



KPIs and Financial Report – FY 2021

Six months ending March 31, 2021 – Unaudited

Key Performance Indicator Scorecard

Six months ending March 31, 2021 - Unaudited

Key Performance Indicators	FY20 Actuals YTD	FY21 Plan YTD	FY21 Actuals YTD	FY21A vs FY21P	FY21 Annual Plan **	Data As Of
<u>Business Performance</u>						
DFW CC Revenues (Ms) (Parking; GT; Concessions; RAC; CD)	\$165.1	\$107.6	\$104.9	■	\$259.9	Mar 21
Total Operating Fund Expenditure Budget (Ms)	\$494.2	\$468.3	\$460.4	■	\$963.4	Mar 21
Complete Strategic Plan	N/A	EOY	EOY	■	Complete	EOY
Rc've e-comm shipments from Int'l E-Comm Clearance Facility Pilot. *	N/A	EOY	EOY	■	Complete	EOY
<u>Customer Experience</u>						
Achieve DFW survey Overall Satisfaction score	4.42	4.29	4.39	■	4.29	Mar 21
Achieve DFW survey cleanliness score #	4.42	4.30	4.32	■	4.30	Mar 21
<u>Operational Excellence</u>						
Achieve zero regulatory enforcement actions	0	0	0	■	0	Mar 21
Achieve full activation of the IOC no later than April 30, 2021. *	N/A	Complete	EOY	■	Complete	EOY
Complete two food waste recycling pilot projects by end of fiscal year. *	N/A	Complete	EOY	■	Complete	EOY
Complete DFW's first "digital twin" project for Runway18R. *	N/A	Complete	EOY	■	Complete	EOY
Develop innovation training program/100% employee participation. *	N/A	100%	EOY	■	100%	EOY
Implement electronic solicitation and evaluation process for PMM. *	N/A	Complete	EOY	■	Complete	EOY









■ Improved/Constant
■ Worse
■ End of Year/Quarter Completion




** Plan reflects 100% Target



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Key Performance Indicators	FY20 Actuals YTD	FY21 Plan YTD	FY21 Actuals YTD	FY21A vs FY21P	FY21 Annual Plan **	Data As Of
<u>Safe and Secure</u>						
Reduce runway incursions: total / DFW employees only.	1 / 1	0 / 0	0 / 0		3 / 1	Mar 21
Complete biometric exit at all mainline gates operated by AA. *	N/A	Complete	EOY		Complete	EOY
<u>Community Engagement</u>						
MWBE/DBE/ACDBE Programs	22%/ 39%/46%	31%/20%/33%	35%/ 34%/43%		31%/20%/33%	Feb 21
Achieve 85% for MWBE building/ technical assistance program. *	N/A	EOY	EOY		85%	EOY
<u>Employee Engagement</u>						
Achieve employee engagement survey participation.	EOY	88%	EOY		88%	EOY
Develop and deliver Allyship workshop to all employees. *	EOY	100%	EOY		100%	EOY
Achieve Livewell participation of at least two apples *	EOY	85%	EOY		85%	EOY
<u>* Key Goals and Initiatives</u>	EOY	9 of 10	EOY		9 of 10	EOY





-  Improved/Constant
-  Worse
-  End of Year/Quarter Completion

** Plan reflects 100% Target



Key Performance Indicator Scorecard

Six months ending March 31, 2021 – Unaudited

(\$ in millions)

Key Performance Indicator	Year-To-Date				FY 2021 Annual Budget
	FY 2020 Actuals	FY 2021 Actuals	FY 2021 Budget	Actuals vs. Budget Increase/(Decrease)	
Application of CARES Proceeds	\$0.0	\$62.4	\$58.3	\$4.1 7.1% 	\$128.3
Total Expenditure Budget	\$494.2	\$460.4	\$468.3	(\$7.9) (1.7%) 	\$963.4
Total Passengers (Ms)	33.44	20.87	20.92	(0.05) (0.2%) 	53.1
Total Landed Weights (Bs)	22.8	17.3	17.8	(0.5) (2.7%) 	42.0

Results Status Bar

-  Improved/Constant
-  Worse

Application of CARES Proceeds

Six months ending March 31, 2021 – Unaudited

	Year-to-Date (\$ in millions)			
	March Actuals	March Budget	Actuals vs. Budget Favorable/(Unfavor)	
DFWCC Revenues*	\$119.3	\$124.1	(\$4.9)	(3.9%)
Airfield & Terminal Revenues*	266.5	273.7	(7.2)	(2.6%)
Total Revenues *	385.7	397.9	(12.1)	(3.0%)
Total Expenditures	460.4	468.3	7.9	1.7%
Passenger Facility Charges	40.9	40.8	0.1	0.3%
Net Variance			<u><u>(\$4.1)</u></u>	

