

American Airlines Group Inc.

J. P. Morgan Industrials Conference

March 15, 2022

Doug Parker

Chairman & CEO



Forward-looking statements

Certain of the statements contained in this presentation should be considered forward-looking statements within the meaning of the Securities Act of 1933, as amended, the Securities Exchange Act of 1934, as amended, and 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 the company’s plans, objectives, expectations, intentions, estimates and strategies for the future, the continuing availability of borrowings under revolving lines of credit, 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 herein as well as in the company’s Annual Report on Form 10-K for the fiscal year ended December 31, 2021 (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 other risks and uncertainties listed from time to time in the company’s other filings with the Securities and Exchange Commission. In particular, the consequences of the coronavirus outbreak to economic conditions and the travel industry in general and the financial position and operating results of the company in particular have been material, are changing rapidly, and cannot be predicted. Additionally, 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 statement.

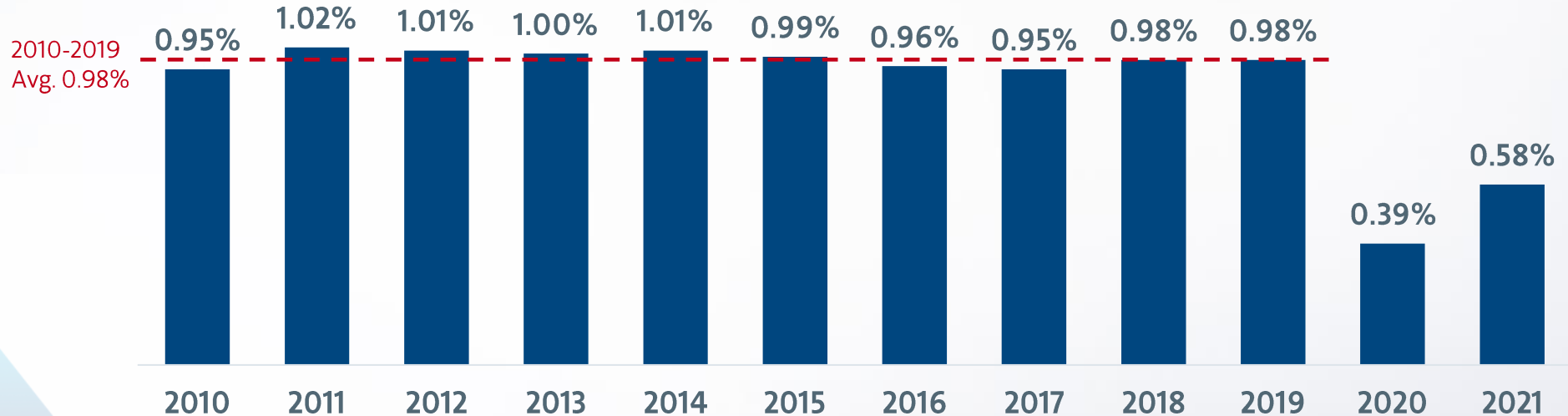
Bull Case for U.S. Airlines



Indicators of air travel demand are bullish

Demand for air travel is temporarily disconnected from U.S. economic growth

Airline Industry Revenue as a % of Nominal GDP¹

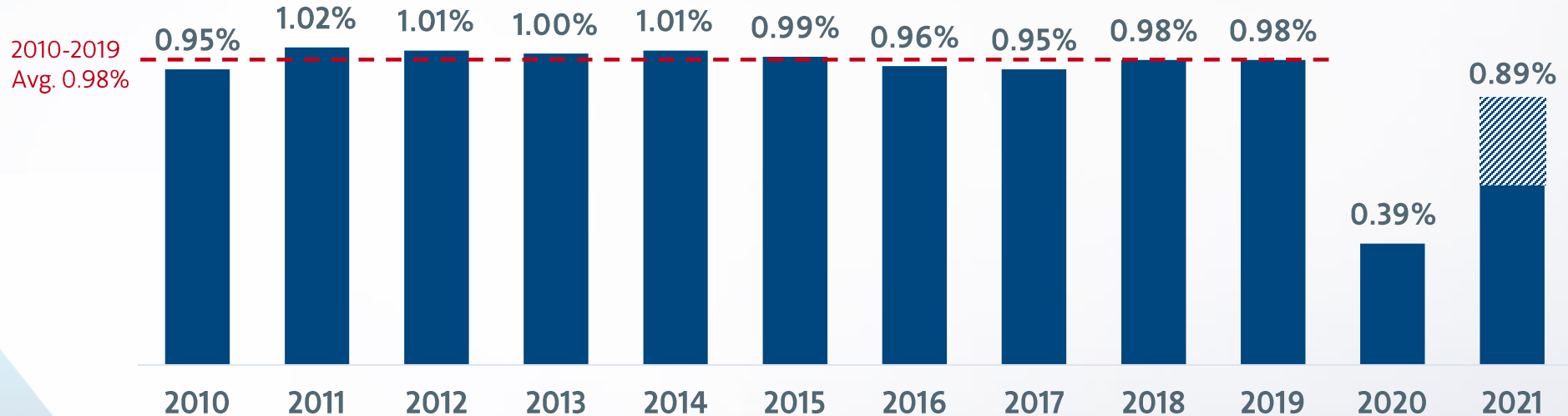


^{1/} Source: St. Louis Federal Reserve (GDP), Diio and Airline Financials (Industry Revenue)

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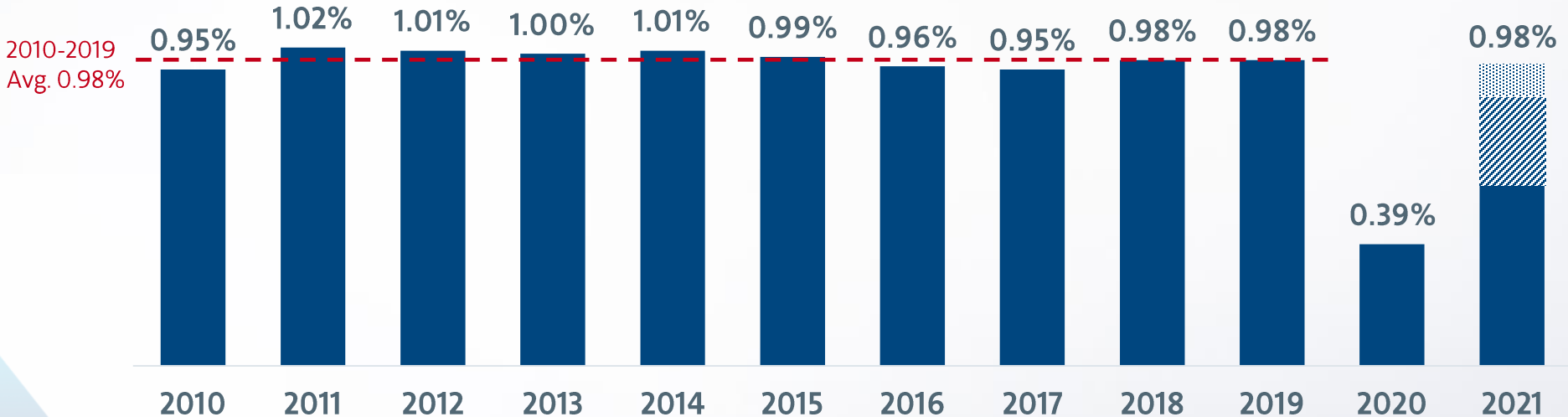


