

Delta ^[20]	(Bankruptcy Sep 2005 - Apr 2007)							
	2002	2003	2004	2005	2006	2007	2008	2009
FINANCIAL (millions except stock price)								
Operating revenue [1]	\$13,305	\$13,303	\$12,325	\$12,966	\$13,679	\$14,984	\$15,529	\$22,778
Passenger revenue	\$10,749	\$10,393	\$10,880	\$11,399	\$11,640	\$12,758	\$13,767	\$18,522
Total operating expense [2]	\$14,614	\$14,089	\$18,310	\$14,571	\$14,818	\$14,906	\$15,587	\$22,173
Operating expense less fuel	\$12,931	\$12,151	\$15,386	\$10,300	\$10,499	\$10,220	\$9,260	\$14,789
Wage & benefit total expense (SEC)	\$6,165	\$6,342	\$6,338	\$5,058	\$4,128	\$4,189	\$4,802	\$6,838
Labor benefits expense	\$1,994	\$2,293	\$2,392	\$2,057	\$1,697	\$1,365	\$2,140	\$2,294
Wage/salary expense W2 (BTS)	\$4,171	\$4,049	\$3,946	\$3,001	\$2,431	\$2,824	\$2,662	\$4,544
Management salaries (general) (BTS) [13]	\$67	\$73	\$49	\$35	\$22	\$30	\$43	\$25
Pilot wage/salary expense (BTS)[3]	\$1,400	\$1,412	\$1,421	\$961	\$726	\$760	\$803	\$1,488
Flt Attendant wage/salary exp (BTS) [3]	\$624	\$580	\$579	\$481	\$387	\$403	\$435	\$704
Fuel & oil	\$1,683	\$1,938	\$2,924	\$4,271	\$4,319	\$4,686	\$6,327	\$7,384
Cash & equivalent (unrestricted) [17]	\$1,969	\$2,710	\$1,799	\$2,008	\$2,648	\$2,786	\$4,467	\$4,678
Long-term Debt [4] [17]	\$10,174	\$11,538	\$13,005	in bankruptcy		\$7,986	\$15,411	\$15,665
Net Debt (LT debt - Cash & equivalents) [16] [17]	\$8,205	\$8,828	\$11,206	in bankruptcy		\$5,200	\$10,944	\$10,987
Total assets [17]	\$24,720	\$26,356	\$21,801	\$20,039	\$19,622	\$32,423	\$45,084	\$43,539
Operating income (loss) [5]	-\$1,309	-\$786	-\$5,985	-\$1,605	-\$1,139	\$78	-\$58	\$605
Operating margin [9] [c]	-9.8%	-5.9%	-48.6%	-12.4%	-8.3%	0.5%	-0.4%	2.7%
Net profit (loss) (GAAP per SEC) [6] [17]	-\$1,287	-\$790	-\$5,198	in bankruptcy		\$1,612	-\$8,922	-\$1,237
Median stock price [7]	\$22.4	\$10.8	\$8.0	\$3.7	bk	\$18.0	\$11.5	\$8.1
OPERATIONAL								
ASM's (total)(million)	131,140	120,462	129,974	133,936	125,480	127,749	128,979	197,723
International ASM's (million)	n/d	27,389	31,448	35,500	43,000	49,281	56,341	90,165
International % of ASM capacity [c]	n/d	22.7%	24.2%	26.5%	34.3%	38.6%	43.7%	45.6%
RPM's (million)	94,967	89,432	98,280	103,742	98,911	103,452	105,700	163,706
Load factor	72.4%	74.2%	75.7%	77.5%	78.9%	81.0%	82.0%	82.8%
Yield (cents)	11.32	11.62	11.07	10.99	11.77	12.33	13.02	11.31
RASM (operating)(cents) [c]	10.15	11.04	9.48	9.68	10.90	11.73	12.04	11.52
PRASM (passenger) (cents)	8.69	9.17	9.09	9.33	10.56	9.99	10.67	9.37
