



New York, July 21st, 2015

Mr. Jean-Noel FRYDMAN
FRANCE.COM
3109 Grand Avenue
Miami, Fl. 33133

Dear Jean Noel,

As indicated in our last meeting during the "French Affairs" event in Las Vegas, in October 2014, your mandate at the International Advisory Board has come to an end, and we wanted to thank you personally and tell you that your presence and input have been very beneficial to this organization.

Your knowledge of the various markets as well as your involvement were very much appreciated.

Sincerely yours,

Christophe Attard
VP Marketing and Communication
North America
Air France

Anne-Laure Tuncer
Director USA
Atout France