



STAR ALLIANCE

THE STAR ALLIANCE NETWORK

The Star Alliance network has been created to better meet the needs of the frequent international traveller, and currently consists of 21 of the world's finest airlines.

Combined Total of the 21 Star Alliance member airlines and 3 regional carriers

Total revenue:	US\$ 141.711 bn	Revenue Passenger Km:	990.24 bn
Daily departures:	16,500	Annual Passengers:	499.90 m
Countries served:	159	Number of employees:	393,559
Airports served:	912	Fleet:	3,325
Lounges:	805		

MEMBER AIRLINES



Air Canada, together with its regional affiliate Jazz, operates scheduled and charter air transportation for passengers and cargo to 172 destinations on five continents: 65 destinations in Canada, 52 in the United States and 55 in Europe, the Middle East, Asia, Australia, the Caribbean, Mexico and South America, as of December 31, 2007.

Air Canada's predecessor, Trans-Canada Air Lines (TCA) inaugurated its first flight on September 1, 1937. By 1964, TCA had grown to become Canada's national airline and changed its name to Air Canada. The airline became fully privatised in 1989; its shares are traded on the Toronto Stock Exchange. Air Canada employs approximately 24,000 people worldwide.

Total revenue:	US\$ 7.39 bn	Revenue Passenger Km:	69.88 bn
Daily departures:	1,354	Annual Passengers:	29 m
Countries served:	40	Number of employees:	27,619
Airports served:	174	Fleet:	335

Major hub airports: Toronto, Montreal, Vancouver, Calgary

FACTS & FIGURES



Air China Limited (Air China) is the national flag carrier of China and a leading provider of air passenger, air cargo and airline-related services in China. Its operational head office is in Beijing. The Company's extensive route network serves major Chinese cities and international destinations, with dominant market share measured by total traffic volume for the Beijing Capital International Airport. It also provides airline-related services, including aircraft maintenance, ground services and in-flight catering services in Beijing, Chengdu, Hong Kong and other locations through its own business units and joint ventures. As of December 31, 2007, the Group operated a fleet of 220 aircraft, serving 121 destinations. Air China was listed on the Hong Kong Stock Exchange and the London Stock Exchange on December 15, 2004 under codes 0753 and AIRC respectively. On August 18, 2006, Air China was listed on the Shanghai Stock Exchange under code 601111. On August 4, 2004, Air China was designated as the sole official passenger airline partner of the Beijing Olympic Games. For further details, please visit Air China's website: www.airchina.com.cn.

Total revenue:	US\$ 7.3 bn	Revenue Passenger Km:	67 bn
Daily departures:	750	Annual Passengers:	34.84 m
Countries served:	27	Number of employees:	19,972
Airports served:	121	Fleet:	220

Major hub airports: Beijing, Chengdu, Shanghai

FACTS & FIGURES



AIR NEW ZEALAND

Air New Zealand Limited is an international and domestic airline group that provides air passenger and cargo transport services within New Zealand, as well as to and from Australia, the Southwest Pacific, Asia, North America and the United Kingdom.

Air New Zealand Limited also encompasses business units providing engineering and ground handling services. Subsidiaries extend to booking systems, travel wholesaling and retailing services.

Total revenue:	US\$ 2.5 bn	Revenue Passenger Km:	25.6 bn
Daily departures:	570	Annual Passengers:	11.7 m
Countries served:	16	Number of employees:	10,829
Airports served:	49	Fleet:	96

Major hub airports: Auckland, Los Angeles



Ranked among the top 10 passenger carriers in the world, ANA is recognised for outstanding passenger service both on the ground and in the air. In the greatest Japanese tradition of mixing hospitality with high technology, personalised à la carte service complements state-of-the-art entertainment systems and the latest in cabin design. ANA enjoys around a 50 per cent share of the Japanese domestic travel market, and its international network encompasses the United States, Europe, Asia and the Pacific. ANA has been in the airline business for over 50 years, and combined with ANA Group companies its activities extend across a host of complete travel and aviation-related services.

