



Building the new American.
Together.

American Airlines Merger Update

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World Travel Inc. Spring Symposium

March 28, 2014



Today's agenda

1. Merger benefits

2. Integration update

- State of the Airline
- Merger milestones and the work ahead
- Operations stats
- Sales – what this means for you

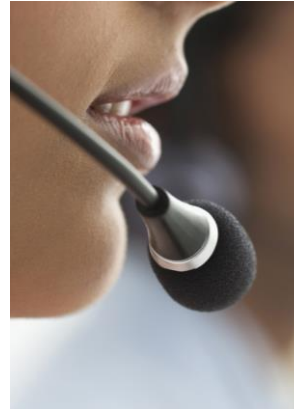
3. Product update

- Fleet replacement
- Onboard products

4. oneworld Alliance

5. PHL update

6. Q&A



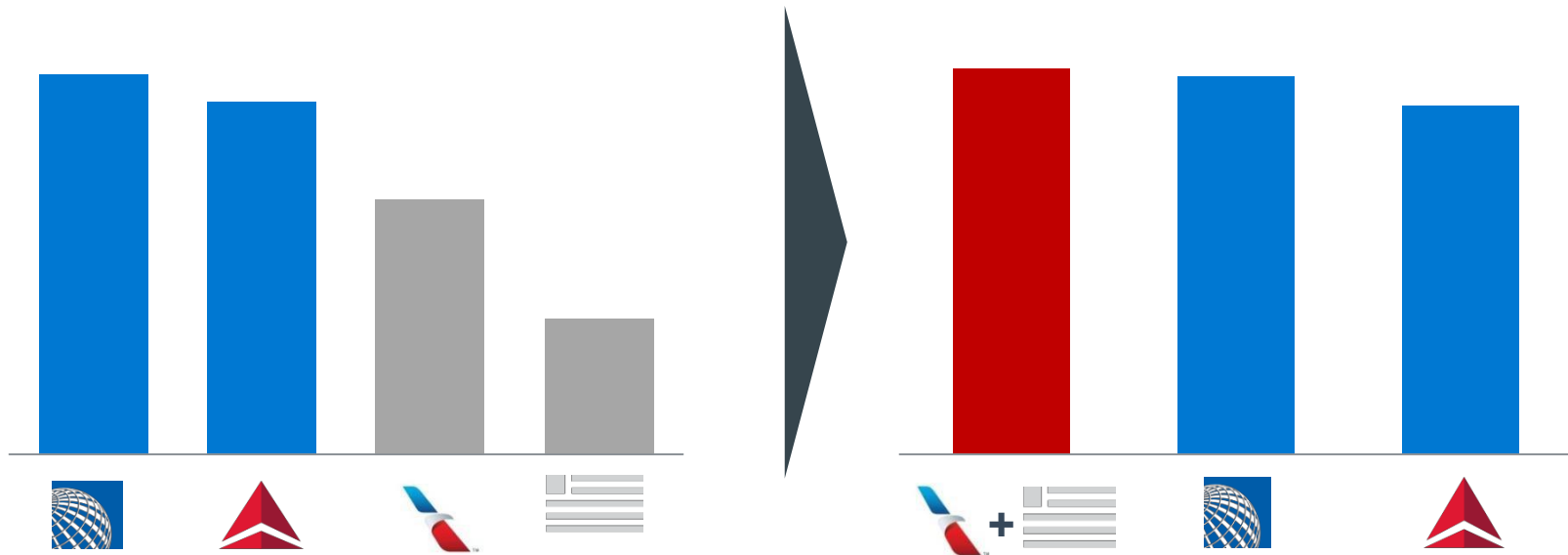
Merger benefits



Largest carrier by ASMs

Our industry seat capacity now surpasses United and Delta.

