



Kenneth M. Durst

Vice President Line Maintenance
Maintenance & Engineering

April 5, 2010

All MOC Employees,

Ref: Maintenance Operations Center (MOC) and System Operations Control (SOC)

Recently, we have seen many changes at American and in the airline industry. From upgrading our fleet to enhancing our operational structure and expanding our relationships with other carriers, American is constantly seeking ways to strengthen our ability to provide better service to our customers and to meet the competitive demands of a global market.

The last two years have brought both operational and organizational changes to the Line Maintenance department, and we continue to make appropriate changes to our structure to make us stronger. Last year, we added three M&E managers to SOC to improve communications between line maintenance, MOC and SOC. It became clear from this modification, and from observing other airlines, that co-located Operations and Maintenance results in better coordination, dependability, and customer service.

To further this effort, we have decided to move the MOC department to DFW, to be housed with the SOC. This change will allow the two departments to collaborate more effectively and will improve our productivity and reliability.

We realize this is a significant decision that greatly affects you and your families. We will be working with the TWU on relocation options. While there is still much to be determined, we expect this relocation to take place in phases over the next two years. We are examining other airlines, which use an integrated SOC/MOC approach, and studying how they implemented similar changes. I recognize that you will have many questions about this move. The team will work very hard to answer them, as soon as we can. We will keep you updated, as details and timelines are finalized, and will work closely with all of you and the TWU leaders.

We recognize this is a significant change for our employees and we hope to make it as seamless as possible. Your help and support will be essential to the success of this endeavor. I will be in touch within the next 60 days to provide additional details.

Sincerely,

(Original signature on file)

Ken Durst, VP Line Maintenance