

# Urban Land Institute

February 2024

# American Airlines



## Fort Worth

Corporate Headquarters



**340** destinations in **55** countries



**130,000** global team members



**85%** of team members unionized

## Post-Pandemic Hub Sizes

### DFW

>900 daily flights  
>64M customers

### MIA

>325 daily flights  
>30M customers

### DCA

>250 daily flights  
>13M customers

### CLT

>680 daily flights  
>45M customers

### PHL

>300 daily flights  
>16M customers

### PHX

>230 daily flights  
>18M customers

### ORD

>380 daily flights  
>20 customers

### NYC

>260 daily flights  
>16M customers

### LAX

>120 daily flights  
>11M customers

*Departures based on July 2024 peak day (selling as of 2/16/24)  
Customers based on total arriving/departing airport FY23*

# Operations: Integrated Operation Control Center (IOC)



# NC snapshot: Economic Impact



Approximately **73% of total seats** available in North Carolina are offered by American Airlines.



**\$3.4** BIL  
direct output



**16,000**  
team members  
statewide



**\$26** MIL  
annual hotel spend



**\$14.9** BIL  
total output



**147,214**  
employment  
impact



**5%**  
CLT Airport's contribution  
to NC GDP

# CLT snapshot: Hub overview.



American's second largest hub and most cost-competitive airport in North America, CLT connects more customers than any other airport in our system.



Averages **680+** daily flights.

**168**

destinations

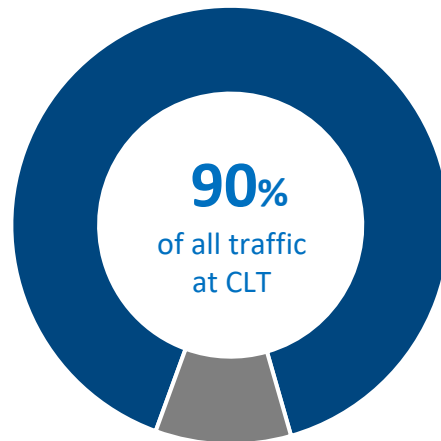


**25**

countries

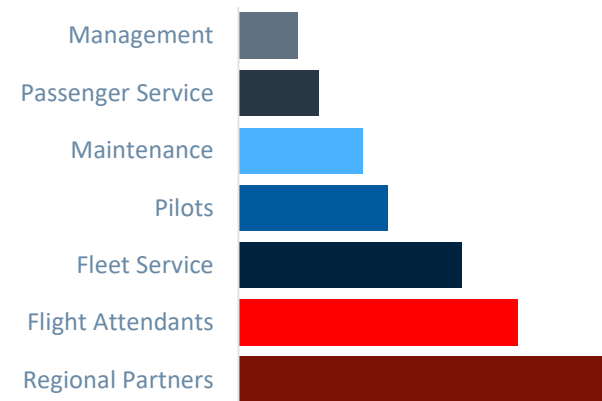


Served more than **41 million** customers in 2023.



Employs approx. **14,000 team members.**

5<sup>th</sup> largest employer in Mecklenburg County



# CLT hub: Passenger terminals.

	Airport	American
Current Gates	114	88
Future Gates <i>After Terminal A North Phase II</i>	124	93

mainline  
gates

45

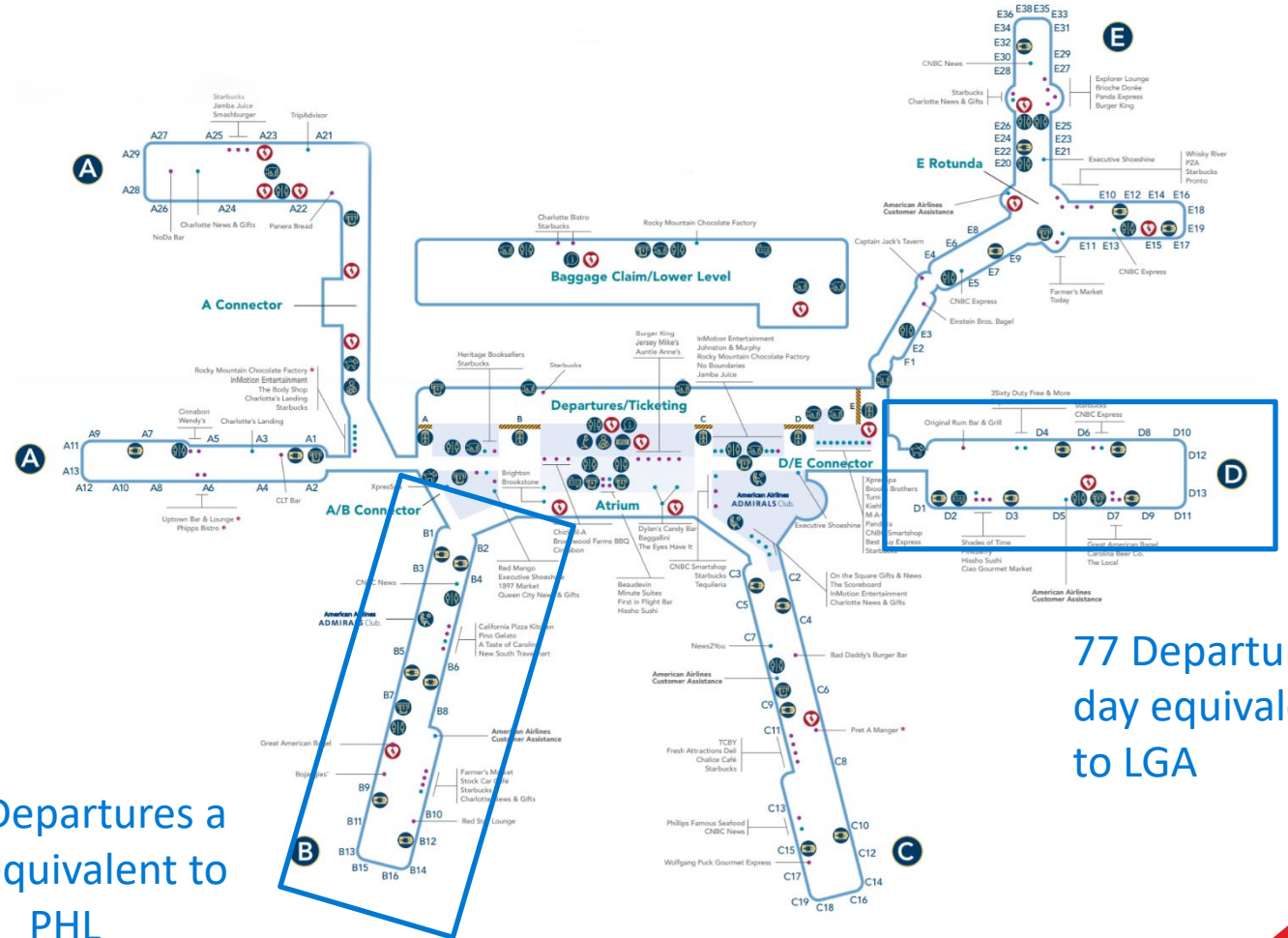
Admirals  
Clubs

2

regional  
gates

42

131 Departures  
a day equivalent to  
PHL



77 Departures a  
day equivalent  
to LGA

# CLT hub: Scheduled operations by fleet type

\*Summer 2024 Fleet Mix at CLT

Fleet	Aircraft Type	Scheduled Flights Per Day (YTD)	Percent of Schedule (YTD)
Narrowbody	A319	53	8%
	A320	52	8%
	A321	182	27%
	B737	103	15%
Widebody	B777	9	1%
Regional	CRJ-700 / 900	165	25%
	ERJ-175	16	2%
	ERJ-145	93	14%
		<b>673</b>	<b>100.0%</b>

During the pandemic, American **retired several older fleet types**—including the B757, B767, A330, E-190 and CRJ-200.

Current fleet is **quieter** meeting Stage-4 capabilities and is **15-20% more fuel efficient**.

41% of operations occur on regional aircraft

# Operations: Flight scheduling

Operating a bank structure in a hub allows a large number of customers to arrive on flights and connect on departing flights in a short time period.

70% of all aircraft depart CLT then return later in the day.

