

ALASKA AIR GROUP INC  
Form 8-K  
August 23, 2004

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**UNITED STATES SECURITIES AND EXCHANGE COMMISSION  
WASHINGTON, DC 20549**

**FORM 8-K**

**CURRENT REPORT**

**Pursuant to section 13 or 15(d) of the Securities Exchange Act of 1934**

**August 20, 2004**  
(Date of Report)

**ALASKA AIR GROUP, INC.**

(Exact name of registrant as specified in its charter)  
Commission file number 1-8957

**Delaware**  
(State or other jurisdiction of  
incorporation or organization)

**91-1292054**  
(I.R.S. Employer  
Identification No.)

**19300 Pacific Highway South, Seattle, Washington 98188**  
(Address of principal executive offices)  
**(206) 392-5040**  
(Registrant's telephone number)

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ITEM 5. OTHER EVENTS

ITEM 7. Financial Statements and Exhibits

Signature

EXHIBIT 99.1

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**FORWARD-LOOKING INFORMATION**

This report may contain forward-looking statements that are intended to be subject to the safe harbor protection provided by Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934. These statements relate to future events or our future financial performance and involve known and unknown risks and uncertainties that may cause our actual results or performance to be materially different from those indicated by any forward-looking statements. In some cases, you can identify forward-looking statements by terminology such as forecast, may, will, could, should, expect, plan, believe, potential or other similar words indicating contingencies. Some of the things that could cause our actual results to differ from our expectations are: economic conditions; the continued impact of terrorist attacks, global instability and potential U.S. military involvement; our significant indebtedness; downgrades of our credit ratings; the competitive environment and other trends in our industry; changes in laws and regulations; changes in our operating costs including fuel; changes in our business plans; interest rates and the availability of financing; liability and other claims asserted against us; labor disputes; our ability to attract and retain qualified personnel; and inflation. For a discussion of these and other risk factors, see Item 1 of the Company's Amendment No. 1 to its Annual Report for the year ended December 31, 2003 on Form 10-K/A. All of the forward-looking statements are qualified in their entirety by reference to the risk factors discussed therein. These risk factors may not be exhaustive. We operate in a continually changing business environment, and new risk factors emerge from time to time. Management cannot predict such new risk factors, nor can it assess the impact, if any, of such new risk factors on our business or events described in any forward-looking statements. We disclaim any obligation to publicly update or revise any forward-looking statements after the date of this report to conform them to actual results.

**ITEM 5. OTHER EVENTS**

On August 20, 2004, Alaska Airlines, Inc. (Alaska), a subsidiary of Alaska Air Group, Inc. issued a press release announcing a management restructuring and voluntary severance incentive plan. This plan focuses on streamlining management of Alaska to improve execution, communication and accountability. Alaska expects this program to result in a reduction of approximately 9% and is estimated to produce an annual cost savings of between \$5 million and \$10 million per year. Management estimates that severance costs associated with this restructuring and voluntary severance and incentive plan to be between \$8 million and \$12 million, although the actual amount will not be known until it is certain how many employees will participate in the program.

The press release is attached as Exhibit 99.1 to this Current Report on Form 8-K and is incorporated herein by this reference.

**ITEM 7. Financial Statements and Exhibits**

(c) Exhibits.

99.1 Press Release dated August 20, 2004

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**Signature**

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned thereunto duly authorized.

ALASKA AIR GROUP, INC.  
Registrant

Date: August 20, 2004

/s/ Brandon S. Pedersen  
Brandon S. Pedersen  
Staff Vice President/Finance and  
Controller

/s/ Bradley D. Tilden  
Bradley D. Tilden  
Executive Vice President/Finance and  
Chief Financial Officer