Contents

Airbus Report of the Board of Directors 2024

Dear shareholders,

This is the Report of the Board of Directors (the "**Board Report**") on the activities of Airbus SE during the 2024 financial year, prepared in accordance with Dutch law. Airbus SE is a European public limited-liability company (Societas Europaea) with its seat in Amsterdam, the Netherlands, its registered address at Mendelweg 30, 2333 CS Leiden, the Netherlands, and it is registered with the Dutch Commercial Register (Handelsregister) under number 24288945. Airbus SE, together with its subsidiaries, is referred to herein as the "**Company**" or "**Airbus**". Airbus SE is listed in France, Germany and Spain.

The Company operates in three segments: Airbus (which includes the Commercial Aircraft business) and the two divisions, Airbus Defence and Space and Airbus Helicopters. In this Board Report "**Airbus**" may be used to refer to the Company, and in context it may refer specifically to the Airbus segment. Airbus SE itself does not engage in the core aerospace, defence or space business of the Company, however as the parent company, Airbus SE conducts activities which are essential to the Company's activities and which are an integral part of the overall management of the Company. In particular, Airbus SE sets and controls objectives and approves major decisions of the Company, including by coordinating related businesses, providing services or procuring the provision of services to its subsidiaries, and pursuing financing activities in support of the business activities and strategy of the Company. For a visual overview of the Company's organisation, please refer to the simplified structure chart in the "Appendix" to the Notes to the Financial Statements.

For further information regarding the Company's business and operations, finances and results, risks, please refer to the Company's IFRS Consolidated Financial Statements published 19 February 2025 and the Company's other annual, quarterly and ad-hoc announcements and releases relating to the Company's business, operations, finances and results, in each case available through the Company's website: www.airbus.com.

References to the "**IFRS Consolidated Financial Statements**" or "**Financial Statements**" and the "**Notes to the IFRS Consolidated Financial Statements**" or "**Notes to the Financial Statements**" respectively refer to the Company's consolidated financial information prepared in accordance with International Reporting Standards, and the accompanying notes thereto, published 19 February 2025, and available through the "investors" section of the Company's website: https://www.airbus.com/en/investors.

This Board Report includes forward-looking statements. Words such as "anticipates", "believes", "estimates", "expects", "intends", "plans", "targets", "projects", "may" and similar expressions are used to identify these forward-looking statements. Examples of forward-looking statements include statements made about the Company's strategy, introduction of new products and services, market expectations, production ramp-up and delivery schedules and other developments, as well as statements regarding the Company's future performance, prospects and outlook.

Forward-looking statements may be based on analyses or forecasts of future results and estimates of amounts not yet determinable. By their nature, forward-looking statements involve risk and uncertainty because they relate to future events and circumstances, and there are many factors that could cause actual results and developments to differ materially from those expressed or implied by these forward-looking statements. These forward-looking statements represent the view of the Company only as of the dates they are made, and the Company disclaims any obligation to update forward-looking statements, except as may be otherwise required by law.

The forward-looking statements in this Board Report involve known and unknown risks, uncertainties and other factors that could cause the Company's actual future results, performance and achievements to differ materially from those forecasted or suggested herein. These include changes in general economic and business conditions, the factors described under Section 3.1 "Risk Factors", and other facts or future developments or conditions not presently known to the Company.

Due to the nature of the markets in which the Company operates and the confidential nature of its businesses, any statements with respect to the Company's competitive position contained herein have been based on the Company's internal information sources, unless another source has been specified.

All statements made in this Board Report are made as of the date hereof, unless specifically otherwise noted. The information included and presented in this Board Report is believed by the Company to be accurate and complete as of the date hereof, and the Company disclaims any obligation to update such information, except as may be otherwise required by law. Due to rounding, numbers presented throughout this Board Report and other documents may not add up precisely to the totals provided, and percentages may not precisely reflect the absolute figures.

1 Information on the Company's Activities

1.1 Overview

Airbus pioneers sustainable aerospace for a safe and united world. The Company constantly innovates to provide efficient and technologically-advanced solutions in aerospace, defence, and connected services. In commercial aircraft, Airbus designs and manufactures modern and fuel-efficient airliners and associated services. Airbus is also a European leader in space systems, defence and security. In helicopters, Airbus provides efficient civil and military rotorcraft solutions and services worldwide.

2024 was a testing year for the Company, in which it adapted to challenging circumstances and refocused its efforts on key priorities, such as the commercial aircraft production ramp-up and the transformation of Defence and Space. The Company achieved a strong level of order intake across its businesses in 2024, and continues to focus on profitable growth and its decarbonisation ambition.

1.1.1 Strategy

1.1.1.1 Navigating a complex environment

In recent years, the global economy encountered a series of unprecedented challenges, beginning with the global coronavirus pandemic in 2020. Since then, the world has transitioned into a period characterised by increasing complexity and heightened uncertainty. This new phase has been shaped by a convergence of several factors: shifting geopolitical dynamics, economic instability and political uncertainty. First, geopolitical tensions have intensified globally, with a resurgence of armed conflicts, such as Russia's invasion of Ukraine in 2022 and conflicts in the Middle East. These tensions, combined with the lingering impacts of the COVID-19 pandemic have led to greater economic volatility, marked by inflationary pressures and new tensions in supply chains. Finally, political uncertainty is rising in western countries with increasingly polarised political landscapes in many nations, and an increased fragmentation of the world. Collectively, these forces have created an environment that demands agility, resilience and innovative strategies.

1.1.1.2 Addressing new strategic challenges

Delivering on a record order book

Airbus' backlog reached a record level of 8,658 commercial aircraft at the end of 2024, reflecting continued strong market demand and customer trust. It is Airbus' responsibility to now meet these commitments, in a timely manner, through a disciplined ramp-up and delivery excellence.

Remaining a leader in innovation in aerospace and defence

The Company strives to develop and bring innovative solutions to market. In the commercial aerospace market, innovation is needed to continue to make aviation safer and more competitive, while reducing its climate impact. In defence, accelerated changes in the operating environment, new threats, and the fast progress of technologies such as AI, autonomy, quantum systems and advanced materials all call for new generations of products and major upgrades of the Company's core platforms.

The need for a united Europe

Europe needs to invest in its defence and security against greatly increased threats, and needs sovereign capabilities to have the strategic autonomy to defend its people, interests and values. Large and complex capabilities can be more efficiently developed and built at a European scale, yet the European defence and space segment remains largely fragmented. If aggregated, European countries' defence spending would represent the second largest defence budget in the world, but its dispersion at the national level does not allow for effective scaling in the industry. As emphasised by former ECB President and Italian Prime Minister Mario Draghi in the "Report on the future of European competitiveness" (September 2024), consolidation of spending and selective integration of industrial capacity would support scaling up, and would foster standardisation and interoperability. The Company is eager to support the development of multi-national collaborations, and to contribute to their success and their contribution to European sovereignty in a similar vein to MBDA, NHIndustries and ArianeGroup.

1.1.1.3 Focusing on value creation

To build a resilient business, Airbus focuses its efforts, in all areas of the organisation, on value creation for all stakeholders: customers, employees and partners, shareholders, and society at large. Through these strategic axes, Airbus is positioned to not only navigate current challenges but also to set a trajectory for sustained growth, bold innovation, and positive impact in the years ahead.

Enhancing value for customers

The commitment to deliver excellence to customers is a primary driver of the Company's approach. In pursuit of this commitment, Airbus is scaling up production and boosting industrial resilience, while continuing to deliver best-in-class products and customer services that it continually works to improve, while continuing to give the highest priority to aviation safety and security.

Enhancing value for employees and partners

No company can achieve its objectives without the passion, creativity and dedication of its employees, as well as the important contributions of its suppliers and industrial partners. As Airbus works to build further on what has been achieved so far, continuing to deliver quality products and services in line with customers' demands and constantly striving for improvement is not only a guiding principle, but also fosters an environment that serves to attract and retain the talents needed to continue this trajectory. Airbus is aiming to provide these individuals with the opportunity to contribute to exciting and cutting-edge projects, and to pursue the future of aerospace while experiencing varied and fulfilling careers in a safe and inclusive environment.

Enhancing value for shareholders

In the context of the production ramp up, the Company is targeting sustainable growth in earnings and cash flows, and to increase shareholder returns, while continuing to invest in preparing the future with continued support from its shareholders.

Enhancing value for society

As an industry leader, Airbus has a responsibility to drive social value and social impact. This commitment shapes its approach to sustainability, ethics, and people by championing a sustainable aerospace industry, upholding integrity, safety, quality, compliance and security, and empowering people as its core strength.

1.1.1.4 Focusing on five core strategic priorities

As a result of the various challenges and evolutions mentioned above, while Airbus' purpose remains to pioneer sustainable aerospace for a safe and united world, the Company has refined five core strategic priorities. These priorities are designed to effectively address these challenges

while ensuring that value creation for all the stakeholders remains at the heart of everything Airbus does:

- Resilience (a robust industrial system and broad profit base)
- Innovation (improve existing products, develop next generation)
- Sustainability (continue to pioneer sustainable aerospace)
- Focus (on core strengths and synergies)
- Scale (leverage the Company's leading position in European aerospace)

Resilience: a robust industrial system and broad profit base

Strengthen the industrial system

Consistently and efficiently meeting rising demand for Airbus products requires both further optimising and de-risking of end-to-end production processes and increasing overall operational robustness. In addition, Airbus introduces new automation technologies when these technologies can enhance safety, increase throughput and improve competitiveness. Scaling up commercial aircraft production to reach the targeted monthly production rates is a central objective for the Company. As these efforts naturally depend on the performance of the entire supply chain, the Company is committed to continue supporting it.

Ensure that all Airbus businesses support the profit base

Besides improving its industrial performance, the Company also aims to improve its economic resilience. All programmes and businesses across the three divisions must contribute to the overall profit base. Additionally, the Company believes that services activities, which are naturally linked to the Company's products, can evolve to contribute more significantly toward the Company's economic performance over the coming years.

Innovation: improve existing products, develop next generation

Keep improving on success

Airbus continuously enhances its existing products to better align with customers' expectations. Additionally, it expands its portfolio by introducing new variants to its best-selling products, broadening their applications and ensuring a better fit for diverse customer needs. For an overview of recent improvements in the Company's various products, please refer to Sections 1.2 "Airbus (Commercial Aircraft)", 1.3 "Airbus Helicopters", 1.4 "Airbus Defence and Space" and 1.5.2 "Research and Technology".

Develop breakthrough next generation products

At the heart of its product evolution, the Company is targeting the development of a next generation single-aisle aircraft, aiming to deliver increased efficiency and to further optimise performance. In parallel, the Company continues to invest towards maturing the technologies necessary to eventually bring a commercially viable, fully electric, hydrogen-powered commercial aircraft into service. To maintain a leadership position across all segments, the Company's goal of pioneering next generation products and solutions also applies to helicopters and defence and space capabilities. Initiatives such as the Next Generation Rotorcraft Capability, Unmanned Aerial Systems and the Future Combat Air System illustrate the Company's focused pursuit toward developing and applying technological advancements in aerospace. For further information on these topics please refer to Sections 1.2 "Airbus (Commercial Aircraft)", 1.3 "Airbus Helicopters", 1.4 "Airbus Defence and Space" and 1.5.2 "Research and Technology".

Sustainability: continuing to pioneer sustainable aerospace

Airbus' commitment to sustainability

Airbus is driven by its purpose: to pioneer sustainable aerospace for a safe and united world. This pioneering spirit has powered the Company for more than fifty years, propelling it to a leading position in the aerospace industry and positioning Airbus for the long-term.

Airbus takes a holistic approach to sustainability, recognising the interconnectedness of environmental and social matters, as well as their impact on the wider economy. In line with its purpose, the Company aims to pioneer solutions toward helping to reduce the environmental impact of aerospace. Airbus is working to contribute to the decarbonisation of the aerospace industry, by constantly innovating to create more fuel efficient products, and working toward their effective deployment. The Company continues to progress towards its targeted reductions in Scope 1 and 2 emissions, as well as the portion of Scope 3 emissions which are under its direct control.

Airbus' high5+ programme aims to reduce the Company's environmental footprint in its manufacturing activities. The Company's targets include reducing purchased energy by 20%, reducing the amount of waste produced by 20%, reducing water withdrawal by 25%, and keeping the Company's emissions of volatile organic compounds (VOC) at current levels (even as the industrial ramp-up progresses). All targets are for 2030, against a 2015 baseline. Progress against these targets, which track CO_2 emissions, energy consumption, water withdrawal, air emissions and waste can be found below in Section 6.2.2.6 "Sustainability Statement -ESRS E1 Climate change - Targets (E1-4)".

An overview of the Company's decarbonisation levers can be found under Section 6.2.2.5 "Sustainability Statement -Action and resources (E1-3) - Mitigation".

Airbus' commitment to society, which includes acting ethically and fairly as an employer, within the Company's own supply chain and in the wider communities where it has an impact, is intrinsically linked to the aforementioned environmental considerations. The products and services Airbus offers to governments and public bodies allow its customers to protect citizens, defend sovereignty and advance global security.

Airbus is committed to upholding robust internal governance standards, supported by clear targets and transparent reporting to create accountability. The Company believes that responsible business practices are central to building a robust and resilient business that can thrive over the long term.

Making targeted catalyst investments in alternative fuels

While the sustainable aviation fuel ("SAF") ecosystem is still in its infancy (2024 production reached over 1.3 billion litres, yet only represented 0.3% of all aviation fuel), the Company believes that SAF has the potential to contribute significantly to the aviation sector's long-term aspirational decarbonisation goal of reaching "net zero carbon emissions by 2050". The Company is engaged in promoting the use of SAF, to facilitate the eventual emergence of an end-to-end SAF ecosystem. To this end the Company is using SAF in its own operations and working to create supply and stimulate demand, to support customers in embracing SAF in their operations, and to facilitate the emergence of new SAF production technologies.

Paving the way towards hydrogen-powered commercial aviation

Airbus believes hydrogen based propulsive technology holds promise to contribute to the decarbonisation of aerospace over the longer term. The Company continues to invest in maturing the key technologies of a future hydrogen powered aircraft, and continues to work to develop the ecosystem toward a maturity level that would eventually permit its ambition to bring a commercially viable, fully electric, hydrogen-powered commercial aircraft into service. For further information on this topic please refer to Section 1.2 "Airbus (Commercial Aircraft) –Strategy".

Addressing the full life cycle of the Company's products
Airbus was among the first to embrace aircraft decommissioning and recycling. As a shareholder in Tarmac Aerosave, the Company helped to establish proven methods for decommissioning, dismantling and recycling its entire product range, with up to 90% of an airplane eligible for reuse or recycling. Building on its leadership position, Airbus continued in 2024 to expand its end-of-life services with the opening of the Airbus Lifecycle Services Centre in Chengdu (China).

Focus: on Airbus' aerospace DNA and foster cross-divisional synergies

While staying true to the core competencies of aerospace, where the Company focuses its resources, innovation and development, adjacent areas and businesses (such as, for example, digital technologies) enable the pursuit of further innovations. The Company aims to continue to leverage synergies among its three main businesses and at programme level, to introduce new or updated products that meet customer demand in a similar vein to the A330 Multi Role Tanker Transport (MRTT) which is a striking symbol of what the Company can achieve by combining the full span of its internal strengths. By mobilising existing expertise across its divisions, by developing new competencies, and by offering career opportunities to attract and retain the right talent, the Company aims to continue to build on its strengths.

Scale: Leverage European scale

Since the 1970s, Airbus has established itself as a benchmark in the commercial aircraft industry, setting the standard for innovation and collaboration while championing the vision of a united Europe. This was exemplified in the 1990s with the creation of Eurocopter in the rotorcraft segment. For both commercial aircraft and helicopters, Europe has produced industry leaders with the capability and resources to compete globally. As the major European defence and space player, Airbus has a role to play in unifying Europe in these fields as it has done in the commercial aircraft industry and in rotorcraft.

1.1.2 Organisation of the Company's businesses

The Company's business is organised into the following three operating segments: (i) Airbus (including the Commercial Aircraft business), (ii) Helicopters and (iii) Defence and Space.

Airbus (Commercial Aircraft)

Airbus is one of the world's leading aircraft manufacturers of passenger and freighter aircraft and related services.

In 2024, Airbus delivered 766 aircraft (compared to 735 deliveries in 2023) and received 878 gross orders (compared to 2,319 gross orders in 2023). After accounting for cancellations, net order intake for 2023 was 826 aircraft (compared to 2,094 aircraft in 2022). As of 31 December 2024, the backlog of commercial orders was 8,658 aircraft (compared to 8,598 aircraft in 2023).

In 2024, Airbus (Commercial Aircraft) recorded total revenues of € 50.6 billion – representing approximately 73% of the Company's revenues. For further information please refer to Section 1.2 "Information on the Company's Activities -Airbus (Commercial Aircraft)".

Helicopters

Airbus Helicopters is a global leader in the civil and military rotorcraft market, offering one of the most complete and modern ranges of helicopters and related services. This product range currently includes intermediate single-engine, light twin-engine, medium, and medium-heavy rotorcraft and drones which are adaptable to all kinds of mission types based on customer needs.

Airbus Helicopters delivered 361 helicopters in 2024 (compared to 346 in 2023). The following table presents a breakdown by product type for the past two years.

(In units)	2024	2023
Light	170	179
Medium	165	132
Heavy	26	35
thereof NH90	12	19
Total	**361**	**346**

Airbus Helicopters received 450 net orders in 2024 (compared to 393 net orders in 2023). Order intake amounted to €10.1 billion in 2024 (2023: € 8.6 billion). Military contracts accounted for 43% of this order volume, with civil sales representing the remaining 57%. At the end of 2024, Airbus Helicopters' order book stood at 893 helicopters (compared to 804 helicopters in 2023).

In 2024, Airbus Helicopters recorded total revenues of €7.9 billion, representing approximately 11% of the Company's revenues. For further information, please refer to Section 1.3 "Information on the Company's Activities -Airbus Helicopters".

Defence and Space

Airbus Defence and Space shapes and leads the European ecosystem of defence aerospace.

In 2024, Airbus Defence and Space was organised in three main segments: Air Power, Space Systems and Connected Intelligence. Airbus Defence and Space develops, produces and maintains cutting-edge products, systems and services, enabling governments, institutions and commercial customers to protect people and resources. In 2024, Airbus Defence and Space recorded total revenues of € 12.1 billion, representing approximately 17% of the Company's revenues. For further information, please refer to Section 1.4 "Information on the Company's Activities -Airbus Defence and Space"

1.2 Airbus (Commercial Aircraft)

Airbus is one of the world's leading manufacturers of large commercial aircraft and provider of related services. Airbus develops and industrialises innovative technological solutions and pursues the most efficient sourcing and manufacturing possible, enabling people to connect and airlines to grow. The Airbus product line comprises successful families of jetliners ranging in capacity from 100 to more than 400 seats: the A220; the A320, civil aviation's best-selling product line; the A330 and the A350 (including the freighter derivative the A350F). Across its portfolio, Airbus prioritises high commonality in airframes, on-board systems, cockpits and handling characteristics which significantly reduces operating costs for its customers. Airbus' global industrial presence includes activities in Europe (France, Germany, Spain and the UK), as well as in Canada, the US, China, Japan, more widely in the Asia-Pacific region, India and the Middle East. Airbus also has field service stations, spares, support and logistics centres as well as engineering centres worldwide. Airbus benefits from industrial co-operation and partnerships with major companies and an extensive network of suppliers from around the world. See Section 1.1 "Information on the Company's Activities -Overview" for a further introduction to Airbus.

In 2024 Airbus served 86 customers with 766 deliveries of aircraft, an increase of approximately four percent compared to 2023. This was in line with guidance, and was achieved despite the complex and fast-changing operating environment (including a challenging supply chain situation and geopolitical tensions). Airbus continues to ramp-up to serve the strong demand for its commercial aircraft product portfolio, as reflected by the order backlog being at unprecedented levels (currently over 8600 aircraft). As part of the ramp up effort, Airbus has enabled all of its A320 assembly sites to be capable of producing the popular A321 model, thereby enabling the A321 to represent a bigger share of deliveries.

The A320 Family programme continues to ramp up towards a rate of 75 aircraft per month in 2027. The Company is now stabilising monthly A330 production at around rate 4. Specific supply chain challenges, notably with Spirit AeroSystems, are currently putting pressure on the ramp up of the A350 and the A220. On the A350, the Company continues to target rate 12 in 2028 and is adjusting the entry-into-service of the A350 freighter variant which is now expected in H2 2027. On the A220, the Company continues to target a monthly production rate of 14 aircraft in 2026.

As part of the effort to address its specific supply chain challenges, as announced on 1 July 2024 the Company signed a binding term sheet to acquire certain Airbus work packages from Spirit AeroSystems. Over the intervening period the due diligence process has continued and the assessment of the integration of the relevant production sites into the Company's operations has progressed. Closing this acquisition and commencing the integration of these businesses is a key priority over the coming year.

Strategy

Airbus operates in a complex and fast changing environment, with 2024 having been a testing year. As 2024 unfolded, Airbus worked to adapt to the challenges presented, refocusing on key priorities such as the production ramp up and managing specific supply chain challenges (notably with Spirit AeroSystems), which are currently putting pressure on the ramp up of the A350 and the A220. Against this backdrop, Airbus continues to focus on profitable growth and aims to build a long-term sustainable competitive advantage, with emphasis on three areas in which Airbus invests today to prepare for tomorrow.

First, Airbus aims to keep its commercial aircraft portfolio competitive and suited to evolving customer expectations, through incremental developments of current programmes and the preparation of disruptive next-generation aircraft. By endeavouring to provide excellent services to its customers, Airbus aims to remain their trusted partner across the product lifecycle. Second, Airbus is investing in protecting and improving its ability to design, develop and deliver aircraft. Airbus intends to continue to support its supply chain, strengthen its value chain presence and prepare its future industrial system. Third, Airbus' ambition is to be at the forefront of the commercial aviation sector's decarbonisation. The Company has set itself targets (in line with the Science-Based Targets initiative) to reduce its greenhouse gas emissions and those of the commercial aircraft Airbus produces. Fleet replacement is an immediate contributor to the commercial aviation sector's decarbonisation effort, as the current generation of aircraft offers increased efficiency over those of previous generations. Airbus also continues to invest in enhancing existing technologies and in pursuit of further breakthroughs, in search of incremental efficiency gains for its current products and to enable the launch of a next-generation single-aisle aircraft, targeted from the middle of the next decade.

Decarbonisation will also happen through new energy vectors. First, Airbus is working to encourage the development of the Sustainable Aviation Fuels ("SAF") ecosystem through strategic partnerships and other efforts on production pathways, as Airbus believes it offers the quickest way to decarbonise current and future products. Second, Airbus has the ambition to bring a commercially viable, fully electric, hydrogen-powered commercial aircraft into service. Airbus believes fuel cell technology to be the most promising to fulfil this ambition, which would significantly reduce emissions when compared to conventional jet engine configurations. The scaling up of the hydrogen ecosystem is challenging, and is progressing at a slower pace than previously anticipated. The scalability of fuel cell technologies towards a commercially viable product will also require more time. A commercially viable product is now expected to come later than 2035. Airbus will use this additional time to further develop the performance of the fuel cell propulsion and liquid hydrogen system technologies that are expected to enable the development of the Company's first fully electric commercial aircraft, as part of its ambition to pioneer sustainable aerospace.

Market

In the long-term, the main factors affecting the commercial aircraft market include passenger demand for air travel, airline pricing policies and resulting yields, cargo activity, economic growth cycles, evolution of the cost of energy, national and international regulation, the rate of replacement and obsolescence of existing fleets, the availability of aircraft financing sources and market evolutionary factors. The performance, competitive posture and strategy of aircraft manufacturers, airlines, cargo operators and leasing companies as well as wars, political unrest, pandemics and extraordinary events may also precipitate changes in demand and lead to short-term market imbalances. For further information, see Section 3.1.2 "Business and Operations-related Risks -Commercial Aircraft and Helicopter Market Factors".

Demand for air transport

Air transport enables highly-efficient physical links between people and the distribution of goods at a global scale, and the fundamental drivers for demand remain unchanged.

The long-term market for passenger aircraft depends essentially on passenger demand for air travel, which is primarily driven by macro-

economic factors (GDP, Trade), fare levels and demographic growth. Measured in Revenue Passenger Kilometres ("**RPK**"), air travel increased in every year from 1967 to 2000, except for 1991 due to the Gulf War, resulting in an average annual growth rate of 7.9% for the period. During the 2000s, demand for air transportation proved resilient, with passenger traffic having an average annual growth rate of 3.8% per annum despite successive shocks (including 9/11, SARS in Asia and the 2008 global financial crisis) which dampened demand. From 2010 until the COVID-19 pandemic, passenger traffic grew at an average annual growth rate of 6.0% per annum.

The post-COVID air transport recovery continued strongly in 2024, with demand for air transport being mainly driven by macroeconomics and demographics, while the impact of fuel price and inflationary pressures remained measured. In 2024, IATA reported traffic (RPK) globally at 103.8% of 2019 volumes, compared to 94.1% in 2023. Average passenger load factors increased to 83.5%, a new record. Those markets which still remain below 2019 levels are essentially long-haul and international markets to/from China, which continue to improve slowly but steadily.

2024 saw heightened geopolitical tensions in the Middle East, in addition to the continuation of the war following Russia's invasion of Ukraine. The Russian market remains closed to western suppliers, and closure of Russian airspace creates an economic imbalance in favour of airlines from countries not applying sanctions, who are still able to overfly it. Closures of airspace in the Middle East have so far been largely limited to those territories directly engaged in hostilities, however air transport could be more broadly impacted if airspace closure were to affect large Middle East hubs. Beyond the impact on air traffic, the overall geopolitical situation added pressure on global supply chains and logistics.

The effort to decarbonise air transport is impacting the market, with further public policy actions and regulatory measures (potentially including incentives or disincentives such as through tax policy) having effect or potentially coming to bear in the future. This may increase the cost of energy for the sector and the degree of differentiation between the costs of operation of more or less fuel-efficient aircraft. Aviation growth has been driven by consistently strong improvements in efficiency, and past increases in fuel prices have been largely passed through to consumers, although regional differences may be observed. It is possible that future ticket price increases may have a dampening effect on demand growth, but any such effect is likely to be gradual on a global basis.

Air cargo market

Although air cargo represents only 1% of world freight volume, it accounts for approximately 33% by value of shipments. After a period of exceptionally high demand and high yields during COVID recovery and a weak 2023 where supply grew faster than demand, air cargo market volumes consolidated during 2024 with growth of capacity and recovery of load factors and worldwide capacity above pre-COVID levels.

Belly cargo capacity has been returning to the market as stored Widebody aircraft continue to re-enter service. At the end of 2024 around 100 more Widebody aircraft remained stored compared to 2019, with most expected to return to service over the next two years. Freighter conversion activity peaked during 2023. With the post-COVID rebound in passenger travel happening against the backdrop of a constrained supply of new passenger aircraft, many aircraft designated for conversion were shifted to passenger service. This trend, which has been particularly notable with respect to Single Aisle aircraft, may continue until targeted production ramp-ups of new aircraft are realised. The freighter fleet contains a higher proportion of older aircraft, and consequently future deliveries are expected to be more for replacement than growth.

E-commerce growth is expected to continue to be a strong driving force and to take an increasing share of the air cargo market. Short-term headwinds include inflation, the strength of the US dollar, the impact of tariffs and trade disruption. Short-term tailwinds include pricing increases in response to container ship capacity shortage and/or geopolitical constraints to ocean transportation.

Airline network development: "hub" and "point-to-point" networks

Following deregulation, major airlines continued to adapt their route networks and fleets to the ongoing evolution in customer demand. Where origin-to-destination demand is sufficiently strong, airlines provide direct "point-to-point" route services, and alternatively, where demand between two destinations proves insufficient, airlines have developed highly efficient "hub and spoke" systems, which provide passengers with access to a far greater number of air travel destinations through one or more flight connections, with price competition across networks through rival airline hubs.

The chosen system of route networks in turn affects aircraft demand. Airbus believes that it is well positioned to meet current and future market requirements given its complete family of products. The Entry-Into-Service of the world's longest range single aisle aircraft, A321XLR in 2024 provides greater opportunity to airlines to open new non-stop routes, while the operating range flexibility of Airbus A350 models provide resilience in the face of airspace closures and longer flight routings.

Overall growth of commercial aircraft demand

Reduction of aircraft production from all suppliers due to the COVID-19 pandemic and subsequent industrial and supply chain challenges led to approximately 4,000 fewer new aircraft being delivered over the last five years than the industry had previously planned to produce. This led to longer retention of older aircraft in airline fleets, lower short-term rates of replacement and a strengthened demand for the latest fuel-efficient aircraft. Currently the industry faces a certain imbalance, as the shortage of new aircraft has triggered maintenance investment in older aircraft, which are staying in service until they can be physically replaced. Overall, the market for new commercial aircraft has evolved from a situation of oversupply during the COVID-19 pandemic to one of undersupply. The Company anticipates this supply-demand mismatch will endure as long as industry production rate and supply-chain challenges persist. In the long term, the Company's assessment is that the pandemic has not structurally changed the market for commercial aircraft.

Airbus' 2024 Global Market Forecast projects that demand for passenger traffic will continue to grow strongly until 2027 before settling towards a lower rate of approximately a 3.6% Compounded Annual Growth Rate ("**CAGR**") between 2027 and 2043, with demand for air cargo growing by an approximate 3.1% CAGR over the same period. The forecast is based on macroeconomic assumptions from information services provider S&P Global and energy price projections considering the European Union Emissions Trading System ("**EU-ETS**"), the Carbon Offsetting and Reduction Scheme for International Aviation ("**CORSIA**") and stated environmental policies of sovereign states. The forecast explored thousands of sensitivities around future energy prices, SAF penetration rates, GDP, fuel efficiency gains, etc. and reflects the median outcome of these scenarios. The forecast assumes the continued liberalisation of air transport markets, and investment in air transport infrastructure tracking growth of demand locally and regionally. Upside factors to this forecast would include stronger economic development and trade growth between nations. Downside factors to the forecast would include prolonged and significant shifts in global trade policies, travel restrictions or public policy

changes that might impact economic growth or otherwise restrict air transport.

Airbus forecasts a demand for approximately 42,430 new passenger and freighter aircraft deliveries over the next 20 years, of which approximately 33,510 (roughly 80%) would usually be Single Aisle and approximately 8,920 (roughly 20%) Widebody. Around 18,460 of these aircraft would replace existing aircraft. The demand for Freighters is expected to reach approximately 2,470 aircraft over the next 20 years, with roughly 940 of these being newly built aircraft and the remainder converted from the in-service passenger fleet. The centre of gravity of global air transport is expected to continue to shift towards Asia, with the overall strongest growth markets expected to be those accessing and within India and China.

Airbus is focused on providing more fuel-efficient aircraft for fleet replacement and growth. Currently around 34% of the world fleet consists of the latest-generation aircraft typified by Airbus' current portfolio. Based on its analysis Airbus continues to believe in the long-term growth potential of the industry.

Market Structure and Competition

Market segments: Airbus competes in the three principal market segments for aircraft with more than 100 seats

Single-Aisle and Widebody aircraft each have a large breadth of application to route networks. Single-Aisle aircraft typically fly on shorter routes but may also fly on medium-to-long-haul routes. Widebody aircraft typically fly on medium-to-long-haul routes but may equally fly on short-haul sectors where airline network efficiencies, cargo demand or slot constraints favour such use. Airbus' annual Global Market Forecast is a 20-year demand forecast for aircraft of 100 seats and above clustered by generic sizes, recognising that the size and range characteristics of future products in the industry are not fixed. In Airbus' 2024 Global Market Forecast this demand has been clustered simply into two categories: "Typically Single-Aisle" and "Typically Widebody" but the forecast recognises a degree of permeability between these two demand categories, as illustrated by the A321XLR's reach into longer-haul markets and the appeal of A330neo in the Middle East and Asia.

Freight aircraft, such as the A350 Freighter, form a third segment, which comprises a combination of newly built and converted ex-passenger aircraft. This can provide an economical 'second life' for in-service aircraft from the A320 and A330 families. Small and medium sized freighters such as the A321P2F and A330P2F are mainly used in the express market (i.e. next day delivery). Larger freighters such as the A350F, launched in response to customer demand in this sector, are mainly employed in the general cargo market. The addition of this freighter variant is also expected to contribute to a greater resilience of the A350 Programme to future market fluctuations. The Airbus Global Market Forecast sees world air cargo traffic doubling by 2043 resulting in the world freighter fleet growing from 2,220 aircraft to 3,360, which includes 1,330 aircraft replacing those retired and 1,140 as a result of growth. The resulting freighter demand is 970 small (10t-40t payload, e.g. A321 size), 880 medium (40t-80t payload, e.g. A330-size) and 620 large (>80t payload, e.g. A350F-size).

With the ACJ, Airbus also competes in the governmental, corporate and private jet market. The ACJ portfolio is composed of the ACJ319neo, the ACJ320neo, the ACJ330neo and the ACJ350 to compete in the bizliner segment. The ACJ TwoTwenty is the first ACJ purposely-developed business jet, extending the ACJ family, opening a new market: the Xtra Large bizjet, effectively bridging between traditional business jets and bizliners.

Geographic differences

The high proportion of single aisle aircraft in use in North America and Europe reflects the predominance of domestic short-range and medium-range flights, also resulting from the expansion of low-cost carriers and, particularly, in North America from development of hubs following deregulation. In comparison with North America and Europe, the Asia-Pacific region uses a greater proportion of twin-aisle aircraft, as populations tend to be more concentrated in large urban centres. The use of twin-aisle aircraft is also reinforced by the fact that many of the region's major airports limit the number of flights due to environmental concerns or the infrastructure constraints that limit the flight frequency. These constraints lead to higher average aircraft seating capacity per flight. However, Airbus believes that demand for single aisle aircraft in Asia will grow over the next 20 years, particularly as domestic markets in China and India will continue their growth and low-cost carriers continue to develop in the region.

Competition

In recent decades, the bulk of the market for passenger aircraft of more than 150 seats have been manufactured by either Airbus or Boeing. Nevertheless, the high technology and high value nature of the business makes aircraft manufacturing an attractive industry in which to participate, and besides Boeing, Airbus faces international competitors. Notably, these competitors include Embraer, whose primary focus has been on the regional market (where its largest E2-jet product overlaps with the smallest Airbus aircraft), and the Chinese manufacturer COMAC, who in December 2022 delivered the first C919 airliner, a direct competitor to the A320neo. With deliveries of the C919 increasing and with the manufacturer having committed to future variants (including an eventual widebody), the period of a duopoly in the mainline commercial aircraft market has ended. Airbus considers that COMAC's progression will be measured, determined, and paced by their industrial ramp-up as well as the time needed to build a reputation for reliability, support, and locally made aircraft systems. Consequently, Airbus considers the likely market penetration of this competitor to be a more significant risk in the 2030s.

Customers

As of 31 December 2024, Airbus had 448 customers and a total of 24,621 aircraft had been ordered, of which 15,963 aircraft had been delivered to operators worldwide. The net backlog stood at 8,658 aircraft.

The table below shows Airbus' largest firm orders by customer during the year 2024 (minimum 50 units).

Customers	Firm orders[1]
AIR INDIA	100
AMERICAN AIRLINES	86
CDB LEASING	80
CEBU PACIFIC	70
RIYADH AIR	60
SAUDI	51

(1) Options are not included.

Products

The Family Concept – Commonality across the Fleet

Airbus' aircraft families promote fleet commonality. This proposition takes a central aircraft and tailors it to create derivatives to meet the needs of specific market segments. For example, both variants of the A220 have a significant level of common parts and can be operated by a single pilot pool. Alternatively, the A320, A330, A350 and A380 all share the same cockpit philosophy, fly-by-wire controls and handling characteristics, enabling pilots to transfer among these aircraft within the Airbus family with a reduced need for additional training. Cross-crew qualification across families of aircraft enhances airlines' operational flexibility. In addition, the emphasis on fleet commonality permits aircraft operators to benefit from significant cost savings in crew training, spare parts, maintenance and aircraft scheduling. The extent of cockpit commonality within and across families of aircraft is a unique feature of Airbus that, in management's opinion, constitutes an important competitive advantage.

In addition, technological innovation has been at the core of Airbus' strategy since its creation. Each product in the Airbus family is intended to set new standards in areas crucial to airlines' success, such as cabin comfort, cargo capacity performance, economic performance, environmental impact and operational commonality.

A220 Family. Complementing the A320 Family, the A220-100 and A220-300 models cover the segment up to 150 seats and offer a highly comfortable five-abreast cabin. With the most advanced aerodynamics, carbon fiber reinforced polymer (CFRP) materials, high-bypass Pratt & Whitney PW1500G engines and fly-by-wire controls, the A220 delivers 25% lower fuel burn per seat compared with previous generation aircraft. In addition to the airliner versions, 2022 saw the first delivery of the ACJ TwoTwenty business jet, based on the A220-100, combining an intercontinental capability of over 12 hours flight duration with unmatched personal space and comfort (outfitting of the first cabin was completed in 2023). Airbus manufactures, markets and supports A220 aircraft under the Airbus Canada Limited Partnership agreement (q.v.) finalised in 2018. In 2020, Airbus delivered the first US-assembled A220-300 aircraft from Mobile, Alabama.

Primary competitors to the A220 Family are the Embraer EMB190-E2 and EMB195-E2 and the Boeing 737 Max 7.

During 2024, Airbus received 17 gross orders for the A220 Family of aircraft, with 75 aircraft having been delivered.

A220 FAMILY TECHNICAL FEATURES

Model	Entry-into-service	Typical seating[1]	Range (km)	Length (metres)	Wingspan (metres)
A220-100	2016	100 to 120	6,390	35.0	35.1
A220-300	2016	120 to 150	6,297	38.7	35.1

(1) Two-class layout.

A320 Family. With more than 19,075 aircraft sold, and over 11,860 delivered by the end of 2024, the A320 Family of single aisle aircraft includes the A319 and A321 derivatives, as well as the ACJ corporate jet. Each aircraft in the A320 Family shares the same systems, cockpit, operating procedures and cross-section.

At 3.95 meters diameter, the A320 Family has a wider fuselage than the 737 MAX. This provides a roomy six-abreast passenger cabin, a high comfort level and a spacious under floor cargo volume. The A320 Family incorporates digital fly-by-wire controls, an ergonomic cockpit and a modern structural material selection. The competitors are the Boeing 737 series and Comac C919.

Airbus continues to invest in improvements across the product line, as exemplified by the development of the A320neo family, including the A319neo, A320neo and A321neo, and ACJ variants of the A319neo and A320neo, and most recently the A321XLR. The A320neo Family incorporates many innovations including latest generation engines and cabin improvements which together deliver up to 20% in fuel savings per seat compared with earlier A320 family aircraft. The A320neo with Pratt & Whitney engines was the first variant to receive Type Certification, from the European Union Aviation Safety Agency ("**EASA**") and the United States Federal Aviation Administration ("**FAA**"), in November 2015, followed by the A320neo with CFM engines in May 2016.

The A320neo Family versions have over 95% airframe commonality with the A320ceo (current engine option) versions, enabling them to fit seamlessly into existing A320 Family fleets – a key factor for Airbus customers and operators. Continuing support for the large in-service A320ceo fleet is undiminished as new opportunities arise, including those in the developing passenger-to-freighter conversion market.

Recognising a market requirement for increasing range capability, the A321neo has been developed to incorporate additional flexibility in cabin configuration with optional design weight and fuel capacity enhancements to produce the 7,280km (4,000nm) range capable A321LR. The A321XLR, which was delivered to its launch customer, Iberia, in October 2024 is combining single aisle efficiency with Widebody range and comfort, and resulting in an unmatched product offering for all operator types in the key mid-range market area with 8,700km (4,700nm) range.

Since its launch in December 2010, the A320neo Family has received 11,069 firm orders from more than 140 customers, with a total of 3,765 aircraft delivered through the end of 2024. A320neo deliveries commenced in February 2016 followed by the first A321neo in April 2017 and in August 2019 the first A319neo. As against the Boeing 737 MAX Family, the A320neo family retains an approximate 60% market share of the single aisle backlog.

Elbe Flugzeugwerke GmbH ("**EFW**"), a partnership between Airbus and Singapore-based ST Aerospace Ltd. ("**STA**") offers passenger-to-freighter ("**P2F**") conversion solutions for its A320 and A321 aircraft. With its freighter conversion programmes (the A330P2F, A321P2F and A320P2F),

EFW is driving the development of the Airbus freighter family. At the end of 2024, a total of 50 A330P2F have been re-delivered (since 2017). In 2024, 21 further 321P2F were re-delivered, with more than 50 having been delivered since 2020.

During 2024, Airbus received 637 gross orders for the A320 Family of aircraft and 615 net orders, with 602 aircraft having been delivered.

A320 FAMILY TECHNICAL FEATURES

Model	Entry-into-service	Typical seating[1]	Range (km)	Length (metres)	Wingspan (metres)
A319	1996	110 to 140	6,850	33.8	35.8[2]
A320	1988	140 to 170	6,200	37.6	35.8[2]
A321	1994	170 to 210	5,950	44.5	35.8[2]
A319neo	2019 (ACJ)	120 to 150	6,760	33.8	35.8
A320neo	2016	150 to 180	6,390	37.6	35.8
A321neo	2017	180 to 220	7,400	44.5	35.8
A321XLR	2024	206 to 220	8,700	44.5	35.8

(1) Two-class layout.
(2) With sharklets.

A330 Family. With 1,853 aircraft sold (of which 374 A330neo) and 1,623 delivered, the A330 Family covers all market segments with two twin-engine aircraft types and is designed to typically carry between 220 and 300 passengers in three-class configurations or over 400 passengers in high-density. The A330 Family offers high levels of passenger comfort as well as large under-floor cargo areas. The A330-200 version is also offered as a military platform. A passenger-to-freighter conversion is offered by EFW for both the A330-200 and A330-300, meeting the logistical needs of the rapidly growing e-commerce market.

The competitors of the A330 Family are the Boeing 767 and 787 aircraft series.

The latest evolution of the A330 Family is the A330neo (new engine option), comprising the A330-800 and A330-900 versions. These aircraft incorporate latest generation Rolls-Royce Trent 7000 engines and enhanced aerodynamics for improved fuel efficiency. In October 2020 Airbus certified an improved MTOW (Maximum Take-Off Weight) of 251t on the A330-900 bringing a range increase of 1180 km (650 nm). 251t MTOW was also certified for the A330-800 in mid-2022.

During 2024, Airbus received 82 gross orders for the A330 Family of aircraft (of which 4 military variants) and recorded 82 net orders 32 aircraft having been delivered (of which 2 military variants).

A330 FAMILY TECHNICAL FEATURES

Model	Entry-into-service	Typical seating or payload[1]	Maximum range (km)	Length (metres)	Wingspan (metres)
A330-200	1998	210 to 250	13,450	58.8	60.3
A330-300	1993	250 to 290	11,750	63.7	60.3
A330-800neo	2020	220 to 260	15,094	58.8	64.0
A330-900neo	2018	260 to 300	13,334	63.7	64.0

(1) Three-class configuration.

A**350 Family.** The A350 is a family of wide-body aircraft, both passenger and freighter designed to typically accommodate between 300 and 410 passengers and up to 111t as a large freighter. The A350 offers enhanced cabin features, Rolls-Royce Trent XWB engines, advanced aerodynamics and systems technology, with more than 50% composite materials in the fuselage structure. The A350's main competitors are the Boeing 787 and 777 aircraft series. Initial delivery of the A350-900 variant took place in December 2014 to Qatar Airways.

With the Ultra-Long Range (ULR) version of the A350-900 launched in 2015, the A350 demonstrated its versatility by offering the capability to perform flights of up to 19 hours. The first A350-900 ULR was delivered in September 2018 to Singapore Airlines. Highlighting the type flexibility, Airbus delivered the first A350-900 Domestic to Japan Airlines during 2019.

Partnering the A350-900 is the seven metre longer A350-1000, which was delivered to its first customer, also Qatar Airways, in February 2018. Offering additional capacity for both passengers and cargo without compromising on range, the A350-1000 is the ideal replacement for previous generation aircraft in the 350-410 seat capacity market.

Airbus launched the A350F freighter to compete in both the general freight and express cargo markets. With efficiency in terms of economics, fuel burn and CO_2 emissions, the A350F is the first freighter capable of meeting the latest ICAO CO_2 requirements.

As of end December, the A350 secured in 2024 137 orders for passenger A350 and 5 A350F orders. 642 A350s have been delivered so far, with a total orders of 1,344 A350s (55 freighters, 1,289 pax)

A350 FAMILY TECHNICAL FEATURES

Model	Entry-into-service	Typical seating or payload [1]	Maximum range (km)	Length (metres)	Wingspan (metres)
A350-900	2014	300 to 350	15,740	66.8	64.8
A350-1000	2018	350 to 410	16,500	73.8	64.8
A350F		111 tonnes	8,700	70.8	64.8

(1) Three-class layout.

A380. The double-deck A380 is the world's largest commercial aircraft flying today. Its cross-section provides flexible and innovative cabin space, tailored to the needs of each airline. The aircraft is capable of carrying over 500 passengers in a comfortable four-class configuration over a range of 8,000nm / 14,800km.

While the final five deliveries of the A380 took place during 2021, some customer airlines are investing in updating their cabins, and the aircraft is likely to remain in service well into the next decade.

A380 TECHNICAL FEATURES

Model	Entry-into-service	Typical seating[1]	Maximum range (km)	Length (metres)	Wingspan (metres)
A380-800	2007	400 to 550	14,800	72.7	79.8

(1) Four-class layout.

Customer Services

Following the trends of the air transport market, the demand for aircraft customer services continues growing . In 2024, the aftermarket players served more than 27,000 (passenger aircraft above 100 seats and freighters with a payload above 10t). Airbus Customer Services competes in this market with the aim of being the customers' companion in fleet management and operation all along the aircraft lifecycle, acting together for safe and sustainable aerospace.

Airbus provides a wide range of customer centric and value-added services, and is well positioned to answer today's and future services needs in order to support the industry. Here are some examples:

- Satair, the Airbus subsidiary for material distribution, inaugurated a new warehouse facility in Hamburg. It has become the biggest Airbus Group warehouse in Europe offering 56,500 m² of space to primarily manage tools and large parts (Long Term Storage and Kits), and targets helping to increase reactivity and spares availability for customers.
- Airbus inaugurated the new Airbus Customer Care Centre in Toulouse, increasing capacity to respond to and attend airline Aircraft On Ground situations.
- Airbus inaugurated an Airbus Lifecycle Services Centre in China, which covers a full range of activities including maintenance, upgrades, conversions, dismantling and recycling services.
- Airbus entered into a 50:50 joint venture with the Tata-owned Air India to launch a world-class pilot training centre in Gurugram, Haryana.
- Liebherr joined and strengthened the Digital Alliance. Boosted by its new partner, the Alliance intends to extend predictive maintenance to

the A220 and A350, with the same product value delivered today on the A320 and A330.

- Airbus delivered to Emirates and Ethiopian brand new A350 aircraft equipped with High Bandwidth Connectivity plus ("**HBCplus**"). HBCplus provides satcom based off-board connectivity for the Airspace Link open ecosystem, available both in linefit and retrofit.

Airbus Customer Services' priority continues to be supporting customers by offering a range of solutions intended to help reduce operating costs, increase aircraft availability, and enhance the quality of operations and passenger experience.

With a worldwide network of 8.000 employees (including subsidiaries), made up of hundreds of technical specialists who provide Airbus' customers with advice and assistance 24 hours a day, seven days a week; 260 field service representatives positioned in over 60 countries for on-site assistance to operators, and a system of empowered local teams in Asia, Africa, China, the Middle East and the US; Airbus targets to remain at the forefront of the industry.

To succeed in this context, Customer Services intends to continue working on the transformation plan based on three pillars (customer value, customer experience and sustainability) through optimisation and simplification of products and the further industrialisation of activities to decrease costs and increase efficiency, with an aim to continue contributing to the success of Airbus.

Aircraft Trading and Financing

Airbus favours cash sales, and does not pursue customer financing as an area of business development. However, Airbus recognises the commercial need for manufacturers to assist customers in arranging financing of new aircraft purchases, and in certain cases to also participate in the financing, particularly during times of crisis.

Any extension of credit or assumption of exposure is subject to corporate oversight and monitoring, and follows strict standards of discipline and caution. Airbus' dedicated customer finance team has accumulated decades of expertise in aircraft finance. When Airbus provides financing to a customer, the financed aircraft generally serves as collateral, with the engine manufacturer participating in the financing. These elements assist in reducing the risk borne by Airbus. The difference between the gross exposure resulting from the financing and the collateral value is fully provisioned for. Airbus' customer financing transactions are designed to facilitate subsequent sell-down of the exposure to the financial markets, third-party lenders or lessors.

In 2024, Airbus continued to benefit from strong market appetite for both aircraft financing and sale and leaseback lessor opportunities, supported by sustained liquidity in the markets. Airbus customer financing exposure therefore remained limited. In the future, Airbus intends to continue providing direct aircraft financing support as it deems necessary. Management believes, based on its experience, that the level of provisioning toward potential default costs is adequate and consistent with standards and practice in the aircraft financing industry. For further information please refer to the "Notes to the IFRS Consolidated Financial Statements - Note 27: Sales Financing Transactions" and Section 3.1.2 "Business and Operations-related Risks -Sales Financing Arrangements".

Airbus also participates in trading activities, which consist mainly of (i) supporting new aircraft sales campaigns through the trading (cradle to grave) and the placement of all types of used aircraft (sale or lease), (ii) assisting Airbus entities/internal departments in finding/placing aircraft assets on the market (iii) managing and assisting in the remarketing of aircraft held in inventory and (iv) acting as a remarketing agent for airlines or financiers to remarket their aircraft. Trading activity also involves the sell-down of leases and loans (secured and unsecured) and the facilitation of structured lease solutions for customers.

Operations

Industrial Organisation

Airbus' industrial organisation reflects the end-to-end industrial flow across all Airbus commercial aircraft programmes. The industrial value streams flow from the supply chain, through Airbus' two Aerostructures companies, the constituent and major component assembly (wing, forward and aft fuselage, and nose and centre fuselage) and to the final assembly in Toulouse, Hamburg, Tianjin, Mirabel and Mobile. Aircraft are then handed over to programme management for delivery to customers. The industrial flow is enabled by Quality and Procurement as well as four transverse functions responsible to provide the skills, standards and services necessary for (1) smooth industrial planning, logistics and transport, (2) integrated manufacturing engineering, (3) eradication and prevention of non-quality, and (4) highest operational excellence and sound performance management.

The Procurement organisation is responsible for both the contractual and operational relationship with the supplier base. Its aim is to ensure that purchased raw materials, parts and services are delivered at competitive conditions, on time, cost and quality. A dedicated Procurement Operations team manages the delivery stream from the supply chain to enable the production flow. Adherence to quality standards and internal processes throughout the flow facilitates compliance with safety requirements, and enables a seamless production. These standards are controlled through internal audits and operational surveillance, by delegation from EASA, by the Quality function. Thanks to external audits, Airbus is granted all necessary EASA approvals, Production Organisation Approvals ("**POA**"), Design Organisation Approvals ("**DOA**"), Maintenance Organisation Approvals ("**MOA**") and EN9100 certification to design, produce, deliver and maintain its products. A two year internal surveillance cycle was closed in 2023, demonstrating full compliance to EASA part 21G (requirements for Production activities). Striving for further improvement has motivated the launch of the Quality Transformation programme. Its aim is to reinforce risk prevention activities as well as problem solving competencies throughout the end to end value stream. By promoting a strong ethos of collaboration in the service of customers across the value chain, Airbus enhances responsiveness and adaptability while pursuing the highest safety and quality standards.

Technology & Engineering

Airbus Technology & Engineering is a global organisation leading and managing Airbus product certification and continued airworthiness, as well as supporting in-series production and in-service modifications, non-conformities and continuous improvements.

The Technology & Engineering organisation has the mission to:

- develop and deliver new aircraft architecture and design regarding safety, manufacturability, operability, maintainability, fuel-efficiency and environmental compliance;
- support the in-series products manufacturing and in-service operations by delivering definition dossiers and answers to technical queries;
- Foster the competitiveness of Airbus' product and service portfolio in the medium- and long-term, and drive a company-wide synergetic approach to technologies, leveraging on Airbus' unique history, DNA and product culture to shape the future of aerospace.

The team operates transnationally, with employees located in France, Germany, the UK, Spain, the US, Canada, India, China and Singapore. The organisation has a strong delivery focus in support of today's programmes as well as future developments and it is structured as follows:

- The Centers of Competences ("**CoC**") provide skilled resources to work on tasks, develop methods and tools, and generate solutions on topics related to airframe, aircraft systems, flight physics, propulsion, cabin and cargo. The flight and integration test center supports both the development of new aircraft programmes and the deliveries of the in-series products, thanks to their flying and non-flying teams.
- The architect and integration centre ensures, together with a team of senior aircraft architects and the programme chief engineers, that a consistent and multi-disciplinary approach is applied during aircraft development, while acting as the home base of the certification and continued airworthiness delegates. The strategy and transversal integration centre ensures consistency between engineering and corporate strategy, acts as the referent for configuration management, process, methods and tools for engineering, and drives the forward looking transformation of the function. The in-service engineering, acting in close cooperation with customer services, is providing skilled resources to handle customer technical queries, such as repairs, as well as support the resolution on recurrent in-service issues.
- The R&T Programme department applies a lean project-based approach, tracked and managed using earned value management, technology readiness levels and figures of merit. Technological collaboration with external research communities and partners is encouraged and coordinated through the department with technical and scientific experts. The Company-wide integration of R&T technology and alignment with institutional research partners is achieved through cross-portfolio technology planning and roadmapping, giving an exhaustive view of technology targets and investments. In addition, Company-wide engagement for joint funding with public agencies is achieved through a common R&T Funding contract management.

Aviation Safety

The Company believes that everyone in the aerospace industry has a role to play to further enhance the safety of the air transport system. Flying today is safer than ever before, and collective efforts should mean it continues to become even safer by anticipating and responding to risks, threats and challenges. While the foundations of the air transport system are built on regulatory compliance, the safety culture at the Company goes beyond compliance with certification and continued airworthiness requirements to also focus on safety enhancement activities in products and services. This also extends to the products and services of the Company's Defence and Space Division that offer communication, collaboration and intelligence knowledge solutions to assist government authorities, emergency service providers and healthcare providers. For additional details on this topic, please refer to Section 6.3.4 "Sustainability Statement -ESRS S4 - Consumers and end-users".

Airbus Canada, Regional Aircraft, Aerostructures, Seats

Airbus Canada Limited Partnership

Airbus Canada Limited Partnership ("**Airbus Canada**") was established on 1 July 2018 following the transaction between Airbus, Bombardier and Investment Quebec ("**IQ**"), which saw the sale, by Bombardier to Airbus, of the A220 aircraft program (formerly known as the C-series). In February 2020, Bombardier exited the partnership. At the end of 2024, the Airbus Canada shareholding structure was 75% Airbus and 25% IQ, with the IQ stake being redeemable by Airbus in 2035. There are two A220 final assembly lines, with one located in Mirabel (Quebec) and the other in Mobile (Alabama). In 2022, the Mirabel A220 site was expanded with the addition of a sub-assembly area, known as a pre-final assembly line ("**pre-FAL**").

In 2024, Airbus Canada delivered 75 aircraft (compared to 68 aircraft in 2023) and has a backlog of 516 aircraft as of December 2024. Through the end of December 2024, a total of 389 A220 have been delivered. For further information, please refer to Section 1.2 "Information on the Company's Activities -Airbus (Commercial Aircraft) - Products - A220 Family" above.

ATR

ATR (*Avions de Transport Régional*) is the world leader in the market for regional turboprop aircraft, with its ATR 42 and 72 the best-selling aircraft in the less than 90 seats market segment. Thanks to the efficiency of the turboprop technology and the company's focus on continuous innovation, ATR aircraft open 150 new routes on average every year, burn 45% less fuel and emit 45% less CO_2 than regional jets. The aircraft family has over 200 operators in more than 100 countries. ATR is an equal partnership between Airbus and Leonardo, with Airbus' 50% share managed by the Airbus ATR organisation. Airbus and Leonardo are also ATR's main suppliers, building its wings and fuselage, respectively. Headquartered in Toulouse, as of December 31 2024 ATR employs 1,387 people. Since the start of the programme in 1981, ATR has registered net orders for 1,857 aircraft (524 ATR 42s and 1,303 ATR 72s).

In 2024, ATR has delivered 35 new aircraft (compared to 36 in 2023) and recorded net firm orders for 32 new aircraft (compared to 41 in 2023). As of 31 December 2024, ATR had a secured backlog of 95 aircraft

(compared to 111 in 2023). Through the end of 2024, a total of 1,717 ATR aircraft have been delivered.

ATR has established a worldwide customer support organisation committed to supporting aircraft over their service life. There are 13 ATR sites across the globe, including commercial offices, customer services centres, spare parts warehouses, training centres and regional customer support offices, located in Toulouse, Paris, Miami, Singapore, Sao Paulo, Athens, Addis Ababa, Bangalore, Jakarta, Auckland, Bangkok, Beijing and Tokyo. ATR Asset Management addresses the market for second-hand aircraft by assisting in the placement and financing of used and end-of-lease aircraft.

Airbus Atlantic

Established on 1 January 2022, Airbus Atlantic is a wholly-owned subsidiary of Airbus, specialised in aerostructure fabrication and assembly as well as aircraft seats. Airbus Atlantic is a global industrial leader, a key pillar of Airbus and a partner of choice for its customers around the world. Building on its highly skilled teams and its entrepreneurship mindset, Airbus Atlantic innovates, shapes new standards of industrial excellence and prepares the future for a sustainable and competitive aerospace industry. Counting more than 14,000 employees in five countries and three continents, including 10,000 employees in France and 4,000 worldwide (Canada, Tunisia, Morocco and Portugal), Airbus Atlantic is a global player in aerostructures, in pilot seats, and in First & Business Class seats marketed under the STELIA Aerospace brand.

Positioned at the heart of Airbus industrial system, Airbus Atlantic aims at delivering state-of-the-art quality and operational excellence to Airbus and to aircraft manufacturers such as Dassault Aviation, Bombardier and ATR, as well as to worldwide airlines with its Premium passenger seat range. As such, Airbus Atlantic is an essential part of the Airbus value chain and plays a key-role in the whole aerostructures' supply-chain with more than 500 suppliers on flying products and more than 2,000 on general procurement products.

In terms of key activities and expertise, Airbus Atlantic, has a wide range of metallic and composite aerostructure capabilities, from Build-to-Print to Design & Build solutions. It is one of the few companies in the world able to deliver complete and fully equipped and tested aircraft sections ("Plug & Fly"), integrating hydraulic and electric systems. It also designs and manufactures luxury First Class and Business Seats for more than 50 airlines in the world (including Lufthansa, Singapore Airlines, China Airlines, Air France or Etihad Airways) and provides pilot seats, and offers support from design to production, including after-sales service.

Airbus Aerostructures and Premium Aerotec Industry

Besides Airbus Atlantic, the Airbus Aerostructures organisation is the other aerostructure subsidiary of Airbus, leveraging the Company's competencies globally, keeping strategic flexibility for resource allocation and building an international company culture. The organisation of Airbus Aerostructures, together with Airbus Atlantic serves the Company's strategy. Remaining detailed parts activities are concentrated under Premium AEROTEC Industry, within Airbus GmbH (which is the holding company for Airbus Operations GmbH and Airbus Aerostructures GmbH, the two main subsidiaries in Germany focused on commercial aircraft programmes). The legal integration of Premium AEROTEC Industry into Airbus Aerostructures has been decided and is being pursued.

Airbus Aerostructures is a 100 percent owned Airbus subsidiary. Formal governance bodies and regular management meetings between both ensures business coordination. The company is an integrator for the commercial aircraft parts management. With around 12,000 employees, Airbus Aerostructures combines technology and innovation leadership to pioneer efficient aircraft production. Airbus Aerostructures includes four production sites in Germany: the headquarters in Hamburg with three other plants in Nordenham, Bremen and Stade where work goes on today on the aerostructures of tomorrow's aircraft.

Premium AEROTEC Industry delivers commercial and military aircraft structures and detail parts and is a partner in the major European international aerospace programmes. Premium AEROTEC Industry counts about 5,000 employees at various sites in Germany and Romania. Premium AEROTEC Industry is represented by its products in all Airbus commercial aircraft programmes. The current military programmes include the Eurofighter "Typhoon" and the military transport aircraft A400M. Premium AEROTEC Industry plays a significant role within new concepts regarding metallic and composite aerostructure activities or 3D-printing of aircraft components made of titanium or aluminium.

1.3 Airbus Helicopters

Airbus Helicopters is a global leader in the civil and military rotorcraft market, offering one of the most complete and modern ranges of helicopters, drones and related services. This product range currently includes intermediate single-engine, light twin-engine, medium and medium-heavy rotorcraft, which are adaptable to all kinds of mission types based on customer needs. In addition, the VSR700 and the Flexrotor constitute two Uncrewed Aerial Systems ("**UAS**") in the tactical domain. See Section 1.1 "Information on the Company's Activities- Overview" for an introduction to Airbus Helicopters' portfolio.

Ambition and Strategy

Airbus Helicopters' ambition is to provide the most efficient vertical take-off and landing ("**VTOL**") products and services solutions to its customers who serve, protect, save lives, connect communities and safely carry passengers in demanding environments.

In this regard, the strategy of Airbus Helicopters is to grow in value in the Civil and Parapublic market and improve its market share and resilience in the military market, while building a combined offer of helicopters and drones with an extended portfolio of UAS and new teaming solutions in the tactical domain.

The four strategic priorities support Airbus Helicopters' business growth ambition:

1. **Customer Loyalty:** in pursuit of becoming the first choice of the market, Airbus Helicopters has put a major emphasis on the improvement of the fleet availability, specially for the NH90 and Tiger fleets. The catalogue of global contracts has also been reworked to be adapted to customers' needs. Last but not least, Airbus Helicopters has invested in stock and spare parts and in new repair capacities to improve its performance and reliability.
2. **Innovation:** Airbus Helicopters has the objective of making helicopters and VTOL flight safer, simpler, more affordable and citizen friendly. To remain a true pioneer in this industry, Airbus Helicopters is committed to flying several demonstrators to unlock new technologies in fuel consumption, high speed, autonomy, electrification, connectivity, safety and predictive maintenance to name a few. In the meantime, Airbus Helicopters is strongly working on crewed-uncrewed teaming (CuC-T) solutions.
3. **Defence and Security:** Airbus Helicopters must act as a global player in the military market to reinforce its competitiveness and resilience in a global context, with rising tensions and geopolitical issues. The company is investing in key technologies to support home nations and is on track to execute key development contracts like the Joint Light Helicopter (hélicoptère interarmées léger – HIL) for France, the Tiger mid-life upgrade for France and Spain, or the H225 helicopters for the Bundespolizei. In addition, Airbus Helicopters continues to reinforce its presence and influence in export campaigns. The product policy of Airbus Helicopters is driven by the willingness to offer and maintain the broadest dual range of multi-role products.
4. **Sustainability:** Airbus Helicopters wants to accelerate its commitment to pioneering sustainable aerospace. In 2024, Airbus Helicopters has structured and asserted several roadmaps, and has connected most of them to the roadmaps at group level. The teams have worked in transversal coordination to promote and set the right level of ambition for the Division. In coherence with the group, Airbus Helicopters fosters a culture of environmental and social responsibility for all employees, along with promoting human rights, business integrity, aviation safety and quality, inclusion and diversity in its core values.

Transformation

The Company is pursuing its journey for its transformation. While maintaining its focus on aviation safety and quality, specific attention is put on performance improvement with lead time reduction and on time deliveries in order to enhance customer satisfaction and to position itself for sustained growth and resilience. This plan is combining projects aiming to make significant steps forward in performance in key areas (e.g. supply chain and spare parts) and implementing further continuous improvement initiatives. Airbus Helicopters also pursues leadership development initiatives ensuring teams are prepared to navigate the complexities of a dynamic business environment and to foster a culture of inclusion, collaboration and agility.

Airbus Helicopters continues to deploy data governance and accelerate its digital transformation based on standard capabilities to deliver digital continuity for integrated data-driven processes. Going forward, data quality remains a top priority in order to have solid foundations to deploy new "data-driven" technologies and decision making. In line with the Company's continuing evolution, Airbus Helicopters develops new digital capabilities such as Artificial Intelligence, Immersive Technologies, Connectivity or Scientific computing to create value for both platforms and services, as well as for business efficiency to enhance productivity while reducing turnaround time across key processes.

In parallel Airbus Helicopters is looking ahead and preparing its next transformation phase beyond 2025. The aim is to anticipate and prepare the future in order to maintain a sustainable performance and to remain agile, with the purpose to ensure its competitiveness in the face of changing market and economic conditions, while retaining its ability to invest in the future.

Commitment to Innovation

In 2024, Airbus continued to invest in research and technology and product development for both the civil and military markets. The Racer, a high-speed helicopter demonstrator, developed in the context of the European Research Clean Sky 2 project, successfully completed its first flight, officially kickstarting the rotorcraft's flight test campaign. Less than two months after this, the Racer exceeded its level speed objective of 407 km/h (220 kts) by reaching 420 km/h (227 kts) in its initial configuration. In just seven flights and about nine hours of flight testing, almost all of the flight envelope has been opened. Moreover, Airbus' eVTOL prototype, CityAirbus NextGen, also performed its first flight in Donauwörth, Germany. This key technical milestone opens the flight campaign of the prototype.

On the military side, the Company has focused on the development of crewed-uncrewed teaming (CuC-T), where crewed helicopters and Uncrewed Aerial Systems (UAS) fly simultaneously whilst connected to a single network. Crewed-uncrewed teaming aims to leverage interoperability to enhance a helicopter's mission capabilities during challenging operations. As part of a project funded by the European Union and code-named MUSHER, Airbus and its partners conducted a full-scale demonstration of a crewed-uncrewed teaming system in France and Italy. Mobilising the H130 FlightLab as a crewed platform and the VSR700 Uncrewed aerial system, the MUSHER demonstration experimented with various mission scenarios.

Airbus Helicopters also introduced a new mission kit for the VSR700, dedicated to anti-submarine warfare, in partnership with Naval Group, Aresia, Thales and CAE. Aiming to support navies during critical operations, this mission kit can extend operators' detection capabilities, including with sonars, a radar and electro-optical system, and enables the VSR700 to deploy new-generation sonobuoys and torpedoes. The VSR700 is fully compatible with crewed-uncrewed teaming, making for optimised submarine detection and attack when operated jointly with crewed helicopters.

Following its integration as part of Airbus' portfolio, the Flexrotor small tactical uncrewed aerial system took part in flight demonstrations, showcasing its agility. A lightweight asset, the Flexrotor enables customers to extend their mission capabilities thanks to its unique vertical takeoff and landing design, its exceptional endurance and compact design. Able to fly on average 14 hours, it is an ideal solution for military operators and parapublic agencies.

In 2024, the company continued to develop activities related to the main demonstrators and roadmaps for key technologies for multiple platforms. The PioneerLab in Germany performed several flights to test environmental awareness functions such as a lidar-based cable detection system. In addition, a proof-of-concept nose panel made of acrylonitrile-derived biofibre was also flight-tested to demonstrate the airworthiness of alternative fibres.

Airbus Helicopters also continued to progress on its decarbonisation roadmap. The Company continued to lead a SAF user group for its helicopter operators and industry partners as well as increasing the use of SAF for its own development test flights and training to nearly 20% in 2024.

Focusing on Customers

Airbus Helicopters' top priority from a customer support and service perspective is to deliver the best possible customer experience, including availability and performance. The Company celebrated important fleet milestones this year, such as the worldwide fleet of H145s achieving 8 million flight hours and the H125 achieving 40 million flight hours. The French Navy's H160 interim fleet hit the 3,000 flight hour milestone this year and has saved more than 120 people in their search and rescue missions. The first of up to 82 H145Ms was delivered to the German Armed Forces.

The entry into service of the H160 is moving forward with a total of 40 units currently in service. The platform now has customers for all key mission segments it was designed to address: energy, private and business aviation, search and rescue, law enforcement and military. The H160 is now in service in the U.S., Canada, Brazil, Malaysia, Japan, Saudi Arabia, France, and other European countries.

Airbus Helicopters has made significant effort and investment in addressing the supply chain situation that has been severely affected in succession by COVID, the consequences of Russia's invasion of Ukraine, the energy crisis and economic factors including elevated inflation rates. In this context, Airbus Helicopters has faced difficulties in meeting customers' spare parts and repair needs, due to demand having grown much faster than predicted based on flight activity.

Airbus Helicopters has significantly increased its working capital investments on spares and MRO parts. The Company has also invested in dual sources of supply and in helicopter buy-backs. The dismantling of complete helicopters enables the Company to access parts which are in short supply, especially for dynamic components. It also provided solutions for obsolescence and scarce parts.

In addition, the company is constantly investing in product improvement, both in terms of safety, innovation, and competitiveness. This includes investments targeted at making its helicopters more reliable, with a reduced maintenance workload and with lower Direct Maintenance Costs ("**DMC**"). Many of these improvements are discussed and then prioritised with customers in the frame of various forums such as Customer Focus Groups and Reliability Data Groups.

There are around 2,861 helicopters currently enrolled with parts-by-the-hour contracts. Air Center Helicopters, Inc. (ACHI) signed an Airbus HCare In-Service contract to support their fleet of 18 H225 helicopters for the next five years with the full-by-the-hour (FBH) programme. DRF Luftrettung is also adding up to ten H145 helicopters to its fleet-wide HCare Part Availability contract, which provides comprehensive parts-by-the-hour support. In parallel, the Japan Coast Guard's ("**JCG**") order for three additional H225s will also be covered by its HCare Fleet Availability contract which currently covers JCG's entire H225 fleet.

The company continued to make progress on helicopter connectivity and digital services in order to provide an end-to-end ecosystem through easy-to-use digital solutions fully integrated to Airbus Helicopters systems. These digital solutions leverage data generated by helicopter systems, such as flight data recorders and avionics systems, or maintenance software and applications used to manage fleets. The aim of the Company's Connected Services offering is to enable more flight hours in a simple manner and to enhance safety, and ultimately to better support the Company's customers in their operations.

Aviation Safety

Airbus Helicopters' chief priority is to enhance aviation safety for the thousands of men and women around the world who are transported in its aircraft every day. The company's ambition is to further reduce the accident rate of the Airbus helicopter fleet in service and be a leader in aviation safety.

In order to achieve these goals, Airbus Helicopters strives to:

- define and develop new safety measures and initiatives to support the operations of its customers; and
- continue to underscore its dedication to fostering a company-wide culture of safety and sustainability.

This commitment to aviation safety is also reflected across all the internal activities related to the lifecycle of a helicopter, with a focus on meeting (and exceeding where possible) industry quality and safety standards. All this is based on continuously enhancing the strong safety culture in the Company.

To continue raising aviation safety awareness, Airbus Helicopters inaugurated a dedicated Aviation Safety Centre in March 2024 at its Donauwörth site in Germany. Along with Marignane, where a centre was created in March 2023, they are the first two Airbus Helicopters sites to host Aviation Safety Centres, which aim to be replicated at other key locations of the Company's global footprint. The centres are divided into several zones, four of which host the digital modules that form the core of

the system. These digital modules cover four major themes for Aviation Safety: air accidents, organisational and human factors, FODs (Foreign Object Damage, i.e. foreign bodies that can cause damage) and risk management.

The objective is that all employees, including apprentices, temporary workers and on-site subcontractors are trained in the Aviation Safety Centre. In Marignane, more than 4,500 employees and subcontractors have been trained, along with close to 190 customers and 160 suppliers, whilst Donauwörth's Aviation Safety Centre has now hosted more than 2,000 employees for training sessions, to further demonstrate Airbus Helicopters' commitment to a safe flying culture.

Market Drivers

Airbus Helicopters' preliminary market data indicates that worldwide helicopter bookings for 2024, counting both the Civil and Parapublic (C&P) and Military markets, stood at 1,192 units (excluding the Chinese and Russian military markets). This, compared to 1,160 in 2023 represents +3% increase.

Airbus Helicopters is leading the increasing C&P market (+10% in units and +32% in value vs 2023), securing 48% of the total units and 52% of the total value booked supported by all Airbus helicopters types (from H125 to H225) sales in units and mostly by H145 and H225 in value.

Most of the increase in units is driven by Intermediate Singles with a total of 267 units sold (vs 193 in 2023). With 64 units booked, Super Medium's demand increased by +178% in comparison with 2023 (23 units). 47 bookings for Heavy helicopters were identified, to be compared with 10 bookings in 2023. The demand for Light-Twins (H135, AW109 and B429) increased by +39% (40 units sold vs 29 in 2023).

After a record 2023 order intake for Intermediate-Twin (H145, AW169 and Ansat) with 175 units booked, the bookings in this class decreased by -42% (102 units). Medium bookings decreased by -24% in 2024 vs 2023 with a total of 84 units booked.

Market increased in all segments but Private and Business Aviation (-5% vs 2023). The most dynamic segment was Energy (+30% vs 2023), supported by the demand for replacement of an ageing fleet translating mostly in Super Mediums bookings. Demand for Mediums in this segment decreased by -44% after two years of high level of bookings (mainly AW139).

After several years of low order intake (driven by economical uncertainties), the demand for commercial operations increased by +29% in 2024 supporting Intermediate-Single sales. EMS market increased by +20% driven by the demand from the North American continent supporting demand for Intermediate-Singles and Light-Twins. The global demand for Public Services helicopters increased by +6% mostly driven by growing demand in the Asia Pacific Region.

With 386 units booked in 2024 the military global market (excluding China and Russia) is -9% below 2023 order intake driven by low order intake from the US. Without North America the market would have grown by +5% as the demand for military helicopters has increased in all other regions.

According to market forecasts produced by Airbus Helicopters, approximately 7,400 Civil and Parapublic helicopters and approximately 7,100 Military helicopters are expected to be delivered globally over the next 10 years. In this period, within the Civil and Parapublic Market (approximately 7,400 units over 10 years), almost 50% of the deliveries in units are expected to be single engine helicopters, but twin engine helicopters are anticipated to represent more than 80% of the value to be delivered. For the Intermediate Singles, the dominant customer types are expected to be commercial and private and business aviation (PBA). Whereas in the Light Twin segment, Helicopter Emergency Medical Services (HEMS) continue to be the dominant customer type, followed by Public Services and PBA. The continued resurgence of the energy market remains key for sales of the super medium class, as are Public Services for the Heavy helicopter market class.

Demand for military helicopters and related services is mainly driven by budgetary and strategic considerations, and the need to replace ageing fleets. Airbus Helicopters believes that the advanced age of current fleets, the emergence of a new generation of helicopters equipped with integrated systems and the ongoing introduction of combat helicopters into many national armed forces will contribute to increased military helicopter procurement in the medium term. Nevertheless, demand from the military sector has historically been subject to large year-to-year variations due to evolving strategic considerations, and may be limited, due to budgetary constraints on public spending in some regions like Western Europe and Middle East, while other regions like Asia Pacific or Eastern Europe are expected to continue to grow. Within the Military Market (anticipated demand of approximately 7,100 units over 10 years), approximately 34% of market sales (in units) are expected to come from the Heavy helicopter class, with a significant dominance in this sector coming from forces requiring heavy lift capabilities for troop and logistics transportation. The combination of Light, Medium and Super-Medium helicopters is expected to account for 30% of the future military helicopter deliveries in units.

Competition

Airbus Helicopters' primary competitors in the civil and parapublic sector are Leonardo and Bell. In 2024 Airbus Helicopters led the Civil and Parapublic market, securing 48% of the total units and 52% of the total value booked supported by all Airbus helicopters types (from H125 to H225) sales in units and mostly by H145 and H225 in value.

Airbus Helicopters' main competitors in the military sector remain Boeing, Sikorsky and Leonardo. In 2024 Airbus secured 18% of the total market (excluding China and Russia) in units and 15% of the total market value (excluding China and Russia).

Customers

More than 3,850 operators currently fly Airbus Helicopters' rotorcraft in over 150 countries. Airbus Helicopters' principal military clients are Ministries of Defence ("MoDs") in Europe, Asia, the US and Latin America. In the civil and parapublic sector, Airbus Helicopters has a leading market share in Europe, the Americas and Asia-Pacific. With approximately 57% of the worldwide market share-based on deliveries in 2024, the versatility and reliability of Airbus Helicopters products have made them the preferred choice of the most prominent civil and parapublic customers (turbine helicopters of more than 5 seats).

Products and Services

Airbus Helicopters offers a complete range of helicopters that covers nearly the entire civil and military market spectrum, which it continuously

improves with leading-edge technologies. This product range includes single-engine, light twin-engine, medium and medium-heavy helicopters, and is based on a series of new-generation platforms designed to be adaptable to both military and civil applications. In addition, products share multiple technical features as part of a family concept approach.

The following table sets forth Airbus Helicopters' existing product line, consisting of optimised products for different mission types:

Helicopter Type	Primary Missions
Single Engine ("Écureuil" family)	
H125 "Écureuil" / H125M "Fennec"	Public Services(1), Military Utility & Armed Reconnaissance, Private & Business Aviation, Commercial Pax Transport & Aerial Work
H130	Commercial Pax Transport & Multipurpose, Emergency Medical, Tourism, Private & Business Aviation
Light Twin Engine	
H135 / H135M	Private & Business Aviation, Military Utility & Armed Reconnaissance, Emergency Medical, Public Services(1)
H145 / LUH (UH-72) / H145M	Private & Business Aviation, Military Utility, Emergency Medical, Public Services(1)
Medium and Super Medium	
H160 / H160M	Oil & Gas, Public Services(1), Private & Business Aviation, Emergency Medical, Military Utility & Transport, Special Operations, Naval
H175	Oil & Gas, SAR, Public Services(1), Private & Business Aviation, Emergency Medical, Military Utility & Transport, Special Operations
Heavy	
H215 "Super Puma" / H215M "Cougar"	Civil Utility(2), Military Transport / SAR, Oil & Gas
H225 / H225M	SAR, Combat-SAR, Military Transport, Oil & Gas, Private & Business Aviation, Public Services(1)
NH90 (TTH / NFH)	SAR, Military Transport, Naval
Attack	
Tiger	Combat, Armed Reconnaissance / Escort
Uncrewed aerial systems	
VSR700	Intelligence, Surveillance, Reconnaissance
Flexrotor	Intelligence, Surveillance, Reconnaissance

(1) Public Services includes homeland security, law enforcement, fire-fighting, border patrol, coast guard and public agency emergency medical services.
(2) Civil Utility includes different kinds of commercial activities such as aerial works, electrical new gathering (ENG), passenger and cargo transport.

Civil Range

Airbus Helicopters' civil range includes intermediate single-engine, light twin-engine, medium and medium-heavy helicopters, which are adaptable to all mission types based on customer needs. To maintain and strengthen its competitive edge in the civil sector, the company invests in R&D investments, notably on:

- The certification of the H160 by EASA in July 2020;
- The improvement of the existing range (i.e. H145 certified by EASA and FAA in 2020 or the increased H125 performance certified in 2021 by EASA and FAA) in the field of performances and safety in order to meet customer's requirements;
- The certification of the H160 by FAA in June 2023;
- The certification of the H175 by Civil Aviation Administration of China in July 2023;
- Preparing the future H generation with major upgrades and new products pursuing a fast-paced product range renewal.

Military Range

Airbus Helicopters' military range comprises platforms derived from its commercial range (such as the H145M and H225M, derived respectively from the H145 and H225) as well as pure military platforms developed for armed forces (such as the NH90 and the Tiger).

Designed for modern multi-mission capabilities and cost effectiveness throughout its lifecycle, the NH90 has been developed as a multi-role helicopter for both tactical transport (TTH) and naval (NFH) applications. The programme, mainly financed by the governments of France, Germany, Italy and the Netherlands, was jointly developed by Airbus Helicopters, Leonardo of Italy and GKN Fokker of the Netherlands as joint partners in NATO Helicopter Industries (NHI) in direct proportion to their countries' expressed procurement commitments. Airbus Helicopters' share of NHI is 62.5%. By the end of 2024 more than 500 NH90 had been delivered.

On the Combat segment, the mid-life upgrade of the Tiger helicopter will introduce state of the art mission systems, including crewed-uncrewed teaming, new avionics and next generation of weapons (anti tank / air to ground missile, laser guided rockets) in order to address future requirements of the French and Spanish armies. By the end of 2024 166 Tigers were in service. Airbus is also a major contractor to the US Army, having been chosen to supply the service's UH-72A and UH-72B Lakota helicopters (more than 470 in service by the end of 2024).

On the Uncrewed Aerial Systems domain, Airbus Helicopters is expanding its range in order to cover more missions. The company is focusing on the tactical drones market with the VSR700 mainly for Intelligence, surveillance, targeting and reconnaissance (ISTAR) missions, and through the acquisition of Flexrotor by Aerovel. Military helicopters can also be complemented by drones to offer Crewed-uncrewed teaming (CuC-T) an important area of development for Airbus Helicopters military range.

Customer Services

With more than 3,850 operators in over 150 countries, Airbus Helicopters has a large fleet of more than 12,650 in-service rotorcraft to support. As a result, customer service activities to support this large fleet generated approximately 46% of Airbus Helicopters' revenues for 2024. Airbus Helicopters' customer service activities consist primarily of maintenance, repairs, spare parts supply, training and technical support. In order to provide efficient worldwide service, Airbus Helicopters has established an international network of subsidiaries, authorised distributors and service centres.

Industrial Model

The roll-out of the new industrial model for Operations based on site specialisation, the introduction of an improved industrial architecture and the progressive deployment of flexible lines is now complete. The last internal transfer of activity in the context of the site specialisation was achieved in 2024 with the remaining transfer to Paris Le Bourget from Donauwörth. By concentrating the production sites in specific helicopter sections or technologies, the company expects to boost the competitiveness of its operations and to increase its overall performance, while improving the factories' resilience to market fluctuations through the contribution of each site to the entire product range.

Alongside site specialisation, the introduction of an improved industrial architecture is being deployed, with major sub-assemblies produced, assembled and tested in parallel, thus shortening the industrial cycle. The reduction of the lead-time, in particular in the final assembly lines, aims at decreasing the inventories and shortening the delivery time to Airbus Helicopters customers. The ability to adapt quickly to market evolution is also key. Therefore, the flexibility of the production lines to assemble different products is being developed so that the industrial system can be adjusted in a rapid manner to changing market requirements.

A further key element in the enhancement of the logistic set-up supporting the new industrial model will be the entry into service of the "One Log" hub in Albacete, Spain. The hub will help to enable the rationalisation of logistics flows, moving from a "point to point" concept with spread flows, to a global logistics approach that will contribute to the competitiveness of operations. In parallel, Airbus Helicopters is increasing the focus on quality and operational performance through Centres of Excellence in key helicopter components, such as Rotors and Transmissions. The Centres of Excellence aim to unite all departments in the organisation – from Engineering, through Procurement and Supply chain, Quality and Production – to deliver best in class safety, quality and performance.

The global industrial footprint continues to be developed to reduce the product cost in the "make" perimeter and to provide opportunities for the rationalisation of the supply base. While keeping more complex activities in the main sites in France, Germany and Spain, simpler work packages are allocated to the Divisions' sites in "best cost countries". In 2024, the facility in Querétaro, Mexico, specialised in aluminium machined parts, increased its workload. Additionally, the Division's facility in Gyula, Hungary, inaugurated in 2022 and specialised in hard metals machining, delivered its first parts in 2023 and continued to grow in 2024.

