

**AIR FRANCE QANTAS CODE SHARE AGREEMENT:
THE MOST DIRECT ROUTE BETWEEN PARIS AND
AUSTRALIA IN CONDITIONS OF OPTIMUM COMFORT**

Roissy, 5 January 2005



**AIR FRANCE / QANTAS CODE-SHARE AGREEMENT: THE MOST DIRECT ROUTE
BETWEEN PARIS AND AUSTRALIA IN CONDITIONS OF OPTIMUM COMFORT**

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I. CUSTOMER BENEFITS

1. THE MOST DIRECT ROUTE BETWEEN PARIS AND AUSTRALIA

On 1 December 2004, Air France and Qantas began offering code-share flights between France and Australia. Under the agreement, Air France expanded its capacity with 34 flights weekly to six Australian destinations. Passengers booked on Air France's daily CDG2/Singapore flight can continue their journey with Qantas to Sydney, Melbourne, Brisbane, Perth (daily services) or to Adelaide and Darwin (three flights weekly), the capitals of the six Australian states. The service is also available the other way, from Australia to France.

This means that Air France customers now have fast, comfortable and easy access to all of Australia from Paris, with a choice of landing at any one of the six destinations served by Qantas from Singapore, and of leaving from a different city from among the six Australian destinations with few date limitations, since four out of the six cities offer daily services.

Air France is offering a completely revamped service in order to propose the fastest and most direct route between Europe and Australia departing from Paris:

- Flights now depart Terminal CDG2 for Singapore at 23.15 instead of 19.25 in order to shorten connection times onto Qantas flights at Singapore.

On the return leg, the flight departure time (23.00 local time) from Singapore to CDG2 is unchanged, since this already offers optimized connections with Qantas flights from Australia.

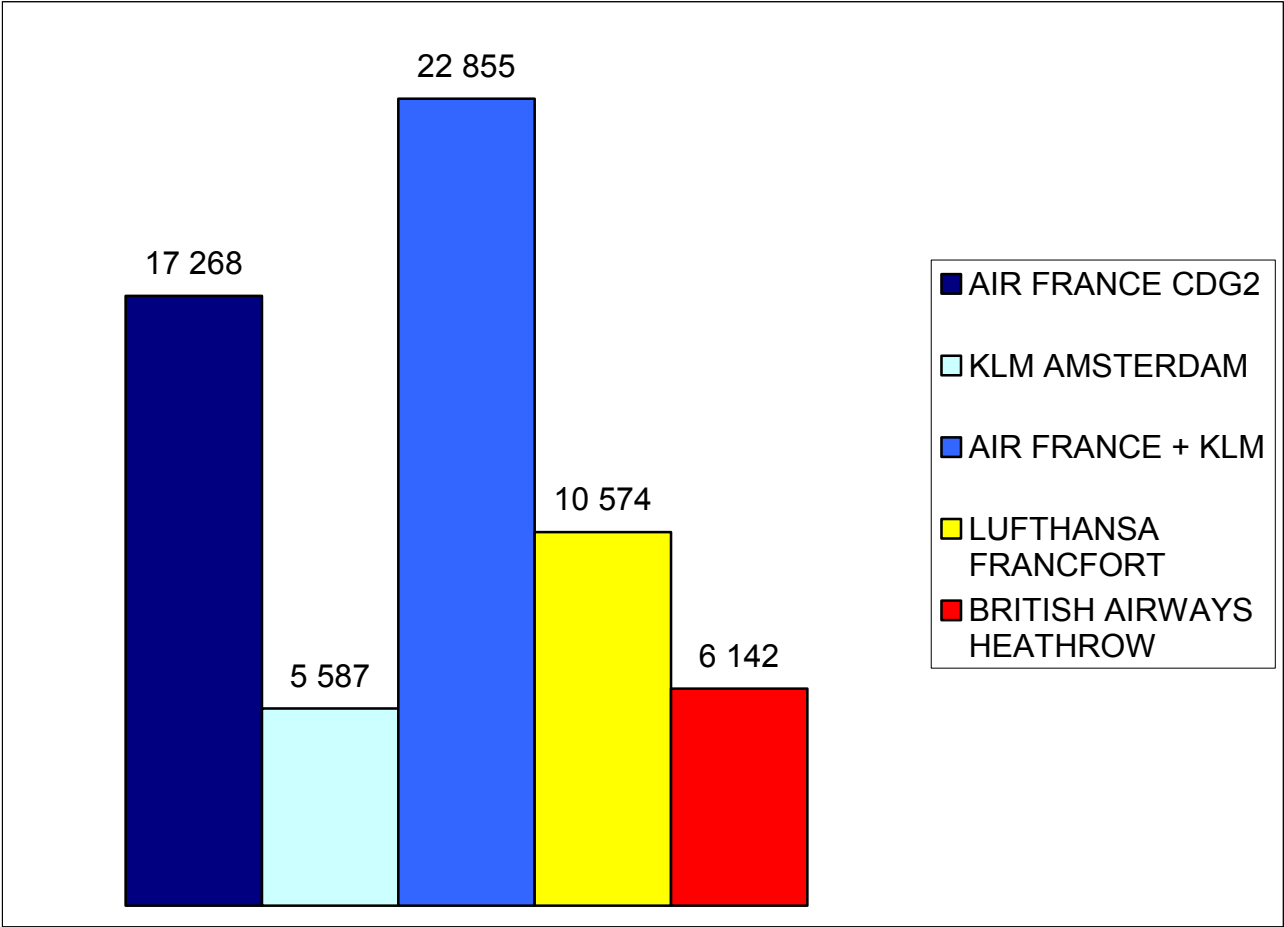
Europe's most powerful hub – Paris-Charles de Gaulle – is now linked to Australia for both outward and inbound flights. The wave 5* departure of flight AF256 at 23.15 offers over 40 flight connection opportunities** from Europe.

