

20 26 | Annual General Meeting

Information Notice



Tuesday 14 April 2026, 1.30 pm

Hotel Okura, Ferdinand Bolstraat 333

Amsterdam, The Netherlands

AIRBUS

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1. Message of the Chairman of the Board of Directors

I am pleased to invite you to Airbus SE's Annual General Meeting (AGM), taking place on Tuesday 14 April 2026 at the Hotel Okura Amsterdam. The AGM is a key opportunity for the Board and management to engage directly with shareholders on important topics related to Airbus. This annual dialogue helps us to progress as a Board and company.

At this meeting we will review the events of 2025, which proved to be a successful year for Airbus. The Company had to traverse a complex and dynamic operating environment, with challenges including uncertainties over tariffs and managing the supply chain. Nevertheless, there were notable achievements from a commercial, operational and strategic perspective. Airbus also marked the 25th anniversary of its stock market listing that took place back in July 2000.

This AGM will include the customary report on the Company's business, and financial performance and sustainability journey, and the discussion of all agenda items. This year, there are fifteen proposed resolutions to be voted on, including the approval of the annual dividend.

Among the resolutions is the appointment of Henriette Hallberg Thygesen as a non-executive director, replacing Prof Dr Feiyu Xu on the Board after two years of service to our Company. Henriette held various senior executive positions throughout her career at A.P. Møller – Maersk and is now the CEO and President of Terma A/S, a Danish aerospace company active in the commercial and military fields. We are also seeking approval for the election of Oliver Zipse as a non-executive director. Oliver has been Chairman of the Board of Management of BMW AG since 2019 and brings extensive experience from his distinguished career at this automotive company. He would replace Victor Chu, who will leave the Board at this AGM after eight years of dedicated service. We sincerely thank Feiyu and Victor for their valuable contributions to the Board over the years.

This notice explains all the resolutions in detail and provides practical information on how to vote and participate in this AGM, either in person or virtually. My fellow directors and I look forward to welcoming you and thank you for your continued interest and engagement.

Yours faithfully,



René Obermann
Chairman of the Board of
Directors of Airbus SE

2. Agenda

1. Opening and introductory statements

2. Report on the Company's business, financials, and sustainability journey (*non-voting items*):

1. Report of the Board of Directors for the financial year 2025
2. Introduction of Members of the Board of Directors whose (re)appointment is proposed
3. Reflections on 2025, guidance for 2026 and key priorities
4. Dividend Policy
5. External Auditor's report

3. Discussion of all Agenda items

4. Vote on the proposed Resolutions in respect of the (*voting items*):

1. Adoption of the audited accounts for the financial year 2025
2. Approval of the result allocation and distribution of a dividend for the financial year 2025
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. Reappointment of KPMG Accountants N.V. as auditor for the financial year 2027
6. Approval, as an advisory vote, of the implementation of the remuneration policy for the financial year 2025
7. Reappointment of Mr Mark Dunkerley as Non-Executive Member of the Board of Directors for a term of three years
8. Reappointment of Mr Stephan Gemkow as Non-Executive Member of the Board of Directors for a term of three years
9. Reappointment of Mr Antony Wood as Non-Executive Member of the Board of Directors for a term of three years
10. Appointment of Ms Henriette Hallberg Thygesen as Non-Executive Member of the Board of Directors, for a term of three years, in replacement of Prof Dr Feiyu Xu whose mandate expires at the close of this AGM
11. Appointment of Mr Oliver Zipse as Non-Executive Member of the Board of Directors, for a term of one year, in replacement of Mr Victor Chu who will resign on the date of this AGM
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 Employee Share Ownership Plans and share-related Long-Term Incentive Plans
13. 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
14. Renewal of the authorisation for the Board of Directors to repurchase up to 10% of the Company's issued share capital
15. Cancellation of shares repurchased by the Company

5. Closing

3. Key financial figures in 2025

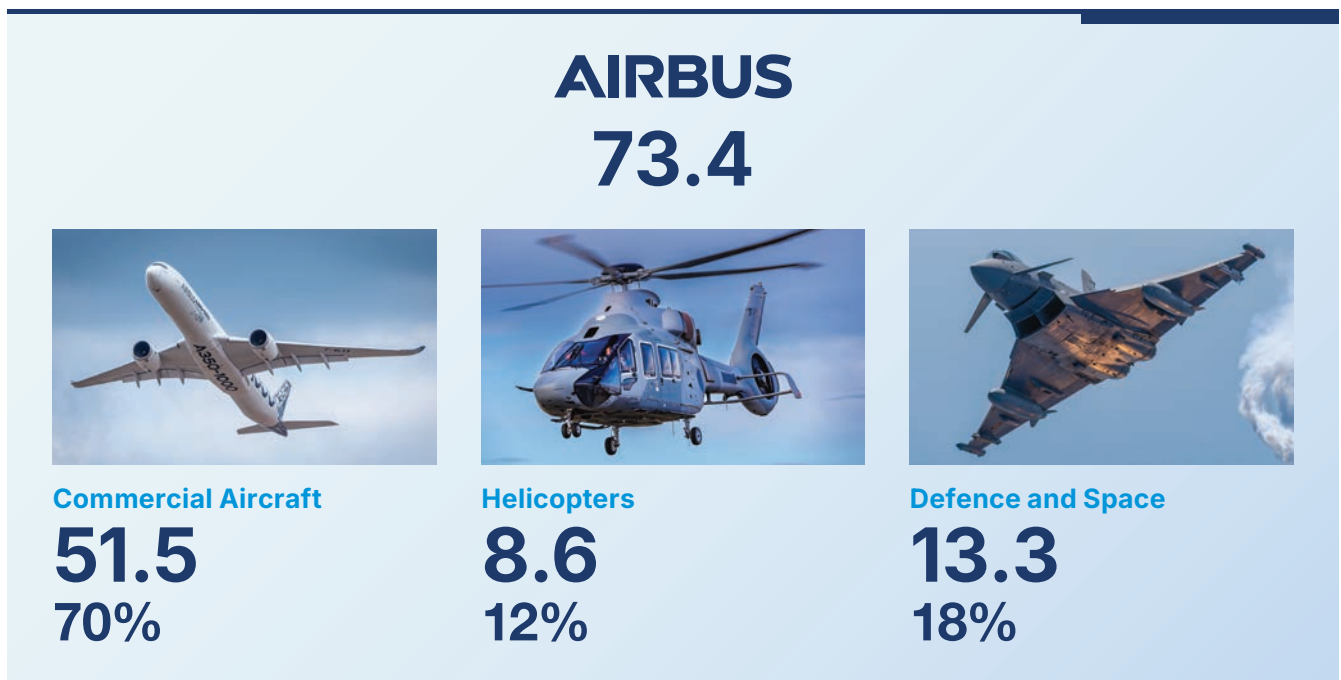
(Airbus consolidated figures)