Airbus Helicopters also keeps a strong focus on the extended enterprise. Since the pandemic, supply chain monitoring and risk management has been strengthened, increasing the capacity to anticipate and mitigate potential disruptions and secure business continuity. The sourcing strategy is being implemented, reshaping Airbus Helicopters supply base to secure its current and future industrial performance, competitiveness and maturity, as an essential part of the overall helicopter industrial ecosystem. Considering the global lack of capacity in the supply chain, extending to "best cost countries" through the supply chain will continue to be a priority in the future.

Furthermore, reducing the environmental footprint of the industrial activities is a paramount axis of Airbus Helicopters industrial model. Numerous projects supported by important investments are being developed in all the sites, focusing on the reduction of the CO_2 and volatile organic compounds (VOC) emissions, energy and water consumption, and also in the generation of waste.

Finally, the Company is paying special attention to preparing the future of its factories, industrial processes and systems. In particular, ongoing digital transformation programmes are targeting a redefinition of the industrialisation and production of Airbus Helicopters products, which should enable a major reduction of industrialisation cycles, while raising efficiency and setting a new standard of quality, while safeguarding cybersecurity.

1.4 Airbus Defence and Space

Airbus Defence and Space ("**ADS**") is a trusted partner to commercial and government customers worldwide, providing products and services that ensure mission success in the air, land, sea, space and cyber domains:

- **Air Power** designs, develops, delivers and supports manned and unmanned military air systems and services. It is the leading fixed-wing military aircraft supplier in Europe, and one of the global leaders in combat, mission, transport and tanker aircraft. Key products include the Eurofighter Typhoon, the A400M, the A330 Multi Role Tanker Transport ("**MRTT**"), the C295, the Eurodrone, and is developing the Future Combat Air System ("**FCAS**") with partners. Missiles/effectors for Air and Ground based platforms are developed and manufactured by MBDA, in which Airbus Defence and Space has a 37.5% stake.
- **Space Systems** covers a broad range of civil and military space offerings. Its satellite solutions for telecommunications, Earth observation, navigation and science include spacecraft, ground segments and payloads for institutional and commercial customers. It also manufactures orbital and space exploration systems, including human-rated modules. Space transportation capabilities (comprising launchers and services) are offered via ArianeGroup, a 50/50 Airbus-Safran joint venture.
- **Connected Intelligence** creates specific solutions for defence, governmental, civil and commercial customers under four main Programme Units: Space Digital, Public Safety and Security, Cyber and Defence Digital. It provides trusted intelligence and secure connectivity for mission- and business-critical communications, from radio to broadband and mobile, on land, at sea and in the air.

Airbus Defence and Space is headquartered in the Munich region. The Division's main engineering and production facilities are located in France (Paris region and South West France), Germany (Bavaria, Baden-Württemberg and Bremen), Spain (Madrid region and Andalusia) and the United Kingdom (South England and Wales). In addition, Airbus Defence and Space has affiliates and subsidiaries in some 40 countries around the globe.

On 1 January 2024, Airbus Defence and Space implemented a new, simplified organisational structure consisting of three business lines: Air Power (merging Military Air Systems ("**MiAS**") and FCAS, covering all air defence capabilities), Space Systems, and Connected Intelligence, with the operational elements of Engineering and Operations activities being incorporated into each of the three business lines.

On 16 October 2024, Airbus Defence and Space presented a follow-up plan to further adapt its organisation and workforce in light of a continuing complex business environment (especially in the Space Systems segment), and in view of an acceleration of technical trends that require focused decision-making and execution as well as adaptability from each of its distinctly different businesses. Targeted measures include creating a more efficient and streamlined organisational structure for the Division, particularly with regard to functions outside the value stream, and with a further focus on over-arching tasks such as strategy, workforce development, sites and footprint development, finance and other support functions. In addition to reducing its cost base, through this adaptation Airbus Defence and Space is targeting operative end-to-end accountability for business lines, with the aim that they will eventually have operational responsibility for their performance and results. The social process covering this change as well as the announced workforce reduction across Airbus Defence and Space officially started on 4 December 2024. The aim is for the adjusted organisation to be operational by mid-2025.

This organisational change is paralleled by an effort to fundamentally transform the ways of working and culture within Airbus Defence and Space, to be better equipped for a future defence and space landscape anticipated to be more commercially focused and information driven, with an expected influx of new, well-backed entrants from the wider technology space.

Strategy

The mission of Airbus Defence and Space is to support its customers to defend their democracies, prevent crises, protect life and restore damaged communities and ecosystems, providing safety and security and respecting the highest standards of human rights. To achieve this, the Company aims to shape and lead the Defence Aerospace industry in Europe across its three main business segments:

- Air Power is at the core of Airbus Defence and Space and encompasses Combat, Transport, Derivative and Mission Aircraft, in addition to Unmanned Aerial Systems, Services, and Aerostructures. To maintain its leading market position, Airbus Defence and Space is pursuing new European programme opportunities while continuing to evolve existing platforms and capabilities for long-term competitiveness (e.g. Eurofighter Typhoon, A330 MRTT, A400M, C-295, aircraft in service support). It also focuses on the future of Air Power, leading the development of the system-of-systems environment, of which FCAS is a cornerstone.
- as one of Europe's space leaders, Space Systems aims to continue to create more competitive products, working with European governments and institutions to ensure the long-term health of the entire European space industrial base. Therefore, a transformation plan was initiated on 1 January 2024, with the aim of fostering a culture of performance and sustainable profit levels, as well as de-risking the business. In parallel, Airbus Defence and Space is actively working on sustainability solutions, such as climate change monitoring. In light of the increasing focus on defence activities in space, the Company is aiming to provide nations with technologies for information superiority and in-space operations.
- the Connected Intelligence business is active in cyber-defence (Cyber), information and decision superiority (Defence Digital), end-to-end space services (Space Digital) and critical communications (Public Safety and Security) markets. Airbus Defence and Space aims at being a key European player in Multi-Domain Operations. Multi-Domain Operations can be defined as the integration of multi-domain C2 (Command and Control) connectivity, information and decision superiority, analytics and cyber capabilities into connected systems of systems. This is intended to be the future digital backbone for Defence and Security customers.

Globally, Airbus Defence and Space intends to leverage its existing products and services, to innovate in new offerings, and to build selected strategic partnerships, in order to strengthen its position in the market.

Corporate Social Responsibility

The Company is firmly committed to conducting its business based on responsible ethical standards, and in compliance with applicable laws and regulations. This includes the delivery of defence products in accordance with export control laws, which are made in full transparency and alignment with authorities and relevant stakeholders. Suppliers must also

ensure that their business practices are in compliance with export control laws and regulations including the US, EU and any applicable national regulations, as well as compliance with sanctions and embargoes legislation. Furthermore, suppliers are required to provide truthful and accurate export control classification and information and obtain export control licences.

Human rights play a key role in the way Airbus Defence and Space conducts its business activities. This includes the integration of human rights due diligence into the defence sales process with the aim of reducing the risk of misuse of its defence products. This takes into account country risk (based on publicly available indices) and intended product use and supports the decision to progress to the export control stage. Requirements for adherence to human rights laws, including the Geneva Conventions, are part of Airbus' standard conditions of sale for defence products. Airbus Defence and Space is not involved in the development, production or support of banned weapons and it maintains policies and procedures to undertake due diligence on the sale of defence products.

Market

Airbus Defence and Space is active in governmental, institutional and commercial markets. As a general trend, defence budgets are forecast to grow globally, triggered by geopolitical shifts, heightened security risks and the impact of natural disasters. European defence budgets are forecast to grow due to major modernisation needs across countries and in order to meet NATO requirements. At the same time, defence and space programmes and other government activities (e.g. social welfare) compete for the same, finite national budgets. Moreover, an increase in the number of domestic and international defence contractors, as well as lower cost of access to defence and space markets, allows for new entrants and increased competition. Market access outside the Airbus home countries may continue to be subject to restrictions or preconditions such as national content, local industrial participation or the provision of export licences. Nevertheless, Airbus Defence and Space is well-positioned to benefit from the global growth in defence expenditure.

Air Power

Customers

The Air Power Business Line, with its combat, military transport and mission aircraft and UAS, along with related services, mainly supplies the public sector, specifically armed forces. Customer relationships in this segment are characterised by their long-term, strategic nature and long decision-making cycles. Once a contract is signed, its life span, including the services business, often lasts for decades. Beyond a strong foothold in the home countries, the Company's customer base is increasingly global, in particular due to the success of the A330 MRTT and C295 programmes.

The volatile, uncertain, complex and ambiguous geopolitical situation is gradually leading to a greater importance of defence in Europe. A clear signal in this direction was the signature of FCAS, which has been progressing over the past five years. There is also notable momentum in Europe for cooperation in large UAS programmes. Beyond the Eurodrone, the Company's unmanned aerial systems help solve challenges for commercial, government and military customers alike. Institutional and government customers are recognising the benefits of UAS for public services. An increasing number of applications require UAS solutions in areas such as law enforcement, fire-fighting, humanitarian assistance and disaster relief, border protection, emergency services and maritime surveillance. Civil and enterprise customer interest for UAS continues to grow, with the main focus being on smaller and tactical UAS.

Some customers may find a service and leasing model more adapted to their specific needs. UAS services offer further growth potential with different levels of flexibility and customer involvement. The business encompasses the full set of services ranging from logistics, Maintenance, Repair and Overhaul ("**MRO**") and data analytics offers, to traditional leasing into complete aircraft-as-a-service flight operations.

Competitors

The market for military aircraft is dominated by large- and medium-sized American and European companies capable of complex systems integration. Among the competitive factors are affordability, technical and management capability, and the ability to develop and implement complex integrated system architectures. The required skills for overall systems integration into an aircraft are extensive and the number of credible players in the world market is rather limited. In particular, dedicated mission aircraft such as heavy tankers, are derived from existing aircraft platforms. Adapting them requires thorough knowledge of the basic airframe, which generally only the aircraft manufacturer will possess, along with knowledge of systems architecture and integration.

The main competitors in the military transport and mission aircraft market include Boeing, Dassault Aviation, Embraer, Leonardo, Northrop Grumman, Saab, Antonov, and the United Aircraft Corporation. Heavy military transport has historically been driven by US policy and budget decisions, therefore has been dominated by US manufacturers and split in strategic and tactical aircraft segments. On Combat, the Company's activities take place through the contribution to the Eurofighter Typhoon, jointly with BAE Systems and Leonardo. The main competitors in the segment include Boeing, Dassault Aviation, Lockheed Martin, Saab and UAC. With regards to UAS platforms, Israeli and US firms are well established, with European and Chinese companies gaining in relevance. Major competitors include AeroVironment, Baykar Technology, Boeing, Elbit Systems, General Atomics, Israel Aerospace Industries, Leonardo, Northrop Grumman and Turkish Aerospace Industries. The market is also seeing the emergence of new, smaller companies worldwide, addressing specific and/or national requirements. There is room and need for synergies and partnerships between smaller and larger UAS companies. Across all segments of the defence and space markets the Company continues to see and anticipate new entrants, largely from the Tech sector. These new entrants can be competitors, but may also be partners for Airbus Defence and Space, offering complementary skills and assets.

Market Trend

The sale of aircraft is expected to remain stable in the light and medium transport and special mission aircraft segments and could grow for the heavy transport segment. In combat, new collaborative programmes are underway for the development of new sixth-generation fighters. After-sales services are an important business for Air Power and are continuously growing in line with the deliveries of A400M and A330 MRTT, on top of the existing robust revenue stream associated with Eurofighter and Tornado in-service support.

On the unmanned aerial systems front, while defence remains the largest sector, civil and institutional markets are growing steadily, especially in the smaller UAS tactical categories. Services verticals are expected to offer

increasingly interesting prospects as the market evolves. The governmental market especially for advanced UAS features strong growth with significant opportunities in Europe, the US and Asia Pacific. Small and flexible UAS see wide application among armed forces and other homeland security agencies alike.

Products and services

FCAS – Future Combat Air System: FCAS is being developed as a "system of systems" combining a manned new generation fighter teaming with unmanned remote carriers, collaborating with upgraded existing and new platforms (e.g. Eurofighter, A400M, MRTT, Eurodrone, etc.) orchestrated by a multi-domain combat cloud ("**MDCC**"). The journey to meet the doctrinal and technological challenges lying ahead will be step-by-step. As the largest and most ambitious European defence development for decades to come, the Company anticipates FCAS will be a key to Europe's operational, technological and industrial sovereignty. FCAS should foster development of new technologies such as Artificial Intelligence ("**AI**"), cyber, cloud, and drones. It is anticipated that FCAS will deliver increasing operational effects by leveraging the collaborative capabilities of all connected platforms across domains (air, land sea, space and cyber) bringing the next level of air power. The goal is for FCAS to accentuate and unify multiple areas of the Airbus Defence and Space portfolio and its products.

FCAS has been progressing with the execution and achievement of the Joint Concept Study and the Demonstrator Phase 1A by the three Air Forces in September 2021. The FCAS Demonstrator Phase 1B was signed on 16 December 2022. This phase covers the work on the demonstrator and its components for about three and a half years. Phase 2 would be the next step following Phase 1B, with flight demonstration being targeted towards the end of the decade. It is anticipated that Airbus military aircraft such as A400M, MRTT, Eurofighter and other manned and unmanned platforms will play key roles in the FCAS ecosystem.

A400M – Heavy military transport: the A400M is the most capable new generation airlifter on the market today, aiming to meet the needs of the armed forces worldwide and potential operators for military, humanitarian and peacekeeping missions in the twenty-first century. The A400M can perform the job of three different types of military transport and tanker aircraft by providing different capabilities: tactical (short to medium range airlifter capability with short, soft and austere field operating performance), strategic transport (longer range missions for outsized loads) and tactical tanker.

A total of 178 aircraft have been ordered so far. This includes the seven launch customer nations, Belgium, France, Germany, Luxembourg, Spain, Turkey, the UK, as well as three export customers, Malaysia, Kazakhstan and Indonesia. Further interest exists from various regions worldwide, including Asia, the Middle East and Latin America.

Since 2013 (and through 31 December 2024), 130 units have been delivered to nine nations. The A400M has been deployed in operations since 2014, accumulating more than 205,000 flight hours in service. In October 2024, Airbus signed two strategic contracts with the Organisation for Joint Armament Cooperation (OCCAR), which manages the A400M programme on behalf of the launch customer nations. These new contracts are the so-called A400M Global Support Services (GSS3) and "Block Upgrade 0", intended to enhance the aircraft's capabilities. The A400M is designed to disrupt the difference between strategic and tactical transport by offering both capabilities in one. This saves both time and costs as customers can fly a long range strategic aircraft into a tactical zone of operation.

A330 MRTT – Multi-role tanker transport: the A330 MRTT, a derivative of the Airbus A330-200 family, offers military strategic air transport as well as air-to-air refuelling capabilities. Its large fuel tank capacity (111t), a benefit of the design of the commercial platform, allows it to dispense fuel in flight to many receiver aircraft without the need for additional fuel tanks. This allows the entire lower deck cargo bay compartment to be available for freight (up to 37t), with the possibility to transport up to 27 standard civil LD3 containers, or up to eight 436L military pallets as well as the capacity to transport up to 300 troops in the upper deck cabin compartment, with the high level of comfort of a civil airliner.

The A330 MRTT is equipped with state of the art refuelling systems, including an Aerial Refuelling Boom System (ARBS) and under-wing refuelling pods. It is the first and so far only aircraft in the world to perform automatic air-to-air refuelling (A3R) with a boom. At the end of 2024, 82 A330 MRTT have been ordered by 15 national operators (more than 94% market share over the past ten years, excluding the US), with 62 platforms already delivered and operating worldwide, accumulating more than 300,000 flight hours in operation.

In 2024, the Kingdom of Saudi Arabia ordered four additional Airbus A330 MRTT for the Royal Saudi Arabia Air Force (RSAF).In 2024, Airbus announced the A330 MRTT+ programme as a natural evolution of the A330 MRTT. The A330-200 baseline aircraft will be replaced by the A330neo (A330-800), which is expected to reduce the aircraft's fuel burn by up to 8%, allowing for more range and/or offload capacity. Following a development phase, it is anticipated the A330 MRTT+ can be introduced to customers in the coming years.

Eurofighter combat aircraft: the Eurofighter multi-role combat aircraft (also referred to as Typhoon) has been designed to enhance fleet efficiency through a single flying weapon system capable of fulfilling both air-to-air and air-to-ground missions. Eurofighter Jagdflugzeug GmbH is owned by Airbus Defence and Space (46%), BAE Systems (33%) and Leonardo (21%). With regards to series production, the respective production work shares of the participating partners within the Eurofighter consortium stand at 43% for Airbus Defence and Space, 37.5% for BAE Systems and 19.5% for Leonardo. Airbus Defence and Space develops and manufactures the centre fuselage and the right wing and leading edge slats for all aircraft, and is in charge of final assembly of aircraft ordered by the German, Spanish and Austrian air forces.

To date, 721 Eurofighters have been ordered by nine customers (UK, Germany, Italy, Spain, Austria, Saudi Arabia, Oman, Kuwait and Qatar). In December 2024, Spain ordered an additional 25 aircraft and Italy placed an order for up to 24 additional aircraft. By the end of 2024 a total of 609 aircraft were delivered. Export opportunities are being actively developed together with the other shareholders of the Eurofighter consortium.

C295 – Light and Medium military transport/mission aircraft: the C295 is a workhorse of tactical military transport, conducting logistical missions including the transport and delivery of personnel and cargo as well as medical evacuations. The aircraft are deployed in demanding operational environments and have been used for humanitarian missions. The aircraft are also offered as a dedicated mission aircraft with configurations beyond the traditional airlifter version, for example maritime surveillance and anti-submarine warfare, airborne early warning and control, firefighting

and intelligence, surveillance and reconnaissance ("**ISR**"), among other missions. This family of aircraft has been in service for more than 20 years, and has proven to be robust, reliable, high-performing, efficient, flexible and easy to operate in any environment, and with low operating costs.

More than 300 orders have been recorded for the C295 by 41 operators through the end of 2024. In October 2024, Tata Advanced Systems Limited (TASL) and Airbus inaugurated the Final Assembly Line (FAL) complex for the Airbus C295 aircraft in Vadodara, Gujarat in India, pioneering the 'Make in India' project to manufacture and assemble 40 C295 aircraft for the Indian Air Force (IAF).

UAS - Unmanned Aerial Systems: in the field of UAS platforms, Airbus Defence and Space is active at both product (Eurodrone, Zephyr, Sirtap) and service levels, supplying robust and dependable solutions for customers across military, commercial and institutional markets. Solutions span from tactical UAS to stratospheric solar powered high altitude platform station ("**HAPS**"). Next generation air superiority programmes such as FCAS are planned to feature strong UAS components, spurring the development of different types of remote carriers, and leveraging manned-unmanned teaming ("**MUM-T**") technologies.

Eurodrone – Medium Altitude Long Endurance Remotely Piloted Aircraft System ("MALE RPAS"): is the first unmanned aerial system designed for flight in non-segregated airspace. This programme which is under development should give Europe its own unparalleled competencies in the field of UAS, offering advanced strategic performance capabilities, and with the aim to allow for mission modularity for ISR missions, contributing to European sovereignty. The Eurodrone contract between Airbus Defence and Space as industry prime (in partnership with Leonardo and Dassault), and OCCAR on behalf of the nations (Germany, France, Spain and Italy) provides for the delivery of 20 Eurodrone systems (with 3 drones and 2 ground stations each), along with an initial five-year package of in-service support.

Eurodrone is anticipated to offer capabilities that facilitate international conflict prevention and crisis management during all phases of operation - especially in the field of Intelligence, Surveillance, Target Acquisition and Reconnaissance ("**ISTAR**"). As a four-nation project, Eurodrone should help to strengthen European sovereignty by establishing and expanding an independent technological base in the field of unmanned aviation. This programme reflects the initiative to increasingly rely on multinational armament projects. Development, procurement and operation are planned to be carried out jointly, which should save costs and increase efficiency.

Eurodrone is designed to become one of the main pillars of any future combat air system, prepared for real integration into civil airspace based on minimal restrictions and easy transportability due to its modular design. The design aims to offer multi-mission capabilities and significant growth potential, for homeland operations, ISTAR and armed ISTAR, which can be conducted with full operational sovereignty. Japan, which joined the Eurodrone programme as an observer in 2023, continued its engagement in 2024. In 2024, the first contractual milestones for the Eurodrone programme (including the preliminary design review) were achieved.

Zephyr – solar-electric stratospheric HAPS: is designed to be capable of flying continuously for months at a time at around 70,000ft, above weather and conventional air traffic. It remains the only fixed-wing HAPS to have demonstrated day/night longevity in the stratosphere. It offers a range of continuous surveillance, communications and monitoring services for both military and civil markets. In June 2024, a Japanese Consortium led by NTT DOCOMO, Inc. and Space Compass Corporation, together with Mizuho Bank Limited and the Development Bank of Japan Inc., committed to invest USD$100m in AALTO HAPS Limited ("AALTO"), which manufactures and operates Zephyr HAPS. Airbus Defence and Space will remain AALTO's majority shareholder.

SIRTAP – Sistema RPAS Táctico de Altas Prestaciones (or High Performance Remotely Manned System): is the next generation tactical fixed-wing UAS designed to meet the operational requirements of armed forces and governmental agencies around the world, providing extended endurance and a flexible payload in a range of capabilities adapted to fulfil ISR missions across military and civil markets. As it will be dual-use, it should be capable of carrying missions such as maritime surveillance, search and rescue, natural disaster relief, fire fighting support, as well as target identification, damage evaluation operations, ISTAR missions and convoy protection, among others. In 2024, following the contract signature with the Spanish Ministry of Defence for the development and acquisition of nine SIRTAP systems, SIRTAP's Final Assembly Line kicked-off at Airbus in Getafe.

Air Power Services: Airbus Defence and Space offers and provides various services for and related to military aircraft and UAS. Throughout the lifetime of its aircraft, the Company offers integrated logistics support, in-service support, maintenance and upgrades, along with training and flight hour services. For example, the A330 MRTT contract with the UK Ministry of Defence through the Air Tanker consortium includes the provision for all necessary infrastructure, training, maintenance, flight management, fleet management and ground services to enable the Royal Air Force to fly air-to-air refuelling and transport missions worldwide.

Services support legacy aircraft beyond those types currently in production at Airbus Defence and Space, conducting upgrade programmes for aircraft such as the Tornado and NATO's Airborne Warning and Control System ("**AWACS**"). Airbus Defence and Space provides a broad range of training services for pilots, engineers, maintenance and air crews. Covering the complete pilot training path, from initial training through the Airbus Flight Academy of Europe ("**AFAE**"), to type and conversion training through Airbus Defence and Space's international training centre and training centres located at customers' bases, as well as advanced mission training through other subsidiaries. Airbus Defence and Space continues to develop the training of the future, enabled by digital, collective simulation and live virtual constructive technologies.

Airbus Defence and Space maintains a network of MRO centres strategically located throughout the world for greater proximity to the customer, for example in Europe, in Seville, Warsaw or Manching (Germany), in the US in Mobile, Alabama, or at subsidiaries in Saudi Arabia or Canada. Supporting more than 1,600 aircraft worldwide, the contribution of Services continues to grow. Airbus Defence and Space offers UAS services through Airbus DS Airborne Solutions GmbH, supporting FRONTEX (the European Border and Coast Guard Agency) for surveillance operations in the Mediterranean Sea.

Space Systems

Commercial Sector: Telecommunications Satellites, Space

Infrastructure, Launch Services

The commercial telecommunications satellite market is highly competitive – with customer decisions primarily based on price, technical expertise and track record. The main competitors for telecommunications satellites are (in the US) Boeing, Lockheed Martin, MAXAR Technologies and Northrop Grumman, (in Europe) Thales Alenia Space and OHB, and (in Asia) the China Aerospace Science and Technology Corporation, ISTRO and Melco.

The commercial geostationary ("**GEO**") telecommunications satellite market continues to stabilise. While the number of orders for traditional GEO satellites has declined, the demand for alternative solutions is high. In this context, software-defined satellites and small GEO are becoming more relevant, and large system integrators like Airbus are tapping into new market trends. For example, Airbus aims to participate as a key industrial supplier in Europe's LEO constellation, known as the Infrastructure for Resilience, Interconnectivity and Security by Satellite ("**IRIS²**") programme, which began in earnest with signature of a concession agreement between the European Union and the SpaceRISE industrial consortium at the end of 2024. Constellations beyond Europe are also gaining traction, with full funding confirmed for Telesat's "Lightspeed" constellation in 2024, and Amazon anticipated to shortly launch its first satellites for Project Kuiper. These competitor constellations are expected to commence service delivery in the second part of this decade.

The OneWeb global high-speed internet constellation was completed in 2023, with 600+ satellites now in orbit and full global service entry anticipated in the near-term. This endeavour required a full re-think of satellite design and manufacturing, to facilitate production at competitive costs and on relatively short timelines. Since January 2024, Airbus has been the sole owner of the former Airbus OneWeb Satellites manufacturing facility in Merritt Island, Florida, supplying commercial and US government contracts. In December 2024 Airbus Defence and Space was awarded a contract by Eutelsat to build an extension of the OneWeb Low Earth Orbit (LEO) constellation, with the first batch comprising 100 new satellites to be built at the Airbus site in Toulouse. The Airbus and Voyager Space joint venture, Starlab Space, has gained momentum over 2024 with new equity partners Mitsubishi Space and MDA Space joining the team. Starlab Space is set to develop, build, and operate Starlab, an industry-led space station that is planned to replace the International Space Station (which is due to conclude operations in 2030).

The market for commercial launch services continues to evolve, with ongoing competitive pressure. Arianespace (a subsidiary of Airbus-Safran's ArianeGroup joint venture) provides launch services with Ariane launchers and with Vega launchers (until Vega flight 29). Competitors for launch services include SpaceX, United Launch Alliance, Rocket Lab (for smaller payloads) and various national space agencies. 2024 marked the first flight of Europe's new heavy-lift launcher, Ariane 6 and the last flight of the Vega launcher, while the new Vega-C launcher made a successful return to flight after a 2 year hiatus. For further information on the ArianeGroup joint venture, please see below under "ArianeGroup".

Governmental Sector: Satellites, Space Infrastructure, Launchers, Deterrence

In the public market for Earth Observation ("**EO**"), navigation and science satellites, competition in Europe is organised on a national and multinational level, primarily through the European Space Agency ("**ESA**"), the European Commission and national space agencies. Space Systems remains a major player in the EO segment, involved in the 12 existing and future Copernicus environment missions. The Company was awarded a contract by ESA in 2024 for the development of the GRACE-C gravity-monitoring and Vigil space weather satellites. There is also continued export demand for Earth Observation systems. The export market is expected to continue growing over the medium-term, driven by demand from new governmental operators on top of the replacement of existing assets.

Airbus Defence and Space is building on its re-established position on the navigation side, as it continues to work on the manufacturing of six Galileo second-generation satellites for Europe's navigation system as well as the EGNOS V3 navigation overlay system, critical for aircraft navigation.

The space exploration segment comprises scientific missions for solar system exploration and crewed space systems. Demand for space exploration systems originates solely from publicly funded space agencies, in particular from ESA, NASA, and JAXA (Japan). Such systems are typically built in cooperation with international partners. The predominant field of activity in this segment is to provide continuing support to the operations of the ISS, together with vehicle and equipment development programmes and services. Airbus Defence and Space is the prime contractor for the Orion European Service Module for NASA's Artemis Moon-return missions, with six modules under contract. In 2022, the Orion spacecraft successfully completed the first full test mission (Artemis I), with a trip around the moon. The Artemis II crewed mission is set for launch in 2026. As the future exploration plans of the various national space agencies take shape with a growing focus on a sustainable return to the moon and further Mars exploration, Space Systems is taking an important role in providing vehicles, platforms and services to support these ambitious endeavours.

Against the current geopolitical backdrop, there is growing attention to military capabilities in Space. Airbus Defence and Space aims to support nations by providing connectivity, information superiority and in-space operations for defence. There is strong demand in the governmental satcom market in the Airbus home nations, as well as internationally. In 2024 the Company signed two major contracts for government needs: the first with Space 42 in the UAE for their new geostationary secure telecommunications satellites, Al Yah 4 and Al Yah 5. The second with the German Armed Forces for their next-generation secure military satellite system which includes geostationary satellites as well as covering ground segment, launch and operations for 15 years.

The equipment business has benefited from a stable European market, with growth in the US materialising in 2024. Notable recent contracts to supply constellation equipment include: 200 Sparkwing solar arrays under direct contract to Airbus, and 800 laser terminals and 500 star trackers under contract respectively to the Company's Tesat and Jena Optronik subsidiaries. There is potential for future growth arising from additional countries developing their space capabilities.

ArianeGroup, a joint venture between the Company and Safran, is the lead contractor for Europe's Ariane 6 launcher family, and responsible for the design, manufacture and marketing of launch services through its subsidiary, Arianespace. It is also responsible for the research, design, development, production and support of missiles for the French nuclear deterrent force (French Strategic Oceanic Force). These activities are compliant with the Treaty on the Non-Proliferation of Nuclear Weapons. The Company's reported revenues do not include any revenues relating to

these activities (accounted for using the equity-method) as it does not have exclusive control of the joint ventures.

Products and Services

Human space flight: Airbus has played an important role in human spaceflight, starting with the Spacelab reusable laboratory flown on the US Space Shuttle, followed by the development of the Columbus module and the Automated Transfer Vehicle (ATV) spacecraft for the ISS. Today, Airbus' expertise is being applied to the European Service Module ("**ESM**") powering Orion. Airbus is the prime contractor to ESA for the development and manufacturing of six ESMs, the first of which flew on NASA's Artemis I mission in November 2022. Artemis II is currently scheduled to fly in April 2026.

Looking to the future, Airbus is paving the way towards industry-led space stations, as the ISS approaches end of life at the turn of the decade. Along with Voyager Space, it was a founding member of Starlab Space LLC, a global joint venture between Voyager Space, Airbus, Mitsubishi Corporation and MDA Space that is designing, building, and will operate the Starlab commercial space station. Starlab will serve a global customer base of space agencies, researchers, and companies, ensuring a continued human presence in low-Earth orbit and a seamless transition of microgravity science and research from the International Space Station into the new commercial space station era. Airbus, on behalf of Starlab Space LLC, is responsible for the engineering of the overall Starlab system as well as for the construction and outfitting of its habitat.

Telecommunication satellites: Airbus Defence and Space produces telecommunication satellites used for both civil and military applications, such as television and radio broadcasting, fixed and mobile communication services and internet broadband access. Airbus was first to bring a reconfigurable satellite (OneSat product) to the telecommunications market. The Company has nine OneSats under contract; three for Inmarsat for the first of their next generation of geostationary Ka-band satellites, one for Optus (an Australian operator), two for Intelsat, one for SkyPerfect JSAT, one for Thaicom and one for an undisclosed customer. With regards to its new all-electric and customer oriented Eurostar Neo platform, manufacturing is ongoing for seven satellites for the UAE's Space 42 as well as the Spanish, German and UK governments.

Observation and scientific / exploration satellites: Airbus Defence and Space supplies Earth Observation satellite systems carrying optical and radar instruments and ground infrastructures for both civil and military applications. Customers can derive significant benefits from the common elements of the Company's civil and military observation solutions, which allow the collection of information for various applications, such as cartography, weather forecasting, climate monitoring, mineral, energy and water resource management, as well as military reconnaissance and surveillance.

Airbus Defence and Space also produces scientific satellites and space infrastructure, which are tailor-made products adapted to the specific requirements of the mostly high-end missions assigned to them. Applications include astronomical observation of radiation sources within the universe and planetary exploration. Current projects under design and build for the European Space Agency include Earth Return Orbiter to bring the first ever Mars samples back to earth, the ExoMars rover, Ariel Europe's next exo-planet mission, and SMILE, to image earth's magnetic environment. Flagship inter-planetary missions include the JUICE spacecraft, ESA's next life-tracker inside our solar system, and BepiColombo, Europe's first mission to Mercury.

Navigation satellites: Airbus Defence and Space is prime contractor for EGNOS V3, the next generation of the European Satellite Based Augmentation System, planned to provide the aviation community with advanced "safety of life services" and additional new services to maritime and land users. Airbus is also manufacturing the first of six satellites for the second generation of Europe's Galileo, embarking on a new and enhanced payload that will open new possibilities for the navigation sector.

Space products: Airbus Defence and Space serves the worldwide market with space products through its own Airbus brand as well as the brands Jena-Optronik and TESAT. Space Products offers an unmatched and extensive portfolio of embedded subsystems, equipment and services for all types of space applications: telecommunications, EO, navigation, scientific and space exploration missions, human spaceflight and launchers.

Commercial launchers: ArianeGroup - an Airbus–Safran joint venture - manufactures launchers and performs research and development for the Ariane programme as well as the reusable Maia launcher. Member States, through ESA, fund the development costs for Ariane launchers and associated technology. For almost 20 years Airbus Defence and Space was the sole prime contractor for the Ariane 5 system, which completed its final flight in 2023. 2024 marked the first flight of Europe's new heavy-lift launcher, Ariane 6. Only two years after the creation of MaiaSpace, almost all sub-systems of the Maia launcher have been produced and tested thanks to their iterative "test & learn" approach and pragmatic industrial footprint, with the commencement of commercial exploitation being targeted for 2026.

French deterrence systems: ArianeGroup, as prime contractor, holds the contracts with the French State for its submarine-launched deterrence system family.

Connected Intelligence

Connected Intelligence is active in the cyber-defence, information and decision superiority, end-to-end space services and professional mobile radio markets. It's divided into four Programme Units: Defence Digital, Cyber, Space Digital, and Public Safety & Security.

Defence Digital: is "designed" to be the "digital light-house" for our defence customers, who demand fully interoperable, digitised and automated multi-domain solutions for changing defence conditions. Key users include Germany, France and UK as well as other NATO nations and international missions such as NATO AWACS (Airborne Warning and Control System) and NATO AGS (Alliance Ground Surveillance).

Cyber: serves Europe and its allies as a trusted European cybersecurity provider, as a specialist in cybersecurity for Defence and Aerospace systems, assets and network and endpoint security. Its mission is to design, develop, integrate and deploy tailored and reliable cybersecurity products and solutions for defence, governmental, institutional and commercial customers as well as for critical national infrastructure. The Cyber Programme Unit is the home to the Division's core cybersecurity competences and capabilities, with clear governance to support all business lines of Airbus Defence and Space.

Space Digital: provides trusted Space Solutions, uniting Connected Intelligence's space-related services and capabilities. Its customers are governmental, institutional, and commercial. In the geospatial domain, Space Digital offers a comprehensive range of geospatial data and services, including earth observation imagery, advanced products such as mosaics, elevation models, and 3D imagery, analytics and geospatial solutions catering to diverse industries, including defence, security, intelligence, environment, agriculture, maritime, oil & gas and more. These data and services are provided through a wide range of channels, from digital (e.g. the OneAtlas platform) to dedicated infrastructure (Direct Receiving Stations). The Programme Unit is also operating in governmental satellite communications and military space, offering multi-domain (land, sea and air) secure sovereign space solutions for national and global security, notably the UK, France, Germany, the US, European Institutions and NATO.

Public Safety and Security: Public Safety and Security aims to deliver critical communications solutions to organisations - governmental, defence and private - which are responsible for the security and the protection of the population, critical infrastructures and environment. In this respect, Public Safety and Security is paving the way for the digital transformation of its customers.

Products and Services

Defence Digital: is a recognised actor in defence intelligence as well as a system house supplier for securely connected ISR (Intelligence, Surveillance and Reconnaissance), Air Defence and Land Command and Control solutions. Defence Digital provides multi-domain and cyber-resilient information superiority through real-time ISR data fusion and predictive analysis for military and governmental customers. It develops its solutions to support multi-domain operations, fostering a culture of proactive digitalisation within Airbus to meet the defence market demands. Airbus Defence and Space has supported the German Air Force for over 30 years with its AirC2 (a control and reporting centre) and ground-based air defence system. Developed according to NATO standards, these solutions ensure interoperability for collaborative NATO operations. Real-time ISR, data fusion, and predictive analysis capabilities are actively deployed in NATO missions and certain European Ministries of Defence.

Cyber: the portfolio encompasses broad expertise in cyber project management, including crypto and key management systems, security gateways, network and endpoint protection, aerospace multi-messaging systems, detection and response chain, and cyber attack simulation platforms. Having protected Airbus Defence and Space complex systems and networks for over 30 years, this programme is leveraging the Airbus DNA to develop products and solutions for customers facing similar challenges, based on state-of-the-art trusted technologies. Cyber security is a very dynamic sector, and the Company's strategy aims to ensure the group and its ecosystem benefit from the best possible protection.

The Cyber Programme Unit consists of Cyber Programmes (including Infodas) and Stormshield. Stormshield provides standardised solutions for roughly 20,000 firewalls per year, comprising a range of 8 models from entry-level to high-end, while remaining an arm's length affiliate due to its specific business model. Infodas was acquired by Airbus Defence and Space in September 2024. The Infodas portfolio comprises cross-domain cybersecurity solutions (security gateways, data diodes, data classification services), patch management for isolated networks, and cybersecurity / IT consulting services.

Space Digital: The Geospatial business manages a fleet of satellites, including radar (TerraSAR-X, TanDEM-X and PAZ) and optical (2 Pléiades, 2 Pléiades Neo, SPOT 6, Vision 1) satellites. The Company is committed to delivering high quality earth observation services including high resolution satellite imagery to support various needs, including disaster relief for rescue operations. 2024 saw Space Digital's kick-off of the Pléiades Neo Next programme for the next generation of high resolution imagery. All satellite images are accessible on the OneAtlas platform with both optical and radar imagery available, ad-hoc analytics included.

Space Digital provides satellite communications (satcom) and sovereign military space solutions for governments, defence, and international agencies. Building on the success of the UK's Skynet 5 programme, the Programme Unit delivers end-to-end satcom systems and mission-critical space services for national and global security customers including France, Germany, UK, US, European Institutions and NATO. This includes the management and delivery of pioneering European Data Relay Satellite system (EDRS) high data throughput communications services. In 2024, Space Digital successfully launched a hosted payload on EUTELSAT 36D to provide Ultra High Frequency (UHF) military communications to European Ministries of Defence.

Public Safety and Security: offers advanced mobile communication and collaboration solutions with the highest standards of security and reliability to Public Safety organisations and enterprises. Its portfolio of products and services evolves constantly to meet the changing requirements of public safety, defence, critical infrastructures and TUI sectors (transport, utilities and industry). To deliver the solutions which enhance situational awareness, improve user experience and safety, and optimise operational efficiency, Public Safety and Security integrates infrastructures, networks, devices, applications, software, and services, based on narrowband (TETRA, Tetrapol) and broadband (4G/5G) technologies. The Agnet solution is based on the latest 4G/5G broadband technologies and includes voice communication, messaging and

multimedia sharing as well as interoperability with TETRA and Tetrapol technologies.

In 2024, Public Safety and Security received various awards for the renewal and upgrade of its installed base all over the world, notably in Germany where all core network migrations were successfully achieved as part of the mid-life upgrade of the Bosnet VTS network. In France, Public Safety and Security and its partners completed several operational demonstrations of the Réseau Radio du Futur for the French Ministry of the Interior, with roll-out anticipated to follow in the near term. 2024 also marked the commercial launch of Agnet Turnaround, designed for communications among ground handling stakeholders at airports, and the receipt of awards for two new projects: EUCCS preparation, an EU-funded project which aims at demonstrating cross-border interoperability between broadband systems, and Air!5G whose objective is to demonstrate the complementarity between terrestrial and non-terrestrial 5G for defence and public safety purposes. In addition to these developments, Public Safety and Security's solutions were extensively used by first responders during recent natural disasters, including the significant floods in Spain, Germany, France and Dubai. Finally, Public Safety and Security successfully supported several major sports and cultural events worldwide, including the Paris 2024 Summer Olympic Games.

MBDA

Airbus Defence and Space holds a 37.5% stake in MBDA (a joint venture with BAE Systems and Leonardo). MBDA offers missile systems capabilities that cover the whole range of solutions for air dominance, ground-based air defence, maritime superiority and battlefield engagement. Beyond its role in European markets, MBDA has an established presence in export markets like Asia, the Gulf region and Latin America. The broad product portfolio covers all five principal missile system categories: air-to-air, air-to-surface, surface-to-air, anti-ship and surface-to-surface. MBDA's product range also includes a portfolio of airborne countermeasures such as missile warning and decoy systems and other customer support activities.

The most significant programmes currently under development are the next generation of the successful MICA air-to-air missile (***Missile d'interception, de combat et d'autodéfense***), the SPEAR 3 missile (selected precision effects at range capability 3), the precision attack Brimstone 3 missile, the CAMM-ER missile (Common anti-air modular missile extended range), as well as the battlefield engagement Akeron LP missile.

The development of the Anglo-French joint venture for a FC/ASW (Future Cruise/ Anti-Ship Weapon) is under assessment. Recent product upgrades also include the Aster Block 1 NT (New Technology), the air and missile defence systems for France and Italy, the Sea Venom / ANL (***Anti-Navire Léger***) missile for the helicopters of the UK and French navies, as well as the Enforcer/Akeron MP missile for the battlefield of the two nations.

Further activities include the preparation of hypersonic and direct energy applications/systems for future programmes such as FCAS and GCAP, the production of various aircraft packages for the Eurofighter Typhoon and Rafale existing programmes (including ASRAAM, MICA, and Meteor), as well as the production of ground based air defence packages (including CAMM, VL MICA and Mistral) and various packages for frigate and corvette systems/missiles (including Aster, CAMM, VL MICA, Marte ER and Otomat).

ArianeGroup

Airbus Defence and Space is active in the field of launchers and launch services through ArianeGroup, a joint venture with Safran. ArianeGroup is responsible for the coordination and programme management of civil activities of the launcher business and other adjacent activities, providing a complete range of launch services with Ariane launchers and with Vega launchers (until Vega flight 29).

1.5 Other Corporate Activities

1.5.1 Digital and Information Management

1.5.1.1 Overview

Digital transformation is no longer a supporting initiative but a fundamental pillar of the Company's success. This section details the Company's progress in 2024 in leveraging digital technologies to enhance efficiency, drive innovation, strengthen cybersecurity, and deliver value to customers. The Company remains focused on optimising its digital ecosystem, deploying cutting-edge technologies, and cultivating a digitally fluent and resilient workforce.

1.5.1.2 Digitally enabled end-to-end processes

Digital Design, Manufacturing and Services ("DDMS")

DDMS is the Airbus group-wide programme accelerating the transformation of the Company's processes, systems and skills to harness the potential of system engineering and digital technologies, like virtual twins and AI, enabling faster and better decision making along the lifecycle of the Company's products. From understanding customers' needs to the operation and servicing of the Company's products, these innovations are driving new ways of working in all divisions, with digital-first approaches already having measurable benefits. With more than 11,000 people already using DDMS solutions (including within the Company's supply chain), the key major achievements this year were the following:

Single Aisle (A320 Family): after delivering the first A321neo designed and assembled using the complete suite of DDMS solutions earlier in 2024, Airbus is now applying the approach to all new A321neo aircraft. The DDMS suite of solutions for the A321neo includes full 3D integration and digital continuity – from offer through design and production to support and services. This has resulted in a significant reduction in quality issues, and has notably reduced design and production lead times for this aircraft. The DDMS on A320neo aircraft will soon be finalised.

Future programmes in Commercial Aircraft: measurable efficiency gains and speed could be reached through the deployment of model-based system engineering, virtual twins and digital continuity on the A350 Freighter. Co-development principles, model based system engineering and digital thread are becoming standard in the design, manufacture and maintenance of future aircraft.

Eurodrone and FCAS: Eurodrone development continues to depend on DDMS capabilities. A strong ramp-up of deployed capabilities happened in 2024 and enabled the preliminary design review. The 'remote carrier' demonstrator of FCAS will re-use the capabilities developed for Eurodrone. This is a strategic and major step towards common DDMS solutions for Airbus Defence and Space AirPower programmes under development.

Helicopter Programmes: further progress has been made in deploying DDMS within Helicopter programmes. An advanced 3D viewer is now available for all helicopters' programmes. Further, digital continuity has been established between the design teams and the shop floor for main gear box assembly, as well as for a new helicopter final assembly line. A digital simulation environment for product life cycle management has started to be deployed in several engineering lead functions, bringing significant progress in terms of quality and traceability between design and simulation, both being managed in synchronised configuration. Lastly, new capabilities between design and integrated logistics support have been developed to connect and automate 3D illustrations for logistics support activities. They are under final business acceptance tests, before their impending initial deployment on the H160 helicopter.

Artificial Intelligence

The Company has made AI a central focus. The initial success of the Company's generative AI initiatives has spurred exploration across all businesses, identifying numerous opportunities for value creation. The overall AI strategy is multifaceted, aiming to optimise internal processes, better serve customers, enhance safety, efficiency and resilience, and empower the Company's workforce. The Company's ambition is for this strategy to meaningfully contribute to its business and results over the mid-to-long term. Airbus is working to actively shape the future of AI in aerospace by defining industry standards and streamlining internal governance. Key areas of focus include generative AI, decision-making AI, and computer vision, all supported by a commitment to secure, responsible and ethical AI practices. To support this commitment, a robust 'return on investment' framework is being implemented, secured AI data processing platforms are being deployed, and a transversal AI 'center of excellence' will be established. A dedicated steering committee, sponsored by Executive Committee members, has been created to ensure that AI implementation respects the Company's values of safe, responsible and ethical AI.

Cyber security

The Company made progress in its digital cybersecurity transformation by strengthening its secure connectivity model and core controls. It also increased the scope and coverage of active running services to protect its business. The recruitment and development of key skills and competences remains a top challenge, but the Airbus Cybersecurity School is beginning to help address this. In the future, the Company will continue to improve and mature its services, aiming to strengthen the resilience of its digital solutions to protect its business.

Digital transformation at Defence and Space

In Airbus Defence and Space, transformation activities are focused on streamlining the digital foundation, bringing efficiency and value for money, improving user experiences, preparing the future with new digital capabilities and upskilling employees. In 2024, the standardisation and simplification of the complex IT landscape progressed further. The overall number of legacy networks has started to be reduced, with further reductions planned in the near-term. A critical step has been the establishment and accreditation of the international restricted layer, which is designed to enable the exchange of restricted data across nations. Following a re-baselining to adapt the scope and deliverables, the major transformation programmes' Enterprise Resource Planning (ERP) roadmap and DDMS went ahead, focusing on the Air Power business line. Finally, a data strategy for the division was defined, providing a roadmap for the coming years to pave the way towards an even more data-driven company.

Digital transformation at Helicopters

Airbus Helicopters is progressing with its plan to standardise and harmonise company processes across all its sites through key digital transformation programmes like new ERP and DDMS. A significant step will be the deployment of the latest SAP technology at the company's future international logistics hub in Albacete (Spain), setting a new

standard for logistics processes. Previous efforts in data governance have enabled Helicopters to launch its effort to establish a center of excellence for data, which once deployed will improve data analytics and be crucial for the AI roadmap in the coming years. Digital transformation has also focused on strengthening digital foundations, aiming for high availability, efficiency, and the protection of digital assets and production means. It is also focusing on protecting helicopters from increasing cyber risks.

1.5.1.3 Digitally-enabled products and services

Skywise

At its origin in 2015, Skywise was launched to unlock data from the Company's discrete legacy systems to make it accessible and actionable for day-to-day operations. Now fully industrialised, Skywise adoption is still expanding at a rapid pace, growing approximately 30% in 2024 to reach approximately 47,500 users across all of the Company's functions and divisions. The strategy to place data at the heart of the Company's digital transformation is yielding results. Over 2024, Skywise data architecture has been enriched with real-time digital continuity features that support end-to-end business processes.

Skywise is the flagship platform for the aerospace industry's digital transformation, connecting Airbus, airline customers and some key aerospace suppliers. With Skywise directly supporting the operations and maintenance of more than 11,800 commercial aircraft (Airbus and other OEMs), it is allowing the airline industry to realise significant annual savings by leading to reduced flight delays and cancellations. The self-service usage of the Skywise platform has yielded increased operational efficiency for customers, and has accelerated overall aircraft operational availability. Approximately 54% of the Airbus fleet in service is now supported by Skywise platform as well as Skywise digital solutions developed by Airbus Customer Services such as S.Health Monitoring, S. redictive Maintenance and S.Fleet Performance.

Finally, in December 2024, Skywise received the ISO27001:2022 certification (from the International Organization for Standardisation (ISO)) demonstrating that the Airbus Information Security Management System has deployed the best practices and principles enshrined in this International Standard to keep cyber-security at the heart of its data analytics and workflows.

Digitalise the aircraft

In 2023, a dedicated team was established to develop a connected aircraft platform. It is tackling aircraft connectivity, ground services operations and passenger experience. As commercial aircraft become increasingly connected, this platform enables the Company's fleet to seamlessly integrate into and interact with this evolving ecosystem. It will support a range of digital use cases, including "internet of things" (**IoT**) services, onboard applications ecosystem management, AI, live data, remote diagnostics, and over-the-air updates — all designed for deployment while in flight. In 2024 the architecture and industrial solution was defined, and the objective looking ahead is to fully develop and commercialise the solution in the coming years.

Digital services for helicopters

Digital transformation at Airbus Helicopters Support and Services continues to follow its multiyear roadmap, pursuing ambitious targets on aviation safety, fleet availability, competitiveness and innovation. Initiatives in Helicopter digital transformation are designed to contribute to those ambitions; from end-to-end data creation, to data collection and analytical exploitation. This enables Airbus Helicopters to not only increase efficiency but also to further extend the digital services offered to its customers.

1.5.1.4 Digitally enabled people

Google Workspace deployment

Google and Airbus continue to partner to further improve the functionalities of Google Workspace. After the development of data labelling and encryption with Airbus key functionalities, and the deployment at scale of Google Appscript and Appsheet, the next step will be the deployment and adoption of Gemini for all Airbus employees. The Company has also successfully engaged in discussions with French (ANSSI), German (BSI) and other European authorities to allow Dual Use Export Controlled and National Security Unclassified data to be stored in Google Workspace. Further discussions are being pursued to extend the perimeter to Military Export Control and National Classified documents, leveraging sovereign encryption solutions.

Skills and upskilling

The "Digital Academy" team identifies the core and critical skills and competences required to upskill and best utilise the opportunities arising from the ongoing digital transformation.

In 2024, Airbus confirmed its strong investment in upskilling solutions on digital; from awareness up to expertise, enabling efficiency, competitiveness and innovation, enhanced by the competencies of the Company's workforce. The key developments were as follows:

- 6,600 employees across Airbus are mapped to a digital job, and 57,000 employees have at least a competence / skill in their position linked to the digital world (+3% since 2023).
- 90% of these "digital" profiles in the Company can benefit from specific career path frameworks, designed for architects, technology specialists, developers, IT operation managers, IT product/service managers, data analysts/scientists, business analysts and innovation managers. Feedback from managers and employees has been very positive so far.
- The digital "eXperts" community continues to grow in key technologies and technical fields.
- 18,000 employees have been trained on digital upskilling solutions (from awareness to specialists).
- There are 5,300 active members in "communities of practice" (social learning) related to the Company's digital jobs and capabilities, exchanging on best practices, "pain points", and mentorship, and participating in events and seminars.
- 270 employees were certified in 2024 on data analytics, data science, cloud, information technology infrastructure, SAP and digital architecture skills.
- There were specific learning sessions for senior Airbus leaders, focused on expanding their knowledge of digital trends, to support the goal of embedding it further in manufacturing, quality control, supply chain and logistics and customer services.

1.5.1.5 Concluding thoughts and next challenges

The successful deployment of DDMS across the A321neo and its ongoing integration into other programmes, coupled with advancements in AI capabilities, highlight the potential that strategic digital initiatives have to make a positive impact across the Company's businesses. The growth of Skywise usage and its contribution to significant cost savings for airline customers demonstrate the powerful value creation potential of a data-driven approach. While challenges remain in the acquisition of talent with software engineering and digital skills and in maintaining robust cybersecurity against the backdrop of a constantly evolving threat landscape, the continuing investment in the Airbus Cybersecurity School and the strengthening of a secure connectivity model continue to contribute to mitigating these risks. Looking ahead, the Company's ambition remains to further leverage the Company's digital capabilities and continue to solidify the Company's position at the forefront of the aerospace industry.

1.5.2 Research and Technology

The Airbus Technology and Engineering department, led by the Chief Technology Officer ("**CTO**"), is orchestrating the acceleration of research and technology ("**R&T**") and innovation, while fostering technology synergies across the divisions (Commercial Aircraft, Airbus Helicopters, Airbus Defence and Space), advancing expertise in cutting edge technologies. The department's objective is to develop new technologies that enable Airbus to continuously enhance its product and services offerings, with specific priority given to technologies for next-generation aircraft, bringing together products, production systems and services.

Each division has its own dedicated R&T function, to support and coordinate development of their respective businesses. These divisional functions primarily perform planning and technical arbitration within their perimeters. In order to foster continuity across the divisions, they are accountable for Technology, Engineering and Product Strategy.

The Disruptive R&T Department delivers cross-divisional development of disruptive technologies and solutions to benefit the Company's future endeavors. It focuses on both technology and business disruption, exploiting technology trends across geographies and delivering a set of services, competencies and capabilities, utilising the following pathways:

Fast Tracks: the CTO is supported by "Fast Track" leaders, who serve as principal advisors working to ensure coherence of activities within the portfolio and fostering the rapid advancement of strategic priorities across the businesses. Current fast-track roadmaps cover the following technologies: AI, autonomy, connectivity, electrification, industrial systems and manufacturing, and materials.

Central R&T ("CRT"): this cross-divisional R&T organisation prepares the Company's long-term technological capabilities. CRT leads specific investigations in emerging areas of research and conducts ambitious research projects while leveraging leading academic, scientific and research institutions to best utilise their expertise for achieving the Company's ambitions.

Group demonstrators (UpNext and FlightLab)**:** the Company's development of selected cutting-edge technologies is accelerated through these "demonstrators", which employ rapid maturation methods. This function delivers, thanks to the Airbus UpNext subsidiary, flight and ground demonstrator projects that drive collaborative new ways of working, provide high levels of transparency and help to challenge the status quo.

X-Labs: these provide test, conceptual design, simulation and rapid prototyping capabilities for the R&T portfolio and the engineering centres, in particular by addressing capabilities that do not otherwise exist within Airbus (e.g. electrification).

Acubed: this research and innovation centre based in Silicon Valley focuses on accelerating AI and autonomy adoption in pursuit of competitive advantage. Acubed plays a central role in fast-tracking the maturation of key autonomy functions for the next generation commercial aircraft programme. More broadly, it connects the Company to Silicon Valley, providing intelligence insights and leveraging the unique expertise that is thereby accessible.

Airbus China R&D and Innovation Centre (ACRI): accelerating "local for local" innovation by leveraging the local sustainability and digital innovation ecosystem to support local business growth and support the Company's future competitiveness in China.

Airbus India Innovation Centre: building disruptive products for all three divisions by leveraging the strong engineering and digital competencies residing within Airbus India, while also collaborating with the external innovation ecosystem in the country.

Airbus Tech Hub: a global network of technology and innovation hubs which aims to foster collaboration with industry leaders, academia, knowledge institutes, government and start-ups to develop a strong network of communities pushing the boundaries in aerospace technology and preparing the future of aviation. Most recently established in Japan, the Netherlands and Singapore.

Airbus Central Innovation (previously called Airbus Innovation X/Scale): leverages trends and engages ecosystems to impact current and future aerospace challenges by detecting the right trends, technologies, startups and new business opportunities. To perform this task, the team has a four-pronged structure: corporate innovation, global technology scouting, startup engagement, and incubator (development of new businesses).

Additionally, to support a multi-division programme and to define the Airbus technologies roadmap, cross-portfolio technology planning, road mapping, and joint funding with public agencies are coordinated through a cross-divisional programme R&T integrated function. To help safeguard the benefits created for the Company through R&T, its intellectual property is protected, secured and defended through a central intellectual property function, responsible for patent applications, portfolio investigations and portfolio defence.

Key progress in 2024

Central Research & Technology

CRT pioneers the future of aerospace by exploring and delivering ambitious new technologies for the Company's current and next-generation product and services portfolio for commercial aircraft, helicopters and spacecraft. In 2024, CRT ran more than 40 projects concurrently across its domains. Highlights from these activities are listed below.

- **Materials technologies:** significant technical advancement was achieved in the fields of materials circularity, materials informatics and digitalisation, functional and high-performance materials and product mission performance and competitiveness.
- **Electrification technologies:** contributed to progress on several aspects of electrification and electric propulsion technologies. For example, electromagnetic interference (EMI) filtering for high power chains and advanced power switches based on solid state technologies.
- **Communication technologies:** groundbreaking communication technologies both on the hardware and software side for the Company's future flying platforms. New approaches to secure communication networks on the meta-data level have been explored and key demonstrations for free-space quantum-key-distribution were performed. Further, ultra-high speed optical free-space communication was advanced and the impact of the next generation mobile communication standard (6G) was assessed.
- **Artificial intelligence:** looking beyond the AI trend in 2024, the team has achieved great progress in fundamental AI research areas. Focus areas were trustworthy AI for the certification of systems embedding AI models, decision-making for complex planning problems, and augmented generation retrieval systems.
- **Virtual product engineering:** in 2024, the team explored methods to robustly assess complex trades at system and "system of systems" levels under uncertainties. This research follows results from work on interconnected systems within complex and dynamic environments (i.e. "systems of systems"). Furthermore the team developed software and methods to enable automated and flexible meshing in 3D simulation workflows. The team is also developing scientific machine learning methods to hybridise classical numerical solvers with AI.
- **Quantum technology:** implications of quantum technologies for aerospace and defence are extensive and include important applications in the fields of computing, communication, and sensing. The objective is to explore this emerging technology for the Company and to prepare for its early adoption within the portfolio. The Airbus BMW Group Quantum Computing Challenge was held in 2024, inviting the global quantum community to solve pressing mobility applications with relevance for both the aviation and automotive sectors. The challenge ran under the motto "The Quantum Mobility Quest" and was hosted by "The Quantum Insider" and supported by Amazon Web Services. Out of more than 100 proposals, winners were selected in five categories, with potential collaborations being considered from this initiative.
- **BlueSky research:** explores, validates and fosters early upstream technologies which are new to Airbus, which are of strategic nature, and which have the potential to push the boundaries of aerospace and potentially yield high business and societal impact. Key concepts that have been explored this year include disruptive energy generation for future low-carbon emission long-range aircraft and emerging "human enhancement" technologies (such as those exploring machine control interfaces and humanoid robotics), as well as the modeling of societal acceptance of technologies (including in relation to sustainability and transportation).

Airbus demonstrators – Airbus UpNext

In 2024, UpNext explored multiple technologies across all divisions of the Company.

- **"Optimate" and "Cryoprop":** two new demonstrators which were revealed at the Vivatech Conference in Paris. Optimate is a "smart autonomy" demonstrator that explores how novel sensors and advanced system architectures can help improve pilots' situational awareness in high-workload mission phases (such as taxiing), and Cryoprop takes superconducting and cryogenic technologies to the next maturity level for aerospace applications.
- **Auto'Mate demonstrator closure:** in the first quarter of the year, UpNext concluded the Auto'Mate demonstrator, which explored future autonomous formation flight and autonomous air-to-air refuelling (A4R) capabilities. With new flight control laws, it demonstrated a close formation flight of multiple DT25 aircraft, with three physical drones and two virtually simulated drones positioning autonomously at various positions around the A310 MRTT tanker aircraft.
- **eXtra Performance Wing first flight test campaign:** 2024 also saw the conclusion of the first flight test campaign of the eXtra Performance Wing demonstrators flight test bed aircraft, which can fly in representative flight conditions of a single aisle aircraft to accelerate and validate technologies that will improve and optimise wing aerodynamics and the performance for any future aircraft. In application, the eXtra Performance Wing - compatible with any propulsion solution and aircraft configuration - is aimed at reducing CO_2 emissions, thus contributing to Airbus' decarbonisation roadmap.
- **Hypower demonstrator:** UpNext moved ahead with a ground test facility at its Madrid site for this demonstrator, exploring non-propulsive energy generation for commercial aircraft based on hydrogen systems.

Acubed

Acubed taps into Silicon Valley's vibrant tech ecosystem, providing the Company with the means and know-how to capitalise on rapid technological advancements. Dedicated to pursuing competitive advantages for the Company, Acubed's current focus is on accelerating the adoption of AI and autonomy within the Company's commercial aircraft operations, from commercial flight functions to manufacturing, services and digital airspace management. Through an agile and collaborative approach, bolstered by strong AI expertise, Acubed injects substantial value into Airbus by de-risking future investments, building blueprints for new and strategically important topics, and partnering with the local ecosystem, all while closely monitoring transformative tech trends.

Airbus China R&D and Innovation Centre ("ACRI")

ACRI includes the Airbus China R&D and Innovation Centre in Suzhou, leveraging China's industrial ecosystem to pursue the Company's sustainability ambition in China. ACRI's mission is to embed within China's local sustainability and innovation ecosystem including through local talents, partners and resources. It aims to discover promising technologies, to identify solutions enabling new business, and to support local business growth. The ACRI has the following functions:

- the **manufacturing innovation** team is tasked to explore industry 4.0 technologies to improve efficiency and safety within final assembly line activities, as well as to use Airbus' industrial sites in China for accelerated local testing and global dissemination. The team is working on computer vision, automated guided vehicles, 5G industrial connectivity, smart tooling, remote inspection, green factory and IoT. Various applications are handed over to the business and implemented in daily operation.
- the **cabin experience** team is providing connected, digital and material circularity innovation for current and future aircraft cabin and cargo business needs, by enhancing Airbus' local cabin offering (local to local) and bringing value for Airbus global cabin products (local to global).
- the **connectivity** team is driving innovative 5G and IoT technologies for smart airports and cargo ground operators.
- the **system/software development** team is supporting project teams on software development for innovation projects across multiple domains, including advanced manufacturing, cabin and cargo, connectivity and others.

Airbus India Innovation Centre

Since its inauguration in February 2023, the Airbus India Innovation Centre (AIC) has achieved significant milestones:

- **Delivered the first product, "SimulON"**, which leverages AI to advance structural simulation. SimulON reduces simulation and analysis time by 70%, significantly enhancing airworthiness assessments. This solution has now been handed over to experts for testing with live data over the next year.
- **Creation of Digital Protospace** to enable rapid digital prototyping of engineering concepts.
- **Launch of large language model prototype,** an on-premises solution that leverages large language models to process a diverse range of documents and data points, to help ensure the secure handling of sensitive, dual-use and restricted data.
- **"IKSANA" development**, a seamless digital framework designed for quality assessment of aircraft surfaces during inspections in final assembly lines. Powered by AI-driven computer-vision algorithms, it enables efficient damage location, quantification, assessment, documentation, and reporting.

Airbus Tech Hub

Launched in 2024 as an extension of Airbus' cross-divisional research and innovation activities established in the Company's global footprint, the Tech Hub's main mission is to capture superior technologies, talents and local funding, largely through cooperative arrangements. It is intended to support the Company's research and innovation ambitions in pursuit of technological and business excellence. As a new addition to the Airbus global technology footprint, each hub is identified based on its key competences and technological advancement in these locations:

- **Japan:** composite materials, structures and industrial use; decarbonisation technologies such as hydrogen, fuel cells, electrification; and automation and robotics. One project approved to develop parts for superconductivity motors, and two memoranda of understanding signed for urban air mobility and hydrogen hub ecosystem development.
- **the Netherlands:** sustainable aerospace structures and materials; future energy technologies including hydrogen and electrification; and communications of the future. Three projects approved to (1) develop cryogenic technologies and systems, (2) studies on technology exploration and "systems of systems" for sustainable long range aircraft, and (3) "cabin of the future" in cooperation with KLM.
- **Singapore:** decarbonising aviation; maintenance, services and operations for and around the aircraft; and air traffic management solutions. Three projects approved, to develop cargo loading systems, cold spray technologies and advanced connectivity for lower airspace, and a memorandum of understanding signed to join the International Aviation Lab (regarding airport operations).

Airbus Central Innovation

Airbus Central Innovation is tasked with leveraging trends and engaging ecosystems to impact current and future aerospace challenges. The scope of the team is cross-divisional, strategically aligned with the central and divisional strategy teams focusing on delivering high added value through innovation. The team delivers four different services:

- **Corporate innovation:** drives the Company's innovation culture by supporting an internal ecosystem focused on long-lasting impact. Promotes intrapreneurship and out-of-the-box thinking, and coordinates the Global Airbus Innovation Network.
- **Global technology scouting:** identifies emerging technologies worldwide to enhance the Company's portfolio and sustainability objectives. Facilitates cooperative arrangements with startups and smaller companies to address future challenges.
- **Startup engagement:** accelerates adoption of startup solutions aligned with the Company's strategic priorities, focusing on mature solutions with high impact potential. Notable successful outcomes include:
  - **Atlas AI®**, part of the Airbus Ventures portfolio, aids in air travel demand predictions, enhancing sales campaigns and product strategy.
  - **Videns Analytics®** utilises machine learning and AI to optimise line balancing and productive planning within Airbus.
  - **Be my eyes®** and **RightHear®** contribute to improving the travel experience for passengers with disabilities.
  - **Sans les plumes®** a startup with whom Airbus is partnering to upcycle the fabric from five A350s into a limited edition range of footwear and luggage.
  - **Retrocausal®** helps workers to minimise non conformities arising from human error.
- **Incubator:** anticipates and evaluates trends likely to disrupt the aerospace industry. Develops and validates business models leveraging the Company's assets to support a sustainable aerospace future. **Airbus Direct Air Capture** ("DAC") is a notable success. DAC is a venture that utilises direct air capture technology to provide sustainable solutions for agriculture, and aims to demonstrate a megaton carbon capture system for future application in the aerospace industry. This venture was nominated as one of three finalists for the German Future Prize in 2023, as well as for the World Sustainability Awards in 2024.

Airbus Commercial Aircraft

Airbus Commercial's R&T activity continues to progress along the axes of safety, decarbonisation, operational efficiency for customers, Airbus industrial efficiency and resilience, and passengers' experience. Technologies are delivered to current programmes, providing options to improve Airbus products and the industrial system. Technology that will support future programmes is also investigated and matured. Areas of investigation include propulsion, wings, aircraft systems, fuselage, tail elements (empennage), cabins, industrial (production) topics, maintenance topics and engineering capabilities generally. The technologies being developed will contribute to the Company's future efficiency and resilience, and help to secure the Company's future licence to operate. Development of these technologies will progress across a multi-year trajectory.

Achievements in recent years include:

- Test campaigns aimed at understanding contrails formation when using sustainable aviation fuel, feeding climate science for non-CO_2 effects.
- First flight of the EcoPulse demonstrator, with a distributed hybrid propulsion system
- Completed assembly of a high-aspect ratio wing box structure and of a folding wingtip specimen for demonstration purposes
- Full-scale demonstration of automated assembly capability on a nose fuselage floor module.
- Mid-size drilling robot prototype completed for industrial automation.

Low carbon technologies continue to be a strong focus. As part of its ambition to continue to pioneer sustainable aerospace, Airbus will continue to work to eventually bring a commercially viable, fully electric, hydrogen-powered commercial aircraft into service. Looking at 2024, notable areas of investigation included propulsion integration in the wing, smart automation as a system, and lightweight material for wings and fuselage (along with related industrial challenges). The Company will likewise continue its efforts to support customers to build routes that support more efficient operations, and to increase collaborative efforts around critical technology enablers and related ecosystems.

Airbus Helicopters

In 2024, the Research and Innovation Department celebrated two first flights. The Racer High Speed demonstrator's flight campaign which started in April, exceeded its level speed objective of 407 km/h (220 kts) by reaching 420 km/h (227 kts) in its initial configuration, flying 50% faster than a conventional helicopter. In just seven flights and about nine hours of flight testing, almost all of its flight envelope has been opened. In early November, the eVTOL CityAirbus NextGen prototype performed its first lift-off, a key technical milestone that paved the way for its coming flight campaign.

Research and innovation activities in 2024 included a thorough technical assessment of the DisruptiveLab, and the continued maturing of key technology building blocks for multiple platforms. In Germany, the PioneerLab (which was received with great expectations at ILA Berlin) performed several flights to test environmental awareness functions such as a lidar-based cable detection system. A proof-of-concept nose panel made of acrylonitrile-derived biofibre was also flight-tested to demonstrate this alternative fibre's airworthiness (in collaboration with Airbus Central Research and Technology). The FlightLab participated in a full-scale demonstration of a crew-uncrewed teaming system, which also involved the VRS700 unmanned aircraft system. The experiment, which was part of a project funded by the European Union, demonstrated the additional mission capabilities provided by such systems.

Airbus Defence and Space

Airbus Defence and Space R&T continues to support its three business lines; Air Power, Space Systems and Connected Intelligence, while anticipating the future "systems of systems". Its R&T portfolio is structured in six capabilities domains (Next Generation Aerospace Vehicles, Payload and Computing, Industrialization, Sustainability, Information Communication and Future Combat), focusing on six main technology domains (Structures, Materials and Industrials, Energy and Flight Physics, Connectivity, Flight Operations (including maintenance and electronic warfare), Autonomy for Flight, and Artificial Intelligence and Quantum). Technology selection and investment aims to support core and emerging technical solutions to enhance the strategic capabilities of legacy and future programmes.

R&T highlights of 2024 include:

- 11 concepts from the innovation pipeline were transitioned to business lines, including AI for pilot workload reduction (for live virtual training), multi-domain emitter geolocation software, an A400M drone launcher, an intensive care transport module for transport aircraft, 3D bathymetry using Pleiades neo, and cast aluminium for space structures. The pipeline of innovation proposals increased approximately 40% over 2023, with 25 building block technologies being ready for handover to research & development for eventual integration into products.
- first test of laser communication in geostationary orbit using the "TELEO" on-board terminal and ground terminals.
- successful collaboration with the Spanish Air Force and Telefónica for the installation and testing of 5G and IFDL data links managed by an aircraft links management system (ALIMS) into a C101 aircraft, for which the team received the AP Top Innovation Award.
- in the domain of information superiority, a full demonstration of the 3D full digital elevation model and full city digital maps was conducted.
- the delivery of two building blocks that will contribute to the future development of in-space manufacturing (initial phase "characterisation" of large space-mounted antennas and robotic control software.
- the in-service deployment of chromium-free repair platings for Eurofighter and A400M.
- progress has been made toward "Next Generation Weapons System" technology demonstrations targeted to take place in 2029, developed within the German National Working Environment framework (established in 2024 among key industry partners).

2 Corporate Governance

2.1 Board of Directors

2.1.1 Composition of the Board of Directors

This section contains information incorporated by reference to address CSRD requirements related to Disclosure Requirement "GOV-1 The role of the administrative, management and supervisory bodies", paragraphs 21, 23.

Under the Articles of Association, the board of directors of the Company (the "**Board of Directors**") consists of 12 Directors, whose terms expire at the close of the AGM held three years following their appointment. Under the Board Rules, at least a majority of the members of the Board of Directors (i.e., 7/12) must be nationals of the European Union ("**EU**"; any reference in the Board Rules to the EU includes the United Kingdom (the "**UK**") and its constituent countries, notwithstanding a withdrawal of the UK from the EU), (including the Chairman of the Board of Directors) and a majority of such majority (i.e., 4/7) must be both EU nationals and residents. No Director may be an active civil servant. The Board of Directors has one Executive Director and 11 non-Executive Directors. While the Board of Directors appoints the CEO, the CEO is required to be an Executive Director and must be an EU national and resident; therefore it is anticipated that the Board of Directors will appoint as CEO a person appointed by the shareholders as an Executive Director. At least nine of the Non-Executive Directors must be "**Independent Directors**" (including the Chairman of the Board of Directors).

Under the Board Rules, an Independent Director is a non-Executive Director who is "independent" within the meaning of the Dutch Corporate Governance Code (the "**Dutch Code**") and meets additional specified independence standards. Specifically, while the Dutch Code would determine non-independence (in part) by reference to a Director's relationships with shareholders who own at least 10% of the company in question, the Board Rules refer to such Director's relationships with shareholders owning at least 5% of such company. According to the criteria of the Dutch Code and the Board Rules, all non-Executive Directors (including the Chairman) presently qualify as Independent Directors.

The Remuneration, Nomination and Governance Committee (the "**RNGC**") of the Board of Directors is responsible for recommending to the Board the names of candidates to succeed Board members after consultation with the Chairman of the Board of Directors and the CEO.

The Board of Directors, deciding by a simple majority of the votes cast (a "**Simple Majority**"), proposes individuals to the shareholders' meeting of the Company for appointment as Directors by the shareholders. No shareholder, group of shareholders or any other entity has any right to propose, nominate or appoint Directors beyond those rights available to all sharholders under general Dutch corporate law.

In addition to the membership and composition rules described above, the RNGC (in recommending candidates for the Board of Directors) and the Board of Directors (in resolving to propose the renewal or appointment of Directors to the shareholders' meeting) are each required to apply the following principles:

- the preference for the best candidate for the position;
- the preference for gender diversity between otherwise comparable profiles;
- the maintenance of an appropriate skills mix and geographical experience;
- the maintenance, in respect of the number of members of the Board of Directors, of the observed balance among the nationalities of the candidates in respect of the location of the main industrial centres of the Company (in particular among the nationals of France, Germany, Spain and the United Kingdom, where these main industrial centres are located); and
- at least a majority of the members of the Board of Directors (i.e., 7/12) shall be EU nationals (including the Chairman), and a majority of such majority (i.e., 4/7) shall be both EU nationals and residents (including the UK and its constituent countries, notwithstanding the withdrawal of the UK from the EU).

In accordance with these principles, the Board of Directors shall continue to seek greater diversity with respect to gender, age, geography, education, profession and background.

The Board of Directors makes sure it has the required mix of experience, qualifications, skills and industrial knowledge necessary to assist the Company in formulating and achieving its overall strategy, together with the specific expertise required to fulfil the duties assigned to it and its committees.

The Board of Directors is required to take into account, in the resolutions proposed in respect of the renewal or nomination of Directors presented to the shareholders' meeting, the undertakings of the Company to the French state, pursuant to the French State Security Agreement, and to the German state, pursuant to the German State Security Agreement, in each case as described more fully below in Section 4.2.7.2 "Shareholding and voting rights -Undertakings with respect to interests of certain stakeholders". In practice, this means that at all times the Board of Directors needs to have: (i) two Directors who should also be French Defence Outside Directors (as defined below in Section 4.2.7.2) of the French Defence Holding Company (as defined below in Section 4.2.7.2) who have been proposed by the Company and consented to by the French state, and (ii) two Directors who should also be German Defence Outside Directors (as defined below in Section 4.2.7.2) of the German Defence Holding Company (as defined below in Section 4.2.7.2) who have been proposed by the Company and consented to by the German state.

The RNGC endeavours to avoid a concentrated turnover of Directors in a given year. To that end, in consultation with the Chairman and the CEO, the RNGC draws up an appointment and reappointment schedule for the Directors. In doing so, the RNGC considers the continuity of Company-specific knowledge and experience within the Board of Directors, and takes into account the fact that Directors should, at the time of their appointment or reappointment, not be older than 75 years, while also ensuring that at least one third of Directors' positions are either renewed or replaced every year for a term of three years. While exceptions to these rules may be agreed by the Board of Directors if specific circumstances justify such exceptions, in the ordinary course they are observed, in order to avoid the replacement of a large block of Directors at any single AGM and the corresponding loss of experience and integration challenges that would result.

Overview of the Airbus SE Board of Directors' composition until the 2025 Annual General Meeting

The RNGC performed a comprehensive review of the Board of Directors' skills matrix, aiming at providing greater transparency and a more concrete measure of the skills, experience and expertise of the Board Members. This review involved an in-depth assessment of their skills, experience and expertise, against the backdrop of the Company's long-term objectives, providing for the first time a definition for each of the ten skills

identified. This review was undertaken in line with the expectations of the Company's shareholders for the highest standards of governance.

As a result of the comprehensive review performed, two new skills were added to the matrix, including expertise in Governance & Leadership and Human Capital. The review also highlighted areas for enhancement with four skills that were slightly amended: Finance and Audit been renamed "Finance / Audit & Risk", Geopolitical Economics been renamed "Geopolitics"; Engineering & Technology been renamed "Engineering & Innovation" and Information & Data Management been renamed "Digital transformation, AI & Cybersecurity". Finally, two skills have been removed from the Board skills matrix: Global Business and Asia. These changes demonstrate the Company's commitment to maintaining a high-performing, forward-looking Board that delivers long-term value for all stakeholders.

A visual overview of the new Board of Directors' skills matrix, developed on the basis of the RNGC's review, follows below:

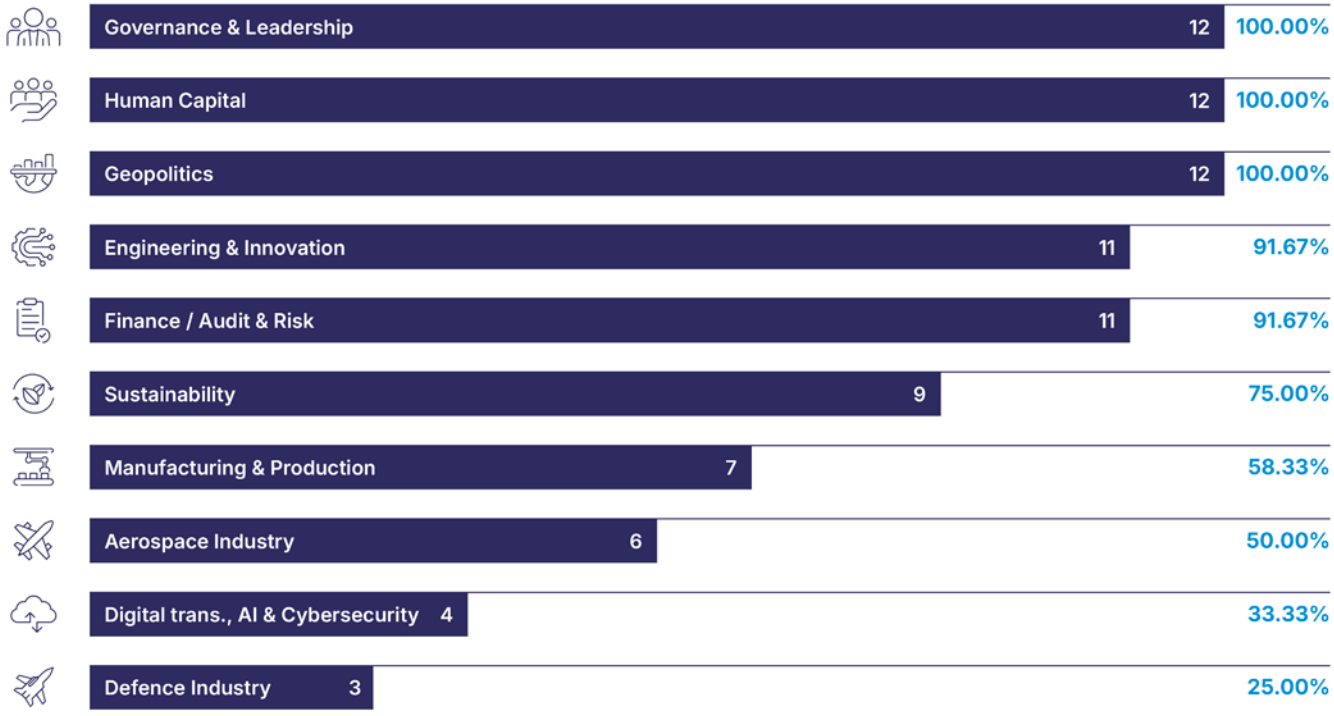
Board Members skills allocation

(status as of 31 December 2024)

Overview of the skills allocated to each Board Member	René Obermann	Guillaume Faury	Victor Chu	Jean-Pierre Clamadieu	Mark Dunkerley	Stephan Gemkow	Catherine Guillouard	Amparo Moraleda	Claudia Nemat	Irene Rummelhoff	Antony Wood	Dr Feiyu Xu
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.		✓	✓	✓	✓	✓	✓	✓		✓	✓	

As mentioned above, the review likewise involved an in-depth assessment of the skills, experience and expertise of all Board members, against the Company's long-term objectives. The result of this assessment is aggregated in the graphic below:

2024 comprehensive review of the Board skills matrix



As the graphic illustrates, the 2024 Board of Directors composition shows a balanced mix of experience, with in particular, significant experience in Governance & Leadership, Human Capital and Geopolitics (12/12), as well as in Engineering & Innovation and Finance / Audit & Risk (11/12). Nine members have Sustainability experience, and seven members have Manufacturing & Production skills. Six of the Board members have solid Aerospace Industry experience, while Digital Transformation skills are represented by four Board members and three members have extensive Defence Industry experience.

The composition of the Board of Directors until the 2025 Annual General Meeting is presented below:

Airbus SE Board of Directors until the 2025 Annual General Meeting

Board Member (Age[1], Gender, Nationality)	Status	Since	Term expires	Primary occupation & Other mandates	Board	Committee attendance		
						Audit	RNGC	ECSC
 **René Obermann** (61, M, German)	Independent	2018, previous re-election in 2024	2027	Chairman of the Board of Directors of Airbus SE, Member and Deputy Chairman of the Supervisory Board of IONOS Group SE and Chairman Europe of Warburg Pincus	10/10 Chair			
 **Guillaume Faury** (56, M, French)	Executive	2019, previous re-election in 2022	2025[2]	Chief Executive Office of Airbus SE, Member of the Board of Directors of AXA SA	10/10			
 **Victor Chu** (67, M, Chinese /British)	Independent	2018, previous re-election in 2024	2027	Chairman and CEO of First Eastern Investment Group and Member of the Board of Nomura Holdings Inc.	9/10	1/2 *(pre AGM)*		4/4 *(post AGM)*
 **Jean-Pierre Clamadieu** (66, M, French)	Independent	2018, previous re-election in 2024	2027	Chairman of the Board of Engie and Member of the Board of TE Connectivity	9/10		7/7	5/5 Chair
 **Mark Dunkerley** (61, M, British /American)	Independent	2020, previous re-election in 2023	2026	Member of the Board of Directors of Spirit Airlines Inc. and Volotea Airlines	10/10	6/6	7/7	
 **Stephan Gemkow** (64, M, German)	Independent	2020, previous re-election in 2023	2026	Member of the Board of Directors of Amadeus IT Group and Flughafen Zürich AG	10/10	6/6		
 **Catherine Guillouard** (59, F, French)	Independent	2016, previous re-election in 2022	2025[2]	Member of the Board of Directors of Lottomatica and of Air Liquide and Chairwoman of the Supervisory Board of Ingenico	10/10	6/6 Chair		5/5
 **Amparo Moraleda** (60, F, Spanish)	Independent	2015, previous re-election in 2024	2027	Member of the Board of Directors of A.P. Moller – Maersk A/S, Caixa Bank SA and Vodafone PLC	9/10		7/7 Chair	5/5
 **Claudia Nemat** (56, F, German)	Independent	2016, previous re-election in 2022	2025[3]	Member of the Board of Management of Deutsche Telekom AG	8/10		7/7	
 **Irene Rummelhoff** (57, F, Norwegian)	Independent	2022	2025[2]	Executive Vice President of Marketing, Midstream and Processing and Member of the Corporate Executive Committee of Equinor ASA	10/10			5/5
 **Antony Wood** (58, M, British)	Independent	2023	2026	Member of the Board of Directors of National Grid plc and of Aero Accessories, Chairman of the Board of Directors of Chemring Group PLC	10/10	6/6		
 **Dr Feiyu Xu** (55, F, German)	Independent	2024	2026	Member of the Supervisory Board of ZF Friedrichshafen AG, Member of the Board of Directors of Chain IQ Group AG	8/8 *(post AGM)*	4/4 *(post AGM)*		
				Board and Committee meetings in 2024	10	6	7	5
				Average attendance rate in 2024	96.0%	96.7%	100%	100%

(1) As of 31 December 2024.
(2) Proposed for (re)election in 2025.
(3) Will not seek renewal of her mandate at 2025 AGM.

