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FEDERAL AVIATION ADMINISTRATION

CHICAGO O'HARE INTERNATIONAL AIRPORT (ORD)

SCHEDULING REDUCTION MEETING

DAY 1

THURSDAY, MARCH 19, 2026

WASHINGTON, DC

9:00 A.M.

Reported by: Matthew Yancey, CER

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1 P R O C E E D I N G S

2 - - - - -

3 (Meeting called to order in the Quesada
4 Auditorium at 9:08 a.m.)

5 MS. CULLIGAN: Just a few short announcements.
6 You're all quite familiar with the rules. We have a
7 representative from the Department of Justice Antitrust
8 Division, Mr. Seth Wiener. Mr. Wiener will be present
9 during each session as an observer to ensure compliance
10 with the meeting procedures outlined in the notice. FAA
11 collaborated with DOJ on the meeting procedures for
12 today's discussions.

13 We have a couple of representatives from the
14 Department of Transportation that will be here.
15 Obviously, Assistant Secretary Edwards will be with us;
16 Mr. A.J. Muldoon, Mr. Fahad Ahmad back there, will also
17 be present throughout the sessions.

18 And then a number of FAA personnel from the
19 Slot Administration Office and the Office of the Chief
20 Counsel will be in the room.

21 As a reminder, each carrier will meet with the
22 Slot Administration Office for 15-minute confidential
23 sessions to discuss flight reductions and schedule
24 modifications. These discussions will be transcribed.
25 The meetings and preparations made prior to each session

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1 are all subject to antitrust laws. Communications among
2 carriers regarding competitively sensitive information
3 could result in a violation of the antitrust laws and
4 lead to civil or criminal liability.

5 As such, no communication will be permitted
6 between any carrier representative in the presence of
7 any other carrier representative from another air
8 carrier regarding the subject of the flight reductions
9 at O'Hare, or regarding any other competitively
10 sensitive information, including, but not limited to,
11 markets served, prices charged, and marketing plans.

12 Representatives from the Chicago Department of
13 Aviation are also in attendance, and we ask that you
14 refrain from sharing any details of the sessions with
15 these officials during the course of these meetings.

16 Thank you. LaKisha?

17 MS. PRICE: I'm still recovering from a sinus
18 infection, but I think you guys can hear me in the back.
19 So we're just going to start off the day much like we
20 did a couple weeks ago. So we're going to plan a full
21 round. Hopefully it doesn't take that long, but we will
22 start in the Tech Ops conference room in the same
23 location you all were in last time. We're going to
24 start with our mission partners first for the first
25 round, and then we'll get into the airline lineup.

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1 So we're going to kind of go in a little bit
2 different order this time around. So the first carrier
3 will start at 9:50 -- or 9:45, I'm sorry, 9:45. And
4 then we will have United first, Delta second, JetBlue
5 third, American fourth. And that is going to be the
6 day.

7 So we will break for lunch. Again, we do have
8 a cafeteria, just a cafeteria, since you're going across
9 the street. And we'll reconvene in the Bessie Coleman
10 after lunch to talk about progress. And then if we need
11 rounds 3 and 4, we will suit back up. So let's get
12 started. We'll give you guys a break.

13 MS. PLATER: We're going to meet back here.

14 MS. PRICE: Oh, we're going to -- are we
15 meeting back here, not at Bessie Coleman?

16 MS. PLATER: Yeah, here.

17 MS. PRICE: Okay. So we're going to meet back
18 here. Sorry, we're going to meet back here after lunch,
19 and then we'll go back and run through with the Tech Ops
20 conference room. We do have escorts for you all. So
21 who is escorting United? So Ms. Deborah is back there
22 to escort you all.

23 Who's escorting Delta? Tasha is in the back,
24 so she'll pick you up.

25 JetBlue?

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1 MS. PLATER: JetBlue is Jack.

2 MS. PRICE: Jack will escort you all. And then
3 American?

4 MS. PLATER: Lola.

5 MS. PRICE: Lola. She's right there. So she's
6 already -- she's already timed up. All right. All
7 right. Let's get started. Hopefully we'll have a
8 fantastic day. Thank you.

9 (Off record at 9:12 a.m.)

10 (Meeting resumes in the Tech Ops Conference
11 Room at 10:06 a.m. with United.)

12 MS. MELIUS: All right. So welcome back.
13 Thanks for coming. Thanks for bringing the football
14 team. We appreciate it. Same rules as before. We'll
15 ask our counsel's office to kind of remind us of some of
16 those. We're going to be on the record. And thanks.

17 MS. CULLIGAN: Okay. So just a reminder from
18 what I said this morning, please keep the content of the
19 conversations confidential during the sessions, and do
20 not discuss with any third party. And then just a
21 reminder, for our court reporter, please state your name
22 beforehand.

23 MR. MORRISSEY: Are you ready for us?

24 MR. MELIUS: We are.

25 MR. MORRISSEY: Okay. Steve Morrissey, United

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1 Airlines. Well, good morning, everybody. Good to see
2 you all again. I want you to know that we're here with
3 an open mind and we agree with your stated goal of
4 reducing congestion on behalf of customers this summer.
5 It's clear we've requested that action, but, as you
6 know, we have objected to the use of the baseline that
7 you chose, and we have offered alternatives to -- we
8 have not today received any feedback on the alternatives
9 or frankly on our objections to the baseline.

10 And so while we are here with an open mind, as
11 evidenced by the -- you know, the amount of talent we
12 brought with us today, we need you to know that we don't
13 have any confidence in the process or the underlying
14 information that you're using to make decisions.

15 We are certain that what you've laid out is not
16 proportional for United Airlines. We believe it does
17 pick winners or losers. I'm not saying that was the
18 intent, but we do think that that, based on the
19 information, would be the outcome without any
20 substantial change. And it essentially amounts to a
21 commercial reset of the competitive conditions at the
22 airport, which I know was not your stated intent, and
23 we're -- we have the information to back up our claims.

24 We'd like to present that to you and ask that
25 you hear us out, because we're not prepared to sacrifice

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1 all that you've asked us to sacrifice at our most
2 important hub without a clearer understanding of what
3 the underlying math is and what the commercial
4 competitive impact will be at the airport. We do
5 believe what you laid out is materially harmful to
6 United Airlines and our customers.

7 With that, I'm going to turn it over to Jim.

8 MR. CONNEELY: Yeah, Jim Conneely at United
9 Airlines. So I guess just -- just more fundamentally,
10 you know, how does the FAA and DOT account for the
11 change in number of gates from '25 to '26 when
12 determining how to allocate the cuts proportionately?
13 We haven't had any explanation for that. Can you
14 explain why that is? There's a fundamental difference
15 in the airport. United has more gates in 2026 than we
16 did in 2025. How come that is not accounted for? It's
17 a different airport. Can you explain the baseline?

18 MR. EDWARDS: We used the gate totals from
19 summer of 2025.

20 MR. CONNEELY: But we have -- the gates -- you
21 understand that there's this provision in the Chicago
22 lease that changes the gates. It's a fluid -- it's a
23 fluid system. If you -- if we can't -- you're not
24 actually addressing congestion that will be in 2026 if
25 you're focused on what was in 2025.

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1 MR. EDWARDS: So were the 2026 gates not
2 awarded as a function of 2025 flying?

3 MR. CONNEELY: What we're here to -- it is.
4 And we can get into --

5 MR. QUAYLE: No, no, no. It was 2024. It was
6 2024 flying.

7 MR. CONNEELY: 2024. It's a year -- it's a
8 year --

9 MR. QUAYLE: It's a year delay. So the
10 problem --

11 MR. EDWARDS: The 2025 gates were awarded as a
12 function of 2024 flying?

13 MR. CONNEELY: That's right.

14 MR. QUAYLE: But you picked summer, and that's
15 before the gates -- the gates -- oh, Patrick Quayle,
16 United Airlines. Sorry.

17 The challenge, Dan, is that the base you guys
18 picked, we would argue is incorrect base. There's been
19 major things that have changed. One, you pick summer
20 2025 arbitrarily, which we'll go through, which does not
21 account for the gate holdings that we got in October of
22 2025 and will impact our schedule in 2026. Two,
23 Southwest Airlines, I believe one week ago, announced
24 they're pulling out of Chicago O'Hare. Southwest is in
25 your base. And, three, the airfield has changed with

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1 construction and taxiway and terminal stuff. The base
2 that -- and we were prepared, and we will go through
3 after we answer this question, some slides to show the
4 base that you are using, with no malicious intent, has
5 all sorts of distorting principles. We need to use 2026
6 because it's clean. If you take the June snapshot, June
7 of 2026, Southwest is not in there anymore. The gate
8 holdings are accurate for the schedules that are
9 reflective.

10 And by making these adjustments -- and I
11 believe everyone here has good intentions. I truly
12 believe everyone here has good intentions. The problem
13 is, with the wrong base, it causes some really wonky
14 things to happen, and we're going to walk through that
15 in a second. This is why the right base is so critical.

16 MR. CONNEELY: It's also not a reasoned way to
17 go about mitigating congestion. You're taking -- it's
18 like applying apples into oranges when you're talking
19 about the 2025 baseline to the 2026 schedule. It's
20 actually not going to get to the congestion purpose
21 because the relative share of gates have changed among
22 the carriers. And that goes to what we're trying to
23 solve here, is, you know, ground congestion at the
24 airport, and the number of gates is fundamental to that.
25 And when you're using the wrong gate count, that is

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1 going to distort and it's going to have problems.

2 We'll lay it out later on, and we have slides
3 that can flesh this out, but as a threshold question, we
4 have no explanation for why this is appropriate given
5 what the purpose is to -- to mitigate congestion in
6 2026. Why are we using the 2025 baseline? We haven't
7 heard any, you know, rational explanation for using
8 that.

9 MR. EDWARDS: All right. So let -- my turn?

10 MR. CONNEELY: Please.

11 MR. EDWARDS: Okay. So actually we -- we
12 actually did receive everything you sent. We looked at
13 this from every angle possible and tried to find the
14 area where it was the neutral axis for this and did our
15 best. And it wasn't arbitrary that we picked the
16 summer.

17 The challenge we face is that there's a -- and
18 I think you would admit there's a perverse incentive
19 that's just nascent in the use and lease agreement that
20 drives behavior that awards gates for scheduling flights
21 the year prior. Okay? So there was a whole lot of
22 distortion brought into the system up into the date that
23 you're proposing, June of '26, that distorted the market
24 in such a way that upset competitive balance.

25 So there was not -- we could not find a neutral

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1 axis where we would figure out where those distortive
2 effects weren't impacting the flying that you were
3 adding, wasn't impacting the flying your competitor was
4 adding, and wasn't impacting your response to each
5 other's schedule changes. That is purely the basis upon
6 which we did it. I wish there were a cleaner place to
7 do it.

8 MR. CONNEELY: Dan, with all due respect, your
9 notice mentioned -- sorry, Jim Conneely. Your notice --
10 both notices, the -- leading into these meetings did not
11 cover at all what you just said. This is the first
12 time, the second day of these negotiations, that you're
13 bringing in distortion and the lease in Chicago, which
14 frankly I'm not sure what authority this meeting, which
15 is designed to reduce congestion, not get into the
16 distorted competitive effects of a lease, how that's
17 even relevant here. That's not what you noticed.
18 That's not --

19 MR. EDWARDS: No, what is relevant is that the
20 amount of flights that are being added that are being
21 incentivized by the use of lease agreements.

22 MR. CONNEELY: I understand that.

23 MR. EDWARDS: That's what's creating --

24 MR. CONNEELY: But -- and we're mitigating now,
25 but we said we'd do it proportionately. And what you're

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1 describing now is to look at and highlight what you
2 think is distorted market effects. You're undermining
3 the natural competitive forces, the natural, you know,
4 business choices of airlines by wading into that rather
5 than what has happened in the past precedent for the
6 schedule reduction meetings where it's been
7 proportionate cuts. In 2004, American, United were here
8 at O'Hare, it was a proportionate cut across the board
9 that was implemented; same thing that happened in
10 Newark.

11 And now we're wading in and we're choosing a
12 baseline that has no relevance to the fundamental
13 question that we're trying to do, is reduce the
14 congestion in 2026, and so this is not a rational basis.
15 This is an arbitrary way to approach this problem, and,
16 you know, we have to account for that.

17 MR. EDWARDS: So, Jim, the other challenge that
18 we face is that, you know, how do we model flights that
19 were scheduled beyond airport's capacity that have a
20 high probability of either being delayed or canceled? I
21 mean, those are the other things --

22 MR. CONNEELY: So there's three ways that we
23 could look at that. You know, one is 2026 schedules,
24 which we fleshed out and we've talked about. In fact,
25 we actually thought through the first half-day of this

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1 process that was how we were doing it. The second way
2 you could look at that is you could look at what was
3 approved in November of 2025 to fly in 2026 when none of
4 these issues, the distorted effects you're talking
5 about, you could look at what was approved by the slot
6 office there in response to the notice. This is
7 actually the Level 2 process. A Level 2 process isn't
8 looking back at the historics from last season if there
9 is another approved schedule that happens subsequent to
10 that. So that -- I mean, that's of the pieces that
11 we're -- we wanted to highlight, and we have folks that
12 can talk into that.

13 And then the third one is you have to at least
14 -- if you want to use a 2025 schedule, you have to
15 normalize for the gates, the gates that have shifted.
16 And just using the way that you're approaching it
17 doesn't do that. And so we have a fundamental problem,
18 a waste, that this is not a reasonable basis for how to
19 proceed in the schedule reduction meeting because you're
20 talking apples to oranges in the schedule,
21 fundamentally.

22 We'll get to it. Why don't we get to our --
23 why don't I turn it over to Patrick to go through our
24 slides.

25 MR. MORRISSEY: Is that good with you, Dan?

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1 MR. EDWARDS: It's your time.

2 MR. MORRISSEY: Okay.

3 MR. QUAYLE: All right. So I guess, you know,
4 the first thing we want to talk about, Dan, is just
5 trying to get alignment with you on a couple of key
6 things. One, should movements be proportional? Should
7 the movement reductions be proportional?

8 MR. EDWARDS: Proportional to what is your
9 question?

10 MR. QUAYLE: No, I'm asking if we should
11 proportionally reduce the movements.

12 MR. EDWARDS: How should I answer that one?

13 MR. BURDHIMO: I think we agree that, yes, it
14 should be proportional, but how proportionality is
15 defined is the question.

16 MR. QUAYLE: Okay. So, yeah --

17 MR. EDWARDS: That's the question.

18 MR. QUAYLE: Yes. So -- yes. Should the
19 government be picking winners and losers?

20 MR. EDWARDS: Of course not.

21 MR. QUAYLE: Okay. I agree. Should schedules
22 reflect airfield and airspace capacity?

23 MR. EDWARDS: And surface capacity.

24 MR. QUAYLE: Well, yeah, I would put airfield
25 capacity, air surface capacity, yeah. Yes. And should

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1 U.S. cities lose service so that foreign airlines can
2 add service?

3 MR. EDWARDS: Define "add service." Seasonal
4 service?

5 MR. QUAYLE: No, add new. So if --

6 MR. EDWARDS: So let me just qualify that. We
7 are bound by Open Skies agreements with international
8 carriers that provide -- that is completely separate
9 from this. I don't --

10 MR. QUAYLE: But do we think -- do we think
11 small communities across this country should lose
12 service so that foreign airlines can add service in the
13 hours that United Airlines is cutting service?

14 MR. EDWARDS: I don't fully understand what
15 you're driving at.

16 MR. QUAYLE: You'll see what I'm driving at.

17 MR. EDWARDS: Yeah. So, I mean --

18 MR. QUAYLE: I'm not trying to paint you in a
19 corner.

20 MR. EDWARDS: Do you want -- do you want me to
21 say that in Newark, that we should not allow foreign
22 carriers to operate in Newark and displace you there?

23 MR. QUAYLE: We're not talking about Newark.
24 No, as a matter of fact, the Newark process was actually
25 very fair. When we went through this process, the

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1 foreign flags were frozen and no one was able to
2 backfill. So the Newark process was very fair. And
3 some of the folks at this table were sitting around this
4 table when we did Newark. When we made reductions,
5 there was no backfills. And I'm very proud of the
6 Department of Transportation, I'm very proud of the FAA
7 in enforcing that now a year -- almost a year later.\

8 But as you will see in a second -- so I think
9 we have agreement that backfills are formed. We are
10 trying to preserve service across this country, and at
11 the same time we're being asked to reduce by the
12 Department of Transportation, foreign flags are
13 announcing service. That's a problem.

14 MR. BURDHIMO: So one thing I do want to point
15 out from a time perspective for the day, it's going to
16 be really challenging for us. So just a heads-up, we're
17 at 15 minutes already, and I know we had some preamble,
18 so we've got to get to some of your points. I'm going
19 to encourage you.

20 MR. MORRISSEY: Steve Morrissey. Respectfully,
21 we need this time. We won't be able to get to a real
22 discussion about cuts until we've had a chance to hash
23 out some of this information.

24 MR. QUAYLE: This is -- this is an existential
25 crisis for United Airlines if this is implemented

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1 incorrectly. And so we're going to need to slow down
2 and take the time and build the trust and make sure
3 we're all talking about the same numbers, because
4 numbers are flying around. And if we don't understand
5 your numbers and you don't understand our numbers, we're
6 talking past each other. But I can tell you, as
7 proposed, and as we understand your numbers, this is an
8 existential crisis for United Airlines that will distort
9 market forces. And I don't think that's the intent.
10 And that's why I wanted to, like, lay these ground rules
11 with these four simple questions because I think we
12 actually have alignment on these four simple questions.
13 So we're going to go through a little presentation.

14 So --

15 MS. PRICE: LaKisha Price for the record. How
16 long is this presentation? Do we know?

17 MR. QUAYLE: This presentation will take a
18 little bit of time.

19 MS. PRICE: Okay.

20 MR. EDWARDS: Pick it up in the next round?

21 MS. PRICE: So where --

22 MR. MORRISSEY: Part of that will depend on how
23 many questions you have about the information we're
24 presenting, too.

25 MS. PRICE: So right now just keep a tighter

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1 schedule. I will ask you to present what you have in
2 the next round.

3 MR. MORRISSEY: Okay.

4 MS. PRICE: You've laid the questions, let us
5 digest, let us think about those, and then we'll be
6 ready to absorb the information. If the questions are
7 laid out there right now, let us think about those and
8 then we'll get to the presentation. I think that's the
9 compromise here. So -- yeah --

10 MR. CONNEELY: I mean, fundamentally, like last
11 time, we went last.

12 MR. MORRISSEY: Yeah, I guess how much time do
13 you have left for us?

14 MS. PRICE: Right. You -- we're past.

15 MR. MORRISSEY: So long as we get a commitment
16 that we're going to run through our presentation.

17 MR. CONNEELY: Last time we were an hour
18 delayed because another carrier was in here first, and,
19 you know, it seems like this is -- we really have a lot
20 to tell you.

21 MS. PRICE: Right.

22 MR. CONNEELY: We really need to get this on
23 the record. We really want to make sure -- to Steve's
24 point, if you want to move this forward, we really have
25 to get through this information so you know where we're

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1 coming from. You know, I respect the time frames.
2 We've been pretty liberal with those in the past. And
3 to move this forward, we really -- we need you to hear
4 us. And we're willing to work with you guys, but we
5 have to make our case to understand how this process
6 could be fair and how we can move forward with it. You
7 want to talk numbers, we've got to -- we've got to cover
8 this.

9 MR. QUAYLE: The only way to talk numbers is
10 we've got to talk through this.

11 MR. EDWARDS: No, it's past your time. We've
12 got to -- we're past the 15 minutes. We'll pick it up
13 when you come back in here.

14 MR. QUAYLE: The problem is, Dan, when we come
15 back in, it's not going to be done in 15 minutes. So at
16 some point -- at some point we need more than 15
17 minutes. We can't -- we can't have this conversation in
18 15 minutes.

19 MR. CONNEELY: I mean, just --

20 MR. QUAYLE: It's not practical.

21 MR. CONNEELY: You have to see what this is
22 going to do to our hub. You really have to understand
23 that. It's -- it's a -- it's a huge impact.

24 MS. PRICE: So I'll tell you what --

25 MR. EDWARDS: We're out of time.

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1 MS. PRICE: -- after the -- come back in the
2 second round, all right, and we'll give you the time you
3 need.

4 MR. QUAYLE: Thank you.

5 MR. CONNEELY: Are you -- are you going to be
6 here, sir, in the second round? Are you staying for the
7 whole -- I know your flight's tomorrow at 5:00, but are
8 you --

9 MR. EDWARDS: No, it's not. It's tomorrow
10 night.

11 MR. CONNEELY: Oh, tomorrow night. Okay. All
12 right.

13 MR. QUAYLE: Are you going to be here in the
14 second round?

15 MR. EDWARDS: Assuming we stay on time.

16 MR. QUAYLE: Well, I mean, you guys control
17 that, if that's the case, then.

18 MR. MORRISSEY: I would just add for the sake
19 of everybody, we did spend a day here and didn't get to
20 any of this before. So 15 minutes is arbitrary.

