

Profile AEA 10

ASSOCIATION OF EUROPEAN AIRLINES

- Adria Airways
- Aegean Airlines
- AeroSvit
- airBaltic
- Air France
- Air Malta
- Alitalia
- Austrian
- bmi
- British Airways
- brussels airlines
- Cargolux
- Croatia Airlines
- Cyprus Airways
- Czech Airlines
- DHL
- Finnair
- Iberia
- Icelandair
- Jat Airways
- KLM
- LOT
- Lufthansa
- Luxair
- Malev
- Montenegro airlines
- Olympic Air
- SAS Scandinavian Airlines
- SWISS
- TAP Portugal
- TAROM
- TNT Airways
- Turkish Airlines
- Ukraine International Airlines
- Virgin Atlantic Airways



Disclaimer

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Chairman's Welcome

William Walsh | AEA CHAIRMAN 2010

September 2010

Dear Reader,

This 2010 issue of the AEA Profiles coincides with the third successive turbulent year for our sector. You may recall that, in his introduction to our first issue, last year's AEA Chairman referred to the need to tailor our published output to rapidly-changing circumstances. Consequently, the Profiles document presents 'who we are'; AEA continuously endeavours to provide the best possible information on 'what we do' through other avenues.

The current year has, if anything, been no less eventful. Just as the European airline sector was beginning to recover from the previous year's unprecedented string of economic and financial crises, most of Europe's airspace was closed, and its airlines grounded, for ten days in April and May, depriving our member airlines of over €1 bn revenues and leaving over 10 million passengers stranded due to atmospheric volcanic ash. This extraordinary event, which nonetheless could recur at any time, exposed severe weaknesses in Europe's crisis management and reinvigorated calls for a smarter and more effective management of European airspace.

I hope that the volcanic ash crisis was a wake-up call for those politically responsible. If aviation does not function, it can no longer perform its key role for Europe's prosperity and international competitiveness: European citizens cannot reach their destinations, cargo cannot be delivered on time, production facilities can no longer function.

As you browse through the pages of 'Profiles', you will recognise global brands represented within our organisation. AEA member airlines have a long tradition of remaining focused upon, and adapting to, the changing requirements of their customers. In our dialogue with the EU institutions we are led by a vision of a sustainable competitive aviation sector which offers safe, affordable and environmentally friendly services to its customers. The objectives to achieve this vision have been summarised in a separate document "Agenda 2014".

Should you need more information on the issues which affect AEA, its members and their customers, you will find a wealth of documentation on the AEA website www.aea.be.

Willie Walsh
AEA Chairman 2010



Ahead of the curve



Unprecedented crises often require unprecedented measures. Seabury's 175 Aviation and Aerospace professionals have already provided investment banking, advisory, financing, restructuring, management consulting and human capital services to over 300 clients worldwide... We can help you too.

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ADRIA
ADRIA AIRWAYS



www.adria.si

Alliances



STAR ALLIANCE

- A Star Alliance Member.
- Various code-share agreements, including with Aeroflot, Austrian, LOT, Lufthansa, Montenegro Airlines, SAS Scandinavian Airlines, SWISS and Ukraine International Airlines.

Management



Tadej Tufek
CEO

Key Figures

	2007	2008	2009
Employees (at 31 Dec)	679	719	705
Traffic			
Scheduled RPK [mill]	863	1,003	872
RPK [% growth]	11.7	16.2	(13.0)
Financial			
Financial Year from	1 Jan 2007	1 Jan 2008	1 Jan 2009
Financial Year to	31 Dec 2007	31 Dec 2008	31 Dec 2009
Revenues [EUR mill]	182.0	207.2	164.2
EBIT [EUR mill]	4.2	1.2	(12.2)

Fleet (at 31 Dec 2009) in fleet on order

Airbus A319-100	0	3
Airbus A320-200	1	
Canadair CRJ 100	1	
Canadair CRJ 200	6	
Canadair CRJ 900	4	1
Total	12	4

Owned by...

87.0%	PDP d.d.
7.0%	NLB d.d.
4.0%	Employees and others
2.0%	INFOND, d.o.o.-PE Uravnotezeni vzajemni sklad

Owner of...



www.aegeanair.com

Alliances



STAR ALLIANCE

- A Star Alliance Member.
- Code share agreements with bmi, Brussels Airlines, Lufthansa, TAP Portugal.

Management



Dimitris Gerogiannis
Managing Director

Key Figures

	2007	2008	2009
Employees (at 31 Dec)	1,915	2,142	2,463
Traffic			
Scheduled RPK [mill]		3,471	4,585
RPK [% growth]		32.1	17.7
Financial			
Financial Year from	1 Jan 2007	1 Jan 2008	1 Jan 2009
Financial Year to	31 Dec 2007	31 Dec 2008	31 Dec 2009
Revenues [EUR mill]	482.74	611.69	622.71
EBIT [EUR mill]	42.95	50.21	19.54

Fleet (at 31 Dec 2009) in fleet on order

Airbus A320-200	17	6
Airbus A321-200	4	
ATR 72-500	2	
Avro RJ-100ER	6	
Boeing 737-300	1	
Boeing 737-400	2	
Bombardier Learjet 60	1	
Total	33	6

Owned by...

36.3%	Vassilakis Group
23.0%	Free Float
19.0%	Laskarides Group
6.4%	Constantakopoulos Achilles
6.0%	Ioannou Family
4.7%	David Family
4.7%	Piraeus Bank

Owner of...



www.aerosvit.com

Alliances

- Various code-share agreements, including with airBaltic, Azerbaijan Airlines, Belavia Belarussian Airlines, Bulgaria Air, Czech Airlines, Donbassaero, Dniproavia, Estonian Air, LOT, Pakistan Airlines, STC Rossiya Airlines (Pulkovo), Thai Airways and Wind Rose

Management



Alexander Avdeiev
Acting Director General

Key Figures

	2007	2008	2009
Employees (at 31 Dec)	2,172	2,352	1,879
Traffic			
Scheduled RPK [mill]	3,706	3,945	3,249
RPK [% growth]	29.0	6.5	(17.6)
Financial			
Financial Year from	1 Jan 2007	1 Jan 2008	1 Jan 2009
Financial Year to	31 Dec 2007	31 Dec 2008	31 Dec 2009
Revenues [USD mill]	426.8	606.1	295.4
EBIT [USD mill]	46.6	(34.3)	(50.4)

Fleet (at 31 Dec 2009) in fleet on order

Boeing 737-300	2	
Boeing 737-400	4	
Boeing 737-500	3	
Boeing 737-800	0	7
Boeing 767-300ER	3	
Total	12	7

Owned by...

38.0%	Gilward Investments B.V. (Netherlands)
25.0%	GenAvialInvest
22.4%	State Property Fund of Ukraine
9.8%	Ukrinfoconsult
4.8%	Bureau

Owner of...

