

2006	JBLU	SWA	USAir	NWA	CAL	DAL	UAL	AA
FINANCIAL (million)								
Operating revenue [1]	\$2,363	\$9,086	\$8,813	\$11,169	\$10,907	\$13,679	\$16,433	\$19,988
Passenger revenue	\$2,223	\$8,750	\$7,966	\$9,230	\$9,729	\$11,640	\$14,367	\$17,862
Total operating expense [2]	\$2,236	\$8,152	\$8,440	\$10,422	\$10,869	\$14,818	\$16,051	\$18,977
Operating expense less fuel	\$1,484	\$6,014	\$5,922	\$7,036	\$7,835	\$10,499	\$11,227	\$13,193
Wages/benefits	\$553	\$3,052	\$2,090	\$2,662	\$2,830	\$4,128	\$4,265	\$6,202
Pilot wage/salary expense [3]	\$144	\$804	\$451	\$533	\$545	\$726	\$722	\$1,185
Flt Attendant wage/salary exp [3]	\$64	\$314	\$257	\$266	\$351	\$387	\$538	\$782
Fuel	\$752	\$2,138	\$2,518	\$3,386	\$3,034	\$4,319	\$4,824	\$5,784
Cash & equivalent	\$699	\$1,759	\$2,366	\$2,482	\$2,749	\$3,450	\$4,390	\$5,115
Total assets	\$4,843	\$13,460	\$7,576	\$13,215	\$11,308	\$19,622	\$25,581	\$25,850
Long-term Debt [4]	\$2,626	\$1,567	\$2,907		\$4,859		\$8,799	\$8,611
Operating income (loss) [5]	\$127	\$934	\$373	\$747	\$38	-\$1,139	\$382	\$1,011
Net profit (loss) (per SEC) [6]	-\$1.0	\$499	\$304		\$343		\$32	\$164
Median stock price [7]	\$12.3	\$16.4	\$45.8		\$31.4		\$34.2	\$26.5
OPERATIONAL								
ASM's (total)(million)	28,594	92,663	76,983	85,603	97,667	125,480	143,095	174,021
International ASM's (million)			14,385	34,766	45,928	43,000	56,043	62,575
RPM's (million)	23,320	67,691	60,689	72,606	79,192	98,911	117,470	139,454
Load factor	81.6%	73.1%	78.8%	84.8%	81.1%	78.9%	82.1%	80.1%
Yield (cents)	9.53	12.93	13.13	12.71	12.29	13.46	12.19	12.81
PRASM (passenger) (cents)	7.77	9.44	10.35	10.78	9.96	10.56	10.04	10.26
RASM (operating)(cents)	8.26	9.81	11.45	13.05	11.17	10.90	11.49	11.49
CASM (cents)	7.76	8.80	10.96	10.95	10.56	10.47	11.23	10.90
Passengers boarded (million)	18.57	83.815	57.345	54.84	48.788	73.524	69.266	98.143
Employees [8]	9,509	32,664	32,460	29,630	34,467	44,646	52,340	72,969
Flight Attendants [8]	2,060	7,056	7,956	7,869	8,360	10,454	14,881	16,552
Pilots [8]	1,451	4,845	4,935	4,531	4,408	5,706	6,277	8,572
Operating aircraft (SEC)	119	481	359	371	366	440	460	672
Fleet Age (average mainline in years)		9.3	11.5	17.6	9.1		12	14

