NORTHWEST
U.S. AIRMAIL-EXPRESS
PASSENGER SERVICE
AIRWAYS INC.

THE BIRTH OF AN AIRLINE

The year was 1926 and the opportunity was Contract Air Mail Route 9, the run between Chicago and the Twin Cities.

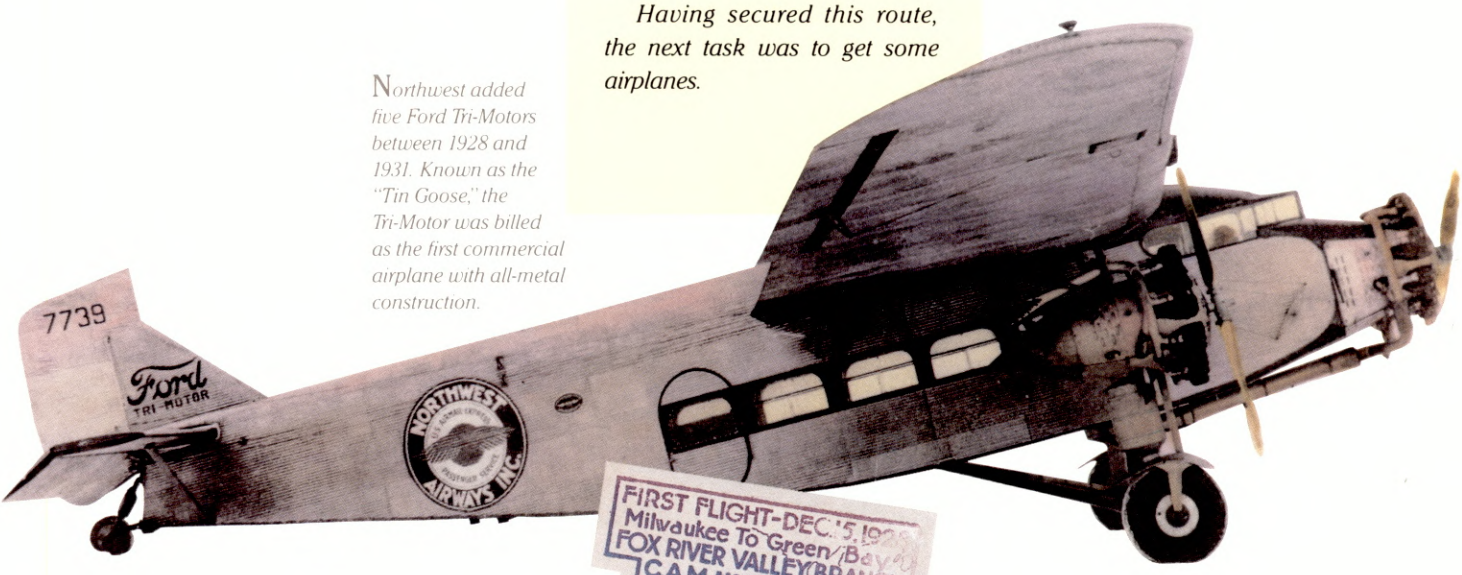
Col. Louis H. Brittin raised $300,000 from a consortium of St. Paul and Detroit investors, including Henry Ford, to establish an airline to serve the route.

Organized in August 1926, this new airline was named Northwest Airways.

Northwest was a Michigan corporation, reflecting the infusion of Detroit capital, but its operational base would be the Twin Cities' Speedway Field, later renamed Wold-Chamberlain Field.

A month later, the Post Office Department awarded Contract Air Mail Route 9 to Northwest for a bid of $2.75 per pound.

Having secured this route, the next task was to get some airplanes.



Northwest added five Ford Tri-Motors between 1928 and 1931. Known as the "Tin Goose," the Tri-Motor was billed as the first commercial airplane with all-metal construction.

This is the stamped portion of the letter carried on the inaugural flight to Wisconsin's Fox River Valley cities Dec. 15, 1928. "C.A.M. No. 9" refers to Contract Air Mail Route 9. Northwest pilot L.S. "Deke" DeLong autographed the letter.

This problem was solved by renting a pair of open-cockpit biplanes, a Thomas Morse Scout and a Curtiss Oriole. So equipped, Northwest Airways carried the first sacks of airmail from the Twin Cities to Chicago Oct. 1, 1926.

Airmail was the initial step, but everyone could see that passenger service was a looming possibility. With this in mind, Northwest ordered four Stinson Detroiters. The first Detroiters joined the fleet in November 1926, but it was not until July 5, 1927, that Northwest carried its first passenger to Chicago, charging $50 one-way.

Northwest became an international airline in 1928, introducing weekly service to Winnipeg, Manitoba, via Fargo, N.D. That same year, Northwest also became the first airline to provide coordinated air-rail service, transferring freight

Starting in 1929, Northwest was one of the first airlines to uniform its flight crews. Pilots wore navy blue uniforms with double-breasted coats sporting brass buttons and gold trim.

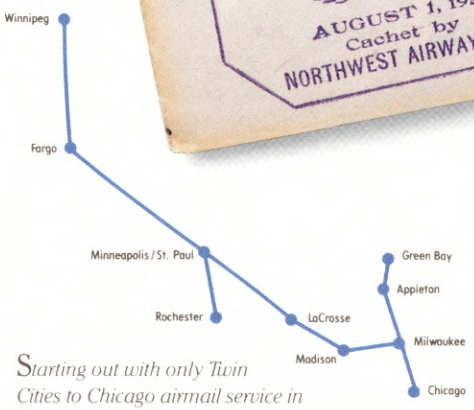
A noted race and stunt pilot, Charles W. Holman became the first pilot of Northwest Airways in 1926. He served as Northwest's chief pilot until 1931, when he lost his life in an air-show accident in Omaha, Neb.

and passengers between the major railroads in Chicago and the Twin Cities.

