

NOMINATING AND CORPORATE GOVERNANCE COMMITTEE

CHARTER OF SPIRIT AVIATION HOLDINGS, INC.

This Nominating and Corporate Governance Committee Charter was adopted by the Board of Directors (the “Board”) of Spirit Aviation Holdings, Inc. (the “Company”) on April 25, 2025.

I. Purpose

The purpose of the Nominating and Corporate Governance Committee (the “Committee”) of the Board is to assist the Board in discharging the Board’s responsibilities regarding:

- (1) the identification of qualified candidates to become Board members;
- (2) the selection of nominees for election as directors at the next annual meeting of stockholders (or special meeting of stockholders at which directors are to be elected);
- (3) the selection of candidates to fill any vacancies on the Board;
- (4) the development and periodic review of a set of Corporate Governance Guidelines (the “Guidelines”) and other Company policies relating to governance;
- (5) the planning for succession with respect to the Chief Executive Officer and other named executive officers;
- (6) the periodic review of the composition of each committee of the Board;
- (7) the oversight of the evaluation of the Board;
- (8) oversight of the Company’s human capital management and overall culture; and
- (9) oversight and review of the Company’s environmental and social strategy and practices, in coordination with the Audit Committee’s oversight of any related risks.

In addition to the powers and responsibilities expressly delegated to the Committee in this Charter, the Committee may exercise any other powers and carry out any other responsibilities delegated to it by the Board from time to time consistent with the Company’s bylaws. The powers and responsibilities delegated by the Board to the Committee in this Charter or otherwise shall be exercised and carried out by the Committee as it deems appropriate without requirement of Board approval, and any decision made by the Committee (including any decision to exercise or refrain from exercising any of the powers delegated to the Committee hereunder) shall be at the Committee’s sole discretion. While acting within the scope of the powers and responsibilities delegated to it, the Committee shall have and may exercise all the powers and authority of the Board. To the fullest extent permitted by law, the Committee shall have the power to determine which matters are within the scope of the powers and responsibilities delegated to it.

II. Membership

The Committee shall be composed of three (3) or more directors, as determined by the Board, each of whom satisfies the independence requirements of the New York Stock Exchange (“NYSE”) and has experience, in the business judgment of the Board, that would be helpful in addressing the matters delegated to the Committee.

The members of the Committee, including the chairperson (the “Chair”) of the Committee, shall be appointed by the Board. Committee members may be removed from the Committee, with or without cause and with or without notice, by the Board. Any action duly taken by the Committee shall be valid and effective, whether or not the members of the Committee at the time of such action are later determined not to have satisfied the requirements for membership provided herein.

III. Meetings and Procedures

The Chair (or in his or her absence, a member designated by the Chair or by a majority of the Committee members present) shall preside at each meeting of the Committee and set the agendas for Committee meetings. The Committee shall have the authority to establish its own rules and procedures for notice and conduct of its meetings so long as they are not inconsistent with any provisions of the Company’s bylaws that are applicable to the Committee.

The Committee should meet as often as it determines advisable to fulfill its duties and responsibilities, but in no event less than twice per fiscal year. Meetings of the Committee may be called by the Chair upon notice given at least twenty-four hours prior to the meeting, or upon such shorter notice as shall be approved by the Committee. The Chair shall designate a secretary for each meeting who shall record minutes of all formal actions of the Committee (absent an explicit designation by the Chair, minutes will be recorded by a member of Company management in attendance or, if none, by a member of the Committee). A majority of the Committee members, present in person or by phone/video, shall constitute a quorum. A majority of the members present shall decide any questions brought before the Committee, except to the extent otherwise required by the Company’s certificate of incorporation or bylaws (each as in effect from time to time). Notwithstanding the foregoing, in the event the Committee consists of only two members, both members must be present, in person or by phone, to constitute a quorum, and any questions brought before the Committee must be decided by unanimous vote. Meetings of the Committee may be held by conference call. Unless otherwise restricted by the Company’s bylaws, any action required or permitted to be taken at any meeting of the Committee may be taken without a meeting if all members of the Committee consent thereto in writing, and such writing is filed with the minutes of the Committee.

All non-management directors who are not members of the Committee may attend and observe meetings of the Committee but shall not be entitled to vote. The Committee may, at its discretion, include in its meetings members of the Company’s management, or any other person whose presence the Committee believes to be desirable and appropriate. Notwithstanding the foregoing, the Committee may exclude from its meetings any person it deems appropriate, including but not limited to, any director who is not a member of the Committee.

