



Annual
Report

Northwest Airlines Corporation

Annual Report 2000



2000

Northwest Airlines Corporation
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Our cover depicts the new Detroit terminal, due to open in 2001.

NORTHWEST AIRLINES is the world's fourth largest airline with domestic hubs in Detroit, Minneapolis/St. Paul and Memphis, Asian hubs in Tokyo and Osaka, and a European hub in Amsterdam. Northwest Airlines and its alliance partners, including Continental Airlines and KLM Royal Dutch Airlines, offer customers a global airline network serving more than 785 cities in 120 countries on six continents.

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THE NEW DETROIT TERMINAL (PAGE 8) will feature many new conveniences, among them elevated tram cars to transport passengers between gates.

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CONDENSED FINANCIAL HIGHLIGHTS

Northwest Airlines Corporation

Year Ended December 31

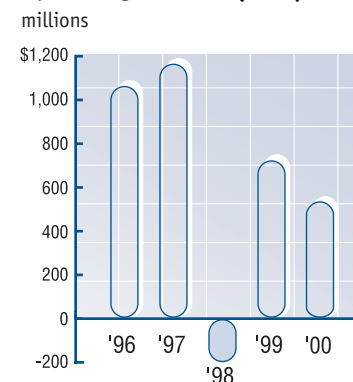
(Dollars in millions, except per share data)	2000	1999	Percent Change
FINANCIALS			
Operating Revenues	\$ 11,415	\$ 10,276	11.1
Operating Expenses	10,846	9,562	13.4
Operating Income	\$ 569	\$ 714	
Operating Margin	5.0%	6.9%	(1.9)pts.
Net Income	\$ 256	\$ 300	
Earnings Per Common Share:			
Basic	\$ 3.09	\$ 3.69	
Diluted	\$ 2.77	\$ 3.26	
Number of Common Shares Outstanding (millions)	85.1	84.6	

OPERATING STATISTICS

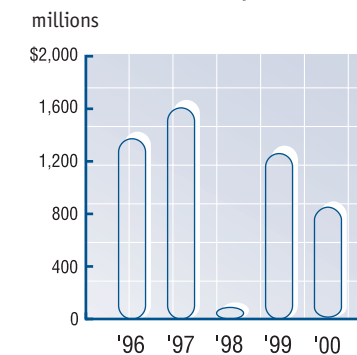
Scheduled Service:

Available Seat Miles (ASM) (millions)	103,356	99,446	3.9
Revenue Passenger Miles (RPM) (millions)	79,128	74,168	6.7
Passenger Load Factor	76.6%	74.6%	2.0 pts.
Revenue Passengers (millions)	58.7	56.1	4.6
Revenue Yield Per Passenger Mile	12.04¢	11.58¢	4.0
Passenger Revenue Per Scheduled ASM	9.21¢	8.64¢	6.6
Cargo Ton Miles (millions)	2,501	2,336	7.1
Operating Revenue Per Total ASM (RASM)	10.01¢	9.44¢	6.0
Operating Expense Per Total ASM (CASM)	9.33¢	8.71¢	7.1

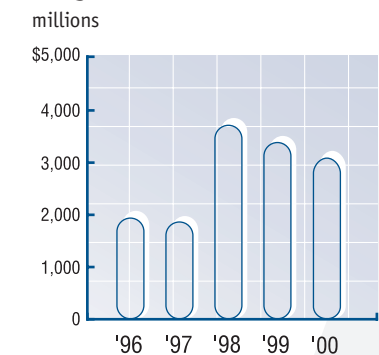
Operating Income (Loss)



Cash Flows from Operations



Long-Term Debt



A MESSAGE FROM THE CHAIRMAN

A new team has assumed the top leadership positions at Northwest Airlines. The Northwest Board of Directors elected Richard Anderson chief executive officer and Doug Steenland president.

John Dasburg was president and chief executive officer since 1990. We thank John for his leadership in building a global network and guiding Northwest through the decade of the 1990s.

Planning for a change in leadership has been a priority for the Northwest board. We have long recognized that developing a sound succession strategy and implementing it at the right time is among our most important duties. Accordingly, we previously identified Richard and Doug as talented, seasoned leaders ready to assume critical roles at Northwest. Together, they offer complementary skills that make them an outstanding team. Having worked with them both over the past decade, I am confident we have in place strategic, decisive and highly energetic leaders who will serve the company extremely well for the long term.

As a Northwest executive vice president and our chief operating officer, Richard has been responsible for our operations since 1998. Doug, also formerly a Northwest executive vice president and our chief corporate officer since 1999, has led our corporate staff and guided the formation and implementation of our alliances with KLM Royal Dutch Airlines and Continental Airlines. Their deep knowledge of the company and the industry, combined with their proven leadership skills, enabled us to make this change confident that the transition would be smooth and orderly.

Richard and Doug have been instrumental in designing and implementing the strategies that have served Northwest well during a period of enormous change and challenging conditions in the airline industry. These core strategies remain fundamentally unchanged and are further discussed in our letter to shareholders. The board is anticipating great benefits to all Northwest stakeholders from the vigor and enthusiasm of this new leadership.



Gary L. Wilson

Gary L. Wilson
Chairman of the Board

TO OUR SHAREHOLDERS

In the year 2000, rising fuel prices, record air traffic levels and renewed attempts at industry consolidation defined the competitive landscape for our company. Against this backdrop, Northwest Airlines delivered strong operating and financial performance. We carried more passengers, flew more miles and generated more revenue than at any point in our history. Our operating margin, excluding fuel expense and non-recurring items, was the best of the U.S. network carriers. We ranked first in on-time performance through most of the year and improved our rankings on all the customer satisfaction measures tracked by the U.S. Department of Transportation (DOT).

The mission of Northwest Airlines is to provide reliable, convenient and consistent air transportation that exceeds customer expectations and earns a substantial profit. To fulfill this mission, we have designated five areas for emphasis — our Checklist for the Future — that reflect continued and consistent implementation of our core strategies. These five focus areas and our key achievements in each of them are described below.

RUN A GREAT AIRLINE — We will provide safe, clean, on-time air transportation with dependable luggage service, coupled with friendly, professional, consistent and caring treatment. Our promise of reliability includes prompt, appropriate service recovery when, despite our best efforts, we do not meet our customers' expectations.

We focus relentlessly on being the industry's on-time-arrival leader. From 1990 through 2000, Northwest Airlines was exactly that, based on DOT statistics for U.S. network carriers. Throughout 2000, we were one of the leading carriers in on-time performance, fewest consumer complaints, lowest levels of mishandled luggage and least involuntary denied boardings. On a composite of these measures of operational integrity, we were the industry leader in 2000.

PUT CUSTOMERS FIRST — We will maintain our industry-leading Customers First plan, delivering clear, concise communications about flight status. We will strive to be the first choice airline for passengers and shippers, with innovative products. Northwest has been investing millions of dollars in new technologies that help customers conveniently buy tickets, ease check-in and improve the boarding process.

