

\$149

2020

Datalex Big Book of Airline Data

by IdeaWorksCompany

Your single source for passenger traffic,
airline revenue, and frequent flyer
enrollment for 221 airlines

RESEARCHED AND WRITTEN BY JAY SORENSEN
EDITED BY ERIC LUCAS



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2020 Datalex Big Book of Airline Data by IdeaWorksCompany

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Issued 27 October 2020 by IdeaWorksCompany.com LLC
Shorewood, Wisconsin, USA
www.IdeaWorksCompany.com
Version I

About Jay Sorensen, Writer of the Report

Jay Sorensen's research and reports have made him a leading authority on frequent flyer programs and the ancillary revenue movement. He is a regular keynote speaker at the annual MEGA Event, spoke at IATA Passenger Services Symposia in Abu Dhabi and Singapore, and has testified to the US



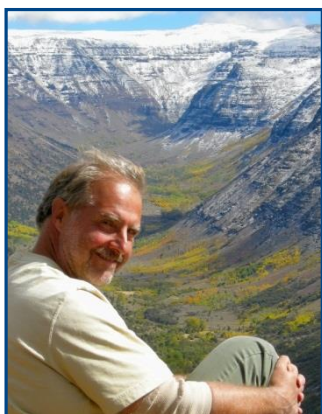
Jay and son Anton hiking in Pictured Rocks National Lakeshore on Lake Superior in the Northern Peninsula of Michigan.

Congress on ancillary revenue issues. His published works are relied upon by airline executives throughout the world and include first-ever guides on the topics of ancillary revenue and loyalty marketing. He was acknowledged by his peers when he received the Airline Industry Achievement Award at the MEGA Event in 2011.

Mr. Sorensen is a veteran management professional with 36 years experience in product, partnership, and marketing development. As president of the IdeaWorksCompany consulting firm, he has enhanced the generation of airline revenue, started loyalty programs and co-branded

credit cards, developed products in the service sector, and helped start airlines and other travel companies. His career includes 13 years at Midwest Airlines where he was responsible for marketing, sales, customer service, product development, operations, planning, financial analysis and budgeting. His favorite activities are hiking, exploring and camping in US national parks with his family.

About Eric Lucas, Editor of the Report



Eric Lucas is an international travel, culture and natural history writer and editor whose work has appeared in Michelin travel guides, Alaska Airlines *Beyond Magazine*, *Westways* and numerous other publications. Founding editor of *Midwest Airlines Magazine*, he is the author of eight books, including the 2017 *Michelin Alaska* guide. Eric has followed and written about the travel industry for more than 30 years. He lives on San Juan Island, Washington, where he grows organic garlic, apples, beans and hay; visit him online at TrailNot4Sissies.com.

Eric, at his favorite summer retreat, Steens Mountain, Oregon.

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Updates to the 2020 Datalex Big Book of Airline Data

This is Version 1.0 of the 2020 Datalex Big Book of Airline Data by IdeaWorksCompany.

Readers are encouraged to visit the IdeaWorksCompany website to check for updates to this Datalex Big Book of Airline Data: <https://ideaworkscompany.com/reports/>

Updates will include corrections made to the data presented. These will be summarized in the “Updates to the 2020 Datalex Big Book of Airline Data page.” The most up-to-date version of the big book will be available on the website.

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A. Welcome Message from Datalex

Datalex is delighted to sponsor the inaugural Datalex Big Book of Airline Data by IdeaWorksCompany.

When we began working on this concept with the IdeaWorksCompany team – pre-Covid-19 – we did so because we had our own questions about airline revenue, traffic, and loyalty programme membership; we knew this data was important and that it was difficult to source.

The 2020 Datalex Big Book of Airline Data is a snapshot in time and is based on the 2019 reporting period. Little did we know what 2020 would bring. 2019 had been another year of steady growth with demand up by 4.2% over 2018. At the time of writing, 2020 airline performance remains impossible to predict with certainty, and most respected industry sources indicate the recovery period for travel may go beyond initial estimations.

As we, together with our airline partners and colleagues across the industry, deal with the ongoing impact of Covid, we are confident there will be an inevitable recovery over time which will in turn be positively reflected in traffic and revenues. Those airlines that engage digitally with customers during this period will also retain their loyalty.

Some emerging trends at this time may accelerate the changing shape of airline digital engagement:

- **Direct:** *There is consensus amongst a number of industry commentators that there will be a faster recovery on the digital direct channel.*
- **Offer Control:** *When travel recovers, airlines need to be able to optimise pricing and offers on all channels and to promote and convert at scale; mobile will be a prime booking channel and there will be continued use of NDC (New Distribution Capability) for the indirect channels.*
- **IT Outsource:** *As airlines radically reshape organisationally, there may be less appetite to invest in large inhouse IT departments maintaining bespoke systems, and a greater willingness to partner with proven IT software providers.*
- **Plug & Play:** *Niche products will be used to enhance an airline's ability to engage digitally and will be judged by the ability to deliver quick revenue generating or cost cutting results.*

Datalex, with our core product portfolio – Datalex Merchandiser, Datalex Direct, Datalex Dynamic and Datalex NDC – is well placed to support the needs of airlines at this time.

Finally, we would like to thank Jay Sorensen and his team at IdeaWorks for producing a great piece of work – we are happy to share it. We look forward to future editions when we will see some interesting data comparison points emerge. We encourage the media to use the data from this publication within their reporting and we hope that this Big Book will be a useful resource for all those interested in our industry.



B. Introduction to the Data

This publication is your single source of data for passenger traffic, airline revenue, and frequent flyer enrollment for 221 airlines from Aegean to Zhuhai. The data collection process for the 2020 Datalex Big Book of Airline Data by IdeaWorksCompany began in January of this year and was completed in August. It's a significant undertaking with a review of nearly 300 airlines to find traffic, revenue, and membership data for presentation in the Big Book. The information is presented in multiple formats to create user-friendly access to the data.

The first part of the Big Book contains passenger traffic results for 158 primary airlines and 50 subsidiary airlines. The second portion contains revenue results for 134 primary airlines and 46 subsidiary airlines. The final section provides membership data for 42 frequent flyer programs. It's important to understand the distinction between primary and subsidiary airlines:

- **Primary airlines** include individual airlines not affiliated with a corporate group structure such as Air Greenland and Allegiant. Group airlines are also included. These groups feature multiple carriers under a single corporate ownership structure. Examples of groups include Air China and Lufthansa Group.
- **Subsidiary airlines** are individually identified airlines under an airline group (also known as the corporate parent). The carriers listed do not always represent the full list of airlines operating under the group umbrella. The listing is limited to the disclosures made by the parent company, and these may not be comprehensive; groups often omit smaller operations from the annual report.

There are 70+ pages in this Big Book and two features are designed to help keep users on track through the many tables. Each data section will use a consistent highlight color for the traffic and revenue data. In addition, tables offer "line" numbers for individual results. For tables offering high to low results, the individual results appear as a "rank."

Passenger traffic typically represents one way passengers with connections between flights counted as a single trip. Some airlines, such as low cost carriers, count passengers on a segment basis; a connection passenger would represent two trips. Revenue is often described by airlines as "operating revenue" which includes a variety of sources such as passenger fares, ancillary revenue, air cargo, and services sold to other airlines such as catering and ground handling. Data collection attempted to identify operating revenue for inclusion in the Big Book. Some disclosures were very scant and the revenue type could not be determined.

The reporting period focuses on 2019. For the majority of airlines, this is the calendar year of January through December. Some airlines use fiscal years with quarters ending on March 31, June 30, and September 30. The most recent reporting period was selected for this Big Book. The source for information was almost always an annual report found at the investor relations page of an airline website. There are a variety of sources identified in the tables with official financial documents being preferred.

Airlines which are privately owned (no public shares ownership) or government owned offer very little disclosure beyond a simple traffic or revenue reference made at the website, in a press release, or the materials published by a global alliance. Some US major airlines have recently adopted the surprising practice of not disclosing exact traffic data. This explains the vague reference of 200 million passengers found for Delta. Others were found by contacting media relations at the airline for details.

The tables offer the most robust information for primary airlines, as these carriers and groups can be effectively ranked in terms of passenger traffic and revenue. All airlines are listed in alphabetical order with passenger traffic, revenue, reporting period, data source, and global region listed. Primary airlines are listed in rank by passenger traffic and revenue. In addition, primary airlines are ranked within their global regions. There are sections which collate the traffic and revenue results for the three primary alliances: Oneworld, SkyTeam, and Star.

Every effort is made to provide accurate data. However, the quantity of data presented will inevitably incorporate errors and omissions. Users are kindly requested to advise IdeaWorksCompany using the contact form provided on the website:

<https://ideaworkscompany.com/contact/>

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C. Airline Traffic for the 2019 Period

Primary Airlines in Alphabetical Order

This section provides annual passenger traffic information for 158 primary airlines in alphabetical order from Aegean Airlines to Wizz Air.

Primary airlines include individual airlines not affiliated with a corporate group structure such as Air Greenland and Allegiant. Group airlines are also included. These groups feature multiple carriers under a single corporate ownership structure. Examples of groups include Air China and Lufthansa. Using the example of Lufthansa Group, this structure includes Austrian, Brussels, Eurowings, Lufthansa Airlines, and SWISS as subsidiary airlines under the group. Traffic detail for subsidiary airlines is provided in the section which follows the primary airlines listing. Please refer to section B of the Big Book (Introduction to the Data) for information describing data collection, reporting periods, and data sources.

| Traffic – Primary Airlines – Alphabetical | | | | | |
|---|-----------------------|-------------------|------------------------|-----------------------------------|----------------------|
| Line | Airlines | Annual Passengers | Reporting Period | Source | World Region |
| 1 | Aegean Airlines | 14,992,000 | Calendar 2019 | Annual report | Europe & Russia |
| 2 | Aeroflot Group | 60,800,000 | Calendar 2019 | Annual report | Europe & Russia |
| 3 | Aerolineas Argentinas | 9,415,030 | Calendar 2019 | Annual report | Latin America |
| 4 | Aeromexico | 20,689,000 | Calendar 2019 | 4th quarter report 2019 | Latin America |
| 5 | Air Arabia | 12,000,000 | Calendar 2019 | Annual report | Middle East & Africa |
| 6 | Air Astana | 5,120,000 | Calendar 2019 | Annual report | Asia & South Pacific |
| 7 | Air Blue (Pakistan) | 1,843,343 | FY ended 30 June 2019 | Pakistan Civil Aviation Authority | Asia & South Pacific |
| 8 | Air Canada Group | 51,543,000 | Calendar 2019 | Airline website | US & Canada |
| 9 | Air Caribes | 2,200,000 | Calendar 2019 | Groupe Dubreuil (parent) website | Latin America |
| 10 | Air China Group | 115,006,120 | Calendar 2019 | Annual report | Asia & South Pacific |
| 11 | Air Corsica | 2,000,000 | Calendar 2019 | Airline website | Europe & Russia |
| 12 | AIRDO | 2,037,934 | FY ended 31 March 2020 | Company press release 29 May 2020 | Asia & South Pacific |
| 13 | Air Europa | 11,800,000 | Calendar 2019 | IAG Capital Markets Day 2019 | Europe & Russia |
| 14 | Air France/KLM Group | 104,205,000 | Calendar 2019 | Annual report | Europe & Russia |
| 15 | Air Greenland | 438,000 | Calendar 2019 | Annual report | Europe & Russia |

Table Continues

Traffic – Primary Airlines – Alphabetical
Continued

| Line | Airlines | Annual Passengers | Reporting Period | Source | World Region |
|------------------------|-------------------------------|-------------------|----------------------------|---------------------------------------|----------------------|
| 16 | Air India | 21,800,000 | FY ended 31 March 2019 | Annual report | Asia & South Pacific |
| 17 | Air India Express | 4,360,000 | FY ended 31 March 2019 | Annual report | Asia & South Pacific |
| 18 | Air Madagascar | 467,000 | Calendar 2019 | Annual report | Middle East & Africa |
| 19 | Air Mauritius | 1,724,000 | FY ended 31 March 2020 | Annual report | Middle East & Africa |
| 20 | Air New Zealand | 17,738,000 | FY ended 30 June 2019 | Annual report | Asia & South Pacific |
| 21 | Air Nostrum | 5,200,000 | Calendar 2019 | Company press release | Europe & Russia |
| 22 | Air Serbia | 2,810,000 | Calendar 2019 | 29 January 2020 press release | Europe & Russia |
| 23 | Air Seychelles | 1,007,715 | Calendar 2019 | Company press release | Middle East & Africa |
| 24 | AirAsia Group (ex. AirAsia X) | 51,559,070 | Calendar 2019 | Annual report | Asia & South Pacific |
| 25 | AirAsia X | 6,071,019 | Calendar 2019 | Annual report | Asia & South Pacific |
| 26 | airBaltic | 5,049,000 | Calendar 2019 | Annual report | Europe & Russia |
| 27 | Air Transat | 5,225,806 | Calendar 2019 | 4th quarter results presentation | US & Canada |
| 28 | Alaska Air Group | 46,733,000 | Calendar 2019 | Annual report | US & Canada |
| 29 | Alitalia | 21,300,000 | Calendar 2019 | Airline website and Skyteam website | Europe & Russia |
| 30 | Allegiant Air | 15,012,149 | Calendar 2019 | Annual report | US & Canada |
| 31 | American | 215,182,000 | Calendar 2019 | Annual report | US & Canada |
| 32 | ANA All Nippon Airways | 45,052,749 | FY ended 31 March 2020 | Annual report | Asia & South Pacific |
| 33 | Arkia Israel Airlines | 1,600,000 | Calendar 2019 | Airline website | Middle East & Africa |
| 34 | Asiana Airlines Group | 18,900,000 | Calendar 2019 | Annual report & Star Alliance website | Asia & South Pacific |
| 35 | Atlantic Airways | 338,183 | Calendar 2019 | Annual report | Europe & Russia |
| 36 | Austral | 3,584,265 | Calendar 2019 | Annual report | Latin America |
| 37 | Avianca | 30,537,701 | Calendar 2019 | Annual report | Latin America |
| 38 | Azul | 27,674,247 | Calendar 2019 | Annual report | Latin America |
| 39 | Bangkok Airways | 5,860,200 | Calendar 2019 | Annual report | Asia & South Pacific |
| 40 | Blue Air | 4,000,000 | FY ended 31 September 2019 | 28 October 2019 press release | Europe & Russia |
| <i>Table Continues</i> | | | | | |

Traffic – Primary Airlines – Alphabetical
Continued

| Line | Airlines | Annual Passengers | Reporting Period | Source | World Region |
|------|-------------------------------|-------------------|----------------------------|--|----------------------|
| 41 | BRA Braathens | 2,000,000 | Calendar 2019 | Annual report - Braganza (parent) | Europe & Russia |
| 42 | Cathay Pacific/Cathay Dragon | 35,233,000 | Calendar 2019 | Annual report | Asia & South Pacific |
| 43 | Cebu Pacific Air | 22,468,000 | Calendar 2019 | Annual report | Asia & South Pacific |
| 44 | China Airlines | 15,628,114 | Calendar 2019 | Annual report | Asia & South Pacific |
| 45 | China Eastern Group | 130,297,360 | Calendar 2019 | Annual report | Asia & South Pacific |
| 46 | China Southern Group | 151,632,160 | Calendar 2019 | Annual report | Asia & South Pacific |
| 47 | Comair (S.A.) | 5,981,803 | Calendar 2019 | Annual report | Middle East & Africa |
| 48 | Condor (formerly Thomas Cook) | 9,400,000 | FY ended 30 September 2019 | 26 November 2019 press release | Europe & Russia |
| 49 | Copa Airlines | 15,424,000 | Calendar 2019 | Annual report | Latin America |
| 50 | Corsair International | 1,000,000 | Calendar 2019 | Airline website | Europe & Russia |
| 51 | Croatia Airlines | 2,179,000 | Calendar 2019 | Annual report | Europe & Russia |
| 52 | CSA Czech Airlines | 2,600,000 | Calendar 2019 | SkyTeam website | Europe & Russia |
| 53 | Delta | 200,000,000 | Calendar 2019 | Annual report | US & Canada |
| 54 | easyJet | 96,100,000 | FY ended 30 September 2019 | Annual report | Europe & Russia |
| 55 | Edelweiss Air | 2,670,000 | Calendar 2019 | Airline website | Europe & Russia |
| 56 | EgyptAir | 7,540,000 | Current period | Star Alliance website | Middle East & Africa |
| 57 | EI AI | 5,826,000 | Calendar 2019 | Annual report | Middle East & Africa |
| 58 | Emirates | 56,200,000 | Calendar 2019 | Annual report | Middle East & Africa |
| 59 | Ethiopian Airlines | 12,100,000 | FY ended 30 June 2019 | Fact sheet 2018/2019 | Middle East & Africa |
| 60 | Etihad Airways | 17,500,000 | Calendar 2019 | Company press release | Middle East & Africa |
| 61 | EVA Air | 12,827,305 | Calendar 2019 | Annual report | Asia & South Pacific |
| 62 | Far Eastern Air (Taiwan) | 1,755,391 | Calendar 2019 | Civil Aviation Statistics Taiwan annual report | Asia & South Pacific |
| 63 | Fiji Airways | 2,000,000 | Current period | Oneworld fact sheet | Asia & South Pacific |
| 64 | Finnair | 14,650,000 | Calendar 2019 | Annual report | Europe & Russia |
| 65 | Flair (Canada) | 1,000,000 | Calendar 2019 | Company press release | US & Canada |

Table Continues

Traffic – Primary Airlines – Alphabetical
Continued

| Line | Airlines | Annual Passengers | Reporting Period | Source | World Region |
|------|--------------------------|-------------------|------------------------|---|----------------------|
| 66 | flyadeal | 4,000,000 | Calendar 2019 | Company press release | Middle East & Africa |
| 67 | Flybondi (Argentina) | 1,200,000 | Calendar 2019 | Estimate based upon 2019 press releases | Latin America |
| 68 | flydubai | 9,600,000 | Calendar 2019 | Company press release | Middle East & Africa |
| 69 | flynas | 7,600,000 | Calendar 2019 | Company press release | Middle East & Africa |
| 70 | Frontier Airlines | 22,687,107 | Calendar 2019 | US DOT filings | US & Canada |
| 71 | Garuda Indonesia | 19,670,604 | Calendar 2019 | Annual report | Asia & South Pacific |
| 72 | GoAir | 12,703,317 | FY ended 31 March 2019 | Directorate General of Civil Aviation website | Asia & South Pacific |
| 73 | GOL Linhas Aereas | 36,445,000 | Calendar 2019 | Annual report | Latin America |
| 74 | Hainan Airlines Group | 81,690,000 | Calendar 2019 | Annual report | Asia & South Pacific |
| 75 | Hawaiian Holdings | 11,751,000 | Calendar 2019 | Annual report | US & Canada |
| 76 | HK Express | 1,888,000 | Calendar 2019 | Annual report - Cathay Pacific | Asia & South Pacific |
| 77 | Icelandair | 4,408,000 | Calendar 2019 | Annual report | Europe & Russia |
| 78 | IndiGo | 75,025,960 | FY ended 31 March 2020 | Annual report | Asia & South Pacific |
| 79 | Interjet | 15,184,720 | Calendar 2019 | Company press release | Latin America |
| 80 | Int'l Airlines Group IAG | 118,253,000 | Calendar 2019 | Annual report | Europe & Russia |
| 81 | Israir | 983,205 | Calendar 2019 | IDB Group & Ben Gurion Airport website | Middle East & Africa |
| 82 | Japan Airlines Group | 42,060,000 | FY ended 31 March 2020 | Annual report | Asia & South Pacific |
| 83 | Jazeera Airways | 2,400,000 | Calendar 2019 | Annual report | Middle East & Africa |
| 84 | Jeju Air | 13,465,000 | Calendar 2019 | Annual report | Asia & South Pacific |
| 85 | Jet2.com | 12,820,000 | FY ended 31 March 2019 | Annual report | Europe & Russia |
| 86 | JetBlue Airways | 42,728,000 | Calendar 2019 | Annual report | US & Canada |
| 87 | JetSMART Chile | 2,281,759 | Calendar 2019 | Chile Board of Civil Aeronautics JAC | Latin America |
| 88 | Jetstar Group | 25,002,000 | FY ended 30 June 2019 | Annual report - Qantas | Asia & South Pacific |

Table Continues

Traffic – Primary Airlines – Alphabetical
Continued

| Line | Airlines | Annual Passengers | Reporting Period | Source | World Region |
|------|-----------------------------|-------------------|------------------------|--|----------------------|
| 89 | Jin Air | 8,663,000 | Calendar 2019 | Annual report | Asia & South Pacific |
| 90 | Juneyao Air | 22,017,308 | Calendar 2019 | Annual report | Asia & South Pacific |
| 91 | Kenya Airways Group | 5,160,896 | Calendar 2019 | Annual report | Middle East & Africa |
| 92 | Korean Air | 27,250,000 | Calendar 2019 | Annual report | Asia & South Pacific |
| 93 | La Compagnie | 79,500 | Calendar 2019 | 15 January 2020 press release | Europe & Russia |
| 94 | LATAM | 74,189,000 | Calendar 2019 | Annual report | Latin America |
| 95 | Loganair | 786,157 | FY ended 31 March 2019 | Annual report/UK Companies House | Europe & Russia |
| 96 | LOT - Polish Aviation Group | 10,000,000 | Calendar 2019 | Airline website | Europe & Russia |
| 97 | Lufthansa Group | 145,190,000 | Calendar 2019 | Annual report | Europe & Russia |
| 98 | Luxair | 2,148,098 | Calendar 2019 | Annual report | Europe & Russia |
| 99 | Malaysia Airlines | 14,000,000 | Current period | Oneworld fact sheet (pass.) | Asia & South Pacific |
| 100 | Mandarin Airlines | 2,758,570 | Calendar 2019 | Civil Aviation Statistics Taiwan annual report | Asia & South Pacific |
| 101 | Middle East Airlines | 3,100,000 | Current period | SkyTeam alliance website | Middle East & Africa |
| 102 | Nok Air | 9,840,000 | Calendar 2019 | Annual report | Asia & South Pacific |
| 103 | Nordwind Airlines | 5,535,177 | Calendar 2019 | Airline website | Europe & Russia |
| 104 | Norwegian | 36,200,000 | Calendar 2019 | Annual report | Europe & Russia |
| 105 | Nouvelair Tunisie | 1,000,000 | Calendar 2019 | Airline website | Middle East & Africa |
| 106 | Pegasus | 30,500,000 | Calendar 2019 | Annual report | Europe & Russia |
| 107 | Philippine Airlines | 16,761,050 | Calendar 2019 | Annual report | Asia & South Pacific |
| 108 | PIA Pakistan | 5,290,000 | Calendar 2019 | Annual report | Asia & South Pacific |
| 109 | Qantas Airways | 30,811,000 | FY ended 30 June 2019 | Annual report | Asia & South Pacific |
| 110 | Qatar Airways | 29,484,000 | FY ended 31 March 2019 | Annual report | Middle East & Africa |
| 111 | REX - Regional Express | 1,271,000 | FY ended 30 June 2019 | Annual report | Asia & South Pacific |
| 112 | Royal Air Maroc | 7,500,000 | Calendar 2019 | Oneworld January 2020 press release | Middle East & Africa |

