

**CONTINENTAL, KLM AND NORTHWEST
JOIN THE SKYTEAM ALLIANCE**

13 September 2004



CONTINENTAL, KLM AND NORTHWEST JOIN THE SKYTEAM ALLIANCE *Solidifies Position as a Leading Global Alliance*

NEW YORK, September 13, 2004 – Global travelers will have additional route and fare choices as SkyTeam today announced that Continental Airlines, KLM Royal Dutch Airlines and Northwest Airlines are now full members of one of the world's fastest growing airline alliances. The SkyTeam Governing Board also revealed that effective September 15, passengers will be able to accrue and redeem frequent flyer miles interchangeably on any of the nine member airlines. With the addition of three new members, SkyTeam now serves 341 million passengers with 14,320 daily departures to 658 global destinations in more than 130 countries.

SkyTeam's Governing Board said, "The entry of Continental, KLM and Northwest into the alliance marks the single largest airline integration in aviation history and is an important milestone for global airline customers. When the alliance launched in 2000, we promised SkyTeam would alter the competitive landscape for airline alliances by focusing on the needs of our customers. Our growth over the past four years in terms of network reach, frequencies and destinations is a testament to our commitment to continually live up to that promise."

Growing the Network

The three new carriers add to SkyTeam's extensive network of hubs and destination cities, allowing member airlines to provide their passengers more travel options. Together, the three new members add ten additional hub locations and 141 new destinations to the alliance's roster, strengthening SkyTeam's reach in all key travel regions:

- In **Asia-Pacific**, Northwest's hub at Tokyo's Narita airport and Continental's Guam hub will join Korean Air's Seoul-Incheon hub as SkyTeam's major hubs in the region, linking passengers to 11 new destinations in five countries. SkyTeam's Asia offerings now include Northwest's new service from Portland, Oregon to Tokyo-Narita and service from Detroit to Guangzhou, China, scheduled to begin in late October. In addition, Continental begins new service between Honolulu and Nagoya, Japan in December. Thanks to combined network and fares, Air France and KLM are able to offer unparalleled service between Europe and Asia.



- In **Europe**, with four European carriers, including Europe's first pan-European airline group, SkyTeam will now offer passengers more choice on transatlantic routes. With Air France, Alitalia, CSA Czech Airlines and KLM, SkyTeam has hubs and strong market positions in all European regions and a very extensive intra European network.
- In **the Americas**, with Aeroméxico and Delta Air Lines, the addition of Continental and Northwest will further open up service to and from Canada, Latin America and the Caribbean, adding cities such as Québec, Quito and Aguadilla (Puerto Rico) to SkyTeam's network. Continental's extensive transatlantic network serving 19 destinations will also provide SkyTeam customers with additional service options from its international gateways in Houston and Newark/New York. Northwest's Detroit and Minneapolis hubs provide additional travel options for European customers bound for Midwest cities.
- In **Africa**, KLM's strong network will allow alliance passengers to access key cities such as Cape Town (South Africa), Dar es Salaam (Tanzania), Kano (Nigeria) and Nairobi (Kenya) for instance.

Underscoring the Customer Focus

In addition to more travel options, SkyTeam member airlines will provide customers greater recognition in terms of frequent flyer mileage accrual and redemption possibilities, all with consistent, high quality service. Effective September 15, 2004, passengers traveling with any of the nine member airlines can earn miles towards SkyTeam Elite status and redeem miles on any of the nine airline members. This means that customers can accrue valuable frequent flyer miles quicker than before.

On the ground, SkyTeam Elite Plus passengers have access to an additional 62 state-of-the-art airport lounges with amenities to make travel easier – bringing the total number of airport lounges to more than 390. For example, Northwest's WorldClubs at Detroit, Minneapolis/St. Paul and Tokyo and all of Continental President's Club locations feature wireless fidelity (Wi-Fi) access and computer battery charging ports. And Northwest's WorldClubs at Detroit and Tokyo have showers to provide a truly refreshing break for busy global travelers.