100% Donbassaero



airBaltic



www.airbaltic.com

Alliances

- Various code-share agreements, including with Aeroflot, AeroSvit Airlines, Air Astana, Air One, Armavia, Austrian, Azerbaijan Airlines, Belavia Belorussian Airlines, Brussels Airlines, Donbassaero, Georgian Airways, Malev, Moldavian Airlines, Rossiya Airlines, SAS Scandinavian Airlines, Spanair, Tarom, Uzbekistan Airways.

Management



Bertolt Flick
President and CEO

Key Figures

	2007	2008	2009
Employees (at 31 Dec)	1,016	1,286	1,193
Traffic			
Scheduled RPK [mill]		2,938	2,996
RPK [% growth]		0.0	2.0
Financial			
Financial Year from	1 Jan 2007	1 Jan 2008	1 Jan 2009
Financial Year to	31 Dec 2007	31 Dec 2008	31 Dec 2009
Revenues [LVL mill]	159.43	201.67	217.39
EBIT [LVL mill]	1.52	(2.75)	45.37

Fleet (at 31 Dec 2009) in fleet on order

Boeing 737-300	8	
Boeing 737-500	10	
Boeing 757-200	2	
Bombardier Dash8 Q400	0	8
Fokker 50	11	
Total	31	8

Owned by...

52.6% State ownership
47.2% Baltijas Aviācijas Sistēmas

Owner of...

AIRFRANCE 



www.airfrance.com

Alliances



- Member of SkyTeam alliance.
- Various code-share agreements, including with Aeroflot, Aeromexico, Air Calédonie, Air Europa, Air India, Air Seychelles, Air Tahiti Nui, Alaska Airlines, Alitalia, Armavia, Austrian, CCM Airlines, China Eastern Airlines, China Southern Airlines, Continental Airlines, Czech Airlines, Delta Air Lines, Finnair, Iran Air, JAL, Jat Airways, KLM, Korean Air, Luxair, Malev, Middle East Airlines, Qantas, Royal Air Maroc, SWISS, TACA International Airlines, TAM, TAROM, Tunisair and Ukraine International Airlines.

Management



Jean-Cyril Spinetta
Chairman

Key Figures

	2007	2008	2009
Employees (at 31 Mar Y+1)	73,667	74,587	72,143
Traffic			
Scheduled RPK [mill]	128,754	131,657	126,257
RPK [% growth]	4.4	2.3	(4.1)
Financial			
Financial Year from	1 Apr 2007	1 Apr 2008	1 Apr 2009
Financial Year to	31 Mar 2008	31 Mar 2009	31 Mar 2010
Revenues [EUR mill] *	24,123	24,693	20,994
EBIT [EUR mill] *	1,414	(186)	(1,285)

* Refers to Air France-KLM Group figures

Fleet

	(at 31 Dec 2009)	in fleet	on order	in fleet	on order
Airbus A318	18				3
Airbus A319	45				13
Airbus A320	64				6
Airbus A321	20				51
Airbus A330-200	16				1
Airbus A340-300	19				
Airbus A380-800	0	12			
Total				256	12

Owned by...

100% Air France-KLM Group

Owner of...

100% KLM Cityhopper
 100% Transavia Airlines
 100% Martinair
 26% Kenya Airways
 25% Alitalia



www.airmalta.com

Alliances

- Various code-share agreements, including with Aeroflot, bmi, Brussels Airlines, Czech Airlines, Emirates, Lufthansa, Meridiana, SWISS and Turkish Airlines.

Key Figures

	2007	2008	2009
Employees (at 31 Dec)	1,557	1,429	1,429
Traffic			
Scheduled RPK [mill]	2,230	2,305	2,178
RPK [% growth]	(6.5)	3.3	(5.5)
Financial			
Financial Year from	1 Apr 2007	1 Apr 2008	1 Apr 2009
Financial Year to	31 Mar 2008	31 Mar 2009	31 Mar 2010
Revenues [EUR mill]	273.7	249.5	
EBIT [EUR mill]	(8.3)	(33.9)	

Fleet (at 31 Dec 2009) in fleet on order

Airbus A319-100	5
Airbus A320-200	7
Total	12 0

Owned by...

98% State ownership
2% Private Companies

Management



Sonny Portelli
Chairman



Joe Cappello
CEO

Owner of...



www.alitalia.com

Alliances



- Member of SkyTeam alliance.
- Various code-share agreements, including with Aeroflot, Aeromexico, Air China, Air Europa, Air France, Brussels Airlines, Bulgarian Air, China Airlines, Continental Airlines, Czech Airlines, Cyprus Airways, Delta Airlines, JAL, Jat Airways, KLM, Korean Air, Kuwait Airways, Luxair, Malaysia Airlines, Malev, TAROM and Ukraine International Airlines.

Management



Roberto Colaninno
President



Rocco Sabelli
CEO

Key Figures

	2007	2008	2009
Employees (at 31 Dec)			14,207
Traffic			
Scheduled RPK [mill]		Alitalia - Compagnia Aerea Italiana started operations in January 2009, following the acquisition of assets from Alitalia - Linee Aeree Italiane and Air One.	28,676
RPK [% growth]			
Financial			
Financial Year from			1 Jan 2009
Financial Year to			31 Dec 2009
Revenues [EUR mill]			2,522
EBIT [EUR mill]			(280)

Fleet

	(at 31 Dec 2009)		in fleet on order	
Airbus A319-100	12		Boeing 767-300	6
Airbus A320-200	45	55	Boeing 777-200	10
Airbus A321-100	23		Boeing (Douglas) MD80-82	22
Airbus A330-200	2	12	Bombardier CRJ 900	10
Avro RJ70	1		Embraer RJ 170	6
Boeing 737-300	3			
Boeing 737-400	14		Total	154 67

Owned by...

- 75% Italian private investors
- 25% Air France-KLM Group

Owner of...

- 100% Air One S.p.A.
- 100% Air One CityLiner S.p.A.



www.austrian.com

Alliances



STAR ALLIANCE

- Member of Star Alliance.
- Various code-share agreements, including with Adria Airways, Air Canada, Air China, Air New Zealand, ANA, bmi, Brussels Airlines, Croatia Airlines, LOT, Lufthansa, SAS Scandinavian Airlines, Spanair, SWISS, TAP Portugal, Thai Airways, United Airlines.

Management



Peter Malanik
Member of the
Executive Board



Andreas Bierwirth
Member of the
Executive Board

Key Figures

	2007	2008	2009
Employees (year avg)	8,031	7,914	7,200
Traffic			
Scheduled RPK [mill]	17,427	16,458	14,759
RPK [% growth]	(12.4)	(5.6)	(10.3)
Financial			
Financial Year from	1 Jan 2007	1 Jan 2008	1 Jan 2009
Financial Year to	31 Dec 2007	31 Dec 2008	31 Dec 2009
Revenues [EUR mill] *	2,468.6	2,462.3	1,963.4
EBIT [EUR mill] *	42.1	(312.1)	(293.9)

* Refers to Group figures.

