



A Boyd Group International Research Report

Southwest/AirTran Merger

An Independent Metrics Overview

October 2010

Background

This document provides a brief review of key metrics comparing Southwest and AirTran. The goal of this analysis is to provide a more factual perspective on both of the carriers involved, as well as the potential outcomes of the merger itself.

The data is derived from Boyd Group International's Aviation DataMiner™ - the most comprehensive source of information on the industry. In the majority of these analyses, information from the 1Q 2010 – the latest available – has been used. The conclusions expressed herein are entirely independent and are those of Boyd Group International. It is noted that neither the firm nor any of its staff own any financial interests in either of the airlines involved in this merger.

This document is a snapshot of events and issues as of October, 2010. Because of the dynamic nature of the subject matter, the data and the sources and conclusions herein are deemed reliable, but are not guaranteed. This document is for review purposes only, and is not, and must not be construed as, financial or investment guidance.

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Key Findings

Conclusions & Observations



This merger isn't a part of the game.



It's going to the paint shop – Southwest is keeping it for the long-term.



SRQ – smaller than most WN markets. So's BMI.

But markets such as these are part of the value WN is buying.

It's Business. Not Another Round In The Game of Airline Dominos. The acquisition of AirTran by Southwest is a straightforward business deal. Southwest wanted access to the Atlanta market, and AirTran shareholders were offered a 60%+ share price premium. That is the alpha and the omega of the impetus for the deal. It was not yet another domino in the airline merger game, as lightly-researched media stories would have it. The prior mergers of UA/CO and DL/NW had no impact on Southwest's desire to enter the ATL market.

Lots of Similarities. Lots of Differences. The two airlines have a number of operating metrics that are near mirror-images of each other. Both have succeeded based on a focus on customer service. But there are differences, including higher costs at Southwest, a day-and-night variance between service products, and differences in market strategies. None of these are threats to the success of the merger.

The One-Fleet-Type Myth. Part of AirTran's staying power in many markets is the B-717. **Contrary to current media lore, WN views the -717 as a key asset in this purchase, not as some crazy aunt up in the rafters of the maintenance hangar.** (The "one airplane type" has been a myth – there are material differences between the 737-300/500 and the 737-700. Until 2005, Southwest had a third type – the 737-200. Just because they all have "737" in the name, the veneer analysts assume it's all one airplane. In the past, Southwest has also operated 727s, too.) Another myth is that the -717 for the first time gives WN a smaller-capacity airplane. Wrong again. In an all-economy configuration, the -717 will have approximately 120 – 125 seats. Just like Southwest's 737-500s.

News Flash: Atlanta Has Already Seen The "Southwest Effect." AirTran has already accomplished the "Air Tran effect." Southwest is replacing an existing low-fare airline, not introducing low fares to Atlanta. In fact, there are only two airports in the top 25 O&D ATL markets where Southwest will likely have a material effect. These are SLC and EWR – assuming WN decides to initiate ATL service from these points. The point is that AirTran has already injected low fare competition into 24 of these top 25 O&D metro areas. On the other hand, any projections that Southwest will increase fares in AirTran markets is irresponsible veneer supposition.

Fare Effects, Yes. A Major Revolution, No. There have also been the expected pronouncements in the media (and from the usual cadre of me-too analysts) that that the entry of Southwest at ATL will cause fares across the board to plummet and traffic to skyrocket. **These are conclusions made in the total absence of facts and data, or any analysis of the Atlanta market.** Some analysts have sloppily reviewed fallout from Southwest entry into other airports, and have forecast ridiculous projections of hundreds more flights per week at ATL, and hundreds of millions in fare savings. These are based on the "everybody knows" non-facts that Southwest will not hub at ATL and will do fast turns for high aircraft utilization. The realities of the Atlanta market point to two factors: a) the major demand markets at ATL are already "stimulated" and b) every local O&D market at ATL is wildly over-served when current capacity is compared to local O&D demand. The data are clear: it is the flow traffic that supports these spokes. Without it, Southwest will not be successful.

Conclusions & Observations - Continued



WN/ATL – it won't be another Charles de Gaulle.

But it almost certainly will need to be a full-blown hubbing operation.

The Issue of Southwest Expansion At ATL. It is possible that WN will at some point in the future offer more departures at ATL than does AirTran today. But there are very real limitations in that regard. One is that the number of gates is finite. Another is that, as noted in the data in this document, the Southwest operation at ATL will, *as a revenue imperative*, need to operate at or near a fully-banked schedule structure. Fast turns for the sake of utilization won't work – the capacity offered is now, and will continue to be dependent on strong connecting flows to fill seats, and with only 20+ gates, a random-connect system is not likely to work. Another factoid – and that's all it is, due to the material differences in the two carriers' size and operations – is that AirTran actually has nearly 10% higher average aircraft utilization than Southwest.

Key Operational Conclusion: By Necessity, A Full-Blown Connecting Hub. The hard fact is, contrary to much of the Wall Street lore, Southwest Airlines today depends on significant flow traffic. It is not an exclusive point-to-point airline. At MDW, over 40% of passengers on Southwest flights are not Chicago O&D. That much said, the extent to which Southwest will need to structure ATL as a hub goes far beyond anything it has done in this regard before. Restating the point made above, the fact is that there is not enough local O&D at ATL to by itself support the current AirTran and Delta capacity, and all but a few of the 25 largest O&D ATL markets are already fare-stimulated by AirTran. Furthermore, AirTran's ATL flights depend on flow traffic for approximately two thirds of its passengers. And, again, the confident projections by some analysts that Southwest will just naturally stimulate the market are simply rearview-mirror thinking. The "stim" is already in place.

Delta Is Not Easy Meat. For Southwest, competing directly with Delta isn't a slam-dunk, either. On many competing routes, Delta passengers will have advanced seat selection, potential for an upgrade, a frequent flyer program that offers London and Tokyo, plus, on many flights, in-flight entertainment. As shown in this Report, Delta has been very successful in competing head-on for the Atlanta local O&D with AirTran. This will not change with the Southwest acquisition of that carrier.

Overlap – BWI & MCO. There is considerable overlap between these carriers only at two airports. One is Baltimore, and the other is Orlando. While some of the combined market shares are over 90% at BWI, only a few markets are over 70% at MCO. While the net advantages of the hub combination at BWI will be substantial for a number of markets in the Northeast, it is entirely possible that there may be some scrutiny from the DOT regarding "monopoly domination." It will be mostly political, as the markets where there is high capture are almost entirely ones that no other airline would have any incentive to jump into.

Conclusions & Observations

Secondary Markets: Valuable. The first thing we can expect from the veneer analysts is the pronouncement that many of the ATL markets operated by AirTran don't fit the Southwest "model." It assumes that there is a single "model" and that WN is some sort of unchanging airline monolith. Rearview-mirror analyses contend that WN only enters a market with six or more flights, and therefore, service to secondary markets - where AirTran has done well - is in jeopardy. Fact: most of these markets generate significant (and as the data in this document show, often high-yield) flow traffic over ATL. They are part of the revenue-generating assets that Southwest is purchasing. There are open questions regarding Southwest needing to work with its unions regarding some aspects of ground handling at lower-volume stations. There is also some concern regarding current AirTran destinations that are relegated to Florida-only flying. But the secondary ATL markets are important to the merger.

Brand Loyalty: A Wild Card. Both carriers are service-oriented. But AirTran passengers are in for major changes. AirTran has developed strong brand loyalty in Atlanta, offering "standard" amenities such as advanced seat selection (that's selection, not assignment, by the way.) They also offer a business cabin that caters to consumers who seek upgraded service at a reasonable fare add-on. Southwest has an open-seating policy, with a system where passengers enter the aircraft in letter-number order, and take an open seat where they find it. Southwest has a single-class (economy) cabin. On the other hand, Southwest does not charge for the first two checked bags, and, like AirTran, has an employee team with an ingrained customer service orientation.



