

**CHARLOTTE DOUGLAS
INTERNATIONAL AIRPORT**

**REPORT 2018
OF ACHIEVEMENT**





ELEVATING

THE

AIRPORT

EXPERIENCE

VISION:

We will serve as an economic engine of the Carolinas, facilitating the movement of people and goods, creating jobs and enterprise and sustaining a higher quality of life.

MISSION:

We will be the preferred airport and airline hub by providing the highest quality product for the lowest possible cost.

8	MANAGEMENT HIGHLIGHTS
12	BUILDING FOR DEMAND
16	ORGANIZATION AND MANAGEMENT
18	ECONOMIC IMPACT
22	AIRPORT INFRASTRUCTURE
24	SAFETY & TRAINING
28	PASSENGER EXPERIENCE
32	COMMUNITY RELATIONS
36	SUSTAINABILITY INITIATIVES
40	ACCOLADES & ACCOMPLISHMENTS
44	TENANT ACCOLADES & ACCOMPLISHMENTS



Brent Cagle

LETTER FROM THE AVIATION DIRECTOR/CEO

I am pleased to present Charlotte Douglas International Airport's (CLT) 2018 Report of Achievement. The year was filled with major achievements. CLT continued to break passenger records, expand the terminal, add nonstop destinations, debut new concessions, offer novel amenities and makeover its concourses. Through it all, we remained focused on elevating the airport experience from arrival to departure.

Charlotte Douglas is in the midst of Destination CLT, a \$2.5 - \$3.1 billion capital investment program, to expand the airfield, terminal and renovate the concourses. For the past two years, our customers have experienced CLT's transformation. They are now beginning to see the changes and enjoy the benefits.

Seating with integrated power, renovated restrooms, upgraded signage, terrazzo flooring and improved LED lighting greeted passengers in Concourse B. While the newly opened Concourse A Expansion – Phase I treated travelers to a nine-gate, state-of-the-art facility with breathtaking views of the airfield.

When complete, Destination CLT will completely transform the Airport. Several additional gates, a fourth parallel runway, refurbished concourses, a 16-lane terminal roadway and a 90-foot addition to Baggage Claim and the Ticket Lobby will redefine CLT.

Our history shows construction at the Airport has always been demand driven. American Airlines is continuing to expand its hub here. Our other airlines are also adding routes and gates. Local and connecting passenger traffic is on the rise. The Airport is growing at a fast pace, and we're ready to embrace our future with innovation, forward thinking and an awareness of our vital role in the community.

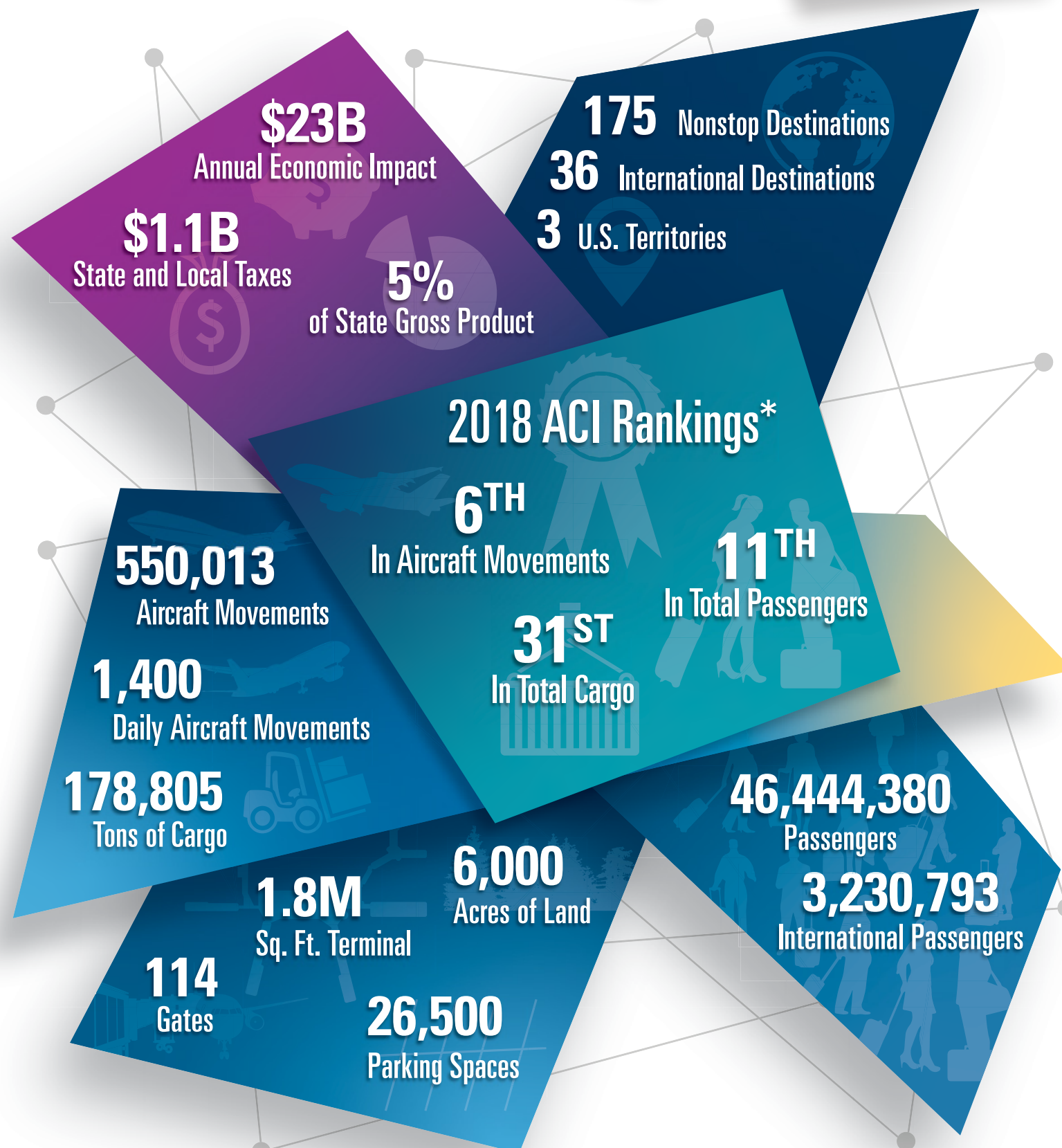
As an economic engine of the region, CLT strives to extend its reach beyond the terminal and airfield. From workforce development, educational apprenticeships and scholarships, the Airport seeks to engage and give back to a community that has helped us flourish.

CLT's 2018 Report of Achievement is a small snapshot of what makes CLT so unique. Our dedicated employees, loyal passengers, thriving community and most of all our continued desire to elevate the airport experience make the difference.

Sincerely,

Brent Cagle
AVIATION DIRECTOR/CEO
Charlotte Douglas International Airport

CLT by the NUMBERS



*Airports Council International (ACI) 2018 nationwide preliminary rankings

MANAGEMENT

HIGHLIGHTS



ELEVATING

GOALS

AIR SERVICE DEVELOPMENT

CLT is home to seven major carriers, 15 regional carriers and three foreign flag carriers with nonstop service to 175 destinations, including 36 international locations and three U.S. territories.

The Airport is the second largest hub to the world's largest airline, American Airlines. Ninety percent of service at CLT is provided by American, which offers 674 daily flights to 156 destinations in 25 countries out of Charlotte.

Historically, CLT is revered within the aviation industry as an exceptional value by providing a cost effective and reliable platform for its airline business partners. CLT's \$1.23 net cost per enplaned passenger is among the lowest for large hub airports in the country.

The Airport's geographic location along the east coast is within a two-hour flight from more than 60 percent of the nation's population and is a big draw for airlines.

CLT averaged 1,400 daily aircraft movements and airlines introduced 10 new nonstop flights in 2018.

From the opening of Concourse A Expansion to the debut of 24 new concessions, 2018 was the year of elevating the airport experience at Charlotte Douglas International Airport.

CLT served more than 46 million travelers in 2018, setting an all-time high passenger record and a 1 percent jump from 2017.

Operations saw a slight 0.4 percent increase of 550,013 aircraft movements.

Cargo activity experienced the biggest growth thanks to the continued surge in e-commerce. It climbed to 178,805 tons of goods transported through CLT, a 2 percent rise.