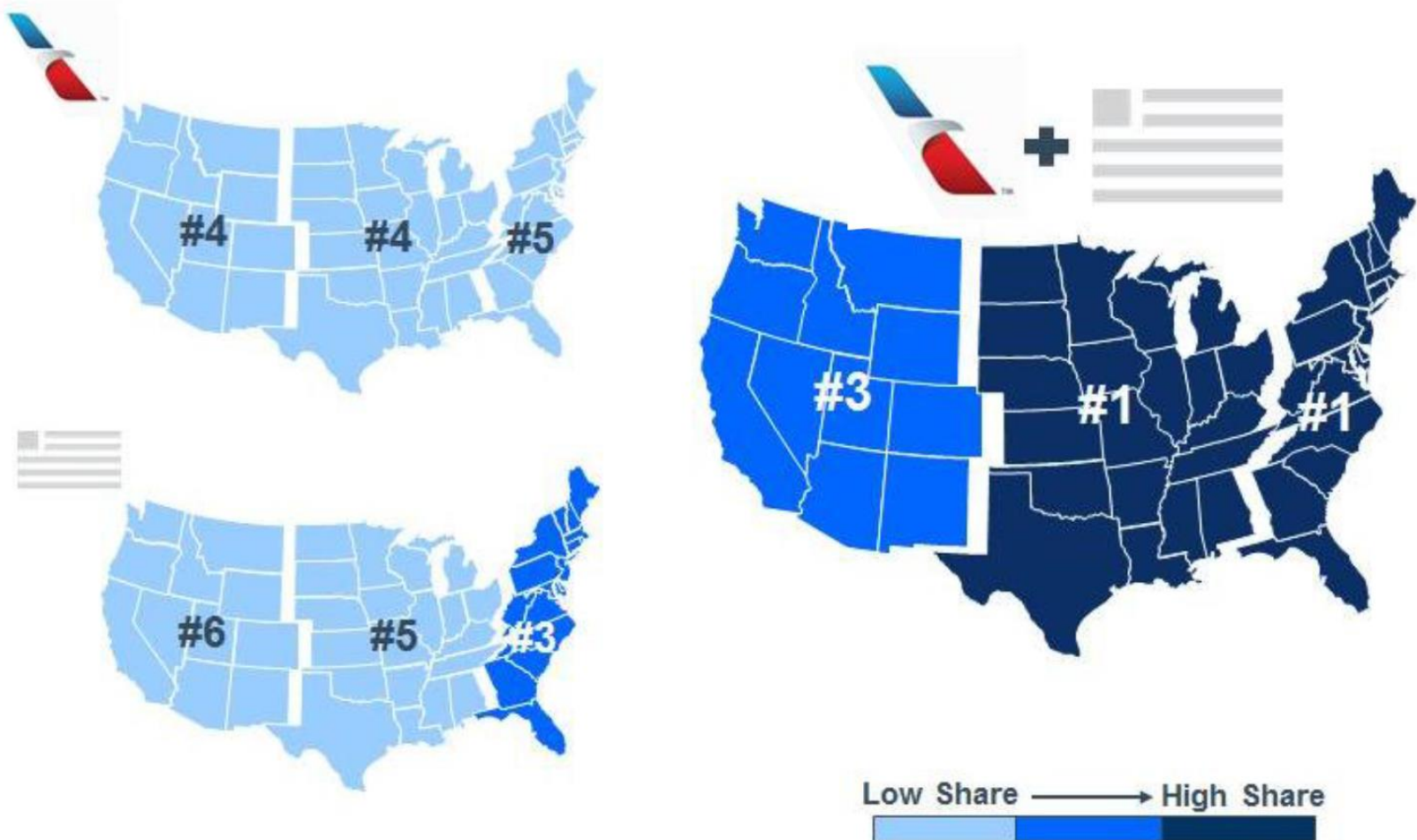
2013 Consolidated Available Seat Miles



Combination creates three similarly-sized, competitive global network carriers

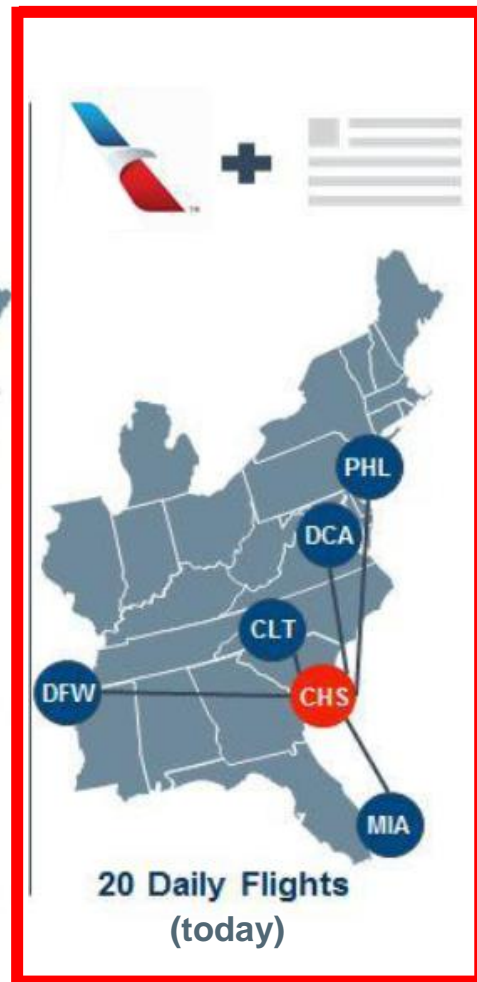
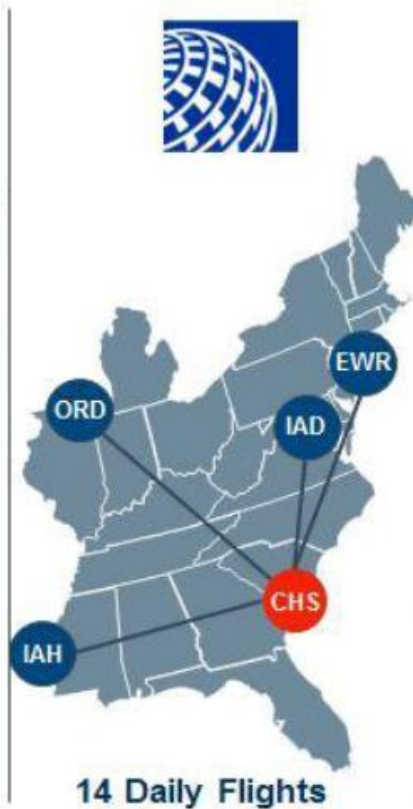
A more competitive network

Now the leading airline in the East, Southeast and Midwest, with a very strong network in the West.



Overall increase in network depth

More service in cities across the country.



