

## ADDITIONAL INFORMATION ON THE EXPLANATORY STATEMENT OF THE 15TH RESOLUTION SUBMITTED TO THE SHAREHOLDERS' MEETING

In view of the Shareholders' Meeting of June 4, 2025, Air France-KLM wishes to specify the following elements relating to the 15th resolution concerning the approval of the fixed, variable and exceptional components of the total compensation and benefits of any kind paid during the financial year 2024 or granted in respect of this financial year to Mr. Benjamin Smith, Chief Executive Officer.

The Board of Directors has decided to activate the adjustment clause approved by the Shareholders' Meeting of June 5, 2024, as part of the 2024 compensation policy in order to take into account the negative impact of the Olympic Games ("OG") on current operating income and adjusted free cash flow.

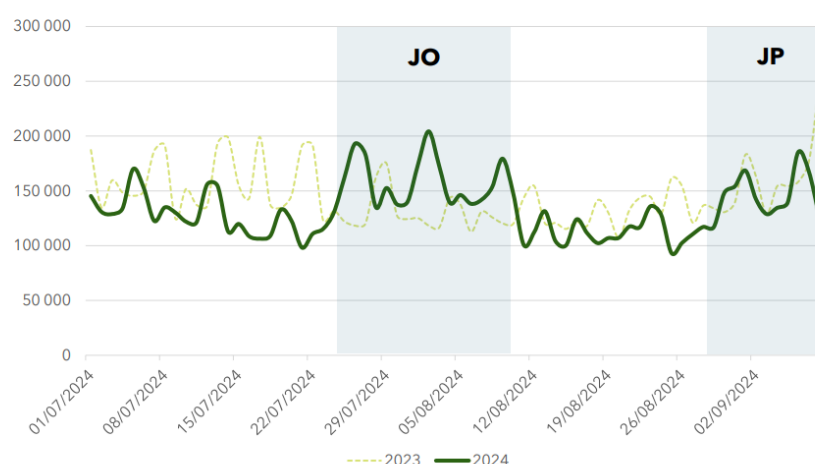
This clause allowed the Board to adjust one or more of the parameters attached to the performance criteria in the event of exceptional circumstances having a **significant** and **unforeseeable** impact on the Group at the time the compensation policy was approved.

In this case, a particularly significant and unprecedented behavior of avoiding Paris was observed on the international markets during the OG. Travel volumes from Paris to other destinations were also lower than the usual average for the June-August period, with French residents seemingly postponing their holidays, in particular to take advantage of the OG period, or considering alternative travel options, switching to other modes of transport. Unlike other markets such as the UK, France is a late-booking market, so it was difficult for us to anticipate the extent of the avoidance effect before June, as our aircraft tend to fill up mainly as the departure dates approach.

This assessment was documented by the Paris Tourist Office:  
[https://events.parisinfo.com/adherents/Reunion\\_adh%C3%A9rents\\_Bilan\\_des\\_jeux.pdf](https://events.parisinfo.com/adherents/Reunion_adh%C3%A9rents_Bilan_des_jeux.pdf)

### BILAN DE L'ÉTÉ 2024

Arrivées touristiques en IdF sur l'été 2024 (1<sup>er</sup> juillet - 8 septembre)



In 2024, although anticipated by the Group after analyzing air traffic trends during previous editions of the Games, including those in London in 2012, the avoidance effect linked to the Games was increased

by exceptional circumstances. The armed conflicts worldwide (notably in Ukraine) contributed to a general feeling of insecurity, reinforced by the fear of terrorist attacks targeting the Games. The instability of the French government following the dissolution of parliament also led to a noticeable wait-and-see attitude on the part of the French.

In this context, the Remuneration Committee wished to compensate in a proportionate and measured way for the operational progress made in 2024, which in particular led to an improvement in the operating margin to 5.1%. The Remuneration Committee and the Board of Directors therefore considered that the discretionary power should be exercised upwards to reflect the executive performance and achievements of the company under the leadership of the Chief Executive Officer.

In view of all these elements, the Board of Directors has decided to apply the adjustment clause under the conditions specified in the 2024 Universal Registration Document in section 2.5.2.2 (b) - page 133.