

CONTENTS

Section 1 - Industry Profile		Section 5 - Global Partners	
Overview	2	Overview	89
Future Outlook	3	BA Connect	91
European Industry Overview	3	Franchisees	92
North America Overview	4	oneworld	93
Asia & Pacific Industry Overview	4	Aer Lingus	97
India & Middle East Industry Overview	5	American Airlines	98
Development of World Scheduled Air Traffic	6	Cathay Pacific	99
World Economic Growth and Airline Profits	6	Finnair	100
Rankings - Passenger services	7	Iberia	101
Rankings - Freight services	8	LanChile	102
Section 2 - British Airways Profile		Qantas	103
Overview	9	oneworld At A Glance	104
Alliances	9	Section 6 - Route Network	
LHR Air Transport Movements	10	British Airways	105
LGW Air Transport Movements	10	Franchisees	109
Awards	11	Section 7 - General Information	
History	12	Airport Three Letter Decodes	110
Key Events (1987-2005)	13	Outside Advisors	115
Board Members	38	Abbreviations & Specialist Terms	116
Leadership Team	39	How To Contact Us	118
British Airways Management Team	40		
Employees	41		
Brands	44		
Departmental Analysis	47		
Section 3 - British Airways Fleet			
Aircraft Fleet	56		
Aircraft Delivery Schedule	56		
Mainline Fleet Profiles	57		
Regional Aircraft	69		
Fleet Maintenance	72		
Section 4 - British Airways Performance			
Summary	73		
Strategy	74		
Social and Environmental Performance	75		
Incentive Plans	75		
Summary Financial / Operating Statistics	77		
Principal Investments	86		
Shareholder Information	87		
Share Price History	88		

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SECTION 1 – INDUSTRY PROFILE

OVERVIEW

HISTORY

Air transport is one of the world's largest industries, with a history of strong underlying growth in traffic volumes. The scheduled airline industry generated revenues of nearly \$375 billion in 2004. Over half a billion passengers were carried on international scheduled services, having grown at an annual average rate of more than 6% since 1970, when the corresponding number of passengers was 75 million. If domestic air travel is included – principally the enormous US domestic market – then just over 2 billion passengers flew on scheduled airline services in 2005, up from 383 million in 1970.

Important though it is in its own right, aviation has an overall economic impact far in excess of its turnover, since the network of air transport services facilitates growth in output and employment, international trade and investment, tourism, and living standards. Air travel is a vital artery that reinforces the process of globalisation, allowing it to transform the way in which many other industries carry out their business.

The air travel market grew up originally to meet the demand for business travel as companies became increasingly international in their activities, as reflected in the rapid growth in world trade and investment. The leisure market subsequently took off as rising living standards and extra leisure time encouraged holidaymakers to travel to destinations increasingly further afield.

A further stimulus to air travel has been the gradual process of privatisation and deregulation of the airline industry, ending the monopolies and protection traditionally enjoyed by state-owned flag carriers and exposing them to the forces of competition. Most major airlines are now in at least partial private ownership, while the historical pattern of tight regulation of who can fly where is gradually being dismantled, initially in North America and more recently in Europe.

One feature of this changed landscape has been the emergence of the no-frills airlines, that have achieved rapid growth in market share in the US domestic and shorthaul European markets, and recently also in Asia. They have prospered during the latest downturn attracting, through low fares, passengers who might not otherwise have been willing to fly. With the rapid expansion of their route networks and service frequencies in recent years, their flights have become increasingly attractive to business travellers.

The resulting competitive pressures have reinforced the persistent downward trend in air fares. After adjusting for general inflation, average airline yields (revenues per passenger kilometre) have almost halved since 1970. This has facilitated the industry's strong historical growth record. Passenger numbers on international scheduled services have risen at an annual average rate of 6% over the past three decades, with RPKs (revenue passenger kilometres) increasing faster still as airline trips have lengthened. However average growth rates have fallen in successive decades, from more than 10% per annum in the 1970s to only around 5% in the ten years to 2004, as airline markets have gradually matured.

Combining strong historic traffic growth with declining yields produces a picture of airline industry real revenue growth (after adjusting for general inflation) averaging only 2-3% a year over the past 25 years. In other words, the airline industry has in fact been growing at a slightly slower average rate than that of the world economy as a whole, with well-established markets such as the US domestic market growing more slowly still. This gives a more realistic impression of the underlying financial and competitive pressures facing airlines, than the more familiar one of rapid growth in passenger numbers. It is not therefore surprising that airlines tend to make relatively modest profits, even in the good times.

RECENT DEVELOPMENTS

The behaviour of air travel is highly cyclical, and its growth dips sharply when the world economy experiences one of its periodic spells of weakness. After exhibiting strong growth during the late 1990s, the global airline industry therefore saw a sharp reversal of its fortunes between 2000 and 2003 as a result of the global economic downturn in 2001, and the subsequent weak recovery. The scale of the consequent downturn in air travel was compounded by the impact of terrorist attacks in the US on September 11th, 2001, the Iraq war and the SARS epidemic in 2003, and continuing uncertainties in the global geo-political environment.

The huge financial losses incurred by scheduled airlines since 2001 have presented enormous challenges to the industry, and forced traditional network airlines to face up to the need for long-overdue restructuring. Many airlines embarked on programmes of severe cost-cutting and fleet rationalisation, as they struggled to survive in adverse conditions. They also faced strong competition from the improved services and low fares offered by the new generation of budget carriers in the US and Europe. In the longer term, even more radical restructuring – to

eliminate surplus capacity and to provide much needed rationalisation of airline networks - will be necessary to restore the financial viability of the network airline industry on a sustainable basis.

There was a strong rebound in traffic volumes during 2004, coinciding with the year of strongest global economic growth for three decades. ICAO estimated that world passenger traffic (measured in revenue passenger kilometres, RPKs) on international services increased by 16% in 2004, stronger even than the rebound in growth in 1992, following the early 1990's recession. Even allowing for the rebound from the impact in 2003 of the Iraq war and the SARS epidemic, 2004 was a year of strong underlying growth in global air transport. Passenger traffic maintained a healthy rate of growth in 2005, with preliminary figures showing a further 8.5% rise in international traffic compared with average 2004 levels. Traffic levels are now well above the previous peak levels seen in 2000.

Together with the partial recovery of higher fuel costs through fuel surcharges, rapid traffic growth has produced two years of strong growth in airline revenues. IATA estimate that world scheduled airlines increased total operating revenues by more than a quarter between 2003 and 2005. However even this did not translate into a recovery in profitability due primarily to the huge increase in fuel costs, as world oil prices at one point in 2005 topped \$70 a barrel. Although oil prices have since receded, they are set to remain high and subject to considerable volatility.

IATA estimates that the world's scheduled airlines made a combined net loss of \$6 billion in 2005, following cumulative losses of \$36 billion in the previous four years. European and Asian carriers have in aggregate returned to profitability, but the US carriers continue to make substantial losses. This is a creditable overall performance, in the face of a more than doubling of fuel costs since 2003. The fact that the losses were relatively contained, despite the massive rise in fuel costs, reflects not just the cyclical buoyancy of revenues, but also the substantial structural improvements in operating efficiency, with a 14% reduction in non-fuel costs since 2001. IATA's latest view is that the industry will make a further, albeit smaller, loss in 2006, and could return to modest profit in 2007. This would be the first year of profit since 2000.

FUTURE OUTLOOK

Despite the recent downturn, the long-term outlook for the industry remains sound. The aircraft manufacturers and other industry bodies continue to project strong volume growth in the aviation industry, with passenger growth typically expected to average about 5% per annum. In view of the long run downward trend in airline passenger yields, such growth rates may not be sustainable indefinitely, if the industry is to regain financial viability. Trend growth rates will anyway slow gradually, as the major air travel markets mature. Growth will be slower in the more developed US and European markets, but faster in the less developed areas of airline operation, such as China and India.

Falling airline yields have been instrumental in boosting air travel growth in the past, and future growth in passenger volumes will be restricted, if the downward trend in yields does not persist at the pace seen over the past decade or so. For instance, if cost trends are less favourable - for example because of factors such as rising fuel prices, congestion costs, and environmental restrictions, as well as higher security and insurance costs to counter the risks of terrorism - the scope for lower yields would be diminished, and this might reduce future growth trends. However there is room for favourable cost trends - such as the impact of the Internet on distribution costs and cost synergies from industry consolidation - to offset some of the upward pressures on prices and costs.

An additional restraint on growth in *individual* travel markets is the increasing degree of capacity constraint - especially congestion of airports and air traffic control systems - although this should not significantly dampen the outlook for the airline industry as a whole.

The face of aviation is gradually evolving. The long-standing financial and structural problems of the network airline industry have been aggravated by the recent downturn in air travel, and the inability over the longer term to pass on increased operating costs in the form of higher fares. This should add to the pressures for a widespread re-shaping of the industry, perhaps featuring a polarisation between the major international networks on the one hand and regional, short-haul carriers (including the no frills airlines) operating point-to-point services on the other. However, government subsidies and bail-outs, foreign ownership restrictions and other constraints continue to slow the consolidation process, which many commentators see as essential for a sustainable solution to the industry's fundamental problems of excess capacity and poor financial returns. If radical restructuring of the industry's complex and outdated regulatory system seems inevitable, progress towards this goal will be slow, and major change still seems a long way off.

EUROPEAN INDUSTRY OVERVIEW

Air services within the European Union were fully deregulated and liberalised by the early 1990s. This was followed by several years of rapid growth, and the advent of several new

airlines, especially no frills carriers, to challenge the primacy of the major state flag carriers. Since 2000, the major European airlines have seen slowing passenger growth - notwithstanding a healthy surge in traffic growth in 2004 and 2005 - as a result of the global economic downturn, and persistently sluggish economic growth and structural rigidities in some of the major European economies.

The no-frills airlines have expanded rapidly since the late 1990s, firstly in the UK, and subsequently in continental European markets, stimulating new customers with low fares and services from new and regional airports to a wide range of European destinations. These carriers have grown to account for almost half of all capacity on UK domestic services and on routes between the UK and Europe. Their share in the rest of Europe has until recently been much smaller, but is now rising rapidly on intra-European services that do not touch the UK.

Rapid growth in the no-frills sector in the UK was assisted by the favourable regulatory regime and ample slot availability at secondary airports such as Luton and Stansted. Further growth is expected as new operations start up, and new destinations are added to the existing carriers' networks. However as the UK market becomes saturated, the no frills carriers are starting to focus increasingly on expansion at continental European hubs. There has also been some consolidation in the no-frills market, for instance with Ryanair's acquisition of Buzz, and easyJet's assimilation of Go.

Following the successful liberalisation of air services within Europe, the European Union started to pursue similar opportunities with countries outside the EU. The European Commission acquired from national governments the rights to negotiate air services agreements on behalf of the EU as a whole. Most significantly, negotiations have been proceeding with the US, to secure a transatlantic common aviation area, which would fully liberalise north Atlantic flights for all EU and US airlines.

Most of the major European carriers are part of alliance groupings or have significant strategic partnerships. The experience of the US market suggests that deregulation will eventually be followed by industry consolidation. So far there has been limited progress in this direction but the financial problems facing many airlines may act as a catalyst for the restructuring of the European airline industry.

NORTH AMERICAN INDUSTRY OVERVIEW

The North American air travel market is both the most mature and the most liberal. The Airline Deregulation Act of 1978 fully liberalised US domestic air travel and led to the birth of a new breed of competitor, the no-frills airline. Deregulation in the US was followed - over a period of several decades - by episodes of industry consolidation and growth of start-up carriers. No frills carriers, including Southwest Airlines, America West, AirTran and JetBlue, now carry more than a quarter of all passengers in the US domestic air travel market.

On the basis of a strong position in their enormous home market, the US major airlines sought for many years to expand their international networks. The US signed many 'open skies' agreements since the early 1990s, allowing unrestricted capacity and frequency (subject to slot constraints) on all routes between the US and the partner country - though only airlines based in the US and the partner country can compete on the route. The first open skies agreement was with the Netherlands in 1992, and since then South American, Asian, Middle Eastern and other European countries have signed similar agreements. The UK has yet to sign an open skies agreement with the US, and this will form part of the wider negotiations to secure an EU-US open skies deal.

Despite their strong competitive position in the domestic US market, the major US airlines expanded too much, and failed to keep sufficiently tight control of their costs. Their financial situation was deteriorating even during the late 1990s boom. The US recession in 2001, and the decline in travel following the terrorist attacks in September 2001 as many Americans stayed at home, unwilling to fly, exacerbated the problems of significant overcapacity in the main US airline markets. The major US carriers suffered a slump in traffic and yields, on a scale never before experienced, and the industry's total revenue dropped by almost 20% between 2000 and 2002, although it has seen a solid recovery in the past two years.

Three of the four major U.S. airlines, Delta Air Lines, Northwest Airlines and United Airlines have been forced to file for bankruptcy protection, allowing them time to restructure their businesses in a fight for survival, and other airlines are struggling to cut costs and restore viability. Sixth largest carrier US Airways has successfully emerged from bankruptcy protection, following its merger with eighth placed America West Airlines. Although traffic has picked up strongly in the past two years, the financial ramifications of the downturn will not be shaken off quickly, and the industry remains substantially loss-making. Further cutbacks in the operations of the major network airlines - and perhaps further consolidation to reduce the number of players in the market - are inevitable.

ASIA PACIFIC INDUSTRY OVERVIEW

The Asia-Pacific region has historically seen strong growth in air travel, reflecting the economic strength of the Asian 'tiger' economies and the ample scope for further development of its relatively immature airline markets. The 1997-98 Asian crisis brought a break in the pattern of rapid expansion, but this provided a stimulus to the region's major airlines to undertake much needed restructuring, including the disposal of non core assets, cessation of loss-making routes and wide ranging cost reduction programmes. Asian carriers also found it advantageous to diversify away from their local markets, and look increasingly to traffic flows from newly acquired European and North American alliance partners to boost the strength of their networks.

Asia-Pacific airlines were also affected by the global economic downturn in 2001 and 2002, which had a significant impact on the region, as many of its economies are heavily dependent on exports of electronics components to the US. However the downturn in air travel was less severe than in the US, and the regional market subsequently picked up strongly. More recently, several Asian airlines faced an alarming drop in traffic as a result of the SARS epidemic in 2003. But there was a strong rebound, and IATA's member airlines in the Asia-Pacific region saw traffic growth of more than 20% in 2004. Future growth rates in the Asia-Pacific region are likely to be faster than in more mature western airline markets, boosted especially by the prospect of rapid growth in large domestic markets such as China.

The region is still the most tightly regulated of the major regions for air travel, although even here liberalisation is proceeding slowly. The potentially large aviation market of China is gradually relaxing its control of domestic air services, and removing restrictions on the operation of international services.

Asian airlines have many relative strengths, being smaller than their US or European colleagues, and with their competitive advantage lying closer to home. Nevertheless the combination of increasing liberalisation and the broader challenges facing the global airline industry will necessitate further restructuring of Asian carriers in order to allow them to compete effectively in increasingly liberalised markets.

More recently, the emergence of several low-cost carriers in the region has also been a stimulus to passenger traffic, and is gradually forcing the major carriers to change their business plans in response to stiffening competition.

INDIA and MIDDLE EAST INDUSTRY OVERVIEW

This region of the world has seen a continuing rapid increase in traffic. Liberalisation of air services agreements by the Indian government with several countries within the last two years, including the UK, together with the relaxation of restrictions on its own private airlines, has seen new carriers attacking the monopoly position of government entities Air-India and Indian Airlines. This has allowed these carriers - whose operations have historically been confined to domestic services - to break out of their home markets, and to expand their international operations.

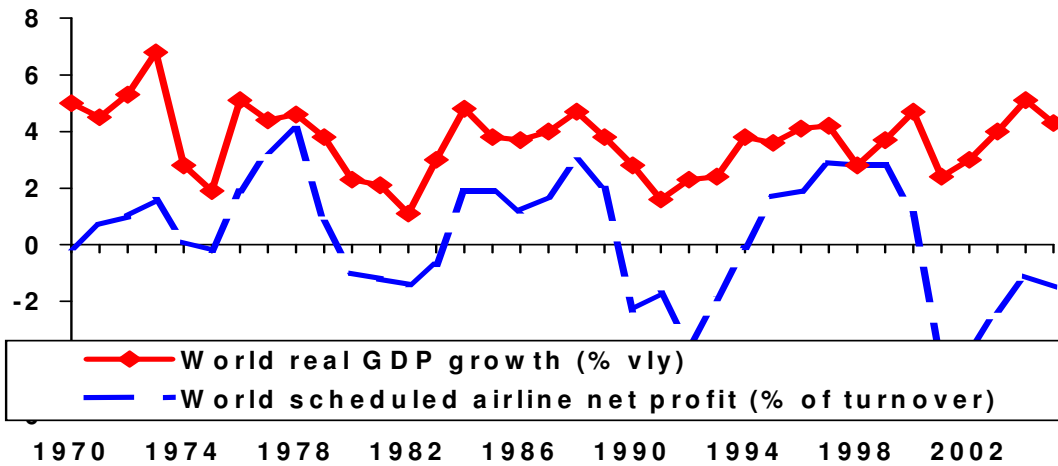
Gulf carriers have seen extraordinary growth in recent years, with Emirates, Etihad and Qatar Airways all pumping huge amounts of capacity into the market place in attempts to develop major international hub airports in their home territories. Over the last two years these three carriers alone have ordered 43 wide-bodied aircraft and taken delivery of a further 23. It is forecast that over the next six years carriers in the Gulf States will increase available seats by 140%. Their unique geographical position gives them the opportunity to act as a hub for traffic moving between Asia and Europe and also the eastern seaboard of the U.S.A.

DEVELOPMENT OF WORLD SCHEDULED AIR TRAFFIC SINCE 1970

	<i>RPKs</i> annual average % growth rates			<i>International services</i>	
	<i>International</i>	<i>Domestic</i>	<i>Total</i>	<i>ASKs</i> (% vly)	<i>Passenger load</i> <i>factor (%)</i>
1970-2000	8	4	7		
1970-1980	11	8	9		
1980-1990	7	5	6		
1990-2000	7	2	5		
2000-2004	6	0	3		
1991	-4	-2	-3		66
1992	14	-4	5	14	66
1993	7	-5	1	7	66
1994	9	6	8	6	67
1995	9	4	7	8	68
1996	11	5	8	9	69
1997	6	5	6	5	70
1998	3	1	2	4	69
1999	7	5	6	6	70
2000	10	6	9	7	72
2001	-4	-2	-3	-1	70
2002	1	0	1	-4	73
2003	0	2	1	2	72
2004	16	12	14	13	74
2005 (prov)	8.5		7.5		75

Source: ICAO

WORLD ECONOMIC GROWTH AND AIRLINE PROFITS 1970 - 2005



RANKINGS

LEADING WORLD SCHEDULED AIRLINES 2004

Number of passengers

<i>International</i>		<i>Total (international + domestic)</i>	
<i>Airline</i>	<i>Passengers carried (million)</i>	<i>Airline</i>	<i>Passengers carried (million)</i>
1 Lufthansa	34.4	1 American Airlines	91.5
2 British Airways	28.6	2 Delta Air Lines	86.7
3 Air France	26.9	3 United Airlines	71.2
4 KLM	20.3	4 Northwest Airlines	56.4
5 American Airlines	18.8	5 Japan Airlines	51.7
6 Singapore Airlines	15.8	6 Lufthansa	48.3
7 Cathay Pacific	13.6	7 All Nippon Airways	46.5
8 Thai Airways	13.3	8 Air France	45.4
9 SAS	12.8	9 US Airways	42.4
10 Japan Airlines	12.7	10 Continental Airlines	40.5

Number of revenue passenger kilometres (RPKs) flown

<i>International</i>		<i>Total (international + domestic)</i>	
<i>Airline</i>	<i>RPKs (billion)</i>	<i>Airline</i>	<i>RPKs (billion)</i>
1 Lufthansa	103.8	1 American Airlines	209.3
2 British Airways	102.8	2 United Airlines	184.3
3 Air France	96.6	3 Delta Air Lines	157.8
4 Singapore Airlines	77.1	4 Northwest Airlines	117.9
5 American Airlines	70.0	5 Lufthansa	109.5
6 United Airlines	67.5	6 Air France	107.4
7 Japan Airlines	64.6	7 British Airways	106.5
8 KLM	63.0	8 Continental Airlines	101.1
9 Cathay Pacific	57.2	9 Japan Airlines	94.8
10 Northwest Airlines	51.7	10 Singapore Airlines	77.0

Number of freight tonne-kilometres (FTKs) flown

International			Total (international + domestic)		
Airline	FTKs (billion)		Airline	FTKs (billion)	
1	Korean Air Lines	8.1	1	Federal Express	14.6
2	Lufthansa	8.0	2	Korean Air Lines	8.3
3	Singapore Airlines	7.1	3	Lufthansa	8.0
4	Cathay Pacific	5.9	4	United Parcel Service	7.4
5	China Airlines	5.6	5	Singapore Airlines	7.1
6	Federal Express	5.6	6	Cathay Pacific	5.9
7	EVA Air	5.5	7	China Airlines	5.6
8	Air France	5.4	8	EVA Air	5.5
9	British Airways	4.8	9	Air France	5.4
10	Cargolux	4.7	10	Japan Airlines	4.9

Number of total revenue tonne-kilometres (RTKs) flown - passenger + freight

International			Total (international + domestic)		
Airline	RTKs (billion)		Airline	RTKs (billion)	
1	Lufthansa	18.7	1	American Airlines	22.2
2	Singapore Airlines	14.6	2	United Airlines	21.8
3	Air France	14.3	3	Lufthansa	19.3
4	British Airways	14.1	4	Delta Air Lines	16.3
5	Korean Air Lines	12.1	5	Air France	15.2
6	Cathay Pacific	11.5	6	Federal Express	14.7
7	KLM	11.0	7	Singapore Airlines	14.6
8	Japan Airlines	10.7	8	British Airways	14.4
9	United Airlines	9.2	9	Northwest Airlines	14.1
10	American Airlines	8.8	10	Japan Airlines	13.4

Source: IATA WATS (World Air Transport Statistics) 2005

SECTION 2 - BRITISH AIRWAYS PROFILE

OVERVIEW

British Airways is one of the world's largest international airlines, carrying in the year to March 2005 almost 36 million passengers worldwide. Also, one of the world's longest established airlines, it has always been regarded as an industry-leader.

The airline's two main operating bases are London's two main airports, Heathrow (the world's biggest international airport) and Gatwick.

During 2004/05 revenue passenger kilometres for the Group rose by 4.7 per cent, against a capacity increase of 2.1 per cent (measured in available tonne kilometres). This resulted in Group passenger load factor of 74.8 per cent, up from 73.0 per cent the previous year.

The airline also carried 877,000 tonnes of cargo last year (up 10.2 per cent on the previous year).

The revenue environment in 2006 remains challenging. Whilst turnover is up in the nine months to 31 December 2005 by 8.8%, market conditions remain broadly unchanged as significant promotional activity is required to maintain seat factors.

An average of 49,490 staff were employed by the Group worldwide in 2004-2005, 86 per cent of them based in the UK. Unlike some of the world's other airlines, British Airways is owned entirely by private investors - with around 240,000 shareholders, including some 50 per cent of the Company's own employees.

British Airways Group fleet as at 31 December 2005 comprised 289 aircraft - one of the largest fleets in Europe. The fleet currently includes 57 Boeing 747s, 43 Boeing 777s, 21 Boeing 767s, 13 Boeing 757s, 67 Airbus A319/320/321s, 33 Boeing 737s and 55 smaller aircraft used in the company's regional business.

ALLIANCES

The British Airways involvement in the **oneworld** alliance from the launch in February 1999 to the present time continues as the core of British Airways Alliance strategy. The Alliance is an important extension of the British Airways network, providing additional benefits to our customers around the world. British Airways joined with American Airlines, Qantas, Canadian Airlines and Cathay Pacific in offering a range of co-operative measures designed to provide a seamless world network. Iberia and Finnair joined in September 1999 and Aer Lingus and Lan Chile joined in June 2000. Canadian Airlines withdrew from the alliance in June 2000 following a merger with Air Canada. Royal Jordanian and Malev were both invited to join in 2005 and can be expected to join in 2007. JAL have announced their intention to seek membership during 2006. The **oneworld** network as at January 2006 serves 600 scheduled destinations in 132 countries.

On a bilateral basis, British Airways has co-operation agreements with all the **oneworld** airlines. British Airways and Qantas operate together, under a Joint Service Agreement, sharing costs and revenues on services between Europe and Australia over Singapore, Bangkok and Hong Kong. In addition British Airways and Iberia maintain a Joint Business on services between Heathrow and Madrid/Barcelona.

British Airways has also franchised smaller carriers including GB Airways and British Mediterranean, to feed passengers on to the wider British Airways network. Taken together with its own extensive route network, these partnerships give British Airways a presence in all major world markets.

The airline's strategy for the future is focussed on development of relationships within the **oneworld** alliance and its new members.

LONDON HEATHROW SCHEDULED PASSENGER AIR TRANSPORT MOVEMENTS

For the year ended March 2005

Airline	Air Transport Movements	
	(000s)	% of total
British Airways	187.1	40.2
British Midland	54.7	11.8
Lufthansa	21.0	4.5
Aer Lingus	14.4	3.1
Scandinavian Airline Systems	14.1	3.0
Virgin Atlantic Airways	12.1	2.6
Iberia Airlines	10.9	2.3
American Airlines	10.8	2.3
Air France	10.7	2.3
Alitalia	9.1	2.0
<i>Other Airlines Total</i>		
Heathrow Total Scheduled Passenger ATMs	465.5	100

Source: BAA plc

LONDON GATWICK SCHEDULED PASSENGER AIR TRANSPORT MOVEMENTS

For the year ended March 2005

Airline	Air Transport Movements	
	(000s)	% of total
British Airways *	74.8	38.8
Easyjet	30.5	15.8
GB Airways	15.2	7.9
Flybe	8.4	4.4
Ryanair	4.4	2.3
Maersk Air	3.8	2.0
Virgin Atlantic Airways	3.4	1.8
Monarch Airlines	3.3	1.7
Continental Airlines	3.2	1.7
Delta Airlines	3.1	1.6
<i>Other Airlines Total</i>	42.8	22.2
Gatwick Total Scheduled Passenger ATMs	192.8	100

Source: BAA plc

Notes:

Both tables exclude cargo flights

Includes BA & BA Connect *

BRITISH AIRWAYS AWARDS 2005

During 2005 British Airways has received numerous awards, including:

AWARD	PRESENTED BY
Best Airline for First Class	Global Traveller Magazine Awards
Global inflight travel retailer of the year	Raven Fox Global Travel Retail Awards
Global 100 Most Sustainable Corporations	Corporate Knights Inc at the World Economic Forum
Innovation Award for Manage My Booking	11 th Business Travel Show
Best International Airline	Association of South African Travel Agents
Best Domestic Airline (Comair010)	Association of South African Travel Agents
Best Business Airline	Republic of Ireland
Gold Award	International Flight Catering Association
Carrier of the Year	Canadian International Freight Forwarders Association
Carrier of choice to the Middle East	Canadian International Freight Forwarders Association
Carrier of choice to Africa	Canadian International Freight Forwarders Association
Cargo Airline of the Year	Air Cargo News Awards
Favourite Cargo Airline Central/South America	Air Cargo News Awards
Best Transatlantic Airline	Official Airline Guides Airline of the Year Awards
Best Airline in Western Europe	Official Airline Guides Airline of the Year Awards
Best Airline	Business Traveller Awards 2005
Best First Class	Business Traveller Awards 2005
Best Business Class	Business Traveller Awards 2005
Best Economy Class	Business Traveller Awards 2005
Best Shorthaul Airline	Business Traveller Awards 2005
Best Frequent Flyer Programme	Business Traveller Awards 2005
Best Airline Alliance OneWorld	Business Traveller Awards 2005
Best Airline	Sunday Times Travel Magazine Awards 2005
Corporate Responsibility Award	Hillingdon Business Forum
Best Business Class Airline	Irish Travel Trade News Awards
Most Effective use of IT to manage IT - ba.com	Effective IT Awards
Travel and Hospitality	British Chamber of Commerce
Best Shorthaul Leisure Airline	Conde Nast Traveller
Best European Airline	Business Traveller Awards in Asia Pacific
Retails/Leisure Sector Technology Project of the Year - ba.com	CNET Networks UK Technology Awards
World's Best Airline	World Traveller Awards
World's Best First Class	World Traveller Awards

Best First Class in Europe	World Traveller Awards
Best First Class in Caribbean	World Traveller Awards
Best use of technology - awarded for our Self Service Check-in Kiosks	UK Usability Professionals' Association
Most admired Airline in Brazil	Carta Capital (Leading Brazilian Business magazine)
Most admired Company in the Transport sector	Management Today's Most Admired Companies
Private sector project of the year: Customer enabled BA programme	Computing Magazine Awards
CNET Technology	Computing Magazine Awards

HISTORY

British Airways can trace its origins back to the birth of civil aviation, the pioneering days following World War I. On 25 August 1919, its forerunner company, Aircraft Transport and Travel Limited (AT&T), launched the world's first daily international scheduled air service between London and Paris. That initial flight, operated by a single-engined de Havilland DH4A biplane taking off from Hounslow Heath, near its successor company's current Heathrow base, carried a single passenger and cargo that included newspapers, Devonshire cream and grouse. It took two and a half hours to reach Le Bourget. Shortly afterwards, two more British companies started services to Paris, and to Brussels - Instone, the shipping group, and Handley Page, the aircraft manufacturer. These pioneer companies struggled against severe difficulties. Passengers were few, fares high, and air travel seldom less than an adventure. One pilot took two days for the two-hour flight to Paris, making 33 forced landings along the way. One by one, the fledgling companies ceased operations, undercut by heavily subsidised French and Dutch competitors.

In 1924, Britain's four main fledgling airlines, which had by then evolved into Instone, Handley Page, Daimler Airways (a successor to AT&T), and British Air Marine Navigation Company Limited, merged to form Imperial Airways Limited. By 1925, Imperial Airways was providing services to Paris, Brussels, Basle, Cologne and Zurich. Operating from the new London airport at Croydon, services were introduced during the 1920s and 1930s to Egypt, the Arabian Gulf, India, South Africa, Singapore and West Africa. In co-operation with Qantas Empire Airways Limited, which operated between Singapore and Australia, a service between the UK and Australia was established in 1935. Meanwhile, a number of smaller UK air transport companies had started flights. In 1935, they merged to form the original privately-owned British Airways Limited, which became Imperial Airways' principal UK competitor on European routes, operating out of another new airport, Gatwick. Following a Government review, Imperial Airways and British Airways were nationalised in 1939 to form British Overseas Airways Corporation (BOAC).

Post-war, BOAC continued to operate longhaul services, other than routes to South America. These were flown by British South American Airways (BSAA), which was merged back into BOAC in 1949. Continental European and domestic flights were flown by a new airline, British European Airways (BEA). BOAC introduced services to New York in 1946, Japan in 1948, Chicago in 1954 and the west coast of the United States in 1957. BEA developed a domestic network to various points in the United Kingdom, including Belfast, Edinburgh, Glasgow and Manchester. From 1946 until 1960, BOAC and BEA were the principal British operators of scheduled international passenger and cargo services - and they preserved Britain's pioneering role in the industry. The 1950s saw the world enter the passenger jet era - led by BOAC, with the Comet flying to Johannesburg in 1952, halving the previous flight time. Despite grounding the Comet fleet after two crashes in 1954, BOAC was still able to claim the distinction of operating the first jet transatlantic service in October 1958, with two Comets flying simultaneously from London and New York, days ahead of their American rivals. The next decade saw another world beater, when BEA's Trident aircraft made the first automatic landing on a scheduled service, heralding the era of all-weather operations. The birth of the mass package holiday business meant changes in the airline industry. BEA met this by establishing its own charter airline, BEA Airtours, which took off in 1970. This mantle was carried for the Group by Caledonian Airways until March 1995, when the company was sold.

Following the formation of the Air Transport Licensing Board in 1960, other British airlines began to operate competing scheduled services. Indeed, several of the smaller domestic airlines - including Cambrian Airways and BKS (later Northeast Airlines) - eventually passed into BEA's ownership. In 1967, the Government set up another study into the industry. It recommended a holding board to be responsible for the two main airlines, BOAC and BEA, with the establishment of a second force airline, brought about by unifying various independents. As a result, British Caledonian was born in 1970, when the original Caledonian Airways took over British United Airways. Two years later, the businesses of BOAC and BEA were combined under the newly formed British Airways Board, with the separate airlines coming together as British Airways in 1974. Although this merger was to lead initially to substantial financial losses and industrial strife, the new airline inherited its predecessors' pioneering path,

launching the world's first supersonic passenger service, simultaneously with Air France, with Concorde in January 1976.

In July 1979, the Government announced its intention to sell shares in British Airways. The Civil Aviation Act 1980 was passed to enable this to happen. Lord King was appointed Chairman in 1981 and charged by the Secretary of State for Trade to take all necessary steps to restore the Group to profitability and prepare it for privatisation. With an overall deficit of £544 million declared for 1981-82, including special provisions to pay for an extensive "survival plan", which included staff cuts, suspension of unprofitable routes and disposal of surplus assets, the task of re-establishing the company as the world's leading airline began in April 1983 with the repositioning of the carrier as the World's Favourite Airline. In February 1987 British Airways was privatised. Over one million applications were received for shares in the airline, offered at 125 pence, making the flotation 11 times oversubscribed. Freed from the constraints of Government ownership, British Airways announced a merger with British Caledonian in July. The merger went ahead following approval by the Monopolies and Mergers Commission later that year.

The key events in the company's history after privatisation are documented on the following pages.

KEY EVENTS

Post-Privatisation (February 1987- December 2005)

2005

December The House of Lords ruled that no claims for injury or death caused by DVT during the normal operation of an aircraft can now be brought against airlines in the UK.

Following an internal investigation into the unofficial industrial action by some of BA's ground support services staff in August 2005 two employees were dismissed and a third employee, also found guilty of gross misconduct, was issued with a final written warning, suspended without pay for one month and banned from staff air travel privileges.

The withdrawal of BA's daily service from London Heathrow to Melbourne via Singapore from March 25, 2006, was announced. Melbourne flights will transfer to Qantas as part of the Joint Services Agreement

Five times a week services from Gatwick to Grenoble began with prices from £79 return.

November Talks on a new transatlantic aviation agreement between the EU and US ended with some progress on aspects of the regulatory framework. No agreement was reached on market access and lifting restrictions on foreign ownership in US carriers. Interested parties were asked to comment and a final decision is expected in March 2006.

British Airways announced plans to re-structure its business with a 35 per cent reduction of its 1,715 managers by March 2008. The job cuts will save £50 million and contribute towards the airline's £300 million employee cost reduction programme by March 2007.

Mr Chumpol NaLamlieng joined the board as a non-executive director.

The company announced a pre-tax profit of £241 million (2004: £293 million) for the three months ended September 30, 2005. The result for the half-year was £365 million (2004: £368 million). Operating profit for the quarter was £261 million (2004: £245 million) and £437 million for the half-year (2004: £374million).

A £100 million investment in longhaul business class was confirmed for introduction in mid 2006.

British Airways and The Tussauds Group signed a memorandum of understanding agreeing the sale of the airline's entire interests in the British Airways London Eye including its one-third share and its outstanding loan to the company for £95 million. The airline plans to continue its brand association with the attraction by extending its franchise agreement.

October British Airways' winter schedule included increased services from London Heathrow to India from 19 to 35 flights each week including a new five per week service to Bangalore, twice daily flights to Mumbai, and six flights a week to Chennai. Flights from Birmingham to Rome and Vienna, operated by British Airways CitiExpress, were suspended.

Bartle Bogle Hegarty (BBH) was appointed British Airways' worldwide creative advertising agency after a review of the existing contract and a formal competitive pitch.

Royal Jordanian announced that it is to join the **oneworld** alliance. Japan Airlines (JAL) announced its intention to seek membership of **oneworld**.

Captain Tim Steeds became director of safety and security.

September Rod Eddington, CEO, retired and was succeeded by Willie Walsh. Mike Street, OBE, director of customer service and operations, retired after 42 years service.

Gate Gourmet and the Transport and General Workers' Union signed an agreement to end the labour dispute at the catering company.

British Airways increased its fuel surcharge on longhaul flights from £24 to £30 per sector (£60 return trip). The shorthaul fuel surcharge remained unchanged at £8 per sector (£16 return trip).

It was announced that Keith Williams, BA's group treasurer and head of taxation, will succeed John Rishton as chief financial officer on January 1, 2006.

A new voluntary scheme was launched to enable customers to help offset the carbon dioxide emissions from their flights by making a contribution to an environmental trust.

The European Union's decision to develop proposals to include aviation in the EU emissions trading scheme was welcomed by BA.

Readers of Business Traveller magazine voted British Airways the best airline in the world, best shorthaul airline, best first class, best business class, best economy class and best frequent flyer programme.

August Some 900 flights were cancelled due to unofficial industrial action by some of BA's ground support services staff in support of employees dismissed by the airline's catering supplier Gate Gourmet.

Management changes were announced. Geoff Want was appointed director of all ground operations in the UK and overseas including the airline's move to a single terminal operation in Heathrow's Terminal 5 in 2008. In-flight services will in future report to commercial director Martin George. Robert Boyle was appointed director planning, heading a new department that includes the airline's operations control and operations planning departments.

British Airways launched its biggest ever 'World Offers' winter seat sale with over three million discounted flights available to over 150 destinations including Europe.

July Record passenger loads in July indicated that the short term impact of the London bombings on July 7th was not material although it is too early to say what the long term impact will be.

British Airways lost the Employment Appeal Tribunal into the case of a First Officer who wanted to work a 50 per cent contract. All pilots, male and female, must have at least 2,000 flying hours' experience before being permitted to work less than 75 per cent of a full time contract. An application for leave to appeal to the Court of Appeal has been submitted.

British Airways released financial information prepared under International Financial Reporting Standards (IFRS) for the year ended March 31, 2005. Under IFRS, the airline's operating profit for the year ended March 31, 2005 increased from £540 million under UK GAAP to £556 million and profit before tax increased from £415 million to £513 million. The adoption of IFRS represented an accounting change only and did not affect the underlying operation of the business or the airline's cash flows for 2004/5.

At the airline's 2005 annual general meeting chief executive designate Willie Walsh, commercial director Martin George, Ken Smart, Denise Kingsmill and Baroness Symons were elected onto the British Airways Board. Stepping down were former flight operations director Captain Mike Jeffery, Dr Ashok Ganguly and Lord Renwick of Clifton, in line with corporate governance guidelines on independence. The meeting included a farewell to Lord King of Wartnaby, British Airways president emeritus and former chairman, who died on Tuesday July 12.

British Airways' Corporate Responsibility Report for 2004 - 2005 was

published and included details of the airline's double Gold Standard for its diversity programme, a first time award from Race for Opportunity for its work on racial equality across the company and a renewed award from Opportunity Now for gender equality.

The company launched a new online shopping basket facility on ba.com that enables customers to pay for hotels, car-hire, resort transfers and sightseeing tours as well as flights in a single transaction.

British Airways launched a seat sale offering thousands of discounted flights on over 80 routes for travel until November 2005.

June British Airways increased its fuel surcharge in the UK from £16 to £24 per sector (£48 return trip) on longhaul and from £6 to £8 (£16 a return trip) on shorthaul as a result of further rises in the price of oil.

A five times a week service was launched between London Heathrow and Shanghai's Pudong airport operated by Boeing 777 aircraft. Services from London Heathrow to Beijing increased from four to six times per week and from 17 to 21 times a week to Hong Kong.

A new television commercial was aired promoting BA's softest ever flat bed in Club World.

The 'manage my booking' feature on ba.com was revamped to offer customised travel advice to passengers.

British Airways announced its support for the 'Sustainable Aviation' initiative, a comprehensive programme to address aviation's impact on the environment.

A new twice weekly service from London Gatwick to Hassi Messaoud in Algeria began.

May British Airways reported a pre-tax profit of £415 million for the year (2004: £230 million profit) including a pre-tax profit of £5 million for the fourth quarter (2004: £45 million profit). Operating profit for the year was £540 million (2004: £405 million profit) and £40 million for the fourth quarter (2004: £32 million profit).

British Airways won two awards at the 2005 OAG awards ceremony in London based on votes polled by a worldwide audience of business travellers - the Best Airline Based in Western Europe and Best Transatlantic Airline.

British Airways received an award in recognition of its corporate responsibility activity in the London Borough of Hillingdon.

Prime Minister Tony Blair signed a British Airways Boeing 747 in support of London's bid to host the 2012 Olympic and Paralympic Games. British Airways, a premier partner of the London 2012 bid, hopes to collect in excess of 100,000 signatures on the aircraft that will carry the bid team to Singapore for the decision vote by the International Olympic Committee.

Commission payments to UK travel agents on British Airways' bookings were reduced from one percent to zero.

April British Airways offered large savings on business class returns to 36 longhaul destinations and 36 European cities and resorts for the summer holidays.

The franchise agreement with Air Kenya Aviation Ltd, which traded as Regional Air was terminated. The decision followed the Kenyan based airline's suspension of flights operated as part of the franchise agreement.

British Airways is to appeal against an employment tribunal ruling after losing an indirect sex discrimination claim from a female pilot who had requested a 50 per cent contract. The airline said it could only offer her a 75 per cent contract because all pilots, male and female, must have at least 2,000 flying hours' experience before being permitted to work less than 75 per cent of a full time contract. This policy is based on safety grounds and is not a gender issue.

March Willie Walsh was announced as British Airways' new chief executive officer. Previously CEO of Aer Lingus, he begins as chief executive designate on May 3. Rod Eddington will retire at the end of September at which stage Mr Walsh will become chief executive.

British Airways announced its 2005 summer timetable which included new services from Gatwick to Salonika in Greece, Split in Croatia, Vilnius in Lithuania, Bucharest in Romania, and Sofia in Bulgaria.

British Airways increased its fuel surcharge on all flights as a result of continuing record oil prices. The longhaul fuel surcharge rose from £10 per sector to £16 per sector (£32 return trip) and on shorthaul from £4 per sector to £6 (£12 a return trip).

Flights from London Heathrow to Jeddah and Riyadh in Saudi Arabia were suspended for commercial reasons, due to reduced passenger demand.

February The Australian Competition and Consumer Commission (ACCC) gave approval to the continuation of the joint service agreement (JSA) between British Airways and Qantas for a further five years.

Installation was completed of Club World flat beds on all Boeing 777 aircraft operating direct services from Gatwick to twelve destinations in the USA and Caribbean.

British Airways offered over 50,000 discounted return flights to North America.

January The airline's multi-award winning Club World flat bed is to be improved with the latest cushioning technology to give customers more comfort and further ergonomic support. This is the first time such cushioning has been used in an airline seat.

A bumper New Year mileage offer is launched to give Executive Club members the opportunity to earn the equivalent of a free ticket when booking BA business class.