In addition, passengers will continue to experience the existing SkyTeam customer benefits, including a single check-in for connecting flights and baggage.

Gordon Bethune, Chairman and CEO of Continental Airlines, said, "Around the world, today's air travelers demand reliability, flexibility and high-quality service. We know from our previous

dealings with them that the SkyTeam members are world-beaters by all these measures, and we're proud to be part of a global alliance that shares our focus on the customer."

"SkyTeam is not only benefiting the passengers, but also the cargo customers", said Leo van Wijk, CEO and president of KLM Royal Dutch Airlines. "SkyTeam Cargo, with Aeroméxico, Air France, Alitalia, CSA, Delta, KLM and Korean, offers the largest global cargo network for its customers. SkyTeam Cargo operates a worldwide system of more than 500 destinations in 110 countries and provides a consistent standard of performance, quality and service."

"We look forward to providing our customers with even greater access to the world through SkyTeam," said Richard Anderson, CEO of Northwest Airlines, speaking for the new members. "In turn, Continental, KLM and Northwest will provide the consistent, quality service SkyTeam passengers have come to expect."

Alliances in a Changing Industry

SkyTeam carriers are able to provide their customers with additional services and benefits because of their alliance membership. At the same time, the member carriers also benefit from a business perspective by maximizing efficiencies and exploring synergies with partner carriers.

Speaking on behalf of the founding members, Jean-Cyril Spinetta, CEO of Air France and chairman of Air France-KLM, said, "In an ever transforming industry, alliance membership is a necessity, allowing airlines to work together and navigate change. As illustrated today, SkyTeam continues to drive innovation in the industry as it welcomes two airlines from the US and incorporates Europe's leading airline group, Air France-KLM."

Each of the new members have long been recognized as among the top airlines in the world:

- Continental serves 265 airports in 47 countries with a fleet of 358 aircraft. With 41,000 employees, the carrier enplaned 52.2 million passengers in 2003.
- KLM serves over 130 airports in 65 countries with a fleet of 112 aircraft. The airline employs more than 29,600 people and carried 19 million passengers in IATA year 2003-2004.
- Northwest is the world's fifth largest airline with hubs in Detroit, Minneapolis/St. Paul, Memphis, Tokyo and Amsterdam. Northwest serves 222 cities. With a fleet of 458

aircraft, the airline employs some 39,000 people and carried 52.1 million passengers in 2003.

SkyTeam is the global airline alliance partnering Aeroméxico, Air France, Alitalia, Continental Airlines, CSA Czech Airlines, Delta Air Lines, KLM Royal Dutch Airlines, Korean Air and Northwest Airlines. Through one of the world's most extensive hub networks, SkyTeam offers its 341 million annual passengers a worldwide system of more than 14,000 daily flights covering all major destinations. Visit SkyTeam on the Web at www.skyteam.com.

<p style="text-align: center;">13 SEPTEMBER 2004: CONTINENTAL, KLM AND NORTHWEST JOIN THE SKYTEAM ALLIANCE</p>

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II. SKYTEAM CUSTOMER BENEFITS

Passengers earn miles towards elite status on every SkyTeam airline and have the ability to redeem miles on every member airline.

- Passengers accrue base miles on every SkyTeam-operated flight and can redeem mileage for awards on any SkyTeam-operated flight.
- All of SkyTeam's top-tier frequent flyers receive special Elite status and benefits:
 - *SkyTeam Elite* – Aeroméxico Club Premier Oro and Club Premier Oro Corporativo, Air France Fréquence Plus Bleu, Alitalia Club Ulisse, Continental OnePass Silver and Gold Elite, CSA Czech Airlines OK Plus Silver, Delta SkyMiles Silver and Gold Medallion, KLM Flying Dutchman Silver Elite, Korean Air Morning Calm and Northwest WorldPerks Silver and Gold Elite
 - Access to airport lounges when flying international first and business class
 - Preferred seating
 - Priority reservation wait-list
 - Priority check-in counters
 - Priority boarding or at leisure
 - Priority on airport standby listings

