



Southwest Airlines Co. Profile

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Company Overview

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Southwest Airlines will fly any plane (as long as it's a Boeing) and let passengers sit anywhere they like (as long as they get there first). Sticking with what has worked, Southwest has expanded its low-cost, no-frills, no-reserved-seats approach to air travel throughout the US to serve nearly 90 destinations across North America. Now the largest carrier of US domestic passengers, Southwest still stands as an inspiration for scrappy low-fare upstarts the world over. The carrier has enjoyed 43 straight profitable years, amid the airline industry's ups and downs. Southwest's fleet numbers about 700 aircraft, including 700 Boeing 737s.

Key Information

DUNS Number	055329262
Location Type	Headquarters
Subsidiary Status	No
Manufacturer	No
Company Type	Public
Plant/Facility Size (sq. ft.)	17,522.00
Foreign Trade	Imports
Accountant	Ernst & Young LLP
Total Employees	49,583
1-Year Employee Growth	7.14%
Employees At This Location	3,064
Year of Founding or Change in Control	1971
Primary Industry	1600:Airlines
Primary SIC Code	45120000:Air transportation, scheduled
Primary NAICS Code	481111:Scheduled Passenger Air Transportation
Tradestyle	Southwest Airlines
Latitude/Longitude	32.845398 / -96.864547

Key Financials

Fiscal Year-End	December
Sales (\$ M)	\$19,820.00M
1-Year Sales Growth	6.53%
Net Income	\$2,181.00M
1-Year Net Income Growth	91.99%
Total Assets	\$21,312.00M
Market Value	\$29,080.85M
Prescreen Score	Low Risk

Company Rankings

142 in FORTUNE 500 (June 2016)
S&P 500
Dow Jones Transports
387 in FT Global 500 (June 2015)
142 in FORTUNE 1000 (June 2016)

Key People

Name	Title
Mr. Gary C. Kelly	Chairman, President, and CEO
Mr. Ron Ricks	Vice Chairman
Mr. Michael G. (Mike) Van de Ven	EVP and COO
Ms. Tammy Romo	EVP and CFO
Mr. Craig Maccubbin	VP Technology Operations and CTO
Mr. Randy Sloan	SVP and CIO
Mr. Robert E. (Bob) Jordan	EVP and Chief Commercial Officer; President, AirTran Airways
Mr. Jeff Lamb	EVP Corporate Services and Airport Affairs
Mr. Tom Nealon	EVP Strategy and Innovation
Mr. Ryan Green	VP Marketing

Company Description

Geographic Reach

Southwest serves more than 90 destinations in some 40 US states in addition to the District of Columbia, Puerto Rico, Mexico, Jamaica, The Bahamas, Aruba, and the Dominican Republic.

Operations

Simplicity has been key to Southwest's success. Most of the carrier's flights are less than two hours, and it usually lands at small airports to avoid congestion at competitors' larger hubs; in Dallas it's the big dog at little Love Field, its birthplace, and in Chicago it accounts for most of the traffic at Midway Airport. Southwest's (and AirTran's) fleet consists primarily of one type of aircraft -- the Boeing 737 -- to minimize training and maintenance costs.

Financial Performance

Southwest has achieved unprecedented growth over the last six years. Its revenues grew 7% from \$18.6 billion in 2014 to \$19.8 billion in 2015, a historic milestone. Profits also skyrocketed 92% from \$1.1 billion in 2014 to a record-setting \$2.2 billion in 2015 due to the higher revenue coupled with a significant decline in fuel and oil prices. The historic growth for 2015 was driven by a bump in passenger revenues fueled by increased passenger yield, increased fares, and a marginal increase in capacity. Freight revenues for 2015 also rose by 2% primarily due to higher average rates charged as a result of fuel surcharges and an increase in other revenues.

Southwest's operating cash flow increased from \$2.9 billion in 2014 to \$3.2 billion in 2015 due to the higher profits in addition to cash generated from accounts payable and accrued liabilities and air traffic liability.

Strategy

Protective of its low-cost image, Southwest has staunchly resisted charging passengers baggage fees. However, it has seen the value of this strategy and has rolled out new fees that have included allowing passengers to bring small dogs or cats into the cabin for a one-way charge of \$75 and charging a one-way \$50 fee for unaccompanied minors.

A large part of the carrier's strategy to stay profitable includes fleet modernization. Southwest is replacing older Boeing 737 planes with the larger and more fuel-efficient Boeing 737-800 for expansion to locations of greater distance, and it plans to begin using another new fuel-efficient model, the Boeing 737 Max, in 2017.

Company History

Company Background

Texas businessman Rollin King and lawyer Herb Kelleher founded Air Southwest in 1967 as an intrastate airline linking Dallas, Houston, and San Antonio. The now-defunct Braniff and Texas International sued, questioning whether the region needed another airline, but the Texas Supreme Court ruled in Southwest's favor. In 1971 the company, renamed Southwest Airlines, made its first scheduled flight.

