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Under the Securities Exchange Act of 1934

Subject Company: US Airways Group, Inc.  
Commission File No. 001-8444

The following presentation was shown to certain customers of AMR Corporation on April 24, 2013 in connection with an oral presentation, and made available in written format to the same customers on May 10, 2013.



## American Airlines Cargo Update

April 24, 2013



# Important Information for Investors and Stockholders

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## **Additional Information and Where To Find It**

This communication does not constitute an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval. The proposed merger transaction between AMR Corporation ("AMR") and US Airways Group, Inc. ("US Airways") will be submitted to the stockholders of US Airways for their consideration. AMR has filed with the Securities and Exchange Commission ("SEC") a registration statement on Form S-4, which includes a preliminary proxy statement of US Airways that also constitutes a prospectus of AMR. US Airways expects to file with the SEC a definitive proxy statement on Schedule 14A, and AMR and US Airways also plan to file other documents with the SEC regarding the proposed transaction. **INVESTORS AND SECURITY HOLDERS OF US AIRWAYS ARE URGED TO READ THE PRELIMINARY PROXY STATEMENT/PROSPECTUS AND OTHER RELEVANT DOCUMENTS THAT WILL BE FILED WITH THE SEC (INCLUDING THE DEFINITIVE PROXY STATEMENT/PROSPECTUS) CAREFULLY AND IN THEIR ENTIRETY WHEN THEY BECOME AVAILABLE BECAUSE THEY CONTAIN IMPORTANT INFORMATION ABOUT THE PROPOSED TRANSACTION.** Investors and security holders may obtain free copies of the preliminary proxy statement/prospectus and other documents containing important information about AMR and US Airways (including the definitive proxy statement/prospectus), once such documents are filed with the SEC, through the website maintained by the SEC at <http://www.sec.gov>. Copies of the documents filed with the SEC by US Airways, when and if available, can be obtained free of charge on US Airways' website at [www.usairways.com](http://www.usairways.com) or by directing a written request to US Airways Group, Inc., 111 West Rio Salado Parkway, Tempe, Arizona 85281, Attention: Vice President, Legal Affairs. Copies of the documents filed with the SEC by AMR, when and if available, can be obtained free of charge on AMR's website at [www.aa.com](http://www.aa.com) or by directing a written request to AMR Corporation, P.O. Box 619616, MD 5675, Dallas/Fort Worth International Airport, Texas 75261-9616, Attention: Investor Relations or by emailing [investor.relations@aa.com](mailto:investor.relations@aa.com).

US Airways, AMR and certain of their respective directors, executive officers and certain members of management may be deemed to be participants in the solicitation of proxies from the stockholders of US Airways in connection with the proposed transaction. Information about the directors and executive officers of US Airways is set forth in its Annual Report on Form 10-K/A, which was filed with the SEC on April 16, 2013, and the preliminary proxy statement/prospectus related to the proposed transaction, which was filed with the SEC on April 15, 2013. Information about the directors and executive officers of AMR is set forth in its Annual Report on Form 10-K/A, which was filed with the SEC on April 16, 2013, and the preliminary proxy statement/prospectus related to the proposed transaction, which was filed with the SEC on April 15, 2013. These documents can be obtained free of charge from the sources indicated above. Other information regarding the participants in the proxy solicitation may also be included in the definitive proxy statement/prospectus and other relevant materials when and if filed with the SEC in connection with the proposed transaction.

