



SOUTHWEST AIRLINES CO. ANNUAL REPORT 2000

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CONSOLIDATED HIGHLIGHTS

(DOLLARS IN THOUSANDS EXCEPT PER SHARE AMOUNTS)

	2000	1999	CHANGE
Operating revenues	\$5,649,560	\$4,735,567	19.3%
Operating expenses	\$4,628,415	\$3,954,011	17.1%
Operating income	\$1,021,145	\$781,576	30.7%
Operating margin	18.1%	16.5%	1.6 pts.
Net income	\$625,224*	\$474,378	31.8%
Net margin	11.1%*	10.0%	1.1 pts.
Net income per share – basic	\$1.25*	\$.94	33.0%
Net income per share – diluted	\$1.18*	\$.89	32.6%
Stockholders' equity	\$3,451,320	\$2,835,788	21.7%
Return on average stockholders' equity	19.9%*	18.1%	1.8 pts.
Stockholders' equity per common share outstanding	\$6.80	\$5.62	20.9%
Revenue passengers carried	63,678,261	57,500,213	10.7%
Revenue passenger miles (RPMs) (000s)	42,215,162	38,479,322	15.7%
Available seat miles (ASMs) (000s)	59,909,965	52,655,467	13.3%
Passenger load factor	70.5%	69.0%	1.5 pts.
Passenger revenue yield per RPM	12.95¢	12.33¢	3.6%
Operating revenue yield per ASM	9.43¢	8.96¢	5.2%
Operating expenses per ASM	7.73¢	7.48¢	3.3%
Number of Employees at yearend	29,274	27,653	5.9%

*Excludes cumulative effect of change in accounting principle of \$22.1 million (\$.04 per share)

Southwest Airline Financial Report For 2006

Cynthia Barnhart, Barry Smith



Southwest Airline Financial Report For 2006:

Intermediate Accounting Terry D. Warfield, Jerry J. Weygandt, Donald E. Kieso, 2007-12-04 Now readers can get all the accuracy and authority of the best selling intermediate accounting book in the new second edition of this brief streamlined version *Fundamentals of Intermediate Accounting* presents a balanced discussion of concepts and applications explaining the rationale behind business transactions before addressing the accounting and reporting for those activities Readers will gain a solid foundation in such areas as the standard setting process the three major financial statements revenue recognition income taxes reporting disclosure issues and much more

Foundations of Airline Finance Bijan Vasigh, 2017-11-30 *Foundations of Airline Finance Methodology and Practice* is a textbook that comprehensively covers at a basic level all aspects of the subject bringing together many of the numerous and informative articles and institutional developments that have characterized the field of airline finance in the previous two decades In the early chapters the reader is introduced to the elementary theoretical foundations that underpin the role of finance in the airline industry Critical topics such as the time value of money the notion of risk and return and the complex nature of costs fixed semi fixed variable and marginal are discussed and illustrated with concrete examples This is followed by an in depth presentation of the role of accounting in airlines Ratio analysis is used to further analyze airline financial statements Airline industry specific metrics such as cost per available seat mile CASM and revenue per revenue passenger mile RRPM are covered The role of capital and asset management is then explained in the following chapters The final chapters of the text present some important practical applications of the theoretical ideas presented earlier these applications include hedging the buy versus lease decision for aircraft and the question of the valuation of assets mainly aircraft Moreover specific methods for actually calculating internal valuation are presented and evaluated *Foundations of Airline Finance Methodology and Practice* will be of greatest value to students who are contemplating entering financial management in the air transportation industry however the text will also serve as an accessible and comprehensive reference for industry professionals

Operational Research Methods in Business, Finance and Economics Constantin Zopounidis, Angeliki Liadaki, Marianna Eskantar, 2023-07-02 This book gathers selected high quality papers presented at the 31st European Conference on Operational Research which was held in Athens Greece on June 11 14 2021 It highlights the latest advances in the application of operations research OR to technology driven areas in business finance and economics covering both theoretical and methodological developments as well as real world case studies It also explores the connections between OR and other analytical disciplines such as soft computing and computer science which can promote the development of new decision support technologies

