

Travel. Transformed.



DFW International Airport Strategic Plan 2025-2029

DFW

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DFW



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A Collective Path Forward

The airport's vision for transforming travel is rooted in innovation, sustainability, an exceptional passenger experience, and positioning DFW as a global leader in the aviation industry. To realize this vision, it is imperative that every employee, business partner and Board member embrace a forward-thinking mindset, prioritize collaboration and continuous improvement, and commit to excellence in everything it does.

By working together and leveraging its collective strengths, DFW can ensure the airport meets and exceeds the evolving needs of the traveling public, thrives to be more resilient and implements every aspect of this strategic plan over the next five years. As a model of efficiency, customer satisfaction and environmental stewardship, DFW is setting new standards for the industry.



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Achieving DFW's Vision

KEY PERFORMANCE INDICATORS	FY 2025 Budget	FY 2027 Goal	FY 2029 Goal
Customer Experience			
Overall customer satisfaction score (five-point scale)	4.45	4.52	4.54
Customer sentiment score (five-point scale)	4.34	4.37	4.41
Employee Experience			
Employee engagement vs. competitive set	Benchmark year	Top half	Top quartile
Workforce diversity vs. target	31%	32%	33%
Voluntary retention rate vs. target	At market	1% under market	2% under market
Business Performance			
Total passengers	92.7M	98.6M	107.1M
Net revenues generated for DFW use <small>Includes Public Facility Improvement Corporation</small>	\$198M	\$213M	\$228M
Cost per enplaned passenger	\$13.56	\$16.42	\$20 or less
Bond ratings	One AA rating	Two AA ratings	Three AA ratings
Operational Excellence			
Percent of CTA/Terminal F complete/open	10%	60%	85%
Reduction in maintenance cost per sq ft	Set benchmark	10%	20%-25%
Achieve net zero carbon	82%	90%	Yes
Community Impact			
Economic impact on region (payroll)	\$68B	\$75B	Over \$85B
Percent of A/C/D/S/M/WBE goals achieved	100%	100%	100%
Safe, Secure and Resilient			
Cybersecurity maturity score (three-point scale)	2.0	2.1	2.3
Operational resiliency plan implemented	25%	75%	85%
Safety management system implemented	75%	100%	100%



I am excited to introduce our FY 2025-2029 Strategic Plan. It will serve as our blueprint to transform travel for our customers, employees, business partners, and communities through the end of this decade.

When we published our prior strategic plan in 2021, we were just starting to recover from the pandemic. Thanks to our employees, our Board of Directors and American Airlines, I am proud to say that DFW recovered more quickly, emerging stronger than almost all large hub airports in the United States and the world. Passengers had fallen from 73.3 million in FY 2019 to 55.4 million in FY 2021 but have now grown to 87 million in FY 2024. We expect to reach over 100 million passengers by the end of the decade. Quite a turnaround! We are currently ranked No. 3 in the world from both total passengers and total operations perspectives.

Beginning Our Next 50 Years

LETTER FROM THE CEO

This past year marked our 50th anniversary and was our first year under a new 10-year use agreement with our airline partners. This agreement includes the preapproval of a new Terminal F and the Central Terminal Area redevelopment program, which provides for the construction of 24 incremental gates. This will allow us to grow significantly over the next five years. The agreement also provides DFW with a significant amount of discretionary cash, which will enable us to make strategic investments and ensure financial resiliency.

From a customer experience perspective, we have received the ACI Service Quality Award for large hub airports in each of the last two years. It is our goal to continue to be recognized for our customer-first approach to meeting and exceeding our customers' expectations. This focus will be even more critical given the significant amount of construction that will occur to transform our airport over the next five years.

Our Vision, Mission, Beliefs, Key Results and Approach remain consistent with the prior plan.

Our only modification is to change the Employee Engagement Key Result to Employee Experience, which broadens our focus on our employees' entire experience at DFW from recruiting through retirement. Of course, we have updated this plan's strategic objectives and initiatives to reflect our future roadmap to continue our success.