Key Carrier Metrics

Southwest Cost, Revenue & Operating Metrics

Full Year Ending 1Q 2010

Operating Statistics Matrix for WN System Segments											
Year	Quarter	RPM (millions)	ASM (millions)	Load Factor	Stage Length	Trip Length	Block Speed	Enplaned Psgr.	Departures	Psgr. Per Dep.	Days
2009	2	19,712	25,596	77.0%	648	743	357	26,527,486	289,863	92	91
2009	3	19,741	24,824	79.5%	641	747	360	26,422,086	283,995	93	92
2009	4	18,202	23,543	77.3%	632	716	353	25,411,027	273,016	93	92
2010	1	17,188	22,654	75.9%	634	725	351	23,715,801	262,114	90	90
Totals		74,843	96,618	77.5%	639	733	355	102,076,400	1,108,988	92	365

Year	Quarter	Rev Per Dep.	Rev Per Hour	Psgr. Yield	Psgr. Rev. Per ASM	Cost Per Dep.	Cost Per Hour	Cost Per RPM	Direct CASM	CASM
2009	2	\$8,396	\$4,623	12.35¢	9.51¢	\$8,740	\$4,812	12.85¢	5.87¢	9.90¢
2009	3	\$8,746	\$4,906	12.58¢	10.01¢	\$9,458	\$5,305	13.61¢	6.48¢	10.82¢
2009	4	\$9,251	\$5,160	13.88¢	10.73¢	\$9,473	\$5,284	14.21¢	6.58¢	10.99¢
2010	1	\$9,289	\$5,148	14.17¢	10.75¢	\$9,963	\$5,522	15.19¢	6.98¢	11.53¢
Totals		\$8,907	\$4,951	13.20¢	10.22¢	\$9,393	\$5,221	13.92¢	6.46¢	10.78¢

Year	Quarter	# Aircraft	Revenue Per Aircraft	Cost Per Aircraft	Rev. Per Pax	Seats Per Aircraft	Cycles Per day	Hours per day	Fuel Per Hour	Cost Per Gallon
2009	2	541	\$4,495,257	\$4,679,327	\$91.75	136	5.88	10.69	705	\$1.86
2009	3	544	\$4,561,913	\$4,933,087	\$94.01	136	5.67	10.11	716	\$2.17
2009	4	539	\$4,685,829	\$4,798,404	\$99.39	136	5.51	9.87	704	\$2.20
2010	1	537	\$4,530,623	\$4,859,507	\$102.67	136	5.42	9.78	696	\$2.38
Totals		541	\$18,272,833	\$19,270,217	\$96.77	136	5.62	10.11	706	\$2.14



AirTran Cost, Revenue & Operating Metrics

Full Year Ending 1Q 2010



Operating Statistics Matrix for AirTran System Segments

Year	Quarter	RPM (millions)	ASM (millions)	Load Factor	Stage Length	Trip Length	Block Speed	Enplaned Psgr.	Departures	Psgr. Per Dep.	Days
2009	2	4,786	5,972	80.1%	743	771	349	6,208,390	64,052	97	91
2009	3	5,158	6,171	83.6%	749	790	352	6,533,184	65,556	100	92
2009	4	4,508	5,803	77.7%	732	763	346	5,911,553	63,203	94	92
2010	1	4,386	5,684	77.2%	757	794	347	5,526,408	59,978	92	90
Totals		18,839	23,630	79.7%	745	779	348	24,179,535	252,789	96	365

Year	Quarter	Rev Per Dep.	Rev Per Hour	Psgr. Yield	Psgr. Rev. Per ASM	Cost Per Dep.	Cost Per Hour	Cost Per RPM	Direct CASM	CASM
2009	2	\$9,208	\$4,321	12.32¢	9.88¢	\$8,688	\$4,077	11.63¢	5.82¢	9.32¢
2009	3	\$8,875	\$4,168	11.28¢	9.43¢	\$8,852	\$4,157	11.25¢	6.14¢	9.40¢
2009	4	\$9,245	\$4,366	12.96¢	10.07¢	\$9,411	\$4,445	13.19¢	6.70¢	10.25¢
2010	1	\$9,853	\$4,516	13.47¢	10.40¢	\$10,413	\$4,773	14.24¢	7.06¢	10.99¢
Totals		\$9,284	\$4,340	12.46¢	9.93¢	\$9,321	\$4,357	12.51¢	6.42¢	9.97¢

Year	Quarter	# Aircraft	Revenue Per Aircraft	Cost Per Aircraft	Rev. Per Pax	Seats Per Aircraft	Cycles Per day	Hours per day	Fuel Per Hour	Cost Per Gallon
2009	2	134	\$4,395,539	\$4,147,625	\$95.00	126	5.2	11.2	680	\$1.59
2009	3	133	\$4,364,751	\$4,353,038	\$89.06	126	5.3	11.4	688	\$1.84
2009	4	135	\$4,341,740	\$4,419,648	\$98.84	125	5.1	10.8	680	\$2.02
2010	1	133	\$4,434,599	\$4,687,012	\$106.93	125	5.0	10.9	673	\$2.11
Totals		134	\$17,535,995	\$17,605,445	\$97.06	125	5.2	11.1	680	\$1.89

Comparable Metrics – Southwest/AirTran

Full Year Ending 1Q 2010



	RPM (millions)	ASM (millions)	Load Factor	Stage Length	Trip Length	Block Speed	Enplaned Psgr.	Departures	Psgr. Per Dep.	Days
AirTran	18,839	23,630	79.7%	745	779	348	24,179,535	252,789	96	365
Southwest	74,843	96,618	77.5%	639	733	355	102,076,400	1,108,988	92	365
	Rev Per Dep.	Rev Per Hour	Psgr. Yield	Psgr. Rev. Per ASM	Cost Per Dep.	Cost Per Hour	Cost Per RPM	Direct CASM	CASM	
AirTran	\$9,284	\$4,340	12.46¢	9.93¢	\$9,321	\$4,357	12.51¢	6.42¢	9.97¢	
Southwest	\$8,907	\$4,951	13.20¢	10.22¢	\$9,393	\$5,221	13.92¢	6.46¢	10.78¢	
	Revenue Per Aircraft	Cost Per Aircraft	Rev. Per Pax	Seats Per Aircraft	Cycles Per day	Hours per day	Fuel Per Hour	Cost Per Gallon	Aircraft	
AirTran	\$17,535,995	\$17,605,445	\$97.06	125	5.18	11.07	680	\$1.89	134	
Southwest	\$18,272,833	\$19,270,217	\$96.77	136	5.62	10.11	706	\$2.14	541	

Points To Consider:

Fuel Cost: Southwest paid 13.2% more for fuel per gallon in the 12-month period

Fleet Utilization: On a per-day, per airplane basis, AirTran gets 9.5% more utilization

CASM: Direct CASM is almost exactly the same, but total CASM is 8% higher at Southwest

