



Editorial

Dear Shareholder,

Throughout 2022, Air France-KLM once again demonstrated its resilience and agility in a context of unprecedented crises. In spite of the Omicron strain, the war in Ukraine, the inflationary situation and the operational disruptions at major international airports last summer, our Group and its airlines were able to successfully capture a strong demand for travel.

On the financial side, we successfully undertook major operations to both restore our equity and consolidate our balance sheet while continuing to pay back the State aids we received.

We secured landmark deals, including a strategic commercial partnership with CMA CGM Group which became our largest private shareholder. All the while, we moved forward with our transformation efforts at every level of our Group to emerge stronger and more efficient from the pandemic as a leader of sustainable aviation. Our fleet renewal efforts and our investments in SAF fully demonstrate our determination to play an active role in the decarbonization, not just of our own operations, but of the industry as a whole. We close out the year with a positive net income, having turned the page on Covid, and look to the future with confidence in our ability to address the challenges ahead. I would like to thank all the customers who chose to fly our airlines this year as well as all our employees, who made this year a success through their hard work and commitment to excellence.

Benjamin Smith
Chief Executive Officer of Air France-KLM

Key figures

2022 Financial year



- Back to positive net income after a successful year in a challenging context.
- Positive operating result for both Air France and KLM thanks to significant increase in revenues and transformation efforts.

> [See the press release](#)

Life of the Group



January 2023

Group / Fleet / Strategy / Sustainability

Air France-KLM continues to renew its fleet and places firm order for 4 Airbus A350F full freighter aircraft for Martinair (part of the KLM Group), and 3 A350-900 passenger aircraft for Air France.

> [Learn more about](#)



January 2023

Group / Governance

Air France-KLM today announced the appointment of: Nathalie Stubler, currently Chief Executive Officer - Transavia (France), as Special Advisor to the Group's decarbonization strategy; Olivier Mazzucchelli, currently Chief Executive Officer - HOP!, Air France's regional airline, as Chief Executive Officer - Transavia (France); Hervé Boury, currently Chief Operations Officer - Transavia (France), as Chief Executive Officer - HOP!. These appointments will be effective as of January 16, 2023.

> [Learn more about](#)

Proud of...

Take real action to decarbonise our activities

Given the climate challenges facing society today, we feel that it is our responsibility to accelerate our environmental transition and become the leader of a more sustainable aviation industry. The decarbonisation strategy for our activities is primarily centred around reducing our direct and indirect CO₂ emissions, with a targeted reduction of 30% per passenger/km by 2030 (compared to 2019).

> [Learn more about](#)



We have selected for you



A new look for the Shareholders' Club

Do you own 50 or more Air France-KLM shares? The Air France-KLM Shareholders' Club website has been revamped in 2023. In your new space, you will find publications that will allow you to get to know the Group better, by being informed of the major events of the year and, later, to benefit from advantages reserved for Club members. You can also receive this letter directly in your mailbox. Join the Club at this link: [The Air France-KLM Shareholders' Club | AIR FRANCE-KLM](#)

> [Learn more about](#)

Shareholders' agenda

4 May 2023	1st quarter 2023 Results
7 June 2023	Air France-KLM Annual Shareholders' Meeting

Individual shareholder contact

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