Financial results

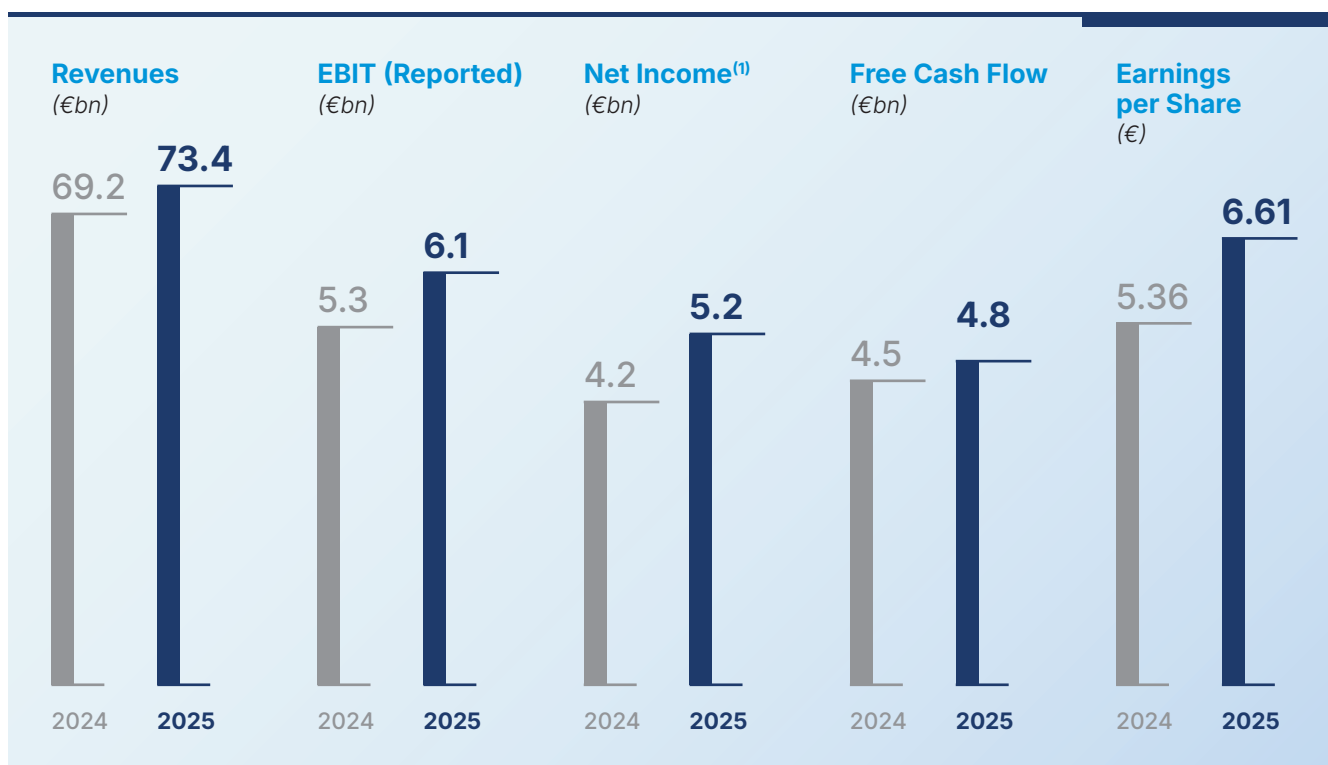
2025 was a year in which the Company reached many strategic milestones, delivered on its updated guidance and achieved a strong financial performance, while continuing to operate in a complex and dynamic environment and facing the challenges of persistent supply chain issues. Demand for the Company's products was very strong over the year, with the global demand for commercial aircraft underpinning the Airbus production ramp-up, and the broad and competitive portfolios of Defence and Space and Helicopters being well-positioned in view of the current momentum in defence.

Consolidated Airbus Revenue

(External Revenue by Division) (€bn)

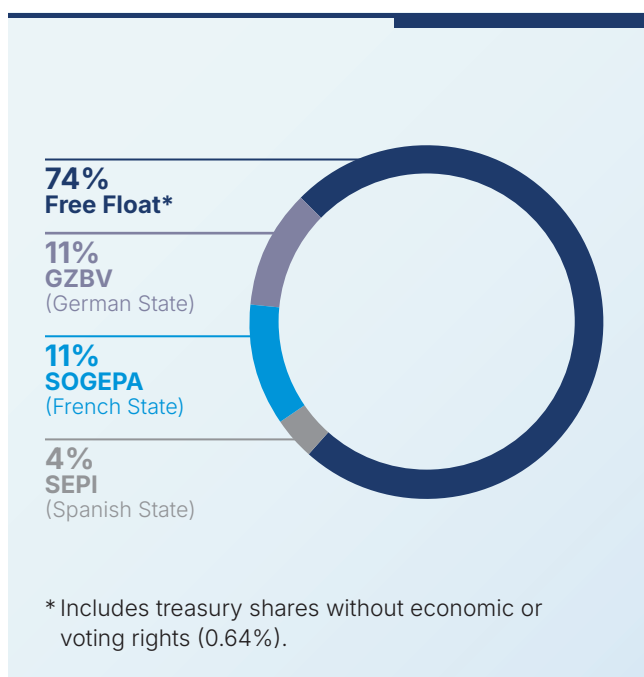


Disclaimer: Due to rounding, numbers presented may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures.



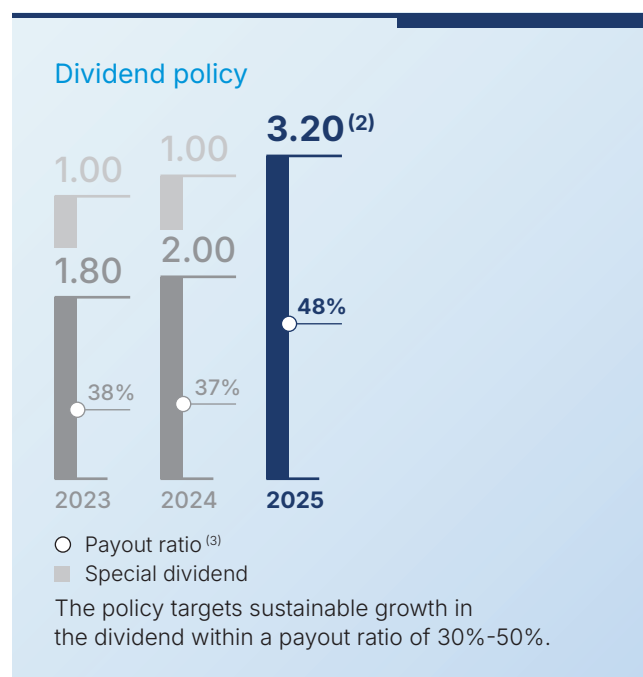
Shareholding Structure

(as of 31 December 2025)



Dividend proposal

(€/Gross dividend per share)



(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 2026 AGM.

(3) Payout ratio based on ordinary dividends only.



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

4. Sustainability highlights in 2025

Airbus purpose

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

The Company has always been at the forefront of developing new technologies, driven by a pioneering spirit that continues to shape the aerospace industry. The Company's products and services bring people closer together, helping them unite and progress. They protect citizens and safeguard our world for future generations. The Company fundamentally believes that its approach to sustainability contributes to the resilience of its business model and creates a competitive advantage, thereby supporting long-term shareholder value.

