

2007	JBLU	USAir	SWA	NWA	CAL	DAL	UAL	AA
<b>FINANCIAL</b> (millions except stock price)								
Operating revenue [1]	\$2,842	\$9,002	\$9,861	\$11,688	\$12,018	\$14,984	\$17,068	\$20,363
Passenger revenue	\$2,636	\$8,135	\$9,457	\$9,428	\$10,792	\$12,758	\$15,254	\$18,235
Total operating expense [2]	\$2,673	\$8,573	\$9,070	\$10,165	\$11,752	\$14,906	\$16,158	\$19,335
Operating expense less fuel	\$1,744	\$5,943	\$6,534	\$6,787	\$8,398	\$10,220	\$11,155	\$13,324
Wage & benefit total expense (SEC)	\$648	\$2,302	\$3,213	\$2,568	\$3,073	\$4,189	\$4,257	\$6,132
Wage/salary expense W2 (BTS)	\$519	\$1,723	\$2,356	\$1,882	\$2,144	\$2,824	\$3,011	\$4,400
Management salaries (general) (BTS)	\$17	\$29	\$158	\$81	\$98	\$30	\$16	\$139
Pilot wage/salary expense (BTS)[3]	\$181	\$443	\$887	\$573	\$613	\$760	\$733	\$1,158
Flt Attendant wage/salary exp (BTS) [3]	\$64	\$273	\$368	\$274	\$379	\$403	\$538	\$775
Fuel	\$929	\$2,630	\$2,536	\$3,378	\$3,354	\$4,686	\$5,003	\$6,011
Cash & equivalent	\$887	\$2,176	\$2,779	\$3,759	\$2,982	\$3,306	\$3,789	\$4,859
Total assets	\$5,598	\$8,040	\$16,722	\$24,517	\$12,105	\$32,423	\$24,236	\$25,385
Long-term Debt [4]	\$2,588	\$3,031	\$2,050	\$6,639	\$4,366	\$7,986	\$7,518	\$7,280
Operating income (loss) [5]	\$169	\$429	\$791	\$1,523	\$266	\$78	\$910	\$1,028
Net profit (loss) (per SEC) [6]	\$18.0	\$427	\$645	\$764	\$459	\$1,612	\$402	\$356
Median stock price [7]	\$11.3	\$38.4	\$14.4	\$20.3	\$36.9	\$18.5	\$42.4	\$27.1
<b>OPERATIONAL</b>								
ASM's (total)(million)	31,904	75,842	99,636	86,310	103,139	127,749	141,890	169,906
International ASM's (million)		15,293		36,461	49,048	49,281	57,912	61,337
RPM's (million)	25,737	61,262	72,319	72,924	84,310	103,452	117,399	138,453
Load factor	80.7%	80.8%	72.6%	84.7%	81.7%	81.0%	82.7%	81.5%
Yield (cents)	10.24	13.28	13.08	12.93	12.80	13.95	12.99	13.17
PRASM (passenger) (cents)	8.26	10.73	9.49	10.94	10.46	11.24	10.78	10.73
RASM (operating)(cents)	8.91	11.87	9.90	13.54	11.65	11.73	12.03	11.98
CASM (cents)	8.27	11.30	9.10	10.75	10.83	10.33	11.39	11.38
Passengers boarded (million)	21,387	57,871	88,714	53,68	50,960	73,677	68,386	98,162
Employees [8]	9,713	34,256	33,680	29,619	40,948	47,286	55,160	71,818
Flight Attendants [8]	1,929	7,299	7,425	7,680	8,798	10,921	15,027	16,268
Pilots [8]	1,707	4,278	5,317	4,340	4,598	5,904	6,338	8,343
Operating aircraft (SEC)	134	356	520	356	365	446	460	655
Fleet Age (average mainline in years)	3.1	11.9	9.4	17.5	10.0	12.8	13	15

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RASM-CASM differential (cents)	0.64	0.57	0.80	2.79	0.82	1.40	0.64	0.60
Operating margin [9]	5.9%	4.8%	8.0%	13.0%	2.2%	0.5%	5.3%	5.0%
Wage/benefit % of revenue	22.8%	25.6%	32.6%	22.0%	25.6%	28.0%	24.9%	30.1%
Management salaries % of total wage W2	3.4%	1.7%	6.7%	4.3%	4.6%	1.1%	0.5%	3.2%
Pilot wage/salary % of total wage W2	34.8%	25.7%	37.6%	30.4%	28.6%	26.9%	24.4%	26.3%
FA wage/salary % of total wage W2	12.3%	15.8%	15.6%	14.6%	17.7%	14.3%	17.9%	17.6%
Fuel expense % of revenue	32.7%	29.2%	25.7%	28.9%	27.9%	31.3%	29.3%	29.5%
Cash & equiv % of revenue	31.2%	24.2%	28.2%	32.2%	24.8%	22.1%	22.2%	23.9%
Long-term Debt % of revenue	91.1%	33.7%	20.8%	56.8%	36.3%	53.3%	44.0%	35.8%