Table Continues

Traffic – Primary Airlines – Alphabetical
Continued

| Line | Airlines | Annual Passengers | Reporting Period | Source | World Region |
|------|------------------------|-------------------|--------------------------|---------------------------------------|----------------------|
| 113 | Royal Jordanian | 3,298,000 | Calendar 2019 | Annual report | Middle East & Africa |
| 114 | Ryanair Group | 148,600,000 | FY ended 31 March 2020 | Annual report | Europe & Russia |
| 115 | S7 Airlines | 17,900,000 | Calendar 2019 | Company press release (pass.) | Europe & Russia |
| 116 | Saheen Air | 33,312 | FY ended 30 June 2019 | Pakistan Civil Aviation Authority | Asia & South Pacific |
| 117 | SAS Group | 29,761,000 | FY ended 31 October 2019 | Annual report | Europe & Russia |
| 118 | SATA Air Acores | 766,642 | Calendar 2019 | Annual report | Europe & Russia |
| 119 | SATA International | 946,031 | Calendar 2019 | Annual report | Europe & Russia |
| 120 | Saudi Arabian Airlines | 36,000,000 | Calendar 2019 | Estimate by IdeaWorks | Middle East & Africa |
| 121 | Scoot | 10,454,000 | FY ended 31 March 2020 | Annual report - Singapore | Asia & South Pacific |
| 122 | SereneAir | 1,751,072 | FY ended 30 June 2019 | Pakistan Civil Aviation Authority | Asia & South Pacific |
| 123 | SIA Group (Singapore) | 35,800,603 | FY ended 31 March 2020 | Annual report | Asia & South Pacific |
| 124 | SKY Airline (Chile) | 4,623,094 | Calendar 2019 | Chile Board of Civil Aeronautics JAC | Latin America |
| 125 | Smartwings Group | 8,800,000 | Calendar 2019 | Reuters article | Europe & Russia |
| 126 | Solaseed Air | 1,796,046 | FY ended 31 March 2020 | Annual report | Asia & South Pacific |
| 127 | South African Airways | 6,800,000 | Current period | Star Alliance website | Middle East & Africa |
| 128 | Southwest Airlines | 134,056,000 | Calendar 2019 | Annual report | US & Canada |
| 129 | SpiceJet | 20,035,000 | FY ended 31 March 2020 | Annual report | Asia & South Pacific |
| 130 | Spirit Airlines | 34,537,000 | Calendar 2019 | Annual report | US & Canada |
| 131 | Spring Airlines | 22,392,500 | Calendar 2019 | Annual report | Asia & South Pacific |
| 132 | SriLankan Airlines | 5,663,000 | FY ended 31 March 2019 | Annual report | Asia & South Pacific |
| 133 | Star Flyer | 1,671,528 | FY ended 31 March 2020 | Annual report | Asia & South Pacific |
| 134 | Sun Country Airlines | 4,090,000 | Calendar 2019 | Annual report | US & Canada |
| 135 | TAME Ecuador | 1,181,166 | Calendar 2019 | TAME final accountability report 2019 | Latin America |

Table Continues

Traffic – Primary Airlines – Alphabetical
Continued

| Line | Airlines | Annual Passengers | Reporting Period | Source | World Region |
|------|--------------------------------|-------------------|----------------------------|--|----------------------|
| 136 | TAP Portugal | 17,052,000 | Calendar 2019 | Annual report | Europe & Russia |
| 137 | TAROM | 2,800,000 | Current period | SkyTeam alliance website | Europe & Russia |
| 138 | Thai Airways Int'l. | 19,422,000 | Calendar 2019 | Annual report | Asia & South Pacific |
| 139 | TUI Group (Markets & Airlines) | 21,075,000 | FY ended 30 September 2019 | Annual report | Europe & Russia |
| 140 | Tunisair | 3,450,434 | Calendar 2019 | AfricanManager.com article 31 January 2020 | Middle East & Africa |
| 141 | Turkish Airlines Group | 74,276,000 | Calendar 2019 | Annual report | Europe & Russia |
| 142 | T'way Air | 9,154,000 | Calendar 2019 | Annual report presentation | Asia & South Pacific |
| 143 | Ukraine Int'l. Airlines | 7,963,000 | Calendar 2019 | 06 February 2020 <i>Russian Aviation Insider</i> article | Europe & Russia |
| 144 | UNI Air (Taiwan) | 3,908,003 | Calendar 2019 | Civil Aviation Statistics Taiwan annual report | Asia & South Pacific |
| 145 | United | 162,443,000 | Calendar 2019 | Annual report | US & Canada |
| 146 | Ural Airlines | 9,616,908 | Calendar 2018 | Annual report | Europe & Russia |
| 147 | Utair (excludes helicopter) | 7,827,157 | Calendar 2019 | Annual report | Europe & Russia |
| 148 | VietJet Air | 24,900,000 | Calendar 2019 | Annual report | Asia & South Pacific |
| 149 | Vietnam Airlines | 22,900,000 | Calendar 2019 | Annual report | Asia & South Pacific |
| 150 | Virgin Australia Group | 24,786,063 | FY ended 30 June 2019 | Annual report | Asia & South Pacific |
| 151 | Vistara | 5,438,275 | FY ended 31 March 2019 | Directorate General of Civil Aviation website | Asia & South Pacific |
| 152 | Viva Aerobus | 12,019,000 | Calendar 2019 | Annual report | Latin America |
| 153 | Viva Colombia | 6,300,000 | Calendar 2019 | Airline website | Latin America |
| 154 | Volaris | 21,975,000 | Calendar 2019 | Annual report | Latin America |
| 155 | Volotea | 7,600,000 | Calendar 2019 | Company press release | Europe & Russia |
| 156 | Westjet | 25,867,135 | Calendar 2019 | Annual report and ONEX press release | US & Canada |
| 157 | Wideroe | 2,800,000 | Current results | Airline website | Europe & Russia |
| 158 | Wizz Air | 40,027,914 | FY ended 31 March 2020 | Annual report | Europe & Russia |

End of Table

Subsidiary Airlines in Alphabetical Order

This section provides traffic information for 50 subsidiary airlines in alphabetical order by group (parent) name from Aeroflot Group to Virgin Australia Group.

Subsidiary airlines are identified first by the group name (corporate parent) and presented in alphabetical order under the group. The list of subsidiary airlines is based upon public disclosures and does not necessarily represent all the airlines within a group – Air Canada Group for example – reports traffic for Jazz, but not for its other subsidiary Rouge, nor for the primary carrier. Please refer to section B of the Big Book (Introduction to the Data) for information describing data collection, reporting periods, and data sources.

| Traffic – Subsidiary Airlines – Alphabetical | | | | | |
|--|----------------------|--------------------------|-------------------|------------------|--------------------------------------|
| Line | Group (Parent) | Subsidiary Airlines | Annual Passengers | Reporting Period | Source |
| 1 | Aeroflot Group | Aurora | 1,700,000 | Calendar 2019 | Annual report - Aeroflot |
| 2 | | Pobeda | 10,300,000 | Calendar 2019 | Annual report - Aeroflot |
| 3 | | Rossiya | 11,600,000 | Calendar 2019 | Annual report - Aeroflot |
| 4 | Air Canada Group | Jazz | 10,600,000 | Calendar 2019 | Airline website (part of Air Canada) |
| 5 | Air China Group | Air China (not Group) | 68,000,000 | Calendar 2019 | Estimate by IdeaWorks |
| 6 | | Air China Inner Mongolia | 2,142,700 | Calendar 2019 | Annual report - Air China |
| 7 | | Air Macau | 3,663,500 | Calendar 2019 | Annual report - Air China |
| 8 | | Dalian Airlines | 2,553,100 | Calendar 2019 | Annual report - Air China |
| 9 | | Shandong Airlines | 25,837,600 | Calendar 2019 | Annual report - Air China |
| 10 | | Shenzhen Airlines | 37,850,700 | Calendar 2019 | Annual report - Air China |
| 11 | Air France/KLM Group | Air France | 52,532,000 | Calendar 2019 | Annual report - Air France/KLM |
| 12 | | KLM | 35,092,000 | Calendar 2019 | Annual report - Air France/KLM |
| 13 | | Transavia Airlines | 16,581,000 | Calendar 2019 | Annual report - Air France/KLM |
| 14 | AirAsia Group | AirAsia India | 9,261,439 | Calendar 2019 | Annual report - AirAsia Group |
| 15 | | AirAsia Indonesia | 7,967,267 | Calendar 2019 | Annual report - AirAsia Group |
| <i>Table Continues</i> | | | | | |

| Traffic – Subsidiary Airlines – Alphabetical | | | | | |
|--|----------------------|---------------------------|-------------------|------------------------|--------------------------------|
| Line | Group (Parent) | Subsidiary Airlines | Annual Passengers | Reporting Period | Source |
| 16 | AirAsia Group | AirAsia Japan | 485,016 | Calendar 2019 | Annual report - AirAsia Group |
| 17 | | AirAsia Malaysia | 35,038,498 | Calendar 2019 | Annual report - AirAsia Group |
| 18 | | AirAsia Philippines | 8,553,305 | Calendar 2019 | Annual report - AirAsia Group |
| 19 | | AirAsia Thailand | 22,149,474 | Calendar 2019 | Annual report - AirAsia Group |
| 20 | ANA | Peach | 7,280,000 | FY ended 31 March 2019 | Annual report - ANA |
| 21 | China Eastern Group | China Eastern (not Group) | 78,894,660 | Calendar 2019 | Annual report - China Eastern |
| 22 | | China United Airlines | 9,176,500 | Calendar 2019 | Annual report - China Eastern |
| 23 | | Eastern Air Jiangsu | 13,647,000 | Calendar 2019 | Annual report - China Eastern |
| 24 | | Eastern Air Wuhan | 6,777,400 | Calendar 2019 | Annual report - China Eastern |
| 25 | | Eastern Air Yunnan | 14,722,300 | Calendar 2019 | Annual report - China Eastern |
| 26 | | Shanghai Airlines | 16,256,000 | Calendar 2019 | Annual report - China Eastern |
| 27 | China Southern Group | Chongqing Airlines | 4,392,600 | Calendar 2019 | Annual report - China Southern |
| 28 | | Guizhou Airlines | 3,965,300 | Calendar 2019 | Annual report - China Southern |
| 29 | | Henan Airlines | 6,056,200 | Calendar 2019 | Annual report - China Southern |
| 30 | | Shantou Airlines | 3,330,200 | Calendar 2019 | Annual report - China Southern |
| 31 | | Xiamen Airlines | 39,865,700 | Calendar 2019 | Annual report - China Southern |
| 32 | | Zhuhai Airlines | 2,495,500 | Calendar 2019 | Annual report - China Southern |
| 33 | EVA Air | Tigerair Taiwan | 2,783,726 | Calendar 2019 | Annual report - EVA Airways |
| 34 | Garuda | Garuda Citilink | 12,223,779 | Calendar 2019 | Annual report - Garuda |

Table Continues

| Traffic – Subsidiary Airlines – Alphabetical | | | | | |
|--|--------------------------|---------------------|-------------------|------------------------|--|
| Line | Group (Parent) | Subsidiary Airlines | Annual Passengers | Reporting Period | Source |
| 35 | Int'l Airlines Group IAG | Aer Lingus | 11,649,000 | Calendar 2019 | Annual report - IAG |
| 36 | | British Airways | 47,710,000 | Calendar 2019 | Annual report - IAG |
| 37 | | Iberia | 22,449,009 | Calendar 2019 | Annual report - IAG |
| 38 | | LEVEL | 1,877,000 | Calendar 2019 | Annual report - IAG |
| 39 | | Vueling Airlines | 34,568,000 | Calendar 2019 | Annual report - IAG |
| 40 | Kenya Airways Group | Jambojet | 700,000 | Calendar 2019 | Annual report - Kenya Airways (and Reuters article) |
| 41 | Lufthansa Group | Austrian | 14,651,000 | Calendar 2019 | Annual report - Lufthansa Group |
| 42 | | Brussels | 10,000,000 | Calendar 2019 | Star Alliance website (not disclosed in Lufthansa Group) |
| 43 | | Eurowings | 28,000,000 | Calendar 2019 | Annual report - Lufthansa Group |
| 44 | | Lufthansa Airlines | 71,307,000 | Calendar 2019 | Annual report - Lufthansa Group |
| 45 | | SWISS | 21,591,000 | Calendar 2019 | Annual report - Lufthansa Group |
| 46 | Ryanair Group | Lauda | 6,400,000 | FY ended 31 March 2020 | Annual report - Ryanair |
| 47 | SIA Group (Singapore) | SilkAir | 4,440,000 | FY ended 31 March 2020 | Annual report - Singapore |
| 48 | | Singapore Airlines | 20,906,000 | FY ended 31 March 2020 | Annual report - Singapore |
| 49 | Turkish Airlines Group | Anadolujet | 14,529,000 | Calendar 2019 | Annual report - Turkish |
| 50 | | SunExpress | 10,132,446 | Calendar 2019 | Annual report - Turkish |
| 51 | Virgin Australia Group | Tigerair Australia | | Calendar 2019 | Annual report - Virgin Australia |
| <i>End of Table</i> | | | | | |

Primary Airlines by Traffic

This section provides traffic information for 158 primary airlines in order of descending passenger loads. The top of the list is dominated by the three US major airlines: American, Delta, and United, and is followed by China Southern Group and Ryanair. The list ends with Saheen Air of Pakistan. While the top of the list certainly contains the world's largest carriers, the last entries of the list do not represent the world's smallest airlines. This Big Book contains airlines which have disclosed revenue and traffic statistics; the smallest airlines of the world often make no such disclosures.

Primary airlines include individual airlines, such as Air Greenland and Allegiant, not affiliated with a corporate group structure. Group airlines are also included. These groups feature multiple carriers under a single corporate ownership structure. Examples of groups include Air China and Lufthansa. Using the example of Lufthansa Group, this structure includes Austrian, Brussels, Eurowings, Lufthansa Airlines, and SWISS as subsidiary airlines under the group. Traffic detail for subsidiary airlines, where available, is provided in the section which follows the primary airlines alphabetical listing. Please refer to section B of the Big Book (Introduction to the Data) for information describing data collection, reporting periods, and data sources.

| Primary Airlines by Traffic | | | | | |
|-----------------------------|--------------------------|-------------------|----------------------------|---------------|----------------------|
| Rank | Airlines | Annual Passengers | Reporting Period | Source | World Region |
| 1 | American | 215,182,000 | Calendar 2019 | Annual report | US & Canada |
| 2 | Delta | 200,000,000 | Calendar 2019 | Annual report | US & Canada |
| 3 | United | 162,443,000 | Calendar 2019 | Annual report | US & Canada |
| 4 | China Southern Group | 151,632,160 | Calendar 2019 | Annual report | Asia & South Pacific |
| 5 | Ryanair Group | 148,600,000 | FY ended 31 March 2020 | Annual report | Europe & Russia |
| 6 | Lufthansa Group | 145,190,000 | Calendar 2019 | Annual report | Europe & Russia |
| 7 | Southwest Airlines | 134,056,000 | Calendar 2019 | Annual report | US & Canada |
| 8 | China Eastern Group | 130,297,360 | Calendar 2019 | Annual report | Asia & South Pacific |
| 9 | Int'l Airlines Group IAG | 118,253,000 | Calendar 2019 | Annual report | Europe & Russia |
| 10 | Air China Group | 115,006,120 | Calendar 2019 | Annual report | Asia & South Pacific |
| 11 | Air France/KLM Group | 104,205,000 | Calendar 2019 | Annual report | Europe & Russia |
| 12 | easyJet | 96,100,000 | FY ended 30 September 2019 | Annual report | Europe & Russia |
| 13 | Hainan Airlines Group | 81,690,000 | Calendar 2019 | Annual report | Asia & South Pacific |
| 14 | IndiGo | 75,025,960 | FY ended 31 March 2020 | Annual report | Asia & South Pacific |
| 15 | Turkish Airlines Group | 74,276,000 | Calendar 2019 | Annual report | Europe & Russia |
| <i>Table Continues</i> | | | | | |

Primary Airlines by Traffic
Continued

| Rank | Airlines | Annual Passengers | Reporting Period | Source | World Region |
|------|-------------------------------|-------------------|--------------------------|--------------------------------------|----------------------|
| 16 | LATAM | 74,189,000 | Calendar 2019 | Annual report | Latin America |
| 17 | Aeroflot Group | 60,800,000 | Calendar 2019 | Annual report | Europe & Russia |
| 18 | Emirates | 56,200,000 | Calendar 2019 | Annual report | Middle East & Africa |
| 19 | AirAsia Group (ex. AirAsia X) | 51,559,070 | Calendar 2019 | Annual report | Asia & South Pacific |
| 20 | Air Canada Group | 51,543,000 | Calendar 2019 | Airline website | US & Canada |
| 21 | Alaska Air Group | 46,733,000 | Calendar 2019 | Annual report | US & Canada |
| 22 | ANA All Nippon Airways | 45,052,749 | FY ended 31 March 2020 | Annual report | Asia & South Pacific |
| 23 | JetBlue Airways | 42,728,000 | Calendar 2019 | Annual report | US & Canada |
| 24 | Japan Airlines Group | 42,060,000 | FY ended 31 March 2020 | Annual report | Asia & South Pacific |
| 25 | Wizz Air | 40,027,914 | FY ended 31 March 2020 | Annual report | Europe & Russia |
| 26 | GOL Linhas Aereas | 36,445,000 | Calendar 2019 | Annual report | Latin America |
| 27 | Norwegian | 36,200,000 | Calendar 2019 | Annual report | Europe & Russia |
| 28 | Saudi Arabian Airlines | 36,000,000 | Calendar 2019 | Estimate by IdeaWorks | Middle East & Africa |
| 29 | SIA Group (Singapore) | 35,800,603 | FY ended 31 March 2020 | Annual report | Asia & South Pacific |
| 30 | Cathay Pacific/Cathay Dragon | 35,233,000 | Calendar 2019 | Annual report | Asia & South Pacific |
| 31 | Spirit Airlines | 34,537,000 | Calendar 2019 | Annual report | US & Canada |
| 32 | Qantas Airways | 30,811,000 | FY ended 30 June 2019 | Annual report | Asia & South Pacific |
| 33 | Avianca | 30,537,701 | Calendar 2019 | Annual report | Latin America |
| 34 | Pegasus | 30,500,000 | Calendar 2019 | Annual report | Europe & Russia |
| 35 | SAS Group | 29,761,000 | FY ended 31 October 2019 | Annual report | Europe & Russia |
| 36 | Qatar Airways | 29,484,000 | FY ended 31 March 2019 | Annual report | Middle East & Africa |
| 37 | Azul | 27,674,247 | Calendar 2019 | Annual report | Latin America |
| 38 | Korean Air | 27,250,000 | Calendar 2019 | Annual report | Asia & South Pacific |
| 39 | Westjet | 25,867,135 | Calendar 2019 | Annual report and ONEX press release | US & Canada |
| 40 | Jetstar Group | 25,002,000 | FY ended 30 June 2019 | Annual report - Qantas | Asia & South Pacific |

Table Continues

Primary Airlines by Traffic
Continued

| Rank | Airlines | Annual Passengers | Reporting Period | Source | World Region |
|------|--------------------------------|-------------------|----------------------------|---------------------------------------|----------------------|
| 41 | VietJet Air | 24,900,000 | Calendar 2019 | Annual report | Asia & South Pacific |
| 42 | Virgin Australia Group | 24,786,063 | FY ended 30 June 2019 | Annual report | Asia & South Pacific |
| 43 | Vietnam Airlines | 22,900,000 | Calendar 2019 | Annual report | Asia & South Pacific |
| 44 | Frontier Airlines | 22,687,107 | Calendar 2019 | US DOT filings | US & Canada |
| 45 | Cebu Pacific Air | 22,468,000 | Calendar 2019 | Annual report | Asia & South Pacific |
| 46 | Spring Airlines | 22,392,500 | Calendar 2019 | Annual report | Asia & South Pacific |
| 47 | Juneyao Air | 22,017,308 | Calendar 2019 | Annual report | Asia & South Pacific |
| 48 | Volaris | 21,975,000 | Calendar 2019 | Annual report | Latin America |
| 49 | Air India | 21,800,000 | FY ended 31 March 2019 | Annual report | Asia & South Pacific |
| 50 | Alitalia | 21,300,000 | Calendar 2019 | Airline website and SkyTeam website | Europe & Russia |
| 51 | TUI Group (Markets & Airlines) | 21,075,000 | FY ended 30 September 2019 | Annual report | Europe & Russia |
| 52 | Aeromexico | 20,689,000 | Calendar 2019 | 4th quarter report 2019 | Latin America |
| 53 | SpiceJet | 20,035,000 | FY ended 31 March 2020 | Annual report | Asia & South Pacific |
| 54 | Garuda Indonesia | 19,670,604 | Calendar 2019 | Annual report | Asia & South Pacific |
| 55 | Thai Airways Int'l. | 19,422,000 | Calendar 2019 | Annual report | Asia & South Pacific |
| 56 | Asiana Airlines Group | 18,900,000 | Calendar 2019 | Annual report & Star Alliance website | Asia & South Pacific |
| 57 | S7 Airlines | 17,900,000 | Calendar 2019 | Company press release (pass.) | Europe & Russia |
| 58 | Air New Zealand | 17,738,000 | FY ended 30 June 2019 | Annual report | Asia & South Pacific |
| 59 | Etihad Airways | 17,500,000 | Calendar 2019 | Company press release | Middle East & Africa |
| 60 | TAP Portugal | 17,052,000 | Calendar 2019 | Annual report | Europe & Russia |
| 61 | Philippine Airlines | 16,761,050 | Calendar 2019 | Annual report | Asia & South Pacific |
| 62 | China Airlines | 15,628,114 | Calendar 2019 | Annual report | Asia & South Pacific |
| 63 | Copa Airlines | 15,424,000 | Calendar 2019 | Annual report | Latin America |
| 64 | Interjet | 15,184,720 | Calendar 2019 | Company press release | Latin America |

