

Annual General Meeting

Information Notice

2022

Tuesday 12 April

1:30 p.m.

Hotel Okura Amsterdam
Ferdinand Bolstraat 333
1072 LH Amsterdam
The Netherlands

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AIRBUS

Agenda

1 Opening and general introductory statements

2 Presentation by the Chairman and the Chief Executive Officer, including the report by the Board of Directors in respect of the:

1. Corporate governance statement
2. Report on the business and financial results of 2021
3. Policy on dividend

3 Discussion of all Agenda items

4 Vote on the Resolutions in respect of the:

1. Adoption of the audited accounts for the financial year 2021
2. Approval of the result allocation and distribution
3. Release from liability of the Non-Executive Members of the Board of Directors
4. Release from liability of the Executive Member of the Board of Directors
5. Renewal of the appointment of Ernst & Young Accountants LLP as auditor for the financial year 2022
6. Approval, as an advisory vote, of the implementation of the remuneration policy for the financial year 2021
7. Renewal of the appointment of Mr Guillaume Faury as Executive Member of the Board of Directors for a term of three years
8. Renewal of the appointment of Ms Catherine Guillouard as Non-Executive Member of the Board of Directors for a term of three years
9. Renewal of the appointment of Ms Claudia Nemat as Non-Executive Member of the Board of Directors for a term of three years
10. Appointment of Ms Irene Rummelhoff as Non-Executive Member of the Board of Directors for a term of three years in replacement of Mr Carlos Tavares whose mandate expires
11. Delegation to the Board of Directors of powers to issue shares, to grant rights to subscribe for shares and to limit or exclude preferential subscription rights of existing shareholders for the purpose of Employee Share Ownership Plans and share-related Long-Term Incentive Plans
12. Delegation to the Board of Directors of powers to issue shares, to grant rights to subscribe for shares and to limit or exclude preferential subscription rights of existing shareholders for the purpose of funding (or any other corporate purpose) the Company and its group companies
13. Renewal of the authorisation for the Board of Directors to repurchase up to 10% of the Company's issued share capital
14. Cancellation of shares repurchased by the Company

5 Closing of the Meeting

Chairman's message

Dear Shareholders, dear Stakeholders,

2021 proved to be a year of gradual recovery. The COVID vaccine rollout that began in late 2020 continued across much of the globe, thawing the economy from its deep freeze. However, access to vaccines was unequal, with much of the developing world lagging behind while multiple COVID variants touched many people and created new challenges.



As the world's major economies recuperated, so the aviation industry moved past the depths of its worst ever crisis. Passenger traffic recovered to a large extent compared to 2020, even though volatility remained due to changing travel restrictions, while cargo traffic was above pre-COVID levels.

Aside from the pandemic, global geopolitics were increasingly complex. We welcomed progress between the European Union and the United States towards resolving the long-running World Trade Organization dispute over refundable launch investment for aircraft. Yet rising political tensions in some regions signal the fragility of global peace. In these uncertain times, the Company's defence and security products can play a crucial role in ensuring international safety and stability, as demonstrated with the involvement in humanitarian mission airlifts and rescues.

The continuing pandemic and geo-political tensions impacted Airbus both in its civil and defence activities, yet your Company achieved a much improved operational and financial performance in 2021, with strong positive contributions group-wide, from the commercial aircraft, helicopters and defence and space businesses. This was the result of the successful implementation of measures to contain costs and enhance competitiveness during the crisis by the Airbus teams.

Airbus' first commercial priority in 2021 was to manage the aircraft backlog and deliveries and secure the A320 Family production ramp-up. In the Board we discussed with management the measures to ensure a robust industrial set-up and supply chain, equipped for the challenges to come. We approved the launch of an A350 freighter, responding to market demand by offering a more efficient and capable aircraft in a sector that's vital for global trade.

In my first full year as Chairman, the Board turned its attention on how to address the future landscape and associated trends and demand for each of the Company's four pillars of its strategic ambition. The Company is also preparing its workforce for these challenges while actively recruiting the specific competencies needed for the future. Attracting and retaining talented and motivated people is becoming increasingly demanding, thus we reviewed the HR strategy with management, preparing for key future competencies.

The Board receives regular updates on the Company's sustainability priorities and decarbonisation road-map. And we discuss these intensely with management as we all share the conviction that Airbus must be leading the way in sustainable aerospace within its ecosystem. All of us are committed to further reducing the emissions of products and the industrial environmental footprint.

The Annual General Meeting for shareholders took place in April 2021, in a hybrid configuration with a small physical presence in Amsterdam to respect the COVID precautions. Nonetheless, shareholders were provided with a livestream link to follow the event remotely and delivered a high proxy vote. We thank you for your continued strong commitment.

The Audit Committee also had an active year: among its many tasks it was kept closely in the loop about changes to the financial outlook as the year progressed. The Remuneration, Nomination and Governance Committee was actively involved in succession planning and changes to the Executive Committee that took effect in mid-year and prepared the Board for its respective decisions.

In 2022, the Board mandates for Guillaume Faury, Catherine Guillouard and Claudia Nemat come up for renewal at the AGM, following the end of their three-year terms. In one key change, Carlos Tavares will step down to concentrate on his role as Chief Executive Officer of the automotive group Stellantis. I would like to take this opportunity to sincerely thank Carlos for his very valuable contributions to Airbus over the past six years. Subject to the AGM's approval, he would be replaced as a non-executive director by Irene Rummelhoff, a member of the Corporate Executive Committee of an energy company, Equinor. Her extensive expertise in the energy sector, including in the field of energy transition and renewables, would help the Company to achieve its long-term sustainability goals.

The COVID crisis and the absolute priority to maintain liquidity and financial strength meant a dividend wasn't paid for the past two years. We thank you for your understanding and continued commitment. To reflect the progress made in 2021, we will propose to this year's AGM the payment of a gross dividend of € 1.50 per share.

With your support, dear shareholders and stakeholders, we will continue to pursue our mission and deliver our targeted results. Thank you again for your commitment to Airbus.

Yours sincerely,

René Obermann
Chairman of the Board

Key facts 2021

(Airbus consolidated figures)