Operating from Love Field in Dallas, Southwest adopted "love" as the theme of its early ad campaigns, serving love potions (drinks) and love bites (peanuts). When other airlines moved to the new Dallas/Fort Worth International Airport (DFW) in 1974, Kelleher insisted on staying at Love Field, gaining a virtual monopoly there.

Industry Information

Hoover's Industries

> Transportation Services Sector



> Airlines (primary)




Primary SIC Code

45120000 : Air transportation, scheduled

Primary NAICS Code

481111 : Scheduled Passenger Air Transportation

 Denotes In-depth Industry Insight by Hoover's Editorial Staff

People

Employees

Title	Name	Age	Salary	Bonus
Chairman, President, and CEO	Mr. Gary C. Kelly	60	\$675,000.00	--
Vice Chairman	Mr. Ron Ricks	66	\$468,750.00	--
EVP and COO	Mr. Michael G. (Mike) Van de Ven	54	\$469,375.00	--
EVP and CFO	Ms. Tammy Romo	53	\$451,250.00	--
VP Technology Operations and CTO	Mr. Craig Maccubbin	49	--	--
SVP and CIO	Mr. Randy Sloan		--	--
EVP and Chief Commercial Officer; President, AirTran Airways	Mr. Robert E. (Bob) Jordan	55	\$469,375.00	--
EVP Corporate Services and Airport Affairs	Mr. Jeff Lamb	53	\$448,750.00	--
EVP Strategy and Innovation	Mr. Tom Nealon		--	--
VP Marketing	Mr. Ryan Green		--	--
Managing Director Global Sales	Mr Jim McKeon		--	--
Vp Operations Coordination Center	Mr Jeff Martin		--	--
Director of Corporate Security	Mr Vance Toler		--	--
Director, Online Marketing	Mr Michael Van Houweling		--	--
Senior Director People	Ms Julie Weber		--	--
Senior Manager	Mr Robert (Bob) Champagne		--	--
Senior Manager Of Community Outreach	Ms Megan (Meg) Lee		--	--
Product Management Intern	Ms Alison (Alli) Schermerhorn		--	--
Director Technology	Mr Jeffery Hillis		--	--
Director Of Compensation	Ms Cheryl Hughey		--	--
Information Technology Director	Ms Jennifer (Jen) Paine		--	--
Manager, E Commerce Testing	Mr Brandon (Bran) Hopper		--	--
Pilot	Mr Del Mann		--	--
Aesthetic Design	Mr Jeff Mitchell		--	--
Ramp Agent	Mr Joe (Joey) Paris		--	--
Pilot	Mr Steven (Steve) Stockton		--	--
Operation Agent	Mr Earl Thompson		--	--

Board Members

Title	Name	Age
Chairman, President, and CEO	Mr. Gary C. Kelly	60
Vice Chairman	Mr. Ron Ricks	66

Biographies

Gary C. Kelly, Age 60

Title held since 2008 : Chairman, President, and CEO

Current Company Titles

2008 - 2013 : Chairman, President, and CEO

2008 - 2008 : Chairman and CEO

2004 - 2008 : Vice Chairman and CEO

2001 - 2004 : EVP and CFO

Current Company Compensation History

	Salary	Bonus	Total
2015 :	--	--	--
2014 :	\$675,000.00	\$224,775.00	\$5,002,785.00
2013 :	\$675,000.00	\$202,500.00	\$4,036,167.00
2012 :	\$675,000.00	\$961,000.00	\$4,031,359.00
2011 :	\$648,750.00	\$925,000.00	\$3,516,201.00
2010 :	\$465,000.00	\$930,000.00	\$3,357,570.00
2009 :	\$441,750.00	\$590,000.00	\$1,559,431.00
2008 :	\$441,121.00	\$462,000.00	\$1,680,272.00
2007 :	\$424,065.00	\$462,000.00	\$1,301,438.00
2006 :	\$416,860.00	\$462,000.00	\$1,405,883.00
2005 :	\$404,719.00	\$275,000.00	--
2004 :	\$322,436.00	\$220,000.00	--
2003 :	\$256,872.00	\$184,450.00	--
2002 :	\$243,793.00	\$184,450.00	--
2001 :	\$213,246.00	\$197,000.00	--

Biography

Gary C. Kelly has served as the Companys Chairman of the Board since May 2008, as its President since July 2008, and as its Chief Executive Officer since July 2004. Mr. Kelly also served as the Companys Executive Vice President and as its Chief Financial Officer from June 2001 to July 2004 and Vice President Finance and Chief Financial Officer from 1989 to 2001. Mr. Kelly joined the Company in 1986 as its Controller. During the past five years, Mr. Kelly has served as a Director of one publicly traded company other than Southwest: Lincoln National Corporation (since November 2009). Mr. Kelly recently completed a two year term as Chairman of the Board of Directors for Airlines for America.

