I Letter from the Director Air France-KLM

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Editorial

Dear Readers

As the holiday season approaches, many of you will be on vacation. No doubt you'll have time to read this week's "bonus" article. It comes from a scientist who believes that "to save the climate, there are other ways than degrowth".

Happy Holidays, and above all, let's continue to respect the gestures of protection.
François

Monday's Press Review

> Air France: flexible tickets until September 2021

(source Businesstravel) December 17 - Air France has extended its flexible ticket policy, as part of its "Air France Protect" program...
All tickets are now "fully modifiable or refundable, free of charge and without proof, until the day of departure, for travel until September 30, 2021".
The carrier has also highlighted the airfrance traveldoc aero section of its website, where customers can consult travel restrictions and

conditions imposed by the authorities at each destination.
France recently imposed a nationwide curfew between 8:00 pm and 6:00 am, but Air France has emphasized that a ticket and exemption certificate are valid as an exemption for travel to and from the airport, regardless of the flight departure time. The same applies to train tickets.
The airline launched the Air France Protect
program earlier this year, bringing together the measures it has taken in response to the pandemic, which range from the requirement for surgical masks to social distancing, the provision of hand sanitizer and regular disinfection of self-service kiosks.
Air France lounges have gradually reopened, with changes including the replacement of hot and cold buffets with a server service, and the closure of bar areas, treatment rooms and children's areas.
Starting in January, the carrier will also provide all long-haul passengers with a hygiene kit containing a surgical mask, a virucidal disinfectant wipe and a hand **sanitizer.**
Covid-19 test centers have also been opened at Paris CDG and Paris Orly airports, in partnership with Cerballiance.

My comment: *Exceptional circumstances call for exceptional measures. Like most carriers, Air France is relaxing the rules for modifying and refunding its tickets.*

> KLM krimpt vloot Airbus A330's verder in (KLM further reduces Airbus A330 fleet)

(source Luchtvaartnieuws translated with Deepl) December 18 - **KLM once again said goodbye to a number of Airbus A330s**. This type of aircraft, which is mainly used for flights to Africa, North America and the Caribbean, is expected to disappear completely from the fleet within a few years.
The first Airbus A330-200 was delivered to KLM in 2005. **Over the years, the fleet has grown to twelve A330-200s with a** capacity of 268 passengers **and five** larger **A330-300s with a** capacity of 292 passengers. All aircraft are named after famous landmarks such as Dam Square in Amsterdam, Hofplein in Rotterdam and Times Square in New York.
In 2016, four A330-200s left the fleet to join the now defunct Pakistani carrier Shaheen Air.
Due to the Covid-19 crisis, a number of A330s were parked for a longer period of time, as were other aircraft. KLM figures, which were presented Friday, show that this year two A330-200s have been permanently withdrawn from service. As a result, **KLM now has six A330-200s and five A330-300s**.

Air France-KLM Chief Executive Officer Ben Smith confirmed at the end of 2019 that all Airbus A330s should, as part **of the** Group's **long-term strategy, be** retired from the KLM fleet. This is to be done by 2025 at the latest. Thereafter, **KLM will deploy only two types of aircraft on long-haul flights: the Boeing 777 and the Boeing 787 Dreamliner**.

> Air France's secret plan to develop Transavia

(source La Tribune) December 17 - Air transport is at its lowest level despite the rebound in traffic during the holiday season. And the threat of a third wave of the epidemic at the beginning of next year does not lend itself to optimism. However, even though the first quarter of 2021 is expected to be difficult for air transport, the positive effect of the vaccine expected in six months' time gives hope that a real recovery will begin as of next summer. In this context, Air France is putting the spotlight on its low-cost subsidiary, Transavia France.
As La Tribune revealed at the end of September, Transavia **will undergo the strongest development next year since its creation in 2007. Its fleet is set to grow from 40 aircraft today to 48 this summer**, **with the arrival of eight new Boeing 737-800s.** This plan is still on track. What's more, according to our information, Transavia France's growth plan for the next few years calls for the fleet to double to 80 aircraft by the summer of 2025. This is equivalent to the current fleet of Transavia France and Transavia Holland combined. Half of this five-year growth is to be achieved over the next two years. After the entry of eight additional aircraft in 2021, eleven more are planned for 2022. Based on second-hand B-737-800s, **this development will focus on the French domestic network, both from Paris and on regional routes, but also to Europe and the Mediterranean basin. At the same time, Air France and Hop will reduce the wingspan on short and medium-haul routes.**

