

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 expects to file with the Securities and Exchange Commission (“SEC”) a registration statement on Form S-4 that will include a prospectus of AMR and a proxy statement of US Airways, and US Airways expects to file with the SEC a definitive proxy statement on Schedule 14A. 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 PROXY STATEMENT, PROSPECTUS AND OTHER RELEVANT DOCUMENTS THAT WILL BE FILED WITH THE SEC CAREFULLY AND IN THEIR ENTIRETY WHEN THEY BECOME AVAILABLE BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION ABOUT THE PROPOSED TRANSACTION. Investors and security holders will be able to obtain free copies of the proxy statement, prospectus and other documents containing important information about AMR and US Airways, 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 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 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.

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 proxy statement for its 2012 annual meeting of stockholders, which was filed with the SEC on April 27, 2012. Information about the directors and executive officers of AMR is set forth in its Annual Report on Form 10-K for the fiscal year ended December 31, 2011, which was filed with the SEC on February 15, 2012. These documents can be obtained free of charge from the sources indicated above. Other information regarding the participants in the proxy solicitation and a description of their direct and indirect interests, by security holdings or otherwise, will be contained in the prospectus and proxy statement and other relevant materials when and if filed with the SEC in connection with the proposed transaction.

Cautionary Statement Regarding Forward-Looking Statements

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, proxy statement and prospectus. 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.

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REPORTER'S TRANSCRIPT OF
INTERNAL EMPLOYEE EVENT

AMERICAN AIRLINES/US AIRWAYS

Thursday, February 14, 2013
1:24 p.m.

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INTERNAL EMPLOYEE EVENT
Thursday, February 14, 2013
- - -

ANNOUNCER: Announcer. Ladies and gentlemen, Tom Horton.

MR. HORTON: Thank you. Thank you. Thank you very much. Thank you very much. Welcome to the new American, a global aviation powerhouse.

This is a really exciting date. I couldn't be more thrilled to be here to share it with all of you.

It's been an interesting year. Yeah, it's been an interesting year. But one that has been extraordinary for your company. And I could not be more proud of this entire team at American Airlines for bringing our company to this place.

All of you have done a phenomenal job. I want to thank you, and I want to give you a round of applause right now.

(Applause.)

MR. HORTON: Think about where we were 14, 15 months ago. It didn't look so good. Our company had to pursue a restructuring, the way the other airlines had done, but we had fought so long and hard

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to avoid that, but we had to do it and it was obvious.

And we did it. And we did it faster and more successfully than any other airline in the business. And that is, you know, a testament to the people of American. It's the way we do things.

So we have now restructured our costs. We have a very competitive cost structure. We have a very strong balance sheet. We have been investing in new products and services. We have hundreds of new airplanes on the way. We have relaunched our iconic brand in a very exciting way.

And so the new American has so much to look forward to. We're returning to profitability. It's a strong, vibrant American Airlines.

And the final piece of the puzzle is to do the merger with US Airways and create the biggest and best airline in the world.

But it was not a straight line to get here, right? So, you know, early in the year as we were all heads down trying to get our restructuring underway, you know, there was a lot of talk of a merger. And, you know, my good friend, Doug Parker, was doing the things that were best for his owners, and seeking to move the merger along.

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And I don't -- I don't fault him for a minute for doing that. I think that was wise and I think the merger was a good thing.

But for us, at the time we needed to get our house in order. We needed to do all the things that I just described before we could make a deal that was good for our owners and good for the people of American Airlines.

So Doug and I had to play a little poker, right? We had to play a little poker. It all got played out on a public stage, but in the end we were able to make the right deal, a deal that is good for the people of American, it's good for the businessmen of US Airways, and good for the people who will all become the new American Airlines.

And indeed, in the end, after Doug and I played a little bit more poker, you know, we got to a deal where the owners of American Airlines will own 72 percent of the combined company. That's a good deal for American's owners. I think it's a good deal for US Airways as well. And it really sets the stage for the new American.

Now, in the process, and this is a little bit of a restructuring inside baseball, but it matters. I believe as a result of just how

