



Air France-KLM Principles

INTRODUCTION

The Air France-KLM Group is committed to creating a work environment where everybody can flourish and is able to contribute the best way possible to our Group performance.

Our Principles are leading the way in our behavior towards one another. They are the foundation for the social, economic and cultural cohesion within each company and within the Air France-KLM Group, which is essential to be able to share in the benefits of growth.

These Principles do not only set standards of ethical behaviour that define relationships within the Air France KLM Group but also with its customers, suppliers, business partners, and the communities in line with its corporate purpose.

They express the ethical principles to be followed and promoted based on our core values.

Our Values:

We treat each other with RESPECT, we support a ‘speak-up’ culture where our employees, partners and customers are free to share their ideas and opinions, and confident that they are heard.

We have TRUST and are confident in the ability of our employees to make the right decisions, to reconcile economic ambitions with social and ethical concerns.

We promote TRANSPARENCY in the execution of our professional practices.

We create an environment of CONFIDENTIALITY, which allows employees to report behaviors in a confidential manner.

Scope: who do the Principles apply to?

Our Principles apply to all employees of the Air France-KLM Group, including part-time and temporary contracts.

They serve as a shared foundation for all companies in the Group and support further policies, procedures, rules, and codes of conduct.

An equivalent high ethical standard is required from all third parties we engage with, suppliers and business partners included. We actively promote our expectations throughout our supply chain through regular communication and specific processes.

Overall, our Principles affect all Air France-KLM stakeholders in some shape or form - we encourage all our customers, shareholders, business partners, and local communities to engage with them.

Our Commitments to globally recognized standards

Our sense of responsibility translates into firm commitments to national, regional, and global standards on human rights, ethics, and sustainability.

As a signatory and participant of the United Nations Global Compact since 2003, we strive to integrate the ten principles throughout our business activities and strategy.

We are likewise inspired by the United Nations Sustainable Development Goals and dedicated to making our contribution. Our Approach is aligned with these shared standards and updated regularly according to world developments.

We respect and protect human rights as described by the Universal Declaration of Human Rights and the International Labour Organisation's Conventions on Fundamental Principles and Rights at Work. We work with internal and external stakeholders to stay current on ways to improve.

Diversity & Inclusion

We have zero tolerance for any form of discrimination and unequal treatment. We do not discriminate, disadvantage or harm others on the basis of any distinction including race, sex, national or social origin, religion, age, disability, sexual orientation or gender identity, trade union memberships, political or other opinion. Bullying, harassment, and any other harmful behaviour which stems from discrimination has no place within our Group and our corporate culture. We have zero tolerance for any form of harassment, whether of a sexual, verbal, physical, or psychological nature. We are committed to increase the awareness of protection and improve prevention measures. Moreover, we recognize that genuine diversity not only means guaranteeing equal opportunities but also actively empowering minority groups and individuals.

Health and Safety

Safety is integral to everything we do. It is our number one commitment to ourselves, each other and our customers. Safety goes beyond the normal expectations - it means working in an environment prioritizing each other's wellbeing. In the air and on the ground we meet the highest air transport standards worldwide. Our strong safety management system is the result of a rigorous and organized structure combined with a caring culture. Safe describes our work environment. As employees of the Air France-KLM Group we commit to each other that our actions will not harm or make others feel unsafe in any way. It is our collective and individual responsibility to bring our best selves to work every day. To this end we prioritize our health and a good work-life balance through various programs, benefit schemes and support systems.

Environment

We are committed on a daily basis to reducing our environmental impact and offering our customers a responsible travel experience. We are therefore stepping up our commitments and setting ambitious targets to reduce CO₂ emissions for flight and ground operations and reducing non-recycled waste from the cabin and ground activities.

We continue minimizing noise hindrance and reducing other local emissions.

- Our environmental responsibilities are met by our Climate Action Plan to reduce our carbon footprint:
- Fleet modernization and contributing to aeronautical research
- Sustainable Aviation Fuel and participating in research into renewable energies
- Operational measures, such as applying eco-design principles, weight reduction projects, and route optimization
- Supporting the implementation of the global climate agreement (CORSIA) with a fair contribution for aviation
- Supporting environmental programs

We commit to contribute to the United Nations Sustainable Development Goals.

Local communities

We are committed to respecting the local communities in proximity of our business activities. We take local actions to minimize the impact that our activities may have on local communities. We are conscious of each other's differences and relationships to property and land.

In order to foster positive social and economic relationships we consistently engage in dynamic dialogue with people living and working near our operations. Our Paris and Amsterdam hubs are vibrant centers of economic activity. We leverage our unique position to empower people through employment and trade opportunities.

