



A Message From Your APA President

First Officer Nick Silva

President's Report

Winter 2026 Board of Directors Meeting

Good morning, directors, members, and those watching online.

Happy New Year, and welcome to the 2026 Winter Board Meeting.

As we begin, I want to take a moment to reflect on the anniversary of PSA Flight 5342, which occurred last week. I ask you to join me in a moment of silence for Captains Campos and Lilley, and for all 67 lives lost in that tragic event over the Potomac last January.

Thank you.

We gather again at this table to do the work of our membership at the start of a pivotal year. The first five weeks of 2026 have already tested every resource of this Association, and I can tell you — the pilots we represent are counting on us to act decisively, professionally, and with integrity.

Winter Storm Fern

We meet shortly after one of the largest weather events in aviation history. For several days prior to Winter Storm Fern, forecasts warned of snow and ice blanketing the southern half of the country. The storm hit exactly as predicted — yet somehow the company was still caught completely unprepared.

As a result of management's lack of preparation and ability to respond to events on the ground, our members were stranded away from their homes, slept in airports, and tried to get guidance from the Company only to be left on hold for five, six, seven hours or more, if they were able to make contact at all.

This storm did not prevent our pilots from doing their jobs; it was our own management team who failed us. This is not a minor error — it is a clear breakdown and a failure of basic professional responsibility with direct consequences for pilots, passengers, and the company's reputation. Management, and the flying public, appropriately hold us to a high standard every single day that we show up for work. If we had failed to perform in the same way management did, we would be held to account for our failures. The same

standard does not seem to apply at SkyView, where crippling operational breakdowns are characterized as “another day in the life of the airline.”

As has been the case on far too many prior occasions, where management failed, **APA staff, domicile reps, and committee volunteers stepped in to help our members**. Their dedication and professionalism ensured safety and continuity, even when company leadership did not. This is exactly why our Board of Directors must take seriously its role in holding management accountable: Our jobs as pilots are hard enough – we should **never be forced to bear the brunt of avoidable management failures**.

With these latest challenges behind us, it’s important to recognize the strength of our Association and the resources that allow us to act decisively when crises arise.

Association Achievements / Government Affairs

As we look back on 2025, there were several meaningful accomplishments achieved by our Association. On the heels of a refurbished strategic plan and extensive collaboration with our fellow pilot unions and other unions at American Airlines, this Association is well positioned to be a leader in key areas like contract negotiations, safety, aeromedical, and government affairs.

GOVERNMENT AFFAIRS

The work of our Association on Capitol Hill remains ongoing. Several pieces of legislation are set to be priorities for the coming year, and those laws have the potential to dramatically impact our profession and industry.

For too long, mental health issues have been stigmatized and negatively impacted pilots’ careers. We applaud those elected leaders who support the Mental Health in Aviation Act. This bill will reorient the regulatory culture to keep healthy pilots in the cockpit, while creating a culture that allows pilots to seek the help that they need. That bill was born in the office of Representative Sean Casten from Illinois – who was responsive in addressing this issue when APA GAC representatives first brought it to his attention. Every APA member appreciates the Congressman’s leadership and advocacy on this important issue. The bill passed the House of Representatives unanimously in September, and we urge Senator Cruz and his Commerce Committee to hold a hearing and move this legislation to the Senate floor early this year.

We also must remember those whose lives we honored a few minutes ago. The lessons of PSA Flight 5342 have led to the ROTOR Act, which now sits in the House of Representatives. Following NTSB Chair Homendy’s statements and recommendations last week, we believe it is time to codify those recommendations into law. APA helped to draft the language in the ROTOR Act, to ensure the safety of the entire aviation industry. However, the current legislation does not allow **all** pilot unions to play a role on this subject moving forward. When experts and advocates are purposefully excluded from shaping the future of these regulations, we reduce their potential success, and that is unacceptable. APA cannot fully support this legislation until that oversight is remedied.

Our Government Affairs Committee will be in front of you later this week to review APA's progress on those and many other goals.

Every one of our legislative priorities is empowered and funded through the contributions of our members. Since 2019, our Political Action Committee Fund has grown six-fold. While there is no denying the credibility having such a sizeable PAC gives to our GAC team (as GAC Chair Brian Bell will describe later this week), we can still do more, and I have set an ambitious goal of getting our total for this cycle over \$3 million by the spring Board meeting. I'm looking forward to GAC briefing you on their plans to reshape membership engagement and achieve that important goal.

Safety

On the Safety front, our committee members have never been busier. Along with the Security team, they responded immediately last month when South American airspace was dramatically interrupted due to military operations in Venezuela. They supported our pilots who were stranded across Latin America and the Caribbean, ensuring both safety and continuity under extraordinary circumstances.

The Safety team also followed through on the Board's direction from the last meeting regarding Load Reduction Device education. In a true sign of a **bottom-up, member-driven organization**, a very engaged member identified a critical issue requiring attention. APA advocated, the Board acted decisively at the fall meeting, and we have now implemented membership education to ensure all pilots are aware of this threat and how to mitigate it. This demonstrates how APA leadership, combined with member initiative, drives real, actionable safety outcomes.

