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

Note: This slide deck was presented by Art Torno, AMR Corporation's VP of Mexico, Caribbean and Latin America to students at Florida International University on March 2, 2013.



#### **Global Competition in the Airline Industry**

**Art Torno** Vice President Mexico, Caribbean, Latin America



### American Airlines 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? 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 American Airlines

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.



#### Agenda

- Global Aviation Overview
- 2. Factors Affecting the Airline Industry
  - Infrastructure
  - Taxes
  - Fuel
  - Consolidation
- 3. US Airways Merger
- 4. American's Strategy to Compete
  - Alliances
  - · Network Growth
  - Brand Modernization
  - Case Study: Brazil
- 5. Q & A

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### **Global Aviation Overview**



# Global Aviation Overview A major contributor to global economic prosperity







- Aviation provides the only rapid worldwide transportation network, which makes it essential for global business and tourism. It plays a vital role in facilitating economic growth, particularly in developing countries
- Airlines transport over 2.6 billion passengers annually.
- Air transport facilitates world trade, helping countries participate in the global economy by increasing access to international markets and allowing globalization of production. The total value of goods transported by air represents 35% of all international trade.

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# Global Aviation Overview By the numbers

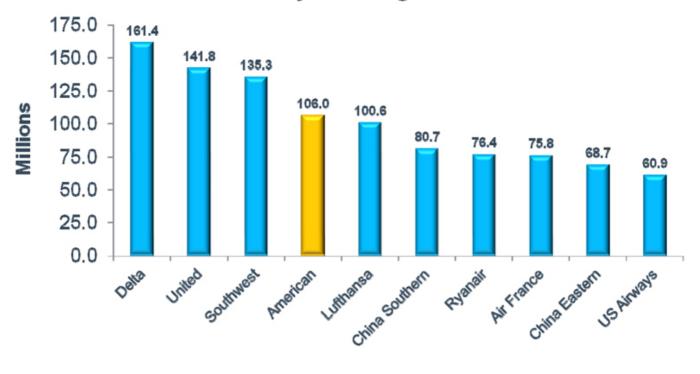
• 1,568	Commercial Airlines
• 3,846	Airports with scheduled commercial flights
• 34,756	City-pair routes served globally
• 23,884	Number of commercial aircraft in service
• 48.0 Million	Tons of freight handled by air in 2010
• \$5.3 Trillion	Value of cargo handled by air in 2010
• 35%	Air transport carries 35% of world trade by value and only 0.5% by volume
• 71.6 Billion	Gallons of jet fuel used by commercial airlines in 2011
• \$178 Billion	The amount the world's airlines paid for fuel in 2011
• 56.6 Million	Jobs supported by aviation worldwide
• \$2.2 Trillion	Aviation's global economic impact
• 19 <sup>th</sup>	If aviation were a country, it would rank 19th in size by GDP

Source: ATAG

### Global Competition

#### **Passengers Carried**

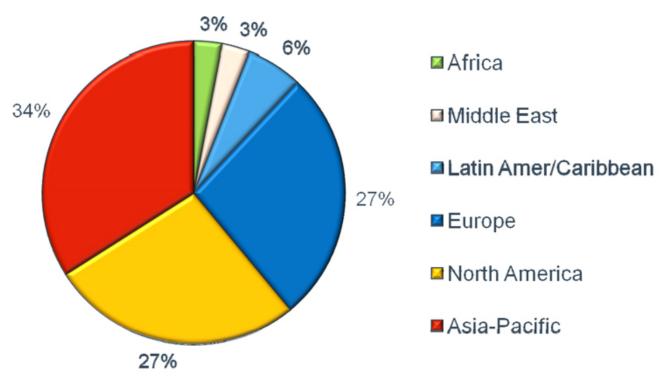
### Top 10 Global Airlines in 2011 Ranked by Passengers Carried