Source : Proxy, April 6, 2015

Ron Ricks, Age 66

Title held since 2015 : Vice Chairman

Current Company Titles

2015 - Present : Vice Chairman

2012 - 2015 : EVP and Chief Legal and Regulatory Officer
 2008 - 2012 : EVP Corporate Services and Corporate Secretary
 2007 - 2008 : EVP Law, Airports, and Public Affairs
 2002 - 2006 : SVP, Law, Airports, and Public Affairs

Current Company Compensation History

	Salary	Bonus	Total
2015 :	\$468,750.00	--	\$3,058,199.00
2014 :	\$457,500.00	\$132,480.00	\$2,441,864.00
2013 :	\$440,000.00	\$116,160.00	\$2,171,120.00
2012 :	\$438,525.00	\$528,000.00	\$2,194,700.00
2011 :	\$420,925.00	\$465,000.00	\$1,872,983.00
2010 :	\$370,000.00	\$475,000.00	\$1,814,896.00
2009 :	\$370,000.00	\$375,000.00	\$1,044,835.00
2008 :	\$346,375.00	\$340,000.00	\$881,341.00
2007 :	\$326,729.00	\$340,000.00	\$864,106.00
2006 :	\$286,986.00	\$340,000.00	\$822,505.00
2005 :	\$249,972.00	\$217,800.00	--
2004 :	\$225,569.00	\$198,000.00	--
2003 :	\$210,103.00	\$168,300.00	--
2002 :	\$202,179.00	\$168,300.00	--

Biography

Ron Ricks has served as the Company's Executive Vice President & Chief Legal & Regulatory Officer since September 2011. Mr. Ricks also served as Corporate Secretary from May 2008 to January 2013, Executive Vice President Corporate Services from May 2008 to September 2011, Executive Vice President Law, Airports, & Public Affairs from September 2006 to May 2008, and Senior Vice President Law, Airports, & Public Affairs from August 2004 until September 2006. Mr. Ricks joined the Company in 1986 as its Vice President Governmental Affairs.

Source : 10K, February 6, 2015

Michael G. (Mike) Van de Ven, Age 54

Title held since 2008 : EVP and COO

Current Company Titles

2008 - Present : EVP and COO

2005 - 2008 : EVP Aircraft Operations

Current Company Compensation History

	Salary	Bonus	Total
2015 :	\$469,375.00	--	\$3,053,184.00
2014 :	\$465,000.00	\$139,500.00	\$2,475,970.00

	Salary	Bonus	Total
2013 :	\$465,000.00	\$122,760.00	\$2,224,248.00
2012 :	\$465,000.00	\$530,000.00	\$2,223,175.00
2011 :	\$452,500.00	\$495,000.00	\$2,118,608.00
2010 :	\$365,000.00	\$500,000.00	\$2,001,015.00
2009 :	\$365,000.00	\$375,000.00	\$1,037,602.00
2008 :	\$340,208.00	\$300,000.00	\$865,758.00

Biography

Michael G. Van de Ven has served as the Companys Executive Vice President & Chief Operating Officer since May 2008. Mr. Van de Ven also served as Chief of Operations from September 2006 to May 2008, Executive Vice President Aircraft Operations from November 2005 through August 2006, Senior Vice President Planning from August 2004 to November 2005, Vice President Financial Planning & Analysis from 2001 to 2004, Senior Director Financial Planning & Analysis from 2000 to 2001, and Director Financial Planning & Analysis from 1997 to 2000. Mr. Van de Ven joined the Company in 1993 as its Director Internal Audit.

Source : 10K, February 6, 2015

Tammy Romo, Age 53

Title held since 2015 : EVP and CFO

Current Company Titles

2015 - Present : EVP and CFO

2012 - 2015 : SVP Finance and CFO

2012 - 2012 : SVP Planning

2008 - 2012 : VP Planning

Current Company Compensation History

	Salary	Bonus	Total
2015 :	\$451,250.00	--	\$2,139,876.00
2014 :	\$426,250.00	\$103,200.00	\$1,627,993.00
2013 :	\$391,250.00	\$85,000.00	\$1,259,305.00
2012 :	\$326,650.00	\$330,000.00	\$1,007,824.00

Biography

Tammy Romo has served as the Companys Senior Vice President Finance & Chief Financial Officer since September 2012. Ms. Romo also served as Senior Vice President of Planning from February 2010 to September 2012, Vice President of Financial Planning from September 2008 to February 2010, Vice President Controller from February 2006 to August 2008, Vice President Treasurer from September 2004 to February 2006, Senior Director of Investor Relations from March 2002 to September 2004, Director of Investor Relations from December 1994 to March 2002, Manager of Investor Relations from September 1994 to December 1994, and Manager of Financial Reporting from September 1991 to September 1994.

