

Disclosure of related-party agreements

(Article L. 22-10-3 of the French Commercial Code)

Expansion of the cooperation agreement entered into between the Company, Air France, KLM and China Eastern Airlines

(Board meeting authorization dated 5 April 2021)

In the context of the Group's recapitalization plan announced on April 6, 2021, Air France-KLM (the "**Company**") entered into an agreement with China Eastern Airlines ("**MU**") on 23rd of June 2021 to accelerate their efforts to deepen and broaden existing and future cooperation and further strengthen their partnership for transportation services between China and Europe (the "**CEA Commercial Agreement**").

1. Main terms of the CEA Commercial Agreement

The CEA Commercial Agreement sets out the ambitions for the expansion of the cooperation between MU, the Company, Société Air France ("**Air France**") and Koninklijke Luchtvaart Maatschappij N.V. ("**KLM**") (together: "**the Parties**"). The Parties intend to intensify commercial cooperation (exclusive joint venture partnership as per January 1, 2022 for passenger air transport between Europe and China, improved codeshare offer, closer alignment of fares and sales policy, etc.) and extend cooperation.

In particular, the Parties undertake to:

- Add the Paris – Beijing and Amsterdam – Beijing routes to the Joint Venture upon satisfaction of the agreed upon conditions;
- accelerate their efforts to deepen existing cooperation on business, operational, marketing and innovation policies, including through staff exchanges;
- explore new opportunities for cooperation in the area of passenger transport in particular, in the domains of alliances and technology;
- explore synergies in areas such as ground services, catering, maintenance and non-aviation related areas such as tourism, hotels and car rental; and
- strengthen the strategic coordination between the Parties within the SkyTeam alliance and IATA.

The ambitions set out in the CEA Commercial Agreement do not affect the existing agreements between the Parties. The ambitions shall be further elaborated and subsequently be separately implemented into the joint venture agreement between the Parties for passenger air transport between Europe and China.

2. Interested person

Jian Wang, a board director appointed by the Company's shareholders at the proposal of China Eastern Air Holding Co., Ltd., is considered to be indirectly interested in the conclusion of the CEA Commercial Agreement, as MU held 8.8% of the Company's share capital at the date of approval of the CEA Commercial Agreement by the Board of directors.

3. Board approval

The Board has authorized the execution of the CEA Commercial Agreement at its meeting of April 5,

2021 in accordance with article L.225-38 of the French Commercial Code. Mr. Jian Wang did not take part in the deliberations and the vote with respect to the CEA Commercial Agreement.

4. Interest of the CEA Commercial Agreement for the Company

The CEA Commercial Agreement was concluded as part of the Air France-KLM Group's capital strengthening operations and with the aim of enabling the Group to strengthen its commercial cooperation with MU as well as its position on the Chinese market.

5. Materiality of the CEA Commercial Agreement's cost

The legally binding CEA Commercial Agreement sets out the ambitions for the future cooperation and does not automatically affect or amend the terms of the existing joint venture agreement in place between the Parties for passenger air transport between Europe and China. These ambitions shall be further elaborated and subsequently be separately implemented into the joint venture agreement between the Parties for passenger air transport between Europe and China. Therefore, it is too early to assess or determine the impact of the CEA Commercial Agreement for the Company.