

Special Jetwire



July 6, 2021

Dear fellow team members,

The Independence Day holiday in the U.S. is one I look forward to every year. As a proud veteran, I'm forever grateful to those who have served or continue to serve to ensure our freedom. And as a member of the American team, I'm proud of the opportunity we all had to serve our customers over the long weekend. It's always a busy one for the airline industry, but after a challenging year, this weekend proved that people are ready to travel again and that the American team stands ready to deliver.

During the long weekend — July 1 through July 5 — together, we safely carried nearly 2.7 million customers on more than 26,000 combined mainline and regional flights. That's nearly three times more customers than we carried in 2020 and more than double the number of flights. A truly impressive ramp up.

While the volume alone is impressive, the way you all delivered is what is most exciting. With challenging weather days to start off the month, including a difficult bout of storms at DFW on July 2, you all proved why you're the best in the business:

- **On-time arrivals:** On July 4, our combined A+14 was 88.9%, well above goal and the best we've seen in the summer travel period so far.
- **Completion factor:** Aside from July 1 and 2 when we contended with significant weather, our completion factor was above goal. In fact, on July 4 and 5 we recorded 99.3% and 99.4%, respectively, which included a number of weather-related cancellations for Tropical Storm Elsa.

To ensure our team and customers were set up for success this summer and beyond, we:

- Proactively made some minor adjustments to our July schedule to provide additional resilience in the operation.
- Re-accommodated all customers affected by those adjustments.
- Completed the required recall pilot training as of the end of June.

- Hired additional team members throughout our operation, including more than 300 Customer Ops team members in DFW, and we're continuing those efforts across the board.
- Worked closely with our vendors to mitigate any staffing issues.

Thank you for everything you did this holiday weekend — and for what you do every day — to take care of our customers and each other. I'm so proud to be part of this team.

A handwritten signature in black ink, consisting of a large, stylized 'D' followed by a smaller 'D'.

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