At the Aviation and Environment summit in Geneva, British Airways' chief executive Rod Eddington urged the global aviation industry to work together to reduce its impact on climate change or face the risk of additional taxation. The airline is currently trading emissions in a voluntary British government scheme and supports the inclusion of aviation into the European Union's emissions trading scheme from 2008.

2004

December A new bilateral agreement between the UK and Indian governments increases the number of frequencies between the UK and India from 19 to 40 per week. Following a scarce capacity hearing at the Civil Aviation Authority British Airways was given seven new services; four extra to Chennai and a new three-times-a-week service to Bangalore, starting in winter 2005. British Airways has appealed the decision and is awaiting the outcome of that appeal.

A new feature is introduced on ba.com which enables customers to change the date or time of their flight, upgrade class of travel and cancel and arrange a refund of their tickets. Any costs for changes are calculated instantly and are completely transparent.

British Airways and Iberia sign an agreement to develop a joint business on key routes between London and Spain that includes revenue and cost sharing on flights between London Heathrow and Madrid and Barcelona. It will also ensure a better spread and choice of flight timings on these routes, better connections and shorter journey times for customers travelling around the world from London Heathrow and Madrid.

Plans to start two new Eastern European services from London Gatwick to Budapest and Sofia from June 2005 are announced.

British Airways launches its first drive-through check-in facility for Club World passengers and a new exclusive check-in and lounge for First passengers at Grantley Adams Airport in Barbados.

November Solid second quarter results are delivered as British Airways continued cost drive delivers a pre tax profit of £220 million. The three-month pre-tax figures took the result for the half-year to £335 million. Yields in the second quarter were down 5.1 per cent. Unit costs were down 6.1% for the tenth consecutive quarter. Net debt at £3.3bn is at its lowest since 1993.

British Airways becomes the first airline in the UK to enable passengers

departing from Heathrow to print their own boarding pass online for flights from Terminal 1 to Aberdeen, Edinburgh, Manchester, Glasgow and Newcastle. Passengers travelling from Manchester are offered the facility on both domestic and international routes.

The Civil Aviation Authority (CAA) announces a consultation for NATS' (National Air Traffic Services) charges for the five year period starting in 2006. The final decision about NATS' charges will be made in the latter half of 2005.

British Airways signs a four year partnership with the Rugby Football Union (RFU) to be the Official Airline of the England Rugby Team.

October British Airways increases its fuel surcharge from £6 to £10 per sector on longhaul flights and from £2.50 to £4 per sector on shorthaul flights as a result of the continued rise in oil prices.

Denise Kingsmill, CBE, is to join the British Airways Board as a Non-Executive Director from 1 November, 2004.

The US State Department introduces new passport rules and security measures for all customers flying into the USA as part of tighter security controls following the September 11, 2001 terrorist attacks.

The first Airbus A321 194 seater aircraft is delivered to British Airways. It will operate on shorthaul high-density routes from Terminal 4 at London Heathrow.

British Airways launches a six-month trial of an innovative text message service called Flight Tracker, which allows customers to receive the latest information on the status of their flight while on the move.

September British Airways completes the sale of its 18.25 per cent shareholding in Qantas. The gross sale proceeds were A\$1.1 billion (approximately £430 million). The airline expects to use the proceeds to repay part of its gross debt, which at June 30, 2004 amounted to £5.6 billion.

The winter schedule is announced which includes new services to Switzerland, Greece, Croatia and Lithuania.

A bistro style restaurant is introduced at New York's JFK airport for business passengers to sample dishes created by UK based Michelin starred chefs.

British Airways celebrates 65 years of operations to Birmingham, 45 years to Moscow and 20 years to Cape Town.

The airline sweeps the board at the Business Traveller magazine awards ceremony, picking up seven awards including best airline, best first class, best business class, best economy class, best longhaul airline, best shorthaul airline and best frequent flyer programme. The **oneworld** alliance wins the best airline alliance category.

Marketing magazine votes British Airways one of the UK's best-loved brands.

New technology on ba.com allows British Airways customers travelling from London City Airport to print their own boarding card before arriving at the airport.

August The threat of industrial action against British Airways lifts following agreement with its unions on a three year pay deal. The company agrees a backdated pay increase over three years in line with predicted rates of inflation plus non-pensionable lump sum payments.

The agreement follows an acceptance by the unions of a single absence policy, which targets a reduction in current absence from an average of 17 days per employee down to 10 days within 12 months and should deliver £30 million in cost savings.

The airline suffers a series of operational issues, including some beyond the airline's control, which resulted in disruption for customers. The airline apologises to its customers and commits to taking steps to ensure it is able to handle such exceptional circumstances in the future. Operations recovered by the Bank Holiday weekend when some 225,000 passengers departed Heathrow, slightly up on the previous year.

The Joint Services Agreement between British Airways and Qantas on the

kangaroo routes is given draft approval for a five-year extension by the Australian Competition and Consumer Commission.

July

The British Airways' annual Social and Environmental report is published. During the last five years the airline's aircraft noise levels have halved, global carbon dioxide emissions are down by 15 per cent and nitrogen dioxide emissions at Heathrow are down by 13 per cent. Fuel efficiency has improved by 25 per cent since 1990.

The British Airways Skyflyers' family travel brand is re-launched to make flights more fun with new activity packs on flights lasting more than three hours. Families can request seats together and kids' meals whilst booking their tickets online.

British Airways announces an Employee Reward Plan so that all staff can benefit from the airline's future success. Staff will be rewarded when profit margin targets are "triggered" as the airline makes progress towards its 10% target.

Notice of ballots for industrial action over pay is received from the TGWU representing ground support services staff and from the TGWU and GMB covering administration and terminal staff.

June

Swiss International Air Lines asks British Airways to release it from some of the obligations of the commercial pact agreed in 2003. An amicable agreement is reached. British Airways retains the eight Heathrow daily slots exchanged with Swiss and codesharing between London Heathrow and Geneva will continue for a further three years. Swiss will not join the oneworld alliance. Other codeshare agreements will end by October 2004.

British Airways chief executive Rod Eddington calls for the European Commission to oppose any form of 'state aid' to Alitalia, which applied for a 400 million euro bridging loan from the Italian government.

No agreement is reached in the latest round of EU US talks on a new air treaty between Europe and the United States.

A record number of British Airways' customers use the enhanced online check-in facilities on ba.com, with more than 100,000 checking in from the comfort of their own home.

A new improved food service is introduced for Club Europe customers offering greater choice, healthy meal options and more appropriate food depending on the time of the flight during the day.

May

British Airways posts a pre-tax profit of £230 million for the full year to March 31, 2004 (2003: £135 million profit). There was a pre-tax profit for the fourth quarter of £45 million (2003: £200 million loss). The operating profit for the full year was £405 million (2003: £295 million profit). The operating profit for the fourth quarter was £32 million, £196 million better than last year. The year end results marked the completion of the two year Future Size and Shape programme that delivered £869 million to March 2004, £219 million better than target and 13,000 headcount reductions.

British Airways adds £2.50 per flight sector (£5 return trip) as a separate fuel surcharge to its fares in the UK as a result of the rising price of oil. In all markets outside the UK a surcharge of \$4 USD per flight sector is added.

British Airways CitiExpress launches direct flights from Birmingham International Airport to Lyon, Vienna and Nice and announces increased capacity on existing services from Birmingham to Dusseldorf.

British Airways cuts year-round European airfares by up to a third on 38 major European routes departing from London Gatwick.

Her Majesty the Queen visits Heathrow Airport to mark the tenth anniversary of Change for Good, the fundraising partnership between British Airways and UNICEF which has raised over £18 million from donations of loose change from British Airways customers. The money has directly benefited UNICEF's work to improve the lives of children in over 50 developing countries.

April

British Airways unveils its new uniform created by leading British fashion designer Julien Macdonald for more than 25,000 staff including flight crew, cabin crew, dispatchers and check-in agents. The new uniform will cost British Airways 30% less than the previous design and will continue to

generate long term cost savings, whilst bringing a new and smarter look to staff.

British Airways launches its first new masterbrand TV commercial for four years which showcases the airline's innovative products and its commitment to customer service.

A new sleeper service for Club World customers is launched giving a better and longer night's sleep on a range of overnight flights from North America and the Middle East to London Heathrow.

A new champagne bar for passengers opens in the First lounge at London Heathrow's Terminal 1 for the airline's First Class passengers and Gold Executive Club members.

Customers flying to Australia with British Airways and Qantas are able to use e-tickets for the first time.

British Airways adds more than 250,000 seats from London Heathrow to popular holiday destinations during the summer months, such as Los Angeles, Hong Kong, Cape Town, Mexico City, Buenos Aires and Dubai. The airline also provides an extra 14,000 seats on flights between London and Portugal to enable football fans to get to the 2004 European Championships.

March The airline's Heathrow flight switch programme is completed. Seven shorthaul services transfer from Heathrow Terminal 1 to Terminal 4 and five longhaul services transfer from Terminal 4 to Terminal 1 making it more convenient for transfer passengers to connect between longhaul and shorthaul flights.

A new feature on ba.com is launched enabling customers to request their own seats and special meals.

February British Airways announces the restructuring of its call centre operation in the UK in response to the growing number of customers who book flights on the airline's website. Telephone calls to the airline's five call centres in the UK have fallen by 34 per cent in the last two years from 13 million to 8.5 million per year as the popularity of the internet grows.

British Airways adds further US codeshare destinations to its network with American Airlines, bringing the total number of codeshare routes to 90.

British Airways announces the launch of wireless internet connections at 80 of its main customer lounges around the world giving instant internet and email access to users.

January A target of £300 million in reduced employee costs is set in the airline's business plan for 2004/06 to be delivered through improvements to working practices and lower unit costs.

British Airways' first transatlantic codeshare flights with American Airlines to and from the UK regions open for sale on daily flights from Manchester to New York and Chicago.

British Airways cancels a number of flights to Washington, Riyadh and Miami for security reasons based on advice from the UK government.

2003

December British Airways, Iberia Airlines and BA franchise partner GB Airways are given exemption from competition legislation by the European Commission. The exemption allows them to share airport facilities, extend code-sharing services, coordinate sales and marketing programmes, undertake joint network planning, coordinate capacity and pricing and cargo services.

The UK government, in its Aviation White Paper, approved new runways at London Stansted airport by around 2011, and, subject to resolving the level of nitrogen dioxide emissions, at London Heathrow airport between 2015 and 2020.

The airline announces an increase in capacity between Nairobi and London from seven flights to 10 per week from March 28, 2004.

November Lord Marshall of Knightsbridge announces his intention to retire as chairman of British Airways at the company's next annual general meeting on July 20, 2004. He will be succeeded as chairman by Martin Broughton currently senior independent director who was appointed deputy chairman by the board.

The three year actuarial valuation, to determine the funding position of British Airways' two main UK pension schemes - Airways Pension Scheme (APS) and the New Airways Pension Scheme (NAPS) - is completed. The APS surplus of £820 million at the last valuation in March 2000, has fallen to £45 million and the NAPS deficit has risen from £221 million at March 2000 to £928 million at March 2003. The government minimum funding requirement (MFR) is covered in both schemes.

Annual contributions of £26 million for APS are required from November 2003. For NAPS, contributions will increase by £107 million a year to £225 million effective January 2004.

Glasgow-based Loganair is to operate seven Scottish routes currently served by British Airways' wholly-owned subsidiary British Airways CitiExpress, between the Scottish mainland and the island communities of Benbecula, Shetland and Stornoway.

British Airways announces plans to launch services to Algiers from London Gatwick on January 5, 2004. Three new routes to three Italian destinations, Bari, Cagliari and Catania, will also start next summer.

October British Airways and Swiss International Air Lines begin codesharing on each other's services between London Heathrow, Geneva and Zurich.

Concorde makes its last commercial flight. The locations for the retirement of the seven Concorde's which include Airbus UK, Filton Bristol; Manchester Airport Museum of Flight; National Museum of Scotland, near Edinburgh; Heathrow Airport; The Museum of Flight, Seattle; US The Intrepid Sea, Air and Space Museum, New York, US; and Grantley Adams Airport, Bridgetown, Barbados.

British Airways introduces the award-winning Club World flat bed as well as World Traveller Plus, its premier economy cabin, on services from London Gatwick to Houston, Dallas and Bermuda operated by Boeing 777s. Other services will follow.

A major programme of British Airways flight switches between Heathrow terminals begins with the transfer of two British Airways long haul destinations from Terminal 4 to Terminal 1. The full programme of flight switches to be phased over the next six months.

September British Airways reaches agreement on the 2003 pay deal with its ground support staff and administrative staff for a one year increase in basic pay of 3 per cent backdated to January 2003.

British Airways and Swiss International Airlines signs a legally binding memorandum of understanding on a commercial agreement. British Airways and Swiss plan joint operations between the UK and Switzerland, with codesharing on London Heathrow Swiss routes from October 26, that will give both airlines customers convenient access to worldwide destinations via London and Zurich.

British Airways announces plans to resume direct flights to the Pakistan capital, Islamabad this winter.

British Airways resumes flights from London Heathrow to Saudi Arabia. The decision to restart flights followed a thorough review of security in and around Riyadh and Jeddah airports, in co-operation with the UK government's Department for Transport and the Saudi authorities.

As part of the airline's fleet simplification programme, the last of five ATR aircraft was returned to the lessors. There are now no turbo prop aircraft in the mainline fleet.

Rod Eddington, chief executive of British Airways and chairman of the Association of European Airlines, calls on the United States and the European Commission to create a new air treaty that will link the domestic market in the United States with the single market in the European Union.

August British Airways announces further steps to reduce its distribution costs in order to improve profitability. From December 1, 2003, the airline will introduce a commission based payment scheme of 1 per cent for UK travel agents who make British Airways' bookings. This replaces sector payments introduced in April 2001.

The airline unveils its first set of codeshare flights with **oneworld** partner American Airlines which will ultimately add more than 100 new destinations to its network. The codeshare routes, on destinations beyond British Airways' 18 US gateway cities and American Airlines' UK gateways, will be introduced in phases. The first cities are Raleigh Durham, Nashville, Cincinnati, Indianapolis, Minneapolis St Paul, Pittsburgh, New Orleans, Panama City and San Antonio.

Speedwing International Limited, a subsidiary of British Airways Plc, disposes of its trading division Speedwing Mobile Communications to AirRadio Limited - a company forming part of the Spice Holdings Plc Group.

British Airways is given permission to start flights to Basra in Iraq. The airline plans to fly twice a week, via Kuwait, using a Boeing 777 aircraft, once safety and security clearances have been finalised. British Airways' predecessor (operating as Imperial Airways) began flights to Basra in 1927 and to Baghdad in 1929. Flights were suspended in March 1987 during the Iran/Iraq war. Flights resumed again in November 1988 and were finally suspended in February 1990 in the lead up to the first Gulf war.

July Following a dispute earlier in the month, British Airways reaches agreement with staff over the introduction of its electronic swiping in and out system and the trades unions agreed to remove the threat of industrial action.

British Airways announces its route schedule for the winter 2003 season. The new schedule reflects the airline's strategy of focusing on more profitable routes.

A new service from London Gatwick to Turin will operate on a daily basis until December, 2003, when a twice daily service commences. In addition, from April, 2004, there will be a new service from London Gatwick to Dubrovnik in Croatia which will operate three times each week.

June British Airways calls for the development of a second runway at Birmingham airport, an extra runway at Edinburgh or Glasgow airport and new passenger terminals at Manchester airport in its response to the government's regional air studies consultation on UK airports development outside south east England up to 2030. The airline also said any new runway at London Heathrow airport should have between 30 and 60 daily take-offs and landings reserved for extra flights to UK regional airports.

British Airways welcomes the decision by the Transport Council to grant the European Commission a mandate to negotiate a new air treaty to replace existing bilaterals between the European Union member states and the United States.

British Airways is named as the "best low cost airline" in an annual Guardian newspaper poll. The airline, which restructured its European and domestic fare structure in summer 2002, now offers new reduced fares on more than 180 routes across the continent.

May British Airways signs an agreement to sell its wholly owned German subsidiary dba to Intro Verwaltungsgesellschaft mbH, the Nuremburg-based aviation consultancy and investment company.

The US Department of Transportation gives final approval to the British Airways and American Airlines codesharing application on destinations beyond British Airways' US gateway cities and American Airline's UK gateways.

British Airways posts a pre-tax profit of £135 million (2002: £200 million loss) for the full year to March 31, 2003. There was a pre-tax loss for the fourth quarter of £200 million (2002: £85 million loss). The operating profit for the full year was £295 million including an £84 million exceptional operating charge relating to Concorde. The operating loss for the fourth quarter was £164 million, £119 million worse than last year.

In its response to the government's consultation on airport infrastructure, BA calls for a new short runway to be built at London Heathrow airport to give Britain maximum economic benefit from an effective international hub airport that would boost the UK economy by £37 billion.

British Airways announces the withdrawal of services between Guernsey and London Gatwick airport from 16 June 2003. The service was continued by Aurigny Air Services.

British Airways announces the withdrawal of its services to Plymouth and Newquay from London Gatwick and Bristol airports from 25 October 2003. The three times a day Plymouth to Newcastle service is also withdrawn and the Dash 8 fleet move to Manchester.

April British Airways announces the retirement of its Concorde fleet of seven aircraft with effect from the end of October 2003.

British Airways launches a new direct air link from Glasgow to London City operated by its wholly owned subsidiary, British Airways CitiExpress, using 110 seat RJ100 jet aircraft. This followed the launch of flights from London City to Paris and Frankfurt at the end of March.

British Airways resumes flights from Heathrow to Tel Aviv and Kuwait and re-introduced direct services to Abu Dhabi, Dubai, and Bahrain, Jeddah and Riyadh. It also announces plans to return to Baghdad after 14 years with a thrice weekly service, when it is safe to do so.

March British Airways announces a package of measures in response to the impact on its business of the conflict in Iraq. The airline implemented a reduced flying programme and an acceleration of its future size and shape recovery programme.

British Airways re-launches its Executive Club loyalty programme to make the scheme simpler, with more ways to spend BA Miles and better incentives for loyal customers, to take effect from July 1, 2003.

Easyjet notifies British Airways that it will not exercise the option to buy its German subsidiary, dba (formally Deutsche BA). EasyJet paid the airline £6.1 million during the purchase option period. British Airways says it will continue to work towards the long term future of dba.

British Airways and SN Brussels Airlines receive approval from the European Commission to continue their commercial relationship agreed in July 2002. It enables the two airlines to codeshare on selected flights and offer reciprocal frequent flyer benefits for customers.

February British Airways criticises the Civil Aviation Authority for failing to revise its new pricing regime at Heathrow airport which will allow the airport operator, BAA, to raise landing charges by up to 50 per cent over the next five years.

A three month internet trial begins on a British Airways 747-400 aircraft, on services between London Heathrow and New York using Connexion by Boeing broadband system. Passengers can plug in their laptop from their seat and access personal and work emails, corporate intranets and the web.

British Airways, its **oneworld** partner Iberia and franchise partner GB Airways, announce new codeshare routes from February 20 on services between London Heathrow and Seville, Valencia, Malaga, Santiago de Compostela and Bilbao and services between London, Gatwick and Madrid, Barcelona and Bilbao.

British Airways and its **oneworld** partner Cathay Pacific Airways increase their code-share destinations to 19 with the announcement of extra code-share flights to Seoul, Copenhagen and Lisbon.

January British Airways announces its shorthaul summer 2003 schedule which included new routes from London Gatwick and Manchester airports and increased services on profitable routes to Europe.

The airline begins wearing trails of a new uniform for customer contact staff.

British Airways submits its detailed response to the Civil Aviation Authority as part of the consultation process on airport charges. It said an increase in airport charges of 6.5 per cent above inflation at Heathrow from April 2003 - 2008 means airlines are being asked to pay £300m in advance for airport services which they and their passengers won't benefit from for many years.

2002

December British Airways announces it is winning back traffic from the no-frills airlines as forward bookings on flights show year on year increases of over 41 per cent from some of its major UK regional bases. The strongest bookings were over the Christmas and New Year period, with Edinburgh and

Glasgow proving to be the top performers.

Vineet Bhatia, the Michelin-starred and innovative head chef of Indian restaurant Zaika in Kensington, is recruited to the British Airways Culinary Council. Set up to advise, inspire and develop signature dishes for British Airways, the council already includes the prestigious Michel Roux, chef and proprietor of The Waterside Inn and Mark Edwards, head chef of Nobu.

British Airways switches its aircraft order with Airbus to receive 10 A321 aircraft instead of 12 A318 aircraft and three A319 aircraft. The airline's capital spend with Airbus for the orders placed in 1998 and 1999 remains unchanged. The move comes as part of BA's fleet simplification strategy to base its Airbus fleet at London's Heathrow and Gatwick airports and re-deploy its fleet of 16 110 seater RJ100 aircraft from Gatwick to British Airways CitiExpress fleet at regional airports.

British Airways announces it will be simplifying and strengthening its UK regional operation. British Airways CitiExpress is to operate for the first time from London City in April 2003 with the launch of three new routes. In addition British Airways is giving its key Manchester network a major boost with the introduction of three new routes and extra capacity. British Airways CitiExpress also signs a heads of terms with Eastern Airways with the intention of transferring its 12 strong fleet of 29-seater Jetstream 41s and its associated engineering hangar at Glasgow to the Humberside-based airline. This is first part of an accelerated strategy to move to an all jet regional operation. CitiExpress is to withdraw from 21 regional routes and will no longer fly from Cardiff and Leeds-Bradford airports.

Rod Eddington, chief executive of British Airways, is the new chairman of the Association of European Airlines for 2003. His leadership will build on the foundations laid during the chairmanship of Leo van Wijk of KLM, who held the position in 2002.

November Good second quarter results are delivered as British Airways cost drive posts a pre tax profit of £245 million. The three-month pre-tax figures took the result for the half-year to £310 million. Yields in the second quarter were up 1.2 per cent. Debt was down by £1 billion.

Changes to British Airways' longhaul flying programme for the summer 2003 season reflect the airline's drive to maximise revenue on profitable routes, reduce its cost base and work its assets harder. Flights increase to four North American destinations and capacity is reduced to Brazil and Argentina.

British Airways and American Airlines file an application with the US Department of Transportation seeking US regulatory approval to offer certain codeshare services permitted under the current provisions of the US-UK air services agreement. The arrangement would enable British Airways to place its code on American's flights beyond British Airways' US gateway cities to points in the US, Mexico, the Caribbean and Latin America. The application submitted by the two carriers excluded codesharing on each other's transatlantic services between the US and London.

British Airways chief executive Rod Eddington calls on European nations to strike a new air deal with the USA. Speaking at the Institute of Economic Affairs annual conference in London he urged the European nations to join together to break down America's protectionist aviation policies. He said it was the only way Europe could rebalance a one-sided air treaty the USA had pursued and he appealed to the British government to throw its weight behind the cause.

British Airways announces it is the official travel partner of the Rugby World Cup in Australia. Rugby fans are able to buy a complete travel package to the tournament on official partners websites.

October The annual charity flight for Dreamflight flies to Disneyworld with 192 sick, disabled and incurably ill children. The special British Airways' has been an annual event for some years and was the inspiration of British Airways cabin crew member Patricia Pearce and retired flight engineer Derek Pereira.

Five tourism projects, including two UK entries, clinch top honours in the travel industry's leading environmental British Airways Tourism for Tomorrow awards. The awards receive entries from 32 countries around the world and recognise best practice in the field of sustainable tourism. The

winning project is chosen from five environmental award categories.

September Inflight entertainment is revamped when British Airways launches a repackaged on-board product - High Life Entertainment. Six new television channels are launched including Film Four and MGM.

Free upgrades to First are offered on one sector of customer's journeys when they book their British Airways' long haul business class tickets. In addition, passengers flying in the airline's Club World (business class) cabin to New York JFK, are offered a free upgrade to Concorde on one leg of that journey.

British Airways emerges as the most successful airline at the prestigious 2002 Business Traveller Awards, winning a total of seven categories. As well as winning the blue riband Best Airline award, British Airways also regains top spot in the Best Business Class category by ousting Virgin Atlantic.

August British Airways posts a pre-tax profit of £65 million for the first quarter to June 30th, 2002. The operating profit for the first quarter was £158 million. Net costs were down 14.6 per cent for the quarter, and unit costs fell by 2.6 per cent in the same period. Revenue in the quarter, at £2,052 million, was down 10.7 per cent. Passenger yields were up 5.0 per cent primarily due to improved cabin mix.

The launch of British Airways' winter long haul sale sees thousands of discounted flight tickets to 49 far flung destinations, offering savings of up to £204. Prices started from just £239 for a return ticket to New York, Boston and Atlanta including taxes.

Prices are slashed by to 80 per cent on British Airways' flights to Spain, Turkey, Greece, Cyprus, Belgium, Czech Republic, Hungary and Luxembourg completing the launch of year-round low fares on 170 key routes to Europe by the airline.

July A World Traveller Plus promotion launches on 11 US destinations for passengers to travel for an extra £150 for a one-way upgrade in the airline's premier economy cabin. A return ticket to New York, Boston and Washington with a one-way upgrade to World Traveller Plus starts from £399 including taxes (saving up to £74).

British Airways and its oneworld partner, Iberia, expand their codesharing arrangements, resulting in new international destinations for each carrier. From July 12, the Iberia code is added to connecting flights operated by British Airways from London Heathrow to Budapest, Nairobi and Singapore. At the same time, British Airways added its code to connecting flights operated by Iberia from its main hub in Madrid for travel on to Havana in Cuba and Santo Domingo in the Dominican Republic.

British Airways and SN Brussels Airlines announce that they are entering into a commercial relationship, subject to regulatory approvals. The agreement between the two carriers is to enable the SN Brussels flight code to be placed on all British Airways services between Brussels and London from October 27, 2002. In addition to the code-share, new ticketing arrangements have been put in place to allow customers to benefit from improved access to each airline's network.

Lambeth councillors vote unanimously to grant the British Airways London Eye permanent planning permission on its South Bank site, opposite the Houses of Parliament.

British Airways welcomes the government announcement about the options for improving airport infrastructure across the UK. Rod Eddington, British Airways' chief executive, said: "Heathrow is a unique national asset and by including it in the options, the Government is recognising the key contribution that it makes to the British economy. The priority must be to build on that contribution."

British Airways announces changes to its winter schedule for 2002 which include increased services to profitable destinations and further route transfers from London Gatwick to London Heathrow. These transfers are in line with the airline's Future Size and Shape strategy, unveiled in February 2002. Services to San Diego, Denver and Phoenix in the USA and Harare in Zimbabwe and Lusaka in Zambia moved from Gatwick to Heathrow's Terminal Four, a move which will concentrate British Airways' African network at Heathrow. Flights to New York's JFK airport from Heathrow

increased from six to seven daily sub-sonic services.

June British Airways and Finnair expand their current codesharing arrangements by adding destinations in South Africa, Canada, and the UK regions. The Finnair code is added to BA operated flights from London to Johannesburg, Cape Town, Montreal, Vancouver and Toronto. British Airways also adds its code to selected flights operated by Finnair.

British Airways takes a further step into the next generation of air travel by offering on-board e-mail and internet access for its passengers. BA installs the system in its First, Club World and World Traveller Plus cabins for a trial period of three months.

British Airways reaches the finals in the UK's most prestigious national awards for corporate community working. It was among a handful of companies to be selected as a finalist for the Investing in Potential award in *Business in the Community's Awards for Excellence 2002*. The award marked the company's achievements and confirmed its position as an 'Example of Best Practice' in the field of corporate responsibility.

British Airways cuts European air fares by up to 80 per cent on 42 routes. Saturday night stay and advance purchase restrictions are scrapped and prices slashed to from £59 return on domestic routes and £69 return to Europe. More than 50,000 air tickets at the lowest fare will be available every month on the 71 domestic and European routes which also have lower flexible fares and fewer booking restrictions.

May BA launch a summer promotion for Concorde return fares to New York. The special Concorde tickets went on sale for £3,999, representing savings of up to £3,867. The tickets are on sale throughout May.

British Airways makes sure that its customers get to watch the World Cup, as daily highlights from England matches are played inflight via the seat back videos during May and June.

British Airways posts a pre-tax loss of £200 million for the full year to March 31, 2002, well ahead of market expectations. There was a pre-tax loss for the fourth quarter of £85 million. Total overall costs for the full year fell by 5.9 per cent which reflect the actions taken by British Airways in response to the global economic slowdown earlier in the year and decisions immediately after September 11th.

Travel agents are given a new improved web-based booking tool to make it easier to book British Airways flights. The new system, Trade Fare Explorer, replaces British Airways Reservations Online (BAROL). The move is part of the package of measures to reduce costs and improve profitability and is based on the new selling engine on ba.com.

British Airways signs a deal with easyJet for the sale of Deutsche BA (DBA), a subsidiary which flies exclusively in Germany. Under the terms of the deal BA is granting easyJet the option to buy 100% of DBA by March 31, 2003. The deal is potentially worth between £18.3 million (30 million euros) and £28 million (46 million euros), dependent on when easyJet exercises the option.

April British Airways receives more than £6 million from the UK Government after becoming the world's first airline to take part in a new scheme to reduce greenhouse gas emissions. The airline commits to reducing its carbon dioxide emissions in the UK by 125,000 tonnes over the five years of the scheme to 2006. The scheme will begin operating on 2 April 2002.

British Airways signs a deal with Warburg Pincus for the private equity investor to acquire a majority shareholding in World Network Services (WNS), the airline's India-based data management company. The sale of WNS is put forward to enhance the future growth prospects and development of the company and allowed British Airways to maintain a meaningful stake, whilst pursuing its ongoing strategy to focus on core business.

Mr Michael Davies and Raymond Seitz announce their retirement from the BA board of directors, taking effect from 16 July, 2002 the day of the AGM. The board numbers reduce to 11 members.

British Airways announces that it will be the official airline of the England football team for the 2002 World Cup. The Football Association charter a 777 for the duration of the World Cup trip flying them to Dubai and on to the Far East. The deal means that British Airways will be the official carrier of the squad up until 2004 encompassing not only the World

Cup but also the European Championships in Portugal.

The outcome of the Future Size and Shape in the regions is unveiled. British Airways CitiExpress undertake a review to ensure the profitability of its services at airports throughout the UK. They announce withdrawal of 12 loss making routes, launch two new routes and increase frequency on nine and reduce staffing by the equivalent of 500 full time positions. The changes are to bring £20 million cost savings each year by 2004.

March British Airways introduce a new selling engine to its internet site to make it easier for customers to get the best possible deal when booking flights online.

The wholly owned BA subsidiary, CitiExpress, is officially launched operating to 48 destinations from 26 airports. Passengers will benefit from travelling with a full service regional airline that can offer high frequency schedules to some of Europe's top cities. BA CitiExpress was created from the integration of two wholly owned subsidiaries, Brymon Airways and British Regional Airlines.

February British Airways reports lower than expected pre-tax losses for the third quarter to December 31, 2001 of £160 million against a pre-tax profit of £65 million for the same period last year. The three month pre-tax figures takes the results for the nine months to a loss of £115 million, (2001: £215 million profit).

The chief executives of the eight oneworld member airlines - Aer Lingus, American Airlines, British Airways, Cathay Pacific, Finnair, Iberia, LanChile and Qantas - underline their commitment to the alliance by accelerating plans to deepen working relationships between the partners. The new developments include a major expansion of code-sharing agreements between the airlines.

British Airways unveils a major package of measures designed to return the airline to profitability, following a wide-ranging analysis of its business led by chief executive Rod Eddington. The review - known as Future Size and Shape - showed measures need to be introduced to meet £650 million of annualised cost savings. They include 5,800 further job losses in addition to 7,200 announced previously, total head office and support staff to be reduced by more than a third and a significant restructuring of short haul business to compete with no frills carriers.

British Airways launches the new 'Skyflyers' activity pack designed and developed with Disney. The new packs are designed to amuse and entertain young flyers of all age groups.

January British Airways increases services to Nassau and Grand Cayman for the summer to cope with increased demand. The extra weekly service means an additional 767 is put on the route to operate to the Caribbean islands.

US Department of Transportation announces the regulatory conditions for the proposed alliance between British Airways and American Airlines which involves giving up 224 Heathrow slots. Rod Eddington, British Airways' chief executive and Don Carty, chairman and chief executive, American Airlines say the regulatory price is too high.

2001

December Concorde services return to Barbados. British Airways will operate a once a week scheduled service to the island from London Heathrow. The average flight time between London Heathrow and Barbados is three hours and fifty minutes. A subsonic aircraft such as a Boeing 747, flying the same distance, averages a flight time of eight hours fifty minutes.

British Airways announces its best punctuality results for seven years.

British Airways suspends services from Hong Kong to Taipei and Manila. British Airways and its oneworld alliance partner, Cathay Pacific Airways, announce an expansion to their code-sharing agreement to cover Kuala Lumpur, Auckland and eleven destinations in Europe.

The first rehearsal of the migration to Amadeus ticketing is successfully completed. The initial cutover to the new system is expected in February.

November Armour-plated cockpit doors are fixed on all British Airways aircraft as an extra security measure.

Concorde returns to commercial service and lands in New York for the first time since July last year. The atmosphere on board is described as "electric".

Heathrow Terminal 5 is given the go-ahead by the UK Government. It is due to open in 2007.

A team of 5 senior managers are appointed to lead the airline's study into the future size and shape of the company.

October British Airways combines its two UK regional subsidiaries, British Airways Regional (BAR) and CitiExpress, creating the second largest regional airline in Europe. The combined regional business will have a turnover in excess of £600 million and a fleet of 92 aircraft serving more than 120 routes. The new entity will employ around 3,200 people and carry some five million passengers each year.

Concorde tickets go on sale and are snapped up in preparation for the flagship's return to commercial service.

British Airways launches a new twice daily service between Manchester and Zurich. The flight, operated by British Airways CitiExpress, the wholly owned British Airways regional subsidiary, will provide Club Europe and EuroTraveller service.

British Airways launches a promotion to get people flying again, with 50,000 Club class tickets up for grabs for Executive Club members, enabling them to take a companion free. Five million cut-price tickets also go on sale to destinations all over Europe with children able to fly for free.

British Airways wins the prestigious Grand Prix Award for International Design Effectiveness for the new Club World seat which turns into a six foot fully flat bed. The award was given in recognition of how the product had revolutionised business travel. The seat also won the best consumer product award.

September Possibly the worst day in aviation history - on September 11 terrorists hijack two United Airlines and two American Airlines flights, crashing two of the aircraft into the World Trade Centre's twin towers in New York, and a third into the Pentagon in Washington. The fourth aircraft crashes in woodland in Pennsylvania. No British Airways aircraft were directly involved, although 22 aircraft were diverted. More than 4,000 people were killed. Staff all over British Airways volunteer to ease disruption in the terminals as chaos reigns following many cancellations and aircraft diversions.

Following the attacks British Airways draws up a plan of action. A Business Response Scheme to achieve 7,000 workforce reductions is approved. A reduction in flying of 10 per cent is also announced. Other measures include a review of spending on new projects, aircraft modifications, investment in products and a moratorium on IT expenditure.

Concorde's Certificate of Airworthiness is returned by the Civil Aviation Authority and its French equivalent, DGAC. It marks the end of an intensive programme of work by the manufacturers, regulatory authorities, British Airways and Air France to ensure Concorde returns safely back into service.

August British Airways pledges to take part in DVT research, alongside the World Health organisation (WHO)

British Airways launches a new website to promote its Travel Clinics. The new website (www.britishairways.com/travelclinics) has a link to the airline's dedicated health website and contains details of all the services offered by the Travel Clinics.

July A British Airways Concorde flies for the first time since modifications were made as part of the programme to return to the supersonic airliner safely to service.

June UK and US officials meet to discuss prospects for an "open skies" agreement. The atmosphere surrounding the discussions is described as "positive and constructive".

British Airways sells its no-frills subsidiary "Go" for £100m to 3i.

British Airways launches its Pets Travel Scheme trial operating from Barcelona, Rome and Bermuda to London Gatwick.

British Airways opens a new US telephone sales centre in Jacksonville, Florida. It is run by a wholly-owned subsidiary Flytele.

British Airways celebrates 10 years of operations at Birmingham's Eurohub.

May "Air rage" incidents are targeted by British Airways with the release of its new Conditions of Carriage.

British Airways announce customers can save money each time they buy a ticket from the airline's website - www.britishairways.co.uk. Passengers will benefit from a £3 discount for domestic and shorthaul flights and £5 for longhaul journeys. The discount will apply to all bookings to and from the UK.

Mike Jeffery, Director of flight Operations, retires after 35 years with the company.

April British Airways announces its new summer schedule from London Gatwick which focuses on the Airline's strategy to develop viable, point-to-point services at the airport. The highlights include a new daily non-stop service to San Diego, the first scheduled service to the Turks and Caicos Islands and increased flights to Houston and Buenos Aires.

British Airways co-hosts a visit of travel chiefs to help dispel misconceptions about foot and mouth disease.

British Airways and Iberia announce that they are to extend their code-sharing arrangements to long-distance routes. British Airways' code will be added to Iberia's six weekly flights between Madrid and Lima. Iberia's code will be placed on five weekly British Airways' flights between London Heathrow and Bangkok.

Australia is the latest country to get the Next Generation products. Aircraft flying to Melbourne and Sydney are embodied with the new 21st century products.

March British Airways revises its menu plans following the outbreak of foot and mouth disease in the UK

British Airways confirms it intends to make a recommended offer for all of the issued shares in British Regional Air Lines Plc (BRAL). The offer is subject to formal approval by the Office of Fair Trading. The purchase is a further step in British Airways' previously announced plans to co-ordinate better its various shorthaul businesses and reduce fragmentation among subsidiary and franchise partners.

A computer outage on British Airways computer systems causes disruption for passengers around the world.

The Airline Group, including British Airways, is named by the UK Government as strategic partner for National Air Traffic Services' public-private partnership. The group announced plans for £1 billion worth of investment.

February British Airways send an emergency relief flight to transport aid workers and more than 36 tons of vital supplies to victims of the Gurjurat earthquake disaster.

British Airways re-opens its First class lounge at London Heathrow's Terminal 4 for premium passengers ensuring unrivalled comfort and luxury on the ground and in the air. A new Concorde Room designed by Sir Terence Conran also opens in the airline's Lounge Pavillion at Terminal 4, in anticipation of a resumption of supersonic services later in the year.

As part of its continued commitment to its home market British Airways announces a new range of benefits for passengers flying within the UK. British Airways will offer its full fare passengers the opportunity to choose their seat at the time of booking and lounge access at selected destinations around the UK.

A worldwide Passion Day is held by British Airways to recognise the airline's "Passion for Service" campaign.

British Airways takes part in a survey into air quality on board commercial passenger jets.

January British Airways begins modifying its Concordes, with the hope of resuming services later in the year. £17 million will be spent on safety-related modifications and £14 million on upgrading the onboard product.

British Airways announces large cuts in many of its fares, effective from April 1. The adjustments to fares reflects the changes in payments to agents, following the introduction of its new agents' remuneration scheme.

British Airways announces the launch of its new Value Pass, enabling passengers to buy full fare domestic and Club Europe e-tickets in bulk at a 10-18 per cent discount.

British Airways introduces a facility to check-in and select seats for flights out of the UK via WAP phone. The service is available to Gold and Silver Card Executive Club members, and will be available to Blue Card holders in the summer.

British Airways unveils the Journey Baggage Service which uses information from computer systems around the world to pinpoint the whereabouts of baggage. This will be the single source of information from which Customer Service staff can trace missing baggage.

British Airways and Iberia announce the expansion of their code-sharing agreement to cover four destinations in Spain served by Iberia subsidiary Air Nostrum. From February, the BA code will be added to Air Nostrum/Iberia flights between Madrid and the regional cities of Almeria, Murcia, Pamplona and Zaragoza.

2000

December British Airways announces the results of its review of Gatwick operations, marking a shift from previous attempts to build Gatwick as a transfer hub. The plan, which will be implemented over two years, includes reducing longhaul destinations served from Gatwick from 43 to around 25, through cutting some destinations and relocating other services to Heathrow. Gatwick's shorthaul business will be refocused on serving the needs of London and South East England, and the consolidation of City Flyer operations in the North Terminal.

Thomas Cook and British Airways announce that they plan to merge their existing UK scheduled businesses, Thomas Cook Holidays and British Airways Holidays outbound business, to create a 50/50 joint venture company.

British Airways appoints Mike Street, the airline's Director for Customer Service and Operations, to the company's Board.

Zambian Air Services (ZAS) becomes a British Airways franchisee. ZAS will begin flying from Johannesburg to N'dola twice a week and from Johannesburg to Lusaka three times a week.

November British Airways announces that it will restructure its operations at Gatwick into a largely point to point business. British Airways also announces its intention to sell GO, its no frills subsidiary, and to better integrate its various shorthaul operations.

British Airways unveiled its new-look First cabin. The investment includes new interiors, improvements to seat cushioning and bedding, and in-seat telephones and lap-top power.

British Airways selects internet consulting firm, iXL, to work with it to develop and implement its future e-Commerce services. The agreement will begin with the redesign of British Airways' global website and the implementation of a new content management system, which are both due to be complete by Spring 2001.

British Airways and Finnair extend their code-sharing agreement to include a longhaul route. Finnair's AY flight code is added to one of British Airways' two daily services between Heathrow and Toronto.

October British Airways announces significant changes to its flying programme for Summer 2001, which will reduce capacity, measured in Available Seat Kilometres, by 2 per cent on top of the previously planned 8 per cent reduction. However, in terms of flying hours, the changes will mean a 1 per cent increase versus Summer 2000. The changes include the transfer of two longhaul routes from Gatwick to Heathrow, the suspension of one loss-making longhaul route and increased frequencies on some core routes.

Following the completion of the Club Europe embodiment on its aircraft, British Airways increases the baggage allowance for that cabin. Passengers now can take two pieces of hand baggage, weighing up to 18kgs on board, doubling the previous allowance.

AirNewco, an airline-led B2B initiative which includes British Airways, and MyAircraft, a B2B exchange led by aerospace manufacturers, announce their intent to combine their efforts into one venture.

British Airways launches a new corporate rewards program for small to medium sized businesses, called On Business, following a successful nine months trial period. Each time an employee books an eligible fare with British Airways, the company earns points, which can be exchanged for a range of business travel rewards, such as free flights, chauffeur drives to or from UK airports, Heathrow and Gatwick Express train tickets and hotel vouchers.

British Airways and Iberia announce further code-sharing agreements. BA codes will be added to Iberia services between Gatwick and Oviedo, Palma and Ibiza and between Palma and Mahon. The IB code will be added to BA flights between Gatwick and Faro, Oporto, Palma, Tenerife and Bermuda and between Heathrow and Faro.

September British Airways and internet agency DoubleClick signed an on-line advertising deal, spanning 14 countries on four continents with a potential audience of over 33 million people.

August New Club World flying beds are available on the Hong Kong route. The seats have been well-received by customers on the Heathrow - New York JFK route, with significant rises in customer satisfaction ratings for cabin crew, catering, sleep, privacy, comfort and space.

