

2026 Airbus Employee Share Ownership Plan Rules

You are invited by Airbus SE ("Airbus") to subscribe Airbus shares (the "Shares") through the Airbus Employee Share Ownership Plan ("ESOP"). The Shares are traded on several stock exchanges under the trade name Airbus (and ticker AIR).

This document provides for the general terms and conditions applicable to participation to ESOP 2026 ("Plan Rules"). Specific terms and conditions may apply to participation to ESOP in your country as set out in the "Country Supplement" provided to you separately. These Plan Rules and the Country Supplement must be read together and form the terms and conditions applicable to your participation to ESOP. In participating to ESOP, you confirm that you have read and understood the terms and conditions provided in the Plan Rules and the Country Supplement.

A. Eligible Employees

Are eligible to participate to ESOP, employees of Airbus group entities who meet all of the following conditions ("Eligible Employees"):

- who have been employed since at least December 31, 2025 and remain employed on April 2, 2026; and;
- who are employed by an Airbus group entity in which Airbus holds more than 50% of shares capital, or an entity in which Airbus holds at least 50% and specifically included in the scope of the ESOP subject to Airbus decision, where all entities so determined must be also included in the Airbus group employee database ("Eligible Entities"); and
- who are employed by an Eligible Entity established in the following jurisdictions: Australia, Belgium, Brazil, Canada, Chile, China, Colombia, Denmark, Finland, France, Germany, Hong-Kong, Hungary, India, Indonesia, Italy, Ireland, Japan, Kazakhstan, North Macedonia, Malaysia, Mexico, Morocco, Netherlands, New-Zealand, Norway, Philippines, Poland, Portugal, Qatar, Romania, Saudi Arabia, Singapore, Slovakia, South Africa, South Korea, Spain, Sweden, Switzerland, Taiwan, Thailand, Tunisia, Turkey, UAE, UK, Uruguay and USA.

Notwithstanding the above, pursuant to provisions of Regulation (EC) n° 833/2014 and Regulation (EC) n°765/2006, as amended, the offer of Airbus Shares is not made to Russian nationals and persons residing in Russia, nor to Belarussian nationals and persons residing in Belarus, except (i) in case of Russian nationals, if those persons are nationals of a EU Member State, of a country member of the European Economic Area or Switzerland, or have a temporary or permanent residence permit in a EU Member State, a country member of the European Economic Area or in Switzerland and (ii) in case of Belarussian nationals, if those persons are nationals of a EU Member State or have a temporary or permanent residence permit in a EU Member State.

Specific conditions may apply to participation of underage employees.

B. Acquisition of Airbus Shares in ESOP 2026

Subject to the decision of the Airbus Board of Directors on February 18, 2026 and subject to any relevant filing requirements, you will have the opportunity to purchase a certain fixed number of Shares.

The price for each package of Shares is determined based on the "Reference Price" which will be set by Airbus on February 18, 2026 and will be equal to the closing price of the Shares on the Paris stock exchange on that day. However, if the closing price on February 18, 2026 is higher than the closing price of the Share on April 1st, 2026, the Reference Price will be equal to the closing price of the Share on April 1st, 2026.

Within the Euro zone, the Reference Price will be in Euro. Employees outside the Euro zone will pay in local currency, with a fixed exchange rate defined on February 18, 2026. This rate will be maintained until the Grant Date (defined below).

Eligible Employees are invited to purchase a fixed number of Shares ("Package") at a price per Share discounted by 40% from the Reference Price. In each Package, the price per Share is a combination of a number of 3, 6, 9, 18, 30, 42, 54, 72 or 99 Shares at Reference Price and a number of matching Shares as indicated in the table below:

Package number	Fixed number of Shares at Reference Price	Number of matching Shares	Total number of Shares received
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

However, the investment amount may be restricted for employees who have an outstanding ESOP debt or who did not comply with the terms and conditions of ESOP during their previous participation (particularly regarding the payment process for the purchase price). In such situations, employees could be offered the opportunity to invest in the smaller Packages or in the first Package only. The employees concerned will be made aware of the Packages that they can select through the participation process.

C. Payment of the purchase price of the Package

The price for acquisition of the Package shall be paid through payroll deductions. Other means of payment can be provided in certain countries. You shall refer to the Country Supplement which specifies the payment methods applicable in your country.

Depending on country regulations, you may be liable to social charges and tax on the benefits that you receive upon your participation to ESOP. In such case, the amount of tax and social charges would be deducted from your salary, according to the local legislation in force (see below).

Because the payment of the purchase price is done through salary deduction, except in limited cases of certain countries as indicated in the Country Supplement, all participants must ensure at the time of subscription that the price of the Package can be deducted from their salary in compliance with proposed payment options and local regulations.

In case of default of payment of the purchase price of the Package (for example, in the absence of sufficient remuneration in the relevant month(s) or if, for any reason, you are no longer employed by Airbus), Airbus, your employer or your former employing entity may take all appropriate actions to recover the purchase price of the Package. This may include cancellation of your participation to ESOP implying the sale of your Shares, without any payment to you other than restatement of the paid portion of the purchase price of the Package, as the case may be.

D. Oversubscription

For this ESOP, Airbus will offer a maximum of 3,500,000 Shares.

In case of oversubscription, the participants' acquisition orders will be reduced proportionally according to the level of oversubscription, maintaining at the minimum and to the extent feasible, the percentage of the discount initially offered and ensuring that participants receive a meaningful and sized Package.

Subscription caps may also apply in certain countries depending on local legislation and are indicated in the Country Supplement, as the case may be. If such caps were to be exceeded, the acquisition orders of participants in the country concerned will be reduced based on same principles as indicated above.

