



## **YOU ARE HOLDING ALL THE CARDS...**

Discover Air France-KLM by dipping into these cards, according to your desires and curiosity.

Board the Boeing 787, the very latest new-generation aircraft which is now part of the Group's fleet.

Fly to our new destinations which continue to expand one of the most extensive airline networks in the world.

Explore the attention to detail and services – particularly digital – that the Group is deploying on the ground and in the air to satisfy its customers. Appreciate our recognized expertise and ambition in maintenance. Learn more about our Trust Together strategic plan and vision of the future.





## AIRFRANCE KLM

2016 Annual Report realized  
by the Air France-KLM Communication Department.

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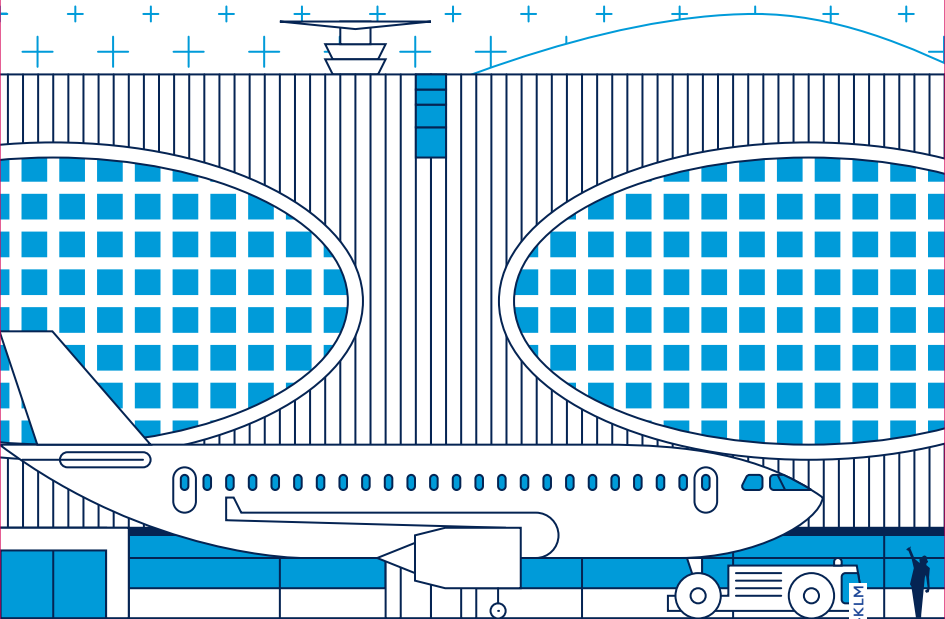
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WWW.AIRFRANCEKLM.COM





HORIZONS



AIR FRANCE-KLM





HORIZONS

# BUILDING THE FUTURE

**JEAN-MARC JANAILLAC**

*Chairman and Chief Executive  
Officer of Air France-KLM  
and Chairman of the  
Air France Board of Directors*

In an uncertain geopolitical environment with increasingly fierce competition, we have given ourselves the resources to ensure more rapid development, enabling us to capture our share of the growth in the global air transport industry. This is the aim of Trust Together.

This project is based on one imperative: improve the Group's economic performance and competitiveness. All the employees of Air France-KLM are mobilized around successfully completing the initiatives stemming from our strategic project.

My wish for the Group is energy, boldness and a commitment to innovation. With our customer-centric focus, we are thus working on increasing the efficiency of our hubs and simplifying our organizations. We are reinforcing our network by opening 53 new destinations and expanding our alliances.

In a context of digital revolution and rapidly-changing customer needs, Air France-KLM is investing massively in the new digital technologies.



“My wish for the Group is energy, boldness and a commitment to innovation.”

We also continue to develop our aeronautics maintenance business in growing markets.

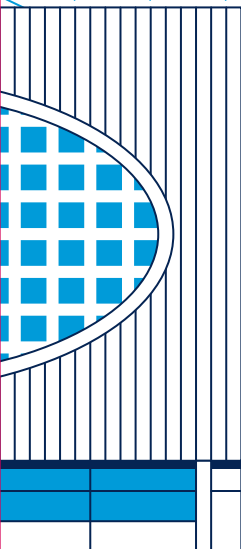
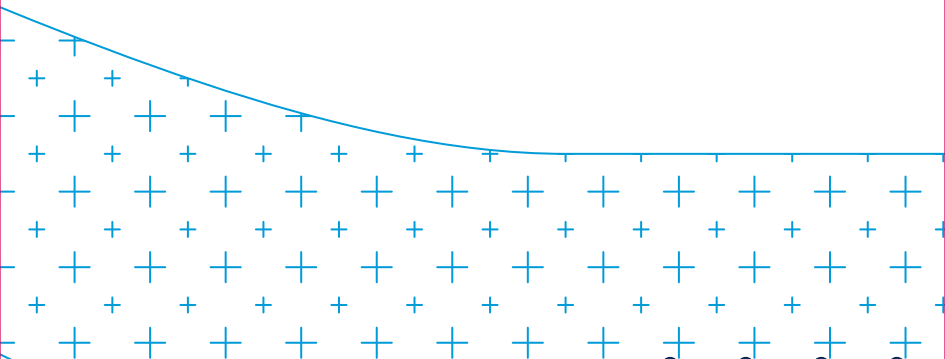
With Trust Together, Air France-KLM affirms its ambition of regaining the offensive to return to a leadership position in the global air transport industry.

AIR FRANCE-KLM





HORIZONS



AIR FRANCE-KLM





HORIZONS

# TRUST TOGETHER COMPANY PROJECT:

— *Three challenges for the future*

## Enhancing the customer experience

Under the influence of digital, the behavior and expectations of customers are changing, with very strong demand for personalization. To win them over and secure their loyalty, the Group needs to accelerate the level of innovation and develop its offer of specific, customer-centric services.

## Reinforcing efficiency

Air France-KLM must reinforce its competitiveness, the sine qua non condition to retaining control over its destiny and being able to invest. In parallel, the Group is also targeting a very high level of operational efficiency in the air transport market.

## Cultivating talents

Unleashing initiative and relentlessly reinforcing the expertise of employees are Air France-KLM's long-term objectives. They will enable the Group to capture its share of the strong growth in the airline sector in the coming years.

# TRUST TOGETHER

### AMBITIOUS TARGETS FOR 2020:

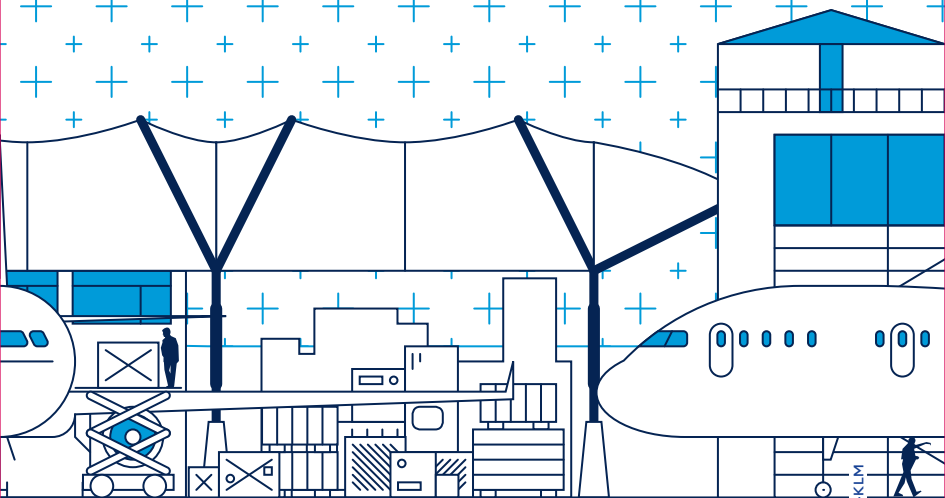
- Revenues of €28 billion
- 100 million passengers carried
- A fleet of 435 aircraft  
(excluding regional aircraft)

AIR FRANCE-KLM





HORIZONS



AIR FRANCE-KLM





# NINE STRATEGIC PRIORITIES TO BUILD THE FUTURE

— Trust Together

1

## Regaining the offensive in long-haul

With the Boost project, the Group plans to create a new company alongside Air France, thanks to a simple, competitive and innovative offer. Air France-KLM will also continue to develop its partnerships like the alliance with Delta Air Lines.

