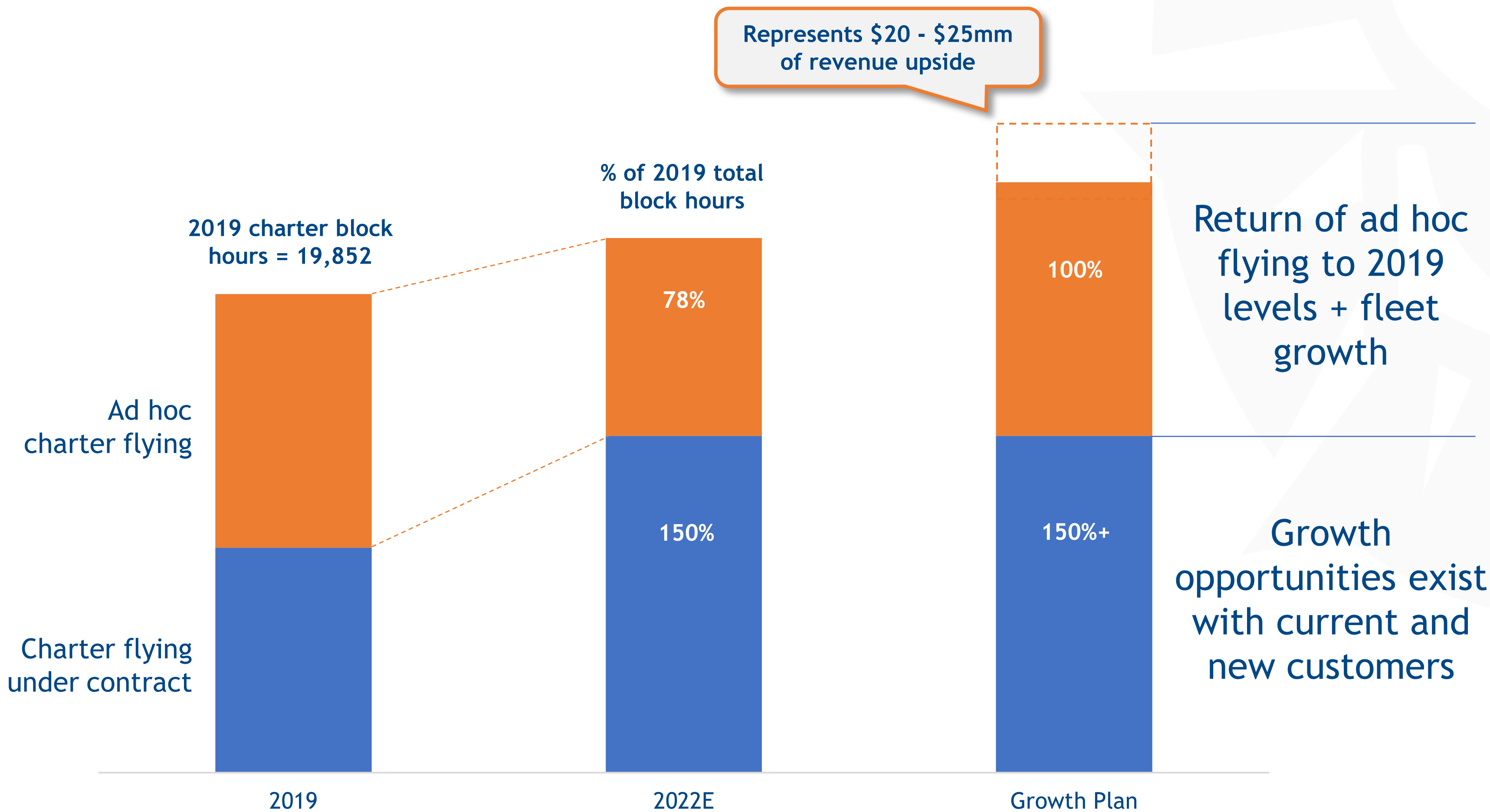
- **Enhanced Merchandising** - improved offer and product presentation on suncountry.com, including bundled ancillary products
- **New Products** - introduction of new product offerings
- **Pricing Optimization** - improved technology enabling enhanced pricing practices, including machine learning
- **3rd Party Products** - continued expansion and optimization of the 3rd party product portfolio

