

# American Airlines

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Dear Travel Partner:

You may have seen or heard recent reports regarding statements from leaders of three employee unions at American Airlines expressing support for a possible merger between American and US Airways. I wanted you to hear from us on this matter.

In short, we believe the non-binding statements of support from union leaders for alternative proposals do not in any way alter American's commitment to move steadily through the restructuring process.

It is business as usual here at American. We are making good progress in restructuring our airline and restoring it to profitability, growth and industry leadership for the benefit of all of our stakeholders.

Below is a message to American Airlines employees from our Chairman and CEO, Tom Horton, shedding more light on the topic.

Dear American Team:

As you know, US Airways recently revealed its non-binding arrangements with our unions, which is part of an attempt to force a merger with American. While these tactics are not surprising, I'd like to explain what this means – and doesn't mean – for all of us.

First and foremost, nothing changes as a result of these announcements and we will proceed on our path toward a successful restructuring of American. Today we began the section 1113 process and US Airways' actions are in no way binding on our company or our unions.

I think some perspective on these announcements is useful. It's easy to understand US Airways' sense of urgency to find a way to address the challenges it has faced for a long time. That story is well known.

However, I recognize all of our people have lots of questions about this. First and foremost, everyone should understand that what's best for our company, our people and our financial stakeholders will be determined by the facts in a disciplined manner and process. And this includes whether American will choose to pursue any combination down the road. This is the charge of the board of directors and the leadership team to be done in close collaboration with the creditors committee.

We know our restructuring, like others before, is hard work and the road ahead is challenging. It would be natural to look for an easy way out. But there is no easy path back to renewal and growth and industry leadership. It will require difficult choices. We must be mindful of other parties who don't have our best interests at heart and who are working their own agendas at our expense. There is real substance in our plan to build American with our industry-leading aircraft orders for 460 new narrowbody jets, up to 100 787s and 16 777s. These are planes which should benefit the careers of American pilots and flight attendants. And with this fleet plan, we will grow our network, which is

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already strong in the right cities and bolstered by the best partners around the world. We have a strong plan that creates lasting benefits for our employees, our customers, our financial stakeholders and our airline.

I want you to know these developments in no way alter our course. We are making significant progress, and the Court has granted us the exclusive right to pursue our plan of reorganization at least through the end of September and this may be extended further. We will continue to follow the prescribed court supervised restructuring process. Our immediate next step is to pursue necessary modifications to our collective bargaining agreements, through the section 1113 process, which began today. This is another difficult step, but it remains our hope and our goal to reach consensual agreements with our unions consistent with our future as a successful, profitable and growing company. This is in the long term best interests of our people and our financial stakeholders.

In spite of all the distractions, the people of American are standing tall and doing a great job for our customers. American is operating better than it has in many years, and our recent revenue performance, driven by our network and alliance strategy, has been very strong.

Everywhere I travel, I hear loud and clear the conviction that it is time to return our company to the top. Our people are the best in the industry and, now, more than ever, we all need to remember that. I am focused on moving us through this process as quickly as possible so we can build a new American Airlines together.

Thank you for all you do every day to make American the leader we all know it can and will be.

Sincerely,

Tom

If you have any questions, please do not hesitate to contact your American Airlines sales representative. In the meantime, I want you to know that my colleagues and I appreciate your continued partnership and support for American Airlines.

Warm regards,