21 MS. PRICE: We'll give you the time you need as
22 we go.

23 MR. MORRISSEY: Thank you.

24 (Off record at 10:25 a.m.)

25 (Meeting resumes at 10:29 a.m. with Delta.)

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1 MR. BURDHIMO: All right. So thanks for coming
2 back. Same rules as before, and we'll let counsel
3 explain them.

4 MS. CULLIGAN: Yes, please, as always, keep the
5 contents of our conversations confidential. Do not
6 share with a third party, and then state your name and
7 make sure our caller also does the same.

8 MS. LOZANO: Jana Lozano, director of policy
9 and Delta Airlines government affairs.

10 And then, Mychal?

11 MR. WOOLDRIDGE: Good morning, everyone.
12 Mychal Wooldridge, managing director, network planning
13 and scheduling for Delta Airlines.

14 MR. MELIUS: Great. The time is yours if you
15 have anything for us, and then we can talk to you.

16 MS. LOZANO: I mean, just, like, a reminder
17 that we are 3 percent of the operations in Chicago
18 O'Hare. And so, you know, coming here as a
19 collaborative partner, but really recognizing that we
20 are not the bulk of the operation.

21 Mychal, anything else you want to add?

22 MR. WOOLDRIDGE: Yeah, I think, you know, as we
23 talked before, right, happy to kind of discuss some
24 slides. I think, you know, in our last meeting a couple
25 weeks ago, you know, we are, you know, certainly able to

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1 offer up moving one departure and one arrival outside of
2 the 6:00 a.m. to 23:59 window. And as I think we kind
3 of understand, if there are time slides that you guys --
4 that the FAA is looking that could be beneficial, we're
5 certainly happy to look at those and make adjustments
6 and, you know, continue to work through that.

7 MR. BURDHIMO: Yeah, so I think -- it's Gian
8 Burdhimo. Very much appreciated the last time through.
9 Again, appreciate where you're coming from this time.
10 We appreciate the possibility of having a conversation
11 with you about those slides. That's really the only
12 conversation we're intending to have with you guys.

13 So, again, thank you for committing the time to
14 be here for what could be small moves, but we understand
15 they're still impactful to you. So we're not looking to
16 do much more than have that kind of conversation. We
17 don't have anything to talk to you about at this minute.
18 We'll see as the day goes on. Maybe there's something
19 we can ask you to help us with. But at this moment, we
20 appreciate the initial offer. We're keeping it in the
21 back of our minds, and we'll let you know whether we
22 need to execute that and/or ask for something else. But
23 at this moment, we have nothing more to ask for. Okay?

24 So I know it's a big chunk out of your day for
25 us to keep having that kind of conversation, so, again,

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1 thanks for that.

2 MS. LOZANO: Great.

3 MR. BURDHIMO: Unless you have anything else --

4 MR. WOOLDRIDGE: Thank you all.

5 MR. BURDHIMO: Thank you.

6 (Off record at 10:32 a.m.)

7 (Meeting resumes at 10:34 a.m. with JetBlue.)

8 MR. BURDHIMO: Welcome. Thank you. If you
9 could, thank you so much if you're standing. I
10 appreciate it. Take your time.

11 I'll hand it over to our chief counsel to
12 remind you of some of the rules.

13 MS. CULLIGAN: Yeah. So just as I mentioned
14 earlier, please keep the contents of our conversation
15 confidential and do not discuss with a third party
16 during the proceedings, so no other carriers or the
17 airport authority. And just whenever you speak, if you
18 could just state your name for the court reporter so he
19 can catch it, that would be great.

20 MR. BURDHIMO: So it's Jon, and welcome. We'll
21 give the time to you to see what you might have for us.

22 MR. ROMERO: Yeah. Well, my name is Jonathan
23 Romero, representing JetBlue. Thank you guys for
24 inviting us. I know JetBlue is a small carrier at
25 Chicago O'Hare, but we're here to support in whatever

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1 ways necessary to ensure that the schedules are feasible
2 for the summer 2026 season.

3 I guess my question is, do we foresee any more
4 reductions? I know I think you guys recently stated
5 that it's going from 2,800 to 2,600. Do we see that
6 going even further down for this season?

7 MR. BURDHIMO: At this moment, the notice that
8 was published, you know, has that 2,608 limit in it.
9 That's our intention at this moment. We don't foresee
10 that changing. You never know what might happen, but at
11 this moment, that's where we're at.

12 MR. ROMERO: Got it. And how does that impact
13 JetBlue in any way?

14 MR. BURDHIMO: At this moment, it doesn't
15 impact you directly. What could happen out of these
16 negotiations is the possibility of us having a
17 conversation and say, can you help out with a slide of a
18 time, perhaps, or something if there's a particularly
19 difficult half-hour or hour.

20 MR. ROMERO: Right.

21 MR. BURDHIMO: But at this moment, we're not
22 concentrating on JetBlue specifically, so we have no
23 specific requests at this moment.

24 MR. ROMERO: Okay.

25 MR. BURDHIMO: We really appreciate you being

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1 here because it gives us the option to have a
2 conversation about it.

3 MR. ROMERO: Right, of course. So the peak
4 periods, I guess, is that defined? Is there -- because
5 that's a broad --

6 MR. BURDHIMO: I use it in a generic sense.
7 But, indeed, if you look at the schedules, you can see
8 where we peak out. So there are two, three, four of
9 them throughout the day.

10 MR. ROMERO: Yeah.

11 MR. BURDHIMO: It remains to be seen -- you
12 know, the largest carriers at that location have to
13 figure out how to deal with that.

14 MR. ROMERO: Right.

15 MR. BURDHIMO: So there might be an option
16 where we get a particular hour, let's say, where we're a
17 flight or two over. And if we have somebody that's at
18 -- as an example, you know, we have a flight that's at,
19 you know, 10:59 and we can move that into 11:05, maybe
20 that helps us.

21 MR. ROMERO: Right.

22 MR. BURDHIMO: That would be about all the
23 conversation.

24 MR. ROMERO: And if -- potentially if the FAA
25 asks JetBlue to retime some flights from, you know, one

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1 window to another, our schedule is already closed for
2 March, April as well. So I'm assuming if any asks were
3 made for JetBlue it would be starting March 29th when
4 the summer 2026 season starts?

5 MR. BURDHIMO: That remains to be seen. If we
6 get to the point where we're asking you -- I don't know
7 if we can get into the specifics about how that would
8 work.

9 MR. ROMERO: Okay.

10 MR. BURDHIMO: And we'd love to hear back on
11 what those impacts are.

12 MR. ROMERO: Great. Does this -- could this
13 potentially spill over to the winter 2026 season?

14 MR. BURDHIMO: At this point, I believe the
15 notice specifically says this is a summer activity.

16 MR. ROMERO: Yeah. Okay.

17 MR. BURDHIMO: We will continue to monitor.

18 MR. ROMERO: Right. And if carriers in Chicago
19 O'Hare want to grow, what are the prospects of that?

20 MR. BURDHIMO: Not -- I think for the -- I
21 don't think we can address that conversation in this
22 meeting. It's a good question, and I think it's worth
23 having a conversation with both Chicago and the slots
24 team and us at a later date, different forum.

25 MR. ROMERO: Right.

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1 MR. BURDHIMO: But this meeting, we won't be
2 able to get into that.

3 MR. ROMERO: Understood. Thank you very much.
4 And just a quick question. I'm assuming the schedules
5 that you guys are looking at are based off the initial
6 submission that we sent way back when in November, or --

7 MR. BURDHIMO: Actually, I think the notice
8 will say that that schedule was based on the 2/24/26's
9 submission of the June 26th date.

10 MR. ROMERO: Okay, great. Perfect.

11 MR. BURDHIMO: We picked a peak day in June and
12 it was the submission.

13 MR. ROMERO: Got it. Okay, perfect. Then that
14 has our latest, most up-to-date schedule.

15 MR. BURDHIMO: Good.

16 MR. ROMERO: Yeah, that was a big question of
17 mine because you know, schedules do change --

18 MR. BURDHIMO: Certainly.

19 MR. ROMERO: -- as the --

20 MR. BURDHIMO: And, of course, they've been
21 changing, so we had -- right, we have to address them.

22 MR. ROMERO: Yeah. Well, you know, we just
23 want to reiterate that we're here to support. You guys
24 have been fantastic in supporting us, Al and team,
25 especially. So, yeah, please let us know where we can

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1 help.

2 MR. BURDHIMO: It means a lot that you guys
3 came, and we really do appreciate it. It's going to be
4 a long day of waiting around, but fair enough. And if
5 you can't wait for some reason, just let us know that,
6 too.

7 MR. ROMERO: Okay.

8 MR. BURDHIMO: And we can communicate, add a
9 cycle, if necessary.

10 MR. ROMERO: Fantastic. Yeah, that's all I
11 have.

12 MR. MELIUS: Thank you, Jonathan.

13 MR. ROMERO: No, thank you guys very much.

14 MR. BURDHIMO: Thanks so much.

15 (Off record at 10:38 a.m.)

16 (Meeting resumes at 10:43 a.m. with American.)

17 MR. BURDHIMO: So we'll kick things off with
18 welcome back. I'll hand it over to our chief counsel to
19 remind you of some of the rules.

20 MS. CULLIGAN: I assume you still remember, but
21 just repeating what I said this morning, please don't
22 share the content of our conversations with other
23 parties. Keep those confidential. And as a reminder,
24 please try to remember to state your name for the court
25 reporter so he can keep track. Thank you.

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1 MR. BURDHIMO: So, Gian Burdhimo, welcome back.
2 I'll give you the time, and you guys can jump in where
3 it makes sense.

4 MR. PIEPER: Wonderful. I'll start. So, good
5 morning. I'm Nat Pieper, the Chief Commercial Officer
6 for American Airlines, and honored to speak with you
7 today on behalf of my more than 130,000 American
8 Airlines teammates. Let me start just with a thank-you
9 to Secretary Duffy, to Administrator Bedford, and to the
10 FAA for your leadership and your continued commitment to
11 ensuring an operationally reliable travel experience at
12 O'Hare this summer. Your commitment benefits travelers
13 originating in Chicago as well as passengers connecting
14 from around the world.

15 American also wants to thank everybody at the
16 DOT and the FAA directly involved in this process. We
17 recognize it's a complex situation, but we don't lose
18 sight of all the time and effort that goes into
19 preparing for and holding this session. Thank you.

20 Our team at AA shares that objective of an
21 operationally reliable O'Hare, and we're pleased to be
22 here. American's operated a successful hub at O'Hare
23 for several decades, and a viable Chicago hub, as we've
24 shared with you before, is strategically critical to our
25 global success and critical to the traveling public,

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1 depending on flights to, through, and from O'Hare.

2 American is appreciative of the FAA order
3 regarding operating limitations at O'Hare, published on
4 March 18th, and we support the FAA's assertion in the
5 order that summer 2025 schedules will be used as the
6 baseline for determining appropriate reductions to be
7 borne by each party for the upcoming summer 2026 season.

8 American also agrees, as stated in the order,
9 that by reducing individual schedules proportionally
10 based on summer 2025 levels, this process of reducing
11 O'Hare delays will not pick "winners and losers."

12 And, finally, American believes that sharing
13 reductions proportionally between airlines based on
14 summer 2025 levels is consistent with Administrator
15 Bedford's comments at the outset of the proceedings a
16 couple weeks ago that this process should not change
17 market shares from what they've been historically,
18 comments that were echoed by Assistant Secretary Edwards
19 this morning.

20 American is here in force ready to work
21 together with the FAA and other relevant constituents in
22 a reasonable and responsible way, just the way that we
23 work to rebuild our O'Hare hub since the pandemic. We
24 look forward to collegial and collaborative discussions,
25 and we believe time is of the essence for the sake of

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1 our customers and for our flight crews, as well.

2 We've reviewed the proposal sent yesterday by
3 Assistant Secretary Edwards -- thank you -- and believe
4 it to be a reasonable starting point for discussions,
5 and we appreciate the thoughtfulness put into it. We've
6 also prepared an opening proposal based on our
7 interpretation of the FAA order, which we shared in
8 advance yesterday. We'd like to walk through that with
9 you in more detail today, and I'd like to introduce
10 Brian Znotins, our senior vice president of network, who
11 will do just that. Thank you.

12 MR. NEWMAN: I'm having some trouble getting it
13 to load. So, Brian, if you want to talk -- start
14 talking through it, I will get it to load here.

15 MR. ZNOTINS: Okay. All right. So without it
16 having -- being on the screen, Brian Znotins, American
17 Airlines. We took the two schedules you provided, the
18 summer 2026 level of operations, as well as the summer
19 2025. And I believe those are still based on the 25th
20 of June and the 26th of June, respectively.

21 And so we compared the share of American
22 departures to that of United in both of those periods,
23 and we modeled our offer off of that. And so looking at
24 the number of flights that we would remove from the 2026
25 published schedule, we have about 48 operations. And we

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1 don't have it in front of me right there, but in that
2 neighborhood. And what we did is we went and built
3 entire lines of flying with our regional operators so
4 that we could get entire aircraft out of the hub.\

5 Getting aircraft out of the hub is important
6 for reliable operations. And so, for us, while our
7 specific half-hourly reductions don't match that of what
8 the FAA sent yesterday, we do believe that it matches
9 the spirit of the request to have half-hour operations
10 reduced throughout the day. And then, furthermore, we
11 did not try to be overly possessive of the opportunities
12 for retimes. In the file that the FAA sent, there were
13 windows where flights could be added or moved from other
14 windows in order to protect departures in the hub.

15 And doing the math, if you look at the number
16 of retime opportunities we availed ourselves of in this
17 proposal, it's about 10 percent of that, of the retime
18 opportunities we left for our competitors in the market.
19 So we weren't trying to be greedy, for lack of a better
20 term, when it comes to that.

21 We also had a couple of flights that moved out
22 of the window entirely in the proposal, the 6:00 a.m. to
23 midnight window, and that might account for a couple of
24 data points of missing flights, if you see them from one
25 schedule to the other. But, overall, the level of

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1 American operations versus that of United in this sample
2 file that you sent us was 83.7 percent. And then the
3 number of operations that American has at O'Hare in our
4 proposed schedule, given that only two carriers are
5 making reductions, we could solve for that of United, as
6 well, is at 83.7 percent. So completely proportional to
7 the sample size -- sample data that you sent out in your
8 proposal.

9 MR. NEWMAN: And, I apologize, for some reason
10 just the link's not -- I'm trying to try a different wi-
11 fi network.

12 COURT REPORTER: I'm sorry, sir, your name?

13 MR. NEWMAN: Phil Newman. We're just having
14 trouble accessing the link here, so I'm trying to get to
15 the network. Or is there a way to manually look at it?

16 MR. BURDHIMO: I don't think there's a manual
17 connection, but --

18 (Brief pause.)

19 MR. NEWMAN: Thank you for your patience.

20 MR. EDWARDS: No problem.

21 MR. NEWMAN: Here we go. It worked totally
22 fine.

23 MR. EDWARDS: It doesn't have anything to do
24 with tech-saviness, getting into a government -- it
25 happens.

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1 MR. NEWMAN: There we go.

2 MR. ZNOTINS: All right. So this is the --
3 this is Brian Znotins at American. This is the
4 graphical illustration of what I just walked you
5 through. On the left-hand column, we have the summer
6 2025 baseline, which is based on the 26th of June. And
7 our ratio to that of United is 83.7 percent.

8 In the second column, we have the schedules as
9 they were published in December, which has us a bit
10 smaller than United relative to the year prior. And as
11 you know, United went out and voted a number of flights
12 in late January for the summer, elevating their number
13 of operations.

14 And then, finally, if we take the proposal that
15 we have put together, we reduce our flying such that in
16 the summer of 2026, on the 25th of June, we are sitting
17 again at 83.7 percent, just like in the FAA baseline
18 provided.

19 And if we move to the second slide, there are a
20 couple of nuances here I'd like to show. Between our
21 last meeting and this one, Southwest announced that they
22 were leaving the airport. And even though the FAA is
23 looking to United and American to make up the departure
24 reduction at the airport, we believe that Southwest, in
25 essence, voluntarily providing reductions lowers the

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1 target of reductions for both American and United.

2 And so in each applicable half-hour where we
3 saw Southwest operating on the sample date in question,
4 we removed those required departures from the -- from
5 the number of departures that would have to be pulled
6 and then allocated our cuts and United cuts accordingly,
7 and we end up again at 83.7 percent. And we have a few
8 retimes in there, but our retimes are about 10 percent
9 of the total retime opportunity that you provided to the
10 airlines.

11 And then this ties to an actual schedule that
12 we built with lines of flying being removed from O'Hare
13 so that we can get aircraft out of O'Hare, and this is
14 something that if -- was acceptable to the FAA, we could
15 go and publish this weekend. Today's Thursday. Give me
16 one more week.

17 MS. PRICE: That's it?

18 MR. ZNOTINS: That's it. Thank you.

19 MR. PIEPER: Thank you.

20 MR. EDWARDS: Thank you for the thoughtful
21 response and for sending that to us yesterday.

22 MS. PRICE: LaKisha Price for the record. This
23 is great. Thank you for the submission. I know we had
24 some questions about -- so I think the map might be a
25 little different than what we were seeing. So, Al if

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1 you want to walk through --

2 MR. MELIUS: Sure. Al Melius, for the record.
3 There are some differences like the starting point that
4 we're using with the comparison for the proportionality.
5 The way we calculated it was based on the summer
6 scheduling season for 2025, and the ratio that we got
7 was -- the ratio of American to United was 78 percent.
8 So we have a little difference there. And we tried to
9 maintain that 78 percent with the resulting target
10 schedules.

11 The starting point for schedule reductions,
12 again, we had a little bit of a difference, and I think
13 the largest piece of difference was the "other"
14 category. So "other" is made up of two components,
15 other scheduled and other nonscheduled. Right? And so
16 there are some differences from what we -- you know,
17 each of us have on that.

18 And I did some quick checking this morning. It
19 looks like we're off by somewhere between 40 to 50
20 operations for the day between what American submitted
21 and what we have for the target for American.

22 So we're moving in the right direction. but
23 that's, I think, how I see where the differences are.

24 MR. PIEPER: Okay. That's good to know.

25 MR. MELIUS: And as far as the Southwest piece

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1 goes, the Southwest exit is already incorporated in the
2 targets that we submitted.

3 MR. PIEPER: Okay.

4 MR. BURDHIMO: That's good. And I think we
5 very quickly were looking just this morning, so that's
6 -- you know, we're going to continue to analyze what you
7 submitted, but it gives you an idea of where we have
8 been considering and how the math is working and how
9 it's -- you know, where I think it would be worth us
10 concentrating on this. Probably -- that "other" is
11 probably what changes the proportionality, but we need
12 to do that math and make sure of that.

13 And I think from our perspective the caps are
14 set, and there's going to be a lot of work about the
15 hours themselves or the half-hours themselves. But
16 putting that aside for now, I think we're just -- we're
17 a lot closer on the big picture for the day, is a
18 reasonable way to summarize what we saw.

19 So, from our perspective, it's exactly where we
20 needed to be to start with this conversation.

21 MS. PRICE: LaKisha Price for the record. Good
22 round one discussion and effort. So I think those
23 little nuances, I think -- and correct me if I'm wrong,
24 you all used the peak day summer for your baseline.

25 MR. ZNOTINS: Yes. And that's also what we

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1 believe you sent in the file yesterday.

2 MS. PRICE: Correct. Okay.

3 MR. BURDHIMO: Peak day, summer of '26. You're
4 talking about peak day --

5 MS. PRICE: No, they used -- for the baseline,
6 they used peak day summer of '25.

7 MR. BURDHIMO: '25? Is that what you meant?

8 MR. ZNOTINS: We believe that's what you sent
9 us, as well, in the scheduled departures. We think it
10 was from the 26th of June, 2025.

11 MR. NEWMAN: Phil Newman. In the appendix you
12 all sent us, that -- the left column there, based on the
13 '25, that day you're comparing to, was the peak day,
14 late June '25 day. So we went off the peak day '25 that
15 was in the appendix from the order.

16 MR. ZNOTINS: Right.

17 MS. PRICE: All right. So I think, yeah, like
18 I said, I think this was a good first round discussion.
19 I think we're just a little -- you know, bring in the
20 margins somehow for the next couple rounds, but we can
21 do that back and forth. So --

22 MR. PIEPER: Great.

23 MS. PRICE: Unless you all have anything else.

24 MR. PIEPER: No.

25 MS. PRICE: Okay.

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1 MR. NEWMAN: I'd ask -- just to make sure, is
2 there anything you need from us in the intervening
3 period between now and the next round?

