



Airbus Amber

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To
all eligible employees

From
Carmen-Maja Rex

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Blagnac,
February 20, 2026.

Employee Share Ownership Plan 2026 (ESOP)

Dear colleagues,

I am pleased to inform you that on 18 February our Board of Directors approved the launch of the 2026 Employee Share Ownership Plan (ESOP).

The ESOP programme has become an important milestone for Airbus, offering the opportunity for you to invest in our collective journey to pioneer sustainable aerospace for a safe and united world. The results of the 2025 ESOP programme were a powerful testament to our shared commitment, as we saw a record participation rate of 50% and a total subscription number of nearly 88,000 eligible employees. These figures are a clear demonstration of your profound confidence in our shared belief in the future we are building together.

We have kept the following elements of the offer, demonstrating the importance that the ESOP programme holds for the top management and the Board of Directors:

- The campaign is deployed in 47 countries and territories (welcoming Kazakhstan to the scope this year!)
- We ask participants to hold 2026 ESOP shares for at least three years
- The envelope of shares allocated for ESOP 2026 will remain the same as 2025: 3.5 million shares.

As last year, for the 2026 programme:

- There will be a **unique discount of 40% on all the packages**
- The grid of available packages will remain **nine packages**, ranging from three to 99 purchased shares
- We remind you, that before subscribing to the ESOP 2026 programme we ask you to **carefully read the ESOP plan rules and your local "Country supplement"**, in order to be aware of the terms and conditions applicable to ESOP 2026 in your country.

The subscription period will last two weeks: from **8am CET on 26 February 2026, to 5.30pm CET on 12 March 2026**. Access the online tool to follow the self-registration process, which will guide you step by step through the subscription process.

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Please note that participation is possible in only one scheme, either the ESOP 2026 or the SIP 2026. If an application is completed for both schemes (ESOP 2026 and SIP 2026), the application for ESOP will not be taken into account.

ESOP/SIP Key features 2026 at a glance:

The two schemes will run concurrently for employees under UK contract.

1) ESOP - Employee Share Ownership Plan

The Airbus ESOP provides the opportunity to purchase a greater number of shares, but with tax consequences.

Employees get a unique opportunity to purchase a fixed number of Airbus shares at market value and receive matching shares based on a determined ratio, leading to a 40% benefit of the amount you may choose to invest. Nine packages are proposed.

We encourage you to refer to the ESOP documentation that you have received by e-mail or by post at home.

Note:

Deductions for ESOP purchases via payroll will begin in April 2026 for employees in the UK. Deductions will take place between April and June 2026.

More information on the various options and packages is available online at www.esop.airbus.com and on the Hub [*Human Resources > Compensation & Benefits > Corp Schemes & Benefits > ESOP / Free share plan*].

Please take the necessary time to carefully read all of the information that is published on the Hub and on the ESOP subscription tool, paying **particular attention to the Country supplement** and plan rules to ensure you fully understand all conditions and tax consequences.

2) SIP - Share Incentive Plan

The Airbus SIP provides the opportunity to purchase shares with a maximum tax saving value of £1,800.

It allows the UK employees with the opportunity to purchase Airbus shares while maximising the benefits allowed under UK tax law.

It is possible to invest up to £300 per month from your pre-tax salary to acquire Airbus shares (referred to as Partnership Shares) at the end of a six-month accumulation period. Airbus will award additional bonus shares (known as Matching Shares). SIP investments are made by deduction from pay before Income Tax and National Insurance contributions are deducted.

This is significantly different to investments made under ESOP. Shares are held in Trust on your behalf and become free of Income Tax and National Insurance if held in the Trust for at least five years. The six-month accumulation period for the SIP scheme will be from April to September 2026.

We encourage you to refer to the booklet provided by the Trustees which is designed to explain how to join the scheme and how it operates in more detail. The documentation is also available online at www.shareview.co.uk/clients/airbus.

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It is important to highlight that you should carefully consider the merits of both schemes before making any commitment to purchase. Please be reminded that you may only participate in one of these schemes.

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

Kindest regards,

Carmen-Maja REX
Chief HR Officer