

BRITISH AIRWAYS



Investor

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Summary 2001-2002 interim
financial statement

Concorde return to service



Your company's performance

Lord Marshall explains the airline's performance during the first half of the year

The worldwide airline industry is going through an extremely difficult time and British Airways is clearly not immune to its causes and effects. Even before 11 September, our business was in the grip of a global economic downturn. After those devastating events, the decline in traffic and revenue accelerated rapidly. The impact on our interim and second quarter results should come as no surprise to shareholders.

Group pre-tax profit for the six months ended 30 September was £45 million, a fall of 70 per cent. For the second quarter (July-September) profit before tax amounted to a marginal £5 million, compared to £200 million last year.

Your Board decided, and announced in early October, that no interim dividend would be paid.

For the six months, group revenue totalled £4.5 billion, a fall of 6.5 per cent. (second quarter: £2.3 billion, a drop of 11.8 per cent). Capacity was down by 10.6 per cent (12.6 per cent); performance, in terms of revenue passenger kilometres, by 14.0 per cent (16.5 per cent); and seat factor by 2.8 percentage points (3.5 percentage points).

Cargo was particularly affected by ongoing economic slowdown and the terrorist attacks of 11 September. In the second quarter, freight revenue reduced by 26.3 per cent and volume by 24.6 per cent.

During the week of the terrorist attacks in the USA, passenger traffic across the Atlantic fell by 60 per cent and £48 million in revenue was lost, due mainly to the closure of US airspace. Many thousands of anxious passengers were stranded on either side of the Atlantic. I want to extend our sympathies to the families of those who lost their lives due to terrorism. I also wish to apologise to our customers who were directly, or indirectly, inconvenienced by events beyond our control; and pay special tribute to all those employees who worked tirelessly - many on a voluntary basis - to arrange care, comfort and an eventual flight home. They demonstrated the very best traditions of British Airways.

We are grateful to our Government for its rapid response to the insurance dilemma resulting from the cancellation of policies. Without its provision of guarantees for carriers, to cover the differences between the very low level of insurance available in the market and the legal requirement, UK airline fleets would have been grounded.

The EU Commission's recommendations to - and approval by - the Council of Transport Ministers on measures of admissible support for airlines has also been appreciated. With blatant state aid thankfully ruled out, the Commission has proposed that compensation be paid to cover losses over the four days of US airspace shutdown; that airport slots unused because of

temporary cut-back be protected; and that government assistance with insurance cover should continue. Your company's concern is to see that measures agreed at the European level are applied by our Government in an even-handed way that does not place us at a disadvantage with competitors.

Our prime, overriding focus has, as always, been on safety and security. We are determined to invest in the most appropriate, most intelligent, security systems available. Some additional measures have already been announced and we continue to consider every option for enhancing the protection of passengers and employees, in the air and on the ground.

Currently, business remains depressed, year on year. In October, passenger traffic was down by almost 25 per cent, with volume on American routes reduced by as much as 30 per cent. Overall premium class business fell by 36 per cent.

As we were already committed to a strategy of careful capacity management and cost control, including some manpower reduction, a more drastic response was essential. Since 11 September, we have announced a cut-back equivalent to a further 5,400 jobs; and an additional reduction in the flying programme of eight per cent. Progress on a wide-ranging agenda to reduce costs in the face of falling revenues is detailed by the Chief Executive in his report. So, also, is the programme of powerful sales and marketing initiatives designed to reinvigorate the business and leisure travel markets. I particularly wish to mention the pay and remuneration cuts being taken by so many of our people, Board members' fees included. I am grateful to all of them and to the supportive trade unions who have the best, long-term interests of British Airways and its employees at heart.

There have been some positive developments over the last six months, as the Chief Executive reports. Most notable among them has been the successful re-certification of Concorde. Our supersonic flagship resumed regular scheduled service between London and New York on 7 November. Concorde's return is expected to be greeted with acclaim on both sides of the Atlantic and will do much to rally the air travel market, while demonstrating our strong support for New York's recovery.