2

## Improving the efficiency and connectivity of the hubs

The Paris-Charles de Gaulle hub will be re-energized with the launch of the Boost project in medium-haul. That of Amsterdam-Schiphol will be reinforced with increased coordination between Transavia and KLM.

3

## Developing point-to-point on departure from the home markets

The priority for Transavia will be growth in its French and Dutch home markets. On departure from France, the Group's point-to-point brands will be harmonized.

4

## Strengthening the growth of the maintenance business

The Group will continue its investment in this high-growth market to reinforce its global number two position.

5

## Further developing the customer relationship

To differentiate itself, Air France-KLM will continue to invest in digital tools, a more personalized service for customers and the move up-market.

6

## Improving the experience of employees and simplifying working methods

Air France-KLM will deploy concrete action plans to improve the experience of its employees. The Group will accelerate the roll-out of digital tools to encourage collaborative working and simplify its internal processes.

7

## Reinforcing competitiveness and the use of aircraft

The Group will act on all levels to align its competitiveness with the best industry standards. Efforts will be focused, in particular, on reducing fleet costs by increasing the daily use of aircraft.

8

## Defending the cargo business

Air France-KLM continues to rescale its cargo business by optimizing the use of bellies in medium- and long-haul aircraft. The emphasis will be on digitization and the streamlining of processes, and on a high level of service quality.

9

## Pursuing lobbying initiatives directed at more equitable competition

Air France-KLM will pursue its lobbying at European level to establish equitable competition. In France, significant progress, like the reduction in Paris airport fees and the postponement of the CDG Express tax, will lighten the burden of taxes and fees on its business.





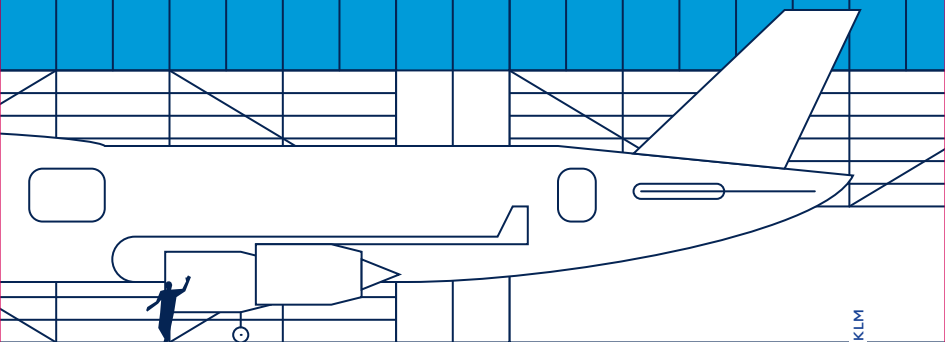


HORIZONS



**Maintenance**

AFI KLM E&M



AIR FRANCE-KLM





# A PROACTIVE MANAGEMENT BODY

— Executive Committee

Air France-KLM's Executive Committee meets every two weeks, alternating between Amsterdam and Paris, to define the Group's main orientations within the framework of the strategy approved by the Board of Directors. On March 31, 2017, the Executive Committee comprised 13 members.



— **JEAN-MARC JANAILLAC**

Chairman and Chief Executive Officer of Air France-KLM  
and Chairman of the Air France Board of Directors



— **FRANCK  
TERNER**

Chief Executive  
Officer of Air France



— **PIETER  
ELBERS**

President  
and CEO of KLM



— **PATRICK  
ALEXANDRE**

Executive Vice-  
President Commercial,  
Sales and Alliances,  
Air France-KLM



— **PIETER  
BOOTSMA**

Executive  
Vice-President  
Commercial Strategy,  
Air France-KLM



— **ANNE  
BRACHET**

Executive Vice-President  
Engineering  
& Maintenance,  
Air France-KLM



— **ADELINE  
CHALLON-KEMOUN**

Executive Vice-President  
Marketing, Digital  
and Communication,  
Air France-KLM



— **FRÉDÉRIC  
GAGEY**

Chief Financial  
Officer,  
Air France-KLM



— **RENÉ  
DE GROOT**

Chief Operating  
Officer, KLM



— **JEAN-CHRISTOPHE  
LALANNE**

Executive Vice-  
President Information  
Technology,  
Air France-KLM



— **JÉRÔME  
NANTY**

Executive Vice-President  
Corporate Secretary  
and Executive  
Vice-President  
Human Resources,  
Air France-KLM



— **MARCEL  
DE NOOIJER**

Executive  
Vice-President Cargo,  
Air France-KLM



— **ALEXANDRE  
BOISSY**

Secretary  
of the Group  
Executive Committee,  
Chief of Staff





HORIZONS



AIR FRANCE-KLM





HORIZONS

## KEY FIGURES

# 534



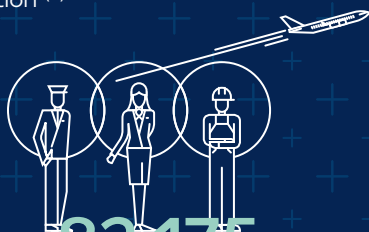
aircraft in operation <sup>(1)</sup>



more than

# 2,000

aircraft  
maintained for over  
200 customers



# 82,175

employees  
(full time equivalent<sup>(1)</sup>)