Neither Transavia nor Air France wished to comment.
As hard as it is for all airlines, the health crisis is an opportunity for Transavia to catch up with other low-cost airlines present in France. In the years leading up to the crisis, Easyjet, Volotea, Vueling or Ryanair have continued to develop in French skies, particularly on cross-country routes (region-to-region), taking advantage of Transavia's inability to operate domestic flights. Indeed, **the Air France subsidiary was not allowed to operate domestic flights. A scope of activity agreement with Air France and its pilots prohibited this. The situation was unblocked last summer with the signing of a new agreement**. In the wake of this, Transavia began its first domestic routes this autumn, at a time when competition from low-cost foreign airlines is at its lowest with

the low traffic levels.
As a result, thanks to the reduction in sail area of its competitors caused by the crisis, Transavia, which was several years behind schedule, now finds itself on an equal footing. The likelihood of the Air France subsidiary arriving on a route already blocked by Easyjet or Volotea will be much lower.
It is unlikely, however, that foreign low-cost airlines will give Transavia a free hand. All the more so as they too are likely to focus on the large domestic markets in Europe, such as France, which are expected to recover more quickly than international markets, which will continue to be penalized by travel restrictions.
Nevertheless, this scenario presents a major obstacle: such a race to gain market share leads to high cash consumption, and all carriers will think twice before putting capacity into seats. The airlines with the strongest backbones will obviously be the most advantaged. On this point, with the State aid obtained and to come, the Air France group has an unrivalled strike force.

My comment: *Is this really a secret plan?*

An article published last September in the same newspaper mentioned: "Transavia has planned, according to corroborating sources, to take delivery of 8 Boeing 737-800 NGs during the 2021 summer season (...). Even if it is difficult to make multi-year plans, the idea for the next two or three summer seasons (post 2021) is to continue a similar growth rate. This raises major issues in terms of pilot training. "

If this growth is achieved, it will allow Hop to offer its flight crews outplacement solutions.

> Air France-KLM in Kenya Airways beëindigen joint venture (Air France-KLM and Kenya Airways terminate their joint venture)

(source Luchtvaartnieuws translated with Deepl) December 21 - **The joint venture between Air France-KLM and Kenya Airways ends in 2021.** The Franco-Dutch combination and the African airline will continue to work together, but not as closely as before.
The parties have been working together for years on flights between Europe and Africa, aligning fares and flight schedules and sharing costs and revenues. It has now been jointly decided to terminate the joint venture. This gives Kenya Airways the freedom to establish commercial relationships with other airlines.
Air France, KLM and Kenya Airways are all members of SkyTeam

and will continue to work together on code-sharing, particularly on flights between Nairobi, Schiphol and Paris.
KLM has held a stake in Kenya Airways since 1996, but has seen its stake diluted from 26.7% to 7.8% in a short period of time. At the end of 2017, the Kenyan government and a consortium of banks assumed a large portion of the debt in exchange for a substantial share of Kenya Airways.

My comment: *The difficulties of Kenya Airways go back several years.*

Kenya Airways is suffering from competition from Ethiopian Airlines. This company, Africa's leading airline, is heavily subsidized by the Ethiopian state. In addition,
it carries cargo from China to Europe and the United States (see my letter 748 http://navigaction.com/Lettre/748.htm which details the reasons for the success of Ethiopian Airlines).