Source: IATA

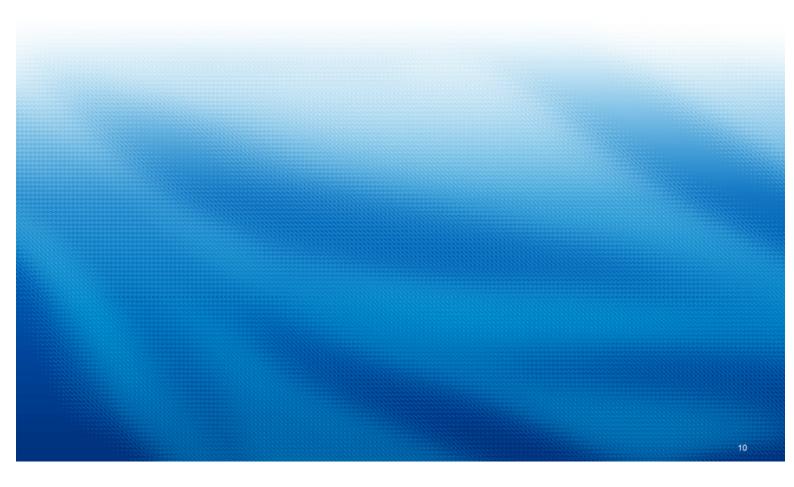
# Global Aviation Overview Passenger Traffic by Region

#### % of Global Passenger Traffic by Region



Source: ATAG

### **Factors Affecting the Airline Industry**



# Factors Affecting the Airline Industry Heavy Investment in Vital Infrastructure

- Unlike other transport modes, the air transport industry pays for a vast majority of its own infrastructure costs (runways, airport terminals, air traffic control), rather than being financed through taxation and public investment or subsidy (typically the case for roads and railways).
- In 2010, airports invested \$26 billion in construction projects, creating jobs and building new infrastructure.
- The benefits to society of research and development spending by the aerospace industry
  are estimated to be much higher than in manufacturing as a whole every \$100 million of
  spending or research eventually generates additional GDP benefits of \$70 million yearafter-year.

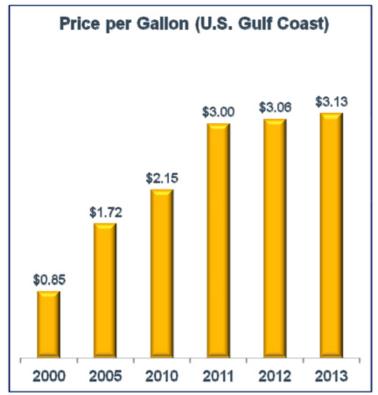
### Factors Affecting the Airline Industry Taxation of U.S. Airlines

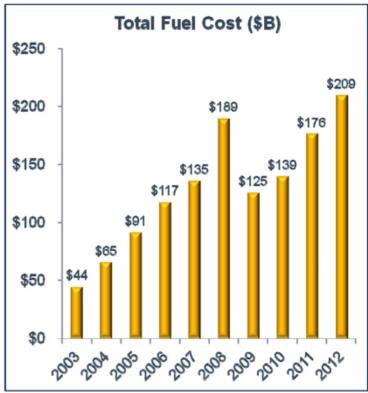
- In spite of airlines' enormous contribution to the economy, air travel is taxed at a higher federal rate than alcohol and tobacco – products that are taxed to discourage their use
- Since 1990, the number of aviation taxes/fees has increased from 6 to 17; the total amount of taxes paid by the industry has grown from \$3.7 billion to \$17 billion over the same period
- The tax burden on a typical \$300 round-trip ticket has nearly tripled since 1972, rising from \$22 (7%) to \$61 (20%)
- Airlines and their customers contribute \$10 to \$12 billion annually to the Airport and Airway Trust Fund; general aviation contributes about \$200 million
- Airlines and their customers incur \$3.4 \$3.8 billion per year in federally imposed security taxes/fees
- Higher taxes raise costs. Typically, airlines cannot pass along these costs. Increases in the cost of air travel often result in decreases in travel demand and air service, which harms consumers through upward pressure on fares and fewer markets being served, slows economic growth and negatively impacts jobs.

Source: A4A

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## Factors Affecting the Airline Industry Fuel Prices

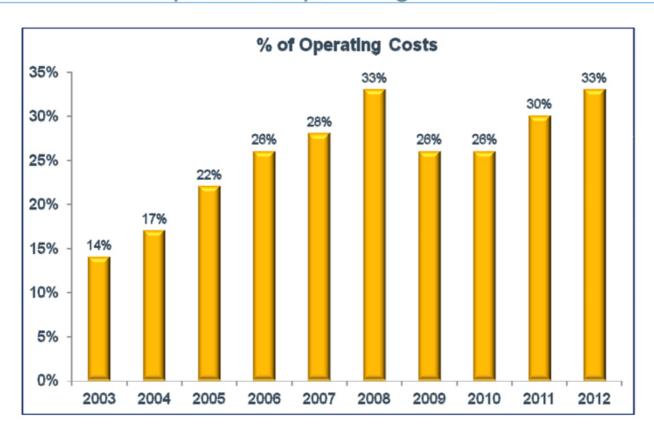




Source: IATA/A4A

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# Factors Affecting the Airline Industry Fuel Prices Impact on Operating Costs



