

PUBLIC VALUE FOCUS

The Indianapolis Airport Authority is proud of its high-performing culture through which we create and deliver Public Value to the citizens of Indiana, our employees, and airport business partners.

Public value is a continuous, evolving process that we're refining to achieve the best local outcomes.

PUBLIC VALUE AT IAA IS BOTH A STRATEGIC COMPASS AND A PERFORMANCE LENS

➤ ECONOMIC & SOCIAL OUTCOMES

Link airport operations to tangible community benefits (jobs, economic growth, creative economy), resulting in a more prosperous community

➤ ORGANIZATIONAL LEARNING

Track both process and impact measures, enabling continuous improvement

➤ SHARED PROSPERITY

Ensure economic gains from airport growth are broadly distributed in the community

ENHANCE PUBLIC VALUE

➤ LOCAL BUSINESS ECONOMIC DEVELOPMENT

Increase spending with local businesses to strengthen the local economy and support community prosperity

➤ WORKFORCE DEVELOPMENT

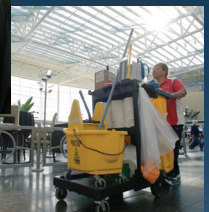
Create a skilled workforce by prioritizing local hiring and supporting professional development, ensuring economic mobility and readiness for future needs

➤ COMMUNITY ENGAGEMENT AND TRUST

We build trust and position the airport as a civic partner by actively engaging with the community through transparent communication and strategic outreach initiatives

➤ OPERATIONAL EXCELLENCE

Deliver high-quality passenger and stakeholder experiences, enhancing the airport's reputation as efficient and welcoming



A graphic featuring the text "BEST PLACES TO WORK IN INDIANA" in a bold, sans-serif font, with "2024" below it. The text is white and set against a dark blue background that includes a silhouette of the state of Indiana. Two yellow stars are positioned above the word "BEST".

**IN 2025
89% OF EVERY
CAPITAL DOLLAR WAS
SPENT LOCALLY AND THE
AIRPORTS OVERALL LOCAL
ECONOMIC IMPACT
WAS \$345 MILLION**

IAA creates economic impact across the state of Indiana by investing in our facilities and airport operations without receiving tax dollars and by prioritizing local companies whenever possible. This generates opportunities for high-profile projects with local companies, suppliers, and artists, and provides thousands of jobs.



IAA continues to create spaces and opportunities that provide public value. With every community event held at IND and every event we support outside of the airport, IAA connects, aligns, and grows with our neighbors through our core values Respect, Integrity,

Trust, and Excellence. In addition, IAA maximizes public value by investing in local arts and cultural programming and providing customer experiences that uplift and celebrate the people and places that make our region thrive.



50% OF TRAVELERS ARE MORE LIKELY TO VISIT A CULTURAL INSTITUTION OR ATTRACTION AFTER SEEING IT AT IND

IAA provides the first and last impression many visitors get of Indiana. We take that responsibility seriously. We focus on providing a welcoming environment for our guests and invest in ways to improve for their benefit. For the 14th consecutive year, IND was named Best Airport in North America, and for the eighth time overall, IND was ranked #1 in Customer Satisfaction by J.D. Power.

Our strong relationship with INDIAN airlines enables us to continually improve and adapt our air service strategy in response to demand and tourism events, providing greater flexibility, access, and convenience for both local passengers and visitors, as well as business travelers. The excellent customer experience IAA provides at IND is about partnerships and ensuring we have our finger on the pulse. We connect those dots with our airline partners where and when it matters.

**57 NONSTOP
FLIGHTS,
MORE CONNECTED
THAN EVER**



MARIO RODRIGUEZ

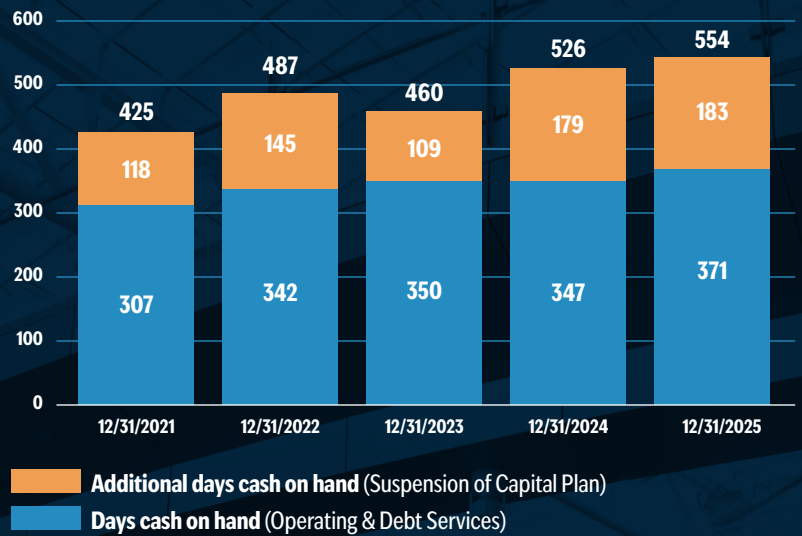
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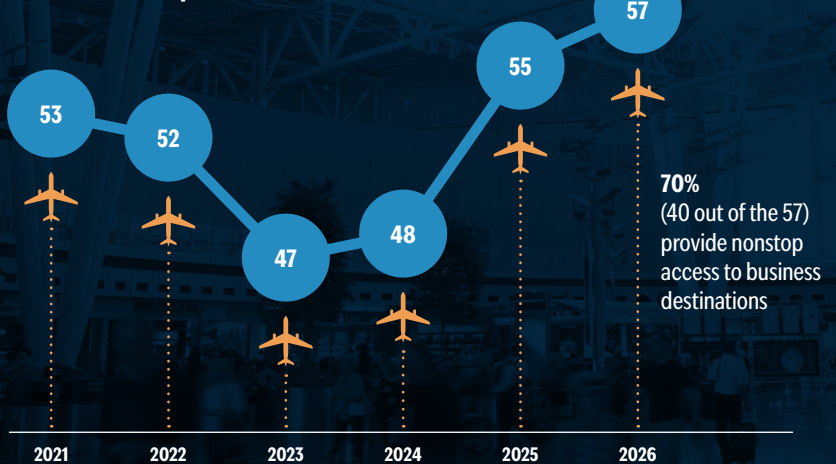
PUBLIC VALUE IMPACT SUMMARY