* The Paris-CDG2 hub is one of Air France's chief strengths, allowing the Company to feed medium-haul passengers onto long-haul flights in Paris. Flights are organized into six banks, each comprising a wave of arrivals and departures timed to maximize the number of flight connections within the shortest possible timeframe. By combining medium-haul traffic flows with one or other long-haul flights it is possible to increase the availability of flights from one point to another, ie, the markets served, while at the same time limiting the total number of flights.

** Flight connection opportunities: the possibility of taking a connecting flight in under two hours.

On the return leg, flight AF 257 arrives at 06.15, Wave 1*, and offers nearly fifty flight connection opportunities to destinations throughout Europe. Extending the flight connection time to three hours takes this total to 56 connections to European destinations.

Australia connected daily to Europe's most powerful hub



DESTINATION/FLIGHT	DAY OF OPERATION	DEPARTURE CITY	TERMINAL	DESTINATION	TERMINAL	DEPARTURE TIME	ARRIVAL TIME	FLIGHT DURATION
ADELAIDE AF 256 AF 8088* PARIS / CDG AF 8087* AF 257	daily 246* 135* daily	Paris-CDG2 Singapour Adelaide Singapour	2C 1 / 1	Singapour Adelaide Singapour Paris-CDG2	1 / 1 1	23h15 22h50 12h25 23h30	18h40 +1 10h10 +1 18h40 06h15 +1	25H25 27H20
BRISBANE AF 256 AF 8090* PARIS / CDG AF 8089* AF 257	daily daily daily daily	Paris-CDG2 Singapour Brisbane Singapour	2C 1 / 1	Singapour Brisbane Singapour Paris-CDG2	1 / 1 1	23h15 21h10 14H00 23h30	18h40 +1 06h25 +1 19H25 06h15 +1	22H10 25H15
DARWIN AF 256 AF 8088* PARIS / CDG AF 8087* AF 257	daily 246* 135* daily	Paris-CDG2 Singapour Darwin Singapour	2C 1 1 1	Singapour Darwin Singapour Paris-CDG2	1 / / 1	23h15 22h50 16h05 23h30	18h40 +1 04h50 +1 18h55 06h15 +1	21H05 22H40
MELBOURNE AF 256 AF 8092* PARIS / CDG AF 8092* AF 257	daily daily daily daily	Paris-CDG2 Singapour Melbourne Singapour	2C 1 1 1	Singapour Melbourne Singapour Paris-CDG2	1 / / 1	23h15 20h15 17h10 23h30	18h40 +1 06h20 21h30 06h15 +1	21H05 23H05
PERTH AF 256 AF 8094* PARIS / CDG AF 8093* AF 8093* AF 257	daily daily 2467* 135* daily	Paris-CDG2 Singapour Perth Perth Singapour	2C 1 1 2 1	Singapour Perth Singapour Singapour Paris-CDG2	1 / / / 1	23h15 19h45 16h50 17h05 23h30	18h40 +1 00h50 +1 21h35 22h00 06h15 +1	18H35 20H10
SYDNEY AF 256 AF 8096* PARIS / CDG AF 8095* AF 257	daily daily daily daily	Paris-CDG2 Singapour Sydney Singapour	2C 1 1 1	Singapour Sydney Singapour Paris-CDG2	1 / / 1	23h15 20H00 17h00 23h30	18h40 +1 06H20 +1 21h40 06h15 +1	21H05 23H15