World Traveller Plus opened for sale for travel from October 29 for services between London Heathrow and New York JFK, Hong Kong and San Francisco.

British Airways announced changes for its Winter 2000 schedule. Shorthaul frequencies are improved from Heathrow to Paris, Prague, Bologna, Rome and Munich; and from Gatwick to Venice and Barcelona. All Tel Aviv services will operate from Heathrow and increase in frequency from 10 to 17 per week. Services to Jersey, Venice and Bilbao transfer from Heathrow to Gatwick. Service reductions include Heathrow - Paris Orly (reduced from six to three per day), Gatwick - Verona and Gatwick - Genoa. Operations from London to Ljubljana and Salzburg will cease. Longhaul changes include London - Johannesburg becoming a double daily operation, with the addition of an extra weekly flight. A fourth weekly service to Nassau is added, and services to Kuala Lumpur reduce by one frequency to five per week.

British Airways cancelled all Concorde operations after the Air France Concorde accident. British Airways remains optimistic that services will resume at some point.

As a result of the suspension of Concorde operations, an extra 32 new Club World seats will be available on two daily Heathrow - New York JFK services from mid-September.

July Embodiment of Club World flat beds is complete for the Heathrow-JFK route.

British Airways launches a trial offering on-line check-in for its top corporate customers via the British Airways extranet. The system allows customers to check in and select seats from home or the office up to 24 hours before departure. If the trial is successful, the service will be offered to the top 200 corporate customers by the end of March 2001.

The British Airways Executive Club is relaunched with an enhanced range of benefits. In October, BA Miles replaces AirMiles as the mileage currency for UK Executive Club members. Members will be able to earn miles on discount economy fares for the first time and mid and longhaul destinations will be easier to reach. BA Miles will focus on rewarding anyone who flies with British Airways, while AirMiles continues as the UK's leading frequent shopping reward scheme.

CityFlyer Express orders six new Avro RJ100 jets, together with options for six more. The aircraft will be used to upgrade selected routes currently operated by ATR aircraft, as well as introduce some new routes on to the CityFlyer network. Delivery of the aircraft is scheduled from November 2000 through to April 2001.

National Jet Italia, a start-up carrier, becomes the 11th member of the British Airways franchise family, flying from Rome to Palermo four times daily.

June British Airways and KLM commence talks on a possible combination of their businesses. In September the two companies announce they will not be proceeding any further.
With the entry into service of the ninth Airbus A319 at Birmingham, the last Boeing 737-200 was retired from the Eurohub terminal.

British Airways and LanChile reach a code-sharing agreement. From August, LanChile operate connections between Buenos Aires and Santiago, replacing British Airways' London-Buenos Aires-Santiago service, which struggled to make a profit since introduction in 1993.

Canadian Airlines International withdraws from the **oneworld** alliance. The **oneworld** airlines continue to provide services to seven Canadian cities with 64 daily flights.

British Airways consolidates its leisure activities into one division, to offer an integrated range of leisure products sold through all distribution channels, including travel agents, tour operators, British Airways Telesales, Travel Shops and Britishairways.com.

British Airways renews its franchise agreement with GB Airways for a further eight years. The Gatwick-based carrier has been a franchise carrier since 1995.

May Three new Directors are appointed to the British Airways Board. Rod Eddington joins as Chief Executive. Martin Broughton, Chairman of British American Tobacco p.l.c. and Dr Martin Read, Managing Director and Chief Executive of Logica plc, are appointed Non-Executive Directors. Sir Michael Angus, Non-Executive Deputy Chairman, will step down from the Board at the Annual General Meeting in July.

British Airways sells its 86 per cent shareholding in the parent company of Air Liberté to Taitbout Antibes BV. British Airways' net cash proceeds FFfr457 million (£40 million). Accounting rules require goodwill previously written off to be reinstated, leading to a loss on disposal of approximately £56 million. The net effect of the disposal is to increase reserves by £117 million, and eliminate the continuing trading losses of Air Liberté.

In conjunction with ten other major airlines, British Airways announces the creation of the first European, multi-airline, on-line travel agency. The new site will offer the public access to the most up-to-date fare information, including the airlines' lowest branded fares. Passengers will also be able to book hotels, car hire, insurance and other travel services through the site.

British Airways sells its 14.1 per cent stake in Hogg Robinson to the management buy-out consortium, leading to a £4.9 million profit on disposal.

British Airways rolls out a free on-line information service for leisure and business travel agencies. This will give the UK travel trade extranet capability, allowing the agent to view product and service information, special promotions, training information and an on-line service to enable agents to talk to the trade query centre.

April Six major world airlines, including British Airways, announce the formation of a company to create and operate an internet marketplace, linking airlines worldwide with sellers of airline-related goods and services. The company will handle approximately \$32 billion of the six airlines' supply chain business annually. The other founding member airlines are American Airlines, Air France, Continental Airlines, Delta Air Lines, and United Airlines.

British Airways announces it will transfer management of British Airways' flight booking, departure control, inventory and related information systems to Amadeus.

British Airways teams up with GetThere.com, the leading supplier of internet-based business-to-business travel systems in the US, to launch a new on-line business travel management system. The private access website will be available to travel agents for their medium to small sized corporate clients and also to corporate customers who wish to book

directly.

Following extensive consultation with trade bodies and UK travel agents, British Airways announces the payment levels for the agents' remuneration scheme, which in 2001 will replace the standard seven per cent commission payment. Payments are higher for longhaul than for shorthaul, and for full fare flexible tickets than restricted tickets to reflect the increased workload.

March Bob Ayling resigns as Chief Executive. Chairman Lord Marshall takes on the role temporarily.

British Airways completes its acquisition of 9 per cent of the shares in Iberia, at a total of Ptas41 billion (£155 million). If the price of the shares in Iberia offered through its public flotation is less, the sum paid by British Airways will be reduced accordingly.

British Airways and Cathay Pacific sign a code-share agreement, adding Cathay's CX code on British Airways' flights linking Heathrow with Belfast, Edinburgh, Glasgow and Manchester.

February British Airways announces its e-business strategy, comprising e-Commerce, e-Working, e-Procurement and e-Ventures. E-procurement is targeted to increase on-line purchasing in the UK from 25 per cent to 80 per cent by March 2002, saving more than £175 million on the airline's £3.7 billion a year purchasing spend. E-Working will transform the way the company carries out its business internally. e-Ventures includes three new on-line ventures, in which up to £100 million of investment is planned over the next two years. These are an on-line travel agency; a lifestyle portal; and a significant expansion of the on-line activities of Air Miles.

British Airways and Qantas announce the introduction of new services between the UK and Australia. Together, the airlines' will offer four daily services between London and Sydney. Qantas will also add a second daily service between Melbourne and London. Frequencies between Singapore and Perth will rise to 18 per week, with Singapore-Brisbane frequencies rising to 11 per week. These legs will be operated by Qantas 767s and will offer more connections to London via Singapore. To support the new schedules, Qantas will lease seven Boeing 767s, released as a result of the new British Airways fleet strategy.

The oneworld alliance announces the formation of a central management team to drive future growth and the launch of new customer services and benefits. It will be led by Peter Buecking, who will step down from his role as Sales and Marketing Director with Cathay Pacific Airways. As oneworld Managing Partner, he will report to the alliance's Governing Board, comprising the Chief Executives of the member airlines.

January British Airways announces plans for fundamental change to the way the airline works with UK travel agents following extensive consultation with agents and customers. The standard seven per cent commission payment will be replaced by a fee based structure, with charges paid for the basic service of making a booking, issuing travel documents and collecting the fare. Agents will be free to charge additional fees for any other services which customers require such as dedicated service desks and travel policy advice. Some fares will be adjusted to take this new scheme into account.

British Airways announces the introduction of a new cabin class, World Traveller Plus. This cabin will offer more space and facilities than World Traveller for a premium to the full World Traveller fare. Services between London and New York JFK will be fully embodied with both the Club World 'Lounge in the Sky', the world's first fully flat bed in business class, and World Traveller Plus by Summer 2000.

British Airways takes delivery of its first two Boeing 777 Extended Range aircraft.

British Airways completes the £17 million (R168 million) purchase of an 18.3 per cent shareholding in Comair, its franchise partner in Southern Africa.

British Airways agrees to sell Galileo UK to Galileo International Inc.

British Airways launches the world's first commercial interactive TV service offered by an airline. The service will appear within the interactive TV travel sections of the UK cable companies Cable & Wireless Communications, ntl and Telewest.

1999

December British Airways sells a second tranche of 1.1 million shares in Equant for £58 million profit. British Airways remains the beneficial owner of 2.1 million shares in Equant.

British Airways doubles hand baggage allowances on Club World to 18kg.

The British Airways London Eye, the world's biggest observation wheel, was activated by the Prime Minister on 31 December to mark the new millenium.

November British Airways and Aer Lingus sign a co-operative agreement to codeshare on 14 routes across the Irish Sea and to eight continental European destinations from March. Both airlines' frequent flyers will be able to earn and redeem miles on each other's networks. In December Aer Lingus is confirmed as the ninth member of the **oneworld** alliance.

British Airways and American Airlines file an application with the US DoT to codeshare on flights serving some 75 destinations in the UK, USA, Europe and Africa.

British Airways complete its purchase of CityFlyer Express. This follows approval from the Secretary of State for Trade and Industry, subject to undertakings which were offered by British Airways during the Competition Commission's investigation of the transaction.

British Airways launches a new £25 million transfer baggage sorting system at Gatwick.

The first operation into London City Airport by an aircraft in British Airways' livery begins, when British Regional Airlines begin their 3 per day weekday operation from Sheffield.

October British Airways orders 12 new 100 seat Airbus 318s, with options to purchase 12 more.

British Airways and LanChile announce an agreement to co-operate further on air travel between the UK and Chile. Frequent flyer miles will be redeemable on each other's services, with further exploration into codeshare opportunities. The new benefits will begin in June, shortly after which LanChile will join the **oneworld** alliance.

British Airways announces that it is to increase services between Heathrow and Lagos, Nigeria, in conjunction with Nigeria Airways from three to six services a week.

September British Airways announces the disposal of 34 of its 53 Boeing 757s. The aircraft will be converted by Boeing into freighters for DHL. Deliveries will begin in July 2000. The airline also welcomes a new generation of aircraft with the arrival in Britain of its first Airbus A319.

The airline announces a £50 million programme of improvements to British Airways Club Europe, including faster check-in, and re-designed seats and interiors.

July British Airways and American Airlines re-affirm their commitment to developing their alliance, despite US DoT rejection of their application for anti-trust immunity for joint venture operations on North Atlantic routes. Both airlines envisage many opportunities to broaden the alliance in ways which do not require anti-trust immunity, both jointly and through the **oneworld** alliance.

The Irish Government endorse plans for the British Airways alliance with Aer Lingus. The two airlines plan to code-share extensively and offer reciprocal benefits to frequent flyers. In the longer term both companies intend to deepen the alliance, co-operating in many areas.

The European Commission rule against some of the airline's UK sales arrangements.

British Airways announces its intention to save a further £225 million (excluding one-off severance costs) in the current financial year to support profitability in a challenging trading environment. The main focus of the actions is on improving efficiency in support areas of the plans include a reduction of around 1000 staff in total by March 2000. A reduction of 300 managers (a 10 per cent cut) is targeted. Staff

reductions are expected to be managed by voluntary means, the cost of which is expected to be in the region of £40 million.

The airline announces that it would suspend its own services between Heathrow and Basle, and codeshare with Crossair on that route.

British Airways announces plans for a £14 million upgrade to Concorde. The plans include new seats, new toilets, interiors, tableware and a new lounge at Heathrow.

June In line with its strategy of reducing the rate of capacity growth, the airline announces that it is to terminate the lease on one Boeing 767-300 as permitted under the lease agreement.

British Airways sells to Galileo International Inc its subsidiary that indirectly held 7,000,400 shares of Galileo International Inc. The disposal realised a profit before tax of £149 million.

British Airways sells its in-flight catering facility at Gatwick to ALPHA Catering Services for £14 million. In addition, ALPHA and British Airways enter into a new ten year agreement for the supply of in-flight catering service at Gatwick and eight UK regional airports.

British Airways receives the Investor award for Best Investor Relations Website at the annual Investor Relations Magazine Awards ceremony.

May British Airways announces that it is developing radical new products which redefine longhaul business travel and set new benchmarks in comfort and design. The plans include improved Club World featuring completely flat beds, a new state-of-the-art entertainment system with bigger screens, in-seat power for lap top computers, e-mail, phones and fax.

Linea Aerea Nacional de Chile (LanChile) becomes the eighth member of **oneworld**.

British Airways and Royal Bank of Canada (RBC) announce the launch of British Airways Global Financial Services. The first in a range of innovative products is the Offshore Deposit Account available from June 1 and provided by RBC's international private banking arm.

British Airways officially opens its New World Cargo Centre fitted with state-of-the-art technology. Business is scheduled to transfer to the new facility progressively over the next 18 months, enabling an increased focus on higher-yielding loose freight and significant improvements to the customer offering. This should raise average yields and the new technology and working practices are expected to improve productivity by 30 per cent.

April The airline's last McDonnell Douglas DC10 aircraft leaves service as part of the new fleet strategy. The DC10 fleet has been sold and will be converted to cargo freighters.

British Airways launches an issue of Euro 300 million (approximately £200 million) fixed interest perpetual preferred securities. This is the first Euro dominated issue of its type by a non-financial UK business. The non-voting, cumulative preferred securities have no fixed maturity but may be redeemed by the issuer at any time after five years.

March Base Airlines of Holland becomes the airline's 10th franchise partner and will offer services between Eindhoven and Heathrow, Gatwick, Birmingham, Manchester, and Zurich.

British Airways and LOT announce additional code-sharing and deeper frequent flyer integration. Combined Heathrow to Warsaw services will increase to 35 per week.

A High Court judgement confirms the right of airlines to freely exchange slots and that an exchange may be accompanied by financial consideration. The decision was made in the course of a Judicial Review that considered slot exchanges between British Airways and Air UK in 1997.

February British Airways confirms that it is to take a 9 per cent stake in Iberia Lineas Aereas de Espana SA as part of the Spanish airline's privatisation programme. The expected price will be in the region of £200 million with a maximum of £215 million. The final price will depend on a number of adjustments, such as the eventual value of Amadeus in which Iberia has a 29 per cent stake and which is planning an Initial Public Offering. American Airlines confirms that it will take a 1 per cent holding in Iberia. British

Airways and American Airlines will have the right to appoint two directors to Iberia's 12 person board as well representation on all Board sub-committees. Iberia announces that it has accepted an invitation to join **oneworld**.

British Airways and Iberia sign a commercial agreement under which they plan to co-operate in a wide area of activities, including code-sharing on flights beyond the UK and Spain, reciprocal frequent flyer programmes, and common ground handling and cargo.

British Airways sells just under 30 per cent of its holding in Equant the telecommunications company for a profit of £49 million.

January British Airways and Japan Airlines (JAL) announce a deepening of their relationship. Members of the British Airways Executive Club and JAL's Mileage Bank will be able to earn and redeem miles on both international networks from June. The airlines also plan, subject to approvals, to code-share on JAL's daily service between Heathrow and Osaka from late summer.

1998

December Finnair becomes the first new recruit to **oneworld**.

November British Airways opens its new Concorde Room at New York's JFK airport. The New York City Industrial Development Authority launch a \$115 million 34 year tax exempt bond to assist in financing improvements to the British Airways terminal at JFK.

The first jumbo jet to join a British airline retires from British Airways service as part of the sale of the airline's fleet of 15 747-100s.

British Airways announces that it will not resume regional transatlantic services to New York from Glasgow and Birmingham for Summer 1999. Neither of the services operate in the winter season due to poor demand and financial performance.

British Airways launches a comprehensive range of new services and benefits for "World Traveller" passengers. New features include new seats with adjustable headrests and footrests and more knee room; and personal video screens for every passenger.

British Airways and Qantas announce six new code-share routes with flights to Australia from Gatwick, Birmingham and Manchester connecting over Paris or Frankfurt.

British Airways and Finnair announce code-sharing on two daily British Airways flights from Heathrow to Glasgow and Edinburgh. The airlines also join their codes on four daily services between Birmingham and Helsinki, operated via European hubs, offering the most convenient connecting times. British Airways also adds its code to Finnair flights from Helsinki and Stockholm to Turku in Finland.

British Airways and Malev announce code-sharing on services between Budapest and Birmingham and Manchester. The code-share flights operate via Frankfurt, which Malev serves from Budapest twice daily, where passengers can connect to British Airways' three daily flights each to Manchester and Birmingham.

October On the third day of open skies discussions between the UK and US, the US negotiators call an end to the discussions. The US DoT also postpone evidentiary hearings. British Airways and American Airlines continue to press for approval of their proposed alliance on commercially acceptable terms, but reiterate that the terms of the EC proposal are too harsh.

British Airways and Emirates sign a code-share agreement covering selected flights between Britain and the United Arab Emirates. Subject to Government approval, from December British Airways' flights between Heathrow and Abu Dhabi will carry Emirates' EK code, and Emirates services between Manchester and Dubai will bear the BA prefix.

British Airways and LOT further extend their code-sharing to their six weekly flights between Krakow and Gatwick. At the same time, LOT moves its operations from Gatwick's South Terminal to the North Terminal. The agreement is supported by a link-up of mileage award programmes, enabling frequent flyers to earn and redeem miles on the code-shared flights.

September American Airlines, British Airways, Canadian Airlines, Cathay Pacific Airways and Qantas Airways announce new the **oneworld** global alliance. From

early 1999, the five airlines will together phase in a wide range of initiatives designed to provide greater customer benefits, including more information and support, greater value and increased opportunities for rewards and recognition.

British Airways and Nigeria Airways announce an agreement over services between London and Lagos which has the approval of the UK and Nigerian authorities. A three times a week B747-400 service will be operated by British Airways in co-operation with Nigeria Airways.

August The Secretary of State for Trade and Industry publishes the advice of the Director General for Fair Trading which sets out the basis on which he would recommend approval of the alliance with American Airlines. His advice includes the making available of 250 slots at Heathrow and Gatwick and the suggestion that slots might be sold.

British Airways orders 59 aircraft in the Airbus A320 family with options on a further 129. The airline also orders 16 Boeing 777s, with options on a further 16, whilst cancelling 5 firm orders and 7 options for Boeing 747-400s. The airline announces in September that Rolls-Royce has won the contract to supply the engines to power the new Boeing 777s.

British Airways announces that it will suspend services to Osaka as a result of worsening passenger demand and the continued fall in the value of the Japanese yen.

British Airways and Malév Hungarian Airlines begin code-sharing on Malév's services between Gatwick and Budapest. Members of both airlines' mileage programmes are also able to earn and redeem miles on the code-share flights.

July The European Commission (EC) publishes its draft remedies on the proposed alliance between British Airways and American Airlines. The draft opinion says that the Commission intends to approve the alliance provided that certain conditions are fulfilled.

British Airways announces a code-share agreement with LOT Polish Airlines covering eight weekly flights between the UK and Poland from August. Frequent flyers will be able to earn and redeem miles on the code-share flights.

British Airways resumes services to Nigeria after a break of 14 months. The move follows the Nigerian Government lifting a ban on all UK-registered aircraft from operating to Nigeria. British Airways announces a further realignment of capacity in the Asia-Pacific region. From October, flights between Jakarta and London decrease from six to two a week. A new route connecting the UK and Australia via Kuala Lumpur will be opened up, with Qantas coming off the Kuala Lumpur to Sydney leg. British Airways also announces a 14th weekly flight between London and Tokyo.

June British Airways and Canadian Airlines expand their codesharing to include new flights between London and Ottawa and an additional daily service between London and Toronto.

May The High Court refuses easyJet's request for an injunction against 'go', British Airways' new low-cost airline. 'Go' operates its first flight from London Stansted to Rome as planned.

The US Department of Justice (DoJ) issues its advice to the US Department of Transportation (DOT) on the suggested remedies for anti-trust immunity for the proposed alliance between British Airways and American Airlines. The DoJ suggests that sufficient slots be made available at Heathrow for 14 new daily services to the US to remedy the competition aspects of the alliance. In a separate matter not directly related to the proposed alliance, the DoJ also suggests that a further 10 weekly slot pairs be made available to US carriers to remedy what it sees as a disadvantageous position as a result of the existing bilateral air services agreement between the UK and the USA.

April British Airways and Qantas announces an expansion of their co-operation on the "kangaroo route", with the launch of code-sharing services via Bangkok.

Manchester Airport's new £75 million terminal - named *Terminal 1 British Airways* - is officially opened. The new terminal, funded largely by Manchester Airport Plc, is capable of handling up to six million passengers a year and enables all British Airways domestic and international flights -

and those of its partners - to be brought together under one roof, offering a minimum connection time of just 30 minutes for transfer passengers.

February British Airways announces its link up with Finnair, with code-sharing on 15 return flights a day between London and Helsinki as well as Stockholm, effective from March. Deutsche BA will also code-share with Finnair from March on seven routes. As well as codesharing, the agreement will enable frequent flyers to earn and redeem miles on each other's networks.

January British Airways opens a new business centre at the Club Europe lounge in Terminal 1. It is equipped with personal computers, modem connections for laptop computers, faxes, phones and printers, photocopying and scanning facilities.

British Airways introduces electronic ticketing on international routes. It is available on all routes between the UK and Germany and on all internal German routes with Deutsche BA.

1997

December British Airways sells its Heathrow catering production units to Gate Gourmet, part of the SAir Group. The 1200 staff transfer to Gate Gourmet.

A US Court throws out most of the claims in a lawsuit against the airline by US Airways.

November British Airways announces that it is to introduce a new reward scheme in the UK and US for travel agents. The airline is also modifying its commission structure in other markets.

British Airways confirms that it is to launch a new low-fare, no-frills airline which will start flying in Europe in early 1998. The new airline will operate as a separate business with its own name, identity, management and employees.

September British Airways and the Transport and General Workers Union announce the settlement of the cabin crew dispute. The agreement secures the £42 million annual savings targeted from cabin crew as part of the Business Efficiency Programme. It also paves the way for a new relationship between the airline and the unions representing its cabin crew.

British Airways announces the sales of its Landing Gear business to Hawker Pacific Inc. and its Wheels and Brakes business to AlliedSignal Aerospace.

British Airways announces extensions of the relationships with Qantas and with Canadian Airlines with further codeshares added.

August British Airways Engineering announces a strengthened focus on maintaining British Airways' own aircraft. It will continue to sell services to other operators, but on a more selective basis. This results in a streamlined organisation and a reduction of 450 managerial and support jobs.

July British Airways extends its network in Australia with code-shares on certain Qantas domestic flights, and Qantas extends its network in the UK and Europe by code-sharing on certain British Airways flights from Heathrow.

Some of the cabin crew workforce at the airline hold a three-day strike. Talks between British Airways, the Transport and General Workers Union, and the British Airlines Stewards and Stewardesses Association aimed at resolving the dispute progressed.

British Airways sells 45.7 per cent of its holding in Galileo International for net proceeds of US\$136.8 million.

British Airways announces that it has agreed a memorandum of understanding with Iberia which commits the two airlines to discussing a co-operation agreement.

June British Airways unveils its new corporate identity.

May British Airways sells its investment in USAirways, realising total proceeds of US\$625 million.

Members of the Cabin Crew 89 union at British Airways vote overwhelmingly in favour of proposals which include pay restructuring and lower starter rates.

April The airline announces a streamlining of its Engineering department. Plans include disposal of the Wheels & Brakes and Landing Gear overhaul units, outsourcing the management of the department's IT systems, establishing the parts supply organisation as a profit centre, and a new £20 million Pneumatics and Hydraulics workshop.

British Airways and Canadian Airlines International announce an expansion of their code-sharing to all flights from London to Toronto and Vancouver.

March British Airways and American Airlines link their frequent flyer programmes enabling members to "earn and burn" on each other's networks excluding transatlantic services.

The airline transfers its Ground Fleet Services vehicle maintenance business at Heathrow and Gatwick to Ryder plc on a five year contract.

British Airways announces a US\$100 million investment to improve facilities for passengers travelling to and from New York. The project includes expanding the airline's terminal at JFK, major new road access to the building and new premium passenger facilities at Newark.

February British Airways and British Mediterranean Airways announce a new franchise partnership on routes between Britain and the Levant.

British Airways announces a £250 million investment in a new World Cargo centre at Heathrow.

The airline announces that it is to combine its general accounting activities at a new Global Accounting Centre at Ruislip which will result in a reduction of 290 jobs over three years.

January British Airways and American Airlines submit a joint application to the US Department of Transportation, requesting formal approval of their alliance. The application requests anti-trust immunity which would permit the two carriers to co-ordinate their activities between the US and Europe, and introduce extensive code-sharing across each other's networks.

Deutsche BA introduces major changes on its domestic routes including an expanded network, simplified pricing and a standard on-board service with a single class product.

1996

December British Airways gives notice of its intention to sell all of its shares in USAir and in January announces the resignation from the Board of USAir of its three nominated directors.

The President of the Board of Trade announces that the alliance between British Airways and American Airlines should be approved without referral to the Monopolies and Mergers Commission if suitable undertakings are given. The undertakings include the two airlines making available up to 168 weekly slots (equivalent to 12 slot pairs a day) at Heathrow for use exclusively on UK-US services. These slots would be made available over a phased period with some of the slots being leased to other carriers until competitors obtained slots of their own through normal channels.

November The airline announces a restructuring of its Passenger Revenue Accounting Department which will result in a reduction of 600 UK jobs through automation and work to be contracted to World Network Services, a new development based in India.

October British Airways submits a bid, in conjunction with Paris-based Groupe Rivaud, to offer to invest FFr 630 million of share capital in Air Liberté.

Deutsche BA (DBA) and Regional Airlines of France the sale of DBA's turboprop activities to the French company, freeing DBA to concentrate on its core jet operations.

British Airways announces a £10 million a programme of improvements to its UK domestic services. The programme includes more frequencies, more capacity, more lounge space and new electronic ticketing and self-service machines for speedier check-in.

USAir serves notice to end its code-share and frequent flyer relationship with British Airways with effect from 29 March 1997.

Under a franchise arrangement with British Airways, the Airlines of Britain

Group will take over six loss making routes serving Orkney, Shetland and the Western Isles.

September British Airways announces the closure of its Contract Handling unit which carries out ground handling for other airlines at Heathrow. All 750 staff are offered the choice of voluntary redundancy and severance payments, or redeployment and retraining.

August The European Commission approves British Airways' purchase of the remaining 50.1% of the share capital of its French partner TAT European Airlines.

British Airways announces that from March 1997, British Airways' services to Faro, Malaga and Oporto will be operated by GB Airways as a British Airways franchise.

July British Airways announces it is to switch its Latin American services from Heathrow to Gatwick from March 1997.

A threatened strike by members of the pilots union, BALPA, is averted.

June British Airways and American Airlines announce plans for a broad alliance. From April 1997, the two airlines plan to co-ordinate their passenger and cargo activities between Europe and the USA, introduce extensive code-sharing across each other's networks and establish full reciprocity between their frequent flyer programmes.

The airline signs a franchise agreement with the South African regional airline Comair, starting from October.

May The airline announces the Business Efficiency Programme for the three years from 1997/8 worth £1 billion.

Canadian Airlines International and British Airways announce code-sharing on selected routes and reciprocal frequent flyer programmes.

British Airways announces its first franchise agreement with a company based outside the UK. Sun-Air, the Danish regional airline will fly as British Airways Express from August on a network linking with British Airways at Copenhagen, Oslo and Stockholm.

April The airline announces a code-sharing agreement with America West, enabling British Airways Gatwick-Phoenix passengers to fly on to some America West destinations.

January Bob Ayling becomes Chief Executive of British Airways Plc. Sir Colin Marshall continues as Chairman, but on a non-executive, part-time basis.

British Airways confirms that it would not be exercising its rights to subscribe for additional preference shares in USAir.

1995

November United Airlines announces it will not pursue talks on the possibility of acquiring USAir.

British Airways takes delivery of its first Boeing 777.

October British Airways and Qantas commence services on the "kangaroo route" between Europe and Australia under the joint services agreement between the two airlines.

September British Airways announces a £500 million three-year plan to revolutionise air travel. The programme kicks off with the relaunch of Club World and Executive Club frequent flyer programme. A completely new First Class service, renamed First, will lift off in the winter, with every other cabin then following suit.

USAir reports preliminary conversations with both American Airlines and United Airlines concerning possible strategic relationships up to and including the acquisition of USAir. British Airways says it will evaluate a number of options in relation to its investment in USAir and the airline's future alliance strategy in North America.

July Trading in Qantas shares commences on the Australian Stock Market.

June HM Government reaches agreement with the US Government on a new "mini-deal" annex to the Bermuda 2 air service agreement which secures US approval for

British Airways' outstanding codeshare requests, and confirms that the airline may operate a double-daily service from Heathrow to Philadelphia. Under the agreement, the US DoT approves applications to add 57 codeshare points to the 65 previously approved.

British Airways announces the transfer of eleven weekly Central and East African services to Gatwick in Spring 1996. The transfer will release slots and terminal capacity at Heathrow for the launch of additional intercontinental services.

March British Airways sells its charter airline subsidiary Caledonian Airways, including its fleet of five Lockheed TriStar aircraft, to Inspirations plc.

British Airways and BAA plc restructure leases covering 224 acres at Heathrow, giving the airline security of tenure on its core maintenance base for 150 years.

January Eight additional destinations are added to the British Airways route network as Manx Airlines Europe becomes a franchise operator.

1994

December GB Airways, 49 per cent owned by British Airways, announces that from February 1995 it will operate scheduled services as a franchisee in British Airways livery.

September British Airways launches its new Club Europe brand, with a £70 million package of improvements including new seats, lounges at key business destinations throughout Europe, telephone check-in, Fast Track through passport and security checks at Heathrow's Terminal 1, better food and a choice between a snack and a full meal.

August British Airways and Qantas announce a much greater level of co-operation on services between Europe and Australasia. The airlines will co-ordinate scheduling, sales and marketing on their 35 weekly Boeing 747-400 Kangaroo route services and the Qantas network of Boeing 767 services between Australia, Singapore and Bangkok.

June British Airways announces changes on services to the Caribbean from Gatwick, including discontinuing the under-utilised First Class to provide more Club World seats.

April British Airways and Loganair announce plans to protect loss-making Scottish routes with British Airways redeploying resources on strengthening cross-border routes. Loganair will enter into a franchise arrangement to provide services on several Scottish routes in British Airways Express livery from July.

March British Airways launches "World Offers" fares to more than 50 destinations, cutting prices by an average of a third, to sell seats that would otherwise probably be unsold.

January The US Department of Transportation (DoT) approves British Airways and USAir codesharing to 65 destinations across the USA until March 17, 1994. In March the DOT renews approval for one year and says it will not act on British Airways' application to extend these arrangements to further destinations.

1993

December The airline opens a new £23 million avionics facility in South Wales, which will create some 375 jobs by October 1994. The new workshop will be capable of handling over 130,000 avionic components a year, more than double the workload at Heathrow, with a three day turnaround compared with the industry norm of up to 28 days.

August As a result of redeployment of aircraft in the fleet and the airline's drive to improve utilisation, the last four Boeing 737-400 aircraft due for delivery (in the period September - December 1993) will be placed into storage pending disposal.

July British Airways announces a new marketing agreement with CityFlyer Express. From August the airline operates all scheduled services under the name British Airways Express, with British Airways' livery, uniforms and service standards. The agreement, for an initial five years, is designed to increase feeder traffic at Gatwick to the benefit of both airlines.

June British Airways launches daily flights between Gatwick and Pittsburgh using

a USAir B767 in British Airways livery and staffed by USAir crews in British Airways uniforms. Similar services are launched to Baltimore in October and Charlotte in January 1994.

British Airways Maintenance Cardiff (BAMC), the new £70 million aircraft maintenance base at Cardiff-Wales Airport, is formally opened.

May British Airways raises approximately £442 million, net of expenses, by way of a Rights Issue on the basis of one New Ordinary Share for every four Ordinary Shares. Acceptances are received in respect of 92 per cent of the shares offered.

British Airways and Maersk Air of Denmark announce a conditional agreement to each inject £6 million into The Plimsoll Line to enable it to meet its outstanding debts and restructure. Brymon Aviation and Plymouth City Airport will become wholly-owned British Airways subsidiaries and Maersk Air Ltd (formerly Birmingham European Airways) will become a wholly-owned subsidiary of Maersk Air. Following approval to the restructuring by Office of Fair Trading, British Airways announces in August that flights operated by Brymon and Maersk Air Ltd are to fly in the colours of British Airways.

April In conjunction with USAir's sale of 10 million shares of common stock, British Airways exercises its right under the investment agreement of January 1993 to invest US\$101 million additional preferred stock to maintain its 24.6 per cent holding in USAir.

Fast Track, a dedicated channel for premium passengers opens at Heathrow Terminal 4, providing a fast service from check-in to the departure lounge.

TAT European Airlines commences operations from Gatwick's North Terminal.

March British Airways purchases a 25 per cent stake in Qantas.

The US Government approves British Airways' alliance with USAir, with clearance for the normal period of one year for codesharing and wet-lease operations. The two airlines commence in May a phased programme of codeshare flights to 38 cities.

British Asia Airways, a wholly owned subsidiary, inaugurates direct services between the UK and Taiwan.

February Lord King retires as Chairman and becomes the first President of British Airways. The Board appoints Sir Colin Marshall as Chairman and Robert Ayling as Group Managing Director.

January British Airways announces a new alliance with USAir, including an immediate investment of US\$300 million (£198 million) by British Airways in new convertible preferred shares in USAir for an initial 19.9 per cent voting interest. The agreement gives British Airways options over the next five years to invest up to a further US\$450 million in preferred shares in USAir in two tranches if financial and regulatory conditions permit. Commercial arrangements announced simultaneously cover codesharing on USAir flights in the USA, and the launch by British Airways of three new transatlantic services using USAir crews and aircraft leased from USAir. Both parties intend to explore other areas in which they will be able to work together to their mutual benefit.

British Airways pays £610,000 in settlement of a libel action brought by Mr Richard Branson and Virgin Atlantic Airways Limited.

1992

November British Airways acquires for £1 the assets of the holding company for Dan-Air.

September British Airways announces it will acquire a 49.9 per cent share in TAT European Airlines (TAT) for £17.25 million, subject to adjustment at the time of completion (January 1993).

July British Airways and USAir Group Inc announce an agreement to forge links through an investment by British Airways of US\$750 million in convertible preferred shares in USAir. The transaction is conditional upon obtaining the necessary regulatory and legal consents and the approval of USAir shareholders. The agreement was terminated in December after the US Government indicated the transaction would not be approved without unwarranted and unilateral concessions by the UK Government under the two

countries' bilateral air services agreement.

Lord King announces he is to step down as Chairman in July 1993 after 12 years.

March British Airways Regional, a new business to run and improve the profitability of services from Birmingham, Manchester and Scotland, is announced.

Deutsche BA, the company formed by a consortium of German Banks and British Airways, announces the acquisition of the German regional airline, Delta Air.

February The airline agrees the sale of its property maintenance branch to Drake and Scull.

January A three-year plan to restore the airline's Gatwick operation to an acceptable level of profitability is announced.

1991

October Boeing 737-400 enters service

August The airline orders 15 Boeing 777 aircraft powered by General Electric GE90 engines with a further 15 options. The aircraft form part of a £4.3 billion package, including orders and options for 24 Boeing 747-400s and 11 British Aerospace ATPs.

British Airways agrees in principle to sell the business previously carried on by British Airways Engine Overhaul Limited to General Electric of the US for around £272 million.

July An agreement is signed to begin work on setting up a new international airline based in Moscow to be known as Air Russia. British Airways would have a 31 per cent stake.

March A campaign designed to bring back traffic after the Gulf War is spearheaded by "The World's Biggest Offer" to give away free every seat on international services on 23 April.

February Losses of 4,600 jobs, through early retirement and severance, and the standing down on half pay for up to a year of a further 2,000 employees are announced because of the significant downturn in traffic following the outbreak of the Gulf War.

January World Traveller and Euro Traveller brands are introduced.

1990

February Boeing 767 enters service.

1989

December Agreement is reached to acquire a 20 per cent shareholding in Sabena World Airlines. Other partners in the joint venture are Sabena and KLM. The proposal is approved by the UK Monopolies and Mergers Commission in July 1990, but the European Commission issues a statement of objection, requesting further information, in June 1990. The three partners eventually decide not to proceed with the plan in December 1990.

October Shareholders approve a 15 per cent investment in United Airlines. The bid was withdrawn when other partners in the planned buy-out failed to raise financing.

September Super Shuttle relaunched.

July Boeing 747-400 enters service.

March New First Class service introduced.

January BAe Advanced Turbo-Prop (ATP) enters service.

1988

April British Airways and British Caledonian (Bcal) merge.

British Airtours Ltd renamed Caledonian Airways Ltd.

March British Airways services at Gatwick transfer to the new North Terminal.

January New Club World and Club Europe brands introduced.

1987

December British Airways and United Airlines announce a worldwide marketing partnership.

February Trading in British Airways shares begins on 11 February.

BOARD MEMBERS

As at 1st January 2006

Martin Broughton (58)

Non-executive Chairman and Chairman of the Nominations Committee

Non-executive director since May 2000, Deputy Chairman from November 2003 becoming Chairman in July 2004. Chairman of the British Horseracing Board. (D)

Willie Walsh (44)

Chief Executive

Joined British Airways and the Board in May 2005 as Chief Executive Designate, succeeding Rod Eddington as Chief Executive on 1 October 2005. He is a fellow of the Royal Aeronautical Society and a non-executive director of Fyffes plc.

Keith Williams (49)

Chief Financial Officer

Joined British Airways in 1998. Previously Group Treasurer and became Chief Financial Officer on 1 January 2006. He is a Chartered Accountant.

Martin George (43)

Commercial Director

Executive Board member since July 2005. Commercial Director since 2004. Joined British Airways in 1987 from Cadbury Ltd. Held a variety of sales and marketing roles at British Airways both in the UK and US. Chairman of AirMiles and Chairman of Gcap Charities Limited.

Maarten van den Bergh (63)

Senior Non-Executive Director

Joined the Board in July 2002. Chairman Lloyds TSB Group Plc, Deputy Chairman Akzo Nobel NV, non-executive director of BT Group plc and Royal Dutch Shell PLC. Dutch Co-Chairman of the Apeldoorn Conference. (A,C,D)

Dr Martin Read (55)

Non-Executive Director and Chairman of the Remuneration Committee

Joined the Board in May 2000. Group Chief Executive of LogicaCMG plc and a Non-Executive Director of the Boots Group plc. Martin is a Member of Council of Southampton University where he was a non-executive director of Southampton Innovations Limited from 1999 to 2003. He is also a member of the Council for Industry and Higher Education, a Member of the Board of Portsmouth Housing Association, a Trustee of Hampshire Technology Centre and a member of the Board of Shelter. (C,D)

Alison Reed (49)

Non-Executive Director and Chairman of the Audit Committee

Joined the Board in December 2003. Group Finance Director of Standard Life Assurance Company and a trustee of Whizz-Kidz. (A,C)

Denise Kingsmill (58)

Non-Executive Director

Joined the Board in November 2004. Until December 2003 chaired the Department of Trade and Industry's accounting for people task force and was deputy chairman of the Competition Commission. Non-executive director with the Home Office and is Senior Advisor to the Royal Bank of Scotland. (A,B)

Ken Smart (59)

Non-Executive Director and Chairman of the Safety Review Committee

Joined the Board in July 2005. Until April 2005 he was the UK's Chief Inspector of Air Accidents and Head of the Air Accidents Investigation Branch at the Department for Transport. Trustee of the UK Confidential Human Factors Incident Reporting Programme, European President of the International Society of Air Safety Investigators and Visiting Professor at Cranfield University. Member of the Flight Safety Foundation Board of Governors. (A,B)

Baroness Symons (54)

Non-Executive Director

Joined the Board in July 2005. Senior member of the House of Lords. She has served as a Minister in the Foreign and Commonwealth Office, the Ministry of Defence and Department of Trade and Industry and was Minister of State for the Middle East and Deputy Leader of the House of Lords until she resigned from the Government in May 2005. Non-executive director P&O. (A,B)

Chumpol NaLamlieng (58)

Non-Executive Director

Joined the Board in November 2005. Member of the Board of Directors and Chairman of the Management Advisory Committee of the Siam Cement Public Company Limited, non-executive Chairman of Singapore Telecommunications Ltd. and Executive Committee Member of the World Business Council for Sustainable Development. (A)

The letters in brackets indicate membership of the following standing committees of the Board:
(A) Audit Committee, (B) Safety Review Committee, (C) Remuneration Committee, (D) Nominations Committee.

LEADERSHIP TEAM

As at 1st February 2006

Willie Walsh (44)
Chief Executive

Keith Williams (49)
Chief Financial Officer

Martin George (43)
Commercial Director

Robert Boyle (41)
Director of Planning

Paul Coby (50)
Chief Information Officer

Captain Lloyd Cromwell Griffiths (60)
Director of Flight Operations

Roger Maynard (62)
Director of Investments & Alliances

Alan McDonald (55)
Director of Engineering

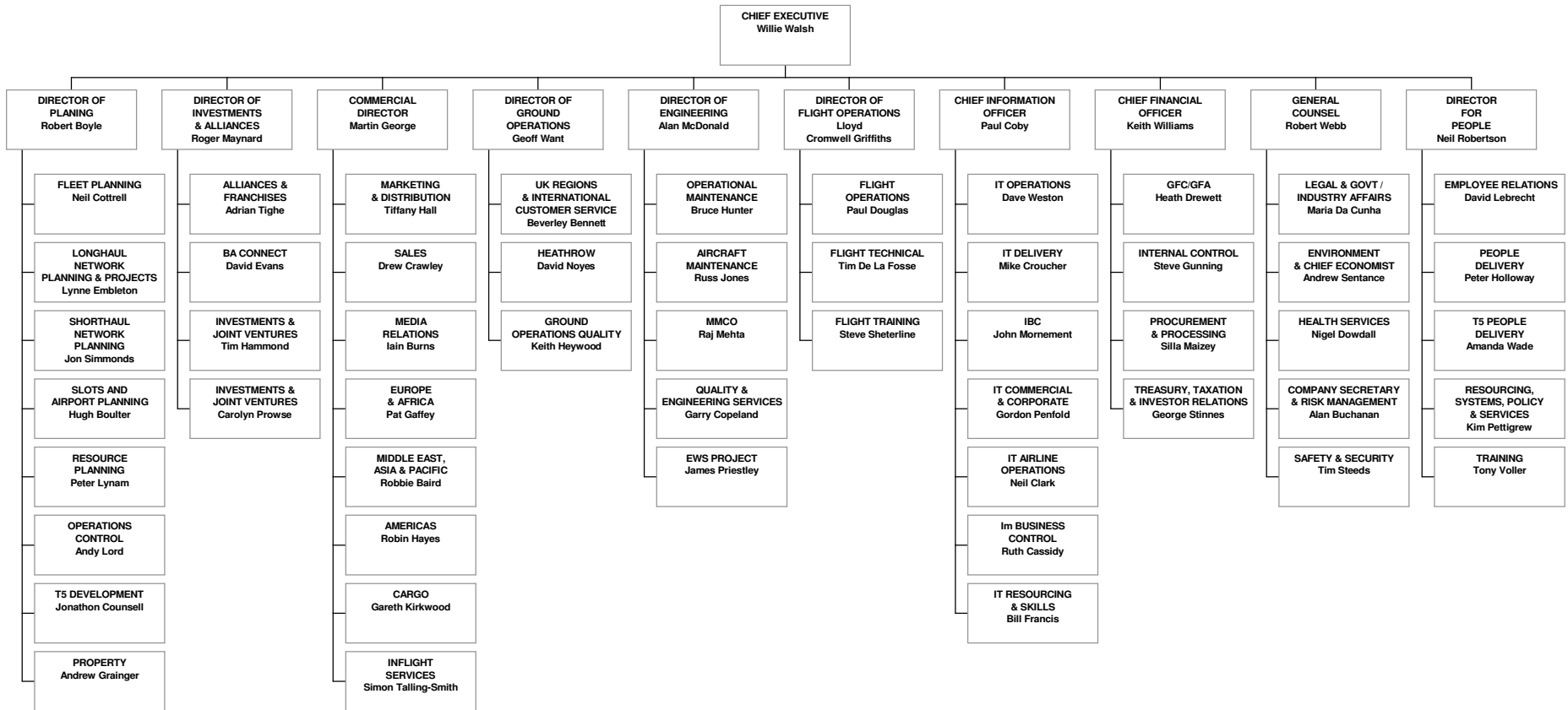
Neil Robertson (53)
Director for People

Geoff Want (53)
Director of Ground Operations

Robert Webb QC (57)
General Counsel

BRITISH AIRWAYS MANAGEMENT TEAM

FEBRUARY 2006



EMPLOYEES

The motivation and commitment of employees remains key to the success of British Airways.

