

Annual General Meeting Information Notice

2023

Wednesday 19 April 1.30pm

Hotel Okura Amsterdam, Ferdinand Bolstraat 333,
1072 LH Amsterdam, The Netherlands



AIRBUS

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1 MESSAGE OF THE CHAIRMAN OF THE BOARD OF DIRECTORS

Dear Shareholders, dear Stakeholders,

2022 proved to be a year of considerable geopolitical and economic uncertainty. In my remarks last year, I referenced what was then an emerging crisis on Europe's eastern borders. Regrettably, the conflict continues, demonstrating the fragility of global peace and underscoring the need for a renewed focus on defence as a prerequisite for sustainability and prosperity.

Russia's invasion of Ukraine has been a wake-up call for Europe. It has not only highlighted the essential role that defence plays in society but also how European nations need to work closely together and achieve even higher levels of strategic autonomy in this critical area. They have to remain strong and reliable partner countries within NATO and for other allies. Close cooperation is also required to ensure that Europe remains competitive in the rapidly evolving Space sector.

Reflecting on the year for our industry, the lingering effects of the COVID pandemic, combined with the war in Ukraine, led to global disruption and underscored the need to ensure a robust supply chain, not overly dependent on any single source. Soaring energy prices and inflation impacted the global economy and forced central banks to raise interest rates sharply. This all led to stark increases in the cost of living for people around the world. Heightened geopolitical tensions outside of Europe also compounded the complex operating environment. Nevertheless, passenger traffic continued to recover globally, demonstrating the vital role air travel plays in connecting people and driving international trade.

At Airbus, commercial aircraft deliveries increased year-on-year, although fewer aircraft were delivered than originally targeted amid the difficult operating environment. In a promising development, some important contracts were signed that will safeguard EU nations' sovereignty over the coming decades, including the next phase of the Future Combat Air System. Meanwhile, the helicopters business had another successful year with higher deliveries. Overall, the Company reported increased revenues, free cash flow and EBIT Adjusted.

Against this backdrop, the Board and its Committees met frequently during 2022. There were dedicated sessions to discuss topics of note, including the defence strategy, safety and cybersecurity. The Board also closely monitored developments in various legal proceedings and together with the Audit Committee supported management as it adjusted the 2022 guidance during the year.

Recruiting people with key skills and retaining them – particularly in emerging technologies and cybersecurity – was a topic that we revisited several times. Airbus recognises the power of diversity, which drives creativity, innovation and problem solving, and continues to strive to be a competitive employer. Attracting the best talent will be of great importance in the years to come.

Sustainability was a key theme that continued to resonate for the Board, specifically at meetings of the Ethics, Compliance and Sustainability Committee. Important topics such as Ethics and Compliance, our decarbonisation agenda, Human Rights and Inclusion and Diversity were frequently addressed at the highest level. Airbus is dedicated to leading the journey towards sustainable aerospace and coalescing a supportive ecosystem that embraces alternative fuels and enables disruptive technologies.

With the easing of health and travel protocols, members of the Board and management team were pleased to welcome shareholders in person at the 2022 Annual General Meeting in Amsterdam. This meeting approved Irene Rummelhoff's appointment to the Board as a non-executive director, bringing expertise in the fields of energy transition and renewables.

At this year's AGM, the Board mandates of Ralph Crosby Jr., Mark Dunkerley and Stephan Gemkow are due for renewal and we are proposing a three-year term for Antony Wood. Antony replaced Lord Drayson on the Board in December 2022 and brings with him extensive experience of the aerospace industry and defence sector. Through our staggered director renewal process, we aim to ensure the Board has the right skills going forward.

In 2022, Airbus resumed paying dividends after a two-year hiatus that was necessary to maintain the Company's liquidity and financial strength during the COVID crisis. At this year's AGM, we will propose the payment of a higher gross dividend of € 1.80 per share, reflecting our commitment towards sustainable dividend growth.

Finally, on behalf of the Board I salute the strong engagement of Airbus employees globally, from members of the Executive Committee setting the strategy right through to those joining at the very start of their careers. Together, we aim to ensure that Airbus remains resilient and continues to progress – with purpose.

Yours sincerely,



René Obermann
Chairman of the Board

2 KEY FINANCIAL FIGURES IN 2022

(Airbus consolidated figures)

Financial results

In 2022, the industry continued its recovery, with air traffic increasing and airlines returning to long-term fleet planning.

Due to an adverse operating environment, which prevented our supply chain from recovering at the pace we expected, the Company had to adjust its operations, leading to lower commercial aircraft deliveries than originally planned.

In that context, we managed to meet our financial targets and delivered a solid financial performance for 2022.

Consolidated Airbus Revenue

(External Revenue by Division) (€bn)



Order Book

(€bn)

449

(2021: 398)

Order Intake

(€bn)

82.5

(2021: 62.0)

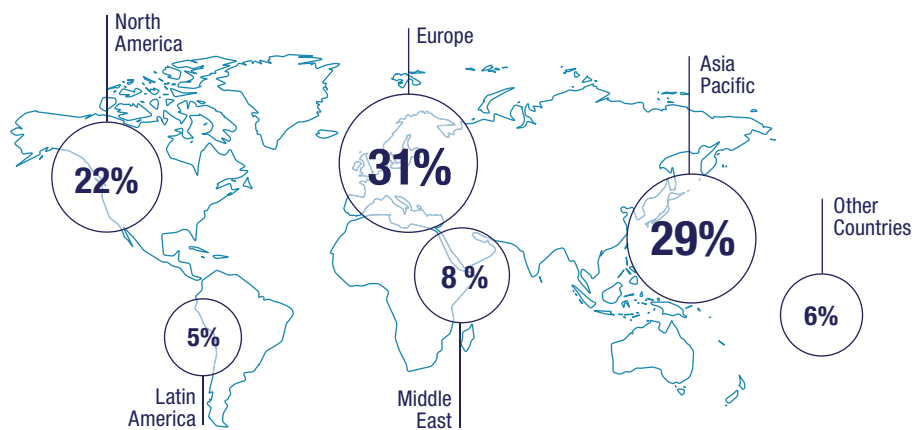
Deliveries

(in number of commercial aircraft)

661⁽¹⁾

(2021: 611)

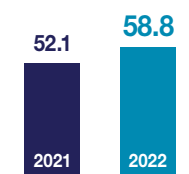
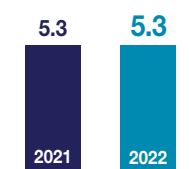
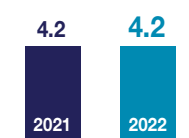
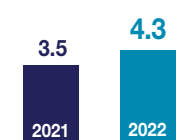
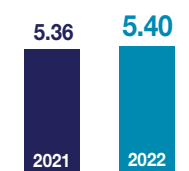
Order Book by Region (in value)



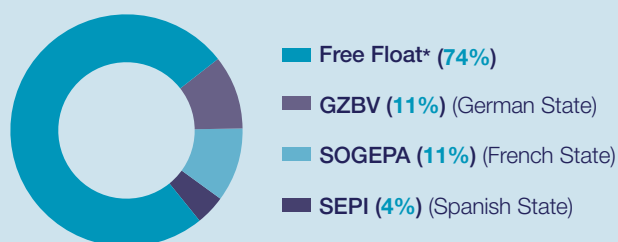
(1) After a reduction of 2 aircraft previously recorded as sold in December 2021 for which a transfer was not possible due to international sanctions against Russia.

Disclaimer:

Due to rounding, numbers presented may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures.