Charlotte Douglas International Airport is the sixth busiest airport nationwide and seventh worldwide in aircraft movements, according to Airports Council International's 2018 preliminary rankings of more than 1,000 airports around the world.

CLT ranks 11th nationwide and 37th worldwide in passenger traffic and places 31st nationwide and 111th worldwide in cargo tonnage.

Over the past 10 years, Charlotte Douglas remains one of the fastest growing airports in the country, experiencing a 34 percent rise in passenger numbers from 2008 - 2018.





American Airlines added domestic service to Tucson, Arizona; South Bend, Indiana; Panama City, Florida; New Haven, Connecticut; Ithaca, New York and Champaign, Illinois. International routes began to Marsh Harbour, Bahamas and Eleuthera, Bahamas.

Frontier Airlines kicked off seasonal service to San Antonio, Texas; Austin, Texas; Tampa, Florida and Providence, Rhode Island.

The Airport also welcomed Volaris and Contour Airlines in December 2018. Volaris is CLT's third foreign flag carrier offering passengers nonstop service to Guadalajara, Mexico. Contour provides daily flights to Beckley, West Virginia and Saturday service to Tampa, Florida.

FINANCIAL HIGHLIGHTS

Elevating the airport experience begins with strong financial stewardship. Fiscal Year (FY) 2018 was another year of growth, progress and transformation for Charlotte Douglas International Airport. Now in its second year, the Airline Use and Lease Agreement (AUA) with CLT's signatory carriers provides management a strong and secure financial platform for the next eight years and a tool for responsibly meeting ever-growing traffic demand.

Recognizing the strength of the Airport's financial structure, management team and operational performance, all three major U.S. rating agencies - Moody's Investors Service, Standard & Poor's Global Ratings and Fitch Ratings – issued strong credit ratings to CLT's revenue bonds. Only nine other airports in the country currently hold this distinction.

During FY 2018, the Airport experienced its 15th consecutive fiscal year of enplanement growth. Enplaned passengers increased by 2.5 percent. Origin-and-destination (O&D) passengers rose at a faster rate of 3.8 percent.

The organizational successes of FY 2018, combined with strong increases in terminal, concessions and parking revenues, led to an overall revenue of \$239.4 million, exceeding FY 2017 actual results by 10 percent. Although operating expenses increased to \$199.6 million in FY 2018, net revenues available for debt service remained extremely strong at \$106.0 million resulting in 6.0x general airport revenue bond debt service coverage. The Airport's liquidity also remains far above the median for comparable airports at 1,413 days cash on hand. This is a direct result of management's focus on maintaining strong financial metrics to support market access.

by the NUMBERS

15TH
consecutive fiscal year of
enplanement growth

2.5%
FY 2018 enplaned passenger
increase

3.8%
FY 2018 origin-and-destination
passenger increase

\$239.4M
FY 2018 total operating revenues

1,413
days cash on hand

6.0x
general airport revenue bond debt
service coverage

BUILDING

FOR

DEMAND

ELEVATING

MILESTONES

Destination CLT, a \$2.5 - \$3.1 billion capital investment program to renovate the concourses and expand Airport roadways, airfield and terminal, personifies elevating the airport experience. Brighter lighting, gate seating equipped with power outlets and USB ports, terrazzo flooring, captivating artwork infused with technology, high ceilings, upgraded signage and the latest passenger amenities have transformed Charlotte Douglas International Airport into a travelers' oasis. It is just the beginning of what's to come at CLT.

CONCOURSE A EXPANSION – PHASE I

Concourse A Expansion – Phase I, a nine-gate, 229,807-square-foot addition, opened in July, increasing CLT's gate capacity by 10 percent. It is the first completed project under the Destination CLT initiative and houses Southwest, JetBlue, Frontier, Air Canada and United Airlines.

Special features include technology woven into various aspects of the travel experience. The state-of-the-art expansion contains 733 electrochromic window panes that tint according to sunlight exposure, 957 seats with integrated power, a fiber-based antenna network for increased cell phone coverage, *Interconnected* the largest digital public artwork of its kind in the nation, a common-use gate system for airline flexibility and

an IP-based paging infrastructure with increased reliability and paging control.

There's also a Mother's Room for nursing moms and a Pet Relief Area with an automatic flusher. Charlotte Douglas last opened mainline gates 15 years ago with the expansion of Concourse D.

ELEVATED ROADWAY AND TERMINAL CURB FRONT

Crews worked to complete Phase II of the Elevated Roadway and Terminal Curb Front throughout 2018. Five new upper lanes will open in April 2019. Phase III, the final stage, will follow. It includes demolishing the existing entrance and exit ramps to complete the west and east ends of the roadway.

When complete in fall 2019, the Elevated Roadway and Terminal Curb Front will be unveiled in phases starting with the debut of eight new lanes on the lower roadway by the end of 2019. Commercial vehicles will then shift to the three inside lanes near the terminal and personal vehicles will use the five outside lanes near the Hourly Deck.

The last phase of the roadway will involve opening the three upper lanes near the terminal to commercial vehicles. Those lanes will stage equipment for the Terminal Lobby Expansion and will welcome drivers once that project is complete in four to five years.



Concourse A Expansion - Phase I



EAST TERMINAL EXPANSION – PHASE II

East Terminal Expansion – Phase II will add a three-level addition of approximately 51,000 square feet to the D/E Connector. The expansion will provide an area for multiple concessions, offices, baggage handling space, a Mother’s Room, Pet Relief Area, new escalators and elevators. Crews started exterior wall framing and glass installation in 2018. Construction is expected to wrap up in fall 2019.

TERMINAL RENOVATIONS

Renovations began on Concourses A and continued on Concourse B in 2018. The improvements include new ceiling tiles, LED lighting, wayfinding signage, carpet in the gate areas, wall panels, fresh coats of paint and seating with integrated power. Terrazzo flooring is also being placed in the center walkway of the concourses to better accommodate rolling luggage. HVAC, electrical, fire alarm and sprinkler systems will be upgraded.

Passengers began experiencing first-hand Concourse B improvements in 2018 with the installation of brighter lighting, terrazzo flooring and powered seats.

Renovations will wrap up on Concourse B in spring 2019 and Concourse A in early 2020. CLT’s terminal building opened in May 1982. The \$90 million project will bring new life to the 36-year-old building and serve as the most extensive renovation initiative in the terminal’s history.

TERMINAL LOBBY EXPANSION

CLT’s Terminal Lobby Expansion will change the entire look and feel of the Airport’s entrance. Design plans were well underway in 2018, with final approval scheduled for 2019. Construction will begin in fall 2019 and take five years to complete. The expansion will redefine the terminal, creating additional space for security lanes, ticketing, baggage claim and passenger circulation in the terminal lobby. The relocation of Queen Charlotte inside the new lobby space will serve as the focal point.

CONCOURSE E EXPANSION

Concourse E Expansion - Phase VIII added 6,200 square feet and four new gates in December on the southeast node of the concourse, alleviating congestion in the area. Plans also call for a north gate expansion of approximately 96,000 square feet in spring 2021, which will relocate aircraft to allow for 10 new gates. Additional passenger seating, restrooms and concessions will be added as well.

by the NUMBERS

\$2.5-3.1B
investment program underway

229,807-
square-foot Concourse A Expansion

NINE
gate Concourse A Expansion

2,000
gate chairs with integrated power installed on Concourse A Expansion and Concourse B

733
electrochromic window panes

6,200-
square-foot Concourse E Expansion

ORGANIZATION

AND

MANAGEMENT

ELEVATING

CORE

VALUES

by the NUMBERS

594

Aviation Department employees

116

new hires

SIX

core strategic principles

800

contract agreements

\$154.7M

FY 2018 budget

ZERO

local tax money used to pay
operating costs

Aviation Department management continually seeks new initiatives to elevate the airport experience. The focus remains on providing a superior travel experience to CLT's more than 46 million yearly passengers.

Charlotte Douglas International Airport serves as an enterprise fund. As a self-supporting business, CLT uses no local tax money to pay daily operating costs. Funds come from airport – generated revenue, including parking, concessions, landing fees, rental cars, advertising, cargo, fixed-base operator and airline rentals.

CLT management oversaw an operating budget of \$154.7 million in fiscal year 2018.

The Aviation Department is a department within the City of Charlotte comprised of 594 full-and part-time employees. In 2018, 116 additional staff members were hired.