# 328

destinations in 118 countries  
in 2017



# 53

new routes  
in Summer 2017

# 93.4

million  
passengers  
carried  
in 2016



# 1.1

million tons  
transported by  
the cargo  
business in 2016

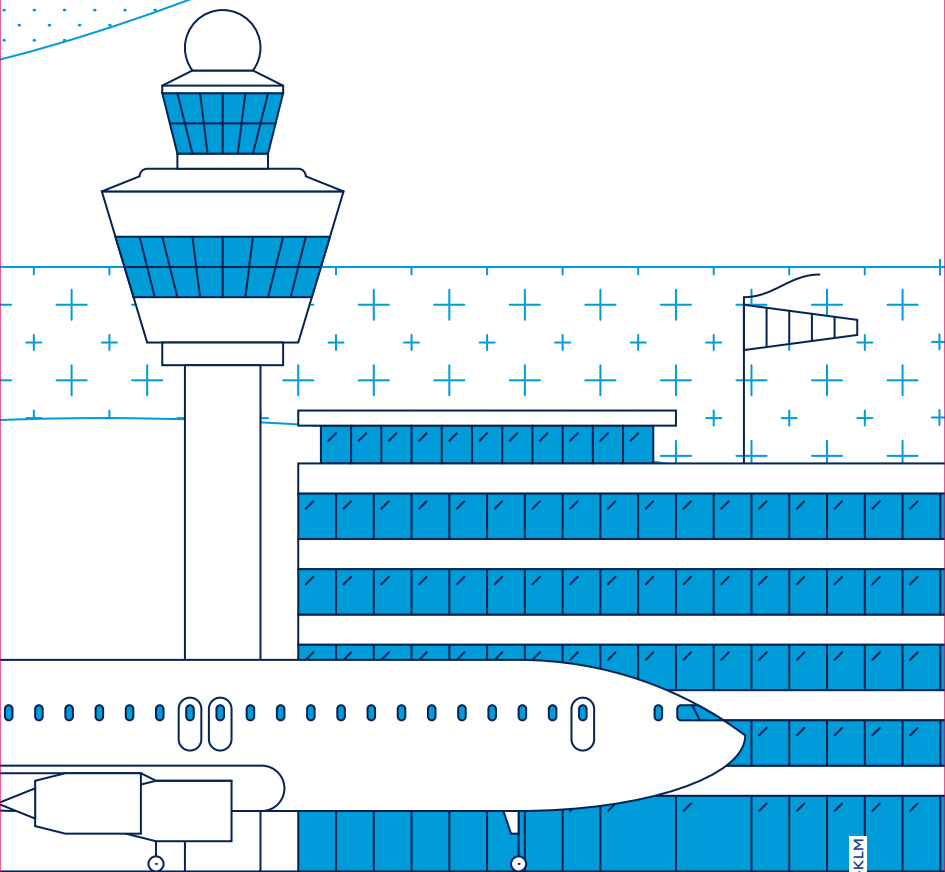


(1) at December 31, 2016





HORIZONS



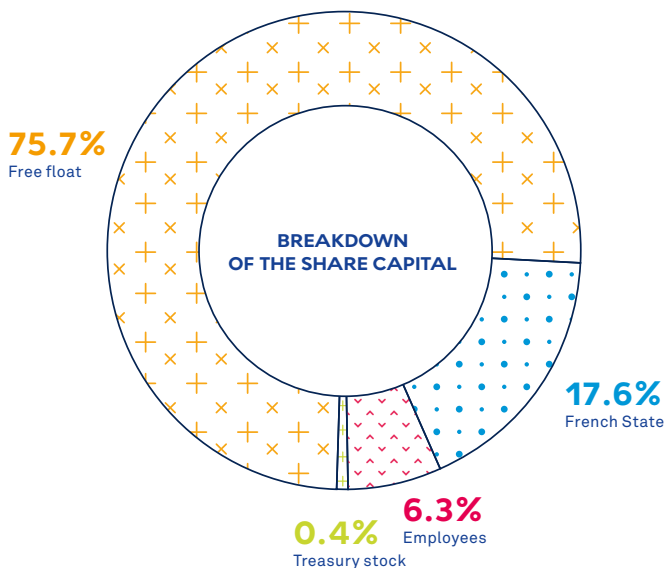
AIR FRANCE-KLM





# ENGAGING WITH OUR SHAREHOLDERS

— Breakdown of the share capital at December 31, 2016



A website, the dedicated ACTION'air newsletter, meetings in the French provinces... In total transparency, Air France-KLM provides its shareholders with the information that is key to deciphering the Group's performance and strategic choices. In 2016, *Le Revenu* magazine awarded the Group the Gold Award for the Best Shareholders' Meeting in the SBF120.

An Individual Shareholders' Committee, which meets every quarter to contribute to the Group's financial communication, also meets the Group's management. The members of the Shareholders' Club are also regularly invited to exclusive events giving them a behind-the-scenes insight into the company.

FIND OUT HOW TO JOIN THE CLUB AT [airfranceklm.com](http://airfranceklm.com)





COMMITMENTS



AIR FRANCE-KLM





## SUSTAINING OUR COMMITMENTS

Across all its businesses, there are three imperatives on which Air France-KLM brooks no compromise.

Firstly flight safety, which is always being evaluated and optimized everywhere in the world.

Then comes sustainable development:

for the twelfth year running, the Group was again named Airline leader in the benchmark DJSI ranking.

It is also investing in new-generation aircraft which deploy multiple sustainable solutions, like the Boeing 787, which is more fuel efficient and less polluting.

Lastly, both Air France and KLM devote a great deal of energy and resources to developing solidarity projects in all the countries where the Group is present.







COMMITMENTS



AIR FRANCE-KLM





# SAFETY, A KEY PRIORITY

— *Flight safety*



Flight safety is an absolute priority, enshrined in the Air France-KLM corporate culture.

For several years, the Group has deployed a continuous improvement process dubbed LOSA (Line Operations Safety Assessment). The principal: trained operational staff observing real workplace conditions, leading to the definition of an adapted action plan. All the Group's professions are concerned, in the air and on the ground. The latest example to date: the 420-observation campaign during 2016 in the aircraft maintenance business. These diagnostics then lead to concrete action plans. For example, following the Maintenance LOSA within Air France Industries, a new training program targeting human risk factors has been created.

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## **A NEW "AIR SAFE" TRAINING PROGRAM**

This training program enables participants to develop strategies when dealing with potentially hazardous situations and human error, using an in-field-appropriate approach. It is aimed at the managers and mechanics in the various Aircraft Maintenance professions and will be extended to all staff in the Group's AFI KLM Engineering & Maintenance division.





COMMITMENTS



AIR FRANCE-KLM





# SUSTAINABLE DEVELOPMENT: A FRONT-RUNNER IN THE AVIATION INDUSTRY

— Environment



Air France-KLM is targeting a 20% reduction in its CO<sub>2</sub> emissions by 2020.

Air France-KLM innovates on a daily basis to reduce its environmental impact, offer responsible products and services, reinforce the motivation and professionalism of its staff and contribute to local development. More specifically, the group is mobilized around making the principles of the circular economy an integral part of its operations and developing alternative sustainable biofuels for air transportation.

## A RECOGNIZED COMMITMENT

For the twelfth year running, Air France-KLM was named leader of the "Airlines" category in the Dow Jones Sustainability Index, the main international index evaluating companies for their sustainability. The Group thus ranks amongst the 58 most responsible companies in the world, each in their own sector of activity.

MEMBER OF  
Dow Jones  
Sustainability Indices  
in Collaboration with RobecSAM

ROBECOSAM  
Sustainability Award  
Gold Class 2017

FOR MORE, GO TO  
[csrreport2016.airfranceklm.com/en/](http://csrreport2016.airfranceklm.com/en/)





COMMITMENTS



AIR FRANCE-KLM



# THE DREAMLINER, A HOST OF SUSTAINABLE SOLUTIONS

— Boeing 787, a new-generation aircraft



Air France's first Boeing 787.

The Boeing 787 doesn't just offer the highest standards of comfort and safety equipment in the market; it also brings together a veritable host of innovative technologies, making it one of the most environmentally-friendly aircraft to date. For example, the Dreamliners which now belong to the Air France and KLM fleets benefit from new engines, a light composite materials-based structure and excellent aerodynamics. The result: a reduction in CO<sub>2</sub> emissions and a 20% saving on fuel consumption. In the cabin, noise emissions are attenuated while the portholes, which are some 30% larger, are equipped with an electro-chromatic dimming system. Improved cabin pressurization and a higher level of humidity make for an even more comfortable flight. Advanced procedures also enable the aircraft to be recycled at the end of their lives.

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#### HIGHPOINTS OF THE BOEING 787

- A 20% saving on fuel consumption relative to older aircraft.
  - A significant reduction in CO<sub>2</sub> (around 20%) and noise emissions.
  - A 30% increase in porthole size relative to similar aircraft.
- 





COMMITMENTS



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COMMITMENTS

# SUPPORTING YOUNG KENYANS

— KLM Takes Care



Taking care of young girls in Kenya is just one of the Wings of Support missions.

First came the determination of KLM staff to help vulnerable children in countries they visited regularly. They then came together to set up the Wings of Support association which has subsequently supported more than 650 projects linked to education, housing and medical treatment. For example, at West Pokot in Kenya, with the Dutch Samen Succes Foundation, the association co-financed a school and a shelter for young girls threatened with mutilation in their homes. Information and advice initiatives are also organized in far-flung villages.

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## FREE MILES FOR VOLUNTEERS

Wings of Support now numbers more than 90 volunteers. To help them get to countries where the projects are developed, KLM customers belonging to the Flying Blue frequent flyer program can donate their miles to the association. This also enables local project heads to travel to the Netherlands to meet potential donors.

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FOR MORE, GO TO:  
[klmtakescare.com](http://klmtakescare.com)

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COMMITMENTS



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# A JOB AS A PILOT, A CHILDHOOD DREAM...

— Air France Foundation



The Air France Foundation has been making sick children's dreams come true for more than 24 years.

In 2016, 17 sick children in the Margency (Val-d'Oise) Childrens' Hospital gained a behind-the-scenes view of Paris-Charles de Gaulle airport, including a pilot-guided visit to an Airbus A330. Organized by the Air France Foundation and the station staff in partnership with the *Un Maillot Pour La Vie* association, this operation enabled the children to forget their illnesses with some happy moments.

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## THE AIR FRANCE FOUNDATION, STANDING ALONGSIDE CHILDREN

In 2016-17, the Air France Foundation will support 84 projects to assist vulnerable, disabled or sick children. 29 projects will be realized in Africa, 11 in Latin America, 17 in Asia, 6 in the Caribbean and Indian Ocean regions, 2 in Europe and 19 in France.

In total, the Foundation will thus support 81 associations in 37 countries.