REVENUES (€bn)**EBIT (REPORTED) (€bn)****NET INCOME⁽¹⁾ (€bn)****FREE CASH FLOW (€bn)****EARNINGS PER SHARE (€)****Shareholding Structure**

(as of 31 December 2022)

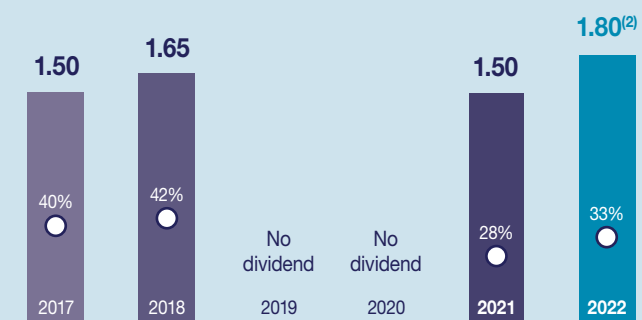


* Includes treasury shares without economic or voting rights (0.1%).

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%.



○ 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 2023.



This section is an extract from section 5 of the Report of the Board of Directors 2022.
 For further information, please visit <https://www.airbus.com/en/investors/annual-general-meetings>

3 SUSTAINABILITY KEY HIGHLIGHTS IN 2022

147

Nationalities
(2021: 138)

134,267

Number of employees
(2021: 126,495)

70

Pay Ratio
(2021: 61)

20%

% of women in active workforce
(2021: 19%)

HEALTH AND SAFETY - FR1⁽¹⁾
Lost-time injury frequency rate

3.21⁽²⁾



1.60

2022

3.29⁽³⁾



2.23

2022

Continuous improvement of health and safety at work is a top priority for Airbus.

96%

% of employees⁽⁴⁾ who have completed the E&C training objective
(2021: 90%)

1.7mn

Number of total training hours⁽⁵⁾
(2021: 1.2mn)

- An **internal Human Rights Policy** was formally **approved** and endorsed **by members of the Executive Committee**.
- The **+impact digital platform for employees** was launched to coordinate volunteering opportunities, fund-raising, and donations.
- Airbus sustainability learning plans** cover **Ethics and Compliance, Export Control, Health and Safety, Cybersecurity, Inclusion and Diversity** and **Sustainability Awareness**.

SUSTAINABILITY AT AIRBUS

UN Sustainable Development Goals

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.



Airbus Purpose

"We pioneer sustainable aerospace for a safe and united world"



Airbus Board overseeing Airbus Sustainability Strategy

with the Ethics, Compliance & Sustainability Committee since 2020

(1) FR1, Lost Time Injury Frequency Rate, is the monthly number of lost time injuries per million worked hours averaged over 12 months.

(2) Airbus commercial aircraft business, Airbus Helicopters, Airbus Defence and Space excluding Airbus Atlantic and Airbus Aerostructures entities (2021 figure as per the 2021 Registration document perimeter).

(3) Airbus commercial aircraft business, Airbus Helicopters, Airbus Defence and Space including Airbus Atlantic and Airbus Aerostructures entities.

(4) Non Executive population.

(5) Reporting period from 1 Oct - 30 Sept.



This section is an extract from section 6 of the Report of the Board of Directors 2022.

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

4 LEADING THE JOURNEY TOWARDS CLEAN AEROSPACE

Focus on climate

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 (SAF) capability for aircraft delivered by 2030
- Bring the first hydrogen-powered aircraft to market by the middle of the next decade
- Leveraging air traffic management solutions and offset schemes

Airbus obtained validation on emission reduction targets on all scopes by the Science-based Targets Initiative (SBTi) in January 2023.

Carbon Disclosure Project (CDP) Rating

A-
(2021: 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.

First aircraft manufacturer

to disclose audited Scope 3 in 2020

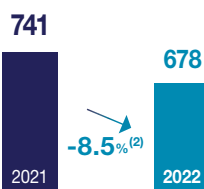
CO₂ EMISSIONS SCOPE 1&2

Airbus industrial operations

Target: -63% absolute emissions (2030 vs 2015)

Alignment with a "1.5°C" pathway neutralising residual emissions by 2030

CO₂-eq EMISSIONS⁽¹⁾
(Kt)



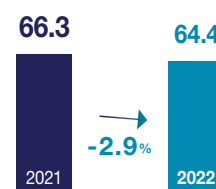
CO₂ EMISSIONS SCOPE 3

Use of Sold Products / Airbus Commercial Aircraft⁽⁴⁾

Target: - 46% in emission intensity (2035 vs 2015)

425 Mtons CO₂eq- (2021: 400)
For 661 aircraft delivered in 2022

Average CO₂ intensity metric of delivered aircraft (gCO₂/km.pax)



Selected Partnerships:

SAF:
Energy provider Neste and various airlines (e.g. Qantas).

Hydrogen:
Delta Airlines as well as various energy providers and airports. Investment into Hy24.

Carbon Capture:
1PointFive and Carbon Engineering Ltd.

Other high5+ targets for operations⁽³⁾ - (2030 vs. 2015)

Energy

-20%

Waste

-20%

0 landfilling and incineration without energy recovery

Water

-50%

purchased water, +0% consumption

VOC*

+0%

absorbing ramp up impacts

* Volatile Organic Compounds

(1) Figures are net emissions. Scope as used for Top Company Objectives: 48 sites representing 89% 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 2022.

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

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



This section is an extract from section 6 of the Report of the Board of Directors 2022.

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

5 BOARD OF DIRECTORS AND COMMITTEES

(as of 31 December 2022)

92%
Independence
(2021: 92%)

13
Number of
Board meetings
(2021: 7)

96%
Board
Attendance
(2021: 98%)

4,8 years
Average Tenure
(2021: 4,5)

60
Average age
(years)
(2021: 60)

33%
Women
(2021: 25%)

7
Nationalities
(2021: 7)

Board of Directors



René OBERMANN
Chairman of the Board
of Directors of Airbus SE



Guillaume FAURY
Chief Executive
Officer of Airbus SE



Victor CHU



Jean-Pierre CLAMADIEU



Ralph D. CROSBY, JR.



Mark DUNKERLEY



Stephan GEMKOW



Catherine GUILLOUARD



Amparo MORALEDA



Claudia NEMAT



Irene RUMMELHOFF



Antony WOOD

Committees of the Board of Directors

Audit Committee



Catherine GUILLOUARD

4

Members

5

Meetings

100%

Attendance



Chair

Remuneration, Nomination and Governance Committee



Amparo MORALEDA

4

Members

5

Meetings

95%

Attendance

Ethics, Compliance and Sustainability Committee



Jean-Pierre CLAMADIEU

5

Members

4

Meetings

95%

Attendance

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 was 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:



