



Jim W. Butler  
President

December 9, 2013

Dear Cargo Customer,

Today we embark on our first full day as the new American and my official start as the leader of the combined Cargo organization. This is an exciting day for us, and marks a major milestone in our journey to become one. For now, we will continue to operate as two separate airlines, but we are already making progress on our goal of becoming the greatest airline in the world.

For the next several months, it will be business as usual for everyone with no changes to our operations. This complex integration is expected to last for quite some time and plans for integrating both airlines have already begun. In the meantime, you will continue to communicate with your current Cargo representatives and tender business at locations just as you have done for each airline.

The new American will be a stronger, more successful airline offering you a larger network with broader opportunities. And as we transition to become one airline, we are committed to delivering the best customer service you have come to expect. In fact, our Cargo team has been working long hours, for quite some time now, to ensure we deliver a seamless transition as we build on the foundations already established at American and US Airways. Ultimately, our promise to you, is to build a Cargo organization that keeps you as our top priority.

We know you are counting on us, and we welcome your input as we embark on this journey. Thank you for your continued support, and I hope to meet you in the coming months.

Sincerely,

A handwritten signature in black ink, appearing to read "Jim Butler", written in a cursive style.

To learn more about our integration efforts and for continued updates, visit [aacargo.com](http://aacargo.com)

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