Ancillary revenue per passenger is expected to continue to grow, driven by better merchandising, new products and pricing initiatives

1. Includes ancillary and other revenue per passenger.
2. $16 is a passenger interface fee that went into effect April 2022 and is based upon an estimate of the average passenger interface fee charged via suncoutry.com and third-party purchase options.
3. There can be no assurance that projections or estimates of future performance will be realized.

Charter Flying Growth

Charter Flying[1]

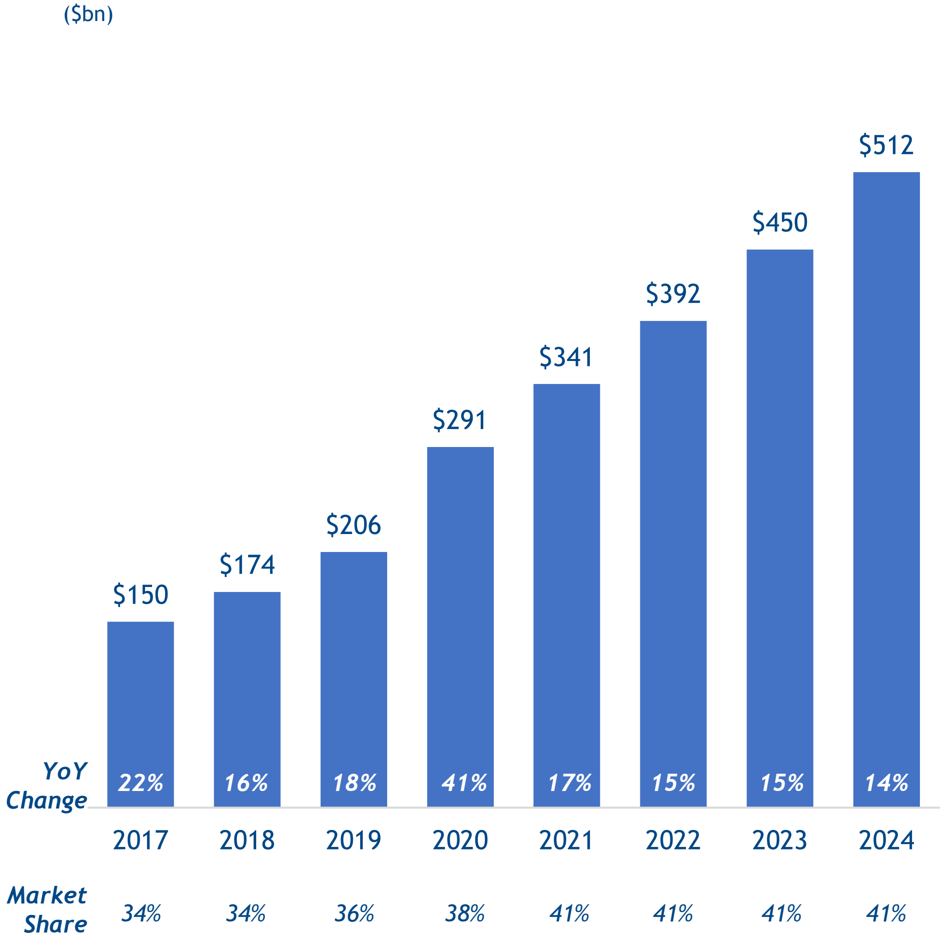


Charter flying under contract has grown by 150% since 2019; return of ad hoc business will drive growth in 2022 and 2023

