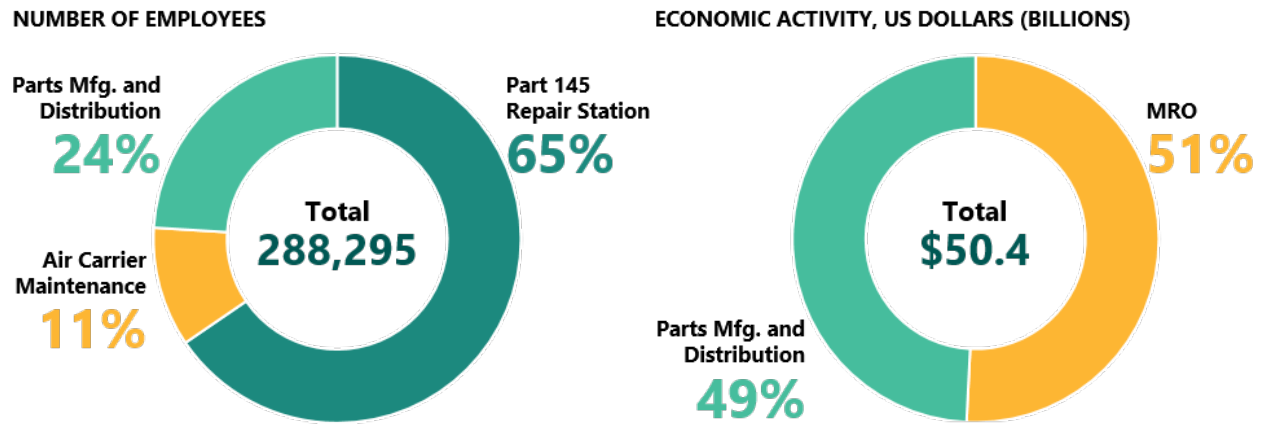




US EMPLOYMENT AND ECONOMIC IMPACT

The US civil aviation maintenance industry employs over 288,000 workers and generates \$50.4 billion in economic activity. With over 219,000 workers, the MRO segment accounts for 76 percent of these employees. Companies that are certificated by the FAA under Part 145 are the largest employers with just under 189,000 workers. The remaining 30,000 MRO workers are employed by air carriers in civil aviation. Parts manufacturing and distribution, with more than 69,000 workers, accounts for the remaining 24 percent of employment. Despite employing three-quarters of the workers, MRO accounts for 51 percent, or \$25.5 billion of the economic activity. By contrast, the 24 percent working in parts manufacturing and distribution generate 49 percent or \$24.9 billion, of the economic activity.

EXHIBIT 1: US CIVIL AVIATION EMPLOYMENT AND ECONOMIC IMPACT, 2019

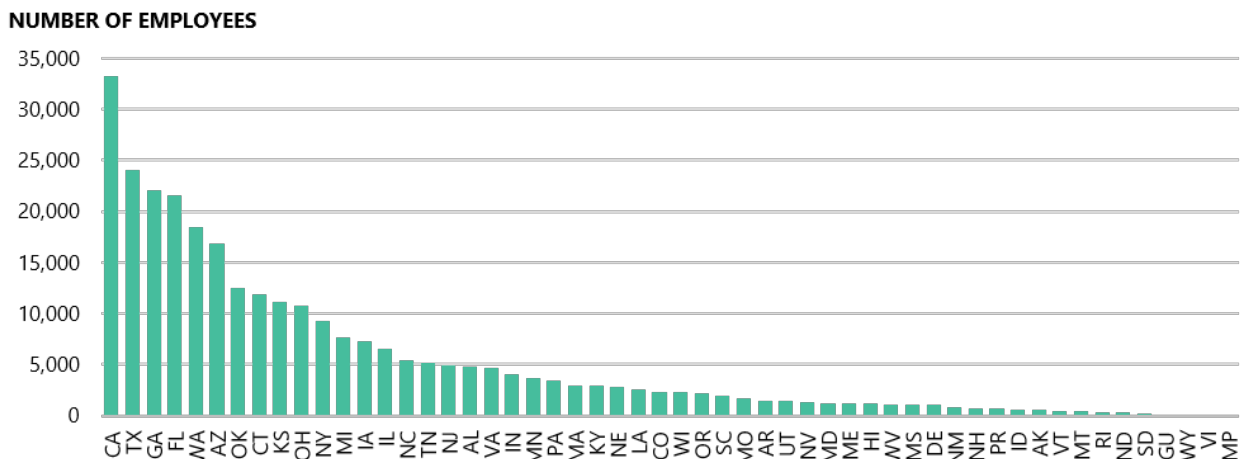


Source: Bureau of Labor Statistics, Bureau of Transportation Statistics, Federal Aviation Authority, Oliver Wyman Analysis

Oliver Wyman estimates that at the state level, California, Texas, Georgia, Florida and Washington represent just over a combined 41 percent of the total US civil aviation maintenance employment with over 119,000 workers; the top ten states represent 59 percent of total US employment.

