

American Airlines Group Inc.

J.P. Morgan Global Aviation and
Transportation Conference

March 5, 2019

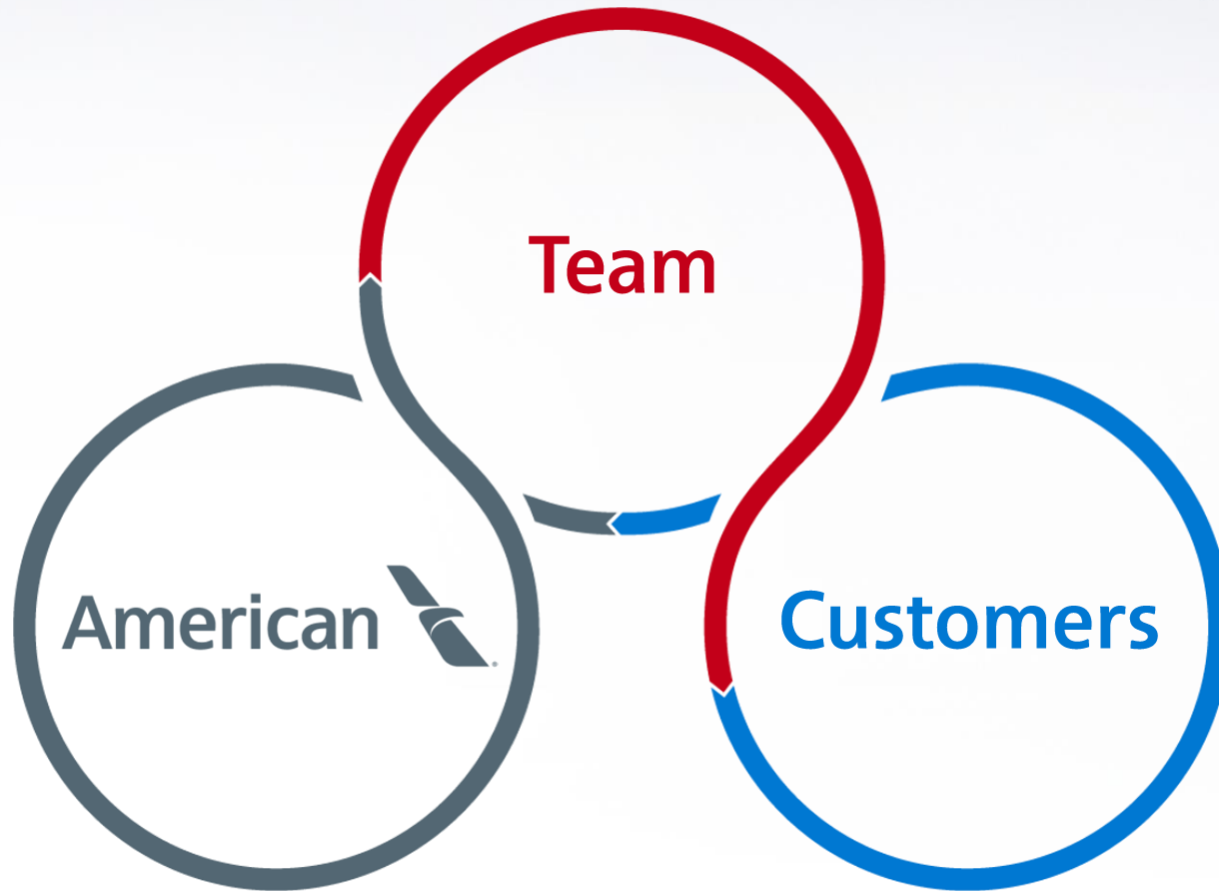
Doug Parker
Chairman and CEO



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 Annual Report on Form 10-K for the year ended December 31, 2018 (especially in Part I, Item 1A, Risk Factors and Part II, Item 7 Management’s Discussion and Analysis of Financial Condition and Results of Operations) 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.





