

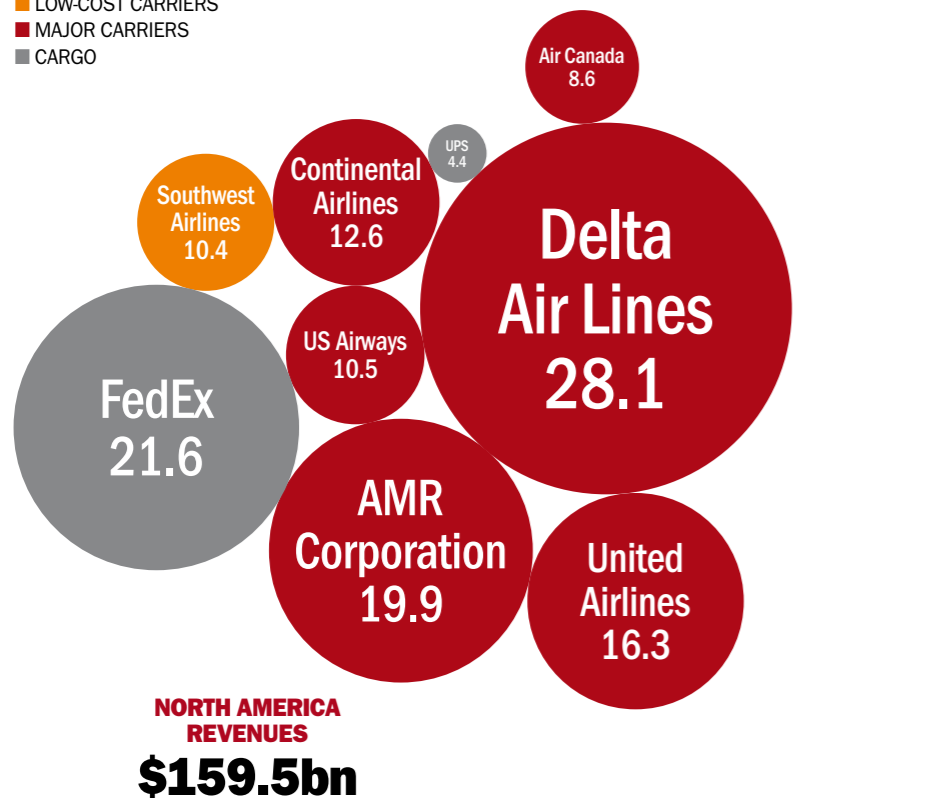
2009 REVENUE LEADERS

# THE AIRLINE REVENUE MAP

The 2009 *Airline Business* World Airline Rankings show revenues among the Top 150 airlines slumped more than 11% last year. This infographic illustrates how the leading 30 airlines by revenue in US dollars now sit at the top table

TOP 30 AIRLINES: 2009 REVENUE (\$bn)

- LOW-COST CARRIERS
- MAJOR CARRIERS
- CARGO



**NORTH AMERICA REVENUES**  
\$159.5bn

After taking much of the pain in 2008 with huge net losses, North American carriers' early capacity cuts positioned them better than many to weather the crisis. Its \$2.0 billion collective operating profit is the highest of any region.

**LATIN AMERICA REVENUES**  
\$20.9bn

One of the few bright spots over the last two years, the region's carriers recorded solid profits last year, despite the crisis and the H1N1 flu virus. But revenues among its leading carriers were hit and were down 14% in 2009.

**EUROPE REVENUES**  
\$156.3bn

European economies were hit as hard as anywhere in the world by the recession and are limping out of crisis at best. In keeping, Europe's airlines were hardest-hit, with net losses of \$4.8 billion outstripping all others in 2009.

**AFRICA REVENUES**  
\$10.8bn

African carrier revenues were relatively stable in 2009, though as a region its carriers generate only a relatively small amount of the top 150 carriers revenues. Passenger traffic for the carriers was only slightly down in 2009.

**MIDDLE EAST REVENUES**  
\$29.2bn

The mega Gulf carriers continue on the long-term growth path, undeterred by the crisis. Revenues for the region were down in 2009, but at 4% the drop was far less than the majority of the industry.

**ASIA PACIFIC REVENUES**  
\$133.2bn

Asia's leading carriers did take a heavy revenue hit, down 14%, and overall remain in the red for 2009. But the strong final quarter and subsequent performance underlines its carriers are at the heart of the industry recovery.

TOP 200 PASSENGER AIRLINES: REGIONAL PASSENGER TRAFFIC SPREAD (RPK bn)