California and Arizona generate the most economic activity followed by Washington, Texas, Connecticut, and Georgia. These six states generate about 47 percent of the total economic activity.

EXHIBIT 2: US CIVIL AVIATION EMPLOYMENT, 2019



Source: Bureau of Labor Statistics, Bureau of Transportation Statistics, Federal Aviation Authority, Oliver Wyman Analysis



EXHIBIT 3: US CIVIL AVIATION EMPLOYMENT AND ECONOMIC IMPACT, 2019

STATE	AVIATION MAINTENANCE INDUSTRY EMPLOYMENT				AVIATION MAINTENANCE INDUSTRY ECONOMIC ACTIVITY		
	Maintenance, repair and overhaul (MRO)		Parts manufacturing & distribution	Total employment	Maintenance, repair and overhaul (MRO) (\$ M)	Parts manufacturing & distribution (\$ M)	Total economic activity (\$ M)
	FAA repair station	Air carrier					
AK	453	93	9	555	\$64	\$3	\$67
AL	4,754	38	28	4,820	\$559	\$10	\$569
AR	1,391	60	62	1,513	\$169	\$22	\$192
AZ	5,924	770	10,169	16,863	\$781	\$3,652	\$4,432
CA	24,432	3,126	5,638	33,196	\$3,213	\$2,025	\$5,238
CO	1,413	932	16	2,361	\$273	\$6	\$279
CT	4,559	103	7,253	11,915	\$544	\$2,605	\$3,148
DE	956	0	85	1,041	\$111	\$31	\$142
FL	18,153	2,459	1,002	21,614	\$2,403	\$360	\$2,763
GA	18,576	1,991	1,473	22,040	\$2,398	\$529	\$2,927
GU	15	64	0	79	\$9	\$0	\$9
HI	635	531	8	1,174	\$136	\$3	\$139
IA	2,710	45	4,560	7,315	\$321	\$1,637	\$1,959
ID	498	49	34	581	\$64	\$12	\$76
IL	3,163	1,940	1,479	6,582	\$595	\$531	\$1,126
IN	2,685	136	1,195	4,016	\$329	\$429	\$758
KS	5,980	155	5,062	11,197	\$715	\$1,818	\$2,533
KY	1,451	1,421	45	2,917	\$335	\$16	\$351
LA	2,157	229	192	2,578	\$278	\$69	\$347
MA	2,103	612	275	2,990	\$317	\$99	\$415
MD	407	233	609	1,249	\$75	\$219	\$293
ME	1,087	0	133	1,220	\$127	\$48	\$174
MI	4,474	592	2,598	7,664	\$591	\$933	\$1,524
MN	2,647	697	369	3,713	\$390	\$133	\$522
MO	1,449	186	23	1,658	\$191	\$8	\$199
MP	5	0	0	5	\$1	\$0	\$1
MS	938	0	143	1,081	\$109	\$52	\$161
MT	445	0	19	464	\$52	\$7	\$59
NC	3,792	1,304	395	5,491	\$594	\$142	\$736
ND	196	0	101	297	\$23	\$36	\$59
NE	1,412	71	1,331	2,814	\$173	\$478	\$651
NH	715	0	34	749	\$83	\$12	\$95
NJ	3,539	930	461	4,930	\$521	\$166	\$687
NM	697	59	49	805	\$88	\$17	\$106
NV	717	541	119	1,377	\$147	\$43	\$189
NY	5,082	1,397	2,815	9,294	\$755	\$1,011	\$1,766
OH	7,183	308	3,257	10,748	\$873	\$1,170	\$2,043
OK	11,804	164	537	12,505	\$1,395	\$193	\$1,588
OR	1,776	284	119	2,179	\$240	\$43	\$283
PA	2,589	790	117	3,496	\$394	\$42	\$436
PR	630	88	0	718	\$84	\$0	\$84
RI	337	0	45	382	\$39	\$16	\$56
SC	1,811	89	11	1,911	\$222	\$4	\$225
SD	55	0	174	229	\$6	\$62	\$69
TN	2,302	2,308	617	5,227	\$538	\$222	\$759
TX	16,547	3,459	4,013	24,019	\$2,333	\$1,441	\$3,774
UT	598	423	470	1,491	\$119	\$169	\$288
VA	1,339	918	2,398	4,655	\$263	\$861	\$1,124
VI	11	0	0	11	\$1	\$0	\$1
VT	181	0	305	486	\$21	\$109	\$131
WA	8,642	629	9,247	18,518	\$1,081	\$3,320	\$4,401
WI	2,164	81	96	2,341	\$262	\$34	\$296
WV	1,100	0	39	1,139	\$128	\$14	\$142
WY	61	0	18	79	\$7	\$6	\$14
TOTAL	188,740	30,305	69,250	288,295	\$25,540	\$24,867	\$50,407

Source: Bureau of Labor Statistics, Bureau of Transportation Statistics, Federal Aviation Authority, Oliver Wyman Analysis