

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

Re-appointment



Gwenaëlle Avice-Huet

Independent Board director
Member of the Audit Committee and of the Remuneration Committee

Age: 45 years
Nationality: French
First appointed
May 26, 2021
Current term expires on
2025 Shareholders' Meeting

Number of shares held in the Company's stock
350
Professional address
Air France-KLM
7, rue du Cirque
75008 Paris

OTHER DIRECTORSHIPS AND OFFICES

FRENCH COMPANIES

- Executive Vice-President, Europe Operations, of Schneider Electric⁽¹⁾ since September 4, 2023 and member of the Executive Committee;
- Member of the Board of Directors of the ANSA (*Association nationale des sociétés par actions*).

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

FRENCH COMPANIES

- Chief Strategy & Sustainability Officer of Schneider Electric⁽¹⁾ until September 2023;
- SVP of Schneider Electric until April 2022;
- Deputy CEO of Engie North America until March 2021;
- CEO of Engie North America until March 2021;
- CEO of Engie France Renouvelables until January 2021;
- Member of the Board of Directors of the Hydrogen Council until March 2021;
- Member of the Board of Directors of the WindEurope association until March 2021;
- Member of the Board of Directors of the Franco-American Chamber of Commerce of Houston until March 2021.

BIOGRAPHY

Expertise and professional experience

Born on November 16, 1979, Ms. Avice-Huet is a graduate of the *Ecole normale supérieure de Cachan* (*agrégation* in physics and chemistry), an engineer of the *Corps des ponts et chaussées* and a graduate of the *Ecole Polytechnique* (DEA in molecular chemistry).

She began her career in 2006 with the Saint-Gobain group in the United States, as a project manager in the energy field, before working as an analyst at the World Bank in Washington D.C., where she co-published a book dedicated to urban infrastructure.

From 2007 to 2010, she started working in the administration, first at the General Secretariat for European Affairs (Prime Minister's department) and then as an advisor in various Ministerial cabinets where she notably took part in international climate negotiations.

In 2010, she joined the Engie Group (formerly GDF-Suez), where she held the position of Director of European and Regulatory Affairs and advised the Group's General Management until 2015. In 2016, she was appointed CEO of Engie France Renouvelables and contributed to the industrial transformation that was to position Engie as the leader in wind and solar energy in France.

As of 2019, she held the positions of Deputy Chief Executive Officer of the Engie Group in charge of renewable energies and CEO of Engie North America (Houston, USA). She is a member of the Engie Group Executive Committee.

In March 2021, she joined the Schneider Electric group (Boston, USA), where she was Head of Global Corporate Strategy for the group. On April 1, 2022, she was appointed Chief Strategy & Sustainability Officer of Schneider Electric⁽¹⁾ and a member of the Executive Committee. Since September 4, 2023 she has been Executive Vice-President, Europe Operations (Paris, France) of Schneider Electric⁽¹⁾.

Gwenaëlle Avice-Huet is a Young Global Leader of the World Economic Forum and a Knight of the National Order of Merit.

(1) Listed company.



Re-appointment



Leni M.T. Boeren⁽¹⁾

Independent Board director
Member of the Audit Committee and of the Sustainable Development and Compliance Committee

Age: 61 years

Nationality: Dutch

First appointed

May 16, 2017

Current term expires on

2025 Shareholders' Meeting

Number of shares held in the Company's stock

1,600

Professional address

Air France-KLM

7, rue du Cirque

75008 Paris

OTHER DIRECTORSHIPS AND OFFICES

NON-FRENCH COMPANIES

- Vice Chair of the Supervisory Board, member of the Audit Committee and member of the Remuneration Committee of Mollie B.V. and Mollie Holding B.V. (Netherlands) since 2023;
- Member of the AFM Capital Markets Committee (Dutch Financial Markets Authority, Netherlands) since January 2022;
- Member of the Supervisory Board, of the Audit Committee, of the Sustainability & Technology Committee and of the Remuneration & Nomination Committee of NIBC Holding N.V. and of NIBC Bank N.V. (Netherlands) since October 2021;
- Member of the Advisory Board of Keyser & Mackay (Netherlands) since September 2021;
- Chair of the Supervisory Board of Ohpen Expeditions B.V. (Netherlands) since March 2021;
- Board director of Stichting Administratiekantoor Koninklijke Brill (Netherlands) since 2020.

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

NON-FRENCH COMPANIES

- Board director of Renovaro Biosciences, Inc.⁽²⁾ (USA) until June 2024;
- Member of the Supervisory Board of Tata Steel Nederland B.V. (Netherlands) until October 2023;
- Board director of FCLT Global (USA) until 2020;
- Chair of the Management Board of Kempen & Co N.V. (Netherlands), until 2020;
- Chair of the Board of Directors and CEO of Kempen Capital Management N.V. (Netherlands), until 2020;
- Member of the Executive Board of Van Lanschot, Kempen N.V.⁽²⁾ (Netherlands) until 2020.

