

<b>United</b> <sup>[15]</sup>	(Bankruptcy Dec 2002 - Feb 2006)							
	2002	2003	2004	2005	2006	2007	2008	2009
<b>FINANCIAL</b> (millions except stock price)								
Operating revenue [1]	\$13,916	\$13,073	\$14,460	\$14,950	\$16,433	\$17,080	\$17,139	\$13,271
Passenger revenue	\$12,127	\$11,364	\$12,542	\$12,914	\$14,367	\$15,254	\$15,337	\$11,910
Total operating expense [2]	\$16,928	\$14,293	\$14,820	\$14,852	\$16,051	\$16,158	\$18,766	\$13,183
Operating expense less fuel	\$15,007	\$12,221	\$11,877	\$10,820	\$11,227	\$11,155	\$11,044	\$9,778
Wage & benefit total expense (SEC)	\$6,960	\$5,364	\$5,002	\$4,014	\$4,265	\$4,257	\$4,312	\$3,773
Labor benefits expense	\$2,049	\$2,050	\$1,704	\$1,189	\$1,239	\$1,246	\$1,321	\$1,060
Wage/salary expense W2 (BTS)	\$4,911	\$3,314	\$3,298	\$2,825	\$3,026	\$3,011	\$2,991	\$2,713
Management salaries (general) (BTS) [13]	\$32	\$9	\$14	\$14	\$13	\$16	\$18	\$20
Pilot wage/salary expense (BTS)[3]	\$1,471	\$896	\$841	\$704	\$722	\$733	\$757	\$700
Flt Attendant wage/salary exp (BTS) [3]	\$829	\$556	\$600	\$542	\$538	\$538	\$530	\$526
Fuel & oil	\$1,921	\$2,072	\$2,943	\$4,032	\$4,824	\$5,003	\$7,722	\$3,405
Cash & equivalent (unrestricted) [17]	\$1,274	\$1,718	\$2,178	\$2,481	\$4,144	\$3,554	\$2,039	\$3,042
Long-term Debt [4] [17]	\$10,526	in bankruptcy			\$8,803	\$7,521	\$7,054	\$7,572
Net Debt (LT debt - Cash & equivalents) [16] [17]		in bankruptcy			\$4,659	\$3,967	\$5,015	\$4,530
Total assets [17]	\$23,656	\$21,979	\$20,705	\$19,342	\$25,369	\$24,220	\$19,465	\$18,684
Operating income (loss) [5]	-\$3,012	-\$1,220	-\$360	\$98	\$382	\$922	-\$1,627	\$88
Operating margin [9] [c]	-21.6%	-9.3%	-2.5%	0.7%	2.3%	5.4%	-9.5%	0.7%
Net profit (loss) (GAAP per SEC) [6] [17]		in bankruptcy				\$399	-\$5,396	-\$651
Median stock price [7]		in bankruptcy			\$34.2	\$41.6	\$22.1	\$8.2
<b>OPERATIONAL</b>								
ASM's (total)(million)	148,827	136,630	145,361	140,300	143,095	141,890	135,860	122,737
International ASM's (million)	54,467	42,217	51,194	55,974	56,043	57,912	58,466	53,408
International % of ASM capacity [c]	36.6%	30.9%	35.2%	39.9%	39.2%	40.8%	43.0%	43.5%
RPM's (million)	109,460	104,464	115,198	114,272	117,470	117,399	110,061	100,475
Load factor	73.5%	76.5%	79.2%	81.4%	82.1%	82.7%	81.0%	81.9%
Yield (cents)	11.06	10.79	10.83	11.25	12.19	12.99	13.89	11.81
RASM (operating)(cents) [c]	9.77	9.81	9.95	10.66	11.49	12.03	12.58	10.81
PRASM (passenger) (cents)	8.19	8.32	8.63	9.20	10.04	10.78	11.29	9.70
CASM (cents)	11.45	10.52	10.20	10.59	11.23	11.39	13.26	10.72
Passengers boarded (million)	68,350	66,018	70,786	66,717	69,325	68,386	63,150	56,083
Employees (mainline) BTS [8]	75,470	62,326	60,860	56,661	55,027	55,160	51,536	46,587
Flight Attendants (mainline) BTS [8]	18,696	16,235	15,250	15,295	14,881	15,027	13,214	12,974
Pilots (mainline) BTS [8]	7,992	7,688	6,374	6,133	6,277	6,338	6,337	5,581
General managers mainline) BTS [13]	322	42	76	76	48	50	51	54
RPM's per passenger (average one way) [c]	1,601	1,582	1,627	1,713	1,694	1,717	1,743	1,792
Aircraft block hours (daily average) (BTS)	5,329	5,058	5,363	5,022	5,129	5,063	4,772	4,124
Aircraft departures (daily average) (BTS)	1,782	1,648	1,685	1,508	1,545	1,509	1,398	1,192
Operating aircraft (SEC)	567	532	497	460	460	460	409	360
% of wide body aircraft (2 aisles)	28.0%	25.4%	25.0%	25.4%	25.4%	25.4%	27.9%	31.1%
Fleet Age (average mainline in years)	9	10	10	11	12	13	13	13

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Wage/benefit % of operating revenue	50.0%	41.0%	34.6%	26.8%	26.0%	24.9%	25.2%	28.4%
Management salary % of operating revenue [13]	0.23%	0.07%	0.10%	0.09%	0.08%	0.09%	0.10%	0.15%
Pilot wage/salary % of operating revenue	10.57%	6.85%	5.82%	4.71%	4.39%	4.29%	4.42%	5.28%
