



PHILADELPHIA INTERNATIONAL AIRPORT
NORTHEAST PHILADELPHIA AIRPORT

CONNECTING POINT

2021 ANNUAL REPORT





WE PROUDLY CONNECT PHILADELPHIA WITH THE WORLD

PHILADELPHIA INTERNATIONAL AIRPORT (PHL),

the only major airport in the nation's seventh largest metropolitan area, is a large hub airport serving more than 19.6 million passengers annually with 23 airlines, and nearly 300 daily departures to 121 nonstop destinations. Located seven miles from downtown Philadelphia, the airport is easily accessible and convenient to many tourist sites, business centers and cultural hubs. The Airport is self-sustaining and uses no local tax dollars. PHL is one of the largest economic engines in the region, generating \$16.8 billion to the economy and accounting for 106,000 full-time jobs annually.*

Northeast Philadelphia Airport (PNE) is Pennsylvania's sixth-busiest airport, providing "on-call" U.S. Immigration and Customs and United States Department of Agriculture services to corporate domestic and international travel. Situated on 1,150 acres in the northeast part of the Philadelphia, PNE averages 138 based aircraft, dominated by single-engine and multi-engine aircraft, jets and helicopters. Two fixed-based operators, Atlantic Aviation and North Philadelphia Jet Center (NORPAC), offer a variety of services to private and corporate-owned aircraft.

OUR VISION

To be a world-class global gateway of choice

OUR STRATEGY

- Transform the customer experience
- Optimize PHL/PNE's infrastructure
- Build for the future

OUR VALUES

- PEOPLE FIRST** Our employees, stakeholders and passengers
- RESPECT** To ourselves, our customers and our environment
- INTEGRITY** We hold ourselves responsible for what we do, say and think
- DIVERSITY** We are purposefully inclusive and accepting of all
- EXCELLENCE** We hold ourselves to the highest standards of service and innovation

*Pre-pandemic

CONTENTS

- | | |
|-----------------------------------|--|
| Leadership Message 2 | PHL Food & Shops 18 |
| PHL /PNE Leadership 4 | Guest Experience 19 |
| PHL: By the Numbers 6 | Working To Create a Diverse Airport 20 |
| The Areas We Reach 8 | Capital Development 22 |
| Nonstop Destinations 10 | Sustainability 24 |
| Air Service Development 12 | 2021 Milestones 26 |
| Cargo Expansion Program 14 | Environmental, Social and Governance 29 |
| Airline Partners 15 | Financial Summary 30 |

LEADERSHIP MESSAGE



MESSAGE FROM THE CEO

EACH YEAR, OUR ANNUAL REPORT SERVES TO HIGHLIGHT OUR RECENT ACCOMPLISHMENTS AND NOTABLE ACTIVITIES over the course of the year. As we’ve seen over the past two years, the implications of a global pandemic reach far beyond those of health. No industry has been more greatly affected than travel and hospitality.

Despite these challenges, I am confident that a full recovery is in sight. While passenger travel was down 40.5 percent in 2021 due to a combination of restrictions on international travel, a pause in business travel and strained economic conditions—there are bright spots on the horizon. We saw a busy end-of-year holiday travel season. International borders are beginning to open up and restrictions are easing. And, airlines are launching new routes and resuming previous service—giving us optimism for the future.

One thing that has remained constant is our commitment to making PHL the best it can be in connecting people and places. Whether it is reuniting families and friends, providing a safe harbor for thousands of Afghan evacuees, making a business connection, or introducing our guests to the work of Philadelphia’s incredibly talented artists through our Airport Art Program—PHL provides an important connection point between our City and the world. Every plane that takes off or lands at the airport is a reminder that PHL, and all of the people who keep you moving, play a crucial role in the global air transportation network.

On a positive note, PHL handled 3.2 percent more tons of cargo in 2021 than in 2020, a pandemic-era trend that is only projected to grow as demand increases for people to get their goods faster. In 2022, we look forward to the advancement of our air cargo development program, which will establish Philadelphia as a logistics center and translate to thousands of new jobs—further augmenting PHL’s role as a regional economic engine.

Even during some of our toughest days, our team has remained focused on long-term recovery and the growth we are confident will return. In the meantime, we will be buoyed by the strength of PHL’s ability to connect people, businesses, goods and services with the places they need to be.

Rochelle (Chellie) Cameron
Chief Executive Officer



MESSAGE FROM THE MAYOR

OVER THE PAST SEVERAL YEARS, our city has proven, time and again, that it is stronger when we are united. As we continue to recover and rebuild from the economic impacts of the COVID-19 pandemic, the Philadelphia International Airport—a major economic driver for our region that provides thousands of jobs—has been no exception.

Despite the travel challenges posed by the pandemic, CEO Chellie Cameron and the leadership team at the City of Philadelphia’s Division of Aviation continue to provide a superior customer experience while planning for a brighter, stronger future. Because of their tireless efforts—along with the hard work from the many airport employees, concessionaires, airline partners and other stakeholders who comprise the airport community—Philadelphia remains a critical connecting point for travelers from all backgrounds and corners of the globe.

That theme rang particularly true during Operation Allies Welcome, a coordinated effort between PHL, the City of Philadelphia, and at least 35 local, state, and federal agencies to provide a point-of-entry location for individuals evacuated from Afghanistan, beginning in August 2021. We were incredibly proud to see the City and so many partners banding together to welcome almost 30,000 Afghan individuals and families through PHL, providing a safe haven in our welcoming city. Through this effort, Philadelphia once again shined as a beacon to the world.

In the year ahead, I look forward to seeing PHL continue to connect families, help businesses thrive and fuel Pennsylvania’s local economies.

Mayor Jim Kenney
City of Philadelphia



PHL/PNE LEADERSHIP

Chellie Cameron
Chief Executive Officer, City of Philadelphia • Division of Aviation

Tracy Borda
Chief Financial Officer

Keith Brune
Chief Operating Officer

Allen Mehta
Chief Information Officer

James Tyrrell
Chief Revenue Officer

Delicsha Wilds
Chief Administrative Officer

PHL FUNDING DETAILS

Philadelphia International Airport (PHL) is owned and operated by the City of Philadelphia. The airport is a self-sustaining entity that operates without the use of local tax dollars. The airport operates as an enterprise fund of the City of Philadelphia. Enterprise funds are established by governmental units to account for services that are provided to the general public on a user-charge basis and are operated in a manner similar to business-type activities. The Aviation Fund is self-supporting, using aircraft landing fees, terminal building rentals, concession revenue and other facility charges to fund annual expenses. The airport's capital program is funded by airport revenue bonds issued by the City, federal and state grants, Passenger Facility Charges (PFCs), and operating revenues.



PHL: BY THE NUMBERS

19,638,387

PASSENGERS ANNUALLY
(+65.5% from 2020)

23

PASSENGER AIRLINES

643,138

TOTAL CARGO IN TONS (Freight + Mail)
(+3.2% from 2020)

268,884

TOTAL PLANE MOVEMENTS
(Takeoffs + Landings)

13
INTERNATIONAL
DEPARTURES



296
AVERAGE DAILY
DEPARTURES

23
INTERNATIONAL
DESTINATIONS



121
TOTAL
DESTINATIONS

FACILITY DRILL-DOWN

2,598
TOTAL ACREAGE

3,254,354
TERMINAL SQUARE FOOTAGE

449,761
CARGO SPACE SQUARE FOOTAGE

11,823
PUBLIC PARKING SPACES

7
CONCOURSES/
TERMINALS

126
GATES

TOP 5

DOMESTIC DESTINATIONS

- 1 Orlando, Florida (MCO)
- 2 Atlanta, Georgia (ATL)
- 3 Fort Lauderdale, Florida (FLL)
- 4 San Juan, Puerto Rico (SJU)
- 5 Tampa, Florida (TPA)

