Full Year Results
2007-08

22nd May 2008
<table>
<thead>
<tr>
<th>Agenda</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Introduction</strong></td>
<td>Jean-Cyril Spinetta</td>
</tr>
<tr>
<td><strong>Activity</strong></td>
<td>Pierre-Henri Gourgeon</td>
</tr>
<tr>
<td><strong>Results</strong></td>
<td>Philippe Calavia</td>
</tr>
<tr>
<td><strong>Strategy and Outlook</strong></td>
<td>Jean-Cyril Spinetta, Peter Hartman</td>
</tr>
</tbody>
</table>
Highlights of the Year

For the sector

- Oil price at record highs
- Sharp appreciation of the Euro against most major currencies
- Deterioration in the economic environment during the second half
- ‘Open Skies’ agreement comes into force
- Sector continues its consolidation attempts

For Air France-KLM

- Record operating income
- Inclusion in the CAC 40
- Air France-Delta joint-venture signed October 2007
- Favourable view on ATI from US authorities
- Launch of direct transatlantic flights from Heathrow
- New airport capacity at CDG
FY 2007-08: objectives achieved

- Revenues: €24.11bn (+4.5%)
- Operating income: €1.41bn (+13.3%)
- Adjusted operating margin(*): 6.7% (+0.4 pts)
- RoCE: 7.1%
- Free cash flow: €820m
- Net income after €530m cargo investigation provision: €748m (-16%)
- Dividend: €0.58 (+21%)

(*) Adjusted for the portion of financial costs of operating leases (34%)
Further improvement in profitability

Revenues

<table>
<thead>
<tr>
<th>Year</th>
<th>2005-06</th>
<th>2006-07</th>
<th>2007-08</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>21,448</td>
<td>23,073</td>
<td>24,114</td>
</tr>
</tbody>
</table>

Operating income

<table>
<thead>
<tr>
<th>Year</th>
<th>2005-06</th>
<th>2006-07</th>
<th>2007-08</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>936</td>
<td>1,240</td>
<td>1,405</td>
</tr>
</tbody>
</table>

Adjusted operating margin*

<table>
<thead>
<tr>
<th>Year</th>
<th>2005-06</th>
<th>2006-07</th>
<th>2007-08</th>
</tr>
</thead>
<tbody>
<tr>
<td>Margin</td>
<td>5.4%</td>
<td>6.3%</td>
<td>6.7%</td>
</tr>
</tbody>
</table>

* Adjusted for the portion of financial costs of operating leases (34%)
Robust activity during the year

Pierre-Henri Gourgeon
Key figures for the business

Revenues (€bn)
Full Year 2007-08

- **Passenger:** 19.16 (+4.3%)
- **Cargo:** 2.93 (+0.7%)
- **Maintenance:** 0.97 (-0.9%)
- **Other:** 1.06 (+29.2%)

**Total:** €24.11bn (+4.5%)

Optg income (€ millions)

- **Passenger:** 1,291 (+21%)
- **Cargo:** 39 (-37%)
- **Maintenance:** 63 (+43%)
- **Other:** 12 (-82%)
Passenger activity: an excellent year

+ A strong first half

+ Less dynamic growth in the second half
  - Lower volumes in economy class
  - Premium class activity remains dynamic

+ Rise in unit revenues thanks to a robust yield

+ Dynamic Asia and Africa and Middle East networks offset weaker volumes on the Americas

<table>
<thead>
<tr>
<th>Total passenger revenues (€ billions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006-07</td>
</tr>
<tr>
<td>18.37</td>
</tr>
</tbody>
</table>

+4.3%

<table>
<thead>
<tr>
<th>Passenger operating income (€ billions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006-07</td>
</tr>
<tr>
<td>1.07</td>
</tr>
</tbody>
</table>

+21%
Yield remains strong in Q4…

17.1 million passengers  
(+0.7%)

74.8 million passengers  
(+1.8%)