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<p>1 successful this restructuring was and just how great 2 the people of American have been, I think we are 3 going to fully satisfy all of our unsecured 4 creditors. Meaning they will get all their money 5 back plus interest, and will have money that will go 6 to our old AMR equity holders. That hasn't happened 7 before. 8 (Applause.) 9 MR. HORTON: And look, that's a credit to 10 all of you in doing a fine job, getting American back 11 on its feet. So the new American is about to take 12 flight. I couldn't be more thrilled. 13 I'm going to introduce my good friend here. 14 And some of the PR people say to me, you know, you 15 called Doug a good friend. People are going to think 16 you're being facetious. 17 I am not. Doug and I have known each other 18 for over 25 years. We go way back to the early days 19 of our careers at American Airlines where he started. 20 He knows our company well. He loves American 21 Airlines. I know that. 22 You know, Doug and I sat in cubicles 23 adjacent to each other and we used to shoot 24 basketballs together. So we know each other really 25 well, and I can tell you many stories about Doug, but</p>	<p>1 Even though I left, I will note that leaving gave me 2 a new perspective to go see other things and see what 3 other people do, which I think will be helpful to me. 4 But, you know, I love American, I love the 5 brand, I love the heritage, I love the people. And 6 I'm married to an ex-American flight attendant, who I 7 also love. Please tell her I said that. 8 Valentine's Day and I'm not home, so 9 anyway... 10 Look, I couldn't be more excited. And 11 we've got a lot of work to do. We will be able to 12 spend tons of time together. I wish I could spend 13 more time here today, but I just can't thank you 14 enough for just giving me a chance, which is all I 15 can really ask. 16 And I'm certain, because I know the 17 incredible culture that's here, that you guys know 18 what to do. And we just need to give you guys the 19 tools to do it and put these two airlines together. 20 That's going to take a lot of work, but I know we're 21 going to be able to do that because of the fantastic 22 team that exists here. We have a good team at US 23 Airways, too, that you'll enjoy working with. 24 There are people like you who enjoy 25 commercial aviation and who like working for</p>
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<p>1 I'm not going to do that today. I'm going to save 2 that for another day. 3 Without anything, further I would like to 4 introduce Doug. Doug is a first-rate leader and a 5 first-rate person, and he will be a terrific CEO for 6 the new American Airlines. 7 As you know, I'll slip in the chairman of 8 the board role and work very hard with Doug to make 9 sure that after we close this deal, we ensure that it 10 is a roaring success, and the roaring success that we 11 know it can and should be. 12 So with that, my good friend, Doug Parker. 13 (Applause.) 14 MR. PARKER: Thank you very much. That's 15 kind. Thanks, Tom. 16 I frankly thought he was being facetious 17 when he was calling me his good friend, too, but I 18 know at least some of it is true. 19 This is -- the last time I spent as much 20 time with Tom in a day we were playing ball in 21 cubicles. So it's nice to be back. 22 Tom is right, I do love American Airlines. 23 I worked here have '86 to '91. I started my career 24 here. I learned the business from people like Tom 25 and Gerard, and have always felt like this is home.</p>	<p>1 airlines, who much like you, who are professional and 2 who care about providing safe travel to people. 3 So it's going to be a nice combination that 4 I'm looking forward to being a part of. I feel 5 extremely privileged and honored to be able to be a 6 part of it, and am looking forward to getting to know 7 you better. 8 So thank you very much for giving me the 9 opportunity. Thanks to Tom, who really give me the 10 opportunity. It means the world to me. And I won't 11 let you guys down. 12 So thanks. 13 (Applause.) 14 MR. HORTON: We will be happy to try to 15 answer some questions. We've been making up answers 16 all day long. 17 (Laughter.) 18 MR. PARKER: We actually are giving the 19 same answers irrespective of the questions all day 20 long. 21 MR. HORTON: Robert? 22 QUESTION FROM THE AUDIENCE: (Inaudible.) 23 MR. HORTON: It will take some time. I 24 think the last time a carrier was granted a single 25 operating certificate was a year and a half,</p>

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<p>1 something like that.</p> <p>2 So my guess is, you know, it will take us</p> <p>3 probably six months to get the deal closed, something</p> <p>4 like that by the time we get all the regulatory</p> <p>5 approvals.</p> <p>6 Then once the deal is closed, we'll be able</p> <p>7 to file for a single operating certificate, and it</p> <p>8 will probably be another, you know, 18 months beyond</p> <p>9 that.</p> <p>10 So it's going to take some time to do it,</p> <p>11 but in the meantime, once the merger is closed, we're</p> <p>12 going to be going out there and doing all the things</p> <p>13 we can to make it work and feel like one airline for</p> <p>14 our customers. And there's plenty that we can do.</p> <p>15 Number three? There is no number three.</p> <p>16 How about number six. Number six looks very</p> <p>17 ambitious.</p> <p>18 QUESTION FROM THE AUDIENCE: My name is</p> <p>19 Jennifer James. I'm a part of the first flight</p> <p>20 attendant class 1301 in 12 years.</p> <p>21 (Applause.)</p> <p>22 QUESTION FROM THE AUDIENCE: Very, very</p> <p>23 excited to be a part of the new American Airlines.</p> <p>24 My question is, how is the merger going to</p> <p>25 affect us new flight attendants?</p>	<p>1 get through this to leave some corporate presence</p> <p>2 there. It's important for me to do that for Phoenix.</p> <p>3 But frankly, I can't tell you what it is.</p> <p>4 That's the work we have to get through between now is</p> <p>5 figure out what, if anything, makes sense to stay</p> <p>6 there.</p> <p>7 But I know there's something we can figure</p> <p>8 out to leave there certainly for some period of time,</p> <p>9 and I would like to do that.</p> <p>10 MR. HORTON: Number five.</p> <p>11 QUESTION FROM THE AUDIENCE: I'm Gina Brown</p> <p>12 from headquarters.</p> <p>13 As a combined company, how will it affect</p> <p>14 our non-reving?</p> <p>15 MR. HORTON: It's all about you, isn't it,</p> <p>16 Gina?</p> <p>17 Actually, it's great. Because what it's</p> <p>18 going to mean is that our employees, our employees at</p> <p>19 American and at US Airways, are just going to have</p> <p>20 more opportunities to fly around the world on a</p> <p>21 combined network.</p> <p>22 And so I think the plan is -- and keep me</p> <p>23 honest if I don't have this right -- I think the plan</p> <p>24 is to try to get some enhanced travel reciprocity</p> <p>25 starting in March with some zod travel sort of deals.</p>
<p data-bbox="715 734 783 757">Page 10</p> <p>1 MR. HORTON: We are going to need a lot of</p> <p>2 new flight attendants. So we're going to be</p> <p>3 hiring -- I think we're planning to hire the better</p> <p>4 part 2,000 new flight attendants, so you can look</p> <p>5 forward to a bright career here at American Airlines,</p> <p>6 the new American.</p> <p>7 Welcome to all you new flight attendants.</p> <p>8 (Applause.)</p> <p>9 MR. HORTON: It's the greatest company in</p> <p>10 the world. I remember when I felt that way when I</p> <p>11 started here. I still do.</p> <p>12 (Laughter.)</p> <p>13 MR. HORTON: Yes, number two.</p> <p>14 QUESTION FROM THE AUDIENCE: Hi, Jerry</p> <p>15 Keating.</p> <p>16 Now that we know that the headquarters will</p> <p>17 be in Fort Worth, what business operations will</p> <p>18 remain in Phoenix?</p> <p>19 MR. PARKER: We don't know yet. What we</p> <p>20 know is we would like to maintain a corporate presence</p> <p>21 there. We're certainly going to maintain flying</p> <p>22 operations there. And we have a headquarters</p> <p>23 building there that we just signed a new lease on, so</p> <p>24 we have some facilities space there.</p> <p>25 So I would like to figure out a way as we</p>	<p data-bbox="1166 734 1236 757">Page 12</p> <p>1 So it's going to be great for our people</p> <p>2 and I'm excited about that.</p> <p>3 That's all the questions?</p> <p>4 QUESTION FROM THE AUDIENCE: (Inaudible.)</p> <p>5 MR. HORTON: Well, it's too early to say</p> <p>6 exactly what we're going to do there. Obviously</p> <p>7 we're going to --</p> <p>8 MR. PARKER: No one in the back heard the</p> <p>9 question.</p> <p>10 MR. HORTON: Pardon?</p> <p>11 MR. PARKER: No one heard the question</p> <p>12 except for you and me.</p> <p>13 MR. HORTON: So I can make up any answer I</p> <p>14 want to?</p> <p>15 So the question is broadly about the Tulsa</p> <p>16 maintenance base and the Tulsa operations, and does</p> <p>17 the merger change the trajectory there, is there the</p> <p>18 opportunity for more growth, more hiring, more</p> <p>19 recalls because some folks have been laid off.</p> <p>20 And I think the answer is it is too early</p> <p>21 to say. We are going to have an enormous fleet of</p> <p>22 new airplanes between these two companies. We'll</p> <p>23 have something like 1,500 airplanes, main line and</p> <p>24 regional.</p> <p>25 So it's going to be an enormous fleet, and</p>