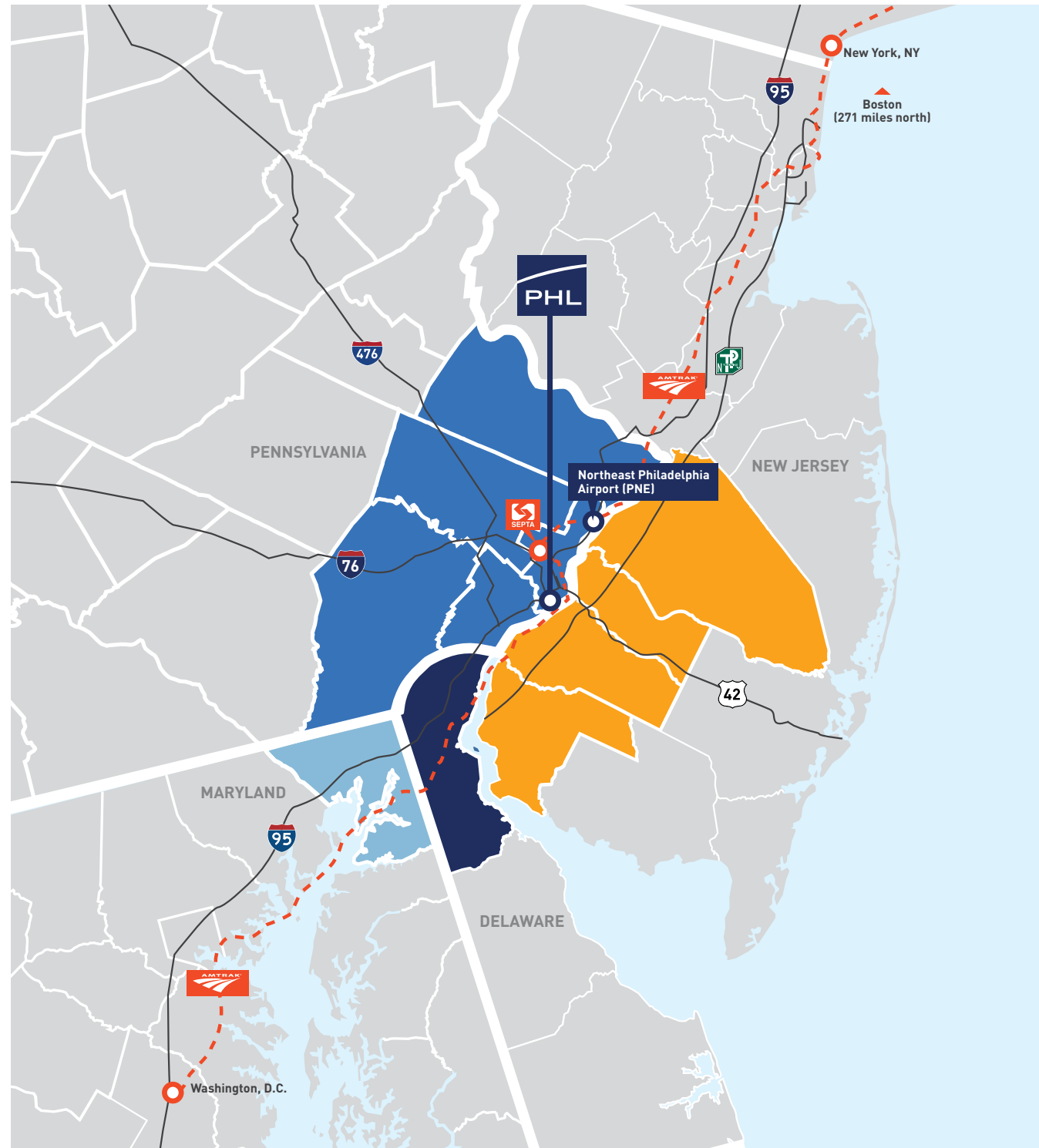
INTERNATIONAL DESTINATIONS

- 1 Cancún, Mexico (CUN)
- 2 Montego Bay, Jamaica (MBJ)
- 3 Punta Cana, Dominican Republic (PUJ)
- 4 Aruba, Southern Caribbean Sea (AUA)
- 5 Santo Domingo, Dominican Republic (SDQ)



THE AREAS WE REACH:

SERVING OVER 6 MILLION PEOPLE IN THE 11-COUNTY
PHILADELPHIA METROPOLITAN STATISTICAL AREA



NONSTOP DESTINATIONS

DOMESTIC

CAK	Akron/Canton, OH	GSP	Greenville/Spartanburg, SC	PSP	Palm Springs, CA
ALB	Albany, NY	MDT	Harrisburg, PA	✕ ECP	Panama City, FL
AVL	Asheville/Hendersonville, NC	BDL	Hartford, CT	PNS	Pensacola, FL
ATL	Atlanta, GA	HHH	Hilton Head Island, SC	PHX	Phoenix, AZ
AUS	Austin, TX	HOU	Houston – Hobby, TX	PIT	Pittsburgh, PA
BGR	Bangor, ME	IAH	Houston – Intercontinental, TX	PWM	Portland, ME
BHM	Birmingham, AL	IND	Indianapolis, IN	PVD	Providence, RI
BOS	Boston, MA	ISP	Islip, NY	RDU	Raleigh/Durham, NC
✕ BZN	Bozeman, MT	JAX	Jacksonville, FL	RIC	Richmond, VA
BUF	Buffalo, NY	MCI	Kansas City, MO	ROA	Roanoke, VA
BTV	Burlington, VT	EYW	Key West, FL	ROC	Rochester, NY
CHS	Charleston, SC	TYS	Knoxville, TN	SBY	Salisbury/Ocean City, MD
CRW	Charleston, WV	LAS	Las Vegas, NV	SLC	Salt Lake City, UT
CLT	Charlotte-Douglas, NC	LEX	Lexington, KY	SAN	San Diego, CA
CHO	Charlottesville, VA	LAX	Los Angeles, CA	SFO	San Francisco, CA
MDW	Chicago – Midway, IL	SDF	Louisville, KY	SJU	San Juan, PR
ORD	Chicago – O’Hare, IL	MSN	Madison, WI	SRQ	Sarasota/Bradenton, FL
CVG	Cincinnati, OH/Covington, KY	MHT	Manchester, NH	SAV	Savannah, GA
CLE	Cleveland, OH	MVY	Martha’s Vineyard, MA	SEA	Seattle, WA
CAE	Columbia, SC	MLB	Melbourne, FL	STT	St Thomas Island, VI
CMH	Columbus, OH	MEM	Memphis, TN	STL	St. Louis, MO
DFW	Dallas/Fort Worth, TX	MIA	Miami, FL	SCE	State College, PA
DAL	Dallas – Love, TX	MKE	Milwaukee, WI	SYR	Syracuse, NY
DAY	Dayton, OH	MSP	Minneapolis/Saint Paul, MN	TPA	Tampa, FL
DAB	Daytona Beach, FL	MYR	Myrtle Beach, SC	✕ TVC	Traverse City, MI
DEN	Denver, CO	ACK	Nantucket, MA	EGE	Vail/Eagle, CO
✕ VPS	Destin-Ft Walton Beach, FL	BNA	Nashville, TN	IAD	Washington – Dulles, VA
DTW	Detroit, MI	HVN	New Haven, CT	DCA	Washington – National, DC
FLL	Fort Lauderdale, FL	MSY	New Orleans, LA	ART	Watertown, NY
RSW	Fort Myers, FL	PHF	Newport News/Williamsburg, VA	PBI	West Palm Beach, FL
FWA	Fort Wayne, IN	ORF	Norfolk, VA	IPT	Williamsport, PA
GRR	Grand Rapids, MI	SWF	Orange County, NY	ILM	Wilmington, NC
GSO	Greensboro, NC	MCO	Orlando, FL		

INTERNATIONAL

EUROPE

LHR	London – Heathrow, United Kingdom	ATH	Athens, Greece
DUB	Dublin, Ireland	FRA	Frankfurt, Germany
AMS	Amsterdam, Netherlands	FCO	Rome – Da Vinci, Italy
		ZRH	Zürich, Switzerland

CANADA

YYZ	Toronto, Canada
YUL	Montreal – PET, Canada

MIDDLE EAST

DOH	Doha, Qatar
------------	-------------

CARIBBEAN

MBJ	Montego Bay, Jamaica	PLS	Providenciales, Turks & Caicos Islands
PUJ	Punta Cana, Dominican Republic	✕ STI	Santiago, Dominican Republic
AUA	Aruba, Aruba	UVF	St. Lucia, Saint Lucia
NAS	Nassau, Bahamas	BDA	Bermuda, Bermuda
SDQ	Santo Domingo, Dominican Republic		

SXM	St. Maarten, Saint Maarten
✕ KIN	Kingston, Jamaica
CUN	Cancún, Mexico
✕ CZM	Cozumel, Mexico

✕ New Destination



Bozeman, MT



Panama City, FL

AIR SERVICE DEVELOPMENT: WHERE WE ARE GOING

2021 saw the world begin to return to air travel—and airlines resume service and introduce new routes to their Philadelphia International Airport rosters. Flights to destinations that allow guests to reconnect with friends and relatives or an opportunity to take advantage of sun, sand and outdoor activities, were among the most popular routes at PHL.