At the helm of the strategic leadership team are the aviation director/CEO, chief operating officer/COO, chief business and innovation officer/CBIO, chief financial officer/CFO, lead counsel and a team of directors, senior and middle managers.

Aviation Department staff managed activities related to over 800 contract agreements for approximately 350 companies and processed more than 6,000 invoices in 2018.

Airport management follows six core strategic principles to operate CLT:

Safety and Security The Airport will keep safety and security as a first priority.

Customer Focus The Airport will provide a superior travel experience that will incorporate southern hospitality.

Strategic Growth The Airport will engage in economic development efforts to ensure continued success and promote global competitiveness.

Asset Preservation The Airport will proactively maintain equipment and facilities to safeguard against service disruptions.

Value Employees The Airport will promote development and education, accountability and ownership, competitive compensation and quality working conditions.

Strong Partnerships The Airport will provide a financially self-sustaining and cost-competitive environment with our business partners built on trust and integrity.

ECONOMIC

IMPACT



ELEVATING THE REGION

CLT CONTRIBUTES \$23 BILLION TO STATE'S ANNUAL ECONOMY

Charlotte Douglas International Airport leads the state as the top economic engine among N.C. airports, according to a report by the North Carolina Department of Transportation (NCDOT) Division of Aviation.

The report, North Carolina: The State of Aviation, shows CLT delivers a \$23 billion annual economic impact and contributes \$1.1 billion in state/local taxes, 132,330 jobs for N.C. residents and \$5.7 billion in personal income.

Overall, North Carolina's 10 commercial service and 62 general aviation airports generate more than \$52 billion yearly in economic impact, approximately 307,000 jobs, \$12.6 billion in personal income and \$2.2 billion in state and local tax revenues to the state's economy.

These numbers reveal CLT elevates air service within the region by making up 44 percent of the state's economic impact, 53 percent of state/local taxes, 43 percent of jobs and 46 percent of personal income related to North Carolina airports.

Data for the NCDOT report was compiled and analyzed by N.C. State University's Institute for Transportation Research and Education using 2017 figures from airports and the latest information on the state's aviation assets available from public and private sources.

PROJECT AMP

In June 2018, CLT announced an agreement with Seefried Industrial Properties to sell 100 acres of Airport property to build a 2.4 million-square-foot Amazon Sortation Center worth over \$200 million. The facility includes a "state-of-the-art" sorting warehouse and distribution center with robotics,





Amazon Sortation Center

conveyors and inventory. Completion of the building is scheduled by summer 2019, and operations will begin before the 2019 holiday season.

Over nine months, the Aviation Department partnered with city, country, state and Charlotte Chamber of Commerce staff to secure the deal, which is expected to bring 1,500 jobs to West Charlotte by 2020. It is the first project completed under Project AMP, CLT's Airport Area Master Plan for commercial development around the Airport.

CONCESSIONS

Providing great restaurants and retail stores play a huge role in elevating the airport experience. In 2018, CLT's most extensive concessions overhaul in the Airport's history continued.

Twenty-four new shops and restaurants opened: Dylan's Candy Bar, Kiehl's, No Boundaries, Jersey Mike's, Panera Bread, The Scoreboard, Smashburger, two TripAdvisor's, two Charlotte News & Gifts, Minute Suites, The Eyes Have It, Baggallini, The Body Shop, InMotion, two Starbucks, Jamba Juice, Charlotte's Landing, Today News & Gifts, Chalice Café, Captain Jack's Tavern and NoDa Bar.

Overall, CLT offered 116 venues, amounting to 126,000 square feet of concession choices for travelers.

Together HMSHost, CLT's food and beverage concessionaire, and Paradies Lagardère, CLT's retail concessionaire, generated over \$239 million in gross sales, an increase of 7 percent from 2017 and employed more than 2,100 local residents in 2018.

GROWING BUSINESS DIVERSITY PROGRAMS

The Aviation Department supports three business diversity programs: federally approved and mandated Disadvantaged Business Enterprise (DBE) and Airport Concessions Disadvantaged Enterprise (ACDBE) Programs, as well as the City's Charlotte Business INclusion (CBI) Program.

The Department's ACDBE Program facilitates successful partnerships with the Airport's master concessionaires HMSHost and Paradies Lagardère. ACDBE terminal concessions for food, beverage and retail generated over \$42 million of combined revenue in 2018.

The Airport launched a Food Truck Pilot Program in fall 2017 to encourage local firms to participate with CLT in a non-traditional concessions setting more conducive to small businesses. The pilot was so successful that the program was extended into 2018. CLT is now accepting food truck applications on a rolling basis year-round.

To broaden the Aviation Department's base of certified firms for upcoming development projects, CLT hosted five outreach events for small, minority and women owned businesses. The largest event took place in March attracting approximately 200 attendees. Topics included how to do business with CLT, upcoming Airport opportunities and an introduction of CLT staff.

by the NUMBERS

\$23B
annual economic impact

\$1.1B
in state & local taxes

132,330
jobs for N.C. residents

\$5.7B
in personal income

44%
of state's economic impact among N.C. airports

53%
of state & local taxes among N.C. airports

AIRPORT

INFRASTRUCTURE



ELEVATING

TOWARDS
THE

FUTURE

CLT is located approximately seven miles from Charlotte's central business district. The Airport occupies 6,000 acres of land located within the city and is accessible within minutes from Interstate 85, Interstate 77, Interstate 485 and uptown Charlotte.

The terminal is 1.8 million square feet with five concourses, 114 gates and 116 concession choices. Outside, CLT provides approximately 26,500 parking spaces comprised of valet, deck and surface lots.

The Airport's airfield boasts three parallel runways and one crosswind runway with plans to build a fourth parallel runway within five years.

CORPORATE AVIATION – WILSON AIR CENTER

CLT's fixed-base operator (FBO), Wilson Air Center Charlotte, has managed private and corporate aircraft for the Airport since February 2005. Transportation requirements of business executives are served by Wilson Air Center, which averaged 80 daily flights in 2018.

The 50 acres of facilities provide heated hangar space and an executive terminal. Wilson Air Center Charlotte is home to more than 40 tenants, including five Fortune 500 companies and 63 private aircraft. Wilson is recognized as one of the premier FBOs in the country and has continually ranked among the top FBOs in North America.

In 2018, the facility underwent interior renovations to both conference rooms and invested in ground service upgrades. Wilson oversaw private and corporate aircraft for many highly publicized events that year, including Rev. Billy Graham's funeral, NCAA Men's Basketball Tournament, Wells Fargo

Championship, ACC Football Championship and Carolina Panthers home games.

NORTH CAROLINA AIR NATIONAL GUARD

The North Carolina Air National Guard (NCANG) and North Carolina Army Guard (NCAG) have active facilities on Airport property. CLT is home to the NCANG's 145th Airlift Wing. The airbase serves approximately 1,250 enlisted members. In April, the Guard welcomed its first C-17s. It was a historic occasion for NCANG airmen who flew C-130s for the past 47 years. The 145th Airlift Wing was established on March 15, 1948 and resides at the Air National Guard Base at Charlotte Douglas International Airport and Stanly County Airport.

NORFOLK SOUTHERN INTERMODAL FACILITY

Norfolk Southern Intermodal Facility on the south side of the Airport demonstrates the integration of transportation modes. Uniquely located between two runways, near I-85 and I-485 and within close proximity to I-77, it connects air, rail and trucks to east coast seaports.

The 200-acre facility is capable of 200,000 annual lifts, transferring containers between trucks and trains. Since relocating its facility from uptown Charlotte to the Airport in December 2013, lifts have seen steady growth.

The intermodal yard is projected to create \$7.6 billion in regional economic development and 7,000 jobs over two decades. Tax revenue impact is estimated at over \$620 million.

**Data provided by Norfolk Southern*

by the NUMBERS

6,000
acres of land

FIVE
concourses

116
concessions
26,500
parking spaces

SEVEN
miles from
downtown
Charlotte

1.8M-
square-foot terminal

114
gates

FOUR
runways

SAFETY

AND

TRAINING



ELEVATING

OUR

EMPLOYEES

CLT knows elevating the airport experience first begins with investments in its employees, training and safety. The Airport puts action behind those words by setting high goals that warrant success.