FA wage/salary % of operating revenue	5.96%	4.25%	4.15%	3.63%	3.27%	3.15%	3.09%	3.97%
Fuel expense % of operating revenue	13.8%	15.8%	20.4%	27.0%	29.4%	29.3%	45.1%	25.7%
Cash & equiv % of operating revenue	9.2%	13.1%	15.1%	16.6%	25.2%	20.8%	11.9%	22.9%
Long-term Debt [17] % of operating revenue	75.6%				53.6%	44.0%	41.2%	57.1%
Long-term Debt [17] % of assets [4]	44.5%				34.7%	31.1%	36.2%	40.5%
Revenue per aircraft (x 100,000)	\$245.4	\$245.7	\$290.9	\$325.0	\$357.2	\$371.3	\$419.0	\$368.6
Revenue per employee (x 1,000)	\$184.4	\$209.8	\$237.6	\$263.8	\$298.6	\$309.6	\$332.6	\$284.9
Revenue per flight attendant (x 10,000)	\$74.4	\$80.5	\$94.8	\$97.7	\$110.4	\$113.7	\$129.7	\$102.3
Revenue per pilot (x 10,000)	\$174.1	\$170.0	\$226.9	\$243.8	\$261.8	\$269.5	\$270.5	\$237.8
ASM's per aircraft (million)	262.5	256.8	292.5	305.0	311.1	308.5	332.2	340.9
ASM's per employee (x 10,000)	197.2	219.2	238.8	247.6	260.0	257.2	263.6	263.5
ASM's per flight attendant (x 100,000)	79.6	84.2	95.3	91.7	96.2	94.4	102.8	94.6
ASM's per pilot (x 100,000)	186.2	177.7	228.1	228.8	228.0	223.9	214.4	219.9
Employees per aircraft (x 10)	13.3	11.7	12.2	12.3	12.0	12.0	12.6	12.9
Flight attendants per aircraft	33.0	30.5	30.7	33.3	32.4	32.7	32.3	36.0
Pilots per aircraft	14.1	14.5	12.8	13.3	13.6	13.8	15.5	15.5
Unit cost w/o fuel & wage/benefit (cents)	5.48	5.08	4.73	4.86	4.88	4.86	4.40	4.87
Unit cost without fuel (cents)	10.16	9.00	8.18	7.72	7.86	7.86	7.58	7.95
Unit cost w/o wage/benefit (cents)	6.77	6.59	6.76	7.73	8.25	8.39	10.09	7.65
Fuel expense per ASM (cents)	1.29	1.52	2.02	2.87	3.37	3.53	5.68	2.77
Total wage/benefit per ASM (cents)	4.68	3.93	3.44	2.86	2.98	3.00	3.17	3.07
Pilot wage/salary cost per ASM (cents)	0.99	0.66	0.58	0.50	0.50	0.52	0.56	0.57
FA wage/salary cost per ASM (cents)	0.56	0.41	0.41	0.39	0.38	0.38	0.39	0.43
Benefits per employee (average)	\$27,154	\$32,889	\$27,994	\$20,980	\$22,524	\$22,588	\$25,626	\$22,749
Employee wage/salary (average)	\$65,069	\$53,175	\$54,195	\$49,863	\$54,984	\$54,588	\$58,044	\$58,239
Employee benefit percentage (average)	29.4%	38.2%	34.1%	29.6%	29.1%	29.3%	30.6%	28.1%
Pilot wage/salary (average)	\$184,059	\$116,545	\$131,942	\$114,789	\$115,023	\$115,711	\$119,460	\$125,465
Flight attendant wage/salary (average)	\$44,346	\$34,217	\$39,342	\$35,450	\$36,164	\$35,811	\$40,139	\$40,559
Flight attendant % of employees	24.8%	26.0%	25.1%	27.0%	27.0%	27.2%	25.6%	27.8%
Pilot % of employees	10.6%	12.3%	10.5%	10.8%	11.4%	11.5%	12.3%	12.0%
Passengers per employee (average)	906	1,059	1,163	1,177	1,260	1,240	1,225	1,204
Passengers per flight attendant (x 10)(average)	366	407	464	436	466	455	478	432
Passenger fare (average one way)[10]	\$177.43	\$172.13	\$177.18	\$193.56	\$207.24	\$223.06	\$242.87	\$212.36
Operating expense per pass less labor & fuel	\$117.73	\$103.87	\$97.12	\$102.01	\$100.43	\$100.87	\$106.60	\$107.07
Fuel expense per passenger (o/w)	\$28.11	\$31.39	\$41.58	\$60.43	\$69.59	\$73.16	\$122.28	\$60.71
Labor cost per passenger (o/w)	\$101.83	\$81.25	\$70.66	\$60.16	\$61.52	\$62.25	\$68.28	\$67.28
Management salary cost per passenger (o/w) [13]	\$0.46	\$0.13	\$0.20	\$0.21	\$0.18	\$0.23	\$0.28	\$0.37
Management salary % of average o/w fare [13]	0.26%	0.08%	0.11%	0.11%	0.09%	0.10%	0.12%	0.17%
Pilot wage/salary cost per passenger (o/w)	\$21.52	\$13.57	\$11.88	\$10.55	\$10.41	\$10.72	\$11.99	\$12.49
Pilot wage/salary % of average o/w fare	12.1%	7.9%	6.7%	5.5%	5.0%	4.8%	4.9%	5.9%
FA wage/salary cost per passenger (o/w)	\$12.13	\$8.41	\$8.48	\$8.13	\$7.76	\$7.87	\$8.40	\$9.38
FA wage/salary % average o/w fare	6.8%	4.9%	4.8%	4.2%	3.7%	3.5%	3.5%	4.4%
Operating income (loss) per pass (avg o/w) [11]	-\$44.07	-\$18.48	-\$5.09	\$1.47	\$5.51	\$13.48	-\$25.76	\$1.57