The Indianapolis Airport Authority (IAA) is proud to present the Public Value Impact Summary, a concise, data-informed reflection of how we measure and deliver value to Indiana. Drawing on more than five years of performance results, this summary illustrates how our efforts in financial resilience, air service growth, and local economic investment directly benefit travelers through enhanced airport experiences, strengthen local businesses by expanding access and opportunity, and improve quality of life for residents across the region. It offers a clear, accessible view into how IAA's strategic priorities translate into meaningful, real-world outcomes for the communities we serve.

Total Days Cash On Hand (Operating and Debt Service)

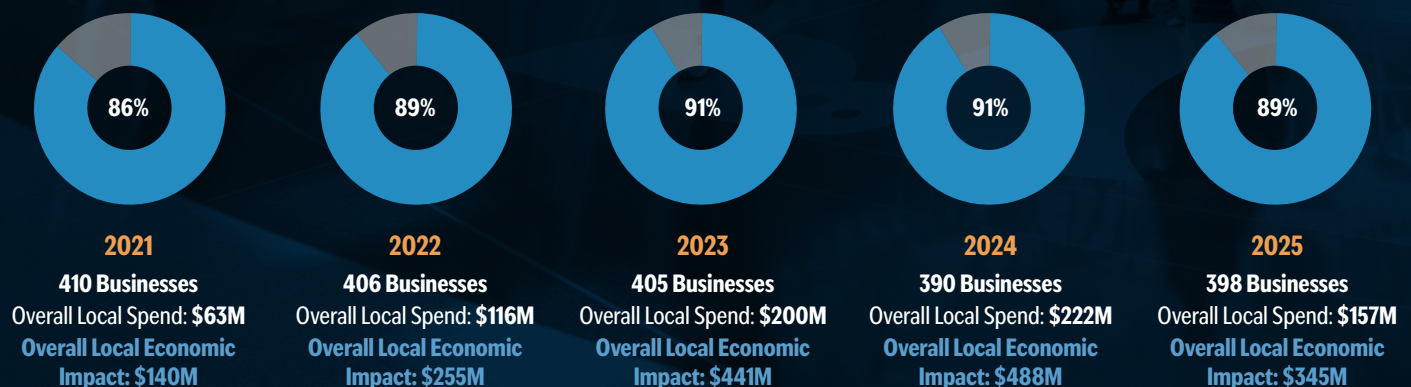


Total IND Nonstop Destinations



Local Economic Impact

IAA is committed to utilizing local firms and products as part of providing public value to the community it serves. Annually, on average, approximately 89% of all capital dollars are spent locally.



PUBLIC VALUE KEY PERFORMANCE INDICATORS

Public Value	Strategic Focus Area	KPIs	Impact
Promote economic development through local, business growth in our community	Local Business and Community Development	- Percent and dollar value of spend with local businesses - Local firms doing business at the airport annually - Jobs created for key projects, tracking total investment (including grant-funded work)	Expands opportunity for local businesses; infuses dollars in the Indiana economy; builds community prosperity for all.
Build a strong, skilled workforce in our community	Workforce Development (Internal & External)	- Individuals completing professional development/upskilling, including community leadership programs - Workforce retention for new hires and key frontline roles - Interns hired annually - Interns hired at the airport or elsewhere in Indiana - Average length of service across the workforce - Local high school/college partnerships - Students reached through outreach students/tours at IND	Strengthens regional talent pipeline, supports economic mobility, and ensures a future-ready workforce for the airport and broader community.
Strengthen public trust and community engagement	Community Engagement & Public Relations	- Leadership engagement: Leaders who actively serve on stakeholder boards, committees, chambers, commissions, or other government, business, or community organizations – demonstrating connectivity and creating opportunities for shared impact - Volunteer hours completed by employees with local organizations - Hosted community events reaching a total number of audiences - Exhibits and activations that engage the traveling public and include partnerships with the local community	Builds trust and connection with residents; positions the airport as a civic partner, not just an infrastructure hub.
Deliver a best-in-class airport experience	Customer Service & Operational Excellence	- Passenger satisfaction (via customer service surveys: ACI ASQ, QSM, and J.D. Power) - Maintain positive relationships with IND business partners, including airlines, TSA, FAA, CBP, rental cars, and other aviation service providers to elevate the customer experience - Evaluate emerging trends and changing passenger demographics to adjust the airport experience to better fit travelers needs - Average TSA/security wait times and on-time performance	Reinforces airport reputation as efficient, safe, and welcoming – supporting tourism, business, and city image.
Ensure Airport Resilience	Stability & Accountability	- Nonstop flights to key domestic and international destinations to meet local market demand - Financial prudence including cash reserves, high-level of days cash on hand, excellent bond rating, less debt and more investment in assets - Federal dollar grant allocations per year - Resource and Energy Resilience with critical infrastructure projects	Builds public trust; demonstrates responsible use of airport funds and natural resources.

FOR MORE INFORMATION, CONTACT:

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INDIANAPOLIS AIRPORT AUTHORITY