AirTran Current Top 25 System Markets

Full Year Ending 1Q 2010



AirTran Top 25 Markets for 2009Q2 To 2010Q1

Rank	Origin	Dest	Total Psgr	Net. Fare	Ticket Yield	% of Car. Rev	% of Car. Pax	% of Market Pax
1	BOS	BWI	414,085	\$71.99	19.46¢	1.5%	2.2%	52.7%
2	ATL	LGA	370,044	\$101.37	13.19¢	1.9%	2.0%	27.6%
3	BWI	MCO	361,060	\$84.41	10.60¢	1.6%	1.9%	39.9%
4	IND	MCO	293,411	\$89.96	10.81¢	1.4%	1.5%	63.8%
5	MCO	PHL	281,923	\$91.47	10.53¢	1.3%	1.5%	22.9%
6	BWI	FLL	246,681	\$91.65	9.82¢	1.2%	1.3%	46.2%
7	ATL	FLL	230,745	\$85.00	14.60¢	1.0%	1.2%	29.9%
8	ATL	MDW	230,564	\$91.50	15.48¢	1.1%	1.2%	53.2%
9	ATL	BWI	227,684	\$104.27	17.89¢	1.2%	1.2%	41.3%
10	MCO	MKE	223,890	\$100.81	9.37¢	1.2%	1.2%	58.1%
11	IND	RSW	212,356	\$116.25	12.27¢	1.3%	1.1%	90.4%
12	MCO	MDW	206,204	\$100.85	10.19¢	1.1%	1.1%	31.7%
13	ATL	BOS	198,237	\$105.46	11.07¢	1.1%	1.0%	26.6%
14	MCO	SJU	197,836	\$103.01	8.65¢	1.1%	1.0%	22.1%
15	MCO	PIT	193,371	\$96.60	11.48¢	1.0%	1.0%	40.0%
16	ATL	PHL	184,141	\$100.26	15.05¢	1.0%	1.0%	26.1%
17	ATL	MCO	181,362	\$103.66	25.70¢	1.0%	1.0%	32.5%
18	BWI	TPA	177,737	\$85.89	10.06¢	0.8%	0.9%	34.1%
19	ATL	DCA	170,547	\$100.01	18.26¢	0.9%	0.9%	21.8%
20	LAS	MKE	165,787	\$105.53	6.86¢	0.9%	0.9%	43.3%
21	DTW	MCO	164,750	\$87.92	9.14¢	0.8%	0.9%	18.6%
22	IND	TPA	162,697	\$95.24	11.34¢	0.8%	0.9%	56.3%
23	ATL	TPA	146,647	\$108.00	26.58¢	0.8%	0.8%	32.6%
24	ATL	DFW	145,447	\$110.14	15.00¢	0.8%	0.8%	16.8%
25	BWI	DAY	141,300	\$71.35	17.57¢	0.5%	0.7%	95.9%
Total			5,528,505	\$94.79	12.20¢	27.2%	29.2%	

Points To Consider: Southwest would immediately acquire 27% of the LGA-ATL market... 26% of the ATL-BOS market... 22% of the ATL-PHL market. This would serve to strengthen WN's competitive strength in those markets.

But remember: Southwest is replacing existing AirTran flying – it is not invading these markets. Fare stimulation has already been clocked in.

Remember that Delta competes today very well against AirTran, which has lower costs and a wider and more comprehensive product than does Southwest.

Southwest Current Top 25 Markets

Full Year Ending 1Q 2010



WN Top 25 Markets for 2009Q2 To 2010Q1

Rank	Origin	Dest	Total Psgr	Net. Fare	Ticket Yield	% of Car. Rev	% of Car. Pax	% of Market Pax
1	DAL	HOU	884,330	\$104.52	43.58¢	0.9%	1.0%	100.0%
2	BUR	OAK	815,260	\$93.55	28.76¢	0.7%	0.9%	100.0%
3	SAN	SMF	714,520	\$90.04	18.74¢	0.6%	0.8%	98.4%
4	OAK	SAN	691,180	\$87.93	19.69¢	0.6%	0.8%	99.9%
5	LAX	OAK	674,210	\$90.24	26.74¢	0.6%	0.8%	100.0%
6	LAX	SFO	665,070	\$71.38	21.14¢	0.5%	0.7%	34.0%
7	LAS	PHX	623,220	\$86.51	33.73¢	0.5%	0.7%	76.6%
8	SAN	SJC	593,220	\$91.27	21.86¢	0.5%	0.7%	92.6%
9	SAN	SFO	582,720	\$71.13	15.87¢	0.4%	0.6%	49.8%
10	LAS	SAN	563,720	\$91.64	35.47¢	0.5%	0.6%	86.7%
11	BUR	LAS	561,550	\$90.35	40.52¢	0.5%	0.6%	89.8%
12	PHX	SAN	547,120	\$85.55	28.10¢	0.4%	0.6%	81.9%
13	LAS	LAX	541,610	\$92.92	39.37¢	0.5%	0.6%	53.9%
14	ONT	SMF	538,670	\$93.57	24.04¢	0.5%	0.6%	99.5%
15	OAK	SNA	517,380	\$93.98	25.30¢	0.5%	0.6%	99.9%
16	BWI	MCO	507,363	\$93.68	11.83¢	0.5%	0.6%	56.1%
17	LAS	MDW	492,885	\$154.83	10.13¢	0.7%	0.5%	96.4%
18	BUR	SMF	492,800	\$94.98	26.52¢	0.4%	0.5%	99.6%
19	OAK	ONT	489,030	\$87.32	24.17¢	0.4%	0.5%	99.9%
20	LAX	SJC	478,580	\$87.62	28.42¢	0.4%	0.5%	82.8%
21	SMF	SNA	478,380	\$93.27	23.07¢	0.4%	0.5%	99.3%
22	LAS	OAK	476,225	\$98.02	24.00¢	0.4%	0.5%	97.8%
23	LAX	PHX	468,940	\$87.79	23.66¢	0.4%	0.5%	68.2%
24	SJC	SNA	468,911	\$89.88	26.25¢	0.4%	0.5%	85.8%
25	LAS	RNO	467,690	\$95.58	27.66¢	0.4%	0.5%	99.1%
Total			14,334,588	\$92.26	23.12¢	12.7%	16.0%	

Points To Consider: Even after over 15 years of operations on the East Coast, Southwest's largest passenger markets are on the far West Coast.

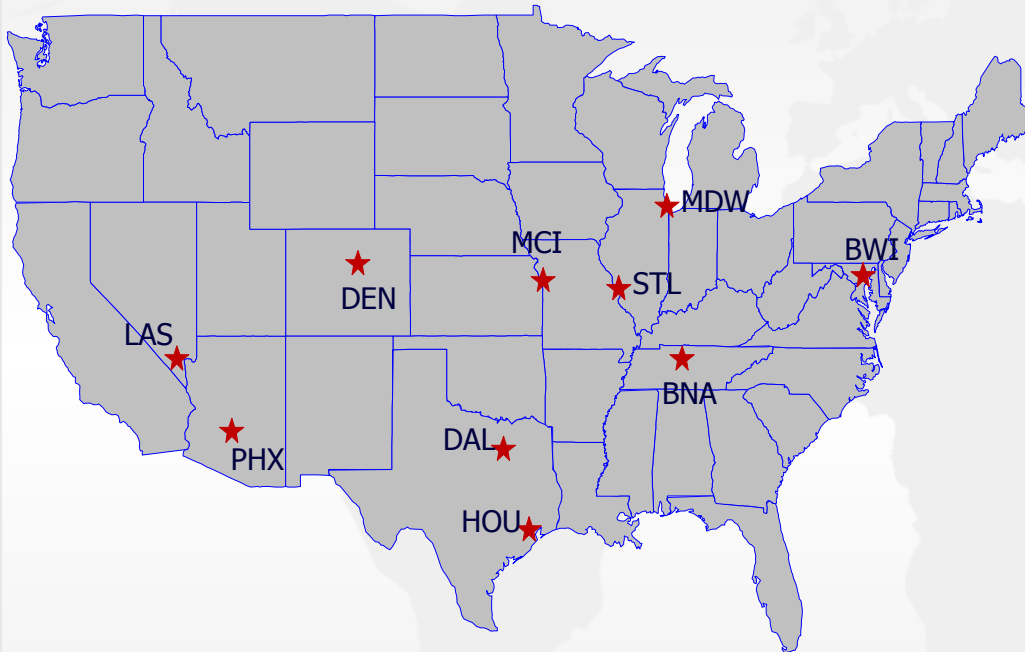
This might lead to some analysts claiming that the airline is somehow "deficient" in its presence on the East Coast. It's a meaningless metric – WN has concentrated on where it can make money, and not on some philosophical need to "balance" itself across the nation.

Note that no single market represents even 1% of the airline's revenue. This means that it is highly isolated from regional downturns or to (unlikely) competitive entry.

Market Myths. There are a number of oft-repeated mantras about Southwest, one being that it has avoided big city airports and focused on secondary airports. LAX, SAN, TPA, SEA and other cities may take issue with being referred to as "secondary." The fact is that the only "model" WN has consistently pursued is entering markets where they can make money, whether it was Los Angeles or Jackson, Mississippi, or Portland or Spokane.

Southwest De Facto Connecting Hubs

And ATL Will Need To Be A Full-Blown Connect Hub,
Whatever Name It May Be Given



It is a media and Wall Street myth that Southwest is strictly a point-to-point carrier... at ten of its top 19 airports, "flow" passengers (combined) account for over one third of the traffic. At Chicago MDW, 43% of passengers on board Southwest flights are not local O&D. A substantial part of WN's revenue base is dependent on this traffic.

