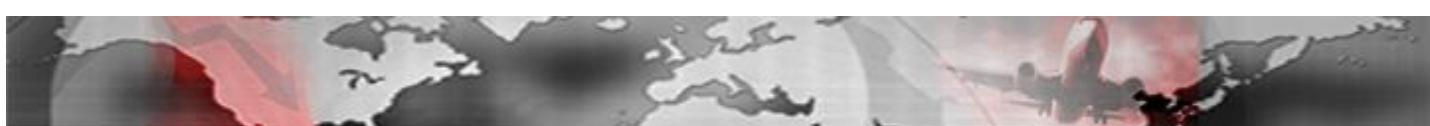


# Employees Productivity

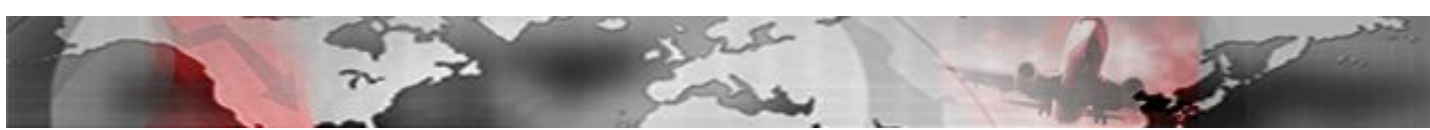


# Total ASMs Produced per Employee Equivalent

Millions

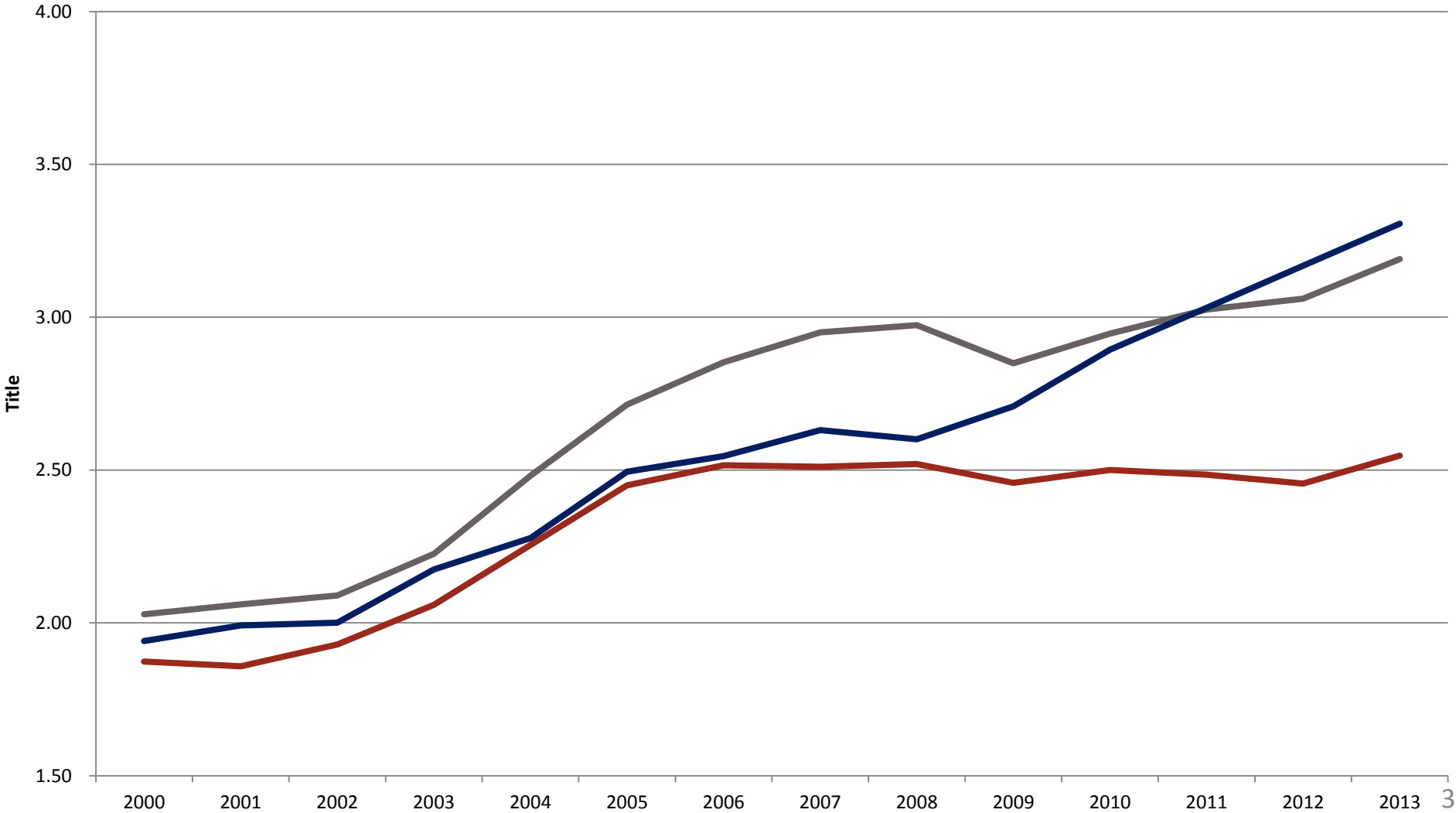
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
American	1.74	1.66	1.74	1.95	2.19	2.35	2.39	2.37	2.31	2.28	2.34	2.32	2.37	2.60
Continental	1.97	1.93	2.02	1.98	2.19	2.30	2.38	2.42	2.44	2.44	2.52	2.73	-	-
Delta	2.06	2.02	2.02	2.04	2.26	2.56	2.75	2.70	2.72	2.64	2.62	2.54	2.56	2.69
Northwest	2.01	1.97	2.09	2.24	2.38	2.55	2.79	2.91	2.90	2.52	-	-	-	-
United	1.84	1.76	1.97	2.19	2.39	2.48	2.60	2.57	2.64	2.63	2.65	2.56	2.46	2.44
US Airways	1.56	1.96	1.80	1.93	2.04	2.52	1.39	1.59	2.27	2.26	2.32	2.30	2.38	2.42
America West	2.22	2.21	2.19	2.15	2.26	2.51	-	-	-	-	-	-	-	-
<b>--sub Network</b>	<b>1.87</b>	<b>1.86</b>	<b>1.93</b>	<b>2.06</b>	<b>2.25</b>	<b>2.45</b>	<b>2.52</b>	<b>2.51</b>	<b>2.52</b>	<b>2.46</b>	<b>2.50</b>	<b>2.48</b>	<b>2.46</b>	<b>2.55</b>
Southwest	2.09	2.12	2.07	2.16	2.43	2.71	2.88	2.96	2.98	2.82	2.88	2.88	2.93	3.04