<table>
<thead>
<tr>
<th>ASK</th>
<th>Load factor</th>
<th>RPK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q4 2006-07</td>
<td>80.1%</td>
<td>+ 5.8%</td>
</tr>
<tr>
<td>Load factor</td>
<td>- 2.1 pts</td>
<td></td>
</tr>
<tr>
<td>Q4 2007-08</td>
<td>78.0%</td>
<td>+ 3.0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>RASK</th>
<th>Unit revenues (Q4 2007-08)</th>
<th>RRPK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q4 2006-07</td>
<td>0.7%</td>
<td></td>
</tr>
<tr>
<td>QQ 2007-08</td>
<td>3.5%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ASK</th>
<th>Load factor</th>
<th>RPK</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006-07</td>
<td>81.4%</td>
<td>+ 4.6%</td>
</tr>
<tr>
<td>Load factor</td>
<td>- 0.6 pts</td>
<td></td>
</tr>
<tr>
<td>2007-08</td>
<td>80.8%</td>
<td>+ 3.9%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>RASK</th>
<th>Unit revenues (FY 2007-08)</th>
<th>RRPK</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006-07</td>
<td>2.5%</td>
<td></td>
</tr>
<tr>
<td>2007-08</td>
<td>3.2%</td>
<td></td>
</tr>
</tbody>
</table>
…on the long-haul network…

Long-haul network

<table>
<thead>
<tr>
<th></th>
<th>Q4 2006-07</th>
<th>Q4 2007-08</th>
</tr>
</thead>
<tbody>
<tr>
<td>RPK</td>
<td>84.5%</td>
<td>81.8%</td>
</tr>
<tr>
<td>Load factor</td>
<td>-2.7 pts</td>
<td>+ 6.9%</td>
</tr>
<tr>
<td>ASK</td>
<td>+ 3.5%</td>
<td></td>
</tr>
</tbody>
</table>

Unit revenues (Q4 2007-08)

<p>| |</p>
<table>
<thead>
<tr>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>RASK</td>
</tr>
<tr>
<td>RRPK</td>
</tr>
</tbody>
</table>

ex. currency
…and in medium-haul

Medium-haul network

<table>
<thead>
<tr>
<th></th>
<th>Q4 2006-07</th>
<th>Q4 2007-08</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASK Load factor</td>
<td>65.1%</td>
<td>64.3%</td>
</tr>
<tr>
<td>RPK</td>
<td>-0.9 pts</td>
<td>+0.4%</td>
</tr>
<tr>
<td>+ 1.8%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Unit revenues (Q4 2007-08)

<table>
<thead>
<tr>
<th></th>
<th>RASK</th>
<th>RRPK</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.5%</td>
<td></td>
<td>2.9%</td>
</tr>
<tr>
<td>ex. currency</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Dynamic premium class

Long-haul RASK excl. currency impact

Q1 2007-08
+5%
+3%
+15%

Q2 2007-08
+5%
+3%
+13%

Q3 2007-08
+6%
+4%
+12%

Q4 2007-08
+2% +2% +2%

FY 2007-08
+4%
+3%
+10%

T Total  E Economy class  P Premium class
Strong activity on all networks during the year

FY 2007-08
RASK excl currency

North America
- ASK: 6.7%
- RPK: 4.5%
- RASK: 2.0%

Europe (Medium-haul)
- ASK: 2.1%
- RPK: 1.6%
- RASK: 1.2%

Africa & Middle East
- ASK: 2.5%
- RPK: 3.2%
- RASK: 7.0%

Latin America
- ASK: 10.9%
- RPK: 7.8%
- RASK: 0.0%

Caribbean & Indian Ocean
- ASK: -1.4%
- RPK: -1.3%
- RASK: 7.0%

Asia
- ASK: 6.8%
- RPK: 6.4%
- RASK: 6.0%

Total long-haul
- ASK: 5.3%
- RPK: 4.4%
- RASK: 4.3%
Cargo: profitability masked by fleet restructuring costs…

- Contrasted operating environment
  - Robust global demand (+4%)
  - Strong Euro weighed on European exports
  - Competition remained intense

