

Northwest [21]	(Bankruptcy Sep 2005 - May 2007)						
	2002	2003	2004	2005	2006	2007	2008
<b>FINANCIAL</b> (millions except stock price)							
Operating revenue [1]	\$9,489	\$9,217	\$10,196	\$10,951	\$11,169	\$11,688	\$10,903
Passenger revenue	\$7,823	\$7,632	\$8,432	\$8,902	\$9,230	\$9,428	\$9,386
Total operating expense [2]	\$10,335	\$9,775	\$10,574	\$11,629	\$10,422	\$10,165	\$12,237
Operating expense less fuel	\$8,896	\$8,221	\$8,371	\$8,497	\$7,036	\$6,787	\$6,986
Wage & benefit total expense (SEC)	\$3,878	\$3,905	\$3,796	\$3,721	\$2,662	\$2,568	\$2,702
Labor benefits expense	\$1,083	\$1,200	\$1,121	\$1,329	\$941	\$686	\$814
Wage/salary expense W2 (BTS)	\$2,795	\$2,705	\$2,675	\$2,392	\$1,721	\$1,882	\$1,888
Management salaries (general) (BTS) [13]	\$40	\$53	\$58	\$52	\$39	\$81	\$101
Pilot wage/salary expense (BTS)[3]	\$819	\$828	\$836	\$717	\$533	\$573	\$525
Fit Attendant wage/salary exp (BTS) [3]	\$345	\$356	\$373	\$375	\$266	\$274	\$262
Fuel & oil	\$1,439	\$1,554	\$2,203	\$3,132	\$3,386	\$3,378	\$5,251
Cash & equivalent (unrestricted) [17]	\$2,197	\$2,757	\$2,459	\$1,862	\$2,482	\$3,759	\$2,264
Long-term Debt [4] [17]	\$6,982	\$8,285	\$8,772		In bankruptcy	\$6,639	\$6,769
Net Debt (LT debt - Cash & equivalents) [16] [17]	\$4,785	\$5,528	\$6,313		In bankruptcy	\$2,880	\$4,506
Total assets [17]	\$13,184	\$14,008	\$14,042	\$13,083	\$13,215	\$24,517	\$20,024
Operating income (loss) [5]	-\$846	-\$558	-\$378	-\$678	\$747	\$1,523	-\$1,333
Operating margin [9] [c]	-8.9%	-6.1%	-3.7%	-6.2%	6.7%	13.0%	-12.2%
Net profit (loss) (GAAP per SEC) [6] [17]	-\$798	\$248	-\$862		In bankruptcy	\$764	-\$5,987
Median stock price [7]	\$12.8	\$10.1	\$10.1		In bankruptcy	\$20.3	
<b>OPERATIONAL</b>							
ASM's (total)(million)	93,417	88,593	91,378	91,775	85,603	86,310	83,882
International ASM's (million)	37,202	34,101	35,241	36,566	34,766	36,461	38,840
International % of ASM capacity [c]	39.8%	38.5%	38.6%	39.8%	40.6%	42.2%	46.3%
RPM's (million)	72,027	68,476	73,312	75,820	72,606	72,924	71,216
Load factor	77.1%	77.3%	80.2%	82.6%	84.8%	84.7%	84.9%
Yield (cents)	10.86	11.15	11.5	11.74	12.71	12.93	13.18
RASM (operating)(cents) [c]	10.16	10.40	11.16	11.93	13.05	13.54	13.00
PRASM (passenger) (cents)	8.37	8.61	9.23	9.7	10.78	10.94	11.19
CASM (cents)	9.50	9.87	10.62	11.53	10.95	10.75	14.59
Passengers boarded (million)	52.70	51.87	55.37	56.47	54.84	53.68	53.68
Employees (mainline) BTS [8]	44,718	39,733	38,454	35,985	30,729	29,619	29,124
Flight Attendants (mainline) BTS [8]	9,243	8,403	8,636	8,860	7,869	7,680	7,298
Pilots (mainline) BTS [8]	5,534	5,112	4,942	4,995	4,531	4,340	4,345
General managers mainline) BTS [13]	52	47	44	43	42	41	42
RPM's per passenger (average one way) [c]	1,367	1,320	1,324	1,343	1,324	1,359	1,327
Aircraft block hours (daily average) (BTS)	3,859	3,722	3,842	3,785	3,509	3,490	3,205
Aircraft departures (daily average) (BTS)	1,551	1,516	1,544	1,473	1,342	1,283	1,119
Operating aircraft (SEC)	439	430	435	379	371	356	319
% of wide body aircraft (2 aisles)	15.5%	14.4%	15.6%	17.2%	15.9%	17.1%	17.1%
Fleet Age (average mainline in years)	18.8	18.0	18.3	17.6	17.6	17.5	

<b>Northwest</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
Wage/benefit % of operating revenue	40.9%	42.4%	37.2%	34.0%	23.8%	22.0%	24.8%
Management salary % of operating revenue [13]	0.42%	0.57%	0.57%	0.48%	0.35%	0.69%	0.93%
Pilot wage/salary % of operating revenue	8.64%	8.98%	8.20%	6.55%	4.77%	4.90%	4.81%
