

AIAS
Alaska International Airport System

ANNUAL REPORT

Keeping Alaska Flying and Thriving

..... **2024**



Alaska
International Airport
System

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ALASKA INTERNATIONAL AIRPORT SYSTEM LEADERSHIP LETTER

Honorable Governor Dunleavy, State Legislators, and the People of Alaska,

We are honored to present the Alaska International Airport System (AIAS or Airport System) 2024 Annual Report, encapsulating a year of significant resiliency and achievement. This report provides insights into the dynamic operations of our Airport System, encompassing passenger, cargo, corporate, and general aviation activities.

People: The bedrock of the AIAS is its 520 employees, who keep Ted Stevens Anchorage International Airport (ANC) and Fairbanks International Airport (FAI) operational 24/7/365 and financially self-sustaining. Counting on the AIAS airports to be reliably operational and financially sound is paramount to the AIAS passenger and cargo air carriers using the airports and to the State of Alaska. The employees who deliver this reliability every day are the reason the Airport System is the cornerstone of Alaska's aviation network.

Financial Highlights: The AIAS remains financially robust as a self-sustaining, State-operated enterprise. AIAS Operating Revenues and Passenger Facility Charges (PFCs) in fiscal year 2024 were \$180 million, an increase of \$54 million or 43% over fiscal year 2023. In addition, 2024 was the first full year the AIAS and its 33 Signatory Airlines operated under the new 10-year Operating Agreement and Passenger Terminal Lease (OAPTL), effective through June 30, 2033. The duration and fully residual terms of this agreement reflect the strong partnership and commitment shared by the AIAS and its Signatory Airlines and the combined goal of long-term economic and operational stability.

Activity: This year saw the AIAS fully recover its passenger and cargo activity to pre-pandemic levels. Despite winter weather challenges, AIAS experienced an average of 140 cargo aircraft landings per day, the third-highest on record and approximately 3.4 million passenger enplanements, equivalent to 2019 enplanements, which was the highest on record.

Passenger Service: Ted Stevens Anchorage International Airport celebrated new seasonal service from major carriers, including summer-only flights to JFK, Washington Dulles, and Detroit. Fairbanks International Airport was the recipient of an almost \$1 million Small Community Air Service Development Grant to assist FAI in initiating much-needed air service to either Atlanta or Dallas Fort Worth.

Cargo Operations: Despite global political unrest and U.S. inflationary pressures, ANC is the fourth-busiest air cargo airport globally and ranks second in North America per the most current data available (calendar year 2023). In 2024, five new cargo carriers started operating at ANC, and both Cathay Pacific and Atlas Air executed preferential leases for remote hardstand parking spaces for the winter season. These statistics and air carrier commitments continue to substantiate AIAS as integral to global, national, and regional air cargo operations.

Economic Impact: Driven by the significant air cargo activity at the AIAS airports, the Airport System generates over \$2.3 billion annually in economic impact and supports approximately 26,000 jobs statewide. Both ANC and FAI are key drivers of job creation:

- + ANC supports 1 in 7 jobs within the greater Anchorage metropolitan area.
- + FAI supports 1 in 8 jobs in the Fairbanks North Star Borough.

To keep its top ranking on the global air cargo stage and continue its significant contributions to Alaska’s economy, the AIAS will continue to balance maintaining competitive rates and fees with investing in infrastructure upgrades and workforce and operational improvements. This supports retaining existing business, attracting new investments, and ensuring the operational and financial stability expected by its stakeholders.

Infrastructure Developments and Sustainability: Private-sector investments in infrastructure are on the rise. Notable projects at ANC include Atlas Airlines’ proposed cargo development, NorthLink Aviation’s air cargo development, FedEx’s new cargo facility, and Alaska Cargo and Cold Storage (ACCS)’s development. FAI saw the development of multiple lease lots and is engaged with the Department of Natural Resources to develop an on-airport consolidated joint use firefighting base which would be the single largest airport development project in Alaska.

The Airport System’s commitment to sustainability is evident through its pursuit of providing sustainable aviation fuel (SAF), exploration of alternative energy sources such as solar, and its transition to non-fluorinated firefighting foam. FAI continues to be an industry leader in PFAS remediation technology and ANC was awarded a federal grant to install a cogeneration power facility.