At the same time, Northwest began to expand its fleet. Between 1928 and 1931, the company purchased five 14-passenger Ford Trimotors, known affectionately as the Tin Goose. These would prove to be an extremely wise purchase, providing Northwest the needed flexibility for future route development. Also in 1928, Northwest acquired the first of nine Hamilton Metalplanes.

Company records indicate that Northwest aircraft flew more than 1 million miles between the company's founding in 1926 and the end of 1929. The fledgling airline, born of Contract Air Mail Route 9, was off to a flying start.

This letter was carried on the first night airmail flight between the Twin Cities and Chicago Aug. 1, 1929.



Starting out with only Twin Cities to Chicago airmail service in 1926, the route system of Northwest Airways had expanded to 10 cities, including Winnipeg, Manitoba, by 1929.

Northwest became the first airline to provide coordinated air-rail service, starting Sept. 1, 1928. Here, freight is being transferred to a Hamilton Metalplane in St. Paul for air delivery to rail heads in Chicago.

GO WEST, YOUNG MAN

The decade of the Thirties was a period of tremendous expansion for Northwest in spite of the Great Depression.

To start it off, Northwest moved its headquarters to the downtown St. Paul airport after a group of Minnesota financiers bought the company. With this accomplished, Northwest started its great push westward.

Having spanned most of North Dakota with the inauguration of service to Bismarck in 1931, Northwest turned its sights on Montana. By the fall of

On April 16, 1934, Northwest Airways was reincorporated as Northwest Airlines, Inc. This ticket counter display reflects the name change and the new Northwest logo.

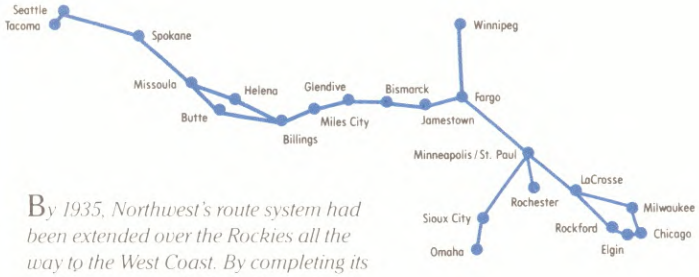
The first of 36 Douglas DC-3s joined Northwest's fleet in early 1939. Known as the first of the truly modern airliners, the DC-3 became an industry standard for many years.

1933, Northwest had reached the Rockies with service to several Montana cities.

From there, it was on to Spokane, Wash., in October, and on Dec. 3, 1933, a Waco taper wing touched down in Seattle. Northwest was now a truly important carrier, its system spanning more than half the continent and providing a vital air link from Chicago to the Pacific.

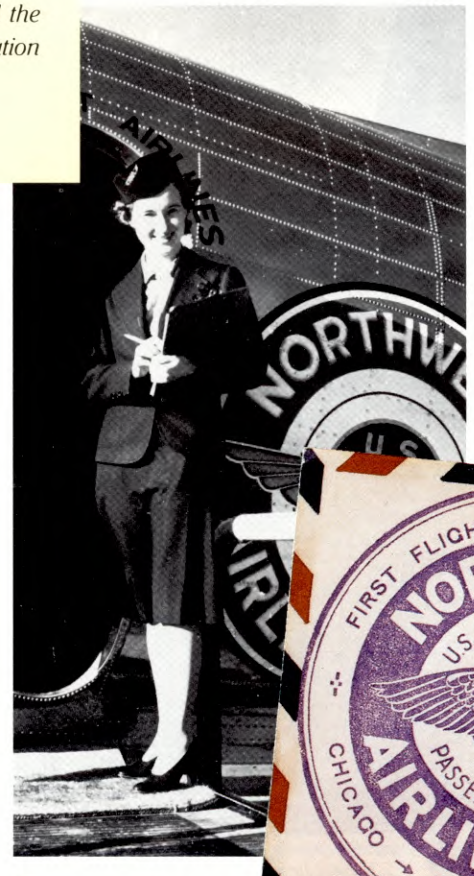
On April 16, 1934, Northwest Airways, Inc. was reincorporated in Minnesota as Northwest Airlines, Inc. As a new company logo was introduced, Northwest started modernizing its fleet with the Lockheed 10-A Electra, a twin-engine aircraft capable of carrying 10 passengers at 140 mph. Using its 10-As, Northwest cut the flying time from the Twin Cities to Seattle to only 13 hours.

Croil Hunter assumed leadership at Northwest and as storm clouds gathered over Europe introduced what has been called the most successful aircraft in aviation history, the Douglas DC-3.



By 1935, Northwest's route system had been extended over the Rockies all the way to the West Coast. By completing its northern route to the West Coast, Northwest's system spanned more than half the continent.

Northwest became the first airline to fly the Lockheed 10A Electra, which reduced the flying time on the Chicago-Seattle route to 13 hours.



The DC-3 was the first Northwest aircraft to feature "stewardess" service.

This flight cover commemorated Northwest's first night airmail service March 16, 1935, along the northern transcontinental route from Chicago to Seattle.

