

Southwest	2002	2003	2004	2005	2006	2007	2008	2009	2010
	<b>FINANCIAL</b> (millions except stock price)								
Operating revenue [1]	\$5,522	\$5,937	\$6,530	\$7,584	\$9,086	\$9,861	\$11,023	\$10,350	\$12,104
Passenger revenue	\$5,341	\$5,741	\$6,280	\$7,279	\$8,750	\$9,457	\$10,549	\$9,892	\$11,489
Total operating expense [2]	\$5,181	\$5,558	\$6,126	\$6,859	\$8,152	\$9,070	\$10,574	\$10,088	\$11,116
Operating expense less fuel	\$4,419	\$4,728	\$5,126	\$5,518	\$6,014	\$6,380	\$6,861	\$7,044	\$7,496
Wage & benefit total expense (SEC)	\$1,993	\$2,224	\$2,578	\$2,782	\$3,052	\$3,213	\$3,340	\$3,468	\$3,704
Labor benefits expense	\$528	\$621	\$790	\$822	\$901	\$857	\$838	\$831	\$952
Wage/salary expense W2 (BTS)	\$1,465	\$1,603	\$1,788	\$1,960	\$2,151	\$2,356	\$2,502	\$2,637	\$2,752
Management salaries (general) (BTS) [12]	\$114	\$123	\$133	\$141	\$160	\$158	\$169	\$42	\$19
Pilot wage/salary expense (BTS)[3]	\$466	\$523	\$607	\$714	\$804	\$887	\$965	\$993	\$1,070
Fit Attendant wage/salary exp (BTS) [3]	\$198	\$219	\$251	\$283	\$314	\$368	\$408	\$440	\$457
Fuel & oil	\$762	\$830	\$1,000	\$1,341	\$2,138	\$2,690	\$3,713	\$3,044	\$3,620
Cash & equivalent (unrestricted)	\$1,815	\$1,865	\$1,305	\$2,531	\$1,759	\$2,779	\$1,803	\$2,593	\$3,538
Long-term Debt [4]	\$1,553	\$1,332	\$1,700	\$1,394	\$1,567	\$2,050	\$3,498	\$3,325	\$2,875
Net Debt (LT debt - Cash & equivalents) [16]	-\$262	-\$533	\$395	-\$1,137	-\$192	-\$729	\$1,695	\$732	-\$663
Total assets	\$8,954	\$9,878	\$11,337	\$14,003	\$13,460	\$16,772	\$14,068	\$14,269	\$15,463
Operating income (loss) [5]	\$341	\$379	\$404	\$725	\$934	\$791	\$449	\$262	\$988
Operating margin [9] [c]	6.2%	6.4%	6.2%	9.6%	10.3%	8.0%	4.1%	2.5%	8.2%
Net profit (loss) (per SEC) [6]	\$241	\$442	\$313	\$484	\$499	\$645	\$178	\$99	\$459
Median stock price [7]	\$16.0	\$15.5	\$15.0	\$15.0	\$16.4	\$14.5	\$11.9	\$8.4	\$12.4
<b>OPERATIONAL</b>									
ASM's (total)(million)	68,887	71,790	76,861	85,173	92,663	99,636	103,271	98,002	98,437
RPM's (million)	45,392	47,943	53,418	60,223	67,691	72,319	73,492	74,457	78,047
Load factor	65.9%	66.8%	69.5%	70.7%	73.1%	72.6%	71.2%	76.0%	79.3%
Yield (cents)	11.77	11.97	11.76	12.09	12.93	13.08	14.35	13.29	14.72
RASM (operating)(cents) [c]	8.02	8.27	8.50	8.90	9.81	9.90	10.67	10.56	12.30
PRASM (passenger) (cents)	7.75	8.00	8.17	8.55	9.44	9.49	10.21	10.09	11.67
CASM (cents)	7.52	7.74	7.97	8.05	8.80	9.10	10.24	10.01	11.11
Passengers boarded (million)	63,046	65,674	70,903	77,694	83,815	88,713	88,529	86,310	88,191
Employees (mainline) BTS [8]	33,421	33,360	31,675	31,543	32,167	33,680	34,680	34,874	35,089
Flight Attendants (mainline) BTS [8]	6,302	5,992	6,155	6,727	7,056	7,425	7,692	9,401	8,755
Pilots (mainline) BTS [8]	3,966	4,022	4,197	4,535	4,845	5,317	5,588	5,634	6,423