SAFETY

Safety in the workplace is a top priority at CLT. The Aviation Department received a Gold and Silver Safety Award from the North Carolina Commissioner of Labor for 2018 safety data. This is the fourth year in a row CLT was recognized for the accomplishment.

Qualifications for the annual safety award include having no fatalities during the calendar year at the site or location for which the award was given and maintaining an incidence rate at least 50 percent below the average for its particular industry group.

As a result of ongoing training efforts, employees absent from work due to a job injury while at work dropped from three in 2017 to one in 2018.

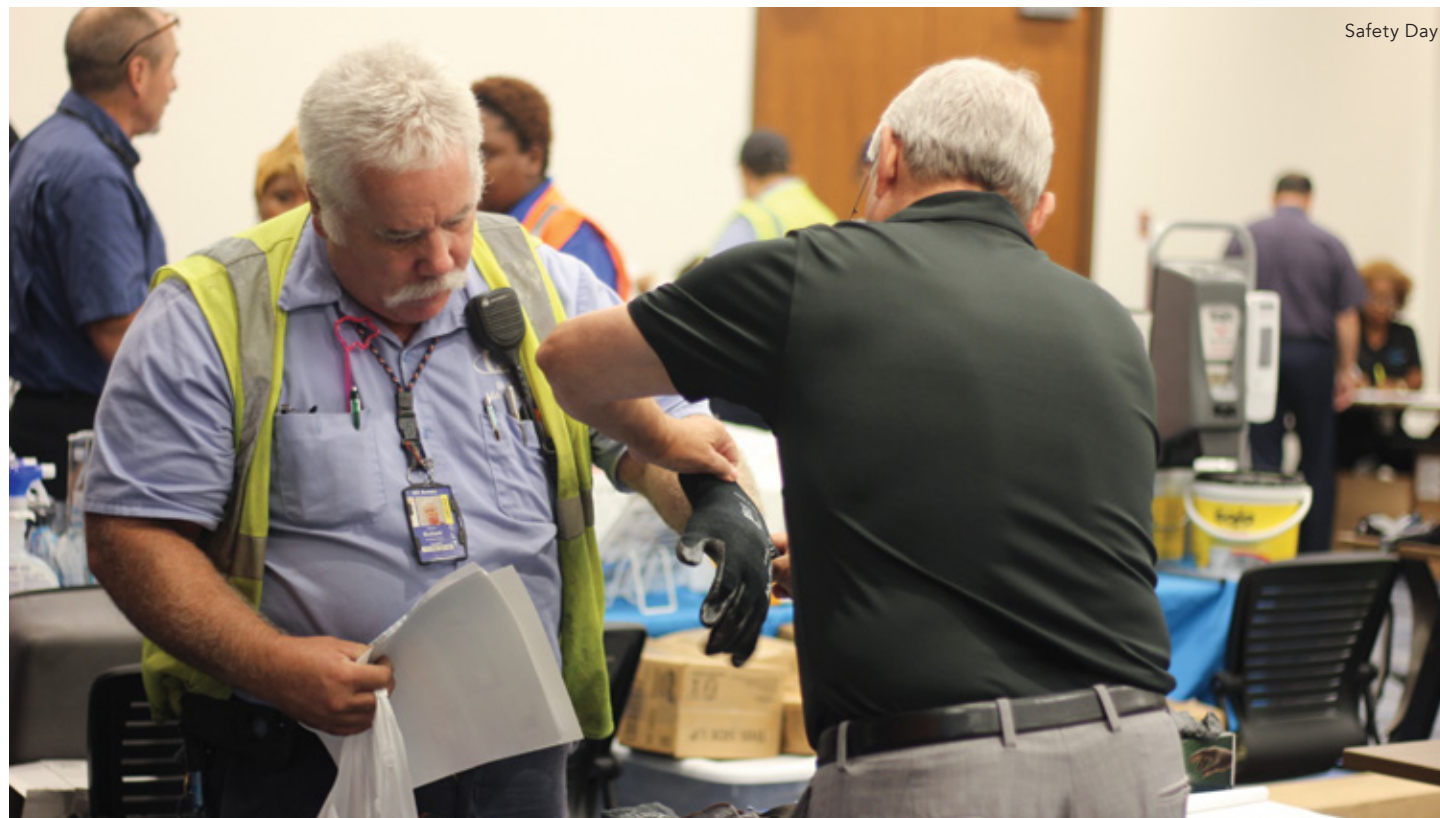
The Aviation Department also held educational and learning programs through 10 Snack and Learns, which drew more than 150 employees and contractors. Topics ranged from hazard communications to ergonomics.

In an effort to make safety training available to all shifts, Twilight Safety Training began for second and third shift employees. The response was so overwhelming that the initiative has continued into 2019.

TABLETOP EXERCISE

Airport security held a tabletop exercise in September, involving TSA, CMPD, Medic and FAA representatives. Participants were given emergency situations and discussed their response to determine areas for improvement in emergency policies and procedures. Questions and various scenarios were presented throughout the exercise.





SAFETY WEEK

Safety Week was held by the Aviation Department in August. Festivities included a battle among coworkers to win the Safety Survivor Game and a visit by N.C. Commissioner of Labor Cherie Berry to announce the Aviation Department's Public Sector Star designation. The week culminated with more than 400 Aviation Department employees and 30 vendors taking part in Safety Day.

AIRPORT EMERGENCY PLAN

The Aviation Department, its partners, tenants and emergency personnel met in October to review the Airport's Emergency Plan (AEP) and to discuss the roles each organization plays in the event of an emergency. The AEP addresses CLT's detailed responses to ensure the safety of and emergency services for the Airport population and surrounding community. The FAA requires a review of the plan every 12 months. The half day workshop allowed each organization to define their role in an Airport emergency.

FOD WALK

To promote safety awareness among Airport employees and partners, the Aviation Department hosted a Foreign Object Debris (FOD) Walk in June and October. Each year, FOD creates \$4 billion worth of damage to aircraft. The walks collected more than 15 pounds of airfield debris, including gravel, rocks and concrete expansion joint sealant.

TRAINING

The Aviation Department is focused on developing a highly skilled workforce and providing growth opportunities for its employees. Aviation Department staff completed an average 21 hours of training per employee, covering 259 different training offerings in 2018.

Specialty classes included ACE-Security, ACE-CM, psychological preparedness, conversational sign language, electrical systems and welding technology. Cardiopulmonary resuscitation (CPR) and automated external defibrillator (AED) classes were also provided throughout the year, resulting in 87 CPR AED certifications.

PUBLIC SECTOR STAR RECIPIENT

The N.C. Department of Labor designated the Aviation Department a Public Sector Star recipient in August – the first City of Charlotte department and first public airport operator in the country to hold such a distinction.

The Public Sector Star Program recognizes state agencies and local governments for their leadership and success in providing a safe and healthy work environment. The Star designation aligns with a core Aviation Department strategic principle – Safety and Security. The Department's final scores amounted to 148 and 142 points in its respective fields out of a maximum score of 150 points.

EDUCATION

Educational Assistance Program

The Aviation Department invested \$161,656 in 2018 assisting employees with their college tuition. Forty-three employees participated in the Education Assistance Program and six earned a degree.

JPMorgan Chase Grant

More than 100 Aviation Department employees received 4,498 hours of educational training at Central Piedmont Community College thanks to a \$135,000 JPMorgan Chase grant. Course work included electrical systems, welding, Lean Six Sigma Green Belt certification and OSHA industrial safety certification.

Employee Career Fair

The first internal career fair was held in May by the Aviation Department to share upcoming job opportunities with employees. Representatives from Central Piedmont Community College, UNC Charlotte and Goodwill Industries of the Southern Piedmont were also on hand to discuss educational programs, training and career development services.

Women In Aviation

Women in Aviation was launched in September by Aviation Department employees. The group provides networking, education, mentoring and scholarship opportunities for women and men in aviation careers. The 60 members meet bi-monthly.

Continuing Education Seminar

In September 2018, the Aviation Department partnered with UNC Charlotte and the Carolinas Aviation Museum to host an Airport Engineering Onsite Seminar, a professional development program for engineers. Over 100 participants attended the two-day seminar that covered the latest developments in concrete, asphalt and materials testing. Speakers included FAA partners, university professors, consultants and Airport staff. The second day of the seminar included tours of active construction projects underway at the Airport.