# Forward-Looking Statements

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This document includes forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. These forward-looking statements may be identified by words such as "may," "will," "expect," "intend," "anticipate," "believe," "estimate," "plan," "project," "could," "should," "would," "continue," "seek," "target," "guidance," "outlook," "forecast" and other similar words. These forward-looking statements are based on AMR's and US Airways' current objectives, beliefs and expectations, and they are subject to significant risks and uncertainties that may cause actual results and financial position and timing of certain events to differ materially from the information in the forward-looking statements. The following factors, among others, could cause actual results and financial position and timing of certain events to differ materially from those described in the forward-looking statements: failure of a proposed transaction to be implemented; the challenges and costs of closing, integrating, restructuring and achieving anticipated synergies; the ability to retain key employees; and other economic, business, competitive, and/or regulatory factors affecting the businesses of US Airways and AMR generally, including those set forth in the filings of US Airways and AMR with the SEC, especially in the "Risk Factors" and "Management's Discussion and Analysis of Financial Condition and Results of Operations" sections of their respective annual reports on Form 10-K and quarterly reports on Form 10-Q, their current reports on Form 8-K and other SEC filings, including the registration statement and the proxy statement/prospectus related to the proposed transaction. Any forward-looking statements speak only as of the date hereof or as of the dates indicated in the statements. Neither AMR nor US Airways assumes any obligation to publicly update or supplement any forward-looking statement to reflect actual results, changes in assumptions or changes in other factors affecting these forward-looking statements except as required by law.

# Agenda

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1. Leveraging the New American
2. American Airlines Cargo Foundations
3. Key Initiatives
4. Foundation Strengthening
5. American Airlines Cargo & US Airways Cargo
6. Organizational Chart

# Leveraging The New American



Leveraging The New American

# Strengthening Our Network

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Since 2012, American has started and/or announced a number of key new international wide-body services

- MIA-BCN April 2012
- JFK-HND June 2012
- ORD-DUS April 2013
- DFW-ICN May 2013
- LAX-GRU Winter 2013
- ORD-GRU Summer 2014



# Future Capacity Snapshot

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## 762

Positions: 8  
Average lbs: 22K

## 763

Positions: 11  
Average lbs: 29K

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## 777-200

Positions: 25  
Average lbs: 49K

## 777-300

Positions: 32  
Average lbs: 59K

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## 787-9

Positions: 26\*  
Average lbs: 48K\*

\* Estimated

# Aircraft Orders



Order Book as of 3/31/13 – See notes below

	<b>Orders</b>	<b>Options</b>
B737 Family	102	40
B737 Family MAX	100	60
B777 Family	15	
B787 Family	42	58
<b>Total Boeing</b>	<b>259</b>	<b>158</b>
A320 Family	130	85
A320 Family NEO	130	280
<b>Total Airbus</b>	<b>260</b>	<b>365</b>
<b>Grand Total</b>	<b>519</b>	<b>523</b>

