

Southwest	2002	2003	2004	2005	2006	2007
FINANCIAL (millions except stock price)						
Operating revenue [1]	\$5,522	\$5,937	\$6,530	\$7,584	\$9,086	\$9,861
Passenger revenue	\$5,341	\$5,741	\$6,280	\$7,279	\$8,750	\$9,457
Total operating expense [2]	\$5,181	\$5,558	\$6,126	\$6,859	\$8,152	\$9,070
Operating expense less fuel	\$4,419	\$4,728	\$5,126	\$5,518	\$6,014	\$6,534
Wage & benefit total expense (SEC)	\$1,993	\$2,224	\$2,578	\$2,782	\$3,052	\$3,213
Wage/salary expense W2 (BTS)	\$1,465	\$1,603	\$1,788	\$1,960	\$2,151	\$2,356
Management salaries (general) (BTS) [12]	\$114	\$123	\$133	\$141	\$160	\$158
Pilot wage/salary expense [3]	\$466	\$523	\$607	\$714	\$804	\$887
Flt Attendant wage/salary exp [3]	\$198	\$219	\$251	\$283	\$314	\$368
Fuel	\$762	\$830	\$1,000	\$1,341	\$2,138	\$2,536
Cash & equivalent	\$1,815	\$1,865	\$1,305	\$2,531	\$1,759	\$2,779
Total assets	\$8,954	\$9,878	\$11,337	\$14,003	\$13,460	\$16,722
Long-term Debt [4]	\$1,553	\$1,332	\$1,700	\$1,394	\$1,567	\$2,050
Operating income (loss) [5]	\$341	\$379	\$404	\$725	\$934	\$791
Net profit (loss) (per SEC) [6]	\$241	\$442	\$313	\$548	\$499	\$645
Median stock price [7]	\$16.0	\$15.5	\$15.0	\$15.0	\$16.4	\$14.4
OPERATIONAL						
ASM's (total)(million)	68,887	71,790	76,861	85,173	92,663	99,636
RPM's (million)	45,392	47,943	53,418	60,223	67,691	72,319
Load factor	65.9%	66.8%	69.5%	70.7%	73.1%	72.6%
Yield (cents)	11.77	11.97	11.76	12.09	12.93	13.08
PRASM (passenger) (cents)	7.75	8.00	8.17	8.55	9.44	9.49
RASM (operating)(cents)	8.02	8.27	8.50	8.90	9.81	9.90
CASM (cents)	7.52	7.74	7.97	8.05	8.80	9.10
Passengers boarded (revenue)(million)	63.046	65.674	70.903	77.694	83.815	88.714
Employees [8]	33,421	33,360	31,675	31,543	32,167	33,680
Flight Attendants [8]	6,302	5,992	6,155	6,727	7,056	7,425
Pilots [8]	3,966	4,022	4,197	4,535	4,845	5,317
Operating aircraft (SEC)	375	388	417	445	481	520
Fleet Age (average mainline in years)	9.2	9.6	9.0	9.1	9.3	9.4

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RASM-CASM differential (cents)	0.50	0.53	0.53	0.85	1.01	0.80
Operating margin [9]	6.2%	6.4%	6.2%	9.6%	10.3%	8.0%
Wage/benefit % of revenue	36.1%	37.5%	39.5%	36.7%	33.6%	32.6%
Management salaries % of total wage W2	7.8%	7.7%	7.4%	7.2%	7.5%	6.7%
Pilot wage/salary % of total wage W2	31.8%	32.6%	33.9%	36.4%	37.4%	37.6%
FA wage/salary % of total wage W2	13.5%	13.7%	14.0%	14.4%	14.6%	15.6%
Fuel expense % of revenue	13.8%	14.0%	15.3%	17.7%	23.5%	25.7%
Cash & equiv % of revenue	32.9%	31.4%	20.0%	33.4%	19.4%	28.2%
Long-term Debt % of revenue	28.1%	22.4%	26.0%	18.4%	17.2%	20.8%
