

## **Transform 2015: Air France announces the conclusion of Framework and methodology agreements between the General Management and the unions**

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Air France confirms that framework and methodology agreements were signed on 20 March 2012 with representatives of ground staff, cabin crew and pilots.

These agreements relate to the objectives (notably the 20% improvement in economic efficiency over the entire scope of the Company's activities), the schedule and the key issues for negotiation.

This is a major sign of commitment on the part of most unions (CFDT, CFE-CGC, FO, UNSA for ground staff, SNPL for pilots and UNAC, UNSA and SNPNC for cabin crew) in a negotiated process of reworking Air France's social agreements.

These signatures, a first step in Air France's transformation process, demonstrate the Company's commitment via responsible social dialogue.

In the Company's current context of deteriorating economic performance, in January 2012 Air France launched an ambitious transformation plan, aimed at generating increased cash flow over the next three years.

As part of its implementation, it has become necessary to change the Company's operating methods and redefine, with staff representatives, the rules contained in the existing collective agreements.

The signature of these framework and methodology agreements will give rise to substantive negotiations aimed at concluding a consistent set of agreements in June 2012.