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FOR MORE, GO TO  
[fondation.airfrance.com](http://fondation.airfrance.com)





EXCELLENCE



AIRFRANCE KLM

LES SAISONS  
D'ÉTÉ  
DU 15 JUIN AU 31 AOÛT 2012

THE ONLY WAY TO INSPIRE

AIR FRANCE-KLM





EXCELLENCE

## OFFERING THE VERY BEST

Excellence means maintaining high standards: those achieved by the men and women of Air France-KLM, who are committed to offering their customers only the very best.

The wealth and quality of their expertise are the very essence of the Group. They now have mobile tools enabling them to meet customer needs more effectively and rapidly.

To go further, Air France-KLM is also deploying a program focused on behavioral excellence.



AIR FRANCE-KLM



EXCELLENCE



AIR FRANCE-KLM





EXCELLENCE

# A MORE ATTENTIVE SERVICE

— A Group at the service of the customer

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## Air France-KLM

In 2017, Air France-KLM was ranked number two of *Fortune's World's Most Admired Companies*, in the "Airlines" category. An award testifying to attentiveness to customer needs at all times, particularly on the ground.

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## Air France

For the third year running, Air France's *La Première* lounge at Paris-Charles de Gaulle airport thus won the Skytrax award for the World's Best First Class airline lounge dining experience. For the second consecutive year, the airline also won first prize in the BearingPoint-Kantar TNS, Customer Relations Podium, for the Transport sector.

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## KLM

For its part, KLM was named Best Airline during the Reisgala, an annual event dedicated to the travel industry in Amsterdam, organized by *Travmagazine*.

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## HOP! Air France

HOP! Air France won the 2017 *Élu Service Client* award for customer service<sup>(1)</sup> in the "collective passenger transportation" category.

(1) Inference Operations survey - Viséo CI.

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EXCELLENCE

# UNRIVALED EXPERTISE AT THE SERVICE OF NEW-GENERATION AIRCRAFT

— AFI KLM E&M

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## A major MRO player

Air France Industries KLM Engineering & Maintenance (AFI KLM E&M) is affirming its position as a major global player in the maintenance of new-generation aircraft. In 2016, the company thus continued to reinforce its maintenance capacity on the Boeing 787, the A320neo, the Boeing 737 MAX and the GENx engine.

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## A comprehensive range of solutions

It has also consolidated and expanded its Maintenance, Repair & Overhaul services proposition dedicated to the A350. AFI KLM E&M now offers a range of solutions which are amongst the most comprehensive in the market on the A350, including an end-to-end service offer ranging from in line maintenance, to airframe and component support, and entry into operational service support. The company thus signed the world's first full support contract for the A350s belonging to Air Caraïbes Atlantique.

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## Localized services

AFI KLM E&M is also deploying a localized network, like its new logistics center in Shanghai, aimed at supporting the A350 operators in China and across the region.

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EXCELLENCE



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# MAINTENANCE AND OVERHAUL: INNOVATION FOR PREDICTIVE MAINTENANCE

— AFI KLM E&M

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## High-added-value innovation

AFI KLM E&M has developed The MRO Lab, a point of convergence for all its high-added-value innovations and network of affiliates. Concretely, this initiative acts as the link between an ambitious in-house program of participative innovation, numerous R&D centers and an extensive ecosystem open to partners.

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## Prognos, service solutions for new-generation aircraft

The MRO Lab has enabled the Group to develop Prognos, a range of ground-breaking solutions using the vast quantities of data generated by new-generation aircraft, to improve the maintenance models and processes.

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## Predictive solutions

To monitor aircraft performance on a real-time basis and anticipate the risks of failures via an alert system, predictive maintenance solutions have been developed. The deployment on the A380 has already been reflected in promising results in terms of a reduction in operational disruption.





EXCELLENCE



A DIVISION OF KLM





EXCELLENCE

# CARGO: HIGH-ADDED-VALUE SERVICES

*Air France-KLM Martinair Cargo*

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## Digital services to enrich the transport solutions

Air France-KLM Martinair Cargo is always introducing new services to add value to its merchandise shipping solutions. Several digital innovations were launched by the Group in 2016 like, for example, the option for customers to receive real-time alerts on the status of their consignments (Track & Trace) and Quote & Book, an inventory and booking tool enabling customers to instantly identify the available transport capacity and place their shipping orders.

---

## Mobile tools

At the new myCargo portal, customers also have a comprehensive personalized control panel, displaying notably their current bookings and past shipments. The same digital added-value at the operational level: it notably enables Air France-KLM Martinair Cargo to fluidify the transit of merchandise on the ground and to deploy a range of more flexible mobile tools for employees.

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EXCELLENCE



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EXCELLENCE

# TRANSAVIA IN THE SKY

— *The low-cost airline*

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## Transavia continues to take off...

For the second year running, the airline was voted the best European budget airline in the Flight Report benchmark ranking. It was the passengers themselves who gave the carrier the highest scores, appreciating in particular the thoughtfulness of the crews and the quality of the inflight catering proposition. Transavia also figures amongst the top three low-cost airlines on departure from Paris-Orly for the comfort of its cabins and the wealth of inflight entertainment.

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## Yet another award...

In the Netherlands, Transavia also won a 2017 Best Service Award in the “Airlines” category, with customers mentioning numerous criteria like the fulfillment of promises and service excellence: professional and personalized.

AIR FRANCE-KLM





DESTINATIONS



Minneapolis (Minnesota) - United States

AIR FRANCE KLIM





DESTINATIONS

## TEMPTING YOU TO TRAVEL

Air France-KLM is constantly offering new destinations, whether for business or leisure. In 2017, the Group is thus proposing nine new long-haul routes and 44 in short- and medium-haul, enabling you to swim with a harmless whale shark in the translucent waters of the Maldives or contemplate the seven-colored earths in Mauritius.

If the mood takes you, you can climb to Ljubljana's majestic castle in Slovenia or be intoxicated by the exotic perfumes in Tivat's luxuriant botanical garden in Montenegro. To accompany you everywhere, Air France-KLM is always adding to its world-wide network of more than 80 partners.

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DESTINATIONS



Faafu Atoll - Maldives



AIR FRANCE-KLM



# MALÉ, THE ENCHANTRESS

— Maldives

Brightly-colored buildings, welcoming tea houses, bountiful markets... It is well worth lingering a while in the back streets of Malé. As the capital of the Maldives, Malé is the economic, commercial and cultural center of a country composed of more than 1,000 islands scattered over nearly 90,000 km<sup>2</sup>. For a million tourists a year, Malé is also the gateway to some enchanting places. Turquoise lagoons and crystal-clear sea, the captivating beauty of endless expanses of white sand, the wealth of the multi-colored coral reefs... a glimpse of paradise. Thanks to its warm, fish-abundant waters, fishing remains a very important activity occupying one fifth of the archipelago's work force.



## GETTING THERE

 **New**

- 2 flights a week from Paris-Charles de Gaulle operated by Air France from November 1, 2017.
- Travel on board a Boeing 777.

## TO DO LIST

Swim with a whale shark. The largest fish in the world measures around 10 meters long and eats only plankton.



## NEED TO KNOW

Of the 1,199 islands composing the Maldives archipelago, only 202 are inhabited.





DESTINATIONS



Rodrigues Island, Mauritius

AIR FRANCE-KLM





# MAURITIUS, THE MULTI-CULTURAL

—Mauritius

In Mauritius, the visitor is enchanted by the unreal beauty of the landscape, the infinite reach of sumptuous beaches, the luxuriant vegetation, the setting of the lagoon... You need to traverse this scenery to go out and explore other treasures. Having been successively Portuguese, Dutch, French and British in the past, the island is rich with multiple influences, as testified by its museums and traditions. Former colonial buildings rub shoulders with vividly-colored temples, festooned with a profusion of frescos, statues and bas-reliefs. The delicious Mauritian cuisine marries a wealth of flavors from Europe, Africa, India and China. The island is also known for its warm welcome and the hospitality of its inhabitants.



## GETTING THERE



**New**

• In winter, 3 flights a week from Amsterdam-Schiphol operated by KLM and, in the summer, 2 to 3 flights a week operated by airline partner Air Mauritius as of October 30, 2017.

• Travel on board a Boeing 787 in the winter and an Airbus A340 in the summer.

## TO DO LIST

Contemplate the seven-colored earths at Chamarel. Its dunes originating from the erosion of volcanic rocks and stripped of any form of vegetation offer a fascinating spectacle.

