

MESSAGE FROM THE CEOs



The magic of air travel is about expanding horizons and pushing the boundaries of what is possible. Our three airlines have always been committed to helping people around the world realize those important goals, and now we have a plan to make travel with us even better.

We are announcing an exciting new Joint Business Agreement that is designed to deliver the world to our customers in a way that is easy, convenient and seamless while offering more choices and more rewarding travel experiences.

Through this agreement, we plan to work closely together to enhance travel on flights between North America and Europe, with plans to expand our global cooperation. And our relationship will extend further than simply providing new destinations.

For consumers, our agreement not only means more and better travel options but also more opportunities to earn and redeem frequent flyer miles from our three airlines and access to all of our combined airport lounges.

As founding airlines of the **oneworld**® Alliance, we already help bring together 10 of the world's biggest and best airlines. Through our new agreement, we will join forces for North America-Europe travel by coordinating schedules, fares and operations, while sharing revenues and jointly marketing our frequent flyer programs, lounges and other services offering customers seamless travel and enhanced rewards.

We will also enhance our codeshare arrangements with each other on flights within and beyond North America and Europe, significantly expanding the number of destination choices that we offer customers.

To pave the way for our plans, American Airlines, British Airways and Iberia Airlines, along with fellow **oneworld** members Finnair and Royal Jordanian, are seeking U.S. Department of Transportation approval for worldwide antitrust immunity. This will allow **oneworld** to compete more effectively with rival global air alliances that have already received anti-trust immunity and other airlines that are growing stronger through consolidation.

By working together our airlines will be better positioned to overcome the many challenges that we face in our industry and to compete and adapt to the constantly changing aviation marketplace. Yet our individual airlines will continue to operate as separate entities with separate fleets, employees and brands.

We thank you for your business and loyalty and look forward to working together to produce even more benefits for customers, employees and shareholders. [Click here](#), if you would like to learn more about how you can help us win government approval for our joint business agreement.



Gerard Arpey

American Airlines Chairman
and Chief Executive Officer



Willie Walsh

British Airways
Chief Executive



Fernando Conte

Iberia Airlines Chairman
and Chief Executive Officer