Entrepreneurs, Managers, and Leaders A. Mayo, N. Nohria, M. Rennella, 2016-05-23 This book reveals how leadership evolves through the story of the American airline industry across the 20th century Entrepreneurs dominate the industry s early history but as the industry evolved a new breed of managers emerged who built a dominant business model that

enabled their companies to grow dramatically **Game Changer** Jean-Manuel Izaret, Arnab Sinha, 2023-10-17 The right pricing strategy can change the entire trajectory of a business a market and even society at large To help you create your best pricing strategy efficiently and confidently two leaders from BCG are introducing fresh perspectives on pricing that take you far beyond the realm of mind numbing numbers In their new book *Game Changer How Strategic Pricing Shapes Businesses Markets and Society* Jean Manuel Izaret and Arnab Sinha simplify and clarify pricing strategy by integrating its many frameworks and concepts into seven distinct pricing games each with its own proven tools rules forces and structures To help you pick the right game and play it well Izaret and Sinha have developed the Strategic Pricing Hexagon a tool refined through years of testing iteration and adaptation The Hexagon is your portal to a business world where stronger growth and better financial performance come from a set of strategic pricing decisions not endless myopic quests for optimal prices But more than that the Hexagon will change the way you think about and talk about pricing The current conversation around pricing as expressed through economics textbooks Excel spreadsheets political discourse and educated guesswork makes it easy to believe that pricing is nothing more than a technical tactical and for most people boring game of numbers *Game Changer* changes that conversation by sharing stories and research that bring the Hexagon and its seven pricing games to life With research from BCG's Bruce Henderson Institute and real world examples from the world's most influential companies the authors and their colleagues at BCG define pricing strategy as a business leader's or business owner's conscious decisions about how money flows in their market They show how companies succeed in the long term when they focus on collaborative growth and value sharing with customers not zero sum value extraction from them Discover how you can create and implement a winning pricing strategy that changes the trajectory of your business your market and even society *The Airline Revolution* Gordon Mills, 2016-07-15 When starting new airlines in response to government deregulation entrepreneurs in the U S and Europe reduced some traditional service qualities to reduce costs concentrated on non stop services between city pairs not already so connected improved on time performance and offered low fares to win leisure travelers from the incumbents and to encourage more travel In recent developments some of the new airlines have offered optional extras at higher fares to attract business travelers and entered major routes alongside the legacy carriers Within both the U S and Europe deregulation removed most geographical barriers to expansion by short haul airlines Later limited deregulation spread to other world regions where many short haul routes connect city pairs in different countries and where governments have retained traditional two country mechanisms restricting who may fly To gain access to domestic routes in other countries some new airlines are setting up affiliate companies in neighboring countries with each company legally controlled in the country of domicile With air travel growing strongly especially in Asia a common result is intense but potentially short lived competition on major routes The recent developments give clear signposts to likely mid term outcomes and make this an opportune time to report on the new airline scene *The Airline Revolution* will provide valuable economic

analysis of this climate to students airline professionals advancing to senior positions public servants and others who provide advice to governments

Airline Finance Peter S. Morrell, 2013 Thoroughly amended and updated throughout the fourth edition reflects the many developments that have affected the industry with a particular emphasis on the full impact of the global banking and sovereign debt crises This edition also features new material discussing the increased airline mergers and acquisitions M A activity of recent years and considers the likelihood of further consolidation in the future

The Airline Industry - A Comprehensive Overview John Frankie O'Connell, 2025-09-30 In recent years airlines have faced unprecedented financial and operational uncertainties not only in the wake of COVID 19 but across the industry Their responses provide valuable lessons for the future for airlines for related industries and for all sectors that find unexpected upheaval suddenly in their path As a truly global business the airline industry offers countless lessons in navigating uncertainty and the necessity of continual business transformation The Airline Industry A Comprehensive Overview Dynamic Trends and Transformations is an up to date state of the nation perspective on the airline industry Its dedicated and detailed focus on airlines makes the book an invaluable tool in deciphering how airlines have been run and managed to date and provides a roadmap for the future evolution of the industry The author has interviewed countless airline and related industry professionals in their respective fields of expertise which adds layers of real world insight to every chapter Written in a lively and accessible style that will appeal to readers whether they are in academia or the airline industry The Airline Industry A Comprehensive Overview Dynamic Trends and Transformations is essential reading for airline employees and undergraduate and postgraduate students and a vital point of reference for lecturers and researchers economists and business analysts looking for a thorough and commercial guide to the airline industry

