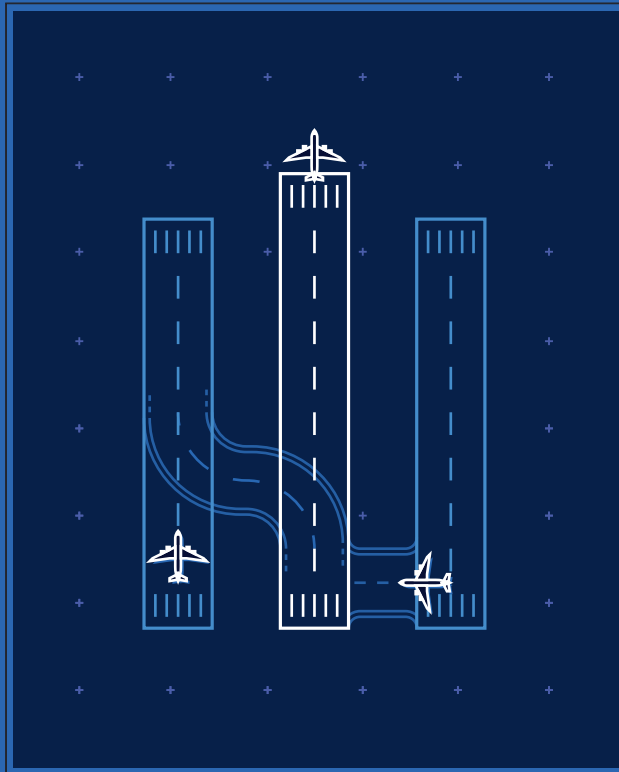


This is not an annual report  
but a document of the future

# Volume 1

## Ambitions



**AIRFRANCE KLM**

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# A global leader with European foundations

Air France-KLM is a leader in the global air transport industry with European foundations. For Air France-KLM, being European means embracing diversity and multiple sensitivities, being both universal and highly characteristic, global and local. For this, we have a unique offering based on seven complementary brands, each a champion in its field, backed by long-standing expertise in the aviation businesses and a resolute focus on innovation, both guarantees of reliability.

In the passenger transportation market, Air France, KLM Royal Dutch Airlines, HOP! Air France and Transavia all have proprietary commercial propositions and brand identities, capable of adapting to the aspirations and needs of individual passengers, and to the specificities of every situation. The Group also has a reference offering in aeronautics maintenance thanks to the international network of Air France Industries KLM Engineering & Maintenance, the global number two; an efficient, rapid and agile cargo business with Air France-KLM Martinair Cargo; and a leading in-flight catering service provider thanks to the creativity of the Servair teams.

# Securing the Group's future

Alexandre de Juniac,  
Chairman and CEO, Air France-KLM Group



## In 2015, Air France-KLM successfully returned to a European leadership position

2015 marked a historic step for Air France-KLM: with operating income of €816 million and net income of €118 million, the Group posted its first set of positive results since 2008. Both Air France and KLM are now profit-making and our debt has been reduced by more than €1 billion. Two-thirds of this performance can be attributed to the productivity gains realized thanks to the efforts of employees and one third to the economic environment and the decline in the oil price. The Transform 2015 plan has thus borne fruit.

## Competitiveness, a key condition for sustainable growth

Our achievements to date have enabled real gains in terms of competitiveness: the turnaround of the cargo business, two-thirds of the long-haul services now profitable and a halving in medium-haul operating losses. However, these positive results do not protect us from a downturn in the trading environment and our collective commitment must be pursued to reduce the short-fall in competitiveness which still separates us from our European peers. Continuing our in-depth transformation is imperative if we want to be able to continue to invest, purchase aircraft and recruit and train staff. This is the path we are pursuing with Perform 2020, the guarantee of sustainable growth.

## A world of opportunities: being in poll position in growth markets

We benefit from a market in robust health, with annual growth estimated at 4% to 6% for the next fifteen years. Asia and the European leisure market are two particularly dynamic segments where we must be in the vanguard. In Europe, Transavia is on the way to becoming a powerful low-cost player, capable of withstanding competition from other airlines. In 2019, our aim is to double the number of passengers carried to 20 million, by expanding its fleet from 67 to some 100 aircraft. In Asia, the existing partnerships will require reinforcement in future

through new agreements. This will need to be done whilst strengthening the attractiveness of our dual hubs, by offering the most seamless connecting opportunities at Paris-CDG and Amsterdam-Schiphol. Lastly, aeronautics maintenance, a business in which we rank number two globally, is seeing extremely strong growth. We have made substantial levels of investment in this business with significant success. This is now one of the Group's main growth levers.

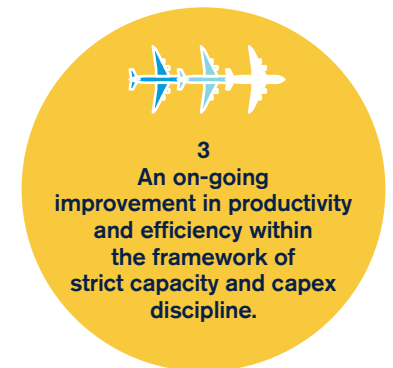
## Offering the airline best in class by pursuing our move up-market

The improvement in our financial situation must enable investment devoted to improving the customer experience, with the focus resolutely on building closer relationships with each and every one of them. More than €1 billion has already been dedicated to our product move up-market to ensure that our offer is aligned with the best international standards. This effort will be pursued, particularly on our customer services, both on the ground and in the air.

## Defending the air transport industry

Within the framework of my new functions as Director General and CEO of the International Air Transport Association (IATA), I shall soon be doing my utmost to defend the whole air transport industry and all the airlines. I am immensely proud to have worked for Air France-KLM. I would like to thank everyone for their commitment to ensuring the Group's successful turnaround and establishing the conditions for growth. Backed by the expertise of its teams, the value of its brands and its European foundations, Air France-KLM has all the assets it needs to compete with the global champions in this industry.

A strategy based on three priorities:

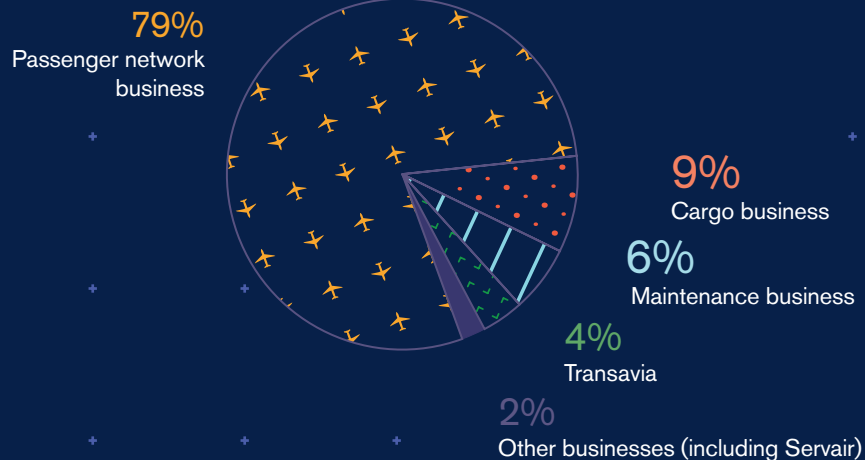


# A return to profitability in 2015



billion euros of revenues

Breakdown in revenues by business



# A significant reduction in net debt,

from **€5.4 billion** at the end of 2014

to **€4.3 billion**

at December 31, 2015

A **0.6%** reduction in unit costs<sup>(1)</sup> on a like-for-like basis

(1) On a constant currency, fuel price and pension-related expense basis.



Operating income of **€816 million**



EMPLOYEES

engaged in the Perform 2020 plan

(2) Full time equivalent.

# Remaining master of its own destiny

Frédéric Gagey, Chairman and Chief Executive Officer of Air France and Pieter Elbers, President and Chief Executive Officer of KLM, share their analysis.



Frédéric Gagey



Pieter Elbers

*Air France-KLM has published a positive set of results which are encouraging for the future. Within the framework of Perform 2020, which have been the most effective levers?*

**Frédéric Gagey /** Within the framework of the Transform 2015 plan, the efforts realized by Air France on unit costs in recent years enabled a very marked improvement in the company's financial situation. Furthermore, our commercial teams have successfully slowed the unit revenue decline by implementing action plans across all markets. Lastly, while the decline in the oil price significantly reduced the fuel bill and created a favorable environment, we pursued all our initiatives to improve the company's competitiveness within an uncertain economic and geopolitical environment. We took a major step forward in 2015 when, following a turnaround process lasting four years, Air France generated a comfortably positive operating margin. It is thanks to the company's staff and their commitment and collective efforts that we have been successful on this front. They should be proud. Our current objective is to improve this result to reinforce the company's cyclical resilience and enable it to invest and pursue its growth.

**Pieter Elbers /** For KLM's part, we continued to grow and posted positive financial results. Most of our action in 2015 was directed at reaffirming our three strategic goals: reducing costs, investing in our future and transforming our organization. Within the framework of Perform 2020, we implemented measures throughout the year on all three fronts and began to benefit from the first positive results: our costs are lower, our productivity is up - thanks, in particular, to the new collective agreements - and our investment in the customer experience and products is bearing fruit. These first tangible results combined with a renewed spirit throughout the organization show that we are on the right track.

*The Group's move up-market is paying off, as witnessed by the significant increase in levels of customer satisfaction and internationally-recognized awards. How do you plan to maintain this momentum to consolidate your leadership position?*

**P.E.** At KLM we make the difference by creating moments that truly touch our customers' hearts. To further support its growth, in 2015 KLM stepped up its investment in customer services and products and plans to accelerate this in 2016. Fleet renewal will continue this year with sixteen new aircraft set to be phased in to our fleet. Also noteworthy is the deployment of our World Business Class. In 2015, 60% of our fleet was equipped with new "full flat" seats while, in 2016, this figure will reach 80% of our intercontinental fleet. Furthermore, we are supplying our customer-facing staff with digital tools, better equipping them to care for our passengers. These efforts are being rewarded by a steady increase in levels of customer satisfaction, as measured by the Net Promoter Score. Our passenger appreciation targets for the next year will thus be even more ambitious.

**F.G.** Since the first Air France flight equipped with the new long-haul cabins to New York in June 2014, their comfort has been receiving accolades from customers. These new cabins, which are amongst the industry best in class, are currently being deployed in our Boeing 777 fleet. We have thus decided to pursue this strategic move up-market for our products and services by installing the new cabins on our Airbus A330s as of the end of 2017. We have also renewed our medium-haul offer on departure from Paris-Charles de Gaulle. Another key factor in customer satisfaction is flight punctuality. For the past year, we have been redoubling our efforts to improve our operational efficiency. This work is now paying off and we are proud to have been the best AEA (Association of European Airlines) carriers on this metric several times during 2015.