*As of March 31, 2013*

Options include all options not yet exercised and with a future delivery date

# Investments In Service

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## New cooler facilities

- DFW cooler completed
- JFK – expansion underway
  - Expected end of May



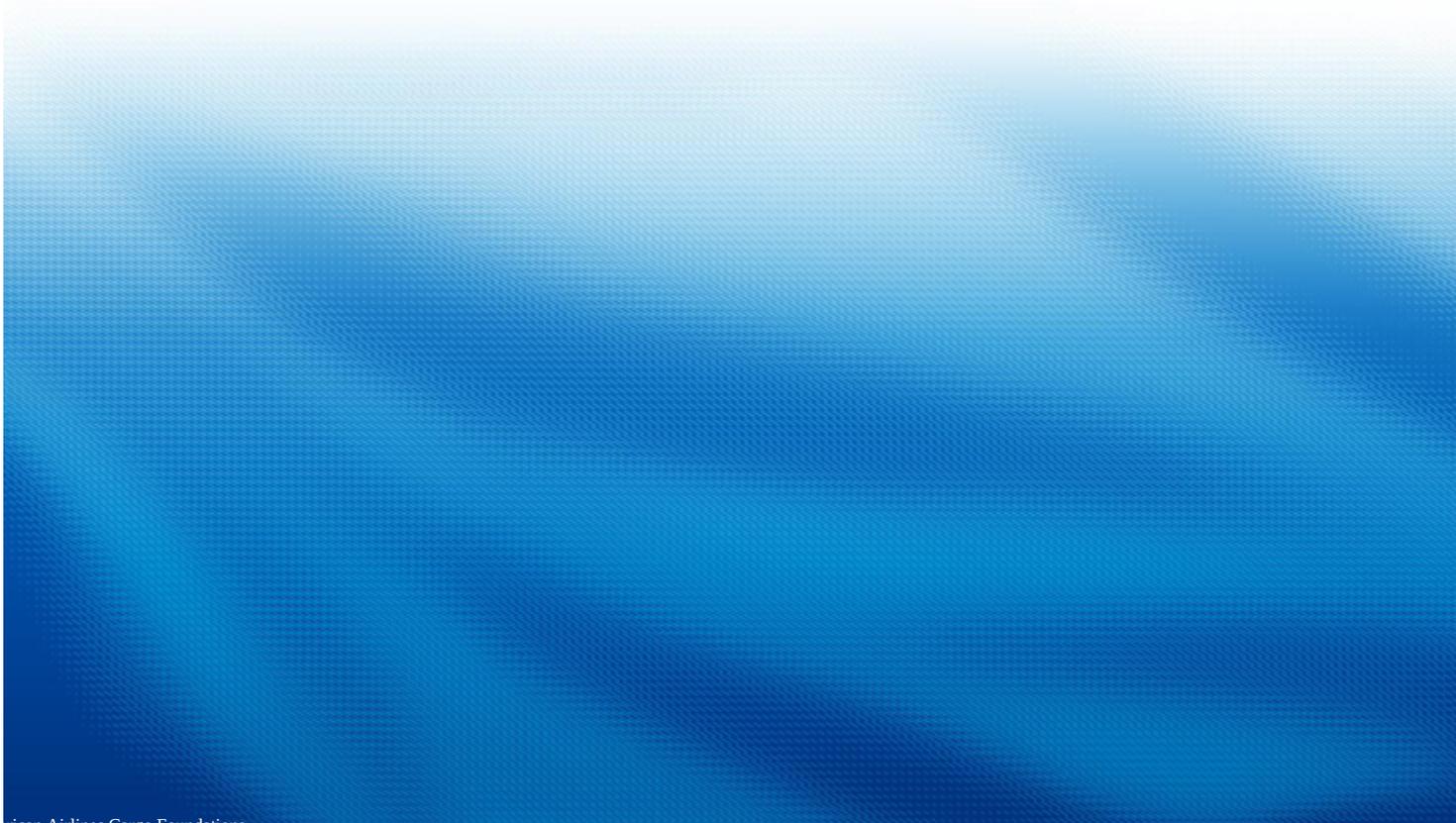
## Product training – ExpediteTC

- Operations Annual Training – Fall 2013
- Sales – Summer 2013
- Novo1 – ongoing online module training



## Interline transfers in key gateways

# American Airlines Cargo Foundations



American Airlines Cargo Foundations

# Foundations of American Airlines Cargo

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## Customer Focus

- Product offering aligned with customer needs and wants
- Service recognized with industry accolades
- Relationship focused selling
- Industry leading customer engagement in thought leadership & social media



## Operational Integrity

- Operational performance strong and leading industry averages
- Continuous and comprehensive focus on safety

# Key Initiatives

Short-Term  
Improve Margin and  
Competitive Parity



Medium-Term  
Differentiation Versus  
Competitors



Long-Term  
Change the Game and  
Adjust to New Fleet



Customer Focus

Operational Integrity

# Key Initiatives



Initiatives

# Outsourcing & Domestic Expansion

To be financially competitive, American Airlines decided to outsource non-hub cargo operations in 2012

Accomplished 4Q12 with minimal service disruptions



New cost structure allows expansion of domestic cities:

- 1H13 ATL, SAN
- 2H13 LGA, IND, MCO, MSP, MSY
- 2014 CMH, DCA, DTW, LAS, PDX, SAT, SLC



# Revenue Management Initiatives

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American is currently working to overhaul and enhance our cargo revenue management systems