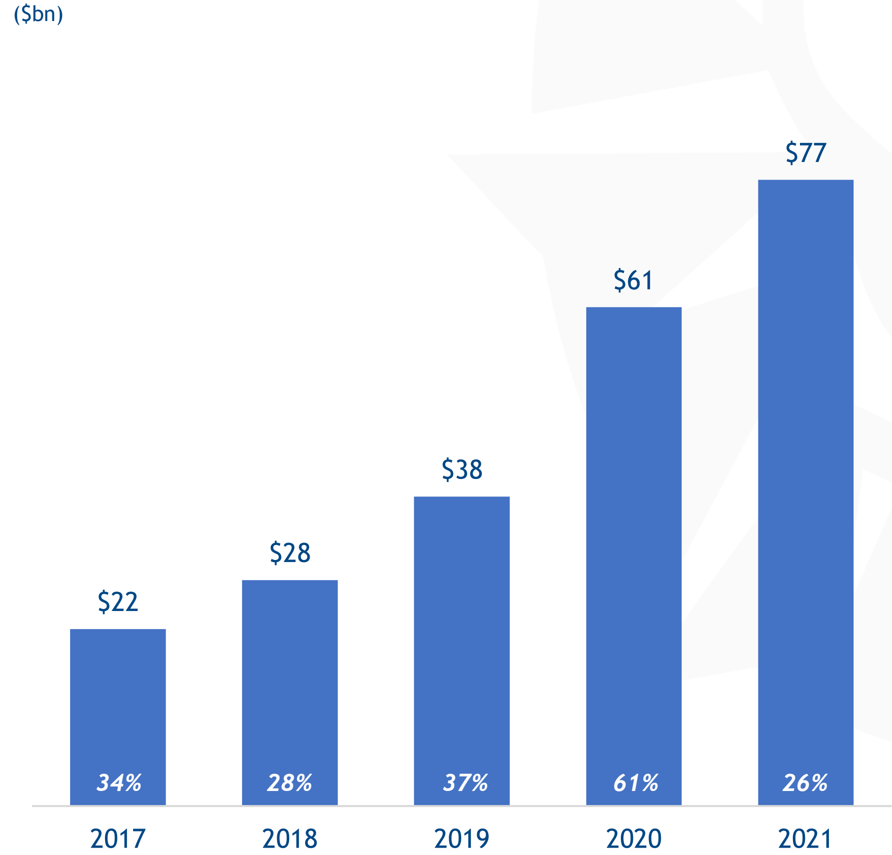
1. There can be no assurance that projections or estimates of future performance will be realized.

Amazon Shipping Requirements to Continue to Grow

U.S. Amazon E-Commerce Revenue[1]



