



Association of Professional Flight Attendants

Office of the President

July 29, 2011

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

Dear Board Member:

First of all, let me congratulate you on the recent announcement that American Airlines will take delivery of 460 new airplanes. The aggressive purchase shows employees that the Board of Directors is prepared to do what it takes to make AMR competitive into the future. The new fuel-efficient aircraft will be welcomed by customers and employees alike, particularly the 18,000 Flight Attendants that work in the aircraft every day.

Now that the Board of Directors has made this important strategic move, we believe it is time for the Board to help focus management's energy on concluding contract negotiations with the workforce that will staff the cabins of these new planes. As you know, the Association of Professional Flight Attendants came to the table with AMR management in 2003 and agreed to give back an annual \$340 million in salary and benefits in order to help keep our airline out of bankruptcy. We came to this agreement in good faith and with the understanding that we would enter into fair negotiations going forward. Since then, we have continued to work hard to keep American Airlines flying and our givebacks have totaled more than \$2 billion.

I must report that after nearly four years of negotiations without an agreement, there is a growing sense of animosity, frustration, and bewilderment among the Flight Attendants stemming from AMR executives' significant annual bonuses. I am sure you agree that it is time to move forward and sign a contract. It is not only fair it is good business.

In closing, I ask you, as a steward of this company, to put reaching an agreement with AMR's unionized Flight Attendant workforce at the top of management's priorities. Coupled with this recent announcement, addressing this need now will show shareholders, employees, and the traveling public that American Airlines is serious about providing a quality customer experience well into the future.

Sincerely,



Laura Glading, President
Association of Professional Flight Attendants

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