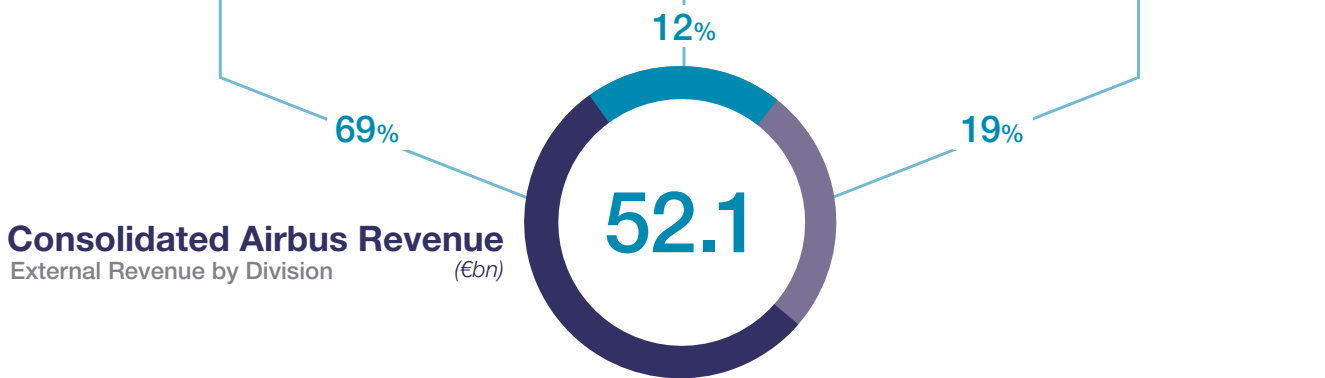
Commercial Aircraft



Helicopters



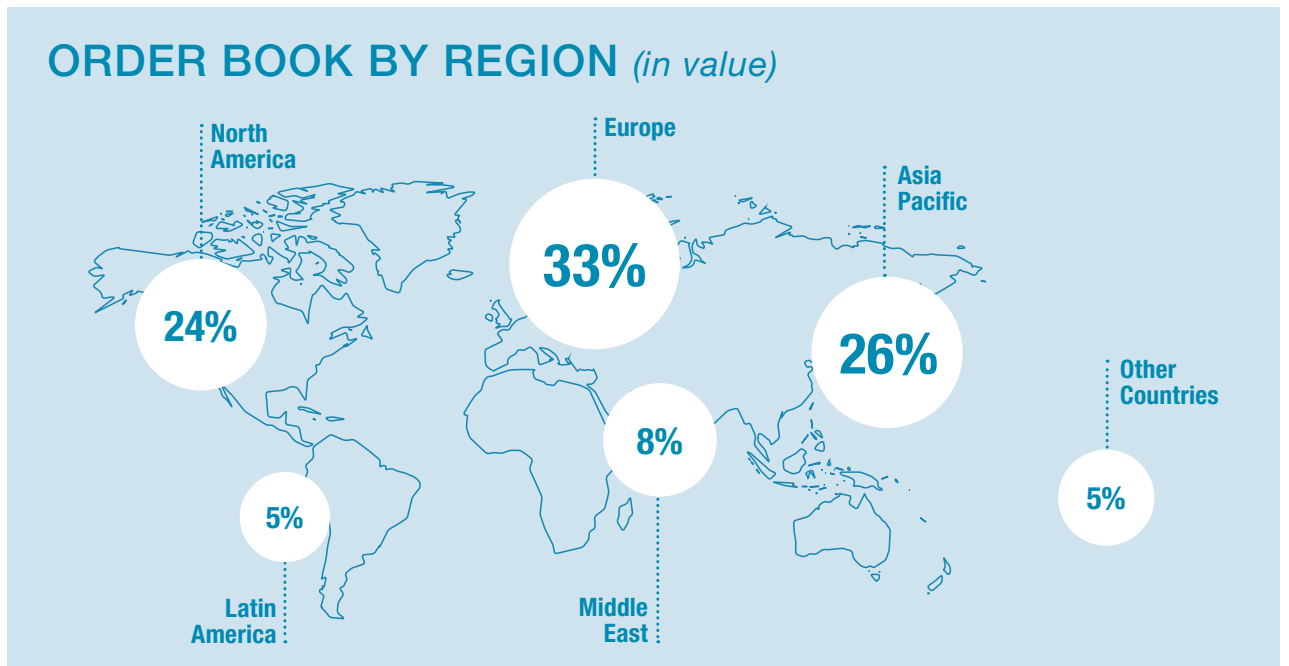
Defence and Space



DELIVERIES
(in number of commercial aircraft)
611 (2020: 566)

ORDER INTAKE
(€bn)
62.0 (2020: 33.3)

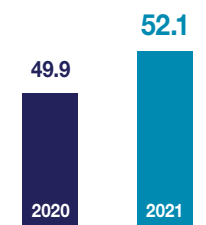
ORDER BOOK
(€bn)
398 (2020: 373)



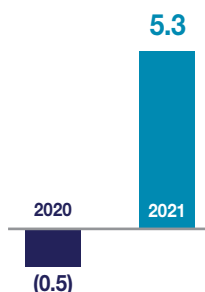
This is an extract of the Report of the Board of Directors 2021.
For further information, please visit <https://www.airbus.com/en/investors/annual-general-meetings>

FINANCIAL

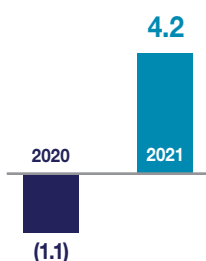
REVENUES (€bn)



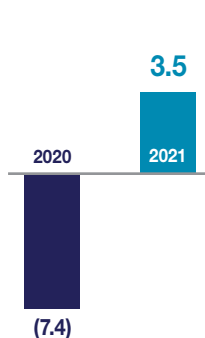
EBIT (REPORTED) (€bn)



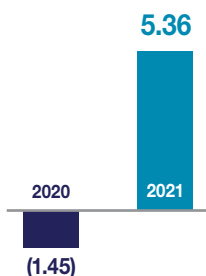
NET INCOME⁽¹⁾ (€bn)



FREE CASH FLOW (€bn)

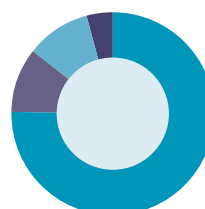


EARNINGS PER SHARE (€)



SHAREHOLDING STRUCTURE

(as of 31 December 2021)



- Free Float* (74%)
- GZBV (11%) (German State)
- SOGEPA (11%) (French State)
- SEPI (4%) (Spanish State)

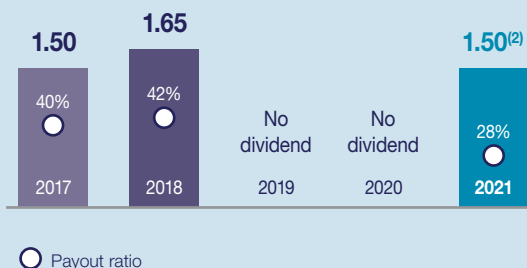
* Includes treasury shares without economic or voting rights (0.1%).

DIVIDEND POLICY

(In € / Gross dividend per share)

In December 2013, Airbus formalised a dividend policy demonstrating a strong commitment to shareholder returns. The policy targets sustainable growth in the dividend within a payout ratio of 30%-40%.

The 2022 dividend reflects the strong 2021 Net Income and the Company's strengthening Cash position.



○ Payout ratio

(1) Airbus SE continues to use the term Net Income/Loss. It is identical to Profit/Loss for the period attributable to equity owners of the parent as defined by IFRS Rules.
 (2) To be proposed to the AGM 2022.



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NON-FINANCIAL

NUMBER OF EMPLOYEES

126,495

(2020: 131,349)

NATIONALITIES

138

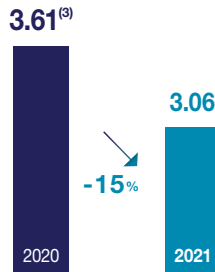
(2020: 139)

PAY RATIO

59

(2020: 58)⁽¹⁾

HEALTH AND SAFETY - FR1⁽²⁾



People strategy is a constant priority for Airbus and its continuous attention to **Covid-19** illustrated this with:

- **Core barrier-measure** campaigns
- **19,500 employees vaccinated** on Airbus France, Germany, Spain, UK, USA and China sites.
- Over **17,900 Covid tests** conducted
- **Covid-19 Hotline** for employees

SUSTAINABILITY AT AIRBUS

UN Global Compact signatory

Airbus has been a signatory of the UN Global Compact since 2003 and has reached “Advanced Level”. Through its business activities and its sustainability commitments, Airbus contributes to at least 8 of the UN Sustainable Development Goals.



% OF EMPLOYEES⁽⁴⁾ WHO HAVE COMPLETED THE E&C TRAINING OBJECTIVE

90%

(2020: 80%)

AIRBUS PURPOSE

“ *We pioneer sustainable aerospace for a safe and united world* ”

AIRBUS 4 SUSTAINABILITY COMMITMENTS



AIRBUS BOARD OVERSEEING AIRBUS SUSTAINABILITY STRATEGY

with the Ethics, Compliance & Sustainability Committee
since 2020

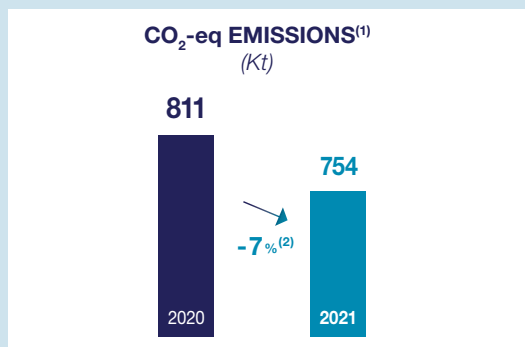
(1) The 58 figure corresponds to the 2020 pay ratio figure of 38 based on a new methodology including notably to pension contributions and the face value of LTIP at grant date.
 (2) FR1 corresponds to rolling lost time injury frequency rate which is the monthly number of lost time injuries per million worked hours averaged over 12 months.
 (3) On remuneration scope, vs 3.81 for 2020 and 3.21 for 2021, resulting in -15% performance, as published in the Non Financial Information included in the Report of the Board of Directors 2021.
 (4) Non Executive population.

LEAD THE JOURNEY TOWARDS CLEAN AEROSPACE

CO₂ EMISSIONS SCOPE 1&2

– Airbus industrial operations –

Got aligned with a “1.5°C” pathway
neutralising residual emissions by 2030



high5+ targets for operations⁽³⁾

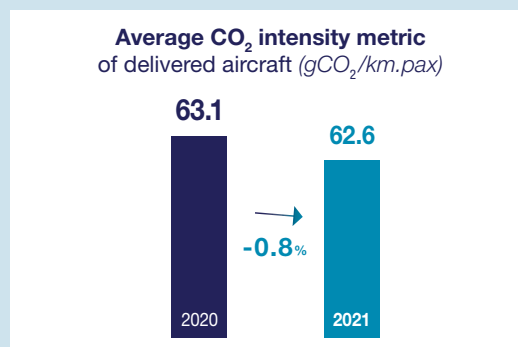
(2030 vs. 2015)

- **CO₂ reduction: -63%**
- **Energy: -20%**
- **Waste: -20%**, 0 landfilling and incineration without energy recovery
- **Water: -20%** purchased water, +0% consumption
- **VOC (Volatile Organic Compounds): +0%**, absorbing ramp up impacts

CO₂ EMISSIONS SCOPE 3

– Use of Sold Products / Airbus Commercial Aircraft⁽⁴⁾ –

464 Gtons CO₂-eq- (2020: 440)
For 611 aircraft delivered in 2021



First aircraft manufacturer
to disclose audited Scope 3 in 2020

**CARBON
DISCLOSURE
PROJECT (CDP)
Rating**

A-

(2020: A-)

TCFD

Airbus is a supporter of the Task Force on Climate-related Financial Disclosures (“TCFD”). The Company approach to address climate risks and opportunities follows the four pillars of the TCFD - governance, strategy, risk management, metrics & targets.