jetBlue	1.99	2.01	2.81	3.15	3.24	3.18	3.08	3.31	3.11	3.01	3.10	3.17	3.25	3.35
AirTran	1.47	1.56	1.78	1.89	2.06	2.38	2.56	2.73	2.88	2.84	2.92	3.19	-	-
Frontier	2.31	2.18	2.16	2.27	2.37	2.43	2.60	2.41	2.46	2.21	2.56	2.77	2.69	3.21
Virgin America	-	-	-	-	-	-	-	-	4.59	4.71	4.32	4.66	5.26	4.95
<b>--sub LCC</b>	<b>2.03</b>	<b>2.06</b>	<b>2.09</b>	<b>2.23</b>	<b>2.48</b>	<b>2.71</b>	<b>2.85</b>	<b>2.95</b>	<b>2.97</b>	<b>2.85</b>	<b>2.95</b>	<b>3.03</b>	<b>3.06</b>	<b>3.19</b>
Alaska	1.82	1.77	1.91	2.08	2.25	2.41	2.50	2.50	2.52	2.60	2.83	2.97	3.07	3.21
Hawaiian	2.27	2.75	2.27	2.51	2.31	2.72	2.48	2.78	-	2.67	2.67	2.82	3.02	3.21
Allegiant	-	-	-	2.06	2.69	2.83	3.28	3.29	3.22	3.44	3.81	3.92	4.06	4.04
<b>-- sub Other</b>	<b>1.94</b>	<b>1.99</b>	<b>2.00</b>	<b>2.17</b>	<b>2.28</b>	<b>2.49</b>	<b>2.55</b>	<b>2.63</b>	<b>2.60</b>	<b>2.71</b>	<b>2.89</b>	<b>3.03</b>	<b>3.17</b>	<b>3.31</b>
<b>Total All Sectors</b>	<b>1.89</b>	<b>1.88</b>	<b>1.95</b>	<b>2.08</b>	<b>2.28</b>	<b>2.49</b>	<b>2.57</b>	<b>2.59</b>	<b>2.60</b>	<b>2.54</b>	<b>2.60</b>	<b>2.61</b>	<b>2.60</b>	<b>2.70</b>

