

ONE TEAM, ONE PLAN 2019

LEGEND:
 D-0: On-time Departures
 T-0: Turn Time
 AOS: Aircraft Out of Service
 CBA: Collective Bargaining Agreement
 RASM: Revenue per Available Seat Mile
 CASM: Cost per Available Seat Mile

Make Culture a Competitive Advantage

- ▶ **Run the safest and most reliable operation in our history**
- ▶ **Continue to create an environment that cares for our frontline Team Members**
 - Increase recognition tool usage by 10 points and roll out new recognition platform
 - Introduce new uniforms with highest levels of safety, comfort, durability and brand integrity
 - Continue education on optimal medical benefit utilization and increase wellness program enrollments and clinic utilization
 - Reduce on-the-job injuries
 - Provide crew support team with improved tools to deliver outstanding service to Team Members
 - Be important partners in our communities and support Team Members' enormous giving spirits
 - Care for Team Members who experience difficult life circumstances
 - Update and continue American Voice action plans based on 2018 feedback
- ▶ **Ensure total compensation and benefits are in line with industry leaders**
 - Achieve a joint CBA with fleet service and maintenance teams
 - Propose industry-leading offers for pilot and flight attendant teams with the goal of completing CBAs before contract amendable dates
 - Ensure non-contract, merit-based Team Members are competitively compensated
- ▶ **Become leaders in diversity, inclusion and equality**
 - Continue implementation of gold standard action plan
 - Launch in-person implicit bias training for all Team Members
 - Support the important work of our Employee Business Resource Groups
- ▶ **Develop servant leaders who are trained and equipped to lead**
 - Ensure 100% manager and above completion of Inspire training
 - Achieve high usage of the talent performance process and tool
- ▶ **Ensure Team Members' workspaces reflect our commitment to their care**
 - Invest more than \$250 million in frontline Team Member facilities in 2019
 - Progress One Campus, One Team (OCOT) and complete support team move
 - Advance Hospitality and Mobility projects on budget and continue development of subsequent OCOT phases

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
 - Reduce total adjusted debt
 - Complete long-term aircraft financings at competitive rates
- ▶ **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 of 69.7%
 - 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**