The easing of travel restrictions, including those that kept PHL from accepting international visitors for almost two years, resulted in the restoration of nonstop service to European cities such as Dublin, Amsterdam, Zurich and Rome, as well as the return of Lufthansa’s nonstop service to Frankfurt for the first time since March 2020.

In 2022, PHL’s airline partners are expected to offer service to 91 domestic and 31 international destinations, including four Canadian, 13 transatlantic and 14 Caribbean/Mexican destinations. The airport will also be served by five foreign-flag carriers: Air Canada, Aer Lingus (for the first time since 2020), British Airways, Lufthansa and Qatar Airways, providing travelers with access to the world.



SERVICE ANNOUNCED IN 2021, STARTING IN 2022

- AMERICAN AIRLINES**

 - + Barcelona, Spain (BCN): start March 27, 2022
 - + Paris-de Gaulle, France (CDG): start March 26, 2022
 - + Grand Cayman, Cayman Islands (GCM): start April 9, 2022
 - + Lisbon, Portugal (LIS): start March 26, 2022
 - + Madrid, Spain (MAD): start March 26, 2022
 - + Venice, Italy (VCE): start May 5, 2022
 - + Halifax, Canada (YHZ): start June 2, 2022
 - + Quebec, Canada (YQB): start June 2, 2022

AER LINGUS

 - + Dublin, Ireland (DUB): start March 27, 2022

DELTA

 - + Raleigh/Durham, North Carolina (RDU): start TBA 2022
- SPIRIT**

 - * Aguadilla, Puerto Rico (BQN): start April 20, 2022
 - * Oakland, CA (OAK): start May 5, 2022*
 - + New Orleans, LA (MSY): start February 16, 2022
 - Nashville, TN (BNA): start May 11, 2022
 - Houston, TX (IAH): start May 11, 2022
 - Punta Cana, Dominican Republic (PUJ): start May 18, 2022
 - Montego Bay, Jamaica (MBJ): start May 19, 2022
 - + Dallas/Fort Worth, Texas (DFW): start May 25, 2022

UNITED

 - * Newark, NJ (WER): start TBA 2022

FRONTIER

 - Fort Lauderdale, FL (FLL): start February 17, 2022
 - + Montego Bay, Jamaica (MBJ): start March 11, 2022

* New Destination + Restored, Did Not Operate in 2021

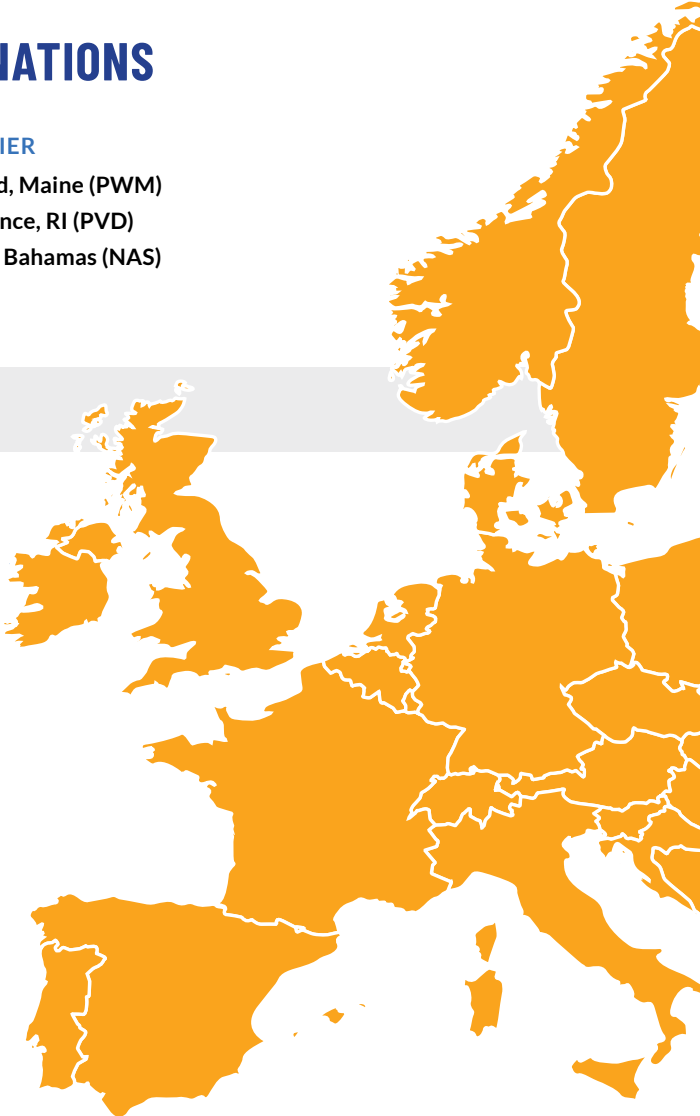
NEW AIR CARRIERS ON EXISTING DESTINATIONS

- SPIRIT**

 - Miami, Florida (MIA)
- FRONTIER**

 - Portland, Maine (PWM)
 - Providence, RI (PVD)
 - Nassau, Bahamas (NAS)

● New Domestic Destinations ● New International Destinations



CARGO EXPANSION PROGRAM

Philadelphia International Airport handled more than 643,000 tons of cargo in 2021 and 623,127.5 tons in 2020, both up from the 607,500.5 tons processed in 2019. Yet a 2017 study found that the airport captures only nine percent of a potential \$53 billion air cargo opportunity passing through its catchment area. In June 2021, PHL announced plans for its \$1.2 billion cargo expansion program, which will see the airport increase its air cargo facility footprint by 136 acres and almost triple its cargo-building square footage from 600,000 to 1.4 million. PHL will also construct more than five million square feet of taxiway and apron pavement to accommodate increased aircraft operations.

“This initiative will have a massive economic impact on the region and cement Philadelphia’s status as an intermodal logistics hub,” said PHL CEO Chellie Cameron. “We are thrilled to begin this work in partnership with our interdisciplinary partners to drive both immediate and long-term growth.”

The expansion program relies on numerous infrastructure projects to prepare the property. PHL has already invested \$90 million through airport revenue bonds and some small grants to enable the development of the site. These projects include an environmental assessment, a \$30 million wetlands mitigation project, the construction of a \$40 million aircraft parking apron and the \$22 million relocation of a one-mile stretch of road that currently bisects the property. Additional needs, like demolition of existing buildings and installation of utility infrastructure, are also part of the program. In December, PHL announced that funding from the federal Infrastructure Investment and Jobs Act will be used to support the cargo expansion.

PHL joined The International Air Cargo Association (TIACA), a not-for-profit association representing and uniting all parts of the air cargo industry. PHL is active in many aviation trade groups, but its addition of TIACA will connect the airport with shippers, forwarders, ground handlers, other airports, airlines, manufacturers, service providers and more.



AIRLINE PARTNERS

MAINLINE AIR CARRIERS



REGIONAL AIR CARRIERS



INTERNATIONAL AIR CARRIERS



CARGO PARTNERS





“As travel approaches pre-pandemic levels, the American team is ready to welcome customers to its premier trans-Atlantic hub in PHL. Our team of more than 9,000 PHL-based team members are eager to help customers reconnect with family and friends or get back to business.”

– Brian Znotins, American Airlines Vice President of Network and Schedule Planning

PHL FOOD & SHOPS: THE AIRPORT'S AWARD-WINNING CONCESSIONS PROGRAM

IN 2021, PHL FOOD & SHOPS RECEIVED SEVERAL INDUSTRY ACCOLADES FOR ITS INITIATIVES, INCLUDING:



MOODIE DAVITT FAB SUPERSTARS AWARDS:

Best Content Marketing for LIFEWTR Lounge

Located in Terminal A-East, the LIFEWTR Lounge—the first of its kind anywhere—provides guests with a space to purchase LIFEWTR, additional PepsiCo beverages and snacks, and scan dedicated QR codes for free access to exclusive LIFEWTR PRESENTS content. The monthly video series features Philadelphia's emerging music, film, fashion and visual artists. The QR codes can be found within the lounge and at www.phl.org/at-phl/lifewtr-presents.