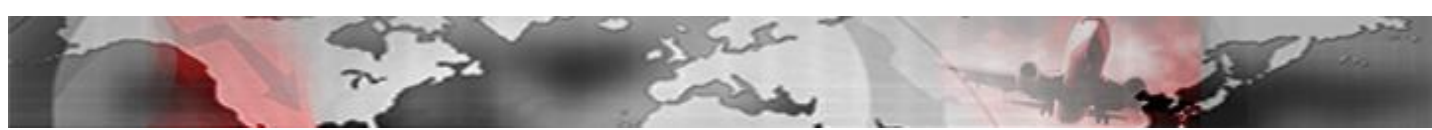
Data Source: US DOT Form 41 via BTS, Schedule P10 & T2.



# Total ASMs Produced per Employee Equivalent

— Network Carriers — LCCs — Other

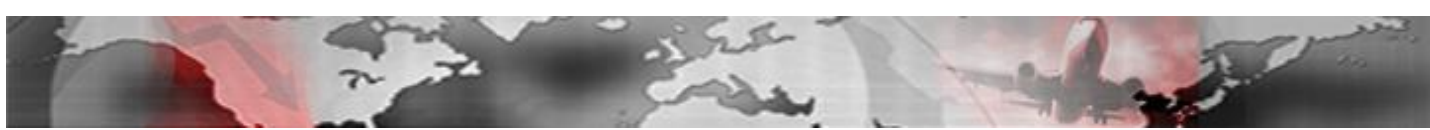




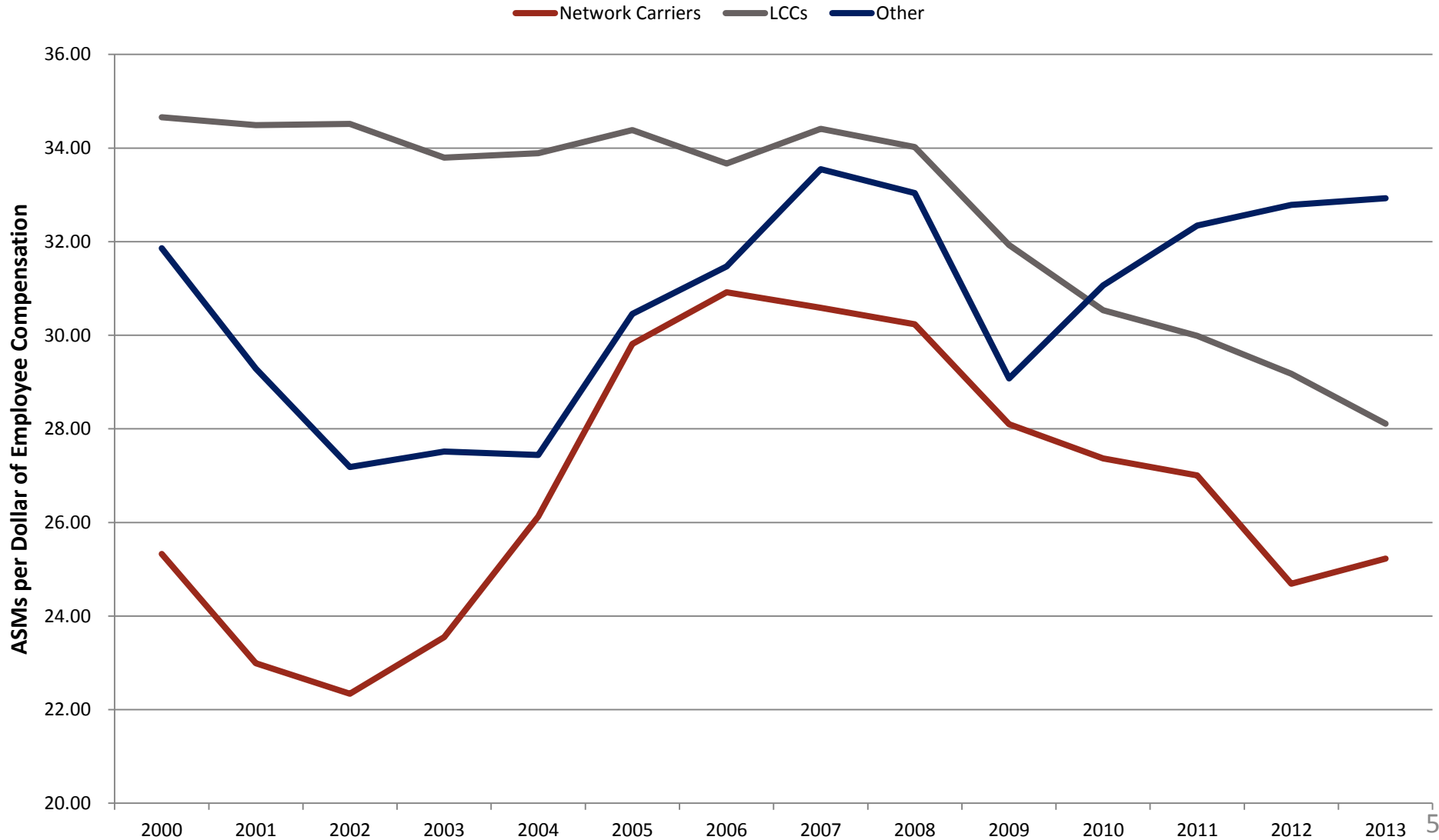
# Total ASMs Produced per \$ of Employee Compensation