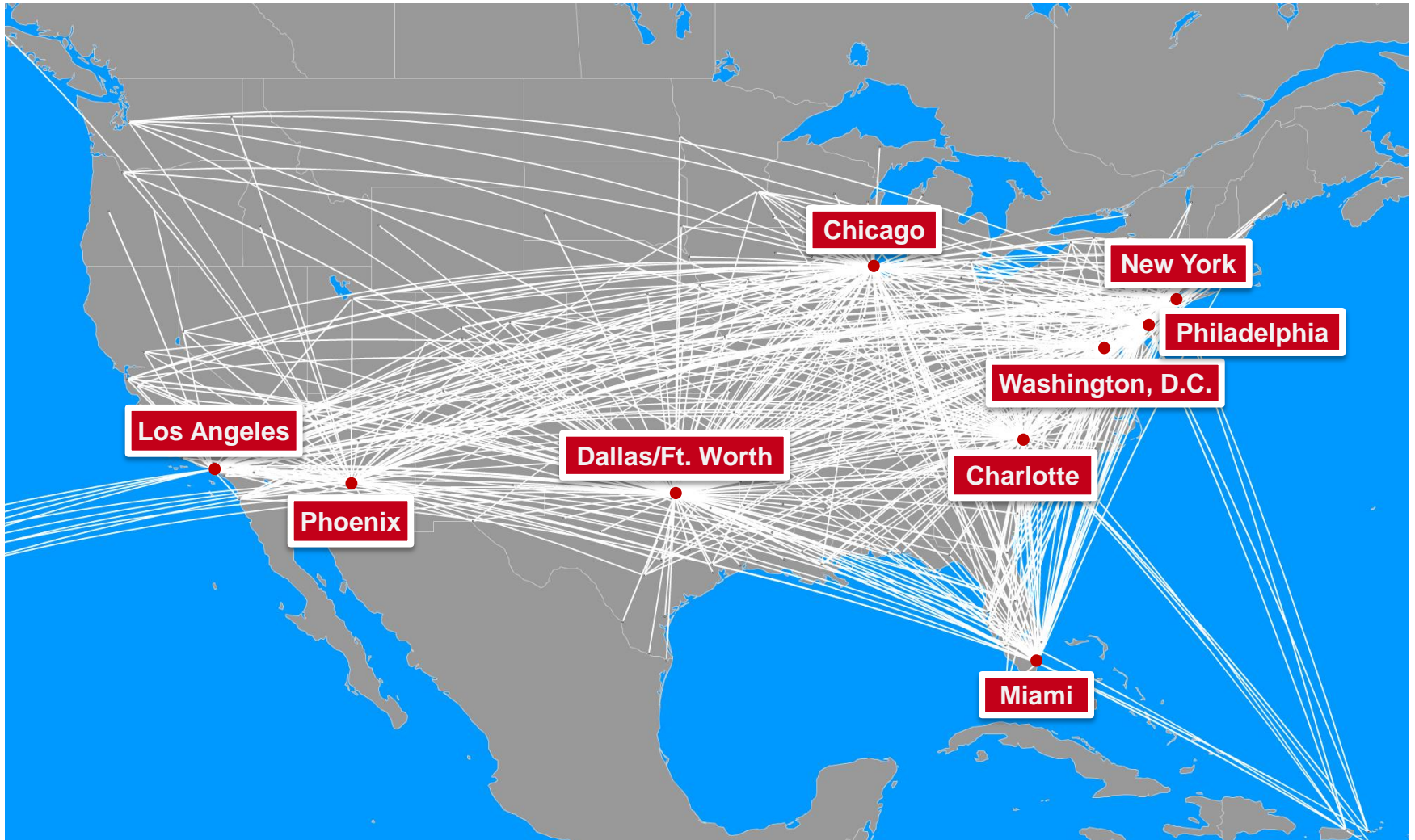
Network – International



Source: OAG, July 2014 planned schedules

6,700 flights per day to 339 destinations in 54 countries

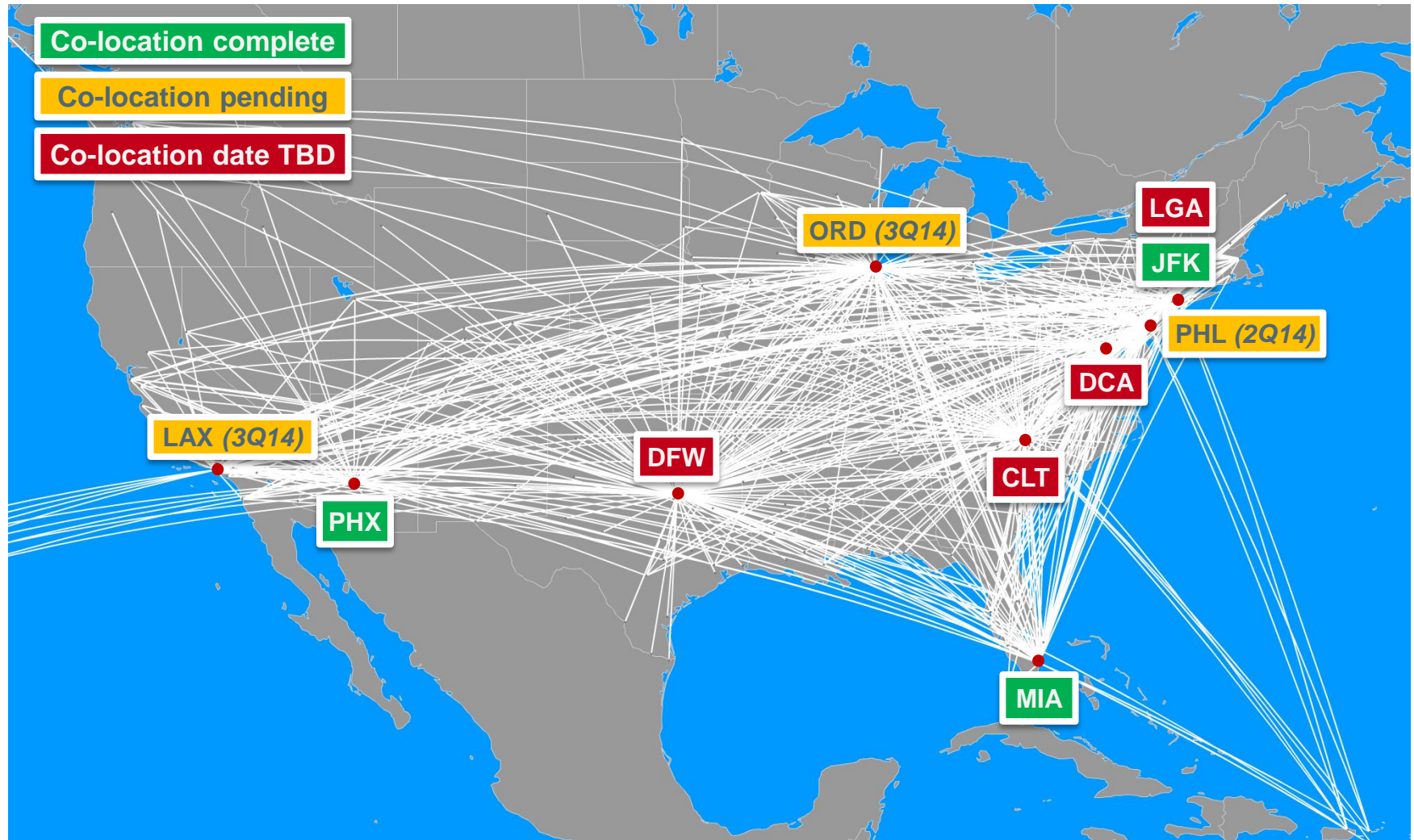
Network – domestic network and hubs



Source: OAG, July 2014 planned schedules

218 destinations and **9 hubs** across the combined domestic network

Network – co-located hubs



59 out of 336 airports co-located (18% complete) as of March 2014

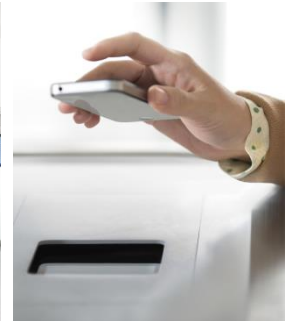
Integration update



Integration update

State of the Airline

- Undertook significant actions – including restructuring and merger – to *restore competitiveness and ability to compete*
- **4Q13** combined net profit: **\$436M** (+\$478M YOY)
- **YE2013** combined net profit: **\$1.9B** (+\$1.5B YOY)
- **\$11.3B** in liquidity * – *highest in industry*

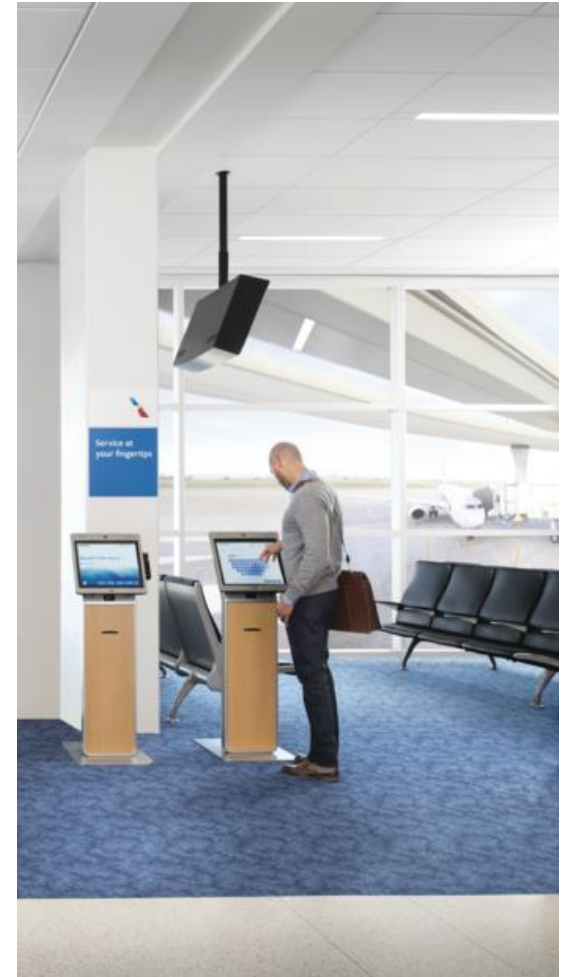


2013 financial performance is evidence of the strong foundation we now have – one we can build on for continued innovation in **technology, products and services**

Integration update

Merger Milestones





- **Reciprocal frequent flyer programs, elite benefits and lounge access**
- World's **largest codeshare** launched
- **Single Operating Certificate** transition plan approved by FAA
- **Sabre**: new PSS
- **Airport co-location** currently at 59 airports
