

## ACCOUNT SUMMARY 1991-1998

(£ Million)

	1991		
	Total	British Airways (a)	Other UK Airlines (b)
<b>REVENUES</b>			
1 Scheduled Passenger (a) First Class	]	]	]
(b) Normal Economy	5 161.2 ]	4 245.2 ]	916.0 ]
(c) Other Scheduled Service Pax	]	]	]
2 Scheduled Excess Baggage	18.5	17.7	0.8
3 Scheduled Freight and Diplomatic bags	414.5	351.0	72.7
4 Scheduled and Non-scheduled Mail	45.2	44.5	0.7
5 Non-scheduled flights (a) Inclusive Tours	]	]	]
(b) ABC other than part charter	]	]	]
(c) Cargo	1 133.3 ]	110.9 ]	1 022.4 ]
(d) Other	]	]	]
6 Incidental Revenue	176.3	17.8	158.5
<u>7 Total Operating Revenues</u>	<u>6 958.2</u>	<u>4 787.1</u>	<u>2 171.1</u>
<b>EXPENSES</b>			
8 Flight crew salaries	]	230.5	]
9 Flight crew allowances and expenses	768.4 ]	33.9	221.7 ]
10 Cabin crew salaries (including training)	]	205.5	]
11 Cabin crew allowances and expenses	]	76.8	]
12 Aircraft fuel and oil	807.8	520.8	287.0
13 Flight equipment insurance and uninsured losses	19.9	10.2	9.7
14 Rental of flight equipment	351.2	87.0	264.2
15 Flight crew training (when not amortised)	31.8	26.2	5.6
16 Flight crew expenses other than items 8-15	15.4	-	15.4
17 Maintenance and overhaul (a) Fixed	319.8	203.3	116.5
(b) Variable	318.5	185.5	133.0
18 Depreciation of aircraft fleet (including spares)	250.1	197.1	53.0
19 Depreciation of ground property and equipment	11.3	-	11.3
20 Amortisation of development and pre-operating costs	1.0	-	1.0
21 Flight crew training (when amortised)	2.3	-	2.3
22 Landing and departure fees	248.9	137.4	111.5
23 En-route and other Navigation service charges	296.0	154.0	142.0
24 Handling charges and parking fees	349.5	158.5	191.0
25 Station costs	395.4	366.6	28.8
26 Passenger services (a) Fixed	435.2 ]	61.5	139.3 ]
(b) Variable	]	234.4	]
27 Passenger embarkation fees	209.4	116.9	92.5
28 Passenger insurance	15.8	12.3	3.5
29 Sales	260.0 ]	231.6 ]	11.8
30 Reservations	]	]	16.6
31 Advertising and promotion	121.8	88.2	33.6
32 Commission	608.0	505.8	102.2
33 General and administrative	568.6	434.0	134.6
34 Specific cargo costs	180.3	165.7	14.6
35 Other operating expenses	10.1	-	10.1
<u>36 Total Operating Expenses</u>	<u>6 596.5</u>	<u>4 443.7</u>	<u>2 152.8</u>
<u>37 Operating Profit (or Loss)</u>	<u>361.7</u>	<u>343.4</u>	<u>18.3</u>
38 Profit and loss on disposal of fixed assets	22.0	21.0	1.0