> Lufthansa raises liquidity in the capital markets and announces new measures to reduce costs

(various sources) November and December - **In November, Lufthansa successfully issued a 600 million euro convertible bond (bearing 2% interest) and a 1 billion euro unsecured Eurobond with 3% interest.**

Both transactions were heavily oversubscribed, showing that the capital markets are confident in the measures taken by Lufthansa to overcome the krona crisis. They will help Lufthansa to strengthen its cash position (10 billion euros at the end of September) and to refinance existing debt as well as the government's (costly) stabilization measures. (...
)
The measures taken by Lufthansa include a reduction in the fleet (at least 100 aircraft less in 2023 compared to 760 in 2019) and a further reduction in the workforce (the objective being to preserve at least 100,000 of the 138,000 jobs by the end of 2019).
(...)
Lufthansa also revealed the creation of a new leisure entity from its German hubs in Munich and Frankfurt, called Ocean, with a new AOC from the end of 2021, to replace the current long-haul leisure flights from Germany operated by Lufthansa subsidiaries Cityline, Brussels Airlines or SunExpress Germany with seven A330s in the summer of 2021. Eight A320s from Eurowings Europe would be added to Ocean. Social conditions are worse than those of Lufthansa and all contracts are 70% part-time.

(...)
And the Lufthansa Group has decided to reduce the catering offer on short-haul flights, replacing it with a new onboard purchase offer, starting in the summer 2021 season.

My comment: *This year-end is an opportunity to take stock of the measures taken by one of our main competitors, the Lufthansa Group.*

Lufthansa wants to reduce its workforce as quickly as possible, without risking major social disruption. By the end of the year, Lufthansa will have eliminated 20,000 FTEs (full-time equivalents) outside Germany, but only 1,500 in Germany. This figure does not take into account the 7,500 people working at LSG Catering (Lufthansa's equivalent of Servair), who joins Servair at Gategourmet.
In 2021, Lufthansa plans to eliminate 10,000 FTEs in Germany.

In addition, Lufthansa announced this fall the launch of a new subsidiary, Océan. The originality of this subsidiary is the way it deals with seasonality, with only fixed-term contracts (2 years) and 70% part-time for all staff, including pilots who will only fly 100% in the high season.

> The new Alitalia, reduced by half, will take off next summer.

(source Les Échos) December 20 - **Alitalia is dead, long live** Alitalia! Or rather **Ita Spa,** the new company born from the nationalization of the air carrier, in insolvency proceedings since May 2017. The **rescue attempts have already cost the transalpine taxpayers 13 billion euros over the last twelve years**. **The government of** Giuseppe Conte, in addition to the two state loans to ensure its operation for a total of 1.3 billion euros, **has decided to inject a further 3 billion euros**.
This is more than the sum granted to the entire health system, the national education system or tourism to face the consequences of the Covid-19 pandemic. At a time when the airline sector is going through a historic crisis and Alitalia has not made a profit since 2002, the Italian government insists on "the strategic importance of a national airline".
It will therefore be called Ita (Italia Trasporti Aero), but **will not be operational until next summer**. Its boss Fabio Lazzerini has presented his industrial plan 2021-2025, which contrasts with the past. We are like a start-up company taking its first steps," he explained, "like a mountaineer who wants to climb to the top but may have to change climbing routes several times". **The target summit is an operating**

result at breakeven by 2022, excluding fleet maintenance costs.

