



OFFICE OF THE GOVERNOR

RICK PERRY
GOVERNOR

February 27, 2012

Mr. Thomas W. Horton
Chairman, President and CEO
AMR Corporation and American Airlines
P.O. Box 619616
DFW Airport, Texas 75261-9616

Dear Mr. Horton:

Over the generations, American Airlines has been a big part of Texas life and culture, and we've been proud to have your business call Texas home since 1930. A strong American Airlines is a vital member of our business community and a source of high-quality jobs, and our firm expectation is that this reorganization will enable the company to emerge stronger and better positioned to successfully compete and grow for decades going forward.

I want to assure you that Texas remains the right place for American Airlines to regroup, thanks to our nationally acclaimed business climate built upon low taxes, predictable regulations, fair courts and a world-class workforce.

Our thoughts are also with the employees of American Airlines in this period of uncertainty, especially those who may be affected by the upcoming reorganization. Texas is ready to assist them in any way we can as they make the oftentimes difficult transition in their careers. Thankfully, Texas' culture of neighbor helping neighbor is a big part of what makes our state a special place to live, work and raise a family.

Once again, Texas is proud to be home to American Airlines, and we remain committed to an ongoing partnership as American Airlines enters a renewed and revitalized period in its history.

Sincerely,

A handwritten signature in black ink that reads "Rick Perry". The signature is written in a cursive, slightly stylized font.

Rick Perry
Governor

RP:mtp