

American Airlines®

September 13, 2012

Robert F. Gless
Deputy Director - ATD
AA System Coordinator
Transport Workers Union of America, AFL-CIO
1791 Hurstview Drive
Hurst, Texas 76054

Dear Robert:

As you know, American Airlines has experienced many challenges over the past several years and we recently announced a restructuring plan which has been designed to position American Airlines for long-term success and operational efficiency.

We continually review every aspect of our business to ensure we remain competitive and are able to sustain our long-term business objectives. As part of our restructuring, each workgroup was obligated to reduce costs necessary for the successful reorganization of American Airlines. Regrettably, reducing our costs requires that we must make a number of tough decisions. Several of these very difficult decisions involved modifying work rules so as to allow American Airlines to outsource certain work across the American Airlines system, which will result in a reduction in force.

That is why we made a committed effort through Early Out incentive programs and negotiated solutions with the TWU to reduce the number of involuntary reductions. While we still anticipate a reduction in force, we expect the need to furlough significantly fewer TWU represented employees because of these efforts and progress on our restructuring plans.

In some cases, the federal Worker Adjustment and Retraining Notification Act ((WARN) and/or state law require a company to provide employees who **may** be affected by a location closure or involuntary reduction in force with advance notice that the reduction **may** result in an "employment loss" (as that term is defined by WARN).

To the extent that WARN laws apply, this letter serves as notice that TWU represented employees **may** be affected by a job reduction as outlined below.

- Approximately 208 Title II on or around November 16, 2012
- Approximately 1,414 Title II on or around December 16, 2012
- Approximately 2,519 Title III on or around November 16, 2012
- Approximately 958 Title III on or around December 16, 2012
- Approximately 17 Title IV on or around November 16, 2012
- Approximately 58 Title IV on or around December 16, 2012
- Approximately 5,445 Title I on or around December 16, 2012
- Approximately 540 Title V on or around December 16, 2012

Attached is the list of 11,159 TWU employees, broken out by classification and work location. To be clear, we are issuing WARN notices to the unions and employees who **may** be affected to comply with state and federal law. However, we expect the ultimate number of employees who will ultimately be impacted to be far less than the number of employees notified.

This number includes employees that may be affected by the initial reduction as well as those that may be impacted by the subsequent bump and roll. As you are well aware, under the AA/TWU agreement, employees impacted by a reduction in force have multiple displacement options which drive the higher number of individuals who may possibly be affected throughout the process. Therefore, the WARN notice numbers are highly inflated.

In an effort to minimize the number of involuntary reductions, we have offered voluntary separations, such as Early Out incentives and Stand in Stead. For some of the impacted groups these options are still open, thus another reason the WARN notice numbers are inflated.

Any job reductions that affect your membership will be governed by the applicable terms of the AA/TWU collective bargaining agreement including seniority lists and any terms regarding “displacement” rights. Required WARN notices to local and state government officials, the Commissioner of Labor and the Local Workforce Investment Board will be sent on September 17, 2012. WARN notices are being distributed by local station management to employees who may be affected, if required by state law, via hand delivery or mail with delivery confirmation.

Pursuant to New York State law, you are also hereby notified that, as a result of their employment loss, individuals represented by the TWU may be eligible to receive job retraining, re-employment services, or other assistance with obtaining new employment upon termination. These individuals may also be eligible for unemployment insurance benefits after their last day of employment. Whenever possible, the New York State Department of Labor will contact the employer to arrange to provide additional information regarding these benefits and services to these individuals through workshops, interviews, and other activities that will be scheduled prior to the time their employment ends. If their jobs have already ended, they can also access reemployment information and apply for unemployment insurance benefits on the Department’s website or they may use the contact information provided on the website or visit one of the Department’s local offices to obtain further information and assistance.

