

# American Airlines Group Inc.

Bank of America  
Merrill Lynch

2018 Transportation Conference

Derek Kerr  
Chief Financial Officer



# Cautionary Statement Regarding Forward-Looking Statements and Information



This document includes forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. These forward-looking statements may be identified by words such as “may,” “will,” “expect,” “intend,” “anticipate,” “believe,” “estimate,” “plan,” “project,” “could,” “should,” “would,” “continue,” “seek,” “target,” “guidance,” “outlook,” “if current trends continue,” “optimistic,” “forecast” and other similar words. Such statements include, but are not limited to, statements about future financial and operating results, the Company’s plans, objectives, estimates, expectations, and intentions, estimates and strategies for the future, and other statements that are not historical facts. These forward-looking statements are based on the Company’s current objectives, beliefs and expectations, and they are subject to significant risks and uncertainties that may cause actual results and financial position and timing of certain events to differ materially from the information in the forward-looking statements. These risks and uncertainties include, but are not limited to, those set forth in the Company’s Quarterly Report on Form 10-Q for the quarter ended March 31, 2018 (especially in Part I, Item 2 Management’s Discussion and Analysis of Financial Condition and Results of Operations and Part II, Item 1A Risk Factors) and in the Company’s other filings with the Securities and Exchange Commission (“SEC”), and other risks and uncertainties listed from time to time in the Company’s other filings with the SEC. There may be other factors of which the Company is not currently aware that may affect matters discussed in the forward-looking statements and may also cause actual results to differ materially from those discussed. The Company does not assume any obligation to publicly update or supplement any forward-looking statement to reflect actual results, changes in assumptions or changes in other factors affecting these forward-looking statements other than as required by law. Any forward-looking statements speak only as of the date hereof or as of the dates indicated in the statements.

# Current Overview



- We are making significant investments in our team and product, and those investments are working
  - Continued operational improvement
  - Fleet and network transformation
  - Product enhancements
  - Revenue and cost initiatives
- American is playing the long game – we will continue to be innovative and invest in our product and people while ensuring the long-term financial strength of our company