I want to express my sincere appreciation to every DFW employee for all we have accomplished over the past three years. It is truly remarkable. You are our most important asset and will play the most critical role in driving our continued success. Our future is bright, and I look forward to working together as we deliver on the goals included in this strategic plan.

Sean Donohue
Chief Executive Officer



Mission

We discover new ways to care for our customers, inspire our employees, and strengthen our communities to create an exceptional Airport experience. Every Day.

Vision

Travel. Transformed.



You're Important

We value you, your point of view, your unique contributions, and your experience.

We invest in your future.

We care about your health and well-being.



Everyone's Welcome

Our culture is to welcome warmly.

DFW is diverse, like our customers and our communities.

Our differences make us stronger.

DFW's Beliefs

Digital Transformation

Technology rapidly connects people and things, fundamentally changing how people conduct their everyday lives. Today's customers have unprecedented access to information, with evolving expectations for speed, personalization and relevance. This strategic plan responds to this dynamic environment, guiding the airport's efforts to revolutionize the travel experience, optimize operations and drive sustainable growth.

DFW recognizes that the advancement of technology is not just a trend but a pathway to sustainable growth and competitive advantage. By embracing digital transformation, DFW is positioned to not only survive but thrive in a

dynamic environment – to leverage the possibilities technologies can bring to the airport. It allows DFW to streamline processes, unlock new business opportunities and deliver personalized experiences that resonate with today's digitally savvy travelers. Moreover, digital transformation enables the airport to harness the power of data to gain insights, make informed decisions- and drive innovation across all facets of its organization.

Digital transformation is an enterprise journey led by the business units and enabled through technology. It must be outcome-focused, incorporating the knowledge and challenges incurred by front-line employees, and implemented through an

iterative, agile approach. Digital transformation will change how DFW delivers value to customers and enable faster, more nimble business decision-making. It is a fundamental shift in how the airport operates, engages with customers and creates value.

It is an organizational focus, a mindset, to how DFW digitizes current processes and creates new value for customers.

DFW's digital strategy is an action plan that guides its transformation to lead the industry. Based on four strategic themes, it supports the airport's mission by finding new ways to care for customers, move from reactive to proactive operations, support its business partners, and digitize its internal processes – ultimately fulfilling DFW's vision of Travel. Transformed.

DFW'S DIGITAL STRATEGY FRAMEWORK

Digital Business Goals (why we need digital)	Customer Experience	International Operations	Business Partner Experience	How We Work
	01 Simple and frictionless customer journey	02 Reactive to proactive operations	03 Business partner* applications	04 Digitize ourselves, build efficiency, effectiveness, and resilience
Technologies, Process, and People (how to get there)	05 Digital platform (software, data)			
	06 Intelligent infrastructure (intelligent hardware and software)			
	07 Training, communications and culture			

*Airlines, concessionaires, CBP, RACs and TSA

Innovation

Travel. Transformed. is not an endpoint but a constantly evolving vision of what's possible. Technologies are emerging, and increased connectedness is driving exponential growth in data. This enables the airport to meet evolving customer expectations for smart, connected experiences that efficiently guide travelers and deliver personalized value when they are on the go. With the world changing at this exceedingly rapid pace, DFW's challenge is to look ahead and derisk for the future.

To keep up with the blistering pace of change, DFW introduced a dedicated focus on innovation, building a cross-enterprise approach to advancing new ideas. The goal of this effort is to continuously reinvent the way the airport works and introduce new products and services to DFW's ecosystem of stakeholders.