1992			1993			1994		
Total	British Airways (a)	Other UK Airlines	Total	British Airways (a)	Other UK Airlines (c)	Total	British Airways (a)	Other UK Airlines
]	]	]	0.0 ]	0.0 ]	0.0 ] -	]	]	]
5 334.0 ]	4 497.0 ]	837.0 ]	6 133.1 ]	5 144.3 ]	988.9 ]	6 623.9 ]	5 535.6 ]	1 088.4 ]
]	]	]	0.0 ]	0.0 ]	0.0 ] -	]	]	]
20.3	19.5	0.7	22.8	22.1	0.8	23.7	22.8	0.9
415.8	357.9	57.9	467.4	426.3	41.1	533.8	482.5	51.3
48.6	37.7	10.9	64.6	35.0	29.6	45.6	35.4	10.1
]	]	]	0.0 ]	0.0 ]	0.0 ]	- ] -	- ] -	- ]
]	]	]	0.0 ]	0.0 ]	0.0 ]	- ] -	- ] -	- ]
1 343.2 ]	152.8 ]	1 190.5 ]	1 700.4 ]	148.7 ]	1 551.7 ]	1 637.5 ]	163.7 ]	1 473.9 ]
]	]	]	0.0 ]	0.0 ]	0.0 ]	]	]	]
120.7	17.2	103.4	125.7	9.1	116.6	108.7	(0.5)	109.2
7 282.5	5 082.2	2 200.4	8 514.1	5 785.4	2 728.7	8 973.2	6 239.5	2 733.7
]	]	]	0.0 ]	0.0 ]	0.0 ]	- ] -	- ] -	- ]
683.9 ]	484.3 ]	199.6 ]	710.7 ]	479.9 ]	230.7 ]	724.3 ]	500.3 ]	224.0 ]
]	]	]	0.0 ]	0.0 ]	0.0 ]	- ] -	- ] -	- ]
104.9	96.3	8.6	178.9	167.8	11.1	194.1	180.1	13.9
826.6	559.2	267.4	954.6	629.4	325.2	908.0	596.7	311.3
23.3	10.7	12.6	27.4	9.3	18.1	31.0	11.1	19.9
390.5	99.2	291.3	419.0	98.3	320.7	467.4	131.7	335.7
32.4	24.8	7.6	30.4	20.3	10.1	30.2	20.6	9.6
13.1	-	13.1	20.5	0.0	20.5	19.5	-	19.5
346.7	221.4	125.2	336.0	239.9	96.1	269.9	140.2	129.7
346.9	218.6	128.2	471.3	282.4	188.9	534.4	383.1	151.3
261.9	216.3	45.6	345.3	274.4	71.0	333.4	264.2	69.3
11.7	-	11.7	14.8	0.0	14.8	18.9	-	18.9
1.1	-	1.1	5.0	0.0	5.0	2.3	-	2.3
2.4	-	2.4	2.1	0.0	2.1	2.0	-	2.0
271.8	153.6	118.2	327.7	164.6	163.1	293.7	170.2	123.5
370.8	201.3	169.5	440.7	232.9	207.7	441.8	240.6	201.1
369.2	176.5	192.7	402.6	194.1	208.5	427.4	200.6	226.8
430.6	396.3	34.3	419.4	366.7	52.7	308.9	263.5	45.4
99.3	67.2	32.1	98.8	83.6	15.2	107.8	59.6	48.2
364.1	250.3	113.7	401.6	241.2	160.4	378.4	249.8	128.7
217.0	122.9	94.1	279.7	146.9	132.7	303.0	154.8	148.2
21.1	18.0	3.1	25.7	16.4	9.3	23.2	16.7	6.5
10.0	-	10.0	10.9	0.0	10.9	14.7	-	14.7
249.2	233.4	15.7	333.7	314.5	19.2	311.4	288.0	23.5
161.6	123.8	37.9	138.3	98.1	40.2	128.3	86.9	41.3
658.9	562.7	96.2	778.6	649.9	128.7	896.9	768.1	128.9
482.1	357.2	124.9	517.6	373.1	144.5	753.1	607.0	146.1
192.0	177.7	14.3	223.0	205.6	17.3	266.9	246.1	20.8
11.2	-	11.2	52.9	0.0	52.9	57.6	-	57.6
6 954.4	4 771.8	2 182.6	7 967.0	5 289.4	2 677.6	8 248.6	5 579.9	2 668.7
328.1	310.3	17.8	547.1	495.9	51.2	724.6	659.5	65.1
328.2	310.4	17.8	547.2	496.0	51.2	724.7	659.6	65.1

ACCOUNT SUMMARY 1991-1998

(£ Million)