Source: IATA

# Factors Affecting the Airline Industry Industry Consolidation

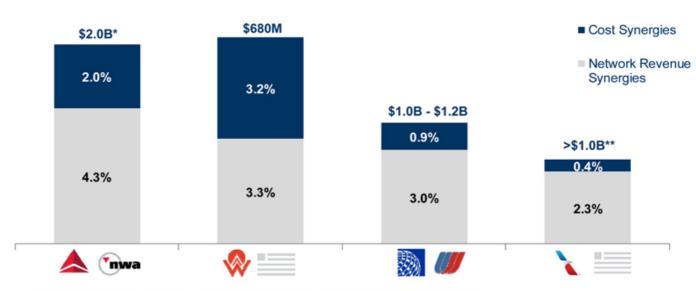


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# Factors Affecting the Airline Industry Industry Consolidation

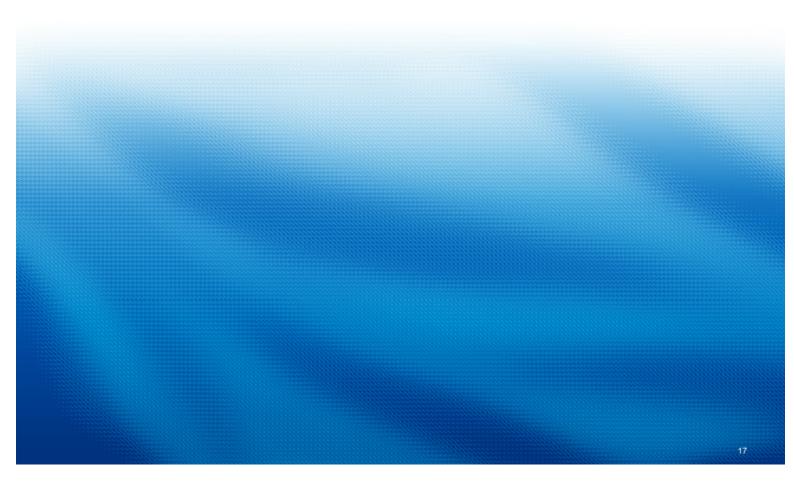
 Synergy estimates are conservative relative to targets established in precedent transactions





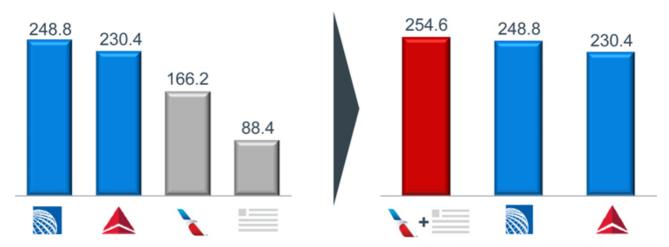
\*Delta/Northwest announced merger with \$1.1B in synergies and revised upward to \$2.0B after closing \*\* 2015 Synergies estimate

### **US Airways / AA Merger**



#### US Airways / AA Merger Global Network Carrier

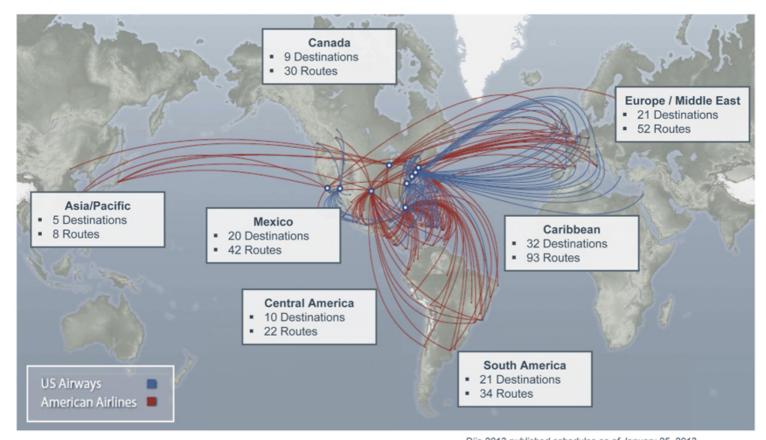
#### 2012 Consolidated Available Seat Miles



