

**AGREEMENT FOR OPERATIONAL AND MARKETING INCENTIVES
("AGREEMENT")**

THIS AGREEMENT is made and entered into as of the date indicated on the City's signature page below, by and between the **CITY AND COUNTY OF DENVER**, a Colorado municipal corporation of the State of Colorado acting on behalf of its Department of Aviation (the "**City**"), and **SOCIETE AIR FRANCE D/B/A AIR FRANCE**, a certified air carrier with its principal place of business in France and authorized to do business in the State of Colorado (the "**Airline**") (collectively referred to herein as the "**Parties**").

W I T N E S S E T H

WHEREAS, the City owns, operates and maintains Denver International Airport ("**DEN**" or "**Airport**"); and

WHEREAS, the Airline announced, and will commence, non-stop regular passenger service ("**Air Service**") between Paris, France ("**CDG**") and DEN, on or about July 2, 2021 ("**Commencement Date**"); and

WHEREAS, the City's Air Service Incentive Program ("**Incentive Program**") is intended to support new air service to DEN, in part through marketing new passenger service; and

WHEREAS, DEN assesses operational fees for the Airline's use of DEN, payable to the Denver Municipal Airport System Enterprise Fund (the "**Airport Revenue Fund**"); and

WHEREAS, a factor in the Airline's decision to initiate new passenger service was an offer by DEN of promotional benefits to any air carrier initiating or announcing qualified, scheduled passenger service between September 1, 2020 and December 31, 2021, consistent with the terms and conditions of the City's Air Incentive Program, attached hereto as **Exhibit A**; and

WHEREAS, the City also wishes to obtain professional services to specifically promote, for the public and the industry, awareness and use of DEN facilities and the Airline's new regular passenger services ("**Marketing Service**") between CDG and DEN; and

WHEREAS, the Airline is ready, willing and able to provide or cause to be provided the services required by the City, and to perform the services called for hereunder subject to the conditions hereinafter set out;

NOW, THEREFORE, for and in consideration of the premises and other good and valuable consideration, the parties hereto agree as follows:

1. LINE OF AUTHORITY:

The Chief Executive Officer of the Airport (the “**CEO**”), his /her designee or successor in function authorizes and directs all work performed under this Agreement. Until otherwise notified by the CEO, the Airport’s Director of Air Service Development (“**Director**”) is designated as the authorized representative of the CEO through whom services performed under this Agreement shall be directed and coordinated and whose approval shall be deemed to be the approval of the CEO. In furtherance of the foregoing, any reference to the CEO herein, below, shall be deemed a reference to the Director unless notified, in writing, by the CEO. The Director may designate a Project Manager, if applicable, under this Agreement. Administrative reports, memoranda, correspondence and other submittals required of the Airline shall be processed in accordance with the Director's directions.

2. SCOPE OF MARKETING SERVICES:

All work performed under this Agreement shall be done in a manner consistent with the spirit and intent of the Incentive Program, as explained in the attached ***Exhibit A***. The Airline shall provide to the City a comprehensive marketing strategy, in writing (the “**Scope of Services**”), which is attached hereto as ***Exhibit C***. By City’s execution of this Agreement, the City hereby memorializes its approval of the Scope of Services and the amount(s) to be paid by the City for the publications, events, materials, advertising campaigns, marketing programs, and advertisements. The Airline will promptly undertake, perform and furnish the Marketing Services hereinafter described in this Agreement and the Scope of Services, including the following tasks:

A. Initiation and implementation of promotional events, advertising campaigns and marketing programs directed toward promoting public and industry awareness of the new Air Service offered by the Airline at DEN, in a manner consistent with advertising norms and customs in the United States, which promotional event, advertising campaigns and marketing programs may be conducted in any location or media, including in France.

B. Development of support materials promoting the benefits of DEN to targeted travelers in specific markets selected by the Airline, highlighting Denver and DEN as the international gateway to the Rocky Mountain region; and, highlighting the characteristics making DEN the gateway of choice for the region for an increasing number of passengers.

Nothing in this Agreement shall preclude the Airline from undertaking any advertising, marketing, or promotional program that it, in its sole discretion, deems appropriate. It is agreed, however, that if the particular advertising, marketing or promotional activity is not approved by the City pursuant to this Agreement, it will not be included in the Airline's invoices to the City.

3. NATURE OF SERVICES TO BE PERFORMED:

The Airline shall consult with and receive the approval of the City in the development of the Scope of Services. The Airline shall obtain the approval from the City for such campaign, promotional events, advertising and marketing program not consistent with the Scope of Services or this Agreement. The Airline agrees to diligently and professionally perform all the work described herein, and provide Marketing Services consistent with the following:

A. Publications: The Airline agrees that when printed materials are used, the name “Denver International Airport” or “DEN,” with or without its logo, shall appear prominently on the material.

- (1) *Collateral*. The Airline may produce and distribute brochures promoting the benefits of DEN to targeted travelers in specific markets selected by the Airline, highlighting Denver and DEN as the international gateway to the Rocky Mountain region; and, highlighting the characteristics making DEN the gateway of choice for the region for an increasing number of passengers.
- (2) *Direct Mail*. The Airline may produce and distribute a direct mail piece for distribution in Denver to announce the Airline's new non-stop Air Service at DEN.
- (3) *Press Kits*. The Airline may create a press kit to be distributed to the media featuring the Airline's new Air Service at DEN.

B. Promotional Events: The Airline agrees that when special events, promotions or receptions are selected as the promotional vehicle, the CEO shall be involved in approving targeted audiences.

C. Advertising Campaign: The Airline agrees that for any advertising created for this purpose, the name “Denver International Airport” or “DEN” shall appear prominently in any such advertising. The Airline will produce and implement an advertising campaign related to the new Air Service planned at DEN. This campaign should include, but is not limited to, print and media costs associated with advertising projects which promote DEN and the Airline’s new Air Service both to the traveling public and to trade members of the airline industry.

D. Placement of Advertising: The Airline shall place no advertisement created pursuant to this Agreement in any media without the prior written approval by the CEO of the content and placement of the advertisement.

E. Use of Funds: All funds provided under this Agreement must go directly toward production of materials and/or placement of marketing for flights between Denver and Paris. Funds provided under this Agreement may be used for other advertising, special events, promotional items, or marketing activities only with the prior written approval of the CEO. However, under no circumstances shall funds provided under this Agreement be used to offset any other Airline cost.

4. **OPERATIONAL INCENTIVES:**

A. Definition. For the purposes of this Agreement, the Parties expressly agree that the term “Airline” includes aircraft movements at DEN by the Airline as well as by its subsidiaries, affiliates and aircraft operators with whom the Airline has a capacity purchase agreement covering the aircraft movements at DEN and that all such aircraft operators shall be construed as the Airline hereunder.

B. Schedule. The current published schedule for the Air Service is fifty-two (52) departures in the first year of Air Service (July 2, 2021 – October 29, 2021) (the “**Current Schedule**”). The frequency for the second year of Air Service (March 27, 2022 – October 28, 2022) is currently expected to equal ninety-three (93) departures.

C. Minimum Requirements. If the Airline does not provide non-stop Air Service between CDG and DEN at a minimum of fifty percent (50%) of the Current Schedule during the first year of Air Service then the incentives shall terminate, in accordance with Section 8.A, from and after the date the Airline ceases to provide non-stop Air Service between CDG and DEN in accordance with the minimum requirements, except as otherwise provided under the Incentive Program and ***Exhibit A***.

5. MARKETING COMPENSATION FEES AND OPERATIONAL CREDITS:

A. Compensation for Marketing Services: The City agrees to pay to the Airline, and the Airline agrees to accept as its sole compensation for its complete costs incurred and Marketing Services rendered hereunder, amounts approved in advance pursuant to this Agreement. The City agrees to reimburse the Airline in undertaking the development of the campaign or promotional event, placing and publishing advertising, and developing a marketing program and the provisions of the Scope of Services, in all cases consistent with the requirements of this Agreement. All such sums shall be paid subject to these provisions and to the refund and surety provisions of Section 8.B of this Agreement.

B. Pro rata Compensation: In the event the frequency of Air Service is adjusted by the Airline during the Term of the Agreement, the compensation stated herein will be adjusted accordingly, provided the Air Service is not discontinued or reduced to less than fifty percent (50%) of the Current Schedule, except as otherwise provided under the Incentive Program and ***Exhibit A***.

C. Invoices: The Airline shall submit invoices for payment, which shall be stated in U.S. dollars, and which shall include the following items:

- (1) The date and nature of the Marketing Services rendered.
- (2) Adequate documentation to support the invoice, including, to the extent not previously provided to the City, documentation of the content of any advertisements placed and published pursuant to this Agreement, and currency exchange rate calculation for any services paid in foreign currency, which calculation shall be based on USD/Euro mid-rate for the date of the transaction, and
- (3) The signature of an authorized officer of the Airline, certifying that the invoice has been examined and has been found to be correct.

The Airline shall promptly provide on request from the City additional supporting documentation reasonably requested in connection with any invoice submitted by the Airline for

payment under this Agreement. The City shall remit all payments to the Airline due hereunder in accordance with Section 28 hereof.

D. Operational Credits. If the Airline establishes and continues the Air Service for twenty-four (24) consecutive months, beginning on or about the Commencement Date, the City will provide credit from the Airport revenues against the fees the Airline would owe to the Airport to operate the incentivized route. The incentives may include, but are not limited to, landing fees, rental fees, or gate fees. The credit, however, will not exceed the Airline's cost to operate at DEN.

E. Accounting for Operational Credits. The credits will be accounted for in the Airport Revenue Fund and shall be reconciled in accordance with DEN rate-making procedures as outlined in Part VIII of the Airport Use and Facilities Lease Agreement, by and between the City and the Airline, as amended and supplemented from time to time (the "ULA"). The credits will be accounted for in the Airport Revenue Fund and shall be reconciled in accordance with Part 120 of the Denver Municipal Airport System's Rules and Regulations ("**DEN Rules and Regulations**"). The credits are calculated based on the cost to the Airline to operate the incentivized Air Service at DEN in accordance with Section 5.D. Such credits shall be recorded on the tracking template form attached hereto as **Exhibit B** (the "**Operating Incentive Tracking Template**"). If the Air Service is discontinued before twenty-four (24) months have elapsed, then the credits will be terminated in accordance with Section 8, below.

6. MAXIMUM CONTRACT LIABILITY:

A. Any other provisions of this Agreement notwithstanding, in no event shall the City be liable for payment under this Agreement for any amount in excess of **Two Million United States Dollars and No Cents (US \$2,000,000.00)** (the "**Maximum Contract Liability**"). The Maximum Contract Liability amount provided above is based upon the number of flights operated by the Airline per week which amounts are prorated amount of the total marketing incentive available for weekly Air Service of five (5) days per week.

B. Payment under this Agreement shall be paid from the Airport System Fund. The City has no obligation to make payments from any other source, nor to issue additional revenue bonds to satisfy such costs. The City is not under any obligation to make any future encumbrances or appropriations for this Agreement nor is the City under any obligation to amend this Agreement to increase the Maximum Contract Liability above.

7. TERM:

The Term of this Agreement shall begin on or about the Commencement Date and shall expire twenty-four (24) months thereafter, unless sooner terminated in accordance with the terms stated herein.

8. TERMINATION; REFUND OF PAYMENTS:

A. Termination: Either Party may cancel and terminate this Agreement without cause by giving not less than thirty (30) days prior written notice to the other Party, and may cancel and

terminate this Agreement with cause by giving not less than ten (10) days prior written notice to the other Party. Any such notice shall state the effective date of such cancellation and termination. If the CEO elects to cancel or terminate the Agreement, immediately upon receipt of the notice, the Airline shall cease all further work, take all reasonable and necessary steps or procedures to curtail and hold additional cost occurrence to a minimum, and commence an orderly termination of the Agreement

B. Refund of Payments: If the City or the Airline terminates this Agreement for cause, including but not limited to if the Airline does not provide non-stop Air Service between and DEN at a minimum of fifty percent (50%) of the Current Schedule then all amounts paid to the Airline by the City under this Agreement shall be refunded to the City within thirty (30) days of the date of the notice of termination, except as otherwise allowed under ***Exhibit A***. This provision shall survive the termination of this Agreement or expiration of the Term.

C. Payment for Partial Services: If the Agreement is terminated without cause pursuant to Section 8.A, the Airline's total compensation shall be limited to the sum of invoices which have already been submitted, audited and approved at the time of termination, plus the reasonable value of those costs which have been rendered prior to termination, but have not been approved for payment at the time of termination. The reasonable value of any such subsequent billed cost or service shall be determined in the sole discretion of the CEO of Aviation.

9. OWNERSHIP OF WORK PRODUCT:

Each Party agrees that it has no ownership interest in and will not infringe or interfere with any trademark, servicemark, symbol, logo, trade dress or intellectual property of the other Party, but may use such upon the express written permission of the Party owning the protected property. It is understood and agreed that all drawings, promotion media and other documents which are created by the Airline shall remain the property of the Airline, and the City may use such drawings, promotion media or other documents with the express written permission of the Airline. However, the Airline shall not be held liable for damage resulting from any use of said documents, other than the original intended use.

10. COORDINATION AND LIAISON:

The Airline agrees that during the term of this Agreement it shall fully coordinate all services provided pursuant to this Agreement and shall make every reasonable effort to fully coordinate all such services as directed by the Director or his/her authorized representative.

11. STATUS OF AIRLINE:

The Parties agree that they will become parties to an ULA, to be amended and supplemented from time to time, and that the Airline will become a Signatory Airline as defined in DEN Rules and Regulations. This Agreement is expressly subject to all of the terms and conditions set forth in the ULA. Furthermore, the Airline acknowledges that it has been made aware of the DEN Rules and Regulations at least sixty (60) days prior to the commencement of the Air Service. It is further understood and agreed by and between the parties hereto that the status

of the Airline shall be that of an independent contractor retained on a contractual basis to perform professional or technical services for limited periods of time as described in Section 2.11.3(C) of the City Charter. It is not intended nor shall it be construed that the Airline, its personnel or subcontractors are employees or officers of the City under Denver Revised Municipal Code (“D.R.M.C.”) Chapter 18 for any purpose whatsoever.

12. COMPLIANCE WITH ALL LAWS AND REGULATIONS; PATENT, TRADEMARK AND COPYRIGHT LAWS:

A. The Airline and its subcontractor(s) shall perform all work under this Agreement in compliance with all existing and future applicable laws, rules, regulations and codes of the United States and the State of Colorado and with the Charter, ordinances, Executive Orders, and rules and regulations of the City.

B. Airline agrees that all work performed under this Agreement shall comply with all applicable patent, trademark and copyright laws, rules, regulations and codes of the United States, as they may be amended from time to time. Airline will not utilize any protected patent, trademark or copyright in performance of its work unless it has obtained proper permission, all releases, and other necessary documents. If Airline prepares any documents which specify any material, equipment, process or procedure which is protected, Airline shall disclose such patents, trademarks and copyrights in such documents.

13. AIRLINE’S INSURANCE:

The Airline agrees to insure its operations in accordance with the terms of the Airport Use and Facilities Lease Agreement.

14. NO THIRD-PARTY BENEFICIARIES:

The Parties agree that enforcement of the terms and conditions of this Agreement and all rights of action relating to such enforcement, shall be strictly reserved to the City and the Airline, and nothing contained in this Agreement shall give or allow any such claim or right of action by any other third party. It is the express intention of the Parties that any person or entity other than the City or the Airline receiving services or benefits from this Agreement shall be deemed an incidental beneficiary only and shall not have any interest or right in this Agreement or any agreement referenced in this contract.

15. ASSIGNMENT; SUBCONTRACTING AND INUREMENT:

The Airline shall not assign, pledge, transfer or subcontract with respect to any of its rights, benefits, obligations, or duties under this Agreement without obtaining prior written consent and approval of the CEO or his/her authorized representative. However, nothing contained herein shall preclude the Airline from engaging third party contractors to provide the Scope of Services hereunder. Except as provided in the immediately preceding sentence, any attempt by the Airline to assign or transfer its rights hereunder shall automatically terminate this Agreement and all rights of the Airline hereunder. The rights and obligations of the Parties herein set forth shall inure to the

benefit of and be binding upon the Parties hereto and their respective successors and assigns as permitted under this Agreement.

16. RIGHTS AND REMEDIES NOT WAIVED:

In no event shall any payment by the City hereunder constitute or be construed to be a waiver by the City of any breach of covenant or default which may then exist on the part of the Airline. The City making any such payment when any breach or default exists shall not impair or prejudice any right or remedy available to the City with respect to such breach or default. The City's assent, expressed or implied, to any breach of any one or more covenants, provisions or conditions of this Agreement shall not be deemed or taken to be a waiver of any other breach.