4 MR. BURDHIMO: That's a good question.

5 MR. MELIUS: Do we want them to look at any
6 specific windows?

7 MR. BURDHIMO: I think -- I think my
8 recommendation at this point, you do have what we sent
9 over yesterday in memo form that shows -- if you could
10 do the same thing that we're doing, which is analyzing
11 half-hour to half-hour where those differences are, kind
12 of just see what movements maybe would be available or
13 any other things that pop out.

14 Now, we also explained a little bit about our
15 -- what the methodology was. So maybe take a -- a shot
16 at, like, okay, maybe we understand where your
17 differences are, explain how they're different. I think
18 that's probably the thing.

19 Go ahead, Al.

20 MR. MELIUS: Al Melius. So one of the things
21 that I noted was the "other" category. So, for clarity,
22 the number that we have for "other" in the starting
23 point is 446 operations.

24 MR. PIEPER: Okay.

25 MR. MELIUS: That includes "other" scheduled

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1 and -- yeah, other --
2 MR. ZNOTINS: Non-United/American carriers.
3 MR. MELIUS: Yes, right.
4 MR. ZNOTINS: Cargo and GA.
5 MR. MELIUS: Yeah, charter/GA.
6 MR. ZNOTINS: 446.
7 MR. MELIUS: 446.
8 MR. PIEPER: That's helpful.
9 MR. MELIUS: Yeah, I think that's going to be
10 the biggest factor to help explain the gap between our
11 numbers and yours.
12 MR. BURDHIMO: I need a little bit to go on.
13 MR. PIEPER: Yeah. Just make sure we're being
14 efficient with the intervening period.
15 MR. BURDHIMO: Appreciate it.
16 MS. PRICE: Okay. Thank you.
17 (Off record for lunch at 11:00 a.m.)
18 (Meeting resumes at 1:32 p.m. with United.)
19 MS. CULLIGAN: All right. Welcome back after
20 lunch. We're going to permit you to have 30 minutes.
21 30 minutes will also be given to any other carriers in
22 this round. Please use the time as you would like. And
23 a reminder, again, please don't share the meeting
24 discussions with any other parties as the discussions
25 are confidential. And state your name for the court

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1 reporter. Thank you.

2 MR. CONNEELY: So I appreciate the 30 minutes.
3 We -- we have material we want to cover. We really want
4 to make sure that it gets in the record. You know --

5 MR. EDWARDS: But, Jim, it can get in the
6 record. I'd like to remind you anything you present you
7 can submit to put in the record, or that you don't
8 present. You can put whatever you want in the record.
9 If you don't get to it, regardless, whatever, you can
10 put it in.

11 MR. QUAYLE: But this -- this is Patrick for
12 United. But this isn't necessarily about that. It's
13 about we're here in good faith, and I know you are here
14 in good faith to try to reach an agreeable solution.
15 And we have material differences, and the only way to
16 get a solution is to talk through those differences.
17 And with all due respect, we've got to walk through the
18 numbers. There's -- I mean, every time we meet, things
19 are changing. Bing, bing, bing, bing, bing, bing, bing,
20 bing, bing. And so --

21 MR. EDWARDS: We're not changing anything. I
22 recommend you get going, honestly. But --

23 MR. QUAYLE: We'll get going, but -- we'll get
24 going. We need to let the system log in. So we can
25 start the clock when the system lets us log in.

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1 But I'd also like to point out, Dan, that last
2 time competing airlines had well more than 30 minutes to
3 talk. And so, I mean, I see there's a stopwatch here,
4 and I'm fine with that, but we just -- there needs to be
5 equal --

6 MR. EDWARDS: Right. I'm trying to keep it
7 equal.

8 MR. QUAYLE: Equal time.

9 MR. EDWARDS: And you had more time than others
10 in the last round because we let you go. So, got it,
11 100 percent.

12 MR. QUAYLE: Okay. Well, okay. So I think
13 it's important to understand why are we here. And, Dan,
14 you talked about proportionality, and I think it's
15 important to really understand why we're here. So I'm
16 going to focus everyone up on the slides. And this is
17 United Airlines -- what we're looking at is United
18 Airlines' growth. What you can see is a lot of
19 statements have been made about growth and who's doing
20 growing, and we've grown all of our hubs. This is 2026
21 versus 2019.

22 And what you'll see is that Chicago is actually
23 not our fastest growing hub. It was actually Denver
24 because the city and the airport and the airline
25 invested a lot of money, and we got 25 new gates. And

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1 so we've grown Denver, we've grown Washington-Dulles, as
2 we've ramped up international service and connectivity
3 here across the Mid-Atlantic. And so our growth has
4 been proportionate across all of our hubs.

5 I want to talk about -- talk about
6 proportionality and choices people are making. Our
7 strategy was to grow all of our hubs and invest across
8 the board. American chose differently. And if you --
9 American, if you look, chose to grow Austin; they chose
10 to grow Charlotte, Miami, Dallas; they chose not -- they
11 chose not to grow Chicago.

12 And that -- that matters. Robert Isom, their
13 CEO, chose this. I think we can all agree Robert Isom
14 is not Robert Crandall, but he's the CEO of the company
15 and he chose to do this. So it's not accidental that
16 they have less share.

17 And because of the choices they made, that they
18 chose, that were endorsed by their CEO and their board,
19 they lost gates. And this is really important to the
20 conversation we're having today, Dan. If you look at
21 the gate count -- and you said you chose 2025 because it
22 was fair. What you have to understand is that 2024 set
23 up us -- set us up for the gates that were allocated in
24 October of 2025.

25 And so because American knew they lost those

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1 gates, they juiced up their 2025 flying in the summer.
2 And so I know you're trying to do the right thing, and
3 you're trying to pop the chalk line before anyone did
4 anything. I know you are. But what I would call your
5 attention to is they already knew that they were losing
6 those four gates.

7 And so if you look at their 2025 summer
8 schedule that you all are using as a baseline, that's
9 inflated for American because they knew they had to have
10 a big 2025 in order to get gates for 2026. And so
11 everyone here is trying to do the right thing, but in
12 picking 2025, you're seeing an American response to the
13 fact that they've lost gates. And in picking summer of
14 2025, you're undoing what a judge ruled upon in
15 September of 2025 awarding us the gates legally.

16 And so what happened here -- and I'm just --
17 this is important context -- is on December 26th of
18 2025, the day after Christmas, when everyone is with
19 their family, nobody is working except for our
20 professional aviators, our professional ATC controllers,
21 but all of us in this room were probably not working,
22 American Airlines loaded 117 flights to start in
23 February on the 26th of December.

24 And this is relevant because February, the
25 month of February, is a third less demand than the

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1 summer. This is passenger demand versus the summer: 29
2 percent less demand. In 29 percent less demand, they
3 loaded 117 flights on the 26th of December.

4 Now, they didn't do this for the benefit of the
5 communities they serve. They didn't do this for their
6 employees. They didn't do it because it's going to make
7 money. They did it to game the system on gates. That's
8 why they did it.

9 And when we talk about growth, there's a lot of
10 people talking about growth and who's growing, and who's
11 growing, and they love to use the word "reckless."
12 Let's look at the facts. Let's look at the facts. DOJ,
13 DOT, let's look at the facts. Look at what American
14 Airlines has grown. Their average growth from April of
15 '25 to June of '26 is 20 percent. They're growing --
16 February 2026, 41 percent increase in capacity this
17 February. 44 increase in capacity.

18 Look at our growth. Our highest growth rates
19 are 17 percent. If there's someone who's being
20 reckless, I would -- I would focus you right here. This
21 is who's growing the airport. This is who's dumping
22 capacity in the airport.

23 So are the cuts proportional? This is using
24 the data that you guys shared with us. What we're
25 looking at is we're showing our schedule that we have

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1 loaded and the cuts, Dan, that you emailed to Michelle
2 and our team yesterday. It's a reduction of 165
3 flights.

4 American Airlines is 526 to 580, and Delta is
5 47 to 45. The proportion of cuts that we're being asked
6 to make are 74 percent of the cuts. Is that
7 proportionate?

8 MR. EDWARDS: What percentage of it -- of your
9 flying was cut?

10 MR. QUAYLE: What percent of our flying is cut?
11 I'll get a calculator up really quick.

12 COURT REPORTER: Can he -- he's stepping away
13 from the mics.

14 MR. QUAYLE: [REDACTED]
15 [REDACTED]

16 MR. BURDHIMO: Patrick, when you -- just be a
17 little closer to the table. They were asking for the
18 mic. Thanks.

19 MR. QUAYLE: [REDACTED]
20 [REDACTED]

21 But of the cuts the airport -- of the cuts the
22 airport is being asked to make, of the cuts that the
23 big three are asking to make, United is shouldering 74
24 percent of the cuts. That's not proportionate by any
25 definition of proportionate.

The second thing I think you will find

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1 fascinating -- again, this is looking at what DOT gave
2 us. The baseline schedule is on the left. In the 8:00
3 hour, United has 14 movements; the airport has 61
4 movements. The DOT is proposing United cut 12 of the 14
5 movements. The airport -- all the other airlines cut 3
6 of 61 movements, leaving United with two flights between
7 8:00 and 8:30 in the morning, leaving the other
8 airlines, namely our largest competitor, with 58
9 flights. We're asked to cut 86 percent of the cuts. Is
10 that fair and balanced? Is that fair?

11 MR. EDWARDS: Well, how -- I think you'd have
12 to ask who did all the flying in that hour. If we don't
13 take flights from United, where do we take them from?

14 MR. QUAYLE: Dan, there's 61 other flights. We
15 are 14 flights. We, United, are 14 flights. The rest
16 of the airport is 61 flights. You're asking me to cut
17 12 of my 14. You're asking all the other airlines to
18 cut 3 of 61. Is that fair? Who from the DOT put
19 together this proposal?

20 MR. EDWARDS: You can keep going, we'll take a
21 look at it.

22 MR. QUAYLE: I'm asking, is that fair? Is
23 asking someone who has 12 or 14 flights, cutting 12 of
24 14, when someone has 61 flights and you're only asking
25 to cut 3, is that fair?

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1 The Department of Justice, do you think that is
2 fair?

3 Does anyone from the Department of
4 Transportation think it's fair to ask for 12 of 14 to be
5 cut when 3 of 61 is being cut?

6 I'll let the record show it's silence.

7 The next is looking at 16:30. We have 74
8 movements, we're asked to cut 38. The remainder of the
9 airport is 48, cutting 8. That leaves United with 82
10 percent of the cuts. That is not fair.

11 If you look at 20:00, we have 76 movements;
12 we're asked to cut 37 of them. The rest of the airport
13 is 55, they're asked to cut 10. That leaves United
14 bearing 76 percent -- sorry, 70 percent of the cuts.
15 That is not fair. That's just not fair.

16 MR. EDWARDS: So just a little feedback. So it
17 would be helpful to know what percentage of your flying
18 were cut. Honestly, if the largest carrier in a given
19 time slot or whatever is being asked to cut flights by
20 absolute value, yes, you're going to cut a greater
21 percentage of the air -- if you've got two-thirds of the
22 airport's flying, or 60 percent of the airport's flying,
23 then your absolute number of cuts is going to be higher
24 than someone who's got two flights.

25 MR. QUAYLE: But -- but --

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1 MR. EDWARDS: When you've got 780 flights,
2 Patrick --

3 MR. QUAYLE: We have 780 flights added through
4 the day, Dan. But you're cutting it by -- you're asking
5 us by half-hour window to cut, and you'll see why this
6 is important because it goes to the connectivity of the
7 hub. But the feedback I would give you is we have 14
8 movements. You guys would have to tell me -- I don't
9 know, Al or someone can pull who -- who has 61
10 movements, but there's 61 other movements out there. By
11 definition -- and, again, we are the largest carrier at
12 O'Hare. I agree with you. I don't disagree with you.
13 But we only have 14 movements. It's not fair to cut 12
14 of our 14 movements. Like, that's not proportionate.

15 [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

23 If we have to do this in a proportionate
24 manner, which I think we all agreed we do, the turns per
25 gate has got to be equalized. That's got to be a tenet

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1 of what you're doing. Otherwise, it puts the thumb on
2 the scale because someone is getting more turns per gate
3 and the other person is having less turns per gate.

4 MR. EDWARDS: So, Patrick, do you recognize
5 that there are different -- a gate is not a gate at
6 O'Hare? There are different gates that serve different
7 purposes in terms of aircraft that can access the gates,
8 and perhaps your gates or composition is different than
9 your competitor's composition?

10 MR. QUAYLE: I recognize that each airline can
11 configure the gates the way they want to configure the
12 gates. And we have configured our gates to be able to
13 do more types of aircraft type. Like, so we have -- for
14 example, have swing gates where we can do one wide-body
15 or we can do two narrow -- two 737 size equipment --
16 airplanes.

17 MR. EDWARDS: Okay. I got it.

18 MR. QUAYLE: I recognize our competitor may
19 have configured them differently, but that's a choice
20 the management team makes. That's not a choice the city
21 of Chicago is making. That's each management team is
22 choosing that. But because of that -- but this matters,
23 Dan, because of the way the gate formula works, and it's
24 all based on turns per gate.

25 So if we're freezing this or locking this in

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1 and they're allowed to keep making more turns per gate,
2 they will have a permanent advantage, which is going
3 to allow them to win more and more gates.

4 MR. EDWARDS: All right. So, again, this is an
5 illustrative question. If the flying is frozen among
6 all the carriers at this new level, in theory -- and,
7 again, this is not ours to adjudicate. We don't control
8 who gets what gate. That's part of the use and lease
9 agreement. There should not be a change year to year.

10 MR. QUAYLE: There will be because the whole
11 lease agreement is written on gate utilization. They
12 have a higher -- they have a 20 percent -- it's 19
13 percent, but they have a 19 percent higher gate
14 utilization, or they will have under the Department of
15 Transportation's proposal.

16 MR. MORRISSEY: That's a direct result of --

17 MR. EDWARDS: It's a linear foot calculation to
18 be clear, is it not?

19 MR. QUAYLE: It's a linear fit, which you then
20 add gates on. You hang gates -- I mean, linear feet
21 doesn't do anything for an airplane. That's gates.

22 MR. EDWARDS: I get it.

23 MR. QUAYLE: But this proposal, the DOT
24 proposal, allows them to operate 19 percent more turns
25 per gate than what United, which therefore gives them --

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1 the city will then award them more linear feet. With
2 more linear feet, they can add more gates.

3 MR. EDWARDS: You're going to be the most on-
4 time provider of air services.

5 MR. QUAYLE: We already are. It's -- I'm glad
6 you said that because you'll see in here we actually
7 already are in Chicago.

8 MR. EDWARDS: You're going to save money.

9 MR. QUAYLE: But we're going to -- this is
10 going to blow up United Airlines.

11 MR. MORRISSEY: Respectfully, that's not smart.

12 COURT REPORTER: Who just spoke?

13 MR. MORRISSEY: Steve Morrissey from United.

14 COURT REPORTER: Thank you.

15 MR. MORRISSEY: Nowhere has that been part of
16 the discussion. This is about delays. If it is about
17 delays, we're already the least delay-prone.

18 MR. EDWARDS: My point, Steve, is that you can
19 look at that as a performance-enhancing advantage.

20 MR. QUAYLE: This is absolutely --

21 MR. EDWARDS: If your flights are fixed and
22 your gates are less occupied, it's a performance-
23 enhancing opportunity.

24 MR. MORRISSEY: We make money when we fly.

25 MR. EDWARDS: I get it. But if your flights

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1 are fixed -- you're missing that detail. If flights are
2 fixed, you're operating at a higher performing -- a
3 higher performance opportunity.

4 MR. MORRISSEY: Isn't that -- Steve Morrissey
5 with United. Isn't that a commercial decision to be
6 made though, Dan, not a government fiat locking that in?

7 MR. CONNEELY: And it also -- with the gates
8 lease --

9 MR. EDWARDS: Correct, it is.

10 MR. MULDOON: Dan -- sorry --

11 MR. EDWARDS: Go ahead.

12 MR. MULDOON: Yeah, A.J. Muldoon with DOT.
13 We're here because the Administrator and the Secretary
14 have decided that there is a cap that the airport can
15 safely and efficiently operate at, and we're trying to
16 arrive at cuts to achieve those caps proportionately as
17 we review them distributed amongst the major carriers.
18 How the gates are affected is a contractual arrangement
19 between the carriers and CDA.

20 MR. EDWARDS: The Department doesn't regulate
21 gates.

22 MR. MORRISSEY: Steve Morrissey from United.
23 A.J, the whole point is -- of this exercise, as stated,
24 is not to pick winners and losers. You can't suspend
25 the commercial realities of the actions you're taking

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1 when they are having a very real negative detrimental
2 impact going forward.

3 MR. MULDOON: We understand that.

4 MR. MORRISSEY: Going forward.

5 MR. MULDOON: And this is -- the government is
6 setting a cap of operations at this airport, so that is
7 going to have an impact no matter what. We wish we
8 could just let market forces determine everything, but
9 we are having to step in here, and that is going to have
10 impacts on the carriers. We recognize that. We're
11 trying to minimize that and do it in a way that we view
12 is most defensible in terms of using the summer 2025
13 schedules, as you know is standard in IATA practices,
14 IATA schedule facilitation practices.

15 MR. QUAYLE: Okay. A.J. -- so Patrick Quayle,
16 United Airlines. You are having something that's so
17 indefensible. Your defensible logic, I can fly a 747
18 through, with all due respect. This is not following
19 standard IATA process.

20 MS. BOYCE: No. I mean, you're going back --
21 you're saying it's following the logic because you're
22 going back a season. But summer '25 only applied for
23 initial allocations for summer '26. After the summer
24 '26 initial allocations were awarded, it was irrelevant
25 any further. And carriers were awarded summer '26 the

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1 first week of November. Every carrier was given their
2 allocations. We have ours. Everyone else got theirs
3 before the slot conference. And just like you did for
4 the Newark meeting last year and previous meetings that
5 you used previously, those then became the base for any
6 discussion you have or the current season that you're
7 in.

8 MR. QUAYLE: What you're arguing is flawed and
9 inaccurate.

10 MR. MULDOON: We are -- and Al or FAA can
11 probably speak to this better, but we are now adjusting
12 for a different facilitation parameter. When those --
13 when those schedules were approved by FAA, it was a
14 runway airspace basis. There's different constraint
15 now.

16 MS. BOYCE: Right. But still you start from
17 what has been approved. Anytime that capacity is
18 reduced after initial allocation, you still go to what
19 is the approved schedules at that time and you adjust
20 from there, because they take into account everything
21 that has happened since then. They don't go back
22 previous to that.

23 MR. QUAYLE: You are in uncharted territory.
24 What you're claiming as is a standard Level 2 process is
25 not accurate. You are in uncharted territory. It all

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1 goes based off of FAA-approved schedules. And so it's
2 inaccurate that you go back a year. That is inaccurate.
3 That is not following the standard process.

4 MR. CONNEELY: Well, and I presume you're
5 talking -- Jim Conneely. I presume you're talking about
6 the surface. You said before it was runway and
7 airspace, but now you're talking about the surface.
8 Is that -- that's correct, right? That's surface
9 congestion.

10 MR. MULDOON: I defer to FAA, but I think
11 that's correct.

12 MR. CONNEELY: Okay. Well, if you look at the
13 gate utilization rates, your process now is actually
14 causing congestion at the gates that have higher turns,
15 and you're imposing an artificial reduction on ours. I
16 mean, this undermines the rationale that you're -- after
17 just congestion because you're going to have one part of
18 the airport that is one congestion rules and then the
19 other parts of the airport under completely other
20 congestion rules. And, you know, American, which maybe
21 we should get back into your next slide here, you know,
22 the one that is the worst performer already.

23 MR. QUAYLE: You're not following process. You
24 can change the process, but you're not following
25 process. And you cannot hide under the fact that you're

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1 following process. You're not following process. It's
2 not true. We all agreed the DOT should not pick winners
3 and losers.

4 I have a question: Is the DOT picking winners
5 and losers? The proposed baseline is artificial. It's
6 arbitrary, it's capricious, and it is picking winners
7 and losers.

8 If you look back at 2024, we had 55.5 percent
9 share, 54.6, 56.0; based on your proposed mechanism,
10 53.9. You're going back and lowering it to a level that
11 it has not been in recent history, point one. Point
12 two, you're changing the way the gates are allocated.
13 The gates that we earned in October of 2025 came off of
14 our calendar year 2024 flying. The gates American
15 earned starting in October of 2026 came on their
16 calendar year 2025 flying. And the gates we will earn
17 in 2027 comes off of our 2026 calendar year flying.

