

INFORMATION ON BOARD DIRECTORS WHOSE RE-APPOINTMENT OR APPOINTMENT IS PROPOSED TO THE SHAREHOLDERS' MEETING

Re-appointment



Léni M.T. Boeren

Independent Board director

Member of the Audit Committee and of the Sustainable Development and Compliance Committee

Expertise and professional experience

Born December 23, 1963, Léni M.T. Boeren holds a Masters degree in Business Management from Erasmus University in Rotterdam (the Netherlands).

Ms. Boeren started her career in the financial sector at Paribas in 1983. She went on to work for Rabobank, where she held various positions through to 1992. She then moved to Robeco as head of the marketing and product management department from 1992 to 1997. She subsequently became a member of the Board of Directors of Amsterdam Exchanges followed, in 2000 to 2005, by her appointment as a member of the Executive Committee of Euronext N.V.⁽¹⁾, the result of the merger of the Paris (ParisBourse), Brussels (Brussels Exchanges) and Amsterdam (Amsterdam Exchanges) stock exchanges.

In 2005 she joined the Robeco Group, an international asset management firm, where she was successively a member, Vice-Chair and Chair of the Management Board. She was also responsible for Robeco Group's subsidiaries and held several Board positions until December 2016. She also served as a member and Chair of the Board of DUFAS, the Dutch Fund and Asset Management Association (2009-2016) and as a member of the Board of FCLTGlobal (2019-2020).

Ms. Boeren has been Chair and CEO of the Management Board of Kempen Capital Management and a member of the Executive Board of Van Lanschot Kempen N.V.⁽¹⁾ (from February 2018 to April 2020).

Nationality: Dutch

Age: 57 years

First appointed as a Board director:
May 16, 2017

Expiry of current term of office: 2021 Shareholders' Meeting

Number of shares held in the Company's stock:
2,000 shares

Professional address:
Air France-KLM,
2 rue Robert Esnault-
Pelterie, 75007 Paris

Other directorships and offices

Non-French companies

- Chair of the Supervisory Board of Ohpen Expeditions B.V., the Netherlands, since March 2021;
- Member of the Board of Directors of Stichting Administratiekantoor Koninklijke Brill, Netherlands, since 2020;
- Member of the Supervisory Board of Tata Steel Nederland B.V., the Netherlands, since 2014.

Directorships and offices held in the last five years and having expired

Non-French companies

- Chief Executive Officer of Kempen Capital Management N.V., Netherlands, until 2020;
- Member of the Executive Board of Van Lanschot Kempen N.V.⁽¹⁾, Netherlands, until 2020;
- Chair of the Management Board of Kempen & Co N.V., Netherlands, until 2020;

- Member of the Board of Directors of FCLTGlobal, USA, until 2020;
- Chair of the Supervisory Board of Transtrend BV, Netherlands, until 2019;
- Within the Robeco Group: Chair of the Management Board of Robeco Groep N.V., Chair of the Management Board of Robeco Holding B.V., Chair and CEO of the Management Board of Robeco Institutional Asset Management B.V., Chair of the Management Board of Robeco Nederland B.V., (Netherlands), Chair of the Board of Directors of Boston Partners Global Advisors Inc., (USA), Director of Harbor Capital Advisors Inc., (USA), Vice-Chair of RobecoSAM AG (Switzerland) until 2016;
- Member of the Board of Directors of Sustainable Asset Management USA Inc., USA, until 2016;
- Chair and member of the Board of DUFAS, Netherlands, until 2016.

(1) Listed company.



Isabelle Bouillot

Independent Board director

Chair of the Remuneration Committee and member of the Audit Committee

Expertise and professional experience

Born May 5, 1949, Isabelle Bouillot holds an advanced degree in Public Law and is a graduate of the *Institut des Etudes Politiques de Paris* and of the *École Nationale d'Administration*.

Having occupied various positions in the French Public Administration, including Economic Advisor to the President of the Republic between 1989 and 1991 and Budget Director at the Ministry of Economy and Finance between 1991 and 1995, Ms. Bouillot was Deputy Chief Executive Officer in charge of the financial and banking activities at the *Caisse des Dépôts et Consignations* between 1995 and 2000, then Chair of the Management Board of the Investment Bank of the CDC IXIS Group from 2000 to 2003. Since 2006, Ms. Bouillot has been President of China Equity Links (SAS).

Nationality: French

Age: 71 years

First appointed as a Board director:
May 16, 2013

Expiry of current term of office: 2021 Shareholders' Meeting

Number of shares held in the Company's stock:
230 shares

Professional address:
China Equity Links,
27 avenue de l'Opéra,
75001 Paris

Other directorships and offices

French companies

- President of China Equity Links since 2006;
- President of IB Finance;
- Member of the Supervisory Board of Gimar & Cie.