Historic Amazon Delivery Expenditures

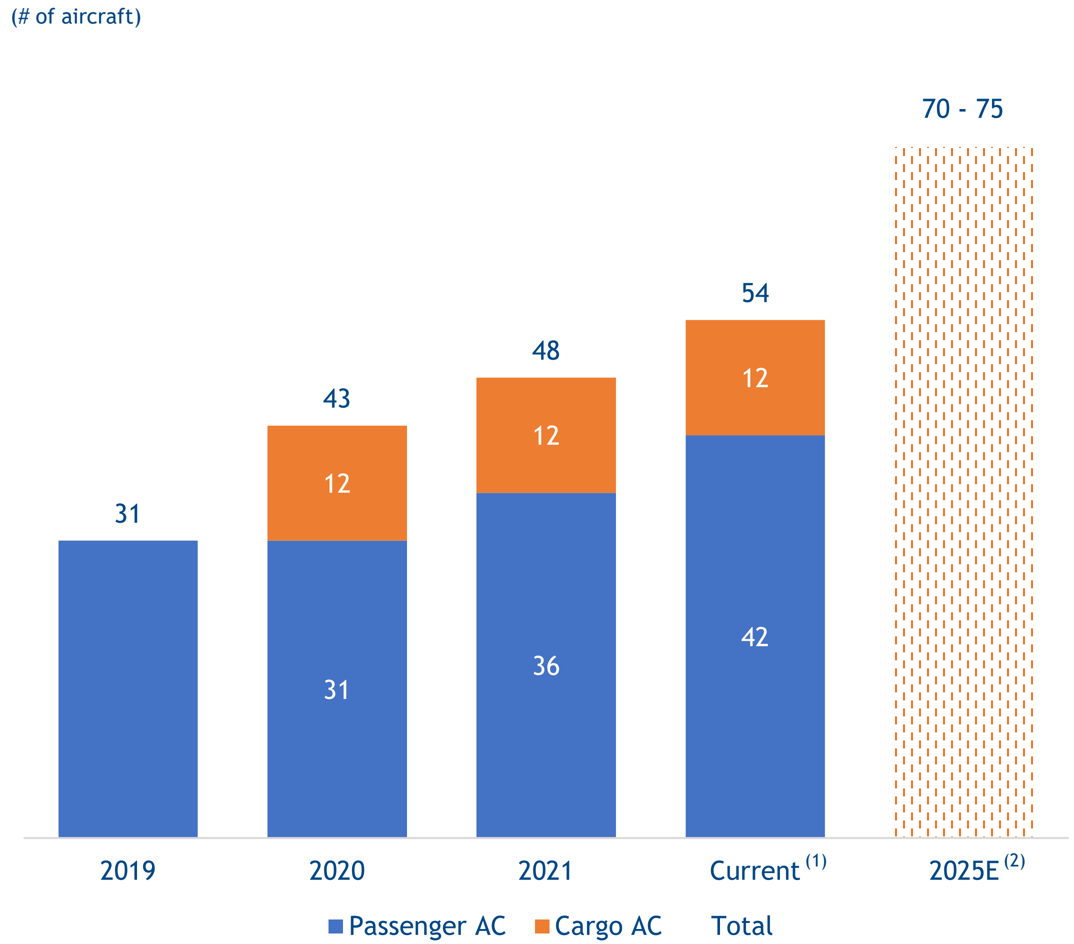


New pilot contract contains provisions which facilitate additional cargo growth for Sun Country

Source: BofA Global Research, "Global eCommerce Outlook" 10/13/2021.
1. Includes 3rd party sales, excludes Whole Foods Market.

Responsible Fleet Growth

Total Aircraft in Service



Strategy in Place to Support Fleet Growth

- Restructured fleet with a focus on ownership of Boeing 737-800s with low capital commitments
- The 737-800 is the LCC stalwart for airlines such as Southwest and Ryanair
- Sun Country maintains no order book and acquires aircraft based on demand needs
- COVID and re-start of 737 Max deliveries has created unique opportunities to acquire mid-life aircraft at favorable prices

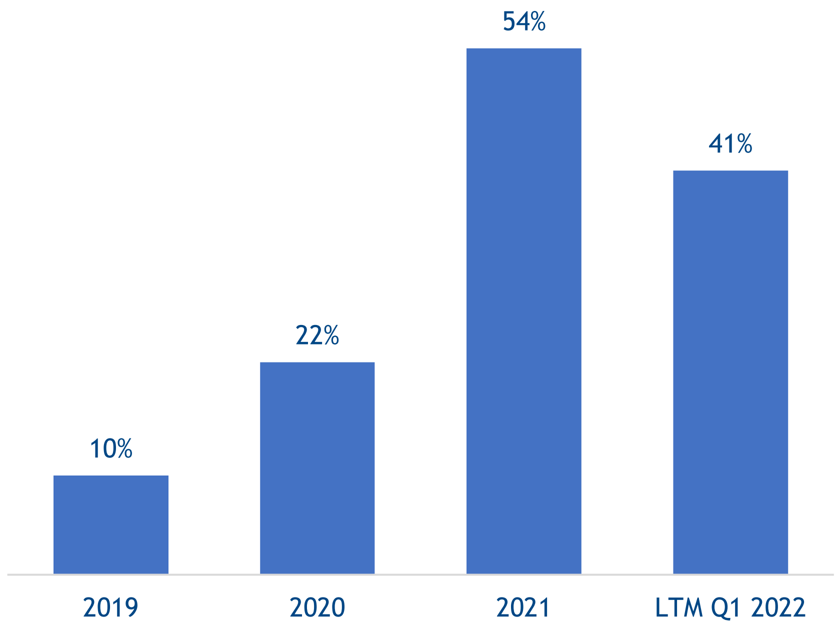
With no order book and extensive experience purchasing mid-life aircraft, Sun Country can opportunistically acquire aircraft at lower prices

