DeepL

I Letter from the Director Air France-KLM

François Robardet Representative of employee and former employee shareholders PS and PNC

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Monday's Press Review

> Tensions between France and the Netherlands on Air France-KLM

(source: Les Echos) November 26 - The recapitalization of Air France-KLM, which is to take place in stages in 2021, could be an opportunity to strengthen the hold of the French headquarters over the Dutch airline. This is at least what the French authorities want, at the risk of rekindling the quarrel with some KLM employees and Dutch politicians, who are anxious to preserve the autonomy of the national airline.
Indeed, the **French authorities wish to take advantage of the ongoing discussions with their Dutch counterparts** on the necessary strengthening of Air France-KLM's equity capital **to "clarify" responsibilities** and put an end to what they consider to be "dysfunctions" in the governance of a private international group. **This clarification would result, internally, in a further reduction in KLM's autonomy on key issues such as the management of its fleet, destinations and low-cost subsidiary Transavia.** The aim is to strengthen synergies with Air France and increase efficiency and profitability.
In an interview in "Les Echos" on 13 November, Air France-KLM CEO Benjamin Smith himself raised the subject of integration, underlining the lack of a "real group strategy". This was enough to provoke a worrying reaction in the Dutch press. **The Minister Delegate for Transport,**

Jean-Baptiste Djebbari, added another one on November 22, during the Paris Air Forum, **explaining that** "the State is ready to increase its capital in significant proportions", but **that the most important subject is to know "whether we are ready for greater integration with our Dutch friends".**

Behind the scenes, however, some use less diplomatic terms towards "the Dutch friends" of Air France-KLM, accused of harbouring a "separatist current". "Air France-KLM is a private international group, of which KLM is a subsidiary. It is nevertheless very paradoxical that the managers of a subsidiary refuse to be part of a group strategy, as was pointed out in Paris. This does not exist anywhere else".

This is **enough to provoke a new outcry at KLM, but also in The Hague,** where the concern to preserve the maximum possible autonomy for KLM has never wavered, despite 17 years of living together with Air France. It was in the name of preserving Dutch interests that Finance Minister Wopke Hoekstra launched a surprise stock market raid in February 2019 to bring the Dutch government's share to the same level as the French government's, i.e. 14%. Invited to comment on the French statements, **Wopke Hoekstra did not hide a certain irritation. "It is not certain that things will get better with more integration. For the time being, this is not something I'm enthusiastic about,**" he told Dutch television.

The subject is all the more sensitive in the Netherlands because the current government coalition and its finance minister are playing for their future in the March general elections, especially on the management of the KLM dossier, which divides opinion, both on the financial support given to the company and on the environmental impact of air transport. Too many concessions to the French on KLM's autonomy, after the approximately 700 million euros invested in 2019 and the 3.4 billion euros in loans that were granted with difficulty in September, could cost it a lot politically. (...)

Aware of these difficulties, **the French authorities and the group's directors seem anxious to spare their Dutch partners as much as possible**. It is not a question of denying the national sensitivity and the importance of KLM and Schiphol airport in the Netherlands," says the French side. Nor are we in conflict with the Dutch state. The objective is that this [recapitalization] operation should be pacified," is affirmed in Paris (...).

> Fransen willen macht over Transavia (The French want power over Transavia)

