



AIR FRANCE

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Code: AF Employ 54,000

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Ownership: 56% state; 11% employee; 33% other

Executive Management

Chairman & CEO Jean-Cyril Spinetta

President & COO Pierre-Henri Gourgeon

Executive VP Americas Jean-Louis Pinson

Executive VP Asia Marc Benedetti

Executive VP Europe Etienne Rachou

Executive VP Africa Jean-Marie Mariani

Executive VP Antilles, Guyana & Indian Ocean Pierre Descazeaux

Financial Data (mil. US\$)	Fiscal Year Ending 3/31	
	2001†	2002
Passenger Revenue	8,187.0	8,480.0
Total Revenue (excluding incidental revenue)	9,241.9	9,316.0
Expenses (excluding incidental revenue)	8,795.8	9,105.3
Operating Profit	446.1	210.7
Net Income after Taxes	428.9	137.2
Percent Change in:		
Revenue	3.5	0.8
Expenses	2.7	3.5
Yield-c per RPM	14.35	14.24
Percent Change	(3.0)	(0.8)
Cost-c per ASM	12.03	11.45
Percent Change	(3.9)	(4.8)

† Values updated from 2002 Source Book.

OPERATING DATA-SCHEDULED

Calendar Year

2000 2001

Revenue Passenger

Miles (mil.) 57,044.2 59,542.8

Percent Change

9.5 4.4

Revenue Ton

Miles (mil.) 9,203.1 9,219.6

Percent Change

7.8 0.2

Aircraft Fleet	Year End Fleet		Year End 2001 Fleet On Order/Options	Projected Year End		
	2000	2001		2002	2003	2004
Stage II	737-200	8				
	Concorde	5		5	5	5
Stage III	737-300/500	34	36		36	32
	747-200/300	24	24		24	20
	747-400	13	13	2	14	15
	767-300	5	5		2	
	777-200	14	19	24	19	20
	A310	10	5			22
	A318/A319	25	36	41	36	41
	A320	58	61	5	63	66
	A321	14	15	2	16	16
	A330		2	10	10	11
	A340	21	22		22	22
	A380			14		
Total Fleet		231	243	98	247	248
Percent Change		3.6	5.2		1.6	0.4
						2.0