

US Airways	(Bankruptcy Aug 2002-Mar 2003 & Sep 2004-Sep 2005)								
	2002	2003	2004	2005	2006	2007	2008	2009	2010
FINANCIAL (millions except stock price)									
Operating revenue [1]					\$8,813	\$8,934	\$9,365	\$8,106	\$9,234
Passenger revenue					\$7,966	\$8,135	\$8,183	\$6,752	\$7,645
Total operating expense [2]					\$8,440	\$8,463	\$10,180	\$7,804	\$8,429
Operating expense less fuel					\$5,922	\$6,078	\$6,206	\$5,934	\$6,026
Wage & benefit total expense (SEC)					\$2,090	\$2,302	\$2,231	\$2,165	\$2,244
Labor benefits expense					\$408	\$579	\$472	\$425	\$521
Wage/salary expense W2 (BTS)					\$1,682	\$1,723	\$1,759	\$1,740	\$1,723
Management salaries (general) (BTS) [13]					\$20	\$29	\$33	\$32	\$28
Pilot wage/salary expense (BTS)[3]					\$451	\$443	\$482	\$453	\$437
Fit Attendant wage/salary exp (BTS) [3]					\$257	\$273	\$282	\$279	\$282
Fuel & oil					\$2,518	\$2,385	\$3,974	\$1,870	\$2,403
Cash & equivalent (unrestricted) [17]					\$2,365	\$2,174	\$1,046	\$1,299	\$1,859
Long-term Debt [4] [17]					\$2,907	\$3,031	\$3,623	\$4,024	\$4,003
Net Debt (LT debt - Cash & equivalents) [16] [17]					\$542	\$857	\$2,577	\$2,725	\$2,144
Total assets [17]					\$7,576	\$8,040	\$7,214	\$7,454	\$7,819
Operating income (loss) [5]					\$373	\$471	-\$815	\$302	\$805
Operating margin [9] [c]					4.2%	5.3%	-8.7%	3.7%	8.7%
Net profit (loss) (GAAP per SEC) [6] [17]					\$304	\$423	-\$2,215	-\$205	\$502
Median stock price [7]					\$45.8	\$38.5	\$9.0	\$5.8	\$8.4
OPERATIONAL									
ASM's (total)(million)					76,983	75,842	74,151	70,725	71,588
International ASM's (million)					14,385	15,293	16,067	17,472	18,883
International % of ASM capacity [c]					18.7%	20.2%	21.7%	24.7%	26.4%
RPM's (million)					60,689	61,262	60,570	57,889	58,977
Load factor					78.8%	80.8%	81.7%	81.9%	82.4%
Yield (cents)					13.13	13.28	13.51	11.66	12.96
RASM (operating)(cents) [c]					11.45	11.78	12.63	11.46	12.90
PRASM (passenger) (cents)					10.35	10.73	11.04	9.55	10.68
CASM (cents)					10.96	11.30	13.72	11.06	11.73
Passengers boarded (million)					57,345	57,871	54,820	51,016	51,853
Employees (mainline) BTS [8]					34,462	34,256	32,683	31,340	30,876
Flight Attendants (mainline) BTS [8]					7,956	7,299	7,099	6,873	6,982
Pilots (mainline) BTS [8]					4,935	4,278	4,234	4,073	3,967
General managers mainline) BTS [13]					192	205	212	199	207
RPM's per passenger (average one way) [c]					1,058	1,059	1,105	1,135	1,137
Aircraft block hours (daily average) (BTS)					3,759	3,657	3,529	3,333	3,266
Aircraft departures (daily average) (BTS)					1,507	1,438	1,356	1,263	1,235
Operating aircraft (SEC)					359	356	354	349	339
% of wide body aircraft (2 aisles)					5.3%	5.3%	5.4%	6.9%	7.7%
Fleet Age (average mainline in years)					11.5	11.9	11.8	11.6	12.3

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Wage/benefit % of operating revenue				25.5%	23.7%	25.8%	23.8%	26.7%	24.3%
Management salary % of operating revenue [13]					0.22%	0.32%	0.35%	0.40%	0.30%
Total wage/salary ratio of operating revenue					19.08%	19.28%	18.78%	21.5%	18.7%
Pilot wage ratio of total wages (W2)					26.8%	25.7%	27.4%	26.1%	25.4%
Pilot wage/salary % of operating revenue				7.50%	5.12%	4.96%	5.15%	5.59%	4.73%
FA wage/salary % of operating revenue					2.91%	3.05%	3.01%	3.45%	3.06%
Ex pilot ex FA wage salary % of revenue					11.05%	11.27%	10.62%	12.43%	10.86%