This project is a multi-year effort, but when fully implemented, partners will benefit with:

- Better capacity forecasts
- Advanced ability to handle connecting freight
- Better real-time booking capabilities
- Improved online booking



# New aacargo.com

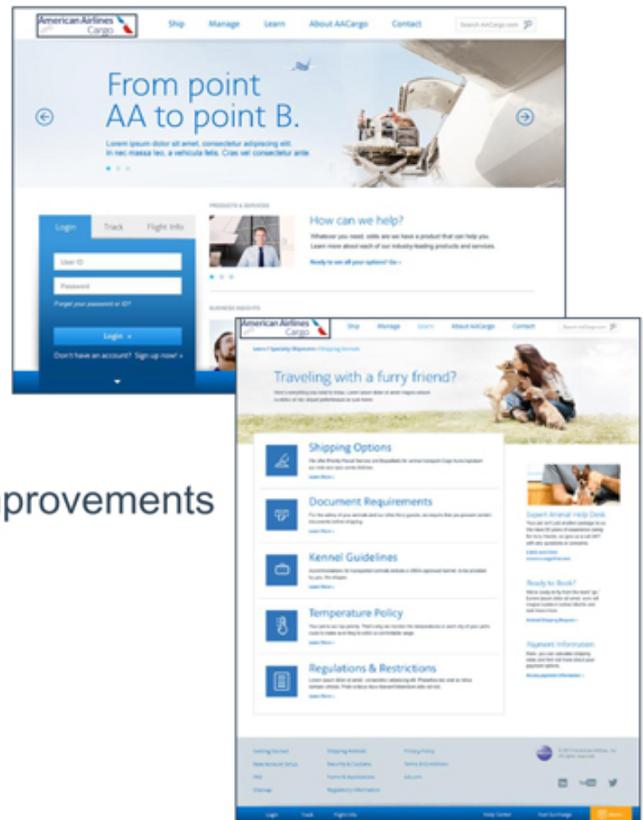
## Full website redesign underway

- New robust technology platform
- Enhanced online customer experience
- New American Cargo branding

Launch planned for late spring 2013

## Refreshed platform will enable future improvements

- Enhanced personalization
- New features and functionality
- Reduced development time



# Re-accommodation

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Division-wide project to evaluate and enhance our refused freight re-accommodation practices

Re-accommodate the vast majority of our freight within 24 hours and we are using data to identify opportunities to improve this even further

- Recognize challenge
- >85% re-accommodated within 24 hours.



We will have the ability view origin, hub and customer level detail, and share key issues with you

# Customer Metrics

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Create service performance scorecard

The project includes an objective measurement tool that is:

- Easy to use, single source of information
- Integrated into our work processes
- Actionable & online
- Time relevant & automated



# Future Network Wide-body Flying

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American's wide-body network is critical to success of AA Cargo

- Includes both our growing international network and connectivity between U.S. hubs

We have wide body aircraft on the way and are still determining where they will be flown