Long-term Debt % of assets [4]	17.3%	13.5%	15.0%	10.0%	11.6%	12.3%
Revenue per aircraft (x 100,000)	\$151.3	\$155.6	\$162.2	\$176.0	\$196.2	\$197.0
Revenue per employee (x 1,000)	\$165.2	\$178.0	\$206.2	\$240.4	\$282.5	\$292.8
Revenue/flight attendant (x 10,000)	\$87.6	\$99.1	\$106.1	\$112.7	\$128.8	\$132.8
Revenue per pilot (x 10,000)	\$139.2	\$147.6	\$155.6	\$167.2	\$187.5	\$185.5
ASM's per aircraft (million)	188.7	188.2	191.0	197.6	200.1	199.1
ASM's per employee (x 10,000)	206.1	215.2	242.7	270.0	288.1	295.8
ASM's per flight attendant (x 100,000)	109.3	119.8	124.9	126.6	131.3	134.2
ASM's per pilot (x 100,000)	173.7	178.5	183.1	187.8	191.3	187.4
Employees per aircraft (x 10)	9.2	8.7	7.9	7.3	6.9	6.7
Flight attendants per aircraft	17.3	15.7	15.3	15.6	15.2	14.8
Pilots per aircraft	10.9	10.5	10.4	10.5	10.5	10.6
Unit cost w/o fuel & wage/benefit (cents)	3.52	3.49	3.31	3.21	3.20	3.33
Unit cost without fuel (cents)	6.41	6.58	6.67	6.48	6.49	6.55
Unit cost w/o wage/benefit (cents)	4.63	4.64	4.62	4.78	5.51	5.88
Fuel expense per ASM (cents)	1.11	1.16	1.30	1.57	2.31	2.55
Total wage/benefit per ASM (cents)	2.89	3.10	3.35	3.27	3.29	3.22
Pilot wage/salary cost per ASM (cents)	0.68	0.73	0.79	0.84	0.87	0.89
FA wage/salary cost per ASM (cents)	0.29	0.31	0.33	0.33	0.34	0.37
Salary/benefits per employee (average)	\$59,633	\$66,667	\$81,389	\$88,197	\$94,880	\$95,398
Flight attendant % of employees	18.9%	18.0%	19.4%	21.3%	21.9%	22.0%
Pilot % of employees	11.9%	12.1%	13.3%	14.4%	15.1%	15.8%
Passengers per employee (average)	1,886	1,969	2,238	2,463	2,606	2,634
Passengers per flight attendant (x 10)(average)	1,000	1,096	1,152	1,155	1,188	1,195
Passenger fare (average one way)[10]	\$84.72	\$87.42	\$88.57	\$93.69	\$104.40	\$106.60
Operating expense per pass less labor & fuel	\$38.48	\$38.13	\$35.94	\$35.22	\$35.34	\$37.44
Fuel expense per passenger (o/w)	\$12.09	\$12.64	\$14.10	\$17.26	\$25.51	\$28.59
Labor cost per passenger (o/w)	\$31.61	\$33.86	\$36.36	\$35.81	\$36.41	\$36.22
Management salary cost per passenger (o/w)	\$1.81	\$1.88	\$1.87	\$1.81	\$1.91	\$1.79
Management salary % of average o/w fare	2.14%	2.15%	2.12%	1.93%	1.83%	1.68%
Pilot wage/salary cost per passenger (o/w)	\$7.40	\$7.97	\$8.55	\$9.19	\$9.59	\$10.00
Pilot wage/salary % of average o/w fare	8.7%	9.1%	9.7%	9.8%	9.2%	9.4%
FA wage/salary cost per passenger (o/w)	\$3.14	\$3.33	\$3.54	\$3.64	\$3.75	\$4.15
FA wage/salary % average o/w fare	3.7%	3.8%	4.0%	3.9%	3.6%	3.9%
Operating income (loss) per pass (avg o/w) [11]	\$5.41	\$5.77	\$5.70	\$9.33	\$11.14	\$8.92
RPM's per passenger (average one way)	720	730	753	775	808	815