

Southwest	2002	2003	2004	2005	2006	2007	2008	2009
<b>FINANCIAL</b> (millions except stock price)								
Operating revenue [1]	\$5,522	\$5,937	\$6,530	\$7,584	\$9,086	\$9,861	\$11,023	\$10,350
Passenger revenue	\$5,341	\$5,741	\$6,280	\$7,279	\$8,750	\$9,457	\$10,549	\$9,892
Total operating expense [2]	\$5,181	\$5,558	\$6,126	\$6,859	\$8,152	\$9,070	\$10,574	\$10,088
Operating expense less fuel	\$4,419	\$4,728	\$5,126	\$5,518	\$6,014	\$6,380	\$6,861	\$7,044
Wage & benefit total expense (SEC)	\$1,993	\$2,224	\$2,578	\$2,782	\$3,052	\$3,213	\$3,340	\$3,468
Labor benefits expense	\$528	\$621	\$790	\$822	\$901	\$857	\$838	\$831
Wage/salary expense W2 (BTS)	\$1,465	\$1,603	\$1,788	\$1,960	\$2,151	\$2,356	\$2,502	\$2,637
Management salaries (general) (BTS) [12]	\$114	\$123	\$133	\$141	\$160	\$158	\$169	\$42
Pilot wage/salary expense (BTS)[3]	\$466	\$523	\$607	\$714	\$804	\$887	\$965	\$993
Flt Attendant wage/salary exp (BTS) [3]	\$198	\$219	\$251	\$283	\$314	\$368	\$408	\$440
Fuel & oil	\$762	\$830	\$1,000	\$1,341	\$2,138	\$2,690	\$3,713	\$3,044
Cash & equivalent (unrestricted)	\$1,815	\$1,865	\$1,305	\$2,531	\$1,759	\$2,779	\$1,803	\$2,593
Long-term Debt [4]	\$1,553	\$1,332	\$1,700	\$1,394	\$1,567	\$2,050	\$3,498	\$3,325
Net Debt (LT debt - Cash & equivalents) [16]	-\$262	-\$533	\$395	-\$1,137	-\$192	-\$729	\$1,695	\$732
Total assets	\$8,954	\$9,878	\$11,337	\$14,003	\$13,460	\$16,772	\$14,068	\$14,269
Operating income (loss) [5]	\$341	\$379	\$404	\$725	\$934	\$791	\$449	\$262
Operating margin [9] [c]	6.2%	6.4%	6.2%	9.6%	10.3%	8.0%	4.1%	2.5%
Net profit (loss) (per SEC) [6]	\$241	\$442	\$313	\$484	\$499	\$645	\$178	\$99
Median stock price [7]	\$16.0	\$15.5	\$15.0	\$15.0	\$16.4	\$14.5	\$11.9	\$8.4
<b>OPERATIONAL</b>								
ASM's (total)(million)	68,887	71,790	76,861	85,173	92,663	99,636	103,271	98,002
RPM's (million)	45,392	47,943	53,418	60,223	67,691	72,319	73,492	74,457
Load factor	65.9%	66.8%	69.5%	70.7%	73.1%	72.6%	71.2%	76.0%
Yield (cents)	11.77	11.97	11.76	12.09	12.93	13.08	14.35	13.29
RASM (operating)(cents) [c]	8.02	8.27	8.50	8.90	9.81	9.90	10.67	10.56
PRASM (passenger) (cents)	7.75	8.00	8.17	8.55	9.44	9.49	10.21	10.09
CASM (cents)	7.52	7.74	7.97	8.05	8.80	9.10	10.24	10.29
Passengers boarded (million)	63.046	65.674	70.903	77.694	83.815	88.713	88.529	86.310
Employees (mainline) BTS [8]	33,421	33,360	31,675	31,543	32,167	33,680	34,680	34,874
Flight Attendants (mainline) BTS [8]	6,302	5,992	6,155	6,727	7,056	7,425	7,692	9,401
Pilots (mainline) BTS [8]	3,966	4,022	4,197	4,535	4,845	5,317	5,588	5,634
General managers mainline) BTS [12] [13]	1,883	1,838	1,829	1,809	1,825	1,797	1,937	210
RPM's per passenger (average one way) [c]	720	730	753	775	808	815	830	863
Aircraft block hours (daily average) (BTS)	3,990	4,117	4,404	4,809	5,181	5,593	5,853	5,551
Aircraft departures (daily average) (BTS)	2,598	2,604	2,692	2,821	2,995	3,182	3,267	3,086
Operating aircraft (SEC)	375	388	417	445	481	520	537	537
Fleet Age (average mainline in years)	9.2	9.6	9.0	9.1	9.3	9.4	10.1	10.5

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Wage/benefit % of operating revenue	36.1%	37.5%	39.5%	36.7%	33.6%	32.6%	30.3%	33.5%
Management salary % of operating revenue [12]	2.07%	2.08%	2.04%	1.85%	1.76%	1.61%	1.53%	0.41%
Pilot wage/salary % of operating revenue	8.44%	8.81%	9.29%	9.41%	8.85%	8.99%	8.76%	9.59%
FA wage/salary % of operating revenue	3.59%	3.69%	3.84%	3.73%	3.46%	3.74%	3.70%	4.25%
Fuel expense % of operating revenue	13.8%	14.0%	15.3%	17.7%	23.5%	27.3%	33.7%	29.4%