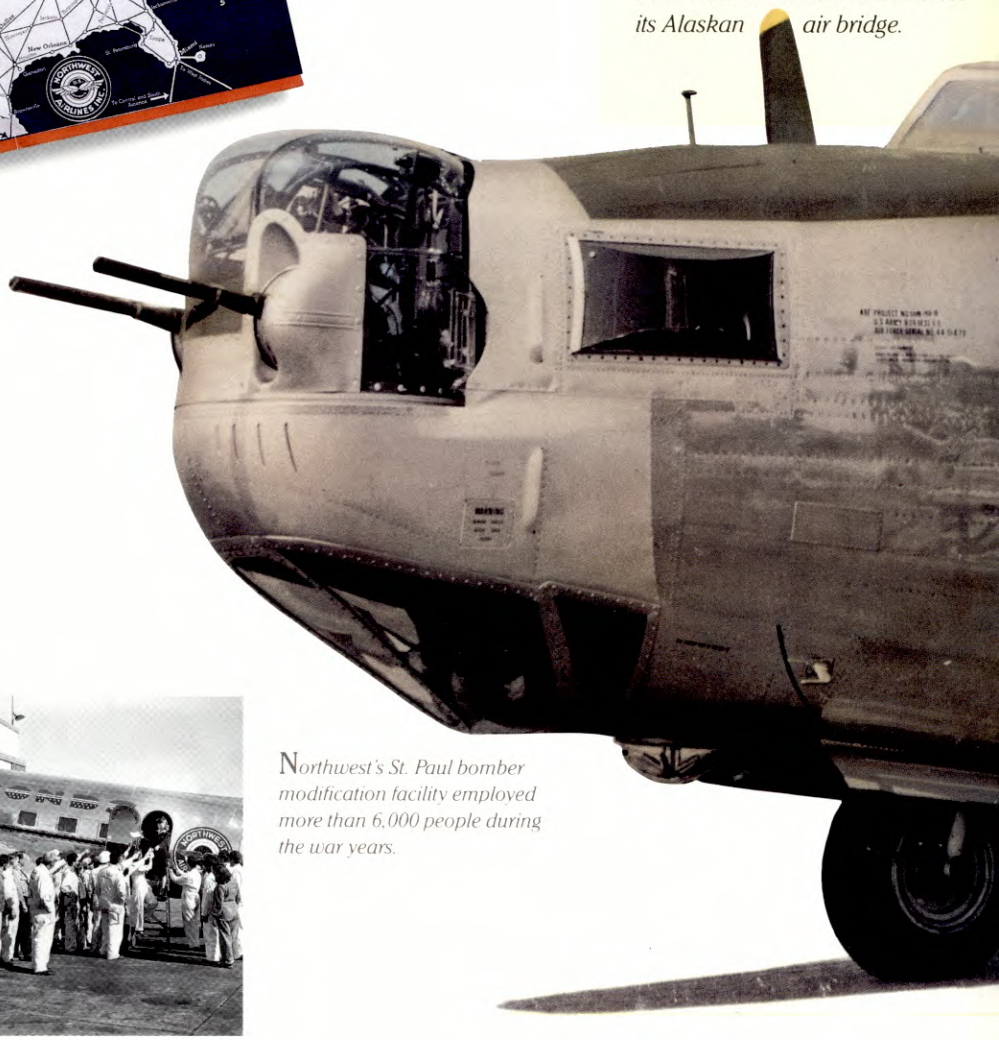
WINNING THE WAR

The Second World War exploded over Europe in 1939, although America did not enter the conflict for another two years. During this interval, Northwest became a publicly held corporation and passenger revenues exceeded mail revenues for the first time.

Nearly half of Northwest's fleet was appropriated by the U.S. Army for war duty. The Army compensated airlines by contracting with them to conduct operations for the Air Transport Command. Based on its experience with cold weather flying, Northwest was chosen to establish an aerial supply route to Alaska and the Aleutian Islands.

Operating its own fleet as well as military transports, Northwest provided essential support to troops in the Alaskan theater. By 1945, Northwest pilots had flown more than 21 million miles across its Alaskan air bridge.

A statement by company President Croil Hunter in this 1942 flight schedule explained how Northwest and its passengers could pitch in together on wartime efforts.



Northwest's St. Paul bomber modification facility employed more than 6,000 people during the war years.

Northwest also operated bomber modification plants in St. Paul and Vandalia, Ohio. At the St. Paul facility, 6,000 employees engineered and installed special equipment for more than 3,000 combat bombers. In addition, Northwest was called upon to conduct a variety of aviation research projects.

As the war in Europe ended, Northwest helped redeploy troops to the Pacific theater for the final assaults that would end the war. Using 14 military transports, Northwest operated a separate airline that carried more than 30,000 GIs from the East Coast to embarkation points on the West Coast.

Northwest received numerous military commendations for its help in winning the war. So decorated, Northwest stood poised for its next peacetime challenge—conquering the Northwest Passage.

One of Northwest's assignments during World War II was to run a bomber modification facility in St. Paul. Northwest outfitted more than 3,000 B-24 Liberators, B-25 Mitchells and B-26 Marauders with special equipment, including secret radar.