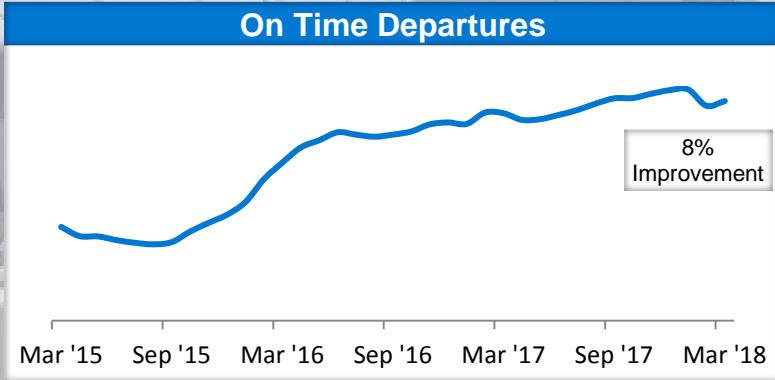


# Operational Performance

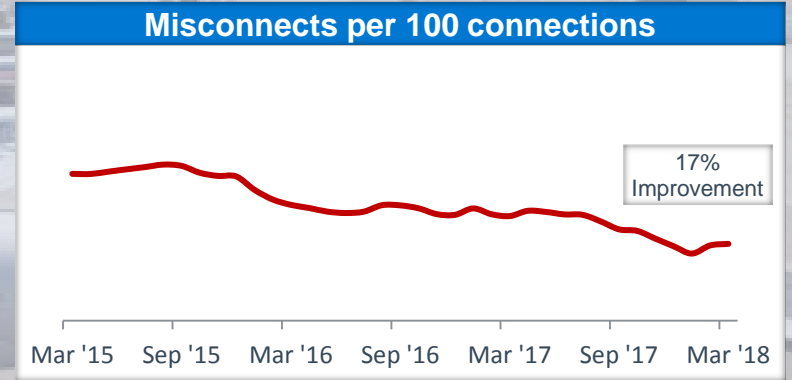


## Trailing twelve month averages

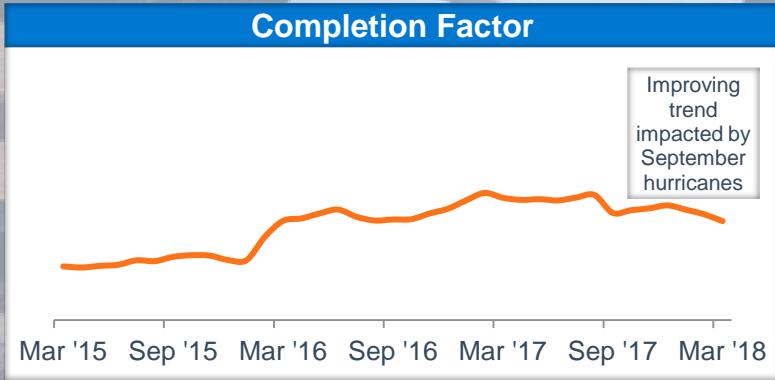
### On Time Departures



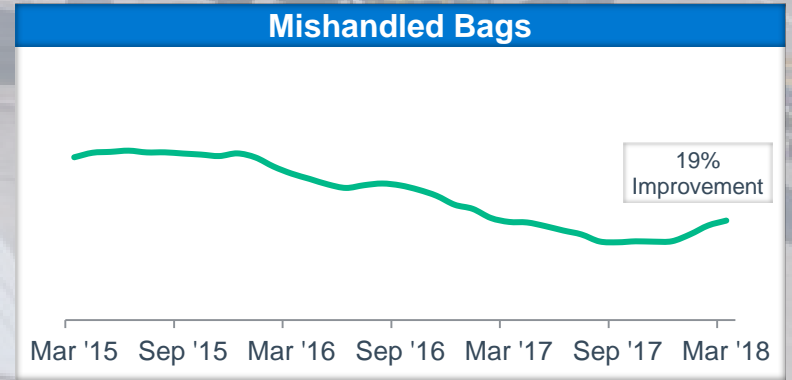
### Misconnects per 100 connections



### Completion Factor



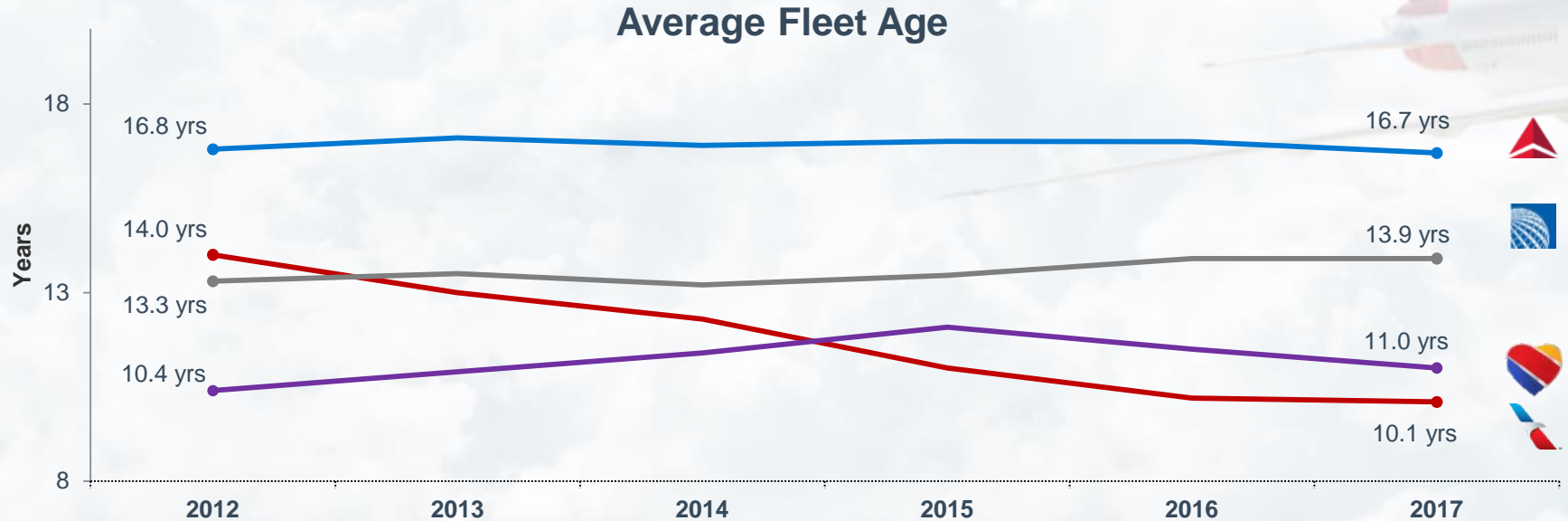
### Mishandled Bags



# Fleet Transformation - Investments in Our Fleet



- Our aggressive aircraft replacement program since the merger has given us the youngest fleet of the major airlines, as well as the highest asset values



Source: Company filings and Ascend data

# Fleet Transformation – Modified Delivery Schedule

Changes to fleet are margin accretive and reduce operational complexity

- Over the past few weeks we have made a number of changes to our aircraft order book to better match deliveries with the needs of our fleet, including
  - Deferred 40 Boeing 737 MAX aircraft scheduled for delivery between 2020 and 2022 to 2025/6
  - Cancelled an order with Airbus for 22 A350 aircraft
- We have also:



Acquired an additional 47 Boeing 787-8 and 787-9 aircraft for delivery between 2020 and 2026