Fleet

	(at 31 Dec 2009)	in fleet	on order	in fleet	on order
Airbus A319-100	7				11
Airbus A320-200	8				10
Airbus A321	6				9
Boeing 737	11				15
Boeing 767-300	6				
Boeing 777-200	4				
Bombardier Dash8 Q300	8				
				Total	95

Owned by...

96.55% Österreichische Luftverkehrsholding GmbH
3.45% Austrian Airlines

Owner of...

100% Austrian Arrows (operated by Tyrolean Airways)
100% Lauda Air

bmi



www.flybmi.com

Alliances



STAR ALLIANCE

- Member of Star Alliance.
- Various code-share agreements, including with Aegean Airlines, Air One, Air Canada, Air Malta, ANA, Air New Zealand, Austrian, Blue 1, British Airways, Brussels Airlines, Continental Airlines, Egyptair, Etihad Airways, Ethiopian Airlines, Gulf Air, LOT, Lufthansa, Malaysia Airlines, Qatar Airways, Royal Brunei Airlines, SAS Scandinavian Airlines, SriLankan Airlines, South African Airways, Spanair, SWISS, TAM, TAP Portugal, Thai Airways, Transaero Airlines, United Airlines, US Airways and Virgin Atlantic Airways.

Management



Stefan Lauer
Chairman



Wolfgang Prock-Schauer
CEO

Key Figures

	2007	2008	2009
Employees (at 31 Dec)	4,933	4,300	4,347
Traffic			
Scheduled RPK [mill]	9,724	10,325	8,573
RPK [% growth]	12.4	6.2	(17.0)
Financial			
Financial Year from	1 Jan 2007	1 Jan 2008	1 Jan 2009
Financial Year to	31 Dec 2007	31 Dec 2008	31 Dec 2009
Revenues [GBP mill] ¹	1,023	1,046	
EBIT [GBP mill] ¹	15.5	(155.6)	

¹ Refers to Group figures.

Fleet (at 31 Dec 2009)

	in fleet	on order
Airbus A319-100	11	
Airbus A320-200	10	
Airbus A321-200	9	
Airbus A330-200	3	
Boeing 757-200	1	
Embraer RJ135	4	
Embraer RJ145	14	
Total	52	0

Owned by...

100% LHBD Holding Ltd

Owner of...

BRITISH AIRWAYS



www.britishairways.com

Alliances



- Member of OneWorld alliance.
- Subsidiaries: BA CityFlyer and OpenSkies.
- Franchisees: Comair (South Africa) and Sun Air Scandinavia (Denmark).
- Various code-share agreements, including with Aer Lingus, American Airlines, Cathay Pacific, FlyBe, Finnair, Iberia, JAL, LAN Airlines, Loganair, Malev, Meridiana Fly, Royal Jordanian Airlines and Qantas.

Management



Willie Walsh
Chief Executive

Key Figures

	2007	2008	2009
Employees (at 31 Dec)	43,671	43,936	39,610
Traffic			
Scheduled RPK [mill]	118,348	115,734	111,995
RPK [% growth]	(1.4)	(2.2)	(3.2)
Financial			
Financial Year from	1 Apr 2007	1 Apr 2008	1 Apr 2009
Financial Year to	31 Mar 2008	31 Mar 2009	31 Mar 2010
Revenues [GBP mill]	8,753	8,992	7,994
EBIT [GBP mill]	875	(220)	(231)

Fleet

	(at 31 Dec 2009)	in fleet	on order	in fleet	on order
Airbus A318	2				
Airbus A319	33				
Airbus A320	36	9			
Airbus A321	11				
Airbus A380	0	12			
Boeing 737-400	19				
Boeing 747-400	50				
Boeing 757-200	5				
			Total	223	51

¹ Excludes aircraft operated by subsidiaries CityFlyer and OpenSkies.

Owned by...

100% Publicly quoted company (of which 9.99% owned by Iberia)

Owner of...

- 100% BA Cityflyer
- 100% BA European
- 100% Elysair SAS (trading as Open Skies)
- 15.00% FlyBe Ltd
- 13.15% Iberia
- 12.86% Comair (South Africa)



www.brusselsairlines.com

Alliances



STAR ALLIANCE

- Member of Star Alliance
- Various code-share agreements, including with Adria Airways, Aegean Airlines, airBaltic, Air Canada, Air Malta, Austrian, bmi, Blue1, Continental Airlines, Croatia Airlines, Cyprus Airways, Egyptair, Ethiopian Airlines, Etihad Airways, Hainan Airlines, Jet Airways, LOT, Lufthansa, Malmö Aviation, Royal Air Maroc, Rwandair Express, Spanair, SWISS, TAAG Angola Airlines, TAP Portugal, TAROM, United Airlines and US Airways

Management



Bernard Gustin
Managing Director

Michel Meyfroidt
Managing Director

Key Figures

	2007	2008	2009
Employees (at 31 Dec)	2,665	2,799	2,770
Traffic			
Scheduled RPK [mill]	7,555	7,365	6,848
RPK [% growth]	55.7	(2.5)	(7.0)
Financial			
Financial Year from	1 Jan 2007	1 Jan 2008	1 Jan 2009
Financial Year to	31 Dec 2007	31 Dec 2008	31 Dec 2009
Revenues [EUR mill]	895.6	952.7	801.0
Net Profit/Loss	28	(8.0)	(39.0)

Fleet (at 31 Dec 2009) in fleet on order

Airbus A319-100	4	2
Airbus A330-300	4	1
Avro RJ85	14	
Avro RJ100	12	
Boeing 737-300	5	
Boeing 737-400	6	
Total	45	3

Owned by...

100% SN Airholding (of which 45% owned by Lufthansa)

Owner of...



www.cargolux.com

Alliances

- Various agreements, including with Centurion, China Airlines, China Cargo Airlines, Mexicana and Thai Airways.

Management



Ulrich Ogiermann
President & CEO

Key Figures

	2007	2008	2009
Employees (at 31 Dec)	1,491	1,530	1,482
Traffic			
Scheduled RTK [mill]	5,505	5,334	4,652
RTK [% growth]	6.3	(3.1)	(12.8)
Financial			
Financial Year from	1 Jan 2007	1 Jan 2008	1 Jan 2009
Financial Year to	31 Dec 2007	31 Dec 2008	31 Dec 2009
Revenues [USD mill]	1,682.9	1,984.7	1,352.2
EBIT [USD mill]	(33.0)	13.8	(59.1)

Fleet (at 31 Dec 2009) in fleet on order

Boeing 747-400F	14	
Boeing 747-800F	0	13
Total	14	13

Owned by...

52.1%	Luxair
36.6%	Luxembourg financial institutions (BCEE, SNCI, BIP Investment Partners, Lux Avantage)
8.0%	Luxembourg State
0.3%	Others

Owner of...