(source De Telegraaf translated with deepl) 28 November - Air France-KLM has reopened the attack against the leisure airline Transavia and the remaining autonomy of its parent company KLM. On Thursday evening, the French newspaper Les Echos reported in very clear terms that the French State, the main shareholder of Air France-KLM, and the board of directors of the airline holding company intended to concentrate all power within the company in Paris (...).
Air France and KLM are doing a lot of things together and are already fine-tuning the network and purchasing the fleet, for example. Transavia is still 100% owned by KLM and the two companies work closely together in the Dutch market. But if Transavia Nederland is merged with Transavia France to form a separate division within the holding company, KLM will have less weight in terms of routes or destinations. This is why KLM's management is strongly opposed to this plan.
Transavia Nederland says in reaction that it knows nothing about a proposal to redirect the leisure company in a different direction. "We are focused on surviving this crisis," says a spokesman. KLM does not want to react.
Minister Hoekstra, himself a shareholder of Air France-KLM, **said** in a reply to the Telegraaf on Friday that he would consider a possible proposal if it was made. Air France-KLM needs new capital to strengthen its financial position because the mountain of debt has grown enormously due to the coronavirus crisis.
"It is **not obvious that we are participating in a capital injection. We will attach conditions to it**". The minister does not say whether he is already aware of a proposal to abolish KLM's autonomy, which the French state and Air France-KLM are demanding. "It is **clear that Schiphol's network function is important for the Dutch economy. We want to protect this hub function. It is a fundamental part of any agreement we might reach," says the minister (...).**

Five years ago, the separation of the leisure company from KLM had already been fought hard, but it failed. Transavia Nederland has 41 aircraft and more than 2000 employees. Mr. Smith has been talking regularly about Transavia lately, which he sees as a way to improve the group's performance.

My comment: *In the two articles above, the ministers are simply repeating what they have already said several times.*

Discussions on a possible recapitalization of the group are continuing between the main shareholders. The final decision will be made by the Board of Directors of Air France-KLM, which may be required to submit *it to the shareholders' general meeting for approval.*

> Year-end vacations: Air France triples its capacity on the domestic network

(source: Déplacements pros) November 26 - During this period, **Air France will triple its capacity on the domestic network compared to the current confined offer**, to reach up to 55% of the program operated during the same period in 2019.
This increase in frequencies will concern routes departing from Paris and those from region to region, with in particular the reopening of Air France routes suspended since the confinement (...).
Services to French overseas territories will also be strengthened from Paris-Orly to Cayenne, Pointe-à-Pitre, Fort-de-France and Saint-Denis de La Réunion. As of December 14, Air France will operate flights to Pointe-à-Pitre and Fort-de-France from Paris-Charles de Gaulle, in addition to the offer from Paris-Orly, allowing connections to the entire Air France network.
Before any trip, Air France encourages its customers to familiarize themselves with the formalities in force, particularly with regard to Covid tests (...). As a reminder, the presentation of a negative Covid test is currently mandatory for all travel to the French Overseas Departments and Territories.

***My comment: As of** Tuesday, December 15, if health indicators move in the right direction, the French will be able to travel outside their region without authorization.*

This government announcement is behind the increase in Air France's offer and reservations.

> Amelia International: code-share agreement with Air France

(source TourMag) November 27 - **Amelia International has just signed a code-sharing agreement with Air France**. This agreement concerns the routes Paris Orly - Rodez and Paris Orly - Clermont-Ferrand.
Customers of the French airline will thus have easier access to the Amelia network. At the same time, Amelia International will also welcome Air France passengers on its routes.
This agreement will be extended to all the air routes operated by Amelia International, the airline announced.

***My comment:** Amelia International is since 2019 the new name of the*

Regourd Aviation Group. The company has about twenty aircraft, including 10 Embraer (135 and 145) and 3 ATR (42 and 72). The last ATR 72, formerly operated by HOP! entered its fleet at the beginning of November.

> Delta Airlines: towards the return of flights without quarantine

(source: CercleFinance) November 26 - **Delta Airlines, announced today that** it **has partnered with Rome (Italy) and Atlanta (USA) airports in a first transatlantic flight test program that will allow for a quarantine free entry into Italy.**
Carefully designed COVID-19 testing protocols are the best way to resume international travel safely and without quarantine until vaccinations are largely in place," said Steve Sear, president of Delta-International (...). Based on the
modeling we've conducted ... **we can predict that the risk of COVID-19 infection - on a 60 percent full flight - should be close to one in a million,**' said Henry Ting, one of the Mayo Clinic experts hired by the company.
Delta has also worked closely with Georgia's Ministry of Public Health to develop a plan for governments to reopen important international travel markets.