Source: Full Year 2012 Consolidated ASMs, as reported Southwest and others also provide competition in the marketplace

Combination will create three similarly sized, competitive global network carriers

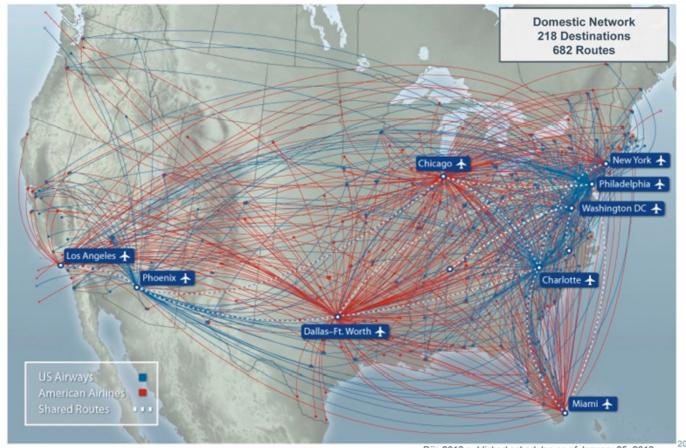
#### US Airways / AA Merger World Class Global Network



Diio 2013 published schedules as of January 25, 2013

### US Airways / AA Merger

### Complementary Domestic Network



Diio 2013 published schedules as of January 25, 2013

#### American and US Airways Bring Unique Destinations to Each Other's Customers

#### Asia/Pacific

Shanghai, CN Tokyo-Haneda, JP Tokyo-Narita, JP

Abilene, TX Alexandria, LA Amarillo, TX Aspen, CO Beaumont/Pt. Arthur, TX Bloomington, IL Brownsville, TX Champaign, IL College Station, TX Colorado Springs, CO Columbia, MO Columbus, GA Corpus Christi, TX Dubuque, IA Evansville, II Fargo, ND Flint, MI Fort Smith, AR Fort Wayne, IN Garden City, KS Grand Island, NE

Shreveport, LA Sioux City, IA Sioux Falls, SD Joplin, MO Kalamazoo, MI La Crosse, WI Lafayette, LA Lake Charles, LA Laredo, TX Lawton, OK Manhattan, KS Marquette, MI McAllen, TX Moline, IL

Monroe, LA

Rapid City, SD

Rochester, MN

Roswell, NM San Angelo, TX

Montrose, CO Oklahoma City, OK

Springfield, IL Springfield, MO Steamboat Springs, CO Texarkana, AR Toledo, OH Traverse City, MI Tulsa, OK Tyler, TX Vail/Eagle, CO Waco, TX Waterloo, IA Watertown, NY Wausau, WI Wichita Falls, TX Wichita, KS Kitchener, ON Aguascalientes, MX Chihuahua, MX Leon/Guanajuato, MX Monterrey, MX Puebla, MX Queretaro, MX San Luis Potosi, MX Veracruz, MX

Plant S. C. North America

> Akron/Canton, OH Albany, NY Allentown, PA Asheville, NC Augusta, GA Bakersfield, CA Bangor, ME Binghamton Boise, ID Burbank, CA Burlington, VT Daytona Beach, FL Erie, PA Fayetteville, NC Flagstaff, AZ Florence, SC Greenville, NC Hilton Head Island, SC Huntington, WV Ithaca, NY Jacksonville, NC Long Beach, CA Long Island-Macarthur, NY Lynchburg, VA Manchester, NH Martha's Vineyard, MA

Melbourne, FL Myrtle Beach, SC Nantucket, MA New Bern, NC New Haven, CT Newburgh, NY Newport News, VA Oakland, CA Portland, ME Providence, RI Salisbury, MD San Luis Obispo, CA Sarasota/Bradenton, FL Spokane, WA State College, PA Tri-Cities, TN Wilkes-Barre/Scranton, PA Williamsport, PA Wilmington, NC Yuma, AZ Edmonton, AB Halifax, NS Quebec, QX

Europe / Middle East

Amsterdam, NL Athens, GR Brussels, BE Glasgow, GB Lisbon, PT Munich, DE Shannon, IE Tel Aviv, IL Dusseldorf, DE Helsinki, FI Milan, IT