Airport	Local O&D	Total On Board	Flow	Percent Flow
MDW	1,904,193	3,350,410	1,446,217	43.2%
HOU	1,246,921	1,978,382	731,461	37.0%
BWI	1,571,802	2,478,375	906,573	36.6%
BNA	758,222	1,180,800	422,578	35.8%
DAL	1,248,923	1,874,051	625,128	33.4%
DEN	1,380,679	2,026,488	645,809	31.9%
STL	788,217	1,129,503	341,286	30.2%
PHX	2,130,922	2,991,435	860,513	28.8%
LAS	2,744,479	3,804,851	1,060,372	27.9%
MCI	798,608	1,009,990	211,382	20.9%
Totals	14,572,966	21,824,285	7,251,319	33.2%

Particularly at Denver, and at Dallas/Love, pacing flights for connecting flows will be increasingly necessary and important.

Nevertheless, the levels of connecting traffic that Southwest will need to capture and maintain to make ATL a success are far in excess of what it is accomplishing today, even at MDW. More reliance on "banking" schedules will be critical.

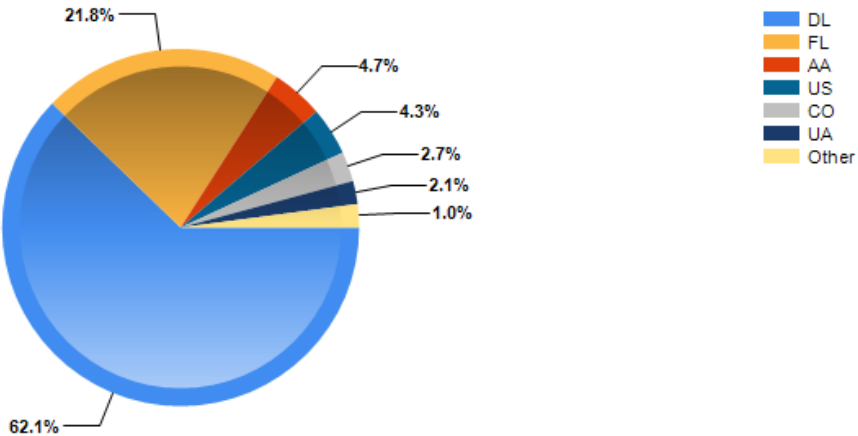




Atlanta: Key Metrics & Key Realities

Current Shares At ATL

Full Year Ending 1Q 2010



Airline Share at Airport											
In & Outbound		2009Q2 to 2010Q1			Airport: ATL						
Carrier	Psgr	PDEW	% Psgr	Originating	Gross OW Fare	Net OW Fare	Net Rev.	% Net. Rev.	Nonstop Yield	Ticket Yield	Efficiency
AA	1,142,278	1,564.8	4.70%	36.48%	\$179.04	\$153.58	\$163,544,547	4.64%	17.71¢	16.65¢	94.00%
CO	652,283	893.5	2.68%	32.75%	\$195.36	\$169.77	\$105,750,582	3.00%	20.01¢	18.95¢	94.73%
DL	15,106,731	20,694.2	62.14%	57.48%	\$192.90	\$169.04	\$2,395,675,606	67.90%	19.52¢	19.09¢	97.75%
F9	238,930	327.3	0.98%	44.78%	\$182.33	\$154.55	\$35,463,733	1.01%	10.55¢	10.04¢	95.23%
FL	5,298,334	7,258.0	21.79%	51.28%	\$119.30	\$101.16	\$535,186,714	15.17%	13.54¢	13.45¢	99.33%
NK	194,696	266.7	0.80%	52.07%	\$85.91	\$68.28	\$13,266,846	0.38%	10.30¢	8.81¢	85.57%
UA	507,879	695.7	2.09%	34.86%	\$209.66	\$180.83	\$83,219,117	2.36%	17.97¢	16.37¢	91.12%
US	1,054,970	1,445.2	4.34%	42.15%	\$207.60	\$176.27	\$181,356,727	5.14%	16.20¢	14.74¢	90.99%
YX	78,624	107.7	0.32%	41.74%	\$143.44	\$120.09	\$8,938,299	0.25%	16.85¢	15.28¢	90.64%
Total	24,310,773	33,302.4	100.00%	53.08%	\$175.38	\$152.29	\$3,528,364,153	100.00%	17.80¢	17.27¢	97.06%

Remember: Southwest is replacing AirTran – the low fare stimulation has already been experienced.

Delta's Top 25 Atlanta O&D Markets

1Q 2010

Aviation DataMiner									
Rank	Market	P sgr	PDEW	% Originating	Gross OW Fare	Net OW Fare	% of Car. P sgr	Net Rev.	Ticket Yield
1	LGA	190,484	1,058.2	56.1%	\$202.41	\$178.35	5.7%	\$32,273,560	23.23¢
2	LAX	124,740	693.0	59.8%	\$256.98	\$228.84	3.8%	\$26,120,559	11.62¢
3	DCA	121,353	674.2	60.7%	\$187.63	\$164.80	3.7%	\$19,343,924	29.98¢
4	BOS	101,108	561.7	46.2%	\$216.38	\$191.35	3.0%	\$18,663,784	20.07¢
5	MCO	95,852	532.5	70.9%	\$172.69	\$150.94	2.9%	\$13,932,117	37.38¢
6	FLL	89,632	498.0	64.9%	\$136.95	\$117.68	2.7%	\$10,285,399	20.21¢
7	LAS	84,343	468.6	87.0%	\$238.29	\$211.70	2.5%	\$16,282,190	12.04¢
8	DFW	82,172	456.5	76.8%	\$197.43	\$173.88	2.5%	\$13,625,021	23.64¢
9	PHL	78,576	436.5	57.2%	\$190.00	\$166.99	2.4%	\$12,677,329	25.00¢
10	SFO	73,020	405.7	60.4%	\$283.04	\$253.28	2.2%	\$17,204,495	11.76¢
11	MIA	73,012	405.6	75.0%	\$146.09	\$126.21	2.2%	\$8,848,660	21.18¢
12	TPA	71,934	399.6	58.6%	\$172.47	\$150.74	2.2%	\$10,498,567	37.05¢
13	EWR	69,793	387.7	56.5%	\$229.34	\$203.60	2.1%	\$13,479,467	27.24¢
14	DTW	69,140	384.1	41.3%	\$192.27	\$168.45	2.1%	\$11,183,858	27.34¢
15	BWI	67,372	374.3	49.2%	\$159.96	\$138.98	2.0%	\$9,208,124	23.94¢
Delta ATL Total		3,319,144	18,439.7	54.4%	\$211.26	\$186.27	42.0%	\$584,666,970	21.46¢

Points For Consideration. Delta ostensibly has higher system CASM than does either AirTran or Southwest. To be sure, the high reliance on RJ lift is cost-problematic for Delta. On the other hand, the real consideration in competing with either AirTran or its successor Southwest will be Delta's ability to a) gain high levels of flow traffic to buttress nonstop markets where it competes with these airlines, b) attain and maintain a strong yield premium to cover both its higher system costs as well as the much-higher ASM costs in markets where it uses RJ lift to deny AirTran (and in the future, Southwest) market share, and c) maintain high load factors.

The data at hand, illuminating Delta's performance v AirTran at Atlanta, indicate conclusively that Delta has succeeded in all three considerations. There are no indications that this situation will change when Southwest's Red Bellied Warriors pull up to the gate.