In October, we announced the decision to combine two UK subsidiaries, under the name of British Airways CitiExpress, to create the second largest regional carrier in Europe. With a fleet of 92 aircraft, serving 120 routes, this new airline operation underlines our commitment to UK regional markets.

The long-awaited decision on Heathrow's Terminal 5 appeared to be imminent at the time of writing and is expected to be positive. Go-ahead for Terminal 5 would not only secure British Airways' future development at its principal base of operations, but would also be a massive vote of confidence in our industry on the part of Government.

Since September's horrific events, our industry has witnessed a continuous stream of cut-backs, lay-offs, aircraft grounding and airline bankruptcies as the effects of terrorism have taken their toll. For several airlines, the situation remains life-threatening; and the International Air Transport Association (IATA) is predicting a collective industry loss of US\$ 10 billion (£7 billion) for 2001. It will be the biggest deficit, by far, in any single year.

There is no doubt that the industry's out-dated regulatory and ownership structure is in urgent need of radical change. The industry in Europe must be allowed to consolidate and we must press harder than ever for legislative change to permit cross-border merger, acquisition and joint equity venture.

For the immediate future, the unresolved political/military outcome of current events means that the economic crystal ball remains cloudy. Air travel demand is very largely linked to the health of the US, European and Asian economies and the extent of consumer confidence. Overhead and running cost concerns centre on fuel, insurance, employment and reinforced security measures. From 9 November a passenger surcharge of £2.50 (US\$4) will be levied on flights to help recoup some of the additional security and insurance costs.

Many uncertainties surround both the demand- and supply-side features of our business, but our hope is for economic recovery to emerge slowly in the second half of next year.

In the meanwhile, we have taken steps to secure our liquidity and stringent business protection strategies are firmly in place. Having invested last year in significant service improvements, we have an attractive, up-to-the-minute, range of products.

We are acutely aware of the new business environment and are fast adapting to it.

The second half of this financial year is unlikely to be comfortable for shareholders, employees and suppliers, alike. It may, at times, be stressful for all concerned and we must anticipate a significant operating loss for the year.

We are, nevertheless, confident that British Airways will recover steadily to maintain a leading, influential role in the global air transport industry of the future.

Company news

Introducing our new board members



John Rishton,
Chief Financial Officer

To say that John Rishton had a baptism of fire is something of an understatement.

Just six working days after taking over as Chief Financial Officer from Derek Stevens, four jets were hijacked in the United States and almost overnight the world became a very different place.

"It is no exaggeration to say that 11 September turned the whole world upside down," he said "and the fact that commercial aircraft were used as guided missiles to bring the twin towers down will have everlasting consequences for the airline industry."

"After the initial shock - and then disbelief on Tuesday night - it was clear that this was going to have very serious business implications for us and our customers."

"On Wednesday morning - the day after the US attacks - British Airways set up a group to assess and mitigate the economic impact. The following day at Chief Executive Rod Eddington's first post 11 September management briefing we announced that for the foreseeable future "Cash is King."

"It soon became clear that this was not something that was just going to affect aviation but the economy of the whole world."

"The outlook is still very unclear, but we are taking the decisive actions necessary to protect the company."

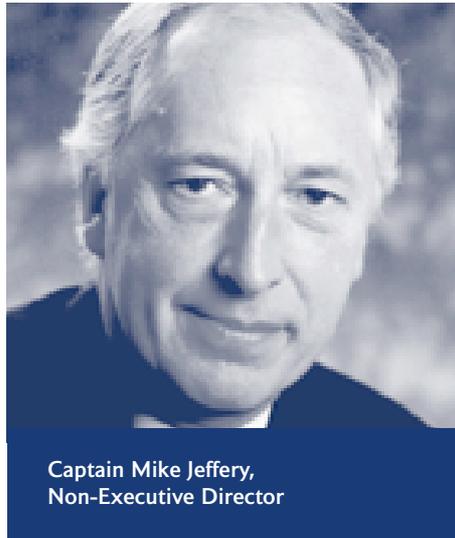
"Traditionally people who worked in finance were considered book-keepers who told people what had happened, rather than what was going to happen. That, however, is not my view of Finance - the Department is at the heart of

critical business decisions and processes and will help drive the business towards a successful future."

