

American Airlines



Presented by: Carmine Romano
Vice President, Tulsa Base Maintenance

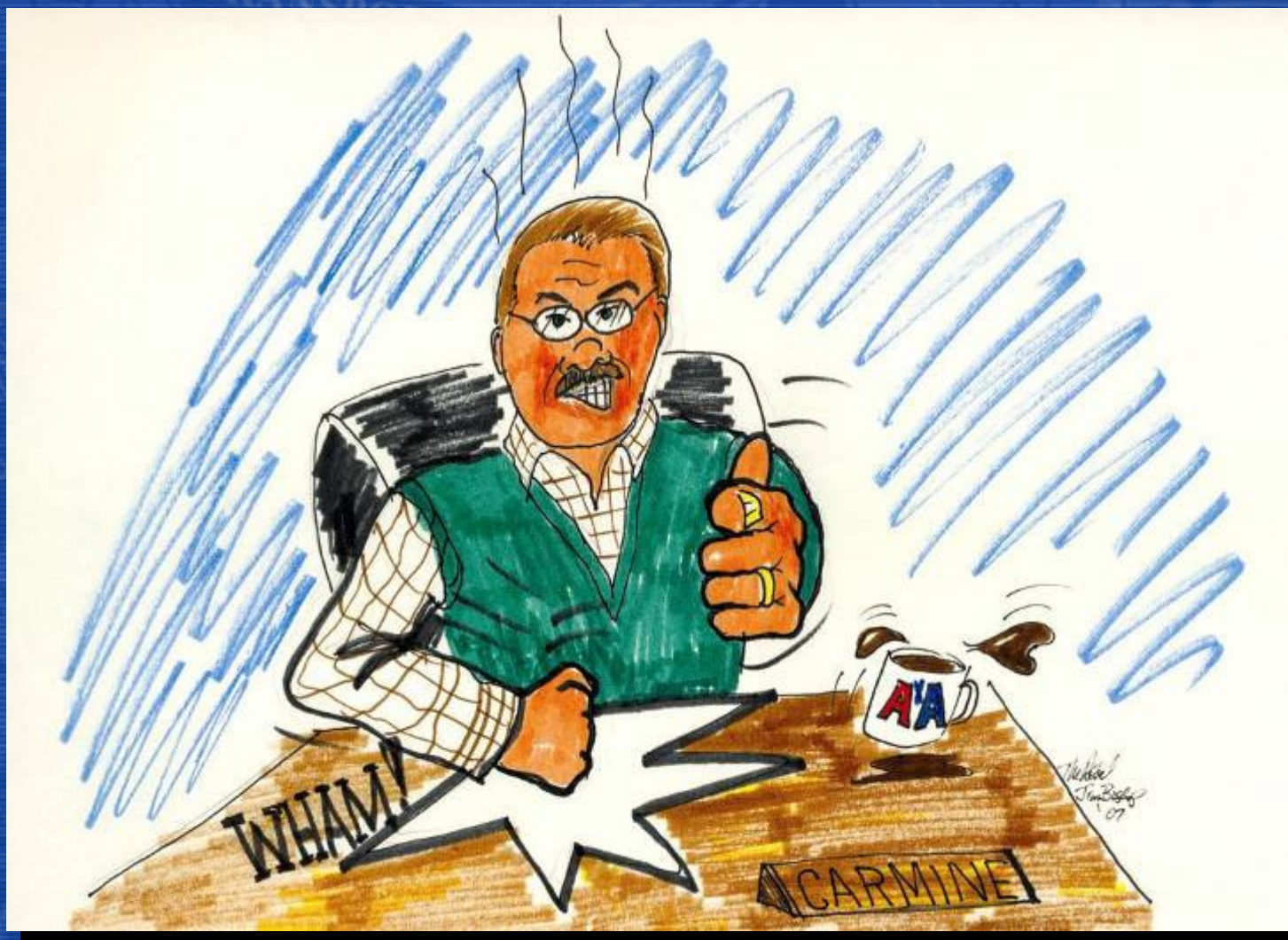
Bucking the Industry Trend



Our People



The Old Way of Doing Business



Where has this worked?