* Excludes CARES revenues

DFW Cost Center

Six months ending March 31, 2021 – Unaudited

	Year-To-Date				FY 2021
	FY 2020 Actuals	FY2021 Actuals	FY 2021 Budget	Actuals vs. Budget Increase/(Decrease)	Annual Budget
Revenues					
Parking	\$79.5	\$37.3	\$39.3	(\$1.9) (5.0%)	\$107.6
Concessions	42.8	26.1	29.1	(3.0) (10.5%)	69.8
Rental Car	15.7	11.8	10.6	1.2 10.9%	25.1
Commercial Development	27.0	29.3	28.6	0.7 2.5%	57.4
Other Revenues	23.1	14.7	16.5	(1.7) (10.6%)	34.5
Total Revenues before CARES	188.2	119.3	124.1	(4.9) (3.9%)	294.4
DFW CC Expenditures					
Operating Expenditures	69.0	52.7	55.3	(2.6) (4.7%)	119.6
Debt Service, net	31.0	30.8	31.6	(0.8) (2.5%)	55.3
Total Expenditures	100.0	83.4	86.8	(3.4) (3.9%)	175.0
Gross Margin - DFW Cost Center	88.2	35.8	37.3	(1.5) (4.0%)	119.4
Less Transfers and Skylink					
DFW Terminal Contribution	1.4	1.4	1.4	0.0 0.0%	2.8
Skylink Costs	20.0	22.2	22.0	0.1 0.6%	43.6
Net Revenues before CARES	66.8	12.2	13.8	(1.6) (11.5%)	73.0
CARES Revenues	0.0	42.9	41.4	1.6 0.0	91.0
Net Revenues	\$66.8	\$55.2	\$55.2	(\$0.0) (0.0%)	\$164.0



Airfield and Terminal Cost Centers

Six months ending March 31, 2021 – Unaudited

	Year-To-Date				FY 2021	
	FY 2020 Actuals	FY2021 Actuals	FY 2021 Budget	Actuals vs. Budget Increase/(Decrease)		Annual Budget
Revenues						
Landing Fees	\$51.1	\$38.6	\$39.6	(\$1.0)	(2.4%)	\$93.5
Other Airfield	5.5	6.2	5.8	0.3	5.6%	10.7
Transfer from DFW Cost Center	23.9	35.0	35.0	(0.0)	(0.0%)	70.0
Total Airfield Revenue	80.5	79.8	80.4	(0.6)	(0.8%)	174.2
Terminal Leases	165.9	165.3	165.9	(0.7)	(0.4%)	331.8
FIS Fees	11.8	5.4	5.5	(0.2)	(3.3%)	15.3
Turn Fees	12.1	5.7	10.7	(5.0)	(46.8%)	24.7
Other Terminal	12.7	9.0	9.8	(0.8)	(7.9%)	20.8
Total Terminal Revenues	202.5	185.3	191.9	(6.6)	(3.4%)	392.7
DFW Terminal Contributions	1.4	1.4	1.4	0.0	0.0%	2.8
Total Revenues before CARES	284.4	266.5	273.7	(7.2)	(2.6%)	569.7
Expenditures						
Operating Expenditures	162.0	159.9	159.8	0.0	0.0%	338.4
Debt Service, net	129.5	138.1	142.9	(4.8)	(3.3%)	268.7
Total Expenditures	291.5	298.0	302.7	(4.7)	(1.6%)	607.0
Net Income/(Loss) before CARES	(7.2)	(31.5)	(29.0)	(2.5)	8.7%	(37.3)
CARES Revenues	0.0	19.5	17.0	2.5	14.9%	37.3
Net Income/(Loss)	(\$7.2)	(\$12.0)	(\$12.0)	\$0.0	(0.0%)	(\$0.0)

Operating Fund – Total Expenditures

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	Year-To-Date				FY 2021
	FY 2020 Actuals	FY2021 Actuals	FY 2021 Budget	Actuals vs. Budget Increase/(Decrease)	Annual Budget
Operating Expenditures					
Salaries and Wages	\$80.6	\$79.5	\$80.6	(\$1.1) (1.3%)	\$166.3
Benefits	36.6	34.8	36.6	(1.8) (4.9%)	74.4
Facility Maintenance Contracts	39.0	39.1	40.8	(1.7) (4.1%)	86.2
Other Contract Services	52.8	46.8	45.8	1.0 2.1%	96.3
Utilities	13.5	14.3	11.5	2.7 23.8%	26.1
Equipment and Other Supplies	9.5	7.7	8.3	(0.5) (6.4%)	17.9
Insurance	2.9	4.2	4.3	(0.1) (3.2%)	9.9
Fuels	1.8	1.0	1.3	(0.3) (24.4%)	3.2
General, Administrative, and Other	3.2	1.7	2.3	(0.6) (27.6%)	12.6
Change in Operating Reserves	8.1	2.2	2.2	0.0 0.0%	2.2
Total Operating Expenditures	248.0	231.3	233.7	(2.5) (1.0%)	495.2
Debt Service, gross	246.2	229.1	234.5	(5.4) (2.3%)	468.2
Total Operating Fund Expenditures	\$494.2	\$460.4	\$468.3	(\$7.9) (1.7%)	\$963.4