One quarter of all American aircraft connect through DFW and CLT each day

05:00	06:00	07:00	08:00	09:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00	00:00	
1626 TN ORD 38	0784 TN DFW 32	5024 GSO CP9 CHS 5159	0895 TN CUN 32	5322 JAN CP9 ABE 5052	5567 TYS CP9 AVP 5095	0404 ORD 320 BDL 2345	0448 SFO A21 MIA 1200	1112 RIC 321 MIA 2700	0828 MEX 19W TF	6209 GSO EMP 6206	2917 DFW 321 TF	5217 AVP CP9 TYS 5536	0855 DFW 321 TF	1623 ORD 38K TF						
1415 ONT 38K TF	1668 TN ORD 32	2415 LAS A21 LGA 1639	0487 TN LAX 32	6156 ITH EMP CHK 6063	6038 EVV EMP CHO 6078	0731 LHR 772 MIA 0775	5065 JAX CP9 DTW 5233	2013 SAT 38K ORD 2488	1519 BZN 38K TF	5147 BUF CR7 HPN 5152	1778 CLN A21 TF	4543 ILM R75 XNP 5009		1739 MIA 38K TF						
1849 PDX A21 TF	0511 TN PHL A2	0850 LAX A21 TF	2080 TN ORD 38	1376 TN EWR 32	4611 ILM R75 GI 4593	2220 PHL 321 PHX 0507	1711 MCO A21 PBI 1833	5073 ATL CP9 TYS 5051	5257 EWN CR7 GSP 5626	0792 CUN A21 TPA 2022	5084 FSD CR7 CAK 5184									
0707 LAX A21 TF	0770 TN MIA 38	1896 MCO A21 MCO 1711	0511 TN PLS 321	5541 FSD CR7 LFT 5315	5154 BTV CP9 CHS 5274	4946 DCA R75 HHH 4926	1651 SAN A21 FLL 0403	5085 SAV CP9 JAX 5526	1439 JAC 319 MIA 2269	1878 LIR 320 PVD 2566										
0596 SAN 321 TF	4718 PIT R75 ALB 4532	0840 TN MBJ A21	0627 BNA 321 SAN 2142	5140 BHM CR7 AVL 5576	0772 JAX 320 JFK 2246	2641 ORF 320 DCA 1775	4855 BNA R75 EYW 4991	1876 YXZ 320 TF	4534 ATL R75 AL 4834	2948 MBJ 321 TF	0434 AUS 321 TF									
2793 SEA A21 TF	4849 CMH R75 EYW 4569	1180 TN BOS A2	0550 PBI A21 LAS 2470	2036 LGA 320 RDU 1897	1616 MCI 38K RDU 2704	6124 ROA EMP LEX 6212	5436 BHM CP9 CVG 5224	5314 ORW CR7 LFT 5580	0879 PLS 321 TF	1449 DSM A19 GI 1442										
2083 SMF 321 TF	1917 ORF 321 TF	1440 TN OMA A1	1852 TN SJU 321	4657 HHH R75 OKI 4514	5145 ATL CP9 JAN 5206	6103 ROA EMP RDA 6198	5607 SDF CP9 BDL 5993	0540 PHX 321 PHX 0618	5442 MSN CP9 TYS 5292	1706 SJO 38K BOS 1937										
2480 LAS A21 TF	6205 PHF EMP LEX 6094	4716 CMH R75 HHH 4869	5194 GNV CP9 MCI 5498	6242 RIC EMP PAY 6025	5387 CHA CR7 GPT 5272	2358 MIA 38K ONT 1515	4982 PIT R75 CMH 4933	1682 MCO A21 TF	2470 LAS A21 ORD 0689											
0640 PHX 321 TF	0628 LGA 38K PUJ 0865	1975 BDL 320 DTW 1358	2941 TN MIA 321	2945 TN FLL 321	5706 IAD CP9 TYS 5389	0620 DCA 320 EWR 1373	6170 PGV EMP CHO 6017	1852 SJU 321 RSW 1963	1179 ORD 321 TF	2178 MIA A21 AUS 0764										
1783 SFO A21 TF	0937 MYR A05 AUS 0885	5069 MKE CR7 FNT 5127	0304 BOS 321 LGA 2068	0893 NAS 38K PHL 0864	5709 PVD CP9 CAE 5437	1378 DEN 38K DFW 2602	5271 GNV CP9 TF													
	2111 PHX 321 SRQ 0970	0622 BOS 321 PHX 0588	2646 PBI A21 SJU 1236	2912 TPA A21 TPA 2905	1952 LAX A21 RSW 1930	0895 CUN 321 DFW 2319	5582 IAD CP9 DAY 5396	0329 PHX 321 MIA 2818												
	5201 IAD CP9 SYR 5284	5193 PIA CR7 PIA 5020	4932 DSM R75 BNA 4855	5239 PIT CP9 MKE 5697	5242 MSN CP9 AVL 5044	5336 IAD CR7 DAY 5682	0630 ORF A21 LAX 1721	5155 CAK CP9 TF												
	5133 OAJ CP9 EWN 5472	5228 BHM CP9 ROC 5486	0354 BWI 320 YYZ 1876	5392 CAK CR7 LIT 5356	4913 SRQ R75 ATL 4534	0611 PLS 321 BNA 2232	0727 PHX 321 PHX 2307	5379 PNS CP9 TF												
	5399 SBN CP9 RDU 5037	1609 BWI 38K SJO 1707	5174 IND CP9 MYR 5385	5284 SYR CP9 ILM 5308	2398 FLL 321 LAX 2947	5699 HSV CR7 CRW 5207	2681 PWM 320 BDL 0657	5307 HSV CR7 AVL 5100												
	4559 DAB R75 DCA 4946	2669 JAX 319 STT 0796	2389 EWR 321 ORD 1650	2238 JFK 38K ORD 1883	2795 ORD 38K CLE 0880	2213 BDL 320 TPA 0503	1954 SAN 321 PHL 1648	2288 PIT 19W TF												
	1444 GRR A19 BNA 0817	5158 CHS CP9 MKE 5652	5338 DAY CR7 A 5142	2396 MIA 321 SAT 1988	2504 EWR 321 BWI 0871	5156 CAK CR7 BHM 5113	2478 SYM 319 BNA 2060	1021 SLC 321 EWR 2718												

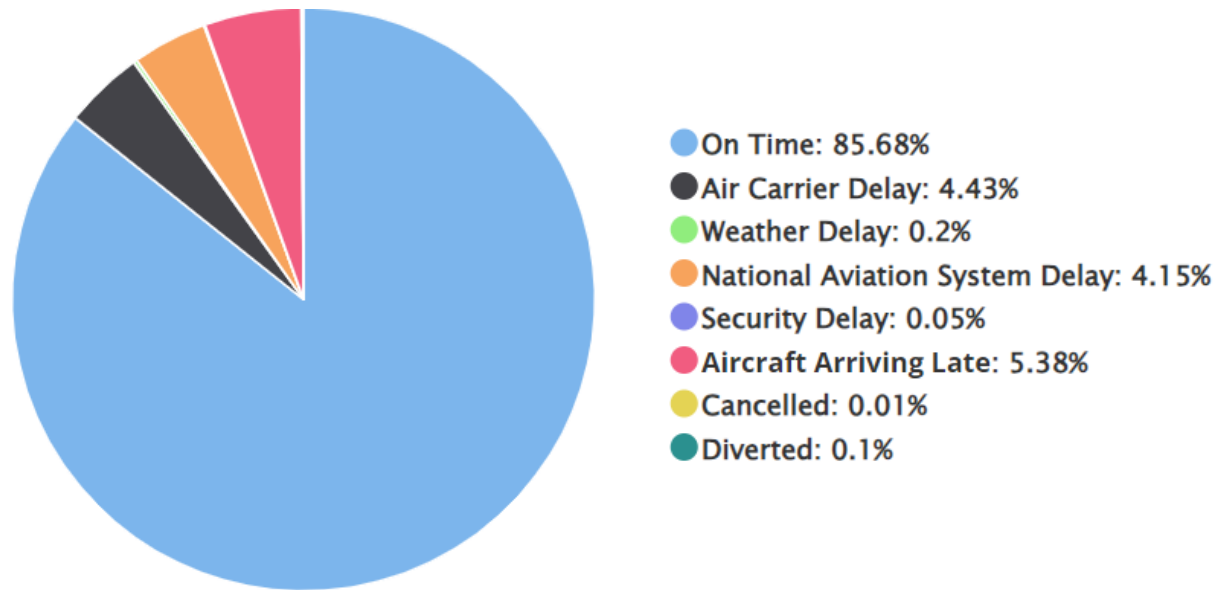
Bank 1    Bank 2    Bank 3    Bank 4    Bank 5    Bank 6    Bank 7    Bank 8    Bank 9



# Operations: Causes of flight delays

## American On-Time Arrival Performance at CLT

November 2023



**Air Carrier Delays** are caused by maintenance, crew availability and scheduling, catering and other flight servicing issues.

**Aircraft Arriving Late** are delays caused by flights that don't depart on-time from their point of origin. American has a targeted Right-Start metric to help ensure aircraft start the day on-time.