In 2024, Dr Feiyu Xu joined the Board of Directors as a Non-Executive Director with effect on the date of the 2024 AGM, in replacement of Mr Ralph Crosby Jr. Dr Xu was appointed for a term of two years, which will end at the close of the AGM to be held in 2026 (corresponding to the remainder of Mr Crosby's mandate), in accordance with the appointment and reappointment principles as referred to above. She brings extensive experience in the entire cycle of innovation ranging from basic research via Artificial Intelligence development all the way to products and their commercialisation. Following her appointment, Dr Xu joined the Audit Committee as a Committee member. Mr Victor Chu, formerly a member of the Audit Committee, was appointed as a member of the Ethics, Compliance and Sustainability Committee after the AGM in April 2024.

At the end of 2024, the average age of the members of the Board of Directors was 60. The proportion of female representation on the Board of Directors is 42%. The Board of Directors believes that a diverse composition among its members, notably with respect to gender, experience and national origin, is valuable for the quality and efficiency of its work.

2.1.2 Powers, rules and engagement with shareholders

Powers

The Board Rules specify that in addition to the Board of Directors' responsibilities under applicable law and the Articles of Association, the Board of Directors is responsible for certain enumerated categories of decisions. Under the Articles of Association, the Board of Directors is responsible for the management of the Company. Under the Board Rules, the Board of Directors delegates the execution of the strategy (as approved by the Board of Directors) and the day-to-day management of the Company to the CEO, who, supported by the Executive Committee and its executive leadership team, makes decisions with respect to the management of the Company. However, the CEO should not enter into transactions that comprise part of the key responsibilities of the Board of Directors, unless these transactions have been approved by the Board of Directors.

Matters that require Board of Directors' approval include, among others, the following items (by Simple Majority below unless otherwise noted):

- any change in the nature and scope of the business of the Company;
- the overall strategy and the strategic plan of the Company;
- the operational business plan of the Company (the "**Business Plan**") and the yearly budget of the Company (the "**Yearly Budget**"), including the plans for Investment, R&D, Employment, Finance and, as far as applicable, major programmes;
- nominating, suspending or revoking the Chairman of the Board of Directors and the CEO (Qualified Majority, as defined below);
- the appointment of all Executive Committee members as proposed by the CEO (including their service contracts and other contractual matters in relation to the Executive Committee), and deciding upon the appointment and removal of the Secretary to the Board of Directors on the basis of the recommendation of the RNGC;
- any relocation of the headquarters of the principal companies of the Company or of the operational headquarters of the Company (Qualified Majority as defined below);
- decisions in connection with the location of new industrial sites material to the Company or the change of the location of existing activities that are material to the Company;
- decisions to invest in and initiate programmes financed by the Company: acquisition, divestment or sale decisions, in each case for an amount in excess of € 300 million;
- decisions to invest in and initiate programmes financed by the Company: acquisition, divestment or sale decisions, in each case for an amount in excess of € 800 million (Qualified Majority, as defined below);
- decisions to enter into and terminate strategic alliances at the level of the Company or at the level of one of its principal subsidiaries (Qualified Majority as defined below);
- matters of shareholder policy, major actions or major announcements to the capital markets; and
- decisions in respect of other measures and business of fundamental significance for the Company, or which involve an abnormal level of risk.

In addition, the Board Rules detail the rights and duties of the members of the Board of Directors and set out the core principles which each member of the Board of Directors shall comply with and shall be bound by. These principles include acting in the best interests of the Company and its stakeholders, devoting necessary time and attention to the carrying out of their duties, and avoiding any and all conflicts of interest.

Voting and quorum rules

Most Board of Directors' decisions can be made by a Simple Majority, but certain decisions must be made by a two-thirds majority (i.e., eight favourable votes) of votes cast by the Directors regardless of whether they are present or represented in respect of the decision (a "**Qualified Majority**"). In addition, amendments to certain provisions of the Board Rules require the unanimous approval of the Board of Directors, with no more than one Director not being present or represented (including provisions relating to nationality and residence requirements with respect to members of the Board of Directors and the Executive Committee). However, no individual Director or class of Directors has a veto right with respect to any Board of Directors' decisions.

The Board of Directors must have a certain number of Directors present or represented at a meeting to take action. This quorum requirement depends on the action to be taken. For the Board of Directors to make a decision on a Simple Majority matter, a majority of the Directors must be present or represented. For the Board of Directors to make a decision on a Qualified Majority matter, at least ten of the Directors must be present or represented. If the Board of Directors cannot act on a Qualified Majority matter because this quorum is not satisfied, the quorum would decrease to eight of the Directors at a new duly called meeting.

Shareholder engagement and Governance roadshow meetings

The Chairman of the Board and the Lead Independent Director (and Chair of the RNGC) engage with shareholders of the Company together with the

General Counsel and the Head of Investor Relations. The Board values an open and transparent dialogue with shareholders. The following topics have in particular been discussed: executive compensation, Board of Directors' composition (including diversity and skills), overboarding policy (setting a maximum threshold number of board memberships), as well as the Company's sustainability vision and strategy. Exchanging with shareholders on key governance topics provides the Board of Directors with important insights on shareholders' expectations and allows for a continuous improvement of the Company's governance practices.

2.1.3 Operation of the Board of Directors in 2024

Board of Directors meetings

Ten Board meetings (including ad hoc calls) were held in 2024. The average attendance rate at these meetings was 96%. As is the case every year, the Board of Directors was informed in between Board meetings of any developments relevant to the Company, through written communications and through verbal debriefings held on a regular basis between meetings. Non-executive sessions took place at the end of each meeting of the Board of Directors.

The main areas of work carried out by the Board of Directors in 2024 are described below:

Company's results, disclosures and operative planning

- Review and approval of the 2024 operative planning and guidance;
- 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;
- Decision to submit dividend and extraordinary dividend proposals at the 2024 Annual General Meeting;
- Reviews of forecast results;
- Approval of the key disclosures to the market.

Corporate Audit, internal controls and risk management

- Regular reviews of top company risks and opportunities;
- Approval of the Risk Chapter of the 2023 Report of the Board of Directors and Universal Registration Document;
- Review of Corporate Audit and internal controls plans and achievements.

Audit and relations with statutory auditors

- Review of the 2024 quarterly and annual financial statements along with relevant statutory auditors' reports.

General / strategy

- Uncertain geopolitical environment: regular monitoring of the situation related to the war between Russia and Ukraine, China/US tensions, the US election as well as political changes in the Company's Core Countries, including France and Germany. Regular reviews analysing the potential impact of these developments on the Company.
- Corporate strategy: Discussions focused on several topics, including a review of mergers and acquisitions ("**M&A**") opportunities, along with several major ongoing projects and value creation levers. Additionally, Airbus' ambition for decarbonising aerospace was discussed, as was the energy strategy and the value of Airbus playing a catalyst role for the development of SAF.
- Commercial Aircraft business: monitoring and regular discussions on key topics such as the production ramp-up and the supply chain issues. The overall Commercial Aircraft business strategy was discussed.
- Defence and Space: review of the Division's financial situation and ongoing transformation. Close monitoring of the turnaround effort and business progress at Space Systems. A focus on the strategic orientation of the Air Power business. Regular updates on the status of key programmes, including Eurodrone, the FCAS and A400M.
- Helicopters: the Division's overall strategy was reviewed and confirmed.
- Overall financial situation and capital allocation: corporate finance / investor relations and the Company's hedging strategy were discussed.
- Sustainability: discussions focused on the regulatory framework, the evolution of sustainability reporting (including the Corporate Sustainability Reporting Directive (CSRD)), due diligence and supply chain-related obligations (including CSRD, SAF/energy, the human rights roadmap, the substances roadmap, critical materials, social value and community impacts).
- Digital: There was a focus on artificial intelligence strategy and governance, and a separate on-site deep dive into Digital Design, Manufacturing and Services (DDMS) was held.
- Product safety: a bi-annual review of product safety-related issues was performed, updates on relevant developments were provided at quarterly meetings of the Board of Directors and in between Board meetings, as per the product safety protocol in place.
- Ethics and Compliance: there were regular updates on deployment of the ethics and compliance (E&C) programme, culture and significant E&C matters including risk management, allegations and enforcement priorities.

Corporate governance

- Appointment of non-executive directors: Appointment at the 2024 Annual General Meeting and onboarding of a new non-executive Board member, Dr Feiyu Xu, who is a leading figure in the field of artificial intelligence in Germany. The search for a successor to Claudia Nemat progressed, with a successor to be submitted at the 2025 Annual General Meeting.
- Board effectiveness review including improvement action plan update (see Board evaluation section below).
- CEO and executive committee members' succession plan:

  Succession planning for the Executive Committee continued, with Lars Wagner being selected as the new CEO of the Commercial Aircraft business (to begin, at the latest, from 1 January 2026). Carmen-Maja Rex was appointed Chief Human Resources Officer, effective 1 April 2025.

  Regular reviews of talent and development plans were undertaken, with "get to know" sessions being held with selected talents.

Compensation

- CEO and Executive Committee members' 2023 individual achievements assessments were held and their 2024 roadmaps were defined;
- The CEO remuneration policy was reviewed and revised, notably by including environmental, social and governance key performance indicators in the CEO long-term incentive plan, and by rebalancing short-term and long-term components of remuneration in line with market practice. It is intended that the updated policy will be submitted to the 2025 AGM.

Annual General Meeting

- Preparation of the 2024 Annual General Meeting with the approval of the agenda, draft resolutions and report of the Board of Directors. Preparation of the 2025 Annual General Meeting.

Strategy off-site Board meeting, induction programme and other site visits

Strategy off-site Board meeting

The Board of Directors participates in an annual off-site strategy session to review and refine the Company's strategic priorities. In addition to discussions that are taking place throughout the year, this dedicated meeting serves as an opportunity for an in-depth review of long-term objectives, industry trends, geopolitical developments and key initiatives aimed at driving sustainable growth. In 2024, this strategy off-site meeting took place in Airbus premises in Sevilla (Spain), where the Board met with the Company's local senior management and visited the industrial site. One of the focus areas was the future direction of Defence. On top of that, the Board visited the A400M and C295 Final Assembly Lines, during which some of the Company's senior leaders shared their expertise and passion for the products they manufacture. The strategy off-site fosters robust dialogue and collaboration among Board members, ensuring alignment on strategic direction and oversight of the Company's roadmap.

Induction programme

The Company conducts a comprehensive induction programme for newly appointed Board members to ensure a smooth transition into their roles. The programme is designed to provide: (i) an overview of the Company's operations, governance structure, and strategic priorities; (ii) access to the Company's Board policies and recent performance reports; and (iii) one-on-one sessions with Executive Committee members and senior talent to understand the current challenges and priorities of the Company. This programme aims at providing new directors with the knowledge and context necessary to contribute effectively to the Board's deliberations and decision-making processes.

Dr Feiyu Xu, as new member of the Board, joined by other members of the Board of Directors (in particular Antony Wood), followed the 2024 Airbus induction programme consisting of various site visits (including the Airbus Commercial Aircraft site in Toulouse (France), the Airbus Helicopters site in Marignane (France) and the Airbus Defence and Space site in Ottobrunn (Germany)). During those visits, presentations were given on business strategy and upcoming challenges by the Company's Executive Committee members and senior talent.

In addition, other site visits took place in 2024, including a visit to the Airbus Broughton site (United Kingdom) and the Airbus Training Center in Miami (United States). Eager to engage with Airbus' teams globally, in 2024 René Obermann also visited the ZAL Centre for Applied Aviation Research GmbH site in Hamburg (Germany) and the A321 Final Assembly Line in Toulouse (France). In addition to the site visits, René Obermann and several other members of the Board had regular exchanges with Airbus top management leaders (notably to prepare the various awareness sessions organised throughout the year), as well as with key stakeholders.

Board evaluation 2024

Principle

Every three years, as part of the Board of Directors' continuous review of its performance, a formal evaluation of the functioning of the Board of Directors and its Committees is conducted with the assistance of a third-party expert. Following this evaluation, an improvement action plan is issued to the members of the Board. In the two subsequent years, on an annual basis, the General Counsel and Corporate Secretary (the "General Counsel"), issues a questionnaire focusing on the implementation of the improvement action plan, and more generally on the Board's performance. The outcome of this internal evaluation is then presented and discussed at that year's December Board meeting.

2024

2024 was the beginning of a new three-year cycle. The review was carried out between July and September by an external advisor and was based on individual interviews with each Director and the General Counsel. A dedicated workshop took place during the October Board meeting during which the external advisor led a discussion on the main findings of the Board effectiveness review, as a result of which a proposed action plan was defined. The effectiveness review covered, in particular, the following themes: the Board dynamics, contribution and composition; the work performed by the Board (including with regard to strategy, risk and control and succession plans); and the use of time and information.

The external review confirmed the overall strong performance of the Board, which has been fostered by the capable leadership of the Chairman, who is highly engaged and provides effective guidance to the Board, setting priorities and favouring Board members' active engagement in open and constructive discussions. Notably, the Board valued the diversity of thought and experience among its members and the atmosphere that favours the onboarding of new members. The Board's approach is seen as cohesive and collaborative and is underpinned by a trusting working relationship with the CEO. His dynamic leadership, dedication and strategic vision have been instrumental to the Company's success in 2024.

While the Board is performing its duties effectively with valuable contributions from the Board Committees, some challenges were identified, many of which are not unique to the Company. Such challenges include the management of a complex portfolio and time management. In addition, the increasing need for risk oversight will continue to remain a focus area for the Board. It was noted that the development of talent pipelines and, significantly, strengthening of Executive Management succession planning, should remain key areas of focus for 2025. The Board remains committed to continuous improvement, and the implementation of the action plan will be followed up throughout 2025, including through regular discussions during Board and Committee meetings.

2.1.4 Board Committees

This section contains information incorporated by reference to address CSRD requirements related to Disclosure Requirement "GOV-1 The role of the administrative, management and supervisory bodies", paragraphs 22a, and Disclosure Requirement "GOV-2: Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies", paragraph 26a.

The Audit Committee

Pursuant to the Board Rules, the Audit Committee, which is required to meet at least four times a year, makes recommendations to the Board of Directors on the approval of the annual financial statements and the interim accounts (Q1, H1, Q3), as well as the appointment of external auditors and their remuneration. Moreover, the Audit Committee has responsibility for verifying and making recommendations to the effect that the internal and external audit activities are correctly directed, that internal controls are duly exercised and that these matters are given due focus at meetings of the Board of Directors. Thus, it discusses with the auditors their audit programme and the results of the audit of the financial statements, and it monitors the adequacy of the Company's internal controls, accounting policies and financial reporting. It also oversees the operation of the Company's enterprise risk management system and keeps a strong link to the Ethics, Compliance and Sustainability Committee. For further details in this regard, see Section 3.2 "Enterprise risk management system". Please refer to Annex E of the Board Rules for a complete list of responsibilities of the Audit Committee.

The Chairman of the Board of Directors and the CEO attend all Audit Committee meetings (subject to their recusal from portions of such meetings, as may be appropriate). The CFO and the Head of Accounting Record to Report are requested to attend meetings to present management proposals and to answer questions. Furthermore, the Head of Corporate Audit and the Chief Ethics & Compliance Officer report to the Audit Committee on a regular basis.

In 2024, this Committee met six times (including one joint meeting between the Audit Committee and Ethics, Compliance and Sustainability Committee on the CSRD) with an attendance rate of 96.7%. It fully performed all of its duties and discussed all the items described above. In particular, it performed reviews of internal controls, Corporate Audit (including major findings and audit plan for 2024), accounts (i.e. 2023 full year accounts, 2024 Q1, H1 and Q3 accounts, specific provisions and accounting items, operative planning and forecasts), tax related issues, independence of external auditors and disclosure related matters, including the CSRD. In addition, the Committee performed a deep-dive on the Company's enterprise risk management ("**ERM**") processes and regular reviews of top company risks and opportunities. Legal and compliance updates were also presented and discussed in meetings.

The Ethics, Compliance and Sustainability Committee

Pursuant to the Board Rules, the Ethics, Compliance and Sustainability Committee (ECSC) which is required to meet at least four times a year, assists the Board of Directors in overseeing the Company's culture and commitment to ethical business, integrity and sustainability. The ECSC is empowered to monitor the Company's Ethics & Compliance programme, organisation and framework to make sure that the Company's Ethics & Compliance governance is effective (including all associated internal policies, procedures and controls). This includes the areas of money laundering and terrorist financing, fraud, bribery and corruption, trade sanctions and export control, data privacy, procurement and supply chain compliance, and anti-competitive practices. The ECSC is also empowered to oversee the Company's sustainability strategy and effective governance and ensure that sustainability related topics are taken into account in the Company's objectives and strategy.

The ECSC makes recommendations to the Board of Directors and its Committees on all ethics, compliance or sustainability-related matters, including on climate-related disclosures, and is responsible for providing the Audit Committee with any necessary disclosures on issues or alleged ethical and compliance breaches that are financial and accounting-related. The ECSC maintains a reporting line with the Chief Ethics & Compliance Officer (who is requested to provide quarterly reports on its activities) and with the Chief Sustainability Officer and Communications (and member of the Executive Committee), who each regularly attend ECSC meetings.

The Chairman of the Audit Committee and the Chairman of the RNGC are members of the ECSC. Unless otherwise decided by the ECSC, the CEO and the Chairman of the Board of Directors attend all of the meetings. From time to time, independent external experts are also invited to attend ECSC meetings.

In 2024, the ECSC met five times (including one joint meeting between the Audit Committee and Ethics, Compliance and Sustainability Committee on the CSRD) with an attendance rate of 100%. All of the above-described items were discussed during the meetings and the ECSC fully performed all its duties.

The ECSC's work during the year was evenly split between sustainability topics and compliance topics. On the sustainability side, the ECSC discussed key sustainability roadmaps, including human rights and substances, and provided guidance on a wide variety of climate-related topics, including sustainability-related disclosures, internal strategy related to SBTi Targets and SAF. The ECSC also reviewed the Company's strategy linked to critical materials sourcing, as well as the Company's social value and community impact policy and platform. The evolution of sustainability reporting and the regulatory landscape was a further point of attention. The ECSC continued to closely monitor Ethics and Compliance activities as well, with periodic updates concerning the design and operation of the compliance programme, in particular related to anti-corruption, export controls and sanctions adherence. The ECSC monitored treatment of the main allegations and investigations arising through the Company's whistleblowing alert system, lessons learned and measures undertaken to promote a culture of integrity more broadly across the Company.

The Remuneration, Nomination and Governance

Committee

Pursuant to the Board rules, besides its role described in Sections 2.1.1 "Composition of the Board of Directors" and 2.1.2 "Powers, rules and engagement with shareholders" above, the RNGC consults with the Chairman and the CEO with respect to proposals for the appointment of the members of the Executive Committee, and makes recommendations to the Board of Directors regarding the appointment of the Secretary to the Board of Directors. The RNGC also makes recommendations to the Board of Directors regarding succession planning (at Board of Directors, Executive Committee and senior management levels), remuneration strategies and long-term remuneration plans. Furthermore, the RNGC oversees contractual matters in relation to the members of the Board and the Executive Committee, including the terms and conditions of the relevant contracts, and the preparation of the remuneration policy for approval by the Board. The rules and responsibilities of the RNGC have been set out in the Board Rules.

In addition, the RNGC reviews the Company's top talents, discusses measures to improve engagement and to promote diversity, as well as reviewing the remuneration of the Executive Committee members, the Long-Term Incentive Plans ("**LTIP**"), and the variable pay for the previous year. Finally, the RNGC performs regular evaluations of the Company's corporate governance and makes proposals for changes to the Board Rules or the Articles of Association.

The Chairman of the Board of Directors and the CEO attend all meetings of the RNGC (subject to their recusal from portions of such meetings, as may be appropriate). The Chief Human Resources Officer ("**CHRO**") is requested to attend meetings to present management proposals and to answer questions. The CEO leaves the meetings when the RNGC discusses his remuneration or personal situation.

Pursuant to the Board Rules, the Chair of the RNGC automatically fulfils the function of "**Lead Independent Director**". In this role, the Chair of the RNGC is responsible for (i) replacing the Chairman if unable to attend meetings of the Board of Directors, (ii) organising the annual appraisal of the Chairman's performance by the Board of Directors and (iii) acting as an intermediary for, and between, the other Directors when necessary.

The RNGC is required to meet at least four times a year. In 2024, it met seven times with an attendance rate of 100% . It discussed all of the above-described items during the meetings and it fully performed all its duties. In particular, the Committee worked on strengthening the succession plan for the CEO and Executive Committee, as well as the evolution of the CEO's remuneration. More generally, the RNGC held regular discussions on the CEO and Executive Committee members' succession plans, on talent management (development, engagement and retention) and diversity. The RNGC's work likewise included reviewing the membership of the Board Committees.

A revised remuneration policy will be proposed at the 2025 Annual General Meeting, and subject to shareholders' approval will be published on the Airbus website. Details regarding the policy's implementation will remain within the Board Report; for further information please refer to Section 2.3.1 "Remuneration Report -Introduction" below.

2.2 Executive Committee

2.2.1 Nomination and Composition of the Executive Committee

This section contains information incorporated by reference to address CSRD requirements related to Disclosure Requirement "GOV-1 The role of the administrative, management and supervisory bodies", paragraphs 21, 23.

The CEO proposes all the members of the Executive Committee of the Company (the "**Executive Committee**" or "**EC**") for approval by the Board of Directors, after consultation with (i) the Chairman of the RNGC and (ii) the Chairman of the Board of Directors, applying the following principles:

- the preference for the best candidate for the position;
- the maintenance of the balance of nationalities of Executive Committee members, reflecting the location of the main industrial centres of the Company (in particular balancing the nationals of France, Germany, Spain and the United Kingdom, where these main industrial centres are located); and
- at least two-thirds of the members of the Executive Committee, including the CEO and the CFO, being EU nationals and residents.

2.2.2 Role of CEO and Executive Committee

The CEO is responsible for executing the strategy, as approved by the Board of Directors, and for managing the day-to-day operations of the Company's business with the support of the EC and its executive leadership team through Executive Leadership Meetings ("**ELM**") in which the EC members participate. The CEO shall be accountable for the proper execution of the day-to-day operations of the Company's business.

ELMs are held on a regular basis and aim to advise the CEO on his day-to-day role. The ELM also help to ensure that EC members report back on business progress, updates and concerns, and they serve as a forum to address Company-wide topics including corporate matters, and for approving all vacancies and promotions above certain levels.

The EC further supports the CEO in performing these tasks. Under the leadership of the CEO, the EC is responsible for business strategy as well as organisational matters and management of the business; monitoring key projects/products and major investments, overseeing performance targets (whether financial, individual, for programmes or for support functions) and outlining policies to motivate, recruit and retain employees. It is also accountable for regulatory and statutory obligations, as well as policy matters, communications and market disclosures. It is the forum where information or requests for approval destined for the Board of Directors are discussed and approved. The EC members shall jointly contribute to the overall interests of the Company, in addition to each member's individual operational or functional responsibility within the Company. The EC comprises the heads of the Commercial Aircraft, Helicopters and Defence and Space businesses, plus the heads of other key functions of the Company.

The CEO is the only Executive Director within the Board of Directors, and represents the Company on the Board of Directors. That said, depending on the topic, the CEO typically asks the responsible EC member to join him at meetings of the Board of Directors to present financial information (CFO), programme/product topics (Division heads), HR matters (Chief Human Resources Officer) or any other topic where a specialist is needed. This approach allows the Board members to get to know the EC members and better equips the Board to make judgements when it comes to decisions about key positions.

2.3 Remuneration Report

2.3.1 Introduction

This section contains information incorporated by reference to address CSRD requirements related to Disclosure Requirement "GOV-3: Integration of sustainability-related performance in incentive schemes", paragraph 29.

This remuneration report explains how the Company implemented the Remuneration Policy for the Board of Directors in the financial year 2024. As disclosed in the Airbus Report of the Board of Directors 2023, and as part of the Company's commitment to transparency and accessibility, the Company's Remuneration Policy is no longer included in the Board Report, rather it 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/our-governance/governance-framework-and-documents.

The Company's Remuneration Policy was adopted by the 2020 Annual General Meeting ("**AGM**") with effect as of 1 January 2020, and was most recently adopted during the 2024 AGM by a majority of approximately 96% of the votes cast. During the 2024 AGM, the implementation of the policy over 2023 received strong support from shareholders, with an approval level of 94.56%.

A summary of the Company's Remuneration Policy is as follows:

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): - EPS (40%) - Free Cash Flow (40%) - Sustainability (20%) **Individual** (50% of VR): - Outcomes - Behaviour } *Based on the achievement of annual individual objectives*	**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: - 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: - overall payout 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 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[1]), may decide that a maximum portion of 50% of the allocation may vest.

Note that the disclosure included in this Section 2.3 constitutes the Remuneration Report (bezoldigingsverslag) for purposes of Section 2:135b of the Dutch Civil Code, and as such will be included as a separate agenda item for an advisory vote at the 2025 AGM. Sections 2.3.2 and 2.3.3 respectively describe how the Company's Remuneration Policy was implemented in 2024 for the CEO and the Non-Executive Members of the Board of Directors. The RNGC, composed solely of independent non-executive members of the Board of Directors, is pleased to present this Remuneration Report.

The cumulated remuneration of all Executive Committee Members is presented in the "Notes to the IFRS Consolidated Financial Statements – Note 33. Remuneration". To the extent that any information presented in Note 33 relates to matters referred to Articles 2:383c through 2:383e of the Dutch Civil Code and is not described in paragraph 2.3.2, such information is incorporated by reference into this Remuneration Report in order to satisfy the requirements of the Dutch Civil Code.

2.3.2 Implementation of the

Remuneration Policy in 2024: CEO

This section contains information incorporated by reference to address CSRD requirements related to Disclosure Requirement "GOV-3: Integration of sustainability-related performance in incentive schemes", paragraph 29.

This section describes how the Remuneration Policy was implemented in 2024 with respect to the CEO (Mr Guillaume Faury).

In line with the expectations of the Company's Remuneration Nomination and Governance Committee ("**RNGC**") and the Board of Directors, the philosophy of the Remuneration Policy is to provide remuneration that will serve to attract, retain and motivate high-calibre executives, while taking into account best practices as well as employee and shareholder considerations. In practice, the Remuneration Policy should help the Company to achieve its strategic and operational objectives, and foster the Company's aim of delivering sustainable returns, consistent with the Company's identity, mission and values.

Before setting the targets to be proposed for adoption by the Board of Directors, the RNGC analyses scenarios with respect to the potential targets, and considers the financial and other outcomes that would result from meeting various performance levels, including achieving maximum performance thresholds, and how the level and structure of executive remuneration would be affected, together with the potential risks for the Company's business that these outcomes could present. The Board of Directors further considers these aspects, based on the RNGC's recommendation.

1-Benchmarking

Upon the request of the RNGC, a benchmarking exercise was performed in July 2024 by an independent third party, following an approach consistent with that applied for the prior benchmarking exercise (performed in 2023).

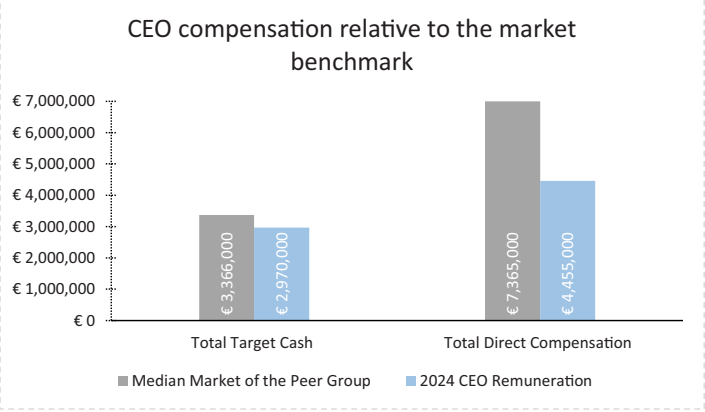
The relevant peer group was comprised of 55 companies[1] selected from the CAC40 in France, the DAX 40 in Germany, the FTSE 100 in the UK, the IBEX 35 in Spain and the Dow 30 in the US, having comparable economic indicators such as revenues, number of employees and market capitalisation. The benchmarking selection took the Company's geographical imprint (operations and employees) into consideration, and offered perspective on compensation practices from direct and indirect competitors.

US companies were included in this peer group, particularly as the Company has direct competitors in the US, and since the Company operates in the US, it has to compete with US companies to recruit senior executive talent. That said, considering the unique pay practices prevalent in the US, and since Airbus executives are mainly based in Europe, US companies were not weighted as heavily as other jurisdictions. 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.

The updated benchmark shows that globally the Total Target Cash (Base Salary + Variable Remuneration) of the peer group increased by around 7%, while the Total Direct Compensation (Base Salary + Variable Remuneration + LTIP) of the peer group increased by around 10%, versus the prior benchmark.

The comparison of the remuneration of the CEO versus the market range is as follows:

- the Total Target Cash of the CEO (€ 2,970,000) is below the median market range of the peer group (€ 3,366,000) by around 12%;
- the Total Direct Compensation of the CEO (€ 4,455,000) is below the median level of the peer group (€7,365,000) by around 40%;
- while considering the peer groups, irrespective of the KPI selected (turn over, market capitalisation, number of employees), Airbus belongs to the companies in the third quartile of the peer group.



In addition to external benchmarks, the RNGC also considers the remuneration of employees through the review of the evolution of the pay ratio (see below under "-10 - Pay ratio").

2-Base Salary

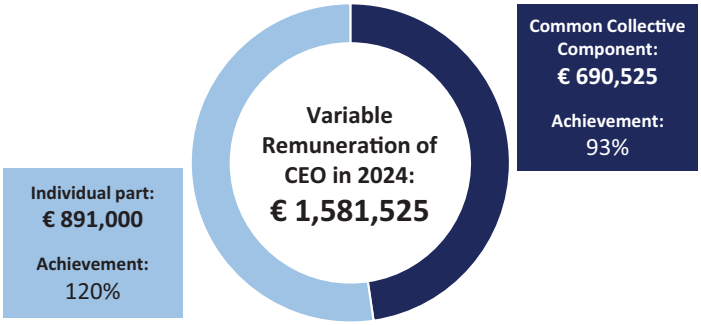
The 2024 CEO Base Salary level on a full year basis is unchanged compared to 2022 and amounts to € 1,485,000 (still below the 2019 Base Salary of the former CEO: € 1,500,000).

(1) **Peer group:**
France : Air Liquide, Danone, Dassault Systèmes, Engie, Safran SA, Saint-Gobain, Sanofi, Schneider Electric, Stellantis, Thales, Total, Vinci
Germany: BASF, Bayer, BMW, Continental, Deutsche Post, Deutsche Telekom, E.ON, Henkel, Mercedes, SAP, Siemens, Volkswagen
Spain: Aena, Amadeus IT, Cellnex, Endesa, Ferrovial, Iberdrola, Inditex, Naturgy, Repsol, Telefónica
UK: Bae Systems, BAT, BP, Diageo, GSK, Rio Tinto, Rolls Royce, Shell, Tesco, Unilever, Vodafone
US: 3M; Boeing, Caterpillar, Fedex, GE, General Dynamics, IBM, Lockheed, Northrop Grumman, Raytheon

3-Variable Remuneration

As stipulated in the Remuneration Policy, the CEO's Annual Variable Remuneration (VR) is targeted at 100% of the Base Salary and capped at 200% of the Base Salary. It is subject to the fulfilment of collective and individual performance targets.

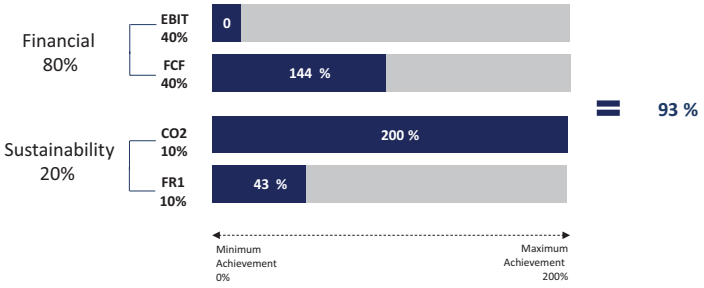
For 2024, the VR of the CEO amounts to an aggregate of € 1,581,525 composed of € 690,525 (93%) for the Common Collective Component and € 891,000 (120%) for the Individual Component.



Performance achievement – Common Collective Component

According to the policy applicable for the financial year 2024, the consolidated level of achievement of the Common Collective Component for the Company has been assessed at 93% by the RNGC and the Board of Directors in February 2025, against the target levels validated at the beginning of 2024 and that include detailed vesting scales for each criteria[2]. The overall achievement level results from: a 0% achievement of the EBIT target, a 144% achievement of the Free Cash Flow[3] target and a 177.5% achievement of the Sustainability targets, as further described below.

These criteria and their assessment apply to all Executives having a Common Collective Component in their variable remuneration, which since 2022 has been extended to all Senior Managers. Currently approximately 5,150 employees receive a collective bonus based on the achievements mentioned above.



(2) While the Company is paying all due attention to investors' feedback, for sensitivity reasons, specific information on vesting scale (threshold, target, maximum) is not disclosed.
(3) In 2024, Airbus is using Free Cash Flow before customer financing and no longer Free Cash Flow before M&A and customer financing

Sustainability targets are measured by two criteria: the rolling lost time injury frequency rate ("**FR1**") which is the monthly number of lost time injuries per million worked hours averaged over 12 months) and the reduction in CO_2 emissions ("**CO_2e**"), each weighted for 10% of the Common Collective Performance.

- In 2024, the rolling FR1 decreased by 31% in Commercial Aircraft, increased by 11% in Airbus Helicopters and decreased by 49% in Airbus Defence and Space, leading to a consolidated achievement of 155%. For further details, please refer to Section 6.3.2.7 "Sustainability Statement -Health and Safety".
- In 2024, the CO_2e decreased by more than 11% (reduction of circa 68 ktons), which is above the targeted reduction of 3%, leading to an achievement of 200%. For further details, please refer to Section 6.2.2 "Sustainability Statement -ESRS E1 - Climate change".

For 2025, the Board of Directors decided to maintain the Sustainability component composed of FR1 for 50% and CO_2 avoidance for 50% and to set the following targets:

- FR1: a reduction of the rolling FR1 by 15% for Commercial Aircraft and Airbus Helicopters (at the end of 2024, the rolling FR1 at Commercial Aircraft and Airbus Helicopters was above 1) and a stabilisation for Airbus Defence and Space (at the end of 2024, the rolling FR1 at Defence and Space was significantly below 1) versus the actual 2024 rolling FR1;
- CO_2e: the annual targets are set in line with the Company's 2030 roadmap; they refer to a material sub-scope of its operations on which the Company can have a more direct control and influence. The CO_2e for 2025 was set in absolute value at 508.5 ktons, which represents a reduction of 3% compared to 2024. For further details, please refer to Section 6.2.2 "Sustainability Statement -ESRS E1 - Climate change".

Performance achievement – Individual Component

The level of achievement of the Individual Component of the VR of the CEO is assessed by the RNGC and the Board of Directors against the targets set at the beginning of the year.

For 2024, based on the review conducted by the RNGC and the Board of Directors in February 2025, the overall achievement level has been assessed at 120%.

Overview on Individual Component achievements:

Individual Component	Weight	Achievement
1. Outcome element	**90%**	
Top Company objectives (communicated to all employees of the Company and shared with the Executives and Managers of the Company)	30%	107%
Individual objectives (how the CEO contributes to the success of the Company)	60%	113%
2.Behaviour element	**10%**	200%
2024 CEO's Individual Component performance achievement		120%

The Individual Component has been assessed according to two sets of complementary elements:

1. Outcome element

The outcome element is composed of:

- The **Top Company objectives**: accounting for 30% of the total CEO Individual Component, which are shared with Executives and Managers of the Company to promote collective alignment;

Since 2023 to create a shared spirit of collective engagement and solidarity across the Commercial Aircraft business towards, the ultimate operational target consists of reaching the delivery guidance, hence increasing the Company's productivity and efficiency. It translated into an individual objective shared by around 6,000 key contributors to the Commercial Aircraft business.

Despite a complex operational environment, 766 aircraft were delivered (versus the guidance update of around 770) in 2024.

- The **CEO's Individual objectives**: accounting for 60% of the total Individual Component, they encompass various aspects of what the CEO can do to contribute to the success of the Company, such as specific business results he achieves, projects he drives and processes he improves.

As disclosed in the 2023 Report of the Board of Directors, published in February 2024, the individual priorities of the CEO for 2024 comprised:

1. Implement strategy, including but not limited to portfolio optimisation for value creation;
2. Execute the product roadmap balancing short term and long term goals;
3. Improve our geopolitical resilience in a more fragmented world;
4. Be the catalyst for future European aerospace cooperation and Protect and deliver major defence programmes milestones;
5. Drive organisational change and develop the leadership team for the future;
6. Enable execution on our Digital and Decarbonisation roadmap;
7. Oversee and ensure the Commercial Aircraft ramp up and guidance.

Overview of the 2024 CEO's Individual objectives achievement:

2024 CEO's Individual objectives	Weight	Achievement	
Strategy implementation	10%	The Board after reviewing the following factors in detail considered that the strategy implementation objective was achieved: The CEO conducted a comprehensive portfolio analysis, including a review of the minority interests, some of which were implemented in the course of the year, presented to the Board of Directors the Mergers and Acquisitions roadmap. Cooperation topics have been identified with partners of the Company last year and strategic partnership agreements have been entered into, for example with TotalEnergies or LanzaJet in Sustainable Aviation Fuel, pursuant to clear investment criteria defined and endorsed by the Board notably with respect to energy.	100%
Product roadmap execution	10%	The Board after reviewing the following factors in detail considered that the product roadmap execution objective was overachieved: The A321XLR, the world's longest range single aisle aircraft, entered into service last year with the first delivery to Iberia in October 2024, following its successful certification for the CFM powered version. The operating range flexibility of this model provides resilience when facing airspace closures and longer flight routings. This demonstrates the continuous investments made to enhance existing technologies and search for incremental efficiency gains for the Company's current products. Airbus Helicopters secured a comprehensive upgrade programme for the NH90 in 2024 with the signature of the block 1 upgrade with NAHEMA (Nato Helicopter Management Agency). The groundwork for the European Next Generation Rotorcraft has been laid through dedicated concept studies. The Racer, a high-speed helicopter demonstrator that aims to leverage increased speed to deliver added value for citizens and operators, made its first flight and reached its fast cruise speed target of 407 km/h in 2024. The simple and proven aerodynamic formula seeks to achieve the best trade-off between speed, cost-efficiency and mission performance. Despite a challenging year for the Space business, several satellites were successfully launched, for example the Sentinel-2C, built by the Company as part of the EU Copernicus Earth monitoring programme and the EarthCARE which was developed, built and tested with involvement of experts from 15 European countries as well as Japan and Canada, under the leadership of the Company. In June 2024, Airbus Defence & Space presented its new Wingman concept, a fighter-type drone that will be commanded by a pilot in a current combat aircraft such as the Eurofighter. Airbus Defence and Space has been awarded a contract by Eutelsat to build the extension of its OneWeb Low Earth Orbit constellation. Under the contract signed between the two companies, Airbus will build the first batches of the extension, totalling 100 satellites, with delivery targeted from the end of 2026. The new satellites will enable key technology upgrades and notably 5G on-ground integration.	120%

Geopolitical resilience improvement	10%	The Board after reviewing the following factors in detail considered that the geopolitical resilience objective was overachieved: Continued resilience ensured by a strong order intake: 2024 has been a record year for order intake at both Airbus Helicopters (with 455 gross orders from 182 customers in 42 countries) and Airbus Defence and Space. Commercial Aircraft received 878 gross new orders in 2024; the Company's leading position in the single aisle market was complemented by the momentum for the widebody orderbook. In this respect, an order was received from Riyadh Air for 60 A321neo Family aircraft, welcoming Riyadh Air as a new customer and partner to the Company > And a diversified footprint: Airbus assembled its 500th aircraft in Mobile, USA, and its 700th A320 inTianjin, China in 2024. The Company's footprint in India was further developed in 2024 which contributes to the strengthening of India's aerospace and defence industry. A joint venture was entered into with Air India to launch a world-class pilot training centre in Gurugram. In addition, Airbus inaugurated its new India and South Asia Headquarters in Delhi as part of its development of a comprehensive aerospace ecosystem across all dimensions in this region. Furthermore, Tata Advanced Systems and the Company inaugurated the C295 FAL (Final Assembly Line) in Vadodara, expanding the C295 Make In India programme. > Continuous business impact analyses, including the assessment of supply chain risks have been carried out with respect to major armed conflicts. The Company has also adequately anticipated and reacted to sanctions and export restrictions in a challenging geopolitical environment.	110%
Aerospace cooperation, defence milestones	10%	The Board after reviewing the following factors in detail considered that the aerospace cooperation and defence milestones objective was overachieved: The CEO shows commitment to increasing aerospace cooperation in his position as President and Chairman of the Board of Directors of the European Aerospace, Security and Defence Industries and that of President of the Groupement des Industries Françaises de l'Aéronautique et du Spatial. Two strategic contracts to further enhance the A400M capabilities were entered into with the Organisation for Joint Armament Cooperation (OCCAR) in 2024. Significant orders were placed for Eurofighter aircraft in 2024, with an order of 25 aircraft for Spain and 24 for Italy. The Unmanned Aerial Systems (UAS) portfolio of Airbus Defence and Space and Helicopters has continued to grow. The Company has focused on the development of crewed-uncrewed teaming, where crewed helicopters and Uncrewed Aerial Systems fly simultaneously whilst connected to a single network. The CEO presented to the Board contemplated strategic cooperation with a focus on Defence and Space. These achievements reflect Airbus' dedication to fostering international defense cooperation, advancing technological innovation, and supporting the defense needs of its partners worldwide.	120%
Organisational change, leadership development	5%	The Board after reviewing the following factors in detail considered that the organisation change and leadership development objective was overachieved: After the appointment of a dedicated Commercial Aircraft business management team the new organisation is well established and is focusing on simplification and optimisation as production ramps up. On 1 January 2024, Airbus Defence and Space implemented a new, simplified organisational structure which consists of three business lines: Air Power, Space Systems and Connected Intelligence. A follow-up plan to further adapt its organisation and workforce has been worked on to enhance competitiveness. In March 2024, a new CEO and CFO of Space Systems were appointed. The CEO further developed the Company's strategy to address the current volatile geopolitical landscape and seize worldwide business opportunities in creating dedicated Strategy and International departments reporting directly to him. The CEO secured succession plans for key Executive Committee positions, in particular: Lars Wagner will join the Company as CEO of the Commercial Aircraft business (from 1 January 2026) and Carmen-Maja Rex was appointed as the Chief Human Resources Officer, effective from 1 April 2025. These appointments demonstrate the CEO's ability to attract external talents to complement his leadership team. At the CEO's initiative, a collective feedback exercise involving the Executive Committee members and a third party advisor has been organised in 2024 to further develop the team's dynamics, assess the ways of working and reinforce the effectiveness of the organisation.	150%

Execution Digital & Decarbonisation roadmap	5%	The Board after reviewing the following factors in detail considered that the execution of the digital and decarbonisation roadmap objective was overachieved: Digital: After the Final Assembly Lines were adjusted to produce the A321neo in 2023, the first A321neo was assembled in 2024 using a complete suite of DDMS (Digital Design, Manufacturing and Services) solutions. In 2024, Defence and Space finalised the acquisition of Infodas, a German company that provides cybersecurity and IT solutions to the public sector, strengthening the Company's cybersecurity portfolio. Artificial Intelligence strategy is high on the CEO's agenda and has been the subject of specific discussions with the Board in 2024. Decarbonisation: The Company increased the use of Sustainable Aviation Fuels (SAF) for its own development test flights and training to 18% in 2024. In July 2024, the Company and Airports Council International World association signed a cooperation agreement to support the industry's efforts to reduce the environmental impact of aviation. This partnership leverages the strengths of the world's leading aircraft manufacturer and the largest and most important international association of airports to make significant progress in both decarbonising aviation and mitigating aircraft noise impact. This alliance will address key areas including SAF, hydrogen technologies, advanced air mobility, operations efficiency, and aircraft noise management practices. The Company founded the Hydrogen Hubs at Airports network in 2024, a collaborative initiative where the Company is joining forces with airlines, airports, industry partners and technology specialists to answer primary questions regarding the use of hydrogen.	110%
Commercial Aircraft ramp-up and guidance	10%	The Board after reviewing the following factors in detail considered that the Commercial Aircraft ramp up and guidance objective was achieved: The Company has delivered 766 commercial aircraft to 86 customers in 2024 (compared to 735 deliveries in 2023, representing a 4% increase of deliveries in 2024). This result is in line with the updated delivery guidance set at around 770 aircraft. Last year was characterised by geopolitical tensions and a challenging supply chain. These deliveries have been made despite the complex and fast-changing operating environment in 2024. The Company continues to ramp up to serve the strong demand for its commercial aircraft product portfolio and deliver on its highest order book in the Company's history. The Company entered into a binding term sheet agreement with Spirit AeroSystems in relation to a potential acquisition of major activities related to Airbus in order to ensure the stability of supply for some of its key commercial aircraft programmes. The Company also contributed to the launch of Ace Aéro Partenaires II, a three digit millions investment fund dedicated to the support of the supply chain.	100%
Total 2024 CEO's Individual objectives	60%		113%

2. Behaviour element

The CEO behavioural element accounts for 10% of the total Individual Component and refers to the way results have been achieved, which is critical for the Company's long-term success. This element effectively comprises how the CEO and the Board of Directors work as a team and how the CEO leads the Executive Committee, as well as the CEO's communication skills, appetite for innovation and capacity for driving change.

With his extensive operational knowledge, his global outlook and strong personal values, the CEO has demonstrated throughout the year an exceptionally resilient mind-set and personal skills to successfully lead the Company, despite the various challenges faced.

The CEO stood firm on critical issues during a very challenging year. The CEO has been assessed by the Board as being a role model in many aspects including aviation safety and has been recognised as an outstanding ethical compass for the Company.

2025 Overview on CEO Individual Component:

Individual Component	Weight
Top Company objectives including Ethics & Compliance (communicated to all employees of the Company and shared with the Executives and Managers of the Company)	40%
CEO priorities (how the CEO contributes to the success of the Company)	60%
Total	**100%**

For the year 2025, the Board has set the following priorities for the CEO:

2025 CEO's Individual objectives	Weight
1. Ensure the ramp up on all programmes for Commercial Aircraft, Helicopters and Defence & Space	10%
2. Progress on the digital and decarbonisation roadmap, including: act as a catalyst for the SAF & hydrogen eco-systems, continue the progress on the Airbus internal roadmap and on Airbus digital roadmap	5%
3. Continue to drive future European aerospace cooperation and ensure a successful transformation and restructuring of the Defence and Space business	15%
4. Further develop and enhance our resilience to adapt and navigate through the fast changing and disruptive geopolitical landscape	10%
5. Successfully execute the product roadmap, including the delivery on key programmes milestones such as:	
> Airbus Commercial Aircraft programmes: A350F and A321XLR	
> Airbus Defence and Space programmes: A400M, FCAS, Eurodrone, OneSat, Zephyr	
> Airbus Helicopters: Tiger MK3, HIL and future light-twin engine programmes	10%
6. Further develop Airbus leadership team, including coaching and development of top executives, ensure mapping of skills and competence needed for critical positions	10%
Total	**60%**

4-Long-Term Incentive Plan

2024 Grant

In 2024, under the Company's Long-Term Incentive (LTI) plan, the Board decided to grant only Performance Shares, and no Performance Units. This applies to the CEO as well as to all beneficiaries of LTI. The value of the Performance Share award to the CEO has been capped at 100% of his Base Salary, in line with the applicable Remuneration Policy. It represents one third of the CEO's target Total Direct Compensation and the vesting of the Performance Shares will be subject to the performance measures (average EPS (75%) and cumulative FCF (25%)) described below under "-5 - Share ownership"). The table below gives an overview of the Performance Shares granted to the CEO in 2024 pursuant to the LTI plan:

Share plan: number of Performance Shares

	Granted in 2024	Vesting dates
Guillaume Faury	10,839	Vesting schedule is made up of 1 tranche expected in May 2028

Vesting values in 2024

In 2024, the CEO received both cash payments and vested shares in connection with the vesting of 2019 and 2020 LTI awards:

- Cash: the total cash payment to the CEO amounted to € 1,065,916 in 2024.
- Shares: in connection with the 2020 LTI award, the CEO received 14,880 vested shares on 6 May 2024.

LTIP overview: granting and vesting

Date of grants	Grant Type	Number	Share price at grant	Value at grant date	Performance achievement	Units with performance achievement	Dates of vesting	Share value at vesting dates(*)
2019	Unit	5,530	€ 122.06	€ 674,992	50%	2,766	2 vestings in 2023 - 2024	11 May 2023 € 125.20 6 May 2024 € 160.68
2019	Share	5,530	€ 122.06	€ 674,992	50%	2,765	1 vesting in 2023	11 May 2023 € 122.04
2020	Unit	9,920	€ 68.04	€ 674,957	150%	14,880	2 vestings in 2024 – 2025	6 May 2024 € 136.08 (**)
2020	Share	9,920	€ 68.04	€ 674,957	150%	14,880	1 vesting in 2024	6 May 2024 € 154.62
2021	Share	12,121	€ 111.38	€ 1,350,037	96%	11,636	1 vesting in 2025	Not yet known
2022	Share	14,115	€ 105.20	€ 1,484,898	Not yet known	Not yet known	1 vesting in 2026	Not yet known
2023	Share	11,619	€ 127,81	€ 1,485,024	Not yet known	Not yet known	1 vesting in 2027	Not yet known
2024	Share	10,839	€ 137.00	€ 1,484,943	Not yet known	Not yet known	1 vesting in 2028	Not yet known

(*) Vesting will occur according to the respective rules and regulations of each plan.
(**) Both caps on share price and value compared to the initial grant value have been applied as per the rules and regulation of the 2020 LTI plan.
100% of units and shares granted are conditional to the achievement of performance conditions.

Performance Conditions of 2021 LTI plan:

- The performance conditions for 2021 LTI plan were determined as follows: if the Company reports a positive cumulative EBIT, a minimum portion of 50% of the Performance Units / Shares vest. If the Company reports a negative cumulative EBIT resulting from exceptional circumstances, the Board of Directors can decide at its sole discretion to vest a maximum portion of 50% of the Performance Units / Shares.
- 50% to 150% of the allocation would be granted depending on the compounded achievement of the two following performance criteria:
  - 75% of average EPS ("**Ave EPS**"): determined on a linear basis depending on three-year Ave EPS for the 2022, 2023 and 2024 fiscal years, with the three-year Ave EPS target for an allocation of 100% equal to € 5.35; and
  - 25% of cumulative FCF ("**Cum FCF**"): determined on a linear basis depending on three-year Cum FCF for the 2022, 2023 and 2024 fiscal years, with the three-year Cum FCF target for an allocation of 100% equal to € 11,821 million.

Review of achievement of performance conditions:

In February 2025, the Board of Directors noted the achievement of the performance conditions of the 2021 plan, i.e. for the 2022, 2023 and 2024 fiscal years. The three-year average EPS was € 5.19 and the three-year Cum FCF was € 12,007 million.

For reasons of confidentiality, the precise targets set for the average EPS and cumulative Free Cash Flow, even though they have been properly established and validated in a suitable manner, cannot be publicly disclosed as these objectives are considered as competitive sensitive information. Nonetheless, in the spirit of providing the highest level of transparency to our shareholders and to adhere to best practices, retrospective information demonstrating the stringency of the targets set by the Board of Directors is provided for the previous LTIP, as follows:

Date of grants	KPI	Number of units	Target for a 100% allocation	Achieved	Performance achievement in percentage	Compounded performance achievement in percentage	Resulting vesting in number
2019	Ave EPS	11,060	€ 7.72	€ 3.10	50%	50%	5,530
	Cum FCF		€ 13,150m	€ 4,320m	50%		
2020	Ave EPS	19,840	€ 2.52	€ 5.19	150%	150%(1)	29,760
	Cum FCF		€ 1,951m	€ 11,720m	150%		
2021	Ave EPS	12,121	€ 5.35	€ 5.19	93%	96%	11,636
	Cum FCF		€ 11,821m	€ 12,007m	103%		

(1) The overperformance of the 2020 plan is due to a faster than expected recovery from the COVID 19 pandemic. As a reminder, the 2020 plan was granted in October 2020 when the impact of the pandemic for the years 2021, 2022 and 2023 was still extremely difficult to predict.

Based on the above, the ratio between the fixed part of the remuneration of the CEO in 2024 (Base Salary, annual contribution to the Company's defined contribution pension plan and benefits) and the variable part of the remuneration (Variable Remuneration related to 2024 paid-out in 2025 and LTIP vesting in 2024) is 31% / 69% (2023: 47% / 53%).

5- Share ownership
The CEO owned 44,244 Airbus SE shares on 31 December 2024 which represents a value higher than 200% of his Base Salary, in compliance with the Share ownership guideline (see the Company's Remuneration Policy under "B. 6 - Share ownership guideline"). Please refer to the AFM website www.afm.nl for any further information related to the transactions of the CEO.

6- Employee Share Ownership Plan (ESOP)
In March 2024, the Company offered all eligible employees the opportunity to subscribe to a share matching plan, through which the Company matches a certain number of directly acquired shares with a grant of matching shares. This ratio varies depending on the number of shares acquired at fair market value by the employees, with a maximum discount of 50%. The total offering was up to 3.5 million shares of Airbus SE, open to all qualifying employees. Information about the plan can be found on the Company's website.

Under the umbrella of the ESOP 2024, a dedicated UK tax advantageous Share Incentive Plan ("SIP") was also deployed in March 2024.

Although the CEO was eligible for the plan, he did not participate in the ESOP 2024 plan, leaving more shares for employees in order to favour the development of employee shareholding.

7- Benefits
Costs of benefits provided through applicable mandatory collective and social security plans are accounted for among social charges (please refer to Note 33 to the IFRS Consolidated Financial Statements for further details). The monetary value of other benefits provided to the CEO in 2024 amounts to € 35,292 (vs € 34,969 in 2023).

8- Retirement
Until the end of 2019, the retirement benefit of the CEO accrued through a defined benefit commitment. Following the Board of Directors decision approved in the AGM 2020, the accrued pension rights under this commitment have been frozen based on the seniority of the CEO as Executive Committee member at the end of 2019. A replacement target ratio has therefore been set at 52% of his Base Salary (i.e. 26% of the sum of his Base Salary and his target VR) and will no longer accrue. The pension rights under this commitment remain unvested until the retirement date of the CEO.

The pension rights arising from the Company's defined contribution plan (i.e. contribution of 20% of the pensionable remuneration, which is the Base Salary and the most recently paid VR) are deducted from the frozen pension rights described above.

The present value of the remaining CEO's pension obligation related to the frozen defined benefit commitment is estimated annually by an independent actuarial firm according to the international accounting standard IAS19 as applied by the Company for post-employment benefits.

As of 31 December 2024, the defined benefit obligation related to the frozen defined benefit commitment amounted to € 4,172,786 (2023: € 3,875,518). This obligation has been accrued in the 2024 Consolidated Financial Statements and will be updated annually up to the retirement date of the CEO considering additional service cost and future changes on economic assumptions or other factors like salary increase.

For the fiscal year 2024, the cost related to the CEO's pension rights accrued under Company's plans during the year represented an expense of € 1,121,057 (2023: net profit of € 1,049,054 composed of an expense of € 1,404,951 and the effect of the French pension reform leading to a release of provision of € 2,454,006).

The annual cost of pension rights accrued under applicable mandatory collective and state pension plans are accounted for among social charges (please refer to Note 33 to the IFRS Consolidated Financial Statements for further details).

9- Clawback
The Board of Directors did not apply any clawback in 2024.

10- Pay ratio
The Dutch Corporate Governance Code recommends that the Company provides a ratio comparing the compensation of the CEO and that of a "representative reference group" determined by the Company.

The Company's pay ratio is calculated by comparing the compensation of the CEO with the average compensation of employees, which is derived from the number of employees and the personnel expenses disclosed in the Financial Statements (see Notes 28 and 29 to the IFRS Consolidated Financial Statements).

The ratio between the compensation of the CEO (including Base Salary, Variable Remuneration, social charges, benefits, pension contributions and LTI grant face value) and the average compensation of full-time equivalent employees for the fiscal year to which this report relates is approximately 64 (2023: 67*, 2022: 74; 2021: 56; 2020: 64; 2019: 64).

* This figure corrects the ratio (70) erroneously disclosed in the Airbus Report of the Board of Directors 2023.

11- Severance
No payment has been made to the CEO in 2024 related to severance or other termination indemnity.

Under the current CEO's appointment terms and conditions, the payment of an indemnity in case of termination would be subject to performance conditions. These conditions would be fulfilled if the collective and individual components of the VR for the last 2 financial years preceding the financial year during which the termination occurs have been assessed by the Board of Directors at 100% or more.

12- Development of the compensation
The table below provides an overview of the development of the direct cash compensation paid to the CEO during a financial year composed by the Base Salary plus the VR (as defined below) and of the Employee Compensation (as defined below).

Financial year	2024	2023	2022	2021	2020
I. CEO's direct cash compensation					
Annual Base Salary (k€)	1,485	1,485	1,485	1,350	1,350
VR (k€) [1]	1,916	2,042	2,241	1,404	1,553
Total	**3,401**	**3,527**	**3,726**	**2,754**	**2,903**
Annual Variation	-3.6%	-5.3%	+35%	-5.1%	-21.8%
II. Long Term Incentive Plan (k€) [2]	1,485	1,485	1,485	1,350	1,350
III. Company Performance					
EBIT Adjusted (m€)	5,354	5,838	5,627	4,865	1,706
Annual Variation	*-8%*	*+4%*	*+16%*	*+185%*	*-75%*
FCF before M&A and customer financing (m€) - (former definition up to 2023)[3]	*4,044*	*4,386*	*4,680*	*3,515*	*(6,935)*
Annual variation	*-8%*	*-8%*	*+33%*	*n.a*	*-298%*
FCF before customer financing (m€) - (new definition from 2024)[3]	4,463	4,532	4,816	3,707	(6,799)
Annual variation	-2%	-6%	+30%	n.a.	n.a.
IV. Employee Compensation (k€) [4]	82.1	80.2	79.3	71.6	72.0
Annual Variation	+2.4%	+1.1%	+10.8%	-0.6%	-4.1%

(1) VR paid during the financial year at stake in relation to the previous financial year. In 2020, the VR paid is related to the former CEO from 1 January 2019 up to 10 April 2019 (based on target) and to the current CEO from 10 April 2019 up to the end of the year 2019. As a reminder, the current CEO decided in 2020 to donate the equivalent to his VR related to 2019 to non-governmental organisations and humanitarian organisations.
(2) Face value of LTI granted in the financial year.
(3) Change in definition from 2024, using Free Cash Flow "before customer financing" and no longer Free Cash Flow "before M&A and customer financing"
(4) Average compensation of full-time equivalent permanent employees from France, Germany, Spain and the UK for the Company, excluding subsidiaries, composed by gross sum of the Base Salary, annual bonus, profit and success sharing, overtime, premium for work conditions and other premiums. For the 2023 financial year, the amount presented has been adjusted based on final figures. For the 2024 financial year, the amount presented is still an estimate and will be adjusted next year.

2.3.3 Implementation of the Remuneration Policy in 2024: Non-Executive Directors

This section describes how the Remuneration Policy was implemented in 2024 with respect to the Non-Executive Directors. In line with the Remuneration Policy, its implementation aims at ensuring fair compensation and protecting the independence of the Board Members. Their remuneration should be commensurate to the time spent and the responsibilities of their role on the Board of Directors.

The CEO is the only Member of the Board of Directors who is not entitled to any Board or Committee fee.

In 2024, Non-Executive Members of the Board of Directors were entitled to the fees described below.

The applicable attendance fees for Board and Committee meetings remain unchanged as respectively set in 2016 and 2019.

The fixed fees were based on the review of the Board remuneration undertaken in 2022 with the support of an independent consultant to align the Board remuneration with market practice, incentivise attendance and recognise the strategic role played by the Board of Directors in the Company's developments.

A benchmarking exercise was performed in September 2022 by an independent advisor, Egon Zehnder, at the RNGC request, based on a global peer group of 80 large-scale corporations[4], where the Company's market capitalisation and revenues fall within the third quartile.

The group of companies considered in the benchmark analysis is broader than the peer group used to position the CEO's compensation. This divergence is justified considering that the purpose of this analysis was to ensure that Airbus' non-executive pay practices remain suitable and competitive on a global scale, enabling the attraction of specific and diverse expertise beyond its industry and geographical footprint, as illustrated by the current Board composition.

Furthermore, in view of (i) non-executive directors and executive directors having distinct profiles, (ii) non-executive directors' and executive directors' pay not being directly comparable, and (iii) non-executive director pay practices varying significantly between countries, the expanded scope in this specific exercise is justified.

However, and to remain consistent with the Company's approach and profile, approximately 88% of the companies considered are either registered in the Netherlands or in Airbus' core countries (France, Germany, Spain and UK).

1- Board fees:

- Fixed fee for membership of the Board of Directors (€ / year):
  - Chair of the Board: 500,000
  - Member of the Board: 120,000
- Attendance fees (€ / Board meeting):
  - Chair: 15,000
  - Member: 10,000

Attendance fees shall decrease by 50% in case of an attendance by phone or a Board meeting held by phone.

2- Committee fees:

- Fixed fee for membership of a Committee (€ / year):
  - Chair: 60,000
  - Member of a Committee: 30,000
- Attendance fee for membership of a Committee, applicable to chair and members € / additional meeting above four meetings per Committee per year, whether these meetings were held physically or by phone):
  - Physical participation: 3,000 if the chair or member is based in Europe and double attendance fee amount (i.e. 6,000) if the chair or member is based outside Europe.
  - Participation by phone (whether the meeting is held physically or by phone): 1,500.

(4) **Peer group:**
3M, A.P. Moller - Maersk A/S , AB Volvo, ABB, Accenture, Ahold Delhaize, Air Liquide, Aon, Bae System, Banco Bilbao, BASF, BAT, Bayer, BMW, Bombardier, BP, Caterpillar, Chevron, Continental, Credit Suisse, Daimler, Danone, Dassault Systèmes, Deutsche Post, Deutsche Telekom, DIAGEO, E.ON, Endesa, Engie, Exxon Mobil Corp, Fedex, Ferrovial, Ford Motor, Fortum Oyj, GE, General Dynamics Corporation, GSK, Heineken, Henkel, Honeywell International Inc., Iberdrola, IBM, INDITEX, ING, Koninklijke DSM NV, Leonardo, Lockheed Martin Corporation, Mckesson Corp, MTU Aero Engines AG, Naturgy, Nestle, Northrop Grumman Corporation, Novartis, NXP Semiconductors, Raytheon Technologies Corporation, Renault, Repsol, Rio Tinto, Roche, Rolls Royce, Safran, Saint-Gobain, Sanofi, Santander, SAP, Schneider Electric, SHELL, Siemens, Sodexo, Stellantis, Telefonica, Tesco, Thales, The Boeing Company, Total, Unilever, Unitedhealth Group, Vinci, Vodafone, Volkswagen.

The remuneration of the Non-Executive Members of the Board of Directors was as follows:

	2024			2023			2022	2021	2020
(In €)	**Fixum[1]**	**Attendance Fees[2]**	**Total**	**Fixum[1]**	**Attendance Fees[2]**	**Total**	**Total**	**Total**	**Total**
Non-Executive Board Members									
René Obermann	500,000	120,000	620,000	500,000(3)	105,000	605,000[3]	360,000	300,000	193,988
Victor Chu	150,000	66,500	216,500	150,000	62,000	212,000	166,000	143,000	178,000
Jean-Pierre Clamadieu	210,000	82,000	292,000	210,000	76,000	286,000	236,500	197,500	217,087
Mark Dunkerley	180,000	110,000	290,000	180,000	94,000	274,000	236,420	166,000	118,879
Stephan Gemkow	150,000	81,000	231,000	150,000	76,000	226,000	208,000	163,000	128,879
Catherine Guillouard	210,000	86,000	296,000	210,000	63,000	273,000	238,000	197,500	223,000
Amparo Moraleda	210,000	82,000	292,000	210,000	69,500	279,500	243,000	184,500	215,000
Claudia Nemat	150,000	67,500	217,500	150,000	56,500	206,500	176,500	156,500	180,000
Irene Rummelhoff	150,000	78,000	228,000	150,000	55,000	205,000	147,100	-	-
Antony Wood[4]	150,000	86,000	236,000	141,050	70,000	211,050	13,913	-	-
Dr Fei Yu Xu[5]	108,791	60,000	168,791	-	-	-	-	-	-
Former Non-Executive Board Members									
Ralph D. Crosby, Jr.[6]	75,000	15,000	90,000	150,000	70,000	220,000	200,000	161,000	183,000
Lord Drayson[7]				-	-	-	48,811	169,500	200,000
Carlos Tavares[8]				-	-	-	27,541	125,000	150,000
Denis Ranque[9]								-	96,731
Hermann-Josef Lamberti[10]								-	70,274
Total	**2,243,791**	**934,000**	**3,177,791**	**2,201,050**	**797,000**	**2,998,050**	**2,301,785**	**1,963,500[11]**	**2,154,838**

(1) Fixum includes a base fee for Board membership and the relevant Committee membership as the case may be (Audit Committee, Remuneration, Nomination and Governance Committee ("RNGC") and Ethics, Compliance and Sustainability Committee ("ECSC"). The fixum for the year 2024 was paid 50% in January 2024 and 50% in July 2024. The fixum for the year 2023 was paid 50% in January 2023 and 50% in July 2023.
(2) 2024 attendance fees include the Board attendance fees and the fees in relation to the relevant Committee (Audit Committee, RNGC and ECSC) meetings. The Board attendance fees related to the first semester 2024 were paid in July 2024, those related to the second semester 2024 were paid in January 2025. The Committees' attendance fees related to the full year 2024 were paid in January 2025.
(3) Amount before donation to several charitable organisations of the portion exceeding the fixed remuneration received in 2022, as described in the 2023 Board Report.
(4) Member of the Audit Committee since 19 April 2023.
(5) Member of the Board of Directors and Audit Committee since 10 April 2024.
(6) Member of the Board and ECSC until 10 April 2024.
(7) Member of the Board of Directors, the RNGC and the ECSC until 12 April 2022.
(8) Member of the Board of Directors until 12 April 2022.
(9) Chairman of the Board of Directors and of the former Ethics & Compliance Committee until 16 April 2020.
(10) Member of the Board of Directors and the Audit Committee until 16 April 2020.
(11) In the Airbus Report of the Board of Directors 2023 this figure reflected a minor arithmetic error, which has been corrected.

2.4 Dutch Corporate Governance Code

In accordance with Dutch law and with the provisions of the Dutch Code, which provides (non-obligatory) guidance for effective collaboration and management, the Company either applies the provisions of the Dutch Code or, if applicable, explains and gives sound reasons for deviations from these provisions.

The Dutch Code was revised in 2022, with its updated recommendations applying to financial years starting on or after 1 January 2023. The Company welcomed the updates to the Dutch Code and continues supporting its emphasis on topics such as sustainable long-term value creation and the importance of culture (in particular, diversity and inclusion).

While the Company, in its continuous efforts to adhere to the highest standards, applies nearly all the current recommendations of the Dutch Code, it must, in accordance with the "comply or explain" principle, provide the explanations below. For the full text of the Dutch Code, please refer to: https://www.mccg.nl/.

For the financial year 2024, and in respect of compliance with the Dutch Code, the Company states the following:

Securities in the Company as long-term investment

Best practice provision 3.3.3 of the Dutch Code recommends that non-Executive Directors who hold securities in the Company should keep them as a long-term investment. With this not being a strict legal requirement, it is at the discretion of the non-Executive Directors who own shares to decide whether to keep them as a long-term investment; the Company imposes no such requirement.

Best practice provision 3.1.2 vi of the Dutch Code recommends that any shares awarded to the Chief Executive Officer (the "**CEO**") should be held for at least five years after they are awarded. The rules applicable within the Company do not impose a minimum five year holding period for such awarded shares; however, the Company believes that potential deviations from this recommendation are significantly limited by the Company's share ownership guidelines, under which the CEO is expected to hold throughout their tenure Airbus SE shares with a value equal to at least 200% of their base salary. For further information on these topics, please refer to the Company's Remuneration Policy, under "B. 5- Long-Term Incentive Plan" and "B. 6 - Share ownership guideline" (available on the Company's website: https://www.airbus.com/en/our-governance/governance-framework-and-documents).

Dealings with analysts

Best practice provision 4.2.3 of the Dutch Code recommends meetings with analysts, presentations to analysts, presentations to investors and institutional investors and press conferences shall be announced in advance on the Company's website and by means of press releases. In addition, it recommends that provisions shall be made for all shareholders to follow these meetings and presentations in real time, and that after the meetings the presentations shall be posted on the Company's website. For practical reasons, the Company does not always allow shareholders to follow meetings with analysts in real time. However, the Company ensures that all shareholders and other parties in the financial markets are provided with equal and simultaneous information about matters that may influence the share price.

Diversity and inclusion

Best practice provision 2.1.6 of the Dutch Code recommends that the corporate governance statement explain the diversity and inclusion policy of the Company and the way it is implemented. In accordance with Dutch law (Article 2:166 of the Dutch Civil code) the Company provides such information in Section 6.3.2.8 "Sustainability Statement -Diversity" below.

CEO's remuneration policy - Severance

The Airbus remuneration policy provides that in case of termination of the CEO's duties at the initiative of the Board of Directors, the CEO shall be entitled to a termination indemnity equal to one time the last Total Annual Remuneration (defined the Base Salary and VR most recently paid), subject to applicable local legal requirements (if any). The termination indemnity would be paid only provided that the performance conditions assessed by the Board of Directors had been fulfilled by the CEO. If the CEO's appointment as member of the Board of Directors terminates within a period of 12 months or less prior to his retirement date, the termination indemnity will be limited by pro-rating its amount. Best practice provision 3.2.3 of the Dutch Code recommends that severance arrangements be limited to a maximum of one year's base salary. As the Company competes on a global basis (and beyond the Dutch market) for talent, the Company deems a deviation of this recommendation to be justified. The termination indemnity of the CEO could therefore result in a deviation from the Dutch Code.

Other

For information on the operation of the Shareholders' Meeting, its key powers, the shareholders' rights and how such powers and rights can be exercised, see Section 4.2.2 "Right to attend shareholders' meetings". For information on the composition and operation of the Board of Directors and its respective committees, see Sections 2.1.1 "Composition of the Board of Directors" and 2.1.4 "Board Committees".

For information on (i) significant direct and indirect shareholdings, (ii) holders of shares with special control rights, (iii) rules governing appointment and dismissal of Directors, (iv) amendments to the Articles of Association, and (v) the delegation to the Board of Directors of the power to issue or buy back shares, see Section 2.1.1 "Composition of the Board of Directors composition", 2.1.2 "Board of Directors -Powers, rules and engagement with shareholders", 4.2.1 "Shareholding structure at the end of 2024", 4.1.2 "Modification of share capital or rights to acquire shares", 4.2.6 "Shareholding and voting rights -Amendments to the Articles of Association", and 4.2.7 "Relationship with principal shareholders".

2.5 Miscellaneous

2.5.1 Policy for loans and guarantees granted

The Company's general policy is not to grant any loan or guarantee to the members of the Board of Directors. Unless the law provides otherwise, the members of the Board of Directors shall be reimbursed by the Company for various costs and expenses, such as the reasonable costs of defending claims. Under certain circumstances, such as an act or failure to act by a member of the Board of Directors that can be characterised as intentional, intentionally reckless, or seriously culpable, there will be no entitlement to this reimbursement. The Company has also taken out liability insurance (''D&O'' - Directors and Officers) covering the persons concerned.

2.5.2 Conflicts of interest

The Company has a conflict of interest policy, which sets out that any potential or actual conflict of interest between the Company and any member of the Board of Directors shall be disclosed and, where possible, avoided (please refer to the "Board Rules (Annex D – Article 8: Conflicts of interest)"). This policy is available on the Company's website: www.airbus.com (Company / Corporate Governance / Governance Framework and Documents), as is the related principle 2.7 of the Dutch Code (as such term is defined in Section 2.4 "Dutch corporate governance code" above), which the Company complied with during 2024. Pursuant to Airbus SE's Articles of Association (the "**Articles of Association**") and the Board Rules, a conflicted member of the Board of Directors should abstain from participating in the deliberation and decision-making process relating to the matters concerned.

The Board of Directors must approve any decision to enter a transaction where a Director has conflicts of interest that are material to the Company or the individual Director.

In 2024, no such transactions were reported. During the years 2022, 2023 and 2024, no agreement was entered into by the Company with one of its Directors or principal officers or a shareholder holding more than 5% of the voting rights of the Company outside the ordinary course of business and in conditions other than arm's length conditions. There were, however, related-party transactions: for more information, please refer to the note on Related Party Transactions in the Notes to the IFRS Consolidated Financial Statements for each respective year.


8002

3 Risk Management and Internal Controls

3.1 Risk Factors

The Company is subject to the risks and uncertainties described below that may materially affect its business, results of operations and financial condition. These are not the only risks the Company faces. Additional risks and uncertainties not presently known to the Company, or that it currently considers immaterial, may also impair its business and operations.

Although a certain degree of risk is inherent in the Company's business (as described in the risk factors in this section and elsewhere in this Board Report), the Company endeavours to minimise and/or manage risk in accordance with its risk appetite. To pursue its strategy, the Company is prepared to take a certain level of risk in order to secure profitability and cash flow and maintain its competitiveness, invest in research and development and manage a diversified business portfolio in a world of uncertain market and economic conditions. In addition to focusing on the identification and management of operational risks, the Company seeks to manage its legal and compliance risks by working to ensure that its business practices conform to applicable laws, regulations and ethical business principles, while developing and maintaining a culture of integrity. Regarding financial risks, the Company aims to undertake a prudent risk approach, seeking to minimise downside risk in accordance with the Company's risk appetite through an appropriate liquidity buffer, moderate financial leverage, the use of hedging derivatives and other mitigation measures.

3.1.1 Geopolitical, global economic and financial market risks

The Company's business, financial condition and results of operations may be materially affected by global economic conditions, global financial markets, geopolitical volatility and other macroeconomic developments which are outside of the Company's control

The behaviour of the Company's customers and by extension, the demand for and supply of the Company's products and services is affected by global economic conditions. The Company has operations around the world and a global customer base; as such, its business, financial condition and results of operations may be materially affected by global economic conditions, the global financial markets, geopolitical volatility and other macroeconomic developments outside its control, most particularly those affecting Europe, the Americas and Asia, where it manufactures and sells the majority of its products.

Market disruptions and significant economic downturns may develop quickly due to, among other things, crises affecting credit markets and financial liquidity, regional or global recessions, sharp fluctuations in or sustained high commodity prices (including gas and oil), energy shortage or unavailability, volatility in or sustained unfavourable currency exchange rates or high interest rates, rapid increases in or sustained high levels of inflation or deflation, sovereign debt or financial industry debt rating downgrades, sovereign or financial industry restructurings or defaults, geopolitical tensions and conflicting policies (particularly among the US, the EU, Russia and China) - particularly as may be reflected through trade policy, tariffs or sanctions, adverse geopolitical events (such as military or armed conflicts, acts of terrorism) or other events having disruptive or negative global or regional economic repercussions (such as pandemics or natural disasters).

Market disruptions and weak global (or localised) economic conditions brought on by the above-described or other factors could therefore result in:

- Protracted weak or reduced demand for air travel and cargo;
- financial distress among airlines and lessors, and potential bankruptcies within this market;
- financial distress affecting the Company's suppliers or subcontractors and increased costs or disruptions within the Company's supply chain;
- credit being unavailable (or not available at suitable terms) in the financial markets, or increases in customers' operating costs leading to requests by customers to postpone or cancel existing orders for aircraft (including helicopters), decisions by customers to review their order intake strategy or an increase in the amount of sales financing that the Company is requested to provide to its customers to support aircraft deliveries; and
- variations in public spending or support for defence, homeland security and space activities, which may lead to the termination or reduction of future funding or to cancellations or delays impacting existing contracts.

In each case, the factors and developments described above could result in weakened demand for the Company's products or otherwise lead to material negative effects on the Company's business, results of operations and financial condition. Further, although the potential negative impacts of global economic conditions have been thoroughly assessed and are continually monitored, the consequences thereof could have unforeseen material effects on the Company's business, results of operations and financial condition, particularly to the extent they were to impact the Company's commercial aviation activities or otherwise impact its access to financing.

Increased tariffs or other trade restrictions or regulations could increase the cost of or otherwise weaken demand for the Company's products in certain markets

The Company is exposed to the risk of increased tariff rates and other trade restrictions or regulations. These factors may increase the cost of the Company's products for customers in certain markets, or create situations where demand for the Company's products in those markets is otherwise degraded or weakened. This could lead to lost or cancelled sales and requests by customers to defer, reject or reschedule delivery of new aircraft. These factors may also lead to increased costs within the Company's supply chain, and non-tariff measures such as enhanced requirements by customs authorities, increased export restrictions and export bans may likewise impact the Company's supply chain. The foregoing factors could have a material adverse effect on the Company's business, results of operations and financial condition. In the past, the US has imposed increased tariffs on new aircraft imported from the European Union to the US, and on imports of aircraft manufacturing parts and components from France and Germany delivered to the Company's final assembly line in Mobile, Alabama. The imposition of similar measures in the future, particularly by the US or China (and including any retaliatory trade measures), could have a material adverse effect on the Company's business, results of operations and financial condition.

The Company is exposed to foreign currency and related risks

Due to the global nature of its business, the Company is exposed to fluctuations in currency exchange rates. Typically, more than 75% of the Company's revenues were denominated in US dollars, with approximately 60% of such exposure being "naturally hedged" by US dollar-denominated costs, and the remaining costs being incurred primarily in euros (and to a lesser extent pounds sterling and other currencies). To the extent the Company does not cover its net current and future exchange rate exposure (arising from the time of a customer order to the time of delivery), its earnings and costs may be significantly affected by changes in the exchange rate of the US dollar against these currencies.

To mitigate foreign currency exposure, under its hedging strategy the Company endeavours to hedge a significant portion of those exposures which are not "naturally hedged." There are complexities inherent in determining whether and when foreign currency exposure will materialise (in particular given the possibility of unpredictable revenue variations arising from order cancellations, postponements or delivery delays), and there are structural limitations that may affect the Company's ability to fully execute its hedging strategy (for example, the Company may seek to hedge amounts in excess of counterparties' exposure limits). Accordingly, the Company's hedging strategy may not protect it from significant changes in the exchange rate of the US dollar to the euro and the pound sterling, particularly if the euro appreciates versus the US dollar over the long-term (as it has in the past). Further, the Company is exposed to the risk of non-performance or default by these hedging counterparties, and as regulatory capital requirements evolve, increased hedging fees and credit charges may further erode the effectiveness of hedging through derivative instruments. Even with a fully implemented hedging strategy in place, the Company's foreign currency exposure may reduce the Company's financial flexibility and could result in a material adverse effect on the Company's results and financial condition.

Volatility or long-term changes in currency exchange rates, such as a strengthening of the currencies (primarily the euro or pound sterling) in which the Company incurs costs, or a relative weakening of those currencies in which competitors incur their costs, may negatively impact the Company's ability to offer its products at competitive prices. This is particularly the case regarding fluctuations relative to the US dollar, as many of the Company's products and those of its competitors (e.g. in the defence export market) are priced in US dollars. Further, as the Company's non-euro denominated consolidated revenues, costs, assets and liabilities are translated into euro for the purposes of compiling its financial statements, changes in the value of these currencies relative to the euro will have an effect on the euro value of the Company's reported revenues, costs, EBIT, other financial results, assets, liabilities and equity, which could result in a materially negative effect on the Company's results. For further information on the Company's foreign currency exposure, please refer to "Notes to the IFRS Consolidated Financial Statements - Note 37. Financial Instruments".

Unfavourable economic conditions and financial market volatility may negatively affect the Company's liquidity, financial assets and access to funding

Unfavourable, weak or uncertain economic conditions, rating agency downgrades of the Company, financial market volatility or disruptions, or liquidity constraints more broadly impacting the financial markets and market participants may affect the value of the Company's financial assets, its ability to finance its product development programmes and meet its payment obligations and its ability to raise funds in the capital markets.

The Company generally finances its manufacturing activities and product development programmes (particularly the development of new commercial aircraft), through a combination of cash flows generated by operating activities, customer advances, European governments' refundable advances and risk-sharing agreements with subcontractors, and through funds raised in the capital markets. The conditions, events and circumstances described above could result in the Company being unable to obtain outside financing on appropriate terms (or at all), which could limit the Company's ability to fund its operations, research and development activities and capital expenditure needs. Further, the resulting liquidity constraints could lead to the Company being late in paying or failing to pay its creditors and shareholders, and potentially delaying or disrupting the closing of transactions. In order to mitigate liquidity risk, the Company endeavours to maintain a prudent cash balance, a diverse and robust funding programme and a solid credit rating.

The conditions, events and circumstances described above may also negatively affect the Company's financial assets, potentially resulting in gains or losses being realised on the sale or exchange of financial instruments, impairment charges due to revaluation of the fair market value of debt and equity securities and other investments, unfavourable changes in interest rates and changes in the fair value of derivative instruments, each of which could result in a material negative effect on the Company's financial results.

Local or regional wars, armed conflicts or disputes (including responses thereto, such as sanctions) may adversely affect the Company's business, operations and supply chain

To the extent local or regional wars or armed conflicts result in reduced demand for air travel (directly or through consequent economic effects) or negative impacts on the commercial aircraft market (closing certain routes, disrupting fuel or other critical supplies, or otherwise impinging on air traffic), such events could reduce demand for the Company's products and services. Further, such events may pose risks to the Company's operations, supply chain (relating to the production or movement of materials or goods) and access to commodities. Operating worldwide, the Company must comply with sanctions laws and regulations implemented by transnational, national and regional authorities. Depending on geopolitical considerations, including national security interests and foreign policy, there is a risk that at any time new sanctions regimes may be set up or the scope of existing ones may be widened, which may have a negative impact on the Company's activities.

An example of this risk arose with Russia's invasion of Ukraine in early 2022, with the resulting export control restrictions and international sanctions against Russia, Belarus and certain Russian entities and individuals causing disruptions to the Company's business and operations (including data management) and increasing the Company's exposure to supply chain disruption risk. While geopolitical risks, and associated de-risking activities, are integrated into the Company's sourcing policies, events such as Russia's invasion of Ukraine (and the resulting sanctions), or other destabilising events and conflicts may disrupt the Company's supply chain or otherwise affect the Company's ability to source certain materials and components, particularly in view of the lead time needed to develop alternative sources. For more details on the consequences of supply chain disruption risk, please refer to Section 3.1.2 "Business and operations-related risks - The Company depends on its supply chain, including key suppliers and subcontractors, and is thereby exposed to cost and performance risk".

3.1.2 Business and operations-related risks

Commercial aircraft and helicopter market factors may affect the Company's business

Historically, the commercial aircraft market has experienced cyclical trends (including as expressed by order intake), reflecting changes in demand for passenger air travel and air freight. These trends in turn largely correlate to a range of variables, such as economic growth (or contraction), political stability, private consumption levels and working age population size. While downturns in the Company's commercial aircraft business have in the past been partially mitigated by its defence, space and government activities, the significant growth of the Company's commercial aircraft business relative to its other activities has significantly diminished this effect. For information on the Company's revenue by segment, please refer to "Notes to the IFRS Consolidated Financial Statements - Note 11. Segment Information".