*Air France and KLM are engaged in large-scale modernization programs. What are the main characteristics?*

**F.G.** The world is changing, markets are developing and the digital revolution is driving a profound transformation of our society. Faced with these challenges, we need to be able to adapt and respond to both our customers' requirements and the aspirations of our employees. I have launched an ambitious modernization program at Air France, with the introduction of simpler and more innovative operating modes, based on cooperation, cross-functionality and transparency. A digital transformation, the streamlining of our processes, new management practices, permanent diffusion of customer feedback across the company and the refurbishment of our working spaces are the cornerstones of this program. In 2020, Air France will be both a company more focused on customer satisfaction and a great place to work.

**P.E.** To become Europe's most customer centric, innovative and efficient network carrier, we need to be leaner, more agile and more profitable. In 2015, KLM took important steps towards reducing costs and increasing productivity through new collective labor agreements and the design of a high performance organization to be rolled out in 2016. Other transformation programs are specifically focused on digitization, operational excellence and the customer experience. This transformation will make KLM more agile and efficient, increase staff engagement and give them more room to innovate. All this will help us to deliver an enhanced customer experience at a lower cost.



*In terms of digital innovation, how do you plan to surprise your customers in 2016?*

**P.E.** Since 2009, KLM has been a pioneer on the social media and "webcare". Every week, we receive over 100,000 messages, including more than 10,000 questions and remarks to which we aim to send a personal response within the hour. We have also introduced new functionalities to improve this service to customers. For example, since March 30, 2016 customers have been able to receive their personal travel documentation and flight status updates rapidly via the Facebook Messenger chat app. The most important aspect remains, however, our determination to make a difference for customers by making their journeys with us a truly memorable experience. In 2016, KLM will continue to surprise its customers by taking the personalized approach via social media to an even higher level and by a combination of artificial intelligence and personal contact.

**F.G.** At Air France, our digital innovations are contributing to developing sales. Our [www.airfrance.com](http://www.airfrance.com) website is already the number two French website in terms of revenues. In 2016, the realization of our digital projects will also enable us to offer customers increasingly personalized support, with the right message at the appropriate time, on the right communication channel. For example, we are developing mobile-based notifications to facilitate airport transit. In addition to all our digital tools, like Pieter I am convinced that we can make a difference for customers by offering them an attentive service across our entire product and services proposition, both at the airport and on board. All our teams are working on this on a daily basis everywhere in the world.

# A Group with worldwide recognition



## Leader among the “World’s Most Admired Companies”

Air France excelled within Fortune’s World’s Most Admired Companies ranking, reaching 3rd position in the Airlines category.

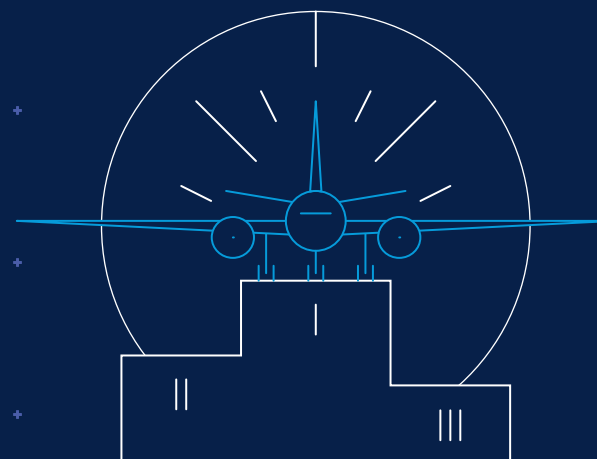
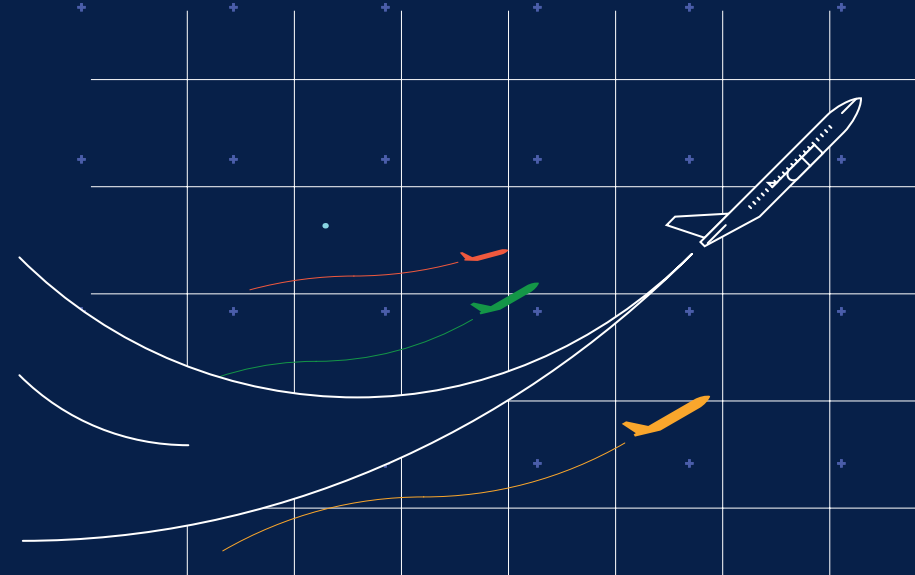
## A founder member of Airlines for Europe (A4E)

In January 2016, Europe’s five largest airline groups – Air France-KLM, Easyjet, International Airlines Group, Lufthansa Group and Ryanair – announced the creation of the Airlines for Europe Association (A4E). Accounting for half the passenger journeys in Europe, the five groups have chosen to join forces aimed at influencing European aviation policy.



## Air France, the World’s Most Improved Airline

In June 2015, Air France won two Skytrax awards: World’s Most Improved Airline and, for the second year running, the Best First Class Airline Lounge catering proposition.

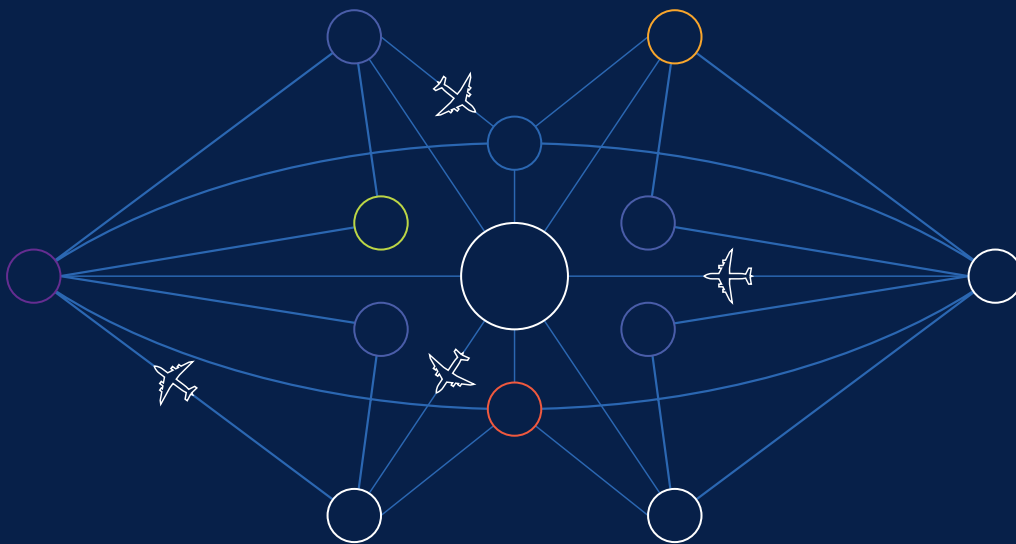
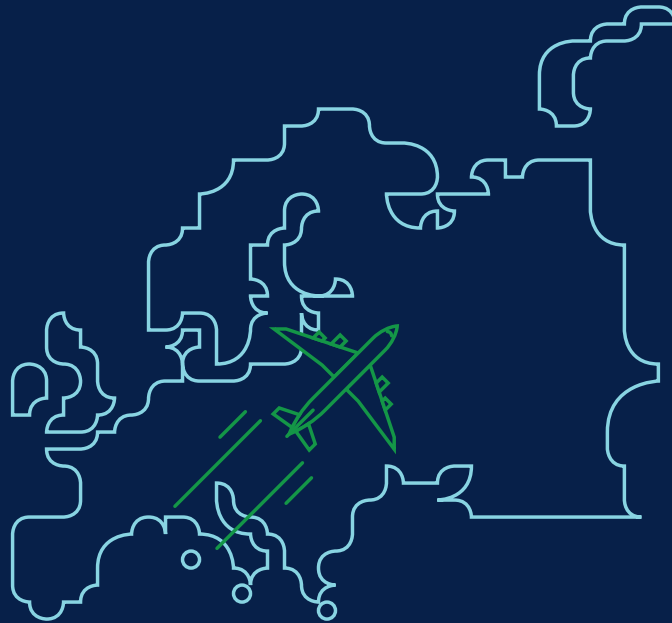


## KLM voted “Best Airline”

For the second time, KLM was voted “Best Airline” by a panel of Dutch consumers in the 2016 Reisgala awards.

### Transavia, Europe's best low-cost carrier

The flight-report.com website has delivered its verdict: Transavia is the best European low-cost airline for 2015.



**HOP! Air France**  
Europe's densest domestic network.

### Air France Industries KLM Engineering & Maintenance



**No 2**  
globally  
amongst the  
multi-product  
players

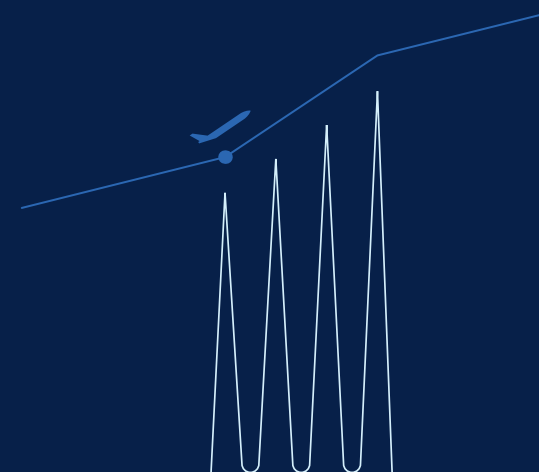


Voted MRO<sup>(1)</sup>  
of the Year in 2016  
for the third year  
running at the Airline  
Economics Aviation  
100 Awards.

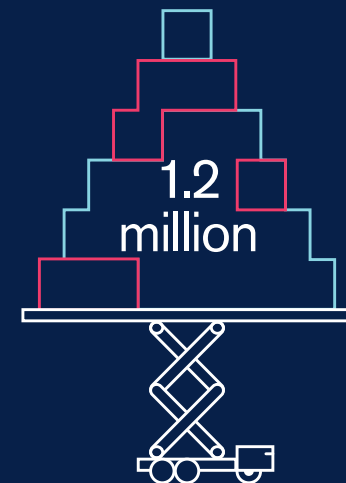


Voted MRO<sup>(1)</sup>  
of the Year 2016  
for the second year  
running in the  
Outstanding Airline  
Maintenance Group  
category by trade  
magazine  
Aviation Week.