(1) Figures are net emissions. Scope as used for Top Company Objectives: 48 sites representing 91% of total emissions, scope 1 and scope 2.

(2) As published in the Non Financial Information included in the Report of the Board of Directors 2021, -6% retained for remuneration purpose, net of guaranteed origins in excess of amount planned for target setting.

(3) Airbus environmental programme and objectives for its operations.

(4) One of the eleven subcategories of Scope 3.

Airbus is committed to **leading the decarbonisation of the aviation sector:**

- Improvements in aircraft and engine technology and subsequent fleet replacement
- 100% Sustainable Aviation Fuel capability for aircraft delivered by the end of the decade
- Bring the first zero emission commercial aircraft to market by 2035
- Leveraging Air Traffic Management (ATM) solutions and offsetting schemes



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Governance

(as of 31 December 2021)

BOARD OF DIRECTORS AND COMMITTEES

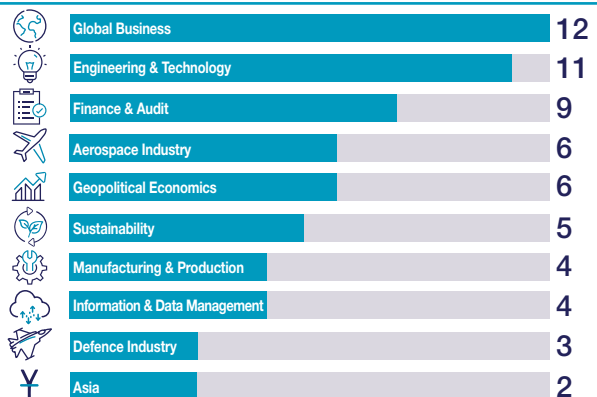
Independence 92% (2020: 92%)	Number of Board meetings 7 (2020: 13)	Board Attendance 98% (2020: 97%)	Average Tenure 4,5 years (2020: 3,5)	Average age (years) 60 (2020: 59)	Women 25% (2020: 25%)	Nationalities 7 (2020: 7)
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DIVERSIFIED BOARD SKILLS

The Board of Directors must have the required mix of qualifications, skills and expertise to assist the Company in designing and achieving its overall strategy. From 2022, to acknowledge the Board's sustainability expertise, an additional "Sustainability" skill is included in the Board Skills Matrix.

The Members of the Board of Directors have the following skills and expertise that are required to fulfil their respective duties within the Board and as a Member of the Board committees:



* Pursuant to the Board Rules, the Chair of the RNGC automatically fulfils the function of "Lead Independent Director". In this role Amparo Moraleda is responsible for replacing the Chairman in his absence at meetings of the Board, organising the annual appraisal of the Chairman's performance by the Board and acting as an intermediary for and between the other Directors when necessary.

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OPERATIONS OF THE BOARD IN 2021

AREA OF FOCUS	WHAT THE BOARD HAS DONE
COVID-19	<ul style="list-style-type: none"> Reviewed and discussed the operational and commercial situation of programmes Ensured the necessary financial flexibility to cope with important cash requirements related to COVID-19
Strategy	<ul style="list-style-type: none"> Commercial Aircraft: reviewed sales, supply chain, production and ramp-up; launched the new A350 Freighter derivative; focused on the aerostructure industrial restructuring Defence and Space: focused on the Future Combat Air System and Eurodrone programmes, reviewed the challenges and opportunities for the space business Helicopters: reviewed the overall market situation, focused on the developments on military projects and Urban Air Mobility
Financial & Risks	<ul style="list-style-type: none"> Reviewed the Company's financial results and forecasts Maintained an emphasis on Enterprise Risk Management and internal control.
Sustainability	<ul style="list-style-type: none"> Reviewed and discussed matters of major importance to the Company including Product Safety and Greenhouse Gas Scope 3 emissions disclosure Discussed Human Capital (skills and competences, retention and attractiveness) Remained fully committed and provided support to Compliance post-settlement activities Reviewed shareholders' expectations on governance, compliance and sustainability matters
Succession Planning	<ul style="list-style-type: none"> Worked on the succession planning of Board Members and developed a pipeline of profiles with a strong focus on gender diversity Played a key role in the top management succession planning and performed regular talent reviews, including in person meetings

BOARD EVALUATION 2021

Evaluation carried out by an external advisor, based on an extensive questionnaire and interviews with each Director.

OUTCOMES

The review confirmed the overall strong performance of the Board.

- Directors are committed, experienced and of high calibre with a diverse mix of expertise, business leadership and nationality.
- Environment of constructive challenge as well as direct and straightforward interactions and debates.
- The Chairman is proactively leading the Board strategic agenda and promoting a collaborative culture. He has developed an open, transparent and effective working relationship with the CEO.
- All the Committees are operating well and are led by effective and experienced Committee Chairs.

Opportunities to further improve Board effectiveness and contribution.

- Provide greater scope for strategic debates, rebalancing meetings' agenda.
- Maximise the value contributed by the Board through deeper engagement and alignment with Management.
- Continue to enhance the diversity of the Board across multiple perspectives in order to embrace the challenges of the future.

EXECUTIVE COMMITTEE

The Executive Committee supports the Chief Executive Officer in his duty of managing the day-to-day operations of Airbus' business. It is chaired by the Chief Executive Officer and comprises the Heads of the major Functions and Divisions.

						Members 12
GUILLAUME FAURY Chief Executive Officer	DOMINIK ASAM Chief Financial Officer	THIERRY BARIL Chief Human Resources Officer	BRUNO EVEN Chief Executive Officer, Airbus Helicopters	ALBERTO GUTIERREZ Chief Operating Officer	JOHN HARRISON General Counsel	
						Women 25%
CATHERINE JESTIN Executive Vice President Digital and Information Management	JULIE KITCHER Executive Vice-President Communications and Corporate Affairs	SABINE KLAUKE Chief Technical Officer	PHILIPPE MHUN Executive Vice-President Programmes and Service	CHRISTIAN SCHERER Chief Commercial Officer and Head of Airbus International	MICHAEL SCHÖLLHORN Chief Executive Officer, Airbus Defence and Space	Nationalities 4



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INFORMATION ON BOARD MEMBERS PROPOSED FOR (RE-)APPOINTMENT AT AGM 2022

(RE-)APPOINTMENT

Guillaume FAURY



53, M, French
New Director in 2019
Executive



CURRENT PUBLIC COMPANY BOARD

Chief Executive Officer of Airbus SE
Member of the Board of Directors of AXA SA

PROFILE

Between 1998 and 2008, Guillaume Faury held various management positions in engineering, programmes and flight testing in Airbus' helicopters business. After spending four years at Peugeot SA where he became Executive Vice-President for Research and Development and a Member of Peugeot's Managing Board, in 2013 he returned to Airbus as President and CEO of Airbus Helicopters. From February 2018 to April 2019 he served as President of Airbus' commercial aircraft business. Guillaume Faury was then appointed Airbus Chief Executive Officer (CEO) and leads the Company's Executive Committee.

Mr Faury's broad management skills and strong personal values proved to be instrumental in navigating the Company successfully through the hardest crisis in aviation history. With his vast industrial and aeronautical experience, extensive operational knowledge and forward looking mind-set, Mr Faury has the right competences and charisma to bring the Company forward with new technological and sustainability challenges and to open a new chapter in aviation's history, placing Airbus as leader of the industry transformation.

(RE-)APPOINTMENT

Catherine GUILLOUARD



57, F, French
New Director in 2016
Independent



CURRENT PUBLIC COMPANY BOARD

Chairwoman and Chief Executive Officer of RATP* and member of the Supervisory Board of KPN

PROFILE

Ms. Guillaouard started her career in 1993 at the French Ministry of Economy and Finance and serves since 1997 in the private sector where she held various executive positions at Air France and Eutelsat. From May 2014 to February 2017, she was Deputy CEO at Rexel. Since August 2017, Ms. Guillaouard serves as Chairwoman and Chief Executive Officer of RATP. Furthermore, she has held various non-executive directorship positions in infrastructure (ADP), media and entertainment (Technicolor) and utilities (ENGIE).