Particular factors impacting demand for the Company's products and playing an important role in determining the market for commercial aircraft include: (i) the average age and technical obsolescence of the fleet relative to new aircraft; (ii) the number and characteristics of aircraft taken out of service and parked pending potential return into service; (iii) passenger and freight load factors; (iv) airline pricing policies and resultant passenger yields; (v) airline financial health; (vi) the availability of third party financing for aircraft purchases; (vii) fuel price evolution; (viii) geopolitical events (such as terrorism or pandemics); (ix) public or regulators' perception of safety in the industry (generally or relating to specific events, aircraft types or operators); (x) the regulatory environment more broadly; (xi) environmental constraints imposed upon aircraft operations, such as the CORSIA, carbon standards and other environmental taxes; and (xii) market evolutionary factors such as the volume of business-related travel, the growth of low-cost passenger airline business models, the impact of e-commerce on air cargo volumes and the consolidation of airlines. In the future, other factors (such as the availability of SAF) may impact the market.

Historically, the commercial helicopter market has also experienced cyclical trends as described above, and may also be influenced by these factors. The factors described above may have an impact on the commercial aircraft industry and commercial helicopter industry, leading customers to postpone or cancel orders or delay payments, which could result in a material impact on the Company's business, financial condition and results of operations.

The Company is exposed to counterparty credit risk through its financial instruments and other arrangements with financial counterparties

The Company is exposed to counterparty credit risk under its financial instruments, including its hedging instruments (US$ 59.9 billion nominal value at 31 December 2024) and cash investments (€ 26.9 billion nominal value at 31 December 2024). For further information on the Company's exposure to financial counterparties, please refer to "Notes to the IFRS Consolidated Financial Statements - Note 37. Financial Instruments". In view of this exposure, the Company maintains policies to avoid concentrations of credit risk and to ensure that credit risk exposure is limited. Counterparties for transactions in cash, cash equivalents and securities as well as for derivative transactions are limited to highly-rated financial institutions, corporates or sovereigns. The Company's credit limit system assigns maximum exposure lines to such counterparties, based on a minimum credit rating threshold as published by Standard & Poor's and Moody's (and if neither is available, Fitch Ratings are used). Besides the credit rating, the Company's credit limit system also takes into account fundamental counterparty data, as well as sector and maturity allocations and further qualitative and quantitative criteria such as credit risk indicators. The counterparty credit exposure of the Company is reviewed on a regular basis and the respective limits are regularly monitored and updated.

In addition to monitoring the Company's overall credit exposure, the Company regularly analyses counterparty credit exposure in terms of its potential contribution to unexpected losses. The Company also seeks to maintain a certain level of diversification in its portfolio between individual counterparties as well as between financial institutions, corporates and sovereigns, in order to avoid an increased concentration of credit risk on only a few counterparties. Despite these measures, there can be no assurance that the Company's credit risk management strategies will be adequate or that the Company will retain the benefit of its derivatives or cash investments, particularly in the event of a systemic market disruption. In such circumstances, the value and liquidity of these financial instruments could decline and result in a significant impairment, which may in turn have a negative effect on the Company's financial condition and results of operations.

The Company may be exposed to customer credit and asset value risk through its customer sales financing arrangements

In support of aircraft sales and deliveries, the Company may from time to time participate in sales financing solutions for its customers. During periods of financial market disruption, the Company's participation in these activities may significantly increase, due to a lack of financing alternatives being available to customers. To the extent the customer does not perform its obligations under the relevant financing arrangements, such arrangements may expose the Company to counterparty credit risk. Because the Company will generally retain a security interest in the aircraft, these arrangements may also expose the Company to residual value risk with respect to the aircraft collateral. Under adverse market conditions, the market for used aircraft could become illiquid and the market value of used aircraft could drop significantly below anticipated levels; hence if a customer defaults at a time when aircraft market values are depressed, the Company would be exposed to the difference between the outstanding loan amount and the market value of the aircraft (net of ancillary costs, such as maintenance and remarketing costs, etc.). Further, through its asset management department or as a result of past financing transactions, from time to time the Company may take ownership of used aircraft, and as such can be exposed to fluctuations in their market value. Defaults by financing or asset management customers, or significant decreases in the value of financed or Company-owned aircraft in the resale market, could result in a material adverse effect on the Company's business, results of operations and financial condition. For information on the Company's customer sales financing activities, please refer to "Notes to the IFRS Consolidated Financial Statements - Note 27. Sales Financing Transactions".

The Company has significant pension commitments, which could weigh on its financial condition

The Company participates in several pension plans for both executive and non-executive employees, most notably in Germany and the UK, some of which are underfunded. As at 31 December 2024, the provision for retirement plans and similar obligations amounted to € 1.8 billion (compared to € 2.7 billion as at 31 December 2023). For further information related to these plans, please refer to the "Notes to the IFRS Consolidated Financial Statements - Note 31. Post-Employment Benefits". The Company has recorded a provision in its balance sheet for its share of the underfunding measured in accordance with IFRS based on current estimates. These estimates are reviewed annually and, as the case may be, revised leading the Company to record lower or higher provisions.

Necessary adjustments of such provisions include but are not limited to (i) the discount factor (dependent in part on interest rates) and the inflation rate applied to calculate the net present value of the pension liabilities, (ii) the performance of the asset classes which are represented in the pension assets, (iii) behavioural assumptions regarding beneficiaries, and (iv) additional cash injections contributed by the Company from time to time to the pension assets. The Company has taken measures to reduce potential losses on the pension assets and has a long-term objective to better match the characteristics of the pension assets with those of the pension liabilities. Nevertheless, any required additional provisions would have a negative effect on the Company's total equity (net of deferred tax), which could in turn have a negative effect on the Company's financial condition.

Business disruptions, including by cyber, physical or hybrid threats, could adversely affect the Company

The Company's business and operations are at risk of disruption by cyber, physical or hybrid threats, which may be targeted at the Company specifically or which may unfold on a wider scale. As the Company becomes more digitised and interconnected (including through increased use of cloud services, mobile devices and the "internet of things"), its extensive information and communications systems, industrial environment (including control systems and manufacturing processes), products and services are increasingly exposed to cyber security risks. The Company is exposed to these risks directly or indirectly (e.g. through its supply chain), and threats may be brought about by intentional, hostile actions or they may arise due to accidents, carelessness or neglect. Threats from hostile actors are continually and rapidly evolving, becoming more sophisticated and requiring ever more vigilance on behalf of the Company. This type of threat may take the form of intrusion in the Company's systems (leading to data leakage and/or unavailability of the Company's technology infrastructure), attacks impacting the resilience of industrial systems, or attacks compromising the development, use or operation of products and services. The objectives of these attackers may include espionage or financial objectives (e.g. extracting ransom), and they may otherwise seek to influence the actions of the Company or to create obstacles to its operations.

While the Company maintains vigilance to prevent such risks from materialising, including through significant (and targeted) investment of resources, it is possible that adverse cybersecurity events may occur. If such risks were to materialise it could compromise the Company's ability to operate and perform its obligations, could result in the loss of intellectual property or other business data and information, and could lead to malfunctions in its products and services, in each case potentially resulting in material adverse effects on the Company's business, results of operations and financial condition. In addition to these direct operational risks, the Company could experience reputational damage and, as the Company handles sensitive national security information and is subject to data privacy laws in many jurisdictions, to the extent national security information or personal data were compromised (whether accidentally, or through a deliberate internal or external act) the Company could face administrative, civil or criminal liabilities (including significant fines and penalties) in addition to the reputational, commercial, financial or other consequences that may result.

Physical incidents, which may disrupt modes of transportation, supply chains, public infrastructure and public services, or which may damage the Company's property or threaten the physical security of the Company's employees, may arise through terrorism or other deliberate malicious acts, local or regional conflicts or civil unrest, natural disasters, pandemics or incidents of another nature. In addition to potentially impacting demand for the Company's products, such events may compromise the Company's internal operations, its supply chain or its ability to deliver products and services. In addition to purely cyber and physical incidents, "hybrid" incidents (i.e. combining cyber and physical) may occur (for example, coordinated disruptions of air traffic utilising drones).

The Company maintains dedicated risk identification and mitigation measures meant to safeguard its operations, critical assets and its own "single points of failure" that would be most likely to lead to significant disruption. The materialisation of catastrophic or disruptive events of a nature described herein could materially adversely affect the Company's business, results of operations and financial condition.

The Company depends on its supply chain, including key suppliers and subcontractors, and is thereby exposed to cost and performance risk

Due to its global footprint and the nature of its business, the Company's operations are dependent on the performance of numerous suppliers and subcontractors in a multitude of countries that provide the raw materials, parts, assemblies, systems, equipment and services required for the Company to manufacture and/or deliver its products and services. In the event of late or unsatisfactory performance by these suppliers and subcontractors or their failure to perform their obligations, or any other disruption impacting the supply chain (whether in the short-term or on a sustained basis), the Company's operations and performance (including its ability to meet its committed production schedule) could be impaired, which could have a material adverse effect on the Company's business, results of operations and financial condition.

The ability of these suppliers and subcontractors to meet their contractual obligations may be negatively impacted by a variety of commercial factors, including (but not limited to) the availability and cost of financing, the availability and cost of energy and raw materials, the ability to attract, train and retain a suitably skilled workforce, the ability to acquire certain non-commodity materials and components in the required quantity and timeframe and at an acceptable cost, disruptions to transport and logistics networks, and cyber security or other threats. Further, macroeconomic or local economic factors (including economic recessions and inflation or changes in raw material prices), geopolitical conflicts causing economic or logistical disruptions, changes or tightening of export controls and other trade regulations, tariffs, sanctions and embargoes, and other legal or regulatory matters (including sustainability and environmental regulations) may negatively impact suppliers' and subcontractors' financial stability

and ability to meet their contractual obligations. Despite the COVID-19 pandemic having receded, its lingering effects continue to exacerbate many of these challenges.

Despite the Company's efforts to continually improve its supply chain resilience, including by having robust governance in place aiming to prevent, anticipate and monitor supply chain disruption risks and to manage such matters efficiently (including by having a qualification and performance surveillance system in place), the Company cannot fully protect itself from unsatisfactory or non-performance by its suppliers or subcontractors, which could negatively affect the Company's ability to meet commitments to its customers or could increase the Company's operating costs, and which could lead to a material adverse effect on the Company's business, results of operations and financial condition.

In addition to the performance risks described above, the Company is exposed to the risk of increased costs in its supply chain, which may materialise due to increased commodity or raw materials costs, or due to inflation more generally impacting the cost of production. Due to the long duration of sales and supplier contracts in the aerospace and commercial aircraft industry, many such contracts include revision clauses linked to inflation (or other external indices), which may result in the Company's supply chain costs increasing further and more quickly than the Company is able to adjust the prices charged for its goods and services. Further, changes to the Company's production or development schedules may impact suppliers and customers such that they may initiate contractual claims for financial compensation or they may elect to not fulfil their on-time and on-quality delivery commitments. Increased costs arising in the supply chain could impact the ability of the Company to operate its programmes and lines of business on a profitable basis, and could materially adversely affect the Company's business, results of operations and financial condition.

For additional information on risks that may impact the Company's suppliers and contractors and their ability to deliver, please also refer to Section 3.1.1 "Geopolitical, global economic and financial market risks -Local or regional wars, armed conflicts or disputes (including responses thereto, such as sanctions) may adversely affect the Company's business, operations and supply chain" and "-Increased tariffs or other trade restrictions or regulations could increase the cost of or otherwise weaken demand for the Company's products in certain markets."

The Company faces challenges in adapting and evolving its industrial system as it works towards its targeted commercial aircraft production rates

The Company's efforts to adapt and evolve its industrial system as it works to reach its targeted commercial aircraft production rates are taking place in a complex and challenging environment. The success of this industrial adaptation and the production ramp-up depend not only on the Company effectively executing its plans, but also on external factors beyond the Company's control, with challenges arising across the value chain (including within the supply chain) and other extrinsic factors having the potential to compromise the Company's efforts.

To the extent developments arise that affect the value chain (including the supply chain), whether relating to raw materials, suppliers' work packages (such as engines, wings, airframe components, cabin equipment or other parts or elements), the availability of necessary elements of production could be disrupted, thereby threatening the success of the ramp-up effort. To mitigate potential downside outcomes in this context, the Company monitors the ramp-up capabilities of the value chain (including the supply chain) for all commercial aircraft programmes on a continual basis. Likewise, the Company attempts, where possible, to increase its resilience against production disruptions and delays by increasing inventory buffers for certain key inputs and/or securing alternative sources.

Factors within the Company, such as human resources (right-sizing headcount and acquiring or developing the specific skills and competencies required to support the Company's ramp-up, and training and reskilling the existing workforce), resource allocation and adaptation to the complex and evolving operating environment likewise present challenges that could threaten the success of the ramp-up effort. Finally, other extrinsic factors affecting the Company or its value chain (arising due to economic, political or other developments) could disrupt the ramp-up effort. Against this backdrop, the Company continues to focus on quality and safety, while protecting priority projects and delivering incremental programme objectives and continuing to meet its various regulatory obligations (such as securing Production Organisations Approvals). The intersection of these various and complicated factors yield a complex and challenging environment within which the Company is attempting to execute the ramp-up. Failure to achieve the ramp-up and reach the targeted production rates could have a materially negative effect on the Company's business, results of operations and financial condition.

The Company's technologically advanced products and services are complex to design and manufacture, and they may require updates or modifications throughout their lifecycle

The Company's products and services are technologically advanced, often with lengthy life-cycles, meaning their design and manufacture (and the design and manufacture of their constituent components) is often complex. Likewise, the components and materials (such as specialty chemicals) that are utilised in the Company's products and services can require specific handling, and may require substantial efforts to integrate and coordinate through the supply chain, and the availability of these materials (such as specialty chemicals) may be impacted by regulatory change. Due to these complexities, which are inherent in the Company's products and services, delays in design or manufacturing may arise. There can also be no assurance that the Company's efforts to develop a product or service will be successful, or that the manufacturing process and maintenance requirements of a product will be in line with plans and forecasts. During their life cycle, the Company's products may require updates, modifications, retrofits or other costly actions going beyond those originally designed and planned.

If, due to the foregoing factors (or for any reason), a product or service is not delivered on time or fails to adequately perform, or if remedial actions are required or if contractual requirements are otherwise not met, the Company may be subject to payment obligations or other remedial measures. To the extent any of these risks materialise (in regard to new or established programmes) they could cause the Company to incur significant costs or suffer lost revenues, and to the extent there were potential safety implications, regulatory authorisation of the affected product or service could be suspended. Risks of this nature could, individually or in the aggregate, have a material adverse effect on the Company's business, financial condition and results of operations, as well as on the reputation of the Company and demand for its products and services.

In order to maintain its market position the Company maintains extensive research and development programmes, which may not lead to successful or profitable outcomes

The Company's success depends on (among other things) its ability to continue innovating, in order to develop and offer attractive and relevant products and services on a profitable basis. To this end, the Company maintains extensive and complex research and development programmes, which can be costly and require significant up-front investments, and which do not necessarily lead to successful or profitable innovations. For further information on the Company's investment in research and development, please refer to the "Notes to the IFRS Consolidated Financial Statements - Note 13. Research and Development Expenses".

Due to the technologically advanced and complex nature of the Company's products and services (often having lengthy life-cycles) and the long period (including ramp up time) it takes to produce them, the business plans underlying such investments often entail a long payback period to recoup these investments, and assume a certain level of return over the period in order to justify the initial investment. There can be no assurance that the commercial, technical and market assumptions underlying such business plans will be met, and consequently that the duration of payback period or level of returns contemplated therein will be achieved.

Failure to develop and offer innovative, attractive and relevant products on a timely basis could impair the Company's competitiveness and have a significant impact on demand for its products and related services. In addition, no assurances can be given that the Company will achieve the anticipated level of returns from any of its research and development programmes and other development projects, which may negatively affect the Company's financial condition and results of operations.

The Company's success depends on its ability to attract, train and retain qualified talent and to maintain constructive relations with its workforce

The Company's ability to attract, train and retain qualified talent with the professional and technical skills and experience required to meet its specific needs is crucial to the Company's ability to maintain its operations, achieve the ramp-up to its targeted production rates and pursue the development of new programmes, products and services. Demand for suitable employees may, depending on the labour market, exceed supply, resulting in intense competition for qualified talent. There can be no assurance that the Company will attract and retain adequate personnel in order to conduct its operations successfully, and in particular to attract and retain engineers and other professionals with the technical skills and experience required for its research and development programmes. These effects can be heightened if the attrition rate increases beyond expectation, either globally or on a local or regional basis. Failure to attract, train and retain sufficient qualified talent could have a significant effect on the Company's ability to innovate and meet customer demands, which could have a material adverse effect on the Company's business, financial condition and results of operations.

Many of the Company's employees are represented by labour unions and collective bargaining arrangements. While the Company endeavours to maintain a positive and constructive engagement with its stakeholders, the potential remains for organised actions (including strikes, work slowdowns or other informal measures) to disrupt the Company's operations and production. Whether over a short timeframe or prolonged, such disruptions could have a material adverse effect on the Company's business, financial condition and results of operations.

The Company may be affected by changes in levels of public spending and public sector investment, particularly in relation to its defence and security related businesses

Certain of the Company's businesses, particularly its defence and security related businesses, serve a customer base that is largely comprised of governments and other public sector customers. Public spending (including defence and security spending) depends on a complex mix of political and geopolitical considerations and budgetary priorities (including constraints arising due to economic conditions), therefore it may significantly fluctuate from year to year and country to country. In instances where several countries jointly enter into defence or procurement contracts, economic, political or budgetary constraints in any one of the countries concerned may have a negative effect with respect to the execution of, or the performance and payment under such contracts. Changes in levels of public spending, and/or cancellations or delays impacting existing public contracts may have a negative effect on the Company's business, results of operations and financial condition.

Historically, the Company and its principal competitors have each received various types of government financing with respect to product research and development. While the Company generally finances its manufacturing activities and product development programmes (particularly the development of new commercial aircraft), through a combination of cash flows generated by operating activities, customer advances, and risk-sharing agreements, in certain circumstances it may also receive refundable advances from European governments, and its military-linked activities in particular may benefit from government-financed research and development contracts. Likewise, a significant proportion of the Company's longer-term research efforts, which are aimed at furthering the Company's sustainability ambitions for its future generations of aerospace products, face significant technological and industrial challenges that require cross-industry and cross-government collaboration and innovation in order to be addressed. These longer-term research efforts are particularly tied to national (or supranational) research funding programmes, which enable the Company and the wider aviation ecosystem to mature and develop the required key competencies and technologies to address these complex issues. The loss or absence of these sources of funding and avenues of collaboration could negatively affect the Company's ability to successfully execute its various research and development programmes, could negatively affect its competitiveness and future prospects, and could lead to a negative effect on the Company's business, results of operations and financial condition.

While there are high barriers to entry, the markets in which the Company operates are highly competitive, and may favour local or regional competitors

The design, development and production of commercial aircraft involves high barriers to entry, including certification requirements, large investment needs, skilled competencies, access to technology and long development cycles. With the single-aisle aircraft of an emerging Chinese competitor having entered into service in the Chinese market (and with its certification in other jurisdictions expected to follow), market competition has increased in recent years. Although the Company has significant order backlogs for its commercial aircraft, continued and increasing market competition (through the further entry of new competitors or the launch by competitors of new products or services) could have a negative impact

on the Company's revenues, future financial condition and results of operations.

The other markets (beyond commercial aircraft) in which the Company operates are highly competitive, and new players are operating (or seeking to operate) in these markets, which may impact their competitive structure and profitability. In addition, enterprises with different business models and alternative technologies could seek to substitute the Company's services and some of its products or component parts thereof. With respect to certain markets or products, competitors may have more extensive or more specialised engineering, manufacturing, support and marketing capabilities, and these competitors may develop the capability to manufacture products or provide services similar to those of the Company, in direct competition with the Company, which could have a negative impact on the Company's revenues, future financial condition and results of operations. There can be no assurance that the Company will maintain its position in the market or compete successfully in the future, or that competition with respect to its products or services will not result in reduced revenues, market share or profit.

In addition, the contracts for many aerospace and defence products may be awarded, implicitly or explicitly, on the basis of home country preference or geopolitical considerations. Although the Company is a multinational company (which helps to broaden its "home" market), for certain products or services it may remain at a competitive disadvantage in certain countries (particularly outside of Europe) relative to local competitors. The strategic importance and political sensitivity of the aerospace and defence industries means political considerations may play a role in the choice of many products and services for the foreseeable future. In addition to impacting the outcome of specific sales campaigns, political considerations may be reflected in tax and trade policies (including tariffs and other regulations), which could limit the Company's competitiveness in certain markets. Further, the contracts for many aerospace and defence products and services are from time to time associated with offset or localised obligations. The Company may face difficulties to meet such obligations (especially with respect to engaging local country assets) while and at the same time optimising its industrial base and supply chain, which could impact the Company's competitiveness versus local or regional competitors.

The Company participates in a variety of co-ventures and is regularly engaged in acquisitions and divestments, which may not yield their intended benefits

The Company conducts elements of its businesses and generates a portion of its results through consortia, joint ventures, partnerships or other co-investments and equity holdings. As part of its business strategy, the Company may acquire or divest businesses and/or form joint ventures or strategic alliances. Executing acquisitions and divestments can be difficult and costly due to the complexities inherent in integrating or carving out businesses, technologies or products (and the related operations and human resources), and may be further complicated by regulatory or administrative requirements or by the involvement of stakeholders.

Each such arrangement or transaction is highly specific in its nature, purpose, risks and opportunities. While the Company seeks to participate only in ventures in which its interests are aligned with those of its co-venturers, there is a risk of disagreement or deadlock in these entities, particularly where unanimous consent for major decisions may be required or where exit rights may be limited. In certain instances, the co-venturers in these entities may be competitors of the Company, and as such their interests may differ from those of the Company.

There can be no assurance that any of the businesses that the Company may acquire (or divest) will be integrated (or carved out) successfully and in the intended time frame or that they will perform as planned or deliver the expected synergies or cost savings. To the extent any of its planned acquisitions or divestments cannot be executed as planned, or any of its consortia, joint ventures, partnerships or other co-investments and equity holdings fail to perform as intended, this could lead to a material effect on the Company's business, results of operations and financial condition.

3.1.3 Legal, regulatory and governance risks

The Company faces various legal and regulatory risks, as described in this section and elsewhere in this Board Report. In addition, the Company operates in a complex geopolitical and economic environment in which it needs to respond to the interests of its various stakeholders while maintaining focus on its operational priorities. In certain contexts, the interests of individual stakeholders or groups of stakeholders may diverge from those of the Company. Reconciling such situations may demand the time and focus of the Company's management, potentially diverting management's attention from operational priorities and impacting the performance of the Company, which could have a negative effect on the Company's business, results of operations and financial condition.

The Company is regularly involved in legal and regulatory disputes and proceedings which could lead to negative impacts on the Company's business, results of operations, financial condition and reputation

The Company is regularly involved in civil and commercial disputes and litigation, and governmental or regulatory investigations, proceedings or inquiries, and expects to continue to spend time and incur expenses in connection therewith. Regardless of their ultimate outcome, these matters may divert the focus of management from normal business operations. The Company is not always able to predict the outcome of these matters; as such, no assurance can be given that the outcome of such matters will not be unfavourable to the Company. An adverse resolution to any current or future litigation, dispute or proceeding may result in the imposition of damages, fines or other remedies, which could have a material effect on the Company's business, results of operations and financial condition. An unfavourable outcome to any of these proceedings could also negatively impact the Company's share price and reputation.

In addition, the Company is from time to time subject to government inquiries and investigations of its business and competitive environment due to, among other things, the heavily regulated nature of its industry. Such inquiries and investigations may cover matters relating to, among other topics, anti-corruption and anti-bribery laws and regulations, export control laws and regulations, sanctions, data privacy laws, securities law, international trade law (including tariffs and import duties), and competition law. An adverse decision in any such matter could have a material effect on the Company's business, results of operations and financial condition. In addition to the risk of an unfavourable ruling against the Company, any such inquiry or investigation could negatively affect the Company's reputation and its ability to attract and retain customers and investors, which could have a negative effect on its business, results of operations and financial condition. For further information on currently

active legal and regulatory disputes and proceedings, please refer to "Notes to the IFRS Consolidated Financial Statements - Note 38. Litigation and Claims".

The Company must comply with applicable anti-corruption and anti-bribery laws and regulations in jurisdictions around the world where it operates

The Company must comply with applicable anti-corruption and anti-bribery laws and regulations in jurisdictions around the world where it operates, with the laws of the US, the UK, France and other nations that have extraterritorial reach covering the entirety of the Company's value chain. Non-compliance with applicable laws and regulations or ethical misconduct by the Company, its employees or any third party acting on its behalf could expose the Company to liability or have an adverse impact on its reputation, relationships with governments and financial counterparties and business. Non-compliance in this area may also subject the Company to administrative, civil or criminal sanctions, including significant fines and penalties, suspension or debarment from government or non-government contracts for a period of time or the obligatory suspension of operations in one or more markets in which violations have occurred. The Company could also be required to modify its business practices and compliance programme and/or have a compliance monitor imposed on it. Any one or more of the foregoing could have a significant adverse effect on the Company's reputation and its business, results of operations and financial condition.

The Company is required to comply with applicable sanctions, export control laws and regulations

The ability to successfully obtain export licences is critical for the Company, as it relies on export authorisations to deliver products and services to its customers worldwide, and to receive parts, raw materials and services from its suppliers. Products the Company designs and manufactures for military use are generally restricted or subject to licensing and export control requirements, notably by the UK, France, Germany and Spain (where the Company carries out its principal activities relating to military products and services) and by other countries where suppliers are based, including but not limited to the US. Commercial products also may be subject to dual-use licensing requirements and restrictions, particularly as regards certain markets, such as China. There can be no assurance that (i) the export controls to which the Company is subject will not become more restrictive, (ii) new generations of the Company's products will not also be subject to similar or more stringent controls or (iii) geopolitical factors or changing international circumstances will not make it impossible to obtain export licences for one or more clients or constrain the Company's ability to perform under previously signed contracts. The Company seeks to comply with all relevant laws and regulations. However, even unintentional violations or failure to comply could result in suspension of the Company's export privileges, or preclude the Company from bidding on certain government contracts (even in the absence of a formal suspension or debarment). Furthermore, the Company's ability to market new products and enter new markets may be dependent on obtaining government certifications and approvals in a timely manner, highlighting the importance of robust compliance and a strong, trust-based relationship with its regulatory authorities. If sanctions, export control laws and regulations meaningfully limit the Company's access to export markets or the Company's ability to receive inputs (including systems, components and technologies, including in relation with dual-use items as well as raw materials) from its suppliers, this could result in reductions, cancellations, and/or delays of existing contracts or programmes or compromise future programme opportunities, and could have a significant adverse effect on the Company's business, results of operations and financial condition.

The Company's global activities expose it to the risk of increased taxation and the introduction of new taxes in jurisdictions in which it has taxable presence

The Company operates across many jurisdictions. Legislative and regulatory developments or other changes in applicable tax law or policy in these jurisdictions could have a negative effect on the Company's financial results. Relevant tax authorities may review the tax returns filed by the Company and its related entities, and may challenge or disagree with positions taken, which could lead to uncertain or unfavourable results regarding the tax treatment of the Company and could result in increased tax liabilities for the Company. Further, global tax developments, such as the OECD's anti-BEPS (base erosion and profit shifting) and Pillar 1 (profit allocation and nexus) and Pillar 2 (global minimum taxation) agendas could result in changes impacting the Company's financial results. In particular, the Pillar 2 Global Minimum Tax rules, which have been implemented in the Company's home jurisdiction of the Netherlands with effect for the 2024 tax year, impose a minimum consolidated tax rate of 15%, with a "top-up" tax applicable if the Company's tax rate falls below this threshold. While the Company actively monitors, manages and complies with global and local tax developments and its tax obligations, unfavourable changes in tax law or policy could have a negative effect on the Company's financial results.

The Company is subject to the risk of product liability and warranty claims in the event that any of its products fails to perform as designed

The Company designs, develops and produces a number of high-profile products of large individual value, particularly civil and military aircraft and space equipment. In the event any of its products fails to perform adequately or as designed, the Company is subject to the risk of product liability and warranty claims. Due to the nature of product liability and warranty claims, the Company cannot predict the potential impact or magnitude of such claims, as this will depend on the basis of such claims and the relevant facts and circumstances. While the Company believes that its insurance programmes are adequate, no assurance can be given that such claims will not arise in the future or that the Company's insurance coverage will in fact be adequate in every instance or circumstance. Some types of damages, such as punitive, exemplary or moral damages, may not be insurable, or may not be insurable on commercially reasonable terms. Likewise, in the event a claim is made against an owner or operator of the Company's products who is not sufficiently insured, it becomes more likely that the Company may be made party to the relevant proceedings and that claims may be asserted against the Company. Further, such incidents could negatively impact the Company's reputation and brand, reducing demand for its products. To the extent these risks materialise, this could have a significantly negative effect on the Company's reputation, and could result in materially adverse effects on the Company's business, financial position and results of operations.

The intellectual property rights of the Company may be challenged, invalidated or circumvented, which could adversely affect its competitive position

In order to develop and deliver new products to meet customers' evolving needs, while also improving its existing product lines, the Company relies on its ability to develop, utilise and protect its intellectual property. The Company's innovations often provide distinct competitive advantages,

with many becoming standard in the aircraft industry. In addition, the Company designs, develops and produces high-profile products of large individual value, particularly civil and military aircraft and space equipment. Therefore, intellectual property ("**IP**") is one of the Company's most valuable assets, and the protection of IP is critical to its business.

The Company relies upon patents, copyright, trademark, confidentiality and trade secret laws, and agreements with its employees, customers, suppliers and other parties, to establish and maintain its IP rights in its products, services and operations. Notwithstanding the Company's efforts to protect its IP rights, there is a risk that any of its direct or indirect IP rights could be challenged, invalidated or circumvented. Further, the laws of certain countries do not protect the Company's proprietary rights to the same extent as the laws in Europe and North America. Therefore, in certain jurisdictions, the Company may be unable to protect its proprietary technology and critical IP adequately against unauthorised third-party copying or use, which could negatively impact the Company's implementation of its business strategy, and could negatively affect the Company's future prospects, financial condition and results of operations.

The Company has in the past been accused of infringement, and may have such claims asserted against it in the future. These claims could harm its reputation, result in financial penalties, or prevent it from offering certain products or services which may be subject to such third-party IP rights. Any claims or litigation in this area, regardless of their ultimate outcome, could be time-consuming and costly, could harm the Company's reputation or could require it to enter into licensing arrangements (the terms of which may not be favourable to the Company). If a claim of infringement were successful against the Company, in addition to monetary damages, the Company could be subject to an injunction or other specific remedies, which would likely lead to further disruptions of business and operations and result in further financial losses.

3.1.4 Environment, human rights, and health & safety risks

Climate-related risks

The Company's future business depends on its ability to develop and deliver products and technologies that are responsive to and can operate within the emerging parameters defined by climate change and the response thereto. Climate change and climate-related risks may have a major impact on both the Company's industrial operations and its upstream and downstream value chain, including directly on aircraft operations and on the wider air transport ecosystem, and may have a significant influence on the regulatory environment in which the Company operates and the expectations of stakeholders. Accordingly, climate-related risks could materially affect the Company's business and competitiveness, its customers and the aviation industry more broadly (which would in turn impact the Company).

The results of the Company's climate scenario analysis has led to the identification of the following climate-related risks:

- Transition - Technology: Emergence of disruptive technologies from competition

  Delivering on existing commitments and potential future requirements to mitigate climate impacts will require significant investments in new technologies for the commercial aircraft sector, making the delivery of low-emission technologies a significant marker of future competitiveness. A competitor or new market participant could have access to technological developments unavailable to the Company that offer significantly lower emissions at a faster pace than the Company and its partners, resulting in a loss of market share and competitiveness with resulting reduced revenue. The imperative for the Company to develop new technologies faster than other actors in the market will require substantial R&T and R&D investments.

- Transition - Market: Low availability of renewable and low-carbon energy

  The Company has identified risks linked to the availability and affordability of renewable and low-carbon energy. First, there is the risk of low volumes in absolute terms, due to insufficient investments in renewable or low-carbon energy (including through the sustainable transformation of available biomass). Second, there is the risk that even if total volumes are approaching sufficiency in absolute terms, the aviation sector is unable to access sufficient volumes, leading to a risk of a slower than expected substitution of fossil fuel energy and low uptake of the new solutions and products to be developed by the Company, and resulting in lower or longer returns on invested R&D.

- Transition - Market: Impact of market measures and their development on demand for the Company's products

  Accommodating new types of aircraft that respond to the aviation sector's decarbonisation objectives requires an ecosystem that is ready. For instance, the development of future products based on hydrogen or other alternative propulsive technology concepts will require significant investments in both products and supporting infrastructure, which could directly impact the operating costs of such a product. Consequently, the absence of measures to stimulate robust hydrogen, synthetic fuels and biofuels supply infrastructure and adapted procedures to ensure efficiency and safety of operations, could mean that the ecosystem will be unable to accommodate the Company's future products, notably resulting in significant development costs incurred and a risk of compromising the investments made if customers are unable or unwilling to purchase products that cannot be widely operated within the available infrastructure and procedures. Moreover, the competitiveness of this next generation product will also strongly depend, among other factors, on the evolution of the price of CO_2 emissions. A high price on CO_2 may impact the demand for aircraft relative to competitors' portfolios and could result in the loss of market share for the Company relative to its competitors. The Company's business, results of operations and financial condition may be materially affected if the Company does not, at each step of development of its future products, account for market expectations while ensuring its products stay affordable for customers and competitive with respect to competitors' portfolios.

- Transition - Policy and legal: Climate-related regulations and restrictions - divergence in regulatory framework

  Aviation and aerospace are complex industries, with long product development cycles and where change takes a long time to be implemented. A rapid evolution of climate related policies (such as the EU zero-pollution communications) and regulatory frameworks (CO_2

standards, sustainable finance, emissions trading systems, aircraft operation restrictions, among others) could generate fast-changing requirements and could obstruct new product development pathways. In particular for aviation, as it is a global industry, policies and regulations implemented at national or regional rather than international level, or these evolving at a different speed depending on the region, could result in a negative impact on the competitive conditions for manufacturers and aircraft operators. This could result in a loss of competitiveness for the Company and reduced demand for its products.

- Transition - Reputation: Change in behaviours, perceptions and societal expectations

  Reputational risks could be divided into several categories. Firstly, there is a risk that negative perceptions about the Company's environmental performance could be used as key decision-making criteria for consumers, investors, or even new talents. Secondly, there is a risk that the Company's reputation could be damaged by growing societal concerns about the climate change impact of aviation or by the lack of transparency on progress made to address climate-related issues. As an example, the Company was the first manufacturer to disclose its ambition to bring a hydrogen-powered commercial aircraft to the market. If the ambition is perceived as unattainable or if the Company is not able to deliver on its ambition, this could result in reputational damage leading to less investment, loss of revenues and reduced attractiveness. A similar situation could occur if the Company's environmental performance is not on par with its expressed ambition.

- Physical - Acute: Extreme weather events may impact the Company's products and its operations

  The foreseen consequences of climate change include more frequent extreme weather events, such as drought, dust storms, extreme temperatures, extreme winds, flood, hail storms, landslides, hurricanes, tornadoes, cyclones and wildfires. These could negatively impact the Company's products and its operations (including but not limited to route delays and safe aircraft operations), land assets and infrastructure as well as employees' safety (and people's safety generally). The above consequences and impacts may result in production or other operational disruptions leading to lost revenues, reduced profits, and losses. This could result in the need for additional modifications to the Company's products in order to meet more stringent safety needs, as well as requiring changes to industrial operations and procurement strategy, leading to increased operational and production costs and the consequential costs of adapting the Company's insurance coverage.

- Physical - Chronic: Consequences of long-term changing weather patterns that may cause increase of infrastructure and operations costs, reduced labour productivity, loss of assets value and negatively impact employee's health

  The foreseen consequences of climate change include long-term shifts in climate patterns (e.g., change in precipitation patterns, sustained higher temperatures, flooding, water stress or chronic heat waves). Such changes may cause an accelerated degradation of the Company's industrial infrastructure and assets (buildings, tools, hardware), may reduce the availability of operational resources and may interrupt logistics flows, therefore impacting the Company's manufacturing activities. In addition, the change in environmental conditions could also negatively impact the performance of products in operation and negatively impact the health and safety of the Company's employees. This may result in the need for additional modifications to the Company's products, as well as to industrial operations and procurement strategy, leading to increased costs and the adaptation of the Company's insurance coverage.

Based on a qualitative analysis, the Company has estimated the probability of risk materialisation. It has also performed a preliminary internal assessment, using data from the Company's Enterprise Risk Management system, as to which climate-related risks may involve the most significant financial impacts in the future. The results are displayed in the following table.

	Climate scenario/time horizon(s) where risk likelihood is considered medium or high, based on Company's qualitative analysis		**Potential financial impacts** before mitigation
RISKS	**1.5°C**	**>3°C**	
Transition - Technology	▶▶▶	▶▶▶	+++
Transition - Market (Energy)	▶▶▶	▶▶▶	+++
Transition - Market (Demand)	▶▶▶	▶▶▶	+++
Transition - Policy and legal	▶▶▶	▶▶▶	Not assessed
Transition - Reputation	▶▶▶	▶▶▶	Not assessed
Physical - Acute	▶▶▶	▶▶▶	++
Physical - Chronic	▶▶▶	▶▶▶	++

▶▶▶ : ST - ▶▶▶ : MT - ▶▶▶ : LT

The Company and its value chain are subject to extensive rules and regulations relating to environmental protection

Given the scope of its activities and the industries in which it operates, the Company and its suppliers are subject to stringent laws in numerous jurisdictions around the world, which are designed to protect human health and the environment. To enable compliance with this constantly and rapidly evolving legal and regulatory landscape, the Company incurs and in the future will continue to incur expenditures related to costs to limit, avoid, reduce and control emissions to the environment; investments in improving waste management technologies; management of potential obsolescence; and obligations relating to the manufacturing and composition of the Company's products, including measures needed for traceability in respect of regulated substances contained in and/or used in the manufacturing of products the Company acquires through the supply chain and reporting and labeling obligations. As trends continue toward further regulatory pressure to reduce the environmental footprint of industry in general, the Company's ongoing efforts to comply with its regulatory obligations will lead to additional costs. Any failure to meet requirements of environmental laws and regulations may expose the Company to civil and/or criminal penalties and fines. Further, liability under some environmental laws may be imposed retroactively, on a joint and several basis (i.e. each entity may be fully liable for the entire claim) and, in relation to any sites found to be contaminated due to activities of prior occupants, without any finding of non-compliance or fault by the current owner or occupant. These potential liabilities may not always be covered by insurance, or may be only partially covered. Any obligation to provide compensation for such losses or damages or other enforcement or penalty actions in relation to environmental matters could have a significant adverse effect on the Company's reputation, business, results of operations and financial condition.

The Company is subject to extensive health and safety rules and regulations

Given the scope of its activities and the industries in which it operates, the Company is subject to stringent health and safety laws and regulations in numerous jurisdictions around the world, applicable to its operations and with respect to the products it sells. To enable compliance with this constantly evolving legal and regulatory landscape the Company incurs and in the future will continue to incur health and safety related expenditures, which include investments in the continuous review of processes and the identification and the prevention, elimination or control of potential physical and psychological risks to people in the workplace (including chemical, mechanical and physical agents). Potential risks to the workforce or otherwise arising from work activities include the possibility of injury, physical and mental ill-health among the workforce, damage to equipment, business interruptions and regulatory action. In the event of an industrial accident or other serious incident, employees, customers and other third parties may file claims for ill-health, personal injury, or damage to property. The occurrence of such events or any finding of failure by the Company to maintain compliance with these laws and regulations would leave the Company exposed to enforcement or litigation risk, as well as reputational damage, which in each case could have a significant adverse effect on the Company's reputation, business, results of operations and financial condition.

3.2 Enterprise Risk Management System

This section contains information incorporated by reference to address CSRD requirements related to Disclosure Requirement "GOV-1 The role of the administrative, management and supervisory bodies", paragraphs 22c, 22d, Disclosure Requirement "GOV-4: Statement on due diligence", paragraph 32, Disclosure Requirement "GOV-5: Risk management and internal control over sustainability reporting", paragraph 36a and Disclosure Requirement "IRO-1: Description of the processes to identify and assess material IROs", paragraphs 53c, 53e, 53f, 53g.

The long-term development and production cycles of the Company's wide range of products and services in a globalised supply chain and highly regulated environment make enterprise risk management (ERM) a crucial mechanism both to mitigate risks faced by the Company and to identify and enhance potential opportunities.

Applied across the Company and its main subsidiaries, ERM is a permanent top-down and bottom-up process, which is executed across the Divisions at each level of the organisation. It is designed to identify and manage relevant risks and opportunities. A sharp focus is put on the operational dimension due to the importance of programmes and operations for the Company. External factors are also considered, in order to strengthen the Company's resilience.

ERM is an operational process embedded into the day-to-day management activities of programmes, operations and functions. The top risks and their mitigations are reported to the Board of Directors through a reporting synthesis, consolidated on a quarterly basis.

The ERM system relies on five pillars:

- anticipation: early risk reduction and attention to emerging risks;
- speak-up and early warnings;
- robust risk mitigations;
- opportunities; and
- strong governance.

The Company's performance and risks are managed through a strong interaction between the following four functions: Performance Management, ERM, Internal Control, and Corporate Audit, which are organised in a "three lines" model (i.e. embedded within the business lines (Performance Management), as control functions (ERM and Internal Control, which serve complementary functions) and in an auditing / review capacity (Corporate Audit).

3.2.1 ERM process

The objectives and principles of the ERM system, as endorsed by the Board of Directors, are set forth in the Company's ERM Policy and communicated throughout the Company. The Company's ERM Policy is supplemented by directives, manuals, guidelines, handbooks, and other supporting documents. External standards which contribute to the Company's ERM system include the ISO 31000 standard for risk management, defined by the International Organization for Standardization.

The ERM process consists of three elements:

- a strong operational dimension - derived from ISO 31000 - to enhance operational risk and opportunity management, identifying and mitigating threats and vulnerabilities, including single points of failure;
- a reporting dimension (bottom up and top down), which contains procedures for the status reporting of the ERM system and the risk/ opportunity situation; and
- an ERM confirmation dimension, which comprises procedures to assess the effectiveness of the ERM system.

The ERM process applies to all identified relevant sources of risks and opportunities that would potentially affect the Company's activities, its businesses and its organisation in the short, mid and long-term. The ERM process is part of the overall management process of the Company and is interrelated with such other processes.

All Airbus organisations, including the Divisions, subsidiaries and controlled entities, commit to and confirm an effective implementation of the ERM system. The annual "ERM Confirmation Letter" issued by each Airbus organisation serves as their formal acknowledgement of their effective implementation of the ERM system.

For the main risks to which Airbus is exposed, please refer to Section 3.1 "Risk Factors".

3.2.2 ERM governance and responsibility

The governance structure and related responsibilities for the ERM system are as follows:

- the Board of Directors, with support of the Audit Committee, supervises the ERM system strategy and business risks and opportunities, as well as the design and effectiveness of the ERM system;
- the CEO authorises ERM reports to be escalated to the Board of Directors. The CFO is accountable for an effective ERM system and supervises the Head of ERM, the ERM system design, and process implementation;
- the Head of ERM has primary responsibility for the ERM strategy, priorities, system design, culture development and reporting tool. The Head of ERM supervises the operation of the ERM system, and is supported by a dedicated risk management organisation in the Company, focusing on the operational dimension, including early warning and anticipation culture development, while actively seeking to anticipate and proactively mitigate identified sources of risk by challenging the business to address such potential centres of risk within the Company. The risk management organisation is structured as a cross-divisional centre of competence and works to embed proactive risk management within the Company; and
- Company management at the executive level has responsibility for the operation and monitoring of the ERM system in their respective areas of responsibility, and for the implementation of appropriate response activities aimed at reducing risks and seizing opportunities, while also considering the recommendations of the internal and external auditors.

3.2.3 ERM effectiveness

The ERM effectiveness is analysed by:

- ERM centre of competence (CoC), based on ERM reports, ERM Confirmation Letters, in situ sessions (e.g. risk reviews), participation in key controls (e.g. major programme maturity gate reviews);
- ERM key performance indicators (KPIs) measuring maturity and effectiveness of the ERM process within the Company's various programmes and functions;
- risk and opportunity in-depth analyses proposed by the ERM CoC and performed by the functions with the involvement and support of the ERM CoC; and
- Corporate Audit engagements, which systematically include assessments of the design and effectiveness of the overall risk management system and ERM.

The combination of the following controls is designed to achieve reasonable assurance regarding ERM effectiveness, as part of the Company's internal ERM system:

Organisation	Explanations
Board of Directors / Audit Committee	**Regular monitoring** The Board of Directors and the Audit Committee review, monitor and supervise the ERM system. Any material failings in, material changes to, and/or material improvements of the ERM system which are observed, made and/or planned are discussed with the Board of Directors and the Audit Committee.
Top Management	**ERM as part of the regular divisional business reviews** Results of the operational risk and opportunity management process, self-assessments and confirmation procedures are presented by the Divisions or other Airbus organisations to top management. ERM working sessions are held at executive leadership meetings twice a year.
Management	**ERM confirmation letter procedure** Entities and department heads that participate in the annual ERM compliance procedures must sign ERM confirmation letters.
ERM CoC	**ERM effectiveness measurement** Assess ERM effectiveness by consideration of ERM performance KPI, ERM reports, ERM confirmations, in situ sessions (risk reviews etc.), participation to key controls (e.g., major Programme maturity gate reviews).
Corporate Audit	**Audits on ERM** Provide independent assurance to the CEO, Management and Governing Bodies on the design and effectiveness of the ERM system.
Ethics & Compliance	**Alert system** Detects deficiencies regarding conformity with applicable laws and regulations, as well as with ethical business principles.

3.2.4 Board declaration

Based on the Company's current state of affairs, the reports made directly available to the Board of Directors coming from different processes, audits and controls, and the information the Board of Directors has received from management, the Board of Directors believes to the best of its knowledge that:

- the internal risk management and control systems provide reasonable assurance that the financial reporting does not contain any material inaccuracies;
- this Board Report provides sufficient insight into any material failings in the effectiveness of the internal risk management and control systems;
- it is justified that the financial statements have been prepared on a going concern basis; and
- this Board Report states the material risks and uncertainties, to the extent that they are relevant to the Company's continuity for the period of 12 months after the preparation of this Board Report.

It should be noted that no matter how well designed, the internal risk management and control system has inherent limitations, such as vulnerability to circumvention or the potential to override the controls in place. Consequently, no assurance can be given that the Company's internal risk management system and procedures are or will be, despite all care and effort, entirely effective.

3.3 Insurance

The Company's Insurance Risk Management function ("**IRM**") is established to proactively and efficiently respond to risks that can be mitigated by insurance. IRM is responsible for all corporate insurance activities and related protections for the Company and is empowered to deal directly with the insurance and re-insurance markets via the Company's in-house broker entity. IRM's ongoing objective in 2024 was to further implement and improve efficient and appropriate corporate and project-related insurance solutions.

IRM's mission includes the definition and implementation of the Company's strategy for insurance risk management, to help ensure that harmonised insurance policies and standards are in place to cover insurable risk exposures beyond certain levels of magnitude. A systematic review, monitoring and reporting procedure applicable to each operating segment is in place to assess the exposure and protection systems applicable to all the Company's physical sites. The Company's insurance programmes likewise cover high risk exposures related to its assets and liabilities.

Asset and liability insurance policies underwritten by IRM for the Company cover risks such as property damage, business interruption, cyber, product liability (aviation and non-aviation) and general liability (aviation and non-aviation). IRM also provides a group insurance policy for Supervisory and Managing Board Members and certain other employees of the Company. The Company follows a policy of seeking to transfer the insurable risk of the Company to external insurance markets subject to reasonable conditions, on acceptable terms and within acceptable limits, as available in the international insurance markets. The Company utilises its reinsurance captive in order to optimise its insurance strategy. A volatile global corporate insurance environment continued in 2024, due in large part to economic and geopolitical factors. The Company's positive trajectory and its insurance strategy have allowed it to mitigate the impact of this volatile environment. That said, the insurance industry and risk factors that could impact the risk profile of the Company remain unpredictable. As most of the Company's insurance policies are renewed on an annual basis, there may be further demands to change scope of coverage, premiums and deductible amounts. Thus, no assurance can be given that the Company will be able to maintain its current levels of coverage nor that the insurance policies in place are adequate to cover all significant risk exposure of the Company.

3.4 Internal Control

This section contains information incorporated by reference to address CSRD requirements related to Disclosure Requirement "GOV-5: Risk management and internal control over sustainability reporting", paragraph 36a.

The Company's governance includes an Internal Control function, which is in charge of defining and managing an internal control framework that encompasses all of the Company's activities and which is applied across the Company, its divisions and controlled affiliates. "Internal control" is defined as a process that aims at providing reasonable assurance regarding the achievement of the Company's operational, financial, and compliance objectives. An "Internal Control Referential" is being developed, which aims to provide a comprehensive overview of the Company's key controls and the associated second line testing for the systemic risks meant (or necessary) to be addressed by the internal control system. This referential is currently under development and will be rolled out on an ongoing basis. The results of the yearly internal control cycles are reported to the Internal Control Committee, chaired by the CFO, which monitors the internal control system effectiveness, and to the Audit Committee. Based on findings, action plans are developed and monitored, to foster continuous improvement and increased performance. The Company implements its internal control system in accordance with some of the key guidelines from the Committee of Sponsoring Organisations ("COSO") framework and the French financial market regulator (the AMF (*Autorité des Marchés Financiers*)).

3.5 Internal Audit

In accordance with the Dutch Corporate Governance Code, the Company's governance includes an internal audit function "Corporate Audit". Corporate Audit strengthens the Company's ability to create, protect, and sustain value by endeavouring to provide the CEO, management and the other relevant corporate governing bodies with independent, risk-based, and objective advice on the Company's activities, its regulatory compliance, its operational improvements and its performance. Corporate Audit covers all areas of the Company's activities with a focus on key risks and priorities. Its mandate is set out in the Airbus Corporate Audit Charter. The function's independence is established by direct reporting to the CEO, its participation to the Audit Committee, and by direct access and regular interaction with the Chair of the Audit Committee. The Corporate Audit function follows the Global Internal Audit Standards issued by The Institute of Internal Auditors.

4 General Information on the Company and its Share Capital

4.1 Description of the Share Capital

4.1.1 Issued share capital

As of 31 December 2024, Airbus SE's issued share capital amounted to €792,283,683 divided into 792,283,683 shares of a nominal value of €1 each. The issued share capital of Airbus SE as of such date represents 26.41% of the authorised share capital of €3 billion, comprising three billion shares. The holder of one issued share has one vote and is entitled to profit in proportion to his/her participation in the issued share capital.(5)

4.1.2 Modification of share capital or rights to acquire shares

The shareholders' meeting has the power to authorise the issuance of shares. The shareholders' meeting may also authorise the Board of Directors, for a period of no more than five years, to issue shares and to determine the terms and conditions of share issuances.

Holders of shares have a pre-emptive right to subscribe for any newly issued shares in proportion to the aggregate nominal value of shares held by them, except for: (i) shares issued for consideration other than cash, (ii) shares issued to employees of the Company, and (iii) shares issued pursuant to a previously granted right to subscribe for those shares. For the contractual position as to pre-emption rights, see Section 4.2.7 "Relationship with principal shareholders".

The shareholders' meeting also has the power to limit or to exclude pre-emption rights in connection with new issuances of shares, and may authorise the Board of Directors, for a period of no more than five years, to limit or to exclude pre-emption rights. All resolutions in this context must be approved by a two-thirds majority of votes cast during the shareholders' meeting, in the case where less than half of the capital issued is present or represented at said meeting. If at least half of the capital issued is present or represented at said meeting, all such resolutions require approval of the simple majority of the votes cast, see Section 4.2.2 "Right to attend shareholders' meetings".

Further, the Articles of Association provide that the shareholders' meeting is not authorised to pass any resolution to issue shares, or to grant rights to subscribe for shares, if the aggregate issue price (per share issuance) is in excess of € 500 million, and no preferential subscription rights exist in respect thereof (whether by virtue of Dutch law, or due to subscription rights being excluded by the competent corporate body). The same limitation applies if the shareholders' meeting wishes to grant the Board of Directors the authority to decide on such share issuance or granting of rights. These limitations in the Articles of Association can only be changed by the shareholders' meeting with a 75% voting majority.

Pursuant to the shareholders' resolutions adopted at the Annual General Meeting (the "**AGM**") held on 10 April 2024, the power to issue shares, to grant rights to subscribe for shares and to limit or exclude preferential subscription rights for existing shareholders has been delegated to the Board of Directors for the purpose of:

1. employee share ownership plans and share-related long-term incentive plans, provided that such powers shall be limited to 0.18% of Airbus SE's authorised share capital; and
2. funding Airbus SE and any of its subsidiaries, provided that such powers shall be limited to 0.3% of Airbus SE's authorised share capital.

Such power has been granted for a period expiring at the AGM to be held in 2025, and 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.

At the AGM held on 10 April 2024, the Board of Directors was authorised for a period of 18 months from the date of such AGM to repurchase shares of Airbus SE, by any means, including derivative products, on any stock exchange or otherwise, as long as, upon such repurchase, Airbus SE would not hold more than 10% of Airbus SE'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.

The shareholders' meeting may reduce the issued share capital by cancellation of shares or by reducing the nominal value of the shares by means of an amendment to the Articles of Association. A cancellation of shares requires approval by a two-thirds majority of votes cast during the shareholders' meeting in the case where less than half of the capital issued is present or represented at the meeting. If more than half of the capital issued is present or represented at said meeting, a resolution to cancel shares requires approval of the simple majority of the votes cast, see Section 4.2.2 "Right to attend shareholders' meetings". A reduction of nominal value by means of an amendment to the Articles of Association requires approval by a two-thirds majority of the votes cast during the shareholders' meeting (unless the amendment to the Articles of Association also entails amendment(s) requiring a 75% voting majority under the Articles of Association).

At the AGM held on 10 April 2024, the Board of Directors and the CEO were authorised, with powers of substitution, to implement a cancellation of shares held or repurchased by Airbus SE, including the authorisation to establish the exact number of the relevant shares thus repurchased to be cancelled.

4.1.3 Securities granting access to Airbus SE's capital

There are no securities that give access, immediately or over time, to the share capital of Airbus SE. For further information please refer to the IFRS Consolidated Financial Statements and the Notes to the IFRS Consolidated Financial Statements.

4.1.4 Changes in the issued share capital in 2024

In the course of 2024, a total number of 1,824,249 new shares were issued, all of which were issued in the framework of the 2024 Employee Share Ownership Plan ("**ESOP**").

During 2024 (i) Airbus SE repurchased 3,627,423 shares and (ii) none of its treasury shares were cancelled. As of 31 December 2024, Airbus SE held 4,327,432 treasury shares.

(5) Except for the shares held by the Company itself and subject to certain other exceptions under Dutch law.

4

4.2 Shareholding and Voting Rights

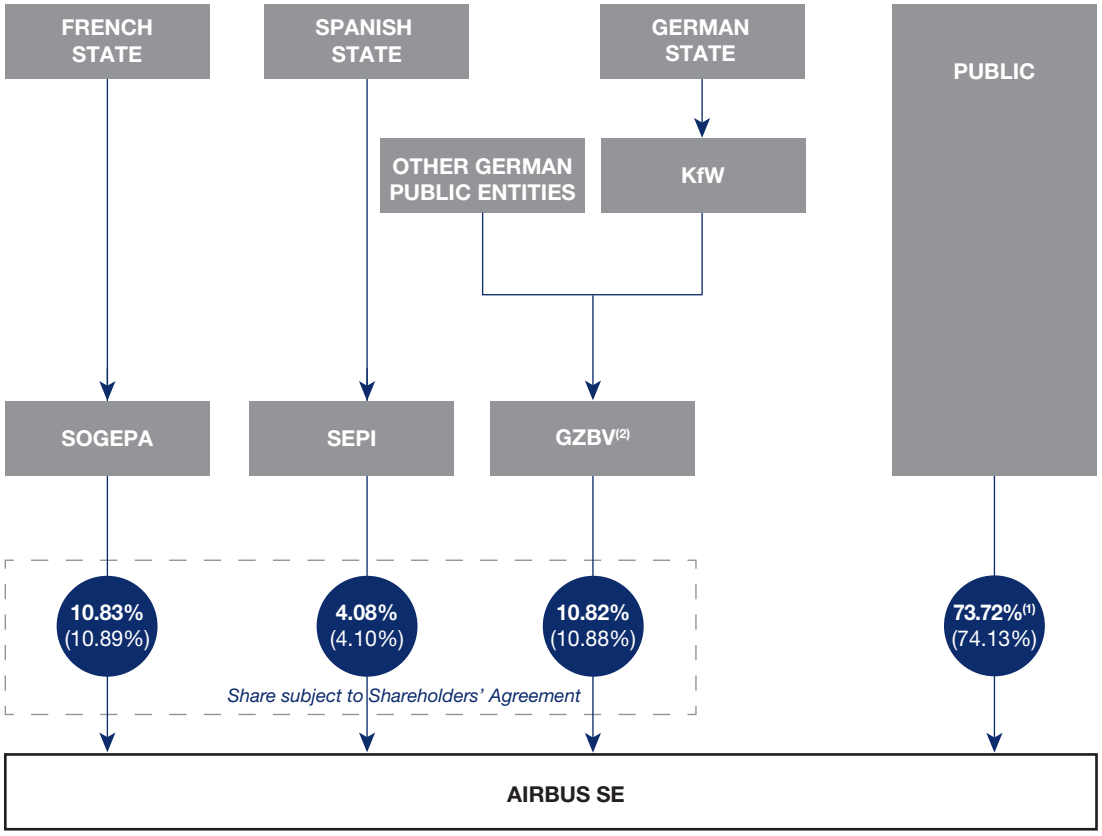
4.2.1 Shareholding Structure at the end of 2024

As of 31 December 2024, the French State held 10.83% of the outstanding Company shares through Sogepa, the German State held 10.82% through GZBV, a subsidiary of Kreditanstalt für Wiederaufbau ("**KfW**"), a public law institution serving domestic and international policy objectives of the Government of the Federal Republic of Germany, and the Spanish State held 4.08% through SEPI.

As of 31 December 2024, 73.72% of the outstanding Company shares were held by the public (including the Company's employees), and the Company held (directly or indirectly) 4,327,432 of its own shares, equal to 0.55% of the issued share capital. These treasury shares owned by the Company do not carry voting rights.

The diagram below shows the ownership structure of the Company as of 31 December 2024, reflecting % of capital and voting rights (in parentheses).

Ownership Structure of Airbus SE as of 31 December 2024



(1) Including shares held by the Company itself (0.55%).
(2) KfW & other German public entities.

For information on the obligation of entities to notify the Dutch Authority for the Financial Markets (*Autoriteit Financiële Markten*) (the "**AFM**") of "substantial" holdings, and a list of entities that have made such notification, please refer to Section 4.2.3 "Shareholdings and voting rights -Disclosure of Holdings".

4.2.2 Right to attend shareholders' meetings

Each holder of one or more shares may attend general meetings of shareholders of the Company ("**General Meetings**"), either in person or by written proxy, and may speak and vote according to the Articles of Association. However, under (and subject to the terms of) the Articles of Association, these rights may be suspended under certain circumstances. A shareholder, or another person who has the right to attend a General Meeting, can be represented by more than one proxy holder, provided that only one proxy holder can exercise the rights attached to each share.

The persons who have the right to attend and vote at General Meetings are those who are on record in a register designated for that purpose by the Board of Directors on the 28th day prior to the day of the General Meeting (the "**Registration Date**"), irrespective of who may be entitled to the shares at the actual time of that meeting.

As a prerequisite to attending the shareholders' meeting and to casting votes, Airbus SE, or alternatively an entity or person so designated by Airbus SE, should be notified in writing by each holder of one or more shares and those who derive the aforementioned rights from these shares, not earlier than the Registration Date. This notification must be received by Airbus SE or said designated person by the date (and time) mentioned in the convening notice. The notification should describe their intention to attend the General Meeting, their identity, as well as the composition, nature and size of their shareholding in accordance with the relevant convening notice.

Shareholders holding their Airbus SE shares through Euroclear France S.A. who wish to attend General Meetings will have to request from their financial intermediary or account holder an admission card, and be given a proxy to this effect from Euroclear France S.A. in accordance with the relevant convening notice. For this purpose, a shareholder will also be able to request that its shares be registered directly (and not through Euroclear France S.A.) in the register of Airbus SE. However, only shares registered in the name of Euroclear France S.A. may be traded on stock exchanges.

In order to exercise their voting rights, the shareholders will also be able, by contacting their financial intermediary or account holder, to give their voting instructions to Euroclear France S.A. or to any other person designated for this purpose, as specified in the relevant convening notice.

Pursuant to its Articles of Association, Airbus SE may provide for electronic means of attendance, speaking and voting at the General Meetings in such circumstances, and subject to such conditions, as determined by the Board of Directors.

Calling of meetings

General Meetings are held as often as the Board of Directors deems necessary, when required under the Dutch Civil Code or upon the request of one or more shareholders holding (individually or collectively) at least 10% of the total issued share capital of the Company. The AGM is held within six months of the end of the financial year.

The Board of Directors must give notice of General Meetings through publication of a notice on the Company's website (www.airbus.com), which will be directly and permanently accessible until the General Meeting. The Company must comply with the statutory rules providing for a minimum convening period, which currently require no less than 42 days' notice. The convening notice must include certain statements and information as required under Dutch law.

General Meetings are held in Amsterdam, The Hague, Rotterdam or Haarlemmermeer (Schiphol Airport). If the Board of Directors so decides, shareholders' meetings may be attended by means of electronic or video communication devices as may be specified in the convening notice.

The Board of Directors must announce the date of the AGM at least ten weeks before the meeting. A matter which one or more shareholders or other parties with meeting rights individually or collectively representing at least the statutory threshold (which is currently 3% of the issued share capital) have requested in writing to be put on the agenda for a General Meeting shall be included in the convening notice or shall be announced in the same fashion, if the substantiated request or a proposal for a resolution is received by the Company no later than the 60th day before the General Meeting. When exercising the right to put a matter on the agenda for a General Meeting, the respective shareholder or shareholders are obliged to disclose their full economic interest to the Company, and the Company must publish such disclosure on its website.

A request as referred to in the preceding paragraph may only be made in writing. The Board of Directors can decide that in "writing" is understood to include a request that is transmitted electronically.

Majority and Quorum

All resolutions are adopted by means of a simple majority of the votes cast in the General Meeting except when a qualified majority is prescribed by the Articles of Association or by Dutch law. No quorum is required for any General Meeting to be held, except as required under applicable law for a very limited number of resolutions of an extraordinary nature. Dutch law may require a special majority for the passing of certain resolutions: inter alia, capital reduction, exclusion of pre-emption rights in connection with share issues and statutory mergers or statutory de-mergers. The passing of such resolutions requires a simple majority if at least 50% of the share capital with voting rights is present at the shareholders' meeting, and a majority of two-thirds of the votes cast if this 50% presence threshold is not met. In addition, resolutions to amend the Articles of Association or to dissolve the Company may only be adopted with a majority of at least two-thirds of the valid votes cast at a General Meeting, whatever the quorum present at such meeting, and resolutions to amend certain provisions of the Articles of Association may only be adopted with a majority of at least 75% of the valid votes cast at a General Meeting, whatever the quorum present at such meeting. For further information please see Section 4.2.6 "Shareholding and voting rights -Amendments to the Articles of Association".

Conditions of Exercise of Right to Vote

In all General Meetings, each shareholder has one vote in respect of each share it holds. The major shareholders of the Company – as set forth in Section 4.2.7 "Shareholding and voting rights -Relationships with Principal Shareholders" – do not enjoy different voting rights from those of the other shareholders.

A shareholder whose shares are subject to a pledge or usufruct (under which the usufructuary has the right to use and derive benefits from shares without owning them) shall have the voting rights attached to such shares unless otherwise provided by law or by the Articles of Association or if, in the case of a usufruct, the shareholder has granted voting rights to

the usufructuary. Pursuant to the Articles of Association and subject to the prior consent of the Board of Directors, a pledgee of shares in the Company may be granted the right to vote in respect of such pledged shares.

According to the Articles of Association, no vote may be cast at the General Meeting on a share that is held by the Company or a subsidiary, nor for a share in respect of which one of them holds the depository receipts. Usufructuaries and pledgees of shares that are held by the Company or its subsidiaries are, however, not excluded from their voting rights, in case the right of usufruct or pledge was vested before the share was held by the Company or its subsidiary.

4.2.3 Disclosure of Holdings

The Company is subject to various legal provisions of the Dutch Financial Supervision Act (Wet op het financieel toezicht) (the "**WFT**"). Pursuant to the WFT, any person who, directly or indirectly, acquires or disposes of an (actual or deemed) interest in the capital, voting rights or gross short position of the Company must immediately give notice to the AFM through its online portal, if, as a result of such acquisition or disposal, the percentage of capital interest or voting rights held by such person meets, exceeds or falls below the following thresholds: 3%, 5%, 10%, 15%, 20%, 25%, 30%, 40%, 50%, 60%, 75% and 95%. Any person whose interest in the capital, voting rights or gross short position in the Company meets, exceeds or falls below one or several of the above-mentioned thresholds due to a change in the Company's outstanding capital, or in voting rights attached to the shares as notified to the AFM by the Company, should notify the AFM no later than the fourth trading day after the AFM has published the notification by the Company. Pursuant to the Articles of Association, shareholders must notify the Company when meeting or crossing the thresholds above.

The disclosures are published by the AFM on its website (www.afm.nl). According to the AFM register on substantial holdings, the below listed entities have notified the AFM of their substantial interest in the Company exceeding the below-mentioned thresholds, as of 18 February 2025:

- BlackRock Inc. owns 3.35% (0.34% indirect potential and 3.02% indirect real) and 4.01% (0.37% indirect potential and 3.64% indirect real) of the voting rights;
- Capital Research and Management Company owns 9.90% (0.27% indirect potential and 9.63% direct real) of the voting rights;
- TCI Fund Management Ltd. owns 3.02% and 3.02% of the voting rights.

Actual interests may differ as the holder of a substantial interest is only obliged to notify the AFM of any change in the percentage of share capital and/or voting rights if such holder, directly or indirectly, reaches, exceeds or falls below any of the abovementioned thresholds.

Except as described above, the Company is not aware of any other person or legal entity that, as of the date of this Board Report, has a capital or voting interest in the Company of 3% or more. For further details, please refer to the website of the AFM at: www.afm.nl.

The Articles of Association also contain disclosure obligations for shareholders that apply when their interests in the Company reach or cross certain thresholds. Among other things, the Company is required to notify the AFM immediately if its outstanding share capital or voting rights have changed by 1% or more since the Company's previous notification or at the end of the quarter if the change of its outstanding share capital or voting rights is smaller than 1%. Additional disclosure and/or publication obligations apply under European regulations for net short positions in respect of the Company.

Under the Articles of Association, the disclosure obligations of shareholders are enhanced in several ways beyond what is required under the WFT, including by requiring the disclosure of additional information, tying the disclosure obligations to a broader range of interests in the capital or voting rights of the Company and by requiring a shareholder to notify the Company if his or her interest reaches, exceeds or falls below the Mandatory Disposal Threshold (as defined below) or if the interest of a shareholder (alone or a member of a concert) which is above such Mandatory Disposal Threshold changes in its composition, nature and/or size.

Failure to comply with the legal obligation to notify a change in shareholding under the WFT is an economic offence punishable by criminal and administrative penalties as well as civil law penalties, including the suspension of voting rights. Failure to comply with a notification under the Articles of Association can lead to a suspension of meeting and voting rights.

Disclosure Requirements for Members of the Board of Directors and the Executive Committee

Disclosure of Holdings

In addition to the requirements under the WFT regarding the disclosure of holdings in case the specified thresholds are met or exceeded or if holdings fall below these thresholds, Members of the Board of Directors must report to the AFM the number of shares in the Company and attached voting rights[6] held by them or their entity, within two weeks following their appointment as Director, whether or not such shareholdings meet or exceed any of the specified thresholds. Subsequently, any Member of the Board of Directors is required to notify the AFM of any changes in such number of shares in the Company and attached voting rights.

Disclosure of Transactions Carried Out on Any Securities Issued by the Company

Based on the Market Abuse Regulation, certain persons discharging managerial or supervisory responsibilities within the Company as well as persons closely associated with them (together "Insiders", as defined below), are required to notify the Company and the AFM within three trading days of all transactions conducted for their own account involving shares of the Company, or derivatives or other financial instruments related to such shares, unless the aggregate amount of such transactions in a calendar year exceeds the applicable threshold. The applicable threshold was € 5,000 until 4 December 2024 and € 20,000 per calendar year from 4 December 2024.

"Insiders" for the Company include (i) Members of the Board of Directors and the Executive Committee of the Company as well as certain other

(6) In this context, the term "shares" also includes for example depositary receipts for shares and rights resulting from an agreement to acquire shares or depositary receipts for shares, specifically call options, warrants, and convertible bond. Equally, the term "voting rights" also includes actual or contingent rights to voting rights (e.g., embedded in call options, warrants or convertible bonds).

senior executives who are not members of these bodies but who have regular access to inside information relating directly or indirectly to the Company and power to take managerial decisions affecting future developments and the business prospects of the Company, (ii) persons closely associated with any person mentioned under category (i) (including their spouses, life partners or any partner considered by national law as equivalent to the spouse, dependent children and other relatives who have shared the same household), and (iii) legal entities, trusts or partnerships whose managerial responsibilities are discharged by any person referred to in categories (i) or (ii) or which are directly or indirectly controlled by such a person, or that have been set up for the benefit of such a person, or whose economic interests are substantially equivalent to those of such a person.

The Company has adopted specific internal insider trading rules (the "**Insider Trading Rules**") in order to ensure compliance with the above requirements and with other share trading regulations applicable in the Netherlands, France, Germany and Spain. The Insider Trading Rules are available on the Company's website, and provide in particular that: (i) all employees and Directors are prohibited from conducting transactions in the Company's shares or stock options if they have inside information, and (ii) certain persons are only allowed to trade in the Company's shares or stock options within limited periods and have specific information obligations to the Insider Trading Compliance Officer of the Company and the competent financial market authorities with respect to certain transactions. The Insider Trading Compliance Officer is responsible for the implementation of the Insider Trading Rules.

4.2.4 Mandatory disposal

4.2.4.1 Notification requirements and mandatory disposal threshold restricting ownership to 15%

Under the Articles of Association, each shareholder must notify Airbus SE when it (or another party in respect of its interest in Airbus SE) must make a notification to the AFM of a substantial interest or short position with respect to Airbus SE, when its interest (alone or with concert parties) reaches or crosses the Mandatory Disposal Threshold (as defined below) or, subject to certain conditions and exemptions, when changes occur in the composition, nature and/or size of any interest held by it or by its concert parties in excess of the Mandatory Disposal Threshold. Failure to comply with these obligations may, subject to a prior notification by Airbus SE, result in the suspension of voting and attendance rights until the shareholder has complied with its obligations.

The Articles of Association prohibit any shareholder from holding an interest of more than 15% of the share capital or voting rights of Airbus SE, acting alone or in concert with others (the "**Mandatory Disposal Threshold**"). An interest ("**Interest**") includes not only shares and voting rights, but also other instruments that cause shares or voting rights to be deemed to be at someone's disposal pursuant to the WFT, such that they must be notified to the AFM if certain thresholds are reached or crossed. Any shareholder having an interest exceeding the Mandatory Disposal Threshold must reduce its interest below the Mandatory Disposal Threshold within two weeks after such notification by Airbus SE. Upon receipt of such notification, the voting, attendance and dividend rights attached to the shares exceeding the Mandatory Disposal Threshold shall be suspended. The same applies to concerts of shareholders and other persons who together hold an interest exceeding the Mandatory Disposal Threshold. Should such shareholder or concert not comply the 15% Mandatory Disposal Threshold by the end of such two-week period, the voting, attendance and dividend rights attached to all shares held by such shareholder or concert shall be suspended, and their Excess Shares would be transferred to a Dutch law foundation (stichting), which can, and eventually must, dispose of them. The suspension of shareholder rights described above shall be lifted once a shareholder or concert complies with its obligations under the Articles of Association.

The Dutch law foundation would issue depositary receipts to the relevant shareholder in return for the Excess Shares transferred to the foundation, which would entitle the relevant shareholder to the economic rights, but not the voting rights, attached to such Airbus SE shares. The foundation's Articles of Association and the terms of administration governing the relationship between the foundation and the depositary receipt holders provide, inter alia, that:

- the board members of the foundation must be independent from Airbus SE, any "grandfathered" persons and their affiliates, and any holder of depositary receipts and their affiliates. Note that Airbus SE has agreed to cover the foundation's expenses and indemnify its Board members against liability, for further information please refer to Section 4.2.4.2 "Shareholding and voting rights -Exemptions from mandatory disposal threshold";
- the board members of the foundation are appointed (except for the initial Board Members who were appointed at incorporation) and dismissed by the management board of the foundation (Airbus SE may, however, appoint one board member in a situation where there are no foundation board members);
- the foundation has no discretion as to the exercise of voting rights attached to any of the Airbus SE shares held by it and will, in a mechanical manner, vote to reflect the outcome of the votes cast (or not cast) by the other shareholders, and the foundation will distribute any dividends or other distributions it receives from Airbus SE to the holders of depositary receipts; and
- no transfer of a depositary receipt can be made without the prior written approval of the foundation's board.

For any shareholder or group of shareholders, "**Excess Shares**" are the shares that exceed the Mandatory Disposal Threshold. This threshold is defined in the Articles of Association as the lower of two amounts: (i) the shares that represent the percentage by which the shareholder's or group's interest exceeds this threshold, and (ii) all the shares held by such shareholder or group.

This rule is included in the Articles of Association to ensure Airbus SE's governance remains stable, to increase the number of shares available for public trading, and to protect the interests of Airbus SE and its stakeholders. It limits the influence of any shareholder or group of shareholders holding an amount of shares above the given threshold, except in the case of a public takeover offer that is accepted by shareholders holding at least 80% of the share capital referred to below.

4.2.4.2 Exemptions from mandatory disposal threshold

The restrictions pursuant to the Mandatory Disposal Threshold under the Articles of Association do not apply to a person who has made a public offer with at least an 80% acceptance (including any Airbus SE shares already held by such person). These restrictions also have certain grandfathering exemptions for the benefit of shareholders and concerts holding interests exceeding the Mandatory Disposal Threshold on 2 April 2013 (the "**Exemption Date**"), which is the date of first implementation of the Mandatory Disposal Threshold.

Different grandfathering regimes apply to such shareholders and concerts, depending on the interests and the nature thereof held by each such shareholder or concert on the Exemption Date.

Airbus SE has confirmed that: (i) the specific exemption in Article 16.1.b of the Articles of Association applies to Sogepa, as it held more than 15% of the outstanding Airbus SE's voting rights and shares, including the legal and economic ownership thereof, on the Exemption Date; and (ii) the specific exemption in Article 16.1.c of the Articles of Association applies to the concert among Sogepa, GZBV and SEPI, as they held more than 15% of the outstanding Airbus SE voting rights and shares, including the legal and economic ownership thereof, on the Exemption Date.

4.2.5 Mandatory public offer

4.2.5.1 Takeover Directive

The Directive 2004/25/EC on takeover bids (the "**Takeover Directive**") sets forth the principles governing the allocation of laws applicable to the Company in the context of a takeover bid for the shares of the Company. The Takeover Directive refers to the rules of the Netherlands and the rules of the European Union Member State of the competent authority that must be chosen by the Company from among the various market authorities supervising the markets where its shares are listed.

For the Company, matters relating to, inter alia, the consideration offered in the case of a bid, in particular the price, and matters relating to the bid procedure, in particular the information on the offeror's decision to make a bid, the contents of the offer document and the disclosure of the bid, shall be determined by the laws of the European Union Member State having the competent authority.

Matters relating to the information to be provided to the employees of the Company and matters relating to company law, in particular the percentage of voting rights which confers control and any derogation from the obligation to launch a bid, the conditions under which the Board of Directors may undertake any action which might result in the frustration of the bid, the applicable rules and the competent authority will be governed by Dutch law.

4.2.5.2 Dutch Law

In accordance with Dutch law, shareholders are required to make a public offer for all issued and outstanding shares in Airbus SE's share capital if they – individually or acting in concert (as such terms are defined under Dutch law summarised below), directly or indirectly – have 30% or more of the voting rights (significant control) in Airbus SE. In addition to the other available exemptions that are provided under Dutch law, the requirement to make a public offer does not apply to persons, who at the time the takeover provisions under Dutch law came into force, already held – individually or acting in concert – 30% or more of the voting rights in Airbus SE. In the case of such a concert, a new member of the concert can be exempted if it satisfies certain conditions.

4.2.6 Amendments to the Articles of Association

According to the Articles of Association, resolutions to amend the Articles of Association require a two-thirds majority of the votes validly cast at a general meeting of shareholders, unless they concern amendments to a limited number of provisions thereof, in which case a 75% voting majority would be required. The proposal containing the literal text of a proposed amendment must be available for inspection by shareholders at Airbus SE's headquarters, from the day the meeting is convened until after the end of the meeting.

4.2.7 Relationship with principal shareholders

In 2013, GZBV, a subsidiary of KfW, Sogepa and SEPI, entered into a shareholders' agreement (the "**Shareholders' Agreement**"). The Shareholders' Agreement, further details of which are set out below, does not give the parties to it any rights to designate members of the Board of Directors or management team or to participate in the governance of Airbus SE. Airbus SE has also entered into state security agreements with each of the French state and German state, which are also described in more detail below.

4.2.7.1 Shareholder arrangements

Grandfathering agreement

The French state, Sogepa, the German state, KfW and GZBV (all parties together the "**Parties**" and each, individually, as a "**Party**") entered into an agreement with respect to certain grandfathering rights under the Articles of Association. Below is a summary of such agreement.

Individual grandfathering rights

A Party that is individually grandfathered pursuant to Article 16.1.b of the Articles of Association (such Party holding "**Individual Grandfathering Rights**") shall remain individually grandfathered in accordance with the Articles of Association if the concert with respect to Airbus SE (the "**Concert**") is subsequently terminated (for instance by terminating the Shareholders' Agreement) or if it exits the Concert.

Loss of individual grandfathering rights

A Party holding Individual Grandfathering Rights as well as any of its affiliates who are grandfathered pursuant to Article 16.1.b in conjunction with Article 16.3 of the Articles of Association (such affiliates holding "**Derived Grandfathering Rights**", and the Individual Grandfathering Rights and the Derived Grandfathering Rights, together, the "**Grandfathering Rights**") shall no longer be entitled to exercise their Grandfathering Rights in the event:

- the Concert is terminated as a result of it or any of its affiliates having actually or constructively terminated such Concert; or
- it or its relevant affiliate(s) exit(s) the Concert,

and such termination or exit is not for good cause and is not based on material and ongoing violations of the Concert arrangements, including, without limitation, of the Shareholders' Agreement, by the other principal member of the Concert.

In the event that in the future the voting rights in the Company of the other principal member of the Concert, together with those of its affiliates, would for an uninterrupted period of three months represent less than 3% of the outstanding aggregate voting rights of Airbus SE, the Grandfathering Rights of the Party, including its affiliates which were no longer entitled to use their Grandfathering Rights, shall from then on revive and Sogepa and GZBV shall jointly notify Airbus SE to that effect.

Notification to the Company

Airbus SE will not be required to take any of the actions provided for in Article 15 of the Articles of Association pursuant to the post-Concert Grandfathering Agreement unless and until it receives: (i) a joint written instruction from Sogepa and GZBV with respect to the taking of any of the actions provided for in Article 15 of the Articles of Association pursuant to the post-Concert Grandfathering Agreement, or (ii) a copy of a binding advice rendered by three independent, impartial and neutral Expert Adjudicators in order to settle any dispute between the Parties arising out of, or in connection with, the post-Concert Grandfathering Agreement.

Airbus SE will not incur any liability to any of the Parties by taking such actions following receipt of any such joint instruction or binding advice and the Company will not be required to interpret the post-Concert Grandfathering Agreement or any such joint instruction or binding advice. Notwithstanding the description under "Various provisions – Jurisdiction" below, the courts of the Netherlands will have exclusive jurisdiction to resolve any dispute, controversy or claim affecting the rights or obligations of the Company under the post-Concert Grandfathering Agreement.

Various provisions

Termination: the post-Concert Grandfathering Agreement terminates only if either the French state and its affiliates or the German state and its affiliates no longer hold shares in the Company.

Governing law: laws of the Netherlands.

Jurisdiction: binding advice for any dispute, controversy or claim arising out of, or in connection with, the post-Concert Grandfathering Agreement, in accordance with the procedure set forth in the post-Concert Grandfathering Agreement. However, any such disputes may be submitted to the exclusive jurisdiction of the courts of the Netherlands to resolve any such dispute, controversy or claim.

Governance of the Company

Below is a further description of the Shareholders' Agreement, based solely on a written summary of the main provisions of the Shareholders' Agreement that has been provided to Airbus SE by Sogepa, GZBV and SEPI (all parties together, the "**Shareholders**").

Appointment of the Directors: the Shareholders shall vote in favour of any draft resolution relating to the appointment of Directors submitted to the shareholders' meeting of Airbus SE in accordance with the terms and conditions of the German State Security Agreement and the French State Security Agreement (as described below). If, for whatever reason, any person to be appointed as a Director pursuant to the German State Security Agreement or the French State Security Agreement is not nominated, the Shareholders shall use their best endeavours so that such person is appointed as a Director. Sogepa and GZBV shall support the appointment of one Spanish national that SEPI may present to them as a member of the Board of Directors of Airbus SE, provided such person qualifies as an independent Director pursuant to the conditions set forth in the rules governing the internal affairs of the Board of Directors (the "**Board Rules**"), and shall vote as Shareholders in any Shareholders' meeting in favour of such appointment and against the appointment of any other person for such position. If, for whatever reason, the French State Security Agreement and/or the German State Security Agreement has/have been terminated, KfW or Sogepa, as the case might be, shall propose two persons, and the Shareholders shall exercise their best endeavours so that these persons are appointed as Directors. Directors can always be dismissed at the general meeting.

Modification of the Articles of Association: Sogepa and GZBV shall consult each other on any draft resolution intending to modify the Board Rules and/or the Articles of Association. Unless Sogepa and GZBV agree to vote in favour together of such draft resolution, the Shareholders shall vote against such draft resolution. If Sogepa and GZBV reach a mutual agreement on such draft resolution, the Shareholders shall vote in favour of such draft resolution.

Reserved matters: with respect to the matters requiring the approval of a qualified majority at the Board level (the "**Reserved Matters**"), all the Directors shall be free to express their own views. If the implementation of a Reserved Matter requires a decision of the shareholders' meeting of Airbus SE, then Sogepa and GZBV shall consult each other with a view to reaching a common position. Should Sogepa and GZBV fail to reach a common position, they shall remain free to exercise on a discretionary basis their votes.

Prior consultation: Sogepa and GZBV shall consult each other on any draft resolution submitted to the shareholders' meeting other than related to Reserved Matters and the Board Rules.