40%	Cargolux Italia
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www.croatiaairlines.com

Alliances



STAR ALLIANCE

- A Star Alliance Member.
- Various code-share agreements, including with Austrian, Brussels Airlines, Lufthansa, SAS Scandinavian Airlines, SWISS, TAP Portugal and Turkish Airlines.

Management



Ivan Mišetić
President & CEO
(until Oct 2010)

Key Figures

	2007	2008	2009
Employees (at 31 Dec)	1,051	1,114	1,131
Traffic			
Scheduled RPK [mill]	1,084	1,217	1,151
RPK [% growth]	7.9	12.2	(5.4)
Financial			
Financial Year from	1 Jan 2007	1 Jan 2008	1 Jan 2009
Financial Year to	31 Dec 2007	31 Dec 2008	31 Dec 2009
Revenues [EUR mill]	199.6	225.8	183.0
EBIT [EUR mill]	6.8	(3.6)	(23.0)

Fleet (at 31 Dec 2009) in fleet on order

Airbus A319-100	4	4
Airbus A320-200	4	
Bombardier Dash8 Q400	4	2
Total	12	6

Owned by...

94.08%	Republic of Croatia
2.44%	State Agency for Deposit Insurance and Bank Rehabilitation
1.65%	Croatian Privatisation Fund
1.83%	Others

Owner of...



www.cyprusair.com

Alliances

- Various code-share agreements, including with Aeroflot, Alitalia, Brussels Airlines, Etihad Airways, Gulf Air, KLM, Saudi Arabian Airlines, Syrianair, and Tarom.

Management



Kikis Lazarides
Executive Chairman

Key Figures

	2007	2008	2009
Employees (at 31 Dec)	1,247	1,197	1,226
Traffic			
Scheduled RPK [mill]	3,383	3,380	3,082
RPK [% growth]	3.5	(0.1)	(8.8)
Financial			
Financial Year from	1 Jan 2007	1 Jan 2008	1 Jan 2009
Financial Year to	31 Dec 2007	31 Dec 2008	31 Dec 2009
Revenues [EUR mill]	288.7	311.4	248.9
EBIT [EUR mill]	2.5	2.0	(5.7)

Fleet (at 31 Dec 2009) in fleet on order

Airbus A319-100	3	
Airbus A320-200	6	
Airbus A330-200	2	
Total	11	0

Owned by...

69.57% State ownership
30.43% Private shareholders

Owner of...

Czech Airlines

HEAD OFFICE | RYNANE AIRPORT | 160 08 PRAGUE 6 | CZECH REPUBLIC



www.czech-airlines.com

Alliances



- Member of SkyTeam alliance.
- Various marketing and code-share agreements, including with Aeroflot, Aeromexico, Aerosvit Airlines, Air France, Air Malta, Alitalia, Atlantis European Airways, Belavia Belarussian Airlines, China Airlines, China Southern, Delta Air Lines, Donavia, Finnair, Iberia, KLM, Korean Air, Luxair, Malev, Rossiya Airlines (Pulkovo), Ural Airlines, Uzbekistan Airlines, and Vietnam Airlines.

Management



Miroslav Dvorak
Chairman of the Board and CEO

Key Figures

	2007	2008	2009
Employees (at 31 Dec)	4,777	4,662	4,172
Traffic			
Scheduled RPK [mill]	6,051	5,952	5,813
RPK [% growth]	(5.3)	(1.6)	(2.3)
Financial			
Financial Year from	1 Jan 2007	1 Jan 2008	1 Jan 2009
Financial Year to	31 Dec 2007	31 Dec 2008	31 Dec 2009
Revenues [USD mill]	1,198.0	1,441.0	1,078.5
Profit/Loss Operating activities (EBT)	(13.9)	10.4	(278.9)

Fleet

	(at 31 Dec 2009)	in fleet	on order	in fleet	on order
Airbus A310-300	2	ATR 72	4		
Airbus A319-100	7	Boeing 737-400	8		
Airbus A320-200	8	Boeing 737-500	10		
Airbus A321-200	2				
ATR 42-300	1	Total	49	0	
ATR 42-500	7				

Owned by...

91.75%	Ministry of Finance of the Czech Republic
4.33%	Česká pojišťovna a.s.
2.94%	City of Prague
0.98%	City of Bratislava

Owner of...



www.dhl.com

Alliances

- Joint venture with Lufthansa.

Key Figures

	2007	2008	2009
Employees (at 31 Dec)	857	823	971
Traffic			
Scheduled RTK [million]	760.9	814.7	
RTK [% growth]	8.8	7.7	
Financial			
Financial Year from	1 Jan 2007	1 Jan 2008	1 Jan 2009
Financial Year to	31 Dec 2007	31 Dec 2008	31 Dec 2009
Revenues [EUR mill]	997	1,247	
EBIT [EUR mill]	27.0	55.0	

Fleet (at 30 Jun 2010) in fleet on order

<i>EAT</i>	
Boeing 757-200PF	1
Boeing 757-200SF	10
<i>DHL AIR</i>	
Boeing 757-200SF	22
Boeing 767-300F	3
Total	36

Owned by...

100% Deutsche Post DHL

Management



Markus Otto
Managing Director,
EAT Leipzig



Paul Bishop
Managing Director,
DHL AIR

Owner of...



www.finnair.com

Alliances



- Member of OneWorld alliance.
- Various code-share agreements, including with Aeroflot, Air China, Air France, American Airlines, British Airways, Brussels Airlines, Cathay Pacific, Czech Airlines, FinnComm Airlines, Iberia, Icelandair, Japan Airlines, Malev, Meridiana, Rossiya Airlines (Pulkovo), Royal Jordanian Airlines, SunAir, Ukraine International Airlines and Ural Airlines.

Management



Mika Vehviläinen
President & CEO

Key Figures

	2007	2008	2009
Employees (year avg)	9,480	9,595	8,797
Traffic			
Scheduled RPK [mill]	15,563	16,708	15,567
RPK [% growth]	23.0	7.4	(6.8)
Financial			
Financial Year from	1 Jan 2007	1 Jan 2008	1 Jan 2009
Financial Year to	31 Dec 2007	31 Dec 2008	31 Dec 2009
Revenues [EUR mill] *	2,180	2,256	1,838
EBIT [EUR mill] *	142	(58)	(124)

* Refers to Group figures.

Fleet

(at 31 Dec 2009)

in fleet on order

in fleet on order

Airbus A319-100	11	Boeing 757-200	7
Airbus A320-200	12	Embraer RJ170	8
Airbus A321-200	6	Embraer RJ190	10 3
Airbus A330-300	6 4		
Airbus A340-300	5		
Airbus A350-900	0 11	Total	65 18

Owned by...

