

Alaska	2002	2003	2004	2005	2006	2007	2008	2009	2010
	<b>FINANCIAL</b> (millions except stock price)								
Operating revenue [1]	\$1,883.3	\$2,027.4	\$2,233.0	\$2,416.1	\$2,676.1	\$2,788.5	\$2,920.5	\$2,717.6	\$3,094.1
Passenger revenue	\$1,667.8	\$1,840.4	\$2,023.6	\$2,183.0	\$2,453.1	\$2,547.2	\$2,643.7	\$2,438.8	\$2,763.4
Total operating expense [2]	\$1,905.6	\$2,038.0	\$2,228.2	\$2,406.5	\$2,560.1	\$2,553.3	\$2,976.1	\$2,459.9	\$2,677.5
Operating expense less fuel	\$1,648.3	\$1,731.3	\$1,756.2	\$1,779.9	\$1,803.1	\$1,815.8	\$1,813.7	\$1,910.9	\$1,886.9
Wage & benefit total expense (SEC)	\$703.4	\$781.5	\$799.7	\$737.4	\$771.0	\$767.4	\$758.5	\$854.2	\$842
Labor benefits expense	\$167.9	\$221.0	\$205.8	\$220.1	\$245.2	\$218.4	\$186.9	\$214.5	\$223.0
Wage/salary expense W2 (BTS)	\$535.5	\$560.5	\$593.9	\$517.3	\$525.8	\$549.0	\$571.6	\$639.7	\$619
Management salaries (general) (BTS) [13]	\$28.0	\$26.7	\$29.7	\$34.2	\$14.9	\$7.9	\$10.0	\$17.7	\$8
Pilot wage/salary expense (BTS)[3]	\$201.7	\$220.0	\$231.8	\$194.3	\$177.2	\$179.9	\$180.8	\$201.6	\$188
Fit Attendant wage/salary exp (BTS) [3]	\$58.3	\$62.6	\$66.3	\$66.2	\$74.0	\$80.1	\$81.0	\$99.9	\$87.7
Fuel & oil	\$257.3	\$306.7	\$472.0	\$626.6	\$757.0	\$737.5	\$1,162.4	\$549.0	\$791
Cash & equivalent (unrestricted) [17]	\$635.8	\$812.3	\$873.9	\$1,094.6	\$1,013.9	\$822.8	\$1,077.4	\$1,192.1	\$1,208
Long-term Debt [4] [17]	\$856.7	\$906.9	\$989.6	\$969.1	\$1,031.7	\$1,124.6	\$1,596.3	\$1,699.2	\$1,313
Net Debt (LT debt - Cash & equivalents) [16] [17]	\$220.9	\$94.6	\$115.7	-\$125.5	\$17.8	\$301.8	\$518.9	\$507.1	\$105.0
Total assets [17]	\$2,880.7	\$3,259.2	\$3,335.0	\$3,792.0	\$4,077.1	\$4,490.9	\$4,835.6	\$4,985.0	\$5,017
Operating income (loss) [5]	-\$22.3	-\$10.6	\$4.8	\$9.6	\$116.0	\$235.2	-\$55.6	\$257.7	\$416.6
Operating margin [9] [c]	-1.2%	-0.5%	0.2%	0.4%	4.3%	8.4%	-1.9%	9.5%	13.5%
Net profit (loss) (GAAP per SEC) [6] [17]	-\$118.6	\$13.5	-\$15.3	-\$5.9	-\$52.6	\$124.3	-\$135.9	\$121.6	\$251.1
Median stock price [7]	\$23.8	\$23.6	\$26.2	\$31.7	\$37.7	\$32.8	\$19.9	\$25.1	\$45.4
<b>OPERATIONAL</b>									
ASM's (total)(million)	19,360	20,804	22,276	22,292	23,278	24,208	24,218	23,144	24,434
RPM's (million)	13,186	14,554	16,231	16,915	17,822	18,451	18,712	18,362	20,350
Load factor	68.1%	70.0%	72.9%	75.9%	76.6%	76.2%	77.3%	79.3%	83.3%
Yield (cents)	12.65	12.65	12.47	12.91	13.76	13.81	14.13	13.28	13.58
RASM (operating)(cents) [c]	9.47	9.74	10.02	10.76	11.50	11.52	12.06	11.74	12.66
PRASM (passenger) (cents)	8.61	8.85	9.08	10.14	10.54	10.52	10.92	10.54	11.31
CASM (cents)	9.85	9.81	10.07	10.14	11.92	10.55	12.54	10.78	10.96
Passengers boarded (million)	14,154	15,047	16,295	16,759	17,165	17,558	16,809	15,561	16,514
Employees (mainline) BTS [8]	10,142	10,040	8,800	9,269	9,307	9,680	9,628	8,912	8,649
