

Delta ^[20]	(Bankruptcy Sep 2005 - Apr 2007) -- Includes Northwest Pro Forma 2008 forward								
	2002	2003	2004	2005	2006	2007	2008	2009	2010
FINANCIAL (millions except stock price)									
Operating revenue [1]	\$13,305	\$13,303	\$12,325	\$12,966	\$13,679	\$14,984	\$18,251	\$22,778	\$25,905
Passenger revenue	\$10,749	\$10,393	\$10,880	\$11,399	\$11,640	\$12,758	\$15,137	\$18,522	\$21,408
Total operating expense [2]	\$14,614	\$14,089	\$18,310	\$14,571	\$14,818	\$14,507	\$17,254	\$22,173	\$22,568
Operating expense less fuel	\$12,931	\$12,151	\$15,744	\$10,752	\$10,683	\$10,037	\$10,927	\$15,028	\$14,985
Wage & benefit total expense (SEC)	\$6,165	\$6,342	\$6,338	\$5,058	\$4,128	\$3,917	\$4,329	\$6,838	\$6,751
Labor benefits expense	\$1,994	\$2,293	\$2,392	\$2,057	\$1,697	\$1,093	\$1,667	\$2,294	\$2,007
Wage/salary expense W2 (BTS)	\$4,171	\$4,049	\$3,946	\$3,001	\$2,431	\$2,824	\$2,662	\$4,544	\$4,744
Management salaries (general) (BTS) [13]	\$67	\$73	\$49	\$35	\$22	\$30	\$43	\$25	\$40
Pilot wage/salary expense (BTS)[3]	\$1,400	\$1,412	\$1,421	\$961	\$726	\$760	\$803	\$1,488	\$1,528
Fit Attendant wage/salary exp (BTS) [3]	\$624	\$580	\$579	\$481	\$387	\$403	\$435	\$704	\$725
Fuel & oil	\$1,683	\$1,938	\$2,566	\$3,819	\$4,135	\$4,470	\$6,327	\$7,145	\$7,583
Cash & equivalent (unrestricted) [17]	\$1,969	\$2,710	\$1,799	\$2,008	\$2,648	\$2,786	\$4,467	\$4,678	\$3,610
Long-term Debt [4] [17]	\$10,174	\$11,538	\$13,005	in bankruptcy		\$7,986	\$15,411	\$15,665	\$13,179
Net Debt (LT debt - Cash & equivalents) [16] [17]	\$8,205	\$8,828	\$11,206	in bankruptcy		\$5,200	\$10,944	\$10,987	\$9,569
Total assets [17]	\$24,720	\$26,356	\$21,801	\$20,039	\$19,622	\$32,423	\$45,084	\$43,789	\$43,188
Operating income (loss) [5]	-\$1,309	-\$786	-\$5,985	-\$1,605	-\$1,139	\$477	\$997	\$605	\$3,337
Operating margin [9] [c]	-9.8%	-5.9%	-48.6%	-12.4%	-8.3%	3.2%	5.5%	2.7%	12.9%
Net profit (loss) (GAAP per SEC) [6] [17]	-\$1,287	-\$790	-\$5,198	in bankruptcy		\$1,612	-\$8,922	-\$1,237	\$593
Median stock price [7]	\$22.4	\$10.8	\$8.0	\$3.7	bk	\$18.0	\$11.5	\$8.1	\$16.8
OPERATIONAL									
ASM's (total)(million)	131,140	120,462	129,974	133,936	125,480	127,749	148,214	197,723	200,814
International ASM's (million)	n/d	27,389	31,448	35,500	43,000	49,281	56,341	91,222	92,554
International % of ASM capacity [c]	n/d	22.7%	24.2%	26.5%	34.3%	38.6%	38.0%	46.1%	46.1%
RPM's (million)	94,967	89,432	98,280	103,742	98,911	103,452	120,980	163,706	168,180
Load factor	72.4%	74.2%	75.7%	77.5%	78.9%	81.0%	81.6%	82.8%	83.7%
Yield (cents)	11.32	11.62	11.07	10.99	11.77	12.33	12.51	11.31	12.73
RASM (operating)(cents) [c]	10.15	11.04	9.48	9.68	10.90	11.73	12.31	11.52	12.90
PRASM (passenger) (cents)	8.69	9.17	9.09	9.33	10.56	9.99	10.21	9.37	10.66
CASM (cents)	10.31	10.21	10.38	10.88	10.37	10.20	11.64	10.84	11.03
Passengers boarded (million)	90,924	84,246	86,902	86,105	73,655	73,051	71,728	67,852	105,089