The Committee may retain any independent counsel, experts or advisors that the Committee believes to be desirable and appropriate. The Committee may also use the services of the Company’s regular legal counsel or other advisors to the Company. The Company shall provide

for appropriate funding, as determined by the Committee, for payment of compensation to any such persons employed by the Committee and for ordinary administrative expenses of the Committee that are necessary or appropriate in carrying out its duties. The Committee shall have the authority to retain and terminate any search firm to be used to identify director candidates, including the authority to approve such search firm's fees and other retention terms.

The Chair shall report to the Board regarding the activities of the Committee at appropriate times and as otherwise requested by the Chair of the Board.

IV. Powers and Responsibilities

1. (i) At an appropriate time prior to each annual meeting of stockholders at which directors are to be elected or reelected, the Committee shall recommend to the Board for nomination by the Board such candidates as the Committee, in the exercise of its judgment, has found to be well qualified and willing and available to serve.

(ii) At an appropriate time after a vacancy arises on the Board or a director advises the Board of his or her intention to resign, the Committee shall recommend to the Board for appointment by the Board to fill such vacancy, such prospective member of the Board as the Committee, in the exercise of its judgment, has found to be well qualified and willing and available to serve.

(iii) For purposes of (i) and (ii) above, the Committee may consider the following criteria, among others the Committee shall deem appropriate, in recommending candidates for election to the Board:

- (a) personal and professional integrity, ethics and values;
- (b) experience in corporate management, such as serving as an officer or former officer of a publicly held company, and a general understanding of marketing, finance and other elements relevant to the success of a publicly-traded company in today's business environment;
- (c) experience relevant to the Company's industry and with relevant regulatory matters;
- (d) experience as a board member or executive officer of another publicly held company;
- (e) relevant academic expertise;
- (f) practical and mature business judgment, including ability to make independent analytical inquiries;
- (g) other relevant business or career experience relevant to the success of the Company that may be complementary or of added value to the skills and experience possessed by other Board members; and
- (h) any other relevant qualifications, attributes or skills.

2. The Committee shall periodically review the performance of each current director due for re-election at the next upcoming annual meeting of stockholders and shall consider the results of such evaluation when determining whether to recommend the nomination of such director for an additional term.
3. In appropriate circumstances, the Committee, in its discretion, shall consider and may recommend the removal of a director for cause, in accordance with the applicable provisions of the Company's certificate of incorporation and bylaws.
4. The Committee shall develop and recommend to the Board a set of Guidelines and shall periodically review and recommend any revisions to such Guidelines to further the goal of providing effective governance of the Company's business for the long-term benefit of the Company.
5. The Committee shall review annually the Company's succession plans with respect to the Chief Executive Officer and other named executive officers and make recommendations to the Board, accordingly.
6. The Committee shall consider, develop and recommend to the Board such policies and procedures with respect to the nomination of directors or other corporate governance matters as may be required or required to be disclosed pursuant to any rules promulgated by the Securities and Exchange Commission or otherwise considered to be desirable and appropriate in the discretion of the Committee.
7. The Committee may review, and make recommendations to the Board, regarding the composition of each committee of the Board.
8. The Committee shall oversee the Board in the Board's annual review of its performance (including its composition and organization) and will make appropriate recommendations.
9. The Committee shall evaluate annually its own performance, including its compliance with this Charter, and provide the Board with any recommendations for changes in procedures or policies governing the Committee. The Committee shall conduct such evaluation and review in such manner as it deems appropriate.
10. The Committee shall periodically report to the Board on its findings and actions, including when requested by the Chair of the Board.
11. The Committee shall review and reassess this Charter annually and submit any recommended changes to the Board for its consideration.
12. The Committee shall be responsible for the oversight and review of the Company's environmental and social strategy and practices, in coordination with the Audit Committee's oversight of any related risks.

V. Delegation of Duties

In fulfilling its responsibilities, the Committee shall be entitled to delegate any or all of its responsibilities to a subcommittee of the Committee, to the extent consistent with the Company's certificate of incorporation, bylaws and applicable law and rules of markets in which the Company's securities then trade.

As adopted, by order of the Board of Directors:

Thomas Canfield
Secretary