One Team, One Plan 2019

Make Culture a Competitive Advantage

- ▶ Run the safest and most reliable operation in our history
- ▶ Continue to create an environment that cares for our frontline Team Members
 - Increase recognition tool usage by 10 points and roll out new recognition platform
 - Introduce new uniforms with highest levels of safety, comfort, durability and brand integrity
 - Continue education on optimal medical benefit utilization and increase wellness program enrollments and clinic utilization
 - Reduce on-the-job injuries
 - Provide crew support team with improved tools to deliver outstanding service to Team Members
 - Be important partners in our communities and support Team Members' enormous giving spirits
 - Care for Team Members who experience difficult life circumstances
 - Update and continue American Voice action plans based on 2018 feedback
- ▶ Ensure total compensation and benefits are in line with industry leaders
 - Achieve a joint CBA with Fleet Service and Maintenance teams
 - Propose industry-leading offers for pilot and flight attendant teams with the goal of completing CBAs before contract amendable dates
 - Ensure non-contract, merit-based Team Members are competitively compensated
- ▶ Become leaders in diversity, inclusion and equality
 - Continue implementation of gold standard action plan
 - Launch in-person implicit bias training for all Team Members
 - Support the important work of our Employee Business Resource Groups
- ▶ Develop servant leaders who are trained and equipped to lead
 - Ensure 100% manager and above completion of Inspire training
 - Achieve high usage of the talent performance process and tool
- ▶ Ensure Team Members' workspaces reflect our commitment to their care
 - Invest more than \$250 million in frontline Team Member facilities in 2019
 - Progress One Campus, One Team (OCOT) and complete support team move
 - Advance Hospitality and Mobility projects on budget and continue development of subsequent OCOT phases

Build American Airlines to Thrive Forever

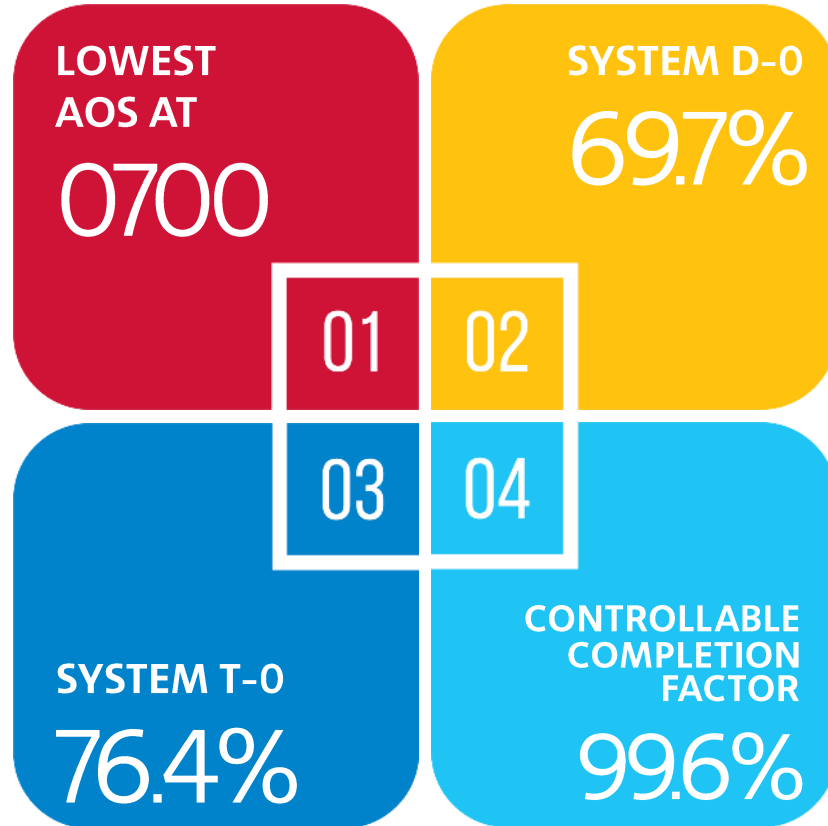
- ▶ Execute against profitability improvement initiatives
 - Achieve \$1 billion of revenue improvements through network enhancements, merchandising and product segmentation
 - Deliver \$300 million of cost savings by eliminating post-merger cost redundancies
- ▶ Meet key 2019 financial objectives
 - Improve earnings per share by 40%
 - Grow total RASM at a rate greater than the industry
 - Contain CASM (ex-fuel and ex-new labor deals) growth to 2% or lower
 - Grow pre-tax profit margin rate and produce total shareholder returns above industry
- ▶ Ensure strong balance sheet
 - Maintain industry-leading liquidity level of \$7 billion
 - Reduce total adjusted debt
 - Complete long-term aircraft financings at competitive rates
- ▶ Think forward, lead forward
 - Deliver technology efforts faster and build next-generation solutions
 - Strengthen industry-leading global alliance position by receiving approval for joint business agreements with Qantas and Aer Lingus, progressing approvals for LATAM and expanding China Southern relationship
 - Advance long-term, state-of-the-art airport development efforts at hubs and gateways
 - Roll out American's Why and integrated brand positioning