AirTran Top 25 ATL O&D Markets

1Q 2010

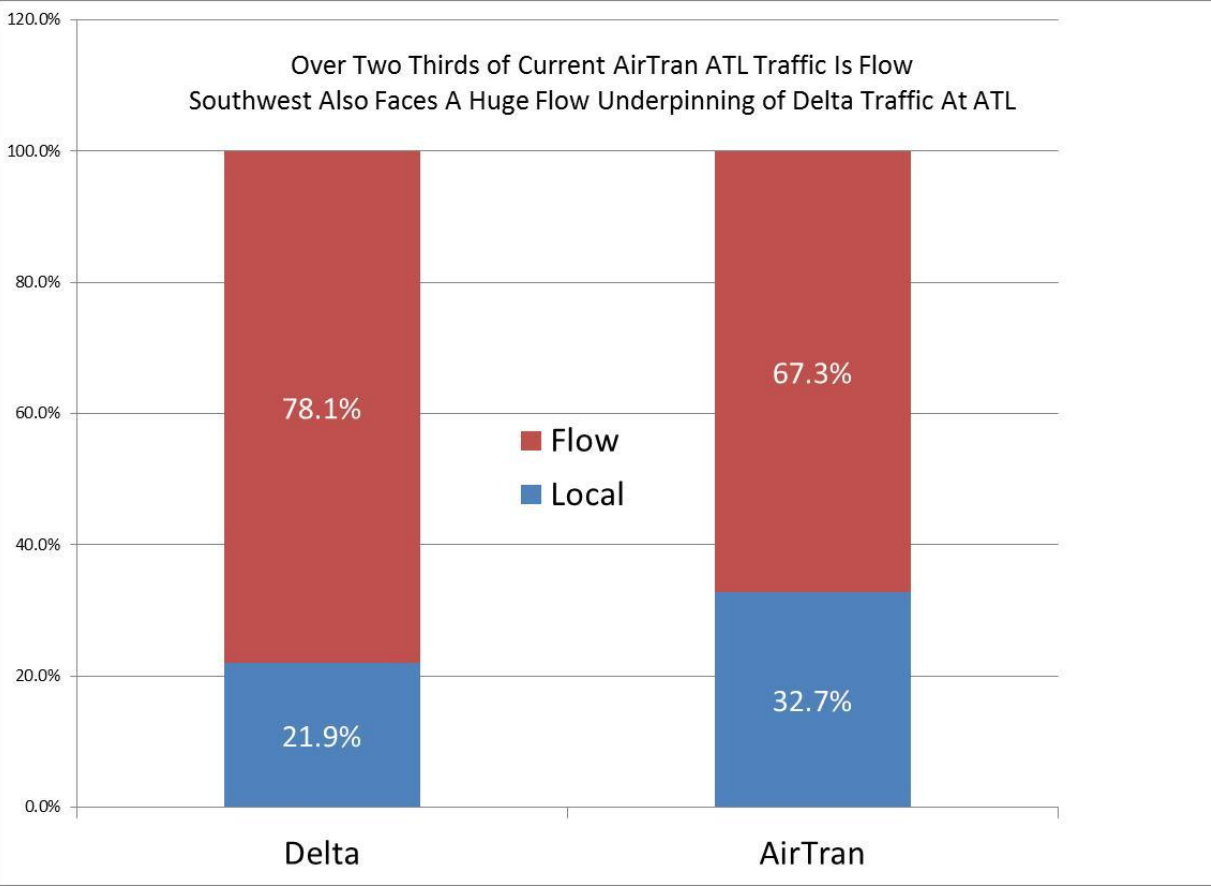


Rank	Market	Psg	PDEW	% Originating	Gross OW Fare	Net OW Fare	% of Car. Psg	Net Rev.	Ticket Yield
1	LGA	78,275	434.9	51.0%	\$126.83	\$108.20	8.1%	\$8,468,265	14.13¢
2	FLL	50,150	278.6	59.5%	\$114.41	\$96.74	5.2%	\$4,850,475	16.63¢
3	BWI	49,446	274.7	37.0%	\$127.36	\$108.45	5.1%	\$5,360,228	18.56¢
4	MCO	40,770	226.5	63.3%	\$142.38	\$122.76	4.2%	\$5,000,021	30.42¢
5	DCA	38,221	212.3	49.6%	\$130.10	\$111.33	3.9%	\$4,250,561	20.31¢
6	MDW	35,990	199.9	44.8%	\$127.89	\$109.28	3.7%	\$3,932,863	18.48¢
7	PHL	33,500	186.1	44.1%	\$136.00	\$116.81	3.4%	\$3,908,536	17.53¢
8	BOS	31,145	173.0	44.4%	\$139.67	\$119.45	3.2%	\$3,720,138	12.53¢
9	TPA	30,930	171.8	49.7%	\$145.98	\$126.11	3.2%	\$3,898,142	31.03¢
10	LAS	30,716	170.6	84.9%	\$179.27	\$157.01	3.2%	\$4,822,687	8.97¢
11	DFW	29,581	164.3	61.3%	\$150.43	\$130.23	3.0%	\$3,849,842	17.74¢
12	LAX	23,541	130.8	53.9%	\$172.38	\$150.45	2.4%	\$3,541,759	7.67¢
13	PHF	21,433	119.1	40.7%	\$108.03	\$90.74	2.2%	\$1,943,074	17.69¢
14	HOU	20,690	114.9	55.1%	\$143.68	\$123.95	2.1%	\$2,562,077	17.75¢
15	DEN	20,600	114.4	63.5%	\$152.18	\$131.64	2.1%	\$2,711,866	10.89¢
	Total FL ATL	971,666	5,398.1	50.7%	\$132.42	\$113.34	55.1%	\$110,016,439	15.58¢

Points For Consideration. There is considerable prognostication that the entry of Southwest will materially increase low-fare pressure on Delta. However, there are several dynamics that would lessen such impact. First, the gates that Southwest is gaining do not offer huge potential for massive increases in flight frequency. Second, Delta has already countered AirTran to a point of uneasy competitive truce. Third, WN has a higher CASM and a product with less scope than does AirTran. Finally – for the “analysts” who may banter about how WN can turn planes quickly - at Atlanta, that will not be possible. To be successful WN, as shown in the next graph below, MUST attain very high levels of connect passengers. Local O&D stimulation alone isn’t going to be a major factor, as it is currently over-served due to the hubbing at ATL. That means WN must schedule flights in more of a banked approach.

Atlanta Is Not A Slam-Dunk Market

Local O&D Is Saturated. High Flow Traffic Needed. ATL Is Already Substantially Fare-Stimulated. Plus Strong Delta Flows Subsidize Flights



Points To Consider: Virtually all main ATL local O&D markets are already “over-served” by virtue of the strong connecting traffic that supports them. There are no gaping service gaps that Southwest can exploit.

AirTran’s revenue base at ATL is dependent on flow/connecting traffic. Southwest must capture this traffic if it is to compete for local ATL O&D - where Delta’s flights are supported by a gigantic hubbing machine that results in almost eight of ten passengers generated by connecting flights.

Since AirTran has entered most of the largest O&D markets at ATL, fare-stimulation has already been experienced. Furthermore, Delta has in almost all cases been able to maintain a revenue yield premium in markets competitive with AirTran.



Don't Count Too Much On That "Southwest Effect"

The "AirTran Effect" Has Already Been Registered



Rank	Market	Psgr	PDEW	Net OW Fare	% of Pax	Ticket Yield
1	LGA	288,654	1,603.6	\$155.93	5.5%	19.94¢
2	DFW	197,789	1,098.8	\$168.74	3.8%	22.72¢
3	FLL	184,512	1,025.1	\$97.10	3.5%	16.66¢
4	LAX	171,347	951.9	\$213.43	3.3%	10.65¢
5	DCA	164,780	915.4	\$152.69	3.1%	27.64¢
6	PHL	149,455	830.3	\$156.85	2.9%	23.40¢
7	ORD	143,822	799.0	\$152.92	2.7%	24.93¢
8	BOS	142,177	789.9	\$174.96	2.7%	18.21¢
9	MCO	139,643	775.8	\$142.19	2.7%	34.67¢
10	LAS	125,608	697.8	\$195.62	2.4%	11.02¢
11	EWR	123,874	688.2	\$202.27	2.4%	26.80¢
12	BWI	121,643	675.8	\$126.75	2.3%	21.66¢
13	DEN	119,885	666.0	\$162.09	2.3%	13.26¢
14	MIA	114,223	634.6	\$122.62	2.2%	20.53¢
15	TPA	105,312	585.1	\$143.20	2.0%	34.57¢
16	SFO	97,302	540.6	\$241.05	1.9%	11.01¢
17	DTW	92,695	515.0	\$151.11	1.8%	24.38¢
18	MSP	89,215	495.6	\$174.12	1.7%	18.26¢
19	PHX	84,489	469.4	\$182.80	1.6%	11.28¢
20	RDU	82,106	456.1	\$122.63	1.6%	34.29¢
21	MDW	72,981	405.5	\$122.64	1.4%	20.71¢
22	IAD	69,077	383.8	\$155.41	1.3%	28.86¢
23	IAH	68,821	382.3	\$181.29	1.3%	25.69¢
24	SLC	63,625	353.5	\$256.70	1.2%	15.17¢
25	PBI	63,364	352.0	\$112.58	1.2%	20.56¢
	Top 25	3,076,399	17,091.1	\$160.42	58.7%	18.24¢

Points To Consider: AirTran is already in 24 of the 25 top ATL O&D metro areas. The only one missing is SLC. Airports in **RED** are those where AirTran does not have service. In the case of ORD, they serve MDW, and in the case of IAH, AirTran flies to Hobby. AirTran also accesses New York via LGA. This means that the only metro area in the top 25 in which AirTran has no presence is SLC – a market that represents just 1.3% of the ATL market.