Employee ownership in the company is encouraged. As at December 2005, some 50 per cent of employees owned 1.59 per cent of the company's shares. The last Sharesave plan was launched in 2000 and matured in 2003. It is unlikely that a new plan will be launched in the near future. Recent changes in accounting standards could substantially increase employee costs. The company has gained shareholder approval to operate any aspect of the new all employee Share Incentive Plan (SIP). The Company has appointed Computershare Investor Services to administer the SIP but there is currently no time-scale for the launch.

British Airways actively promotes equality and diversity in all areas of employment across the Company. A clear business case and strategy is in place and focuses on creating an inclusive culture that understands and respects the individual differences of our employees and customers.

We joined the Stonewall Diversity Champions programme in January 2005. This is the United Kingdom's leading good practice forum on sexual orientation issues in the workplace and underlines our commitment to supporting our gay and lesbian members of our workforce. We featured in the first top 100 corporate equality index run by Stonewall. This also helped us to communicate the new Civil Partnership Act in Dec 2005 which gives same sex couples similar rights to married couples.

Work continues on communicating understanding around Harassment and Bullying. In December 2005 we signed a partnership deal with Amicus to work together with our trade unions to share learning and training to ensure that we eradicate harassment and bullying from our business. Key messages are that no form of harassment will be tolerated and if any employee experiences any problems there is a commitment to investigate promptly and fairly.

British Airways organized its first Diversity week in October 2005. Roadshows were displayed in the main UK stations. Events such as Bollywood dance musical show, a diversity drama session and speakers from British Council and Stonewall were held throughout the week in the head office. A booklet called "Your Guide to Diversity in the Workplace" was distributed across all areas of our business to help people understand how diversity can affect them.

There are 3 main challenges ahead for 2006. The first is ensuring that we further embed and integrate all strands of diversity into our planning processes, our training and recruitment so that diversity becomes a way of life. The second is delivery of our new mandatory diversity training programme, which will focus on the impact of behaviour and explores prejudice and stereotyping linked to practical diversity advice. The final, is delivery of the Employment Equality (Age) Regulations 2006 which will come into effect October 2006 and which will signal the start of major cultural change in the way older people are treated in the workplace. The impact of this on both our business and employees will remain a key priority in the year ahead.

British Airways places great emphasis on 'Investing in its people' and training is seen as integral to this. It ensures that all staff are trained and competent to deliver a safe and secure service that fulfils the airlines customer proposition. Mandatory training includes safety and operational programmes for air and ground staff to meet Joint Aviation Requirements, including refresher training to ensure that competencies are kept up to date. In addition to the equal opportunities and diversity courses in support of the policy described above, health and safety courses are mandatory for all managers, and British Airways also focuses on training in good people management including effective performance management and personal capabilities.

The airline updates its training programmes to meet changing regulations and also to reflect more effective and efficient learning methods. As well as classroom and workshop training, employees have access to over 300 eLearning courses available through the company intranet. This flexible form of learning provides courses 24/7, covering a huge range of subjects including a wide range of management and personal effectiveness skills, technical training particularly for IT staff and mandatory training for operational staff. The airline's Cranebank centre, near Heathrow, is one of the largest airline training establishments in the world. Its flight crew unit houses 15 full flight simulators plus further sophisticated flight training devices.

The company has a comprehensive internal communications programme to ensure employees are well informed about the business and the airline industry. The chief executive, Willie Walsh, hosts monthly briefings for managers from across the business to share information on company strategy and business issues. This information is then communicated through departmental forums thereby ensuring that each part of the business understands the company's goals and the part they play in delivering them.

To keep everyone in the airline updated on a regular basis, a staff newspaper, BANews, is issued free each week to staff across the globe. There is also a series of publications that address the local departmental issues.

Company email is also used to communicate corporate announcements and urgent operational or business news. In addition, a short document known as the Weekly Brief summarises three or four pieces of key business information each week and is circulated to managers in the airline to help them conduct staff briefings.

BANewsinteractive, an online news and communication service available through the staff intranet, delivers an immediate source of breaking news and in-depth briefings giving instant access to employees worldwide. An interactive element enables staff to express their views through opinion polls and a weekly talking point.

Details of the airline's financial results are communicated to staff at the same time as briefings for the City analysts. Staff have the opportunity to attend face-to-face forums to discuss the results and the information is also made available via the intranet and BA News.

The company aims to increase employee involvement in order to motivate people to deliver a significant business change agenda and to continuously improve business performance and customer service. In order to achieve these things it is recognized that everyone in the airline must have a shared view of business challenges and opportunities and must be able to feel that these are relevant to the role they play. A strong focus has therefore been placed on employee involvement.

The company is creating a dialogue with employees about the business strategy and vision. 'The BA Way' has been developed to describe the airline's vision, values, and goals and an 'Owning Our Future' workshop created, run by BA people for BA people, at which business challenges, 'The BA Way' and our key strategies and plans are discussed in detail. To date over 17,000 employees have attended 'Owning Our Future'.

As a key part of BA's comprehensive internal communication programme, an emphasis is being placed on face to face communication and investment is being made in training for the people managers and supervisors who deliver this day to day. To date 350 people managers have attended the new face to face communications training course. A programme is also underway to increase the visibility of key leaders in the business by supporting them in getting out into the business on a regular and, often, informal basis. This gives employees the opportunity not just to put faces to names but also to chat informally to leaders from parts of the BA business other than their own and over 250 of these sessions took place in 2005.

Regular feedback is solicited from BA employees through a formal Employee Feedback Programme and the output and actions that result from this shape and drive the direction and emphasis of the work on employee involvement. There has been extensive work about Leadership and Performance Management in the business, which was directly connected to research conducted with a sample of employees in early 2004 and a larger sample at the end of 2004. Work is also being done to ensure that key business questions raised at 'Owning Our Future' or via other feedback mechanisms are regularly answered in 'BA News' and on the Intranet.

The involvement of employees is being increasingly worked into the way communication is managed. For example, recent discussions about the pensions deficit with NAPS members aimed to involve people in discussion rather than simply 'briefing' or 'telling' them about the situation. Feedback from the discussion sessions suggests that this approach has been very effective.

The airline also seeks to deliver a permanent step change in employee and trade union involvement and is therefore closely aligning the employee involvement objectives, strategies and plans with those of the Industrial Relations Change Programme.

In 2003 British Airways embarked on a joint initiative with its recognised Trade Unions called the Industrial Relations Change Programme. This long-term programme is designed to strengthen links between the airline and the Trade Unions and to develop better ways of working together. 2000 Managers and 250 TU Reps attended initial training. Further departmental sessions are to be developed in 2006 designed to improve local relationships between Reps and managers.

Communication between the company and the Trade Unions representing employees is important and the Executive Management team meets regularly with the British Airways Trade Union Council (BATUC) to provide a business update.

British Airways' relationship with the Trade Unions is managed through a network of negotiating and consultation forums, to support the effective management and communication of change.

A large number of British Airways UK employees are members of Trade Unions, approx. 70%. In the UK the following Trade Unions are recognised by British Airways: Amicus, BALPA, the GMB and the TGWU (Transport & General Workers Union).

This year British Airways has strengthened its on-line capability for recruitment. The

company's recruitment website, britishairwaysjobs.com, has been instrumental in maintaining a strong on-line recruitment presence, and all external applications are now made on-line - in total 15,000 since April 2005. The new recruitment system provides a convenient way for candidates to find out about career opportunities with British Airways, facilitates quick and reliable communications with candidates, and also places more control of the process in the hands of the applicants - for example booking their own interview times on-line. This system has also now been rolled out for all internal recruitment, which will deliver efficiency and consistency improvements to the process. All UK internal vacancies are now managed on-line through the system.

Careerlink is our dedicated service for redeployees, based at The Rivers. Careerlink offers a range of products and services for individuals and line managers who are facing change and need to consider career transition within or outside British Airways. Individuals who are seeking internal redeployment, outplacement support after taking early retirement/ voluntary severance or considering alternative employment for health reasons may attend job search related workshops and have access to professional one to one career counseling. A sustained effort through 2005 has seen the numbers of redeployees fall to the lowest level for five years.

The British Airways staff intranet facility provides valuable jobsearch tools to employees throughout the company as well as access to all current internal vacancies

In 2004/05 the average number of employees decreased to 49,490. Of these, 42,360 were employed in the United Kingdom and 7,130 overseas. Group productivity increased to 455,950 ATKs per employee.

GROUP EMPLOYEE NUMBERS AND COSTS

For the year ended 31 March 2005

	UK	Overseas	Group number	
			2005	2004
			Total	Total
Average number of employees in the Group worldwide during the year:	42,360	7,130	49,490	51,939
<i>£ million</i>				
The aggregate payroll costs of these employees were as follows:				
Wages/salaries			1,517	1,463
Social security costs			165	158
Contributions to pension schemes			239	214
			1,921	1,835

GROUP EMPLOYEE NUMBERS AND PRODUCTIVITY

For the eight years ended 31 March 2005

	2005	2004	2003	2002	2001	2000	1999	1998
Manpower Equivalent	47,472	49,07	53,44	60,46	62,844	65,640	64,051	60,77
Ave. No. of employees	49,490	51,93	57,01	61,46	62,175	65,157	63,779	60,67
Total ATKs (m)	22,565	21,85	21,32	22,84	25,196	25,840	25,114	22,40
ATKs per MPE (000)	475.3	445.4	399.1	377.9	400.9	393.7	392.1	368.7
ATKs per employee (000)	456.0	420.9	374.1	371.7	405.2	396.6	393.8	369.2

BRANDS

The British Airways brand creates a certain expectation about the products and services that people will experience when travelling with the airline. The brand promise is a combination of both emotional and functional benefits, which manifest themselves through core customer propositions. These propositions are managed by the Brand and Customer Proposition Team, who liaise closely with customers and other parts of British Airways to ensure the consistency and competitiveness of the British Airways offering, while leading new product development initiatives.

The core British Airways propositions are managed within Product Management and are summarised below:

First

British Airways has long been a market leader in First class travel. The airline introduced First class on-board its aircraft in 1978 and over the years has revolutionized the industry with innovative products and services.

It was the first commercial airline to introduce a 'flat bed' in 1995. In January 2001, the First cabin was re-designed by leading British designer Kelly Hoppen as part of a £20 million investment. This was part of British Airways' biggest ever programme of product improvements for premium passengers.

Kelly Hoppen's brief was to emulate the style and quality of the interior of a Rolls Royce using only the finest fabrics and textures - Connolly leather, burr walnut wood effect, cashmere-style and velvet fabrics in a colour palette of blue, her signature taupe colour and a deep rich red.

This started a trend to associate with only the most exclusive brands and establishments in order to ensure that every aspect of the First experience is of the highest standards. Wedgwood, Anya Hindmarch, Hulton Getty and more recently Chiva-Som have all developed unique and exclusive products for First.

Customers travelling in the First cabin can be assured of the highest standards of service and attention to detail at every stage of their journey. The exclusive treatment begins as they speed through check-in into the calm sanctuary of the First lounge.

On board, the refined and spacious environment of the private cabin provides customers with the comfort and privacy they need to settle down for a perfect nights sleep, enjoy the in-flight entertainment or dine from the extensive a la carte menu. The cabin can also double up as a spacious private office allowing customers to conduct important business. Recent enhancements include the introduction of DVD players on selected flights complete with noise reducing headsets.

On the ground there are over 20 exclusive First lounges worldwide, which include a Molton Brown Travel Spa at Heathrow and New York JFK offering massages and treatments. Selected airports also provide a pre-flight dining offering, which allows customers to enjoy a full meal prior to getting on-board. In June 2005 the airline opened a new First check-in facility Heathrow Terminal 4, to complement the facility opened in Terminal 1 at Heathrow in 2004.

Club World

The new millennium saw Club World undergo the largest programme of investment in its history, with the introduction of a radical new product and service, which aimed to redefine business travel in the 21st Century. This total package of improvements represented an investment of over £200 million in Club World and has been introduced across the British Airways longhaul fleet of Boeing 777 and 747 aircraft. Our longhaul 767 aircraft will be embodied during 2005.

The product provides customers with their own-cocooned environment, delivering unrivalled levels of comfort, privacy and personal space. The armchair-like seat, complete with footstool, transforms into a six-foot fully flat bed at the touch of a button.

Prior to departure, customers can choose to work, relax or enjoy refreshments in the innovative lounges. At London Heathrow customers can also visit the Molton Brown Travel Spa where a range of complimentary treatments and massages, designed to prepare customers for a comfortable and relaxed flight, are available.

In-flight, customers can enjoy a contemporary and personalised meal service featuring everything from light salads and snacks to four course dining with wines and champagne. For customers who want to relax there is an extensive choice of in flight entertainment featuring movies, documentaries, news, children's entertainment and audio programmes. For those who wish to work there are in-flight laptop connections and phones. The Club World seat can move through a whole range of positions from 'fully upright' to 'fully flat'.

At London Heathrow and London Gatwick, there is an arrivals lounge where customers can take a shower, grab a bite to eat, or catch up on the news of the day.

In 2004 British Airways launched 'The Sleeper Service' on selected flights originating in the Middle East and the east coast of North America. The service is designed to minimise cabin noise and disturbance and provide a faster meal service, so that the customer can enjoy a longer, more comfortable night's sleep. Customers can choose to dine on the ground allowing them to board the aircraft 'ready for bed' (pre flight dining is only available on north America flights).

World Traveller Plus

After listening to our customers, we've focused on what really matters to cost-conscious travellers - extra space and comfort at value for money prices, with the opportunity to work or relax in an informal environment. As a result we have created an additional class of premier economy travel called World Traveller Plus.

This smaller, separate economy cabin offers wider seats at 8 abreast compared to our standard economy class (World Traveller), which offers 10 abreast on Boeing 747 and 9 abreast on Boeing 777. The ergonomically designed seat gives more legroom to stretch out than World Traveller, with a seat pitch of 38 compared to the industry economy standard of 31". It has a fully adjustable headrest, lumbar support, leg rest and a personal entertainment system in the seat back offering a wide choice of film & TV entertainment, CD quality audio and 17 interactive games. There are also in-seat business amenities such as a laptop power point and an individual phone.

Extra benefits include double the normal economy hand baggage allowance, two pieces of 12kg total (any one piece up to 9kg max.) and for Executive Club members, additional BA Mileage awards.

All these improvements have been made available at an affordable premium to Economy, giving our travellers the space to stretch out in a smaller, separate, cabin environment. World Traveler Plus is available on all our fleet of 747-400s and is currently being fitted to our 777s at both Heathrow and Gatwick. Availability varies on route and aircraft type, so customers are advised to check with the airline for embodiment details.

World Traveller

In World Traveller, customers can relax in the knowledge that everything will be taken care of, allowing them to simply sit back and enjoy what's on offer. Everything has been designed with customer comfort in mind, from ergonomically designed seats, complete with lumbar support, adjustable footrests and headrests, to each seat-back video screen offering a wide selection of film and TV entertainment together with CD quality audio programmes, to help customers while away the hours. Friendly and professional cabin crew are always on hand, providing a complimentary bar service throughout the flight as well as tasty three course meals.

The cabin also provides a range of kid's products designed to make travelling with children a little easier for the whole family. There are new 'Skyflyers' kids packs and activity books, family friendly meal options, hours of on-screen family entertainment and 'Early Check-in' at London Gatwick allowing families to check-in from 6pm the day before departure.

Club Europe

Club Europe is our premium short haul service combining an efficient and smooth ground experience with the comfort and space on board to ensure customers can make the best use of their valuable time.

With flights to centrally located European airports, our schedule is designed to fit around the needs of our customers, with convenient departures providing the option to return home to family and friends at the end of the working day.

Customers can speed through the airport quicker than ever with our innovative check-in options. All of our European destinations offer online check-in plus at over 30 European airports customers can now print out their boarding cards at home or in the office, allowing them to bypass airport check in completely. Club Europe customers checking in at the airport can choose between dedicated check-in desks or self-service check-in. And customers departing from London can take advantage of a fast track channel to minimise queues through security.

To provide an escape from the busy airport environment, Club Europe customers also have access to over 80 lounges across Europe allowing them to catch up on work or relax in comfort until their flight departs. Once on board, the cabin features blankets, cushions and head rest covers in restful blue tones, coupled with wider contoured leather seats with extra legroom. Our highly trained cabin crew offer a wide selection of menu options, designed to suit the time of day and length of flight plus a full bar service. The two piece hand baggage allowance means customers can speed through the airport without having to stop at the baggage carousel.

Euro Traveller

British Airways' Euro Traveller offers a package of products and services that represent value for money, with flights to over 70 European destinations and a schedule that ensures customers have the flexibility to choose flight times that are convenient for them.

We are committed to designing innovative products that make a difference to our customer's journey experience. For example our "Manage My Booking" tool on ba.com allows customers to access their booking at any time, providing the ability to amend update or upgrade their booking, or even check-in for their flight, saving valuable time at the airport. Check-in desks and self-service check-in kiosks are available for those customers wishing to check-in at the airport.

Complimentary newspapers are available at selected departure gates and onboard customers can sit back and relax in ergonomically designed seats that maximise legroom and seat comfort. Customers can enjoy breakfast with fresh coffee and tea. For the rest of the day complimentary snacks and drinks are served appropriate to the time of day and length of flight.

We have continued to offer every-day low fares across Europe, and in September 2005 we introduced one way fares on the majority of our European routes, providing customers with even more flexibility when purchasing flights with British Airways.

UK Domestic

British Airways offers an unrivalled network, frequent schedule and competitive fares to centrally located airports across the United Kingdom and Channel Islands. We fly more people, more often, to more UK destinations than any other airline.

Customers travelling on full fare tickets can enjoy lounge access at key UK airports plus they can choose their seat at the time of booking. Full fare tickets can also be changed at any time prior to departure without any fee, providing customers with flexibility should their travel plans change.

Customers can take advantage of our innovative check-in options with online check-in at ba.com and at key London trunk routes they can even print out their own boarding pass allowing them to speed through the airport and go straight to security. Alternatively they can check-in at the airport in less than a minute by using a self service check-in kiosk or at one of our check-in desks.

Complimentary newspapers are available at the departure gate. Customers can enjoy the hot breakfast served on board with fresh coffee and tea, complimentary snacks and a bar service is served throughout the rest of the day.

Executive Club

The Executive Club is British Airways' frequent flyer loyalty programme for recognising our most valuable customers. For those who travel frequently, the Executive Club provides an enhanced service throughout the journey experience such as lounge access and Fast Track through the airport, as well as the ability to earn BA Miles for reward flights. The Executive Club also knows its important to leverage our understanding of our customers to provide them with the services, products and communications which are appropriate and personalised to our customers' differing needs.

There are three tiers within the Executive Club:

Blue - benefits including the ability to collect BA Miles for reward flights when flying with BA or our partners, or even when not flying with our network of hotel, car rental, financial or service partners. BA Miles can be earned either as an individual or as part of a Household Account.

Silver - further benefits include access to airport lounges regardless of class of travel, priority check-in and boarding, and ability to earn BA Miles at a quicker rate.

Gold - your loyalty is recognised further with a free Upgrade for Two and ability to earn BA Miles at a quicker rate than Silver.

Access to Silver and Gold membership comes from collecting Executive Club Tier Points, awarded when flying on eligible fares on British Airways and oneworld™ partner airline flights (excluding American Airlines' direct transatlantic flights between Europe and the Americas).

DEPARTMENTAL ANALYSIS

PLANNING

Planning is responsible for planning BA's fleet, network, schedule, infrastructure, resources and property.

The fleet, network and schedule are at the core of any airline. Fleet Planning develop the fleet strategy for the company and determines when to acquire or dispose of aircraft ensuring BA has the right fleet to meet its network requirements. The role of the Network Planning departments is to develop BA's schedule to maximise network profitability. These departments identify which routes and frequencies to fly, where to deploy the fleet and then develop and manage the BA schedule to deliver this. Currently the shorthaul operation consists of more than 4000 weekly flights, to over 60 destinations, using more than 120 aircraft. The longhaul operation consists of more than 1000 weekly flights, to over 70 destinations, using more than 110 aircraft.

Airport Planning and Slots ensure the next 18 months of schedules are developed so they will work within the current terminal and slot infrastructure. The team also identifies the need for additional future capacity to meet growth/service aspirations and works with/influences external agencies to deliver this. The Slot team manages the airline's slot portfolio at all airports on the network. Resource Planning plan the crew and ground staff to deliver this schedule. The team handle plans for 3000 pilots, 14400 cabin crew and 6000 customer services staff at LHR and their £80M of equipment assets. They liaise with other areas to ensure that a single, consistent, appropriately resourced operating plan is in place at all times.

Operations Control is responsible for the day-to-day control of the BA operation, plus emergency and other contingency planning. The area includes a number of specialists who work together to cover all aspects of the 24 hour, 365 day a year operation - flight crew controllers, cabin crew controllers, aircraft controllers, customer service controllers and planners.

The Planning department are also responsible for BA's property portfolio. Property is responsible for managing the airline's property assets, and delivery of the T5 facilities whilst the T5 Development team is accountable for ensuring that T5 is delivered on time, on budget, and meets our business requirements. They are working to ensure T5 is ready for BA to begin operations there in March 2008.

The planning horizon spans next season's schedule to aircraft requirements 10 years hence. This involves operating within financial and operational constraints, and liaising with internal and external stakeholders to balance the trade-offs inherent in planning the network and delivering the schedule. The department uses complex decision support, scheduling and planning tools to optimise the deployment of our aircraft and resources. Statistics regarding the British Airways fleet and network are contained in this Fact Book (Section 3).

DISTRIBUTION AND MILEAGE PARTNERSHIPS

This department is responsible for ensuring that customers can book, pay and ticket a booking both through our website, contact centres and shops, as well as travel agents around the world.

This includes:

- o Managing our relationship with card companies such as American Express, Diners, Mastercard and VISA
- o Managing the contracts with infrastructure providers to link travel agents to BA globally
- o The role out of ticketing initiatives such as E-ticket

The department is also responsible for setting the company's distribution and booking channel strategy to deliver more bookings through ba.com and reducing the cost of sale to BA.

In addition all executive club members can earn miles when they spend money with BA partners including airlines, hotels, car companies and co-branded credit cards amongst others. This department ensures the provision of a wide range of excellent products for the executive club.

MARKETING COMMUNICATIONS

This department owns the marketing communications, advertising and promotions process and is responsible for the manifestation of the BA brand in the marketplace measured in terms of image and attitudes towards BA across all customers, employees and key stakeholders.

Secondly the area provides the company with insights into customer needs, expectations, perceptions, satisfaction and behaviour. This is managed through a programme of continuous and ad hoc market research and data analysis

Thirdly we bring the British Airways brand promise alive through design. This includes the British Airways corporate identity, uniform and product design.

The final area of responsibility for this department is the management of the cross company Employee Involvement programme. This programme seeks to involve & motivate our people in order to deliver the business changes we need to be successful as a business.

eCOMMERCE

eCommerce continues to expand rapidly in BA and will handle a growing proportion of sales and servicing activity for our customers over the coming years. Major projects are in progress to broaden the range of transactions that customers can do for themselves and to improve the quality and reliability of our online channels. This work continues to make a significant contribution to the airline's cost reduction programme.

On an average working day ba.com is visited by over 300,000 people - approximately three times the number who are travelling on a BA plane anywhere in the world. These visits will result in 12,000 bookings, 40,000 people servicing their bookings and 55,000 people accessing their Executive Club accounts. Email is our dominant communications channel to customers, both for marketing and servicing purposes.

The move of BA operations to Heathrow Terminal 5 in 2008 is prompting further investment in self-service technology to ensure the best possible airport experience for our customers. Many customers already choose to serve themselves for all their BA requirements, from initial enquiry through to printing their own boarding pass before they leave home.

Our future vision sees continued growth and development of eCommerce opportunities - driven by the need to make BA simpler and easier for our customers to do business with.

GLOBAL CONTACT CENTRES

BA has contact centres in all key global markets. This department is called contactBA (cBA) delivering excellent customer service to our customers who prefer to use the phone.

Sites

BA has a number of contact centres globally. The largest of these are in Newcastle, Manchester, Belfast, Jacksonville, Madrid, Bremen, Lyon, Johannesburg, Delhi & Sydney. There are currently over 1500 people in cBA worldwide.

Customers & call mix

The types of calls can be broadly segmented as:-

Direct Sales - offering customers flights, hotels, car hire and travel insurance

Customer Support - answering a range of enquiries from seat requests to assisting passengers in times of disruption

Trade Support - supporting the travel industry by providing technical advice and help. This team are focused on self service & supporting traveltrade.com - British Airways travel trade website

Executive Club - supports members of British Airways frequent flyer and loyalty programme.

Staff Travel - support the airline's staff travel rebate scheme by providing a telephone booking service. The majority of the airline's staff now book their personal and duty travel online

Automated Flight Information - Also through its automated Flight Information line UK & North American customers are offered 24/7 access to real-time flight arrival and departure information.

Customer contact strategy

As our customers shift more & more of their booking & servicing activity to ba.com, cBA has seen its call volumes drop from 24 million calls per annum in 2001 to under 12 million in 2005. This has been driven by our customers' natural instinct to use online channels. This has enabled a 50% reduction in manpower and also has reduced the number of sites BA operates.

THE TRITON PROGRAMME

In August 2000, British Airways signed a 10 year contract with Amadeus, a leading provider of systems in the travel industry. The scope of this relationship is far reaching and has resulted in the transfer to Amadeus of key British Airways systems for reservations, airport check-in, inventory control, flight planning, cargo and operations support.

Through this partnership, British Airways will gain access to industry leading systems, as well as significant functional and cost benefits. For example, for the reservations system which is operated and developed for the benefit of a broad community of carriers, this includes capabilities to support our emerging airline alliance requirements with facilities to service customer bookings and issue electronic tickets.

The first major milestone was to switch in July 2001 to using the Amadeus Fare Quotation system. This was followed by the successful transfer of the systems previously operated by British Airways for the services listed above from Heathrow to the Amadeus data centre near Munich in November 2001.

In February 2002, one of the largest programmes of system change ever undertaken by British Airways was completed with the simultaneous global switchover by all British Airways sales locations to the Amadeus system for reservations known as Altéa Reservations. In early 2005 British Airways completed another significant step with the successful implementation of Altéa Inventory, a new community inventory and seating system developed jointly by Amadeus with British Airways and Qantas.

The final piece of the Altéa systems, Altéa Departure Control delivering a new community airport check-in system will be added following British Airways move to Terminal 5.

REVENUE MANAGEMENT

The need to sell the right seats at the right price is common to all airlines. Those that do it best usually have a sophisticated inventory control system, have a higher yield per seat sold, and carry more passengers. British Airways Revenue Management department monitors, controls and forecasts the sale of millions of seats daily to improve the airline's overall profitability. The reward of managing yield effectively (the amount airlines receive on average from each passenger for every kilometre flown) is greater profitability. Improving this amount by just one percentage point is worth an estimated £60million a year to British Airways, with the majority going straight to the bottom line.

Yield experts in Revenue Management control around 400,000 British Airways mainline & BA Connect flight sectors a year, with each flight typically split into at least 17 selling classes or yield bands. Revenue Management thus controls at least 6 million products on a daily basis. Using sophisticated systems, the department also monitors booking trends, adjusts fares and capacity across the world, and forecasts global booking requirements on every flight for up to a year before departure.

About half of British Airways premium passengers, travellers choosing First or Club, book in the last three weeks before travel, while low yield passengers book early around three quarters of them at least a month before departure. Revenue Management's role is to predict how many bookings will be late bookings. If they predict too few, an opportunity to earn extra profit is lost. Predict too many and there are likely to be empty seats on departure, as it may be too late to fill them. Even when a booking is made, it is frequently cancelled afterwards - so much so that, on a typical mid-summer Boeing 777 North Atlantic flight, the airline can sell every seat between three and four times over by the time the aircraft takes off. The risk of selling seats only once, when cancellation is a probability, are empty flights.

A complication is that an average of 10 per cent of passengers are no-shows they do not turn up for the flight they have booked. To counter this, airlines overbook flights in certain markets in the expectation that a number of passengers will fail to honour their bookings. Should an airline get its overbooking profile wrong, it is required to pay passengers denied boarding compensation. Fortunately, records show that involuntary off-loading is the exception rather than the rule thanks to the departments expertise in this area, assisted by additional financial inducements to passengers should the need arise.

In addition to a sophisticated inventory system it is important to have a pricing structure that effectively segments the market to ensure we are offering the right mix of price and flexibility for each of our products. It is the role of Revenue Management to ensure that such a structure exists for all points on our network in every country worldwide, and that the fares are distributed effectively worldwide. These functions are co-ordinated through a revenue planning model jointly used by Revenue Management and Sales in planning flight set up, pricing and promotional activities for the next 12 months to ensure flights depart as full as possible with the best possible mix of passengers on board.

THE AIRMILES TRAVEL COMPANY

AirMiles was originally launched in 1988 as a customer loyalty programme. Collectors are offered the chance to collect AirMiles when shopping with partners such as NatWest and Shell and can spend them on free and discounted travel.

In 1991, British Airways introduced AirMiles awards as the reward currency for its frequent flyer programme, the British Airways Executive Club, on eligible business flights. In 1994 AirMiles Travel Promotions Limited became a fully owned British Airways subsidiary. In October 2000 British Airways introduced a new currency, BA Miles, to replace AirMiles as the currency for its Executive Club members. In December 2003, AirMiles was re-launched to the customer base with a wider range of available travel together with the option of collectors using any combination of AirMiles and cash to purchase the travel.

In its 18-year history, AirMiles has seen considerable success in developing customer, staff and business to business loyalty programmes using AirMiles currency as the reward currency. Today around 3 million people collect AirMiles every year and more than 0.5 million people use their miles for a flight.

AirMiles awards can be collected through around 90 collection partners such as Tesco, NatWest/RBS, Shell, The Scottish & Southern Energy Group, Homebase and House of Fraser as well as through AirMiles itself as a cash travel agent. Recent additions to the partnership group are The Times Newspaper and a list of around 70 online retailers such as John Lewis, WH Smith and Dixons. A full list is available on www.airmiles.co.uk. These companies buy AirMiles and distribute them to customers and/or staff as a currency that the collector can collect as a holiday and travel savings account. The fastest way to collect is by shopping with more than one collection partner, for example by shopping at Tesco with a NatWest credit card provides two opportunities to collect AirMiles. This is called double-dipping.

Once the collector has enough AirMiles, he can spend them on a huge range of free and discounted travel products. These range from free and discounted flights worldwide on over 110 airlines, to 25,000 hotels, package holidays from more than 100 Tour Operators, cruises and ferry travel. Customers use their AirMiles either through the website or by calling the Customer Contact Centre. A new innovation is the BA Dealfinder which allows the customer to find the best exclusive BA flights within a month of the preferred departure date.

The AirMiles Travel Company, which employs around 700 staff, is based on two sites. The head office is in Crawley near Gatwick and the Customer Contact Centre is based in Birchwood, near Warrington.

For further information, call 0870 60 747 40, or visit the AirMiles web site at www.airmiles.co.uk.

BRITISH AIRWAYS TRAVEL SHOPS

British Airways Travel Shops offer a unique "one-stop-travel-shop" service for the discerning traveller who values personal service and expert advice from well travelled consultants. In selected locations our service is further enhanced by our travel lounge facility*, enabling you to arrange travel in comfort and privacy at a time convenient to you.

The full British Airways Holidays programme is available exclusively on the high street from British Airways Travel Shops. The range includes the Prestige Collection, which features hotels chosen for their elegance, exclusivity and unmistakable but understated luxury. They range from classic, well-known names to some of the world's most fabulous boutique hotels for those who desire something a little different.

We are committed to bringing our customers the widest selection of quality travel options and are also able to tailor-make a holiday to your exact itinerary and requirements using our range of preferred partner tour operators. Our staff travel regularly to keep up to date with the latest developments in the industry and will be happy to offer their personal advice and recommendations to help you plan the perfect trip. A full range of British Airways flights are available, from a simple hop into Europe to a Round the World adventure. At the same time, hotels, car hire and insurance can be arranged along with airport transfers, pre-booked airport parking, passports and visas. And if you have named the day then why not make a date with us to arrange a wedding overseas or the honeymoon that you have always dreamed of?

There are 17 shops across the UK, 4 of which are in London (Piccadilly*, Harrods* Knightsbridge, Baker Street and in Selfridges in Oxford Street). Other branches are located in, Aberdeen*, Belfast, Birmingham*, Bromley, Croydon, Cambridge, Edinburgh*, Glasgow*, Kingston, Manchester, Windsor*, Norwich and Tunbridge Wells.

British Airways Travel Shops also provide a full travel management service through Worldlink Business Travel. Worldlink provide a specialist business travel service to small and medium sized enterprises. The team provides a full portfolio of products for the business traveller and deliver this to a wide and varied client base across the UK. The Worldlink team compliment a quality service with account management, detailed management information and on-line booking facilities. For more information please contact our Worldlink Sales Support team on 0208 738 5453.

* Travel Lounge service available in this store. Our travel lounge service is available to all Premier, Gold and Silver Executive Club Members and those customers wishing to booking cruise holidays, flights or holidays which include travel in First, Club World or Club Europe. An appointment service is available and lounges offer direct telephone and email contact.

BRITISH AIRWAYS HOLIDAYS

British Airways Holidays is a wholly owned subsidiary of the airline. The business sells holidays to around 280,000 customers a year in over 80 countries around the world via British Airways' offices, the British Airways website, and travel agents. Annual turnover is over £80m.

The business is a global leader for inbound holidays to the UK and offers one of the largest global stop-over programmes, selling a range of ground arrangements serving the British Airways and Alliance partner destination network worldwide.

Additionally, British Airways Holidays has a strong presence in the UK market selling package holidays to long-haul destinations including Florida, the Caribbean and the Indian Ocean.

BRITISH AIRWAYS TRAVEL CLINICS

The British Airways Travel Clinic is located at 213 Piccadilly in central London, and offers expert travel health advice and a comprehensive vaccination service. The clinic is staffed by a highly experienced team of Travel Health nurses who provide tailored advice to travellers depending on their destination and the type of trip they are planning. The clinic has access to the latest health information from around the world and works in partnership with doctors at the Academic Centre for Travel Medicine at the Royal Free Hospital. The clinic also offers a wide range of travel health products, such as insect repellents, mosquito nets, and first aid kits, which are all essential items for many destinations.

For further information about the BA Travel Clinic, including directions and opening hours, please visit www.ba.com/travelclinics or call 0845 600 2236.

CORPORATE COMMUNICATIONS

Corporate Communications enhances, protects and manages the global reputation of British Airways and ensures that a wide range of audiences including staff, customers, shareholders, media and governments are aware of the airline's developments and news.

Corporate Communications operates on a 24 hour, seven day a week basis and responds to tens of thousands of media and staff enquiries every year.

An internal communications team, part of Corporate Communications, produces BA News, a weekly newspaper available to more than 50,000 staff.

The team also manages content for the airline's Intranet, which is used to communicate to staff all around the business, including thousands of flight crew, cabin crew and staff working overseas. This is one of the key channels used in keeping a mobile workforce up-to-date with the latest news and policies.

Corporate Communications is based at the airline's Waterside headquarters near Heathrow airport. There is also a dedicated team in New York covering North America. A number of specialist communications agencies are employed to deliver the airlines key messages to customers and media in more than 80 other countries that the airline flies to.

BRITISH AIRWAYS WORLD CARGO

British Airways is one of the top ten leading cargo airlines in the world and transports over 740 million kilos of freight, mail and courier traffic each year. British Airways World Cargo is a separate contribution centre and generates more than £480 million in flown revenues annually. In 2005 BA World Cargo was voted *Air Cargo News'* Cargo Airline of the Year by its customers.

The carrier transports a range of products all over the world every single day: fresh fruits and vegetables, flowers, pharmaceuticals, a vast range of hi-tech products, spare parts for cars, ships and aircraft, textiles, fashion goods and even family pets relocating with their owners.

One of the carrier's greatest strengths is the British Airways network, spanning nearly 200 destinations in over 80 countries. Additionally, BA World Cargo operates a scheduled freighter service that provides customers with additional capacity and serves 40 key destinations worldwide, from stations across Europe to destinations further afield such as Hong Kong, Tokyo, Atlanta, Johannesburg and Shanghai. With 87% of cargo revenues earned outside the UK, BA World Cargo transports freight for many businesses and industries around the world. The freighters not only increase flight frequency to key destinations but also present the ability to cater for large or unusual airfreight requests. BA World Cargo offers an extensive road feeder service in key markets and has a number of agreements with other airlines, meaning the carrier can connect almost any city that it doesn't serve directly with the British Airways and BA World Cargo network.

At the heart of the BA World Cargo global network is Ascentis, the cargo handling facility at London's Heathrow Airport, which has the capacity to handle 800,000 tonnes of cargo a year - with in-built potential to handle a total of one million tonnes a year. It delivers consistently high operational performance, driven by leading edge technology and the commitment of more than 2,000 people across the network.

Ascentis was designed to provide BA World Cargo with the most efficient operational environment for cargo handling. It also enabled the carrier to design new business processes and cargo systems to improve operational performance even further. As such it is one of the world's most advanced freight processing facilities. The systems and processes throughout Ascentis enable BA World Cargo to move freight efficiently to its final destination both in the UK and around the world.

An electronic tracking system is used to manage on-airport activity, quickly identifying the origin and destination of arriving/departing freight and speedily processing the necessary information to enable the first available driver to transport freight both into and out of Ascentis.

There are two other cargo handling facilities at Heathrow. The dedicated Special Handling Centre is designed for Courier and Express shipments, livestock and other cargo requiring specialist handling. BA World Cargo is expanding its capability in this area with a £15 million investment in a new premium facility, due to open in Autumn 2006. This will allow the carrier to take advantage of new and emerging product streams and offer a range of new bespoke premium services.

The award winning Perishables Handling Centre (PHC) was specifically designed to manage the growth in fresh produce and flower shipments. The facility enables BA World Cargo to provide a wide range of value added services for importers and major supermarket chains including: pricing and packaging for fresh fruit and vegetables which means that fresh produce is with supermarket distributors on the same day as the shipment arrives; and a conditioning service for flowers upon arrival in the UK to extend their life, remove harmful bacteria and re-hydrate the bloom after its journey. 2005 saw a £1 million investment in BA World Cargo's perishables handling capabilities. This included the launch of Constant Fresh and investment in new infrastructure at the PHC, including new hoists and a £130,000 new production line capable of processing 8 million punnets of soft fruit a year, an increase of 30%.

Other services include a track and trace service where customers can track their consignment anywhere on the network 24 hours a day, seven days a week, through www.baworldcargo.com, just by entering the air waybill number of their shipment. Customers can also generate bar codes for their consignments online. The introduction of new online e-booking portals, such as GF-X, and improvements to existing portals allows BA World Cargo to focus on customer service and value-adding activity. BA World Cargo has participated in the Cargo 2000 group since its creation and fully supports the objectives and initiatives of the group to set new standards for the air cargo industry. BA World Cargo currently measures 22 stations, which equates to 106 route pairings, using Cargo 2000 performance metrics and plans to roll out further airports in line with Cargo 2000 project guidelines during the coming year.

GROUND OPERATIONS

Ground Operations is made up of three key areas to deliver excellent customer service against a bedrock of safety and security.

Heathrow Ground Services - Management of customer service and terminal operations at Heathrow.

Worldwide Customer Service - Management of Worldwide customer service airport operations including Gatwick and all other UK mainline airports.

Ground Operations Compliance - Management of regulatory requirements for safety and quality at airports worldwide.

BRITISH AIRWAYS ENGINEERING

British Airways Engineering is a world leading aviation maintenance organisation providing full support for the aircraft fleets of British Airways and for the aircraft of a number of other customer airlines. It currently employs 6000 staff both in the UK and at stations overseas supporting British Airways' global network.

The organisation has a world-wide reputation for engineering excellence and its technical and logistics expertise supports airline operations on every continent, 365 days of the year, 24 hours a day. British Airways Engineering's core capabilities are centred on Boeing 747, 777 and 767 for longhaul operations, and Boeing 737, 757, 767 and the Airbus single aisle family for the shorthaul network. Fully equipped hangar facilities at the main operating hubs of London Heathrow and London Gatwick, and at Glasgow, are supported by workshops, technical and design services, and a comprehensive warehousing and logistics network. The organisation has also invested in three world class operations based in South Wales, dedicated to delivering Boeing 747 and 777 heavy maintenance and repair and overhaul of avionics and interiors equipment.

The extensive maintenance network extends overseas with some 70 British Airways Engineering 'line maintenance' stations established at airports around the globe. Again, these support British Airways and its subsidiaries together with a number of customer airlines. British Airways Engineering utilises a large network of top quality suppliers based around the world to complement the internal capabilities of the organisation.

In addition to its everyday task of ensuring the safety and operating reliability of aircraft through excellence in maintenance, British Airways Engineering continues to focus on the growing technical capability within the passenger cabin. World class design, delivery and in-service support of new cabin products demonstrates that British Airways Engineering has a major role to play in helping to deliver on-board customer satisfaction.