(1) Maintenance, Repair & Overhaul



**Servair**  
Number one in France for airline  
catering and number four globally.



**Air France-KLM  
Martinair Cargo**  
1.2 million tons of merchandise  
carried in 2015 across the world.



# Flight safety, a priority enshrined in our corporate culture

In terms of flight safety, Air France-KLM positions itself in line with the highest air transport industry standards. It is an absolute priority, enshrined at the very heart of the Group's corporate culture. Every member of staff embodies this commitment on a daily basis, in flight, on the ground and within the governance bodies.

## Detecting every risk factor

Ensuring a maximum level of safety primarily means being able to identify and neutralize risk at the earliest possible opportunity. To this end, Air France and KLM have deployed Safety Management Systems in all of the Group's entities. The SMS regroups an array of tools and methodologies to systematically detect any threats, hazards and at-risk situations. It thus enables the preventive management of risks and supplements the more traditional methods used in this area, notably to detect any cases of non-compliance with regulatory standards.

In the air transport industry, new types of threats can emerge at any time. To safeguard itself from such risks, Air France-KLM also focuses the staff working environment on apprenticeship and continuous progress. Furthermore, the Group permanently adapts its flight safety procedures and tracks its aircraft in real time.

## A safety-first culture

To be effective, a safety-first culture must not be a source of anxiety. Air France-KLM takes care to transform eventual incidents into opportunities for progress. Any such events are recorded, analyzed and used to improve processes. A safety-first culture also involves individual behavior and the Group promotes personal accountability, constant vigilance, reporting, an opportunity to express concerns and make mistakes, within a climate of trust, and with a duty of transparency.



### Travelling with connected devices

Smartphones, digital tablets, portable computers...

Most connected devices now function thanks to increasingly efficient lithium batteries.

The downside is that they are also more delicate and can suddenly burst into flames in the event of shock or compression. While the risk remains low, to avoid any inconvenience, Air France-KLM informs all its passengers of a few simple rules. They are asked to respect the packaging instructions like, for example, stowing their devices in a shock and crush-proof container, or to request help from the cabin attendants if they lose their connected devices under their seats.



# A commitment to sustainable growth

Care, innovation and responsibility: these three convictions inform all the corporate social responsibility projects deployed by Air France-KLM, everywhere in the world. Three priorities: reduce the Group's environmental footprint, offer responsible products and services and contribute to local development. An overview of some of the key initiatives.

## Air France and KLM, at the cutting edge of technology

With fuel consumption of 3.42 liters (per passenger/100 km), Air France and KLM are on track to reach their CO<sub>2</sub> emission reduction target, an effort involving, in particular, fleet renewal. KLM has thus taken delivery of its first Boeing 787 Dreamliners, an aircraft enabling a reduction of up to 30% in fuel consumption and CO<sub>2</sub> emissions.

The Group is also investing in an innovative use of cleaner fuels. As of the spring of 2016, a number of KLM flights between Oslo and Amsterdam are being operated using biofuel benefiting from Roundtable on Sustainable Biomaterials certification for its social and environmental performance. This camelina-based biofuel enables a 46% reduction in the carbon footprint relative to fossil kerosene.

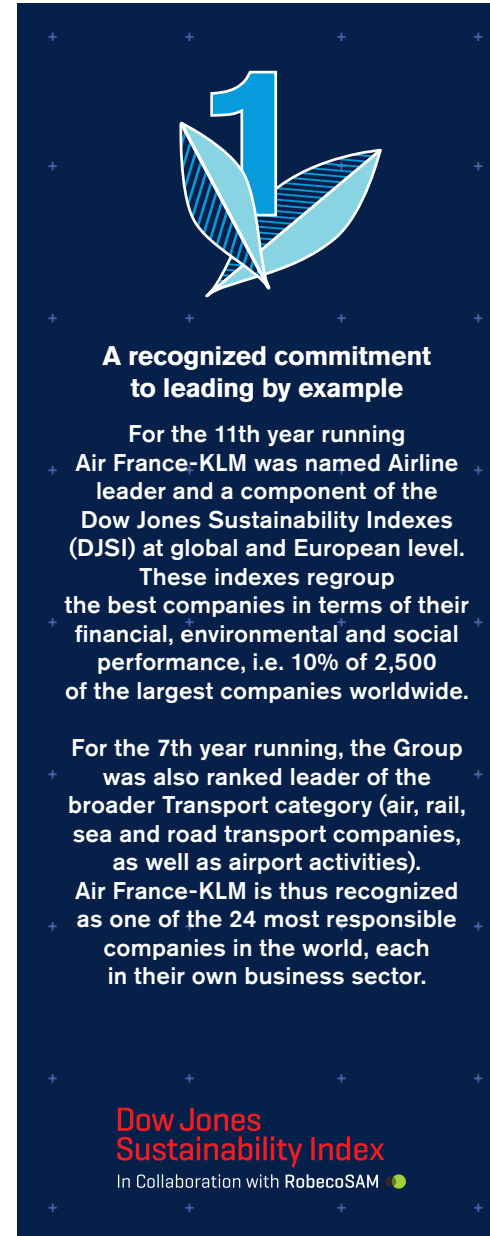
This initiative was made possible by the KLM Corporate BioFuel Programme based on a simple principle: the corporate partners contribute to bridge the price difference between biofuel and fossil kerosene. A good way to reduce their environmental footprints linked to business travel by employees, while promoting the development of the aviation biofuel market.

At Air France, the same mobilization: 54 biofuel flights were operated in 2015. Throughout the year, on the Toulouse-Orly route, the airline operated a

weekly flight using biofuel. This operation, dubbed "Lab'line for the future", was realized thanks to the support of 14 industrial partners. An opportunity for Air France to raise the awareness of customers on this route to all the CSR initiatives carried out by the airline.

## Encouraging innovation by supporting start-ups

To accompany "Lab'line for the future", Air France launched an open innovation process for start-ups, in cooperation with Welcome City Lab, the French business incubator dedicated to leisure and business tourism, of which the airline is a founder member. With a brief to invent the responsible travel of the future, some of these start-ups have since presented their innovations to a community of the airline's customers. This was the case for Instant System with its mobility companion, Ubleam with an augmented reality boarding card, neo-nomade with its collaborative co-working spaces and Interactive Mobility which has designed a new in-flight entertainment offer. This innovative service enables the downloading of films, TV series and documentaries directly to tablets or smartphones prior to travel, and will be progressively rolled out on Air France's medium-haul services.



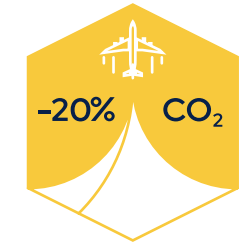
**1**

**A recognized commitment to leading by example**

For the 11th year running Air France-KLM was named Airline leader and a component of the Dow Jones Sustainability Indexes (DJSI) at global and European level. These indexes regroup the best companies in terms of their financial, environmental and social performance, i.e. 10% of 2,500 of the largest companies worldwide.

For the 7th year running, the Group was also ranked leader of the broader Transport category (air, rail, sea and road transport companies, as well as airport activities). Air France-KLM is thus recognized as one of the 24 most responsible companies in the world, each in their own business sector.

**Dow Jones Sustainability Index**  
In Collaboration with RobecoSAM



A **20%** reduction in CO<sub>2</sub> emissions between 2011 and 2020 (in g. CO<sub>2</sub> /passenger/km)

KLM is also supporting the start-up Undagrid, through the Mainport Innovation Fund. Specialized in the Internet of Things, Undagrid has developed an innovative solution for tracking non-motorized, non-electric equipment like baggage trolleys in real time. The benefit is optimized equipment management which is faster and more cost-efficient. Air France-KLM also offers its Flying Blue customers the opportunity to donate their Flying Blue Award Miles to promising start-ups, to encourage their international development. This new-style crowd-funding initiative is a world first for the aviation industry.

For further information, find the Group's Corporate Social Responsibility Report at [csreport2015.airfranceklm.com/en/](http://csreport2015.airfranceklm.com/en/)



## A pro-active management body

The Air France-KLM Executive Committee meets every two weeks, alternating between Amsterdam and Paris, to define the Group's principal orientations within the framework of the strategy approved by the Board of Directors. At March 31, 2016, the Executive Committee was composed of 14 members.

- a – **Alexandre de Juniac**,  
Chairman and Chief Executive Officer of Air France-KLM
- b – **Frédéric Gagey**,  
Chairman and Chief Executive Officer, Air France
- c – **Pieter Elbers**,  
President and Chief Executive Officer, KLM
- d – **Patrick Alexandre**,  
Executive Vice President Commercial, Sales and Alliances, Air France-KLM
- e – **Pieter Bootsma**,  
Executive Vice President Commercial Strategy, Air France-KLM
- f – **Xavier Broseta**,  
Executive Vice President Human Resources, Air France-KLM
- g – **Adeline Challon-Kemoun**,  
Executive Vice President Marketing, Digital & Communication, Air France-KLM

- h – **René de Groot**,  
Chief Operating Officer, KLM
- i – **Bram Gräber**,  
Executive Vice President Transavia and Cargo , Air France-KLM
- j – **Jean-Christophe Lalanne**,  
Executive Vice President Information Technology, Air France-KLM
- k – **Jacques Le Pape**,  
Executive Vice President Corporate Secretary, Air France-KLM
- l – **Pierre-François Riolacci**,  
Chief Financial Officer, Air France-KLM
- m – **Franck Terner**,  
Executive Vice President Engineering and Maintenance, Air France-KLM
- n – **Alexandre Boissy**,  
Secretary of the Group Executive Committee, Chief of Staff



## Establishing the Group's strategic orientations

The Board of Directors determines the orientations of the company's activity and ensures their implementation. In this capacity, alongside the General Management, it is responsible for ensuring its proper running, supported by the opinions and recommendations of the specialized committees.