Create a World-Class Customer Experience

- ▶ Run safest and most reliable operation in our history
 - Achieve improved operational metrics, including:
 - System D-O of 69.7%
 - System T-O of 76.4%
 - Company's lowest AOS at 0700
 - 99.6% controllable completion factor
- ▶ Enhance inflight product on industry's most modern fleet
 - Complete installation of industry-leading Wi-Fi and live TV on Boeing 737 and Airbus A320 family aircraft and installation of Premium Economy by end of 2Q
 - Expand in-seat power to 88% of our aircraft
 - Complete installation of industry-leading overhead bin space on 32% of mainline narrowbody aircraft
- ▶ Strengthen consumer value of our global network
 - Add 15 new gates at DFW and four at CLT
 - Enhance customer experience with global joint business partners
- ▶ Deliver customer-focused airport and world-class lounge construction and development at BOS, DCA, DFW, LAX, LGA and SFO on time and on budget
- ▶ Improve Likelihood to Recommend scores to best in company history

**Create a
World-Class
Customer
Experience**

Run the Most Reliable Operation in Our History

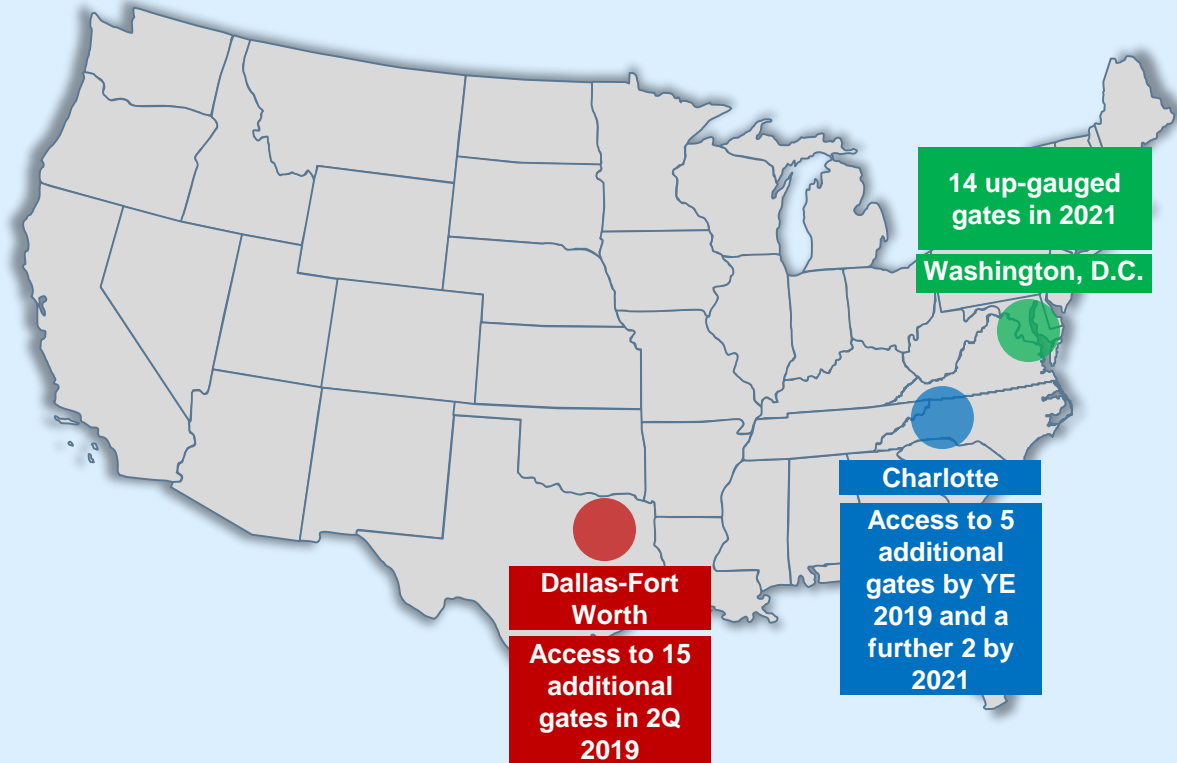


Enhance the In-Flight Product on the Industry's Most Modern Fleet



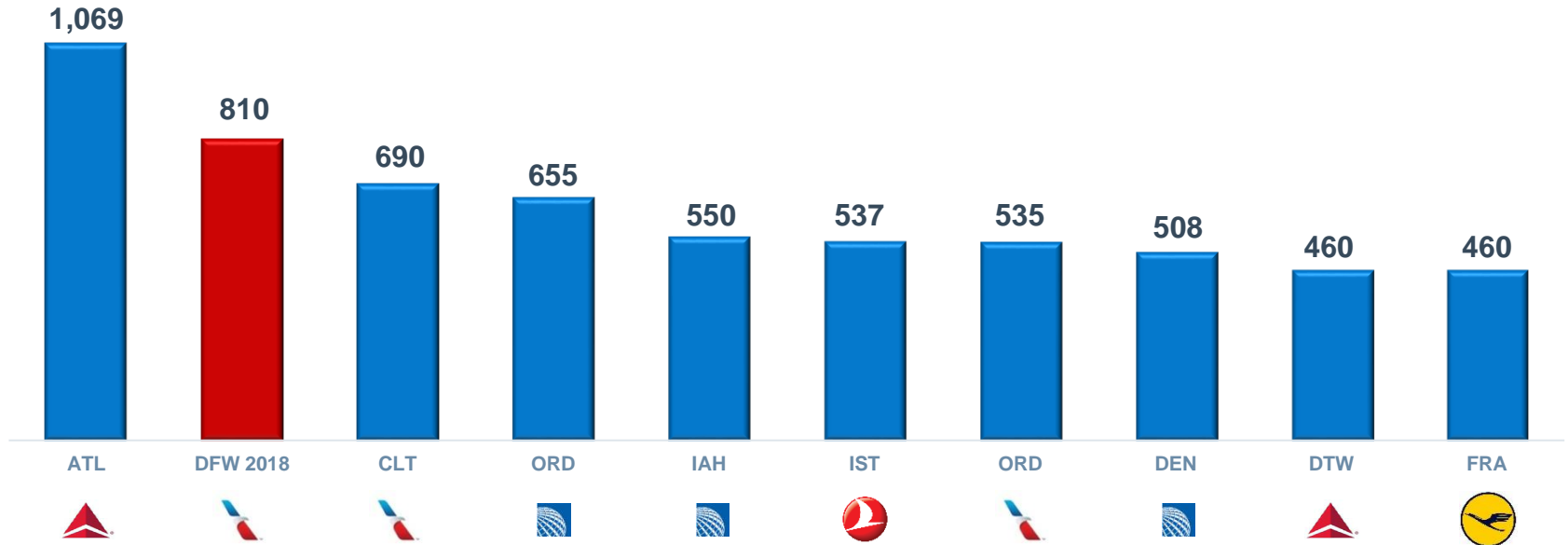
Strengthen Consumer Value of Our Global Network

- Uniquely positioned to grow feed at our most profitable hubs, adding high margin flying to the network