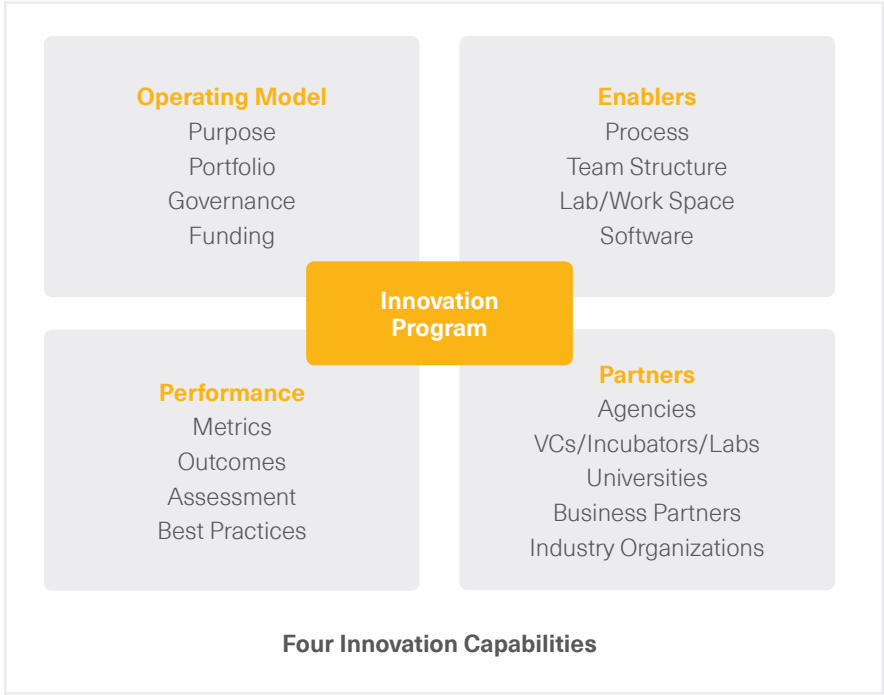
Innovation means delivering new value while simultaneously keeping up with complex operational challenges. Successful organizations often dedicate resources to focus on longer-term innovations and

the development of ideas that meet the organization's strategic goals. For DFW, innovation is the process of implementing new, viable methods, ideas, or products (innovation = new + useful). **DFW designs the future of travel.**

Since 2018, the airport has aggressively pursued its vision of building an integrated innovation practice for the enterprise. DFW continues to develop its program, focusing on internal capabilities and external innovation partnerships. The airport seeks to understand its customers and empathize with their needs. DFW identifies challenges, uses human-centered design techniques to craft ideas, and embraces new and emerging technologies that

enable the best solutions to meet customer needs.

Over the next five years, the airport will continue to embrace the everyday innovation mindset: to **question, explore and experiment.** DFW will continue to elevate its program, focusing on customer-centric methodologies, data, and creativity. The airport will continue to develop internal capabilities and leverage external experts. The key to DFW's success will be partnerships across the organization and throughout its external ecosystem of universities, corporations, venture capital leaders, and start-ups. The airport's goal is to harness expertise and inspiration that helps DFW deliver on the promise of Travel. Transformed.



OUR KEY RESULTS



OUR APPROACH



Collaborating Wins

We work best as a team with each other and with our partners to build mutual success.

None of us is greater than all of us.

Collaboration is in our DNA.



Striving for Excellence

We're passionate about excellence and take pride in everything we do.

We find new ways to innovate, build a better – and more sustainable – DFW for everyone.

We are always improving, always learning, and always seeking efficiencies.

DFW continually sets the industry standard and adopts the best of digital.



Trust is Everything

Our customers, partners, employees, and communities trust DFW to do the right thing.

DFW is the trusted steward of a valuable community asset.

We take responsibility, and we own it.

There's transparency in everything we do.

DFW is accountable and ethical.

Introduction

DFW is currently the third largest airport in the world based on operations and passengers. Today, DFW serves 190 domestic and 68 international destinations and hosts 28 passenger airlines and 20 cargo carriers providing worldwide freighter service. The airport successfully completed its prior three-year strategic plan for fiscal year 2024, which was developed during the pandemic. DFW is proud to have led the US large hub airport industry in recovery and is poised to grow significantly with the addition of 24 new gates, 15 in the new Terminal F and nine on two piers in Terminals A and C as part of the Central Terminal Area (CTA) modernization program. DFW will surpass the 100 million passenger mark during the five-year horizon of this Strategic Plan. We are currently expecting to achieve this in FY 2028.