**National Aviation System Delays** are attributable to weather, airspace constraints, traffic management programs and other FAA issues.

# CLT snapshot: A unique market.

**population**

second smallest hub market for any airline

**customers**

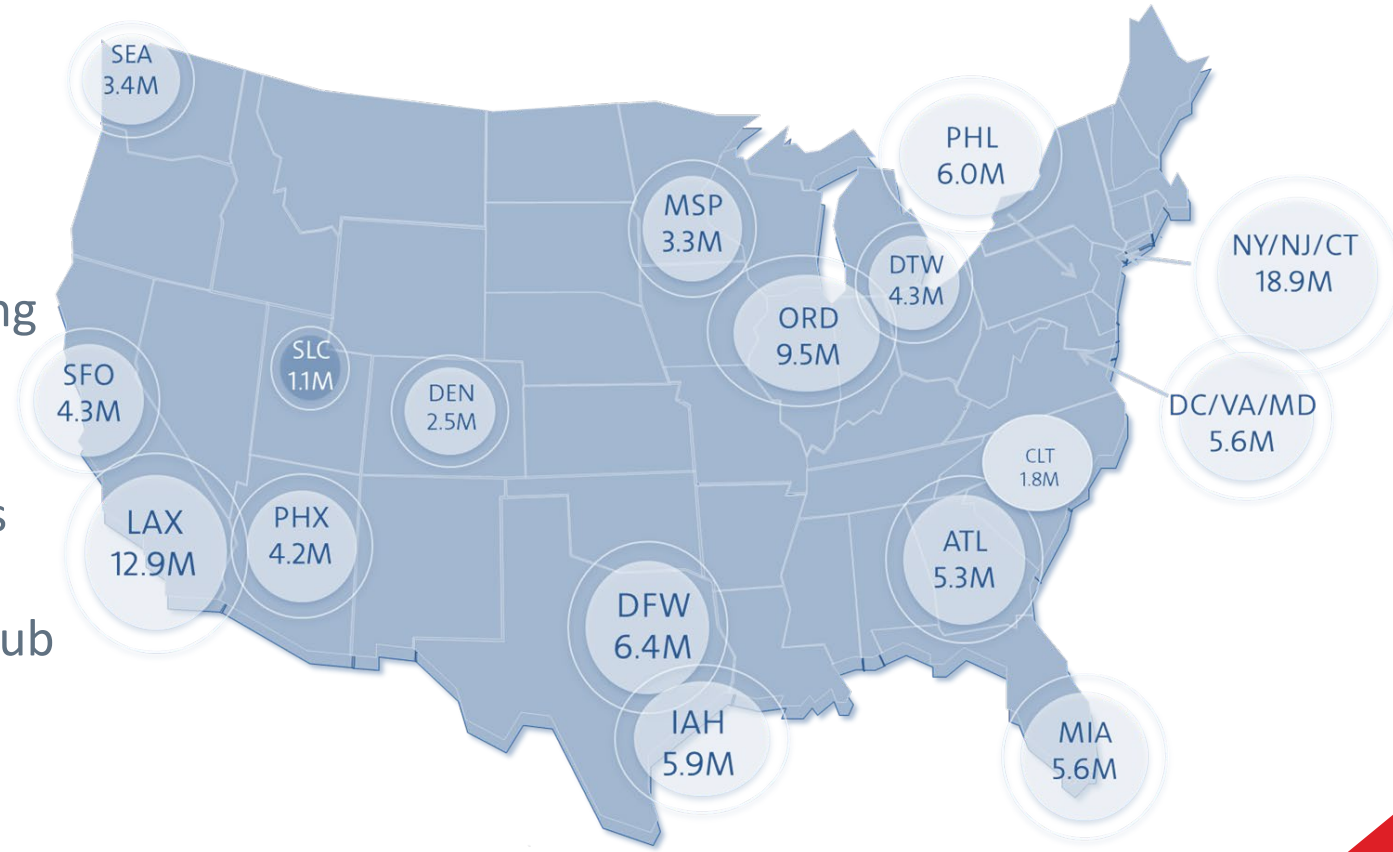
largest number of connecting customers

**per capita wealth**

lowest of all east coast hubs

**flights**

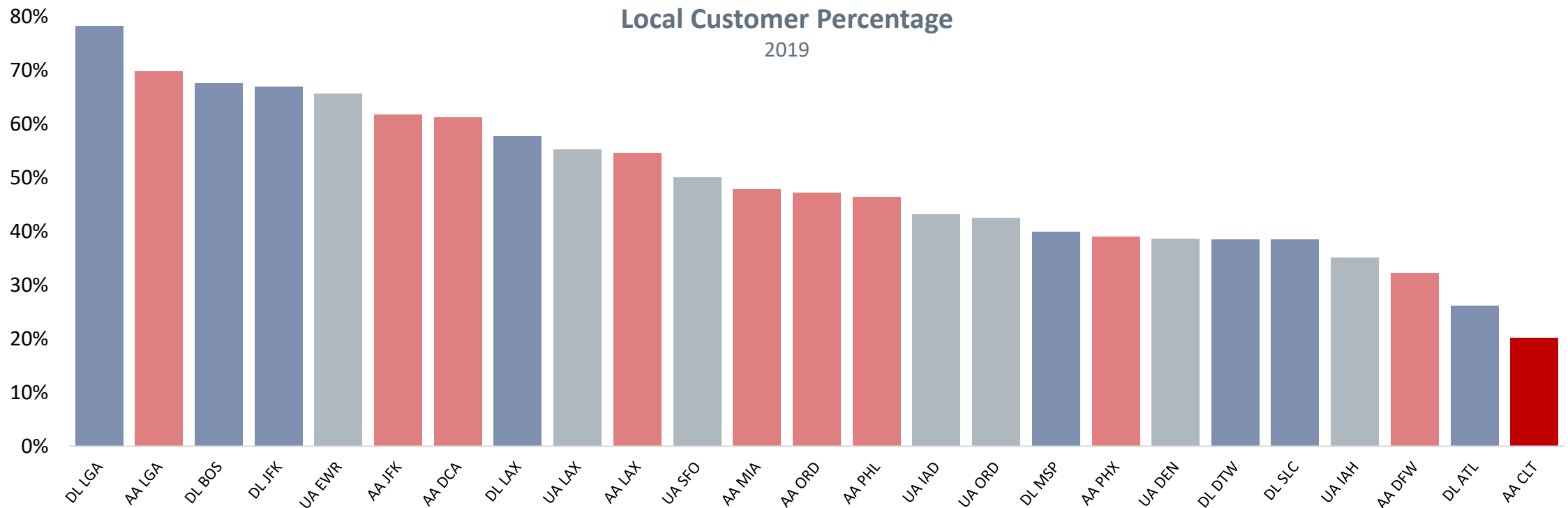
third largest single-carrier hub in the world based on departures






# CLT snapshot: A unique market.

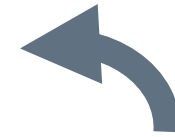


CLT has the **lowest number of local-originating customers** per flight of any domestic hub.



# CLT snapshot: Market comparison.

			
MSA size	2.6 million	2.5 million	6.1 million
MSA ranking	23 <sup>rd</sup>	24 <sup>th</sup>	9 <sup>th</sup>
Peak day departures	655	109	806
Destinations	168	37	199
Avg. trips per market	4	2	4
Total departing seats	73,820	15,616	127,483
YO3Y seats	(1%)	(12%)	(11%)



CLT MSA is 57% smaller than ATL, but **American at CLT is only 40% smaller than Delta at ATL.**

CLT MSA is slightly larger than SAT, but **American at CLT is 5x larger** than all carriers combined at SAT.