In 2000, we became the first major airline to introduce online check-in via our web site. Domestic customers can now obtain a boarding pass at their homes or offices, bypassing check-in lines at the airport. Northwest customers now also enjoy the convenience of electronic tickets even when their itineraries include travel on multiple carriers. We are leading the development of interline e-ticketing capabilities and, with alliance partner Continental Airlines, operate the industry's largest interline e-ticket network.

We are also enhancing in-flight comfort for customers with the introduction of enhanced World Business ClassSM service. The centerpiece of this service is more personal space — enough to comfortably work, relax or sleep in flight. This product, which we began rolling out in 2000, also offers higher quality food service and other passenger amenities. The improvements restore World Business Class as the industry-leading product on trans-Pacific routes and a product leader in the trans-Atlantic market.

FOCUS ON PEOPLE — By taking care of Northwest people — our greatest asset — we will take better care of our customers. We will achieve this objective through enhanced communications, fair and progressive labor relations, state-of-the-art training and continued improvements to employee services and facilities.

During the year, we reached a new five-year agreement with our flight attendants. Seven of the eight contracts covering our U.S. and Canadian employees have updated agreements, and our mechanics, cleaners and custodians were in the ratification process for a new contract as we began printing this report.

The quality of our service ultimately rests on the quality and enthusiasm of our people. Throughout this report we recognize 14 employees for their outstanding efforts on behalf of our company and our customers. They are the recipients of the 2000 President's Award, our highest distinction.

BUILD OUR NETWORK — We will create robust, profitable and sustainable growth by expanding service from each Northwest hub and by building our alliances with other carriers. We will aggressively develop cargo, our fastest growing business, which produced a 17 percent increase in revenues in 2000.

Northwest is the leader in creating global networks. Long-term alliances are the most economic way to expand globally due to revenue, cost and capital synergies that are shared by the partners. World coverage also diversifies risks among international regions. Diversity has served us well as strong domestic and trans-Atlantic markets helped offset Asian weakness in 1998, while in 1999 and 2000 the resurging Asian economies helped offset trans-Atlantic over capacity.

The Continental Airlines alliance provides Northwest access to additional domestic hubs in Newark and Houston and generates significant incremental revenue with minimal capital expense for both carriers. Together, our systems have a 21 percent share of the U.S. market, which is equivalent to United Airlines, American Airlines or Delta. We have extended our Continental alliance agreement through 2025 and received from Continental a special class of preferred stock that provides adequate protection of our mutual interests in this partnership. We are very enthusiastic about our partnership with Continental. The alliance is on schedule to achieve our projected \$500 million in annual joint benefits.

In 2000, we expanded our Asian route network through enhancing our existing alliances with Air China and Japan Air System and a new alliance with Malaysia Airlines, the first between a U.S. and Asian carrier to be granted antitrust immunity by the DOT. Antitrust immunity permits the partners to pursue unlimited economic and operational coordination and thus offers both the traveling public and the alliance partners great benefits. Northwest and Japan Airlines established a long-term cargo alliance.



Richard H. Anderson
Gary L. Wilson
Douglas M. Steenland

Going forward, our operating reliability and efficiency, as well as our customers' in-flight comfort, will benefit from planned additions to our fleet. Early in 2001, we announced orders for 52 new aircraft, including 24 comfortable and reliable Airbus A330-300 wide-body aircraft and 20 757-300 aircraft. Deliveries on these orders begin in 2002 and continue through 2006. Combined with other planned acquisitions, we will be taking delivery of a new aircraft approximately every two weeks for the next five years.

SECURE OUR FUTURE — We will ensure sustainable financial stability through a commitment to improve profitability and create shareholder value. We will execute our strategies to improve financial performance by increasing revenues in high potential areas for expansion — such as cargo — and aggressively controlling costs.

Northwest is the only U.S. airline with construction of new runway and terminal facilities at all of its hubs. To enhance customer service and operating efficiency, the largest facility expansion and renewal in Northwest's history is underway at our domestic hubs in Detroit, Minneapolis/St. Paul and Memphis, and in our international hubs, Tokyo and Amsterdam. By far the most dramatic is the construction of the new terminal in Detroit. When the state-of-the-art terminal opens in December it will be the most efficient passenger-connecting hub in the world. Because of Detroit's unique geographic position this new airport will be the connecting hub of choice for domestic destinations and for international flights to both Europe and Asia for travelers from east of the Mississippi and the Midwest.

LOOKING AHEAD — We are confronting an overly taxed Air Traffic Control System (ATC) infrastructure. This is a principal cause of delays, which lead to passenger frustration with our industry. Northwest will continue to take a leadership role in working with the Federal Aviation Administration to find long term solutions to ATC problems. We support the industry position that the ATC should be reorganized to create a more performance-based model. The eventual solution should involve a government owned entity with independent authority to budget, plan for growth and manage its work force.

Average jet fuel costs have exceeded Gulf War prices for more than one year due to the actions of the OPEC cartel. We encourage the new administration to adopt policies and take actions to counter OPEC dictating oil prices. Allowing a cartel of foreign producers to control the price of oil is bad for the American economy and its consumers. This is particularly important to our industry as the U.S. economy stagnates in 2001 and revenues come under pressure.

We celebrate our 75th year of service in 2001. This is a significant milestone in an industry where market forces continually reshape the competitive landscape. No other U.S. airline has operated independently under one name as long as Northwest Airlines.

We look forward to better serving our customers, employees and shareholders. Thank you for your interest and support.

Gary L. Wilson
Chairman of the Board

Richard H. Anderson
Chief Executive Officer

Douglas M. Steenland
President



— U.S. Department of Transportation
Air Travel Consumer Report

Operational Excellence

On-time operations are the foundation of Northwest's reliability.

On-time performance is the single most important factor influencing customer satisfaction with an airline. Northwest Airlines ranked first or second in on-time arrivals among the nation's network carriers, for nine of the 12 months in 2000, according to U.S. Department of Transportation (DOT) data. This consistent performance also simplifies day-to-day operations and reduces operating costs.

In a composite measure of operational integrity for on-time performance, involuntary denied boardings, consumer complaints and mishandled luggage, Northwest ranked first among the U.S. network carriers in both 1999 and 2000.

A key part of our mission is to provide a prompt and appropriate response if something goes wrong. Accordingly, Northwest has complemented its solid operational performance with industry-leading service recovery initiatives under the banner of its Customers First program.



Portable Agent Workstations increase convenience.

President's Award Winner

Kathleen Nolan
Customer Service Supervisor
Boston

Kathleen Nolan starts each day with a fresh and energetic commitment to Northwest customers. That attitude is so infectious that 26 of her Boston colleagues nominated her for the President's Award. Her dedication to luggage service has made a significant difference in Boston.



Investment for the Future

AIRPORT IMPROVEMENTS NEARING COMPLETION

DTW

Detroit hub operations will shift later this year to a new \$1.2 billion terminal, the largest single public works project in the history of Michigan. The terminal will serve Northwest Airlines and its alliance partners, which together are forecasting 560 daily departures in 2001. The new terminal will feature 97 gates, 106 ticketing positions, 24 curbside check-in stands, 18 luggage carousels and four WorldClubs®. A new 400-room hotel in the terminal is projected for a 2002 completion. The new terminal will offer international-to-domestic connections within the same facility.