To reach it, the wings of the former Alitalia have been seriously trimmed: **Ita will take off with only 52 aircraft providing 61 routes and a maximum of 5,500 employees. That's half of what the company is inheriting**. By 2025, Ita hopes to generate 3.4 billion euros in revenues and operate 93 routes with a fleet of 110 aircraft, 83 of which are new generation.
The wage bill would then rise to 9,500 employees, almost equivalent to the current 11,000 employees. The trade unions have already denounced "an unacceptable industrial plan which gives birth to a mini-company. The government should have invested the 3 billion euros to relaunch Alitalia, not to lay off workers. This is a unique opportunity that should not be wasted.
Fabio Lazzerini wants above all to seize the opportunity to establish an industrial partnership next year. Last month, he **mentioned that he was looking for a partnership "very important, which must be global, necessarily with a European and at least a North Atlantic component".** He also acknowledged that he was thinking of "China, because in our galaxy, there are also Chinese companies". Ita 's strategic plan must now be submitted to the Italian Parliament and the European Commission. If there is no doubt about the green light from Rome, Brussels has yet to make sure that there is a real break between the old and the new company in order to give its own. Otherwise, before taking its hypothetical flight, Ita will have to reimburse the public aid received by Alitalia.

My comment: *The Air France-KLM group has confirmed discussions about a strategic partnership with the future Ita Spa (formerly Alitalia).*

Following statements by Alitalia's CEO, a spokesman for the Franco-Dutch group said: "Air France KLM, Delta and Virgin Atlantic are ready to strengthen ties with Alitalia within the framework of the joint venture. We want to deepen commercial cooperation. Alitalia could become a pilot member of the transatlantic cooperation".

> Corsair: France's aid is validated by the European Commission

(source L'Écho touristique) December 15 - The takeover of Corsair took another step forward last Friday. After the validation of the conciliation protocol by the Créteil Commercial Court, **Brussels approved the aid promised by the French State,** for a total amount of 136.9 million. The

first will be 106.7 million euros, the second 30.2 million euros.
The restructuring aid of EUR 106.7 million is composed of EUR 21.9 million tax deferrals, EUR 4.8 million tax credit, EUR 18 million soft loan and EUR 62 million equity loan.
30.2 million tax credit "is intended to compensate the company" for damages suffered as a result of the emergency measures introduced by governments to deal with the coronavirus, the European Commission said. The total plan, with the investments of the buyers, is close to 300 million euros. The European Commission believes that Corsair will therefore be able to maintain flights to "the French overseas territories, without unduly distorting competition in the single market".
In exchange, the company has undertaken to minimize the effects of this aid on competition. This is done **by refraining from taking stakes in other companies, increasing its fleet or opening new routes. In particular, it will have to give up its route to Miami or its customer support service Orly**.

My comment: *The constraints imposed by the European Commission on Corsair will limit the French company's expansion beyond its preferred market, the French overseas departments and territories.*

> Boeing "inappropriately prepared" 737 MAX test pilots, according to a report

(Reuters source) Dec. 19 - Boeing officials "improperly prepared" test pilots before taking the tests to recertify the 737 MAX, according to a lengthy report released Friday by the U.S. Congress.
Two accidents involving 737 MAX aircraft killed 346 people in October 2018 and March 2019 in Indonesia and Ethiopia.

The report raised questions about this year's testing of a key safety system known as MCAS involved in both accidents.
The committee concluded that Federal Aviation Administration (FAA) and Boeing officials "had established a predetermined outcome to reaffirm a long-standing assumption about the human factor related to pilot reaction time ... It appears that in this case, the FAA and Boeing attempted to conceal important information that could have contributed to the 737 MAX tragedies.

Numerous reports have revealed that Boeing did not give sufficient consideration to how pilots react to emergencies in the cockpit when developing the 737 MAX.
Boeing said on Friday that it "takes the commission's findings seriously

and will review the report in its entirety.
The FAA, for its part, said it was "carefully reviewing the document, which the committee acknowledges contains a number of unsubstantiated allegations.
Last month, the FAA approved the return to service of the 737 MAX and flights have resumed in Brazil. The first commercial flight of the 737 MAX with fare-paying passengers is scheduled for December 29.

My comment: *I have to admit that I had a hard time believing the authenticity of this information.*

How could Boeing and the FAA, after suffering the wrath of the U.S. Congress due to the carelessness of the B737 Max certification process, take the risk of influencing the outcome of the B737 Max recertification tests?

