



Southwest Airlines Winning with Culture

Southwest History



Based in

Dallas

Began in

1971

Serving only

3

cities

With only

4

aircraft

40+
Years of
Profitability

Most Admired



 **No Layoffs**

Most heavily unionized airline in the business



Lowest Customer Complaints

Since DOT began tracking in 1987

What's our secret?

Southwest[®]





In 2014, Southwest Airlines
received **178,299** résumés.
Of those, only **4,136** were hired
(about 2 percent of those who applied).

Focus on our People



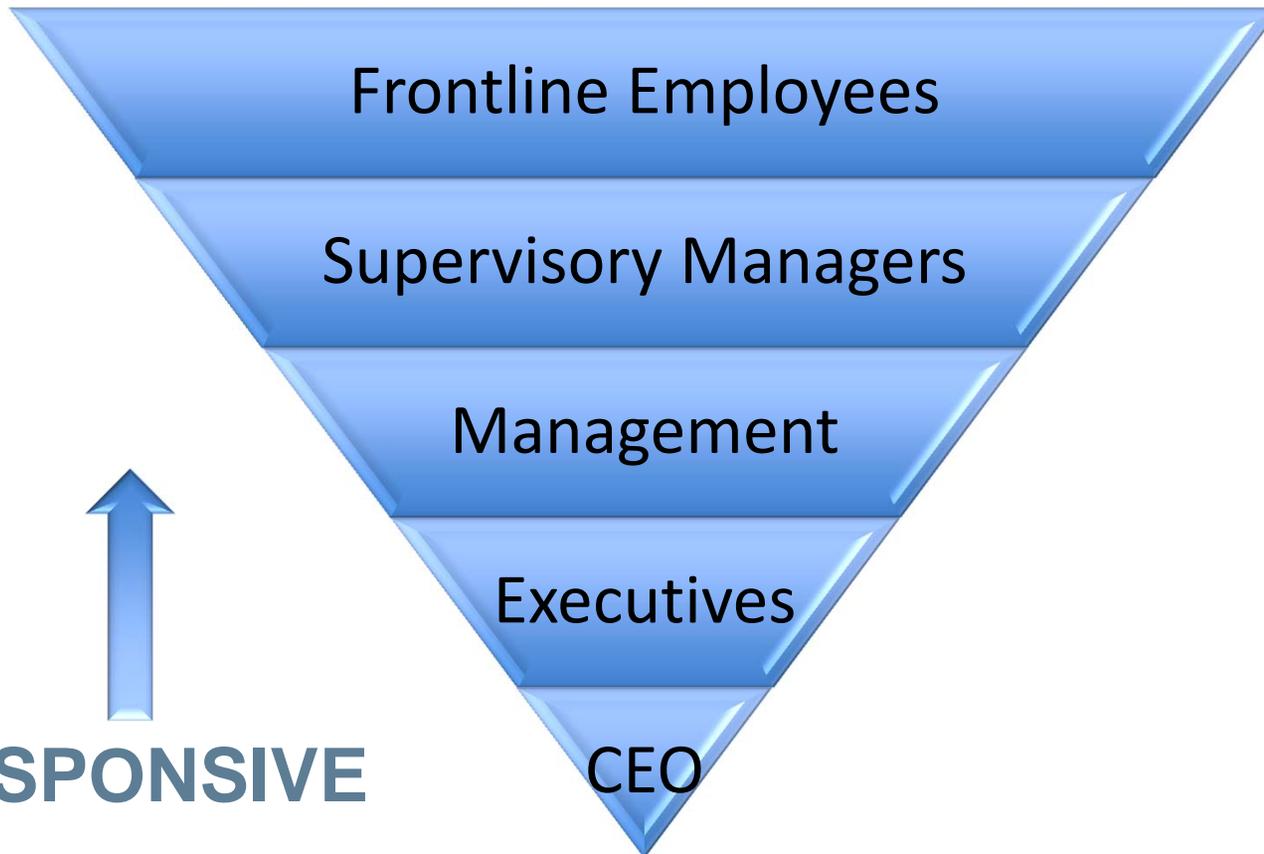
Happy Employees lead to happy Customers.
Happy Customers lead to happy Shareholders.

Support your Employees



CUSTOMERS

RESPONSIBLE



RESPONSIVE

Adapted from: Leading with LUV, Blanchard & Barrett

Know what is important



Live the Southwest Way

Warrior Spirit

- Work hard
- Desire to be the best
- Be courageous
- Display a sense of urgency
- Persevere
- Innovate

Servant's Heart

- Follow the Golden Rule
- Treat others with respect
- Put others first
- Demonstrate proactive Customer Service
- Embrace the Southwest Family

Fun-LUving Attitude

- Have FUN
- Don't take yourself too seriously
- Maintain perspective (balance)
- Celebrate successes
- Enjoy your work
- Be a passionate Teampayer

Work the Southwest Way

Safety and Reliability

Embrace a Culture of Safety and compliance; adhere to the Safety and Security Commitment
Meet operational and performance objectives while following policies and procedures

Friendly Customer Service

Strive for continuous improvement
Approach all Internal and External Customers with a helpful spirit

Low Costs

Complete daily job duties at lowest cost possible
Complete projects on time and on budget

Its not a Job it's a Cause



Purpose

Connect People to what's important in their lives through friendly, reliable, and low-cost air travel.

Mission

The mission of Southwest Airlines is dedication to the highest quality of Customer Service delivered with a sense of warmth, friendliness, individual pride, and Company Spirit.

Vision

To become the world's most loved, most flown, and most profitable airline.

Most Loved

=

**Fun LUVing
Attitude**

Most Flown

=

**Servants
Hearts**

Most Profitable

=

**Warrior
Spirits**

Living the Southwest Way

Make time to celebrate



Servant's Heart



<https://youtu.be/DdVe3GxQ7i4>

Some of our best work is on the ground



\$20 million in 2015

ML

775 Pilots &
38,000 Students

More than 144,000
volunteer hours valued at
\$3.3 million

Slide 12

ML2

routing through Stephanie Schaller for 2014 numbers

Madie Leon, 3/11/2015

Warrior Spirit



**If they'll fly you for \$13 ...
and that's what you really want?
We'll fly you for \$13.**

Braniff has announced that during February and March they will fly you either way between Dallas and Houston's Hobby Airport for \$13.
Southwest doesn't think it's good business to charge that price in this situation, but we're not going to let anybody drive us out of a market we created.
We will meet their price ... or ... read on!

This isn't the first battle.

It began in 1968 when Braniff and other cooperating carriers began spending over \$1 million in a 3 1/2 year court fight to keep Southwest Airlines out of what Braniff considers its private backyard (all air routes south of Dallas-Fort Worth).
Southwest Airlines finally won this battle and began offering high-frequency, first class jet commuter service in the Dallas-Houston and Dallas-San Antonio markets in mid-1971. Some 500,000 passengers later, our traffic has grown to the point that we are now on the threshold of producing net profits from our operations.



But some things stay the same



**“The Business
of Business is
People.”**

-Herb Kelleher
*Chairman Emeritus
Southwest Airlines*



Questions