55.81%	Prime Minister's Office
4.26%	The Local Government Pensions Institution
3.86%	Skagen Global Verdipapirfond
2.72%	Mutual Life Insurance Company Suomi
2.36%	Ilmarinen Mutual Pension Insurance Company
1.84%	ODIN Norden
1.78%	Tapiola Mutual Pension Insurance Company
1.64%	The State Pension Fund
1.46%	Skagen Global li Verdipapirfond
0.83%	Nordea Nordic Small Cap Fund
14.30%	Other shareholders
9.14%	Nominee Registered shares

Owner of...



www.iberia.com

Alliances



- Member of OneWorld alliance.
- Various code-share agreements, including with American Airlines, Avianca, British Airways, Bulgaria Air, Comair, Finnair, JAL, LAN, Malev, Meridiana, Mexicana, Pluna Lineas Aéreas Uruguayas, Qantas, Royal Air Maroc, Royal Jordanian Airlines, TACA, TAROM, and Ukraine International Airlines

Management



Antonio Vazquez
CEO and Executive
Chairman

Key Figures

	2007	2008	2009
Employees (year avg)	22,400	21,345	20,671
Traffic			
Scheduled RPK [mill]	54,198	52,846	49,556
RPK [% growth]	3.4	(2.5)	(6.2)
Financial			
Financial Year from	1 Jan 2007	1 Jan 2008	1 Jan 2009
Financial Year to	31 Dec 2007	31 Dec 2008	31 Dec 2009
Revenues [EUR mill]	5,276.6	5,450.0	4,409.0
EBIT [EUR mill]	283.6	(79.0)	(464.0)

Fleet (at 31 Dec 2009) in fleet on order

Airbus A319-100	23
Airbus A320-200	36
Airbus A321-200	19
Airbus A340-300	18
Airbus A340-600	13
Total	109

Owned by...

22.99%	Caja Madrid (Bank)
9.90%	British Airways and American Airlines Holdings
2.87%	El Corte Inglés (Department Store)
0.26%	Ibercaja (Bank)
0.10%	Unicaja (Bank)
63.88%	Others

Owner of...

45.85%	Vueling
9.99%	British Airways



www.icelandair.com

Alliances

- Codeshare agreement with Finnair

Key Figures

	2007	2008	2009
Employees (year FTE) *	2,779	2,437	2,182
Traffic			
Scheduled RPK [mill]	4,354	3,829	3,405
RPK [% growth]	2.3	(12.0)	(11.1)
Financial			
Financial Year from	1 Jan 2007	1 Jan 2008	1 Jan 2009
Financial Year to	31 Dec 2007	31 Dec 2008	31 Dec 2009
Revenues [ISK mill] *	63,477	72,199	80,321
EBIT [ISK mill] *	2,337	(7,351)	1,483

* Refers to Group figures

Fleet (at 31 Dec 2009) in fleet on order

Boeing 757-200	12	
Boeing 757-200F	1	
Boeing 757-300	1	
Boeing 767-300ER	1	
Boeing 787-800		3
Total	15	3

Owned by...

100% Icelandair Group

Management



Birkir Hólm Guðnason
CEO

Owner of...



www.jat.com

Alliances

- Various code-share agreements, including with Aeroflot, Air France, Alitalia, Austrian, BH Airlines (Bosnia-Herzegovina), Czech Airlines, LOT, Lufthansa and Montenegro Airlines.

Key Figures

	2007	2008	2009
Employees (at 31 Dec)	1,845	1,710	1,272
Traffic			
Scheduled RPK [mill]	1,144	1,147	947
RPK [% growth]	4.5	0.3	(17.4)
Financial			
Financial Year from	1 Jan 2007	1 Jan 2008	1 Jan 2009
Financial Year to	31 Dec 2007	31 Dec 2008	31 Dec 2009
Revenues [RSD mill]	13,279	13,026	11,960
EBIT [RSD mill]	(978)	(2,719)	(2,228)

Fleet (at 31 Dec 2009) in fleet on order

ATR 72-200	4	
Boeing 737-300	10	
Boeing 737-400	1	
Total	15	0

Owned by...

100% State ownership

Management



Sasa Vlajsavljevic
Chairman



Srdjan Radovanovic
Executive Board
President & CEO

Owner of...



www.klm.com

Alliances



- Member of SkyTeam alliance.
- Various code-share agreements, including with Aer Lingus, Air Astana, Alaska Airlines, Bangkok Airways, Brit Air, Comair, Copa Airlines, Cyprus Airways, Estonian Air, Garuda, Gulf Air, JAT, KLM Cityhopper, Malaysia Airlines, Malev, Meridiana, Rossiya, Sichuan Airlines and Ukraine International Airlines.

Management



Peter F. Hartman
President & CEO

Key Figures

	2007	2008	2009
Employees (at 31 Mar Y + 1)	33,002	36,006	34,032
Traffic			
Scheduled RPK [mill]	74,496	77,530	73,472
RPK [% growth]	3.8	4.1	(5.2)
Financial			
Financial Year from	1 Apr 2007	1 Apr 2008	1 Apr 2009
Financial Year to	31 Mar 2008	31 Mar 2009	31 Mar 2010
Revenues [EUR mill] *	24,123	24,693	20,994
EBIT [EUR mill] *	1,414	(186)	(1,285)

* Refers to Air France-KLM Group figures

Fleet

(at 31 Dec 2009)	in fleet		on order	
Airbus A330-200	10	2	Boeing 777-300	4
Boeing 737-300	7	3	Boeing (Douglas) MD-11	10
Boeing 737-400	9		Boeing (Douglas) MD-11CF	4
Boeing 737-700	15	8	Boeing (Douglas) MD-11-F	3
Boeing 737-800	40	7	Embraer RJ190	10
Boeing 737-900	5		Fokker 50	6
Boeing 747-400	22		Fokker 70	26
Boeing 747-400F	4		Fokker 100	6
Boeing 767-300	4			
Boeing 777-200	15		Total	200
				27

Owned by...

100% Air France-KLM Group

Owner of...

100% KLM cityhopper
100% Transavia Airlines
100% Martinair
26% Kenya Airways

POLISH AIRLINES



www.lot.com

Alliances



STAR ALLIANCE

- Member of Star Alliance.
- Various code-share agreements, including with Air Canada, ANA, Asiana Airlines, Austrian, bmi, Lufthansa, SAS Scandinavian Airlines, South African Airways, Spanair, TAP Portugal, Thai Airways and United Airlines.

Management



Sebastian Mikosz
President & CEO
(until Oct 2010)

Key Figures

	2007	2008	2009
Employees (at 31 Dec)	3,681	3,650	3,487
Traffic			
Scheduled RPK [mill]	7,288	6,711	6,087
RPK [% growth]	8.5	(7.9)	(9.3)
Financial			
Financial Year from	1 Jan 2007	1 Jan 2008	1 Jan 2009
Financial Year to	31 Dec 2007	31 Dec 2008	31 Dec 2009
Revenues [PLN mill]	2,983.1	2,878.0	2,717.0
EBIT [PLN mill]	82.6	(109)	(219)

Fleet

(at 31 Dec 2009)	in fleet	on order	in fleet	on order
Boeing 737-400	9			
Boeing 737-500	6			
Boeing 767-300	6			
Boeing 787-800	0	8		
Embraer RJ145	6			
Embraer RJ170	10			
Embraer RJ175	10	8		
Total	47	16		

Owned by...

