



November 29, 2011

Dear Valued Aircraft Lessors, Lenders and Trustees:

As you may have heard, AMR Corporation (the "Company") announced today that in order to achieve a cost and debt structure that is industry competitive and thereby assure its long-term viability and ability to continue delivering a world-class travel experience for its customers, it and certain of its U.S.-based subsidiaries (including American Airlines, Inc. ("American") and AMR Eagle Holding Corporation ("American Eagle")), filed voluntary petitions for Chapter 11 reorganization in the U.S. Bankruptcy Court for the Southern District of New York.

As we have made clear with increasing urgency in recent weeks, we must address our cost structure, including labor costs, to enable us to capitalize on the foundational strengths we have put in place already and secure our future. Our very substantial cost disadvantage compared to our larger competitors, all of which restructured their costs and debt through Chapter 11, has become increasingly untenable given the accelerating impact of global economic uncertainty and resulting revenue instability, volatile and rising fuel prices, and intensifying competitive challenges. Our Board decided that it was necessary to take this step now to restore the Company's profitability, operating flexibility, and financial strength.

We are committed to working as quickly and efficiently as possible to appropriately restructure the Company so that it can emerge from Chapter 11 well-positioned to assure its ability to compete effectively in the marketplace.

We cannot afford to retain all the aircraft currently in the American and American Eagle fleets at their current rates, and so we have no choice but to make substantial reductions in the cost of the aircraft which we retain. Moreover, in view of the large number of aircraft we have on order from Airbus and Boeing, we also seek to accelerate our fleet renewal strategy and, as a result, we do not require the use of all aircraft currently in our fleets. Additionally, to conserve our liquidity, subject to the requirements of the U.S. Bankruptcy Code, during the 60-day Section 1110 period, we plan to make payments when due of aircraft rent and mortgage principal and interest payments only on certain aircraft in our fleets.

We have been developing a comprehensive plan which re-values aircraft based on current values, taking into account required maintenance, the need to phase out older types and desired fleet efficiencies. We will be sending proposals to many of our aircraft lessors, lenders and trustees soon.

To ensure that you have sufficient time and information to evaluate and respond to these proposals, we recommend that any party having an interest in an American or American Eagle aircraft communicate with one of the contacts listed on the attachment, providing us with specific information about the aircraft in which such party holds an interest, the nature of that interest as well as that party's contact information. We will rely, at least initially, almost exclusively on electronic communication.

We appreciate your cooperation as we face the enormous task of working with a large number of our aircraft lessors, lenders and trustees in a timely manner. Please understand that it is early in the process, and many details are still being worked out. What I am able to tell you now is that some aircraft leases will be rejected soon while others may be rejected later. Some transactions will be subject to Section 1110(a) elections near the end of the 60-day Section 1110 period.

As we have additional details and are able to share them with you, we will communicate them to you. Throughout this process, we will make every effort to be forthright and fair.

If you have additional questions or concerns about the reorganization process, please communicate with one of the contacts listed on the attachment. Information is also available on [AA.com/restructuring](http://AA.com/restructuring).

Thank you for your patience, ongoing support and cooperation.

Very truly yours,

A handwritten signature in black ink, appearing to read "Beverly K. Goulet". The signature is written in a cursive, flowing style.

Beverly K. Goulet  
Vice President – Corporate Development and Treasurer

## American Airlines / American Eagle Reorganization Contacts

### 1. Questions Concerning the Process

Any questions from aircraft lessors, lenders and trustees concerning the reorganization of American and American Eagle should be directed to the parties set forth below.

#### **SkyWorks Capital LLC**

**Steven T. Gaal or Jeffrey Craine**

**Phone (for S. Gaal): 203-983-6688**

**Phone (for J. Craine): 203-983-6686**

**Fax: 203-983-6678**

**Email: [sgaal@skyworkscapital.com](mailto:sgaal@skyworkscapital.com)**

**Email: [jcraine@skyworkscapital.com](mailto:jcraine@skyworkscapital.com)**

#### **Debevoise & Plimpton LLP**

**Emily Zand**

**Phone: 212-909-6807**

**Fax: 212-521-7806**

**Email: [americanproject@debevoise.com](mailto:americanproject@debevoise.com)**

### 2. Contact Information

Please provide us with specific information about the aircraft in which you hold an interest, the nature of that interest and your contact information. A form for this purpose is attached or available online at [AA.com/restructuring](http://AA.com/restructuring). We will rely, at least initially, almost exclusively on electronic communication.

We will not make this contact information available to anyone other than our employees and advisors who are assisting us in our reorganization effort.

**Attention: Emily Zand**

**Email: [americanproject@debevoise.com](mailto:americanproject@debevoise.com)**

**Fax: 212-521-7806**

**Please respond A.S.A.P.**

**American Airlines, Inc.  
AMR Eagle Holding Corporation  
Information Form for Financing Parties**

We are requesting confirmation of the corporate names and contact information of each entity which holds an interest in aircraft leased by, mortgaged by or otherwise financed for American Airlines, Inc. and AMR Eagle Holding Corporation.

Please provide us with the information requested below for each of the entities that you represent (including any guarantors of entities that you represent and any head lease or other party that may have provided a quiet enjoyment letter in connection with the aircraft).

We will not make this contact information available to anyone other than our employees and advisors who are assisting us in our reorganization effort.

Name of Entity: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

\_\_\_\_\_

Contact Person(s): \_\_\_\_\_

Telephone: \_\_\_\_\_

Fax: \_\_\_\_\_

E-Mail: \_\_\_\_\_

Role of Entity (*e.g.*, Lessor, Owner Participant, Lender):

\_\_\_\_\_

Tail Numbers ("N Numbers") affected:

\_\_\_\_\_

**Please return this information sheet as soon as possible by fax or email to:**

**Attention: Emily Zand**

**Email: [americanproject@debevoise.com](mailto:americanproject@debevoise.com)**

**Fax: 212-521-7806**

**This form is also available at [AA.com/restructuring](http://AA.com/restructuring).**