#### Central America

Guatemala City, GT Managua, NI ma City, PA Roatan, HN

Green Bay, WI

Houston-Hobby, TX Jackson Hole, WY

San Pedro Sula, HN San Salvador, SV

#### South America

Belo Horizonte, BR Bogota, CO Brasilia, BR Buenos Aires, AR Caracas, VE Guayaquil, EC La Paz, BO

Manaus, BR Maracaibo, VI Medellin, CO Montevideo, UY Recife, BR Salvador, BR Santa Cruz, BO Santiago, CL

#### Caribbean

Dominica, DM Fort De France, MQ George Town, BS enada, GD igston, JM La Romana, DO Marsh Harbour, BS

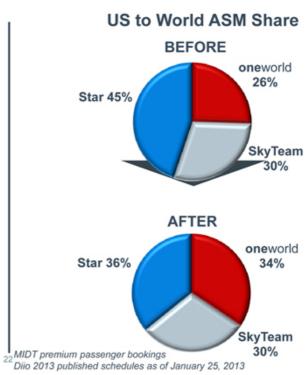
Pointe A Pitre, GP Port Au Prince, HT Port Of Spain, TT Puerto Plata, DO Santiago, DO Tortola, VG

130 Cities served by American but not by US Airways 62 Cities served by US Airways but not by American

#### US Airways / AA Merger A stronger **one**world alliance

- oneworld is the preferred alliance for premium customers
- A combination will create a more equal alliance share in the United States, offering robust competition in the global marketplace

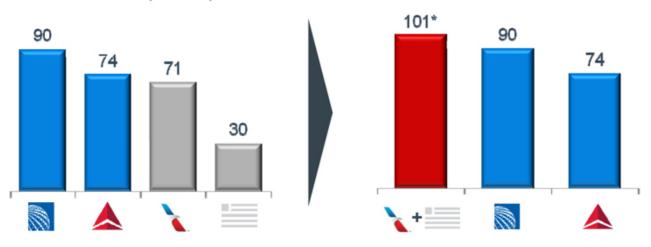




#### US Airways / AA Merger Creates the Industry's Largest Loyalty Program

- US Airways members join AAdvantage<sup>®</sup>, the first and best developed loyalty program in the world
- Members to benefit from improved opportunities to earn and redeem miles across the combined network

### **Total Frequent Flyer Program Members** (millions)



Source: Delta.com, United.com pulled on January 25, 2013
\* Subject to overlap between current programs
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#### **US Airways / AA Merger**

#### Right Aircraft in the Right Place at the Right Time

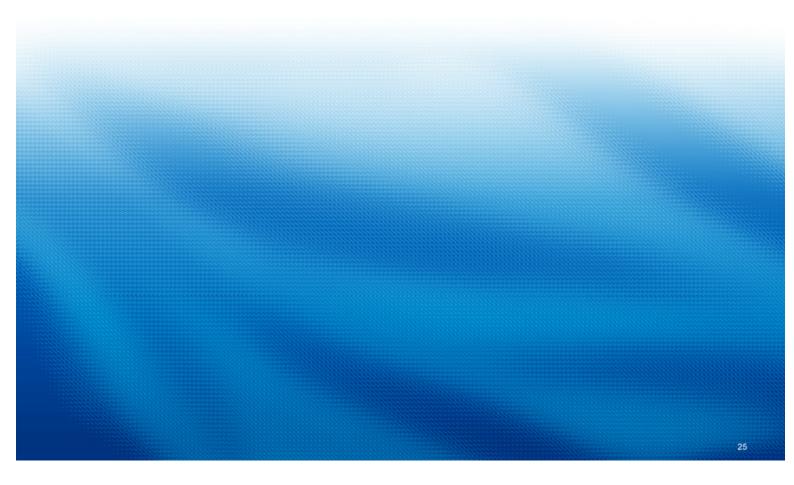


	E.		<b>€</b> +≣
Mainline Fleet			
Narrowbody	487	314	801
Widebody	<u>121</u>	<u>26</u>	<u>147</u>
Total Mainline	608	340	948
Regional Fleet	<u>281</u>	<u>282</u>	<u>563</u>
Total	889	622	1,511

In-Service Aircraft at year-end 2012; includes aircraft operated by other airlines under capacity purchase agreements