2. CONTINUALLY ENHANCING PASSENGER COMFORT: AIR FRANCE BRINGS NEW B777-300 INTO SERVICE EQUIPPED WITH THE NEW AIR FRANCE TRAVEL CONCEPT AND OFFERS PASSENGERS SPEEDY TRANSIT AT SINGAPORE CHANGI AIRPORT AFTER AIR FRANCE AND QANTAS MOVE INTO SAME TERMINAL

THE NEW B777-300* EQUIPPED WITH THE NEW TRAVEL CONCEPT

Since 1 December, Air France has been operating a latest-generation aircraft, the B777-300ER, equipped with the New Air France Travel Concept, on its daily flight to Singapore.

The Boeing 777-300, which made its first flight in early 2003, is the latest addition to the B777 family of long-haul widebody twinjets, and the world's longest-range passenger aircraft.

For an equivalent range, the B777-300 offers 60 more seats (18 in l'Espace Affaires and 42 in Tempo) than its predecessor, the B777-200, for a total of 310 seats in a 3-cabin configuration, including a First Class section, entirely fitted out with the New Travel Concept.

Featuring just eight seats in two rows in a chevron formation, **the new l'Espace Première cabin** on the B777-300ER provides passengers with an additional 50% more space in a genuinely private area enhanced with an unprecedented range of functions including a full-size, lie-flat bed and mattress. First Class passengers are guaranteed complete peace and quiet and efficiently discreet service from attentive, specially-trained flight attendants.

For its catering services, Air France has elected to work with Guy Martin, the world-class, Michelin-starred chef of the Grand Véfour restaurant in Paris. Guy Martin has designed the menus and has also provided input in his capacity as style consultant.

The l'Espace Affaires cabin provides each of the 67 passengers it seats with a fully enclosed personal space based on a lie-flat seat-bed that reclines to a full 180°. Its rigid, immobile shell guarantees a high degree of passenger privacy. On the entertainment front, passengers can enjoy best-in-class inflight technology with a PC power outlet, a 10.4-inch screen to watch the video programming and a noise-reducing hi-fi audio headset for the sixteen available music channels.

L'Espace Affaires passengers may also choose between a traditional meal in the grand style of French cuisine, and or light meal for those who prefer to sleep, for example. In this case, flight attendants propose a quick, cold meal service immediately after take-off.

In addition, there are two exclusive bar areas located in the l'Espace Affaires cabin, which also offer reading matter and a buffet for passengers seeking light refreshments, a snack, or relaxed chat without disrupting the peace and quiet of the other passengers. A basket of fresh fruit is also available at all times.

The Tempo cabin has also been completely re-modelled, with a new colour scheme and seat whose functions, design and ergonomics augment passenger comfort. The adjustable seat angle, new-design headrest and adjustable footrest help passengers find their preferred comfort position. The soft, rounded lines of the seat-tray, an eyewear holder and glass holder built into the seat-back also provide passengers with a more pleasant space.

Inflight entertainment has also been enhanced, with digital video technology offering all 235 Tempo passengers a choice of 6 films and 7 themed channels playing non-stop, via an **interactive**, adjustable, 6.4-inch, in-seat screen.

The highest standard has been set for the meals service, as passengers are offered a choice of main dish, and champagne for the aperitif if they so desire.

Two bar areas are located in the middle and at the rear of the Tempo cabin, where passengers can relax and enjoy a friendly drink.

* see annex for B777-300ER fact-sheet

For passengers arriving at Singapore-Changi international airport on the Air France flight from Paris, transit times and distances to their onward flight to their final destination in Australia have been considerably shortened now that Air France and Qantas are under the same terminal roof – a decisive advantage for customers.