CONQUERING THE NORTHWEST PASSAGE

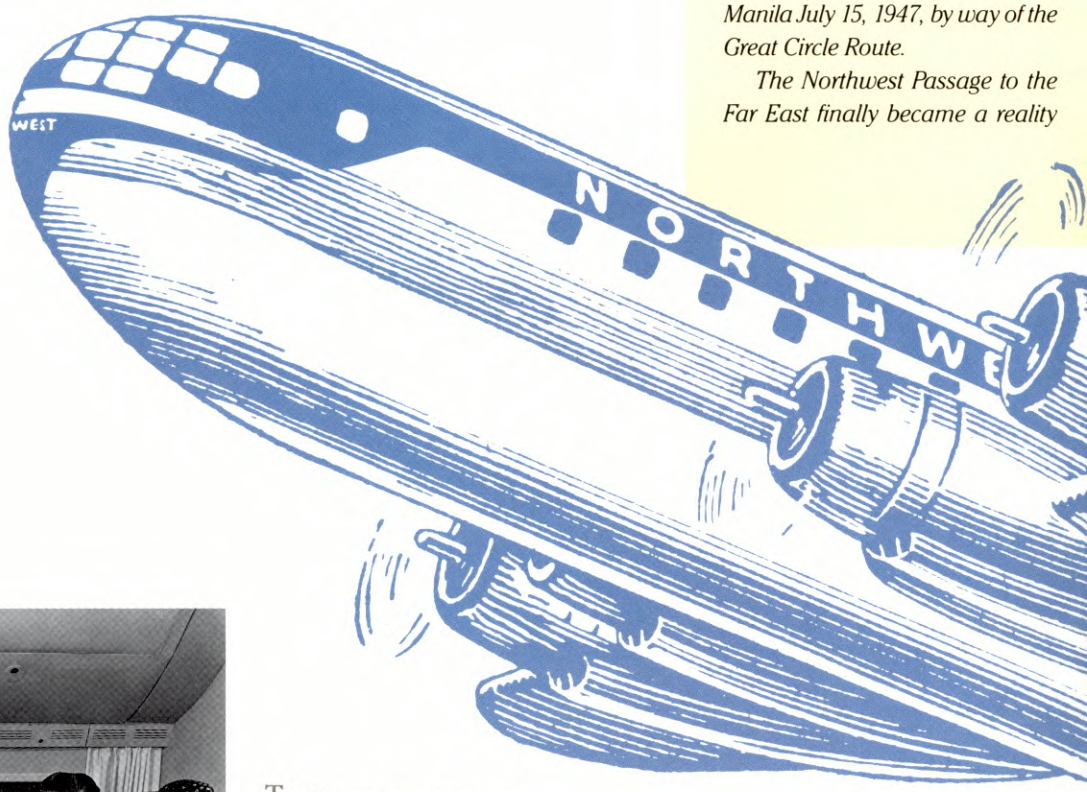
Having honorably discharged its Alaskan wartime duty, Northwest intended to use its experience to operate over the Northwest Passage to the Orient.

Following the war, Northwest opened commercial routes to Alaska based on two of its former military routes. On Sept. 1, 1946, service was inaugurated on the Outside Route, from Seattle up the rugged Pacific coastline to Anchorage. The following January, service was started on the Inside Route, from the Twin Cities to Anchorage via the Canadian prairie and Yukon.

The next step to the Orient was Shemya Island, in the Aleutians. Northwest introduced service from here to Tokyo, Seoul, Shanghai and Manila July 15, 1947, by way of the Great Circle Route.

The Northwest Passage to the Far East finally became a reality

Symbolizing its conquest of the Northwest passage to the Orient, Northwest adopted a new corporate logo in 1948, shown here on a baggage tag. The logo consisted of an arrow pointing in the northwest compass heading. At the same time, the famous red tail came into being.



The Boeing Stratocruiser was the largest and most luxurious airliner of its day. The first of 10 double-deck Stratocruisers was delivered in June 1949, and over the next decade these huge aircraft were featured on both transcontinental and Orient service.

when the first Northwest DC-4 touched down in Tokyo. Northwest Airlines had earned the right to be called Northwest Orient.

Even before turning to the Orient, Northwest had become the nation's fourth transcontinental airline in July 1945 by inaugurating service from the Twin Cities to New York. On Dec. 2 of that year Northwest became the first certificated airline to link the Pacific Northwest with Hawaii.

Given the company's enormous expansion in the post-war years, it was only natural for it to also adopt a new corporate logo. Early in 1948, the emblem that had remained largely intact since Northwest's founding was changed to a circular field with an arrow pointing to the northwest compass heading. At the same time, Northwest's aircraft were repainted with the now-famous red tail.

With its new logo pointing to a bright future, Northwest was positioned for its next period of expansion and growth.

The Northwest passage via the "Great Circle Route" was conquered when a Northwest DC-4 touched down in Tokyo in July 1947.

This flight cover commemorated the inauguration of Northwest's Tokyo-Seoul-Shanghai-Manila service in 1947.

ENTERING THE JET AGE

The decade of the 1960s signaled the end of piston-engine propeller aircraft at Northwest and the beginning of jet transportation.

Northwest entered the jet age in 1960, when it purchased five Douglas DC-8s. Each DC-8 carried 127 passengers and cruised at 550 mph—about 50 percent more seats and 200 mph faster than a DC-7C.

Northwest next bought 17 medium-range Boeing 720Bs in 1961, and used them primarily for domestic service. The company also purchased 41 Boeing 707-320s beginning in 1963. The intercontinental 707-320s were used for Far East destinations and long domestic runs.

By 1964, Northwest began adding new domestic capacity with the Boeing 727. Over the years, Northwest bought 85 of these popular, three-engined aircraft.

Northwest next upgraded its international fleet by taking delivery of its first Boeing 747 jumbo jet in 1970.

Northwest entered the era of the jumbo jet April 30, 1970, when its first Boeing 747 was delivered to the Twin Cities. The economies of the 400-passenger 747 revolutionized Northwest's Pacific passenger and freight service. The accompanying flight cover commemorated Northwest's inaugural 747 flight July 1, 1970.

Featuring the stylized tail of a Northwest jet, the company's current corporate logo was introduced in 1969.

The 747's passenger capacity was equal to nearly five Stratocruisers, and with a range of 6,000 miles it was ideally suited to the demands of Northwest's growing Pacific system. By the end of 1986, Northwest was operating 38 747s, one of the largest 747 fleets in the world.