The new American Airlines will have one of the most modern and efficient fleets in the industry

### **American's Strategy to Compete**



### American's Strategy to Compete Strategic Building Blocks

- Broaden and deepen our alliance relationships through joint ventures and alliance expansion
- Concentrate our network and assets into five key markets and remain one of the world's largest airlines
- · Build a long-term fleet plan sufficient for both replacement and growth
- · Modernize our brand and products

## American's Strategy to Compete Network Growth through Alliances and Partnerships



American is part of the oneworld alliance

- · The Benefits of Alliances
  - · Global Network
    - Ability to offer customers more flights to more destinations than any one airline could alone
  - · Rewards and Privileges
    - Earn mileage rewards whenever you fly on oneworld partner airlines, using eligible fares and when you are ready to redeem your rewards, you can choose to do so across the entire oneworld network
  - Speed and Priority
    - · Seamless service across the network
    - Smooth transfer between partner airlines

# American's Strategy to Compete Network Growth through Alliances and Partnerships

AA's oneworld and Codeshare/Frequent Flyer Partners



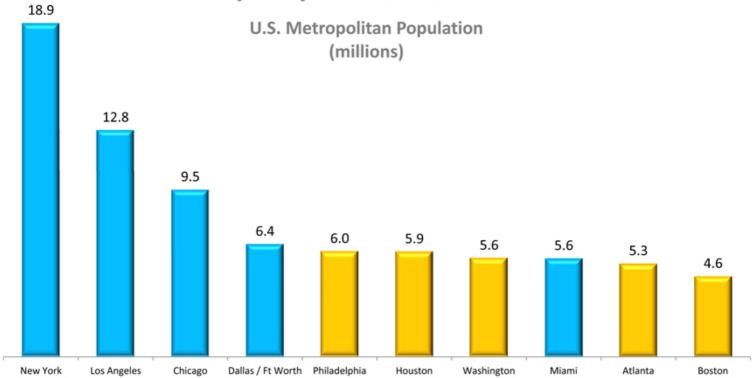
### American's Strategy to Compete

### Network Growth through Alliances and Partnerships

	Member Airlines	Destinations	Countries	Departures	Fleet Size	ASM Share
oneworld	13	841	155	8,837	2,473	26.0 %
A E A M.	19	1,000	187	15,465	4,150	30.0 %
STAR ALLIANCE	27	1,329	194	21,900	4,386	45.0 %

# American's Strategy to Compete Well Developed, Strategically Focused Network

#### 98% of AA's capacity is concentrated in its five hubs



## American's Strategy to Compete Well Developed, Strategically Focused Network

· Grow our route network with expanded service to more destinations worldwide

Grow international capacity from the current 38% of Available Seat Miles (ASMS)

to 44% by 2017

#### New Routes Added in 2012

Dallas - Milwaukee

Los Angeles – Washington, D.C.

Miami - Seattle

New York - Tokyo (HND)

Miami – Barcelona

Miami - Manaus

Miami - Asuncion

Miami – Roatan

#### **New Routes Announced for 2013**

Dallas - Seoul, Korea

Dallas – Lima, Peru

Dallas – Bogota, Colombia

Chicago – Dusseldorf, Germany

Los Angeles - Sao Paulo, Brazil

New York - Dublin, Ireland

New York - Rome, Italy

Miami – Pointe-A-Pitre, Guadeloupe

Miami – Fort de France, Martinique

Miami - Curitiba, Brazil

Miami - Porto Alegre, Brazil

Miami - San Diego

# American's Strategy to Compete Unique and Transformational Aircraft Order Plans

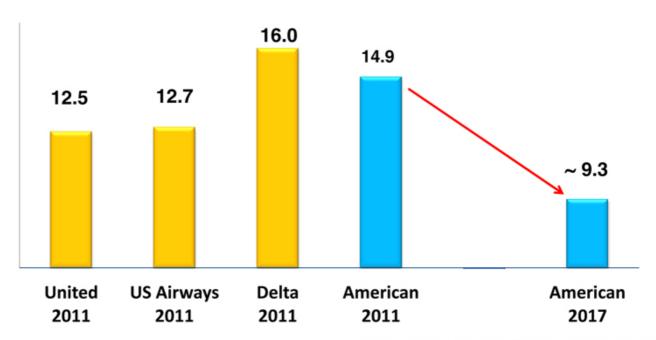




_	Firm Orders	Options
B737 Family	138	40
B737 Family MAX	100	60
B777 Family	16	
B787 Family	42	58
Total Boeing	296	158
A320 Family	130	85
A320 Family NEO	130	280
Total Airbus	260	365
N		
Grand Total	556	523

### American's Strategy to Compete Youngest Fleet in Just 5 Years

### Average Mainline YE Fleet Age (in years)



Source: Ascend; based on currently available/published Fleet Plans

### American's Strategy to Compete Brand Modernization



Inspired by our proud past, our new look symbolizes our passion for progress by incorporating the colors and symbols you've come to associate with American.