- Boeing



- Harley-Davidson



- RJR Nabisco



- John Deere Company



- Ford Motor Company



- Goodyear



Tulsa's Town Hall Meeting



American Airlines® Turnaround Plan

▶ Lower Costs to Compete	▶ Pull Together, Win Together
▶ Fly Smart—Give Customers What They Value	▶ Build a Financial Foundation

Drives and energizes the other three tenets

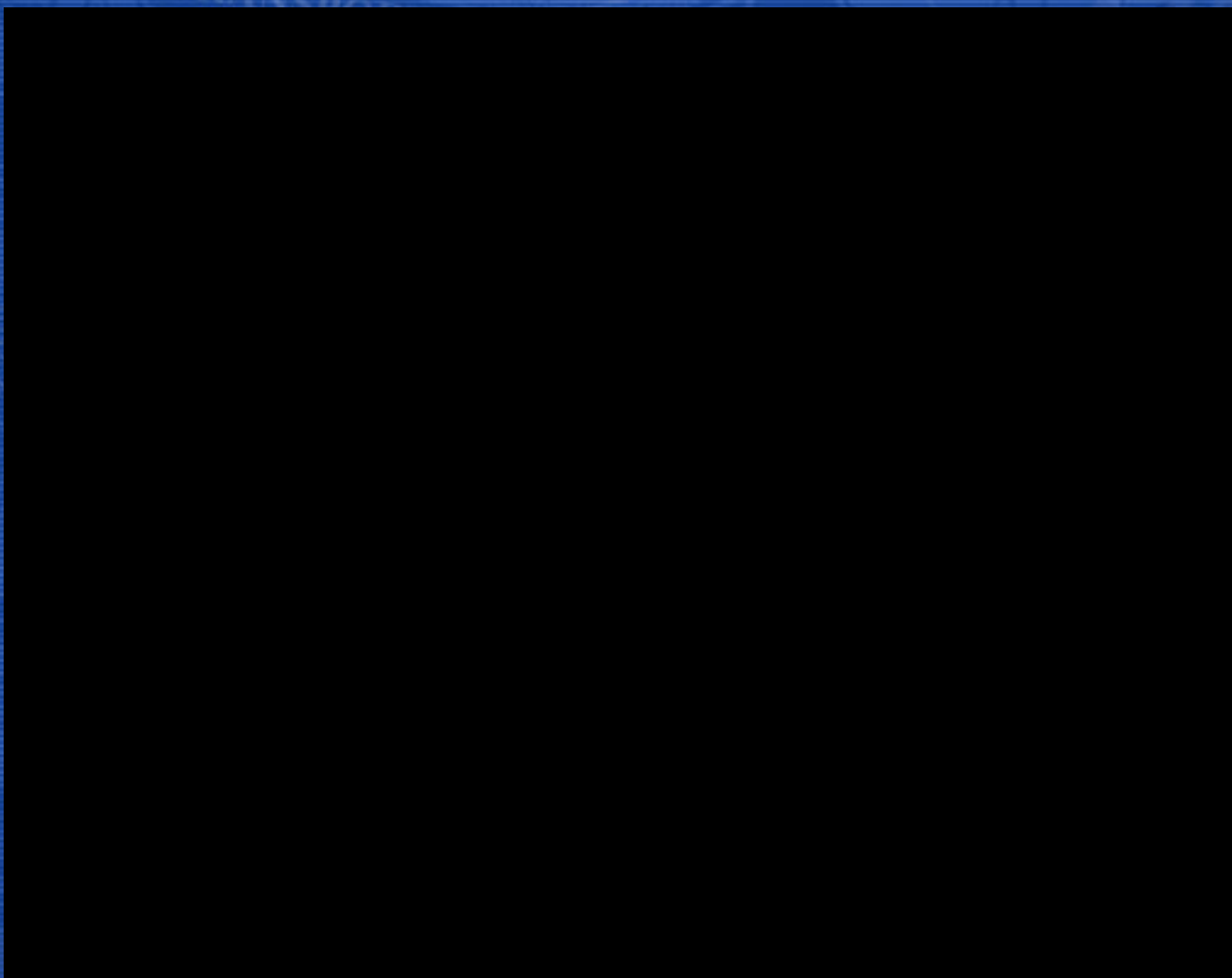
Working Together Begins

How did
“Working Together”
begin?

