

→ INFORMATION ABOUT THE BOARD DIRECTORS WHOSE RATIFICATION, APPOINTMENT OR RE-APPOINTMENT IS PROPOSED TO THE SHAREHOLDERS' MEETING

Re-appointment



Anne-Marie Couderc

Chair of the Board of Directors
Independent Board director
Chair of the Appointments and Governance Committee

Age: 74 years
Nationality: French
First appointed as a Board director
May 19, 2016
Expiry of current term of office
2024 Shareholders' Meeting

Number of shares held in the Company's stock
400
Professional address
Air France-KLM
7, rue du Cirque
75008 Paris

OTHER DIRECTORSHIPS AND OFFICES

FRENCH COMPANIES

- Chair of the Société Air France^(G) Board of Directors since 2018;
- Board director of Ramsay Générale de Santé since 2014, Chair of the Appointments and Remuneration Committee, member of the Audit Committee and of the Risks Committee;
- Board director of Transdev since 2012 and member of the Audit Committee of Transdev since 2017;
- Board director of Plastic Omnium^(I) since 2010, Chair of the Appointments and Sustainability Committee and member of the Remuneration Committee;
- Board director of the Veolia Foundation;
- Member of the ESEC Council since 2015.

DIRECTORSHIPS AND OFFICES HELD IN THE LAST FIVE YEARS AND HAVING EXPIRED

FRENCH COMPANIES

- Member of the AYMING Supervisory Board until 2021;
- Member of the MEDEF Executive Committee until 2018.

BIOGRAPHY

Expertise and professional experience

Born February 13, 1950, Anne-Marie Couderc is a graduate in private law and holds a French Professional Lawyer's Certificate (Certificat d'Aptitude à la Profession d'Avocat).

Ms. Couderc began her career in 1972 as a lawyer with the Paris Bar. She then became Chief Legal Officer in Hachette's industrial division between 1979 and 1982, before fulfilling different management functions within the Lagardère Group from 1982 to 1995.

In parallel, Anne-Marie Couderc has pursued a political career: having been elected to the Paris Council in 1983, until 2001 she successively served as Advisor then Deputy to the Mayor of Paris between 1989 and 2001. Having been elected as a Member of Parliament in 1993, she subsequently joined the government in 1995 where she was appointed Secretary of State to the Prime Minister, responsible for Employment, then Minister for Employment and Social Affairs, responsible for Employment, until 1997.

At the end of 1997, she was named Chief Executive Officer of Hachette Filipacchi Associés followed, from 2006 to 2010, by Secretary-General of Lagardère Active (press and audiovisual). From 2011 to 2017, she was Chair of Presstalis Group (press distribution). Since June 30, 2017, Ms. Couderc has been a company director.

She has been Chair of the Air France-KLM Board of Directors since May 15, 2018.

(G) Company in the Air France-KLM group.

(I) Listed company.



Re-appointment



Alexander R. Wynaendts⁽¹⁾

Independent Board director
Chair of the Remuneration Committee and member of the Appointments and Governance Committee

Age: 63 years

Nationality: Dutch

First appointed as a Board director

May 19, 2016

Expiry of current term of office

2024 Shareholders' Meeting

Number of shares held in the Company's stock
100

Professional address

Air France-KLM
7, rue du Cirque
75008 Paris

OTHER DIRECTORSHIPS AND OFFICES

NON-FRENCH COMPANIES

- Chair of the Supervisory Board of Deutsche Bank AG since May 2022;
- Board director of Uber Inc.⁽²⁾ (United States) since 2021;
- Chair of the Supervisory Board of Puissance B.V., The Netherlands, since 2017.

OTHERS

- Member of the Supervisory Board of the Het Nationale Park de Hoge Veluwe, Netherlands, since January 2021;
- Chair of the Supervisory Board of the Rijks museum in Amsterdam, The Netherlands.

DIRECTORSHIPS AND OFFICES HELD IN THE LAST FIVE YEARS AND HAVING EXPIRED

NON-FRENCH COMPANIES

- Member of the Salesforce⁽²⁾ Advisory Board in Europe, the Middle East and Africa until May 2023;
- Board director of Citigroup, Inc.⁽²⁾, United States, until 2022;
- Chair and CEO of Aegon N.V.⁽²⁾ (The Netherlands) until 2020.

OTHERS

- Member of the Advisory Board of the Vumc Cancer Center in Amsterdam, The Netherlands, until December 2022;
- Chair of the Supervisory Board of the Mauritshuis Museum in The Hague, The Netherlands, until 2018;
- Vice-Chair of the PEIF (Pan-European Insurance Forum) until 2018;
- Board director of the Geneva Association, Switzerland.

