



February 21, 2023

The Honorable Merrick Garland  
Attorney General  
950 Pennsylvania Avenue, NW  
Washington, DC 20530

The Honorable Pete Buttigieg  
Secretary of Transportation  
1200 New Jersey Avenue, SE  
Washington, DC 20590  
Re: DOT-OST-2023-0023  
DOT-OST-2023-0024

Dear Attorney General Garland and Secretary Buttigieg:

On behalf of the Partnership for New York City, we write in support of JetBlue's acquisition of Spirit Airlines. JetBlue is the only major airline still headquartered in New York City, the capital of the global financial industry and the nation's largest generator of business air travel. The consolidation of JetBlue and Spirit will increase competition in the airlines industry by establishing a serious low-fare competitor to the four major US airlines that together represent about 80 percent of the US market.

Since its first flight in 2000, JetBlue has been a low-fare disruptor – a change agent – in the airline industry. JetBlue's customer-centric innovations, including free live television and Wi-Fi, free unlimited snacks and drinks, the most legroom in coach, and the premium Mint Experience, have benefited JetBlue customers as well as travelers across the industry as legacy airlines lowered their fares and improved their service to compete with JetBlue.

A larger JetBlue will introduce a 5th national competitor. The JetBlue-Spirit merger will benefit consumers in JetBlue's six existing Focus Cities as well as allowing JetBlue to grow and deliver options at legacy airline hubs including Atlanta, Dallas-Fort Worth, Detroit, Las Vegas, Los Angeles, and Chicago. The merger will mitigate issues with aircraft availability risk and provide a platform for continued expansion, driving even more industry competition.

JetBlue is an important employer and major contributor to the economy of New York City. Failure to approve this acquisition would be a blow to our travel and tourism sector. We urge your prompt review and approval of this transaction.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kathryn S. Wylde', written in a cursive style.

Kathryn S. Wylde