## NEED TO KNOW

Scientists discovered the existence of an ancient continent

dating back 200 million years buried beneath Mauritius and Réunion Island. It was formerly the link between Madagascar and India, which were much closer to each other than today.





DESTINATIONS



Ljubljana - Slovenia



AIR FRANCE-KLM



# EXPLORING THE WESTERN BALKANS

— *Slovenia, Montenegro*

**Ljubljana, the seductive.** Ljubljana charms its visitors with countless surprises in store. In the old center with cobbled lanes, the medieval style predominates. Seconds after, looming just around the corner, a sumptuous Baroque church. Then it's Art Nouveau with the Dragon Bridge. Here we are in central Europe, there we are in Rome.

**Tivat, the surprising.** At Tivat, the former naval base has been transformed into an ultra-modern marina, bedecked with elegant buildings and popular with super-yachts. More and more tourists are being captivated by its scenic roads and embarking on excursions to one of its magnificent local islands. With a special mention for the Island of Flowers and its sacred monuments.



## GETTING THERE LJUBLJANA (SLOVENIA)



• 3 flights a week from Amsterdam-Schiphol, operated by Transavia.



• Travel on board a Boeing 737.

## GETTING THERE TIVAT (MONTENEGRO)



• 2 flights a week from Paris-Orly, operated by Transavia.  
• Travel on board a Boeing 737.





DESTINATIONS



Montpellier - France

AIR FRANCE-KLM



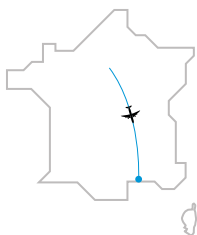


# MONTPELLIER, THE MAGNETIC

— France

Montpellier is magnetic... Is it the dazzling brilliance of the nearby Mediterranean? The deliciously balmy climate? The wealth of its cultural life and the infectious energy of the 70,000 students who have chosen to study there? The charm of the historic center, with the largest pedestrian zone in France? The city has seen one of the strongest demographic and economic growth rates in the country since the 1990s.

Little-by-little, it is gaining ground and moving closer to the sea, yesterday with the Antigone district and its neo-classical architecture dreamed up by Ricardo Bofill, today with the new Port-Marianne EcoDistrict. And tomorrow, with the new La Mogère business and innovation quarter scheduled to open by 2020.



## GETTING THERE



**New** .....  
• 10 *Navette* flights a day from Paris-Orly, operated by HOP! Air France. This new *Navette* service supplements the 4 existing routes to Toulouse, Bordeaux, Marseilles and Nice.

**Navette**

(1) Source: [www.net-investissement.fr](http://www.net-investissement.fr)



• Travel on board an Airbus A319, Airbus A320 or CRJ 1000.

## TO DO LIST

• Visit the magnificently renovated Musée Fabre, spanning 9,200m<sup>2</sup> and home to a fabulous collection of more than 800 works of art, ranging from classical to contemporary.

## NEED TO KNOW

• Every year, Montpellier gains some 1,000 new inhabitants<sup>(1)</sup>.

## EUROPE AND THE MEDITERRANEAN FROM THE FRENCH REGIONS

During Summer 2017, there is a choice of 10 new seasonal routes to international destinations on departure from Bordeaux, Castres, Marseilles, Montpellier, Nice and Toulouse. Those wishing to remain in France can also take one of 51 seasonal transverse services operated by HOP! Air France, mainly bound for Corsica, Biarritz, Marseilles and Nice.







DESTINATIONS



AIR FRANCE-KLM



Guangxi Autonomous Region - China



# EXPANDED PARTNERSHIPS FOR NEW DESTINATIONS

—Alliances

Air France-KLM continues to forge new alliances to offer its customers new destinations to explore. In 2016, for example, the Group expanded its partnerships with the Panamanian carrier Copa Airlines, the Indian company Jet Airways and China Eastern Airlines. The joint-venture with Delta Air Lines significantly enriches the Group's trans-Atlantic network, to the benefit of its customers. For the past sixteen years, Air-France KLM has also been a founder member of SkyTeam, the number two global alliance regrouping 20 airlines and serving more than 1,000 destinations in 177 countries.

A round-the-world trip of our main partners<sup>(1)</sup>:

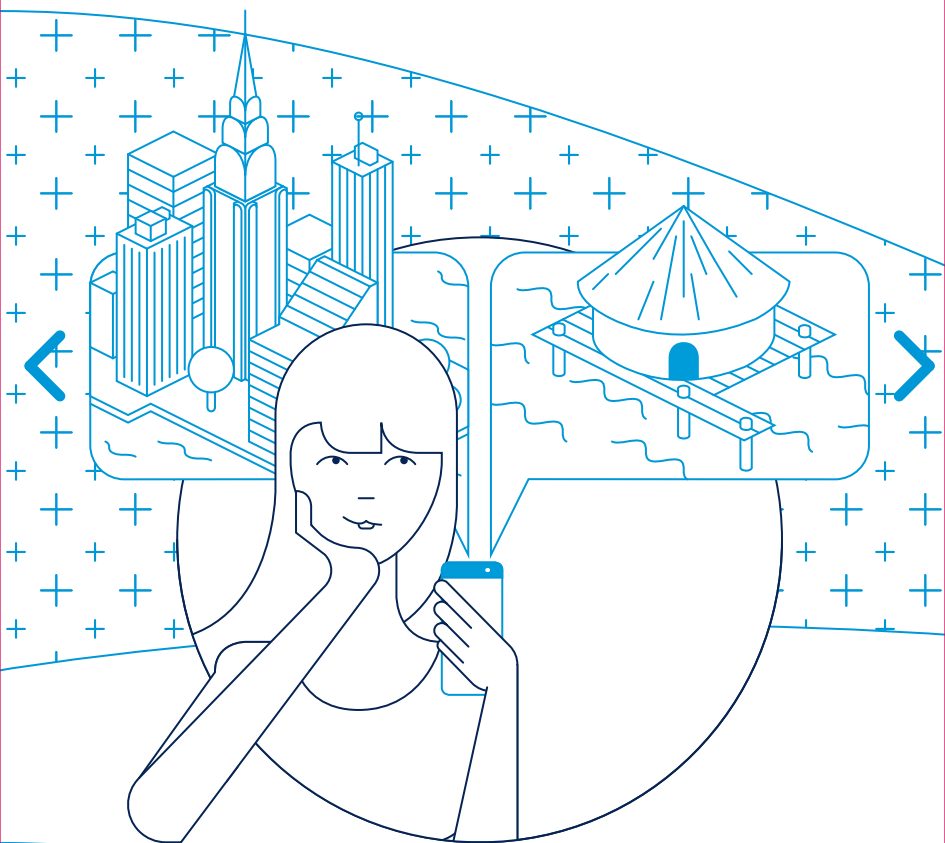
- Europe : Aeroflot, Air Europa, Alitalia, Czech Airlines, Tarom ;
- North America: Delta Air Lines, WestJet Airlines ;
- Central America: Aeroméxico, Copa Airlines ;
- South America : Aerolíneas Argentinas, GOL ;
- Africa: Kenya Airways, Air Mauritius ;
- Middle East: Middle East Airlines, Saudia ;
- Asia : China Airlines, China Eastern Airlines, China Southern Airlines, Garuda Indonesia, Jet Airways, Korean Air, Vietnam Airlines, Xiamen Airlines.

(1) Non-exhaustive list: Air France-KLM has more than 80 partners world-wide.





TRENDS



AIR FRANCE-KLM





TRENDS

## CULTIVATING THE DIGITAL PLEASURES

Air France-KLM leverages the power of digital by offering its customers ground-breaking services to simplify travel. Passengers can now exchange emails with friends or customers during flights and enjoy an expanded offer of inflight entertainment.

They have fingertip access to a plethora of innovative and exclusive applications enabling them to save time and gain peace of mind.

Air France-KLM is committed to permanently designing and proposing innovative solutions in the vanguard of air transportation by collaborating in particular with a vast ecosystem of start-ups. This dynamic is also reflected at the very heart of the Group by the deployment of numerous innovative digital tools for employees.