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<p>1 mostly what we're going to have to do is take that 2 and look at it, think about the maintenance needs, 3 and how to best get it done in the most efficient 4 way. 5 And I would be surprised if that didn't 6 have some implications for Tulsa, because that's the 7 biggest maintenance base there is. 8 I think it's -- look, I think if anything, 9 it's upside for tolls. 10 MR. PARKER: All I would add, I don't know 11 what the details are enough to answer the question 12 either, but what I know is the merger makes it more 13 likely, not less. Whatever the plans were on the 14 stand-alone airline, now we have, through the merger, 15 more airplanes, more needs, and it should just make 16 that more likely, not less. 17 MR. HORTON: Number one? 18 THE WITNESS: What about American Eagle? 19 MR. HORTON: The question is what about 20 American Eagle. 21 You know, we are going to have to sit down 22 as part of this integration planning process and 23 think about a lot of things. Think about what the 24 new fleet is going to look like going forward, the 25 new network plan, and we're going to have to think</p>	<p>1 MR. HORTON: Well, I'll take a crack at it 2 and then let Doug chime in. 3 MR. PARKER: That's how it's going to be. 4 (Laughter.) 5 MR. HORTON: We have the growth. 6 What did you say? 7 MR. PARKER: Right. 8 MR. HORTON: You can call me Mr. Chairman. 9 (Laughter.) 10 MR. HORTON: We need to grow our Asia, no 11 doubt about it. And LA is sort of the epicenter of 12 that, of course. That's the largest local market for 13 Asian traffic is L.A, not San Francisco. 14 There's a reason why we've been building up 15 our LA presence. And we must do -- we must do more 16 of it. 17 So we're going to launch DFW/Seoul this 18 year, but we would anticipate more Asia flying out of 19 LA in the next two or three years. And, of course, 20 we've got all these new 777-300s coming and 787s on 21 the way, which is going to make that sort of flying 22 that much more rewarding. 23 Now, I wouldn't minimize, though, the One 24 World presence, because it's a lot easier to be 25 strong in a market or a region when you have strong</p>
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<p>1 about the regional strategy. 2 US Airways has a very big regional 3 presence. We have American Eagle. We also have some 4 other airlines that provide regional feed. And I 5 think we have to take a clean sheet of paper to that. 6 But there will be a big place for American 7 Eagle in that, and we're just going to have to figure 8 out how that all fits together. 9 But we're going to have a lot of regional 10 flying to do, and I suspect there will be more 11 opportunities for American Eagle, too. 12 Number six? 13 QUESTION FROM THE AUDIENCE: Gentlemen, 14 thank you for having us today. 15 I was wondering on the Asia market, I was 16 watching your CNBC this morning, and it asked you 17 about Asia. And Mr. Parker, you had alluded that One 18 World handled that, we have a lot of One World 19 presence out there. But we started going into 20 Shanghai, Beijing, we're going to be going into 21 Seoul, Korea. And for us west coast pilots, like 22 myself out of LA, we want to see more international 23 growth, especially to Asia. 24 What's the plan for Asia? Really, to be 25 honest with you, we want growth out there.</p>	<p>1 partners also. 2 So adding partners like Cathay and Qantas 3 and Japan Airlines, that's important to us. That 4 makes it that much easier for us to put our own metal 5 in there, because you have partners who are, you 6 know, selling in the local market, and they have 7 corporate sales presences and all that sort of thing. 8 So I think we've got a lot outside in Asia 9 and I feel good about it. But we have a got a good 10 presence today with our partners. 11 MR. PARKER: And if I may, Mr. Chairman? 12 MR. HORTON: Please. 13 (Laughter.) 14 MR. PARKER: All I was trying to say to our 15 pilot, the question was not is there growth for new 16 American Airlines to Asia, because I agree completely 17 with what Tom said. 18 The question I was answering was how was 19 this airline going to compete with United and Delta, 20 who have must larger presences, which, unfortunately, 21 we will not be able to replicate ever. Those are the 22 result of a treatise signed back in 1952 or something 23 that, you know, the Northwest Orient and Pan Am 24 received, and they're now owned by United and Delta. 25 So that network we can't replicate, of</p>

