

Incorporating the 2005-2006 Summary Interim Financial Statement



November 2005 Issue number 35

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# Extended services to five cities in India

This Summary Interim Financial Statement does not contain sufficient information to allow as full an understanding of the results of the group and state of affairs of the company or of the group and of their policies and arrangements concerning directors' remuneration as would be provided by the full annual report and accounts. Shareholders who

would like more detailed information may obtain, free of charge, a copy on-line at www.bashares.com

## YOUR COMPANY'S PERFORMANCE

Martin Broughton explains the airline's performance during the first half of the year

Group pre-tax profit for the six months ended September 30 was £365 million, a fall of £3 million over the corresponding period of 2004. Profit attributable to shareholders was £261 million, compared to £268 million. Operating profit for the half-year amounted to £437 million, an increase of £63 million. The Board has decided not to pay an interim dividend.

In the second quarter of the financial year, pre-tax profit was  $\pounds 241$  million, a fall of  $\pounds 52$  million as a result of the Qantas share sale which boosted the figures. Operating profit improved by  $\pounds 16$  million to  $\pounds 261$  million.

### Half-year review

Given the economic and political events of the past months these results show the kind of resilience the market has come to expect from your company.

We experienced the euphoria of London winning the 2012 Olympic bid which was quickly dashed by the impact of the suicide bombings in the capital. Soaring fuel prices continued to dominate the industry. Our air cargo business (BAWX) was also subject to intense competition and the impact of high fuel costs. While cargo volumes were down 2.1 per cent at the half-year, yields were up 3.4 per cent.

Some of our staff took unlawful industrial action in support of Gate Gourmet catering suppliers.

Without the impact of the unlawful dispute in the second quarter, we would have been further along our journey towards our annual goal of a 10 per cent operating margin by an estimated £35 - £45 million. Controlling costs, which were up by 7.3 per cent at £3.8 billion for the six months, remains a challenge. Willie Walsh, who succeeded Sir Rod Eddington as Chief Executive in October, having joined us in May, reports on this and other priorities in his first statement to you.

Pensions and high fuel costs dominated the media headlines and public debate. British Airways, like most FTSE100 companies with defined benefit pension schemes, has a significant deficit in its New Airways Pension Scheme. We have launched a major internal communication campaign to inform staff about the issues and in 2006 we will discuss options to address the issue with the trustees and trades unions.

### Industry developments

Looking at broader industry issues, the EU has resumed talks with the US on open skies. It is an interesting time to be resuming negotiations – just as Delta and NorthWest join United and US Air in Chapter 11 and take advantage of all the subsidies available, so that they can compete more strongly on routes the US government opens up for

them. The EU wouldn't allow such subsidies but don't seem to object to externally subsidised airlines.

At the time of going to press we were awaiting the US proposals on foreign ownership restrictions with great interest. If meaningful, these could pave the way to real progress in the negotiations and true liberalisation of the industry. We believe, however, that it is better to seek a good deal than a quick deal and the US must deliver a significant change in their ownership rules.

It is still not widely recognised that there is already more competition on the North Atlantic between London and the US than any other major European gateway. There are four major airlines who compete out of London Heathrow on all major routes on the North Atlantic with an average of 23 flights a day from London Heathrow and New York. The comparable number for Frankfurt is six and for Paris 12. With the advent of niche allpremium airlines such as EOS and MAX Jet on the North Atlantic we face even more competition.

Other developments of note included the recent EU commitment to include aviation in the EU emissions trading scheme. We believe the EU scheme can provide a practical and realistic way of addressing the climate change impact of carbon dioxide emissions from aviation. A tax on fuel does not do anything to improve the environment.

We have been leading the industry in pushing for aviation to be included in emissions trading. We have reduced carbon emissions from our aircraft by eight per cent since 2000.

### Terminal 5

Terminal 5 is now less than 900 days away. It is the most significant opportunity and the most significant challenge we face. Terminal 5 will transform the experience for our staff and customers through new technology that will drive efficiencies and deliver critical cost savings.