In recent years, Engineering has undergone significant change as it continues to develop its expertise and enhance its efficiency. Constant focus by Engineering is helping maintain British Airways and its world-class service in an increasingly competitive global market.

INFORMATION MANAGEMENT (Im)

Information Management (Im) is responsible for all IT across the British Airways Group and plays a fundamental role in shaping the future of the airline. As a full-service, network carrier committed to providing the right service to our customers, high performing IT and telecommunications systems, along with effective and simple processes, are vital to the running of the Group's business. Cost-effective deployment of technology, and using it effectively, is a critical skill in the airline industry and one which will enhance British Airways' proposition, enable our customers and generate productivity.

Im's objectives are to:

1. Deliver a secure, robust and reliable worldwide IT Operation 24x7 at a reducing absolute cost;
2. Deliver IT projects to time, budget and specification, with a year-on-year productivity improvement;
3. Simplify BA processes by delivering efficient solutions implemented by business change capability.

2005 was another award-winning year for British Airways' IT and particularly for its Customer Enabled BA programme.

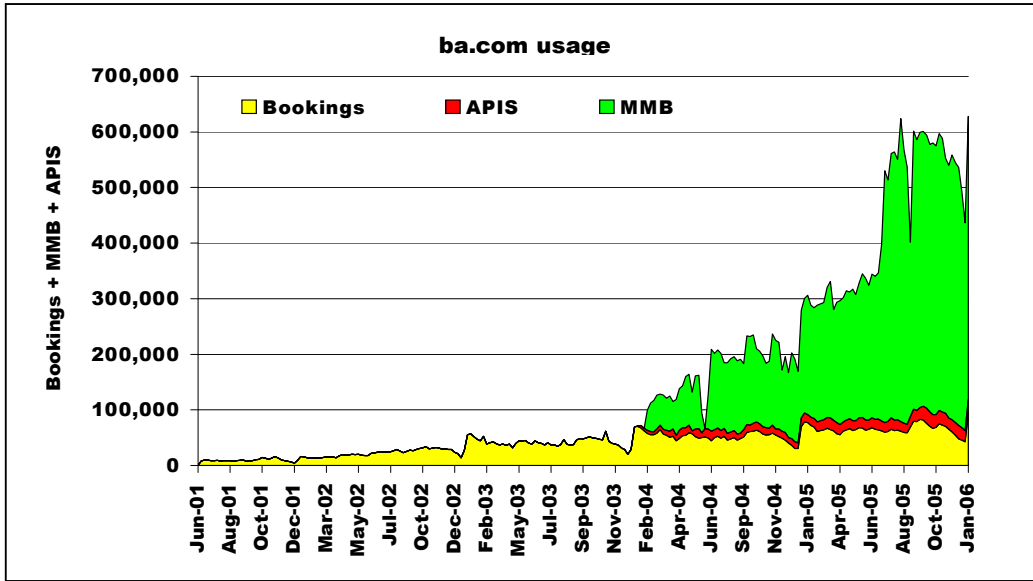
In June, the airline received the Most Effective Use of IT to Manage IT Award at the Information Age Effective IT Awards.

In September, the airline picked up the award for the Retail/Leisure Sector Technology Project of the Year at the CNET Technology Awards, in recognition of how BA have used IT to 'eliminate and streamline processes, maximise customers' time and minimize the hassle and stress associated with flying.'

In November, more success followed, when the airline received the accolade for Private Sector Project of the Year for the design and build of ba.com at the Computing Awards for Excellence.



Manage My Booking continues to be a hugely popular, with six times as many passengers accessing ba.com to use this facility than make a booking in 2005.



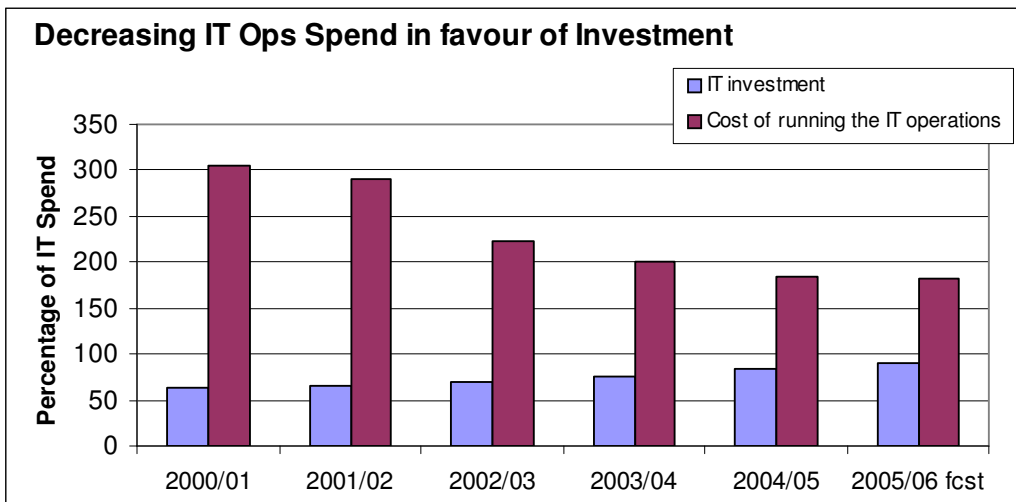
APIS - Advanced Passenger Information Service
 MMB - Manage My Booking

The following are examples of initiatives being undertaken by Im that serve to illustrate how the objectives for IT in British Airways are being met and also how Im is supporting British Airways' corporate objectives.

IT OPERATIONS

Critical to the airline's 24 hour a day operation, IT Operations manages British Airways' IT infrastructure, including some of the Group's most critical systems.

Against a background of reduced costs and manpower, the airline's key systems have been increasingly reliable and available. In addition, a strong focus on reducing the cost of running the IT operation, coupled with the improved productivity and efficiency of the IT Delivery unit, has created the room for more investment in IT development.



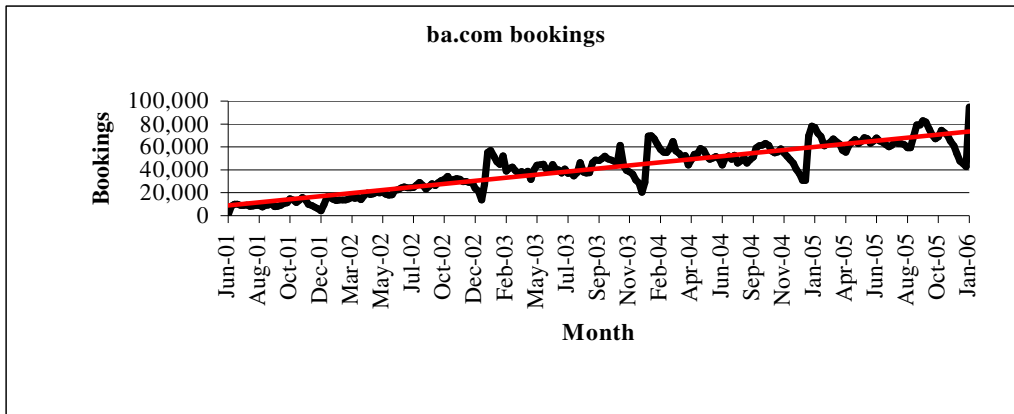
CUSTOMER SELF SERVICE

A core element of the IT strategy is driving simplification of the airline's business processes through IT. The vision is to make British Airways as a company so easy to do business with that customers choose to serve themselves. The same principles are applied internally for employees through the Employee Self Service programme.

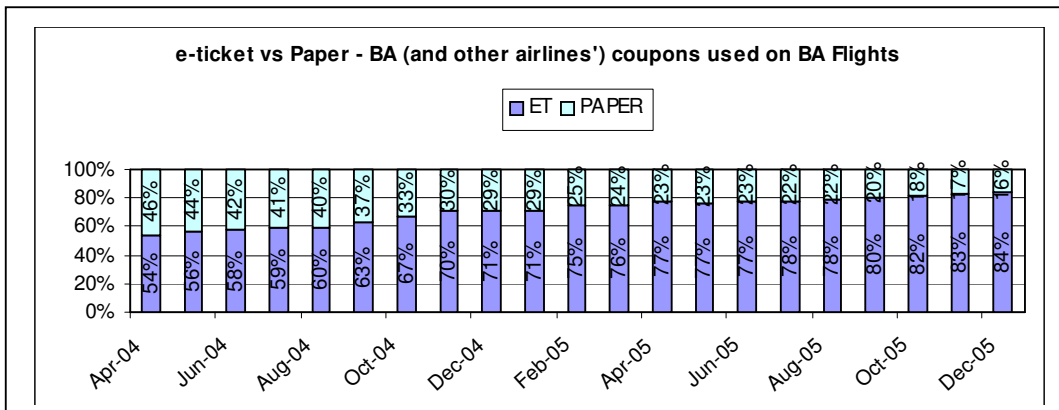
ba.com has just celebrated its tenth anniversary and offers customers award winning functionality for buying tickets and managing bookings before travel. The fare-explorer

booking engine is still a market leader after 4 years and puts the customer firmly in control, with easy access to BA's product and pricing, including the ability to trade up both cabin and ticket flexibility. With the introduction of the Shopping Basket feature, passengers are now also given the opportunity, at the appropriate extra cost, to reserve hotels, hire cars, book day tours and theatre tickets and arrange transfers as part of their flight booking. One of the most popular recent developments is the ability to check-in and print your own boarding passes before arriving at the airport. More than 54% of shorthaul leisure fares are sold via ba.com in the UK and over 25% of customers visit ba.com to service their booking before they fly. The technology has been designed in-house to optimise customer service and is highly scalable - being able to support 100% increases in traffic during promotional periods, for example.

In 2005/6, bookings through ba.com have recorded further steady growth and numbers of new bookings received now exceed 80,000 per week.



Another important element is the introduction of upgraded self-service check-in kiosks at key airports around the world. The airline has now installed over 227 kiosks in 39 airports across our network. British Airways is committed to moving to 100% eTicket, which delivers better customer service and reduces costs. 15% of our passengers' journeys contain other airlines in their bookings. However, interline e-ticketing agreements with over 20 other airlines (a number that will continue to grow) including our codeshare partners, means we are moving ever closer to our target.



EMPLOYEE SELF SERVICE

Employee Self Service (ESS) is a major programme aimed at reducing costs by making it easier and more effective for BA staff to carry out many of their daily administrative tasks online.

At the heart of ESS is the exploitation of existing technology to deliver lasting business change and a growing self-service culture across the airline. Employee processes are being simplified and duplicate channels 'turned off'.

ESS provides everyone, from the CEO through to all staff - wherever they may be - with access to online processes. This gives all employees easy access to their applications from work or home, at a time that suits them, using a single secure password.

More than 95% of the airline's employees worldwide regularly use ESS for a range of personal administration and corporate transactions. These include online learning, checking or bidding

for rosters, and getting answers to frequently asked questions on a wide range of topics from HR to IT.

The number of administration tasks that can only be performed online is growing. For example, employees organising travel for business or pleasure now have to use online channels, with business travel authorisation also only given online.

Online self-service forms are replacing paper-based processes, including pay slips. Ordering goods and services has also moved online with over 95% of transactions now being made and approved electronically.

SIMPLIFICATION - TECHNOLOGY and PROCESS

IT AND BUSINESS CHANGED (IBC)

To deliver effective business change, IT projects must be integrated with changes to the customer proposition, airline processes and how people work. The IT and Business Change team - or IBC - in Im is responsible for designing the IT that BA needs to improve performance across the airline, and applies operations research, process and IT design skills to help business areas improve customer service and lower costs. IBC also develops and maintains the process and systems architecture and standards for the airline as a whole. Examples of major IBC projects include work with the T5 team on designing the new processes and IT required for the T5 move, and working with the commercial team on the ongoing expansion of ba.com services including online check-in. IBC also drives the highly successful Employee Self Service programme.

IT for T5

The IT Programme for T5 is a vital element to ensure a successful move of the BA operation into Terminal 5. The programme will deliver new systems that underpin the changes in working practices that are required for the operation in T5. We plan to deliver the majority of the IT to support these changes within the next year. In addition, much of the IT infrastructure (networks and equipment) must be ready for operational testing as early as March 2007 in order to ensure the building is ready for opening in March 2008. These plans are well advanced and we are working closely with the British Airport Authority to ensure we meet this target.

As the above developments demonstrate, Im is enabling change in British Airways through innovative use of technology to reduce costs, removing complexity and driving business process change.

SECTION 3 - BRITISH AIRWAYS FLEET

AIRCRAFT FLEET

	Number in service with Group companies at December 31, 2005				Total Dec 05	Future deliveries	Option s
	On balance sheet aircraft	Operating leases off balance sheet extendible other					
AIRLINE OPERATIONS (Note 1)							
Boeing 747-400	57				57		
Boeing 777	40		3		43		
Boeing 767-300	21				21		
Boeing 757-200	13				13		
Airbus A319 (Note 2)	21	10	2		33		32
Airbus A320 (Note 3)	9	2	16		23	7	
Airbus A321	7				7	3	
Boeing 737-300			5		5		
Boeing 737-400 (Note 4)	19				19		
Boeing 737-500			9		9		
Turbo Props (Note 5)			8		8		
Embraer RJ145	16	3	9		28		
Avro RJ100 (Note 6)		15			15		
British Aerospace 146	4				4		
Group Total	207	30	52		289	10	32

Notes:

1. Includes those operated by British Airways Plc and British Airways CitiExpress Ltd.
2. Certain future deliveries and options include reserved delivery positions, and may be taken as any A320 family aircraft.
3. Includes 1 Airbus 320 returned to service from sub-lease to GB Airways.
4. Includes 1 Boeing 737-400 returned to service from sub-lease to Air One.
5. Comprises 8 de Havilland Canada DHC-8s. Excludes 5 British Aerospace ATPs stood down pending return to lessor and 12 Jetstream 41s sub-leased to Eastern Airways.
6. Excludes 1 Avro RJ100 sub-leased to Swiss.
7. Future deliveries have increased by 4 to 10 to replace 10 A320 aircraft due to leave the fleet from 2007.

AIRCRAFT DELIVERY SCHEDULE - Mainline (firm orders)

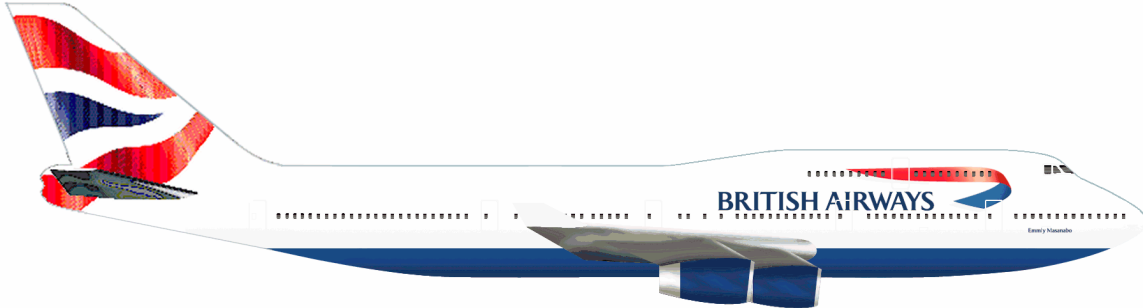
As at December 31st 2005

	2007/08	2008/09	TOTAL
Airbus A320	4	3	7
Airbus A321	3		3
TOTAL	7	3	10

MAINLINE FLEET PROFILES

The fleet profiles on the following pages give positions for mainline jet aircraft as at December 31, 2005. Utilisation and age figures are averages for the last year. All details are given for a typical aircraft configuration, operating a typical flight. Range is given with maximum passenger load.

BOEING 747-400



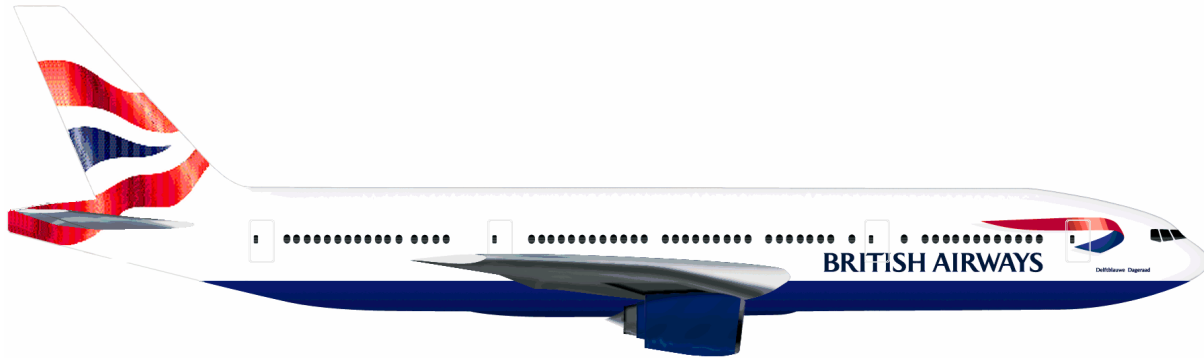
British Airways operates one version of the Boeing 747: the Series 400.

Total in service:	57
Capacity:	Up to 351 passengers and 39,900 lbs (18.3 tonnes) of cargo
Seating:	<i>First Class</i> - 14 Private cabins. <i>Club World</i> - 38 x 2:4:2, @ 73 ins (185 cm) pitch (<i>Hi</i> - 70 x 2:4:2 @ 73 ins (185 cm) pitch) <i>World Traveller Plus</i> - 36 x 2:4:2, @ 38 ins (97cm) pitch (<i>Hi</i> - 30 x 2:4:2 @ 38 ins (97cm) pitch) <i>World Traveller</i> - 263 x 3:4:3, @ 31 ins (79cm) pitch (<i>Hi</i> - 177 x 3:4:3 @ 31 ins (79cm) pitch)
Range:	7,600 miles (12,220 kms) (<i>Hi</i> 7,830 miles (12,590 kms))
Engines:	Four Rolls-Royce RB211-524Gs, each producing 58,000 lbs (25.8 KN) thrust
Take-off speed:	207 mph (334 kph)
Cruising speed and height:	575 mph (927 kph/Mach 0.85), at 35,000 ft (10,668 m)
Landing speed:	183 mph (295 kph)
Autoland capability:	Category 3B (DH, 0 ft; landing RVR, 100 m; take-off RVR, 100 m)
Length:	231 ft 11 ins (70.7 m)
Wingspan:	213 ft (64.9 m)
Height:	63 ft 4 ins (19.3 m)
Fuselage width:	20 ft 11 ins (6.4 m)
Fuel capacity:	47,718 Imperial gallons (216,902 litres/173,520 kgs)
Fuel consumption:	2,813 Imperial gallons (12,788 litres/10,230 kgs) per hour
Maximum take-off weight:	870,000 lbs (394.6 tonnes)
Landing gear:	16 main wheels (tyres 205 lbs sq in), two nose wheels (tyres 180 lbs sq in)
Flight crew:	Two pilots (<i>On long sectors, one-two relief pilots are also carried</i>)
Cabin crew:	Up to 16 depending on sector length
Utilisation:	13.3 hours/day average an aircraft
Introduced:	1989
Average age:	11.4 years
Routes:	Longhaul, mainly to North and South America, South Africa, the Far East and Australasia



The first British Airways Boeing 777 entered service in October 1995, making it the first airline to take delivery of the GE90 powered version of this wide-bodied, twin-engined jet.

Total in service:	3
Capacity:	219 passengers and 44,750 lbs (20.3 tonnes) of cargo
Seating:	<i>First Class</i> - 17 Private cabins. <i>Club World</i> - 48 x 2:4:2, @ 73 ins (185 cm) pitch <i>World Traveller Plus</i> - 24 x 2:4:2, @ 38 ins (97cm) pitch <i>World Traveller</i> - 125 x 3:3:3, @ 31 ins (79cm) pitch
Range:	5,520 miles (8,890 kms)
Engines:	Two General Electric GE90-76B each producing 76,400 lbs thrust
Take-off speed:	184 mph (296 kph)
Cruising speed and height:	554 mph (891 kph/Mach 0.83), at 35,000 ft (10,668 m)
Landing speed:	161 mph (259 kph)
Autoland capability:	Category 3B (DH, 0 ft; landing RVR, 75 m; take-off RVR, 75 m)
Length:	209 ft 1 ins (63.7 m)
Wingspan:	199 ft 2 ins (60.9 m)
Height:	60 ft 1 ins (18.4 m)
Fuselage width:	20 ft 4 ins (6.1m)
Fuel capacity:	25,515 Imperial gallons (115,991 litres)
Fuel consumption:	1,672 Imperial gallons (7,600 litres/6,080 kgs) per hour
Maximum take-off weight:	535,000 lbs (243 tonnes)
Landing gear:	12 main wheels, two nose wheels
Flight crew:	Two
Cabin crew:	13
Utilisation:	12.6 hours/day average an aircraft
Introduced:	1995
Average Age:	9.5 years
Routes:	Longhaul routes, Middle East and Gulf destinations

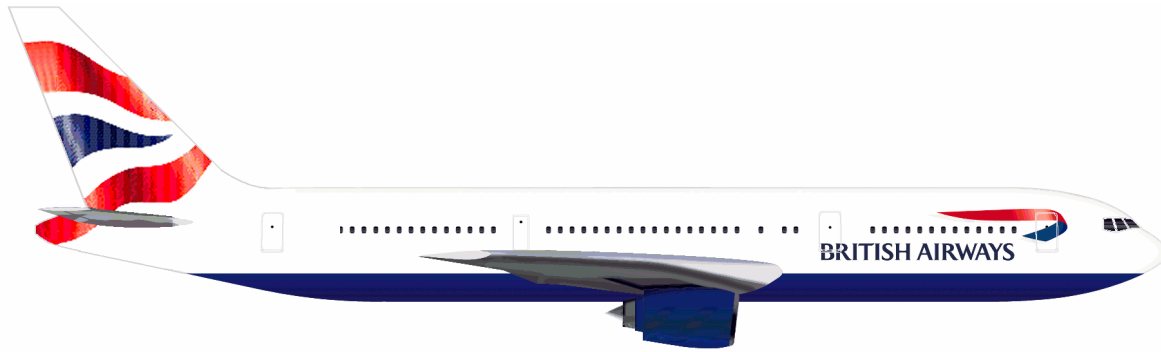


Total in service:	24
Capacity:	Up to 282 passengers and 40,800 lbs (18.5 tonnes) of cargo
Seating:	<i>First Class</i> - 14 or 0 Private cabins. <i>Club World</i> - 48 or 40 x 2:4:2, @ 73 ins (185 cm) pitch <i>World Traveller Plus</i> - 40 or 24 x 2:4:2, @ 38 ins (97cm) pitch <i>World Traveller</i> - 123 or 218 x 3:3:3, @ 31 ins (79cm) pitch
Range:	6,670 miles (10,740 kms)
Engines:	Two General Electric GE90-85B each producing 84,700 lbs thrust
Take-off speed:	184 mph (296 kph)
Cruising speed and height:	554 mph (891 kph/Mach 0.83), at 35,000 ft (10,668 m)
Landing speed:	161 mph (259 kph)
Autoland capability:	Category 3B (DH, 0 ft; landing RVR, 75 m; take-off RVR, 75 m)
Length:	209 ft 1 ins (63.7 m)
Wingspan:	199 ft 11 ins (60.9 m)
Height:	60 ft 6 ins (18.4 m)
Fuselage width:	20 ft 4 ins (6.1m)
Fuel capacity:	37,229 Imperial gallons (168,090 litres)
Fuel consumption:	1,823 Imperial gallons (8,290 litres/6,630 kgs) per hour
Maximum take-off weight:	590,000 lbs (267.6 tonnes) or 606,272 lbs (275.0 tonnes)
Landing gear:	12 main wheels, two nose wheels
Flight crew:	Two
Cabin crew:	13
Utilisation:	12.7 hours/day average an aircraft
Introduced:	1995
Average Age:	7.6 years
Routes:	Longhaul routes, principally North America, Caribbean and Gulf destinations



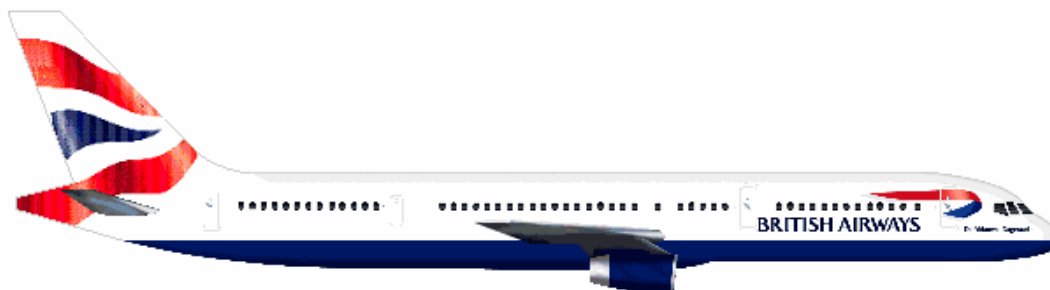
The first British Airways Boeing 777-200ER entered service in 1999, making it the first Rolls Royce powered version of this wide-bodied, twin-engine jet.

Total in service:	16
Capacity:	Up to 274 passengers and 40,800 lbs (18.5 tonnes) of cargo
Seating	<i>First Class</i> - 13 or 0 Private cabins. <i>Club World</i> - 48 or 36 x 2:4:2, @ 73 ins (185 cm) pitch <i>World Traveller Plus</i> - 32 or 24 x 2:4:2, @ 38 ins (97cm) pitch <i>World Traveller</i> - 124 or 214 x 3:3:3, @ 31 ins (79cm) pitch
Range:	8,170 miles (13,150 kms)
Engines:	Two Rolls-Royce Trent 895 each producing 95,000 lbs thrust
Take-off speed:	184 mph (296 kph)
Cruising speed and height:	554 mph (891 kph/Mach 0.83), at 35,000 ft (10,668 m)
Landing speed:	161 mph (259 kph)
Autoland capability:	Category 3B (DH, 0 ft; landing RVR, 75 m; take-off RVR, 75 m)
Length:	209 ft 1 ins (63.7 m)
Wingspan:	199 ft 11 ins (60.9 m)
Height:	60 ft 6 ins (18.4 m)
Fuselage width:	20 ft 4 ins (6.1m)
Fuel capacity:	37,229 Imperial gallons (168,090 litres)
Fuel consumption:	1,823 Imperial gallons (8,290 litres/6,630 kgs) per hour
Maximum take-off weight:	656,000 lbs (297.6 tonnes)
Landing gear:	12 main wheels, two nose wheels
Flight crew:	Two pilots (<i>On long sectors, one or two relief pilots are also carried</i>)
Cabin crew:	Up to 14 depending on sector length
Utilisation:	13.4 hours/day average an aircraft
Introduced:	2000
Average Age:	5.1 years
Routes:	Longhaul routes, principally North America and Asia



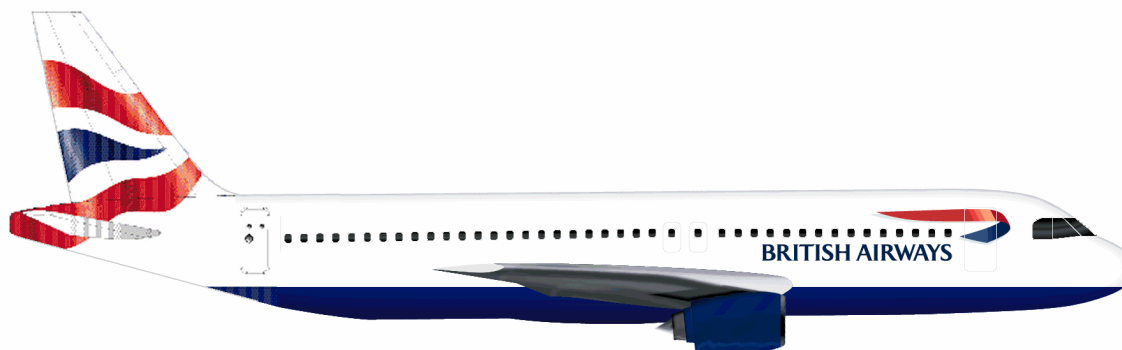
The Boeing 767-300s are operated in two configurations by the British Airways Group - depending on whether they are flown on mainline European, on intercontinental routes.

Total in service:	21
Capacity:	<i>Shorthaul</i> - up to 252 passengers; 16,000 lbs (7.3 tonnes) of cargo <i>Longhaul</i> - up to 189 passengers, and 22,900 lbs (10.4 tonnes) of cargo
Seating:	<i>Shorthaul: Club Europe</i> - 132 max (0 min) x 2:2:2, @ 34 ins (86 cm) pitch <i>Euro Traveller</i> - 95 min (247 max) x 2:3:2, @ 32 ins (81 cm) pitch <i>Longhaul: Club World</i> - 24 x 2:4:2, @ 73 ins (185 cm) pitch <i>World Traveller Plus</i> - 24 x 2:4:2, @ 38 ins (97cm) pitch <i>World Traveller</i> - 141 x 3:4:3, @ 31 ins (79cm) pitch
Range:	<i>Shorthaul</i> - 3,416 miles (5,467 km); <i>Longhaul</i> - 5,640 miles (9,070 km)
Engines:	Two Rolls-Royce RB211-524Hs, each producing 60,600 lbs (270 KN) thrust
Take-off speed:	192 mph (310 kph)
Cruising speed and height:	542 mph (873 kph/Mach 0.8), at 35,000 ft (10,668 m)
Landing speed:	178 mph (287 kph)
Autoland capability:	Category 3B (DH 0 ft; landing RVR, 75 m; take-off RVR, 75 m)
Length:	180 ft 3 ins (54.9 m)
Wingspan:	156 ft 1 ins (47.6 m)
Height:	52 ft (15.9 m)
Fuselage width:	16 ft 6 ins (5 m)
Fuel capacity:	20,112 Imperial gallons (91,380 litres/73,078 kgs)
Fuel consumption:	<i>Shorthaul</i> - 1,199 Imperial gallons (5,451 litres/4,360 kgs) per hour <i>Longhaul/Regional</i> - 1,279 Imperial gallons (5,813 litres/4,650 kgs) per hour
Maximum take-off weight:	<i>Shorthaul</i> - 348,330 lbs (158 tonnes) <i>Longhaul/Regional</i> - up to 400,000 lbs (up to 181.4 tonnes)
Landing gear:	Eight main wheels (tyres 175 lbs sq in), two nose wheels (tyres 150 lbs sq in)
Flight crew:	Two pilots
Cabin crew:	up to 9, depending on route and service type
Utilisation:	<i>Longhaul</i> 10.4 hours/day average an aircraft <i>Shorthaul</i> 8.2 hours/day average an aircraft
Introduced:	1990
Average age:	12.7 years
Routes:	High density shorthaul services, such as Heathrow-Moscow, and lower density longhaul routes, such as the east coast United States.



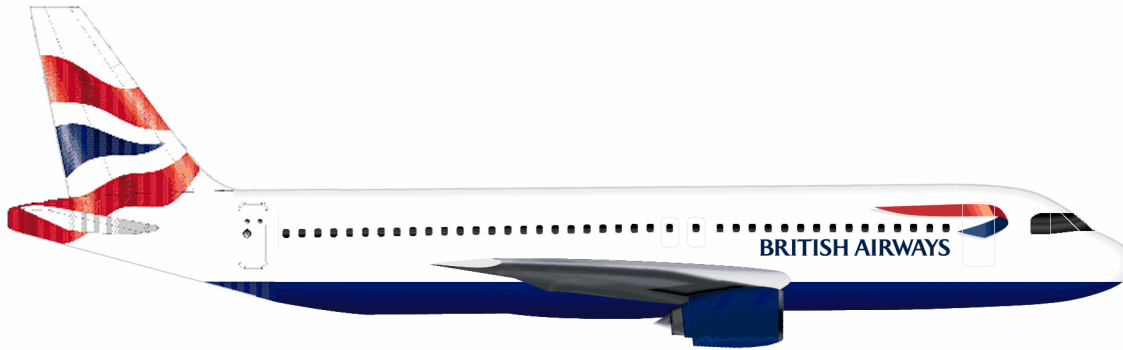
British Airways introduced Boeing 757 in 1983. The current type derivative entered service in 1990.

Total in service:	13
Capacity:	<i>Shorthaul</i> - up to 180 passengers; 8,600lbs (3.9 tonnes) of cargo
Seating:	<i>Shorthaul: Club Europe</i> - 105 max (0 min) x 2:3, @ 34 ins (86 cm) pitch <i>Euro Traveller</i> - 54 min (180 max) x 3:3, @ 32 ins (81 cm) pitch;
Range:	2,130 miles (3,432 km)
Engines:	Two Rolls-Royce RB211-535E4s, each providing 40,100 lbs (178 KN) thrust
Take-off speed:	177 mph (285 kph)
Cruising speed and height:	561 mph (903 kph/Mach 0.8), at 37,000 ft (11,278 m)
Landing speed:	157 mph (252 kph)
Autoland capability:	Category 3B (DH 0 ft; landing RVR, 75 m; take-off RVR 125 m)
Length:	155 ft 3 ins (47.3 m)
Wingspan:	124 ft 10 ins (37.9 m)
Height:	45 ft 6 ins (13.6 m)
Fuselage width:	12 ft 4 ins (3.8 m)
Fuel capacity:	9,390 Imperial gallons (42,686 litres/34,136 kgs)
Fuel consumption:	923 Imperial gallons (4,194 litres/3,355 kgs) per hour
Maximum take-off weight:	220,000 lbs (99.7 tonnes)
Landing gear:	Eight main wheels, two nose wheels (tyres 175 lbs sq in on main wheels and 150 lbs sq in on nose wheels)
Flight crew:	Two
Cabin crew:	Four to seven, depending on route and service type
Utilisation:	7.1 hours/day average an aircraft
Introduced:	1990
Average age:	11.1 years
Routes:	European and domestic medium density shorthaul scheduled services



British Airways introduced the Airbus A321 into the fleet in October 2004.

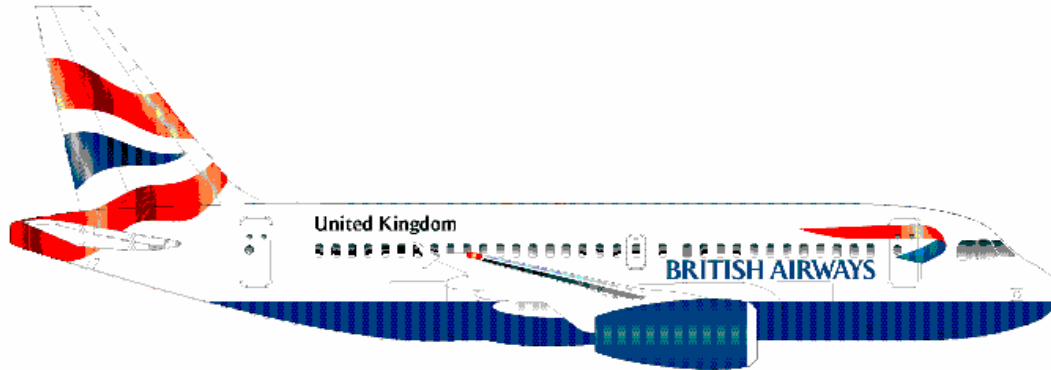
Total in service:	7
Capacity:	Up to 194 passengers; 1,751lbs (0.8tonnes) of cargo
Seating:	Club Europe - 49 max x 2:3 @ 34 ins (86 cm) pitch Euro Traveller - 135 min (194 max) x 3:3 @ 30 ins (76.2 cm) pitch
Range:	2250 miles (3692 kms)
Engines:	Two International Aero Engines IAE V2533-A5, each producing 33,000 lbs (144.7 KN) thrust
Take-off speed:	185 mph (296 kph)
Cruising speed and height:	530 mph (853 kph/Mach 0.78) at 35,000 ft (10,668 m)
Landing speed:	173 mph (278 kph)
Autoland capability:	Category 3B (DH, 0 ft; landing RVR, 125 m; take-off RVR, 125 m)
Length:	146 ft (44.5 m)
Wingspan:	111 ft 10 ins (34.1 m)
Height:	38 ft 7 ins (11.8 m)
Fuselage width:	13ft 1ins (4.0 m)
Fuel capacity:	5,213 Imperial gallons (23,700 litres/18,960 kgs)
Fuel consumption:	590 Imperial gallons (2,684 litres/2,147 kgs) per hour
Maximum take-off weight:	196,211 lbs (89 tonnes)
Landing gear:	Four main wheels (tyres 220 lbs sq in), two nose wheels (tyres 175 lbs sq in)
Flight crew:	Two
Cabin crew:	Four or Five depending on the route and type of service
Utilisation:	8.4 hours/day average an aircraft
Introduced:	2004
Average age:	1 years
Routes:	European and domestic



There are three versions of the Airbus A320 in the British Airways fleet - the Series 100 (5 aircraft), 200 (5 aircraft) and 232 (17 aircraft)

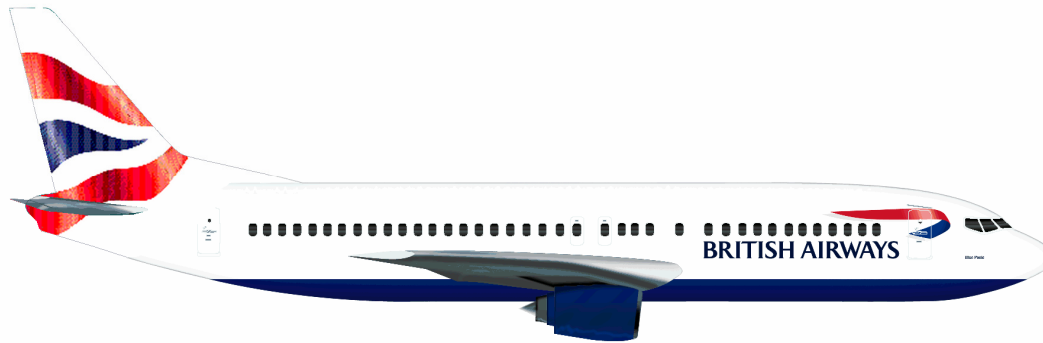
Total in service:	27
Capacity:	<p><i>Series 100</i> - up to 149 passengers; 4,028 lbs (1.8 tonnes) of cargo</p> <p><i>Series 200</i> - up to 149 passengers; 5,172 lbs (2.3 tonnes) of cargo</p> <p><i>Series 232</i> - up to 150 passengers; 5,172 lbs (2.3 tonnes) of cargo</p>
Seating:	<p><i>Club Europe</i> - 110/95 max (0 min) x 2:3, @ 34 ins (86 cm) pitch</p> <p><i>Euro Traveller</i> - 16/35 min (149/150 max) x 3:3, @ 32 ins (81 cm) pitch;</p>
Range:	<i>Series 100</i> - 1,014 miles (1,622 km); <i>Series 200</i> - 2,053 miles (3,285 km)
Engines:	Two General Electric/SNECMA CFM56-5A1s, each producing 25,000 lbs (111KN) thrust or two International Aero Engines IAE V2527-A5, each producing 26,500lbs (118KN) thrust
Take-off speed:	160 mph (258 kph)
Cruising speed and height:	530 mph (853kph/Mach 0.78), at 35,000 ft (10,668 m)
Landing speed:	160 mph (258 kph)
Autoland capability:	Category 3B (DH, 0 ft; landing RVR, 75 m; take-off RVR, 75 m)
Length:	123 ft 3 ins (37.6 m)
Wingspan:	111 ft 3 ins (33.9 m)
Height:	38 ft 7 ins (11.8 m)
Fuselage width:	12 ft 11 ins (3.9 m)
Fuel capacity:	<p><i>Series 100</i> - 5,302 Imperial gallons (24,103 litres/19,275 kgs)</p> <p><i>Series 200</i> - 5,252 Imperial gallons (23,876 litres, 19,100 kgs)</p>
Fuel consumption:	<p><i>Series 100</i> - 657 Imperial gallons (2,988 litres/2,390 kgs) per hour</p> <p><i>Series 200</i> - 665 Imperial gallons (3,025 litres/2,420 kgs) per hour</p>
Maximum take-off weight:	<i>Series 100</i> - 149,919 lbs (68 tonnes); <i>Series 200</i> - 162,040 lbs (73.5 tonnes)
Landing gear:	Four main wheels (tyres 205 lbs sq in), two nose wheels (tyres 165 lbs sq in) (NB: Tyre pressures are 210 lbs sq in on main wheels and 180 lbs sq in on nose wheels for <i>Series 200</i>)
Flight crew:	Two
Cabin crew:	Six

Utilisation: 8.2 hours/day average an aircraft
Introduced: 1988
Average age: 13.9 years
Routes: European and domestic



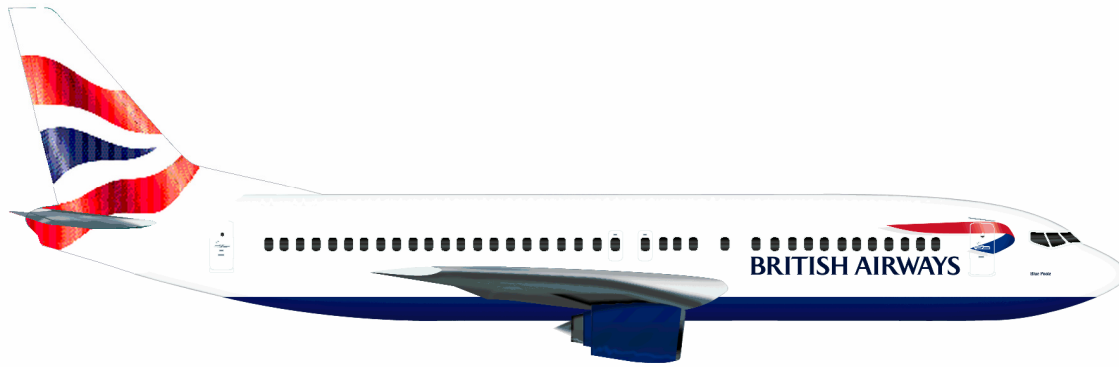
British Airways introduced the Airbus A319 into the fleet in 1999.

Total in service:	33
Capacity:	up to 126 passengers; 3,800lbs (1.7 tonnes) of cargo
Seating:	<i>Club Europe - 75 max x 2:3 @ 34 ins (86 cm) pitch</i> <i>Euro Traveller - 35 min (126 max) x 3:3 @ 32 ins (81 cm) pitch</i>
Range:	1162 miles (1859 kms)
Engines:	Two International Aero Engines IAE V2522-A5, each producing 22,000 lbs (96.5 KN) thrust
Take-off speed:	158 mph (254 kph)
Cruising speed and height:	530 mph (853 kph/Mach 0.78) at 35,000 ft (10,668 m)
Landing speed:	153 mph (246 kph)
Autoland capability:	Category 3B (DH, 0 ft; landing RVR, 125 m; take-off RVR, 125 m)
Length:	111 ft (33.8 m)
Wingspan:	111 ft 10 ins (34.1 m)
Height:	38 ft 7 ins (11.8 m)
Fuselage width:	12 ft 11ins (3.9 m)
Fuel capacity:	5,247 Imperial gallons (23,850 litres/19,078 kgs)
Fuel consumption:	590 Imperial gallons (2,684 litres/2,147 kgs) per hour
Maximum take-off weight:	141,095 lbs (64 tonnes)
Landing gear:	Four main wheels (tyres 180 lbs sq in), two nose wheels (tyres 175 lbs sq in)
Flight crew:	Two
Cabin crew:	Four or Five depending on the route and type of service
Utilisation:	9.0 hours/day average an aircraft
Introduced:	1999
Average age:	5.1 years
Routes:	European and domestic



British Airways has four versions of the Boeing 737 in its fleet (Series 300, 400 and 500). Statistics below relate to the Series 500 type. Statistics relating to Series 300 and 400 variants are on other pages.