Table Continues

Primary Airlines by Traffic
Continued

| Rank | Airlines | Annual Passengers | Reporting Period | Source | World Region |
|------|-------------------------------|-------------------|----------------------------|--|----------------------|
| 65 | Allegiant Air | 15,012,149 | Calendar 2019 | Annual report | US & Canada |
| 66 | Aegean Airlines | 14,992,000 | Calendar 2019 | Annual report | Europe & Russia |
| 67 | Finnair | 14,650,000 | Calendar 2019 | Annual report | Europe & Russia |
| 68 | Malaysia Airlines | 14,000,000 | Current period | Oneworld fact sheet | Asia & South Pacific |
| 69 | Jeju Air | 13,465,000 | Calendar 2019 | Annual report | Asia & South Pacific |
| 70 | EVA Air | 12,827,305 | Calendar 2019 | Annual report | Asia & South Pacific |
| 71 | Jet2.com | 12,820,000 | FY ended 31 March 2019 | Annual report | Europe & Russia |
| 72 | GoAir | 12,703,317 | FY ended 31 March 2019 | Directorate General of Civil Aviation website | Asia & South Pacific |
| 73 | Ethiopian Airlines | 12,100,000 | FY ended 30 June 2019 | Fact sheet 2018/2019 | Middle East & Africa |
| 74 | Viva Aerobus | 12,019,000 | Calendar 2019 | Annual report | Latin America |
| 75 | Air Arabia | 12,000,000 | Calendar 2019 | Annual report | Middle East & Africa |
| 76 | Air Europa | 11,800,000 | Calendar 2019 | IAG Capital Markets Day 2019 | Europe & Russia |
| 77 | Hawaiian Holdings | 11,751,000 | Calendar 2019 | Annual report | US & Canada |
| 78 | Scoot | 10,454,000 | FY ended 31 March 2020 | Annual report - Singapore | Asia & South Pacific |
| 79 | LOT - Polish Aviation Group | 10,000,000 | Calendar 2019 | Airline website | Europe & Russia |
| 80 | Nok Air | 9,840,000 | Calendar 2019 | Annual report | Asia & South Pacific |
| 81 | Ural Airlines | 9,616,908 | Calendar 2018 | Annual report | Europe & Russia |
| 82 | flydubai | 9,600,000 | Calendar 2019 | Company press release | Middle East & Africa |
| 83 | Aerolineas Argentinas | 9,415,030 | Calendar 2019 | Annual report | Latin America |
| 84 | Condor (formerly Thomas Cook) | 9,400,000 | FY ended 30 September 2019 | 26 November 2019 press release | Europe & Russia |
| 85 | T'way Air | 9,154,000 | Calendar 2019 | Annual report presentation | Asia & South Pacific |
| 86 | Smartwings Group | 8,800,000 | Calendar 2019 | Reuters article | Europe & Russia |
| 87 | Jin Air | 8,663,000 | Calendar 2019 | Annual report | Asia & South Pacific |
| 88 | Ukraine Int'l. Airlines | 7,963,000 | Calendar 2019 | 06 February 2020 <i>Russian Aviation Insider</i> article | Europe & Russia |

Table Continues

Primary Airlines by Traffic
Continued

| Rank | Airlines | Annual Passengers | Reporting Period | Source | World Region |
|------|-----------------------------|-------------------|------------------------|---|----------------------|
| 89 | Utair (excludes helicopter) | 7,827,157 | Calendar 2019 | Annual report | Europe & Russia |
| 90 | flynas | 7,600,000 | Calendar 2019 | Company press release | Middle East & Africa |
| 91 | Volotea | 7,600,000 | Calendar 2019 | Company press release | Europe & Russia |
| 92 | EgyptAir | 7,540,000 | Current period | Star Alliance website | Middle East & Africa |
| 93 | Royal Air Maroc | 7,500,000 | Calendar 2019 | Oneworld January 2020 press release | Middle East & Africa |
| 94 | South African Airways | 6,800,000 | Current period | Star Alliance website | Middle East & Africa |
| 95 | Viva Colombia | 6,300,000 | Calendar 2019 | Airline website | Latin America |
| 96 | AirAsia X | 6,071,019 | Calendar 2019 | Annual report | Asia & South Pacific |
| 97 | Comair (S.A.) | 5,981,803 | Calendar 2019 | Annual report | Middle East & Africa |
| 98 | Bangkok Airways | 5,860,200 | Calendar 2019 | Annual report | Asia & South Pacific |
| 99 | El Al | 5,826,000 | Calendar 2019 | Annual report | Middle East & Africa |
| 100 | SriLankan Airlines | 5,663,000 | FY ended 31 March 2019 | Annual report | Asia & South Pacific |
| 101 | Nordwind Airlines | 5,535,177 | Calendar 2019 | Airline website | Europe & Russia |
| 102 | Vistara | 5,438,275 | FY ended 31 March 2019 | Directorate General of Civil Aviation website | Asia & South Pacific |
| 103 | PIA Pakistan | 5,290,000 | Calendar 2019 | Annual report | Asia & South Pacific |
| 104 | Air Transat | 5,225,806 | Calendar 2019 | 4th quarter results presentation | US & Canada |
| 105 | Air Nostrum | 5,200,000 | Calendar 2019 | Company press release | Europe & Russia |
| 106 | Kenya Airways Group | 5,160,896 | Calendar 2019 | Annual report | Middle East & Africa |
| 107 | Air Astana | 5,120,000 | Calendar 2019 | Annual report | Asia & South Pacific |
| 108 | airBaltic | 5,049,000 | Calendar 2019 | Annual report | Europe & Russia |
| 109 | SKY Airline (Chile) | 4,623,094 | Calendar 2019 | Chile Board of Civil Aeronautics JAC | Latin America |
| 110 | Icelandair | 4,408,000 | Calendar 2019 | Annual report | Europe & Russia |
| 111 | Air India Express | 4,360,000 | FY ended 31 March 2019 | Annual report | Asia & South Pacific |

Table Continues

Primary Airlines by Traffic
Continued

| Rank | Airlines | Annual Passengers | Reporting Period | Source | World Region |
|------|----------------------|-------------------|----------------------------|--|----------------------|
| 112 | Sun Country Airlines | 4,090,000 | Calendar 2019 | Annual report | US & Canada |
| 113 | Blue Air | 4,000,000 | FY ended 31 September 2019 | 28 October 2019 press release | Europe & Russia |
| 114 | flyadeal | 4,000,000 | Calendar 2019 | Company press release | Middle East & Africa |
| 115 | UNI Air (Taiwan) | 3,908,003 | Calendar 2019 | Civil Aviation Statistics Taiwan annual report | Asia & South Pacific |
| 116 | Austral | 3,584,265 | Calendar 2019 | Annual report | Latin America |
| 117 | Tunisair | 3,450,434 | Calendar 2019 | AfricanManager.com article 31 January 2020 | Middle East & Africa |
| 118 | Royal Jordanian | 3,298,000 | Calendar 2019 | Annual report | Middle East & Africa |
| 119 | Middle East Airlines | 3,100,000 | Current period | SkyTeam alliance website | Middle East & Africa |
| 120 | Air Serbia | 2,810,000 | Calendar 2019 | 29 January 2020 press release | Europe & Russia |
| 121 | TAROM | 2,800,000 | Current period | SkyTeam alliance website | Europe & Russia |
| 122 | Wideroe | 2,800,000 | Current results | Airline website | Europe & Russia |
| 123 | Mandarin Airlines | 2,758,570 | Calendar 2019 | Civil Aviation Statistics Taiwan annual report | Asia & South Pacific |
| 124 | Edelweiss Air | 2,670,000 | Calendar 2019 | Airline website | Europe & Russia |
| 125 | CSA Czech Airlines | 2,600,000 | Calendar 2019 | SkyTeam website | Europe & Russia |
| 126 | Jazeera Airways | 2,400,000 | Calendar 2019 | Annual report | Middle East & Africa |
| 127 | JetSMART Chile | 2,281,759 | Calendar 2019 | Chile Board of Civil Aeronautics JAC | Latin America |
| 128 | Air Caribes | 2,200,000 | Calendar 2019 | Groupe Dubreuil (parent) website | Latin America |
| 129 | Croatia Airlines | 2,179,000 | Calendar 2019 | Annual report | Europe & Russia |
| 130 | Luxair | 2,148,098 | Calendar 2019 | Annual report | Europe & Russia |
| 131 | AIRDO | 2,037,934 | FY ended 31 March 2020 | Company press release 29 May 2020 | Asia & South Pacific |
| 132 | Air Corsica | 2,000,000 | Calendar 2019 | Airline website | Europe & Russia |
| 133 | BRA Braathens | 2,000,000 | Calendar 2019 | Annual report - Braganza (parent) | Europe & Russia |
| 134 | Fiji Airways | 2,000,000 | Current period | Oneworld fact sheet | Asia & South Pacific |
| 135 | HK Express | 1,888,000 | Calendar 2019 | Annual report - Cathay Pacific | Asia & South Pacific |

Table Continues

Primary Airlines by Traffic
Continued

| Rank | Airlines | Annual Passengers | Reporting Period | Source | World Region |
|------|--------------------------|-------------------|------------------------|--|----------------------|
| 136 | Air Blue (Pakistan) | 1,843,343 | FY ended 30 June 2019 | Pakistan Civil Aviation Authority | Asia & South Pacific |
| 137 | Solaseed Air | 1,796,046 | FY ended 31 March 2020 | Annual report | Asia & South Pacific |
| 138 | Far Eastern Air (Taiwan) | 1,755,391 | Calendar 2019 | Civil Aviation Statistics Taiwan annual report | Asia & South Pacific |
| 139 | SereneAir | 1,751,072 | FY ended 30 June 2019 | Pakistan Civil Aviation Authority | Asia & South Pacific |
| 140 | Air Mauritius | 1,724,000 | FY ended 31 March 2020 | Annual report | Middle East & Africa |
| 141 | Star Flyer | 1,671,528 | FY ended 31 March 2020 | Annual report | Asia & South Pacific |
| 142 | Arkia Israel Airlines | 1,600,000 | Calendar 2019 | Airline website | Middle East & Africa |
| 143 | REX - Regional Express | 1,271,000 | FY ended 30 June 2019 | Annual report | Asia & South Pacific |
| 144 | Flybondi (Argentina) | 1,200,000 | Calendar 2019 | Estimate based upon 2019 press releases | Latin America |
| 145 | TAME Ecuador | 1,181,166 | Calendar 2019 | TAME final accountability report 2019 | Latin America |
| 146 | Air Seychelles | 1,007,715 | Calendar 2019 | Company press release | Middle East & Africa |
| 147 | Corsair International | 1,000,000 | Calendar 2019 | Airline website | Europe & Russia |
| 148 | Flair (Canada) | 1,000,000 | Calendar 2019 | Company press release | US & Canada |
| 149 | Nouvelair Tunisie | 1,000,000 | Calendar 2019 | Airline website | Middle East & Africa |
| 150 | Israir | 983,205 | Calendar 2019 | IDB Group & Ben Gurion Airport website | Middle East & Africa |
| 151 | SATA International | 946,031 | Calendar 2019 | Annual report | Europe & Russia |
| 152 | Loganair | 786,157 | FY ended 31 March 2019 | Annual report/UK Companies House | Europe & Russia |
| 153 | SATA Air Acores | 766,642 | Calendar 2019 | Annual report | Europe & Russia |
| 154 | Air Madagascar | 467,000 | Calendar 2019 | Annual report | Middle East & Africa |
| 155 | Air Greenland | 438,000 | Calendar 2019 | Annual report | Europe & Russia |
| 156 | Atlantic Airways | 338,183 | Calendar 2019 | Annual report | Europe & Russia |
| 157 | La Compagnie | 79,500 | Calendar 2019 | 15 January 2020 press release | Europe & Russia |
| 158 | Saheen Air | 33,312 | FY ended 30 June 2019 | Pakistan Civil Aviation Authority | Asia & South Pacific |

End of Table

Primary Airlines Traffic by World Region

This section provides traffic information for 158 primary airlines in order of descending passenger numbers. The largest traffic-producing airline in each region is: Asia & South Pacific – China Southern Group; Europe & Russia – Ryanair Group; Latin America – LATAM; Middle East & Africa – Emirates; and US & Canada – American.

Primary airlines include individual airlines not affiliated with a corporate group structure such as Air Greenland and Allegiant. Group airlines are also included. These groups feature multiple carriers under a single corporate ownership structure. Examples of groups include Air China and Lufthansa. Using the example of Lufthansa Group, this structure includes Austrian, Brussels, Eurowings, Lufthansa Airlines, and SWISS as subsidiary airlines under the group. Traffic detail for subsidiary airlines is provided in the section which follows the primary airlines alphabetical listing. Please refer to section B of the Big Book (Introduction to the Data) for information describing data collection, reporting periods, and data sources.

| Traffic – Primary Airlines – World Regions | | | | | |
|--|----------------------|-------------------------------|-------------------|------------------------|------------------------|
| Rank | Airlines Based In: | Airlines | Annual Passengers | Reporting Period | Source |
| 1 | Asia & South Pacific | China Southern Group | 151,632,160 | Calendar 2019 | Annual report |
| 2 | | China Eastern Group | 130,297,360 | Calendar 2019 | Annual report |
| 3 | | Air China Group | 115,006,120 | Calendar 2019 | Annual report |
| 4 | | Hainan Airlines Group | 81,690,000 | Calendar 2019 | Annual report |
| 5 | | IndiGo | 75,025,960 | FY ended 31 March 2020 | Annual report |
| 6 | | AirAsia Group (ex. AirAsia X) | 51,559,070 | Calendar 2019 | Annual report |
| 7 | | ANA All Nippon Airways | 45,052,749 | FY ended 31 March 2020 | Annual report |
| 8 | | Japan Airlines Group | 42,060,000 | FY ended 31 March 2020 | Annual report |
| 9 | | SIA Group (Singapore) | 35,800,603 | FY ended 31 March 2020 | Annual report |
| 10 | | Cathay Pacific/Cathay Dragon | 35,233,000 | Calendar 2019 | Annual report |
| 11 | | Qantas Airways | 30,811,000 | FY ended 30 June 2019 | Annual report |
| 12 | | Korean Air | 27,250,000 | Calendar 2019 | Annual report |
| 13 | | Jetstar Group | 25,002,000 | FY ended 30 June 2019 | Annual report - Qantas |
| 14 | | Vietjet Air | 24,900,000 | Calendar 2019 | Annual report |
| 15 | | Virgin Australia Group | 24,786,063 | FY ended 30 June 2019 | Annual report |
| <i>Table Continues</i> | | | | | |

Traffic – Primary Airlines – World Regions
Continued

| Rank | Airlines Based In: | Airlines | Annual Passengers | Reporting Period | Source |
|------|----------------------|-----------------------|-------------------|------------------------|---|
| 16 | Asia & South Pacific | Vietnam Airlines | 22,900,000 | Calendar 2019 | Annual report |
| 17 | | Cebu Pacific Air | 22,468,000 | Calendar 2019 | Annual report |
| 18 | | Spring Airlines | 22,392,500 | Calendar 2019 | Annual report |
| 19 | | Juneyao Air | 22,017,308 | Calendar 2019 | Annual report |
| 20 | | Air India | 21,800,000 | FY ended 31 March 2019 | Annual report |
| 21 | | SpiceJet | 20,035,000 | FY ended 31 March 2020 | Annual report |
| 22 | | Garuda Indonesia | 19,670,604 | Calendar 2019 | Annual report |
| 23 | | Thai Airways Int'l. | 19,422,000 | Calendar 2019 | Annual report |
| 24 | | Asiana Airlines Group | 18,900,000 | Calendar 2019 | Annual report & Star Alliance website |
| 25 | | Air New Zealand | 17,738,000 | FY ended 30 June 2019 | Annual report |
| 26 | | Philippine Airlines | 16,761,050 | Calendar 2019 | Annual report |
| 27 | | China Airlines | 15,628,114 | Calendar 2019 | Annual report |
| 28 | | Malaysia Airlines | 14,000,000 | Current period | Oneworld fact sheet (pass.) |
| 29 | | Jeju Air | 13,465,000 | Calendar 2019 | Annual report |
| 30 | | EVA Air | 12,827,305 | Calendar 2019 | Annual report |
| 31 | | GoAir | 12,703,317 | FY ended 31 March 2019 | Directorate General of Civil Aviation website |
| 32 | | Scoot | 10,454,000 | FY ended 31 March 2020 | Annual report - Singapore |
| 33 | | Nok Air | 9,840,000 | Calendar 2019 | Annual report |
| 34 | | T'way Air | 9,154,000 | Calendar 2019 | Annual report presentation |
| 35 | | Jin Air | 8,663,000 | Calendar 2019 | Annual report |
| 36 | | AirAsia X | 6,071,019 | Calendar 2019 | Annual report |
| 37 | | Bangkok Airways | 5,860,200 | Calendar 2019 | Annual report |
| 38 | | SriLankan Airlines | 5,663,000 | FY ended 31 March 2019 | Annual report |
| 39 | | Vistara | 5,438,275 | FY ended 31 March 2019 | Directorate General of Civil Aviation website |

Table Continues

Traffic – Primary Airlines – World Regions
Continued

| Rank | Airlines Based In: | Airlines | Annual Passengers | Reporting Period | Source |
|--|----------------------|--------------------------|----------------------|----------------------------|--|
| 40 | Asia & South Pacific | PIA Pakistan | 5,290,000 | Calendar 2019 | Annual report |
| 41 | | Air Astana | 5,120,000 | Calendar 2019 | Annual report |
| 42 | | Air India Express | 4,360,000 | FY ended 31 March 2019 | Annual report |
| 43 | | UNI Air (Taiwan) | 3,908,003 | Calendar 2019 | Civil Aviation Statistics Taiwan annual report |
| 44 | | Mandarin Airlines | 2,758,570 | Calendar 2019 | Civil Aviation Statistics Taiwan annual report |
| 45 | | AIRDO | 2,037,934 | FY ended 31 March 2020 | Company press release 29 May 2020 |
| 46 | | Fiji Airways | 2,000,000 | Current period | Oneworld fact sheet |
| 47 | | HK Express | 1,888,000 | Calendar 2019 | Annual report - Cathay Pacific |
| 48 | | Air Blue (Pakistan) | 1,843,343 | FY ended 30 June 2019 | Pakistan Civil Aviation Authority |
| 49 | | Solaseed Air | 1,796,046 | FY ended 31 March 2020 | Annual report |
| 50 | | Far Eastern Air (Taiwan) | 1,755,391 | Calendar 2019 | Civil Aviation Statistics Taiwan annual report |
| 51 | | SereneAir | 1,751,072 | FY ended 30 June 2019 | Pakistan Civil Aviation Authority |
| 52 | | Star Flyer | 1,671,528 | FY ended 31 March 2020 | Annual report |
| 53 | | REX - Regional Express | 1,271,000 | FY ended 30 June 2019 | Annual report |
| 54 | | Saheen Air | 33,312 | FY ended 30 June 2019 | Pakistan Civil Aviation Authority |
| Total for Asia & South Pacific: | | | 1,287,461,976 | | |
| 1 | Europe & Russia | Ryanair Group | 148,600,000 | FY ended 31 March 2020 | Annual report |
| 2 | | Lufthansa Group | 145,190,000 | Calendar 2019 | Annual report |
| 3 | | Int'l Airlines Group IAG | 118,253,000 | Calendar 2019 | Annual report |
| 4 | | Air France/KLM Group | 104,205,000 | Calendar 2019 | Annual report |
| 5 | | easyJet | 96,100,000 | FY ended 30 September 2019 | Annual report |
| <i>Table Continues</i> | | | | | |

Traffic – Primary Airlines – World Regions
Continued

| Rank | Airlines Based In: | Airlines | Annual Passengers | Reporting Period | Source |
|------|--------------------|--------------------------------|-------------------|----------------------------|---|
| 6 | Europe & Russia | Turkish Airlines Group | 74,276,000 | Calendar 2019 | Annual report |
| 7 | | Aeroflot Group | 60,800,000 | Calendar 2019 | Annual report |
| 8 | | Wizz Air | 40,027,914 | FY ended 31 March 2020 | Annual report |
| 9 | | Norwegian | 36,200,000 | Calendar 2019 | Annual report |
| 10 | | Pegasus | 30,500,000 | Calendar 2019 | Annual report |
| 11 | | SAS Group | 29,761,000 | FY ended 31 October 2019 | Annual report |
| 12 | | Alitalia | 21,300,000 | Calendar 2019 | Airline website and SkyTeam website |
| 13 | | TUI Group (Markets & Airlines) | 21,075,000 | FY ended 30 September 2019 | Annual report |
| 14 | | S7 Airlines | 17,900,000 | Calendar 2019 | Company press release (pass.) |
| 15 | | TAP Portugal | 17,052,000 | Calendar 2019 | Annual report |
| 16 | | Aegean Airlines | 14,992,000 | Calendar 2019 | Annual report |
| 17 | | Finnair | 14,650,000 | Calendar 2019 | Annual report |
| 18 | | Jet2.com | 12,820,000 | FY ended 31 March 2019 | Annual report |
| 19 | | Air Europa | 11,800,000 | Calendar 2019 | IAG Capital Markets Day 2019 |
| 20 | | LOT - Polish Aviation Group | 10,000,000 | Calendar 2019 | Airline website |
| 21 | | Ural Airlines | 9,616,908 | Calendar 2018 | Annual report |
| 22 | | Condor (formerly Thomas Cook) | 9,400,000 | FY ended 30 September 2019 | 26 November 2019 press release |
| 23 | | Smartwings Group | 8,800,000 | Calendar 2019 | Reuters article |
| 24 | | Ukraine Int'l. Airlines | 7,963,000 | Calendar 2019 | 06 February 2020 Russian Aviation Insider article |
| 25 | | Utair (excludes helicopter) | 7,827,157 | Calendar 2019 | Annual report |
| 26 | | Volotea | 7,600,000 | Calendar 2019 | Company press release |
| 27 | | Nordwind Airlines | 5,535,177 | Calendar 2019 | Airline website |
| 28 | | Air Nostrum | 5,200,000 | Calendar 2019 | Company press release |

Table Continues

Traffic – Primary Airlines – World Regions
Continued

| Rank | Airlines Based In: | Airlines | Annual Passengers | Reporting Period | Source |
|---------------------------------------|--------------------|-----------------------|----------------------|----------------------------|-----------------------------------|
| 29 | Europe & Russia | airBaltic | 5,049,000 | Calendar 2019 | Annual report |
| 30 | | Icelandair | 4,408,000 | Calendar 2019 | Annual report |
| 31 | | Blue Air | 4,000,000 | FY ended 31 September 2019 | 28 October 2019 press release |
| 32 | | Air Serbia | 2,810,000 | Calendar 2019 | 29 January 2020 press release |
| 33 | | TAROM | 2,800,000 | Current period | SkyTeam alliance website |
| 34 | | Wideroe | 2,800,000 | Current results | Airline website |
| 35 | | Edelweiss Air | 2,670,000 | Calendar 2019 | Airline website |
| 36 | | CSA Czech Airlines | 2,600,000 | Calendar 2019 | SkyTeam website |
| 37 | | Croatia Airlines | 2,179,000 | Calendar 2019 | Annual report |
| 38 | | Luxair | 2,148,098 | Calendar 2019 | Annual report |
| 39 | | Air Corsica | 2,000,000 | Calendar 2019 | Airline website |
| 40 | | BRA Braathens | 2,000,000 | Calendar 2019 | Annual report - Braganza (parent) |
| 41 | | Corsair International | 1,000,000 | Calendar 2019 | Airline website |
| 42 | | SATA International | 946,031 | Calendar 2019 | Annual report |
| 43 | | Loganair | 786,157 | FY ended 31 March 2019 | Annual report/UK Companies House |
| 44 | | SATA Air Acores | 766,642 | Calendar 2019 | Annual report |
| 45 | | Air Greenland | 438,000 | Calendar 2019 | Annual report |
| 46 | | Atlantic Airways | 338,183 | Calendar 2019 | Annual report |
| 47 | | La Compagnie | 79,500 | Calendar 2019 | 15 January 2020 press release |
| Total for Europe & Russia: | | | 1,127,262,767 | | |
| 1 | Latin America | LATAM | 74,189,000 | Calendar 2019 | Annual report |
| 2 | | GOL Linhas Aereas | 36,445,000 | Calendar 2019 | Annual report |
| 3 | | Avianca | 30,537,701 | Calendar 2019 | Annual report |
| 4 | | Azul | 27,674,247 | Calendar 2019 | Annual report |
| 5 | | Volaris | 21,975,000 | Calendar 2019 | Annual report |
| 6 | | Aeromexico | 20,689,000 | Calendar 2019 | 4th quarter report 2019 |
| 7 | | Copa Airlines | 15,424,000 | Calendar 2019 | Annual report |
| 8 | | Interjet | 15,184,720 | Calendar 2019 | Company press release |
| 9 | | Viva Aerobus | 12,019,000 | Calendar 2019 | Annual report |
| 10 | | Aerolineas Argentinas | 9,415,030 | Calendar 2019 | Annual report |