CASM (cents)	10.31	10.21	10.38	10.88	10.37	10.20	12.09	11.21
Passengers boarded (million)	90.799	84.076	86.755	85.973	73.524	73.677	71.728	108.969
Employees (mainline) BTS [8]	65,319	58,945	57,558	52,231	45,562	47,286	47,420	76,200
Flight Attendants (mainline) BTS [8]	14,804	12,760	12,781	12,015	10,454	10,921	11,742	17,985
Pilots (mainline) BTS [8]	8,074	7,155	6,786	6,181	5,706	5,904	6,391	10,785
General managers mainline) BTS [13]	203	177	185	153	127	142	258	390
RPM's per passenger (average one way) [c]	1,046	1,064	1,133	1,207	1,345	1,404	1,474	1,502
Aircraft block hours (daily average) (BTS)	5,476	4,897	5,298	5,270	4,737	4,817	4,797	7,387
Aircraft departures (daily average) (BTS)	2,264	1,931	2,008	1,927	1,570	1,514	1,455	2,325
Operating aircraft (SEC)	624	551	533	480	440	446	434	740
% of wide body aircraft (2 aisles)	26.1%	23.7%	24.6%	24.2%	25.5%	24.4%	20.4%	20.8%

Delta	2002	2003	2004	2005	2006	2007	2008	2009
Wage/benefit % of operating revenue	46.3%	47.7%	51.4%	39.0%	30.2%	28.0%	30.9%	30.0%
Management salary % of operating revenue [13]	0.51%	0.55%	0.40%	0.27%	0.16%	0.20%	0.28%	0.11%
Pilot wage/salary % of operating revenue	10.52%	10.62%	11.53%	7.41%	5.31%	5.07%	5.17%	6.53%
FA wage/salary % of operating revenue	4.69%	4.36%	4.70%	3.71%	2.83%	2.69%	2.80%	3.09%
Fuel expense % of operating revenue	12.6%	14.6%	23.7%	32.9%	31.6%	31.3%	40.7%	32.4%
Cash & equiv % of operating revenue	14.8%	20.4%	14.6%	15.5%	19.4%	18.6%	28.8%	20.5%
Long-term Debt [17] % of operating revenue	76.5%	86.7%	105.5%			53.3%	99.2%	68.8%
Long-term Debt [17] % of assets [4]	41.2%	43.8%	59.7%			24.6%	34.2%	36.0%
Revenue per aircraft (x 100,000)	\$213.2	\$241.4	\$231.2	\$270.1	\$310.9	\$336.0	\$357.8	\$307.8
Revenue per employee (x 1,000)	\$203.7	\$225.7	\$214.1	\$248.2	\$300.2	\$316.9	\$327.5	\$298.9
Revenue per flight attendant (x 10,000)	\$89.9	\$104.3	\$96.4	\$107.9	\$130.8	\$137.2	\$132.3	\$126.6
Revenue per pilot (x 10,000)	\$164.8	\$185.9	\$181.6	\$209.8	\$239.7	\$253.8	\$243.0	\$211.2
ASM's per aircraft (million)	210.2	218.6	243.9	279.0	285.2	286.4	297.2	267.2
ASM's per employee (x 10,000)	200.8	204.4	225.8	256.4	275.4	270.2	272.0	259.5
ASM's per flight attendant (x 100,000)	88.6	94.4	101.7	111.5	120.0	117.0	109.8	109.9
ASM's per pilot (x 100,000)	162.4	168.4	191.5	216.7	219.9	216.4	201.8	183.3
Employees per aircraft (x 10)	10.5	10.7	10.8	10.9	10.4	10.6	10.9	10.3
Flight attendants per aircraft	23.7	23.2	24.0	25.0	23.8	24.5	27.1	24.3