Balance of interests

The Shareholders agree to pursue their common objective to seek a balance between themselves and their respective interests in Airbus SE as follows:

- to hold as closely as reasonably possible to 12% of the voting rights for Sogepa, together with any voting rights attributable to Sogepa and/or to the French state, pursuant to Dutch takeover rules except for voting rights attributable due to acting in concert with the other parties;
- to hold as closely as reasonably possible to 12% of the voting rights for GZBV, together with any voting rights attributable to GZBV and/or to the German state, pursuant to Dutch takeover rules except for voting rights attributable due to acting in concert with the other parties; and
- to hold as closely as reasonably possible to 4% of the voting rights for SEPI, together with any voting rights attributable to SEPI and/or to the Spanish state, pursuant to Dutch takeover rules except for voting rights attributable due to acting in concert with the other parties.

Mandatory takeover threshold

The total aggregate voting rights of the Shareholders shall always represent less than 30% of the voting rights of the Company, or less than any other threshold the crossing of which would trigger for any Shareholder a mandatory takeover obligation (the "**MTO Threshold**"). In the event that the total aggregate voting rights of the Shareholders exceed the MTO Threshold, the Shareholders shall take all appropriate actions as soon as reasonably practicable, but in any event within 30 days, to fall below the MTO Threshold.

Transfer of securities

Permitted transfer: transfer of securities by any Shareholder to one of its affiliates.

Pre-emption right: pro rata pre-emption rights of the Shareholders in the event any Shareholder intends to transfer any of its securities to a third party directly or on the market.

Call option right: call option right for the benefit of the Shareholders in the event that the share capital or the voting rights of any Shareholders cease to be majority-owned, directly or indirectly, by the French state, the German state or the Spanish state as applicable.

Tag-along right: tag-along right for the benefit of SEPI in the event that Sogepa, the French state or any of their affiliates and any French public entity, and GZBV, the German state or any of their affiliates and any public entity propose together to transfer all of their entire voting rights interests.

Various provisions

Termination: the Shareholders' Agreement may cease to apply in respect of one or more Shareholders and/or their affiliates, subject to the occurrence of certain changes in its or their shareholding interest in Airbus SE, or in its or their shareholders.

Governing law: laws of the Netherlands.

Jurisdiction: arbitration in accordance with the Rules of Arbitration of the International Chamber of Commerce, with the seat of arbitration in The Hague (the Netherlands).

4.2.7.2 Undertakings with respect to interests of certain stakeholders

Airbus SE has made undertakings and entered into agreements in connection with interests of certain stakeholders.

State security agreements and related undertakings

Airbus SE and the French state have entered into an amendment to the existing convention between them relating to the Company's ballistic missiles business (as amended, the "**French State Security Agreement**"). Under the French State Security Agreement, certain sensitive French military assets are held by an Airbus SE subsidiary (the "**French Defence Holding Company**"). The French state has the right to approve or disapprove of – but not to propose or appoint – three outside Directors on the Board of Directors of the French Defence Holding Company (the "**French Defence Outside Directors**"), at least two of whom must qualify as Independent Directors under the Board Rules if they are members of the Board of Directors. Two of the French Defence Outside Directors are required also to be members of the Board of Directors of Airbus SE. French Defence Outside Directors may neither (i) be employees, managers or corporate officers of a company belonging to Airbus SE (although they may be members of the Board of Directors of Airbus SE) nor (ii) have material ongoing professional relationships with Airbus SE.

Pursuant to the French State Security Agreement, Airbus SE has granted to the French state: (a) a veto right, and subsequently a call option, on the shares of the Airbus SE subsidiary performing ballistic missiles activity, exercisable under certain circumstances, including if (i) a third party acquires, directly or indirectly, either alone or in concert, more than 15% or any multiple thereof of the share capital or voting rights of Airbus SE, or (ii) the sale of the shares of such companies carrying out such activity is considered, and (b) a right to oppose the transfer of any such shares.

Airbus SE and the German state have entered into an agreement, and an amendment agreement, to the agreement relating to the protection of essential interests to the German state's security (the "**German State Security Agreement**"). Under the German State Security Agreement, certain sensitive German military activities are pursued directly or indirectly by an Airbus SE subsidiary (the "**German Defence Holding Company**"). The German state has the right to approve or disapprove of – but not to propose or appoint – three outside Directors to the Supervisory Board of the German Defence Holding Company (the "**German Defence Outside Directors**"), at least two of whom must qualify as Independent Directors under the Board Rules if they are members of the Board of Directors. Two of the German Defence Outside Directors are required also to be members of the Board of Directors. The qualifications to serve as a German Defence Outside Director are comparable to those to serve as a French Defence Outside Director.

Pursuant to the German State Security Agreement, Airbus SE and the German Defence Holding Company have granted to the German state a pre-emption right to acquire the sensitive activities, as defined under the German State Security Agreement. The pre-emption right applies in case the German Defence Holding Company wishes to sell the sensitive activities to an entity outside Airbus SE, or outside the German territory, or the shares of a controlled entity which hosts sensitive activities. In such a case, the German state may acquire the shares of such a controlled entity. Furthermore, the German state has the right to acquire the sensitive activities in case Airbus SE intends to allocate the sensitive activities outside Germany or to give up the sensitive activities.

In February 2021, Airbus SE and the Spanish state entered into an agreement relating to the protection of essential security interests to the Spanish state (the "**Spanish State Security Agreement**"). Under the Spanish State Security Agreement, certain sensitive Spanish military assets are held by a Company's subsidiary (the "**Spanish Defence Holding Company**"). Pursuant to the Spanish State Security Agreement, Airbus SE granted the Spanish state a pre-emption right to acquire the sensitive assets as defined under the Spanish State Security Agreement. The pre-emption right applies in case the Spanish Defence Holding Company wishes to sell the sensitive assets to an entity outside Airbus or outside Spain's territory. In such a case, the Spanish state has the right to acquire the sensitive assets.

Dassault Aviation

Airbus SE entered into an agreement with the French state pursuant to which Airbus SE:

- grants the French state a right of first offer in case of the sale of all or part of its shareholding in Dassault Aviation; and
- commits to consult with the French state prior to making any decision at any shareholders' meeting of Dassault Aviation.

As of 31 December 2024, Airbus SE held 10.53% of Dassault Aviation's share capital and 6.35% of its voting rights.

Stock exchange listings

Airbus SE has undertaken to the parties to the Shareholders' Agreement that, for the duration of the Shareholders' Agreement, Airbus SE's shares will remain listed exclusively in France, Germany and Spain.

4.2.8 Purchase by the Company of its own shares

4.2.8.1 Dutch Law and Information on Share Repurchase Programmes

Under Dutch civil law, the Company may acquire its own shares, subject to certain provisions of the law of the Netherlands and the Articles of Association, if (i) the shareholders' equity less the payment required to make the acquisition does not fall below the sum of paid-up and called portion of the share capital and any reserves required by the law of the Netherlands and (ii) the Company and its subsidiaries would not thereafter hold or hold in pledge shares with an aggregate nominal value exceeding one-half (50%) of the Company's issued share capital. Share acquisitions may be effected by the Board of Directors only if the shareholders' meeting has authorised the Board of Directors to effect such repurchases. Such authorisation may apply for a maximum period of 18 months.

For the authorisations granted to the Board of Directors at the AGM held on 10 April 2024, see Section 4.1.2 "Modification of share capital or rights to acquire shares".

4.2.8.2 European Regulation

Pursuant to the Market Abuse Regulation and EU Delegated Regulation no. 2016/1052, the Company is subject to conditions for share repurchase programmes and disclosure relating thereto. In particular, prior to implementing the share repurchase programme, the Company must ensure adequate disclosure of the following information: the purpose of the programme, the maximum pecuniary amount allocated to the programme, the maximum number of shares to be acquired, and the duration of the programme.

In addition, the Company must report to the competent authority of the most relevant trading venue (in terms of liquidity in the Company's shares) on which the shares are admitted to trading or are traded no later than by the end of the seventh daily market session following the date of execution of the transaction, all the transactions relating to the buy-back programme and ensure adequate disclosure of certain information relating to the share repurchase within the same time frame.

4.2.8.3 French Regulations

As a result of its listing on a regulated market in France, the Company is subject to the European regulations summarised above in Section 4.2.8.2 "Purchase by the Company of its own Shares -European Regulation".

In addition, the French Authority for the Financial Markets (Autorité des marchés financiers) (the "AMF") General Regulations and AMF guidelines n°2017-04 define the conditions for a company's trading in its own shares to be valid in accordance with the Market Abuse Regulation and EU Delegated Regulation no. 2016/1052.

Moreover, the Company must report to the AMF, on at least a monthly basis, all the specified information regarding such purchases previously published on its website and information concerning the cancellation of such repurchased shares.

4.2.8.4 German Regulations

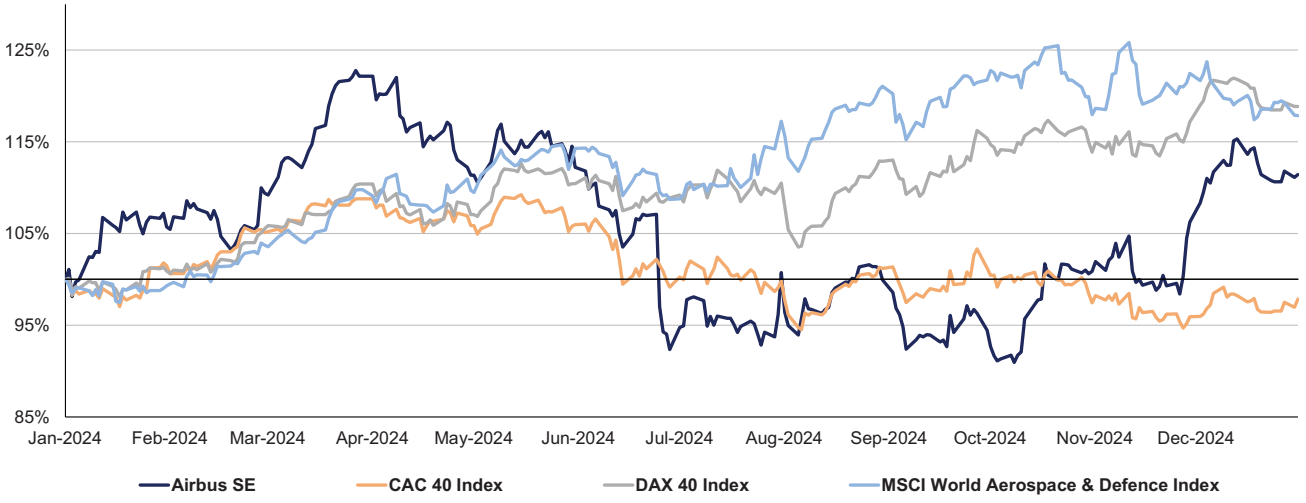
As a foreign issuer, the Company is subject to German rules on repurchasing its own shares only to a limited extent, since German rules refer to the law of the Member State in which the Company is domiciled. In addition, general principles of German law on equal treatment of shareholders are applicable.

The European regulations summarised above in Section 4.2.8.2 "Purchase by the Company of its own Shares -European Regulation" also applies to the Company in Germany.

4.2.8.5 Spanish Regulations

As a foreign issuer, the Company is not subject to Spanish rules on trading in its own shares, which only apply to Spanish issuers. The European regulations summarised above in Section 4.2.8.2 "Purchase by the Company of its own Shares -European Regulation" also applies to the Company in Spain.

4.3 Share Price Performance 2024



Over the course of 2024, the Airbus SE share price experienced volatility, and closed out the year at € 154.78.

In January, the Company's share price was supported by the 2023 Orders and Deliveries announcement. Following the full-year 2023 earnings release in February, the Company's share price had an initial negative reaction. This was attributed to a slight disappointment linked to the profitability of the Commercial Aircraft business in Q4 2023 as well as the market's perception of 2024 guidance being conservative. This negative sentiment was reversed shortly after, and together with the overall rise of equity markets driven by optimism over the economy and interest rate cuts in 2024, the share price was lifted to a new record high recorded on March 27th (closing price €170.55).

The second quarter started with a weak performance of equity markets, driven by profit-taking in the first half of April and continued geopolitical tensions across the globe. Global stocks rebounded in May, largely driven by the US market. The positive trend in the US extended to June, while Europe and other equity markets traded sideways. In this context and amid reports on production delays and continued supply chain challenges, the Company's share price retreated. In June, the Company's shares widened their losses, initially due to political uncertainty in France, then followed by a major drop resulting from the 2024 guidance update and the announcement of adjustments to the ramp-up trajectory.

During the third quarter, the Company's share price remained volatile. It had an initial positive reaction following the H1 2024 earnings release, which exceeded market expectations, however the share price was also affected by the general macroeconomic environment in August, fluctuating broadly in line with the market. In early September, the Company's share price was initially weighed down by uncertainty surrounding an in-flight failure of an A350 engine component on a Cathay Pacific flight, lower than expected commercial aircraft deliveries in August and engine manufacturers' comments on output and Q3 outlook challenges. The evolution of the Cathay Pacific situation, with the incident being declared not an immediate safety risk and rather tied to maintenance procedures, contributed to reversing the negative sentiment.

The fourth quarter started with an overall weak performance in equity markets, impacted by escalations of the conflict in the Middle East. However, the negative sentiment was reversed by easing inflation pressures, which strengthened market expectations on a continued path of interest rate cuts from central banks. In parallel, the Company's share price outperformed, first reacting positively to the announcement of the Airbus Defence and Space workforce adaptation plan, and then to the better than anticipated 9m 2024 financial results.

While the US market rallied following the outcome of the US presidential elections, European markets were weighed down by the potential adverse impact of more protectionist trade policies that may be implemented by the incoming administration. In this context, the Company's share price continued to outperform, supported in part by the decision of engine manufacturers to divert some A320 engines from the aftermarket to Airbus and by a solid level of commercial aircraft deliveries in November, which reassured the market on the year-end delivery target.

With a performance of +11% in 2024, Airbus SE shares outperformed the CAC40 index (-2%) but underperformed the DAX40 index (+19%) and the broader aerospace and defence sector (MSCI World Aerospace and Defence +18%).

4.4 Dividends

4.4.1 Dividend Policy of the Company and Dividend Proposal

In December 2013, Airbus formalised a dividend policy demonstrating a strong commitment to shareholder returns. This policy targets sustainable growth in the dividend within a pay-out ratio of 30%-40%.

The Board of Directors will propose to the Annual General Meeting the payment to shareholders on 24 April 2025 of a dividend of € 2.00 per share (FY 2023: € 1.80), corresponding to a pay-out ratio of 37%.

In addition, the Board of Directors will propose to the Annual General Meeting the payment of a special dividend of € 1.00 per share.

This reflects the Company's confidence in its future financial performance as well as its commitment to growing shareholder return.

The record date should be 23 April 2025.

4.4.2 Unclaimed Dividends

Pursuant to the Articles of Association, a claim for payment of a dividend or other distribution approved by the shareholders' meeting shall lapse five years after the date on which such claim becomes due and payable. The claim for payment of interim dividends shall lapse five years after the date on which the claim for payment of the dividend against which the interim dividend could be distributed becomes due and payable.

4.5 Taxation

The statements below represent a broad analysis of the current tax laws of the Netherlands. The description is limited to the material tax implications for a holder of the Company's shares (the "**Shares**") who is not and is not deemed to be resident in the Netherlands for any Dutch tax purposes (a "**Non-Resident Holder**"). Certain categories of holders of the Company's shares may be subject to special rules which are not addressed below and which may be substantially different from the general rules described below. Investors who are in doubt as to their tax position in the Netherlands and in their state of residence should consult their professional advisors. Where the summary refers to "the Netherlands" or "Netherlands" or "Dutch", it refers only to the European part of the Kingdom of the Netherlands.

4.5.1 Withholding Tax on Dividends

In general, a dividend distributed by the Company in respect of Shares will be subject to Dutch withholding tax at a statutory rate of 15%. Dividends include *inter alia* dividends in cash or in kind, deemed and constructive dividends, (partial) repayments of paid-in capital not recognised as capital for Dutch dividend withholding tax purposes, and liquidation proceeds in excess of the average paid-in capital recognised as capital for Dutch dividend withholding tax purposes. Stock dividends paid out of the Company's paid-in-share premium, recognised as capital for Dutch dividend withholding tax purposes, will not be subject to this withholding tax.

A Non-Resident Holder of Shares can be eligible for a partial or complete exemption or refund of all or a portion of the above withholding tax pursuant to domestic rules or under a tax convention that is in effect between the Netherlands and the Non-Resident Holder's country of residence for tax purposes. The Netherlands has concluded such conventions with the US, Canada, Switzerland, Japan, the UK, all European Union Member States and other countries.

4.5.2 Conditional Withholding Tax on Dividends

A conditional withholding tax may apply at the highest corporate tax rate (presently 25.8%) on dividends distributed by the Company to an affiliated (*gelieerde*) entity of it if such entity (i) is considered to be resident (*gevestigd*) in a jurisdiction that is listed in the annually updated Dutch Regulation on low-taxing states and non-cooperative jurisdictions for tax purposes (*Regeling laagbelastende staten en niet-coöperatieve rechtsgebieden voor belastingdoeleinden*), or (ii) has a permanent establishment located in such jurisdiction to which the dividend is attributable, or (iii) is entitled to the dividend payable for the main purpose or one of the main purposes to avoid taxation for another person, or (iv) is not considered to be the recipient of the dividend in its jurisdiction of residence because such jurisdiction treats another (lower-tier) entity as the recipient of the dividend (a hybrid mismatch), or (v) is not treated as resident anywhere (also a hybrid mismatch), or (vi) is a reverse hybrid whereby the jurisdiction of residence of a participant that has a qualifying interest (*kwalificerend belang*) in the reverse hybrid treats the reverse hybrid as tax transparent and that participant would have been taxable based on one (or more) of the items in (i)-(v) above had the dividend been payable to the participant directly, all within the meaning of the Withholding Tax Act 2021 (*Wet bronbelasting 2021*).

If the dividend withholding tax and the conditional dividend withholding tax are both applied, the conditional dividend withholding tax will be reduced by the actual dividend withholding tax levied. As a result, in such circumstance the aggregate tax rate on dividends may rise from 15% to the highest corporate tax rate (presently 25.8%).

4.5.3 Withholding Tax on Sale or Other Dispositions of Shares

Payments on the sale or other dispositions of Shares will not be subject to Dutch withholding tax, unless the sale or other disposition is, or is deemed to be, made to the Company or a direct or indirect subsidiary of the Company. In principle, a redemption or sale to the Company or a direct or indirect subsidiary of the Company will be deemed to be a dividend and will be subject to the rules set forth in Section 4.5.1 "Withholding Tax on Dividends" and Section 4.5.2 "Conditional Withholding Tax on Dividends per 2024" above.

4.5.4 Taxes on Income and Capital Gains

A Non-Resident Holder who receives dividends distributed by the Company on Shares or who realises a capital gain derived from Shares, will not be subject to Dutch taxation on income or a capital gain unless:

- the income or capital gain is attributable to an enterprise or part thereof which is either effectively managed in the Netherlands or carried on through a permanent establishment (*vaste inrichting*) or permanent representative (*vaste vertegenwoordiger*) taxable in the Netherlands and the holder of Shares derives profits from such enterprise (other than by way of the holding of securities); or
- the Non-Resident Holder is an entity and has, directly or indirectly, a substantial interest (*aanmerkelijk belang*) or a deemed substantial interest in the Company and such interest is held by the Non-Resident Holder with the main purpose of or one of the main purposes of avoiding personal income tax for another person; or
- the Non-Resident Holder is an individual and such holder or a connected person to such holder (*verbonden persoon*) has, directly or indirectly, a substantial interest (*aanmerkelijk belang*) or a deemed substantial interest in the Company which is not attributable to an enterprise; or
- the income or capital gain qualifies as income from miscellaneous activities (*belastbaar resultaat uit overige werkzaamheden*) in the Netherlands as defined in the Dutch Income Tax Act 2001 (*Wet inkomstenbelasting 2001*), including without limitation, activities that exceed normal, active portfolio management (*normaal actief vermogensbeheer*).

Generally, a Non-Resident Holder of Shares will not have a substantial interest in the Company's share capital, unless the Non-Resident Holder, alone or together with certain related persons holds, jointly or severally directly or indirectly, Shares in the Company, or a right to acquire Shares in the Company representing 5% or more of the Company's total issued and outstanding share capital or any class thereof. Generally, a deemed substantial interest exists if all or part of a substantial interest has been or is deemed to have been disposed of with application of a roll-over relief.

4.5.5 Gift or Inheritance Taxes

Dutch gift or inheritance taxes will not be levied on the occasion of the transfer of Shares by way of gift by, or on the death of, a Non-Resident Holder, unless the transfer is construed as an inheritance or gift made by or on behalf of, a person who, at the time of the gift or death, is or is deemed to be resident in the Netherlands for the purpose of the relevant provisions.

4.5.6 Value Added Tax

There is no Dutch value added tax payable by a holder of Shares in respect of dividends on the Shares or on the transfer of the Shares.

4.5.7 Other Taxes and Duties

There is no Dutch registration tax, stamp duty or any other similar tax or duty other than court fees payable in the Netherlands by a holder of Shares in respect of or in connection with the execution, delivery and/or enforcement by legal proceedings (including any foreign judgement in the courts of the Netherlands) with respect to the dividends on the Shares or on the transfer of the Shares.

4.5.8 Residence

A Non-Resident Holder will not become resident, or be deemed to be resident, in the Netherlands solely as a result of holding a Share or of the execution, performance, delivery and/or enforcement of rights in respect of the Shares.

5 Financial Information

The following financial information should be read together with the Company's IFRS Consolidated Financial Statements as of and for the years ended 31 December 2024 and 2023. These Financial Statements have been prepared in accordance with International Financial Reporting Standards ("**IFRS**") issued by the International Accounting Standards Board as endorsed by the European Union, and with Part 9 of Book 2 of the Dutch Civil Code.

The following financial information also contains certain "non-GAAP financial measures", i.e. financial measures that either exclude or include amounts that are not excluded or included in the most directly comparable measure calculated and presented in accordance with IFRS. Specifically, the Company makes use of the non-GAAP financial measures (i.e. Alternative Performance Measures) "EBIT Adjusted", "Net cash" and "Free Cash Flow".

The Company uses these non-GAAP financial measures to assess its consolidated financial and operating performance and believes they are helpful in identifying trends in its performance. These measures enhance management's ability to make decisions with respect to resource allocation and whether the Company is meeting its financial goals. Non-GAAP financial measures have certain limitations as analytical tools, and should not be considered in isolation or as substitutes for analysis of the Company's results as reported under IFRS.

Exchange rate

The financial information presented in this document is expressed in euro, US dollar or pound sterling. The following table sets out, for the periods indicated, certain information concerning the exchange rate between the euro, the US dollar and the pound sterling, calculated using the official European Central Bank fixing rate:

	Average		Year-end	
	€/US$	€/£	€/US$	€/£
31 December 2024	1.0824	0.8466	1.0389	0.8292
31 December 2023	1.0813	0.8698	1.1050	0.8691

5.1 Financial Performance

Key Figures

(In € million)	2024	2023
Revenues	69,230	65,446
EBIT Adjusted	5,354	5,838
EBIT (reported)	5,304	4,603
Net Income	4,232	3,789
FCF before Customer Financing[1]	4,463	4,532
FCF[1]	4,461	4,096

(1) The Company has decided to update the definition of the Alternative Performance Measure Free Cash Flow in line with market practices to better reflect the underlying cash generation performance of its operations. Going forward, Mergers and Acquisitions transactions will be excluded from this definition. This applies from 1 January 2024 onwards.

Revenue and EBIT (reported) by Business Segment

	Revenues			EBIT (reported)		
(In € million)	2024	2023	Change	2024	2023	Change
Airbus	50,646	47,763	+6%	5,133	3,610	+42%
Airbus Helicopters	7,941	7,337	+8%	818	717	+14%
Airbus Defence and Space	12,082	11,495	+5%	(656)	220	-
Eliminations	(1,439)	(1,149)	-	9	56	-
Total	69,230	65,446	+6%	5,304	4,603	+15%

Revenue

Revenue increased 6% year-on-year to € 69.2 billion (2023: € 65.4 billion). A total of 766 commercial aircraft were delivered (2023: 735 aircraft), comprising 75 A220s, 602 A320 Family, 32 A330s and 57 A350s. Revenues generated by Airbus' commercial aircraft activities increased 6% to € 50.6 billion, mainly reflecting the higher number of deliveries. Airbus Helicopters' revenues increased 8% to € 7.9 billion, reflecting higher deliveries of 361 units (2023: 346 units), a solid performance across programmes as well as growth in services. Revenues at Airbus Defence and Space increased 5% year-on-year to € 12.1 billion, mainly driven by the Air Power business. Seven A400M military airlifters were delivered (2023: 8 aircraft), including the first for Kazakhstan.

EBIT

EBIT (reported) amounted to € 5,304 million (2023: € 4,603 million), including net Adjustments of € -50 million.

EBIT Adjusted – an alternative performance measure and key indicator capturing the underlying business margin by excluding material charges or profits caused by movements in provisions related to programmes, restructuring or foreign exchange impacts as well as capital gains/losses from the disposal and acquisition of businesses – was € 5,354 million (2023: € 5,838 million).

The Company continues to use the term EBIT (Earnings Before Interest and Taxes). It is identical to profit before finance result and income taxes as defined by IFRS accounting standards.

EBIT Adjusted related to Airbus' commercial aircraft activities increased to € 5,093 million (2023: € 4,818 million), with the positive impact from higher deliveries being partially reduced by investments for preparing the future.

Airbus Helicopters' EBIT Adjusted increased to € 818 million (2023: € 735 million), reflecting the higher deliveries, a solid performance across programmes and growth in services.

EBIT Adjusted at Airbus Defence and Space was € -566 million (2023: € 229 million), reflecting charges of € 1.3 billion in Space programmes, including € 0.3 billion in the fourth quarter resulting from the completion of the in-depth technical review.

On the A400M programme, an additional update of the contract estimate at completion was performed and a net charge of € 121 million recorded, reflecting mainly updated assumptions regarding the new contract amendment with the launch nations and OCCAR and risk in the production plan. In light of uncertainties regarding the level of aircraft orders, the Company continues to assess the potential impact on the programme's manufacturing activities. Risks on the qualification of technical capabilities and associated costs remain stable, with no major variations compared to 2023.

The following table reconciles the Company's EBIT with its EBIT Adjusted.

Airbus Consolidated (In € million)	2024	2023
EBIT (reported)	**5,304**	**4,603**
$ working capital mismatch and balance sheet revaluation	+101	-1,030
A400M charge	-121	-41
Aerostructures transformation	-	-89
Airbus OneWeb Satellite	+51	-
Airbus Beluga Transport business	-40	-
Others	-41	-75
EBIT Adjusted	**5,354**	**5,838**

These Adjustments comprised:

- € +101 million impact related to the dollar working capital mismatch and balance sheet revaluation, of which € +247 million were in Q4. This mainly reflects the phasing impact arising from the difference between transaction date and delivery date;
- € -121 million related to the A400M, of which € -118 million were in Q4;
- € +51 million related to the gain on Airbus OneWeb Satellites, linked to the acquisition of the remaining 50% of the joint venture in Q1;
- € -40 million related to the recently announced termination of the Airbus Beluga Transport business;
- € -41 million of other costs including compliance and M&A, of which € -31 million were in Q4.

Financial result

Financial result was € 121 million (2023: € 166 million). The financial result mainly reflects the revaluation of certain equity investments and the evolution of the US dollar, partially offset by the interest result and the revaluation of financial instruments.

Net income

Net income was € 4,232 million (2023: € 3,789 million) with reported **earnings per share** of € 5.36 (2023: € 4.80).

Total Equity

The Company's shares are exclusively ordinary shares with a par value of € 1.00. The following table shows the development of the number of shares issued and fully paid:

(In number of shares)	2024	2023
Issued at 1 January	**790,459,434**	**788,205,008**
Issued for ESOP	1,824,249	2,254,426
Issued at 31 December	**792,283,683**	**790,459,434**
Treasury shares	(4,327,432)	(3,037,467)
Outstanding at 31 December	**787,956,251**	**787,421,967**

Holders of ordinary shares are entitled to dividends and to one vote per share at general meetings of the Company.

Equity attributable to equity owners of the parent (including purchased treasury shares) amounts to € 19,606 million (2023: € 17,695 million) representing an increase of € +1,911 million. This is mainly due to the net income for the period of € +4,232 million and partly offset by a dividend payment of € -2,215 million (a dividend of € 1.00 per share and a special one of 1.80 € per share).

The **non-controlling interests ("NCI")** from non-wholly owned subsidiaries increased to € 90 million as of 31 December 2024 (2023: € 35 million). These NCI do not have a material interest in the Company's activities and cash flows.

Net Cash

The Company defines its consolidated net cash position as the sum of (i) cash and cash equivalents and (ii) securities, minus (iii) financing liabilities, plus or minus (iiii) interest rate contracts related to fair value hedges (all as recorded in the Consolidated Statement of Financial Position). Net cash position is an alternative performance measure and an indicator that allows the Company to measure its ability to generate sufficient liquidity to invest in its growth and future expansion, honour its dividend policy and maintain financial flexibility.

The net cash is comprised of the following elements:

	31 December	
(In € million)	**2024**	**2023**
Cash and cash equivalents	15,003	16,469
Current securities	2,829	1,301
Non-current securities	9,032	7,508
Gross cash position	**26,864**	**25,278**
Short-term financing liabilities	(3,924)	(3,389)
Long-term financing liabilities	(10,355)	(10,202)
Interest rate contracts	(832)	(961)
Total	**11,753**	**10,726**

The net cash position on 31 December 2024 amounted to € 11,753 million (2023: € 10,726 million), with a gross cash position of € 26,864 million (2023: € 25,278 million). Please also refer to "Notes to the IFRS Consolidated Financial Statements - Note 36: Net Cash".

Financing Liabilities

	31 December	
(In € million)	**2024**	**2023**
Bonds and commercial papers	7,986	8,250
Liabilities to financial institutions	382	323
Loans	291	233
Lease liabilities	1,696	1,396
Total long-term financing liabilities	**10,355**	**10,202**
Bonds and commercial papers	556	817
Liabilities to financial institutions	26	1
Loans	85	81
Lease liabilities	253	221
Others[1]	3,004	2,269
Total short-term financing liabilities	**3,924**	**3,389**
Total	**14,279**	**13,591**

(1) Included in "others" are financing liabilities to joint ventures.

Long-term financing liabilities, mainly comprising of bonds and lease liabilities, increased by € +153 million to € 10,355 million (2023: € 10,202 million), mainly due to higher lease liabilities and increase in the value of bonds partly offset by bonds reclassification to short-term liabilities (EMTN 5 years).

Short-term financing liabilities increased by € +535 million to € 3,924 million (2023: € 3,389 million) mainly due to the EMTN 5 years reclassification in short-term financing liabilities maturing in April 2025 and financing liabilities to joint ventures partly offset the EMTN 10 years bond repayment in April 2024.

Free Cash Flow

The Company defines Free Cash Flow as the sum of (i) cash provided by operating activities and (ii) investments in intangible and fixed assets (net) & dividends paid by companies valued at equity, minus (iii) contribution to plan assets of pension schemes, (iv) realised foreign exchange results on treasury swaps and (v) change in cash from changes in consolidation. It is an alternative performance measure and key indicator which allows the Company to measure the amount of cash flow generated by its operations.

in € million	**2024**	**2023**
Gross Cash Flow from Operations[1]	6,570	5,718
Change in working capital[2]	1,266	1,204
Investments in intangible and fixed assets (net) & Dividends paid by companies valued at equity	(3,375)	(2,826)
of which Industrial CapEx (additions)[3]	*(3,669)*	*(3,051)*
Free Cash Flow[4]	**4,461**	**4,096**
of which Customer Financing	*(2)*	*(436)*
Free Cash Flow before Customer Financing	**4,463**	**4,532**

(1) Excluding working capital change, contribution to plan assets of pension schemes and realised FX results on treasury swaps
(2) Including net customer financing and excluding some perimeter change impacts from changes in consolidation
(3) Excluding leased and financial assets
(4) Excluding change in securities, change in cash from changes in consolidation, contribution to plan assets, realised FX results on treasury swaps and bank activities

Order Intake and Order Book

Gross commercial aircraft orders totalled 878 (2023: 2,319 aircraft) with net orders of 826 aircraft after cancellations (2023: 2,094 aircraft). The order backlog amounted to 8,658 commercial aircraft at the end of December 2024. Airbus Helicopters registered 450 net orders (2023: 393 units), with a book-to-bill ratio above 1 both in units and value highlighting strong demand for the Division's platforms. There was also good order intake for helicopter services. Airbus Defence and Space's order intake by value increased to a record € 16.7 billion (2023: € 15.7 billion), corresponding to a book-to-bill of around 1.4. Fourth quarter orders included 25 additional Eurofighter military aircraft for Spain.

Consolidated **order intake** by value decreased to € 103.5 billion (2023: €186.5 billion) with the consolidated **order book** valued at € 629 billion at the end of 2024 (year-end 2023: € 554 billion). The increase in the consolidated backlog value mainly reflects the Company-wide book-to-bill of above 1, and the strengthening of the US dollar.

Order Intake and Order Book by Business Segment *(pre-elimination)*

	Order Intake (net)			Order Book		
	2024	**2023**	**Change**	**2024**	**2023**	**Change**
Airbus (in units)	826	2,094	-61%	8,658	8,598	+1%
Airbus *(in € million)*	77,413	162,571	-52%	558,925	490,812	+14%
Airbus Helicopters *(in units)*	450	393	+15%	893	804	+11%
Airbus Helicopters *(in € million)*	10,071	8,597	+17%	24,064	21,525	+12%
Airbus Defence and Space *(in € million)*	16,710	15,701	+6%	46,803	42,195	+11%

5.2 Information on Airbus SE Auditors

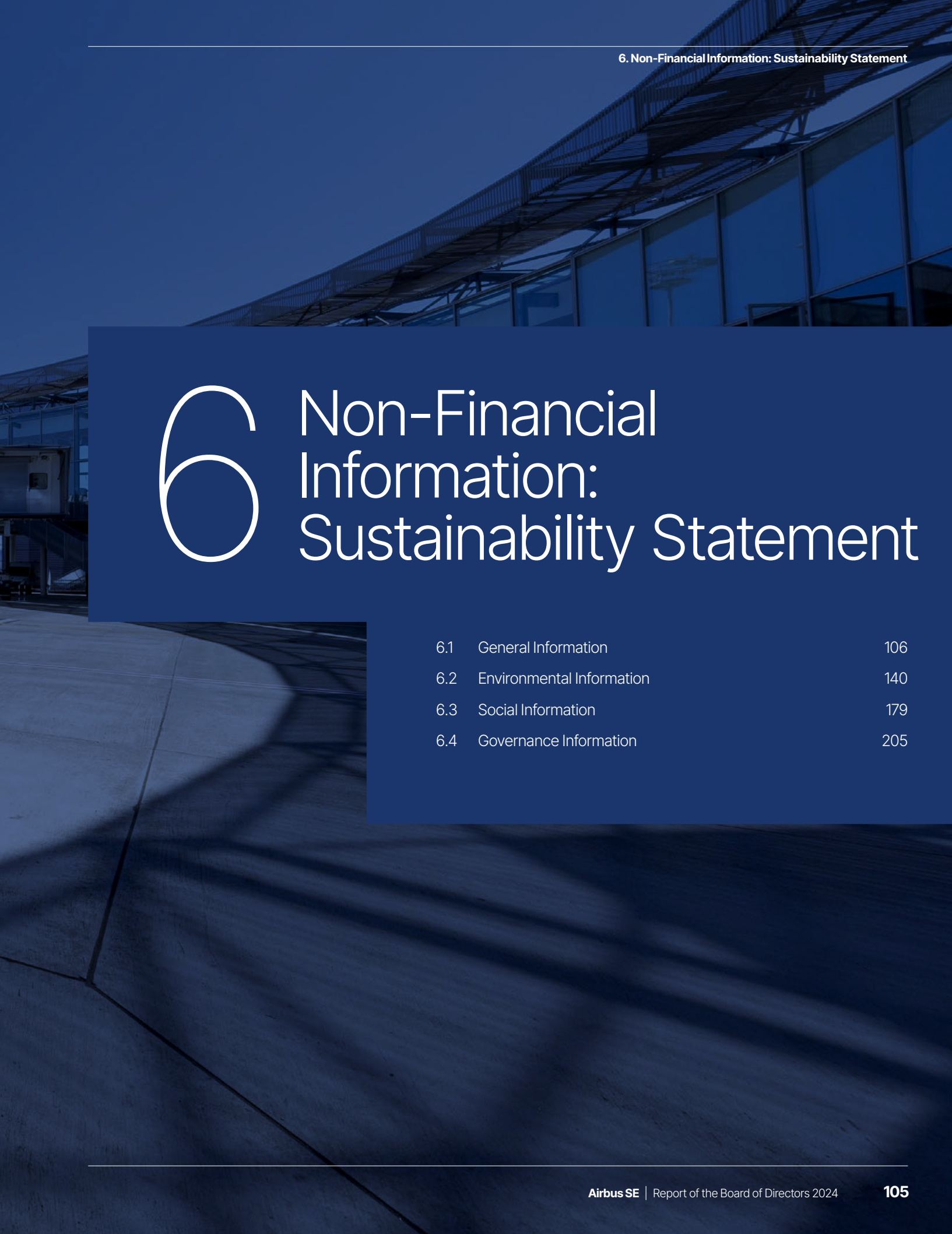
	Date of first appointment	Expiration of current term of office[1]
EY Accountants B.V. Boompjes 258 3011 XZ Rotterdam Postbus 488 3000 AL Rotterdam The Netherlands Represented by N.M. Pul	28 April 2016	15 April 2025

(1) A resolution will be submitted to the Annual General Meeting of Shareholders to be held in April 2025, in order to appoint EY Accountants B.V. as the Company's auditors for the 2025 financial year.

EY Accountants B.V. has a licence from the AFM to perform statutory audits for Public Interest Entities and its representative is member of the NBA (Koninklijke Nederlandse Beroepsorganisatie van Accountants – the Royal **Netherlands** Institute of Chartered Accountants). The NBA is the professional body for accountants in the Netherlands.

Assuming the appointment of EY Accountants B.V. as the Company's auditors for 2025, at the end of 2025 EY Accountants B.V. will reach the maximum engagement period under Dutch law (10 years). As such, the Company has initiated a selection process for a successor to EY Accountants B.V. as the Company's auditor, beginning with the 2026 financial year.


The beating heart of Airbus
BELUGA AIRBUS



6 Non-Financial Information: Sustainability Statement

6.1 General Information

6.1.1 ESRS 2 - General disclosure, including information provided under the Application Requirements of topical ESRS listed in ESRS 2 Appendix C

6.1.1.1 BP: Basis for Preparation

6.1.1.1.1 BP-1: General basis for preparation of the sustainability statement

This sustainability statement has been prepared on a consolidated basis. The consolidation scope is aligned with the scope of the consolidated financial statements of the Company. When an information relates to a different perimeter - e.g. when the consolidation perimeter for a given metric differs -, the specificities are laid out in the respective section of this report. As controlled by the Company and covered by this sustainability statement, all controlled subsidiaries are exempted from individual or consolidated sustainability reporting pursuant to Articles 19a(9) or 29a(8) of Directive 2013/34/EU. Detailed information is available on airbus.com in the document "Information on Principal Investments" on:

https://www.airbus.com/en/about-us/our-governance/governanceframework-and-documents.

This sustainability statement covers the Company's own operations, upstream value chain and downstream business relationships related to the direct use of its products. The double materiality assessment has been performed on the basis of this value chain. When relevant, details about specific scopes for certain policies, actions, metrics or targets can be found in connection with the information it concerns.

In addition, and for the sake of clarity, the Company uses the terms "own operations" and "operationally controlled entities" as per ESRS E1 provisions and extends their use, with the same meaning, to subsequent environmental ESRSs, as the Company's approach to a number of topics applies to the combination of these two perimeters.

The Company has omitted certain information, in accordance with the Corporate Sustainability Reporting Directive's article on permitted omissions of seriously prejudicial information (CSRD, article 19a) as well as the section on intellectual property or results of innovation (ESRS 1, section 7.7). This article is included in the latest draft law transposing the CSRD in the Netherlands, where the Company is incorporated. For the sake of clarity this comes in addition to certain datapoints that may have been omitted as deemed not material information about topic management in view of the actual impact/risk/opportunity (IRO) boundaries (materiality of information, see ESRS 2 "– 6.1.4.2 IRO-2: Disclosure requirements in ESRS covered by the undertaking's sustainability statement").

6.1.1.1.2 BP-2: Disclosures in relation to specific circumstances

Time Horizons

In this sustainability statement, unless stated otherwise, short-, medium- and long-term horizons are aligned with time horizons used in the financial statements and referenced in ESRS 1 6.4 paragraph 77. By exception and in line with common practices and better reflecting the speed of onset of climate related impacts, time horizons in the context of climate change are considered on a wider scale and specified in the chapter E1 Climate Change.

Value Chain Estimations

In some circumstances when information is not available for a certain scope or for certain quantitative metrics related to its value chain, the Company may use estimates or proxies it considers relevant to provide a representation of a given topic. These are identifiable through related explanations and assumptions that are presented close to the concerned information (in methodological notes for instance), and with the objective to enable the reader to get an appreciation of the degree of accuracy that would result from their use. When relevant, it may also include a description of contemplated actions to improve the accuracy in the future.

Sources of estimation and outcome uncertainty

In some circumstances when information is not available for a certain scope or for certain quantitative metrics, including monetary amounts, the Company uses estimates or proxies it considers relevant to provide a representation of a given topic. Such assumptions are presented in connection to the concerned information (in methodological notes for instance) with the objective to enable the reader to get a fair appreciation of the degree of uncertainty that would result from their use.

Incorporation by reference

The table below includes a list of disclosure requirements that have been incorporated by reference to another section of the Board of Directors report entirely when such complementary information is deemed to be necessary to meet disclosure requirements.

ESRS	Disclosure requirements	Paragraph	Supporting sections from Airbus SE Report of the Board of Directors 2024
2	GOV-1: The role of the administrative, management and supervisory bodies	21, 23	– Corporate Governance – 2.1.1 Board of Directors Composition of the Board of Directors
		21, 23	– Corporate Governance – 2.2.1 Nomination and Composition of the Executive Committee
		22a	– Corporate Governance – 2.1.4 Board Committees
		22c, 22d	– Risk Management and Internal Controls – 3.2 Enterprise Risk Management System
2	GOV-2: Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	26a	– Corporate Governance – 2.1.4 Board Committees
2	GOV-3: Integration of sustainability-related performance in incentive schemes	29	– Corporate Governance – 2.3 Remuneration Report – Corporate Governance – 2.3.2 Implementation of the Remuneration Policy in 2024: CEO
2	GOV-4: Statement on due diligence	32	– Risk Management and Internal Controls – 3.2 Enterprise Risk Management System
2	GOV-5: Risk management and internal control over sustainability reporting	36a	– Risk Management and Internal Controls – 3.2 Enterprise Risk Management System – Risk Management and Internal Controls – 3.4 Internal Control
2	SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model	48d, 48e, 48f	– "Notes to the IFRS Consolidated Financial Statements - Note 3. Climate Impacts"
2	IRO-1: Description of the processes to identify and assess material IROs	53c, 53e, 53f, 53g	– Risk Management and Internal Controls – 3.2 Enterprise Risk Management System

6.1.1.2 GOV: Governance

6.1.1.2.1 GOV-1: The role of the administrative, management and supervisory bodies

Airbus SE's Board of Directors is presented in "– Corporate Governance – 2.1.1 Board of Directors Composition of the Board of Directors", including information on composition, experience and diversity. There is no employee representative on the Board of Directors. The Company's Executive Committee is presented in "– Corporate Governance – 2.2.1 Nomination and Composition of the Executive Committee", including information on composition.

BOARD OF DIRECTORS	Unit	2024
Number of Directors	No.	**12**
Number of independent directors	No.	**11**
Percentage of independent directors	%	**92%**
Number of executive directors	No.	**1**
Number of non-executive directors	No.	**11**
Number of women	No.	**5**
Number of men	No.	**7**
Percentage of women	%	**42%**
Percentage of men	%	**58%**
Average age	Years	**60**
Number of nationalities	No.	**7**
Average tenure	Years	**6**

EXECUTIVE COMMITTEE	Unit	2024
Number of women	No.	**3**
Number of men	No.	**9**
Percentage of women	%	**25%**
Number of Executive Committee meetings	No.	**4**

Airbus SE's Board of Directors and the Company's Executive Committee respectively oversee and approve strategic decisions, including on sustainability matters. Company's corporate governance, including the roles and responsibilities of the administrative, management and supervisory bodies, are described in "– Corporate Governance – 2.1.4 Board Committees". Since 1 January 2024, the Company further strengthened sustainability-related activities with the creation of a Chief Sustainability Officer ("CSO") position. Hence, Julie Kitcher has been appointed Chief Sustainability Officer and Communications and remains a member of the Executive Committee. Her role includes ensuring the proper information to and the involvement of the Company's Executive Committee and the Ethics, Compliance and Sustainability Committee on sustainability matters.

Directly supporting the oversight role of Board of Directors:

- the Audit Committee oversees risks and opportunities, among other matters related to financial reporting and audit activities, including sustainability related ones; and
- the Ethics, Compliance and Sustainability Committee ("ECSC") oversees, among other matters, the sustainability strategy, including IROs.

The Airbus SE Internal Rules for the Board of Directors ("Board Rules") describe the responsibilities of these committees. The Board Rules specify that in addition to the Board of Directors' responsibilities under applicable law and the Articles of Association, the Board of Directors is responsible for certain enumerated categories of decisions. In addition, the Board Rules detail the rights and duties of the members of the Board of Directors and set out the core principles which each member of the Board of Directors shall comply with and shall be bound by. The rules and responsibilities of the Board and its committees, including the Audit Committee and the ECSC, have been set out in the Board Rules. For a complete list of responsibilities of the Audit Committee and the ECSC, please refer respectively to Annex E and Annex G of the Board Rules. For more information on the ECSC, see "– 6.1.2.2 GOV-2: Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies" hereafter.

In addition, with regards to risk management, sustainability risks and opportunities are fully embedded in the Company's ERM system. For further information on ERM and on Internal Control, see "– Corporate Governance – 3.2 Enterprise Risk Management System". As such, sustainability-related risks and opportunities are consolidated quarterly in a dedicated ERM report, which is reviewed by the CSO. Top Sustainability Risks and Opportunities are presented to the Board of Directors on a quarterly basis as part of the Company's ERM quarterly report presentation to the Audit Committee. IRO management responsibility, including target setting on sustainability matters, the monitoring of progress and of action plans, is delegated to the relevant topical governance bodies and roadmaps, as presented in the next section (see "– 6.1.1.2.2 GOV-2: Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies") while targets are also reviewed periodically by the Executive Committee and the Board of Directors. The reporting lines to the Board of Directors are also detailed in the next section.

Directly supporting the Board of Directors, the Remuneration, Nomination and Governance Committee is tasked to ensure the Board of Directors collectively possesses relevant skills and expertise to fulfil their duties, including on sustainability matters. Such analysis is performed in the context of the identification and appointment of new Board members, as well as on a periodic basis, at least every three years, when an in-depth review is completed that takes into consideration business context evolution and emerging trends. Sustainability skills cover the following matters: the environment - including knowledge of climate and the energy sector -, social, human rights and business conduct; consistent with identified IROs (see hereafter).

Currently five out 12 directors are assessed as having meaningful sustainability skills in view of the Company's strategy and challenges (see "– Corporate Governance – 2.1.1 Board of Directors composition"). The biographies of Board members can be found on the airbus.com website, offering insights into their experience, including information on their experiences as executives that implied an expertise on business conduct matters. Certain Board members bring their own expertise related to certain key sustainability related topics and have been selected for such expertise. In addition, relevant information and knowledge is shared with the Board of Directors for topics that are discussed in the ECSC and including those related to IROs.

6.1.1.2.2 GOV-2: Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies

In order to properly inform or involve the Board of Directors and the Executive Committee, the Company has a defined dedicated supporting governance, including at the highest level. Oversight has been established at the Board of Directors level, with the ECSC. For further information about the ECSC, see "– Corporate Governance – 4.1 Management and Control". The ECSC meets quarterly and is responsible for assisting the Board of Directors to oversee the following:

- Culture and commitment to ethical business, integrity and sustainability;
- Ethics and Compliance programme, organisation and framework for the effective governance of ethics and compliance, including all associated internal policies, procedures and controls, which include the areas of money laundering and terrorist financing, fraud, bribery and corruption, trade sanctions and export control, data privacy, procurement and supply chain compliance and anti-competitive practices; and
- Sustainability strategy and effective governance, including the review of sustainability-related material impacts, risks and opportunities, the setting of targets related to material impacts, also in order to ensure that sustainability-related topics are taken into account in the Company's strategy and objectives.

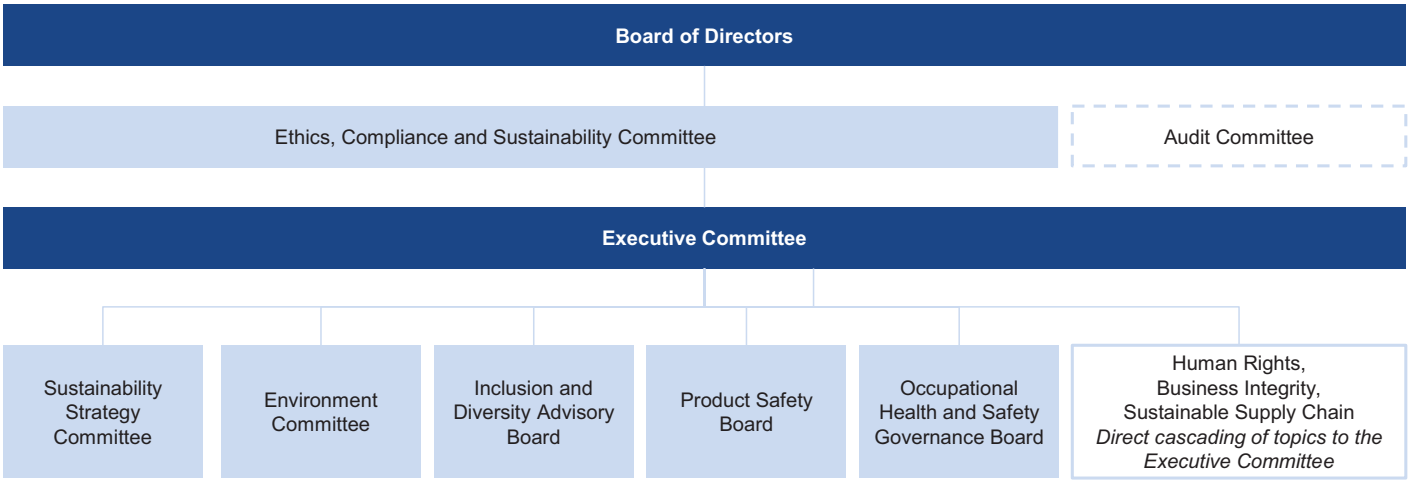
Under the Board Rules, the Board of Directors delegates the day-to-day management of the Company to the CEO, who, supported by the Executive Committee, makes decisions with respect to the management of the Company, including sustainability. Alignment on sustainability between the Board of Directors and the Company leadership team is also supported by the regular attendance of the Chief Sustainability Officer and Communications, an Executive Committee member, to the ECSC. The Chief Sustainability Officer and Communications has top level accountability on sustainability related matters at Executive Committee level. The Executive Committee has the responsibility to provide top level expectations and direction, while overseeing and validating the

sustainability strategy. This entails validating sustainability targets, including those integrated into the Top Company Objectives.

The Executive Committee is supported by several committees or boards, that, amongst other things, steer related topics and oversee performance, results and effectiveness of policies, action plans and progress:

- The Sustainability Strategy Committee, which reviews sustainability performance and progress at least once a year, aims to ensure alignment across all sustainability topics. It is co-chaired by the Chief Sustainability Officer and Communications and the Head of Strategy.
- The Environment Committee, the Inclusion & Diversity Advisory Board, the Product Safety Board as well as the Occupational Health and Safety Governance Board, all chaired by Executive Committee members.
- The Steering Committees of the Human Rights and Sustainable Supply Chain Roadmaps, both sponsored by Executive Committee members.

Other sustainability topics such as business integrity may be brought directly to the attention of the Executive Committee. These steering bodies notably ensure sustainability impacts, risks and opportunities are properly considered in business decisions, including company-wide strategy evolutions, activity prioritisation or resource allocation. Where relevant, additional elements of governance linked to specific topics are explained in the governance sections of this report.



The Sustainability organisation put in place in January 2020 at corporate level has continued to develop and expand. Its mission continues to focus on:

- Coordinating the identification of, and providing transparency through reporting, on IROs linked to sustainability.
- Setting the ambition level regarding the Company's overall sustainability strategy, including related to SAF, and its environmental and social commitments;
- Monitoring the evolution of sustainability-related regulations, standards and trends, and engage with relevant external stakeholders;
- Identifying the levers and defining objectives to achieve this ambition;
- Setting relevant targets for environmental matters and shaping targets for other sustainability topics in collaboration with concerned functions;
- Coordinating with relevant functions the performance and reporting on progress across sustainability topics;
- Identifying means of enabling the business to deliver this ambition across the full value chain;
- Engaging employees on sustainability;
- Providing clarity on ambition and progress to internal and external stakeholders.

While the Sustainability team has a Company-wide role to define the Company's sustainability ambition, drive the roadmap and deliver and integrate the Company's sustainability commitments into the businesses, there are also for each of those topics (e.g. health and safety, inclusion and diversity, human rights, data governance etc.), related functions, departments or "roadmaps" (multi-functional teams addressing cross-functional sustainability topics) driving their continuous improvement.

The Ethics & Compliance organisation is part of the Legal, Compliance and Public Affairs Department under the ultimate responsibility of the Company's General Counsel. The aim is to provide strong governance throughout the Company with the global presence of qualified Compliance officers who ensure the Ethics & Compliance programme is implemented consistently in the different functional and operational areas.

The Company's Chief Ethics & Compliance Officer, who reports to both the General Counsel and the ECSC of the Board of Directors, leads a dedicated team of Compliance professionals who are responsible for supporting and advising across the Company on compliance related topics, supporting the day-to-day business, performing risk assessments, drafting policies, conducting third party due diligence, investigating compliance allegations, implementing tools and controls and delivering compliance training.

The General Counsel brings with him deep experience in managing high profile, complex cross border issues in some of Europe's largest industrial companies as well as in leading and integrating teams with external stakeholders around the world, navigating commercial and legal challenges.

	Steering	Oversight	
Sustainability matters related to ESRS	**Steering body(ies)**	**Executive Committee**	**ECSC / Board**
E-1 to E-5 (Environment)	Environment Committee	✓	✓
S-1, S-2, G-1 (Human rights / supply chain)	Human Rights and Sustainable Supply Chain Roadmap steering committees	✓	✓
S-1 (Human resources)	I&D board, HR Function	✓	✓
S-4 (Aviation safety)	Product Safety Board	✓	✓
G-1 (Business conduct)	Legal, Compliance & Public Affairs Function	✓	✓
Cybersecurity	Security Function	✓	✓
Transverse (Due diligence / overall performance / reporting / governance)	Sustainability Strategy committee Human Rights and Sustainable Supply Chain Roadmap steering committees	✓	✓

During the reporting period, the following sustainability matters structured across the ESRS were addressed by at least one above-mentioned committee or management body: climate change, substances of high concern, material in-sourcing (inflows), waste, water, occupational health and safety, social dialogue, inclusion and diversity, due diligence and human rights impacts in the supply chain, product safety, ethics and compliance, cybersecurity.

The ECSC discussed, amongst other topics, the Company decarbonisation strategy, substances management strategy, the in-sourcing of critical raw materials, Company-wide due diligence and human rights roadmap, including supply chain, inclusion and diversity, and social value including community impact as well disclosure related items such as CSRD readiness, including the double materiality assessment and its outcome.

6.1.1.2.3 GOV-3: Integration of sustainability-related performance in incentive schemes

The Company believes the integration of sustainability criteria into its reward mechanisms is an important means to accelerating its sustainability ambition. A sustainability criterion - composed in equal proportions of a CO_2 reduction target for Scopes 1&2 aligned with the Company decarbonisation strategy and an occupational health and safety related target (FR1) reflecting this other priority in the Company sustainability journey - is integrated into the common collective component of the CEO's variable remuneration, see "– Corporate Governance – 2.3 Remuneration Report". The remuneration scheme is approved by the Board of Directors, supported by its Remuneration, Nomination and Governance Committee that analyses scenarios and benchmarks and proposes targets consistent with Company's ambition on the related sustainability matter (see "– Corporate Governance – 2.3.2 Implementation of the Remuneration Policy in 2024: CEO"). The CEO's total direct compensation ("Total Direct Compensation") comprises a base remuneration ("Base Salary"), an annual variable short-term remuneration ("Variable Remuneration" or "VR") and an award under the LTI plan ("Long Term Incentive Plan" or "LTIP"). Variable Remuneration is made of a common collective component and individual performance component in equal proportions. The common collective component includes a sustainability linked component that is composed in equal proportions of an occupational health and safety target (FR1) and a CO_2 Scopes 1&2 target that has been set as necessary intermediate milestones towards the Company's 2030 Scopes 1&2 target (-63% vs. 2015), which is aligned with a 1.5° trajectory as validated by the Science Based Targets initiative (SBTi).

CEO sustainability and climate-related component in variable short-term remuneration	**Unit**	**2024**
Percentage of long-term variable remuneration in total variable remuneration	%	**50%**
Percentage of short-term variable remuneration in total variable remuneration	%	**50%**
Percentage of collective component in annual variable short-term remuneration	%	**50%**
Percentage of sustainability criteria in collective component	%	**20%**
Percentage of health and safety related criterion in collective component	%	**10%**
Percentage of climate related criterion (Scopes 1&2) in collective component	%	**10%**
Percentage of climate related criterion in variable short-term remuneration	%	**5%**
Percentage of climate related criterion in total variable remuneration	***%***	***2.5%***
Climate related target - Scopes 1&2 - 2024 VR (initially -3% before baseline restatement)	%	**-2% (achieved -11%)**
Climate related target - Scopes 1&2 - 2025 VR	%	**-3%**

These short-term incentivisation mechanisms support the transformation of the Company and the ongoing cultural shift. The Company is considering including a sustainability linked component in the LTIP, too. This principle also applies to the other members of the Executive Committee who do not serve on the Board of Directors, and to a large extent to Executives and "Level IV" managers employed at the Company. The remuneration of Board members other than the Company CEO does not include any sustainability performance linked component.

6.1.1.2.4 GOV-4: Statement on due diligence

The Company has established processes to conduct sustainability due diligence throughout its business, operations and supply chain to identify and address the adverse impacts (direct and indirect) of its business activities. This is an ongoing, iterative and progressively in-depth exercise, with the amount and depth of due diligence commensurate with the severity and likelihood of an adverse impact, where more significant ones (based on severity) are prioritised. The approach taken by the Company in this respect takes into account the United Nations Guiding Principles for Business and Human Rights and the OECD Due Diligence Guidance for Responsible Business Conduct, which covers six steps including:

1. Embedding responsible business conduct
2. Identifying and assessing potential and actual impacts
3. Acting to address, cease, prevent, mitigate or avoid adverse impacts
4. Tracking performance including use of appropriate KPIs and targets
5. Communicating and reporting on findings and performance
6. Cooperating in appropriate remedies

Step 1: Embed responsible business conduct into governance, policies and management systems

The Company has in place commitments towards respecting human rights, the environment and health & safety through specific policies, directives and methods which are embedded into the Company business management systems and form an integral part of the Company's risk management and decision making.

For more on management systems and governance see:

General governance overview	– 6.1.2.1 GOV-1: The role of the administrative, management and supervisory bodies – 6.1.2.2 GOV-2: Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies – 6.1.2.3 GOV-3: Integration of sustainability-related performance in incentive schemes
Environment - policies, management systems and governance	– 6.2.1 Environmental Policy
Health and Safety - policies, management systems and governance	– 6.3.2.3 Own workforce policies (S1-1) and – 6.3.2.7.1 (Health and Safety) Policies (S1-1)
Human Rights - policies, management systems and governance	– 6.3.1 Social Policies
ERM and Internal Control	– 6.1.2.5 GOV-5: Risk management and internal control over sustainability reporting – Risk Management and Internal Controls – 3.2 Enterprise Risk Management System, and – 3.4 Internal Control

Key Company policies, including those shown below, have clear expectations towards its own operations (including controlled affiliates) and suppliers:

Key policies	Related to			For more information, see
	Environment	Health and safety	Human rights	
Airbus Code of Conduct	✓	✓	✓	– 6.4.1.2 G1-1 Business conduct policies-
Airbus Company Human Rights Policy	✓	✓	✓	– 6.3.1 Social Policies
International Framework Agreement	✓	✓	✓	– 6.3.2.3 Own workforce Policies
Airbus Environmental Policy	✓			– 6.2.1 Environmental Policy
Airbus Health & Safety Policy		✓	✓	– 6.3.2.7.1 (Health and Safety) Policies
Airbus Supplier Code of Conduct	✓	✓	✓	– 6.3.3.3 Policies related to VC workers
Airbus Company Human Resources Policy		✓	✓	– 6.2.1 Environmental Policy

Governance. As detailed in "– GOV-2: Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies", oversight has been established at the Board of Directors level through the ECSC. The Company has developed specific roadmaps (multi-functional teams addressing cross-functional and cross-divisional sustainability topics amongst other things) which focus on the main areas where its activities could have potential human rights, health and safety or environmental impacts, including the Human Rights Roadmap, the Environmental Roadmap and the Sustainable Supply Chain Roadmap. Each roadmap considers its context, stakeholder needs and expectations, compliance obligations, relevant aspects and impacts, and related risks and opportunities to define a strategy and objectives within the framework of the company management system. Other networks within the Company that support implementation and compliance include for example, the Ethics & Compliance Representatives Network, the Privacy Network, the Sustainability National Representatives and Ambassadors Networks and the Inclusion and Diversity Network. Several functions contribute to the operational implementation of sustainability due diligence, including

Human Resources, Procurement and Legal & Compliance. Identified and prioritised existing or potential impacts are recorded within the ERM exercise and governance follows a similar process as the one existing for the Company's top company risks.

Affiliates. All of the Company's controlled affiliates are expected to deploy similar internal policies by applying the Company's directives. Through a company-wide single digital handbook, the controlled affiliates access the applicable requirements they are expected to comply with, together with relevant supporting materials and methods designed to support them in their operational implementation. Its enforcement is supported by the Directors' training programme, as well as on-boarding sessions performed for newly appointed managing directors of controlled affiliates. The handbook is built on the basis of Company-related internal policies including, but not limited to: the Company's Code of Conduct, International Framework Agreement, Agreement on the European Works Council, Supplier Code of Conduct, Health & Safety Policy, Environmental Policy, the Company's Anti-Corruption Policy and related methods.

Awareness raising, training and capacity building. Training solutions are provided to all employees to promote awareness of human rights and the environment and to enable their integration into business processes and decision making. Employees identified as working in areas where human rights are considered high risk are being equipped to address human rights as appropriate to their role linked to competency requirements. For example, this includes buyers and supply chain quality managers working in high risk geographical locations / activities on human rights. In addition, the Company will endeavour to support suppliers to access topic-specific training as required if any risks are identified related to human rights or the environment. In addition, the Company's overall training offering ranges from ethics and compliance to export control, health and safety, product safety, cyber security, internal control, inclusion and diversity, quality and customer centricity, and other sustainability matters, including general awareness.

Step 2 : Identify actual and potential adverse impacts
The identification and assessment of actual and potential adverse impacts is explained in sections referenced below:

Process and Methodology	– 6.1.4.1 IRO-1: Description of the processes to identify and assess material IROs
Material topic description	– 6.1.1.3.3 SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model
Stakeholder engagement	– 6.1.3.2 SBM-2: Interests and views of stakeholders

Supply chain
Ensuring respect for human rights, including health and safety, the environment and ethical business conduct principles is embedded into how the Company selects, onboards and contracts with its suppliers. This includes different sustainability screening and checks at different stages of its engagement with suppliers:

- **Prior to being engaged,** all the Company's suppliers are screened for risks, including related to human rights, the environment and ethical business conduct, via a third party supplier screening tool. If a 'red flag' is highlighted for a supplier, an internal review will take place which may result in escalation depending on the severity of the alert.
- During the **call for tender stage,** for certain large contracts above a minimum threshold, suppliers are required to complete a sustainability questionnaire to help the Company evaluate their sustainability maturity.
- Company's standard **procurement contract templates** have evolved to reinforce clauses related to human rights and the environment. This includes requirements for the Company's suppliers to comply with applicable laws and regulations in connection with human rights, labour and employment, environment and health & safety, to commit to apply (and cascade throughout their own supply chains) the principles of the Airbus Supplier Code of Conduct and to comply with other requirements such as to cooperate with a request for an evidence-based desktop Supplier Maturity Assessment ("SMA") and/or on-site assessment conducted by a third party service provider.
- **Once a contractual relationship has been established,** the Company identifies supplier sites with the highest human rights, environmental and business conduct risks through the application of a risk-based analysis of both the supplier's geographical location and nature of their activity using publicly available indices. Following this analysis, suppliers identified as high risk are required to complete an evidence based SMA undertaken through a third party service provider. This assessment covers topics such as labour and human rights, health and safety, environment, ethics and sustainable procurement. Following completion of a SMA, if a 'red flag' is raised - i.e. the Company's sustainability expectations are not met -, and depending on the severity of the risk, the supplier will be requested to prepare an appropriate action plan to demonstrate how they will cease, mitigate or prevent the identified risk, or the supplier may be required to undertake an on-site assessment by a third party service provider. Actions may also involve coordination/collaboration with sector-specific or cross-sector initiatives as appropriate. If the Company does not consider that the action plan is sufficiently progressing, or if actions are insufficient to prevent or minimise the risk, then the contractual relationship with that supplier may be reviewed.

The Company also monitors supplier risk on an ongoing basis through its OpenLine grievance mechanism (which is open to third parties including workers in its supply chain, see 'Grievance mechanism' section "– 6.4.1.2 Business conduct policies and corporate culture (G1-1)") and informal channels such as external reports (media/NGO reports) as well as through visits to supplier sites. If the Company receives substantiated knowledge of a violation of a human rights or an environmental-related obligation, it will investigate, without undue delay, to understand the severity and scale of the violation as well as any required mitigation actions. This investigation will normally take place through engagement with the relevant supplier. After investigation, and depending on the severity, the supplier could be asked to propose follow-up actions as described above or the Company may require an on-site assessment. For any alerts identified associated with the supply chain of a supplier, the Company will, as a priority, require action to be taken via its supplier and will monitor for implementation of relevant actions.

The Company's own operations
Expectations related to workers in the Company's own operations are set out in the Airbus Company Human Rights Policy (see "Step 1: Embed responsible business conduct into governance, policies and management systems").

The Company regularly checks adherence to international standards and principles, minimum legal obligations and its own commitments through on-site assessments, focused on labour and human rights, conducted on its own sites including the sites of its controlled affiliates. These assessments are conducted by a third party service provider, consistent with that used for its supply chain, and sites are prioritised based on the same analysis of risk including geographical location. The assessments include a documentation review (including those of any suppliers based on that site) as well as interviews with direct employees and in-situ contractors. Any findings raised are discussed with the site's management team (or at the Company level if the finding relates to company-wide actions) and action plans for addressing the findings are agreed, which includes any appropriate remediation and integration of feedback of lessons learned such as repeated findings which may require root cause analysis and systemic changes. Any findings identified in relation to the suppliers working on a Company site will also trigger an action plan. The Company aims to close all site findings without undue delay.

In addition, all employees of the Company as well as onsite contractors are encouraged to report any alerts of concerns through the Company's grievance mechanism (see 'Grievance mechanism', "– 6.4.1.2 Business conduct policies and corporate culture (G1-1)").

Affiliates. See "– 6.1.2.5 GOV-5: Risk management and internal control over sustainability reporting" and "– Corporate Governance – 3.2 Enterprise Risk Management System".

Ad hoc due diligence. The Company is committed to conducting ad hoc due diligence when it expects a significantly changed or significantly expanded risk situation in its own business area or that of a Company's supplier, including due to the introduction of significant new products, projects or business fields.

The Company is committed to promoting open and trusting dialogue within its own operations, supply chain and with other third parties including through the following mechanisms. Details are available on the Company's intranet (accessible by Company's employees), the 'contact us' section of the Company website or on a separate external website. Details are also communicated to suppliers through the Airbus Supplier Code of Conduct.

Key fundamentals supporting an efficient dialogue:

A corporate culture including SpeakUp & ListenUp values	– 6.4.1.2 Business conduct policies and corporate culture (G1-1)
A non retaliation policy	– 6.4.1.2 Business conduct policies and corporate culture (G1-1)
An efficient grievance mechanism, the "OpenLine"	– 6.4.1.2 Business conduct policies and corporate culture (G1-1)

Step 3: Prevent, cease or mitigate impacts
The Company defines and implements measures to prevent, cease or mitigate adverse impacts based on the nature of the impact, the Company's level of involvement in relation to the impact (i.e. whether the Company has caused, contributed or is directly linked to the adverse impact through the actions of another party - e.g. direct or indirect business relationships) and its ability to influence the business relationship causing the impact. Certain actions undertaken as a direct consequence of the identification of an existing or potential impact are described in the previous step, "Step 2 : Identify actual and potential adverse impacts". This is embedded in the following approach:

Table. A number of preventive actions are widely deployed across topics:

	The Company				Suppliers		
	Training	Whistleblowing system (see below)	Code of Conduct	Policies / directives	Contractual terms and conditions	Whistleblowing system	Supplier Code of Conduct
Environment	✓	✓	✓	✓	✓	✓	✓
Health and Safety	✓	✓	✓	✓	✓	✓	✓
Human Rights	✓	✓	✓	✓	✓	✓	✓

Table. Procedures for regularly assessing the situation of relevant subsidiaries, contractors and suppliers can be summarised as follows. Specific relevant complementary information can be found in the respective topic sections.

	The Company				Suppliers	
	ICSA (Self assessment)	Internal assessment / audit	External audits (e.g. ISO)	Management system	Self assessment	Company (or via 3rd party) assessment
Environment	✓	✓	✓ ISO 14001 [1]	✓	✓	✓
Health and Safety	✓	✓	✓ ISO 45001 [2]	✓	✓	✓
Human Rights			✓	partially	✓	✓

(1,2) Proportion of own workforce currently covered, (1) see "– 6.2.1 Ploicies", and (2) see "– 6.3.2.7.4 Metrics (S1-14)"

The details of specific action plans defined for each salient issue and material topics can be found in the ESRS they are related to:

IROs / ESRS mapping	ESRS2 – 6.1.3.3 SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model
Related action plans	ESRS E-1, E-2, E-3, E-5, S-1, S-2, S-4: "Taking action on material impacts" sections

Step 4: Track & measure effectiveness
Tracking and measuring the effectiveness of its actions, including through the definition and setting of KPIs and targets, is a key element of the Company's due diligence process, including to support continuous improvement. It aims to assess the effectiveness of its actions, integrating feedback on lessons learnt to enhance due diligence practice, and accounting for how the Company addresses its impacts and the results of such actions to individuals or groups who may be impacted and other stakeholders including through reporting. Tracking and measuring effectiveness are included in, for example, the actions of the Company's human rights and environment roadmaps, its training programmes, the assessments conducted in its supplier sites and own sites, with targets set for the closure of findings and the effectiveness of its grievance mechanism. Relevant targets and KPIs are a part of the Company's internal reporting and are regularly monitored including by the relevant roadmaps and steering committees as well as at Executive Committee level. These, together with their associated policies, are integrated into relevant management systems and governance, as described above, and that ensure adequate reliability and topic management.

Monitoring system. The table below shows an overview of the monitoring system in place. Moreover, effectiveness of actions is reviewed periodically in the respective topical governance bodies, as well as in the Sustainability Strategy Committee whose scope encompasses all four topics.

	Example of monitored KPIs	Responsible management body	Supervising committee	Controls
Environment > Operations > Use of Products	CO_2e Scope 1, 2, Water, Waste Delivered aircraft CO_2 efficiency metric	Sustainability Organisation / Environmental Roadmap	*Environment Committee*	ERM, internal control
Health and Safety	Lost time injury frequency rate	Health and Safety Organisation		ERM, internal control
Human Rights	Nb of social assessments % of findings closed within 18 months	Sustainability Organisation/Human Rights Roadmap	*Sustainability Strategy Committee*	ERM, site social assessmentsnand supply chain assessments
Supply Chain	Number of risky supplier sites covered by at least one dedicated action	Procurement / Sustainable Supply Chain Roadmap		ERM, external assessments, self assessments

More detailed descriptions, as well as performance measures and analysis, can be found in the respective topic sections.

IROs / ESRS mapping	ESRS2 6.1.1.3.3 SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model
Related metrics and targets	ESRS E-1, E-2, E-3, E-5, S-1, S-2, S-4: "Targets" and "Metrics" sections

Step 5: Communicating and reporting on progress
The Company reports on progress and performance through various communication channels, including through its Sustainability Statement.

Stakeholder engagement and collaboration. The Company's approach to stakeholder engagement on sustainability matters is described in "ESRS 2 – 6.1.3.2 SBM-2: Interests and views of stakeholders". Considered stakeholders include those who have been, or could be, adversely impacted through the Company's business activities and/or their relevant proxies. Where appropriate, the Company will engage with a range of civil society, peers, specialists and other stakeholders, including those representing rightsholders and where possible with rightsholders directly, and including on human rights issues, and will seek feedback on performance. To support its actions in this respect, the Company is also a member of the Global Business Initiative for Human Rights, the Responsible Business Alliance and the Responsible Mineral Alliance. The Company is also an active member of industry trade associations which regularly hold focused discussions on managing human rights and environmental-related risks within the aerospace and defence industry. These include the IAEG (International Aerospace Environmental Group), BDLI (German Aerospace Industries Association), BDSV (German Industry Association for Security and Defence), ASD (the Aerospace and Defence Industries Association of Europe), GIFAS (French Aerospace Industries Association), ADS (UK Industry Association for Aerospace, Defence, Security and Space), TEDAE (Tecnológicas de Defensa, Seguridad, Aeronáutica y Espacio), GICAT (Groupement des industries françaises de défense et de sécurité terrestres et aéroterrestres) and TechUK (the UK's technology trade association).

The Company is a founding member of the IAEG, which is working on development and promotion of common aerospace industry standards and tools to help manage environmental obligations and deploy best

practices. In 2022, and co-led by the Company, a contract was established between IAEG and its selected service provider to build a sectoral approach for supplier assessment which started to be deployed in 2023 and continued to be deployed in 2024. Taking part in this IAEG voluntary sectoral framework for Environment, Social and Governance (ESG) engagement strengthens business resilience and optimises resources and costs for suppliers.

In addition, an update of the Company's sustainability approach (including environment, human rights and health and safety) is regularly presented to key internal stakeholder groups, including the Airbus SE Works Council (SE-WC) comprising social partners from across Company's European sites, and provides dedicated time for open dialogue and exchange. For more on stakeholder engagement, see:

Overall approach	ESRS 2 – 6.1.3.2 SBM-2: Interests and views of stakeholders
Grievance mechanism	ESRS G-1 – 6.4.1.2 Business conduct policies and corporate culture (G1-1)

Step 6: Cooperating in appropriate remedy
Remediation. If the Company identifies that it has caused or contributed to an actual adverse impact within its own operations, supply chain or other third party business relationship through its business activities, including through OpenLine or other means, it will endeavour to address such impacts by providing for or cooperating in appropriate remediation. This may include enabling remediation that is proportionate to the significance and scale of the adverse impact, including in cooperation with relevant stakeholders.

6.1.1.2.5 GOV-5: Risk management and internal control over sustainability reporting

Risk management and internal control in relation to sustainability reporting are embedded in the broader Internal Control and ERM systems and processes described in section "– 3 Risk Management and Internal Controls". The scope covers mainly the preparation of quantified information, including environmental, occupational health and safety, social data from sites and their consolidation as well as company wide calculation-based information such as Scope 3 estimates. Finance-related information is also covered by Internal Control through controls associated with the preparation of the financial statements. Furthermore, qualitative information is covered by a disclosure process from consistency reviews performed locally and centrally until the review and approval of the Company's Disclosure Committee.

The Internal Control model is based on two lines of defence (the third line of defence being Corporate Audit). At first line, key controls are performed within the usual process at operational/function level to answer key systemic risks. Then, a second line testing activity is run in each accountable function on the key controls to measure their effectiveness (second line of defence). As it relates to the accuracy of quantitative environment and social information reported in the framework of the CSRD, the first line of defence mainly consists in the control of the local collection of information based on documented procedures and central consolidation including consistency verifications and comparison against targets. The second line testing is then performed by the Internal Control officers of the concerned Functions.

The risk assessment approach as it relates to sustainability information is focusing on the following main systemic risks: the risk for the Company not to comply with the reporting directive scope (i.e. double materiality assessment and review) and the risk of disclosure misstatement (on quantitative and qualitative data points).

The Internal Control framework and referential are currently under development on these topics, and prioritisation on the implementation is based on several criteria including the consideration of internal audits and external review findings, the results of the former Internal Control yearly campaigns where the data points were already covered, and the estimated importance for stakeholders - e.g. remuneration-linked information.

Current risks identified include the alignment of metrics definition and preparation with CSRD various requirements, the timely collection and consolidation of sites related information due to the late availability of certain information and the integration of new sites into the reporting perimeter. Such challenges are being addressed through a number of mitigation actions including a proper and anticipated on-boarding of sites, a systematic review of internal metric definitions and the on-going creation of "ID cards" covering all reported CSRD quantified information. Current risks identified include as well the consistency of the qualitative information covered by the disclosure process as described above.

Findings as regards to the sustainability reporting process are consolidated by the Internal Control team via the yearly Internal Control campaign and followed up by the respective functional Internal Control teams to define and monitor necessary action plans and drive continuous improvement.

The Internal Control Committee is in charge of reviewing the results of the yearly Internal Control campaign before reporting to the Company's Executive Committee and the Board's Audit Committee.

6.1.1.3 SBM: Strategy

6.1.1.3.1 SBM-1: Strategy, business model and value chain

The Company's purpose is to "pioneer sustainable aerospace for a safe and united world". The Company designs, manufactures and delivers aerospace products - including aircraft, helicopters and satellites - services and solutions to customers - including commercial airlines, leasing companies, governments, helicopter operators, space agencies - on a worldwide scale helping to create value and drive growth. There have been no significant changes in either markets and customer groups served or products or services offered during the reporting period. The Company is aware of its responsibility to society and future generations, and contributes to a number of UN Sustainable Development Goals ("SDGs") through its core business and how it operates. This chapter provides key highlights on the Company's strategy, business model and value chain.

The Company's global presence is also reflected through its workforce repartition - see "– 6.3.2.6 Characteristics of the undertaking's employees (S1-6)".

Through its portfolio of products and services the Company serves a number of global markets and customer groups. From a sustainability perspective, the range of products, including aircraft, helicopters and satellites, show large commonality in terms of technologies, industrial operations and supply chain so that no product differentiation is deemed relevant for associated IROs. Environmental impacts in the downstream value chain primarily relate to the use of commercial aircraft due to the energy-intensive nature of their operation associated with the high number operating of cycles over their lifetime. Differentiation across customer groups or markets served was not deemed meaningful either. Accordingly, the Company has set a number of sustainability goals and objectives that are connected to a number of identified IROs. These notably include a "quest to reach zero accidents" related to aviation safety or the ambition to pioneer sustainable aerospace. The Company aspires to lead the decarbonisation journey in aerospace. It pioneers advanced and disruptive technologies while continuously improving the fuel efficiency of its products. While its sustainability journey remains ambitious and challenging in many ways that are presented in the topical ESRS, the Company is committed to reducing the environmental impact of its products, including through a range of critical strategic pathways such as exploring new aircraft and propulsion technologies, alternatives to fossil fuels such as Sustainable Aviation Fuels ("SAF"), and maturing hydrogen technologies (see "– 6.2.2.5 Actions (E1-3)"). It is also committed to improving its environmental performance and, for example, to reducing emissions through its supply chain, cutting on-site waste and increasing the recycling capability of aircraft at the end of their service life. The Company's products and services, such as its Earth-observation technologies, allow it to play its part in understanding climate change and responding to natural disasters.

Neither the Company (including its subsidiaries) nor its joint ventures develop, produce, or distribute any "controversial weapons" as listed within Annex I of the Commission Delegated Regulation (EU) 2022/1288 supplementing EU Regulation 2019/2088 (Sustainable Finance Disclosure Regulation ("SFDR")) for Principal Adverse Impact indicator 14. This includes biological weapons or chemical weapons (in accordance with the Biological Weapons Convention and the Chemical Weapons Convention), cluster munition (Oslo Convention) and anti-personnel mines (Ottawa Treaty). Consequently, the Company does not have any exposure to the Principal Adverse Impact indicator 14 under the SFDR criteria.
The Company participates in two joint ventures that contribute to France's nuclear deterrence (ArianeGroup and MBDA), including the production and support of missile systems. These activities are compliant with the Treaty on the Non-Proliferation of Nuclear Weapons. The Company's reported revenues do not include any revenues relating to these activities (accounted for using the equity-method) as it does not have exclusive control of the joint ventures.

Value chain
The Company plays a pivotal role in the global aerospace and defence value chain, as a manufacturer, systems integrator and service provider. Its position within the value chain is embedded in the design, development, production and lifecycle management of aircraft, helicopters, satellites and related systems.

Design and Development (own operations and upstream in the value chain). The Company designs its products in-house, focusing notably on optimising aerodynamics, fuel efficiency, weight reduction, integration of new technologies and safety. It is highly involved in related research, which also implies a close collaboration with a number of stakeholders such as suppliers - including companies that provide engines, avionics, materials, and subsystems -, universities and public research institutions or industry partners.

Manufacturing and Assembly (own operations and upstream in the value chain). The Company relies on a global supply chain for sourcing components. These include structural components, avionics, engines and advanced materials. As an integrator, it operates major assembly plants. At these facilities, subassemblies and components are integrated into final products. Commercial aircraft final assembly lines are located across Europe (Toulouse; Hamburg) and worldwide (Mobile, Alabama; Tianjin, China; Mirabel, Canada).

Sales, Distribution, and End users (own operations and downstream in the value chain). The Company acts as a supplier to airlines, governments and space agencies, taking on a central role in connecting the upstream product development and manufacturing process to downstream customers. End-users are essentially passengers and flight crews, who are respectively customers and own workers of Company's customers.

Services and Support (own operations and downstream in the value chain). In addition, the Company provides maintenance, repair, and overhaul ("MRO") and other services for commercial, military, and helicopter operators that support customers' fleet operations for reliability and performance. This includes predictive maintenance and spare parts management services, training and simulation services for pilots, engineers, and crew members - through training centres and simulators worldwide -, upgrades and retrofits for existing aircraft and helicopters, extending their lifespan, improving fuel efficiency, or integrating new technologies, and end-of-life and recycling services through initiatives such as TARMAC Aerosave, which specialises in aircraft decommissioning.

Regulatory and Airworthiness Authorities (entire value chain). The Company works closely with authorities such as the European Union Aviation Safety Agency ("EASA") and the Federal Aviation Agency ("FAA") to ensure compliance with safety standards and airworthiness regulations across its product range, value chain and product life cycle.