My comment: *Airlines make every effort to transport their passengers without exposing them to risks of contagion. This is the best way to convince them to fly again.*

> IAG: an ever lower price for Air Europa

(source Air Journal) November 23 - **IAG** (which already owns Iberia, British Airways, Aer Lingus, Vueling and Level) **had announced in November 2019 its intention to acquire the privately-owned Spanish airline for 1 billion euros,** according to the agreement announced by the two parties. But the Covid-19 pandemic has passed by, and last week Air Europa received approval from the local government for a 475 million euro aid program in the form of loans.
According to the daily El Confidencial, **IAG** has considerably reduced its offer for the company based at Madrid airport, and is **now seeking to pay between 300 and 400 million euros, divided between cash and shares of the group**.
The argument has been known for months: the Covid-19 pandemic has put a strain on air transport and in particular Air Europa (the SkyTeam alliance airline had relaunched its flights last June), and its value is therefore lower since it carries far fewer passengers.

According to the newspaper, the Hidalgo family, Air Europa's main shareholder, would prefer an agreement that reduces the selling price rather than the prospect of controlling the airline (...). And in Great Britain, the United union would be in favor of this price cut - hoping to reduce the wave of layoffs announced at British Airways (...).
If all goes well, IAG will offer five brands in Spain: Iberia and Air Europa, and the low-cost Iberia Express, Vueling and Level. All that remains is to pass the European competition policeman's obstacle, even if the Commission has relaxed the rules on State aid but also on "defensive" mergers because of the health crisis.

My comment: *When Iberia announced its takeover of Air Europa (before the health crisis), analysts had estimated the cost to be very high, if not too high.*

The new offer seems more in line with the value of the Spanish airline. Could there be an overbid? It is unlikely, the airlines that might be interested do not have the necessary cashflow .

> Corsair: the rescue plan amounts to 297 million euros and it is signed!

(source La Tribune) November 26 - It's signed. **All the parties involved in the Corsair rescue plan** (1,200 employees) **have signed the conciliation protocol** that will be presented for approval to the Créteil Commercial Court on December 1.

(...) According to our information, **Corsair will** indeed **benefit from a total financing of 297 million euros**. A colossal sum for the size of the company, confirmed by Corsair which, in a press release, speaks of "an overall financial contribution of nearly 300 million euros", but without giving the breakdown between the different parties.
According to our sources, the **"package" provided by the State amounts to 141 million euros and includes several instruments: direct loan, equity loan, exemptions from charges** (...).
TUI is the other major contributor to the rescue. The only shareholder from 2002 to 2019 before starting to withdraw, the German tourism group also contributed a 126 million euro "package" in the form of a debt waiver and a donation of an Airbus A330-300.
Finally, the fifteen or so shareholders are contributing 30 million euros in cash. Among them are Eric Kourry, founder of Air Caraïbes, Chairman of K Finance and the GAI Group, owner of Air Antilles and Air Guyane, and Patrick Vial-Collet, Chairman of the hotel chain "Des hôtels et des îles", and Chairman of the Guadeloupe Chamber of Commerce and

Industry (CCI) .
This is therefore **a new start for the company**. After the early withdrawal from the fleet of its last three B747s in June, the company is leaving with a fleet of five A330s and is maintaining its delivery plan for another five A330 Neo aircraft to be delivered within two years. The **airline's objective is to operate a fleet of nine aircraft over time**. (...)
"We have an ambitious project ahead of us, as well as the financial resources needed to carry it out and make Corsair THE airline for overseas territories," said Pascal de Izaguirre, the airline's CEO, who will continue in his position, in the press release.
He praised 'the commitment of all the staff who, by accepting significant efforts, expressed strong support for the project'.

My comment: *The Corsair rescue is on track.*

When the operation is approved by the Commercial Court, the two main current shareholders (the German tourism group TUI and the also German company Intro Aviation) will sell their entire stake to the new shareholders.