Employees (mainline) BTS [8]	65,319	58,945	57,558	52,231	45,562	47,286	47,420	76,200	76,742
Flight Attendants (mainline) BTS [8]	14,804	12,760	12,781	12,015	10,454	10,921	11,742	17,985	18,279
Pilots (mainline) BTS [8]	8,074	7,155	6,786	6,181	5,706	5,904	6,391	10,785	10,701
General managers mainline) BTS [13]	203	177	185	153	127	142	258	390	494
RPM's per passenger (average one way) [c]	1,044	1,062	1,131	1,205	1,343	1,416	1,687	2,413	1,600
Aircraft block hours (daily average) (BTS)	5,476	4,897	5,284	5,270	4,737	4,817	4,784	7,390	7,394
Aircraft departures (daily average) (BTS)	2,264	1,931	2,003	1,927	1,570	1,514	1,451	2,325	2,325
Operating aircraft (SEC)	624	551	533	480	440	446	434	740	722
% of wide body aircraft (2 aisles)	26.1%	23.7%	24.6%	24.2%	25.5%	24.4%	20.4%	20.8%	21.9%

Delta	2002	2003	2004	2005	2006	2007	2008	2009	2010
Wage/benefit % of operating revenue	46.3%	47.7%	51.4%	39.0%	30.2%	26.1%	23.7%	30.0%	26.1%
Management salary % of operating revenue [13]	0.51%	0.55%	0.40%	0.27%	0.16%	0.20%	0.24%	0.11%	0.16%
Total wage/salary ratio of operating revenue	31.35%	30.44%	32.01%	23.15%	17.77%	18.85%	14.59%	20.0%	18.3%
Pilot wage ratio of total wages (W2)	33.6%	34.9%	36.0%	32.0%	29.9%	26.9%	30.2%	32.7%	32.2%
Pilot wage/salary % of operating revenue	10.52%	10.62%	11.53%	7.41%	5.31%	5.07%	4.40%	6.53%	5.90%
FA wage/salary % of operating revenue	4.69%	4.36%	4.70%	3.71%	2.83%	2.69%	2.38%	3.09%	2.80%
Ex pilot ex FA wage salary % of revenue	16.14%	15.46%	15.79%	12.02%	9.63%	11.08%	7.80%	10.33%	9.62%
Fuel expense % of operating revenue	12.6%	14.6%	20.8%	29.5%	30.2%	29.8%	34.7%	31.4%	29.3%
Cash & equiv % of operating revenue	14.8%	20.4%	14.6%	15.5%	19.4%	18.6%	24.5%	20.5%	13.9%
Long-term Debt [17] % of operating revenue	76.5%	86.7%	105.5%			53.3%	84.4%	68.8%	50.9%
Long-term Debt [17] % of assets [4]	41.2%	43.8%	59.7%			24.6%	34.2%	35.8%	30.5%
Revenue per aircraft (x 100,000)	\$213.2	\$241.4	\$231.2	\$270.1	\$310.9	\$336.0	\$420.5	\$307.8	\$358.8
Revenue per employee (x 1,000)	\$203.7	\$225.7	\$214.1	\$248.2	\$300.2	\$316.9	\$384.9	\$298.9	\$337.6
Revenue per flight attendant (x 10,000)	\$89.9	\$104.3	\$96.4	\$107.9	\$130.8	\$137.2	\$155.4	\$126.6	\$141.7
Revenue per pilot (x 10,000)	\$164.8	\$185.9	\$181.6	\$209.8	\$239.7	\$253.8	\$285.6	\$211.2	\$242.1
Ex pilot ex FA revenue per employee (x 1,000)	\$313.5	\$340.8	\$324.4	\$381.0	\$465.2	\$491.9	\$623.2	\$480.2	\$542.4
ASM's per aircraft (million)	210.2	218.6	243.9	279.0	285.2	286.4	341.5	267.2	278.1
ASM's per employee (x 10,000)	200.8	204.4	225.8	256.4	275.4	270.2	312.6	259.5	261.7
ASM's per flight attendant (x 100,000)	88.6	94.4	101.7	111.5	120.0	117.0	126.2	109.9	109.9
ASM's per pilot (x 100,000)	162.4	168.4	191.5	216.7	219.9	216.4	231.9	183.3	187.7
Ex pilot ex FA ASM per employee (x 100)	309.0	308.6	342.1	393.5	426.8	419.4	506.1	416.9	420.4
Employees per aircraft (x 10)	10.5	10.7	10.8	10.9	10.4	10.6	10.9	10.3	10.6