The new look and feel of our planes is a bold symbol of our origin and our name, while the updated exterior reflects the innovative spirit of modern America. The transformation continues on the inside, as we bring you a more modern, comfortable and connected experience throughout the entire aircraft.

### American's Strategy to Compete Product Investments Reflect Brand Modernization



Fleet Modernization – providing more comfort for our customers.

- Starting in 2013, every new American Airlines aircraft will offer personal in seat entertainment, wi-fi and power ports in every seat, seat-to-seat chat capability, live text news and weather updates, airport maps and connecting gate information
- A321 Transcontinental Coast to Coast benefits only airline with three class service and fully lie flat first and business class seats
- Main Cabin Extra new seating product that will offer four to six inches more leg room than a standard main cabin seat

### American's Strategy to Compete Product Investments Reflect Brand Modernization



Product Enhancements - providing more comfort and convenience for our customers.

- International Premium Experience It includes new china and flatware design, industry leading amenity kits for First and Business class, new menu selections and elevated onboard customer service.
- Travel Options new booking path on AA.com where customers can book competitive fares as well as add new combinations of products and services they value most. These choices give customers greater value, flexibility and convenience. Customization includes no change fee, one checked bag, priority boarding, same day standby and Aadvantage bonus miles.

### Case Study: Brazil



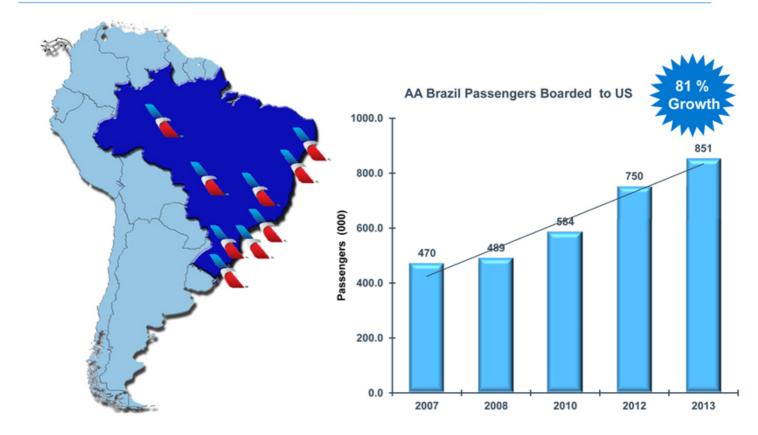
### Case Study: Brazil Country Overview

- Largest country in South America with a population of over 200 million people with a vast geographic footprint
- Now the sixth largest economy in the world by GDP, has a thriving economy and growing middle class
- Substantial oil and gas reserves continue to be discovered off Brazil's coast. Because of high oil prices, the country is enjoying an economic boom, which has led to rapid growth
- In 2002 airlines flew 34.3 million passengers on flights originating in Brazil.
   In 2012, airlines flew over 107.8 million passengers
- In 2012, 1.8 million Brazilians visited the United States, an 18% increase from 2011. By 2016, the number is estimated to climb to 2.8 million.
- · 86% of aviation traffic is domestic.