Other airport improvements will include a fourth parallel runway that will enable a 25 percent increase in capacity and dual, simultaneous takeoffs and landings, even in inclement weather.



Construction is on schedule for the new Northwest Airlines terminal in Detroit, the premier airline hub facility in the United States.



President's Award Winner

Carla L. Glenn
Flight Attendant
Detroit

Carla Glenn sets a positive tone and inspires a team spirit to assure consistent service delivery to customers on her flights. She has maintained an outstanding record throughout her more than 30-year career and is known as the ultimate professional in meeting the needs of passengers and fellow crew members onboard the aircraft. Carla also can be counted on to implement a flawless recovery plan when things do not go as planned.

Detroit Terminal

A more luxurious design standard for new WorldClubs was introduced in 2000 with the opening of this 11,000 square foot facility at Minneapolis/St. Paul International Airport.



Memphis improvements include 15 new Northwest gates, the redesign of eight gates to accommodate regional jet service, a new WorldClub and the addition of 11 new ticket counters.



President's Award Winner

Lex Cralley
Lead Mechanic – Plant Maintenance
Minneapolis/St. Paul

Throughout his 13-year career, including service in Memphis and Boston as well as the Twin Cities, Lex Cralley has displayed and lived Northwest's values and guiding principles. In his present position, Lex and his crew of third shift mechanics are responsible for maintaining 383 pieces of motorized ground equipment. Lex and the crew renovated and upgraded two maintenance shops in 2000 and he ensured that his crew was appropriately recognized for their accomplishments.

MSP

At Minneapolis/St. Paul International Airport, \$2.4 billion in airport funded improvements are under way. The improvements include a 50 percent increase in parking, 15 new jet gates, 30 new commuter gates, 10 additional Northwest ticket counters and a spectacular new WorldClub, the airport's third. Like Detroit, the Minneapolis/St. Paul International Airport features international arrivals, departures and connections with domestic flights within the same facility. A new skyway and automated people movers shorten transit time between concourses and the parking garage.

MEM

In Memphis, Northwest launched the largest single service increase in its history, adding a fourth bank of flights accounting for 104 new takeoffs and landings daily. With this 25 percent increase in service, Memphis gained additional daily nonstop service to 44 destinations.

Memphis was the number one hub in the U.S. in 2000 for on-time arrivals.

Memphis airport funded renovations total \$400 million, including a 13,000-foot runway which opened in late 2000 to accommodate additional arrivals and departures. The new runway also will enhance long-range flying from Memphis to international destinations.

NRT

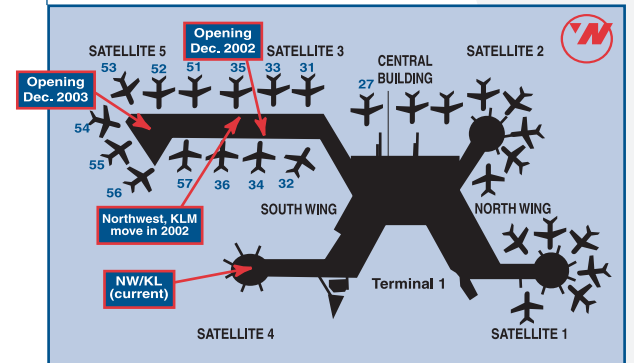
At Tokyo's Narita airport, \$600 million in hub improvements are currently under way. In 2002, Northwest and alliance partner KLM will relocate airport operations to Satellite 3 in Terminal 1, which has been designed by Northwest in cooperation with the New Tokyo International Airport Authority to better serve our 18 daily flights. In 2003, we will expand to include Satellite 5, which is an extension of Satellite 3.

AMS

Amsterdam's Schiphol Airport serves as Northwest's European hub by virtue of Northwest's highly integrated alliance with KLM Royal Dutch Airlines. Already regarded as one of Europe's premier hub airports because of its ease of connections and its shopping, dining and entertainment options, Schiphol is now undergoing improvements to accommodate substantially higher passenger and cargo capacity, with particular emphasis on the airport's luggage sorting system and the construction of a fifth runway.

Hub Airport improvements total nearly \$6 billion.

Northwest's Tokyo hub will move to the new Satellite 3 in 2002 and expand into Satellite 5 in 2003.



With KLM, Northwest offers service between Amsterdam and 13 U.S. cities. From Amsterdam, the airlines serve 108 destinations in Europe, Africa and India.



President's Award Winner

Eric McMahon
Manager – Customer Service
Amsterdam

Eric McMahon volunteered for a temporary assignment in Amsterdam and is making a difference every day in improved luggage reliability from Northwest's European hub. He first established a detailed communications link with all destinations served from Amsterdam, vastly improving the quality of information available on luggage status and service recovery. He also has researched and developed new processes to expedite cargo shipments on flights to Europe from Detroit.





NEW AIRCRAFT ADDED TO FLEET

The first of 24 Airbus A330-300 aircraft will begin arriving in 2003 as part of an order for 52 new aircraft, one of the largest in Northwest history. The twin-aisle A330 will replace our DC10-30 fleet across the Atlantic and offer 10 percent more capacity, with 302 passengers — 34 in World Business ClassSM compared with 26 in the DC10. The new aircraft will feature a new, more spacious interior and in Coach Class no passenger is ever more than one seat away from an aisle. Beyond state-of-the-art technology, the A330-300 has the lowest operating costs per seat of any long-range jetliner ever designed.

In addition to the A330, the recent order includes two Boeing B747-400 aircraft for trans-Pacific routes, 20 B757-300s, which will replace Northwest's DC10-40 fleet on domestic routes, and six additional Airbus A319s. Accelerated 2001 deliveries of previously ordered B757-200 aircraft and Airbus A320 aircraft will allow us to retire our Boeing 727s a year earlier than initially planned, moving forward some of the cost savings and efficiencies that will result from operating and maintaining just one fleet type in the 150-seat category.

The Northwest Airlines fleet, including AirlinK jet aircraft, consisted of 469 aircraft at the end of 2000. By the end of 2004, that total will increase to 565 aircraft. The aircraft delivery schedule for the next five years will mean delivery of a new aircraft about every two weeks.

President's Award Winner

Theodore F. Mallory III
 Director – Chief Pilot Regulatory Compliance
 General Manager, NATCO

Ted Mallory walks the talk every day, in multiple Northwest roles. As NATCO general manager he contracts with other airlines for pilot training at Northwest Aerospace Training Corporation, among the world's largest aircraft simulation facilities. Now in his 30th year, he took on another major assignment as a primary resource for regulatory matters affecting flight operations. Captain Mallory is an expert in human factors and crew resource management training. His dynamic leadership is recognized throughout the industry as evidenced by his many appointments to chair industry training committees and task forces.