# NC snapshot: International air service (2024)

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## Caribbean

- Antigua & Barbados
- Aruba
- Bahamas (ELH, GGT, MHH, NAS)
- Bermuda
- Curacao
- Dominican Republic (AZS, POP, PUJ, SDQ)
- Grand Cayman
- Grenada
- Jamaica
- St. Kitts and Nevis
- St. Martin
- St. Lucia
- Turks and Caicos

## Mexico

- Cancun
- Cozumel
- Los Cabos
- Mexico City
- Puerto Vallarta

## Central America

- Belize
- Costa Rica (SJO, LIR)

## Canada

- Montreal
- Toronto
- Calgary
- Vancouver

## Europe

- London-Heathrow (3x daily)
- Munich (daily)
- Frankfurt (daily)
- Madrid (daily)
- Dublin
- Paris
- Rome

## From Raleigh-Durham

- London-Heathrow (1x daily)
- Cancun (seasonal)

# Operations: Breaking down ticket costs

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federal taxes

**21%**



fuel expense

**26%**



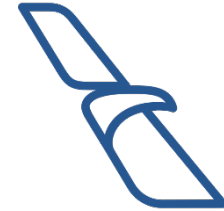
labor  
expense

**23%**



other  
expenses

**28%**



net airline  
profits

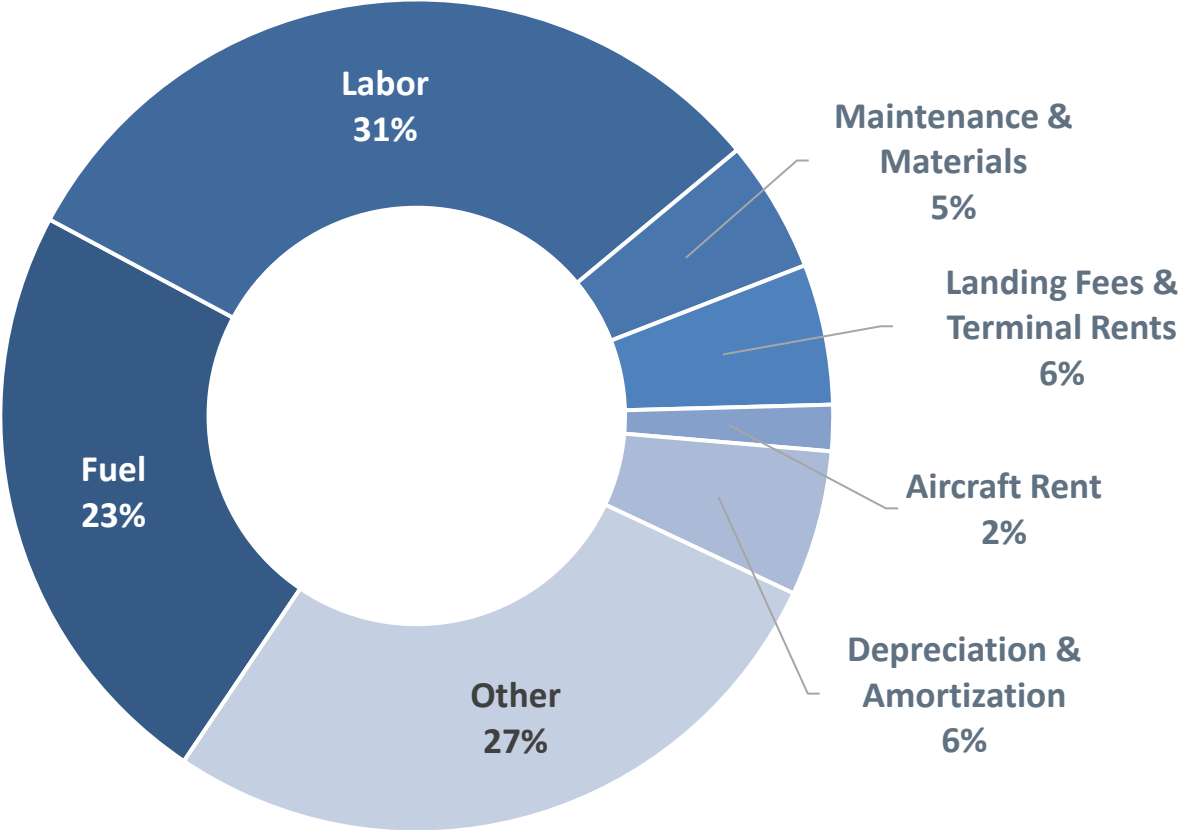
**2%**

# Operations: Operating costs



Fuel and labor comprise a majority of airline operating costs.

Workgroup (ML & RG)	Avg. Base Salary
Pilots	\$220,000
Flight Attendants	\$53,000
Mechanics	\$94,000
Gate Agents	\$54,000
Fleet Service Agents	\$59,000
Management	\$63,000



# Operations: More investment in our product



**TERMINAL AND AIRFIELD IMPROVEMENTS**



**45 NEW AIRCRAFT DELIVERIES IN 2024**

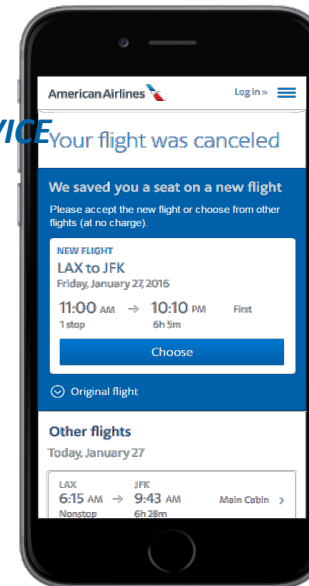


**NEWLY REDESIGNED CLUBS**



**ON BOARD WI-FI  
AND IN-FLIGHT  
ENTERTAINMENT**

## SELF SERVICE TOOLS



**REDESIGNED HOLDROOMS**



# Operations: Youngest fleet among U.S. network carriers

More than  
**150**

mainline aircraft on order and scheduled to be delivered throughout the next five years.

More than  
**600**

new mainline and regional aircraft delivered over the past decade.

**950 Active Mainline Aircraft +  
549 Active Regional Aircraft =  
1,499 Aircraft in 2023**



## Fleet age matters

Average fleet age of 12 years with more than 50% of the fleet younger than 10 years old.<sup>3</sup>



## Keeping customers connected

The fastest Wi-Fi on more aircraft than any other U.S. carrier.



## Entertained for the long haul

All widebody aircraft equipped with seatback inflight entertainment and Wi-Fi, providing the most global coverage possible over water.



## Improved fuel efficiency

Ongoing fleet renewal efforts have improved fuel efficiency by more than 10% since 2013.



## Fueling sustainable flight

Used more than 2.5 million gallons of sustainable aviation fuel (SAF) in 2022.

# Operations: Constraints to growth

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**Regional pilot shortages** continue to constrain industry capacity growth



**Global Economic and Geopolitical Issues** drive higher input costs and volatility



**Aircraft delivery delays** impact schedule growth, particularly internationally



**Variable fuel costs** directly impact airline profitability



The **competitive labor market** has made it challenging for American and our partners to recruit team members



Challenges with the **National Air Space** (5G, congestion, space flights, ATC staffing and technology)

American's  
**Loyalty Programs**

# AAdvantage® Membership

## The World's Largest and Oldest Travel Loyalty Program

- AAdvantage® membership provides a range of benefits, including:
  - **Same-day standby:** Stand by for an earlier domestic flight free of charge.
  - **Extended Trip Credit:** Enjoy six more months to use Trip Credit than non-members when canceling travel online.
  - **Admirals Club® and Flagship Lounge® Passes:** Access to one-day passes
  - **24-hour trip hold:** Put flights on hold free of charge for up to 24 hours.
- Earn Loyalty Points whenever you fly, use an AAdvantage® credit card for purchases, or earn eligible miles with AAdvantage® partners.



# AAdvantage Business™

## Empowering Business, Rewarding Travelers

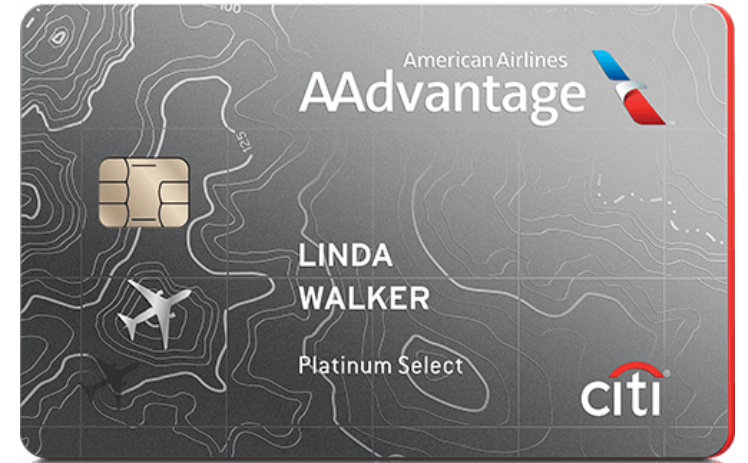
- Companies have the ability to earn AAdvantage® miles that can be redeemed for travel and beyond, while those traveling for business can accelerate their path to AAdvantage® status by earning more Loyalty Points.
- Membership simplifies booking, reporting and travel management with a suite of tools designed for Travel Managers.
- Businesses earn points for every dollar spent on travel, and miles for employees traveling on the account.
- Employees earn more rewards when traveling for business through the program.