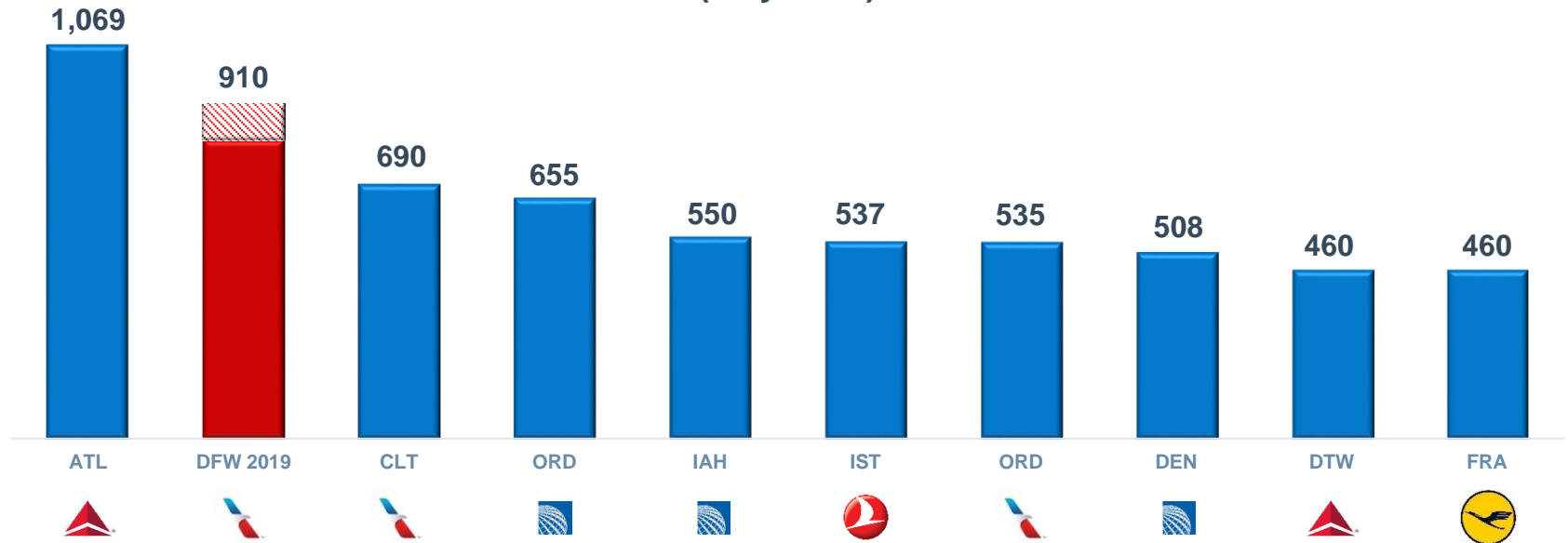
DFW Airport Expansion - 2019

Largest Global Hubs Peak Day Departures



DFW Airport Expansion - 2019

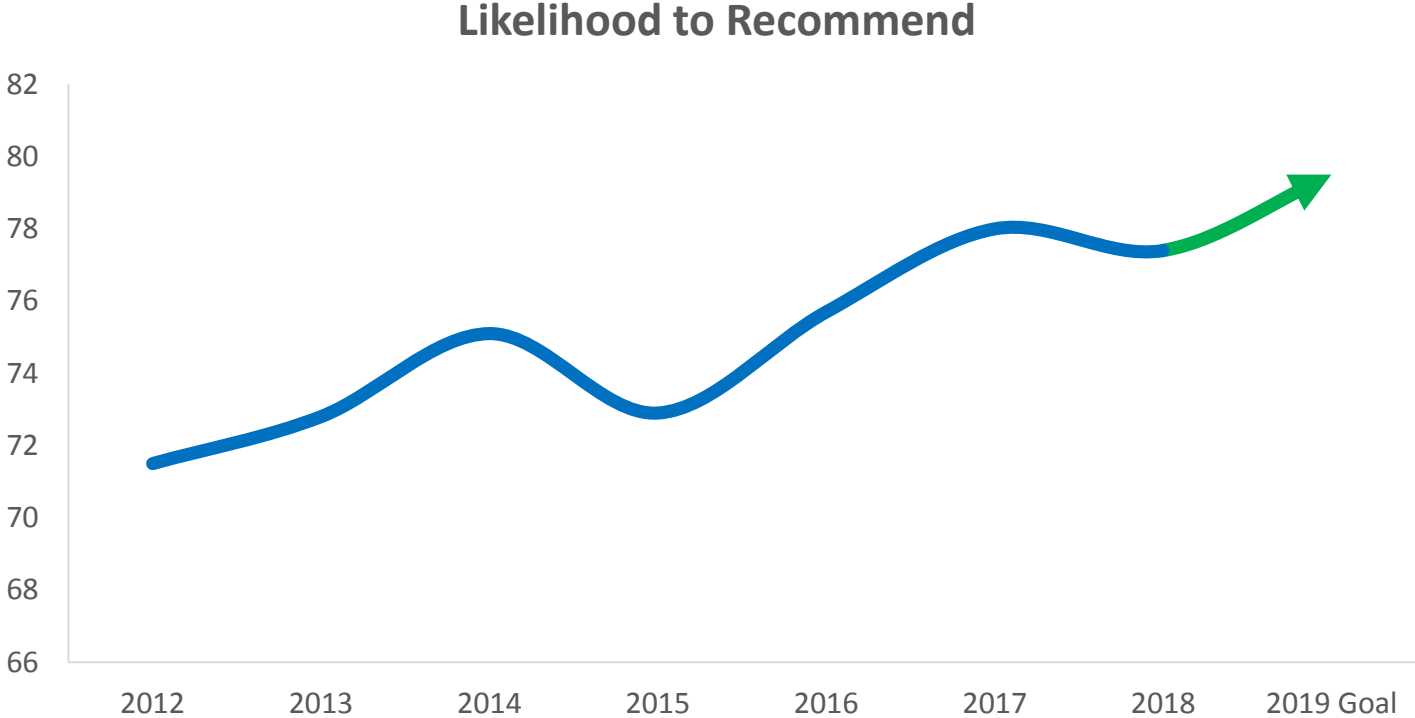