BIOGRAPHY

Expertise and professional experience

Born December 23, 1963, Leni M.T. Boeren holds a Master's degree in Business Management from Erasmus University in Rotterdam (the Netherlands).

Ms. Boeren started her career in the financial sector at Paribas in 1983. She went on to work for Rabobank, where she held various positions through to 1992. She then moved to Robeco as head of the marketing and product management department from 1992 to 1997. She subsequently became a member of the Board of Directors of Amsterdam Exchanges followed, in 2000, by her appointment as a member of the Executive Committee of Euronext N.V.⁽²⁾ as a result of the merger of the Paris (ParisBourse), Brussels (Brussels Exchanges) and Amsterdam (Amsterdam Exchanges) stock exchanges.

In 2005 she joined the Robeco Group, an international asset management firm, where she was successively a member, Vice-Chair and Chair of the Management Board. She was also responsible for Robeco Group's subsidiaries and held several Board positions in the US and Switzerland until December 2016. She also served as a member and Chair of the Board of DUFAS, the Dutch Fund and Asset Management Association (2009-16) and as a member of the Board of FCLTGlobal (2019-2020).

Ms. Boeren has served as Chair and CEO of the Management Board of Kempen Capital Management N.V. and been a member of the Executive Board of Van Lanschot Kempen N.V.⁽²⁾ (from February 2018 until March 2020).

⁽¹⁾ Ms. Boeren 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 2024 Universal Registration Document).

⁽²⁾ Listed company.

Re-appointment



Delta Air Lines, Inc.

Board director/Member of the Remuneration Committee

Incorporated in the State of Delaware (USA) with its registered office at Delta Bld, Atlanta, GA, USA 30354.

Nationality: US

First appointed

October 3, 2017

Current term expires on

2025 Shareholders' Meeting

Number of shares held in the Company's stock

7,340,118

Professional address

1030 Delta Boulevard

Atlanta, GA, USA 30354



Alain Bellemare

Permanent representative of Delta Air Lines, Inc.

Member of the Remuneration Committee

Age: 63 years

Nationality: US and Canadian

Professional address

1030 Delta Boulevard

Atlanta, GA, USA 30354

OTHER DIRECTORSHIPS AND OFFICES

OTHER

- Executive Vice-President and President-International of Delta Air Lines, Inc.⁽¹⁾ since January 2021;
- Member of the International Advisory Board of McGill University's Desautels Faculty of Management;
- Member of the Wings Club Foundation.

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

NON-FRENCH COMPANIES

- Operating Executive of The Carlyle Group until January 2021;
- President-CEO and Board director of Bombardier Inc.⁽¹⁾ until March 2020.

BIOGRAPHY

Expertise and professional experience

Born June 14, 1961, Alain Bellemare is the permanent representative on Air France-KLM's Board of Directors of Delta Air Lines, Inc.⁽¹⁾, a corporation formed under the laws of the State of Delaware having its registered office at 1030 Delta Blvd. Atlanta, GA, USA 30354.

Alain Bellemare is a highly accomplished business executive with extensive experience in leading multi-billion dollar organizations across the aerospace, aviation, transportation, and industrial sectors. He has a proven track record of creating substantial value by developing innovative business strategies, leading large-scale operations, building enduring customer and partner relationships, and inspiring people to excel and perform. Throughout his career, he has successfully managed complex restructurings and transformations, game-changing mergers and acquisitions, and leading-edge engineering programs.

Since 2021, he has held the position of EVP and President-International at Delta Air Lines (\$55 billion in revenue in 2023), overseeing the \$17 billion international business. Central to Delta's international strategy, he leads a portfolio of global airline partners, through equity investments and joint ventures. He navigated the pandemic by working closely with the partners, supporting them through restructuring and refinancing processes, re-investing in equity, developing financial plans, restoring operations, and emerging with a stronger international network. Along with Delta's cross-divisional teams, he spearheads the development and execution of long-term growth strategies, expanding the international network, launching new alliances, optimizing profitability, deepening ties with partners, and delivering the best customer experience.

Prior to joining Delta Air Lines, Mr. Bellemare served as President and Chief Executive Officer of Bombardier, a \$16 billion global aerospace and rail transport company. During his five-year tenure, he successfully led the company through a pivotal transformation. He repositioned Bombardier as a focused and profitable business aircraft company by divesting non-core and underperforming assets, streamlining operations, and completing development of two new advanced aircraft: the C-Series (now the Airbus A220) and the Global 7500 business aircraft.