People highlights

Number of employees⁽¹⁾

165,294
(2024: 156,921)

Nationalities

159
(2024: 161)

Women in active workforce

21%
(2024: 21%)

Health and safety – FR1⁽²⁾
(Lost-time Injury Frequency Rate)

1.62⁽³⁾
(2024: 1.56)

Pay ratio

69⁽⁴⁾
(2024: 64)

Climate change targets *(by Science Based Target initiative, SBTi)*

CO₂ emissions Scopes 1&2

Airbus industrial operations

–63%

Target for absolute emissions (2030 vs 2015)
Validated by SBTi as 1.5°C-aligned
Compensating remaining emissions by 2030

CO₂ emissions⁽⁷⁾

(Kt CO₂eq)



CO₂ emissions Scope 3

Use of sold products / Commercial Aircraft⁽⁵⁾

–46%

Target for emission intensity (2035 vs 2015)
483 Mtons CO₂eq for 791 aircraft delivered in 2025⁽⁶⁾
(2024: 466 Mtons CO₂eq for 764 aircraft delivered)

Average CO₂ intensity of delivered commercial aircraft

(gCO₂/km.pax)



Other environmental targets⁽⁷⁾ *(2030 vs 2015)*

Energy

–20%

selected
purchased energy

2,736 Gwh
(2024: 2,632 Gwh)

Waste and circularity

–20%

waste produced⁽⁸⁾
(0 landfilling & 0 incineration
without energy recovery⁽⁹⁾)

91,806 t
(2024: 90,012 t)

Water

–25%

water withdrawal

3,533,233 m³
(2024: 3,578,127 m³)

VOC⁽¹⁰⁾

+0%

progressively absorb
ramp-up impacts

1,270 t
(2024: 1,219 t)

(1) Active workforce excluding i.e. parental leave, sickness leave, early retirement, trainees.

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

(3) Airbus, Airbus Helicopters, Airbus Defence and Space including Airbus Atlantic and Airbus Aerostructures entities (active workforce).

(4) The pay ratio has been calculated on the basis of total full-time equivalent headcount.

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

(6) Number of commercial aircraft without MRTT that are excluded from commercial aircraft Scope 3 computation.

(7) Airbus environmental objectives for its operations, figures are on Company-wide perimeter.

(8) Non-exceptional waste.













(9) Wherever a suitable alternative is locally and technically available.

(10) Volatile Organic Compound.

5. Corporate Governance highlights in 2025

Composition of the Board of Directors

(as of 31 December 2025)

 <p>René Obermann Chairman of the Board of Directors of Airbus SE</p>	 <p>Guillaume Faury Chief Executive Officer of Airbus SE</p>	 <p>Victor Chu</p>	 <p>Jean-Pierre Clamadieu</p>
 <p>Mark Dunkerley</p>	 <p>Stephan Gemkow</p>	 <p>Catherine Guillouard</p>	 <p>Amparo Moraleda</p>
 <p>Dr Doris Höpke</p>	 <p>Irene Rummelhoff</p>	 <p>Antony Wood</p>	 <p>Prof Dr Feiyu Xu</p>

Committees of the Board of Directors

Audit Committee

Stephan Gemkow – Chair⁽¹⁾

Members Meetings

5 7

Attendance

97%

Ethics, Compliance and Sustainability Committee

Jean-Pierre Clamadieu – Chair

Members Meetings

6 6

Attendance

94%

Remuneration, Nomination and Governance Committee

Amparo Moraleda – Chair

Members Meetings

4 6

Attendance

100%

2025 Key figures

Independence

92%

(2024: 92%)

Board meetings

11

(2024: 10)

Board attendance

95%

(2024: 96%)

Average tenure (years)

3

(2024: 6)

Average age (years)

61

(2024: 60)

Women

42%

(2024: 42%)

Nationalities

7

(2024: 7)

(1) Chair of the Audit Committee since the AGM 2025.











2025 Principal Board Activities

The following points summarise the key areas of focus and strategic oversight undertaken by the Board of Directors during the 2025 financial year (further details on the Board's activities are set out in Section 2.1 "Board of Directors" of the 2025 Report of the Board of Directors, available on the Company's website):

2025 BOARD ACTIVITIES	KEY AREAS	STRATEGIC OVERSIGHT
Financial performance & capital management 	Strategic Planning	Regular reviews of the Company's figures and results, its overall financial situation and capital allocation in the context of the volatile, uncertain, complex and ambiguous world.
	Capital Allocation	Rigorously monitored the Company's financial position and optimised capital allocation to maximise shareholder returns amidst global economic volatility.
	Shareholder Returns	Formulated and approved proposals for both ordinary and extraordinary dividends submitted to the 2025 AGM. The Company strengthened its commitment to increasing shareholder returns, targeting sustainable growth in the dividend and extending the upper range of the dividend payout ratio to 30-50% from the current payout ratio of 30-40%.
Strategic oversight and portfolio management 	Geopolitical Resilience	Monitored the impact of the Russia/Ukraine conflict and supply chain dependencies in China, while achieving a successful conclusion of the EU-US aerospace trade deal.
	M&A and Industrial Integration	Oversaw the successful acquisition of Spirit AeroSystems sites and the signing of a Memorandum of Understanding to consolidate European space activities with Leonardo and Thales.
	Operational Ramp-up	Focused on production increases across commercial aircraft programmes despite persistent supply chain constraints.
	Innovation and Security	Held dedicated sessions on Artificial Intelligence strategy and the Company's cybersecurity posture.
Risk management and internal controls 	Enterprise Risk Management	Launched a company-wide project to implement a more quantitative, integrated framework for high-impact risks.
	Audit Oversight	Reviewed and approved annual Corporate Audit plans and monitored the effectiveness of internal control systems.
	Safety and Compliance	Performed bi-annual reviews of product safety and reinforced the Company's export control and ethics programmes
Sustainability and ESG 	Regulatory Alignment	Addressed the implications of the Corporate Sustainability Reporting Directive and the EU Due Diligence Directive.
	Decarbonisation	Monitored the energy transition strategy, with a specific focus on Sustainable Aviation Fuels.
Corporate governance and succession 	Board Composition	Oversaw the appointment of Dr Doris Höpke as new Non-Executive Director and initiated a targeted search for expertise in the defence and digital sectors.
	Executive Leadership	Successfully managed high-level transitions for the CEO of Commercial Aircraft and the Chief Human Resources Officer.
	Remuneration Policy	Implemented a revised CEO Remuneration Policy (approved at the 2025 AGM) which formally integrates sustainability KPIs into Long-Term Incentives (Scope 1 and 2 CO ₂ reduction, Scope 3 use of Products and People engagement).
	Board Effectiveness Review	The Board effectiveness review confirmed high levels of effectiveness and engagement, noting the strong leadership of the Chairman and the CEO's agile performance. The Board will focus on further strengthening risk and capital expenditure oversight, refining the roadmap for future strategic decisions, and continuing to reinforce executive succession planning to enhance overall decision-making.