Largest Global Hubs
Peak Day Departures
(July 2019)



Expand Industry Leading Lounge Product



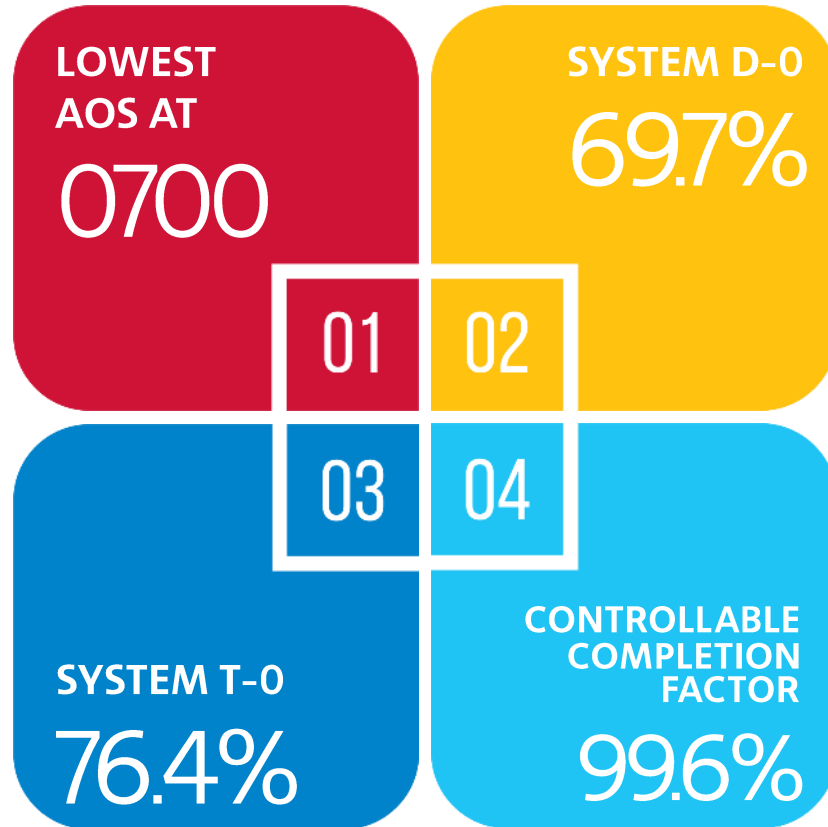
Achieve Highest LTR Scores in Our History