Appreciation and Forward Outlook: As we conclude 2024, the International Airport Revenue Fund (IARF) is in a strong financial position and AIAS operations and private capital investments are on the upswing. The future is bright. Aviation is vital to Alaska’s quality of life, and AIAS remains the epicenter of the state’s intrastate, interstate, and international aviation connections.

We are proud to contribute to Alaska’s growth and development and look forward to continuing to serve the people and businesses of this great state.

Thank you for your continued support.

Sincerely,



Angie Spear
Alaska International Airport System Director

In 1961, the Alaska State Legislature established the Alaska International Airport System (AIAS or Airport System) as a major state enterprise. The system is comprised of Ted Stevens Anchorage International Airport (ANC) and Fairbanks International Airport (FAI). The State manages the AIAS through the Alaska Department of Transportation and Public Facilities. Although owned and operated by the State, the AIAS is financially independent and does not rely on General Fund or other state funds. It is self-sustaining, with revenue from rents and fees paid by users of the ANC and FAI facilities funding the International Airport Revenue Fund (IARF), which covers its operating expenses and capital costs.



YEAR IN REVIEW

This year, the AIAS achieved significant milestones through the efforts of its employees, who overcame complex challenges to ensure both airports delivered exceptional service to air carriers, leaseholders, concessionaires, passengers and other stakeholders. These accomplishments reflect the system's dedication to operational resilience, financial sustainability, and growth.

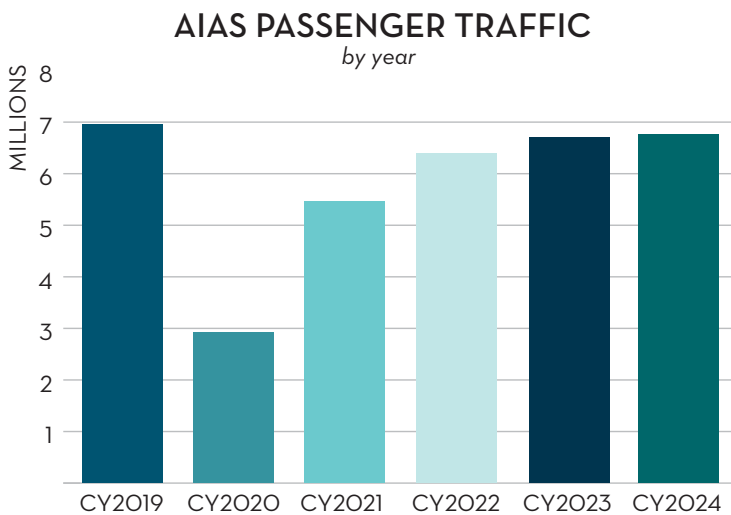


2024 OBJECTIVES:

- + Expand domestic and international passenger service.
- + Increase the number of air carriers serving the AIAS.
- + Continue improvements in terminal facilities, passenger experiences, and enhanced customer service initiatives.
- + Facilitate new infrastructure projects and lease agreements in support of cargo operation expansion, general aviation, and passenger service.
- + Focus on recruitment, retention, and workforce development.
- + Maximize capital investments using federal Bipartisan Infrastructure Law (BIL) and FAA Airport Improvement Program (AIP) and supplemental funds.
- + Build on the strong financial health and credit rating of the AIAS.
- + Review and assess current operational practices to ensure efficiencies across the system.

PASSENGER SERVICE BUSINESS GROWTH

This year was marked by notable growth in passenger traffic at ANC, driven by the introduction of four new non-stop routes to New York City, Washington, D.C., San Diego, and Detroit. In addition to these new routes, Alaska Airlines increased daily service to Portland and Seattle; resulting in an additional five flights per day during the summer peak.



AIAS passenger traffic by calendar year (includes enplanements, deplanements, in-transit passengers)

United Airlines introduced service to Washington, D.C., and expanded its Chicago route, contributing to a 1.2 daily flight increase. Delta Airlines resumed its Detroit service, paused since the pandemic, adding an average of 0.6 flights per day. These additional flights mainly occurred during the spring and summer seasons, expanding the shoulders of the Alaska tourism season.