Global Business

12



Engineering & Technology

11



Finance & Audit

9



Aerospace Industry

7



Geopolitical Economics

5



Sustainability

5



Manufacturing & Production

5



Information & Data Management

4



Defence Industry

3



Asia

3

Activities of the Board in 2022

MAIN AREA OF FOCUS	WHAT THE BOARD HAS DONE
Geopolitical	<ul style="list-style-type: none"> Reviewed and discussed the impact on the Company's operating environment and aerospace business of the Russian invasion of Ukraine, the situation in China and the US.
Financial & Risks	<ul style="list-style-type: none"> Reviewed the Company's financial results and forecast as well as financial situation of the Divisions. Maintained an emphasis on Corporate Audit and Enterprise Risk Management and reinforced its emphasis on internal controls. Decided to submit a Dividend proposal to shareholders after two consecutive years without dividend payment.
Strategy	<ul style="list-style-type: none"> Commercial Aircraft: Reviewed production ramp-up, supply chain issues and sales contracts including approval processes and relations with customers. Supported the evolution of the single aisle industrial footprint to rate 75, including the creation of a new single aisle final assembly line in Mobile, Alabama (the US), and an A321 capability upgrade in Toulouse (France). Reviewed, revised and eventually decided to no longer maintain the Company's 2022 target on commercial aircraft deliveries. Defence and Space: Regularly reviewed the status of key programmes, including the progress of the Future Combat Air System programme. Held in depth discussions about the Company's strategy in Defence, Space Systems and Connected Intelligence. Helicopters: Reviewed competition and the progress made on major projects, including military programmes and next-generation rotorcraft.
Sustainability	<ul style="list-style-type: none"> Frequently addressed and discussed the Company's strategy in relation to its employees including critical skills and competences identification and management, remuneration and retention schemes, employer attractiveness as well as inclusion and diversity. Reviewed and discussed sustainability matters of major importance to the Company including Product and Safety and Climate (including Company's commitment to define Science-Based Targets for the entire set of its emissions). Remained fully committed and provided support to Compliance post-settlement activities. Regularly reviewed shareholders' expectations on governance, compliance and sustainability matters. Discussed the Company's Cybersecurity governance model.
Succession planning & induction	<ul style="list-style-type: none"> Appointment of two Board Members in 2022 who notably bring energy transition and defence expertise and continue developing a pipeline of profiles for future changes with a strong focus on diversity, including gender. Performed regular talent reviews, including in-person meetings with Company talents identified as part of the top management succession planning. Resumed induction programme for Board Members following the COVID-19 pandemic and more generally site visits, including Airbus Commercial Aircraft in Broughton (the UK) and Blagnac (France), Airbus Defence and Space in Manching (Germany) and Airbus Helicopters in Marignane (France).

Board Evaluation in 2022

Following the formal evaluation conducted by an external advisor in 2021, the Board carried out an internal evaluation in 2022.

OUTCOMES	
Confirmed overall satisfaction regarding the Board dynamic and efficiency	<ul style="list-style-type: none"> Board Members valued the diversity of expertise, the high level of engagement of fellow members, as well as the constructive and open debates under the Chairman's leadership. The equilibrium of power between the Board and management is considered as trustful and supportive. The organisation of awareness sessions on specific topics and the quality of the induction programme was highlighted. The Board dedicated more time to in-depth strategic debates and sustainability issues.
Opportunities to further improve Board composition and contribution	<ul style="list-style-type: none"> Continue to reinforce gender diversity as well as defence and technological skills expertise within the Board. Strengthen relationship between the Board and the management team beyond the Executive Committee to support the Board's continuous work on the top management succession planning. Further enhance the discussions on supply chain management, innovation, climate change and capital allocation.

From 1 January 2023 and in application of the current remuneration policy as adopted by the Annual General Meeting held in 2020, the Board, upon recommendation of the Remuneration, Nomination and Governance Committee, decided to apply the following Board and Committees fixed fees:

- Chair of the Board: €500,000
- Member of the Board: €120,000
- Chair of a committee: €60,000
- Member of a Committee: €30,000

This decision has been taken after due consideration of the increased responsibility, complexity and related time commitment since the last remuneration review in 2016, of the outcome of the benchmark conducted by an independent third party*, of the Company's unique international profile and of the necessity to remain competitive to attract the best talents. With this increase, the level of fixed fees is consistent with market practice (below average) and aligned with the Company's positioning -based on market capitalisation and revenues- within the peer group as per the benchmark referred to above.

* Based on a global peer group of 80 large-scale corporations – Airbus Market Capitalisation and Revenues are within the third quartile of the peer group – Benchmark performed in September 2022.



This section is an extract from section 4 of the Report of the Board of Directors 2022.

More details on the 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>

Information on Board Members proposed for (re-)appointment at Annual General Meeting 2023

(RE-)APPOINTMENT

Ralph D. CROSBY, Jr.



75, M, American
Appointed in 2013
Independent



CURRENT PUBLIC COMPANY BOARD

Member of the Board of Directors of Excelitas Holdings, LP⁽¹⁾

PROFILE

Ralph D. Crosby, Jr. has had thirty years of executive experience in the international aerospace and defence industry, including general management of major defence and commercial businesses for EADS N.V. and Northrop Grumman Corporation. He has served as an independent director of corporate boards in the United States, the United Kingdom and Europe over 20 years. The Board, on the recommendation of the RNGC, shall recommend for the AGM 2023 to renew the appointment of Mr. Ralph Crosby, Jr. as an independent Non-Executive Member of the Board of Directors for a term of three years. For the reasons stated in the presentation of the seventh AGM resolution and notwithstanding Mr Crosby's age (75 years old) and cumulated tenure (since 2013), the Board of Directors believes that he has the right competencies and expertise to fulfill this position in line with the expectations of the Board of Directors.

(RE-)APPOINTMENT

Stephan GEMKOW



63, M, German
Appointed in 2020
Independent



CURRENT PUBLIC COMPANY BOARD

Member of the Board of Directors of Amadeus IT Group and Flughafen Zürich AG

PROFILE

Since 2018, Stephan Gemkow has served as a non-executive member in the Board of Directors of Amadeus IT Group, a major IT provider for the global travel and tourism industry listed on the Spanish stock exchange. Mr. Gemkow is also a non-executive director of Flughafen Zürich AG, a SIX Swiss Exchange listed company owning and operating the Zurich Airport. Mr Gemkow also serves as non-executive member of the Board of Directors of C.D. Waelzholz GmbH & Co. KG, a leading global manufacturer of high-quality cold rolled steel strip and profiles, and since May 2021 he is a senior advisor to BNP Paribas Group Germany. With a 22-year career at Deutsche Lufthansa where he held various management positions, including six years as Chief Financial Officer and a member of the Management Board, Mr Gemkow gained an extensive knowledge of the airline industry and comprehensive expertise in finance. As Chief Executive Officer and Chairman of the Board of Directors of Franz Haniel & Cie. during 7 years, he developed a broad Chairman and Board experience and demonstrated strong strategic and entrepreneurial capabilities.

(RE-)APPOINTMENT

Mark DUNKERLEY



59, M, British / American
Appointed in 2020
Independent



CURRENT PUBLIC COMPANY BOARD

Member of the Board of Directors of Spirit Airlines Inc.

PROFILE

Since 2019, Mark Dunkerley has served as Non-Executive Director of Spirit Airlines Inc., a NASDAQ listed US airline, and, since 2018, of Volotea Airlines, a privately-owned low-cost airline operating in Europe. Given his long and varied career in the commercial airline and aviation industry, including as President and CEO of Hawaiian Airlines which he brought from bankruptcy into one of the world's most successful airlines, Mr Dunkerley has gained comprehensive expertise in airline industry developments, Asian markets, finance and governance.

NEW APPOINTMENT

Antony WOOD



56, M, British
New Director to be appointed at AGM 2023⁽²⁾
Independent



CURRENT PUBLIC COMPANY BOARD

Member of the Board of Directors of National Grid PLC

PROFILE

Antony Wood was Chief Executive of Meggitt PLC from 2018 to 2022 having joined the company in 2016. He is also a Member of the Board of Directors of National Grid PLC, one of the world's largest publicly listed utilities focused on transmission and distribution of electricity and gas, and a Director of ADS Group Limited, the trade association for the Aerospace, Defence, Security and Space sectors in the UK having served as its President from 2020 to 2022. Prior to joining Meggitt, Mr Wood spent 15 years at Rolls-Royce plc where he was a member of the Executive Committee from 2009 - 2016, latterly serving as President of Aerospace from 2013 - 2016.