Table Continues

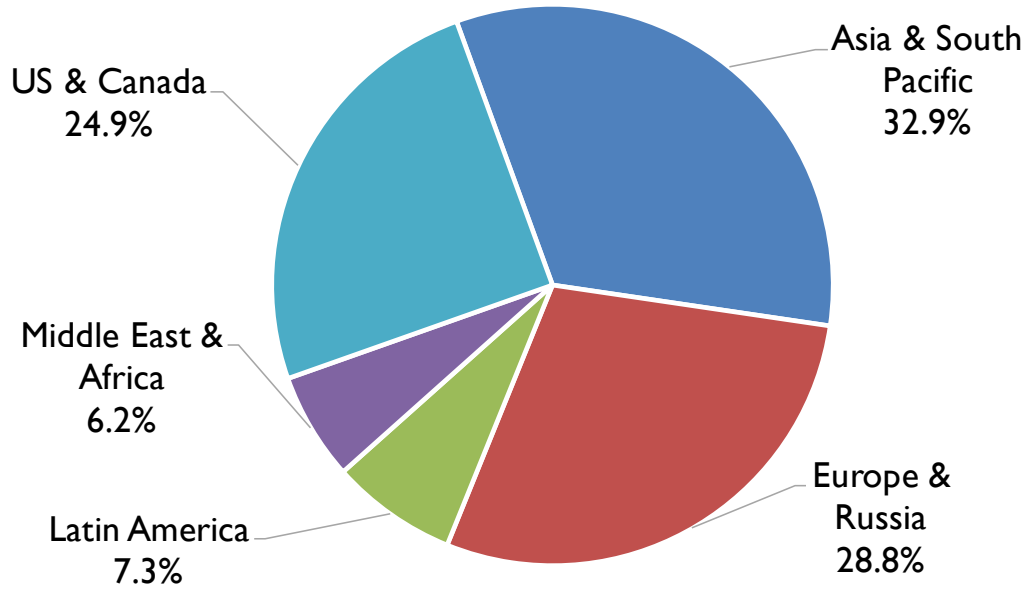
Traffic – Primary Airlines – World Regions
Continued

| Rank | Airlines Based In: | Airlines | Annual Passengers | Reporting Period | Source |
|---------------------------------|----------------------|------------------------|--------------------|------------------------|---|
| 11 | | Viva Colombia | 6,300,000 | Calendar 2019 | Airline website |
| 12 | | SKY Airline (Chile) | 4,623,094 | Calendar 2019 | Chile Board of Civil Aeronautics JAC |
| 13 | | Austral | 3,584,265 | Calendar 2019 | Annual report |
| 14 | | JetSMART Chile | 2,281,759 | Calendar 2019 | Chile Board of Civil Aeronautics JAC |
| 15 | | Air Caribes | 2,200,000 | Calendar 2019 | Groupe Dubreuil (parent) website |
| 16 | | Flybondi (Argentina) | 1,200,000 | Calendar 2019 | Estimate based upon 2019 press releases |
| 17 | | TAME Ecuador | 1,181,166 | Calendar 2019 | TAME final accountability report 2019 |
| Total for Latin America: | | | 284,922,982 | | |
| 1 | Middle East & Africa | Emirates | 56,200,000 | Calendar 2019 | Annual report |
| 2 | | Saudi Arabian Airlines | 36,000,000 | Calendar 2019 | Estimate by IdeaWorks |
| 3 | | Qatar Airways | 29,484,000 | FY ended 31 March 2019 | Annual report |
| 4 | | Etihad Airways | 17,500,000 | Calendar 2019 | Company press release |
| 5 | | Ethiopian Airlines | 12,100,000 | FY ended 30 June 2019 | Fact sheet 2018/2019 |
| 6 | | Air Arabia | 12,000,000 | Calendar 2019 | Annual report |
| 7 | | flydubai | 9,600,000 | Calendar 2019 | Company press release |
| 8 | | flynas | 7,600,000 | Calendar 2019 | Company press release |
| 9 | | EgyptAir | 7,540,000 | Current period | Star Alliance website |
| 10 | | Royal Air Maroc | 7,500,000 | Calendar 2019 | Oneworld January 2020 press release |
| 11 | | South African Airways | 6,800,000 | Current period | Star Alliance website |
| 12 | | Comair (S.A.) | 5,981,803 | Calendar 2019 | Annual report |
| 13 | | El Al | 5,826,000 | Calendar 2019 | Annual report |
| 14 | | Kenya Airways Group | 5,160,896 | Calendar 2019 | Annual report |
| <i>Table Continues</i> | | | | | |

Traffic – Primary Airlines – World Regions
Continued

| Rank | Airlines Based In: | Airlines | Annual Passengers | Reporting Period | Source |
|--|--------------------|-----------------------|--------------------|------------------------|--|
| 15 | | flyadeal | 4,000,000 | Calendar 2019 | Company press release |
| 16 | | Tunisair | 3,450,434 | Calendar 2019 | AfricanManager.com article 31 January 2020 |
| 17 | | Royal Jordanian | 3,298,000 | Calendar 2019 | Annual report |
| 18 | | Middle East Airlines | 3,100,000 | Current period | SkyTeam alliance website |
| 19 | | Jazeera Airways | 2,400,000 | Calendar 2019 | Annual report |
| 20 | | Air Mauritius | 1,724,000 | FY ended 31 March 2020 | Annual report |
| 21 | | Arkia Israel Airlines | 1,600,000 | Calendar 2019 | Airline website |
| 22 | | Air Seychelles | 1,007,715 | Calendar 2019 | Company press release |
| 23 | | Nouvelair Tunisie | 1,000,000 | Calendar 2019 | Airline website |
| 24 | | Israir | 983,205 | Calendar 2019 | IDB Group & Ben Gurion Airport website |
| 25 | | Air Madagascar | 467,000 | Calendar 2019 | Annual report |
| Total for Middle East & Africa: | | | 242,323,053 | | |
| 1 | US & Canada | American | 215,182,000 | Calendar 2019 | Annual report |
| 2 | | Delta | 200,000,000 | Calendar 2019 | Annual report |
| 3 | | United | 162,443,000 | Calendar 2019 | Annual report |
| 4 | | Southwest Airlines | 134,056,000 | Calendar 2019 | Annual report |
| 5 | | Air Canada Group | 51,543,000 | Calendar 2019 | Airline website |
| 6 | | Alaska Air Group | 46,733,000 | Calendar 2019 | Annual report |
| 7 | | JetBlue Airways | 42,728,000 | Calendar 2019 | Annual report |
| 8 | | Spirit Airlines | 34,537,000 | Calendar 2019 | Annual report |
| 9 | | WestJet | 25,867,135 | Calendar 2019 | Annual report and ONEX press release |
| 10 | | Frontier Airlines | 22,687,107 | Calendar 2019 | US DOT filings |
| 11 | | Allegiant Air | 15,012,149 | Calendar 2019 | Annual report |
| 12 | | Hawaiian Holdings | 11,751,000 | Calendar 2019 | Annual report |
| 13 | | Air Transat | 5,225,806 | Calendar 2019 | 4th quarter results presentation |
| 14 | | Sun Country Airlines | 4,090,000 | Calendar 2019 | Annual report |
| 15 | | Flair (Canada) | 1,000,000 | Calendar 2019 | Company press release |
| Total for US & Canada: | | | 972,855,197 | | |
| <i>End of Table</i> | | | | | |

Passenger Traffic by World Region 2019 Financial Period



World region designated by headquarters location of airlines.
Carrier data is based upon individual listing from the
2020 Datalex Big Book of Airline Data by IdeaWorksCompany.

Airline People Helping Airlines Thrive

IdeaWorksCompany experts provide an informed outside perspective during COVID-19 with 140+ years of professional airline management. We use imagination and savvy to help clients build revenue and find solutions in a challenging world.

Revenue • Strategy • Loyalty • Marketing • Guest Experience • Diversity



Bob Bahlman

Business restructuring and segment analysis. Former SVP and CFO, Midwest Air Group.



Ben Baldanza

Airline management and strategy. Former CEO, Spirit Airlines; manager at American, Avianca/Taca, Continental, Northwest and US Air.



Jerry Scott

People diversity and affirmative action. Former executive and manager, Midwest Express and Eastern.



Michael Smith

Loyalty partnerships and fraud prevention. Managing partner, Airline Information; former FFP manager, British Airways.



Dinaz Zaq

Revenue management and pricing. Former revenue management executive, British Airways.



Jay Sorensen

Ancillary revenue and loyalty marketing. Former marketing and operations executive, Midwest Airlines; founder and president, IdeaWorksCompany.

IdeaWorksCompany: We are travel people

Reach Jay Sorensen, President, direct
at Jay@IdeaWorksCompany.com

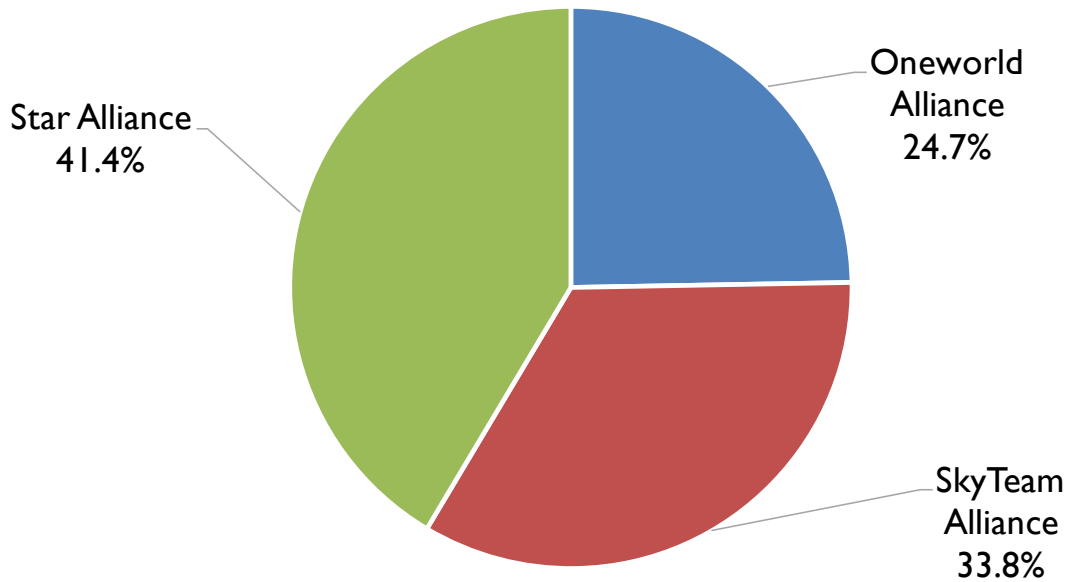


Traffic Generated by Global Alliances

The airline industry is dominated by three key alliances: Oneworld, SkyTeam, and Star. The passenger traffic associated with each full member airline in the group has been tallied to create total passenger numbers for each alliance. Disclosures by airline groups do not always provide specific airline detail to correspond to alliance participation. For example, the Asiana Airlines Group includes subsidiary airlines (Air Busan and Air Seoul) which are not full members of the Star Alliance. These are far smaller airlines, but disclosures could not be found for mainline Asiana operations. Therefore, the results described are approximations. Global traffic generated by alliances is nearly 2 billion passengers.

| Traffic Generated by Global Alliances 2019 Reporting Period – Full Member Airlines | | |
|---|-----------|---|
| Oneworld | Carriers: | American, British Airways, Cathay Pacific/CathayDragon, Finnair, Iberia, Japan Airlines Group, Malaysia Airlines, Qantas Airways, Qatar Airways, Royal Air Maroc, Royal Jordanian, S7 Airlines, SriLankan Airlines. |
| | Traffic: | 485,940,009 passengers |
| SkyTeam | Carriers: | Aeroflot Group, Aerolineas Argentinas, Aeromexico, Air Europa, Air France, Alitalia, China Airlines, China Eastern Airlines, CSA Czech Airlines, Delta, Garuda Indonesia, Kenya Airways Group, KLM, Korean Air, Middle East Airlines, Saudi Arabian Airlines, TAROM, Vietnam Airlines, Xiamen Airlines. |
| | Traffic: | 665,498,004 passengers |
| Star | Carriers: | Aegean Airlines, Air Canada Group, Air China Group, Air India, Air New Zealand, ANA All Nippon Airways, Asiana Airlines Group, Austrian, Avianca, Brussels, Copa Airlines, Croatia Airlines, EgyptAir, Ethiopian Airlines, EVA Air, LOT - Polish Aviation Group, Lufthansa Airlines, SAS Group, Shenzhen Airlines, Singapore Airlines, South African Airways, SWISS, TAP Portugal, Thai Airways Int'l., Turkish Airlines Group, United. |
| | Traffic: | 814,693,455 passengers |
| All Alliances: | | 1,966,131,468 passengers |
| <i>Alliance carrier listing as of September 2020. Carrier data is based upon individual listing from this Big Book. Airline groups may include airlines which are not direct participants in an alliance.</i> | | |

Passenger Traffic Generated by Global Alliances 2019 Financial Period – Full Member Airlines



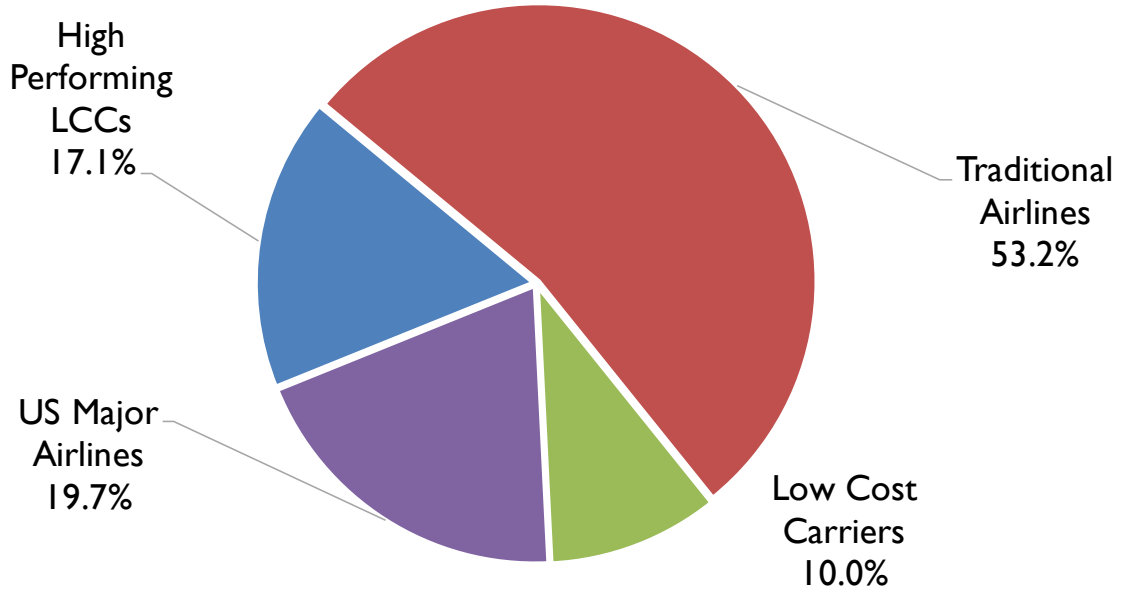
Carrier data is based upon individual listing from the
2020 Datalex Big Book of Airline Data by WorksCompany.
Airline groups may include airlines which are not direct participants in an alliance.

Traffic by Airline Category

IdeaWorksCompany uses four airline categories for ancillary revenue, revenue, and traffic analysis: traditional, major US, high performing LCCs, and low cost carriers. The largest of these (in number and traffic) is the traditional airlines category which covers a wide swath of airlines all over the world such as regional, global network, start-up, and national airlines. These are usually typified by hub-and-spoke route systems and somewhat lesser reliance on a la carte fees. Low cost carriers are separated into two categories. The definition relies upon the practice of charging for a la carte services such as baggage, seat assignments, and food/beverage, along with an emphasis on leisure travel. If the two low cost categories were combined, the traffic would total 1,060,478,371 passengers.

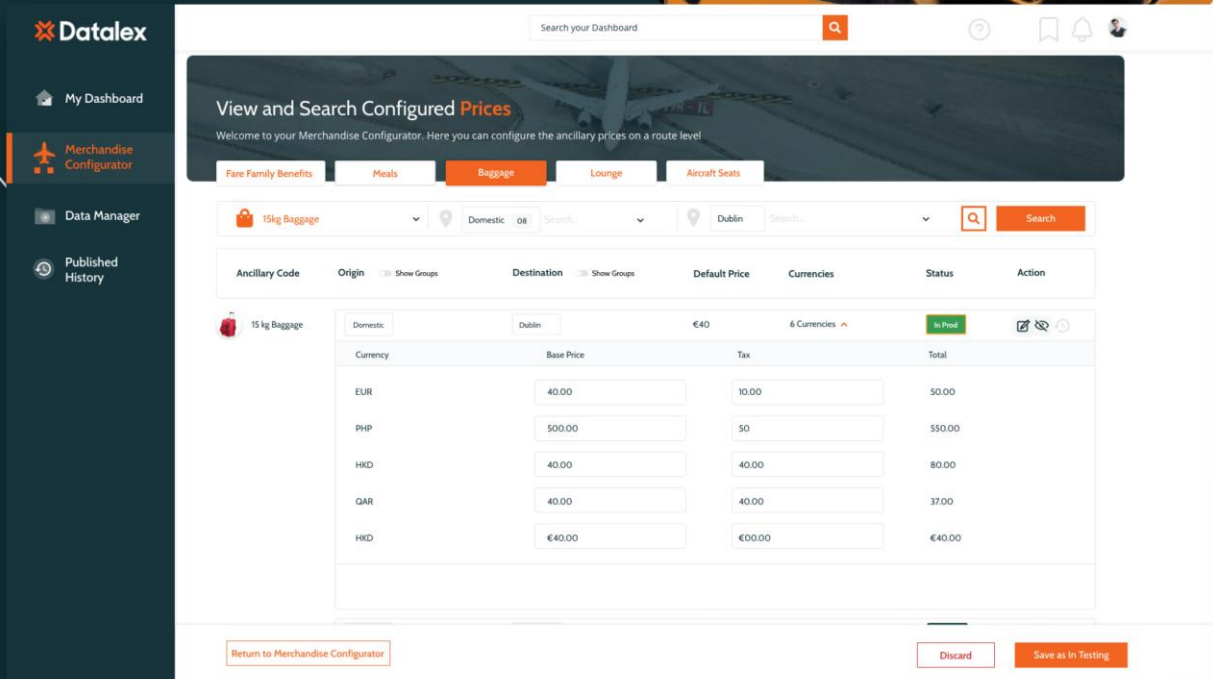
| Traffic by Airline Category 2019 Reporting Period | | |
|--|--------------|--|
| Traditional Airlines | Description: | This represents a general category for the largest number of carriers. Examples include Aeroflot, Aeromexico, China Eastern Group, and SAS Scandinavian. There are 99 airlines in this category. |
| | Traffic: | 2,084,182,604 passengers |
| Major US Airlines | Description: | This category consists of Alaska Air Group, American, Delta, Hawaiian Holdings, Southwest Airlines, and United. |
| | Traffic: | 770,165,000 passengers |
| High Performing LCCs | Description: | These carriers generate the highest ancillary revenue as a percentage of operating revenue. Examples include AirAsia Group, Jet2.com, Pegasus, Ryanair, Viva Aerobus, and Volaris. There are 22 airlines in this category. |
| | Traffic: | 669,371,506 passengers |
| Low Cost Carriers | Description: | Low cost carriers include Jambojet, Pobeda, SpiceJet, Sun Country Airlines, and VietJet Air. Ancillary revenue, as a percentage of total revenue, is below 16%. There are 31 airlines in this category. |
| | Traffic: | 391,106,865 passengers |
| <i>Carrier data is based upon individual listing from this Big Book. Airline groups may include airlines which don't align with the category designated.</i> | | |

Passenger Traffic by Airline Category 2019 Financial Period



Carrier data is based upon individual listing from the
2020 Datalex Big Book of Airline Data by IdeaWorksCompany.
Airline groups may include airlines which don't align with the category designated.

Empowering Airlines with Real-Time Retail Control



The screenshot displays the Datalex Merchandise Configurator interface. The main heading is "View and Search Configured Prices". Below this, there are tabs for "Fare Family Benefits", "Meals", "Baggage", "Lounge", and "Aircraft Seats". The "Baggage" tab is selected, showing a configuration for "15kg Baggage". The interface includes search fields for "Origin" (Domestic) and "Destination" (Dublin). A table below shows the configured prices for various currencies, with columns for "Currency", "Base Price", "Tax", and "Total".

| Ancillary Code | Origin | Destination | Default Price | Currencies | Status | Action |
|----------------|------------|-------------|---------------|--------------|---------|--------|
| 15 kg Baggage | Domestic | Dublin | €40 | 6 Currencies | In Prod | |
| Currency | Base Price | Tax | Total | | | |
| EUR | 40.00 | 10.00 | 50.00 | | | |
| PHP | 500.00 | 50 | 550.00 | | | |
| HKD | 40.00 | 40.00 | 80.00 | | | |
| QAR | 40.00 | 40.00 | 37.00 | | | |
| HKD | €40.00 | €00.00 | €40.00 | | | |

Control across the Retailing Lifecycle with Datalex Digital Configurator

The Digital Configurator is a sophisticated, cloud-based business rules management engine for airline business users with unrivalled flexibility, speed and ease of use. Removing technical overhead, it enables airlines to control and quickly change their ancillary and pricing strategy in response to customer demand, personas, competition and market factors.

By empowering business users to manage rule data in real-time, it enables cutting-edge product and service differentiation through direct and indirect channels.

www.datalex.com/digital-configurator

D. Airline Revenue for the 2019 Period

Primary Airlines in Alphabetical Order

This section provides revenue information for 134 primary airlines in alphabetical order from Aegean Airlines to Wizz Air.