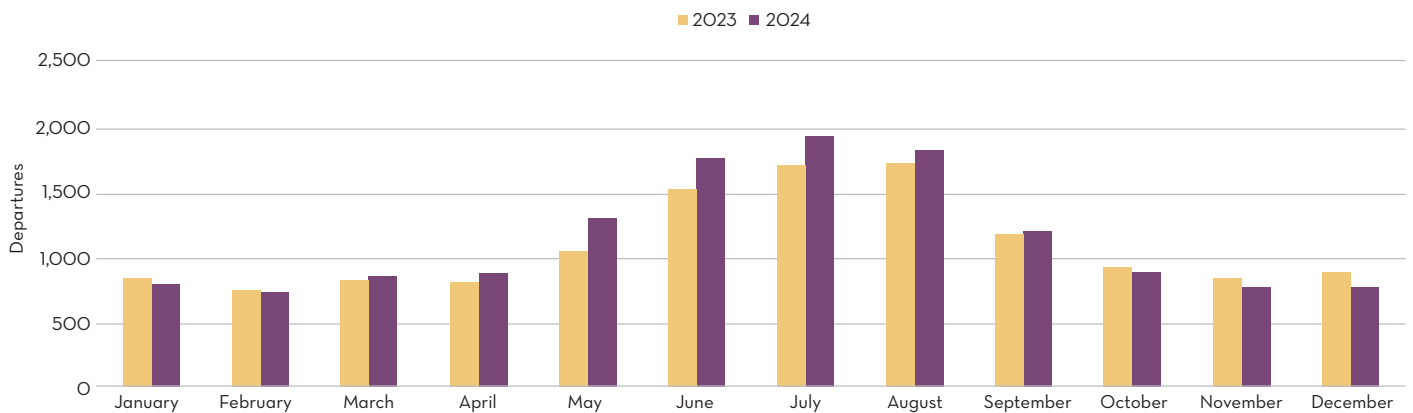
In 2024, international service at ANC also grew. Condor Airlines introduced a larger aircraft and extended its operations into the fall. Additionally, Air Canada increased its weekly service to better accommodate the Alaska cruise market.



Regional carriers operating out of ANC, which connect Anchorage to remote communities, also saw growth. Kenai Aviation, Aleutian Airways, Alaska Central Express, Dena’ina Air, TransNorthern Aviation, and Grant Aviation all increased or expanded service in 2024. To accommodate the rise in business, Kenai Aviation and Aleutian Airways now operate out of the A Concourse.

Looking ahead to 2025, ANC is excited to welcome WestJet’s new service between Anchorage and Calgary, as well as Alaska Airlines’ introduction of larger aircraft (A330) to accommodate the busy summer season.

ANC PASSENGER DEPARTURES 2023 V. 2024



Fairbanks International Airport (FAI) experienced growth in passenger traffic, highlighted by the expansion of Air North’s Dawson City summer charter service and driven by increases in cruise tourism in Alaska. Major carriers, including Delta, United, and Alaska Airlines, also enhanced their schedules, further supporting FAI’s connectivity.

FAI was awarded a U.S. Department of Transportation 2024 Small Community Air Service Development Program grant, a significant achievement aimed at expanding seasonal air service. The grant targets underserved markets, with Atlanta and Dallas-Fort Worth identified as key opportunities to enhance the airport’s network and improve access to Interior Alaska.