**Register your company for the  
AAdvantage Business™ program in  
a few quick steps at  
[aadvantagebusiness.aa.com](http://aadvantagebusiness.aa.com)**

# Protect Our Points

## Unintended consequences of S.1838 - Credit Card Competition Act (CCCA) of 2023

- There is real concern that CCCA would hurt, if not destroy our co-branded credit programs.
- In 2010, debit card rewards all but disappeared after similar routing mandates and price caps for debit card transactions were enacted.
- 81% of credit cards in the U.S. have a rewards feature.
- Over the last 12 months, more than half (54%) of miles issued by American Airlines were from cobrand credit card activity (as opposed to from actual miles flown).



**Looking Ahead**



# FAA Major Capacity Projects EA

Construction

North End Around Taxiway Phase I

Construction

Concourse A Phase 2

Completed

Concourse E Phase IX

Construction

Deice Pad, South Crossfield, and Taxiway F Extension

Dual Taxilanes (Northeast)

Construction

Concourses B and C Expansion

Planning

South Ramp Expansion

Planning

Runway 5-23 Decommission

Planning

4th Runway and EATs

Planning

South Airport Development Plan

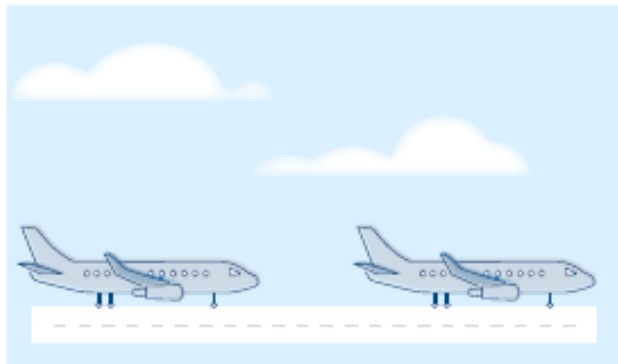
Planning





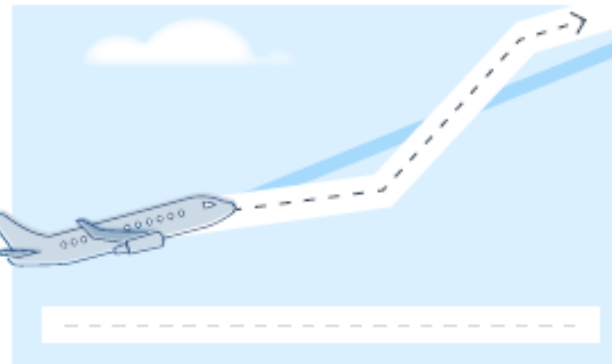
# Air Traffic Control – NextGen

- About a third of all flight delays are caused by solvable ATC issues, often unrelated to airline operations
- The congestion, delays and diversions that result from our outmoded ATC system significantly increase fuel burn and GHG emissions
- Inefficiencies in our current ATC system increase emissions from gate to gate



## On the ground

Delays and congestion result in aircraft spending more time on the taxiway waiting for departure slots and gates upon arrival



## Takeoff and landing

Outdated technology and procedures often force aircraft to forgo the most fuel-efficient continuous climb and descent operations



## In the air

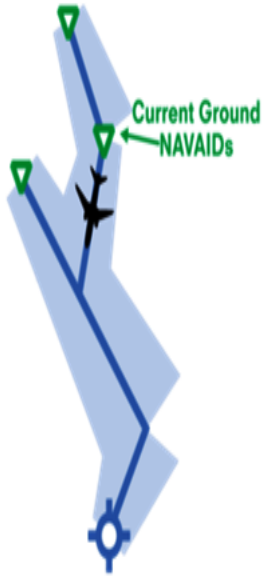
Indirect flight paths increase flight time and fuel burn, while inefficient air-space management can require additional separation between aircraft while en route and more aircraft in holding patterns awaiting clearance to land

# NEXT GEN Components: RNAV/RNP

Moving to Performance-Based Navigation

## Conventional Routes

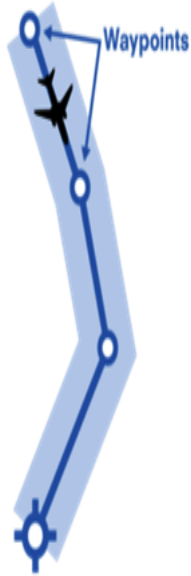
Today's airways connect ground-based navigation aids



Limited Design Flexibility

## RNAV

Area Navigation (RNAV) routes follow defined "waypoints"



Increased Airspace Efficiency

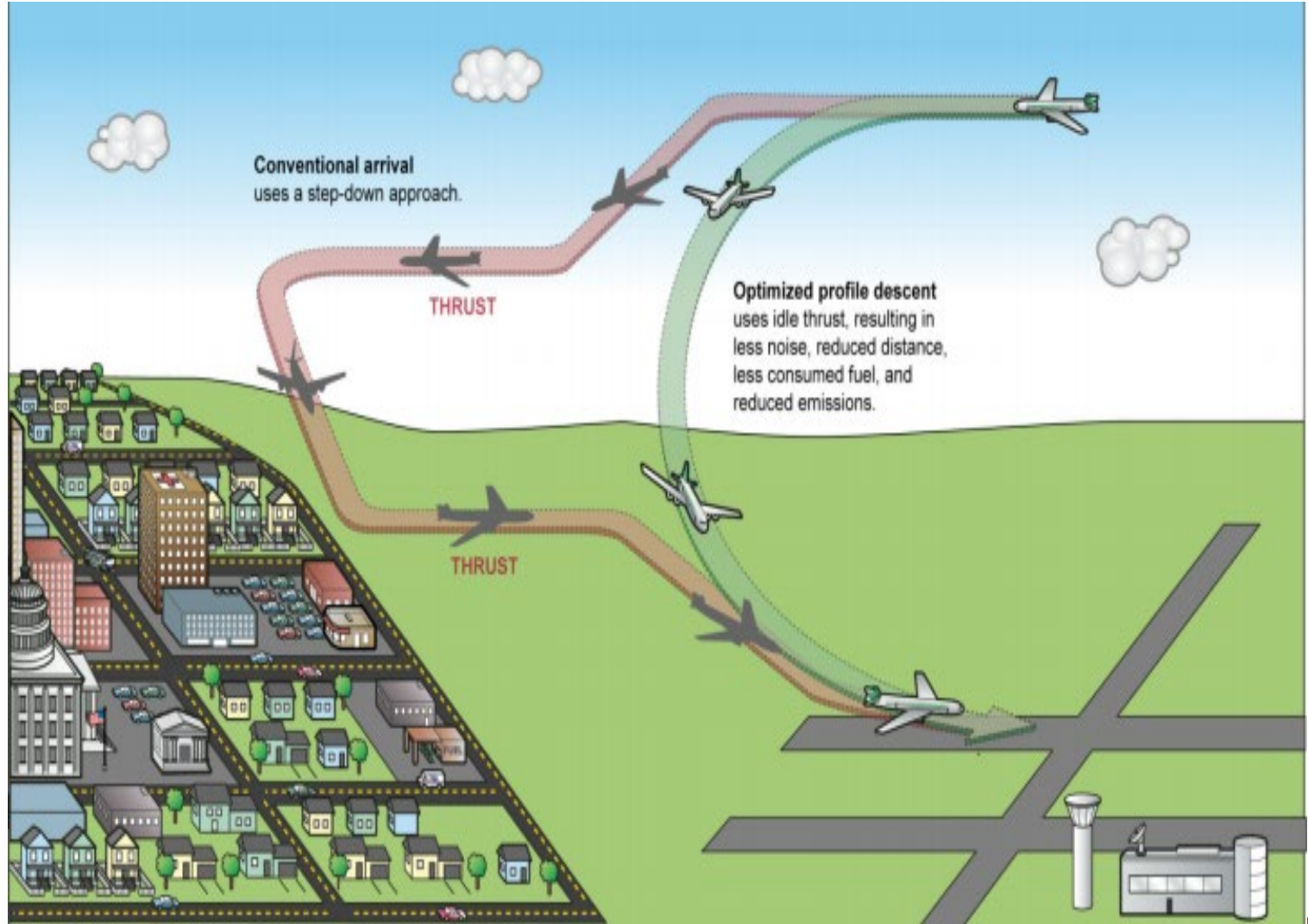
## RNP

Required Navigation Performance (RNP) routes within specified "containment area"