We pride ourselves on the world class customer service we offer. It is part of our DNA and we must nurture it at all costs. The unlawful industrial action associated with the Gate Gourmet dispute was totally unacceptable. Formal proceedings are underway in our investigation into the circumstances surrounding the unlawful action taken by some of our ground services staff.

I would like to take this opportunity to thank our customers for the loyalty and patience they have shown through this period.

### Alliance developments

**one**world launched its biggest expansion drive since the alliance began more than six

years ago. Japan Airlines, Asia-Pacific's largest airline and the third largest in the world in revenue terms, announced its decision to seek membership in October. Royal Jordanian is set to join **one**world and became the first carrier from the Arab region to join a global alliance. Hungary's Malév, signed a memorandum of understanding in May as its first step towards joining.

#### **Board changes**

John Rishton, our Chief Financial Officer, is leaving in December to join the Dutch Company Ahold. I would like to thank him for his outstanding contribution in returning your company to financial health. Just 10 days after John became CFO, the tragic events of 9/11 sent the airline industry into a cataclysmic decline. So dire was the outlook that forecasters predicted the airline would go bankrupt within months.

With his fellow architects of the Future Size and Shape recovery programme, he built up cash to record levels, reduced debt dramatically by £4.2 billion from its peak and strengthened your company's balance sheet. He will be succeeded by Keith Williams, our current Group Treasurer and Head of Tax, who joined us in 1998.

We made further changes to the Board with the appointment of Mr Chumpol NaLamlieng as a non-executive director effective from November 1. He is currently President of Siam Cement Company, Thailand's largest industrial group listed on the Securities Exchange of Thailand, and Chairman of Singapore Telecom, Singapore's largest company. He is an outstanding business leader and his experience, combined with his particular knowledge of Asia, will provide further strength to the airline's Board.

### Outlook

Assuming continued stable economies and a rational capacity environment, some yield improvement is now expected for this financial year. Consequently, revenue is now expected to grow by between six - seven per cent, up 0.5 points from our previous guidance.

Despite the improved revenue outlook, market conditions remain broadly unchanged as significant promotional activity is required to maintain seat factors. Fuel costs continue to be a challenge for the industry, but our guidance is unchanged with total fuel costs expected to be up by £525 million this year.

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Martin Broughton, Chairman

# CHIEF EXECUTIVE'S VIEW

As this is my first statement in Investor since taking over as Chief Executive, I would like to use this opportunity to talk about the key issues facing the business in the short to medium term.

There is no change to the current business plan priorities and these are, first and foremost, preparing for the move to Terminal 5 in March 2008. The second priority is investing in our services and people. Prior to September 2001, we had invested heavily in our products and we were fortunate at that time to have an excellent product, which was unmatched by any of our competitors. Post 9/11, we adopted a very aggressive approach to capital expenditure reduction and, while this has helped to transform the balance sheet, we accept that some aspects of our service has suffered as a result of the lack of investment. We will make sensible investments in training staff and in ground and inflight services where they are driven by customer demand and generate a financial return for our business.

Our third priority is to build a competitive cost base. This is a critical issue and our current cost performance is not good enough. We need to re-energise our efforts to deliver more. Simplification is the key to driving out cost. We remain committed to achieving an operating margin of 10 per cent and delivery of our business plan will be fundamental to achieving this goal.

Coming back to Terminal 5, the move to a single campus operation in March 2008 will provide us with the opportunity to transform the way we operate at our home base at Heathrow. It will enable us to introduce new, more efficient and more relevant ways of working and it will represent a massive improvement for our customers and staff.

Looking beyond some of the business plan priorities, industry consolidation is high on the agenda but contrary to media speculation, we are not active at this time. In the meantime we will continue to develop commercial relationships with other airlines.