Total revenue:	US\$ 12.7 bn	Revenue Passenger Km:	60.7 bn
Daily departures:	899	Annual Passengers:	51 m
Countries served:	11	Number of employees:	22,170
Airports served:	77	Fleet:	216

Major hub airports: Tokyo, Osaka, Nagoya

ASIANA AIRLINES

Established in 1988, Asiana is one of Korea's top carriers operating nearly 1,000 weekly flights with a majority of its traffic centred in Asia. By focusing its energy on empowering its employees and exceeding customers' expectations, Asiana continues its tradition of providing the finest service for both business and leisure market travellers.

Total revenue:	US\$ 3.48 bn	Revenue Passenger Km:	19.2 bn
Daily departures:	256	Annual Passengers:	11.83 m
Countries served:	21	Number of employees:	8,391
Airports served:	82	Fleet:	69

Major hub airports: Incheon, Seoul

Austrian

Austrian has been the leading airline in its home market for 50 years. In line with the successful "Focus East" strategy, the main markets of the Austrian Airlines Group are its Central and East European services and connections to the Middle East. Long-haul services to North America and the Far East complete the Group's product range with a network of 130 destinations worldwide.

Austrian Airlines stands for highest product and service quality with an Austrian touch: exclusive DO & CO catering in all classes, the Viennese coffee house service or on-board chefs, who refine the in-flight gourmet menus on long-haul flights, make Austrian unmistakable and unique. A series of recent industry surveys have seen the Austrian Airlines Group receive top rankings in quality and customer satisfaction categories. Among these are the 2007 World Airline Awards where Austrian Airlines has taken first place in the worldwide comparison of business class catering.

Total revenue:	US\$ 4.08 bn	Revenue Passenger Km:	20.05 bn
Daily departures:	470	Annual Passengers:	10.8 m
Countries served:	66	Number of employees:	8,031
Airports served:	130	Fleet:	100

Major hub airport: Vienna

FACTS & FIGURES



bmi is the second largest airline at London Heathrow, one of the world's busiest international airports, accounting for 11 per cent of all take-offs and landings. On its current route network, which covers the UK domestic market, Europe, Central Asia, the Middle East, Northern Africa, North America and the Caribbean, the airline operates around 1,800 flights per week to 46 destinations with a modern fleet of 52 Airbus and Embraer regional aircraft. In 2007 bmi purchased the airline BMed, which provided a springboard to developing its mid haul route network.

Total revenue:	US\$ 1.99 bn	Revenue Passenger Km:	10.84 bn
Daily departures:	350	Annual Passengers:	10.6 m
Countries served:	30	Number of employees:	5,016
Airports served:	46	Fleet:	52

Major hub airports: London Heathrow, Manchester



EGYPTAIR is the world-renowned national airline of the Egypt, based in the cosmopolitan city of Cairo. In more than 76 years, EGYPTAIR has experienced extraordinary growth, taken the lead to be the first airline in the Middle East and Africa and the seventh in the world to join IATA and become a treasured brand.

Throughout its 76 years of service and, as a result of continuous investments, EGYPTAIR has successfully extended its network to reach more than 1,624 weekly departures to 69 cities in 44 countries carrying more than 6.8 million passengers in 10 months from July, 2007 to April, 2008 with an increase of 20 per cent compared to the same period last year. Currently, EGYPTAIR has one of the most modern fleets with an average age of eight years, which consists of 50 aircraft targeting to reach 75 aircraft by 2013.

In 2004, EGYPTAIR demonstrated the scale of its commitment to the highest standards of safety by being the first IOSA certified airline in the Middle East and Africa.

FACTS & FIGURES

Total revenue:	US\$ 1.48 bn	Revenue Passenger Km:	12 bn
Daily departures:	232	Annual Passengers:	7.8 m
Countries served:	44	Number of employees:	7,300
Airports served:	69	Fleet:	50
Major hub airports: Cairo			



LOT Polish Airlines has been operating in the market for 79 years. The company operates in one of the largest and the fastest-developing European markets, offering its customers convenient connections and knowledge of the region.