Energy value chain (upstream and downstream value chain). As energy is necessary to operate the Company's products,the energy value chain is closely linked with the Company's business model. This includes conventional kerosene production as well as SAF production or hydrogen production, as essential bricks in the Company decarbonisation journey. In this context, the Company also engages with some actors in the energy value chain as business partners (see ESRS-E1).

Overall the Company plays a central role and fosters a constant and consistent dialogue and coordination throughout the value chain, including with industry associations and policy makers. It is committed to being a profitable, competitive company that meets customer and investors expectations and that has the financial strength to invest in the future of global aerospace and defence.

Focus on supply chain engagement (upstream in the value chain)
The Company relies on a global supply chain, composed of the suppliers with which the Company contracts supply agreements ("Tier-1"), and the

suppliers of these Tier-1s ("Subtiers" suppliers). It sources services and products from thousands of suppliers worldwide, including raw materials, engines, systems, aerostructure elements and fuselage sections. The Company's daily collaboration with its suppliers supports meeting quality standards and performance requirements. Long-term contracting or partnerships also help reduce inflow risks, including related to the timely delivery of components. The active role of its suppliers will be essential for the aviation sector's decarbonisation ambitions and for the Company sustainability journey more broadly. Accordingly, the Company has implemented policies and defined engagement plans that are led by its Sustainable Supply Chain Roadmap.

While the Company's products and services are sold all over the world, the majority of its supply chain is based in Europe and OECD countries. The Company has established regional procurement offices in North America (Herndon, Virginia), India (Bangalore), Asia Pacific (Singapore) and China (Beijing) to support local procurement initiatives. The regional procurement offices represent the Procurement function in the respective regions. They are responsible for strategic sourcing, general procurement and supplier development (procurement operations) while supporting the application of the Company's procurement processes, policy and digital solutions.

The Company strives to make environmental and social responsibility a core element of its procurement strategy. This includes managing the relationships with suppliers through the different phases of the procurement process: sourcing strategy definition, supplier selection, contract management and supplier monitoring and development. The Company's Sustainable Supply Chain Roadmap is based on a three-step approach: supplier commitment, supplier assessment, supplier engagement and development.

This approach is aligned with the Company due diligence approach (see "– 6.1.2.4 GOV-4: Statement on due diligence") and includes: supply base risk mapping, supplier engagement and contractual requirements, supplier assessment/audits and development plans, policies, tools and reporting. As the Company's commercial aircraft business and its two Divisions (Airbus Helicopters and Airbus Defence and Space) are certified ISO 14001, the Procurement function acts in adherence with ISO 14001 requirements.

The depth of the Company's supply chain increases the complexity and, in many areas, the difficulty of identifying and addressing impacts both actual and potential. For instance, reliable information related to the precise mining sites that provide materials incorporated by an upstream sub-tier supplier, combined with other materials, into a component of the Company's products may be complicated to identify, collect and analyse, such as the smelters of raw materials that may end up in certain components that are installed on the Company's products.

Benefits for customers and society
The Company's products help to connect economies and enable global cooperation and partnership: they bring together people and organisations across the globe, in person with its commercial aircraft and helicopters, and virtually with its satellites and connectivity solutions. The Company's technology and products allow its customers to successfully master their global and domestic operations and the management of crises to reduce the risk of escalation. The Company's products help to protect citizens, defend sovereignty and advance global security, therefore contributing to sustainability.

The Company's contribution to a more prosperous and sustainable society goes beyond what it offers directly through its products and services. For example, as an important player in the aeronautics and defence industry, the Company contributes significantly to SDG 8 - "Decent Work and Economic Growth" and as a major European defence manufacturer, the Company also has significant economic impact across Europe contributing to Europe's economic prosperity - as highlighted through ATAG and ASD publications:

Key figures from ATAG 2024 Benefits Beyond Borders - global summary, *available on the Air Transport Action Group website*	
Jobs are supported worldwide by aviation	**~86,500,000**
Productivity of such jobs compared to other jobs, on average	**3 times**
Contribution to global GDP	**USD 4.1 trillions**
% of world economic activity	**3.9%**
Key figures from AeroSpace and Defence Industries Association of Europe, *available on the ASD Europe website*	
Jobs supported by the industry across the continent	**>1,027,000**
2023 annual revenue	**EUR 290 billions**

The Company also contributes to the economic development of the communities where it operates. Full aerospace ecosystems - bringing together academia, research centres and corporations, all with high value-added jobs - often develop around the Company's sites such as those in Toulouse, Hamburg or Bristol. This development is accelerated thanks to the Company's innovation ecosystem such as Airbus Scale: an innovation unit that combines Company innovation, start-up engagement and company-building activities.

6.1.1.3.2 SBM-2: Interests and views of stakeholders

The Company is committed to engage in constant meaningful dialogue with its stakeholders, striving for openness, transparency and inclusiveness. Key stakeholder groups include, amongst others, employees, customers, suppliers, industrial partners (including energy providers), social partners, investors, NGOs, authorities / governments / policy makers, industry associations, MRO providers, air navigation service providers (ANSPs), airports, and the community at large. This approach is supported by the International Aerospace Environmental Group (IAEG) guidance for the sector.

In line with the governance presented above, each category of stakeholders is internally assigned to a function that defines the most adapted way of engaging with, and ensures the consistency and relevance of the dialogue. In its communications, the Company seeks to use clear and concise language and works to provide stakeholders with sufficient information regarding relevant topics in a timely manner. The Company attempts to improve its stakeholder engagement processes continuously, including by regularly reviewing and, if necessary, updating the various principles it observes, to ensure that the dialogue remains relevant and effective. If a relevant stakeholder requests dialogue, the Company tries to facilitate this request, unless it does not believe that this would be in the best interest of the Company and its business, in which case the Company may reject such request. In case stakeholder dialogue

is already taking place, the Company may terminate such stakeholder dialogue if the Company believes that continuing such dialogue would not be in the best interest of the Company and its business.

In addition, it has formalised a number of opportunities to exchange more widely with its stakeholders. For instance, beyond the materiality assessment, the Company meets at least twice a year with social partners to review sustainability topics (see "– 6.3.2.9 Social dialogue, freedom of association, and collective bargaining"). It also organises events and forums, such as the Airbus Supplier Sustainability Council, the Airbus Capital Market Day and the Airbus Summit to address sustainability topics with relevant stakeholders. Additionally, it regularly participates in numerous events such as air shows or conferences, which foster dialogue on sustainability matters with a large number of external stakeholders including investors, customers, media, NGOs, institutions, policy makers, and other industry or value chain partners.

The Company's dialogue with its stakeholders, in line with the above-mentioned principles, helps the Company to progress its sustainability ambition. For instance, it feeds the Company's materiality assessment so that the outcome embeds interest and views of stakeholders together with other elements of analysis. The Company's business model is closely interdependent with those of key stakeholders such as customers, suppliers, investors so that it integrates and reflects relevant views or expectations from them. For instance, such dialogue contributes to define topical roadmaps that are consistent with those of the sector (e.g. transition plan), and enables the Company to act on feedback (e.g. aviation safety).

The Company endeavours to take the interests of relevant stakeholders - including in connection with the sustainability aspects of the Company's strategy - into account, whereby the Company aspires to treat its stakeholders with respect and dignity and welcomes their perspectives.

Stakeholders' views are contributing elements into several steps of the Company due diligence process, including for the impact identification / materiality assessment, as described for instance in the section "– 6.1.4.1 IRO-1: Description of the processes to identify and assess material IROs", the definition of topical ambition and/or action plans, or through alerts received through the grievance mechanism that trigger systematic consideration. The Company's strategy and business model is largely informed by stakeholders interests through, for example: the design of products that meet customers' expectations, including in terms of fuel consumption / CO_2 performance as well as meet certification authorities requirements in terms of product safety; the consideration of supply chain capabilities in defining its operating model, through the numerous partnerships engaged including to support its decarbonisation roadmap (see "– 6.2.2.5 Actions (E1-3)")' or the constant social dialogue that fosters working conditions that satisfy its workforce.

When the views of key stakeholders, including on sustainability matters, have an influence on evolving the Company business or operating model, relevant information is shared through respective supervisory boards described in section "– 6.1.2.2 GOV-2: Information provided to and sustainability matters addressed by the Company's administrative, management and supervisory bodies" and supports decision-making. For instance, this may take the form of sharing information related to the materiality assessment or including in topical presentations contextual information about related relevant stakeholders' expectations (e.g. customer feedback, supply chain perspectives, applicable regulatory frameworks).

Complementary requirements in topical ESRS - that need to be taken into account when reporting against the Disclosure Requirements in ESRS 2 - on interests, views, and rights of stakeholders specific to certain ESRS are:

S1 Own workforce	The Company considers the interests, views, and rights of people in its own workforce, including respect for their human rights. Its workforce is a key stakeholder group, as well as social partners. Interests, views and rights of the Company's own workforce, including respect for their human rights, inform the Company's strategy and business model by being integrated into the overall due diligence process detailed in "– 6.1.1.2.4 GOV-4: Statement on due diligence", and particularly in the human rights salient issue identification process and related action plans (see section "– 6.1.1.3.3 SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model") as well as the stakeholder engagement process detailed in "– 6.3.2.4 Processes for engaging with own workers and workers' representatives about impacts (S1-2)" below. They were also considered in the creation of the Airbus Company Human Rights Policy.
S2 Workers in value chain	Interests, views and rights of the Company's upstream value chain workers and in-situ contractors, including respect for their human rights, inform the Company's strategy and business model by being integrated into the human rights salient issue identification process and related action plans (see section ESRS 2 "– 6.1.1.3.3 SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model" below), the stakeholder engagement process detailed in section "– 6.3.3.4 Processes for engaging with value chain workers about impacts (S2-2)" and overall due diligence process detailed in sections "– 6.1.1.2.4 GOV-4: Statement on due diligence" and "– 6.3.3.6 Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those action (S2-4)" further below.
S4 Consumers and end-users	Delivering safe products and supporting their safe operations throughout their lifetimes is a constant priority for the Company and an expectation of its customers and end-users. The Company is in constant dialogue with its customers and with airworthiness authorities, also representing end-users' interests, on aviation safety matters in formalised frameworks. In addition, the Airbus OpenLine (see "– 6.4.1.2 Business conduct policies and corporate culture (G1-1)") is accessible to any customer or end-user who would like to raise a safety-related concern. This dialogue informs many strategic dimensions including and not limited to product design, manufacturing, quality and procurement activities.

6.1.1.3.3 SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model

Synthesis of material Impacts, Risks and Opportunities resulting from double materiality assessment:

IRO related (sub)topic *(see table below for IRO full description)*	IRO			Value chain			Also described in / addressed in **
	Impact*	Risk	Opportunity	Own operations	Up stream	Down stream	
ENVIRONMENT							
- Climate change adaptation		✓		✓	✓	✓	E1 / E1
- Climate change mitigation	✓	✓		✓	✓	✓	E1 / E1
- Energy	✓	✓		✓	✓	✓	E1 / E1
- Pollution of air (VOC)	✓			✓			E2 / E2
- Substances of (very high) concern		✓		✓	✓	✓	E2 / E2
- Pollution of water and of living organisms and food resources ***	✓				✓	✓	E2 / E2
- Water withdrawal / consumption (linked to climate change)		✓		✓	✓		E3 / E3
- Water - Habitat degradation ***	✓				✓	✓	E3 / E2
- Direct impact drivers of biodiversity loss, impacts on the extent and condition of ecosystems	✓					✓	E4 / E1
- Biodiversity loss drivers - pollution ***	✓				✓	✓	E4 / E2
- Resource inflow	✓	✓		✓	✓		E5 / E5
- Waste			✓	✓			E5 / E5
SOCIAL							
Own workforce							
- Occupational health and safety	✓	✓		✓			S1 / S1
- Social dialogue, freedom of association, collective bargaining		✓		✓			S1 / S1
- Diversity		✓		✓			S1 / S1
Workers in value chain							
- Occupational health and safety	✓				✓		S2 / S2
- Forced or child labour	✓				✓		S2 / S2
- Personal safety of consumers and/or end users	✓	✓				✓	S4 / S4
GOVERNANCE							
- Corporate culture		✓		✓			G1 / G1
- Speak up culture		✓		✓			G1 / G1
- Management of relationships with suppliers		✓		✓			G1 / G1
- Corruption and bribery		✓		✓			G1 / G1
COMPANY SPECIFIC							
- Cybersecurity		✓		✓		✓	Cyber / Cyber

* identified impacts relates to negative existing or potential impacts; ** indicates where detailed IRO definition / information related to how these IROs are addressed can be found;
*** in relation to kerosene production. Not Applicable

IROs description:

ENVIRONMENT

E1 - Climate change

Impact:
Climate Mitigation: The operations at the Company's facilities and the air transport sector's use of aircraft in operations lead to GHG emissions. The Company's purchased goods and services contain GHG emissions.

Energy: Energy consumption/mix usage originating from the Company's facilities, the suppliers' facilities and the air transport sector's use of aircraft in operation lead to GHG emissions.

Risk:
Climate adaptation: Climate adaptation risk, as detailed in "– 6.2.2.3 Description of the processes to identify and assess material climate-related impacts, risks and opportunities (ESRS 2 IRO-1) and Material impacts, risks and opportunities and their interaction with strategy and business model (ESRS 2 SBM-3)", includes the risk that the Company or its suppliers may fail to mitigate the acute or chronic impacts of future climate change on their industrial sites. Additionally, failure to adapt products to perform effectively under future atmospheric conditions in a timely manner, relative to the speed of these risks' onset or time horizon could lead to production disruptions or a product offering that no longer meets customer expectations. This could negatively affect financial performance.

Climate mitigation: Climate mitigation risk, detailed in "– 6.2.2.3 Description of the processes to identify and assess material climate-related impacts, risks and opportunities (ESRS 2 IRO-1) and Material impacts, risks and opportunities and their interaction with strategy and business model (ESRS 2 SBM-3)", includes the risk that the Company or its suppliers may not meet their decarbonisation ambitions or the late availability of low emissions technology could lead to, respectively, investor mistrust or products failing to meet customer expectations. This could negatively affect financial performance.

Energy: Climate-related energy risk, detailed in "– 6.2.2.3 Description of the processes to identify and assess material climate-related impacts, risks and opportunities (ESRS 2 IRO-1) and Material impacts, risks and opportunities and their interaction with strategy and business model (ESRS 2 SBM-3)", includes the risk that renewable and low carbon energy (e.g. SAF, hydrogen) may not be available in sufficient quantities in the necessary time frames. This could lead to less air travel and lower demand for aircraft or for future aircraft programmes if not suited to available energy sources, which could negatively affect financial performance.

E2 - Pollution

Impact:
Pollution of air: Aircraft and aircraft parts painting and cleaning within certain facilities of the Company lead to volatile organic compound emissions, potentially resulting in air pollution if adequate mitigation measures are not used.

Pollution of water and living organisms and food resources: Production of aviation fuel in the downstream value chain may lead to emissions into water, which may contribute to water pollution and to pollution of living organisms and food resources if adequate mitigation measures are not used.

Risk:
Substances of (very high) concern: There is a risk that the Company or its suppliers may not be in a position to substitute substances of concern or of very high concern in due time in accordance with regulatory requirements. This could lead to business disruption across the value chain and to the Company not being able to deliver aircraft to its customers, which could negatively affect financial performance and damage its reputation.

E3 - Water

Impact:
Water - Habitat degradation: See Pollution of water and living organisms and food resources above.

Risk:
Water consumption and withdrawal: There is a risk that the Company or its suppliers may fail to mitigate the potential impact of water stress—related to climate change—on water consumption, usage and withdrawal in their industrial operations, within a timely manner relative to the onset of such risks. This could lead to production disruptions, which could negatively affect financial performance.

E4 - Biodiversity

Impact:
Direct impact drivers of biodiversity loss and impacts on the extent and condition of ecosystems: the air transport sector's use of aircraft in operation leads to GHG emissions that may indirectly impact biodiversity.

Pollution: Production of aviation fuel in the downstream value chain may lead to water pollution, which may contribute to biodiversity loss if adequate mitigation measures are not used.

E5 - Resource & circularity

Impact:
Resource inflow: The aviation sector's use of titanium in the production of aircraft components represents a relatively high percentage of the resource's global stock and may affect global resource availability.

Risk and Opportunity:
Risk - Inflow: The risk of titanium supply disruption could have an impact on aircraft production and deliveries, which could affect financial performance.

Waste: An opportunity to reduce waste may arise from optimising the recovery of industrial waste, such as high-value metallic scraps. This could contribute to more efficient industrial processes and to further secure supply and production, which could contribute to financial performance.

SOCIAL

S1 - Own workforce

Impact:
Working Conditions - Health and safety: Unidentified weaknesses in health and safety management measures could allow the Company's own workforce to work unsafely, which could cause injury or ill-health from the work environment, process or activity.

Risk:
Working Conditions - Health and safety: Unidentified weaknesses in health and safety management measures could cause work related injury or ill health that could affect employee engagement, absence rates or job market attractiveness and cause production disturbances.

Equal Treatment - Diversity: There is a risk that the Company, despite significant efforts and resources dedicated to workforce diversity, is considered not sufficiently diverse, which could lead to employee disengagement and lower recruitment attractivity. This could damage its reputation.

Working Conditions - Social dialogue: There is a risk that the Company does not conduct appropriate social dialogue, which could lead to strikes and production disruptions, and could impact working conditions. This could negatively affect financial performance.

S2 - Workers in value chain

Impact:
Working Conditions - Health and safety: Unidentified weaknesses in due diligence and health and safety management measures could result in the use of suppliers that have inadequate occupational health and safety management measures potentially causing injury or ill-health from the work environment, processes or activities.

Child Labour: The use of child labour in the upstream supply chain, including in sourcing raw materials, may result in harm for the physical and/or mental health of the concerned children.

Forced Labour: The use of forced labour in the upstream supply chain, including in-situ contractors, may result in harm for the physical and/or mental health of the concerned worker.

S4 - Consumers and End-users

Impact:
Personal safety of consumers and/or end users (Aviation safety): An accident associated with the operation of an aircraft may result in fatal or serious injury for those on board the concerned flight (flight crew, passengers).

Risk:
Personal safety of consumers and/or end users (Aviation safety): In addition to the impact described above, there is a risk that an aircraft accident may have a negative effect on the public's or regulators' perception of the safety of a given class of aircraft, a given airline, a form of design of aircraft or of air traffic management. This could damage the Company's reputation and negatively affect its financial performance.

G1 - GOVERNANCE

- Corporate culture
- Speak up culture
- Management of relationships with suppliers
- Corruption and bribery

Risk:
Corporate Culture: There is a risk that a dysfunctional and negative corporate culture in the Company may lead to a lack of shared values, decreased motivation, reduced productivity and a failure to meet agreed standards and applicable rules. This could negatively affect financial performance.

Speak up: There is a risk that not being able to maintain an effective speak up culture within the Company, including protection of whistleblowers, may delay the identification of certain risks or situations until they have been revealed in the public domain. This could negatively affect financial performance and damage its reputation.

Supplier relationships: There is a risk that the Company's numerous suppliers and subcontractors' financial health and ability to meet their contractual obligations may be negatively impacted by internal and external factors, which could lead to operational disruptions and delivery delays. This could negatively affect financial performance.

Corruption and bribery: There is a risk that ethical misconduct or non-compliance with applicable anti-bribery laws and regulations by the Company, its employees or any third party acting on its behalf could expose it to liability. This could negatively affect financial performance and damage its reputation.

COMPANY SPECIFIC

- Cybersecurity

Risk:
There is a risk that the materialisation of a cybersecurity risk, including intrusion in systems leading to data leakage, attacks impacting the resilience of industrial systems and compromising the development, use or operation of products and services, could lead to severe damage, including but not limited to significant financial loss, need for additional investment, contractual or reputational performance degradation, loss of intellectual property, loss of business data and information, operational business degradation or disruptions, and product or services malfunctions. This could negatively affect financial performance and damage its reputation.

Overall, the Company's business model, strategy and governance take into account these IROs, as described in the previous sections of ESRS 2 and summarised in the table below. When relevant, more information is disclosed in respective topical sections, as referenced in the last column of the previous table, including how actual or potential impacts are related to the Company strategy or business model, the nature of activities or operations at stake, how actual or potential impacts may impact people or the environment action plans, how they are linked to strategy and business model, means allocated to address them and significant related financial effects eventually. Time horizons are presented in the respective IROs tables in each ESRS.

As described in the governance section, management of these IROs is integrated into the Company's operating model with assigned functional responsibilities. Accordingly, the financial dimension of topic management, including related to current and foreseeable forward looking financial resource allocation, is captured in the finance accounting and risk management processes. Actions related to all material IROs as presented in the respective ESRS were screened from a financial perspective. Climate mitigation-related actions require significant resources. Actions associated with addressing other IROs (see respective ESRSs) were deemed to be embedded in the current Company's business or operating model and would therefore not require significant actual or forward-looking CapEx or OpEx. Further related information about Climate change IROs is presented in "– 6.2.2 ESRS E1 - Climate change" and in a dedicated note attached to the financial statements (see: "– Notes to the IFRS Consolidated Financial Statements - Note 3. Climate Impacts"). Finance processes also include a long term planning exercise that factors in significant financial effects including those expected to arise from addressing Climate change IROs and puts in perspective funding capabilities. This supports assessing the Company resilience and is used for impairment testing purposes, whose outcome is disclosed in the financial statements (see: "– Notes to the IFRS Consolidated Financial Statements - Note 3. Climate Impacts").

Overview of how the management of topics related to identified IROs have a noticeable interaction with the Company's strategy, business and operating model:

IRO related (sub)topic*:	Company business model key dimensions include: Product policy & development	Sales / aftersales / services	Industrial set up	Manufacturing & logistics	Workforce & working conditions	Procurement	Processes / BMS
ENVIRONMENT							
- Climate change adaptation	✓		✓		✓	✓	✓
- Climate change mitigation	✓	✓		✓	✓	✓	✓
- Energy	✓	✓				✓	✓
- Pollution of air (VOC)	✓		✓	✓	✓	✓	✓
- Substances of (very high) concern	✓	✓	✓	✓	✓	✓	✓
- Pollution of water and of living organisms...**							
- Water withdrawal / consumption			✓				✓
- Water - Habitat degradation **							
- Direct impact drivers of biodiversity loss and impacts on the extent and condition of ecosystems	✓		✓				
- Biodiversity loss drivers - pollution **			✓			✓	
- Resource inflow	✓			✓		✓	✓
- Waste	✓	✓		✓	✓	✓	✓
SOCIAL							
Own workforce							
- Occupational health and safety			✓	✓	✓		✓
- Social dialogue, freedom of association, collective bargaining			✓		✓		✓
- Diversity					✓		✓
Workers in value chain							
- Occupational health and safety						✓	✓
- Forced or child labour						✓	✓
- Personal safety of consumers and/or end users	✓	✓	✓	✓	✓	✓	✓
GOVERNANCE							
- Corporate culture		✓			✓	✓	✓
- Speak up culture		✓			✓	✓	✓
- Management of relationships with suppliers						✓	✓
- Corruption and bribery		✓			✓	✓	✓
COMPANY SPECIFIC							
- Cybersecurity	✓	✓	✓	✓	✓	✓	✓

* For detailed IROs description, see respective topical ESRS; ** material impact related to kerosene production.
Not Applicable

6.1.1.4 IRO: Impact, risk and opportunity management

6.1.1.4.1 IRO-1: Description of the processes to identify and assess material IROs

All CSRD proposed items were assessed through individual analysis at the lowest granularity (IROs) level. Some company specific potential topics were added to this assessment universe, such as cybersecurity. For most environmental subtopics, differentiated assessments were performed across the value chain: own operations / upstream / downstream. To the extent such data is available and accurate enough, quantitative scoring substantiation was systematically preferred to qualitative judgement. The assessment was documented. Concerned functions or roadmaps were systematically involved in the process for the topics they are respectively in charge of, as presented in the governance section. Accordingly, topic impact assessment is aligned with the Company Due Diligence process step related to the identification of impacts, which are then tackled by respective concerned functions or roadmaps.

Impact materiality, i.e. actual or potential impacts on people and the environment.
The Company evaluated the actual or potential impact of its activities on environment and people - e.g. employees, end users, and local communities. Scoring was established taking into account the severity (scale, scope, remediability - for negative impacts -) and likelihood of such impact and using predefined scoring grids. Materiality threshold was determined considering the associated "severity vs. likelihood" combinations deemed relevant to reflect materiality and to support topic prioritisation. For topics related to potential impacts on people, a high severity score overruled a low score of likelihood.

All Company activities and sites are deemed to be considered in this analysis, with a focus on manufacturing of commercial aircraft activity, also taking into account the presumed great commonality of sustainability impact given the similarities in materials used and manufacturing process for helicopters, military aircraft, and satellites.

The full value chain was considered, with again a focus on the impact related to the use of commercial aircraft as the magnitude of related impact was deemed higher given the nature and frequency of operations in the respective product lifetimes. This analysis also relied on an understanding of the Company's own operations, supply chain, or other business relationships as the presence and severity of potential or actual adverse impacts is influenced by various factors, such as: the type of industry, products/services, operations and their associated inherent risks; the country and operating context, considering for instance publicly available statistics and indices or the existence of related environmental or social regulations or relevant voluntary standards and associated thresholds eventually or other relevant scientific sources of information (e.g. planet boundaries, environmental exposure atlas...).

Assessment scores were substantiated by quantified data as much as possible, using a number of sources of information. These include internal information such as:

- Life Cycle Analysis, information from topical experts, related internal metrics performance (past or ongoing impacts);
- outputs from third party due diligence, internal control reports, or information collected during visits to supplier sites;
- elements from findings and alerts from, for example, desktop Supplier Sustainability Maturity Assessments, onsite assessments (including social assessments) or from the grievance mechanism;
- inputs obtained as part of stakeholder engagement (see "– 6.1.1.3.2 SBM-2: Interests and views of stakeholders");

as well as external information such as topical and sectoral benchmarks or public reports, and regulatory thresholds.

Impact materiality assessment was also supported by the engagement with stakeholders, consistently with the overall stakeholder engagement approach presented in the dedicated disclosure requirement. This includes direct consultation of internal and external experts, information collected from stakeholders through the continuous stakeholder engagement, and from affected stakeholders or their relevant proxies (eg. employees through surveys, content of social dialogue, customers feedback...). The consideration of regulatory thresholds, or topical standards or reference frameworks were also deemed to represent 'silent' stakeholders' interests (e.g. nature).

Impact on the Company or financial materiality
The potential impact of sustainability-related topics on the Company's financial performance was assessed by combining -1- a screening and reassignment of the top company risks and opportunities extracted from the company's enterprise risk management ("ERM") system to sustainability subtopics assessed following ERM methods and -2- an exhaustive screening of the CSRD-proposed list of subtopics, for which both the associated financial impact level and its likelihood were reassessed. A threshold corresponding to a percentage of EBIT was used, aligned with the relevance threshold for financial statements, alongside equivalent qualitative impact types (e.g. Brand, Compliance etc.). The use of climate scenarios supported the identification of connected impact and dependencies that eventually led to complementing the risk picture (e.g. climate technology risk and energy ecosystem risk). More generally the scrutiny of the Company's business and operating model interdependencies with each sub-topic including through exchanges with topical experts supported the above-mentioned screening.

Double materiality assessment was formally presented to and endorsed by the Executive Committee and the Board of Directors. It also supports Internal Control´s prioritisation of work.

Sustainability risks and opportunities are integrated into the ERM system and processes, including their identification, assessment and management. Consequently, they are part of the Company risk picture and addressed as defined by the overall process (see "– Corporate Governance – 3.2 Enterprise Risk Management System"). Impacts are covered by the Company Due Diligence process, as presented in the related disclosure requirements.

In 2024, the Company updated its double-materiality assessment and refined its methodology to align it with CSRD requirements, as described hereinabove. As recommended in the non-binding Implementation Guidelines for Materiality Assessment, the Company intends to confirm or review (and update) its material matters once a year by taking into account: whether or not material changes in the Company's organisational and operational structure occurred, whether or not external factors occurred in the reporting year, and/or whether or not substantial new information was obtained as the Company progresses in its understanding of topics and their impacts, risks and opportunities. Depending on the significance of these events and developments, the Company would either review the existing DMA or perform a full-scale DMA to ensure the material sustainability matters are properly reported. The 2025 review process is likely to include a benchmark analysis derived from first CSRD reports from other European companies.

Complementary disclosure requirements for specific topical ESRS on the description of the processes to identify and assess material impacts, risks and opportunities:

E1 Climate change	The Company performed an advanced climate impact and risk assessment. This included the consideration of an analysis of GHG emissions from own operations, a screening of all Scope 3 categories, that identified the usage of Airbus products (i.e. Scope 3 Category 11 - Use of Sold Products) as representing a significant proportion of total emissions.	
	Share of Scope 3 Category 11 - Use of Sold Products emission in total emissions	**>90%**
	The Company also identified climate related risks following a TCFD-aligned approach, that included a screening of its sites and assets potential vulnerabilities to climate hazards (see "– 6.2.2.3 Description of the processes to identify and assess material climate-related impacts, risks and opportunities (ESRS 2 IRO-1) and Material impacts, risks and opportunities and their interaction with strategy and business model (ESRS 2 SBM-3)". Such analyses considered time horizons, assumptions and scenarios (see "– 6.2.2.2 Transition plan for climate mitigation (E1-1)"). See "– 6.2.2 E1 - Climate Change" chapter for full description.	
E2 Pollution	IRO identification processes considered all business operations and Company sites and a number of items specific to the topic, including those mentioned hereafter. The Company has screened the annual declarations made by its sites to local authorities in the context of the European Pollutant Release and Transfer Register (E-PRTR) regulation.	
	Number of facilities exceeding the 100 tonnes threshold for VOC emissions listed in the E-PRTR regulation Annex II.	**1 (Hamburg)**
	Impacts in the upstream and downstream value chain have been assessed using the Life Cycle Analysis (LCA) approach, such as the one in relation with kerosene production. For SOC/SOVHC, risks and opportunities have also been assessed using the register of the Company's top company risks, according to the ERM process. This risk notably applies to aircraft manufacturing and is therefore connected to all sites with such industrial operations and handling chemicals. The materiality assessment did not involve direct consultations with affected communities.	
E3 Water and marine resources	IRO identification processes considered all business activities and Company sites from which environmental data is collected (see "– 6.2.4.5 Metrics (E3-4)" and a number of items specific to the topic, including those mentioned hereafter. The Company analysed current and projected local water stress levels to understand where the Company's activities have the greatest impact on water resources and where risks of business disruption linked to restrictions on the use of water are the most significant. This analysis is based inter alia on the World Resources Institute's Aqueduct Water Risk Atlas; this analysis was last updated with the August 2023 update of the Aqueduct Water Risk Atlas (version 4.0), using the "baseline" data as well as the 2030 scenarios. This analysis allowed to identify that the Company operates facilities located in high or extremely high water stress areas in Chile, China, France, Germany, India, Italy, Mexico, Morocco, Portugal, Saudi Arabia, South Africa, Spain, Thailand, Tunisia, UK, US. It includes sites from Commercial Aircraft, Airbus Helicopters and Airbus Defence and Space. As for ESRS E2, impacts in the upstream and downstream value chain have been assessed using the Life Cycle Analysis (LCA) approach. The materiality assessment did not involve consultations with affected communities.	

E4 Biodiversity	The Company is still progressing its understanding of the impact of its activities and those of its value chain on biodiversity. IRO identification was informed by the IPBES report's findings that there are five significant drivers of biodiversity loss: changing use of sea and lands, direct exploitation of organisms, climate change, pollution, and invasive non-native species. Using these five drivers is also prescribed as a framework for analysis by ESRS E4 and was used by the Company to compile an inventory of potential impacts. It considered a number of sources of information, amongst which the aircraft Life Cycle Analysis - that notably quantifies impacts related to land use change, soil, water pollution across the value chain. The indirect impact of climate change appeared as a salient effect on biodiversity as well the indirect impact of aviation fuel production. The Company has considered the proximity of its sites relative to biodiversity-sensitive areas and the nature of operations in the value chain, including existing or potential pollution impacts. To date, the Company has identified limited dependencies on biodiversity and ecosystems within its value chain, including by screening its resource inflows and considering its business model, and primarily due to the fact that manufacturing processes mostly rely on mineral or fossil resources.This limited dependency on ecosystem services as identified to date has not led to the identification of biodiversity-related material transition, physical or systemic risks to the Company's own operations. The Company is reviewing its assessments on an ongoing basis. Going forward, specific attention will be given to the development of SAF production, particularly those pathways that use crops as feedstock and therefore rely on ecosystem services, striving to get a permanent understanding of SAF production development and perspectives, including by engaging on that matter with relevant players in the SAF value chain and industry bodies. Beyond answering to applicable biodiversity related regulatory requirements that may imply to assess and report to authorities deemed to represent communities' interests, the Company did not specifically engage with any community on biodiversity in the frame of its DMA. Nature of impacts identified, essentially linked to indirect effects of the use of its product on climate change and of the production of kerosene on the water resource, has not permitted identifying specific communities that would be materially affected. Consequently no affected communities has been involved in the materiality assessment nor any priority actions for the avoidance of impacts on ecosystem services relevant to affected communities has been identified. The Company has identified some sites as being located near biodiversity-sensitive areas based on whether they were subject to specific biodiversity-related obligations as per local / national applicable regulations, or otherwise located in or directly adjacent to biodiversity-sensitive areas, including some with manufacturing and flight test activities.
	Number of sites located near biodiversity-sensitive areas **15**
	None of these activities have been associated with a material negative impact on local biodiversity. As a result, measures undertaken in the frame of addressing negative impacts on climate change were deemed to be equally relevant for biodiversity mitigation.
E5 Resource use and circular economy	IRO identification processes considered all business activities, Company sites and products over their life cycle and a number of items specific to the topic, including those mentioned hereafter. For resource use- and circular economy-related matters, the Company used the results of Life Cycle Assessment (LCA) studies conducted on its commercial aircraft products and considered its procurement volumes per nature of materials covering its overall product portfolio compared with the global resources and specificities related to their sourcing, as well as related airworthiness constraints and certification requirements. It also ran a detailed analysis of waste generated by the Company, including per nature and per site views, as well as in the perspective of its manufacturing processes and of their improvements. The assessment was supported by a number of stakeholders, including a third party expert organisation with experience of identifying and addressing actual or potential impacts and engaging with potentially impacted rightsholders.
G1 Business conduct	IRO identification processes considered all business activities and Company sites and a number of items specific to the topic, including those mentioned hereafter. Specifically on corruption and bribery, the Company annually conducts a thorough business conduct risk assessment across the Company (based on legal entities), taking into consideration, among others, the Corruption Perception Index published by Transparency International, the size, the activity or the interaction with third parties of the entity. It also considered relevant statistics derived from its grievance mechanism and from the outcomes of associated investigations. On other subtopics, the Company notably considered the amount of lobbying expenses, the amounts spent to its suppliers, related payment terms, as well as the structure of its supply chain.

6.1.1.4.2 IRO-2: Disclosure requirements in ESRS covered by the undertaking's sustainability statement

Some datapoints - or some information - associated with a material topic may have been omitted as deemed not material information. Such items were identified through an exhaustive screening of CSRD datapoints and substantiated by comparing the content of the disclosure requirement with the actual boundaries of the related material IROs and/or their relevance in the Company's context. In certain cases a materiality threshold was used, and notably for finance related information, as explained above in ESRS 2 "– 6.1.3.3 SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model".

Table. List of the Disclosure Requirements vs. paragraphs where the related disclosures are located in the sustainability statement.

DISCLOSURE REQUIREMENTS	Related disclosure(s)
ESRS 2 General Disclosures	
BASIS FOR PREPARATION	
BP-1: General basis for preparation if the sustainability statement	6.1.1.1.1 BP-1: General basis for preparation of the sustainability statement
BP-2: Disclosures in relation to specific circumstances	6.1.1.1.2 BP-2: Disclosures in relation to specific circumstances
GOVERNANCE	
GOV-1: The role of the administrative, management and supervisory bodies (AM&SB)	6.1.1.2.1 GOV-1: The role of the administrative, management and supervisory bodies
GOV-2: Information provided to and sustainability matters addressed by the undertaking's AM&SB	6.1.1.2.2 GOV-2: Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies
GOV-3: Integration of sustainability-related performance in incentive schemes	6.1.1.2.3 GOV-3: Integration of sustainability-related performance in incentive schemes
GOV-4: Statement on sustainability due diligence	6.1.1.2.4 GOV-4: Statement on due diligence
GOV-5: Risk management and internal control over sustainability reporting	6.1.1.2.5 GOV-5: Risk management and internal control over sustainability reporting
STRATEGY	
SBM-1: Strategy, business model and value chain	6.1.1.3.1 SBM-1: Strategy, business model and value chain
SBM-2: Interests and views of stakeholders	6.1.1.3.2 SBM-2: Interests and views of stakeholders
SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model(s)	6.1.1.3.3 SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model 6.2.2.1 Climate Change IROs 6.2.3.1 Pollution IROs 6.2.4.1 Water IROs 6.2.5.1 Biodiversity and ecosystems IROs 6.2.6.1 Resource Use and Circular Economy IROs 6.3.2.1 Own workforce IROs 6.3.3.1 Workers in the value chain IROs 6.3.4.1 Consumers and end-users IROs 6.4.1.1 Business Conduct IROs 6.4.2.1 Cybersecurity IROs
DISCLOSURE ON THE MATERIALITY ASSESSMENT PROCESS	
IRO-1: Description of processes to identify and assess material IROs	6.1.1.4.1 IRO-1: Description of the processes to identify and assess material IROs 6.2.2.3 Description of the processes to identify and assess material climate-related impacts, risks and opportunities (ESRS 2 IRO-1) and Material impacts, risks and opportunities and their interaction with strategy and business model (ESRS 2 SBM-3)
IRO-2: Disclosure requirements in ESRS covered by the undertaking's sustainability statement	6.1.1.4.2 IRO-2: Disclosure requirements in ESRS covered by the undertaking's sustainability statement

MINIMUM DISCLOSURE REQUIREMENTS ON POLICIES AND ACTIONS	
MDR-P: Policies adopted to manage material sustainability matters	6.2.1 Policies 6.2.2.4 Policies (E1-2) 6.2.3.2.1 Policies (E2-1) 6.2.3.3.1 Policies (E2-1) 6.2.4.2 Policies (E3-1) 6.2.5.4 Policies (E4-2) 6.2.6.2 Policies (E5-1) 6.3.1 Policies 6.3.2.3 Own workforce Policies (S1-1) 6.3.2.7.1 Policies (S1-1) 6.3.2.8.1 Policies (S1-1) 6.3.2.9.1 Policies (S1-1) 6.3.3.3 Policies related to value chain workers (S2-1) 6.3.4.2 Policies related to consumers and end-users (S4-1) 6.4.1.2 Business conduct policies and corporate culture (G1-1) 6.4.2.2 Policies
MDR-A: Actions and resources in relation to material sustainability matters	6.2.2.5 Actions and resources (E1-3) 6.2.3.2.2 Actions and resources (E2-2) 6.2.3.3.2 Actions and resources (E2-2) 6.2.4.3 Actions and resources (E3-2) 6.2.5.5 Actions and resources (E4-3) 6.2.6.3.1 Actions and resources (E5-2) 6.2.6.4.1 Actions and resources (E5-2) 6.3.2.7.2 Actions and resources (S1-4) 6.3.2.8.2 Actions and resources (S1-4) 6.3.2.9.2 Actions and resources (S1-4) 6.3.3.6 Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions (S2-4) 6.3.4.5 Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions (S4-4) 6.4.1.2 Business conduct policies and corporate culture (G1-1) 6.4.1.5 Management of relationships with suppliers (G1-2) 6.4.1.3 Prevention and detection of corruption and bribery (G1-3) 6.4.2.3 Actions and resources
MINIMUM DISCLOSURES REQUIREMENTS ON METRICS AND TARGETS	
MDR-M: Metrics in relation to material sustainability matters	6.2.2.7 Energy Consumption and Mix (E1-5) 6.2.2.8 GHG Emissions (E1-6) 6.2.2.9 GHG removals and carbon credits (E1-7) 6.2.3.2.4 Metrics (E2-5) 6.2.3.3.4 Metrics (E2-4) 6.2.4.5 Metrics (E3-4) 6.2.6.4.3 Metrics (E5-5) 6.3.2.6 Characteristics of the undertaking's employees (S1-6) 6.3.2.9.4 Metrics (S1-8) 6.3.2.8.4 Metrics (S1-9) 6.3.2.7.4 Metrics (S1-14) 6.3.4.6 Targets related to managing material negative impacts, advancing positive impacts and managing material risks and opportunities (S4-5) and metrics 6.4.1.3 Prevention and detection of corruption and bribery (G1-3) 6.4.1.4 Incidents of corruption or bribery (G1-4) 6.4.1.6 Payment practices (G1-6) 6.4.2.5 Metrics

MDR-T: Tracking effectiveness of policies and actions through targets	6.2.2.6 Targets (E1-4) 6.2.3.2.3 Targets (E2-3) 6.2.3.3.3 Targets (E2-3) 6.2.4.4 Targets (E3-3) 6.2.5.6 Targets and metrics related to biodiversity and ecosystems (E4-4) 6.2.6.3.2 Targets (E5-3) 6.2.6.4.2 Targets (E5-3) 6.3.2.7.3 Targets (S1-5) 6.3.2.8.3 Targets (S1-5) 6.3.2.9.3 Targets (S1-5) 6.3.3.7 Targets related to material negative impacts, advancing positive impacts, and managing material risks and opportunities (S2-5) 6.3.4.6 Targets related to managing material negative impacts, advancing positive impacts and managing material risks and opportunities (S4-5) and metrics 6.4.2.4 Targets
ESRS 1 - CLIMATE CHANGE	
ESRS 2 General disclosures	See above
Governance	
o Disclosure requirement related to ESRS 2 GOV-3 Integration of sustainability-related performance in incentive schemes	6.1.1.2.3 GOV-3: Integration of sustainability-related performance in incentive schemes
Strategy	
o Disclosure Requirement E1-1 – Transition plan for climate change mitigation	6.2.2.2 Transition plan for climate change mitigation (E1-1)
o Disclosure Requirement related to ESRS 2 SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	6.1.1.3.3 SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model 6.2.2.3 Description of the processes to identify and assess material climate-related impacts, risks and opportunities (ESRS 2 IRO-1) and Material impacts, risks and opportunities and their interaction with strategy and business model (ESRS 2 SBM-3)
Impact, risk and opportunity management	
o Disclosure requirement related to ESRS 2 IRO-1 – Description of the processes to identify and assess material climate-related impacts, risks and opportunities	6.1.1.4.1 IRO-1: Description of the processes to identify and assess material IROs 6.2.2.3 Description of the processes to identify and assess material climate-related impacts, risks and opportunities (ESRS 2 IRO-1) and Material impacts, risks and opportunities and their interaction with strategy and business model (ESRS 2 SBM-3)
o Disclosure Requirement E1-2 – Policies related to climate change mitigation and adaptation	6.2.1 Policies 6.2.2.4 Policies (E1-2)
o Disclosure Requirement E1-3 – Actions and resources in relation to climate change policies	6.2.2.5 Actions and resources (E1-3)
Metrics and targets	
o Disclosure Requirement E1-4 – Targets related to climate change mitigation and adaptation	6.2.2.6 Targets (E1-4)
o Disclosure Requirement E1-5 – Energy consumption and mix	6.2.2.7 Energy Consumption and Mix (E1-5)
o Disclosure Requirement E1-6 – Gross Scopes 1, 2, 3 and Total GHG emissions	6.2.2.8 GHG Emissions (E1-6)
o Disclosure Requirement E1-7 – GHG removals and GHG mitigation projects financed through carbon credits	6.2.2.9 GHG removals and carbon credits (E1-7)
o Disclosure Requirement E1-8 – Internal carbon pricing	6.2.1.10 Internal carbon pricing (E1-8)

ESRS E2 - POLLUTION	
ESRS 2 General disclosures	See above
Impact, risk and opportunity management	
o Disclosure Requirement related to ESRS 2 IRO-1 – Description of the processes to identify and assess material pollution-related impacts, risks and opportunities	6.1.1.4.1 IRO-1: Description of the processes to identify and assess material IROs
o Disclosure Requirement E2-1 – Policies related to pollution	6.2.1 Policies 6.2.3.2.1 Policies (E2-1) 6.2.3.3.1 Policies (E2-1)
o Disclosure Requirement E2-2 – Actions and resources related to pollution	6.2.3.2.2 Actions and resources (E2-2) 6.2.3.3.2 Actions and resources (E2-2)
Metrics and targets	
o Disclosure Requirement E2-3 – Targets related to pollution	6.2.3.2.3 Targets (E2-3) 6.2.3.3.3 Targets (E2-3)
o Disclosure Requirement E2-4 – Pollution of air, water and soil	6.2.3.2.4 Metrics (E2-5) 6.2.3.3.4 Metrics (E2-5)

ESRS E3 - WATER AND MARINE RESOURCES	
ESRS 2 General disclosures	See above
Impact, risk and opportunity management	
o Disclosure Requirement related to ESRS 2 IRO-1 – Description of the processes to identify and assess material water and marine resources-related impacts, risks and opportunities	6.1.1.4.1 IRO-1: Description of the processes to identify and assess material IROs
o Disclosure Requirement E3-1 – Policies related to water and marine resources	6.2.1 Policies 6.2.4.2 Policies (E3-1)
o Disclosure Requirement E3-2 – Actions and resources related to water and marine resources	6.2.4.3 Actions and resources (E3-2)
Metrics and targets	
o Disclosure Requirement E3-3 – Targets related to water and marine resources	6.2.4.4 Targets (E3-3)
o Disclosure Requirement E3-4 – Water consumption	6.2.4.5 Metrics (E3-4)

ESRS E4 - BIODIVERSITY AND ECOSYSTEMS	
ESRS 2 General disclosures	See above
Strategy	
o Disclosure Requirement E4-1 – Transition plan and consideration of biodiversity and ecosystems in strategy and business model	6.2.5.2 Transition plan and consideration of biodiversity and ecosystems in strategy and business model (E4-1)
o Disclosure Requirement related to ESRS 2 SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model Impact, risk and opportunity management	6.1.1.3.3 SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model 6.2.5.3 Material impacts, risks and opportunities and their interaction with strategy and business model (SBM-3)
o Disclosure Requirement related to ESRS 2 IRO-1 Description of processes to identify and assess material biodiversity and ecosystem-related impacts, risks and opportunities	6.1.1.4.1 IRO-1: Description of the processes to identify and assess material IROs

o Disclosure Requirement E4-2 – Policies related to biodiversity and ecosystems	6.2.1 Policies 6.2.5.4 Policies (E4-2)
o Disclosure Requirement E4-3 – Actions and resources related to biodiversity and ecosystems	6.2.5.5 Actions and resources (E4-3)
Metrics and targets	
o Disclosure Requirement E4-4 – Targets related to biodiversity and ecosystems	6.2.5.6 Targets and metrics related to biodiversity and ecosystems (E4-4)
o Disclosure Requirement E4-5 – Impact metrics related to biodiversity and ecosystems change	6.2.5.6 Targets and metrics related to biodiversity and ecosystems (E4-4)

ESRS E5 - RESOURCE USE AND CIRCULAR ECONOMY	
ESRS 2 General disclosures	See above
Impact, risk and opportunity management	
o Disclosure Requirement related to ESRS 2 IRO-1 – Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities	6.1.1.4.1 IRO-1: Description of the processes to identify and assess material IROs
o Disclosure Requirement E5-1 – Policies related to resource use and circular economy	6.2.1 Policies 6.2.6.2 Policies (E5-1)
o Disclosure Requirement E5-2 – Actions and resources related to resource use and circular economy	6.2.6.3.1 Actions and resources (E5-2)
6.2.6.4.1 Actions and resources (E5-2)	
Metrics and targets	
o Disclosure Requirement E5-3 – Targets related to resource use and circular economy	6.2.6.3.2 Targets (E5-3) 6.2.6.4.2 Targets (E5-3)
o Disclosure Requirement E5-5 – Resource outflows	6.2.6.4.3 Metrics (E5-5)

ESRS S1 - OWN WORKFORCE	
ESRS 2 General disclosures	See above
Strategy	
o Disclosure Requirement related to ESRS 2 SBM-2 – Interests and views of stakeholders	6.1.1.3.2 SBM-2: Interests and views of stakeholders
o Disclosure Requirement related to ESRS 2 SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model Impacts, risks and opportunities management	6.1.1.3.3 SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model
o Disclosure Requirement S1-1 – Policies related to own workforce	6.3.1 Policies 6.3.2.3 Own workforce policies (S1-1) 6.3.2.7.1 Policies (S1-1) 6.3.2.8.1 Policies (S1-1) 6.3.2.9.1 Policies (S1-1)
o Disclosure Requirement S1-2 – Processes for engaging with own workers and workers' representatives about impacts	6.3.2.4 Processes for engaging with own workers and workers' representatives about impacts (S1-2)
o Disclosure Requirement S1-3 – Processes to remediate negative impacts and channels for own workers to raise concerns	6.3.2.5 Processes to remediate negative impacts and channels for own workers to raise concerns (S1-3)

o Disclosure Requirement S1-4 – Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	6.3.2.7.2 Actions and resources (S1-4) 6.3.2.8.2 Actions and resources (S1-4) 6.3.2.9.2 Actions and resources (S1-4)
Metrics and targets	
o Disclosure Requirement S1-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	6.3.2.7.3 Targets (S1-5) 6.3.2.8.3 Targets (S1-5) 6.3.2.9.3 Targets (S1-5)
o Disclosure Requirement S1-6 – Characteristics of the undertaking's employees	6.3.2.6 Characteristics of the undertaking's employees (S1-6)
o Disclosure Requirement S1-8 – Collective bargaining coverage and social dialogue	6.3.2.9.4 Metrics (S1-8)
o Disclosure Requirement S1-9 – Diversity metrics	6.3.2.8.4 Metrics (S1-9)
o Disclosure Requirement S1-14 – Health and safety metrics	6.3.2.7.4 Metrics (S1-14)

ESRS S2 - WORKERS IN THE VALUE CHAIN	
ESRS 2 General disclosures	See above
Strategy	
o Disclosure Requirement related to ESRS 2 SBM-2 Interests and views of stakeholders	6.1.1.3.2 SBM-2: Interests and views of stakeholders
o Disclosure Requirement related to ESRS 2 SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model Impact, risk and opportunity management	6.1.1.3.3 SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model 6.3.3.1 Workers in the value chain IROs
o Disclosure Requirement S2-1 – Policies related to value chain workers	6.3.1 Policies 6.3.3.3 Policies related to value chain workers (S2-1)
o Disclosure Requirement S2-2 – Processes for engaging with value chain workers about impacts	6.3.3.4 Processes for engaging with value chain workers about impacts (S2-2)
o Disclosure Requirement S2-3 – Processes to remediate negative impacts and channels for value chain workers to raise concerns	6.3.3.5 Processes to remediate negative impacts and channels for value chain workers to raise concerns (S2-3)
o Disclosure Requirement S2-4 – Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions	6.3.3.6 Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those action (S2-4)
Metrics and targets	
o Disclosure Requirement S2-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	6.3.3.7 Targets related to material negative impacts, advancing positive impacts, and managing material risks and opportunities (S2-5)

ESRS S4 - CONSUMERS AND END-USERS	
ESRS 2 General Disclosures	See above
Strategy	
o Disclosure Requirement related to ESRS 2 SBM-2 – Interests and views of stakeholders	6.1.1.3.2 SBM-2: Interests and views of stakeholders

o Disclosure Requirement related to ESRS 2 SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	6.1.1.3.3 SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model 6.3.4.1 Consumer and end-user IROs 6.3.4.1.2 ESRS 2 SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model
Impact, risk and opportunity management	
o Disclosure Requirement S4-1 – Policies related to consumers and end-users	6.3.1 Policies 6.3.4.2 Policies related to consumers and end-users (S4-1)
o Disclosure Requirement S4-2 – Processes for engaging with consumers and end users about impacts	6.3.4.3 Processes for engaging with consumers and end-users about impacts (S4-2)
o Disclosure Requirement S4-3 – Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	6.3.4.4 Processes to remediate negative impacts and channels for consumers and end-users to raise concerns (S4-3)
o Disclosure Requirement S4-4 – Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	6.3.4.5 Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions (S4-4)
Metrics and targets	
o Disclosure Requirement S4-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	6.3.4.6 Targets related to managing material negative impacts, advancing positive impacts and managing material risks and opportunities (S4-5) and metrics

ESRS G1 - BUSINESS CONDUCT	
ESRS 2 General disclosures	See above
Governance	
o Disclosure Requirement related to ESRS 2 GOV-1 – The role of the administrative, supervisory and management bodies Impact, risk and opportunity management	6.1.1.2.1 GOV-1: The role of the administrative, management and supervisory bodies
o Disclosure Requirement related to ESRS 2 IRO-1 – Description of the processes to identify and assess material impacts, risks and opportunities	6.1.1.4.1 IRO-1: Description of the processes to identify and assess material IROs
o Disclosure Requirement G1-1– Corporate culture and business conduct policies and corporate culture	6.4.1.2 Business conduct policies and corporate culture (G1-1)
o Disclosure Requirement G1-2 – Management of relationships with suppliers	6.4.1.5 Management of relationships with suppliers (G1-2)
o Disclosure Requirement G1-3 – Prevention and detection of corruption and bribery	6.4.1.3 Prevention and detection of corruption and bribery (G1-3)
Metrics and targets	
o Disclosure Requirement G1-4 – Confirmed incidents of corruption or bribery	6.4.1.4 Incidents of corruption or bribery (G1-4)
o Disclosure Requirement G1-6 – Payment practices	6.4.1.6 Payment practices (G1-6)

COMPANY SPECIFIC - CYBERSECURITY	
ESRS 2 General disclosures	See above

Strategy	
o Disclosure Requirement related to ESRS 2 SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model Impacts, risks and opportunities management	6.1.1.3.3 SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model
o Policies	6.4.2.2 Policies
o Taking action, and effectiveness of those actions	6.4.2.3 Actions and resources
Metrics and targets	
o Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	6.4.2.4 Targets
o Metrics	6.4.2.5 Metrics

Table. Datapoints that derive from other EU legislations

Disclosure Requirement and related datapoint	SFDR[1] reference	Pillar 3[2] reference	Benchmark Regulation[3] reference	EU Climate Law[4] reference	Sustainability Statement
ESRS 2 GOV-1 Board's gender diversity paragraph 21 (d)	Indicator number 13 of Table #1 of Annex 1		Commission Delegated Regulation (EU) 2020/1816[5], Annex II		6.1.1.2.1 GOV-1: The role of the administrative, management and supervisory bodies
ESRS 2 GOV-1 Percentage of board members who are independent paragraph 21 (e)			Delegated Regulation (EU) 2020/1816, Annex II		6.1.1.2.1 GOV-1: The role of the administrative, management and supervisory bodies
ESRS 2 GOV-4 Statement on due diligence paragraph 30	Indicator number 10 Table #3 of Annex 1				6.1.1.2.4 GOV-4: Statement on due diligence
ESRS 2 SBM-1 Involvement in activities related to fossil fuel activities paragraph 40 (d) i	Indicators number 4 Table #1 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453[6] Table 1: Qualitative information on Environmental risk and Table 2: Qualitative information on Social risk	Delegated Regulation (EU) 2020/1816, Annex II		Not material
ESRS 2 SBM-1 Involvement in activities related to chemical production paragraph 40 (d) ii	Indicator number 9 Table #2 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II		Not material
ESRS 2 SBM-1 Involvement in activities related to controversial weapons paragraph 40 (d) iii	Indicator number 14 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1818[7], Article 2(1) Delegated Regulation (EU) 2020/1816, Annex II		Not material

ESRS 2 SBM-1 Involvement in activities related to cultivation and production of tobacco paragraph 40 (d) iv			Delegated Regulation (EU) 2020/1818, Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II		Not material
ESRS E1-1 Transition plan to reach climate neutrality by 2050 paragraph 14				Regulation (EU) 2021/1119, Article 2(1)	6.2.2.2 Transition plan for climate change mitigation (E1-1)
ESRS E1-1 Undertakings excluded from Paris-aligned Benchmarks paragraph 16 (g)		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book-Climate Change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article 12.1 (d) to (g), and Article 12.2		6.2.2.2 Transition plan for climate change mitigation (E1-1)
ESRS E1-4 GHG emission reduction targets paragraph 34	Indicator number 4 Table #2 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 6		6.2.2.6 Targets (E1-4)
ESRS E1-5 Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors) paragraph 38	Indicator number 5 Table #1 and Indicator n. 5 Table #2 of Annex 1				6.2.2.7 Energy Consumption and Mix (E1-5)
ESRS E1-5 Energy consumption and mix paragraph 37	Indicator number 5 Table #1 of Annex 1				6.2.2.7 Energy Consumption and Mix (E1-5)
ESRS E1-5 Energy intensity associated with activities in high climate impact sectors paragraphs 40 to 43	Indicator number 6 Table #1 of Annex 1				6.2.2.7 Energy Consumption and Mix (E1-5)
ESRS E1-6 Gross Scope 1, 2, 3 and Total GHG emissions paragraph 44	Indicators number 1 and 2 Table #1 of Annex 1	Article 449a; Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book – Climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article 5(1), 6 and 8(1)		6.2.2.8 GHG Emissions (E1-6)

ESRS E1-6 Gross GHG emissions intensity paragraphs 53 to 55	Indicators number 3 Table #1 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 8(1)		6.2.2.8 GHG Emissions (E1-6)
ESRS E1-7 GHG removals and carbon credits paragraph 56				Regulation (EU) 2021/1119, Article 2(1)	6.2.2.9 GHG removals and carbon credits (E1-7)
ESRS E1-9 Exposure of the benchmark portfolio to climate-related physical risks paragraph 66			Delegated Regulation (EU) 2020/1818, Annex II Delegated Regulation (EU) 2020/1816, Annex II		Phased-in
ESRS E1-9 Disaggregation of monetary amounts by acute and chronic physical risk paragraph 66 (a) ESRS E1-9 Location of significant assets at material physical risk paragraph 66 (c).		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraphs 46 and 47; Template 5: Banking book - Climate change physical risk: Exposures subject to physical risk.			Phased-in
ESRS E1-9 Breakdown of the carrying value of its real estate assets by energy-efficiency classes paragraph 67 (c).		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraph 34; Template 2:Banking book -Climate change transition risk: Loans collateralised by immovable property - Energy efficiency of the collateral			Phased-in
ESRS E1-9 Degree of exposure of the portfolio to climate- related opportunities paragraph 69			Delegated Regulation (EU) 2020/1818, Annex II		Phased-in
ESRS E2-4 Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil, paragraph 28	Indicator number 8 Table #1 of Annex 1 Indicator number 2 Table #2 of Annex 1 Indicator number 1 Table #2 of Annex 1 Indicator number 3 Table #2 of Annex 1				6.2.3.3.4 Metrics (E2-5) (Air pollution - VOC)
ESRS E3-1 Water and marine resources paragraph 9	Indicator number 7 Table #2 of Annex 1				6.2.4.2 Policies (E3-1)

ESRS E3-1 Dedicated policy paragraph 13	Indicator number 8 Table 2 of Annex 1	6.2.4.2 Policies (E3-1)
ESRS E3-1 Sustainable oceans and seas paragraph 14	Indicator number 12 Table #2 of Annex 1	Not material
ESRS E3-4 Total water recycled and reused paragraph 28 (c)	Indicator number 6.2 Table #2 of Annex 1	6.2.4.5 Metrics (E3-4)
ESRS E3-4 Total water consumption in m3 per net revenue on own operations paragraph 29	Indicator number 6.1 Table #2 of Annex 1	6.2.4.5 Metrics (E3-4)
ESRS 2- SBM-3 - E4 paragraph 16 (a) i	Indicator number 7 Table #1 of Annex 1	6.1.1.3.3 SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model 6.2.5.3 Material impacts, risks and opportunities and their interaction with strategy and business model (SBM-3)
ESRS 2- SBM-3 - E4 paragraph 16 (b)	Indicator number 10 Table #2 of Annex 1	6.1.1.3.3 SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model 6.2.5.3 Material impacts, risks and opportunities and their interaction with strategy and business model (SBM-3)
ESRS 2- SBM-3 - E4 paragraph 16 (c)	Indicator number 14 Table #2 of Annex 1	6.1.1.3.3 SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model 6.2.5.3 Material impacts, risks and opportunities and their interaction with strategy and business model (SBM-3)
ESRS E4-2 Sustainable land / agriculture practices or policies paragraph 24(b)	Indicator number 11 Table #2 of Annex 1	Not material
ESRS E4-2 Sustainable oceans / seas practices or policies paragraph 24 (c)	Indicator number 12 Table #2 of Annex 1	Not material
ESRS E4-2 Policies to address deforestation paragraph 24 (d)	Indicator number 15 Table #2 of Annex 1	Not material
ESRS E5-5 Non-recycled waste paragraph 37 (d)	Indicator number 13 Table #2 of Annex 1	6.2.6.4.3 Metrics (E5-5)
ESRS E5-5 Hazardous waste and radioactive waste paragraph 39	Indicator number 9 Table #1 of Annex 1	6.2.6.4.3 Metrics (E5-5) *(Radioactive waste - Not material)*

ESRS 2- SBM-3 - S1 Risk of incidents of forced labour paragraph 14 (f)	Indicator number 13 Table #3 of Annex I		Not material
ESRS 2- SBM-3 - S1 Risk of incidents of child labour paragraph 14 (g)	Indicator number 12 Table #3 of Annex I		Not material
ESRS S1-1 Human rights policy commitments paragraph 20	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex I		6.3.1 Policies 6.3.2.3 Own workforce Policies (S1-1)
ESRS S1-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 21		Delegated Regulation (EU) 2020/1816, Annex II	6.1.1.2.4 GOV-4: Statement on due diligence 6.3.1 Policies
ESRS S1-1 processes and measures for preventing trafficking in human beings paragraph 22	Indicator number 11 Table #3 of Annex I		Not material
ESRS S1-1 workplace accident prevention policy or management system paragraph 23	Indicator number 1 Table #3 of Annex I		6.3.1 Policies 6.3.2.7.1 Policies (S1-1)
ESRS S1-3 grievance/complaints handling mechanisms paragraph 32 (c)	Indicator number 5 Table #3 of Annex I		6.3.2.5 Processes to remediate negative impacts and channels for own workers to raise concerns (S1-3) 6.4.1.2 Business conduct policies and corporate culture (G1-1)
ESRS S1-14 Number of fatalities and number and rate of work- related accidents paragraph 88 (b) and (c)	Indicator number 2 Table #3 of Annex I	Delegated Regulation (EU) 2020/1816, Annex II	6.3.2.7.4 Metrics (S1-14)
ESRS S1-14 Number of days lost to injuries, accidents, fatalities or illness paragraph 88 (e)	Indicator number 3 Table #3 of Annex I		6.3.2.7.4 Metrics (S1-14)
ESRS S1-16 Unadjusted gender pay gap paragraph 97 (a)	Indicator number 12 Table #1 of Annex I	Delegated Regulation (EU) 2020/1816, Annex II	Not material
ESRS S1-16 Excessive CEO pay ratio paragraph 97 (b)	Indicator number 8 Table #3 of Annex I		Not material
ESRS S1-17 Incidents of discrimination paragraph 103 (a)	Indicator number 7 Table #3 of Annex I		Not material

ESRS S1-17 Non-respect of UNGPs on Business and Human Rights and OECD Guidelines paragraph 104 (a)	Indicator number 10 Table #1 and Indicator n. 14 Table #3 of Annex I	Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818 Art 12[1]	Not material
ESRS 2- SBM-3 – S2 Significant risk of child labour or forced labour in the value chain paragraph 11 (b)	Indicators number 12 and n. 13 Table #3 of Annex I		6.1.1.3.3 SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model 6.3.3.1 Workers in the value chain IROs
ESRS S2-1 Human rights policy commitments paragraph 17	Indicator number 9 Table #3 and Indicator n. 11 Table #1 of Annex 1		6.3.1 Policies 6.3.3.3 Policies related to value chain workers (S2-1)
ESRS S2-1 Policies related to value chain workers paragraph 18	Indicator number 11 and n. 4 Table #3 of Annex 1		6.3.1 Policies 6.3.3.3 Policies related to value chain workers (S2-1)
ESRS S2-1 Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines paragraph 19	Indicator number 10 Table #1 of Annex 1	Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12[1]	6.1.1.2.4 GOV-4: Statement on due diligence 6.3.1 Policies
ESRS S2-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 19		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12[1]	6.1.1.2.4 GOV-4: Statement on due diligence 6.3.1 Policies
ESRS S2-4 Human rights issues and incidents connected to its upstream and downstream value chain paragraph 36	Indicator number 14 Table #3 of Annex 1		6.3.3.6 Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those action (S2-4)
ESRS S3-1 Human rights policy commitments paragraph 16	Indicator number 9 Table #3 of Annex 1 and Indicator number 11 Table #1 of Annex 1		Not material
ESRS S3-1 non-respect of UNGPs on Business and Human Rights, ILO principles or OECD guidelines paragraph 17	Indicator number 10 Table #1 Annex 1	Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12[1]	Not material
ESRS S3-4 Human rights issues and incidents paragraph 36	Indicator number 14 Table #3 of Annex 1		Not material

ESRS S4-1 Policies related to consumers and end-users paragraph 16	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex 1		6.3.1 Policies 6.3.4.2 Policies related to consumers and end-users (S4-1)
ESRS S4-1 Non-respect of UNGPs on Business and Human Rights and OECD guidelines paragraph 17	Indicator number 10 Table #1 of Annex 1	Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12[1]	6.3.1 Policies 6.3.4.2 Policies related to consumers and end-users (S4-1)
ESRS S4-4 Human rights issues and incidents paragraph 35	Indicator number 14 Table #3 of Annex 1		6.3.4.5 Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions (S4-4)
ESRS G1-1 United Nations Convention against Corruption paragraph 10 (b)	Indicator number 15 Table #3 of Annex 1		6.4.1.2 Business conduct policies and corporate culture (G1-1)
ESRS G1-1 Protection of whistle-blowers paragraph 10 (d)	Indicator number 6 Table #3 of Annex 1		6.4.1.2 Business conduct policies and corporate culture (G1-1)
ESRS G1-4 Fines for violation of anti-corruption and anti-bribery laws paragraph 24 (a)	Indicator number 17 Table #3 of Annex 1	Delegated Regulation (EU) 2020/1816, Annex II)	6.4.1.4 Incidents of corruption or bribery (G1-4)
ESRS G1-4 Standards of anti- corruption and anti-bribery paragraph 24 (b)	Indicator number 16 Table #3 of Annex 1		6.4.1.4 Incidents of corruption or bribery (G1-4)

(1) Regulation (EU) 2019/2088 of the European Parliament and of the Council of 27 November 2019 on sustainability-related disclosures in the financial services sector (Sustainable Finance Disclosures Regulation) (OJ L 317, 9.12.2019, p. 1).
(2) Regulation (EU) No 575/2013 of the European Parliament and of the Council of 26 June 2013 on prudential requirements for credit institutions and investment firms and amending Regulation (EU) No 648/2012 (Capital Requirements Regulation "CRR") (OJ L 176,27.6.2013, p. 1).
(3) Regulation (EU) 2016/1011 of the European Parliament and of the Council of 8 June 2016 on indices used as benchmarks in financial instruments and financial contracts or to measure the performance of investment funds and amending Directives 2008/48/EC and 2014/17/EU and Regulation (EU) No 596/2014 (OJ L 171, 29.6.2016, p. 1).
(4) Regulation (EU) 2021/1119 of the European Parliament and of the Council of 30 June 2021 establishing the framework for achieving climate neutrality and amending Regulations (EC) No 401/2009 and (EU) 2018/1999 ('European Climate Law') (OJ L 243, 9.7.2021, p. 1).
(5) Commission Delegated Regulation (EU) 2020/1816 of 17 July 2020 supplementing Regulation (EU) 2016/1011 of the European Parliament and of the Council as regards the explanation in the benchmark statement of how environmental, social and governance factors are reflected in each benchmark provided and published (OJ L 406, 3.12.2020, p. 1).
(6) Commission Implementing Regulation (EU) 2022/2453 of 30 November 2022 amending the implementing technical standards laid down in Implementing Regulation (EU) 2021/637 as regards the disclosure of environmental, social and governance risks (OJ L 324,19.12.2022, p.1.).
(7) Commission Delegated Regulation (EU) 2020/1818 of 17 July 2020 supplementing Regulation (EU) 2016/1011 of the European Parliament and of the Council as regards minimum standards for EU Climate Transition Benchmarks and EU Paris-aligned Benchmarks (OJ L 406, 3.12.2020, p. 17).

6.2 Environmental Information

6.2.1 Policies

Environmental policy

The Airbus Environmental Policy outlines the Company's guiding principles, vision, mission, and associated initiatives relating to environmental sustainability. This policy applies to the Company's own operations, therefore including to affiliates where the Company owns more than half of the voting rights or has the right to appoint the majority of the Board directors. It also covers the Company's employees and contractors while at its sites or at work under its responsibility.

The policy acknowledges that our planet is facing substantial challenges such as climate change, water, soil and air pollution, resource scarcity and loss of biodiversity. It mandates the development of products and services that minimise environmental impacts, particularly addressing climate change, pollution, and resource use. To enable such an ambition, the Company has set a number of environmental targets, as presented in the respective ESRS. They relate both to the Company's own operations (e.g. GHG emissions, from both stationary sources and mobile sources - including flight test and logistics -, energy - including the use of energy sources -, water, waste management, VOC) and its value chain (e.g. GHG emissions of sold products) and cover material impacts.

Compliance with applicable environmental regulations and maintaining the ISO 14001:2015 Certified Environmental Management System (EMS) are integral components of the Company's commitment to its environmental stewardship. The Company's environmental strategy is implemented operationally by dedicated multifunctional teams at corporate and/or divisional level. These cover topics such as industrial and site impact, product operation, supply chain and substances. In addition, the Company's ISO 14001 certified EMS notably applies the standard recommendations for pollution control audits, training, risk assessment and identification, implementation of risk prevention procedures (emergency plans, simulation exercises). For example, sites shall conduct an analysis of environmental aspects and impacts at least every three years, as well as each time a material change in operations occurs, also in connection with the Company's ERM process. While the EMS sets requirements, actual deployment, concrete means and measures are managed at site level and adapted to the nature of a site's industrial activities and to applicable regulations. For instance, in Toulouse and linked to flight test activities, concerned employees systematically follow dedicated training sessions, including on instructions for fuel handling or on procedures to follow in case of an incident. Also, each year, more than five spill-related emergency situations (e.g. a kerosene leak or a fire-fighting water spill) are conducted to test defined emergency plans. At least one emergency situation is performed in coordination with local authorities.

EMS certification coverage	Unit	2024
% employees covered by ISO 14001 certified EMS	%	**90**%

In addition, an increasing number of sites, including for instance in Spanish sites and Marignane, are certified ISO 50001:2018 for energy management and therefore apply embedded requirements such as running energy audits that enable the identification of improvements or the deployment of related training for concerned employees.

The policy is based on principles including integrity, innovation, sustainability, and engaging stakeholders throughout the value chain that aim to inform all decisions, actions and practices in the scope of the Company's environmental roadmap. The Company commits to complying with its obligations under environmental regulations and standards, minimising environmental impacts through responsible decision-making, leveraging advanced technologies for continual improvement, and integrating environmental, societal, and economic considerations into its business strategy. The policy places significant emphasis on stakeholder collaboration, engaging with suppliers and the aerospace sector to encourage sustainable practices and promote responsible environmental management within the supply chain. A lifecycle perspective is adopted, considering environmental impacts - including GHG and air emissions, pollution, water, circularity, and other dimensions - from product design to end-of-life. The Company invests in lifecycle assessments (LCA) for environmental impact accounting associated with a specific product, in accordance with the requirements specified in the ISO 14040 standard. LCA studies have been finalised for all commercial aircraft products delivered in 2024. In addition, the Company is deploying frameworks enabling design choices to reduce the footprint of operations, projects and products and optimise aspects such as product end-of-life management and critical raw materials usage. For instance, environmental assessments are being used to assist the research and technology decision-making processes related to commercial aircraft activities. The Defence and Space Division also uses LCA as part of the development of the Sentinel satellites that are built for the European Space Agency.

The monitoring process within Airbus Environmental Policy involves several key components:

- compliance monitoring of the Company's adherence to its obligations under environmental laws, regulations, and standards;
- performance evaluation committed to the continuous improvement of environmental reporting and performance evaluation processes;
- stakeholder engagement to strengthen cooperation and communication with both internal and external stakeholders, for instance with suppliers, customers, industry bodies,
- and risk management to anticipate legislative changes and effectively manage compliance risks to maintain robust environmental standards.

Employees' awareness, training and competence management is another key dimension supporting the proper deployment of the policy throughout the organisation and embedded in the Company's business management system. Under the oversight of the Human Resource function, competence gaps are identified and addressed through dedicated training schemes.

The Chief Sustainability Officer is accountable for the policy. The policy development followed the related requirements of the ISO 14001:2015 Standard. It is available to all employees, and a policy statement signed by the CEO is available on the Company's public website. Environmental operations are led by the Sustainability organisation, whose role is to guide the business on environmental matters and to set the policy and deploy, drive and improve the EMS throughout the Company.

6.2.2 ESRS E1 - Climate change

6.2.2.1 Climate Change IROs

The following IROs were identified for climate change:

ESRS	(sub-)topic	Impact, risk or opportunity	Description	Time horizon	Location in the value chain
ESRS E1 Climate change	Climate change mitigation	Actual negative impact	The operations at the Company's facilities and the air transport sector's use of aircraft in operations lead to GHG emissions. The Company's purchased goods and services contain GHG emissions.	Short-term,mid-term and long-term	Own Operations, Upstream, Downstream (Use of Products)
ESRS E1 Climate change	Energy	Actual negative impact	Energy consumption/mix usage originating from the Company's facilities, the suppliers' facilities and the air transport sector's use of aircraft in operation lead to GHG emissions.	Short-term, mid-term and long-term	Own Operations, Upstream, Downstream (Use of Products)
ESRS E1 Climate change	Climate change adaptation	Physical risk	The climate adaptation risk includes the risk that the Company or its suppliers may fail to mitigate the acute or chronic impacts of future climate change on their industrial sites. Additionally, failure to adapt products to perform effectively under future atmospheric conditions in a timely manner, relative to the speed of these risks' onset or time horizon could lead to production disruptions or a product offering that no longer meets customer expectations. This could negatively affect financial performance.	*See "– 6.2.2.3 Description of the processes to identify and assess material climate-related impacts, risks and opportunities (ESRS 2 IRO-1) and Material impacts, risks and opportunities and their interaction with strategy and business model (ESRS 2 SBM-3)"*	Own Operations, Upstream, Downstream (Use of Products)
ESRS E1 Climate change	Climate change mitigation	Transition risk	The climate mitigation risk includes the risk that the Company or its suppliers may not meet their decarbonisation ambitions or the late availability of low emissions technology could lead to, respectively, investor mistrust or products failing to meet customer expectations. This could negatively affect financial performance.		Own Operations, Upstream, Downstream (Use of Products)
ESRS E1 Climate change	Energy	Risk	The energy-related risk includes the risk that renewable and low carbon energy (e.g. SAF, hydrogen) may not be available in sufficient quantities in the necessary time frames. This could lead to less air travel and lower demand for aircraft or for future aircraft programmes if not suited to available energy sources, which could negatively affect financial performance.		Own Operations, Downstream (Use of Products)

6.2.2.2 Transition plan for climate change mitigation (E1-1)

In line with the Company's purpose, "pioneering sustainable aerospace for a safe and united world", and its aim to lead the transition of the air transport sector towards the goal set by the International Air Transport Association (IATA), Air Transport Action Group (ATAG) and International Civil Aviation Organization (ICAO) to reach 'net zero carbon emissions by 2050', the Company's foremost ambition is to play a leading role in the decarbonisation of the aviation sector. This includes developing technologies for the next generations of commercial aircraft, and the ambition to bring a commercially viable, fully electric, hydrogen-powered commercial aircraft into service.

Based on the International Energy Agency (IEA) remaining global carbon budget and the share it allocates to air transport, air transport can grow at up to a certain level and meet the Paris Agreement objectives. This relies in part on technological developments to improve the fuel efficiency of air transport, in which the Company and its suppliers have a role to play. This approach also echoes "net-zero carbon emissions by 2050" ambitions from international sectoral bodies such as the ATAG, as well as the UN specialised civil aviation body, ICAO. This is consistent with the Company's near-term target setting, covering all three scopes of emissions, and with its core product policy that focuses on developing and delivering more efficient aircraft while engaging with the energy ecosystem.

The Company has set combined near-term targets to reduce its GHG emissions (please refer to "– 6.2.2.6 Targets (E1-4)" for a detailed description) that are validated by the SBTi as being science-based and aligned with limiting global warming to 1.5°C for Scopes 1 and 2 and with well-below 2°C for Scope 3 relating to the use of its commercial aircraft in service (Scope 3 Use of Sold Products (Cat 11)). This is in accordance with SBTi's criteria and recommendations for near-term targets.

Share of Company's Commercial business segment Scope 3 Use of Sold Products emissions	Unit	
In overall Commercial business segment emissions (all scopes)	%	**>95%**
In overall Company emissions (all scopes)	%	**>90%**

The Company's Scope 3 Use of Sold Products CO_2 intensity projections (CO_2/RPK) are related to the Company's delivered commercial aircraft in a given year (2015/2035) over the entire life of service.

To achieve its GHG emission targets, the Company has developed a transition plan of climate mitigation actions. The plan is structured into decarbonisation levers and sub-levers, which cover innovation in the Company's product and service portfolio, its own operations, and in the Company's value chain. A diverse range of factors of different climate scenarios have been considered to detect relevant environmental, societal, technology, market and policy-related developments and determine decarbonisation levers. For more details on the usage of scenarios, please refer to the "– 6.2.2.3 Description of the processes to identify and assess material climate-related impacts, risks and opportunities (ESRS 2 IRO-1) and Material impacts, risks and opportunities and their interaction with strategy and business model (ESRS 2 SBM-3)" hereafter. Key actions within each decarbonisation lever are detailed in the section "– 6.2.2.5 Actions (E1-3)".

The integration of the decarbonisation levers across all of the Company's business activities, coupled with the focus on enhancing efficiency in its products, translates the objectives of the transition plan into the Company's business model and strategy. The potential of technological levers to support the compatibility of the Company's business model with the transition to a sustainable economy and with the limiting of global warming to 1.5°C in line with the Paris Agreement and the objective of achieving climate neutrality by 2050 are based on its experience and expertise in the field of commercial aviation in collaboration with industrial partners such as engine manufacturers. Energy and SAF related levers are informed by the sector's work on the topic as well as elements drawn from IEA scenarios and regulatory frameworks around the world. The transition plan has been approved by the Company's Executive Committee and the Board of Directors. Regular updates on the progress of this plan are presented to the Board's ECSC.

The Company has defined the following decarbonisation levers in order to ensure that its business model and strategy remain compatible with the transition to a sustainable economy (for more details, see "– 6.2.2.5 Actions (E1-3)"):

Decarbonisation lever #1 - Energy efficiency (Scopes 1&2). This decarbonisation lever focuses on increasing building (stationary) energy efficiency and mobile energy efficiency.

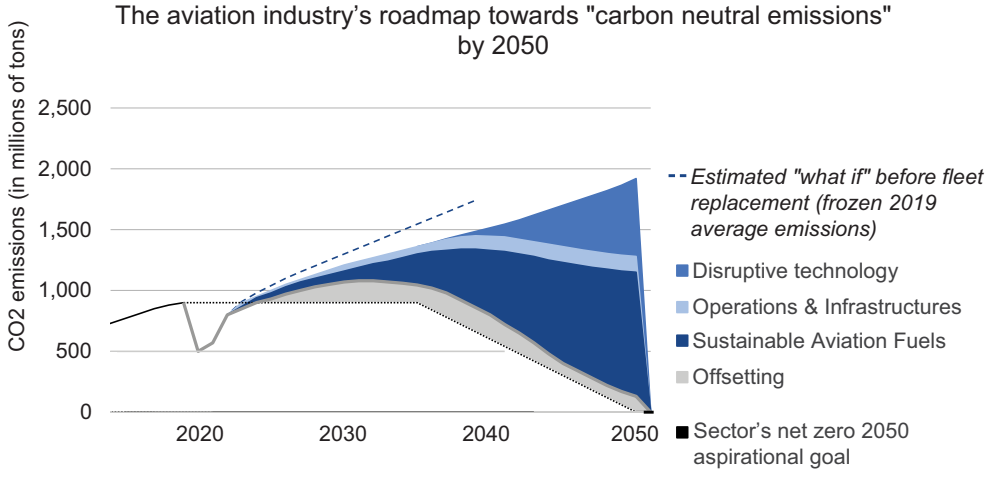
Decarbonisation lever #2 - Renewable energy (Scopes 1&2). This decarbonisation lever focuses on switching to renewable energy through Power Purchase Agreements (PPA) (stationary), developing local site renewable energy generation (stationary), and uptake of SAF in its internal operations - logistics and flight tests - (mobile).

Decarbonisation lever #3 - Technology improvement introduction (Scope 3). This decarbonisation lever focuses on the continuous improvement of the latest generation aircraft as well as developing next generation aircraft that are more fuel efficient than current models.

Decarbonisation lever #4 - SAF uptake (Scope 3). This decarbonisation lever focuses on fostering the development of the SAF ecosystem, contributing to the setting of industry standards for fuels, and developing aircraft that are 100% SAF capable.

Decarbonisation lever #5 - Operations improvement (Scope 3). This decarbonisation lever focuses on developing the Commercial Aircraft portfolio of services aimed at supporting customers in reducing emissions arising from the usage of commercial aircraft, in collaboration with relevant actors in the air transport sector (e.g. Air Traffic Management).

The last three decarbonisation levers refer to the Company's Scope 3 use of sold products. They imply a close collaboration with many players in the aviation and energy sectors and are consistent with the aviation sector's long-term aspirational decarbonisation goal of reaching "net-zero carbon emissions" by 2050, as illustrated on the following chart.



In October 2022, the aspirational objective of "net zero carbon emissions" in 2050 for international civil aviation operations was adopted by a vast majority of ICAO member states. This political commitment paves the way for the transformation of the aviation sector, ensuring a level playing field at international level and it will accelerate the development of mitigation measures such as fleet renewal, aircraft and engine technologies, alternative energy carriers such as SAF or green hydrogen, and the enhancements of the operational practices and air traffic management. The Company fully supports this international long-term aspirational goal.

The Company's activities are not excluded by the *EU's Paris-aligned benchmark* framework.

Investing in the future
The Company's total Research and Development budget (see table below) is mainly split between - but not limited to - investments in incremental developments of the Company's current product portfolio which is required to maintain its competitiveness, including from a fuel / CO_2 efficiency perspective, as well as investment in the development of breakthrough technologies (e.g. hydrogen based systems, electric machines, energy storage and distribution) that are required for future products.