FA wage/salary % of operating revenue	3.64%	3.87%	3.66%	3.42%	2.38%	2.34%	2.41%
Fuel expense % of operating revenue	15.2%	16.9%	21.6%	28.6%	30.3%	28.9%	48.2%
Cash & equiv % of operating revenue	23.2%	29.9%	24.1%	17.0%	22.2%	32.2%	20.8%
Long-term Debt [17] % of operating revenue	73.6%	89.9%	86.0%			56.8%	62.1%
Long-term Debt [17] % of assets [4]	53.0%	59.1%	62.5%			27.1%	33.8%
Revenue per aircraft (x 100,000)	\$216.2	\$214.3	\$234.4	\$288.9	\$301.1	\$328.3	\$341.8
Revenue per employee (x 1,000)	212.2	232.0	265.1	304.3	363.5	394.6	374.4
Revenue per flight attendant (x 10,000)	102.7	109.7	118.1	123.6	141.9	152.2	149.4
Revenue per pilot (x 10,000)	171.5	180.3	206.3	219.2	246.5	269.3	250.9
ASM's per aircraft (million)	212.8	206.0	210.1	242.2	230.7	242.4	263.0
ASM's per employee (x 10,000)	208.9	223.0	237.6	255.0	278.6	291.4	288.0
ASM's per flight attendant (x 100,000)	101.1	105.4	105.8	103.6	108.8	112.4	114.9
ASM's per pilot (x 100,000)	168.8	173.3	184.9	183.7	188.9	198.9	193.1
Employees per aircraft (x 10)	10.2	9.2	8.8	9.5	8.3	8.3	9.1
Flight attendants per aircraft	21.1	19.5	19.9	23.4	21.2	21.6	22.9
Pilots per aircraft	12.6	11.9	11.4	13.2	12.2	12.2	13.6
Unit cost w/o fuel & wage/benefit (cents)	3.81	3.71	4.05	4.06	3.88	3.86	5.11
Unit cost without fuel (cents)	7.96	8.12	8.21	8.12	6.99	6.84	8.33
Unit cost w/o wage/benefit (cents)	5.35	5.46	6.47	7.48	7.84	7.77	11.37
Fuel expense per ASM (cents)	1.54	1.75	2.41	3.41	3.96	3.91	6.26
Total wage/benefit per ASM (cents)	4.15	4.41	4.15	4.05	3.11	2.98	3.22
Pilot wage/salary cost per ASM (cents)	0.88	0.93	0.92	0.78	0.62	0.66	0.63
FA wage/salary cost per ASM (cents)	0.37	0.40	0.41	0.41	0.31	0.32	0.31
Benefits per employee (average)	\$24,225	\$30,207	\$29,156	\$36,939	\$30,632	\$23,155	\$27,936
Employee wage/salary (average)	\$62,496	\$68,074	\$69,560	\$66,465	\$55,996	\$63,546	\$64,842
Employee benefit percentage (average)	27.9%	30.7%	29.5%	35.7%	35.4%	26.7%	30.1%
Pilot wage/salary (average)	\$148,084	\$161,931	\$169,208	\$143,618	\$117,556	\$132,009	\$120,798
Flight attendant wage/salary (average)	\$37,331	\$42,425	\$43,184	\$42,329	\$33,747	\$35,674	\$35,938
Flight attendant % of employees	20.7%	21.1%	22.5%	24.6%	25.6%	25.9%	25.1%
Pilot % of employees	12.4%	12.9%	12.9%	13.9%	14.7%	14.7%	14.9%
Passengers per employee (average)	1,178	1,305	1,440	1,569	1,785	1,812	1,843
Passengers per flight attendant (x 10)(average)	570	617	641	637	697	699	736
Passenger fare (average one way)[10]	\$148.44	\$147.15	\$152.28	\$157.64	\$168.31	\$175.64	\$174.85
Operating expense per pass less labor & fuel	\$95.22	\$83.22	\$82.62	\$84.58	\$79.76	\$78.60	\$79.80
Fuel expense per passenger (o/w)	\$27.31	\$29.96	\$39.78	\$55.46	\$61.74	\$62.93	\$97.83
Labor cost per passenger (o/w)	\$73.59	\$75.29	\$68.55	\$65.89	\$48.54	\$47.84	\$50.34
Management salary cost per passenger (o/w) [13]	\$0.75	\$1.02	\$1.05	\$0.92	\$0.72	\$1.51	\$1.88
Management salary % of average o/w fare [13]	0.51%	0.69%	0.69%	0.59%	0.43%	0.86%	1.08%
Pilot wage/salary cost per passenger (o/w)	\$15.55	\$15.96	\$15.10	\$12.70	\$9.71	\$10.67	\$9.78
Pilot wage/salary % of average o/w fare	10.5%	10.8%	9.9%	8.1%	5.8%	6.1%	5.6%
FA wage/salary cost per passenger (o/w)	\$6.55	\$6.87	\$6.73	\$6.64	\$4.84	\$5.10	\$4.89
FA wage/salary % average o/w fare	4.4%	4.7%	4.4%	4.2%	2.9%	2.9%	2.8%
Operating income (loss) per pass (avg o/w) [11]	-\$16.05	-\$10.76	-\$6.83	-\$12.01	\$13.62	\$28.37	-\$24.84