SkyTeam Elite Plus – Aeroméxico Club Premier Platino, Air France's Fréquence Plus Rouge and Club 2000, Alitalia Club Freccia Alata, Continental OnePass Platinum Elite, CSA Czech Airlines OK Plus Gold, Delta SkyMiles Platinum Medallion, KLM Flying Dutchman Gold Elite and Platinum Elite, Korean Air Morning Calm Premium and Million Miler and Northwest WorldPerks Platinum Elite

- Receives all benefits for Elite and furthermore receives:
- Same day access to airport lounges when flying on or connecting to/from an international flight operated by a SkyTeam carrier
- Priority baggage handling using SkyTeam priority bag tags
- Guaranteed full-fare economy reservation even on sold-out long-haul flights (24-hour notice)

Passengers have access to more than 390 member lounges worldwide.

- SkyTeam's international first or business class passengers and SkyTeam Elite Plus members as well as a guest (regardless of class of service) have complimentary access to SkyTeam lounges on day of travel when flying on or connecting to/from an international flight operated by a SkyTeam carrier.
- More than 390 SkyTeam lounges around the world enable passengers to:
 - Continue their business in specially equipped workspaces
 - Enjoy a moment to rest: each lounge offers comfortable seating with beverage and snack services



SkyTeam offers its passengers over 14,000 daily flights to more than 600 destinations worldwide.

- Passengers enjoy consistent SkyTeam-wide benefits, and more choices of flights and destinations through the SkyTeam global network and bilateral code share programs.

Passengers receive more fare options to more destinations.

- SkyTeam was the first global alliance with antitrust immunity (ATI) for both trans-Atlantic and trans-Pacific service. This enables the alliance to provide passengers with markedly enhanced service, including a more deeply integrated network, better-coordinated flight options and more competitive fares.
- The SkyTeam European AirPass allows SkyTeam customers who purchase a trans-Atlantic or inter-continental ticket to Europe to also purchase three or more one-way intra-European flight segments at reduced fares (details of CO, KL and NW's integration into the program will be forthcoming).
- Likewise, the SkyTeam America Pass allows SkyTeam customers who purchase a trans-Atlantic or trans-Pacific ticket to North America to also purchase three or more one-way intra-continental flight segments at reduced fares (details of CO, KL and NW's integration into the program will be forthcoming).
- SkyTeam offers customers around-the-world fare options allowing passengers to circle the globe via travel on any – or all – of SkyTeam's member airlines (details of CO, KL and NW's integration into the program will be forthcoming).
- Since April 2003, frequent flyers have been able to obtain Multi-Carrier Awards, enabling them to use SkyTeam carriers with one single award ticket, and offering travel opportunities for fewer miles than before to many destinations.
- The above benefit will be extended to Continental OnePass, KLM Flying Dutchman, Korean Air SkyPass and Northwest WorldPerks members shortly. SkyTeam is the first alliance to offer these benefits and do so at a lower mileage cost.

SkyTeam eases connecting flights with single check-in.

- Customers need only to check in once for their final destination – even with up to three connections on two SkyTeam airlines.

Passengers can connect through SkyTeam's extensive worldwide hub network.

- SkyTeam takes its passengers where they want to go, with a network that services the most competitive markets where over 80% of airline travelers want to fly.
- SkyTeam's network includes the largest airline hubs in the U.S. (Atlanta's Hartsfield International Airport) and Europe (Paris' Charles de Gaulle), offering the most connections and the most non-stop European destinations from the U.S. of any airline group. Additionally, SkyTeam's Paris hub and its hub at Incheon International Airport outside of Seoul and its Detroit and Minneapolis hubs are four of the only hubs in the world with capacity for growth.
- Currently, SkyTeam operates co-located facilities in over 20 international cities.
- There are 50 additional airport, lounge and city ticket office co-locations expected to open throughout the alliance's global network.