Chair



Global Business



Engineering & Technology



Manufacturing & Production



Aerospace Industry



Finance & Audit



Geopolitical Economics



Defence Industry



Information & Data Management



Asia



Sustainability

(1) Non listed legal entity.

(2) Appointed at December 2022 Board of Directors' (BoD) meeting, subject to appointment by 2023 AGM.

Board of Directors subject to Annual General Meeting 2023 approval

Board member Age ⁽¹⁾ , Gender, Nationality	Status	Since	Term expires	Primary occupation & Other mandates	Director expertise	Board attendance
 René OBERMANN 59, 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		 13/13
 Guillaume FAURY 54, M, French	Executive	2019, previous re-election in 2022	2025	Chief Executive Officer of Airbus SE, Member of the Board of Directors of AXA SA		13/13
 Victor CHU 65, 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.		10/13
 Jean-Pierre CLAMADIEU 64, M, French	Independent	2018, previous re-election in 2021	2024	Chairman of the Board of Engie and Member of the Board of AXA SA (until end of April)		13/13
 Ralph D. CROSBY, Jr. 75, M, American	Independent	2013, previous re-election in 2020	2023 ⁽²⁾	Member of the Board of Directors of Excelitas Holdings, LP		13/13
 Mark DUNKERLEY 59, M, British / American	Independent	2020	2023 ⁽²⁾	Member of the Board of Directors of Spirit Airlines Inc. and Volotea Airlines		13/13
 Stephan GEMKOW 63, M, German	Independent	2020	2023 ⁽²⁾	Member of the Board of Directors of Amadeus IT Group and Flughafen Zürich AG		13/13
 Catherine GUILLOUARD 58, F, French	Independent	2016, previous re-election in 2022	2025	Member of the Supervisory Board of KPN and Chairwoman of the Supervisory Board of Ingenico		13/13
 Amparo MORALEDA 58, 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		13/13
 Claudia NEMAT 54, F, German	Independent	2016, previous re-election in 2022	2025	Member of the Board of Management of Deutsche Telekom AG		12/13
 Irene RUMMELHOFF 56, F, Norwegian	Independent	2022	2025	EVP of Marketing, Midstream and Processing and Member of the Corporate Executive Committee of Equinor ASA		10/10 (post AGM)
 Antony WOOD⁽³⁾ 56, M, British	Independent	2022	2026	Member of the Board of Directors of National Grid PLC		1/1 (from Dec BoD)
Board meetings in 2022						13
Average attendance rate in 2022						96%

										
Chair	Global Business	Engineering & Technology	Manufacturing & Production	Aerospace Industry	Finance & Audit	Geopolitical Economics	Defence Industry	Information & Data Management	Asia	Sustainability

■ Executive ■ Independent

(1) As of 15 February 2023.

(2) Proposed for re-election in 2023.

(3) Appointed at December 2022 Board of Directors' (BoD) meeting, subject to appointment by 2023 AGM.

6

EXECUTIVE REMUNERATION

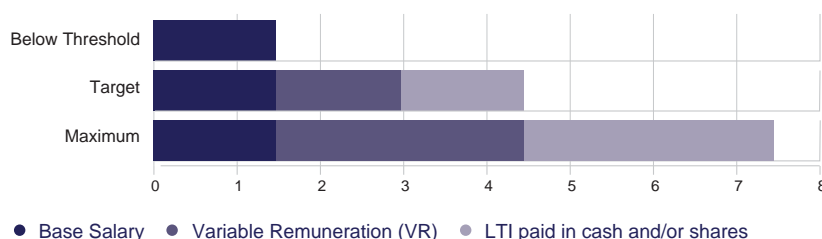
Remuneration Policy applicable to the CEO

Remuneration Element	Performance Measures	Target and Maximum
Base Salary (in €)	Not applicable	1/3 of Total Direct Compensation* (when performance achievement is 100% of target).
Short Term Component Variable Remuneration ("VR") (in €)	Collective (50% of VR): <ul style="list-style-type: none"> - EBIT (40%) - Free Cash Flow (40%) - Sustainability (20%) Individual (50% of VR): <ul style="list-style-type: none"> - Outcomes - Behaviour <i>Based on the achievement of annual individual objectives</i>	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 (in Units and/or Shares)	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: <ul style="list-style-type: none"> - 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: <ul style="list-style-type: none"> - 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



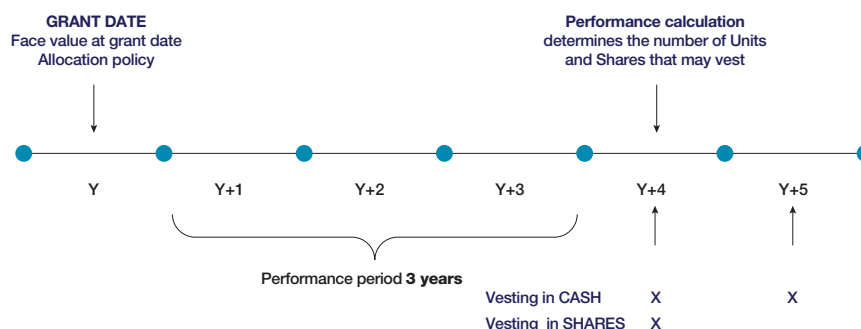
Indications assume a Base Salary of EUR 1.485 million.

"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/or 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 a theoretical grant of 50% Shares / 50% Units.

LONG TERM INCENTIVE PLAN SCHEDULE



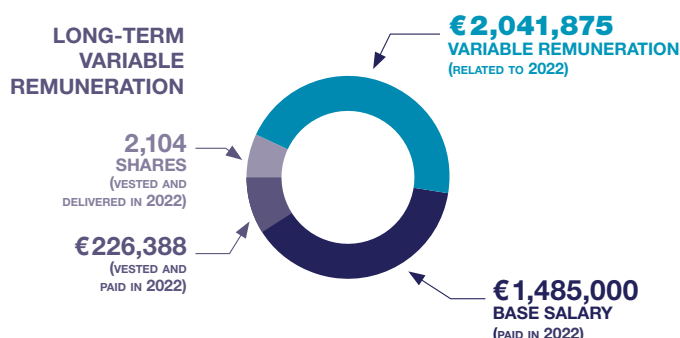
Implementation of the remuneration Policy of the CEO in 2022

Remuneration Element	Implementation of the remuneration policy in 2022	
Base Salary	€1,485,000	The CEO's Base Salary level of a full year basis was revised in 2022.
Variable Remuneration ("VR")	€2,041,875 137.5%	<p>Common Collective Component: 150%: €1,113,750</p> <p>Financial 80%: EBIT 40% 121%, FCF 40% 161%</p> <p>Sustainability 20%: CO2 10% 171%, FR1 10% 200%</p> <p>= 150%</p> <p>Minimum Achievement 0% Maximum Achievement 200%</p> <p>Individual Component: 125%: €928,125</p> <p>As assessed by the RNGC and approved by the Board, the CEO's Individual Component achieved 125% out of 200%. This is based on his performance mainly on the following factors, in addition to the Top Company Objectives 2022:</p> <ul style="list-style-type: none"> - Operational performance - Company's market position consolidation in Commercial aviation - Securing and delivering key defence programmes - Progress made in Environment Social and Governance and E&C matters - Delivery of key strategic 2022 milestones <p>Also taken into consideration is the CEO's behaviour towards development of the leadership team and his own personal development.</p>
LTIP	<p>Granting 2022</p> <p>The CEO was granted 14,115 Performance Shares.</p>	<p>Vesting Value in 2022</p> <p>The CEO received both cash payments and vested shares in connection with the vesting of 2017 and 2018 LTIP awards:</p> <ul style="list-style-type: none"> - Cash: €226,388 - Shares: 2,104 vested shares (LTIP 2018 – May 2022) <p>LTIP 2019 Performance Achievement: 50%</p> <p>The cumulative EBIT for the 3-year period is positive, leading, according to the policy, to the vesting of 50% of Performance Shares and Units. The positive performances of 2021 and 2022 exercises did not mitigate the 2020 exercise strongly impacted by the sanitary crisis leading to no vesting above 50%.</p>