1. As of June 2022.
2. There can be no assurance that projections or estimates of future performance will be realized.

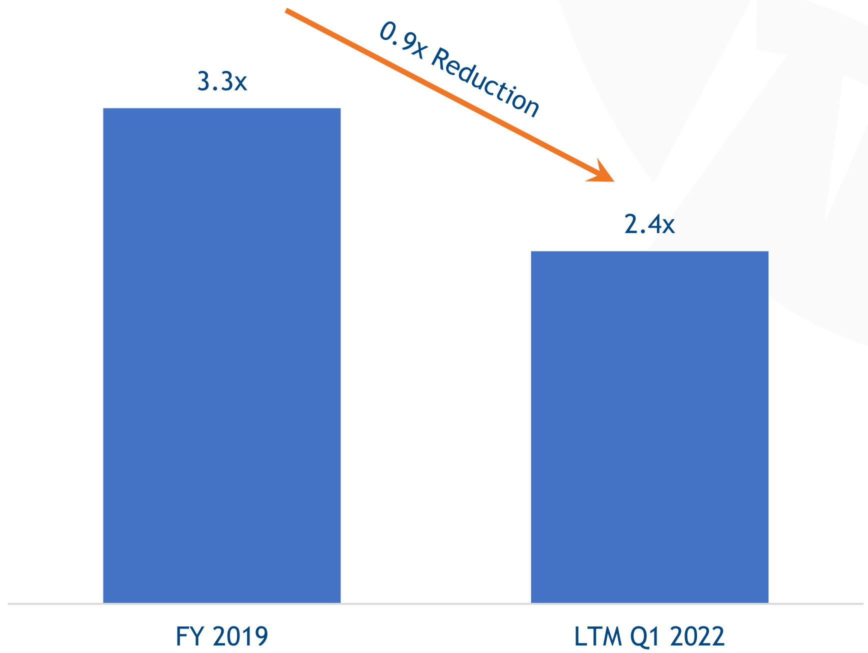
Balance Sheet Positions Sun Country for Growth

- $297m of liquidity at first quarter 2022 provides ample capital to support growth
- Manageable CAPEX requirements given mid-life passenger fleet; cargo segment asset-lite
- No non-aircraft debt
- Reduced debt levels during COVID

Liquidity[1] / LTM Revenue



Deleveraging Through the Pandemic & Recovery (Adj. Net Debt / LTM EBITDA[2])



1. Liquidity is cash balance + undrawn portion of revolver.
2. Adjusted Net Leverage calculated as Adj. Net Debt / EBITDA; Adj. Net Debt defined as long-term debt, finance leases, operating leases less cash & equivalents.