> Ryanair says vaccines pave the way for a "very impressive" summer

(Reuters source) Nov. 24 - Due to recent coronavirus containment measures, **Ryanair will carry fewer passengers than expected this winter but, thanks to the vaccines, summer is expected to be "very impressive"** and passenger numbers **should** return to pre-pandemic levels by the fall, **Managing Director Michael O'Leary told** Reuters.
Europe's largest low-cost airline plans to operate at only 30 percent of its pre-pandemic capacity over the Christmas period this year, but that figure is expected to rise to 60-80% by spring with the arrival of the first VIDC-19 vaccines, O'Leary told Reuters in an interview.
"We will have to open our hotels, restaurants, tourist facilities and beaches by the summer of 2021 because I think the numbers will be very impressive as people will choose to travel to Europe rather than go far away next summer".
O'Leary called for the support of European governments, particularly for the removal of passenger taxes and the replacement of quarantine measures with pre-departure testing for COVID-19 for more travellers (...).

My comment: *At the Paris Air Forum organized by La Tribune, Karima Delli (the president of the European Commission of Transport and Tourism) called for the implementation of the Paris agreement; this* *agreement plans to contain global warming below 2 degrees. However, Karima Delli did not specify the CO_2 emission reduction objectives assigned to European air transport.*

However, she mentioned the excesses "like weekends in Barcelona, encouraged by the very low fares of low-cost airlines". A statement that did not disturb the CEO of Ryanair. Perhaps he doubts the ability of the European Union to limit the expansion of low-cost airlines?

Ryanair is one of the ten European companies that emit the most CO_2, the other nine being coal-fired power plants.

> "You have to be even more ultra low-cost! "(József Váradi, CEO of Wizz Air).

(source La Tribune) November 25 - **Founder and CEO of the low-cost airline Wizz Air, József Váradi** was the guest on Tuesday, November 24, of the seventh edition of the Paris Air Forum, organized by La Tribune. He is convinced that his advantageous financing conditions will allow the company's expansion. And he **rebels against the maintenance of takeoff and landing slots for companies that do not use them, and against the** (...)

This European decision is unjust and is not tenable," he said. We are in discussions with the regulatory authorities to reinstate the original regulations. The public needs infrastructure that is operated and companies that create jobs. And if József Váradi doesn't win his case, he is prepared to go to court to do so .
Because he believes strongly in the contribution of low-cost companies. **The founder of Wizz Air** also gets **excited when these companies are accused of increasing the carbon footprint of the sector because they have democratized air transport.**
"Because **of their more modern fleet, the carbon footprint of low-cost airlines is half as high as that of historical airlines,**" he says. That said, the estimate put forward is to his advantage, because it is calculated per passenger. But there are more of them in the aircraft of low-cost airlines... Finally, he also protests against the idea that it is absolutely necessary to have unions to ensure that social dialogue is of quality in the company. Thus, while Wizz Air should soon start domestic flights in Norway, the company is facing hostility from Norwegian trade union federations because of the absence of unions at Wizz Air. József Váradi emphasizes in his defense that "50% of Norwegians are not unionized" and adds that he "does not intend to abandon a business model that works"?

For the rest, József Váradi is confident. First in his business model. (...) To the point that Wizz Air is one of the few airlines that currently takes delivery of new aircraft (...). **A business model also based on the leasing of half of the aircraft**. This, too, "lowers production costs compared to most other airlines," he says. This is true in particular for the historic airlines, "subsidized at all costs by the States. In fact, Váradi believes that some of the latter will find it difficult to survive. Consequently, he is convinced that "the low-cost companies will gain market share after the crisis".
And there is no question of changing this philosophy. **In the face of competition from other low-cost companies, "you have to be even more 'ultra low-cost'! "**he exclaims**.** Nor is there any question of venturing further into the business travel market, which represents only 5 to 10% of Wizz Air's activities at present. Nor to forge a partnership with easyJet to counter Ryanair. Although "this opportunity could be evaluated," he says. He is banking above all on organic growth.