Beyond Open Skies Brian F. Havel, 2009-01-01 Beyond Open Skies offers a systematic comparative analysis of the legal and policy dimensions of airline deregulation by federal fiat in the United States and by supranational collaboration in the European Union The book draws upon a variety of sources including very recent developments in U S and EC international aviation law policy and diplomacy to propose a genuine multilateral air transport system It examines the potential of the open skies initiative in the aftermath of the new U S EC air transport agreement to inspire a genuine globalization of the world's air transport industry in such crucial aspects as the following cabotage ownership and citizenship requirements route selection airline identity capacity pricing regimes competition and public aid regulatory harmonization labor laws provisions for charter and or cargo transportation fair operation of and access to computer reservations systems authorization of code sharing arrangements alliances and antitrust immunity and dispute resolution

Strategic Management Jeffrey H. Dyer, Paul C. Godfrey, Robert J. Jensen, David J. Bryce, 2020-01-29 Strategic Management delivers an insightful clear concise introduction to strategy management concepts and links these concepts to the skills and knowledge students need to be successful in the professional world Written in a conversational Harvard Business Review style this product sparks ideas fuels creative thinking and discussion while

engaging students via contemporary examples innovative whiteboard animations for each chapter outstanding author produced cases unique Strategy Tool Applications with accompanying animations and Career Readiness applications through author videos *Quantitative Problem Solving Methods in the Airline Industry* Cynthia Barnhart, Barry Smith, 2011-12-22

This book reviews Operations Research theory applications and practice in seven major areas of airline planning and operations In each area a team of academic and industry experts provides an overview of the business and technical landscape a view of current best practices a summary of open research questions and suggestions for relevant future research There are several common themes in current airline Operations Research efforts First is a growing focus on the customer in terms of 1 what they want 2 what they are willing to pay for services and 3 how they are impacted by planning marketing and operational decisions Second as algorithms improve and computing power increases the scope of modeling applications expands often re integrating processes that had been broken into smaller parts in order to solve them in the past Finally there is a growing awareness of the uncertainty in many airline planning and operational processes and decisions Airlines now recognize the need to develop robust solutions that effectively cover many possible outcomes not just the best case blue sky scenario Individual chapters cover Customer Modeling methodologies including current and emerging applications Airline Planning and Schedule Development with a look at many remaining open research questions Revenue Management including a view of current business and technical landscapes as well as suggested areas for future research Airline Distribution a comprehensive overview of this newly emerging area Crew Management Information Systems including a review of recent algorithmic advances as well as the development of information systems that facilitate the integration of crew management modeling with airline planning and operations Airline Operations with consideration of recent advances and successes in solving the airline operations problem Air Traffic Flow Management including the modeling environment and opportunities for both Air Traffic Flow Management and the airlines **The Moneymakers** Anne-Marie Fink, 2009-01-27

When real money is at stake it tends to clarify the mind and for over a decade Anne Marie Fink has had literally billions of dollars resting on her assessments of companies As an equity analyst and professional investor she has been charged with understanding whether businesses are solid long term moneymakers or rotten tomatoes before investing with them She has had unusual access to an incredible variety of businesses from entertainment conglomerates to newspapers Internet companies airlines railroads furniture manufacturers auto suppliers staffing agencies and others Well known for her ability to drill down to the details and understand what makes a business tick she has skillfully dissected the story of many a CEO and talked with people up and down the ranks as well as customers suppliers regulators distributors bankers and rivals anyone who could give her insight on a company s operations The result is a book of great originality an unusual and perceptive look at business that busts myths and conventional thinking Based on what she and her investing colleagues have seen firsthand Anne Marie Fink s *The Moneymakers* provides a highly pragmatic framework for thriving in

our hypercompetitive world They include Shrink to grow Why expanding a bad low return business means you just have more of a problem and how a step backward is often the best way forward Good performance requires inefficiency and duplication How maximum efficiency produces suboptimal results by stifling innovation Don't be a customer fanatic How to know when to listen to and when to ignore your customers Economics always trumps management Ignore bedrock economic laws such as supply and demand at your peril it is akin to ordering the tides to stay in place Why happy employees don't make for high performance workplaces Problems in business are like cockroaches there's never just one How to catch problems before they infest your company Avoid the trap of profitless growth Additional profit is an illusion if it consumes too much capital