67.97%	State ownership
25.10%	Finance Society 'Silesia' Ltd
6.93%	Employees

Owner of...

37.90%	EuroLot
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www.lufthansa.com

Alliances



STAR ALLIANCE

- Member of Star Alliance.
- Franchisee: LH Regional (Air Dolomiti, Augsburg Airways, Contact Air Flugdienst, Eurowings, Lufthansa CityLine, and Lufthansa Italia).
- Various marketing and code-share agreements, including with Aegean Airlines, Air India, Air Malta, Brussels Airlines, Cimber Air, Cirrus Airlines, Ethiopian Airlines, EuroLot, Jade Cargo International, JAT Airways, JetBlue, Luxair, Mexicana, MexicanaClick, PGA-Portugalia Airlines, Privat Air, Qatar Airways, Spanair, SunExpress, TACA International Airlines, and TAM.

Management



Wolfgang Mayrhuber
Chairman & CEO

Key Figures

	2007	2008	2009
Employees (at 31 Dec)	105,261	107,800	117,521
Traffic			
Scheduled RPK [mill]	122,091	126,267	123,083
RPK [% growth]	6.5	3.4	(2.5)
Financial			
Financial Year from	1 Jan 2007	1 Jan 2008	1 Jan 2009
Financial Year to	31 Dec 2007	31 Dec 2008	31 Dec 2009
Revenues [EUR mill] *	22,420	24,842	22,283
EBIT [EUR mill] *	1,807	902	96

* Refers to Group figures. Data includes SWISS as of 1st July 2007, bmi from 1st July 2009 and Austrian from 1st September 2009.

Fleet

	(at 31 Dec 2009)	in fleet	on order	in fleet	on order
Airbus A319	26				
Airbus A319***	29	1			
Airbus A320 **	38	31			20
Airbus A321	42				
Airbus A330-300	13				
Airbus A340-300	27				
Airbus A340-600	24				
Airbus A380		15			
ATR 42-500 *	11				
ATR 72 *	12				
Avro RJ85	18				
Boeing 737-300	33				
Boeing 737-500	30				
Boeing 737-700 *				3	
Boeing 747-400					28
Boeing 747-800					
Boeing (Douglas) MD-11F					18
Bombardier Dash8 Q400*					10
British Aerospace 146*					7
Canadair CRJ 100/200*					31
Canadair CRJ 700*					22
Canadair CRJ 900*					21
Embraer RJ190*					2
Embraer RJ195*					8
Fokker F100*					14
					7
Total				466	82

*Wetlease; **Orders for A320 Family; ***Operated by Germanwings

Owned by...

100% Free float

Owner of...

100% Lufthansa Cargo	100% Germanwings
100% Lufthansa CityLine	50.0% SunExpress
100% Lufthansa Italia	45.0% Brussels Airlines
100% Air Dolomiti	25.0% Jade Cargo International
100% Austrian	21.47% Ukraine International
100% bmi	16.02% JetBlue Airways
100% SWISS	13.00% Luxair
100% Eurowings	



www.luxair.lu

Alliances

- Various code-share agreements, including with Air France, Alitalia, Austrian, Czech Airlines, LOT and Lufthansa.

Management



Adrien Ney
President & CEO

Key Figures

	2007	2008	2009
Employees (at 31 Dec)	2,315	2,420	2,282
Traffic			
Scheduled RPK [mill]	466	495	483
RPK [% growth]	(9.6)	6.2	(2.4)
Financial			
Financial Year from	1 Jan 2007	1 Jan 2008	1 Jan 2009
Financial Year to	31 Dec 2007	31 Dec 2008	31 Dec 2009
Revenues [EUR mill]	403.9	416.7	378.5
EBIT [EUR mill]	5.5	1.6	1.0

Fleet (at 31 Dec 2009) in fleet on order

Boeing 737-500	1	
Boeing 737-700	3	
Bombardier Dash8 Q400	4	
Embraer RJ135	2	
Embraer RJ145	6	
Total	16	0

Owned by...

26.85%	State ownership
21.81%	State-owned bank
13.14%	Dexia Banque Internationale, Luxembourg
13.11%	Luxair Group and others
13.00%	Lufthansa
12.09%	Panalpina Welttransport (Holding)

Owner of...

52.10%	Cargolux
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www.malev.com

Alliances



- Member of OneWorld alliance.
- Various code-share agreements, including with airBaltic, Alitalia, American Airlines, British Airways, Brussels Airlines, Bulgaria Air, Carpatair, Cathay Pacific, Czech Airlines, Finnair, Hainan Airlines, Iberia, JAL, KLM, LAN, Lithuanian Airlines, Moldavian Airlines, Northwest Airlines, Qantas, Royal Jordanian Airlines and TAROM.

Management



Martin Gauss
CEO

Key Figures

	2007	2008	2009
Employees (at 31 Dec)	1,563	1,502	1,333
Traffic			
Scheduled RPK [mill]	4,165	4,062	3,528
RPK [% growth]	0.6	(2.5)	(13.2)
Financial			
Financial Year from	1 Jan 2007	1 Jan 2008	1 Jan 2009
Financial Year to	31 Dec 2007	31 Dec 2008	31 Dec 2009
Revenues [EUR mill]	496.8	495.8	351.1
EBIT [EUR mill]	(38.8)	(31.6)	(46.4)

Fleet (at 31 Dec 2009) in fleet on order

Boeing 737-600	6
Boeing 737-700	7
Boeing 737-800	5
Boeing 767-200	1
Bombardier Dash8 Q400	4
Canadair CRJ-200	1
Fokker 70	5
Total	29 0

Owned by...

- 95% State ownership
- 5% Airbridge Zrt

Owner of...

- 100% MA Regionális Légitársaság Kft.

 **MONTENEGRO AIRLINES**



www.montenegroairlines.com

Alliances

- Code share agreements with Adria Airways and Austrian

Management



Dr. Zoran Djuriscic
President of the
Board of Directors

Key Figures

	2007	2008	2009
Employees (at 31 Dec)	288	355	379
Traffic			
Scheduled RPK [mill]		482	566
RPK [% growth]			17.5
Financial			
Financial Year from	1 Jan 2007	1 Jan 2008	1 Jan 2009
Financial Year to	31 Dec 2007	31 Dec 2008	31 Dec 2009
Revenues [USD mill]			
EBIT [USD mill]			

Fleet (at 31 Dec 2009) in fleet on order

Embraer RJ195	2	1
Fokker 100	5	
Total	7	1

Owned by...

99.88% State ownership

Owner of...

100% Master Airways (Serbia)



www.olympicair.com

Alliances

- Various code-share agreements, including with Baboo, Delta Airlines, Egyptair and Etihad Airways.