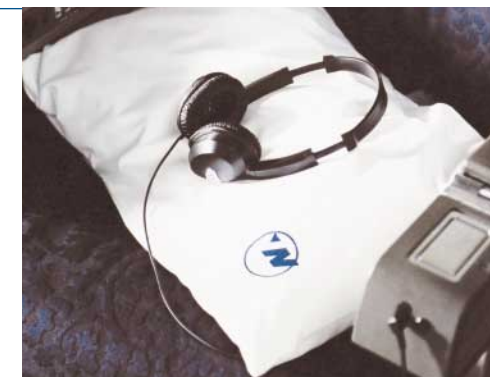
WORLD BUSINESS CLASSSM ENHANCED FOR GREATER COMFORT

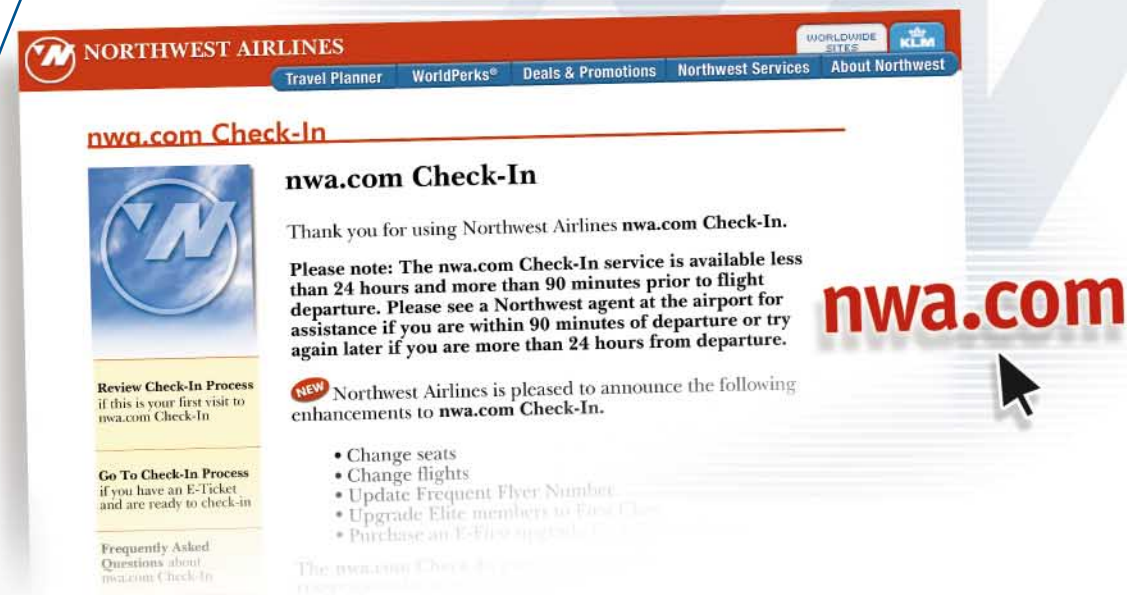
World Business Class customers on both Northwest and KLM Royal Dutch Airlines are traveling in seats that offer nearly a 30 percent increase in personal space and a full 150 degrees of seat recline, making it more comfortable for passengers to relax or sleep in flight. Northwest's wide-body aircraft have been reconfigured to accommodate the increased space. All of KLM's wide-body aircraft will be reconfigured by May 2001.

Northwest and KLM, the only airline alliance offering a co-branded premium business class product, introduced the improvements in World Business Class service in September 2000. The enhancements include greater choice and premium quality in meal service. In 2001, Northwest international flights will be staffed with a purser to ensure that customers receive the best possible service.

Initially offered in 1994, the original World Business Class service helped differentiate the Northwest/KLM alliance from competing airline alliances.

The international fleet has been equipped with a new digital audio system offering greater choice and quality and premium headsets in World Business Class.





Improved Access to NWA

LEADERSHIP IN TECHNOLOGY

In 2000, we became the first network airline to permit online check-in via the Northwest Airlines web site, nwa.com. Northwest customers in the U.S., with access to the Internet and a printer, can now create their own boarding passes from the convenience of their homes or offices. If there is no luggage to check, customers can bypass all airport lines and walk straight to the gate for boarding.

Enhancements to the nwa.com web site make it possible to reach nearly every feature in three or fewer mouse-clicks. Sales through nwa.com continue to grow dramatically, accounting for nearly \$400 million in revenue in 2000, doubling from the year before.

Also growing dramatically are sales of E-Tickets,SM which accounted for nearly 60 percent of all tickets for Northwest in 2000, including roughly 75 percent of all domestic tickets.



nwa.com is repeatedly recognized as the best web site in the industry.



E-Tickets are the catalyst for e-commerce at Northwest, improving service and reducing costs. That's why Northwest is creating interline e-ticketing capabilities which allow customers to use electronic tickets even when their itineraries include travel on more than one carrier. In

October 2000, Northwest and alliance partner Continental Airlines launched the industry's largest interline E-Ticket network. As a result, travelers can not only make connections on an E-Ticket, but can also use either Northwest or Continental E-Service Centers for check-in. We expect to establish interline e-ticketing capabilities with other carriers in 2001. E-Tickets will be available to all destinations served by Northwest globally once KLM launches its e-ticketing capabilities in the first half of 2001.

WorldPerks[®] frequent flyer members can now fully manage their accounts online through WorldPerks DirectSM at nwa.com. Through WorldPerks Direct, customers can enroll themselves in the WorldPerks program, check mileage balances and account histories, book award travel and report mileage discrepancies. With our new WorldPerks partner MilePoint, we also have begun offering travelers exciting new ways to redeem WorldPerks miles. MilePoint.com enables WorldPerks members to use WorldPerks miles toward purchases from many of the web's most popular retailers.

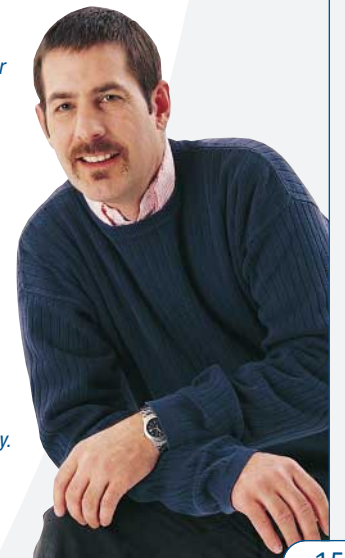
A new WorldPerks database was successfully launched in July. The enhancements increase Northwest's knowledge of customer needs and provide customers more options for the use of their WorldPerks miles. The new system also further secures the accuracy and operational integrity of WorldPerks.

To help travelers avoid airport check-in lines, Northwest has deployed more than 225 E-Service CentersSM systemwide. These centers enable travelers to obtain boarding passes, check-in luggage and change seat assignments all without waiting to see a gate agent. Our E-Service Centers handled more than 4 million check-ins in 2000.

President's Award Winner

David Linnes-Bagley
Applications Consultant
Minneapolis/St. Paul

Dave Linnes-Bagley was a key leader in establishing a new customer focused WorldPerks[®] database. A 21-year employee, fellow team members acknowledge him for his leadership and willingness to tackle the tough projects, including his work on Y2K preparations. David's innovations also helped to control costs through new business-to-business technology.





ALLIANCES EXTEND OUR NETWORK

Northwest and Continental Airlines formed a groundbreaking alliance between major domestic carriers in 1998. About one million customers are exchanged each year between the two carriers' networks. The alliance adds Northwest code-share hubs in key U.S. markets, Newark and Houston. It also provides customers seamless connecting service to Continental's extensive Latin American network. Our combined networks provide comprehensive coverage of North America, Latin America, Asia and Europe.