AIR FRANCE-KLM



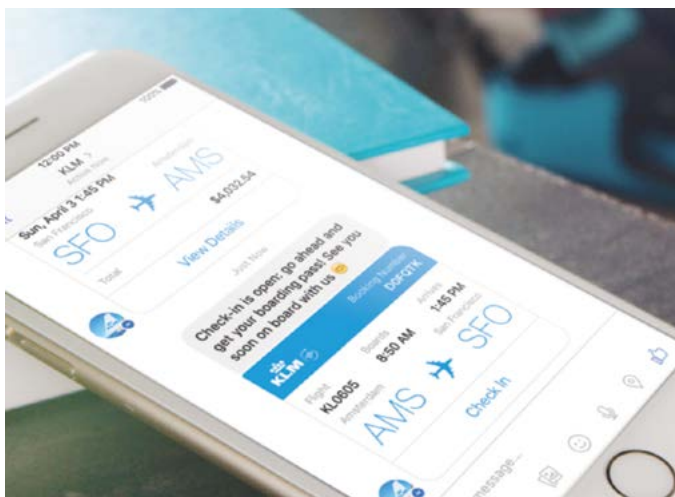


TRENDS



AIR FRANCE-KLM





## WHEN DIGITAL ENHANCES TRAVEL

— *Ground-breaking digital tools* —

As of 2017, Air France-KLM passengers can now access information and documents linked to their travel via Facebook Messenger. Booking and check-in confirmations, boarding cards, flight status, etc. All this information will be easily accessible and available at any time.

Customers will also be able to contact the airline teams dedicated to the social media directly using Facebook Messenger. The Group is always adding to its digital tools to improve the customer experience.

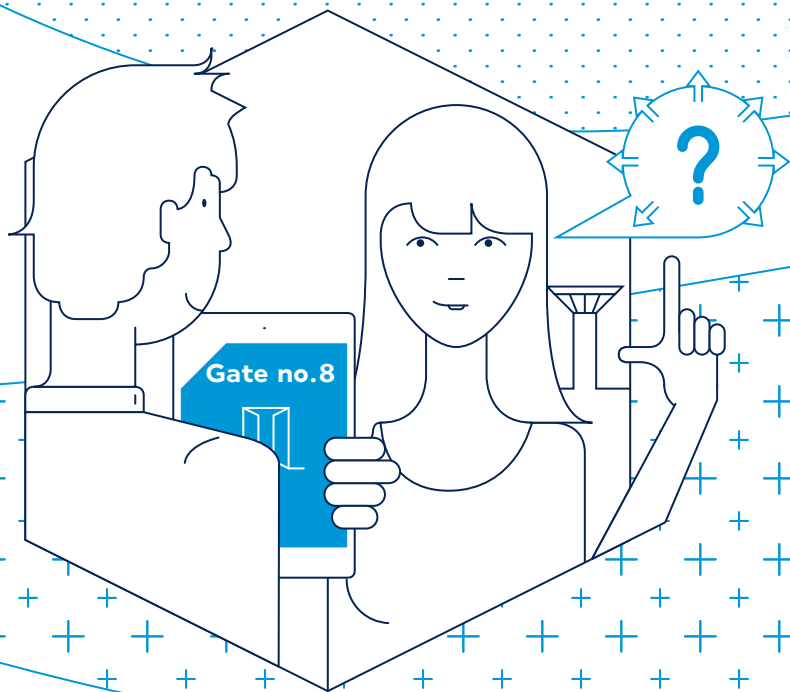
KLM thus organized the Dutch Open Hackathon in cooperation with large Dutch companies.

Air France is developing innovative solutions originating from its Customer Priority Hackathon initiative on the flight disruption theme.



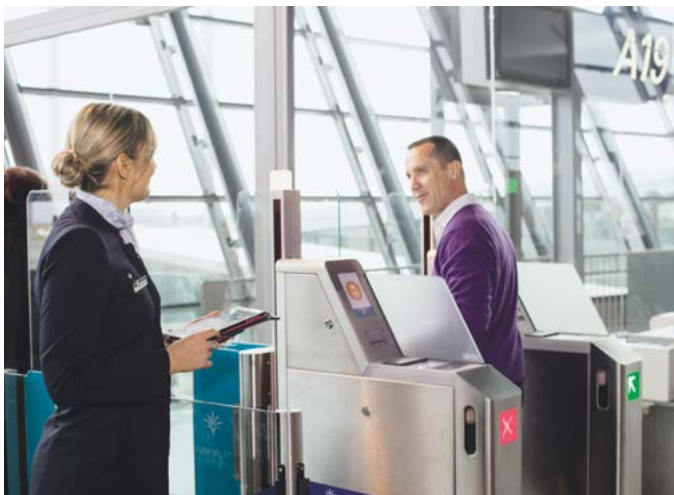


TRENDS



AIR FRANCE-KLM





## ULTRA-CONNECTED EMPLOYEES

— Mobilized teams

In 2011, Air France became the first European airline to equip its pilots with digital tablets. Three years on, it was the turn of the 3,700 hostesses and stewards to be equipped, enabling them to provide customers with detailed, relevant and personalized information on, for example, flights or their luggage, in real time.

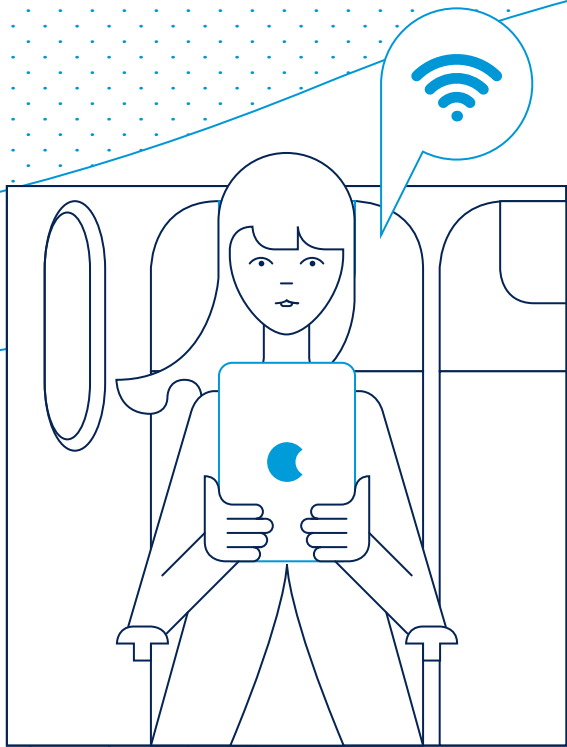
In 2016, Air France-KLM further accelerated this process. Nearly 4,500 have thus been issued to ground staff at the Paris-Charles de Gaulle hub, and at seven French airports and seven international stations. All KLM front-line staff at Amsterdam-Schiphol airport and 9,500 staff on board aircraft have also been given tablets. An invaluable tool when it comes to offering additional services and developing a proactive and attentive relationship with each customer.