Ms. Guillaouard brings to the Airbus SE Board of Directors a strong executive leadership experience providing valuable insight notably on corporate governance, financial management, audit, risk management and sustainability matters by chairing the Audit Committee since 2020, after having served as a member for 4 years, and being a member of the Ethics, Compliance & Sustainability Committee.

* Non listed legal entity.

(RE-)APPOINTMENT

Claudia NEMAT



53, F, German
New Director in 2016
Independent



CURRENT PUBLIC COMPANY BOARD

Member of the Board of Management of Deutsche Telekom AG

PROFILE

Claudia Nemat has been a member of Deutsche Telekom's Board of Management since 2011. She headed the European business of Deutsche Telekom AG until the end of 2016 and has been responsible for the Board area Technology and Innovation since January 2017. She focuses on digital transformation, the impact of new technologies such as artificial intelligence on business models, our work and lives, complex stakeholder management and leading global teams.

Ms. Nemat's extensive management experience makes her a valuable asset to help prepare Airbus' workforce for the future, improving human capital and promoting diversity. Also her substantial experience in digital technologies brings to the Airbus SE Board of Directors critical skills for Airbus' future transformation and innovation.

NEW APPOINTMENT**

Irene RUMMELHOFF



55, F, Norwegian
New Director to be appointed at AGM 2022
Independent



CURRENT PUBLIC COMPANY BOARD

Non-Executive Director of Norsk Hydro ASA

PROFILE

Since 2018, Irene Rummelhoff has served as Executive Vice President of Marketing, Midstream & Processing at Equinor ASA. Between 2015 and 2018 she served as the Executive Vice President for Equinor's New Energy Solutions division. Ms. Rummelhoff has been a member of the company's Corporate Executive Committee since 2015. She was appointed as a Non-Executive Director of Norsk Hydro ASA in 2014 and Deputy Chair of its Board in 2016.









Ms Rummelhoff's substantial experience in the energy sector, notably her deep expertise in the field of energy transition and renewables, would bring to Airbus instrumental skills for its future transition and long term sustainability goals. In addition, Ms Rummelhoff's proven experience in leading major change programmes involving significant investment in innovative technology would be of particular benefit to the Company.

In order to avoid overboarding, as Irene is a full time executive of Equinor, she will not seek reelection as board member of Norsk Hydro following the expiration of her mandate at its next AGM in May 2022.

** To replace Carlos Tavares who will not seek renewal at the end of his mandate at the AGM 2022.



AIRBUS SE BOARD OF DIRECTORS SUBJECT TO AGM 2022 APPROVAL

Board member Age*, Gender, Nationality	Status	Since	Term expires	Primary occupation & Other mandates	Director expertise	Attendance to 2021 Board meetings
 René OBERMANN 58, M, German	Independent	2018, previous re-election in 2021	2024	Chairman of the Board of Directors of Airbus SE and Managing Director of Warburg Pincus Deutschland GmbH		7/7
 Guillaume** FAURY 53, M, French	Executive	2019	2022	Chief Executive Officer of Airbus SE, Member of the Board of Directors of AXA SA		7/7
 Victor CHU 64, M, Chinese / British	Independent	2018, previous re-election in 2021	2024	Chairman and CEO of First Eastern Investment Group and member of the Board of Nomura Holdings Inc.		7/7
 Jean-Pierre CLAMADIEU 63, M, French	Independent	2018, previous re-election in 2021	2024	Chairman of the Board of Engie and member of the Board of AXA SA		7/7
 Ralph D. CROSBY, Jr. 74, M, American	Independent	2013, previous re-election in 2020	2023	Member of the Board of Directors of Excellitas Holdings, LP		7/7
 Lord DRAYSON (Paul) 61, M, British	Independent	2017, previous re-election in 2020	2023	CEO of Sensyne Health plc and Chairman of Freevolt Technologies Ltd (ex Drayson Technologies Ltd)		7/7
 Mark DUNKERLEY 58, M, British	Independent	2020	2023	Member of the Board of Spirit Airlines Inc. and Volotea Airlines		7/7
 Stephan GEMKOW 62, M, German	Independent	2020	2023	Member of the Board of Amadeus IT Group and Flughafen Zürich AG		7/7
 Catherine GUILLOUARD** 57, F, French	Independent	2016, previous re-election in 2019	2022	Chairwoman and Chief Executive Officer of RATP and member of the Supervisory Board of KPN		7/7
 Amparo MORALEDA 57, F, Spanish	Independent	2015, previous re-election in 2021	2024	Member of the Board of Directors of A.P. Moller – Maersk A/S, CaixaBank SA and Vodafone PLC		6/7
 Claudia NEMAT** 53, F, German	Independent	2016, previous re-election in 2019	2022	Member of the Board of Management of Deutsche Telekom AG		7/7
 Irene RUMMELHOFF** 55, F, Norwegian	Independent	2022	2025	Executive Vice President of Marketing, Midstream & Processing at Equinor ASA, Non-Executive Director of Norsk Hydro ASA***		Not applicable
Board meetings in 2021						7
Average attendance rate in 2021						98%

■ Executive ■ Independent

* As of 16 February 2022.

** Subject to (re-)election at AGM 2022.

*** In order to avoid overboarding, as Irene is a full time executive of Equinor, she will not seek reelection as board member of Norsk Hydro following the expiration of her mandate at its next AGM in May 2022.

The professional address of all Members of the Board of Directors for any matter relating to Airbus SE is Mendelweg 30, 2333 CS Leiden, The Netherlands.



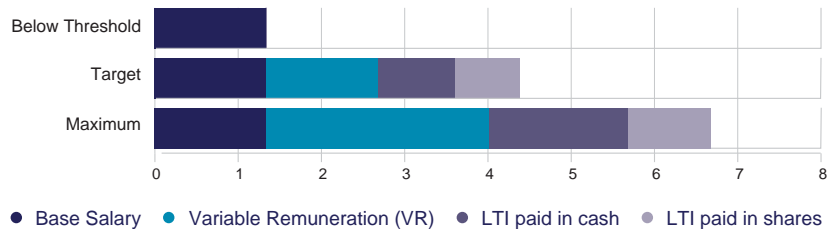
Remuneration

REMUNERATION POLICY APPLICABLE TO THE CEO

Remuneration Element	Performance Measures	Target and Maximum
Base Salary <i>(in €)</i>	Not applicable	1/3 of Total Direct Compensation* (when performance achievement is 100% of target).
Short Term Component Variable Remuneration ("VR") <i>(in €)</i>	Collective (50% of VR): - EBIT (40%) - Free Cash Flow (40%) - Sustainability (20%) Individual (50% of VR): - Outcomes } <i>Based on the achievement of annual individual objectives</i> - Behaviour }	Target: 100% of Base Salary, depending on the performance assessment, ranges from 0% to 200% of target. Cap: 200% of Base Salary.
Long Term Component LTIP <i>(in Units and/or Shares)</i>	Vesting subject to performance over a 3-year period. In principle, no vesting if cumulative EBIT is negative**. If cumulated EBIT is positive, vesting from 50% to 150% of grant based on: - EPS (75%) - Free Cash Flow (25%)	Cap (at the time of grant): 100% of Base Salary. Vesting capped at 150% of initial grant (in number of Performance Shares and/or Units). Caps applicable to Performance Units at the vesting: - overall pay out is capped at a maximum of 250% of the original value at the date of grant. - the value that could result from share price increases is capped at 200% of the reference share price at the date of grant.

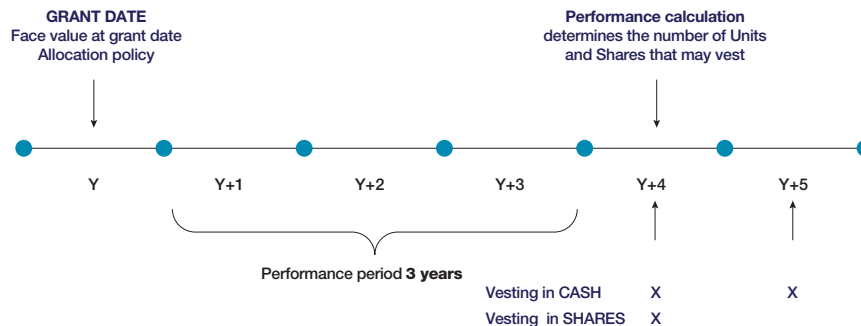
* Total Direct Compensation is composed of 1/3 Base Salary, 1/3 VR and 1/3 LTIP (when performance achievement is 100% of target).
** Nonetheless, in case the Company's EBIT results are impacted by exceptional and unpredictable circumstances, the Board of Directors, upon recommendation of the RNGC, may decide that a maximum portion of 50% of the allocation may vest.

