

position, I am responsible for managing the logistics of the pilot group, including short-term and long-term manpower planning and scheduling.

3. Except as otherwise indicated, all facts set forth in this Declaration, including the attached exhibits, are based upon my personal knowledge, my experience, knowledge, and information concerning the operations of Delta and the airline industry as a whole, my review of relevant business records, information provided to me by employees working under my supervision, or information supplied to me from other departments at Delta. If called upon to testify, I would testify competently to the facts set forth in this Declaration.

4. Under Federal Aviation Regulations, pilots must retire at age 60, but Delta pilots who are age 50 or older may elect early retirement under the Pilot Working Agreement. Those electing early retirement can submit a retirement notice at any time during a month, with their retirement effective as of the first day of the next month. Thus, Delta often has little or no advance notice of early retirements.

5. Under the Delta Pilots Retirement Plan ("Pilot Plan"), a retiring Delta pilot can elect to take half of the present value of the pilot's total formula pension benefit immediately in a lump sum payment. The lump sum option under the Pilot Plan has been unavailable since October 2005. I understand, however, that based on the calculations of the Plan's actuary, but for the filing of a Notice of Intent to Terminate the Pilot Plan on June 19, 2006 and the pendency of this Motion, the lump sum option either would have become available as of July 1, 2006 or it would be virtually certain to become available again as of October 1, 2006.

6. I was asked to determine the operational consequences if the lump sum option were to become available as of October 1, 2006 and an estimated 800-1,000 active (e.g., not disabled, on leave of absence, etc.) Delta pilots entitled to the largest lump sums were to elect early retirement.

7. Hundreds of simultaneous early retirements concentrated among Delta's most senior pilots would have an immediate and devastating impact on Delta's operations. Exhibit A shows the immediate operational impact of two scenarios, one in which 800 active pilots retire and the other in which 1,000 active pilots retire. Under both scenarios, the early retirements would result in the cancellation of thousands of flights and the grounding of a significant percentage of Delta's entire fleet for a substantial period. The impact would be even more severe as to Delta's international flights (because senior pilots fly the large aircraft used for international travel). The grounding of the aircraft would immediately reduce Available Seat Miles ("ASMs")¹ for Delta's international flights by an estimated 43% to 50%; reduce the ASMs of Delta's domestic flights by approximately 23% to 36%; and reduce overall capacity at mainline Delta by approximately 29% to 41%. A total of approximately 62-91 of Delta's largest aircraft would be grounded, many for an extended period.²

8. The capacity reduction figures set forth above and shown in Exhibit A were arrived at by (i) determining which type of aircraft are flown by the 800 and 1,000

¹ Available Seat Miles is a common measurement of capacity in the airline industry, and reflects the number of available seats on the relevant aircraft multiplied by the number of miles flown.

² If 1,200 pilots retire, overall capacity at Delta would be reduced by 49% and international capacity would be reduced by 53%.

retirement-eligible active pilots entitled to the highest lump sum payments; (ii) determining, based on the retirement of these 800 or 1,000 pilots, how many pilots assigned to fly particular aircraft would remain at Delta; (iii) determining, historically, how many crews are required per aircraft to keep the aircraft in service (i.e., pilots do not fly 24-hours a day 7 days a week, and it takes more than one crew to keep a single aircraft operational); and (iv) based on the above, determining how many of each type of aircraft would remain operational and how many would be grounded. I also assumed higher productivity levels than the norm, based on the assumption that in the face of this operational crisis, Delta would cancel vacations for remaining pilots, and take other similar measures.

9. As indicated above, Delta has little or no advance notice of early retirements. With early retirements of this magnitude, it will take approximately 14-16 months to complete the training necessary to train replacements of retired pilots sufficient to reinstate all grounded aircraft. Delta pilots are only permitted to be qualified on one aircraft type at a time. Promotions to new aircraft types require extensive pilot training under FAA approved training programs, which takes approximately six weeks per pilot.