Board Members' skills allocation subject to 2026 Annual General Meeting approval

Overview of the skills allocated to each Board Member

	René Obermann	Guillaume Faury	Jean-Pierre Clamadieu	Mark Dunkerley	Stephan Gemkow	Catherine Guillovard	Amparo Moraleda	Dr Doris Hübke	Irene Rummelhoff	Antony Wood	Oliver Zipse ⁽¹⁾	Henriette Hallberg Thygesen ⁽¹⁾
 Aerospace Industry Extensive knowledge of the aerospace sector as well as the ability to understand the Company's challenges when it comes to being an aerospace industry leader. Expertise acquired by the Director having management or operational aerospace experience.	✓	✓	✓	✓	✓	✓	✓	✓	✓			
 Defence Industry Profound knowledge of the defence markets as well as understanding of highly regulated environments. Expertise justified by a senior executive or non-executive leadership role in driving or overseeing defence sector strategy and operations.	✓	✓							✓			✓
 Digital transformation, AI & Cybersecurity Contributes to an understanding of how information technology capabilities impact the Company's business and creates opportunities and strengths. Expertise gained/acquired/justified by extensive exposure to industry being exposed to such topics and a strong understanding of cybersecurity risks and opportunities.	✓					✓	✓			✓		
 Engineering & Innovation Ability to understand and advise on the use and development of new technologies on the Company's operations, products and services. Expertise acquired by senior executive having contributed to a digital transformation strategy or having had experience in a fast-evolving technological environment.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
 Finance / Audit & Risk Deep expertise in finance, accounting, insurance, financial markets, audit, risk management and financial reporting to investors and other Stakeholders. Expertise acquired as CFO, corporate controller, certified public accountant or senior executive overseeing such functions.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
 Geopolitics Expertise in diplomacy, government or international relations bringing insights relating to Airbus' global business and challenges. Expertise justified by international exposure in complex and regulatory environment in either public or private sector.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
 Governance & Leadership Proven expertise in Company strategy definition and execution in large scale organisation. Expertise gained from senior executive or non-executive leadership role or from holding mandates in listed company of significant size.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
 Human Capital Contribute to an understanding of how the Company's workforce is managed and developed, and how the Company promotes equity and inclusion throughout its organisation. Expertise acquired as a Human Resources expert, or by leading international/senior management teams.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
 Manufacturing & Production Brings extensive insights into manufacturing and production ecosystems and challenges. Directors with expertise in the management of upstream and downstream relationships with suppliers and customers or experience in complex and large-scale manufacturing operations.		✓	✓	✓	✓				✓	✓	✓	
 Sustainability Brings insights into people (including diversity and inclusion), health and safety, quality, product safety, ethics & compliance, corporate responsibilities as well as climate related matters and how it relates to the Company's business and strategy. Expertise acquired as an Executive in managing material sustainability matters for a company's business and strategy or from holding mandate in "ESG" company of significant size.		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

(1) Proposed for appointment at the 2026 AGM.

Airbus SE Board of Directors subject to 2026 AGM approval

Board Member (Age ⁽¹⁾ , Gender, Nationality)	Since	Term expires	Primary occupation & Other mandates	Board attendance	Committee attendance			
					Audit	RNGC	ECSC	
 René Obermann* (62, M, German)	2018, previous re-election in 2024	2027	Chairman of the Board of Directors of Airbus SE ⁽³⁾ , Member and Deputy Chairman of the Supervisory Board of IONOS Group SE ⁽³⁾ , Chairman Europe of Warburg Pincus and Member of the Munich Security Conference Foundation Council	11/11 Chair				
 Guillaume Faury** (57, M, French)	2019, previous re-election in 2022 and 2025	2028	Chief Executive Officer of Airbus SE ⁽³⁾ , Member of the Board of Directors of AXA SA ⁽³⁾	11/11				
 Jean-Pierre Clamadieu* (67, M, French)	2018, previous re-election in 2024	2027	Chairman of the Board of Engie ⁽³⁾ and Member of the Board of TE Connectivity ⁽³⁾	11/11		6/6	6/6 Chair	
 Mark Dunkerley* (62, M, British/American)	2020, previous re-election in 2023	2026 ⁽²⁾	Member of the Board of Directors of Volotea Airlines	11/11	7/7	6/6		
 Stephan Gemkow* (65, M, German)	2020, previous re-election in 2023	2026 ⁽²⁾	Member of the Board of Directors of Amadeus IT Group ⁽³⁾ and Flughafen Zürich AG ⁽³⁾	11/11	7/7 Chair (Post AGM)		3/3 (Post AGM)	
 Catherine Guillouard* (60, F, French)	2016, previous re-election in 2022 and 2025	2028	Member of the Board of Directors of Lottomatica ⁽³⁾ , of Air Liquide ⁽³⁾ , of Arrive and Chairwoman of the Supervisory Board of Ingenico	11/11	6/7 Chair (Pre AGM)		6/6	
 Henriette Hallberg Thygesen*⁽²⁾ (54, F, Danish)	-	-	Chief Executive Officer of Terma A/S, Member of the Board of Directors of ISS A/S ⁽³⁾ and Member of the Board of Directors of Vestas Wind System A/S ⁽³⁾					
 Dr Doris Höpke* (59, F, German)	2025	2028	Member of the Supervisory Board of Mercedes-Benz AG ⁽³⁾	9/10 (Post AGM)	3/3 (Post AGM)	5/5 (Post AGM)		
 Amparo Moraleda* (61, F, Spanish)	2015, previous re-election in 2024	2027	Member of the Board of Directors of A.P. Moller - Maersk A/S ⁽³⁾ , Caixa Bank SA ⁽³⁾ and Vodafone PLC ⁽³⁾	11/11		6/6 Chair	4/6	
 Irene Rummelhoff* (58, F, Norwegian)	2022, previous re-election in 2025	2028	Executive Vice President of Marketing, Midstream and Processing and Member of the Corporate Executive Committee of Equinor ASA ⁽³⁾	9/11			6/6	
 Antony Wood* (59, M, British)	2023	2026 ⁽²⁾	Member of the Board of Directors of National Grid plc ⁽³⁾ and of Aero Accessories, Chairman of the Board of Directors of Chemring Group PLC ⁽³⁾	10/11	7/7			
 Oliver Zipse*⁽²⁾ (61, M, German)	-	-	Chairman of the Board of Management of BMW AG ⁽³⁾					
* Independent								
** Executive								
(1) As of 31 December 2025.								
(2) Proposed for (re)election in 2026.								
(3) Listed companies.								
				Number of meetings in 2025	11	7	6	6
				Average attendance rate in 2025	95.45%	97.14%	100.00%	93.94%

6. Remuneration policy: implementation in 2025

Remuneration Policy applicable to the CEO and implementation in 2025

A revised Remuneration Policy⁽¹⁾ was adopted by the Shareholders at the 2025 Annual General Meeting with effect from 1st January 2025 and is published on the Company's website.