Northwest achieves competitive size through code-share agreements with Continental and its other alliance partners. These agreements nearly triple the number of cities served and nearly quadruple the daily frequencies available from Northwest.

Northwest has alliance relationships with more than two dozen carriers. Alliances maximize the reach of Northwest's global network. Today, Northwest, in combination with its alliance partners, serves more than 785 destinations in 120 countries on six continents.

Alliance Development



President's Award Winner

Lisa Perry
Account Executive
Billings

Lisa Perry's efforts to promote Northwest and her contributions to the communities and economies throughout Montana earned her the distinction of Montana's Tourism Person of the Year 2000. She has served three terms on the Governor's Tourism Advisory Council, including two as chair. Her promotion of official delegations representing Montana on overseas trade missions includes the Governor's delegation to Japan, and other delegations to China, Taiwan and elsewhere in Asia.



Northwest's alliance with KLM Royal Dutch Airlines is the most advanced and deeply integrated trans-Atlantic alliance in the industry, enabling Northwest to extend its network seamlessly into Europe, the Middle East, India and Africa. Since 1993, the alliance has operated with antitrust immunity, which allows the carriers to jointly price and market their services, and is governed by a long-term alliance agreement. Operating as a true joint venture under which both airlines share profits equally, the alliance's operations have more than doubled since 1989 and now encompass 32 daily flights serving 162 cities.

Of particular importance to our network's reach are our alliances with Air China and Japan Air System for trans-Pacific code-shares and intra-country connections in China and Japan, respectively.

Late in 2000, our alliance with Malaysia Airlines was granted antitrust immunity by the U.S. Department of Transportation. This too is a groundbreaking alliance — the first alliance between a U.S. and Asian carrier to enjoy antitrust immunity. With antitrust immunity now in place, we will expand code-share service. Malaysia Airlines is the largest carrier serving Southeast Asia.

President's Award Winner

Jie "Claire" Xia
Ticketing Supervisor
Beijing

Claire Xia has a way of converting passengers into lifelong loyal Northwest customers as she assists U.S. expatriates and local Chinese with complex ticketing issues. Claire is similarly skillful in managing Northwest's major ticketing agency partners. She regularly works late or on weekends on various special issues. Her dedication and spirit inspire all those in her office.



NWA Cargo

NWA CARGO PREPARED FOR RAPID GROWTH

Northwest Airlines Cargo, Inc. seeks to be the first choice for air cargo transportation.

Cargo revenues were \$857 million in 2000, an increase of 17.1 percent over 1999. This rapid increase was driven by improved management of trans-Pacific capacity to match the strongest traffic flows in Asia, and improved collaboration with KLM Cargo to maximize trans-Atlantic load factors.

During 2000, NWA Cargo took steps to strengthen its competitive position and to prepare for the rapid growth of international trade. To improve schedule frequency and coverage, a cargo alliance was launched with Japan Airlines Cargo, one of the largest and most quality-focused air cargo carriers in Asia. To supplement its cargo hub in Tokyo, NWA Cargo expanded and enhanced its cargo hub operation in Anchorage with a new facility, with capacity to triple Northwest's freighter operations.

Northwest is the only U.S. passenger carrier to operate a fleet of Boeing 747 all cargo freighters. Since 1999, Northwest has increased the freighter fleet by 50 percent with the acquisition of four aircraft. Two of the additional aircraft are now in service and the other two will enter revenue service in 2001. Northwest's 2001 cargo revenue is expected to exceed \$1 billion for the first time in the Company's history.

President's Award Winner

Michael McKinley
District Manager – Cargo Operations & Customer Service
Anchorage

The Anchorage cargo hub, under Mike McKinley's leadership, plays a critical role to keep the cargo network running on schedule. He led the planning and implementation of the new Anchorage facility in October, the implementation of a fourth freighter crossload operation and is active in the Anchorage community on behalf of Northwest. Mike has one of the most motivated work groups at Northwest, a direct reflection of his leadership and professionalism.



MLT VACATIONS INC. — CHANGING AND GROWING

MLT Inc., a wholly owned subsidiary of Northwest Airlines Corporation, develops and markets vacation programs that include air transportation, hotel accommodations, car rentals, sightseeing options and much more.

MLT Vacations Inc. offers two product lines. Northwest Airlines WorldVacationsSM utilizes scheduled air service on Northwest and KLM to offer a wide selection of vacation destinations in Europe, Asia, Central America, Mexico, the Caribbean, Canada and the United States with custom-made, package-priced vacations. Worry-Free Vacations offers charter service from 12 U.S. origin markets to the most popular vacation destinations in Central America, Mexico, the Caribbean and the United States. These vacation programs, in addition to providing a competitive and quality tour product, increase the sale of Northwest services and promote and support new and existing Northwest destinations.

MLT Vacations Inc. experienced significant growth and change in 2000.

- The transition of call center and office operations to Minot, ND was completed.
- Worry-Free Vacations expanded into four additional origin markets — Colorado Springs, Honolulu, Las Vegas and Memphis. Additional origins will be added in 2001.
- Travel agent and consumer web sites were launched providing online booking capabilities for both programs. Revenues have exceeded expectations.
- Added technology enhanced the efficiency of call handling, reduced both selling and operational costs, and increased the ways MLT Vacations Inc. products are sold.



www.nwaworldvacations.com
www.worryfreevacations.com



Focus on People

President's Award Winner

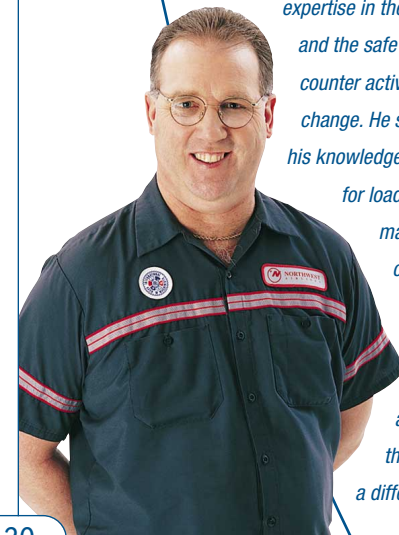
Richard E. Dudley
Equipment Services Employee
Boston

Rich Dudley's energy, enthusiasm, positive attitude, persistence, and commitment to the safety and welfare of his fellow employees are well known. Rich has developed a singular expertise in the areas of injury prevention and the safe performance of ramp and counter activities through behavioral change. He shares with his colleagues his knowledge of the safest procedures for loading and unloading luggage, mail and cargo as he continues to enhance his own education and experience. His self-initiated work in these areas has demonstrated that one person can make a difference.

Northwest is investing in more training for managers and front line customer service personnel, more frequent communication about goals and results, improved employee facilities and meaningful recognition programs.

Northwest's leading position in Customers First reports from the Department of Transportation is a measure of how well our people have been trained and equipped to work together.

This focus on people is one of the five elements of our Checklist for the Future. The other items on the checklist include: run a great airline, put customers first, build our network and secure our future.



"Catch the Spirit," a new training program for Northwest's 14,000 ground operations employees emphasizes meeting customers' needs through better communication, coordination, and collaboration with other work groups.