17. APPROVAL AND APPROVAL BY ELECTRONIC COMMUNICATION:

Any approval given by the CEO (or the Director as the CEO's designee as provided in Section 1 above) hereunder, shall be deemed approval of the City hereunder. Further, any approval of the city or the Airline required hereunder may be given to the other Party via email communication at the following respective email address for each Party: If to the City, to Laura Jackson at Laura.Jackson@flydenver.com. If to the Airline, stormand@airfrance.fr.

18. COLORADO OPEN RECORDS ACT:

A. The Airline acknowledges that the City is subject to the provisions of the Colorado Open Records Act ("CORA"), C.R.S. §§ 24-72-201 et seq., and the Airline agrees that it will fully cooperate with the City in the event of a request or lawsuit arising under such act for the disclosure of any materials or information which the Airline asserts is confidential or otherwise exempt from disclosure. Any other provision of this Agreement notwithstanding, all materials, records, and information provided by the Airline to the City shall be considered confidential by the City only to the extent provided in CORA, and the Airline agrees that any disclosure of information by the City consistent with the provisions of CORA shall result in no liability of the City.

B. In the event of a request to the City for disclosure of such information, time and circumstances permitting, the City will make a good faith effort to advise the Airline of such request in order to give the Airline the opportunity to object to the disclosure of any material the Airline may consider confidential, proprietary, or otherwise exempt from disclosure. In the event the Airline objects to disclosure, the City, in its sole and absolute discretion, may file an application to the Denver District Court for a determination of whether disclosure is required or exempted. In the event a lawsuit to compel disclosure is filed, the City may tender all such material to the court for judicial determination of the issue of disclosure. In both situations, the Airline agrees it will either waive any claim of privilege or confidentiality or intervene in such legal process to protect materials the Airline does not wish disclosed. The Airline agrees to defend, indemnify, and hold harmless the City, its officers, agents, and employees from any claim, damages, expense, loss, or costs arising out of the Airline's objection to disclosure, including prompt reimbursement to the City of all reasonable attorney's fees, costs, and damages the City may incur directly or may be ordered to pay by such court, including but not limited to time expended by the City Attorney

Staff, whose costs shall be computed at the rate of two hundred dollars and no cents (\$200.00) per hour of City Attorney time.

19. EXAMINATION OF RECORDS:

A. Any authorized agent of the City, including the City Auditor or his or her representative, has the right to access, and the right to examine, copy and retain copies, at City's election in paper or electronic form, any pertinent books, documents, papers and records related to the Airline's performance pursuant to this Agreement, provision of any goods or services to the City, and any other transactions related to this Agreement. The Airline shall cooperate with City representatives and City representatives shall be granted access to the foregoing documents and information during reasonable business hours and until the latter of three (3) years after the final payment under the Agreement or expiration of the applicable statute of limitations. When conducting an audit of this Agreement, the City Auditor shall be subject to government auditing standards issued by the United States Government Accountability Office by the Comptroller General of the United States, including with respect to disclosure of information acquired during the course of an audit. No examination of records and audits pursuant to this paragraph shall require the Airline to make disclosures in violation of state or federal privacy laws. The Airline shall at all times comply with D.R.M.C. §20-276.

B. Additionally, the Airline agrees until the expiration of three (3) years after the final payment under this Agreement, any duly authorized representative of the City, including the CEO or his or her representative, shall have the right to examine any pertinent books, documents, papers and records of the Airline, related to the Airline's performance of this Contract, including communications or correspondence related to the Airline's performance, without regard to whether the work was paid for in whole or in part with federal funds or was otherwise related to a federal grant program. The Airline, upon request by either, shall make such books and records available for examination and copying in Denver.

C. In the event the City receives federal funds to be used toward the services performed under this Agreement, the Federal Aviation Administration ("FAA"), the Comptroller General of the United States and any other duly authorized representatives shall have access to any books, documents, papers and records of the Airline which are directly pertinent to a specific grant program for the purpose of making audit, examination, excerpts and transcriptions. The Airline further agrees that such records will contain information concerning the hours and specific services performed along with the applicable federal project number.

20. PROHIBITION AGAINST EMPLOYMENT OF ILLEGAL ALIENS TO PERFORM WORK UNDER THIS AGREEMENT:

A. The Agreement is subject to C.R.S. § 8-17.5 and D.R.M.C. § 20-90 and the Airline is liable for any violations as provided in said statute and ordinance.

B. The Airline certifies that:

- (1) At the time of its execution of this Agreement, it does not knowingly employ or contract with an illegal alien who will perform work under this Agreement.
- (2) It will participate in the E-Verify Program, as defined in C.R.S. § 8-17.5-101(3.7), to confirm the employment eligibility of all employees who are newly hired for employment to perform work under this Agreement.

C. The Airline also agrees and represents that:

- (1) It shall not knowingly employ or contract with an illegal alien to perform work under the Agreement.
- (2) It shall not enter into a contract with a subcontractor or subconsultant that fails to certify to the Airline that it shall not knowingly employ or contract with an illegal alien to perform work under the Agreement.
- (3) It has confirmed the employment eligibility of all employees who are newly hired for employment to perform work under this Agreement, through participation in the E-Verify Program.
- (4) It is prohibited from using either the E-Verify Program or the Department Program procedures to undertake pre-employment screening of job applicants while performing its obligations under the Agreement and it has complied with all federal requirements regarding the use of the E-Verify program, including, by way of example, requirements related to employee notification and preservation of employee rights.
- (5) If it obtains actual knowledge that a subcontractor or subconsultant performing work under the Agreement knowingly employs or contracts with an illegal alien, it will notify such subcontractor and the City within three (3) days. The Airline will also then terminate such subcontractor or subconsultant if within three (3) days after such notice the subcontractor or subconsultant does not stop employing or contracting with the illegal alien, unless during such three-day period the subcontractor or subconsultant provides information to establish that the subcontractor or subconsultant has not knowingly employed or contracted with an illegal alien.
- (6) It will comply with any reasonable request made in the course of an investigation by the Colorado Department of Labor and Employment under authority of C.R.S. § 8-17.5-102(5), or the City Auditor under authority of D.R.M.C. § 20-90.3.

21. FEDERAL PROVISIONS:

This Agreement is subject and subordinate to the terms, reservations, restrictions and conditions of any existing or future agreements between the City and the United States, the execution of which has been or may be required as a condition precedent to the transfer of federal rights or property to the City for airport purposes, and the expenditure of federal funds for the extension, expansion or development of the Denver Municipal Airport System. As applicable, the Airline shall comply with the Standard Federal Assurances identified in **Appendix A** and incorporated herein by reference. The City represents and warrants that (a) this Agreement is in compliance with the Incentive Program, and (b) the incentives provided hereunder, including the Incentive Program, are in compliance with FAA Air Carrier Incentive Program and the FAA's Air Carrier Incentive Program Guidebook.

22. NOTICES:

A. Formal Notices. Notices concerning termination of this Agreement, notices of alleged or actual violations of the terms or provisions of this Agreement, and other notices shall be made as follows:

By Airline to:	Chief Executive Officer Airport Office Building, 9 th Floor Denver International Airport 8500 Peña Boulevard Denver, Colorado 80249
By City to:	Societe Air France d/b/a Air France 125 W. 55 th Street 2 nd Floor New York, NY 10019 Attn: Stephane Ormand, Vice President and General Manager Email Address: stormand@airfrance.fr

B. Delivery. Said notices shall be delivered personally during normal business hours to the appropriate office above or by prepaid certified mail, return receipt requested. Mailed notices shall be deemed effective upon deposit with the U.S. or French Postal Service. Either Party may from time to time designate substitute addresses or persons where and to whom such notices are to be mailed or delivered, but such substitutions shall not be effective until actual receipt of written notification thereof.

C. Informal Correspondence. Other, non-essential notices (such as day-to-day correspondence) may be sent via email to the Project Manager.

23. NON-DISCRIMINATION:

In connection with the performance of services under this Agreement, the Airline shall not refuse to hire, discharge, promote, demote or discriminate in matters of compensation against any person otherwise qualified, solely because of race, creed, color, religion, national origin, gender,

age, military status, sexual orientation, gender variance, marital status, and/or physical or mental disability. The Airline further agrees to insert the foregoing provision in all subcontracts hereunder.

24. DISPUTES:

All disputes arising under or related to this Agreement shall be resolved by administrative hearing under the procedures described in D.R.M.C. § 5-17 and all related rules and procedures. The determination resulting from said administrative hearing shall be final, subject only to the Airline's right to appeal the determination under Colorado Rule of Civil Procedure, Rule 106.

25. GOVERNING LAW AND VENUE:

This Agreement shall be construed and enforced in accordance with the laws of the State of Colorado, and the Charter and Revised Municipal Code of the City and County of Denver, and the ordinances, regulations, and Executive Orders enacted and/or promulgated pursuant thereto. Venue for any legal action relating to this Agreement shall lie in the District Court in and for the City and County of Denver, Colorado.

26. TAXES AND COSTS:

Airline shall promptly pay, when due, all taxes, bills, debts and obligations it incurs performing work under this Agreement and shall allow no lien, mortgage, judgment or execution to be filed against land, facilities or improvements owned by the City.

27. FORCE MAJEURE:

The Parties shall not be liable for any failure to perform any of its obligations hereunder due to or caused by, in whole or in part, fire, strikes, lockouts, unusual delay by common carriers, unavoidable casualties, war, riots, acts of terrorism, acts of civil or military authority, acts of God, judicial action, future epidemics or pandemics, the existence of which is unknown to the parties at the time of execution of this Agreement or any other causes beyond the control of the Parties. The Parties shall have the duty to take reasonable actions to mitigate or prevent further delays or losses resulting from such causes.

28. PROMPT PAY:

The City will make payments to Airline under this Agreement as provided in this Agreement and pursuant to City's Prompt Payment Ordinance, D.R.M.C. §§ 20-107 to 20-118.

29. AUTHORITY TO BIND:

Airline has no authority to bind the City on any contractual matters. Final approval of all contractual matters which obligate the City must be by the City as required by the City Charter and ordinances.

30. ENTIRE AGREEMENT:

The parties acknowledge and agree that the provisions contained herein constitute the entire agreement and that all representations made by any officer, agent or employee of the respective parties unless included herein are null and void and of no effect. No alterations, amendments, changes or modifications, unless expressly reserved herein, shall be valid unless executed by an instrument in writing by all the parties with the same formality as this Agreement.

31. EXECUTION; ELECTRONIC SIGNATURES-COUNTERPARTS AND RECORDS:

This Agreement is expressly subject to and shall become effective upon execution of all signatories of the City and if required, the approval of Denver City Council. This Agreement may be executed electronically, and in two or more counterparts, each of which shall be deemed an original of this Agreement. but all of which together shall constitute one and the same, and it may be signed electronically by either Party in the manner specified by the City. The Parties agree not to object to the admissibility of the Agreement in the form of an electronic record, or a paper copy of an electronic document, or a paper copy of a document bearing an electronic signature, on the ground that it is an electronic record or electronic signature or that it is not in its original form or is not an original.

**END OF DOCUMENT
APPENDIX, SIGNATURE PAGES, AND EXHIBITS FOLLOW**

Contract Control Number:
Contractor Name:

PLANE-202158535-00
SOCIETE AIR FRANCE

IN WITNESS WHEREOF, the parties have set their hands and affixed their seals at
Denver, Colorado as of:

SEAL

CITY AND COUNTY OF DENVER:

ATTEST:

By:

APPROVED AS TO FORM:

REGISTERED AND COUNTERSIGNED:

Attorney for the City and County of Denver

By:

By:

By:

Contract Control Number:
Contractor Name:

PLANE-202158535-00
SOCIETE AIR FRANCE

By: See Attached

Name: Stephane ORMAND
(please print)

Title: Air France KLM Vice President & General Manager for the USA
(please print)

ATTEST: [if required]

By: _____

Name: _____
(please print)

Title: _____
(please print)

Contract Control Number:
Contractor Name:

PLANE-202158535-00
SOCIETE AIR FRANCE

By: _____

Name: Stéphane ORMAND
(please print)

Title: Air France KLM Vice President & General Manager for the USA
(please print)

ATTEST: [if required]

By: _____

Name: _____
(please print)

Title: _____
(please print)

APPENDIX A

COMPLIANCE WITH NONDISCRIMINATION REQUIREMENTS

NOTE: As used below the term "Contractor" shall mean and include Airline, and the term "sponsor" shall mean the "City."

During the term of this Contract, the Contractor, for itself, its assignees and successors in interest (hereinafter referred to as the "Contractor") agrees as follows:

1. **Compliance with Regulations.** The Contractor will comply with the Title VI List of Pertinent Non-Discrimination Statutes and Authorities, as they may be amended from time to time, which are herein incorporated by reference and made part of this Agreement.

2. **Nondiscrimination.** The Contractor, with regard to the work performed by it during this Agreement, will not discriminate on the grounds of race, creed, color, national origin, or sex in the selection and retention of subcontractors, including procurements of materials and leases of equipment. The Contractor will not participate directly or indirectly in the discrimination prohibited by the Acts and Regulations, including employment practices when the Agreement covers any activity, project, or program set forth in Appendix B of 49 CFR Part 21.

3. **Solicitations for Subcontractors, Including Procurements of Materials and Equipment.** In all solicitations, either by competitive bidding or negotiation, made by the Contractor for work to be performed under a subcontract, including procurements of materials or leases of equipment, each potential subcontractor or supplier will be notified by the Contractor of the Contractor's obligations under this Agreement and the Acts and Regulations relative to nondiscrimination on the grounds of race, color, or national origin.

4. **Information and Reports.** The Contractor will provide all information and reports required by the Acts, Regulations or directives issued pursuant thereto and will permit access to its books, records, accounts other sources of information, and its facilities as may be determined by the sponsor or the Federal Aviation Administration (FAA) to be pertinent to ascertain compliance with such Acts, Regulations, and instructions. Where any information required of a Contractor is in the exclusive possession of another who fails or refuses to furnish this information, the Contractor shall so certify to the sponsor or the FAA, as appropriate, and will set forth what efforts it has made to obtain the information.

5. **Sanctions for Noncompliance.** In the event of a Contractor's noncompliance with the nondiscrimination provisions of this Agreement, the sponsor will impose such Contract sanctions as it or the FAA may determine to be appropriate, including, but not limited to:

- a. Withholding of payments to the Contractor under this Agreement until the Contractor complies, and/or;
- b. Cancelling, terminating, or suspending this Agreement, in whole or in part.

6. **Incorporation of Provisions.** The Contractor will include the provisions of paragraphs one (1) through six (6) in every subcontract, including procurements of materials and leases of equipment, unless exempt by the Acts, the Regulations or directives issued pursuant thereto. The Contractor will take action with respect to any subcontract or procurement as the sponsor or the FAA may direct as a means of enforcing such provisions including sanctions for noncompliance. Provided, that if the Contractor becomes involved in, or is threatened with litigation by a subcontractor, or supplier because of such direction, the Contractor may request the sponsor to enter into such litigation to protect the interests of the sponsor. In addition, the Contractor may request the United States to enter into such litigation to protect the interests of the United States.

Exhibit A

Air Service Incentive Program

Goal: To increase nonstop scheduled air service and passenger traffic at Denver International Airport, and to sustain this service over the long-term.

- Promotional benefits offered to any air carrier announcing qualifying scheduled passenger service between Sept. 1, 2020 and December 31, 2021.
- Total incentive funds available are limited and may expire at any time during this period.

Promotional Period

The Promotional Period is defined as the first consecutive 12 or 24 months immediately following the initiation of eligible new service.

Qualifying Criteria

- Carrier must offer daily nonstop scheduled passenger service from Denver International Airport to the eligible market; if service is less than five times weekly, the incentive benefit will be prorated as detailed in the table on page 3.
- Seasonal service is also eligible and incentive benefit will be prorated accordingly as detailed in the table on page 3.
- The 12-month Promotional Period applies to international markets that already have nonstop service from Denver, and to new entrant domestic carriers that will serve domestic markets currently served from Denver.
- The 24-month Promotional Period applies to all other markets, both international and domestic.
- Charter operations, including operators under Parts 121, 135 and 380, are not eligible.
- All conditions for receiving the benefits will be documented in a legal agreement between the City and County of Denver and the qualifying carrier; this legal agreement is subject to final approval by the appropriate officials at the City and County of Denver.
- If the carrier does not meet the minimum service level (defined below) for a period of 12 or 24 consecutive months immediately following the initiation of the route then all amounts paid by the City and County of Denver for marketing activities shall be refunded to the City and County of Denver, and all refunds credited to the carrier shall be refunded to the City and County of Denver.