Source : 10K, February 6, 2015

Craig Maccubbin, Age 49

Title held since 2013 : VP Technology Operations and CTO

Current Company Titles

2013 - Present : VP Technology Operations and CTO

Biography

Maccubbin most recently served as Vice President and CIO of Spirit Airlines, where he was responsible for all information technology and systems. During his career, Maccubbin has held various executive positions in the IT sector across a broad range of industries, including aviation. As Vice President and CTO of Zeta Interactive, a major digital marketing agency, he led product development, infrastructure, professional services, and customer support and delivery for several Fortune 500 Companies, including US Airways, Mattel, JP Morgan Chase, Sony, Time, Inc., and Warner Music Group. He also served as Vice President and CTO for Black Entertainment Television where he successfully led the design and delivery of the world's largest African American vertical portal. Previously, he also established a large consulting practice that was focused on enterprise systems development for a variety of clients including Nationwide Insurance, Verizon, Sprint, Mercedes-Benz and the U.S. Department of Education. As CTO, Maccubbin joins the Technology Leadership team and will oversee approximately 500 Employees engaged in support of the airline's technology agenda. His primary function is to support the day-to-day operational aspects of running technology solutions for all of Southwest Airlines, including operations of the airline's data centers. In addition, he will lead the Quality Assurance function within Technology.

Source : Company Press Release, April 19, 2013

Randy Sloan

Current Company Titles

Unknown - Present : SVP and CIO

Robert E. (Bob) Jordan, Age 55

Title held since 2012 : EVP and Chief Commercial Officer; President, AirTran Airways

Current Company Titles

2012 - Present : EVP and Chief Commercial Officer; President, AirTran Airways

2011 - 2012 : EVP Strategy and Planning; President, AirTran Airways

2008 - 2011 : EVP Strategy and Planning

2006 - 2008 : EVP Strategy and Technology

Unknown - 2006 : SVP Enterprise Spend Management

Current Company Compensation History

Salary

Bonus

Total

	Salary	Bonus	Total
2015 :	\$469,375.00	--	\$2,947,877.00
2014 :	\$465,000.00	\$123,876.00	\$2,460,346.00
2013 :	\$465,000.00	\$111,600.00	\$2,213,088.00
2012 :	\$458,525.00	\$500,000.00	\$2,186,700.00
2011 :	\$404,050.00	\$450,000.00	\$1,841,108.00
2010 :	\$340,000.00	\$470,000.00	\$1,780,180.00
2009 :	\$340,000.00	\$370,000.00	\$976,720.00
2008 :	\$311,483.00	\$270,000.00	\$722,044.00

Biography

Robert E. Jordan has served as the Companys Executive Vice President & Chief Commercial Officer since September 2011 and as President of AirTran Airways, Inc. since May 2011. Mr. Jordan also served as Executive Vice President Strategy & Planning from May 2008 to September 2011, Executive Vice President Strategy & Technology from September 2006 to May 2008, Senior Vice President Enterprise Spend Management from August 2004 to September 2006, Vice President Technology from 2002 to 2004, Vice President Purchasing from 2001 to 2002, Controller from 1997 to 2001, Director Revenue Accounting from 1994 to 1997, and Manager Sales Accounting from 1990 to 1994. Mr. Jordan joined the Company in 1988 as a programmer.

Source : 10K, February 6, 2015

Jeff Lamb, Age 53

Title held since 2015 : EVP Corporate Services and Airport Affairs

Current Company Titles

2015 - Present : EVP Corporate Services and Airport Affairs

Unknown - 2015 : EVP and Chief People and Administrative Officer

Current Company Compensation History

	Salary	Bonus	Total
2015 :	\$448,750.00	--	\$2,750,831.00

Biography

Jeff Lamb has served as the Companys Executive Vice President & Chief People & Administrative Officer since September 2011. Mr. Lamb also served as Senior Vice President Administration & Chief People Officer from October 2007 to September 2011, Vice President People & Leadership Development from February 2006 to October 2007, and as Senior Director People Development from December 2004 until February 2006.

Source : 10K, February 6, 2015

Tom Nealon

Title held since 2016 : EVP Strategy and Innovation

Current Company Titles

2016 - Present : EVP Strategy and Innovation

Ryan Green

Title held since 2016 : VP Marketing

Current Company Titles

2016 - Present : VP Marketing

Unknown - 2016 : Managing Director of Customer Strategy & Development

Biography

Ryan Green has served in a number of marketing leadership positions during his 14-year tenure at Southwest. Positions include Director of Loyalty Marketing and Manager of Product Development. In these previous positions, he launched Rapid Rewards A-List the frequent flyer program's tiered status level, led the development and launch of the Southwest® gift card, helped relaunch the Rapid Rewards program in 2011, and laid the groundwork for numerous inflight experience enhancements. He previously directly managed the Southwest Airlines Rapid Rewards credit card program with Chase.