Passengers experience consistent SkyTeam procedures for their convenience.

- With a focus on customer service, SkyTeam airlines provide a consistent, high level of quality for their passengers everywhere they fly:
- Standardized signage enables easy orientation at all airport service locations.
- All SkyTeam airlines adhere to the same set of quality service standards.
- Consistent customer care policies improve the passenger experience during irregular operations, with common procedures for rebooking flights, providing amenities, handling lost ticket procedures, and responding to customer inquiries.
- SkyTeam continues to improve the speed and reliability of systems that support better customer service throughout the alliance's network.

Passengers can make travel arrangements and get information at any of SkyTeam's more than 2,100 ticket offices worldwide.

- Customers can receive assistance at any of the member airlines' reservations centers, airport service counters or ticket offices.
- Employees at SkyTeam airlines worldwide are trained extensively to provide customers with expert travel assistance no matter on which member airline they are flying.
- The SkyTeam Web site, www.skyteam.com, provides customers with information, most in multiple languages, about the alliance and prepares them for their upcoming trip, with information including:
 - Travel Resources –airport information, destination guides and event listings.
 - Travel Planner Tools – currency, time and weather information for cities around the globe.
 - SkyTeam Customer Benefits – an interactive guide to SkyTeam and particulars about SkyTeam products, such as the Around the World fare, European AirPass.
 - Flight Schedule Request – a guide enabling customers to find every possible SkyTeam travel itinerary between city pairs.
 - Downloadable timetables – available to mobile users who have Palm or Pocket PCs. For additional convenience, users also can download schedules to their PC and view offline.

Passengers will experience in-flight service built around their needs.

- SkyTeam airlines provide passengers with consistently warm and friendly in-flight service without compromising the cultural diversity that makes each member distinctive:
 - Passengers receive accurate and timely in-flight information. In addition to the language of each carrier, English is spoken on every flight, and, whenever possible, language of origin and destination is spoken on long-haul flights.
 - Globally coordinated in-flight entertainment schedules provide passengers traveling round-trip on two or more member airlines with a different video program on each leg of their trip.
 - SkyTeam offers its passengers consistent special meals across all SkyTeam flights.
 - All SkyTeam in-flight video programming includes segments with convenient exercises to help passengers stay comfortable during their flights, and other healthy travel tips.
 - All SkyTeam flights are completely smoke-free.

III. CARTE FFP

IV. FACT SHEET

V. SKYTEAM HISTORY HIGHLIGHTS

2004

- September 13th, SkyTeam welcomes Continental Airlines, KLM Royal Dutch Airlines and Northwest Airlines as full members
- August 28th, SkyTeam signs agreement with China Southern as a first step in the new member process
- July marks launch of the SkyTeam America Pass
- May 24th, SkyTeam signs an agreement with Aeroflot as a first step in the new member process
- February 12th, Air France and KLM Royal Dutch Airlines intended merger is approved by EC and U.S. Department of Justice
- January 29th, SkyTeam welcomes Aeroflot's bid for membership

2003

- October 2nd, Alitalia joins U.S. Cargo Sales Joint Venture
- September 30th, SkyTeam welcomes KLM Royal Dutch Airlines' decision to apply for full membership, which will pave the way for Continental Airlines and Northwest Airlines to join the alliance as well.
- June SkyTeam celebrates opening of a new terminal at Paris' Charles de Gaulle airport
- January 23rd, SkyTeam announces intention to form Associate Membership program, opening a second tier of membership to select carriers

2002

- November, SkyTeam earns an unprecedented place in *Global Finance Magazine* as one of the "Best Global Companies"
- August SkyTeam introduces the European Airpass to passengers visiting European destinations
- July marks opening of a joint ticket facility at Venice Marco Polo Airport
- 28 June, SkyTeam is the first global alliance with both trans-Pacific and trans-Atlantic antitrust immunity (ATI) following U.S. Department of Transportation (DOT) approval on transpacific routes
- June 28th, U.S. Department of Transportation grants ATI to SkyTeam for all routes across the Atlantic and Pacific
- April 11th, SkyTeam launches "Caring Hands" its global advertising campaign
- April 10th, SkyTeam announces Coca-Cola sponsorship
- March 14th, Korean Air, Delta Air Lines and European members jointly file application for antitrust immunity
- January 17, ATI is granted to transatlantic alliance members Air France, Alitalia, CSA Czech Airlines and Delta Airlines