Plane Talk

Plane Talk was launched in September 2017 to bring frontline Aviation Department employees at Charlotte Douglas International Airport together with executive team members to share ideas and create an open dialogue. Meetings are held in a small, relaxed group setting.

Since its implementation, more than 200 employees have attended monthly meetings resulting in hundreds of conversations. Plane Talk has produced more than 80 ideas, observations and suggestions, which have sparked real changes, further discussion and review.

Employee Visual Messaging Boards

New employee electronic message boards (E-boards) were installed throughout the CLT Center, terminal and offsite buildings where Aviation Department employees are housed.

The E-boards display internal employee messages and provide an additional communications tool for aviation staff. Messages are updated routinely. Employees are encouraged to take a minute or two to view the E-boards regularly.

by the
NUMBERS

21
hours of training per Aviation
Department employee

87
CPR AED certifications

1ST!
airport Public Sector Star Designee

\$161,656
invested in employees'
Educational Assistance Program

4,498
hours of educational training at
CPCC for 100 Aviation Department
employees

PASSENGER

EXPERIENCE



ELEVATING THE EXPERIENCE

Passenger experience determines which airports rise to the top. For CLT, it's all aspects –volunteers, music, art, technology and customer engagement programs - that play a vital role in elevating the airport experience.

TLC FROM CLT

The Aviation Department held four TLC from CLT customer - focused events in 2018 to show passengers appreciation for choosing Charlotte Douglas International Airport. The program is a crowd favorite among travelers.

In June, passengers were gifted 1,000 mobile chargers to thank them for their patience during renovations on Concourse B. Later that month, CLT staff served 3,000 cups (250 gallons) of iced tea to deliver an official southern welcome.

The Aviation Department, in partnership with Charlotte-Mecklenburg Police Department's (CMPD) Animal Care & Control, also hosted a Kitten Cuddle in August on International Cat Day. Several felines were on site for passengers to snuggle. It was the first Kitten Cuddle at CLT and resulted in two cat adoptions.

To help celebrate the holidays and end the year on a sweet note, more than 6,500 candy canes were handed out to travelers in December.

ROYAL FOR THE DAY

In May, Charlotte Douglas International Airport celebrated the birthday of Queen Charlotte, along with the royal wedding of Prince Harry and Meghan Markle.

Queen Charlotte, for whom the city of Charlotte is named after, turned 274 on the same day her sixth generation great grandson Prince Harry wed. A statue of Queen Charlotte is located between the Daily Decks at Charlotte Douglas. The Airport plans to relocate the statue inside as part of the Terminal Lobby Expansion.

Aviation Department staff passed out 2,000 cupcakes throughout the terminal. A selfie backdrop of Buckingham Palace also was set up in the Atrium accompanied by a royal throne and red carpet as passengers were crowned *Royal for the Day*. CLT's Canine Crew joined in the fun, dressing up in royal canine attire. Paper crowns, Queen Charlotte



Royal for the Day



coloring books and crayons were passed out to the young royal passengers traveling through the Airport.

VOLUNTEER PROGRAM

The CLT Volunteer Program celebrated its 13th anniversary in May. The Airport's 70 volunteers welcomed passengers, answered questions and provided wayfinding assistance throughout the terminal. In 2018, volunteers donated 10,384 hours and made 312,320 customer connections. CLT volunteers assisted more than 850 flyers daily.

The Airport saluted its team of volunteers during National Volunteer Week in April. Each morning, volunteers received an email message containing a passenger video thanking them for "going the extra mile."

THIRD ANIMAL RELIEF AREA

A third post security Animal Relief Area opened on Concourse A Expansion in July. Two temporary animal relief areas are located on the A/B Connector and Concourse D. An outdoor Animal Relief Area is also located on Baggage Claim curbside - Zone A.

CANINE CREW

CLT Canine Crew's 31 dogs and their handlers provide a stress reliever for the thousands of passengers they meet each week.

The program began in March 2015 and has doubled in size over the last three years to become one of the Airport's most popular customer programs. All canine members are registered, professional therapy dogs with at least one year of experience working with the public. The furry volunteers consist of a wide variety of canines ranging from an 11- pound pomeranian to a 180-pound mastiff.

USO

The USO of North Carolina Charlotte Center is in its 12th year of serving military service members and their families at CLT. As one of the busiest USOs in the country, the facility welcomed 160,257 guests in 2018 and averaged more than 400 daily visitors. Support from the local community is enormous. Over 60 companies partner and donate to the center, which boasts a network of 388 volunteers who donated 30,113 hours in 2018.

CUSTOMER SATISFACTION SURVEY

Eight out of 10 passengers are highly satisfied with their overall experience at CLT, according to a 2018 survey conducted by Phoenix Marketing International (PMI). Approximately 1,600 travelers completed the survey.

Other results showed eight out of 10 passengers were pleased with the Airport's check-in experience, getting to the terminal,

service at the security checkpoints and terminal facilities.

Seven out of 10 passengers gave a thumbs up to CLT's gate areas, concessions, baggage delivery and ease of leaving the terminal.

The passenger survey helps CLT pinpoint areas the Airport performs well in and areas that need improvements. Charlotte Douglas is then able to focus on the lowest performing categories and determine ways to better satisfy the customer.

PERFORMING ARTS PROGRAM

Charlotte Douglas is known for its live piano music. CLT features seven musicians who regularly entertain passengers on the baby grand in the terminal's Atrium. The pianists logged more than 1,200 hours tickling the ivories in 2018.

Whisky River also stirred up the crowd with live musical performances throughout the year on Concourse E, and in December, the Airport hosted various musical acts to help spread holiday cheer.

ART PROGRAM

The Airport's art program showcased 13 pieces of art by local and national artists, including *Vulcan's Gate*, *Postcards from North Carolina*, *Heritage4Charlotte* and *Queen Charlotte*. Carolina Freedom Foundation, a collection of artwork by local high school students, was featured in Departures/Ticketing during the spring.

For the second year, CLT partnered with the Arts & Science Council to manage public art at the Airport. Passengers were introduced to *Interconnected*, one of the largest public digital artworks in the world. Located on Concourse A Expansion, the innovative art concept uses data derived from the Airport's flight arrivals and departures, baggage handling and ground transportation to come alive.

It is the first installation of its kind at any airport and a big hit with passengers. Created by Los Angeles-based artist Refik Anadol, the digital artwork is comprised of three hi-definition LED media walls measuring over 2,000 square feet that display dynamic abstract visualizations with the flow of data.

CLT250

The Aviation Department joined in the yearlong, citywide celebration marking the City of Charlotte's 250th anniversary by handing out 250 smiley faced lollipops to passengers during World Smile Day in October. Later that month, the 12th annual Runway 5K served as a key event for the initiative and a social media campaign in November listed passengers' 25 favorite things about CLT.

TECHNOLOGY UPGRADES

The Airport's public-address system received a terminal-wide IP-based infrastructure that increased coverage and paging flexibility for passengers.

Emergency call stations were installed in all CLT parking decks and surface lots for employees and passengers to easily connect with Airport security or information services.

A new Content Management System (CMS) provided terminal-wide flight, gate and baggage information display systems to deliver clear information to airline tenants and passengers.

by the
NUMBERS

70 Airport Volunteers

10,384 Volunteer hours

1K · 3K · 6.5K
- mobile chargers · cups of iced tea
- candy canes gifted to passengers

31 Canine Crew teams

160,257 USO guests welcomed

8 of 10 passengers highly satisfied with overall CLT experience

COMMUNITY

RELATIONS



ELEVATING OUR

COMMUNITY

Charlotte Douglas International Airport values its role in the community. Support from local residents ensures a thriving Airport infused with a commitment to elevate the region it serves through air service, jobs, development and new opportunities.

DISTRICT 3 AIRPORT JOB FAIR

The District 3 Airport Job Fair drew 505 attendees and 27 companies, a record number, to the Goodwill Opportunity Campus in March. Employers were looking to fill full-time, part-time, seasonal and temporary positions. Charlotte Douglas is one of the largest employers in Mecklenburg County and is credited for creating 132,330 jobs for North Carolina residents by the businesses it serves. More than 20,000 workers are employed within the terminal and surrounding airfield.

CONCESSIONS ACDBE JOB FAIR

The Aviation Department hosted a concessions job fair in November. Thirteen ACDBE concessions were present to share information about current and future job opportunities for full-time, seasonal and temporary employment. More than 100

open positions were available in retail and food and beverage.