Star Story Americas: Stores, Administration, Logistics; and Airports Council International-North America (ACI-NA) MarCom Partnering with Concessionaires/Service Providers for Marriott/Chickie's & Pete's/PHL Food Delivery Partnership

When the Philadelphia Airport Marriott was forced to suspend dining services during the pandemic, PHL formed a strategic partnership with the hotel to provide room service delivery from Chickie's & Pete's for guests and employees. From April 1 – May 31, 2020, PHL Food & Shops saw 1,300 contactless orders through the Grab platform and \$28,000 in incremental revenue, propelling PHL to the top grossing U.S. airport on Grab.

SKYSQUAD COMES TO PHL

PHL Food & Shops launched SkySquad airport assistance, offering concierge assistance for passengers with children, pets, luggage, or with getting a loved one from the curb to the gate.

ORDERATPHL'S CONTINUED GROWTH

After launching delivery service in 2020, PHL Food & Shops increased delivery offerings to seven days a week, from 7 am – 7 pm, anywhere in the airport. Curbside service was also launched to serve the taxicab line. More than 12,100 orders, totaling over \$177,000, were placed in 2021.

PHL STAR PROGRAM PILOT LAUNCHES

Although all airport concession locations have been designed according to Americans with Disabilities Act (ADA) standards, this program recognizes concessions that operate above and beyond the law's requirements.

ACI MARCOM BEST SOCIAL MEDIA CAMPAIGN FOR BLACK HISTORY MONTH INITIATIVES

During Black History Month, the airport and PHL Food & Shops partnered on a social media and website campaign to amplify the voices of Black individuals who are making a difference at PHL and across the aviation industry. PHL Food & Shops curated a campaign to spotlight Black authors at airport shops.



The award-winning **PHL AIRPORT ART PROGRAM** has been spotlighting Philadelphia artists since 1998. By the end of 2021, 16 out of 22 art exhibitions featured minority artists. These exhibitions included:

"Objects of Ancestral Reverence"

by Robin Williams-Turnage, Terminal A-West

BlackStar Projects, Philadelphia, Terminal A-East

"Yarned Snacks, Sauces, and Tins"

by Kiki Aranita, Terminal B

"Stillness in the Wake"

by Shawn Theodore, Terminal D

"Dreamland"

by Tiantian Li, Terminal E

"Travel Mercies"

by Danny Simmons, Terminal F

GUEST EXPERIENCE: ENHANCING THE AIRPORT EXPERIENCE FOR PASSENGERS AND EMPLOYEES

In 2021, the Guest Experience (GX) Department introduced new or expanded initiatives to enhance passengers' journeys through the airport.

THE AIRPORT VOLUNTEER PROGRAM celebrated its 20th anniversary by relaunching as the PHL Volunteer Navigators Program, managed by Travelers Aid. Volunteers direct passengers to their gates and to baggage claim areas, provide information about ground transportation, suggest dining options, and offer assistance to help guests enjoy the airport. Volunteers must be at least 16 years of age and commit to at least one four-hour shift per week.

FEEDBACK helps the airport provide even better service for passengers. Guests using the free PHL Wi-Fi service are now given an opportunity to participate in the J.D. Power Wi-Fi-intercept surveys, offering invaluable information to the PHL team.

In August, GX launched the **AIRPORT EMPLOYEE RECOGNITION PROGRAM** to honor staff across the airport for outstanding service in five categories:



- Teamwork Makes the Dream Work
- Safe & Sound
- Impression-Makers
- Caring Support
- Unsung Heroes

To read about our exceptional employees, visit the "People at PHL" section of phl.org/newsroom.

WORKING TO CREATE A DIVERSE AIRPORT

THE DIVISION OF AVIATION MAINTAINS A STEADFAST COMMITMENT TO ADVANCING RACIAL EQUITY THROUGHOUT THE AIRPORT COMMUNITY.

OFFICE OF BUSINESS DIVERSITY

The airport’s award-winning Office of Business Diversity (OBD) offers several programs and initiatives designed to reduce existing and historic racial and social inequities for contracting opportunities; promote environmental justice; expand opportunities for individuals with limited English proficiency and accessibility; and support neurodiverse individuals and Title VI nondiscrimination for travelers and LGBTQ travelers.

OBD coordinates with the Office of Economic Opportunity (OEO) on diversity contracting for locally funded projects and has direct responsibility for several federal diversity contracting programs: the federal Disadvantaged Business Enterprise (DBE) Program, the federal Airport Concessions Disadvantaged Business Enterprise (ACDBE) Program, the federal Certification Program, and the new Small Business Element (SBE) Program. Recently approved by a charter change, the Division of Aviation has also implemented the Local Business Purchasing Initiative (LBPI).

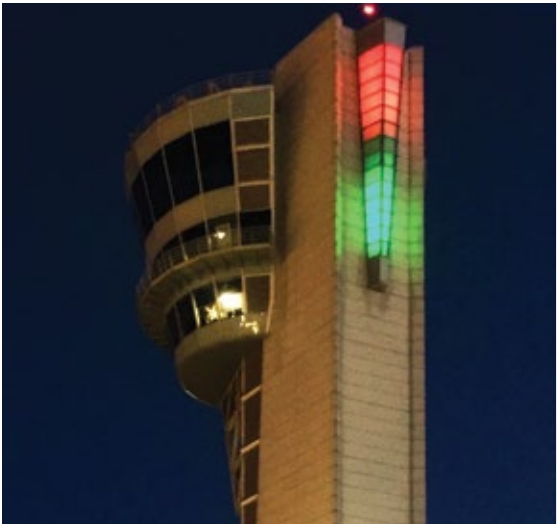
The Division of Aviation is a member of the U.S. Department of Transportation (DOT) Business Diversity Program, which includes 60 transportation agencies statewide that receive funds from the FAA, FHWA and FTA. The Division also serves on the Diversity Contracting Committee of the National Transportation Research Board helping to develop policies nationwide and assisting subjects to get funding for studies in this area.

During the pandemic, the airport provided flexibility with lease payments for businesses, forgiving and delaying some payments and renegotiating some terms with firms. For concessionaires that remained open or opened during the calendar year (CY) 2021 pandemic recovery period, the airport waived minimum annual guarantee requirements and reduced rents, resulting in \$48.1 million in sales earned by ACDBE vendors, accounting for 43.4 percent of total food, beverage and retail program sales from January through December 2021.



In addition to its annual Business Opportunity Forum, the airport holds outreach events and workshops in partnership with community organizations and transportation industry partners such as SEPTA, PIDC, Pennsylvania Turnpike, PGW, the African, Hispanic, Asian and other Chambers of Commerce, Temple University, OSHA and DRPA. These events have included:

- “Small Business Roundtables” workshops to develop partnerships between prime contractors and diverse businesses and to prepare firms for projected work.
- “Relief, Regulations and Resources” workshop to help diverse businesses access pandemic resources and plan to help businesses qualify for Paycheck Protection Program (PPP) loan forgiveness.
- “Preparing for Capital Project Opportunities at PHL Airport” Workshop
- “DBE Considerations—You’re Certified—What’s Next?” Workshop
- “How To Structure Concessions Joint Ventures for ACDBE Firms”



RACIAL EQUITY ADVISORY COUNCIL

Established in June 2020, the airport’s Racial Equity Advisory Council (REAC) works to drive meaningful change and lasting impact throughout the airport community. REAC’s efforts have garnered local, regional and national awards and recognition, including WTS Philadelphia Chapter 2021 Diversity Award and the airports Council International-North America (ACI-NA) Social Media Campaign Award for the airport’s Black History Month activities.

REAC’s approach to cultivating an increased sense of understanding and awareness, comradery, and belonging amongst staff is built on four main pillars: Information Gathering, Creating Safe Spaces, Building Awareness and Education. The Council held townhall discussions on racial and social justice, staff-led moments of solidarity, and a racial equity survey.

The Division of Aviation’s broad impact doesn’t stop there: Several employees hold leadership positions that help drive more equitable outcomes.

