



| Air France-KLM Administrator's Newsletter

François Robardet Representative of employees and former employees PS and PNC shareholders

N°85, May 10, 2021

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> AIR FRANCE-KLM SHAREHOLDERS' MEETING ON MAY 26, 2021

Dear Readers

The Annual General Meeting of Air France-KLM will be held on Wednesday, May 26, 2021 at 2:30 pm at 45 rue de Paris, 95747 Roissy CDG, Cedex, France, without the physical presence of the shareholders or other persons entitled to attend. It will be broadcast live via webcast on the Group's website.

*You will find my explanations of vote in this Flash. As in previous years, **I suggest that those of you who are shareholders of the Air France-KLM group give me your proxy.***

The voting forms should be sent to you shortly:

*. **the emailing of the "identifiers" for shareholders who have an email address is scheduled for today, Monday May 10 at 11:00 a.m.***

. the paper mailings for shareholders who have not subscribed to the emailing of the codes were sent out this Monday May 10. It is therefore necessary to take into account the delay related to postal delays.

You can find all the documents relating to the Annual General Meeting on the Air France-KLM Group website, on the financial information page.

You will also find the link to the 2020 Universal Registration Document on the homepage of my blog [navigation.com](#).

Let's continue to respect the protection measures.

Thank you for your trust and loyalty François

If you own Air France-KLM shares, vote or give me your proxy

The Annual General Meeting of Air France-KLM will be held on Wednesday, May 26, 2021 at 2:30 p.m. at 45 rue de Paris, 95747 Roissy CDG, Cedex, France, **without the physical presence of the shareholders** or other persons entitled to attend. It will be broadcast live via webcast on the Group's website.

For shareholders, this is the highlight of the year. At this meeting, they can express their choices by voting for or against the resolutions submitted to them. They can also ask questions and will be informed of the results of the past year.

Each employee shareholder (or former employee shareholder) **can participate in the General Meeting in several ways:**

Either by voting himself :

- by voting by Internet
- by voting by mail

Or by giving his powers of attorney to another shareholder of his choice

For the past five years, I have been representing the employee shareholders (and former employee shareholders) and collecting the powers of attorney that you have entrusted to me.

At the last General Meeting, 1,500 people placed their trust in me. By choosing to entrust me with your powers, you reinforce my credibility within the Air France-KLM Board of Directors.

The 63% of votes you gave me to re-elect me also contribute to this. 10,888 readers have signed up for the Directors' Newsletter that I send out every Monday. Others receive it by transfer.

Your interest in this information medium reinforces my action.

> My votes

I will approve the resolutions submitted to the shareholders. Here is a quick overview :

- . resolutions 1 and 2: approval of the 2020 financial results
- . resolution 3: allocation of the 2020 results
- . resolutions 4 to 7: regulated agreements
- . resolutions 8 to 13: renewals or appointments of directors
- . resolutions 14 to 19: executive compensation (read my letter <http://navigaction.com/Lettre/805.htm> on Ben Smith's compensation)
- . resolutions 20 to 35: capital increases
- resolution 36: the modification of the age limit for corporate officers (72 years old instead of the current 70 years old)
- . resolution 37: the powers for formalities

resolution 35: capital increases reserved for members of a company or Group savings plan. 2% of the share capital of the Air France-KLM Group may be offered to beneficiaries with a maximum discount of 30% OR with free shares and a matching contribution.

> You are a shareholder and you wish to entrust me with your powers of attorney:

1) If you are a shareholder (FCPE Majoractions, Aéro pélican and/or Concorde at Natixis), and you wish to appoint me as your proxy and give me your powers,

Go to the voting site: **airfranceklm voteassemblee com, with the login and password that you received by e-mail or by AF-KLM mail.**

Voting is open from Monday, May 10, 2021 at 11:00 a.m. to Tuesday, May 25, 2021 at 3:00 p.m., Paris time.

Access the voting site with your login and password.

In the page " participation modalities " choose the ^{3rd} option by checking the button on the right of : "I wish to give power of attorney to a named person".

Then mention my name, first name, address, postal code and city:

ROBARDET, FRANCOIS, 6 Residence de l'enclos, 31320, PECHBUSQUE

as below:

Donner vos instructions



Cette étape vous permet de détailler vos instructions.

*Veuillez renseigner les informations ci-contre afin de désigner le mandataire devant recevoir votre pouvoir.

DESIGNATION DU MANDATAIRE	
Civilité	M
Nom *	ROBARDET
Prénom	FRANCOIS
Adresse	6 Residence de l'enclos
Code Postal *	31320
Ville *	PECHBUSQUE
(*) champs obligatoires	

RETOUR

SUITE

For any further information on the practicalities of voting, you can contact the dedicated hotline

+33(0) 1 44 30 05 18 (rate in force in the country of call), from Monday to Friday from 9:00 am to 6:00 pm (Paris time).

2) If you prefer a "paper" vote

You should write to *Société Générale - Service Assemblées - CS 30812 - 44308 Nantes Cedex 3* before May 20, 2021 to obtain all the documentation.

You will find out how to fill in your ballot paper in which you will mention my name, first name, address, postal code and city:

ROBARDET, FRANCOIS, 6 Residence de l'enclos, 31320, PECHBUSQUE.

You are a registered shareholder and you wish to entrust me with your powers:

If you hold registered shares (with Société Générale) and you wish to appoint me as your proxy and entrust me with your powers,

Please refer to the brochure currently being sent out (or go to the Société Générale voting site sharinbox.societegenerale.com if you have opted out of the "paper" brochure).

You will find there how to fill in your ballot in which you will mention my name, first name, address, postal code and city:

ROBARDET, FRANCOIS, 6 Residence de

l'enclos, 31320, PECHBUSQUE.

I thank you for the confidence you have placed in me.

You can ask me, by return, any question relating to the Air France-KLM group or to employee share ownership...

See you soon.

To find the last press reviews of Monday, it is [here](#)

If you like this flash, please pass it on.

New readers will be able to receive it by [giving me](#) the email address of their choice.

| François Robardet

Director of Air France-KLM representing the employees and former employees shareholders of PNC and PS.

You can find me on my twitter account @FrRobardet

When I was elected, I received the support of the CFDT and the UNPNC. This press review deals with subjects related to the Air France-KLM shareholding.

If you no longer wish to receive this letter/press review, [unsubscribe](#).

If you prefer to receive the press review at another address, please let me know.

To contact me: [message for François Robardet](#). 10888 people receive this press review online