- **Trained 85,000** customer-facing employees
- New ***aa.com/findyourway*** site launched



Integration update

* Percent of flights arriving within 14 minutes of published time
** Reports per 1,000 passengers
*** Complaints to the D.O.T. per 100,000 enplanements

D.O.T. Air Travel Consumer Report – January 2014

On-time Arrivals*	
	77%
	71%
	70%
	63%

Baggage Performance**	
	4.4
	4.7
	5.3
	6.9

Customer Satisfaction***	
	1.1
	1.3
	2.6
	4.6

Now leading in **on-time arrivals** and **baggage performance**

Integration update



More work ahead – *sales too!*

Integration update



We're working hard to make this transition as easy as possible for our corporate and agency partners.

- **Single Point of Contact (SPOC)**
- Responding to incoming **RFPs** as **one company**
- **Waiver and favor** policy harmonization
- Integrated **support** platforms (Prism, SalesLink...)
- Unified **sales communications**

Product update



Product update: fleet replacement

Source: combined AA/US order book as of Dec 2013

Will have newest fleet in the U.S. – **over 500 planes on order**



Aircraft	2014	2015	2016	2017	2018	2018 +	Total
A320 family	52	43	25	20	-	-	140
A320 NEO family	-	-	-	10	25	95	130
A330-200	3	-	-	-	-	-	3
737-800	20	20	20	20	-	-	80
737-8 MAX	-	-	-	3	17	80	100
777-300ER	6	2	2	-	-	-	10
787	2	11	13	9	7	-	42
A350-900	-	-	-	6	10	6	22
Total	83	76	60	68	59	181	527