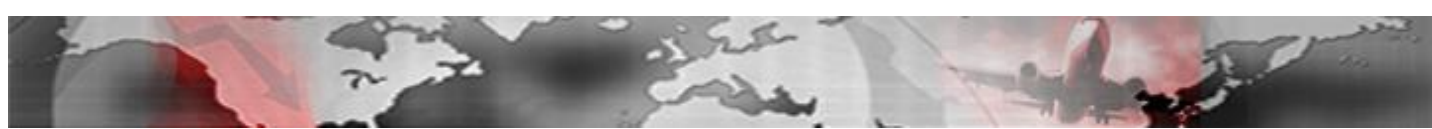
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
American	23.95	21.99	20.77	23.19	26.85	27.38	26.91	26.49	25.81	23.40	23.59	23.13	23.36	27.43
Continental	30.31	29.01	28.47	27.54	29.26	32.58	32.61	31.62	33.89	31.21	29.87	29.20	-	-
Delta	26.86	24.37	23.18	20.89	22.84	29.96	33.31	33.92	34.39	30.13	28.76	28.36	25.92	24.49
Northwest	27.43	24.07	23.61	22.47	23.42	23.89	30.78	32.81	31.25	27.53	-	-	-	-
United	24.06	21.14	20.25	24.56	27.77	32.98	31.76	31.30	29.52	30.10	27.42	27.23	23.57	23.82
US Airways	18.72	17.78	18.70	21.04	24.01	35.56	21.52	22.38	31.21	30.78	30.16	30.14	28.27	27.47
America West	45.22	41.28	42.73	40.51	43.42	41.08	-	-	-	-	-	-	-	-
<b>--sub Network</b>	<b>25.33</b>	<b>22.99</b>	<b>22.34</b>	<b>23.55</b>	<b>26.13</b>	<b>29.81</b>	<b>30.92</b>	<b>30.59</b>	<b>30.24</b>	<b>28.10</b>	<b>27.37</b>	<b>27.00</b>	<b>24.69</b>	<b>25.23</b>
Southwest	33.47	33.07	32.71	30.81	29.95	30.08	28.99	29.49	29.24	26.97	25.41	24.83	25.62	24.64
jetBlue	38.63	46.25	46.18	47.16	51.20	51.02	47.19	45.80	42.45	38.36	36.56	36.96	36.25	35.65
AirTran	39.55	37.79	38.86	40.45	40.58	43.00	44.55	45.87	45.66	43.93	41.96	39.67	-	-
Frontier	50.34	45.76	40.76	42.73	42.57	40.44	42.24	43.50	44.75	44.59	46.93	42.70	41.57	40.94
Virgin America	-	-	-	-	-	-	-	67.98	53.89	64.02	60.36	60.62	60.12	54.10
<b>-- sub LCC</b>	<b>34.66</b>	<b>34.49</b>	<b>34.52</b>	<b>33.79</b>	<b>33.89</b>	<b>34.38</b>	<b>33.67</b>	<b>34.41</b>	<b>34.02</b>	<b>31.93</b>	<b>30.54</b>	<b>29.99</b>	<b>29.18</b>	<b>28.11</b>
Alaska	28.34	26.15	25.99	25.50	25.74	28.60	28.85	29.73	29.57	24.78	27.50	28.69	28.31	28.77
Hawaiian	43.89	39.91	30.60	32.21	30.79	33.00	33.70	39.10	37.04	34.19	32.92	35.75	37.00	37.13
Allegiant	-	-	-	-	66.60	64.60	74.13	64.74	57.35	56.56	54.44	50.63	53.09	47.71
<b>-- sub Other</b>	<b>31.86</b>	<b>29.29</b>	<b>27.18</b>	<b>27.51</b>	<b>27.44</b>	<b>30.45</b>	<b>31.47</b>	<b>33.55</b>	<b>33.04</b>	<b>29.08</b>	<b>31.06</b>	<b>32.34</b>	<b>32.79</b>	<b>32.93</b>
<b>Total All Sectors</b>	<b>26.06</b>	<b>23.92</b>	<b>23.38</b>	<b>24.64</b>	<b>27.02</b>	<b>30.45</b>	<b>31.38</b>	<b>31.35</b>	<b>31.02</b>	<b>28.84</b>	<b>28.12</b>	<b>27.83</b>	<b>25.92</b>	<b>26.19</b>

Data Source: US DOT Form 41 via BTS, Schedule P6 & T2.