Before joining Bombardier, Mr. Bellemare spent 18 years with United Technologies Corporation. From 2011 to 2015, he served as President and Chief Executive Officer of Pratt & Whitney & UTC Aerospace Systems, a \$30 billion business. His strategic decisions, including the acquisition and integration of Goodrich Corporation, significantly enhanced value through synergies and organic growth. Mr. Bellemare's tenure at UTC was also marked by the successful execution of multiple complex aerospace programs, including advanced aircraft systems for the Boeing 787, the Pratt & Whitney's Geared Turbofan (GTF) engine, and the F35 engine for the Lockheed Martin Joint Strike Fighter.

He also serves on various boards, including Air France-KLM SA, Virgin Atlantic Ltd, and Wheels Up, bringing valuable insights and leadership to these roles. Previously, he served as a senior advisor with the Carlyle Group, focused on the aerospace, defense and government services sectors.

Mr. Bellemare earned his bachelor's degree in mechanical engineering from the University of Sherbrooke, and an MBA from McGill University. He holds dual citizenship in the United States and Canada.

(1) Listed company.



Re-appointment



Anne-Marie Idrac

Independent Board director
Chair of the Sustainable Development and Compliance Committee

Age: 73 years

Nationality: French

First appointed
November 2, 2017

Current term expires on
2025 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

FRENCH COMPANIES

- Chair of the Board of Directors of SANEF since December 2023.

OTHER

- Board director of the Fondation Robert Schuman;
- Senior representative of the French government for the development of autonomous vehicles since October 2017;
- President of the France Logistics Association since January 2020;
- President of the Alliance for International Medical Action (ALIMA Foundation) since 2020.

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

FRENCH COMPANIES

- Board director of TotalEnergies⁽¹⁾ until May 2024;
- Board director of Bouygues⁽¹⁾ until May 2021;
- Board director of Saint-Gobain⁽¹⁾ until May 2020.

BIOGRAPHY

Expertise and professional experience

Born July 27, 1951. Anne-Marie Idrac is a graduate of the *Institut d'études politiques*, the *École nationale d'administration* and the *Institut des hautes études de défense nationale*. Ms. Idrac has spent most of her career in the fields of the environment, housing, urban development and transport.

She was Chief Executive Officer at the Public Development Agency of Cergy-Pontoise, Director of Land Transportation at the Ministry of Equipment and Transport and subsequently Secretary of State for Transport. She occupied the positions of Chair and CEO of the RATP (Paris Public Transport Authority) from 2002 to 2006, and Chair and CEO of the SNCF (French State Railways) from 2006 to 2008. She was a member of Parliament from 1997 to 2002 and Secretary of State for Foreign Trade from 2008 to 2010.

Anne-Marie Idrac is a company director and consultant.

(1) Listed company.

Appointment



Isabelle Guichot

Age: 60 years
Nationality: French

Number of shares held in the Company's stock
0⁽¹⁾

Professional address
SMCP SA
49, rue Étienne Marcel
75001 Paris

OTHER DIRECTORSHIPS AND OFFICES

FRENCH COMPANIES

- CEO and Board director of SMCP SA⁽²⁾ since August 2021;
- Offices held within the SMCP Group: CEO of SMCP Group SAS, President of Claudie Pierlot SAS and SMCP Logistique SAS, Chair of the Board of Directors of Fursac SA, CEO of SMCP Deutschland GmbH, Chair of the Board of Directors of SMCP Switzerland SA, Managing director of SMCP Portugal, Chair of the Board of Directors of SMCP Sweden, Board director and Vice-President of SMCP USA Inc., SMCP Retail East Coast Inc., SMCP Retail West Coast Inc. and SMCP Canada Inc., Board director of SMCP Asia Ltd., SMCP Hong Kong Ltd., SMCP Shanghai Trading Co. Ltd., SMCP Taiwan Trading Co. Ltd., SMCP Japan GK, SMCP Malaysia SDN.BHD, AZ Retail Ltd., SMCP Fashion Ltd. and SMCP APAC PTE Ltd.

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

FRENCH COMPANIES

- Board director of Chargeurs SA⁽²⁾;
- Deputy CEO of Maje SAS;
- President of SMCP Holding SAS;
- President of 341 SMCP SAS;
- CEO of Fursac SA.

BIOGRAPHY

Expertise and professional experience

A graduate of HEC Paris, Isabelle Guichot began her career with the Richemont Group, from 1988 to 2005, where she notably held the following positions: Chargée de mission then Deputy General Secretary of Cartier Incorporated in New York (1988-1991), Commercial Director of Cartier International (1992-1995), CEO of Cartier SA France (1996-1999), Chairman and CEO of Van Cleef & Arpels International (1999-2005) and Lancel (2003-2005).