Management



Antonios Simigdalas
CEO

Key Figures

	2007	2008	2009
Employees (at 31 Dec)			1,300
Traffic			
Scheduled RPK [mill]*			746.9
RPK [% growth]			
Financial			
Financial Year from		Olympic Air started operations on 1st October 2009, following the acquisition of assets from Olympic Airlines.	1 Jan 2009
Financial Year to			31 Dec 2009
Revenues [EUR mill]			
EBIT [EUR mill]			

* Data refers to 3 months, from start of operations.

Fleet (at 31 Dec 2009) in fleet on order

Airbus A319	8	
Airbus A320	7	
ATR 42-300	1	
Bombardier Dash8 Q100	5	
Bombardier Dash8 Q400	9	
Total	30	0

Owned by...

100% Marfin Investment Group

Owner of...

SAS Scandinavian Airlines

FRÖSUNDAVIKS ALLÉ 1 | 19587 STOCKHOLM | SWEDEN



Scandinavian Airlines



www.scandinavian.net

Alliances



STAR ALLIANCE

- Member of Star Alliance.
- Various code-share agreements, including with Adria Airways, Aeroflot, Air Canada, Air China, airBaltic, Austrian, Blue1, bmi, Continental Airlines, Croatia Airlines, Estonian Air, LOT, Lufthansa, Shanghai Airlines, Spanair, SWISS, Thai Airways, United Airlines and Widerøe's Flyveselskap.

Management



Mats Jansson
President & CEO
(until 1 Oct 2010)



Rickard Gustafen
President & CEO
(from Mar 2011)

Key Figures

	2007	2008	2009
Employees (at 31 Dec)	24,570	22,846	17,153
Traffic			
Scheduled RPK [mill]	27,304	27,890	23,241
RPK [% growth]	(0.7)	2.1	(16.7)
Financial			
Financial Year from	1 Jan 2007	1 Jan 2008	1 Jan 2009
Financial Year to	31 Dec 2007	31 Dec 2008	31 Dec 2009
Revenues [SEK mill]	52,251	52,870	44,918
EBIT [SEK mill]	2,677	997	(1,311)

Fleet

	(at 31 Dec 2009)	in fleet	on order	in fleet	on order
Airbus A319-100	4				
Airbus A321-200	8				
Airbus A330-300	4				
Airbus A340-300	5				
Avro RJ85**	7				
Boeing 737-400	4				
Boeing 737-500	9				
Boeing 737-600	28				
Boeing 737-700		4		18	
Boeing 737-800					18
Boeing (Douglas) MD-82					26
Boeing (Douglas) MD-90**					5
Bombardier CRJ 900				11	1
Bombardier Q Series*				30	3
Fokker 50					5
Total				182	4

* Operated by Widerøe

** Operated by Blue1

Owned by...

100% SAS Group, which is owned by:

21.40%	Swedish government
14.30%	Danish government
14.30%	Norwegian government
7.60%	Knut and Alice Wallenbergs Foundation
2.10%	State of New Jersey Com Pension Fund
40.30%	Others

Owner of...

100%	Widerøe
100%	Blue1
49%	Estonian Air
38%	Air Greenland
19.9%	Spanair



www.swiss.com

Alliances



STAR ALLIANCE

- Member of Star Alliance.
- Various code-share agreements, including with Adria Airways, Air France, Air India, Air Malta, ANA, Austrian, Blue1, Brussels Airlines, Cirrus Airlines, Croatia Airlines, Edelweis Air, El Al Israel Airlines, LOT, Lufthansa, Privatair, Rossiya Airlines, SAS Scandinavian Airlines, South African Airways, TAP Portugal, Thai Airways, Ukraine International Airlines and United Airlines.

Management



Harry Hohmeister
CEO

Key Figures

	2007	2008	2009
Employees (at 31 Dec)	5,770	5,718	5,623
Traffic			
Scheduled RPK [mill]	25,106	28,140	27,510
RPK [% growth]	13.7	12.1	(2.2)
Financial			
Financial Year from	1 Jan 2007	1 Jan 2008	1 Jan 2009
Financial Year to	31 Dec 2007	31 Dec 2008	31 Dec 2009
Revenues [CHF mill]	4,873	5,201	4,312
EBIT [CHF mill]	566	460	131

Fleet (at 31 Dec 2009) in fleet on order

Airbus A319-100	7	
Airbus A320-200	20	2
Airbus A321-100	6	1
Airbus A330-200	6	
Airbus A330-300	4	7
Airbus A340-300	15	
Avro RJ100	20	
Bombardier CS100	0	30
Total	78	40

Owned by...

100% Swiss-based AirTrust AG, which is 100% owned by Deutsche Lufthansa AG

Owner of...

100% Swiss European Air Lines
100% Swiss World Cargo
100% Swiss Private Aviation



www.flytap.com

Alliances



STAR ALLIANCE

- Member of Star Alliance.
- Various code-share agreements, including with Aegean Airlines, Air Canada, ANA, Austrian, bmi, Brussels Airlines, Croatia Airlines, Egyptair, LAM, LOT, Lufthansa, SATA, Spanair, South African Airways, SWISS, TACV (Cape Verde), TAM, Thai Airways, Turkish Airlines, Ukraine International Airlines, United Airlines and US Airways.

Management



Fernando Pinto
CEO

Key Figures

	2007	2008	2009
Employees (at 31 Dec)	6,489	6,973	6,986
Traffic			
Scheduled RPK [mill]	19,135	21,908	21,076
RPK [% growth]	14.9	14.5	(3.8)
Financial			
Financial Year from	1 Jan 2007	1 Jan 2008	1 Jan 2009
Financial Year to	31 Dec 2007	31 Dec 2008	31 Dec 2009
Revenues [EUR mill]*	2,098.3	2,480.0	2,239.9
EBIT [EUR mill]*	76.9	(201.0)	47.7

* Refers to Group figures

Fleet (at 31 Dec 2009) in fleet on order

Airbus A319-100	19
Airbus A320-200	17
Airbus A321-200	3
Airbus A330-200	12
Airbus A340-300	4
Airbus A350-800	0 12
Beechcraft 1900*	2
Embraer RJ145*	8
Fokker 100 *	6
Total	71 12

* operated by Portugalia

Owned by...

100% State ownership

Owner of...

100% Portugalia Airlines



www.tarom.ro

Alliances



- Member of SkyTeam alliance.
- Various code-share agreements, including with Aeroflot, airBaltic, Air France, Air Europa, Air Moldova, Alitalia, Austrian, Brussels Airlines, Bulgaria Air, Cyprus Airways, Fly Baboo, KLM, JAT Airways, LOT, Royal Jordanian Airlines and Syrian Arab Airlines.