Strategic Outlook

FY 2025 TO FY 2029

*This strategic plan plots the airport's most important objectives and initiatives for each of DFW Airport's **Key Results** over the next five years and identifies how DFW will achieve the goals of this plan, focusing on the following pillars:*

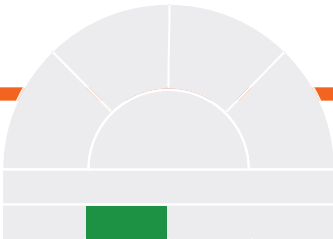
Diversity, Equity, and Inclusion

Sustainability

Innovation

Digital Transformation

Sustainability



Sustainability is a crucial component of DFW's approach to business, and it has been central to the airport's decision-making for more than two decades. In 2020, DFW outlined its vision to create a resilient, sustainable airport ecosystem through six complementary strategies encompassing environmental and social sustainability targets. This holistic approach to sustainability generates value by improving business performance, reducing DFW's environmental footprint, and protecting people and natural resources. DFW's achievements thus far have created an expectation and opportunity for the airport to tackle more complex global challenges. While its new goals are ambitious and challenging, the airport will continue to build upon a strong foundation of decoupling growth from adverse environmental and

social impacts to demonstrate that sustainability is good for business. To advance its leadership in sustainability and expand its positive influence, DFW aspires to achieve targets within these six areas: Water and Biodiversity, Climate Action, Health and Safety, Circular Economy, Energy Performance, and Equity. The airport has created roadmaps to achieve a net positive impact across these categories and has established its position as a global leader in sustainability. In terms of Climate Action, DFW recognized the imperative to measure and reduce carbon emissions generated through airport operations years ago and, in 2016, became the first airport in North America to achieve carbon neutrality. In addition, DFW has publicly committed to achieving net zero carbon by 2030 for emissions

under its control. DFW also achieved its 2021 strategic plan goal of reducing carbon emissions by 15% per passenger two years ahead of schedule. As much as two-thirds of the airport's emissions come from the use of natural gas boilers in its Central Utility Plant to provide heating for over 6.5 million square feet of terminal space. Achieving net zero requires a solution to decarbonize terminal heating. In 2025, DFW will begin operating its new Electric Utility Plant (eCUP), replacing emissions-intensive natural gas heating with clean electricity. The next-largest component of the airport's carbon footprint is DFW's fleet of vehicles. The airport has begun implementing strategies detailed in DFW's Zero-Emission Vehicle (ZEV) Blueprint to guide future fleet transition and infrastructure needs.