3 RELEVANT SCENARIOS FOR THE OUTCOME OF THE TOTAL DIRECT COMPENSATION



Indications assume a Base Salary of EUR 1.35 million, but the Board of Directors may revise the Base Salary based on the recommendations of the RNGC.
 "Below Threshold" includes annual Base Salary; VR at 0%; LTIP not vesting.
 "Target" includes Base Salary, VR at target and LTIP grant face value in cash and in shares.
 "Maximum" includes Base Salary; maximum VR value (200% of VR at target); maximum LTIP cash grant projected at vesting date (250% of grant value); maximum performance applicable to the number of shares granted (150%). The final value of performance shares depends on the share price development which is not capped. Illustrative table for theoretical grant of 50% Shares / 50% Units.

LONG TERM INCENTIVE PLAN SCHEDULE



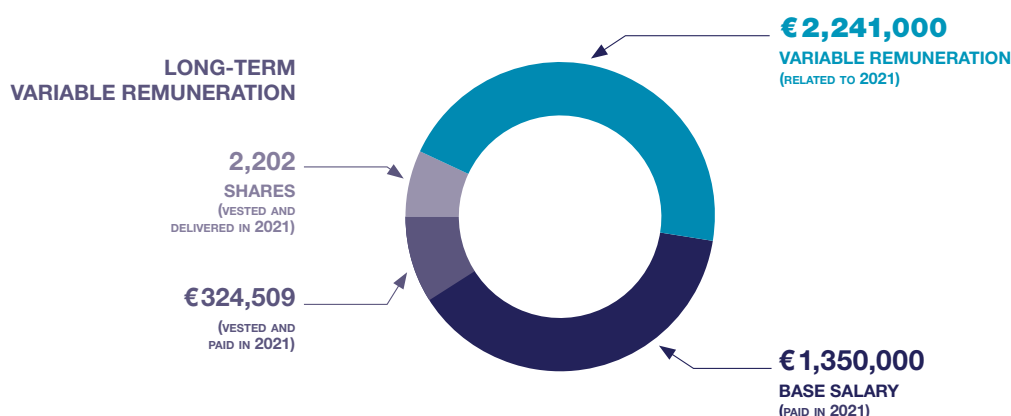
This is an extract of the Report of the Board of Directors 2021.
For further information, please go to <https://www.airbus.com/en/investors/annual-general-meetings>

IMPLEMENTATION OF THE REMUNERATION POLICY OF THE CEO IN 2021

Remuneration Element		Implementation of the remuneration policy in 2021	
Base Salary	€1,350,000	The CEO's Base Salary level of a full year basis is unchanged compared to 2020.	
Variable Remuneration ("VR")	€2,241,000 166%	<p>Common Collective Component: 192%: €1,296,000</p> <p>Financial 80%: EBIT 40% (200%), FCF 40% (200%)</p> <p>Sustainability 20%: CO2 10% (200%), FR1 10% (122%)</p> <p>= 192%</p> <p>Minimum Achievement 0% → Maximum Achievement 200%</p>	<p>Individual Component: 140%: €945,000</p> <p>As assessed by the RINGC and approved by the Board, the CEO's Individual Component achieved 140% out of 200%. It is based on his performance and behaviour mostly with respect to the way the Company reacted to the COVID-19 pandemic, and remained focused on its strategic agenda.</p> <p>The main factors* considered, in addition to the Top Company Objectives 2021, are in terms of outcomes: preparation of Airbus for post COVID-19; consolidation of Airbus market position in commercial aviation; securitisation of the key strategic military programmes; environment, social and governance; and setting Airbus on the right trajectory for the future and in terms of behaviour: ethics & compliance, leadership team development and personal developments.</p>
LTIP	<p>Granting 2021</p> <p>The CEO was granted 12,121 of Performance Shares.</p>	<p>Vesting Value in 2021</p> <p>The CEO received both cash payments and vested shares in connection with the vesting of 2016 and 2017 LTIP awards:</p> <ul style="list-style-type: none"> - Cash: €324,509 - Shares: 2,202 vested shares (LTIP 2017 – May 2021) 	<p>LTIP 2018 Performance Achievement: 50%</p> <p>The Covid-19 crisis leads to low performance for both Average EPS and Cumulative FCF.</p> <p>However the cumulative EBIT for the 3-year period is positive, leading, according to the policy, to the vesting of 50% of the performance Shares and Units.</p>

* See section 4.4.3 of the Report of the Board of Directors 2021.

REMUNERATION 2021



At the occasion of the renewal of the mandate of the CEO and in application of the current remuneration policy as adopted by the Annual General Meeting held in 2020, the Board upon recommendation of the RINGC decided to increase by 10 % the Total Direct Compensation* of the CEO applicable from 1 January 2022. This decision has been taken after due consideration of the outcome of the benchmark conducted by an independent third party and the successful leadership of the CEO over his first mandate. With this increase the CEO remuneration still remains below the median remuneration of the peer group as per the benchmark referred to above.

* Composition unchanged, as described on the previous page.



This is an extract of the Report of the Board of Directors 2021.

For further information, <https://www.airbus.com/en/investors/annual-general-meetings>

Ways of participating

HOW TO QUALIFY FOR PARTICIPATION IN THE MEETING?

According to current Dutch law, your financial intermediary or Airbus Securities Department will attest on your behalf your status as a holder of Airbus shares as of **Tuesday 15 March 2022** (Registration Date) at close of markets, to qualify for participation in the Annual General Meeting. The shares will not be blocked from the Registration Date until the Meeting.

Any shareholder holding at least one Airbus share can participate in the Meeting by using a voting form/attendance card request in paper form or by Internet. If you have not received the information but you would like to vote, please do contact your financial intermediary to obtain the details.

HOW TO PARTICIPATE?

You can choose one of the four following options:

- 1** To physically attend and to vote at the Annual General Meeting
- 2** To provide voting instructions to Euroclear France S.A.
- 3** To grant a power of attorney to the Chairman
- 4** To grant a power of attorney to a specified person

You can express your choice:

- A** by using the voting form/attendance card request (the "Form") attached in printed version
- B** or by Internet

A IN PAPER FORM

- 1** To physically attend and to vote at the Annual General Meeting

If you wish to attend and to vote at the Meeting in The Netherlands, you must shade box **1** and fill in the mandatory requested information* on the Form in order to receive an attendance card from Airbus Securities Department.

In this case, you will be admitted to the Meeting only upon presentation of this attendance card and a valid proof of identity.

- 2** To provide voting instructions to Euroclear France S.A.

In order to provide voting instructions to Euroclear France S.A., in the name of which your shares are registered in the shareholders' register of the Company, you must shade and fill out box **2** on the Form.

For each resolution, you can express your choice as follows:

- if you wish to vote **FOR**, shade the box **FOR**;
- if you wish to vote **AGAINST**, shade the box **AGAINST**;
- if you wish to vote **ABSTAIN**, shade the box **ABSTAIN**.

* In case of a change of set-up of the Meeting, we will contact you via your email address and mobile phone number as to be provided by you on the Form.

- 3** To grant a power of attorney to the Chairman

If you wish to grant to the Chairman a power of attorney to vote on each resolution, you must shade box **3** on the Form.

- 4** To grant a power of attorney to a specified person

If you wish to grant a power of attorney to a specified person to vote on each resolution, you must shade box **4** and fill in the mandatory requested information* in order to receive an attendance card from Airbus Securities Department on the Form.

In this case, only this specified person will be admitted to the Meeting and only upon presentation of an attendance card and a proof of identity.

Whichever your choice is,

whether **1**, **2**, **3**, or **4**, just shade and fill out the appropriate items on the Form as indicated above. Then **date and sign** before returning it, as applicable, to your financial intermediary or to Airbus Securities Department.

Your Form must be received:

- if you hold bearer shares: no later than **Wednesday 30 March 2022** by your financial intermediary which has to transmit it by the latest **Thursday 31 March 2022** to Airbus Securities Department;
- if you hold registered shares: no later than **Thursday 31 March 2022** by Airbus Securities Department.

Any Form received beyond the relevant date will be disregarded.

Live webcast

If you choose option **2** or **3** on the Form, Airbus offers you the possibility to follow the entire Meeting via a live webcast. In order to receive the link to stream the webcast, you will need to shade the dedicated box on the Form and to provide in capital letters your email address and mobile phone number.

Note that it will not be possible to vote or raise questions during the live webcast. We look forward to receiving your vote in advance.

in the Meeting

Possible Evolution of Annual General Meeting Set-Up

In accordance with the Articles of Association of the Company, the **Annual General Meeting will take place on Tuesday 12 April 2022 at 1:30pm** in The Netherlands.

In case of a change of set-up of the AGM due to restrictions according to Dutch authorities, Airbus will inform you accordingly. Please visit www.airbus.com for more information.