Product update: 777-300ER

State of the art

The first and only U.S. airline to operate the new 777-300ER

Finest premium experience

Fully lie-flat seats in First and Business Class, all with direct-aisle access

The latest in seatback entertainment – from nose to tail

Only on American

Three-class service, walk-up refreshment bar, international Wi-Fi, mood-lighting and much more



777-300ER FIRST CLASS



FIRST CLASS

777-300ER BUSINESS CLASS



BUSINESS CLASS

777-300ER FIRST CLASS BUSINESS CLASS



777-300ER Main Cabin Extra Main Cabin



767-300ER BUSINESS CLASS



Fully lie-flat with direct-aisle access at every seat

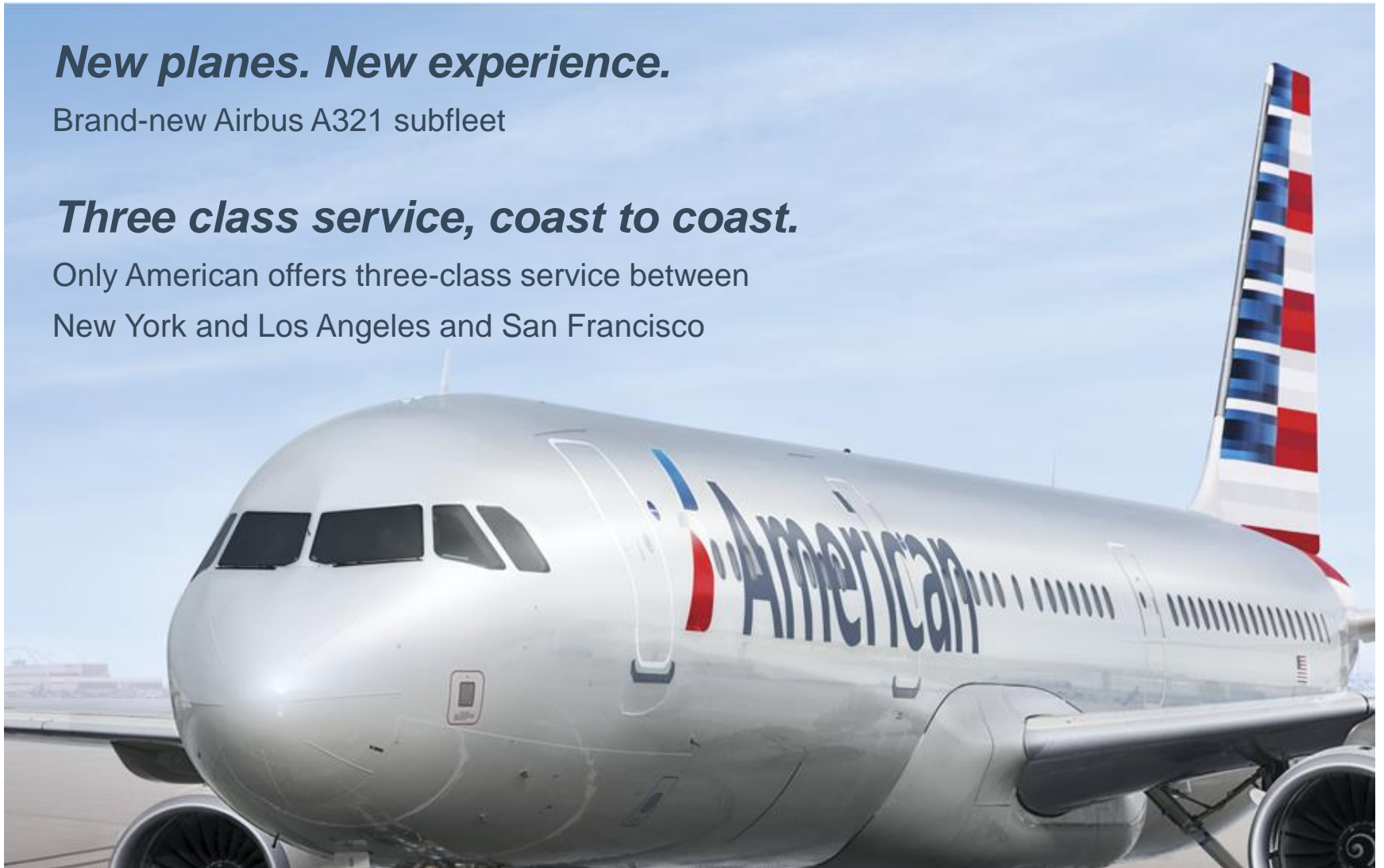
Product update: A321T

New planes. New experience.

Brand-new Airbus A321 subfleet

Three class service, coast to coast.

Only American offers three-class service between
New York and Los Angeles and San Francisco



A321T FIRST CLASS



FIRST CLASS

10 private, fully lie-flat suites

A321T BUSINESS CLASS



20 fully lie-flat seats in a spacious 2-2 configuration

A321T Main Cabin Extra Main Cabin



200 movies, 180 TV programs, 350 audio selections and much more

The verdict is in: The Legend is Back

Transcontinental service – reinvented

“It’s clear that **American’s** quest to be the top airline in the U.S. has found a good direction in the A321T. Our vote? It’s the new best-in-class.”

– **Airways Magazine**

“In-Flight Review: American Airlines A321T LAX-JFK”

“**First Class** evokes the ambience of a private jet... the amount of privacy is unparalleled in a commercial jetliner today.”

– **Frequent Business Traveler**

“American Airlines A321T Review”

“A true premium product from the front of the plane to the back. **This plane is simply beautiful...** no amount of detail overlooked.”