At December 31, 2015, the Board of Directors was composed of fifteen members including:

- 13 Board directors appointed by the General Shareholders' Meeting (including two proposed by the French State and two representatives of the employee shareholders)
- 1 representative of the employees appointed by the *Comité de Groupe Français*
- 1 representative of the French State appointed by ministerial order

**Alexandre de Juniac**,  
Chairman and Chief Executive  
Officer of Air France-KLM

**Peter Hartman**  
Vice-Chairman of the  
Air France-KLM Board of Directors

**Maryse Aulagnon**  
Chair and Chief Executive  
Officer of Affine

**Isabelle Bouillot**  
President of China Equity Links

**Jean-Dominique Comolli**  
Honorary Civil Administrator

**Jean-François Dehecq**  
Vice-Chairman of  
the National Industry Council

**Jaap de Hoop Scheffer**  
Professor, Leiden University  
(Netherlands)

**Louis Jobard**  
Boeing 777 Flight Captain

**Cornelis J. A. van Lede**  
Company director

**Solenne Lepage**  
Director of Transportation  
Shareholdings, Agency  
for State Shareholdings

**Christian Magne**  
Air France Executive

**Isabelle Parize**  
Chief Executive Officer of Nocibé

**Antoine Santero**  
Senior Flight Attendant,  
Long-haul Air France

**Patrick Vieu**  
Advisor to the Vice-President  
of the General Council for the  
Environment and Sustainable  
Development

**Leo M. van Wijk**  
Company director

## Listening to our shareholders

A move up-market for the service offer, an expanded network of destinations, the development of strategic partnerships everywhere in the world... Air France-KLM is undergoing a profound business transformation. The Group provides its shareholders with the analysis tools which are key to understanding these rapid changes and its strategic choices.

### Dedicated information tools

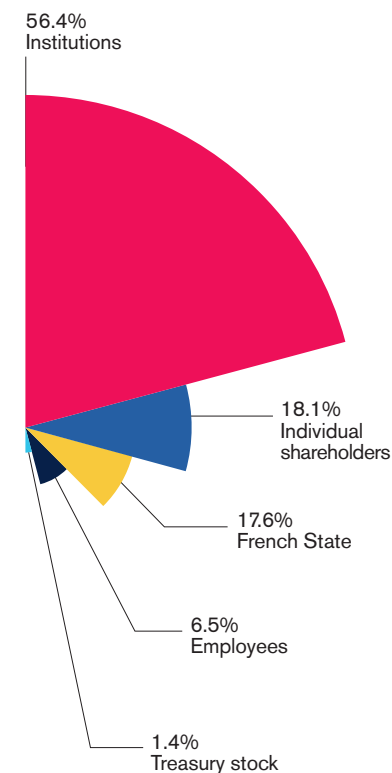
A few clicks on the [www.airfranceklm.com](http://www.airfranceklm.com) website - available in computer, tablet and smartphone versions - give access to all the information relating to the Group's activity. The annual results, regulated information, the agenda and key figures are permanently available in the Finance section. Members of the Shareholders' Club also receive the ACTION'Air newsletter. These different information tools ensure total visibility and transparency on the businesses, their performance and the company's ambitions. In 2015, the Group won two awards for the quality of its shareholder relations: one from *Le Revenue* magazine, in the digital communication category; the other from the *Investir-Les Échos* business newspaper for its Registration Document and General Shareholders' Meeting.

### Exclusive access to unique events

To facilitate a behind-the-scenes insight into its operations, Air France-KLM regularly invites its shareholders to information meetings in Paris and the French regions, attended by the company's management. Site visits are organized at the Group's main facilities. In 2015,

shareholders were thus able to discover the Paris-Charles de Gaulle hub and the BEPN flight crew training center. Presentations on the Group are also organized within the framework of major events like the Le Bourget Paris Air Show. To become a member of the Shareholders' Club, just send a shareholding certificate proving that you hold at least 50 shares to: [mail.actionnaires@airfranceklm.com](mailto:mail.actionnaires@airfranceklm.com) or by mail to: Air France-KLM Shareholders Relations, AFKL.FI 95737, Roissy-Charles de Gaulle Cedex, France. You can also sign up directly in the Shareholders section of the [airfranceklm.com](http://airfranceklm.com) website. Air France-KLM also has an Individual Shareholders' Committee (ISC) which meets at least four times a year and whose comments on the Group's financial communication enable the management more effectively to identify and take into account the needs of individual shareholders.

**Breakdown of the Air France-KLM share capital at December 31, 2015**



# CONSOLIDATED FINANCIAL STATEMENTS

OF THE GROUP AT DECEMBER 31, 2015

## Consolidated balance sheet

### Assets

In € million	December 31, 2015	December 31, 2014 <sup>(1)</sup>
Goodwill	247	243
Intangible assets	1,018	1,009
Flight equipment	8,743	8,728
Other property, plant and equipment	1,670	1,750
Investments in equity associates	118	139
Pension assets	1,773	1,409
Other financial assets	1,224	1,502
Deferred tax assets	702	1,042
Other non-current assets	295	243
<b>Total non-current assets</b>	<b>15,790</b>	<b>16,065</b>
Assets held for sale	4	3
Other short-term financial assets	967	787
Inventories	532	538
Trade accounts receivables	1,800	1,728
Other current assets	1,138	961
Cash and cash equivalents	3,104	3,159
<b>Total current assets</b>	<b>7,545</b>	<b>7,176</b>
<b>Total assets</b>	<b>23,335</b>	<b>23,241</b>

(1) Restated for the reclassification of items relating to capitalized production, foreign currency effects linked to the revaluation of provisions in foreign currencies and temporary staff expenses.

### Liabilities and equity

In € million	December 31, 2015	December 31, 2014 <sup>(1)</sup>
Issued capital	300	300
Additional paid-in capital	2,971	2,971
Treasury shares	(85)	(86)
Perpetual	600	-
Reserves and retained earnings	(3,561)	(3,877)
<b>Equity attributable to equity holders of Air France-KLM</b>	<b>225</b>	<b>(692)</b>
Non-controlling interests	48	39
<b>Total equity</b>	<b>273</b>	<b>(653)</b>
Pension provisions	1,995	2,119
Other provisions	1,513	1,404
Long-term debt	7,060	7,994
Deferred tax liabilities	11	14
Other non-current liabilities	484	536
<b>Total non-current liabilities</b>	<b>11,063</b>	<b>12,067</b>
Provisions	742	731
Current portion of long-term debt	2,017	1,885
Trade payables	2,395	2,444
Deferred revenue on ticket sales	2,515	2,429
Frequent flyer programs	760	759
Other current liabilities	3,567	3,330
Bank overdrafts	3	249
<b>Total current liabilities</b>	<b>11,999</b>	<b>11,827</b>
<b>Total liabilities</b>	<b>23,062</b>	<b>23,894</b>
<b>Total equity and liabilities</b>	<b>23,335</b>	<b>23,241</b>

(1) Restated for the reclassification of items relating to capitalized production, foreign currency effects linked to the revaluation of provisions in foreign currencies and temporary staff expenses.

## Consolidated income statement

In € million	December 31, 2015	December 31, 2014 <sup>(1)</sup>
Sales	26,059	24,912
Other revenues	3	18
External expenses	(15,682)	(15,171)
Aircraft fuel	(6,183)	(6,629)
Chartering costs	(430)	(438)
Landing fees and en route charges	(1,947)	(1,840)
Catering	(655)	(591)
Handling charges and other operating costs	(1,536)	(1,476)
Aircraft maintenance costs	(2,372)	(1,729)
Commercial and distribution costs	(896)	(870)
Other external expenses	(1,663)	(1,598)
Salaries and related costs	(7,852)	(7,636)
Taxes other than income taxes	(167)	(169)
Other income and expenses	1,113	508
<b>EBITDAR</b>	<b>3,474</b>	<b>2,462</b>
Aircraft operating lease costs	(1,027)	(873)
<b>EBITDA</b>	<b>2,447</b>	<b>1,589</b>
Amortization, depreciation and provisions	(1,631)	(1,718)
Income/(loss) from current operations	816	(129)
Sales of aircraft equipment	(6)	0
Sales of subsidiaries	224	185
Other non-current income and expenses	81	695
Income/(loss) from operating activities	1,115	751
Income from cash and cash equivalents	63	76
Cost of financial debt	(373)	(446)
<b>Net cost of financial debt</b>	<b>(310)</b>	<b>(370)</b>
Foreign exchange gains/(losses), net	(360)	(199)
Change in fair value of financial assets and liabilities	(178)	(92)
Other financial income and expenses	(67)	(68)
Income/(loss) before tax	200	22
Income taxes	(43)	(195)
Net income/(loss) of consolidated companies	157	(173)
Share of profits/(losses) of associates	(30)	(39)
Income/(loss) from continuing operations	127	(212)
Net income/(loss) from discontinued operations	0	(4)
Net income/(loss) for the period	127	(216)
Minority interest	(9)	(9)
Net income/(loss) for the period, Group	118	(225)

(1) Restated for the reclassification of items relating to capitalized production, foreign currency effects linked to the revaluation of provisions in foreign currencies and temporary staff expenses.

## Consolidated statement of cash flows

In € million	December 31, 2015	December 31, 2014 <sup>(1)</sup>
Net income from continuing operations	127	(212)
Net income from discontinued operations	-	(4)
Amortization, depreciation and operating provisions	1,631	1,725
Financial provisions	59	68
Result on disposals of tangible and intangible assets	(224)	(19)
Result on disposals of subsidiaries and associates	(224)	(184)
Derivatives - non-monetary result	91	73
Unrealized foreign exchange gains and losses, net	294	163
Share of (profits) losses of associates	30	39
Deferred taxes	4	158
Impairment	5	114
Other non-monetary items	32	(1,042)
<b>Sub-total</b>	<b>1,825</b>	<b>879</b>
<b>Of which discontinued operations</b>	<b>-</b>	<b>(6)</b>
(Increase)/decrease in inventories	36	(24)
(Increase)/decrease in trade receivables	(55)	98
Increase/ (decrease) in trade payables	(62)	29
Change in other receivables and payables	156	10
Change in working capital from discontinued operations	-	20
<b>Net cash flow from operating activities</b>	<b>1,900</b>	<b>1,012</b>
Acquisition of subsidiaries, of shares in non-controlled entities	(7)	(43)
Purchase of property, plant and equipment and intangible assets	(1,647)	(1,431)
Proceeds on disposal of subsidiaries, of shares in non-controlled entities	342	354
Proceeds on disposal of property, plant and equipment and intangible assets	353	269
Dividends received	5	20
Decrease/(increase) in net investments, more than 3 months	(208)	285
Net cash flow used in investing activities of discontinued operations	-	(20)
<b>Net cash flow used in investing activities</b>	<b>(1,162)</b>	<b>(566)</b>
Capital increase	1	-
Perpetual	600	-
Sale of minority interest without change of control	4	-
Issuance of debt	1,077	1,583
Repayment on debt	(1,549)	(2,024)
Payment of debt resulting from finance lease liabilities	(664)	(565)
New loans	(89)	(10)
Repayment on loans	140	36
Dividends paid	(24)	(3)
<b>Net cash flow from financing activities</b>	<b>(504)</b>	<b>(983)</b>
Effect of exchange rate on cash and cash equivalents and bank overdrafts	(43)	(77)
<b>Change in cash and cash equivalents and bank overdrafts</b>	<b>191</b>	<b>(614)</b>
Cash and cash equivalents and bank overdrafts at beginning of period	2,910	3,518
Cash and cash equivalents and bank overdrafts at end of period	3,101	2,910

(1) Restated for the reclassification of items relating to capitalized production, foreign currency effects linked to the revaluation of provisions in foreign currencies and temporary staff expenses.