Source : Company Press Release, January 26 2016

Jim McKeon

Current Company Titles

Unknown - Present : Managing Director Global Sales

Jeff Martin

Title held since 2010 : Vp Operations Coordination Center

Current Company Titles

2010 - Present : Vp Operations Coordination Center

Vance Toler

Current Company Titles

Unknown - Present : Director of Corporate Security

Michael Van Houweling

Current Company Titles

Unknown - Present : Director, Online Marketing

Julie Weber

Current Company Titles

Unknown - Present : Senior Director People

Robert (Bob) Champagne

Current Company Titles

Unknown - Present : Senior Manager

Megan (Meg) Lee

Current Company Titles

Unknown - Present : Senior Manager Of Community Outreach

Alison (Alli) Schermerhorn

Current Company Titles

Unknown - Present : Product Management Intern

Jeffery Hillis

Current Company Titles

Unknown - Present : Director Technology

Cheryl Hughey

Current Company Titles

Unknown - Present : Director Of Compensation

Jennifer (Jen) Paine

Current Company Titles

Unknown - Present : Information Technology Director

Brandon (Bran) Hopper

Current Company Titles

Unknown - Present : Manager, E Commerce Testing

Del Mann

Current Company Titles

Unknown - Present : Pilot

Jeff Mitchell

Current Company Titles

Unknown - Present : Aesthetic Design

Joe (Joey) Paris

Current Company Titles

Unknown - Present : Ramp Agent

Steven (Steve) Stockton

Current Company Titles

Unknown - Present : Pilot

Earl Thompson

Current Company Titles

Unknown - Present : Operation Agent

Company Financials

Financial Summary

Company Type	Public NYSE Arca: LUV Headquarters
Fiscal Year-End	December
2015 Sales	\$19,820.00M
1-Year Sales Growth	6.53%
2015 Net Income	\$2,181.00M
1-Year Net Income Growth	91.99%
Prescreen Score	Low Risk
Auditor	Ernst & Young LLP

Annual Income Statement

All amounts in millions of US Dollars except per share amounts.

	Dec 2015	Dec 2014	Dec 2013	Dec 2012	Dec 2011
Revenue	19,820.00	18,605.00	17,699.00	17,088.00	15,658.00
Cost of Goods Sold	6,025.00	7,677.00	8,307.00	8,650.00	7,866.00
Gross Profit	13,795.00	10,928.00	9,392.00	8,438.00	7,792.00
Gross Profit Margin	69.60%	58.74%	53.07%	49.38%	49.76%
SG&A Expense	6,383.00	5,434.00	5,035.00	4,749.00	4,371.00
Depreciation and Amortization	1,015.00	938.00	867.00	844.00	715.00
Operating Income	4,116.00	2,225.00	1,278.00	623.00	693.00
Operating Margin	20.77%	11.96%	7.22%	3.65%	4.43%
Nonoperating Income	--	--	--	62.00	--
Nonoperating Expenses	--	--	--	62.00	--
Income Before Taxes	3,479.00	1,816.00	1,209.00	685.00	323.00
Income Taxes	1,298.00	680.00	455.00	264.00	145.00
Net Income After Taxes	2,181.00	1,136.00	754.00	421.00	178.00
Continuing Operations	2,181.00	1,136.00	754.00	421.00	178.00
Discontinued Operations	--	--	--	--	--
Total Operations	2,181.00	1,136.00	754.00	421.00	178.00
Total Net Income	2,181.00	1,136.00	754.00	421.00	178.00
Net Profit Margin	11.00%	6.11%	4.26%	2.46%	1.14%
Diluted EPS from Continuing Operations	3.27	1.64	1.05	0.56	0.23
Diluted EPS from Total Operations	3.27	1.64	1.05	0.56	0.23
Diluted EPS from Total Net Income	3.27	1.64	1.05	0.56	0.23
Dividends per Share	0.29	0.22	0.13	0.03	0.02

Quarterly Income Statement

All amounts in millions of US Dollars except per share amounts.

Quarter Ending	Sep 2016	Jun 2016	Mar 2016	Dec 2015	Sep 2015
Revenue	5,139.00	5,384.00	4,826.00	4,977.00	5,318.00
Cost of Goods Sold	1,562.00	1,551.00	1,475.00	1,412.00	1,558.00
Gross Profit	3,577.00	3,833.00	3,351.00	3,565.00	3,760.00
Gross Profit Margin	69.60%	71.19%	69.44%	71.63%	70.70%
SG&A Expense	1,909.00	1,639.00	1,539.00	1,658.00	1,699.00
Depreciation and Amortization	315.00	299.00	290.00	264.00	258.00
Operating Income	695.00	1,276.00	944.00	1,026.00	1,225.00
Operating Margin	13.52%	23.70%	19.56%	20.61%	23.03%
Nonoperating Income	--	28.00	--	--	--
Nonoperating Expenses	--	28.00	--	--	--
Income Before Taxes	618.00	1,304.00	816.00	847.00	933.00
Income Taxes	230.00	484.00	305.00	311.00	349.00
Net Income After Taxes	388.00	820.00	511.00	536.00	584.00
Continuing Operations	388.00	820.00	511.00	536.00	584.00
Discontinued Operations	--	--	--	--	--
Total Operations	388.00	820.00	511.00	536.00	584.00
Total Net Income	388.00	820.00	511.00	536.00	584.00
Net Profit Margin	7.55%	15.23%	10.59%	10.77%	10.98%
Diluted EPS from Continuing Operations	0.62	1.28	0.79	0.82	0.88
Diluted EPS from Total Operations	0.62	1.28	0.79	0.82	0.88
Diluted EPS from Total Net Income	0.62	1.28	0.79	0.82	0.88
Dividends per Share	0.10	0.10	0.08	0.08	0.08

Annual Balance Sheet

All amounts in millions of US Dollars except per share amounts.