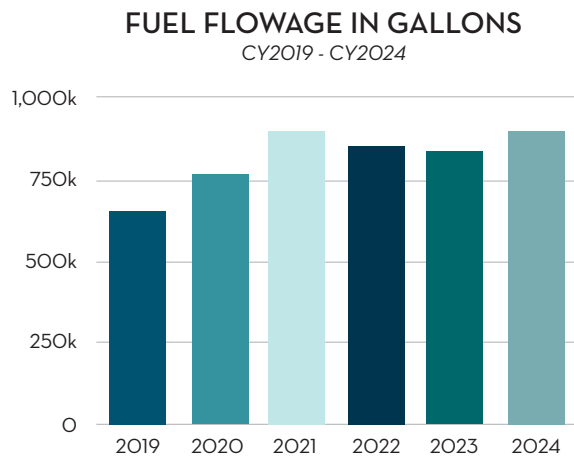
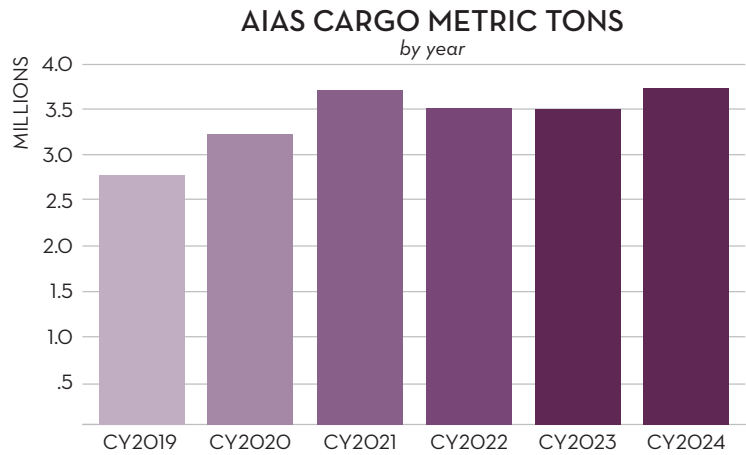
THE STRENGTH OF AIR CARGO ACTIVITY

In 2024, the AIAS held steady as a global air cargo leader, building on its robust pandemic-era performance. ANC is the fourth-busiest cargo airport in the world and the second-busiest in North America, facilitating the transit, on-loading, and off-loading of over 3.7 million metric tons of air freight annually. FAI maintained steady cargo operations, serving as a critical diversionary hub regularly on the ramp, with a total of 60 heavy cargo diversions serviced in 2024.

ANC saw a 7.6% increase for calendar year 2024 over calendar year 2023. This growth was driven by increased operations of existing carriers like Atlas and FedEx as well as the addition of five new international cargo carriers:

- + Awesome Cargo
- + Central Airlines of China
- + ASL Air Cargo
- + Aerologic Air Cargo
- + CMA CGM Air Cargo

The resilience of AIAS and its ability to maintain operations through Alaska’s challenging winter conditions and ensure consistent functionality under low visibility provide seamless support to the air cargo industry. The efficient servicing and refueling services offered by AIAS Airports strengthens ANC and FAI’s reputation as a dynamic and dependable system, driving global cargo connectivity and fostering economic growth for Alaska.



Amazon began a test case at ANC in a trial partnership with an air cargo carrier. In the test case, the Amazon flight with Alaska-bound freight from the Lower 48, which would typically return empty, transloaded Amazon cargo from Asia destined for the Lower 48.



AIAS OPERATIONS, SAFETY, AND SECURITY

From the triennial exercise to a first-ever land use permits of preferential cargo hardstands to working with Aurora the robot dog, AIAS is constantly working to improve safe, reliable, efficient, and responsive operations. With the support of its partners and stakeholders, the AIAS will maintain its position within the international and national aviation industries.

MAINTENANCE EXCELLENCE

Winter weather in Anchorage continued to challenge airport operations throughout 2024. In January, record-breaking snowfall and single-digit temperatures led to numerous flight cancellations at ANC and multiple diversions to FAI. Despite these challenges, ANC staff kept the airport open for passenger and cargo aircraft, while FAI staff expertly managed 21 air freighter diversions, handling the event with professionalism, efficiency, and safety.

As Alaska's primary transportation hub, the AIAS's ability to handle extreme weather is crucial. The collaborative efforts of the ANC and FAI teams during these winter storms showcased an extraordinary level of professionalism and dedication, ensuring both airports remained operational. This response highlights the strength of the dual-airport system and the expertise of the AIAS teams, reinforcing why carriers continue to trust the AIAS as a reliable partner in their global logistics operations.