On open skies, I hope the European Commission's mandate to negotiate an open aviation area between the EU and the US should lead to a level playing field. In the current round of negotiations however, Washington's failure to offer any substantive concessions on lifting foreign ownership control of US airlines is a missed opportunity. On other key matters, after a recent shorthaul review, we have decided to retain a two class operation at Heathrow and at Gatwick but we will make targeted changes in the three shorthaul segments. At Heathrow, we will do so through the Fit for 5 programme, at Gatwick, we have set challenging cost and revenue targets. Our regional operations will be restructured and details will be announced in the New Year.

Fleet is a critical issue, but renewal is not imminent due to the relatively young age of our aircraft. Any new fleet decisions will be based on the economics of the business and will focus very much on sustainable and profitable growth.

Willie Walsh, Chief Executive

# New Board Member Martin George

New Executive Board Member Martin George is looking forward to the coming year: "The next 12 months will see a period of investment in our products resulting in major improvements to the inflight experience. I want to give all our customers the best possible experience when they fly with British Airways, making the whole process of getting to their destination comfortable and enjoyable."

As Commercial Director for British Airways Martin's focus is the customer: "I see it as my responsibility to make sure that the customer is at the heart of everything we do and that people want to fly with us again and again. To make that happen we need to make sure we think through every part of their journey and ensure we are putting ourselves in our customers' shoes.

ba.com has revolutionised the booking process, allowing our customers to find the right flight at the right price and check-in in the comfort of their own homes. With Terminal 5 just around the corner we are working hard to ensure that BA continues to set new standards for passenger comfort and convenience. We want to invest in the products and service that matter to our customers – we are

determined to improve quality whilst continuing to reduce our costs."

In October this year Martin appointed a new advertising agency, BBH, to work on British Airways' advertising across the world.

"British Airways has a wonderful brand, one that

is known and respected around the world. Working with BBH will give us the opportunity to bring our brand alive through new and creative advertising and marketing, and excite not only our customers, but everyone who works for British Airways too."

Martin became Commercial Director in August 2004 and has wide-ranging responsibilities across the business covering worldwide sales and marketing, global PR, e-commerce and World Cargo. Martin took on responsibility for cabin crew and catering following the retirement of Mike Street, in September, 2005.



Martin joined British Airways in 1987 and has worked in a variety of sales and marketing roles both in the UK and the US. He became the airline's Director of Marketing in 1997 and led, in 2000, the biggest investment in airline history when the airline upgraded all its cabins and introduced the groundbreaking Club World flat bed.

Prior to joining the aviation industry Martin spent three years in marketing at Cadburys Ltd after graduating in 1984 from Loughborough University with a management science degree.

He is also Chairman of Airmiles, a subsidiary of British Airways, a nonexecutive director of Uniq plc, a European chilled convenience food group and has held the Chairmanship of the Marketing Group of Great Britain and was until recently on the Board of VisitBritain.

## INTERIM ACCOUNTS

For the six months ended September 30, 2005

### Summary consolidated income statement

Unaudited - for the six months to September 30, 2005

			Better/
£ million	2005	2004	(worse)
Most of our revenue was earned from our main business, airline operations			
Income from passengers flying on our services, plus excess baggage, was	3,482	<i>3</i> ,330	4.6%
Freight and mail carried on scheduled services brought in another	239	236	1.3%
Added together, that gave us a total traffic revenue of	3,721	3,566	4.3%
Income from other airline related activities and fuel surcharges earned	543	374	45.2%
This gave us a total consolidated TURNOVER of	4,264	3,940	8.2%
Our expenses comprised:			
Pay, pension contributions and other employee costs	1,138	1,091	(4.3)%
Depreciation and amortisation of fixed assets	349	359	2.8%
Charges for hiring the aircraft we fly on operating leases	56	53	(5.7)%
Fuel and oil costs (net of hedging)	765	529	(44.6)%
Engineering and other aircraft costs	235	211	(11.4)%
Airport landing fees and air traffic control charges	287	286	(0.3)%
Handling charges, catering and other operational costs	482	470	(2.6)%
Selling costs	214	273	21.6%
Currency differences	(3)	(12)	(75.0)%
Accommodation and ground equipment costs	304	306	0.7%
In total, therefore, our overall consolidated operating costs were	3,827	3,566	(7.3)%
Deducting this from our consolidated turnover left a consolidated OPERATING PROFIT of	437	374	16.8%
We took into account our fuel derivative gains*	13		nm
Interest payable amounted to	(113)	(134)	15.7%
Interest receivable amounted to	43	40	7.5%
Financing income and expense relating to pensions amounted to	(8)	(22)	63.6%
Retranslation (charges)/credits on our currency borrowing amounted to	(10)	11	nm
The net (loss)/profit on disposal of fixed assets and investments during the year was	(2)	81	nm
Our share of the profits in our associated undertakings was	3	17	(82.4)%
Income relating to fixed asset investments were	2	1	100.0%
This produced a consolidated PROFIT BEFORE TAX of	365	368	(0.8)%
Then we adjusted for tax totalling	(104)	(100)	( <b>4.0)</b> %
This produced a consolidated PROFIT AFTER TAX of	261	268	(2.6)%
The consolidated profit attributable to shareholders was	261	268	(2.6)%
Part of our profits are owed to a minority shareholder in one of our subsidiaries			
	261	268	(2.6)%