- Air France-KLM: recovery as of Summer 2007 with an improvement in costs linked to the first effects of the Air France fleet renewal

- Provision in respect of cargo investigation of €530m
....but an improvement in activity since H2

Activity

RATK excl. currency impact

ATK
Load factor

TKT

FY 2006-07 FY 2007-08

66.6% + 0.9 pts 67.5%

+ 2.1%

+ 3.4%

5.1% 3.6% -0.1%

1.8% -0.8%

10.3% 4.8% 3.3%

0.0% -1.4%

Q1 Q2 Q3 Q4 06-07 Q1 Q2 Q3 Q4 07-08
Dollar weakness weighed on revenue growth despite robust levels of activity.

Development of support services in the equipment segment one of the main drivers behind the improvement in operating income.
Excellent results in 2007-08

Philippe Calavia
Fourth Quarter in line with our forecasts

<table>
<thead>
<tr>
<th></th>
<th>31 March 2008</th>
<th>31 March 2007</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td>5,704</td>
<td>5,389</td>
<td>+5.8%</td>
</tr>
<tr>
<td><strong>Current operating costs</strong></td>
<td>(5,750)</td>
<td>(5,380)</td>
<td>+6.9%</td>
</tr>
<tr>
<td><strong>Operating income</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adjusted operating margin*</td>
<td>0.1</td>
<td>1.1</td>
<td>-1.0pt</td>
</tr>
<tr>
<td><strong>Other non-current income and charges</strong></td>
<td>(486)</td>
<td>8</td>
<td>nm</td>
</tr>
<tr>
<td>O/w cargo provision</td>
<td>(530)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Income from operating activities</strong></td>
<td>(532)</td>
<td>17</td>
<td>nm</td>
</tr>
<tr>
<td>Net interest charge</td>
<td>(20)</td>
<td>(30)</td>
<td>(33.3%)</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>(41)</td>
<td>77</td>
<td>nm</td>
</tr>
<tr>
<td><strong>Income tax</strong></td>
<td>51</td>
<td>(20)</td>
<td>nm</td>
</tr>
<tr>
<td><strong>Net income, group share</strong></td>
<td>(542)</td>
<td>44</td>
<td>nm</td>
</tr>
<tr>
<td><strong>Net income, group share (excl Cargo provision)</strong></td>
<td>(49)</td>
<td>44</td>
<td>nm</td>
</tr>
</tbody>
</table>

*Adjusted for the portion of financial costs of operating leases (34%)
## Strong progression over the Full Year

<table>
<thead>
<tr>
<th></th>
<th>31 March 2008</th>
<th>31 March 2007</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td>24,114</td>
<td>23,073</td>
<td>+4.5%</td>
</tr>
<tr>
<td><strong>Current operating charges</strong></td>
<td>(22,709)</td>
<td>(21,833)</td>
<td>+4.0%</td>
</tr>
<tr>
<td><strong>Operating income</strong></td>
<td>1,405</td>
<td>1,240</td>
<td>+13.3%</td>
</tr>
<tr>
<td><em>Adjusted operating margin</em></td>
<td>6.7%</td>
<td>6.3%</td>
<td>+0.4pts</td>
</tr>
<tr>
<td><strong>Other non-current income and charges</strong></td>
<td>(133)</td>
<td>(7)</td>
<td>nm</td>
</tr>
<tr>
<td>O/w Amadeus disposal</td>
<td>284</td>
<td></td>
<td></td>
</tr>
<tr>
<td>O/w cargo provision</td>
<td>(530)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Income from operating activities</strong></td>
<td>1,272</td>
<td>1,233</td>
<td>+3.2%</td>
</tr>
<tr>
<td><strong>Net interest charge</strong></td>
<td>(99)</td>
<td>(140)</td>
<td>(29.3%)</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>(67)</td>
<td>46</td>
<td>nm</td>
</tr>
<tr>
<td><strong>Income tax</strong></td>
<td>(358)</td>
<td>(248)</td>
<td>+44.4%</td>
</tr>
<tr>
<td><strong>Net income, group share</strong></td>
<td>748</td>
<td>891</td>
<td>(16.0%)</td>
</tr>
<tr>
<td><strong>Net income, group share (excl Cargo provision &amp; Amadeus gain)</strong></td>
<td>987</td>
<td>891</td>
<td>+10.8%</td>
</tr>
</tbody>
</table>