John's road to British Airways began after he had graduated in economics at Nottingham University. He joined Ford in 1979 and was the car giant's Finance Director in both Portugal and Spain before joining British Airways as the Senior Vice President, Finance, in New York seven years ago.

Outside British Airways, John lists his interests as "family and football" - he has three boys aged four, six and eight - and he coaches a local under-seven football team.

"I am not sure what a normal day is in this job, but have probably gained five years of experience in five weeks!"



Captain Mike Jeffery,
Non-Executive Director

Captain Mike Jeffery is the first to acknowledge that the tragic events of 11 September which shook the world will change the future of aviation.

"It was tough enough before that day, with foot and mouth and problems with the US economy, but 11 September totally changed the environment," he said.

For British Airways, it represented a huge challenge, but Mike - talking to *Investor* just a few minutes after attending his first Board meeting at Waterside - had nothing but praise for the way the Leadership Team have handled the company since that fateful day.

"It is very tough out there, and it is going to take the determination of everyone in the airline to

find some solutions to some very difficult problems."

"But we have some excellent people in British Airways. They say that every cloud has a silver lining, and I believe that there is a great opportunity for British Airways to come out of all this as a much stronger entity."

British Airways has always had someone with operational experience on the Board, and Mike fills the slot vacated by Captain Colin Barnes, who retired at the end of September.

Mike's 35-year career at British Airways (he was presented with his long service certificate by Lord Marshall and Mike Street in January) began in 1966 as a Trident co-pilot, rising to Captain flying Viscounts in the Highlands and Islands by 1974. Two years later he went into flight management, and by 1986 had been appointed GM Flight Operations.

In the 1990s he worked in Engineering under Alistair Cumming and ran the airline's major maintenance division before being appointed Director of Flight Operations in 1995, a post he held for five and a half years.

His non-executive responsibilities on the Board include chairing its Safety Review Committee. He is also a member of the Chartered Institute of Transport.

Outside work, Mike enjoys shooting, fishing and watching sport. He has been a member of the MCC since his early twenties, when, in a series of qualifying innings, he scored three successive hundreds to earn the right to wear the coveted yellow and orange striped tie. He has been a regular visitor to Lord's ever since.

Board Members

Chairman

Lord Marshall of Knightsbridge

Executive Directors

Roderick Eddington

John Rishton

Michael Street

Non-Executive Directors

Martin Broughton

Michael Davies

Dr Ashok Ganguly

Captain Mike Jeffery

Baroness O'Cathain

Dr Martin Read

Lord Renwick of Clifton

The Hon Raymond Seitz



Return to service

Concorde's return to the skies this month came as a welcome boost for British Airways during one of the most difficult periods in the airline's history.

The supersonic flagship took off from Terminal 4 on 7 November, marking the resumption of scheduled services to New York after a gap of almost 15 months.



Since the Air France tragedy outside Paris on Tuesday, 25 July last year which claimed the lives of 113 people - and led to the aircraft's airworthiness certificate being withdrawn - work has gone on on both sides of the Channel to ensure that such a disaster can never be repeated.

Safety modifications

After the fuel tanks have been lined with kevlar rubber, new tyres fitted and wiring on the undercarriage strengthened, Concorde's airworthiness certificate was restored by the Civil Aviation Authority on 5 September.

The modifications were followed by a series of operational assessment and crew training flights from Heathrow and Shannon, culminating in a full transatlantic flight on 22 October.

British Airways was able to resume a daily service to New York when three of its seven

Concordes - *Alpha Echo*, *Alpha Foxtrot* and *Alpha Golf* - had successfully completed the modification programme.