General managers mainline) BTS [12] [13]	1,883	1,838	1,829	1,809	1,825	1,797	1,937	210	1,008
RPM's per passenger (average one way) [c]	720	730	753	775	808	815	830	863	885
Aircraft block hours (daily average) (BTS)	3,990	4,117	4,392	4,809	5,181	5,593	5,837	5,551	5,538
Aircraft departures (daily average) (BTS)	2,598	2,604	2,684	2,821	2,995	3,182	3,258	3,086	3,056
Operating aircraft (SEC)	375	388	417	445	481	520	537	537	551
Fleet Age (average mainline in years)	9.2	9.6	9.0	9.1	9.3	9.4	10.1	10.5	

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Wage/benefit % of operating revenue	36.1%	37.5%	39.5%	36.7%	33.6%	32.6%	30.3%	33.5%	30.6%
Management salary % of operating revenue [12]	2.07%	2.08%	2.04%	1.85%	1.76%	1.61%	1.53%	0.41%	0.16%
Total wage/salary ratio of operating revenue	26.53%	27.00%	27.38%	25.84%	23.67%	23.89%	22.69%	25.5%	22.7%
Pilot wage ratio of total wages (W2)	31.8%	32.6%	33.9%	36.4%	37.4%	37.6%	38.6%	37.6%	38.9%
Pilot wage/salary % of operating revenue	8.44%	8.81%	9.29%	9.41%	8.85%	8.99%	8.76%	9.59%	8.84%
FA wage/salary % of operating revenue	3.59%	3.69%	3.84%	3.73%	3.46%	3.74%	3.70%	4.25%	3.77%
Ex pilot ex FA wage salary % of revenue	14.49%	14.50%	14.25%	12.69%	11.36%	11.16%	10.24%	11.63%	10.13%
Fuel expense % of operating revenue	13.8%	14.0%	15.3%	17.7%	23.5%	27.3%	33.7%	29.4%	29.9%
Cash & equiv % of operating revenue	32.9%	31.4%	20.0%	33.4%	19.4%	28.2%	16.4%	25.1%	29.2%
Long-term Debt % of operating revenue	28.1%	22.4%	26.0%	18.4%	17.2%	20.8%	31.7%	32.1%	23.8%
Long-term Debt % of assets [4]	17.3%	13.5%	15.0%	10.0%	11.6%	12.2%	24.9%	23.3%	18.6%
Revenue per aircraft (x 100,000)	\$147.3	\$153.0	\$156.6	\$170.4	\$188.9	\$189.6	\$205.3	\$192.7	\$219.7
Revenue per employee (x 1,000)	\$165.2	\$178.0	\$206.2	\$240.4	\$282.5	\$292.8	\$317.8	\$296.8	\$345.0
Revenue per flight attendant (x 10,000)	\$87.6	\$99.1	\$106.1	\$112.7	\$128.8	\$132.8	\$143.3	\$110.1	\$138.3
Revenue per pilot (x 10,000)	\$139.2	\$147.6	\$155.6	\$167.2	\$187.5	\$185.5	\$197.3	\$183.7	\$188.4
Ex pilot ex FA revenue per employee (x 1,000)	\$238.5	\$254.3	\$306.2	\$373.9	\$448.3	\$471.0	\$515.1	\$521.7	\$607.9
ASM's per aircraft (million)	183.7	185.0	184.3	191.4	192.6	191.6	192.3	182.5	178.7
ASM's per employee (x 10,000)	206.1	215.2	242.7	270.0	288.1	295.8	297.8	281.0	280.5
ASM's per flight attendant (x 100,000)	109.3	119.8	124.9	126.6	131.3	134.2	134.3	104.2	112.4
ASM's per pilot (x 100,000)	173.7	178.5	183.1	187.8	191.3	187.4	184.8	173.9	153.3
Ex pilot ex FA ASM per employee (x 100)	297.5	307.5	360.5	420.0	457.2	475.9	482.6	494.0	494.4
Employees per aircraft (x 10)	8.9	8.6	7.6	7.1	6.7	6.5	6.5	6.5	6.4
Flight attendants per aircraft	16.8	15.4	14.8	15.1	14.7	14.3	14.3	17.5	15.9
Pilots per aircraft	10.6	10.4	10.1	10.2	10.1	10.2	10.4	10.5	11.7
