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**UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION  
Washington, D.C. 20549**

**FORM 8-K**

**CURRENT REPORT**

**Pursuant to Section 13 or 15(d) of the Securities Exchange Act of 1934**

Date of Report (Date of earliest event reported): **March 24, 2026**

**AMERICAN AIRLINES GROUP INC.**

(Exact name of registrant as specified in its charter)

**Delaware**

(State or other Jurisdiction of Incorporation)

**1-8400**

(Commission File Number)

**75-1825172**

(IRS Employer Identification No.)

**1 Skyview Drive, Fort Worth, Texas**

(Address of principal executive offices)

**76155**

(Zip Code)

**Registrant's telephone number, including area code:  
(682) 278-9000**

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions:

- Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
- Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
- Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
- Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol(s)	Name of each exchange on which registered
Common Stock, \$0.01 par value per share	AAL	The Nasdaq Global Select Market
Preferred Stock Purchase Rights	—	(1)

<sup>(1)</sup> Attached to the Common Stock

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§240.12b-2 of this chapter).

Emerging growth company

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

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**ITEM 5.02. DEPARTURE OF DIRECTORS OR PRINCIPAL OFFICERS; ELECTION OF DIRECTORS; APPOINTMENT OF PRINCIPAL OFFICERS.**

On March 24, 2026, the Board of Directors of American Airlines Group Inc. (“AAG”) elected Mary N. Dillon to AAG’s Board of Directors. The Board of Directors has determined that Ms. Dillon will serve on the Compensation Committee and the Corporate Governance and Public Responsibility Committee. Ms. Dillon will be compensated for her service as a director on the same basis as other non-employee directors of AAG. Compensation for AAG’s non-employee directors is described under the heading “*Director Compensation*” in AAG’s Proxy Statement for its 2025 annual meeting of stockholders as filed with the SEC on April 28, 2025, which is incorporated herein by reference.

Ms. Dillon has no relationships requiring disclosure under Item 404(a) of Regulation S-K.

Ms. Dillon is not a party to any arrangement or understanding with any other person pursuant to which she was selected as a director.

**ITEM 7.01. REGULATION FD DISCLOSURE.**

On March 24, 2026, AAG issued a press release announcing Ms. Dillon’s election to the Board of Directors. The press release is furnished herewith as Exhibit 99.1 and is incorporated by reference into this Item 7.01.

The information in Item 7.01, including Exhibit 99.1, is being furnished and shall not be deemed to be “filed” for purposes of Section 18 of the Securities Exchange Act of 1934, as amended, or otherwise subject to the liabilities of that Section and shall not be deemed incorporated by reference into any registration statement or other document filed pursuant to the Securities Act of 1933, as amended, except as shall be expressly set forth by specific reference in such filing.

**ITEM 9.01. FINANCIAL STATEMENTS AND EXHIBITS.**

**(d) Exhibits.**

<b>Exhibit No.</b>	<b>Description</b>
99.1	<a href="#">Press Release, dated March 24, 2026.</a>
104.1	Cover page interactive data file (embedded within the Inline XBRL document).

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**SIGNATURES**

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

**AMERICAN AIRLINES GROUP INC.**

Date: March 24, 2026

By: /s/ Michelle Earley  
Michelle Earley  
Corporate Secretary

**PRESS RELEASE**

Corporate Communications

[mediarelations@aa.com](mailto:mediarelations@aa.com)

FOR RELEASE: Tuesday, March 24, 2026

**American Airlines elects Mary Dillon to its board of directors**

FORT WORTH, Texas — American Airlines Group Inc. (NASDAQ: AAL) today announced that Mary Dillon has been elected to the company's board of directors. Dillon will serve on the board's Compensation Committee and Corporate Governance and Public Responsibility Committee.

Dillon, 64, brings more than four decades of consumer, marketing and operational experience across major global brands. She served as President and CEO of Foot Locker, Inc. from 2022 to 2025, CEO of Ulta Beauty, Inc. from 2013 to 2021, and President and CEO of U.S. Cellular from 2010 to 2013.

"We are very pleased to name Mary to the American Airlines board," said American's Chairman Greg Smith. "She is a highly respected leader who brings significant, relevant and proven senior leadership experience across a number of major consumer-facing industries. Her strategic vision and record of driving transformation will be valuable additions to our company and our boardroom."

Prior to leading Foot Locker, Ulta Beauty and U.S. Cellular, Dillon served as Chief Marketing Officer at McDonald's Corporation from 2005 to 2010 and held senior executive roles at PepsiCo, Inc., including president of the company's Quaker Oats division. Dillon also has extensive board experience. She has been a board member of KKR & Co. Inc. since 2018, and she previously served on the boards of Foot Locker, Starbucks, Ulta Beauty, U.S. Cellular and Target.

"Mary is a tremendous leader with deep experience guiding globally recognized brands," said American's CEO Robert Isom. "Her operational, commercial and marketing expertise – along with her success leading complex organizations – will be important assets to American and our board."

A native of Chicago, Dillon is actively involved in philanthropy and community service. She currently serves as chair of the board of trustees of Save the Children. She holds a bachelor's degree in marketing from the University of Illinois at Chicago.

**About American Airlines Group (NASDAQ: AAL)**

American Airlines is a premium global airline connecting more of the U.S. to the world. With roots tracing back to an air mail carrier in the Midwestern United States in 1926, American now operates more than 6,000 daily flights to more than 350 destinations in more than 60 countries and serves more than 200 million customers annually. Powered by a proud and talented team of 130,000 aviation professionals, American's team lives out the airline's purpose of caring for people on life's journey every day.

The world's largest airline proudly celebrates its centennial year in 2026, reaching a milestone that reflects a century of innovation and the Forever Forward<sup>SM</sup> spirit that changed the industry and the world. American introduced the first scheduled air cargo service, the first airport lounge and the first airline loyalty program and continues to reinvent the customer experience today. The airline is also a founding member of the **oneworld** alliance, whose members serve more than 900 destinations around the globe.

Get the latest about American at [news.aa.com](https://news.aa.com) and [@AmericanAir](https://twitter.com/AmericanAir).