The TWU employees who may experience an employment loss on or around November 16, 2012 are at the following locations:

Title II	Title III	Title IV	Airport/Address
2	30	0	Bradley International Airport Terminal Building Windsor Locks, CT 06096
11	39	10	Metropolitan Nashville Airport One Terminal Drive Nashville, TN 37214
4	63	0	Denver International Airport 9116 Pena Blvd Concourse C, Denver CO 80249
2	46	0	Wayne County Airport Authority L. C. Smith Terminal Detroit, MI 48242
8	62	0	Newark International Airport Terminal A Newark, NJ 07114
1	39	0	Ft. Lauderdale International Airport 1400 Lee Wagner Blvd. Ft. Lauderdale, FL 33315
80	0	0	American Airlines 4333 Amon Carter Blvd., Fort Worth, TX 76155
2	39	0	Washington Dulles International Airport Main Terminal Chantilly, VA 22021
2	41	0	George Bush International Airport 2800 N. Terminal Road Houston, TX 77032
2	37	0	Kansas City International Airport 601 Brasilia Avenue Kansas City, MO 64153

1	47	0	Minneapolis Saint Paul International Airport 6040 28th Avenue South, Minneapolis, MN 55450
5	64	0	Philadelphia International Airport Terminal A Philadelphia, PA 19153
3	50	1	Sky Harbor Municipal Airport 3400 E Sky Harbor Blvd Phoenix, AZ 85034
9	56	0	Raleigh Durham Airport 1051 Cargo Drive Raleigh, NC 27623
4	52	4	San Diego International Airport 2340 Stillwater Road San Diego, CA 92112
3	55	0	Sea-Tac International Airport 17801 Pacific Hwy. Seattle, WA 98158
3	34	0	San Jose International Airport 2077 Airport Blvd., San Jose, CA 95112
11	133	0	San Juan Luis Muñoz Marín International Airport Calle Lindbergh #64 Antigua Base Naval Miramar San Juan, PR 00907
3	40	0	John Wayne Airport 3160 Airway Avenue Costa Mesa, CA 92626
2	31	0	Tulsa International Airport 7777 E. Apache Tulsa, OK 74115
50	0	0	Tulsa Maintenance and Engineering Base 3800 N. Mingo Road Tulsa, OK 74151


TWU represented employees who may experience an employment loss on or around December 16, 2012 are at the following locations:

Title I	Title II	Title III	Title IV	Title V	Airport/ Addresses
1119	112	0	0	171	Alliance Maintenance Base 2000 Eagle Parkway, MD 8200, Fort Worth TX 76177
24	4	18	0	0	Austin-Bergstrom International Airport 3600 Presidential Blvd., Austin TX 78719
6	0	0	0	1	Denver International Airport 9116 Pena Blvd., Concourse C Denver, CO 80249
460	346	434	0	43	DFW International Airport 3200 E. Airfield, DFW Airport, TX 75261
111	23	0	0	14	DFW Maintenance Hangars 1600 West 20 th Street, DFW Airport, TX 75261
3	0	0	0	1	Newark International Airport Terminal A, Newark, NJ 07114
273	159	294	0	24	JFK International Airport Building 57 - Terminal 8, Jamaica, NY 11430
250	84	261	12	17	Los Angeles International Airport 1 World Way, Los Angeles, CA 90009
143	32	119	0	17	LaGuardia International Airport LaGuardia Hangers, Flushing, NY 11371
323	174	668	0	36	Miami International Airport Concourse E, Miami, FL 33159-6121
231	141	459	42	14	Chicago O'Hare International Airport

					Terminal 3, Chicago, IL 60666
1	0	0	0	1	Philadelphia International Airport Terminal A, Philadelphia, PA 19153
2	0	0	0	0	Sky Harbor Municipal Airport 3400 E. Sky Harbor Blvd., Phoenix, AZ 85034
1	0	0	0	0	Raleigh Durham Airport 1051 Cargo Drive, Raleigh, NC 27623
16	0	0	0	0	San Diego International Airport 2340 Stillwater Road, San Diego, CA 92112
5	0	0	0	0	Sea-Tac International Airport 17801 Pacific Hwy. South, Seattle, WA 98158
47	21	132	2	7	San Francisco International Airport North Terminal, San Francisco, CA 94128
18	0	0	0	1	Luis Munoz Marin International Airport Calle Lindbergh #64 Antigua Base Naval Miramar San Juan, PR 00907
82	11	36	0	19	Lambert-St. Louis International Airport 10701 Lambert Int'L Blvd. St. Louis, MO 63145
2330	307	98	2	174	Tulsa Maintenance and Engineering Base 3800 N. Mingo Road, Tulsa, OK 74151

At this time, these job reductions are expected to be permanent. If you have any questions about this letter, please contact Jim Weel at 817-967-1447.

Sincerely,



Laura A. Einspanier
Vice President - Employee Relations

Attachment

cc: J. Weel