Assets

	Dec 2015	Dec 2014	Dec 2013	Dec 2012	Dec 2011
Current Assets					
Cash	1,583.00	1,282.00	1,355.00	1,113.00	829.00
Net Receivables	474.00	365.00	419.00	332.00	299.00
Inventories	311.00	342.00	467.00	469.00	401.00
Other Current Assets	188.00	232.00	250.00	210.00	238.00
Total Current Assets	4,024.00	4,404.00	4,456.00	4,227.00	4,345.00
Net Fixed Assets	15,601.00	14,292.00	13,389.00	12,766.00	12,127.00
Other Noncurrent	213.00	136.00	320.00	454.00	374.00
Total Assets	21,312.00	20,200.00	19,345.00	18,596.00	18,068.00

Shareholder's Equity

	Dec 2015	Dec 2014	Dec 2013	Dec 2012	Dec 2011
Preferred Stock Equity	--	--	--	--	--
Common Stock Equity	808.00				
Total Equity	7,358.00	6,775.00	7,336.00	6,992.00	6,877.00
Shares Outstanding (M)	647.60	675.59	700.47	730.32	772.56

Liabilities

	Dec 2015	Dec 2014	Dec 2013	Dec 2012	Dec 2011
Current Liabilities					
Accounts Payable	1,188.00	1,203.00	1,247.00	1,107.00	1,057.00
Short-Term Debt	637.00	258.00	629.00	271.00	644.00
Other Current Liabilities	2,990.00	2,897.00	2,571.00	2,170.00	1,836.00
Total Current Liabilities	7,406.00	5,923.00	5,676.00	4,650.00	4,533.00
Long-Term Debt	2,541.00	2,434.00	2,191.00	2,883.00	3,107.00
Other Noncurrent	1,316.00	1,640.00	1,070.00	1,187.00	985.00
Total Liabilities	13,954.00	13,425.00	12,009.00	11,604.00	11,191.00

Quarterly Balance Sheet

All amounts in millions of US Dollars except per share amounts.

Assets					
Quarter Ending	Sep 2016	Jun 2016	Mar 2016	Dec 2015	Sep 2015
Current Assets					
Cash	1,966.00	2,040.00	2,388.00	1,583.00	1,740.00
Net Receivables	848.00	524.00	511.00	474.00	465.00
Inventories	331.00	328.00	289.00	311.00	308.00
Other Current Assets	214.00	202.00	192.00	188.00	239.00
Total Current Assets	4,839.00	4,469.00	4,574.00	4,024.00	4,573.00
Net Fixed Assets	16,546.00	16,294.00	15,964.00	15,601.00	14,929.00
Other Noncurrent	225.00	235.00	232.00	213.00	178.00
Total Assets	23,045.00	22,447.00	22,241.00	21,312.00	21,159.00

Shareholder's Equity					
Quarter	Sep 2016	Jun 2016	Mar 2016	Dec 2015	Sep 2015
Preferred Stock Equity	--	--	--	--	--
Common Stock Equity	808.00				
Total Equity	8,047.00	7,821.00	7,496.00	7,358.00	6,968.00
Shares Outstanding (M)	615.60	620.23	668.69	647.60	650.36

Liabilities					
Quarter Ending	Sep 2016	Jun 2016	Mar 2016	Dec 2015	Sep 2015
Current Liabilities					
Accounts Payable	1,021.00	1,247.00	1,153.00	1,188.00	1,235.00
Short-Term Debt	972.00	963.00	953.00	637.00	287.00
Other Current Liabilities	3,831.00	4,019.00	4,033.00	2,990.00	4,054.00
Total Current Liabilities	7,816.00	7,833.00	8,253.00	7,406.00	7,084.00
Long-Term Debt	2,323.00	2,391.00	2,355.00	2,541.00	2,381.00
Other Noncurrent	1,240.00	1,183.00	1,154.00	1,316.00	1,265.00
Total Liabilities	14,998.00	14,626.00	14,745.00	13,954.00	14,191.00

Annual Cash Flow

All amounts in millions of US Dollars except per share amounts.

	Dec 2015	Dec 2014	Dec 2013	Dec 2012	Dec 2011
Cash and Cash Equivalents at the Beginning of Year	1,282.00	1,355.00	1,113.00	829.00	1,261.00
Net Cash Provided in Operating Activities	3,238.00	2,902.00	2,477.00	2,064.00	1,385.00
Net Cash Provided by Investing Activities	(1,913.00)	(1,727.00)	(1,384.00)	(833.00)	(1,051.00)
Net Cash Provided by Financing Activities	(1,024.00)	(1,248.00)	(851.00)	(947.00)	(766.00)
Net Increase/Decrease in Cash and Cash Equivalents	301.00	(73.00)	242.00	284.00	(432.00)
Cash and Cash Equivalents at the End of Year	1,583.00	1,282.00	1,355.00	1,113.00	829.00

Quarterly Cash Flow

All amounts in millions of US Dollars except per share amounts.