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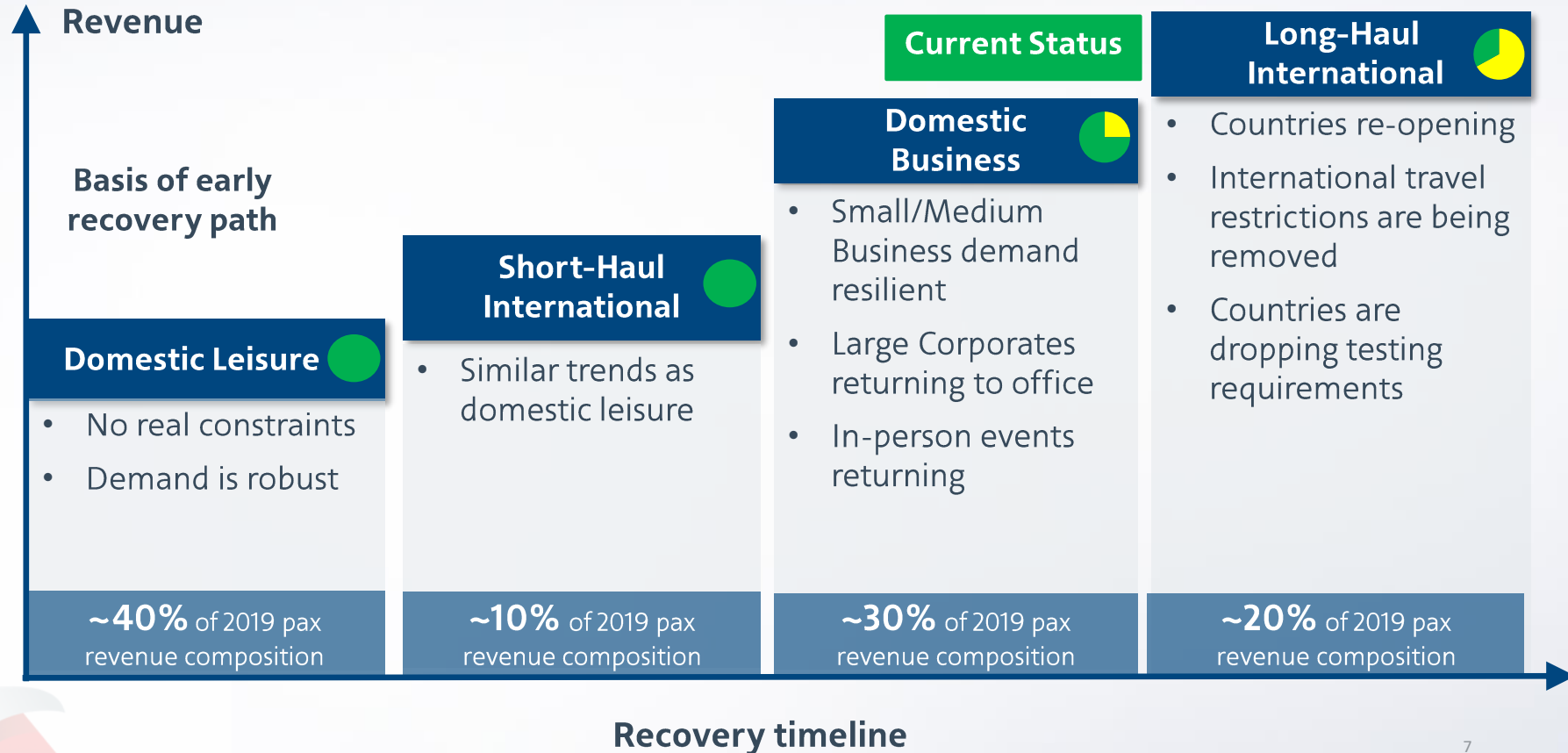
Demand for air travel is temporarily disconnected from U.S. economic growth

Airline Industry Revenue as a % of Nominal GDP¹



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Barriers to demand are falling