Api Appulingam, deputy of Aviation–Capital Development, currently serves as chair for the American Association of Airport Executives (AAAE) Northeast Chapter Diversity, Equity and Inclusion (DEI) Committee and vice chair for AAAE’s overarching DEI committee. Kathleen Padilla, deputy director of Aviation for Diversity and Inclusion, and Deatrice Isaac, deputy of Airport Procurement, both serve on the Philadelphia Chamber of Commerce’s newly formed Diverse Procurement Collaborative (DPC) as two of four co-chairs. The DPC program was created to facilitate the exchange of best practices, build a community of business leaders committed to diverse procurement practices and create accountability through benchmarking.

The Division of Aviation was also part of the citywide Racial Equity Strategy implementation plan’s first cohort of departments. Led by the Mayor’s Office of Diversity, Equity and Inclusion, the strategy is an important step to ensure that race is not a determinant of success and all Philadelphians can thrive. The airport’s participation aligned with REAC’s existing efforts to drive more equitable outcomes for all Division of Aviation employees. Involvement in the first cohort included departmental racial equity self-assessments, preliminary racial action planning, foundational racial equity knowledge-building and final department anti-racist impact frameworks.

WORKFORCE DEVELOPMENT

The Division of Aviation’s workforce development programs support incumbent employees through upskilling/opportunities for promotion, create career pathways for external jobseekers and raise awareness about employment opportunities at the airport. The human resources unit offers a variety of training modules and professional development opportunities that support diversity, equity and inclusion, health and wellness, skill building, and more. Budget is allocated for tuition reimbursement and professional development programs for line staff, supervisors and managers. The Division offers platforms to encourage employee engagement, including virtual watercooler conversations, a book club, safe spaces for processing vulnerability, surveys, suggestion boxes, townhalls, unit check-ins and the PHL WELL wellness program.

Third-party relationships have been established to support employees, including partnerships with: Employee Assistance Program (EAP), Penn Behavioral Health, Pennsylvania Department of Health, Nationwide, TriZen, Department of Behavioral Health and Intellectual disAbility Services (DBHIDS), Equity & Results and MyActiveHealth.



CAPITAL DEVELOPMENT

PROJECTS IN 2021



PHL COMPLETES TERMINAL D/E APRON PAVEMENT REPAIRS

Philadelphia International Airport recently completed pavement repairs at the Terminal D/E apron, replacing the most frequently used sections of concrete pavement within the terminal's alleyway. The overall goals for this project were to replace specific areas of the apron pavement that had the potential to deteriorate further and raise the apron's pavement condition index to a more acceptable level. The improvements provide a more permanent solution to chronic pavement failures within the Terminal D/E alleyway and will mitigate the need for routine maintenance and emergency pavement repairs, which can significantly impact airport operations and gate availability.



GROUNDBREAKING FOR THE PAVEMENT AND GROUNDS BUILDING

PHL celebrated the start of construction for the 9,000 square foot Pavement and Grounds (P&G) headquarters in 2021. It will be a fully functioning

facility for custodial workers and airport employees, becoming home to offices, conference flex spaces, an exercise room, a kitchen-dining room, among other amenities. This \$20 million project is scheduled to be completed in March 2023.

PNE RUNWAY 6-24 RECONSTRUCTION COMPLETION

In October 2021, the Division of Aviation celebrated the completion of Northeast Philadelphia Airport's (PNE) Runway 6-24 reconstruction project. Runway 6-24 is PNE's primary runway, accommodating about 60 percent of the airport's traffic. The multi-phased reconstruction project began in April 2019 and included runway pavement strengthening; reconfiguring the geometry of the runway and taxiways to the latest FAA standards; and converting the existing incandescent lights and signs for the entire 7,000-foot runway into new LED (light-emitting diode) lights and signs.

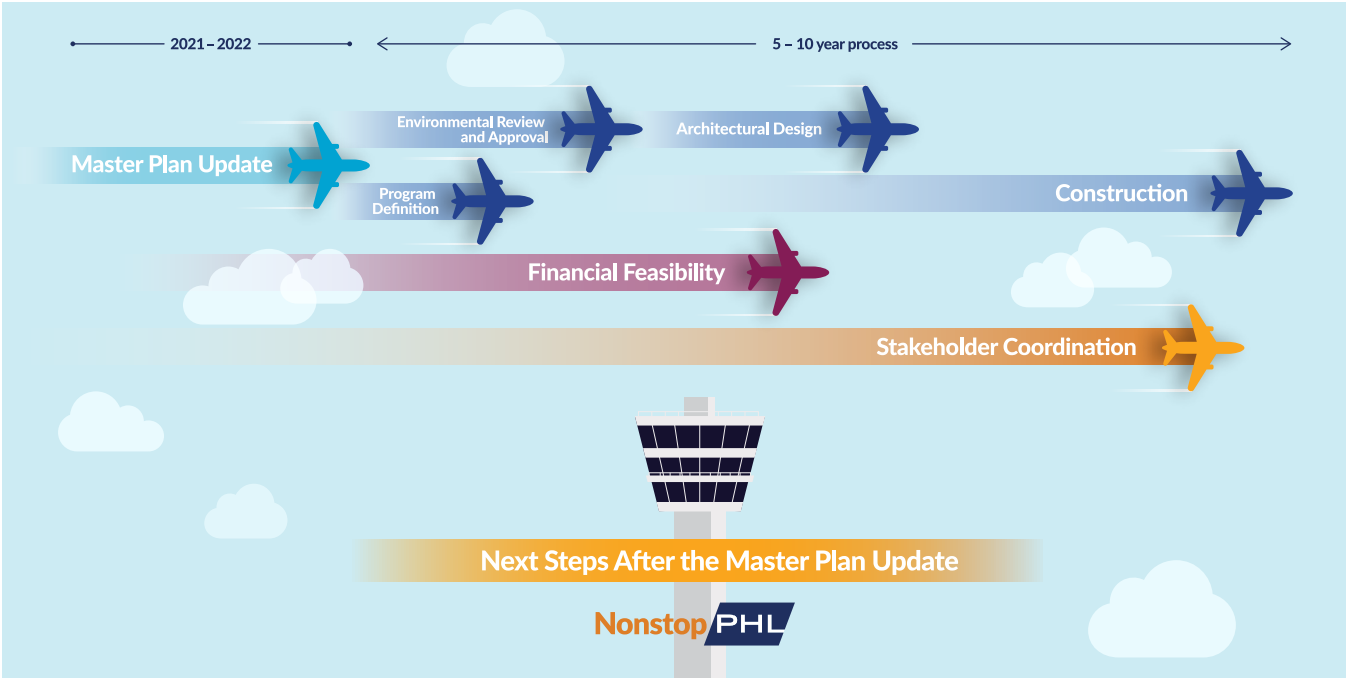


PHL EAST AIRFIELD REHABILITATION PROJECT

The PHL East Airfield Rehabilitation project (completed in 2020) received the **2021 Philadelphia Aviation Project Award** in the **March of Dimes Annual Transportation, Building & Construction awards**.

PROJECTS IN 2022

The Capital Development Program is working to modernize Philadelphia International Airport's and Northeast Philadelphia Airport's airfield and terminal spaces to accommodate projected activity levels and needs of travelers. Through careful planning, design and construction, PHL will continue to offer a world-class facility and travel experience.



MASTER PLAN (2022 AND BEYOND!)

PHL is updating its Master Plan to accommodate the ongoing growth of the region and modernize our facilities and operations. This planning process will leverage internal and external stakeholders to identify infrastructure and facility needs and focus on developing solutions to support future development at the airport. The resulting Master Plan Update will outline a Capital Improvement Program and 20-year implementation plan that clearly establishes how improvements can be made (and funded) to support the vision of a world-class airport that connects Philadelphia's people and economy to the rest of the world.



FDR PARK WETLAND MITIGATION

The airport is developing wetlands at FDR Park to mitigate impacts anticipated as part of the West Cargo Development project. This project is in cooperation with the Philadelphia Parks & Recreation and FDR Park. The wetlands development site is approximately 33 acres and is focused on an area of the park that is mostly inaccessible due to decades of fill placement, overgrowth of vegetation and Phragmites. The project will result in high-quality tidal wetlands, connected to tidal water via an existing culvert piping network to the Philadelphia Naval Shipyard Reserve Basin. This project will remove a nonperforming tide gate at the reserve basin and replace it with two tide gates at FDR Park, one for the wetland's development and another for the rest of the Park's drainage. This will enable better access for maintenance, promoting better performing drainage at the park. The construction of the project will begin in 2022.