– **UPGRD**

“AA A321T First Review”

oneworld update



oneworld Alliance

- **Bringing together strong airline brands**
 - Global network
 - More customer benefits
 - Travel and connect smoothly
(oneworld Global Support Centers)
- **High standards of quality and service**



oneworld: undergoing its biggest expansion yet

2012:



2013:



2014:

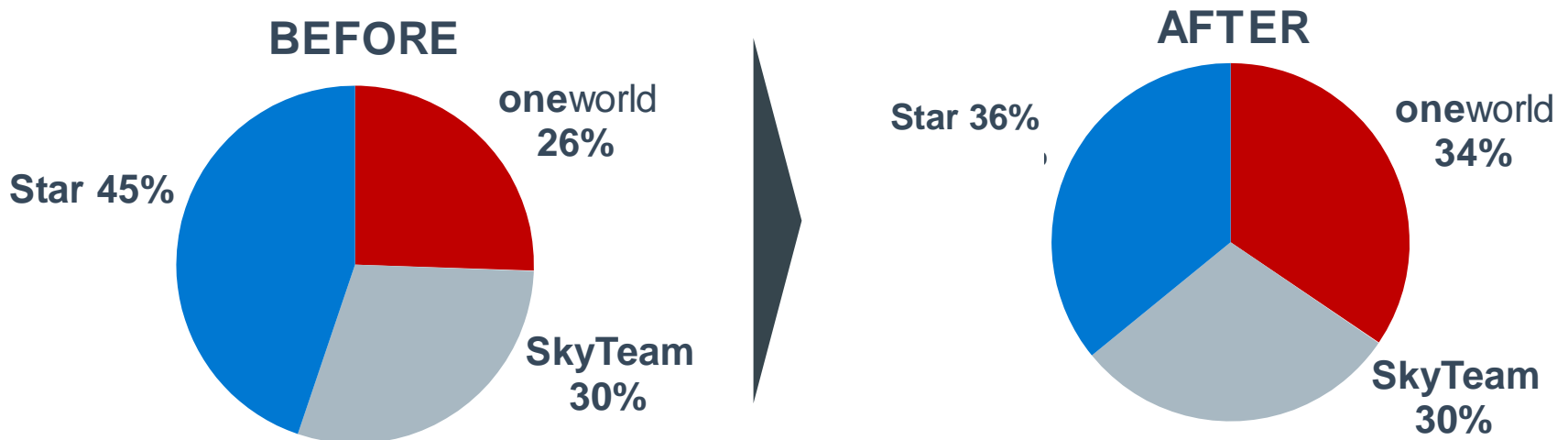


...boosting oneworld's total capacity
by more than **50%** and total destinations by **25%**

oneworld: now a stronger alliance

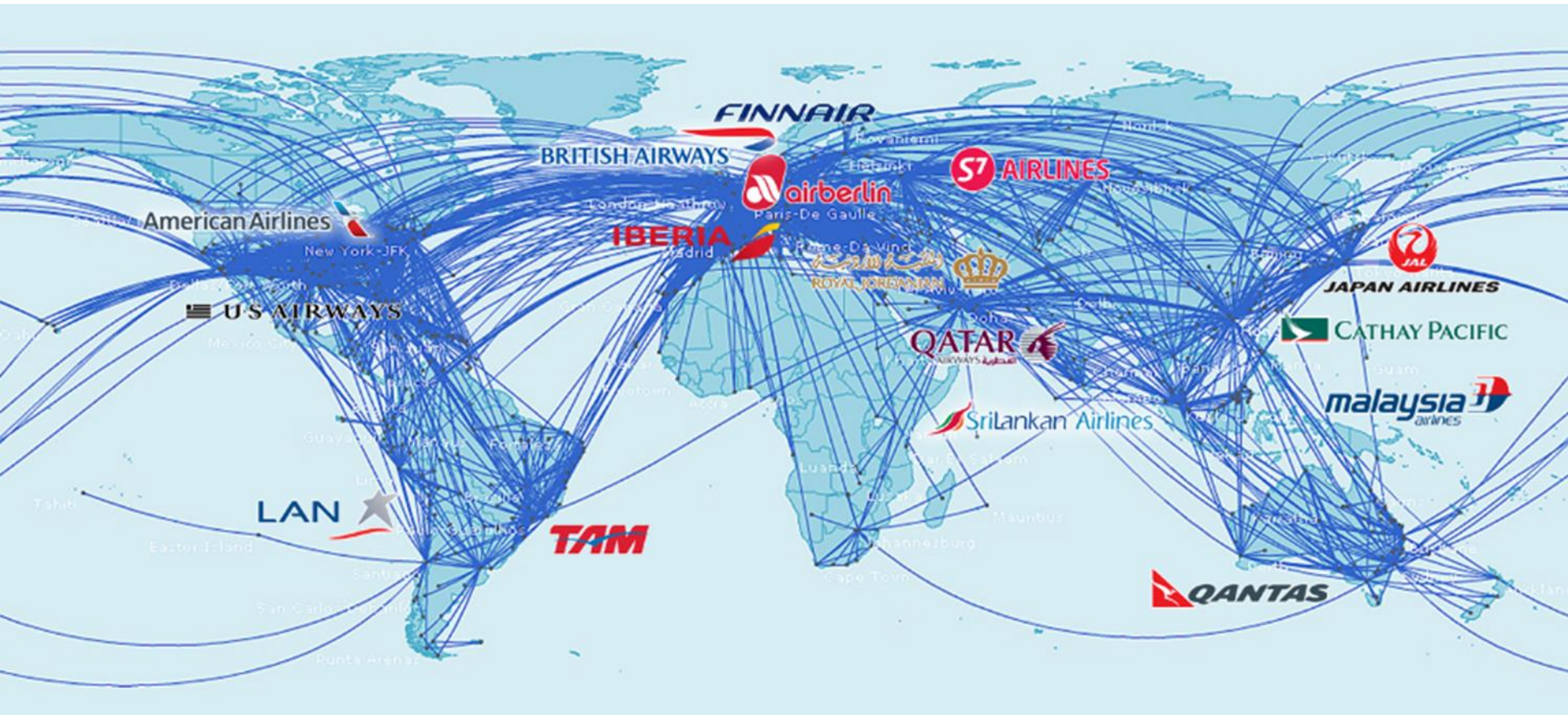
- The preferred alliance for premium and corporate customers
- AA/US merger now creates a more equal alliance share