Entering 2001, Northwest has finalized seven of eight labor contracts for its U.S. and Canadian employees. In June 2000, we signed a new five-year agreement with the International Brotherhood of Teamsters, which represents our 11,000 flight attendants. As this annual report went to press, a new contract with the Aircraft Mechanics Fraternal Association, representing mechanics, custodians and cleaners, was in the ratification process.

President's Award Winner

Debbie L. Danielson
Manager – Central Reservations Control
Minneapolis/St. Paul

Debbie Danielson began her career in 1967 as a reservations sales agent and has worked in almost every area of reservations. She is highly respected and valued by customers, peers, agents, and management staffs throughout the company and is constantly striving to improve performance and service to customers. In addition to her systems knowledge, she advises many departments in managing schedule changes, irregular operations and the VIP program. Her expertise has helped establish procedures for identifying, notifying and tracking passengers and also has improved the hiring and recruiting process.

President's Award Winner

Emory "Pinky" Alexander
General Inspector
Atlanta Maintenance Base

For most of his 40 years at Northwest, "Pinky" Alexander's enthusiasm to meet new challenges has made him a mainstay in the Northwest inspection department. Pinky was responsible for all Stage III hushkitting conversions for JT8D engines, used on Northwest's fleet of 172 DC9 aircraft. His technical expertise and certification for JT8D engine maintenance have led to cost savings of up to \$275,000 per engine for Northwest, and additional revenue from performing these same procedures for other airlines.





IN MEMORIAM
President's Award Winner

Robert Peltier
Line Maintenance Mechanic
Minneapolis/St. Paul

These excerpts are from a letter sent by Jason Peltier, the son of employee Bob Peltier, who passed away April 9, 2000 after 33 years with Northwest.

"My father used to come home after work, punctually at 11:25 p.m. Over a midnight snack, we'd talk about his day. I've always heard about how line maintenance is where the excitement is. ... My dad gave 250 percent effort. ...

The hardest thing Dad dealt with was his inability to continue working with Northwest. ... Dad officially had to retire on March 10. He saw only 29 days of retirement, if you can call it that. ... Bob excelled everyday, rain, snow, heat or cold."



Northwest's focus on people extends beyond our company to include the communities we serve. That's why we created the Northwest AirCares® charitable support program.

Northwest KidCares is a unique AirCares program. Through KidCares, WorldPerks® miles donated by Northwest customers are used to provide free air travel for a seriously ill child and one parent or guardian to obtain the medical treatment needed by the child. In addition to the generous support of Northwest WorldPerks members, Northwest has added its own KidCares donations of 1.5 million miles.

Northwest also works each quarter with a different nonprofit organization in a public awareness and onboard mileage and fund-raising campaign. On every Northwest flight, passengers learn about the charity partner through a flight attendant announcement or in-flight video. In addition, Northwest's inflight magazine, *WorldTraveler*™ features an article describing the organization and includes an envelope for passenger contributions. Since its inception, AirCares donors have contributed more than \$7 million in cash and travel.

Make-A-Wish Foundation



Northwest provided transportation for twelve-year-old Yuichi Tanigawa and his family between Osaka, Japan and Honolulu as part of his Make-A-Wish dream.

During 2000, the organizations participating in the Northwest AirCares program included:

- The **National SAFE Kids Campaign**®, which works at the grassroots level to help prevent childhood injury.
- The **Make-A-Wish Foundation**® and **Make-A-Wish of Japan**, which grants wishes to children under age 18 suffering with life-threatening illnesses.
- The **STARBRIGHT Foundation**™, which creates products and programs that help seriously ill children confront the medical and emotional challenges they face.
- **AmeriCares**, which is a nonprofit worldwide disaster relief and humanitarian aid organization.

For information about AirCares or KidCares visit www.nwa.com®

AmeriCares

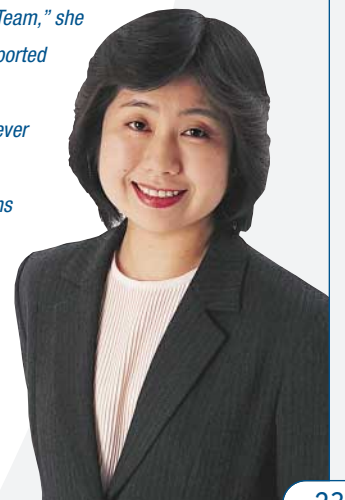
Since 1992, Northwest has supplied transportation for AmeriCares disaster relief airlifts. Here, former First Lady, Barbara Bush honors Northwest and Chairman Gary Wilson at the 2000 AmeriCares Celebration of Hope gala.



President's Award Winner

Mayumi Koyama
Assistant Manager – In-flight Services
Tokyo

Mayumi Koyama is a morale booster for the employees and management at in-flight services in Japan through her many kind deeds and her encouragement of others. As a key member of the in-flight "Service Matters Expert Team," she has, on countless occasions, supported employees who are working in Northwest's Pacific region, whenever they need help. She is a skillful problem solver in critical situations where the departure of a flight depends on her quick thinking and action.



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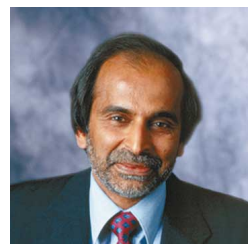
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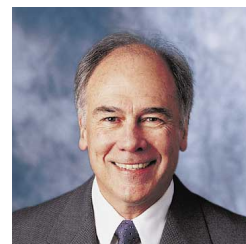
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Our Vision

To build together the first choice airline and global alliance network with the best people; each committed to exceeding our customers' expectations every day.

