

INFORMATION ON THE BOARD DIRECTORS

Appointment



Nationality: Dutch
Age: 61 years

Cees 't Hart

Born in 1958, Mr. 't Hart holds an MA in Social Science from the Leiden University (The Netherlands). Mr. 't Hart worked for 24 years with Unilever, starting his career as management trainee, and held a range of international management positions in the Netherlands, Hungary, Singapore, Poland and Italy. His last position in Unilever was member of the Unilever Europe Board as SVP Marketing Operations. He joined Carlsberg Group as Chief Executive Officer in 2015 after seven years as Chief Executive Officer of the Dutch dairy cooperativ Royal FrieslandCampina. He has been a Member of Supervisory Board at KLM Royal Dutch Airlines since 2014.

Other current functions and mandates

Foreign companies

- Member of KLM's Supervisory Board ^(G);
- Carlsberg Group⁽¹⁾ Chief Executive Officer.

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

N/A



Nationality: French
Age: 47 years

Astrid Panosyan

Born August 13, 1971, graduate of *Institut d'Etudes Politiques* (IEP) Paris, of the *École des Hautes Etudes Commerciales de Paris* (HEC) and of Harvard University (Kennedy School of Government).

She began her career at AT Kearney before joining AXA's Strategy Department in 1998, and then moved to the Department of Business Support & Development for Asia-Pacific region.

In 2002, she joined Groupama where she successively held various senior positions in the International Department, the Department of Strategy and the Department of Finance. She became General Secretary of the Group in 2011.

Before joining Unibail-Rodamco SE, she was previously an advisor and member of the cabinet of Emmanuel Macron, French Minister of Economy, Industry and Digital Affairs, from 2014 to 2015, where she was in charge of Economic Attractiveness and International Investments.

Since September 1st, 2015, she has held the position of Managing Director of the Central Functions of the Unibail-Rodamco-Westfield Group (URW) in charge of Human Resources, Organization, Information Systems, Legal Affairs, Risks & Compliance.

Other current functions and mandates

French companies

- Supervisory Board member of the AP-HP (*Assistance Publique - Hôpitaux de Paris*) International, France;
- Chairman and Chief Executive Officer of the *Société de Tay Ninh*;
- Within the Unibail-Rodamco SE Group⁽¹⁾:
 - Chairman of Doria SAS, of Unibail Management SAS and of Espace Expansion Immobilière SAS,
 - Chairman and Director of Unibail-Rodamco Participations SAS,
 - Supervisory Board member of Uni-Expos SA,
 - Member of the senior management team of Unibail-Rodamco SE,
 - Chief resources officer of Unibail-Rodamco SE,
 - Member of the Management Board of Unibail-Rodamco SE.

Foreign companies

- Within the Unibail-Rodamco SE Group⁽¹⁾:
 - Director of U&R Management BV,
 - Director of Rodamco Europe Beheer BV.

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

N/A

^(G) Company in the Air France-KLM Group.
⁽¹⁾ Listed company.

INFORMATION ON THE BOARD DIRECTORS

Re-appointment



Jean-Dominique Comolli

Expertise and professional experience

Born April 25, 1948, Jean-Dominique Comolli is a graduate of the *Institut des Sciences Politiques de Paris* and of the *École Nationale d'Administration* and holds a Masters degree in Economic Sciences.

Mr. Comolli began his career in 1977 as a civil administrator before becoming a technical advisor at the French Ministry of Budget under Laurent Fabius, then a member of Prime Minister Pierre Mauroy's and Laurent Fabius' staff. He then became Chief of Staff at the French Budget Ministry under Michel Charasse, before being appointed Director of Customs in 1989. Between 1993 and 2010, he was Chairman and Chief Executive Officer of Seita Vice-Chairman of Altadis until 2005 and Chairman of the Board of Altadis between 2005 and 2010. In September 2010, Mr. Comolli was appointed Commissioner for State Holdings, a position he was to occupy until October 2012.

Mr. Comolli is currently an Honorary Civil Service Administrator.

Other directorships and offices

N/A

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

French company and public institution

- Director of the *Établissement Public de l'Opéra Comique* until December 2014;
- Director of France Télévisions, representing the French State.