Flight Attendants (mainline) BTS [8]	1,905	2,032	2,312	2,203	2,321	2,410	2,329	2,216	2,397
Pilots (mainline) BTS [8]	1,329	1,348	1,440	1,331	1,367	1,385	1,361	1,236	1,218
General managers mainline) BTS [13]	45	44	9	48	11	12	12	8	15
RPM's per passenger (average one way) [c]	932	967	996	1,009	1,038	1,051	1,113	1,180	1,232
Aircraft block hours (daily average) (BTS)	1,078	1,133	1,189	1,274	1,221	1,238	1,202	1,116	1,143
Aircraft departures (daily average) (BTS)	485	495	509	493	497	499	464	414	416
Operating aircraft (SEC)	102	109	108	110	114	115	110	115	114
Fleet Age (average mainline in years)	9	9	10	10	9	8	7	8	8

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Wage/benefit % of operating revenue	37.3%	38.5%	35.8%	30.5%	28.8%	27.5%	26.0%	31.4%	27.2%
Management salary % of operating revenue [13]	1.49%	1.32%	1.33%	1.41%	0.56%	0.28%	0.34%	0.65%	0.27%
Total wage/salary ratio of operating revenue	28.44%	27.65%	26.60%	21.41%	19.65%	19.69%	19.57%	23.5%	20.0%
Pilot wage ratio of total wages (W2)	37.7%	39.2%	39.0%	37.6%	33.7%	32.8%	31.6%	31.5%	30.3%
Pilot wage/salary % of operating revenue	10.71%	10.85%	10.38%	8.04%	6.62%	6.45%	6.19%	7.42%	6.07%
FA wage/salary % of operating revenue	3.10%	3.09%	2.97%	2.74%	2.77%	2.87%	2.77%	3.68%	2.83%
Ex pilot ex FA wage salary % of revenue	14.63%	13.71%	13.25%	10.63%	10.26%	10.37%	10.60%	12.45%	11.11%
Fuel expense % of operating revenue	13.7%	15.1%	21.1%	25.9%	28.3%	26.4%	39.8%	20.2%	25.6%
Cash & equiv % of operating revenue	33.8%	40.1%	39.1%	45.3%	37.9%	29.5%	36.9%	43.9%	39.0%
Long-term Debt [17] % of operating revenue	45.5%	44.7%	44.3%	40.1%	38.6%	40.3%	54.7%	62.5%	42.4%
Long-term Debt [17] % of assets [4]	29.7%	27.8%	29.7%	25.6%	25.3%	25.0%	33.0%	34.1%	26.2%
Revenue per aircraft (x 100,000)	\$184.6	\$186.0	\$206.8	\$219.6	\$234.7	\$242.5	\$265.5	\$236.3	\$271.4
Revenue per employee (x 1,000)	\$185.7	\$201.9	\$253.8	\$260.7	\$287.5	\$288.1	\$303.3	\$304.9	\$357.7
Revenue per flight attendant (x 10,000)	\$98.9	\$99.8	\$96.6	\$109.7	\$115.3	\$115.7	\$125.4	\$122.6	\$129.1
Revenue per pilot (x 10,000)	\$141.7	\$150.4	\$155.1	\$181.5	\$195.8	\$201.3	\$214.6	\$219.9	\$254.0
Ex pilot ex FA revenue per employee (x 1,000)	\$272.6	\$304.4	\$442.4	\$421.3	\$476.3	\$473.8	\$491.8	\$497.7	\$614.6
ASM's per aircraft (million)	189.8	190.9	206.3	202.7	204.2	210.5	220.2	201.3	214.3
ASM's per employee (x 10,000)	190.9	207.2	253.1	240.5	250.1	250.1	251.5	259.7	282.5
ASM's per flight attendant (x 100,000)	101.6	102.4	96.3	101.2	100.3	100.4	104.0	104.4	101.9
ASM's per pilot (x 100,000)	145.7	154.3	154.7	167.5	170.3	174.8	177.9	187.2	200.6
Ex pilot ex FA ASM per employee (x 100)	280.3	312.4	441.3	388.7	414.3	411.4	407.8	423.9	485.4
Employees per aircraft (x 10)	9.9	9.2	8.1	8.4	8.2	8.4	8.8	7.7	7.6
Flight attendants per aircraft	18.7	18.6	21.4	20.0	20.4	21.0	21.2	19.3	21.0