II. ROUTE RATIONALIZATION: AIR FRANCE SEEKING ECONOMIC EFFICIENCY

1. THE FRENCH PRESENCE IN AUSTRALIA – PAST AND PRESENT

- **24 November 1948:** survey flight to New Caledonia headed by Air France Flight Captain Hébrard. The flight took off from Saigon on 24 November and landed at Tontouta on 1 December stopping at Singapore, Jakarta, Macassar, Port Darwin, Cloncurry, Sydney and Brisbane.
- **21 September 1949:** inauguration of the first commercial Air France flight to New Caledonia. The journey took six days, with stops at Tunis, Cairo, Basra, Karachi, Calcutta, Saigon, Batavia, Port Darwin and Brisbane. From Brisbane, flight connections were available to Sydney, Melbourne and Canberra under the terms of bilateral agreements between Air France and Trans Australian Airlines.
- **9 November 1956:** Air France operates several charter flights from Paris to Melbourne, transporting athletes to Australia for the XVIth Olympiad.
- **November 1965:** UTA (Union des Transports Aériens) starts operating a twice weekly Paris / Nouméa flight, and a few weeks later starts operating the routes between Nouméa and Sydney / Auckland and Nouméa / Nandi.
- **November 1971:** UTA signs a cooperation agreement with Air Ceylon enabling it to operate two weekly London-Sydney and London-Jakarta flights under the Air Ceylon flag.

- **October 1989:** UTA puts its first B747-400 into revenue service on the Paris – Singapore - Jakarta – Nouméa – Sydney route.
- **August 1991:** UTA launches services to Melbourne
- **October 1995:** Air France suspends passenger flights to Sydney.
- **31 October 2004:** Air France and Qantas start offering code-share flights between France and six Australian destinations. Passengers taking the daily Air France flight from Paris to Singapore can fly on to Adelaide, Brisbane, Darwin, Melbourne, Perth or Sydney. The same service is offered on the return Australia / France flight.
- **March 2005:** Opening of an Air France Call Centre in Sydney. The new centre will allow Air France to handle all customer calls from the following countries: Japan, Singapore, South Korea, Thailand, and Australia. A team of 26 agents, including three supervisors will deal with callers in Japanese, Korean, Thai, Chinese, English and French.



2. CODE SHARING: A SYSTEM APPROPRIATE TO TODAY'S ENVIRONMENT

A code-share agreement is an accord that enables an airline to sell seats on a flight operated by another airline under its own flight number. What this means is that the flight is displayed in reservations systems under the flight code of each partner airline. Code-sharing is fast becoming the most widespread type of cooperation between carriers. It is beneficial for airlines as it enables them to broaden their respective offerings without deploying additional resources nor having to negotiate additional flight slots. Generally speaking, such agreements also feature joint frequent flyer programmes and flight scheduling adjustments to ensure smooth connections with onward flights, as in the present case.

This type of agreement is a “win-win” system:

- it offers obvious, immediately perceptible customer benefits, continually offering users new destinations, shorter journey times and cheaper fares thanks to frequent flyer programmes.**
- For airlines, it represents a means of extending their networks by optimization fleet use.**

Code-share agreements come in several types:

The “Seat block” is a means of allocating seats where the aircraft's capacity is shared between the operating airline (which actually operates the flight) and the marketing airline, which only sells seats under the code-share agreement.

The marketing airline buys the seats from the operating airline. Each therefore has its own block of seats allocated and manages and sells these by itself.

A **“Free-flow” agreement** involves a seat allocation principle in which the aircraft’s capacity is not shared out numerically. The operating airline (which operates the flight) manages all the seats in its inventory, while the marketing airline sells a notional flight with its own reservation classes, and then assigns these on the basis of the operating airline’s inventory as and when required.

This type of agreement, which is particularly appropriate in the present case, has been selected to launch the cooperation between Air France and Qantas. **It offers the advantage of serving routes that are currently relatively thin, but which have high growth potential, at minimal cost.** It is a system that enables an airline to adjust with all necessary flexibility and in real time to expanding demand on this route.