The standard measure of a company's promability is calculated by dividing prom

attributable to shareholders by the average number of shares in issue during the period

Basic	23.7p	24.4p	(2.9)%
Diluted	23.1p	23.7p	(2.5)%

nm = not meaningful

\* Fuel derivative gains reflect the ineffective portion of unrealised gains and losses on fuel derivative hedges

### Independent review report to the members of British Airways Plc

### Introduction

We have been instructed by the Company to review the financial information for the six months ended September 30, 2005, which comprises the Consolidated Income Statement and Consolidated Balance Sheet. We have read the other information contained in the interim report and considered whether it contains any apparent misstatements or material inconsistencies with the financial information.

This report is made solely to the Company in accordance with guidance contained in Bulletin 1999/4 'Review of Interim Financial Information' issued by the Auditing Practices Board. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company, for our work, for this report, or for the conclusions we have formed.

#### Directors' responsibilities

The interim results, including the financial information contained therein, is the responsibility of, and has been approved by the directors. The directors are responsible for preparing the interim report in accordance with the Listing Rules of the Financial Services Authority.

The next annual financial statements of the Group will be prepared in accordance with those IFRSs adopted for use by the European Union.

The accounting policies are consistent with those that the directors intend to use in the next financial statements. There is, however, a possibility that the directors may determine that some changes to these policies are necessary when preparing full annual financial statements for the first time in accordance with those IFRS adopted for use by the European Union.

#### Review work performed

We conducted our review in accordance with guidance contained in Bulletin 1999/4 'Review of interim financial information' issued by the Auditing Practices Board for use in the United Kingdom. A review consists principally of making enquiries of Group management and applying analytical procedures to the financial information and underlying financial data, and based thereon, assessing whether the accounting policies have been applied. A review excludes audit procedures such as tests of controls and verification of assets, liabilities and transactions. It is substantially less in scope than an audit performed in accordance with International Standards on Auditing (UK and Ireland) and therefore provides a lower level of assurance than an audit. Accordingly we do not express an audit opinion on the financial information.

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#### **Review Conclusion**

On the basis of our review we are not aware of any material modifications that should be made to the financial information as presented for the six months ended September 30, 2005.

