



| Air France-KLM Administrator's Newsletter

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

N°95, May 6, 2022

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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 Tuesday 24 May 2022 at the Hilton Hotel in Roissy. For the first time since 2019, it will be held in person. 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 in person, by Internet or by mail*
- **Or by entrusting his powers to another shareholder of his choice***

For the past six years, I have been representing employees and former employees who are shareholders, and I have been collecting the powers of attorney that you would like to entrust to me.

At the last General Meeting, 1,500 people placed their trust in me.

By choosing to entrust me with your powers, you are strengthening my credibility within the Air France-KLM Board of Directors.

The 64% of votes you gave me to re-elect me also contribute to this, as do the 11,124 readers who have subscribed to my weekly newsletter.

You will find my explanations of vote in this Flash.

The voting forms should be sent to you shortly:

. the emailing of the "identifiers" for shareholders with an email address is planned for today, Friday May 6, starting at 11:00 a.m.

. the paper mailings for shareholders who have not subscribed to the emailing of the codes will be sent out in the next few days. It is therefore necessary to take into account the delay related to postal delays.

You can find all the documents related 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 Universal Registration Document 2021 on the homepage of my blog navigaction.com.

Thank you for your trust and loyalty François

> Before entrusting me with your powers, please read my voting intentions

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

. resolutions 1 and 2: the approval of the financial results for 2021

. resolution 3: the allocation of the results for the year 2021

. resolutions 4 to 6: regulated agreements

. resolutions 7 to 9: the renewals or appointment of directors

. resolutions 10 and 11: the appointment of a new auditor

. resolutions 12 to 17: the remuneration of executives

. resolution 18: the ratification of the transfer of the registered office

. resolution 19: the increase of the total nominal ceiling of the capital increases

. resolution 20: the addition of a preamble in the bylaws for the purpose of adopting a purpose of the Company

. resolutions 21 to 26: the updating of the bylaws

. resolution 27: the powers for formalities

Note that resolution 35, voted last year, remains valid:

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.

> Focus on the twentieth resolution: Adoption of the purpose of Air France-KLM

Twentieth resolution (Addition of a preamble to the Articles of Association in order to adopt a purpose for the Company) - The General Meeting, voting under the quorum and majority conditions required for extraordinary general meetings, having reviewed the report of the Board of Directors, resolves to amend the Articles of Association as proposed by the Board of Directors.

The General Meeting, voting under the quorum and majority conditions required for extraordinary general meetings, having taken note of the report of the Board of Directors, resolves to amend the Company's Articles of Association as proposed by the Board of Directors. Consequently, the General Meeting decides to add a preamble before Title I of the Company's Articles of Association as follows

"PREAMBLE :

At the forefront of a more responsible European aviation, we bring people together to build the world of tomorrow."

My comment: The 2019 Pact law (Action Plan for Growth and Transformation of Companies) encourages companies to strengthen the consideration of social and environmental issues related to their activity.

In summary:

The company can pursue, in compliance with its corporate purpose, an entrepreneurial project that meets a collective interest and gives meaning to the actions of all employees.

Article 1835 of the Civil Code is thus amended to recognize the possibility for companies that wish to do so to include a raison d'être in their articles of association.

This amendment enshrines the commitments made by many companies with regard to social and environmental responsibility.

The raison d'être is the long term project in which the corporate purpose of the company is included. The enshrinement of this notion in the civil code encourages companies to be more oriented towards the long term.

For more than a year, the Air France-KLM Group has been consulting with Group employees. The Board of Directors also took part in the discussions, which led to the proposal of this beautiful raison d'être:

At the forefront of a more responsible European aviation, we bring people together to build the world of tomorrow.

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

1) If you are a shareholder (FCPE Majoractions, Aériopélican and/or Concorde at Natixis), and you wish to appoint me as your proxy and entrust me with your powers via the Internet,

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 Friday, May 6, 2022 at 11:00 a.m. to Monday, May 23, 2022 at 3:00 p.m., Paris time.

Access the voting site with your username and password.

On the "How to participate" page, choose the option by checking the button to 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 18, 2022 to obtain all the documentation.

You will find out how to fill in your ballot paper in which you will mention your name, first name, address, postal code and city (see above).

The voting form must be received by Société Générale no later than Saturday, May 21, 2022, using the T envelope you received.

> 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 paper in which you will mention my name, first name, address, postal code and city (see above).

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.

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

To contact me: [message for François Robardet](#).

11124 people receive this press review live