18 By starting -- by putting this process in
19 place like you're proposing right now, it's going to
20 cost us three gates from what we would rightfully earn
21 in October of 2027. We would take over three more
22 gates. And you're giving American the plus two gates.
23 So you went United from going plus three to minus three,
24 and what would have been probably minus two to plus two.
25 That is materially altering the competitive landscape.

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1 And, A.J., I heard you just say that you're not
2 looking to distort the market or you like the
3 marketplace to do its thing in its own due course or
4 something like that. I'm paraphrasing. You said
5 something like that. This proposal does not do that.
6 This proposal is the government putting its thumb on the
7 scale.

8 The second thing you need to be aware of is
9 these are the cuts. You're looking at cuts by half-hour
10 in all the windows. These are the things I highlighted
11 earlier with massive cuts in the morning, massive cuts
12 4:30 in the evening, massive cuts at 8:00 p.m. [REDACTED]

[REDACTED]
[REDACTED] Our competitor has a small, little
15 trim of a haircut across the top throughout the day.

16 This schedule will destroy connectivity for
17 United Airlines. You are harming the consumer. You are
18 harming all 100,000 employees of United Airlines. This
19 is not just me standing up here and talking. This is an
20 existential crisis for the company, and we will fight
21 this, and we're going to argue this because you have to
22 understand you are wrecking the company with irreparable
23 harm to this company, financial harm to the company, if
24 this is implemented.

25 We fly 11 flights long-haul, year-round --

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1 long-haul, year-round with Boeing widebodies, with lots
2 of top-paying jobs. Our pilots flying these wide-bodies
3 are earning close to half a million dollars a year. Our
4 competitor has one long-haul flight out of Chicago. We
5 have 11. [REDACTED]

[REDACTED] [REDACTED] [REDACTED]
[REDACTED]
[REDACTED]

9 If we are forced to take the cuts in which you
10 are proposing, we will be forced to cancel these
11 flights. We will be forced not to take the Boeing
12 aircraft that we have on order. We will be forced not
13 to hire the pilots. These are jobs. We want to talk
14 about high-paying, high-quality American jobs, there's
15 no better job than being a pilot for United Airlines
16 flying a wide-body. And those are the jobs that are at
17 the core of your proposal to be reduced and cut.

18 This is our largest hub, and you're decimating
19 the connectivity with it. It is completely reckless.

20 MR. EDWARDS: So, Patrick, may I ask, so the
21 vast -- correct me if I'm wrong. I'm not a network
22 planner, so it's not a fair fight. The flying you added
23 or you've been adding recently and planning to add are
24 mostly smaller aircraft -- RJs, narrow-body, a lot of
25 reps to a lot of cities within 3- or 400 miles of

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1 Chicago. I don't see how you're taking away captains'
2 jobs from wide-bodies.

3 MR. QUAYLE: Because -- because -- I appreciate
4 the question. That's a good question, very good
5 question.

6 MR. EDWARDS: And let me -- there's a second
7 piece to that. Given that you just showed that, my
8 assumption is that the margin and the core competence of
9 what you guys do well are those 11 flights. And you
10 know, if you're, you know, wanting to continue to
11 operate those, I would be thinking that you'd want to
12 optimize on those flights. And my assumption is that
13 you'd prefer to add wide-body flying given the choice.

14 So why wouldn't you have added wide-body flying
15 or other more profitable flying rather than adding a
16 bunch of short-haul flying during a time when you are
17 experiencing significant delays to the point where
18 you're having to invest in customer accommodations,
19 bringing in more staff to deal with all the challenges
20 associated with that, backing up the crews with
21 additional reserve pilots and flight attendants. I
22 mean, all that behavior was adding to your cost for
23 flights that I would argue are not adding to your
24 margin. So help me get that gap.

25 MR. QUAYLE: Good questions. Let me back up

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1 here. The first thing to understand is what we are
2 being asked to do by the Department of Transportation,
3 if you go back right here, is take massive cuts.

4 When we built our schedule at 780 flights per
5 day, that is a fully scheduled, dated, operable schedule
6 that we believe, as we stand here before you today, it
7 is 100 percent operable.

8 MR. EDWARDS: Exceeds airport capacity.
9 Operable in some other airport, perhaps.

10 MR. QUAYLE: But let me -- let me -- but let me
11 explain, though. Let me explain. We know there's
12 peaks. We know there's gate limitations. This whole
13 thing's about gates. We know when the gates are full.
14 And guess what, in the peaks of the peaks, we did not
15 add flights. We added flights in the troughs. We
16 elongated the day. We started the day earlier. We did
17 not add additional flying in the peaks. Maybe we added
18 one or two flights, but we did not add flying in the
19 peaks.

20 What the DOT proposal is doing is decimating
21 our connectivity. Negative 37 movements in the early
22 morning hour, negative 30, negative 37. You are cutting
23 us -- you are cutting away. Look at me, I don't have
24 any fat. I'm skinny. You're cutting to the bone, my
25 friend, and you are cutting -- you are cutting us

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1 deeper. We did not add in those peaks. If you want to
2 -- it's actually mind-boggling. I'm answering your
3 question. You want us to add more flying at 10:30 p.m.
4 at night.

5

[REDACTED]

13 MR. EDWARDS: Well, how do you like it when
14 your connectors coming in for that wide-body is doing
15 laps around the airport because they can't get in from
16 taxiway alpha?

17 MR. QUAYLE: Well --

18 MR. EDWARDS: Patrick, I -- listen, I
19 completely -- again, I'm not a network planner, and I'm
20 going to double-down a little bit on what A.J. said.
21 Completely sympathetic to this. I mean, my role is
22 partially -- my role is ensuring, you know, economic
23 viability of commercial carriers. I advocate for it day
24 in and day out. So understand there is nobody on this
25 side of the table who got us into this situation, and

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1 I've been charged with getting us out of it.

2 So we have to reach a solution here today.

3 You're making a very strong case, and I would very
4 likely be making the same one if I were on your side of
5 the table. Just understand that we have to figure this
6 out in an equitable as way as possible, and this is how
7 we've determined it is.

8 MR. QUAYLE: Listen, first off, I appreciate
9 your service and I appreciate everyone in the agency's
10 service. And I truly believe, based on my experience
11 working with the team, the FAA team over in Newark, that
12 everyone came here with a good heart, good mind, and
13 wanted to be solution-oriented. And I know you have the
14 same intent.

15 MR. EDWARDS: It's the same people here making
16 the same decisions.

17 MR. QUAYLE: I know you have the same intent,
18 Dan, but I'm telling you, now there's this thumb being
19 put on the scale. And in Newark, we did not have this
20 gate utilization which drove stuff. In Newark, we had a
21 large local market, New York -- the New York metro
22 market is the largest local market in the United States.
23 We don't have that in Chicago. We just simply don't
24 have that in Chicago. And the cuts that are being
25 proposed will decimate this long-haul flying, and on

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1 these short-haul aircraft and all this stuff.

2 We're going to get into market sizes, and I'm
3 glad you bring that up, in a second. But, like, this --
4 these -- these feeder flights are important, but we
5 can't -- we cannot accept this. We're here -- we want
6 to -- we are here to work with you to find a cap so that
7 our joint customers are not impacted.

8 So let me be very clear about that. The
9 problem is the cap reduction has to be proportionate.
10 And what is being proposed is not proportionate. It's
11 just simply not proportionate. And when it comes to us
12 spending money on technology in airports and crews --
13 and this is very important. When it comes to us
14 spending technology in airports and crews, it's true
15 we're doing that because we're getting in front of it.

16 We're getting in front if there's a problem,
17 because you know what we don't want to do? We don't
18 want to be like the CEO of American Airlines who told
19 his crews, this is the airline industry, you have to
20 sleep on the floor of the airport. Look it up, Google
21 it. He famously said that. He said it's okay, this is
22 the airline industry, people have to sleep on the floor.
23 That's what he said. That's what he said. So don't
24 fault -- don't fault us --

25 MR. EDWARDS: I can talk in a bit --

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1 MR. QUAYLE: -- for proactively --

2 MR. EDWARDS: So you're at time, but I've been
3 talking a bit. So take another five minutes and,
4 please, this is valuable. We're listening.

5 MR. QUAYLE: I appreciate you listening.

6 MR. EDWARDS: I appreciate your perspective.
7 Let's -- we'll do five more minutes and then we got over
8 -- we're going to adjourn, and at some point we've got
9 to end with having a discussion about filling out that
10 grid with numbers.

11 MR. QUAYLE: We have --

12 MR. MORRISSEY: Can I -- may I? Steve
13 Morrissey from United. Real quick, we share the goal.
14 We're not disputing the goal. What we're disputing is
15 how we get there. And we think that the numbers and the
16 process we've chosen disproportionately impact United in
17 our commercial reset for the airport, a retroactive
18 commercial do-over. That's the part we're challenging,
19 not the goal of getting to congestion relief.

20 And let me just stop there, because in the
21 interest of time we should get going.

22 MR. EDWARDS: Yeah, five more minutes.

23 MR. MORRISSEY: But we share that goal.

24 MR. EDWARDS: Thank you.

25 MR. MORRISSEY: And that's why we're here. And

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1 that's where I started, too, by the way, my comments
2 this morning. We are here in good faith. We share the
3 goal. It's how it's being done that we are not ready to
4 talk about cuts because we don't have confidence that
5 the underlying gain is fair.

6 MR. QUAYLE: We can't -- we can't make cuts on
7 a -- we can't make cuts on a grid that has us cutting
8 80- some percent of the flights at 8:00 in the morning.
9 We're 14 movements, we're cutting 12 of 14. That is not
10 fair by any metric of fair. You know, I asked you the
11 question, should it be proportionate? You said it
12 depends on how you define proportionate.

13 MR. EDWARDS: Of all the points you've made,
14 that's the strongest one. So you can put a pin in it
15 because I think at this point you're burning the shot
16 clock.

17 MR. QUAYLE: Okay.

18 MR. EDWARDS: So please --

19 MR. QUAYLE: No, no, no. I don't want to start
20 the shot clock.

21 MR. EDWARDS: That's a good one.

22 MR. QUAYLE: Well, you can start the clock in a
23 second.

24 MR. EDWARDS: When you leave, we're going to
25 have a discussion about that point you made.

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1

[REDACTED]

[REDACTED]

[REDACTED]

4

I'm not going to put you on the spot, but if we're going to talk concentration, it feels like someone over here who also has a mega-hub in Dallas certainly doesn't want anyone building a large hub. That's distorting competition.

9

Do the schedules reflect the airfield capacity? I want to talk about on-time performance. We talked about on-time performance. American Airlines, this is DOT stats. This is DOT/FAA stats. This is for the full year of 2025 on the top, this is for the summer on the bottom. American Airlines cancels at a rate of 2X United Airlines in Chicago, they cancel at a rate of 2X. They cancel at a rate of greater than 2X in the summertime.

18

Yet -- yet through your proposal, you're going to allow the most canceled airline in Chicago to have the highest number of turns per gate. You're going to allow the most unreliable airline to have more turns per gate and juice it up to add more congestion, while the most on-time airline has to reduce, creating a 19-point spread. This is the equivalent of 12 unusable gates.

25

And this is important for two reasons. One,

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1 you care about congestion on the tarmac -- and I've
2 heard all of you say it -- you're driving congestion
3 because you're driving massive congestion over on the AA
4 side of the field while the UA side of the field is
5 empty, point one.

6 Point two, this all plays with the damn gate
7 formula. And they're getting more turns per gate,
8 they're winning more gates, and we have the effective
9 use of 12 gates that are not being used, which means
10 we're going to lose even more gates the following year.

11 You want to ask a question?

12 MR. EDWARDS: No, I want to make a
13 counterpoint, but I don't want to take your time.

14 MR. QUAYLE: Well, we'll just stop the clock.

15 MR. EDWARDS: No, that's okay. I don't know
16 that it adds value. Does it matter if my counterpoints
17 go on the record?

18 MR. BURDHIMO: It's really up to you.

19 MR. EDWARDS: American's gate turns are down
20 relative to where they were, as are yours. Correct?

21 MR. QUAYLE: Our gate turns are down -- in your
22 proposal, our gate turns are down.

23 MR. EDWARDS: As are theirs. Theirs were north
24 of 8, correct?

25 MR. QUAYLE: Theirs were north of 8, that is

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1 correct.

2 MR. EDWARDS: All right. And --

3 MR. QUAYLE: Yeah. Year over year, they're up,
4 but for next summer, they'd be down.

5 MR. EDWARDS: So everybody's gate turns are
6 down, to include away. Everybody's gate turns are down.
7 No, no one -- you said their gate turns are going up.

8 MR. CONNEELY: Not year over year, not summer
9 2025 to summer 2026. They're -- you're actually bumping
10 them up, I believe.

11 MR. QUAYLE: Their gate turns are down versus
12 what they've proposed, but their gate turns are up
13 versus what they had in 2025.

14 MR. EDWARDS: Okay. And another point I want
15 to make is, the other difficult part -- and I know you
16 guys -- like, parents like all their kids, right? I'm
17 truly not picking sides here. This is not what this is
18 about. One hundred percent it's not what it's about.
19 You know, I could build a golf course that is more fair
20 for lefties than it is for righties. It just depends --
21 I mean, you know, business models differ among carriers.
22 Comparing you with American or JetBlue or Southwest, you
23 are not the same businesses. You don't have the same
24 strategies. You don't have the same models.

25 There are some carriers -- I'm not saying your

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1 competitor is this carrier, but there are some carriers
2 who operate as part of their business model with higher
3 gate turns by virtue of the fact of the type of flying
4 they're doing.

5 You showed me a slide where you have 11, those
6 are all -- I'm going to -- they're international. Those
7 are --

8 MR. QUAYLE: Long-haul, long-haul.

9 MR. EDWARDS: Yeah, long-haul, wide-body stuff.
10 I mean, by virtue of the fact that your business model
11 is set up in such a way -- and it's not -- it's not your
12 fault. It's just -- but that metric speaks to gate
13 turns. It doesn't -- I mean, if you really wanted to go
14 geeking out on this, would it be gate turns per in-plane
15 passenger? I mean, how do you normalize that?

16 When I say we looked at data, we looked at
17 data. It's hard for me to look at that and get overly
18 upset about it.

19 MR. QUAYLE: But you should be overly upset
20 about it for two points. And I appreciate you geeking
21 out on this. I'm happy you're geeking out on this.
22 We're getting somewhere now, but hear me out, hear me
23 out, hear me out.

24 MR. EDWARDS: If you're going to -- you're
25 gonna win at the game of Jeopardy here.

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1 [REDACTED]
2 [REDACTED]
3 MR. EDWARDS: Right, 100 percent.
4 MR. QUAYLE: Right?
5 MR. EDWARDS: Turns in Dulles are three.
6 MR. QUAYLE: Turns in Dulles are -- yeah.
7 MR. EDWARDS: Okay.
8 MR. QUAYLE: So it's very different.
9 MR. EDWARDS: It's apples -- not apples to
10 apples, right.
11 MR. QUAYLE: It is. But -- but -- but -- but
12 but my point is you can't penalize us for having the
13 widebodies. You can't. Because we run the hub as our
14 large international complex like --
15 MR. EDWARDS: I'm not penalizing you.
16 MR. QUAYLE: -- the way they do Dallas.
17 MR. EDWARDS: I'm just recognizing that the
18 data doesn't tell the whole story. That metric doesn't
19 tell the whole store.
20 MR. QUAYLE: But I want you to recognize that
21 if you want to make this fair and balanced, you have to
22 do the turns per gate and equalize it. That's what I
23 would ask you and your team. You have to equalize the
24 turns per gate.
25 MR. EDWARDS: I understand your position.

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1 MR. QUAYLE: Okay.

2 MR. EDWARDS: We're at time. We're at time.
3 One more minute, how about that?

4 MR. QUAYLE: I need -- I need two more minutes.

5 MR. EDWARDS: Two more minutes, Patrick.

6 MR. QUAYLE: Times five, please. Thank you.
7 Okay, go next.

8 MR. QUAYLE: Okay, look. Here's one point I
9 want to make, the airspace issue. This was before
10 runway construction, 100 movements in visual conditions.
11 We spent \$6 billion of taxpayer money and of airline
12 money. \$6 billion, we got up to 114. You're proposing
13 84. We spent \$6 billion, and we're going to have less
14 movements than what we had before we did this.

15 Now, I don't know about you, but if I spent \$6
16 billion, there would be an investigation on where'd the
17 \$6 billion go if I'm worse off. I think we can all
18 agree the airspace, the runways, are in better
19 condition. And we're taking flights all throughout the
20 day. We're adding them in the evening. This is going
21 to cause staffing challenges where you go from three
22 towers down to two or one. This is all going to cause
23 problems.

24 And so I want to make a point here, Dan.
25 Should U.S. airlines give up service and cut small

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1 communities across America for foreign flags? What
2 we're looking at is United Airlines is being forced to
3 reduce in the 8:30 to 9:00, 2:00 to 2:30, 3:30 to 4:00,
4 and 9:00 to 9:30 by the number of flights. Yet,
5 Etihad, a Middle East airline, just announced on
6 Saturday new flights into Chicago, the very -- while
7 we're in this process being asked to cut service across
8 U.S. cities, Etihad Airways is adding another flight,
9 doubling their capacity in Chicago O'Hare, at the very
10 same time I'm being asked to cut service across America.
11 And you say, well, Abu Dhabi is a big market.

12 I would like to draw your attention to this
13 slide. These are the local markets. You know, American
14 and other folks have been snickering about us adding
15 service to Rochester, Minnesota, or Fort Wayne, Indiana.
16 I would like to point out the market in Rochester,
17 Minnesota, is 23 local passengers a day; in Fort Wayne,
18 Indiana, it's 24 a day. To Abu Dhabi, it's 19 people a
19 day. With two flights a day on an A350-1000, that's 742
20 seats for a local market of 19 people a day.

21 Is it really fair that the local people who
22 want to go from Chicago to Abu Dhabi are served already
23 with their one flight a day on an A350-1000? Adding a
24 second flight is not going to grow the market from 19 to
25 700. It's not even going to grow it from 19 to 30. The

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1 same is true with Doha at 16 people a day; Addis Ababa
2 at 12 people a day. So should U.S. Airlines and small
3 communities cut service?

4 MR. EDWARDS: Last minute, Patrick, please.

5 MR. QUAYLE: Last minute, last minute.

6 MR. EDWARDS: Thank you.

7 MR. QUAYLE: I'm bringing it home. You talk
8 about competition. The summer of 2025 schedule,
9 American had exclusive operations in all these flights.
10 You're trying to play the great equalizer. Guess what
11 our proposal is? United flying on all these routes,
12 49/51. That's 50/50. We talk about not picking
13 favorites. 50/50 is about as fair as it can come.
14 I'm sure the Department of Justice loves 50/50. Guess
15 what? When we implement the plan you're proposing, it's
16 going to go all back to 100 percent and zero.

17 [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

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1 [REDACTED]
2 MR. MULDOON: [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
6 MR. QUAYLE: Well, okay. [REDACTED]
7 MR. MULDOON: [REDACTED]
8 MR. QUAYLE: [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
13 MR. MULDOON: I'm saying --
14 MR. QUAYLE: No, no, no, no.
15 MR. MULDOON: [REDACTED]
[REDACTED]
17 MR. QUAYLE: [REDACTED]
18 MR. MULDOON: [REDACTED]
19 MR. QUAYLE: [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

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1

2 MR. EDWARDS: Okay, we're good. That's time.
3 Thank you. It would be really helpful for us to start
4 exchanging numbers. You've made a very good case for
5 the way you see how you'd like the world to look. Give
6 me numbers that reflects that, and let's start the
7 process. We're going to -- we're going to talk
8 internally here when you walk out and take the points
9 that you made and consider it. But we've got to start
10 with numbers. The goal of this is to figure out the
11 schedule. So please come back in the next round,
12 convert this to numbers for me, for us.

13 MR. QUAYLE: We -- the problem, Dan, is we
14 can't convert to numbers if the base is fundamentally
15 flawed. It's fundamentally flawed.

16 MR. EDWARDS: So you can't -- you -- just
17 please submit what you would like to -- I don't know how
18 to ask it differently. I guess --

19 MR. QUAYLE: Are you asking us to make a
20 proposal on what we would like to do in response to your
21 proposal? That's not a trick question.

22 MR. EDWARDS: No, no. I want you to come back
23 with a schedule that we can look at and figure out how
24 do we make it work.

25 MR. QUAYLE: We can give you a workable

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1 schedule. We can give you a workable schedule

2 MR. EDWARDS: In the next round?

3 MR. QUAYLE: We can give you a workable
4 schedule in the next --

5 MR. EDWARDS: You've got some extra time
6 because now I have 45 minutes with your counterpart to
7 keep it equal. So you have time.