SUSTAINABILITY NORTH STARS



Climate Action
Net zero carbon by 2030



Health, Safety, & Wellness
Enhanced employee and customer wellness



Energy Performance
Clean and resilient energy by 2040*



Equity
Positive impact on employees, customers, and communities



Water & Biodiversity
Water and nature positive by 2050*



Circular Economy
Zero waste by 2040*

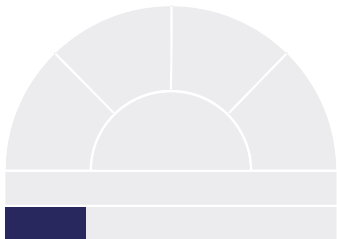
*Aspirational goals

Diversity, Equity and Inclusion

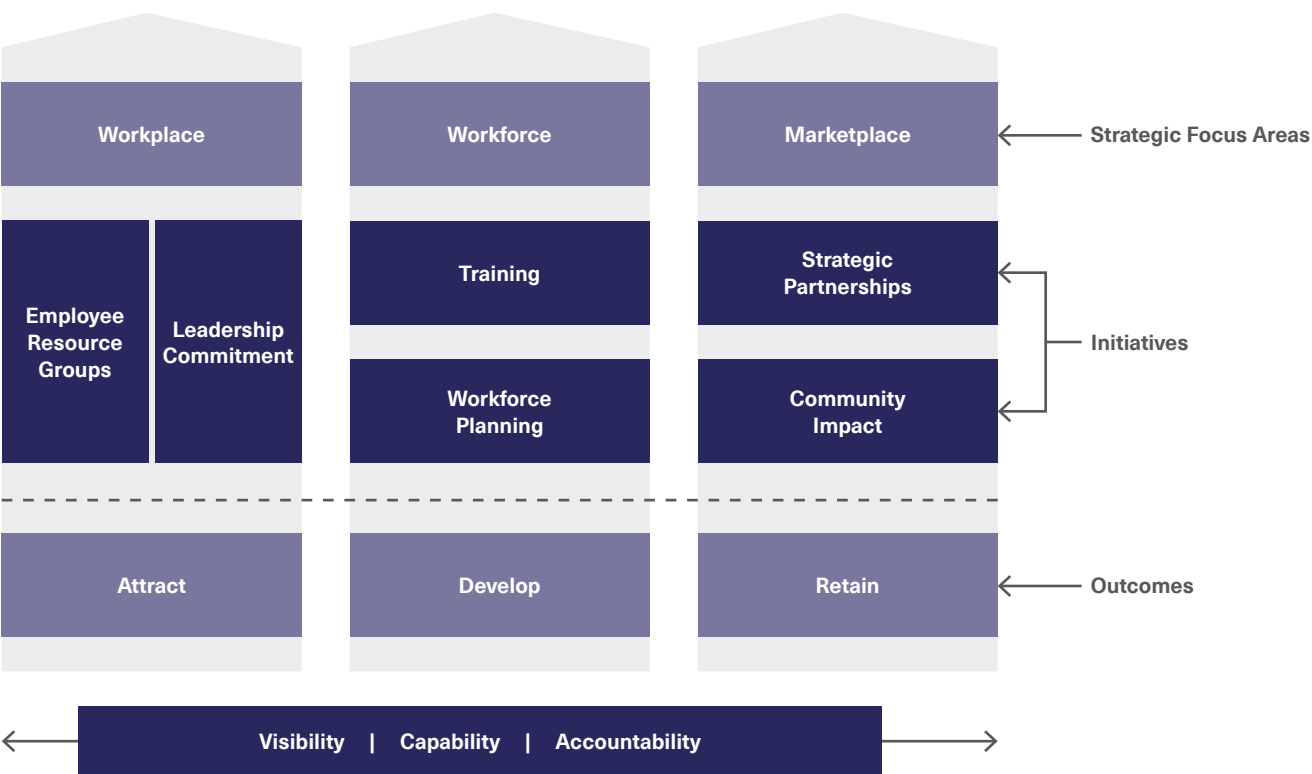
DFW strives to maintain a respectful and inclusive work culture that recognizes and appreciates all employees' diversity. This ensures employees are fully engaged, continuously developing and reaching their potential. The airport has an unwavering commitment to serving its customers and the broader community with cultural competence, making DFW a place where everyone is welcome and

has a true sense of belonging. The airport's People Strategy supports the goal of becoming a more resilient organization. From DFW's talent management programs, community business outreach and supplier diversity development programs, the airport is intentional in ensuring its workforce and partners are in place to deliver the future. This strategy supports the airport's focus on

innovative solutions to tackle the toughest challenges. It also drives DFW's ability to provide an exceptional customer experience.



FRAMEWORK FOR DE&I PROGRAM



Creating an Industry-Leading Customer Experience

will remain at the center of the airport's vision of Travel. Transformed. DFW will maintain its industry-leading customer satisfaction scores amidst ongoing construction while building an innovative, data-driven approach to bringing a personalized experience to all customers.



Enhancing the Employee Experience

goes beyond simply keeping employees engaged. It incorporates and embraces cultural characteristics and diversity, equity and inclusion to create a best-in-class employee experience from onboarding to retirement.



Maximizing Business Performance

becomes increasingly more important as DFW's debt levels grow to complete its capital program to grow its core business and achieve 100 million passengers within the timeframe of this strategic plan. The airport must become more efficient and achieve higher profitability of its non-airline businesses to keep DFW's cost structure competitive and ensure a strong balance sheet.



Achieving Operational Excellence

is at the core of DFW's business and is a collaborative effort with the airport, airlines, regulators, suppliers, and business partners to make DFW the best airport on the planet. The airport will continue to digitally transform its processes to move from reactive to proactive operations. Operational excellence will also entail completing DFW's capital programs as scheduled and implementing its Sustainability North Stars, including achieving net zero carbon emissions by 2030.



