

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

## Re-appointment



### Isabelle Parize

*Independent Board director*

*Member of the Remuneration Committee and of the Audit Committee*

#### Expertise and professional experience

Born June 16, 1957, Isabelle Parize is a graduate of the *École Supérieure de Commerce de Paris*. Having occupied various positions within Procter & Gamble between 1980 and 1993 including notably that of Marketing Manager, Health and Beauty Care, Ms. Parize joined Henkel Group in 1994. She was Managing Director of Schwarzkopf, Henkel France, from 1994 to 1998, and then Senior Vice-President in charge of Europe, the Middle East and Africa (based in Germany) from 1998 to 2001. She subsequently became President of Canal+ Distribution and Chair and CEO of Canal Satellite in 2001. She then became President of the Fragrance division at Quest International (2005-07) and Managing Director then Vice-Chair of the company Betclac (2007-11) before joining Nocibé as President of the Managing Board (2011-16). She was Chair and Chief Executive Officer of Douglas Holding AG until October 2017. From November 2018 until August 2021, she was CEO of Delsey and of the DHI Holding company. Ms. Parize is currently Chief of the Supervisory Board of DHI and a member of several Boards of Directors.

**Nationality:** French

**Age:** 64 years

**First appointed as a Board director:**

March 27, 2014

**Expiry of current term of office:** 2022 Shareholders' Meeting

**Number of shares held in the Company's stock:** 300 shares

**Professional address:**  
ODYS SPRL  
31, rue des Aduatiques,  
1040 Etterbeek Belgium

#### Other directorships and offices

##### Non-French companies

- Associate of Odys SPRL, Belgium;
- Board director and member of the Audit Committee of Pandora<sup>(1)</sup> since January 2019;
- Board director and member of the Audit Committee of Coty<sup>(1)</sup> since March 2020;
- Board director of FLO Health, Inc. since December 2020.

##### Directorships and offices held in the last five years and having expired

##### French companies

- Within DELSEY Group until July 2021:
  - Chair of DHI SAS,
  - Chair of Delsay SAS;
- Within Nocibé/Douglas Group until January 2016:
  - Chair and Chair of the Managing Board of Al Perfume France,
  - CEO and Chair of the Managing Board of Parfumerie Douglas France,
  - Chair and CEO of Douglas Expansion,
  - Chair of Douglas Passion Beauté Achats DPB Achats;
- Board director of Auchan Retail International until October 2018;
- Board director of Robardet<sup>(1)</sup> until June 2020.

##### Non-French companies

- Within DELSEY Group:
  - Board director of Delsey Luggage Inc. and Delsey DUSH between late 2018 and August 2021,
  - Board director of Delsey Asia Limited, Delsey Hong Kong Ltd, and Delsey Dongguan between late 2018 and September 2021;
- Within Nocibé/Douglas Group until October 2017:
  - Chair and Chief Executive Officer of Douglas Holding AG,
  - Member of the Supervisory Board of Douglas Holding AG, Germany,
  - Member of the Managing Board of Douglas GmbH, Parfümerie Douglas GmbH, Douglas Cosmetics GmbH, Kirk Beauty One GmbH, Kirk Beauty Two GmbH, Germany, Parfumerie Douglas Nederland B.V., Douglas Investment B.V., Netherlands, Parfümerie Douglas Ges mbH, Austria, Douglas Polska Sp.z.o.o, Poland, Douglas Spain SA and Parfumerie Iberia Holding SL, Spain, Parfümerie Douglas Portugal LDA, Portugal;
- Member of the Supervisory Board of Beiersdorf AG<sup>(1)</sup>, Germany, until February 2016;
- Within the Nocibé/Douglas Group until January 2016:
  - Chief Executive Officer of Parfumeria Douglas Portugal SA, Portugal,
  - CEO of Parfümerie Douglas GmbH and Douglas Cosmetics GmbH, Germany,
  - Managing Director of Douglas Monaco, Monaco.

(1) Listed companies.

## Re-appointment



### François Robardet

*Board director representing the current and former Ground Staff and Cabin Crew employee shareholders  
Member of the Audit Committee and of the Remuneration Committee*

#### Expertise and professional experience

Born November 9, 1957, François Robardet is a graduate of the *École Nationale Supérieure des Arts et Métiers*. Mr. Robardet began his career in 1983 as a consulting engineer on management information systems within *Compagnie Générale d'Informatique*.

In 1993 he joined Air Inter as an IT project manager before moving to Air France in 1997.

**Nationality:** French

**Age:** 64 years

**First appointed as a Board director:**  
December 6, 2016

**Expiry of current term of office:** 2022 Shareholders' Meeting

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

**Professional address:**  
Air France,  
5 avenue Maxwell,  
31109 Toulouse Cedex

#### Other directorships and offices

##### French entities

- Titular member (elected) of the Supervisory Board of the Aeroactions employee shareholder FCPE;
- Manager of SCI Arcole 3.

#### Directorships and offices held in the last five years and having expired

- Titular member (elected) of the Supervisory Board of the Aeropelican employee shareholder FCPE;
- Titular member (elected) of the Supervisory Board of the Horizon Epargne Actions diversified savings fund.

## Appointment



### Michel Delli-Zotti

*Board director representing the current and former Flight Deck Crew employee shareholders*

#### Expertise and professional experience

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 Captain on the A320 in 2003, he has been operating long-haul flights on the B777 since 2007.

#### Other directorships and offices

- 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

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

**Nationality:** French

**Age:** 58 years

**Number of shares held in the Company's stock:**  
6,500 shares

**Professional address:**  
Air France  
45 rue de Paris,  
95747 Roissy  
Charles-de Gaulle Cedex