# Total ASMs Produced per \$ of Employee Compensation



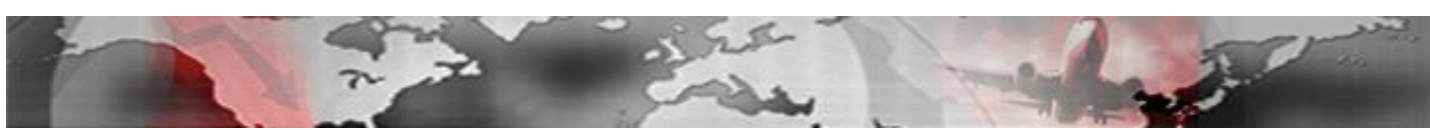


# Total Passengers per Full-time Employee Equivalent

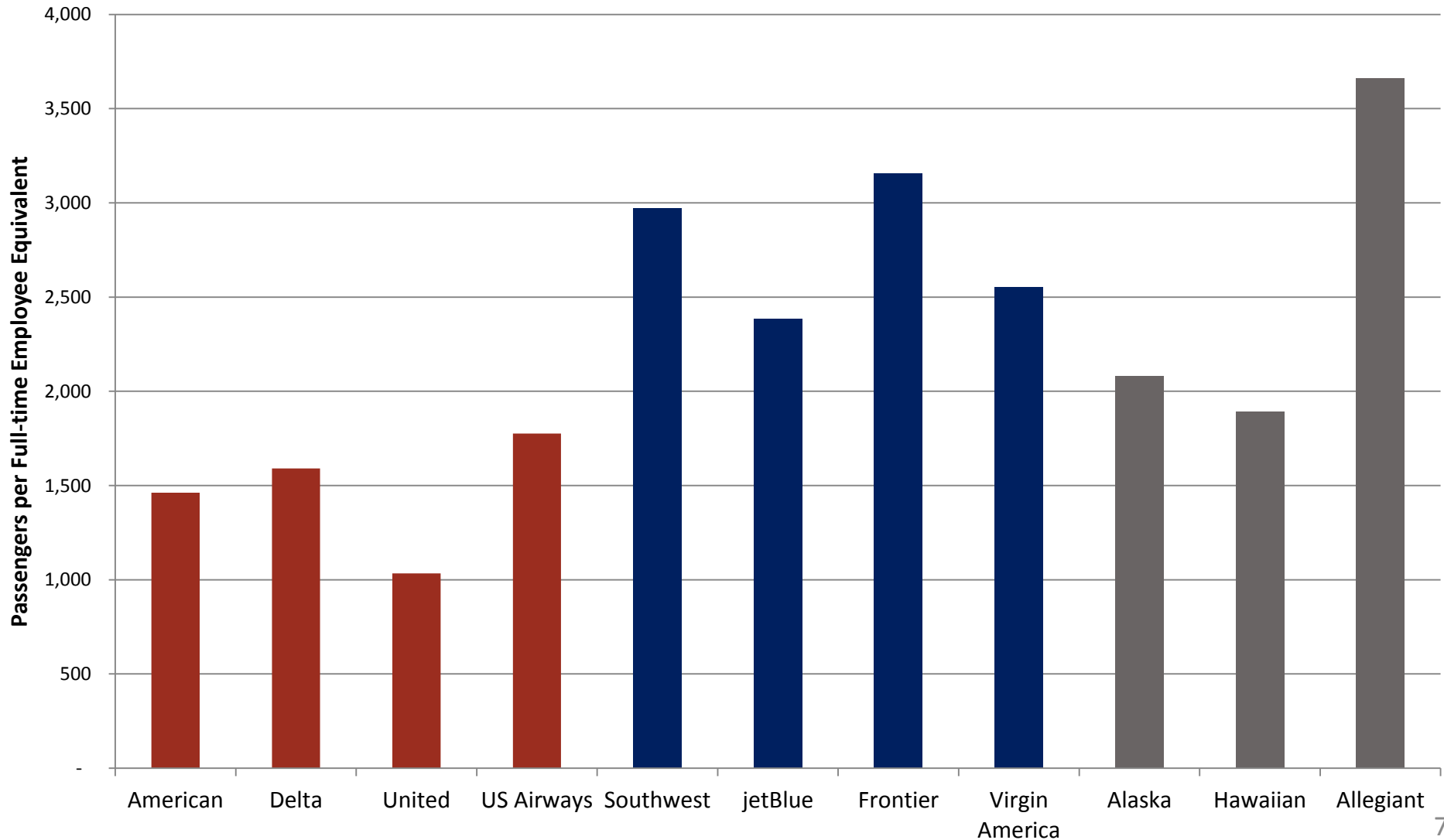
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
American	932	847	951	1,049	1,154	1,309	1,350	1,368	1,309	1,290	1,316	1,295	1,340	1,461
Continental	1,069	1,015	1,046	1,014	1,097	1,148	1,188	1,197	1,156	1,137	1,154	1,231	-	-
Delta	1,481	1,343	1,392	1,429	1,510	1,649	1,617	1,545	1,513	1,463	1,449	1,420	1,489	1,590
Northwest	1,104	1,049	1,159	1,308	1,442	1,571	1,786	1,814	1,680	1,378	-	-	-	-
United	880	801	908	1,061	1,165	1,179	1,260	1,240	1,225	1,204	1,175	1,086	1,052	1,033
US Airways	1,403	1,651	1,502	1,543	1,600	1,975	1,674	1,689	1,677	1,628	1,679	1,679	1,737	1,775
America West	1,637	1,634	1,582	1,547	1,582	1,823	-	-	-	-	-	-	-	-
<b>--sub Network</b>	<b>1,122</b>	<b>1,061</b>	<b>1,124</b>	<b>1,209</b>	<b>1,306</b>	<b>1,426</b>	<b>1,441</b>	<b>1,434</b>	<b>1,390</b>	<b>1,334</b>	<b>1,350</b>	<b>1,334</b>	<b>1,336</b>	<b>1,393</b>
Southwest	2,536	2,391	2,170	2,242	2,562	2,805	2,995	3,028	2,942	2,908	3,106	3,065	2,962	2,972