*Adjusted for the portion of financial costs of operating leases (34%)
Analysis of change in operating income

€ millions

2006-07

Currency impact

Volume effect

Unit revenue (ex currency)

Fuel price effect (after hedging)

2007-08

Unit costs (ex currency)

1,240

43

62

470

182

592

1,405

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## Operating costs

In € millions

<table>
<thead>
<tr>
<th>Category</th>
<th>FY 2007-08</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fuel costs</td>
<td>4,572</td>
</tr>
<tr>
<td>Employee costs</td>
<td>7,018</td>
</tr>
<tr>
<td>Aircraft costs (amortisation and provisions, maintenance costs, operating leases and chartering)</td>
<td>3,930</td>
</tr>
<tr>
<td>Landing fees and route charges</td>
<td>1,755</td>
</tr>
<tr>
<td>Commercial and distribution costs</td>
<td>1,176</td>
</tr>
<tr>
<td>Handling charges</td>
<td>1,331</td>
</tr>
<tr>
<td>Other</td>
<td>2,927</td>
</tr>
<tr>
<td><strong>Total operating costs</strong></td>
<td><strong>22,709</strong></td>
</tr>
</tbody>
</table>

### EASK

- **Revenues**: 4.5%
- **Operating costs excl. fuel**: 3.2%

### Graphical Representation

- Fuel costs: 7.4%
- Employee costs: 4.9%
- Aircraft costs: 0.0%
- Landing fees and route charges: 2.9%
- Commercial and distribution costs: -2.1%
- Handling charges: 8.1%
- Other: 3.8%
Objective of annual reduction in unit costs met…

Q4 2007-08
Unit cost per EASK: 6.66 € cts

Gross change: +0.3%
Currency effect: +2.9%
Fuel price effect: -5.3%
Net change ex currency and fuel: -2.1%

FY 2007-08
Unit cost per EASK: 6.36 € cts

Gross change: -0.6%
Currency effect: +2.8%
Fuel price effect: -3.2%
Net change ex currency and fuel: -1.0%
…thanks to the efficiency of the ‘Challenge 10’ cost-saving programme

<table>
<thead>
<tr>
<th>Category</th>
<th>Objective 2007-08</th>
<th>Achieved 2007-08</th>
<th>% Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distribution costs</td>
<td>560</td>
<td>536</td>
<td>96%</td>
</tr>
<tr>
<td>Purchases</td>
<td>150</td>
<td>137%</td>
<td></td>
</tr>
<tr>
<td>Processes and productivity</td>
<td>200</td>
<td>107%</td>
<td></td>
</tr>
<tr>
<td>Fleet</td>
<td>175</td>
<td>82%</td>
<td></td>
</tr>
</tbody>
</table>

€ millions

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Cash flow rises excluding exceptional items

<table>
<thead>
<tr>
<th>April to March</th>
<th>(€ millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjusted operating cash flow</td>
<td>2,594</td>
</tr>
<tr>
<td>Shares-for-salary scheme</td>
<td>110</td>
</tr>
<tr>
<td>Reduction in employee liabilities</td>
<td>198</td>
</tr>
<tr>
<td>Spare parts accounting</td>
<td>215</td>
</tr>
<tr>
<td>Adjusted operating cash flow</td>
<td>3,117</td>
</tr>
<tr>
<td>Same basis improvement</td>
<td>267</td>
</tr>
<tr>
<td>Operating cash flow 06-07</td>
<td>2,850</td>
</tr>
</tbody>
</table>
Free cash flow exceeds €800m