A perfectly located and well operated hub in Warsaw and a well developed network of connections to East and West from Poland favour the share increase of the Polish carrier in passenger and cargo transport between Western and Eastern Europe. In addition to its extensive European network LOT operates flights to New York, Chicago and Toronto from a few Polish cities. With a commitment to a high standard of service and delivering a quality product, the carrier has garnered praise throughout the industry. In 2008, for the eleventh time in a row, LOT Polish Airlines received the prestigious award of "Best Central and Eastern European Airline" from readers of the British *Business Traveller* magazine.

Total revenue:	US\$ 1.24 bn	Revenue Passenger Km:	7.33 bn
Daily departures:	220	Annual Passengers:	4.3 m
Countries served:	30	Number of employees:	3,500
Airports served:	54	Fleet:	54
Major hub airports: Warsaw			



Lufthansa is one of the world's largest and most prestigious airlines as well as an aviation group with a network of more than 400 subsidiaries around the globe. These companies are either airlines or service companies operating in the logistics, MRO, catering and IT areas. Large, modern and environmentally compatible – the Lufthansa fleet comprises aircraft of almost every size. Throughout, state-of-the-art technology is used. The entire fleet complies with the most stringent noise criteria worldwide. Quality and innovation, safety and reliability remain the Lufthansa hallmarks and will also guarantee the success of the Group in the future.

FACTS & FIGURES

Total revenue:	US\$ 35.30 bn	Revenue Passenger Km:	117.656 bn
Daily departures:	2,032	Annual Passengers:	62.9 m
Countries served:	81	Number of employees:	105,261
Airports served:	208	Fleet:	513

Major hub airports: Frankfurt, Munich



Scandinavian Airlines carries approximately 25 million passengers within Scandinavia and to and from Europe, North America and Asia. Scandinavian Airlines operates 198 aircraft and serves 126 destinations. Scandinavian Airlines intends to be one of the leading players in the airline industry in the area of environmental adaptation of its operations and the integration of environmental aspects into its business management process.

Total revenue:	US\$ 4.86 bn	Revenue Passenger Km:	27,30 bn
Daily departures:	822	Annual Passengers:	25.4 m
Countries served:	26	Number of employees:	7,598*
Airports served:	126	Fleet:	198

Major hub airports: Copenhagen, Oslo, Stockholm

*Excluded from the employee figure are Scandinavian Ground Services (SGS) and SAS Technical Services (STS) which are separate business units.



Incorporated in 1985 Shanghai Airlines (hereinafter referred to as "SAL") is China's first commercial airline with multiple investments and was listed in China's Stock Exchange and issued A Shares in 2001.

Shanghai Airlines has a fleet of 59 aircraft, including Boeing 737, 757 and 767 series and the size is expected to achieve a breakthrough of 100 from its current size of 59 by 2010. SAL is one of Boeing's customers who will take the first delivery of Boeing 787 Dreamliner.

FACTS & FIGURES

Total revenue:	US\$ 1.0 bn	Revenue Passenger Km:	9.75 bn
Daily departures:	210	Annual Passengers:	7.48 m
Countries served:	8	Number of employees:	5,460
Airports served:	71	Fleet:	59

Major hub airports: Shanghai



Singapore Airlines' success has been fuelled by its dedication to customer service. In-flight menus in all classes of service offer gourmet meals created by a panel of internationally renowned chefs, and all customers can enjoy the carrier's state-of-the-art in-flight entertainment system, which offers the industry's widest choice of movies, music and games. The care and attention that Singapore Airlines gives to its customers has earned the airline many industry and travel awards, including *Conde Nast Traveler's* 'World's Best Airline' award for the 18th time and *Travel+Leisure Magazine's* "World's Best International Airline" award for 11 consecutive years. Singapore Airlines celebrates its 60th anniversary in May 2007.

