

Roissy March 16, 2017

**PRESS RELEASE MADE IN ACCORDANCE WITH
THE AFEP-MEDEF CORPORATE GOVERNANCE CODE**

Building on the work carried out by the Remuneration Committee, the Air France-KLM Board of Directors has determined during its meeting of March 15, 2017 the structure and criteria of the variable compensation to be allocated to Mr. Jean-Marc Janaillac, Chairman and Chief Executive Officer in respect of the 2017 financial year, subject to the approval of the Shareholders' meeting in accordance with article L. 225-37-2 of the French commercial code.

Mr. Jean-Marc Janaillac's variable compensation's range is maintained at the same level with a target value of 80% of his fixed compensation and a maximum of 100% of this compensation.

The criteria for determining the variable compensation were set as follows:

	Breakdown of the variable portion	
	Target: 80% of the fixed compensation	Maximum: 100% of the fixed compensation
Quantitative performance: Air France-KLM COI (Current Operating Income at budget)	40%	50%
Quantitative performance: Adjusted net debt (Adjusted net debt before divestments and excluding impact of exchange rate euro/dollar on aircraft operational leases, at budget)	8%	10%
Qualitative performance:		
- Efficiency of Group governance	8%	10%
- Implementation of Trust Together strategic project and objectives, especially through restoration of trust among staff and reduction in unit costs (-1,5% excluding <i>intéressement</i> and profit-sharing)	16%	20%
- Strengthening and development of group international alliances	8%	10%