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<p>1 course. I don't think anyone thinks we can. 2 So the answer to that is, we need to have 3 our internal growth and we need to have the One World 4 partners. And that's all I was trying to answer. 5 I fully believe what Tom just said, which 6 is there's a lot of growth for the new American to 7 Asia out of L.A., out of Dallas, out of Phoenix 8 perhaps. 9 So I think we have all sorts of 10 opportunities to continue to expand that, but we're 11 going to need the partners as well. We can't do it 12 with the route authorities we have versus what United 13 and Delta have. 14 MR. HORTON: We're going to grow our Asia 15 presence. I'm a little tired of people saying to us, 16 you know, same questions by Delta and United, oh, 17 American doesn't have a very strong Asia presence. 18 Oh, really? Well, how's your Latin presence? 19 (Applause and laughter) 20 MR. HORTON: I think our Latin franchise is 21 worth five of their Asia franchises. It's just 22 better, it's open, we're growing it, we can make a 23 lot of money, and, frankly, you know, the next best 24 competitor is way down here. So it's a great 25 franchise.</p>	<p>1 shouldn't be able to make the same as your colleagues 2 at United and Delta. 3 That's huge news to the people at US 4 Airways, and a big part of why I wanted to get this 5 done because they deserve that. 6 So at any rate, for that set of people, 7 which is the vast majority of the people at US 8 Airways, this is great news and they're really 9 excited about it. 10 Look, you know, moving the headquarters 11 from Phoenix to Dallas is not a good thing for 12 management employees of US Airways, and they know 13 that, we're sensitive to that. But they also 14 understand this is best for our company, and we have 15 to do what's best for our company. 16 They also understand right now there's only 17 one US Airways employee who knows he's going to be a 18 member of the American Airlines team, and that's me. 19 That's not funny. I'm not gloating about 20 that. Particularly if there's US Airways management 21 people here, I'm not gloating about that. Seriously 22 I'm not gloating about that. 23 It's an unfortunate that we're going to 24 have resolved as quickly as we can. But as quickly 25 as we can is going to be months. That's not</p>
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<p>1 Number three. 2 QUESTION FROM THE AUDIENCE: My name is 3 Kyle Kumby from the American Airlines merchandising 4 team. 5 We heard a lot of questions from the 6 American Airlines workers. I'm curious, what is the 7 sentiment at US Airways? 8 MR. PARKER: Well, it depends on what 9 worker -- what worker are you asking me about? 10 (Laughter.) 11 QUESTION FROM THE AUDIENCE: I'm curious 12 about all: Headquarters, flight attendants, pilots. 13 MR. PARKER: Look, people are excited in 14 general, very excited. I can find pockets not, but 15 in general extremely excited. 16 You know, we have this airline that does 17 really well, but it does so with cost advantage. And 18 we had to tell our people more times than I would 19 like to that the only way this airline is going to 20 work is with a cost advantage, because we have a 21 revenue disadvantage. 22 And I'm happy not to be able to deliver 23 that message to them anymore, and be able to say 24 instead now you're part of an airline that shouldn't 25 have a cost advantage. There's no reason you</p>	<p>1 something we can resolve in weeks. 2 Tom and I will work together post haste to 3 get that resolved as quickly as we can. But that's a 4 lot of work, but we will get that done. We owe it to 5 you, as well. I know there's uncertainty here also. 6 But we'll have to get that done, and make 7 sure we get it done right, and we will make sure we 8 got it done right. 9 And in the meantime, I'm happy to report, 10 you know, we have a really professional group of 11 people that I think, you know, understand I'm going 12 to keep doing my job, and that's all I can do. And 13 when this comes around, I'll figure out what that 14 means for me. 15 But I'm hopeful we'll figure out ways to 16 work through all this if there are really difficult 17 decisions to be made for people. 18 MR. HORTON: Cinco. 19 MR. PARKER: He moved to Spanish. 20 MR. HORTON: I was on that Latin thing. 21 QUESTION FROM THE AUDIENCE: Hello, my name 22 is Patricia Horton. 23 We have, you know, our department consists 24 of concierge key, premium services. 25 I'm just wondering, I don't really know</p>