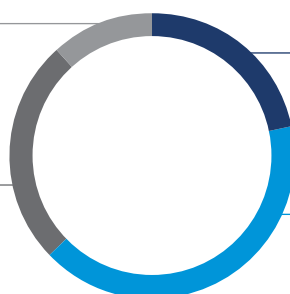
REMUNERATION ELEMENT	2025 ACHIEVEMENTS ⁽²⁾	PERFORMANCE MEASURES	TARGET AND MAXIMUM
Base Salary <i>(in €)</i>	€1,560,000	Not applicable	25% of Total Direct Compensation (when performance achievement is 100% of target)
Short Term Incentive ("STI") <i>(in €)</i>	€2,925,000 Company's targets: €1,439,100 CEO's objectives: €1,485,900	Company's targets: 123% (50%) – EBIT (20%) – Free Cash Flow (20%) – Sustainability (10%) CEO's Objectives: 127% (50%) – Business' Objectives – CEO's Priorities	Target: 150% of Base Salary Depending on the performance assessment, ranges from 0% to 200% of the Target Cap: 200% of the Target
Long Term Incentive ("LTI") <i>(in Shares of Airbus SE)</i>	Vesting Value in 2025 – Cash: €843,696 ⁽³⁾ (LTI 2020 – May 2025) – Shares: 11,636 ⁽⁴⁾ (LTI 2021 – May 2025) Granting 2025 The CEO was granted 14,404 Performance Shares	Vesting Value in 2025 The CEO received both cash payments and vested shares in connection with the vesting of the 2020 and 2021 LTI awards. Vesting Value is subject to performance over a 3-year period based on: – EPS (35%) – Free Cash Flow (35%) – Sustainability (30%) ⁽⁵⁾	LTI 2022 Performance Achievement: 122% (to vest in May 2026) – EPS (75%): 121% – FCF (25%): 126% Grant at: 150% of Base Salary Vesting: from 0% to 200% of the original allocation

Overview of the 2025 CEO's remuneration

Long Term Incentive

€843,696 Cash⁽³⁾
(vested and paid in 2025)

11,636 Shares⁽⁴⁾
(vested and delivered in 2025)



€1,560,000 Base Salary
(paid in 2025)

€2,925,000 Short Term Incentive
(related to 2025)

(1) The Remuneration Policy is available as a standalone document, posted with the Company's governance and framework documents on the Company's website: <https://www.airbus.com/en/about-us/our-governance/governance-framework-and-documents>.

(2) For further information regarding the implementation of the Remuneration Policy applicable to the CEO, please refer to Section 2.3 "Remuneration Report" of the 2025 Report of the Board of Directors, which is available on the Company's website at: https://www.airbus.com/sites/g/files/jlcbta136/files/2026-02/airbus_se_report_of_the_board_of_directors_fy_2025.pdf

(3) In connection with the 2020 LTI award, the CEO received a total cash payment of €843,696 in 2025.

(4) Reflects the vesting of 11,636 shares in connection with the 2021 LTI award (Share value at vesting: €156.88).

(5) Key value drivers and targets are disclosed in Section 2.3 "Remuneration Report" of the 2025 Report of the Board of Directors, which is available on the Company's website at: https://www.airbus.com/sites/g/files/jlcbta136/files/2026-02/airbus_se_report_of_the_board_of_directors_fy_2025.pdf

7. Proposed Resolutions and Explanatory Statements

First resolution

ADOPTION OF THE AUDITED ACCOUNTS FOR THE FINANCIAL YEAR 2025

RESOLVED THAT the audited accounts for the accounting period from 1 January 2025 to 31 December 2025, 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 2025.

For more information on 2025 financial performances, see Section 5.1 "Financial Performance" of the 2025 Report of the Board of Directors and the audited Financial Statements 2025.

Second resolution

APPROVAL OF THE RESULT ALLOCATION AND DISTRIBUTION OF A DIVIDEND FOR THE FINANCIAL YEAR 2025

RESOLVED THAT the net profit of €3,316 million, as shown in the income statement included in the audited accounts for the financial year 2025, shall be added to the retained earnings and that a payment of a gross amount of €3.20 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 €3,316 million, as shown in the income statement included in the audited accounts for the financial year 2025, be added to the retained earnings and that a payment of a gross amount of €3.20 per share be made to the shareholders out of the retained earnings.

Pursuant to a decision by the Board of Directors, the dividend payment shall be made on 23 April 2026 to holders of the Company's shares on 22 April 2026 (record date).

As from 21 April 2026, the Company's shares will be traded ex-dividend on the Frankfurt, Paris and Spanish Stock Exchanges.

In line with the Company's capital allocation priorities, the Board has decided, in 2025, to strengthen its commitment to increasing shareholder returns, targeting sustainable growth in the dividend and extending the upper range of the dividend payout ratio to 30-50% from the current payout ratio of 30-40%. The proposed dividend increases the pay-out ratio from 37% for 2024 to 48% for 2025. This decision reflects our confidence in future earnings and cash generation, underpinned by our reaffirmed commitment to delivering long-term value to our shareholders.

For more information on the dividend policy, see Section 4.4 "Dividends" of the 2025 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 2025, to the extent that their activity has been reflected in the audited annual accounts for the financial year 2025 or in the Report of the Board of Directors or was otherwise properly disclosed to the AGM.

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 2025, to the extent that his activity has been reflected in the audited annual accounts for the financial year 2025 or in the Report of the Board of Directors or was otherwise properly disclosed to the AGM.

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 2025, to the extent that their activity has been reflected in the audited annual accounts for the financial year 2025 or in the Report of the Board of Directors or was otherwise properly disclosed to the AGM.

Fifth resolution

REAPPOINTMENT OF KPMG ACCOUNTANTS N.V. AS AUDITOR FOR THE FINANCIAL YEAR 2027

RESOLVED THAT the Company's auditor for the accounting period being the financial year 2027 shall be KPMG Accountants N.V. whose registered office is at Laan van Langerhuize 1, 1186 DS Amstelveen, in the Netherlands.

Explanatory statement: fifth resolution

Following the resolution of the 2025 AGM, which appointed KPMG Accountants N.V. as the Company's external auditor for the financial year 2026, the Audit Committee recommended to the Board of Directors that KPMG Accountants N.V. be reappointed as the Company's external auditor for the financial year 2027. Accordingly, we recommend that KPMG Accountants N.V. be appointed as the Company's external auditor for the financial year 2027, whose registered office is at Laan van Langerhuize 1, 1186 DS Amstelveen, in the Netherlands. This appointment shall also extend to the Company's sustainability reporting, to the extent required.

Sixth resolution

APPROVAL, AS AN ADVISORY VOTE, OF THE IMPLEMENTATION OF THE REMUNERATION POLICY FOR THE FINANCIAL YEAR 2025

RESOLVED THAT, as an advisory vote, the implementation of the Remuneration Policy during the financial year 2025, as disclosed in the 2025 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 2025 Report of the Board of Directors. We recommend that this AGM approves the implementation of the Remuneration Policy during the financial year 2025, as disclosed in the Section 2.3.2 "Implementation of the Remuneration Policy in 2025: CEO" and Section 2.3.3 "Implementation of the Remuneration Policy in 2025: Non-Executive Directors" of the 2025 Report of the Board of Directors.