10. Moreover, each pilot who is promoted is generally leaving a position that must be filled in turn. The resulting domino effect creates a series of openings, requiring several pilots to be retrained for every pilot who retires. This is particularly true for the large aircraft types flown by the most senior pilots. For example, the backfill of one Boeing 777 Captain position typically requires *seven* pilots to be retrained (e.g., a Boeing 757/767 Captain backfills the Boeing 777 Captain position, then a Boeing 737-800

Captain backfills the newly open Boeing 757/767 Captain position, etc.). Furthermore, given that the pilots who will be promoted to fill the openings are current Delta pilots, their training must be scheduled in such a way to minimize yet further disruptions to Delta's operations. Exhibit B illustrates the approximate time it would take to train pilots and bring the grounded aircraft back into service. See Exhibit B (rows labeled "Aircraft Count Below Plan"). For example, if lump sums again become available on October 1, 2006 and 1,000 active pilots retire early, it would take until July 2007 to train enough Boeing 777 Captains to bring all the grounded Boeing 777 aircraft back into service, and until February 2008 to bring back all the grounded Boeing 767-300ER aircraft.

11. The grounding of these aircraft and the time required to train replacement pilots would also have a significant impact on Delta's passengers, as indicated in Exhibit C. Were Delta not to prevail in its distress termination of the Pilot Plan and the early retirements in fact took place as of October 1, 2006, in the first week of October 2006 alone the cancellations would adversely affect an estimated 237,000 to 374,000 passengers, depending on the number of early retirements. Many of these passengers would be stranded all over the world and forced to compete for limited space on board other airlines in order to reach their destinations. Over six months, the early retirements and the grounded aircraft would adversely affect an estimated 2.6 to 3.9 million Delta passengers who would have held tickets on flights that would be canceled.

	Aircraft Reduced from Schedule		Total Aircraft
	800 Retire	1,000 Retire	
B777	(7)	(7)	8
B767-400	(14)	(15)	21
B767-3ER	(21)	(25)	59
B767 & B757	(20)	(38)	145
B737-800	0	(6)	71
Total Reduction	(62)	(91)	
Mainline ASM Reduction	(29%)	(41%)	
<i>International</i> ¹	(43%)	(50%)	
<i>Domestic</i>	(23%)	(36%)	

¹ Assumes that the first 13 B767-400 aircraft pulled from the schedule come from the domestic operation. Aircraft above 13 come from international operation

Aircraft and Pilot Headcount Reduction

800 Pilot Retirements

¹ <u>Eqpt</u>	<u>Total A/C</u>	¹ <u>Grnd A/C</u>	<u>% of Fleet</u>
B777	8	7	88%
B767-400	21	14	67%
B767-3ER	59	21	36%
B767 & B757	145	20	14%
B737-800	71	-	-
Total Reduction		62	

<u>Pilot Categories Eqpt</u>	<u>Pos</u>	<u>Total Pilots</u>	<u>Retired Pilots</u>	<u>% of Cat.</u>
B777	Capt.	110	101	92%
B767-400	Capt.	173	133	77%
B767-3ER	Capt.	481	227	47%
B767 & B757	Capt.	790	247	31%
B737-800	Capt.	445	79	18%
M88/M90	Capt.	651	6	1%
B777	FO	129	6	5%
B767-400	FO	224	-	-
B767-3ER	FO	858	1	0%
B767 & B757	FO	748	-	-
B737-800	FO	425	-	-
M88/M90	FO	675	-	-
Totals		5,709	800	14%

1000 Pilot Retirements

<u>Eqpt</u>	<u>Total A/C</u>	¹ <u>Grnd A/C</u>	<u>% of Fleet</u>
B777	8	7	88%
B767-400	21	15	71%
B767-3ER	59	25	42%
B767 & B757	145	38	26%
B737-800	71	6	8%
Total Reduction		91	

<u>Pilot Categories Eqpt</u>	<u>Pos</u>	<u>Total Pilots</u>	<u>Retired Pilots</u>	<u>% of Cat.</u>
B777	Capt.	110	101	92%
B767-400	Capt.	173	137	79%
B767-3ER	Capt.	481	260	54%
B767 & B757	Capt.	790	329	42%
B737-800	Capt.	445	118	27%
M88/M90	Capt.	651	35	5%
B777	FO	129	16	12%
B767-400	FO	224	1	0%
B767-3ER	FO	858	2	0%
B767 & B757	FO	748	-	-
B737-800	FO	425	1	0%
M88/M90	FO	675	-	-
Totals		5,709	1,000	18%

¹ Total Fleet – Includes aircraft temporarily out of service

800 Retirement Scenario

Exhibit B
(Page 1 of 3)