jetBlue	1,628	1,444	1,937	2,061	2,005	1,967	1,996	2,193	2,144	2,116	2,160	2,245	2,346	2,384
AirTran	1,870	1,961	2,044	2,179	2,267	2,573	2,704	2,861	2,981	2,919	3,004	3,187	-	-
Frontier	1,658	1,398	1,556	1,705	1,772	1,939	2,215	1,993	2,154	1,989	2,145	2,478	2,420	3,154
Virgin America	-	-	-	-	-	-	-	-	2,617	2,637	2,198	2,367	2,612	2,551
<b>--sub LCC</b>	<b>2,398</b>	<b>2,239</b>	<b>2,107</b>	<b>2,183</b>	<b>2,395</b>	<b>2,581</b>	<b>2,720</b>	<b>2,773</b>	<b>2,739</b>	<b>2,690</b>	<b>2,818</b>	<b>2,860</b>	<b>2,794</b>	<b>2,847</b>
Alaska	1,419	1,351	1,396	1,501	1,646	1,808	1,844	1,814	1,746	1,746	1,909	1,997	2,019	2,080
Hawaiian	1,911	2,026	2,037	1,975	1,794	2,045	1,913	2,141	-	2,296	2,216	2,032	1,950	1,892
Allegiant	-	-	-	1,663	1,925	2,139	2,601	2,888	3,227	3,470	3,711	3,913	3,877	3,661
<b>-- sub Other</b>	<b>1,555</b>	<b>1,506</b>	<b>1,552</b>	<b>1,608</b>	<b>1,689</b>	<b>1,876</b>	<b>1,908</b>	<b>1,977</b>	<b>2,643</b>	<b>2,076</b>	<b>2,196</b>	<b>2,211</b>	<b>2,209</b>	<b>2,208</b>
<b>Total All Sectors</b>	<b>1,233</b>	<b>1,178</b>	<b>1,239</b>	<b>1,340</b>	<b>1,457</b>	<b>1,604</b>	<b>1,656</b>	<b>1,674</b>	<b>1,662</b>	<b>1,609</b>	<b>1,651</b>	<b>1,652</b>	<b>1,650</b>	<b>1,709</b>