Non-French companies

- Board director of Saint Gobain China;
- President of CELPartners Ltd, Hong Kong;
- Board director of Yafei Dendistry Limited⁽²⁾.

Directorships and offices held in the last five years and having expired

French company

- Board director of Saint-Gobain⁽¹⁾ until June 2016.

Non-French companies

- Board director of Crystal Orange Hotel Holdings Limited⁽²⁾ until May 2017;
- Board director of JD Holding Inc⁽²⁾ until December 2016;
- Board director of Umicore, Belgium, until May 2015.

(1) Listed company.

(2) Unlisted company registered outside France in which China Equity Links holds or held an equity interest.



Delta Air Lines, Inc.

Board director

Member of the Remuneration Committee and of the Audit Committee

Corporation formed under the laws of the State of Delaware (USA) having its registered office at Delta Bld, Atlanta, GA, USA 30354.

Nationality: US

First appointed as a Board director:
October 3, 2017

Expiry of current term of office: 2021 Shareholders' Meeting

Number of shares held in the Company's stock:
37,527,410 shares

Professional address:
1030 Delta Boulevard,
Atlanta, GA, USA 30354

Other directorships and offices

N/A

Directorships and offices held during the last five years and having expired

N/A



Alain Bellemare

Permanent representative of Delta Air Lines, Inc. since February 16, 2021

Expertise and professional experience

Born June 14, 1961, Alain Bellemare is the permanent representative on Air France-KLM's Board of Directors of Delta Air Lines, Inc.⁽¹⁾, a corporation formed under the laws of the State of Delaware having its registered office at 1030 Delta Bld. Atlanta. GA USA 30354.

Alain Bellemare is a transformative business leader and board member with extensive experience in strategy, business development and operational roles. He has served as Executive Vice-President and President-International at Delta Air Lines Inc.⁽¹⁾ since January 2021.

In 2020, Mr. Bellemare was an Operating Executive with The Carlyle Group, focused on the aerospace, defense and government services sectors. Prior to joining The Carlyle Group, he served as President, Chief Executive Officer and Board member of Bombardier Inc.⁽¹⁾ from 2015 to 2020.

Before joining Bombardier, Mr. Bellemare spent 18 years with United Technologies Corporation, serving as President and Chief Executive Officer of UTC Propulsion & Aerospace Systems from 2011 to 2015.

Nationalities:
US and Canadian

Age: 59 years

Professional address:
1030 Delta Boulevard,
Atlanta, GA, USA 30354

Other directorships and offices

Others

- Member of the International Advisory Board of McGill University's Desautels Faculty of Management;
- Member of the Wings Club Foundation.

Directorships and offices held during the last five years and having expired

Non-French company

- President, CEO and Board director of Bombardier Inc.⁽¹⁾, until March 2020.

(1) Listed company.



Anne-Marie Idrac

Independent Board director

Chair of the Sustainable Development and Compliance Committee

Expertise and professional experience

Born July 27, 1951. Anne-Marie Idrac is a graduate of the *Institut d'Etudes Politiques*, the *École Nationale d'Administration* and the *Institut des Hautes Etudes de Défense Nationale*. Ms. Idrac has spent most of her career in the fields of the environment, housing, urban development and transport.

She was Chief Executive Officer at the Public Development Agency of Cergy-Pontoise, Director of Land Transportation at the Ministry of Equipment and Transport and subsequently Secretary of State for Transport.

She occupied the positions of Chair and CEO of the RATP (Paris Public Transport Authority) from 2002 to 2006, and Chair and CEO of the SNCF (French State Railways) from 2006 to 2008. She was a Member of Parliament from 1997 to 2002 and Secretary of State for Foreign Trade from 2008 to 2010.

Anne-Marie Idrac is a company director and consultant.

Nationality: French

Age: 69 years

First appointed as a Board director:
November 2, 2017

Expiry of current term of office: 2021 Shareholders' Meeting

Number of shares held in the Company's stock:
1,000 shares

Professional address:

Air France-KLM,
2 rue Robert-Esnault-
Pelterie, 75007 Paris

Other directorships and offices

French companies

- Board director of Bouygues⁽¹⁾;
- Board director of Saint-Gobain⁽¹⁾;
- Board director of Total⁽¹⁾;
- Board director of SANEF.

