ESOP Employee Share Ownership Plan

From 26 February to 12 March 2026, **mark your calendar and do not miss the opportunity to invest in Airbus!**

Do not miss the opportunity to purchase Airbus shares at market value > **Receive additional shares with a 40% discount**

Why? Becoming an Airbus shareholder

Do you trust in the future of Airbus and want to invest in our company?

Seize the opportunity to subscribe to ESOP and benefit from favourable conditions as described below.

What? Subscription Grid 2026

Package	Fixed number of shares acquired by the employee	Number of shares matched by Airbus	Total number of shares received by the employee
1	3	2	5
2	6	4	10
3	9	6	15
4	18	12	30
5	30	20	50
6	42	28	70
7	54	36	90
8	72	48	120
9	99	66	165

You can benefit from one of the proposed packages above. During the subscription period you can modify or cancel your share purchase at any time.

At the end of the period your last subscription registered on the subscription tool will be taken into account.

Please note that the final number of shares granted might be capped in the event of oversubscription.

Who? Eligibility criteria

- Be an Airbus employee belonging to an entity with more than 50% Airbus ownership (or listed in the Country Supplement).
- Be employed between 31 December 2025 and 2 April 2026 by one of the Airbus entities participating in the ESOP offer in a country where the scheme is legally deployed.

If you are under 18 years old the form to be filled and signed is on the subscription website.

When? Subscription period

From 8am CET, 26 February to 5.30pm CET, 12 March 2026.

Under the terms of the scheme, you must hold these shares for at least three years (until 2 April 2029[1]).

[1] Unless specific local rules apply

How? Your two options to purchase shares

Register to subscribe at **www.esop.airbus.com**. If you are unable to access the web application please call the multilingual call centre below:

France: 0805 980 327
UK: 0800 026 0233
Germany: 0800 627 0982
Spain: 800 000 114
Other countries: +33 557 925889

Call Centre opening hours:
8am - 8pm CET, Monday to Friday, 26 February - 11 March 2026
8am - 5.30pm CET, Thursday 12 March 2026

DO NOT FORGET YOUR AIRBUS CORPORATE ID, available on your payslip or from your local HR Department.

To subscribe, you will need to register your personal data online, which is mandatory for a correct share allocation on your deposit account.

NOTE: If you connect via your work desktop or laptop computer you will be automatically logged in without any further requests for information.

Impact of share price evolution on your investment*

Share price evolution

Airbus shares are traded on several stock exchanges under the trade name Airbus (and ticket AIR). Purchase shares at fair market value determined by the Airbus Board of Directors on 18 February 2026 which represents the closing price of Airbus shares on the Paris stock exchange.

Note: In case of decrease of the market share price after 18 February, if the market share price on the date preceding the delivery of the shares is below the ESOP 2026 subscription share price, the shares will be purchased at the closing price of Airbus shares on the Paris stock exchange on 01 April 2026 (except if any different local rule applies).

Past performance is no guarantee of future performance.

IMPORTANT: Share price evolution on the stock market is unpredictable. Please remember that the price of Airbus shares can go up or down. The decision on whether to invest in shares remains yours.

Example on share price evolution between 18 February and 01 April based on package 2: **6 shares + 4 matching shares.**

	Subscription Share Price (set on 18/02/2026)*	Share value on 01/04/2026*	Total paid by the employee*	Equivalent price per share**	Total value of the shares on 02/04/2026*
Scenario 1: increasing share price of 10%	200	220	1200	120	2 200
Scenario 2: equivalent share price	200	200	1200	120	2 000
Scenario 3: decreasing share price of 10%	200	180	1080	108	1800

* These values are provided for illustration purposes only and do not intend to predict the market value of the Airbus share in the future.

** Please remember that social charges and/or tax, if applicable, will come in addition to the subscription price.

Your responsibility regarding payment of the shares

When you confirm your subscription, you commit to paying the full amount of your purchase, as well as any applicable social contributions and/or taxes, in **up to three months** through payroll deduction.

Your subscription must be fully paid by the end of the third month of deduction, **with no remaining balance.**

If this is not the case, Airbus reserves the right to take appropriate measures, such as **limiting your investment amount** in any future offer.

As payment terms and deadlines may vary by country, please refer to your applicable Country Supplement.

It will also provide you with local regulatory specifics and the tax rules that apply to your ESOP subscription.

47 countries/regions involved

AIRBUS