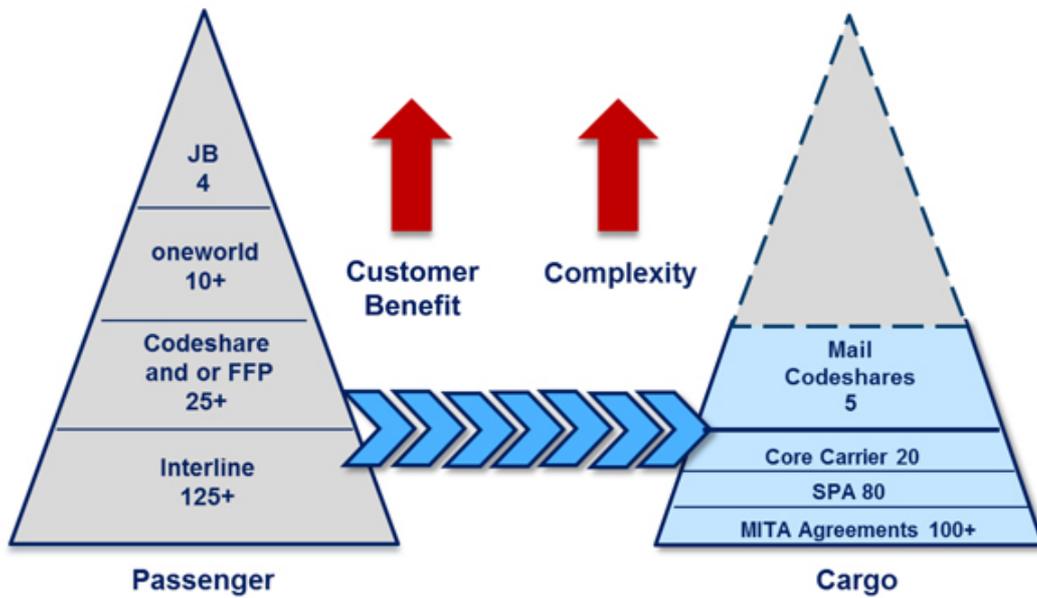
AA Cargo is working closely with Network Planning and Commercial Planning on route, equipment and scheduling decisions



# Alliances

Building strong cargo alliances is a long term strategy for Cargo

To date, no effective Cargo alliances within the industry



# Foundation Strengthening



Foundation Strengthening

# 2012 Initiatives

Warehouse initiative underway to identify and implement best practices



Customer touch point mapping illustrates key points of interaction and opportunities to improve

Employee engagement survey just completed helping us identify our and what we want for our future.