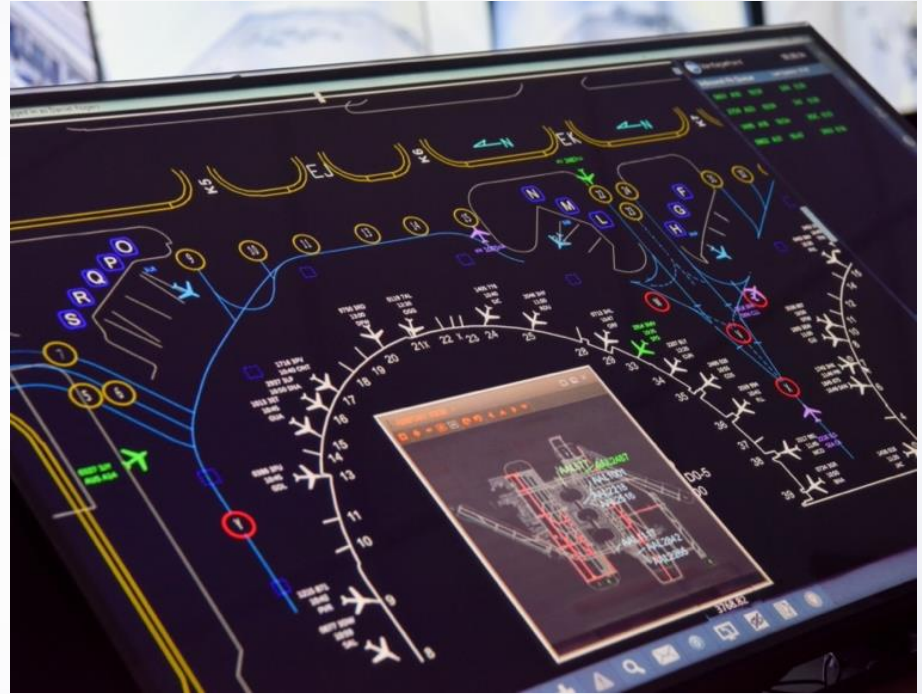
Industry capacity is constrained



Airlines have used the pandemic to become more efficient

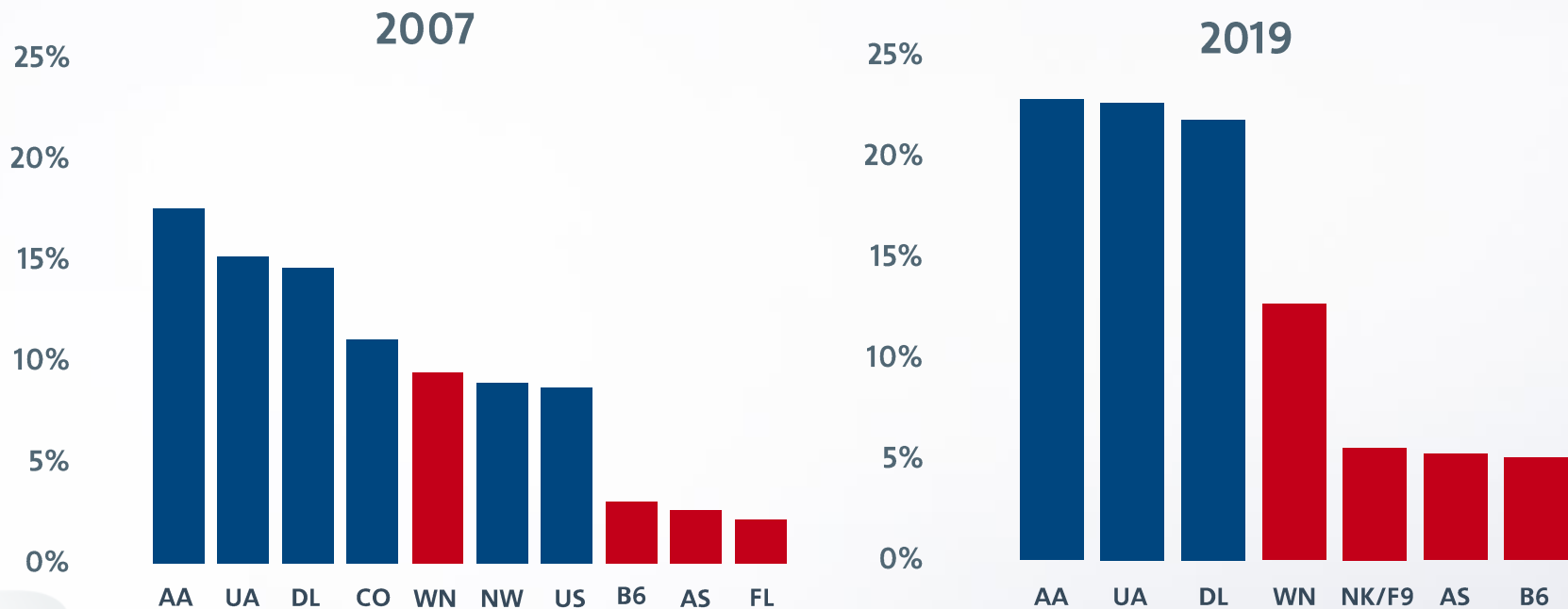
American has actioned \$1.3 billion of run-rate cost savings

