

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

Re-appointment



Benjamin Smith

Chief Executive Officer

Board director

Expertise and professional experience

Born August 27, 1971, Benjamin Smith is a reputed senior airline industry executive at international level, having spent twenty years at Air Canada where he was President Airlines and Chief Operating Officer.

In 1990, in parallel with his studies, he started out as a customer service agent at Air Ontario before taking an entrepreneurial path in 1992 when he set up his own retail corporate travel agency, which he ran successfully for eight years. In 1999, he also simultaneously took on a consultancy role for Air Canada before finally joining the Group in 2002.

As of his 2002 arrival, Benjamin Smith fulfilled a number of high-ranking positions at Air Canada including Head of network Planning before joining the executive management team as Executive Vice-President and Chief Commercial Officer in 2007.

In 2014, he was appointed President Airlines (Air Canada, Rouge, Express, Cargo) and Chief Operating Officer of Air Canada with overall responsibility for commercial affairs, operations and customer relations for the Group. He was also responsible for Air Canada's commercial growth strategy.

On August 16, 2018, Benjamin Smith was appointed Chief Executive Officer of Air France-KLM. On December 5, 2018, he was appointed as a member of the Air France-KLM Board of Directors.

On April 20, 2022, the Air France-KLM Group announced the early renewal of Mr. Benjamin Smith's mandate as Chief Executive Officer, for a term of five years.

Nationality: British and Canadian

Age: 51 years

Date first appointed as a Board director: December 5, 2018

Expiry of current term of office: 2023 Shareholders' Meeting

Number of shares held in the Company's stock: 100,000

Professional address: Air France-KLM, 7 rue du Cirque, 75008 Paris

Other directorships and offices

French company

— Board directors Société Air France^(G) since December 12, 2018.

Non-French company

— Member of the Supervisory Board of KLM^(G) since April 2019.

Other

— Member of the International Air Transport Association's (IATA) Board of Governors since 2018.

Directorships and offices held in the last five years and having expired

— Chair of the Airlines for Europe (A4E) Association until March 2020.

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



Cees 't Hart

Board director

Expertise and professional experience

Born August 8, 1958, Mr. 't Hart holds an MA in Social Science from Leiden University (Netherlands). He worked for 24 years with Unilever, starting his career as a management trainee before holding a range of international management positions in the Netherlands, Hungary, Singapore, Poland and Italy. His last position in Unilever was as a member of the Unilever Europe Board as SVP Marketing Operations. He joined Carlsberg Group as Chief Executive Officer in 2015 after seven years as Chief Executive Officer of the Dutch dairy cooperative Royal Friesland Campina. He has also been a member of the Supervisory Board of KLM since 2014.

Nationality: Dutch

Age: 64 years

**First appointed
as a Board director:**
May 28, 2019

**Expiry of current
term of office:** 2023
Shareholders' Meeting

**Number of shares held
in the Company's stock:**
3,500

Professional address:
J.C. Jacobsens
Gade 1, DK-1799
Copenhagen V,
Denmark

Other directorships and offices

Sociétés étrangères

- CEO of Carlsberg Group⁽¹⁾ since June 2015;
- President of the Supervisory Board of KLM^(G).

Directorships and offices held in the last five years and having expired

N/A

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

(1) Listed company.

Ratification of the cooptation and re-appointment



Pascal Bouchiat

*Board director appointed by the Shareholders' Meeting as proposed by the French State⁽²⁾
Member of the Sustainable Development and Compliance Committee*

Expertise and professional experience

Born May 30, 1960, Pascal Bouchiat is a graduate of the École Supérieure de Chimie Industrielle de Lyon (1983), holds an MBA from EM Lyon (1985) and an Executive MBA Trium from NYU Stern School of Business, the London School of Economics and HEC Paris (2004).

Pascal Bouchiat began his career in 1985 with Rhône-Poulenc as a research and development engineer, then as an industrial supervisor before being named Head of Management Control of the Specialty Chemicals Sector.

From 1998 to 2012, he worked for the Rhodia Group, which was to become Solvay. He occupied various functions in the finance divisions between 1998 and 2005 before being appointed Group Financial Controller in charge of Finance and Information Systems, and supervisor of the Acetow and Eco Services from 2005 to 2011. From 2011 to 2012, he was Head of Integration for the Rhodia and Solvay Groups.

Since April 2012, he has been Senior Executive Vice-President, Chief Financial Officer at Thales Group⁽¹⁾ where he is General Director of Finance and Information Systems. In this role he is in charge of management control, international financing, tax, risk and insurance, investor relations, treasury and information systems.