B BY INTERNET

You will be offered the same four options as proposed in the paper Form if you choose to express your choice via the VOTACCESS / VOXALY secured website, available until **Thursday 31 March 2022** (midnight).

The Internet procedure depends on the type of account in which you hold your Airbus shares (registered or bearer shares) as of **Tuesday 15 March 2022** (Registration Date) at close of markets:

I hold **registered** shares

- **If you choose to receive by post the information from Airbus Securities Department:** you will find your login on the paper Form in the box at the top right. With this login, you can connect to the platform VOTACCESS via the website Sharinbox <https://www.sharinbox.societegenerale.com>
- **If you choose to receive by email the information from Airbus Securities Department:** you will find your login on the “e-information” sent by Airbus Securities Department from Tuesday 1 March 2022. With this login, you can connect to the platform VOTACCESS via the website Sharinbox <https://www.sharinbox.societegenerale.com>

On the home page, please click on the “Reply” button in the “Shareholders’ General Meeting” box and follow the instructions on screen to express your choice.

Live webcast

If you choose option **2** or **3** in the voting platform, Airbus offers you the possibility to follow the entire Meeting via a live webcast. In order to receive the link to stream the webcast, you will need to select the dedicated box and to provide in capital letters your email address and mobile phone number.

In case the dedicated box is not available you will need to send an email to generalmeeting.airbus@sgss.socgen.com and provide your name, email address and mobile phone number.

Note that it will not be possible to vote or raise questions during the live webcast. We look forward to receiving your vote in advance.

I hold **bearer** shares

You may contact your financial intermediary in order to confirm whether this institution is connected to VOTACCESS platform, and, as the case may be, whether this access is subject to any specific terms of use.

- **If your financial intermediary is connected to VOTACCESS platform,** you will identify yourself via your institution website using your usual login ID. You will then follow the on-screen instructions in order to access to VOTACCESS platform.
- **If your financial intermediary is not connected to VOTACCESS platform,** this institution should complete, on your behalf, a Shareholding Declaration* and send it, as well as your email address, to Airbus Securities Department. As soon as the document is received and provided that it corresponds to the requirements, you will receive by email your login and password from Airbus Securities Department. With this login and password, you will be able to connect to the VOXALY voting platform following the on-screen instructions.

If the Shareholding Declaration* is completed before **Tuesday 15 March 2022** (Registration Date) at close of markets, your financial intermediary must further confirm your status as a holder of Airbus shares on this date.

The validity of the Shareholding Declaration* relies solely on your financial intermediary, which shall be the entity exclusively responsible for the management of this operation in due time and in accordance with your request.

For any questions related to the Voting Form or the Internet voting, please contact +33 2 51 85 59 82 or send your query generalmeeting.airbus@sgss.socgen.com (if you hold registered shares) or contact your financial intermediary (if you hold bearer shares).

* The Shareholding Declaration should be produced by a financial intermediary affiliated to Euroclear France S.A. and includes the first name, surname, mailing address and email address of the shareholder as well as the number of shares held on Tuesday 15 March 2022 (Registration Date) at close of markets, on a headed paper of the financial intermediary. A special form is available on our website www.airbus.com (Investors > Annual General Meetings).

Text and Presentation

proposed by the Board of Directors

1

First resolution

ADOPTION OF THE AUDITED ACCOUNTS FOR THE FINANCIAL YEAR 2021

RESOLVED THAT the audited accounts for the accounting period from 1 January 2021 to 31 December 2021, as submitted to the Annual General Meeting (“AGM”) by the Board of Directors, be and hereby are adopted.

Presentation of the first resolution

We recommend that this AGM approves the audited accounts for 2021.

For more information on 2021 financial performances, see Section “5.1 IFRS Consolidated Financial Statements” of the report of the Board of Directors and the audited Financial Statements 2021.

2

Second resolution

APPROVAL OF THE RESULT ALLOCATION AND DISTRIBUTION

RESOLVED THAT the net loss of €114 million, as shown in the Income Statement included in the audited accounts for the financial year 2021, shall be charged against the retained earnings and that a payment of a gross amount of €1.50 per share shall be made to the shareholders out of the retained earnings.

Presentation of the second resolution

We recommend that this AGM resolves that the net loss of €114 million, as shown in the Income Statement included in the audited accounts for the financial year 2021, shall be charged against the retained earnings and that a payment of a gross amount of €1.50 per share shall be made to the shareholders out of retained earnings.

Pursuant to a decision by the Board of Directors, the dividend payment shall be made on 21 April 2022 to holders of the Company’s shares on 20 April 2022 (record date).

As from 19 April 2022, the Company’s shares will be traded ex-dividend on the Frankfurt, Paris and Spanish Stock Exchanges.

For more information on dividend policy, see “Section 3.4 Dividend Policy” of the report of the Board of Directors.

3

Third resolution

RELEASE FROM LIABILITY OF THE NON-EXECUTIVE MEMBERS OF THE BOARD OF DIRECTORS

RESOLVED THAT the Non-Executive Members of the Board of Directors be and hereby are granted a release from liability for the performance of their duties during and with respect to the financial year 2021, to the extent that their activity has been reflected in the audited annual accounts for the financial year 2021 or in the report of the Board of Directors or was otherwise properly disclosed to the General Meeting.

4

Fourth resolution

RELEASE FROM LIABILITY OF THE EXECUTIVE MEMBER OF THE BOARD OF DIRECTORS

RESOLVED THAT the Executive Member of the Board of Directors be and hereby is granted a release from liability for the performance of his duties during and with respect to the financial year 2021, to the extent that his activity has been reflected in the audited annual accounts for the financial year 2021 or in the report of the Board of Directors or was otherwise properly disclosed to the General Meeting.

Presentation of the third and fourth resolutions

In accordance with market practice in the Netherlands, the Company submits to your approval resolutions on the discharge from liability of the Members of the Board of Directors. We recommend that this AGM releases the current Members of the Board of Directors from liability for the performance of their duties during and with respect to the financial year 2021, to the extent that their activity has been reflected in the audited annual accounts for the financial year 2021 or in the report of the Board of Directors or was otherwise properly disclosed to the General Meeting.

5

Fifth resolution

RENEWAL OF THE APPOINTMENT OF ERNST & YOUNG ACCOUNTANTS LLP AS AUDITOR FOR THE FINANCIAL YEAR 2022

RESOLVED THAT the Company’s auditor for the accounting period being the financial year 2022 shall be Ernst & Young Accountants LLP, The Netherlands, whose registered office is at Boompjes 258, 3011 XZ Rotterdam in the Netherlands.

of the Resolutions

Presentation of the fifth resolution

The Audit Committee regularly monitors and reviews the Company's external auditors' independence, objectivity, qualification, proven performance and also the effectiveness of their auditing process. The Audit Committee has made the recommendation to the Board of Directors to reappoint Ernst & Young Accountants LLP, the Netherlands, as the Company's external auditors for the financial year 2022. Therefore, we recommend that the Company's auditor for the financial year 2022 be Ernst & Young Accountants LLP, the Netherlands, whose registered office is at Boompjes 258, 3011 XZ Rotterdam in the Netherlands.

6

Sixth resolution

APPROVAL, AS AN ADVISORY VOTE, OF THE IMPLEMENTATION OF THE REMUNERATION POLICY FOR THE FINANCIAL YEAR 2021

RESOLVED THAT, as an advisory vote, the implementation of the remuneration policy during the financial year 2021, as disclosed in the report of the Board of Directors, be and hereby is approved.

Presentation of the sixth resolution

In order to comply with Dutch regulations, the Company proposes an annual advisory vote at the AGM on the implementation of the remuneration policy over the previous financial year based on the disclosures contained in the report of the Board of Directors. We recommend that this AGM approves the implementation of the remuneration policy during the financial year 2021, as disclosed in the report of the Board of Directors. Please see Section "4.4.3 Implementation of the Remuneration Policy: CEO" and Section "4.4.4 Implementation of the Remuneration Policy in 2021: Non-Executive Directors" of the report of the Board of Directors.

7

Seventh resolution

RENEWAL OF THE APPOINTMENT OF MR GUILLAUME FAURY AS EXECUTIVE MEMBER OF THE BOARD OF DIRECTORS FOR A TERM OF THREE YEARS

RESOLVED THAT the appointment of Mr Guillaume Faury as Executive Member of the Board of Directors be renewed for a term of three years, ending at the close of the AGM which shall be held in the year 2025.

8

Eighth resolution

RENEWAL OF THE APPOINTMENT OF MS CATHERINE GUILLOUARD AS NON-EXECUTIVE MEMBER OF THE BOARD OF DIRECTORS FOR A TERM OF THREE YEARS

RESOLVED THAT the appointment of Ms Catherine Guillouard as Non-Executive Member of the Board of Directors be renewed for a term of three years, ending at the close of the AGM which shall be held in the year 2025.