Finally, in 1971, the company received the first of 22 McDonnell Douglas DC-10 jumbo jets for use on Northwest's longer domestic routes.

Between 1960 and 1971, Northwest's piston-engine aircraft were phased out and the company ordered 179 new jet aircraft. The significance of Northwest's entry to the jet age was embodied in a new corporate logo unveiled in 1962—the outline of a 707 tail within a red circle.

Northwest took delivery of its first Boeing 727 in late 1964. The most successful jetliner of all time, these tri-engined jets were purchased by Northwest over the years for domestic service.

In 1963 Northwest ordered its first Boeing 707-320 aircraft. The 707-320 was the replacement aircraft for the company's earlier and less efficient DC-8 jets. The first 707 went into service in mid-1963 on Northwest's Pacific system.

LEADING THE WAY IN THE PACIFIC

Northwest pioneered the Great Circle Route to the Orient in 1947, and with this success under its belt, the company was determined to become the leading U.S. airline in the Pacific.

The 1960s was a period of steady expansion in transpacific markets. Hong Kong service was inaugurated in 1966; Osaka, Japan, was added to the system in 1967; and in 1969 the long-sought California-Honolulu-Tokyo route was added.

By the mid-1970s, Northwest was carrying U.S. passengers to its hub in Tokyo, with spokes extending to six Far Eastern cities.

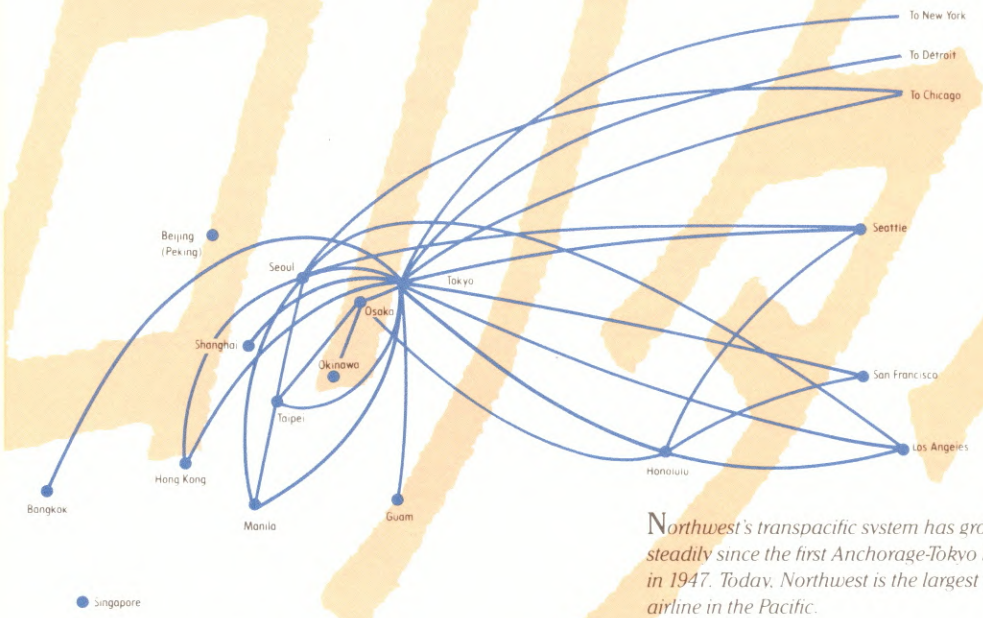
The pace of transpacific development picked up considerably in the 1980s.

These magazine and streetcar ads plus inaugural flight covers demonstrate Northwest's strong presence in transpacific markets over the years.

By 1986, daily nonstop service to Tokyo was operating from Northwest's six transpacific gateways. Seoul was connected to North America with nonstop service from Chicago, Los Angeles and Seattle.

At the end of 1986, Northwest was the leading U.S. flag carrier in the Pacific, operating an extensive network of six U.S. gateways and 11 Asian destinations, including hubs in Tokyo and Seoul. During the summer of 1986, this large transpacific complex carried passengers and freight to and from the Orient on 77 round-trip Boeing 747 flights per week.

Northwest has plans for continued growth in this imporant region. In 1987, the airline will begin service to Bangkok, Thailand, via Tokyo. In addition, nonstop service will be offered between Tokyo and Detroit, Northwest's largest domestic U.S. flight center.



Northwest's transpacific system has grown steadily since the first Anchorage-Tokyo flight in 1947. Today, Northwest is the largest U.S. airline in the Pacific.

Passengers disembark from a Northwest DC-7C in Tokyo in the late 1950s. The company earned the right to call itself Northwest Orient Airlines in 1947 with the advent of the Great Circle Route service to Asia.

SPANNING THE ATLANTIC

With a strong domestic system and growing transpacific operation in place, Northwest next turned its attention across the Atlantic.

Transatlantic service was introduced in 1979 and became profitable in just four years. The first transatlantic service involved 747 freighter flights from Boston and New York to Glasgow, Scotland, and Copenhagen, Denmark. Passenger service was introduced later in 1979 from the U.S. to Stockholm, Copenhagen and Glasgow. The following year, passenger service was added to Shannon, Ireland, and Oslo, Norway.

The next round of transatlantic expansion provided Twin Cities travelers with unparalleled service to Europe. In mid-1980, direct service began between Minneapolis/St.

This letter commemorates Northwest's inaugural flight from the Twin Cities to Copenhagen and Stockholm via New York March 31, 1979.