2001

- November, Air France, Delta Air Lines and Korean Air launch U.S. Cargo Sales Joint Venture to provide centralized source for booking and service
- August 15th, Air France, Alitalia, CSA Czech Airlines and Delta Air Lines file a joint application for ATI with the DOT to expand and coordinate marketing and sales agreements

2000

- October, SkyTeam announces its intent to add CSA Czech Airlines to the alliance
- October, SkyTeam announces all flights throughout its worldwide route system will be smoke free
- September, SkyTeam extends its focus to cargo services and announces the creation of the world's largest airline cargo alliance, SkyTeam Cargo™
- June 23, SkyTeam launches its first global branding campaign across Europe, the United States, Latin America and Asia
- June 22, the CEOs of Aeroméxico, Air France, Delta Air Lines, and Korean Air meet in New York and announce the formation of SkyTeam™

VI. BIOGRAPHIES

- Richard H.Anderson, Northwest Airlines Inc.
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- Leo van Wijk, KLM



Richard H. Anderson

Chief Executive Officer

Northwest Airlines, Inc.

Richard H. Anderson was named chief executive officer of NWA Inc. and its principal subsidiary, Northwest Airlines, in February 2001.

Prior to his appointment, he was executive vice president and chief operating officer for Northwest, a position he held since December 1998. In that capacity, Anderson was responsible for all operational functions of the company.

Anderson joined Northwest in November 1990 as vice president and deputy general counsel and later served as executive vice president - technical operations, flight operations, and airport affairs.

Prior to joining Northwest, Anderson was staff vice president and deputy general counsel for Continental Airlines. He began with Continental in 1987 and previously held positions as corporate attorney, assistant general counsel and associate general counsel.

Anderson holds a law degree from South Texas College of Law and a bachelor-of-science degree from the University of Houston. He serves on the Boards of Directors of Northwest Airlines, Medtronic, Inc., Greater Twin Cities United Way, Minnesota Life Insurance Company and the Minneapolis Institute of Arts. He is also on the Board of Trustees of Hamline University in St. Paul, Minnesota, and is a Trustee for the Henry Ford Museum and Greenfield Village in Dearborn, Michigan.

Gordon M. Bethune

Chairman of the Board and Chief Executive Officer

Continental Airlines

Gordon Bethune is chairman of the board and chief executive officer of Continental Airlines Inc., the nation's fifth largest airline. Bethune joined the airline in February 1994 as president and chief operating officer. He was named chief executive officer in November 1994 and chairman of the board in September 1996.

Under Bethune's leadership, Continental has won more awards for customer satisfaction than any other airline. In 2004, *FORTUNE* magazine ranked Continental the No. 1 "Most Admired Global Airline" in their annual "Most Admired Global Companies" issue. Continental was also the only U.S. carrier to rank on *FORTUNE* 2004 "Top 50" list, which ranks the world's most admired companies from a variety of industries. For six consecutive years, Continental has been named among the "100 Best Companies to Work for in America" by *FORTUNE*.

In 2001, Continental was named Airline of the Year by *Air Transport World* for the second time in five years. In 2000, Continental swept the *Frequent Flyer* magazine/J.D. Power and Associates awards, taking the top spot for both short and long-distance flights. The airline has won more customer service awards from J.D. Power and Associates than any other airline.

Bethune ranked among the 50 best CEOs in America by *Worth* magazine in 1999, 2000 and 2001. *Travel Agent* magazine named Bethune its 2001 Airline Person of the Year. *Business Week* magazine named him one of the top 25 global managers for 1996 and he was named among the business travel industry's 25 Most Influential Executives of 2000 and 1998 by *Business Travel News*.