8 MR. QUAYLE: That's fine.

9 MR. MORRISSEY: We'll take whatever time it
10 takes.

11 MR. EDWARDS: All right. We'll see you in 47
12 minutes, minus a restroom break, maybe.

13 MR. QUAYLE: But -- but -- but there's a
14 problem when we're being told you operated it last year,
15 you have to keep that. But you operated all these other
16 flights, but you can't operate that. Like, do you see
17 the -- do you see the hypocrisy here? I'm not trying to
18 put you on the spot. I like you. I'm not trying to put
19 you on spot, but you're being so totally hypocritical.

20

■

■

■

24 have to cut 30 other flights out there. That's not
25 right.

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1 MR. MULDOON: That's all we can ask for because
2 you're contractually --

3 MR. QUAYLE: That's not right.

4 MR. MULDOON: -- obligated to fly that flight.
5 So --

6 MR. QUAYLE: But your -- your argument was you
7 operated it last year and it was fine. I operated 30
8 other flights in that same window last year and it was
9 also fine.

10 MR. MULDOON: My argument was you operated it
11 last year. So saying reducing flights to a level equal
12 to last year should not cause you to cancel that flight.

13 MR. QUAYLE: Because you know what? I'm going
14 to have to go after flights that have the smallest
15 passenger impact. I care about the customer. I deeply
16 care about the customer. I deeply, deeply care about
17 the customer. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] Like --

22 MR. EDWARDS: We got your point.

23 MR. QUAYLE: Thank you.

24 MR. EDWARDS: Yeah, thank you. Appreciate it
25 very much.

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1 MR. QUAYLE: Thank you.

2 MR. EDWARDS: Do we have these slides?

3 MR. QUAYLE: No.

4 MR. EDWARDS: Megan -- please send them to
5 Megan. We'll make them part of the record if you if
6 you'd like them to be.

7 MR. MORRISSEY: Yeah, yeah, for sure.

8 MS. CULLIGAN: You can mark them.

9 MR. QUAYLE: I'm not even done. I have more.

10 MR. MORRISSEY: We can send the whole thing.

11 MR. QUAYLE: No, I would like -- I would like
12 to make a few other points.

13 MR. EDWARDS: I would like to go --

14 MR. QUAYLE: I'll send you what we've -- the
15 numbers.

16 MR. EDWARDS: -- to the numbers exercise in the
17 next round, please.

18 MR. QUAYLE: That's fine.

19 MR. EDWARDS: Bring us a schedule.

20 (Off record at 2:22 p.m.)

21 (Meeting resumes at 2:37 p.m. with American.)

22 MS. CULLIGAN: Okay. Just a few logistical
23 things. We will allow us to meet until 3:15. I'm bad
24 at reading the 24-hour clock, but I'm sure until it gets
25 to the 15. I just want to let you know you have a

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1 little more time than we've had in previous rounds. And
2 then same disclaimers apply in terms of confidentiality,
3 please keep everything in the room and do not discuss
4 with other parties. And then please remember to say
5 your name before you speak for the court reporter's
6 benefit.

7 MR. EDWARDS: Balancing the time allotted to
8 keep it equal.

9 MR. NEWMAN: Okay. Do you want me to go ahead
10 and share, Brian?

11 MR. ZNOTINS: Yeah, cool. You want me to lead
12 things off?

13 MR. NEWMAN: Yeah.

14 MR. ZNOTINS: Sure. All right. So thanks for
15 your feedback on the prior proposal. I'm not sure if
16 you guys have had a chance to look at it. It's Brian
17 Znotins, by the way -- if you had a chance to look at
18 it. But in the time that we had, we put together
19 another thought. And looking at our original proposal,
20 it was based on the data that the FAA provided through
21 summer of 2025 where we were at 83.7 percent of United.

22 And the reason we did that was because we --
23 obviously over the course of an entire season, you end
24 up with an average number, and then if you look to peak
25 or limit the capability of an airline on a peak day,

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1 your average is going to naturally end up lower than
2 that.

3 And so using an average to represent the peak,
4 which is the limit we thought was -- would make us a
5 little smaller than we would like versus United. But we
6 heard that you're using the IATA season. So what we
7 took a look at was using the peak summer middle ground
8 between using peak day and the whole season. So using
9 June, July, and August, if you look at the average data
10 from 2025, American was 81.4 percent of United
11 departures in that case. And using the same process
12 that we used before to end up at 81.4 percent in peak
13 day 2026, that has us cutting 16 more operations and 9
14 more -- or 8 more departures from O'Hare --

15 MR. NEWMAN: Relative to the --

16 MR. ZNOTINS: -- relative to the prior document
17 that we gave you before. And then United obviously
18 makes up the difference, having fewer departure cuts as
19 a result of that.

20 So if you go to the next slide, we have it by
21 half-hour again. And, once again, it's hard for us to
22 match your half-hour requests because of having to piece
23 together an entire airplane's worth of flying. So, you
24 know, in a world where we're trying to get the high
25 level piece of the equation settled, this is how it

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1 translates into a half-hour allocation. And as you see,
2 it's 58 operational departure cuts there compared to
3 what we had shown prior.

4 MS. PRICE: LaKisha Price for the record. So
5 you're using peak and not the summer IATA season. So
6 we're using the baseline for -- as the -- or the
7 starting point as the summer 2025 IATA schedule.

8 MR. ZNOTINS: Yes. And so we're using not peak
9 day anymore. We're not using the one day that the FAA
10 provided for the guideline. We're using June, July, and
11 August of 2025.

12 MS. PRICE: The season is from -- what's the
13 season?

14 MR. ZNOTINS: End of March to --

15 MS. PRICE: The end of March to end of October.

16 MR. ZNOTINS: Yes. And so -- and for the
17 reasons that I discussed, that -- that's an average
18 number. And if we were to limit ourselves to an
19 average, what we would be able to deliver would be
20 ultimately lower than that average, because you have
21 fewer flights in April and May, fewer flights on
22 Tuesdays and Wednesdays and Saturdays for low demand.
23 And so capping us at any one point means that we will
24 ultimately deliver lower than that point. And so using
25 an average as a cap effectively brings your delivered

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1 average below the average that you're targeting.

2 MS. NEUMAN: Steve Neuman for American. But,
3 you know, we heard you from the last time, and what we
4 heard was you wanted us to cut some more departures and
5 move in the direction of where you were. And so we
6 wanted to put forward a proposal that took that into
7 account. And so, again, this one cuts additional
8 departures, additional operations, relative to the
9 proposal we put forward this morning.

10 MS. PRICE: Al, do you want to jump in as far
11 as the numbers are concerned here?

12 MR. MELIUS: Okay. So, from my perspective,
13 you know, what we're really trying to achieve is --
14 sorry, Al Melius -- is reaching daily target of 2,608
15 operations per day. And so I don't want to necessarily
16 get wrapped around the axle with, you know, are we
17 using, you know, the full summer season or just certain
18 months of the summer season? You know, last time we
19 met, we did talk about the summer season, the IATA
20 summer season. That was, you know, the approach that we
21 took going forward from there. And so, you know, we did
22 send you the FAA targets, and that's what we are trying
23 to obtain.

24 MR. BURDHIMO: Can I just ask a question about
25 the chart? It's Gian Burdhimo. If I'm reading the -- I

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1 don't even know how to say this, the second-to-last
2 column that's actually between lines, is that saying
3 Southwest? Is that what that is?

4 MR. NEUMAN: Yes.

5 MR. BURDHIMO: Okay.

6 MR. NEUMAN: It'll be the --

7 MR. BURDHIMO: Okay, got it. And then the last
8 two columns are American and United's reductions, the
9 discrete number of reductions --

10 MR. ZNOTINS: To get to the 3,608 (sic).

11 MR. BURDHIMO: Right. So I'm going to ignore
12 the United line and only look at the American one, so
13 now the second to last column, and I'm seeing the total
14 of that is 58. Is that right?

15 MR. ZNOTINS: This?

16 MR. BURDHIMO: Okay. And in that column, I see
17 a couple of -- a few positive numbers. Those are shifts
18 to -- to get into those spaces. Is that what that is
19 telling me?

20 MR. ZNOTINS: Yes.

21 MR. BURDHIMO: Okay. Thank you. So for the
22 second effort that you've made, I think I understand
23 your logic using the June, July, August. It's, of
24 course, different than what we've done. I still do
25 understand your logic about peaking. And if you peak

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1 somewhere, then you're going to invariably be below that
2 for the rest, and it does limit it.

3 I think, based on what the Administrator said
4 today, and I think Dan has echoed a couple times, is
5 we're not -- we're not in a position to debate the
6 proportionality that's already been calculated. So our
7 proportionality is going to be the proportionality,
8 which is why I think our number for total reductions is
9 higher than your number of total reductions.

10 So, having said that, full stop, when you
11 looked at it with the additional piece of information
12 from us about the others, did that help you at all? Was
13 there -- did that affect your thought process?

14 MR. ZNOTINS: Brian Znotins with American.
15 We're actually just trying to solve for your cap number.

16 MR. BURDHIMO: Got it.

17 MR. ZNOTINS: Like, the others are largely
18 immaterial in this because you said this is the cap you
19 want per half-hour.

20 MR. BURDHIMO: Right.

21 MR. ZNOTINS: And we're trying to solve for
22 that cap. And that's -- we believe we achieved this
23 here --

24 MR. BURDHIMO: Okay.

25 MR. ZNOTINS: -- obviously, you know, to the

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1 degree that we think the historical competitive balance
2 is represented in our mind in a better way than the full
3 summer IATA season. But in every case that we
4 recommend, we are getting to that 3,608.

5 MS. PRICE: 2,608.

6 MR. ZNOTINS: 2,608, forgive me.

7 MR. BURDHIMO: Very good. I understand what
8 you're saying to me. Okay.

9 MR. ZNOTINS: So all we're really shifting here
10 is what we cut, and then as a function of that what
11 United cuts. And I know you're not focused on United
12 here, but in a world where we're only having two
13 carriers cut, the math is straightforward.

14 MR. BURDHIMO: Got it. Yeah, yeah. Yeah,
15 we're -- we're on the same page.

16 MR. ZNOTINS: Yeah.

17 MR. BURDHIMO: We -- it's -- first and
18 foremost, thank you, doing exactly what we need you to
19 be doing with us, and it's wildly appreciated. And it
20 is helpful to have these conversations about it. Our
21 position continues to be -- correct my math, Al and
22 team. It's 83, right? That's what we're trying to get
23 to with American? That's what we sent in the notice,
24 right?

25 MS. PRICE: LaKisha Price for the record. So

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1 you're at 58. We're looking for 83, so we're looking
2 for 25 more, is what I'm showing.

3 MR. BURDHIMO: Yeah. And it's achieved --
4 again, you can do the math in reverse. So, again, I
5 just don't want to concentrate on United here. Those
6 proportions, based on the math we described to you this
7 morning, adds up to that. How are we going to get
8 there?

9 MR. NEUMAN: Steve Neuman with American. And
10 as we -- as -- I think as we've talked about before, you
11 know, the most important metric for us is the proportion
12 of our operations relative to United. And no matter
13 what we're looking at, that's -- that's how we're
14 evaluating it. And we're doing that because, you know,
15 we want to make sure that we're able to maintain that
16 viable second hub. And, you know, we understand it's a
17 smaller hub, it's going to continue to be a smaller hub,
18 and so we want to make sure that it is a -- but that it
19 remains viable.

20 And in order to remain viable, it has to be --
21 you know, it would have to be in a relative proportion
22 that we think we can live with. So -- but I think what
23 you're telling us is that, you know, based on what you'd
24 sent previously, you want us to cut to a place such
25 that, you know, we're going to be about -- I think it's

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1 78 percent of United's total share.

2 MR. BURDHIMO: I believe if you do the math,
3 you will come up to that, as well.

4 MR. NEWMAN: Can we have two minutes?

5 MR. BURDHIMO: Of course.

6 MR. ZNOTINS: Yeah, can we go off for two
7 minutes and can we just step outside?

8 MR. BURDHIMO: You can have as much time as you
9 need.

10 MR. ZNOTINS: Give us just two seconds.

11 MR. BURDHIMO: Yes.

12 (Off record at 2:49 p.m.)

13 (Meeting resumes at 2:56 p.m. with American.)

14 MR. EDWARDS: So the clock was stopped while
15 you were out there.

16 MR. NEWMAN: Thank you for the time.

17 MR. EDWARDS: Megan, can I share that, or --

18 MS. CULLIGAN: Oh --

19 MR. EDWARDS: No, the piece about the -- what
20 we need them to tell us.

21 MS. CULLIGAN: Oh, no, I can do it.

22 MR. EDWARDS: Yeah, but they've already --

23 MR. BURDHIMO: They already showed it so we
24 just need it in an email.

25 MS. CULLIGAN: Oh, would you be able to send to

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1 -- I'm not sure if anyone here has the slot index
2 contact information.

3 MR. NEWMAN: I do, yeah.

4 MS. CULLIGAN: Okay. Or I can give you mine.
5 Could we get a copy of the latest spreadsheet by 3:30
6 from you guys?

7 MR. NEWMAN: Yeah. And I think while --

8 MS. CULLIGAN: If you're making some changes, I
9 understand.

10 MR. EDWARDS: If not, then just whatever you've
11 already done.

12 MR. NEWMAN: Yeah.

13 MR. BURDHIMO: All right. Welcome back.

14 MR. PIEPER: We -- we didn't go far. And in
15 the spirit of not having to listen to my colleague tell
16 us any more jokes, because there's been one constant
17 here --

18 UNIDENTIFIED SPEAKER: Not the joker.

19 MR. PIEPER: He's not, actually.

20 UNIDENTIFIED SPEAKER: I think I need to
21 correct the record here.

22 MR. PIEPER: Right. Yeah, you better get Evan
23 to do that. We started with spirit of compromise in all
24 of this, and kind of where we are and in speaking with
25 that, we really appreciate your direct, you know,

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1 statement on where we're going with proportion, et
2 cetera.

3 And what we'd like to do is, in essence, accept
4 and craft a schedule around the 83 cuts for American.
5 And we've got kind of three points on that just for open
6 dialogue.

7 The first would be we want this schedule to be
8 the finish line. Your commitment on it that you've
9 asked for 83 cuts, we're willing to do 83 cuts. We
10 don't want that to then be a new spot to then start
11 negotiating from. So we're ready to acknowledge it as
12 that's the finish line, 83 cuts.

13 Moving then to the second point, working
14 together to optimize in the 30-minute increments, as we
15 looked at, a handful of retimes. Brian and team have
16 got a schedule ready to go, and so just kind of working
17 collaboratively let's find a 30-minute by 30-minute
18 schedule that makes it work with the 83 cuts.

19 And then lastly just to work together on what's
20 the ample -- an ample time to implement. I'm thinking
21 about our crews, I'm thinking about our customers, how
22 do we unwind, in essence, from the schedule that's out
23 for sale into something that's efficient. Our mind is
24 kind of around implementing on May 1, and we're open to
25 kind of working together on that, again with an eyeball

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1 to customers and/or flight crews, as well.

2 MR. BURDHIMO: I think I could take that in
3 reverse order. So time to implement makes a lot of
4 sense. We've been thinking similarly, how are we going
5 to make that work? I think we can take the May 1st
6 under advisement and consider. I think that's a
7 reasonable request.

8 The 30-minute refinement, we also knew that
9 there would be an effort of us trying to massage because
10 these 30 minutes, we understand that's going to be
11 challenging and there's going to be work there. So
12 having a commitment from you to put the team on that is
13 also encouraging.

14 MR. PIEPER: Yep.

15 MR. BURDHIMO: And on that, that refinement is
16 going to be challenging to the point where I think it's
17 going to -- as long as we both go into that
18 understanding, there's going to be a significant amount
19 of back-and-forth on trying to make that work, because
20 it won't just be you in that equation, right?

21 MR. PIEPER: Understood.

22 MR. BURDHIMO: And it isn't even just two
23 carriers in that equation because we've got to work a
24 lot of other angles. So -- so just patience on both
25 sides because that one's going to be challenging.

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1 As far as the 83, I believe that the answer is
2 that is the finish line --

3 MR. PIEPER: Okay.

4 MR. BURDHIMO: -- and I believe we can make
5 that commitment. So I'm looking to make sure before I
6 said it out loud. So, yes, I think that is our
7 position, as well.

8 MR. PIEPER: Okay.

9 MR. BURDHIMO: There's nothing else to say.

10 MR. PIEPER: Great. Thank you.

11 MR. ZNOTINS: We can send the 83 proposal here
12 momentarily.

13 MR. NEWMAN: Yeah, we'll do a quick refined one
14 and send the kind of proposal out that -- at that level.
15 Phil Newman for American. And -- but I will -- just
16 that last point you made, if that first dynamic were to
17 change at all, though, I mean, that would change our
18 posturing. If this is -- if this is locked for us and
19 it's locked for them, then we are -- we are ready to
20 move forward and then just negotiate the 30-minute
21 windows and, you know, want to have ample time to
22 implement. We think May 1st from a crew perspective,
23 also from a customer reaccommodation perspective, to get
24 through the spring break season would help us. But if
25 that were to change, that would obviously --

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1 MR. NEUMAN: And Steve Neuman with American.
2 Just to reiterate, to amplify the points that Phil and
3 Nat have made, you know, and going back to what I said
4 before we broke, which is it's that proportion to us
5 that is so essential because we are sensitive about, you
6 know, another competitor at O'Hare's efforts to try and
7 snuff out our hub. And so that proportion is what -- is
8 what gives us comfort that we'll be able to maintain a
9 viable second hub.

10 And so to the extent that the two numbers are
11 locked, you know, what is the total number of operations
12 and what are our cuts going to be? That gives us
13 comfort that that 78 percent, which is the number we're
14 so trained on, and it's that assurance that we need in
15 order to be comfortable.

16 MR. PIEPER: Nat Pieper with American. Just
17 lastly, and on the -- on your 30-minute commentary, 100
18 percent agree. So many moving pieces on that. That's
19 fine.

20 MR. BURDHIMO: Yeah, we'll work through it.
21 And if we've had -- if there's -- you know, if we can
22 look to the past for anything, that's probably a thing
23 we can look to. We always tend to find a way to make
24 that work. So we will find a way to make those work and
25 do our very best to do so.

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1 So I think that puts us in a really good
2 position. We get that email from you, that will help us
3 a lot. We, of course, are going to be relaying -- the
4 reason we need that email is we're relaying that to the
5 Administrator where we're at after round -- two rounds.
6 So this would be an easier conversation to have. So
7 getting that from each of you is going to help us do
8 that.

9 As far as the next steps, we need to talk about
10 it, but I don't think there's much more for me to say
11 here unless you have more questions for us.

12 MR. AHMAD: Fahad Ahmad. I just had a
13 question. In terms of what cuts were proposed
14 initially, you know, were there any specific periods,
15 30-minute periods, that you were eyeing that you wanted
16 more slides on? What were the pain points?

17 MR. ZNOTINS: I think if you look at what we
18 proposed, that's where our focus is, because, you know,
19 again, we're building -- you build a whole schedule in
20 its entirety. And, you know, not having -- you know, if
21 we get an imbalance where we cut a departure from a
22 particular window but don't cut the arrival an hour
23 before, then all of a sudden we've got a plane, you
24 know, potentially sitting in O'Hare for four hours, and
25 that's just going to make the operation worse.

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1 And so it's hard for us to come up with a by-
2 half-hour negotiated solution, you know, saying, can you
3 move this half-hour, can you move that half-hour in,
4 like, something like this forum. It is much easier for
5 us to put a -- you know, a general goal that we're
6 trying to get to put together an entire schedule that
7 works, which is what we will send momentarily here, and
8 that, as a package, works for us. Then, tweaking it
9 from there becomes difficult because you break lines of
10 flying in the sky to get into the nuts and bolts of
11 scheduling.

12 But, you know, you would have our commitment
13 that as we, you know, work through this process, that we
14 would work to achieve our common goal of building
15 schedules that work, and at the same time not exceeding
16 the half-hour caps in both arrivals, departures, and
17 total operations.

18 MR. PIEPER: It feels like there's enough
19 moving pieces that we ought to be able to figure it out.

20 MR. ZNOTINS: Yeah.

21 MR. BURDHIMO: Yeah. I think there's -- we
22 know there's going to be some challenges in there and
23 we'll have to just attack those.

24 MR. MELIUS: Al Melius from the FAA. So in the
25 request for, you know, sending us your numbers, please

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1 don't send just the changes. Send us the levels, the
2 number of operations you want per half-hour.

3 MR. PIEPER: Okay.

4 MR. ZNOTINS: Okay. It might take a few more
5 minutes.

6 MR. PIEPER: We can do that.

7 MR. MELIUS: We'd rather you guys do the math
8 and send us the result than us having to do that.

9 MR. PIEPER: Fair.

10 MS. PRICE: Okay.

11 MR. BURDHIMO: Very good.

12 MS. PRICE: Thank you.

13 MR. PIEPER: Yeah, so we'll -- I guess we'll go
14 back, take that and get it to you digitally in the
15 next --

16 MR. BURDHIMO: Twenty-five minutes.

17 (Off record at 3:05 p.m.)