Optimize Use of Airspace

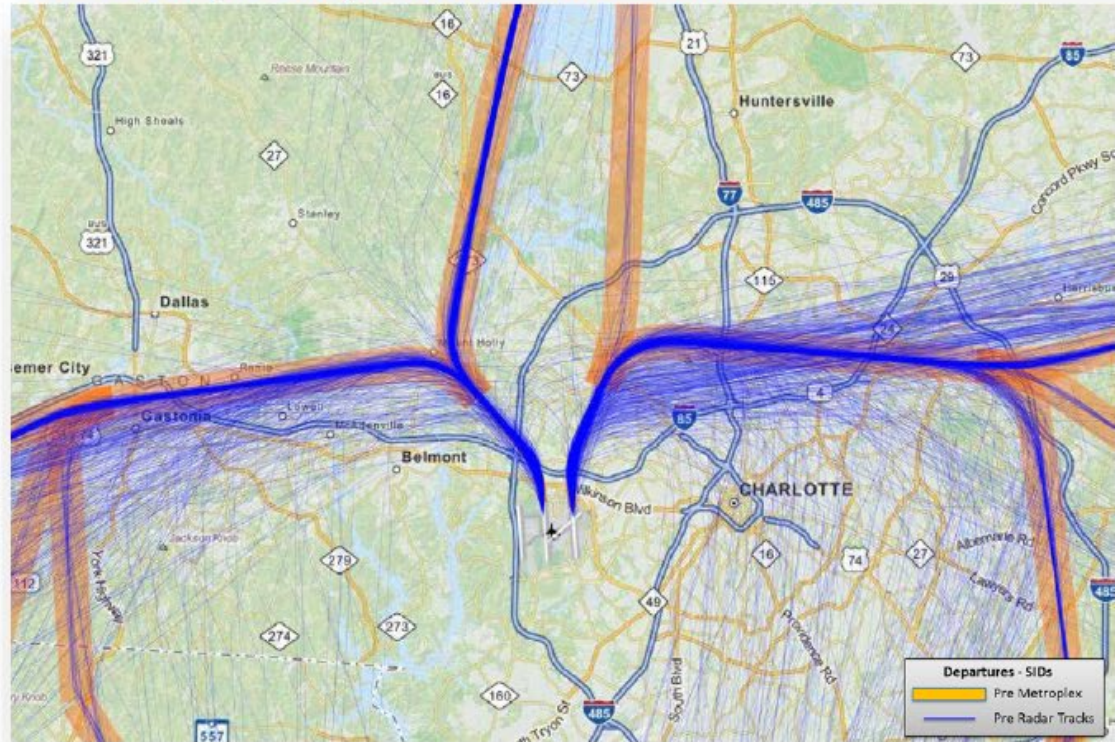
Source: Federal Aviation Administration



# NORTH FLOW From the Ground Up

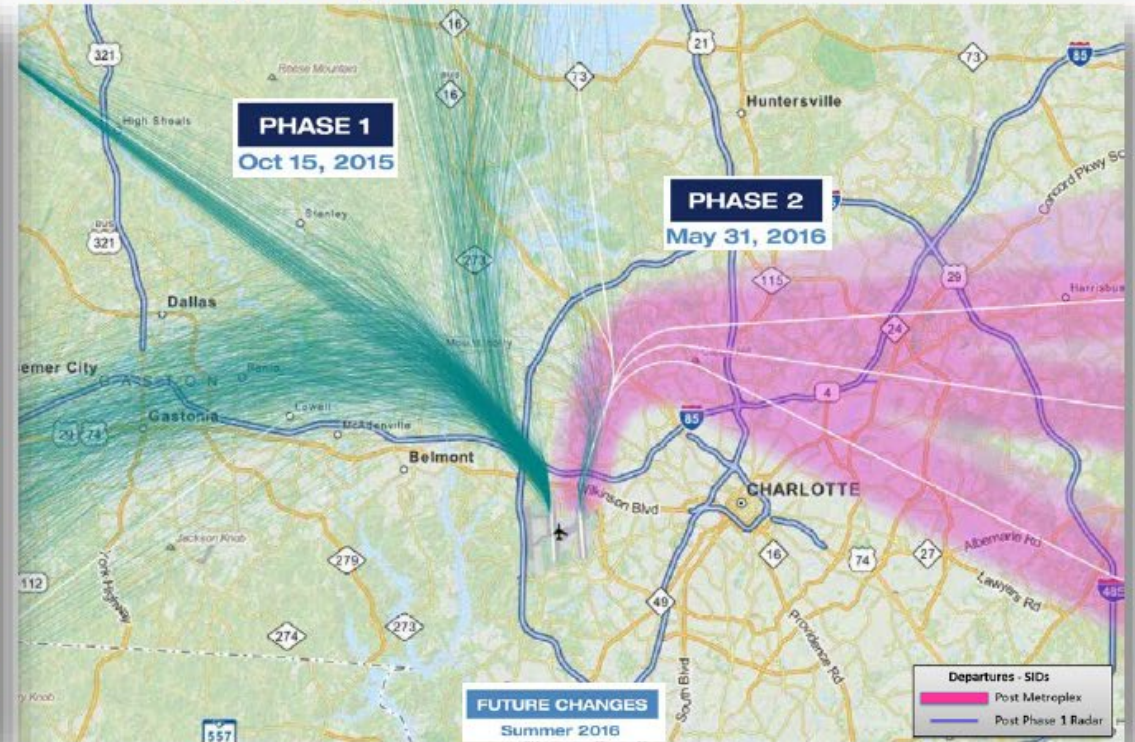
Departure SIDs (Slide 1)

Pre Metroplex Departures – North Flow



Jet Radar Tracks Prior to Oct 15, 2015 Phase 1 – All Paths

Post Metroplex Departures – North Flow



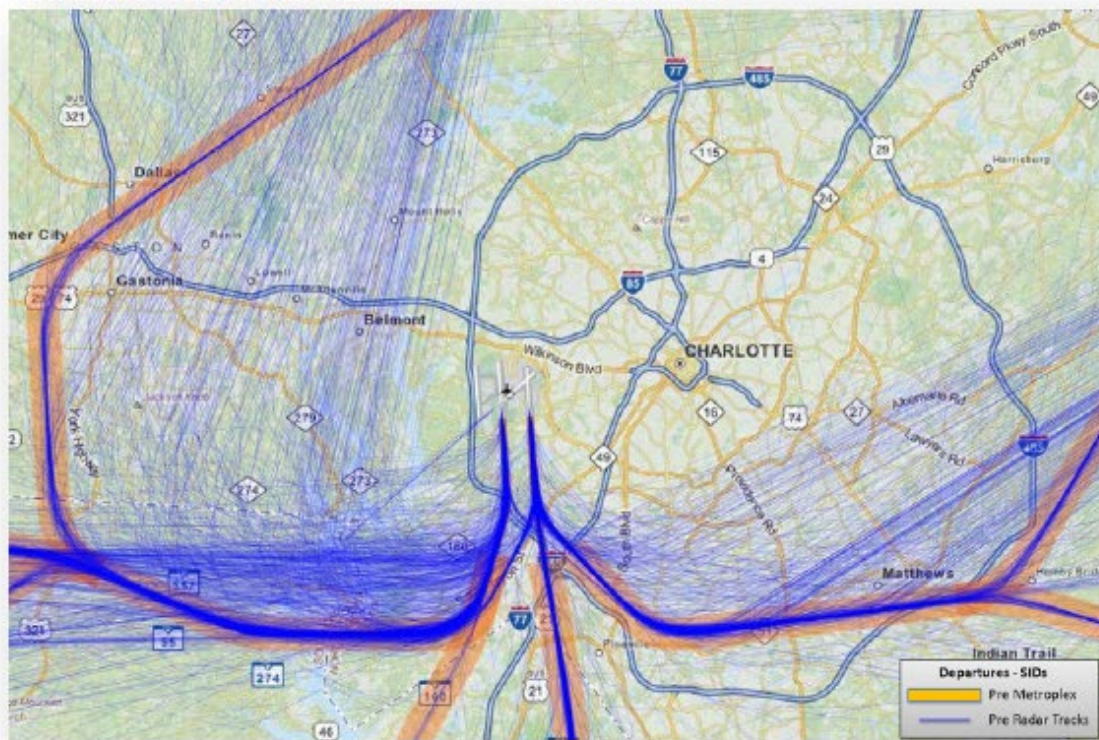
Jet Radar Tracks After Oct 15, 2015 Phase 1 – New Phase 1 Paths Only

# CLT Metroplex Implementation in 2015

## SOUTH FLOW From the Ground Up

Departure SIDs (Slide 2)