CARTE A INSERER

III. PRESENTATION OF QANTAS DESTINATIONS

Origin of visitors to Australia (source: World Tourism Organization)

ASIA / PACIFIC	2001	2002	2003
TOTAL	4 855 669	4 841 152	4 745 855
OF WHICH:			
JAPAN	673 577	715 458	627 737
NEW ZEALAND	814 874	790 068	839 092
SINGAPORE	296 007	286 852	253 364
SOUTH KOREA	175 587	189 729	207 281
CHINA	157 955	190 016	176 128
HONG KONG	154 149	150 943	129 292
MALAYSIA	149 415	158 990	155 613
INDONESIA	97 877	89 432	90 277
TAIWAN	110 070	97 429	87 741
THAILAND	79 940	82 671	73 179
INDIA	48 227	45 022	45 597
NEW CALEDONIA	28 720	30 514	33 603

OTHER REGIONS	2001	2002	2003
TOTAL	1 882 288	1 853 753	1 869 494
OF WHICH:			
UNITED STATES	446 443	434 470	422 136
MEXICO	4 689	5 404	5 291
CANADA	93 134	90 874	87 929
UNITED KINGDOM	615 634	640 782	671 164
REP. OF IRELAND	51 564	48 048	52 961
GERMANY	147 613	134 806	137 873
FRANCE	50 022	49 557	51 391
THE NETHERLANDS	56 508	52 992	50 959
ITALY	43 297	43 300	41 317
SWITZERLAND	46 217	41 509	40 906
SWEDEN	31 651	30 905	31 802
DENMARK	18 348	18 870	19 005
SPAIN	12 415	12 451	12 455
BELGIUM	10 483	10 803	9 860
GREECE	7063	7027	5709

Australia is one of the OECD countries most open to foreign direct investment, of which it has 2.1% of the world total. This performance can be attributed to the high economic growth rate in Australia, the stability and transparency of its legal system and its competitive costs.

France ranks eighth among foreign investors in Australia. French companies operate a total of 250 subsidiaries there at over 300 locations, generating turnover of around 12 billion euros. Their head offices are generally located either in Sydney or Melbourne. Most French subsidiaries were set up in the recent past.

French investors began taking an interest in Australia at the end of the nineteenth century, in the wool and leather industries, since they went there looking for raw materials. These industries fuelled others, such as maritime transport (CGM) and banking (BNP). The second major phase of French investment took place after WWII, and really took off in the 1980s, when Pechiney, Alstom and Alcatel located there. During the 1990s, largely as a result of privatizations and the outsourcing of public services, a large number of service companies, including Accor, Suez and Axa, set up operations in Australia.



SIX NEW AUSTRALIAN DESTINATIONS

Adelaide is the capital of the state of **South Australia**. It has a population of one million, and is also known as the “City of Churches”. Adelaide is a quietly conservative city, in a magnificent location between the Adelaide hills and the beaches of Gulf St Vincent. The city centre is surrounded by a green belt of parks and gardens. It also boasts 700 restaurants and the second liveliest cultural life in Australia. Adelaide is less than an hour’s drive from the celebrated Barossa Valley and its outstanding vineyards.

Brisbane is the capital of the state of **Queensland**, the state which attracts the greatest number of tourists. It is Australia’s third biggest city, with a population of 1.5 million. Brisbane is a cosmopolitan city, which lost its soubriquet of “big provincial town” many years ago. It enjoys an ideal climate throughout most of the year as a result of its tropical location. Its architecture is inspired by a composite Victorian and colonial style. The area north of Brisbane is a paradise for tourists, featuring the Great Barrier Reef, the Gold Coast and the Sunshine Coast.

Darwin is the capital of the **Northern Territories** and is often nicknamed the “soft underbelly of Australia” because of its situation and its isolated proximity to Asia. Its small population of just 86,000 is a genuine melting pot of Asian societies, melding sixty different ethnic groups with the inhabitants of the Australian outback. Darwin is a young, modern city and the gateway to Northern Australia, known as the “Top End”, and its natural wonders such as Kakadu National Park.

Melbourne is the capital of the state of Victoria, and is Australia’s second biggest city with a population of over three million. Melbourne is a lively, modern and multi-cultural city. With its numerous skyscrapers and large expanses of Victorian architecture replete with large numbers of parks and gardens, it is also highly cosmopolitan, well-known for its trams in their signature gold and green livery, the Australian national colours.

Perth is the capital of Australia's biggest state, **Western Australia**, which is five times the size of France and covers one-third of the Australian continent. It has a population of 1.3 million, is very modern and boasts an extremely pleasant climate, located as it is on the banks of the Swan River. Perth has the world's biggest city centre park, Kings Park. Not far from Perth is a surfer's paradise offering magnificent, immense beaches fronting the Indian Ocean.