Beyond our businesses we are proud to support social initiatives around the world as well as the work of the various societal initiatives of Air France, KLM, Transavia and other subsidiaries.

Modern Slavery and Human Trafficking

We strongly condemn all forms of Modern Slavery (for example forced labor or child labor) and commit to doing our part in its elimination.

Respect for human rights and the absence of modern slavery is included in the due diligence process with suppliers.

In line with IATA's 2018 resolution on combatting human trafficking, we work with a variety of stakeholders, including local authorities and governments for that purpose. Through information and awareness campaigns, our employees should be able to help identify and report potential human trafficking situations.

Privacy and Digital Ethics

Respect, Trust, Transparency and Confidentiality form the foundation on which we operate. Respecting privacy and protecting the information of our employees and customers is imperative. We comply with national, regional, and international regulations on privacy and personal data management. Digitalization offers immense possibilities for us to improve the experience of our customers and employees. We stay at the forefront of digital developments by simultaneously leveraging these opportunities and considering their ethical implications. Fostering an open dialogue allows us to exchange ideas on topics including integrating diversity in the design process and considering the environmental impact of our information systems. Our dynamic approach to digital ethics reflects our commitment to continuously improve.

Business Ethics

We do not compromise on our business ethics and compliance with laws and regulations. The policies and procedures in place at Group and airline level provide detailed guidance on compliance. Our individual and collective behavior reflects on Air France-KLM as a whole and we are each responsible for staying aware and up to date on what is expected of us. Our business ethics are a fundamental part of our shared Principles and must be rigorously applied to our operations.

Anti-corruption

It is strictly forbidden to offer or accept bribes to influence decision making. It is also prohibited to use your influence or request someone to use his/her influence for obtaining or retaining business.

Find out more:

- AFKL Anti-Corruption Code of conduct
- AFKL Gift & Hospitality Policy

Lobbying

We openly engage with public authorities to explain the constraints and benefits of our activities and promote our mutual interests. While carrying out these activities, we adhere to internal and external laws and regulations. Any relationship with public authorities for lobbying purposes must be made aware and supervised by the relevant manager.

Insider Trading

Company information needs to be treated responsibly. This especially applies to inside information that can have a significant impact on share prices or that can be misused for personal gain. Find out more:

- AFKL Compliance rules regarding securities trading

Fair competition & Anti-Trust

We comply with the competition laws which apply to our highly competitive environment. Find out more:

- AFKL Competition Law Compliance Manual

Conflicts of Interest

We avoid situations where private interests work against or may appear to oppose the interests of the Air France-KLM Group. Find out more:

- AFKL Policy on conflict of interests

International Sanctions & Export Controls

The Air France-KLM Group is firmly committed to complying with all applicable international sanctions and Export Controls laws and regulations.

Communication & Advertising

Our culture of trust requires honest internal and external communication. We do our utmost to provide accurate information and refrain from false or misleading statements.

Fraud

It is prohibited to engage in fraudulent activities, which we describe as any act that intentionally deceives or misleads others mainly to obtain an unjust or illegal advantage that (eventually) could lead to a disadvantage for the company.

Money laundering and fight against terrorism

We expect a high standard of ethical behavior and respect of human rights from all third parties we work with.

Third parties

We expect a high standard of ethical behavior and respect of human rights from all third parties we work with.

Our Principles represent our values and must be respected throughout our supply chain. All Air France KLM employees interacting with suppliers and sub-contractors are dedicated to making this a reality and continuously develop our sustainable approach to Procurement.

We conduct risk assessments and due diligence to ensure that our business partners reflect sustainable practices, respect for human rights, and ethical conduct. We also reserve the right to perform on-site sustainability audits and request our suppliers to complete Corporate Social Responsibility self-assessments. Our new and existing business relationships are evaluated according to these criteria. We work with them and external bodies to achieve our sustainability and human rights goals together.

Whistleblowing Procedures

The Air France-KLM Group has set up a system for collecting and processing alerts, accessible to all its employees and its stakeholders (contractors, suppliers, subcontractors, communities, etc.) on the airlines' online portals and the AFKL corporate websites. We encourage all our employees, as well as our stakeholders, to inform us of any information relating to violations, or potential violations, of the applicable laws and regulations or, more generally, of situations contrary to our values and our internal rules.

Retaliation: Transparency and Trust are intrinsic to our corporate culture and crucial to the effectiveness of our Principles. We do not retaliate against those reporting their concerns using this structure. Any case brought forward shall be dealt with fairly and confidentially.

Document endorsed on December 2025 by:
Benjamin Smith
Chief Executive Officer Air France-KLM

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GROUP