18 (Meeting resumes at 3:38 p.m. with United.)

19 MR. BURDHIMO: All right. While you're
20 getting your slides together, same rules as before.
21 Please announce yourselves. If you're away from the
22 mics, just project or come closer to the table. We're
23 going to do 15 minutes on this one. You can go whenever
24 you're ready.

25 MR. QUAYLE: I think we can hit the 15 minutes.

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1 MR. BURDHIMO: You rock.

2 MR. QUAYLE: We've got to wait until the thing
3 -- all right. Patrick Quayle, United Airlines. So I
4 want to first start by level setting where we are right
5 now. What you're looking at is the schedule, and the
6 schedule's changing by week. And so if you look at --
7 if you look at the schedule, you can see the week of the
8 19th, 603 departures; you can see the week of April 2nd,
9 680 departures; you can see the week of April 30th, 721
10 departures at Chicago.

11 You know, again, I know there's lots of
12 comments from other people that this is not a real
13 schedule. This is a real schedule. Seats have been
14 sold on this. And below is the passenger impact. This
15 is weekly passengers who are impacted by this.

16

█

█

█

█

21 MR. EDWARDS: Can I help you with your timing?
22 We have some flexibility on the implementation timeline.

23 MR. QUAYLE: That's fine.

24 MR. EDWARDS: We would like a proposal from you
25 as to when it would help you steer clear of that

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1 challenge.

2 MR. QUAYLE: We'll get to it.

3 MR. MORRISSEY: So a start date, Dan?

4 MR. EDWARDS: We want to get your input on it,
5 yeah.

6 MR. QUAYLE: We'll get to it. But my point is
7 the schedule is a real schedule. And the schedule is
8 stepping up on April 2nd to 680. And it step-ups again
9 on April 30th to 721. And that's real.

10 MR. EDWARDS: And we're well aware.

11 MR. QUAYLE: Okay? And I just want to
12 recognize the magnitude of passengers because the type
13 of cuts we're being asked to do -- do you remember when
14 the government shutdown happened in November and we were
15 asked to cut 4 or 5 percent of the schedule when it was
16 put in? It was the front page of the newspaper. It was
17 asked to go to 10, but it never actually ramped up to
18 10.

19 And, by the way, if you look at the records --
20 and I hope the FAA keeps track of this, or DOT -- United
21 Airlines was the only airline that actually did what the
22 Department asked. There was many other competitors that
23 didn't cut anything. I hope someone goes back and looks
24 at that, but that's hearsay at this point, and
25 secondary.

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1 My point is that was front-page headlines on
2 every news station. If we're having to cut this order
3 of magnitude, this is going to be material -- the front
4 page of every newspaper not only in Chicago but all the
5 communities that serve Chicago. [REDACTED]

[REDACTED]
[REDACTED]
8 So you're going to have people trapped in
9 airports or in hotels or with family for a period of
10 days because the flights run full. You're also going to
11 have a period -- [REDACTED]

[REDACTED] someone
13 like yourself or any of you who need a last-minute
14 flight, you're not going to be able to get a flight
15 because those flights are going to be full. So this is
16 a material impact to the American consumer.

17 And so what have we done? We've invested and
18 we take this seriously. We've hired 2,500 employees
19 already, 1,500 of which are pilots, flight attendants,
20 baggage handlers. We've hired over 660 people to drive
21 catering trucks, to clean the airplanes to support the
22 operation, and 250 additional management people. So
23 this is -- this is real, and this starts in two weeks
24 time.

25 We've invested -- we, United, invested almost

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1 \$11 million in taxiways at Chicago to improve it and
2 spend our money pouring concrete to relieve congestion.
3 Our largest competitor fought this process and did not
4 want that. So if they really care about the traveling
5 public, they would -- we're not asking them to spend a
6 dime, but they shouldn't have fought us on pouring
7 concrete.

8 We've extended the operating day and we've also
9 leased additional aircraft. We've accelerated
10 maintenance programs, we've paused paint lines, we've
11 added additional aircraft to the network. This is money
12 that's already been spent.

13 And so when he gets the proposal, on the left-
14 hand side, Dan, you showed us this morning, you asked us
15 the question, what percent of the flying are we,
16 FAA/DOT, asking you to cut? It's 21 percent. Our
17 competitor is being asked to cut 9 percent. [REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

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1 MR. EDWARDS: But those cut numbers are off of
2 summer '26.

3 MR. QUAYLE: That's off of summer '26.

4 MR. EDWARDS: The math is not terribly helpful.
5 We're using summer '25 data to do the math.

6 MR. QUAYLE: Well, the math is helpful because
7 this is what is -- this is what is selling and this is
8 what is flying and this is what is loaded. This is --
9 the 2025 is a hypothetical -- what should I say, it's an
10 exercise, but it's not real. What's real is the people
11 who've booked flights.

12 MR. EDWARDS: So did you model in the execution
13 capability of that schedule?

14 MR. QUAYLE: We --

15 MR. EDWARDS: So, in other words, if we delay
16 or cancel a certain number of flights, are they factored
17 into 780 --

18 MR. QUAYLE: Excuse me?

19 MR. EDWARDS: -- 780 flights. You expect to
20 execute 780 flights at O'Hare?

21 MR. QUAYLE: We absolutely expect to operate
22 and execute 780 flights, [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] Cuts should be proportional and the

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1 thumb should not be on the scale.

2 MR. EDWARDS: Okay.

3 MR. QUAYLE: And so I can let the team, some of
4 who are operational experts, Paul and others, speak to
5 the capabilities, [REDACTED]

6 [REDACTED]
7 [REDACTED]
8 MR. EDWARDS: Okay. Do you have a proposed
9 implementation date that would be somewhat palatable
10 given all the comments you made about the impact to your
11 operations?

12 MR. QUAYLE: So I didn't know you were going to
13 ask that. We'll come back and look at that. We have to
14 look at booking curves, but we have, and what I've
15 handed to LaKisha and Al is movements by half an hour,
16 which was your ask. So we're handing you movements by
17 half an hour.

18 MR. EDWARDS: And those are operations?

19 MR. QUAYLE: This is --

20 MR. EDWARDS: Total ops, not just departures?

21 MS. BOYCE: Correct, yes. Michelle Boyce.

22 Yes, those are movements by half-hour.

23 MR. EDWARDS: Okay.

24 MR. QUAYLE: Half-hour movements.

25 MR. EDWARDS: Thank you.

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1 MR. QUAYLE: So we believe -- we believe we've
2 responded to your question.

3 MR. EDWARDS: Thank you, Patrick.

4 MR. VICQ: Sorry, Damien from United. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

10 MR. EDWARDS: Since you're pointing that out,
11 I'm going to direct this question to you.

12 MR. QUAYLE: Okay.

13 MR. EDWARDS: If you're me and you're looking
14 at an airport that has 45-minute-plus taxi times, block
15 times that are expanding on average -- at least the last
16 increase I saw was on average 7-minute block increases,
17 and you have an airport with construction and extensive
18 delays, and you have the traveling public in an uproar,
19 so much so the DOT's phone is ringing off the hook, how
20 would you sell that to the Secretary of Transportation?
21 By walking in his office and say they're going to
22 operate, doing the same thing we're doing today, and
23 expect a different result -- actually we can do more
24 than we're doing today -- and expect a different result.

25 MR. QUAYLE: So let me -- I don't know, Paul,

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1 do you want to talk about taxiways really quick?

2 MR. LITKE: Sure. I'm Paul O'Keefe, United.
3 Look, we've done enough. Hi, Dan.

4 MR. EDWARDS: Good to see you. Thank you. And
5 I know you know your business. Appreciate you being
6 here.

7 MR. LITKE: I do know -- I do know that. Thank
8 you very much. Obviously, you know, I was a controller
9 at O'Hare and have been involved with O'Hare for 30 --
10 almost 38 years now. Look, at 721 with American is a
11 commensurate cut, that's about 2,700 operations a day.
12 When we came in here the very first time, the number
13 that came out from the FAA was, hey, here's the
14 baseline, here's 2,800 operations. We fully believe the
15 airport is fully capable of 2,800 operations.

16 Our taxi time's high. Are you taking into
17 account the snow removal and the deicing that's
18 happening right now; that's why your taxi times are
19 pretty high? I mean, believe me, I track taxi times
20 every day, so I know what those taxi times are. And so
21 we can go back and show you all that if you'd like to,
22 as well. But this is an absolutely an operable
23 schedule.

24 MR. EDWARDS: So I looked at them today. It's
25 clear -- clear blue sky VFR day. There's still pretty

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1 extensive taxi times.

2 MR. QUAYLE: I looked at it this morning. It
3 was 25. Patrick Quayle. I looked, it was 25 minutes,
4 which is not bad at all.

5 MR. EDWARDS: Because it depends at the hour
6 you're looking. I looked at a peak, you probably
7 didn't. So -- okay, fair.

8 MR. QUAYLE: But I was looking at it. It was
9 25 minutes. [REDACTED] [REDACTED]

[REDACTED] [REDACTED]
[REDACTED] [REDACTED]
[REDACTED] [REDACTED]

13 MR. EDWARDS: Which is up from 600. Agree?

14 MR. QUAYLE: I don't -- look, 680 is happening
15 in two weeks. That's happening. There's -- there's
16 nothing -- like, that's happening.

17 MR. EDWARDS: Right. But I don't have data on
18 what's about to happen. I know --

19 MR. QUAYLE: So we're going to have --

20 MR. EDWARDS: I know what it looks like now.

21 MR. QUAYLE: We're going to have --

22 MR. EDWARDS: Now it's 603, and you're going to
23 -- you're telling me we're going to add 120 flights from
24 today.

25 MR. QUAYLE: The beauty is we're soon going to

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1 have data on this, Dan. We're soon going to have data
2 to support this. And the airfield -- we are --
3 literally, as we sit here today, concrete is being
4 poured to alleviate this. We should talk to the City of
5 Chicago. I don't run the airport; the City obviously
6 does. But my understanding is there's -- the airfield
7 -- the airspace is not the issue. And what I heard the
8 Administrator say, not this morning, but two weeks
9 ago --

10 MR. EDWARDS: It's not the runways.

11 MR. QUAYLE: -- with the airspace, runways are
12 not the issue. And that's when the number 2,800 was
13 used. Correct me if I'm misspeaking, but that's what I
14 heard, is the airspace is not the issue, it's the
15 ground. And the ground in the summer of 2026 is
16 different and improved from the ground of 2025.

17

18 [REDACTED]
19 [REDACTED] How can anyone argue against that?
20 It's fair. It's equal. We all want equal.

21 MR. EDWARDS: Okay. Well, we appreciate this.
22 It's a starting point. Thank you. It's exactly what we
23 asked for was this, so I appreciate you bringing this to
24 us. Al's putting it in the -- in a --

25 MR. QUAYLE: Spreadsheet.

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1 MR. EDWARDS: -- in the gonculator, and we're
2 going to -- we're going to have to -- we're going to
3 call you back and let you know where we stand.

4 MR. QUAYLE: That's fine.

5 MR. EDWARDS: So we need to -- actually need a
6 little bit of time about -- can I say what we're about
7 to do?

8 MS. CULLIGAN: Sure.

9 MR. EDWARDS: Yeah. We're going to brief the
10 Administrator on our status.

11 MR. QUAYLE: That's great.

12 MR. EDWARDS: He wants to know what our
13 progress is. So we're going to take that, put it in the
14 spreadsheet, and we'll call you back.

15 MR. QUAYLE: And let the record show I was less
16 than 15 minutes. I want to bank that time for later.

17 MR. EDWARDS: Appreciate that.

18 MR. QUAYLE: 10 minutes and 38 seconds, my
19 friend.

20 MR. EDWARDS: I think from here we can only
21 accelerate it, right?

22 MR. QUAYLE: We're banking time, banking time.

23 MR. EDWARDS: I like the trend. Appreciate it.
24 Thank you. It's a good start. Let's do it.

25 MR. QUAYLE: Dan, this puts us at 2,700

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1 movements. That's doable.

2 MR. EDWARDS: We are not flexible on the total
3 movements. That's -- you've got to trust me on that.
4 2,608, that's the hard line --

5 MR. QUAYLE: Okay.

6 MR. EDWARDS: -- for -- for the summer.

7 MR. QUAYLE: Then you guys have got to have
8 it proportionally equal. It has to be equal.

9 (Off record at 3:50 p.m.)

10 (Meeting resumes at 5:13 p.m. with American.)

11 MR. BURDHIMO: All right. Welcome back.

12 Thanks again for your patience throughout the day. We
13 met with the Administrator. We gave him a good brief of
14 where we're at. All positive noises back about where
15 we're -- where we're going with you guys, and it's
16 appreciated.

17 We absolutely -- we did a very quick look. You
18 know, there's going to be some challenges with some
19 hours. So, yeah, we're going to have some work on some
20 30 minutes. But rather than trying to tell you what
21 those are, you can probably figure them out pretty
22 easily yourselves. But we'll -- we'll try to make that
23 a little bit more thoughtful when we give it to you.

24 But anything you can start to do to think about
25 that is probably wise because we're going to have some

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1 conversations on those. There's, you know, three, four,
2 five big peaks. Those are going to be the ones we're
3 going to probably need something.

4 Secondarily, the next step for us is going to
5 be for us to kind of work through this together, work
6 with the whole picture, and that's going to probably
7 result in some more conversations this afternoon. So
8 we'll bring some of that back as we learn more and we'll
9 tell you more.

10 There's not a lot more for us to talk to you
11 guys about at this moment because you -- you guys are
12 where we need to be. I think -- I wanted to give you an
13 opportunity to ask any questions. We have one very
14 small question back to you, which is the numbers you
15 sent us weren't, like, whole numbers, they were 12-digit
16 numbers.

17 MR. ZNOTINS: They were integers. We were
18 solving for percentages.

19 MR. BURDHIMO: We thought you might have been.

20 MR. ZNOTINS: Yeah.

21 MR. BURDHIMO: And so when we do that --

22 MR. ZNOTINS: Just rounding is fine.

23 MR. BURDHIMO: And when we round it, it comes
24 to three over.

25 MR. ZNOTINS: And we built our schedule to

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1 adhere to those numbers, which is -- sorry, Brian
2 Znotins. And this is something that, you know, as we're
3 working through this process, like, we'll be able to do.
4 So as -- you know, if you have challenges and you want
5 to share those with us, then in most cases we should be
6 able to accommodate, you know, some shifts --

7 MR. BURDHIMO: Got it.

8 MR. ZNOTINS: -- of half-hours and things like
9 that.

10 MR. BURDHIMO: That's great.

11 MR. ZNOTINS: But it's best that, you know,
12 over time I think -- it's not something we'll be able
13 to, you know, resolve in a matter of moments. I think
14 it's just more of a, these are the hours and you'll need
15 to give us, and not -- we will come back and we'll make
16 it work in these cases, but it's not something that
17 we'll be able to make work in a few hours. We'll need
18 to kind of iterate back and forth on our schedules. And
19 as you may be aware, our schedules are different on
20 almost every day, and so we need to work through those
21 solutions, as well. So I think once you feel
22 comfortable with your half-hourly guidelines for us, we
23 would be able to work within those.

24 MR. BURDHIMO: Yeah, I think that's completely
25 reasonable. So we will -- we'll take you up on that and

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1 we'll give you the time that you need to work the
2 nuances. So, anything additional?

3 MR. EDWARDS: Nope. This completes round
4 three.

5 MR. BURDHIMO: Yeah.

6 MR. EDWARDS: Round --

7 MR. BURDHIMO: Yeah, two-and-a-half to three.

8 MR. NEWMAN: If I could just -- Phil Newman.
9 Just confirming just from a schedule management
10 perspective. I know you mentioned this afternoon, you
11 know, 5:15, just in terms of what your expectations are
12 for the rest of the period, and just trying to manage
13 our team schedules and things like that, kind of what
14 you're looking at kind of moving forward in the process,
15 kind of for us given where we stand.

16 MS. PRICE: Right. We don't plan to be here
17 for more than another hour or so, so right around 6:30?

18 MR. NEWMAN: Okay.

19 MS. PRICE: 6:30, we should be done --

20 MR. NEWMAN: Okay.

21 MS. PRICE: -- for today.

22 MR. NEWMAN: Is that okay with you guys?

23 MR. ZNOTINS: Of course.

24 MR. BURDHIMO: I mean, and I think it's safe to
25 say it's likely we will pick up in the morning. So, to

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1 give you a full picture --

2 MR. NEWMAN: Okay. Good, that's helpful.

3 MR. NEUMAN: And Steve Neuman. I think just in
4 terms of trying to decide what our -- you know, in light
5 of where we are relative to you now, you know, what sort
6 of personnel we would want to have tomorrow. I think we
7 were thinking about a lighter footprint, you know,
8 assuming if all we're doing is negotiating about the
9 half-hours, then, you know, it's a different cast of
10 characters. So just -- I just -- just confirming that
11 that's where we are, we're negotiating about the half-
12 hour.

13 MR. BURDHIMO: Seems reasonable. That is where
14 we are.

15 MR. ZNOTINS: Okay, great.

16 MR. NEWMAN: Yeah. And Phil Newman. I guess
17 we did talk about the idea of, you know, I think a lot
18 of this can be worked out kind of with our network team,
19 you know, almost through the normal -- you know, email
20 back-and-forth process. You know, we want to continue
21 to support the exercise, but also just want to be
22 cognizant of you all's time and want to make this an
23 efficient exercise. I don't know if that's something
24 that would make sense.

25 And then we were committed, as soon as this is

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1 a finalized process, I think, you know, Brian's team is
2 ready to, you know, move forward. I'm just kind of
3 curious your perspective on that versus kind of doing it
4 in this format, maybe a less efficient version of what
5 we can do to achieve kind of those 30-minute goals.

6 Brian, your thoughts on that?

7 MR. ZNOTINS: No, exactly. I think, you know
8 -- you know, coming -- I'm -- I'm not the one that does
9 all the work on the network team, and so, you know,
10 there's only -- I can only be so productive with you in
11 this kind of meeting.

12 And so when we came in and we talked about our
13 share goal versus United, you know, if that is a
14 constant and that is unchanging, then we feel
15 comfortable that, you know, you can work through your
16 process because you've got multiple things that you have
17 to manage and balance in various half-hours and things,
18 and for lack of a better term, come up with a proposal
19 for American caps in each half-hour period, and we
20 should be able to make that work.

21 You know, as long as it follows the same kind
22 of format that you've been thinking already, you know,
23 even what you issued the first day, there may be a
24 couple of tweaks, we can do that. But we can work
25 through those tweaks over the course of the coming

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1 weeks. And if the order were to be published to say
2 these are the half-hour caps that we're dealing with,
3 then, you know, we're kind of in that place.

4 And so in terms of tomorrow, I'm not sure what
5 I could achieve and what the team here could achieve on
6 a half-hour basis that we couldn't achieve, you know,
7 just working through the schedules with the respective
8 teams over the coming week.

9 MS. CULLIGAN: Yeah. Megan Culligan, FAA. I
10 think if you just want to give us this afternoon just to
11 make sure that we kind of can see where we're trending
12 at, we want to just make sure that we have an equitable
13 footprint to the best -- best we can. So I think if you
14 think that -- we understand that if it's more of like a
15 back-and-forth at this point, I think we want to, you
16 know, take advantage of your attempt, too.

17 MR. NEUMAN: And Steve Neuman. For clarity,
18 we'll be here whenever you want us here. We're just,
19 you know -- so whatever you guys have. But I'm -- so
20 totally with you.

21 MR. EDWARDS: So my only ask, and it's not --
22 I'm not -- it's not a mandate by any means. I just -- I
23 don't know. We -- I'd prefer that we have a decision-
24 maker in the room, whoever that is, or it's delegated
25 to. Just -- we're not anticipating the world going

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1 sideways, but, you know, it'd just -- it'd be good to --
2 not a mandate, but make me comfortable.
3 MR. BURDHIMO: We're good with that.
4 MR. PIEPER: I'll see if my wife can get here.
5 MR. BURDHIMO: I see what you mean. We're
6 good?
7 MR. EDWARDS: We're good.
8 MS. PRICE: We're good.
9 MR. BURDHIMO: Unless you guys have anything
10 else?
11 MR. PIEPER: No. Thank you.
12 MR. BURDHIMO: Thanks again.
13 MR. NEWMAN: So the next session will be a
14 wrap-up session, I guess, at 6:30? Is that their, you
15 know, ish?
16 MS. PRICE: Yes.
17 MR. BURDHIMO: Yes. I think that's still --
18 MS. PRICE: And we'll call you. It'll be
19 before 6:30.
20 MR. EDWARDS: Intends to complete round four.
21 MS. PRICE: Right.
22 MR. ZNOTINS: All right. Thanks.
23 MR. BURDHIMO: Thank you.
24 MS. PRICE: Thank you.
25 MR. NEWMAN: Thank you very much.