AAMNC

The APA-ALPA Merger Negotiation Committee is now entering its fourth month of formal negotiations. This afternoon, the committee will provide a briefing on the status of those talks, including a discussion of the issues that have been tentatively agreed to as well as issues that remain open for negotiation. Those matters will include governance issues and a detailed review of a potential MEC budget. I can attest that the committee has been working diligently to develop paths forward to a proposed deal based on this Board's taskings and resolutions. Their dedication and strategic focus reflect the high standards of APA representation.

Negotiating

Turning now to our collective bargaining agreement, our Negotiating team continues preparations for Section 6. As you are aware, in light of management's refusal to fully implement our 2023 CBA by failing to establish a Line Check Pilot program, we have formally notified the Company that early openers could be served as soon as August 1. Your Negotiating Committee

has been preparing for that possibility for some time and will be well-positioned to launch our early openers by August if that is the timeline we choose.

Preparations for negotiations take many different forms. Membership surveys have been extremely valuable in identifying priorities, and in March, I will convene this Board to caucus on those priorities. We will combine the input of subject-matter experts with feedback from the membership to set the stage for early openers later this year. This ensures that the negotiating process will remain member-driven, strategic, and aligned with the realities of our operation.

While we turn our focus to entering another round of Section 6 bargaining, we are not in any way distracting our attention from our obligation to address enforcement and contractual compliance, where our members continue to rely on APA advocacy. We have revamped our Legal team to further enhance our contract enforcement capabilities, and we continue to have the best Contract Compliance committee and tools in the industry.

Grievances

2025 saw our grievance team working to actively enforce our 2023 Agreement as management attempted to rewrite some of its terms. One of the major successes in that area was the achieving of a settlement regarding the calculation of LTD benefits under the new plan. The settlement of that grievance resulted in a multi-million-dollar payout to affected LTD pilots and will continue to pay dividends for those who may go on LTD in the future.

As we move into 2026, our grievance calendar will again be full. Beyond unilateral interpretations of plain contractual language, the company — led by the Flight Department — has repeatedly sought ways to circumvent or ignore the contract. This “fly it and grieve it” culture is a symptom of a corporate mindset that attempts to coerce pilots into compensating for systemic mismanagement. APA will continue to challenge these actions firmly, strategically, and in defense of our members’ rights.

Implementation

As mentioned above, just three weeks ago, management notified APA that it would not implement the Line Check Pilots provision of our contract. Their reasoning aligns with a familiar narrative, not with contractual obligations or sound logic. Their decision is a blatant disregard for both the negotiated contract and the implementation agreement, which was intended to serve as a backbone of trust moving forward.

Beyond the integrity issue, the Line Check Pilot program is another example of American management distinguishing themselves from peers without introducing any meaningful innovation. APA will continue to hold them accountable and insist on full compliance with our Agreement. We will also continue to point out ways in which they can run their operation better, more reliably, and more cost-effectively on the off chance that they may actually listen to us some time.

This Board's direction remains critical: Management must honor the agreements that they have made, and they cannot redefine agreements or bypass negotiated commitments without consequences.

Management / Financial Performance

Back in March of last year, after another year of disappointing earnings in comparison to our peers, we invited Mr. Isom to this table and asked him to articulate his vision for the company. His presentation was long on optimism and platitudes, but short on specifics. This Board and the pilots gave him yet another opportunity to demonstrate leadership and accountability and to show some meaningful improvement in our company. That opportunity has been squandered.

The \$10 billion spent on our contract has not translated into meaningful operational improvements or stronger financial performance – through no fault of our pilots – and most important, it has done nothing to improve management's relationship with the pilot group.

Last week's financial results fell short of already modest company guidance, underscoring a deeper problem: **The company under this management team appears to lack the tools, creativity, leadership, and willpower to return American to prominence among its peers.**

As I noted in my message last week, the lack of profit for our airline directly impacts our members. It creates a **significant disparity in take-home pay** while delivering substantial cost savings to management. By comparison, Delta will pay more than \$500 million in profit sharing to their pilots this year — more than American's full-year earnings. Even into 2026, the gap will remain, with Delta projecting earnings three times greater than ours.

This pattern is not new, but it is now impossible to ignore. The problems extend beyond finances to the very culture and capability of management.

Over the next five days, we face difficult decisions at this table. The membership's feedback is clear: They do not believe that, under the current leadership, this company can realize its full potential. **APA pilots are the best in the industry. We perform our duties safely, professionally, and consistently. We deserve management that treats us as an asset, not a cost unit.**

As I have told Misters Isom, Seymour, Gulbranson, May, and Johnson: In the absence of leadership that meets these expectations, APA stands ready to **step into the role of ensuring the future of this airline.**

Closing / Call to Action

As we begin this Winter Board Meeting, the path ahead is clear. Our pilots have demonstrated, time and again, their professionalism, skill, and dedication to safety. They deliver excellence

every day, often compensating for the very gaps in leadership that this company has failed to address.

The responsibility now rests with us. This week, this Board will make decisions that shape not only the future of our pilots, but the future of American Airlines itself. We must be decisive, strategic, and unwavering in holding management accountable. Our membership expects nothing less — and they deserve nothing less.

We have the knowledge, the expertise, and the authority to act. We have seen what works, and what does not. **We know that APA pilots are the foundation of this airline, and we will not allow them to be treated as anything less than the professionals they are.**

Let this meeting be guided by clarity, purpose, and resolve. Let us honor the trust our members have placed in us by taking actions that protect their interests, enforce their contract, and demand the leadership that matches the excellence they deliver.