Pilots per aircraft	12.9	13.0	12.7	12.9	13.0	13.2	14.7	14.6
Unit cost w/o fuel & wage/benefit (cents)	4.33	3.34	3.25	3.91	3.64	3.25	3.46	4.02
Unit cost without fuel (cents)	9.03	8.60	8.13	7.69	6.93	6.53	7.18	7.48
Unit cost w/o wage/benefit (cents)	5.61	4.95	5.50	7.10	7.08	6.92	8.36	7.75
Fuel expense per ASM (cents)	1.28	1.61	2.25	3.19	3.44	3.67	4.91	3.73
Total wage/benefit per ASM (cents)	4.70	5.26	4.88	3.78	3.29	3.28	3.72	3.46
Pilot wage/salary cost per ASM (cents)	1.07	1.17	1.09	0.72	0.58	0.60	0.62	0.75
FA wage/salary cost per ASM (cents)	0.48	0.48	0.45	0.36	0.31	0.32	0.34	0.36
Benefits per employee (average)	\$30,529	\$38,901	\$41,564	\$39,379	\$37,243	\$28,859	\$45,127	\$30,100
Employee wage/salary (average)	\$63,854	\$68,691	\$68,551	\$57,460	\$53,359	\$59,729	\$56,138	\$59,638
Employee benefit percentage (average)	32.3%	36.2%	37.7%	40.7%	41.1%	32.6%	44.6%	33.5%
Pilot wage/salary (average)	\$173,365	\$197,380	\$209,330	\$155,532	\$127,268	\$128,754	\$125,616	\$137,948
Flight attendant wage/salary (average)	\$42,158	\$45,441	\$45,333	\$40,037	\$37,039	\$36,932	\$37,038	\$39,161
Flight attendant % of employees	22.7%	21.6%	22.2%	23.0%	22.9%	23.1%	24.8%	23.6%
Pilot % of employees	12.4%	12.1%	11.8%	11.8%	12.5%	12.5%	13.5%	14.2%
Passengers per employee (average)	1,390	1,426	1,507	1,646	1,614	1,558	1,513	1,430
Passengers per flight attendant (x 10)(average)	613	659	679	716	703	675	611	606
Passenger fare (average one way)[10]	\$118.38	\$123.61	\$125.41	\$132.59	\$158.32	\$173.16	\$191.93	\$169.98
Operating expense per pass less labor & fuel	\$74.52	\$69.09	\$104.29	\$60.97	\$86.65	\$81.86	\$62.16	\$72.97
Fuel expense per passenger (o/w)	\$18.54	\$23.05	\$33.70	\$49.68	\$58.74	\$63.60	\$88.20	\$67.76
Labor cost per passenger (o/w)	\$67.90	\$75.43	\$73.06	\$58.83	\$56.14	\$56.86	\$66.95	\$62.75
Management salary cost per passenger (o/w) [13]	\$0.74	\$0.87	\$0.56	\$0.41	\$0.30	\$0.41	\$0.60	\$0.23
Management salary % of average o/w fare [13]	0.63%	0.71%	0.45%	0.31%	0.19%	0.23%	0.31%	0.13%
Pilot wage/salary cost per passenger (o/w)	\$15.42	\$16.80	\$16.37	\$11.18	\$9.88	\$10.32	\$11.19	\$13.65
Pilot wage/salary % of average o/w fare	13.0%	13.6%	13.1%	8.4%	6.2%	6.0%	5.8%	8.0%
FA wage/salary cost per passenger (o/w)	\$6.87	\$6.90	\$6.68	\$5.60	\$5.27	\$5.47	\$6.06	\$6.46
FA wage/salary % average o/w fare	5.8%	5.6%	5.3%	4.2%	3.3%	3.2%	3.2%	3.8%
Operating income (loss) per pass (avg o/w) [11]	-\$14.42	-\$9.35	-\$68.99	-\$18.67	-\$15.49	\$1.06	-\$0.81	\$5.55