Megatrends start as ripples How to position your business to ride long term waves not be drowned by them **Airline Microeconomics** Tony Webber, 2022-07-25 This book presents readers with a technical tool kit to understand the economics of airlines It starts by covering the key language and glossary of the air travel business which is necessary for graduates or first time employees in aviation to understand the content of conversations meetings presentations and internal aviation communications It then breaks down the complexity of the demand side of the air travel business The book then analyses revenue over two distinct time horizons specifically the short and medium runs recognising the fact that airlines operate to a fixed number of seats over a short horizon because of the way that they schedule services in advance of departure By combining revenue and costs the book then analyses airline profit with a focus on the short run and medium run decision variables that maximise airline profit The remainder of the book analyses various important topics in air transport economics including competition in airline markets key rules regulations and taxes that affect the return on capital in aviation the way that airlines form relationships and the economics of the market for oil and jet fuel among others **The Airline Profit Cycle**

Eva-Maria Cronrath, 2017-07-06 The airline industry has generally followed a growth trend since its inception but the industry's financial situation is not as healthy as rising passenger numbers might suggest This book addresses the question of why airline profits are cyclical and examines the causes and dynamics that determine the profit cycle's shape **Financial Accounting in an Economic Context**

Jamie Pratt, 2010-10-18 Grounded in financial statements Financial Accounting allows accountants to see not only the impact of financial transactions in financial statements but also the impact of transactions on overall business decisions The eighth edition offers new elements designed to sharpen Pratt's economic decision making foundation with a more timely real world focus Up to date expanded and detailed IFRS coverage is now included The SEC 2014 roadmap is explored in all chapters Comprehensive coverage of real world financial crisis issues is presented Accountants will also find more discussions on the increasing role of management's assessment of internal controls over financial reporting **The Palgrave Handbook of Unconventional Risk Transfer**

Maurizio Pompella, Nicos A Scordis, 2017-08-04 This handbook examines the latest techniques and strategies that are used to unlock the risk transfer capacity of global financial and capital markets Taking the financial crisis and global recession into account it frames and

contextualises non traditional risk transfer tools created over the last 20 years Featuring contributions from distinguished academics and professionals from around the world this book covers in detail issues in securitization financial risk management and innovation structured finance and derivatives life and non life pure risk management market and financial reinsurance CAT risk management crisis management natural environmental and man made risks terrorism risk risk modelling vulnerability and resilience This handbook will be of interest to academics researchers and practitioners in the field of risk transfer

F & S Index United States Annual ,2007 **Straight and Level** Stephen Holloway,2016-12-14

This third edition of Straight and Level thoroughly updates the previous edition with extensive comments on recent industry developments and emerging business models The discussion is illustrated by current examples drawn from all sectors of the industry and every region of the world The fundamental structure of earlier editions now widely used as a framework for air transport management courses nonetheless remains unchanged Part 1 of the book provides a strategic context within which to consider the industry s economics Part 2 is built around a simple yet powerful model that relates operating revenue to operating cost it examines the most important elements in demand and traffic price and yield output and unit cost Part 3 probes more deeply into three critical aspects of capacity management network management fleet management and revenue management Part 4 concludes the book by exploring relationships between unit revenue unit cost yield and load factor

Straight and Level has been written primarily for masters level students on aviation management courses The book should also be useful to final year undergraduates wanting to prepare for more advanced study Amongst practitioners it will appeal to established managers moving from functional posts into general management More broadly anyone with knowledge of the airline industry who wants to gain a deeper understanding of its economics at a practical level and an insight into the reasons for its financial volatility should find the book of interest

Airline Finance Peter S. Morrell,2007 Revised and updated in its third edition this internationally renowned and respected book provides the essentials to understanding all areas of airline finance Designed to address each of the distinct areas of financial management in an air transport industry context it also shows how these fit together while each chapter and topic provides a detailed resource which can be also consulted separately Thoroughly amended and updated throughout the third edition reflects the many developments that have affected the industry since 2001 It features several important new topics including Low Cost Carriers LCCs fuel hedging and US Chapter 11 provisions

United States Congressional Serial Set, Serial No. 15059, House Reports Nos. 592-614 ,

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