WINTER STORM EFFICIENCY STUDIES

2024 was marked by record snowfall. In response to these severe and often unpredictable winter weather events, AIAS hosted internal meetings to identify improvements to better mitigate adverse impacts. Attendees included AIAS Signatory Airlines, ground handling, and deicing companies. To augment the findings from these internal meetings, AIAS also contracted a third-party Winter Storm Efficiency Study to be conducted by subject-matter experts in airside and landside operations, maintenance, and equipment. Deliverables from the study will include cost-benefit analyses, benchmark reviews with other winter-weather airports, and other findings. Planned completion is March 2025.

2024 TRIENNIAL EXERCISE

In August 2024, ANC conducted its first-ever Active Shooter Exercise, bringing together five local law enforcement agencies to respond to a simulated threat in ANC's North Terminal. The exercise was lauded by participants as one of the best exercises in which they had participated. Not only was law enforcement readiness improved, but during the mass casualty portion of the exercise, a new process for tracking patients was tested by the State Department of Health.



OPERATIONAL FIRSTS

Preferential Cargo Hardstands

AIAS leased four cargo aircraft hardstands at ANC on a preferential basis from October 2024 through March 2025, based on activity levels. Though AIAS has preferentially leased terminal gate areas for many years, the arrangement for cargo hardstands is unique. The impacts to ANC operations resulting from these leases are being carefully monitored and will be factored into planning for the next winter season.

Aurora

Another first for the AIAS was Aurora, a 72-pound robotic quadruped being tested at FAI. Aurora is meticulously documenting migratory bird species and, in collaboration with a wildlife biologist, will use non-lethal methods to manage wildlife activity. Migratory birds present a significant hazard to aircraft safety, endangering both their own lives and those aboard planes. Aurora represents a proactive approach to mitigating these potential threats in a manner that prioritizes safety for all involved.



TRAVELER EXPERIENCE

AIAS is dedicated to continuously enhancing the traveler experience. In 2024, ANC made several improvements for Alaskans and visitors, including adding an adult changing station in the B Concourse, upgrading terminal public Wi-Fi, opening two new concessions – Sweet Caribou and Pizza Hut – and installing a new and improved children’s play area. ANC and FAI also finalized an agreement with Turo, the car rental platform, that will bring additional revenue to the airport system.

At FAI, Wi-Fi bandwidth was increased to improve passengers’ online access. Additionally, FAI partnered with ConRac to develop a large parking shelter that will accommodate rental cars and a portion of paid public parking. Both airports have engaged partnerships with local tourism entities to create a passenger-satisfaction survey aimed at identifying areas for further improvement in the traveler experience.

PRIVATE INVESTMENT

AIAS continued to see growth in private-sector investments at both ANC and FAI, reflecting a robust aviation economy. At ANC, several developments are progressing through various permitting and environmental processes to move toward construction:

- + **NorthLink Aviation’s** cargo development broke ground in 2023, with construction ongoing. The project will be phased, with six hardstands planned by the end of 2025.
- + **Atlas Air LLC** has applied for a 55-year aeronautical land lease for 67 acres on the west side of the north/south runway to develop warehousing, fueling, aircraft parking, and maintenance facilities.
- + **FedEx** continues to finish construction of its expanded regional operations and aircraft parking apron.
- + **Alaska Cargo and Cold Storage** wrapped up their environmental permitting and is planning to break ground this summer to include an aircraft parking apron and a warehousing facility.
- + **Anchorage Airport Partners LLC** has acquired a parcel in West Airpark to construct a minimum of four hardstand parking positions and accompanying taxiways, with the first phase of project completion set for the fall of 2026.
- + ANC and the **FAA** executed their land lease for the new air traffic control tower (ATCT), with construction scheduled to begin in 2025.





At FAI, notable developments included:

- + FAI is designated to be the new home of the DNR/BLM Firefighting Services complex consisting of tankers and a helipad. The design and environmental phases are underway. Completion is expected to be within the next five to seven years.
- + FAA/ATCT performed geothermal testing, utility locates, and land surveys for a proposed tower.
- + **Clear Skies LLC** installed solar panels, a 5000-gallon jet fuel tank, and replaced roofing membrane.
- + In partnership with **Statewide Aviation**, antennas for detecting drones were placed on FAI's rooftops.
- + **FedEx** upgraded a hangar door and made interior improvements.
- + **Northland Aviation** added a 60' x 60' structure to its existing hangar.
- + **Andrew Roe** will start construction of a private hangar next to the float pond on Block 99, Lot 4.
- + **Copper River Rentals LLC** (Budget Rent A Car) is in the design phase for a new facility to house their airport rental operation after the loss of their facility to fire last year.