OPERATION EXODUS

Approximately 3,300 soldiers traveled through CLT in December as part of Operation Exodus. Sixty-one buses transported troops from Fort Jackson, S.C. as they headed home for a two-week Christmas leave from basic training. Soldiers were treated to free breakfast, beverages, snacks and gift packs. The USO Charlotte Center staff, Airport Operations and several CLT volunteers assisted with the annual event.

TWELFTH ANNUAL RUNWAY 5K

The 12th annual Runway 5K attracted more than 1,000 participants to CLT's airfield in October and raised \$21,390 for the Airport Opportunity Scholarship through Central Piedmont Community College. The scholarship was created in 2018 to promote careers in aviation, as well as economic opportunities in Charlotte. The run was also touted as a key event for CLT250, a year-long celebration of Charlotte's 250th birthday.



Twelfth Annual Runway 5K



Operation Exodus

AVIATION ACADEMY

The Charlotte Aviation Academy graduated its second class in November. The 25 participants included elected officials, private-sector representatives, residential neighbors and regional stakeholders. Classes were held over a four-month period and included classroom instruction, field trips and practical exercises.

The group toured the terminal, air traffic control tower, American Airlines Training Center and Maintenance Hangar, Wilson Air Center, Norfolk Southern Intermodal Facility and the Carolinas Aviation Museum. The academy seeks to turn interest in aviation, the Airport and flight into effective and qualified advocacy.

EXPLORERS POST 747

Twenty-six high school students throughout Mecklenburg County saw firsthand Aviation professionals in action thanks to the Explorers Post 747 Program. It offers participants the chance to learn about career opportunities in the aviation industry through collaboration with partner organizations.

Students met from September 2017 to May 2018 and received tours of the airfield, terminal, CMPD hangar, Airport concessions and the American Airlines Crew Training Center. They also spoke to aviation professionals throughout the industry.

TWENTY-THIRD ANNUAL YOUTH DAY

Ninety-five children (between the ages 5 and 18) attended CLT's 23rd Annual Youth Day in June. Participants visited the Carolinas Aviation Museum, American Airlines Training Center and toured CLT's airfield. They were also treated to a fire training demonstration from the Charlotte Fire Department.

Youth Day began in 1996 as an opportunity for Aviation Department employees to educate young people about their work and the Airport. The annual event gives a behind-the-scenes look at CLT and provides an introduction to other organizations associated with the Airport.

AIRPORT PRESENTATIONS AND TOURS

Aviation staff continued sharing the CLT story with the community. In 2018, staff offered presentations and tours to more than 600 community members. These events provided an overview of the Airport's daily operations and the Destination CLT capital investment program.

CLT also hosted nine high school educational tour groups from the Charlotte region reaching over 200 students in 2018. Participants received a tour of the Old Terminal, new FAA tower currently under construction, CLT's airfield, Operations Control Room, Concourse A Expansion and the Airport Overlook. The Aviation Department's tour program is designed to showcase careers in

aviation to interested youth at one of the world's busiest airports and the region's top economic driver.

AIRPORT COMMUNITY ROUNDTABLE

At the request of the FAA, the Aviation Department established the Airport Community Roundtable (ACR) in June 2017 to provide neighboring communities a forum to discuss aircraft noise concerns. The ACR provides input into airport-related noise impacts, works to find possible solutions and makes recommendations to the FAA. The group meets monthly at the CLT Center.

AIRPORT NEIGHBORHOOD COMMITTEE

The Aviation Department formed the Airport Neighborhood Committee (ANC) in January. ANC members transitioned from the Neighborhood Task Force, which was initiated in 1989. The 25-member group provides residents information on the Airport's current and future plans for the area and receives feedback on how those plans may affect those living nearby. Members all reside within five miles of the Airport and meet quarterly.

NOISE PROGRAM

Charlotte Douglas International Airport's Noise Compatibility Program (NCP) began to implement its federally approved FAR Part 150 NCP in 1987.

The program was designed to use various methods to mitigate noise impact. Since the NCP's inception, the Airport has spent more than \$67 million in the local community on home buyout, noise abatement, noise mitigation and rezoning property to uses compatible with CLT.

To date, nearly 1,000 homes, six churches and three schools have been insulated. Additionally, almost 400 properties in high noise zones, including mobile home parks, have been purchased by the Airport.

WINGS FOR AUTISM

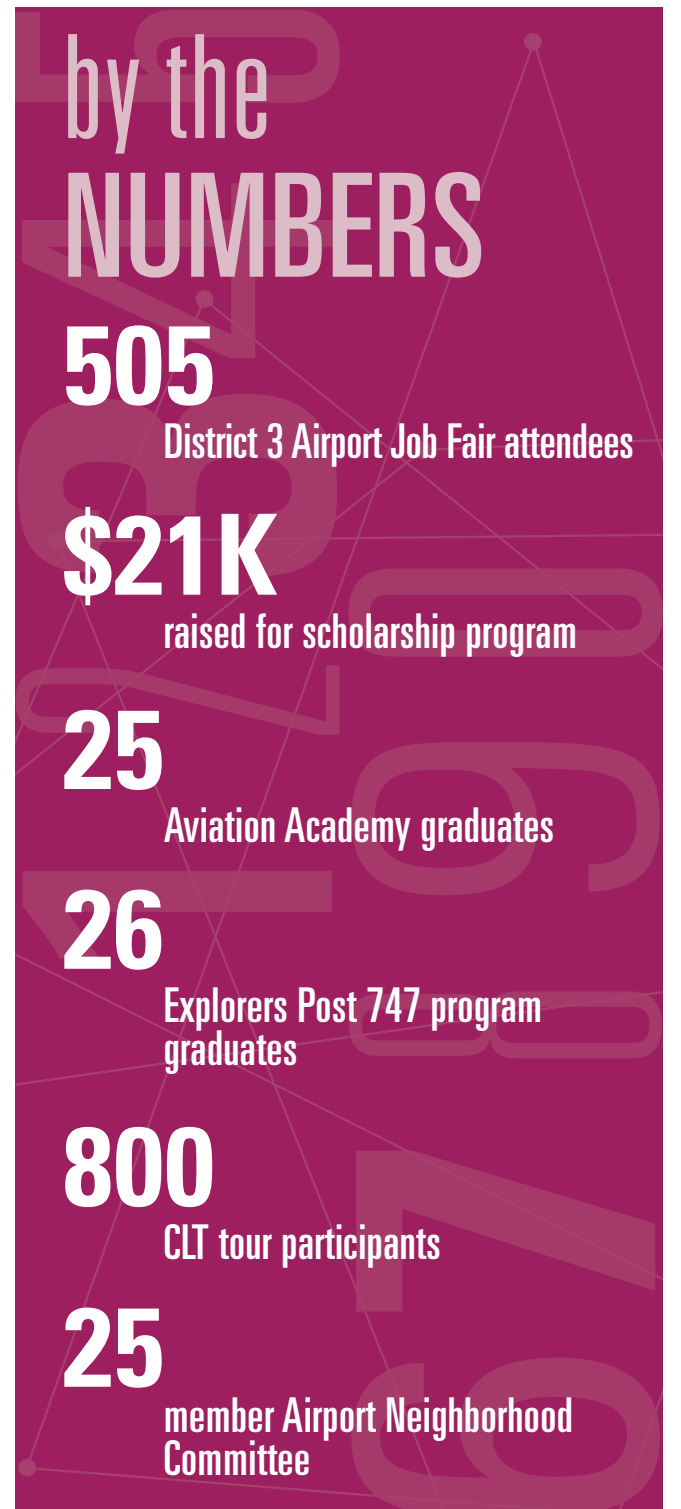
In April 2018, CLT partnered with Delta Air Lines and the ARC to host the second annual Wings for Autism at CLT. This nationwide program offers an airport rehearsal for children with developmental disabilities and their families.

Wings for Autism is designed to alleviate some of the stress these families encounter with flying by allowing them to experience many aspects of air travel, including check-in, security screening, aircraft boarding and a ramp tour on the aircraft. Fifty-five children and their family members participated and were welcomed by Airport staff, CLT's Canine Crew and a Delta flight crew. Charlotte Fire Department provided a water cannon salute as the aircraft finished its ramp tour.