Business as usual

Such is the aircraft's appeal that on the first day of sale, almost 1,500 flights were booked, with sales coming in from all over the world. Dale Moss, British Airways' Director of Sales, said: "The strong sales are a clear sign that Concorde has been missed by regular customers who are keen to get back on board."

Chief Executive Rod Eddington said: "Concorde's return to service will play a major part in rebuilding confidence in New York, and demonstrating that it is business as usual between the UK and USA."

Scheduled services to Barbados will resume next month. Some flights in the run-up to Christmas are already sold out.

Chief Executive's view

Rod Eddington reviews the key issues affecting the business today

Since I last talked to you through the pages of Investor, our strategy and priorities remain unchanged. We are a sound, well-run business with the right strategy, focusing on profitable market segments and ensuring every aspect of the airline makes a positive contribution.

However, the business was driven off course on 11 September by the horrific attack on the United States. The aviation industry is in crisis and the future for airlines is uncertain. The outlook is bleak and I will not pretend otherwise.

For the industry as a whole, it is certainly a crisis deeper than the Gulf War a decade ago, when the industry reported losses of almost £2 billion in the first three months of 1991.

Even before these events, market conditions were tough with the slowdown in the US economy affecting our business, but we had a sound strategy in place to counter its effects. That strategy, coupled with intelligent management, will enable us to seize any new opportunities that may arise during this difficult period.

The company responded swiftly after the terrorist attack. We moved to conserve cash, ground aircraft, reduce capacity and shed jobs. The pain has been shared across the company with pay cuts implemented from the top down and I am grateful to our unions, management and staff for their pragmatic and sensible approach while continuing to deliver high levels of customer service.

We have more than £1 billion in cash and sufficient liquidity to see us into the next financial year. In addition, we hold many valuable and liquid assets which we can call on. We have stopped spending on non-essential projects and deferred spend on others, but not at the expense of the customer experience.

We are working hard to restore confidence in the travel market with a series of promotions offering tremendous value for money across the board. We launched a Kids Go Free offer to 80 destinations in Europe for adults travelling with children under 12. For the business market we are giving Executive Club members who buy a longhaul premium ticket the chance to take a companion free the next time they fly.

Special efforts are underway to stimulate the market in the US with a 'Fly When You are Ready' campaign that recognises the unique concerns of people there. More promotions will be rolled out in the coming months.

Our focus on safety is relentless. It is vital if we are to restore customer confidence in air travel. We already have extremely stringent measures in place but following the US attacks we took further steps to enhance security and give reassurance to our customers.

We have reinforced cockpit doors, and introduced extra passenger and handbaggage searches, banned visits to the flight deck and banned metal cutlery and sharp objects. We are also looking at introducing closed circuit television throughout the aircraft. We will do everything in our power to continue to ensure our customers and staff have a safe and secure flight.

Our approach has been responsible and measured.

Despite the current uncertainty our strategy is sound and we will continue to implement it intelligently as we go forward. It focuses on cost reduction, fleet and network refinement, switching to smaller more cost efficient aircraft, focusing on more profitable point to point traffic, and rationalising our shorthaul network.

As a result of recent events we have accelerated our plans for Gatwick, shifting away from developing it as a second airline hub. We are also creating the second largest regional airline in Europe with the integration of BRAL, Brymon and British Airways Regional.

We also completed the sale of the no frills airline, go, and merged our holidays business with Thomas Cook.

We remain committed to our alliance with American Airlines. In August we announced plans for a new alliance that includes profit sharing on nine transatlantic routes, codesharing, frequent flyer interchangeability and joint scheduling, pricing and marketing. The events of 11 September have not changed either company's desire to deepen the relationship and offer consumers unrivalled benefits.

We have applied for anti-trust immunity and clearance with the UK and European authorities and hope for a decision by the end of the year. Rival airlines already operate similar commercial arrangements.

It is important to know who your friends are in tough times. oneworld and its member airlines will be putting renewed energy into ensuring the alliance is even more effective in delivering

benefits to its members, particularly in maximising cost savings.