Pre Metroplex Departures – South Flow



Jet Radar Tracks Prior to Oct 15, 2015 Phase 1 – All Paths

Post Metroplex Departures – South Flow



Jet Radar Tracks After Oct 15, 2015 Phase 1 – New Phase 1 Paths Only

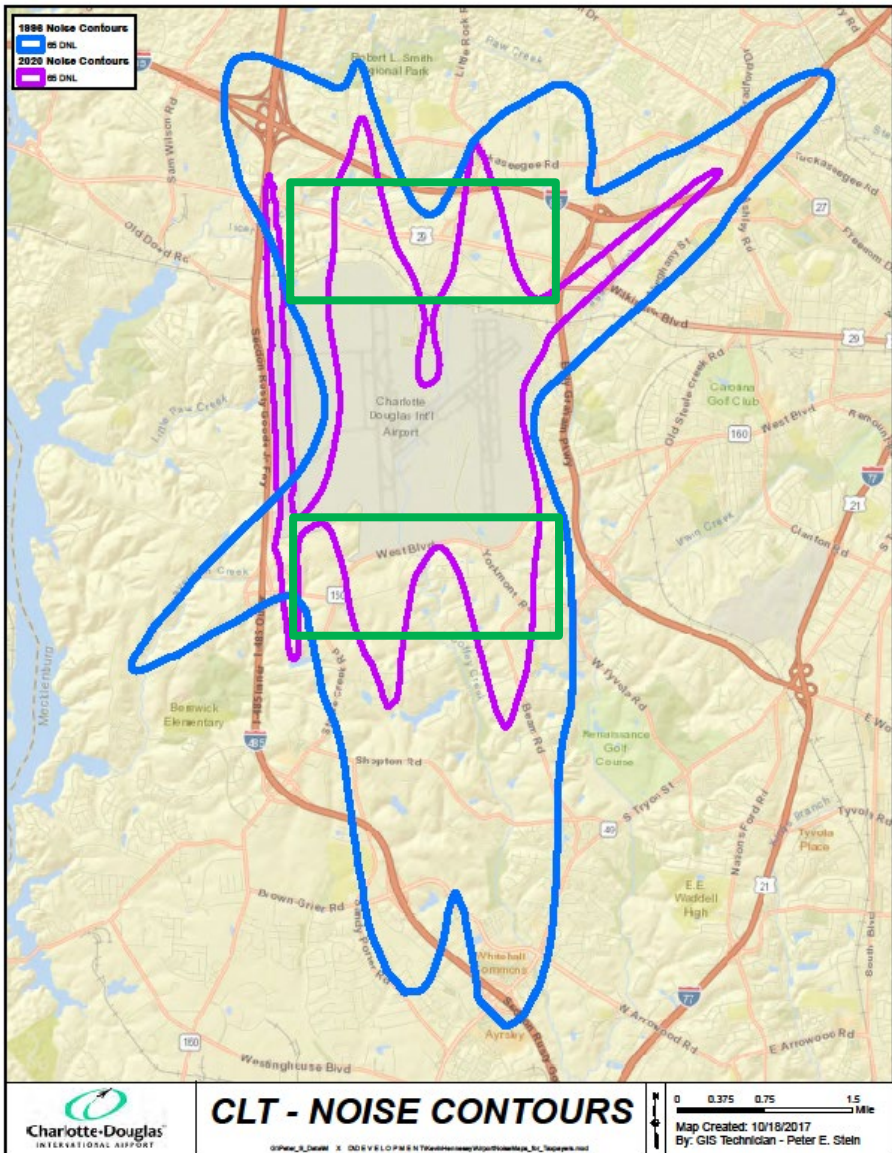
# Part 150 Noise Compatibility Program

- CLT Airport implemented its first Part 150 program in 1987; the plan was updated in 1996 and 2006.
- In 2022, CLT Airport initiated an update to its Part 150 Noise Compatibility Program to address ACR recommendations on airport noise and noncompatible land uses.
- 20+ Recommendations evaluated for noise mitigation and land use compatibility
  - Includes removal of the 2-mile restriction and divergent departure headings
- Final report will be presented to Charlotte City Council in Summer 2023 for approval, after which it will be sent to FAA for review and adoption.
- After FAA approval, CLT will initiate an Environmental Assessment on the proposed procedures. Implementation expected by 2026.

# American supports removal of 2-mile restriction + divergent departure headings

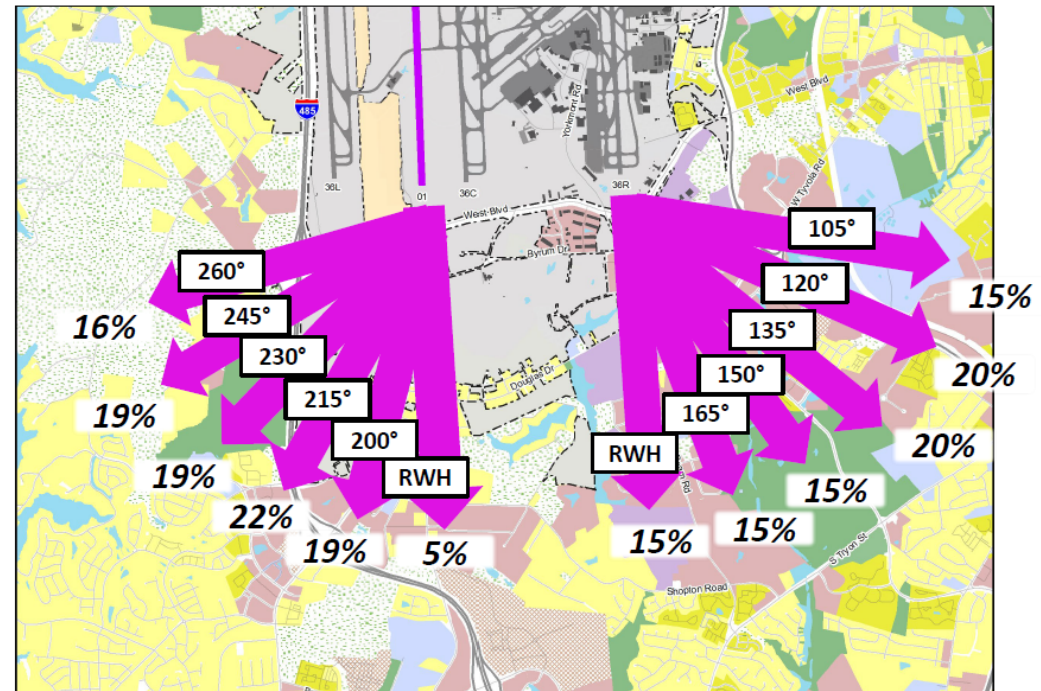
- Opportunity to modernize CLT airspace
- Improves safety, efficiency, and airfield optimization to facilitate future growth.
  - Increases departure throughput by 9-14 operations during peak hours
  - Generates approx. 4.5 minutes of savings in taxi-out time
  - Current procedure is challenging for Air Traffic Controllers to maintain separation and requires a waiver to deviate from applicable ATC rules.
- Provides more direct flight paths out of CLT airspace with shortened flight times and reduced fuel burn.
  - Estimated to save at least 20,000 metric tons of CO<sub>2</sub> equivalent per year at 2019 levels.
- Dispersing aircraft noise is more equitable. For more than 45 years, the Airport's 2-mile restriction on departures has concentrated flight paths and noise corridors over certain neighborhoods, while sparing other neighborhoods entirely.