RESTROOM RENOVATION PROGRESS

Phase three of the Restroom Renovation Program was completed in 2021, which included restrooms at Gates F-31 and F-25, Terminals D and E ticketing, and Terminal D baggage claim. Phase four of the construction began in 2021, which includes restrooms in Terminals A-West, B and C. In 2022, construction will begin for phases five through nine, continuing the program to modernize passenger-facing restrooms. Goals of the renovation program include improving quality and comfort, accommodating more travelers, and implementing sustainability measures.

SUSTAINABILITY

While the past several years have brought unique challenges to the airport industry, the Division of Aviation’s commitment to a more sustainable air travel experience has remained unchanged. Sustainability at Philadelphia International Airport and Northeast Philadelphia Airport provides a framework to operate more efficiently; reduce environmental impact; and prioritize the health and well-being of airport staff, passengers and community members. Throughout 2021, the airport continued to focus on key areas and embarked on a bold new planning process to envision the future of sustainability and climate resilience programs.



MINIMIZING WASTE

PHL RON Parking Apron: Recycled Glass Aggregate

PHL implemented an industry first in 2021 by integrating a unique, sustainable material into the Remain Overnight (RON) apron project located on the northwest corner of the airport. The project incorporated ultra-lightweight foamed glass aggregate (UL-FGA) underlying the apron. UL-FGA, a post-consumer material, promotes sustainability in multiple ways, including by diverting waste from landfills, decreasing truck deliveries to and from the site, and shortening overall construction time by as much as six months (thus reducing costs and impacts to operations). Approximately 90,000 cubic yards of UL-FGA was used in this project, which is the equivalent of diverting over 83 million glass bottles from the landfill. This project is believed to be the largest application of UL-FGA in North America.

PNE Runway 6-24: Recycled Asphalt

For the PNE Runway 6-24 rehabilitation, crews reused subgrade material and constructed the runway out of 20 percent reclaimed asphalt pavement (RAP). This process saved 50,000 gallons of gas that would have been utilized hauling materials, significantly reducing the carbon emissions footprint due to the decreased hauling and the lack of new asphalt production, cutting the project timeline by six months and accruing a cost savings of \$1 million.



PLANNING FOR SUSTAINABILITY

Sustainability Management Plan

In 2021, the Division of Aviation kicked off phase two of its Sustainability Management Plan (SMP) for PHL and PNE. The SMP seeks to improve the Division of Aviation’s operational economics efficiency, and effectiveness through improved governance employee engagement and wellness. Ultimately, the SMP aims to promote cross-department collaboration and innovation, which we believe is key to reducing consumption, waste, pollution and energy use. The SMP will align with the United Nations Sustainable Development Goals framework to better position the airport for strategic partnerships with organizations worldwide.

Climate Adaptation and Resilience Plan

In coordination with the SMP, the Division of Aviation is developing a Climate Adaptation and Resiliency Plan (CARP) specifically for PHL. The CARP will prepare PHL for the impacts of climate change on its employees, visitors, services, facilities and assets by advancing adaptation and resilience strategies. This plan builds on a climate vulnerability assessment previously prepared for PHL which identified and assessed key vulnerabilities and recommended priority actions to address projected climate change impacts to the airport.



SUSTAINABLE AND RESILIENT DESIGN

The Division of Aviation’s new design guidelines incorporate sustainability and climate resilience into all capital projects and renovations, including those led by airport tenants. The guidelines require LEED (Leadership in Energy and Environmental Design) Silver certification for all new buildings and major renovations, with Gold or Platinum encouraged. Airfield and landside projects costing more than \$2 million are required to be certified via Envision, a rating system for sustainable infrastructure. For smaller projects, project managers are required to document how the project addresses energy, water, waste and noise.

ENERGY & EMISSIONS

Airport Carbon Accreditation

In 2021, PHL became one of only 30 airports in the country to achieve Airport Carbon Accreditation (ACA). PHL’s Level 1 accreditation requires mapping and calculating the airport’s annual carbon footprint. Participation in the ACA program aligns with the airport’s goal of reducing its emissions and mitigating climate change. In the coming years, the airport aims to advance into higher levels of accreditation, aligning with the City of Philadelphia’s goal of carbon neutrality by 2050. Advancing within the program will require setting, tracking, and eventually achieving carbon emissions reduction targets and fostering effective stakeholder partnerships in the process.



Vehicle & Equipment Electrification Plan

In 2021, the Division of Aviation launched a Vehicle and Equipment Electrification Plan to strategically accelerate the adoption of electric technologies at PHL. The plan will evaluate opportunities to convert Division-owned vehicles to electric, provide additional passenger and employee charging stations, and collaborate with our business partners to encourage broader adoption of zero-emissions technologies. Last year, Division-owned electric vehicles reduced the airport’s gasoline consumption by 1,485 gallons.

Partnering With Airlines To Improve Air Quality

The airlines serving PHL are one of the airport’s most important partners for reducing the climate footprint. PHL has collaborated with airlines for many years through participation in the Federal Aviation Administration’s (FAA) Voluntary Airport Low Emissions (VALE) Program, which has funded over \$19 million of strategic air quality projects at PHL. These projects include the installation of chargers for electrical ground support equipment (EGSE), which reduce the use of diesel- and gasoline-powered tugs and loaders on the ramp. VALE-funded projects have also included installation of pre-conditioned air (PCA) units, which enable aircraft to avoid use of jet fuel when parked at the gate, and ground power units (GPU). These projects not only reduce greenhouse gas emissions at the airport, but they also benefit our employees and surrounding communities by reducing air pollutants and improving local air quality.



EMISSIONS REDUCTIONS ACHIEVED FROM 2019-2021 AIR QUALITY PROJECTS

RECENT VALE PROJECTS	CARBON MONOXIDE	VOLATILE ORGANIC COMPOUNDS	NITROUS OXIDE	SULPHUR OXIDES	PARTICULATE MATTER
TOTAL EMISSIONS REDUCTIONS, IN TONS	44.4	7.8	124.7	8.4	9.8

2021 MILESTONES



GRANTS

FEDERAL AMERICAN RESCUE PLAN:

Philadelphia International Airport (PHL) granted \$115 million and Northeast Philadelphia Airport (PNE) granted \$148,000 to support airport operations, including covering payroll, paying vendors and paying debt service.

PHL: \$115M PNE: \$148K

FEDERAL INVESTMENT AND JOBS ACT

FUNDING: PHL (\$30,721,947) and PNE (\$763,000) for fiscal year 2022

PHL: \$30+M PNE: \$763K

FAA AIRPORT IMPROVEMENT PROGRAM:

\$25.17 million to PHL for the realignment of Taxiway P; \$2.87 million for the replacement of 11 PC Air units at Concourses D and E, and \$742,175 for the design to rehabilitate PNE's Taxiway L.

PHL: \$28M PNE: \$742K

PENNSYLVANIA REDEVELOPMENT ASSISTANCE CAPITAL PROGRAM:

\$2 million to PHL for the Remain Overnight (RON) aircraft parking apron and \$1 million for the FDR Park Wetlands Mitigation project.

PHL: \$3M

PENNSYLVANIA DEPARTMENT OF COMMUNITY AND ECONOMIC DEVELOPMENT:

\$500,000 to PHL to cover a portion of the first of five phases of improvements to the baggage tug tunnel, including structural improvements, signage and wayfinding, drainage system upgrade, ventilation system upgrades, LED lighting and electrical updates, and fire protection system repairs.

PHL: \$500K



APPOINTMENTS

CEO CHELLIE CAMERON NAMED AIRPORTS COUNCIL INTERNATIONAL—NORTH AMERICA (ACI-NA) U.S. POLICY CHAIR

In January, Division of Aviation CEO Chellie Cameron was elected to serve as chair of the U.S. Policy Council for ACI-NA, the trade association representing commercial service airports in the U.S. and Canada. The U.S. Policy Council is the policy making body for federal government programs, legislation, and regulations affecting airport operators. In January 2022, she was installed as Vice Chair of the ACI-NA Board.

