

Alaska	2002	2003	2004	2005	2006	2007	2008	2009
<b>FINANCIAL</b> (millions except stock price)								
Operating revenue [1]	\$1,883.3	\$2,027.4	\$2,233.0	\$2,416.1	\$2,676.1	\$2,788.5	\$2,920.5	\$2,717.6
Passenger revenue	\$1,667.8	\$1,840.4	\$2,023.6	\$2,183.0	\$2,453.1	\$2,547.2	\$2,643.7	\$2,438.8
Total operating expense [2]	\$1,905.6	\$2,038.0	\$2,228.2	\$2,406.5	\$2,560.1	\$2,553.3	\$2,976.1	\$2,459.9
Operating expense less fuel	\$1,648.3	\$1,731.3	\$1,756.2	\$1,779.9	\$1,803.1	\$1,815.8	\$1,813.7	\$1,910.9
Wage & benefit total expense (SEC)	\$703.4	\$781.5	\$799.7	\$737.4	\$771.0	\$767.4	\$758.5	\$854.2
Labor benefits expense	\$167.9	\$221.0	\$205.8	\$220.1	\$245.2	\$218.4	\$186.9	\$214.5
Wage/salary expense W2 (BTS)	\$535.5	\$560.5	\$593.9	\$517.3	\$525.8	\$549.0	\$571.6	\$639.7
Management salaries (general) (BTS) [13]	\$28.0	\$26.7	\$29.7	\$34.2	\$14.9	\$7.9	\$10.0	\$17.7
Pilot wage/salary expense (BTS)[3]	\$201.7	\$220.0	\$231.8	\$194.3	\$177.2	\$179.9	\$180.8	\$201.6
Flt Attendant wage/salary exp (BTS) [3]	\$58.3	\$62.6	\$66.3	\$66.2	\$74.0	\$80.1	\$81.0	\$99.9
Fuel & oil	\$257.3	\$306.7	\$472.0	\$626.6	\$757.0	\$737.5	\$1,162.4	\$549.0
Cash & equivalent (unrestricted) [17]	\$635.8	\$812.3	\$873.9	\$1,094.6	\$1,013.9	\$822.8	\$1,077.4	\$1,192.1
Long-term Debt [4] [17]	\$856.7	\$906.9	\$989.6	\$969.1	\$1,031.7	\$1,124.6	\$1,596.3	\$1,699.2
Net Debt (LT debt - Cash & equivalents) [16] [17]	\$220.9	\$94.6	\$115.7	-\$125.5	\$17.8	\$301.8	\$518.9	\$507.1
Total assets [17]	\$2,880.7	\$3,259.2	\$3,335.0	\$3,792.0	\$4,077.1	\$4,490.9	\$4,835.6	\$4,985.0
Operating income (loss) [5]	-\$22.3	-\$10.6	\$4.8	\$9.6	\$116.0	\$235.2	-\$55.6	\$257.7
Operating margin [9] [c]	-1.2%	-0.5%	0.2%	0.4%	4.3%	8.4%	-1.9%	9.5%
Net profit (loss) (GAAP per SEC) [6] [17]	-\$118.6	\$13.5	-\$15.3	-\$5.9	-\$52.6	\$124.3	-\$135.9	\$121.6
Median stock price [7]	\$23.8	\$23.6	\$26.2	\$31.7	\$37.7	\$32.8	\$19.9	\$25.1
<b>OPERATIONAL</b>								
ASM's (total)(million)	19,360	20,804	22,276	22,292	23,278	24,208	24,218	23,144
RPM's (million)	13,186	14,554	16,231	16,915	17,822	18,451	18,712	18,362
Load factor	68.1%	70.0%	72.9%	75.9%	76.6%	76.2%	77.3%	79.3%
Yield (cents)	12.65	12.65	12.47	12.91	13.76	13.81	14.13	13.28
RASM (operating)(cents) [c]	9.47	9.74	10.02	10.76	11.50	11.52	12.06	11.74
PRASM (passenger) (cents)	8.61	8.85	9.08	10.14	10.54	10.52	10.92	10.54
CASM (cents)	9.85	9.81	10.07	10.14	11.92	10.55	12.54	10.78