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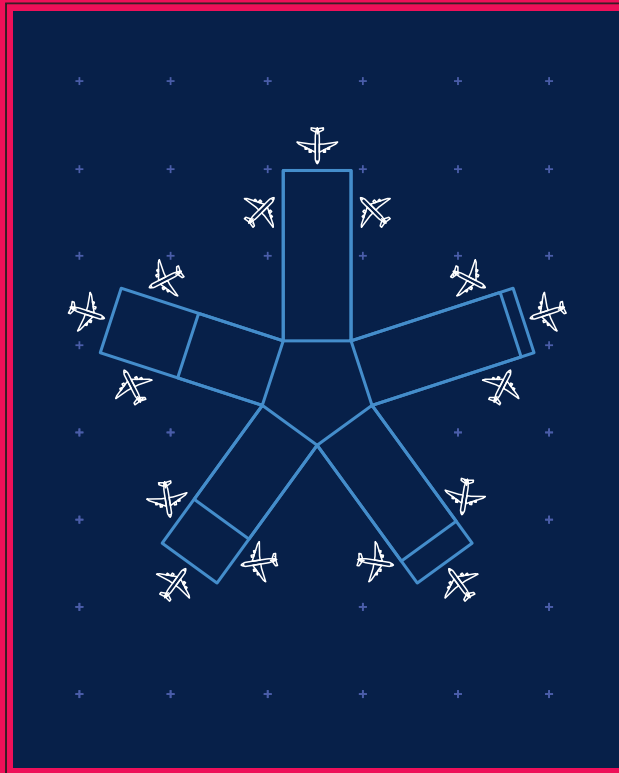
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**AIRFRANCE KLM**

This is not an annual report  
but a document of the future

# Volume 2

## Sensations



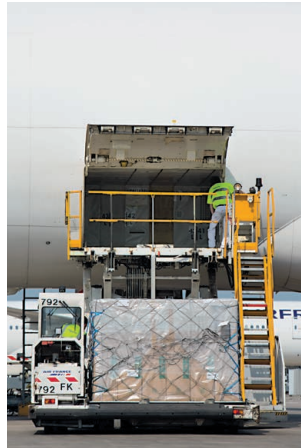
**AIRFRANCE KLM**



# A sky without limits

The sky is a place which is both eminently universal and profoundly personal. Everyone contemplates it with different expectations and dreams. For some passengers, the comfort and design of their travel spaces will be important while others are primarily concerned with the convenience of the flight schedules and others still, undecided as to where to go, will welcome the wide choice of destinations offered on their smartphones and tablets. Those who use air to transport all types of merchandise are equally diverse.

Air France-KLM is committed to making the sky accessible to everyone, by responding to all of these needs. The Group deploys a range of complementary brands and an extensive portfolio of services for each of its businesses: passenger and cargo transportation, aeronautics maintenance and catering. A host of possibilities which is constantly being expanded, always with the European touch enshrined within the Air France-KLM culture.





## Innovate...

Since March 2016, the Air France, France is in the air advertising campaign has been enhanced with ten new visuals including one devoted to Paris.

The terrace of a café with a deliciously French name...

The refined elegance of a smiling young woman...

In the window, the tastiest dishes from the country's gastronomic repertoire...

Paris fascinates, seduces and surprises. The city is currently the leading destination served by Air France world-wide.

## ... and surprise our customers

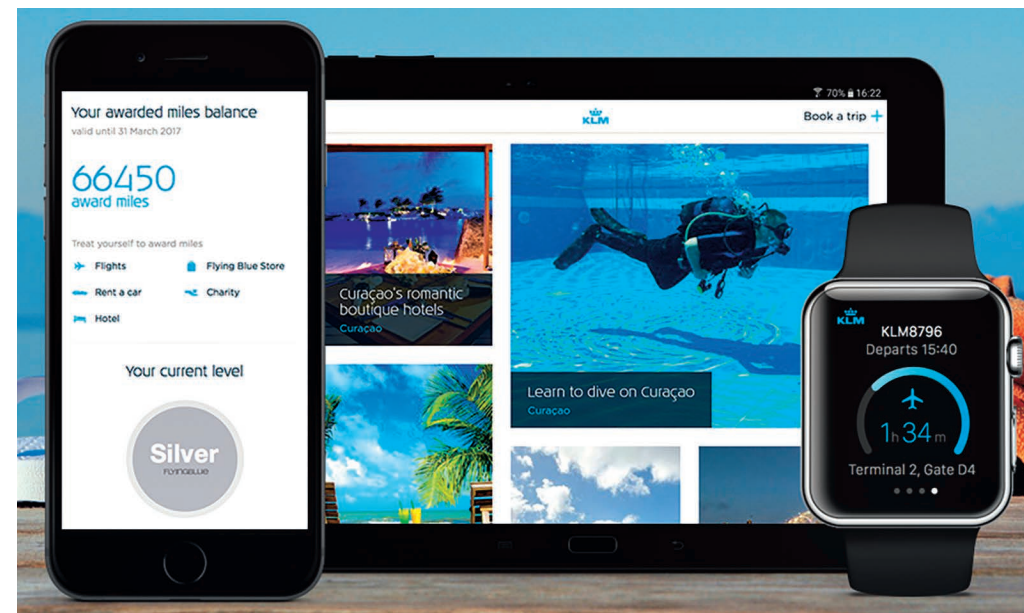
What better way to capture the real soul of a city than to be shown around by someone who lives there? The new "Layover with a local" app developed by KLM is for travelers with more than six hours' waiting time in Amsterdam. In the blink of an eye, they are put in touch with a volunteer local resident, who they then meet in the city center for a totally personalized visit.



## Imagine a 100% digital journey

1— Travel by Air France, the new digital travel guide launched by Air France in 2016, packed full of out-of-the-ordinary restaurants, hotels of charm and scenic sites for more than 90 destinations. A source of inspired ideas making Air France the carrier of choice and a practical guide enabling airline tickets to be booked directly. KLM also offers an online travel guide.

2— New KLM app, available on Smartphones, tablets and smart watches. For customers, it unveils a new design and a range of functionalities ensuring a better standard of comfort before, during and after the trip with, for example, access to Airbnb and Uber services. The Air France app was also completely redesigned in March 2016.



1— The automated “self-boarding” gate, that Air France plans to roll out in most of its outstations. The advantages: faster, more seamless boarding enabling improved flight punctuality. Air France staff also have more time to build attentive, high-quality relationships with passengers. In 2016, after Nice, Copenhagen, Oslo, Geneva, Zurich and Vienna, this “self-boarding” is progressively being deployed in 70 gates at Paris-Charles de Gaulle.

2— Robot “Spencer”, is being trialed at the KLM hub in Amsterdam. Developed by KLM with the support of the European Commission, this robot helps connecting passengers find the fastest possible route through the airport.



1



2



## The Boeing 787 Dreamliner, a new way of flying

KLM's Boeing 787 Dreamliner is a next-generation aircraft, offering excellence in terms of both comfort and quality standards.

At the end of 2016, eight Dreamliners will join the KLM fleet, each named after a flower, referencing the Dutch horticultural tradition. During the Summer season, they will carry passengers on departure from Amsterdam to 14 destinations, across all continents.





## A cocoon in the sky

The Air France Business cabin offers passengers moments of infinite pleasure, to travel as in a dream. The contemporary-style seat has an understated elegance and transforms into a real bed measuring two meters long. Everything has been revisited to offer an impeccable quality of sleep: soft foams, a silky-soft duvet and an XXL-sized feather-down pillow. Every detail has been conceived to ensure everyone's well-being, comfort and privacy. The technological aspect has not been overlooked, with a personal electric socket and USB port and a wide HD touch screen measuring 16 inches (41 cm) giving access to a wealth of programming. At the end of the Summer 2016 season, 32 Boeing 777s in the Air France long-haul network will have been equipped with these cabins.



## World Business Class, Dutch down to the minutest detail

KLM's new World Business Class has been designed by the well-known Dutch designer Hella Jongerius. It offers passengers private spaces, in a warm and welcoming ambiance. The seat transforms into a fully-flat bed, ensuring the ultimate in travel comfort. Travelers also benefit from a comfort bag created by the Dutch designer Jan Taminiau. They sample their meals on tableware created by Marcel Wanders, another famous Dutch designer. At the end of 2016, 49 aircraft in KLM's long-haul fleet will have been equipped with this new cabin.



1



2

## Medium-haul: top flight investment

1— Air France's new medium-haul cabin, equipped with a top-quality leather seat and fittings designed with impeccable attention to detail. At the end of the 2016 first half, the new leather seat will be available on board the company's 24 Airbus A319s and 25 Airbus A320s. This seat embodies the renewal and move up-market of the airline's entire medium-haul proposition on departure from Paris-Charles de Gaulle which also offers faster airport transit, an exceptional catering service and more flexibility for business travel.

2— The first Embraer 175 aircraft joined the KLM Cityhopper fleet in March 2016. With a number of technical innovations, this aircraft is proving very fuel efficient while ensuring a high standard of travel comfort. KLM Cityhopper plans to operate 17 aircraft of this type by 2018, in addition to the 30 Embraer 190s already in its fleet.



## Gastronomic delights to savor

Until September 2016, the well-known French chef Yves Camdeborde will be tantalizing the taste buds of travelers in Air France Business class<sup>(1)</sup>, on departure from Paris. Seen globally as the trailblazer of "bistronomie", a new culinary trend combining "bistro" food with classic gastronomy, his cuisine focuses on simplicity and quality produce. In La Première, there will be a succession of some of the greatest names in French haute cuisine starting, in May, with Joël Robuchon, the chef with the most Michelin stars. In the Economy and Premium Economy classes, Jean Imbert, winner of Top Chef 2012, will be proposing an "A La Carte" menu with inventive flavors (on reservation).

(1) In the long-haul Business cabin, but also bound for 15 destinations in the medium-haul network.



## A myriad of Michelin stars

For the first time on its medium-haul network, KLM is offering the opportunity for its European Business Class<sup>(2)</sup> customers to taste dishes created by a well-known chef in mid-flight. The menus are designed by Onno Kokmeijer, the head chef of a two-Michelin-star restaurant in Amsterdam. Adapted to the unfolding seasons, they offer a gourmet choice between two main courses, renewed each week. In World Business Class, on departure from Amsterdam, the three-Michelin-star Dutch chef Jacob Jan Boerma will be unleashing his creativity. A disciple of fresh ingredients, he has devised four different outstanding menus.

(2) On departure from Amsterdam Airport-Schiphol.