After the conquest of Central Europe, the airline, already active in 46 countries, has invested in ten new ones in recent months and intends to set up in Saint Petersburg in the near future, just as it has a very advanced project in Abu Dhabi. Wizz Air is also in discussion with other airports, "which are begging us to come, given that local companies are not necessarily viable", according to its boss. Thanks to its subsidiary based in Abu Dhabi, its objective is to eventually spread over the entire Gulf area and as far as India. In short, he is looking north, south, east and west. Its only wish is, firstly, that the States, particularly European ones, cooperate more in their fight against the pandemic to lift quarantines for passengers, and secondly, that they disrupt the market a little more everywhere in the world.

My comment: *The positions taken by the CEO of Wizz Air are more extreme than those taken by the CEO of Ryanair. He does not hesitate to react strongly to Karima Delli's criticisms (read the commentary of the previous article) on the carbon footprint of low-cost airlines.*

He even goes so far as to claim that his company emits half as much CO2 as the historical airlines. His argument is erroneous; his new planes emit about 15% less CO2 than the planes of the previous generation. Even taking into account a better load factor for his aircraft (close to 95%, compared to 87% for Air France-KLM), the figures he claims are false.

> IATA launches carbon offset program

(source: Le Journal de l'Aviation) November 26 - **After years of poor communication, the air transport industry** is **constantly striving to demonstrate its commitment to reducing its CO2 emissions.** While in the short term the only objective of airlines is their survival, they continue to look to the longer term and commit to more sustainable operations. It is with this in mind that they have developed a centralized carbon compensation program within IATA: the ACE (Aviation Carbon Exchange).

Until now, each airline could propose its own compensation program to its passengers and choose the sustainable projects from which it wanted to acquire its carbon credits. As the pilot phase of the CORSIA program (Carbon Offset and Reduction System for International Aviation) comes into effect on January 1 in the voluntary countries, **airlines will also have access to a "common market" of** high-quality **carbon offset systems** integrated into the IATA Clearing House (ICH) billing system.

"The ECA will be a key tool to help airlines efficiently manage these important transactions," said Alexandre de Juniac, IATA's Director General. It will "help [aviation] continue to meet [its] climate commitments by providing simplified and transparent access to recognized and third-party certified carbon offsets," added Robin Hayes, CEO of JetBlue.

Hayes inaugurated the platform on November 25. JetBlue acquired credits for the development of the Larimar wind farm in the Dominican Republic.

Projects selected by CEA include forestry projects, clean wind energy operations, ecosystem protection and remote community projects to reduce emissions. The program was developed with Xpansiv CBL Holding.

My comment: *The common market of carbon offset systems is surely a good tool for airlines. In particular, it will make it possible to compare the efforts made by those who use it.*

One problem remains to be solved: how to assess whether the airlines' CO2 emission reductions are sufficient?

The only CO2 reduction targets have been set in 2016 by the airlines themselves under the Corsia program (an acronym for the Carbon Offsetting and Reduction Scheme for International Aviation).

On September 24, 2019, the 193 member countries of the International

Civil Aviation Organization (ICAO) reaffirmed their support for the global carbon offsetting mechanism, (Corsia), which requires airlines to stabilize their emissions from 2020. However, in the face of the reluctance of China, Russia and India, no firm commitment has been made.

> Aviation biofuels: take-off expected in 2022, turbulence expected

(source AgraPresse) November 27 - The government plans to begin incorporating aviation biofuels in 2022, with a target rate of 1% in kerosene, which both chambers have validated as part of the finance bill for 2021 (...). The
course has therefore been set: **since hydrogen-powered aircraft are not ready for commercial development for another ten or rather fifteen years, biofuels are urgently needed**. This must be set in stone, as part of the Finance Bill (PLF) for 2021, whose two chambers have adopted in first reading Article 15, which provides for a target rate of 1% of aeronautical advanced biofuels in aircraft as early as 2022. Fiscally, this political objective is accompanied by an extension of the Tax Incentive for the Incorporation of Biofuels (Tirib) to air transport by the same date, the Directorate General of Civil Aviation is reminded.
But if the course is shared by the Senate and the Assembly, the means to achieve it have been the subject of lively parliamentary debates. **What will be used to produce aviation biofuels, the** Senate asks? The government's text excludes first-generation biofuels. The supply should therefore be based on used oil and animal fats (...)