Total in service:	9
Capacity:	Up to 110 passengers, and 4,650 lbs (2.1 tonnes) of cargo
Seating:	<i>Club Europe</i> - 55 max (0 min x 3:2, @ 34 ins (86 cm) pitch <i>Euro Traveller</i> - 41 min (147 max) x 3:3, @ 32 ins (81 cm) pitch
Range:	1,310 miles (2096 kms)
Engines:	Two General Electric CFM56-3C1 each producing 18,500 lbs thrust
Take-off speed:	168 mph (270 kph)
Cruising speed and height:	506 mph (814 kph/Mach 0.74 at 33,000 ft (10,058 m)
Landing speed:	150 mph (241 kph)
Autoland capability:	Category 3A (DH, 0 ft; landing RVR 200m; take-off RVR, 150m)
Length:	101 ft 8 ins (31.0 m)
Wingspan:	94 ft 9.5 ins (28.9 m)
Height:	36 ft 5 ins (11.1m)
Fuselage width:	12 ft 6 ins (3.8 m)
Fuel capacity:	4422 Imperial gallons (20,102 litres/ 16,082 kg)
Fuel consumption:	596 Imperial gallons (2,168 kg/ 2,710 litres) per hour
Maximum take-off weight:	118,819 lbs (53,886 kg)
Landing gear:	Two nose wheels (tyres 185 lbs sq in), four main wheels (tyres 210 lbs sq in)
Flight crew:	Two
Cabin crew:	Three to five depending on route and type of service
Utilisation:	8.8 hours/day average an aircraft
Introduced:	April 2000
Average age:	13.1 years
Routes:	European and domestic



British Airways has three versions of the Boeing 737 in its fleet (Series 300, 400 and 500). Statistics below relate to the Series 400 type. Statistics relating to Series 300 and 500 variants are on other pages.

Total in service:	19
Capacity:	Up to 147 passengers, and 540 lbs (0.2 tonnes) of cargo
Seating:	<i>Club Europe</i> - 102 max (0 min x 3:2, @ 34 ins (86 cm) pitch) <i>Euro Traveller</i> - 17 min (147 max) x 3:3, @ 32 ins (81 cm) pitch
Range:	1,428 miles (2,285 km)
Engines:	Two General Electric/SNECMA CFM56-3C1s, each producing 23,500 lbs (105 KN) thrust
Take-off speed:	180 mph (291 kph)
Cruising speed and height:	507 mph (815 kph/Mach 0.74), at 33,000 ft (10,058 m)
Landing speed:	174 mph (280 kph)
Autoland capability:	Category 3A (DH, 50 ft; landing RVR, 200 m; take-off RVR, 125 m)
Length:	120 ft 0 ins (36.6m)
Wingspan:	94 ft 10 ins (28.9 m)
Height:	36 ft 5 ins (11.1 m)
Fuselage width:	12 ft 4 ins (3.8 m)
Fuel capacity:	4,422 Imperial gallons (20,102 litres/16,600 kgs)
Fuel consumption:	671 Imperial gallons (3,050 litres/2,440 kgs) per hour
Maximum take-off weight:	138,500 lbs (62.8 tonnes)
Landing gear:	Four main wheels (tyres 210 lbs sq in), two nose wheels (tyres 185 lbs sq in)
Flight crew:	Two
Cabin crew:	Three to seven depending on route and type of service
Utilisation:	8.9 hours/day average an aircraft
Introduced:	October 1991
Average age:	13.1 years
Routes:	European and domestic



British Airways has three versions of the Boeing 737 in its fleet (Series 300, 400 and 500). Statistics below relate to the Series 300 type. Statistics relating to Series 400 and 500 variants are given on other pages.

Total in service:	5
Capacity:	Up to 126 passengers, and 2,260 lbs (1.0 tonnes) of cargo
Seating:	<i>Club Europe</i> -40 max (0 min x 3:2, @ 34 ins (86 cm) pitch <i>Euro Traveller</i> - 77 min (147 max) x 3:3, @ 32 ins (81 cm) pitch
Range:	1,166 miles (1,865 km)
Engines:	Two General Electric/SNECMA CFM56-3C1s, each producing 22,000 lbs thrust
Take-off speed:	180 mph (291 kph)
Cruising speed and height:	507 mph (815 kph/Mach 0.74), at 33,000 ft (10,058 m)
Landing speed:	174 mph (280 kph)
Autoland capability:	Category 3A (DH, 50 ft; landing RVR, 200 m; take-off RVR, 125 m)
Length:	105 ft 7 ins (32.18m)
Wingspan:	94 ft 10 ins (28.9 m)
Height:	36 ft 5 ins (11.1 m)
Fuselage width:	12 ft 4 ins (3.8 m)
Fuel capacity:	4,580 Imperial gallons (20,800 litres/16,680 kgs)
Fuel consumption:	671 Imperial gallons (3,050 litres/2,440 kgs) per hour
Maximum take-off weight:	130,071 lbs (59.0 tonnes)
Landing gear:	Four main wheels (tyres 210 lbs sq in), two nose wheels (tyres 185 lbs sq in)
Flight crew:	Two
Cabin crew:	Three to six depending on route and type of service
Utilisation:	9.6 hours/day average an aircraft
Introduced:	1998
Average age:	16.4 years
Routes:	European and domestic

REGIONAL AIRCRAFT

AVRO RJ100

Total in service: 15
Capacity: Up to 110 passengers
Seating: *Club Europe* - 60 max (0 min x 3:2, @ 34 ins (86 cm) pitch)
Euro Traveller - 37 min (110 max) x 3:3, @ 32 ins (81 cm) pitch
Range: 1,002 miles (1603 km)
Engines: Four Honeywell Allied-Signal LF-507-1Fs, each producing 7,000 lbs (31.3 KN) thrust
Take-off speed: 159mph (257kph)
Cruising speed and height: 483mph (777kph/Mach 0.7), at 31,000ft
Landing speed: 148mph (238kph)
Autoland capability: Category 3B (DH, 50ft; landing RVR, 150m; take-off RVR, 125m)
Length: 102ft (31m)
Wingspan: 86ft (26m)
Height: 28ft (6m)
Fuselage width: 12ft (2.8m)
Fuel capacity: 2,580 Imperial gallons (11,728 litres/9,362 kgs)
Fuel consumption: 714 Imperial gallons (3,245 litres/2.590 kgs) per hour
Maximum take-off weight: 98,998lbs (45tonnes)
Landing gear: Four main wheels (tyres 165 lbs sq in), two nose wheels (tyres 125 lbs sq in)
Flight crew: Two
Cabin crew: Up to three
Utilisation: 6.2 hours/day average an aircraft
Introduced: 1997
Average age: 7.5
Routes: European and domestic

de Havilland Canada DHC-8

Total in service: 8
Capacity: 50
Seating: 2:2
Range: 1180 nautical miles
Engines: Pratt & Whitney PW123 turbo-props
Take-off speed: 95 knots
Cruising speed and height: 270 knots
Landing speed: 105 knots
Autoland capability: No
Length: 25.7m
Wingspan: 27.4m
Height: 7.7m
Fuselage width: 2.5m
Fuel capacity: 2600 kgs
Fuel consumption: 450 kgs / engine / hour
Maximum take-off weight: 19000 kgs
Flight crew: 2
Cabin crew: 2
Utilisation: 5 hours / day
Introduced: 1996

Average age: 8 years
Routes: European and domestic

Embraer RJ 145

Total in service: 28
Capacity: 50
Seating: 1:2
Range: 1500 nautical miles
Engines: Rolls Royce AE3007/A1
Take-off speed: 135 knots
Cruising speed and height: 450 knots
Landing speed: 130 knots
Autoland capability: No
Length: 29.87m
Wing span: 20.04m
Height: 6.75m
Fuselage width: 2.1m
Fuel capacity: 4000 kgs
Fuel consumption: 559 kgs / engine /hour
Maximum take-off weight: 21000 kgs
Flight crew: 2
Cabin crew: 2
Utilisation: 8 hours / day
Introduced: 1999
Average age: 6.5 years
Routes: European and domestic

BAe 146 100 and 200

Total in service: 3
Capacity: 95
Seating: 3:3
Range: 1100 nautical miles
Engines: Lycoming ALF 502
Take-off speed: 115 knots
Cruising speed and height: 400 knots
Landing speed: 120 knots
Autoland capability: No
Length: 28.53m
Wingspan: 26.39m
Height: 8.56m
Fuselage width: 3.28m
Fuel capacity: 9,300kgs
Fuel consumption: 470kgs / engine / hour
Maximum take-off weight: 40,750kgs
Flight crew: 2
Cabin crew: 3
Utilisation: 8 hours / day
Introduced: 1995
Average age: 20 years
Routes: European and domestic

BAe 146 300

Total in service: 1
Capacity: 111
Seating: 3:3
Range: 1100 nautical miles
Engines: Lycoming ALF 502
Take-off speed: 120 knots
Cruising speed and height: 400 knots
Landing speed: 125 knots
Autoland capability: No
Length: 31.0m
Wing span: 26.34m
Height: 8.59m
Fuselage width: 3.28m
Fuel capacity: 9,300kgs
Fuel consumption: 480 kgs / engine /hour
Maximum take-off weight: 42,750 kgs
Flight crew: 2
Cabin crew: 3
Utilisation: 8 hours / day
Introduced: 2000
Average age: 15.4 years
Routes: European and domestic

FLEET MAINTENANCE

British Airways places paramount importance on safety. Being "Safe and Secure" is the company's number one value. The following is a brief summary of the maintenance cycle for a typical longhaul aircraft in the fleet, eg: Boeing 747-400.

Transit check

When and who:

Before each flight: two engineers.

What:

Exterior check of aircraft and engines for damage and leakage, including specific checks on items such as brake and tyre wear

Daily check

When and who:

Daily: four engineers

What:

Transit check, plus checks on engine oil levels, tyre pressures, aircraft external lighting and cabin emergency equipment, engine health monitoring system and assessment of technical log entries.

Weekly check

When and who:

Every seven days: four engineers

What:

Transit and Daily check, plus checks on auxiliary power unit and component oil levels, engine component oil levels, cabin interior condition and windows

Monthly check

When and who:

Every 400 flying hours/once per calendar month: four engineers

What:

Transit, Daily and Weekly check, plus operational checks in the cockpit. Sterilisation of the toilet system and lubrication of the undercarriage.

A check

When and who:

Every 600 flying hours: six engineers

What:

Transit, Daily, Weekly and Monthly check, plus internal and external operational checks. Lubrication of the undercarriage and Flaps. Auxiliary Power unit oil system maintenance.

2A check

When and who:

Every 99 days, carried out at Heathrow: 30 engineers per shift.

What:

All the above plus partial strip down of structure and engines for detailed inspections, replacement of worn components and soiled and damaged cabin equipment and furnishings. Servicing of undercarriage struts. *Aircraft batteries changed.* Cabin conditions assessed and repaired in depth. This takes around three shifts to complete.

4A check

When and who:

Every 190 days: 30 engineers per shift.

What:

All the above plus detailed inspections of specific areas of structure over and above those mentioned, external wash of aircraft, system clarification function checks and intense cleaning of cabin water and waste systems. This takes around four shifts to complete. Detailed inspections of flying controls, structure and engines. Fluid levels drained and refilled in major mechanical components. Avionic systems integrated checks. Cabin conditions assessed and repaired in depth.

C check

When and who:

Every 18 months: Carried out at Heavy Maintenance Facility in Wales

What:

Detailed inspection and repair of aircraft structure, engines, components, systems and cabin, including operating mechanisms, flight controls and structural tolerances. Takes between six and seven days.

C2 check

When and who:

Every 3 years: Carried out at Heavy Maintenance Facility in Wales

What:

All the above, plus additional system function checks. Takes between ten to twelve days.

D check

When and who:

Eight years to the first D check, thereafter every 6 years: Carried out at Heavy Maintenance Facility in Wales

What:

Most intensive inspection, taking around 25 days. Involves major structural inspections including attention to corrosion. Aircraft is virtually dismantled, repaired and rebuilt as required, with systems and parts tested and repaired or replaced as necessary. Opportunity

taken to carry out major modifications as required Corrosion prevention and control tasks carried out.

SECTION 4 – BRITISH AIRWAYS PERFORMANCE

In 2004-05, operating profit at £556 million increased from the prior year primarily reflecting improvements in revenue – up 3.3% – partially offset by increased operating costs, in particular fuel.

In 2005-06, operating profit for the nine months to 31 December 2005 was £612 million – up £102 million on last year. The improvement primarily reflects increases in turnover, including fuel surcharges, partially offset by higher costs including fuel. The drive to reduce costs within the business continues with a further £300 million of employee cost savings targeted for delivery by March 2007. Fuel costs net of hedging for the full financial year are expected to be about £525 million higher than a year ago.

BRITISH AIRWAYS GROUP RESULTS

2005 figures are restated following the adoption of International Financial Reporting Standards (IFRS)

		Nine months ended 31 March 2005	
		31 December 2005	
Turnover	£m	6,393	7,772
Change	%	8.4%	3.3%
Operating profit	£m	612	556
Change	%	20.0%	33.3%
Profit before taxation	£m	529	513
Change	%	1.9%	80.4%
Profit for the year (after tax)	£m	384	392
Change	%	(0.5)%	83.4%
Net Assets	£m	1,953	1,397
Change	%	40.8%	12.0%
Earnings per share			
– Basic	p	33.4	35.1
Change	%	4.8%	
– Fully diluted adjusted	p	32.8	34.3
Change	%	3.8%	93.4%
Dividends per share	p	n/a	n/a
Change	%		

Figures are restated in accordance with latest relevant accounting standards where applicable.

nm: not meaningful

n/a: not applicable

STRATEGY

Background to the Current Strategy

Over the last few years, British Airways has made significant changes in its business strategy. The changes are a response to developments in the market environment, which overturned some of the assumptions under which the company was developing its business in the mid-1990s.

Opening up of the European market has seen increased competition as established airlines have expanded their networks and new low-cost competitors have arrived on the shorthaul scene. To date, the UK has experienced a more rapid growth of no-frills operators than any other major European market.

At the same time, competitor hubs to Heathrow have been developing, supported by Open Skies agreements between a number of EU countries and the US. This has exposed the limitations of Heathrow infrastructure and the business's lack of competitiveness in the market for transferring passengers. The attempt to circumvent these Heathrow constraints by developing Gatwick as a complementary hub has not proved commercially successful and so the opening of Heathrow's new Terminal 5 is an eagerly awaited development.

The downturn in the global economy and the fall-off in air travel following September 11th have added to these pressures. The resulting deterioration in financial results made it even more urgent for BA to address the weaknesses in its strategy, as well as adjusting costs to match a lower level of demand for air travel.

Future Size and Shape and other cost initiatives

By March 2004, the company had successfully completed its two-year Future Size and Shape programme. The programme consisted of cost reduction, business simplification and a major restructuring of our shorthaul market offering. The programme impacted all areas of the business and helped to secure the survival of the company through the most turbulent times in the history of the aviation industry.

In total, Future Size and Shape delivered cost savings of £869 million (versus a target of £850 million) and removed 13,092 manpower equivalents from the business (versus target of 13,000). Targets set for disposals and capital expenditure were also met.

The 2004 - 2006 Business Plan targeted two further performance improvement programmes. The first programme targeted £450 million of savings to be achieved by March 2005. £300 million of these savings related to external spend and £150 million to the company's customer enabled BA project or 'ceBA' and other web initiatives. The £450 million saving was successfully delivered by March 2005. The second programme targeted a £300 million reduction in employee costs - the company's biggest individual cost. A key strand of this programme is to deliver working practice changes in line with the company's move into Terminal 5 in 2008. In addition, the programme will be supported by a number of other initiatives such as finding a resolution to the company's pension issues, reducing absenteeism amongst the workforce, the recently announced reductions in management and a continued drive on simplification. This programme is due to be delivered by March 2007.

Current Strategy

The legacy of Future Size and Shape and other costs initiatives lives on within British Airways today. In the absence of any material change to the challenging trading conditions the company has continued to face, the core themes of simplification and cost efficiency have remained critical priorities for the business. In addition, the company continues to focus on debt reduction. At 31 December 2005, net debt was £2.2 billion - £4.4 billion below its December 2001 peak.

The long term sustainability of the company is dependant on its ability to build a competitive cost base. Management continue to target the delivery of a 10 per cent operating margin, through the business cycle. This is the level of profitability that the company believes it requires in order to be able to invest in its products and people, whilst delivering an appropriate return to its stakeholders.

In March 2008, the British Airways operation will be transferred to Terminal 5. Terminal 5 represents a major opportunity for the business. The infrastructure at Heathrow is commonly accepted to be inferior to that at the hubs of many of our European competitors. Terminal 5 will allow some of this imbalance to be redressed. 'Fit for T5' is the key business priority as we approach the move into the new terminal. In 2004, the company concluded extended pay talks with most employee groups, which resulted in agreements lasting until October 2006. This allows the business a period of time, free from pay negotiations, to focus on process re-engineering and working practice change. Successful delivery of the move into T5 is a critical factor in delivering the 10% operating margin.

Tackling our pension deficit continues to be a key driver in making our cost base competitive for the future. The first phase of a staff education programme on the implications of the significant deficit in the Company's main pension scheme has concluded and talks are now underway with trades unions and trustees on the way forward.

Fleet and Network strategy

Our strategy continues to reduce our exposure to unprofitable market segments whilst strengthening our position in profitable markets

On our longhaul network we have recently grown a number of key markets (such as Hong Kong, Los Angeles and Lagos), expanded our presence in China (including starting services to Shanghai) and plan to continue our investment in India (adding more frequencies to key destinations, to build on our new services to Bangalore). On our shorthaul network a number of new routes, particularly to Eastern Europe, have been launched over recent times.

British Airways currently has no wide-bodied aircraft on order but has 10 Airbus A320 family aircraft on order to replace older aircraft that are due to retire in 2007 - 2008. The average age of our fleet is 9.8 years for longhaul and 9.1 years for shorthaul. Our oldest 747-400s and 767s are some 16 years old and, although there is no immediate need to replace these aircraft, we will need to consider when and how to start replacement in the not too distant future. The decision to purchase new aircraft will continue to be a careful one. The need to match aircraft capacity and costs to our network and passenger demands will remain, but the company will only commit to aircraft expansion when the financial returns from doing so can be justified.

Product and Service Improvements

Alongside this fleet and network strategy, sits an ongoing programme of product enhancements aimed at increasing the attractiveness of British Airways to its core UK-based business customer base. British Airways is a "full service" airline. The success of its strategy therefore hinges on maintaining and enhancing the very high standards of customer service for which BA is renowned. 2006 will see the launch of a £100m million investment project to overhaul our existing club world offering, including a new inflight entertainment system for all cabins.

The BA Way

The BA Way brings together all aspects of the company's strategy and describes the airline's vision, values and goals. It comprises four main elements, including a formula for success. The success formula has five components - the best UK network; understanding our customers better than our competitors; a powerful brand that people know and trust; a competitive cost base and working together as one team. To be successful the company needs to deliver on all of these measures.

SOCIAL AND ENVIRONMENTAL PERFORMANCE

In British Airways we are committed to improving our social and environmental performance. The priority environmental issues for our business include

- The reduction of noise disturbance and improvement of local air quality around airports
- Limiting the impact of aviation on climate change
- The reduction of waste and improvement of waste management

We have been reporting annually on our progress, since 1990. Our latest Corporate Responsibility Report covers the year ended 31 March 2005, and can be accessed via the British Airways website at www.ba.com/responsibility.

INCENTIVE PLANS

Performance Share Plan 2005

The Performance Share Plan 2005 (PSP) is the new long-term incentive plan awarded to key senior executives of British Airways, those most directly involved in shaping and delivering the medium to long-term business goals of the Company. The PSP consists of an award of BA shares, which vest subject to the achievement of pre-defined Company performance conditions. If the conditions are met, the shares vest in full or in part at the third anniversary of award. No payment is required from individuals when the shares are awarded or when they vest.

There are two performance conditions and these operate independently of each other. This means that meeting either of the conditions would trigger a payment without the need to meet the other performance condition. 50% of each award will be subject to a Total Shareholder Return (TSR) performance condition, measured against a group of 20 other airline companies,

and the other 50% will be subject to an average Operating Margin performance condition. The use of two separate but complementary performance conditions creates an alignment to both the airline industry (via the TSR measure) and also the company's internal financial performance measure (via the operating margin measure).

The PSP replaces the Long Term Incentive Plan (LTIP) that operated until 2004.

The British Airways Share Option Plan

A Share Option Plan was approved at the AGM in 1999 and was aimed at key selected senior managers. The Plan allows the Remuneration Committee to give performance-linked options, with exercise conditional on Earning Per Share (EPS) growth meeting or exceeding RPI plus 4% per annum over a consecutive three year period between grant and exercise.

The final grant of options under this plan was made in summer of 2005. It will be replaced in 2006 by a new deferred share element of the annual bonus arrangements. The bonus if triggered will be paid half immediately in cash and the other half deferred in shares for three years. The performance measure for the general management bonus is based on achievement of operating margin targets; whilst for senior executives, it is the same operating margin targets plus further measures that are focussed on customer satisfaction and operational performance including delivery of the 'Fit for 5' project.

This plan is included in the review of long term incentive arrangements outlined above.

Employee Share Save Plan

The airline has operated a voluntary share save plan for staff, whereby a regular monthly contribution can be saved for a period of three years. At the end of the period staff can either take a cash alternative (equivalent to the amounts saved plus a bonus) or use the fund to buy shares at a pre-determined option price.

The last Sharesave Plan operated by the company has now matured but the company is keeping the launch of a new Sharesave under review.

Share Incentive Plan (SIP)

A resolution was passed by shareholders at the AGM in 2000, that enables the operation of any aspect of Government's new all employee SIP. The company have appointed Computershare to administer the new share plans, however, currently there are no time-scales for their launch.

SUMMARY FINANCIAL STATEMENTS

FIVE YEAR SUMMARIES --For the five years ended 31 March
ALL FIVE YEAR SUMMARIES ARE STATED UNDER UK GAAP

GROUP PROFIT AND LOSS ACCOUNT

<i>£ million</i>	2005	2004	2003	2002	2001
TURNOVER	7,813	7,560	7,688	8,340	9,278
Operating expenditure	(7,273)	(7,155)	(7,393)	(8,450)	(8,898)
OPERATING PROFIT (excluding exceptional operating charge)	540	405	295	(30)	380
Exceptional operating charge				(80)	
OPERATING PROFIT (after exceptional operating charge)	540	405	295	(110)	380
Income from interests in associated undertakings	41	58	39	22	64
Other income and charges	3	13	(4)	21	1
(Loss)/profit on sale of fixed assets	(26)	(46)	60	145	(69)
Profit on sale of subsidiary undertaking					
Net interest payable	(143)	(200)	(255)	(278)	(226)
PROFIT BEFORE TAXATION	415	230	135	(200)	150
Taxation	(149)	(85)	(50)	71	(69)
PROFIT AFTER TAXATION	266	145	85	(129)	81
Minority share of losses after taxation	(1)	(1)		(1)	(2)
Non equity minority interest*	(14)	(14)	(13)	(12)	(12)
PROFIT FOR THE YEAR	251	130	72	(142)	67
Dividends					(193)
RETAINED PROFIT FOR THE YEAR	251	130	72	(142)	(126)
EARNINGS PER SHARE					
Basic earnings per share	23.4p	12.1p	6.7p	(13.2)p	6.2p
Fully diluted earnings per share †	23.0p	12.1p	6.7p	(13.2)p	6.2p
DIVIDENDS PER SHARE					17.9p

* Cumulative preferred securities † The outstanding share options do not have a dilutive effect for the year ended March 31, 2000, as the average exercise price exceeds the average share price.

Figures are restated in accordance with latest relevant accounting standards where applicable.

PRE-TAX PROFIT TRENDS

Year ended 31 March

	2005	2004	2003	2002	2001
Q1	115	(45)	65	40	(50)
Q2	220	105	245	5	200
Q3	75	125	25	(160	65
Q4	5	45	(200)	(85)	(65)

SUMMARY FINANCIAL STATEMENTS (CONTINUED)

FIVE YEAR SUMMARIES - For years ended 31 March

ANALYSIS OF GROUP TURNOVER AND OPERATING EXPENDITURE

<i>£ million</i>	2005	2004*	2003*	2002	2001
Traffic Revenue					
Scheduled services					
Passenger and excess baggage	6,500	6,490	6,590	7,088	7,853
Freight and mail	482	463	484	483	579
	6,982	6,953	7,074	7,571	8,432
Other revenue	831	607	614	769	846
TOTAL TURNOVER	7,813	7,560	7,688	8,340	9,278
OPERATING EXPENDITURE					
Employee costs	2,273	2,180	2,107	2,329	2,376
Depreciation and amortisation	687	679	734	770	715
Aircraft operating lease costs	106	135	189	199	221
Fuel and oil costs	1,128	922	842	1,028	1,102
Engineering and other aircraft costs	502	511	592	673	662
Landing fees and en route charges	556	549	576	615	645
Handling charges, catering and other operating costs	930	934	961	1,110	1,303
Selling costs	488	554	706	824	1,135
Accommodation, ground equipment and currency differences	603	691	686	822	739
Exceptional operating charge				80	
Total group operating expenditure	7,273	7,155	7,393	8,450	8,898

* The year ended March 31, 2003 included charges totalling £84 million relating to the retirement of Concorde, comprising £58 million for the impairment of capitalised engineering modifications and rotatable inventory and £26 million for the write down of stocks. The year ended March 31, 2004 included the release of revenue provisions totalling £35 million as a result of system enhancements that enabled a more accurate assessment to be made of certain balances.

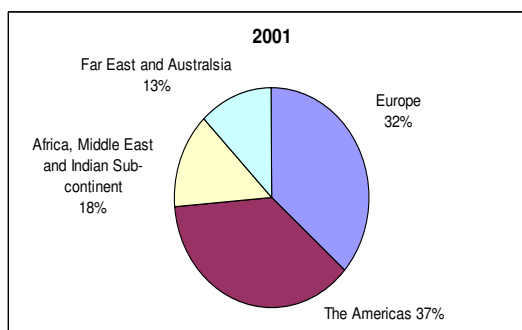
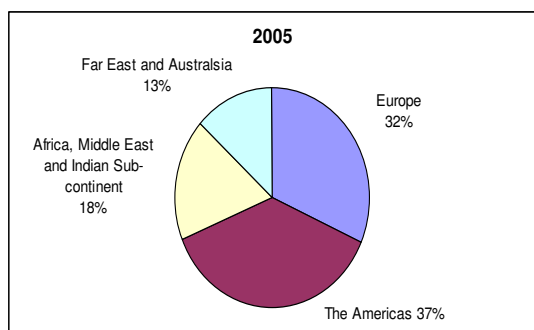
SUMMARY FINANCIAL STATEMENTS (CONTINUED)

FIVE YEAR SUMMARIES --For the five years ended 31 March

GEOGRAPHICAL ANALYSIS OF GROUP TURNOVER AND OPERATING PROFIT

<i>£ million</i>	<i>By area of destination</i>				
	2005	2004	2003	2002	2001
TURNOVER					
Europe	2,470	2,639	2,838	3,208	3,388
The Americas	2,884	2,767	2,763	2,863	3,450
Africa, Middle East and Indian sub-continent	1,412	1,253	1,201	1,262	1,304
Far East and Australasia	1,047	901	886	1,007	1,136
	7,813	7,560	7,688	8,340	9,278
OPERATING PROFIT					
Europe	(26)	(60)	(117)	(244)	(172)
The Americas	347	294	223	144	470
Africa, Middle East and Indian sub-continent	224	210	168	91	92
Far East and Australasia	(5)	(39)	21	(101)	(10)
	540	405	295	(110)	380

GEOGRAPHICAL SHARE OF TOTAL GROUP TURNOVER



SUMMARY FINANCIAL STATEMENTS (CONTINUED)**FIVE YEAR SUMMARIES - For years ended 31 March****GROUP BALANCE SHEET**

<i>£ million</i>	2005	2004	2003	2002	2001
Fixed assets					
Intangible assets	190	168	164	140	84
Tangible assets	8,152	8,637	9,487	10,474	10,638
Investments	150	531	493	464	401
	8,492	9,336	10,144	11,078	11,123
Current assets	2,844	2,765	2,725	2,559	2,550
Creditors: amounts falling due within one year	(2,980)	(2,996)	(2,904)	(3,201)	(3,308)
Net current liabilities	(136)	(231)	(179)	(642)	(758)
Total assets less current liabilities	8,356	9,105	9,965	10,436	10,365
Creditors: amounts falling due after more than one year	(4,346)	(5,486)	(6,553)	(7,097)	(6,901)
Provision for deferred tax	(1,243)	(1,137)	(1,062)	(1,031)	(1,094)
Provisions for liabilities and charges	(83)	(85)	(107)	(126)	(70)
	2,684	2,397	2,243	2,182	2,300
Capital and reserves					
Called up share capital	271	271	271	271	271
Reserves	2,194	1,916	1,756	1,720	1,825
Minority interests	12	10	10	9	18
Non equity minority interests*	207	200	206	182	186
	2,684	2,397	2,243	2,182	2,300

* Cumulative preferred securities

Note: Above numbers restated to reflect adoption of FRS19: Deferred Tax, the reclassification of landing rights from tangible assets to intangible assets and the reclassification of the investment in own shares from investments to reserves.

FIVE YEAR SUMMARIES - For years ended 31 March**GROUP CASH FLOW STATEMENT**

<i>£ million</i>	2005	2004	2003	2002	2001
Cash inflow from operating activities	1,192	1,093	1,185	866	1,251
Government Compensation received				22	
Returns on investments and servicing of finance	(150)	(184)	(226)	(311)	(309)
Taxation		(4)	(7)	(1)	15
Capital expenditure and financial investment	(276)	42	250	94	(457)
Acquisitions and disposals	415	(73)	29	(19)	26
Equity dividends paid				(137)	(194)
Cash inflow before management of liquid resources and financing	1,181	874	1231	514	332
Management of liquid resources	(16)	(198)	(289)	(301)	159
Financing	(1,151)	(834)	(784)	(217)	(521)
Increase/(decrease) in cash	14	(158)	158	(4)	(30)

OPERATING STATISTICS**AIRLINE OPERATIONS (Note 1)**

For the five years ended 31 March

AIRLINE OPERATIONS		2005	<i>2004</i>	<i>2003</i>	<i>2002</i>	<i>2001</i>
Traffic and capacity						
Revenue passenger km (RPK)	<i>m</i>	107,89	103,09	100,11	106,270	123,197
		2	2	2		
Available seat km (ASK)	<i>m</i>	144,18	141,27	139,17	151,046	172,524
		9	3	2		
Passenger load factor	%	74.8	73.0	71.9	70.4	71.4
Cargo tonne km (CTK)	<i>m</i>	4,954	4,461	4,210	4,033	4,735
Total revenue tonne km (RTK)	<i>m</i>	15,731	14,771	14,213	14,632	16,987
Total available tonne km (ATK)	<i>m</i>	22,565	21,859	21,328	22,848	25,196
Overall load factor	%	69.7	67.6	66.6	64.0	67.4
Passengers carried	<i>000</i>	35,717	36,103	38,019	40,004	44,462
Tonnes of cargo carried	<i>000</i>	877	796	764	755	914
Frequent flyer RPKs as a percentage of total RPKs (Note 2)	%	3.2	4.0	4.4	3.7	2.6
Revenue aircraft km (Note 3)	<i>m</i>	661	644	635	685	737
Revenue flights (Note 3)	<i>'000</i>	378	391	413	492	499
Break-even overall load factor	%	64.3	63.6	63.9	65.0	64.4
Financial						
Passenger revenue per RPK	<i>p</i>	6.02	6.30	6.58	6.67	6.37
Passenger revenue per ASK	<i>p</i>	4.51	4.59	4.74	4.69	4.55
Cargo revenue per CTK	<i>p</i>	9.73	10.38	11.50	11.98	12.22
Average fuel price (US cents per US gallon)		136.44	94.49	86.01	81.29	103.94
Operations						
Unduplicated route km (Note 3)	<i>000</i>	623	657	693	814	755
Punctuality - within 15 minutes (Note 3)	%	76	81	76	81	79
Regularity (Note 3)	%	98.8	98.8	98.2	98.6	98.4

TOTAL GROUP OPERATIONS

TOTAL GROUP OPERATIONS		2005	<i>2004</i>	<i>2003</i>	<i>2002</i>	<i>2001</i>
Financial						
Total traffic revenue per RTK	<i>p</i>	44.40	47.07	49.77	51.74	49.64
Total traffic revenue per ATK	<i>p</i>	30.94	31.81	33.17	33.14	33.47
Net operating expenditure per RTK (Note 4)	<i>p</i>	40.95	44.33	47.70	52.49	47.40
Net operating expenditure per ATK (Note 4)	<i>p</i>	28.55	29.96	31.78	33.62	31.96
Operations						
Average manpower equivalent (MPE)		47,472	49,072	53,440	60,468	62,844
RTKs per MPE	<i>000</i>	331.4	301.0	266.0	242.0	270.3
ATKs per MPE	<i>000</i>	475.3	445.4	399.1	377.9	400.9
Aircraft in service at year		290	291	330	360	338

end

Aircraft utilisation	9.83	9.21	8.91	8.32	8.79
(average hours per aircraft per day)					

Notes:

- 1 *Operating statistics do not include those of associated undertakings (Qantas Airways, Comair and Iberia) and franchisees (British Mediterranean Airways, GB Airways, Maersk Air, Loganair and Sun-Air (Scandinavia), Regional Air and Zambian Air Services)*
- 2 *With effect from 1 April 2001, certain changes were made to the structure of the airline, which necessitated some changes to the way in which traffic and capacity statistics were reported. CityFlyer Express was brought into the mainline operation; and the sale of Go was nearing completion, and therefore Go statistics were not included. As these changes would have left Deutsche BA as the only non-mainline operation, the statistics are now reported as Total Airline Operations, and all scheduled airline operations are included within that single set of data.*
- 3 *Excludes **go***

QUARTERLY FINANCIAL STATEMENTS
ALL QUARTERLY FINANCIAL STATEMENTS ARE PRESENTED UNDER IFRS

2005 Figures are restated following the adoption of International Financial Reporting Standards (IFRS)

<i>£ million</i>	Year ended 31 March 2006				Year ended 31 March 2005			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
TURNOVER								
Traffic revenue								
<i>Passenger and excess baggage</i>	1,690	1,79	1,68		1,625	1,705	1,613	1,557
<i>Freight and mail</i>	118	121	135		118	118	134	112
Total Traffic Revenue	1,808	1,91	1,81		1,743	1,823	1,747	1,669
Other revenue	251	292	314		159	215	210	206
TOTAL REVENUE	2,059	2,20	2,12	9	1,902	2,038	1,957	1,875
OPERATING EXPENDITURE								
Employee costs	570	568	576		541	550	532	612
Depreciation and Amortisation	178	171	184		178	181	183	197
Aircraft operating lease costs	25	31	26		26	27	28	25
Fuel and oil costs	355	410	423		258	271	330	269
Engineering and other aircraft costs	117	118	118		96	115	98	123
Landing fees and en route charges	142	145	139		141	145	140	130
Handling charges, catering and other operating costs	234	248	247		233	237	231	217
Selling costs	108	106	110		138	135	102	115
Currency differences	(5)	2	(12)		(4)	(8)	28	(1)
Accommodation, ground equipment and currency differences	159	145	143		166	140	149	142
Total expenditure from Operations	1,883	1,94	1,95	4	1,773	1,793	1,821	1,829
OPERATING PROFIT	176	261	175		129	245	136	46
Fuel derivative gains / (losses) *	1	12	(4)		0	0	0	0
Interest expense	(59)	(54)	(51)		(66)	(68)	(58)	(67)
Interest income	21	22	24		18	22	15	22
Other financing income							8	10
Financing income and expenses relating to pensions	(4)	(4)	(4)		(11)	(11)	(11)	
Retranslation (charges)/ credits on currency borrowings	(9)	(1)	(3)		12	(1)	59	(14)
Profit / (loss) on sale of fixed assets and investments	(3)	1	2		(3)	84	1	(11)
Share of profits/ (losses) in associates	(1)	4	25		(4)	21	1	6
Income relating to fixed asset investments	2	0	0		0	1	0	2
PROFIT/(LOSS) BEFORE TAXATION	124	241	164		75	293	151	(6)
Taxation	(34)	(70)	(41)		(32)	(68)	(33)	12
PROFIT AFTER TAXATION	90	171	123		43	225	118	6
Attributable to :								
Equity holders of the parent	90	171	117		40	221	115	1
Minority interest			6		3	4	3	5
	90	171	123		43	225	118	6
Earnings per share								
Basic	8.3	15.3	10.3		3.7	20.6	10.7	0.1
Diluted	7.9	15.2	10.3		3.7	19.9	10.4	0.3

* Fuel derivative gains reflect the ineffective portion of unrealised gains and losses on fuel derivatives hedges required to be recognised through the income statement under IAS 39

QUARTERLY OPERATING STATISTICS

		Year ended 31 March 2006			Year ended 31 March 2005				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
TOTAL AIRLINE OPERATIONS									
<i>Traffic and capacity</i>									
Revenue passenger km (RPK)	<i>m</i>	27,768	29,812	27,499	27,083	28,749	9	25,99	26,062
Available seat km (ASK)	<i>m</i>	36,706	37,452	37,119	36,150	36,639	3	35,677	35,72
Passenger load factor	<i>%</i>	75.6	79.61	74.1	74.9	78.5	72.8	73.0	
Cargo tonne km (CTK)	<i>m</i>	1,185	1,183	1,325	1,217	1,202	1,321	1,214	
Total revenue tonne km (RTK)	<i>m</i>	3,949	4,162	4,076	3,909	4,080	3,921	3,820	
Total available tonne km (ATK)	<i>m</i>	5,722	5,709	5,815	5,652	5,709	5,607	5,598	
Overall load factor	<i>%</i>	69.0	71.2	70.1	69.2	71.5	69.9	68.2	
Passengers carried	<i>0</i>	9,177	9,821	8,530	9,288	9,822	8,428	8,178	
Tonnes of cargo carried	<i>0</i>	193	213	211	216	213	232	216	
FINANCIAL									
Passenger Revenue per RPK	<i>p</i>	6.09	6.01	6.11	6.00	5.93	6.20	5.97	
Passenger Revenue per ASK	<i>p</i>	6.00	4.78	4.53	4.50	4.65	4.52	4.36	
Cargo revenue per CTK	<i>p</i>	9.96	10.23	10.19	9.70	9.82	10.14	9.23	
Total traffic revenue per RTK	<i>p</i>	45.78	45.96	44.53	44.59	44.68	44.55	43.69	
Total traffic revenue per ATK	<i>p</i>	31.60	32.72	31.21	30.84	31.93	31.16	29.81	
Average fuel price (US cents per US gallon)		161.81	175.69	200.47	115.52	129.92	156.5	143.88	7
OPERATIONS									
Average Manpower Equivalent (MPE)		46,079	46,144	45,624	46,280	46,179	45,888	45,914	
ATKs per MPE		124.2	123.6	127.5	122.1	123.6	122.2	121.9	
Aircraft in service at period end		287	287	289	290	287	293	290	
TOTAL GROUP OPERATIONS									
FINANCIAL									
Net operating expenditure per RTK	<i>p</i>	41.33	39.69	40.24	41.29	38.68	41.09	42.49	
Net operating expenditure per ATK	<i>p</i>	28.52	28.94	28.20	28.56	27.64	28.73	28.99	

Operating statistics do not include those of associated undertakings (Qantas Airways, Comair and Iberia) and franchisees (British Mediterranean Airways, GB Airways, Loganair, Sun-Air (Scandinavia), and Regional Air).

