Quarterly Results
April-June 2011
28 July 2011
A challenging quarter

- Activity, and particularly in June, strongly affected by the difficult situation in some important markets for the group (Africa, Middle-East and Japan)
  - Operating loss of some €100 m
- Strong rise in oil price
- Well controlled unit cost
  - -3% (on a constant currency and fuel price basis)
## Key data of the Quarter

<table>
<thead>
<tr>
<th></th>
<th>Quarter Apr-Jun 2011</th>
<th>Quarter Apr-Jun 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>€6.22 bn</td>
<td>€5.72 bn</td>
</tr>
<tr>
<td>EBITDAR</td>
<td>€503 m</td>
<td>€484 m</td>
</tr>
<tr>
<td>Operating result</td>
<td>- €145 m</td>
<td>- €132 m</td>
</tr>
<tr>
<td>Adjusted operating result*</td>
<td>- €73 m</td>
<td>- €64 m</td>
</tr>
<tr>
<td>Net result</td>
<td>- €197 m</td>
<td>+€736 m</td>
</tr>
</tbody>
</table>

(*) Adjusted for the portion of financial charges in operating leases (34%)
Activity
# Key data by business

<table>
<thead>
<tr>
<th>Business</th>
<th>Revenues € billions</th>
<th>Operating result € millions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Passenger</strong></td>
<td>4.80 (+9.9%)</td>
<td>-140 (-142)</td>
</tr>
<tr>
<td><strong>Cargo</strong></td>
<td>0.8 (+3.2%)</td>
<td>-14 (+11)</td>
</tr>
<tr>
<td><strong>Maintenance</strong></td>
<td>0.26 (+7.4%)</td>
<td>23 (+20)</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>0.36 (+6.6%)</td>
<td>-14 (-21)</td>
</tr>
</tbody>
</table>

*April-June 2011 Quarterly Results*
Passenger

- Increase in capacity of 5.2% adjusted for airspace closure in April 2010
- Long-haul network impacted by instability in Africa and Middle East and nuclear disaster in Japan
  - ASK: +9.7%
  - RPK: +8.0%
- Medium haul transformation continues to deliver
  - ASK: +11.6%
  - RPK: +15.4%

19.65 million passengers

* Favourable comparison basis due to European airspace closure in April 2010 and progressive transfer of Martinair into the passenger business
Passenger: stable unit revenues despite external headwinds

- Unit revenues up 0.8%* despite some 1.7% negative impact from geopolitical events
  - Long-haul RASK: +0.5%
  - Medium-haul RASK: +0.6%
- Resistant long-haul premium revenues
  - Premium RASK: +3.7%
  - Economy RASK: -0.1%
- Negative impact around € 96m at the EBIT level due to the geopolitical crises

* Ex currency

Unit revenues ex currency

<table>
<thead>
<tr>
<th></th>
<th>RASK</th>
<th>RRPK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apr-Jun 2010</td>
<td>+0.8%</td>
<td></td>
</tr>
<tr>
<td>Apr-Jun 2011</td>
<td>+1.4%</td>
<td></td>
</tr>
</tbody>
</table>

Operating result

<table>
<thead>
<tr>
<th></th>
<th>€ millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apr-Jun 2010</td>
<td>(142)</td>
</tr>
<tr>
<td>Apr-Jun 2011</td>
<td>(140)</td>
</tr>
</tbody>
</table>
Key data by network

April-June 2011
RASK ex currency

Domestic

Total medium-haul

Total long-haul

Caribbean & Indian Ocean

North America

Latin America

Europe

Africa and Middle East

Asia

Total

<table>
<thead>
<tr>
<th>Region</th>
<th>ASK</th>
<th>RPK</th>
<th>RASK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Europe</td>
<td>+6.1%</td>
<td>+9.4%</td>
<td>+3.7%</td>
</tr>
<tr>
<td>Europe</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Europe</td>
<td>+11.6%</td>
<td>+15.3%</td>
<td>+0.6%</td>
</tr>
<tr>
<td>North America</td>
<td>+12.6%</td>
<td>+10.4%</td>
<td>+3.9%</td>
</tr>
<tr>
<td>Latin America</td>
<td>+15.9%</td>
<td>+17.7%</td>
<td>+3.9%</td>
</tr>
<tr>
<td>Total medium-haul</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total medium-haul</td>
<td>+9.5%</td>
<td>+5.6%</td>
<td>-0.7%</td>
</tr>
<tr>
<td>Total medium-haul</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total medium-haul</td>
<td>+10.1%</td>
<td>+9.4%</td>
<td>+0.8%</td>
</tr>
</tbody>
</table>

April-June 2011 Quarterly Results 8
Cargo

- Increase in capacity of 2.9% adjusted for airspace closure in April 2010
- Strict capacity control
  - Cargo and combis: +0.6%
- Slowdown due to crises in Africa and Japan
- Overcapacity on departures from China

*Favourable comparison basis due to European airspace closure in April 2010*
Cargo: capacity control limits decline in operating result