Total revenue:	US\$ 7.22 bn	Revenue Passenger Km:	77.59 bn
Daily departures:	220	Annual Passengers:	15.94 m
Countries served:	35	Number of employees:	13,924
Airports served:	65	Fleet:	92

Major hub airports: Singapore Changi



SOUTH AFRICAN AIRWAYS

South African Airways (SAA) is the leading airline on the African continent, and consistently and annually receives awards from numerous top-rated publications and international organisations for Best African Airline. The airline is 72 years old and was one of the first national airlines in the world. The customer comes first, always, at SAA. All front line staff receives extensive, ongoing training to ensure a customer focused approach throughout the travel experience. According to Skytrax, the British experts on airline

FACTS & FIGURES

rankings, SAA features as one of the top ten international airlines with a product offering and service standards in keeping with international best practice. SAA's Business class seat was also ranked as the world's best lie-flat seat on an aircraft in 2004.

Total revenue:	US\$ 2.27 bn	Revenue Passenger Km:	24.69 bn
Daily departures:	163	Annual Passengers:	8.06 m
Countries served:	22	Number of employees:	8,305
Airports served:	26	Fleet:	53

Major hub airports: Johannesburg



Spanair was born inspired by the philosophy of providing the best quality in air transport service to all its passengers. After 20 years of service, the company is very proud to have achieved the status of being the first alternative in Spanish air transport. The company's priorities are to offer the best possible levels of safety, punctuality, comfort and excellence in all aspects of its service. Spanair is proud to be the first Spanish airline with an ISO 9001:2000 certified Corporate Quality Program and IOSA (IATA Operational Safety Audit) certification. With 327 daily flights (42 charter and 285 scheduled), a fleet comprising of 58 aircraft and 3,524 employees, Spanair is a dynamic company that relies on experience and constant growth.

Total revenue:	US\$ 1.17 bn	Revenue Passenger Km:	12.09 bn
Daily departures:	327	Annual Passengers:	11.2 m
Countries served:	8	Number of employees:	3,524
Airports served:	24	Fleet:	58

Major hub airports: Barcelona, Madrid



SWISS is Switzerland's national airline, and its 77-aircraft fleet serves 76 destinations around the world from its Zurich hub and from Basel and Geneva international airports. As part of the Lufthansa Group and a member of the global Star Alliance, SWISS will remain true to its

FACTS & FIGURES

mission of providing quality air services that link Switzerland with Europe and the world. People who fly with SWISS should always feel at home. And, with its core values of "personal care", "Swiss hospitality" and "quality in every detail", SWISS will continue to maintain its high market profile as Switzerland's national airline.

Total revenue:	US\$ 4.89 bn	Revenue Passenger Km:	25.1 bn
Daily departures:	390	Annual Passengers:	12.2 m
Countries served:	42	Number of employees:	7,277
Airports served:	76	Fleet:	77

Major hub airports: Zurich, Geneva, Basel



TAP Portugal is the Portuguese leading airline, member of Star Alliance since March 14, 2005, the same day on which the company also celebrated its 60th anniversary. Its hub in Lisbon is a key European gateway at the crossroads of Africa, North & South America, where TAP stands out as the leading carrier in operation to Brazil, with 67 frequencies a week. Currently, TAP network comprises 58 destinations in 26 countries worldwide. TAP operates over 1,850 weekly flights in average on a modern fleet of 53 Airbus aircraft, to which add some more 16 aircraft servicing PGA, acquired in 2007. Globally, the Company's current fleet now comprises 69 aircraft. Pursuing its customer focused orientation, TAP continuously invests in innovation and new technologies, whose potentialities add to deliver safe, reliable and upgraded product & services tailored to meet customers' expectations.

Retaining the Portuguese character of the Company's brand and quality service as the basic concept and its differentiating mark has been the main driver of TAP strategy in most recent years. In November 2007, TAP was awarded at the WTM in the U.K., in recognition for its highly valuable contribution to the development of the Tourism industry in Portugal.