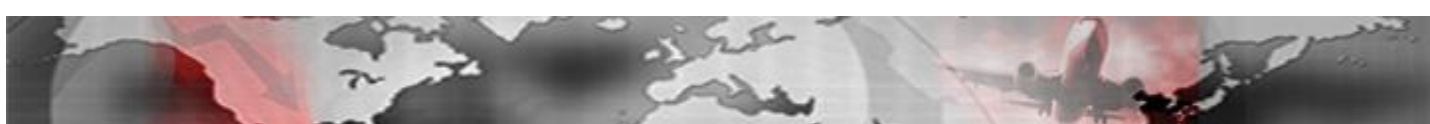
Note: Shaded data means data appear questionable.

Data Source: US DOT Form 41 via BTS, Schedule T1 & P10.



# Total Passengers per Full-time Employee Equivalent (2013)





# Total ASMs Produced per \$ of Total Pilot Compensation

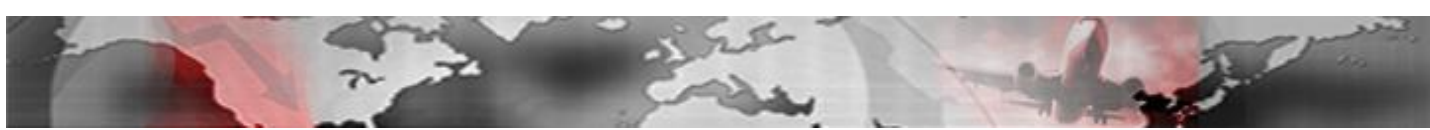
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
American	75.4	71.7	70.3	76.2	86.7	89.7	91.2	90.3	89.6	86.2	86.4	84.8	93.5	92.9
Continental	93.3	93.1	113.3	88.2	96.5	109.1	121.2	120.6	119.3	108.5	114.6	107.4	-	-
Delta	83.8	74.7	66.0	54.7	59.2	84.7	98.2	129.3	121.0	105.9	93.2	90.1	80.8	73.5
Northwest	91.2	81.4	78.4	70.5	71.8	75.0	97.1	104.5	106.6	82.0	-	-	-	-
United	85.2	70.0	64.5	88.3	105.2	127.1	128.4	125.4	114.5	108.1	113.6	121.8	102.8	86.0
US Airways	57.0	51.5	49.7	61.5	74.6	109.8	70.2	78.4	101.0	102.6	107.4	108.3	109.4	109.7
American West	130.5	124.4	131.4	122.4	114.9	114.9	-	-	-	-	-	-	-	-
<b>--sub Network</b>	<b>81.7</b>	<b>73.4</b>	<b>70.9</b>	<b>73.2</b>	<b>81.3</b>	<b>96.1</b>	<b>105.4</b>	<b>110.5</b>	<b>106.6</b>	<b>97.6</b>	<b>98.9</b>	<b>97.6</b>	<b>93.3</b>	<b>85.2</b>
Southwest	130.3	124.7	118.8	99.7	94.4	90.3	82.7	86.2	83.6	76.9	70.6	70.2	70.5	68.7
jetBlue	208.9	177.0	157.4	159.9	174.6	172.1	140.7	122.9	113.2	99.7	94.5	92.2	86.9	81.3
AirTran	119.4	100.4	104.0	105.8	106.6	111.2	114.7	118.1	117.4	112.7	106.7	94.5	-	-