Primary airlines include individual airlines not affiliated with a corporate group structure such as Air Greenland and Allegiant. Group airlines are also included. These groups feature multiple carriers under a single corporate ownership structure. Examples of groups include Air China and Lufthansa. Using the example of Lufthansa Group, this structure includes Austrian, Brussels, Eurowings, Lufthansa Airlines, and SWISS as subsidiary airlines under the group. Revenue detail for subsidiary airlines is provided in the section which follows the primary airlines listing. Please refer to section B of the Big Book (Introduction to the Data) for information describing data collection, reporting periods, and data sources.

| Revenue – Primary Airlines – Alphabetical | | | | | |
|---|-----------------------|------------------------|------------------------|---|----------------------|
| Line | Airlines | Annual Revenue in US\$ | Reporting Period | Source | World Region |
| 1 | Aegean Airlines | \$1,479,810,010 | Calendar 2019 | Annual report | Europe & Russia |
| 2 | Aeroflot Group | \$10,765,901,525 | Calendar 2019 | Annual report | Europe & Russia |
| 3 | Aerolineas Argentinas | \$1,884,602,702 | Calendar 2019 | Annual report | Latin America |
| 4 | Aeromexico | \$3,604,489,144 | Calendar 2019 | 4th quarter report 2019 | Latin America |
| 5 | Air Arabia | \$1,295,711,096 | Calendar 2019 | Annual report | Middle East & Africa |
| 6 | Air Astana | \$898,729,000 | Calendar 2019 | Annual report | Asia & South Pacific |
| 7 | Air Austral | \$445,932,967 | FY ended 31 March 2020 | <i>Air&Cosmos International Article</i> | Middle East & Africa |
| 8 | Air Canada Group | \$14,573,850,070 | Calendar 2019 | Airline website | US & Canada |
| 9 | Air Caribes | \$814,076,411 | Calendar 2019 | Groupe Dubreuil (parent) website | Latin America |
| 10 | Air China Group | \$19,874,360,433 | Calendar 2019 | Annual report | Asia & South Pacific |
| 11 | Air Corsica | \$203,519,103 | Calendar 2019 | Airline website | Europe & Russia |
| 12 | AIRDO | \$420,087,842 | FY ended 31 March 2020 | Company press release 29 May 2020 | Asia & South Pacific |
| 13 | Air Europa | \$2,374,389,532 | Calendar 2019 | IAG Capital Markets Day 2019 | Europe & Russia |
| 14 | Air France/KLM Group | \$30,740,429,813 | Calendar 2019 | Annual report | Europe & Russia |
| 15 | Air Greenland | \$211,722,467 | Calendar 2019 | Annual report | Europe & Russia |

Table Continues

| Revenue – Primary Airlines – Alphabetical | | | | | |
|---|-------------------------------|------------------------|----------------------------|---------------------------------------|----------------------|
| Continued | | | | | |
| Line | Airlines | Annual Revenue in US\$ | Reporting Period | Source | World Region |
| 16 | Air India | \$3,701,342,553 | FY ended 31 March 2019 | Annual report | Asia & South Pacific |
| 17 | Air India Express | \$594,288,828 | FY ended 31 March 2019 | Annual report | Asia & South Pacific |
| 18 | Air Mauritius | \$565,112,623 | FY ended 31 March 2020 | Annual report | Middle East & Africa |
| 19 | Air New Zealand | \$3,860,683,036 | FY ended 30 June 2019 | Annual report | Asia & South Pacific |
| 20 | Air Nostrum | \$566,461,503 | Calendar 2019 | Company press release | Europe & Russia |
| 21 | AirAsia Group (ex. AirAsia X) | \$2,825,915,573 | Calendar 2019 | Annual report | Asia & South Pacific |
| 22 | AirAsia X | \$1,105,988,419 | Calendar 2019 | Annual report | Asia & South Pacific |
| 23 | airBaltic | \$567,880,483 | Calendar 2019 | Annual report | Europe & Russia |
| 24 | Alaska Air Group | \$8,781,000,000 | Calendar 2019 | Annual report | US & Canada |
| 25 | Alitalia | \$3,391,985,046 | Calendar 2019 | Airline website and Skyteam website | Europe & Russia |
| 26 | Allegiant Air | \$1,840,965,000 | Calendar 2019 | Annual report | US & Canada |
| 27 | American | \$45,768,000,000 | Calendar 2019 | Annual report | US & Canada |
| 28 | ANA All Nippon Airways | \$17,453,923,470 | FY ended 31 March 2020 | Annual report | Asia & South Pacific |
| 29 | Asiana Airlines Group | \$5,988,001,895 | Calendar 2019 | Annual report & Star Alliance website | Asia & South Pacific |
| 30 | Atlantic Airways | \$86,447,963 | Calendar 2019 | Annual report | Europe & Russia |
| 31 | Austral | \$382,968,662 | Calendar 2019 | Annual report | Latin America |
| 32 | Avianca | \$4,621,496,000 | Calendar 2019 | Annual report | Latin America |
| 33 | Azul | \$2,994,246,363 | Calendar 2019 | Annual report | Latin America |
| 34 | Bangkok Airways | \$933,511,292 | Calendar 2019 | Annual report | Asia & South Pacific |
| 35 | Blue Air | \$440,958,056 | FY ended 31 September 2019 | 28 October 2019 press release | Europe & Russia |
| 36 | BRA Braathens | \$273,414,654 | Calendar 2019 | Annual report - Braganza (parent) | Europe & Russia |
| 37 | Cathay Pacific/Cathay Dragon | \$13,004,339,959 | Calendar 2019 | Annual report | Asia & South Pacific |
| 38 | Cebu Pacific Air | \$1,656,545,437 | Calendar 2019 | Annual report | Asia & South Pacific |
| 39 | China Airlines | \$4,715,318,359 | Calendar 2019 | Annual report | Asia & South Pacific |
| 40 | China Eastern Group | \$17,656,830,578 | Calendar 2019 | Annual report | Asia & South Pacific |

Table Continues

| Revenue – Primary Airlines – Alphabetical Continued | | | | | |
|--|-------------------------------|------------------------|----------------------------|----------------------------------|----------------------|
| Line | Airlines | Annual Revenue in US\$ | Reporting Period | Source | World Region |
| 41 | China Southern Group | \$22,521,923,268 | Calendar 2019 | Annual report | Asia & South Pacific |
| 42 | Comair (S.A.) | \$504,358,440 | Calendar 2019 | Annual report | Middle East & Africa |
| 43 | Condor (formerly Thomas Cook) | \$1,922,124,860 | FY ended 30 September 2019 | 26 November 2019 press release | Europe & Russia |
| 44 | Copa Airlines | \$2,707,408,000 | Calendar 2019 | Annual report | Latin America |
| 45 | Croatia Airlines | \$245,758,362 | Calendar 2019 | Annual report | Europe & Russia |
| 46 | CSA Czech Airlines | \$383,859,641 | Calendar 2019 | SkyTeam website | Europe & Russia |
| 47 | Delta | \$45,710,000,000 | Calendar 2019 | Annual report | US & Canada |
| 48 | Eastern Airways UK | \$77,294,912 | FY ended 31 March 2019 | Annual Report/UK Companies House | Europe & Russia |
| 49 | easyJet | \$8,069,457,419 | FY ended 30 September 2019 | Annual report | Europe & Russia |
| 50 | Edelweiss Air | \$738,930,262 | Calendar 2019 | Airline website | Europe & Russia |
| 51 | EgyptAir | \$1,730,000,000 | Current period | Star Alliance website | Middle East & Africa |
| 52 | El Al | \$2,178,000,000 | Calendar 2019 | Annual report | Middle East & Africa |
| 53 | Emirates | \$24,777,399,591 | Calendar 2019 | Annual report | Middle East & Africa |
| 54 | Ethiopian Airlines | \$3,905,000,000 | FY ended 30 June 2019 | Fact sheet 2018/2019 | Middle East & Africa |
| 55 | Etihad Airways | \$5,600,000,000 | Calendar 2019 | Company press release | Middle East & Africa |
| 56 | EVA Air | \$5,839,713,552 | Calendar 2019 | Annual report | Asia & South Pacific |
| 57 | Finnair | \$3,502,450,693 | Calendar 2019 | Annual report | Europe & Russia |
| 58 | flydubai | \$1,633,764,466 | Calendar 2019 | Company press release | Middle East & Africa |
| 59 | Frontier Airlines | \$2,508,349,000 | Calendar 2019 | US DOT filings | US & Canada |
| 60 | Garuda Indonesia | \$3,782,950,403 | Calendar 2019 | Annual report | Asia & South Pacific |
| 61 | GOL Linhas Aereas | \$3,628,141,007 | Calendar 2019 | Annual report | Latin America |
| 62 | Hainan Airlines Group | \$10,564,590,515 | Calendar 2019 | Annual report | Asia & South Pacific |
| 63 | Hawaiian Holdings | \$2,832,228,000 | Calendar 2019 | Annual report | US & Canada |
| 64 | HK Express | \$242,281,121 | Calendar 2019 | Annual report - Cathay Pacific | Asia & South Pacific |
| 65 | Icelandair | \$1,159,524,000 | Calendar 2019 | Annual report | Europe & Russia |
| <i>Table Continues</i> | | | | | |

| Revenue – Primary Airlines – Alphabetical Continued | | | | | |
|--|-----------------------------|------------------------|-----------------------------|--|----------------------|
| Line | Airlines | Annual Revenue in US\$ | Reporting Period | Source | World Region |
| 66 | IndiGo | \$5,412,710,717 | FY ended 31 March 2020 | Annual report | Asia & South Pacific |
| 67 | Int'l Airlines Group IAG | \$28,838,656,864 | Calendar 2019 | Annual report | Europe & Russia |
| 68 | Israir | \$370,000,000 | Calendar 2019 | IDB Group & Ben Gurion Airport website | Middle East & Africa |
| 69 | Japan Airlines Group | \$13,016,589,416 | FY ended 31 March 2020 | Annual report | Asia & South Pacific |
| 70 | Jazeera Airways | \$341,389,200 | Calendar 2019 | Annual report | Middle East & Africa |
| 71 | Jeju Air | \$1,182,967,068 | Calendar 2019 | Annual report | Asia & South Pacific |
| 72 | Jet2.com | \$1,715,154,897 | FY ended 31 March 2019 | Annual report | Europe & Russia |
| 73 | JetBlue Airways | \$8,094,000,000 | Calendar 2019 | Annual report | US & Canada |
| 74 | Jetstar Group | \$2,757,517,958 | FY ended 30 June 2019 | Annual report - Qantas | Asia & South Pacific |
| 75 | Jin Air | \$782,435,317 | Calendar 2019 | Annual report | Asia & South Pacific |
| 76 | Juneyao Air | \$2,444,427,762 | Calendar 2019 | Annual report | Asia & South Pacific |
| 77 | Kenya Airways Group | \$1,249,157,565 | Calendar 2019 | Annual report | Middle East & Africa |
| 78 | Korean Air | \$10,964,748,000 | Calendar 2019 | Annual report | Asia & South Pacific |
| 79 | LATAM | \$10,070,100,000 | Calendar 2019 | Annual report | Latin America |
| 80 | Loganair | \$151,474,521 | FY ended 31 March 2019 | Annual report/UK Companies House | Europe & Russia |
| 81 | LOT - Polish Aviation Group | \$2,148,257,196 | Calendar 2019 | Airline website | Europe & Russia |
| 82 | Lufthansa Group | \$28,675,841,581 | Calendar 2019 | Annual report | Europe & Russia |
| 83 | Luxair | \$695,109,039 | Calendar 2019 | Annual report | Europe & Russia |
| 84 | Malaysia Airlines | \$2,104,847,366 | Calendar 2018 (most recent) | 2018 disclosure | Asia & South Pacific |
| 85 | Middle East Airlines | \$729,684,890 | Current period | SkyTeam alliance website | Middle East & Africa |
| 86 | Nok Air | \$651,592,122 | Calendar 2019 | Annual report | Asia & South Pacific |
| 87 | Norwegian | \$5,075,340,237 | Calendar 2019 | Annual report | Europe & Russia |
| 88 | Pegasus | \$1,966,220,665 | Calendar 2019 | Annual report | Europe & Russia |
| 89 | Philippine Airlines | \$3,018,591,496 | Calendar 2019 | Annual report | Asia & South Pacific |
| 90 | PIA Pakistan | \$949,411,212 | Calendar 2019 | Annual report | Asia & South Pacific |
| <i>Table Continues</i> | | | | | |

| Revenue – Primary Airlines – Alphabetical Continued | | | | | |
|--|-----------------------------------|------------------------|--------------------------|-------------------------------------|----------------------|
| Line | Airlines | Annual Revenue in US\$ | Reporting Period | Source | World Region |
| 91 | Qantas Airways (includes Loyalty) | \$9,749,820,499 | FY ended 30 June 2019 | Annual report | Asia & South Pacific |
| 92 | Qatar Airways | \$13,230,219,779 | FY ended 31 March 2019 | Annual report | Middle East & Africa |
| 93 | REX - Regional Express | \$221,136,789 | FY ended 30 June 2019 | Annual report | Asia & South Pacific |
| 94 | Royal Air Maroc | \$1,700,000,000 | Calendar 2019 | Oneworld January 2020 press release | Middle East & Africa |
| 95 | Royal Jordanian | \$931,744,711 | Calendar 2019 | Annual report | Middle East & Africa |
| 96 | Ryanair Group | \$9,604,744,857 | FY ended 31 March 2020 | Annual report | Europe & Russia |
| 97 | S7 Airlines | \$2,620,000,000 | Calendar 2019 | Dun & Bradstreet | Europe & Russia |
| 98 | SAS Group | \$5,005,212,400 | FY ended 31 October 2019 | Annual report | Europe & Russia |
| 99 | SATA Air Acores | \$25,779,086 | Calendar 2019 | Annual report | Europe & Russia |
| 100 | SATA International | \$149,812,673 | Calendar 2019 | Annual report | Europe & Russia |
| 101 | Saudi Arabian Airlines | \$10,800,000,000 | Calendar 2019 | Estimate by IdeaWorks | Middle East & Africa |
| 102 | Scout | \$1,238,689,201 | FY ended 31 March 2020 | Annual report - Singapore | Asia & South Pacific |
| 103 | SIA Group (Singapore) | \$11,775,065,337 | FY ended 31 March 2020 | Annual report | Asia & South Pacific |
| 104 | Skymark Airlines | \$833,442,472 | FY ended 31 March 2020 | Annual report | Asia & South Pacific |
| 105 | Solaseed Air | \$386,006,723 | FY ended 31 March 2020 | Annual report | Asia & South Pacific |
| 106 | South African Airways | \$2,000,000,000 | Current period | Star Alliance website | Middle East & Africa |
| 107 | Southwest Airlines | \$22,428,000,000 | Calendar 2019 | Annual report | US & Canada |
| 108 | SpiceJet | \$1,916,858,852 | FY ended 31 March 2020 | Annual report | Asia & South Pacific |
| 109 | Spirit Airlines | \$3,830,536,000 | Calendar 2019 | Annual report | US & Canada |
| 110 | Spring Airlines | \$2,160,441,653 | Calendar 2019 | Annual report | Asia & South Pacific |
| 111 | SriLankan Airlines | \$1,044,153,786 | FY ended 31 March 2019 | Annual report | Asia & South Pacific |
| 112 | Star Flyer | \$372,780,112 | FY ended 31 March 2020 | Annual report | Asia & South Pacific |
| 113 | Sun Country Airlines | \$701,383,340 | Calendar 2019 | Annual report | US & Canada |
| 114 | Sun-Air of Scandinavia | \$74,376,283 | FY ended 31 October 2019 | Company press release | Europe & Russia |

Table Continues

| Revenue – Primary Airlines – Alphabetical | | | | | |
|---|--------------------------------|------------------------|----------------------------|--|----------------------|
| Continued | | | | | |
| Line | Airlines | Annual Revenue in US\$ | Reporting Period | Source | World Region |
| 115 | TAME Ecuador | \$165,723,265 | Calendar 2019 | TAME final accountability report 2019 | Latin America |
| 116 | TAP Portugal | \$3,782,191,091 | Calendar 2019 | Annual report | Europe & Russia |
| 117 | TAROM | \$301,370,000 | Current period | SkyTeam alliance website | Europe & Russia |
| 118 | Thai Airways Int'l. | \$6,165,566,526 | Calendar 2019 | Annual report | Asia & South Pacific |
| 119 | Thai Smile | \$475,321,018 | Calendar 2019 | Thai Airways 2019 analyst briefing | Asia & South Pacific |
| 120 | TUI Group (Markets & Airlines) | \$18,079,393,363 | FY ended 30 September 2019 | Annual report | Europe & Russia |
| 121 | Tunisair | \$566,141,057 | Calendar 2019 | AfricanManager.com website article 31 January 2020 | Middle East & Africa |
| 122 | Turkish Airlines Group | \$13,229,000,000 | Calendar 2019 | Annual report | Europe & Russia |
| 123 | T'way Air | \$697,160,011 | Calendar 2019 | Annual report presentation | Asia & South Pacific |
| 124 | United | \$43,259,000,000 | Calendar 2019 | Annual report | US & Canada |
| 125 | Ural Airlines | \$1,405,215,763 | Calendar 2018 | Annual report | Europe & Russia |
| 126 | Utair (excludes helicopter) | \$940,576,223 | Calendar 2019 | Annual report | Europe & Russia |
| 127 | VietJet Air | \$1,775,081,810 | Calendar 2019 | Annual report | Asia & South Pacific |
| 128 | Vietnam Airlines | \$3,214,097,759 | Calendar 2019 | Annual report | Asia & South Pacific |
| 129 | Virgin Australia Group | \$4,056,635,418 | FY ended 30 June 2019 | Annual report | Asia & South Pacific |
| 130 | Viva Aerobus | \$674,815,867 | Calendar 2019 | Annual report | Latin America |
| 131 | Volaris | \$1,593,324,521 | Calendar 2019 | Annual report | Latin America |
| 132 | WestJet | \$3,934,966,182 | Calendar 2019 | Annual report and ONEX press release | US & Canada |
| 133 | Wideroe | \$408,155,224 | Current results | Airline website | Europe & Russia |
| 134 | Wizz Air | \$3,122,096,103 | FY ended 31 March 2020 | Annual report | Europe & Russia |
| <i>End of Table</i> | | | | | |

Subsidiary Airlines in Alphabetical Order

This section provides revenue information for 46 subsidiary airlines in alphabetical order by group name (corporate parent) from Aeroflot Group to Virgin Australia Group.

Subsidiary airlines are identified first by the group name and presented in alphabetical order under the group. Financial disclosures provide group level results and sometimes describe results for subsidiary airlines under the group umbrella. The list of subsidiary airlines is based upon the disclosures made and does not always represent all of the airlines within a group. Please refer to section B of the Big Book (Introduction to the Data) for information describing data collection, reporting periods, and data sources.

| Revenue – Subsidiary Airlines – Alphabetical | | | | | |
|--|----------------------|--------------------------|------------------------|------------------|--------------------------------|
| Line | Group (Parent) | Subsidiary Airlines | Annual Revenue in US\$ | Reporting Period | Source |
| 1 | Aeroflot Group | Pobeda | \$844,652,242 | Calendar 2019 | Annual report - Aeroflot |
| 2 | | Rossiya | \$2,003,809,756 | Calendar 2019 | Annual report - Aeroflot |
| 3 | Air China Group | Air China (not Group) | \$12,655,720,778 | Calendar 2019 | Estimate by IdeaWorks |
| 4 | | Air China Inner Mongolia | \$250,143,055 | Calendar 2019 | Annual report - Air China |
| 5 | | Air Macau | \$537,209,209 | Calendar 2019 | Annual report - Air China |
| 6 | | Dalian Airlines | \$271,450,456 | Calendar 2019 | Annual report - Air China |
| 7 | | Shandong Airlines | \$2,771,421,592 | Calendar 2019 | Annual report - Air China |
| 8 | | Shenzhen Airlines | \$4,652,456,499 | Calendar 2019 | Annual report - Air China |
| 9 | Air France/KLM Group | Air France | \$18,755,415,983 | Calendar 2019 | Annual report - Air France/KLM |
| 10 | | KLM | \$12,522,078,129 | Calendar 2019 | Annual report - Air France/KLM |
| 11 | | Transavia Airlines | \$1,971,873,974 | Calendar 2019 | Annual report - Air France/KLM |
| 12 | AirAsia Group | AirAsia India | \$481,594,309 | Calendar 2019 | Annual report - AirAsia Group |
| 13 | | AirAsia Indonesia | \$477,005,639 | Calendar 2019 | Annual report - AirAsia Group |
| 14 | | AirAsia Japan | \$37,097,229 | Calendar 2019 | Annual report - AirAsia Group |
| <i>Table Continues</i> | | | | | |

Revenue – Subsidiary Airlines – Alphabetical
Continued

| Line | Group (Parent) | Subsidiary Airlines | Annual Revenue in US\$ | Reporting Period | Source |
|------|-------------------------|---------------------------|------------------------|------------------------|---|
| 15 | AirAsia Group | AirAsia Malaysia | \$1,816,942,956 | Calendar 2019 | Annual report - AirAsia Group |
| 16 | | AirAsia Philippines | \$534,290,668 | Calendar 2019 | Annual report - AirAsia Group |
| 17 | | AirAsia Thailand | \$1,311,105,500 | Calendar 2019 | Annual report - AirAsia Group |
| 18 | ANA | Peach | \$755,411,005 | FY ended 31 March 2019 | Annual report - ANA |
| 19 | Asiana Airlines Group | Air Busan | \$544,317,779 | Calendar 2019 | Annual report - Asiana |
| 20 | | Air Seoul | \$200,723,628 | Calendar 2019 | Annual report - Asiana |
| 21 | China Eastern Group | China Eastern (not Group) | \$11,900,329,617 | Calendar 2019 | Annual report - China Eastern |
| 22 | | China United Airlines | \$825,588,833 | Calendar 2019 | Annual report - China Eastern |
| 23 | | Eastern Air Jiangsu | \$1,426,428,364 | Calendar 2019 | Annual report - China Eastern |
| 24 | | Eastern Air Wuhan | \$692,198,663 | Calendar 2019 | Annual report - China Eastern |
| 25 | | Eastern Air Yunnan | \$1,697,878,820 | Calendar 2019 | Annual report - China Eastern |
| 26 | | Shanghai Airlines | \$1,939,995,114 | Calendar 2019 | Annual report - China Eastern |
| 27 | China Southern Group | Xiamen Airlines | \$4,759,431,329 | Calendar 2019 | Annual report - China Southern |
| 28 | Garuda | Garuda Citilink | \$843,687,680 | Calendar 2019 | Annual report - Garuda |
| 29 | Hainan Airline Holdings | Air Changan | \$285,752,684 | Calendar 2019 | Annual report - Hainan Airline Holdings |
| 30 | | Fuzhou Airlines | \$293,195,681 | Calendar 2019 | Annual report - Hainan Airline Holdings |
| 31 | | Lucky Air (Yunnan) | \$1,111,633,400 | Calendar 2019 | Annual report - Hainan Airline Holdings |
| 32 | | Urumqi Air | \$298,011,737 | Calendar 2019 | Annual report - Hainan Airline Holdings |

Table Continues

Revenue – Subsidiary Airlines – Alphabetical
Continued

| Line | Group (Parent) | Subsidiary Airlines | Annual Revenue in US\$ | Reporting Period | Source |
|---------------------|--------------------------|---------------------|------------------------|------------------------|--|
| 33 | Int'l Airlines Group IAG | Aer Lingus | \$2,402,656,074 | Calendar 2019 | Annual report - IAG |
| 34 | | British Airways | \$16,796,098,529 | Calendar 2019 | Annual report - IAG |
| 35 | | Iberia | \$6,383,715,857 | Calendar 2019 | Annual report - IAG |
| 36 | | Vueling Airlines | \$2,775,774,430 | Calendar 2019 | Annual report - IAG |
| 37 | Kenya Airways Group | Jambojet | \$61,310,616 | Calendar 2019 | Annual report - Kenya Airways (and Reuters article) |
| 38 | Lufthansa Group | Austrian | \$2,383,434,826 | Calendar 2019 | Annual report - Lufthansa Group |
| 39 | | Brussels | \$1,557,000,000 | Calendar 2019 | Star Alliance website (not disclosed in Lufthansa Group) |
| 40 | | Eurowings | \$2,722,633,330 | Calendar 2019 | Annual report - Lufthansa Group |
| 41 | | Lufthansa Airlines | \$18,225,135,654 | Calendar 2019 | Annual report - Lufthansa Group |
| 42 | | SWISS | \$5,816,123,693 | Calendar 2019 | Annual report - Lufthansa Group |
| 43 | SIA Group (Singapore) | SilkAir | \$667,768,902 | FY ended 31 March 2020 | Annual report - Singapore |
| 44 | | Singapore Airlines | \$9,521,234,736 | FY ended 31 March 2020 | Annual report - Singapore |
| 45 | Turkish Airlines Group | SunExpress | \$1,567,000,000 | Calendar 2019 | Annual report - Turkish |
| 46 | Virgin Australia Group | Tigerair Australia | \$392,220,555 | Calendar 2019 | Annual report - Virgin Australia |
| <i>End of Table</i> | | | | | |

Primary Airlines by Revenue

This section provides revenue information for 134 primary airlines in order of descending revenue. The top of the list is dominated by the three US major airlines: American, Delta, and United, and is followed by the three top groups of Europe: Air France/KLM Group, Int'l Airlines Group IAG, and Lufthansa Group. The list ends with SATA Air Acores which is the carrier owned by the government of the Azores (Portugal). While the top of the list certainly contains the world's largest carriers, the last entries of the list do not represent the world's smallest airlines. This Big Book contains airlines which have disclosed revenue and traffic statistics; the smallest airlines of the world often make no such disclosures.

