United's route map

UNITED

It's how we fly

- Be safe and reliable
- Provide great customer service
- Make United the flyer-friendly airline
- Operate the business as if it were your own

- Harness the power of teamwork
- Be open, honest and direct with everyone
- Treat each other and our customers with dignity and respect

- Uphold our commitment to safety, ethics and compliance
- Ensure we are a responsible corporate citizen
- Promote diversity and inclusion

Where we're going in 2015

Be safe and reliable

- Rank #1 in consolidated on-time performance and completion factor in our hub cities in comparison with competing hubs
- Rank in the top tier across the system among major U.S. competitors in on-time performance and completion factor
- Roll-out A :00 operating philosophy in the first quarter and achieve A :00 targets under the performance plan
- Operate with controllable completion above 99.3% for mainline and 98.9% for UAX
- Limit average daily out of service aircraft count to 19 and flight critical MELs to 235
- Keep widebody long delays and cancels below 2.2%
- Reduce system mishandled bag ratio by 14%
- Improve agent tools and capabilities to manage IRROPS and implement new journey management software for automated re-bookings
- Roll-out inflight hand-held devices, pilot iPads, airport mobility tools and applications on time and on budget
- Achieve better than industry average OJIs, LTIs, lost-time and aircraft damage rates
- Complete business and IT integration of payroll, Electronic Log Book and Sceptre systems
- Safely and securely migrate technology infrastructure to new data center

Create a flyer-friendly experience

- Continue training to customer service standards and use survey data to focus investment, training, coaching and accountability of employees
- Increase customer satisfaction scores under the performance plan
- Increase compliance to onboard, airport and customer service product standards to over 80%
- Increase traveler contact information to 85%; improve use and clarity of customer messaging; improve customer self-service for re-bookings
- Deliver first phase of United.com 2.0 by 2Q 2015, including bundled ancillary offerings; begin introducing dynamic award pricing
- Finish planned Wi-Fi and personal device entertainment installation on applicable aircraft
- Complete all other aircraft modifications scheduled for 2015 on time and on budget
- Continue installation of self-bag tagging systems at two additional hubs and six additional line stations
- Begin construction on LAX Redevelopment and New C North Terminal at IAH; begin terminal improvements at EWR and ORD
- Implement changes to onboard and airport product toward four-star product standard

Improve our financial performance

- Generate a pre-tax profit in each quarter
- Earn a return on invested capital greater than 14%
- Generate at least $1 billion of free cash flow
- Maintain unrestricted liquidity of between $5 billion and $6 billion while paying down debt and returning cash to shareholders
- Grow consolidated capacity by at least 2.5% and consolidated seats by at least 0.7%
- Achieve full year average narrowbody aircraft available to schedule of 90%, widebody aircraft available to schedule of 84%
- Grow consolidated PRASM premium to our major U.S. competitors to above 115.5%
- Reduce IRROPS revenue leakage by at least $150 million
- Increase net ancillary revenue per passenger at least 5% and Economy Plus per seat revenue at least 10%
- Grow co-brand card revenue at least 5.3% and non-card loyalty revenue at least 2%
- Increase cargo value added products revenue by 35% year-over-year
- Reduce consolidated CASM year-over-year (excluding fuel, profit sharing and third-party business expense)
- Deliver planned 2015 efficiencies, investments and quality improvement from Project Quality
- Improve fuel efficiency by 2.1%

Build a great place to work

- Engage, develop and empower employees
- Raise the performance bar for leaders and other employees
- Focus on face to face interaction between employees and managers
- Invest in leadership training and development with added focus on front line leaders
- Make diversity and inclusion a core competency of leaders
- Continue to improve employees' access to corporate communications
- Continue break room refurbishments at two additional hubs
- Continue to strengthen our cybersecurity to protect customer, employee and company data
- Complete joint collective bargaining agreements in a responsible manner