Furthermore, the only airports where the “Southwest Effect” may be noticed (short of a devastating and very unlikely fare war) are Newark and Salt Lake City. Chicago O’Hare is out of the picture due to the WN hub at MDW. Southwest pulled out of IAH and is focused on Hobby.

Using the fare differential between MDW, which has low-fare AirTran service and ORD, it is not unreasonable to project that If WN enters ATL-EWR and ATL-SLC, local fares could drop by as much as 25%. But these two markets combined are just 3.6% of the ATL local O&D. Even if it could be stimulated 100% (not likely) the net effect on the total ATL market could be found only under a microscope.

Key Competitive Metrics – FL v DL

Delta Has More Than Held Its Own v FL. And WN Has Higher Costs Than FL, No Premium Cabin, & No Seat-Selection




Carrier	Market	Psgr	Daily Psgr	Share of Total Mkt	Originating	Net OW Fare	% Net. Rev.	Ticket Yield	Delta Yield Premium	Load Factor
FL	LGA	78,287	869.9	27.12%	51.0%	\$108.20	19.5%	14.12¢		61.8%
DL		191,364	2,126.3	66.30%	55.9%	\$178.74	74.8%	23.25¢	64.6%	65.7%
FL	DCA	38,231	424.8	23.20%	49.6%	\$111.32	17.3%	20.31¢		61.2%
DL		121,862	1,354.0	73.95%	60.5%	\$165.80	79.7%	30.10¢	48.2%	66.8%
FL	PHL	33,500	372.2	22.41%	44.1%	\$116.81	17.2%	17.53¢		62.4%
DL		79,445	882.7	53.16%	57.0%	\$167.79	56.6%	25.02¢	42.7%	68.4%
FL	BOS	31,145	346.1	21.91%	44.4%	\$119.45	15.4%	12.53¢		70.5%
DL		102,136	1,134.8	71.84%	46.0%	\$192.27	78.4%	20.12¢	60.5%	78.0%
FL	FLL	50,150	557.2	27.18%	59.5%	\$96.74	27.4%	16.63¢		77.9%
DL		89,662	996.2	48.59%	64.9%	\$117.81	58.3%	20.22¢	21.6%	81.1%
FL	MDW	35,990	399.9	49.31%	44.8%	\$109.28	44.5%	18.48¢		62.1%
DL		36,980	410.9	50.67%	59.1%	\$135.96	55.4%	22.93¢	24.1%	49.2%
FL	LAS	30,716	341.3	24.45%	84.9%	\$157.01	21.0%	8.97¢		77.9%
DL		85,227	947.0	67.85%	86.3%	\$212.43	71.9%	12.06¢	34.4%	87.3%
FL	MCO	40,770	453.0	29.20%	63.3%	\$122.76	25.9%	30.42¢		80.3%
DL		95,960	1,066.2	68.72%	70.9%	\$151.13	72.2%	37.39¢	22.9%	86.3%
FL	TPA	30,930	343.7	29.37%	49.7%	\$126.11	26.5%	31.03¢		68.3%
DL		71,966	799.6	68.34%	58.5%	\$150.78	71.3%	37.05¢	19.4%	77.8%

Points To Consider: Delta has retained much higher yields and has more than countered its higher system CASM. There are no new market factors WN will bring to the competitive ATL picture that would indicate Delta cannot respond as aggressively as it does today with AirTran.

1Q 2010 Data

Delta Is An Aggressive Secondary Market Player At ATL

DL Has Successfully Applied Both RJs And Mainline Equipment In Secondary ATL Markets To Restrain FL Growth. This Is Likely To Be Equally Effective Against Southwest, Which Has Higher CASM Than AirTran & A Less Comprehensive Business-Traveler Product



Carrier	Market	Psgr	Daily Psgr	Share of Total Mkt	Originating	Net OW Fare	% Net. Rev.	Ticket Yield	Delta Yield Premium	Load Factor
FL	BMI	6,797	75.5	49.6%	39.3%	\$113.34	43.6%	20.68¢		75.0%
DL		6,849	76.1	49.9%	47.5%	\$147.36	55.9%	27.27¢	31.9%	78.5%
FL	CAK	18,013	200.1	59.8%	39.9%	\$103.10	53.5%	19.21¢		68.4%
DL		11,419	126.9	37.9%	43.7%	\$136.23	43.5%	25.53¢	32.9%	83.4%
FL	SRQ	7,922	88.0	37.5%	51.7%	\$112.60	34.0%	25.30¢		79.0%
DL		12,980	144.2	61.4%	56.0%	\$135.85	64.8%	30.38¢	20.1%	86.0%
FL	FNT	14,291	158.8	55.6%	39.9%	\$104.76	48.8%	16.22¢		74.4%
DL		11,176	124.2	43.5%	31.4%	\$140.15	49.6%	21.00¢	29.5%	84.0%
FL	DAY	10,497	116.6	31.3%	43.0%	\$98.11	25.0%	22.25¢		63.4%
DL		21,434	238.2	63.9%	43.2%	\$137.12	69.8%	31.34¢	40.8%	85.6%
FL	PHF	21,433	238.1	59.7%	40.7%	\$90.74	54.1%	17.69¢		63.9%
DL		14,046	156.1	39.1%	51.2%	\$116.15	44.4%	22.84¢	29.1%	75.0%
FL	MLI	6,640	73.8	49.9%	34.0%	\$114.28	41.9%	17.90¢		78.8%
DL		6,297	70.0	47.3%	44.8%	\$162.05	55.5%	24.78¢	38.5%	81.4%

Points To Consider: The key and important flow traffic generated by communities like SRQ and BMI will be important to Southwest's success in the ATL market.

AirTran Secondary Markets: An Asset To WN System

Bloomington & Sarasota - Just Two Examples of Enhancing Competitive On-Board Yields Through ATL
 Flow O&D Traffic Generated By SRQ & BMI Over Atlanta For Full Year Ending 1Q 2010 Is Shown

SRQ ATL FLOW

Connect Market	Annual	PDEW	Yield
IND	12,499	17.1	13.03¢
MDW	11,059	15.1	11.47¢
BOS	11,406	15.6	7.52¢
FNT	7,916	10.8	11.28¢
CAK	6,730	9.2	11.15¢
BMI	6,480	8.9	12.45¢

Note that Sarasota feeds strong, high-yield flow traffic to other FL secondary markets of Flint, Akron/Canton, and Bloomington-Normal.

BMI ATL FLOW

Connect Market	Annual	PDEW	Yield
MCO	28,173	38.6	10.45¢
RSW	15,347	21.0	11.02¢
FLL	11,339	15.5	10.85¢
TPA	9,288	12.7	12.54¢
SRQ	6,480	8.9	12.45¢

BMI flow traffic provides high-yield support for AirTran's ATL-Florida markets.