Continental was named "Best Managed" among the major U.S. carriers in 1998 and 2001 by the publication *Aviation Week & Space Technology*. In 1997, that publication, along with the Smithsonian Institution's National Air and Space Museum, honored Bethune with the Laureate in Aviation trophy. In 2003, Bethune was inducted into the Texas Aviation Hall of Fame, which honors Texans who have made outstanding contributions to the development, growth or preservation of aviation.

Bethune has promoted international growth at Continental, including expansion throughout Latin America and Europe. Continental now serves more nonstop destinations than any other carrier. Continental is the second largest U.S. carrier to Latin America and serves more destinations in Mexico than any other U.S. airline. Continental is the largest carrier in the New York City metropolitan area and operates the only hub in the region.

Prior to joining Continental, Bethune was vice president and general manager of the Boeing Commercial Airplane Group's Renton Division, where he was responsible for the 737 and 757 airplanes. He began his career with Boeing in 1988, and also served as that company's vice president and general manager of the customer services division.

Before joining Boeing, Bethune held a number of senior management positions in commercial airlines, including vice president engineering and maintenance for Braniff and Western Airlines, and senior vice president operations for Piedmont Airlines. He also has served as a U.S. Navy Aircraft Maintenance Officer.

Bethune holds a Bachelor of Science degree from Abilene Christian University at Dallas and is a 1992 graduate of Harvard Business School's Advanced Management Program.

In addition, he holds an honorary doctorate degree from Fairleigh Dickinson University. He is a licensed commercial pilot, type-rated on Boeing 757 and 767 aircraft as well as the DC-3. Bethune also is licensed as an airframe and power plant mechanic. He serves on the boards of directors of Honeywell

International Corporation, Sprint, and the Willis Group. Bethune has announced his intent to retire from Continental at the end of 2004.

Giorgio Callegari

Corporate Vice President Alliances and International Relations

Alitalia

Giorgio Callegari joined Alitalia in January 1990. Since then he has held different positions in the Sales Organisation from Assistant to the General Manager for the USA Midwest to Regional Manager Passenger Sales for Central Italy, General Manager Passenger Sales for Italy and finally Vice President Passenger Sales, International Markets, before taking up responsibilities at corporate level.

At the Alitalia Head Office, Mr. Callegari was first appointed Domestic Network Manager, a position he held until he became Vice President for Business Development. His current role is Vice President Alliances & International Relations.

Mr. Callegari has been in charge of the negotiations and the development of the Alitalia-KLM Partnership, the Alitalia-Air France bilateral agreement, and the entrance of Alitalia in SkyTeam.

Yang Ho Cho
Chairman and Chief Executive Officer
Korean Air

Mr. Cho was named Chairman and CEO of Korean Air in April 1999 having served as President and CEO of the airline since 1992. Prior to that, he held positions as executive vice president and chief operating officer of Korean Air. Mr. Cho began working for Korean Air as a manager in the Americas Regional Headquarters in 1974. He worked his way up the company ranks by continually adding various departments to his overall responsibilities - including maintenance, marketing, purchasing, information systems and corporate planning.

After receiving a bachelor's degree in industrial engineering from Inha University (Incheon, Korea) in 1975, Mr. Cho received an MBA from USC in 1979, and a doctoral degree in business administration from Inha University in 1988. In 1998, he received an honorary doctorate degree in aviation business administration from Embry Riddle Aeronautical University, Florida.

Mr. Cho is also chairman of the Hanjin Group – one of the world's largest transportation conglomerates. He was named to this post in February 2003. He is also the Director and CEO of various subsidiary companies including ground handling and trucking services.