Aircraft Count Below Plan	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08
B777	(7)	(7)	(6)	(5)	(4)	(4)	(3)	(2)	(1)	0	0	0	0	0	0	0	0	0
B767-400	(14)	(14)	(13)	(12)	(11)	(10)	(9)	(8)	(7)	(6)	(4)	(3)	(2)	(1)	0	0	0	0
B767-3ER	(21)	(21)	(19)	(17)	(16)	(14)	(12)	(11)	(9)	(7)	(6)	(4)	(2)	(1)	0	0	0	0
B767 & B757	(20)	(20)	(17)	(14)	(10)	(7)	(4)	0	0	0	0	0	0	0	0	0	0	0
B737-800	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	(62)	(62)	(55)	(48)	(41)	(35)	(28)	(21)	(17)	(13)	(10)	(7)	(4)	(2)	0	0	0	0

ASM Reduction (MM's)

B777	(465)	(450)	(400)	(367)	(313)	(289)	(184)	(113)	(35)	0	0	0	0	0	0	0	0	0
B767-400	(813)	(787)	(755)	(697)	(577)	(581)	(506)	(465)	(394)	(349)	(232)	(174)	(116)	(58)	0	0	0	0
B767-3ER	(1,061)	(1,036)	(961)	(840)	(777)	(691)	(638)	(566)	(459)	(354)	(339)	(213)	(112)	(58)	0	0	0	0
B767 & B757	(879)	(850)	(747)	(615)	(397)	(278)	(159)	0	0	0	0	0	0	0	0	0	0	0
B737-800	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	(3,218)	(3,123)	(2,863)	(2,519)	(2,063)	(1,839)	(1,486)	(1,143)	(887)	(703)	(572)	(387)	(228)	(116)	0	0	0	0

Load Factor

	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08
B777	82%	79%	81%	78%	73%	83%	86%	84%	96%									
B767-400	77%	73%	78%	78%	80%	84%	81%	76%	87%	89%	87%	75%	78%	76%				
B767-3ER	78%	76%	74%	69%	67%	74%	77%	82%	84%	84%	77%	71%	70%	57%				
B767 & B757	73%	76%	80%	78%	78%	78%	78%											
B737-800																		
Total	77%	76%	78%	75%	74%	79%	79%	80%	86%	86%	81%	73%	74%	66%				

Yield¹

	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08
B777	12.6	12.2	12.2	12.4	13.2	11.5	11.5	11.1	13.9									
B767-400	8.7	9.6	9.2	9.3	9.7	9.5	9.6	9.7	9.6	10.0	10.0	10.0	10.0	10.0				
B767-3ER	11.7	11.3	11.4	11.1	11.6	10.2	10.6	10.0	11.2	11.4	10.3	11.3	10.7	10.3				
B767 & B757	11.5	11.6	11.2	11.5	13.0	12.6	13.3											
B737-800																		
Total	11.0	11.1	10.9	10.9	11.6	10.6	10.7	10.0	10.6	10.7	10.2	10.7	10.4	10.2				

Segment Revenue

	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Total
B777	(\$48)	(\$44)	(\$40)	(\$35)	(\$30)	(\$28)	(\$18)	(\$11)	(\$5)										(\$258)
B767-400	(54)	(55)	(54)	(51)	(45)	(46)	(39)	(35)	(33)	(31)	(20)	(13)	(9)	(4)					(490)
B767-3ER	(97)	(89)	(81)	(64)	(60)	(52)	(52)	(46)	(43)	(34)	(27)	(17)	(8)	(3)					(675)
B767 & B757	(73)	(75)	(67)	(55)	(40)	(27)	(16)												(354)
B737-800																			0
Total	(\$272)	(\$263)	(\$242)	(\$205)	(\$175)	(\$153)	(\$126)	(\$92)	(\$81)	(\$65)	(\$47)	(\$30)	(\$17)	(\$8)	\$0	\$0	\$0	\$0	(\$1,777)

Adjustment For Long Term Impact²

\$0	\$0	(\$6)	(\$16)	(\$16)	(\$16)	(\$29)	(\$29)	(\$29)	(\$33)	(\$33)	(\$33)	(\$32)	(\$32)	(\$32)	(\$24)	(\$24)	(\$24)	(\$24)	(\$406)
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Total Segment Revenue