Points For Consideration. Traffic flows at secondary markets such as Bloomington and Sarasota are part of the assets that Southwest is purchasing. They are critical to the success of the ATL hub. Also, these secondary markets open WN to additional corporate-travel potential. At BMI, for example, State Farm's headquarters controls a huge national travel budget. Mitsubishi's auto plant in the region also generates strong business traffic to both the Deep South and also the West Coast.





Other System Reviews

Top 25 Overlap Markets At Orlando



In & Out		2010 Quarter 1		Southwest	AirTran	Combined Total
Origin	Dest	Total PAX - All Airline	% of Pax	% of Pax	% Pax	
BOS	MCO	242,915	1.6%	17.9%	19.5%	
BUF	MCO	150,048	41.9%	14.9%	56.7%	
BWI	MCO	200,457	54.1%	38.8%	93.0%	
CMH	MCO	85,830	59.0%	24.8%	83.8%	
DEN	MCO	138,661	28.5%	2.4%	30.9%	
DTW	MCO	228,654	5.8%	17.0%	22.8%	
HOU	MCO	35,694	81.1%	4.8%	85.9%	
IAD	MCO	118,897	25.9%	10.1%	36.0%	
IND	MCO	114,396	21.8%	68.7%	90.4%	
LAS	MCO	64,109	35.2%	2.0%	37.1%	
LAX	MCO	102,430	4.9%	2.7%	7.6%	
LGA	MCO	177,095	0.7%	13.4%	14.1%	
MCI	MCO	86,238	57.4%	21.0%	78.4%	
MCO	MDW	166,420	63.4%	31.6%	95.0%	
MCO	MKE	129,432	25.1%	44.0%	69.1%	
MCO	MSP	220,890	2.7%	10.3%	13.0%	
MCO	MSY	53,648	85.0%	2.5%	87.6%	
MCO	OMA	40,090	30.7%	0.5%	31.2%	
MCO	PHL	268,780	32.7%	21.6%	54.3%	
MCO	PHX	62,438	23.6%	2.4%	26.0%	
MCO	PIT	122,005	41.2%	43.6%	84.8%	
MCO	RDU	59,714	74.1%	5.0%	79.1%	
MCO	SAT	34,196	42.6%	8.5%	51.1%	
MCO	SEA	63,321	7.0%	2.1%	9.1%	
MCO	SFO	40,316	5.6%	4.2%	9.8%	
MCO	STL	91,940	51.4%	18.6%	69.9%	

Points To Consider: On the surface, there is considerable overlap in some MCO nonstop markets.

Only 11 of these markets represent a combined market share of over 70%.

DOJ could squawk about this, but in no case would there be an alternative carrier that might want to jump in, even in the unlikely event DOJ demands the combined Southwest pull out of a given market.



Top 25 Overlap Markets At Baltimore

This is the only airport where both carriers now aggregate (connect) traffic.



In & Out 2010 Quarter 1			AirTran		Southwest		Combined Total
Origin	Dest	Total PAX In Market - All Airlines	Pct of Total FL System Pax	FL Share Of This Market	Pct of Total WN System Pax	WN Share Of This Market	Pct Pax
BWI	BOS	191,102	1.9%	42.3%	0.3%	30.9%	73.1%
BWI	MCO	200,457	1.8%	38.8%	0.5%	54.1%	93.0%
BWI	FLL	126,517	1.3%	45.1%	0.3%	46.6%	91.7%
BWI	TPA	114,885	0.9%	32.7%	0.3%	60.0%	92.7%
BWI	RSW	58,853	0.7%	54.7%	0.1%	35.1%	89.8%
BWI	MSY	59,950	0.4%	30.7%	0.1%	44.7%	75.3%
BWI	MKE	30,259	0.4%	50.6%	0.1%	45.3%	96.0%
BWI	LAX	69,135	0.4%	22.0%	0.1%	16.4%	38.3%
BWI	IND	40,555	0.3%	34.0%	0.1%	55.1%	89.1%
BWI	PBI	56,757	0.3%	24.2%	0.2%	61.0%	85.2%
BWI	LAS	77,436	0.1%	6.0%	0.2%	56.1%	62.0%
BWI	MSP	32,188	0.1%	9.3%	0.0%	14.2%	23.5%
BWI	JAX	48,792	0.1%	5.1%	0.2%	73.4%	78.5%
BWI	SFO	32,937	0.0%	5.8%	0.0%	12.4%	18.2%
BWI	PHX	82,551	0.0%	2.2%	0.2%	46.4%	48.7%
BWI	SAT	44,637	0.0%	3.8%	0.1%	54.6%	58.4%
BWI	DEN	75,974	0.0%	2.1%	0.2%	42.3%	44.4%
BWI	HOU	35,646	0.0%	4.0%	0.1%	85.4%	89.4%
BWI	OMA	8,999	0.0%	12.3%	0.0%	38.7%	51.0%
BWI	MDW	57,617	0.0%	1.3%	0.3%	91.1%	92.5%
BWI	STL	44,744	0.0%	1.7%	0.2%	73.9%	75.6%
BWI	MCI	34,653	0.0%	1.8%	0.1%	67.2%	69.0%
BWI	SEA	36,789	0.0%	1.5%	0.0%	17.4%	18.9%
BWI	ELP	3,639	0.0%	0.3%	0.0%	39.4%	39.7%

Points To Consider: The combined carrier will completely dominate BWI. That is a fact of life with a connecting hub.

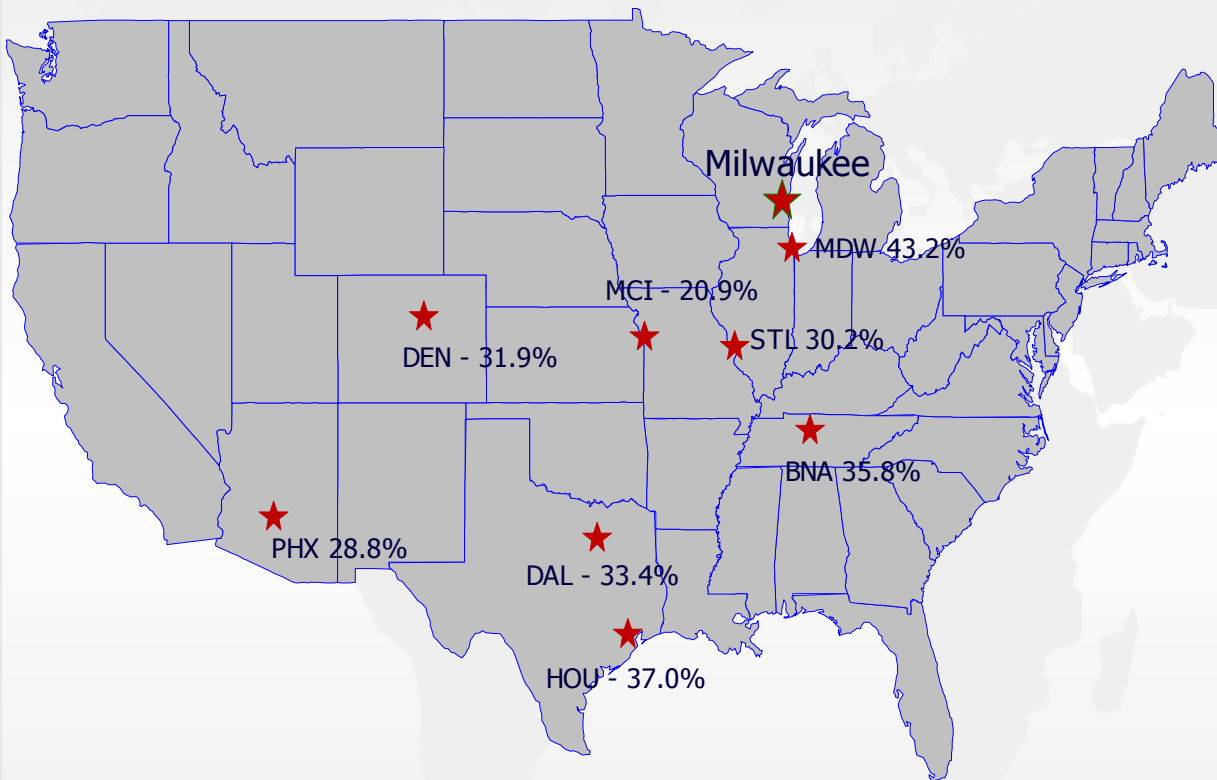
There will be the expected lightweight stories that "the combined carrier dominate XX% of Baltimore flights..." The problem with such observations is that those flights are created by the carrier – they are not somehow captured out of, or robbed from the BWI flight vault.