<table>
<thead>
<tr>
<th>April-March</th>
<th>€ millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financing</td>
<td>2,850</td>
</tr>
<tr>
<td>Investments</td>
<td>2,378</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FY 2006-07</th>
<th>Financing</th>
<th>Investments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3,010</td>
<td>2,378</td>
</tr>
<tr>
<td></td>
<td>160</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2,850</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FY 2007-08</th>
<th>Financing</th>
<th>Investments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3,160</td>
<td>2,340</td>
</tr>
<tr>
<td></td>
<td>282</td>
<td></td>
</tr>
<tr>
<td></td>
<td>284</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2,594</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2,340</td>
<td></td>
</tr>
</tbody>
</table>

Cash from Amadeus
Aircraft disposals
Operating cash flow
Tangible and intangible investments
Free cash flow

€820m
Balance sheet reinforced

Net debt (€ billions)

<table>
<thead>
<tr>
<th>Year</th>
<th>Net debt</th>
<th>Gearing ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005-06</td>
<td>4.38</td>
<td>0.56</td>
</tr>
<tr>
<td>2006-07</td>
<td>3.76</td>
<td>0.45</td>
</tr>
<tr>
<td>2007-08</td>
<td>2.69</td>
<td>0.25</td>
</tr>
</tbody>
</table>

Shareholders’ funds (€ billions)

<table>
<thead>
<tr>
<th>Year</th>
<th>Shareholders’ funds</th>
<th>Derivative instruments</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005-06</td>
<td>7.85</td>
<td>1.06</td>
</tr>
<tr>
<td>2006-07</td>
<td>8.41</td>
<td>0.56</td>
</tr>
<tr>
<td>2007-08</td>
<td>10.61</td>
<td>1.82</td>
</tr>
</tbody>
</table>
Further improvement in financial ratios

**EBITDAR / net adjusted interest cost***

<table>
<thead>
<tr>
<th>Year</th>
<th>2006-07</th>
<th>2007-08</th>
</tr>
</thead>
<tbody>
<tr>
<td>x</td>
<td>10.6 x</td>
<td>11.9 x</td>
</tr>
</tbody>
</table>

**EBIT / net interest cost**

<table>
<thead>
<tr>
<th>Year</th>
<th>2006-07</th>
<th>2007-08</th>
</tr>
</thead>
<tbody>
<tr>
<td>x</td>
<td>8.9 x</td>
<td>14.2 x</td>
</tr>
</tbody>
</table>

**Operating cash flow margin**

<table>
<thead>
<tr>
<th>Year</th>
<th>2006-07</th>
<th>2007-08</th>
<th>2007-08 Adjusted</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>12.4%</td>
<td>10.8%</td>
<td>12.9%</td>
</tr>
</tbody>
</table>

**Available cash (€ billions)**

<table>
<thead>
<tr>
<th>Date</th>
<th>2007-08</th>
<th>2008 Adjusted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Credit facilities</td>
<td>2.0</td>
<td>2.0</td>
</tr>
<tr>
<td>Cash and near cash</td>
<td>4.4</td>
<td>4.4</td>
</tr>
<tr>
<td>31 March 2008</td>
<td>6.4</td>
<td>6.4</td>
</tr>
</tbody>
</table>

* Adjusted for the portion of financial costs of operating leases (34%)
RoCE objective met

WACC: ~7%

RoCE (after tax)

<table>
<thead>
<tr>
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<tr>
<td></td>
<td>3.8%</td>
<td>5.2%</td>
<td>6.5%</td>
<td>7.1%</td>
</tr>
</tbody>
</table>
Strategy and outlook

Jean-Cyril Spinetta
Peter Hartman
Our current view of the sector

+ World GDP growth forecast at 3.5% ex-inflation over the next five years, driven by emerging countries

+ This should generate natural demand for long-haul traffic of some 6%, however...

+ ...the rise in fares to compensate for higher fuel costs will weigh on demand for the time being...