Expanding Community Impact

is critical as DFW is a key community asset and one of the largest economic engines in the region. The airport is committed to being a good neighbor and strengthening its relationships with its owner cities. DFW will also work with local and educational organizations to develop a skilled workforce and continue to strengthen its inclusive supplier base.



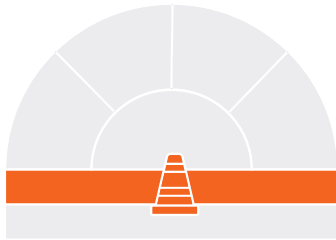
Ensuring a Safe, Secure, and Resilient environment

to proactively protect its people, systems, services, and infrastructure. The airport is also committed to investing in resiliency to effectively absorb, recover from and adapt to future threats. DFW will fully implement its Safety Management System and Resiliency Plans during the next five years.

Creating the Industry Leading Customer Experience

DFW Airport has evolved beyond focusing on only customer satisfaction to focusing on creating a better experience from the customer's perspective -- in other words, a customer-first approach. DFW's purpose is threefold: to eliminate customer stress and friction, to provide customers with an opportunity for a purposeful and memorable experience, and to engage the broader airport community, also referred to as "OneDFW," to achieve that experience.

Leveraging digital initiatives will be a cornerstone of these efforts. Whether providing customized recommendations for concessions or sending predictive wait times straight to a customer's device, DFW will communicate with customers in a way that works for them. Designing a human-centered environment for future facilities will play a key role in creating an exceptional travel experience. This customer-first thinking will intentionally consider all types of customers, including those with special needs.



STRATEGIC OBJECTIVES AND INITIATIVES

Proactively protect people, systems, services, and infrastructure.

- Successfully implement and firmly establish DFW's formal Safety Management System.
- Continuously strengthen safety-first culture across the DFW campus through predictive analytics, adaptive training and simulation, and accountability mechanisms built into operating requirements.
- Position DFW as an industry leader in cybersecurity and cyber resilience.

Become resilient through a dynamic model driven, systematic approach.

- Develop a threat-agnostic, data-driven and collaborative resilience strategy that 1) diagnoses the performance of critical functions and identifies vulnerabilities to help guide investments in targeted strategies and interventions, 2) reduces the likelihood of operational failures and improves the airport's ability to respond quickly to unexpected events, and 3) ensures rapid recovery of critical operations.
- Implement an action plan that includes operational resilience metrics and benchmarks over the 5 years of the plan.

STRATEGIC OBJECTIVES AND INITIATIVES

Provide an exceptional, stress-free experience as part of DFW's commitment to a customer-first approach.

- Ensure the customer's core needs are at the heart of planning and design through proactive collaboration.
- Exceed customer expectations during periods of construction by executing a customer communication and surveying strategy that proactively provides construction impact information and measures customer satisfaction during these periods.
- Develop a formal campus-wide employee ambassador program (#OneDFW) to ensure all employees prioritize the customer.
- Develop new and improved ways of providing service for and communicating with customers regardless of language or ability.

- Offer premier facilitation solutions (e.g., biometrics) to streamline processing and connections by collaborating with federal agencies.

Build personalized, value-creating relationships with DFW customers.

- Deliver reliable, real-time visibility to customer journey touchpoints (e.g., parking, key processing points, concessions, etc.), providing digital transparency for the customer to reduce stress during the travel experience.
- Increase personalized communication with customers via multiple channels to leverage customer relationships into brand-building and revenue-boosting opportunities.

Ensuring a Safe, Secure and Resilient Environment

DFW is committed to proactively protecting people, systems, services, and infrastructure. Resilience means ensuring that the airport can effectively absorb, recover from and adapt to any threats or stressors. DFW is enhancing its security protocols through advanced threat detection technologies and comprehensive risk assessment methodologies. These measures employ a data-driven approach designed to prevent and mitigate potential security breaches, ensuring the safety of passengers, staff and assets. Additionally, DFW

is strengthening its emergency response capabilities with training programs that prepare staff for a wide range of scenarios. This plan includes establishing a standardized resilience framework and integrating real-time data analytics and machine learning to anticipate and respond to security threats more effectively. This holistic approach aims to create a secure environment where employees and customers feel protected, reinforcing DFW's commitment to being a leader in airport safety, security and resiliency.