In addition to his corporate responsibilities, Mr. Cho was elected vice-chairman of The Federation of Korean Industries (FKI) in 1996 and has held the title of honorary consulate-general to Ireland in the Republic of Korea since 1995. He was named Chairman of the Korea-French High Level Businessmen's Club in October 2000 and has also served on the Board of Governors for the International Air Transport Association (IATA) since elected in May 2001. In addition, he is serving as Chairman of the Korea Defense Industry Association since 2004. Mr. Cho has been on the USC Board of Trustees since 1997 and is also on the Board of Directors for Inha University. In 2004, Mr. Cho received Commandeur in France's Legion D'Honneur, which is the highest civilian honor awarded by the government of France.

Mr. Cho is married, and has one son and two daughters.

Rogelio Gasca-Neri

President

Aeroméxico

Rogelio Gasca-Neri is President of Aeroméxico and has served as President and Chairman of the Board of QNTRA since December 2003. CINTRA is the holding company in Mexico that combines the competitive and geographical advantages of Mexico's most important air service companies, that include Aeroméxico, Mexicana, Aerolitoral, Aerocaribe, Seat (ground handling services), Sabre (airline reservations system), Aeromexpress (freight company), Alas de América (airline university) and ITR (aircraft engine repairs).

Before joining Cintra, Rogelio served as a consultant at RGN Consulting, a firm specialized in the energy, petrochemicals, gas, electricity and infrastructure, while other experiences in private enterprise includes positions of leadership at Goetec, Mexinox, Sidermex and Sicartsa.

Mr. Gasca-Neri has served the Mexican Government in different positions including General Consul in Austin, Texas; special advisor to former President Ernesto Zedillo; CEO of the Federal Electric Commission; Undersecretary of Infrastructure at the Ministry of Transportation; Undersecretary of Energy at the Ministry of Energy, Mines and Industry in 1993; Undersecretary of Budgets and Programming at the Ministry of the Treasury and Director at Nafinsa, the Mexican Development Bank.

Rogelio Gasca holds an MBA, MS and PhD from Stanford University and has sat on the boards of numerous companies in the industrial and institutional sectors, including energy, telecommunications, transportation, manufacturing, iron and steel, mining, banking, arts, culture, social security and community services, as well as different professional and academic associations, as President of the Stanford alumni Association, Chapter Mexico City and President and founder of the national Polytechnic Institute Foundation.

Gerald Grinstein
Chief Executive Officer
Delta Air Lines

Gerald Grinstein has been named Chief Executive Officer of Delta Air Lines effective January 1, 2004. He has been a director of Delta Air Lines since 1987 and served as Delta's non-executive chairman from August 1997 until October 1999. He has chaired the Board's executive sessions since 1999.

Jerry Grinstein, 71, served as non-executive chairman of Agilent Technologies from 1999 through November 2002. He retired as Chairman and Chief Executive Officer of Burlington Northern Inc. in 1995. As Chairman and Chief Executive Officer, he oversaw the Company's acquisition of Santa Fe Pacific Corp., which created the nation's largest railroad. Jerry was elected to the Board of Directors of BNI in 1985, was named Vice Chairman in 1987, President and Chief Executive Officer in 1989, Chairman, President and Chief Executive Officer in 1990 and Chairman and Chief Executive Officer in 1991.

Before joining BNI, Jerry served as President and Chief Operating Officer of Western Airlines, Inc. from 1984 through 1985 and as CEO of Western from 1985 through March 1987, when Western merged with Delta.

Jerry was a partner in the law firm of Preston, Thorgrimson, Ellis & Holman in Seattle from 1969-1983. His prior career includes serving as Chief Counsel to the U.S. Senate Commerce Committee, Counsel to the Merchant Marine & Transportation Subcommittee and Administrative Assistant to U.S. Senator Warren G. Magnuson.

He serves on the boards of directors of PACCAR Inc., The Brink's Co., and Vans Inc. A native of Seattle, Jerry graduated from Yale College in 1954 and Harvard Law School in 1957. He and his wife Lyn have four grown children and will reside in Atlanta.

Jean-Cyril Spinetta
Chairman and Chief Executive Officer
Air France

Born in Paris on 4 October 1943, Jean-Cyril Spinetta holds university degrees in public law and political science. He also graduated from the Ecole Nationale d'Administration.