Key figures	Unit	2024
Research and development spent	Bn €	**3.250**
Total OpEx (R&D) meeting EU Taxonomy technical screening criteria for substantial contribution to climate change mitigation objective (also referred to as "Alignment assessment - conditional use of substances" in section "– 6.2.7.3")	Bn €	**1.440**
Of which, reported as aligned (OpEx) in the EU Taxonomy report	Bn €	**0**
Total CapEx meeting EU Taxonomy technical screening criteria for substantial contribution to climate change mitigation objective (also referred to as "Alignment assessment - conditional use of substances" in section "– 6.2.7.3")	Bn €	**1.472**
Of which, reported as aligned (CapEx) in the EU Taxonomy report	Bn €	**0**

See "– 6.2.7 EU taxonomy - Disclosures pursuant to Article 8 of Regulation (EU) 2020/852 (Taxonomy Regulation)"

EU Taxonomy. See "– 6.2.7 EU taxonomy - Disclosures pursuant to Article 8 of Regulation (EU) 2020/852 (Taxonomy Regulation)" The Commercial Aircraft business of the Company is covered by the EU Taxonomy under the activity "3.21 Manufacturing of Aircraft" of the environmental target of climate change mitigation (see "– 6.2.7 EU taxonomy - Disclosures pursuant to Article 8 of Regulation (EU) 2020/852 (Taxonomy Regulation)"). The Company has not utilised the instrument of CapEx/OpEx plans to align its economic activities with the technical screening criteria. The "Manufacturing of Aircraft" criteria includes a transition period until January 1st, 2028, after which alignment will depend on the clarification by the sector and relevant certification agencies for a fuel standard of "100% SAF" specifications and the Company's ability to certify its commercial aircraft products accordingly. As such, the Company is not able to anticipate the evolutions of the alignment of its economic activities in future years.

Locked-in GHG emissions
Locked-in GHG emissions - Products. For products (AR.3.(b)), the locked-in GHG emissions are considered equal to Scope 3 - Category 11, Use of sold products for the current year and future Scope 3 emissions of aircraft currently in the order book. Please refer to section "– 6.2.2.8 GHG Emissions (E1-6)".

Locked-in GHG emissions - Assets. Emissions from all key assets are tracked by the Company's environmental reporting. Future emissions are calculated based on local energy network assumptions and taking into account the decarbonisation levers (as described above) and the impact of industrial production evolution. Locked-in GHG emissions for these assets are calculated as the sum of yearly residual emissions until 2030, with further efforts being required for evaluating the locked-in GHG emissions until 2050. Locked-in emissions were taken into account when GHG emission reduction targets were set. For more details on how the Company plans to manage its GHG-intensive and energy intensive assets and products, refer to the "– 6.2.2.2 Transition plan for climate mitigation (E1-1)" and "– 6.2.2.5 Actions (E1-3)".

Tracking progress and performance

Scope 1 & 2 market-based GHG emissions	Unit	Target year	Target value	% vs baseline	Baseline year	Baseline value	2024 value	2023 value	YoY change	2024 vs. baseline
Company (SBTi approved)	$ktCO_2e$	**2030**	467	**-63%**	2015	1,262	**614**	675	-9%	-51%
"TCO scope"[1]	$ktCO_2e$	**2024**	581	**-2%**	2023	592	**524**	592	-11%	-11%

Assumptions and (1): see "– 6.2.2.8 GHG Emissions (E1-6)"

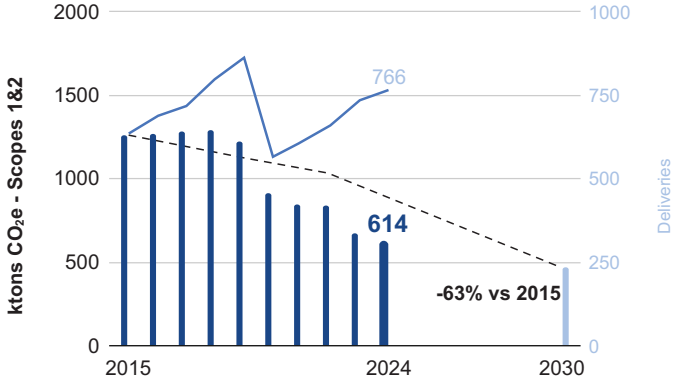
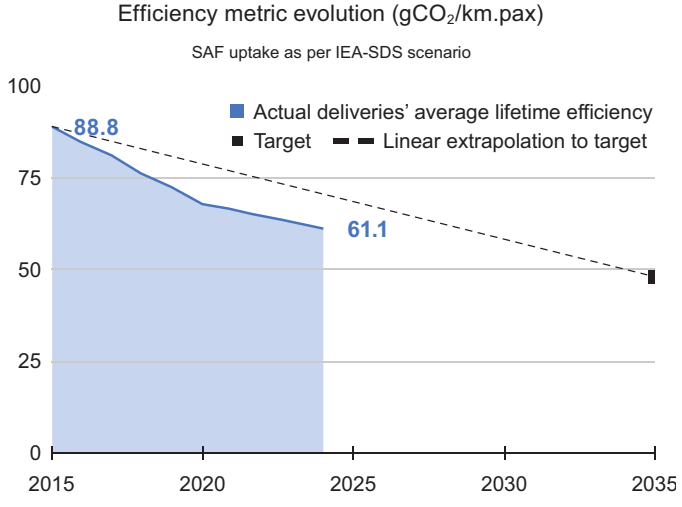


Fig. CO_2 performance

Scopes 1&2 GHG emissions have decreased, exceeding the yearly target (see table), primarily due to five factors: a production adjustment during the year, clement weather conditions especially during winter, emission factor updates as well as savings from the increased usage of SAF and biofuels in own operations and the increased purchase of renewable electricity. This supports the trajectory towards the 2030 target, that integrates expected upcoming aircraft production ramp-up.

Scope 3 GHG intensity Commercial aircraft	Unit	Target year	Target value	% vs baseline	Baseline year	Baseline value	2024 value	2023 value	YoY change	2024 vs. baseline
Intensity SBTi approved target	gCO_2e/ km.pax	**2035**	48.0	**-46%**	2015	88.8	**61.1**	62.9	-3%	-31%
Number of delivered aircraft	No.						**766**	735	4%	
Of which, incl. in scope 3 commercial aircraft	No.						**764**	732		

Scope: Company's commercial aircraft
Assumptions: see "– 6.2.2.8 GHG Emissions (E1-6)"



Since 2015, the improvement of commercial aircraft Scope 3 efficiency - measured through this metric - was largely supported by significant investments into new aircraft technology and designs, as well as by projected SAF uptake impact to a lower extent. Given the variable time horizons of each of the five decarbonisation pathways presented above, it is expected that the forecasted increase of SAF used by airlines in the coming decades will have a decisive impact for achieving this target by 2035. In order to be able to check how actual global penetration of SAF is consistent with its target related assumptions, the Company is developing the means to monitor actual availability and use of SAF and the resulting impact on aircraft emissions. The Company's initial approach to develop a tool that has proven insufficient and the Company is now considering alternative options. One such option is to rely on aviation industry recognised metrics being developed. For instance, IATA is maturing its analytical capability to monitor SAF consumption through direct reporting from airlines.

Key figure	Unit	2024
Est. annual SAF production, as per IATA report *	tonnes	**1 million**

* "Fact Sheet - Sustainable Aviation Fuels" dated Dec 9th 2024 available on IATA website

For more information on the progress in implementing the transition plan, refer to section "– 6.2.2.5 Actions (E1-3)".

6.2.2.3 Description of the processes to identify and assess material climate-related impacts, risks and opportunities (ESRS 2 IRO-1) and Material impacts, risks and opportunities and their interaction with strategy and business model (ESRS 2 SBM-3)

Following the TCFD recommendations, the Company has defined a range of temperature scenarios (1.5°C, well-below 2°C and >3°C) to represent different climate realities based upon the global scenarios of the Intergovernmental Panel on Climate Change ("IPCC" - Assessment Report 6 ("AR6")) and the International Energy Agency ("IEA"). The scenario analysis is used to identify financial and operational risks and opportunities related to climate change that may begin to impact the Company in the short-term, medium-term and long-term so that the Company can work to increase the resilience of its assets and operations in order to mitigate and adapt to climate change. The short-term time horizon ("ST", considering the current year and up to two years thereafter) focuses on the ongoing production and ramp-up plans to increase production to 75 single-aisle aircraft per month by 2027 whilst the mid-term time horizon ("MT", around 2035) relates to the assets and activities linked to the transition period between the current and next generation of commercial aircraft products. The long-term time horizon ("LT", around 2050) is used to anticipate future climate-related risks during the production of the next generation of products. The Company uses Shared Socio-economic Pathways (SSPs) that were developed for the latest Assessment Report (AR6) of the IPCC. SSPs are standard scenarios in climate science that describe coherent and internally consistent socio-economic futures based on drivers like population, economic growth, and technological advancement.

Physical risks

The Company has conducted an analysis of climate-related physical risks, considering all 28 physical climate risks or hazards indicated by the European Taxonomy for sustainable activities and the CSRD (ESRS E1). Some climate-related hazards are deemed low priority considering the sector or the geographical coverage of the Company's activities and are therefore excluded from the analysis. Nevertheless, the Company is continuously reviewing its exposure to these hazards and their prioritisation. The analysis takes into account the Company's assets and business activities over the previously described medium-term and long-term time horizons as the most relevant for this assessment, comparing projected evolutions compared to a baseline defined as the average of values between 1985 and 2014. The short term time horizon was considered not relevant for this assessment as short term climate related hazards are typically covered through business continuity plans on site level (mostly EHS related) and insurance policies.

The most relevant scenario for these projections is the "Disorderly mitigation – Warming exceeding 3°C", based on IPCC Scenarios AR6 SSP3-7.0 / SSP5-8.5 and ensures that physical climate risk analysis results align with the latest state of climate science. This scenario represents the highest emissions among all SSPs and, according to the best estimate of the IPCC, leads to global warming of 4.4°C by the end of the century. The physical risks in this scenario are the most pronounced, making it a "worst-case" scenario for physical hazards. It assumes current levels of CO_2 emissions and greenhouse gases will almost double by 2050. The world economy grows rapidly, but this growth is driven by fossil fuel exploitation and very energy-intensive lifestyles. The SSP5-8.5 scenario describes a future characterised by continued industrialisation and economic growth, with global markets becoming increasingly integrated and global mobility increasing. The total final energy demand rises steeply, and no additional climate policy measures are assumed. The scenario particularly explores the limits to adaptation and the climate physical risks that may impact the Company's operations and its value chain.

Projections of relevant climate parameters, such as temperature, wind speed, and precipitation are used to identify climate hazards. Each hazard is clearly defined within the risk analysis and supplemented with climate parameters used to identify the hazard. Some hazards, such as "changing wind patterns" and cyclones, are assessed based on areas where they are known to occur (local identification) rather than climate projections as no scientific consensus has been reached regarding their evolution in terms of frequency and geography. Scientifically-based thresholds are defined for all hazards to determine the point at which they are severe or frequent enough to cause material damage.

The assessment results indicate that a majority of the Company's locations may be subject to high or very high risks by 2050, particularly regarding "heat stress" and "water stress".

The Company has implemented a comprehensive approach to analysing climate change-related physical risks and consists of two main parts. Firstly, a desktop analysis has been conducted for 355 locations of the Company and a preliminary vulnerability assessment for about 30,000 supplier locations. This involves a location-specific analysis based on geo-coordinates and information about the economic activities at each location to generate site-specific climate projections. These projections are then compared with predefined, scientifically-based thresholds for each hazard. Depending on the hazard, the magnitude, duration, likelihood, or extent is used to assess exposure, as described under ESRS E1 AR 11 (a). The biggest limitation in the scenario analysis is the current generation of climate models' inability to simulate all 28 hazards. Consequently, the analysis for certain hazards, including solifluction, land subsidence, thawing of permafrost, glacial lake outburst, saltwater intrusion, landslide, and coastal erosion, relies on historical data rather than climate projections.

Secondly, the desktop analysis is complemented by an on-site analysis to further refine the identified risk factors. This involves assessing the vulnerability of the Company's business activities, existing assets and industrial set up at each location to each hazard and determining whether the occurrence of each hazard would negatively and significantly impact business operations. A physical gross risk for a location is identified if it is both exposed to a site-specific hazard and the business activity is vulnerable to this hazard.

Transition risks

The transition events were examined for their impact on the scenario and their business relevance for the Company. If both factors were present, these events were subjected to further analysis to determine their short-, medium-, and long-term impacts. The three time horizons described at the beginning of this section are applied to the identification of transition risks.

The climate-related transition risks and opportunities identification process involves defining transition events according to categories such as Environment, Technology, Social, Political, and Economic based on specific scenarios and time horizons. The transition risks and opportunities are identified based on the transition events' severity on business activities with function representatives, and quantified according to likelihood, magnitude and duration of the transition events. The results of this analysis show that transition events are expected to primarily impact business activities rather than the Company's assets, as detailed in the risk table in the Resilience Analysis section below.

As mentioned above, the scenarios chosen by the Company were carefully aligned with current scientific findings to ensure their relevance and accuracy in representing possible climate-related outcomes. The analysis of climate change-related transition risks and opportunities relied on the Net Zero Emissions scenario of the International Energy Agency (IEA), as described in the latest World Energy Outlook (WEO) of 2023 and the associated data tables. Additional insights were drawn from previous IEA special reports on this scenario. The scenario selected is the "Aggressive mitigation - Limiting warming to 1.5°C", based on the IPCC Assessment Report 6 (AR6) Scenario Shared Socioeconomic Pathway (SSP) 1-1.9 and the Net Zero Emissions by 2050 Scenario (NZE) by the IEA. This scenario reflects the ambition of the Paris Agreement to the United Nations Framework Convention on Climate Change (Paris Agreement) and is a very ambitious scenario that limits global warming to 1.5 °C by the end of the century. In this scenario the global energy sector achieves net-zero CO_2 emissions by 2050 and the world reaches the objective of the Paris Agreement. Developed countries (e.g. including those within the European Union) accelerate in decarbonisation. Societies adopt practices to enable the required levels of reduction of emissions, including increasing investment in and development of technologies that could reduce emissions of the transport sector in developed countries and limit emissions growth in developing countries. Policies to decarbonise are introduced immediately (2020s), with these policies diverging across sectors and regions and differing in both the timing of their deployment and their reach. Mitigation strategies implemented worldwide and across sectors include:

- improvements in energy efficiency are implemented (however additional mitigation technologies for aviation are required);
- transitioning from fossil-based energy to very low or zero-carbon sources including hydrogen and high density biofuels for aviation;
- carbon capture utilisation and storage is used in remaining fossil-fuels facilities;
- both nature- and technology-based Carbon Dioxide Removals ("CDR") are deployed to the levels required to neutralise global residual GHG emissions; and
- countries implement measures towards restricting demand for transport services while supporting the shift to more energy efficient and low carbon intensive products and transport modes. Severe weather events are more frequent, but the world has avoided the worst consequences of climate change.

The 1.5°C scenario used during this analysis was analysed using sector-specific data alongside comprehensive macroeconomic variables and price metrics to support the identification of transition events and exposure assessment. Furthermore, the long term time horizon (2050) aligns with the climate-related policy stated objective of achieving climate neutrality by 2050, as well as with the time horizon of relevant technical scenarios used, such as IEA scenarios described below. This detailed information enabled a thorough and insightful scenario analysis which resulted in the identification of projected risks on the Company's business. This analysis informed the double materiality assessment process described under "– 6.1.1.4 IRO: Impact, risk and opportunity management".

In 2024, the Company integrated a climate scenario analysis to predict and prepare for future conditions. This analysis includes several assumptions such as the transition to a lower-carbon economy, which is expected to influence macroeconomic trends, energy consumption patterns, and the adoption of new technologies. The 1.5°C scenario from the IEA's World Energy Outlook (WEO) includes critical assumptions about global energy demand, carbon pricing, and the pace of technological innovations required to achieve net-zero emissions by 2050. Key assumptions are described in more detail in the scenario description above. The global energy and climate model used by the Company integrates innovative and emerging technologies, tracking their maturity and expected market introduction. Transition risks and opportunities are primarily linked to the air transport sector. Efficiency improvements, such as optimised aircraft designs, mass reduction, and propulsion system improvements, offer some mitigation potential. However, additional CO_2 emissions mitigation technologies, including high energy density biofuels, low-emission hydrogen, and synthetic fuels, will be required for aviation.

Primary emission sources were reviewed to identify risk areas. A critical analysis of the sector was conducted, focusing on technological advancements and other relevant factors to identify all assets and business activities requiring significant effort to be compatible with a transition to a climate-neutral economy. As a result, it has become evident that business activities such as the design and manufacturing of commercial aircraft are heavily reliant on the development of technological levers and alternative energy pathways to achieve this compatibility.

Carbon dioxide removal (CDR) is used to accelerate decarbonisation but is kept to a minimum in the scenarios as it is only applicable to residual emissions and is broadly in line with sustainable levels of bioenergy production for nature-based solutions.Technology-based CDR solutions are not yet mature enough to be used and deployed at scale. As such, the use of CDR in the scenarios is based on relevant global databases including IEA World Energy outlook, IEA Net Zero 2050, ATAG "Fly Net Zero 2050" and Behavioural change NZE AR6 WG3.

Resilience analysis

Based on the results of the previously described climate-related physical and transition risk assessment, the Company has started analysing the resilience of its business activities in 2023, including an assessment of key elements of the upstream and downstream value chain. The full resilience analysis is expected to be completed by 2027.

The critical assumptions about how the transition to a lower-carbon and resilient economy will affect the Company's surrounding macroeconomic

trends, energy consumption and mix, and technology deployment are detailed in the description of climate scenarios considered under the above climate-related physical risk and transition risk sections. The resilience analysis relies on the previously described climate risk analysis (physical and transition), including the time horizons mentioned in the first paragraph of "– 6.2.2.3 Description of the processes to identify and assess material climate-related impacts, risks and opportunities (ESRS 2 IRO-1) and Material impacts, risks and opportunities and their interaction with strategy and business model (ESRS 2 SBM-3)".

The resilience analysis includes a review of the Company's own business activities and extends to both upstream and downstream segments of the value chain, focusing on identifying vulnerabilities and strengths in the Company's strategy and business model concerning climate-related physical and transition risks. With the 1.5°C scenario for transition risk and the >3°C scenario for the physical risk analysis, the Company covers both extremes of climate risks, thus covering a broad spectrum of risks. As detailed above, the scope of the resilience analysis is the same as the climate risk assessment; it includes an assessment of operations, supply chain dependencies, and customer interactions to ensure a holistic understanding of potential impacts for all of the Company's business activities.

For each remaining identified material physical and transition risks, the existing and potential adaptation measures that contribute to climate resilience are reviewed, resulting in an overall risk picture, including those residual risks where mitigation measures are insufficient to eliminate the risks entirely.

The conducted analysis has identified activities related to the transition of the air transport sector as high-risk business activities, with uncertainties including the pace of regulatory changes, technological advancements, and market acceptance of low-carbon solutions. This assessment of physical risks for the upstream value chain is still being conducted and therefore is not yet included in these results.

The outcomes to date of the physical and transition risk assessments are summarised in the hereafter tables, as well as how these risks are managed to ensure the resilience of the Company's assets and activities. As mentioned previously, the resilience analysis is still ongoing and is expected to be completed in 2027.

Climate-related risks
The results of the Company's climate scenario analysis has led to the identification of the following main risks:

- **Transition - Technology: Emergence of disruptive technologies from competition**

  Delivering on existing commitments and potential future requirements to mitigate climate impacts will require significant investments in new technologies for the commercial aircraft sector, making the delivery of low-emission technologies a significant marker of future competitiveness. A competitor or new market participant could have access to technological developments unavailable to the Company that offer significantly lower emissions at a faster pace than the Company and its partners, resulting in a loss of market share and competitiveness with resulting reduced revenue. The imperative for the Company and its partners to develop new technologies faster than other actors in the market will require substantial research and technology (R&T) and research and development investments.

- **Transition - Market: Low availability of renewable and low-carbon energy**

  The Company has identified risks linked to the availability and affordability of renewable and low-carbon energy. First, there is the risk of low volumes in absolute terms, due to insufficient investments in renewable or low-carbon energy (including through the sustainable transformation of available biomass). Second, there is the risk that even if total volumes are approaching sufficiency in absolute terms, the aviation sector is unable to access sufficient volumes, leading to a risk of a slower than expected substitution of fossil fuel energy and low uptake of the new solutions and products to be developed by the Company, and resulting in lower or longer returns on invested R&D.

- **Transition - Market: Impact of market measures and their development on demand for the Company's products**

  Accommodating new types of aircraft that respond to the aviation sector's decarbonisation objectives requires an ecosystem that is ready. For instance, the development of future products based on hydrogen or other alternative propulsive technology concepts will require significant investments in both products and supporting infrastructure, which could directly impact the operating costs of such a product. Consequently, the absence of measures to stimulate robust hydrogen, synthetic fuels and biofuels supply infrastructure and adapted procedures to ensure efficiency and safety of operations, could mean that the ecosystem will be unable to accommodate the Company's future products, notably resulting in significant development costs incurred and a risk of compromising the investments made if customers are unable or unwilling to purchase products that cannot be widely operated within the available infrastructure and procedures. Moreover, the competitiveness of this next generation product will also strongly depend, among other factors, on the evolution of the price of CO_2 emissions. A high price on CO_2 may impact the demand for aircraft relative to competitors' portfolios and could result in the loss of market share for the Company relative to its competitors. The Company's business, results of operations and financial condition may be materially affected if the Company does not, at each step of development of its future products, account for market expectations while ensuring its products stay affordable for customers and competitive with respect to competitors' portfolios.

- **Transition - Policy and legal: Climate-related regulations and restrictions - divergence in regulatory framework**

  Aviation and aerospace are complex industries, with long product development cycles and where change takes a long time to be implemented. A rapid evolution of climate related policies (such as the EU zero-pollution communications) and regulatory frameworks (CO_2 standards, sustainable finance, emissions trading systems, aircraft operation restrictions, among others) could generate fast-changing requirements and could obstruct new product development pathways. In particular for aviation, as it is a global industry, policies and regulations implemented at national or regional rather than international level, or these evolving at a different speed depending on the region, could result in a negative impact on the competitive conditions for manufacturers and aircraft operators. This could result in a loss of competitiveness for the Company and reduced demand for its products.

- **Transition - Reputation: Change in behaviours, perceptions and societal expectations**

  Reputational risks could be divided into several categories. Firstly, there is a risk that negative perceptions about the Company's environmental performance could be used as key decision-making criteria for consumers, investors, or even new talents. Secondly, there is a risk that the Company's reputation could be damaged by growing societal concerns about the climate change impact of aviation or by the lack of transparency on progress made to address climate-related issues. As an example, the Company disclosed its ambition to bring a commercially viable, fully electric, hydrogen-powered commercial aircraft into service. If the ambition is perceived as unattainable or if the Company is not able to deliver on its ambition, this could result in reputational damage leading to less investment, loss of revenues and reduced attractiveness. A similar situation could occur if the Company's environmental performance is not on par with its expressed ambition.

- **Physical - Acute: Extreme weather events may impact the Company's products and operations**

  The foreseen consequences of climate change include more frequent extreme weather events, such as drought, dust storms, extreme temperatures, extreme winds, flood, hail storms, landslides, hurricanes, tornadoes, cyclones and wildfires. These could negatively impact the Company's products and its operations (including but not limited to route delays and safe aircraft operations), land assets and infrastructure as well as employees' safety (and people's safety generally). The above consequences and impacts may result in production or other operational disruptions leading to lost revenues, reduced profits, and losses. This could result in the need for additional modifications to the Company's products in order to meet more stringent safety needs, as well as requiring changes to industrial operations and procurement strategy, leading to increased operational and production costs and the consequential costs of adapting the Company's insurance coverage.

- **Physical - Chronic: Consequences of long-term changing weather patterns may cause increase of infrastructure and operations costs, reduced labour productivity, loss of assets value and negatively impact employee's health**

  The foreseen consequences of climate change include long-term shifts in climate patterns (e.g., change in precipitation patterns, sustained higher temperatures, flooding, water stress or chronic heat waves). Such changes may cause an accelerated degradation of the Company's industrial infrastructure and assets (buildings, tools, hardware), may reduce the availability of operational resources and may interrupt logistics flows, therefore impacting the Company's manufacturing activities. In addition, the change in environmental conditions could also negatively impact the performance of products in operation and negatively impact the health and safety of the Company's employees. This may result in the need for additional modifications to the Company's products, as well as to industrial operations and procurement strategy, leading to increased costs and the adaptation of the Company's insurance coverage.

Based on a qualitative analysis, the Company has estimated the probability of risk materialisation. It has also performed a preliminary internal assessment, using data from the Company's ERM system, as to which climate-related risks may involve the most significant financial impacts in the future. The results are displayed in the following table.

RISKS	Climate scenario / time horizon(s) where risk likelihood is considered medium or high, based on Company's qualitative analysis. 1.5°C	>3°C	Potential financial impacts before mitigation	Key associated actions presented in the Company's transition plan
Transition - Technology	▶▶▶	▶▶▶	+++	- Supporting **fleet renewal** by delivering its latest generation aircraft - Developing and deploying SAF, with the ambition for all aircraft types to be capable of flying with up to 100% SAF by 2030 - Investing in technologies to **reduce product emission**s, including hydrogen - Investing in smart air traffic management (ATM) solutions and **optimised operations** - Deploy local adaptation measures following threats and vulnerabilities assessment. - Embed climate change in industrial strategy - Engage R&D activities including with certification authorities on new climate model impacts on products
Transition - Market (Energy)	▶▶▶	▶▶▶	+++	
Transition - Market (Demand)	▶▶▶	▶▶▶	+++	
Transition - Policy and legal	▶▶▶	▶▶▶	Not assessed	
Transition - Reputation	▶▶▶	▶▶▶	Not assessed	
Physical - Acute	▶▶▶	▶▶▶	++	
Physical - Chronic	▶▶▶	▶▶▶	++	

▶▶▶: ST - ▶▶▶: MT - ▶▶▶: LT

As mentioned previously, the resilience analysis is still ongoing but previously shared information under section "– 6.2.2.2 Transition plan for climate mitigation (E1-1)" and to the above mentioned risk management mitigation measures provide a first understanding of the Company's ability to adapt its strategy and business model to climate change. Additionally, the section "– 6.2.2.5 Actions (E1-3)" provides further information on the adaptation actions taken by the Company to reinforce its resilience.

More precisely, with regards to product resilience in the context of climate change, aircraft products are sensitive to weather phenomena during their operation phase. While the certified flight envelopes of the Company's products offer some margin compared to relevant bad atmospheric conditions defined by certification authorities, the adaptation of aircraft design and operation to the changing climate is an important activity to be anticipated, in particular given the long lead time associated with aircraft development and operation.

With regards to its defence product portfolio, the Company is collaborating with the North Atlantic Treaty Organization ("NATO") and other defence industry players and organisations (in the so-called NATO Study Group 291) with the objective of developing recommendations on ensuring allied capabilities adaptation in the context of climate change. This is supported by inputs from the NATO Climate and Defence Task Force led by the Conference of National Armaments Directors (CNAD) the Company is also part of, together with the allied governments and other defence industry players. This collaboration aims at assessing, elaborating and deploying solutions to ensure technical capabilities still enable operational effectiveness in facing changing climatic conditions.

The climate-related assumptions in the climate scenarios described above were also used in the Company's Financial Statements.

6.2.2.4 Policies (E1-2)

The Airbus Environmental Policy described under section "– 6.2.1 Policies" addresses climate change mitigation, energy efficiency and renewable energy deployment. Climate change adaptation is not explicitly mentioned in the policy but is included in the Company's EMS and business continuity activities.

For further detail on the content of the Environmental Policy, its scope, accountability, relevant third party standards and initiatives as well as the availability to and stakeholders and the considerations of their interests, please refer to the transversal section "– 6.2.1 Policies".

6.2.2.5 Actions and resources (E1-3)

Climate mitigation and adaptation-related actions are coordinated by the Sustainability Organisation under the leadership of the Chief Sustainability Officer, which includes multifunctional and cross-divisional teams on CO_2 and Energy, as well as a dedicated organisation for SAF. Annual sustainability budgets are allocated to each function to implement said actions. The emissions reduction estimates presented in the tables below are indicative and represent the Company's best view on how it intends to reach its targets, based on current assumptions, modelling (including effects of increasing production output) and portfolio of projects reducing CO_2 emissions and offsetting business growth. They may be refined over time as forecast techniques may improve and the portfolio of decarbonisation projects may be revised or re-prioritised to capture new opportunities or adapt to changes in market conditions.

The Company has not identified any dependencies on the availability and allocation of resources for the implementation of the below actions unless otherwise stipulated.

MITIGATION

The actions listed below support the achievement of the related target, which applies to the Company's own operations and operationally controlled entities. They have so far been implemented in priority on sites for which measured data is available, covering a large proportion of the concerned impact (see methodology in "– 6.2.2.6 Energy consumption and Mix (E1-5)" and "– 6.2.2.7 GHG Emissions (E1-6)").

Decarbonisation lever #1 - Scopes 1 & 2 - Energy efficiency
The Company is committed to enhancing energy efficiency for its buildings and industrial processes as part of its climate change action plan. This initiative, which encompasses improvements in lighting, insulation, and combined heat and power (CHP) optimisation, is on-going and planned to be further implemented company-wide by 2030.

Lever #1 - Scope 1&2 - Energy efficiency of stationary assets	Unit	
Expected GHG emission reduction in 2030 compared to 2024	$ktCO_2e$	**-73**
Achieved GHG emission reduction in 2024 compared to 2015 (incl. surface evolution, energy efficiency and weather impact)	$ktCO_2e$	**-92**

In addition to its efforts regarding the energy efficiency of sites, the Company has outlined a strategic initiative focused on enhancing mobile energy efficiency, primarily driven by the introduction of three new vessels, with rigid sails technology, and its Beluga fleet miscellaneous efficiency improvement projects.

Lever #1 - Scope 1&2 - Energy efficiency of mobile assets	Unit	
Expected GHG emission reduction in 2030 compared to 2024	$ktCO_2e$	**-53**
Achieved GHG emission reduction in 2024 compared to 2015	$ktCO_2e$	**-73**

Decarbonisation lever #2 - Scopes 1 & 2 - Renewable energy
The Company has implemented a comprehensive plan for renewable and low carbon electricity contracting aimed at addressing Scopes 1 and 2 decarbonisation targets over the period 2015-2030. The primary focus is on Power Purchase Agreements (PPAs), which are expected to play a significant role in achieving these goals while the rest of emissions will be covered by REC & GoOs. This Company-wide action has a time horizon set until 2030. The success of the action is dependent on the availability of a direct decarbonised energy supply. This dependency underscores the importance of securing reliable and sustainable energy sources to meet the decarbonisation targets.

In addition to PPAs, the Company is committed to the implementation of local site renewable energy generation. Several projects are currently under study and development, focusing on photovoltaic systems, biomass, heat pumps, and other renewable technologies. This action has a time horizon set until 2030.

Lever #2 - Scope 1&2 - Renewable and low carbon energy source for stationary assets	Unit	
Expected GHG emission reduction in 2030 compared to 2024	ktCO2e	**-125**
Achieved GHG emission reduction in 2024 compared to 2015	ktCO2e	**-447**

The Company is committed to increasing the use of SAF in its relevant internal operations as part of its climate action strategy. This initiative is planned to be implemented by 2030.

Lever #2 - Scope 1&2 - Energy decarbonisation of energy mobile assets	Unit	
Expected GHG emission reduction in 2030 compared to 2024	$ktCO_2e$	**-78**
Achieved GHG emission reduction in 2024 compared to 2015	$ktCO_2e$	**-37**

Decarbonisation lever #3 - Scope 3 Use of Sold products - Technology improvement Introduction
Delivering latest generation aircraft. Airlines renewing their in-service fleet offers immediate potential for aviation decarbonisation, as reflected in the figures below.

Lever #3 - Scope 3 USP - Fleet renewal - Target enablers / contributors	Unit	
Current proportion of previous generation aircraft in global commercial aircraft fleet	%	**About 66%**
Estimated latest generation aircraft efficiency gain vs. than the previous generation	%	**About 25%**
Estimated A350 and A330neo efficiency gain vs. than the previous generation	% fuel burn per seat	**25%**
Estimated A320neo family efficiency gain vs. than the previous generation	% fuel burn per seat	**20%**
Estimated A220 efficiency gain vs. than the previous generation	% fuel burn per seat	**25%**

Continuous technological improvement. Additionally, the Company consistently works to improve the efficiency of its aircraft, through new aerostructure designs, advanced materials, upgraded systems, and more fuel-efficient engines, aiming to reduce CO_2, NOx, and noise emissions in operations. The scope of this action is within the Commercial Aircraft business, with a time horizon covering and lasting beyond the 2035 horizon of the related target.

A milestone was reached in 2024, with the certification of the A321XLR obtained in August and its commercial entry into service in October. The A321XLR offers the opportunity to longer-range routes for the single-aisle aircraft family, leveraging the platform's greater fuel efficiency and hence CO_2 efficiency when compared to a bigger widebody aircraft.

Next generation aircraft, supporting the sector's decarbonisation ambition beyond the Company's target horizon. The Company is investing in technologies aimed at reducing emissions for the next generation of products. In particular, Commercial Aircraft is preparing next-generation single-aisle aircraft technologies, focusing on innovations for airframes and engines. One significant initiative is the "wing of tomorrow" programme, which has successfully delivered a full-size wing prototype incorporating lighter composite components and a folding wing tip. This programme integrates over 100 different components and manufacturing technologies, validating key automation targets. In collaboration with the European Clean Sky 2 and Clean Aviation programmes, the Company is researching new efficiency-enhancing technologies, such as semi-morphing wings, dynamic winglets, and innovative flight controls, as tested on a C295 transport aircraft. On the engine side, the Company supports engine manufacturers in adapting and integrating their latest innovations to meet aircraft needs.

The Company also considers hydrogen as a promising technology for reducing aviation's climate impact. It has the ambition to bring a commercially viable, fully electric, hydrogen-powered commercial aircraft into service. The Company believes fuel cell technology to be the most promising to fulfil this ambition, which would significantly reduce emissions when compared to conventional jet engine configurations.

The scaling up of the hydrogen ecosystem is challenging and is progressing at a slower pace than previously anticipated. The scalability of fuel cell technologies towards a commercially viable product will also require more time. A commercially viable product is now expected to come later than 2035. The Company will use this additional time to further develop the performance of the fuel cell propulsion and liquid hydrogen system technologies that are expected to enable the development of the Company's first fully electric commercial aircraft, as part of its ambition to pioneer sustainable aerospace.

The Company is also fostering hydrogen ecosystem readiness by collaborating with various stakeholders, including airports, airlines, and energy providers, to support the evolution of market needs with renewable and low-carbon hydrogen. In order to foster such development, the "Airbus hydrogen network" involves a number of airports and numerous energy providers and airlines as partners, while new partners are still being recruited to join on a regular basis. In July 2024 alone, two Hydrogen Hubs were launched, one in Spain and another at Gatwick airport in the UK.

Key figure	Unit	2024
Number of airports involved in "Airbus hydrogen network"	No.	**215**

This comprehensive approach underscores the Company's commitment to sustainable aviation and its role in driving industry-wide decarbonisation efforts.

The Company plans to continuously invest in technologies to reduce product emissions with a time horizon extending beyond the 2035 timeframe mentioned for the near-term target.

Decarbonisation lever #4 - Scope 3 Use of sold products - SAF uptake
The Company is actively fostering SAF ecosystems readiness and partnerships to mitigate climate change. The primary constraints for operators are the price and global production capacity of SAF, which hinder large-scale adoption. To establish a robust SAF market, it is essential to match production with demand, supported by global regulatory frameworks and incentivisation schemes. This includes implementing reporting mechanisms for consistent tracking of decarbonisation progress and using book and claim systems to simplify SAF usage and demonstrate its benefits to freight and corporate customers when needed. The Company is actively supporting the development of a regulatory framework supporting the growth of the SAF

market. The Company advocates for policies that incentivise SAF production and usage, sharing industry best practices, and focusing on production levels assessment, life cycle analysis methodology, and sustainability criteria and standards harmonisation. A clear, stable, and consistent policy at both global and local levels, along with incentivisation or regulations, is essential to promote long-term investments and technology development.

Lever #4 - Scope 3 USP - SAF uptake - Target enablers / contributors	Unit	
SAF CO_2 emissions reduction throughout life cycle vs. conventional kerosene	%	**Up to >80%**
Current Company's aircraft portfolio SAF fuel blend capability in operations	%	**Up to 50%**
End of the decade ambition for the Company's aircraft portfolio SAF fuel blend capability, including military aircraft and helicopters	%	**Up to 100%**

The Company is vigilant about the potential future positive or negative impacts on the environment or people that could arise with the development on the SAF market, if uncontrolled. SAF is a fuel derived from a range of "feedstocks" (origin of carbon molecules used) made from sustainable resources and brings significant reduction of CO_2 emissions throughout its life cycle when compared with conventional kerosene (see table). Eight SAF production pathways are currently certified for blending with kerosene, including processes such as hydro-processed esters and fatty acids (HEFA), alcohol-to-jet, Fischer Tropsch, or power-to-liquid. Some of them are derived from used fat, cooking oil and grease, municipal waste, agricultural and forestry waste and residues. More advanced technologies use hydrogen and carbon captured directly from the air as feedstock for SAF production.

On one hand, regional SAF production, dependent on local feedstock availability, can significantly contribute to socio-economic development, particularly in developing nations. On the other hand, it is essential that other sustainability dimensions be considered to prevent potential adverse impacts, especially for those SAF production pathways that imply land use. In order to be considered a SAF, an aviation fuel needs to meet defined sustainability criteria and requirements; the Company supports the ones set out by ICAO/CORSIA and in particular aspects related to non-competition with food and water resources. It also actively supports current and future sustainability criteria via regionally or nationally recognised schemes including EU Renewable Energy Directive (RED II), Renewable Fuel Standard (RFS), Low Carbon Fuel Standard in the US, Renewable Transport Fuel Obligation in the UK and 'Renewable Fuel Units' (HBEs) in the Netherlands.

Creating favourable conditions for the SAF market requires both global cooperation and regional initiatives. In the EU and the US, positive momentum is evident, and similar efforts are needed worldwide. Cooperative platforms like the Commercial Aviation Alternative Fuels Initiative (CAAFI) in the US exemplify how stakeholders can collaborate to foster development of the market.

Early adopter. As an early adopter, the Company aims to stimulate market demand through its above mentioned flight tests and internal logistics using the Beluga aircraft, addressing actual SAF market development challenges.

Key figure	Unit	2024
Proportion of SAF used in Company's own operations	%	**18%**

In addition, the Company also engages with customers to assist them in using SAF in their commercial operations and better understand how SAF can be integrated in their business models. In 2024, the Company signed an agreement with airline Wizz Air including the integration of SAF on two European routes, as well as passenger surveys and joint marketing campaigns. The scope of this action is focused on Commercial Aircraft, with a time horizon set for 2035 and beyond. The Company is engaged in initiatives and partnerships promoting the development of SAF production and use. This also includes partnerships with airlines and producers aiming to accelerate the aviation sector's transition to SAF.

Towards a harmonised framework. As a global industry, aviation requires a harmonised and interoperable framework of standards and regulations to ensure a level playing field. The Company supports the systematic implementation of SAF policies across all states and recognises CORSIA as a reference for sustainability standards, aiding in the global sourcing of SAF. The Company also plays a leading role in cross-industry initiatives with ICAO state members, ATAG, IATA, JetZero Council (UK), and the First Movers Coalition, a partnership launched by the World Economic Forum (WEF). Regionally, the Company monitors the development of SAF-related regulations at national as well as regional levels to ensure their consistency with global standards and regulatory frameworks. For instance, in 2024, The Company contributed to the Colombian Ministry of Transportation's "Roadmap for Sustainable Aviation Fuels in Colombia" as a contributor to their roadmap through two studies: "Decarbonizing Aviation in Latin America in a Sustainable Way" and "SAF Risks and Opportunities Workshop for Colombia". The scope of this action is within Commercial Aircraft, with a time horizon set for 2035. The decarbonisation lever for this action is the uptake of SAF.

Aircraft capability. The Company is committed to ensure that all its aircraft platforms are up to 100% SAF capable by the end of the decade. This initiative aims to enhance the technical capability of the Company's aircraft portfolio, which is currently capable of operating with a fuel blend of up to 50% SAF. The ambition is to enable all aircraft platforms, including military aircraft and helicopters, to operate with up to 100% SAF by the end of the decade. The current 50% SAF limit ensures compatibility with the JET A/A-1 specification, allowing for a drop-in solution without modifications to aircraft or fueling infrastructure. Exceeding this limit would necessitate either modifications to adapt to a new fuel grade or the development of a purely synthetic fuel that fits within the existing specification.

The Company is actively involved in two key research projects in collaboration with industry partners: VOLCAN (a collaboration with Safran, Dassault and the french ministry of transport) and ECLIF3 (a collaboration with with Rolls-Royce, the German Aerospace Center (DLR) and SAF producer Neste). These projects focus on assessing the impact of 100% SAF on engine and fuel systems, as well as measuring the benefits on emissions and fuel efficiency. The findings from these projects will support further research and technical work to achieve 100% SAF certification for commercial flights by the end of the decade. Additionally,

the Company has contributed to the approval process of eight SAF blending pathways with kerosene and continues to support industry-wide standardisation efforts at ASTM International to approve future pathways. In 2024, The Company was designated as co-leader of a newly formed working group in the frame of the International Aerospace Environmental Group (IAEG), aiming at developing technical specifications for 100% SAF.

The scope of this action encompasses Commercial Aircraft, with a time horizon set for 2035. The actions of this lever depend on the overall SAF market development, including the actions and investments of external resources.

Decarbonisation lever #5 - Scope 3 Use of sold products - Operations improvement
The Company is as well engaged in climate change mitigation through its Customer Services decarbonisation portfolio. This initiative is focused on reducing air traffic management ("ATM") inefficiencies and CO_2 emissions from current aircraft in operations. Key projects include the Single European Sky Air Traffic Management Research programme ("SESAR") and the HERON project, which aims to optimise aircraft operations during taxiing, improve trajectory-based operations ("TBO"), and reduce noise pollution. The current ATM environment is transitioning from static flight plans to TBO to enhance airport and ATM network performance. The Company is also developing fuel-saving procedures for airports and ground operations to minimise engine and auxiliary power unit (APU) usage while aircraft are on the ground.

In addition, the Company is exploring innovative practices such as formation flying through the Fello'fly project, launched in November 2019. This project aims to demonstrate the viability of two aircrafts flying in close proximity on long-haul flights, allowing the follower aircraft to reduce engine thrust and fuel consumption per trip by utilising the wake energy of the leading aircraft. The scope of these actions are limited to Commercial Aircraft, with a time horizon set for 2035.

Lever #5 - Fello'fly project key figure	Unit	
Estimated engine thrust and fuel consumption reduction for follower aircraft (long-haul flights)	% fuel burn	**up to 5%**

In 2024, the Company has built on the positive results of the Fello'fly project by taking the lead of the EU's new "Gain Environmental Efficiency by Saving Energy" (GEESE) project, that will bring a concept of operations based on continental traffic flows from Europe to Asia and Europe to the Middle East. It will also define the requirements on operations and systems using the traffic flows from Europe to North America.

For decarbonisation levers #3, #4 and #5, the quantification of potential contributions to GHG emission reduction is deemed in part confidential and therefore not published. Due to the complexity and interdependencies between all product-related decarbonisation levers, it is not possible to calculate the achieved individual contributions to the overall GHG emission reductions. However an order of magnitude of the respective contributions from these levers to the sector's decarbonisation ambition can be found in the graph entitled "The aviation industry's roadmap towards "Carbon Neutral Emissions" by 2050' (see "– 6.2.2.2 Transition plan for climate mitigation (E1-1)").

Financial resources for mitigation actions

The Company estimates that a couple of hundred million euros per year (combined OpEx and CapEx) may be necessary to complete its Scopes 1 & 2 decarbonisation plan. This estimate is indicative and may be revised pending evolution and progress of the project portfolio.

ADAPTATION

Leveraging the preliminary outcomes of its resilience analysis, including at site level, the Company is starting to identify and plan adaptation measures that need to be undertaken locally. They are being prioritised, taking into account the estimated time of horizons and / or speed of onset of respective risks.

Actions have already been engaged, corresponding to the risks deemed more imminent such as extreme heat and floods. For instance, in Airbus Toulouse a heatwave preparation plan was implemented, and a study on the arduousness and dangerousness of working in high heat was carried out by the occupational health service and the occupational physician. This study focused on the feedback from experiences conducted during the 2023 heatwave, during which 150 workers tested "Heat stroke alert" bracelets and cooling clothing. These experiences continued in 2024, and personal protective equipment related to heat will be tested and used again in the coming years.

In Airbus Illescas in Spain, following the 2022 heatwave, forced ventilation was installed in all the technical rooms. Green areas have also been adapted, with Japanese gardens combining local plants requiring less water, and a drop irrigation system. Good practices such as free cooling, the use of heat and humidity sensors in technical rooms (connected to a Building Maintenance System) and the use of UV sheets to cover windows are also being implemented by several sites, for instance in Premium Aerotec Varel (PAI Varel).

Some measures were also put in place to prevent the impact of flooding events. Flood barriers were installed in Airbus Atlantic Nantes after the site was impacted by an intense flooding event in recent years. In PAI Varel, a weather station is used to control the smoke exhaust closures during rain or strong wind events, and all gutters and water drains are systematically checked and cleaned after each stormy episode.

In addition, the design and building of new facilities take into consideration applicable standards aimed at reducing their vulnerability to climate related hazards. The Company will continuously complement, sequence and refine its approach as additional information becomes available, including from its on-going resilience analysis. Certain actions may imply engaging with local authorities and/or communities.

Additional actions related to water stress risk are presented in "– 6.2.4 ESRS E3 - Water and marine resources".

The Company is insured against the risks linked to climate-related events that could arise in the short term. The Company has subscribed a property damage and business interruption insurance policy including the impact of natural hazards, covering earthquake, wind and flood, and any other natural event not defined as earthquake, wind and flood, including but not limited to hail, avalanche, snowfall/weight of snow, and mudflow.

With regards to its aircraft products, the Company is engaged in adapting its products to the changing climate, recognising the sensitivity of these products to weather phenomena during their operational phase. This proactive approach is essential due to the long lead times associated with

aircraft development and operation. To address this, the Company is participating in the European Network - Impact of Climate Change on Aviation (EN-ICCA), an industry working group launched by EASA. The objective of this group is to define a work programme aimed at enhancing adaptive capacity, strengthening resilience, and reducing vulnerability to climate change within the aviation sector.

Additionally, the Company is engaged in the creation of a working group with ICAO, further demonstrating its commitment to this critical issue. The scope of this action encompasses the downstream value chain on a worldwide scale, with the first assessment scheduled for Q1 2025. This action is continuous and does not have a fixed time horizon.

6.2.2.6 Targets (E1-4)

The Company has set itself three targets to manage material climate-related impacts and risks:

Scopes 1 & 2
The Company aims to reduce its Scope 1 and Scope 2 (market-based) emissions as shown in the table below, and to yearly neutralise all residual emissions.

Energy target - Scope 1 & 2 emissions SBTi-validated, aligned with a 1.5°C scenario	Unit	Target year	Target value	% vs baseline	Baseline year	Baseline value
Scope 1 & 2 market-based emissions	$ktCO_2e$	**2030**	**467**	-63%	2015	1,262
Intermediate milestones, on TCO scope	$ktCO_2e$	**2025**	**509**	-3%	2024	524
	$ktCO_2e$	**2024**	**581**	-2%	2023	592

Assumptions: see "Scope of reporting and methodology" in "– 6.2.2.8 GHG Emissions (E1-6)"

The target is set on the aggregate of Scope 1 and Scope 2 market-based. While the plan defined to reach this target includes actions differentiated for Scope 1 and Scope 2, no additional sub-targets were formalised for Scope 1 and Scope 2 separately. The Scopes 1 and 2 target is validated by SBTi as being science-based and aligned with a 1.5°C scenario. The 2015 baseline has been set Company-wide as per SBTi requirements. The Company is considering future developments and their impacts on its Scopes 1 and 2 target, in line with requirements of applicable SBTi guidance and as outlined in the Transition Plan (see section "– 6.2.2.2 Transition plan for climate mitigation (E1-1)"). The SBTI Guidance 4.2 methodology was used to set the target and the Company sets-out to update the target at least every five years, in accordance with applicable SBTi guidance. A 2050 target has not yet been defined. This Company-wide target covers the Company's own operations and operationally controlled entities Scope 1 and Scope 2 emissions (market-based for Scope 2) and target boundaries were defined in accordance with SBTi guidance 4.2.

To operationalise the 2030 target, it is broken down in annual reduction targets and reductions are allocated across sites: they refer to a material sub-perimeter of its operations, referred to as Top Company Objectives ("TCO") scope, on which the Company can have a more direct control and influence, and used by the Company to steer its annual progress (see "Scope of reporting and methodology" in "– 6.2.2.8 GHG Emissions (E1-6)").

The target is a combined target for Scopes 1 and 2 which has been defined along guidelines set-out by SBTi guidance 4.2, including its baseline value. No intensity target has been set. For Scope 2 emissions, the target is based on the market-based GHG accounting method. The Company involved a wide range of internal stakeholders, incl. Facility Management, Industrial Operations, Finance, and Procurement, as well as the Board, during the target-setting process. No changes were made to the target during the reporting period.

Target achievement is monitored through the Company's environmental reporting process, which includes yearly and monthly reporting. Currently, the performance is in line with expectations - see "– 6.2.2.8 GHG Emissions (E1-6)" for more details on achievements. The target is aligned with the vision set out in the Environmental Policy to continually improve manufacturing and site operations to reduce emissions in line with the ambition of the Paris Agreement.

Scope 3 - Use of sold products
The Company aims to reduce the emission intensity of its commercial aircraft products:

Energy target - Scope 3 Use of sold products SBTi-validated	Unit	Target year	Target value	% vs baseline	Baseline year	Baseline value
Commercial aircraft products emissions intensity	gCO_2/RPK*	**2035**	**48.0**	-46%	2015	88.8

Scope: Company's commercial aircraft
Assumptions: average of emissions intensity of all commercial aircraft delivered in the reporting year
* RPK: Revenue Passenger Kilometre

The target is validated by SBTi as being science-based and aligned with a "well below 2°C" scenario, which is in line with the required level of ambition for a Scope 3 target according to SBTi's "Corporate near-term criteria version 5.2". Compatibility of the target with 1.5°C will be assessed when relevant guidance from the EU Commission becomes available. The Company is considering future developments and their impacts on its Scope 3 target, in line with requirements of applicable SBTi guidance and as outlined in the Transition Plan (see section "– 6.2.2.2 Transition plan for climate mitigation (E1-1)"). The SBTi Guidance 4.2 methodology was used to set the target and the Company sets-out to update the target at least every five years, in accordance to applicable SBTi guidance. The target is aligned with the vision set out in the Environmental Policy to develop products and services that enable a reduction of emissions in line with the ambition of the Paris Agreement. A 2050 target has not yet been defined.

The set target covers the use of sold products of all commercial aircraft sold (for more information on scope 3 coverage see 6.2.2.8 "GHG emissions"). The target boundaries and baseline value are defined in accordance with SBTi guidance 4.2. The 2015 baseline has been set based on Scope 3 "use of sold product" for commercial aircraft deliveries in 2015, as per SBTi guidance. The Company involved a wide range of internal stakeholders, including Strategy, Engineering, Finance, Programmes and Services, as well as the Board, during the target-setting process. The Company's progress on the target is monitored through the Company's environmental reporting process, which includes yearly reporting. Currently, the performance is in line with projections. No changes were made to the target during the reporting period. An absolute target has not been defined for Scope 3.

Energy
The Company aims to reduce purchased grid electricity and other energies (gas and other stationary fuels) for stationary sources across the whole Company reporting scope. This target is aligned with the Scopes 1 & 2 target as the resulting energy consumption reduction is an enabler of the Scopes 1 and 2 target. The Company involved a wide range of internal stakeholders, including Facility Management, Industrial Operations, Finance, and Procurement, as well as the Board, during the target-setting process.

Energy target	Unit	Target year	Target value	% vs baseline	Baseline year	Baseline value
Purchased grid electricity and other energies (gas and other stationary fuels) for stationary sources	GWh	**2030**	**2,534**	-20%	2015	3,167

Scope: Company-wide
Assumptions: see "– 6.2.2.2 Energy Consumption and Mix (E1-5)"

Target achievement is monitored through the Company's environmental reporting process, which includes yearly and monthly reporting. Currently, the performance is in line with expectations. The target is aligned with the vision set out in the Environmental Policy to continually improve manufacturing and site operations to reduce emissions in line with the ambition of reducing resource consumption and associated emissions. No changes were made to the target during the reporting period. Please refer to the section "– 6.2.2.2 Transition plan for climate mitigation (E1-1)" for information on decarbonisation levers, plans to adopt new technologies as well as progress against GHG targets.

With regards to the energy target related to stationary sources, energy consumption reduced in 2024 despite a production growth context, supported by significant gas consumption containment, better heating monitoring and temperature control as well as clement weather conditions. The 2024 energy target-related metric stood close to the 2030 target, however the trajectory towards the target integrates expected upcoming aircraft production ramp-up.

Climate adaptation
The Company has not set targets for climate adaptation, as this topic is currently managed through the existing risk management process.

6.2.2.7 Energy Consumption and Mix (E1-5)

Scope of reporting: Reported data covers Company's own operations and operationally controlled entities. Most data was reported by entities (see table below): while generally measured or communicated by energy suppliers, certain specific information from sites may be estimated based on past performance when not available. Information related to the rest of the consolidation perimeter was estimated, following a documented methodology, which is based on modelling adapted to each metrics. This can be employee-based, surface-based, activity-based extrapolation as deemed relevant for the concerned metric. By exception to the consolidation perimeter described above, some small non-controlled entities have been included in the reported figures due to their co-location with consolidated entities.

Reporting scope	Unit	2024
Data reported by entities	% of the Company's employees *	**96%**
Data estimated	% of the Company's employees *	**4%**
Non-controlled entities included in the reported figures due to their co-location	% of the Company's employees *	**0.4%**

* includes Active Workforce only (for definition see section "– 6.3.2.6 Characteristics of the undertaking's employees (S1-6)").

Energy consumption from nuclear sources was primarily derived from contractual information. When such information is not available, national nuclear percentages defined by the IAEA (International Atomic Energy Agency) have been used.

High climate impact sectors used to determine the energy intensity correspond to the categories C Manufacture C30.3.0 - Manufacture of air and spacecraft and related machinery, and C33.1.6 - Repair and maintenance of aircraft and spacecraft amongst those listed in NACE Sections A to H and Section L as defined in Commission Delegated

Regulation (EU) 2022/1288. As a result, the Company's total turnover as disclosed in the financial statement is deemed to correspond to the net revenue amount from activities in high climate impact sectors.

Climate change metrics **Energy consumption and mix**	**Unit**	**2024**
Total Energy Consumption	MWh	**3,703,856**
Total energy consumption from fossil sources	MWh	**2,278,219**
Fuel consumption from coal and coal products	MWh	**0**
Fuel consumption from crude oil and petroleum products	MWh	**940,425**
Fuel consumption from natural gas	MWh	**920,570**
Fuel consumption from other fossil sources	MWh	**1,953**
Consumption of purchased or acquired electricity, heat, steam, or cooling from fossil sources	MWh	**415,270**
Total energy consumption from nuclear sources	MWh	**339,256**
Total energy consumption from renewable sources	MWh	**1,086,381**
Fuel consumption from renewable sources	MWh	**310,375**
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	MWh	**772,825**
Consumption of self-generated non-fuel renewable energy	MWh	**3,180**
Percentage of energy consumption from nuclear sources in total energy consumption	%	**9.2%**
Percentage of renewable sources in total energy consumption	%	**29.3%**
Percentage of fossil sources in total energy consumption	%	**61.5%**
Non-renewable energy production	MWh	**286,605**
Renewable energy production	MWh	**6,238**
Total energy consumption from activities in high climate impact sectors	MWh	**3,703,856**
Total energy consumption form activities in high climate impact sectors per net revenue from activities in high climate impact sectors	MWh/M€	**53.5**
Purchased grid electricity and other energies (gas and other stationary fuels) for stationary sources, as per Company energy consumption related target	Mwh	**2,597,029**
Scope 2 GHG Emissions - Percentages of energy contracts	Unit	**2024**
Percentage of regular energy contracts	%	**89.9%**
Percentage of regular energy contracts covered by bundled EACs	%	**31.7%**
Percentage of regular energy contracts covered by unbundled EACs	%	**8.7%**
Percentage of regular energy contracts not covered by EACs	%	**49.4%**
Percentage of physical direct-wire PPAs	%	**0.3%**
Percentage of sleeved PPAs	%	**4.6%**
Percentage of virtual PPAs	%	**0.0%**
Percentage of other renewable contracts	%	**5.3%**
Percentage of contractual instruments used for sale and purchase of energy bundled with attributes about energy generation in relation to Scope 2 GHG emissions	%	**39.3%**
Percentage of contractual instruments used for sale and purchase of unbundled energy attribute claims in relation to Scope 2 GHG emissions	%	**6.2%**

6.2.2.8 GHG Emissions (E1-6)

Scope of reporting and methodology
Reported data covers Company's own operations and operationally controlled entities. Most data was reported by entities (see table below). While generally calculated based on measured quantities (energy consumed, refrigerant leakages), certain specific information from sites may be estimated based on past performance when not available. Information related to the rest of the consolidation perimeter was estimated, following a documented methodology, which is based on modelling adapted to each metrics. This can be employed-based, surface-based, activity-based extrapolation as deemed relevant for the concerned metric. By exception to the consolidation perimeter described above, some small non-controlled entities have been included in the reported figures due to their co-location with consolidated entities (see table below). In order to report on performance against its target, the Company also reports its total emissions Scopes 1 and 2 on a sub perimeter called "TCO scope" (see below).

Top Company Objectives ("TCO") Scope: TCO scope is material sub-perimeter of its own operations and operationally controlled entities (see cover rate in the table below) used for the short-term targets setting and performance monitoring, composed of sites deemed relevant to monitor the deployment of the Company's Scopes 1 & 2 decarbonisation plan, as prioritised, and therefore also including the largest contributors to the concerned metrics.

Reporting scope	Unit	2024
Data reported by entities	% of the Company's employees *	**96%**
Data estimated	% of the Company's employees *	**4%**
Non-controlled entities included in the reported figures due to their co-location	% of the Company's employees *	**0.4%**
TCO scope, related to Scope 1&2 target	% of the Company's 2024 Scope 1 + Scope 2 GHG Emissions	**85%**

* includes Active Workforce only (for definition see section "– 6.3.2.6 Characteristics of the undertaking's employees (S1-6)")

Scope 1. Calculation includes contractual instruments (Biomethane Guarantees of Origines) as part of Scope 1 emissions, calculated based on biomethane emission factors instead of natural gas. This approach will be refined as further related guidance is issued by the GHG protocol. Emissions factors used are based on national references for the Companies' core countries (France, Germany, Spain, UK) and on international references such as the IPCC for other countries.

Key figure	Unit	2024
Scope 1 Savings related to contractual instruments (Biomethane GoO)	$ktCO_2eq$	**17**

Scope 2. Contractual instruments used to calculate Scope 2 market based GHG emissions are -1- Power Purchase Agreements (direct wire or sleeved PPAs), -2- energy attributes certificates (e.g. REC, GoO, IREC, ETC), -3- other renewable electricity contracts. The share energy bundled with attributes or unbundled has been taken into account for all contractual instruments. All three above categories are used by the Company. So far energy attributes certificates have been the vast majority. Their respective shares in total use vary over time. Emission factors were determined following the hierarchy recommended by the GHG protocol, prioritising contractual instruments or supplier emission factors when available over national or residual emission factors (from IEA and AIB databases).

Scopes 1 & 2 Biogenic emission factor. Scope 1 biogenic emissions have been calculated based on biogenic emissions factors available or estimated based on the available information. While the Company could estimate that overall Scope 2 biogenic emissions are non-significant - and reported as such ("NS") in the table hereafter -, missing emission factors from suppliers did not enable to compute an accurate figure for 2024.

Scope 3. The Company has performed a screening of all Scope 3 categories and concluded that category 11 "Use of Sold Product" is the only significant category to be disclosed.

Scope 3 significant categories	Unit	
Estimated share of Scope 3 category 11 "Use of Sold Product" in the Company's total emissions	%	**>95%**
Estimated share of non significant Scope 3 categories in the Company's total emissions excluded from reporting	%	**<5%**
Estimated share of "commercial aircraft family of products" in the Company's Scope 3 category 11 emissions	%	**>90%**

All other categories have been deemed non significant and are as such excluded from the Company's disclosure.

Scope 3 - Use of sold products. The main contribution of the Company's value chain on climate change comes from the use of sold products and the Company reports in-use emissions of the products it delivers (Scope 3 – Use of sold products). This started in 2020 with the disclosure of emissions from commercial aircraft products, and was extended to other products from 2021, namely civil helicopters initially and military aircraft and helicopters in 2022, further complemented by satellites in 2023. The Company will continue to progressively extend the scope of reporting to other families of products, for which the calculation methodologies are still under development. Nevertheless, current results and advanced estimations have shown that the vast majority of the Scope 3 - Use of Sold Product impact of the Company's products is due to the commercial aircraft family of products, and that this situation is unlikely to change once all the product families will have been assessed.

Additional methodology information:

- The Company's emission calculation methodology was developed by a team consisting of key personnel from the engineering and environment departments to be aligned with the guidance provided by the Greenhouse Gas Protocol.
- The Company has used a number of assumptions based on internal and external information including assumptions based on publicly-available data.

- Scope 3 emissions are calculated based on product specific methodologies. As a result no part of the resulting emissions are calculated based on primary data obtained from suppliers or other value chain partners

For all products:

- The estimation includes CO_2 emissions only. Emissions related to CH4 and N2O were excluded given the very low levels produced by modern aircraft engines. Emissions related to NOx were estimated and excluded given the uncertainty related to the NOx emission factors and the relatively low contribution of this emission stream.
- CO_2 emission factors for kerosene are the ICAO internationally recognised lifecycle emission factor to be used for baseline fossil jet fuels (see table below). This factor represents a "well to wake" life cycle analysis to assess the overall greenhouse gas (GHG) impacts of a fuel including each stage of its production and use.

Assumptions	Unit	
CO_2 emission factors for kerosene for fossil Jet-A /Jet-A1	kg CO_2e per kg of fuel	**3.846**
Aircraft load factor	%	**82.5%**

For commercial aircraft: assumptions include the aircraft load factor, aircraft operational usage and average in-service lifetime. Primary data collected within the Company was also used, such as aircraft performance and configuration parameters. Emissions related to commercial aircraft engine start and taxiing have been included, however, emissions from the Auxiliary Power Units (APU) and ground handling equipment have been excluded. For the purpose of this calculation, the Company integrated into commercial aircraft Scope 3 the likely usage of SAF over the product lifetime, as per the IEA-SDS assumptions. Other operating conditions of the aircraft were considered to be static over the whole service life. In addition, the Company reports for reference an indicative figure based on a zero SAF usage. A330-200 deliveries destined to A330-MRTT conversion were excluded from the commercial aircraft perimeter and included in the military aircraft perimeter as part of the "other products" category. **Total Gross indirect (Scope 3) GHG emissions** and **Total GHG Emissions** are based on Scope 3 - Use of Sold Products IEA-SDS SAF uptake scenario for commercial aircraft.

For other products:

- **Helicopters:** assumptions include activity data from Company's customer services of helicopter operations such as flight hours per year and region where the helicopter is operated. Direct emissions and indirect emissions from jet fuel production are included over the product's entire service life. The impact of SAF is not considered.
- **Military aircraft:** flight hours and mission profiles vary significantly depending on conflicts and humanitarian crises. The estimation assumes the largest number of flight hours each aircraft has been designed for in its lifetime. The impact of SAF is not considered.
- **Satellites:** The estimation includes satellites delivered to external customers in 2024 and accounts for emissions linked to the production of the satellites' propellant as well as emissions associated with the launch into space (launcher's propellant production and combustion). Emissions linked to the use of the satellites' propellant are not included as they occur outside of the atmosphere and therefore do not contribute to global warming. Emissions linked to the reception, processing and usage of satellite data on the ground are not included.

Scope 3 GHG efficiency for delivered commercial aircraft (as per SBTi-validated target) includes the emissions related to the upstream fuel production and considers the likely usage of SAF over the product lifetime, as per the IEA-SDS assumption.

The deployment of SAF is an important aspect of the decarbonisation of the air transport sector, and is therefore an important aspect of the achievement of the Company's near term target. There are a variety of SAF deployment scenarios and assumptions (e.g. IEA's global energy and climate scenarios, Refuel EU's mandate, ATAG "Waypoint 2050") that may lead to different results in terms of decarbonisation. As a result, the Company is currently researching ways to track the actual uptake of SAF in the fleet (see section "– 6.2.2.2 Transition plan for climate mitigation (E1-1)").

Scope 3 - Biogenic emission factors. Emissions of biogenic carbon are calculated based on the CO_2 emissions arising from the combustion of bio-derived SAF included in the "IEA-SDS SAF uptake" scope 3 metric below. The CO_2 emission factor for the combustion of SAF is assumed to be identical as that of the combustion of fossil kerosene.

GHG intensity. Net revenue used for calculation of GHG emissions intensity equals the Company's total revenues as displayed in the financial statements.

		Performance		Milestones and Target Years					
GHG emissions disaggregated by Scopes 1 and 2 and significant Scope 3	**Unit**	**Base Year 2015**		**2025**	**% 2025 target vs. 2024**	**2030**	**% 2030 target vs. Base Year**	**2035**	**% 2035 target vs. Base year**
Scope 1 GHG emissions									
Gross Scope 1 GHG emissions including regulated emission trading schemes	$ktCO_2eq$		**451**						
Percentage of Scope 1 GHG emissions from regulated emission trading schemes	%		**37%**						
Scope 2 GHG emissions									
Gross location-based Scope 2 GHG emissions	$ktCO_2eq$		**318**						
Gross market-based Scope 2 GHG emissions	$ktCO_2eq$		**163**						
Scope 1 + Scope 2 GHG emissions									
Gross location-based	$ktCO_2eq$		**769**						
Gross market-based	$ktCO_2eq$	1,262	**614**			467	-63%		
Scope 1 + Scope 2 market-based GHG emissions on TCO scope	$ktCO_2eq$		**524**	509	-3%				
Significant Scope 3 GHG emissions									
Total Gross indirect (Scope 3) GHG emissions	$ktCO_2eq$		**474,691**						
cat.11 - Use of sold products	$ktCO_2eq$		**474,691**						
• *Commercial aircraft IEA-SDS SAF uptake*	$ktCO_2eq$		**466,354**						
• *alt. Commercial aircraft - ("no SAF" scenario)*	$ktCO_2eq$		**560,614**						
• *Other products*	$ktCO_2eq$		**8,337**						
Total GHG emissions									
Total GHG emissions (location-based)	$ktCO_2eq$		**475,460**						
Total GHG emissions (market-based)	$ktCO_2eq$		**475,305**						
Biogenic CO_2 emissions									
Scope 1 Biogenic CO_2 emissions	$ktCO_2eq$		**85**						
Scope 2 Biogenic CO_2 emissions	$ktCO_2eq$		**NS**						
Scope 3 Biogenic CO_2 emissions	$ktCO_2eq$		**75,392**						
Scope 3 Cat 11. GHG efficiency for delivered commercial aircraft (as per SBTi-validated target)	gCO_2/ pax.km	88.8	**61.1**					48.0	-46%
Scope 3 Cat 11. GHG efficiency for delivered commercial aircraft ("no SAF" scenario")	gCO_2/ pax.km		**73.4**						

2024 GHG emissions breakdowns	**Unit**	**Scope 1 GHG emissions**	**Gross location-based Scope 2 GHG emissions**	**Gross market-based Scope 2 GHG emissions**
Mobile sources of emissions	$ktCO_2eq$	**245**	0	0
Stationary sources of emissions	$ktCO_2eq$	**206**	318	163
From consolidated accounting group	$ktCO_2eq$	**446**	275	139
From operationally controlled entities	$ktCO_2eq$	**5**	43	23

GHG intensity per net revenue	**Unit**	**2024**
Total GHG emission (location based) per net revenue	$ktCO_2eq$/MEUR	**6.9**
Total GHG emission (market based) per net revenue	$ktCO_2eq$/MEUR	**6.9**

Key figures	**Unit**	**2024**
Net revenue used to calculate GHG intensity	In € Million	**69,230**
Net revenue (other)	In € Million	**0**
Total net revenue (in financial statements)	In € Million	**69,230**

6.2.2.9 GHG removals and carbon credits (E1-7)

Carbon credits act as an additional voluntary measure for greenhouse gas emissions neutralisation, contributing towards global climate actions and it does not intend to replace emissions reduction or become a way of achieving Company's near-term SBTi validated targets. Both nature-based and technology-based removals, from climate change mitigation projects outside the Company supply chain, are considered and should be purchased in 2025, following the conclusions of the IPCC (e.g. Special Report on 1.5°C and Assessment Report 6).The Company intends to work in partnership with carbon sequestration companies to generate additional technology-based carbon removals. So far, the Company has used carbon credits only, and no removal nor storage resulting from projects developed in own operations or value chain are reported. In 2024, the Company evolved its related contractual framework. This new framework is to be used from 2025, including to compensate for 2024 residual emissions as per Company commitment.

Key figure	Unit	
2024 residual emissions to be compensated in 2025 - contractualisation being finalised	tCO_2eq	**621,222**

Recognised quality standards for carbon credits are those that are verifiable by independent third parties, make requirements and project reports publicly available and at a minimum ensure additionality, permanence, avoidance of double counting and provide rules for calculation, monitoring, and verification of the project's GHG emissions. As a minimum, the carbon offsets purchased by the Company are certified by the Gold Standard or Verra or Verified Carbon Standard or Climate, Community and Biodiversity Standards and the supplier needs to show proof of how each one of the mentioned criteria was met. On top of the core criteria mentioned above, societal aspects are considered, such as prevention of child labour, respect of human rights and relations with the communities surrounding the projects (FPIC process) and co-benefits strategy. Information including project selection (criteria and generated credits quality) and the verification of their actual implementation as per contractual terms were verified by an independent external body.

GHG Removals	Unit	2024
Total GHG removals from own operations	tCO2eq	0
Total GHG removals in the value chain	tCO2eq	0
Reversals	tCO2eq	0
Carbon credits cancelled in the reporting year	**Unit**	**2024**
Total	tCO2eq	130,560
Share from removal projects	%	0.45%
Share from reduction projects	%	99.55%
Per recognised quality standard view	*%*	*100.0%*
Share from projects within the EU	%	0.45%
Share of carbon credits that qualify as corresponding adjustments	%	0%

Carbon credits planned to be cancelled in the future	Unit	Amount	Until year
Total	tCO2eq	0	N/A

6.2.2.10 Internal carbon pricing (E1-8)

Key figure	Unit	
Internal carbon price	EUR / tCO2	**150**

Transition plan CapEx and OpEx

The Company has established CO_2 reduction targets for Scopes 1, 2, and Scope 3 Use of Sold Products emissions, which have been validated by SBTi (see section "– 6.2.2.2 Transition plan for climate change mitigation (E1-1))". Over the years, progress has been made in reducing emissions and towards achieving these targets. This progress is largely attributable to the Company's strategic focus on investments (e.g. industrial assets), and operational measures (e.g. SAF purchase) aimed at decarbonising energy usage and improving energy efficiency, among other initiatives, which are centrally managed and prioritised by the Company. CO_2 savings are inherently the primary decision criterion for this category of investments, and the use of a shadow carbon price - as described in the following paragraphs - had therefore a limited influence on these CapEx investment decisions. Details on investments and measures are disclosed in section "– 6.2.2.2 Transition plan for climate change mitigation (E1-1)".

CapEx investments (Scopes 1 & 2)

The Company has started to apply a shadow carbon price in its broader decision-making process to assess the financial impact of carbon emissions and influence decisions accordingly. This fixed price (see table above) was established considering benchmarks, carbon price projections from various relevant sources such as those of the IPCC 2018, IEA and IRENA 2017 and French authorities, as well as the Company's intention to make it an influential factor. The price aims to signal to project leaders the importance of CO_2 footprint reduction and to support consistency of investment decision making with the Company's commitments to decarbonisation.

The integrated internal pricing mechanism factors the internal carbon price into net present value and internal rate of return calculations as part of business case evaluations. By incorporating the cost of carbon, the Company seeks a more holistic financial analysis of its CapEx projects. The financial component in decision making therefore strives to integrate internal carbon price, and favour those investments with a better CO_2 footprint.

As per the governance established on that matter, internal carbon price is applied in the business cases of CapEx dossiers for operations for Commercial Aircraft. While the actual use is still partial, the Company intends to continue deploying it in the coming years. Challenges to progress result from certain projects inherently having a minimal direct carbon footprint, or the associated CO_2 emissions may be difficult to quantify or assign accurately, especially in complex supply chains or shared infrastructure.

Product incremental development (Scope 3 Use of Sold Products)

From November 2023, the use of the shadow carbon price was extended to current aircraft programmes' product related major incremental developments in Airbus commercial aircraft business segment, supporting its Scope 3 emission reduction ambition. The internal carbon price is used when the Company introduces modifications to existing aircraft programmes, many of which could reduce drag or save weight in its aircraft design to improve fuel efficiency and reduce emissions, while accuracy could still be materially improved with further standardised methodologies to assign a CO_2 emissions to specific modifications. Of note, the use of this internal carbon pricing mechanism is not deemed appropriate in business cases related to any future programmes, to the extent that the energy dimension is embedded in related modelling and projections.

Metrics
While the Company does not consider CSRD-defined metrics to be relevant indicators to steer such a topic in view of the context described above, the Company will strive to collect necessary information to report such metrics in the future when additional guidance and best practices emerge.

6.2.3 ESRS E2 - Pollution

6.2.3.1 Pollution IROs

The following IROs were identified for pollution:

ESRS	(sub-)topic	Impact, risk or opportunity	Description	Time horizon	Location in the value chain
ESRS E2 - Pollution	Substances of concern and Substances of Very High Concern	**Risk**	There is a risk that the Company or its suppliers may not be in a position to substitute substances of concern or of very high concern in due time in accordance with regulatory requirements. This could lead to business disruption across the value chain and to the Company not being able to deliver aircraft to its customers, which could negatively affect financial performance and damage its reputation.	/	Own Operations, Downstream, Upstream
ESRS E2 - Pollution	Pollution of air	Actual negative **impact**	Aircraft and aircraft parts painting and cleaning within certain facilities of the Company lead to volatile organic compound emissions, potentially resulting in air pollution if adequate mitigation measures are not used.	Short-term	Own operations
ESRS E2 - Pollution	Pollution of water / Pollution of living organisms and food resources	Potential negative **impact**	Production of aviation fuel in the downstream value chain may lead to emissions into water, which may contribute to water pollution and to pollution of living organisms and food resources if adequate mitigation measures are not used.	Short-term	Downstream, upstream

6.2.3.2 Substances of Concern and of Very High Concern (hereafter jointly referred to as "Substances of Concern")

6.2.3.2.1 Policies (E2-1)

The Airbus Environmental Policy, described under section "– 6.2.1 Policies", emphasises the importance of addressing substances of concern by driving the development of solutions aimed at substituting and reducing the use of regulated substances throughout the product life cycle. This approach supports compliance with applicable regulations, protection of human health and the environment and mitigates obsolescence risks for the Company in relation to substances of concern.

Incidents avoidance and emergency situations are covered in Airbus Environmental Management System.

For further detail on the key contents of the Environmental Policy, its scope, accountability, relevant third party standards and initiatives as well as the availability to stakeholders and the consideration of their interests, please refer to the transversal section on Environmental Policy (see section "– 6.2.1 Policies").

The use and management of chemical substances are subject to specific requirements, with the main regulations covering the Company's activities and products being EU's Registration, Evaluation, Authorisation and restriction of Chemicals (REACH); Restriction of Hazardous Substances (RoHS) and Persistent Organic Pollutants (POP).

6.2.3.2.2 Actions and resources (E2-2)

Some substances used in the global aerospace industry to meet the stringent technical performance standards required for certification and airworthiness are subject to regulations. These regulations impact key industrial processes and products, such as surface treatments, primers and fire protection. The Company works with suppliers and the wider industry with the aim of developing suitable alternatives to the Company's uses of such substances and actively promotes the development and use of suitable alternatives, across product life-cycles.

Impact assessment

Using information from its technical documentation/design data-set as at aircraft production and based on information received by the Company from its suppliers, the Company tracks, records, assesses and declares regulated chemicals. This activity encompasses both the Company's own operations and upstream activities, based on information received by the Company from its suppliers. These efforts fall under the "avoid pollution" and "reduce pollution" steps of the pollution mitigation hierarchy. This action enables the Company to monitor its usage of substances and manage its compliance with regulatory requirements as well as anticipate supply disruption risks.

The Company also engages with suppliers to promote the adoption of a similar approach through regular communication and, more widely, by working together with the aerospace industry to promote worldwide harmonisation of ways of working, taking into account the sector's safety and lifecycle specificities.

Substitution

The Company has established a portfolio of activities and projects, collaborating with suppliers, the wider industry and airworthiness authorities to identify, develop, qualify, and deploy new technologies and solutions that aim to avoid the use of substances classified as posing a risk to human health or the environment, while still meeting the stringent technical performance standards required for airworthiness and certification.

When it can be demonstrated that alternative technologies meet those stringent requirements, the Company seeks to implement them in its product design and manufacturing. For example, the Company is, in cooperation with its suppliers, developing, qualifying and progressively deploying on new products, chromate-free corrosion protection and paint systems for aluminium structures.

Key figures, at year end	Unit	2024
Number of regulated substances impact analysed	No.	**>16,000**
Number of substances for which substitutes were qualified and deployed	No.	**509**
Number of mixtures for which substitutes were qualified and deployed	No.	**558**

The scope of this activity includes the Company's own operations as well as upstream and downstream engagement. These efforts fall under the "avoid pollution" and "reduce pollution" steps of the pollution mitigation hierarchy.

Data management

The Company is deploying digital tools to facilitate the collection, management and use of substance-related data from its suppliers. This activity encompasses both the Company's own operations and upstream activities, based on information received by the Company from its suppliers. Based on information received by the Company from its suppliers, the engagement extends to both upstream and downstream use of substances, contributing to a life-cycle approach. These efforts fall under the "avoid pollution" and "reduce pollution" steps of the pollution mitigation hierarchy.

Key figures, at year end	Unit	2024
Number of suppliers engaged in this new data collection tool	No.	**Around 500**
Number of part numbers covered	No.	**Around 23,000**

Monitoring impacts of substance-related regulatory requirements on continuity of supply

The Company also focuses on preventing supply chain disruption caused by the unavailability of substances, whether due to regulatory requirements or suppliers' decisions. This initiative involves regular assessment of such potential risks, such as campaigns to gather information from suppliers. It also includes evaluating suppliers' proposed solutions and the qualification of suitable alternatives. This activity encompasses both the Company's own operations and upstream activities, based on information received by the Company from its suppliers. These efforts fall under the "avoid pollution" and "reduce pollution" steps of the pollution mitigation hierarchy.

All of these actions are on-going and embedded in the Company's usual operations.

6.2.3.2.3 Targets (E2-3)

The Company framework for substitution of Substances of Concern is aligned with regulatory time horizons rather than with set Company targets and regularly assesses status of the Company's actions towards managing substance-related regulatory requirements. Examples include using Technology Readiness Levels (TRL) indicators to track progress of the substitution projects and other Key Performance Indicators which are regularly reviewed by steering committees in charge of substances topics. Aerospace industry products often have long lifecycles and operate in extreme conditions. Finding and certifying suitable alternatives to regulated substances to meet stringent airworthiness standards is a lengthy process, requiring extensive research and development often exceeding regulatory timelines. Consequently, applications for continued use of regulated substances, under specific conditions, are frequently necessary until viable replacements are available.

6.2.3.2.4 Metrics (E2-5)

The Company manages substance-related IROs in line with the regulatory requirements and their provisions related to substance traceability, based on information on product composition received by the Company from its suppliers. These provisions generally include the communication of the presence of certain substances, often when above a specified concentration level (for example, presence of Substances of Very High Concern in an article above 0.1% weight by weight (w/w) as required by the Article 33 of the REACH regulation; Substances of Concern which are not Substances of Very High Concern under REACH are not subject to this requirement), or the communication of a range of concentration of some

substances in a specific mixture via a Safety Data Sheet (for example, the Company may receive the information that a substance is present in a mixture in a concentration between 10 and 80%). The precise quantity (mass) of substances in a product is not made available to the Company, and the available data does not allow the Company to calculate the quantity of substances in products/articles and mixtures.

As mentioned above, the Company is working to deploy digital means to facilitate the collection, management and use of substance related data from its suppliers as a way to enhance its reporting capability in the future and maintain its compliance with substance-related regulations.

6.2.3.3 Pollution of Air

6.2.3.3.1 Policies (E2-1)

The Airbus Environmental Policy, described under section "– 6.2.1 Policies", outlines its environmental management and is designed to manage various environmental aspects, such as Volatile Organic Compounds ("VOC") emissions. In the context of this Policy, the Company is committed to continually reducing its environmental footprint through its industrial operations by implementing innovative technologies and solutions, including to reduce air emissions.

For further detail on the content of the Environmental Policy, its scope, accountability, relevant third party standards and initiatives as well as the availability to and stakeholders and the considerations of their interests, please refer to the transversal section on Environmental Policy (see section "– 6.2.1 Policies").

The Company is subject to pollution-related regulatory requirements, some of which being embedded into the permits granted by local authorities to its sites. In addition, the Company's ISO 14001 certified Environmental Management System notably applies the standard recommendations for pollution control audits, training, risk assessment and identification, implementation of risk prevention procedures (e.g. emergency plans, simulation exercises). For example, sites shall conduct an analysis of environmental aspects and impacts at least every three years, as well as each time a material change in operations occurs, also in connection with the Company's ERM process. The Airbus Environmental Management System is intended to cover incidents avoidance and emergency situations.

6.2.3.3.2 Actions and resources (E2-2)

Monitoring

The Company monitors Volatile Organic Compounds (VOC) emissions to identify the main emitters of VOC within its industrial processes. The VOC emissions are directly measured where required by regulation or calculated through a mass-balance approach. The scope of these continuous actions includes the Company's own operations. These efforts fall under the "avoid pollution" and "reduce pollution" steps of the pollution mitigation hierarchy. This action enables the Company to quantify the VOC emissions and focus actions on priority areas.

Storage and handling of raw materials

In order to prevent or reduce fugitive VOC emissions during storage and handling of solvent-containing materials, the Company applies various practices, including covering of containers in storage and minimisation of storage in production areas. The scope of these continuous actions includes the Company's own operations. These efforts fall under the "avoid pollution" and "reduce pollution" steps of the pollution mitigation hierarchy.

Raw material management including substitution

Where technically feasible, the Company reduces the solvent consumption and environmental impact of used raw material by deploying paints/coatings and adhesives with a lower VOC content (high solid systems) as well as water-based systems. The scope of these continuous actions includes the Company's own operations. These efforts fall under the "avoid pollution" and "reduce pollution" steps of the pollution mitigation hierarchy.

Cleaning techniques

Where technically feasible, the Company implements several measures to reduce VOC emissions from cleaning processes. These measures include the use of pre-impregnated wipes in manual cleaning, the substitution of VOC-based cleaners with low-volatility or water-based cleaning agents, and the use of enclosed washing machines for tool cleaning. The scope of these continuous actions includes the Company's own operations. These efforts fall under the "avoid pollution" and "reduce pollution" steps of the pollution mitigation hierarchy.

Coating processes

The Company aims to minimise raw material consumption and the overall environmental impact of coating processes by employing advanced spraying techniques such as air-assisted airless spraying and electrostatically assisted spraying. The scope of these continuous actions includes the Company's own operations. These efforts fall under the "avoid pollution" and "reduce pollution" steps of the pollution mitigation hierarchy.

These actions are ongoing and embedded in the Company's operations.

