



Director/CEO Newsletter

All in for Mission Support

Since 1895, the Army & Air Force Exchange Service has gone where Warfighters go, with goods and services to enhance readiness and resiliency. Nearly 130 years later, supporting Warfighters remains the Department of Defense retailer's core mission.

The Exchange takes its responsibility to Warfighters seriously. In fiscal 2023, the Exchange recorded \$8.5 billion in revenue while achieving \$512 million in dividend-eligible earnings. These earnings enabled the Exchange to contribute \$308 million to crucial Quality-of-Life programs that promote readiness for Soldiers, Airmen and Guardians. Every dollar of Exchange earnings—100%—supports the military community.

The Exchange is highly efficient, achieving industry-leading performance with a 12% Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA) as a percent of revenues vs. the industry average of 7%. EBITDA is the most common measurement of cash generation used in the industry. The Exchange produced \$763 million in cash in 2024 and provided goods and services worldwide, supporting the military mission and lethality.

Since 2012, the Exchange has reduced more than \$2 billion in debt. Its credit rating is AA-, a notch above Target. The Exchange has passed an independent third-party audit each of the past 20 years.

No other single organization can perform the Exchange's unique role in serving the military. In the last 10 years, the Exchange has provided more than \$15 billion in value to the military community through sales tax savings; military-exclusive pricing; Veteran and spouse employment; MILITARY STAR card benefits and more.

More information on the lifelong Exchange benefit can be found [here](#). It's an honor to serve alongside you and go where you go.



Veteran For Life!

Tom Shull
Director/CEO

Mission Support

The Exchange's "We Go Where You Go" mission is at the forefront of all we do. The Exchange, which operates in more than 30 countries, delivers unprecedented support at the tip of the spear. More than 300 facilities serve 67,000 troops in austere locations in Southwest Asia and Eastern Europe. In 2023, the Exchange supported more than 48,000 Warfighters during 20 training exercises in Europe and the Pacific.

During training exercises and natural disasters such as hurricanes, typhoons and forest fires, the mobile field Exchanges—stores on wheels—deploy so troops have access to goods they need to complete their missions.

No matter where the mission is, Military Clothing stores specialize in uniforms and tactical gear—a unique capability. The Exchange is the official source for government-certified authentic uniforms and outfits 640,000 Warfighters at cost annually.

The Exchange cares for Warfighters' families too. Each year, the Exchange serves 3.1 million meals at Department of Defense Education Activity schools overseas each year. Service members can focus on their mission, knowing their children are being fed nutritiously.

Quality-of-Life Force Multipliers

Tax-free shopping and military-exclusive pricing are lifelong benefits for Warfighters. All who served honorably can shop tax-free for life at ShopMyExchange.com. Disabled Veterans and Department of Defense civilians can shop in person. Authorized shoppers have access to:

- 118 PXs/BXs with national brands
- 540 convenience stores
- 386M gallons of fuel dispensed in 2023
- 300+ wellness services

Veterans and military spouses have a home with the Exchange. More than 60,000 Veterans and spouses have been hired since 2013. Military spouses can maintain their careers during PCS's—which is critical to force retention.

The Exchange provides a taste of home to every service member through name-brand goods and services. As a partner in Army, Air Force and Space Force recruiting, readiness and lethality, the Exchange remains an important non-pay benefit to Warfighters and Veterans.