Passengers boarded (million)	14.154	15.047	16.295	16.759	17.165	17.558	16.809	15.561
Employees (mainline) BTS [8]	10,142	10,040	8,800	9,269	9,307	9,680	9,628	8,912
Flight Attendants (mainline) BTS [8]	1,905	2,032	2,312	2,203	2,321	2,410	2,329	2,216
Pilots (mainline) BTS [8]	1,329	1,348	1,440	1,331	1,367	1,385	1,361	1,236
General managers mainline) BTS [13]	45	44	9	48	11	12	12	8
RPM's per passenger (average one way) [c]	932	967	996	1,009	1,038	1,051	1,113	1,180
Aircraft block hours (daily average) (BTS)	1,078	1,133	1,193	1,274	1,221	1,238	1,206	1,116
Aircraft departures (daily average) (BTS)	485	495	510	493	497	499	465	414
Operating aircraft (SEC)	102	109	108	110	114	115	110	115
Fleet Age (average mainline in years)	9.1	8.8	9.6	10.1	9.1	8.3	7.3	7.5

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Wage/benefit % of operating revenue	37.3%	38.5%	35.8%	30.5%	28.8%	27.5%	26.0%	31.4%
Management salary % of operating revenue [13]	1.49%	1.32%	1.33%	1.41%	0.56%	0.28%	0.34%	0.65%
Pilot wage/salary % of operating revenue	10.71%	10.85%	10.38%	8.04%	6.62%	6.45%	6.19%	7.42%
FA wage/salary % of operating revenue	3.10%	3.09%	2.97%	2.74%	2.77%	2.87%	2.77%	3.68%
Fuel expense % of operating revenue	13.7%	15.1%	21.1%	25.9%	28.3%	26.4%	39.8%	20.2%
Cash & equiv % of operating revenue	33.8%	40.1%	39.1%	45.3%	37.9%	29.5%	36.9%	43.9%
Long-term Debt [17] % of operating revenue	45.5%	44.7%	44.3%	40.1%	38.6%	40.3%	54.7%	62.5%
Long-term Debt [17] % of assets [4]	29.7%	27.8%	29.7%	25.6%	25.3%	25.0%	33.0%	34.1%
Revenue per aircraft (x 100,000)	\$184.6	\$186.0	\$206.8	\$219.6	\$234.7	\$242.5	\$265.5	\$236.3
Revenue per employee (x 1,000)	\$185.7	\$201.9	\$253.8	\$260.7	\$287.5	\$288.1	\$303.3	\$304.9
Revenue per flight attendant (x 10,000)	\$98.9	\$99.8	\$96.6	\$109.7	\$115.3	\$115.7	\$125.4	\$122.6
Revenue per pilot (x 10,000)	\$141.7	\$150.4	\$155.1	\$181.5	\$195.8	\$201.3	\$214.6	\$219.9
ASM's per aircraft (million)	189.8	190.9	206.3	202.7	204.2	210.5	220.2	201.3
ASM's per employee (x 10,000)	190.9	207.2	253.1	240.5	250.1	250.1	251.5	259.7
ASM's per flight attendant (x 100,000)	101.6	102.4	96.3	101.2	100.3	100.4	104.0	104.4
ASM's per pilot (x 100,000)	145.7	154.3	154.7	167.5	170.3	174.8	177.9	187.2
Employees per aircraft (x 10)	9.9	9.2	8.1	8.4	8.2	8.4	8.8	7.7
Flight attendants per aircraft	18.7	18.6	21.4	20.0	20.4	21.0	21.2	19.3
Pilots per aircraft	13.0	12.4	13.3	12.1	12.0	12.0	12.4	10.7