Acquired 15 Bombardier CRJ900 regional jets for delivery in 2019 and 2020

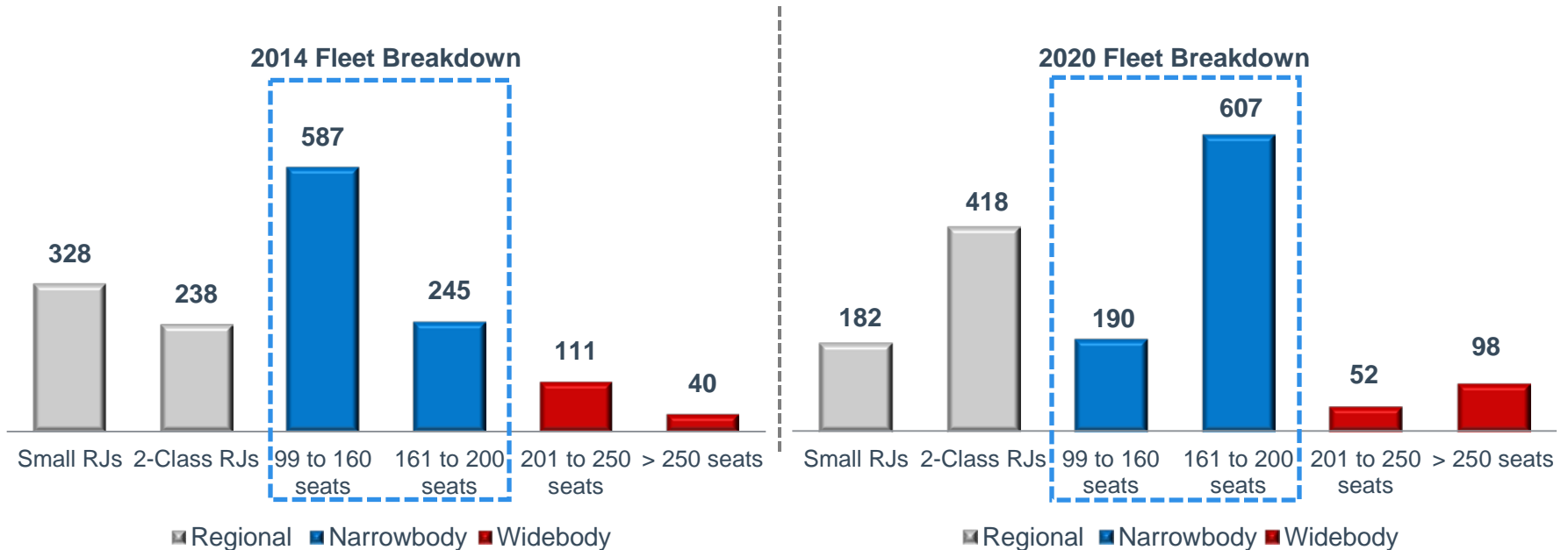


Acquired an additional 15 Embraer E175 regional jets for delivery in 2019

# Fleet Transformation



- Over the next three years our seat harmonization project will complete our fleet transformation giving us a more efficient fleet, better suited to the needs of our network

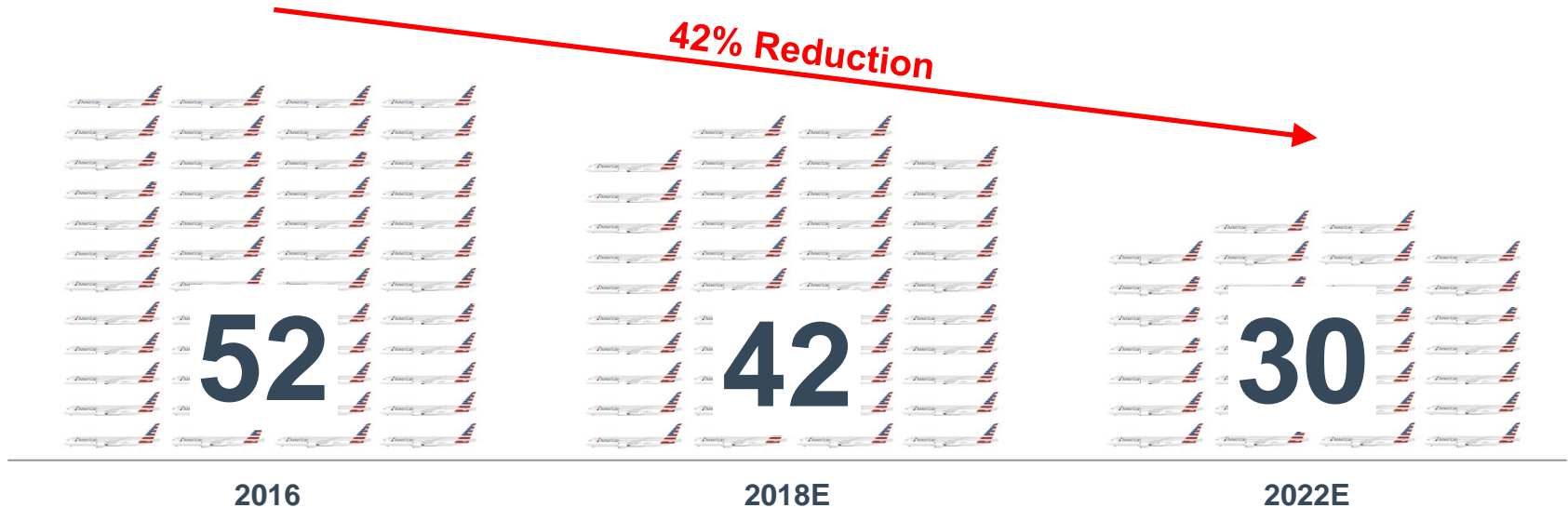


# Fleet Transformation – Reducing Sub-fleets



- We will reduce the number of aircraft sub-fleets. Improving the customer experience and reducing the complexity of our operation

Number of Aircraft Sub-fleets 2016 – 2022E





# Aircraft Deliveries



- Since the merger, we have inducted more than 500 new replacement aircraft into the fleet