## A Michelin-starred chef in the Servair kitchens

As part of the “Chefs On Board” event, Michelin-starred chef and Air France partner, François Adamski, met passengers on a long-haul flight to introduce an exceptional menu designed especially for them. He was also able to observe the day-to-day work and expertise of the Servair teams, the Air France subsidiary which is the leader in airline catering. Servair produces more than 200 million meals every year.



## HOP! Air France youth card, an invitation to travel

To facilitate travel for 12 to 24 year olds, HOP! Air France offers them a new card valid for 12 months priced at €49. This card entitles the holder to special youth fares – starting from €44 one-way, including checked baggage – and multiple benefits and discounts. Young passengers can access this digitized card at any time using their smartphones.



## When travel calls for more travel

With the Flying Blue frequent flyer program, customers can fly farther still. On each trip, they earn Miles which can then be transformed into new airline tickets or their choice of goods and services.

27 million travelers are members of Flying Blue, which brings together 35 airlines and more than 100 non-airline partners.



## Pharmaceutical products: recognized expertise

In 2016, Air France-KLM Martinair Cargo obtained IATA CEIV (Center of Excellence for Independent Validations) Pharma certification, recognizing the high standards of its procedures and practices for the transportation of pharmaceutical products. The company thus meets the stricter requirements in terms of safety and preservation of the cold chain vital to maintaining the integrity of such products.

This certification enables Air France-KLM Martinair Cargo to consolidate its leadership position in this activity, consistent with the Group's strategic aim of developing its operations in high-value-added air freight.



## Europe sees life in green

In a few years, Transavia has become an air transport industry leader in Europe: it is now the number one low-cost carrier on departure from Paris-Orly, with an expanded network. In 2016, the fleet will continue to increase with the delivery of 10 new Boeing 737-800s, taking the total to 71 aircraft at the end of the Summer season. The target for 2019: thanks to an ambitious growth plan, carry 20 million passengers with 100 aircraft.





1

## Engineering & Maintenance, at the cutting edge of the next-generation technologies

1— Hélios, the new workshop dedicated to aerostructure and composites maintenance opened at Paris-Charles de Gaulle by AFI KLM E&M (aeronautics maintenance business). With this €40 million investment, AFI KLM E&M expanded its range of products and services, while reinforcing its world leadership position in the maintenance of next-generation aircraft like the Boeing 787 Dreamliner and Airbus A350s.

2— GEnX, the next-generation power plant equipping the Boeing 787 Dreamliner. Having developed the required industrial capabilities in record time, AFI KLM E&M is now able to carry out the maintenance of Dreamliner engines in its Amsterdam workshop.

3— Creation of the "MRO Lab", a fount of innovation AFI KLM E&M is always developing innovative solutions, designed to meet its airline customers' aeronautics maintenance needs. The "MRO Lab" is the point of convergence for all of AFI KLM E&M's innovations and its network. Created in 2015, it regroups both the initiatives coming from cooperation with start-ups and ideas generated by the in-house Participatory Innovation

Approach. This innovation dynamic was also reflected in the launch in Singapore of a joint-innovation center, in partnership with Ramco Systems, a software product and services company specialized in aeronautics.



2



3



## A long-term partnership with AuditionSolidarité

For the past five years, the Air France Foundation has been partnering the AuditionSolidarité association which helps children who are deaf or hard of hearing everywhere in the world. Thanks to the Foundation's support, more than 1,200 children have been supplied with hearing aids in Cameroon, Vietnam and Madagascar. In France, the association also organizes workshops on hearing preservation in schools and music conservatoires. The three founders of AuditionSolidarité won the Air France Foundation 2015 Prize, highlighting the strength of their commitment.

[fondation.airfrance.com](http://fondation.airfrance.com)

## A birth certificate for every child

KLM is working hand in hand with Unicef to obtain birth certificates for the most vulnerable children in countries like Indonesia. Across the world, some 230 million<sup>(3)</sup> children are not registered by their parents at birth and thus do not officially exist. With neither a name nor nationality, they cannot access education or health services. This initiative is within the framework of a wider partnership between KLM and Unicef to respect and support children's rights.

[klmtakescare.com](http://klmtakescare.com)

<sup>(3)</sup> Result of a regular survey carried out by Unicef in 2013.

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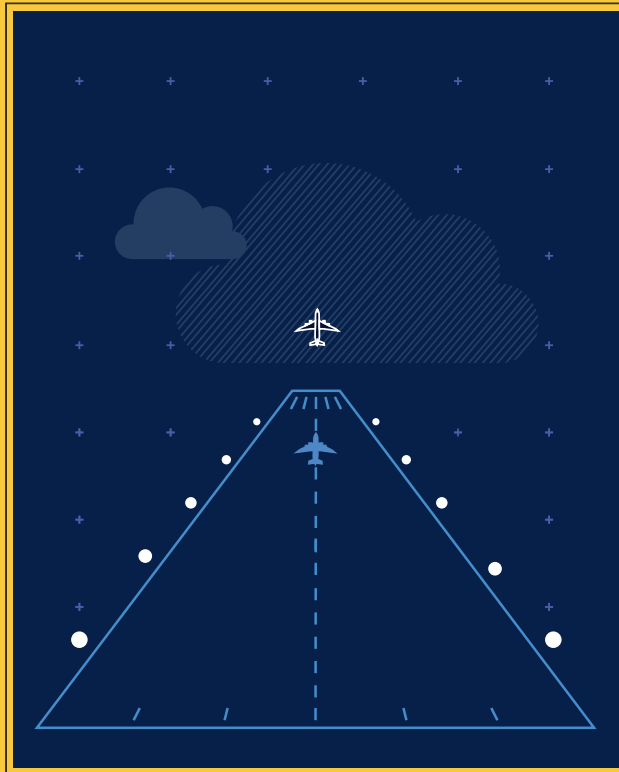
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**AIRFRANCE KLM**

This is not an annual report  
but a document of the future

# Volume 3

Getaways



AIRFRANCE KLM

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AN OPTIMIZED FLEET

# More than 50 new routes to explore the world

Who has not felt this impalpable desire for elsewhere from time to time, like a breath of freedom as we go about our often well-ordered lives? Air France-KLM strives to tirelessly transport you to new vibrant, scintillating and surprising places, like so many promises.

In summer 2016, you are offered more than 50 new routes. Picture the scene... A midnight stroll under the stars down New York's Fifth Avenue: the "City Which Never Sleeps" is now accessible from the City of Light on departure from both Paris-Orly and Paris-Charles de Gaulle. Let time stand still before the spectacularly beautiful scenery of the major US nature reserves: welcome to Salt Lake City. Or why not get off the beaten track by discovering the impetuous energy of Astana in Kazakhstan, or Tehran in Iran?

You can also get carried away by the hectic beat of Alicante in Spain or sample the strange magic of Inverness in Scotland: 13 new medium-haul services are available in Europe and the Mediterranean rim, together with 37 new routes offered by Transavia.

The comfort and elegance of the cabins, cutting-edge technologies at the service of customers, the attentive presence of the cabin attendants... Whether departing on a short business trip or for the adventure of a life-time, the unrivalled Air France-KLM experience awaits you.



World-wide destinations



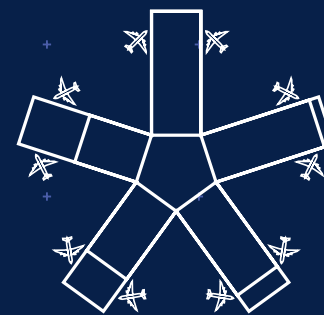
**320**  
destinations  
in 114 countries  
in 2016



Air France-KLM is the  
**No. 1**  
in terms of intercontinental  
traffic on departure  
from Europe



million passengers carried in 2015



2 global hubs at Paris-Charles de Gaulle  
and Amsterdam-Schiphol

**534**

aircraft in operation  
at December 31, 2015

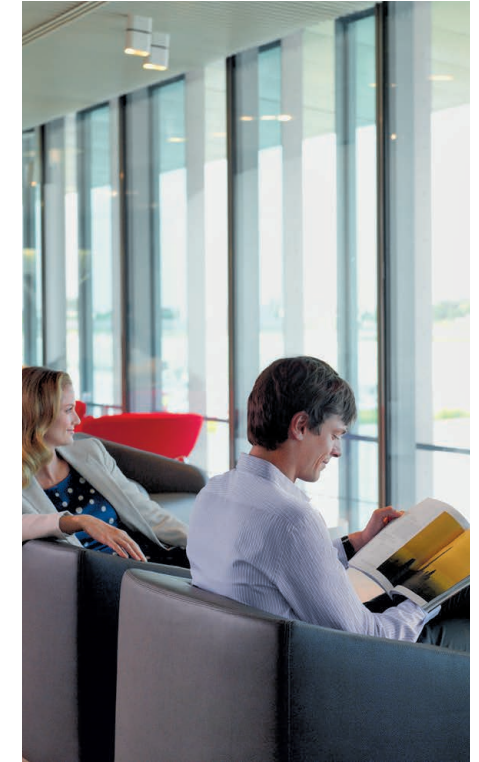
# Windows open to the world

The dual intercontinental hubs of Paris-Charles de Gaulle and Amsterdam-Schiphol constitute the beating heart of the Air France-KLM global network. They resound with all the languages and histories of mankind, be they big or small. Travelers from across the globe cross paths here, awaiting the connecting flights that will carry them to the other end of the earth or return them to their home port.

Ranking amongst the four largest European hubs, the dual hubs are gigantic precision mechanisms, operated by some supernatural power. The spell-binding ballet of aircraft arrivals and departures is meticulously organized and concentrated around seven daily time slots, reducing your waiting time before departing for other shores to a minimum. These unsaturated runways can accommodate successive flights, carrying with them memories, and numerous hopes.

You can also choose between a multitude of destinations, ranging from the exotic to the unfamiliar, the poetic to the historic... A "hubway" of 12 daily flights links the two Paris and Amsterdam hubs, like an overhead metro which one fine day decided

to abandon terra firma. In the blink of an eye, you can thus take an Air France flight after one with KLM – or vice versa – and combine the two airlines' highly-complementary global networks.





# New links between you and the world

Discover the services offered this summer by Air France-KLM on departure from new airports, supplementing its global offer.

Find all the Group's destinations and flights at [www.airfranceklm.com](http://www.airfranceklm.com).