Unit cost w/o fuel & wage/benefit (cents)	4.89	4.58	4.36	4.02	5.36	4.33	4.61	4.72
Unit cost without fuel (cents)	8.52	8.34	7.95	7.33	8.67	7.50	7.74	8.41
Unit cost w/o wage/benefit (cents)	6.22	6.05	6.48	6.83	8.61	7.38	9.41	7.09
Fuel expense per ASM (cents)	1.33	1.47	2.12	2.81	3.25	3.05	4.80	2.37
Total wage/benefit per ASM (cents)	3.63	3.76	3.59	3.31	3.31	3.17	3.13	3.69
Pilot wage/salary cost per ASM (cents)	1.04	1.06	1.04	0.87	0.76	0.74	0.75	0.87
FA wage/salary cost per ASM (cents)	0.30	0.30	0.30	0.30	0.32	0.33	0.33	0.43
Benefits per employee (average)	\$16,551	\$22,007	\$23,386	\$23,745	\$26,349	\$22,559	\$19,417	\$24,069
Employee wage/salary (average)	\$52,804	\$55,831	\$67,489	\$55,810	\$56,492	\$56,718	\$59,364	\$71,780
Employee benefit percentage (average)	23.9%	28.3%	25.7%	29.8%	31.8%	28.5%	24.6%	25.1%
Pilot wage/salary (average)	\$151,734	\$163,211	\$160,974	\$145,953	\$129,620	\$129,871	\$132,877	\$163,096
Flight attendant wage/salary (average)	\$30,603	\$30,794	\$28,671	\$30,032	\$31,884	\$33,236	\$34,795	\$45,084
Flight attendant % of employees	18.8%	20.2%	26.3%	23.8%	24.9%	24.9%	24.2%	24.9%
Pilot % of employees	13.1%	13.4%	16.4%	14.4%	14.7%	14.3%	14.1%	13.9%
Passengers per employee (average)	1,396	1,499	1,852	1,808	1,844	1,814	1,746	1,746
Passengers per flight attendant (x 10)(average)	743	741	705	761	740	729	722	702
Passenger fare (average one way)[10]	\$117.83	\$122.31	\$124.19	\$130.26	\$142.91	\$145.07	\$157.28	\$156.73
Operating expense per pass less labor & fuel	\$66.76	\$63.12	\$58.70	\$62.21	\$60.13	\$59.71	\$62.78	\$67.91
Fuel expense per passenger (o/w)	\$18.18	\$20.38	\$28.97	\$37.39	\$44.10	\$42.00	\$69.15	\$35.28
Labor cost per passenger (o/w)	\$49.70	\$51.94	\$49.08	\$44.00	\$44.92	\$43.71	\$45.12	\$54.89
Management salary cost per passenger (o/w) [13]	\$1.98	\$1.77	\$1.82	\$2.04	\$0.87	\$0.45	\$0.60	\$1.14
Management salary % of average o/w fare [13]	1.68%	1.45%	1.47%	1.57%	0.61%	0.31%	0.38%	0.72%
Pilot wage/salary cost per passenger (o/w)	\$14.25	\$14.62	\$14.23	\$11.59	\$10.32	\$10.24	\$10.76	\$12.95
Pilot wage/salary % of average o/w fare	12.1%	12.0%	11.5%	8.9%	7.2%	7.1%	6.8%	8.3%
FA wage/salary cost per passenger (o/w)	\$4.12	\$4.16	\$4.07	\$3.95	\$4.31	\$4.56	\$4.82	\$6.42
FA wage/salary % average o/w fare	3.5%	3.4%	3.3%	3.0%	3.0%	3.1%	3.1%	4.1%
Operating income (loss) per pass (avg o/w) [11]	-\$1.57	-\$0.70	\$0.29	\$0.57	\$6.76	\$13.40	-\$3.31	\$16.56