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RASM-CASM differential (cents)	0.50	1.01	0.49	2.10	0.61	0.43	0.26	0.59
Operating margin [9]	5.4%	10.3%	4.2%	6.7%	0.3%	-8.3%	2.3%	5.1%
Wage/benefit % of revenue	23.4%	33.6%	23.7%	23.8%	25.9%	30.2%	26.0%	31.0%
Pilot wage/salary % of total labor exp	26.0%	26.3%	21.6%	20.0%	19.3%	17.6%	16.9%	19.1%
FA wage/salary % of total labor exp	11.5%	10.3%	12.3%	10.0%	12.4%	9.4%	12.6%	12.6%
Fuel expense % of revenue	31.8%	23.5%	28.6%	30.3%	27.8%	31.6%	29.4%	28.9%
Cash & equiv % of revenue	29.6%	19.4%	26.8%	22.2%	25.2%	25.2%	26.7%	25.6%
Long-term Debt % of revenue	111.1%	17.2%	33.0%		44.5%		53.5%	43.1%
Long-term Debt % of assets [4]	54.2%	11.6%	38.4%		43.0%		34.4%	33.3%
Revenue per aircraft (x 100,000)	\$224.0	\$196.2	\$240.8	308.5	\$302.6	\$297.4	\$357.2	\$291.6
Revenue per employee (x 1,000)	\$263.2	\$282.2	\$274.8	363.3	\$324.8	\$293.4	\$310.2	\$270.5
Revenue/flight attendant (x 10,000)	\$126.2	\$131.8	\$115.6	133.5	\$132.8	\$121.8	\$108.9	\$118.5
Revenue per pilot (x 10,000)	\$188.3	\$193.7	\$187.8	234.5	\$253.9	\$230.2	\$264.8	\$226.5
ASM's per aircraft (million)	271.0	200.1	210.3	236.5	270.9	272.8	311.1	253.9
ASM's per employee (x 10,000)	318.5	287.8	240.0	278.5	290.9	269.2	270.2	235.5
ASM's per flight attendant (x 100,000)	152.7	134.5	101.0	102.3	118.9	111.7	94.8	103.2
ASM's per pilot (x 100,000)	227.8	197.6	164.1	189.0	227.3	211.1	230.6	197.2
Employees per aircraft (x 10)	8.5	7.0	8.8	8.2	9.3	10.1	11.5	10.8
Flight attendants per aircraft	17.7	14.9	20.8	23.1	22.8	24.4	32.8	24.6
Pilots per aircraft	11.9	10.1	12.8	12.7	11.9	12.9	13.5	12.9
Unit cost w/o fuel & wage/benefit (cents)	3.20	3.20	4.97	3.88	4.56	3.74	4.88	4.01
Unit cost without fuel (cents)	5.13	6.49	7.69	6.99	7.45	7.03	7.86	7.58
Unit cost w/o wage/benefit (cents)	5.83	5.51	8.25	7.84	7.66	7.18	8.25	7.34
Fuel expense per ASM (cents)	2.63	2.31	3.27	3.96	3.11	3.44	3.37	3.32
Total wage/benefit per ASM (cents)	1.93	3.29	2.71	3.11	2.90	3.29	2.98	3.56
Pilot wage/salary cost per ASM (cents)	0.50	0.87	0.59	0.62	0.56	0.58	0.50	0.68
FA wage/salary cost per ASM (cents)	0.22	0.34	0.33	0.31	0.36	0.31	0.38	0.45
Salary/benefits per employee (average)	\$61,592	\$94,793	\$65,161	\$86,597	\$84,285	\$88,545	\$80,520	\$83,928
Flight attendant % of employees	20.9%	21.4%	23.8%	27.2%	24.5%	24.1%	28.5%	22.8%
Pilot % of employees	14.0%	14.6%	14.6%	15.5%	12.8%	12.7%	11.7%	11.9%
Passengers per employee (average)	2,068	2,603	1,788	1,784	1,453	1,577	1,308	1,328
Passengers per flight attendant (x 10)(average)	991	1,216	752	656	594	654	459	582
Passenger fare (average one way)[10]	\$119.74	\$104.40	\$138.91	\$168.31	\$199.41	\$158.32	\$207.42	\$182.00
Operating expense per pass less labor & fuel	\$50.15	\$35.34	\$66.82	\$79.76	\$102.59	\$86.65	\$100.51	\$71.23
Fuel expense per passenger (o/w)	\$40.51	\$25.51	\$43.91	\$61.74	\$62.19	\$58.74	\$69.64	\$58.93
Labor cost per passenger (o/w)	\$29.79	\$36.41	\$36.45	\$48.54	\$58.01	\$56.14	\$61.57	\$63.19
Pilot wage/salary cost per passenger (o/w)	\$7.73	\$9.59	\$7.87	\$9.71	\$11.17	\$9.88	\$10.42	\$12.08
Pilot wage/salary % of average o/w fare	6.5%	9.2%	5.7%	5.8%	5.6%	6.2%	5.0%	6.6%
FA wage/salary cost per passenger (o/w)	\$3.43	\$3.75	\$4.47	\$4.85	\$7.19	\$5.26	\$7.77	\$7.97
FA wage/salary % average o/w fare	2.9%	3.6%	3.2%	2.9%	3.6%	3.3%	3.7%	4.4%
Operating income (loss) per pass (avg o/w) [11]	\$6.84	\$11.14	\$6.50	\$13.62	\$0.78	-\$15.49	\$5.51	\$10.30
RPM's per passenger (average one way)	1,256	808	1,058	1,324	1,623	1,345	1,696	1,421
International % of ASM capacity			18.69%	40.61%	47.03%	34.27%	39.16%	35.96%

Note : Some data during bankruptcy has been omitted.