



*Association of Professional Flight Attendants*

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*Proudly Representing the **Flight Attendants** of American Airlines*

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Office of the President

April 1, 2008

Mr. Gerard Arpey, Chairman, President and CEO  
Mr. Daniel Garton, Executive Vice-President, Marketing  
Mr. Thomas Horton, Executive Vice-President, Finance  
Mr. Robert Reding, Executive Vice-President, Operations  
Mr. Gary Kennedy, Senior Vice-President, General Counsel  
American Airlines, Incorporated  
4333 Amon Carter Boulevard, Building 1  
Fort Worth, Texas 76155

Gentlemen:

In March of 2003, the leadership of APFA, APA, and TWU responded to the call of senior management to restructure our contracts to avoid imminent bankruptcy. Collectively, our members agreed to concessions worth 1.6 billion dollars annually. At the time, AA's Senior Vice President of Human Resources forwarded a letter to all AA employees stating that this was "a time for shared sacrifice(s), and management will continue to do its part." Shortly thereafter, Mr. Arpey wrote a letter to all AA employees stating, "My strongest hope and expectation is that everyone will share in the rewards that our ongoing efforts will produce in the future." Five years later, American's employees continue to sacrifice while management, under your leadership, has rewarded itself year after year with bonuses worth millions of dollars. In the last three years, the bonuses have been worth in excess of \$340 million.

As the newly elected President of the Association of Professional Flight Attendants, I expect senior management to keep the promises they made to the front line employees of American Airlines in 2003. Failing to do so further erodes the trust our membership has in American's senior management team. Especially now when we are about to begin bargaining, that trust is vital to a successful conclusion of our negotiations. I am therefore urging you to forgo your April 2008 bonus until your promise of "sharing in the rewards" has been kept, and all three labor unions have reached agreements that their members have ratified.

I would urge you not to further compromise your ability to lead this airline but instead to take a significant and critical step in restoring the employees' trust in your management. Should you make the wrong choice and accept a bonus, I would have to ask that you resign your positions as executive officers of AMR and American Airlines. Please let me know by April 15, 2008, if you intend to accept or decline your bonus.

Sincerely,

  
Laura R. Glading