Seventh resolution

REAPPOINTMENT 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 2029.

Eighth resolution

REAPPOINTMENT 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 2029.

Ninth resolution

REAPPOINTMENT OF MR ANTONY WOOD AS NON-EXECUTIVE MEMBER OF THE BOARD OF DIRECTORS FOR A TERM OF THREE YEARS

RESOLVED THAT the appointment of Mr Antony Wood 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 2029.

Tenth resolution

APPOINTMENT OF MS HENRIETTE HALLBERG THYGESEN AS NON-EXECUTIVE MEMBER OF THE BOARD OF DIRECTORS FOR A TERM OF THREE YEARS IN REPLACEMENT OF PROF DR FEIYU XU WHOSE MANDATE EXPIRES AT THE CLOSE OF THIS AGM

RESOLVED THAT Ms Henriette Hallberg Thygesen 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 2029, in replacement of Prof Dr Feiyu Xu whose mandate expires at the close of this AGM.

Eleventh resolution

APPOINTMENT OF MR OLIVER ZIPSE AS NON-EXECUTIVE MEMBER OF THE BOARD OF DIRECTORS FOR A TERM OF ONE YEAR IN REPLACEMENT OF MR VICTOR CHU WHO WILL RESIGN ON THE DATE OF THIS AGM

RESOLVED THAT Mr Oliver Zipse be appointed as Non-Executive Member of the Board of Directors for a term of one year ending at the close of the AGM which shall be held in the year 2027, in replacement of Mr Victor Chu whose resignation will take effect at the close of this AGM.

Explanatory statement: seventh to eleventh resolutions

Board mandates are renewed every year in blocks of four for a term of three years to ensure a smooth transition of the Board of Directors' composition ("staggered Board principle"). In proceeding in this manner, the Company avoids the departure of a large number of Members of the Board of Directors at one single AGM, which would result in a loss of experience for the Board and integration challenges for the new members.

The Board 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 2029. Mr Dunkerley has served as a Non-Executive Member of the Board of Directors since 2020 and is currently a member of the Audit Committee and of the Remuneration, Nomination and Governance Committee. In addition, Mr Dunkerley currently serves as Non-Executive Director of Volotea Airlines.

Mr Dunkerley is an aerospace industry expert and holds degrees in Economics and Air Transport Management. Besides being a pilot himself, he has held various senior and managerial positions at airline companies. Between 1989-1999, he held several such positions at British Airways Plc in Europe and in the United States. In those positions, he notably managed sales, marketing, customer services, operations, finance, industrial relations, human resources and alliances. He subsequently served as President and COO of Worldwide Flight Services, a leading multinational ground handling business, as Executive Vice President at Roberts Roach & Associates, San Francisco-based aviation consultancy firm, and as COO at Sabena Airlines Group. Mr Dunkerley joined Hawaiian Airlines in 2002, first as President and COO, and from 2005 to 2018 as President and CEO (including of the parent company, Hawaiian Holdings, Inc.) where he led the transformation of the company from bankruptcy into one of the world's most successful airlines.

With his extensive experience in sound understanding of the aerospace industry, including product safety and the industry's operations and the challenges that can be faced herein, compared with his vast executive leadership background and knowledge on sustainability matters, Mr Dunkerley brings highly valuable perspectives to the Board of Directors.

The Board further recommends that this AGM renews as an independent Non-Executive Member of the Board of Directors, **Mr Stephan Gemkow** for a term of three years, ending at the close of the AGM which shall be held in the year 2029. Mr Stephan Gemkow was first appointed as a Non-Executive Member of the Board of Directors in 2020 and is currently Chair of the Audit Committee and a member of the Ethics, Compliance and Sustainability Committee. Additionally, Mr Gemkow currently serves as Vice Chairman of the Board of Directors of Amadeus IT Group S.A. and is a member of the Board of Directors of Flughafen Zürich AG as well as of C.D. Waelzholz GmbH & Co. KG.

After obtaining a degree in Business Administration, Mr Gemkow became a management consultant at BDO Deutsche Marentreuhand AG in Hamburg. He went on to hold various management positions at Deutsche Lufthansa AG in Frankfurt and Washington from 1990 to 2012. Here, he served, amongst others, Head of Investor Relations, Head of Corporate Finance and as Chief Financial Officer and Chief Human Resources Officer for the Cargo division which he accompanied through a major restructuring. From 2006 until 2012, Mr Gemkow served as Chief Financial Officer and member of the Executive Management Board which he successfully led through growth, global expansion as well as the financial crisis. He became the CEO of Franz Haniel & Cie, one of the largest family-owned investment holdings based in Germany in 2012. Here, he guided the company through important restructuring and investment phases in a complex stakeholder management context until his departure in 2019. Mr Gemkow furthermore served as Chairman on the Supervisory Boards of TAKKT AG and Celesio AG (now known as McKesson Europe AG), as member of the Supervisory Board of Evonik Industries AG and, from 2021 to 2025, as a senior advisor to BNP Paribas Group Germany.

Mr Gemkow stands as a seasoned professional in the aerospace industry with vast experience in finance, corporate governance and human resource capital. His financial experience and deep knowledge of the industry allow him to provide useful insights to the Company in its risk assessments and further guide it on its path to continuous growth.

In addition, the Board of Directors recommends that this AGM renews the appointment of **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 2029. Mr Antony Wood has been a Non-Executive Member of the Board of Directors since 2022, initially on an interim basis until his appointment by the AGM in 2023 and is currently a member of the Audit Committee. Mr Wood also serves as 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), Chairman of the Board of Chemring Group plc and a Director of Aero Accessories.

Mr Wood holds degrees in Engineering and Business Administration, was awarded an honorary Doctorate of Science from Cranfield University in 2015 and is a Fellow of the Royal Aeronautical Society and of the Association for Project Management. He joined the Dowty Group in 1984 (now part of Safran SA) where he held a variety of management roles. Subsequently, he spent 15 years at Rolls-Royce plc where he was a member of its Executive Committee from 2009 to 2016, of which he served as President of Aerospace during the final three years. Mr Wood then joined Meggitt plc where he became Chief Executive Officer in 2018 and served in this

role until 2022 while he served as President of ADS Group Limited (the trade association for the Aerospace, Defence, Security and Space sectors in the United Kingdom), which he left as a Director in 2023.

The Company highly values Mr Wood's broad experience and deep knowledge on the defence industry, the aerospace industry, in engineering and innovation, manufacturing and production, and the energy sector. Mr Wood provides valuable insights on the Company's navigation in the evolving defence industry and on its long-term sustainability goals, to fulfill its purpose.

The Board further recommends that this AGM appoints **Ms Henriette Hallberg Thygesen** 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 2029. Ms Hallberg Thygesen will replace Prof Dr Feiyu Xu whose mandate expires as of the close of this AGM.