Ernst & Young LLP, London, November 3, 2005

# **INTERIM ACCOUNTS**

For the six months ended September 30, 2005

### Summary consolidated balance sheet

Unaudited – as at September 30, 2005

£ million	2005	2004
The consolidated tangible assets comprised:		
Our fleet	6,783	7,026
Property	970	1,034
Computers, ground and other equipment	372	421
The consolidated intangible assets comprised:		
Goodwill	72	72
Landing rights	119	93
Other intangible assets	51	50
Together, these represented our intangible and tangible assets, of	8,367	8,696
In addition, we had invested in other businesses	144	147
The market value of financial assets that are available for sale was	4	
We had pension assets of	138	128
Amounts receivable by us after more than one year were	117	39
Assets held for sale were	1	1
Our current assets, mainly money we are owed, our "cash in hand" and stock, represented	3,492	3,046
Therefore our total assets represented	12,263	12,057
The money invested in the British Airways Group comprised:		
Our called-up share capital, some 1,130.9 million 25p shares	283	271
Treasury shares	(11)	(30)
Our reserves	1,747	835
	2,019	1,076
Amount due to a minority shareholder in one of our subsidiaries was	11	
Amount due to equity minority interests was		11
Amount due to non-equity minority interests was		200
Together our total shareholders equity and minority interest were	2,030	1,287
The liabilities that we have provided for are:		
Our pension liabilities	1,813	1,839
We have provided for deferred tax	987	794
We have also made provision for other liabilities and charges	36	54
So our total provisions are	2,836	2,687
In addition, we owed to creditors amounts due after more than a year which included:		
Interest bearing long-term borrowings of	3,902	4,544
Other long-term liabilities of	334	308
So the amounts we owe after more than one year are	4,236	4,852
We also owe creditors amounts due within one year which included: The nominal value of our Convertible Capital Bonds 2005, at £1 each		112
Most passengers book, and pay for, tickets in advance. This money, and amounts		
owing to creditors that are payable within one year, totalled	3,099	3,095
Current tax payable	62	24
Therefore our total shareholders' funds and liabilities represented	12,263	12,057
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The summary financial statement on pages 4 to 6 was approved by the Directors on November 3, 2005.

Willie Walsh, Chief Executive Officer John Rishton, Chief Financial Officer

# **INTERIM ACCOUNTS**

For the six months ended September 30, 2005

### Reconciliation of results under IFRS to results under US GAAP

Unaudited – for the six months to September 30, 2005

£ million	2005	2004
Net income for the period as reported in the consolidated statements of income US GAAP adjustments	261 (127)	268 (25)
Net income as adjusted to accord with US GAAP	134	243
Net income per American Depository Share as adjusted to accord with US GAAP:	Pence	Pence
Basic	121	227
Diluted	118	221

## Reconciliation of shareholders' equity under UK GAAP to shareholders' equity under US GAAP

Unaudited – as at September 30, 2005

£ million	2005	2004
Shareholders' equity as reported in the consolidated balance sheet US GAAP adjustments	2,030 478	1,287 975
Shareholders' equity as adjusted to accord with US GAAP	2,508	2,262

## Key performance indicators

Airline Scheduled Services	For the six months to September 30, 2005	Higher/ (lower)
Passengers carried (000)	18,944	(0.9)%
Revenue passenger kilometres (RPKs) (m) The number of passengers carried, multiplied by the distance they flew in kilometres	57,580	3.1%
Available seat kilometres (ASKs) (m) The number of seats available for sale, multiplied by the distance they flew in kilometres	74,158	1.9%
Passenger load factor (%) The percentage of seats available that were actually purchased	77.6	0.9pts
Revenue per RPK (p) How much we received on average from each passenger for every kilometre flown	6.05	1.5%
Tonnes of cargo carried (000)	382	(11.0)%
Aircraft in service (as at September 30, 2005)	288	1
Average manpower equivalent (MPE) The number of employees adjusted for part time workers and overtime	46,112	(0.3)%
Productivity (in terms of available tonne kilometres per MPE) (000)	250.9	2.1%

# **NEW NON-EXECUTIVE BOARD MEMBERS**

# **Baroness Symons**

The appointment to the Board of British Airways is a new challenge for Baroness Symons of Vernham Dean. It is her first non-executive directorship.

While she may have little experience working for a FTSE100 company with a high profile, she is no stranger to the spotlight. She brings with her a wealth of experience as a trade unionist and as a Minister of State for the government where she also served as Deputy Leader of the House of Lords.

