

Special Jetwire



A Message from Doug Parker

Wednesday, March 30, 2022

Dear fellow team members,

Tomorrow I will retire as CEO of American and hand over that role to Robert Isom. That means this is the last note you all are going to get from me. (Don't pretend you aren't disappointed!)

I want to take this opportunity to thank you all and tell you what an honor and privilege it has been to work alongside you and serve you. The incredible work you all do every day to ensure safe, efficient and friendly air transportation — for more customers than any other airline in the world — is noble and inspiring.

We've accomplished amazing things together over the 20 years I've been privileged to be CEO, including: industry-shaping mergers; avoidance of the failures and broken commitments that beset almost every other airline over that period; and an impeccable safety record.

Of all we have achieved together, the most rewarding to me has been our work since the pandemic. We fought collaboratively with our union leaders on behalf of those we collectively represent, and, as a result, we were able to keep our airlines flying and our team members employed. The people of American responded by growing back faster and further than any other airline, producing the best operating performance in our history, and our highest customer satisfaction scores ever. It was as if everything we had done as a team over decades came together to prepare us for this crisis, and you all rose to the challenge.

It's that performance that has me so excited about the future for American and all that you will accomplish with Robert and his team. Robert is an extraordinary leader and teambuilder who understands the complexities of operating an airline like American. Robert loves the people of American, and he and the outstanding senior leadership team he has assembled will bring a fresh perspective to the future of the company and the culture you all have worked so hard to create.

As for me, I'm not going far. I'm just stepping to the side to let you all go roaring past. I'll be watching from the boardroom — cheering you on and celebrating your successes. I cannot wait to see the heights that you all and Robert will take American to in the years ahead.

Thank you, thank you, thank you. For your support of me over the years. For your amazing work on behalf of our customers and each other. For your professionalism and commitment to safety. For all of it.

It's been a blast. Keep it up and fly safe. Wonderful things lie ahead.

A handwritten signature in black ink that reads "Doug".