USA → World ASM Share



oneworld: for premium and business travelers

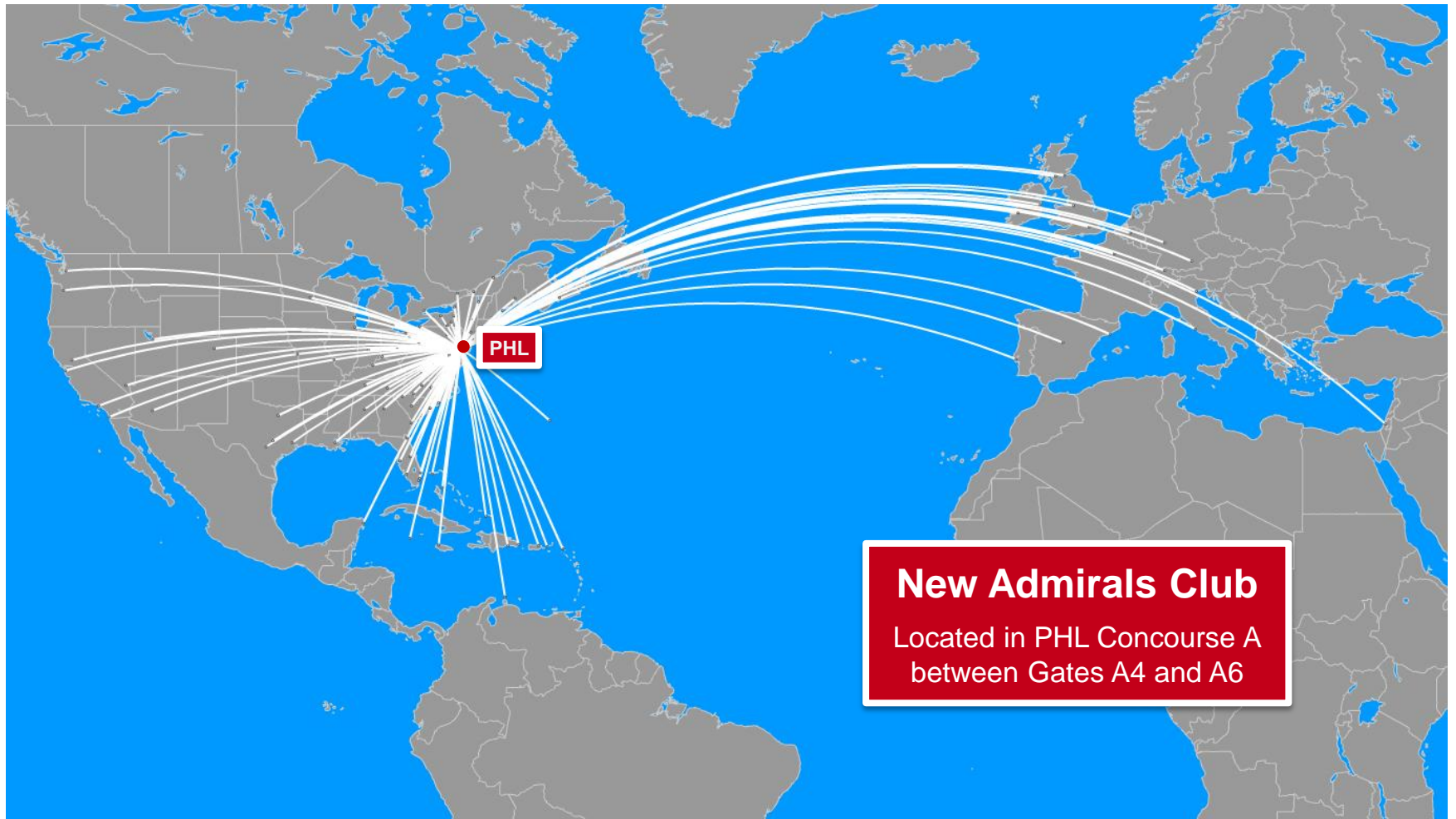
11 of the world's top 25 business cities are **oneworld** hubs



PHL update



Network – PHL global



Source: OAG, July 2014 planned schedules

127 destinations in 25 countries around the world

Network – PHL transatlantic

* Service operates day x2 from PHL, day x3 from EDI from 23MAY14 to 08JUN14, and from 08SEP14 to 22SEP14