The Company wishes to express its gratitude to Prof Dr Feiyu Xu for her valuable contribution to the Board since her appointment in 2024.

Ms Hallberg Thygesen has been the Chief Executive Officer of Terma A/S (Denmark's largest defence and aerospace company) since 2024. In this role, she leads the company's strategic transformation and its mission to deliver advanced technology solutions for defence, surveillance, radar systems, space and aeronautics.

Prior to joining Terma, Ms Hallberg Thygesen built a nearly 30-year career at A.P. Møller – Maersk, where she held multiple senior executive positions. She most recently served as Executive Vice President and Chief Customer Delivery Officer, following her tenure as Executive Vice President and CEO of Fleet & Strategic Brands. Before that, she was CEO of Svitzer A/S from 2016 to 2020. Earlier in her career at Maersk, she led regional operations for Damco in North Asia, the Americas and Europe, and held a range of leadership roles in Maersk Tankers, Maersk Logistics and Maersk Oil.

Ms Hallberg Thygesen began her career at Maersk in 1994. Over the following decades, she worked across Denmark, the United States, China, Hong Kong, and Spain, gaining deep experience in global logistics, operations, strategic planning, and executive leadership.

She holds an Executive MBA from Columbia Business School and London Business School, a PhD in Applied Mathematics from Copenhagen Business School, and a Master of Science from Copenhagen Business School.

Alongside her roles at Terma, Ms Hallberg Thygesen currently serves on the Boards of Directors of Danish public companies Vestas Wind Systems A/S and ISS A/S but is planned to step down from these roles at the conclusion of the 2026 financial year (by the 2027 Airbus AGM).

With her executive leadership of a leading aerospace and defence company and her extensive career in global logistics at Maersk, Ms Hallberg Thygesen brings deep industrial expertise and a proven track record in large-scale operational transformation. Leveraging her expertise in applied mathematics and executive leadership, she offers incisive insights into the Company's supply chain complexities and digital transformation. Ms Hallberg Thygesen brings a wealth of experience in defence and international commerce, providing a significant advantage in managing the Company's strategic and geopolitical risks.

Finally, the Board recommends that this AGM appoints **Mr Oliver Zipse** as an independent Non-Executive Member of the Board of Directors for a term of one year, ending at the close of the AGM which shall be held in the year 2027. Mr Victor Chu's resignation will take effect at the close of this AGM, at which point Mr Oliver Zipse will take his place.

The Company wishes to express its profound gratitude to Mr Victor Chu for all of his contributions during his eight years of service to the Company.

Mr Zipse received a degree in mechanical engineering from the Technical University of Darmstadt and an Executive MBA from Kellogg School of Management (USA) and WHU Koblenz (Germany). He also studied computer science and mathematics at the University of Utah (USA).

Mr Zipse joined BMW AG in 1991 as a trainee and has spent his entire career with the company. Between 1994 and 2006, he held various leadership positions in development, production, and production planning in both Munich and South Africa. He served as the Managing Director of the MINI Plant in Oxford, UK, from 2007 to 2008. From 2009 to 2015, he held senior roles in technical planning and corporate planning and product strategy.

In May 2015, he was appointed to the Board of Management of BMW AG, with a focus on production. He was instrumental in expanding the company's production network, which contributed to its strong financial performance. In August 2019, he was named Chairman of the Board of Management of BMW AG. He has led the company through a period of significant transformation, expanding its electric vehicle lineup and developing the next generation of models, the "Neue Klasse." His mandate ends on 13 May 2026.

Mr Zipse also serves as Deputy Chair of the Senate of the Fraunhofer-Gesellschaft and was appointed President of the European Automobile Manufacturers' Association for 2021-2022. He is a professor at the Technical University of Munich, and received an honorary doctorate from the Friedrich-Alexander University of Erlangen-Nuremberg (Germany). Mr Zipse brings unparalleled expertise in large-scale industrial transformation and the shift towards sustainable mobility. His deep-rooted experience in production and technical planning, combined with his leadership of complex manufacturing networks, provides the Board with vital insights into operational excellence and industrial scaling. Furthermore, his strategic role within the European automotive and research sectors equips him to support the Company in navigating the dual challenges of decarbonisation and technological disruption in the global market.

The competencies of each of these Members of the Board of Directors together with the high attendance rate at the Board of Directors and the Committee meetings (see Section 2.1.1 "Composition of the Board of Directors" of the 2025 Report of the Board of Directors) show the significant involvement and dedication of the Members of our Board of Directors to Airbus' activities. The Board of Directors is therefore convinced that all Members of the Board of Directors 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 above.

Airbus' guiding principle governing management appointments is that the best candidate should be appointed to the position. With these reappointments and appointments, the Company maintains its current proportion of 42% female Members on the Board of Directors. The Company believes it contributes to greater effectiveness through more diversity (profile, background and gender). Airbus is committed to continuing to promote gender diversity on the Board and the Company's Executive Committee.

Finally, the Company has policies that require each Member of the Board of Directors to avoid any actual or apparent conflict of interest. Those policies require each Member of the Board of Directors to recuse him or herself from participating in any matter where he or she would have a personal conflict of interest. Please refer to the Board of Directors' Internal Rules (Annex D "Responsibilities of the Directors" – Article 8. Conflicts of interest) available on the Company's website www.airbus.com (Menu > About us > 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.

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 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 AGM, 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 2027. 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: twelfth resolution

The Company anticipates implementing share-related Long-Term Incentive Plans ("LTIP") in 2026 and an Employee Share Ownership Plans ("ESOP") in 2027, subject to approval by the Board of Directors. The Board of Directors intends to carry out share buybacks to fund these plans. However, in order to still be in a position to deploy these plans in the event that the Company faces unforeseen difficulties with one or several of its share buyback programmes, we would nevertheless 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. 5.4 million shares equivalent to 0.68% of the Company's issued share capital as of 31 December 2025, and to limit or exclude preferential subscription rights, for a period expiring at the AGM to be held in 2027, including for the purpose of ESOP and LTIP, as the previous authorisation expires at the end of this AGM.



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

Thirteenth 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 AGM, 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 2027.

Such powers include the issue of financial instruments, including but not limited to convertible bonds, which 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: thirteenth resolution

In addition to the authorisation provided for in the above mentioned twelfth 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 of 31 December 2025 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 2027. 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 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.

Fourteenth 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 15 April 2025 in its sixteenth resolution.

Explanatory statement: fourteenth 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 sixteenth resolution granted by the AGM on 15 April 2025.

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).

Fifteenth 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: fifteenth 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.

8. Ways of participating in the Annual General Meeting

Who can participate?

Shareholders of at least one Airbus share at the Registration Date*	➤ REGISTERED SHARES	<ul style="list-style-type: none"> Your shares are included in Airbus' register that is managed by Société Générale Securities Services (SGSS) as of the Registration Date*.
	➤ BEARER SHARES	<ul style="list-style-type: none"> The shareholder declaration form must be completed by your financial intermediary as of the Registration Date*, to certify your shareholder status, and sent to Société Générale Securities Services by Wednesday 8 April 2026, 11:59pm (CET). It must include: your first name, surname, email address, and the total number of shares held as of the Registration Date*.