+ ...leading to a re-drawing of the airline industry landscape
Key features of the new landscape

+ Capacity reductions
  ‣ Varig, SAS, Alitalia, British Airways, US players

+ Acceleration of mergers
  ‣ Delta - Northwest, US Air – United, Vueling - Clickair

+ Exit of some players
  ‣ Five US domestic companies so far this year
  ‣ MaxJet and Eos on the North Atlantic route
  ‣ Oasis in the Asian market

+ Reinforcement of the strongest players
Players at risk in this new environment

- Low cost carriers whose growth-based business model could be curtailed by massive increases in fares
- Carriers operating with older fleets
- Companies without the benefit of strong hubs
Air France-KLM: among the strongest players

+ **Key competitive advantages**
  - Which are unique…
  - …combined with a balanced business model…
  - …and reinforced by a proactive customer strategy

+ Positioning which is conducive to pursuing our development

+ Further scope for cost cutting and synergy reserves thanks to the Air France-KLM merger

+ A healthy balance sheet
Unique competitive advantages...

The highest number of unique destinations

- **AIR FRANCE KLM**: 114 destinations
- **BRITISH AIRWAYS**: 71 destinations
- **Lufthansa + Swiss**: 85 destinations
- **Air France-KLM**: 114 destinations
- **Lufthansa + Swiss**: 85 destinations
- **BA**: 71 destinations

Long-haul destinations from Europe (Summer 2008)

The highest number of connection opportunities

- **Air France-KLM**: 6,872
- **Lufthansa + Swiss**: 23,694
- **BA**: 7,156

Long-haul/medium-haul connection opportunities in under 2 hours (Summer 2008)
…at airports with further scope for development

- CDG and Schiphol both have strong reserves of growth

- CDG: new terminals in service since June 2007
  - Improved passenger experience
    - High level service for premium customers
    - Improved comfort in airport lounges
    - Simplified and integrated flight connection circuits
    - Further development of e-services
  
  - Contributing to improved productivity
    - Regrouping of operations
    - Strong improvement in level of direct contacts
      - Long-haul: from 53% to 85% (S 2008) and 92% (S 2012)
A balanced network in terms of markets, traffic…

- Asia: 16%
- North America: 16%
- Latin America: 7%
- Africa and Middle East: 14%
- Caribbean and Indian Ocean: 7%
- Europe: 27%
- France: 12%

Revenues
€18.19bn

Point to point traffic: 20%
...and customer base

Air France-KLM: Customer analysis

Customer breakdown

- 75% Leisure customers
- 25% Business customers

In terms of revenues

- 48% Under corporate contracts
- 52% Other

O/w 50% under corporate contracts
Balanced sector split among our corporate customers

Breakdown of Air France-KLM global accounts by industry

- Automotive: 10%
- Transportation: 13%
- Technology: 20%
- Basic Materials: 12%
- Chemical + Pharmaceutical: 8%
- Other Industrials: 3%
- FMCG: 9%
- Energy: 15%
- Finance: 10%
A proactive customer approach on both product...

Air France long-haul product offer

Current offer

Positioning ‘l’Espace Première’ as a genuine luxury product

Industry leading standards of comfort and efficiency

Launch of a new class
Winter 2009-10

Planned offer

Improved comfort at still reasonable prices

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Pricing policy in medium-haul

1- New fare category: Eureka
   - Common to Air France and KLM
   - Increased flexibility and more competitive

2- Reinforced position in the leisure market via transavia.com

3- Ability to respond tactically
   easyJet at Lyon: response in terms of scheduling and fares
Air France-KLM: among the strongest players

+ Competitive advantages
  ‣ Which are unique…
  ‣ Combined with a balanced business model…
  ‣ And reinforced by a proactive customer strategy

+ Positioning which is conducive to pursuing our development

+ Further scope for cost cutting and synergy reserves thanks to the Air France-KLM merger

+ A healthy balance sheet
Air France-KLM: modest capacity growth…

- North America: +3.2%
- Latin America: +7.4%
- Europe and North Africa: +2.7%
- Middle East: +4.6%
- Africa: +2.9%
- Asia: +7.4%
- Caribbean & Indian Ocean: +0.8%

Total Group capacity growth 2008-10: +4.1%
- +4.7% on long-haul
- +2.7% on medium-haul
...in a productive manner, via use of larger modules