Sydney is the capital of **New South Wales** and is a large metropolis. One out of five Australians live in metro Sydney – for a total population of 4 million. Sydney is also one of the world's biggest cities by surface area. It is twice as big as New York and similar in size to London (1,600sq.km.). Sydney is a very pleasant city, whose seasons are the reverse of those in the northern hemisphere: winter starts in June, and summer in December. Outside the city's central area, with its skyscrapers and the architectural icons of the Opera House and Harbour Bridge, Sydney runs along the banks of the Parramatta River in a succession of marinas, creeks and huge low-rise residential areas.

In 2004, Sydney won the coveted *Condé Nast Traveller* magazine "World's Number One Tourist Destination" award for the eighth time in succession.



Presentation of Australian flag-carrier Qantas

Qantas, which stands for “Queensland and Northern Territory Aerial Services Limited”, was founded in Brisbane on 16 November 1920 by two aviation pioneers, Paul McGinness and Wilmot Hudson Fysh. It was nationalized in 1947 and privatized in 1992 and is today the world’s eleventh biggest airline in terms of RPK (Revenue Passenger-km). The Qantas fleet comprises 190 aircraft (1 June 2004) and carried 29 million passengers in IATA year 2002/03. Qantas flies to 138 destinations (58 domestic destinations and 80 international destinations in 37 countries). The Qantas group comprises four airlines: Qantas Airlines, QantasLink, Jetstar and Australian Airlines. It employs a workforce of 34,000.

Qantas is also one of the world’s top carriers of air freight.



ANNEXES



Roissy, 1 December 2004
N° 4804

SIX NEW DESTINATIONS IN AUSTRALIA FOR AIR FRANCE UNDER QUANTAS CODE SHARE AGREEMENT

As of today, 1 December, Air France and Qantas will be offering code-share flights between France and Australia.

The agreement boosts Air France's offer with six new destinations in Australia and 34 weekly frequencies. Passengers taking Air France's daily flight from CDG2 to Singapore will be able to journey onward with Qantas to Sydney, Melbourne, Brisbane, Perth (served daily) and to Adelaide and Darwin (served three times weekly). The same service is available in the opposite direction.

In order to provide the fastest, most direct route for its flights between Paris and Australia, Air France is offering a completely new service:

- **Take-off from CDG for Singapore at 23.15 instead of 19.25 to shorten flight connections with Qantas flights in Singapore,**
- **Deployment of the new Boeing 777-300 equipped with the New Air France Travel Concept,**
- **Accelerated transit at Singapore Changi airport with Air France and Qantas now under the same terminal roof.**

In addition, *Fréquence Plus* and *Qantas Frequent Flyer* passengers alike will benefit fully from the partnership as they will earn air Miles for the entire journey between France and Australia.

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Australia chosen by Air France to service the Asia Pacific

Air France has chosen Australia as the location for its new Asia Pacific Sales and Service Centre. The state-of-the-art Centre will create over one hundred new jobs and handle over half a million calls a year. Located in Sydney, the Contact Centre will open in March 2005.

"I am delighted that Air France has chosen Australia for its new Asia Pacific Sales and Service Centre and that Invest Australia was able to provide the support and information required to enable Air France to make this choice", said Mr Garry Draffin, Chief Executive Officer of Invest Australia.

The new Centre will service Japan, Korea, Thailand, Singapore and Australia.

The Centre in Sydney will complete the Air France Service Centre network (France, London, Miami, Montreal, Santiago de Chile, Guangzhou, New Delhi).

"Air France chose Australia because of its superior multilingual workforce. It is cost-competitive and has sophisticated telecommunications and information technology systems", said Mr Jean-Louis Pinson, Air France VP for Asia-Pacific, who also acknowledged the valuable assistance received from Invest Australia throughout the investment decision process.

"Australia shares the same time zone as Asian markets as well as having our business day overlap with those of Europe and the United States. Air France will be in a strong position to leverage this advantage with their new "follow the sun" operation," said Mr Draffin

The Air France Asia Pacific Sales and Service Centre will offer a range of services to customers: Operational irregularities call back, e-mail and web Call Center, crisis support desk, Electronic Ticketing after sales, Customer Relations, Lost and Found, overflow and out of hours for Corporate calls.

Moreover, Mr Pinson adds: "The launch of this new Centre is all the more important given that Air France is now serving six new Australian routes from Paris (via Singapore) : Sydney, Melbourne, Perth, Adelaide, Darwin and Brisbane thanks to a code-share agreement with Qantas."