* 17 March 2026 after market close

How to participate?

The voting instructions can be communicated between **3 March 2026 and 8 April 2026 (before 11:59pm CET)** via the **Votaccess online platform or the voting form**.

ATTEND PHYSICALLY	➤	<ul style="list-style-type: none"> Please request your Attendance Card using one of the following methods: <ul style="list-style-type: none"> Online: via the Votaccess platform⁽¹⁾. You may choose to download the Attendance Card directly or receive it by post. By post: using the voting form⁽²⁾, by checking box 1. You will receive the Attendance Card by post. Please be aware that you will be required to present a valid form of identification on the day of the AGM.
ATTEND REMOTELY	➤	<ul style="list-style-type: none"> If you wish to attend the AGM remotely⁽³⁾, please register using one of the following methods: <ul style="list-style-type: none"> Online: via the Votaccess platform⁽¹⁾ and click on "Send my contact details" to register. By post: using the voting form⁽²⁾ by checking box 5.
VOTING BY POST OR ONLINE	➤	<ul style="list-style-type: none"> To submit your voting instructions, please use one of the following methods: <ul style="list-style-type: none"> Online: via the Votaccess platform⁽¹⁾. By post: using the voting form⁽²⁾: <ul style="list-style-type: none"> Vote by post: please check box 2 and provide your voting instructions. Grant proxy to the Chairman: please check box 3. Grant proxy to a designated person: please check box 4.

(1) If you hold **registered shares**, you can connect to **Votaccess** on the **Sharinbox** website: <https://sharinbox.societegenerale.com/en/>. Only Shareholders whose financial intermediary is linked to **Votaccess** are eligible to use the online platform. Holders of **bearer shares** should contact their financial intermediary for instructions on how to vote.

(2) Voting forms are available in English, French and Spanish on the Company's website at <https://www.airbus.com/en/investors/annual-general-meetings>. Holders of **registered shares** will receive the voting form by post, enclosed with this convening brochure, and a prepaid envelope for returning their voting instructions. Holders of **bearer shares** must send the form either to their financial intermediary (who will transmit it to SGSS), or directly to SGSS at the following address: Société Générale Securities Services – Service Assemblées Générales – 32 rue du champ de Tir, 44300 Nantes Cedex – France.

(3) When attending the AGM remotely, it is not possible to vote or ask questions via the webcast.

All the necessary information related to the 2026 AGM is available on the Company's website at: <https://www.airbus.com/en/investors/annual-general-meetings>

Should you wish to consult the convening documents of the Company, these are available at:

- **Airbus SE:** Mendelweg 30, 2333 CS, Leiden, The Netherlands;
- **Airbus Governance Matters (B80 building – E472):** 2 rond-point Émile Dewoitine, 31700 Blagnac, France;
- **Société Générale Securities Services:** Service Assemblées Générales, 32 rue du Champ de Tir, CS 30812, 44312 Nantes Cedex 3, France.


The AGM will be webcast and a recording will be made available after the AGM on the Company's website at: <https://www.airbus.com/en/investors/annual-general-meetings>

If you have any questions related to attending or on the voting process, please:

- send an email to generalmeeting.airbus@sgss.socgen.com;
- or call +33(0)2 51 85 65.

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 cochez une seule des quatre formules // Choose by shading only one of the four options: 1 ou/2 ou/3 ou/4. Pour les options 2 ou 3, vous pouvez également demander à suivre l'assemblée via webcast en choisissant l'option 5 (For options 2 or 3, you can also request to follow the meeting via webcast by choosing option 5)

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



Airbus SE
 Société Européenne / European Public Company (Societas Europaea)
 Siège Social / Registered office: Mendelweg 30, 2333 CS Leiden, the Netherlands
 Siège Statutaire / Corporate seat: Amsterdam
 Immatriculée auprès de la Chambre de Commerce des Pays-Bas sous le numéro 24288945
 Registered at the Dutch Chamber of Commerce under the number 24288945

ASSEMBLÉE GÉNÉRALE ANNUELLE
 Convoquée le mardi 14 avril 2026 à 13h30
 à l'HOTEL OKURA AMSTERDAM
 Ferdinand Bolstraat 333
 1072 LH - PAYS-BAS

ANNUAL GENERAL MEETING
 To be held on Tuesday 14 April 2026 at 1:30 pm
 at HOTEL OKURA AMSTERDAM
 Ferdinand Bolstraat 333
 1072 LH - THE NETHERLANDS

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

Identifiant / Account

Nombre d'actions / Number of shares

Nominatif / Registered
Porteur / Bearer

Nombre de voix / Number of voting rights

2. JE VOTE PAR CORRESPONDANCE // I WISH TO PROVIDE VOTING INSTRUCTIONS

Sur les projets de résolutions proposées 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 proposed by the Board of Directors, cast your vote by shading only one box per resolution. If you shade more than one box per resolution, your voting instructions are invalid.

	1	2	3	4	5	6	7	8	9	10
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"/>
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"/>
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"/>
	11	12	13	14	15					
Oui / Yes	<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"/>					
Abs.	<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 GRANT PROXY TO THE CHAIRMAN OF THE GENERAL MEETING

Sur les projets de résolutions non proposées par le Conseil d'administration, je vote en notifiant la case correspondant à mon choix. / In respect of the resolutions not proposed by the Board of Directors, cast your vote by shading the box of your choice.

4. JE DONNE POUVOIR À (pour me représenter à l'Assemblée Générale) / HEREBY APPOINT (to represent me at the General 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 et ne peuvent être effectuées à l'aide de ce formulaire). Cf. au verso (1)
 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 (1)

5. SUIVRE L'ASSEMBLÉE EN DIRECT VIA WEBCAST / FOLLOW THE MEETING VIA WEBCAST
 (Je désire suivre l'intégralité de l'Assemblée via webcast - valable pour les options 2 ou 3 // I wish to follow the entire Meeting via webcast - applicable if option 2 or 3 is selected)
 RENSEIGNER VOTRE ADRESSE EMAIL ET/OU VOTRE TÉLÉPHONE (SI APPROPRIÉ) // PLEASE PROVIDE YOUR EMAIL ADDRESS AND PHONE NUMBER (WH APPLICABLE)

Four 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

L'actionnaire s'engage à être titulaire de ses actions Airbus le mardi 17 mars 2026 à la fermeture des marchés, pour que ses instructions puissent être prises en compte. À noter que les actions ne sont pas bloquées jusqu'à l'Assemblée. / The shareholder undertakes to hold his/her Airbus shares at close of markets on Tuesday 17 March 2026 in order to have his/her instructions processed. Note that the shares will not be blocked until the Meeting.



Airbus SE

European public limited-liability company (Societas Europaea)
Mendelweg 30, 2333 CS Leiden, The Netherlands
Registered with the Dutch Chamber of Commerce under number 24288945



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