TRENDS



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## CONNECTING THE SKY

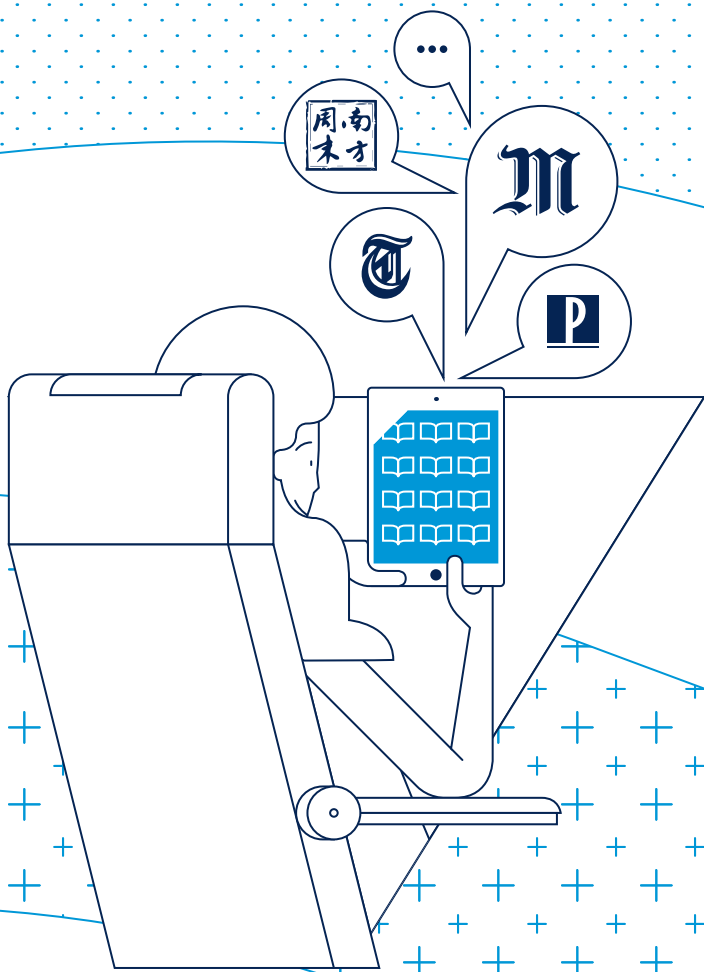
— *On-board Wi-Fi*

For an entrepreneur who needs to reply to his customer before landing, or those just wanting to send an email to a friend from the sky, or for ultra-connected geeks... Air France and KLM offer all their customers Wi-Fi access on board their Dreamliners. Passengers just need to purchase a Wi-Fi Pass directly on their smartphones or tablets during the flight. Next step: the equipping of 124 of the Group's aircraft, as of the end of 2017. With this in mind, Air France-KLM has signed a partnership with Gogo, the global aeronautics industry's leading provider of inflight internet and entertainment.





TRENDS



AIR FRANCE-KLM





## LIKE TIME IS SUSPENDED

—An enriched digital proposition

On board an aircraft, passengers at last have some time for themselves, when they are free to relax, read or dream.

Air France-KLM is enriching and expanding its press and digital leisure proposition to enable passengers to make the most of this time.

For example, the new KLM Media app gives the airline's customers easy access to a choice of 16 international and 4 Dutch daily newspapers directly on their smartphones and tablets. They can also download their favorite press titles 24 hours before their European or intercontinental flights. Same possibility on the Air France Press app, which also enables customers to watch a film, cartoon or television program, either on- or off-line.

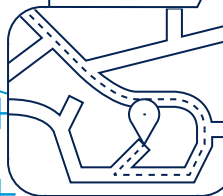




TRENDS



Arrivals



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## ON THE GROUND TOO, E-SERVICES ARE TAKING OFF

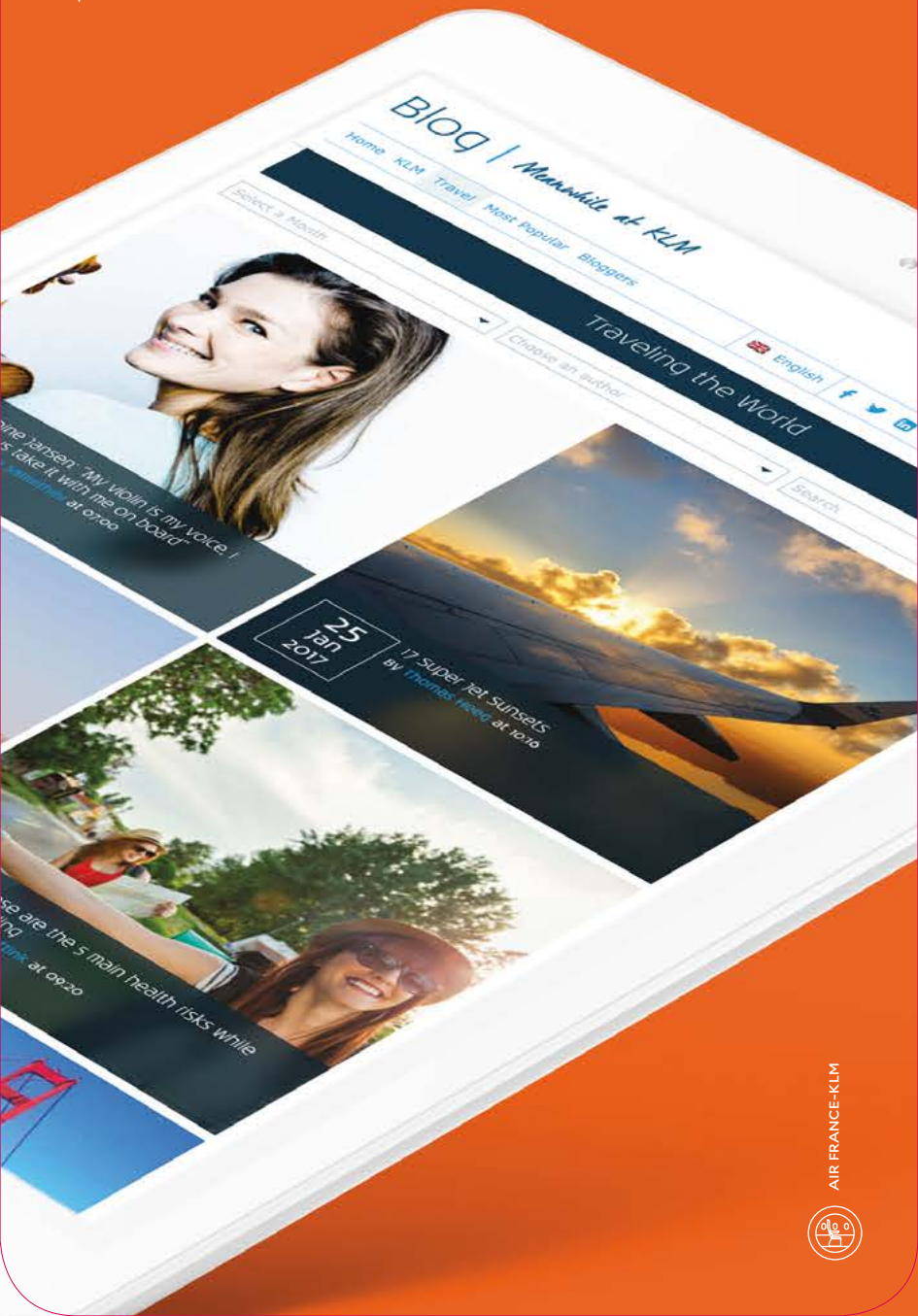
— *Innovative digital services*

Air France-KLM is deploying a range of new digital services to simplify the lives of its customers before and during flights. For example, KLM has launched an “Emoji”, an innovative digital service to help customers find their way around an unknown place: they just forward an icon via Facebook Messenger showing what they are seeking, like a slice of pizza for an Italian restaurant, to receive the information instantly. For its part, in the event their baggage is delayed, Air France offers its passengers an alert system via the airline’s app, enabling them to track the search following a lost baggage report. As part of an open innovation-based approach, the Air France business accelerator, Start Tech Factory, also supports some hundred start-ups every year. This is the case for Lineberty which offers a smart queue management system in Air France agencies.





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## TO DELIGHT YOU

How sweet it is to receive  
a constant stream  
of exclusive attentive gestures...

Air France-KLM takes  
individual care of customers  
by meeting their specific desires  
and expectations.

Ever-more-comfortable seats,  
adapted to all body morphologies.

Signature menus from the  
greatest chefs to tantalize all palates.

At the airport, Business lounges  
are being transformed and upgraded  
to satisfy the most demanding  
passengers. New practical and  
personalized services are reserved  
exclusively for the Group's customers,  
everywhere in the world.

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# THE ART OF LOUNGE HOSPITALITY

— The Air France-KLM lounges

At Amsterdam-Schiphol, the first section of the new KLM Crown lounge will be unveiled in 2018. The lounge has been completely revisited with more generous spaces: new services, new design, new technologies, etc. The promise of an exceptional experience for all Business class customers on intercontinental flights. At Paris-Charles de Gaulle, the same ambition for the new Air France lounge in terminal 2G, whose floor area has been multiplied five-fold to span some 730 m<sup>2</sup>. Evoking French-style elegance, this cosy and connected space immediately makes passengers feel at home. In hall L of terminal 2E, a new Kids Solo connecting space also welcomes young travelers: 350 m<sup>2</sup> with a room for video games and mini-football, a reading area and a rest room for the youngest.

- 01 The tranquility of large spaces, in the future KLM Crown lounge at Amsterdam-Schiphol.
- 02 Reading, calm and sensual pleasure in the new Air France lounge at Paris-Charles de Gaulle.
- 03 Pastries and the timeless pleasures of French cuisine to satisfy every appetite.