Nationality: French

Age: 62 years

**First appointed
as a Board director:** 2023
October 3, 2022⁽²⁾

**Expiry of current
term of office:** 2023
Shareholders' Meeting

Professional address:
Thales,
Place des Corolles,
Tour Carpe Diem
Esplanade Nord,
92400 Courbevoie

Other directorships and offices

French companies

- Member of the Executive Committee of the Thales⁽¹⁾ Group;
- Mandates in the companies belonging to the Thales Group:
 - Board director of Thales Corporate Ventures SAS since July 2017,
 - Member of the Supervisory Board of Thales Alenia Space since June 2016;
- Board director of Naval Group since February 2002.

Directorships and offices held in the last five years and having expired

N/A

(1) Listed company.

(2) Appointment by the Board of Directors via cooptation subject to ratification by the next Shareholders' Meeting.

Ratification of the cooptation



Nationality: French

**First appointed
as a Board director:**
April 19, 2023

**Expiry of current
term of office:** 2026
Shareholders' Meeting

**Number of shares held
in the Company's stock:**
231,348,252

Professional address:
Boulevard Jacques Saadé,
4 quai d'Arenc,
13002 Marseille

CMA CGM

Board director

French limited liability company (*société anonyme*) whose head office is located at Boulevard Jacques Saadé, 4 quai d'Arenc, 13002 Marseille.

Other directorships and offices

N/A

Directorships and offices held in the last five years and having expired

N/A



Nationality: French

Age: 55 years

Professional address:
Boulevard Jacques Saadé,
4 quai d'Arenc,
13002 Marseille

Ramon Fernandez

Permanent representative of CMA CGM

Expertise and professional experience

Born June 25, 1967, Mr. Fernandez is a graduate of Sciences Po and the Ecole Nationale d'Administration (Léon Gambetta alumnus). He began his career in 1993 at the Treasury Department before joining the International Monetary Fund as Alternate Executive Director in 1997. He held several positions in the Treasury Department as Head of Office and Deputy Director of International Financial Affairs and Development, then as Director General. He was also Advisor to the Ministry of the Economy and Cabinet Director at the Ministry of Labor. From 2009 to 2014, he was Alternate Governor for France at the World Bank and Governor at the African Development Bank. In 2014, he joined the Orange Group where he was successively EVP then Deputy CEO in charge of Finance and Strategy. Since April 2023, he has been EVP and CFO of the CMA CGM Group. He is the permanent representative on the Air France - KLM Board of Directors of CMA CGM, a limited liability company (*société anonyme*) whose head office is located at Boulevard Jacques Saadé, 4 quai d'Arenc, 13002 Marseille.

Other directorships and offices

French companies

- Member of the Board of Directors of Axa;
- Member of the Board of Directors of the FNSP.

Directorships and offices held in the last five years and having expired

French companies

- Chair of the Board of Directors of Orange Bank;
- Chair of the Board of Directors of Compagnie Financière d'Orange Bank;
- Member of the Supervisory Board of Orange Venture;
- Member of the Board of Directors of Orange Middle East and Africa;
- Member of the Board of Directors of BuyIn;
- Member of the Board of Directors of Iris Capital Management.

Non-French companies

- Member of the Board of Directors of Medi Telecom;
- Member of the Supervisory Board of Orange Poland.

Appointment



Nationality: French

Age: 49 years

Professional address:
39 rue de la Bienfaisance,
75008 Paris

Yann Leriche

Board director appointed by the Shareholders' Meeting as proposed by the French State

Expertise and professional experience

Born June 18, 1973, Yann Leriche is a graduate of the *École Polytechnique* and an engineering graduate of the Corps des Ponts et Chaussées. He also holds degrees from the Collège des Ingénieurs and from ESCP. He began his career in 2000 in the public sector as a Director of road infrastructure projects before being appointed as a Director of collective transport network construction and operations. He then occupied various functions at Bombardier Transport where he notably headed the Guided Light Transit transport systems division.

In 2008, he joined the Transdev Group where he occupied several management functions before becoming CEO of Transdev North America in 2017. Since 2020, he has been Chief Executive Officer of Getlink, a company specialized in the transportation of persons, merchandise and energy which is notably the concession holder for the Channel tunnel.

Other directorships and offices

French companies

- Chief Executive Officer of Getlink S.E.;
- Unlisted subsidiaries:
 - Chair of the Board of Directors and CEO of France Manche,
 - Chair of Eurotunnel Holding,
 - Chair of GET Finances,
 - Chair of Getlink Regions.

Non-French companies (subsidiaries of Getlink S.E.)

- The Channel Tunnel Group Limited;
- Eurotunnel Services Limited.

Directorships and offices held in the last five years and having expired

French companies

N/A

Non-French companies

N/A