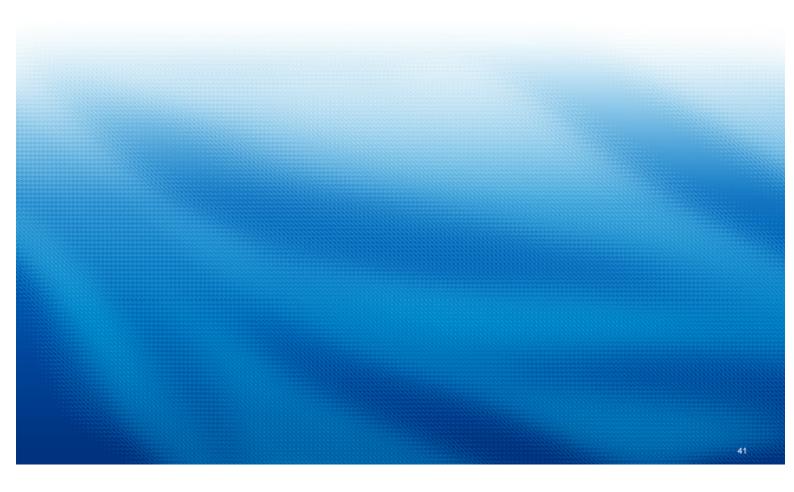
## Case Study: Brazil Our History

- We began service from Miami to Rio with continuing service to São Paulo in July 1990
- In 1991 we began service from New York-JFK to São Paulo and from Miami to both São Paulo and Rio
- In 1992 we began service from Dallas/Ft. Worth to São Paulo
- In 2008 we began service from Miami to Belo Horizonte, Recife and Salvador
- In 2010 we began service from Miami to Brasilia and from Dallas/Ft Worth and New York-JFK to Rio
- In 2012 we began service from Miami to Manaus
- In late 2013 we will begin service from Miami to Curitiba and Porto Alegre, for a total of 9 destinations to Brazil
- We have applied to begin service from Los-Angeles to São Paulo in late 2013 and from Chicago to São Paulo in late 2014

# Case Study: Brazil Our Passenger Growth in Brazil



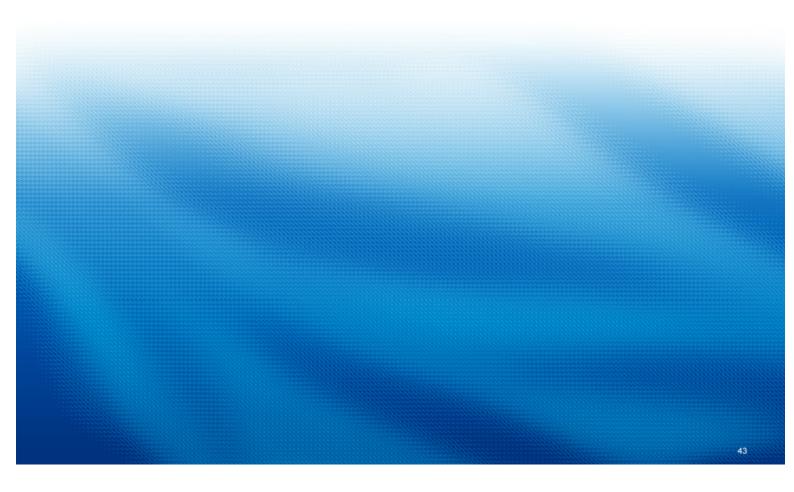
### **Opportunities**



## Case Study Brazil Opportunities

- Confederation Cup 2013, World Cup 2014, Olympic Games 2016
- TAM Codeshare
- Current US Policy to increase non-immigrant visas by 40%
  - U.S. opening two additional consular offices in Porto Alegre and Belo Horizonte
  - Waive low risk applications need for in person interview
  - Reduce wait times for appointments to no more than 3 weeks
- U.S. Visa Waiver Initiative
  - Would allow Brazilians to travel to the U.S. for up to 90 days without a visa.
  - Reciprocity is generally given when visa waiver status is granted, which would result in more Americans traveling to Brazil. This is of importance considering the World Cup in 2014 and the Olympics in 2016
- Open Skies
  - Agreement takes full effect in October of 2015
  - AA applied for additional frequencies enabling us to increase service from Miami to Brasilia and Belo Horizonte as well as introduce service from Miami to Manaus
  - Currently waiting for authorization to begin service to Porto Alegre and Curitiba from Miami in late 2013
  - Expanded international passenger and cargo flights to and from the U.S., promoting increased travel and trade

### Challenges



# Case Study Brazil Challenges

- · Slot restricted airports
- Airport infrastructure
- · 25% tariff increase on 100 imported goods
- Managing airline capacity

#### Case Study: Brazil Inaugural 777-300ER Dallas - Sao Paulo

 On January 31<sup>st</sup> American became the first U.S. carrier to fly the 777-300ER when it departed on its inaugural flight from Dallas/Fort Worth to Sao Paulo, highlighting the importance of Brazil to our global network.