Source: Company survey data

**Make Culture
a Competitive
Advantage**

Run the Most Reliable Operation in Our History



Create an Environment that Cares for Our Frontline Team Members



Become Leaders in Diversity, Inclusion and Equality



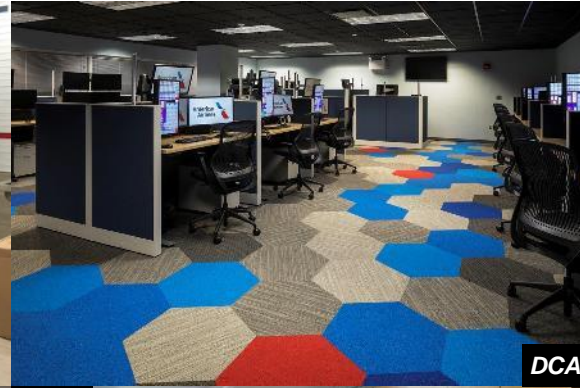
Develop and Equip Servant Leaders



Ensure Team Member Workspaces Reflect Our Commitment to Their Care



DFW



DCA



CLT



ORD

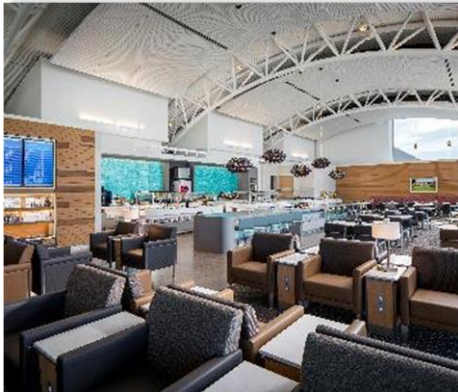


**Build
American Airlines
to Thrive
Forever**

Execute Against Profitability Improvement Initiatives

Investments in our product have driven revenue higher

- New aircraft, retrofits to our older aircraft and new product innovations have transformed our product and driven growth in unit revenue for nine consecutive quarters



Future Revenue Opportunities

- Expanding on initiatives to drive revenue improvements totaling \$3.2 billion from 2018 - 2021

Network	Segmentation	Merchandising	RM	Other
Cabin standardization DFW 900 International restructure	Basic Economy Premium Economy	Main Cabin Extra relaunch Pre-paid bags Instant upsell / Basic Economy buy-up	Load factor gap closure Denied boarding automation Big data applications	Loyalty initiatives Sales initiatives Cargo initiatives

Approximately \$1 billion expected in 2019

Future Cost Opportunities

- One Airline projects expected to achieve \$1.0 billion in run rate cost saving efficiencies from 2018 - 2021

Integrated Ops

Aircraft taxi management technologies
Hotel booking management
Fuel initiatives
Flight and route planning systems
Optimize aircraft warranty recoveries

Customer Experience

New airport ramp technologies
New cargo operating system
New airport overtime assignment system
New IROPS voucher system
Flight Attendant integration

Strategic Planning

Utilize wholly owned pilot capacity to insource flying
Improved asset/gate utilization at hub airports
Fleet simplification
Further shift to dual-class regional jets

Other

Improve workers' comp case management
Health plan optimization
Hotel procurement improvement
Expand direct connect technology