# Key Initiatives

Short-Term  
Improve Margin and  
Competitive Parity



Medium-Term  
Differentiation Versus  
Competitors



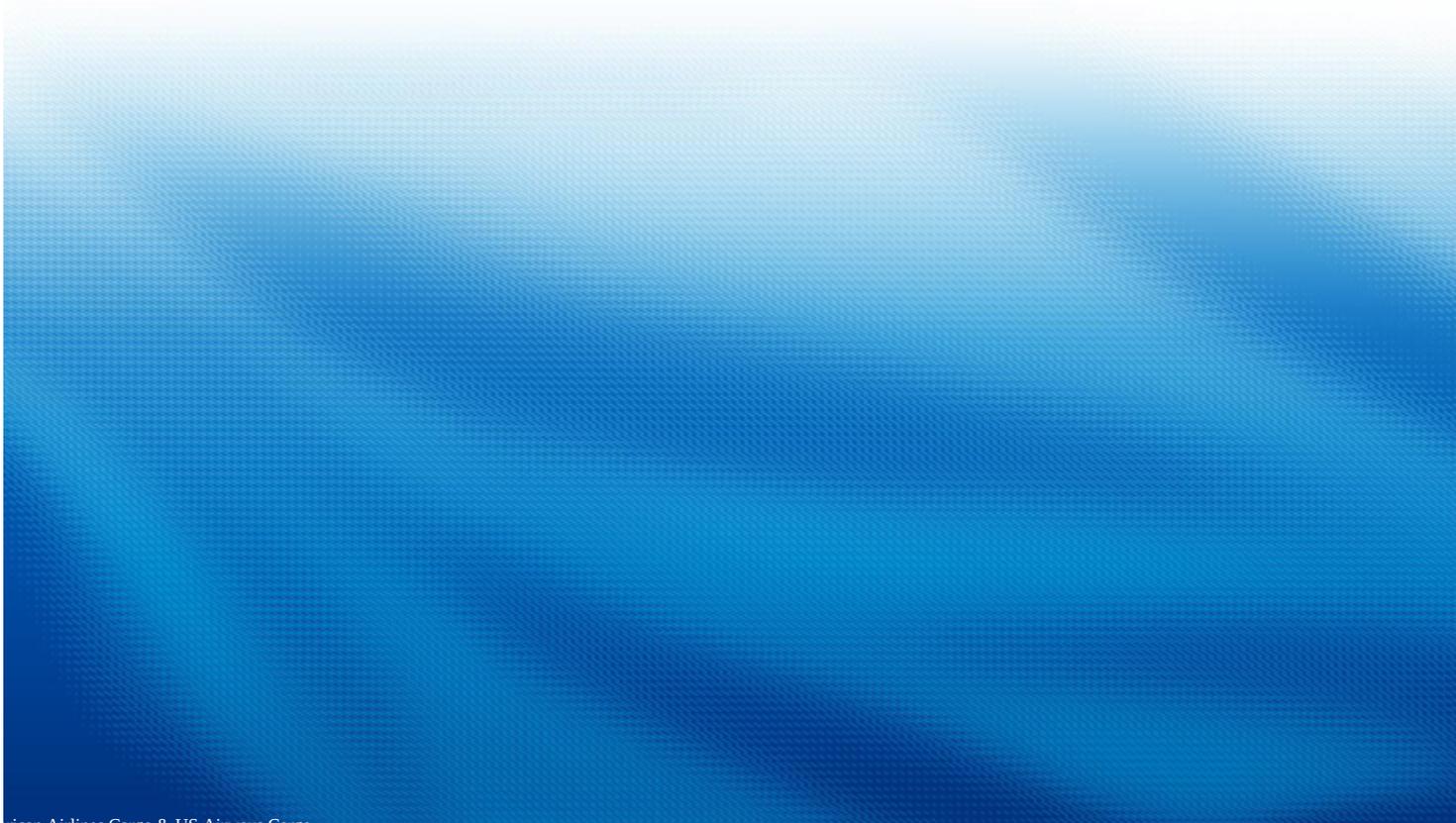
Long-Term  
Change the Game and  
Adjust to New Fleet



Customer Focus

Operational Integrity

# American Airlines Cargo & US Airways Cargo



American Airlines Cargo & US Airways Cargo

# American Airlines Cargo & US Airways Cargo

Combined cargo operations - estimated ~\$800M<sup>(2)</sup> in annual revenue

- Operations are largely in complementary markets
- US Airways has no presence in Asia and very limited South America service
- In the Atlantic, wide-body operations are mostly in non-overlap cities

Similar product portfolio and levels of service across both carriers

Combined entity better positioned to serve customers and to compete

	AA	US	AA + US
<b>Cargo Revenue</b>	\$670M	\$156M	<b>\$826M</b>
<b>Widebodies</b>	121	26	<b>147</b>
<b>Daily WB Ops</b>	94	25	<b>119</b>
<b>Int'l WB Markets</b>	27	16	<b>33</b>

<sup>(1)</sup> based on Dec'12 schedule

<sup>(2)</sup> excl. COMAT/Other Rev

# American & US – World-Class Global Network



130 Cities served by AA but not by US

62 Cities served by US but not by AA, including 9 Trans-Atlantic

*Diio 2013 published schedules as of January 25, 2013*

# Organizational Chart



Organizational Chart



**Kenji Hashimoto**  
President Cargo



**Kathey Poovey**  
Exec Admin



**Joe Reedy**  
VP  
Sales and Marketing



**Trish Hollinrake**  
VP  
Operations



**Andy Rubin**  
VP  
Revenue Management



**Angela Gaddy**  
MD  
Accounting & Claims



**Jessica Tyler**  
Manager  
Continuous Improvement & Engagement



**Bruce Carter**  
Manager  
Decision Support



**Mike Ryan**  
Manager  
Financial Planning & Analysis



**David Vance**  
MD  
Customer Operations Planning



**Chris Clair**  
MD  
AAdvantage & Cargo Technology

Thank You.

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