ENVIRONMENTAL SUSTAINABILITY

The AIAS is moving forward with understanding and implementing improvements through research and technology to sustain its airports and the environments they serve. In progress now or planned for the short-term future are sustainability initiatives directed at reducing the negative impacts of airport operations on the environment while still supporting the air service so essential to Alaska:

- + Sustainable Aviation Fuel (SAF) Availability (in coordination with AIAS signatory carriers)
- + Electric Vehicle Charging Stations Evaluation (in coordination with the Alaska DOT&PF)
- + Electric Vehicle Acquisition Strategic Planning
- + Alternative Energy Generation Study
- + FAI Airport Master Plan Update
- + ANC Part 150 Noise Compatibility Study Update
- + Airport Carbon Accreditation
- + An RFI was initiated to seek information on photovoltaic (PV) systems at both AIAS airports.



GENERAL AVIATION

Lake Hood Seaplane Base

Lake Hood (LHD), which is adjacent to ANC and managed as part of ANC, is a historical general aviation airport and known as one of the most active and largest seaplane bases in the world. LHD has a gravel runway and two adjoining lakes with a total of three water lanes that support private and commercial general aviation on a year-round basis. A taxiway connects LHD to ANC. LHD has parking for 400 float-equipped aircraft and 500 wheeled aircraft.

Several investments and developments are planned at LHD, including a facility upgrade by Reeve Air Alaska with LHD-based operations, and a parking development on the southeast side of the gravel strip.

FAI East Ramp

FAI also supports a thriving general aviation community, with the East Ramp serving as a hub for more than 120,000 annual aircraft operations. The East Ramp is equipped with two runways (4,500 feet paved and 2,900 feet gravel) and a floatplane base, supporting more than 500 based aircraft. In addition to serving as a base for general aviation, it provides scheduled air service from gravel, paved, and water surfaces.

FAI has a paved general aviation runway that enables operations by Design Group II aircraft (wingspans between 49-79 feet), such as the Beechcraft 1900. These aircraft predominantly serve rural Alaska and, since the upgrade, have reduced taxi times and minimized hazardous runway crossings. In summer 2024, FAI completed a major tiedown reconstruction project and now offers electricity at approximately 150 spaces.





AIAS POLICE AND FIRE DEPARTMENT INITIATIVES

AIAS Illegal Drug Interdiction Programs

Both airports within AIAS serve as critical components in the State's fight against illegal drugs. Since 2017, Alaska has been designated as a High Intensity Drug Trafficking Area (HIDTA), which has unlocked federal funding to help combat the destructive effects of illegal drugs in Alaska.

Officers from both airports' respective Airport Police and Fire departments serve under HIDTA taskforces, including the state's first K9 trained to detect fentanyl. In the first six months of service, K9 officer Yara and her handler, Officer Nolan, have interdicted \$3.9 million worth of narcotics, as part of a team that has prevented 317 pounds of illegal drugs, including 100 pounds of fentanyl, from transiting the Anchorage Airport property.

Blue Lightning Initiative

FAI and ANC, new to the initiative in 2024, are signatories to the Department of Transportation Blue Lightning Initiative. The Blue Lightning Initiative (BLI), led by the U.S. Department of Transportation (DOT) and U.S. Customs and Border Protection, is an element of the U.S. Department of Homeland Security's (DHS) Blue Campaign. BLI trains aviation industry personnel to identify potential traffickers and human trafficking victims, and to report their suspicions to federal law enforcement.

ENGAGEMENT WITH STAKEHOLDERS

Operating a dynamic international airport system requires the AIAS to maintain active engagement with stakeholders and nearby communities.

Leadership at both airports prioritize transparent and open communication to keep stakeholders informed about AIAS operations and initiatives. An example was the several public meetings hosted by ANC as part of its Master Plan Update process. The meetings act to enhance collaboration and gather valuable input.