Non-GAAP Reconciliations

Description of Special Items

Special Items, Net – in millions USD				
	FY 2018	**FY 2019**	**FY 2020**	**FY 2021**
CARES Act grant recognition	$0.0	$0.0	($62.3)	($71.6)
CARES Act employee retention credit	-	-	(2.3)	(0.8)
Contractual obligations for retired technology	-	7.6	-	-
Sale of airport slot rights	-	(1.2)	-	-
Sun Country Rewards program modifications	(8.5)	-	-	-
Early-out payments and other outsourcing expenses	2.0	-	-	-
Aircraft purchases impacts	-	-	-	7.0
Other	-	0.7	-	-
Total Special Items, net	**($6.4)**	**$7.1**	**($64.6)**	**($65.5)**

Numbers may not add due to rounding

Non-GAAP Reconciliation - Adj Operating Income

Adjusted Operating Income is included as a supplemental disclosure because we believe it is a useful indicator of our operating performance. Adjusted Operating Income is a well recognized performance measurement in the airline industry that is frequently used by our management, as well as by investors, securities analysts and other interested parties in comparing the operating performance of companies in our industry.

Adjusted Operating Income Reconciliation – in millions USD				
	FY 2019	**FY 2020**	**FY 2021**	**Q1 2022**
Operating Income	$78.1	$17.4	$107.0	$21.8
Special items, net[1]	-	(64.6)	(65.5)	-
Stock compensation expense	1.9	2.1	5.6	0.9
Employee relocation and costs to exit Sun Country's prior headquarters building and base closures	0.7	-	-	-
Contractual obligations for retired technology	7.6	-	-	-
Sale of airport slot rights	(1.2)	-	-	-
Tax receivable agreement expense [2]			0.3	-
Voluntary leave expense [3]		4.9	-	-
Other adjustments	0.2	-	3.0	-
Adjusted operating income	**87.3**	**(40.2)**	**50.5**	**22.8**
Total revenue	$701.4	$401.5	$623.0	$226.5
Adjusted operating income margin	12.5%	(10.0%)	8.1%	10.0%

1. See Description of Special Items table in this Appendix
2. This represents the one-time costs to establish the Tax Receivable Agreement ("TRA") with our pre-IPO stockholders
3. This includes expenses related to a voluntary employee leave program in response to the COVID-19 pandemic, a portion of which is offset by the CARES Act Payroll Support Program as the benefit of this program is also adjusted as a component of special items

Numbers may not add due to rounding

Non-GAAP Reconciliation - Adj EBITDA

Adjusted Earnings Before Interest, Taxes, and Depreciation & Amortization (“EBITDA”) is included as a supplemental disclosure because we believe it is a useful indicator of our operating performance. Adjusted EBITDA is a well recognized performance measurement in the airline industry that is frequently used by our management, as well as by investors, securities analysts and other interested parties in comparing the operating performance of companies in our industry.

Adjusted EBITDA Reconciliation – in millions USD

	FY 2018	FY 2019	FY 2020	FY 2021	Q1 2022	Q1 2021	LTM Q1 2022
Net income (loss)	$25.5	$46.1	($3.9)	$77.5	$3.6	$12.4	$68.7
Provision for income taxes	0.2	14.1	(0.8)	18.0	2.8	5.4	15.4
Interest expense	6.4	17.2	22.1	26.3	8.6	7.1	27.8
Interest income	(0.4)	(0.9)	(0.4)	(0.1)	-	-	(0.1)
Special items, net [1]	(6.4)	7.1	(64.6)	(65.5)	-	(26.9)	(38.6)
Tax receivable agreement expense [3]	-	-	-	0.3	-	0.3	-
Tax receivable agreement adjustment [4]	-	-	-	(16.4)	6.8	-	(9.6)
Stock compensation expense	0.4	1.9	2.1	5.6	0.9	2.9	3.6
Loss (gain) on asset transactions, net	(0.8)	0.7	0.4	-	-	-	-
Other adjustments [2]	-	0.2	4.9	4.8	-	-	4.8
Depreciation and amortization	16.9	34.9	48.1	55.0	15.3	12.6	57.7
Adjusted EBITDA	**41.8**	**121.3**	**7.9**	**105.5**	**38.0**	**13.8**	**129.7**
Adjusted EBITDA margin	7.2%	17.3%	2.0%	16.9%	16.8%	10.8%	18.0%
Total revenue	$582.4	$701.4	$401.5	$623.0	$226.5	$127.6	721.9