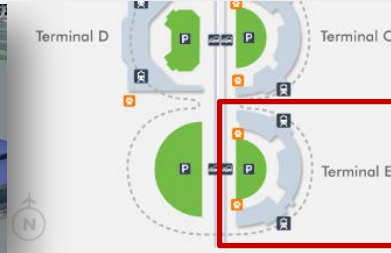
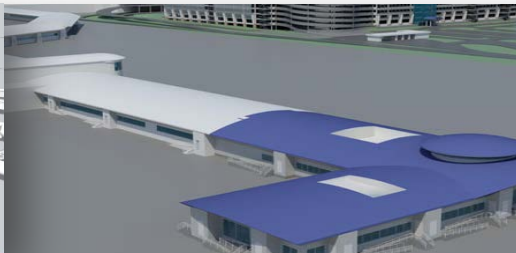
	2018	2019	2020	2021	2022	Beyond 2022
A320 Family / Neo	-	22	25	25	20	8
B737-800 / Max	16	20	10	10	-	40
B787 Family	6	2	12	10	-	25
<b>Mainline Total</b>	<b>22</b>	<b>44</b>	<b>47</b>	<b>45</b>	<b>20</b>	<b>73</b>
CRJ-900	-	14	1	-	-	-
E175	5	20	-	-	-	-
<b>Regional Total</b>	<b>5</b>	<b>34</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Airline Total</b>	<b>27</b>	<b>78</b>	<b>48</b>	<b>45</b>	<b>20</b>	<b>73</b>

# Network Transformation - Growth at Our Hubs



More flights at our highest margin hubs drives future earnings growth

- Access to new gates at terminal E in DFW airport will allow American to add up to 100 more flights a day
- Construction at Charlotte will allow American to add up to 75 additional daily departures
- As a result of this growth, total departures at American's two largest, and most profitable, hubs will be higher than at any other carrier's two largest hubs