Also in January, Cameron was appointed chair of the Federal Reserve Bank of Philadelphia's Economic and Community Advisory Council (ECAC), a role she was asked to continue through 2022. The ECAC "informs the Bank's senior leadership team about emerging issues and market conditions in the Third Federal Reserve District and nationwide."

API APPULINGAM APPOINTED TO LOCAL AND NATIONAL BOARDS

In 2021, Deputy Director of Aviation-Capital Development Api Appulingam was appointed Vice Chair of the American Association of Airport Executives (AAAE) Diversity, Equity & Inclusion Committee for 2021-22. This committee works to promote and facilitate the inclusion of women and minorities in all aspects of the aviation industry, from organizational leadership and participation in AAAE at the national and regional chapter levels, to creating awareness of and participation in contracting, construction and concession opportunities. She was also appointed to the Free Library of Philadelphia's Board of Trustees by Philadelphia Mayor Jim Kenney.

JASON SANKEY APPOINTED TO ACI-NA PUBLIC SAFETY AND SECURITY COMMITTEE

The Public Safety and Security Committee enhances the safety and security of airports by providing recommendations to industry and government for aviation safety and security policies, identifying and promoting best practices in aviation safety and security, and identifying and/or developing educational and technological resources that help accomplish airport safety and security objectives.

PHL CHIEF INFORMATION SECURITY OFFICER DAMIAN ORAVEZ APPOINTED TO SECUREWORLD MID-ATLANTIC ADVISORY COUNCIL BOARD

In this role, Oravez will recommend speakers, topics and vendors for the SecureWorld Mid-Atlantic Conference, as well as participate in Advisory Council roundtable discussions on current and emerging cyber trends.



AWARDS & ACCREDITATIONS

In 2021, Deputy Director of Diversity and Inclusion Kathleen Padilla and the Office of Business Diversity were recognized with the following awards:

Federal Aviation Administration 2021 Civil Rights Advocate and Partner Award.

The Award, honoring the best airport program of the year, acknowledges PHL's excellence in exceeding the standards of the Disadvantaged Business Enterprise (DBE) and Airport Concessions Disadvantaged Business Enterprise (ACDBE) Programs.

Airports Council International—North America (ACI-NA) Leon C. Watkins "Guardian Award" to Padilla for promoting the growth and evolution of minority- and women-owned businesses and suppliers, while also fostering the advancement of civil rights and equal opportunities for all within the airport business environment.

Philadelphia's Office of Economic Opportunity (OEO) Advocate of the Year Award to Padilla for her advocacy and tremendous support to the OEO and minority businesses during her tenure in office.

Philadelphia Business Journal 2021 Diversity Leaders in Business to Padilla, for being one of 24 people who have demonstrated success in their respective fields and made significant contributions through philanthropic endeavors.

Under Padilla's leadership, the Office of Business Development submitted proposals to the Transportation Research Boards' Airport Cooperative Research Program (ACRP) on the Interstate Certification Process and the ACDBE Car Rental Goal process. These study topic proposals were approved and will be funded to improve DBE/ACDBE Programs.



NORTHEAST CHAPTER OF THE AMERICAN ASSOCIATION OF AIRPORT EXECUTIVES (NEC/AAAE) BALCHEN/POST AWARD Honorable Mention, Large Hub, to PHL for Excellence in the Performance of Airport Snow and Ice Control during winter 2020-21.

2021 PHILADELPHIA AVIATION PROJECT AWARD IN THE MARCH OF DIMES ANNUAL TRANSPORTATION, BUILDING AND CONSTRUCTION AWARDS to PHL for the East Airfield Rehabilitation Project.

ACI AIRPORT HEALTH ACCREDITATION AND GBAC STAR ACCREDITATION PHL achieved Airport Health Accreditation (AHA) from Airports Council International (ACI) and Global Biorisk Advisory Council (GBAC) STAR Facility Accreditation for health and safety measures put in place throughout the airport's facilities.

DEPUTY DIRECTOR OF AVIATION-CAPITAL DEVELOPMENT API APPULINGAM, PE Recognized in the *Philadelphia Business Journal's* Women of Distinction 2021 and as one of *Airport Business'* Top 40 Under 40.

DIVISION OF AVIATION RECEIVES WTS PHILADELPHIA'S 2021 DIVERSITY AWARD The Women's Transportation Seminar (WTS), Philadelphia Chapter honored the Division of Aviation with its 2021 Diversity Award in recognition of the airport's commitment to advancing diversity throughout the organization and contributing to the success of women in the transportation industry.

2021 MILESTONE HIGHLIGHTS



OPERATION ALLIES WELCOME TAKES FLIGHT AT PHL

In August, the City of Philadelphia and Philadelphia International Airport began coordinating with the federal government's Operation Allies Welcome to provide a point-of-entry location for individuals evacuated from Afghanistan. PHL was the second airport in the country to welcome arrivals as part of this federally led operation, in addition to Dulles International Airport in Virginia. After individuals deplaned and processed through customs, they were greeted by an interpreter and had access to culturally appropriate food and comfort items; physical and mental health support services; space in the baggage claim for prayer/religious observance; and transportation to their next destination. Through December, PHL welcomed almost 30,000 evacuees during the mission, which ended March 1, 2022, in Philadelphia.



HIDDEN DISABILITIES SUNFLOWER PROGRAM BEGINS AT PHL

In an effort to provide excellent customer service to all guests, PHL launched the Hidden

Disabilities Sunflower Lanyard program. The program is based on the sunflower scheme developed in the United Kingdom, where green lanyards with sunflowers are used in airports, rail stations and retail stores to signal that an individual may need a little extra support. PHL's guests do not have to discuss the details of their disability to participate and can voluntarily request a lanyard, free of charge, from an airport information counter located just past the security checkpoints.

PHL HOSTS BUSINESS OPPORTUNITY FORUM

The airport hosted its ninth annual Business Opportunity Forum on October 8. The forum was held virtually in conjunction with the City of Philadelphia's Minority Enterprise Development (MED) Week and attended by 300 participants representing businesses and partnering agencies. The event included a Business Resource Expo, a PHL cargo-focused general session, 10 breakout sessions and a question-and-answer driven closing session, followed by networking. Of the participants registered, 56 percent represented minority or women-owned business enterprises, while 38 percent noted they are currently under contract with the airport.



PHL LAUNCHES WAIT-TIME MONITORING SYSTEM FOR SECURITY CHECKPOINTS

In November, PHL launched the first phase of its Queue Management System (QMS) to provide passengers with real-time updates at security checkpoints via in-terminal digital signage and on phl.org. PHL's Terminal D/E security checkpoint is the first to monitor and display passengers' wait times in real time. There are nine monitors in place for the Terminal D/E pilot. Following the first phase at Terminal D/E, PHL plans to install the QMS technology at Terminals A-East and A-West, with all airport checkpoints completed by 2023.

ENVIRONMENTAL, SOCIAL & GOVERNANCE

The Philadelphia Division of Aviation has embraced a holistic sustainability model for operating its airports to improve outcomes for all stakeholders. Specifically, we will employ a framework that will strengthen the operational and economic resilience of our airports, reduce our impact on the environment, and provide benefits to our staff, neighboring communities and passengers. As the Division of Aviation seeks to continually implement and refine our sustainability strategy to align with industry best practices, we are closely monitoring the increased focus on Environmental, Social and Governance (ESG) frameworks in the aviation industry. For future versions of our reports, the Division of Aviation will continue to evaluate opportunities to maintain consistency with global ESG standards as they are being developed, as well as follow other aviation-specific guidelines.