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<p>1 what product does US Airways have to compare or 2 integrate with our department? 3 MR. PARKER: Yeah, I don't know the product 4 as well, obviously, as you do, but I don't believe 5 we've got anything that compares to the level of that 6 concierge product, as I understand it. And again, 7 I'm pleading some ignorance. I've heard a lot about 8 it, but I can't describe it particularly well. 9 We have a big operation in Washington D.C. 10 where obviously there are a lot of very important 11 people that fly to Washington D.C. and we deliver a 12 very nice product to those individuals when they're 13 flying US Airways. 14 So I know we know how to do it, but 15 frankly, part of what US Airways is, we don't have 16 the same level of premium travelers that you have. 17 But what will happen, though, is we will, 18 and we will keep the best of what American has and 19 put it over to the US Airways system. Thank you. 20 Do you want dos or seis? 21 MR. HORTON: Let's go with seis. 22 MR. PARKER: Well done. 23 MR. HORTON: Gracias. 24 QUESTION FROM THE AUDIENCE: Hi, my name is 25 Andrew Hart. I'm also in class 2013-01.</p>	<p>1 this merger versus others; certainly versus the 2 American West/US Airways. I think our pilots don't 3 want to go through that again, I know we don't want 4 to go through it again. 5 So these guys have worked all that out; 6 these individuals have worked all of that out, which 7 is great news for all of us. 8 MR. HORTON: Number two? 9 QUESTION FROM THE AUDIENCE: Good 10 afternoon, gentlemen. John Mitchell with the TWU. 11 One of the questions that a lot of the TWU 12 members are going to ask are is there -- the future, 13 what's the plans for the 26 cities that were 14 outsourced to negotiations in the bankruptcy? Are 15 any plans in the future to restaff them with American 16 Airlines employees? 17 MR. HORTON: Well, I think it will be 18 governed by the contract, and where the combination 19 of UA Air and American raises the level of departures 20 to a level that would cause that. So that, indeed, 21 would occur. 22 So I suspect there will be -- well, I know 23 suspect, I know there will be some of that in the 24 offing. 25 MR. PARKER: There absolutely will be. I</p>
<p>Page 22</p> <p>1 MR. HORTON: Welcome, Andrew. 2 (Applause.) 3 QUESTION FROM THE AUDIENCE: And my 4 question is what is going to be put into place to 5 avoid the integration difficulties with the America 6 West/US Airways? 7 MR. PARKER: It's already in place, 8 thankfully. We've had some issues in getting our 9 pilots, in particular, integrated. It hasn't -- it's 10 been a huge internal issue. It hadn't been really a 11 customer service issue. It's caused a lot of angst 12 amongst our pilot groups, which I hate, and caused a 13 good bit of management's time and attention. 14 But having said that, I'm happy to report 15 that thanks to our pilots, a number of whom are here 16 working together -- thank you all for being here. I 17 don't know if Gary is still -- did you guys send Gary 18 home? Gary we want home? 19 Anyway, these guys know our pilots, which 20 is really nice. They know because they've worked out 21 contracts with each other in advance, or terms, 22 memoranda of understanding to be technical of how 23 this will work post integration. 24 So we're not going to have that issue, 25 which is one of the really, really nice things about</p>	<p>Page 24</p> <p>1 can't speak intelligently about 26 stations, but 2 there certainly will be stations now because of the 3 combination that rises to the level. And also 4 because of the new contract, which has the 5 outsourcing at a lower level of operation. And we 6 will bypass that contract and bring those people back 7 as fast as we can. 8 MR. HORTON: Three? 9 QUESTION FROM THE AUDIENCE: Hi, my name is 10 Isabel (inaudible.) I know you're practicing your 11 Spanish. 12 MR. HORTON: Yeah, I give it my best shot. 13 MR. PARKER: I would like to hear that. 14 QUESTION FROM THE AUDIENCE: Thank you. We 15 have heard very good things about the merger with 16 Delta/Northwest and not very good things about the 17 merger of United/Continental. 18 Are we going to be ready to do a great 19 merge between American and US Airways? 20 MR. HORTON: Yeah, you hear about merger 21 synergies, right? And in this case it's largely 22 revenue synergies. Those synergies are only as good 23 as the execution, right? 24 We get 30 percent of our revenue from 25 10 percent of our customers. If we lose one in ten</p>

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<p>1 of those best customers, there are no revenue 2 centers.</p> <p>3 So we have to be laser-focused on doing a 4 good job for our customers, making sure that we don't 5 encounter some of those pitfalls, and make sure we 6 stay really focused on our very, very best customers, 7 because that's what makes American Airlines tick.</p> <p>8 And we will do that. Doug and I have had a 9 lot of discussions about this. We both understand 10 that that is the mission, and that's going to start 11 with going out and getting the very best team to 12 execute this.</p> <p>13 So we're going to start right away on 14 integration planning. We'll begin to think about the 15 team that will pull this off. And we're going to 16 take the integration, you know, an inch at a time. 17 We're not going to try to do too much too fast, such 18 that we cause a hiccup, and we're going to stay very 19 focused on just running a good airline for our 20 customers and our best customers in particular.</p> <p>21 Do you have anything to add to that?</p> <p>22 MR. PARKER: May I?</p> <p>23 MR. HORTON: I would grant you permission.</p> <p>24 MR. PARKER: Thank you.</p> <p>25 Yeah, I have a couple of things which I</p>	<p>1 MR. PARKER: Don't tell the US Airways guys 2 I said that.</p> <p>3 It's the right way to do it, and -- it is 4 the right way to do it.</p> <p>5 Again, there may be compelling reasons, but 6 they have to be -- if it's even close, we should keep 7 it in place, the American processes and go get the US 8 Airways team to learn that.</p> <p>9 The other thing is management. I do think 10 also, you know, as we handle those difficulties, what 11 happened is, one, you do have Mr. Tilton still there 12 for a couple of years, which is why it was so 13 important and so gracious of Tom to give me the 14 chance to do this without having some question as to 15 whether I was in charge or not, because Glen was 16 still there. He had the Continental guys who came in 17 and said we know how to do this, and the United 18 people didn't like that, and so they started chipping 19 at each other.</p> <p>20 We can't have any of that. We can't let 21 that happen. It's too important to our collective 22 airlines and to the people that we're working for and 23 to the people that are working with us if all of that 24 happen.</p> <p>25 So that's our challenge. We cannot let</p>
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<p>1 think are relevant to all of us.</p> <p>2 First off, you know, we went through an 3 integration with America West/US Airways where it was 4 similar to the United/Continental situation; that is, 5 the smaller airline management team came in and took 6 over the bigger operation. And we were pretty proud 7 of ourselves and thought we knew how to do stuff 8 better than the US Airways team did. So we decided 9 we were going to put our system that worked on US 10 Airways. That was a bad idea. It really was.</p> <p>11 And I think Continental has a lot of the 12 same mentality. Mostly Continental management, 13 they're proud of what they've done at Continental, 14 and came in and what you find is it's a lot harder to 15 go put in place the smaller airline system at the 16 bigger airline. It's common sense, of course, but 17 sometimes common sense doesn't overcome uberous.</p> <p>18 So at any rate, we learned our lesson. So 19 the lesson here will be that the right way to do 20 things is we're going to take the American system and 21 adopt all that, and put it on the US Airways system, 22 unless there's some really compelling reason not to 23 do that. And I can't tell you what the compelling 24 reason is.</p> <p>25 (Applause.)</p>	<p>1 ourselves get to where we're chipping at each other. 2 it's my job to make sure that doesn't happen. I'm 3 pretty confident I can do that at a certain level, 4 but we have to figure out a way that we're all 5 working together and making this work.</p> <p>6 I'm really excited about how enthusiastic 7 all of you are, and how enthusiastic the team in 8 Tempe is.</p> <p>9 So I know we can do that. But you just 10 can't do a good integration if you have management 11 people trying to say my way is better. You have to 12 have people try to work together and make sure that 13 they're doing what's best for the airline.</p> <p>14 (Applause.)</p> <p>15 MR. HORTON: Back to one?</p> <p>16 QUESTION FROM THE AUDIENCE: Another 17 question from Jet Net that our folks are really 18 interested in hearing about is your thoughts on the 19 new brand, and how US Airways' colleagues feel about 20 the new look and if there are any plans to change it?</p> <p>21 MR. PARKER: Here's what I know. I love 22 the brand American Airlines to begin with, as I told 23 you to begin with. And I couldn't be happier about 24 it.</p> <p>25 All the work that you have done, I haven't</p>