Others

- Board director of the Fondation Robert Schuman;
- High representative of the French government for the development of autonomous vehicles;
- President of the France Logistics Association;
- President of the Alliance for International Medical Action (ALIMA Foundation) since 2020.

Directorships and offices held in the last five years and having expired

French companies

- Member of the Supervisory Board of Vallourec⁽¹⁾ until 2015;
- President of the Aéroport de Toulouse-Montaudou Supervisory Board until May 2018.

(1) Listed company.



Jian Wang

*Board director appointed as proposed by China Eastern Airlines
Member of the Sustainable Development and Compliance Committee*

Expertise and professional experience

Born August 18 1973, Jian Wang graduated from Shanghai Jiao Tong University with a Bachelor degree in Engineering. He also holds two MBAs from *East China University of Science and Technology* and *Tsinghua University*.

Jian Wang began his career in the aviation industry in 1995 and has extensive experience of corporate governance, strategic investment, capital operations and management. He has designed and facilitated a number of strategic projects within China Eastern.

Since April 2012, Jian Wang has been Corporate Secretary of China Eastern Airlines⁽¹⁾, a subsidiary of China Eastern Air Holding Company Limited. Between November 2016 and February 2019, he was a Board member and President of Eastern Airlines Industry Investment Company Limited, a wholly owned subsidiary of China Eastern Air Holding Company Limited. Since June 2017, Mr. Wang has also been Board member of Eastern Air Logistics Corporation Limited.

Jian Wang is currently Corporate Secretary of China Eastern Airlines Corporation Limited and Chair of Eastern Air Industry Investment Company Limited.

Nationality: Chinese

Age: 47 years

First appointed as a Board director:
July 30, 2019

Expiry of current term of office: 2021 Shareholders' Meeting

Number of shares held in the Company's stock:
2,000 shares

Professional address:
China Eastern Airlines,
2550 Hongqiao
International Airport
Shanghai 200335 P.R.
China

Other directorships and offices

Non-French companies

- Corporate secretary of China Eastern Airlines Corporation Limited;
- Board director, Office of Board Affairs, of China Eastern Air Holding Company Limited;
- Chairman of Eastern Airlines Industry Investment Company Limited;
- Board director of Eastern Air Logistics Corporation Limited.

Directorships and offices held in the last five years and having expired

Non-French company

- Board director and President of Eastern Airlines Industry Investment Company Limited until February 2019.

(1) Listed company.

Appointment of a new Board director



Nationality: French

Age: 41 years

Gwenaëlle Avice-Huet*

Born on November 16, 1979, Ms. Avice-Huet is a graduate of the Ecole Normale Supérieure de Cachan (agrégation in physics and chemistry), an engineer of the Corps des Ponts et Chaussées and a graduate of the École Polytechnique (DEA in molecular chemistry).

She began her career in 2006 with the Saint-Gobain Group in the United States, as a project manager in the field of energy, before working as an analyst at the World Bank in Washington D.C., where she co-published a book dedicated to urban infrastructure.

From 2007 to 2010, she started working in the administration, first at the General Secretariat for European Affairs (Prime Minister's department) and then as an advisor in various ministerial cabinets where she took part in international climate negotiations.

In 2010, she joined the Engie Group (formerly GDF-Suez), where she was to hold the position of Director of European and Regulatory Affairs and advised the Group's General Management until 2015. In 2016, she was appointed CEO of Engie France Renouvelables and contributed to the industrial transformation that will position Engie as the leader in wind and solar energy in France.

As of 2019, she held the positions of Deputy CEO of the Engie Group in charge of renewable energies and CEO of Engie North America (Houston, USA), and was a member of the Engie Group Executive Committee.

In March 2021, she joined the Schneider Electric Group (Boston, USA), where she heads strategic projects for the company on energy transition.

Gwenaëlle Avice-Huet is a Young Global Leader of the World Economic Forum.

Ms. Avice-Huet is a Knight of the National Order of Merit.

Other directorships and offices

French company

- SVP Schneider Electric⁽¹⁾ since March 2021.

Directorships and offices held in the last five years and having expired

French companies

- Deputy CEO of Engie until March 2021;
- CEO of Engie North America until March 2021;
- CEO of Engie France Renouvelables until January 2021;
- Member of the Board of Directors of the Hydrogen Council until March 2021;
- Member of the Board of Directors of WindEurope until March 2021;
- Member of the Board of Directors of the French-American Chamber of Commerce of Houston until March 2021.

* As recommended by the Appointments and Governance Committee, the Board of Directors considers Ms. Gwenaëlle Avice-Huet to be independent, in the light of the criteria stipulated in the AFEP-MEDEF Corporate Governance Code.

(1) Listed company.