BIOGRAPHY

Expertise and professional experience

Born August 1, 1960. Alexander Wynaendts holds an electrical engineering degree from the École Supérieure d'Électricité (1984) and an economics degree from the Université Paris-Sorbonne (1983). He has more than thirty years' experience of insurance and international finance.

Mr. Wynaendts began his career in banking with ABN AMRO in 1984, where he was responsible for commercial and investment banking operations in Amsterdam and London. Between 1992 and 1997, he held various positions with ABN AMRO in London. In 1997 he joined Aegon within the Group Business Development division. He joined Aegon's Executive Board in 2003 and was appointed Aegon's Chief Operating Officer in 2007.

Mr. Wynaendts was then Chair and Chief Executive Officer of Aegon N.V.⁽²⁾ from April 2008 until May 2020.

Since 2022 he has been Chair of the Supervisory Board of Deutsche Bank Aktiengesellschaft.

(1) Mr. Wynaendts was appointed by the Shareholders' Meeting as proposed by the KLM Supervisory Board pursuant to the agreements concluded on October 16, 2003 (Framework Agreement) within the framework of the business combination between Air France and KLM (see section 2.1.1 "Composition of the Board of Directors" of the 2023 Universal Registration Document).

(2) Listed company.

Re-appointment



Dirk Jan van den Berg

Board director appointed by the Shareholders' Meeting as proposed by the Dutch State
Member of the Sustainable Development and Compliance Committee

Age: 70 years

Nationality: Dutch

First appointed as a Board director
May 26, 2020

Expiry of current term of office
2024 Shareholders' Meeting

Number of shares held in the Company's stock
400

Professional address
Zorgverzekeraars Nederland,
Sparrenheuvel 16,
3708 JE Zeist, The Netherlands

OTHER DIRECTORSHIPS AND OFFICES

NON-FRENCH COMPANIES

- Chair of the Dutch Association of Insurers (Zorgverzekeraars Nederland) since 2020;
- Chair of the Supervisory Board of the National Science Organisation in the Netherlands (NWO);
- Member of the General Governance Council of the Employer's Organisation in the Netherlands (VNO-NCW);
- Chair (non-executive) of the Board of Directors of StrasQ B.V.;
- Chair of the Supervisory Board of the Dutch Entrepreneurial Development Bank.

DIRECTORSHIPS AND OFFICES HELD IN THE LAST FIVE YEARS AND HAVING EXPIRED

NON-FRENCH COMPANIES

- Member of the Academic Council for Technology and Innovation in the Netherlands (AcTI) until 2023;
- Vice-Chair of the Supervisory Board of the N.V. Nederlandse Gasunie until 2023;
- President of the Atlantic Committee of the Netherlands until 2023;
- Chair of the Governing Board of the European Institute of Technology and Innovation until 2020;
- Member of the Centrale Plancommissie (CPC) until 2019;
- Member of the Advisory Committee on International Affairs to the Minister of Foreign Affairs, working Group on European Affairs, until 2019.

BIOGRAPHY

Expertise and professional experience

Born December 18, 1953. Dirk Jan van den Berg is a graduate of Groningen State University (Netherlands), the École Nationale d'Administration (Paris) and the Academie voor Bank en Verzekeringen (Amsterdam). He began his career as a Research Assistant in the Faculty of Economics (Groningen State University). He joined the Ministry of Economic Affairs (Netherlands) in 1980 where he was appointed Policy Advisor on macroeconomics before becoming the Head of the Medium Term Bureau of the Macro Economic Policy Directorate and Director Industrial Policy in the Directorate General for Industry at the Ministry of Economic Affairs from 1987 to 1989. During those two years, he was also Director of the "BOFEB" (Netherlands), a one-year professional training program for young economists, aspiring for government jobs. In 1989 he was appointed as Deputy Director General for Foreign Economic Relations at the Ministry of Economic Affairs (Netherlands). In 1992 he was appointed Deputy Director General for Industry at the Ministry of Economic Affairs and, from 1992 to 2001, he was appointed Secretary General of the Ministry of Foreign Affairs. From 2001 until 2005, he was the Permanent Representative of the Netherlands to the United Nations in New York. From 2005 to 2008, he was Ambassador of the Kingdom of the Netherlands to the People's Republic of China and Mongolia, before becoming President of the Executive Board of Delft University of Technology (Netherlands) in 2008. From 2015 until 2020, he was Chairman of the Executive Board of Sanquin Blood Supply. Since 2020, Mr. van den Berg has been President of the Association of Health Insurance Companies in the Netherlands (ZN, Zorgverzekeraars Nederland).