Pilots per aircraft	13.0	12.4	13.3	12.1	12.0	12.0	12.4	10.7	10.7
Unit cost w/o fuel & wage/benefit (cents)	4.89	4.58	4.36	4.02	5.36	4.33	4.61	4.72	4.28
Unit cost without fuel (cents)	8.52	8.34	7.95	7.33	8.67	7.50	7.74	8.41	7.72
Unit cost w/o wage/benefit (cents)	6.22	6.05	6.48	6.83	8.61	7.38	9.41	7.09	7.51
Fuel expense per ASM (cents)	1.33	1.47	2.12	2.81	3.25	3.05	4.80	2.37	3.24
Total wage/benefit per ASM (cents)	3.63	3.76	3.59	3.31	3.31	3.17	3.13	3.69	3.45
Total wage expense per ASM (cents)	2.77	2.69	2.67	2.32	2.26	2.27	2.36	2.76	2.53
Pilot wage/salary cost per ASM (cents)	1.04	1.06	1.04	0.87	0.76	0.74	0.75	0.87	0.77
FA wage/salary cost per ASM (cents)	0.30	0.30	0.30	0.30	0.32	0.33	0.33	0.43	0.36
Ex pilot ex FA wage/salary cost per ASM (cents)	1.42	1.34	1.33	1.15	1.18	1.19	1.28	1.46	1.41
Benefits per employee (average)	\$16,551	\$22,007	\$23,386	\$23,745	\$26,349	\$22,559	\$19,417	\$24,069	\$25,787
Employee wage/salary (average)	\$52,804	\$55,831	\$67,489	\$55,810	\$56,492	\$56,718	\$59,364	\$71,780	\$71,588
Employee benefit percentage (average)	23.9%	28.3%	25.7%	29.8%	31.8%	28.5%	24.6%	25.1%	26.5%
Pilot wage/salary (average)	\$151,734	\$163,211	\$160,974	\$145,953	\$129,620	\$129,871	\$132,877	\$163,096	\$154,250
Flight attendant wage/salary (average)	\$30,603	\$30,794	\$28,671	\$30,032	\$31,884	\$33,236	\$34,795	\$45,084	\$36,573
Flight attendant % of employees	18.8%	20.2%	26.3%	23.8%	24.9%	24.9%	24.2%	24.9%	27.7%
Pilot % of employees	13.1%	13.4%	16.4%	14.4%	14.7%	14.3%	14.1%	13.9%	14.1%
Passengers per employee (average)	1,396	1,499	1,852	1,808	1,844	1,814	1,746	1,746	1,909
Passengers per flight attendant (x 10)(average)	743	741	705	761	740	729	722	702	689
Passenger fare (average one way)[10]	\$117.83	\$122.31	\$124.19	\$130.26	\$142.91	\$145.07	\$157.28	\$156.73	\$167.34
Operating expense per pass less labor & fuel	\$66.76	\$63.12	\$58.70	\$62.21	\$60.13	\$59.71	\$62.78	\$67.91	\$63.26
Fuel expense per passenger (o/w)	\$18.18	\$20.38	\$28.97	\$37.39	\$44.10	\$42.00	\$69.15	\$35.28	\$47.87
Labor cost per passenger (o/w)	\$49.70	\$51.94	\$49.08	\$44.00	\$44.92	\$43.71	\$45.12	\$54.89	\$51.00
Management salary cost per passenger (o/w) [13]	\$1.98	\$1.77	\$1.82	\$2.04	\$0.87	\$0.45	\$0.60	\$1.14	\$0.51
Management salary % of average o/w fare [13]	1.68%	1.45%	1.47%	1.57%	0.61%	0.31%	0.38%	0.72%	0.31%
Pilot wage/salary cost per passenger (o/w)	\$14.25	\$14.62	\$14.23	\$11.59	\$10.32	\$10.24	\$10.76	\$12.95	\$11.38
Pilot wage/salary % of average o/w fare	12.1%	12.0%	11.5%	8.9%	7.2%	7.1%	6.8%	8.3%	6.8%
FA wage/salary cost per passenger (o/w)	\$4.12	\$4.16	\$4.07	\$3.95	\$4.31	\$4.56	\$4.82	\$6.42	\$5.31
FA wage/salary % average o/w fare	3.5%	3.4%	3.3%	3.0%	3.0%	3.1%	3.1%	4.1%	3.2%
Operating income (loss) per pass (avg o/w) [11]	-\$1.57	-\$0.70	\$0.29	\$0.57	\$6.76	\$13.40	-\$3.31	\$16.56	\$25.23