

Northwest [21]	(Bankruptcy Sep 2005 - May 2007)					
	2002	2003	2004	2005	2006	2007
FINANCIAL (millions except stock price)						
Operating revenue [1]	\$9,489	\$9,217	\$10,196	\$10,951	\$11,169	\$11,688
Passenger revenue	\$7,823	\$7,632	\$8,432	\$8,902	\$9,230	\$9,428
Total operating expense [2]	\$10,335	\$9,775	\$10,574	\$11,629	\$10,422	\$10,165
Operating expense less fuel	\$8,896	\$8,221	\$8,371	\$8,497	\$7,036	\$6,787
Wage & benefit total expense (SEC)	\$3,878	\$3,905	\$3,796	\$3,721	\$2,662	\$2,568
Wage/salary expense W2 (BTS)	\$2,795	\$2,705	\$2,675	\$2,392	\$1,721	\$1,882
Management salaries (general) (BTS)	\$40	\$53	\$58	\$52	\$39	\$81
Pilot wage/salary expense [3]	\$819	\$828	\$836	\$717	\$533	\$573
Flt Attendant wage/salary exp [3]	\$345	\$356	\$373	\$375	\$266	\$274
Fuel	\$1,439	\$1,554	\$2,203	\$3,132	\$3,386	\$3,378
Cash & equivalent	\$2,197	\$2,757	\$2,459	\$1,862	\$2,482	\$3,759
Total assets	\$13,184	\$14,008	\$14,042	\$13,083	\$13,215	\$24,517
Long-term Debt [4]	\$6,982	\$8,285	\$8,772	In bankruptcy		\$6,639
Operating income (loss) [5]	-\$846	-\$558	-\$378	-\$678	\$747	\$1,523
Net profit (loss) (per SEC) [6]	-\$798	\$248	-\$862	In bankruptcy		\$764
Median stock price [7]	\$12.8	\$10.1	\$10.1	\$5.3	BK	\$20.3
OPERATIONAL						
ASM's (total)(million)	93,417	88,593	91,378	91,775	85,603	86,310
International ASM's (million)	37,202	34,101	35,241	36,566	34,766	36,461
RPM's (million)	72,027	68,476	73,312	75,820	72,606	72,924
Load factor	77.1%	77.3%	80.2%	82.6%	84.8%	84.7%
Yield (cents)	10.86	11.15	11.5	11.74	12.71	12.93
PRASM (passenger) (cents)	8.37	8.61	9.23	9.7	10.78	10.94
RASM (operating)(cents)	10.16	10.40	11.16	11.93	13.05	13.54
CASM (cents)	9.50	9.87	10.62	11.53	10.95	10.75
Passengers boarded (revenue)(million)	52.70	51.87	55.37	56.47	54.84	53.68
Employees [8]	44,718	39,733	38,454	35,985	30,729	29,619
Flight Attendants [8]	9,243	8,403	8,636	8,860	7,869	7,680
Pilots [8]	5,534	5,112	4,942	4,995	4,531	4,340
Operating aircraft (SEC)	439	430	435	379	371	356
Fleet Age (average mainline in years)	18.8	18.0	18.3	17.6	17.6	17.5