"British Airways is a terrific company and I am looking forward to learning more about the business and the people. It is the flagship airline for the UK and I am proud to be more closely involved with it. In the wake of 9/11 I watched how the company responded to the huge challenges that faced the industry. That was a clear indicator to me of the resilience and resolve of the company."



career in the civil service and then moved to the trade union movement, first to the I n I a n d Revenue Staff Federation

Liz Symons

her

began

and then on to the First Division Association, the top civil servants trade union where she became General Secretary.

She was made a life peer in 1996 and a junior minister in the foreign office in 1997. She went on to become a Minister for State for defence, trade and finally for the Middle East. She was also the Prime Minister's Personal Envoy to the Gulf.

"The company faces some big issues. This is a highly competitive industry which is very sensitive to everything from the price of fuel to international relationships. Ensuring a level playing field with America, whose airlines enjoy the protection of Chapter 11 bankruptcy, is vital. Pension funding is also a huge problem, not just for the airline but for everyone in this country," she added.

She sees the role of the non-executive director as providing a strong, independent voice, ensuring the company remains prosperous and above all, safe and secure. In the meantime, she maintains her role as a privy councillor and attends the House of Lords regularly, sitting on an all-party committee that looks at European legislation. She is married and has a son aged 20. In her spare time she likes to tend her garden in Hungerford.

# Ken Smart CBE

With more than 40 years experience of the aviation industry Ken Smart CBE was

appointed as a non-executive director of BA in July 2005 and Chairs the Board's Safety Review Committee.

Following a background in aeronautical engineering during the 1960s, Ken moved to the Air Accident Investigation Branch where he spent 30 years including the last 14 years as the UK's Chief Inspector of Air Accidents from 1990 to 2005.

He was appointed Chairman of the UK's Board of Transport Accident Investigators, which was set up by the Department for Transport in 2003. The role of the Board was to share and implement best practice across air, marine and rail accident investigation organisations.

He also worked closely with the Department of Health to improve areas of

patient safety and introduce a more "ioined-up" health service which shared

information and analysed safety related events in a more co-ordinated manner.

"I feel I can bring an experienced and independent voice to British Airways. The airline's top priority is to ensure the safety of customers and staff at all times and I hope I can help provide independent advice in helping the airline

to maintain its reputation in this area."

Outside his role on the Safety Review Committee, Ken sees the main challenge facing British Airways as how to turn everyone's hard work of the past few years into sustained long term profitability.

He said: "We have to achieve a 10 per cent operating margin and our role as nonexecutive directors is to provide an independent and constructive challenge to the management to ensure the company is run profitably and to make sure that shareholders and staff can share in that success.

Terminal 5 is a tremendous challenge for all of us but it is also a tremendous opportunity to bring our operations together in one place. I hope everyone will grasp the opportunity we have been given."

In recognition of his contributions to air safety he was honoured with a CBE in 1996, the Royal Aeronautical Society's "Wakefield Gold Medal" in 1995 and last month the Guild of Air Pilots and Air Navigators awarded him the "Sir Barnes Wallis Medal", for his exceptional contribution to aviation.

Outside of work Ken's main interests are sport especially tennis and mountaineering. He has a passion for motorbikes and spends some of his spare time restoring historic British made models. He is married with two grown-up children.



## SHAREHOLDER OFFER

Save 10 per cent on hotels and car rental with British Airways Holidays.

With the growth in demand for city and short breaks, British Airways Holidays has increased its range of hotels in many destinations around the world and to celebrate we are offering shareholders a 10 per cent discount on all hotel and car rental bookings made on-line between 1 December 2005 and 31 January 2006, for travel up to March 2006.

The offer is available to UK resident shareholders only when booking online, and paying in Pounds Sterling, for journeys that originate and are booked in the UK, within the dates shown above. Standard terms and conditions apply.

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## **UK Directory**

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#### **Shareholder Information**

For queries in relation to your shareholding or shareholder benefits: *Company Registrars* Computershare Investor Services PLC PO Box 82, The Pavilions, Bridgwater Road, Bristol BS99 7NH

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With your shareholder reference number you can check your shareholding on-line at www-uk.computershare.com/investor

British Airways Shareholder Services can be contacted at: company.secretary@britishairways.com

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