Promotional Incentive

The Promotional Incentive includes an operational incentive and a marketing incentive; incentive amounts are outlined in the table on page 3. In all cases, the carrier has the option to apply 100% of the incentive to operational credits; or 100% of the incentive to marketing; or a combination of operational credits and marketing.

Operational Incentive

- The operational incentive is administered by the City & County of Denver, Department of Aviation.
- Operational incentives are administered through credits.

- Operational incentives available to carriers may include, but are not limited to landing fees, rental fees or gate fees.
- The credits will not exceed the airline's cost to operate the incentivized route at DEN.

Marketing Incentive:

- The marketing incentive is administered by the City & County of Denver, Department of Aviation.
- The carrier will develop a marketing plan that will be approved by the Department of Aviation Project Manager assigned to administer the contract.
- The marketing plan will promote public and industry awareness of the new service offered by the carrier at Denver International Airport and will promote travel to/from/through Denver International Airport.
- The carrier is responsible for executing the marketing plan in cooperation with the Department of Aviation Project Manager.
- An initial draft of the marketing plan must be submitted to the Department of Aviation Project Manager within 60 business days of airline's notification to DEN that the carrier intends to take the marketing incentive; if the carrier does not provide a draft marketing plan within 60 business days, the City & County of Denver reserves the right to end negotiations.

Eligible Markets

Domestic

- Domestic markets without scheduled or charter passenger service are eligible (unserved by scheduled or charter service as of Sept. 1, 2020).
- Domestic markets that are unserved from Denver but had nonstop scheduled or charter service from Denver within the one year prior to a carrier announcing new service are not eligible.
- Domestic markets that fall under the federally subsidized Essential Air Service (EAS) program are not eligible.
- A new domestic carrier (new entrant) can receive a marketing incentive even if the service they are providing is to a domestic market that is currently served nonstop from Denver; note that the new carrier incentive, if it is to a market that is currently served, is only eligible for an incentive for a period of one year (12 months).
- A new domestic carrier (new entrant) is not eligible for an incentive if the market(s) served are not deemed eligible markets, as described above.

International

- All international markets are eligible including currently served markets; currently served international markets are only eligible for an incentive for a period of one year (12 months) and markets without nonstop service are eligible for an incentive for a period of two years (24 months).
- The carrier adding new service must not have operated service to the market (or a market within 100 miles) over the preceding 24-month period.
- DEN will waive the minimum service level requirement for eligible international routes where the announcement of service is between March 2020 and December 2021.

Minimum Service Level

The carrier may adjust its frequency of service during the term of the agreement; however, the carrier shall not decrease the frequency of service to less than fifty percent (50%) of the initial amount of initially published service, the calculation of which will be averaged over the course of 12-month periods.

Primary Carrier

- The primary carrier is defined as the marketing carrier for the new service.
- Denver International Airport will enter into incentive agreements with only the primary carrier, except in cases the primary carrier gives permission to enter into the agreement with the operating carrier.

Notice of Intent to Enter into Incentive Agreement

A carrier eligible for an incentive must notify Denver International Airport within 60 days of service announcement of the intention to take advantage of the incentive.

Signed Agreement Requirement

A carrier eligible for an incentive must sign the legal agreement within 45 business days of receipt from the City & County of Denver. If the carrier does not sign the legal agreement within 45 business days, the City & County of Denver reserves the right to end negotiations.



DENVER INTERNATIONAL AIRPORT

AIR SERVICE INCENTIVE PROGRAM

DOMESTIC AIR SERVICE INCENTIVE			
Unserviced Destination	\$250K	Maximum offered as operational offset, marketing funds or combination	
New Entrant	\$1M	Maximum offered as operational offset, marketing funds or combination	
Less than daily service is prorated			

INTERNATIONAL AIR SERVICE INCENTIVE			
North America, Central America & Caribbean	\$2M	Maximum offered as operational offset, marketing funds or combination	
	5-7x weekly freq.: \$2M	3-4x weekly freq.: \$1M	2 or fewer weekly freq.: \$250K
All other regions	\$6M	Maximum offered as operational offset, marketing funds or combination	
	5-7x weekly freq.: \$6M	3-4x weekly freq.: \$5M	2 or fewer weekly freq.: \$2M

COVID Resumption of Service Incentive	Waiver of 50% of landing fees in 2021
---------------------------------------	---------------------------------------

Program is in effect for airlines announcing eligible service between Sept. 1, 2020 – December 31, 2021; frequencies calculated annually. Full terms and conditions available upon request.

EXHIBIT B
Denver International Airport Air Service Incentive Program
Operating Incentive Tracking Template

Airline:

Route:

Frequency Required per Agreement:

Monthly Statistics						
Period	Year	Month	Number of Landings	Total Landed Weight	Enplaned Passengers	Deplaned Passengers
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						
21						
22						
23						
24						
24						
Total						

Data to be submitted monthly to AviationStatistics@flydenver.com

EXHIBIT C



DENVER ROUTE LAUNCH

Air France US Marketing Plan

Creative Concept Approval - June 2021

Action	DEN Inclusion	Budget
Inaugural Events	Co-branded signage at each touchpoint	\$100,000
Local Media	Logo inclusion in all creative	\$204,000
Hopper	Mention of DEN / Denver Airport	\$10,000
Expedia	Logo inclusion in all creative	\$21,000

INAUGURAL EVENTS

JULY 2 WEEKEND AND WEEK OF BASTILLE DAY



INAUGURAL EVENTS - \$100,000

All events to be formally planned following confirmation of flight date. Each touchpoint will be supported by co-branded signage (see photo examples of past route launch).

- Ribbon cutting ceremony
 - Above budget does not factor in airport ceremony, already discussed what DEN will pay for and what AF needs to pay for
- Delegation reception & dinner
- Trade/Corporate/Customer Breakfast & Luncheon
- Cultural programming for delegation around inaugural flight
- Evening celebration with US key attendees, week of Bastille Day

LOCAL MEDIA BUY

JULY / AUGUST 2021

Programmatic Display Example (Animated banner)
Reference first frame for logo placement



Direct Mailer Example
Reference for logo placement



LOCAL MEDIA - \$204,000

- Programmatic Display: \$51,227
- Audio: \$27,917
- Local Radio: \$30,134
- Direct Mailer: \$4,000
- Target audience:
 1. Programmatic / Audio / Radio: 25-54 Denver DMA within our defined audiences “International Luxury”, “Social Climber”, and “International Ease”
 2. Direct Mailer: 100,000 residents with HHI over \$100k in Denver DMA

Radio script still to be written. Will include ‘Denver airport’ in both pre-recorded audio and sponsored reads by radio hosts

HOPPER

JUNE / JULY 2021

Examples of notification and social media. All final assets will mention Denver Airport and/or DEN

9:15
Saturday, March 24



HOPPER

now

Woah! DEN to PAR is \$999 on Air France

Air France just launched a new flight out of Denver to Paris. Book now before prices go up.

Want to turn your
#travelinspo into a real
trip?



**Check out the @flypal
mid-year seat sale on
NOW until June 9th!**

**Keep clicking to see some
of our favorite deals and
destinations from this
sale!**

HOPPER - \$10,000

- Mobile push notification to 150k unique users (+1 follow-up campaign)
- Two sponsored social media posts
- Target Audience
 1. Active Hopper users who previously searched out of DEN (foster awareness and brand affinity)
 2. Hopper users who have set up watches from DEN to target destinations (high intent qualified users), but have not booked
 3. Hopper users who have never booked Air France, but have flown competitors in the past out of specific O&Ds

EXPEDIA

JUNE – AUGUST 2021

The screenshot shows the Expedia website interface. At the top, the Expedia logo is on the left, and navigation links (English, List your property, Support, Trips, Sign in) are on the right. Below the logo is a 'More travel' dropdown. The main section is titled 'Search flights' and includes tabs for 'Roundtrip', 'One-way', and 'Multi-city'. Below these are input fields for 'Leaving from', 'Going to', 'Departing Jun 7', and 'Returning Jun 8'. A blue 'Search' button is positioned below the 'Leaving from' field. A red rectangular box is drawn around the text 'Copy FPO Example for DEN logo placement approval' in the upper right area of the page. Below the search section, there is a large banner for 'Spring Sale savings' with a person in a red jacket standing on a pier. To the right of this banner are two smaller promotional cards for 'Orlando' and 'Oahu'. At the bottom of the page, there is a large banner for 'BONJOUR PARIS' with the text 'NEW DIRECT SERVICE DENVER TO PARIS BEGINS JULY 2, 2021' and logos for Air France and DEN. Below this banner is the text 'Explore, discover, and save'.

Expedia More travel

English List your property Support Trips Sign in

Search flights

Roundtrip One-way Multi-city

1 traveler Economy

Leaving from Going to

Departing Jun 7 Returning Jun 8

Search

Spring Sale savings
Set your sights on the perfect sunny getaway

Orlando
Visit a different park every day in the theme park capital of the world.

Oahu
Visit the brilliant capital of Oahu, a legendary, tropical surfing paradise.

BONJOUR PARIS
NEW DIRECT SERVICE DENVER TO PARIS BEGINS JULY 2, 2021

AIRFRANCE DEN

Explore, discover, and save

EXPEDIA - \$21,000

- Display banners on Expedia.com flight search page + flight results page
- Target Audience
 1. Users currently searching international travel with Denver origin
 2. Users with history of Denver origin searches

Air France will not be invoiced by Expedia as we are using existing funds within our Expedia Business Development Funds. We only have a signed IO. To confirm with DEN if this is sufficient paperwork for reimbursement

Commercial action plan - DENVER

FRENCH MARKET

Update 01 JUN 2021



AIRFRANCE 



Air France Network introduces a new route

Paris CDG – Denver, Colorado



Route opening July 2nd, 2021

Open for sale April 15th, 2021

Final confirmation by June 1st the latest

*By that date the route could be cancelled or 1st flight postponed
depending on borders reopening and lift of travel restrictions*



AIRFRANCE 

For internal use only

SUCCESSFUL PARTNERSHIPS



OUR MARKETING & SALES ACTION PLAN (1/2)

	ACTIONS	DEADLINE	STATUS	Action only if US borders reopening	Airport logo	BUDGET
Employees	COMMERCIAL BULLETIN	20 APR 21	OK			
	INTRALIGNES					
	ACCENT Web, Replay					
	ISHARE – Destination factsheet	15 APR 21	OK			
	SALES KIT FOR SALES TEAM	22 APR 21	OK			
B2E/2T	THEMES DU MOIS - Destination factsheet sent to all FR Market Sales Forces redistributed to relevant Travel Agencies	15 APR 21	OK			
B2T	AGENT CONNECT – Trade Communication Article	20 APR 21	OK			
	Newsletter B2T	19 MAY 21	OK			
	DELTA PRO – Trade Communication Article					
	INSIDE DELTA – Trade Communication Article	07 MAY 21	OK			
	Pop up GDS					
	PRESS RELEASE forwarded to Tourism Boards Colorado, Denver and Visit USA in France	15 APR 21	OK			
	BOOSTER DEN			✓	✓	5 000 €
	INCENTIVE ODIGEO			✓	✓	10 000 €
	INCENTIVE MISTERFLY			✓	✓	10 000 €
	INCENTIVE EXPEDIA			✓	✓	10 000 €
	WEBINAR with Tourism Boards					

OUR MARKETING & SALES ACTION PLAN (2/2)

	ACTIONS	DEADLINE	STATUS	Action only if US borders reopening	Airport logo	BUDGET
B2B	ARTICLE IN CORPORATE WEBSITE (afklm-biztravel.com)	15 APR	OK			
	ENEWS IN CORPORATE WEBSITE (afklm-biztravel.com)	11 MAY	OK			
	Global Touch Newsletter for Global Corporate Accounts	30 APR	OK			
B2C	PRESS RELEASE (Tourism & Pro)	15 APR 21	OK			
	Tactical package : Premium Package			√	√	40 000 €
	Digital Inspirational Campaign : Silver Package				√	40 000 €
	ENEWS FLYNG BLUE + Miles X2 (to be validated)					TBD
	Air France Travel news (Travel guide USA) for 4 weeks				√	40 000 €
	Airfrance.fr DISPLAY (HOMEPAGE)	20 APR 21	OK			
	AF DEDICATED E-NEWS sent during NATL CAMPAIGN (Focus on Denver)			√	√	
TOTAL BUDGET						155 000 €

DIGITAL PACKAGES

Tactical Package

PREMIUM PACKAGE

- *Mechanism: Promotional fare campaign*
- *Communication period: 1 week*
- **CONTENT PRODUCTION**
 - Dedicated landing page with fare & inspirational content on destination [with logo] [with link the partner's website]
- **MEDIA**
 - **Social Media:**
 - Dedicated Facebook post [sponsored] [with logo]
 - Carrousel Facebook post [sponsored] [with logo]
 - Feed Instagram [with logo]
 - **Desktop:**
 - Carrousel 1 [with logo]
 - **Mobile:**
 - Visual on the Header [with logo]
 - **Emailing:**
 - Visual on the trigger zone [with logo]
 - **Display:**
 - Banner with 1 or 3 destinations [highlight on OT destinations] [no logo]
- **TIME TO IMPLEMENT : MINIMUM 5 WEEKS**
- **VALUE : 40 000 € HT**

Inspirational Package

SILVER PACKAGE

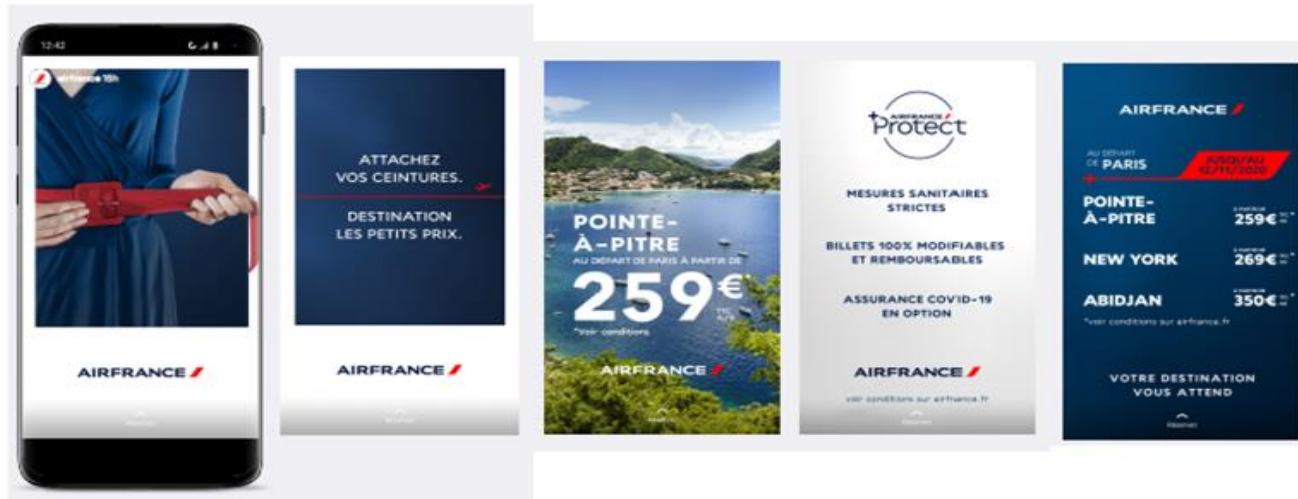
- *Mechanism: inspirational campaign*
- *Communication period: 1 week*
- **CONTENT PRODUCTION**
 - Redirection to dedicated destination page on Air France Travel Guide or creation of a landing page [with logo + redirection to partner's website] if no existing Air France Travel Guide page
- **MEDIA**
 - **Social Media :**
 - Top destinations capsule [with logo]
 - **Desktop :**
 - Carrousel [with logo]
 - **Mobile website :**
 - Visual on the Header [with logo]
 - **App :**
 - Push notification [no logo]
 - **Emailing :**
 - Dedicated email to a targeted audience [with logo]
 - **Display :**
 - Bill board banner + Native Ads [no logo] [dedicated landing page]
- **TIME TO IMPLEMENT : MINIMUM 8 WEEKS**
- **VALUE : 40 000 € HT**

TACTICAL PACKAGE

FLASH FARE CAMPAIGNS

- The “Flash fare” promotional campaign runs several times a year with attractive discounts on selected destinations.
- It is one of the most attractive campaigns to boost your destination, over a period of 3 or 4 days.
- The campaign is communicated through AF own media channels (as in packages)