	1995		
	Total	British Airways	Other UK Airlines (d)
<u>REVENUES</u>			
1 Scheduled Passenger (a) First Class	0.0 ]	0.0 ]	0.0 ]
(b) Normal Economy	7 336.0 ]	6 072.0 ]	1 264.1 ]
(c) Other Scheduled Service Pax	0.0 ]	0.0 ]	0.0 ]
2 Scheduled Excess Baggage	24.4	23.5	0.9
3 Scheduled Freight and Diplomatic bags	599.7	524.2	75.5
4 Scheduled and Non-scheduled Mail	48.1	38.5	9.6
5 Non-scheduled flights (a) Inclusive Tours	0.0 ]	- ]	0.0 ]
(b) ABC other than part charter	0.0 ]	- ]	0.0 ]
(c) Cargo	1 709.6 ]	- ]	1 709.6 ]
(d) Other	]	- ]	0.0 ]
6 Incidental Revenue	118.8	0.2	118.6
<u>7 Total Operating Revenues</u>	<u>9 836.7</u>	<u>6 658.4</u>	<u>3 178.3</u>
<u>EXPENSES</u>			
8 Flight crew salaries	0.0 ]	0.0 ]	0.0 ]
9 Flight crew allowances and expenses	751.5 ]	485.9 ]	265.6 ]
10 Cabin crew salaries (including training)	0.0 ]	0.0 ]	0.0 ]
11 Cabin crew allowances and expenses	215.1	194.6	20.5
12 Aircraft fuel and oil	945.5	603.2	342.3
13 Flight equipment insurance and uninsured losses	38.1	14.4	23.7
14 Rental of flight equipment	541.5	139.4	402.2
15 Flight crew training (when not amortised)	34.7	22.3	12.4
16 Flight crew expenses other than items 8-15	20.5	-	20.5
17 Maintenance and overhaul (a) Fixed	761.1	630.9	130.1
(b) Variable	177.1	-	177.1
18 Depreciation of aircraft fleet (including spares)	372.3	299.8	72.5
19 Depreciation of ground property and equipment	96.2	77.6	18.6
20 Amortisation of development and pre-operating costs	2.4	-	2.4
21 Flight crew training (when amortised)	3.1	-	3.1
22 Landing and departure fees	334.9	180.5	154.4
23 En-route and other Navigation service charges	465.6	248.8	216.8
24 Handling charges and parking fees	451.6	195.7	255.9
25 Station costs	283.3	235.4	47.9
26 Passenger services (a) Fixed	352.9	352.7	0.3
(b) Variable	194.1	-	194.1
27 Passenger embarkation fees	369.0	170.8	198.3
28 Passenger insurance	22.1	16.1	6.0
29 Sales	15.0	-	15.0
30 Reservations	262.0	231.9	30.1
31 Advertising and promotion	138.7	92.8	45.9
32 Commission	933.8	821.3	112.6
33 General and administrative	712.3	560.3	152.0
34 Specific cargo costs	366.6	307.3	59.2
35 Other operating expenses	49.2	( 3.8)	53.0
<u>36 Total Operating Expenses</u>	<u>8 911.0</u>	<u>5 877.7</u>	<u>3 033.3</u>
<u>37 Operating Profit (or Loss)</u>	<u>925.7</u>	<u>780.7</u>	<u>145.0</u>
38 Profit or loss on disposal of fixed assets	27.0	20.0	7.0