MONTHLY TRAFFIC AND CAPACITY STATISTICS

GROUP OPERATIONS

<u>2005-06</u>	RPKs (m)	Premium		ASKs (m)	% vly	Passenger	
		% vly	RPKs % vly			load factor (%)	Pts vly
April	8,952	0.1	13.3	11,979	1.0	74.7	-0.8
May	9,037	3.2	4.2	12,344	1.0	73.2	1.6
June	9,743	4.7	8.6	12,346	3.0	78.9	1.2
July	10,369	4.2	6.8	12,786	2.4	81.1	1.4
August	9,502	-0.7	-4.7	12,194	-1.1	77.9	0.2
September	9,850	7.8	11.6	12,372	5.5	79.6	1.7
October	9,476	6.4	6.8	12,684	5.7	74.7	0.5
November	8,831	6.3	12.0	12,063	3.6	73.2	1.9
December	9,162	4.7	9.3	12,343	2.6	74.2	1.5

<u>2004-05</u>	RPKs (m)	Premium		ASKs (m)	% vly	Passenger	
		% vly	RPKs % vly			load factor (%)	Pts vly
April	8,946	16.1	28.1	11,855	6.7	75.5	6.2
May	8,758	11	12.1	12,226	8.0	71.6	1.9
June	9,305	4.2	4.9	11,982	3.6	77.7	0.5
July	9,952	8.3	9.7	12,481	3.7	79.7	3.3
August	9,573	2.3	5.0	12,327	2.0	77.7	0.3
September	9,134	3.6	-0.2	11,726	0.6	77.9	2.2
October	8,904	1.8	0.8	11,998	0.1	74.2	1.2
November	8,311	1.0	3.7	11,648	1.7	71.3	-0.5
December	8,747	3.2	6.8	12,026	3.9	72.7	-0.6
January	8,825	8.1	11.8	12,206	3.2	72.3	3.2
February	7,816	1.4	6.8	11,042	-1.4	70.8	2.0
March	9,324	4.5	1.7	12,323	2.2	75.7	1.7

<u>2003-04</u>	RPKs (m)	Premium		ASKs (m)	% vly	Passenger	
		% vly	RPKs % vly			load factor (%)	Pts vly
April	7,830	-2.0	-26.4	11,354	-1.3	69.0	-0.4
May	8,023	2.1	-9.1	11,564	-1.5	69.4	2.5
June	9,054	5.8	-2.5	11,794	3.1	76.8	2.0
July	9,191	2.5	-1.7	12,037	3.0	76.4	-0.3
August	9,359	4.8	1.1	12,090	3.6	77.4	0.9
September	8,818	1.7	-0.5	11,655	3.7	75.7	-1.4
October	8,748	3.9	3.4	11,988	4.2	73.0	-0.2
November	8,226	7.4	2.5	11,453	2.3	71.8	3.4
December	8,478	4.8	4.7	11,572	2.3	73.3	1.7
January	8,167	3.5	1.1	11,872	4.4	69.1	-0.5
February	7,709	7.1	9.8	11,202	9.3	68.8	-1.4
March	8,921	12.7	23.6	12,052	5.8	74.0	4.5

PASSENGER LOAD FACTOR TRENDS

GROUP SCHEDULED SERVICES - QUARTERLY

Year ending 31 March

	%	2006	2005	2004	2003	2002	2001	2001	2000	1999	1998	1997	1996
Q1		75.6	74.9	71.8	70.3	70.0	72.0	72.3	70.3	70.9	73.0	72.3	73.5
Q2		79.6	78.5	74.2	76.5	74.2	76.9	77.7	75.9	76.5	76.4	78.1	80.2
Q3		74.1	72.8	72.7	70.9	65.2	68.3	68.7	66.8	67.8	67.7	71.2	70.8
Q4			73.0	70.8	69.5	72.0	66.9	67.3	67.2	67.3	68.0	70.9	70.4

GROUP SCHEDULED SERVICES - MONTHLY

Financial Year

	%	2006	2005	2004	2003	2002	2001	2001	2000	1999	1998	1997	1996
April		74.7	75.5	69.0	69.4	68.9	72.3	72.6	68.9	68.8	71.6	70.7	72.6
May		73.2	71.6	69.4	66.9	65.1	68.3	68.4	66.6	68.3	70.0	69.5	70.1
June		79.0	77.7	76.8	74.8	75.5	75.5	75.9	75.3	75.3	77.4	76.7	77.8
July		81.1	79.7	76.4	76.5	77.4	78.0	78.4	76.8	75.6	77.7	77.9	80.8
August		78.0	77.7	77.4	76.3	75.4	77.2	77.7	76.5	76.5	76.5	78.8	80.4
September		79.6	77.9	75.7	76.8	69.2	76.5	76.9	74.2	77.5	75.2	77.6	79.4
October		74.7	74.2	73.0	73.0	63.1	71.2	71.5	72.0	72.6	72.3	75.3	76.3
November		73.2	71.3	71.8	68.3	63.9	66.3	66.6	66.6	65.4	66.1	68.9	67.4
December		74.3	72.7	73.3	71.2	68.6	67.0	67.4	61.1	64.9	64.5	69.1	68.1
January			72.3	69.1	69.2	68.5	65.1	65.7	60.9	63.6	64.2	67.5	66.6
February			70.8	68.8	70.0	71.6	65.9	66.1	64.5	64.8	65.5	68.7	67.3
March			75.7	74.0	69.2	75.7	69.5	70.0	71.8	73.1	73.8	76.2	77.1

PRINCIPAL INVESTMENTS

At 31 December 2005

SUBSIDIARY UNDERTAKINGS

Principal subsidiary undertakings are wholly-owned except where indicated.

	<i>Principal activities</i>	<i>Country of incorporation and registration and principal operations</i>
Air Miles Travel Promotions Ltd *	Loyalty programme management	England
BA & AA Holdings Ltd * (90 per cent of equity owned)	Holding company	England
Britair Holdings Ltd *	Holding company	England
British Airways Capital Ltd *	Airline finance	Jersey
British Airways CitiExpress Ltd	Airline operations	England
British Airways CitiExpress (IOM) Ltd	Airline operations	Isle of Man
British Airways Holdings Ltd *	Airline finance	Jersey
British Airways Holidays Ltd *	Package holidays	England
British Airways Leasing Ltd*	Airline finance	England
British Airways 777 Leasing Ltd*	Airline finance	England
British Airways Maintenance Cardiff Ltd *	Aircraft maintenance	England
British Airways Regional Ltd *	Air travel services	England
British Airways Travel Shops Ltd *	Travel agency	England
British Regional Airlines Plc *	Holding company	England
CityFlyer Express Ltd *	Airline Finance	England
Flyline Telesales & Services GmbH*	Call Centre	Germany
Speedbird Insurance Company Ltd *	Insurance	Bermuda
Teleflight Limited*	Call Centre	England
The London Eye Company Ltd * (33 per cent of equity owned)	Leisure company	England
The Plimsoll Line Ltd * (Holding company of British Regional Airlines Plc)	Holding company	England

ASSOCIATED UNDERTAKINGS

	<i>Percentage of equity owned</i>	<i>Principal activities</i>	<i>Country of incorporation and principal operations</i>
Iberia	9.0	Airline operations	Spain
Comair	18.3	Airline operations	South Africa

TRADE INVESTMENTS

	<i>Percentage of equity owned</i>	<i>Principal activities</i>	<i>Country of incorporation and principal operations</i>
Opodo Limited*	4.7	Internet ticket sales	England
The Airline Group *	16.7	Air Traffic Control holding company	England
WNS (Holdings) Limited*	16.8	Holding company	Jersey

* Owned directly by British Airways

Notes:

1 Percentage of equity is based on latest audit information available.

2 On 8th February 2006 British Airways completed the sale of its entire interests in the London Eye.

SHAREHOLDER INFORMATION

NUMBERS OF SHAREHOLDERS

February 1987 (flotation)	1.1 million
May 1987	420,526
May 1988	347,897
May 1989	338,350
May 1990	314,039
May 1991	295,970
May 1992	265,819
May 1993	252,016
May 1994	242,805
May 1995	241,454
May 1996	235,062
May 1997	230,026
May 1998	229,329
May 1999	256,647
May 2000	264,191
May 2001	265,107
May 2002	258,818
May 2003	258,034
May 2004	244,738
May 2005	236,786

SHAREHOLDERS WITH A 3% OR GREATER HOLDING
At 31 December 2005

Franklin Resources Inc
Legal & General
Standard Life
Barclays PLC
The Capital Group Companies Inc

FOREIGN OWNERSHIP

Foreign ownership of the company grew after flotation, when some 17% of the shares were owned by foreign nationals. In December 2005 38% of the issued share capital was held outside the UK, with just under half of these shares held in the United States. British Airways is required to remain UK controlled and maintain a majority of shares in EU ownership.

RIGHTS ISSUES

There have been two rights issues since the flotation of the company in 1987. The first in 1989 offered Convertible Capital Bonds while the second in May 1993 offered New Ordinary Shares.

CONVERTIBLE CAPITAL BONDS

A rights issue of 320,215,349 9.75 per cent Convertible Capital Bonds was offered in September 1989. Fully paid dealings commenced on 20 October 1989. The offer was on the basis of four bonds at 100p each for every nine British Airways Ordinary shares held, the conversion to Ordinary shares to be between 1993 and 2005. At the time of the issue this equated to buying ordinary shares at 243p each. After the rights issue in May 1993 this rate changed to an equivalent of 234p each. The bonds attracted gross interest at the rate of 9.75 per cent per annum, payable net of basic tax, in arrears on 31 March and 30 September in each year. The Bonds matured on 15 June 2005.

NEW ORDINARY SHARES

A rights issue of 185,485,636 New Ordinary Shares on the basis of one for four was offered on 18 May 1993. Acceptances representing approximately 92% of the New Ordinary Shares offered were received. The value of the nil paid rights was 45.417986p.

ISSUED SHARE CAPITAL

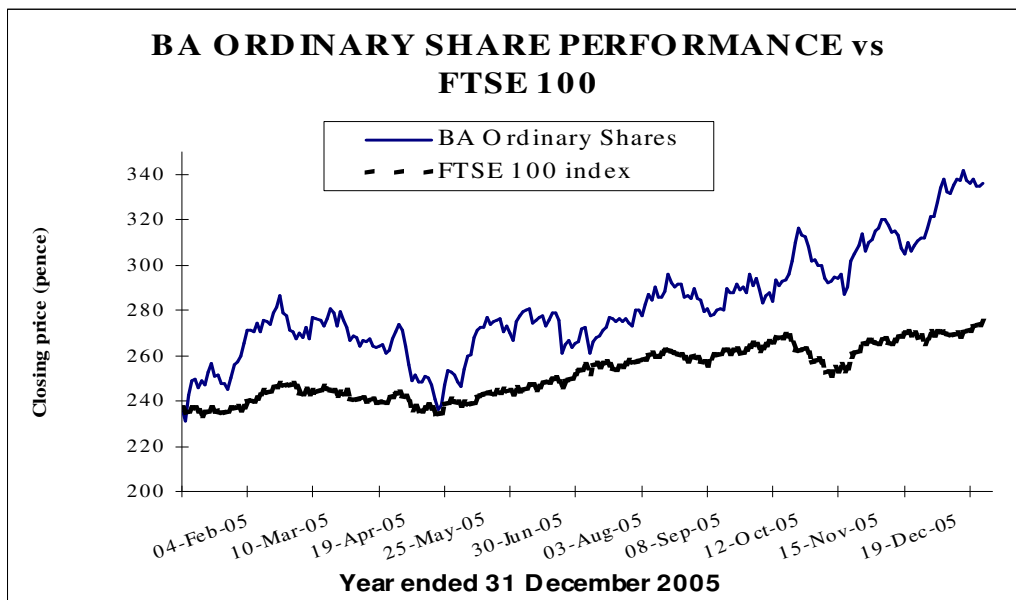
May 1987	720.2 m	May 1997	1,002.7 m
May 1988	720.4 m	May 1998	1,039.2 m
May 1989	720.4 m	May 1999	1,081.5 m
May 1990	720.7 m	May 2000	1,082.0 m
May 1991	721.4 m	May 2001	1,082.6 m
May 1992	727.6 m	May 2002	1,082.7 m
May 1993	741.7 m	May 2003	1,082.8 m
May 1994	954.0 m	May 2004	1,082.9 m
May 1995	955.8m	May 2005	1,130.8m

SHARE PRICE HISTORY

Trading in British Airways stock commenced on 11 February 1987. British Airways Ordinary Shares are quoted in London and, in the form of American Depository Receipts (ADRs), in New York. The following table sets out the highest and lowest middle market quotations for the Ordinary Shares.

Year ended 31 March *	Ordinary Shares (pence)	
	High	Low
1987	(commencing 11 February, 1987)	158
1988		118
1989		135
1990		179
1991		120
1992		151
1993		254
1994		258
1995		344
1996		398
1997		500
1998		498
1999		305
2000		261
2001		265
2002		139
2003		86
2004		105.5
2005		199.5
2006	First Quarter	280.75
	Second Quarter	260.75
	Third Quarter	287.00

* Adjusted to take into account the bonus element of the rights issue announced in May 1993.



Over the 2005 calendar year, the Ordinary shares opened the year at 237 pence and closed the year at 336 pence. The shares peaked in December at 341.75 pence, and hit a low point of 231 pence on the second trading day of the year. The 41.8% rise in the share price over the course of the year compared with a rise of 16.0% for the FTSE 100 Index. As always a number of factors drive the share price - market conditions, current trading performance, political and economic stability and recently the high cost of fuel. As fuel constitutes a major cost to British Airways there has been much correlation between the movement in the commodity price and that of the stock. In reality some offset from this correlation is offered by the hedging strategy of the company and the imposition of fuel surcharges.

SECTION 5 - GLOBAL PARTNERS

ALLIANCES

The aviation industry continues to consolidate. Consolidation in Europe commenced with the merger of Air France and KLM, followed by the announcement of Lufthansa and Swiss, whilst further consolidation occurred in the USA, with America West and US Airways.

Most commentators expect the world's airlines to evolve into a small number of global groupings in the coming years. Already 70 per cent of world air traffic (in revenue passenger kilometres) is accounted for by the three leading alliance groupings - **oneworld**, Star and SkyTeam. This figure is expected to grow to more than 80 per cent in 2006.

For airlines, alliances generate passenger and cargo revenue feed from partners across a wider global network than any one carrier can offer itself, and the opportunity to reduce costs by working together.

Customers benefit too, through the ability to fly across far more extensive worldwide networks than any single airline can offer, with one-stop shopping, enhanced service levels and extended frequent flyer opportunities.

British Airways is employing a range of different alliance approaches to ensure it remains at the forefront of this trend:

- It is a founding member of the **oneworld** global alliance.
- It has bilateral relationships with all the other seven members of **oneworld**, covering code-sharing, frequent flyer and other marketing agreements and initiatives. Further relationships will be formed with new oneworld members as they join the global alliance.
- Where appropriate, it has invested in airlines to strengthen their ties.
- It has built a network of franchise carriers, taking the British Airways brand into markets that British Airways itself cannot serve for a variety of reasons.

INVESTMENTS

British Airways has a significant strategic investment in alliance partner Iberia, the Spanish flag carrier. It has also invested in franchise partner Comair, the second largest airline in South Africa.

These are British Airways' principal airline investments:

Airline	% of equity owned by British Airways	Date of original British Airways Investment	Notes
Iberia	9%	No direct shares held by British Airways Plc. Shares held by BA/AA Holdings, which is a 90/10 Joint Venture Company with American Airlines. British Airways holds 90%.	oneworld member
Comair	18.3%	26/1/00	Franchisee
Air Mauritius Limited	13.2% of Air Mauritius is owned by British Airways Associated Companies. British Airways owns 100% of BAAC.	Original investment by British Airways Associated Companies Limited 30/5/73	Trade Investment

BILATERAL ALLIANCES

British Airways has bilateral agreements with a number of airlines, covering code-sharing, links between frequent flyer programmes and various other activities. Some of these partners are other members of the **oneworld** global alliance (see below), extending the links between them and British Airways beyond those covered by the **oneworld** multi-lateral agreement.

Code-sharing is when one airline places its code on a sector flown by a partner airline. The benefit of code-sharing is that the journey of a passenger, whose trip consists of more than one sector, is marketed as a single flight. This is ticketed only once at origin, with schedules co-ordinated to provide ease of transfer. The airlines involved benefit through the increasing revenue earning opportunities this affords.

These alliance agreements provide the airlines with valuable additional passenger revenue, by feeding one another's networks, and increase brand presence. Passengers benefit from "one-stop" ticketing and check-in across a wider network and, often, a wider choice of flights than one airline alone could offer.

<i>Airline</i>	<i>Number of code-share routes</i>	<i>Frequent flyer links</i>	<i>Start of links</i>	<i>Notes</i>
Aer Lingus	3	Yes	2000	oneworld member
American Airlines	215	Yes	1996	oneworld member
Cathay Pacific	23	Yes	1999	oneworld member
Finnair	28	Yes	1998	oneworld member
Iberia	58	Yes	1998	oneworld member BA owns 9% stake
JAL	6	Yes	1999	Cargo relationship goes back to 1977
LanChile	2	Yes	2000	oneworld member
Qantas	50	Yes	1995	oneworld member
SN Brussels	7	Yes	2002	

BA CONNECT

BA Connect is the name of British Airways wholly owned airline subsidiary, providing scheduled and charter airline services to and from the UK regions. BA Connect was launched in January 2006. The airline was formerly known as British Airways CitiExpress.

BA Connect will bring significant benefits to regional air travellers by offering more choice and even lower fares. The airline will offer (from 26 March 2006):-

- A single class cabin
- High quality, buy on board, catering
- Year round, changeable, one way fares from as little as £25 including taxes, fees and charges
- A new offering for business and frequent flyer called 'BA Connect Plus'

BA Connect maintains its own Air Operators Certificate, its own fleet of aircraft and its own management, led by Managing Director David Evans.

At 31 March 2006, BA Connect will operate a fleet of 49 regional jet and turboprop aircraft with the mainstay of the fleet being the 110 seat Avro regional jet and the 50 seat Embraer 145 regional jet. The airline employs more than 2,200 people at its bases across the UK.

BA Connect operates an extensive network of scheduled services across the UK and to continental Europe. In 2005 the airline will operate 58 routes, serving 14 destinations in the UK and 16 in continental Europe. It also operates regular weekend charter services for a number of leading tour operators.

In addition to its regional services, BA Connect also operates scheduled services from London City airport, serving Edinburgh, Frankfurt and Geneva from this key business airport.

BA Connect has a turnover of £350 million.

FRANCHISEES

Franchising is a term more often used in connection with restaurants and shops, such as McDonalds or the Body Shop, where the same familiar look, the same products and the same service are found from Massachusetts to Moscow.

British Airways pioneered the practice of franchising in the European airline industry. Its first franchise agreement was in July 1993 with CityFlyer Express, an airline, which has since been bought by British Airways and incorporated into its operation.

Five airlines are now franchise partners, operating as British Airways. Their details are given in the table below.

Franchising is a win-win-win activity, bringing benefits to British Airways, to the franchisees and to the neighbourhoods served with franchise services.

It allows British Airways to extend its presence into low volume, cost competitive markets, which it cannot profitably serve itself, spreading its brand name more widely and rapidly, without incurring costly overheads and creating an unwieldy structure.

In addition to generating feeder traffic onto British Airways' mainline services British Airways earns a franchise fee and a contribution from airport handling and other services provided to the franchisees.

The franchisees benefit from accessing features that make British Airways unique in the customer's mind - livery, products, service standards, and the British Airways name. They also benefit from British Airways' worldwide marketing and distribution network, and its frequent flyer programme, the British Airways Executive Club - attracting and retaining customers through benefits such as lounge access and the ability to earn Air Miles.

All of the franchise airlines operate flights under a BA prefix and their aircraft are painted in the full British Airways livery. Their cabin crew wear the British Airways uniform and provide products and services to the British Airways specification.

The process makes viable many routes, which could otherwise not be flown profitably and helps connect more destinations to the British Airways' worldwide network.

Together, British Airways' franchise partners serve some 88 destinations in 38 different countries; of these 68 would otherwise have no British Airways presence

Franchising is proving a successful method of effectively increasing the size and network synergy of British Airways with minimal financial risk or investment.

FRANCHISEE	Destinations served	FLEET IN BA LIVERY	Year Franchise launched	Country of Base
British Mediterranean	16	3x Airbus A320 3x Airbus A321	1997	UK
Comair	8	15x Boeing 737	1996	South Africa
GB Airways	33	11 x Airbus A320 4 x Airbus A321	1995	UK
Loganair	18	2 x DHC Twin Otter 13 x Saab 340	1994	UK
Sun-Air	13	3 x BAE ATP 5 x Jetstream 31/32 7 x Dornier 328	1996	Denmark



oneworld: THE ALLIANCE THAT REVOLVES AROUND YOU

British Airways is a founding member of **oneworld**, the world's leading quality global airline alliance, which in 2005 launched its biggest recruitment drive since its launch and increased its financial contribution to its existing members to record levels.

THE LEADING GLOBAL ALLIANCE

- **oneworld**, which was launched in February 1999, brings together eight of the world's biggest and best airlines - with three more now lining up to join.
- Providing its customers and carriers with services and value no airline can deliver on its own.
- Offering a wider range of fare and sales products than any of its competitors.
- Committed to innovation to improve customer service, with **oneworld** the only global alliance with interline e-ticketing in place between all partners (as this report went to press).
- Winner of more international awards for airline alliances than both its competitors combined.
- Serving an unrivalled international route network.
- The only alliance whose members collectively made a net profit in the past year.

EIGHT OF THE WORLD'S BIGGEST AND BEST AIRLINES: **oneworld** brings together eight of the largest airlines in the world, and a dozen of their affiliate carriers, all with high-flying reputations for quality service.

- **American Airlines**, the biggest single airline in the world.
- **British Airways**, the leading international airline.
- **Qantas**, widely regarded as the world's leading long distance airline and one of Australia's strongest brands.
- **Cathay Pacific Airways**, one of the most highly regarded Asian airlines.
- **Iberia**, the top carrier between Europe and Latin America.
- **LAN**, as one leading business magazine described it, "the lone star in the South American skies".
- **Finnair**, the major airline in Northern Europe and generally regarded as the industry's IT leader.
- **Aer Lingus**, the highly focused and revitalized carrier from Ireland, one of Europe's fastest growing economies.

Royal Jordanian was elected on board in October 2005 and will start offering the alliance's services and benefits at around the turn of 2006/2007, as the first Arab carrier to find a home with one of the global alliances. Hungary's Malév was elected on board in November 2005 and should join in early 2007. Japan Airlines, the world's third largest airline in terms of group revenues, announced in October 2005 that it is seeking membership. These three carriers will strengthen the alliance's network considerably in the Arab region, East and Central Europe and Asia.

SHARING ONE VISION: To establish the winning alliance for customers, shareholders and employees, by:

- Making global travel smoother, easier, better value and more rewarding.
- Offering travel solutions beyond the reach of any airline's individual network.
- Providing a common commitment to high standards of quality, service and safety.
- Creating a world where customers always feel at home, wherever their journey may take them.
- Delivering its airlines with savings and benefits greater than any can generate by itself.

SOME VITAL STATISTICS: Last year, **oneworld** member airlines:

- Carried more than 240 million passengers.
- Operated a combined fleet of some 2,000 aircraft.
- Served more than 600 destinations in some 135 countries.
- Operated almost three million flights - an average of one **oneworld** airline departure or arrival somewhere around the world every five seconds around the clock.
- Earned more than US\$60 billion in revenues.

WHY ALLIANCES? In 2005, around two-thirds of the world airline industry's international capacity was accounted for by **oneworld** and its two main alliance competitors.

There are a number of reasons for the emergence of today's global airline alliances:

- More people want to fly to more places more easily and for greater value. Yet airlines are constrained in their ability to serve this demand by government restrictions and

business economics which make it impossible for any one airline to serve all these markets by itself.

- In the drive to reduce costs, particularly at this financially challenging time for the industry, airlines can achieve substantial efficiencies through working more closely together.
- Alliances help boost airline's revenues and provide opportunities for growth, by feeding passengers between members' networks. Airlines are increasingly relying for their feed on their alliance partners. In 2004, interlining between
- Individual passengers and corporate customers are increasingly recognising the value and benefits which alliance can offer them.

A WORLD OF DIFFERENCE FOR CUSTOMERS: oneworld enables its member airlines to offer services beyond what any individual carrier can provide by itself or bilaterally with another partner.

- **Global coverage:** oneworld extends its member airlines' networks to 600 destinations in around 135 countries.
- **Better value:** oneworld has pioneered some of the most innovative, flexible and attractively priced alliance fares available, with more alliance products than any of its competitors.
- **Superior quality:** oneworld member airlines have strong reputations for excellent and innovative customer service. This quality is also reflected in oneworld being the only alliance whose members were collectively profitable in the past year.
- **Greater support:** oneworld airlines employ more than a quarter of a million people across the globe to ensure oneworld customers travel safely, securely and comfortably every step of their journey.
- **Smoother transfers:** Wherever possible, passengers are checked right through to their final destination, with oneworld staff and airport signs providing assistance in unfamiliar airports. Interline e-ticketing, which will be in place between all oneworld partners early in 2005, is making these connections smoother still.
- **More lounges:** Frequent flyers, depending on status, have access to some 400 airport lounges worldwide.
- **More rewards and recognition:** Top tier frequent flyers enjoy all of the privileges that their status entitles them to, across all oneworld airlines. They can also earn and redeem miles and points on all eligible oneworld flights.

MORE FARE OFFERINGS THAN ALL THE OTHER ALLIANCES TOGETHER: oneworld is the most innovative of the global alliances in developing fares that offer real added value to customers, with highly attractive prices and great flexibility. In fact, oneworld offers more alliance fare products, serving more markets, than any of its competitors. There's something for anyone interested in making an extensive journey - from the business traveller to the student backpacker.

- **oneworld Explorer:** One of the most popular, simple, flexible and best value round-the-world fares available in the market. Prices are based on class of travel (Economy, Business or First) and, uniquely, the number of continents visited - rather than mileage of the overall trip. This keeps journey planning as simple and flexible as possible, providing excellent value. Flights can be on any of the eight oneworld carriers, covering some 600 destinations on a combined network serving more countries than any rival alliance. oneworld Explorer is the obvious choice for anyone planning a global journey including sectors "Downunder" with oneworld's Qantas the only member of a global alliance operating a full domestic network within Australia.
- **Visit Passes:** Offering multi-sector flights on any oneworld carrier in a specific continent. They offer a great value way to travel around a region. oneworld is the only alliance to offer this sort of pass covering all six continents. Prices are based on the number of sectors selected and their length.
- **Circle Explorer:** Similar to oneworld Explorer, but does not require travel to North or South America, so you can fly halfway around the globe and then back again, without actually circumnavigating the planet (for example London-Hong Kong-Sydney-Johannesburg-London).
- **Circle Pacific:** Another Explorer variant, this time for trips around the Pacific Ocean, covering Australia/NZ, Asia and North and South America.
- **businessflyer:** Offering medium and small sized customers discounted fares in return for a more regular relationship with the alliance and its airlines, launched in Germany and France and extended in 2005 to the Netherlands and Switzerland.
- oneworld fares attract frequent flyer points and miles.

MORE RECOGNITION FOR FREQUENT FLYERS: oneworld offers more opportunities to earn and redeem frequent flyer awards - and more airport lounges to use when you are travelling.

- **Earning miles:** Members of any of the oneworld airlines' frequent flyer programmes can earn miles or points on eligible fares and flights marketed and operated by any oneworld airline. Eligible flights also count towards their tier status.
- **Redeeming miles:** Frequent flyers can also redeem their miles or points on any flights operated by oneworld airlines - to some 600 destinations around the globe. They can be used for flights on any airline in the alliance, or for journeys involving sectors on any number of oneworld carriers - a facility available from oneworld from the initial launch of the alliance almost four years ago.

- **Privileges:** Senior tier members of **oneworld** airlines' frequent flyer programmes (Emerald and Sapphire card holders, see below) are eligible to use any of the 400 airport lounges offered by our member airlines before their flights. At many lounges, passengers are offered refreshments, telephones and computer facilities. At some locations, there are showers, a wider range of business services and meeting facilities.
- Because **oneworld's** eight airlines all have different names for the top three membership tiers in their frequent flyer programmes, the alliance has created a tier of names, based on gemstones, that are common right across **oneworld**:
- **Emerald** denotes the top tier in any programme. Emerald status members can use First class and frequent flyer lounges regardless of their class of travel, and are offered priority check-in at First class desks, no matter what class they are travelling, preferred seating and boarding, and priority standby and wait-listing.
- **Sapphire** denotes the second tier. Sapphire status members can use business class lounges regardless of the class they are travelling and are able to check in at business class desks no matter what class they are travelling, with preferred seating and boarding and priority standby and wait-listing.
- **Ruby** denotes the third tier. Ruby status members are able to check in at Business class desks no matter what class they are travelling, with preferred seating and priority standby and wait-listing.

Membership cards issued by all **oneworld** airlines now carry a **oneworld** symbol in the appropriate colour, to ensure these most frequent flyers always receive the recognition and privileges to which they are entitled, no matter on which **oneworld** airline they are flying.

oneworld online: The alliance's website is www.oneworld.com

DELIVERING BENEFITS TO SHAREHOLDERS: **oneworld** gives its members an additional competitive edge - beyond what any airline can achieve individually or bilaterally - by:

- Building revenue.
- Reducing costs, through joint purchasing of goods and services ranging from fuel and aircraft parts to items of in-flight catering.
- Providing additional customer services and benefits.
- Spreading a member's brand name - and distribution - further.
- Sharing best practice.
- Adding shareholder value.

Revenues from **oneworld** alliance sales activities in 2004 (latest full year for which data is available) rose by a third year-on-year - growing more than twice as fast as its member airlines' overall passenger revenues.

oneworld's consumer fares and corporate sales products and activities generated almost US\$600 million in the 12 months. Almost two-thirds of this was classed by its member airlines as "incremental" revenue - money they would not have earned had it not been for **oneworld**.

Interlining between **oneworld** airlines - one carrier selling connecting flights on another partner - generated total revenues of more than US\$1.5 billion for the eight airlines, including benefits from alliance fares and sales products. That represents one dollar in every 30 earned by the eight carriers from their passenger services overall.

Those interline revenues within **oneworld** rose 30 per cent year-on-year in 2004, while revenues from the eight airlines' overall passenger activities grew at half that rate (14 per cent).

Around seven million passengers transferred between **oneworld** member airlines' flights in 2004, one in every 30 customers they boarded throughout the year.

The numbers of passengers transferring between **oneworld** carriers rose by around 12 per cent on 2003 - against a rise in the eight airlines' overall passenger carryings of around 6 per cent.

As a result, yields from **oneworld** activity strengthened significantly in the past year, against all industry trends.

Savings from joint purchasing achieved since the alliance was formed reached more than US\$250 million during 2005.

By working together on joint ground facilities, **oneworld's** members are able to create far better facilities than any of them could justify on their own, and at better unit costs. In early 2006, **oneworld** carriers at Madrid were due to move into the new Terminal 4 there, in the alliance's biggest co-location project to date. At London Heathrow, they will consolidate operations between Terminals 3 and 5 when the latter opens in 2008. Already, the alliance's carriers share check-in, ticketing and lounge facilities at a more than 25 key airports around the world, including Amsterdam, Bogota, Brussels, Buenos Aires, London Heathrow, Madrid, Miami, Singapore and Stockholm.

MANAGING THE ALLIANCE: **oneworld** has a small central team (**oneworld** Management Company) responsible for driving the management of the alliance, its future growth and customer

offerings, led by Managing Partner John McCulloch, a former executive with Cathay Pacific Airways.

KEY DEVELOPMENTS IN 2005:

November

Malév elected on board. It is expected to start offering the alliance's services and benefits in early 2007.

oneworld is named the world's leading airline alliance for the third year running in the World Travel Awards, which describe themselves as the travel industry's biggest award scheme.

businessflyer extended to the Netherlands.

October

Japan Airlines announces it is seeking membership.

Royal Jordanian elected on board. It is expected to start offering the alliance's services and benefits at around the turn of **2006/2007**.

businessflyer extended to Switzerland.

September

oneworld is named the world's Best Airline Alliance for the second year running in a poll of some of the world's most frequent flyers in 2005 Business Traveller awards.

July

oneworld becomes the first of the global alliances to enable customers to book and pay for flights on its member airlines through its alliance website. The service is initially available only to companies in Germany who have registered as customers for **oneworld's businessflyer** corporate sales product

May

Malév signs a memorandum of understanding with **oneworld** as its first step towards joining the alliance.

oneworld launches a new downloadable timetable showing schedules for all its members and their code-share partners.

April

oneworld becomes the only global alliance to enable customers to fly throughout its network, with multiple connections, on electronic tickets only, with the completion of interline e-ticketing links between all its member airlines.

March

oneworld launches a special website for its Japanese-speaking customers. **oneworld-jp.com** is a complete replica of the alliance's main website, but in Japanese.

Travel agents in France are the first to be offered their own dedicated **oneworld** website, supporting the alliance's sales activities in the country.



Aer Lingus, established in 1936, is the national airline of the Republic of Ireland. The airline's network is focused on Europe, with its five US destinations the only long haul points served.

In June 2000, Aer Lingus joined the **oneworld** alliance, and has used this as the basis to develop code share arrangements with American Airlines, British Airways, Finnair and Iberia.

The adoption of a radical restructuring plan has proved invaluable in the wake of 11th September 2001. The airline has adopted a simple twin track business strategy comprising the pursuit of cost reduction and the offering of lower fares. Whilst maintaining its business class product, the economy class product has been simplified, with a greater emphasis on the Internet for distribution.

Aer Lingus is 95% owned by the Government through the Department of Public Enterprise, with the remaining 5% held by the airline's employees. A further 9.9% has been committed to employees in the event of flotation.

The UK is Aer Lingus' biggest single market, and London Heathrow-Dublin is its single biggest route. British Airways codeshares on Heathrow-Dublin flights, as well as those operated between Heathrow and both Shannon and Cork, for passengers making connecting journeys

SUMMARY FINANCIAL STATISTICS

	2004	2003	Change (%)
	Euro m	Euro m	
Operating Revenue	907	888	2.1
Operating Costs	800	805	-0.6
Operating Profit	107	83	29
Net Profit	1.2	69.2	-98

SUMMARY OPERATING STATISTICS

	2004	2003	Change (%)
Passengers Carried (000)	6,959	6,595	6
Revenue Passenger Kilometres (RPKs) (mn)	11,292	10,184	11
Available Seat Kilometres (ASKs) (mn)	13,765	12,510	10
Passenger Load Factor (%)	82	81	+1 pt
Fleet Size	32	33	-1

American Airlines

American Airlines is the world's largest carrier. Its headquarters are in Ft. Worth, Texas and is led by Chairman and CEO Donald J. Carty. American is a publicly held company listed on the New York Stock Exchange under the trading symbol AMR. American Airlines is AMR's largest subsidiary.

American traces its roots back to the early days of U.S. commercial aviation. Fledgling air carriers were eventually combined in January 1930 into what was then called American Airways, and eventually became known as American Airlines in April 1934.

Legendary executive C.R. Smith was elected president of American Airlines on October 25, 1934. In the 34 years he led the airline, Smith helped shape the airline industry and influenced the world of aviation. During this period, American developed a strong domestic network, introduced innovations such as the airport lounge for passenger comfort, influenced the design of trend-setting aircraft such as the DC-3 and the DC-6, and eventually led American Airlines into the jet age with the introduction of the first U.S. transcontinental jet service from New York to Los Angeles on January 25, 1959.

American continued to be an industry leader and launched a programme of growth and innovative marketing initiatives, which further secured its reputation as a world leader in aviation. American pioneered the airline computer reservations system and created the AAdvantage® frequent flyer loyalty programme, which is now emulated by virtually every airline and many other businesses as well.

Over the past several years, American has expanded its international network through a combination of new routes and strategic alliances with other quality airlines, which provide code share services to the major cities of Asia, Africa, the Middle East, Europe and Latin America. In 1999, American became one of the five founding members of the **oneworld** alliance.

In April 2001 American completed its acquisition of Trans World Airlines, the eighth largest US carrier at the time of the transaction. The American Airlines network includes American Eagle and AmericanConnection operations, together, they serve more than 250 cities in 52 countries and territories with approximately 4,170 daily flights. By the end of 2005 the combined fleet of American and American Eagle stood at 999 aircraft.

Since 2003, American has been implementing the 'Turnaround Plan', which aims 'to lower costs to compete effectively; give customers what they value; improve morale and build trust and teamwork back into the company; build a strong financial base for the future'.

SUMMARY FINANCIAL STATISTICS			
	2004	2003	Change
	\$ Million	\$ Million	
Operating Revenue		17,440	7%
	18,645		
Operating Costs		18,284	3%
	18,789		
Operating Profit	- 144	-844	82%
Net Profit	- 761	-1,228	37%

SUMMARY OPERATING STATISTICS			
	2004	2003	Change
Passengers Carried (000)	91,600		
Revenue Passenger Kilometres (RPKs) (mn)	209,479	193,649	8%
Available Seat Kilometres (ASKs) (mn)	280,050	265,878	5%
Passenger Load Factor (%)	74.8%	72.8%	+2pts
Fleet Size (AA/ Eagle)	1013	1041	-3%



Cathay Pacific, which was established in 1946, is the flag carrier of Hong Kong. The airline is 45%-owned by local conglomerate Swire Pacific Group, with Beijing-backed CITIC Pacific holding a 25% stake.

Cathay Pacific is a founding member of the **oneworld** alliance, and has implemented code sharing with British Airways on 23 routes, in addition to code shares with American Airlines, Iberia and Qantas.

Cathay has a fleet of 95 Boeing and Airbus aircraft, which will increase to 100 by 2006. It operates scheduled passenger services from the territory of Hong Kong to 46 destinations in 27 countries, now including mainland China.

Cargo is an important part of the airline's business, accounting for more than one third of its annual revenues. Cathay's fleet includes 13 dedicated Boeing 747 freighters, and it also owns a 60% stake in cargo airline Air Hong Kong, which itself operates six freighters as it prepares for regional expansion.

In 2004 Cathay Pacific achieved its second-best ever financial performance, marking an impressive recovery from the SARS epidemic which so dramatically affected Hong Kong in 2003.

SUMMARY FINANCIAL STATISTICS			
	2004	2003	Change (%)
	HK\$m	HK\$m	
Operating Revenue	39,065	29,578	32
Operating Costs	33,818	27,353	24
Operating Profit	5,247	2,225	136
Net Profit	4,516	1,347	235

SUMMARY OPERATING STATISTICS			
	2004	2003	Change (%)
Passengers Carried (000)	13,664	10,059	36
Revenue Passenger Kilometres (RPKs) (mn)	57,283	42,774	33
Available Seat Kilometres (ASKs) (mn)	74,062	59,280	25
Passenger Load Factor (%)	77.3	72.2	5.1 pts
Fleet Size	89	85	4



Finnair is one of the world's oldest operating airlines, founded as a private company under the name of Aero O/Y in 1923. The airline's first service from Helsinki to Tallinn (Estonia) was inaugurated with a Junkers F13 aircraft on 20th March 1924.

In 1946 the Finnish Government obtained a majority holding in Aero with the remaining 30% of the shares divided between private shareholders. Share ownership changed little until Finnair shares were first quoted on the Helsinki Stock Exchange in 1989. Currently the Finnish Government's holding stands at 59%.

In the spring of 1953 Aero began to use the name Finnair in its marketing with the name officially changed at the beginning of 1968.

Today the principal activity of Finnair Group is flight operations, comprising international and domestic scheduled passenger service, charter flights and the transportation of cargo and mail. In addition the Group has activities in travel related sectors including tour operations and travel agencies.

In 2002, Finnair resurrected the Aero name, when it launched a new airline subsidiary operating out of Tallinn in Estonia. During 2003, it also acquired a controlling stake in Swedish carrier Nordic Airlink and took full control in May 2004, re-branding it Flynnordic.

Finnair's fleet is largely made up of short haul models. The airline has recently completed a fleet transition, which has seen it take 29 Airbus narrow-bodies as replacements for its DC-9 fleet and some MD-80s. Once the remaining MD-80s are phased out, Finnair's short haul fleet will comprise the A320 family and the Embraer 170 regional jet. Boeing 757s will be retained for the leisure division. Finnair's fleet of ATR 72s has now been transferred to Aero Airlines.

In Dec 2005, Finnair announced that it is to acquire 12 new Airbus wide-bodied aircraft, as it modernises its long-haul fleet. Of the aircraft, nine are A350s and three are A340s. Owing to strong growth in Asian traffic, the A340 aircraft will be acquired earlier, in 2007-08.

The airline operates a network covering 76 destinations in 31 countries and territories, although a number of these are confined to scheduled leisure/charter services. True scheduled services are operated to 58 destinations in 27 countries

Finnair has purposefully increased the number of its Asian flights since 1999 and now has more than 40 flights a week to Asian destinations. One quarter of the company's scheduled passenger traffic revenue already comes from Asian traffic. Most recently, Finnair opened a route to Guangzhou in China, to which it flies three times a week. Finnair flies twice a day to China and to Bangkok in Thailand and daily to Japan. In 2005, the company announced that in 2006 it would start flying to two new Asian destinations, Nagoya in Japan and Delhi in India.

In addition to regular scheduled traffic Finnair operates leisure flights to more than 60 destinations. Leisure traffic flies mainly to holiday resorts in the Mediterranean, the Canary Islands, South-East Asia as well in the Caribbean and South America.

Finnair joined the **oneworld** alliance in September 1999 and along with Iberia it became the group's first new recruit after its February 1999 launch. Within the alliance, Finnair code-shares with American Airlines, British Airways, Iberia and Qantas

SUMMARY FINANCIAL STATISTICS

	2004	2003	Change (%)
	Euro Million	Euro Million	
Operating Revenue	1,727	1,601	8%
Operating Costs	1,710	1,620	6%
Operating Profit	17	-19	189%

SUMMARY OPERATING STATISTICS

	2004	2003	Change (%)
Passengers Carried (000)	8,149	7,037	16%
Revenue Passenger Kilometres (RPKs) (mn)	15,604	12,971	20%
Available Seat Kilometres (ASKs) (mn)	21,907	18,644	18%
Passenger Load Factor (%)	71.2	69.6	+1.6pts
Fleet Size (Finnair Group)	69*	60	

*includes aircraft owned by subsidiary Aero Airlines and those operated by flynnordic



Iberia is the national carrier of Spain, and it can trace its history back to 1927. It joined the **oneworld** alliance in September 1999, and has put code shares in place with five of the alliance's members.

When the airline was fully privatised in 2001, British Airways bought a 9% stake, with American Airlines also taking a 1% interest. With its stake British Airways has nominated two members of Iberia's Board.

Iberia operates a mixed fleet of 129 shorthaul and 31 longhaul aircraft drawn from both Airbus and Boeing; Airbus now accounts for 66% of the airline's fleet. This is supported by a franchise arrangement with Air Nostrum, which operates 48 regional aircraft under the Iberia Regional brand.

From hubs at Barcelona and Madrid, Iberia operates a network covering 103 destinations in 40 countries. The airline is particularly strong in the market from Europe to Latin American, where it serves 15 destinations in 12 countries.

Iberia, together with British Airways and other **oneworld** carriers will be moving into the new Terminal 4 at Madrid Barajas, in late January 2006. Additional runways will be opened at Madrid and Barcelona during 2006-7, increasing competition but also allowing Iberia to operate more flights.

British Airways and Iberia have entered a deep commercial co-operation on their Heathrow-Madrid and Heathrow-Barcelona routes which are now run as a single business, with co-ordinated schedules to improve the spread of flights for point-to-point passengers and to reduce flight times for passengers making connecting journeys.

SUMMARY FINANCIAL STATISTICS

	2004	2003	Change (%)
	Euro Million	Euro Million	
Operating revenue	4,805	4,619	4
Operating expenditure	4,553	4,459	2
Operating profit	203	161	26
Net profit	220	146	51

SUMMARY OPERATING STATISTICS

	2004	2003	Change (%)
Passengers carried (000)	30.1	29.2	3
RPKs (m)	45,924	42,100	9
ASKs (m)	61,058	56,145	9
Load Factor (%)	75.2	75.0	0.2 pts
Fleet size	154	149	+5



LanChile was created by the Chilean Government in 1929, and has established itself as the market leader in Chile and as one of South America's leading airlines.

In addition to the main LanChile operation, the airline has established a number of other South American carriers: LanPeru, Lan Ecuador, Lan Dominicana and Lan Argentina. It has also re-branded its former Ladeco domestic operation as LanExpress.

In June 2004, as part of its ongoing rebranding process, Lan Chile announced a change to the formal name of the company to Lan Airlines to unify its carriers under the single LAN brand.

Its ability to shift capacity to stronger markets, such as Peru, Ecuador and Dominica, together with restructuring and cost cuts, has helped the LAN group report record profits in 2004, with continuing strong financial performance mitigating the effects of rising fuel prices in the first quarter of 2005.

The combined LAN Airlines and LanExpress fleet amounts to 56 aircraft, with short haul operations relying on Airbus A320 family aircraft and Boeing 737s, whilst the long haul operation is split between the A340 and the Boeing 767. A small number of aircraft are dedicated to other LAN branded operations, such as LanPeru. A further seven aircraft are in service with the group's cargo operations.