(\$272)	(\$263)	(\$248)	(\$221)	(\$192)	(\$170)	(\$154)	(\$120)	(\$109)	(\$97)	(\$80)	(\$63)	(\$49)	(\$40)	(\$32)	(\$24)	(\$24)	(\$24)	(\$24)	(\$2,183)
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Expense Reduction³

\$113	\$123	\$110	\$111	\$97	\$85	\$69	\$55	\$44	\$32	\$28	\$20	\$13	\$8	\$3	\$1	\$1	\$1	\$1	\$915
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Total Impact (\$MM)

(\$159)	(\$140)	(\$139)	(\$110)	(\$95)	(\$85)	(\$85)	(\$65)	(\$66)	(\$65)	(\$52)	(\$43)	(\$37)	(\$32)	(\$29)	(\$23)	(\$23)	(\$23)	(\$23)	(\$1,269)
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¹ Includes cargo revenue and other misc revenue items

² Assumes that as aircraft are returned to service, the revenue in those markets does not snap back immediately to pre-reduction levels. Assumes 20% reduction from pre-reduction levels in the first quarter the aircraft returns 16% in the second, 12% in the third, 8% in the fourth and 4% in the fifth.

³ Includes reductions in fuel, labor, passenger variable and maintenance expenses. Assumes a delay in obtaining labor savings due to furlough process. Full labor savings achieved after three months.

1,000 Retirement Scenario

Exhibit B
(Page 2 of 3)

Aircraft Count Below Plan

	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08
B777	(7)	(7)	(6)	(5)	(4)	(4)	(3)	(2)	(1)	0	0	0	0	0	0	0	0	0
B767-400	(15)	(15)	(14)	(13)	(12)	(11)	(10)	(9)	(8)	(7)	(6)	(5)	(4)	(3)	(2)	(1)	0	0
B767-3ER	(25)	(25)	(23)	(21)	(20)	(18)	(16)	(15)	(13)	(11)	(10)	(8)	(6)	(5)	(3)	(1)	0	0
B767 & B757	(38)	(38)	(35)	(32)	(28)	(25)	(22)	(18)	(15)	(12)	(8)	(5)	(2)	0	0	0	0	0
B737-800	(6)	(6)	(5)	(3)	(2)	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	(91)	(91)	(83)	(74)	(66)	(58)	(51)	(44)	(37)	(30)	(24)	(18)	(12)	(8)	(5)	(2)	0	0

ASM Reduction (MM's)

	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08
B777	(465)	(450)	(400)	(367)	(313)	(289)	(184)	(113)	(35)	0	0	0	0	0	0	0	0	0
B767-400	(872)	(843)	(813)	(755)	(630)	(639)	(562)	(523)	(450)	(407)	(349)	(291)	(232)	(174)	(116)	(58)	0	0
B767-3ER	(1,285)	(1,250)	(1,138)	(1,035)	(991)	(891)	(836)	(780)	(678)	(570)	(528)	(406)	(297)	(243)	(168)	(36)	0	0
B767 & B757	(1,669)	(1,615)	(1,537)	(1,406)	(1,111)	(1,098)	(935)	(791)	(638)	(527)	(351)	(220)	(88)	0	0	0	0	0
B737-800	(153)	(149)	(128)	(77)	(51)	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	(4,445)	(4,307)	(4,017)	(3,640)	(3,095)	(2,917)	(2,517)	(2,206)	(1,801)	(1,503)	(1,228)	(916)	(617)	(417)	(284)	(94)	0	0

Load Factor

	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08
B777	82%	79%	81%	78%	73%	83%	86%	84%	96%									
B767-400	77%	73%	78%	78%	80%	84%	81%	76%	87%	89%	87%	75%	78%	76%	76%	76%		
B767-3ER	80%	76%	75%	71%	65%	75%	79%	83%	86%	84%	79%	76%	74%	68%	67%	62%		
B767 & B757	73%	76%	80%	78%	78%	84%	80%	78%	85%	88%	88%	88%	88%					
B737-800	73%	76%	80%	78%	78%													
Total	76%	76%	78%	76%	74%	81%	80%	80%	86%	87%	84%	78%	77%	72%	71%	71%		