An issue I return to time and again is that of infrastructure, airport space and capacity. Now, more than ever, we need improvements in infrastructure to ensure the future of the UK airline industry and Britain's economy. Heathrow is the only hub that serves fewer destinations than it did a decade ago whilst our competitors in Paris, Amsterdam and Frankfurt have forged ahead and are set to overtake us. It is vital that we restore Heathrow's pre-eminence in the industry and a positive decision on Terminal 5 will help us on our way.

As I have said before consolidation in Europe must happen. Analysts predict that only a few European airlines will emerge from the current crisis. I am determined that British Airways will be one of them playing a leading role in re-shaping the industry.

Concorde's return to service is testament to our ability to recover. The resumption of a daily supersonic service linking the two great financial centres of the world, is proof of our commitment and confidence in the business community and business travel. It could not have been achieved without the tireless efforts of our staff, Air France, the manufacturers and regulatory authorities.

Concorde is a symbol of hope and achievement and a determination to return to normality. However, recovery depends on commerce and industry around the world flying again. When that happens we can continue our journey to re-building and sustaining profitability long term.

British Airways is a strong company with a strong management team, capable of making painful decisions to ensure its future. History has proved us more than capable of rising to such challenges.

Interim accounts

For the six months ended September 30, 2001

Summary group profit and loss account

Unaudited – for the six months to September 30, 2001

£ million	2001	*Restated 2000	Difference on a year ago
Most of our revenue was earned from our main business, airline operations.			
<i>Income from passengers flying on our scheduled services, plus excess baggage, was</i>	3,850	4,095	-6.0%
<i>Freight and mail carried on scheduled services brought in another</i>	242	292	-17.1%
<i>Revenue from operating charter flights added</i>	35	34	+2.9%
Added together, that gave us a total traffic revenue of	4,127	4,421	-6.7%
<i>Income from other activities, largely aircraft maintenance and other airline services provided to third parties, earned</i>	421	441	-4.5%
This gave us a total Group TURNOVER of	4,548	4,862	-6.5%
Our expenses comprised:			
<i>Pay, pension contributions and other employee costs</i>	1,220	1,172	+4.1%
<i>Depreciation and amortisation of fixed assets</i>	378	351	+7.7%
<i>Charges for hiring the aircraft we fly on operating leases</i>	101	105	-3.8%
<i>Fuel and oil costs (net of hedging)</i>	577	503	+14.7%
<i>Engineering and other aircraft costs</i>	315	338	-6.8%
<i>Airport landing fees and air traffic control charges</i>	328	339	-3.2%
<i>Handling charges, catering and other operational costs</i>	602	688	-12.5%
<i>Selling costs</i>	469	596	-21.3%
<i>Accommodation, ground equipment costs and currency differences</i>	436	409	+6.6%
In total, therefore, our overall Group operating costs were	4,426	4,501	-1.7%
Deducting this from our Group turnover left a Group OPERATING PROFIT of	122	361	-66.2%
<i>We took into account our share of the operating profit of our associated undertakings, a sum of</i>	8	28	-71.4%
<i>Other income and charges amounted to</i>		2	nm
<i>The net profit/(loss) on disposal of fixed assets and investments during the year was</i>	101	(67)	nm
<i>Net interest payable amounted to</i>	(186)	(174)	+6.9%
This produced a Group PROFIT BEFORE TAX of	45	150	-70.0%
<i>Taxation</i>	7	(60)	-111.7%
This produced a Group PROFIT AFTER TAX of	52	90	-42.2%
<i>In the year, 6.75% interest was paid to holders of 300 million euro preferred securities</i>	(7)	(7)	
This left a Group profit attributable to shareholders of	45	83	-45.8%
<i>From this, we allowed for dividends of 5.1p per share last year</i>		(55)	nm
Finally, this left a profit retained in the business of	45	28	+60.7%
EARNINGS PER SHARE			
The standard measure of a company's profitability is calculated by dividing profit attributable to shareholders by the average number of shares in issue during the period.			
<i>On this basis, our earnings per share were</i>	4.2p	7.7p	-45.5%

nm = not meaningful

* The prior period results have been restated to reflect changes arising from the adoption of a new accounting standard on deferred tax

Independent review report to British Airways Plc

Introduction

We have been instructed by the Company to review the financial information set out on pages 6 to 7 and 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.