FINANCIAL SUMMARY

CITY OF PHILADELPHIA AVIATION FUND STATEMENTS OF NET POSITION

(Amounts expressed in millions)

	Fiscal Year 2021	Fiscal Year 2020	Dollar Increase (Decrease)	Percentage Increase (Decrease)
Current assets	\$ 330,849	\$ 291,624	\$ 39,224	13.5%
Non-current assets	642,915	739,009	(96,094)	(13.0)%
Capital assets, net	2,192,137	2,147,208	44,930	2.1%
Total assets	3,165,901	3,177,841	(11,940)	(0.4)%
Deferred outflows	18,275	27,948	(9,674)	(34.6)%
Current liabilities	394,149	365,029	29,120	8.0%
Non-current liabilities	1,689,336	1,815,503	(126,167)	(6.9)%
Total liabilities	2,083,485	2,180,532	(97,047)	(4.5)%
Deferred inflows	36,677	7,533	29,145	(386.9)%
Net position:				
Net investment in capital assets	865,501	836,970	28,531	3.4%
Restricted for capital projects	61,316	97,243	(35,926)	(36.9)%
Restricted for debt service	160,221	187,092	(26,871)	(14.4)%
Unrestricted	(23,025)	(103,581)	80,556	77.8%
Total net position	\$ 1,064,013	\$ 1,017,724	\$ 46,290	4.5%

CITY OF PHILADELPHIA – AVIATION FUND STATEMENTS OF REVENUES, EXPENSES AND CHANGES IN FUND NET POSITION

(Amounts expressed in millions)

	Fiscal Year 2021	Fiscal Year 2020	Dollar Increase (Decrease)	Percentage Increase (Decrease)
Operating revenues	\$ 288,424	\$ 295,405	\$ (6,981)	(2.4)%
Less: Operating expenses	(327,935)	(377,501)	(49,566)	(13.1)%
Operating gain (loss)	(39,511)	(82,096)	42,586	51.9%
Non-operating revenue, net	56,482	94,720	(38,239)	(40.4)%
Income before capital contributions	16,972	12,624	4,348	34.4%
Capital contributions	29,318	20,328	8,990	44.2%
Changes in net position	46,290	32,952	13,338	40.5%
Net position beginning of year	1,017,724	993,543	24,181	2.4%
Prior period adjustments	-	(8,771)	8,771	-
Net position end of year	\$ 1,064,014	\$ 1,017,724	\$ 46,290	4.5%

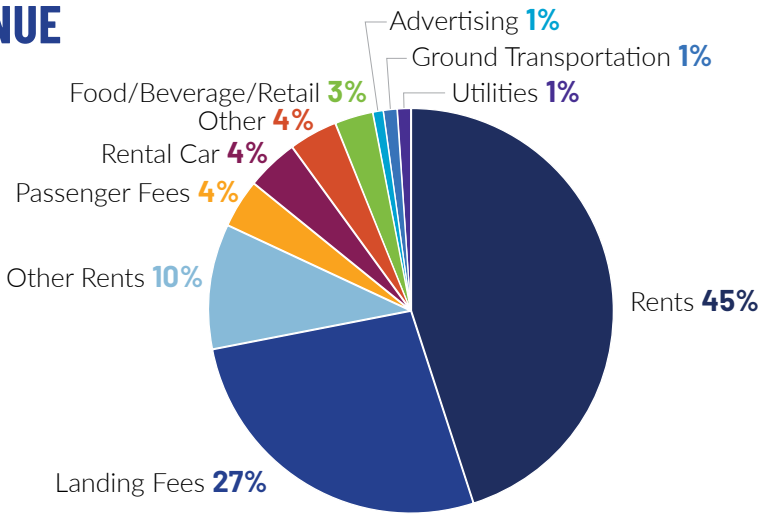
REVENUES BY SOURCE

(Amounts expressed in millions)

	Fiscal Year 2021	Fiscal Year 2020	Dollar Increase (Decrease)	Percentage Increase (Decrease)
Operating revenues				
Rents	\$ 129,802	\$ 92,060	\$ 37,742	41.0%
Landing fees	76,702	52,352	24,350	46.5%
Passenger fees	10,806	19,556	8,751	(44.7)%
Total airline revenues	217,310	163,969	53,342	32.5%
Parking	724	35,024	(34,300)	(97.9)%
Food/beverage/retail	8,818	30,613	(21,795)	(71.2)%
Rental cars	12,738	15,473	(2,735)	(17.7)%
Ground transportation	3,776	8,410	(4,634)	(55.1)%
Other operating	45,057	41,917	3,140	7.5%
Total non-airline revenue	71,114	131,437	(60,324)	(45.9)%
Total operating revenue	288,424	295,406	(6,982)	(2.4)%
Non-operating revenue				
Passenger facility charges	30,033	46,749	(16,716)	(35.8)%
Customer facility charges	10,561	24,636	(14,076)	(57.1)%
Interest income	1,591	25,343	(23,752)	(93.7)%
Operating grants	64,398	57,639	6,759	11.7%
Other non-operating	224	-	224	0.0%
Total non-operating revenue	106,807	154,366	(47,560)	(30.8)%
Total revenue	\$ 395,231	\$ 449,772	\$ (54,541)	(12.1)%

OPERATING REVENUE

FY 2021 – \$288.4M



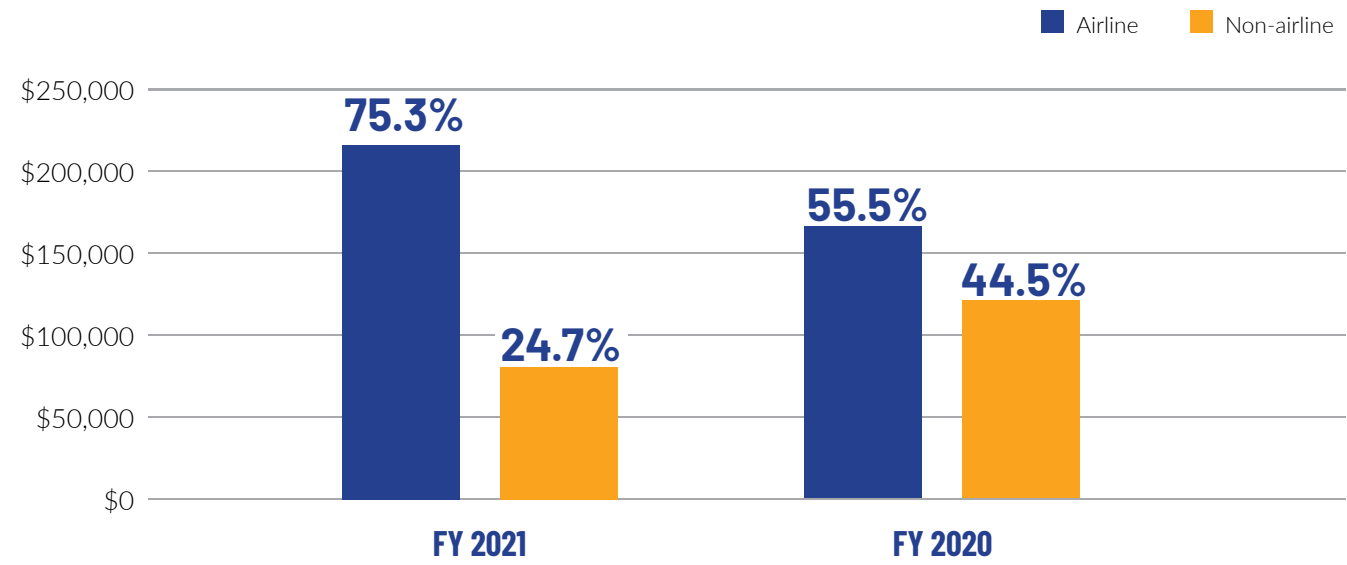
EXPENSES BY SOURCE

(Amounts expressed in millions)

	Fiscal Year 2021	Fiscal Year 2020	Dollar Increase (Decrease)	Percentage Increase (Decrease)
Operating revenues				
Personnel services	\$ 74,137	\$ 86,386	\$ (12,249)	(14.2)%
Employee benefits	49,041	66,410	(17,369)	(26.2)%
Purchase of services	89,510	107,925	(18,416)	(17.1)%
Materials & supplies/equipment	3,345	8,863	(5,519)	(62.3)%
Other operating	5,363	5,525	(161)	(2.9)%
Depreciation	106,538	102,393	4,145	4.0%
Total operating expenses	327,935	377,501	(49,567)	(13.1)%
Non-operating expenses				
Debt service interest	50,324	59,290	(8,966)	(15.1)%
Other non-operating	–	357	(357)	–
Total non-operating expenses	50,324	59,647	(9,323)	(15.6)%
Total expenses	\$ 378,259	\$ 437,150	\$ (58,891)	(13.5)%

OPERATING REVENUE

(Amounts expressed in millions)





PHILADELPHIA INTERNATIONAL AIRPORT
NORTHEAST PHILADELPHIA AIRPORT

PHL.ORG