Long-term Debt % of assets [4]	46.2%	37.7%	12.3%	27.1%	36.1%	24.6%	31.0%	28.7%
Revenue per aircraft (x 100,000)	\$477.6	\$251.8	\$197.0	\$333.5	\$328.8	\$338.2	\$371.0	\$306.9
Revenue per employee (x 1,000)	\$292.6	\$262.8	\$292.8	394.6	\$293.5	\$316.9	\$309.4	\$283.5
Revenue/flight attendant (x 10,000)	\$147.3	\$123.3	\$132.8	152.2	\$136.6	\$137.2	\$113.6	\$125.2
Revenue per pilot (x 10,000)	\$166.5	\$210.4	\$185.5	269.3	\$261.4	\$253.8	\$269.3	\$244.1
ASM's per aircraft (million)	536.2	212.1	199.1	246.2	282.2	288.4	308.5	256.1
ASM's per employee (x 10,000)	328.5	221.4	295.8	291.4	251.9	270.2	257.2	236.6
ASM's per flight attendant (x 100,000)	165.4	103.9	134.2	112.4	117.2	117.0	94.4	104.4
ASM's per pilot (x 100,000)	186.9	177.3	187.4	198.9	224.3	216.4	223.9	203.7
Employees per aircraft (x 10)	16.3	9.6	6.7	8.1	11.2	10.7	12.0	10.8
Flight attendants per aircraft	32.4	20.4	14.8	21.9	24.1	24.7	32.7	24.5
Pilots per aircraft	28.7	12.0	10.6	11.9	12.6	13.3	13.8	12.6
Unit cost w/o fuel & wage/benefit (cents)	3.33	4.80	3.33	3.86	4.60	3.38	4.86	4.23
Unit cost without fuel (cents)	5.36	7.83	6.55	6.84	7.58	6.66	7.86	7.84
Unit cost w/o wage/benefit (cents)	6.24	8.26	5.88	7.77	7.85	7.05	8.39	7.77
Fuel expense per ASM (cents)	2.91	3.47	2.55	3.91	3.25	3.67	3.53	3.54
Total wage/benefit per ASM (cents)	2.03	3.04	3.22	2.98	2.98	3.28	3.00	3.61
Pilot wage/salary cost per ASM (cents)	0.57	0.58	0.89	0.66	0.59	0.60	0.52	0.68
FA wage/salary cost per ASM (cents)	0.20	0.36	0.37	0.32	0.37	0.32	0.38	0.46
Salary/benefits per employee (average)	\$66,715	\$67,200	\$95,398	\$86,701	\$75,046	\$88,589	\$77,175	\$85,382
Flight attendant % of employees	19.9%	21.3%	22.0%	25.9%	21.5%	23.1%	27.2%	22.7%
Pilot % of employees	17.6%	12.5%	15.8%	14.7%	11.2%	12.5%	11.5%	11.6%
Passengers per employee (average)	2,202	1,689	2,634	1,812	1,245	1,558	1,240	1,367
Passengers per flight attendant (x 10)(average)	1,109	793	1,195	699	579	675	455	603
Passenger fare (average one way)[10]	\$123.25	\$140.57	\$106.60	\$175.64	\$211.77	\$173.16	\$223.06	\$185.76
Operating expense per pass less labor & fuel	\$51.25	\$62.92	\$37.44	\$78.60	\$104.49	\$81.86	\$100.87	\$73.27
Fuel expense per passenger (o/w)	\$43.44	\$45.45	\$28.59	\$62.93	\$65.82	\$63.60	\$73.16	\$61.24
Labor cost per passenger (o/w)	\$30.30	\$39.78	\$36.22	\$47.84	\$60.30	\$56.86	\$62.25	\$62.47
Management salary cost per passenger (o/w)	\$0.82	\$0.49	\$1.79	\$1.51	\$1.93	\$0.41	\$0.23	\$1.41
Management salary % of average o/w fare	0.66%	0.35%	1.68%	0.86%	0.91%	0.23%	0.10%	0.76%
Pilot wage/salary cost per passenger (o/w)	\$8.45	\$7.65	\$10.00	\$10.67	\$12.03	\$10.32	\$10.72	\$11.79
Pilot wage/salary % of average o/w fare	6.9%	5.4%	9.4%	6.1%	5.7%	6.0%	4.8%	6.3%
FA wage/salary cost per passenger (o/w)	\$2.99	\$4.72	\$4.15	\$5.10	\$7.44	\$5.47	\$7.87	\$7.90
FA wage/salary % average o/w fare	2.4%	3.4%	3.9%	2.9%	3.5%	3.2%	3.5%	4.3%
Operating income (loss) per pass (avg o/w) [11]	\$7.90	\$7.41	\$8.92	\$28.37	\$5.22	\$1.06	\$13.31	\$10.47
RPM's per passenger (average one way)	1,203	1,059	815	1,359	1,654	1,404	1,717	1,410
International % of ASM capacity		20.16%		42.24%	47.56%	38.58%	40.81%	36.10%