Average size of long-haul module

Introduction of the A380

Estimate based on typical Summer week
The North Atlantic: a source of additional profitability…

+ A ground-breaking organisation
+ Launch of Air France / Delta joint-venture
+ Favourable DOT view on ATI
+ Four-way JV to be launched by end 2009
  - Revenues: $12bn
  - RASK: + 3 points

Both JVs: 25% of flows between Europe and the US

UK/Ireland: 13%
Germany: 25%
Italy: 31%
France: 49%
Spain: 25%
Portugal: 25%
Benelux: 46%
Scandinavia: 22%
Switzerland: 17%
Other: 23%

Source: base 2006 MIDT
Reinforced position in London

- Direct transatlantic flights from LHR in co-operation with our respective US partners, Northwest for KLM and Delta for Air France

- Point-to-point offer extended on short and medium-haul from LCY with the acquisition of VLM

- Compelling offer on RoW via our two long-haul hubs
Reinforced position on the European market for premium traffic

Share of premium long-haul traffic connecting via Europe
(based on MIDT bookings, calendar year 2007)

Present on 31% of premium long-haul traffic transiting via Europe

- 12% Traffic France-RoW
- 4% Traffic Netherlands-RoW
- 1% JV with NW
- 12% 30% of connecting traffic Europe-RoW
- 2% 40% of connecting long-haul/long-haul traffic via Europe

Rising to 45% with the deployment in London and the JVs with Delta and Northwest

- 12% Traffic France-RoW
- 4% Traffic Netherlands-RoW
- 12% JV departing London
- 11% 32% of connecting traffic Europe-RoW
- 4% JV with DL and NW outside London
- 2% 42% of connecting long-haul/long-haul traffic via Europe
Air France-KLM: among the strongest players

- Competitive advantages
  - Which are unique…
  - Combined with a balanced business model…
  - And reinforced by a proactive customer strategy
- Positioning which is conducive to pursuing our development
- Further scope for cost cutting and synergy reserves thanks to the Air-France-KLM merger
- A healthy balance sheet
A young fleet thanks to ongoing investment...

31 March 2008 — 31 March 2012

**Air France:** 8.8 years
- Long-haul: 7.2
- Medium-haul: 9.9
- Cargo: 8.9

**KLM:** 9.7 years
- Long-haul: 8.9
- Medium-haul: 11.1
- Cargo: 4.7

31 March 2008 + 4 years = 31 March 2012

**Air France:** 9.2 years
- Long-haul: 8.5
- Medium-haul: 10.1
- Cargo: 3.9

**KLM:** 9.9 years
- Long-haul: 10.7
- Medium-haul: 9.1
- Cargo: 7.8

31 March 2008 + 6 months = 31 September 2008

31 March 2008 + 2 months = 1 May 2008
...and efficient in terms of fuel consumption

Trend in fuel consumption

- Air France long-haul fleet
- KLM long-haul fleet
Significant flexibility to adjust capacity

Long-haul fleet (number of seats)

- Four year plan
- Downward flexibility

Medium-haul fleet (number of seats)

- +20% +17% +12% +7%
- -9% -2% +5% +4%
A cost savings programme which will be reinforced

€ millions

<table>
<thead>
<tr>
<th></th>
<th>2008-09</th>
<th>2009-10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distribution costs</td>
<td>20</td>
<td>45</td>
</tr>
<tr>
<td>Purchases</td>
<td>60</td>
<td>70</td>
</tr>
<tr>
<td>Processes and productivity</td>
<td>250</td>
<td>230</td>
</tr>
<tr>
<td>Fleet</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>990</td>
<td>1,400</td>
</tr>
</tbody>
</table>
Reserves of future synergies

- New organisation in place since October 2007 will accelerate the integration of the Group

- New sources of synergies under review
  - Development of around 100 IT applications to improve current processes and develop new projects to generate synergies
  - Implementation of a new, common central buying organisation
Hedging policy softens the impact of higher oil price