# Salt Lake City, the mountainous



## Getting there

- Up to 3 flights a week on departure from Amsterdam-Schiphol, operated by KLM
- Travel on board an A330-200



Salt Lake City nestles in the heart of some breathtaking scenery. In the north-east, the Great Salt Lake stretches its surreal expanse under the burning sun of a vast desert basin. To the west, the imposing Rocky Mountains trace a vertiginous setting, like a cyclopean backdrop to the city. Home to one of North America's most extensive ski areas, the latter still resonate with the victories and records of the 2002 Winter Olympics. Farther still, the world-renowned national reserves of Bryce Canyon, Zion and Arches display their blazing colors. Salt Lake City also unveils another face... It is the capital of Utah, one of the US States with the most thriving economies. The city boasts a long industrial history, in oil refining, metallurgy, textiles and agro-foods. In recent years, a growing number of large companies have emerged from the new technologies, making Utah the leading State in terms of its growth prospects. (Source: *Forbes*)



## "Best State For Business", according to *Forbes*

For the fifth time in six years, Utah is top of the list of States most favorable to business development, according to leading business magazine *Forbes*. This ranking is based on six criteria like growth prospects, the regulatory environment and the availability of skilled people.

## As seen from space

To the south of Salt Lake City lies Bingham Canyon, the largest open-pit copper mine in the world. At some 4 km wide and more than 800 meters deep, it can be seen by the naked eye from the international space station.

## 4,400 km<sup>2</sup>

The average surface area of the Great Salt Lake which gave Salt Lake City its name, its breadth fluctuating depending on rain-fall.

## 1,320 meters

The average altitude of Salt Lake City.

# New York, the little known



## Getting there

- A daily flight on departure from Paris-Orly, operated by Air France
- Travel on board a Boeing 777-200

## New York / United-States

## 70-year anniversary

This year the Group celebrates the 70-year anniversary of the services between New York and Amsterdam (KLM) and New York and Paris (Air France). On the inauguration of the latter, in 1946, the flight lasted 23h45 and was operated in a DC-4 seating 33 passengers.

## Bringing America nearer

Alongside Alitalia, Air France-KLM is a partner to Delta Air Lines, one of the largest US airlines. Their joint-venture is based on cost and revenue sharing, and the harmonization of flight schedules. It is the most advanced commercial cooperation model in the air transport industry, generating over US\$13 billion of revenues in 2014. What's more, there are significant benefits for customers: an increasingly-extensive choice of destinations in Europe and the United States, and seamless connections on departure from the European and American hubs. But also a guarantee of highly competitive fares and a top-notch standard of service, irrespective of the airline of choice.

New York is strangely familiar, intimate even, although we may never have set foot on its side-walks. Like a place where we might have lived many years before, in a now-forgotten life. The unsettling feeling of having frequented the snow-powdered paths of Central Park or counted the New Year down amongst the crowd at Time Square. We are, of course, used to hailing a yellow cab to Broadway or Brooklyn. And the Wall Street dealing rooms, with their infinite hue and cry of screens and data, hold no secrets for us.

Behind these images so strongly anchored in our imaginations, is there an unknown depth to the city, with a far more complex and subtle reality? How do the 8.3 million New Yorkers really live, some 47.7% of them speaking a language other than English? You are free to explore the other side of the mirror...

## More and more tourists

58.3 million tourists visited New York in 2015, i.e. 1.8 million more than in 2014, a figure up for the sixth year running. Most foreign visitors come, in order, from the United Kingdom, Canada, Brazil and China (+14% for the latter).

# Astana, the intriguing



New 

### Getting there

- 4 flights a week on departure from Amsterdam-Schiphol, operated by KLM
- Travel on board an Airbus A330-200

Astana is a surprising place... At the very north of Kazakhstan, its showy buildings suddenly spring from the middle of the arid steppes, like enigmatic mirages reaching for the sky. In its veins runs the energy of an ambitious young metropolis which became its country's capital in 1998. The soviet-style architecture of its oldest quarters rubs shoulders with a multitude of ultra-modern buildings straight from a futurist film, harmoniously blending Eastern and Western influences. The city combines a wealth of industrial know-how with a visionary plan to develop a green economy by 2050.

### Expo 2017

In 2017, Astana will host the next World Exhibition, dedicated to the energy of the future.

### The Bayterek, an immense futurist poplar

The Bayterek – tall poplar in Kazakh – is emblematic of Astana and was designed by British architect Norman Foster. Standing 105 meters high, the tower is topped by a glass ball some 22 meters in diameter, which changes color depending on the daylight. It evokes the myth of the samruk, a sacred bird which lays a golden egg every year, a symbol of the sun, high up in a gigantic tree of life.

### 5,000+

Number of heads of state, representatives of international organizations, economic and financial experts and Nobel Prize winners who participate each year in the Astana Economic Forum. The theme of the 2016 forum: "The New Economic Reality: diversification, innovation and the knowledge economy".

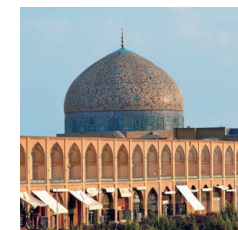
# Tehran, the bountiful



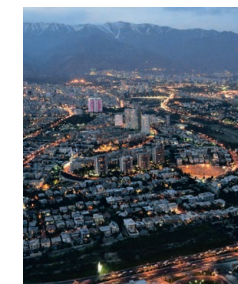
New 

### Getting there

- 3 flights a week on departure from Paris-Charles de Gaulle, operated by Air France
- Travel on board an Airbus A340



To discover the numerous faces that abound in Tehran, just let yourself be carried down the 18 km of avenue Vali Asr, the city's vibrant artery. To the north, residential districts nestle at the foot of the Elbourz Mountains which are appreciated by ski aficionados. A little farther, the center pulsates with an incessant cultural, political and economic ferment – in the vast bazaar sumptuous carpets come together with furniture produced across the country. In the more working class south, the heat is dry and intense with the desert not far away. Farther still lies the realm of the industrial companies – automotive, electrical and electronic equipment, textiles, sugar, etc. – which feed the city's growth.



### X 50

Growth in Tehran's population since the beginning of the twentieth century. The conurbation now numbers 15 million inhabitants.

### A resolute openness to the world

Iran is gradually emerging from a prolonged period of international isolation. The country is opening up its economy by building relationships with large European companies which are attracted by the growth prospects. Tourism is keeping pace with the rapid development of hotel infrastructure. Thanks to its rich historical and cultural heritage, Iran expects to attract 20 million tourists a year by 2025.

### +4.4%

Growth forecasts for Iran in 2016. While the country's economy experienced a marked slow-down in 2015, mainly linked to the decline in the oil price, it should rebound this year. The lifting of international sanctions will accelerate the development of export trade and investment (Source: World Trade Monitor).

# The art of low-cost travel

With Transavia, you can unleash your passion for travel - whether impromptu or carefully considered - in Europe and around the Mediterranean rim. The airline's low-cost flights can transport you to the pastoral balminess of Lisbon, the hidden gems of Palma de Majorca and Dubrovnik's majestic ramparts, with all the comfort and service quality you have come to expect. These three destinations are just some of the 37 new routes offered in the Summer 2016 season.



## Lisbon, the oceanic

Lisbon, a languishing beauty? The Portuguese capital seems to unfold lazily along the Tagus, its immense, nourishing gold-glinted river. The nearby ocean's iodized fragrances float gently in the air. Here the monuments seem to date back to eternity: the São Jorge castle built on the highest hill in 138 before Jesus Christ, the elegant Belém Tower standing guard over the entry to the port for more than 500 years, in memory of the great explorer Vasco de Gama... But, little by little, visitors also discern the buzz of an intense cultural life. They experience the exuberant nightlife in the old renovated dock quarter and discover multiple initiatives to develop an economic ecosystem around innovation and creativity.



New  **Getting there**

- 5 flights a week on departure from Lyon, operated by Transavia
- Travel on board a Boeing 737



## Palma de Majorca, the surprising

Fabulous beaches, any number of night clubs, endless parties... While the reputation of Palma de Majorca, capital of the Balearic Islands, has long been established, the reality is more subtle. Behind the trendy clubs, the ancient Casco Antigo district unfurls its labyrinth of charming lanes. An occasional glimpse of a light-filled patio built between the fifteenth and seventeenth centuries. Facing the sea, the thirteenth century cathedral with its finely-wrought facade stands proud. And right next door, La Almudaina Palace, once the citadel of the Moorish Kings and subsequently Majorca's historic official royal residence.



New 

### Getting there

- 7 flights a week on departure from Munich, operated by Transavia
- Travel on board a Boeing 737

## Dubrovnik, the magnificent

The history of Dubrovnik dates back to time immemorial and the city carefully preserves the vestiges of its glorious past, when it competed with the all-powerful Venice. After the bombing of the early 1990s, Dubrovnik has regained its splendour and now attracts tourists from everywhere in the world. Its narrow, shady lanes are strewn with a multitude of churches, monasteries, palaces and fountains. Like the old town, the massive high ramparts overhanging the Adriatic Sea are on the list of Unesco World Heritage Sites.



New 

### Getting there

- 3 flights a week on departure from Amsterdam-Schiphol, operated by Transavia
- Travel on board a Boeing 737



### A new Transavia base in Munich

After its French and Dutch bases, it is now German city Munich's turn to welcome a new Transavia base.

On departure from the Bavarian capital, you will thus have access to 18 destinations in Belgium, Croatia, Denmark, Spain, Italy, Morocco, the Netherlands and Portugal. More than 101 weekly flights will be operated during the Summer 2016 season, thanks to 4 Boeing 737-800s. Transavia is the first low-cost carrier to establish a base in Munich.

**+70%**

growth in Transavia's capacity on departure from Lyon (France), in number of seats. The company is significantly reinforcing its presence, with five new Boeing 737s and five new destinations (Lisbon, Valencia, Agadir, Faro and Rhodes).

# Exploring Europe

13 destinations to enjoy a short break or begin a new life... Discover the European services offered by Air France-KLM this summer on departure from new airports, supplementing its global offering.

Want to get off the beaten track...



## Glasgow (United Kingdom)

An imposing medieval cathedral, an economy oriented towards industry and finance, a flourishing rock scene (Simple Minds, Texas and Dire Straits are all from here).

- Getting there**
- 1 daily flight on departure from Paris-Charles de Gaulle, operated by Air France
  - Travel on board an Airbus A318

## Inverness (United Kingdom)

The leading whisky distilleries, a dynamic local economy and a gateway to the magnificent natural scenery of the Scottish Highlands.

- Getting there**
- 1 daily flight on departure from Amsterdam-Schiphol, operated by KLM
  - Travel on board a Fokker 70 or Embraer 175

## Southampton (United Kingdom)

Impeccably preserved twelfth century ramparts grace one of the UK's major ports, the departure point for some of the largest cruise ships in the world.

- Getting there**
- 12 flights a week on departure from Amsterdam-Schiphol, operated by KLM
  - Travel on board a Fokker 70



Hungry for lands redolent with history...



## Amsterdam (Netherlands)

One of the largest ports in the world during the seventeenth century, the charm of its canals, naturally, and the Van Gogh Museum but also a major economic and financial center.

