NEWS RELEASE

American Airlines strengthens 40-year Charlotte commitment with new 10.5-year agreement

2026-11-10

- A new Airline Use and Lease Agreement between Charlotte Douglas International Airport (CLT), American Airlines and other signatory carriers has been approved, establishing a framework for continued growth and investment at the airport.
- The agreement paves the way for approximately $2 billion in airline-funded infrastructure investment through the CLT Beyond capital program, including an expansion of Concourse C and improvements across the terminal, airfield and airport facilities.
- Building on more than 40 years of American's commitment to Charlotte and the Carolinas, the 10.5-year agreement sets the stage for future growth at the airline's second-largest hub.

CHARLOTTE, North Carolina — American Airlines and other signatory carriers reached a new Airline Use and Lease Agreement with Charlotte Douglas International Airport (CLT), approved by Charlotte City Council. The new agreement is a great deal for taxpayers, unlocking significant airline-funded infrastructure investments to support continued growth and enhance the experience for customers traveling to, through and from Charlotte.

The agreement includes approximately $2 billion in preapproved capital improvements through the CLT Beyond program spanning the terminal, airfield and key airport facilities, positioning CLT and the region for future growth. These projects will create jobs and opportunities for small businesses to serve the airport and enable even more international air service in the future.

"For more than 40 years, American has grown alongside Charlotte, helping transform CLT into a global gateway while creating jobs and driving economic growth across the Carolinas and beyond," said American's CEO Robert Isom. "We are grateful to the City of Charlotte, the airport, Mayor Harrington, the City Manager, the City Council and

our many partners for their commitment to shaping the next era at CLT together. The investments this new lease enables will create new opportunities, strengthen Charlotte's connections to global business and tourism, and build an airport that will serve our customers, our team members and this community for decades to come."

Among the planned improvements are an expanded Concourse C with additional gates, renovated international arrivals facilities, airfield improvements, modernization of critical airport infrastructure and planning for the airport's next phase of growth.

The 10.5-year agreement begins Jan. 1, 2027, and extends through June 30, 2037. It reflects a shared long-term vision among the airport, American and other signatory airlines to keep CLT competitive, financially strong and positioned for responsible growth.

"This agreement reflects the power of partnership and a shared belief in Charlotte's future," said CLT Airport CEO Haley Gentry. "Together with American, we are advancing the infrastructure needed to serve our growing region, strengthen the customer journey and ensure CLT remains a leading global gateway for decades to come."

American's commitment as Charlotte's hometown airline

American's commitment in Charlotte spans more than four decades, building CLT into its second-largest hub and advancing the airport's role as a global gateway. Today, CLT is a cornerstone of American's network, with up to 650 daily departures that bring global travelers to Charlotte, connect Charlotte to the world and provide seamless connections through CLT to more than 180 destinations across 27 countries.

Approximately 16,500 American Airlines team members are based in Charlotte, making the airline one of the region's largest employers that continues to lead the way in career growth, workforce development and economic mobility.

"American's commitment to Charlotte is reflected in what we continue to build here: sustained investment, strong partnerships and one of the world's largest hub operations, powered by thousands of dedicated team members," said American's Senior Vice President of CLT Operations Ralph Lopez Massas. "And we're not slowing down. We're investing in our team, operation and customers to make CLT even stronger and unlock new opportunities for Charlotte and the communities we serve."

Investing in the travel journey to, through and from Charlotte

The airport capital program complements other significant investments American is making to enhance the travel experience at CLT.

- A premium experience bigger than ever: American plans to open the **largest Admirals Club® lounge in its**

network at CLT. The new space will span more than 40,000 square feet and be centrally located in the airport's atrium mezzanine, drawing inspiration from Charlotte's unique character and southern charm. American has also announced plans to introduce Charlotte to its first-ever Flagship® lounge as part of its ongoing investments at the hub.

- Connecting Charlotte with the world: In summer 2027, American will operate its largest-ever trans-Atlantic schedule from CLT, with 11 daily flights to nine European destinations. The schedule includes new nonstop service to Barcelona, Spain (BCN), alongside service to Athens, Greece (ATH); Dublin (DUB); Frankfurt, Germany (FRA); London (LHR); Madrid (MAD); Munich (MUC); Paris (CDG); and Rome (FCO).
- Building an even stronger operation: American continues to invest in its team, schedule and technology to deliver a more reliable operation and an enhanced customer experience. Those investments are driving results, with the CLT team achieving record operational performance and customer satisfaction while caring for approximately 80,000 customers and 50,000 bags a day.

Fueling North Carolina's economic engine

American's CLT hub contributes **more than $30 billion to North Carolina's economy** and supports more than 150,000 jobs statewide.

- Building aviation career pathways: American and the Aviation Institute of Maintenance (AIM) Charlotte campus **recently expanded their partnership** to provide pathways to aspiring aircraft mechanics. American is also funding $25,000 in scholarships to local high school students with AIM offering thousands of dollars in tuition support to CLT airport workers, regardless of employer.
- Creating opportunity for Charlotte: American works with Charlotte-area schools, colleges, universities and workforce organizations to connect residents with aviation careers and strengthen the region's talent pipeline.
- Part of the fabric of Charlotte: American's purpose to care for people on life's journey is embedded throughout the community. American is an Official Airline of the Carolina Panthers and Charlotte FC and supports local organizations and volunteer projects throughout the year that make Charlotte stronger.

"CLT's success is inseparable from Charlotte's success," Isom added. "We are proud to be Charlotte's hometown airline, and we look forward to continuing to invest in the people, infrastructure and connections that will move this region forward for generations."

About American Airlines Group (NASDAQ: AAL)

American Airlines is a premium global airline connecting more of the U.S. to the world. With roots tracing back to an air mail carrier in the Midwestern United States in 1926, American now operates more than 6,000 daily flights to more than 350 destinations in more than 60 countries and serves more than 200 million customers annually. Powered by a proud and talented team of 130,000 aviation professionals, American's team lives out the airline's

purpose of caring for people on life's journey every day.

The world's largest airline proudly celebrates its centennial year in 2026, reaching a milestone that reflects a century of innovation and the Forever Forward℠ spirit that changed the industry and the world. American introduced the first scheduled air cargo service, the first airport lounge and the first airline loyalty program and continues to reinvent the customer experience today. The airline is also a founding member of the oneworld alliance, whose members serve more than 900 destinations around the globe.

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