Competitors have also initiated cost programs to drive efficiencies into the business



Industry structure

US Industry ASM Capacity Share¹



^{1/} Source: Diio, US carriers with over 2% of US based capacity

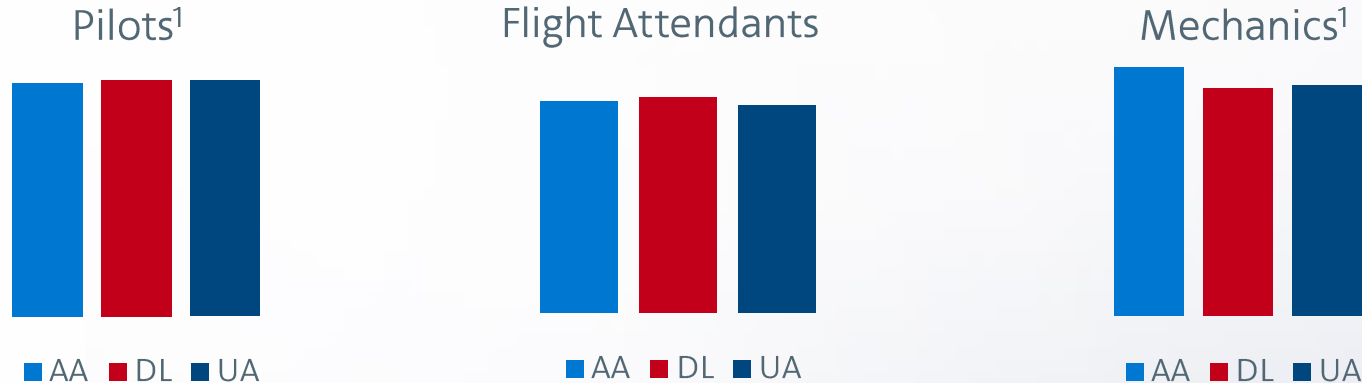
Labor dynamics are much improved

Management and labor have worked successfully together through the pandemic

- Payroll Support Program Success

Contracts at the major airlines now reward team members similarly

Industry Pay at Top-of-Scale