Northwest [21]	2002	2003	2004	2005	2006	2007
RASM-CASM differential (cents)	0.66	0.53	0.54	0.40	2.10	2.79
Operating margin [9]	-8.9%	-6.1%	-3.7%	-6.2%	6.7%	13.0%
Wage/benefit % of revenue	40.9%	42.4%	37.2%	34.0%	23.8%	22.0%
Management salaries % of total wage W2	1.4%	2.0%	2.2%	2.2%	2.3%	4.3%
Pilot wage/salary % of total wage W2	29.3%	30.6%	31.3%	30.0%	31.0%	30.4%
FA wage/salary % of total wage W2	12.3%	13.2%	13.9%	15.7%	15.5%	14.6%
Fuel expense % of revenue	15.2%	16.9%	21.6%	28.6%	30.3%	28.9%
Cash & equiv % of revenue	23.2%	29.9%	24.1%	17.0%	22.2%	32.2%
Long-term Debt % of revenue	73.6%	89.9%	86.0%	In bankruptcy		56.8%
Long-term Debt % of assets [4]	53.0%	59.1%	62.5%	In bankruptcy		27.1%
Revenue per aircraft (x 100,000)	225.1	218.2	242.5	277.9	308.5	333.5
Revenue per employee (x 1,000)	212.2	232.0	265.1	304.3	363.5	394.6
Revenue/flight attendant (x 10,000)	102.7	109.7	118.1	123.6	141.9	152.2
Revenue per pilot (x 10,000)	171.5	180.3	206.3	219.2	246.5	269.3
ASM's per aircraft (million)	221.6	209.7	217.3	232.9	236.5	246.2
ASM's per employee (x 10,000)	208.9	223.0	237.6	255.0	278.6	291.4
ASM's per flight attendant (x 100,000)	101.1	105.4	105.8	103.6	108.8	112.4
ASM's per pilot (x 100,000)	175.7	180.9	193.4	192.8	199.2	210.2
Employees per aircraft (x 10)	10.3	9.1	8.9	8.8	8.2	8.1
Flight attendants per aircraft	21.9	19.9	20.5	22.5	21.7	21.9
Pilots per aircraft	12.8	11.8	11.4	12.3	12.1	11.9
Unit cost w/o fuel & wage/benefit (cents)	3.81	3.71	4.05	4.06	3.88	3.86
Unit cost without fuel (cents)	7.96	8.12	8.21	8.12	6.99	6.84
Unit cost w/o wage/benefit (cents)	5.35	5.46	6.47	7.48	7.84	7.77
Fuel expense per ASM (cents)	1.54	1.75	2.41	3.41	3.96	3.91
Total wage/benefit per ASM (cents)	4.15	4.41	4.15	4.05	3.11	2.98
Pilot wage/salary cost per ASM (cents)	0.88	0.93	0.92	0.78	0.62	0.66
FA wage/salary cost per ASM (cents)	0.37	0.40	0.41	0.41	0.31	0.32
Salary/benefits per employee (average)	\$86,721	\$98,281	\$98,715	\$103,404	\$86,628	\$86,701
Flight attendant % of employees	20.7%	21.1%	22.5%	24.6%	25.6%	25.9%
Pilot % of employees	12.4%	12.9%	12.9%	13.9%	14.7%	14.7%
Passengers per employee (average)	1,178	1,305	1,440	1,569	1,785	1,812
Passengers per flight attendant (x 10)(average)	570	617	641	637	697	699
Passenger fare (average one way)[10]	\$148.44	\$147.15	\$152.28	\$157.64	\$168.31	\$175.64
Operating expense per pass less labor & fuel	\$95.22	\$83.22	\$82.62	\$84.58	\$79.76	\$78.60
Fuel expense per passenger (o/w)	\$27.31	\$29.96	\$39.78	\$55.46	\$61.74	\$62.93
Labor cost per passenger (o/w)	\$73.59	\$75.29	\$68.55	\$65.89	\$48.54	\$47.84
Management salary cost per passenger (o/w)	\$0.75	\$1.02	\$1.05	\$0.92	\$0.72	\$1.51
Management salary % of average o/w fare	0.51%	0.69%	0.69%	0.59%	0.43%	0.86%
Pilot wage/salary cost per passenger (o/w)	\$15.55	\$15.96	\$15.10	\$12.70	\$9.71	\$10.67
Pilot wage/salary % of average o/w fare	10.5%	10.8%	9.9%	8.1%	5.8%	6.1%
FA wage/salary cost per passenger (o/w)	\$6.55	\$6.86	\$6.74	\$6.64	\$4.85	\$5.10
FA wage/salary % average o/w fare	4.4%	4.7%	4.4%	4.2%	2.9%	2.9%
Operating income (loss) per pass (avg o/w) [11]	-\$16.05	-\$10.76	-\$6.83	-\$12.01	\$13.62	\$28.37
RPM's per passenger (average one way)	1,367	1,320	1,324	1,343	1,324	1,359
International % of ASM capacity	39.82%	38.49%	38.57%	39.84%	40.61%	42.24%

Note : Some data during bankruptcy has been omitted.