CEO Remuneration in 2022

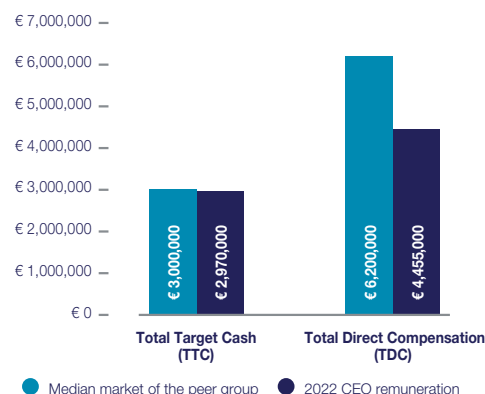
The CEO's Base Salary level of a full year basis was revised in 2022:

As announced in the 2022 AGM information notice, on 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 RNGC 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 in July 2021 by an independent third party and the successful leadership of the CEO over his first term of office. To consider the Company operations and employees' breakdown by geographic areas, the relevant peer group from the benchmark was composed of 55 companies (the list is provided in the Report from the Board of Directors 2022) selected from CAC40 in France, DAX 40 (formerly DAX 30) in Germany, FTSE 100 in the UK, IBEX 35 in Spain and DJ 30 in the US having comparable economic indicators such as revenues, number of employees and market capitalisation and providing perspective on compensation practices from direct or indirect competitors. In particular, US companies were included in the peer group since Airbus has direct competitors in this country and since Airbus has senior executives in the US where it competes to recruit talents. However, and considering the very unique US pay practices and as Airbus executives are mainly based in Europe, US companies were solely weighted at 10% over all countries. The data was compounded using the following weighting: France 30%, Germany 30%, Spain 15%, the United Kingdom 15% and the USA 10%. Financial institutions were excluded from the peer group.



* Composition unchanged, as described on the previous page.

With this increase the CEO remuneration still remains below the median remuneration of the peer group:



This section is an extract from section 4 of the Report of the Board of Directors 2022.
For further information, <https://www.airbus.com/en/investors/annual-general-meetings>

7 **AGENDA OF THE ANNUAL GENERAL MEETING**

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, financial results of 2022 and Leading the Journey Towards Clean Aerospace
3. Policy on dividend

3 Discussion of all Agenda items, including/and:

1. Report by the Board of Directors
2. Leading the Journey Towards Clean Aerospace
3. Potential Long-Term Strategic and Technological Partnership with Evidian and acquisition of a minority stake by the Company in Evidian (please see addendum to the Information Notice for further information)

4 Vote on the Resolutions in respect of the:

1. Adoption of the audited accounts for the financial year 2022
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 2023
6. Approval, as an advisory vote, of the implementation of the remuneration policy for the financial year 2022
7. Renewal of the appointment of Mr Ralph D. Crosby, Jr. as Non-Executive Member of the Board of Directors for a term of three years
8. Renewal of the appointment of Mr Mark Dunkerley as Non-Executive Member of the Board of Directors for a term of three years
9. Renewal of the appointment of Mr Stephan Gemkow as Non-Executive Member of the Board of Directors for a term of three years
10. Appointment of Mr Antony Wood as Non-Executive Member of the Board of Directors for a term of three years in replacement of Lord Paul Drayson who resigned on the date of the Annual General Meeting held in 2022
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



PROPOSED RESOLUTIONS AND EXPLANATORY STATEMENTS

proposed by the Board of Directors

First resolution

ADOPTION OF THE AUDITED ACCOUNTS FOR THE FINANCIAL YEAR 2022

RESOLVED THAT the audited accounts for the accounting period from 1 January 2022 to 31 December 2022, as submitted to the Annual General Meeting ("AGM") by the Board of Directors, be and hereby are adopted.

Explanatory statement: first resolution

We recommend that this AGM approves the audited accounts for 2022.

For more information on 2022 financial performances, see Section "5.1 IFRS Consolidated Financial Statements" of the report of the Board of Directors and the audited Financial Statements 2022.

Second resolution

APPROVAL OF THE RESULT ALLOCATION AND DISTRIBUTION

RESOLVED THAT the net profit of €435 million, as shown in the income statement included in the audited accounts for the financial year 2022, shall be added to the retained earnings and that a payment of a gross amount of €1.80 per share shall be made to the shareholders out of the retained earnings.

Explanatory statement: second resolution

We recommend that this AGM resolves that the net profit of €435 million, as shown in the income statement included in the audited accounts for the financial year 2022, shall be added to the retained earnings and that a payment of a gross amount of €1.80 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 27 April 2023 to holders of the Company's shares on 26 April 2023 (record date).

As from 25 April 2023, 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.

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 2022, to the extent that their activity has been reflected in the audited annual accounts for the financial year 2022 or in the report of the Board of Directors or was otherwise properly disclosed to the General Meeting.

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 2022, to the extent that his activity has been reflected in the audited annual accounts for the financial year 2022 or in the report of the Board of Directors or was otherwise properly disclosed to the General Meeting.

Explanatory statement: 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 2022, to the extent that their activity has been reflected in the audited annual accounts for the financial year 2022 or in the report of the Board of Directors or was otherwise properly disclosed to the General Meeting.

Fifth resolution

RENEWAL OF THE APPOINTMENT OF ERNST & YOUNG ACCOUNTANTS LLP AS AUDITOR FOR THE FINANCIAL YEAR 2023

RESOLVED THAT the Company's auditor for the accounting period being the financial year 2023 shall be Ernst & Young Accountants LLP, The Netherlands, whose registered office is at Boompjes 258, 3011 XZ Rotterdam in the Netherlands.

Explanatory statement: 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 2023. Therefore, we recommend that the Company's auditor for the financial year 2023 be Ernst & Young Accountants LLP, the Netherlands, whose registered office is at Boompjes 258, 3011 XZ Rotterdam in the Netherlands.

Sixth resolution

APPROVAL, AS AN ADVISORY VOTE, OF THE IMPLEMENTATION OF THE REMUNERATION POLICY FOR THE FINANCIAL YEAR 2022

RESOLVED THAT, as an advisory vote, the implementation of the remuneration policy during the financial year 2022, as disclosed in the report of the Board of Directors, be and hereby is approved.

Explanatory statement: 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 2022, 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 2022: Non-Executive Directors” of the report of the Board of Directors.

Seventh resolution

RENEWAL OF THE APPOINTMENT OF MR RALPH D. CROSBY, JR. AS NON-EXECUTIVE MEMBER OF THE BOARD OF DIRECTORS FOR A TERM OF THREE YEARS

RESOLVED THAT the appointment of Mr Ralph D. Crosby, Jr. 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 2026.

Eighth resolution

RENEWAL OF THE APPOINTMENT OF MR MARK DUNKERLEY AS NON-EXECUTIVE MEMBER OF THE BOARD OF DIRECTORS FOR A TERM OF THREE YEARS

RESOLVED THAT the appointment of Mr Mark Dunkerley 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 2026.

