

Air France-KLM
AFKLM Shareholders' Meeting of June 5, 2024
Answers to the questions in writing from shareholders

Preliminary remark

Note that, to be admissible, questions in writing must:

- Relate to the agenda for the Shareholders' Meeting.
- Be sent to the Chair by registered letter with acknowledgement of receipt or by email, at the latest by the fourth business day preceding the date of the Shareholders' Meeting.
- Be accompanied by a securities account registration certificate.

The answers to questions in writing are posted on our www.airfranceklm.com website prior to the Meeting in a special section pursuant to law. Article L.225-108 of the French Code of Commerce stipulates that "*the answer to a question in writing is deemed to have been given when it figures on the company's website*". Shareholders may request a copy of the answers posted on our website from the Secretary of the Meeting.

In the same spirit, the text of the questions has been summarized (without altering its meaning) whenever their full wording is not required for the purposes of proper understanding.

Questions from the A.D.U.T.A. association, represented by its President Mr. Allaguillemette

1. What is the Air France policy on commercial communication for Christmas and Saint Valentine's Day?

The Air France policy on communication around traditional holidays (Christmas, Saint Valentine's Day, etc.) is defined in line with the airline's brand positioning and strategy.

We celebrate major international holidays and those specific to our main markets with a special communications plan for each event. At the very least, a visual is created and distributed via the various communication channels (social networks, lounge/airport screens, on-board easels, etc.).

Concerning the celebration of Christmas, the "*joyeuses fêtes*" (happy holidays) formula is preferred in the generic communications to celebrate both Christmas and the New Year. Nevertheless, it is entirely possible and left to the discretion of each individual to wish "*Merry Christmas*" within the context of the customer relationship.

2. In comparison with the bonuses paid by some airlines like Singapore Airlines or Emirates, what bonus or other benefits will Air France employees receive?

Following the good financial results from Air France in 2023, the plan is to distribute Profit-Sharing and Value-Sharing bonuses totaling around €96 million amongst all the employees.

Furthermore, a capital increase reserved for employees was carried out at the end of 2023, under advantageous conditions, with a maximum gross contribution of €750 and a 30% discount on the share price.

In addition to the value-sharing measures in respect of the company's performance in 2023, Air France employees also benefited from salary increases averaging 4.5% within the framework of the mandatory annual wage negotiation (*Négociations Annuelles Obligatoires* - NAO). From 2019 to 2024, Air France Group employees received an average 16% pay rise, based on general increases only.

However, to be able to compare Air France's bonus amounts with those of Emirates or Singapore Airlines, it should be remembered that the salary context is different for these airlines. The bonuses expressed are higher at Singapore Airlines and Emirates compare to its payroll than at Air France in that the basic salaries are far lower. In 2023, the payroll represented 13.6% of sales at Emirates, 18.5% at Singapore Airlines and 27.5% at Air France.

3. Is Air France-KLM planning a dividend pay-out?

Owing to the impact of the Covid crisis, Air France-KLM recorded substantial losses, resulting in negative shareholders' equity, which only became positive again at the end of 2023. In view of this development, and despite the positive net income, it has been decided not to pay a dividend in respect of 2023. As soon as Air France-KLM's equity situation allows it, we will be able to consider distributing a dividend, which unfortunately is not the case this year.

4. Does Transavia plan to open bases outside the French territory, like its main competitors?

The development of Transavia is a priority for Air France-KLM. The Group's ambition in this area was notably the subject of a presentation at the December 2023 Investor Day, which can be consulted at www.airfranceklm.com.

The Group is studying all the options for its longer-term development.

Questions from SPAAK

5. Where do things stand on the investment in SAS? How does the Group see relations between the SAS employees and the employees in the Air France-KLM group?

The investment in SAS is a non-controlling equity interest. As such, the Group and SAS remain totally separate and autonomous companies, including in human resources matters.

In further detail on the status of the investment, the U.S. Bankruptcy Court approved the SAS reorganization plan (*the "Chapter 11 Plan"*) in March 2024. Completion of the investment remains subject to various preconditions, including approval by the relevant regulatory authorities such as the German competition authority and the civil aviation authorities, as well as finalization of the restructuring procedure in Sweden. These procedures are currently underway.

6. Given the challenge this represents for the Group, could you tell us the current status of the announced reduction in activity at Amsterdam Airport Schiphol?

On May 24, 2024, the Dutch government announced additional measures to meet the noise reduction targets around Amsterdam Airport Schiphol, to be notified to the European Commission within the framework of a balanced approach procedure.

These measures are subject to a consultation process in which KLM and all the stakeholders are invited to give their views, until June 21, 2024. Following this consultation and depending on the contributions received, the Ministry may adjust the measures to be notified to the European Commission. The Air France-KLM Group will pay close attention to compliance with the European regulations concerning the application of the balanced approach.

7. What measures have been taken by the Group to ensure that Amsterdam Airport Schiphol remains a viable base with future growth?

We are studying the additional measures announced by the Dutch government and will submit our opinion (“Zienswijze”) by June 21, 2024.

We continue to promote the “*Schoner, stiller, zuiniger*” (“*cleaner, quieter and more economical*”) sector plan as an alternative way to achieve the noise reduction targets, without reducing the number of flight movements at Amsterdam Airport Schiphol.

We are also in contact with the Dutch Ministry of Transportation and the various institutional stakeholders to convince them that noise reduction must be given priority over reducing the number of flights.