Yield¹

	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08
B777	12.6	12.2	12.2	12.4	13.2	11.5	11.5	11.1	13.9									
B767-400	8.7	9.6	9.2	9.3	9.7	9.5	9.6	9.7	9.6	10.0	10.0	10.0	10.0	10.0	10.0	10.0		
B767-3ER	11.7	11.5	11.3	11.0	12.0	10.5	10.5	10.2	11.3	11.5	10.8	11.3	11.1	10.4	10.4	8.2		
B767 & B757	11.5	11.6	11.2	11.5	13.0	12.6	13.3	13.2	13.4	14.3	13.6	13.8	13.6					
B737-800	12.6	12.6	13.8	13.2	13.2													
Total	11.2	11.3	11.0	11.0	12.0	11.2	11.4	11.2	11.7	12.1	11.4	11.5	11.1	10.2	10.2	9.3		

Segment Revenue

	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Total
B777	(\$48)	(\$44)	(\$40)	(\$35)	(\$30)	(\$28)	(\$18)	(\$11)	(\$5)										(\$258)
B767-400	(58)	(59)	(58)	(55)	(49)	(51)	(44)	(39)	(38)	(36)	(30)	(22)	(18)	(13)	(9)	(4)			(583)
B767-3ER	(120)	(110)	(97)	(81)	(78)	(70)	(70)	(66)	(66)	(55)	(45)	(35)	(24)	(17)	(12)	(2)			(949)
B767 & B757	(139)	(143)	(138)	(126)	(112)	(116)	(100)	(81)	(73)	(67)	(42)	(27)	(11)						(1,174)
B737-800	(14)	(14)	(14)	(8)	(5)														(56)
Total	(\$379)	(\$370)	(\$348)	(\$304)	(\$275)	(\$265)	(\$231)	(\$197)	(\$181)	(\$158)	(\$118)	(\$83)	(\$53)	(\$30)	(\$21)	(\$6)	\$0	\$0	(\$3,019)

Adjustment For Long Term Impact²

\$0	\$0	(\$6)	(\$17)	(\$17)	(\$17)	(\$29)	(\$29)	(\$29)	(\$29)	(\$39)	(\$39)	(\$39)	(\$46)	(\$46)	(\$46)	(\$40)	(\$40)	(\$40)	(\$521)
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Total Segment Revenue

(\$379)	(\$370)	(\$354)	(\$321)	(\$292)	(\$282)	(\$260)	(\$226)	(\$210)	(\$197)	(\$157)	(\$123)	(\$100)	(\$77)	(\$67)	(\$46)	(\$40)	(\$40)	(\$40)	(\$3,540)
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Expense Reduction³

\$150	\$164	\$149	\$156	\$140	\$125	\$110	\$96	\$80	\$64	\$54	\$42	\$30	\$22	\$15	\$7	\$2	\$2	\$2	\$1,406
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Total Impact (\$MM)

(\$229)	(\$206)	(\$205)	(\$166)	(\$152)	(\$156)	(\$150)	(\$131)	(\$131)	(\$133)	(\$103)	(\$81)	(\$70)	(\$55)	(\$52)	(\$39)	(\$38)	(\$38)	(\$38)	(\$2,134)
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¹ Includes cargo revenue and other misc revenue items

² Assumes that as aircraft are returned to service, the revenue in those markets does not snap back immediately to pre-reduction levels. Assumes 20% reduction from pre-reduction levels in the first quarter the aircraft returns 16% in the second, 12% in the third, 8% in the fourth and 4% in the fifth.

³ Includes reductions in fuel, labor, passenger variable and maintenance expenses. Assumes a delay in obtaining labor savings due to furlough process. Full labor savings achieved after three months.

1,200 Retirement Scenario

Exhibit B
(Page 3 of 3)