# Product Enhancements - Widebody Retrofits



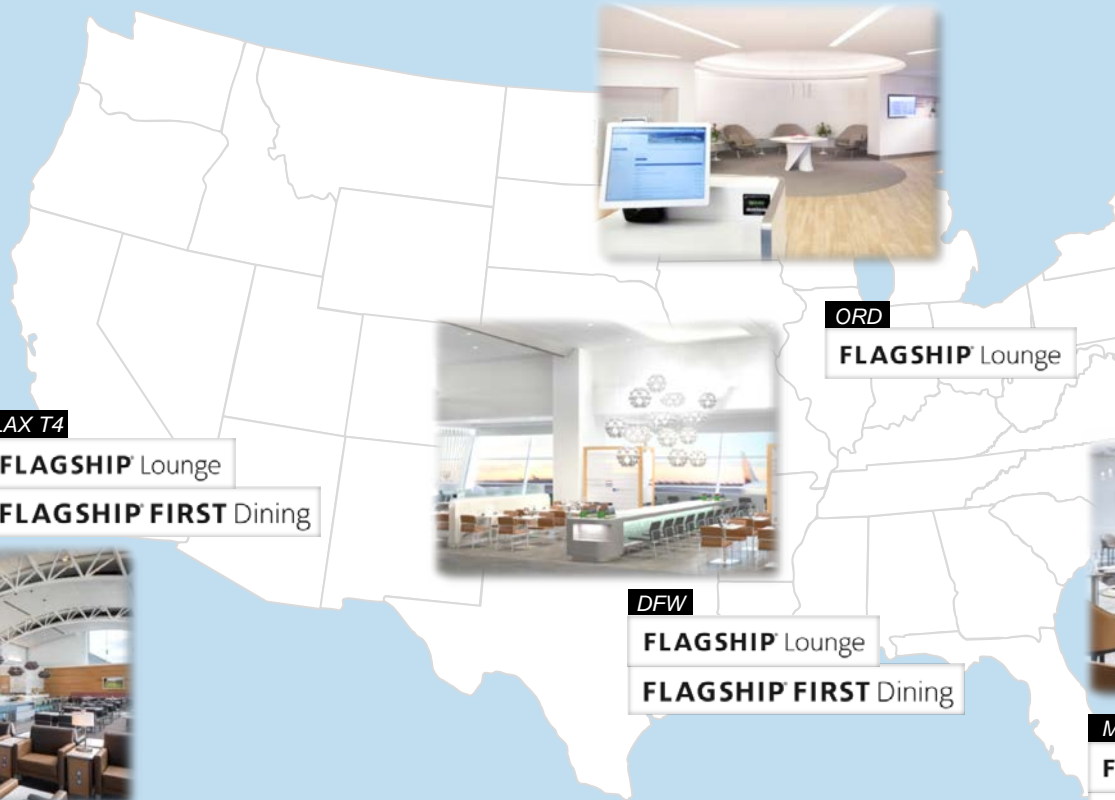
*All Lie-flat Widebodies*



*Premium Economy Retrofits*



# Product Enhancements - New Flagship Lounges



**ORD**  
**FLAGSHIP** Lounge



**JFK**  
**FLAGSHIP** Lounge  
**FLAGSHIP FIRST** Dining



**DFW**  
**FLAGSHIP** Lounge  
**FLAGSHIP FIRST** Dining

**LAX T4**  
**FLAGSHIP** Lounge  
**FLAGSHIP FIRST** Dining



**MIA**  
**FLAGSHIP** Lounge  
**FLAGSHIP FIRST** Dining

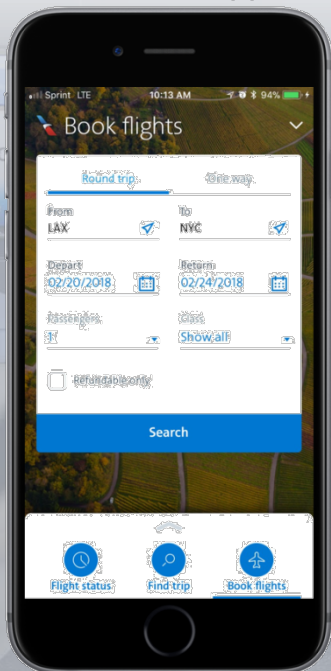


*DFW lounge is an artist rendering*

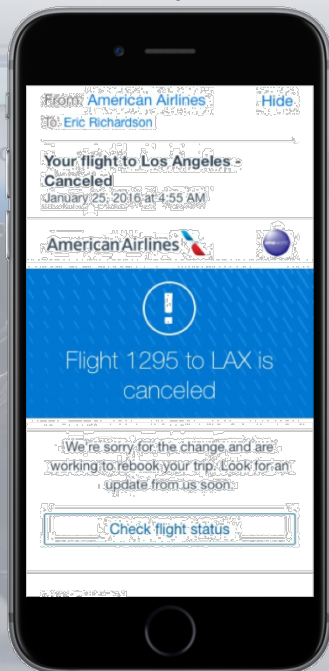
# Product Enhancements - Self-Service Tools



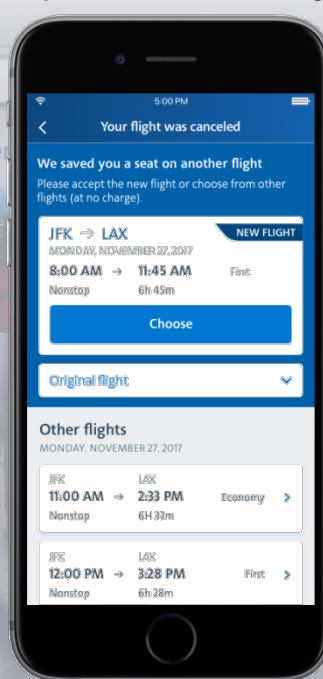
*Book on App*



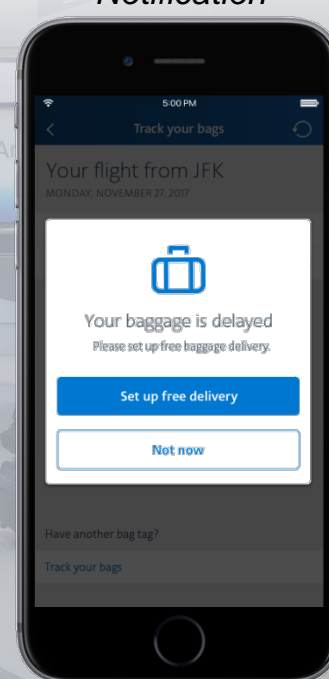
*Notify All*



*Dynamic Rebooking*



*Customer Bag Notification*



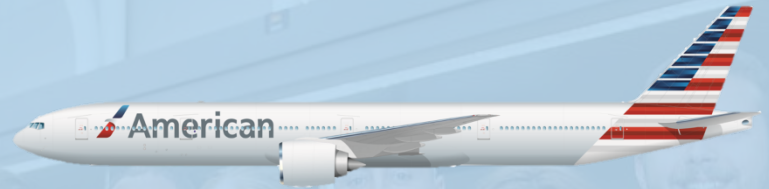
# Product Enhancements - Commercial Initiatives



American Airlines  
**AAdvantage**

- Gold**  
25k EQMs or 30 EQSs + \$3k EODs
- Platinum**  
50k EQMs or 60 EQSs + \$6k EODs
- Platinum Pro**  
75k EQMs or 90 EQSs + \$9k EODs
- Executive Platinum**  
100k EQMs or 120 EQSs + \$12k EODs
- ConciergeKey**  
Invite Only

*Value Based AAdvantage Program*



<b>Flagship First</b>	<b>Flagship Business</b>	<b>First &amp; Business</b>	<b>Premium Economy</b>	<b>Main Cabin Extra</b>	<b>Main Cabin</b>	<b>Basic Economy</b>
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*Enhanced Revenue Management Tools*



*Increased Focus on Sales*

# Product Enhancements - Satellite WiFi



## Widebody Installation Progress

## Narrowbody Installation Progress

Estimated  
Completion  
2Q18



Estimated  
Completion  
2Q19



1. As of 1Q 2018

# 2017 Investor Day Initiatives Remain On Track



We continue to expect to benefit from initiatives worth \$3.9 billion by 2021

- At our investor day in September, we outlined \$2.9 billion in revenue and \$1.0 billion in cost opportunities by 2021
- We estimated that \$1.35 billion of these would be achieved from revenue initiatives in 2021 and these remain on track
  - Major revenue initiatives for 2021 include the rollout of basic and premium economy and revenue management changes
- We also guided to \$200 million in cost reductions in 2021. We now believe that we will achieve \$250 million by year-end