Flight attendants per aircraft	23.7	23.2	24.0	25.0	23.8	24.5	27.1	24.3	25.3
Pilots per aircraft	12.9	13.0	12.7	12.9	13.0	13.2	14.7	14.6	14.8
Unit cost w/o fuel & wage/benefit (cents)	4.33	3.34	3.53	4.25	3.78	3.63	4.45	3.77	3.89
Unit cost without fuel (cents)	9.03	8.60	8.41	8.03	7.07	6.70	7.37	7.23	7.25
Unit cost w/o wage/benefit (cents)	5.61	4.95	5.50	7.10	7.08	7.13	8.72	7.38	7.67
Fuel expense per ASM (cents)	1.28	1.61	1.97	2.85	3.30	3.50	4.27	3.61	3.78
Total wage/benefit per ASM (cents)	4.70	5.26	4.88	3.78	3.29	3.07	2.92	3.46	3.36
Total wage expense per ASM (cents)	3.18	3.36	3.04	2.24	1.94	2.21	1.80	2.30	2.36
Pilot wage/salary cost per ASM (cents)	1.07	1.17	1.09	0.72	0.58	0.60	0.54	0.75	0.76
FA wage/salary cost per ASM (cents)	0.48	0.48	0.45	0.36	0.31	0.32	0.29	0.36	0.36
Ex pilot ex FA wage/salary cost per ASM (cents)	1.64	1.71	1.50	1.16	1.05	1.30	0.96	1.19	1.24
Benefits per employee (average)	\$30,529	\$38,901	\$41,564	\$39,379	\$37,243	\$23,107	\$35,153	\$30,100	\$26,156
Employee wage/salary (average)	\$63,854	\$68,691	\$68,551	\$57,460	\$53,359	\$59,729	\$56,138	\$59,638	\$61,814
Employee benefit percentage (average)	32.3%	36.2%	37.7%	40.7%	41.1%	27.9%	38.5%	33.5%	29.7%
Pilot wage/salary (average)	\$173,365	\$197,380	\$209,330	\$155,532	\$127,268	\$128,754	\$125,616	\$137,948	\$142,800
Flight attendant wage/salary (average)	\$42,158	\$45,441	\$45,333	\$40,037	\$37,039	\$36,932	\$37,038	\$39,161	\$39,639
Flight attendant % of employees	22.7%	21.6%	22.2%	23.0%	22.9%	23.1%	24.8%	23.6%	23.8%
Pilot % of employees	12.4%	12.1%	11.8%	11.8%	12.5%	12.5%	13.5%	14.2%	13.9%
Passengers per employee (average)	1,392	1,429	1,510	1,649	1,617	1,545	1,513	890	1,369
Passengers per flight attendant (x 10)(average)	614	660	680	717	705	669	611	377	575
Passenger fare (average one way)[10]	\$118.22	\$123.36	\$125.20	\$132.38	\$158.04	\$174.64	\$211.03	\$272.98	\$203.71
Operating expense per pass less labor & fuel	\$74.41	\$68.95	\$108.24	\$66.13	\$89.00	\$83.78	\$91.99	\$120.70	\$78.35
Fuel expense per passenger (o/w)	\$18.51	\$23.00	\$29.53	\$44.35	\$56.14	\$61.19	\$88.21	\$105.30	\$72.16
Labor cost per passenger (o/w)	\$67.80	\$75.28	\$72.93	\$58.74	\$56.05	\$53.62	\$60.35	\$100.78	\$64.24
Management salary cost per passenger (o/w) [13]	\$0.74	\$0.87	\$0.56	\$0.41	\$0.30	\$0.41	\$0.60	\$0.37	\$0.38
Management salary % of average o/w fare [13]	0.63%	0.71%	0.45%	0.31%	0.19%	0.23%	0.29%	0.13%	0.19%
Pilot wage/salary cost per passenger (o/w)	\$15.39	\$16.76	\$16.35	\$11.16	\$9.86	\$10.41	\$11.19	\$21.93	\$14.54
Pilot wage/salary % of average o/w fare	13.0%	13.6%	13.1%	8.4%	6.2%	6.0%	5.3%	8.0%	7.1%
FA wage/salary cost per passenger (o/w)	\$6.86	\$6.88	\$6.67	\$5.59	\$5.26	\$5.52	\$6.06	\$10.38	\$6.89
FA wage/salary % average o/w fare	5.8%	5.6%	5.3%	4.2%	3.3%	3.2%	2.9%	3.8%	3.4%
Operating income (loss) per pass (avg o/w) [11]	-\$14.40	-\$9.33	-\$68.87	-\$18.64	-\$15.46	\$6.53	\$13.89	\$8.92	\$31.75