Director's Responsibilities

The interim report, including the financial information contained therein, is the responsibility of, and has been approved by the Directors. The Listing Rules of the Financial Services Authority require that the accounting policies and presentation applied to the interim figures should be consistent

with those applied in preparing the preceding annual accounts except where any changes, and the reason for them, are disclosed.

Review Work Performed

We conducted our review in accordance with guidance contained in Bulletin 1999/4 issued by the Auditing Practices Board. A review consists principally of making enquiries of the Group's management and applying analytical procedures to the financial information and underlying financial data and based thereon, assessing whether the accounting policies and presentation have been consistently applied unless otherwise disclosed. 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 Auditing Standards and therefore provides a lower level of assurance than an audit. Accordingly we do not express an audit opinion on the financial information.

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, 2001.

Ernst & Young LLP, London, November 6, 2001

Summary group balance sheet

Unaudited– as at September 30, 2001

£ million	2001	*Restated 2000
The Group's intangible assets comprised:		
<i>Goodwill</i>	109	61
The Group's tangible assets comprised:		
<i>Our fleet</i>	8,937	8,409
<i>Property</i>	1,367	1,509
<i>Computers, ground and other equipment</i>	523	370
Together, these represented our intangible and tangible assets, of	10,936	10,349
In addition, we had invested in other businesses	451	483
So our intangible assets, tangible assets and investments together equalled	11,387	10,832
Our current assets, mainly money we are owed, our "cash in hand" and stock, represented	2,467	2,891
Most passengers book, and pay for, tickets in advance. This money, and amounts owing to creditors that are payable within one year, totalled	(3,080)	(3,341)
Deducting this gave our net current liabilities	(613)	(450)
Adding this to the sum of our intangible assets, tangible assets and investments left us with total assets less current liabilities of	10,774	10,382
In addition, we owed to creditors amounts due after more than a year including:		
<i>Long-term borrowings of</i>	(7,142)	(6,618)
<i>The nominal value of our Convertible Capital Bonds 2005, at £1 each</i>	(112)	(113)
<i>We have provided for deferred tax</i>	(1,058)	(1,051)
<i>We have also made provision for other liabilities and charges</i>	(63)	(74)
Thus, our assets less liabilities represented	2,399	2,526
The money invested in the British Airways Group comprised:		
<i>Our called-up share capital, some 1,082.7 million 25p shares</i>	271	271
<i>Our reserves</i>	1,934	2,063
	2,205	2,334
<i>Amount due to a minority shareholder in one of our subsidiaries</i>	8	16
<i>Issue of 300 million euro preferred securities which entitle holders to a return of 6.75%</i>	186	176
	2,399	2,526

* The prior period results have been restated to reflect changes arising from the adoption of a new accounting standard on deferred tax and a reclassification of certain engineering expendable parts from tangible assets to inventories

Key performance indicators

Airline scheduled services	For the six months to September 30, 2001	Difference on a year ago
Passengers carried (000)	22,599	-6.8%
Revenue passenger kilometres (RPKs) (m)	57,943	-14.0%
<i>The number of passengers carried, multiplied by the distance they flew in kilometres</i>		
Available seat kilometres (ASKs) (m)	80,609	-10.6%
<i>The number of seats available for sale, multiplied by the distance they flew</i>		
Passenger load factor (%)	71.9	-2.8pts
<i>The percentage of seats available that were actually purchased</i>		
Revenue per RPK (p)	6.70	+9.3%
<i>How much we received on average from each passenger for every kilometre flown</i>		
Tonnes of cargo carried (000)	387	-17.8%
Aircraft in service (as at September 30, 2001)	373	+39
Average manpower equivalent (MPE)	59,871	+2.4%
<i>The number of employees adjusted for part time workers and overtime</i>		
Productivity (in terms of available tonne kilometres per MPE) (000)	202.0	-9.7%

Shareholder news



Electronic communications with your company

To reduce the amount of mail you get from us you now have the opportunity to receive communications such as the Investor and the Annual Report and Accounts electronically. In conjunction with our Registrar, Computershare Investor Services PLC, we are putting in place the necessary facilities to enable you to do so. The use of electronic communications is entirely voluntary. If you wish to continue receiving communications from us by post in the traditional manner then you need to take no action.