1996			1997			1998		
Total	British Airways	Other UK Airlines	Total	British Airways	Other UK Airlines (e)(f)(g)	Total	British Airways	Other UK Airlines (h)
0.0 ]	0.0 ]	0.0 ]	0.0 ]	0.0 ]	0.0 ]	0.0 ]	0.0 ]	0.0 ]
8 241.6 ]	6 599.0 ]	1 642.6 ]	8 954.9 ]	6 792.0 ]	2 162.9 ]	9 226.9 ]	6 732.1 ]	2 494.7 ]
0.0 ]	0.0 ]	0.0 ]	0.0 ]	0.0 ]	0.0 ]	0.0 ]	0.0 ]	0.0 ]
25.3	24.0	1.3	21.6	19.8	1.8	27.5	22.1	5.3
693.7	570.0 ]	123.7	686.2	588.1 ]	98.1	106.0	- ]	106.0
10.5	- ]	10.5	7.7	- ]	7.7	552.4	550.5 ]	2.0
0.0 ]	0.0 ]	0.0 ]	0.0 ]	0.0 ]	0.0 ]	0.0 ]	0.0 ]	0.0 ]
0.0 ]	0.0 ]	0.0 ]	0.0 ]	0.0 ]	0.0 ]	0.0 ]	0.0 ]	0.0 ]
1 917.3 ]	16.0 ]	1 901.3 ]	2 117.0 ]	21.4 ]	2 095.6 ]	2 595.0 ]	17.6 ]	2 577.4 ]
]	0.0 ]	0.0 ]	]	0.0 ]	0.0 ]	]	0.0 ]	0.0 ]
155.1	-	155.1	199.4	-	199.4	228.5	17.2	211.3
11 043.4	7 209.0	3 834.4	11 986.7	7 421.3	4 565.4	12 736.3	7 339.5	5 396.8
0.0 ]	0.0 ]	0.0 ]	0.0 ]	0.0 ]	0.0 ]	0.0 ]	0.0 ]	0.0 ]
948.8 ]	636.0 ]	312.8 ]	981.5 ]	604.7 ]	376.8 ]	1 103.4 ]	624.4 ]	479.0 ]
0.0 ]	0.0 ]	0.0 ]	0.0 ]	0.0 ]	0.0 ]	0.0 ]	0.0 ]	0.0 ]
238.6	215.0	23.6	237.6	205.8	31.8	246.9	215.9	30.9
1 233.0	792.0	441.0	1 187.3	698.0	489.3	1 064.5	558.6	505.9
31.4	8.0	23.4	30.2	6.9	23.3	25.3	3.7	21.6
676.3	185.0	491.3	659.1	91.6	567.5	1 175.0	423.2	751.9
41.5	25.0	16.5	33.5	12.0	21.6	40.4	8.9	31.6
33.1	-	33.1	63.0	-	63.0	106.2	-	106.2
818.7	635.0	183.7	1 054.7	805.3	249.4	1 044.5	770.2	274.3
199.3	-	199.3	229.0	-	229.0	257.1	-	257.1
420.1	340.0	80.1	496.6	391.0	105.6	619.8	499.6	120.2
116.5	93.0	23.5	107.3	77.0	30.3	131.4	94.6	36.8
( 1.8)	-	( 1.8)	-	-	-	3.4	-	3.4
2.8	-	2.8	9.4	-	9.4	5.6	-	5.6
361.4	188.0	173.4	376.5	183.0	193.6	392.9	176.6	216.3
505.2	254.0	251.2	548.4	264.0	284.4	603.4	286.6	316.9
493.4	207.0	286.4	525.0	192.6	332.4	590.2	207.1	383.1
347.1	299.0	48.1	402.2	333.2	69.0	466.7	374.4	92.3
491.0	376.0	115.0	424.8	336.7	88.1	481.1	391.3	89.8
127.8	-	127.8	206.3	-	206.3	239.3	-	239.3
401.5	172.0	229.5	406.0	158.7	247.3	488.3	158.4	330.0
34.7	28.0	6.7	55.1	33.0	22.2	36.5	29.0	7.5
474.8	456.0	18.8	125.9	103.1	22.8	137.2	112.7	24.5
37.1	-	37.1	47.8	-	47.8	58.8	-	58.8
173.5	110.0	63.5	477.4	397.8	79.7	498.4	413.1	85.3
1 041.6	916.0	125.6	1 030.7	864.2	166.5	1 029.8	847.4	182.4
936.9	677.4	259.4	1 160.4	877.3	283.1	763.9	373.9	390.0
36.5	-	36.5	319.0	280.9	38.2	349.4	309.0	40.5
65.4	-	65.4	70.9	-	70.9	10.7	-	10.7
10 286.1	6 612.4	3 673.7	11 266.0	6 916.7	4 349.3	11 970.4	6 878.4	5 092.0
757.3	596.6	160.7	720.8	504.6	216.2	765.9	461.1	304.8
22.5	22.2	0.3	127.1	124.9	2.2	52.2	49.7	2.5