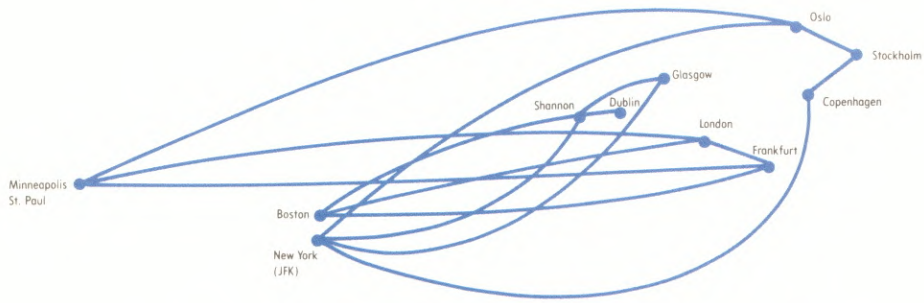
Northwest inaugurated nonstop service between the Twin Cities and Oslo, Norway, June 10, 1980.

Paul and London. This was bolstered a year later with nonstop service to Oslo. Then in 1984 Northwest linked the Twin Cities to Frankfurt and Boston to Dublin.

Among the 50 transatlantic carriers, Northwest ranked sixth largest in terms of passengers carried across the Atlantic by the end of 1986. During the 1986 peak summer season, Northwest operated 39 round-trip transatlantic flights per week to eight European cities from its gateway cities of New York, Boston and Minneapolis/St. Paul.

Overseeing the transatlantic route development was M. Joseph Lapensky, who was elected president and chief operating officer of the airline Oct. 1, 1976. He was named president and chief executive officer in 1979, and in 1983 was elected chairman of the board and chief executive officer.

Northwest's Atlantic system currently encompasses eight cities in England, Ireland, Scotland, West Germany, Sweden, Norway and Denmark. In 1986, Northwest ranked sixth largest among the 50 transatlantic carriers in terms of passengers carried to and from Europe.



EVERYTHING FROM COMPUTERS TO CATTLE

Over the years, a third Northwest business has been developed in addition to passenger and airmail service—air freight—and today Northwest runs the seventh largest air freight operation in the world.

Northwest became an early pioneer in the Pacific air freight business when it introduced all-cargo service in 1961 from New York to Tokyo using a converted DC-7C. Pacific freight operations were later spurred by the long-range Boeing 707-320, each carrying the entire cargo tonnage of a DC-7C freighter plus 112 passengers. This enabled Northwest to expand its transpacific cargo service throughout the 1960s, resulting in the decision to order Boeing 747F freighters.

The first three 747Fs were received in 1975, and they quickly revolutionized North-

Northwest is the only U.S. combination passenger/freight airline to operate a fleet of Boeing 747F all-cargo freighters, each with a payload of 130 tons. The company's six 747Fs operate in transpacific markets. Two more freighters will be placed in service in 1987.

Over the years, Northwest's 747 freighters have carried just about every conceivable type of cargo. Filling the mammoth hold of a 747F with Midwest breeding livestock for transport to Asia has become a routine operation for Northwest.

west's air freight business. With a payload of 261,000 pounds, the 747F's main deck has three times the cargo volume of an entire 707-320. With this capability, Northwest quickly developed the largest cargo operation by a wide margin among all U.S. passenger/freight combination carriers. At the end of 1986, the 747F fleet totaled six, with two more on order.

Used in Northwest's extensive transpacific system, the 747Fs have carried everything from computer parts and medical supplies, to perishable goods such as blue fin tuna and asparagus, to live cattle.

Freight is also carried in the bellies of passenger aircraft on Northwest's Pacific, Atlantic and domestic systems. To facilitate this worldwide cargo network, Northwest has developed automated freight facilities in several key markets.

Serving North America, Asia and Europe, Northwest's air cargo operation is the largest by a wide margin among all U.S. combination carriers. Northwest also runs the seventh largest air freight operation in the world.

THE NEXT GENERATION OF AIRCRAFT

Throughout its 60-year history, Northwest has operated the most modern aircraft available. Recent orders totaling more than $5 billion dollars ensure that state-of-the art aircraft will remain a distinguishing characteristic of Northwest.

The new-technology Boeing 757 was the first jetliner selected for Northwest's future domestic fleet. By the end of 1986, 26 757s were in service with another 10 on order.

The 184-seat 757 is the most advanced and fuel-efficient jetliner currently in use. On a Twin Cities to New York flight, the 757 burns 46 percent less fuel per seat than a 727-200 and 40 percent less than a DC-10. This efficiency is enabling Northwest to compete effectively in the deregulated marketplace.

To meet future domestic system needs, Northwest has ordered up to 100 Airbus A320-200 jetliners, the first 10 of which will be delivered in

Northwest is the launch customer for the new-generation Boeing 747-400, the first of which will arrive in 1988. Developed specifically to meet Northwest's transpacific requirements, the 747-400 will set the standards for efficiency and passenger comfort in the Pacific through the 1990s.

Northwest ordered up to 100 new-technology Airbus A320 jetliners in 1986, with delivery of the first 10 in 1990 and 1991. The other 90 aircraft orders are subject to confirmation for delivery between 1991 and 1995. Designed to be one of the quietest and most efficient aircraft in the world, the 150-seat A320 can be used as a replacement aircraft or to add capacity to the fleet.

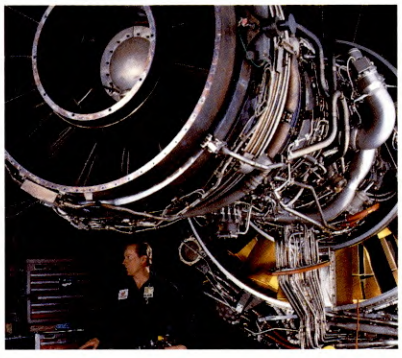
The Boeing 757 is the most efficient jetliner now in use. Northwest currently operates these 184-seat aircraft on domestic routes.