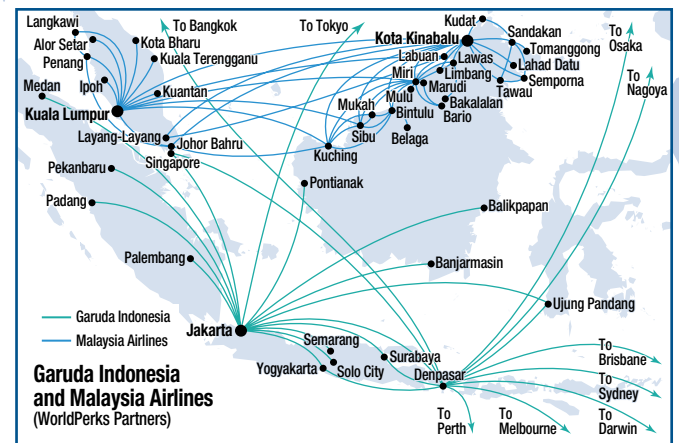
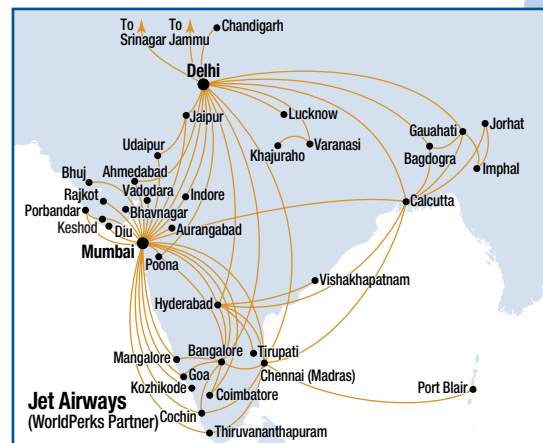
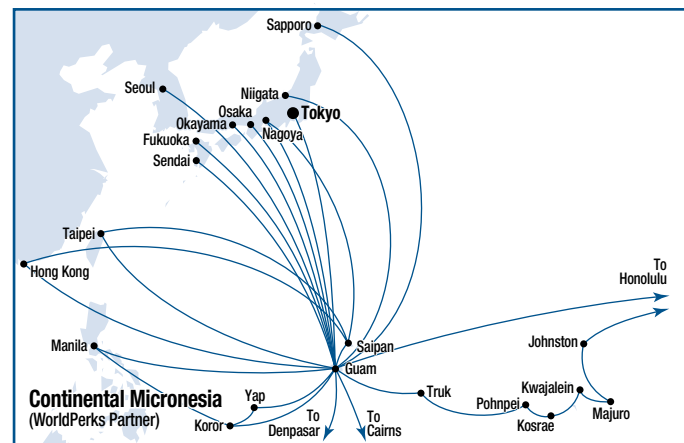
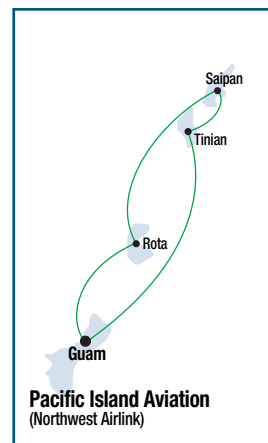
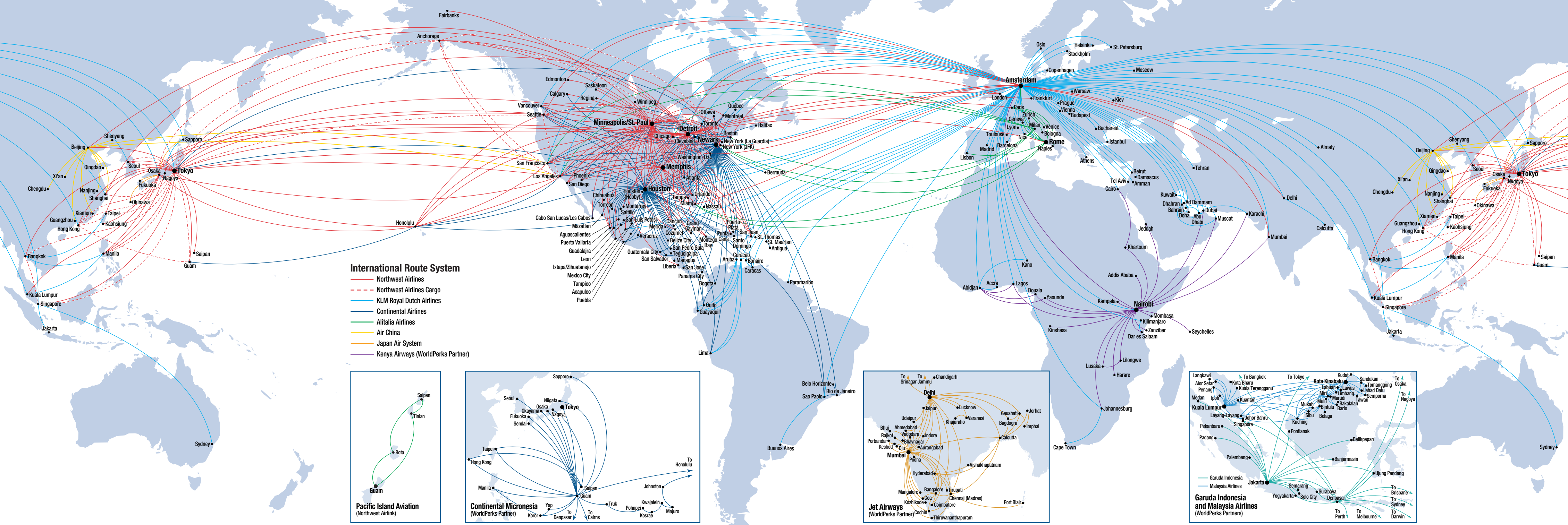
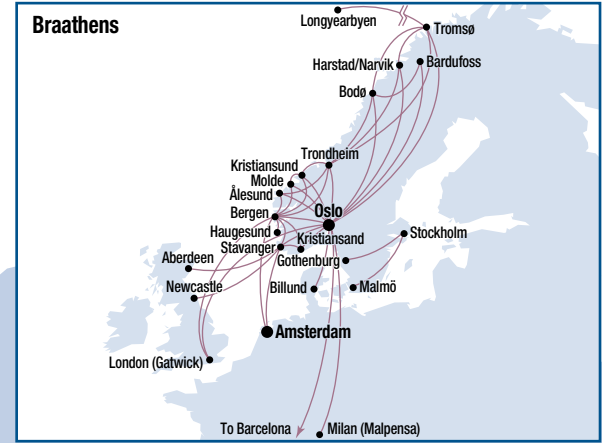
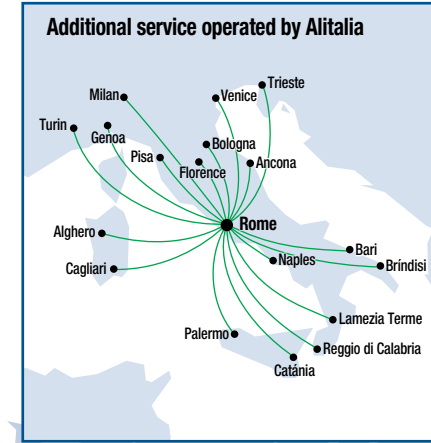
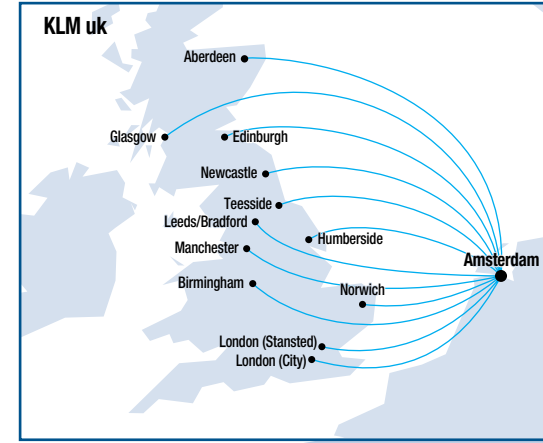
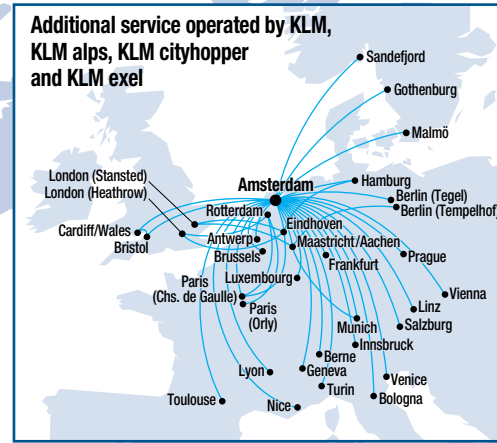
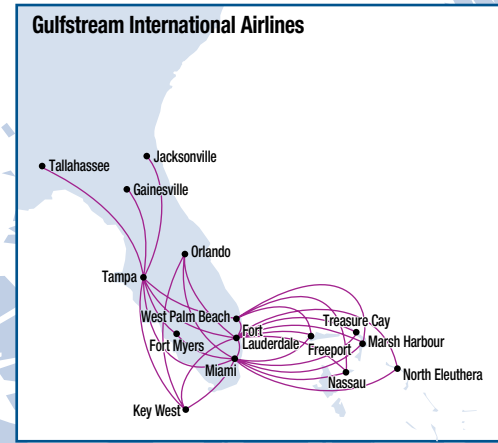
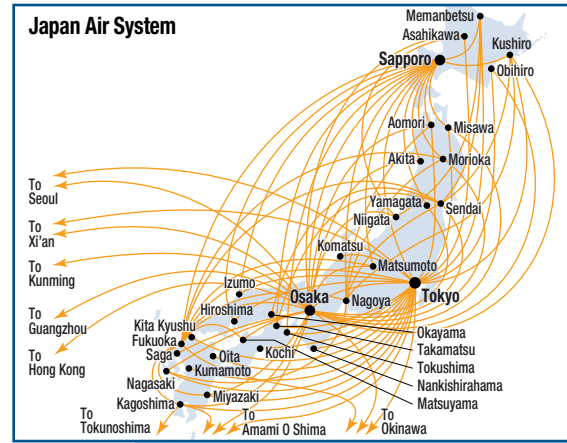
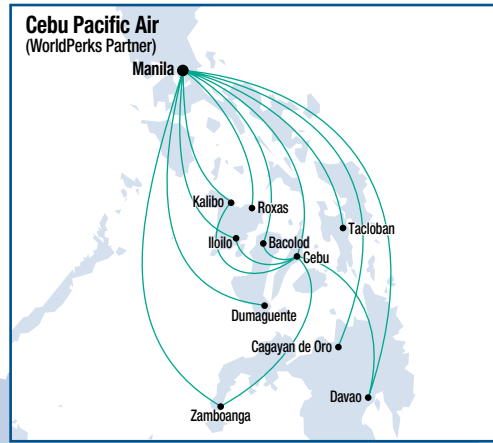
Our Mission