Ninth resolution

RENEWAL OF THE APPOINTMENT OF MR STEPHAN GEMKOW AS NON-EXECUTIVE MEMBER OF THE BOARD OF DIRECTORS FOR A TERM OF THREE YEARS

RESOLVED THAT the appointment of Mr Stephan Gemkow 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 2026.

Tenth resolution

APPOINTMENT OF MR ANTONY WOOD AS NON-EXECUTIVE MEMBER OF THE BOARD OF DIRECTORS FOR A TERM OF THREE YEARS IN REPLACEMENT OF LORD PAUL DRAYSON WHO RESIGNED ON THE DATE OF THE ANNUAL GENERAL MEETING HELD IN 2022

RESOLVED THAT Mr Antony Wood be appointed as 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 2026, in replacement of Lord Paul Drayson who resigned on the date of the Annual General Meeting held in 2022.

Explanatory statement: seventh to tenth resolutions

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

The Board recommends that this AGM renews the appointment of **Mr Ralph D. Crosby, Jr.** 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 2026. Mr Crosby has had thirty years of executive experience in the international aerospace and defence industry, including general management of major defence and commercial businesses for EADS and Northrop Grumman Corporation. Mr Crosby was Member of the Executive Committee of EADS from 2002 -2012 as well as Chairman and CEO of EADS North America from 2002 – 2009. Prior to joining EADS, he was an Executive within Northrop Grumman Corporation, where he had served as a Member of the Corporate Policy Council with positions including President of the Integrated Systems Sector, Corporate Vice-President and General Manager of the company's Commercial Aircraft Division and of the B-2 Division. Prior to his industry career, Mr Crosby was an officer in the U.S. Army, where his last military assignment was as military staff assistant to the Vice-President of the United States.

Mr Crosby has served as an Independent Director of corporate boards in the United States, the United Kingdom and Europe over 20 years. He presently serves as a Member of the Board of Directors of Excelitas Holdings, LP, headquartered in Boston. Previously, he was until May 2021 an Independent Director of American Electric Power Corporation where he chaired the Human Resources Committee.

With his strong industrial background, including in leading large and complex programmes, and his sound executive leadership experience, Mr Crosby provides important operational insights to the Board of Directors. Mr Crosby's US expertise has been instrumental in navigating the international sanctions involving the US over the past years and is highly valuable in the current complex geopolitical environment in which Airbus operates. Moreover, since he joined the Ethics, Compliance and Sustainability Committee in April 2021, the Committee has gained from Mr Crosby's US expertise that is especially valuable in the context of ongoing matters concerning the International Traffic in Arms Regulations. In addition, based on his profound knowledge of defence markets, Mr Crosby brings great insights regarding Airbus' defence activities. This has been highly beneficial in 2022 when the Board of Directors had in-depth discussions about the Company's defence strategy and will continue to be instrumental in such discussions in the future. For the reasons stated above and notwithstanding Mr Crosby's age (75 years old) and cumulated tenure (since 2013), the Board of Directors believes that he has the right competencies and expertise to fulfill this position in line with the expectations of the Board of Directors.

The Board further recommends that this AGM renews the appointment of **Mr Mark Dunkerley** 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 2026. Since 2019, Mr Dunkerley has served as Non-Executive Director of Spirit Airlines Inc., a NASDAQ listed US airline and, since 2018, of Volotea Airlines, a privately-owned low-cost airline operating in Europe. Between 1989 and 1999, he held various senior positions at British Airways Plc. in a corporate strategy capacity as well as in regional roles in Europe and the USA. These roles notably encompassed sales management, marketing, customer services, operations, finance, industrial relations, human resources and alliances. Thereafter, Mr Dunkerley successively served as President and COO of Worldwide Flight Services, a leading multinational ground handling business; as Executive Vice-President at the San Francisco-based aviation consultancy firm, Roberts Roach & Associates; and as COO at Sabena Airlines Group. In 2002, he joined Hawaiian Airlines, first as President and COO and then from 2005 as President and CEO where he led the transformation of the company from bankruptcy into one of the world's most successful airlines. He retired from this role in 2018.

With his comprehensive expertise in the airline industry, finance, governance and Asian markets, Mr Dunkerley brings to the Board highly valuable knowledge and great strategic vision. His skills and proven experience have helped him serve a crucial role as a member of the Audit Committee and of the Remuneration, Nomination and Governance Committee. He notably supported the directors' search that led to the selection and co-option, by the Board of Directors in December, of Antony Wood, a new Non-Executive Board Member and whose appointment is also submitted for your approval (see below).

In addition, the Board recommends that this AGM renews the appointment of **Mr Stephan Gemkow** 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 2026. Since 2018, Mr Gemkow has served as a Non-Executive Member of the Board of Directors of Amadeus IT Group, a major IT provider for the global travel and tourism industry which is listed on the Spanish stock exchange. Mr Gemkow is also a Non-Executive Director of Flughafen Zürich AG, a SIX Swiss Exchange listed company which owns and operates Zurich Airport, and of C.D. Waelzholz GmbH & Co. KG, a leading global manufacturer of high-quality cold rolled steel strip and profiles.

Mr Gemkow served as CEO and Chairman of the Board of Directors of Franz Haniel & Cie. over a seven year period. During this time he drove through important restructuring and investment phases in a complex stakeholder management context. He also developed broad experience at Chairman and Board level and demonstrated strong strategic and entrepreneurial capability. Mr Gemkow has also served as Chairman on the Supervisory Boards of TAKKT AG and Celesio (now known as McKesson Europe AG); as a member of the Board of Directors of JetBlue Airways Corporation; and as a member of the Supervisory Board of Evonik Industries AG. Mr Gemkow possesses strong executive leadership experience, comprehensive expertise in finance and extensive knowledge of the airline industry (gained over a 22-year career at Deutsche Lufthansa where he held various management positions). Mr Gemkow brings such critical skills to the Board and the Audit Committee (where he has served as a member since April 2020), in particular in relation to topics such as corporate governance, financial management, audit and risk management.

Finally, the Board recommends that this AGM appoints **Mr Antony Wood** 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 2026. Mr Wood replaces Lord Paul Drayson who resigned on the date of the Annual General Meeting held in 2022. In accordance with the internal Board rules and following a decision by the Board of Directors, Antony Wood joined the Board as a temporary replacement of a Non-Executive Director with immediate effect on 14 December 2022, replacing Lord Paul Drayson and awaiting his recommended appointment at this Annual General Meeting.

Antony Wood was Chief Executive of Meggitt plc from 2018 to 2022 having joined the company in 2016. He is also a Member of the Board of Directors of National Grid plc, one of the world's largest publicly listed utilities focused on transmission and distribution of electricity and gas. He also serves as a Director of ADS Group Limited, the trade association for the Aerospace, Defence, Security and Space sectors in the UK having served as its President from 2020 to 2022. Prior to joining Meggitt, Mr Wood spent 15 years at Rolls-Royce plc where he was a member of the Executive Committee from 2009 -2016, latterly serving as President of Aerospace from 2013 -2016. He began his career as a sponsored undergraduate trainee with the Dowty Group in 1984 (now part of Safran SA) where he held a variety of management roles. Mr Wood has lived and worked in the UK, France and Canada.