> Vinci leaves Aéroports de Paris Board of Directors

(source Les Echos) December 17 - **When Vinci acquired a stake in the ADP group** (formerly Aéroports de Paris) **in 2013,** it was, as its CEO Xavier Huillard explained at the time, to "put a foot in the door" while waiting for ADP to be put up for sale. **He has never made a secret of his interest in this acquisition,** which would have dropped the major asset that is Roissy into his portfolio of airport concessions. **ADP is no longer for sale today** and the health crisis would in any case make it difficult to put it on the market, but Vinci is still an 8% shareholder, and as such holds a seat on the board of directors of its competitor. It's all over. "**Xavier Huillard, chairman and CEO of Vinci, has made available to the board of directors of the ADP group, the director's mandate that Vinci held in this company and of which he was the permanent representative,**" announced the group of concessions and BTP Thursday evening.
Xavier Huillard
's term of office as director of ADP ended on December 15, 2020 and in Vinci's accounts, the stake in ADP has been accounted for since December 15 only as a financial interest. This leads to the conclusion that Vinci is no longer interested in ADP, but there is a step that the Group is not taking.
Both ADP and Vinci have grown considerably since 2013, their global presence is now significant and as a result, "there **was beginning to be a risk of conflict of interest, which is the** reason for this departure from the Board of Directors", explains Vinci, which was careful to stress in a press release that it "does not envisage any change in its

shareholding in the capital of the ADP Group". It does not envisage selling it, and only the fact that it no longer has a seat on the ADP board, and therefore has less influence, has motivated a change in accounting to consider it only as a financial asset, the group assures.
It is true that even if it were a seller, this would hardly be the time to put it on the market. As to whether, in substance, Vinci remains interested in acquiring the State's majority stake in ADP, the group postpones the answer until the day ADP is up for sale, if it ever is.

My comment: *ADP Group and Vinci are among the world's four largest airport operators. In 2019, they handled 280 and 240 million passengers per year respectively.*

Vinci's presence on the board of directors of its main competitor was an anomaly.

Stock exchange press: last minute

> The Paris Stock Exchange trembles at the Covid-19 mutation

(source AFP) December 21 - The Paris **Stock Exchange was shaken** (-2.43%) Monday, like most European markets, by concerns about the mutation of Covid-19 in the United Kingdom, which forced many nations to suspend their air links with that country (...) **after London announced the presence on its territory of a new strain of Covid-19 potentially much more contagious than the classic virus.**

This rekindled fears of a new wave of contaminations just a few days before the festive season, at the very moment when many families will gather.
"The fear of a new global containment" hovered in the minds of investors, says Christopher Dembik, head of economic research at Saxo Bank (...).
This new, decidedly incredible twentieth anniversary of the year 2020 has totally supplanted one of the big issues of the previous months, the validation in the United States of a plan to support households and businesses of some $900 billion, finally endorsed by the Republicans and Democrats after months of battle (...).

> Bonus Article

> Marc Fontecave: "To save the climate, there are other ways than degrowth".

(source Le Point) December 19 - Marc Fontecave holds the Chair of Chemistry of Biological Processes and is a member of the French Academy of Sciences.
As the coming decade promises to be crucial in halting the course of global warming, governments are regularly criticized for their "inaction". Strangled by environmental NGOs for renouncing the promise to take up "unfiltered" the proposals of the 150 members of the Citizen's Climate
Convention, Emmanuel Macron is struggling to convince public opinion of the coherence of his action. And with good reason, according to Marc Fontecave: his policy to fight global warming is "illegible. "In Halte au catastrophisme ! published by Flammarion, the chemist and professor at the Collège de France calls on political and associative leaders to finally go beyond the stage of incantations, to confront the complex reality of the challenges posed by the ecological transition. Interview.
Le Point: One senses in your book that the catastrophism that permeates the debates on global warming exasperates you. What is the reason for this?