9

Ninth resolution

RENEWAL OF THE APPOINTMENT OF MS CLAUDIA NEMAT AS NON-EXECUTIVE MEMBER OF THE BOARD OF DIRECTORS FOR A TERM OF THREE YEARS

RESOLVED THAT the appointment of Ms Claudia Nemat as Non-Executive Member of the Board of Directors be renewed for a term of three years, ending at the close of the AGM which shall be held in the year 2025.

10

Tenth resolution

APPOINTMENT OF MS IRENE RUMMELHOFF AS NON-EXECUTIVE MEMBER OF THE BOARD OF DIRECTORS FOR A TERM OF THREE YEARS IN REPLACEMENT OF MR CARLOS TAVARES WHOSE MANDATE EXPIRES

RESOLVED THAT Ms Irene Rummelhoff be appointed as a non-Executive Member of the Board of Directors for a term of three years, ending at the close of the AGM which shall be held in the year 2025, in replacement of Mr Carlos Tavares whose mandate expires.

Presentation of the seventh to tenth resolutions

As announced in the previous years, Board mandates are to be renewed every year by blocks of four, for a term of three years in order to ensure a smooth transition of the Board composition now and in the future. This is to avoid large block replacements of Directors at one single AGM, with the corresponding loss of experience and integration challenges.

The Board recommends that this AGM renews the appointment of **Mr Guillaume Faury** as Executive Member of the Board of Directors for a term of three years, ending at the close of the AGM which shall be held in the year 2025. Mr Faury serves as CEO of the Company since 2019 after having served as President of Airbus Commercial Aircraft since early 2018 and previously as President and CEO of Airbus Helicopters for five years. Before, between 1998 and 2008, he held various senior management

roles at Airbus Helicopters (formerly Eurocopter) in engineering, programmes and flight testing. In 2009, Mr Faury joined Peugeot S.A., where he was a Member of the Managing Board and Executive Vice-President for research and development before returning in 2013 to Airbus Helicopters.

Since April 2021, Mr Faury has been a member of the Board of Directors of AXA SA and since July 2021, he has been the President of the *Groupement des Industries Françaises de l'Aéronautique et du Spatial* (GIFAS), the French aerospace industries association.

Mr Faury's broad management skills and strong personal values proved to be instrumental in navigating the Company successfully through the hardest crisis in aviation history. With his vast industrial and aeronautical experience, extensive operational knowledge and forward looking mind-set, Mr Faury has the right competences and charisma to bring the Company forward with new technological and sustainability challenges and to open a new chapter in aviation's history, placing Airbus as leader of the industry transformation.

The Board further recommends that this AGM renews as an independent Non-Executive Member of the Board of Directors, **Ms Catherine Guillouard** for a term of three years, ending at the close of the AGM which shall be held in the year 2025. Since 2017, Ms Guillouard has served as Chairwoman and Chief Executive Officer of RATP. Between 1997 and 2007, she held various positions within Air France, including in relation to Human Resources, Flight Operations and Finance. From 2007 to 2013, she served at Eutelsat as Chief Financial Officer and member of the Group Executive Committee before joining Rexel as Chief Financial Officer and Group Senior Vice-President, and then as Deputy Chief Executive Officer from 2014 to 2017. From 2017 to 2019 she was also a member of the Board of Directors of ENGIE. In 2020, Ms Guillouard became a member of the Supervisory Board of KPN, a Dutch leading telecommunications and IT provider.

Based on her strong executive leadership experience and extensive financial background, Ms Guillouard provides key valuable insights notably on corporate governance, financial management, audit and risk management. Her skills and vast experience have enabled her to serve a crucial role as Chair of the Audit Committee since 2020, after having served as a member for four years, and as a member of the Ethics, Compliance & Sustainability Committee, which amongst others oversees the Company's sustainability strategy and effective governance, as well as ensures that sustainability related topics are taken into account in the Company's objectives and strategy.

In addition, the Board recommends that this AGM renews the appointment of **Ms Claudia Nemat** as an independent Non-Executive Member of the Board of Directors for a term of three years, ending at the close of the AGM which shall be held in the year 2025. Ms Nemat joined Deutsche Telekom AG in 2011 as member of the Board of Management after 17 years working for McKinsey & Company, where she was Co-leader of the global Technology Sector and led the unit for Europe, the Middle East and Africa. Ms Nemat headed the European business of Deutsche Telekom AG until the end of 2016. Since 2017, she has led the new Board area Technology & Innovation. Ms Nemat also chairs the Supervisory Board of Deutsche Telekom IT GmbH and is a member of the University Council of University of Cologne. Her substantial experience in digital technologies brings to Airbus critical skills for its future transformation and innovation. Also, her extensive management experience makes her a valuable asset for Airbus and its Remuneration, Nomination and Governance Committee (RNGC) where she has served as member since 2018. Her strong involvement in the RNGC notably helps prepare Airbus' workforce for the future, improving human capital and promoting diversity.

Finally, the Board recommends that this AGM appoints **Ms Irene Rummelhoff** as an independent Non-Executive Member of the Board of Directors for a term of three years, ending at the close of the AGM which shall be held in the year 2025, in replacement

of Mr Carlos Tavares whose mandate expires as of the close of this AGM and who does not seek a reelection.

Since 2018, **Ms Rummelhoff** has served as Executive Vice-President Marketing, Midstream & Processing at Equinor SA (international energy company based in Norway) and is a member of its Corporate Executive Committee. Between 2015 and 2018 she served as the Executive Vice-President for Equinor's New Energy Solutions division, reporting to the CEO. In that context she was the architect of Equinor's market-leading transition into the renewable energy field, ahead of all the other oil majors. She was tasked with forming a new division and driving the development of the Equinor's strategy in renewable and alternative energy solutions, whereby she pushed for low carbon solutions such as carbon capture and storage and other related technologies, including hydrogen development.

Since 2014, Ms Rummelhoff has been also a Non-Executive Director of Norsk Hydro SA (aluminium and renewable energy producer) and has served as its Deputy Chair since 2016. She previously held a number of management positions within international business development and exploration in Equinor (previously Statoil). In order to avoid overboarding, as Irene is a full time executive of Equinor, she will not seek reelection as board member of Norsk Hydro following the expiration of her mandate at its next AGM in May 2022.

With her deep expertise in the energy sector, including in the field of energy transition and renewables, Ms Rummelhoff would bring to Airbus instrumental skills for its future transition to zero carbon emission and would help achieve the long-term sustainability goals of the Company. In addition, the Board believes that Ms Rummelhoff's proven experience in leading major change programmes in a large scale, complex organisation involving significant investment in innovative technology would be of particular benefit to the Company.

The competencies of each one of these Board Members together with the high attendance rate at the Board and the Committees meetings (see Section 4.1.1 of the report of the Board of Directors) show a great involvement and dedication of our Directors to Airbus' activities. The Board of Directors is therefore convinced that all Members being proposed for (re-) appointment will demonstrate commitment to their roles and perform their duties diligently and effectively. They are each chosen for their broad and relevant experience and international outlook as outlined on the previous pages.

Airbus guiding principle governing management appointments is that the best candidate should be appointed to the position ("best person for the job"). The Board believes that with these renewals and the new appointment, the Company increases the current proportion from 25% to 33% of female Directors on the Board and also contributes to greater effectiveness through more diversity (profile, background and gender). Airbus will continue to promote gender diversity on the Board and the Company's Executive Committee.

Finally, the Company has adequate policies that require each Director to avoid any actual or apparent conflict of interest. Those policies require each Director to recuse him or herself from participating in any matter where he or she would have a personal conflict of interest, so that issue would be dealt with respecting the internal functioning of the Board of Directors. Please refer to the Board of Directors' Internal Rules (Annex D – Article 8. Conflicts of interest) available on the Company's website www.airbus.com (Who we are > Our Governance > Governance Framework and Documents) and the related Dutch Corporate Governance Code (Principle 2.7 Preventing conflicts of interest) with which the Company complies.