- Air France-KLM hedges (in $/bbl)
  - Market price
  - Air France-KLM price 2008-09
  - Air France-KLM price 2009-10

Fuel cost after hedging
- In € billions
  - €6.22 (+9%)
    - 146 $/bbl (+20%)
  - €5.88 (+3%)
    - 133 $/bbl (+10%)
  - €5.25 (-8%)
    - 109 $/bbl (-10%)
  - €4.92 (-14%)
    - 97 $/bbl (-20%)

- 121.27 $/bbl *

*Spot price at 9 May 2008

Air France-KLM price 2009-10

- €1 = $1.56

<table>
<thead>
<tr>
<th>Year</th>
<th>Fuel Cost in € Billions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006-07</td>
<td>4.26</td>
</tr>
<tr>
<td>2007-08</td>
<td>4.57</td>
</tr>
<tr>
<td>2008-09 (e)</td>
<td>5.73</td>
</tr>
</tbody>
</table>

www.airfranceklm-finance.com
To conclude

Air France-KLM has built competitive advantages which will allow it to strengthen its position relative to its competitors in the new economic environment.
Objective for 2008-09

- Resilience of unit revenues confirmed
- Premium class bookings holding up well
- Objective of operating income in the region of 1 billion euros for Financial Year 2008-09, comfortably in profit
## Calculation of net debt

<table>
<thead>
<tr>
<th></th>
<th>31 March 08</th>
<th>31 March 07</th>
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</thead>
<tbody>
<tr>
<td>Current and non current financial debt</td>
<td>7,819</td>
<td>8,517</td>
</tr>
<tr>
<td>- Interest not yet due</td>
<td>71</td>
<td>96</td>
</tr>
<tr>
<td>- Deposits on leased aircraft</td>
<td>816</td>
<td>933</td>
</tr>
<tr>
<td>+ Debt currency hedging instruments</td>
<td>151</td>
<td>169</td>
</tr>
<tr>
<td><strong>Gross financial debt</strong></td>
<td><strong>7,083</strong></td>
<td><strong>7,657</strong></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>4,381</td>
<td>3,497</td>
</tr>
<tr>
<td>+ Investments over 3 months</td>
<td>185</td>
<td>533</td>
</tr>
<tr>
<td>- Bank current accounts</td>
<td>172</td>
<td>133</td>
</tr>
<tr>
<td><strong>Net cash</strong></td>
<td><strong>4,394</strong></td>
<td><strong>3,897</strong></td>
</tr>
<tr>
<td><strong>Net debt</strong></td>
<td>2,689</td>
<td>3,760</td>
</tr>
<tr>
<td><strong>Consolidated shareholders’ funds</strong></td>
<td>10,614</td>
<td>8,412</td>
</tr>
<tr>
<td><strong>Net debt / Shareholders’ funds</strong></td>
<td>0.25</td>
<td>0.45</td>
</tr>
<tr>
<td><strong>Net debt / Shareholders’ funds excl derivatives</strong></td>
<td>0.31</td>
<td>0.48</td>
</tr>
</tbody>
</table>
### Simplified RoCE calculation

<table>
<thead>
<tr>
<th>Description</th>
<th>31 March 08</th>
<th>31 March 07</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shareholders’ funds restated for KLM pension fund (€928m) and derivative instruments</td>
<td>7,862</td>
<td>6,927</td>
</tr>
<tr>
<td>Operating leases x 7</td>
<td>4,277</td>
<td>4,200</td>
</tr>
<tr>
<td>Net debt</td>
<td>2,689</td>
<td>3,591</td>
</tr>
<tr>
<td><strong>Capital employed</strong></td>
<td>14,828</td>
<td>14,705</td>
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<tr>
<td><strong>Adjusted operating income</strong></td>
<td>1,613</td>
<td>1,444</td>
</tr>
<tr>
<td>RoCE before tax</td>
<td>10.9</td>
<td>9.8</td>
</tr>
<tr>
<td><strong>RoCE after tax</strong></td>
<td>7.1</td>
<td>6.5</td>
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