



2800 Executive Way
Miramar, FL 33025

spirit.com

Less Money. MORE GO.

November 14, 2018

Mr. Pat Klein
Director of Aviation
Kansas City Aviation Department
601 Brasilia Avenue
Kansas City, MO 64153

Dear Mr. Klein,

On behalf of the leadership team at Spirit, we thank you for taking the time to come to our offices in Ft. Lauderdale in October to discuss our partnership and specifically discuss the Terminal Development Program being proposed for Kansas City International Airport. Having launched service in August 2014, Spirit has brought exciting and valuable new service with our brand of low air fares to the Kansas City community. That service has been a win-win for both the community and Spirit. In fact, this month we are demonstrating further commitment by adding non-stop service to Ft. Lauderdale bringing service to not only South Florida but with connecting service to the Caribbean, Central and South America, as well as many domestic destinations.

The reason for my outreach is to underscore our belief that the current MCI infrastructure demands an investment to modernize the terminal to bring needed efficiencies and customer experience and amenities to MCI. Spirit suggests that the current planned program investment exceeding \$1.6 billion will bring the costs of operating in Kansas City to an unsustainable level.

We strongly believe that the program should not proceed under the current plan and approach. Again, we do believe that the community and local citizens and visitors to the Kansas City metro area, as well as the airlines, must invest to address current deficiencies at MCI. The current situation is simply not befitting of a major US city, in terms of terminal quality, operational reliability and convenience, customer experience or safety and security. However, we believe the current investment proposal is simply too costly for smaller new entrant carriers to bear and still deliver the value that we deliver to the community in terms of low air fares.


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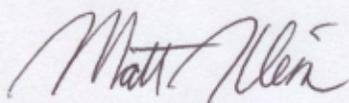
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We look forward to working with you, your staff and the leadership in Kansas City going forward in defining a program which reaches our common goals yet achieves the goal at a lower financial impact and burden to the airline community.

Best Regards,



Matt Klein
Senior Vice President and Chief Commercial Officer

cc: Kansas City City Council