



May 2, 2026

Nevada Dept. of Employment, Training, and Rehabilitation
Attn: Rapid Response
500 E. Third St.
Carson City, NV 89713
By email: rapidresponse@detr.nv.gov

Shelley Berkley
Mayor, City of Las Vegas
495 S. Main St.,
Las Vegas, NV 89101
By email: sberkley@lasvegasnevada.gov

Re: WARN Notice of Layoff and Closure at Spirit Airlines
Harry Reid International Airport (LAS), 5757 Wayne Newton Boulevard, Las Vegas, NV 89119

Dear Government Officials:

We regret to inform you that Spirit Airlines (FEIN: 38-1747023; the “Company”) will be conducting a reduction in force at Harry Reid International Airport (LAS), 5757 Wayne Newton Boulevard, Las Vegas, NV 89119. As a result, 999 employees, including 149 employees represented by the Airline Pilots Association (“ALPA”), and 779 represented by the Association of Flight Attendants (“AFA”) will be laid-off on May 2, 2026, or during the 14-day period commencing on that date. This layoff will be permanent, and the Company’s operations at the location will permanently cease.

A list of the job titles affected by this layoff, and the number of affected employees in each job title is attached as Exhibit 1. Bumping rights (that is, the right to avoid termination by displacing another employee), if any, for union employees will be governed by the applicable collective bargaining agreement between the Company and the Union. There are no bumping rights for non-union employees.

We regret that we are not able to give you more notice of your layoff. We were not able to do so because the Company was actively seeking capital to avoid these layoffs and closures and notice would have precluded the Company from obtaining the capital needed. Specifically, during its chapter 11 cases, the Company has been funded by debtor in possession (DIP) financing, and sought additional funding from those lenders and from multiple other third parties. During this extended attempt to raise additional financing, which included an agreement having been reached in March with its DIP lenders to fund the Company’s emergence from chapter 11 and the filing of a chapter 11 plan, issuing WARN Act notices would have materially and adversely impacted Spirit’s ability to raise additional capital, including either (i) incremental funding from the DIP lenders under the Restructuring Support



Agreement that had been agreed to on March 13, 2026 or (ii) approximately \$500mm in funding from, and that was the subject of very advanced discussions with, the United States Government. We are notifying you of the decision to cease operations and terminate most of our valued workforce as soon as it was practicable to do so, after having heard the final positions of the DIP lenders and the United States Government. The need to cease operations and abandon our efforts to reorganize was a result of the recent dramatic and sustained deterioration in business conditions – primarily the material and sustained run up in fuel prices -- resulting from geopolitical events of the last few weeks. In the face of these unforeseeable developments, we sought relief from our lenders and from the United States Government, and were in intense discussions with both on new financing until very recently when were advised that additional funding for operations would not be provided. This recent development left us with insufficient liquidity to continue operations. These conditions – including war in the middle east and a massive run up in fuel prices that will cost US airlines billions of dollars this year -- were not foreseeable by the Company, and developed with a speed and severity that precluded the Company from giving earlier notice as we fought to save Spirit.

The information provided in this letter, including Exhibit 1, is based on the best information available to the Company at this time. If there is any change in this information, we will update you as soon as practicable.

If you have any questions or require further information, please contact Suzanne Solon, Vice President, Human Resources at 1731 Radiant Drive, Dania Beach, FL 33004 and via email at Suzanne.Solon@Spirit.com. ALPA may be contacted through its chief elected officer, Ryan Muller at Ryan.Muller@alpa.org. AFA may be contacted through its chief elected officer, Amy Drinkhouse at adrinkhouse@spiritafa.org

Sincerely,

Suzanne Solon

Vice President, Human Resources

Attachment (Exhibit 1)

Exhibit 1

Job Titles Affected	Number of Affected Employees
Las Vegas Airport	Total: 999
Auditor, APS QA Compl	1
Base Chief Pilot	1
Captain	59
Coord, Contract MX Progrm	1
Dir, Corp Tax + Intl Acct	1
Dir, Inflight Ops & Perf	1
Dir, Station	1
First Officer	90
Flight Att / Instructor	7
Flight Attendant	772
Flight Ops Base Admin I	1
Guest Svc OPS Controller	2
Ld Splst, Material Log	2
Lead Technician	5
Mgr II, Bus Resilience	1
Mgr II, Guest Service	1
Mgr, Inflight Base Ops	1
OP Departure Controller P	3
OPS Departure Controller	4
Program Lead, APS Trng	1
Ramp OPS Controller	3
Regional Mgr, AP Services	1

Regionl Training Prgrm Ld	1
Specialist, HR Care Cntr	1
Splst, Material Log	8
Sr Mgr Talent Acquisition	1
Sr Technician	9
Sup, Airport Ops	2
Sup, Inflight	3
Sup, Maintenance	4
Supv, Material Logistics	1
Technician	10