

US Airways	(Bankruptcy Aug 2002-Mar 2003 & Sep 2004-Sep 2005)							
	2002	2003	2004	2005	2006	2007	2008	2009
<b>FINANCIAL</b> (millions except stock price)								
Operating revenue [1]					\$8,813	\$8,934	\$9,365	\$8,106
Passenger revenue					\$7,966	\$8,135	\$8,183	\$6,752
Total operating expense [2]					\$8,440	\$8,463	\$10,180	\$7,804
Operating expense less fuel					\$5,922	\$6,078	\$6,206	\$5,934
Wage & benefit total expense (SEC)					\$2,090	\$2,302	\$2,231	\$2,165
Labor benefits expense					\$408	\$579	\$472	\$425
Wage/salary expense W2 (BTS)					\$1,682	\$1,723	\$1,759	\$1,740
Management salaries (general) (BTS) [13]					\$20	\$29	\$33	\$32
Pilot wage/salary expense (BTS)[3]					\$451	\$443	\$482	\$453
Fit Attendant wage/salary exp (BTS) [3]					\$257	\$273	\$282	\$279
Fuel & oil					\$2,518	\$2,385	\$3,974	\$1,870
Cash & equivalent (unrestricted) [17]					\$2,365	\$2,174	\$1,046	\$1,299
Long-term Debt [4] [17]					\$2,907	\$3,031	\$3,623	\$4,024
Net Debt (LT debt - Cash & equivalents) [16] [17]					\$542	\$857	\$2,577	\$2,725
Total assets [17]					\$7,576	\$8,040	\$7,214	\$7,454
Operating income (loss) [5]					\$373	\$471	-\$815	\$302
Operating margin [9] [c]					4.2%	5.3%	-8.7%	3.7%
Net profit (loss) (GAAP per SEC) [6] [17]					\$304	\$423	-\$2,215	-\$205
Median stock price [7]					\$45.8	\$38.5	\$9.0	\$5.8
<b>OPERATIONAL</b>								
ASM's (total)(million)					76,983	75,842	74,151	70,725
International ASM's (million)					14,385	15,293	16,067	17,475
International % of ASM capacity [c]					18.7%	20.2%	21.7%	24.7%
RPM's (million)					60,689	61,262	60,570	57,889
Load factor					78.8%	80.8%	81.7%	81.9%
Yield (cents)					13.13	13.28	13.51	13.28
RASM (operating)(cents) [c]					11.45	11.78	12.63	11.46
PRASM (passenger) (cents)					10.35	10.73	11.04	9.55
CASM (cents)					10.96	11.30	13.72	11.06
Passengers boarded (million)					57,345	57,871	54,820	51,016
Employees (mainline) BTS [8]					34,462	34,256	32,683	31,340
Flight Attendants (mainline) BTS [8]					7,956	7,299	7,099	6,873
Pilots (mainline) BTS [8]					4,935	4,278	4,234	4,073
General managers mainline) BTS [13]					192	205	212	199
RPM's per passenger (average one way) [c]					1,058	1,059	1,105	1,135
Aircraft block hours (daily average) (BTS)					3,759	3,657	3,538	3,333
Aircraft departures (daily average) (BTS)					1,507	1,438	1,359	1,263
Operating aircraft (SEC)					359	356	354	349
% of wide body aircraft (2 aisles)					5.3%	5.3%	5.4%	6.9%
Fleet Age (average mainline in years)					11.5	11.9	11.8	11.6

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Wage/benefit % of operating revenue				25.5%	23.7%	25.8%	23.8%	26.7%
Management salary % of operating revenue [13]					0.22%	0.32%	0.35%	0.40%
Pilot wage/salary % of operating revenue				7.30%	5.12%	4.96%	5.15%	5.59%
FA wage/salary % of operating revenue					2.91%	3.05%	3.01%	3.45%
Fuel expense % of operating revenue					28.6%	26.7%	42.4%	23.1%
Cash & equiv % of operating revenue					26.8%	24.3%	11.2%	16.0%
Long-term Debt [17] % of operating revenue					33.0%	33.9%	38.7%	49.6%
Long-term Debt [17] % of assets [4]					38.4%	37.7%	50.2%	54.0%
Revenue per aircraft (x 100,000)				\$183.5	\$245.5	\$251.0	\$264.5	\$232.3
Revenue per employee (x 1,000)					\$255.7	\$260.8	\$286.5	\$258.6
Revenue per flight attendant (x 10,000)				\$36.6	\$110.8	\$122.4	\$131.9	\$117.9
Revenue per pilot (x 10,000)					\$178.6	\$208.8	\$221.2	\$199.0
ASM's per aircraft (million)					214.4	213.0	209.5	202.7
ASM's per employee (x 10,000)					223.4	221.4	226.9	225.7
ASM's per flight attendant (x 100,000)					96.8	103.9	104.5	102.9
ASM's per pilot (x 100,000)					156.0	177.3	175.1	173.6
Employees per aircraft (x 10)				11.9	9.6	9.6	9.2	9.0
Flight attendants per aircraft					22.2	20.5	20.1	19.7
Pilots per aircraft				11.9	13.7	12.0	12.0	11.7
Unit cost w/o fuel & wage/benefit (cents)					4.97	5.12	5.35	5.35
Unit cost without fuel (cents)					7.69	8.16	8.36	8.42
Unit cost w/o wage/benefit (cents)					8.25	8.26	10.71	8.00
Fuel expense per ASM (cents)					3.27	3.14	5.36	2.64
Total wage/benefit per ASM (cents)					2.71	3.04	3.01	3.06
Pilot wage/salary cost per ASM (cents)					0.59	0.58	0.65	0.64
FA wage/salary cost per ASM (cents)					0.33	0.36	0.38	0.39
Benefits per employee (average)					\$11,852	\$16,913	\$14,451	\$13,547
Employee wage/salary (average)					\$48,794	\$50,287	\$53,811	\$55,534
Employee benefit percentage (average)					19.5%	25.2%	21.2%	19.6%
Pilot wage/salary (average)					\$91,419	\$103,487	\$113,851	\$111,329
Flight attendant wage/salary (average)	\$33,751		\$34,464		\$32,241	\$37,364	\$39,716	\$40,644
Flight attendant % of employees					23.1%	21.3%	21.7%	21.9%
Pilot % of employees				13.3%	14.3%	12.5%	13.0%	13.0%
Passengers per employee (average)					1,664	1,689	1,677	1,628
Passengers per flight attendant (x 10)(average)					721	793	772	742
Passenger fare (average one way)[10]					\$138.91	\$140.57	\$149.27	\$132.35
Operating expense per pass less labor & fuel					\$66.82	\$65.25	\$72.51	\$73.88
Fuel expense per passenger (o/w)					\$43.91	\$41.21	\$72.49	\$36.66
Labor cost per passenger (o/w)					\$36.45	\$39.78	\$40.70	\$42.44
Management salary cost per passenger (o/w) [13]					\$0.34	\$0.49	\$0.59	\$0.63
Management salary % of average o/w fare [13]					0.25%	0.35%	0.40%	0.48%
Pilot wage/salary cost per passenger (o/w)					\$7.87	\$7.65	\$8.79	\$8.89
Pilot wage/salary % of average o/w fare					5.7%	5.4%	5.9%	6.7%
FA wage/salary cost per passenger (o/w)					\$4.47	\$4.71	\$5.14	\$5.48
FA wage/salary % average o/w fare					3.2%	3.4%	3.4%	4.1%
Operating income (loss) per pass (avg o/w) [11]					\$6.50	\$8.14	-\$14.87	\$5.92