Marc Fontecave: While the challenges we face are considerable, I'm tired of hearing the same people on this subject all the time, all with the same discourse: Aurélien Barrau, Nicolas Hulot, Cyril Dion... have firmly established in public opinion the perception that we are facing an imminent catastrophe. Fred Vargas asserts that there will be three billion deaths by 2035 (without anyone knowing where she gets this figure from), Greta Thunberg that we must "panic", but without ever making any concrete proposals other than incantations to "rebel" and to massively reduce our energy consumption. The conceptual poverty of this movement only leaves room for degrowth. It postulates that excessive growth and overpopulation can only lead to the collapse of the world economic system, and that there will only be a future in turning inward and returning to the earth. This individualistic, profoundly reactionary posture has no scientific basis... And this new Marxism, this form of religion, worries me, because in the history of humanity, these calls for more purity, for a new morality, have led to catastrophes.
On the contrary, you maintain that they prevent action?

They prevent it, because they blur the bases on which thought is built. One hears the claim that "France is behind the times," but in relation to

what? Governments participate in this confusion by setting, for political reasons, objectives that are inaccessible. I was surprised that all Europeans, after noticing that they were unable to reach the set objective of a 40% reduction in CO_2 emissions by 2030, recently decided, in reaction, to raise the target to 55%! They must think that, from an economic point of view, they will be found to be great, very environmentally friendly and responsible... And that exempts them from having to explain the reasons for their failure. But this has a terrible perverse effect: since the targets are never reached, it fuels criticism and plummets confidence in political action, with catastrophic consequences. **Citizens feel that they are being fooled**, without understanding the physical, technological, social and economic reality of the obstacles to be overcome.
I am opposed to this vision, because if we look at the figures, the progress made over the last twenty years is undeniable, the investments exist, and there is a real awareness. It is therefore false to say that nothing is happening.

You admit, however, that the situation is alarming?

Of course it is. But you have **to stop panicking and setting records - "This is the hottest year ever!** "It's the hottest year ever! The CO_2 in the atmosphere is not going to disappear, even if we go to zero emissions tomorrow. The coming years are going to get hotter and hotter, and it's all the more likely that energy consumption will increase. A great many people in the world still do not have access to it, and everything shows that the increase in population will increase energy consumption. Faced with this fact, we can cry disaster and simply plead for 7.5 billion people to radically change their lifestyle... But who can believe that this will happen? As we experienced in 2020, the decline in growth actually causes CO_2 to fall: by losing 10% of our GDP, our emissions have fallen by 7%. This means that to achieve carbon neutrality, in the next 30 years we would have to have the same pandemic and the same economic result every year! That will never happen. We have a duty to explore other solutions.
We must focus our efforts on the sectors that emit the most: transportation, construction, industry and agriculture.

You propose another path, that of an ecology of knowledge. Do you think it is possible to accelerate the pace of emissions reduction in France? In 2019, they will only be down by 0.9%...

France, we must be aware, will not be able to go any faster than other countries, even though its electricity is already one of the

most carbon-free on the planet. Thanks to nuclear and hydraulic power, nearly 95% of French electricity does not emit CO_2. To go further, we need to focus our efforts on the sectors that emit the most: transportation, construction, industry and agriculture... It's obviously complicated, and Germany is proof that it's not enough to install renewable energies for CO_2 emissions to fall massively.
How can this be?
There is a great deal of confusion in the data of the debate, which leads a majority of commentators to delude themselves. France is one of the most electrified countries in the world: about 25% of our energy is consumed in the form of electricity. The fact that this electricity, mostly nuclear, is clean, explains our good performance. But we often forget that 68% of the total energy, and not just electrical energy, consumed by France still comes from fossil resources: oil, gas, etc. Nuclear energy in fact represents only 17% of our energy consumption, and solar and wind power 1.5%! **In Germany, despite being presented as a champion in this area, only 6% of total energy consumption comes from solar and wind power.**

To make progress tomorrow, we will therefore have to electrify our uses: transport, housing, industry to replace thermal machines...
And we have to ask ourselves what source will provide this electricity. The countries at the forefront of renewable energy development, such as Denmark and Germany, are unable to exceed the 30% ceiling for solar and wind power. France is still a long way off, and that could be our goal...
Rather than saying "it's over", let's roll up our sleeves!

