



*Association of Professional Flight Attendants*

*Office of the President*

December 8, 2014

Doug Parker, CEO  
American Airlines  
4333 Amon Carter Boulevard  
Mail Drop 5621  
Fort Worth, Texas 76155

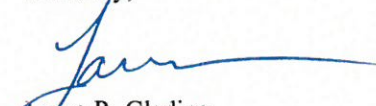
Dear Doug:

The interest arbitration award creating an American Airlines/APFA Joint Collective Bargaining Agreement (JCBA) will be issued soon. We all know that in accordance with the Conditional Labor Agreement and the Negotiations Protocol Agreement the value of that JCBA will be \$112 million a year (on average) above the current aggregate value of the Legacy American Airlines and Legacy US Airways contracts. That amount is \$81 million a year lower than the \$193 million a year (on average) the Company had agreed to in the Tentative Agreement (T/A) that failed ratification. At the arbitration, APFA and the Company agreed that the \$81 million reduction should be accomplished through a reduction in the T/A wage rates. (APFA also has asked the arbitration panel to make the wage increases retroactive to December 2, 2014, and to include in the JCBA "me too" clauses that would be triggered if the Company provides profit-sharing or health insurance different from APFA's to any other workgroup.)

I am sure that you agree that the Flight Attendants at the new American, both Legacy American Airlines and Legacy US Airways, have made tremendous sacrifices. Our workgroup has been struggling under substandard wages for far too long. The industry has been in a state of turmoil and turbulence for decades – with the Flight Attendants being thrashed around at every jolt. The professionalism displayed and contributions made through it all have been both extraordinary and invaluable to this company's bottom line.

The APFA Board of Directors has made it clear that despite the arbitration award that will be issued, APFA is committed to achieving the restoration of the full \$193 million a year value of the T/A that the Company had been prepared to pay. To that end, I am writing on behalf of the Joint Negotiating Committee to ask for a meeting with the Company as soon as we have the arbitration award.

Sincerely,



Laura R. Glading  
National President

cc: APFA Board of Directors  
Joint Negotiating Committee

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