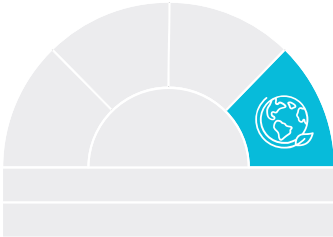


Key Result

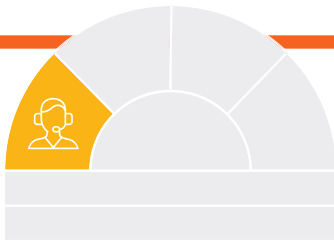
Expanding Community Impact

DFW Airport recognizes its critical role as a key community asset in the North Texas region and one of the largest economic engines in Texas. The airport is committed to fostering a collaborative environment that strengthens its relationships with the communities served. This commitment extends beyond simply being a good neighbor. DFW aims to be a global leader, showcasing the vitality of North Texas on a national and international stage. The airport will cultivate a skilled workforce and advocate for a robust and inclusive supplier base through

strategic partnerships with local industry, educational institutions and diverse business partners. Through this approach, DFW will present a unified message that positions the airport as a premier aviation hub and a vital contributor to the continued prosperity of the North Texas region.



Enhancing the Employee Experience



A highly engaged workforce has been one of the keys to DFW's industry-leading success. The airport aspires to recruit, retain and develop top talent with a strong culture founded on a clearly articulated people strategy. This strategy focuses on employees' overall experiences, wellness, diversity and development.

DFW is committed to maintaining an inclusive culture where employees can further their careers through a reinvigorated talent management program. The airport wants to foster ideas from diverse backgrounds to drive continuous improvement and innovation every day. This way, DFW builds on a foundation of strength as it executes this people strategy.

STRATEGIC OBJECTIVES AND INITIATIVES

Highlight DFW's unique cultural characteristics that offer best-in-class employee experiences focused on all phases of the employee lifecycle.

- Develop and execute a hiring and sourcing strategy based on future workforce needs and leveraging DFW's strong local and national brand.
- Maintain competitive pay, benefits and total rewards (including workplace flexibility) appropriate to DFW.
- Capture and market DFW's unique cultural attributes that make it a great place to work.
- Continue to invest in developing existing and future leaders to maintain a culture of belonging through authentic leadership across DFW.

- Prepare DFW's people for future roles by developing critical skillsets (e.g., business acumen, data literacy, digital transformation, critical queries, and actionable intelligence) and reskilling employees as necessary.

Live DFW's Beliefs and Approach.

- Reinforce a collaborative and consistent DFW-wide culture that engages the unique diversity of its workforce to ensure that diversity, equity and inclusion are incorporated into the fabric of everything the airport does.
- Foster a workforce that feels valued, encouraged, and heard and achieves its full potential through a state of continuous improvement and by embracing the tenants of sustainability, innovation, and digital transformation.

STRATEGIC OBJECTIVES AND INITIATIVES

Enable North Texas economic vitality and position DFW on the world stage.

- Present DFW Airport as a global leader in the North Texas region in collaboration with chambers and other organizations.
- Strengthen the airport's relationship with the owner cities.
- Work with regional community business partners to present a unified, positive message about DFW nationally and globally.

Grow a diverse, scalable business partner base.

- Advocate for, grow and strengthen a diverse and scalable DFW supplier base.
- Partner with local educational institutions to craft training and develop a skilled business partner workforce.

Enhance community outreach to increase awareness of DFW programs.

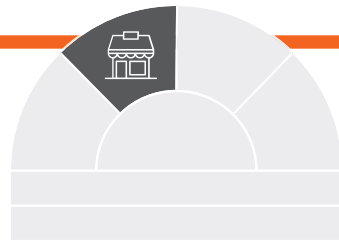
- Be a good citizen and ensure broad community support, especially during periods of heavy construction and change.
- Strengthen targeted outreach to communities affected by DFW operations and capital programs.
- Enhance DFW's brand by partnering and assuming leadership roles in key community and industry organizations.