Further information on the above-mentioned candidates is published on the Company's website at www.airbus.com (Who we are > Our Governance > Board and Board Committees) and is also available at the Company's offices

11

Eleventh resolution

DELEGATION TO THE BOARD OF DIRECTORS OF POWERS TO ISSUE SHARES, TO GRANT RIGHTS TO SUBSCRIBE FOR SHARES AND TO LIMIT OR EXCLUDE PREFERENTIAL SUBSCRIPTION RIGHTS OF EXISTING SHAREHOLDERS FOR THE PURPOSE OF EMPLOYEE SHARE OWNERSHIP PLANS AND SHARE-RELATED LONG-TERM INCENTIVE PLANS

RESOLVED THAT in accordance with the Company's Articles of Association, the Board of Directors be and hereby is designated, subject to revocation by the General Meeting, to have powers to issue shares and to grant rights to subscribe for shares in the Company's share capital for the purpose of Employee Share Ownership Plans and share-related Long-Term Incentive Plans (such as Performance Share plans), provided that such powers shall be limited to an aggregate of 0.14% of the Company's authorised share capital from time to time and to limit or exclude preferential subscription rights, in both cases for a period expiring at the AGM to be held in 2023. Such powers include the granting of rights to subscribe for shares which can be exercised at such time as may be specified in or pursuant to such plans and the issue of shares to be paid up from the Company's reserves. However, such powers shall not extend to issuing shares or granting rights to subscribe for shares if (i) there is no preferential subscription right (by virtue of Dutch law, or because it has been excluded by means of a resolution of the competent corporate body) and (ii) it concerns an aggregate issue price in excess of € 500 million per share issuance.

Presentation of the eleventh resolution

We recommend that this AGM delegates to the Board of Directors the authorisation to issue shares and to grant rights to subscribe for shares of the Company up to an aggregate of 0.14% of the authorised share capital, *i.e.* 4 million shares equivalent to 0.51% of the Company's issued share capital as at the date of convening the AGM, and to limit or exclude preferential subscription rights, for a period expiring at the AGM to be held in 2023, including for the purpose of Employee Share Ownership Plans ("ESOP") and share-related Long-Term Incentive Plans such as Performance Share plans ("LTIP"), since the previous authorisation expires at the end of this AGM. The Company anticipates implementing a LTIP in 2022 and an ESOP in 2023, subject to approval by the Board of Directors.

12

Twelfth resolution

DELEGATION TO THE BOARD OF DIRECTORS OF POWERS TO ISSUE SHARES, TO GRANT RIGHTS TO SUBSCRIBE FOR SHARES AND TO LIMIT OR EXCLUDE PREFERENTIAL SUBSCRIPTION RIGHTS OF EXISTING SHAREHOLDERS FOR THE PURPOSE OF FUNDING (OR ANY OTHER CORPORATE PURPOSE) THE COMPANY AND ITS GROUP COMPANIES

RESOLVED THAT in accordance with the Company's Articles of Association, the Board of Directors be and hereby is designated, subject to revocation by the General Meeting, to have powers to issue shares and to grant rights to subscribe for shares in the Company's share capital for the purpose of funding (or any other corporate purpose including mergers or acquisitions) the Company and its Group companies, provided that such powers shall be limited to an aggregate of 0.3% of the Company's authorised share capital from time to time and to limit or exclude preferential subscription rights, in both cases for a period expiring at the AGM to be held in 2023.

Such powers include the issue of financial instruments, including but not limited to convertible bond, which instruments may grant the holders thereof rights to acquire shares in the capital of the Company, exercisable at such time as may be determined by the financial instrument, and the issue of shares to be paid up from the Company's reserves. However, such powers shall not extend to issuing shares or granting rights to subscribe for shares if (i) there is no preferential subscription right (by virtue of Dutch law, or because it has been excluded by means of a resolution of the competent corporate body) and (ii) it concerns an aggregate issue price in excess of € 500 million per share issuance.

Presentation of the Twelfth resolution

In addition to the authorisation provided for in the above mentioned eleventh resolution, we recommend that this AGM delegates the authorisation to the Board of Directors to issue shares and to grant rights to subscribe for shares of the Company up to an aggregate of 0.3% of the authorised share capital, *i.e.* 9 million shares equivalent to 1.14% of the Company's issued share capital as at the date of convening the AGM for the purpose of funding (or any other corporate purpose including mergers or acquisitions) the Company and its group companies, and to limit or exclude preferential subscription rights, for a period expiring at the AGM to be held in 2023. This is in order to benefit from possible financial market opportunities and to provide flexibility to issue financial instruments, including but not limited to convertible bond, which instruments may grant the holders thereof rights to acquire shares in the capital of the Company. This may involve one or more issues, each within the € 500 million threshold per share issuance stipulated by the Company's Articles of Association.

13

Thirteenth resolution

RENEWAL OF THE AUTHORISATION FOR THE BOARD OF DIRECTORS TO REPURCHASE UP TO 10% OF THE COMPANY'S ISSUED SHARE CAPITAL

RESOLVED THAT the Board of Directors be and hereby is authorised, for a new period of 18 months from the date of this AGM, to repurchase shares (or depository receipts for shares) of the Company, by any means, including derivative products, on any stock exchange or otherwise, as long as, upon such repurchase, the Company will not hold more than 10% of the Company's issued share capital, and at a price per share not less than the nominal value and not more than the higher of the price of the last independent trade and the highest current independent bid on the trading venues of the regulated market of the country in which the purchase is carried out. This authorisation supersedes and replaces the authorisation given by the AGM of 14 April 2021 in its twelfth resolution.

Presentation of the thirteenth resolution

We recommend that this AGM approves the renewal of the authorisation to the Board of Directors to repurchase up to 10% of the Company's issued share capital, for a new 18-month period by any means, including derivative products, on any stock exchange or otherwise. This authorisation will supersede and replace the authorisation pursuant to the twelfth resolution granted by the AGM on 14 April 2021.

The share repurchase programmes to be implemented by the Company, if any, will be determined on a case-by-case basis by the Board of Directors. It is important to note that the Board of Directors will only decide whether or not to proceed with any share buyback and determine its timetable, amount, method and pricing based on the market conditions at such time, and on other capital allocation considerations. The Board of Directors would be free to decide if and how the acquisition of shares takes place, within the framework of applicable law, and shall ensure that general principles of equal treatment of shareholders shall be complied with. The Board of Directors will also decide whether the shares acquired shall be cancelled or used for any other purpose.



For further information on the Company' share buyback programmes including their purposes, characteristics and status, please refer to the Company's website at www.airbus.com (Investors > Share Price & Information).

14

Fourteenth resolution

CANCELLATION OF SHARES REPURCHASED BY THE COMPANY

RESOLVED THAT any or all of the shares held or repurchased by the Company be cancelled (whether or not in tranches) and both the Board of Directors and the Chief Executive Officer be and hereby are authorised, with powers of substitution, to implement this resolution (including the authorisation to establish the exact number of the relevant shares to be cancelled) in accordance with Dutch law.

Presentation of the fourteenth resolution

We recommend that this AGM approves the cancellation (whether or not in tranches) of any or all the shares held or repurchased by the Company and that both the Board of Directors and the Chief Executive Officer be authorised with powers of substitution, to implement the cancellation (including the authorisation to establish the exact number of the relevant shares to be cancelled) in accordance with Dutch law.

Useful Information

ANNUAL GENERAL MEETING 2022 DOCUMENTATION



Agenda, Text and Presentation of the proposed resolutions

Included in the AGM 2022 Information Notice. For information purposes, translations into French, German and Spanish are only available on our website.

Audited Financial Statements 2021

The financial information for 2021, as set forth below, forms part of the Documentation for the Annual General Meeting, and is incorporated by reference herein:

- Airbus SE IFRS Consolidated Financial Statements;
- Notes to the IFRS Consolidated Financial Statements;
- Airbus SE IFRS Company Financial Statements;
- Notes to the IFRS Company Financial Statements;
- Other Supplementary Information Including the Independent Auditor's report.

Report of the Board of Directors

Issued as of 16 February 2022

ONLINE



www.airbus.com

Annual General Meeting 2022

The Annual General Meeting 2022 documentation is available on the Airbus website (Investors > Annual General Meetings).

<https://www.airbus.com/en/investors/annual-general-meetings>

Governance

More details on Airbus Governance structure, Board Members and rules and regulations are available on the Airbus website (Company > Corporate Governance).

<https://www.airbus.com/en/who-we-are/our-governance>

PRINT



Addresses for consultation of AGM Documentation

- in **The Netherlands**, Mendelweg 30, 2333 CS, Leiden;
- in **France**, 2 rond-point Dewoitine, 31700 Blagnac;

or at:

- **Airbus Securities Department.**

Airbus Securities Department

SOCIÉTÉ GÉNÉRALE Securities Services
Service Assemblées Générales
32, rue du Champ de tir
CS 30812
44312 Nantes Cedex 3, France
Tel.: +33 2 51 85 59 82

HOW TO ATTEND THE MEETING

Hotel Okura Amsterdam - Ferdinand Bolstraat 333, 1072 LH Amsterdam, The Netherlands - Tel.: +31 (0)20 678 71 11



By car

20 minutes by car from Schiphol International Airport.



By public transport

15 minutes walk from Amsterdam Rai Station.

Notes

A series of horizontal dotted lines for taking notes.

Shareholder Information



www.airbus.com

Investors > Annual General Meetings



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Airbus SE

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