



**RICK SCOTT**  
GOVERNOR

March 9, 2012

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

Dear Mr. Horton:

American Airlines has a long, rich tenure in Florida, one that I believe will continue for many years as the airline works to restore its industry leadership. American is a valued economic partner to Florida. The airline's economic impact is significant, mainly because of its numerous daily flights to and from Florida in general, and Miami in particular.

Since 1979, American's growth and expansion in Miami has become one of the most remarkable success stories in commercial aviation history. The city is American's primary gateway to Latin America and the Caribbean, and this geographical benefit has contributed greatly to the company's success. For this reason in 1989, American established its Miami hub, which today accommodates more than 23 million passengers and accounts for 70 percent of Miami International Airport's traffic.

American has been an economic driver, annually transporting millions of tourists and business professionals to and from Florida. A vital American Airlines means jobs for Floridians. The company directly employs over 9,000 workers statewide, but this number affects over 150,000 Florida jobs when considering vendors and other businesses that rely on American for their livelihoods. Those jobs support thousands of tax-paying families that contribute to the vibrancy and prosperity of their own local communities, businesses and schools.

American Airlines is undergoing a challenging process that is designed to secure the company with a solid foundation for future success. I believe American has moved decisively to chart a strong course for success. I am confident that American's leadership will make the right choices to ensure the airline's viability and sustain many jobs that otherwise would be lost.

Sincerely,

A handwritten signature in black ink, appearing to read "Rick Scott", written over a horizontal line.

Rick Scott  
Governor