But for several senators, **used oil and animal fats collected in France will not be enough** (...). Out of 100,000 tons of used oil available in France, 45,000 tons would already be used (a large part of which is produced by a subsidiary of Veolia, which manufactures biodiesel - editor's note). In addition, **the waste oil import chain has been tainted by fraud on fake waste oils from China, sold in the Netherlands, which were in fact cheaper palm oil** (...).
Air France itself claims that "by 2022, it is clear that there will probably be little or no production of sustainable aviation biofuels in France. On the other hand, it will be possible to find production in Europe, probably in the Netherlands. Volumes will be small, and there will not yet be a market, in the sense that there will not be several sellers," points out Constance Thio, Director of Sustainable Development for the Air France-KLM group (...).

Kristell Guizouarn, president of Estérifrance, the professional

organization of biodiesel manufacturers, fears that the date of 2022 is "a false start". "The consequence of the exclusion of virgin vegetable oils is the development of import channels," she says, adding that fraudulent used oils imported from China to the Netherlands raises the question of the reliability of suppliers. "**We will have to make the airline industry understand that the use of virgin oils as biofuel is not contrary to the objective of human nutrition**
. **In the case of rapeseed and sunflower, their manufacture generates oilcake, rich in protein, for cattle feed**. "If the airline sector sees this as opposed to the feeding function, "it is mainly due to a lack of knowledge of oil/protein co-production," she says. "It's a pity because we have a decarbonation solution that at the same time reinforces the protein resource and boosts the activity of the territories," she regrets. (...) Beyond 2022, where is the French aviation biofuel industry headed? **The roadmap sets a target of 2% biofuel incorporation by 2025, 5% by 2030 and 50% by 2050.** To this end, the French Ministries of Ecology and Agriculture launched a Call for Expression of Interest (AMI) in January to encourage the emergence of projects aimed at massifying production.

Developers, for their part, believe that advanced biofuel plants will not come on stream before 2025 (...) according to Raphaël Lemaire, "biofuels" project manager in the innovation department at the Avril group (...) Comparable timetable at Suez. According to Laurent Galtier, in charge of organic waste treatment at Suez's technical department (...).

My comment: It's *hard to see clearly on the subject of biofuels. Until now, I was convinced that biofuels made from rapeseed and sunflower (so-called first-generation biofuels) had more disadvantages than advantages. According to the statements of the president of Estérifrance, this is not the case.*

That said, whatever the solution chosen, it appears that the objectives of biofuel incorporation in 2025 and 2030 will be difficult to achieve. Yet today's aircraft engines are designed to accept up to 50% biofuel.

Bonus Article

> Does a single German coal-fired power plant really emit "more CO2 than the entire French air force"?

(source LCI) October 6 - Despite very ambitious energy transition targets - 80% renewable energy (RE) in their overall electricity production - the **Germans are regularly singled out. They are blamed for using particularly polluting coal-fired power plants to** compensate for the shutdown of their nuclear power plants, while waiting for wind turbines and other solar power plants to take over in the future.