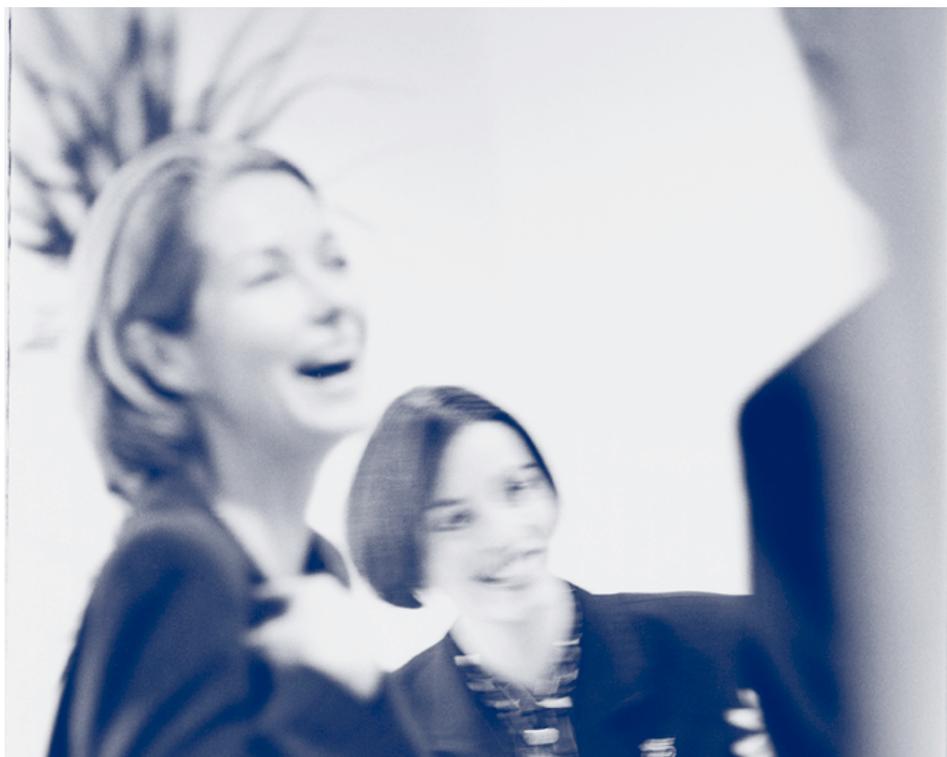
We would encourage you to take advantage of electronic communication as not only does it save the Company printing and mailing costs, it is a more convenient and prompt method of communication.

If you would like to receive future communications from us by email then you need to register online at www.bashareholders.com and select the shareholder electronic communication link. You will need an internet-enabled PC with Internet Explorer 4 or

Netscape 4 or above. You will need your 11 character Shareholder Reference Number (located on either your share certificate or BAIS statement) available when you log in. Before you register you will be asked to agree to the Terms and Conditions for Electronic Communication for Shareholders. It is important that you read these Terms and Conditions carefully as they set out the basis on which electronic communications will be sent to you.

If you register to receive documents electronically, you will be sent an email message advising where details, for example date, time and venue of the AGM, can be located. The email will contain hotlinks to the appropriate website(s) where the reports can be viewed.

If you have any queries relating specifically to Electronic Shareholder Communications, please call 0870 889 3109. For other matters relating to your shareholding, please call the helpline on 0870 702 0110 or email web.Queries@Computershare.co.uk.



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