

May 5, 2008

Board of Directors  
AMR Corporation  
P.O. Box 619616, MD 5675  
Dallas/Fort Worth International Airport, Texas 75261-9616

Dear AMR Board Member:

As President of the Association of Professional Flight Attendants (APFA), I am writing to you regarding the Executive Officers of AMR and American Airlines, Gerard Arpey, Thomas Horton, Daniel Garton, Robert Reding, and Gary Kennedy. I am convinced that American Airlines needs to change leadership in order to restore the trust, confidence, and respect of their employees.

Five years ago the members of senior management unequivocally stated that like the line employees who had to suffer wage cuts and other concessions, they would also bear an equivalent financial burden for the same amount of time. All three unions are now engaged in collective bargaining. Their common objective is to finally remove the concessions and reap the benefits of their sacrifices.

On April 1, 2008, I asked these five individuals to defer their annual stock bonuses until the Flight Attendants and other represented workers had ratified new labor contracts. By deferring their bonuses, the Executive Officers would be keeping their promise not to take the gains produced by the employees' sacrifices before anyone else. To emphasize the importance of this request, 19,000 Flight Attendants wore tags beneath their ID badges containing a single word, "Decline."

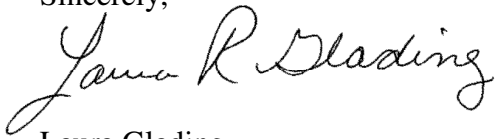
Unfortunately, Messrs. Arpey, Horton, Garton, Reding, and Kennedy refused to keep their word and accepted their bonuses. In response to this decision, Flight Attendants are now displaying tags that read, "Resign."

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Some may view deferring a bonus as no more than a simple gesture, a symbolic act that should not, in and of itself, determine the tenure of a company's executive team. But, APFA's request goes to the very heart of its relationship with the Flight Attendants and all other rank and file employees. Here, trust in management only exists if the executives honor the commitment upon which tens of thousands of workers agreed to severe and prolong cuts in their pay and benefits.

The executives have acted dishonorably. Having forfeited their credibility, they cannot effectively lead this company. On behalf of the 19,000 members of APFA, I urge the AMR Board of Directors to demand the resignations of Messrs. Arpey, Horton, Garton, Reding, and Kennedy. If you would like to discuss this matter, please do not hesitate to contact me.

Sincerely,

A handwritten signature in cursive script that reads "Laura R. Glading". The signature is written in black ink and is positioned above the printed name.

Laura Glading