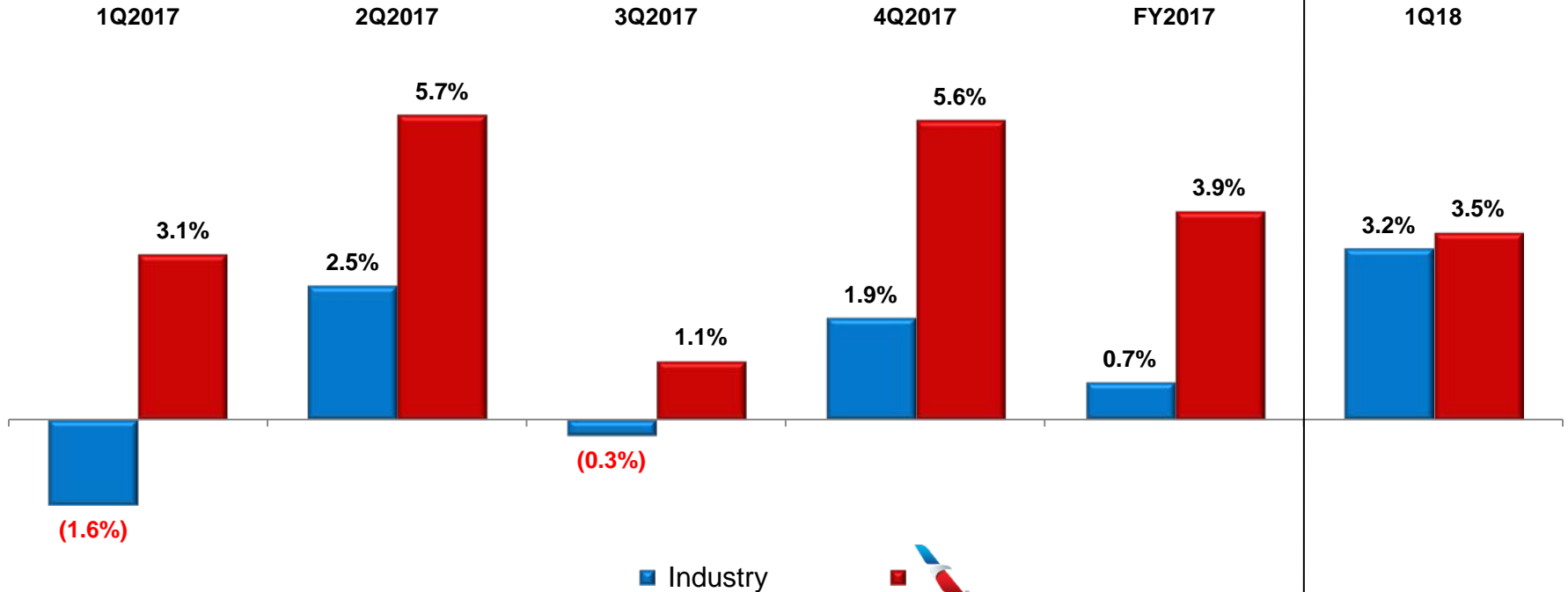




# Revenue Improvement



## YOY TRASM vs Industry<sup>1</sup>

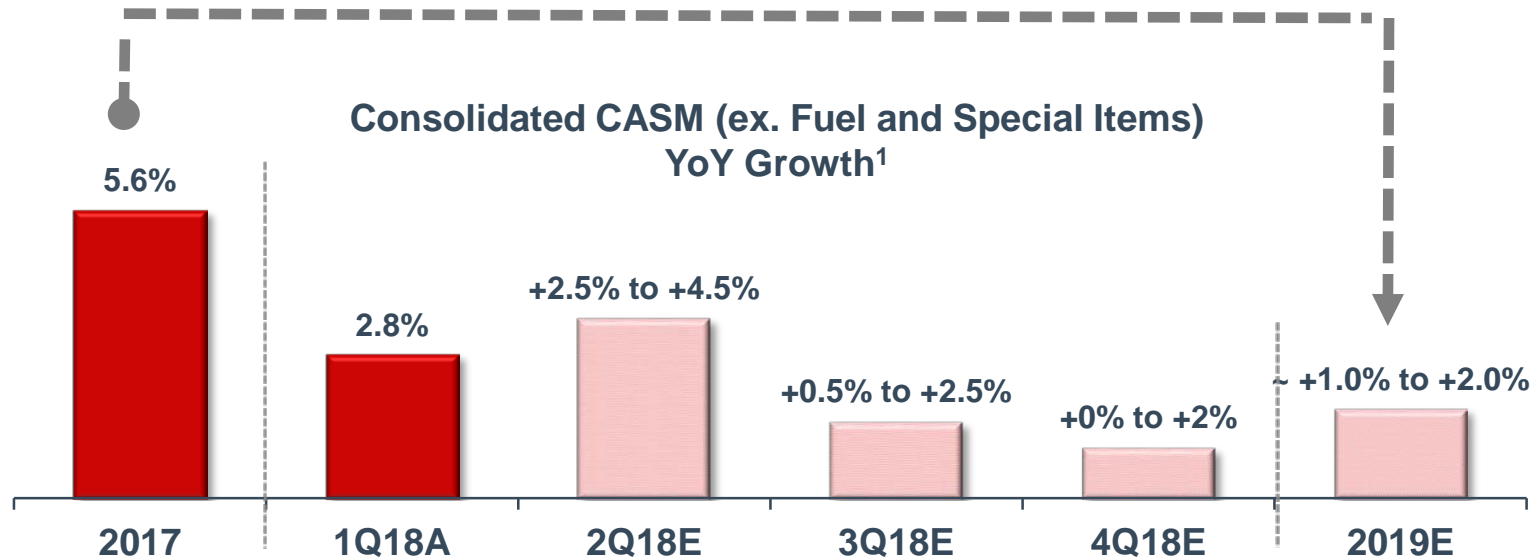


1. On January 1, 2018, the Company adopted Accounting Standard Update (ASU): ASU 2014-09: Revenue from Contracts with Customers (the "New Revenue Standard"). The 2017 data presented above for the Company and the industry does not reflect the effects of adopting the New Revenue Standard. For additional information, see Note 1(b) to the Company's Condensed Consolidated Financial Statements in Part I, Item 1A of its first quarter 2018 Form 10-Q. Industry includes Delta, United, Southwest, Alaska, Jet Blue and Spirit.