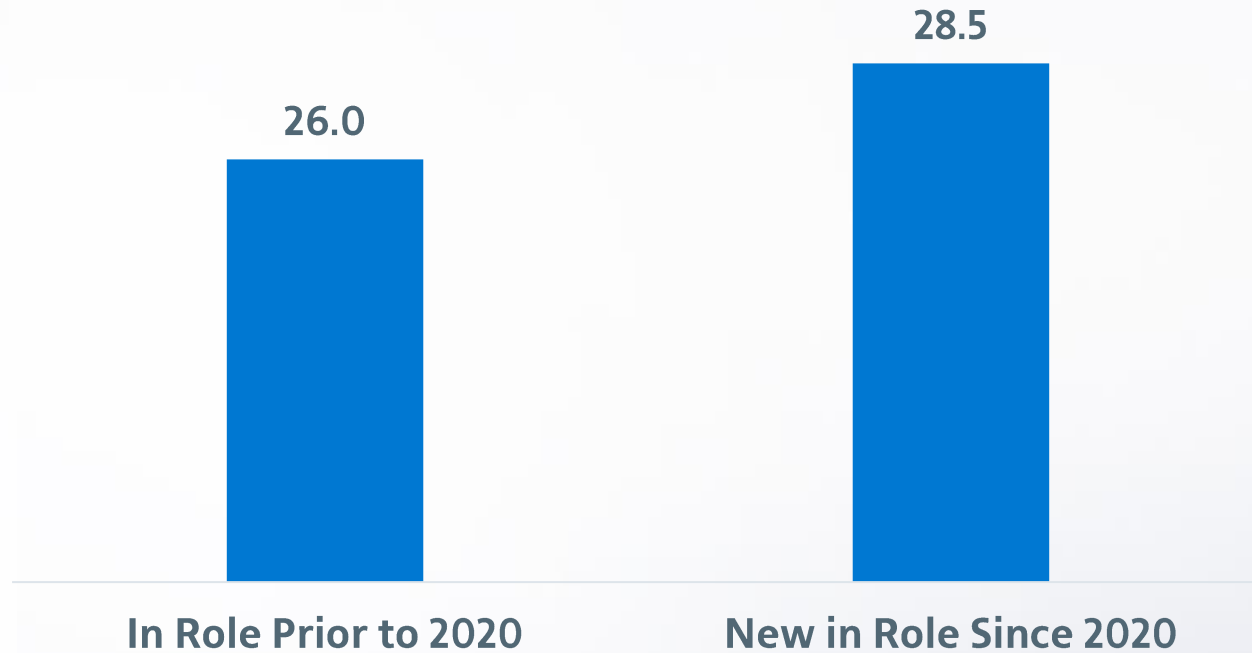


1/ AA pilot wages reflect Group 2 Captains, DL and UA reflective wtd. avg. of equipment –specific TOS rates based on AA 2022 fleet count. Mechanics' rates include A&P license premium

Management teams experienced, focused on profitability

Current CEO Experience¹

Average Years Industry Experience



Yeah, but what about...

Demand for business travel?



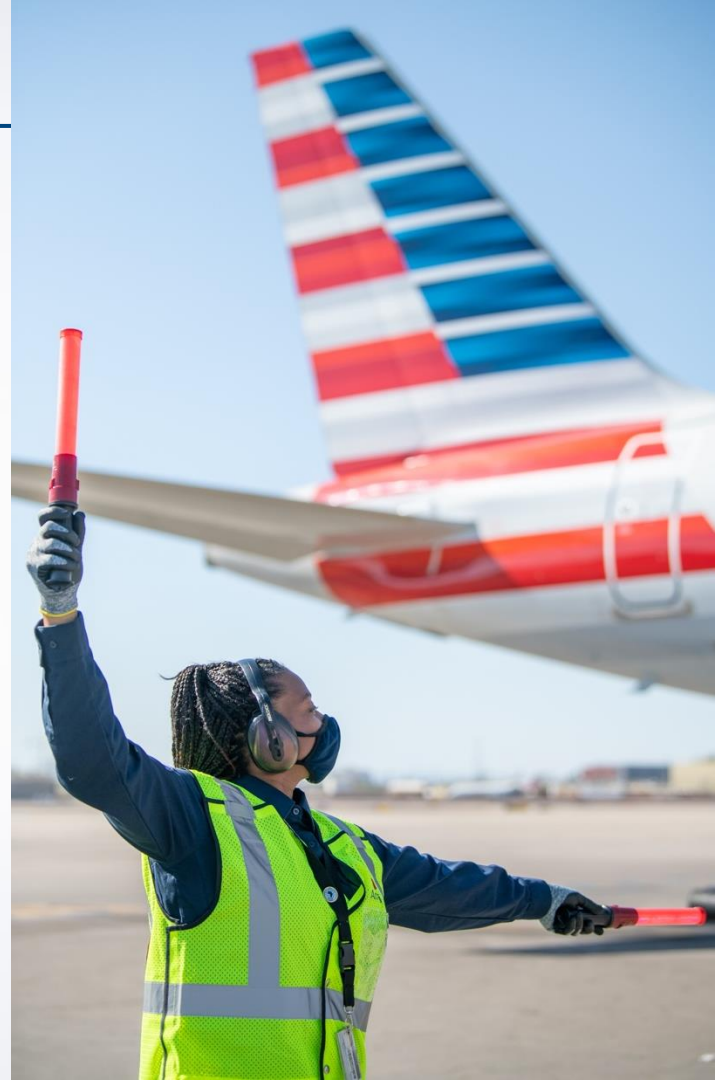
Yeah, but what about...

High fuel prices?