Board director appointed by the Shareholders' Meeting as proposed by the French State

Member of the Appointments and Governance Committee and of the Remuneration Committee

Nationality: French
Age: 70 years

First appointed as a Board director:
December 14, 2010

Expiry of current term of office:
2019 Shareholders' Meeting



Jaap de Hoop Scheffer

Expertise and professional experience

Born April 3, 1948, Jaap de Hoop Scheffer is a law graduate of Leiden University. Mr. de Hoop Scheffer started his diplomatic career in 1976, subsequently becoming Private Secretary to the Minister of Foreign Affairs (1980-1986). He then became a member of the Dutch Parliament (1986-2002), leader of the Christian Democratic Alliance (CDA) (1997-2001), Dutch Minister of Foreign Affairs (2002-2003) and Secretary General of NATO (2004-2009). Since 2012, Mr. de Hoop Scheffer has taught international politics and diplomacy in the Governance and International Affairs Faculty of Leiden University (Netherlands).

Other directorships and offices

Non-French companies

- Member of the Board of the Center for European Policy Studies, based in Brussels, Belgium;
- Member of the Advisory Board of the Dutch employers' association VNO-NCW, Netherlands;
- Member of the Board of Trustees of "Friends of Europe" based in Brussels, Belgium;
- Co-President of the Security & Defense Agenda, Brussels, Belgium;
- Member of the European Council on Foreign Affairs, based in London, United Kingdom;
- President of the Advisory Council on Foreign Affairs, Netherlands;
- President of the Netherlands Civil Honors Advisory Committee, Netherlands;
- Member of the Trilateral Commission.

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

Non-French companies

- Chairman of the Supervisory Board of the Rijksmuseum, Netherlands, until October 1, 2017;
- Member of the International Advisory Board of Royal Ten Cate NV, Netherlands, until October 2016;
- Vice-Chairman of the Franco-Dutch Cooperation Council, Netherlands, until 2015.

Independent director⁽¹⁾

Chair of the Remuneration Committee

Nationality: Dutch

Age: 70 years

First appointed as a Board director:
July 7, 2011

Expiry of current term of office:
2019 Shareholders' Meeting

Number of shares held in the Company's stock:
1,025 shares

(1) Upon the report of the Appointments and Governance Committee, during its meeting of March 25, 2019, the Board of Directors considered that, in view of the acquisition of a shareholding in Air France - KLM by the Dutch State on February 26, 2019 (see *Highlights of the beginning of the 2019 financial year* of the 2018 Registration document of Air France - KLM), Mr. de Hoop Scheffer, a Board director appointed as proposed by the Dutch State, no longer qualified as an Independent director (see *Section 2.2.4, Independence of the Board directors* of the 2018 Registration document of Air France - KLM).

INFORMATION ON THE BOARD DIRECTORS

Ratification of the co-opting and nomination



Benjamin Smith

Expertise and professional experience

Born August 27, 1971, Benjamin Smith is a reputed senior airline industry executive at international level, having spent the past twenty years at Air Canada where he was President Airlines and Chief Operating Officer. In 1990, in parallel with his studies, he started out as a customer service agent at Air Ontario before taking an entrepreneurial path in 1992 when he set up his own retail corporate travel agency which he ran successfully for eight years. In 1999, he also simultaneously took on a consultancy role for Air Canada before finally joining the Group in 2002.

As of his 2002 arrival, Benjamin Smith fulfilled a number of high-ranking positions at Air Canada including Head of network Planning before joining the executive management team in 2007 as Executive Vice-President and Chief Commercial Officer.

In 2014, he was appointed President Airlines (Air Canada, Rouge, Express, Cargo) and Chief Operating Officer of Air Canada with overall responsibility for commercial affairs, operations and customer relations for the Group. He was also responsible for Air Canada's commercial strategy.

On August 16, 2018, Benjamin Smith was appointed Chief Executive Officer of Air France-KLM. He was appointed a director within the Air France-KLM Board of Directors on December 5, 2018.

Chief Executive Officer

Board director

Nationality: British and Canadian

Age: 47 years

First appointed as a Board director:
December 5, 2018

Expiry of current term of office:
2019 Shareholders' Meeting

Number of shares held in the company's stock:
50,000 shares

Other directorships and offices

French companies

— Director of Société Air France ^(G) since December 12, 2018.

Other

N/A ⁽¹⁾

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

N/A

^(G) Company in the Air France-KLM Group.

⁽¹⁾ Benjamin Smith is expected to be appointed to the KLM Supervisory Board during the forthcoming KLM Annual General Shareholders' Meeting in April 2019.