Mr Wood's decades of experience in the aerospace industry, notably in the defence sector, will be of particular benefit to the Company and will increase the Board's breadth and depth of expertise. With his strong aerospace industry knowledge, strategic focus and deep insight into the field of geopolitics, the Board of Directors believes that Mr Wood will contribute to the Board's activities across a wide range of issues ranging from strategy definition, including capital allocation, to oversight of major commercial, defence and helicopter programmes and technical development. Mr Wood's extensive experience in the defence sector will further deepen the Board of Directors' skill set in this area. This expertise will be highly valuable in a context where, as mentioned above, the Board of Directors had in-depth discussions about Airbus' defence activities in 2022 and will further discuss the Company's strategy in that regard in the future. Moreover, having led the expansion of the global operating footprint of Rolls-Royce and Meggitt in Asia, Mr Wood will bring important insights on the Asian market. Therefore, the Board believes that Mr Wood has the right competencies and expertise to fulfill this position in line with the expectations of the Board of Directors.

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 in 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, the Company maintains the current proportion of female Directors on the Board at 33% 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.

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 0.18% 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 2024. 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.

Explanatory statement: 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 0.18% of the authorised share capital, i.e. 5.5 million shares equivalent to 0.7% 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 2024, 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 2023 and an ESOP in 2024, subject to approval by the Board of Directors.

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 by) 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 2024.

Such powers include the issue of financial instruments, including but not limited to convertible bonds, 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.

Explanatory statement: 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 by) 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 2024. 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 bonds, 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.

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 12 April 2022 in its thirteenth resolution.

Explanatory statement: 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 thirteenth resolution granted by the AGM on 12 April 2022.

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

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.

Explanatory statement: 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.

9 WAYS OF PARTICIPATING IN THE ANNUAL GENERAL MEETING

How to qualify for participation in the Annual General Meeting?

In accordance with Dutch law, your financial intermediary or the Airbus Securities Department (as applicable) must attest your status as an Airbus shareholder as at close of markets on **Wednesday 22 March 2023** (the Registration Date).

Any shareholder holding at least one Airbus share can participate in the Meeting. If you have not received the information but you would like to vote, please contact your financial intermediary.

In accordance with the Articles of Association of the Company, the Annual General Meeting will take place on **Wednesday 19 April 2023** at 1.30 pm at the Hotel Okura Amsterdam. Doors will open at 12.30 pm.

How to participate?

You can express your choice:	You can choose <u>one</u> of the following four options:
A. By online Voting Platform B. By using a paper Voting Form/attendance card request (the "Voting Form")	<ol style="list-style-type: none"> 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

Live webcast

If you are an Airbus shareholder and choose option **2** or **3** on the Voting Form, you can follow the entire Annual General Meeting via a live webcast by shading the dedicated box on the Voting Form and by providing in **capital letters** your email address and mobile phone number.

If 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.

Please note that it will not be possible to vote or raise questions during the live webcast.



If you are an Airbus shareholder and choose option **2** or **3** on the online voting platform, you can follow the entire Annual General Meeting via a live webcast by selecting the dedicated box and by providing in **capital letters** your email address and mobile phone number.

A. By online Voting Platform

To participate in the Annual General Meeting, you will be offered the same four options as proposed in the paper Voting Form (see below).

The VOTACCESS / VOXALY secure website will be available until 11.59 pm (CET) on **Wednesday 5 April 2023**.

I hold registered shares

On the Sharinbox home page (<https://www.sharinbox.societegenerale.com>), please click on the "Reply" button in the "Shareholders' General Meeting" box and follow the instructions on screen to select whether you want to receive your login details by post or by email.

Please then connect to the VOTACCESS platform via the Sharinbox website using your login details.

I hold bearer shares

You may contact your financial intermediary in order to confirm whether they are connected to the VOTACCESS platform.

- **If your financial intermediary is connected to the VOTACCESS platform:** login via your institution's website using your usual login details, then follow the instructions provided to access the VOTACCESS platform.

- **If your financial intermediary is not connected to the VOTACCESS platform,** they should complete on your behalf, on headed paper, a Shareholding Declaration which should include your first name, surname, email address and the number of shares held on the Registration Date at close of markets, and send it to the Airbus Securities Department. A template is available on the website **www.airbus.com** (Investors > Annual General Meetings). As soon as a valid Shareholder Declaration is received, you will receive by email your login details from the Airbus Securities Department. This will enable you to access the VOXALY platform.

If the Shareholding Declaration is completed before close of markets on the Registration Date, your financial intermediary must also confirm your status as an Airbus shareholder 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.

B. By paper Voting Form

Whichever your choice is,

Please shade and fill out the appropriate items on the Voting Form as indicated below. Then **date and sign** the Voting Form before returning it to your financial intermediary or to the Airbus Securities Department, as applicable.

In order for your Voting Form to be processed you must ensure that:

- if you hold **bearer shares**, your signed and dated Voting Form is received by your financial intermediary no later than **Tuesday 4 April 2023**; or
- if you hold **registered shares**, your signed and dated Voting Form is received by the Airbus Securities Department no later than **Wednesday 5 April 2023**.

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

Shade box 1 and fill in the mandatory information on the Voting Form to receive an attendance card from the Airbus Securities Department.

2 To provide voting instructions to Euroclear France S.A.:

Shade box 2 and for each resolution, express your choice by shading the corresponding box.

3 To grant a power of attorney to the Chairman:

Shade box 3 on the Voting Form.

4 To grant a power of attorney to a specified person:

Shade box 4 on the Voting Form and fill in the mandatory information to receive an attendance card from the Airbus Securities Department.

Please note that only the specified person will be admitted to the Annual General Meeting upon presentation of their attendance card and proof of identity.

QUELLE QUE SOIT L'OPTION CHOISIE, DATER ET SIGNER AU BAS DU FORMULAIRE / WHICHEVER OPTION IS CHOSEN, DATE AND SIGN AT THE BOTTOM OF THE FORM
Choisissez et cocher une seule des quatre formules : / Choose by shading only one of the four options : 1 ou 2 ou 3 ou 4

1 ☐ JE DÉSIRES ASSISTER À CETTE ASSEMBLÉE et demande une carte d'admission : dater et signer au bas du formulaire / I WISH TO ATTEND THE SHAREHOLDERS' MEETING and request an admission card : date and sign at the bottom of the form

AIRBUS SE
Société Européenne
European Public Company (Societas Europaea)
Adresse : Mendelweg 30
Registered office: 2333 CS Leiden
Corporate seat: Amsterdam
Immatrikelungsnummer des Handelsregisters der Niederlande: 24288945
Registered at the Dutch Chamber of Commerce under the number 24288945

ASSEMBLÉE GÉNÉRALE ANNUELLE
Convoquée le 10 avril 2023 à 13h30
à l'HOTEL CHÂTEAU AMSTERDAM
Ferdinand Bolstraat 333
1072 LH AMSTERDAM - PAYS-BAS

ANNUAL GENERAL MEETING
To be held on Wednesday 10 April 2023 at 1:30 pm
at HOTEL CHÂTEAU AMSTERDAM
Ferdinand Bolstraat 333
1072 LH AMSTERDAM - THE NETHERLANDS

CADRE RÉSERVÉ À LA SOCIÉTÉ - FOR THE COMPANY'S USE ONLY

Identifiant - Account
Nominatif Registered
Nombre d'actions Number of shares
Porteur Bearer
Nombre de voix - Number of voting rights

2 ☐ JE VOTE PAR CORRESPONDANCE / I WISH TO VOTE BY POST

Sur les projets de résolutions approuvés par le Conseil d'Administration, j'exprime mon choix en notifiant impérativement une seule case par résolution. Dans le cas contraire, mes instructions de vote seraient annulées.
In respect of the resolutions approved by the Board of Directors, cast your vote by shading only one box per resolution. If you shade more than one box, your voting instructions may be invalidated.

Sur les projets de résolutions non approuvés par le Conseil d'Administration, je vote en accordant la case correspondante à mon choix. In respect of the resolutions not approved by the Board of Directors, cast your vote by shading the box of your choice.