Primary airlines include individual airlines not affiliated with a corporate group structure such as Air Greenland and Allegiant. Group airlines are also included. These groups feature multiple carriers under a single corporate ownership structure. Examples of groups include Air China and Lufthansa. Using the example of Lufthansa Group, this structure includes Austrian, Brussels, Eurowings, Lufthansa Airlines, and SWISS as subsidiary airlines under the group. Revenue detail for subsidiary airlines is provided in the section which follows the primary airlines alphabetical listing. Please refer to section B of the Big Book (Introduction to the Data) for information describing data collection, reporting periods, and data sources.

| Primary Airlines by Revenue | | | | | |
|-----------------------------|--------------------------------|------------------------|----------------------------|-----------------|----------------------|
| Rank | Airlines | Annual Revenue in US\$ | Reporting Period | Source | World Region |
| 1 | American | \$45,768,000,000 | Calendar 2019 | Annual report | US & Canada |
| 2 | Delta | \$45,710,000,000 | Calendar 2019 | Annual report | US & Canada |
| 3 | United | \$43,259,000,000 | Calendar 2019 | Annual report | US & Canada |
| 4 | Air France/KLM Group | \$30,740,429,813 | Calendar 2019 | Annual report | Europe & Russia |
| 5 | Int'l Airlines Group IAG | \$28,838,656,864 | Calendar 2019 | Annual report | Europe & Russia |
| 6 | Lufthansa Group | \$28,675,841,581 | Calendar 2019 | Annual report | Europe & Russia |
| 7 | Emirates | \$24,777,399,591 | Calendar 2019 | Annual report | Middle East & Africa |
| 8 | China Southern Group | \$22,521,923,268 | Calendar 2019 | Annual report | Asia & South Pacific |
| 9 | Southwest Airlines | \$22,428,000,000 | Calendar 2019 | Annual report | US & Canada |
| 10 | Air China Group | \$19,874,360,433 | Calendar 2019 | Annual report | Asia & South Pacific |
| 11 | TUI Group (Markets & Airlines) | \$18,079,393,363 | FY ended 30 September 2019 | Annual report | Europe & Russia |
| 12 | China Eastern Group | \$17,656,830,578 | Calendar 2019 | Annual report | Asia & South Pacific |
| 13 | ANA All Nippon Airways | \$17,453,923,470 | FY ended 31 March 2020 | Annual report | Asia & South Pacific |
| 14 | Air Canada Group | \$14,573,850,070 | Calendar 2019 | Airline website | US & Canada |
| 15 | Qatar Airways | \$13,230,219,779 | FY ended 31 March 2019 | Annual report | Middle East & Africa |

Table Continues

Primary Airlines by Revenue
Continued

| Rank | Airlines | Annual Revenue in US\$ | Reporting Period | Source | World Region |
|------|-----------------------------------|------------------------|----------------------------|---------------------------------------|----------------------|
| 16 | Turkish Airlines Group | \$13,229,000,000 | Calendar 2019 | Annual report | Europe & Russia |
| 17 | Japan Airlines Group | \$13,016,589,416 | FY ended 31 March 2020 | Annual report | Asia & South Pacific |
| 18 | Cathay Pacific/Cathay Dragon | \$13,004,339,959 | Calendar 2019 | Annual report | Asia & South Pacific |
| 19 | SIA Group (Singapore) | \$11,775,065,337 | FY ended 31 March 2020 | Annual report | Asia & South Pacific |
| 20 | Korean Air | \$10,964,748,000 | Calendar 2019 | Annual report | Asia & South Pacific |
| 21 | Saudi Arabian Airlines | \$10,800,000,000 | Calendar 2019 | Estimate by IdeaWorks | Middle East & Africa |
| 22 | Aeroflot Group | \$10,765,901,525 | Calendar 2019 | Annual report | Europe & Russia |
| 23 | Hainan Airlines Group | \$10,564,590,515 | Calendar 2019 | Annual report | Asia & South Pacific |
| 24 | LATAM | \$10,070,100,000 | Calendar 2019 | Annual report | Latin America |
| 25 | Qantas Airways (includes Loyalty) | \$9,749,820,499 | FY ended 30 June 2019 | Annual report | Asia & South Pacific |
| 26 | Ryanair Group | \$9,604,744,857 | FY ended 31 March 2020 | Annual report | Europe & Russia |
| 27 | Alaska Air Group | \$8,781,000,000 | Calendar 2019 | Annual report | US & Canada |
| 28 | JetBlue Airways | \$8,094,000,000 | Calendar 2019 | Annual report | US & Canada |
| 29 | easyJet | \$8,069,457,419 | FY ended 30 September 2019 | Annual report | Europe & Russia |
| 30 | Thai Airways Int'l. | \$6,165,566,526 | Calendar 2019 | Annual report | Asia & South Pacific |
| 31 | Asiana Airlines Group | \$5,988,001,895 | Calendar 2019 | Annual report & Star Alliance website | Asia & South Pacific |
| 32 | EVA Air | \$5,839,713,552 | Calendar 2019 | Annual report | Asia & South Pacific |
| 33 | Etihad Airways | \$5,600,000,000 | Calendar 2019 | Company press release | Middle East & Africa |
| 34 | IndiGo | \$5,412,710,717 | FY ended 31 March 2020 | Annual report | Asia & South Pacific |
| 35 | Norwegian | \$5,075,340,237 | Calendar 2019 | Annual report | Europe & Russia |
| 36 | SAS Group | \$5,005,212,400 | FY ended 31 October 2019 | Annual report | Europe & Russia |
| 37 | China Airlines | \$4,715,318,359 | Calendar 2019 | Annual report | Asia & South Pacific |
| 38 | Avianca | \$4,621,496,000 | Calendar 2019 | Annual report | Latin America |
| 39 | Virgin Australia Group | \$4,056,635,418 | FY ended 30 June 2019 | Annual report | Asia & South Pacific |

Table Continues

Primary Airlines by Revenue
Continued

| Rank | Airlines | Annual Revenue in US\$ | Reporting Period | Source | World Region |
|------|-------------------------------|------------------------|------------------------|--------------------------------------|----------------------|
| 40 | Westjet | \$3,934,966,182 | Calendar 2019 | Annual report and ONEX press release | US & Canada |
| 41 | Ethiopian Airlines | \$3,905,000,000 | FY ended 30 June 2019 | Fact sheet 2018/2019 | Middle East & Africa |
| 42 | Air New Zealand | \$3,860,683,036 | FY ended 30 June 2019 | Annual report | Asia & South Pacific |
| 43 | Spirit Airlines | \$3,830,536,000 | Calendar 2019 | Annual report | US & Canada |
| 44 | Garuda Indonesia | \$3,782,950,403 | Calendar 2019 | Annual report | Asia & South Pacific |
| 45 | TAP Portugal | \$3,782,191,091 | Calendar 2019 | Annual report | Europe & Russia |
| 46 | Air India | \$3,701,342,553 | FY ended 31 March 2019 | Annual report | Asia & South Pacific |
| 47 | GOL Linhas Aereas | \$3,628,141,007 | Calendar 2019 | Annual report | Latin America |
| 48 | Aeromexico | \$3,604,489,144 | Calendar 2019 | 4th quarter report 2019 | Latin America |
| 49 | Finnair | \$3,502,450,693 | Calendar 2019 | Annual report | Europe & Russia |
| 50 | Alitalia | \$3,391,985,046 | Calendar 2019 | Airline website and Skyteam website | Europe & Russia |
| 51 | Vietnam Airlines | \$3,214,097,759 | Calendar 2019 | Annual report | Asia & South Pacific |
| 52 | Wizz Air | \$3,122,096,103 | FY ended 31 March 2020 | Annual report | Europe & Russia |
| 53 | Philippine Airlines | \$3,018,591,496 | Calendar 2019 | Annual report | Asia & South Pacific |
| 54 | Azul | \$2,994,246,363 | Calendar 2019 | Annual report | Latin America |
| 55 | Hawaiian Holdings | \$2,832,228,000 | Calendar 2019 | Annual report | US & Canada |
| 56 | AirAsia Group (ex. AirAsia X) | \$2,825,915,573 | Calendar 2019 | Annual report | Asia & South Pacific |
| 57 | Jetstar Group | \$2,757,517,958 | FY ended 30 June 2019 | Annual report - Qantas | Asia & South Pacific |
| 58 | Copa Airlines | \$2,707,408,000 | Calendar 2019 | Annual report | Latin America |
| 59 | S7 Airlines | \$2,620,000,000 | Calendar 2019 | Dun & Bradstreet | Europe & Russia |
| 60 | Frontier Airlines | \$2,508,349,000 | Calendar 2019 | US DOT filings | US & Canada |
| 61 | Juneyao Air | \$2,444,427,762 | Calendar 2019 | Annual report | Asia & South Pacific |
| 62 | Air Europa | \$2,374,389,532 | Calendar 2019 | IAG Capital Markets Day 2019 | Europe & Russia |
| 63 | El Al | \$2,178,000,000 | Calendar 2019 | Annual report | Middle East & Africa |
| 64 | Spring Airlines | \$2,160,441,653 | Calendar 2019 | Annual report | Asia & South Pacific |

Table Continues

Primary Airlines by Revenue
Continued

| Rank | Airlines | Annual Revenue in US\$ | Reporting Period | Source | World Region |
|------|-------------------------------|------------------------|-----------------------------|-------------------------------------|----------------------|
| 65 | LOT - Polish Aviation Group | \$2,148,257,196 | Calendar 2019 | Airline website | Europe & Russia |
| 66 | Malaysia Airlines | \$2,104,847,366 | Calendar 2018 (most recent) | 2018 disclosure | Asia & South Pacific |
| 67 | South African Airways | \$2,000,000,000 | Current period | Star Alliance website | Middle East & Africa |
| 68 | Pegasus | \$1,966,220,665 | Calendar 2019 | Annual report | Europe & Russia |
| 69 | Condor (formerly Thomas Cook) | \$1,922,124,860 | FY end 30 September 2019 | 26 November 2019 press release | Europe & Russia |
| 70 | SpiceJet | \$1,916,858,852 | FY ended 31 March 2020 | Annual report | Asia & South Pacific |
| 71 | Aerolineas Argentinas | \$1,884,602,702 | Calendar 2019 | Annual report | Latin America |
| 72 | Allegiant Air | \$1,840,965,000 | Calendar 2019 | Annual report | US & Canada |
| 73 | VietJet Air | \$1,775,081,810 | Calendar 2019 | Annual report | Asia & South Pacific |
| 74 | EgyptAir | \$1,730,000,000 | Current period | Star Alliance website | Middle East & Africa |
| 75 | Jet2.com | \$1,715,154,897 | FY ended 31 March 2019 | Annual report | Europe & Russia |
| 76 | Royal Air Maroc | \$1,700,000,000 | Calendar 2019 | Oneworld January 2020 press release | Middle East & Africa |
| 77 | Cebu Pacific Air | \$1,656,545,437 | Calendar 2019 | Annual report | Asia & South Pacific |
| 78 | flydubai | \$1,633,764,466 | Calendar 2019 | Company press release | Middle East & Africa |
| 79 | Volaris | \$1,593,324,521 | Calendar 2019 | Annual report | Latin America |
| 80 | Aegean Airlines | \$1,479,810,010 | Calendar 2019 | Annual report | Europe & Russia |
| 81 | Ural Airlines | \$1,405,215,763 | Calendar 2018 | Annual report | Europe & Russia |
| 82 | Air Arabia | \$1,295,711,096 | Calendar 2019 | Annual report | Middle East & Africa |
| 83 | Kenya Airways Group | \$1,249,157,565 | Calendar 2019 | Annual report | Middle East & Africa |
| 84 | Scoot | \$1,238,689,201 | FY ended 31 March 2020 | Annual report - Singapore | Asia & South Pacific |
| 85 | Jeju Air | \$1,182,967,068 | Calendar 2019 | Annual report | Asia & South Pacific |
| 86 | Icelandair | \$1,159,524,000 | Calendar 2019 | Annual report | Europe & Russia |
| 87 | AirAsia X | \$1,105,988,419 | Calendar 2019 | Annual report | Asia & South Pacific |

Table Continues

Primary Airlines by Revenue
Continued

| Rank | Airlines | Annual Revenue in US\$ | Reporting Period | Source | World Region |
|------|-----------------------------|------------------------|------------------------|--|----------------------|
| 88 | SriLankan Airlines | \$1,044,153,786 | FY ended 31 March 2019 | Annual report | Asia & South Pacific |
| 89 | PIA Pakistan | \$949,411,212 | Calendar 2019 | Annual report | Asia & South Pacific |
| 90 | Utair (excludes helicopter) | \$940,576,223 | Calendar 2019 | Annual report | Europe & Russia |
| 91 | Bangkok Airways | \$933,511,292 | Calendar 2019 | Annual report | Asia & South Pacific |
| 92 | Royal Jordanian | \$931,744,711 | Calendar 2019 | Annual report | Middle East & Africa |
| 93 | Air Astana | \$898,729,000 | Calendar 2019 | Annual report | Asia & South Pacific |
| 94 | Skymark Airlines | \$833,442,472 | FY ended 31 March 2020 | Annual report | Asia & South Pacific |
| 95 | Air Caribes | \$814,076,411 | Calendar 2019 | Groupe Dubreuil (parent) website | Latin America |
| 96 | Jin Air | \$782,435,317 | Calendar 2019 | Annual report | Asia & South Pacific |
| 97 | Edelweiss Air | \$738,930,262 | Calendar 2019 | Airline website | Europe & Russia |
| 98 | Middle East Airlines | \$729,684,890 | Current period | SkyTeam alliance website | Middle East & Africa |
| 99 | Sun Country Airlines | \$701,383,340 | Calendar 2019 | Annual report | US & Canada |
| 100 | T'way Air | \$697,160,011 | Calendar 2019 | Annual report presentation | Asia & South Pacific |
| 101 | Luxair | \$695,109,039 | Calendar 2019 | Annual report | Europe & Russia |
| 102 | Viva Aerobus | \$674,815,867 | Calendar 2019 | Annual report | Latin America |
| 103 | Nok Air | \$651,592,122 | Calendar 2019 | Annual report | Asia & South Pacific |
| 104 | Air India Express | \$594,288,828 | FY ended 31 March 2019 | Annual report | Asia & South Pacific |
| 105 | airBaltic | \$567,880,483 | Calendar 2019 | Annual report | Europe & Russia |
| 106 | Air Nostrum | \$566,461,503 | Calendar 2019 | Company press release | Europe & Russia |
| 107 | Tunisair | \$566,141,057 | Calendar 2019 | AfricanManager.com website article 31 January 2020 | Middle East & Africa |
| 108 | Air Mauritius | \$565,112,623 | FY ended 31 March 2020 | Annual report | Middle East & Africa |
| 109 | Comair (S.A.) | \$504,358,440 | Calendar 2019 | Annual report | Middle East & Africa |

Table Continues

Primary Airlines by Revenue
Continued

| Rank | Airlines | Annual Revenue in US\$ | Reporting Period | Source | World Region |
|------|------------------------|------------------------|----------------------------|---|----------------------|
| 110 | Thai Smile | \$475,321,018 | Calendar 2019 | Thai Airways 2019 analyst briefing | Asia & South Pacific |
| 111 | Air Austral | \$445,932,967 | FY ended 31 March 2020 | <i>Air&Cosmos International Article</i> | Middle East & Africa |
| 112 | Blue Air | \$440,958,056 | FY ended 31 September 2019 | 28 October 2019 press release | Europe & Russia |
| 113 | AIRDO | \$420,087,842 | FY ended 31 March 2020 | Company press release 29 May 2020 | Asia & South Pacific |
| 114 | Wideroe | \$408,155,224 | Current results | Airline website | Europe & Russia |
| 115 | Solaseed Air | \$386,006,723 | FY ended 31 March 2020 | Annual report | Asia & South Pacific |
| 116 | CSA Czech Airlines | \$383,859,641 | Calendar 2019 | SkyTeam website | Europe & Russia |
| 117 | Austral | \$382,968,662 | Calendar 2019 | Annual report | Latin America |
| 118 | Star Flyer | \$372,780,112 | FY ended 31 March 2020 | Annual report | Asia & South Pacific |
| 119 | Israil | \$370,000,000 | Calendar 2019 | IDB Group & Ben Gurion Airport website | Middle East & Africa |
| 120 | Jazeera Airways | \$341,389,200 | Calendar 2019 | Annual report | Middle East & Africa |
| 121 | TAROM | \$301,370,000 | Current period | SkyTeam alliance website | Europe & Russia |
| 122 | BRA Braathens | \$273,414,654 | Calendar 2019 | Annual report - Braganza (parent) | Europe & Russia |
| 123 | Croatia Airlines | \$245,758,362 | Calendar 2019 | Annual report | Europe & Russia |
| 124 | HK Express | \$242,281,121 | Calendar 2019 | Annual report - Cathay Pacific | Asia & South Pacific |
| 125 | REX - Regional Express | \$221,136,789 | FY ended 30 June 2019 | Annual report | Asia & South Pacific |
| 126 | Air Greenland | \$211,722,467 | Calendar 2019 | Annual report | Europe & Russia |
| 127 | Air Corsica | \$203,519,103 | Calendar 2019 | Airline website | Europe & Russia |
| 128 | TAME Ecuador | \$165,723,265 | Calendar 2019 | TAME final accountability report 2019 | Latin America |
| 129 | Loganair | \$151,474,521 | FY ended 31 March 2019 | Annual report/UK Companies House | Europe & Russia |
| 130 | SATA International | \$149,812,673 | Calendar 2019 | Annual report | Europe & Russia |
| 131 | Atlantic Airways | \$86,447,963 | Calendar 2019 | Annual report | Europe & Russia |

Table Continues

Primary Airlines by Revenue
Continued

| Rank | Airlines | Annual Revenue in US\$ | Reporting Period | Source | World Region |
|---------------------|------------------------|------------------------|--------------------------|----------------------------------|-----------------|
| 132 | Eastern Airways UK | \$77,294,912 | FY ended 31 March 2019 | Annual Report/UK Companies House | Europe & Russia |
| 133 | Sun-Air of Scandinavia | \$74,376,283 | FY ended 31 October 2019 | Company press release | Europe & Russia |
| 134 | SATA Air Acores | \$25,779,086 | Calendar 2019 | Annual report | Europe & Russia |
| <i>End of Table</i> | | | | | |

Primary Airlines Revenue by World Region

This section provides revenue information for 134 primary airlines in order of descending revenue. The highest revenue-producing airline based in each region is: Asia & South Pacific – China Southern Group; Europe & Russia – Air France/KLM Group; Latin America – LATAM; Middle East & Africa – Emirates; and US & Canada – American.