Management



Ruxandra Brutaru
President & CEO

Key Figures

	2007	2008	2009
Employees (at 31 Dec)	2,406	2,460	2,486
Traffic			
Scheduled RPK [mill]	2,063	2,158	1,932
RPK [% growth]	34.2	4.6	(10.5)
Financial			
Financial Year from	1 Jan 2007	1 Jan 2008	1 Jan 2009
Financial Year to	31 Dec 2007	31 Dec 2008	31 Dec 2009
Revenues [EUR mill]	270.26	318.46	262.91
EBIT [EUR mill]	8.33	(25.85)	(78.90)

Fleet (at 31 Dec 2009) in fleet on order

Airbus A310-300	2
Airbus A318-100	4
ATR 42-500	7
ATR 72-500	2
Boeing 737-300	4
Boeing 737-700	4
Boeing 737-800	3
Total	26 0

Owned by...

96.95%	State ownership
1.60%	Henri Coanda Intl Airport of Bucharest
1.36%	Romanian Air Traffic Services ROMATSA
0.09%	Muntenia (private financial investment fund)

Owner of...



www.tntairways.com

Alliances

- Various agreements, including with ABX, Atlantic Airlines, Avion Express, BlueBird, Bridges Worldwide, Cargo Air, Emirates, Fly Logic, GestAir, Icelandair, Lufthansa, PanAir and Ukraine International Airlines.

Key Figures

	2007	2008	2009
Employees (at 31 Dec)	2,000	2,208	2,106
Traffic			
Scheduled RTK [mill]	441	487	588
RTK [% growth]		10.4	18.8
Financial			
Financial Year from	1 Jan 2007	1 Jan 2008	1 Jan 2009
Financial Year to	31 Dec 2007	31 Dec 2008	31 Dec 2009
Revenues [EUR mill]*	11,017	11,152	10,402
EBIT [EUR mill]*	1,192	982	648

* Refers to Group figures

Fleet (at 31 Dec 2009) in fleet on order

Airbus A300-600F	2	Boeing 767-300BDSF	2
Boeing 737-300QC	2	Boeing 777-200LRF	3
Boeing 737-300F	12	2 BA 146-200QT	12
Boeing 737-400F	1	8 BA 146-200QC	2
Boeing 747-400F	5	BA 146-300QT	6
Boeing 757-200SF	5		
Boeing 757-200 Combi	1	Total	49 16
Boeing 767-200SF	2		

Owned by...

99.99% TNT Holdings Luxembourg Sarl
0.01% EasyMail B.V.

Management



Niky Terzakis
Managing Director

Owner of...

100% TNT Airways (UK Branch)
100% TNT Airways (Shanghai representative Office)
100% TNT Airways (Singapore Branch)
100% TNT Airways (Hong Kong Branch)
100% PAN AIR SA
95% TNT Express Eurohub
50% X-Airservices SA



www.turkishairlines.com

Alliances



STAR ALLIANCE

- Member of Star Alliance.
- Various code-share agreements, including with Air China, Air India, Air Malta, ANA, Asiana Airlines, Austrian, Croatia Airlines, Egyptair, Ethiopian Airlines, Etihad Airways, LOT, Lufthansa, Malaysia Airlines, Pakistan International Airlines, Royal Air Maroc, Singapore Airlines, Spanair, SunExpress, SWISS, Syrian Arab Airlines, TAP Portugal and United Airlines.

Management



Hamdi Topçu
Chairman of the Board



Temel Kotil
CEO

Key Figures

	2007	2008	2009
Employees (at 31 Dec)	10,453	11,520	12,750
Traffic			
Scheduled RPK [mill]	28,827	32,553	38,974
RPK [% growth]	18.5	12.9	19.7
Financial			
Financial Year from	1 Jan 2007	1 Jan 2008	1 Jan 2009
Financial Year to	31 Dec 2007	31 Dec 2008	31 Dec 2009
Revenues [TRL mill]	4,804	6,006	6,881
EBIT [TRL mill]	515.0	594.0	752.0

Fleet

(at 31 Dec 2009)	in fleet	on order	in fleet	on order	
Airbus A310-300F	4		Boeing 737-400	4	
Airbus A319-100	4	6	Boeing 737-700	6	
Airbus A320-200	22		Boeing 737-800	51	
Airbus A321-200	21	14	Boeing 777-300	4	12
Airbus A330-200	7	10			
Airbus A340-300	9		Total	132	42

Owned by...

49.12% State-owned Privatisation Administration
50.88% Other shareholders

Owner of...

50% SunExpress
49% Bosnia Herzegovina Airlines



www.ukraine-international.com

Alliances

- Various code-share agreements, including with Adria Airways, Air France, Air Ukraine, Alitalia, Austrian, Etihad Airways, Finnair, Georgian Airways, Iberia, KLM, SWISS and TAP Portugal.

Key Figures

	2007	2008	2009
Employees (at 31 Dec)	1,304	1,445	1,406
Traffic			
Scheduled RPK [mill]	1,417	1,590	1,383
RPK [% growth]	20.3	12.2	(13.0)
Financial			
Financial Year from	1 Jan 2007	1 Jan 2008	1 Jan 2009
Financial Year to	31 Dec 2007	31 Dec 2008	31 Dec 2009
Revenues [USD mill]	276.8	371.0	283.2
EBIT [USD mill]	17.7	22.0	6.8

Fleet (at 31 Dec 2009) in fleet on order

Boeing 737-300	4	
Boeing 737-300F	1	
Boeing 737-400	6	
Boeing 737-500	6	
Boeing 737-800	2	2
Total	19	2

Owned by...

61.58%	State Property Fund of Ukraine
22.52%	Austrian Airlines (sold in June 2010)
9.93%	European Bank for Reconstruction and Development (EBRD)
5.94%	Capital Investment Project Ukraine

Management



Yuri Miroshnikov
President

Owner of...

Virgin Atlantic Airways

THE OFFICE | MANOR ROYAL | CRAWLEY | WEST SUSSEX RH10 9NU | GREAT BRITAIN



www.virgin-atlantic.com

Alliances

- Various code-share agreements, including with Air China, Air Jamaica, ANA, bmi, Continental Airlines, Jet Airways, Singapore Airlines, South African Airways, US Airways and Virgin Blue.

Key Figures

	2007	2008	2009
Employees (at 31 Dec)	8,993	8,500	7,400
Traffic			
Scheduled RPK [mill]	40,546	41,174	39,272
RPK [% growth]	14.9	1.5	(4.6)
Financial			
Financial Year from	1 Mar 2007	1 Mar 2008	1 Mar 2009
Financial Year to	29 Feb 2008	28 Feb 2009	28 Feb 2010
	as restated		
Revenues [GBP mill] *	2,380	2,579	2,356
EBIT [GBP mill] *	20.0	40.9	(132)

*Results for financial year ending 28 Feb 2008 and 09 include Virgin Nigeria.

Fleet (at 31 Dec 2009) in fleet on order

Airbus A340-300	6	
Airbus A340-600	19	
Airbus A380	0	6
Airbus A330	0	10
Boeing 747-400	13	
Boeing 787-900	0	15
Total	38	31

Owned by...

51% Virgin Group
49% Singapore Airlines

Management



Sir Richard Branson
Chairman



Steve Ridgway
CEO

Owner of...

49% Virgin Nigeria Airways

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