HOLIDAY GIFTS TO LOCAL STUDENTS

The Aviation Department's Spirit Committee partnered with Ashley Park School (PreK-8th grade) to provide 43 students and their siblings Christmas gifts in December.

Gifts donated included bicycles, clothing, games, books and toys. This is the fourth year CLT employees have donated gifts to Ashley Park students.



SUSTAINABILITY INITIATIVES



ELEVATING SUSTAINABILITY

The Airport is a firm believer in creating a sustainable future. CLT's daily operations actively incorporate the three "Rs" - reduce, reuse and recycle. By lessening CLT's carbon footprint on the environment, CLT seeks to elevate the airport experience.

SOLAR POWER

The Airport's investment in renewable energy is another example of CLT's commitment to the environment. In December 2010, CLT partnered with Duke Energy to install a 235 kilowatt rooftop solar photovoltaic (PV) system on top of the CLT Center. During daylight hours, the solar panels generate power that feeds into the electrical grid operated by Duke Energy. CLT, in exchange, receives payment from Duke Energy for the power generated by the solar panels. The rooftop solar panels generated enough power in 2018 to supply 36 homes electricity use for one year.

The Airport's Fire Station #41 has a 100 kilowatt ground-mounted PV system that is tied directly to the facility. The solar-generated power is used by the facility and helps to reduce overall energy

consumption costs as well as offset greenhouse gas emissions.

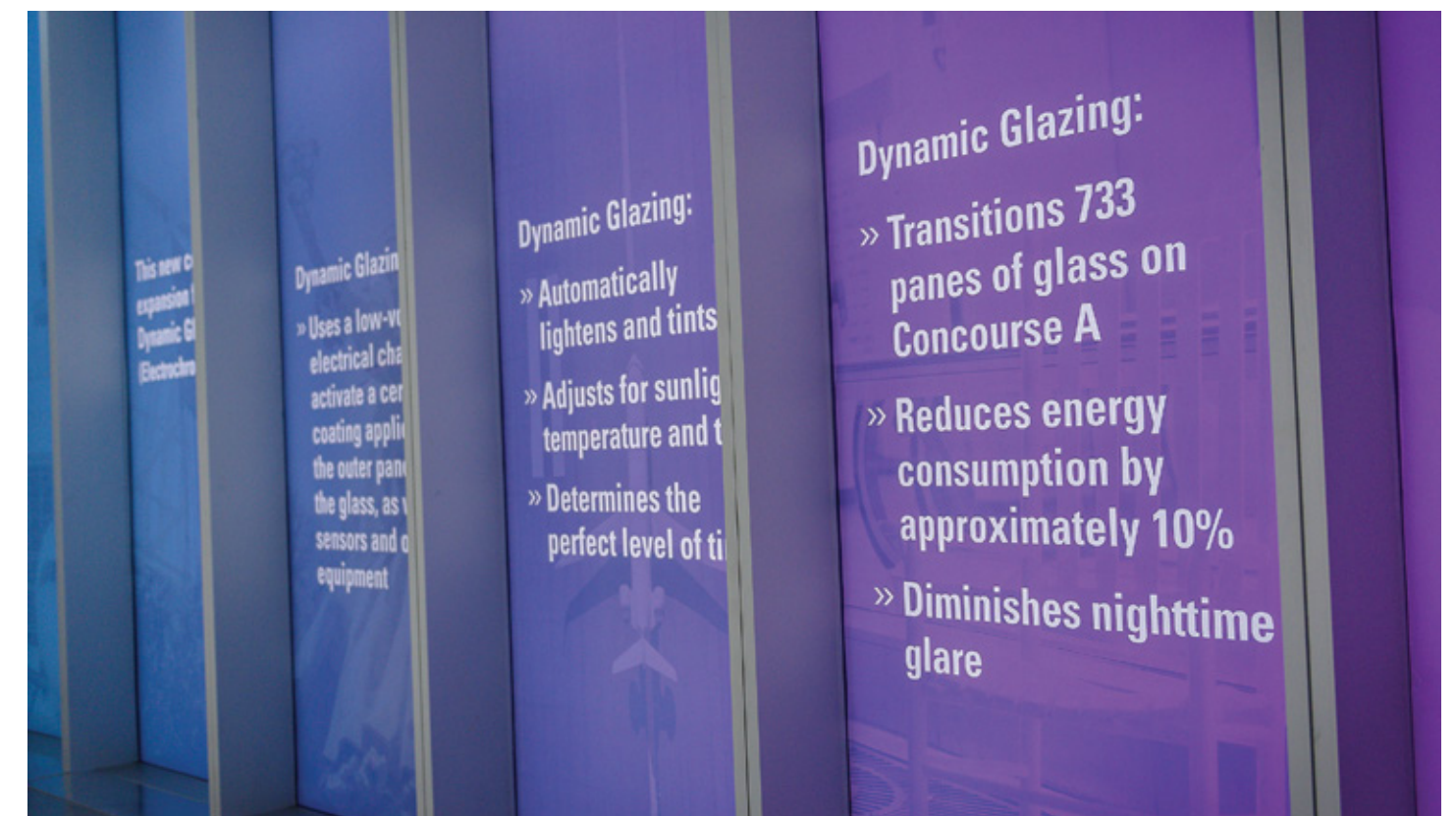
ENERGY AND WATER USE REDUCTION

CLT embraces energy-efficient lighting solutions by installing LED lights and terminal signage, to reduce waste and maintenance costs.

Concourse A Expansion – Phase I opened in July 2018 and features dynamic glazing (electrochromic glass) that automatically adjusts for sunlight, temperature and time. By determining the perfect level of tint, the electrochromic glass helps minimize glare and solar heat gain, resulting in passenger comfort enhancement and reduced energy consumption.

CLT's Facilities Bus Wash began service in early 2018. Over 80 percent of the water used at the bus wash is reclaimed for reuse.

CLT continues to maintain sustainable and drought-tolerant landscaping by using the "right plant, right place" approach. Selecting plants based on the growing conditions and incorporating drought tolerant and southeast native plant species reduces the need for irrigation.





CLT's Bus Wash

ELECTRIC VEHICLE CHARGING STATIONS

CLT provides 17 electric vehicle charging stations for passenger, employee and fleet use, as public demand for electric vehicles continues to rise. The charging stations are located in Business Valet Parking Deck I, Wilson Air Center and the Hourly Parking Deck. In 2018, CLT hosted over 2,700 charging sessions (an increase of more than 75 percent from 2017) that helped to avert over 19,000 kilograms of greenhouse gas emissions. That's equivalent to planting 845 urban tree seedlings and letting them grow for 10 years. The units are available to customers using the Airport's Business Valet or Curbside Valet services.

RECYCLING

Smart Waste Recycling Stations

More than 85 smart waste and recycling stations have been installed throughout the Atrium and on each concourse. The smart waste stations are WiFi accessible and solar-enabled. The latest technology alerts staff when the cans are nearing capacity and allows the cans to be solar powered whenever possible.

Water Bottle Filling Stations

CLT's water bottle filling stations were retrofitted on top of CLT's existing water fountains and have the ability to keep track of how many water bottles have been filled. The sensory-operated devices enable passengers to place their water bottles underneath a faucet for a quick refill, eliminating the need to toss empty water bottles in the recycling bin or trash. In 2018, over two million water bottles were filled and subsequently saved from landfills. If these unrecycled plastic bottles were placed end to end, they would stretch an estimated 250 miles; the distance between Charlotte, N.C. and Richmond, Va. by air.

Used Cooking Oil

HMSHost, CLT's food and beverage concessionaire, demonstrates its commitment to a circular economy by partnering with a local used oil recycling company. Each year, approximately 167,000 pounds of used cooking oil from the Airport is converted into biofuel.

CORPORATE SOCIAL RESPONSIBILITY

HMSHost, CLT's food and beverage concessionaire, donated 700 to 1,000 pounds of food daily to local food banks. A little more than a pound equals one meal. Instead of throwing it away and generating several pounds of food waste to the local landfill, HMSHost donates it.