80% of sales during Flash Fare campaign go through Airfrance.fr



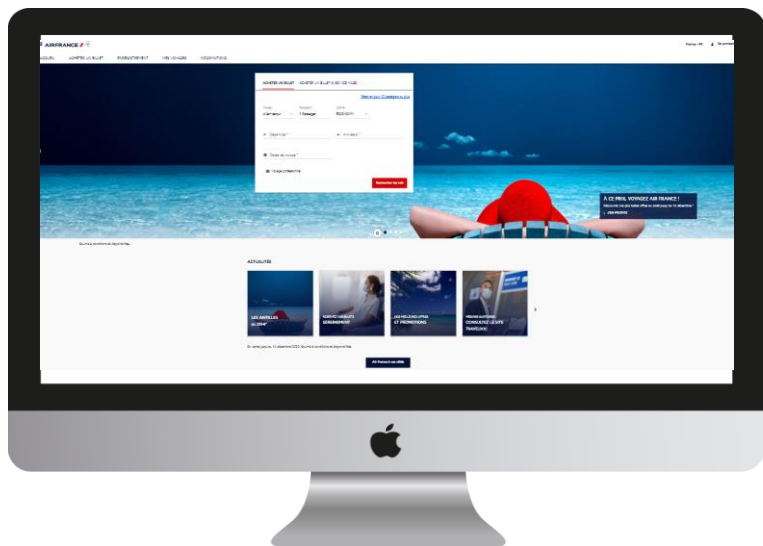


AIR FRANCE DIGITAL TOUCHPOINTS

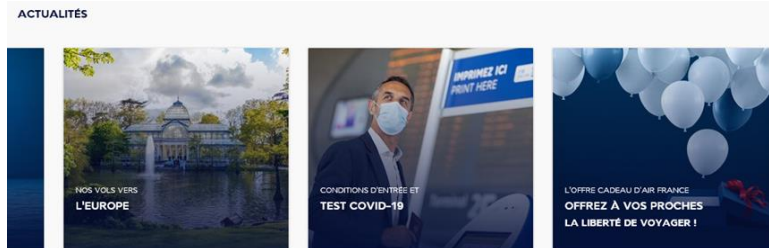
B2C DESKTOP/MOBILE HOME PAGE

4M Home Page visitors per month

Home Page Carousel



Home Page News

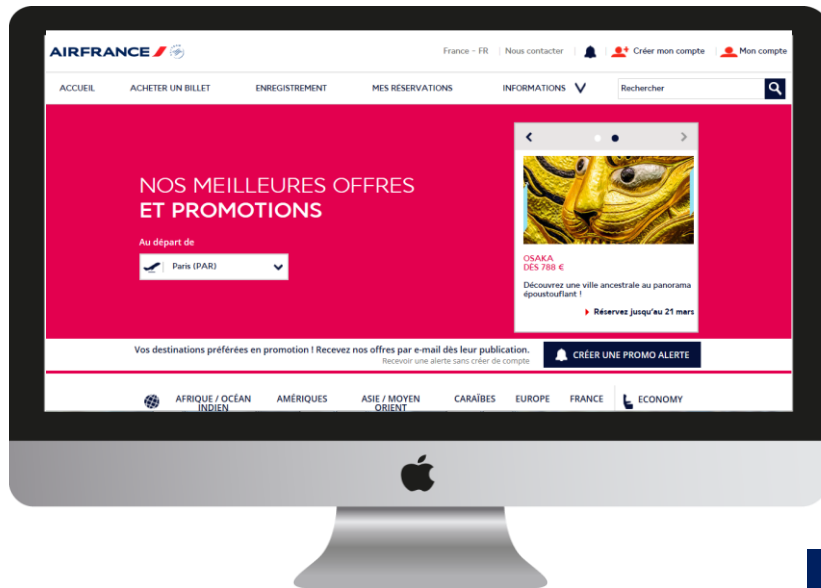


Home Page carousel Mobile

B2C DESKTOP

OTHERS TOUCHPOINTS

Promotool carrousel



122, 000 visitors per month

Dedicated pop up



AIRFRANCE



Waiting page pop up

2,6 M visitors per month



AIRFRANCE

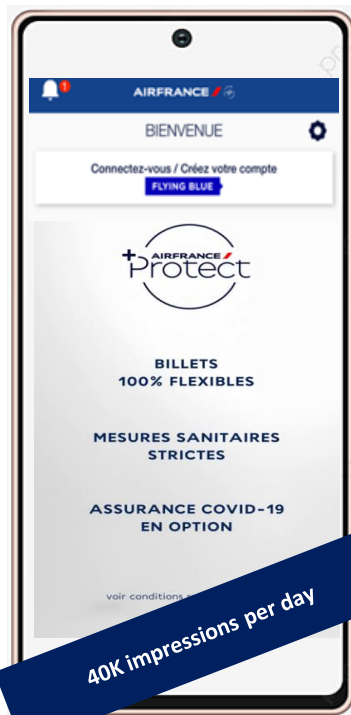


KLM



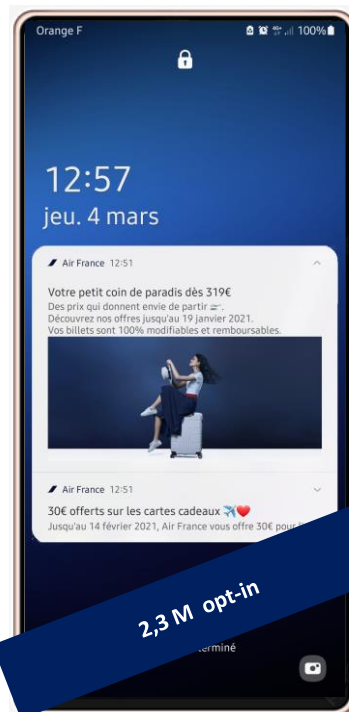
AIR FRANCE APP

In App message



40K impressions per day

Push App



2,3 M opt-in

EMAILING

Destination dedicated Email

AIRFRANCE 



À CE PRIX, VOYAGEZ AIR FRANCE
RÉSERVEZ JUSQU'AU 14 DECEMBRE 2020

Profitez du confort des toutes nouvelles cabines,
dans les conditions sanitaires les plus strictes.

Vos billets sont 100% modifiables et remboursables.

Tarifs TTC aller-retour par personne, frais de service inclus sur www.airfrance.fr, au départ de Paris*

POINTE-A-PITRE	299 € ▶	SAINT DENIS	409 € ▶
FORT-DE-FRANCE	299 € ▶	CAYENNE	499 € ▶

J'EN PROFITE

Trigger zones

VENTE FLASH : NOUMÉA ET NEW YORK
Ville ou lagon ? À vous de choisir !
Profitez de nos promotions* jusqu'au 23 janvier.

RÉSERVEZ ▶

DESTINATION	€ 1 000 ▶	DESTINATION	€ 1 000 ▶
-------------	-----------	-------------	-----------

TOUTES NOS OFFRES

Concrétisez vos rêves d'évasion en Nouvelle-Calédonie



Dépaysement et authenticité assurés
Plongez dans les eaux turquoise d'un lagon inscrit au Patrimoine Mondial de l'Unesco.
Perdez toute notion du temps pendant un voyage en Nouvelle-Calédonie, terre de partage où les cultures s'entremêlent pour vous offrir un voyage exceptionnel.

Découvrez

AIRFRANCE  **essential COSTA RICA**

VOIR LA VIDÉO

SAN JOSÉ, CAPITALE ACCUEILLANTE ET FESTIVE
San José constitue le point de départ idéal avant de s'élancer à la découverte du Costa Rica. Son architecture moderne, ses quartiers intimistes et ses maisons au style hispanisant témoignent d'une richesse culturelle unique. **▶ DÉCOUVREZ**

UN CONCENTRE UNIQUE DE BIODIVERSITÉ
Plages paradisiaques, cascades, forêts tropicales, végétation luxuriante, papillons multicolores... Amoureux de la nature ou sportifs en quête d'aventure et de paysages grandioses, vous serez séduits ! **▶ EXPLOREZ**

NOS BONNES ADRESSES
Randonnée tout en haut du Cerro Chirripó, rafting dans la vallée de Sarapiquí, plongée à Isla del Caño. Le Costa Rica est la promesse d'expériences uniques et hautes en couleur ! **▶ DÉCOUVREZ**

DÉCOUVREZ NOS OFFRES

SOCIAL MEDIA

Facebook post
or carrousel

Facebook post



Carrousel



Instagram

Story



Post



800 K to 1,2 M
(depending on investment)

DISPLAY

Banners



AIRFRANCE



AIRFRANCE



AIRFRANCE



AIRFRANCE



RÉSERVEZ

8 to 12 M Impressions

Skin / Habillage



1,5 to 2,3 M Impressions

AIRFRANCE





AIRFRANCE /
travel guide

ALL YOUR DREAMS  *HAVE A DESTINATION*

AIR FRANCE TRAVEL (DIGITAL) GUIDE

TRAVEL NEWS

ACTUALITÉS DE VOYAGE



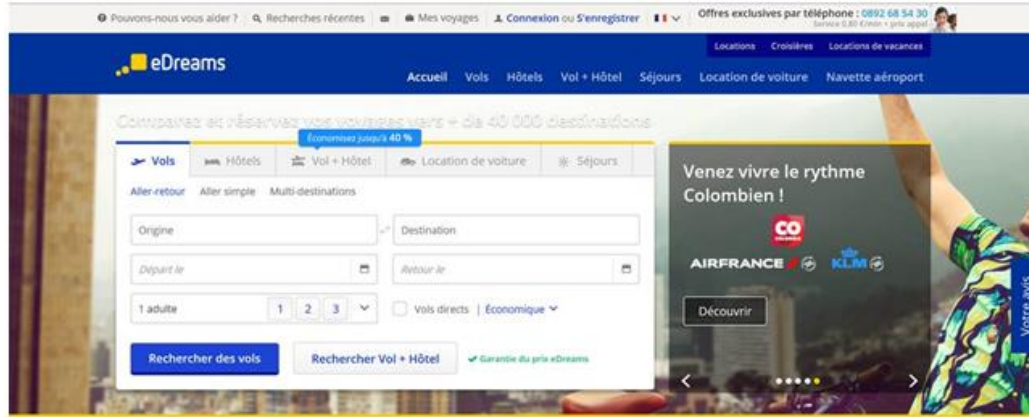
- Appears on Air France Travel Guide homepage for about 4 weeks (on top without scroll, longer duration when scrolling)
- Appears on the destination guide's homepage if it is about a specific destination + under the "Highlights" filter for the entire agreed up duration of the publication
- **Display duration:** variable (from 1 to 12 months on average)
- **Languages:** French / English (all contents) + other languages: depending on destination deployment / additional languages

APPENDIX

Air France and KLM proudly partner with



EX OF MARKETING CAMPAIGN WITH OTA



Les meilleures offres vers la Colombie

Découvrez toutes nos options de voyages



Bogota

Paris-Bogota en vols directs avec Air France. Profitez du vol quotidien d'Air France, tous les jours à 18h10, et arrivez à 21h50 le même jour à Bogota ! Toutes les offres dans le moteur ci-dessus

Vols directs dès 760€ >



Carthagène

Paris-Carthagène avec Air France-KLM. Toutes les offres dans le moteur ci-dessus

Paris-Carthagène via Amsterdam >



EX OF AF DEDICATED E-NEWS

Destination dedicated Email





**À CE PRIX, VOYAGEZ AIR FRANCE
RÉSERVEZ JUSQU'AU 14 DÉCEMBRE 2020**

Profitez du confort des toutes nouvelles cabines,
dans les conditions sanitaires les plus strictes.

Vos billets sont 100% modifiables et remboursables.

Tarifs TTC aller-retour par personne, frais de service inclus sur www.airfrance.fr, au départ de Paris*

POINTE-À-PITRE	299 € ▶	SAINT DENIS	409 € ▶
FORT-DE-FRANCE	299 € ▶	CAYENNE	499 € ▶

J'EN PROFITE

EX OF ENEWS FLYNG BLUE + MILES ACCRUAL X2

Consulter en ligne

FLYING BLUE MILES

Platinum for Life
Henri Krug
1000732013


En France, en Europe ou à l'autre bout du monde, explorez l'ailleurs et profitez-en pour gagner encore plus de Miles !



Santiags ou poncho ? Dallas ou Quito ? Au printemps, découvrez 2 nouvelles destinations

Découvrir

 Doublez vos Miles !




Chennai, entre tradition et modernité

Partez à la découverte de Chennai et de ses fortifications, de sa longue plage, des temples colorés avec Air France et Jet Airways.

Du 30 octobre au 30 novembre, gagnez 2 fois plus de Miles-Prime en voyageant entre Paris-Charles de Gaulle et Chennai, anciennement appelée Madras.

En profiter >

 Doublez vos Miles !



Tout ce qui se passe à Vegas reste à Vegas ... avec KLM via Amsterdam.

Découvrir



FRENCH MARKET ASSETS & BUDGET

DENVER INTERNATIONAL AIRPORT

01 JUN 2021



AIR FRANCE-KLM, MAJOR ASSETS

2 POWERFUL BRANDS AND SUSTAINABLE AIRLINES



548 aircrafts



Paris-CDG & Amsterdam-Schiphol : 2 of the largest connecting hubs in Europe, for a balanced and efficient network and a relevant presence in Orly Airport



A strong presence in all major markets



The European pillars of the leading global airline partnership



104 million customers carried in 2019



300 destinations in **116** countries, the largest network between Europe and the rest of the world



Impressive partnerships : Joint Venture partners with Delta Air Lines, China Southern Airlines, Xiamen Airlines, Vietnam Airlines, Air Mauritius

83,000
engaged &
professional
people



Air France/KLM – Delta - Virgin Atlantic Joint Venture : the biggest transport provider on the transatlantic route

ABOUT AIR FRANCE



Since 1933, Air France has been promoting and highlighting France throughout the world.

With an activity divided between passenger transport, cargo transport and aeronautical maintenance, Air France is a major air transport player.

A workforce of more than 45,000 staff are committed on a daily basis to offering each customer a unique travel experience.

Air France, KLM Royal Dutch Airlines and Transavia make up the Air France-KLM Group.

The Group relies on its powerful hubs at Paris-Charles de Gaulle and Amsterdam-Schiphol to offer a vast international network.

Its Flying Blue frequent flyer program has over 17 million members.

Air France and KLM are members of the SkyTeam alliance which has a total of 19 member airlines.

Air France places the health and safety of its customers and staff at the heart of its concerns.

As part of its Air France Protect health and safety commitment, the company has introduced the strictest health and hygiene measures to ensure a safe trip.

AIR FRANCE, A STRONG AND POSITIVE BRAND



Advantages of Marketing by Air France KLM

- Airfrance.fr : **3rd tourism e commerce website with 12 Million visitors a month ***
- Professional experience in destination marketing
- Extensive databases available for target group global minded travelers
- On Social Media in 2020 :

 7.2M followers	 + 960K followers	 1.1K followers
 100K followers	 7,000 followers	 417K followers
- Extensive owned marketing channels B2B, B2C,B2T with joint AF/KL marketing and sales teams
- **A sustainable and engaged Airline**



* REFERENCE YEAR 2019

AIR FRANCE AWARDS

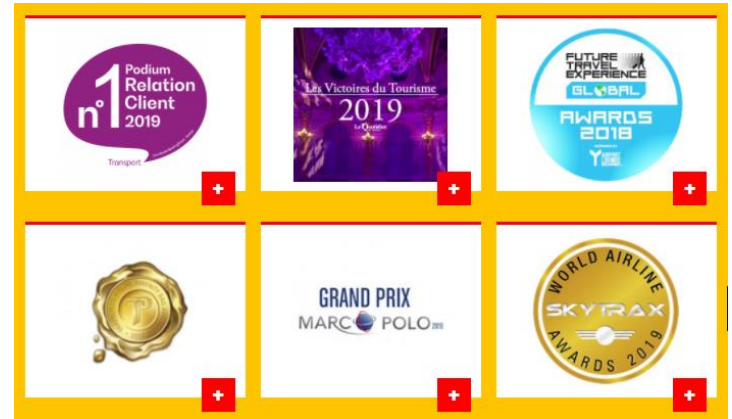
AIR FRANCE AWARDED 4-STAR "COVID-19 AIRLINE SAFETY RATING" BY SKYTRAX



AIR FRANCE WINS AGAIN AT THE 2021 CUSTOMER RELATION AWARDS.