Total revenue:	US\$ 1.76 bn	Revenue Passenger Km:	19.14 bn
Daily departures:	260	Annual Passengers:	7.8 m
Countries served:	26	Number of employees:	6,300
Airports served:	61	Fleet:	69

Major hub airports: Lisbon, Porto

FACTS & FIGURES



Thai Airways International is the largest airline in Southeast Asia, serving more countries in the region than any other carrier, and globally serves 74 destinations in 35 countries spanning four continents, including Europe, the Middle East, the Indian sub-continent, Australasia and the United States. The key to THAI's success is its major award-winning in-flight and on-ground service, convenient schedules and on-time performance.

Total revenue:	US\$ 5.68 bn	Revenue Passenger Km:	60.3 bn
Daily departures:	127	Annual Passengers:	19.6 m
Countries served:	35	Number of employees:	26,897
Airports served:	74	Fleet:	88

Major hub airports: Bangkok, Chiang Mai, Phuket, Hat Yai



Turkish Airlines, Turkey's national flag carrier was founded in Ankara on May 20, 1933, under the name of "State Airlines Administration" and started its operations depending on Ministry of Defence. In 1955, restructured into "Turkish Airlines". 25% of the company was sold via an SPO under the privatisation program in 2005. Today, 50.9 % of the company shares are available for the public and the rest of the shares are state-owned.

In 2007 Turkish Airlines became one of the fastest growing airlines among the European carriers in terms of growth in capacity and traffic, as well as being number one in least amount of lost luggage for the period. Turkish Airlines has been ranked as a 4 star Airline by the SKYTRAX magazine. With the fleet size of 102 aircraft, THY carried 19.65 million passengers in 2007, operated 142 flight destinations.

Total revenue:	US\$ 2.7 bn	Revenue Passenger Km:	30.29 bn
Daily departures:	460	Annual Passengers:	19.65 m
Countries served:	69	Number of employees:	10,453
Airports served:	142	Fleet:	102

Major hub airports: Istanbul, Ankara

FACTS & FIGURES



United Airlines operates 3,000 flights a day on United and United Express to more than 200 U.S. domestic and international destinations from its hubs in Los Angeles, San Francisco, Denver, Chicago and Washington D.C. With key global air rights in the Asia-Pacific region, Europe and Latin America, United is one of the largest international carriers based in the United States. United also is a founding member of Star Alliance, which provides connections for our customers to 975 destinations in 162 countries worldwide. United's 52,000 employees reside in every U.S. state and in many countries around the world. News releases and other information about United can be found at www.united.com.

Total revenue:	US\$ 20.5 bn	Revenue Passenger Km:	189 bn
Daily departures:	3,000	Annual Passengers:	67.2 m
Countries served:	30	Number of employees:	52,000
	(plus 2 U.S. territories)		
Airports served:	Over 200	Fleet:	433

Major hub airports: Chicago, Denver, Los Angeles, San Francisco and Washington D.C.



US Airways, along with US Airways Shuttle and US Airways Express, operates approximately 3,200 flights per day and serves more than 200 communities in the U.S., Canada, Europe, the Caribbean and Latin America. The airline employs more than 35,000 aviation professionals worldwide and is a member of the Star Alliance network, which offers our customers 18,000 daily flights to 965 destinations in 162 countries worldwide. In the first half of 2008, US Airways ranked first in on-time performance among the ten largest U.S. carriers according to the Department of Transportation's Air Travel Consumer Report. More information on US Airways can be found at www.usairways.com.

Total revenue:	US\$ 11.5 bn	Revenue Passenger Km:	101 bn
Daily departures:	3,200	Annual Passengers:	66.1 m
Countries served:	32	Number of employees:	36,500
Airports served:	206	Fleet: (mainline only)	356

Major hub airports: Charlotte, Philadelphia, Phoenix, Washington D.C., New York, Boston, Pittsburgh and Las Vegas