Primary airlines include individual airlines not affiliated with a corporate group structure such as Air Greenland and Allegiant. Group airlines are also included. These groups feature multiple carriers under a single corporate ownership structure. Examples of groups include Air China and Lufthansa. Using the example of Lufthansa Group, this structure includes Austrian, Brussels, Eurowings, Lufthansa Airlines, and SWISS as subsidiary airlines under the group. Revenue detail for subsidiary airlines is provided in the section which follows the primary airlines alphabetical listing. Please refer to section B of the Big Book (Introduction to the Data) for information describing data collection, reporting periods, and data sources.

| Revenue – Primary Airlines – World Region | | | | | |
|---|----------------------|-----------------------------------|------------------------|------------------------|---------------------------------------|
| Rank | Airlines Based In: | Airlines | Annual Revenue in US\$ | Reporting Period | Source |
| 1 | Asia & South Pacific | China Southern Group | \$22,521,923,268 | Calendar 2019 | Annual report |
| 2 | | Air China Group | \$19,874,360,433 | Calendar 2019 | Annual report |
| 3 | | China Eastern Group | \$17,656,830,578 | Calendar 2019 | Annual report |
| 4 | | ANA All Nippon Airways | \$17,453,923,470 | FY ended 31 March 2020 | Annual report |
| 5 | | Japan Airlines Group | \$13,016,589,416 | FY ended 31 March 2020 | Annual report |
| 6 | | Cathay Pacific/Cathay Dragon | \$13,004,339,959 | Calendar 2019 | Annual report |
| 7 | | SIA Group (Singapore) | \$11,775,065,337 | FY ended 31 March 2020 | Annual report |
| 8 | | Korean Air | \$10,964,748,000 | Calendar 2019 | Annual report |
| 9 | | Hainan Airlines Group | \$10,564,590,515 | Calendar 2019 | Annual report |
| 10 | | Qantas Airways (includes Loyalty) | \$9,749,820,499 | FY ended 30 June 2019 | Annual report |
| 11 | | Thai Airways Int'l. | \$6,165,566,526 | Calendar 2019 | Annual report |
| 12 | | Asiana Airlines Group | \$5,988,001,895 | Calendar 2019 | Annual report & Star Alliance website |
| 13 | | EVA Air | \$5,839,713,552 | Calendar 2019 | Annual report |
| 14 | | IndiGo | \$5,412,710,717 | FY ended 31 March 2020 | Annual report |
| <i>Table Continues</i> | | | | | |

Revenue – Primary Airlines – World Region
Continued

| Rank | Airlines Based In: | Airlines | Annual Revenue in US\$ | Reporting Period | Source |
|------|----------------------|-------------------------------|------------------------|----------------------------|---|
| 15 | Asia & South Pacific | China Airlines | \$4,715,318,359 | Calendar 2019 | Annual report |
| 16 | | Virgin Australia Group | \$4,056,635,418 | FY ended 30 June 2019 | Annual report |
| 17 | | Air New Zealand | \$3,860,683,036 | FY ended 30 June 2019 | Annual report |
| 18 | | Garuda Indonesia | \$3,782,950,403 | Calendar 2019 | Annual report |
| 19 | | Air India | \$3,701,342,553 | FY ended 31 March 2019 | Annual report |
| 20 | | Vietnam Airlines | \$3,214,097,759 | Calendar 2019 | Annual report |
| 21 | | Philippine Airlines | \$3,018,591,496 | Calendar 2019 | Annual report |
| 22 | | AirAsia Group (ex. AirAsia X) | \$2,825,915,573 | Calendar 2019 | Annual report |
| 23 | | Jetstar Group | \$2,757,517,958 | FY ended 30 June 2019 | Annual report - Qantas |
| 24 | | Juneyao Air | \$2,444,427,762 | Calendar 2019 | Annual report |
| 25 | | Spring Airlines | \$2,160,441,653 | Calendar 2019 | Annual report |
| 26 | | Malaysia Airlines | \$2,104,847,366 | Calendar 2018 | Oneworld fact sheet (pass.) 2018 disclosure (revenue) |
| 27 | | SpiceJet | \$1,916,858,852 | FY ended 31 March 2020 | Annual report |
| 28 | | VietJet Air | \$1,775,081,810 | Calendar 2019 | Annual report |
| 29 | | Cebu Pacific Air | \$1,656,545,437 | Calendar 2019 | Annual report |
| 30 | | Scoot | \$1,238,689,201 | FY ended 31 March 2020 | Annual report - Singapore |
| 31 | | Jeju Air | \$1,182,967,068 | Calendar 2019 | Annual report |
| 32 | | AirAsia X | \$1,105,988,419 | Calendar 2019 | Annual report |
| 33 | | SriLankan Airlines | \$1,044,153,786 | FY ended 31 March 2019 | Annual report |
| 34 | | PIA Pakistan | \$949,411,212 | Calendar 2019 | Annual report |
| 35 | | Bangkok Airways | \$933,511,292 | Calendar 2019 | Annual report |
| 36 | | Air Astana | \$898,729,000 | Calendar 2019 | Annual report |
| 37 | | Skymark Airlines | \$833,442,472 | FY ended 31 March 2020 | Annual report |
| 38 | | Jin Air | \$782,435,317 | Calendar 2019 | Annual report |
| 39 | T'way Air | \$697,160,011 | Calendar 2019 | Annual report presentation | |

Table Continues

Revenue – Primary Airlines – World Region
Continued

| Rank | Airlines Based In: | Airlines | Annual Revenue in US\$ | Reporting Period | Source |
|--|----------------------|--------------------------------|--------------------------|----------------------------|-------------------------------------|
| 40 | Asia & South Pacific | Nok Air | \$651,592,122 | Calendar 2019 | Annual report |
| 41 | | Air India Express | \$594,288,828 | FY ended 31 March 2019 | Annual report |
| 42 | | Thai Smile | \$475,321,018 | Calendar 2019 | Thai Airways 2019 analyst briefing |
| 43 | | AIRDO | \$420,087,842 | FY ended 31 March 2020 | Company press release 29 May 2020 |
| 44 | | Solaseed Air | \$386,006,723 | FY ended 31 March 2020 | Annual report |
| 45 | | Star Flyer | \$372,780,112 | FY ended 31 March 2020 | Annual report |
| 46 | | HK Express | \$242,281,121 | Calendar 2019 | Annual report - Cathay Pacific |
| 47 | | REX - Regional Express | \$221,136,789 | FY ended 30 June 2019 | Annual report |
| Total for Asia & South Pacific: | | | \$227,009,421,930 | | |
| 1 | Europe & Russia | Air France/KLM Group | \$30,740,429,813 | Calendar 2019 | Annual report |
| 2 | | Int'l Airlines Group IAG | \$28,838,656,864 | Calendar 2019 | Annual report |
| 3 | | Lufthansa Group | \$28,675,841,581 | Calendar 2019 | Annual report |
| 4 | | TUI Group (Markets & Airlines) | \$18,079,393,363 | FY ended 30 September 2019 | Annual report |
| 5 | | Turkish Airlines Group | \$13,229,000,000 | Calendar 2019 | Annual report |
| 6 | | Aeroflot Group | \$10,765,901,525 | Calendar 2019 | Annual report |
| 7 | | Ryanair Group | \$9,604,744,857 | FY ended 31 March 2020 | Annual report |
| 8 | | easyJet | \$8,069,457,419 | FY ended 30 September 2019 | Annual report |
| 9 | | Norwegian | \$5,075,340,237 | Calendar 2019 | Annual report |
| 10 | | SAS Group | \$5,005,212,400 | FY ended 31 October 2019 | Annual report |
| 11 | | TAP Portugal | \$3,782,191,091 | Calendar 2019 | Annual report |
| 12 | | Finnair | \$3,502,450,693 | Calendar 2019 | Annual report |
| 13 | | Alitalia | \$3,391,985,046 | Calendar 2019 | Airline website and Skyteam website |
| 14 | | Wizz Air | \$3,122,096,103 | FY ended 31 March 2020 | Annual report |
| 15 | | S7 Airlines | \$2,620,000,000 | Calendar 2019 | Dun & Bradstreet |
| <i>Table Continues</i> | | | | | |

Revenue – Primary Airlines – World Region
Continued

| Rank | Airlines Based In: | Airlines | Annual Revenue in US\$ | Reporting Period | Source | |
|---------------------------------------|--------------------|-------------------------------|--------------------------|----------------------------|----------------------------------|--|
| 16 | Europe & Russia | Air Europa | \$2,374,389,532 | Calendar 2019 | IAG Capital Markets Day 2019 | |
| 17 | | LOT - Polish Aviation Group | \$2,148,257,196 | Calendar 2019 | Airline website | |
| 18 | | Pegasus | \$1,966,220,665 | Calendar 2019 | Annual report | |
| 19 | | Condor (formerly Thomas Cook) | \$1,922,124,860 | FY end 30 September 2019 | 26 November 2019 press release | |
| 20 | | Jet2.com | \$1,715,154,897 | FY ended 31 March 2019 | Annual report | |
| 21 | | Aegean Airlines | \$1,479,810,010 | Calendar 2019 | Annual report | |
| 22 | | Ural Airlines | \$1,405,215,763 | Calendar 2018 | Annual report | |
| 23 | | Icelandair | \$1,159,524,000 | Calendar 2019 | Annual report | |
| 24 | | Utair (excludes helicopter) | \$940,576,223 | Calendar 2019 | Annual report | |
| 25 | | Edelweiss Air | \$738,930,262 | Calendar 2019 | Airline website | |
| 26 | | Luxair | \$695,109,039 | Calendar 2019 | Annual report | |
| 27 | | airBaltic | \$567,880,483 | Calendar 2019 | Annual report | |
| 28 | | Air Nostrum | \$566,461,503 | Calendar 2019 | Company press release | |
| 29 | | Blue Air | \$440,958,056 | FY ended 31 September 2019 | 28 October 2019 press release | |
| 30 | | Wideroe | \$408,155,224 | Current results | Airline website | |
| 31 | | CSA Czech Airlines | \$383,859,641 | Calendar 2019 | SkyTeam website | |
| 32 | | TAROM | \$301,370,000 | Current period | SkyTeam website | |
| 33 | | BRA Braathens | \$273,414,654 | Calendar 2019 | Annual report | |
| 34 | | Croatia Airlines | \$245,758,362 | Calendar 2019 | Annual report | |
| 35 | | Air Greenland | \$211,722,467 | Calendar 2019 | Annual report | |
| 36 | | Air Corsica | \$203,519,103 | Calendar 2019 | Airline website | |
| 37 | | Loganair | \$151,474,521 | FY ended 31 March 2019 | Annual report/UK Companies House | |
| 38 | | SATA International | \$149,812,673 | Calendar 2019 | Annual report | |
| 39 | | Atlantic Airways | \$86,447,963 | Calendar 2019 | Annual report | |
| 40 | | Eastern Airways UK | \$77,294,912 | FY ended 31 March 2019 | Annual Report/UK Companies House | |
| 41 | | Sun-Air of Scandinavia | \$74,376,283 | FY ended 31 October 2019 | Company press release | |
| 42 | | SATA Air Acores | \$25,779,086 | Calendar 2019 | Annual report | |
| Total for Europe & Russia: | | | \$195,216,298,370 | | | |

Table Continues

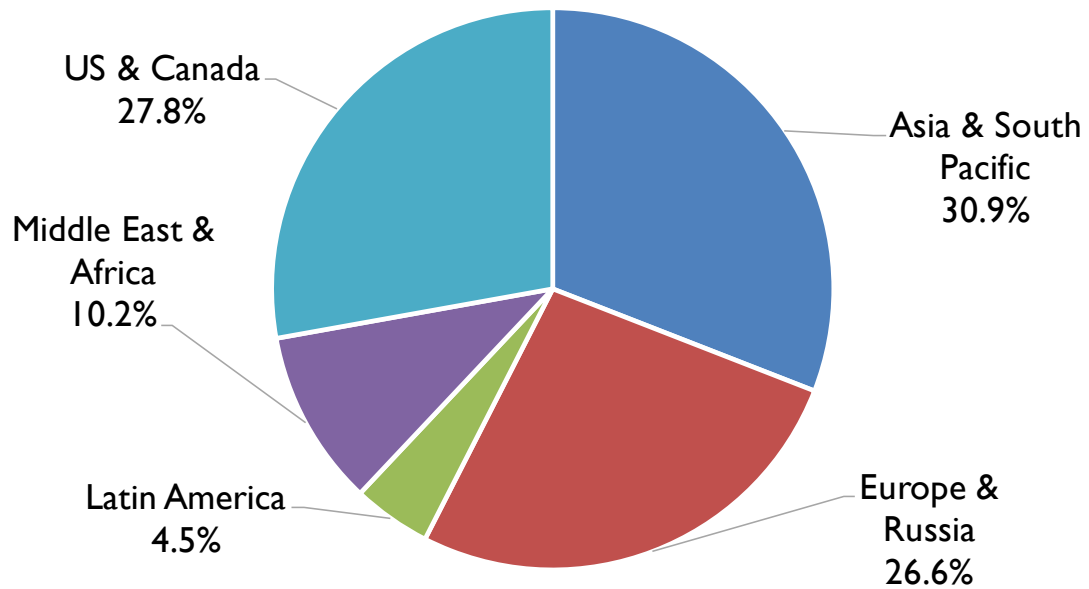
Revenue – Primary Airlines – World Region
Continued

| Rank | Airlines Based In: | Airlines | Annual Revenue in US\$ | Reporting Period | Source |
|--------------------------------|----------------------|------------------------|-------------------------|------------------------|---------------------------------------|
| 1 | | LATAM | \$10,070,100,000 | Calendar 2019 | Annual report |
| 2 | | Avianca | \$4,621,496,000 | Calendar 2019 | Annual report |
| 3 | | GOL Linhas Aereas | \$3,628,141,007 | Calendar 2019 | Annual report |
| 4 | | Aeromexico | \$3,604,489,144 | Calendar 2019 | 4th quarter report 2019 |
| 5 | | Azul | \$2,994,246,363 | Calendar 2019 | Annual report |
| 6 | | Copa Airlines | \$2,707,408,000 | Calendar 2019 | Annual report |
| 7 | | Aerolineas Argentinas | \$1,884,602,702 | Calendar 2019 | Annual report |
| 8 | | Volaris | \$1,593,324,521 | Calendar 2019 | Annual report |
| 9 | | Air Caribes | \$814,076,411 | Calendar 2019 | Groupe Dubreuil (parent) website |
| 10 | | Viva Aerobus | \$674,815,867 | Calendar 2019 | Annual report |
| 11 | | Austral | \$382,968,662 | Calendar 2019 | Annual report |
| 12 | | TAME Ecuador | \$165,723,265 | Calendar 2019 | TAME final accountability report 2019 |
| Total for Latin America | | | \$33,141,391,942 | | |
| 1 | Middle East & Africa | Emirates | \$24,777,399,591 | Calendar 2019 | Annual report |
| 2 | | Qatar Airways | \$13,230,219,779 | FY ended 31 March 2019 | Annual report |
| 3 | | Saudi Arabian Airlines | \$10,800,000,000 | Calendar 2019 | Estimate by IdeaWorks |
| 4 | | Etihad Airways | \$5,600,000,000 | Calendar 2019 | Company press release |
| 5 | | Ethiopian Airlines | \$3,905,000,000 | FY ended 30 June 2019 | Fact sheet 2018/2019 |
| 6 | | El Al | \$2,178,000,000 | Calendar 2019 | Annual report |
| 7 | | South African Airways | \$2,000,000,000 | Current period | Star Alliance website |
| 8 | | EgyptAir | \$1,730,000,000 | Current period | Star Alliance website |
| 9 | | Royal Air Maroc | \$1,700,000,000 | Calendar 2019 | Oneworld January 2020 press release |
| 10 | | flydubai | \$1,633,764,466 | Calendar 2019 | Company press release |
| 11 | | Air Arabia | \$1,295,711,096 | Calendar 2019 | Annual report |
| 12 | | Kenya Airways Group | \$1,249,157,565 | Calendar 2019 | Annual report |
| <i>Table Continues</i> | | | | | |

Revenue – Primary Airlines – World Region
Continued

| Rank | Airlines Based In: | Airlines | Annual Revenue in US\$ | Reporting Period | Source |
|--|----------------------|----------------------|--------------------------|------------------------|--|
| 13 | Middle East & Africa | Royal Jordanian | \$931,744,711 | Calendar 2019 | Annual report |
| 14 | | Middle East Airlines | \$729,684,890 | Current period | SkyTeam alliance website |
| 15 | | Tunisair | \$566,141,057 | Calendar 2019 | AfricanManager.com website article 31 January 2020 |
| 16 | | Air Mauritius | \$565,112,623 | FY ended 31 March 2020 | Annual report |
| 17 | | Comair (S.A.) | \$504,358,440 | Calendar 2019 | Annual report |
| 18 | | Air Austral | \$445,932,967 | FY ended 31 March 2020 | <i>Air&Cosmos International Article</i> |
| 19 | | Israir | \$370,000,000 | Calendar 2019 | IDB Group & Ben Gurion Airport website |
| 20 | | Jazeera Airways | \$341,389,200 | Calendar 2019 | Annual report |
| Total for Middle East & Africa: | | | \$74,553,616,385 | | |
| 1 | US & Canada | American | \$45,768,000,000 | Calendar 2019 | Annual report |
| 2 | | Delta | \$45,710,000,000 | Calendar 2019 | Annual report |
| 3 | | United | \$43,259,000,000 | Calendar 2019 | Annual report |
| 4 | | Southwest Airlines | \$22,428,000,000 | Calendar 2019 | Annual report |
| 5 | | Air Canada Group | \$14,573,850,070 | Calendar 2019 | Airline website |
| 6 | | Alaska Air Group | \$8,781,000,000 | Calendar 2019 | Annual report |
| 7 | | JetBlue Airways | \$8,094,000,000 | Calendar 2019 | Annual report |
| 8 | | Westjet | \$3,934,966,182 | Calendar 2019 | Annual report and ONEX press release |
| 9 | | Spirit Airlines | \$3,830,536,000 | Calendar 2019 | Annual report |
| 10 | | Hawaiian Holdings | \$2,832,228,000 | Calendar 2019 | Annual report |
| 11 | | Frontier Airlines | \$2,508,349,000 | Calendar 2019 | US DOT filings |
| 12 | | Allegiant Air | \$1,840,965,000 | Calendar 2019 | Annual report |
| 13 | | Sun Country Airlines | \$701,383,340 | Calendar 2019 | Annual report |
| Total for US & Canada: | | | \$204,262,277,591 | | |
| <i>End of Table</i> | | | | | |

Airline Revenue by World Region 2019 Financial Period



World region designated by headquarters location of airlines.
Carrier data is based upon individual listing from the
2020 Datalex Big Book of Airline Data by IdeaWorksCompany.

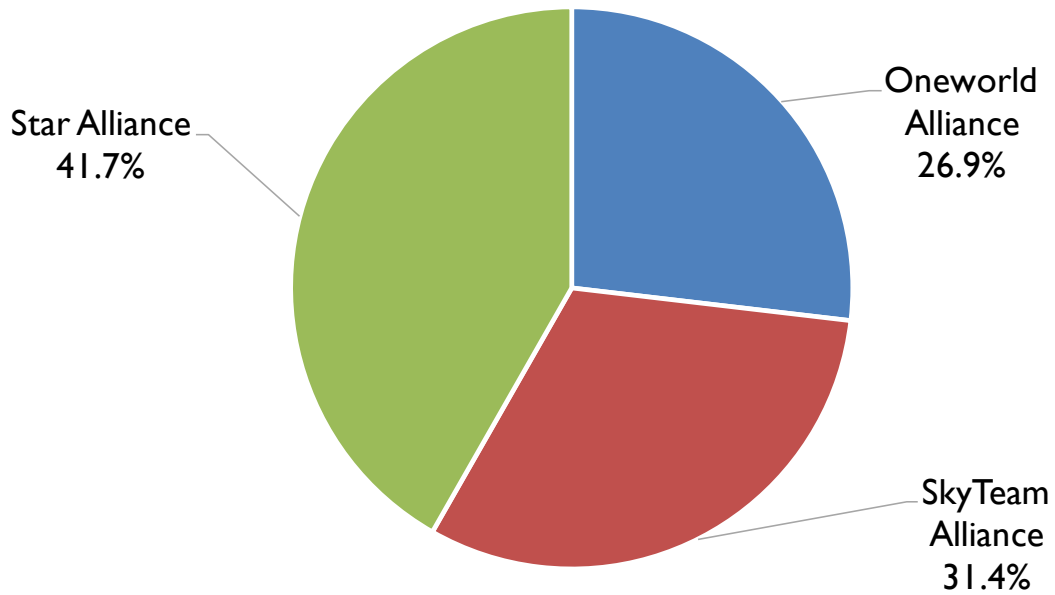
Revenue Generated by Global Alliances

The airline industry is dominated by three key alliances: Oneworld, SkyTeam, and Star. The revenue associated with each full member airline in the alliance has been tallied to create total revenue for each of the three. Disclosures by airline groups do not always provide specific airline detail to correspond to alliance participation. For example, the Asiana Airlines Group includes subsidiary airlines (Air Busan and Air Seoul) which are not full members of the Star Alliance. These are far smaller airlines, but disclosures could not be found for mainline Asiana operations. Therefore, the results described are approximations. Global revenue generated by alliances is nearly \$500 billion.

| Revenue Generated by Global Alliances 2019 Reporting Period – Full Member Airlines | | |
|---|-----------|---|
| Oneworld | Carriers: | American, British Airways, Cathay Pacific/CathayDragon, Finnair, Iberia, Japan Airlines Group, Malaysia Airlines, Qantas Airways (includes Loyalty), Qatar Airways, Royal Air Maroc, Royal Jordanian, S7 Airlines, SriLankan Airlines. |
| | Revenue: | \$129,851,980,594 |
| SkyTeam | Carriers: | Aeroflot Group, Aerolineas Argentinas, Aeromexico, Air Europa, Air France, Alitalia, China Airlines, China Eastern Airlines, CSA Czech Airlines, Delta, Garuda Indonesia, Kenya Airways Group, KLM, Korean Air, Middle East Airlines, Saudi Arabian Airlines, TAROM, Vietnam Airlines, Xiamen Airlines. |
| | Revenue: | \$151,809,809,624 |
| Star | Carriers: | Aegean Airlines, Air Canada Group, Air China, Air India, Air New Zealand, ANA All Nippon Airways, Asiana Airlines Group, Austrian, Avianca, Brussels, Copa Airlines, Croatia Airlines, EgyptAir, Ethiopian Airlines, EVA Air, LOT - Polish Aviation Group, Lufthansa Airlines, SAS Group, Shenzhen Airlines, Singapore Airlines, South African Airways, SWISS, TAP Portugal, Thai Airways Int'l., Turkish Airlines Group, United. |
| | Revenue: | \$201,807,830,709 |
| All Alliances: | | \$483,469,620,927 |
| <i>Alliance carrier listing as of September 2020. Carrier data is based upon individual listing from this Big Book. Airline groups may include airlines which are not direct participants in an alliance.</i> | | |

Revenue Generated by Global Alliances

2019 Financial Period – Full Member Airlines



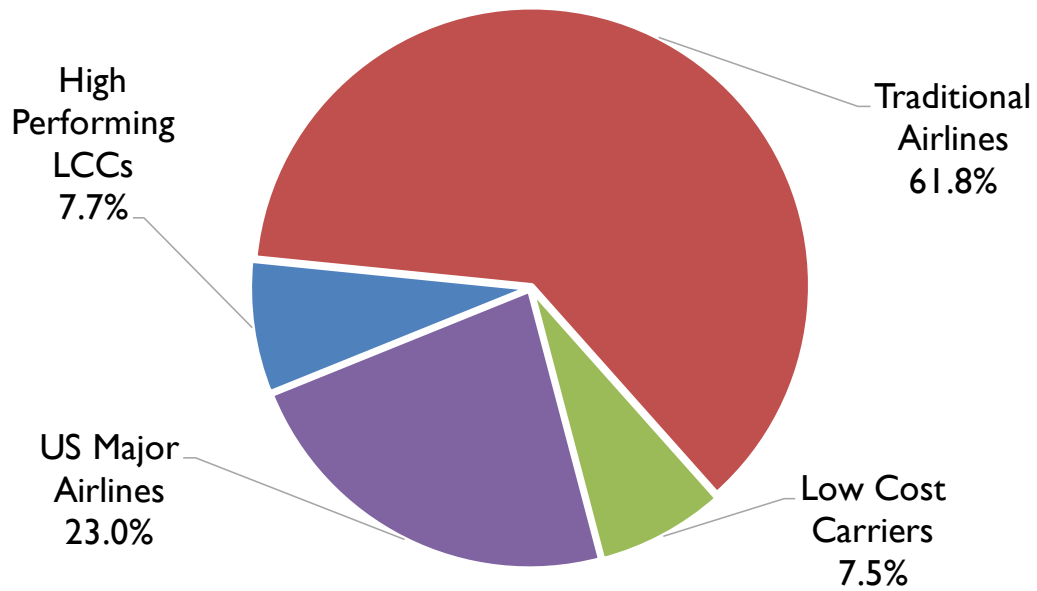
Carrier data is based upon individual listing from the 2020 Datalex Big Book of Airline Data by IdeaWorksCompany. Airline groups may include airlines which are not direct participants in an alliance.

Revenue by Airline Category

IdeaWorksCompany uses four airline categories for ancillary revenue, revenue, and traffic analysis: traditional, major US, high performing LCCs, and low cost carriers. The largest of these (in number and traffic) is the traditional airlines category which covers a wide swath of airlines all over the world such as regional, global network, start-up, and national airlines. These are usually typified by hub-and-spoke route systems and somewhat lesser reliance on a la carte fees. Low cost carriers are separated into two categories. The definition relies upon the practice of charging for a la carte services such as baggage, seat assignments, and food/beverage, along with an emphasis on leisure travel. If the two categories were combined, the revenue total would be \$111,387,190,373

| Revenue by Airline Category 2019 Reporting Period | | |
|--|--------------|---|
| Traditional Airlines | Description: | This represents a general category for the largest number of carriers. Examples include Aeroflot, Aeromexico, China Eastern, and SAS Scandinavian. There are 86 airlines in this category. |
| | Revenue: | \$454,017,587,845 |
| Major US Airlines | Description: | This category consists of Alaska Air Group, American, Delta, Hawaiian Holdings, Southwest Airlines, and United. |
| | Revenue: | \$168,778,228,000 |
| High Performing LCCs | Description: | These carriers generate the highest ancillary revenue activity as a percentage of operating revenue. Examples include AirAsia Group, Jet2.com, Pegasus, Ryanair, Viva Aerobus, and Volaris. There are 19 airlines in this category. |
| | Revenue: | \$56,568,866,017 |
| Low Cost Carriers | Description: | Low cost carriers include Jambojet, Pobeda, Spicejet, Sun Country Airlines, and Vietjet Air. Ancillary revenue, as a % of total revenue, is below 16%. There are 23 airlines in this category. |
| | Revenue: | \$54,818,324,356 |
| <i>Carrier data is based upon individual listing from this Big Book. Airline groups may include airlines which don't align with the category designated.</i> | | |

Revenue by Airline Category 2019 Financial Period



Carrier data is based upon individual listing from the 2020 Datalex Big Book of Airline Data IdeaWorksCompany. Airline groups may include airlines which don't align with the category designated.