1990 and 1991. The flexibility in this agreement will allow Northwest to add capacity as required or to replace older Boeing 727s and DC-9s.

The new-technology Airbus A320 will seat 150 passengers and burn 50 percent less fuel than the 727. The A320 also will be one of the quietest aircraft in the world.

For future transpacific service, Northwest has ordered 10 Boeing 747-400s. Northwest is the launch customer for this new-generation aircraft, scheduled to enter service in 1988.

Developed specifically to Northwest's own set of requirements, the 747-400 will use 20 percent less fuel per seat than existing 747s. It will fly 432 passengers, up from the current 400, and have a 60-ton cargo capacity. With a longer range than current models, the 747-400 will easily operate the longest transpacific routes without payload restrictions. And, like the 757, the 747-400 will be operated with a two-pilot flight deck crew.



The state-of-the-art technology of the 757 enables it to be operated by two-person flight-deck crews, rather than the customary three. The advanced technology of the 757 allows it to cruise 6,000 feet higher than a 727 and conduct operations from runways that were previously unusable by comparably sized aircraft.

THE NEW NORTHWEST

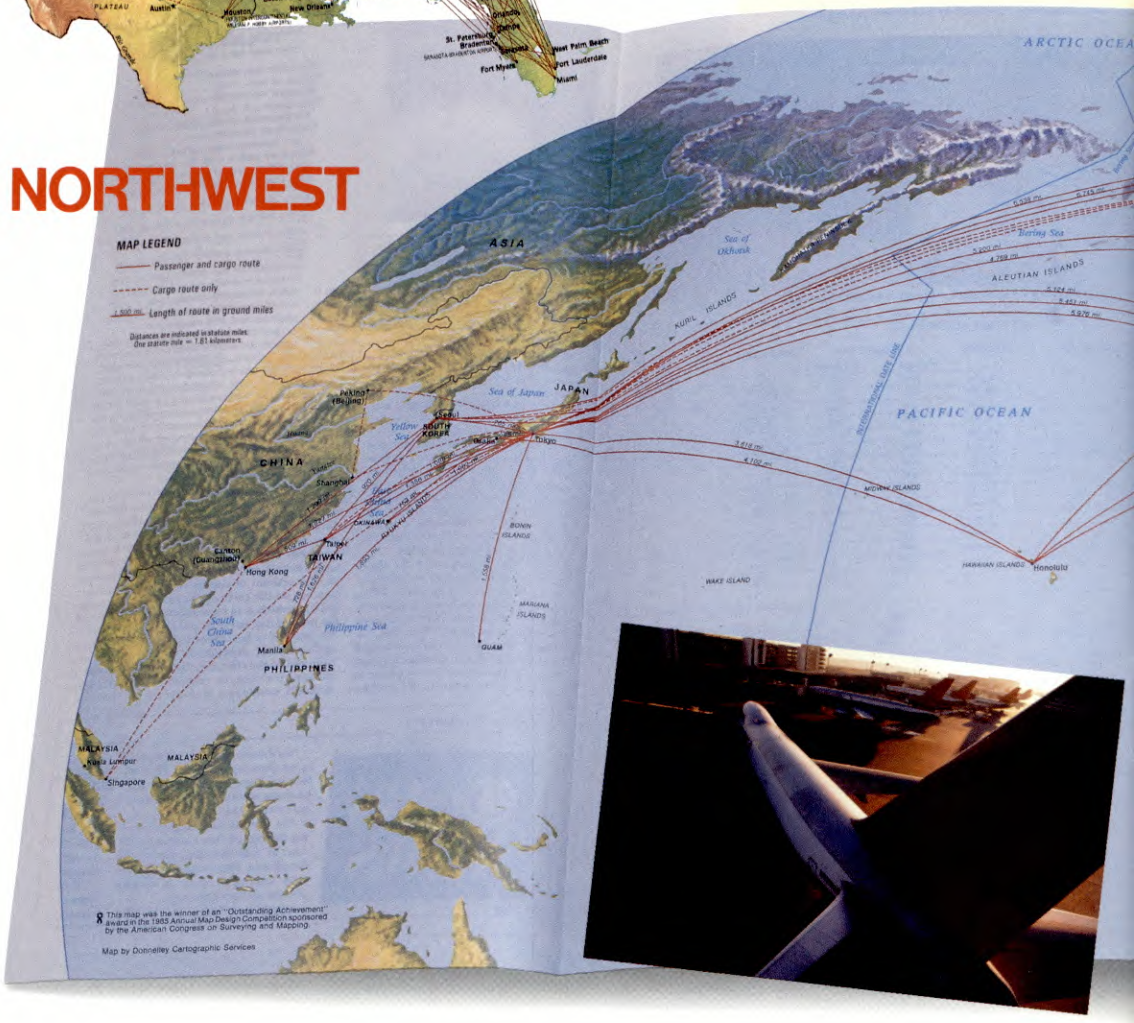
The year 1986 marked Northwest's 60th anniversary. Under ordinary circumstances, this would have been a time to look back on six decades of growth and service. However, these were not ordinary times, because 1986 also marked the birth of the New Northwest.

On July 29, 1986, the government approved Northwest's acquisition of Republic Airlines, creating the nation's fourth largest airline.

In addition to Minneapolis/St. Paul, Northwest was now operating two additional hubs at Detroit and Memphis. Northwest's fleet increased to 314 aircraft, and the airline was serving 135 cities in 18 countries and employing more than 33,000 people.