	Average Brent Oil Price (\$ per bbl)	Industry Earnings (\$M)
2010	79.61	4,781
2011	111.26	2,829
2012	111.57	4,342
2013	108.56	8,791
2014	98.97	14,692

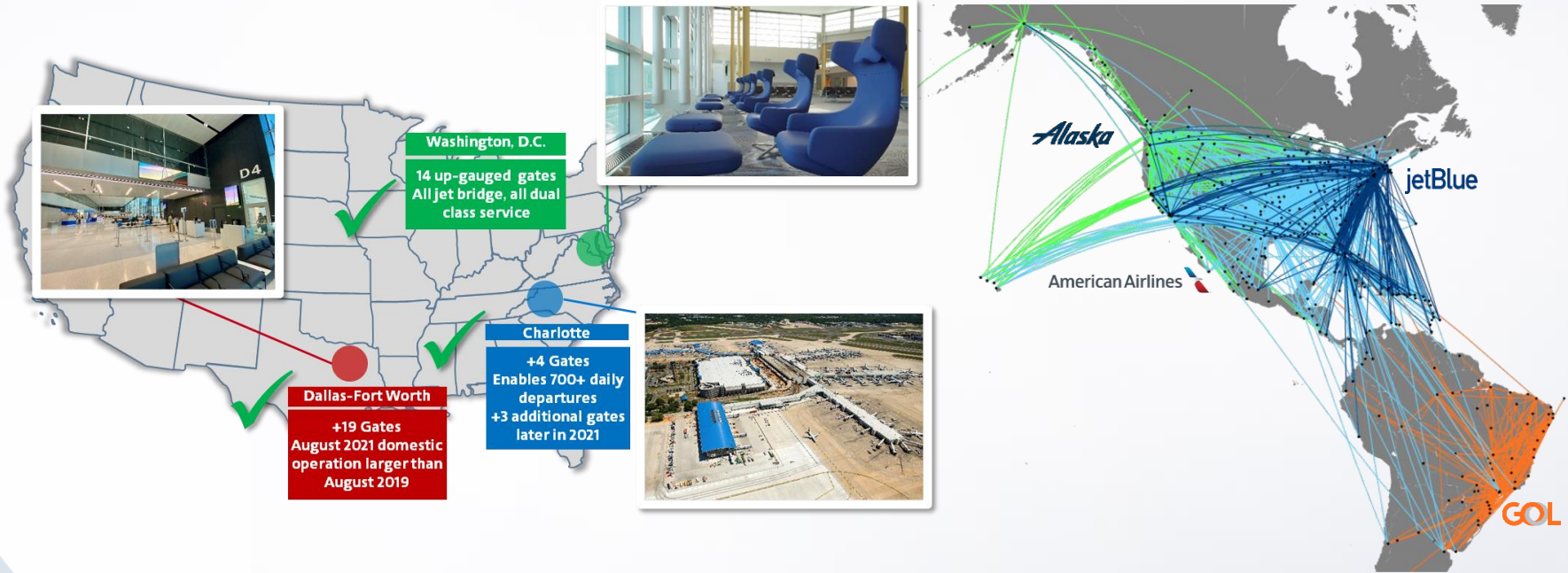
American is uniquely well-positioned

- Strong global network
- \$1.3B in cost efficiencies
- Modern fleet and low capex
- Experienced team



American is well-positioned within the industry

Network Growth



American is well-positioned within the industry

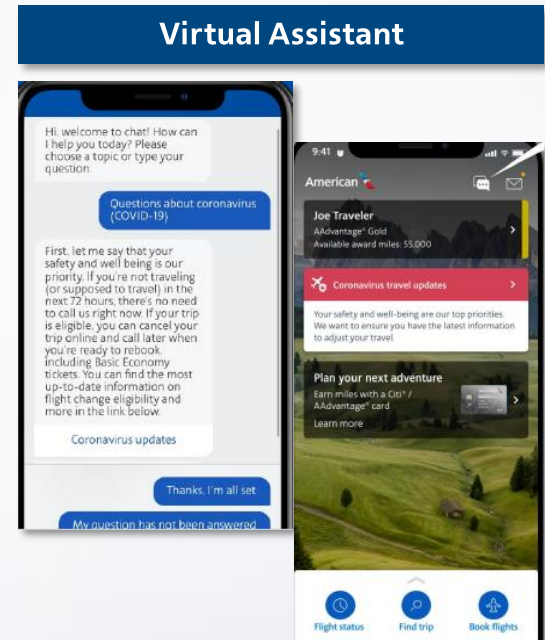
Efficiencies

\$1.3 billion of permanent cost reductions in 2021

- \$500 million in management reductions
- \$600 million in labor productivity enhancements
- \$200 million in other identified permanent cost reductions