In 2005, she joined the Pinault Printemps Redoute Group (now Kering). She held the positions of Development Director of Gucci Group and Chairman and CEO of Sergio Rossi between 2005 and 2007. She was then appointed Chairman and CEO of Balenciaga (2007-2017) and holds a seat on the Board of Directors of the Kering Foundation.

In 2017, she joined the SMCP Group as CEO of Maje. In August 2021, she was appointed Chief Executive Officer and Board director of the Group.

(1) In accordance with Article 19 of the Company's Articles of Incorporation, each Director has three months from the date of his or her appointment to comply with the obligation to hold at least ten shares in the Company during his or her term of office. Article 15 of the Board's internal rules also recommends holding a further one hundred shares. Candidates have been informed of their obligation and are taking all necessary steps to comply with it within the prescribed time limit.

(2) Listed company.



Appointment



Véronique Penchienati-Bosetta

Age: 58 years

Nationality: French

Number of shares held in the Company's stock
0⁽¹⁾

Professional address

Danone S.A.
17, boulevard Haussmann
75009 Paris

OTHER DIRECTORSHIPS AND OFFICES

FRENCH COMPANIES

- Group Deputy CEO of Danone group⁽²⁾, in charge of the Europe, Asia, Africa and Middle East zones, the Waters and Specialized Nutrition categories, and global marketing and digital;
- Independent director of Adeo group since December 19, 2022.

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

FRENCH COMPANIES

- Interim CEO of Danone⁽²⁾ from March to September 2021.

BIOGRAPHY

Expertise and professional experience

Véronique Penchienati-Bosetta graduated from the *École Supérieure de Commerce de Rouen* (NEOMA) with a Master's degree in business and management. She began her career in Hong Kong in 1989 with Annick Goutal parfums. In 1991, she joined Procter & Gamble France, where she held various marketing positions in the Hygiene and Beauty division.

In 1999, she joined the Danone group as Marketing Director for Lu in France, before working internationally from 2002. From 2004 to 2008, she was VP Marketing for the Dairy Products business in France. In 2009, she was appointed CEO of Danone Eaux France and then President of Evian Volvic Monde (2014-2017).

She became a member of Danone's Executive Committee in February 2018 as CEO 'Growth and Innovation', then President of the global Specialized Nutrition division based in Amsterdam. In November 2020, she was appointed Executive Vice President International, and from March to September 2021 she was Interim CEO of the group.

As of February 2023, Véronique Penchienati-Bosetta is Group Deputy CEO of Danone.

(1) In accordance with Article 19 of the Company's Articles of Incorporation, each Director has three months from the date of his or her appointment to comply with the obligation to hold at least ten shares in the Company during his or her term of office. Article 15 of the Board's internal rules also recommends holding a further one hundred shares. Candidates have been informed of their obligation and are taking all necessary steps to comply with it within the prescribed time limit.

(2) Listed company.

Appointment



Qingchao Wan

Age: 53 years

Nationality: Chinese

Number of shares held in the Company's stock
0⁽¹⁾

Professional address

China Eastern Airlines
36 Hongxiangsan Road,
Shanghai, 200335 P.R. China

OTHER DIRECTORSHIPS AND OFFICES

NON-FRENCH COMPANIES

- Vice-President of China Eastern Airlines Holding Company and China Eastern Airlines Corporation Limited^{(2)(G)} since September 2023.

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

NON-FRENCH COMPANIES

- Director and President of Shenzhen Airlines Co., Ltd., until August 2023;
- President of Air China Inner Mongolia Co., Ltd., until May 2023.

BIOGRAPHY

Expertise and professional experience

Wan Qingchao graduated from the School of Management Engineering of Tianjin University with a major in industrial management, and Guanghua School of Management of Peking University holding a postgraduate degree in business administration and is a qualified senior engineer.

Mr. Wan joined the civil aviation industry in 1995. From March 2011 to March 2017, he was appointed as Deputy General Manager of the Operation Control Center and Operating Officer of Air China. From April 2018 to May 2023, he served as President of Air China Inner Mongolia Co., Ltd., while holding the position of Safety Director from March 2017 to January 2019. From May 2023 to August 2023, Mr. Wan served as Director and President of Shenzhen Airlines Co., Ltd.

In September 2023, Wan Qingchao was appointed Vice-President of China Eastern Airlines Holding Company and China Eastern Airlines Co., Ltd.

(1) In accordance with Article 19 of the Company's Articles of Incorporation, each Director has three months from the date of his or her appointment to comply with the obligation to hold at least ten shares in the Company during his or her term of office. Article 15 of the Board's internal rules also recommends holding a further one hundred shares. Candidates have been informed of their obligation and are taking all necessary steps to comply with it within the prescribed time limit.

(2) Listed company.

(G) Company in the China Eastern Air Holding Company Limited Group.