



Association of Professional Flight Attendants

Office of the President

April 12, 2007

Mark Burdette, Vice President
Employee Relations
American Airlines
P.O. Box 619616, Mail Drop 5235
Dallas/Fort Worth, Texas 75261-9616

Dear Mark:

This correspondence is in direct response to your hand-delivered letter of April 9, 2007, captioned: Potential Job Action. As we discussed during my review of your letter in my office this past Monday, the APFA leadership and membership are only interested in publicly speaking out regarding the inequity of a small number of senior management receiving huge bonuses during a time that all employees were previously promised that a return to profitability would produce shared gains for all.

Your letter states that management has received “credible information that certain flight attendants intend to participate in a sick-out or engage in other forms of unlawful disruptive activity on or about April 18, 2007.” As I told you both during our one on one discussion on April 9th, as well as during later discussions, your written statements cannot be further from the truth. If you have hard facts of individual flight attendants who have taken this position - share those facts with me and I will personally call these individuals to inform them of APFA’s firm position against ANY unlawful activity. The APFA leadership and membership are law abiding citizens, but we also maintain our right to speak out in public commentary regarding the above stated inequities.

The APFA leadership and membership will be participating in legal actions on both April 13 and April 17, 2007, with the intent of having our collective voices heard on this subject of unshared rewards. As you well know, in 2003 the three labor groups on AA’s property entered into agreements with management, that following membership ratification, the collective bargained contracts would be restructured with the sole purpose of preventing AMR from filing for bankruptcy protection. At that point in time, no other entities could have prevented our company from beginning the bankruptcy protection process other than a coordinated effort of the three labor groups on AA’s property.

If APFA had backed away from this restructuring process, AA management would have had no other recourse but to enter Chapter 11 proceedings. Senior management at that time had lost total control of the downward spiral of the corporation, which began on September 11, 2001. At that time and place, it was clearly up to the three organized labor groups to prevent the corporation from turning this financial distress over to the bankruptcy process. Thus, as we discussed during our conversation on April 9th, the AMR shareholders, financial investors, and creditors were saved from a total loss of their investments by the actions of the unions on AA property.

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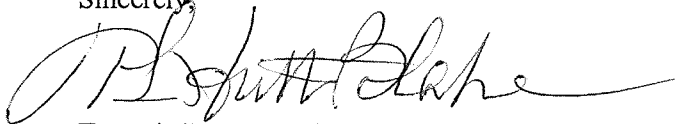
Let me reiterate: APFA consistently and frequently has told our membership that **“despite what you may be hearing on the line, it is important that you only participate in APFA-sanctioned activities. These activities are entirely lawful and protected under the Railway Labor Act.”** These organized activities are for the express purpose of showing both our extreme disappointment and offering our **“opinions on AMR’s lack of ability to share in the promised gains”** once AA was restored to profitability. APFA is speaking out to remind management, the AMR Board of Directors and Shareholders that the ‘Turn-Around Plan’ was designed to produce shared gains for all following shared sacrifice.

I repeat, APFA is not aware that *any* flight attendant intends to engage in a sick-out or other form of unlawful activity. Indeed, such activity would fly in the face of the professional and responsible way APFA and our members have conducted themselves in the face of indefensible conduct by senior management as you grab your rewards and leave the rest of the over 70,000 active and furloughed AA employees to continue the sacrifices made in 2003.

Rest assured that APFA intends to comply fully with its representational obligations, and will **not** condone, encourage, or support any unlawful activities by our members. In fact, the APFA leadership and membership expected far more from the AMR leadership than to reduce to writing a veiled threat inferring that we are somehow at fault when indeed less than one percent of the employee base at American Airlines is reaping huge rewards while the rest of us are either trying to survive, for nearly four years now, on greatly reduced wages, work rules and benefits, or have been released from employment through furlough.

The current protest by American Airlines employees is not just about the level of executive pay, but more a statement about being betrayed once again by a management style that appears to resist all who attempt to truly change the corporate culture of our past. AA management currently seems intent on squandering an opportunity for a sustained turnaround plan with a motivated work force. APFA will continue to push the employer to align the interest and incentivize all the workers – in the cabin, on the ramp, behind the ticket counter – to truly align the front line with the executive suites. This company of ours will not prevail without a true culture shift. **The AA flight attendants will continue to speak out on the injustice of financial rewards for only top management . . . leaving all other employees living under the reduced standards of 2003.**

Sincerely,



Tommie L. Hutto-Blake
APFA President

cc: APFA leadership and membership