

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

### Re-appointment



**Florence Parly**

Chair of the Board of Directors since June 4, 2025  
 Independent Board director  
 Chair of the Nomination and Governance Committee

**Age**

63 years

**Nationality**

French

**First appointed as a Board director**

December 7, 2023

**Current term expires on**

2026 Shareholders' Meeting

**Number of shares held in the Company's stock**

110

**Professional address**

Air France-KLM  
 7, rue du Cirque  
 75008 Paris

### Professional experience & Expertise

Born on May 8, 1963, Florence Parly is a graduate of the Paris Institute of Political Studies and the National School of Administration (Fernand Braudel class).

In 1997, she joined the Prime Minister's office as an advisor on budgetary affairs. In 2000, she was appointed Secretary of State for the Budget, a position she held until 2002.

From 2003 to 2004, Florence Parly became a project manager at Agence France Trésor, then Chair of the Executive Board of the Île-de-France Regional Development Agency until 2006.

In 2006, she joined the Air France-KLM group, where she held the positions of Director of Investment Strategy at Air France (2006-2008), then Deputy Chief Executive Officer in charge of cargo at Air France (2008-2012) and Deputy Chief Executive Officer of short-haul operations at Air France (2013).

In 2014, Florence Parly joined SNCF as Deputy Chief Executive Officer and then, from 2016, as Chief Executive Officer of SNCF Voyageurs.

In June 2017, Florence Parly was appointed Minister of the Armed Forces until May 2022.

On April 29, 2025, the Air France-KLM Board of Directors, on the recommendation of the Nomination and Governance Committee, decided to appoint Ms Florence Parly as Chair of the Board of Directors, effective at the end of the General Meeting of June 4, 2025, succeeding Ms. Anne-Marie Couderc, whose term of office was coming to an end.

<sup>(1)</sup> Listed company.

### OTHER DIRECTORSHIPS AND OFFICES

#### French companies

- Board member of Eutelsat Communications of <sup>(1)</sup> since July 2023;
- Board member of Pierre Fabre SA since November 2023;
- Operating Partner at Jolt Capital since March 2026, after serving as a member of its Senior Advisory Committee from July 2023.

#### Others

- Chair of the Board of Directors of the *Conservatoire national des arts et métiers* since May 2, 2023;
- Member of the Advisory Council of the British research institute "The International Institute for Strategic Studies", Chair since November 2025. Also a member of the Board of Trustees since 2023;
- Member of the Board of Directors of the *École Normale de Musique de Paris – Alfred Cortot* since 2023.

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

#### French companies

- Member of the Supervisory Commission of the Caisse des Dépôts until February 28, 2024;
- Board member of Ipsos<sup>(1)</sup> until May 2025 (May 2023-May 2025)

#### Non-French companies

- Board director of CIC Banque (SA) Switzerland until May 2025;
- Board director of Newcleo until May 2025.

#### Others

- Minister of the French Armed Forces until May 2022.

## Re-appointment



### Michel Delli-Zotti

Board director representing the Flight Deck Crew employee and former employee shareholders  
Member of the Audit Committee

#### Age

62 years

#### Nationality

French

#### First appointed as a Board director

May 24, 2022

#### Current term expires on

2026 Shareholders' Meeting

#### Number of shares held in the Company's stock

777

#### Professional address

Air France  
45, rue de Paris  
95747 Roissy Charles-de-Gaulle Cedex

### Professional experience & Expertise

Born August 30, 1963, Michel Delli-Zotti graduated as a professional pilot in 1987.

After a period in business aviation and then in regional transportation, he joined Air France in 1989 as an Airline Pilot Officer. He initially flew B727s before moving to the B747 400. Promoted to Flight Captain on the A320 in 2003, he has been operating long-haul flights on the B777 since 2007.

#### OTHER DIRECTORSHIPS AND OFFICES

##### French companies

- Chair of the Supervisory Board of the Concorde employee shareholding FCPE;
- Chair of the Supervisory Board of the Majoraction employee shareholding FCPE.

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

##### French companies

- Full member (elected) of the Air Operations Social & Economic Committee until 2022;
- Deputy Treasurer (elected) of the Air Operations Social & Economic Committee until May 2022;
- Full member (elected) of the Central Social & Economic Committee until May 2022.

## Re-appointment



**Nicolas Foretz**

Board director representing the ground staff and cabin crew employee and former employee shareholders  
Member of the Audit Committee

**Age**

47 years

**Nationality**

French

**First appointed as a Board director**

July 27, 2023

**Current term expires on**

2026 Shareholders' Meeting

**Number of shares held in the Company's stock**

319

**Professional address**

Air France  
5, avenue Maxwell  
31109 Toulouse Cedex

### Professional experience & Expertise

Born on March 21, 1979, Nicolas Foretz began his career in 1999 as a member of the Air Liberté ground staff. In 2004, he joined Régional as a flight attendant, before moving to Air France in 2005.

An Air France staff representative since 2017, he has participated in several commissions, including the central economic, employment, and training commission.

Over the past 25 years, Nicolas has deepened his skills and knowledge of the aviation industry, progressing to the position of Purser at Air France. In this role, he manages cabin crew teams, flight safety, the customer experience, and implements the strategic priorities of the Air France-KLM Group.

#### OTHER DIRECTORSHIPS AND OFFICES

##### French companies

- Chairman of the Supervisory Board of FCPE for the Future since December 2025;
- Full member of the Supervisory Board of FCPE HET (horizon épargne taux);
- Alternate member of the Supervisory Board of FCPE HEA (horizon épargne action) and HEM (horizon épargne mixte);
- Elected full member at the General Assembly of MNPAF;
- Chairman of the PERO Supplemental Savings Committee for Flight Crew and Management Staff.

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

##### French companies

- Full member (elected) of the Supervisory Board of the Economy, Employment and Training Commission within the Air France CSEC and CSE OA;
- Full member (elected) of the Board of the Central Market Commission for the supervision of the common fund accommodation for Flight Deck Crews;
- Investment representative for the Air France Air Operations CSE.