Renowned the world over for the quality of its offering, the structure and density of its network and its efforts in digital innovation and customer service, Air France is regularly recognized with awards in a variety



COVID-19 SANITARY MEASURES

AIR FRANCE, BY YOUR SIDE AT ALL TIMES



Our « Air France Protect » label guarantees you a safe trip: At the airport

- Compulsory wearing of a surgical mask
- Physical distancing
- 1 out of 2 self-service kiosks activated
- Counters equipped with protective screens
- Disinfection of check-in counters and self-service kiosks
- Hand sanitizer dispenser
- Contactless body temperature checks

On board

- Compulsory wearing of a surgical mask
- Air filtration: cabin air renewed every 3 minutes
- Daily cleaning and regular disinfection
- Inflight service adapted to limit contact onboard



REBOOK AND NEW BOOKING POLICIES



Since the start of the Covid-19 health crisis, Air France has introduced exceptional measures grouped under the Air France Protect label

- **Air France** is extending to 31 December 2021 the guarantee of fully flexible or refundable tickets on all its flights
- Whatever the reason, customers can change their reservation, obtain a refundable credit voucher if they no longer wish to travel or receive a refund if their flight has been cancelled.



SUSTAINABILITY

AIR FRANCE SUSTAINABLE COMMITMENTS

A MAXIMUM OF DESTINATIONS WITH A MINIMUM FOOTPRINT

LET'S WORK TOGETHER TOWARDS A MORE SUSTAINABLE FUTURE



• Reducing our CO2 emissions by 50% per passenger/km*

- Fleet modernization and lighter aircrafts
- Fuel plan and eco-piloting
- Electric power for ground operations



Offsetting our CO2 emissions

- Regulatory compensation (EU-ETS, CORSIA)
- Compensation offering for corporate customers
- Supporting tree planting with Trip and Tree program
- Proactive offsetting by Air France : 100 % of CO2 on domestic flights



Investing in research and innovation

- Involvement in Biofuel testing
- Air France partner with the Solar Impulse Foundation (4 areas of innovation – 1,000 solutions)
- Air France supports the French Aeronautical Federation in purchasing the Pipistrel Alpha Electro, an all-electric aircraft



Recycling, reducing and limiting waste

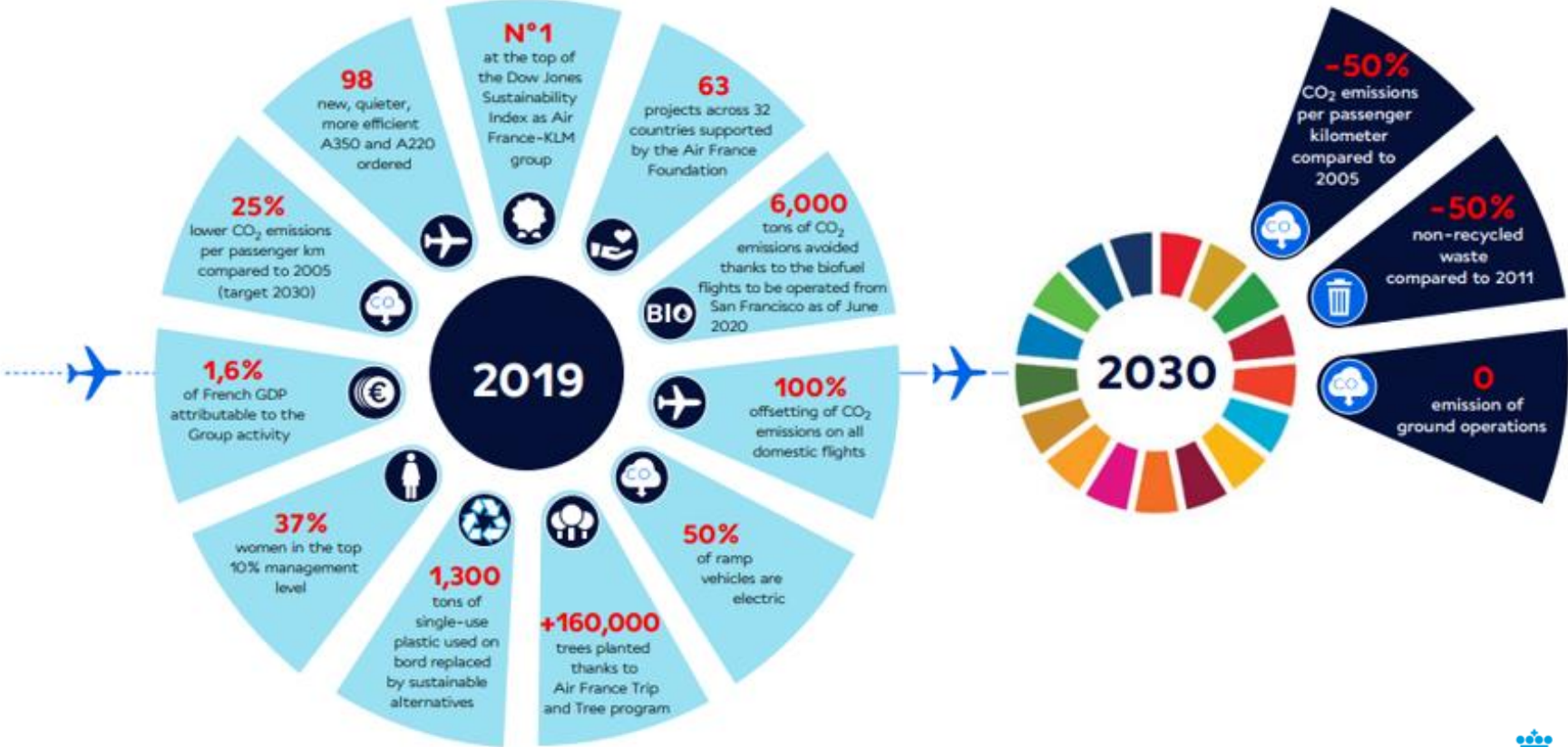
- Reduce food waste
- Substitute single-use plastic items
- Waste segregation on board for recycling in Paris bases



*compared to 2005

AIR FRANCE SUSTAINABILITY

2019 AT A GLANCE



SUCCESSFUL PARTNERSHIPS



DIGITAL CONVERSION PACKAGES

80% OF SALES DURING FLASH FARE CAMPAIGN GO THROUGH AIRFRANCE.FR

ECONOMY PACKAGE

- **Mechanism:** Promotional fare campaign
- **Communication period:** 1 week
- **CONTENT PRODUCTION**
 - No dedicated landing page
- **MEDIA**
 - **Desktop Homepage:**
 - News [no logo]
 - **Mobile:**
 - Visual on Header [no logo]
 - **Emailing:**
 - Visual on Trigger Zone [no logo]
 - **Display:**
 - Banner with 1 or 3 destinations redirecting to Promo Tool or Best Offer Page [highlight on OT destinations] [no logo]
- **TIME TO IMPLEMENT : MINIMUM 2 WEEKS**

• **VALUE : 20 000 € HT**

PREMIUM PACKAGE

- **Mechanism:** Promotional fare campaign
- **Communication period:** 1 week
- **CONTENT PRODUCTION**
 - Dedicated landing page with fare & inspirational content on destination [with logo] [with link the partner's website]
- **MEDIA**
 - **Social Media:**
 - Dedicated Facebook post [sponsored] [with logo]
 - Carrousel Facebook post [sponsored] [with logo]
 - Feed Instagram [with logo]
 - **Desktop:**
 - Carrousel 1 [with logo]
 - **Mobile:**
 - Visual on the Header [with logo]
 - **Emailing:**
 - Visual on the trigger zone [with logo]
 - **Display:**
 - Banner with 1 or 3 destinations [highlight on OT destinations] [no logo]
- **TIME TO IMPLEMENT : MINIMUM 5 WEEKS**

• **VALUE : 40 000 € HT**

BUSINESS PACKAGE

- **Mechanism:** Promotional fare campaign
- **Communication period:** 1 week
- **CONTENT PRODUCTION**
 - Dedicated landing page with fare & inspirational content on destination [with logo] [with link the partner's website]
- **MEDIA**
 - **Social Media:**
 - Dedicated Facebook post [sponsored] [with logo]
 - Carrousel Facebook post [sponsored] [with logo]
 - Feed Instagram [with logo] + Instagram story [no logo]
 - **Desktop :**
 - Special event banner OU Carrousel 1 [with logo]
 - **Mobile:**
 - Visual on the Header [with logo]
 - **App:**
 - Push notification
 - App banner
 - **Emailing:**
 - Visual on the trigger zone [with logo]
 - **Display :**
 - Banner with 1 or 3 destinations [highlight on OT destinations] [no logo] + Bill board [no logo]
- **TIME TO IMPLEMENT : MINIMUM 5 WEEKS**

• **VALUE : 60 000 € HT**

DIGITAL INSPIRATIONAL PACKAGES

IVORY PACKAGE

- *Mechanism: inspirational campaign*
- *Communication period: 1 week*

• CONTENT PRODUCTION

- Redirection to dedicated destination page on Air France Travel Guide or creation of a landing page [with logo] if no existing Air France Travel Guide page

• MEDIA

- **Desktop:**
 - News [no logo]
- **Emailing :**
 - Dedicated email to a targeted audience [no logo]

• TIME TO IMPLEMENT : MINIMUM 4 WEEKS

• **VALUE : 16 000 € HT**

• Option :

- **sponsored Facebook post** [with logo] : 7 000 € HT

SILVER PACKAGE

- *Mechanism: inspirational campaign*
- *Communication period: 1 week*

• CONTENT PRODUCTION

- Redirection to dedicated destination page on Air France Travel Guide or creation of a landing page [with logo + redirection to partner's website] if no existing Air France Travel Guide page

• MEDIA

- **Social Media :**
 - Top destinations capsule [with logo]
- **Desktop :**
 - Carrousel [with logo]
- **Mobile website :**
 - Visual on the Header [with logo]
- **App :**
 - Push notification [no logo]
- **Emailing :**
 - Dedicated email to a targeted audience [with logo]
- **Display :**
 - Bill board banner + Native Ads [no logo] [dedicated landing page]

• TIME TO IMPLEMENT : MINIMUM 8 WEEKS

• **VALUE : 40 000 € HT**

GOLD PACKAGE

- *Mechanism: Influencer's concept / French Flair*
- *Communication period: 1 week*

• CONTENT PRODUCTION

- Co-branded content created by Influencers in partnership with OT (end packshot logo OT) + dedicated landing page on destination (with OT logo + redirecting link to OT) or Redirection to Air France Travel Guide destination page with articles on adresses

• MEDIA

- **Social Media :**
 - Story Instagram [with logo]
 - Post Facebook [with logo]
 - AFTG video integration (tbc by AFTG)
- **Emailing :**
 - Trigger zone [with logo]
- **Desktop :**
 - Carrousel 1 [with logo]
- **Display :**
 - Paid option : YouTube video [long format]

**Budget variation depending on long/medium haul destination and digital touchpoints activated*

• TIME TO IMPLEMENT : MINIMUM 2 MONTHS

• **VALUE : 80 000 € HT**



AIRFRANCE /
travel guide

ALL YOUR DREAMS



HAVE A DESTINATION

AIR FRANCE TRAVEL (DIGITAL) GUIDE

BE INSPIRED



Site performances :

- 350 000 unique visitors per month
- 4,5 M visitors in 2019
- More than 90 markets
- 119 destinations
- 250 videos
- 8 languages
- 8.000 images
- Available on all devices
- Accessible on AF B2C website (HP) and directly : travelguide.airfrance.com

Content :

- Destination guide with Points of Interest (highlights, accommodation, restaurants and visits)
- Practical Information
- Travel News

AIR FRANCE TRAVEL (DIGITAL) GUIDE

POINTS OF INTEREST

NOS ADRESSES A CANCUN

[Tout voir](#)

[A la une](#)

[Sorties & Restaurants](#)

[Hébergements](#)

[Visites et activités](#)



Marakame, un vent de décontraction

Restaurant - Bar



Tacun, simplicité et authenticité à petits prix

Bon Plan - Traditionnel



Atmosphère romantique à La Fonda del Zancudo

Terrasse



Pause gourmande au Café con Gracia

Tendance - Terrasse



Les sculptures englouties du Museo Subacuático de Arte

Musée



Maroma Resort and Spa

Resort

Point of interest by Destination Guide

Accommodation, Outings and restaurants, Highlights, perennial display within the guide:

Destination guide homepage

+ accessible from the dedicated filters of the destination (Accommodation, To discover, Gourmet walks ...)

Display duration: “unlimited” ; with reserve of maintaining the quality level (subject to verification / update of the mini destination twice a year)

Languages: French / English (all contents)

+ other languages: depending on destination deployment / additional languages

AIR FRANCE TRAVEL (DIGITAL) GUIDE

PRACTICAL INFORMATION



« Air France reveals » at the bottom of the page:
"Partners" dedicated area and AF information

- Possible integration of a visual (logo, illustration, video) + subtitle + link to the advertiser / partner website
- **Display duration:** variable (12 months on average)
- **Languages:** French / English + other languages
- depending on content deployment -
(e.g. + Spanish for Costa Rica)

AIR FRANCE TRAVEL (DIGITAL) GUIDE

TRAVEL NEWS

ACTUALITÉS DE VOYAGE



Une journée à Amsterdam : entre incontournables et découvertes...

Entre Deux Vols



De Vancouver à Seattle : road trip au contact de la nature au cœur du...

Road Trip



Versailles après Versailles : que faire après la visite du château ?

Visite Insolite



Vancouver, départ pour un séjour romantique canadien

City Break Romantique

- Appears on Air France Travel Guide homepage for about 4 weeks (on top without scroll, longer duration when scrolling)
- Appears on the destination guide's homepage if it is about a specific destination + under the "Highlights" filter for the entire agreed up duration of the publication
- **Display duration:** variable (from 1 to 12 months on average)
- **Languages:** French / English (all contents) + other languages: depending on destination deployment / additional languages



AIR FRANCE AIRPORT LOUNGES

PASSENGERS CAPTIVE AND RECEPTIVE SPENDING ON AVERAGE 90 MINUTES IN THE LOUNGES

AIR FRANCE LOUNGES

AD OR VIDEO DISPLAY ON DIGITAL SCREENS

Reopening in progress



43 digital screens spread out in 14 AF lounges :

7 in CDG, 2 in Orly, 1 in Bordeaux, 1 in Lyon, 1 in New York, 1 in Geneva and 1 in Washington DC

AIR FRANCE LOUNGES

WIFI PORTAL

THE VISUAL : MOBILE

AF
LOUNGES

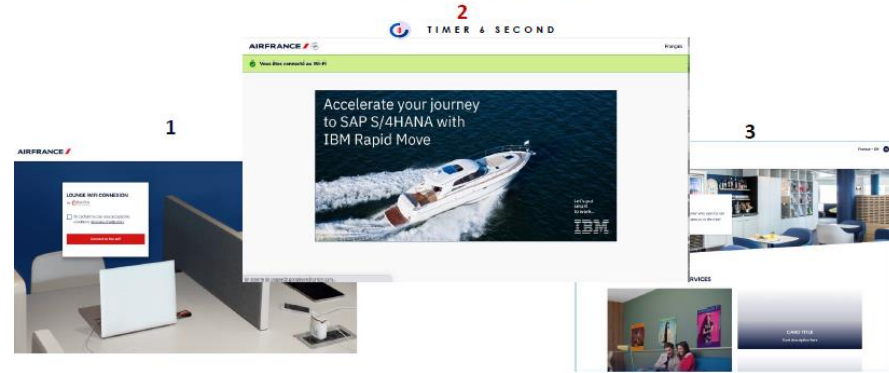
ADVERTISING SPACE



THE VISUAL : DESKTOP

AF
LOUNGES

ADVERTISING SPACE



90% of French AF lounges' passengers log-in
Almost **280,000** WiFi users per month
For an average 30 minutes connection

