

November 10, 1982

Mr. Frederick W. Smith
Chairman and Chief Executive Officer
2005 Corporate Avenue
Memphis, TN 38132

Dear Mr. Smith:

This letter will confirm USPA's interest in participating in a pre-election debate with representatives from the Company and ALPA. We propose that the three parties meet before the end of this week in order to discuss the appropriate format.

We must advise you in advance, however, that USPA is not prepared to waive its fellow pilots' rights under the Railway Labor Act to be free from threats and intimidation.

For the record, we take exception to your postscript comment that suggests that USPA is somehow opposed to the concept of P-S-P. Please be assured that, as a single company pilots association, our goal will always be to make Federal Express prosper.

Sincerely,

USPA Organizing Committee

By: 
Interim Chairman Mark Estabrook