Unit cost w/o fuel & wage/benefit (cents)	3.52	3.49	3.31	3.21	3.20	3.18	3.41	3.37	3.67
Unit cost without fuel (cents)	6.41	6.58	6.67	6.48	6.49	6.40	6.64	6.90	7.43
Unit cost w/o wage/benefit (cents)	4.63	4.64	4.62	4.78	5.51	5.88	7.01	6.47	7.35
Fuel expense per ASM (cents)	1.11	1.16	1.30	1.57	2.31	2.70	3.60	3.11	3.68
Total wage/benefit per ASM (cents)	2.89	3.10	3.35	3.27	3.29	3.22	3.23	3.54	3.76
Total wage expense per ASM (cents)	2.13	2.23	2.33	2.30	2.32	2.36	2.42	2.69	2.80
Pilot wage/salary cost per ASM (cents)	0.68	0.73	0.79	0.84	0.87	0.89	0.93	1.01	1.09
FA wage/salary cost per ASM (cents)	0.29	0.30	0.33	0.33	0.34	0.37	0.39	0.45	0.46
Ex pilot ex FA wage/salary cost per ASM (cents)	1.16	1.20	1.21	1.13	1.11	1.10	1.09	1.23	1.25
Benefits per employee (average)	\$15,806	\$18,620	\$24,947	\$26,075	\$28,025	\$25,450	\$24,177	\$23,820	\$27,121
Employee wage/salary (average)	\$43,827	\$48,047	\$56,443	\$62,122	\$66,855	\$69,947	\$72,132	\$75,624	\$78,439
Employee benefit percentage (average)	26.5%	27.9%	30.7%	29.6%	29.5%	26.7%	25.1%	24.0%	25.7%
Pilot wage/salary (average)	\$117,558	\$130,069	\$144,511	\$157,420	\$165,882	\$166,773	\$172,750	\$176,225	\$166,528
Flight attendant wage/salary (average)	\$31,447	\$36,537	\$40,720	\$42,045	\$44,564	\$49,608	\$53,027	\$46,839	\$52,143
Flight attendant % of employees	18.9%	18.0%	19.4%	21.3%	21.9%	22.0%	22.2%	27.0%	25.0%
Pilot % of employees	11.9%	12.1%	13.3%	14.4%	15.1%	15.8%	16.1%	16.2%	18.3%
Passengers per employee (average)	1,886	1,969	2,238	2,463	2,606	2,634	2,553	2,475	2,513
Passengers per flight attendant (x 10)(average)	1,000	1,096	1,152	1,155	1,188	1,195	1,151	918	1,007
Passenger fare (average one way)[10]	\$84.72	\$87.42	\$88.57	\$93.69	\$104.40	\$106.60	\$119.16	\$114.61	\$130.27
Operating expense per pass less labor & fuel	\$38.48	\$38.13	\$35.94	\$35.22	\$35.34	\$35.70	\$39.77	\$41.43	\$43.00
Fuel expense per passenger (o/w)	\$12.09	\$12.64	\$14.10	\$17.26	\$25.51	\$30.32	\$41.94	\$35.27	\$41.05
Labor cost per passenger (o/w)	\$31.61	\$33.86	\$36.36	\$35.81	\$36.41	\$36.22	\$37.73	\$40.18	\$42.00
Management salary cost per passenger (o/w) [12]	\$1.81	\$1.88	\$1.87	\$1.81	\$1.91	\$1.79	\$1.91	\$0.49	\$0.22
Management salary % of average o/w fare [12]	2.14%	2.15%	2.12%	1.93%	1.83%	1.68%	1.60%	0.43%	0.17%
Pilot wage/salary cost per passenger (o/w)	\$7.40	\$7.97	\$8.55	\$9.19	\$9.59	\$10.00	\$10.90	\$11.50	\$12.13
Pilot wage/salary % of average o/w fare	8.7%	9.1%	9.7%	9.8%	9.2%	9.4%	9.2%	10.0%	9.3%
FA wage/salary cost per passenger (o/w)	\$3.14	\$3.33	\$3.53	\$3.64	\$3.75	\$4.15	\$4.61	\$5.10	\$5.18
FA wage/salary % average o/w fare	3.7%	3.8%	4.0%	3.9%	3.6%	3.9%	3.9%	4.5%	4.0%
Operating income (loss) per pass (avg o/w) [11]	\$5.41	\$5.77	\$5.70	\$9.33	\$11.14	\$8.92	\$5.07	\$3.04	\$11.20