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<p>1 seen any of it, I don't know what the research is. 2 But you know what I think is not -- I 3 didn't can't even get my tie to match my shirt. 4 So, you know, my personal views about it 5 aren't as important as making sure the work that I'm 6 certain has already been done shows that it's 7 something that everyone is excited about. 8 All I can tell you is I haven't seen the 9 work. We have a lot of details to work out. 10 Personally I think it's great. But that's one of the 11 number of details thinking about what's best to do 12 with the combined company when we get to the point of 13 implementing things. 14 QUESTION FROM THE AUDIENCE: Hi, my name is 15 Renee Dancy, and I'm a 26-year employee with 16 American, and 14 years on the exec flat desk, and new 17 to headquarters. 18 And we know what American brings to the 19 table. We love our company. We know our history and 20 our legacy and everything fabulous. 21 What in your opinion does US Air bring to 22 the table that will help our brand just be that much 23 better in the future? 24 MR. PARKER: Thanks. Well, mostly more 25 presence. I can tell you all about people and assets</p>	<p>1 we're all wondering will we say AA with the Eagle, or 2 will we go to the new brand that's showing up? Or 3 will we go something mixed with you on our planes? 4 MR. PARKER: I'm sorry? 5 QUESTION FROM THE AUDIENCE: Will we keep 6 the AA that we've been forever as the Eagle, red, 7 white and blue, or will we go the white plane that's 8 showing up, or will we have a mixture with US 9 Airways? 10 MR. PARKER: Oh, that's the question I 11 thought I tried to answer, apparently not very 12 artfully. 13 I don't want to try and -- look, I think 14 the new livery looks fantastic. And if I can defer 15 that comment until I can talk to more of you. 16 Here's what I really think: I think the 17 livery is a thing that airline employees care a lot 18 about, and customers care something about. But 19 employees care a lot more about. 20 So I would like to actually get some input 21 from all of you, but we have to paint a lot of 22 airplanes. By the time we get this integrated, a lot 23 of the airplanes will be painted in the new livery, 24 and that will certainly have a factor in what we do. 25 At any rate, I don't know the answer to the</p>
<p>1 and things like that. But the easiest thing and the 2 thing that's going to be most tangible to all of us 3 and to our customers is presence. 4 And it's extremely important in a network 5 business. And, you know, as strong a brand as 6 American Airlines is, once United merged with 7 Continental, and Delta merged with Northwest, and 8 customers could find they could get on those airlines 9 to more places than they can on American, that 10 matters. That's a big part of the brand irrespective 11 of how much, how many frequent flier miles you have, 12 how much you love the people. 13 If you find yourself, you can get on one 14 company other places you can't on others, that's 15 going to an issue. We all know that. 16 And so what US Airways provides is scale, 17 an important scale, primarily on the East Coast where 18 American doesn't have as big a presence, and where we 19 provide that presence. 20 So that's most of what it is. Again, I 21 could go on some other things, but the biggest thing 22 we're bringing to this is more scale. 23 MR. HORTON: Number six. 24 QUESTION FROM THE AUDIENCE: My name is 25 Kathy (inaudible.) I'm a flight attendant here, and</p>	<p>1 question, other than to tell you when we do know, 2 we'll let you know. But what's going to happen is 3 we're going to keep airplanes like that, and it's -- 4 it was not pre-judicial at all. 5 MR. HORTON: It's a fact. 6 MR. PARKER: It's a fact. 7 MR. HORTON: You're getting tired. 8 MR. PARKER: No, I said we're going to keep 9 painting airplanes in the new livery, so that will 10 obviously have a huge impact when you integrate 11 what's the right thing to do. 12 MR. HORTON: We have got 60 brand-new 13 airplanes that are arriving this year. They are 14 rolling down the factory line right now, and they are 15 going to come out in the new livery. 16 So that's an issue. And, of course, in the 17 meantime, we're repainting other airplanes and 18 launching the new brand throughout the airports. 19 So I think Doug's points are good ones. As 20 you know, we did a whole lot of work with the 21 employee groups and with customers before taking the 22 direction we did, which has been received really well 23 by our customers. 24 So I think all those things are, you know, 25 worthy of bringing Doug and the team up to date on.</p>