# Removing 2-mile restriction + divergent departure headings



Proposed Part 150 Recommendation

## Flight Procedure: Divergent Headings- South Flow NA-G-4

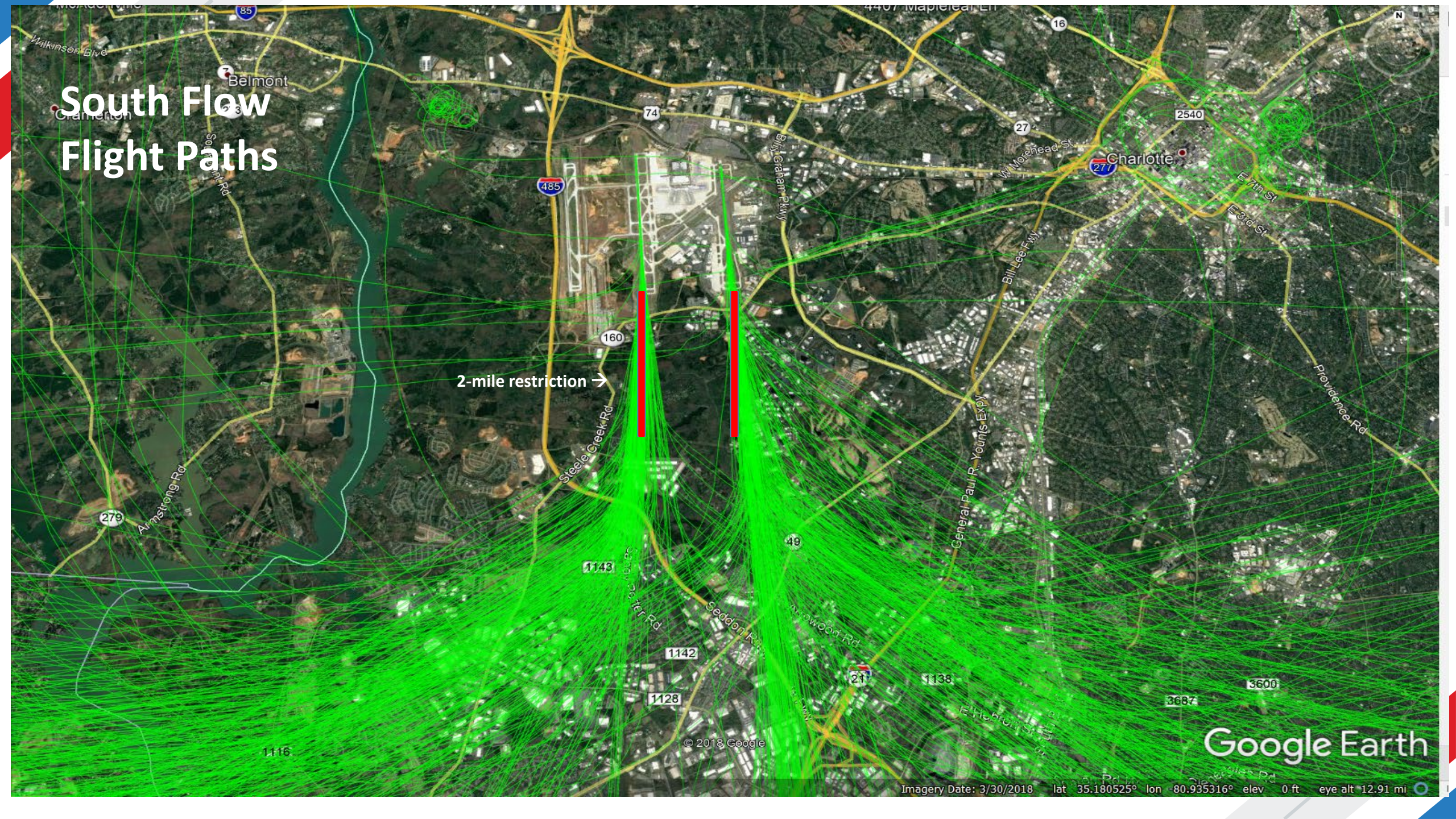


- % denotes percentage of jet aircraft modeled on each heading for each runway
- modeling methodology assumes the same headings and percent use on both Runway 36C and Runway 01

# South Flow Flight Paths

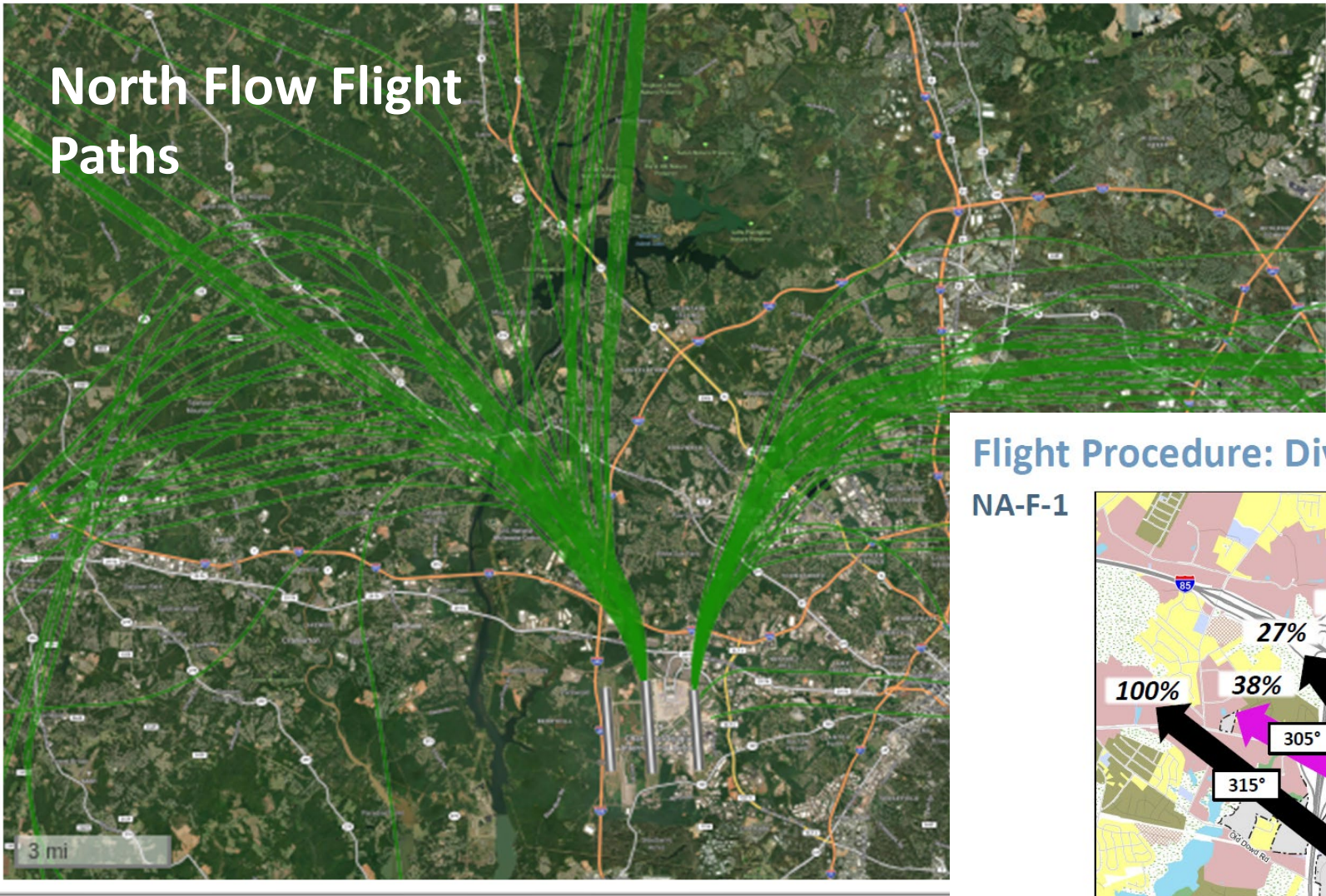
2-mile restriction →

Google Earth





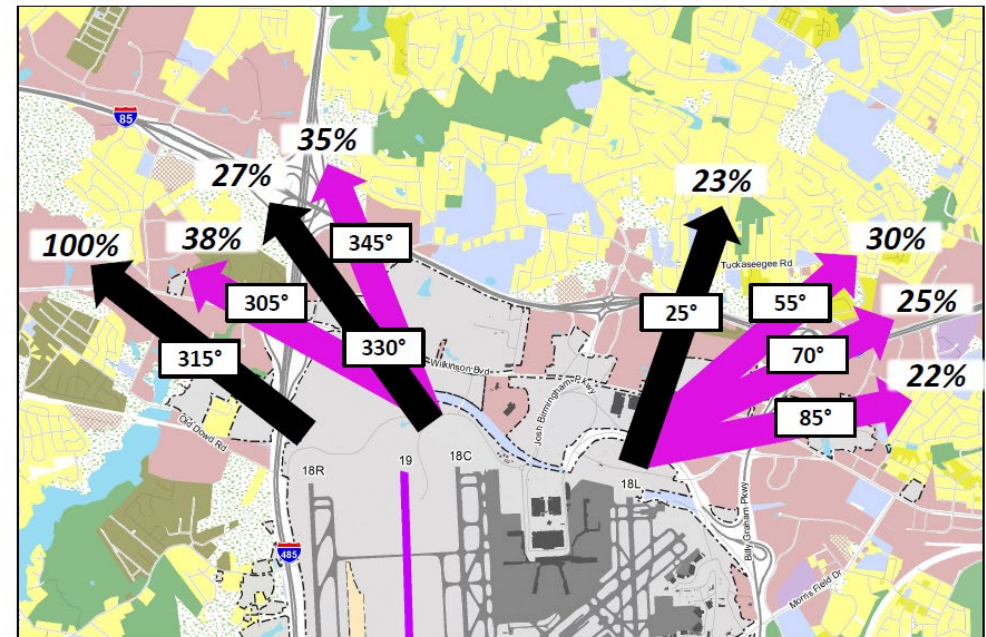
# North Flow Flight Paths



Proposed Part 150 Recommendation

## Flight Procedure: Divergent Headings- North Flow

NA-F-1



- % denotes percentage of jet aircraft modeled on each heading for each runway
- modeling methodology assumes the same headings and percent use on both Runway 36C and Runway 01

American Airlines  
You are why we fly™