AIRFRANCE



KLM



AIR FRANCE LOUNGES

PRESS DISPLAY – AVAILABILITY OF MAGAZINES ON LOUNGES RACKS



Period : 1 month

Volume : 15,000 copies distributed in the 6 main lounges in CDG



AIR FRANCE - ON BOARD ACTIVITIES

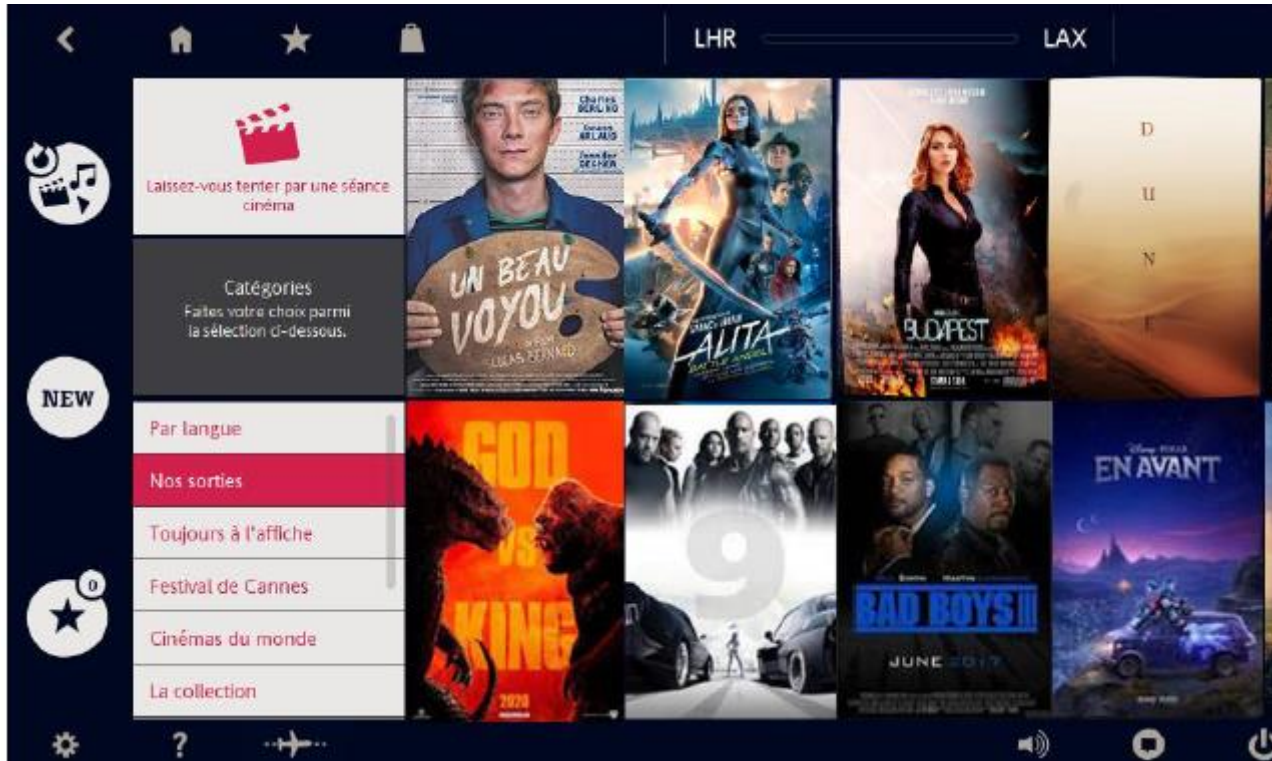
REACH : 1,4 M OF LONG-HAUL PASSENGERS AND 5 200 LONG-HAUL FLIGHTS / MONTH

CONCEPT: SPOT ON THE AF INFLIGHT ENTERTAINMENT

INFLIGHT ENTERTAINMENT

Premium VOD Package	Pre-Roll	World movies Package	Advertorial Package	Category (Cinema & Musique)	Series Package
<ul style="list-style-type: none"> Exclusive spot of 20 "to 45" placed before the beginning of 5 "latest" movies (Latest Releases) Technical deadline : 35 days before release 	<ul style="list-style-type: none"> Exclusive non skipable spot from 20" to 45" placed at the launching of the entertainment system Technical material delivery: 35 days before release 	<ul style="list-style-type: none"> Exclusive spot from 20 " to 45 " placed before the beginning of 8 to 12 movies "World Movies" (Japanese, Korean & Chinese) Technical material delivery: 35 days before release 	<ul style="list-style-type: none"> An advert of 26 minutes in direct access within one of these 5 issues : Sport, Discovery, Art & Culture, Lifestyle, Travel Technical material delivery : 45 days before release 	<ul style="list-style-type: none"> Billboard de 5" à 8" placed at the launching of the "Cinema" and/or "Musique" category Technical material delivery: 35 days before release 	<ul style="list-style-type: none"> Exclusive spot from 20 " to 45 " placed before the beginning of 6 series Technical material delivery : 35 days before release
Period : 1 month Audience rate : 94%	Period : 1 month Audience rate : 100 % unavoidable exposure	Period: 1 month	Period: 2 months	Period: 1 month	Period: 2 months

THE PREMIUM VOD PACKAGE



PRE ROLL



Spot from 20" to 45"
Placed at the launching of the
entertainment system

Period : 1 month
Technical deadline:
35 days before release



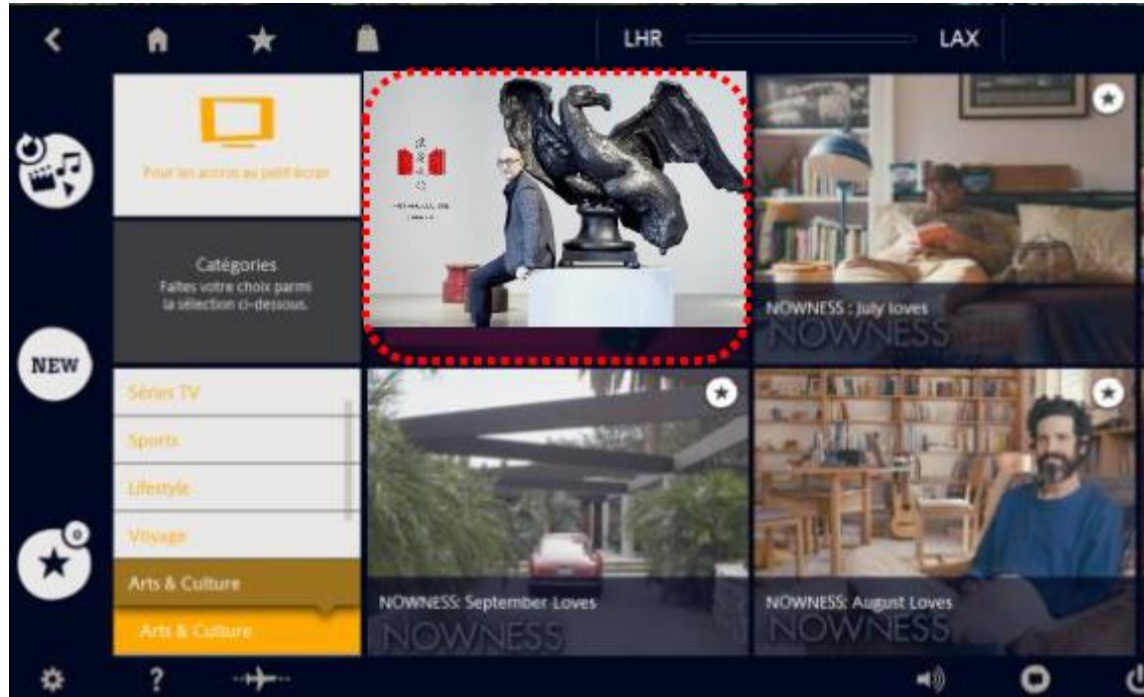
Exclusive
Not skipable
Completion rate : 100%
Unavoidable Exposure



THE WORLD MOVIES PACKAGE



ADVERTORIAL PACKAGE



CATEGORY (MUSIQUE & CINEMA)



Billboard de 5" à 8"
Placed at the launching of
the « CINEMA » and/or « MUSIQUE »
categorie

Period : 1 month
Technical deadline :
35 days before release



Exclusive

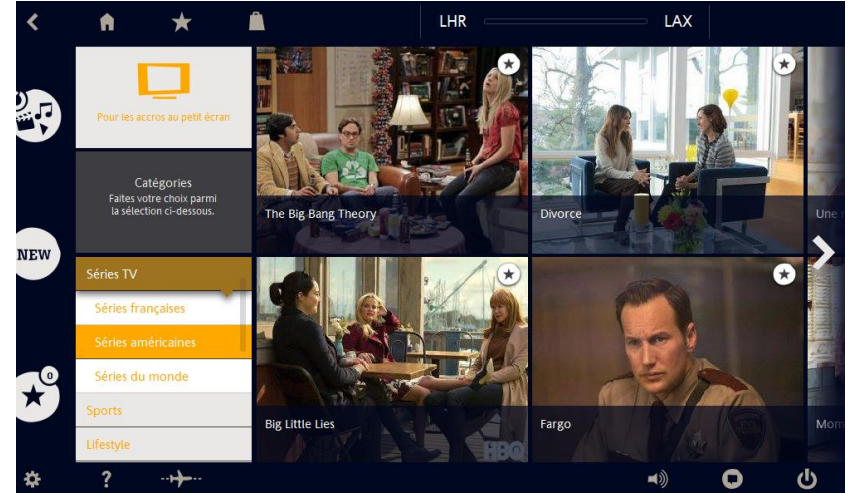
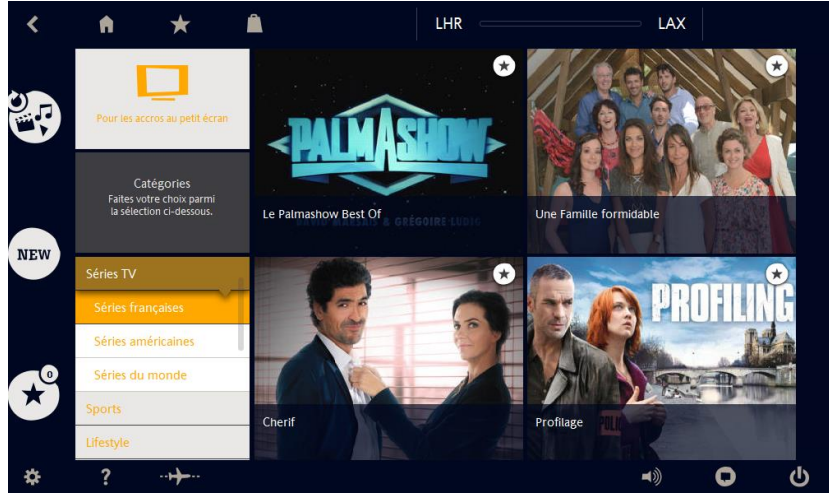
Not « skippable »

Capping : 1 repetition per catégorie

**Audience rate Cinema (90%) or
Music (80%)**



SERIES PACKAGE





AIR FRANCE DIGITAL DEVICES

AIR FRANCE PLAY



5,000 New downloads of the app/ day

15,000,000 impressions of the French HOMEPAGE/ month

900,000 unique users /month

Native advertising integrated in the heart of the app

1 scroll maximum :

2nd or 3rd position on the homepage feed

App Home Page :

Périod : free to choose according to planning reservation

First Screen after opening

Technical Element : 2 weeks before campaign set up

Homepage feed : flights info, booking...



AIR FRANCE E-BOARDING PASS



**EXCLUSIVE PAVE AS CLICKABLE BANNER (BOTTOM OF THE PAGE)
INTERACTIVE ADVERTISING (RE-DIRECTION URL)**

The boarding pass can be printed 30 hours before departure

Period : 1 month

Circulation : 1,400,000 copies

Circulation channel : Air France Website

Size : 248 x 344 pixels

Format : JPEG

Mandatory languages versions : French/English

Other languages versions : Spanish, German, Italian

Submissions of technical material : 2 weeks prior publication



AIR FRANCE CONNECT

CONTACT POINT 1 : PORTAL HOME PAGE

Passenger are connected to Air France Connect network

Home Page : connect.airfrance.com

465 204 AVERAGE CONNECTED PASSENGER

Three exclusive advertising spot :

• 1 : INTERSTITIAL / PRE-ROLL

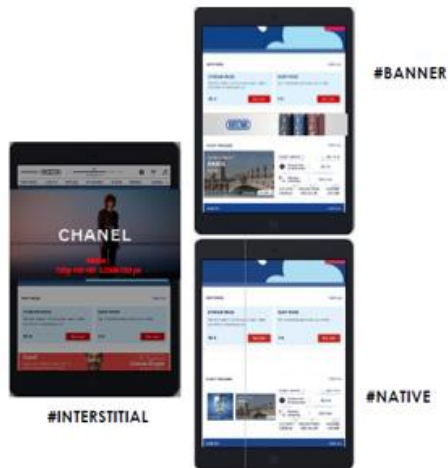
Non skippable interstitial on the home page.
1 repetition.

• 2 : BANNER

Banner set up on the home page under Wifi pass.

• 3 : NATIVE

Clickable Native advertising set up in editorial



CONTACT POINT 2 : WIFI PASS purchase home page :

311 434 AVERAGE CONNECTED PASSENGER

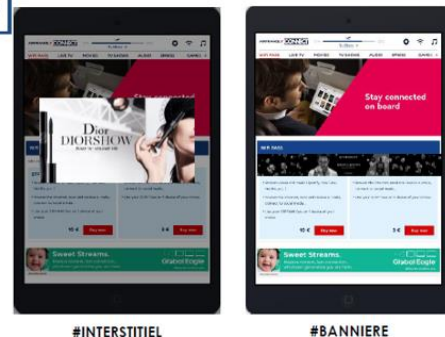
Two exclusive advertising spot

• 1 : INTERSTITIAL / PRE-ROLL

Non skippable interstitial on the home page.
1 repetition.

• 2 : BANNER

Banner set up on the home page under Wifi pass





AIR FRANCE FLYING BLUE

REACH : 3 M MEMBERS IN THE FRENCH MARKET (FULL DATA BASE)

FLYING BLUE

E-MAILING & MILES X 2

FLYING BLUE MILES

Platinum for Life

En France, en Europe ou à l'autre bout du monde, explorez l'ailleurs et profitez-en pour gagner encore plus de Miles !



Santiags ou poncho ? Dallas ou Quito ? Au printemps, découvrez 2 nouvelles destinations

Découvrir

 Doublez vos Miles !



Santiags ou Poncho ?

Air France et Joon vous emmènent dès le printemps vers 2 nouvelles destinations : Dallas à partir du 31 Mars 2019 et Quito dès le 14 mai 2019.

Où partirez-vous ?

Dallas, surnommée « Big D », abrite l'un des plus grands noyaux industriels du pays. Côté tourisme et découverte, Dallas n'est pas qu'une série télévisée. C'est aussi le véritable fief des cow-boys où ranchs et rodeos rythment la région.

Vous préférez découvrir Quito, en volant avec Joon ? Découvrez la capitale de l'Équateur, située à près de 3000 mètres d'altitude. De la place de l'Indépendance à la place San Francisco, rien de mieux que se perdre dans les rues étroites et colorées pour découvrir le vieux Quito. Besoin de prendre de la hauteur ? La colline du Panecillo, qui trône au milieu de la ville, offre une vue imprenable.

Et pour toute réservation avant le 31 janvier, pour un départ entre le 15 mai et le 15 juin, doublez vos Miles !

Réserver*

*Doublement de Miles sur les trajets suivants : de Paris CDG vers Quito, de Quito vers Paris CDG, de Paris CDG vers Dallas, de Dallas vers Paris CDG pour tout billet émis entre le 5 Décembre 2018 et le 31 janvier 2019, pour un voyage effectué entre le 15 mai 2019 et le 15 juin 2019, sur vols directs Air France ou Joon. Offre valable uniquement pour les destinataires de cette e-newsletter.