	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	
Aircraft Count Below Plan																			
B777	(7)	(7)	(6)	(5)	(4)	(4)	(3)	(2)	(1)	0	0	0	0	0	0	0	0	0	
B767-400	(15)	(15)	(14)	(13)	(12)	(11)	(10)	(9)	(8)	(7)	(6)	(5)	(4)	(3)	(2)	(1)	0	0	
B767-3ER	(27)	(27)	(25)	(23)	(22)	(20)	(18)	(17)	(15)	(13)	(12)	(10)	(8)	(7)	(5)	(3)	(2)	0	
B767 & B757	(49)	(49)	(46)	(43)	(39)	(36)	(33)	(29)	(26)	(23)	(19)	(16)	(13)	(9)	(6)	(3)	0	0	
B737-800	(15)	(15)	(14)	(12)	(10)	(9)	(7)	(5)	(4)	(2)	0	0	0	0	0	0	0	0	
Total	(113)	(113)	(105)	(96)	(87)	(80)	(71)	(62)	(54)	(45)	(37)	(31)	(25)	(19)	(13)	(7)	(2)	0	
ASM Reduction (MM's)																			
B777	(465)	(450)	(400)	(367)	(313)	(289)	(184)	(113)	(35)	0	0	0	0	0	0	0	0	0	
B767-400	(872)	(843)	(813)	(755)	(630)	(639)	(562)	(523)	(450)	(407)	(349)	(291)	(232)	(174)	(116)	(58)	0	0	
B767-3ER	(1,398)	(1,347)	(1,244)	(1,138)	(1,112)	(986)	(953)	(888)	(797)	(699)	(632)	(502)	(365)	(341)	(241)	(132)	(71)	0	
B767 & B757	(2,152)	(2,083)	(2,021)	(1,889)	(1,547)	(1,581)	(1,403)	(1,274)	(1,105)	(1,010)	(835)	(703)	(571)	(395)	(264)	(132)	0	0	
B737-800	(384)	(371)	(358)	(307)	(256)	(230)	(179)	(128)	(102)	(51)	0	0	0	0	0	0	0	0	
Total	(5,271)	(5,095)	(4,837)	(4,456)	(3,857)	(3,726)	(3,281)	(2,925)	(2,489)	(2,167)	(1,815)	(1,495)	(1,169)	(911)	(620)	(322)	(71)	0	
Load Factor																			
B777	82%	79%	81%	78%	73%	83%	86%	84%	96%										
B767-400	77%	73%	78%	78%	80%	84%	81%	76%	87%	89%	87%	75%	78%	76%	76%	76%			
B767-3ER	80%	77%	76%	70%	66%	75%	80%	84%	87%	85%	80%	77%	73%	68%	70%	65%	56%		
B767 & B757	73%	76%	80%	78%	78%	84%	80%	78%	85%	88%	88%	88%	88%	85%	86%	82%			
B737-800	73%	76%	80%	78%	78%	82%	81%	79%	86%	88%									
Total	76%	76%	79%	76%	75%	82%	80%	80%	86%	87%	85%	82%	81%	77%	78%	74%	56%		
Yield¹																			
B777	12.6	12.2	12.2	12.4	13.2	11.5	11.5	11.1	13.9										
B767-400	8.7	9.6	9.2	9.3	9.7	9.5	9.6	9.7	9.6	10.0	10.0	10.0	10.0	10.0	10.0	10.0			
B767-3ER	11.8	11.7	11.4	11.2	12.1	10.6	10.5	10.3	11.3	11.4	11.0	11.4	11.5	10.7	10.5	9.9	10.8		
B767 & B757	11.5	11.6	11.2	11.5	13.0	12.6	13.3	13.2	13.4	14.3	13.6	13.8	13.6	11.6	11.2	11.5			
B737-800	12.6	12.6	13.8	13.2	13.2	13.8	13.5	13.2	13.8	14.0									
Total	11.3	11.4	11.2	11.2	12.2	11.5	11.8	11.6	12.1	12.6	12.0	12.2	12.3	10.9	10.7	10.6			
Segment Revenue																			
B777	(\$48)	(\$44)	(\$40)	(\$35)	(\$30)	(\$28)	(\$18)	(\$11)	(\$5)									(\$258)	
B767-400	(58)	(59)	(58)	(55)	(49)	(51)	(44)	(39)	(38)	(36)	(30)	(22)	(18)	(13)	(9)	(4)		(583)	
B767-3ER	(132)	(121)	(107)	(89)	(89)	(79)	(80)	(77)	(78)	(68)	(55)	(44)	(31)	(25)	(18)	(8)	(4)	(1,105)	
B767 & B757	(179)	(184)	(182)	(169)	(156)	(168)	(149)	(131)	(126)	(127)	(100)	(85)	(69)	(39)	(25)	(12)		(1,902)	
B737-800	(35)	(36)	(39)	(32)	(26)	(26)	(20)	(13)	(12)	(6)								(245)	
Total	(\$452)	(\$443)	(\$427)	(\$380)	(\$351)	(\$351)	(\$311)	(\$271)	(\$259)	(\$238)	(\$186)	(\$151)	(\$118)	(\$77)	(\$52)	(\$25)	(\$4)	\$0	(\$4,095)
Adjustment For Long Term Impact²	\$0	\$0	(\$5)	(\$16)	(\$16)	(\$16)	(\$29)	(\$29)	(\$29)	(\$40)	(\$40)	(\$40)	(\$52)	(\$52)	(\$52)	(\$52)	(\$52)	(\$52)	(\$574)
Total Segment Revenue	(\$452)	(\$443)	(\$432)	(\$396)	(\$367)	(\$367)	(\$340)	(\$300)	(\$288)	(\$278)	(\$226)	(\$191)	(\$170)	(\$129)	(\$104)	(\$78)	(\$57)	(\$52)	(\$4,668)
Expense Reduction³	\$176	\$192	\$178	\$189	\$172	\$159	\$141	\$124	\$107	\$89	\$76	\$64	\$53	\$42	\$30	\$18	\$8	\$3	\$1,820
Total Impact (\$MM)	(\$276)	(\$251)	(\$254)	(\$207)	(\$195)	(\$208)	(\$199)	(\$175)	(\$181)	(\$189)	(\$150)	(\$127)	(\$117)	(\$87)	(\$74)	(\$60)	(\$48)	(\$50)	(\$2,848)