1. *See Description of Special Items table in this Appendix.*
2. *Other adjustments for FY 2020 include expenses related to a voluntary employee leave program in response to the COVID-19 pandemic, a portion of which is offset by the CARES Act Payroll Support Program as the benefit of this program is also adjusted as a component of special items. Other adjustments for FY 2019 include expenses incurred in terminating work on a planned new crew base. Other adjustment for represents expenses for secondary stock offering by Apollo and other stockholders and pilot CBA vacation adjustment*
3. *This represents the one-time costs to establish the Tax Receivable Agreement (“TRA”) with our pre-IPO stockholders*
4. *This represents the adjustment to the TRA for the period, which is recorded in Non-operating (Income) / Expense*

Numbers may not add due to rounding

Non-GAAP Reconciliation - Adj CASM

Adjusted CASM, which is a non-GAAP financial measure, is also a key airline cost metric and excludes fuel costs, costs related to our freighter operations (starting in 2020 when we launched our freighter operation), certain commissions and other costs of selling our vacations product from this measure as these costs are unrelated to our airline operations and improve comparability to our peers. Adjusted CASM is one of the most important measures used by management and by our board of directors in assessing quarterly and annual cost performance. Adjusted CASM is also a measure commonly used by industry analysts and we believe it is an important metric by which they compare our airline to others in the industry, although other airlines may exclude certain other costs in their calculation of Adjusted CASM.

Adjusted CASM Reconciliation – in millions USD, except for ASMs and Adjusted CASM						
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Q1 2022
Operating expense – as reported	$530.0	$549.0	$623.3	$384.1	$516.0	$204.7
Aircraft fuel	(118.4)	(165.3)	(165.7)	(83.4)	(129.1)	(64.5)
Cargo expenses, not already adjusted	-	-	-	(31.4)	(67.2)	(19.1)
Sun Country Vacations	(2.1)	(4.5)	(2.4)	(0.6)	(0.8)	(0.4)
Special items, net [1]	-	6.4	(7.1)	64.6	65.5	-
Stock compensation expense	-	(0.4)	(1.9)	(2.1)	(5.6)	(0.9)
Tax receivable agreement expense [2]	-	-	-	-	(0.3)	-
Voluntary leave expense [3]	-	-	-	(4.9)	-	-
Other adjustments	-	-	(0.2)	-	(3.0)	-
Adjusted operating expense	$409.5	$385.2	$445.9	$326.3	$375.4	$119.7
Available seat miles (ASMs) – millions	5,250.5	5,463.2	7,064.6	4,311.1	5,826.8	1,928.1
Adjusted CASM - cents	**7.80**	**7.05**	**6.31**	**7.57**	**6.44**	**6.21**

1. See Description of Special Items table in this Appendix
2. This represents the one-time costs to establish the Tax Receivable Agreement ("TRA") with our pre-IPO stockholders
3. This includes expenses related to a voluntary employee leave program in response to the COVID-19 pandemic, a portion of which is offset by the CARES Act Payroll Support Program as the benefit of this program is also adjusted as a component of special items

Numbers may not add due to rounding

Non-GAAP Reconciliation - Free Cash Flow

Free Cash Flow is included as a supplemental disclosure because we believe it is a useful indicator of our financial performance. Free Cash Flow is a well recognized performance measurement in the airline industry that is frequently used by our management, as well as by investors, securities analysts and other interested parties in comparing the financial performance of companies in our industry.

Free Cash Flow– in millions USD			
	FY 2019	FY 2020	FY 2021
Cash from operations	$63.3	$0.4	$153.6
Less maintenance CAPEX (non-aircraft CAPEX)	23.3	9.0	24.5
Less cash receipts from CARES Act grants	-	62.3	71.6
Free Cash Flow	**$40.0**	**($71.0)**	**57.5**