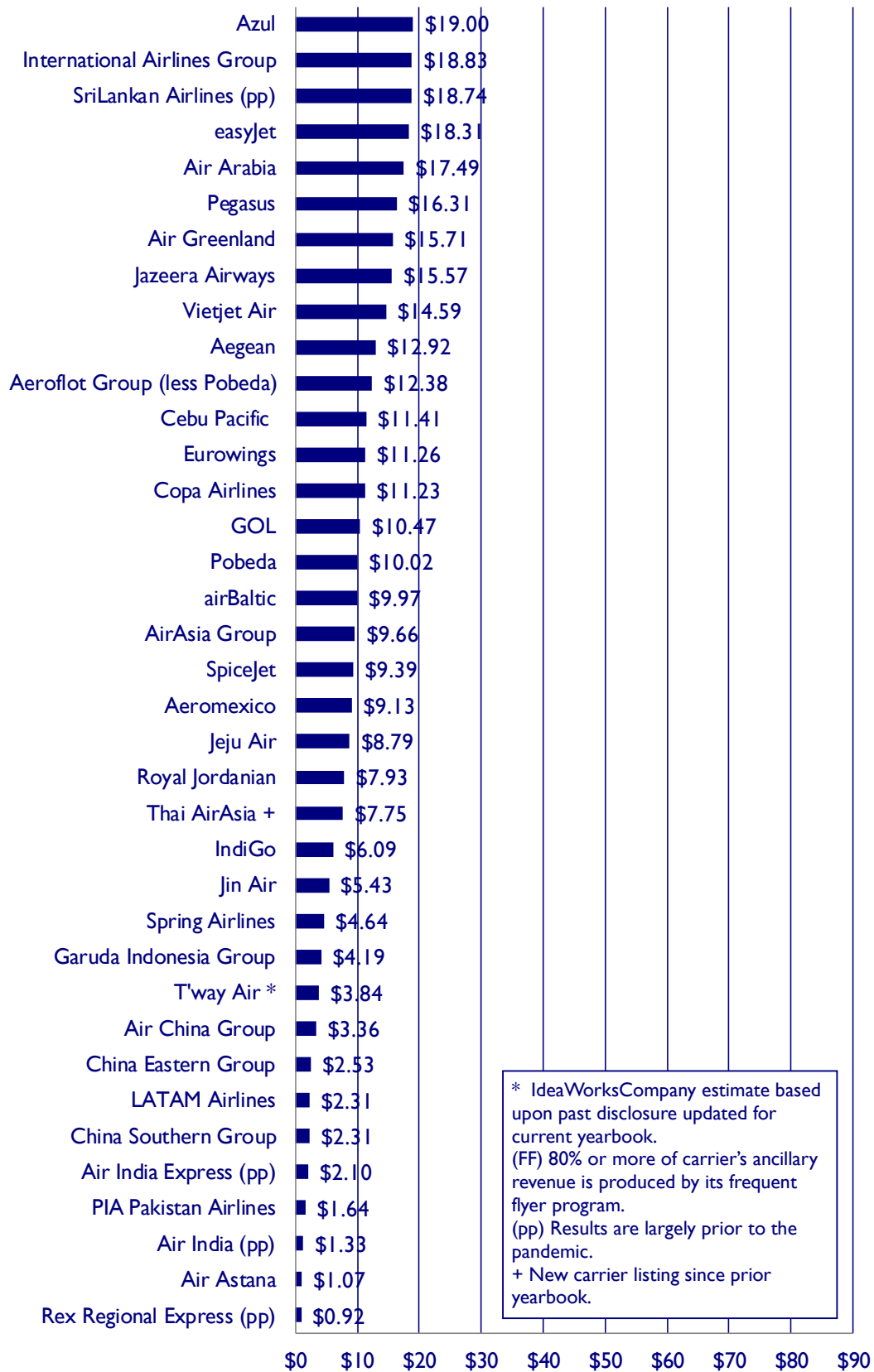


Ancillary Revenue in US\$ per Passenger - 2020
Airlines ranked 39 through 75



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



Europe and Russia

Aegean

Source and Type	Multiple ancillary revenue activities
Ancillary Revenue	\$66,888,033
As a % of Revenue	14.3%
Dollars per Passenger	\$12.92
Financial Period	Calendar year ended 31 December 2020
Total Revenue	\$467,408,383
Passengers	5,177,000
Information Source	Annual Financial Report for 2020 and corporate presentation dated May 2021
Ancillary Revenue Definitions and Other Notes from Financial Reports	<ul style="list-style-type: none"> • All figures below are in euros. • The company defined ancillary revenue to include baggage fees, reissuing tickets fees, “fast track” and “chargeable seat” services, and other similar activities. • The company’s annual report disclosed “Other operating income related to flights.” The 2019 amount was €131,561,200 which was very close to the ancillary revenue disclosure for the year (€130,800,000). Accordingly, the amount disclosed for 2020 of <u>€59,403,050</u> is assumed to represent Aegean’s ancillary revenue for the year. • The airline has these ancillary revenue activities: <ul style="list-style-type: none"> – Booking for car hire, hotel, airport parking, airport transfers, ferry tickets, travel packages, and tours/activities (Get Your Guide). – Checked baggage. – Co-branded credit cards. – Extra leg room, up front, and standard seat assignment. – Fast track at 7 airports. – Hold my booking. – Onboard merchandise catalog. – Travel insurance. • The company disclosed the following activity for its Miles&Bonus frequent flyer program: <ul style="list-style-type: none"> – Mileage accrual value: €7,424,520. – Mileage redemption value: €4,477,340. • Aegean revenue for 2020: €415,103,900.
Historical Ancillary Revenue	
2018	\$146,033,211

2019	\$156,066,447
2020	\$66,888,033
<i>Prior Year Sources: Yearbook of Ancillary Revenue for 2019 and 2020.</i>	

Aeroflot Group (less Pobeda)

Source and Type	Multiple ancillary revenue activities
Ancillary Revenue	\$261,279,354
As a % of Revenue	7.0%
Dollars per Passenger	\$12.38
Financial Period	Calendar year ended 31 December 2020
Total Revenue	\$3,732,562,088
Passengers	21,100,000
Information Source	IFRS Consolidated Financial Statements for the year ended 31 December 2020 and Aeroflot Group 12 Month IRFS Results Presentation dated 11 March 2021
Ancillary Revenue Definitions and Other Notes from Financial Reports	<ul style="list-style-type: none"> • All figures are in Russian rubles (RUB). • Figures include the operations of Aeroflot Airlines and principal airline subsidiaries such as Aurora and Rossiya. Results from its LCC unit Pobeda are listed separately in this yearbook. • As a component of its reorganization, Aeroflot is transferring aircraft and routes to Pobeda and