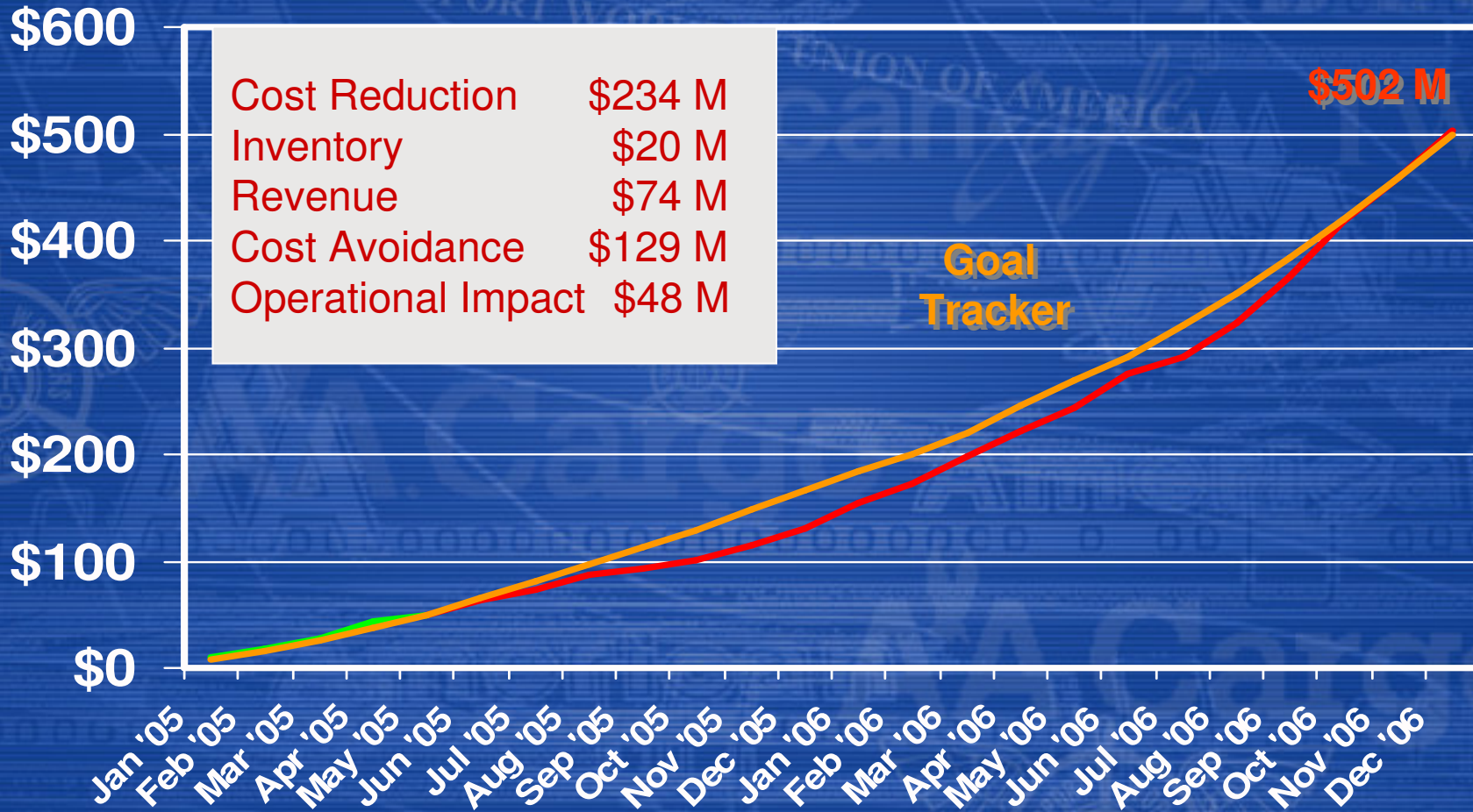
Pajama Party



Pajama Party Video Clips

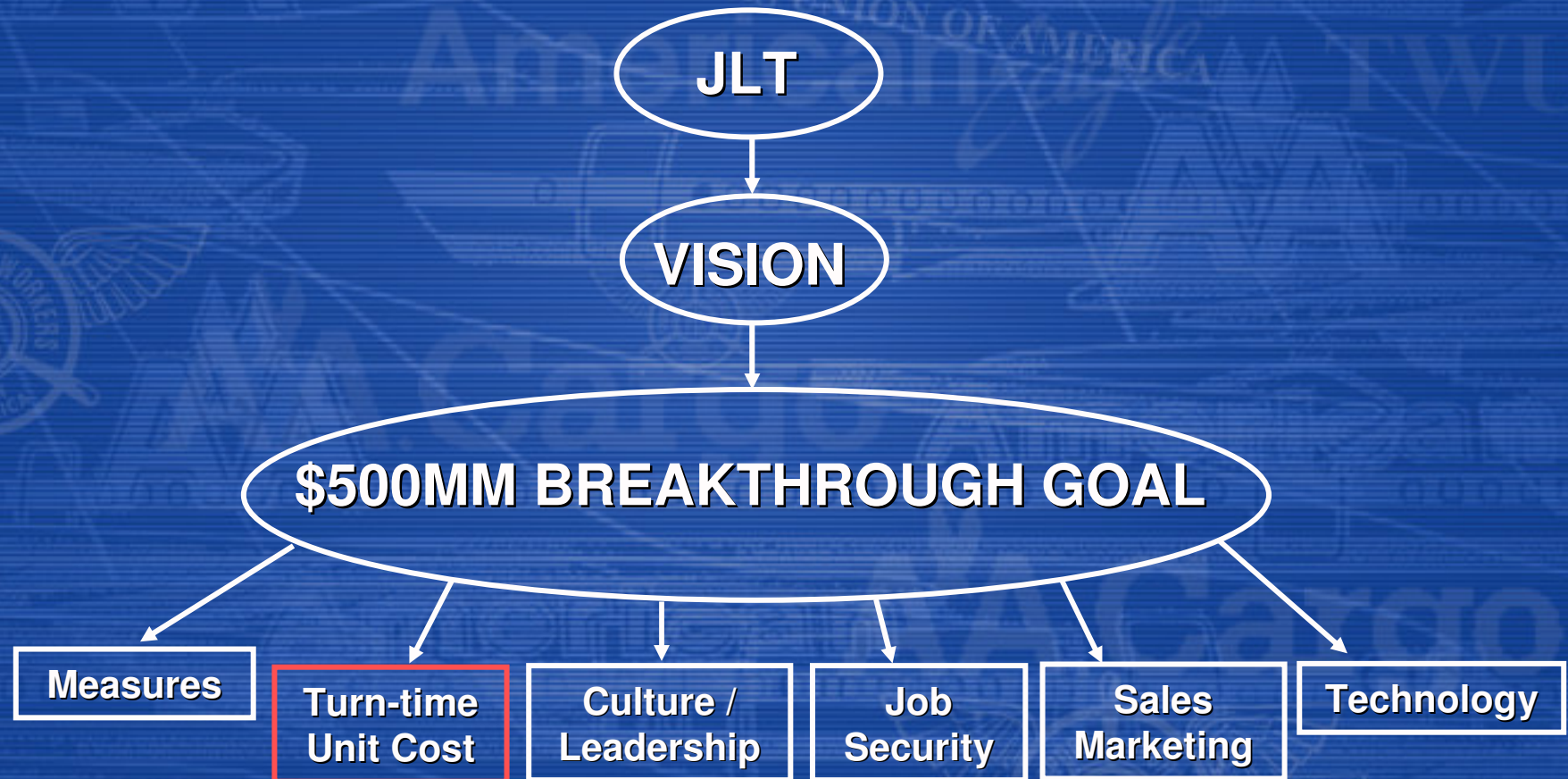


Desired Results Achieved



The Goal Tracker line indicates the amount we should have achieved to be on-track to reach \$500 million by year-end 2006.

Work Stream Teams



The Balancing Act



The image features a dark blue background with a large, stylized, curved shape in a lighter shade of blue, resembling a stylized 'C' or a partial circle. The text "MD80 TurnTime Breakthrough" is centered in white, sans-serif font.