He entered the French Civil Service as Head of the Investments and Planning Department of the Ministry of Education in 1972 and was subsequently seconded to the Council of State as auditor in 1976. Thereafter he held a series of positions including Head of the Information Department for the Prime Minister (1981), Director at the Ministry of Education (1983) and Chief of Staff for Michel Delebarre (1984), who was successively Minister of Labour and Vocational Training, Minister of Social Affairs and Employment and Minister of Planning and Development, Housing and Transport.

Mr. Spinetta joined Air Inter as Chairman and C.E.O. in 1990, where he remained until 1993. He subsequently held the post of advisor to the President of France for industrial matters from 1994 to 1995. In January 1996, he joined the staff of the European Commissioner in charge of science, research and education. In the following year, he held the post of *Chargé de Mission* for the Minister of Education and the Minister of Employment.

Mr. Spinetta was appointed Chairman and C.E.O. of Air France on 22 September 1997.

Jean-Cyril Spinetta was Chairman of the Association of European Airlines for the year 2001.

He is Chairman of the International Air Transport Association's Board of Governors for 2004-2005.

Mr. Spinetta is an Officier de la Légion d'Honneur, Officier de l'Ordre National du Mérite and Officier des Palmes Académiques.

Jaroslav Tvrdík

President

CSA Czech Airlines

Jaroslav Tvrdík was appointed President and elected Chairman of the CSA Board of Directors on 2 September 2003.

Upon graduating from a secondary school specializing in Economics, Mr. Tvrdik, attended the Military Academy in Vyškov, earning a degree in Military Economics. In 1990, Mr. Tvrdik held several managerial positions within the Czech Ministry of Defense Economics division.

In 1992, Mr. Tvrdík was named Chief Finance Officer in UNPROFOR – 1st Battalion, in the former Yugoslavia, and until the year 2000 he held various positions in the Czech Ministry of Defense - Department of External Relations, Internal Administration Office (Director) and in the Military Spa and Recreation facilities (Director).

In December 2000, Mr. Tvrdík was appointed the Czech Republic's Deputy Minister of Defense. In May 2001, Mr. Tvrdik earned the prestigious title, Czech Minister of Defense and remained in this position for two years. Throughout his tenure Mr. Tvrdik has been awarded several prestigious military honours and medals.

In 2002-2003, Mr. Tvrdík became a member of the Czech Parliament.

Leo M. van Wijk
President and Chief Executive Officer
KLM Royal Dutch Airlines

Leo M. van Wijk was born in Amsterdam on October 18, 1946.

After completing his secondary education, he studied at Amsterdam University, receiving a Masters Degree in Econometrics in 1971.

Mr. van Wijk joined KLM Royal Dutch Airlines on May 1st of that year. During his early career at KLM he held various positions in Automation Services. In 1977 he moved to Cargo Division, being appointed Manager Cargo Handling in March 1979. In early 1983, Mr. van Wijk was appointed Manager Cargo Marketing and, at the same time, Deputy Vice President KLM Marketing. His appointment as Vice President KLM Marketing followed on May 1, 1984.

On May 1, 1987, he moved to a new position as Deputy to the Senior Vice President Commercial Services. Two years later, Mr. van Wijk became Senior Vice President Corporate Development on January 1, 1989.

Mr. van Wijk joined the Board of Managing Directors on January 1, 1991. Leo van Wijk became KLM's President and Chief Executive Officer (CEO) on August 6, 1997.

Mr. van Wijk is also a member of the following:

- The Board of Directors of Northwest Airlines;
- The Supervisory Board of Martinair;
- The Advisory Council of ABN AMRO Holding;
- The Supervisory Board of Aegon N.V.;
- The Supervisory Board of Randstad Holding N.V.;
- The Supervisory Board of The Netherlands Board of Tourism;

- The Supervisory Board of Kennemer Gasthuis.