

Joint Negotiations Openers

April 24, 2014

I want to begin by thanking everyone in the room today. It took a tremendous amount of courage, fortitude, and foresight to get to this moment and the fact that we're all here today is a testament to the resolve of everyone involved, so thank you for your leadership.

All of us here today have a truly extraordinary opportunity – and responsibility – in front of us. We have the opportunity to reset labor relations at American Airlines and give all 24,000 flight attendants at the new company a fresh start. We also have the responsibility to make sure that each of those 24,000 flight attendants benefits from this new relationship. If we can do that, we'll restore the sense of pride this workgroup once had in our company. And if we can do that, we'll turn an airline into an icon.

In countless discussions I had with flight attendants in the years leading up to bankruptcy, I remember saying that 'the state of our company was not our fault but it had become our problem.' And the flight attendants - more than any other work group – recognized an opportunity and a responsibility to become a part of a solution rather than a part of what could have been a far greater problem.

For flight attendants, American's bankruptcy was full of uncertainty. And that's a feeling no one welcomes. But we were resilient, and we put our faith in this merger. We thought outside the box and we made things happen.

The AFA and the APFA took the necessary, albeit sometimes extremely difficult steps, to ensure the smoothest transition possible. We put that above our personal interests and the long established culture and goals of our organizations, because we recognized that at the end of the day, our members would be far more secure if our

companies merged and a healthier more competitive company was created.

The combined negotiating team sitting before you are a shining example of how things need to work in order to make the merger a success. I don't know of another work group that has so readily – and completely – made the compromises and sacrifices necessary to move forward. I can only imagine how hard this has been for the AFA representatives – they did not initiate this merger, yet they have had to accept enormous change. I say that I can only imagine and that is partly because we rarely hear them complain. Somehow they found the courage and strength to roll up their sleeves and get straight to work on protecting their members. They've seen the "merger movie" and decided that this time they would help write a new ending. I appreciate and applaud them.

And we all knew we had to do things differently. Nobody wanted a replay of United/Continental. We wanted to work for a strong, profitable and competitive company and we were willing to do what was needed to get there. And after hearing the earnings results today it appears that the new American has arrived.

The flight attendants are the face of the new American. We are the most valuable marketing tool this company has. While technology has replaced most other interactions with customers, we remain. There's no system that provides "press 1 for the red wine, press 2 for white, press 3 for emergency slide" ... well, at least not yet. But we welcome our role as brand ambassadors. And, having seen the new uniforms, I think we'll be able to help make the new American's brand truly iconic.

We have long accepted that our careers will not make us rich. But we do expect to be recognized for our enormous contribution and our important role in the company and the merger. We want to be treated fairly. Nothing more, and nothing less. I trust the people in

this room to ensure that fairness is reached. As I said, we have a tremendous opportunity. We created this opportunity by doing things differently. What a colossal waste it would be to squander it all by sliding back into the tired old culture and management-labor relationships. We've come a long way by being innovative. Let's continue down that path and make our flight attendants proud.