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**AIR FRANCE'S BOEING 777-300ER AND B777-200ER COMPARED:
TECHNICAL AND CONFIGURATION FACT SHEET**

Dimensions (metres)	777-300ER	777-200ER
Length	73.90	63.70
Wingspan	64.80	60.90
Height	18.50	18.50

Operational data	777-300ER	777-200ER
Empty weight (tonnes)	168.7	151.2
Max. taxiing weight	345.4	294.8
Max. take-off weight	344.5	293.9
Max. landing weight	251.3	208.6
Max. unfuelled weight	237.7	195.0
Max. fuel weight	180.3	135.7
Fuel tank capacity (litres)	181 280	171 170
Operating range (km)	14 000	14 200
Cruising altitude (metres)	10 700	10 700
Cruising speed (mach – kph)	0.84 - 920	0.84 - 920

Powerplants (2 General Electric engines)	777-300ER	777-200ER
Model	GE 90-115B	GE 90-94B
Max. diameter (m)	3.43	3.40
Length (m)	7.29	7.29
Net weight (tonnes)	8.28	7.55
Max. power (tonnes)	2 X 52.16	2 X 42.39

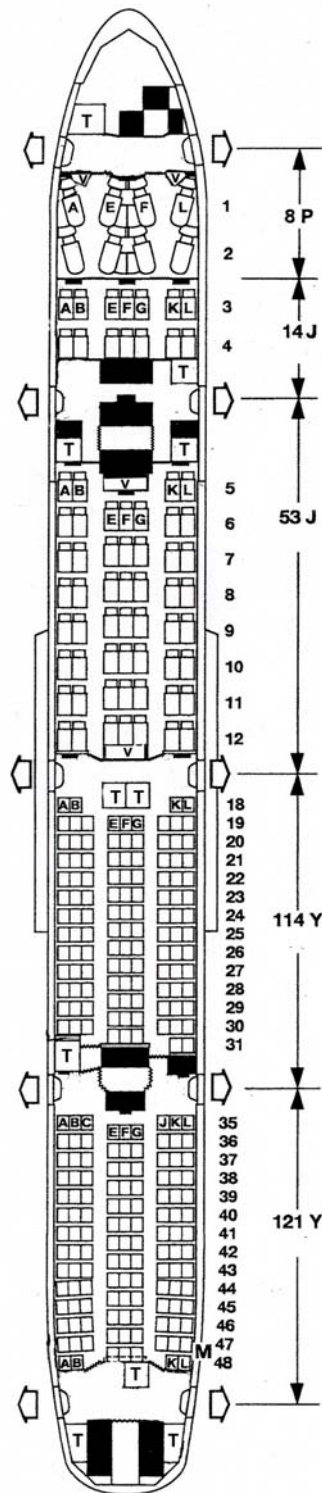
Payload	777-300ER	777-200ER
Max. payload (tonnes)	55	40
Forward hold capacity	24 containers or 16 pallets	18 containers or 6 pallets
Rear hold capacity	20 containers (flight attendant rest area over Tempo cabin)	10 containers or 3 pallets (with flight attendant rest area)
Bulk hold capacity	17cu.m.	17cu.m.

Cabin layout NTC (*)	777-300ER 310 seats	777-200ER 250 seats(*)
l'Espace Première	8 seats, 4 abreast (1 / 1+1 / 1)	8 seats, 4 abreast (1 / 1+1 / 1)
l'Espace Affaires	67 seats, 7 abreast (2 / 3 / 2)	49 seats 7 abreast (2 / 3 / 2)
Tempo	235 seats, 9 abreast (3 / 3 / 3)	193 seats, 9 abreast (3 / 3 / 3)

* NTC: New Air France Travel Concept

Main amenities NTC cabin	777-300ER	777-200ER
Digital in-seat video	All 3 cabins	All 3 cabins
In-seat telephone (as of January 2005)	l'Espace Première and Affaires cabins	l'Espace Première and Affaires cabins
Wall-mounted telephone	2 in Tempo cabin	4 in Tempo cabin
Toilets (all with baby changing facilities)	10, incl. 2 for disabled passengers	9, incl. 2 for disabled passengers
Coat closets	2 in l'Espace Première 2 in l'Espace Affaires	2 in l'Espace Première 2 in l'Espace Affaires
Baby cots	3 in l'Espace Affaires 4 in Tempo	3 in l'Espace Affaires 4 in Tempo

AIR FRANCE BOEING 777-300ER CABIN LAYOUT



P l'Espace Première (first)

J l'Espace Affaires (business)

Y Tempo (economy)

T toilette/toilet

V vestiaire/coat closet

CODE-SHARING FACT SHEET

BEYOND: A domestic destination in Australia, as a continuation of a Gateway destination. Beyonds are never sold point-to-point but as a flight connection by the marketing airline.