E. Frequent Flyer Membership by Program

Airlines may disclose the membership size of frequent flyer programs in their financial reports, corporate press releases, and websites. This was found for 42 of the airlines in the Big Book. For most, a total membership number was referenced. Others described “active membership” which traditionally is defined by accounts that have accrual or redemption activity in a 12-month period. The active portion of a membership base can represent 25 to 40 percent of total membership. Some airlines make modest disclosures. American Airlines and United Airlines each disclosed “100+ million” members; their true membership is likely 25 percent higher. It would be inappropriate to rank these results because the list of programs is incomplete and limited by disclosure.

| Frequent Flyer Membership by Program – Alphabetical | | | | |
|---|------------------------------|-----------------|---------------------------------------|----------------|
| Line | Airlines | Program Name | Source and Notes | FFP Membership |
| 1 | Aeroflot Group | Aeroflot Bonus | Annual report | 9,800,000 |
| 2 | Aerolineas Argentinas | Aerolineas Plus | Annual report | 3,000,000 |
| 3 | Aeromexico | Club Premier | 4th quarter report 2019 | 6,700,000 |
| 4 | Air Astana | Nomad Club | Annual report | 370,000 |
| 5 | Air China Group | Phoenix Miles | Annual report | 63,595,300 |
| 6 | Air France/KLM Group | Flying Blue | Annual report (active members) | 15,000,000 |
| 7 | Air India | Flying Returns | Annual report | 2,518,130 |
| 8 | Air Mauritius | Kestrelflyer | Annual report | 400,000 |
| 9 | Air New Zealand | Airpoints | Annual report | 3,200,000 |
| 10 | AirAsia Group | BIG Loyalty | Annual report | 25,200,000 |
| 11 | airBaltic | airBaltic Club | Annual report | 185,467 |
| 12 | Alaska Air Group | Mileage Plan | IdeaWorks estimate | 8,600,000 |
| 13 | Alitalia | MilleMiglia | Airline website and SkyTeam website | 6,000,000 |
| 14 | American | AAdvantage | Annual report (100 million + members) | 100,000,000 |
| 15 | Avianca | LifeMiles | Annual report | 9,700,000 |
| 16 | Azul | Tudo Azul | Annual report | 12,000,000 |
| 17 | Cathay Pacific/Cathay Dragon | Asia Miles | Annual report | 12,000,000 |
| 18 | China Eastern Group | Eastern Miles | Annual report | 42,680,000 |
| 19 | China Southern Group | Sky Pearl | Annual report | 48,960,000 |
| 20 | Delta | SkyMiles | Annual report (total members) | 128,000,000 |
| <i>Table Continues</i> | | | | |

Frequent Flyer Membership by Program - Alphabetical
Continued

| Line | Airlines | Program Name | Source and Notes | FFP Membership |
|---------------------|--------------------------|----------------------------|--|----------------|
| 21 | EI AI | Matmid Frequent Flyer Club | Annual report | 2,100,000 |
| 22 | Emirates | Skywards | Annual report | 25,000,000 |
| 23 | Finnair | Finnair Plus | Annual report | 3,400,000 |
| 24 | Garuda Indonesia | GarudaMiles | Annual report | 7,961,157 |
| 25 | GOL Linhas Aereas | SMILES | Annual report | 16,900,000 |
| 26 | Int'l Airlines Group IAG | Avios | Annual report (active members) | 9,000,000 |
| 27 | Japan Airlines Group | JAL Mileage Bank | Annual report (33 million + members) | 33,000,000 |
| 28 | JetBlue Airways | TrueBlue | JetBlue Factsheet from 2018 | 12,000,000 |
| 29 | La Compagnie | MyCompagnie | 15 January 2020 press release | 40,090 |
| 30 | LATAM | LATAM Pass | Annual report | 33,000,000 |
| 31 | Lufthansa Group | Miles & More | Capital Markets Day 2019 | 35,000,000 |
| 32 | Malindo Air | Malindo Miles | Edge Markets article 24 September 2018 | 500,000 |
| 33 | Norwegian | Norwegian Reward | Annual report | 10,000,000 |
| 34 | Pegasus | BolBol | Annual report | 5,300,000 |
| 35 | Qantas Airways | Qantas Frequent Flyer | Annual report | 12,900,000 |
| 36 | Royal Jordanian | Royal Club | Annual report | 430,000 |
| 37 | SAS Group | EuroBonus | Annual report | 6,100,000 |
| 38 | Singapore Airlines | KrisFlyer | Annual report - Singapore | 4,600,000 |
| 39 | SriLankan Airlines | FlySmiLes | Annual report | 575,000 |
| 40 | United | MileagePlus | Annual report (100 million + members) | 100,000,000 |
| 41 | Vietnam Airlines | Lotus Miles | Annual report | 3,000,000 |
| 42 | Virgin Australia Group | Velocity | Annual report | 9,800,000 |
| <i>End of Table</i> | | | | |

Currency Exchange Rates Used for this Big Book

Airlines usually disclose revenue in local currency. The overall reporting currency for this guide is the US dollar. The following exchange rates were used to convert amounts from local currencies to the US dollar.

| Currency Exchange Rates Used for this Big Book | | | | | | |
|--|------|----------------|--|---------------------|------|----------------|
| Currency | Code | Convert to \$1 | | Currency | Code | Convert to \$1 |
| Argentine peso | ARS | 0.02369 | | Mexican peso | MXN | 0.05242 |
| Australian dollar | AUD | 0.69617 | | New Zealand dollar | NZD | 0.66736 |
| Brazilian real | BRL | 0.26168 | | Norwegian krone | NOK | 0.11662 |
| British pound | GBP | 1.26381 | | Pakistani rupee | PKR | 0.00614 |
| Canadian dollar | CAD | 0.76179 | | Philippine peso | PHP | 0.01953 |
| Chinese yuan renminbi | CNY | 0.14594 | | Qatari riyal | QAR | 0.27473 |
| Danish krone | DKK | 0.15148 | | Russian ruble | RUB | 0.01588 |
| Emirati dirham | AED | 0.27229 | | Saudi Arabian riyal | SAR | 0.26667 |
| Euro | EUR | 1.13066 | | Singapore dollar | SGD | 0.73705 |
| Fijian dollar | FJD | 0.46877 | | South African rand | ZAR | 0.07078 |
| Hong Kong dollar | HKD | 0.12799 | | South Korean won | KRW | 0.00086 |
| Indian rupee | INR | 0.01451 | | Sri Lankan rupee | LKR | 0.00567 |
| Indonesian rupiah | IDR | 0.00007 | | Swedish krona | SEK | 0.10710 |
| Japanese yen | JPY | 0.00922 | | Swiss franc | CHF | 1.01362 |
| Jordanian dinar | JOD | 1.41044 | | Taiwan new dollar | TWD | 0.03221 |
| Kenyan shilling | KES | 0.00973 | | Thai baht | THB | 0.03263 |
| Kuwaiti dinar | KWD | 3.29213 | | Tunisian dinar | TND | 0.35384 |
| Lebanese pound | LBP | 0.00066 | | Turkish lira | TRY | 0.17712 |
| Malaysian ringgit | MYR | 0.24194 | | Vietnamese dong | VND | 0.00004 |
| <i>Currency exchange rates are from XE.com, the Universal Exchange Converter. As effective on 01 July 2019</i> | | | | | | |

Appendix: Airlines Included in this Big Book

| Appendix: Airlines Included in this Big Book | | | | | |
|---|-------------------------------|-----------------------------------|----------------|----------------|------------------------------|
| Line | Airlines | Listed as a Subsidiary Airline | Annual Traffic | Annual Revenue | Frequent Flyer Membership |
| 1 | Aegean Airlines | | ■ | ■ | |
| 2 | Aer Lingus | ■ | ■ | ■ | |
| 3 | Aeroflot Group | | ■ | ■ | ■ |
| 4 | Aerolineas Argentinas | | ■ | ■ | ■ |
| 5 | Aeromexico | | ■ | ■ | ■ |
| 6 | Air Arabia | | ■ | ■ | |
| 7 | Air Astana | | ■ | ■ | ■ |
| 8 | Air Austral | | | ■ | |
| 9 | Air Blue (Pakistan) | | ■ | | |
| 10 | Air Busan | ■ | | ■ | |
| 11 | Air Canada Group | | ■ | ■ | |
| 12 | Air Caribes | | ■ | ■ | |
| 13 | Air Changan | ■ | | ■ | |
| 14 | Air China (not Group) | ■ | ■ | ■ | |
| 15 | Air China Group | | ■ | ■ | ■ |
| 16 | Air China Inner Mongolia | ■ | ■ | ■ | |
| 17 | Air Corsica | | ■ | ■ | |
| 18 | AIRDO | | ■ | ■ | |
| 19 | Air Europa | | ■ | ■ | |
| 20 | Air France | ■ | ■ | ■ | |
| 21 | Air France/KLM Group | | ■ | ■ | ■ |
| 22 | Air Greenland | | ■ | ■ | |
| 23 | Air India | | ■ | ■ | ■ |
| 24 | Air India Express | | ■ | ■ | |
| 25 | Air Macau | ■ | ■ | ■ | |
| 26 | Air Madagascar | | ■ | | |
| 27 | Air Mauritius | | ■ | ■ | ■ |
| 28 | Air New Zealand | | ■ | ■ | ■ |
| 29 | Air Nostrum | | ■ | ■ | |
| 30 | Air Seoul | ■ | | ■ | |
| 31 | Air Serbia | | ■ | | |
| 32 | Air Seychelles | | ■ | | |
| 33 | AirAsia Group (ex. AirAsia X) | | ■ | ■ | ■ |
| 34 | AirAsia India | ■ | ■ | ■ | |
| 35 | AirAsia Indonesia | ■ | ■ | ■ | |
| <i>Table Continues</i> | | | | | |

Appendix: Airlines Included in this Big Book
Continued

| Line | Airlines | Listed as a Subsidiary Airline | Annual Traffic | Annual Revenue | Frequent Flyer Membership |
|------|------------------------------|-----------------------------------|----------------|----------------|------------------------------|
| 36 | AirAsia Japan | ■ | ■ | ■ | |
| 37 | AirAsia Malaysia | ■ | ■ | ■ | |
| 38 | AirAsia Philippines | ■ | ■ | ■ | |
| 39 | AirAsia Thailand | ■ | ■ | ■ | |
| 40 | AirAsia X | | ■ | ■ | |
| 41 | airBaltic | | ■ | ■ | ■ |
| 42 | Air Transat | | ■ | | |
| 43 | Alaska Air Group | | ■ | ■ | ■ |
| 44 | Alitalia | | ■ | ■ | ■ |
| 45 | Allegiant Air | | ■ | ■ | |
| 46 | American | | ■ | ■ | ■ |
| 47 | ANA All Nippon Airways | | ■ | ■ | |
| 48 | Anadolujet | ■ | ■ | | |
| 49 | Arkia Israel Airlines | | ■ | | |
| 50 | Asiana Airlines Group | | ■ | ■ | |
| 51 | Atlantic Airways | | ■ | ■ | |
| 52 | Aurora | ■ | ■ | | |
| 53 | Austral | | ■ | ■ | |
| 54 | Austrian | ■ | ■ | ■ | |
| 55 | Avianca | | ■ | ■ | ■ |
| 56 | Azul | | ■ | ■ | ■ |
| 57 | Bangkok Airways | | ■ | ■ | |
| 58 | Blue Air | | ■ | ■ | |
| 59 | BRA Braathens | | ■ | ■ | |
| 60 | British Airways | ■ | ■ | ■ | |
| 61 | Brussels | ■ | ■ | ■ | |
| 62 | Cathay Pacific/Cathay Dragon | | ■ | ■ | ■ |
| 63 | Cebu Pacific Air | | ■ | ■ | |
| 64 | China Airlines | | ■ | ■ | |
| 65 | China Eastern (not Group) | | ■ | ■ | |
| 66 | China Eastern Group | | ■ | ■ | ■ |
| 67 | China Southern Group | | ■ | ■ | ■ |
| 68 | China United Airlines | ■ | ■ | ■ | |
| 69 | Chongqing Airlines | ■ | ■ | | |
| 70 | Comair (S.A.) | | ■ | ■ | |

Table Continues

Appendix: Airlines Included in this Big Book
Continued

| Line | Airlines | Listed as a Subsidiary Airline | Annual Traffic | Annual Revenue | Frequent Flyer Membership |
|------|----------------------------------|-----------------------------------|----------------|----------------|------------------------------|
| 71 | Condor (formerly Thomas Cook) | | ■ | ■ | |
| 72 | Copa Airlines | | ■ | ■ | |
| 73 | Corsair International | | ■ | | |
| 74 | Croatia Airlines | | ■ | ■ | |
| 75 | CSA Czech Airlines | | ■ | ■ | |
| 76 | Dalian Airlines | ■ | ■ | ■ | |
| 77 | Delta | | ■ | ■ | ■ |
| 78 | Eastern Air Jiangsu | ■ | ■ | ■ | |
| 79 | Eastern Air Wuhan | ■ | ■ | ■ | |
| 80 | Eastern Air Yunnan | ■ | ■ | ■ | |
| 81 | Eastern Airways UK | | | ■ | |
| 82 | easyJet | | ■ | ■ | |
| 83 | Edelweiss Air | | ■ | ■ | |
| 84 | EgyptAir | | ■ | ■ | |
| 85 | El Al | | ■ | ■ | ■ |
| 86 | Emirates | | ■ | ■ | ■ |
| 87 | Ethiopian Airlines | | ■ | ■ | |
| 88 | Etihad Airways | | ■ | ■ | |
| 89 | Eurowings | ■ | ■ | ■ | |
| 90 | EVA Air | | ■ | ■ | |
| 91 | Far Eastern Air (Taiwan) | | ■ | | |
| 92 | Fiji Airways | | ■ | | |
| 93 | Finnair | | ■ | ■ | ■ |
| 94 | Flair (Canada) | | ■ | | |
| 95 | flyadeal | | ■ | | |
| 96 | Flybondi (Argentina) | | ■ | | |
| 97 | flydubai | | ■ | ■ | |
| 98 | flynas | | ■ | | |
| 99 | Frontier Airlines | | ■ | ■ | |
| 100 | Fuzhou Airlines | ■ | | ■ | |
| 101 | Garuda Citilink | ■ | ■ | ■ | |
| 102 | Garuda Indonesia | | ■ | ■ | ■ |
| 103 | GoAir | | ■ | | |
| 104 | GOL Linhas Aereas | | ■ | ■ | ■ |
| 105 | Guizhou Airlines | ■ | ■ | | |

Table Continues

Appendix: Airlines Included in this Big Book

Continued

| Line | Airlines | Listed as a Subsidiary Airline | Annual Traffic | Annual Revenue | Frequent Flyer Membership |
|------|-----------------------------|-----------------------------------|----------------|----------------|------------------------------|
| 106 | Hainan Airlines Group | | ■ | ■ | |
| 107 | Hawaiian Holdings | | ■ | ■ | |
| 108 | Henan Airlines | ■ | ■ | | |
| 109 | HK Express | | ■ | ■ | |
| 110 | Iberia | ■ | ■ | ■ | |
| 111 | Icelandair | | ■ | ■ | |
| 112 | IndiGo | | ■ | ■ | |
| 113 | Interjet | | ■ | | |
| 114 | Int'l Airlines Group IAG | | ■ | ■ | ■ |
| 115 | Israir | | ■ | ■ | |
| 116 | Jambojet | ■ | ■ | ■ | |
| 117 | Japan Airlines Group | | ■ | ■ | ■ |
| 118 | Jazeera Airways | | ■ | ■ | |
| 119 | Jazz | ■ | ■ | | |
| 120 | Jeju Air | | ■ | ■ | |
| 121 | Jet2.com | | ■ | ■ | |
| 122 | JetBlue Airways | | ■ | ■ | ■ |
| 123 | JetSMART Chile | | ■ | | |
| 124 | Jetstar Group | | ■ | ■ | |
| 125 | Jin Air | | ■ | ■ | |
| 126 | Juneyao Air | | ■ | ■ | |
| 127 | Kenya Airways Group | | ■ | ■ | |
| 128 | KLM | ■ | ■ | ■ | |
| 129 | Korean Air | | ■ | ■ | |
| 130 | La Compagnie | | ■ | | ■ |
| 131 | LATAM | | ■ | ■ | ■ |
| 132 | Lauda | ■ | ■ | | |
| 133 | LEVEL | ■ | ■ | | |
| 134 | Loganair | | ■ | ■ | |
| 135 | LOT - Polish Aviation Group | | ■ | ■ | |
| 136 | Lucky Air (Yunnan) | ■ | | ■ | |
| 137 | Lufthansa Airlines | ■ | ■ | ■ | |
| 138 | Lufthansa Group | | ■ | ■ | ■ |
| 139 | Luxair | | ■ | ■ | |
| 140 | Malaysia Airlines | | ■ | ■ | |

Table Continues

Appendix: Airlines Included in this Big Book
Continued

| Line | Airlines | Listed as a Subsidiary Airline | Annual Traffic | Annual Revenue | Frequent Flyer Membership |
|------|--------------------------------------|-----------------------------------|----------------|----------------|------------------------------|
| 141 | Malindo Air | | ■ | ■ | ■ |
| 142 | Mandarin Airlines | | ■ | | |
| 143 | Middle East Airlines | | ■ | ■ | |
| 144 | Nok Air | | ■ | ■ | |
| 145 | Nordwind Airlines | | ■ | | |
| 146 | Norwegian | | ■ | ■ | ■ |
| 147 | Nouvelair Tunisie | | ■ | | |
| 148 | Peach | ■ | ■ | ■ | |
| 149 | Pegasus | | ■ | ■ | ■ |
| 150 | Philippine Airlines | | ■ | ■ | |
| 151 | PIA Pakistan | | ■ | ■ | |
| 152 | Pobeda | ■ | ■ | ■ | |
| 153 | Qantas Airways (includes Loyalty) | | ■ | ■ | ■ |
| 154 | Qatar Airways | | ■ | ■ | |
| 155 | REX - Regional Express | | ■ | ■ | |
| 156 | Rossiya | ■ | ■ | ■ | |
| 157 | Royal Air Maroc | | ■ | ■ | |
| 158 | Royal Jordanian | | ■ | ■ | ■ |
| 159 | Ryanair Group | | ■ | ■ | |
| 160 | S7 Airlines | | ■ | ■ | |
| 161 | Saheen Air | | ■ | | |
| 162 | SAS Group | | ■ | ■ | ■ |
| 163 | SATA Air Acores | | ■ | ■ | |
| 164 | SATA International | | ■ | ■ | |
| 165 | Saudi Arabian Airlines | | ■ | ■ | |
| 166 | Scot | | ■ | ■ | |
| 167 | SereneAir | | ■ | | |
| 168 | Shandong Airlines | ■ | ■ | ■ | |
| 169 | Shanghai Airlines | ■ | ■ | ■ | |
| 170 | Shantou Airlines | ■ | ■ | | |
| 171 | Shenzhen Airlines | ■ | ■ | ■ | |
| 172 | SIA Group (Singapore) | | ■ | ■ | |
| 173 | SilkAir | ■ | ■ | ■ | |
| 174 | Singapore Airlines | ■ | ■ | ■ | ■ |
| 175 | SKY Airline (Chile) | | ■ | | |

Table Continues

Appendix: Airlines Included in this Big Book

Continued

| Line | Airlines | Listed as a Subsidiary Airline | Annual Traffic | Annual Revenue | Frequent Flyer Membership |
|------|-----------------------------------|-----------------------------------|----------------|----------------|------------------------------|
| 176 | Skymark Airlines | | | ■ | |
| 177 | Smartwings Group | | ■ | | |
| 178 | Solaseed Air | | ■ | ■ | |
| 179 | South African Airways | | ■ | ■ | |
| 180 | Southwest Airlines | | ■ | ■ | |
| 181 | SpiceJet | | ■ | ■ | |
| 182 | Spirit Airlines | | ■ | ■ | |
| 183 | Spring Airlines | | ■ | ■ | |
| 184 | SriLankan Airlines | | ■ | ■ | ■ |
| 185 | Star Flyer | | ■ | ■ | |
| 186 | Sun Country Airlines | | ■ | ■ | |
| 187 | Sun-Air of Scandinavia | | | ■ | |
| 188 | SunExpress | ■ | ■ | ■ | |
| 189 | SWISS | ■ | ■ | ■ | |
| 190 | TAME Ecuador | | ■ | ■ | |
| 191 | TAP Portugal | | ■ | ■ | |
| 192 | TAROM | | ■ | ■ | |
| 193 | Thai Airways Int'l. | | ■ | ■ | |
| 194 | Thai Smile | | | ■ | |
| 195 | Tigerair Australia | ■ | ■ | ■ | |
| 196 | Tigerair Taiwan | ■ | ■ | | |
| 197 | Transavia Airlines | ■ | ■ | ■ | |
| 198 | TUI Group (Markets & Airlines) | | ■ | ■ | |
| 199 | Tunisair | | ■ | ■ | |
| 200 | Turkish Airlines Group | | ■ | ■ | |
| 201 | T'way Air | | ■ | ■ | |
| 202 | Ukraine Int'l. Airlines | | ■ | | |
| 203 | UNI Air (Taiwan) | | ■ | | |
| 204 | United | | ■ | ■ | ■ |
| 205 | Ural Airlines | | ■ | ■ | |
| 206 | Urumqi Air | ■ | | ■ | |
| 207 | Utair (excludes helicopter) | | ■ | ■ | |
| 208 | Vietjet Air | | ■ | ■ | |
| 209 | Vietnam Airlines | | ■ | ■ | ■ |
| 210 | Virgin Australia Group | | ■ | ■ | ■ |

Table Continues

Appendix: Airlines Included in this Big Book
Continued

| Line | Airlines | Listed as a Subsidiary Airline | Annual Traffic | Annual Revenue | Frequent Flyer Membership |
|------|------------------|-----------------------------------|----------------|----------------|------------------------------|
| 211 | Vistara | | ■ | | |
| 212 | Viva Aerobus | | ■ | ■ | |
| 213 | Viva Colombia | | ■ | | |
| 214 | Volaris | | ■ | ■ | |
| 215 | Volotea | | ■ | | |
| 216 | Vueling Airlines | ■ | ■ | ■ | |
| 217 | WestJet | | ■ | ■ | |
| 218 | Wideroe | | ■ | ■ | |
| 219 | Wizz Air | | ■ | ■ | |
| 220 | Xiamen Airlines | ■ | ■ | ■ | |
| 221 | Zhuhai Airlines | ■ | ■ | | |

End of Table

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