E. Grant Date of the Shares

It is foreseen that all the Shares acquired pursuant to ESOP will be delivered to participants on April 2, 2026¹ (the "Grant Date"). This is the date at which you become the owner of the Shares.

F. Mandatory holding period

You will not be able to sell or transfer the Shares acquired in ESOP during a period of three years from the Grant Date. You will be able to sell the Shares acquired in ESOP starting from the first business day following the expiration of the mandatory holding period, i.e., from April 3, 2029, if you wish.

You should consider Airbus internal insider trading rules before any transaction.

No early release of the Shares will be authorized before the end of the mandatory holding period except in the case of death. In particular, the mandatory holding period will remain applicable in case of termination of the employment contract occurring after the Grant Date.

G. Shareholder rights and dividends

Shares that you can acquire in ESOP are ordinary Shares which are entitled to vote and dividends, if voted by Airbus Annual General Meeting (AGM).

H. Local laws and tax treatment

Acquisition of Shares in ESOP is subject to local laws and regulations.

The offer of Shares in ESOP will only be implemented in countries where all procedures of registration and/or notifications have been completed and the necessary authorizations have been obtained, as the case may be.

An overview of tax and social security contributions applicable to ESOP is provided in the tax part of the Country Supplement. Such summary is given for informational purposes only and should not be relied upon as being either complete or conclusive. The tax treatment that applies to you depend on your personal situation. For definitive advice, you should consult your own tax advisors.

If a benefit received pursuant to this offer is considered as taxable income, the respective taxes and social security contributions, if applicable, will be deducted via payroll according to local regulations.

If your remuneration in the relevant month is not sufficient for withholding of tax and social charges owed by you, or if you are no longer employed by an Airbus group entity, Airbus, your employer or your former employing entity will take all appropriate actions to recover social charges and taxes due. This may include the sale of your Shares.

I. Holding of Shares

The Shares acquired in ESOP will be delivered in individual securities accounts maintained by Société Générale Securities Services. Société Générale Securities Services will manage share accounts and execute your sale requests after the end of the mandatory holding period.

Dividends, if any, and proceeds from sale of your Shares can be paid by Société Générale Securities Services directly to you on your bank account or transferred to you through your employer.

At the end of the mandatory holding period of three years, the Shares will become available for sale. However, you can also continue keeping your Shares in the securities account with Société Générale Securities Services or, at

your request, transfer to another custodian, to the extent practically feasible.

However, by exception to the above, specific procedures have been established for holding of Shares acquired in ESOP in the following countries:

- in the US and in Canada, the Shares will be automatically transferred to Computershare and will be held on individual securities accounts maintained by Computershare. Employees having an existing Société Générale account have the choice of holding their Shares in their Société Générale account. Employees must indicate their preference at the time of their participation to ESOP. Absent any indication, Shares will be delivered on accounts maintained by Computershare.

- in the UK, employees having an existing Equiniti account – or willing to open an Equiniti account – have the choice of holding their Shares in their Equiniti account. Employees must indicate their preference at the time of their participation to ESOP. Absent any indication, Shares will be delivered on accounts maintained by Société Générale Securities Services.

- in Germany, employees with existing Commerzbank depots have the choice of holding their Shares in their Commerzbank account. Employees must indicate their preference at the time of their participation to ESOP. Absent any indication, Shares will be delivered on accounts maintained by Société Générale Securities Services.

The mandatory holding period of three years provided by these Plan Rules applies irrespective of the choice of your account keeper.

Custody fees for holding your Shares on securities accounts maintained with Société Générale Securities Services will be paid by Airbus until the end of the mandatory holding period and after that date, as long as you remain an Airbus group employee.

Custody fees for holding your Shares with another account-keeping bank referred to above may be charged to you, in whole or in part.

For former employees, any custody fees, bank fees that may apply to the sale of Shares or to the transfer of the Shares occurring after Grant Date are at your own expense.

You are encouraged to consult the terms and conditions established by your account-keeping bank.

J. Subscription to ESOP 2026

If you want to acquire Shares in ESOP 2026, your purchase order must be submitted between February 26, 2026 8.00 a.m. (CET) and March 12, 2026 5.30 p.m. (CET):

Either:

- on the dedicated Internet Airbus ESOP website: www.esop.airbus.com

Or:

- if you do not have internet access, via a specific multi-language Call Center, which operates from Monday to Friday, 8.00 a.m. to 8.00 p.m. (CET) at:

France: 0 805 980 327

Germany: 0 800 627 0982

Spain: 800 000 114

UK: 0 800 026 0233

Other countries: + 33 557 925 889.

You can modify your order until March 12, 2026 5.30 p.m. (CET) via the dedicated Internet Airbus ESOP website or the Call Center. Your purchase order becomes definitive and irrevocable upon the close of the subscription period.

IMPORTANT NOTE: Share price development on the stock market is unpredictable. When making your

¹ Subject to adaptations locally indicated in the Country Supplement, as the case may be

decision please remember that the price of the Shares can go down as well as up.

Note that in case of oversubscription, you will not be awarded with the initial number of Shares in the selected Package. All participants' requests will be reduced proportionally.

Airbus cannot provide you with any financial advice. If you have any doubt about whether to participate or not to ESOP you should speak to an independent financial advisor.

K. Personal data protection

Airbus is committed to protecting the privacy and security of your personal data, notably ensuring that all data collected by Airbus and its data processors are processed in compliance with the terms of the European General Data Protection Regulation n°2016/679 on the protection of natural persons with regard to the processing of personal data ("GDPR").

Please note that subscription to ESOP implies processing and transfer of data to France. Additionally, in certain countries, subscription to ESOP implies completion of formalities with local authorities which may include providing to local authorities a nominative list of eligible employees or participants.

For more information, please refer to the Privacy Policy below **PRIVACY INFORMATION NOTICE** related to ESOP.