Fuel expense % of operating revenue					28.6%	26.7%	42.4%	23.1%	26.0%
Cash & equiv % of operating revenue					26.8%	24.3%	11.2%	16.0%	20.1%
Long-term Debt [17] % of operating revenue					33.0%	33.9%	38.7%	49.6%	43.4%
Long-term Debt [17] % of assets [4]					38.4%	37.7%	50.2%	54.0%	51.2%
Revenue per aircraft (x 100,000)					\$245.5	\$251.0	\$264.5	\$232.3	\$272.4
Revenue per employee (x 1,000)					\$255.7	\$260.8	\$286.5	\$258.6	\$299.1
Revenue per flight attendant (x 10,000)					\$110.8	\$122.4	\$131.9	\$117.9	\$132.3
Revenue per pilot (x 10,000)					\$178.6	\$208.8	\$221.2	\$199.0	\$232.8
Ex pilot ex FA revenue per employee (x 1,000)					\$408.6	\$393.9	\$438.6	\$397.5	\$463.4
ASM's per aircraft (million)					214.4	213.0	209.5	202.7	211.2
ASM's per employee (x 10,000)					223.4	221.4	226.9	225.7	231.9
ASM's per flight attendant (x 100,000)					96.8	103.9	104.5	102.9	102.5
ASM's per pilot (x 100,000)					156.0	177.3	175.1	173.6	180.5
Ex pilot ex FA ASM per employee (x 100)					356.9	334.4	347.3	346.8	359.3
Employees per aircraft (x 10)					9.6	9.6	9.2	9.0	9.1
Flight attendants per aircraft					22.2	20.5	20.1	19.7	20.6
Pilots per aircraft					13.7	12.0	12.0	11.7	11.7
Unit cost w/o fuel & wage/benefit (cents)					4.97	5.12	5.35	5.35	5.24
Unit cost without fuel (cents)					7.69	8.16	8.36	8.42	8.37
Unit cost w/o wage/benefit (cents)					8.25	8.26	10.71	8.00	8.60
Fuel expense per ASM (cents)					3.27	3.14	5.36	2.64	3.36
Total wage/benefit per ASM (cents)					2.71	3.04	3.01	3.06	3.13
Total wage expense per ASM (cents)					2.18	2.27	2.37	2.46	2.41
Pilot wage/salary cost per ASM (cents)					0.59	0.58	0.65	0.64	0.61
FA wage/salary cost per ASM (cents)					0.33	0.36	0.38	0.39	0.39
Ex pilot ex FA wage/salary cost per ASM (cents)					1.27	1.33	1.34	1.42	1.40
Benefits per employee (average)					\$11,852	\$16,913	\$14,451	\$13,547	\$16,888
Employee wage/salary (average)					\$48,794	\$50,287	\$53,811	\$55,534	\$55,790
Employee benefit percentage (average)					19.5%	25.2%	21.2%	19.6%	23.2%
Pilot wage/salary (average)					\$91,419	\$103,487	\$113,851	\$111,329	\$110,199
Flight attendant wage/salary (average)					\$32,241	\$37,364	\$39,716	\$40,644	\$40,442
Flight attendant % of employees					23.1%	21.3%	21.7%	21.9%	22.6%
Pilot % of employees					14.3%	12.5%	13.0%	13.0%	12.8%
Passengers per employee (average)					1,664	1,689	1,677	1,628	1,679
Passengers per flight attendant (x 10)(average)					721	793	772	742	743
Passenger fare (average one way)[10]					\$138.91	\$140.57	\$149.27	\$132.35	\$147.44
Operating expense per pass less labor & fuel					\$66.82	\$65.25	\$72.51	\$73.88	\$72.94
Fuel expense per passenger (o/w)					\$43.91	\$41.21	\$72.49	\$36.66	\$46.34
Labor cost per passenger (o/w)					\$36.45	\$39.78	\$40.70	\$42.44	\$43.28
Management salary cost per passenger (o/w) [13]					\$0.34	\$0.49	\$0.59	\$0.63	\$0.54
Management salary % of average o/w fare [13]					0.25%	0.35%	0.40%	0.48%	0.37%
Pilot wage/salary cost per passenger (o/w)					\$7.87	\$7.65	\$8.79	\$8.89	\$8.43
Pilot wage/salary % of average o/w fare					5.7%	5.4%	5.9%	6.7%	5.7%
FA wage/salary cost per passenger (o/w)					\$4.47	\$4.71	\$5.14	\$5.48	\$5.45
FA wage/salary % average o/w fare					3.2%	3.4%	3.4%	4.1%	3.7%
Operating income (loss) per pass (avg o/w) [11]					\$6.50	\$8.14	-\$14.87	\$5.92	\$15.52