



NEWS RELEASE

TCU study finds American's DFW hub supports \$70 billion in annual economic activity and more than 350,000 jobs across North Texas

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- American's hub at DFW generates around \$70 billion in annual economic output across North Texas
- The hub also supports an estimated 350,000 jobs across the region
- Analysis highlights American's connectivity as a key driver of corporate headquarter growth in metroplex

FORT WORTH, Texas — **A new analysis** from the Texas Christian University (TCU) Center for Supply Chain Innovation in the Neeley School of Business finds that the American Airlines hub at Dallas Fort Worth International Airport (DFW) supports around \$70 billion in annual economic output and 350,000 jobs across North Texas.

The report highlights the pivotal role American plays in powering the region's economy through its extensive network, global connectivity and continued investment in North Texas. The study found that American's DFW hub enables a scale of air service and connectivity far in excess of what local demand alone could support, helping businesses reach customers, attract talent, access global markets and compete more effectively.

American operates its largest hub at DFW, employing more than 37,000 team members in the region, serving more than 69 million passengers annually and providing access to 230 destinations in 30 countries. American also serves 23 airports across Texas, more than any other commercial carrier. The airline accounts for approximately 82% of DFW's commercial passenger traffic.

"For decades, North Texas has grown alongside our DFW hub, and this study demonstrates just how deeply interconnected our shared success has become," said American's CEO Robert Isom. "The value of our hub extends

far beyond the airport. By connecting North Texas to hundreds of destinations around the world, we're helping attract investment, support jobs, strengthen local businesses and position this region to compete on a global stage. As North Texas continues to grow, American is proud to be investing alongside the communities we serve and helping create opportunities for generations to come."

The study also notes that American's connectivity helps strengthen North Texas' ability to attract corporate headquarters, major business investments and high-value jobs. Dallas-Fort Worth has attracted more than 100 headquarters relocations since 2018, leading the nation among U.S. metropolitan areas. The report concludes that American's air service network provides a critical competitive advantage for companies considering where to locate and expand.

"This study reflects what TCU does best, bringing an independent eye to questions that matter to our region. Fort Worth-based American Airlines is one of North Texas' defining institutions, and understanding the full scope of its impact helps all of us build on the momentum that has propelled Dallas-Fort Worth forward," said Daniel W. Pullin, Chancellor, Texas Christian University. "We are also investing back into DFW's economy. TCU's aviation programs will soon train the next generation of aviation professionals in the shadow of American's global headquarters, and many of our graduates will spend their careers driving this economy and this industry."

The study comes as North Texas continues its remarkable growth. Over the last five decades, the Dallas-Fort Worth region has expanded from roughly 2.4 million residents to more than 8.5 million today, making it one of the fastest-growing metropolitan areas in the United States. The analysis found that American's connectivity has helped support that growth by linking North Texas businesses and residents to markets around the world.

The impact highlighted in this study is only expected to grow. American and DFW recently unveiled plans for a **nearly \$4 billion expansion of Terminal F**, doubling the number of planned gates, expanding international facilities and creating additional capacity to meet the region's continued growth. There are also major infrastructure improvements happening at Terminals A and C. As North Texas continues to attract new residents, businesses and investment, American's ongoing commitment to its DFW hub will help ensure the region remains one of the nation's leading centers for commerce, connectivity and economic opportunity.

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 ForwardSM 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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