# Cost Growth is Trending Lower



- Consolidated CASM growth is expected to be up approximately 2 percent in 2018 and 2019



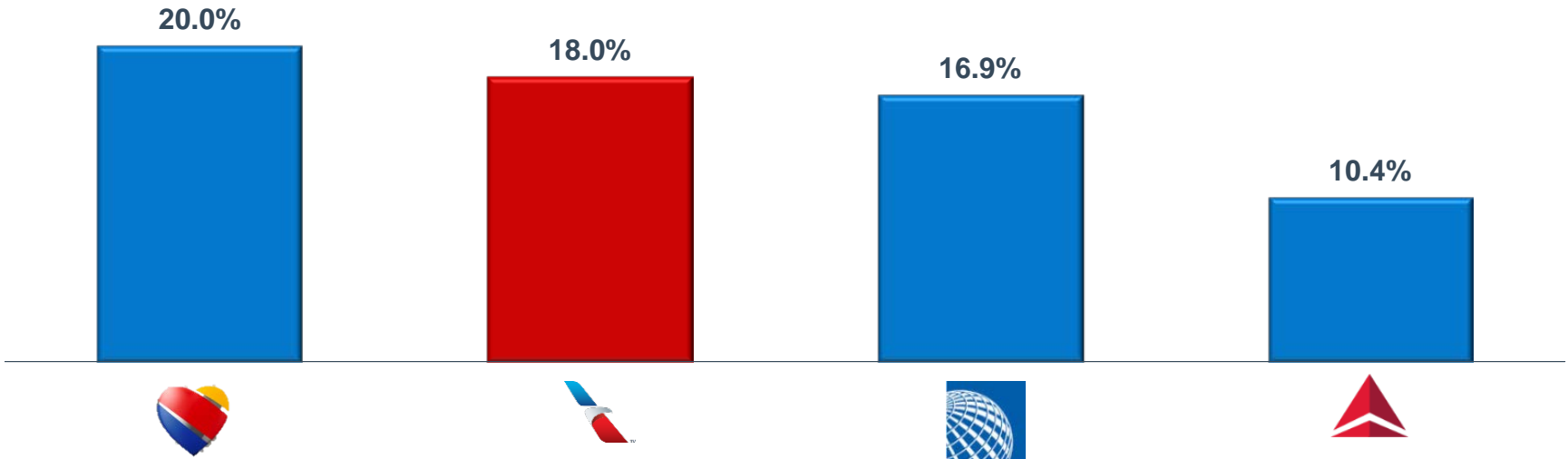
1. On January 1, 2018, the Company adopted two new accounting standards: the New Revenue Standard and ASU 2017-07: Compensation Retirement Benefits (the "New Retirement Standard"). The 2017 data presented above does not reflect the effects of adopting the New Revenue Standard and the New Retirement Standard. For additional information, see Note 1(b) to the Company's Condensed Consolidated Financial Statements in Part I, Item 1A of its first quarter 2018 Form 10-Q. Excludes net special items. Please refer to the Company's GAAP to Non-GAAP reconciliation in the appendix. Forecast data excludes the impact of special items and any potential increases from new joint bargaining agreements

# Best Liquidity Amongst Network Airlines



- American continues to maintain the highest liquidity level of the network airlines

1Q18 Total Available Liquidity<sup>1</sup>  
As a Percentage of LTM Revenues



1. Total liquidity consists of unrestricted cash and short term investments, plus available undrawn revolving credit facilities. On January 1, 2018, the Company adopted the New Revenue Standard. The data presented above for the Company and other airlines reflects the effects of adopting the New Revenue Standard. For additional information, see Note 1(b) to the Company's Condensed Consolidated Financial Statements in Part I, Item 1A of its first quarter 2018 Form 10-Q.

# Our Long-Term Vision



## Create a World Class Customer Experience

- Deliver value to all customers, especially premium customers
- Drive operational excellence
- Strengthen our network: Grow where we have a competitive advantage

## Ensure Long-Term Financial Strength

- Finish integration and capture the efficiencies created
- Manage our assets like owners



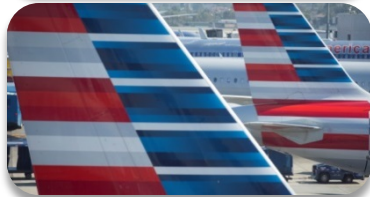
## Make Culture a Competitive Advantage

- Create an environment that cares for frontline team members
- Invest in our team: Provide the right tools, training and facilities
- Develop innovative, inspiring, and caring leaders

## Think Forward, Lead Forward

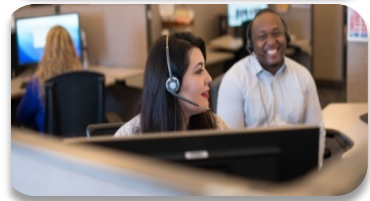
- Create a vibrant future; dream and deliver the right future products, partners and network
- Be nimble: Set a new standard for delivering value to market quickly

