

February 11, 2025



Team,

As we outlined in recent weeks in our earnings call and at State of the Airline, we are positioning American for sustained, long-term success, which, for the past several years, has focused on fortifying our operation under the leadership of our Chief Operating Officer **David Seymour**. In addition, our Vice Chair and Chief Strategy Officer **Steve Johnson** has spent the past eight months developing an updated commercial strategy that is delivering improved results.

Our operations and commercial efforts have put us in a position to announce the next important milestone in our journey. We know that today's customers are choosing their airline based on experience and premium products – and we want American to be customers' carrier of choice.

While we are proud of the work that our Operations and Commercial teams have accomplished, as we move forward, it is clear we need a centralized, cohesive team charged with transforming how our customers experience and engage with our airline. With this in mind, today we are announcing the creation of a new **Customer Experience** organization that will drive the strategy and coordinate the implementation of the initiatives that define our customers' journeys with American.

The Customer Experience organization will advocate on behalf of customers and provide a holistic view of the entire customer journey – from booking to bags to inflight experience to customer feedback. We anticipate having more to share on new programs for our customers in the weeks and months ahead.

This team will be led by longtime American senior team member **Heather Garboden**, who has been appointed **Senior Vice President and Chief Customer Officer**. Heather brings more than two decades of experience at US Airways and American that make her uniquely qualified to oversee this work. Her formative years in Revenue Management and Finance give her a solid understanding of what will be good for the health of our business. Since 2023, she has overseen American's Cargo and Regional businesses, both of which rely heavily on coordination across Operations, Commercial, Customer Experience, Finance and other areas to give customers a seamless experience with us. Given the customer focus in both our Operations and Commercial teams, Heather will report to both David and Steve.

With the introduction of this new team, **Brady Byrnes**, Senior Vice President of Inflight and Premium Guest Services, and his team will now report to Heather. Both **Kim Cisek**, Vice President of Customer Experience, and **Greg Schwendinger**, President of Cargo, and their groups will continue reporting to Heather. Heather will share more specifics on her organization as those details are determined.

Finally, as part of this change, leadership of our Regional business will move from Heather to **Nate Gatten**, Executive Vice President of American Eagle, Corporate Real Estate and Government Affairs.

We are also taking this opportunity to evolve our Operational Excellence Advisory Board, which will become our **Customer Experience Advisory Board**. Currently, this group provides our team with outside perspectives from experienced industry leaders. We plan to add additional outside voices who can share insights with us on how we structure our customer-focused efforts going forward.

I look forward to what's ahead for American and our customers. Thank you for all you are doing to care for our customers and each other.

A handwritten signature in black ink, appearing to be "N. Gatten".