Quarter Ending	Sep 2016	Jun 2016	Mar 2016	Dec 2015	Sep 2015
Cash and Cash Equivalents at the Beginning of Year	2,040.00	2,388.00	1,583.00	1,740.00	1,772.00
Net Cash Provided in Operating Activities	3,584.00	2,728.00	1,616.00	3,238.00	2,914.00
Net Cash Provided by Investing Activities	(1,433.00)	(849.00)	(175.00)	(1,913.00)	(967.00)
Net Cash Provided by Financing Activities	(1,768.00)	(1,422.00)	(636.00)	(1,024.00)	(1,489.00)
Net Increase/Decrease in Cash and Cash Equivalents	383.00	457.00	805.00	301.00	458.00
Cash and Cash Equivalents at the End of Year	1,966.00	2,040.00	2,388.00	1,583.00	1,740.00

Earning Estimates

	Current Quarter	Next Quarter	Current Year	Next Year
	Dec 16	Dec 16	Dec 16	Dec 16
Average Estimate	--	--	--	--
Number of Analysts				
High Estimate	--	--	--	--
Low Estimate	--	--	--	--
Year ago EPS	--	--	--	--
Growth Rate				
Consensus Recommendation				

Financial Market Data

Current Information

Last Close (30-Sep-2016)	\$47.24	Price/Sales Ratio	1.29
52-Week High	\$49.58	Price/Book Ratio	2.98
52-Week Low	\$34.72	Price/Earnings Ratio	10.92
60-Month Beta	--	Price/Cash Flow Ratio	6.15
Market Cap	\$29,080.85M	Return on Assets	10.20%
Shares Outstanding	615.60M	Return on Equity	30.04%
Dividend Rate	0.40	Current Ratio	0.62
Dividend Yield	0.74%	Long-Term Debt/Equity	0.41
# of Institutional Holders	1,051	% Owned by Institutions	68.84%
Latest Short Interest Ratio	--	Latest Net Insider Transactions	0

Growth	12 Month	36 Month	60 Month
Revenue Growth	4.38%	5.23%	6.75%
EPS Growth	29.45%	59.95%	74.50%
Dividend Growth	29.63%	51.83%	--

Historical Financials

Income Statement

Year	Revenue (\$ M)	Net Income (\$ M)	Net Profit Margin	Employees
Dec 2015	19,820.00	2,181.00	11.00%	49,583
Dec 2014	18,605.00	1,136.00	6.11%	46,278
Dec 2013	17,699.00	754.00	4.26%	44,831
Dec 2012	17,088.00	421.00	2.46%	45,861
Dec 2011	15,658.00	178.00	1.14%	45,392
Dec 2010	12,104.00	459.00	3.79%	34,901
Dec 2009	10,350.00	99.00	0.96%	34,726
Dec 2008	11,023.00	178.00	1.61%	35,499
Dec 2007	9,861.00	645.00	6.54%	34,378
Dec 2006	9,086.00	499.00	5.49%	32,664

2015 Year-End Financials

Debt Ratio	34.53%
Return on Equity	30.04%
Cash (\$ M)	1,583.00
Current Ratio	0.54
Long-Term Debt (\$ M)	2,541.00
Shares Outstanding (M)	647.60
Dividend Yield	0.74%
Dividend Payout	0.09
Market Cap (\$ M)	27,885.73

Stock History

Year	Stock Price (\$)			P/E		Per Share (\$)		
	FY High	FY Low	FY Close	High	Low	Earns.	Div.	Book Value
Dec 2015	49.58	32.36	43.06	15.16	9.90	3.27	0.29	1.25
Dec 2014	42.17	18.84	42.32	25.71	11.49	1.64	0.22	1.20
Dec 2013	18.95	10.24	18.84	18.05	9.75	1.05	0.13	1.15
Dec 2012	10.56	7.88	10.24	18.86	14.07	0.56	0.03	1.11
Dec 2011	13.32	7.35	8.56	57.91	31.96	0.23	0.02	1.05
Dec 2010	14.26	10.63	12.98	23.38	17.43	0.61	0.02	1.08
Dec 2009	11.61	5.01	11.43	89.31	38.54	0.13	0.02	1.09
Dec 2008	16.47	7.28	8.62	68.63	30.33	0.24	0.02	1.09
Dec 2007	16.60	12.23	12.20	19.76	14.56	0.84	0.02	1.10
Dec 2006	18.15	14.62	15.32	29.75	23.97	0.61	0.02	1.03

Competitors List

Company	Gross Revenue	Net Profit Margin	Net Operating Cash Flow
Alaska Air	\$5,598.00M	15.40%	\$1,584.00M
American Airlines Group (Top Competitor)	\$40,990.00M	14.16%	\$6,249.00M
Delta Air Lines (Top Competitor)	\$40,704.00M	11.92%	\$7,927.00M
Frontier Airlines	\$532.38M	(15.07%)	--
JetBlue (Top Competitor)	\$6,416.00M	11.66%	\$1,598.00M
United Continental	\$37,864.00M	7.36%	\$5,992.00M
US Airways	\$931.00M	(22.34%)	(\$327.00M)

Competitive Landscape

Companies listed are Top Competitors.