The Alaska tourism industry remains a vital component of AIAS's passenger business. In 2024, Alaska's tourism sector saw a robust increase in activity, driven by record numbers in cruise travel and growing interest in interior and Arctic adventures. AIAS leadership works closely with local and state tourism entities to strengthen collaboration and align airport operations with Alaska's broader tourism strategies.





OUR PEOPLE

THE DRIVING FORCE OF AIAS SUCCESS

The AIAS recognizes that its success is intrinsically linked to the dedication and professionalism of its people. The system boasts 520 full-time staff across both ANC and FAI consisting of various general labor, technical, and administrative roles. These hardworking individuals ensure the efficient functioning of Alaska’s vital airports.

Team Composition

At the end of 2024, the AIAS staff distribution was as follows:

- + Alaska International Airports System: 20 employees
- + Ted Stevens Anchorage International Airport: 380 employees
- + Fairbanks International Airport: 120 employees

Total number of employees: 520

Empowering a Strong Team Culture

AIAS fosters a team-oriented culture in which employees are empowered to drive customer-service excellence. The 24/7/365 operations at both commercial-service airports rely on the expertise and decision-making capabilities of on-the-ground staff, always ensuring seamless and efficient service. AIAS expanded its recruitment initiatives in 2024 to attract top talent and build a strong workforce equipped to meet the demands of its dynamic operations. Efforts include leveraging industry-specific platforms to reach aviation professionals, partnering with the Alaska Department of Transportation and Public Facilities to cross-post job openings for broader visibility, and launching targeted social media campaigns to engage prospective candidates. In addition, AIAS is rolling out a comprehensive onboarding program designed to seamlessly integrate new employees into the organization.

FINANCIAL REPORT

OPERATING REVENUE AND EXPENSES

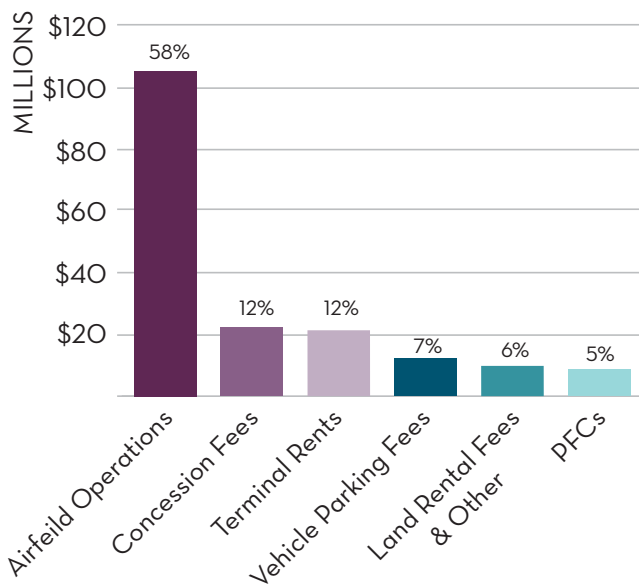
In fiscal year 2024, the Alaska International Airport System (AIAS) generated approximately \$180 million in revenue from operations and passenger facility charges. This represents a significant increase of \$54 million, or 43%, compared to fiscal year 2023, driven by higher passenger and cargo activity.

Operating expenses and debt-service payments for AIAS totaled \$138 million. These figures are preliminary and unaudited at the time of this report. As a recipient of federal grant funding, AIAS is required by the FAA to operate as self-sufficiently as possible. Through effective management and strong partnerships with signatory airlines, AIAS successfully covers all operational and capital costs for both Ted Stevens Anchorage International Airport (ANC) and Fairbanks International Airport (FAI) through rates and fees paid by airport users.