	2	3	4	5	6	7	8	9	10	A	B
Oui / Yes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Non / No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Abs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	12	13	14	15	16	17	18	19	20	C	D
Oui / Yes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Non / No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Abs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21	22	23	24	25	26	27	28	29	30	E	F
Oui / Yes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Non / No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Abs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31	32	33	34	35	36	37	38	39	40	G	H
Oui / Yes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Non / No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Abs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41	42	43	44	45	46	47	48	49	50	I	J
Oui / Yes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Non / No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Abs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
51	52	53	54	55	56	57	58	59	60	K	L
Oui / Yes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Non / No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Abs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3 ☐ JE DONNE POUVOIR AU PRÉSIDENT DE L'ASSEMBLÉE GÉNÉRALE
I HEREBY GIVE MY PROXY TO THE CHAIRMAN OF THE GENERAL MEETING

4 ☐ JE DONNE POUVOIR À (pour me représenter à l'Assemblée)
I HEREBY APPOINT (to represent me at the Meeting):
Nom, prénom, Raison Sociale / Surname, first name, Corporate Name
Adresse / Address

ATTENTION : S'il s'agit d'actions au porteur, les présentes instructions ne seront valides que si elles sont directement envoyées par votre intermédiaire financier à SOCIÉTÉ GÉNÉRALE Securities Services.
CAUTION: If you are voting on bearer shares, these instructions will be valid only if they are directly sent by your financial intermediary to SOCIÉTÉ GÉNÉRALE Securities Services.

Nom, prénom, adresse de l'actionnaire (les modifications de ces informations doivent être adressées à l'établissement concerné)
Surname, first name, address of the shareholder (Changes regarding this information have to be notified to the relevant institution, no changes can be made using this proxy form). See reverse (V)

5 ☐ SURVEILLER L'ASSEMBLÉE EN DIRECT VIA WEBCAST / FOLLOW THE MEETING VIA A LIVE WEBCAST
Je désire suivre l'intégralité de l'Assemblée via webcast : valider pour option 2 ou 3 / wish to follow the entire meeting via a live webcast : applicable if option 2 or 3 is selected
INDIQUEZ VOTRE ADRESSE MAIL ET/OU VOTRE TÉLÉPHONE (PLEASE INDICATE YOUR EMAIL ADDRESS AND PHONE NUMBER: (if valid) see reverse)

Pour être pris en considération : / In order to be processed :
Ce formulaire doit parvenir daté et signé au plus tard aux dates indiquées au verso de ce présent formulaire.
This form must be received dated and signed no later than the dates mentioned on the reverse page.

Date & Signature
Date and sign

L'actionnaire s'engage à être titulaire de ses actions Airbus au mercredi 22 mars 2023 à la formation des marchés, pour que ses instructions puissent être prises en compte. A noter que les actions ne sont pas bloquées jusqu'à l'Assemblée.
The shareholder undertakes to hold Airbus shares at close of markets on Wednesday 22 March 2023 in order to have his/her instructions processed. Note that the shares will not be blocked until the meeting.

Any Questions?

For any questions related to the online Voting Form or the paper Voting Form, please contact +33 2 51 85 59 82 or send your query to:

- generalmeeting.airbus@sgss.socgen.com** (if you hold **registered shares**); or
- contact your financial intermediary (if you hold **bearer shares**).

In order to be processed this "Form" or "Voting Form" must be duly completed, dated and signed no later than the dates mentioned (on the "Voting Form" or by your financial intermediary). The "Voting Form" on this page is provided as an example only. Please note that the actual "Voting Form" you receive may vary.

10 ADDENDUM TO THE INFORMATION NOTICE

Additional information regarding the discussion item relating to the Potential Long-Term Strategic and Technological Partnership with Evidian and acquisition of a minority stake by the Company in Evidian.

In a letter dated 17 February 2023, TCI Fund Management Limited as the discretionary investment manager of The Children's Investment Master Fund ("TCI") requested the discussion at the AGM 2023 of the potential long-term strategic and technological partnership agreement between Evidian and the Company concurrently with the potential acquisition by the Company of a minority stake in Evidian.

According to the information provided by TCI, it held 35,771,030 ordinary shares in the Company's capital on the date of its request, which represents 4.54% of the Company's issued share capital. TCI did not notify the Company of any holdings of financial instruments representing a short position with respect to the Company's ordinary shares.

The questions of TCI are listed below. These questions will be answered ultimately at the 2023 AGM to the extent possible and permissible, taking into account the status of the potential transaction at that time.

Questions raised by TCI in its letter:

1. How did the board of Airbus and its executives conclude that it was in Airbus' best interest to enter into a long-term strategic and technological agreement with Evidian?
2. Why is this transaction necessary and relevant to Airbus' existing business?
3. Why is it also necessary to acquire a minority stake of 29.9% in Evidian and what is the economic rationale?
4. What valuation metrics were used to establish the value for the minority stake in Evidian? What were the peer companies used as comparisons to value Evidian?
5. Why is Evidian the best partner with whom to enter into a long-term strategic and technological agreement?
6. Did Airbus consider, approach and have discussions with any other companies for such a technological partnership?
7. Explain the comment "ensuring technological sovereignty in France" in the Atos press release of 16 February 2023? How important was this factor to Airbus in negotiating the agreement with Atos?
8. Why are considerations of French technological sovereignty in the best interests of Airbus and its shareholders?
9. Disclose whether there have been any discussions with the French government, its representatives or advisors regarding this transaction.
10. Disclose which Airbus board members and executives have been involved in any discussions with the French government, its representatives or advisors?
11. Provide full details of all conversations that Airbus board members, executives and advisors have had with the French government its representatives or advisors.
12. If this transaction has been partly motivated by political considerations, explain and justify why it is in the best interests of Airbus and its shareholders?
13. If this transaction has been partly motivated by political considerations, explain why the Airbus board directors are not in breach of their fiduciary duty to act in the best interests of Airbus and its shareholder.
14. If the Airbus board directors are in breach of their fiduciary duty, should the board members be held personally liable for any losses suffered in the future as a result of this transaction?
15. Why should this transaction not be interpreted as a bail out of Atos, a company that is burdened by unsustainable levels of debt and other liabilities?
16. Will any of the money invested by Airbus in Evidian be used to pay off the debts and other liabilities of Atos and why is this in the best interests of Airbus and its shareholders?

11

USEFUL INFORMATION



How to attend the Meeting

Wednesday 19 April 2023. Meeting starts at 1.30 pm. Doors open at 12.30 pm.

Hotel Okura Amsterdam
Ferdinand Bolstraat 333
1072 LH Amsterdam
The Netherlands
Phone: +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.

Shareholder Information



@ **www.airbus.com**

Investors > Annual General Meetings

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

 **ir@airbus.com**

 **Toll-free number from:**

France: 0 800 01 2001

Germany: 00 800 00 02 2002

Spain: 00 800 00 02 2002

International number: +33 800 01 2001

 **Where to consult the Annual General Meeting 2023 documentation:**

- **Airbus SE:** Mendelweg 30, 2333 CS, Leiden, The Netherlands
- **Airbus Legal Corporate Affairs:** 2 rond-point Dewoitine, 31700 Blagnac, France
- **Airbus Securities Department:** Société Générale Securities Services - Service Assemblées Générales, 32, rue du Champ de tir, CS 30812, 4312 Nantes Cedex 3, France

Airbus SE

European public limited-liability company (Societas Europaea)

Mendelweg 30, 2333 CS Leiden, The Netherlands

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