Source: OAG, July 2014 planned schedules



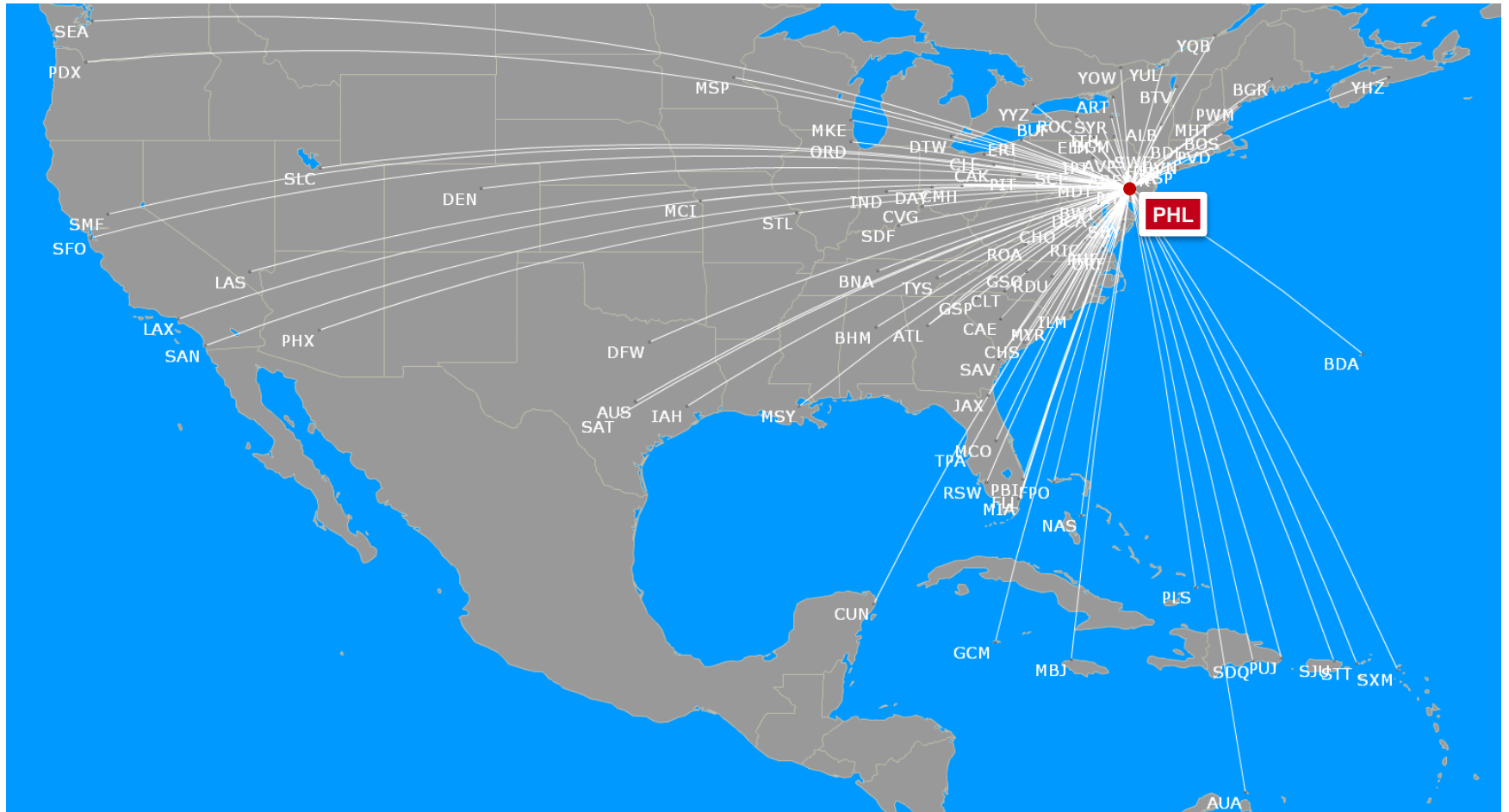
Summer 2014 Transatlantic destinations out of PHL

Amsterdam, Athens*, Barcelona, Brussels, Paris, Dublin, Edinburgh*, Rome, Frankfurt, Glasgow*, London – Heathrow, Lisbon*, Madrid, Manchester, Munich, Shannon*, Tel Aviv, Venice* and Zurich

* seasonal services as of July 2014 schedule

Network – PHL North America

Source: OAG, July 2014 planned schedules



In addition to **Watertown NY** starting May 8, American will operate 24 new weekly departures to **Charleston**, 3 daily to **Lexington** and 3 daily to **Memphis** starting **June 5**.

Recap

Merger benefits

Largest carrier, more coverage

Integration update

Still early, but work to-date has gone well

Product update

New planes, new experience, new American

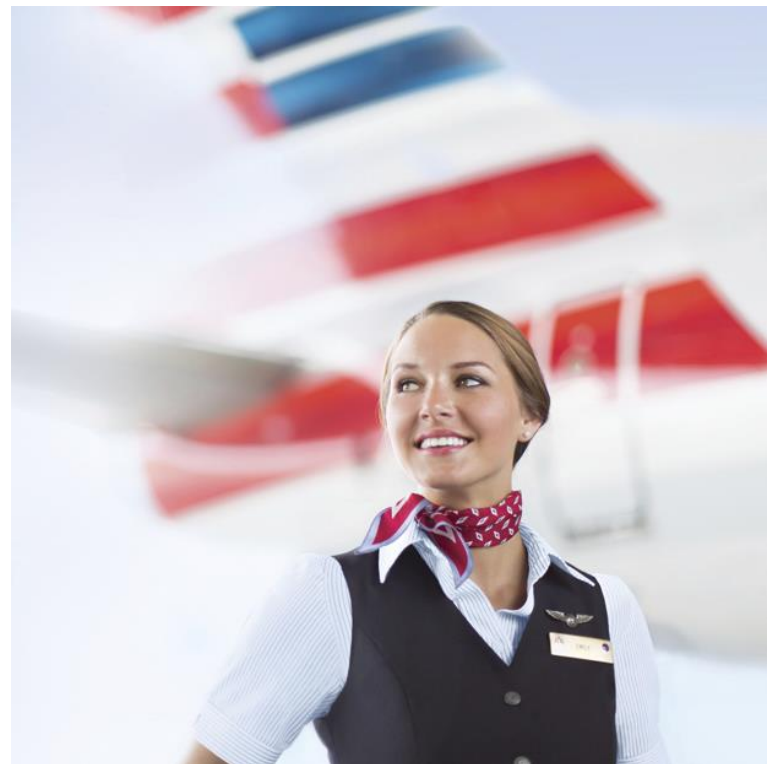
oneworld Alliance

Undergoing biggest expansion yet

PHL

International and domestic growth

New Admirals Club



Q&A



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