ENVIRONMENTAL RESPONSIBILITY

Storm Drain Marking Program

The Aviation Department, along with American Airlines, participated in Mecklenburg County's Storm Drain Marking Program in April. Storm drain markings, which read "This Drain Is Only for Rain. Do Not Dump – Drains to Creek," help discourage the dumping of polluting substances (i.e., paint, oil, food waste) into storm drains, inspiring people to prevent storm water pollution and protect streams and lakes through education.

by the NUMBERS

CLT hosted over **2,700** charging sessions that helped to avert **19,000** kilograms of greenhouse gas emissions

85 smart waste and recycling stations have been installed throughout the Atrium and on each concourse

over **2M** water bottles were filled and subsequently saved from landfills

approximately **167,000** pounds of used cooking oil from the Airport was converted into biofuel

ACCOLADES

AND

ACCOMPLISHMENTS



ELEVATING

ABOVE
AND

BEYOND

The work of Charlotte Douglas International Airport to provide passengers with the most pleasurable and safe traveling experience is seen through the various awards it has earned this past year and in previous years. CLT works hard to go above and beyond for passengers.

TRAVELBANK RANKS CLT HIGH FOR BUSINESS TRAVELERS

Charlotte Douglas International Airport ranks second best airport in the nation for business travelers, according to TravelBank. The rankings were compiled by the business travel app and looked at 30 airports. CLT received high scores for its low parking prices and on-time arrival performance.

ECONOMIC GROWTH CHAMPION OF THE YEAR AWARD

The Aviation Department was honored with the Economic Growth Champion of the Year by the Charlotte Chamber in September.

The Chamber's annual event celebrates individuals and

organizations that have played a significant role in the economic growth of the Charlotte region.

CLT contributes \$23 billion yearly to the state's economy and supports 132,330 jobs for N.C. residents and \$5.7 billion in personal income.

CERTIFICATE OF ACHIEVEMENT FOR EXCELLENCE IN FINANCIAL REPORTING

Government Financial Officers Association (GFOA) awarded Charlotte Douglas with the Certificate of Achievement for Excellence in Financial Reporting for its fiscal year 2017 Comprehensive Annual Financial Report (CAFR).

To receive the accolade, a panel was assembled to judge if the report clearly communicated its financial story and motivated potential users and user groups.





OAG NAMES CLT THIRD MOST CONNECTED AIRPORT IN THE COUNTRY

CLT is the third most connected airport in the country for domestic services, according to OAG's 2018 Megahubs United States Index.

OAG, an air travel intelligence company, calculated the total number of all possible connections between inbound and outbound flights at each airport within a three-hour window, where both flights are domestic services, to compose the data.

The index also took into account the number of connections that are possible within a specific time frame and the relative attractiveness of each airport as a connecting point for scheduled domestic air passengers.

Approximately 70 percent of the Airport's flyers are connecting passengers. CLT offers nonstop service to 175 destinations worldwide.

FEMA RECOGNIZES AVIATION DEPARTMENT FOR HURRICANE FLORENCE OPERATIONS

The Aviation Department was recognized by the Federal Emergency Management Agency (FEMA) for providing critical assistance to federal agencies during Hurricane Florence operations, which battered the region in September.

The Airport offered vacant warehouse space as a forward staging point for any FEMA Urban Search & Rescue (USAR) Task Force member who would be operating and/or traveling through North Carolina. CLT Emergency Management coordinated those efforts with N.C. Emergency Management and FEMA to provide this resource.

AIRPORT COMMUNICATIONS AND MARKETING RECEIVE MARCOM AWARDS

The MarCom Awards recognizes excellence in communications and marketing. Entries are scored as follows: Platinum Awards (90 to 100 points), Gold Awards (80-89 points) and Honorable Mention (70-79 points).

Airport Strategic Communications and Airport Marketing received the following:

Platinum Awards

Destination CLT - Communications Plan
Destination CLT - Integrated Marketing
2017 Report of Achievement – Annual Report

Gold Awards

Plane Talk - Internal Communications Plan
Connections - Publication

Honorable mention

CLT's Twitter Site

CROWN AWARD GOES TO PLANE TALK

Airport Strategic Communications received a Crown Award at the Queen City PR Awards in October for the integrated communications campaign Plane Talk.

The Queen City Public Relations Awards are the Public Relations Society of America Charlotte Chapter's signature recognition event, honoring public relations and communication professionals across the area for successfully researching, planning, implementing and evaluating communication campaigns with exemplary professional skill, creativity and resourcefulness.

by the NUMBERS

2ND best airport in the nation for business travelers - TravelBank

3RD most connected airport in the country for domestic services - OAG's 2018 Megahub U.S. Index

\$23B yearly economic impact to the state - Charlotte Chamber Economic Growth Champion of the Year

FIVE MarCom Awards for excellence in communications and marketing

ONE Crown Award for the integrated communications campaign Plane Talk

TENANT

ACCOLADES

&

ACCOMPLISHMENTS



ELEVATING

STANDARDS

WILSON AIR CENTER CHARLOTTE

Wilson Air Center Charlotte was voted the sixth best FBO (fixed-base operator) in the country out of approximately 3,000 FBOs nationwide by *Professional Pilot Magazine's* 2018 PRASE (Preferences Regarding Aviation Services and Equipment) survey.

Wilson has managed CLT's FBO for private, corporate and charter aircraft since February 2005. It is the highest ranking Wilson Air Center Charlotte has received in the survey.

The magazine asked its readers, which includes pilots, aircraft owners, passengers and flight crews, to vote on the nation's best aviation FBO operations. The survey garnered more than 1,000 respondents.

AMERICAN AIRLINES

American Airlines Cargo was named the International Carrier of the Year for the second year in a row by the Airforwarders Association (AfA), a trade group that represents the interests of U.S.-based air freight providers. The award recognizes dedication to customer service, on-time performance, reliability and security and more.

Air Cargo News bestowed American Airlines Cargo Airline of the Year for the third year in a row and Best Cargo Airline of the Americas for the tenth consecutive year. The Cargo Airline of the Year awards are regarded as one of the most prestigious honors in the air cargo industry and recognize carriers that have provided an outstanding customer experience based on the voting results of more than 20,000 supply chain professionals.

American received the top score of 100 for the third year in a row by the Disability Equality Index (DEI) highlighting the best places to work for disability inclusion. The DEI is a joint initiative between the U.S. Business Leadership Network® (USBLN®) and the American Association of People with Disabilities (AAPD).

American Airlines was listed in Equal Opportunity Magazine's 2018 Reader's Choice Top 50 Employers Awards. Readers of Equal Opportunity were asked to name the employers, both in the private and public sectors for whom they would most like to work or that they believe would provide a positive working environment for members of minority groups.

American Airlines Cargo was named the Air Cargo Operator of the Year for the third consecutive year by the Freight Transport Association (FTA). The award, voted on by thousands of readers of the multimodal newsletter and FTA members and exhibitors, recognizes excellence in air, road, rail, maritime and freight

forwarding services.

Global Traveler, GT Tested Readers' Survey Awards, voted American:

Best Airline in North America

Best Airline: Domestic First Class

Best Frequent Flyer Customer Service: AAdvantage

Best Airline Website

Best Airline App

Fastest Growing Airline: Transpacific

Travel Weekly's Magellan Awards rated American best overall U.S. carrier, best U.S. carrier first class and best U.S. carrier business class.

U.S. *Veterans Magazine* recognized American Airlines for the fourth consecutive year as a veteran-friendly company.

DELTA AIR LINES

The World Travel Awards™ reward and celebrate excellence across all key sectors of the travel, tourism and hospitality industries. Delta received six World Travel Awards in 2018:

North America's Leading Airline

North America's Leading Airline Brand

United States' Leading Airline to Mexico

United States' Leading Airline to South America

United States' Leading Airline to Central America

United States' Leading Airline to the Caribbean

HMSHOST

Whisky River at Charlotte Douglas International Airport was presented the Moodie Davitt Report's Airport Food and Beverage Award (FAB) for Airport Food & Beverage Offer Best Reflecting Sense of Place.

The campaign #HMSThostLove won the Moodies Awards for Best Marketing Campaign (Food & Beverage Provider). #HMSThostLove was held at Charlotte Douglas International Airport in February to give travelers an opportunity to share messages of positivity and inspiration among their fellow travelers.

Charitable Giving:

HMSHost donated \$10,000 to Mecklenburg community and schools.

HMSHost donated \$2,000 to FCCLA North Carolina Gold Medal Culinary Arts Competition 2018.

HMSHost Foundation awarded grants totaling \$31,500 to Charlotte's Grace-Mar Services, Inc.





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