¹ Includes cargo revenue and other misc revenue items

² Assumes that as aircraft are returned to service, the revenue in those markets does not snap back immediately to pre-reduction levels. Assumes 20% reduction from pre-reduction levels in the first quarter the aircraft returns 16% in the second, 12% in the third, 8% in the fourth and 4% in the fifth.

³ Includes reductions in fuel, labor, passenger variable and maintenance expenses. Assumes a delay in obtaining labor savings due to furlough process. Full labor savings achieved after three months.

Passenger Impact

800 Pilot Retirements on October 1

Estimated passengers on cancelled flights (000s)

	Oct	Nov	Dec	Jan	Feb	Mar	Total
777	79	74	67	65	51	54	390
767-400	283	260	268	246	209	222	1,488
767-3ER	199	187	178	146	130	121	961
757 - 767	490	497	460	369	238	167	2,220
737-800	0	0	0	0	0	0	0
Monthly	1,050	1,018	973	826	628	564	5,059

Passengers affected in first week:
 $1,050K \times (7/31) = 237K$ passengers

Portion of estimated passengers who would have already purchased tickets as of October 1

International	96%	77%	65%	49%	35%	27%
Domestic	73%	47%	34%	20%	13%	10%

Passengers with tickets on cancelled flights as of October 1 (000s)

	Oct	Nov	Dec	Jan	Feb	Mar	Total
777	76	57	43	32	18	14	240
767-400	272	201	173	119	74	59	898
767-3ER	191	144	115	71	46	32	600
757 - 767	355	233	158	75	30	16	867
737-800	0	0	0	0	0	0	0
Monthly	894	635	489	297	168	122	2,605

Passengers inconvenienced in first six months

1000 Pilot Retirements on October 1

Estimated passengers on cancelled flights (000s)

	Oct	Nov	Dec	Jan	Feb	Mar	Total
777	79	74	67	65	51	54	390
767-400	303	279	288	266	228	245	1,609
767-3ER	243	224	210	180	159	160	1,176
757 - 767	931	944	946	843	667	710	5,041
737-800	101	103	93	54	36	0	387
Monthly	1,657	1,623	1,605	1,410	1,141	1,168	8,603

Passengers affected in first week:
 $1,657K \times (7/31) = 374K$ passengers

Portion of estimated passengers who would have already purchased tickets as of October 1

International	96%	77%	65%	49%	35%	27%
Domestic	73%	47%	34%	20%	13%	10%

Passengers with tickets on cancelled flights as of October 1 (000s)

	Oct	Nov	Dec	Jan	Feb	Mar	Total
777	76	57	43	32	18	14	240
767-400	291	215	186	129	81	65	968
767-3ER	233	173	136	88	56	43	728
757 - 767	675	442	324	172	84	68	1,765
737-800	73	48	32	11	5	0	169
Monthly	1,348	935	722	431	244	190	3,870

Passengers inconvenienced in first six months