SEAT BLOCK: seat blocking is a means of allocating seats where the aircraft's capacity is shared between the operating and the marketing airline. The marketing airline buys the seats from the operating airline. Each therefore has its own block of seats allocated and manages and sells these by itself.

Since these seats are identified on the cabin plan, they can even be used by passengers for online check-in. In the event of a reciprocal code-share agreement, the partner airlines agree on an identical seat price for each class and on a balanced exchange of seat volumes.

MARKETING AIRLINE: under a code-share agreement, the airline that sells seats on the partner airline's aircraft is known as the "marketing" airline.

OPERATING AIRLINE: under a code-share agreement, the airline that actually operates the flight is known as the "operating" airline.

FREE FLOW: This involves a seat allocation principle in which the aircraft's capacity is not shared out numerically. The operating airline manages all the seats in its inventory, while the marketing airline sells a notional flight with its own reservation classes, and then assigns these on the basis of the operating airline's inventory as and when required.

CODE SHARE: a sales agreement between two partner airlines which consists in selling the same physical flight, each under their own brand or IATA code and each with their own flight number.

FREQUENT FLYER AGREEMENT: frequent flyer agreements are used, for example, to extend the benefits of Air France's Fréquence Plus frequent flyer programme (under which passengers earn air Miles and can use them to claim Reward tickets and other benefits) to flights of the partner airline. Conversely, members the partner's Frequent Flyer Program (FFP) can earn Miles and use their Rewards tickets on Air France flights.



Patrick ALEXANDRE

Executive Vice President, International Commercial Affairs

Born in 1955, Patrick Alexandre is a graduate of the Paris Institut d'Etudes Politiques and of the Institut Supérieur des Affaires. He began his career as an executive assistant at Banque Sudameris in 1981.

He joined Air France in 1982 as a manager in the Economic Statistics Department of the Flight Scheduling Division, later moving to Rome in 1984 as Sales Manager, Italy.

After working as the assistant to the Chairman of Air France from 1988 to 1992, he moved to Geneva as regional manager for Switzerland, Austria and Central Europe.

In September 1993 he was appointed head of the Europe and North Africa Zone, reporting to the Executive Vice President, Commercial Affairs.

In 1994 he was appointed Vice President of the CDR Europe Profit Centre in 1994, becoming its Chief Executive in 1995.

In January 1996 he was also appointed Vice President of Air France Europe, in charge of international sales.

He was appointed Executive Vice President of International Commercial Affairs on 2 April 1998.

September 2004



Jean-Louis PINSON

Air France Senior Vice-President, Asian routes

A Class of 1971 graduate of the Ecole des Hautes Etudes Commerciales business school in Paris, Jean-Louis Pinson joined Air France in June 1973.

He started out in the Passenger Department when Paris-Charles de Gaulle was opened (1974-1976).

After working for the Sales Department (Economic Statistics, Marketing) from 1976 to 1979, he was appointed Air France representative in Barcelona, Spain (1979-1982).

From 1982 to 1986, he assisted the Executive Vice-President in charge of Commercial Affairs.

He subsequently moved to Mexico City as regional manager, Mexico and Central America (1986-1989).

He was then appointed Sales Manager, France (1989-1992), and then Executive Vice-President, France (1992-1994).

In 1994, he became head of External Relations. In 1995, he was also appointed Chief of Staff to the Chairman and Chief Executive Officer.

In 1998, he was appointed Regional Manager, United States, moving to New York (1998-1999).

He served as Executive Vice-President Americas until September 2003.

AIR FRANCE KLM: KEY FIGURES

⇒ **Leading airline group worldwide by turnover: 18.2bn euros**

⇒ **Third-ranking airline worldwide by revenue passenger-km
(and N°1 in Europe)**

⇒ **66.3 million passengers**

⇒ **556 aircraft in operation (189 by subsidiaries)**

⇒ **Group workforce of 106,000**

⇒ **225 destinations served**