MD80 TurnTime Breakthrough

Change Happens

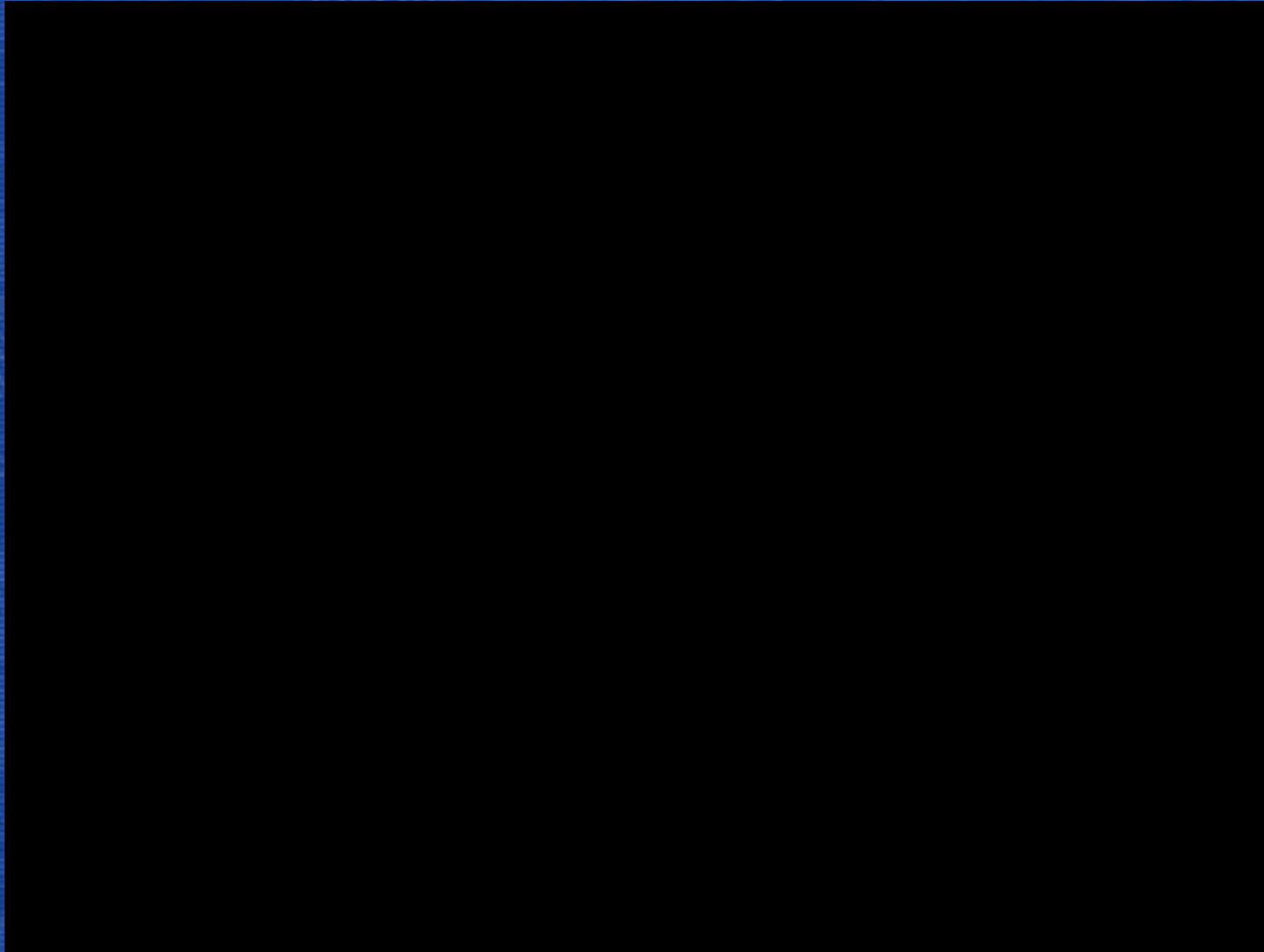


Lean Takes Hold



- Our MD80 Pulse Line
 - Reduced Heavy C Check turnaround times from 24 to 12 days
 - Half the people

Pulse Line in Action



Today's Environment



The Evolution of Working Together



Q & A