The merger of Northwest and Republic created one of the largest U.S. airlines. Whereas Northwest previously operated only one major domestic hub, in Minneapolis/St. Paul, the combined operation also includes hubs in Detroit and Memphis.

NORTHWEST



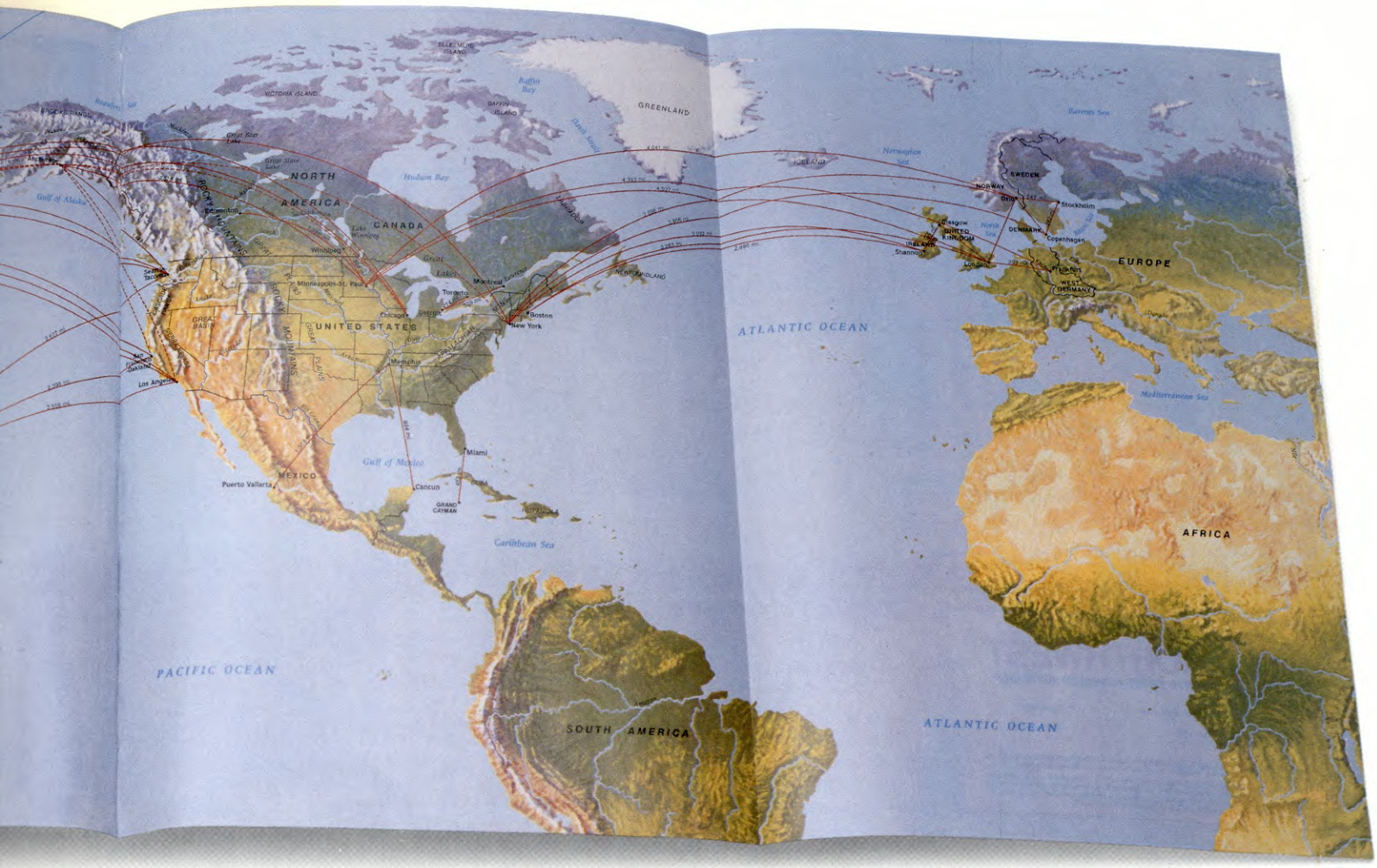
The combination of two medium-sized airlines with complementary fleets and route systems gave Northwest the size it needed to compete effectively in the deregulated airline industry. For the traveling public, this merger spelled more service and more destinations.

However, Northwest was "new" for other important reasons as well.

Heading into its 60th anniversary year, a holding company was formed to facilitate growth and diversification. Under NWA Inc., Northwest Airlines and five other companies operate as subsidiaries.

Northwest had a new chairman and chief executive officer, Steven G. Rothmeier, at age 40 the youngest chairman in the airline industry. John F. Horn, a 19-year veteran of the airline, was named president and chief operating officer.

Once the Northwest/Republic merger was finalized, work began on the massive job of repainting the former Republic's 171 aircraft in Northwest's colors.



Reflecting its global stature, the company dropped the word "Orient" from its airplanes and advertising, and is using only "Northwest."

Northwest moved into a new $17 million World Headquarters facility. And Northwest acquired a half-interest in PARS, one of the largest computerized reservations systems.

The new Northwest of 1986 was a far cry from tiny Northwest Airways, which started out in 1926 by flying Contract Air Mail Route 9 with two rented biplanes.

But some things never change, such as Northwest's commitment to providing the best and safest air transportation. This dedication will remain a Northwest hallmark as it flies into the future.

Northwest moved into its beautiful new World Headquarters facility in 1986.

Steven G. Rothmeier became Northwest's chairman of the board and chief executive officer in 1986. He previously held the posts of president and chief executive officer.

NWA Inc.
2700 Lone Oak Parkway
Eagan, MN