Other efficiencies enabled by technology

- ConnectMe
- Virtual Assistant
- Automated crew recovery

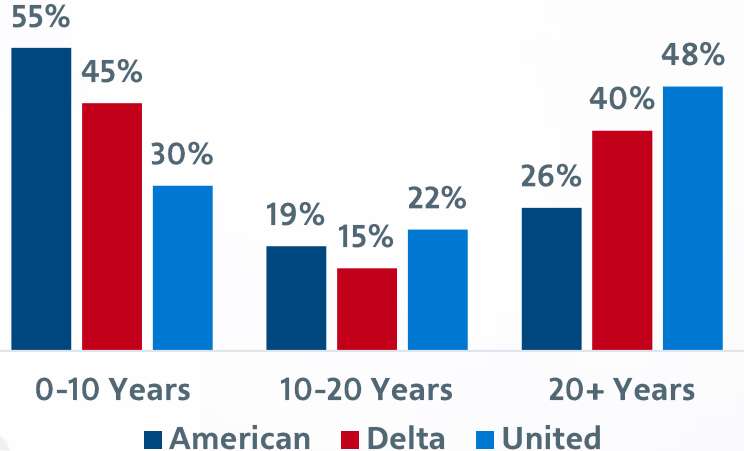


American is well-positioned within the industry

Lower Capex

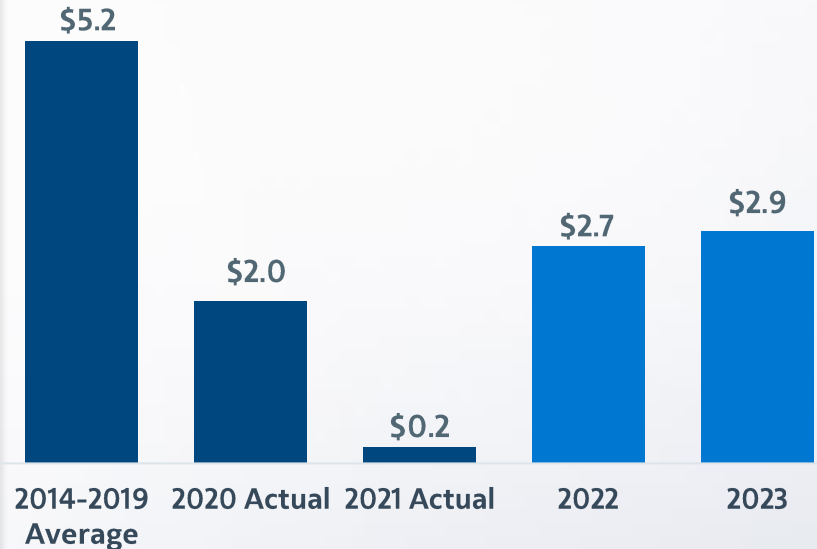
Mainline fleet breakdown by age¹

- Future fleet replacement needs are lower than peers
- Existing financings completed at very attractive levels



Younger fleet drives lower capex

Total capex forecast² (in billions)



¹ Source: Company filing and Cirium Fleets Analyzer database.

² Source: Company forecast, 2021 includes net inflows from return of PDPs

American is well-positioned within the industry

Management Team



Summary

Bullish on the airline industry

- Relationship between revenue and GDP
- Barriers to demand are falling
- Constraints on growth
- Airlines are more cost efficient
- Industry more efficiently structured
- Management/labor dynamics improved
- Experienced leaders

Within the industry, American Airlines is uniquely well-positioned



**American
Airlines**

