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 revenue per ASM at a rate greater than the industry
  - Contain cost per ASM (ex-fuel and ex-new labor deals) growth to 2% or lower
  - Grow pretax profit margin rate and produce total shareholder returns above industry
- Ensure strong balance sheet
  - Maintain industry-leading liquidity level of $7 billion
- 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-0 06 97.7%
    - System T-0 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 B737 and A320 family aircraft and installation of Premium Economy by end of Q2
  - 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 4 at CLT
  - Enhance customer experience with global joint business partners
- Deliver customer-focused airport and world-class lounge construction and development at LGA, DFW, DCA, LAX, BOS and SFO on time and on budget
- Improve Likelihood to Recommend scores to best in company history