To shed light on the emissions induced by these coal-fired power plants, **Internet users have made comparisons with a sector known to be highly polluting: air transport. "A single coal-fired power plant in Germany emits more CO2 than all the French domestic and international airplanes combined**", says a highly commented tweet. And to add that "Germany has more than 80 coal-fired power plants".
To verify this information, the first step is to look at the CO2 emissions attributable to the French aviation sector. Data compiled by the Ministry of Ecological Transition, which reported on this in a note unveiled in January. We thus learn that in "2018, CO2 emissions for air transport in France amounted to 22.7 Mt (millions of tons), of which 17.9 Mt (79.1%) for international air transport (Tarmaac estimate) and 4.8 Mt (20.9%) for domestic transport (including overseas)".
So what about German coal-fired power plants? First of all, it is necessary to note that there are not 80, but 46 on the territory. Some power plants combine several production units on the same site, up to 7 for the largest, which means that there are 78 functional units across the country. With variable powers (and therefore emissions).
To analyze the global CO2 emissions, it is necessary to add those of coal-fired power plants and those of lignite power plants, a type of coal of a lower quality but widely used across the Rhine. **For 2018, the Fraunhofer Research Institute ISE estimates a total of 213.6 million tons of CO2 (149.8 million tons of lignite, 63.8 million tons of hard coal). This is almost 10 times more than the French aviation sector. It is also correct to point out that Germany's highest emitting power plant (Neurath), with its seven production units alone, emits more than the French airline industry, i.e. 32.2 million tons.**

While these comparisons may be surprising, it is necessary to take a little height to better analyze them. If we look at emissions from the air sector in France, for example, it should be pointed out that they represent only a very small share of those attributable to transportation in general. For example, Libération pointed out that in 2015, 95% of the CO2 emitted in transport was attributable to cars and trucks.
In its 2019 report, Citepa, a state operator for the Ministry of Ecological and Solidarity Transition, pointed out that air transport in France was

responsible for just over 1% of CO2 emissions, while transport in general accounted for more than a third of CO2 emissions in France. These are interesting data, but they relate to carbon dioxide alone. It would be necessary to look at other gases in order to assess the pollution caused by air transport in a more detailed and complete manner.
Finally, it would seem useful, in addition to these comparisons between France and Germany, to look at an additional indicator: CO2 emissions per kilowatt-hour produced. It highlights Germany's considerable emissions today (419 gCO2/kWh) compared to France (67 gCO2/kWh), according to data provided for the year 2017 by the European Environment Agency. German emissions, although declining, are still well above the European average of 294 gCO2/kWh.
In conclusion, **it is therefore correct to state that Germany's largest coal-fired power plant pollutes more than the French aviation sector as a whole**. However, this comparison needs to be seen in the context of C02 production, where air transport in France occupies only a minor place in comparison with road transport, for example.

My comment: *This article illustrates how air transport is unfairly accused of being one of the main causes of global warming. This does not exonerate it from reducing its carbon footprint.*

I would like to correct an inaccuracy: in Germany, coal (or gas) power plants are not only intended to compensate for the shutdown of nuclear power plants. They are also used to compensate for production shortfalls of wind turbines or solar power plants in the absence of wind and/or sun.

End of the press review

> My comment on the evolution of the Air France-KLM share price

The **Air France-KLM share is at 5,000 euros at** the close of trading on Monday 30 November. **It is up +12.28%** over one week, despite a 7% drop on Monday. Since the announcement of a potential vaccine on November 6, the share price has risen by 70%.

Before the coronavirus epidemic, the Air France-KLM share price was 9.93 euros.

The average (the consensus) of analysts for AF-KLM shares is 3.00

euros. The highest target price is 5 euros, the lowest is 1 euro. You can find on my blog the details of the analysts' consensus. I no longer take into account the opinions of analysts prior to the beginning of the health crisis.

The barrel of Brent oil (North Sea) **is up $1 to $47.** Since the announcement of a potential vaccine, the price has risen by $8 (+20%).

At the beginning of the coronavirus epidemic, it was at $69.

This indicative information in no way constitutes an incitement to sell or a solicitation to buy Air France-KLM shares.

You can react to this press review or provide me with any information or thoughts that will help me better carry out my duties as a director of the Air France-KLM group.

You can ask me, by return, any question related to the Air France-KLM group or to employee shareholding...

See you soon.

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| François Robardet

Director Air France-KLM representing employee shareholders PNC and PS.
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