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1 MR. EDWARDS: Thanks for your patience.

2 (Off record at 5:20 p.m.)

3 (Meeting resumes at 5:29 p.m. with United.)

4 MR. BURDHIMO: Okay. Welcome back. Same rules
5 as before. Please state your name. Thanks for your
6 patience and continuing to lean in with us. We had an
7 opportunity to talk to the Administrator, gave him a
8 complete rundown specifically with what you also
9 provided across the table, which we appreciate. Thank
10 you for getting to that point.

11 Of course, he sent us back to the table to get
12 another 179 flights in. So that's where we have to
13 start from. So I'm curious if you've had a chance to
14 think about that and/or have an option for us.

15 MR. QUAYLE: I think -- look, number one, most
16 important, we want to work with you guys. We want a
17 safe, reliable, on time O'Hare, but it has to be
18 proportional. It cannot be thumb on the scale. It
19 cannot be winners and losers, and it cannot be redos for
20 companies that chose different strategies.

21 And so you have to bring the percents down the
22 same. And our proposal was you brought them down 9, you
23 bring us down -- oh, Patrick Quayle. You brought --
24 sorry, you think I would learn. You brought us down --
25 you guys brought them down 9, we'll match down 9. If

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1 you want them to go down 15, we'll go down 15. But
2 you've got to do it proportionally.

3 That's -- I mean, that's the reality of the
4 situation, and so that is fair. Like, I know you're a
5 fair man. I know you're a fair man. I know you're a
6 fair man. I know you have a massive amount of integrity
7 and you want to do the right thing. And I know the
8 whole team, the government team is, but there's a lot of
9 bad data, there's a lot of misinformation data, and
10 there's a lot of facts that just, quite candidly, aren't
11 quite right. And that's why we're here to try to
12 present the facts.

13 And all I'm saying is we're here to come to a
14 solution. We want to come to a solution. It's just got
15 to be brought down proportionally. And so we'll hit the
16 number, but you've got to bring it down proportionally.
17 And if you do that, that solves the gate issue, solves
18 all these other issues.

19 MR. EDWARDS: The numbers you came down don't
20 get us in aggregate to the 2,608.

21 MR. QUAYLE: Right. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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1 [REDACTED]
2 [REDACTED] [REDACTED]
3 [REDACTED]
4 [REDACTED]

5 MR. EDWARDS: So you're not able to move off of
6 where you are now?

7 MR. QUAYLE: No.

8 MR. EDWARDS: Okay.

9 MR. QUAYLE: I mean, can you -- can you ensure
10 that we're being -- both being brought down the same
11 percentage?

12 MR. EDWARDS: Yes, I can ensure that it's being
13 done fairly. And --

14 MR. QUAYLE: But the problem is fairly --
15 fairly, as defined by the information that we got
16 yesterday via the email, is not fairly, as I think we
17 demonstrated this morning.

18 MR. EDWARDS: Right. You don't like the summer
19 2025 snapshot?

20 MR. QUAYLE: Well, it's --

21 MR. EDWARDS: That's not -- and we started this
22 morning by saying that wasn't a position that we were
23 going to be able to move on.

24 MR. QUAYLE: But, Dan, it's an academic
25 exercise. You're living in the past. This is -- this

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1 is a break from precedence. I'm not an attorney,
2 although I think I play a pretty good attorney. I'm
3 actually not an attorney. But this is a massive break
4 in precedence. In 2003-2004, when O'Hare was slotted,
5 they took the schedules that were published and they
6 brought them down proportionately. When we did the work
7 that was in Newark, we took the schedules that were
8 published, we brought it down proportionally.

9 It is an absolute break -- and it's interesting
10 that the DOT people talking about Level 2 and how this
11 works; I haven't heard anything from FAA, but I think if
12 FAA were to speak, this stuff is done based off of
13 approved schedules that are published. You don't go
14 back a year. That's cherry-picking. And, quite
15 candidly, that's not going to hold up very well that you
16 guys are breaking 20-plus years of history in the way
17 the Department's been run and it cherry-picks some data
18 from summer 2025. That's not going to hold up well.

19 MR. EDWARDS: Well, I think ideally we'd like
20 to see you guys come back to us with a number that gets
21 us closer to where we need to be. I think you are in a
22 much better position to decide what's best for United.
23 I don't think you want us filling out the schedule. And
24 so I -- I would really like for you all to come back
25 tomorrow with -- having given that some thought and

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1 addressing the gap of 179. That's honestly where we
2 are.

3 MR. QUAYLE: But, Dan, you all have to
4 recognize, is there a reason to break from 20-plus years
5 of history in the way the FAA has been run, with how
6 this process is being run? Why is this being run
7 differently?

8 MR. EDWARDS: My only recommendation -- and I
9 mean this in -- in a very productive way, is that you
10 just submit all that stuff for the record, and if -- and
11 if we got it wrong and it wasn't fair, then it's
12 recorded.

13 MR. QUAYLE: But here's the problem --

14 MR. MORRISSEY: We don't want to get to that
15 point, Dan.

16 MR. QUAYLE: Dan, here's the problem: There's
17 billions of dollars at stake here. There's the lives of
18 the pilots, the flight attendants, ground people.
19 There's aircraft that we have leased. Like, we're
20 playing with real money. This isn't fake. The reason
21 we're all here and the reason I'm so passionate about
22 it, this is real people's jobs. This is real people's
23 air -- like jobs to air service.

24

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1 [REDACTED]
2 [REDACTED]
3 [REDACTED]
4 [REDACTED] [REDACTED] [REDACTED]
5 [REDACTED]

6 MR. EDWARDS: You can move those to another 30-
7 minute slot.

8 MR. QUAYLE: You guys are being --

9 MR. EDWARDS: That's the creative thinking that
10 we'd like you to come back --

11 MR. QUAYLE: You guys are being academic. The
12 toothpaste is already out of the tube. You can't put it
13 back in. Summer 2026 is selling. It is selling.
14 People are -- people are traveling for Easter. Do you
15 want to be known as the person that didn't let the
16 grandma go see their grandchildren?

17 MR. EDWARDS: Did you give any thought to an
18 execution date -- implementation date?

19 MR. QUAYLE: June. Like, this is -- this is
20 what you guys have got to understand. These aircraft
21 are flowed out there. The -- the pilot bids are out
22 there.

23 MR. EDWARDS: June when?

24 MR. QUAYLE: If you look -- one second. If you
25 look at all these meltdowns that have happened most

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1 recently with an airline based in Dallas with silver
2 airplanes; in prior years, other airlines, it's because
3 the crews get out of place and they can't get their
4 crews back together. These crew bid packets are all
5 submitted. The other thing is maintenance rotation. I
6 know you appreciate this.

7 MR. EDWARDS: I understand it well.

8 MR. QUAYLE: You're a pilot. You're a pilot,
9 right?

10 MR. EDWARDS: I understand it well.

11 MR. QUAYLE: Like, these aircraft are going
12 through, flying City A to City B to get a maintenance
13 check done. For us, certain aircraft has to go to Sao
14 Paulo to get certain A check done. That's where the
15 expertise is, or RD sprays, right, so we can fly this
16 stuff. If you want to rip up the flows, it takes time.
17 Like, you can't turn this stuff on the dime. That's --

18 MR. EDWARDS: Nobody likes where we are. I
19 fully understand that, Patrick. Certainly worse
20 circumstances were different.

21 MR. QUAYLE: Yeah.

22 MR. EDWARDS: This is not a situation where
23 we're contesting that this is disruptive and difficult.

24 MR. QUAYLE: But my point is, if this is not
25 done in an orderly fashion, this will be front page of

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1 every newspaper and it'll be on the evening news and the
2 morning news, as well, across this country with people
3 being stranded, people being rebooked, and people not
4 being able to book on flights.

5 MR. EDWARDS: Here's a suggestion to help with
6 the math. Is there the potential that, in a perfect
7 world, you had a seamlessly running operation where you
8 had a very high completion rate and a very high on-time
9 rate, could you perhaps look at the model and say, well,
10 we'll have -- be able to shrink our block times to be
11 able to have flexibility among some of these hourly
12 blocks that you want to load up to support your bank?

13 MR. QUAYLE: We -- we -- look, there were two
14 airlines. One airline loaded up, bulked up on block.
15 The other airline did not bulk up that much. We're the
16 airline that did not bulk up that much. I think we
17 added one or two minutes. I'm looking at Paul. Where's
18 -- where's Paul?

19 MR. LITKE: I don't know what the block was.

20 MR. QUAYLE: You don't know what the block was?
21 I think it was -- was it weeks, do you know?

22 MR. WEEKS: It was a few minutes, but it was
23 much less than our competitor.

24 COURT REPORTER: Your name, please?

25 MR. WEEKS: Michael Weeks.

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1 MR. QUAYLE: So we added a little bit of block.

2 We did not -- I don't know what --

3 MR. EDWARDS: That was just a suggestion.

4 MR. QUAYLE: -- the other one added, but the
5 other one added a lot of block. And so my point is,
6 like --

7 MR. EDWARDS: I'm just helping to be creative
8 here and getting to a solution.

9 MR. QUAYLE: I appreciate that. But we have --
10 we have -- these things have to be timed to hit the
11 banks, like the connect -- the connectivity is key for
12 Chicago. Chicago's a huge local market, but it's not
13 big enough to support without the connectivity.

14 MR. MORRISSEY: Patrick, may I?

15 MR. QUAYLE: Yes.

16 MR. Morrissey: Steve Morrissey from United.
17 Two things: One is we do have to get to the point about
18 whether our schedule is flyable. We do have our
19 maintenance and operating plan, to do that. If there's
20 any suggestion, as there has been, that this is not a
21 real schedule, here's the information to show that --

22 MR. EDWARDS: I don't think we've ever
23 contested that it's a real schedule. It's very real to
24 us, which is why we're here today.

25 MR. QUAYLE: Well, I think there's a lot of

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1 misinformation out there that this is not a schedule
2 that's flyable, this is fake. And what I would say is,
3 I don't know if you want me to, although I have four
4 minutes from last time I can bank, but I have over 70
5 pages of a weekly meeting. This is a snapshot --

6 MR. MORRISSEY: Internal documents.

7 MR. QUAYLE: Internal document -- I didn't
8 produce this for today, talking about all the things
9 that are tracked weekly to prepare, whether it's people,
10 whether it's catering trucks, whether it's when a storm
11 hits and the flow is from a different direction, what
12 can we do to staff it? We have this planned. Whether
13 it's keeping the clubs open late in an air op situation,
14 like, we're ready to go through this. We are ready to
15 operate, Dan. We are ready. We're here. We're ready.
16 We believe it.

17 MR. EDWARDS: I don't doubt that you're ready
18 to accommodate a very difficult summer, which would be
19 very, very challenging, will cost you a lot of money to
20 execute in the process. I don't doubt that. I never
21 questioned it. Bobby's done a great job of presenting
22 to me and others the things that you're doing as a
23 business. And you're doing, in my view, the right
24 things.

25 I would say here that if you had a better

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1 operating environment, many of those things wouldn't be
2 necessary. I'm just -- I mean, that's all I'm offering.
3 I would like for you guys to go back and think -- think
4 creatively here. We're up against it. I'm not
5 posturing and not throwing false logic around.

6 MR. MORRISSEY: Steve Morrissey from United.

7 MR. EDWARDS: Sure, Steve?

8 MR. MORRISSEY: You put yourself in that
9 position by decisions you've made on the baseline and by
10 the proportionality. We're here in good faith, like I
11 said from the beginning, as we have been on every single
12 issue we work with on the Department. And we are being
13 singled out for a greater share of the pain here. It's
14 not appropriate under any circumstances. This is
15 material impact -- materially greater impact on United's
16 business than American's. I mean, you're asking us to
17 say, swallow it, and that's just the way it is.

18 We started out this whole discussion with a
19 different baseline. 2026. What changed then? Why
20 can't it change back?

21 MR. QUAYLE: This was filed as 2026 and that is
22 the best -- the Administration got it right. The FAA
23 got it right and what was published in the first order
24 was 100 percent correct. 2026 is real, and June is not
25 that far away from us. The aircraft are flowed. The

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1 pilots are bidding on this stuff. The aircraft have
2 been leased, the catering contracts have been signed.
3 It's real in the -- and the Department, the FAA, got it
4 right. You got it right.

5 This was then -- I don't know how, but it's
6 like a rocket ship, except backwards, and we ended up
7 with 2025 and we can't go back. Going backwards is
8 what's causing all this kabuki dance. We have to use
9 2026. The fact of the matter is people are getting
10 married, people are going home from college, people are
11 going on work trips, people are going on family
12 vacations. 2026 is real. It doesn't matter about 2025.
13 That's pure academics.

14 And I appreciate that over in the Navy Yard,
15 that's an academic exercise, but the reality is people
16 have purchased these tickets. People are going to
17 Disney World, people are going to Paris, people are
18 going to see their friends get married, and that is
19 real. 2026 is real. And so if you look at 2026 and you
20 bring it down proportionally, we can get a deal tonight,
21 and we're ready to get a deal tonight. But going and
22 using something that is a break from 20-plus years of
23 Department precedence, one, that's a major problem. You
24 can put an A380 through that problem, it's such a big
25 problem for you guys. And, two, it's totally

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1 irrelevant.

2 MR. CONNEELY: Well, it's unreasoned. Jim
3 Conneely. It's unreasoned. It is an arbitrary and
4 capricious standard that we think is vulnerable. It's
5 not like -- the math should be easy. The math has been
6 easy.

7 MR. QUAYLE: The math is easy. We're here. If
8 we could just agree -- we do agree. I mean, the math is
9 so easy, you just take the same proportion, you go down,
10 done. We'll go home. Everyone can go home tonight.
11 It's that easy. The reason this is getting all
12 backwards and forwards is just because the base is
13 totally wrong and it's an academic exercise. And,
14 again, I respect you all, but the FAA got it right when
15 they posted June of 2026. The FAA got it right.

16 And I don't understand why the DOT put it a
17 year prior. It's led to this whole just -- it's led to
18 just inexplicable things. It messes up all the
19 baselines because you're taking something for the future
20 and applying it to something for the past. And that's
21 why you're getting -- and that's why the DOT is asking
22 us to cancel 15 -- I'm sorry, with 15 movements at 8:00
23 in the morning, we're being asked to cancel 13 of the 15
24 when there are 60-some other movements from other
25 airlines and they're being asked to cancel 2.

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1 You guys don't have answers to that, and the
2 reason you don't is because you're going to a bad base.
3 The base is bad.

4 MR. EDWARDS: So when we -- when we get to the
5 macro number, there are -- we did have this discussion
6 and acknowledge that there are some hourly splits that
7 need to be adjusted. So --

8 MR. QUAYLE: I appreciate that.

9 MR. EDWARDS: So that's completely appropriate.
10 We just can't start doing it with a gap as far as we
11 have now.

12 MR. QUAYLE: I appreciate that. But what we've
13 got to do is we've got to align on -- like, we've got to
14 get it down equally -- equal percentage down to hit the
15 total cap, and then we can smooth it to the hour. And
16 then the further out we go, we can smooth it within the
17 half-hour. It's step one, step two, step three. And
18 what I'm saying is it's so easy to get to the total cap
19 if we use what was originally published in the order,
20 which is June of 2026. It was June 25th of 2026. That
21 solves all the problems because then everything ratchets
22 down.

23 MR. EDWARDS: Okay. Anything else?

24 MR. MORRISSEY: I would just -- Steve Morrissey
25 from United. Back to where we started, we are here in

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1 good faith. This process has been extremely
2 frustrating, I'm sure, for all of us. The point I want
3 to make is it's hard to draw -- to not draw the
4 conclusion that we are being penalized, punished,
5 whatever the right word is, for our commercial decisions
6 more than the other party is. At several points you've
7 made the point that the Department has decided that the
8 commercial conditions were right at a different point in
9 time. The Department has made that determination, not
10 the marketplace, not -- not what we've done in response
11 to what they've done.

12 MR. EDWARDS: That's distorted. I don't know
13 that I would say they were right, but it was where --
14 again, a neutral axis where we think that the distortion
15 was at.

16 MR. QUAYLE: But it wasn't a neutral --

17 MR. MORRISSEY: But that's a -- that's putting
18 yourself into the shoes of a commercial decision, not in
19 the intent, in the outcome. It just is. It's leading
20 to a disparate outcome that is more impactful for
21 United. There's no divorcing the commercial impact from
22 -- from the process here.

23 And, you know, moving forward, there has to be
24 recognition of that. There just simply has to be. And
25 whether it's in the baseline or in the cap, those are

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1 decisions that were made, those are decisions that can
2 be changed. And they would -- what we're asking for is
3 to not be the only one giving here. This is hugely
4 impactful for our company, far moreso, as we've
5 demonstrated, than other players at Chicago or other
6 players in the network as a whole.

7 MR. QUAYLE: If you were asking American
8 Airlines to drastically reduce their Dallas-Fort Worth
9 schedule, I guarantee you Robert Isom would be at your
10 front door. I'm not doing that. I'm just asking for
11 fair, proportional balance. [REDACTED]

[REDACTED]
[REDACTED]
[REDACTED] Like, we are creating high-quality jobs
14 across this country. We are the largest purchaser of
15 Boeing aircraft in the world outside the federal
16 government for the Air Force, United States Air Force.
17 After the Air Force, we are the largest procurer of
18 Boeing jets.

19 MR. EDWARDS: [REDACTED]
[REDACTED] [REDACTED]

21 MR. QUAYLE: [REDACTED] [REDACTED]
[REDACTED] [REDACTED] [REDACTED] [REDACTED]
[REDACTED]
[REDACTED] [REDACTED]
[REDACTED]

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1 [REDACTED] Like, this is of utmost seriousness, which
2 is why we're here. But what you're asking is not
3 something that can be agreed upon. It has to be brought
4 down fairly and equally.

5 MR. BURDHIMO: So I'm thinking that we've --
6 you've made that position abundantly clear throughout,
7 and it's appreciated.

8 MR. QUAYLE: But I don't seem to be doing a
9 good job.

10 MR. BURDHIMO: Notwithstanding whether it's
11 good or bad, what I can say is that it has been received
12 and that we're hearing you. We've considered that
13 position throughout, from the beginning of this morning
14 until now. We've got a set of decisions to be made that
15 were made throughout the day. We're hoping to make more
16 decisions based on whatever material you can present.
17 We're looking for you to help us understand a way to get
18 closer to what, you know, the target, whether it's the
19 way you would have suggested that target be produced in
20 the first place may not have been.

21 At this moment, though, we've reached a point,
22 I think, in this discussion in which we need movement in
23 the direction that we've asked for. If it is not
24 agreeable to you, you need to say that, too, which you
25 have. But we need to know whether we're getting any

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1 more. If there's no more to give, you've got to say
2 that.

3 MR. QUAYLE: So, Gian, we've made a material
4 move to something that matches the proportionality of
5 what you all have given us.

6 MR. BURDHIMO: To a different target, you know,
7 change --

8 MR. QUAYLE: No, no, no, no, no, no, no, no.
9 Hang on, hang on. Well, it depends on what -- it
10 depends on what the definition is.

11 MR. BURDHIMO: Mm-hmm.

12 MR. QUAYLE: This was the target that the FAA
13 published originally.

14 MR. EDWARDS: Summer '25 is the target.

15 MR. BURDHIMO: Yeah, I mean, at this point --

16 MR. QUAYLE: Dan, it's a target today. But,
17 you know, June 25th of 2026 was the target order.

18 MR. BURDHIMO: But, again, what you're doing
19 here -- and I appreciate what you're doing -- is trying
20 to remind us of anything that happened in the past, and
21 I get that. But today is now today. We don't have --

22 MR. QUAYLE: And tomorrow will be tomorrow.

23 MR. BURDHIMO: Got it. So, at this point,
24 tomorrow we're going to ask you to bring back closer to
25 the 179 that's missing. If you can't do that, you can

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1 tell us that, too.

2 MR. QUAYLE: Okay.

3 MR. BURDHIMO: But I don't think there's
4 anything more to talk about here.

5 MR. QUAYLE: I understand that. But with all
6 due respect, why -- why -- what gives three individuals
7 from the Department of Transportation -- who's making
8 the decision to use this baseline? Whose decision is
9 it?

10 MR. BURDHIMO: So, as you heard the
11 Administrator this morning said, these are some
12 positions that are not up for debate.

13 MR. QUAYLE: Right. I --

14 MR. BURDHIMO: So --

15 MR. QUAYLE: No, I'm not actually asking that
16 question. I'm asking the question, who at the
17 Department of Transportation's decision is it to use a
18 baseline that is causing all these problems?