Cash & equiv % of operating revenue	32.9%	31.4%	20.0%	33.4%	19.4%	28.2%	16.4%	25.1%
Long-term Debt % of operating revenue	28.1%	22.4%	26.0%	18.4%	17.2%	20.8%	31.7%	32.1%
Long-term Debt % of assets [4]	17.3%	13.5%	15.0%	10.0%	11.6%	12.2%	24.9%	23.3%
Revenue per aircraft (x 100,000)	\$147.3	\$153.0	\$156.6	\$170.4	\$188.9	\$189.6	\$205.3	\$192.7
Revenue per employee (x 1,000)	\$165.2	\$178.0	\$206.2	\$240.4	\$282.5	\$292.8	\$317.8	\$296.8
Revenue per flight attendant (x 10,000)	\$87.6	\$99.1	\$106.1	\$112.7	\$128.8	\$132.8	\$143.3	\$110.1
Revenue per pilot (x 10,000)	\$139.2	\$147.6	\$155.6	\$167.2	\$187.5	\$185.5	\$197.3	\$183.7
ASM's per aircraft (million)	183.7	185.0	184.3	191.4	192.6	191.6	192.3	182.5
ASM's per employee (x 10,000)	206.1	215.2	242.7	270.0	288.1	295.8	297.8	281.0
ASM's per flight attendant (x 100,000)	109.3	119.8	124.9	126.6	131.3	134.2	134.3	104.2
ASM's per pilot (x 100,000)	173.7	178.5	183.1	187.8	191.3	187.4	184.8	173.9
Employees per aircraft (x 10)	8.9	8.6	7.6	7.1	6.7	6.5	6.5	6.5
Flight attendants per aircraft	16.8	15.4	14.8	15.1	14.7	14.3	14.3	17.5
Pilots per aircraft	10.6	10.4	10.1	10.2	10.1	10.2	10.4	10.5
Unit cost w/o fuel & wage/benefit (cents)	3.52	3.49	3.31	3.21	3.20	3.18	3.41	3.65
Unit cost without fuel (cents)	6.41	6.58	6.67	6.48	6.49	6.40	6.64	7.18
Unit cost w/o wage/benefit (cents)	4.63	4.64	4.62	4.78	5.51	5.88	7.01	6.75
Fuel expense per ASM (cents)	1.11	1.16	1.30	1.57	2.31	2.70	3.60	3.11
Total wage/benefit per ASM (cents)	2.89	3.10	3.35	3.27	3.29	3.22	3.23	3.54
Pilot wage/salary cost per ASM (cents)	0.68	0.73	0.79	0.84	0.87	0.89	0.93	1.01
FA wage/salary cost per ASM (cents)	0.29	0.30	0.33	0.33	0.34	0.37	0.39	0.45
Benefits per employee (average)	\$15,806	\$18,620	\$24,947	\$26,075	\$28,025	\$25,450	\$24,177	\$23,820
Employee wage/salary (average)	\$43,827	\$48,047	\$56,443	\$62,122	\$66,855	\$69,947	\$72,132	\$75,624
Employee benefit percentage (average)	26.5%	27.9%	30.7%	29.6%	29.5%	26.7%	25.1%	24.0%
Pilot wage/salary (average)	\$117,558	\$130,069	\$144,511	\$157,420	\$165,882	\$166,773	\$172,750	\$176,225
Flight attendant wage/salary (average)	\$31,447	\$36,537	\$40,720	\$42,045	\$44,564	\$49,608	\$53,027	\$46,839
Flight attendant % of employees	18.9%	18.0%	19.4%	21.3%	21.9%	22.0%	22.2%	27.0%
Pilot % of employees	11.9%	12.1%	13.3%	14.4%	15.1%	15.8%	16.1%	16.2%
Passengers per employee (average)	1,886	1,969	2,238	2,463	2,606	2,634	2,553	2,475
Passengers per flight attendant (x 10)(average)	1,000	1,096	1,152	1,155	1,188	1,195	1,151	918
Passenger fare (average one way)[10]	\$84.72	\$87.42	\$88.57	\$93.69	\$104.40	\$106.60	\$119.16	\$114.61
Operating expense per pass less labor & fuel	\$38.48	\$38.13	\$35.94	\$35.22	\$35.34	\$35.70	\$39.77	\$41.43
Fuel expense per passenger (o/w)	\$12.09	\$12.64	\$14.10	\$17.26	\$25.51	\$30.32	\$41.94	\$35.27
Labor cost per passenger (o/w)	\$31.61	\$33.86	\$36.36	\$35.81	\$36.41	\$36.22	\$37.73	\$40.18
Management salary cost per passenger (o/w) [12]	\$1.81	\$1.88	\$1.87	\$1.81	\$1.91	\$1.79	\$1.91	\$0.49
Management salary % of average o/w fare [12]	2.14%	2.15%	2.12%	1.93%	1.83%	1.68%	1.60%	0.43%
Pilot wage/salary cost per passenger (o/w)	\$7.40	\$7.97	\$8.55	\$9.19	\$9.59	\$10.00	\$10.90	\$11.50
Pilot wage/salary % of average o/w fare	8.7%	9.1%	9.7%	9.8%	9.2%	9.4%	9.2%	10.0%
FA wage/salary cost per passenger (o/w)	\$3.14	\$3.33	\$3.53	\$3.64	\$3.75	\$4.15	\$4.61	\$5.10
FA wage/salary % average o/w fare	3.7%	3.8%	4.0%	3.9%	3.6%	3.9%	3.9%	4.5%
Operating income (loss) per pass (avg o/w) [11]	\$5.41	\$5.77	\$5.70	\$9.33	\$11.14	\$8.92	\$5.07	\$3.04