It will be impossible, according to you, to do without nuclear power?
If we want to reduce our greenhouse gas emissions while mitigating the decline that will inevitably accompany the abandonment of fossil resources, it's obvious. At least for the coming century. I spend my life, in my laboratory, trying to solve the problem of storing solar energy. If I didn't believe in it, I would do something else... But it will take decades. We can't wait to start the ecological transition, and to adapt, already, to the climate changes that are coming. Take the example of hydrogen, which is fashionable with the stimulus package. What are we going to produce it with? Today, France produces one million tons of hydrogen every year. To make it "green", we would have to mobilize the equivalent of 5 to 6 nuclear reactors, or several thousand wind turbines. That's enormous! **I would be so happy if we could run our cars, our planes, our factories with sun and wind... We don't do it, because it's impossible today, given the evolution of our technologies. Rather than saying "it's over", let's roll up our sleeves, train**

engineers and researchers, and try to identify the sectors where we need to work.

What should be your priorities for action?

The uses where we consume the most energy today are transportation and housing. The renovation of energy-intensive and high-emitting homes has begun, but needs to be accelerated. We need to work on the renovation of old buildings, the energy efficiency of new ones, and encourage electrification. **In the transportation sector, there is a lot of banging on the plane, which accounts for only a small share of emissions. The problem remains the car. We must continue to work on new electrical technologies and synthetic fuels. But above all, we must ask ourselves the question of our energy sources, assuming an ambitious nuclear policy.**

Emmanuel Macron recently reiterated his support for nuclear power. Isn't that enough?

The president does not, to date, really have an energy policy. He remains in the "at the same time": both counting on nuclear power and confirming its reduction in our electricity mix. But this is inconsistent with the climate problem... these hesitations are distressing to me.
The Citizen's Climate Convention was supposed to draw up new, socially acceptable paths to achieve our objectives. What do you think of its conclusions?

I was left with the task of defining our ecological and climate policy to 150 citizens drawn by lot. Does the question deserve to be less scientifically educated than the fight against the Covid? Nevertheless, I watched his conclusions with interest. Many proposals have nothing to do with the climate, such as the "crime of ecocide": throwing plastics into the sea is indeed foul, but banning plastics will not solve the problem of global warming. Secondly, did we need a citizens' convention to say that buildings need to be renovated, or that lighter vehicles are needed? This is not original, and above all it was not accompanied by any analysis, especially financial, to really enable action. Now is no **longer the time for reports, alerts or lawsuits. It is time for constructive, collective action, which only optimism and trust can mobilize.**

My comment: *Yes, major efforts have been made by France in recent years to reduce greenhouse gas emissions.*

Air France is contributing to this by replacing its old aircraft with new models that consume less fuel, by offsetting all the CO² emissions from domestic flights and by agreeing to reduce the number of domestic flights.

Other actions have been and continue to be taken by the airline. Although less spectacular, they nevertheless make a significant contribution to reducing CO² emissions.

For example:
. optimization of onboard weight,
. single-engine taxiing,
. electrification of ground support equipment,
. and eco-piloting, with the implementation of the Skybreathe solution proposed by Toulouse-based OpenAirlines.

End of the press review

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

The **Air France-KLM share is at 4.495 euros at** the close of trading on Monday 21 December. **It is down 8.27%** over one week. Fears about a new strain of the highly contagious coronavirus detected in the United Kingdom have caused a fall in European shares, particularly in transport-related stocks. Airline stocks lost between 4% and 8% in one day (-4.16% for AF-KLM).

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

The average (the consensus) of analysts for AF-KLM shares is 3.16 euros. 3.16. No analyst sets a target price higher than the current price. 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 $51.** Since the announcement of a potential vaccine, the price has risen by $12 (+30%).

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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