For new routes openings only :

- A qualified audience
- More than 3 M members
- CSP + clientele
- Targeting and geo-location available

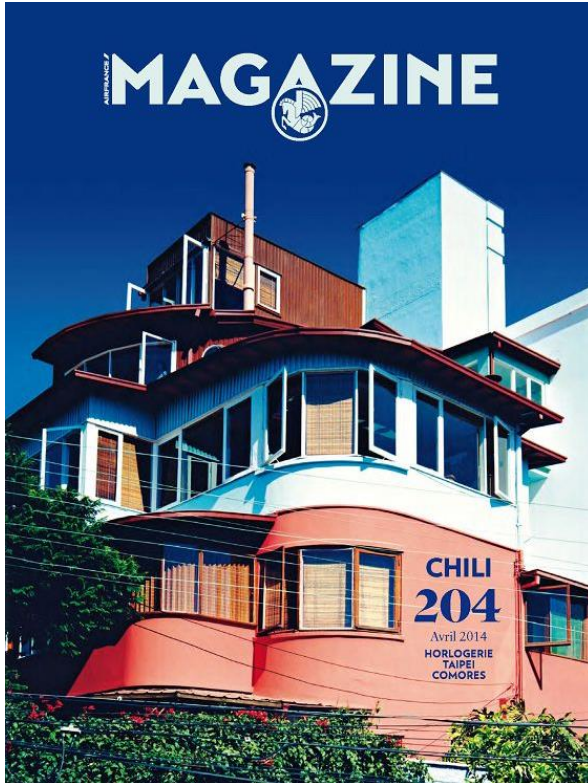


AIR FRANCE MAGAZINES

PREMIUM LIFESTYLE MAGAZINE

AIR FRANCE MAGAZINE

ADVERTISING



A large visibility

- A 100% Digital Edition on Board
- From May 2021, AF Magazine distributed every 2 months in CDG & Orly AF Lounges

A qualified audience

- 1 142 000 high income Europeans readers
- CSP + clientele
- Business Travelers
- Foreign Tourists

France

- 237 000 Premium readers
- 126 000 Top executives readers
- 88 000 Top executives & Top incomes readers

AIR FRANCE MADAME

THE LUXURY WOMEN'S MAGAZINE



A large visibility

- A bimonthly magazine : 7 releases per year
- Digital Diffusion on Board (Business and First Class)
- Print Diffusion
 - All AF lounges and Paris Boarding rooms
 - Sent to AF Premium Flying Blue members
 - Including AF CLUB 2000 members
- 200 000 copies / release

A qualified audience

- 216 000 Premium readers
- 147 000 Premium women readers
- 54% exclusive readers

Influential readers

- 52% Tourism & Travel
- 24% Decoration & Furnishing
- 23% Fashion & Accessories
- 10% Skincare & Beauty



AGENTCONNECT.BIZ

REACH : MORE THAN 12,000 AGENTS IN THE FRENCH MARKET

AGENTCONNECT.BIZ

AIR FRANCE & KLM SITE FOR TRAVEL AGENTS & PARTNERS

The screenshot shows the AgentConnect.biz website. At the top, there are logos for AIRFRANCE, KLM, and DELTA. Below the logos is a navigation bar with links: Mon Espace, Support de vente, Promos & actus, Produits & services, and a search bar with a 'Recherche' button and a 'Recherche avancée' link. The main heading reads 'Bienvenue sur AgentConnect.biz !'. Below this, there is a large banner for 'DEAR TRAVELLERS...' with a video player. To the right of the banner, there is a text block: 'Une vidéo pour rassurer les clients oneworld, SkyTeam et Star Alliance s'associent pour faire savoir aux voyageurs qu'ils peuvent voyager en avion en toute confiance'. Below the banner, there are four smaller tiles: 'Une vidéo pour rassurer les clients Dear Travelers', 'Horaires des services Air France', 'Actualités Delta Coronavirus', and 'Delta, Nouveautés et Mises à jour'. On the right side of the page, there is a sidebar with a red header 'Outils' and a 'Plier' button. Below the header, there are six icons: 'Billets AD', 'Etat des vols', 'Challeng'air', 'Bagage', and 'PNR'. Below the sidebar, there is a grey header 'Favoris' and a 'Plier' button.

Available in the site

- New routes openings
- Information on program and products
- Group Air France-KLM regulations
- Management of the agency's activities (i.e. groups request, tickets refund requests...)
- ...and much more

THÈMES DU MOIS

TOPICS OF THE MONTH

CONCEPT : MONTHLY DOCUMENT SENT TO ALL FRENCH MARKET SALES FORCES
REDISTRIBUTED TO RELEVANT TRAVEL AGENCIES (25,000 AGENTS)

THEMES DU MOIS

DEDICATED TO TRAVEL AGENCIES

AF : OUVERTURE PARIS ORLY-ALGER

À COMPTER DU 02 JANVIER 2020



En complément des vols déjà existants au départ de/vers Paris-Charles de Gaulle (CDG), Air France (AF) proposera une nouvelle liaison entre Paris-Orly (ORY) et Alger (ALG) durant la saison hiver.

- Les vols seront opérés en Airbus A319 offrant 143 sièges de tout confort
- Les horaires des vols sont variables, veuillez consulter les GDS.

Vol n°	De	Vers	Jour	Départ	Arrivée
AF9454	ORY	ALG	mardi	09:40	11:50
AF9455	ALG	ORY	mardi	13:10	15:30
AF9454	ORY	ALG	jeudi	08:40	10:50
AF9455	ALG	ORY	jeudi	12:10	14:30
AF9454	ORY	ALG	samedi	13:50	16:00
AF9455	ALG	ORY	samedi	17:20	19:40
AF9454	ORY	ALG	dimanche	10:00	12:10
AF9455	ALG	ORY	dimanche	13:40	16:00

AF : NOUVELLE LIAISON VERS MONROVIA

DÈS LE 20 AVRIL 2020



- Air France (AF) desservira Monrovia (ROB) au Liberia grâce à quatre vols* par semaine opérés en Airbus A330-300 d'une capacité de 224 sièges (36 en Business, 21 en Premium Economy et 167 en Economy)
- 2 fréquences (AF530) rejoindront Monrovia via Bamako avec un retour direct vers Paris CDG
- 2 fréquences (AF533) rejoindront Monrovia directement avec un retour vers Paris CDG via Bamako

Vol N°	De	Vers	Jour	Départ	Arrivée	Notes
AF530	CDG	BKO	Lundi, jeudi	14:10	17:55	Aller Via Bamako
AF530	BKO	ROB	Lundi, jeudi	19:55	21:25	
AF530	ROB	CDG	Lundi, jeudi	22:55	07:35(+1)	Retour Direct
AF533	CDG	ROB	Mercredi, samedi	16:00	20:40	Aller Direct
AF533	ROB	BKO	Mercredi, samedi	22:10	23:35	Retour via Bamako
AF533	BKO	CDG	Mercredi, samedi	01:35	09:10	

*5 vols par semaine du 17 juin au 20 septembre 2020 :

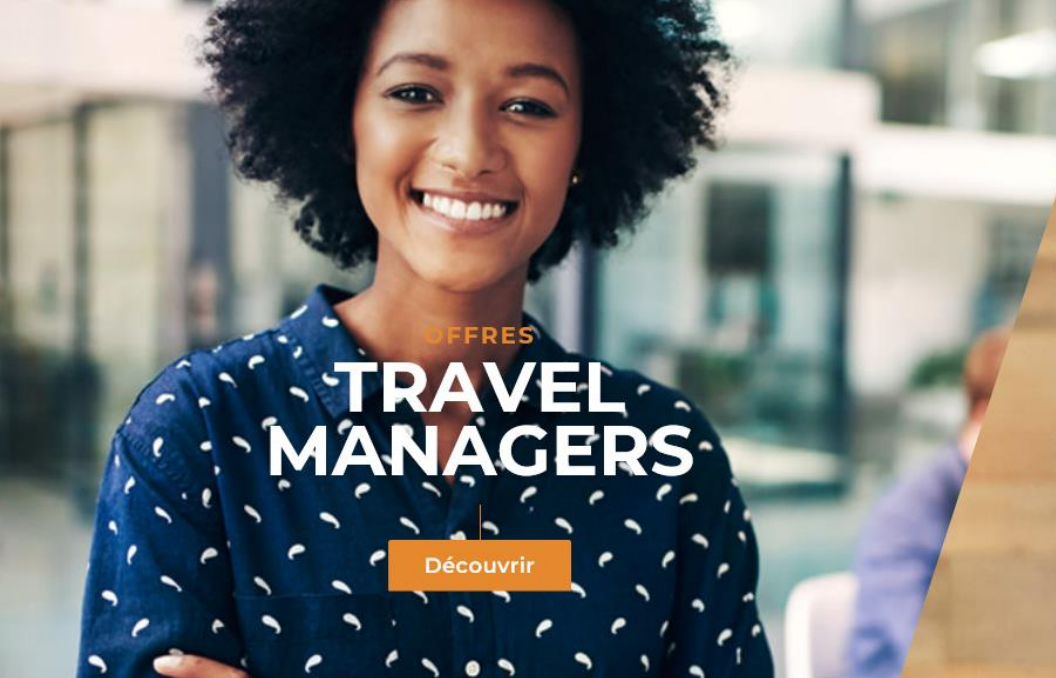
- AF530 les lundi, mercredi et dimanche et
- AF533 les mardi et vendredi. Merci de consulter les GDS (en cours de mise à jour)

[Horaires détaillés](#) & [sites indicatifs](#) et [sources](#) & [modifications](#)



Publications of factsheets and relevant information on :

- New routes
- Program modifications
- Major schedule modifications



OFFRES

TRAVEL MANAGERS

Découvrir



OFFRES

VOYAGEURS D'AFFAIRES

Découvrir

COMMUNICATION ON CORPORATE WEBSITE

BLUEBIZ ACCOUNTS : 56,000 CONTACTS/MONTH

SUBSCRIBERS CARD MEMBERS : 45,000 CONTACTS/MONTH

TRAVEL MANAGERS : 15,000 CONTACT/MONTH



AIR FRANCE CORPORATE PLATFORM

E-NEWS AND ARTICLE

E-news

BIZTRAVEL NEWS Mai 2019



VOYAGEZ À LA CARTE

Découvrez tous les avantages de la carte d'abonnement France – Europe – Afrique du Nord en bénéficiant d'une offre promotionnelle*

Doublez vos Blue Crédits au départ de France vers Belgrade et Tbilissi



Profitez de l'offre de doublement de Blue Crédits au départ de France vers **Belgrade** et Tbilissi pour vos voyages jusqu'au 31 juillet 2019*

*dernier retour possible

[Découvrir](#)

Doublez vos Blue Crédits vers Belgrade et Tbilissi



Depuis le 31 mars 2019 Air France vous propose au départ de Paris-Charles de Gaulle un vol quotidien vers Belgrade et un vol deux fois par semaine vers Tbilissi.

Réservez du **3 au 30 juin** vos déplacements au départ de France vers **Belgrade et Tbilissi** et bénéficiez d'un **doublement** de Blue Crédits pour un voyage entre le **3 juin 2019 et le 31 juillet 2019***

*Dernier retour possible

► Tbilissi

► **Belgrade**

Link to destination page + link to AF Corporate site

- Monthly E-news
- Article visible for a period of 5 months

MARKETING BUDGET

INVOICED BY AIR FRANCE UNLESS OTHERWISE SPECIFIED - PRICES ARE VAT EXCLUDED

Action	Cost
Digital Tactical Campaign (TB logo : See campaign details)	Economy Package : 20 000 € Premium Package : 40 000 € Business Package : 60 000 €
Digital Inspirational Campaign (TB logo : See campaign details)	Ivory Package : 16 000 € - Facebook post : 7,000 € (additional) Silver Package : 40 000 € Gold Package : 80 000 €
La Collection by Air France (TB logo : Yes)	Starter Package : 8 000 € Stronger Package : 14 000 € Booster Package : 20 000 €
Off-line Package	Brief in AF MAG + Onboard entertainment (Series Package) : 68,000 €
Air France Travel Guide	Content : <ul style="list-style-type: none">• Practical information• Points of interest• Travel news On estimate only

MARKETING BUDGET

INVOICED BY AIR FRANCE UNLESS OTHERWISE SPECIFIED - PRICES ARE VAT EXCLUDED

Action	Cost
AF Lounges Digital Screens (43) Invoiced by CMI	1 month : 100 000 €
AF Lounges Wi-Fi Portal Invoiced by CMI	1 week : 20 000 € 1 month : 60 000 €
AF Lounges press display Invoiced by CMI	1 month : 27 450 € (Gross rate) + 3 150 € technical fees
On Board video Invoiced by CMI	Premium VOD Package, 1 month : 55 200€ (Gross rate) Pre-Roll , 1 month : 80 000 € (Gross rate) The World Movies Package, 1 month : 20 000 € Advertorial Package, 2 months : 36 000 € (Gross rate) Category (Cinema & Musique), 1 month : 1 Categorie 32 000 € / 2 Categories 56 000 € (Gross rate)
On Board video	World series Package, 2 months, 6 series : 100 000 € (Gross rate)

MARKETING BUDGET

INVOICED BY AIR FRANCE UNLESS OTHERWISE SPECIFIED - PRICES ARE VAT EXCLUDED

Action	Cost
AF PLAY Invoiced by CMI	1 Day : 500 000 average impressions delivery : Daily Package : 7 500 € (Net rate) 1 Week : 3 500 000 average impressions delivery : Weekly Package : 30 000 € (Net rate)
AF E-Boarding Pass Invoiced by CMI	1 month : 44 800 € (Gross rate)
AF CONNECT Invoiced by CMI	Interstitial : 50 €/CPM Banner : 40 € / CPM Native : 30 € / CPM

MARKETING BUDGET

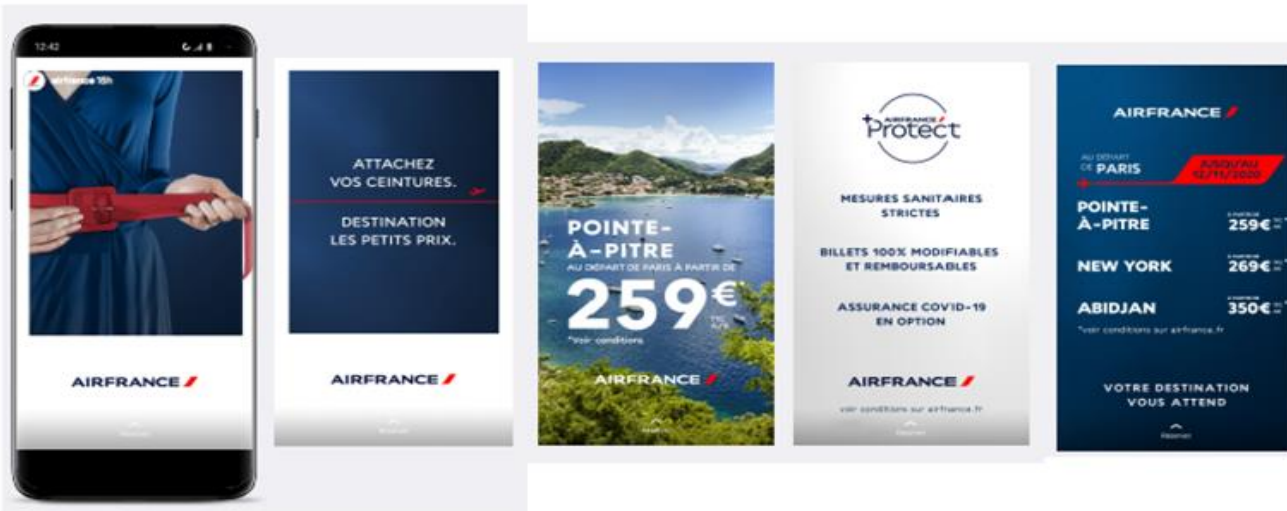
INVOICED BY AIR FRANCE UNLESS OTHERWISE SPECIFIED - PRICES ARE VAT EXCLUDED

Action	Cost
Flying Blue (TB logo : No)	E-mailing & Miles x 2 : on estimate only
AF On Board Magazines Invoiced by CMI (TB logo : Yes)	AF Magazine : 22 600 € (Gross rate) – inside page – Double page : 45 200 € (Gross rate) AF Madame : 17 500 € (Gross rate) – inside page - Double page : 35 000 € (Gross rate)
Agent Connect (TB logo : No)	15 000 € (VAT excluded)
Thèmes du mois (Topics of the month) (TB logo : No)	15 000 €
AF Corporate website (TB logo : Yes)	1 E-news + article : 25 000 € 1 article : 10 000 €

FLASH FARE CAMPAIGNS

- The “Flash fare” promotional campaign runs several times a year with attractive discounts on selected destinations.
- It is one of the most attractive campaigns to boost your destination, over a period of 3 or 4 days.
- The campaign is communicated through AF own media channels (as in packages)