\$300 million expected in 2019

Meet Key 2019 Financial Objectives

\$1.3 billion opportunity

TRASM > Industry

CASM ~2%*

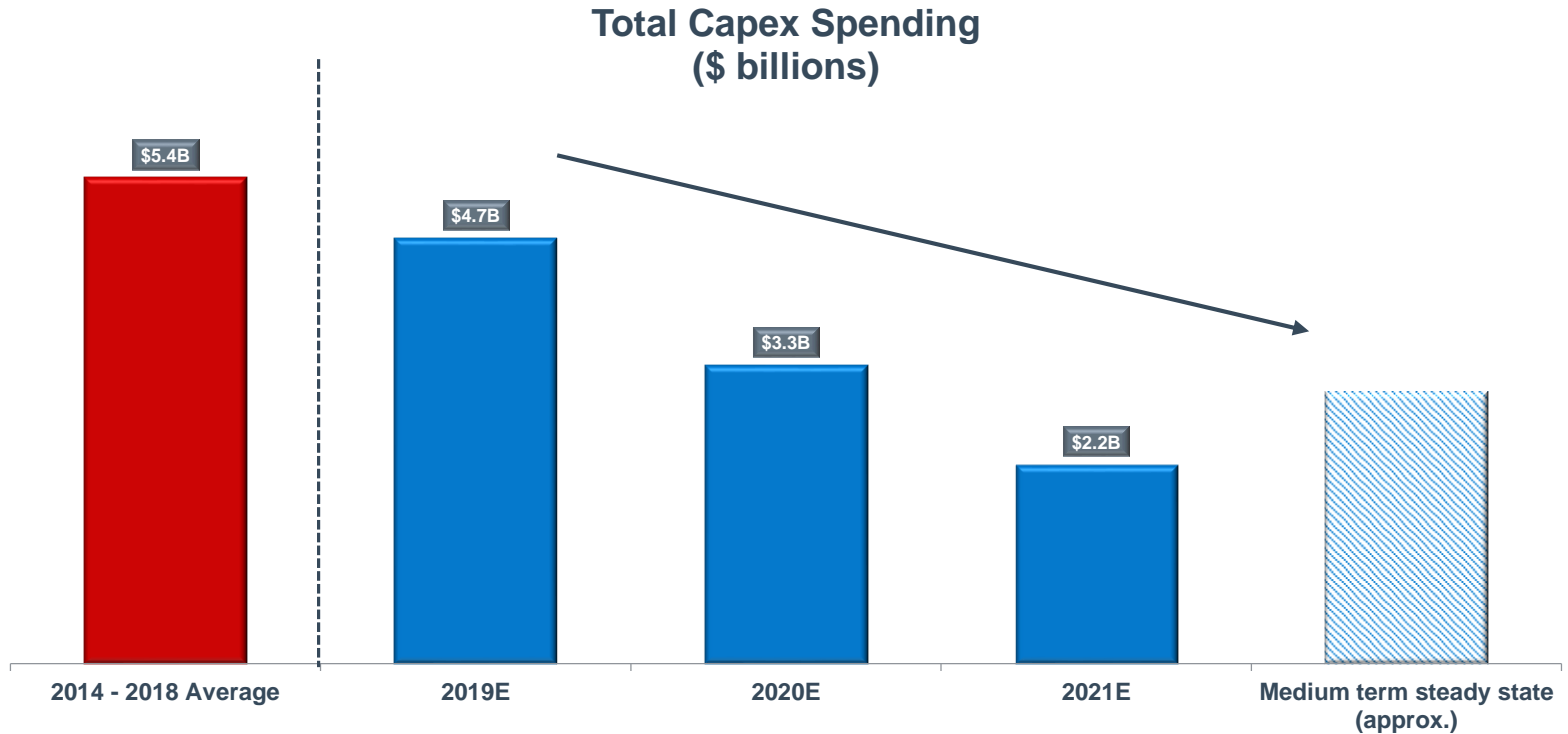
Ensure Strong Balance Sheet

EPS growth of ~40%

- Approximately \$1 billion in revenue and \$300 million in cost initiatives
- Unit Revenue growth expected to be better than industry average
- Ex fuel unit costs* expected to grow approximately 2%
- Maintain target liquidity of \$7 billion, while reducing debt and returning excess cash to shareholders
- Anticipate earnings per share* between \$5.50 and \$7.50

**Excluding special items and the impact of new labor agreements*

Nearing the End of Extraordinary Capital Requirements



Why American?

- The industry remains undervalued
- American is best positioned within the industry
 - Focused on long-term strategic initiatives for sustainable value creation
 - \$1.3 billion of 2019 profitability initiatives
 - Operational reliability improvement
 - Growth opportunities at our most profitable hub airports
 - Nearing the end of extraordinary capital requirements



Questions?