# Create a World-Class Customer Experience



- Filed an application along with Qantas seeking approval to form a new joint business between North America, Australia and New Zealand
- Re-branded LGA-ORD as part of our Shuttle portfolio
- Expanded Basic Economy to certain trans-Atlantic routes, including DFW-LHR
- Introduced new, improved meals on Pacific flights
- Continued progress on renovating existing clubs and launching new clubs across the system

# Make Culture a Competitive Advantage



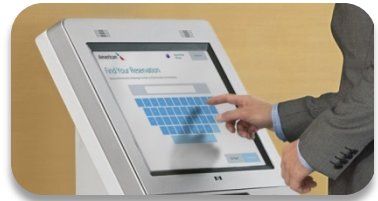
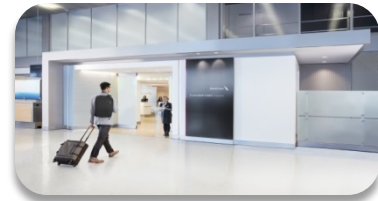
- Brought 7,000 leaders from around the company to Dallas for the Annual Leadership Conference
- Honored 103 team-members at the Annual Chairman's Award celebration
- Completed the transition to a new HR/People system allowing seamless integration of all HR-related matters; completed first phase of transition to new payroll system

# Ensure Long-Term Financial Strength



- Returned \$498 million to shareholders through share repurchases and dividends in the quarter
- Announced an order for 47 new Boeing 787s, which will replace B767s, A330-300s and some older B777-200s
- Deferred 40 B737 MAX aircraft and 3 A321neos to better align narrowbody deliveries with retirements
- Announced an order for 15 E175 aircraft and 15 CRJ900 aircraft for delivery in 2019 and 2020
- Announced new \$2.0 billion share repurchase authorization to be completed by December 31, 2020
- Lowered the margin and extended term loan secured by South American slots, gates and routes

# Think Forward, Lead Forward



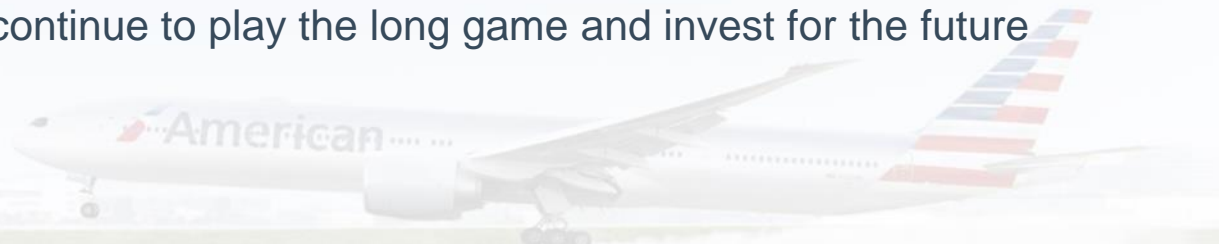
- Reached an agreement with the City of Chicago to speed the construction of three common use gates at ORD that will allow American to begin to close the competitive gate gap at that airport
- Completed all customer renovations at DFW Terminal B
- Opened five new gates at ORD Terminal 3, permitting American to provide improved service to its customers at this key competitive hub



# Looking Forward



- The investments we have made are paying off...
  - Six consecutive quarters of positive unit revenue growth, record first quarter revenue
  - Youngest fleet of the big four airlines
  - Transformed customer experience product
  - Successful roll out of Basic and Premium Economy, with more to come
- AAL well positioned within industry
  - We will continue our aggressive pursuit of revenue and cost initiatives
  - Revenue gap expected to continue to close due to product, network, fleet and operational improvements
  - We will continue to play the long game and invest for the future



# GAAP to Non-GAAP Reconciliations



# GAAP to non-GAAP Reconciliations



Reconciliation of Total Operating Cost per ASM Excluding Special Items and Fuel	12 Months Ended December 31,		3 Months Ended March 31,	
	2017	2016	2018	2017
	(in cents)		(in cents)	
Total operating expenses per ASM as reported	13.80	12.76	15.15	14.12
Special items per ASM:				
Total operating special items, net	<u>(0.27)</u>	<u>(0.27)</u>	<u>(0.30)</u>	<u>(0.18)</u>
Total operating expenses per ASM, excluding special items	13.53	12.50	14.85	13.93
Fuel per ASM:				
Aircraft fuel and related taxes - mainline	(2.22)	(1.85)	(2.68)	(2.18)
Aircraft fuel and related taxes - regional	<u>(0.50)</u>	<u>(0.41)</u>	<u>(0.60)</u>	<u>(0.49)</u>
Total operating expenses per ASM, excluding special items and fuel	10.82	10.24	11.57	11.25

**Amounts may not recalculate due to rounding.**

Note: On January 1, 2018, the Company adopted the New Revenue Standard and the New Retirement Standard. The first quarter 2017 data presented above reflects the effects of adopting the New Revenue Standard and the New Retirement Standard. The full year 2017 and 2016 data presented above does not reflect the effects of adopting the New Revenue Standard and the New Retirement Standard. For additional information, see Note 1(b) to the Company's Condensed Consolidated Financial Statements in Part I, Item 1A of its first quarter 2018 Form 10-Q.