Rossiya. The routes will operate on a codeshare basis with Aeroflot. The long range vision for Aeroflot is a focus on premium traffic in medium- and long-haul markets. • The group included a significant presentation on its ancillary revenue strategy in its 19 December 2019 Capital Markets Day presentation. This included the disclosure that ancillary revenue was approximately 7% of sales for SU code airlines through the 3rd quarter of 2019. The SU code reference is interpreted to include Aeroflot, Aurora, and Rossiya Airlines. Repeating this rate for 2020 revenue generates ancillary revenue of <u>RUB 18,497,500,550</u>. • The same presentation also indicated the Aeroflot Bonus frequent flyer program had 9.8 million members (2019). • Aeroflot listed the following examples of ancillary revenue categories and results for 2020: <ul style="list-style-type: none"> – Loyalty program partners: RUB 9,068,000,000. – Sales of goods onboard: RUB 448,000,000. – Hotel revenue: RUB 175,000,000.

	<p>Total for the above is RUB 9,691,000,000, which represents 3.7% of revenue.</p> <ul style="list-style-type: none"> For 2020, the group airlines reported this traffic: <ul style="list-style-type: none"> Aeroflot: 14.6 million passengers. Aurora: 0.8 million passengers. Rossiya: 5.7 million passengers. <p>The total for the above is 21.1 million passengers. Pobeda carried an additional 9.1 million passengers.</p> <ul style="list-style-type: none"> Total revenue for the group: RUB 302,182,000,000. Aeroflot revenue for the year ended 31 December 2020 was RUB 264,250,000,000 (group revenue less LCC Pobeda revenue of RUB 37,932,000,000).
Historical Ancillary Revenue	
2018	\$535,761,460
2019	\$694,487,450
2020	\$261,279,354
<i>Prior Year Sources: Yearbook of Ancillary Revenue for 2019 and 2020.</i>	

airBaltic

Source and Type	Multiple ancillary revenue activities
Ancillary Revenue	\$13,363,408
As a % of Revenue	8.6%
Dollars per Passenger	\$9.97
Financial Period	Calendar year ended 31 December 2020
Total Revenue	\$155,292,752
Passengers	1,340,000
Information Source	Air Baltic Corporation Sustainability and Annual Report for the Year Ended 31 December 2020
Ancillary Revenue Definitions and Other Notes from Financial Reports	<ul style="list-style-type: none"> All figures are in euros. Activity for Air Baltic Group includes Air Baltic Corporation (airline), loyalty services (airBaltic Club FFP), and cargo, crew training, and pilot services. Ancillary revenue includes sale of ticket related services, like advance seat reservations, baggage fees as well as different service fees, and income on inflight service. Total ancillary revenue was <u>€11,868,000</u>. The annual report made significant disclosures for airBaltic's distribution activity: <ul style="list-style-type: none"> Mobile is the main device generating traffic to airBaltic.com with 57.5% share (+8.86 points vs 2019).