Including all of its LAN branded affiliates, the LAN group of airlines operates flights across a network spanning 54 destinations in 19 countries. The LAN Airlines network (including LanExpress routes) comprises 45 destinations in 19 countries.

LanChile joined the **oneworld** alliance in June 2000, and has established code share links with four member airlines: American Airlines; British Airways; Iberia; and Qantas. Lan Peru is a **oneworld** affiliate, under Lan Chile. However Lan Ecuador and Lan Argentina are not **oneworld** member or affiliate at this time.

SUMMARY FINANCIAL STATISTICS

	2004	2003	Change
	\$ million	\$ million	
Operating revenue	2093	1639	28%
Operating Costs	1921	1528	26%
Operating Profit	172	111	54%
Net Profit	164	84	96%

SUMMARY OPERATING STATISTICS

	2004	2003	Change
Passengers carried (000)	5,510	5,290	4.2%
RPKs (m)	13,255	11,133	19.1%
ASKs (m)	19,103	17,054	11.5%
Load Factor (%)	69.7%	65.3%	4.4pts
Fleet size	63		-



Qantas was conceived by Lieutenants McGinness and Hudson Fysh on their return from service with the Australian Flying Corps in World War I. Fergus McMaster joined them, and the three registered the company in Brisbane on 16 November 1920. Scheduled airmail and passenger services began on 2 November 1922, from Charleville to Cloncurry in Queensland.

Qantas has played a key role in the development of Australian and international aviation. In 1931 Qantas made its first link with Imperial Airways when it carried mail to Darwin as part of an experimental Australia-UK service. The year 1934 saw the formation of Qantas Empire Airways Limited, with Imperial Airways holding 50 percent. The two airlines began regular Australia-UK services in December 1934, initially carrying only mail. A Qantas aircraft flew overseas for the first time in February 1935 operating the Brisbane to Singapore section of the service.

The company expanded rapidly after the war. In 1947 the Australian Government purchased the shares held by Imperial Airways together with all remaining shares and Qantas made its first Sydney-London flight in its own right in December 1947.

Qantas began flying to San Francisco and Vancouver in October 1953, and in 1956 carried the Olympic flame from Athens to Darwin as part of its journey to the Melbourne Olympics. Round-the-world began on 14 January 1958. Qantas entered the jet age in 1959, taking delivery of the first Boeing 707 owned by a non-US airline. The 1960s brought a rapid expansion. In 1967, the name changed to Qantas Airways Limited. The first Qantas Longreach series Boeing 747-400, delivered in August 1989, set a world distance record for a commercial jet when it flew London-Sydney non-stop.

Australia's domestic airline industry was deregulated in October 1990. In April 1991, the Australian Government announced it would sell 49 percent of Qantas and 100 percent of Australian Airlines. In February 1992, the Government's 'One Nation' statement detailed an overhaul of aviation policy including an end to the artificial barrier between Australia's international and domestic air services. This opened the way for Qantas to re-enter the domestic market after an absence of more than 40 years, and to enter the bidding for Australian Airlines. In June 1992, the Government accepted the Qantas bid for Australian Airlines and decided to fully privatise the Qantas Group. The \$A400 million purchase of Australian Airlines was completed in September 1992 and the operations of the two airlines were merged under the single Qantas brand in October 1993. The privatisation of Qantas began with a trade sale and in December 1992 the Government selected British Airways as the successful bidder. British Airways completed its \$A665 million purchase of 25 percent of Qantas in March 1993. The privatisation was completed and Qantas shares listed on the Australian Stock Exchange on 31 July 1995. Following a public share offering in 2001, British Airways' stake in Qantas was reduced to 18.9 percent. In September 2004, British Airways sold its remaining 18.25 per cent share holding in Qantas for A\$1.1 billion (approximately £430 million).

Qantas' four regional subsidiaries, Australian AirlinK, Eastern Australia Airlines, Southern Australia Airlines and Sunstate Airlines were re-branded under the single QantasLink name during 2001. In November 2001, Qantas completed the acquisition of Impulse, positioning the carrier within the QantasLink operation. In October 2002, Qantas formerly launched its international leisure subsidiary, Australian Airlines, with flights to Nagoya and Osaka from Cairns. In May 2004, Qantas launched a new low cost domestic carrier. Jetstar commenced operations from Sydney, Melbourne and Brisbane to 10 eastern Australian destinations. Qantas Airways Limited owns 44.5% of Orange Star, which owns and operates the value-based intra-Asia airlines Jetstar Asia and Valuair, based in Singapore.

The Qantas Group serves 145 destinations - 62 in Australia and 83 in nearly 40 other countries.

In 1999, Qantas became one of the five founding members of the **oneworld** global alliance.

SUMMARY FINANCIAL STATISTICS

	2004/5	2003/4	Change (%)
	A\$Million	A\$Million	
Operating Revenue	12,648.8	11,353.7	11.4
Operating Expenditure	11,527.1	10,255.5	12.4
Operating Profit	1,027.2	964.6	6.5
Net Profit	764.4	648.4	17.9

SUMMARY OPERATING STATISTICS

	2004-5	2003-4	Change (%)
Passengers Carried (000)	32,658	30,076	9
Revenue Passenger Kilometres (RPKs) (mn)	86,986	81,276	7
Available Seat Kilometres (ASKs) (mn)	114,003	104,200	9
Passenger Load Factor (%)	76.3	78	(1.7) pts
Fleet Size	201	196	3



oneworld AT A GLANCE STATISTICS SHOWING IMPACT OF NEW RECRUITS

As at
21 December
2005

Flight code	"O	EI	AA	BA	CX	AY	IB	LA	QF	JL	MA	RJ
Countries/territories	14.1	17	51	91	27	27	40	19	16	26	35	33
Destinations	689	60	256	226	45	59	105	59	73	109	59	51
Daily departures	9,053	165	4,299	1,244	178	198	1,089	242	695	822	72	49
Passengers (000)	304,507	6,959	109,221	41,057	13,664	6,783	30,522	6,579	27,792	59,448	2,482	1,660
RPKs (millions)	650,048	11,291	219,556	115,316	57,283	10,528	45,924	15,123	79,077	102,354	3,495	5,327
ASKs (millions)	896,065	13,765	295,007	154,535	74,062	16,320	61,058	21,147	102,860	151,902	5,409	7,471
Passenger load factor %	75.0	82.0	74.4	74.8	77.3	65.1	75.2	71.5	75.3	67.4	64.3	71.3
Fleet (operated)	2,295	32	995	363	89	51	216	63	173	284	29	20
Employees	271,319	1,231	92,100	49,739	15,054	5,522	26,444	13,414	38,000	19,211	3,116	3,488
Total revenue (US\$ millions)	80,718	1,231	18,645	14,757	5,028	2,299	6,505	2,092	9,636	19,905	620	487
Passenger rev (US\$ m)	62,265	1,231	16,897	12,247	3,396	1,714	5,086	1,169	7,492	12,580	453	354
Op profit (US\$ m)	3,463	145	-144	1,020	675	23	275	172	782	525	-10.4	24
Net profit (US\$ millions)	1,597	2	-761	474	568	16	295	164	582	281	-24	22
Frequent flyer programme	#	TAB (Travel Award Bonus)	AADVANTAGE	Executive Club	Asia Miles	Finnair Plus	Iberia Plus	LANPASS	Qantas Frequent Flyer	JAL Mileage Bank	Duna Club	Royal Plus
Airport lounges	#	Gold Circle Club	Admirals Club and Flagship Lounges	Executive Club, Concorde, First and Club World/Club Europe	Cathay Pacific First and Business	Golden Gate, Silver Wings, Longhaul lounge, Domestic lounge, Finnair lounge	Salas VIP	Salon VIP	Qantas Club, First and Business	First Class, Sakura, JGC, JAL, Family	Sky, Millennium, Duna	Petra, Jerash
Number of lounges	392	7	46	226	47	55	79	18	47	TBA	3	2
Chief Executive	John McCulloch	Dermot Mannion	Gerard Arpey	Wille Walsh	Philip Chen	Jukka Hienonen	Fernando Conte	Enrique Cueto Plaza	Geoff Dixon	Toshiyuki Shinmachi	Dr Janos Gönci	Samer Majali
Headquarters	Vancouver, BC, Canada	Dublin, Ireland	Fort Worth, Texas, USA	London, UK	Hong Kong	Helsinki, Finland	Madrid, Spain	Santiago, Chile	Sydney, NSW, Australia	Tokyo, Japan	Budapest, Hungary	Amman, Jordan
Year of formation	1999	1936	Traces its origins back to 1926	Traces its origins back to 1919	1946	1923	1927	1929	1920	1951	1946	1963
Ownership	100% owned by its member airlines	95% owned by the Irish Government. 5% owned by employees	Wholly owned subsidiary of AMR Corporation, which is a publicly traded company on the New York Stock Exchange	Publicly quoted company, with shares traded on the London and New York Stock Exchanges	Public company listed on the Hong Kong and London Stock Exchanges. Major shareholders are Swire Pacific Ltd (45.1%) and CITIC Pacific Ltd (25.4%)	Publicly quoted on Helsinki Stock Exchange and in SEAQ system on London Stock Exchange. Finnish Government is majority owner with 59% holding	9% owned by British Airways, 1% by American Airlines, 30% by institutions, 60% floated on Madrid Stock Exchange	Publicly traded company, with 5.4% traded on the New York Stock Exchange, and 11.4% on Santiago Stock Exchange. Majority shareholders hold remaining	Public company listed on the Australian Stock Exchange	Publicly quoted company	99.95% owned by Hungarian Government	Public shareholder company 100% owned by Jordanian Government
Website address www.	oneworld.com	aerlingus.com	aa.com	ba.com	cathaypacific.com	finnair.com	iberia.com	lan.com	qantas.com.au	jal.co.jp	malev.com	rja.com.jo
oneworld affiliates	#	None	American Eagle, American-Connection	BA CityExpress, BMEG, Comair, GB Airways, Loganair, Sun-Air	#	#	Iberia Regional Air Nostrum	LAN Airlines is a full member. LAN Peru is an affiliate. LAN Ecuador and LAN Argentina are not oneworld affiliates	Jetconnect, QantasLink, Airlink, Eastern Australia Airlines, Sunstate Airlines	TBA	#	#

Notes:

1 Totals for oneworld include data for the alliance's three candidate members JAL, Royal Jordanian and Malev. These three airlines are not yet oneworld members.

2 Data for flight codes, destinations, countries/territories, daily departures, fleet, passenger numbers, RPKs, ASKs, frequent flyer programme and lounges apply to members and affiliates. All other data applies to member group company.

3 Financial information and data on RPKs, ASKs and load factor is for each member's latest full financial year, and applies to the member airline alone, and wholly-owned affiliates. All financial years end 31 December, except for British Airways' which ends 31 March and Qantas' which end 30 June. Exchange rates used are as at the end of the financial year for which figures are reported - EUR1=US\$1.3638 (as at 31 December 2004), GBP=US\$1.6888 (as at 31 March 2005), HK\$=US\$0.1286 (as at 31 December 2004), and A\$1=US\$0.750 (as at 30 June 2005). Source for data: airlines' annual reports and websites.

4 Data for daily departures from OAG schedules. 4 Destinations and countries served by members and affiliates as at 1 October 2005, including new services announced but not yet launched.

SECTION 6 - ROUTE NETWORK**BRITISH AIRWAYS ROUTE NETWORK**

As at January 2006 - including BA Connect (Partners' code share services operated by other airlines are excluded)

UK

Aberdeen	Edinburgh	Jersey	Luton
Belfast City Airport	Glasgow	London - City	Manchester
Birmingham	Inverness	London - Gatwick	Newcastle
Bristol	Isle Of Man	London - Heathrow	Southampton

EUROPE

Amsterdam	Dusseldorf	Milan - Malpensa	Thessalonika
Athens	Frankfurt	Moscow -Domodedevo	Toulouse
Barcelona	Geneva	Munich	Turin
Basle/Mulhouse	Grenoble	Naples	Venice
Belgrade	Hamburg	Nice	Verona
Berlin - Tegel	Hanover	Oslo	Vienna
Bologna	Helsinki	Paris - Charles de Gaulle	Vilnius
Bordeaux	Istanbul	Pisa	Warsaw
Brussels	Kiev	Prague	Zurich
Bucharest	Krakow	Pristina	
Budapest	Larnaca	Riga	
Catania	Lisbon	Rome - Fiumicino	
Cologne	Luxembourg	Sofia	
Copenhagen	Lyon	St Petersburg	
Cork	Madrid	Stockholm - Arlanda	
Dublin	Marseille	Stuttgart	
Dubrovnik	Milan - Linate	Tel Aviv	

USA

Atlanta	Detroit	Orlando	Washington -Dulles
Baltimore	Houston	Philadelphia	
Boston	Los Angeles	Phoenix	
Chicago	Miami	San Francisco	
Dallas/Fort Worth	New York - JFK	Seattle	
Denver	New York - Newark	Tampa	

CANADA

Montreal	Toronto	Vancouver
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ATLANTIC

Bermuda

LATIN AMERICA

Buenos Aires	Rio de Janeiro	Sao Paulo
Mexico City		

CARIBBEAN

Antigua	Grenada	Providenciales
Barbados	Kingston	St Lucia
Grand Cayman	Nassau	Tobago

MIDDLE EAST

Abu Dhabi	Dubai	Tel Aviv
Bahrain	Kuwait	
Doha	Muscat	

AFRICA

Abuja	Dar es Salaam	Lagos	Tripoli
Accra	Entebbe	Luanda	
Algiers	Harare	Lusaka	
Cairo	Hassi Messaoud	Mauritius	
Cape Town	Johannesburg	Nairobi	

INDIAN SUB-CONTINENT

Bangalore	Delhi	Islamabad	Mumbai - Bombay
Chennai -Madras	Dhaka	Kolkata - Calcutta	

FAR EAST

Bangkok	Hong Kong	Singapore
Beijing	Shanghai	Tokyo - Narita

AUSTRALASIA

Melbourne	Sydney
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NEW BA DESTINATIONS ADDED IN 2005/6

Bangalore	Hassi Massaoud	Split (summer only)
Vilnius		
Grenoble	Shanghai	Thessalonika

DESTINATIONS SERVED BY BA FLIGHT NUMBER FROM MAJOR UK HUBS*As at January 2006***LONDON - HEATHROW**

Aberdeen	Chennai - Madras	Kolkata - Calcutta	Philadelphia
Abu Dhabi	Chicago	Kuwait	Phoenix
Abuja	Cologne	Lagos	Prague
Accra	Copenhagen	Larnaca	Providenciales
Addis Ababa	Cork	Lisbon	Riga
Aleppo	Damascus	Los Angeles	Rio de Janeiro
Almaty	Dar es Salaam	Luanda	Rome - Fiumicino
Amman	Delhi	Lusaka	San Francisco
Amsterdam	Denver	Lyon	Sao Paulo
Athens	Detroit	Madrid	Seattle
Bahrain	Dhaka	Malaga	Shanghai
Baku	Doha	Manchester	Shannon
Baltimore	Dubai	Marrakech	Singapore
Bangalore	Dublin	Mauritius	Sofia
Bangkok	Dusseldorf	Melbourne	St Petersburg
Barcelona	Edinburgh	Mexico City	Stockholm - Arlanda
Basle/Mulhouse	Ekaterinburg	Miami	Stuttgart
Beijing	Entebbe	Milan - Linate	Sydney
Beirut	Frankfurt	Milan - Malpensa	Tehran
Berlin - Tegel	Geneva	Montreal	Tel Aviv
Bilbao	Gibraltar	Moscow -Domodedevo	Tiblisi
Bishkek	Glasgow	Mumbai - Bombay	Tokyo - Narita
Bogota	Grand Cayman	Munich	Toronto
Borg El Arab (Alexandria)	Hamburg	Muscat	Tripoli
Boston	Harare	Nairobi	Vancouver
Brussels	Helsinki	Nassau	Vienna
Bucharest - Otopeni	Hong Kong	New York - JFK	Warsaw
Budapest	Houston	New York - Newark	Washington
Buenos Aires	Islamabad	Newcastle	Yerevan
Cairo	Istanbul	Nice	Zagreb
Cape Town	Johannesburg	Oslo	Zurich
Casablanca	Kiev	Paris - Charles de Gaulle	

LONDON - GATWICK

Aberdeen	Faro	Madrid	Rome - Fiumicino
Agadir	Fez	Malaga	Seville
Alicante	Funchal	Malta	St Lucia
Almeria	Geneva	Manchester	Sharm El Sheikh
Amsterdam	Genoa	Marrakech	Tampa
Antigua	Gibraltar	Marseille	Tenerfie- Norte Los Rodeos
Arrecife - Lanzarote	Glasgow	Menorca	Tenerife - Sur Reina Sofia
Atlanta	Grenada	Munich	Thessalonika
Barbados	Hanover	Murcia	Tobago
Barcelona	Hassi Messaoud	Nantes	Toulouse
Belgrade	Houston	Naples	Tunis
Bermuda	Hurghada	Newcastle	Turin
Bologna	Innsbruck	Nice	Valencia
Bordeaux	Inverness	Orlando	Venice
Brussels	Isle of Man	Palma	Verona

Budapest	Jersey	Paphos	Vilnius
Catania	Kingston	Pisa	Zurich
Dallas/Fort Worth	Krakow	Prague	
Dublin	Las Palmas	Pristina	
Edinburgh	Luxembourg		

BIRMINGHAM

Aberdeen	Edinburgh	Hanover	Stuttgart
Barcelona	Frankfurt	Lyon	
Billund	Geneva	Madrid	
Brussels	Glasgow	Milan - Malpensa	
Dusseldorf	Hamburg	Paris - Charles de Gaulle	

ABERDEEN

Birmingham	London - Heathrow	Orkney
London - Gatwick	Manchester	Sumburgh

MANCHESTER

Aberdeen	Edinburgh	London - Gatwick	New York - JFK
Arrecife -Lanzarote	Frankfurt	London - Heathrow	Oslo
Belfast City Airport	Geneva	Londonderry	Paris - Charles de Gaulle
Berlin - Tegel	Glasgow	Lyon	Pisa
Billund	Hanover	Madrid	Rome - Fiumicino
Boston	Helsinki	Malaga	Southampton
Brussels	Isle of Man	Malta	Stockholm - Arlanda
Chicago	Jersey	Marrakech	Tenerife -Sur Reina Sofia
Dusseldorf	Las Palmas	Milan - Malpensa	Vienna

GLASGOW

Barra	Dusseldorf	Londonderry	Sumburgh
Benbecula	Dublin	Manchester	Tiree
Birmingham	Inverness	Munich	
Bristol	Islay	Orkney	
Brussels	Isle of Man	Paris - Charles de Gaulle	
Campbeltown	London - Gatwick	Southampton	
Cork	London - Heathrow	Stornoway	

EDINBURGH

Birmingham	London - Gatwick	Orkney	Sumburgh
Bristol	London - Heathrow	Paris - Charles de Gaulle	Wick
Inverness	Madrid	Southampton	
London - City	Manchester	Stornoway	

FRANCHISE ROUTE NETWORK**REGIONAL BREAKDOWN OF FRANCHISE SCHEDULED DESTINATIONS**

As at January 2006 - BMED (formerly British Mediterranean), Comair, GB Airways, Loganair and Sun-Air of Scandinavia

EUROPE

Aalborg	Dusseldorf	Malaga	Wick
Aarhus	Edinburgh	Malta	Yerevan
Aberdeen	Ekaterinburg	Manchester	
Alicante	Faro	Murcia	
Almaty	Funchal	Nantes	
Almeria	Gerona	Orkney	
Arrecife - Lanzarote	Gibraltar	Oslo	
Baku	Glasgow	Palma	
Barra	Gothenburg	Paphos	
Bastia	Innsbruck	Seville	
Benbecula	Inverness	Stockholm - Bromma	
Billund	Islay	Stockholm - Arlanda	
Birmingham	Isle of Man	Stornoway	
Bishkek	Knocke	Sumburgh	
Brussels	Las Palmas Gran Canaria	Tenerife -Norte Los Rodeos	
Campbeltown	Lerwick/Tingwall	Tenerife - Sur Reina Sofia	
Cork	London - Gatwick	Tiblisi	
Dublin	London - Heathrow	Tiree	
Dubrovnik	Londonderry	Valencia	

MIDDLE EAST

Aleppo	Beirut	Tashkent
Amman	Damascus	Tehran

AFRICA

Addis Ababa	Durban	Johannesburg	Sharm el Sheikh
Agadir	Fez	Khartoum	Tunis
Borg El Arab (Alexandria)	George	Livingstone	Victoria Falls
Cape Town	Harare	Marrakech	Windhoek
Casablanca	Hurghada	Port Elizabeth	

SECTION 7 - GENERAL INFORMATION

AIRPORT THREE LETTER DECODES

AAL - CTL

Scheduled destinations served by British Airways' alliance partners as at January 2006

AAL	Aalborg	BAH	Bahrain	BUD	Budapest
AAR	Aarhus	BAK	Baku	BUF	Buffalo
ABI	Abilene	BBA	Balmceda	BUR	Burbank
ABJ	Abidjan	BCI	Barcaldine	BWI	Baltimore
ABQ	Albuquerque	BCN	Barcelona	BWT	Burnie
ABV	Abuja	BDA	Bermuda	BZE	Belize city
ABX	Albury	BDB	Bundaberg	CAG	Cagliari
ABZ	Aberdeen	BDL	Hartford Ct	CAI	Cairo
ACA	Acapulco	BEB	Benbecula	CAL	Campbeltown
ACC	Accra	BEG	Belgrade	CAN	Guangzhou
	Arrecife-				
ACE	Lanzarote	BEY	Beirut	CBR	Canberra
ACT	Waco	BFL	Bakersfield	CCP	Conception
ADD	Addis Ababa	BGI	Barbados	CCS	Caracas
ADL	Adelaide	BGR	Bangor	CCU	Kolkata
	Buenos Aires				
	Arpt Jorge				Paris Charles
AEP	Newbey	BGY	Milan - Bergamo	CDG	de Gaulle
			Belfast City		
AGA	Agadir	BHD	Airport	CEB	Cebu
AGP	Malaga	BHM	Birmingham Al	CFS	Coffs Harbour
AGU	Aguascalientes	BHX	Birmingham	CGI	Cape Girardeau
					Jakarta-
AKJ	Asahikawa	BIA	Bastia	CGK	Soekarno Hatta
AKL	Auckland	BIL	Billings	CGN	Cologne
ALA	Almaty	BIO	Bilbao	CHA	Chattanooga
ALB	Albany Ny	BJL	Banjul	CHC	Christchurch
ALC	Alicante	BJX	Leon/Guanajuato	CHQ	Chania
ALG	Algiers	BJZ	Badajoz	CID	Cedar Rapids
ALP	Aleppo	BKK	Bangkok	CIW	Canouan Island
AMA	Amarillo	BKQ	Blackall	CJC	Calama
AMM	Amman	BLL	Billund	CKY	Conakry
AMS	Amsterdam	BLQ	Bologna	CLD	Carlsbad
ANC	Anchorage	BLT	Blackwater	CLE	Cleveland
ANF	Antofagasta	BMA	Stockholm - Bromma	CLL	College Station
ANU	Antigua	BME	Broome	CLO	Cali
AOJ	Aomori	BMI	Bloomington-Normal	CLT	Charlotte
AOK	Karpathos	BNA	Nashville	CMB	Colombo
ARI	Arica	BNE	Brisbane	CMH	Columbus Oh
ARM	Armidale	BOD	Bordeaux	CMI	Champaign
	Stockholm-				
ARN	Arlanda	BOG	Bogota	CMN	Casablanca
ASE	Aspen	BOI	Boise	CNS	Cairns
ASP	Alice Springs	BOM	Mumbai	COK	Kochi
ASU	Asuncion	BON	Bonaire	COR	Cordoba
					Colorado
ATH	Athens	BOS	Boston	COS	Springs
			San Carlos		
ATL	Atlanta	BRC	DeBariloche	COU	Columbia Mo
AUA	Aruba	BRI	Bari	CPH	Copenhagen
AUH	Abu Dhabi	BRL	Burlington IA	CPO	Copiapo
AUS	Austin	BRR	Barra	CPT	Cape Town
					Comodoro
AXA	Anguilla	BRS	Bristol	CRD	Rivadavia
AXT	Akita	BRU	Brussels	CRP	Corpus Christi
AYQ	Ayers Rock	BSL	Basle/Mulhouse	CTA	Catania
AZO	Kalamazoo	BTR	Baton Rouge	CTL	Charleville

CTS - KAO

Scheduled destinations served by British Airways' alliance partners as at January 2006

CTS	Sapporo	FCO	Rome-Fiumicino	HBE	Borg El Arab (Alexandria)
CUN	Cancun	FEZ	Fez	HEL	Helsinki
CUR	Curacao	FIH	Kinshasa	HER	Heraklion
	Cincinnati/North				
CVG	Kentucky	FKS	Fukushima	HGH	Hangzhou
CZM	Cozumel	FLG	Flagstaff	HID	Horn Island
DAC	Dhaka	FLL	Fort Lauderdale	HII	Lake Havasu City
DAM	Damascus	FLR	Florence	HIJ	Hiroshima
DAR	Dar es Salaam	FMN	Farmington	HKD	Hakodate
DAY	Dayton	FNA	Freetown	HKG	Hong Kong
DBO	Dubbo	FNC	Funchal	HME	Hassi Messaoud
DBQ	Dubuque	FPO	Freeport	HMO	Hermosillo
DBV	Dubrovnik	FRA	Frankfurt	HND	Tokyo Haneda
DCA	Washington National	FRU	Bishkek	HNL	Honolulu
DEC	Decatur	FSD	Sioux Falls	HOU	Houston Hobby
DEL	Delhi	FSM	Fort Smith Ar	HPN	Westchester County
DEN	Denver	FUE	Fuerteventura	HRE	Harare
DFW	Dallas/Fort Worth	FUK	Fukuoka	HRG	Hurghada
DKR	Dakar	FWA	Fort Wayne	HSV	Huntsville
DLA	Douala	FYV	Fayetteville Ar	HTI	Hamilton Island
DLC	Dalian	GAJ	Yamagata	IAD	Washington - Dulles
DME	Moscow -Domodedevo	GCM	Grand Cayman	IAH	Houston
DOH	Doha	GDL	Guadalajara	IBZ	Ibiza
DOM	Dominica	GEG	Spokane	ICN	Seoul Incheon
DPO	Devenport	GGG	Longview	ICT	Wichita
DPS	Bali - Denpasar	GGT	George Town	ILE	Killeen
DRO	Durango	GIB	Gibraltar	ILY	Islay
DRW	Darwin	GIG	Rio De Janeiro Intl	IND	Indianapolis
DSM	Des Moines	GJT	Grand Junction	INV	Inverness
	Detroit Wayne				
DTW	County	GLA	Glasgow	IOM	Isle Of Man
DUB	Dublin	GLT	Gladstone	IPC	Easter Island
DUR	Durban	GND	Grenada	IQQ	Iquique
DUS	Dusseldorf	GOT	Gothenburg	IRK	Kirksville
DXB	Dubai	GOV	Gove	ISA	Mount Isa
EAS	San Sebastian	GRB	Green Bay	ISB	Islamabad
EBB	Entebbe	GRR	Grand Rapids Mi	IST	Istanbul
EDI	Edinburgh	GRU	Sao Paulo - Guarulhos	ITM	Osaka-Itami
EIS	Beef Island	GRX	Granada	IVL	Ivalo
ELP	El Paso	GSO	Greensboro	JAC	Jackson Hole
EMD	Emerald	GSP	Greenville Sc	JAN	Jackson Ms
ESR	EL Salvador	GUA	Guatemala	JAX	Jacksonville Fl
EUG	Eugene	GVA	Geneva	JER	Jersey
					New York-John F
EVN	Yerevan	GYE	Guayaquil	JFK	Kennedy
EVV	Evansville	GYM	Guaymas	JLN	Joplin
EWR	Newark Nj	HAJ	Hanover	JNB	Johannesburg
EYW	Key West	HAM	Hamburg	JOE	Joensuu
	Buenos Aires -				
EZE	Ministro Pistar	HAN	Hanoi	JYV	Jyvaskyla
FAO	Faro	HAV	Havana	KAJ	Kajaani
FAT	Fresno	HBA	Hobart	KAO	Kuusamo

Scheduled destinations served by British Airways' alliance partners as at January 2006

KBP	Kiev	LIT	Little Rock	MNL	Manila
KEM	Kemi	LOS	Lagos	MOB	Mobile
			Las Palmas Gran		
KGI	Kalgoorlie	LPA	Canaria	MPL	Montpellier
KGL	Kigali	LPB	La Paz	MPN	Mount Pleasant
KGS	Kos	LPL	Liverpool	MQL	Mildura
KHI	Karachi	LRD	LaredoTx	MQT	Marquette
KIJ	Nigata	LRE	Longreach	MRS	Marseille
KIN	Kingston	LRM	La Romango	MRU	Mauritius
KIX	Osaka-Kansai	LSC	La Serena	MRY	Monterey
KMI	Miyazaki	LSE	La Crosse Wi	MRZ	Moree
KMJ	Kumamoto	LSI	Sumburgh	MSJ	Misawa
KMQ	Komatsu	LST	Launceston	MSN	Madison
KNX	Kununurra	LTN	Luton Intl	MSP	Minneapolis
KOA	Kona	LUN	Lusaka	MTY	Monterrey
KOI	Kirkwall (Orkney Is)	LUX	Luxembourg	MUC	Munich
KOJ	Kagoshima	LVI	Livingstone	MVD	Montevideo - Carrasco
KOK	Kokkola/Pietarsaari	LYS	Lyon	MWA	Marion
KRK	Krakow	MAA	Chennai	MXP	Milan - Malpensa
KRT	Khartoum	MAD	Madrid	MYJ	Matsuyama
KTA	Karratha	MAF	Midland	MZT	Mazatlan
KTT	Kittila	MAH	Menorca	NAA	Narrabri
KUH	Kushiro	MAN	Manchester	NAP	Naples
KUL	Kuala Lumpur	MAR	Maracaibo	NAS	Nassau
KUO	Kuoplo	MBJ	Montego Bay	NBO	Nairobi
KWI	Kuwait	MCI	Kansas City	NCE	Nice
LAD	Luanda	MCO	Orlando	NCL	Newcastle
LAS	Las Vegas	MCT	Muscat	NEV	Nevis
			Mdellin Jose Maira		
LAW	Lawton	MDE	Cordova In	NGO	Nagoya
LAX	Los Angeles	MDT	Harrisburg Pa	NGS	Nagasaki
LBB	Lubbock	MDW	Midway	NOC	Knocke
LCA	Larnaca	MDZ	Mendoza	NOU	Noumea
LCG	La Coruna	MEL	Melbourne	NRT	Tokyo Narita
LCY	London City Airport	MEM	Memphis	NSI	Yaounde
LDH	Lord Howe Island	MEX	Mexico City	NTE	Nantes
LDY	Londonderry	MFE	Mcallen	NTL	Newcastle Ns
LED	St Petersburg	MFR	Medford	OAK	Oakland
LEI	Almeria	MGA	Managua	OBO	Obihiro
LEN	Leon	MHH	Marsh Harbour	OGG	Kahului
LEX	Lexington	MHQ	Mariehamn	OIT	Oita
	La Guardia - New				
LGA	York	MIA	Miami	OKA	Okinawa
LGB	Long Beach	MJV	Murcia	OKC	Oklahoma
LGW	London Gatwick	MKE	Milwaukee	OKJ	Okayama
LHR	London Heathrow	MKL	Jackson - Mckellar	OMA	Omaha
LIH	Kauai	MKY	Mackay	ONT	Ontario Ca
LIM	Lima	MLA	Malta	OOL	Gold Coast - Coolangatta
LIN	Milan - Linate	MLI	Moline	OPO	Porto

ORK - TPA

Scheduled destinations served by British Airways' alliance partners as at January 2006

ORK	Cork	RIC	Richmond	SOU	Southampton
ORY	Paris - Orly	RIX	Riga	SPC	Santa Cruz De La Palma
OSL	Oslo	RMA	Roma	SPI	Springfield Il
OTP	Bucharest - Otopeni	RNO	Reno	SPS	Wichita Falls
OUL	Oulu	ROB	Roberts Intl Monrovia	SPU	Split
OVD	Asturias	ROC	Rochester, Ny	SSG	Malabo
OWB	Owensboro	ROK	Rockhampton	SSH	Sharm El Sheikh Santiago - Dominican Republic
PAH	Paducah	ROS	Rosario	STI	St Louis
PAP	Port Au Prince	ROT	Rotorua	STL	Stuttgart
PBI	West Palm Beach	RST	Rochester, Min Fort Myers	STR	St Thomas
PBO	Paraburdoo	RSW	Southwest	STT	St Croix
PDL	Ponta Delgada	RUH	Riyadh	STX	Surabaya
PDX	Portland Or	RVN	Rovaniemi	SUB	Moscow - Sheremetievo
PEK	Beijing	SAL	San Salvador	SVO	Seville
PEN	Penang	SAN	San Diego	SVQ	Ekaterinburg
PER	Perth	SAP	San Pedro Sula	SVX	Stewart
PFO	Paphos	SAT	San Antonio	SWF	Strasbourg
PHL	Philadelphia	SAV	Savannah	SXB	Berlin Schonefeld
PHX	Phoenix	SBA	Santa Barbara	SXF	St Maarten
PIA	Peoria	SBP	San Luis Obispo	SXM	Sydney
PIT	Pittsburgh	SCL	Santiago Santiago De	SYD	Syracuse
PLS	Providenciales	SCQ	Compostela	SYR	Stornoway
PLZ	Port Elizabeth	SDF	Louisville	SYT	Tobago
PMC	Puerto Montt	SDJ	Sendai	TAB	Takamatsu
PMI	Palma	SDQ	Santo Domingo	TAK	Qingdao
PNA	Pamplona	SDR	Santander	TAO	Tashkent
PNS	Pensacola	SEA	Seattle	TAS	Fort Leonard Wood
POP	Puerto Plata Trinidad Port Of	SEL	Seoul- Gimpo	TBN	Tbilisi
POS	Spain	SFO	San Francisco	TBS	Tenerife North
PPT	Papeete	SGF	Springfield Mo	TFN	Tenerife-Sur Reina Sofia
PQQ	Port Macquarie	SGN	Ho Chi Minh City	TFS	Tegucigalpa
PRG	Prague	SHV	Shreveport	TGU	Berlin Tempelhof
PRN	Pristina	SIA	Xi An	THF	Tehran
PSA	Pisa	SIN	Singapore	THR	Tripoli
PSP	Palm Springs	SJC	San Jose Ca	TIP	Tokushima
PTP	Pointe A Pitre	SJD	San Jose Del Cabo	TKS	Turku
PTY	Panama City	SJO	Sanjose	TKU	Tallinn
PUJ	Punta Cana	SJT	San Angelo	TLL	Toulouse
PUQ	Punta Arenas	SJU	San Juan	TLS	Tel Aviv
PUS	Pusan	SKB	St Kitts	TLV	Tampere
PVD	Providence	SKG	Thessaloniki	TMP	Tamworth
PVG	Shanghai	SLC	Salt Lake City	TMW	Tangier
PVR	Puerto Vallarta	SLP	San Luis Potosi	TNG	Toledo
RAK	Marrakech	SLU	St Lucia - Vigie	TOL	Toyama
RDU	Raleigh	SMF	Sacramento	TOY	Tampa
REU	Reus	SNA	Santa Ana Ca	TPA	

Scheduled destinations served by British Airways' alliance partners as at January 2006

TRN	Turin	ZNE	Newman
TSN	Tianjin	ZOS	Osorno
TSV	Townsville	ZQN	Queenstown
TUL	Tulsa	ZRH	Zurich
TUN	Tunis		
TUS	Tucson		
TVC	Traverse City		
TXK	Texarkana		
TXL	Berlin Tegel		
TYR	Tyler		
TYS	Knoxville		
UBJ	Ube		
UIN	Quincy		
UIO	Quito		
USH	Ushuaia		
	St Lucia -		
UVF	Hewanorra		
VAA	Vaasa		
VCE	Venice		
VFA	Victoria Falls		
VGO	Vigo		
VIE	Vienna		
VIT	Vitoria		
VLC	Valencia		
VLL	Valladolid		
VNO	Vilnius		
VPS	Valparaiso		
VRN	Verona		
	Santa Cruz - Viru		
VVI	Viru		
WAW	Warsaw		
WDH	Windhoek		
WEI	Weipa		
WGA	Wagga Wagga		
WIC	Wick		
WLG	Wellington		
XMN	Xiamen		
	Jerez De La		
XRY	Frontera		
YEG	Edmonton		
YHZ	Halifax		
YOW	Ottawa		
	Montreal - Pierre		
YUL	Trudeau		
YUM	Yuma		
YVR	Vancouver		
YYC	Calgary		
YYZ	Toronto		
ZAL	Valdivia		
ZAZ	Zaragoza		

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ABBREVIATIONS & SPECIALIST TERMS

ABBREVIATIONS

<i>BAA:</i>	BAA plc and its subsidiary undertakings, the successors to the former British Airports Authority
<i>BOAC:</i>	The former British Overseas Airways Corporation
<i>BEA:</i>	The former British European Airways Corporation
<i>CAA:</i>	Civil Aviation Authority
<i>DH:</i>	Decision height
<i>IATA:</i>	International Air Transport Association
<i>ICAO:</i>	International Civil Aviation Organisation
<i>KN:</i>	Kilo-Newtons
<i>RVR:</i>	Runway visual range
<i>vly:</i>	Variation compared with last year
<i>Q1:</i>	The three months ended 30 June
<i>Q2:</i>	The three months ended 30 September
<i>Q3:</i>	The three months ended 31 December
<i>Q4:</i>	The three months ended 31 March

SPECIALIST TERMS

Capacity measurements

<i>Available seat kilometres (ASK):</i>	The number of seats made available for sale multiplied by the distance flown.
<i>Available tonne kilometres (ATK):</i>	The number of tonnes (2,204 lbs) of capacity available for the carriage of revenue load (passengers and cargo) multiplied by the distance flown.

Volume measurements

<i>Revenue passenger kilometres (RPK):</i>	The number of revenue passengers carried multiplied by the distance flown.
<i>Cargo tonne kilometres (CTK):</i>	The number of revenue tonnes of cargo (freight plus mail) carried multiplied by the distance flown.
<i>Revenue tonne kilometres (RTK):</i>	The revenue load (passengers and cargo) in tonnes multiplied by the distance flown.

Load factors

<i>Passenger load factor:</i>	RPK expressed as a percentage of ASK.
<i>Overall load factor:</i>	RTK expressed as a percentage of ATK.
<i>Break-even overall load factor:</i>	The load factor required to equate total traffic revenue with operating costs.

Freedoms of the air

<i>First freedom:</i>	The privilege to fly across the territory of another state without landing.
<i>Second freedom:</i>	The privilege to land in another state for non-traffic purposes (ie for re-fuelling or mechanical reasons but not for uplift or discharge of traffic).
<i>Third freedom:</i>	The privilege to put down in another state revenue passengers, mail and freight taken on in the state of airline registration.
<i>Fourth freedom:</i>	The privilege to take on in another state revenue passengers, mail and freight destined for the state of airline registration.
<i>Fifth freedom:</i>	The privilege for an airline registered in one state and en-route to or from that state to take on revenue passengers, mail and freight in a second state and to put them down in a third state.
<i>Sixth freedom:</i>	The privilege for an airline registered in one state to take on revenue passengers, mail and freight in a second state, transport them via the state of registration, and put them down in a

Seventh freedom:

third state.

The privilege for an airline registered in one state to take on revenue passengers and freight in a second state and put them down in another state without the journey originating, stopping or terminating in the state of registration

Yield measurements

Revenue per RPK or ASK:	Passenger revenue from mainline scheduled operations divided by mainline scheduled RPK or ASK.
Revenue per RTK or ATK:	Revenue from total traffic (scheduled and non-scheduled) divided by RTK or ATK.
Revenue per ATK:	Revenue from total traffic (scheduled and non-scheduled) divided by ATK.

Financial definitions

Scheduled traffic revenue:	Revenue generated from passengers and their excess baggage, and freight and mail on scheduled services.
Freight and mail (cargo) revenue:	Revenue generated from freight and mail on scheduled services.
Non-scheduled revenue:	Traffic revenue generated from non-scheduled services.
Other revenue:	Revenue generated from other airline-related services such as fuel surcharges, package holidays, aircraft, passenger and cargo handling at airports, aircraft maintenance, computer and communications services, and airline training services.
Total traffic revenue:	Revenue generated from passengers and their excess baggage, and freight and mail on scheduled and on non-scheduled services.
Net operating expenditure:	Total Group operating expenditure less other revenue.*
Total traffic operating expenditure:	Taken to be equal to net operating expenditure.
Total scheduled traffic operating expenditure:	Total traffic operating expenditure less non-scheduled operating expenditure.
Scheduled passenger operating expenditure:	Total scheduled traffic operating expenditure less freight and mail revenue.*
Non-scheduled operating expenditure:	Operating expenditure of non-scheduled services.
Other operating expenditure:	Equates to other revenue.

* For the purpose of deriving yield and unit cost statistics, revenue from other operations and freight and mail is taken as an offset to operating expenditure.

Other

Frequent flyer RPKs as a percentage of total RPKs	The amount of frequent flyer RPKs expressed as a percentage of total RPKs is indicative of the proportion of total passenger traffic represented by redemption of frequent flyer points
Punctuality:	The industry's standard measured as the percentage of flights departing within 15 minutes of schedule.
Regularity:	The percentage of flights completed to flights scheduled - excluding flights cancelled for commercial reasons.
Seat pitch:	The distance between one seat and the same point on the seat in the row in front or behind.
Utilisation:	Average hours flown per aircraft per day.
Distance:	Airport-to-airport great circle distances are used in all terms involving distance.
Unduplicated route kilometres:	All scheduled flight stages counted once, regardless of frequency or direction.

CONVERSION TABLES

1 kilometre:	0.6214 miles
1 statute mile:	1.6093 kilometres
Tonne:	A metric ton - 2,204.6 lbs.
1 tonne:	1.1023 short tons
1 short ton (2,000 lbs):	0.9072 tonnes
1 tonne kilometre:	0.6849 ton miles

1 ton mile (short tons & 1.46 tonne kilometres
statute miles):

HOW TO CONTACT US

INTERNET

www.ba.com	Main airline website
www.bashares.com	Investor relations website
www.bashareholders.com	Shareholder services website
www.badebtholders.com	Debtholders

REGISTERED OFFICE

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Flight Arrival and Departure Information	0870 55 111 55
All Other Enquiries	0870 850 9 850

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Shareholder Services	0870 702 0110
Investor Relations	020 8738 6947
Press Office	020 8738 5100
Minicom System (for the hard of hearing)	0845 70 077 06

BRITISH AIRWAYS HOLIDAYS RESERVATIONS

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USA and Canada	0870 24 33 407
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