- Getting there**
- 1 daily flight on departure from Rennes, operated by Air France
  - Travel on board an Embraer 145

## Krakow (Poland)

Historic gems spared by invasions and wars, a tourism-based economy and several major international companies, a young, vibrant city with 70,000 students.

- Getting there**
- 4 flights a week on departure from Paris-Charles de Gaulle, operated by Air France until August 28, 2016
  - Travel on board an Airbus A319 or A318



## Dresden (Germany)

Art collections and the showy Baroque architecture explain its "Florence on the Elbe" nick-name, economic growth driven by microelectronics, biotechnologies and nanotechnologies.

- Getting there**
- 1 daily flight on departure from Amsterdam-Schiphol, operated by KLM
  - Travel on board a Fokker 70

## Genoa (Italy)

A sobriquet paying tribute to its glorious past – "Genoa the Proud" –, a major economic triangle with Turin and Milan, a cruise terminal with cutting-edge technologies.

- Getting there**
- 1 daily flight on departure from Amsterdam-Schiphol, operated by KLM
  - Travel on board an Embraer 190



## Ajaccio (France)

The old town with its colored houses, glorious beaches, the house where Napoléon Bonaparte was born and the Fesch Museum with its magnificent collection of Italian primitive artists.

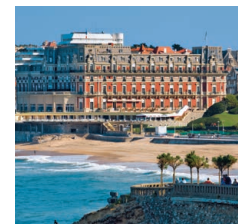
- Getting there**
- Up to 3 flights a week on departure from Paris-Charles de Gaulle, operated by Air France<sup>(1)</sup>
  - Travel on board an Embraer 190



## Alicante (Spain)

The colossal Santa Barbara medieval castle dominating the town and its vast bay, a services and tourism-based economy, an archaeological museum with exceptional collections.

- Getting there**
- 1 daily flight on departure from Amsterdam-Schiphol, operated by KLM
  - Travel on board a Boeing 737



## Biarritz (France)

Massive waves making it a surfer's paradise, renowned thermal baths, magnificent nineteenth century villas, an Aquarium which is home to a large collection of sea animals and birds.

- Getting there**
- 2 daily flights on departure from Paris-Charles de Gaulle, operated by Air France
  - Travel on board an Embraer 170 or 190

## Calvi (France)

A medieval citadel dominating an expansive bay, fringed by a 6km-long beach and pine forest, outstanding diving spots, a mostly summer-tourism-based economy.

- Getting there**
- Up to 4 flights a week on departure from Paris-Charles de Gaulle, operated by Air France<sup>(1)</sup>
  - Travel on board an Embraer 170 or 190



## Ibiza (Spain)

An island with two faces: wild parties to the beat of electronic music in the summer, small tranquil coves with transparent water once the tourists have gone.

- Getting there**
- Up to 7 flights a week on departure from Amsterdam-Schiphol, operated by KLM as of May 21, 2016
  - Travel on board a Boeing 737



## Valencia (Spain)

One of the largest and richest historical centers in Spain, a monument on the list of Unesco World Heritage Sites (the Silk Exchange), Europe's number one container port.

- Getting there**
- Up to 8 flights a week on departure from Amsterdam-Schiphol, operated by KLM
  - Travel on board a Boeing 737

<sup>(1)</sup> Air France already served Bastia and Figari airports in Corsica. With Ajaccio and Calvi, the airline is increasing its services to the Île de Beauté by 96%, i.e. 43,000 more seats relative to Summer 2015.

# The French regions as the crow flies

Brittany with its ocean-sprayed pink granite coast, the east with its dense forests taking us back in time, the south with its major technological centers showcasing French know-how... The French regions have a thousand and one facets which are now simplicity itself to explore.

With HOP! Air France, in blink of an eye and at attractive fares, you are off to explore the distinctive atmospheres of Bordeaux, Strasbourg, Perpignan and numerous other French cities on departure from Paris-Orly. You can also fly directly between regions or from the French regions to neighboring European destinations. All year round, HOP! Air France serves more than 100 destinations in France and elsewhere in Europe with more than 600 daily flights. Whatever the purpose of your trip (business, leisure, visiting friends and family), the airline facilitates your mobility over short distances, with regular frequencies and adapted flight times.

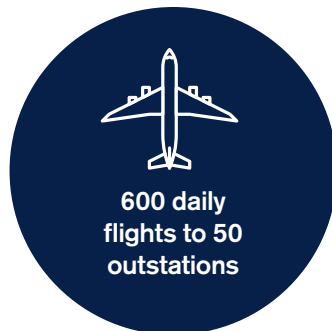
## Offering you even more choice

This summer, HOP! Air France is increasing its capacity by 45% between the major French cities and Corsica relative to Summer 2015. There are now 32 different flights and some 80,000 seats available enabling you to immerse yourself in Corsica's natural beauty.

## Travel by waving a magic wand

For La Navette's 20th anniversary, HOP! Air France is reinventing this unique product in Europe. After Bordeaux, Marseille, Nice and Toulouse, it is Montpellier's turn to become a La Navette route on departure from Paris-Orly, with an aircraft every thirty to sixty minutes during peak periods. The entire passenger experience has been revisited, from arrival at the airport through to boarding, to ensure mobility which is more rapid, seamless, flexible and accessible.

**Navette.**





# Exploring the world with our partners

To accompany you to ever-more-varied, amazing and inspiring places everywhere in the world, Air France-KLM has more than 80 strategic partnerships with the leading airlines. An array of powerful partners in 2016.



## SkyTeam, in the vanguard of the air transport industry for more than 15 years

Air France-KLM is a member of SkyTeam, the number two global alliance regrouping 20 airlines and carrying you to more than 1,000 destinations in 179 countries. Created in 2000, SkyTeam enables its members to offer you more frequencies and innovative common products (like, for example, the "passes" for some regions). In 2016, for the second year running, SkyTeam was named Airline Alliance of the Year by Air Transport News. A perfect way to celebrate this major partnership dating back more than 15 years.

## Seizing the growth opportunities

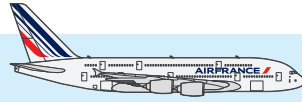
By forging alliances, the Group expands its presence in all world regions, and specifically where the growth prospects are the strongest. A winning strategy in a highly competitive air transport industry. It also reinforces the attractiveness of its dual hubs of Paris-Charles de Gaulle and Amsterdam-Schiphol. In particular, the very advanced partnership established with Delta Air Lines on the north trans-Atlantic axis constitutes a major strategic lever for Air France-KLM. In 2016, the Group is also stepping up its cooperation with the Indian airline Jet Airways, which has chosen Amsterdam-Schiphol for its European hub. It is also celebrating two years of cooperation with GOL in Brazil and consolidating its links with China Eastern and China Southern in China.

# An optimized fleet

Data as of March 31, 2016

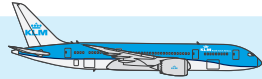
## Long-haul fleet

### AIRBUS A380-800

AIR FRANCE: 10  
SEATS: 516

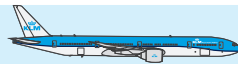
SPEED: M 0.85    LENGTH: 72.72 M    WINGSPAN: 79.75 M

### BOEING 787-9

KLM: 4  
SEATS: 294

SPEED: M 0.85    LENGTH: 62.82 M    WINGSPAN: 60.17 M

### BOEING 777-200 / 300

AIR FRANCE: 25 / 41  
SEATS: 247-309 / 296-468KLM: 15 / 11  
SEATS: 318 / 425

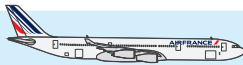
SPEED: M 0.84    LENGTH: 63.73 M / 73.86 M    WINGSPAN: 60.93 M / 64.80 M

### AIRBUS A330-200 / 300

AIR FRANCE: 15  
SEATS: 208KLM: 9 / 5  
SEATS: 243 / 292

SPEED: M 0.82    LENGTH: 59 M / 63.69 M    WINGSPAN: 60.30 M

### AIRBUS A340-300

AIR FRANCE: 12  
SEATS: 275

SPEED: M 0.82    LENGTH: 63.60 M    WINGSPAN: 60.30 M

### BOEING 747-400 PASSENGERS / COMBI

KLM: 7 / 13  
SEATS: 415 / 276

SPEED: M 0.85    LENGTH: 70.66 M    WINGSPAN: 64.44 M

### BOEING 747-400 CARGO / McDONNELL DOUGLAS MD-11 CARGO

KLM: 4 / 2  
WEIGHT TRANSPORTED:  
112 TONNES / 82 TONNES

SPEED: M 0.85    LENGTH: 70.67 M / 61.21 M    WINGSPAN: 64.44 M / 51.96 M

### BOEING 777-200 CARGO

AIR FRANCE: 2  
WEIGHT TRANSPORTED:  
103 TONNES

SPEED: M 0.84    LENGTH: 63.70 M    WINGSPAN: 60.90 M

## Medium-haul fleet

### AIRBUS A318 / A319 / A320 / A321

AIR FRANCE: 17 / 38 / 43 / 20  
SEATS: 131-138 / 142-165 / 178-200 / 212

SPEED: M 0.78    LENGTH: 31.45 M / 33.84 M / 37.57 M / 44.51 M    WINGSPAN: 34.10 M

### BOEING 737-700 / 800 / 900

KLM: 18 / 25 / 5  
SEATS: 132 / 174 / 189

SPEED: M 0.78    LENGTH: 33.62 M / 39.47 M / 42.12 M    WINGSPAN: 35.80 M

### BOEING 737-700 / 800

TRANSAVIA: 8 / 49  
SEATS: 149 / 189

SPEED: M 0.78    LENGTH: 33.62 M / 39.47 M    WINGSPAN: 35.72 M

## Regional fleet

### EMBRAER 145 / 170 / 190

HOPI: 16 / 16 / 10  
SEATS: 50 / 76 / 100

SPEED: M 0.75    LENGTH: 29.87 M / 29.90 M / 36.24 M    WINGSPAN: 20.04 M / 26 M / 28.72 M

### EMBRAER 175 / 190

KLM: 1 / 30  
SEATS: 88 / 100

SPEED: M 0.75    LENGTH: 31.68 M / 36.24 M    WINGSPAN: 28.65 M / 28.72 M

### BOMBARDIER CRJ 700 / 1000

HOPI: 13 / 14  
SEATS: 72 / 100

SPEED: M 0.75    LENGTH: 32.51 M / 39.10 M    WINGSPAN: 23.35 M / 26.20 M

### FOKKER 70

KLM: 15  
SEATS: 80

SPEED: M 0.74    LENGTH: 30.91 M    WINGSPAN: 28.08 M

### ATR 42 / 72

HOPI: 12 / 11  
SEATS: 48 / 70

SPEED: M 0.45    LENGTH: 22.67 M / 27.17 M    WINGSPAN: 24.57 M / 27.05 M

Find photos  
and videos of the  
Group's fleet at  
[airfranceklm.com](http://airfranceklm.com)

