

SENIOR EXECUTIVE LEADERS

Name	Position
Gary C. Kelly	Executive Chairman of the Board
Robert E. Jordan	Chief Executive Officer
Michael G. Van de Ven	President
Andrew M. Watterson	Chief Operating Officer
Linda B. Rutherford	Chief Administration and Communications Officer
Tammy Romo	Executive Vice President & Chief Financial Officer
Mark R. Shaw	Executive Vice President, Chief Legal & Regulatory Officer and Corporate Secretary
Ryan C. Green	Executive Vice President & Chief Commercial Officer

BOARD OF DIRECTORS

David W. Biegler
J. Veronica Biggins
Douglas H. Brooks
William H. Cunningham
John G. Denison
Thomas W. Gilligan
Robert E. Jordan
Gary C. Kelly
Grace D. Lieblein
Nancy B. Loeffler
John T. Montford
Chris Reynolds
Ron Ricks

OWNERSHIP GREATER THAN 5.0% (as of February 28, 2022)

Name and Address of Beneficial Owner	Amount and Nature of Beneficial Ownership	Percent of Class
The Vanguard Group 100 Vanguard Blvd. Malvern, PA 19355	61,814,978	10.4%
PRIMECAP Management Company 177 E. Colorado Blvd., 11 th Floor Pasadena, CA 91105	54,290,429	9.2%
State Street Corporation State Street Global Advisors Trust Company 1 Lincoln Street Boston, MA 02111	40,425,713	6.8%
BlackRock, Inc. 55 East 52 nd Street New York, NY 10055	32,756,987	5.5%