Ratification of the co-optation



Florence Parly

Independent Board director

Age: 60 years

Nationality: French

First appointed as a Board director
December 7, 2023⁽¹⁾

Expiry of current term of office
2026 Shareholders' Meeting

Number of shares held in the Company's stock
110

Professional address

Air France-KLM
7, rue du Cirque
75008 Paris

OTHER DIRECTORSHIPS AND OFFICES

FRENCH COMPANIES

- Board director of Ipsos⁽²⁾ since May 15, 2023;
- Board director of Eutelsat Communications⁽²⁾ since July 2023;
- Board director of Pierre Fabre S.A. since November 2023;
- Member of the Senior Advisory Committee of Jolt Capital since July 2023.

NON-FRENCH COMPANIES

- Board director of CIC Banque (SA) Switzerland since late November 2023;
- Board director of Newcleo since 2023.

OTHERS

- Chair of the Board of Directors of the Conservatoire National des Arts et Métiers since May 2, 2023;
- Board director and member of the International Institute for Strategic Studies, United Kingdom, since 2023.

DIRECTORSHIPS AND OFFICES HELD IN THE LAST FIVE YEARS AND HAVING EXPIRED

FRENCH COMPANIES

- Member of the Supervisory Board of Caisse des Dépôts until February 28, 2024.

OTHERS

- Minister of the French Armed Forces until May 2022.

BIOGRAPHY

Expertise and professional experience

Born in Paris on May 8, 1963, Florence Parly is a graduate of Sciences Po and ENA (Fernand Braudel alumnus).

In 1997, she joined the Prime Minister's cabinet as advisor on budgetary affairs. In 2000, she was appointed Secretary of State for the Budget, a position she held until 2002.

From 2003 to 2004, Florence Parly was a Project Manager at Agence France Trésor, then Chairman of the Executive Board of the Agence Régionale de Développement de l'Île de France until 2006.

In 2006, she joined the Air France-KLM group, where she held the positions of Investment Strategy Director (2006-08), Executive Vice-President, Cargo (2008-12) and Executive Vice-President, Short-Haul (2013).

In 2014, Florence Parly joined SNCF as Deputy CEO before becoming CEO of SNCF Voyageurs in 2016.

In June 2017, Florence Parly was appointed Minister of the French Armed Forces, an office she held until May 2022.

(1) Appointed by the Board of Directors by way of co-optation, subject to ratification by the next Shareholders' Meeting.

(2) Listed company.

Appointment



Wiebe Draijer

Age: 58 years
Nationality: Dutch

Number of shares held in the Company's stock
0

Professional address
Nieuw-Loosdrechtsedijk 285
1231KW Loosdrecht
The Netherlands

OTHER DIRECTORSHIPS AND OFFICES

OTHER

- Chair of the Supervisory Board of the Dutch Cancer Society (KWF);
- Member of the Supervisory Board of Staatsbosbeheer.

DIRECTORSHIPS AND OFFICES HELD IN THE LAST FIVE YEARS AND HAVING EXPIRED

NON-FRENCH COMPANY

- Chair of the Managing Board of Rabobank until September 2022.

OTHER

- Member of the Executive Committee of the World Business Council for Sustainable Development (WBCSD) until 2022;
- Member of the Dutch Cyber Security Council (CSR) until 2022;
- Member of the Board of the Dutch Council for Cooperatives (NCR) until 2022;
- Member of the Board of the Dutch Banking Association until 2022.

BIOGRAPHY

Expertise and professional experience

Born on August 27, 1965, Wiebe Draijer is an experienced professional in both the public and private sectors, who holds an MBA from INSEAD Business School and a Master's in mechanical engineering from Delft University of Technology.

In 1989, he started his career as a consultant at McKinsey & Company before being appointed, in 2004, as Managing Partner for The Netherlands and for the Benelux countries, in 2006. On September 1, 2012, he was appointed as President of the Social and Economic Council of The Netherlands. From October 2014 to September 2022, he served as Chairman of Rabobank's Managing Board.

Until 2022, he was notably a Member of the Dutch Cyber Security Council (CSR) and Board Member of the Dutch Banking Association.

Wiebe Draijer is also Chair of the Supervisory Board of the Dutch Cancer Society (KWF) and a Member of the Supervisory Board of Staatsbosbeheer (State Forest).