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<p>1 Five. Five is very active.</p> <p>2 THE WITNESS: I'm Peggy (inaudible.) Any</p> <p>3 comments on the integration of the Pittsburgh, or SOC</p> <p>4 pre-sched dispatch wait and balance coming to Dallas?</p> <p>5 MR. HORTON: Do you work in Pittsburgh or</p> <p>6 Dallas?</p> <p>7 QUESTION FROM THE AUDIENCE: I'm Dallas.</p> <p>8 MR. HORTON: Okay, good. It's the same</p> <p>9 answer either way. I was going to give the same</p> <p>10 answer either way. It's just a matter of how I</p> <p>11 deliver the message.</p> <p>12 A decision again that hasn't been made yet.</p> <p>13 But, you know, a decision that -- again, having gone</p> <p>14 through this one time, one of the things that is not</p> <p>15 efficient to do is have two separate, what you-all if</p> <p>16 I recall correctly call SOC, we all OCC. It's</p> <p>17 systems operations control or operations control</p> <p>18 centers.</p> <p>19 Having those separated doesn't work well.</p> <p>20 So we will need to decide what's best. And then</p> <p>21 again I shouldn't try to prejudge but you can</p> <p>22 probably guess as to where it's more efficient to</p> <p>23 move that from and to.</p> <p>24 But that would be a big issue for the team</p> <p>25 in Pittsburgh, so we'll have to go study that and</p>	<p>1 QUESTION FROM THE AUDIENCE: (Inaudible.)</p> <p>2 BY MR. HORTON:</p> <p>3 Q. Will Saver be our BGS? Unless there's some</p> <p>4 hugely compelling reason, and when I talk about res</p> <p>5 systems, I capital hugely.</p> <p>6 So look, I mean, we go through the</p> <p>7 negotiations with providers, and I don't want to just</p> <p>8 through those negotiations out the window. But it</p> <p>9 would have to be extremely compelling to decide to</p> <p>10 try and change a reservation system on the larger</p> <p>11 airline.</p> <p>12 Six?</p> <p>13 QUESTION FROM THE AUDIENCE: I'm Shawn</p> <p>14 Eaton. I'm a crew chief here at DFW.</p> <p>15 I think all of us are here because we want</p> <p>16 to see this work. Obviously, you're both here</p> <p>17 because we want to see this work.</p> <p>18 And one thing -- I've been with the company</p> <p>19 for 20 years. One thing that seems to have happened</p> <p>20 in the past mergers is that we merge and we get all</p> <p>21 these great new flights and new people, new faces,</p> <p>22 new planes, and then somehow the routes just start</p> <p>23 going away.</p> <p>24 So and US Airways has done very well at</p> <p>25 being profitable. Are there any plans to cut down</p>
<p>1 make sure we plan that right.</p> <p>2 It's also something that's not going to</p> <p>3 happen at least until you have one certificate</p> <p>4 because we'll need to operate with two separate</p> <p>5 certificates for 18 months or so. So it's a ways off.</p> <p>6 Three?</p> <p>7 QUESTION FROM THE AUDIENCE: My name is,</p> <p>8 Danielle Beasley and I'm a flight attendant based</p> <p>9 here in Dallas/Fort Worth. I've been with the</p> <p>10 company for 14 years.</p> <p>11 I know it's going to take some time, but I</p> <p>12 was curious to know approximately how long will it</p> <p>13 take for the two airlines to integrate in reference</p> <p>14 to flight service?</p> <p>15 MR. HORTON: Flight attendant integration?</p> <p>16 I think the answer to this is, again, we have to get</p> <p>17 through one single certificate before you can</p> <p>18 actually truly be integrated.</p> <p>19 We'll get to where you guys are working</p> <p>20 under the same work rules and contracts, or you can</p> <p>21 actually, you know, fly on US Airways metal. It has</p> <p>22 to be all one certificate, and that will probably be</p> <p>23 18 months after it closes.</p> <p>24 Anything else? Questioned out? Okay.</p> <p>25</p>	<p>1 any service to one region? Or particularly what I</p> <p>2 would like to see is more flying to our One World</p> <p>3 partner hubs, because we seem to not do a lot of</p> <p>4 that, like to Sidney, and now that we have the</p> <p>5 777-300s -- I mean, has any of that been looked into,</p> <p>6 or is that something that will have to be determined</p> <p>7 over the next, you know, year or so?</p> <p>8 MR. PARKER: Let me start, as to</p> <p>9 reductions. No planned reductions in any of the</p> <p>10 hubs. We had this question 15 times today, because</p> <p>11 like you, people say, well, every time there's a</p> <p>12 merger, people do that.</p> <p>13 You have to go look at the details of why</p> <p>14 that happened. And without boring you with all the</p> <p>15 details, this one is different than those.</p> <p>16 We have two airlines that have route</p> <p>17 networks that make sense independently, and don't</p> <p>18 have any hubs that are, as other airlines have in the</p> <p>19 past, that are pulling the airline down.</p> <p>20 I will say in the past, airlines have had</p> <p>21 one or two hubs that don't work very well. You</p> <p>22 consolidate. It's very hard to close a hub. If you</p> <p>23 can consolidate then can do that.</p> <p>24 We don't have that in either airline's</p> <p>25 case. And indeed, we have extremely low overhead.</p>