Key Result

Maximizing Business Performance

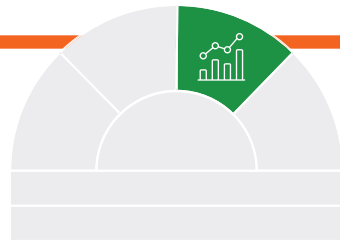


Financial resiliency is critical to the airport's success. DFW needs to control the increase of expenses and grow its non-airline business unit profitability to help keep airline cost per enplanement (CPE) at or below \$20 by FY 2029 (a competitive

rate for its airline partners) and to provide the necessary incremental cash flow to fund capital projects. Equally important is the airport's focus on digital transformation to become more productive and efficient through effective data use in decision

making and cross-departmental collaboration. Beginning in FY 2025, each department will develop a five-year business plan to identify the most critical KPIs and efficiency improvements detailing how it will deploy technology to improve business results.

Achieving Operational Excellence



Operational excellence begins with operational resiliency. This is achieved through timely replacement of critical infrastructure and systems, alignment with key business partners, and adopting a proactive, rather than reactive, approach

in all aspects of the customer journey. Digital transformation and innovation will be crucial in reducing asset maintenance costs per square foot. This will be accomplished through the implementation of new digital twin technology and ensuring

the redevelopment of the CTA and opening of the new Terminal F remains on schedule. Finally, the airport must develop financially feasible sustainability plans that are agreed upon and implemented as scheduled.

STRATEGIC OBJECTIVES AND INITIATIVES

Continuously improve processes and efficiency using technology, data-driven decision-making, and collaboration.

- Create an environment that makes it easy for customers, employees, vendors, and other business partners to do business with DFW by using self-service technologies and digitized processes.

- Complete departmental five-year business plans that include aggressive efficiency goals to contain costs, improve profitability and ensure resiliency, utilizing innovation and digital transformation.

Grow and diversify non-airline business unit profitability.

- Grow non-airline business units' revenues and profits faster than the growth of passengers.
- Successfully implement a new cargo business model.
- Explore third-party relationships, developing new ventures to grow revenues and/or minimize risk (e.g., new sustainability initiatives).

Grow passenger and cargo traffic.

- Maintain position as American Airlines' fastest growing hub while simultaneously increasing nonstop long-haul service for other airlines.
- Grow cargo volumes faster than the average of DFW's large hub airport competitors.

Ensure a financially strong and resilient DFW.

- Ensure DFW is cost competitive compared to other large hub airports by keeping CPE under \$20 in FY 2029.
- Strengthen the balance sheet and improve bond ratings.
- Systematically leverage federal and state grants.

STRATEGIC OBJECTIVES AND INITIATIVES

Foster alignment and form coalitions with key business partners.

- Build an even stronger partnership with American Airlines based on a shared customer experience, operational KPIs, planning, and communications.
- Advance innovative solutions through strong government relations with regulatory agencies (e.g., Customs and Border Protection, Transportation Security Administration and Federal Aviation Administration) and strategic legislative support.
- Develop more effective relationships with all airlines through improved communications, established standards and support services.

Modernize and optimize DFW's facilities.

- Ensure early and active collaboration with all internal and external stakeholders during the planning and design stages to successfully execute the capital program.
- Use the digital twin for predictive and proactive asset management to repair, replace and optimize the condition of assets while minimizing operational impacts.
- Continuously update and communicate the rolling 10-year assessment-based Infrastructure Capital Program (ICP) to ensure capital funding prioritization of asset rehabilitation and technology updates.

- Develop expansion plans to prepare for expected air service demand through the 2030s.

Advance DFW's sustainability "North Stars."

- Continue to implement programs and initiatives to achieve net zero carbon by 2030.
- Define resilient energy requirements and necessary resources to meet future demand and begin implementation.
- Initiate the airport's strategy for the circular economy, biodiversity and water goals, focusing on ambitious and achievable targets, dates and actions.