Frontier	159.9	119.6	99.1	104.3	115.6	125.9	128.3	132.5	141.3	141.3	132.0	125.9	142.4	129.4
Virgin America	-	-	-	-	-	-	-	-	-	191.2	174.9	168.8	159.7	138.9
<b>--sub LCC</b>	<b>131.6</b>	<b>123.8</b>	<b>118.5</b>	<b>106.0</b>	<b>104.9</b>	<b>103.3</b>	<b>95.9</b>	<b>98.5</b>	<b>97.2</b>	<b>89.2</b>	<b>83.2</b>	<b>81.6</b>	<b>78.9</b>	<b>75.6</b>
Alaska	81.6	73.2	71.2	66.4	67.6	77.0	85.6	86.2	94.1	70.0	83.0	82.8	82.9	82.1
Hawaiian	173.3	145.8	99.7	111.1	109.0	122.9	127.4	151.0	141.7	116.4	112.8	117.0	110.1	112.9
Allegiant	-	-	-	-	-	-	229.6	210.6	185.0	191.5	155.6	133.3	147.6	140.8
<b>-- sub Other</b>	<b>97.5</b>	<b>86.5</b>	<b>77.3</b>	<b>75.6</b>	<b>77.5</b>	<b>89.7</b>	<b>98.2</b>	<b>103.4</b>	<b>109.3</b>	<b>86.3</b>	<b>96.0</b>	<b>95.2</b>	<b>96.0</b>	<b>95.9</b>
<b>Total All Sectors</b>	<b>84.8</b>	<b>76.8</b>	<b>74.4</b>	<b>76.3</b>	<b>83.7</b>	<b>96.8</b>	<b>103.3</b>	<b>107.7</b>	<b>104.8</b>	<b>95.2</b>	<b>95.1</b>	<b>93.6</b>	<b>89.9</b>	<b>83.4</b>

Notes: The full effect of each Delta's and Northwest's restructuring of financials and operations are not fully reflected in 2006.

Pilot Cost includes: salaries and wages, benefits and pensions, payroll taxes and personnel expenses impacted by collective bargaining terms.

Data Source: US DOT Form 41, Schedules T2 & P52.





# Total ASMs Produced per \$ of Total Pilot Compensation (2013)