FY 2024

AIAS OPERATING REVENUES & PASSENGER FACILITY CHARGES

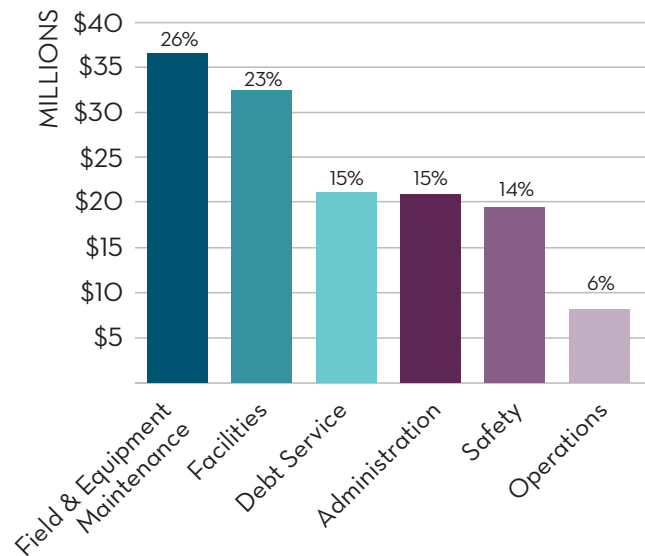
Total: \$180 million (unaudited)



FY 2024

AIAS OPERATING COSTS & DEBT SERVICE

Total: \$138 million (unaudited)



CAPITAL CONTRIBUTIONS AND EXPENDITURES

In FY2024, AIAS received an additional \$89 million in revenue from sources outside its operations:

- + \$16 million - Pandemic relief
- + \$47 million - Airport Improvement Program (AIP) grants
- + \$17 million - Bipartisan Infrastructure Law (BIL)/Infrastructure Investments and Jobs Act (IIJA)
- + \$9 million - Passenger facility charges (PFCs)



This revenue, along with \$30.1 million additional International Airport Revenue Fund monies allocated for non-operating expenditures by AIAS signatory airlines, was used to execute various capital projects and programs, including but not limited to the design and construction of various building, infrastructure, and land-improvement projects as well as the purchase of equipment:

- + ANC Passenger Boarding Bridge Replacement Program
- + ANC Taxiway Zulu West improvements
- + ANC Master Plan Update
- + ANC North Terminal baggage-handling system
- + ANC PFAS site investigations
- + ANC and FAI snow removal equipment
- + FAI passenger-boarding bridge replacement at Gate 3
- + FAI Runway 2L/2OR lighting rehabilitation

FINANCIAL INITIATIVES

In early 2024, ANC’s prior PFC-application collection amount of approximately \$106 million was met. To avoid breaks in PFC collections and keep the PFC revenue stream flowing, in March 2024, ANC received FAA approval of a new PFC application to “impose and use” PFCs for a Passenger Boarding Bridge Replacement Program. The new application was effective April 1, 2024, and it is expected to expire May 1, 2029. Total collections to be put toward the PBB Replacement Program are \$29 million.

Beginning in July 2024, the State of Alaska Department of Revenue and AIAS led a bond tender and forward delivery of its Series 2016 A and B bonds. This financial transaction closed in January 2025 and yielded a net present value savings of \$9 million, or 6.5%.

AIAS
Financial Reports*



Published Rates
and Fees



Statistics



*Includes audited financial statements and PFC reports.

LOOKING AHEAD: BUILDING A THRIVING FUTURE

The Alaska International Airport System (AIAS) is poised for a future of steady growth, leveraging Alaska's strategic location and thriving tourism industry to expand its role as a critical gateway for both passengers and cargo. ANC and FAI are internationally recognized for their commitment to safety, reliability, and cost-efficiency, positioning AIAS for continued success in meeting global aviation demands.

With passenger traffic projected to grow in alignment with master plan forecasts and air cargo volumes expected to sustain long-term growth at an annual rate of 1.5% to 2%, AIAS is set to welcome more travelers and cargo, creating new opportunities for Alaska's economy. This anticipated expansion highlights the system's essential role as an economic driver for the state, fostering connectivity and growth at both the local and global levels.

As a financially self-sustaining enterprise, AIAS will continue to focus on innovative business development to maintain world-class facilities and operations without reliance on State funding. Future strategies include:

- + Partnering with air carriers to promote on-airport development and enhance operational capacity.
- + Investing in infrastructure improvements to accommodate growing operations and elevate the customer experience.

By prioritizing strategic development, AIAS is committed to staying competitive in a rapidly evolving industry. Its forward-thinking initiatives ensure Alaska's airports will remain essential hubs for global aviation, propelling the state's economy and solidifying its position on the world stage for decades to come.