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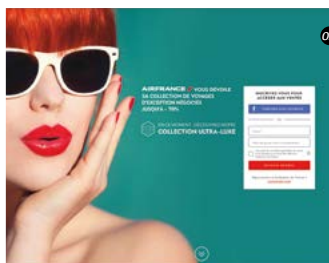


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# DREAMING UP WONDERFUL SURPRISES

—A personalized service



To pamper its customers, Air France-KLM endeavors to offer them wonderful surprises. Exclusive attentions especially for them, like the new [www.lacollection.airfrance.fr](http://www.lacollection.airfrance.fr) website, which offers French internet users private sales dedicated to exceptional travel. This initiative is an airline first.

For its part, KLM has launched Gifts for Care, a range of small gifts for passengers who are celebrating a special event like an anniversary. As in every year since its creation 97 years ago, the company also presented World Business Class passengers with a new edition of its Dutch house in Delftware.

- 01 The Dutch house in Delftware, the KLM must have.
- 02 A new unique website to access exceptional travel.

AIR FRANCE-KLM





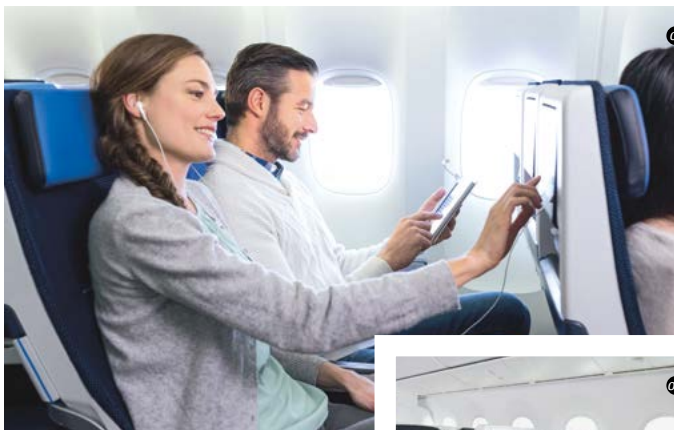
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## SEATS INVITING REVERIE

— Comfort and well-being

Sinking into an inviting and generous seat, like a journey within a journey... Air France-KLM regularly reinvents its aircraft seats to offer the best to its passengers. For example, on board its Boeing 777s, KLM's Economy Class has seats ergonomically equipped with a lumbar support for maximum comfort. Customers also benefit from extra-comfortable seats, offering up to 10 cm more leg-space and up to twice the level of recline.

Air France has renewed its Premium Economy cabin by introducing the highest standards of comfort: a new seat reclinable to 130° within a rigid shell, 5 cm of extra space between the rows, seat cushions widened by 2.5 cm made with more comfortable foams and lumbar support. Without forgetting numerous practical and innovative functionalities for an outstanding experience harmoniously combining pleasure, elegance and relaxation.

- 01 Relaxing moments in KLM's new Economy Class.
- 02 Air France's new Premium Economy seats, designed for well-being.

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01



02



03

## A FLIGHT OF FLAVORS

—Gastronomy

Discovery after discovery for gourmet taste buds, as they are regaled by a thousand flavours in the sky. In spring 2017, Air France's Business passengers will thus appreciate the exceptional menus devised by the chef Michel Roth, in charge of the kitchens at the five-star Hôtel Président Wilson in Geneva. The latter will be the guest of the Servair Culinary Studio, headed by Joël Robuchon, the chef with the most Michelin stars in the world. KLM customers traveling in World Business Class sample the delicacies imagined by Jonnie Boer, the Dutch chef with three Michelin stars. The wine list will charm even the greatest connoisseurs: an in-depth selection by Paolo Basso – voted the world's best sommelier in 2013 – on board Air France flights and by Thérèse Boer, accomplished sommelier, for flights operated by KLM.

- 01 Chef Michel Roth composing a plate, or flavor down to the finest detail.
- 02 Multi-colored dishes are an invitation to travel.
- 03 Jonnie and Thérèse Boer scintillating the taste buds of KLM passengers.

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FLYINGBLUE



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# ATTENTIONS OF CHOICE FOR FREQUENT FLYERS

— Flying Blue



The Flying Blue loyalty program is always being revisited to satisfy its 27 million members. Over and above the Miles earned for each journey and the option of converting them into new airline tickets or goods and services, they can now donate them to start-ups selected by the Group.

An effective way to support the international development of these promising young companies which are creating high added-value innovative services on the ground and in the air. Since 2016, passengers traveling with KLM can pay for their inflight purchases using the Miles that they have earned.

Bringing together 38 airlines and more than 100 partners from other sectors, Flying Blue is now one of the leading frequent flyer programs in Europe.

- 01** Paying for inflight purchases using a Flying Blue card.
- 02** To each their own way of traveling. To each their Flying Blue card.

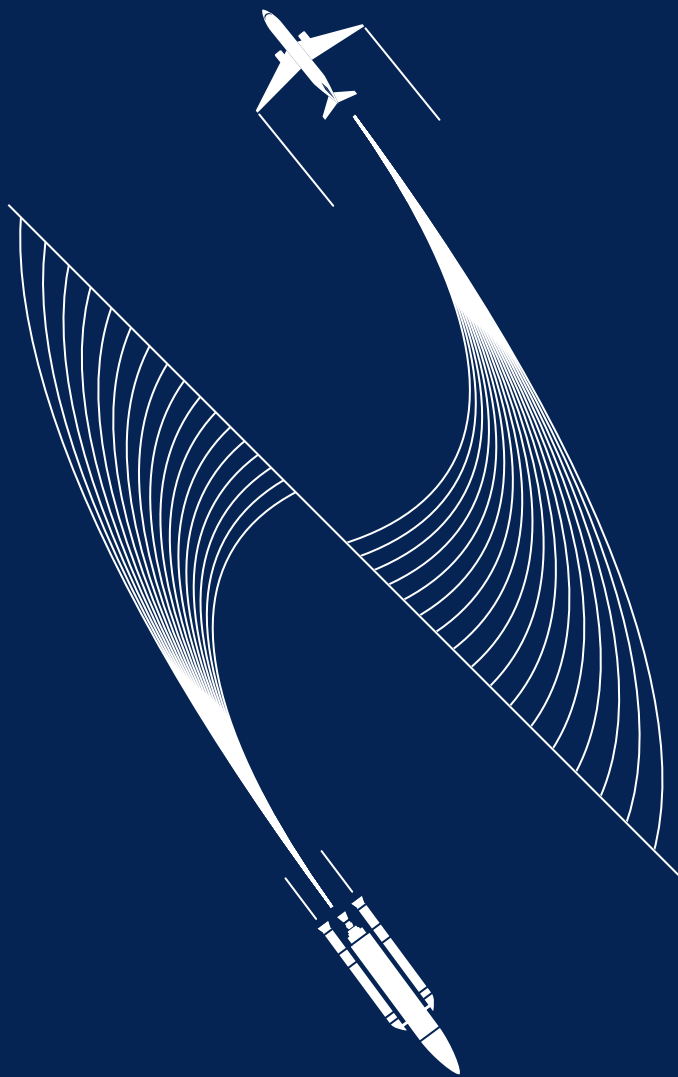
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JOKER

**A PILOT TAKES CARE  
OF THE PRESENT**



**AN ASTRONAUT WORKS  
ON THE FUTURE**

JOKER





JOKER

## A pilot reaching for the stars

On November 17, 2016, Thomas Pesquet embarked on an extraordinary voyage, the experience of a lifetime. A former Air France pilot who is used to flying the Airbus A320, this time he is on board a Soyuz spacecraft bound for a fascinating and much farther destination: the International Space Station in orbit around the earth at an altitude of around 400km...



- 2001: graduates from the *Ecole Nationale Supérieure Aéronautique* and from the *Espace de Toulouse*.
- 2006: licensed as a commercial pilot having followed Air France's flight training program. More than 2,300 flying hours on commercial aircraft notched up in the ensuing years.
- 2009: selected to become an astronaut and training at the European Space Agency.
- 2014: assigned to the "Proxima" international space mission for a six-month period in 2016.

Bio express

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