80% of sales during Flash Fare campaign go through Airfrance.fr



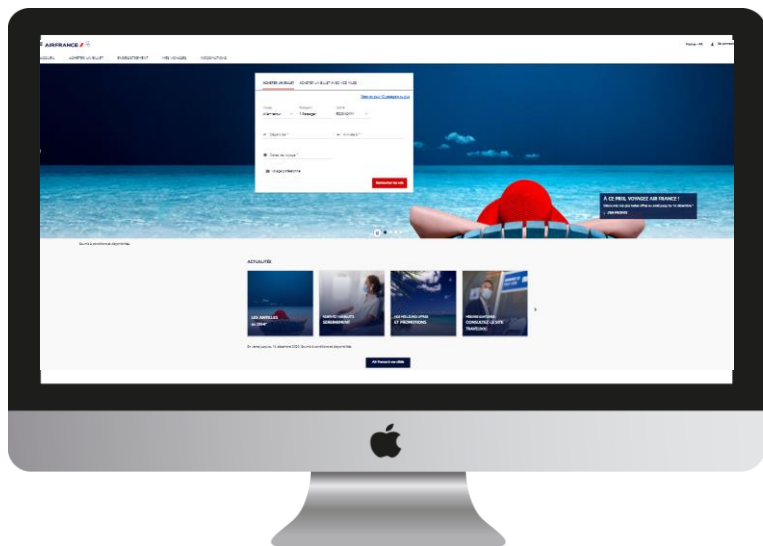


AIR FRANCE DIGITAL TOUCHPOINTS

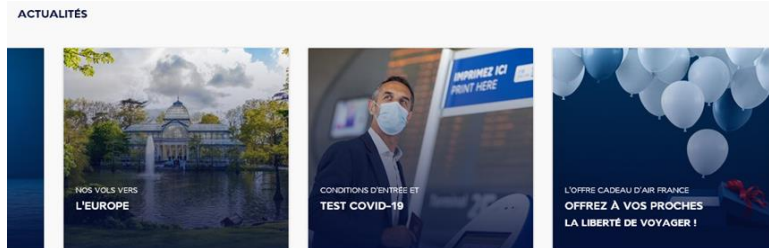
B2C DESKTOP/MOBILE HOME PAGE

4M Home Page visitors per month

Home Page Carousel



Home Page News

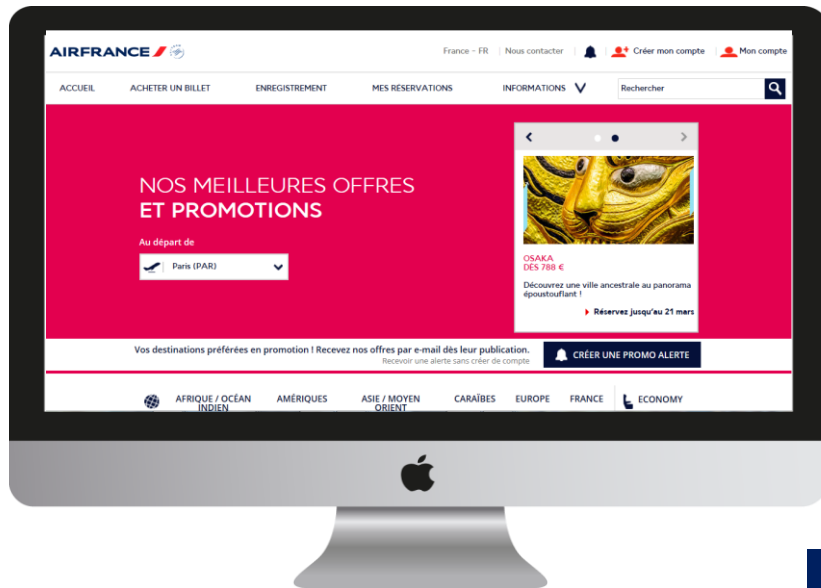


Home Page carousel Mobile

B2C DESKTOP

OTHERS TOUCHPOINTS

Promotool carrousel



122, 000 visitors per month

Dedicated pop up



Waiting page pop up

2,6 M visitors per month

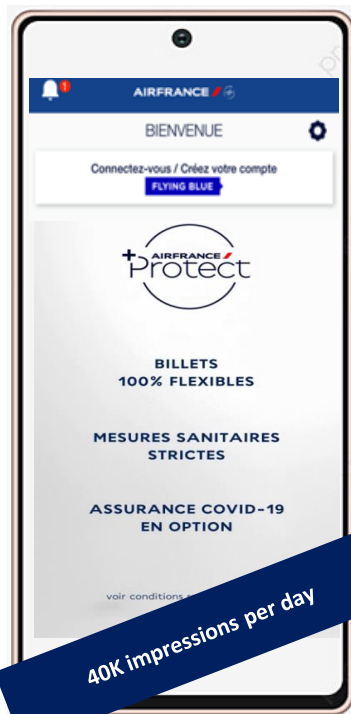


AIRFRANCE

KLM

AIR FRANCE APP

In App message



40K impressions per day

Push App



2,3 M opt-in

EMAILING

Destination dedicated Email





À CE PRIX, VOYAGEZ AIR FRANCE
RÉSERVEZ JUSQU'AU 14 DECEMBRE 2020

Profitez du confort des toutes nouvelles cabines,
dans les conditions sanitaires les plus strictes.

Vos billets sont 100% modifiables et remboursables.

Tarifs TTC aller-retour par personne, frais de service inclus sur www.airfrance.fr, au départ de Paris*

POINTE-A-PITRE	299 € ▶	SAINT DENIS	409 € ▶
FORT-DE-FRANCE	299 € ▶	CAYENNE	499 € ▶

J'EN PROFITE

Trigger zones

VENTE FLASH : NOUMÉA ET NEW YORK

Ville ou lagon ? À vous de choisir !

Profitez de nos promotions* jusqu'au 23 janvier.

RÉSERVEZ ▶

DESTINATION	€ 1 000 ▶	DESTINATION	€ 1 000 ▶
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TOUTES NOS OFFRES

Concrétisez vos rêves d'évasion en Nouvelle-Calédonie



Dépaysement et authenticité assurés

Plongez dans les eaux turquoise d'un lagon inscrit au Patrimoine Mondial de l'Unesco.

Pendez toute notion du temps pendant un voyage en Nouvelle-Calédonie, terre de partage où les cultures s'entremêlent pour vous offrir un voyage exceptionnel.

▶ Découvrez



VOIR LA VIDÉO



SAN JOSÉ, CAPITALE ACCUEILLANTE ET FESTIVE

San José constitue le point de départ idéal avant de s'élancer à la découverte du Costa Rica. Son architecture moderne, ses quartiers intimistes et ses maisons au style hispanisant témoignent d'une richesse culturelle unique.

▶ DÉCOUVREZ



UN CONCENTRE UNIQUE DE BIODIVERSITÉ

Plages paradisiaques, cascades, forêts tropicales, végétation luxuriante, papillons multicolores... Amoureux de la nature ou sportifs en quête d'aventure et de paysages grandioses, vous serez séduits !

▶ EXPLOREZ



NOS BONNES ADRESSES

Randonnée tout en haut du Cerro Chirripó, rafting dans la vallée de Sarapiquí, plongée à Isla del Caño. Le Costa Rica est la promesse d'expériences uniques et hautes en couleur !

▶ DÉCOUVREZ

DÉCOUVREZ NOS OFFRES





SOCIAL MEDIA

Facebook post
or carrousel

Facebook post



Carrousel



Instagram

Story



Post



800 K to 1,2 M
(depending on investment)

DISPLAY

Banners



AIRFRANCE



AIRFRANCE



AIRFRANCE



AIRFRANCE



RÉSERVEZ

8 to 12 M Impressions

Skin / Habillage



1,5 to 2,3 M Impressions

AIRFRANCE





LACOLLECTION

AIRFRANCE 

LACOLLECTION
AIRFRANCE 

PERFECTSTAY

AIRFRANCE  

 KLM 

LA COLLECTION

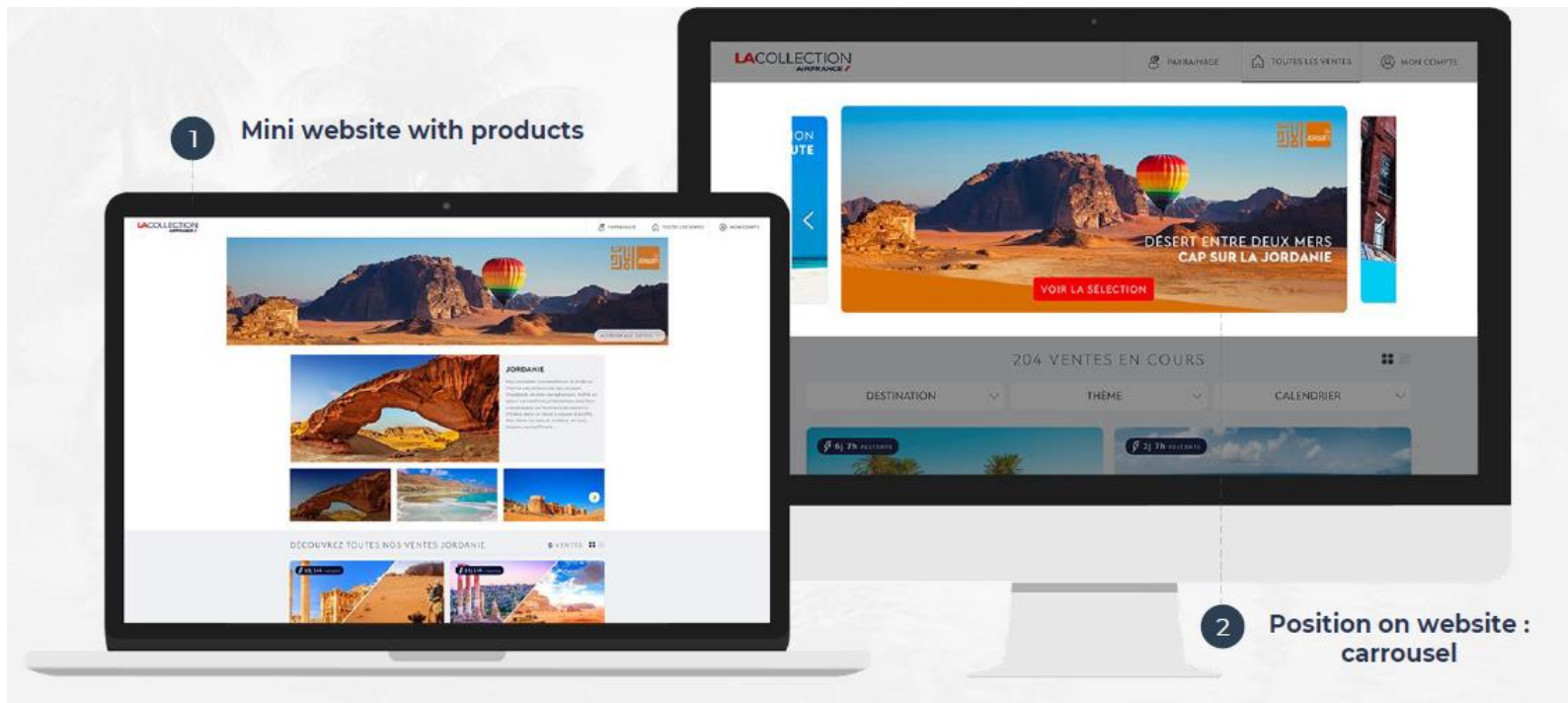
PREMIUM PACKAGES : FLIGHT, HOTELS & TRANSFERS

	STARTER 8K €	STRONGER 14K€	BOOSTER 20K €
Specific deals production, according to partner expectations.	×	✓	✓
Creation of a dedicated products page, with products, content, photos, videos	×	✓	✓
Position on the website	✓ In the stream product 3rd position for 14 days	✓ In the carrousel with 7 days on the top position	✓ In the carrousel with 7 days on the top position
Newsletter full base	✓ 1 shoot	✓ 1 shoot	✓ 2 shoots
1 dedicated emailing according to specific criteria	×	✓	✓
Social Media Facebook	×	✓	✓
1 targeted Push web	×	×	✓
Media to captive audience (Holiday Pirates, ODV...)	×	×	✓

- Session : 600,000 per month
- Users : 450,000 per month
- Viewed pages : 2,300,000 per month
- 2 newsletters each week

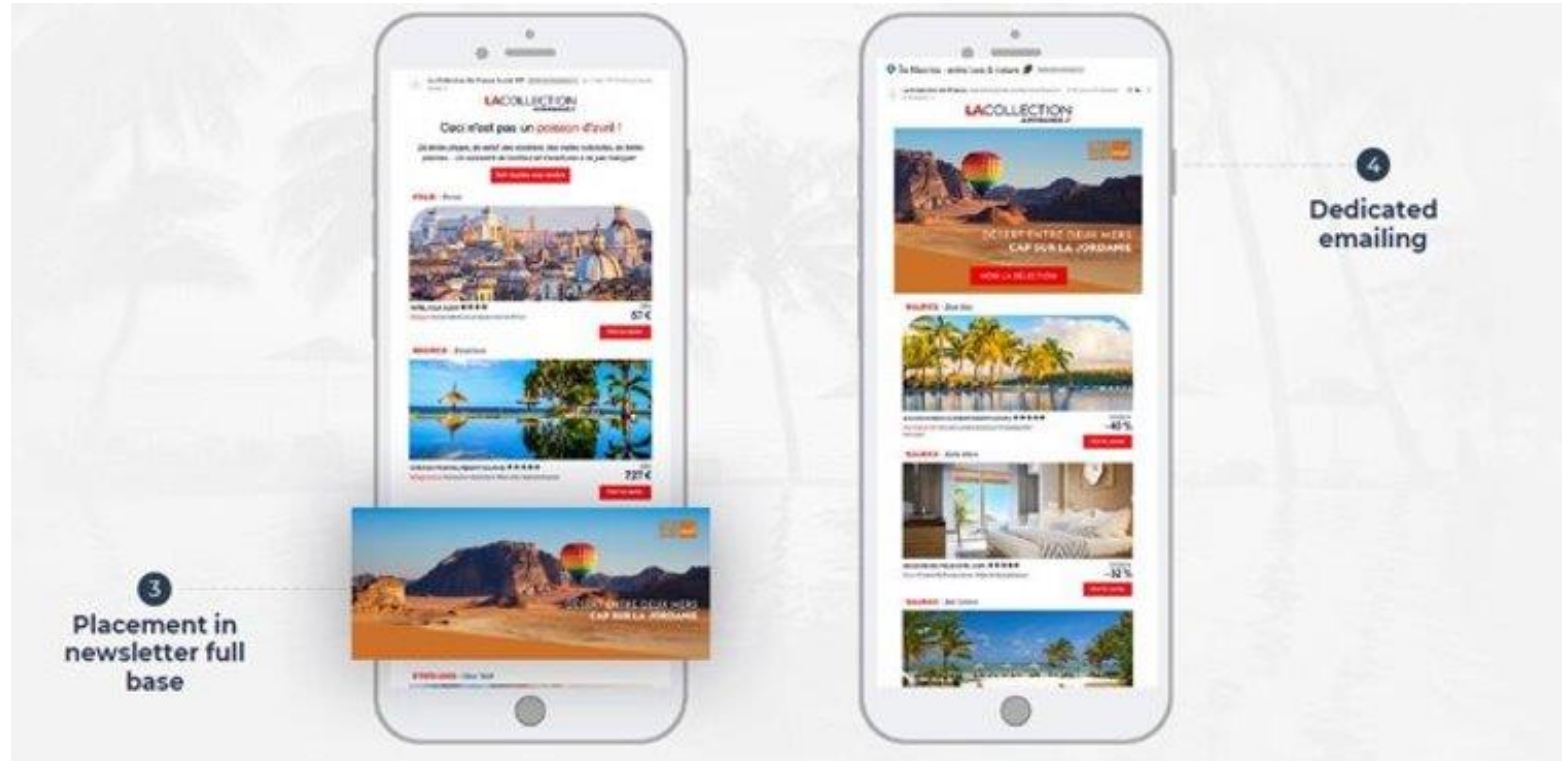
LA COLLECTION

REPRESENTATIVE OPERATION OF NATIVE ADVERTISING



LA COLLECTION

REPRESENTATIVE OPERATION OF NATIVE ADVERTISING



LA COLLECTION

REPRESENTATIVE OPERATION OF NATIVE ADVERTISING

The diagram shows a desktop monitor and a laptop, both displaying content from 'Le Monde' and Facebook. The desktop monitor displays a 'Le Monde' article titled 'Sibeth Ndiaye, fidèle du premier cercle, rôle du gouvernement' with a sub-headline 'La Collection Air France' and a description '28 nouvelles ventes négociées jusqu'à -70%'. Below the headline is a large image of a desert landscape with a hot air balloon, and the text 'DÉSERT ENTRE DEUX MERS CAP SUR LA JORDANIE'. The laptop displays a Facebook post from 'Air France' dated '21 septembre 2019' with the same headline and image. The post includes the text 'Séjournes sur une île paradisiaque, entourée d'eau cristalline et de ruelles blanches, découvrez la Jordanie' and a link to 'Le vol + hôtel et formule tout inclus dès 1371€ avec La Collection Air France: https://bit.ly/2Gx0z0w'. The Facebook post also shows a 'Partager' section with options for Messenger, WhatsApp, Email, Print, and a 'Partager' button. The post is from the 'Air France' page, which has 107 members. The post is sponsored by 'SIBETH' and includes a 'Sponsorisé' label. The post is also available in French, English, Spanish, Portuguese, and German. The post is from the 'Air France' page, which has 107 members. The post is sponsored by 'SIBETH' and includes a 'Sponsorisé' label. The post is also available in French, English, Spanish, Portuguese, and German. The post is from the 'Air France' page, which has 107 members. The post is sponsored by 'SIBETH' and includes a 'Sponsorisé' label. The post is also available in French, English, Spanish, Portuguese, and German.

5 Targeted Push Web

6 Social media - Post Facebook

PERFECT STAY