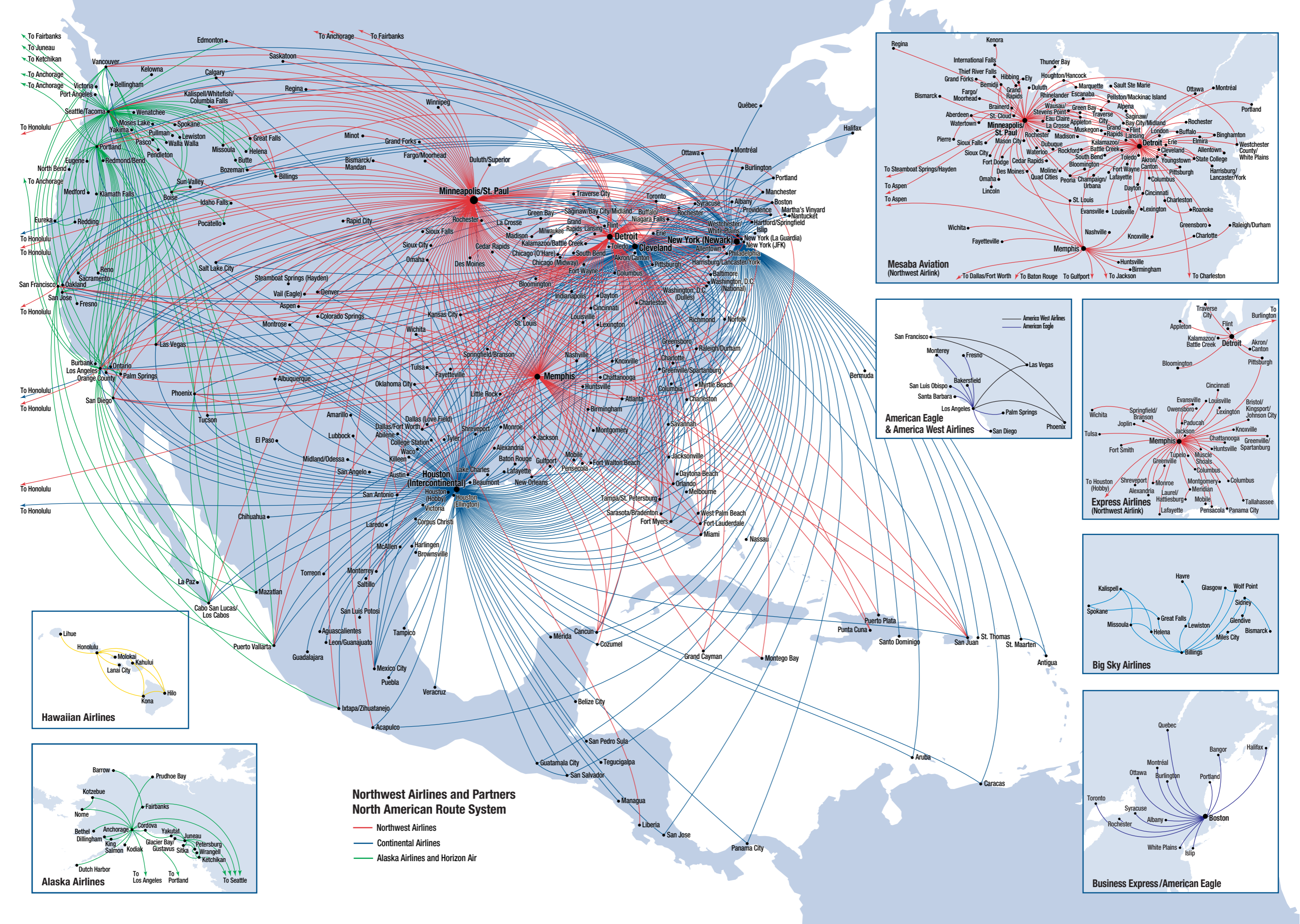
*The people of Northwest Airlines will provide **RELIABLE**, **CONVENIENT** and **CONSISTENT** air transportation that meets or exceeds customer expectations and earns a sustainable profit.*

***RELIABLE** means safe, clean, on-time air transportation with luggage, created by the best people providing friendly, professional, consistent and caring service. A cornerstone of Northwest's reliability is prompt and appropriate service recovery when, despite our best efforts, something goes wrong.*

***CONVENIENT** means making it as easy as possible for customers in the markets we serve to do business with us, with the best schedules and the simplest access to our network.*

***CONSISTENT** means delivering reliable and convenient service every time the customer flies or ships on our airline.*





**Northwest Airlines and Partners
North American Route System**

- Northwest Airlines
- Continental Airlines
- Alaska Airlines and Horizon Air