- Negative currency effect of 3.2% on revenues
- Yields remain resilient  
  ▶ +4.8% ex currency
- Effective capacity control limits decline in operating result
Other activities: strong performance by Maintenance

- **Maintenance**
  - Engines and equipment remain dynamic
  - Operating result up 15%

- **Leisure and catering**
  - Leisure: difficult tourist season due to uprisings in Egypt and Tunisia but improvement in operating result to -€11m versus -€20m
  - Catering: improvement in revenues and operating result

- **Other activities**
  - Operating result
    - April - June 2010: -€21
    - April - June 2011: -€14

- **Maintenance**
  - Operating result
    - April - June 2010: €20
    - April - June 2011: €23
Results
<table>
<thead>
<tr>
<th></th>
<th>April-June 2011</th>
<th>April-June 2010</th>
<th>% Ch</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td>6,220</td>
<td>5,721</td>
<td>+8.7</td>
</tr>
<tr>
<td>Operating costs</td>
<td>(6,365)</td>
<td>(5,853)</td>
<td>+8.7</td>
</tr>
<tr>
<td>EBITDAR</td>
<td>503</td>
<td>484</td>
<td>+3.9</td>
</tr>
<tr>
<td><strong>Operating result</strong></td>
<td>(145)</td>
<td>(132)</td>
<td>nm</td>
</tr>
<tr>
<td>Adjusted operating result*</td>
<td>(73)</td>
<td>(64)</td>
<td>nm</td>
</tr>
<tr>
<td>Non current income and expenses</td>
<td>2</td>
<td>1,010</td>
<td>nm</td>
</tr>
<tr>
<td>o/w Amadeus</td>
<td></td>
<td>1,030</td>
<td></td>
</tr>
<tr>
<td><strong>Result from operating activities</strong></td>
<td>(143)</td>
<td>878</td>
<td>nm</td>
</tr>
<tr>
<td>Net interest charge</td>
<td>(87)</td>
<td>(96)</td>
<td>nm</td>
</tr>
<tr>
<td>Other financial income and expenses</td>
<td>(29)</td>
<td>(113)</td>
<td>nm</td>
</tr>
<tr>
<td>Income tax</td>
<td>81</td>
<td>93</td>
<td>nm</td>
</tr>
<tr>
<td>Other</td>
<td>(19)</td>
<td>(26)</td>
<td></td>
</tr>
<tr>
<td><strong>Net result, group share</strong></td>
<td>(197)</td>
<td>736</td>
<td>nm</td>
</tr>
</tbody>
</table>

(*) Adjusted for the proportion of financial costs within operating leases (34%)
Operating result April-June 2010

<table>
<thead>
<tr>
<th>Activity &amp; currency</th>
<th>Unit revenues</th>
<th>Fuel bill</th>
<th>Unit costs</th>
<th>Operating result April-June 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>(132)</td>
<td>+23</td>
<td>-271</td>
<td>+172</td>
<td>(145)</td>
</tr>
</tbody>
</table>

Yield: +101
LF: -38
Quarterly operating costs

April-June 2011
€ millions

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fuel</td>
<td>1,673</td>
<td>+16.1%</td>
</tr>
<tr>
<td>Employee costs</td>
<td>1,932</td>
<td>+3.5%</td>
</tr>
<tr>
<td>Aircraft costs (amortisation and provisions, maintenance costs, operating leases and chartering)</td>
<td>1,082</td>
<td>+6.2%</td>
</tr>
<tr>
<td>Landing fees and en route charges</td>
<td>463</td>
<td>+8.7%</td>
</tr>
<tr>
<td>Commercial and distribution costs</td>
<td>234</td>
<td>-2.1%</td>
</tr>
<tr>
<td>Handling costs</td>
<td>333</td>
<td>+3.4%</td>
</tr>
<tr>
<td>Other</td>
<td>648</td>
<td>+20.2%</td>
</tr>
<tr>
<td><strong>Total operating costs</strong></td>
<td><strong>6,365</strong></td>
<td></td>
</tr>
</tbody>
</table>

April-June 2011 Quarterly Results
Unit costs under control

April-June 2011
Unit cost per EASK: **6.79 € cts**

Capacity in EASK: **+8.8%**

**Actual change**

- **0%**

**Currency effect**

- **1.6%**

**Fuel effect**

- **4.6%**

**Net change**

- **-3.0%**
‘Challenge 12’ revised up

- €129m in savings over the quarter and €288m from the beginning of the year
- Objective revised up from €470m to €500m for 2011

Breakdown of savings in 2011

- Process and productivity: 54%
- Commercial costs: 5%
- Fleet: 6%
- Procurement: 35%
Operating cash flow of €345m

- Operating cash flow of €345m
- Cash of €3.9bn after reimbursing €500 m credit line
- Credit lines available: €1.85bn o/w €1.6bn renewed for 5 years at Air France and KLM in 2011
Financial position

**Net financial debt**

- Net debt: €5.89 billion in Q1 2011, €6.04 billion in Q2 2011
- Gearing ratio: 0.85 in Q1 2011, 0.90 in Q2 2011
- Gearing ex derivatives: 0.92 in Q1 2011, 0.94 in Q2 2011