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<p>1 So this merger is built upon putting those 2 two networks together and creating one strong 3 network. 4 So no intention, no plans of reduction. 5 Indeed, if we do that, all of a sudden this wouldn't 6 work. 7 So that's the intention, to put two 8 networks together and keep them together. 9 Again, that hasn't been particularly 10 determined. But what I am positive of is once you 11 put these two networks together, there's much more 12 likelihood for growth on that platform than there is 13 on any one of them independently. 14 So I'm certain that once we put the two 15 networks together, the growth opportunities get 16 bigger for both of us than they would have been 17 otherwise. 18 MR. HORTON: Five? 19 QUESTION FROM THE AUDIENCE: James Monroe, 20 gate agent here in Dallas. 21 American just failed to pass the agents and 22 revs being unionized, and US Airways are union; their 23 gate agents are. 24 What's the plan to merge that? Are we 25 going to have one big vote after a single license?</p>	<p>1 The hardest part of airline integration is 2 non-rev travel. Yes, it is. 3 QUESTION FROM THE AUDIENCE: (Inaudible.) 4 MR. PARKER: The question is at US Airways, 5 what part is -- talking a little more about our 6 business, what part is international versus domestic 7 and how that impacts our financials. 8 You know, we have, you know, hubs in 9 Charlotte, Philadelphia, and Phoenix, and a big 10 operation in Washington D.C. and the shuttle that 11 flies out of D.C. or is based out of D.C. And that 12 worked extremely well for us. 13 In terms of total international travel, 14 total international revenues, it's somewhere on the 15 order of 25 percent, which is lower than yours. It's 16 still pretty high. 17 Most of that -- a lot of that 18 Philadelphia/Europe. Much of it to the Caribbean and 19 Mexico out of Philly and Charlotte. 20 So all of it, by the way, no overlap with 21 anything you fly, anything that American Airlines 22 flies. Actually, American has its great operation to 23 Heathrow and JFK; JFK and Heathrow is in large part, 24 as well as the rest of Europe. But we actually fly, 25 I have this a little off, but I think seven more</p>
<p>Page 38</p> <p>1 MR. HORTON: The first thing I would like 2 to say is I would like to think all the independent 3 employees who are here today because we welcomed -- 4 thank you all. 5 (Applause.) 6 MR. HORTON: And thank you for all you do. 7 You've been a huge part of the success of bringing 8 American Airlines back this year. 9 That will have to be worked out. And so I 10 think there may very likely be another representation 11 discussion down the road. That's not something that 12 will immediately take place, but it will take place 13 in the future. And, you know, choice is good, and I 14 think it's good that folks have the opportunity to 15 choose. 16 Five again? 17 QUESTION FROM THE AUDIENCE: Just one more, 18 may we keep the check-in time as far as AA 19 non-revenue instead -- 20 (Applause.) 21 QUESTION FROM THE AUDIENCE: -- we did with 22 US Airways? 23 (Applause.) 24 MR. PARKER: Duly noted. 25 MR. HORTON: Good luck with that.</p>	<p>Page 40</p> <p>1 designations to Europe than American Airlines flies. 2 Putting the two together, we'll fly to fifteen 3 instead of eight. 4 So we actually fly to cities that -- more 5 secondary cities that American doesn't fly. So you 6 put these two together, and without a doubt, the 7 American international network is stronger than US 8 Airways, but we can compliment what's there. We have 9 cities -- as I said we had some strong Caribbean and 10 Mexico service to compliment the fantastic 11 Latin-American network. And so I think it's a nice 12 complimentary add. 13 But the bigger part of what we -- again, 14 what we add is East Coast presence where American has 15 gotten relatively weak versus Delta and United 16 between the mergers that they've pulled off. 17 MR. HORTON: We probably ought to do one 18 more question and wrap it up. A good one. 19 Yes, right here in the front. 20 QUESTION FROM THE AUDIENCE: (Inaudible.) 21 MR. PARKER: The question is rev offices. 22 And her question was how many rev offices do we have. 23 We three: Reno, Phoenix and Winston-Salem. 24 And these again are fully occupied and up and 25 running.</p>

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25	<p style="text-align: right;">Page 41</p> <p>The question is what are the plans of consolidating those, and I just can't tell you right now. But what I can tell you, and again not knowing where American is, but what I know is when we put the two airlines together, we're going to need as many revs agents as two of us have independently. And ours are full up. So we can't add any more people to the ones we have, so we couldn't take one of yours and close it and put it in ours. I know that. I don't know if we could take one of ours and close it put it into yours.</p> <p>My guess is -- again, that's a ways off. And we're probably going to need them. I'm certain we're probably going to need them all for quite some time.</p> <p>MR. HORTON: That's something we will take a hard look at. We'll set up this integration team, and there will be a team that focuses on reservations, and a team that focuses on revenue management, and focuses on operations, and all these various functional areas. And we'll go through and see if we can make this company operate better as one than it did as two.</p> <p>MR. PARKER: One more.</p> <p>MR. HORTON: We have one more?</p>	
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25	<p style="text-align: right;">Page 42</p> <p>Okay, there's your one more. Go ahead.</p> <p>QUESTION FROM THE AUDIENCE: When am I moving to Texas?</p> <p>MR. PARKER: When am I moving to Texas? I have children that are still in middle school and high school, so I'm going to try to get myself here before they start their next school year.</p> <p>But at any rate, assuming things go the way we expect it, that's what I would like to do is have them start the next school year in Texas.</p> <p>You can count amongst the people that are not that happy about this by the way. That's okay they're going to love it here. This is where Glen and I met, and we're excited about this. We can't wait to get here.</p> <p>MR. HORTON: It's God's country. Okay. Thank you all. Thank you. (Applause.) (Concluded at 2:14 p.m.)</p>	