19 MR. BURDHIMO: Well, they're causing problems
20 as you define them. At this point, it's the method
21 that's been chosen. And what we need now is to move
22 past this question and move to the conclusion, which is,
23 are you able to do any more reductions?

24 MR. QUAYLE: Let me ask another question --

25 MR. BURDHIMO: -- based on the --

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1 MR. QUAYLE: Who from --

2 MR. BURDHIMO: -- based on the target that the
3 FAA -- pardon me, based on the target that the FAA
4 provided, are there any more to be had?

5 MR. MORRISSEY; So, Steve Morrissey from
6 United. So your position is just, hell no, it's all on
7 us.

8 MR. BURDHIMO: I -- I'm not giving you that
9 position at all.

10 MR. MORRISSEY: That's exactly --

11 MR. BURDHIMO: That may be what you're hearing,
12 but that's not what I'm saying at all.

13 MR. MORRISSEY: -- the implication that --

14 MR. BURDHIMO: What I'm saying now is --

15 MR. MORRISSEY: -- you're not willing to
16 reconsider any decision that's been made -- made
17 differently, made differently again, made differently
18 now. But now it's all on us to make a --

19 MR. BURDHIMO: I'm merely echoing the rules of
20 engagement from this morning to now.

21 MR. MORRISSEY: Are you comfortable defending
22 that process?

23 MS. CULLIGAN: We have a notice on our -- Megan
24 Culligan, FAA. We have a notice out with the targets,
25 with the baseline, and that's what we're here to

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1 discuss.

2 MR. QUAYLE: Are you comfortable defending it?
3 Who's going to defend this?

4 MR. CONNEELY: That is an arbitrary and
5 capricious baseline. I mean, we can -- we have shown
6 that that is an arbitrary and capricious baseline. It's
7 derived from a fictitious airport and applying it -- I
8 mean, this is the easiest way to do this, and it's a way
9 that we've effectively countered you with saying we will
10 go down if you reduce everyone's operations
11 proportionately. That's effectively what we've said.

12 We've countered this. We're not -- we're not
13 closing the negotiations here, but we're countering with
14 the fact that we want the same -- what they did in 2004,
15 what I think they did in 1998. You can go back in the
16 history of O'Hare and they've done this repeatedly, and
17 we're asking for the same proportionate response.
18 Reduction, it's got to be across the board. That's how
19 this has always been done.

20 And there -- I appreciate the fact that it's in
21 the notice and the APA. You know, it's there. But that
22 doesn't impact the arbitrary and capricious nature of
23 this logic. And we've already shown in the slides, I
24 think we provided this slide to you that it doesn't even
25 do -- the purported, you know, goal of this whole

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1 exercise is to reduce congestion, and now you're talking
2 about congestion only for certain areas and allows, you
3 know, congestion in uneven ways on the airport.

4 This is not something -- I mean, we are, you
5 know, seriously looking at this from a legal perspective
6 because we think that this is vulnerable if you want to
7 continue down this path. Just being honest. I mean
8 that not as a threat but as what we've been looking at.
9 You can tell by the letters we've sent that we are
10 looking at this seriously.

11 Just one -- hey, Brett, I didn't see you there.
12 Good to see you. Brett is the top civil counsel for
13 FAA. But, anyway, this is -- I mean, we are taking this
14 very seriously.

15 MR. EDWARDS: For the record, so are we. And
16 although it was delivered very passionately and
17 professionally here today, the data you provided in
18 advance of this meeting was taken into consideration.
19 We took this very seriously. We didn't arbitrarily and
20 capriciously do anything at any fictitious airport.
21 This is real data from a real airport.

22 MR. CONNEELY: But it's -- you're applying --
23 you're applying -- so it all comes back to the gates.
24 You are applying a fact about -- that occurred in 2025
25 and you're trying to apply it to the 2026 schedule,

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1 which those are just two completely different things.
2 You cannot do that. We have more gates this summer than
3 we did last summer. So you can't apply that snapshot
4 that you guys are using as a baseline. That is not a
5 well-reasoned, you know, logical way to do this.

6 And I understand that you think you're not
7 being arbitrary and capricious, but we're saying the
8 methodology, the methodology is not reasonable. And
9 this is -- this is going to be our arguments.

10 MR. MORRISSEY: Steve Morrissey from United.
11 Very well-articulated legal arguments. I'm going to be
12 a little bit more blunt. This process has been a joke
13 from the very beginning and the impacts are falling. We
14 started the day by saying we're here in good faith.
15 We're the only ones that have shown any good faith to
16 try to get a resolution here. This process has been
17 ham-handed from the very beginning. The implications
18 are incredibly important for United Airlines, real world
19 implications.

20 American is doing cartwheels over what you're
21 doing because you have made a choice. We didn't make
22 that choice. You made the choice to set the baseline
23 where you did. You made the choice and then change it
24 and change it back. You have made the choice to lower
25 the cap from what was initially posted, then put it back

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1 up, then lowered it again.

2 That is not good faith. We put forward a good
3 faith proposal and you're saying come back with three
4 times more?

5 MR. QUAYLE: Good luck explaining why you're
6 ignoring precedent. This is a country of law and order
7 and precedent. 1998, 2004, everything that was done at
8 Newark. I am appalled that this is being run like a
9 Banana Republic. You have so many jobs at stake,
10 people's mortgages. How are you guys --

11 MR. MORRISSEY: You have made commercial
12 decisions.

13 MR. QUAYLE: -- acting like it's a joke.

14 MR. MORRISSEY: You've put yourselves in the
15 shoes of the commercial marketplace. In an effort to
16 get to a congestion decision, you have basically said
17 based on accidents of timing, decisions made at Point A
18 will be allowed to stand; decisions made at Point B
19 won't. Winners, losers, exactly what you said you were
20 trying to avoid.

21 You can't divorce this from the commercial
22 realities. You just can't. And we're being asked to
23 swallow hard. Nobody else is. We've been consistent
24 and willing to work this out at the beginning. We want
25 a resolution. But we're not going to swallow one that

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1 sticks it to us over our main competitor in our main
2 hub. We can't.

3 MR. QUAYLE: You are distorting the
4 marketplace. You are -- the government -- the
5 Department of Transportation is distorting the
6 marketplace. That is a fact and that will be proven out
7 without any doubt. You're distorting the marketplace.

8 MR. MORRISSEY: Never before can I recall where
9 a proposal that was 50/50 deemed to be unfair. Same
10 percentage, 50 percent/50 percent, and we're being told
11 in this case that's not good enough. How -- how is that
12 logical? It's because you've made a judgment that some
13 decisions are more acceptable than others because they
14 were made earlier. 50/50, proportional. You're
15 resetting market share, you're resetting gate
16 allocation, by virtue of what you're asking us to do.

17 Please tell me I'm wrong that you're not
18 resetting market share or not resetting gate allocations
19 by what you've asked us to do. And is that fair?
20 Because you are. That's an inescapable conclusion.

21 MS. PRICE: LaKisha Price for the record. So
22 we hear everything you all are saying. It does not look
23 like we're going to meet a resolution tonight. We will
24 ask that we all need a little bit of time. All right?
25 We're just getting a little emotional, so -- and we

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1 understand why. But I think we will restart tomorrow
2 morning at 9:00 a.m. and have this discussion again.

3 MR. MORRISSEY: I'd ask that you also come with
4 some good faith and not this is the way it's going to
5 be.

6 MR. QUAYLE: I would also note that we made the
7 last proposal -- we made the proposal. You should make
8 a proposal towards us. That's how a good faith
9 negotiation goes. It's not, you make a proposal and
10 then give me another proposal, give you another
11 proposal, give me another proposal.

12 We are here to receive a proposal from the
13 Department of Transportation or the Federal Aviation
14 Administration, but we are not going to get rolled over
15 and steamrolled because three individuals from the
16 Department of Transportation decide they're going to
17 cherry-pick market data and then force it down a
18 company.

19 MS. PRICE: Okay. Thank you.

20 MS. MORRISSEY: To clarify, we're done for the
21 day?

22 MS. PRICE: We're done for the day.

23 (Off record at 6:00 p.m.)

24 (Meeting resumes at 6:09 p.m. with CDA.)

25 MR. BURDHIMO: We didn't obviously end up doing

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1 an actual real plenary, so we just wanted to give you a
2 status of where we're at.

3 MS. RITTER: Thank you. Appreciate that.

4 MR. BURDHIMO: Yeah, no problem at all. So
5 we've met now, four rounds?

6 MR. EDWARDS: Three-and-a-half.

7 MR. BURDHIMO: Three-and-a-half.

8 MS. RITTER: Three-and-a-half.

9 MR. BURDHIMO: We're in the middle of round
10 four.

11 MS. RITTER: Okay.

12 MR. BURDHIMO: We've been making progress.
13 We've had some successes. But we're -- we're really at
14 a point of calling it for the night.

15 MS. RITTER: Okay.

16 MR. BURDHIMO: So we're going to end up
17 stopping after this round, but we are going to come back
18 in the morning and make another stab at it.

19 MS. RITTER: Okay.

20 MR. BURDHIMO: I think it's safe to say that
21 we've had -- on the success side doesn't get us all the
22 way to where we need to be. So we have some work to do.
23 I think that we could make an evaluation as to how --
24 what our -- you know, if we were betting as to how
25 tomorrow's going to go. But putting that aside, it's --

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1 we're far apart. So we've got some work to do. We'll
2 see how that's going to turn out tomorrow.

3 Now, they have a -- both key airlines have an
4 overnight to think about it and come back. And we've
5 given, I think, pretty clear direction as to what we're
6 expecting at 9:00 tomorrow. If they walk in the door
7 without what we're expecting, we may -- we may be at an
8 impasse, so we'll see.

9 MS. RITTER: Mm-hmm.

10 MR. BURDHIMO: That's what we're at.

11 MR. EDWARDS: We're holding firm to the -- to
12 the cap numbers and -- and, you know, the apportionment,
13 and really feel like it's almost the numbers line up
14 pretty much perfectly that says it's an even -- even
15 exercise.

16 MS. RITTER: Mm-hmm.

17 MR. EDWARDS: We're just -- we're at an impasse
18 on a couple things we said we weren't going to negotiate
19 on this morning.

20 MS. RITTER: Any talk about the time period of
21 the cap, like an end date?

22 MR. BURDHIMO: Nothing I think that we can
23 share. We did talk about general timing as opposed --
24 and I think it's safe to say we've -- we've taken their
25 opinions as to start dates.

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1 MS. RITTER: Okay.

2 MR. BURDHIMO: That was important to both the
3 airlines, was start dates was a challenge because, of
4 course, they've already got schedules cooked.

5 MS. RITTER: Yeah.

6 MR. BURDHIMO: And we -- we agreed to take that
7 under advisement. Now maybe we can have some
8 flexibility there.

9 MS. RITTER: Mm-hmm.

10 MR. EDWARDS: And no discussion on --

11 MR. BURDHIMO: Ends.

12 MR. EDWARDS: -- on an end date beyond what's
13 in the order.

14 MS. RITTER: Okay.

15 MR. BURDHIMO: That's where we're at.

16 MS. RITTER: Thank you.

17 MR. BURDHIMO: I wish there was more to say.
18 Questions, concerns, anything you've thought about since
19 we last talked?

20 MS. RITTER: No, I mean, I think we've stated
21 our piece. You know, we don't need to belabor it. I
22 know it's been a late night for all of you. We want to
23 part, as well. So, yeah, again, just, you know, we --
24 our main concerns are making sure we understand how this
25 is going to work from a facilitation standpoint, but

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1 then also, again, just having an end -- an end to that
2 cap that's a finite end and a continued dialogue and
3 just, you know, a recognition that our airfield
4 conditions are really significantly improved. 2026 --
5 already significantly improved and will continue to
6 improve during the course of the year over the 2025
7 conditions.

8 Nothing else from anyone?

9 MS. PAYNE: The 30-minute increments, anything
10 about that?

11 MS. RITTER: I don't personally have any --
12 anything at this point besides, you know, the questions
13 we asked earlier on the actual, you know, levels of --

14 MR. EDWARDS: So just to be clear, you're
15 saying that -- I'm not -- this is just my intellectual
16 curiosity here. Just to be clear what you said, you --
17 you think the current state of delays and operations at
18 the airport are already better than they were last
19 summer?

20 MS. RITTER: I -- as I sit here right now, I
21 don't have those exact statistics. When you say
22 already, because it's not summer now, you know, so
23 that's part of the problem. It's not the summer season.
24 I think that all indications tell me, as a non -- you
25 know, non -- I'm not the --

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1 MR. EDWARDS: Right. You're -- I get that.

2 MS. RITTER: But that -- all logic would show
3 that -- would lead to the conclusion that it should be
4 significantly better than last summer because airfield
5 conditions have improved significantly.

6 MR. EDWARDS: Just the reason I ask is our data
7 doesn't show that delays have improved, and you've got,
8 ballpark, 500 more flights coming at you between now and
9 June.

10 MS. RITTER: Right. And I think our position
11 is -- largely on that, is that the conditions are
12 already improved, but will continue to improve
13 significantly. You know, we talked about those dates,
14 like in September, for example, there's a lot of work on
15 Taxiway Alpha that will be completed at that time. So,
16 while those metrics might not currently bear that out,
17 and I don't know that they do or don't necessarily,
18 again, it's a little bit apples to oranges because it's
19 not summer, but we do expect continued improvement.

20 MR. EDWARDS: There's a lot of distortionary
21 impacts here, not the least of which are block times
22 being extended, which further magnifies the problem
23 because now you're -- by changing the block times,
24 airlines are giving themselves permission to be on the
25 ground longer, which is the root cause to begin with,

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1 right? So there's -- there's a lot to think about. We
2 certainly just -- yeah, you know our concerns.

3 MS. RITTER: Yeah. And we can -- again, to the
4 extent that we're going to file, you know, a renewed
5 comment with a new comment deadline, we can touch on
6 some of those points as well in a comment that we file.

7 MR. EDWARDS: Thank you. We appreciate you
8 sticking around.

9 MS. PRICE: Thank you.

10 MS. RITTER: Okay.

11 MR. EDWARDS: Yeah, we're going to reconvene
12 tomorrow at 9:00.

13 MS. PRICE: 9:00.

14 MS. RITTER: Will you have a plenary session at
15 that time, because we'll come for that.

16 MR. BURDHIMO: No, no. It's a question -- it's
17 up in the air.

18 MS. RITTER: Okay.

19 MR. EDWARDS: We're going to have to regroup
20 and likely have a discussion with the Administrator and
21 see what he wants.

22 MS. RITTER: Okay.

23 MR. BURDHIMO: Yeah, he may want to come in and
24 say something; he may not. We may just jump right in.
25 So we'll know -- we'll try to find out in the next hour

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1 and send out some notice.

2 MS. RITTER: Okay, great. Well, we'll be here
3 at 9:00 regardless. And, again, we're always at your
4 service if we can talk further.

5 MR. EDWARDS: Thank you.

6 MS. RITTER: Thank you very much.

7 MS. PRICE: Thank you.

8 MS. PAYNE: Thank you very much.

9 MR. EDWARDS: Thank you, Tracey. Appreciate
10 your time, honestly.

11 MS. RITTER: You're welcome. Thank you.
12 Appreciate your time.

13 (Off record at 6:17 p.m.)

14 (Meeting resumes at 6:18 p.m. with American.)

15 MR. BURDHIMO: Thanks again. Long day.
16 Appreciate the patience. We've -- this is completing
17 our fourth round.

18 MR. NEWMAN: Okay.

19 MR. BURDHIMO: We are 100 percent coming back
20 tomorrow at 9:00.

21 MR. NEWMAN: Okay.

22 MR. BURDHIMO: We had already talked to you
23 about having to have a conversation about those 30-
24 minute blocks, and we still think it's a good idea to
25 try to -- when possible, to get back into the normal

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1 process of doing some of that work. Again, we haven't
2 had a chance to dive deep into it, but we know there's
3 going to be some challenges, which I know was said
4 before, but saying again. So we appreciate the open
5 door for that.

6 We had an opportunity to talk to the
7 Administrator about all of this, gave him very clear
8 description of how this morning has gone, the day has
9 gone, and each of the airline-specific responses and
10 proposals. He sent us back to the table, said, you
11 know, keep going, get it done. But I have no new
12 information for you because you've done what we've
13 asked you to do.

14 I think as we discussed earlier, totally up to
15 you as to what the right contingent is for tomorrow.
16 You know, as Dan said, I think it's wise to have someone
17 around that's a decision-maker so that just in case,
18 but, yes, I think if we could hang around and have some
19 conversations, maybe we'll have a chance overnight to
20 kind of look at giving you some, hey, here's the blocks
21 that we think we're going to have challenges in. That
22 might be what we could bring back and at least we can
23 give you some information to start from our perspective.

24 But I think it's safe to say that we have work
25 to do tomorrow, and until we get that work done, I won't

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1 be able to give you some of the specific areas that I
2 could use help in.

3 MR. NEWMAN: But I guess -- Phil Newman with
4 American. So that -- I appreciate that update. But
5 overall, a decision-maker is really contingent on those
6 30-minute windows, but in terms of the parameters you
7 laid out of the top-line targets and the proportion
8 share, there's been no adjusting nor no adjusting under
9 consideration on those two kind of top line principles.
10 It's really just ensuring that a decision-maker related
11 to the 30-minute blocks -- is that a fair statement?

12 MR. BURDHIMO: I think it's a -- I think -- let
13 me break it down into a couple pieces. One, it's
14 completely fair to say that we -- let me say it this
15 way: We explained the current proposals on the table,
16 including that of yours to the Administrator, and it's
17 been very clearly communicated that that's where we're
18 at. There has been no conversation about changing any
19 of those conversations that we've had with you. There's
20 no expectation of doing that. We don't have any
21 intention to change that.

22 What we're asking is for you to be prepared for
23 the unexpected. So we have no expectations. So your
24 caveat about decision-maker related to 30 minutes, no, I
25 think we were saying a decision-maker in case something

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1 falls from the sky, we want to be able to talk to you
2 about it. We don't expect that. We're not making any
3 changes. But --

4 MR. EDWARDS: I didn't mean to say that earlier
5 to give concern. If we're -- just to be clear, we're
6 not coming off of the caps.

7 MR. NEWMAN: Thank you. That's helpful.

8 MR. BURDHIMO: And we've been holding pretty
9 strong. But I would hate for you to send everyone home
10 and then have us have something that we need to talk to
11 you about and then --

12 MR. NEWMAN: No. If there -- if there's a
13 formal session tomorrow, we're prepared to certainly
14 take part and we'll have a contingent here. But we
15 brought a very robust contingent just not knowing where
16 exactly the discussion would go on operations or on
17 different components. It seems like things have
18 narrowed in a bit more, so we want to try to be
19 cognizant of folks have --

20 MR. BURDHIMO: Our intention for round five is
21 to talk -- hopefully provide you some more specific time
22 frames that we're looking at. And we would ask you,
23 yes, you can see where they are, too, think about that
24 overnight yourselves, how might you slide around.

25 And to the topic of -- let me see, I think we

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1 figured out how to round in a way to get to a whole
2 number from what you provided us that was a little more
3 correct. So I think we're good there, too. And I think
4 that's all, unless I'm forgetting anything.

5 Questions, concerns from you guys?

6 MR. NEWMAN: Pretty clear. Thank you.

7 MR. BURDHIMO: You bet. I'm sorry to have made
8 you wait until this time of day to be able to give you a
9 quick update. That's where we are. We will start
10 promptly at 9:00. What we don't know at this moment is
11 whether we'll start with, like, a plenary as a group or
12 whether we'll dive right into the round. We'll let you
13 know as soon as we know.

14 MR. NEWMAN: Will there be any end right now,
15 or is this -- or we are free to go after this?

16 MR. BURDHIMO: You are free.

17 MS. PRICE: Free to go.

18 MR. BURDHIMO: Yeah, this -- we're done for
19 this evening. All of us. Well, you guys are done.

20 MS. PRICE: You guys are done for this.

21 MR. BURDHIMO: Yes. So you're good for tonight
22 and then we'll come back at 9:00.

23 MR. NEWMAN: Okay.

24 MS. PRICE: All right. Thank you all.

25 MR. PIEPER: Thank you.

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1 MR. EDWARDS: Thank you all.

2 MR. PIEPER: We appreciate everything today.

3 MR. EDWARDS: Oh, no, thank you. Appreciate
4 your patience.

5 (Meeting adjourned at 6:22 p.m.)

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I, Matthew Yancey, do hereby certify that the foregoing transcription was reduced to typewriting via digital audio recorded by me; that I am neither counsel for, nor related to, nor employed by any of the parties to the case in which these proceedings were transcribed; that I am not a relative or employee of any attorney or counsel employed by the parties hereto, nor financially or otherwise interested in the outcome of the action.

s/Matthew Yancey
MATTHEW YANCEY, CER