**Shareholders’ funds**

- Shareholders’ funds: €6.91 billion in Q1 2011, €6.59 billion in Q2 2011
- Derivative instruments: €0.37 billion in Q1 2011, €0.20 billion in Q2 2011
Fuel bill for calendar year 2011

Fuel cost after hedging
$ billions

<table>
<thead>
<tr>
<th></th>
<th>Jan-Dec 2010</th>
<th>Jan-Dec 2011</th>
<th>Jan-Mar</th>
<th>Apr-Jun</th>
<th>Jul-Sep</th>
<th>Oct-Dec</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market price ($/bbl)</td>
<td>80</td>
<td>115</td>
<td>105</td>
<td>117</td>
<td>118</td>
<td>119</td>
</tr>
<tr>
<td>Percentage hedged</td>
<td>59</td>
<td>54</td>
<td>52</td>
<td>49</td>
<td>55</td>
<td>59</td>
</tr>
</tbody>
</table>

150 $/bbl on July-December: 9.91
130 $/bbl on July-December: 9.49
100 $/bbl on July-December: 8.79
75 $/bbl on July-December: 7.93

(*) forward curve at 22 July 2011

April-June 2011 Quarterly Results
Operating environment remains uncertain
- Japan, Africa and Middle East markets continue to be affected by the crises
- Uncertainty created by Eurozone crisis
- High level of fuel prices and euro volatility

Winter season 2011: 2.4 point reduction in long-haul capacity growth, reduced to 2.7%*
- Productive growth
  - Use of larger or densified aircraft
- Selective growth
  - Opening of seasonnal routes: +3.4%
  - Reduction in frequencies: -2.7%
  - Opening of new routes: +2.0%

The group continues to target a positive operating result in calendar year 2011

* incl. Martinair passenger activity previously included in leisure
Quarterly Results
April-June 2011
28 July 2011
## Calculation of net debt

<table>
<thead>
<tr>
<th>€ millions</th>
<th>30 Jun 2011</th>
<th>31 Mar 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current and non-current financial debt</td>
<td>10,482</td>
<td>10,788</td>
</tr>
<tr>
<td>Deposits on leased aircraft</td>
<td>(516)</td>
<td>(455)</td>
</tr>
<tr>
<td>Currency hedges on debt</td>
<td>38</td>
<td>36</td>
</tr>
<tr>
<td>Interest not yet due</td>
<td>(100)</td>
<td>(119)</td>
</tr>
<tr>
<td><strong>Total financial debt</strong></td>
<td><strong>9,904</strong></td>
<td><strong>10,250</strong></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>3,221</td>
<td>3,717</td>
</tr>
<tr>
<td>Investments of over three months</td>
<td>574</td>
<td>574</td>
</tr>
<tr>
<td>Triple A deposits</td>
<td>171</td>
<td>197</td>
</tr>
<tr>
<td>Bank overdrafts</td>
<td>(100)</td>
<td>(129)</td>
</tr>
<tr>
<td><strong>Net cash</strong></td>
<td><strong>3,866</strong></td>
<td><strong>4,359</strong></td>
</tr>
<tr>
<td><strong>Net financial debt</strong></td>
<td><strong>6,038</strong></td>
<td><strong>5,891</strong></td>
</tr>
<tr>
<td><strong>Consolidated shareholder’ funds</strong></td>
<td><strong>6,594</strong></td>
<td><strong>6,906</strong></td>
</tr>
<tr>
<td><strong>Net debt / Equity</strong></td>
<td><strong>0.92</strong></td>
<td><strong>0.85</strong></td>
</tr>
<tr>
<td><strong>Net debt / equity ex derivative instruments</strong></td>
<td><strong>0.94</strong></td>
<td><strong>0.90</strong></td>
</tr>
</tbody>
</table>
### Restated net result

<table>
<thead>
<tr>
<th></th>
<th>Apr-Jun 2011</th>
<th>Apr-Jun 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net result, group share</td>
<td>(197)</td>
<td>736</td>
</tr>
<tr>
<td>Income tax</td>
<td>(81)</td>
<td>(93)</td>
</tr>
<tr>
<td>= Net result, group share before tax</td>
<td>(278)</td>
<td>643</td>
</tr>
<tr>
<td>Non recurrent items*</td>
<td>(2)</td>
<td>1,010</td>
</tr>
<tr>
<td>Non-cash part of value of hedging instruments</td>
<td>(22)</td>
<td>(5)</td>
</tr>
<tr>
<td>= Restated et result, group share before tax</td>
<td>(302)</td>
<td>(372)</td>
</tr>
<tr>
<td>- Income tax</td>
<td>90</td>
<td>120</td>
</tr>
<tr>
<td><strong>Restated et result, group share</strong></td>
<td><strong>(222)</strong></td>
<td><strong>(252)</strong></td>
</tr>
</tbody>
</table>

(*) Income and charges accounted for between the current operating result and the result of operating activities. April-June 2010, mainly capital gain on Amadeus of 1.03 billion euros.