Key Numbers	Southwest Airlines Co.	American Airlines Group Inc.	DELTA AIR LINES, INC.	Jetblue Airways Corporation
Annual Sales (\$ M)	\$19,820.00M	\$40,990.00M	\$40,704.00M	\$6,416.00M
Employees	49,583	118,500	83,000	16,862
Market Cap (\$ M)	\$27,885.73M	\$26,452.76M	\$39,476.56M	\$7,293.30M

Profitability	Southwest Airlines Co.	American Airlines Group Inc.	DELTA AIR LINES, INC.	Jetblue Airways Corporation	Industry	Market
Gross Profit Margin	70.48%	60.69%	59.98%	66.97%	38.24%	39.35%
Pre-Tax Profit	17.64%	10.10%	18.19%	18.91%	0.31%	6.76%
Net Profit Margin	11.09%	14.16%	11.92%	11.66%	1.63%	5.68%
Return on Equity	30.04%	139.04%	41.40%	22.38%	1.27%	5.93%
Return on Assets	10.20%	11.36%	9.05%	8.45%	0.22%	1.85%
Return on Invested Capital	--	--	--	--	1.03%	4.96%

Valuation	Southwest Airlines Co.	American Airlines Group Inc.	DELTA AIR LINES, INC.	Jetblue Airways Corporation	Industry	Market
Price/Sales Ratio	1.29	0.54	0.84	0.85	0.76	1.67
Price/Earnings Ratio	10.92	3.94	6.33	7.21	23.16	20.59
Price/Book Ratio	2.98	4.33	2.32	1.45	2.85	1.96
Price/Cash Flow	6.15	3.14	3.85	3.44	8.35	12.60

Operations	Southwest Airlines Co.	American Airlines Group Inc.	DELTA AIR LINES, INC.	Jetblue Airways Corporation	Industry	Market
Days of Sales Outstanding	15.2	15.5	18.4	8.0	14.8	49.2
Inventory Turnover	63.6	37.9	54.0	--	27.7	9.2
Days Cost of Goods Sold in Inventory	19.4	24.5	16.9	--	9.2	62.0
Asset Turnover	0.9	0.8	0.8	0.7	0.8	0.5
Net Receivables Turnover	31.0	22.7	18.2	44.8	12.1	7.3
Effective Tax Rate	37.10%	(40.16%)	34.45%	38.31%	24.63%	30.68%

Financial	Southwest Airlines Co.	American Airlines Group Inc.	DELTA AIR LINES, INC.	Jetblue Airways Corporation	Industry	Market
Current Ratio	0.62	0.76	0.48	0.80	0.85	1.90
Quick Ratio	--	--	--	--	0.71	1.31
Leverage Ratio	0.29	4.91	0.52	0.44	1.01	0.57
Total Debt/ Equity	0.41	5.32	0.60	0.56	0.46	0.54
Interest Coverage	66.80	6.12	19.27	13.33	4.17	5.92

Per Share Data	Southwest Airlines Co.	American Airlines Group Inc.	DELTA AIR LINES, INC.	Jetblue Airways Corporation	Industry	Market
Per Share Data	\$32.89	\$76.17	\$53.63	\$20.34	\$3.29	\$10.52
Dividend Per Share	\$0.35	\$0.40	\$0.61	--	\$0.23	\$0.80
Cash Flow Per Share	\$6.32	\$11.66	\$10.21	\$5.01	\$0.26	\$1.38
Working Capital Per Share	(\$4.84)	(\$6.71)	(\$10.62)	(\$1.54)	(\$0.03)	\$1.78
Long-Term Debt Per Share	\$3.77	\$41.50	\$8.79	\$5.29	\$1.78	\$6.23
Book Value Per Share	\$13.07	\$8.46	\$16.99	\$11.88	\$1.43	\$9.25
Total Assets Per Share	\$37.44	\$98.44	\$69.19	\$29.59	\$5.98	\$21.90

Growth	Southwest Airlines Co.	American Airlines Group Inc.	DELTA AIR LINES, INC.	Jetblue Airways Corporation	Industry	Market
12-Month Revenue	4.38%	(3.60%)	(2.85%)	5.05%	3.13%	5.67%
12-Month Net Income	22.84%	15.03%	66.76%	33.49%	(5.12%)	7.45%
12-Month EPS Growth	29.45%	28.67%	73.26%	29.89%	(4.97%)	6.66%
12-Month Dividend Growth	29.63%	--	50.00%	--	69.23%	8.79%
36-Month Revenue Growth	5.23%	16.50%	2.09%	7.71%	5.55%	4.38%
36-Month Net Income Growth	53.77%	135.99%	31.78%	84.62%	2.19%	6.69%
36-Month EPS Growth	59.95%	39.80%	36.61%	77.14%	2.42%	6.03%
36-Month Dividend Growth	51.83%	--	--	--	53.78%	8.17%