We can likely expect the usual suspects inside the Beltway to take note of this and attempt to make political points by demanding Southwest "give up" some of this flying at BWI.

The only fly in this political ointment is that there likely isn't another airline in existence that's stupid enough to take the bait.

The Expected MKE AirTran Hub – Off The Table?

Southwest Already Has Eight Airports Connecting East-West Flows...
It Likely Doesn't Need A Ninth.



Points To Consider: AirTran made it clear that it intended to establish a connecting hub at MKE. As an independent airline, it made sense. But for Southwest, such a strategy is problematic.

While WN could pursue such a project, and there is traffic that could support a hub at MKE, the point is that Southwest is up to its flaps in operations at eight other of its stations that already compete with each other for east-west traffic flows.

The existing WN semi-hubs are shown along with the percentage of flow passengers.



Finally, For Further Information:

The data in this document are indicative of the analytical assistance that Boyd Group International provides its clients in the financial, airport, labor, airframe, and OEM sectors. For further analyses on how this merger or other industry consolidation issues may affect your area of aviation, please do not hesitate to contact us.

This report was generated accessing the Analytical Firepower™ of **Aviation DataMiner**. Leading companies in the aviation and financial industries rely on DataMiner as a powerful tool to guide their planning efforts and take advantage of opportunities as they emerge. For information on how to subscribe, and a trial subscription, give Bill Oliver a call at 303 674-2000.

Looking For More Straight Talk? If this level of professional, futurist analysis is of interest to you, we'd suggest you join us in New Orleans, October 24-26, 2010 for the



This is the #1 industry event of the year, and the only one that provides not only key aviation forecasts – trends, traffic, fleet – but also presentations and discussion with industry decision-makers. No second agendas. None of the official Washington line – just hard data and futurist insight. For information, log on to the Summit website: www.AviationForecastSummit.com. An agenda and fax registration is attached.



78 Beaver Brook Canyon Road
Evergreen, Colorado 80439
(303) 674-2000

Agenda

Sunday, October 24, 2010

Optional Skills Workshops Afternoon of October 24

Workshops are open to Summit attendees, and since space is limited, must be reserved in advance.

1:00 – 2:00 Airline 101 For Airport Board Members

Designed to provide Board members with insight on how airlines make decisions, as well as concepts such as the hub-and-spoke system, code-sharing, low-cost carrier trends, fare issues, and more.

2:10 – 3:10 Airport Economic Opportunities & Impact

It's no longer enough to determine the economic impact an airport generates. At this workshop, we'll be reviewing how to also identify the future opportunities that the airport should be postured for.

3:20-4:20 Airline Financials – Making Sense of Complex Information

This is a workshop that imparts how airlines determine and report their financial performance. For financial institutions, air service planners, OEMs, and other aviation entities, this workshop will illuminate the key metrics that define success or failure in a market, or for the corporation overall. The workshop will review actual airline data, right from Aviation DataMiner™.

4:30--5:30 Air Service Enhancement – The New Imperatives

It's no longer just recruiting air service – it's also keeping and enhancing it in an airline industry environment that's not adding more airplanes or meaningful capacity in the next two years. Fuel is going up. Labor costs – particularly pilot labor, based on new FAA requirements – will be going up, and it will affect small and mid-size airports materially. If you're interested in professional air service enhancement for the future, not gimmicks and shtick, join us.

5:45-6:45 Opening Reception



Agenda

Monday October 25

Continental Breakfast

Welcome & Opening Remarks – Marian Boyd – COO – Boyd Group International

Future Trends Ahead –Michael Boyd - President, Boyd Group International; William Swelbar - Research Engineer, MIT;
John Lee –VP & Division Manager, JBT AeroTech; Michael Baiada – President, ATH Group

Technology's Positive Impact on the Customer: Robert Isom – COO, US Airways

United & The Future -What to Expect from the Merger: Cindy Szadokierski - VP – Airport Operations Planning & International
Operations, United Airlines

Incremental Fees: Are They a Must and a Plus? Kevin Healy – SVP Planning/Marketing, AirTran

Global Connectivity for Main Street: John McCulloch - Managing Partner, oneworld

There's Lots of Life Outside the Global Alliance: Dave Ridley – SVP Marketing & Revenue Management, Southwest Airlines

A View of the Travel Industry: Roger Dow - President & CEO, US Travel Association

Lunch

Data & Market Intelligence – The Future Competitive Key: Richard Thorne –Managing Director Innovata

The Washington Scene – And, It's a Scene: Will Ris – SVP Government Affairs, American Airlines

The Emerging Latin American Economic Powerhouse: Joe Mohan – VP Commercial & Planning, Copa

The New Airline Structure: Chip Childs - President, SkyWest

Global Fleet Trends & Demand Forecast – Boyd Group International

The View of the Global Airliner Demand & Market: Lynda Paulson – Director, Airbus; Richard Wynne – Director, Boeing;
Chuck Evans – Director, Bombardier, Mark Neely – VP, ATR

Reception at **National WWII Museum** sponsored by Louis Armstrong New Orleans International Airport: WWII Museum
Movie: Beyond All Boundaries (Directed by Tom Hanks) (optional)

Tuesday, October 26

Continental Breakfast

Recap and Special Announcements & Drawing

A Vision of the Future From a Top MRO: Tony Charaf – President – TechOps, Delta Air Lines

The Global Airline Industry: Narjess Teyssier – Chief Economist, ICAO and Fireside Chat with Michael J. Boyd, President, Boyd Group
International

Chat with the Regionals: Chuck Howell – CEO, Great Lakes; Phil Reed – VP, Pinnacle; Andrew Bonney – VP, Cape Air
Tim Sieber – EVP Boyd Group International, Brian Siler – Director, Boyd Group International

A View of the Global Opportunities & Challenges Ahead: Florian Dehne – Director Alliances & Business Development, Lufthansa
Enplanement & Traffic Trend Forecast 2011 - 2015: Airports:USA – Boyd Group International

What Else is in Store for the Future: Travel Industry Executives

Optional Golf Networking Event – Stonebridge Golf Club

Due to scheduling and other unforeseen causes, Boyd Group International reserves the right to modify speakers, times and the program.

Join Your Colleagues. Reserve Your Space Now

Registration Form

Name _____ Name for Badge _____

Title _____ Organization _____

Address _____ City _____

State _____ Zip code _____ Phone _____ Fax _____

E-mail address _____

Additional Attendee(s), Title(s), Email(s): _____

Registration Fee: \$1095. Bring your colleagues: Additional delegates who are employees of the company or organization, \$595.

Venue: New Orleans, Ritz Carlton: to make a reservation call 1-504-524-1331 and request the Boyd Group rate. Note that when the Boyd Group Room block becomes full anyone holding a hotel reservation in that block must have a conference registration

Optional Sunday Workshops: \$50 each –Indicate which workshops you would like to register for;

Optional Golf Networking Event: \$65 per person; includes boxed lunch and greens fees please indicate if you would like to join us:

Total Payment Due: _____ Payment options: () Invoice me () Visa () Master Card () AMX

Card # _____ Exp. _____ Signature: _____

Name and Address on Credit Card _____

Submit this form via email to Sonia@aviationplanning.com, or fax to 303-674-9995. Or Register securely online.

Cancellation Policy: Cancellations must be submitted in writing. Refund requests received before October 15 will be subject to a cancellation fee of \$25. After October 15, the cancellation fee will be \$250 or full fee can be applied to our 2011 event. Substitutions will be accepted without penalties. All fees are due and payable within 30 days. There will be no refunds for no-shows, and if payment has not been received prior to the conference they will be invoiced. Please contact our office at 303-674-2000 regarding cancellations and/or refunds.

For More Information & To Register on-line: www.AviationForecastSummit.com



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