6.2.3.3.3 Targets (E2-3)

The Company has defined the following voluntary target aligned with its environmental policy, that should also be put in perspective with the Airbus production ramp up over the 2015-2030 period, on its own operations and operationally controlled entities (see "– 6.2.3.3.4 Metrics (E2-4)").

Emissions target Pollution of Air	Unit	Target year	Target value	% vs baseline	Baseline year	Baseline value	2024 value	% 2024 vs baseline
VOC emissions in absolute terms	tons	**2030**	**1,498**	0% increase	2015	1,498	**1,230**	-18%

The methodologies and assumptions for setting this target are based on internal analysis of actionable levers (see section "– 6.2.3.3.2 Actions and resources (E2-2)") and also take into account production ramp-up planning. While regulatory thresholds were taken into account in establishing this target, no specific additional direct relation to scientific evidence or stakeholder involvement was considered. The metrics for this target have not changed since its inception.

2024 VOC emission trend followed aircraft production. 2024 VOC emissions stood below the 2030 target while the trajectory towards the target integrates expected upcoming aircraft production ramp-up.

6.2.3.3.4 Metrics (E2-4)

Scope of reporting and methodology: Only the Hamburg site exceeds the threshold specified in ESRS E2 for VOC reporting (as per Annex II of Regulation (EC) No 166/2006). In addition and to the extent the Company related target applies to its own operations and operationally controlled entities, it reports a second figure on this extended perimeter (VOC on Target perimeter). On this perimeter, most data was reported by entities (see table below): while generally measured, certain specific information from sites may be estimated based on past performance when not available. Information related to the rest of the consolidation perimeter was estimated, following a documented methodology, which is based on modelling activity-based extrapolation modeling. By exception to the consolidation perimeter described above, some small non-controlled entities have been included in the reported figures due to their co-location with consolidated entities (see table below). The main VOC emissions sources derive from surface treatment, cleaning, painting and coating operations through the use of the following materials: Solvents: halogenated (TCE, MC), non-halogenated and ODS (Ozone Depleting Substance) solvents (HFCF 141b) excluding paints and coatings; Solvated paints and coatings: primers, wash primers, topcoats and specific coating (for structural & non-structural parts). When VOC emissions are not measured by the concerned entity, a computation is performed by the concerned entities and is mainly based on a mass-balance approach, therefore taking into account the quantity of VOC in above-mentioned consumed materials (excluding wasted products). Direct measurement has been prioritised on certain sites where measured data is regulatory required, while associated cost benefit ratio was deemed insufficient for other sites.

Reporting scope	Unit	2024
Data reported by entities	% of the Company's employees *	**96%**
Data estimated	% of the Company's employees *	**4%**
Non-controlled entities included in the reported figures due to their co-location	% of the Company's employees *	**0.4%**

* includes Active Workforce only (for definition see section "– 6.3.2.6 Characteristics of the undertaking's employees (S1-6)").

Emissions Metrics - Pollution of Air	Unit	2024
VOC	tons	**155**
VOC on Target perimeter	tons	**1,230**

6.2.3.4 Pollution of water and pollution of living organisms and food

The Company has identified that its environmental impacts, risks, and opportunities related to pollution of water and pollution of living organisms and food are found exclusively within the up- and downstream value chain as a potential impact of the kerosene production processes. An overview of all IROs related to pollution can be found in section "– 6.2.3.1 IROs Pollution". While LCA leads to identifying such a potential impact, the Company has limited ability to influence the operations of oil & gas companies and does not have any relevant information.

6.2.4 ESRS E3 - Water and marine resources

6.2.4.1 Water IROs

The following IROs were identified for water:

ESRS	(sub-)topic	Impact, risk or opportunity	Description	Time horizon	Location in the value chain
ESRS E-3 - Water	Water: > Water consumption > Water withdrawals	**Risk**	There is a risk that the Company or its suppliers may fail to mitigate the potential impact of water stress - related to climate change - on water consumption, usage and withdrawal in their industrial operations, within a timely manner relative to the onset of such risks. This could lead to production disruptions, which could negatively affect financial performance.		Own Operations Upstream
ESRS E-3 - Water	Water - Habitat degradation:	**Impact**	See Pollution of water and living organisms and food resources in ESRS E2 Pollution		

The Company's water usage is mostly linked to non-industrial uses, including sanitary, heating, ventilation and air conditioning, canteens and fire extinguishing. Around one third of the water withdrawn is used for industrial uses such as climate control of industrial facilities (e.g. clean rooms for satellite assembly, paint-shops), surface treatment, machining and non-destructive testing.

Procuring the required water does not currently represent a material cost for the Company as overall withdrawn volumes are relatively limited, especially for its industrial operations. However, securing water availability to operate the industrial processes requiring water is critical for the Company to ensure business continuity.

Environmental risks and opportunities are managed following the Company's ERM system, as described in the section "– 6.1.1.4.1 IRO-1: Description of the processes to identify and assess material IROs". This covers among other risks related to water accessibility in areas of high and extremely high water stress.

6.2.4.2 Policies (E3-1)

The Airbus Environmental Policy and Environmental Management System, described under section "– 6.2.1. Policies", emphasises the Company's commitment to sustainable practices in its operations. A focus of the Environmental Policy is on water, where the Company aims to continually explore and implement innovative technologies and solutions aiming to reduce the environmental footprint of its activities, including regarding water. While the policy covers water withdrawal reduction, it does not explicitly mention water management, water sourcing, water treatment or the reduction of water usage in areas at water risk. These aspects are nevertheless included in the Company's management of water related aspects for its own operations and controlled entities perimeter.

For further detail on the key contents of the Environmental Policy, its scope, accountability, relevant third party standards and initiatives as well as the availability to and stakeholders and the considerations of their interests, please refer to the Environmental Policy in section "– 6.2.1. Policies".

6.2.4.3 Actions and resources (E3-2)

The actions listed below support the achievement of the related target, which applies to the Company's own operations and operationally controlled entities. They have so far been implemented in priority on sites for which measured data is available, covering a large proportion of the concerned impact (see methodology in "- 6.2.4.5 Metrics (E3-4)). In addition, water related actions target in particular sites located in areas at water risk, including areas with high or extremely high water stress.

Metering and monitoring
The Company undertakes improvement of water metering and monitoring to better understand water usage and identify deviations and abnormalities. Notable implementations in 2024 include the deployment of digitised and automated real-time water withdrawal monitoring at Company's sites in Spain and France.

Leak management
The Company strives to detect, repair and prevent water leakages in order to minimise unnecessary water withdrawal. This continuous initiative received particular focus in 2024 and has led to the identification and repair of several leaks in a number of the Company's sites in France and the UK.

Water reduction and reuse
The Company develops water recycling and water reuse systems. For example, in 2024, Company sites have adapted processes and equipment to establish closed-loop systems where water is being reused, such as in the press cooling systems in Bremen, Germany. In addition, the Company aims to reduce its water usage by reviewing its industrial processes and equipment. 2024 examples include upgrade of cooling systems and non-destructive testing processes at locations such as Illescas, Spain and Nantes, France.

Rainwater harvesting
The Company implements rainwater harvesting in order to replace the use of drinking water in industrial and sanitary equipment. As of the end of 2024, this system has been deployed at several Company sites, including Airbus in Toulouse, France; Broughton, UK; and Airbus Helicopters in Paris-Le Bourget, France.

Employee engagement
The Company also acts on employee engagement in order to raise awareness on water management challenges. In 2024, this included deploying awareness campaigns, such as communications on the World Water Day via the Company's intranet as well as onsite awareness-raising activities.

Sites assessments
In 2023, the Company undertook studies supported by external expertise across several Company sites to evaluate the water management maturity level of these sites and identify relevant opportunities to further reduce water withdrawal. Additionally, other sites have conducted self-assessments using the same methodology. In 2024, this approach was extended to additional sites

All actions are continuous efforts in the context of the 2030 target (see section "– 6.2.4.4. Targets (E3-3)" below), which are renewed annually, aiming to avoid and reduce the usage and withdrawal of water. All of these ongoing actions are embedded in the Company's usual operations.

6.2.4.4 Targets (E3-3)

The Company has set the following 2030 target (vs. 2015 baseline): -25% reduction in absolute water withdrawal volumes defined by the Company as the sum of purchased water, abstracted groundwater and surface water withdrawal whilst excluding collected rainwater, reclaimed water, brackish coastal water, and "non-contact" water used for geothermal energy generation or heating/cooling; this metric is referred to as "water withdrawal-related KPI". It applies to the Company's own operations and operationally controlled entities. This target aligns with the vision of the Company's Environmental Policy to continually improve manufacturing processes and site infrastructures to reduce water withdrawal. This target is voluntary.

The target was defined in collaboration with impacted functions such as Facility Management, Environment, Health and Safety and Industrial Operations and was validated by the Airbus Industrial Environmental Roadmap cross-divisional Steering Committee. The target is informed by projected local water stress levels according to the World Resources Institute Aqueduct Water Risk Atlas, version 4.0 (dated August 2023),

using the Aqueduct 2030 "pessimistic" scenario (aligned with the Company scenario "Disorderly mitigation – Warming exceeding 3°C" which includes the data from IPCC SSP5 RCP8.5). To achieve this Company-wide target, the Company has cascaded site-specific targets, acknowledging that the criticality of water challenges is heavily influenced by local factors. These site-specific targets have been determined with relevant stakeholders at each site, based on local context including local water stress levels.

Performance against target is monitored monthly, with a review and analysis of trends or significant changes in performance towards achieving the 2030 target on Company level (update EOY).

The previous target focused on purchased water only; the target scope has now been expanded to the scope described above. The inclusion of new entities due to the scope extension has led to an update of the baseline value.

The primary focus of this target is the reduction of water withdrawal, which supports the reduction of water consumption.

Water target	Unit	Target year	Target value	% vs baseline	Baseline year	Baseline value	2024 value	% 2024 vs Baseline
Water withdrawal-related KPI	m3	2030	3,225,016	-25%	2015	4,300,021	3,510,180	-18%

Water withdrawal (as per target KPI) slightly reduced in 2024 supported by the outcomes of actions described above (see "- 6.2.4.3 Actions and resources (E3-2)"), in a production growth context. This supports the trajectory towards the 2030 target, that integrates expected upcoming aircraft production ramp-up.

6.2.4.5 Metrics (E3-4)

Scope of reporting and methodology: Reported data covers Company's own operations. In addition and to the extent the Company related target applies to its own operations and operationally controlled entities, it reports a second figure on this extended perimeter. Most data was reported by entities (see table below): while generally measured or communicated by water suppliers, certain specific information from sites may be estimated based on past performance when not available. Information related to the rest of the consolidation perimeter was estimated, following a documented methodology, which is based on modelling: employed-based, activity-based extrapolation as deemed relevant for the concerned metrics. By exception to the consolidation perimeter described above, some small non-controlled entities have been included in the reported figures due to their co-location with consolidated entities (see table below). Water consumption is defined as the difference between water withdrawal volumes and water discharge volumes. All volumes of water withdrawal per source and volumes of water discharges by destination are reported by each entity. They can be either obtained from direct measurements (metering or invoice) or estimated (see table below). When water discharge is not measured or partially measured, the discharge volumes can be estimated from the withdrawal volumes depending on the type of usage on site (industrial process, cooling, fire protection, sanitary use...). Water risk and water stress indicators are obtained for each site based on the site's geographical location, using the Aqueduct Water Risk Atlas 4.0 "baseline" data, World Resources Institute as follows: areas of high water stress: the Aqueduct "Water stress" indicator is used; sites in "high" and "extremely high" water stress locations are considered; areas at water risk: the Aqueduct "Overall water risk" indicator is used; sites in "high" and "extremely high" water risk locations are considered. Entities with less than 100 employees were considered at country level.

Reporting scope	Unit	2024
Data reported by entities	% of the Company's employees *	**96%**
Data estimated	% of the Company's employees *	**4%**
Non-controlled entities included in the reported figures due to their co-location	% of the Company's employees *	**0.4%**

* includes Active Workforce only (for definition see section "– 6.3.2.6 Characteristics of the undertaking's employees (S1-6)").

Source of data	Unit	2024
Total water withdrawal for which data is measured	%	**93%**
Total water withdrawal for which data is estimated	%	**7%**

In addition to CRSD defined metrics, the Company reports an additional subtotal corresponding to its water related target and referred to as "water withdrawal-related KPI" (see definition in section "– 6.2.4.4 Targets (E3-3)").

Water Metrics	Unit	2024
Total water consumption	m3	**595,418**
Total water consumption in areas of high water stress	m3	**256,355**
Total water consumption in areas at water risk	m3	**140,989**
Total water withdrawal	m3	**3,499,794**
Water intensity	m3/M€	**8.6**
Additional information linked to the Company's water performance monitoring Total water withdrawal-related KPI (own operations and operationally controlled entities)	m3	**3,510,180**

6.2.5 ESRS E4 - Biodiversity and ecosystems

6.2.5.1 Biodiversity and ecosystems IROs

The following IROs were identified for biodiversity:

ESRS	(sub-)topic	Impact, risk or opportunity	Description	Time horizon	Location in the value chain
ESRS E-4 Biodiversity	Direct impact drivers of biodiversity loss, Impact on the extent and condition of ecosystems	Actual negative impact	The air transport sector's use of aircraft in operation leads to GHG emissions that may indirectly impact biodiversity.	Short- term, mid-term, long-term	Downstream
ESRS E-4 Biodiversity	Direct impact drivers of biodiversity loss: > Pollution	Potential negative impact	Production of aviation fuel in the downstream value chain may lead to water pollution, which may contribute to biodiversity loss if adequate mitigation measures are not used.	Short- term, mid-term, long-term	Downstream, upstream

The biodiversity-related IROs are an indirect effect of the Company's climate change (section "– 6.2.2.1 Climate change IROs") and pollution (section "– 6.3.2.1 Pollution IROs") related IROs.

6.2.5.2 Transition plan and consideration of biodiversity and ecosystems in strategy and business model (E4-1)

No specific resilience of strategy and business model to biodiversity risks was conducted, in line with the non-identification of any material related risk (see "6.1.1.4.1 IRO-1: Description of the processes to identify and assess material IROs").

6.2.5.3 Material impacts, risks and opportunities and their interaction with strategy and business model (SBM-3)

The Company has not identified any sites as having a material negative impact on biodiversity. To date, the Company has not identified any material negative impacts with regards to soil sealing, land degradation and desertification, nor threatened species.

6.2.5.4 Policies (E4-2)

The Company has not adopted a policy specifically on biodiversity. The Environmental Policy (see section "– 6.2.1. Policies") applies to topics related to the biodiversity IROs. In addition, while the Company's sites ISO 14001 certification embeds biodiversity considerations, processes and actions supporting the local management of biodiversity are also defined to facilitate compliance to local applicable regulatory requirements.

6.2.5.5 Actions and resources (E4-3)

The Company has not defined actions on biodiversity, as the actions implemented to address climate change topics are deemed to simultaneously address biodiversity IRO. For more information, please refer to section "– 6.2.2.5 Actions and resources (E1-3)".

6.2.5.6 Targets and metrics related to biodiversity and ecosystems (E4-4)

The Company has not defined targets nor metrics on biodiversity, as the target and metrics to address climate change mitigation is deemed to simultaneously address biodiversity IRO. For more information, please refer to section "– 6.2.2.6 Targets (E1-4)".

6.2.6 ESRS E5 - Resource use and circular economy

While aerospace represents a small fraction of the global volumes for most materials, it is among the main users for some highly specialised materials (e.g. titanium).

Key Figure	Unit	
Proportion of Company's aluminium consumption in the global market	%	**About 0.1%**

The use of these materials, and the impacts associated with their production or end-of-life, are justified by their contribution to the efficiency of the end product, as they enable lighter structures and more efficient design. As the major portion of a typical aircraft's life cycle impact comes from its operational use phase, using lighter materials (which are sometimes more impactful in their production processes) is particularly effective in regards to achieving significant reductions in energy consumption and emissions overall.

Key figure	Unit	
Typical aircraft's GHG life cycle impact coming from its operational use phase	%	**90%**

Product weight optimisation is largely linked to product performance in terms of range and fuel consumption, and therefore has a benefit for customers. Optimising the use of such high-value materials is directly linked to the Company's competitiveness, while securing their supply, as they become scarcer, is necessary to ensure business continuity.

Accordingly, the Company's circularity approach, that includes in-sourcing and waste management dimensions, relies on several complementary levers that include and can be illustrated as follows:

- **"Avoid"** or material use optimisation - Weight reduction through material use optimisation has always been a priority in aerospace, as this is directly linked to aircraft performance. More optimised design and manufacturing processes for metallic and composite components can improve the buy-to-fly ratios, as well as reduce weight, material consumption, energy consumption and production costs. For instance, forming technology has led to an aluminium material reduction of 80% for some parts compared to machining from a plate.
- **"Reduce"** industrial waste - The Company focuses on the waste generated by its sites in the manufacturing process, which is embedded in a waste target. A dedicated multi-functional team with skills from across the organisation such as Engineering, Information Management, Procurement, Industrial Operations and Facility Management is actively working on a waste reduction roadmap.
- **"Reduce"** - increase the lifespan of components - A large part of the Company's aircraft products' components last for the aircraft service lifetime, which exceeds 20 years on average. Some components, called life-limited parts ("LLPs"), have a lifetime which is limited for the purposes of airworthiness requirements and need to be replaced at specific intervals based on the aircraft age and usage.
- **"Repairability - reuse - second life"** - With regards to LLPs, easy replacement and availability of parts over the whole programme lifetime are a priority. The Company's products are maintained and repaired by a number of maintenance, repair and overhaul (MROs) companies and spare parts providers worldwide. The Company's after-sale activities include the sale of spare parts and the provision of maintenance, repair and overhaul services.
- **"Recycling"** - Waste generated by the Company's industrial processes often includes high-value materials, so optimising their circularity responds to both environmental and economic objectives. The Company is working on specific initiatives, such as specific loop creation for titanium (see waste related actions)

6.2.6.1 Resource Use and Circular Economy IROs

The following IROs were identified for resource use and circular economy :

ESRS	(sub-)topic	Impact, risk or opportunity	Description	Time horizon	Location in the value chain
ESRS E-5 - Circular Economy	Resource inflow, including resource use	**Actual negative impact**	The aviation sector's use of titanium in the production of aircraft components represents a relatively high percentage of the resource's global stock and may affect global resource availability.	Short-term, mid-term, long-term	Own Operations, Upstream, Downstream
ESRS E-5 - Circular Economy	Resource inflow, including resource use	**Risk**	The risk of titanium supply disruption could have an impact on aircraft production and deliveries, which could affect financial performance.	/	Own operations, Upstream
ESRS E-5 - Circular Economy	Waste	**Opportunity**	An opportunity to reduce waste may arise from optimising the recovery of industrial waste, such as high-value metallic scraps. This could contribute to more efficient industrial processes and to further secure supply and production, which could contribute to financial performance.	/	Own operations

6.2.6.2 Policies (E5-1)

The Airbus Environmental Policy and Environmental Management System, described under section "– 6.2.1. Policies", emphasises the Company's commitment to sustainable practices in its operations.

The Airbus Environmental Policy outlines the Company's commitment to reducing environmental impact during production and throughout the product life cycle, eco-design, circularity, and end-of-life considerations (including waste management in its own industrial operations). The Policy focuses on minimising resource depletion (including virgin resources) and the increased use of secondary materials to deliver innovative products and services, although it does not explicitly mention transitioning away from use of virgin resources nor sustainable sourcing and use of renewable resources. All considerations for optimising material use shall also, under no circumstance, be detrimental to product safety and shall meet all technical requirements from stringent certification standards.

The Airbus Environmental Policy also emphasises the importance of transitioning from a linear economy to a circular one, diverting waste from landfills and avoiding the depletion of natural resources. The policy does not explicitly mention waste hierarchy nor cover the prioritisation of avoidance. The Company's main industrial waste is composed of metallic waste, general waste, chemical waste and packaging waste. Waste from industrial activities represents about three quarters of the total waste generated by the Company's sites, the remaining portion being waste generated in offices and canteens.

For further detail on the key contents of the Environmental Policy, its scope, accountability, relevant third party standards and initiatives as well as the availability to and stakeholders and the considerations of their interests, please refer to the transversal section on Environmental Policy (section "– 6.2.1 Policies").

6.2.6.3 Resource inflows

6.2.6.3.1 Actions and resources (E5-2)

A significant portion of the Company's aircraft components last over 20 years, the typical aircraft service lifetime. Some components, known as life-limited parts (LLPs), need replacement at specific intervals. Ensuring easy replacement and availability of LLPs throughout the aircraft's lifecycle is a priority. The Company's products can be maintained and repaired by various maintenance, repair, and overhaul (MRO) companies and spare parts providers globally. After-sales activities include selling spare parts and offering maintenance, repair, and overhaul services. LLPs can be overhauled for use by other operators or for different missions, including passenger-to-freighter conversions to extend aircraft life. The Company also invests in lifecycle assessments (LCA) for environmental impact, following ISO 14040 standards, and completed LCA studies for all commercial aircraft products delivered in 2024.

The Company is dedicated to optimising material use as part of its ongoing resource management strategy. The design process prioritises weight reduction through advanced material use optimisation, which has always been a priority in aerospace and which is directly linked to aircraft performance. These refined and optimised design and manufacturing processes for both metallic and composite components can contribute to improved material utilisation rates (buy-to-fly ratios), as well as reductions in weight, material consumption, waste generation, energy consumption, and production costs. For instance, the redesign of metal components using forming technologies such as stamping or forging enables significant material usage reduction compared to machining from a solid plate.

The scope of this action encompasses manufacturing processes across the Company, from its R&D phase to its operational deployments that benefits of material use optimisation may be realised Company-wide. This initiative is designed to be a continuous effort.

In the context of the EU Critical Raw Material regulation, the Company has established and maintains an internal methodology to assess the criticality of raw materials based on supply risk, environmental, and human rights impacts. This initiative is driven by the increasing cross-boundary measures impacting the supply of critical raw materials. Based on this, a regularly updated watchlist of the most critical raw materials has been defined to influence design and sourcing choices. Launched in 2023, this initiative fundamentally aims to identify vulnerabilities to mitigate risks associated with raw material supply. The mapping of critical and strategic raw materials is ongoing in the Commercial Aircraft business.

The Company's sustainability and environment competency strategy seeks to cover, among others, circularity. Accordingly, since 2023 training modules are available to employees through the Company's training catalogue. Examples of modules are "Circular economy – sustainable materials management", "What is circular economy", "Implementing circular economy processes", "Circular design and manufacturing in practice", "From linear to circular thinking".

All of these actions are ongoing and embedded in the Company's usual operations.

6.2.6.3.2 Targets (E5-3)

The Company has not and does not plan to set a target on this topic. The success of these actions is contingent upon securing commercial agreements and consolidating demand rather than focusing on volume-based objectives.

Despite the absence of measurable targets, the Company tracks the effectiveness of its policies and actions in relation to material sustainability-related impacts, risks and opportunities. This is achieved through a dedicated multi-functional team with various skills such as Engineering, Information Management, Procurement, Industrial Operations and Facility Management that is actively working on a waste reduction roadmap that sets priorities for material inflows, manages projects, and monitors progress. As mentioned under "– 6.2.6.3.1 Actions and resources (E5-2)"), weight reduction through material use optimisation has always been a priority in aerospace, as this is directly linked to aircraft performance.

6.2.6.4 Waste

6.2.6.4.1 Actions and resources (E5-2)

Waste generated by the Company's industrial processes often includes high-value materials, including titanium, so optimising their circularity responds to both environmental and economic objectives. The Company has made substantial strides in standardising and harmonising recycling and sorting practices across its operations while managing compliance with local regulations applicable to it. In Europe, these practices have been harmonised, and efforts are ongoing to achieve the same in Canada, the US, Mexico, Morocco and Tunisia. This action applies to the whole Company and is continuous in nature.

In its ongoing efforts to support the aerospace sector, the Company is actively engaged in strategic raw material management, with a particular focus on titanium. The Company is developing, in collaboration with relevant suppliers, closed-loop scrap recycling systems for titanium, aiming to reduce the need and reliance on primary alloys by increasing the use of secondary flows within the aerospace sector, thereby supporting the balance of offer and demand for titanium and bolstering titanium aerospace sovereignty. The further development of closed loops with suppliers of raw materials for titanium for aerospace grades is currently under assessment. The deployment of this action has commenced in 2024 at selected Company sites and is gradually implemented on a case-by-case basis across Company's operations.

Over the past years and including in 2024, the Company has focused on metering and on data robustness and accuracy for measuring waste, with a focus on standardising the practices towards waste collectors and in line with regulatory requirements for greater traceability. The objective is to enhance data monitoring, reporting and forecasting capabilities in order to steer efforts through sites on waste management. This includes a harmonisation of definitions, processes and assumptions. Digitalisation is leveraged as an enabler to optimise and reduce the environmental footprint, exemplified by the collection and management of waste data on a single company-wide platform to provide a holistic view of waste generated and facilitate more efficient decision-making. Priority has been given to commercial aircraft activities due to the industrial ramp-up. As of the reporting year, most of the total waste volume produced is tracked

and reported on company level on a monthly basis (see table in section "– 6.2.6.4.3 Metrics (E5-5)" below). This initiative aims at reaching a consistent level of data maturity across all sites, thereby enhancing the Company's ability to manage waste and meet policy objectives. Moving forward, the Company will continue to onboard new sites to maintain and improve this standard of data accuracy and transparency.

All of these actions are ongoing and embedded in the Company's usual operations.

The Company is set to embark on a comprehensive waste reduction roadmap starting in 2025. This initiative aims to focus on developing and implementing strategies to minimise waste at the Company's main industrial sites. The roadmap would contribute to the Company's long-term sustainability strategy, guiding the Company towards continuous improvement in waste management. This action applies Company-wide and is continuous in nature.

6.2.6.4.2 Targets (E5-3)

The Company has set a voluntary objective of reducing these overall waste amounts:

Resources use & circular economy target Waste	Unit	Target year	Target value	% vs baseline	Baseline year	Baseline value	2024 value	% 2024 vs Baseline
Waste produced excluding exceptional waste	tons	2030	90,764	-20%	2015	113,455	89,387	-21%
Additional targets :				*with 0% directed to disposal, i.e. landfill and incineration without energy recovery*				

Scope: Own operations and operationally controlled entities
Assumptions: see "– 6.2.6.4.3 Metrics (E5-5)"

The target relates to all the layers of the waste hierarchy indicated by the ESRS: prevention, preparing for re-use, recycling, other recovery (e.g. energy recovery) and disposal. These targets align with the Company's broader objective to become a recognised leader in environmental engagement and drive eco-efficiency to sustain its business and growth. The targets are measured relative to the 2015 baseline, and span from 2015 to 2030. The scope of these targets is limited to the Company's own operations and operationally controlled entities and defined methodologies and assumptions are used to measure progress. Waste figures are based on actual data measured.

The target was developed on the basis of internal waste reduction perspectives and industry benchmark rather than conclusive scientific evidence. The target was defined in collaboration with impacted Company functions such as Facility Management, Environment, Health and Safety and Industrial Operations and was validated by the Airbus Industrial Environmental Roadmap cross-divisional Steering Committee.

Performance monitoring is a component of the Company's waste management strategy. The Company relies on waste slips forwarded electronically by waste suppliers in large proportions, while the remaining is estimated based on past waste volumes. This dual approach aims to provide a comprehensive view.

In 2024, non-exceptional waste production grew moderately, due to aircraft production ramp up effects partially offset by savings from initiatives described above (see "– 6.2.6.4.1 Actions and resources (E5-2)"). The 2024 level stood below the 2030 target, while the trajectory towards this target factors in the expected effects from upcoming aircraft production ramp-up.

6.2.6.4.3 Metrics (E5-5)

Scope of reporting and methodology

Reported data covers the Company's own operations. In addition and to the extent the Company related target applies to its own operations and operationally controlled entities, it reports a second figure on this extended perimeter. Most data was reported by entities (see table below): while generally measured or communicated by waste contractors, certain specific information from sites may be estimated based on past performance when not available. Information related to the rest of the consolidation perimeter was estimated, following a documented methodology, which is based on modelling: employed-based, activity-based extrapolation as deemed relevant for the concerned metrics. By exception to the consolidation perimeter described above, some small non-controlled entities have been included in the reported figures due to their co-location with consolidated entities (see table below).

The Company waste target includes all waste generated except "exceptional waste", as defined below. As a result, relevant information is disclosed in the waste data table.

The quantity of waste of a site is the compilation of all types of hazardous and non-hazardous waste on site. This includes in particular waste created by production processes on a regular basis and treated internally and externally. If the internal treatment leads to cessation of the "waste" status, then the amount concerned is not reported (e.g. reuse on site, regulatory "end of waste" status, "by-products").

Reporting scope	Unit	2024
Data reported by entities	% of the Company's employees *	**96%**
Data estimated	% of the Company's employees *	**4%**
Non-controlled entities included in the reported figures due to their co-location	% of the Company's employees *	**0.4%**
Estimated share of final waste treatment information pending waste collector information	% of total waste volume	**15%**

* "employee" includes active corkforce only (for definition see section "– 6.3.2.6 Characteristics of the undertaking's employees (S1-6)").

Notes related to categories and treatments:
Exceptional waste: Waste from the construction/deconstruction of buildings, dismantling of installations, and incidents caused by external factors beyond the Company's control (e.g. fire, weather events).

Recycling: backfilling operations are included in the recycling volumes as per the European Waste Framework Directive reporting guidelines.

Resources use & Circular Economy Metrics - Waste	Unit	2024
Total amount of waste generated in Company's own operations	**tons**	**229,389**
Total amount of waste diverted from disposal by recovery operations	**tons**	**207,469**
Total amount of hazardous waste diverted from disposal by recovery operations	**tons**	**15,236**
Of which, amount going to recycling	tons	**6,828**
Of which, amount going to energy recovery	tons	**5,523**
Of which, amount going to any other recovery operation (pre-treatment / temporary status)	tons	**2,885**
Total amount of non hazardous waste diverted from disposal by recovery operations	**tons**	**192,233**
Of which, amount going to recycling	tons	**161,907**
Of which, amount going to energy recovery	tons	**10,921**
Of which, amount going to any other recovery operation (pre-treatment / temporary status)	tons	**19,405**
Total amount of waste directed to disposal	**tons**	**21,920**
Total amount of hazardous waste directed to disposal	**tons**	**10,926**
Of which, amount going to landfilling	tons	**992.4**
Of which, amount going to incineration without energy recovery	tons	**2,766**
Of which, amount going to any other disposal operation - (pre-treatment / temporary status)	tons	**7,168**
Total amount of non hazardous waste directed to disposal	**tons**	**10,994**
Of which, amount going to landfilling	tons	**5,955**
Of which, amount going to incineration without energy recovery	tons	**183.1**
Of which, amount going to any other disposal operation - (pre-treatment / temporary status)	tons	**4,856**
Total amount of non-recycled waste	**tons**	**60,653**
% of non-recycled waste	*%*	*26.4%*
Breakdown per waste category		
% of general waste	%	**11.6%**
% of metallic waste	%	**12.0%**
% of chemical waste	%	**9.0%**
% of packaging waste	%	**5.6%**
% of construction and demolition waste	%	**60.8%**
% of other waste categories	%	**0.9%**
Total amount of hazardous waste	**tons**	**26,162**
Additional information linked to the Company's waste performance monitoring		
Total amount of waste generated - own operations and operationally controlled entities	**tons**	**230,225**
Of which, exceptional waste	tons	**140,837**
Of which, non-exceptional waste (Company's target related metric)	**tons**	**89,387**
Of which, proportion of general waste	%	**29.2%**
Of which, proportion metallic waste	%	**29.0%**
Of which, proportion of chemical waste	%	**23.1%**
Of which, proportion of packaging waste	%	**14.7%**
Of which, proportion of other waste categories	%	**4.0%**
Total amount of waste directed to disposal (i.e. directed to landfill or incineration w/o energy recovery - Company's target related metric)	**tons**	**21,938**
% waste directed to disposal	%	9.5%

6.2.7 EU Taxonomy - Disclosures pursuant to Article 8 of Regulation (EU) 2020/852 (Taxonomy Regulation)

6.2.7.1 Foreword

In November 2023, the European Commission officially published a delegated act for the EU Taxonomy Regulation[7] including a set of criteria for aviation related activities. The manufacturing of aircraft is recognised as an eligible activity, supported by the decarbonisation potential brought by the latest generation of commercial aircraft through the replacement of the current fleet and the importance of an ambitious SAF ramp up, as well as by "zero direct tailpipe CO_2 emissions" technologies, which are key components of the Company's transition plan. Given the Company's product portfolio, the vast majority (see details in "- Regulatory disclosure" section below) of Revenue, Capital Expenditures (CapEx) and Operating Expenses (OpEx) reported under the EU Taxonomy are related to the "Manufacturing of aircraft".

The Company has screened and assessed the published technical screening criteria related to activity "3.21 Manufacturing of aircraft" under the environmental objective of climate change mitigation. The draft Frequently Asked Questions (FAQs) published by the EU Commission on November 29, 2024 "on the interpretation and implementation of certain legal provisions of the EU Taxonomy Environmental Delegated Act, the EU Taxonomy Climate Delegated Act and the EU Taxonomy Disclosures Delegated Act" as well as prior FAQs published by the EU Commission were also taken into consideration by the Company in preparing its disclosures in accordance with the EU Taxonomy Regulation for fiscal year 2024.

6.2.7.2 Regulatory disclosure

The EU Taxonomy is a classification system establishing a list of environmentally sustainable economic activities defined by the EU Taxonomy Regulation. The EU Taxonomy Regulation focuses on six environmental objectives: (1) "climate change mitigation", (2) "climate change adaptation", (3) "sustainable use and protection of water and marine resources", (4) "transition to a circular economy", (5) "pollution prevention and control", and (6) "protection and restoration of biodiversity and ecosystems". An economic activity is considered a Taxonomy-eligible economic activity if it is described in one of the delegated acts supplementing the EU Taxonomy Regulation. An economic activity is considered Taxonomy-aligned and thus considered environmentally sustainable under the EU Taxonomy, if it fulfils the technical screening criteria ("TSC") and thereby substantially contributes to one or more of the environmental objectives while doing no significant harm ("DNSH") to any of the other environmental objectives and complying with the minimum safeguards. The EU Taxonomy aims to direct investments towards sustainable projects and activities in order to meet the EU's climate and energy targets and reach the objectives of the European Green Deal.

The TSC have been progressively defined against the six environmental objectives, firstly under the Climate Delegated Act[8] which became applicable as of 1 January 2022 and the Complementary Climate Delegated Act[9] which became applicable as of 1 January 2023. In 2023, the Environmental Delegated Act[10] - including economic activities relating to the other four environmental objectives - and the amendments to the Climate Delegated Act[11] - adding additional climate related economic activities and criteria, including aviation-related ones - were adopted, being applicable from 1 January 2024 (covering FY23 for eligibility and alignment reporting due for FY24).

EU Taxonomy assessment for FY 2024
The Company performed an analysis of its business activities against the taxonomy-eligible activities referenced in the applicable Delegated Acts and has assessed compliance with the relevant TSC as well as the minimum safeguards. The process and results of this assessment have been included in the following sections.

Identification of Taxonomy-eligible activities
The Company examined all of its business activities to identify the Taxonomy-eligible activities in accordance with the Annexes to the Climate Delegated Act (CDA), the Environmental Delegated Act (EDA) and the Complementary Delegated Act on Gas and Nuclear Activities. The majority of the Company's revenue, CapEx and OpEx (e.g. manufacturing of commercial aircraft, military aircraft and helicopters) fall under the activity "3.21 Manufacturing of aircraft" relating to the environmental objective of climate change mitigation ("CCM"). There were no material changes to the identified eligible activities in financial year 2024 compared to financial year 2023. However, as outlined below (see 2. Contextual information), the Company has decided to report its investments formerly reported individually under the infrastructure activities CCM 4.24, 7.3, 7.6 and 8.1 under its core activity CCM 3.21 Manufacturing of aircraft as these investments can be seen as ultimately supporting the Company's core activity.

Beyond activity "3.21 Manufacturing of aircraft" no further material Taxonomy-eligible activities were identified across all six environmental objectives. As this activity is only eligible under the environmental objective of climate change mitigation, the supplementary table to be filled in when a company contributes to multiple objectives was thus not relevant and excluded from the report. The Company does not perform any gas or nuclear related economic activities as described in the Commission Delegated Regulation 2022/1214. The respective 'template 1' from Annex XII to the Taxonomy Disclosure Delegated Act is filled in accordingly (see hereafter). In 2024, the preparation and disclosure of figures as per Taxonomy requirements did not require any disaggregation.

Alignment assessment for the identified Taxonomy-eligible activities
To evaluate whether the identified Taxonomy-eligible activity "3.21 Manufacturing of aircraft" is Taxonomy-aligned and thus sustainable

(7) Regulation (EU) 2020/852 of the European Parliament and of the Council of 18 June 2020 on the establishment of a framework to facilitate sustainable investment, and amending Regulation (EU) 2019/2088 (Link)
(8) Commission Delegated Regulation (EU) 2021/2139 of 4 June 2021 supplementing Regulation (EU) 2020/852 of the European Parliament and of the Council (Link)
(9) Commission Delegated Regulation (EU) 2022/1214 of 9 March 2022 amending Delegated Regulation (EU) 2021/2139 and Delegated Regulation (EU) 2021/2178 (Link)
(10) Commission Delegated Regulation (EU) 2023/2486 of 27 June 2023 supplementing Regulation (EU) 2020/852 of the European Parliament and of the Council and amending Commission Delegated Regulation (EU) 2021/2178 (Link)
(11) Commission Delegated Regulation (EU) 2023/2485 of 27 June 2023 amending Delegated Regulation (EU) 2021/2139 (Link)

according to the EU Taxonomy, the TSC (including DNSH criteria) and minimum safeguards were assessed.

The assessment of the criteria for making a substantial contribution to climate change mitigation was carried out at activity and aircraft level. The assessment of the DNSH criteria was performed at a site level for Appendix A (climate risk assessment), Appendix B (generic criteria for DNSH to sustainable use and protection of water and marine resources) and Appendix D (generic criteria for DNSH to protection and restoration of biodiversity and ecosystems) of the CDA and at activity level for Appendix C (generic criteria for DNSH to pollution prevention and control regarding use and presence of chemicals) and the specific DNSH for Pollution prevention and control . The compliance with the minimum safeguards was assessed at company level.

1. Substantial Contribution
To determine if an economic activity is Taxonomy-aligned, it must substantially contribute to one or more of the environmental objectives.

For Airbus Commercial related activities only the latest generation aircraft that are not produced for private or commercial business aviation fulfil the substantial contribution criteria[12]: A220 family, A320neo family, A330neo family, A350XWB family. Therefore the following are considered only as eligible and not-aligned: "ceo" variants of A330 and Single Aisle programmes, Aircraft sold as part of Airbus Corporate Jets (ACJ) business.Some project aircraft also fulfil the criteria for aircraft with zero direct CO_2 emissions. Associated financial amounts being confidential, the corresponding aligned amounts are included into the amounts categorised in "transitional activities", which corresponds to the substantial contribution criteria described above. Aircraft produced by Airbus Helicopters and Airbus Defence and Space cannot fulfil the substantial contribution criteria as it is based on a technical certification standard that is only applicable to commercial aircraft.

By applying the global replacement ratio[13] for its aircraft meeting the alignment criteria, the Company can determine the share of concerned KPIs as aligned.

Key figure	Unit	
Global replacement ratio	%	**48%**

2. Do No Significant Harm (DNSH)
In order to report activity "3.21 Manufacturing of Aircraft" as aligned, besides making a substantial contribution to climate change mitigation, the Company further needs to ensure that it does no significant harm to the other environmental objectives. The assessment for each of the respective DNSH criteria is outlined in detail below.

Climate Change Adaptation. As described in section "– 6.2.2.3 Description of the processes to identify and assess material climate-related impacts, risks and opportunities (ESRS 2 IRO-1) and Material impacts, risks and opportunities and their interaction with strategy and business model (ESRS 2 SBM-3)" the Company performed a climate risk and vulnerability assessment to identify physical climate risks affecting the production sites related to its core activity "3.21 Manufacturing of aircraft". The physical climate risks the Company identified were assessed based on the lifetime of the relevant assets. The Company's' physical climate risk assessment is based on the Representative Concentration Pathway (RCP8.5) and the Shared Socioeconomic Pathway (SSP5-8.5) scenario to the year 2050 and thus assumes the highest concentration of CO_2 according to the Intergovernmental Panel on Climate Change (IPCC). The relevance of the identified climate risks was assessed for each site and, if appropriate, the measures needed to mitigate risks material to the activity "3.21 Manufacturing of aircraft" were developed and a corresponding adaptation plan formulated which is going to be implemented within five years. As part of the formulation and implementation of this adaptation plan, the Company is in the process of conducting site visits of each of its relevant production sites.

Sustainable use and protection of water and marine resources. The Company evaluated its economic activities with respect to the sustainable use and protection of water and marine resources considering the three following criteria: preserving water quality, avoiding water stress and preserving the good environmental status of marine waters and fulfilling the requirements of all three criteria. In addition, for sites located in areas of high-water stress, water reduction targets have been set. For Company sites located near marine waters, it was ensured that the Company's activities do not hamper the achievement of good environmental status of marine waters.

DNSH Transition to a circular economy. The Company assessed the possibility and actual use of secondary raw materials, the recyclability and durability of the product, and the traceability of substances of concern were assessed. Where feasible the Company does use secondary raw materials and has implemented internal policies and guidelines regarding material use. All Airbus aircraft are manufactured to be highly durable to meet demanding airworthiness certification criteria that aim to ensure their safety while being used in harsh atmospheric conditions. Measures are in place to manage and recycle waste at the end-of-life. Measures are in place to manage waste in a way that maximises recycling and reuse in accordance with the waste hierarchy (for more information on waste management see section "– 6.2.6.4 Waste").

DNSH Pollution prevention and control. The Company evaluated its core activity with respect to the use of certain substances as laid out in Appendix C of Annex I to the Climate Delegated Act. The Company has established processes which aim to monitor and facilitate compliance with requirements and limits relating to the use of chemical substances at its production sites. For hazardous substances that are categorised as being of very high concern in accordance with Articles 57 and 59 of the REACH Regulation that are used or present in the final product, feasible substitutes are sought. If suitable alternatives to use of these hazardous substances are not available for deployment, they are used under controlled conditions in accordance with Chemicals and Health & Safety laws and regulations. Substances meeting the criteria of the Classification

(12) As per described in the CDA, substantial contribution point (b) under the activity "3.21 Manufacturing of aircraft" cover the aircrafts: (i) having maximum take-off mass greater than 5,7 t and less than or equal to 60 t and a certified metric value of CO_2 emissions of at least 11 % less than the New Type limit of the International Civil Aviation Organization (ICAO) standard; (ii) having a maximum take-off mass greater than 60 t and less than or equal to 150 t and a certified metric value of CO_2 emissions of at least 2% less than the New Type limit of the ICAO standard; (iii) having a maximum take-off mass greater than 150 t and a certified metric value of CO_2 emissions of at least 1,5 % less than the New Type limit of the ICAO standard."
(13) Extract from the draft Frequently asked questions (FAQs) published by the EU Commission on November 29, 2024 "The global replacement ratio is calculated based on the proportion of aircraft permanently withdrawn from use to aircraft delivered at the global level averaged over the preceding 10 years as evidenced by verified data available from independent data providers". "The ratio is recalculated for each reporting year, as the GRR is dynamic and the underlying data will change each year". "The GRR for the reporting year ending in 2024 is 48%". "The details of the GRR calculation are available at the EASA website at: https://www.easa.europa.eu/en/eutaxonomy-sustainable-activities".

Labelling and Packaging (CLP) regulation in one of the hazard classes or hazard categories mentioned in Article 57 of the REACH Regulation are used under controlled conditions in accordance with Chemicals and Health & Safety laws and regulations. An application of Appendix C criteria that effectively bans use of substances referred to in it, de facto renders any alignment impossible for a manufacturing activity subject to Appendix C. In addition, an application of Appendix C criteria considering the use of substances pursuant to regulations applicable to the Company, an entity-specific disclosure, is presented in "– 6.2.7.3 Alignment assessment - conditional use of substances".

The Company's aircraft that fulfil Significant Contribution Criteria point (b) comply with the relevant requirements referred to in Article 9(2) of Regulation (EU) 2018/1139 and fulfill the respective amendments of the Chicago Convention mentioned under the DNSH Pollution prevention and control.

DNSH Protection and restoration of biodiversity and ecosystems.
Compliance with the DNSH criteria on biodiversity and ecosystems was assessed by checking that, for Airbus' sites for which an environmental impact assessment - including the implementation of respective measures - was required, such assessment was actually conducted. For all other sites, it was assessed whether the site is in or near a biodiversity-sensitive area, and, if so, it was checked whether a nature conservation assessment has been performed and whether nature conservation measures have been defined and subsequently implemented.

3.Minimum safeguards
As the final step of its alignment assessment, the Company assessed its compliance with the minimum safeguards ("MS"). The MS include all procedures implemented to ensure that economic activities are carried out in compliance with:

- the OECD Guidelines for Multinational Enterprises (OECD MNE Guidelines) published in 2023;
- the UN Guiding Principles on Business and Human Rights (UNGPs), including the principles and rights set out in the eight fundamental conventions identified in the Declaration of the International Labour Organization on Fundamental Principles and Rights at Work; and
- the International Bill of Human Rights.

In Airbus Code of Conduct, the Company has, among other points, committed to comply with the International Labour Organization (ILO) Conventions and the Organisation for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises. The Company furthermore has established due diligence processes (see section 6.1.1.2.4 GOV-4: Statement on due diligence) related to human rights and anti-corruption and bribery and is complying with competition laws and tax regulations in all jurisdictions in which the Company is active (see section "– 6.4.1.2 Business conduct policies and corporate culture (G1-1)")

EU Taxonomy KPIs Accompanying Information
1. Accounting Policy
The Company's EU Taxonomy disclosure covers the following scope: EU Taxonomy share of revenue, CapEx and OpEx of the Company's consolidated financial statements. For information regarding accounting treatment of the applicable financial KPIs, please refer to the "Notes to the IFRS Consolidated Financial Statements" (Note 4: Significant Accounting Policies).

Revenue, CapEx and OpEx were determined and allocated to the numerator by performing a mapping between the description of activities in the EU Taxonomy and the Company's portfolio of sources of revenues, investments and expenses. The only source for financial data for EU Taxonomy is FACTS, the consolidated accounting information system used by the Company to publish its financial statements. The Company has been allocated one taxonomy activity and one environmental objective, avoiding the risk of double counting.

2. Contextual information
For the assessment of "Manufacturing of aircraft" activity in relation with its product portfolio, "aircraft" covers the Company's commercial aircraft, military aircraft and helicopters. According to the published TSC related to "Manufacturing of Aircraft", the substantial contribution criteria to the climate change mitigation objective can be assessed (1) for "zero direct tailpipe CO_2 emission" aircraft, or (2) for aircraft meeting performance criteria based on the ICAO CO_2 standard. For those aircraft that meet the performance criteria based on the ICAO CO_2 standard, the Company has applied the global replacement ratio published by the EASA (see figure above).

The global replacement ratio acts as a proxy for identifying the aircraft not increasing the worldwide fleet number as required by the TSC, i.e. that have been permanently withdrawn from use to aircraft delivered at the global level averaged over the preceding 10 years and it is currently provided by the European Union Aviation Safety Agency (EASA). The Company's consolidated financial information system categorises revenues, CapEx and Opex by "EADS products" (or programme), which shall be used in order to identify the ratio and percentage of alignment. The methodology for categorisation will depend on the activities performed at each EADS product in accordance with the EU Taxonomy criteria. Some of Airbus activities are not allocated to any particular programme for that reason a specific grouping called "multi programme" is created which regroups all revenues/ costs. It is possible that some of the activities included fail the Technical Screening Criteria. In order to not account for it as aligned, the Delivery Adjustment Factor is implemented. The calculation is as follows:

$$\frac{\text{(CEO \& ACJ a/c delivered)}}{\text{(Total a/c delivered)}}.$$

2.1. Contextual Information about Revenue KPI
The eligibility of revenue includes aircraft and revenue corresponding to activity "3.21 Manufacturing of Aircraft" and includes manufacturing, maintenance, repair and overhaul activities. Revenue related to other activities has been assessed and no revenues have been identified that match any other economic activities. For more information about Airbus consolidated revenues, please see "1. Airbus SE IFRS Consolidated Financial Statements" in the 2024 Financial Statements.

2.2. Contextual Information about CapEx KPI
The CapEx KPI includes additions to property, plant, and equipment and intangible assets (for more information about Airbus consolidated capital expenditures, please see "– "Notes to the IFRS Consolidated Financial Statements - Note 11. Segment Information, Segment capital expenditures" in the 2024 Financial Statements"), following the EU taxonomy guidance, the right-of-use assets from leases and business combinations have been added. The only eligible CapEx is related to the activity "3.21 Manufacturing of aircraft" in the climate mitigation objective. In 2023 the Company reported on infrastructure related economic

activities individually under the activities CCM 4.24, 7.3, 7.6 and 8.1., In 2024 the Company continued to invest in decarbonising its industrial operations however, those investments are reported as eligible under activity "3.21 Manufacturing of aircraft" as these are seen as enabling investments to manufacture Airbus products. The Company has not identified eligible or aligned individual CapEx for other environmental objectives.

The capital expenditures disclosed under the CapEx KPI are not part of a CapEx Plan meeting the conditions specified under the EU Taxonomy Regulation.

2.3. Contextual Information About the OpEx KPI
In the context of the EU Taxonomy reporting, the Company's OpEx KPI considers research and development costs, and is therefore related to "Manufacturing of aircraft" activity. Building renovation measures, short-term lease, maintenance and repair cost and other expenses were not included, as they are non-significant (see – "Notes to the IFRS Consolidated Financial Statements - Note 13. Research and Development Expenses").

3. Future Developments
The Company will continue to report under the EU Taxonomy with regard to its Taxonomy-eligible economic activities as well as its Taxonomy-aligned economic activities. This entails a further and continuous review of the economic activities. Future guidance on the EU Taxonomy could result in updated definitions and other decision making in meeting reporting obligations that may come into force. The Company expects that its reporting will evolve over time as more insights will be gained on how best to comply with the EU Taxonomy. Activities from the Company's two Divisions (Airbus Helicopters and Airbus Defence and Space) may be covered to some extent in future developments of the EU Taxonomy, as some of the Company's activities are not yet included in the Taxonomy.

EU Taxonomy KPIs Proportion of **Revenue** from Products or Services Associated with Taxonomy-aligned Economic Activities - Disclosure covering Year 2024

Financial year N	Year			Substantial contribution criteria						DNSH criteria ('Does Not Significantly Harm'[h])							Proportion of Taxonomy aligned (A.1) or -eligible (A.2) revenue, year N-1 (18)	Cat19	Cat20
Economic activities (1)	Code[a] (2)	Revenue (3)	Proportion of revenue year N (4)	SC5 (5)	SC6 (6)	SC7 (7)	SC8 (8)	SC9 (9)	SC10 (9)	DN11 (11)	DN12 (12)	DN13 (13)	DN14 (14)	DN15 (15)	DN16 (16)	MS17			
Text		Currency In m €	%	Y;N; N/EL [b](c)	Y;N; N/EL [b](c)	Y;N; N/EL [b](c)	Y;N; N/EL [b](c)	Y;N; N/EL [b](c)	Y;N; N/EL [b](c)	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
Revenue of environmentally sustainable activities (Taxonomy-aligned) (A.1)		*0*	*0%*	*0%*	*%*	*%*	*%*	*%*	*%*	*Y*	*Y*	*Y*	*Y*	*Y*	*Y*	*Y*	*0%*		*T*
Of which enabling		*0*	*0%*	*%*	*%*	*%*	*%*	*%*	*%*	*Y*	*Y*	*Y*	*Y*	*Y*	*Y*	*Y*	*0%*	*E*	
Of which transitional		*0*	*0%*	*0%*						*Y*	*Y*	*Y*	*Y*	*Y*	*Y*	*Y*	*0%*		*T*
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) [g]																			
				EL; N/EL [f]	EL; N/EL [f]	EL; N/EL [f]	EL; N/EL [f]	EL; N/EL [f]	EL; N/EL [f]										
Manufacturing of aircraft [c]	**CCM 3.2**1	64,116	93%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								91%		
Revenue of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned) (A.2)		64,116	93%														91%		
A. Revenue of Taxonomy-eligible activities (A.1 + A.2)		64,116	93%														91%		

B. TAXONOMY-NON-ELIGIBLE ACTIVITIES		
Revenue of Taxonomy-non-eligible activities	5,114	7%
Total	69,230	100%

SC5 - Climate change mitigation
SC6 - Climate change adaptation
SC7 - Water
SC8 - Pollution
SC9 - Circular economy
SC10 - Biodiversity

DN11 - Climate change mitigation
DN12 - Climate change adaptation
DN13 - Water
DN14 - Pollution
DN15 - Circular economy
DN16 - Biodiversity

MS17 - Minimum safeguards
Cat19 - Category enabling activity
Cat20 - Category transitional activity

(a) The Code constitutes the abbreviation of the relevant objective to which the economic activity is eligible to make a substantial contribution, as well as the section number of the activity in the relevant Annex covering the objective, i.e.: Climate Change Mitigation: CCM; Climate Change Adaptation: CCA; Water and Marine Resources: WTR; Circular Economy: CE; Pollution Prevention and Control: PPC; Biodiversity and ecosystems: BIO.
(b) Y – Yes, Taxonomy-eligible and Taxonomy-aligned activity with the relevant environmental objective; N – No, Taxonomy-eligible but not Taxonomy-aligned activity with the relevant environmental objective; N/EL – Not eligible, Taxonomy-non-eligible activity for the relevant environmental objective.
(c) Where an economic activity contributes substantially to multiple environmental objectives, the most relevant environmental objective for the purpose of computing the KPIs of financial undertakings while avoiding double counting is indicated in bold. The extent of eligibility and alignment per environmental objective, that includes alignment with each of environmental objectives for activities contributing substantially to several objectives, is reported in the left table.
(d) The same activity may align with only one or more environmental objectives for which it is eligible.
(e) The same activity may be eligible and not aligned with the relevant environmental objectives.
(f) EL – Taxonomy-eligible activity for the relevant objective N/EL – Taxonomy-non-eligible activity for the relevant objective.
(g) Activities are reported in Section A.2 of this template only if they are not aligning to any environmental objective for which they are eligible. Activities that align to at least one environmental objective are reported in Section A.1 of this template.
(h) For an activity to be reported in Section A.1 all DNSH criteria and minimum safeguards shall be met. For activities listed under A2, columns (5) to (17) are filled in on a voluntary basis. The substantial contribution and DNSH criteria that they meet or do not meet may be indicated in Section A.2 by using: (a) for substantial contribution – Y/N and N/EL codes instead of EL and N/EL; and (b) for DNSH – Y/N codes.

EU Taxonomy KPIs Proportion of **CapEx** from Products or Services Associated with Taxonomy-aligned, Taxonomy-eligible and Taxonomy-non-eligible Economic Activities - Disclosure Covering year 2024

Financial year N		Year		Substantial contribution criteria						DNSH criteria ('Does Not Significantly Harm')[h]									
Economic activities (1)	Code[a] (2)	CapEx (3)	Proportion of CapEx year N (4)	SC5 (5)	SC6 (6)	SC7 (7)	SC8 (8)	SC9 (9)	SC10 (10)	DN11 (11)	DN12 (12)	DN13 (13)	DN14 (14)	DN15 (15)	DN16 (16)	MS17 (17)	Proportion of Taxonomy aligned (A.1) or -eligible (A.2) CapEx year N-1 (18)	Cat19	Cat20
Text		Currency	%	Y;N; N/EL [b][c]	Y;N; N/EL [b][c]	Y;N; N/EL [b][c]	Y;N; N/EL [b][c]	Y;N; N/EL [b][c]	Y;N; N/EL [b][c]	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		*0*	*0%*	*0%*	*%*	*%*	*%*	*%*	*%*	*Y*	*Y*	*Y*	*Y*	*Y*	*Y*	*Y*	*0%*		*T*
Of which enabling		*0*	*0%*	*%*	*%*	*%*	*%*	*%*	*%*	*Y*	*Y*	*Y*	*Y*	*Y*	*Y*	*Y*	*0%*	*E*	
Of which transitional		*0*	*0%*	*0%*						*Y*	*Y*	*Y*	*Y*	*Y*	*Y*	*Y*	*0%*		*T*
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned) [g]																			
				EL; N/EL [f]	EL; N/EL [f]	EL; N/EL [f]	EL; N/EL [f]	EL; N/EL [f]	EL; N/EL [f]										
Manufacturing of aircraft	CCM 3.21	3,641	80%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								75%		
Production of heat and cool from bioenergy[c][d]	**CCM 4.24 /** CCA 4.24	0	0%	EL	EL	N/EL	N/EL	N/EL	N/EL								0%		
Installation, maintenance and repair of energy efficiency equipment	**CCM 7.3** / CCA 7.3	0	0%	EL	EL	N/EL	N/EL	N/EL	N/EL								1%		
Installation, maintenance and repair of renewable energy technologies	**CCM 7.6 /** CCA 7.6	0	0%														0%		
Data processing, hosting and related activities	CCM 8.1																0%		
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned) (A.2)		3,641	80%	%	%	%	%	%	%								76%		
A. CapEx of Taxonomy-eligible activities (A.1 + A.2)		3,641	80%	%	%	%	%	%	%								76%		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
CapEx of Taxonomy-non-eligible activities		908	20%																
Total		4,549	100%																

SC5 - Climate change mitigation
SC6 - Climate change adaptation
SC7 - Water
SC8 - Pollution
SC9 - Circular economy
SC10 - Biodiversity

DN11 - Climate change mitigation
DN12 - Climate change adaptation
DN13 - Water
DN14 - Pollution
DN15 - Circular economy
DN16 - Biodiversity

MS17 - Minimum safeguards
Cat19 - Category (enabling activity or)
Cat20 - Category '(transitional activity)'

(a) The Code constitutes the abbreviation of the relevant objective to which the economic activity is eligible to make a substantial contribution, as well as the section number of the activity in the relevant Annex covering the objective, i.e.: Climate Change Mitigation: CCM; Climate Change Adaptation: CCA; Water and Marine Resources: WTR; Circular Economy: CE; Pollution Prevention and Control: PPC; Biodiversity and ecosystems: BIO.
(b) Y – Yes, Taxonomy-eligible and Taxonomy-aligned activity with the relevant environmental objective; N – No, Taxonomy-eligible but not Taxonomy-aligned activity with the relevant environmental objective; N/EL – not eligible, Taxonomy-non-eligible activity for the relevant environmental objective.
(c) Where an economic activity contributes substantially to multiple environmental objectives, the most relevant environmental objective for the purpose of computing the KPIs of financial undertakings while avoiding double counting is indicated in bold. The extent of eligibility and alignment per environmental objective, that includes alignment with each of environmental objectives for activities contributing substantially to several objectives, is reported in the left table.
(d) The same activity may align with only one or more environmental objectives for which it is eligible.
(e) The same activity may be eligible and not aligned with the relevant environmental objectives.
(f) EL – Taxonomy-eligible activity for the relevant objective N/EL – Taxonomy-non-eligible activity for the relevant objective.
(g) Activities are reported in Section A.2 of this template only if they are not aligning to any environmental objective for which they are eligible. Activities that align to at least one environmental objective are reported in Section A.1 of this template.
(h) For an activity to be reported in Section A.1 all DNSH criteria and minimum safeguards shall be met. For activities listed under A2, columns (5) to (17) are filled in on a voluntary basis. The substantial contribution and DNSH criteria that they meet or do not meet may be indicated in Section A.2 by using: (a) for substantial contribution – Y/N and N/EL codes instead of EL and N/EL; and (b) for DNSH – Y/N codes.

EU Taxonomy KPIs Proportion of **OpEx** from Products or Services Associated with Taxonomy-aligned Economic Activities - Disclosure Covering year 2024

Financial year N		Year		Substantial contribution criteria						DNSH criteria ('Does Not Significantly Harm') [f]									
Economic activities (1)	Code [a] (2)	OpEx (3)	Proportion of OpEx year N (4)	SC5 (5)	SC6 (6)	SC7 (7)	SC8 (8)	SC9 (9)	SC10 (10)	DN11 (11)	DN12 (12)	DN13 (13)	DN14 (14)	DN15 (15)	DN16 (16)	MS17 (17)	Proportion of Taxonomy-aligned (A.1) or-eligible (A.2) OpEx; year N-1 (18)	Cat19	Cat20
Text		Currency	%	Y;N; N/EL [b][c]	Y;N; N/EL [b][c]	Y;N; N/EL [b][c]	Y;N; N/EL [b][c]	Y;N; N/EL [b][c]	Y;N; N/EL [b][c]	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		*0*	*0%*	*0%*	*%*	*%*	*%*	*%*	*%*	*Y*	*Y*	*Y*	*Y*	*Y*	*Y*	*Y*	*0%*		
Of which enabling		*0*	*0%*	*%*	*%*	*%*	*%*	*%*	*%*	*Y*	*Y*	*Y*	*Y*	*Y*	*Y*	*Y*	*0%*	*E*	
Of which transitional		*0*	*0%*	*0%*						*Y*	*Y*	*Y*	*Y*	*Y*	*Y*	*Y*	*0%*		*T*
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
				EL; N/EL [e]	*EL; N/EL [e]*	*EL; N/EL [e]*	*EL; N/EL [e]*	*EL; N/EL [e]*	*EL; N/EL [e]*										
Manufacturing of aircraft [d]	CCM 3.21	3,054	94%	*EL*	*N/EL*	*N/EL*	*N/EL*	*N/EL*	*N/EL*								*93%*		
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		3,054	94%	*%*	*%*	*%*	*%*	*%*	*%*								*93%*		
A. Opex of Taxonomy eligible activities (A.1 + A.2)		3,054	94%	*%*	*%*	*%*	*%*	*%*	*%*								93%		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES				SC5 - Climate change mitigation SC6 - Climate change adaptation SC7 - Water SC8 - Pollution SC9 - Circular economy SC10 - Biodiversity						DN11 - Climate change mitigation DN12 - Climate change adaptation DN13 - Water DN14 - Pollution DN15 - Circular economy DN16 - Biodiversity						MS17 - Minimum safeguards Cat19 - Category enabling activity Cat20 - Category transitional activity			
OpEx of Taxonomy-non-eligible activities (B)		196	*6%*																
Total		3,250	*100%*																

[a] The Code constitutes the abbreviation of the relevant objective to which the economic activity is eligible to make a substantial contribution, as well as the section number of the activity in the relevant Annex covering the objective, i.e.: Climate Change Mitigation: CCM; Climate Change Adaptation: CCA; Water and Marine Resources: WTR; Circular Economy: CE; Pollution Prevention and Control: PPC; Biodiversity and ecosystems: BIO.

[b] Y – Yes, Taxonomy-eligible and Taxonomy-aligned activity with the relevant environmental objective; N – No, Taxonomy-eligible but not Taxonomy-aligned activity with the relevant environmental objective; N/EL – not eligible, Taxonomy-non-eligible activity for the relevant environmental objective.

[c] Where an economic activity contributes substantially to multiple environmental objectives, the most relevant environmental objective for the purpose of computing the KPIs of financial undertakings while avoiding double counting is indicated in bold. The extent of eligibility and alignment per environmental objective, that includes alignment with each of environmental objectives for activities contributing substantially to several objectives, is reported in the left table.

[d] The same activity may align with only one or more environmental objectives for which it is eligible.

[e] The same activity may be eligible and not aligned with the relevant environmental objectives.

[f] EL – Taxonomy-eligible activity for the relevant objective N/EL – Taxonomy-non-eligible activity for the relevant objective.

[g] Activities are reported in Section A.2 of this template only if they are not aligning to any environmental objective for which they are eligible. Activities that align to at least one environmental objective are reported in Section A.1 of this template.

[h] For an activity to be reported in Section A.1 all DNSH criteria and minimum safeguards shall be met. For activities listed under A2, columns (5) to (17) are filled in on a voluntary basis. The substantial contribution and DNSH criteria that they meet or do not meet may be indicated in Section A.2 by using: (a) for substantial contribution – Y/N and N/EL codes instead of EL and N/EL; and (b) for DNSH – Y/N codes.

Nuclear and fossil gas related activities

Row	Nuclear energy related activities	
1	The undertaking carries out, funds or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.	NO
2	The undertaking carries out, funds or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies.	NO
3	The undertaking carries out, funds or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades.	NO
	Fossil gas related activities	
4	The undertaking carries out, funds or has exposures to construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels.	NO
5	The undertaking carries out, funds or has exposures to construction, refurbishment, and operation of combined heat/cool and power generation facilities using fossil gaseous fuels.	NO
6	The undertaking carries out, funds or has exposures to construction, refurbishment and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.	NO

6.2.7.3 Alignment assessment - conditional use of substances

In the absence of implementation guidance by the EU Commission or the Netherlands on the DNSH pollution criteria (EU Taxonomy - Appendix C), the Company reports in addition, as an entity-specific disclosure, a set of information considering the use of substances pursuant to regulations applicable to the Company for the alignment of the Company's "Manufacturing of Aircraft" activity.

2024 key figures	Eligible (M€)	Eligible (%)	Aligned (M€)	Aligned (%)
Under application of DNSH pollution prevention/control criteria considering use of substances permitted under applicable conditions (cf above section 6.2.7.3)				
Revenue	**64,116**	**93%**	**20,944**	**30%**
CapEx	**3,641**	**80%**	**1,472**	**32%**
OpEx	**3,054**	**94%**	**1,440**	**44%**
Under application of DNSH pollution prevention/control criteria preventing any use of substances (cf above section 6.2.7.2, "Alignment assessment", para 2 (DNSH))				
Revenue	**64,116**	**93%**	**0**	**0%**
CapEx	**3,641**	**80%**	**0**	**0%**
OpEx	**3,054**	**94%**	**0**	**0%**

6.3 Social Information

6.3.1 Policies

To manage social IROs the Company has put in place social policies which aim to prevent, mitigate or remediate impacts on rightsholders. The Airbus Company Human Rights Policy and the International Framework agreement, detailed below, cut across several parts of the value chain. They are complemented by policies which are more specifically focused on material topics linked to the Company's own workforce, workers in the value chain and end-users and consumers as detailed below in the ESRS S1, S2, and S4 sections respectively. Policies are embedded into the Airbus Business Management System through specific Directives (see "– 6.1.1.2.4 GOV-4: Statement on due diligence").

Human Rights Policy
The Company's human rights ambition is to 'embed and advance respect for human rights throughout its business, operations and supply chain'. As such, the Company is committed to upholding fundamental human rights taking into account the following international standards and principles:

- International Bill of Human Rights, consisting of the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights and the International Covenant on Economic, Social and Cultural Rights
- United Nations Guiding Principles on Business and Human Rights (UNGPs)
- International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work
- OECD (Organisation for Economic Cooperation and Development) Guidelines for Multinational Enterprises on Responsible Business Conduct
- OECD Due Diligence Guidance for Responsible Business Conduct
- Ten Principles of the UN Global Compact, of which Airbus has been a signatory since 2003

The Airbus Company Human Rights Policy outlines the Company's expectations towards respecting human rights and preventing adverse human rights impacts including through governance, undertaking ongoing human rights due diligence, stakeholder engagement, access to grievance mechanisms, and regular monitoring including by top management. The Company's policy commitments are being embedded throughout the Company through a Sustainability Due Diligence and Human Rights Directive which defines and establishes a set of Company business requirements. These business requirements will be integrated into the Company's Business Management System and be supported by methods, processes and guidance. Internal capacity building, including training and awareness raising, will also support adherence.

The policy covers various aspects such as forced labour including modern slavery and human trafficking, child labour, migrant workers, social dialogue and freedom of association including collective bargaining, remuneration, working time, occupational health and safety, inclusive workplaces, harassment, data privacy, community impacts, products and services including product safety, and supplier engagement. It applies to all Company employees worldwide, including in divisions and controlled affiliates, and encourages non-controlled affiliates to adopt similar standards. It also covers contractors whilst on premises of the Company or at work under the responsibility of the Company.

The Chief Sustainability Officer, an Executive Committee member, holds top-level accountability for human rights. Signatories of the Airbus Company Human Rights Policy as released in May 2022 also includes the CEOs of Airbus Defence and Space and Airbus Helicopters, as well as the Chief Human Resources & Workplace Officer, the General Counsel, the Chief Procurement Officer, and the Chief Operating Officer. In addition to the third party social assessment process (see Step 2 in "– 6.1.1.2.4 GOV-4: Statement on due diligence"), implementation of the policy is primarily monitored through mechanisms being established in the Company's Business Management System, such as the process to Manage Company Performance, including the definition of objectives, regular performance reviews and execution of corrective actions in case of deviations from target.

The policy was developed with input from internal and external stakeholders, including divisional and functional representatives of the Human Rights Core Team and Steering Committee, members of the Legal & Compliance team, human rights experts, academics, and civil society. It was also discussed at the Airbus Global Forum and the Societas Europaea Works Council, which represents the Company's European social partners. The Airbus Human Rights Policy statement is publicly available on the Company website.

In cases where the Company identifies that it has caused or contributed to an adverse impact, it will seek to address such impacts through appropriate remediation, aiming to restore affected persons to their original situation where possible. Remediation efforts will be proportionate to the significance and scale of the adverse impact and may involve cooperation with relevant stakeholders.

International Framework Agreement
The International Framework Agreement (IFA) reaffirms the Company's willingness to respect the regulations regarding fundamental human rights, equal opportunities, free choice of employment, as well as prohibition of forced and child labour and respect for the conditions for social dialogue. It also prioritises Health and Safety through a proactive occupational health and safety and risk prevention system. The Company prohibits any type or threat of physical and/or psychological abuse in the workplace and strives to contribute to workers' social welfare, medical care, and long-term disability coverage.

The Company intends, via its agreements, to respect the disposition of the following ILO Conventions:

- Discrimination – employee and occupation (No. 111)
- Equal remuneration (No. 100)
- Workers' representatives (No. 135)
- Forced labour (No. 29)
- Abolition of forced labour (No. 105)
- Child labour (No. 182)
- Minimum age (No. 138)
- Freedom of association and protection of the right to organise (No. 87)
- Right to organise and collective bargaining (No. 98)

The commitments under this agreement have been integrated into the formalisation of Company-wide policies such as the Airbus Company

Human Rights Policy and the Human Resources Airbus Company Policy which are providing guiding principles for business conduct at the Company.

The implementation of these company policies is monitored through mechanisms established in the Company's Business Management System and implemented in all functions, such as the process to Manage Company Performance.

The scope of the IFA is company-wide, with accountability resting with the Chief Human Resources & Workplace Officer. As well as respecting the principles defined in the Universal Declaration of Human Rights, the agreement builds on international standards and principles including the ILO Core Conventions, the OECD Guidelines for Multinational Enterprises and the UN Global Compact. The IFA was developed and agreed through multistakeholder collaboration between the Company, the European Works Council, European Metalworkers' Federation, and International Metalworkers' Federation and is publicly available on the IndustriAll global union website.

6.3.2 ESRS S1 - Own workforce

6.3.2.1 Own workforce IROs

The following IROs were identified for the Company's own workforce:

ESRS	(sub-)topic	Impact, risk or opportunity	Description	Time horizon	Location in the value chain
ESRS S1 - Own workforce	Working conditions: > Health and safety	Actual negative impact	Unidentified weaknesses in health and safety management measures could allow the Company's own workforce to work unsafely, which could cause injury or ill-health from the work environment, process or activity.	Short-term, mid-term and long-term	Own operations
ESRS S1 - Own workforce	Working conditions: > Health and safety	Risk	Unidentified weaknesses in health and safety management measures could cause work related injury or ill health that could affect employee engagement, absence rates or job market attractiveness and cause production disturbances.	/	Own operations
ESRS S1 - Own workforce	Equal treatment: >Diversity	Risk	There is a risk that the Company, despite significant efforts and resources dedicated to workforce diversity, is considered not sufficiently diverse, which could lead to employee disengagement and lower recruitment attractivity. This could damage its reputation.	/	Own operations
ESRS S1 - Own workforce	Working Conditions: > Social dialogue > Freedom of association > Collective bargaining	Risk	There is a risk that the Company does not conduct appropriate social dialogue, which could lead to strikes and production disruptions, and could impact working conditions. This could negatively affect financial performance.	/	Own operations

The topics of health and safety, diversity as well as social dialogue, freedom of association and collective bargaining, which were identified as material in relation to the Company's own workforce, are addressed in separate sections further below, each containing and describing the policies, actions, targets and metrics specific to the individual topic.

Health and safety
The Company is primarily engaged in industrial activities, such as the production of aircraft, which may involve some higher-risk activities such as working at heights that can have the potential to cause injury or ill-health to the Company's workforce. If not managed properly, this also creates the risk to the Company as described in the table above. Consequently, the Company has made occupational health and safety a strategic priority and is determined to continuously drive towards Zero-Harm. The Company's Zero-Harm aspiration is to enable an environment that is safe and healthy for all, which in turn promotes employee wellbeing and a conscientious risk-aware culture. Health and safety was part of the Company's 2024 Top Company Objectives and the Lost Time Injury frequency rate forms part of the variable pay calculation for the CEO, Executives and Senior Managers. It has not been deemed necessary to change the fundamental business model of the Company as health and safety impacts can be mitigated through a strong health and safety management system.

Building on the above information, people in the Company's own workforce considered to be potentially materially impacted by health and safety related topics fall into two broad categories; those in tertiary occupations and those in industrial occupations. Those in industrial occupations tend to be potentially exposed to acute hazards that can, for example, include work at height, manual handling and physical agents

such as substances. Whereas those in tertiary roles tend to be potentially exposed to more chronic hazards such as sedentary working and display screen equipment ergonomics. For more detail on characteristics of employees and non-employees please refer to section "– 6.3.2.6 Characteristics of the undertaking's employees (S1-6)".

As mentioned above, industrial operations tend to involve some activities that have a higher-risk of injury, which leads to a structural risk of workers being impacted in individual incidents. The risks faced by those in tertiary roles are less systemic. Work activity risk assessments are carried out that identify those at risk, including any particularly vulnerable populations due to the nature of their occupation as explained above.

Diversity and inclusion
The Company's commitment to workforce diversity and inclusion is directly aligned with its strategic goals of fostering an inclusive work environment that reflects global company values. Despite significant efforts, there is a risk that some diversity initiatives may not meet Company, evolving societal and employee expectations. This potential gap between the Company's strategic ambitions and its execution could result in a disengaged workforce and hinder recruitment, particularly in today's markets where diversity is a critical factor for employer attractiveness. This could impact business models, as a less engaged workforce may negatively affect productivity and innovation, crucial to maintaining the Company's competitive advantage.

As part of the Company's strategic response, targeted inclusion initiatives are designed to support underrepresented groups ensuring their concerns are integrated into broader risk management efforts. The identified diversity-related material risk primarily relates to underrepresented groups as a whole, including women, ethnic minorities, LGBT+ individuals, older employees, and workers with disabilities. These groups may face increased risks of disengagement, limited career progression, or exclusion from leadership roles if diversity and inclusion efforts are not adequately prioritised.

Social Dialogue
The Company's success relies on effective social dialogue, freedom of association, and collective bargaining. Poor management of these areas can lead to employee disengagement, production disruptions, and negatively impact financial performance. By addressing this risk, the Company can enhance employee loyalty and morale, reduce the likelihood of industrial actions, and ensure smoother transitions during periods of operational or organisational change, all of which are crucial to maintaining its business model's effectiveness and continuity. For social dialogue-related risk, all employees within the Company's own workforce are concerned.

The scope of this disclosure includes the Company's own workforce.

6.3.2.2 Interests and views of stakeholders (ESRS 2 SBM-2)

For information about the consideration of interests and views of stakeholders, including Company's own workforce, please refer to section "– 6.1.1.3.2 SBM-2: Interests and views of stakeholders".

6.3.2.3 Own workforce Policies (S1-1)

Human Resources Airbus Company Policy

The overarching Human Resources Airbus Company Policy provides employees with the description of the core values, mission, vision and top level initiatives for HR management, in accordance with the Company's mid-term strategic planning and external requirements, and is also aligned with the Company's commitment to the International Framework Agreement (IFA).

This policy outlines the employment and organisational framework aimed at creating an attractive and safe working environment for employees. The policy focuses on engaging, inclusive, and high-performing leadership with a strong emphasis on employee development. It promotes an engaging workplace through regular collection of employee feedback and acting upon it, with a particular focus on Inclusion & Diversity in talent acquisition, development, and retention. The policy also aims to prevent ethics and compliance risks by fostering a culture of integrity and encouraging employees to speak up. Competitive remuneration and working schemes are highlighted, along with strong collaboration with social partners in all these aspects.

The policy is applicable to all Company's employees worldwide, including in its controlled affiliates. The Chief Human Resources & Workplace Officer is accountable for implementing the commitments under this policy. HR teams work together across the Company and geographical boundaries to support regional activities and adapt to business needs. The policy builds on several third-party standards and initiatives, including the ILO Convention C111 on discrimination, the UN Women's Empowerment Principles, the LGBT+ Charter with L'Autre Cercle Association, and the Women in Aviation and Aerospace Charter.

The policy is published on the Company's Business Management System and publicly available for all employees worldwide. The implementation of the policy is monitored through mechanisms established also in the Company Business Management System and implemented in all functions, such as the process to Manage Company Performance, including the definition of objectives, regular performance reviews and execution of corrective actions in case of deviations from target.

Guided by this policy, the Company's workforce is managed by the Human Resources (HR) function. Their activities and missions notably include social dialogue, health and safety, inclusion and diversity, strategic workforce planning, people development, performance management and competence assessment, training and mobility management, and compensation and benefits amongst others.

The process for engaging with Company's own workforce will be detailed under section "– 6.3.2.4 Processes for engaging with own workers and workers' representatives".

6.3.2.4 Processes for engaging with own workers and workers' representatives about impacts (S1-2)

In line with the HR Policy statement of caring about the voice of its people and to regularly seek feedback to act upon, the Company engages directly with its workforce through a survey called "my Working Environment" ("MWE") every two years sent directly to all individual employees in order to score their view on various dimensions:

- Airbus values (Reliability, Customer Focus, Creativity, We are One & Teamwork, Integrity)
- Engagement
- Leadership & strategy
- Change & communication
- Employer brand & attractiveness
- Health & Safety
- Wellbeing
- Performance & recognition
- Inclusion & diversity
- Sustainability
- Digitalisation & agility

Key figures	Unit	2019	2021	2023
Number of recipients* who participated in survey	Heads	86,573	89,270	96,807
% of recipients that participated in survey	%	64%	66%	62%

* Survey was sent to the Active Workforce as well as trainees, apprentices and working students.

Employee panels representing the entire workforce interpret the survey results, which are then shared with the Executive Committee, Board of Directors, and social partners through established governance bodies like the European Works Council. These stakeholders collaborate to define top-level priorities and action plans. Senior leaders in different business areas receive insights into feedback specific to their domains and are encouraged to develop tailored action plans.

Regular communication about the survey results and subsequent actions is disseminated to all employees, highlighting both positive aspects and areas needing improvement. The evolution of MWE results is monitored over time to track progress and identify trends. A dedicated team within the Human Resources function oversees the process, with the Chief HR & Workplace Officer responsible for implementing the action plans.

In addition, as outlined in the HR policy, there is transparent and trustful social dialogue established at site, country and European level, giving worker representatives the opportunity to regularly address existing or potential impacts on workers in the Company's own workforce, including vulnerable groups such as colleagues living with disabilities (see section "– 6.3.2.9 Social dialogue, freedom of association, and collective bargaining").

6.3.2.5 Processes to remediate negative impacts and channels for own workers to raise concerns (S1-3)

The Company has established social dialogue at different levels of the company, as outlined more in detail in the corresponding chapter ("– 6.3.2.9 Social dialogue, freedom of association, and collective bargaining). Every employee of the Company is invited to raise potential concerns about negative impacts to their manager, HR or Ethics & Compliance representatives, either directly or anonymously through the OpenLine available to all on the Company's website. Please refer to section "– 6.4.1.2 Business conduct policies and corporate culture (G1-1)" for more information on:

- processes through which the Company supports the availability of such channels in the workplace;
- how the Company tracks and monitors issues raised and addressed;
- whether and how the Company assesses that people in its own workforce are aware of, and trust, these structures or processes as a way to raise their concerns;
- and what the Company does to protect those who raise concerns.

In addition, as part of the Company's commitment to conduct ongoing human rights due diligence, social assessments focused on human and labour rights are conducted by a third party service provider to check adherence to the Company's human rights commitments and applicable law on Company's sites. Any findings are shared with the site's management team (or at the Company's level if the finding relates to company-wide actions) and action plans for addressing the findings are agreed. This includes appropriate remediation and integration of feedback from lessons learned, such as repeated findings which may require root cause analysis and systematic changes including policies or processes. See Step 2 in "– section 6.1.1.2.4 GOV-4: Statement on due diligence" for more details.

In the case of work-related injury or ill-health involving material harm to the Company's own workforce, the Company may provide or support medical or other remediation. For insights on how the Company manages remediation more broadly across its own workforce and its value chain workers, see section "– 6.3.3.5 Processes to remediate negative impacts and channels for value chain workers to raise concerns (S2-3)" where this process is detailed.

6.3.2.6 Characteristics of the undertaking's employees (S1-6)

The Company manages its workforce data in an HR digital tool company wide and it is managed in heads and Full Time Equivalents ("FTEs"). The information provided herein is in heads (i.e. 1 employee = 1 head) with the actuals at the end of the reporting period on 31 December 2024, except for employee turnover that covers the full year period.

In the Sustainability Statement, "employees" or "employees as per CSRD" means both active employees as well as those who are non-active due to leave of absence, i.e. sickness, parental leave, early retirement, etc. Trainees and apprentices are not part of the regular active workforce but their numbers are included in the "employees as per CSRD" figures disclosed below. In contrast, the number of employees used internally by

the Company and disclosed in the Company's financial statements corresponds to the number of active employees in consolidated companies with permanent and with temporary contracts (Active Workforce, or "AWF"). To enable comparison, a table can be found below showing "Employees" as defined by the CSRD versus as defined per the Financial Statements.

Employees - 2024	Unit	Employees
as per CSRD	Heads	**171,830**
as per Financial Statements	Heads	**156,921**

Employees as per CSRD - head count by gender - 2024	Unit	Employees as per CSRD
Male	Heads	**135,222**
Female	Heads	**36,565**
Other[1]	Heads	**12**
Not disclosed	Heads	**31**
Total	Heads	**171,830**

(1) "Other" includes "Non binary"

Employees as per CSRD - head count per country[1] - 2024	Unit	Employees as per CSRD
France	Heads	59,327
Germany	Heads	59,241

(1) In line with CSRD requirements, this table only displays countries with more than 10% of total employees.

As of 31 December 2024 the Company's regular workforce, active and non-active, amounted to figures provided in the first line of table 2024 "*Employees as per CSRD*" breakdown per contract type. The Company continued to grow its workforce in 2023 and 2024 confirming the strong aerospace industry recovery, enabling the Company to accomplish its recruitment plan with a particular focus on new skills, diversity and generational renewal.

The breakdown of the Company's "employees as per CSRD" by business segment and geographical area, including the percentage of part-time employees, is displayed below.

"Employees as per CSRD" by contract type	Unit	Female	Male	Other	Not disclosed	Total
Number of employees	Heads	36,565	135,222	12	31	**171,830**
Number of permanent employees	Heads	33,547	125,258	6	28	**158,839**
Number of temporary employees	Heads	781	3,866	-	-	**4,647**
Number of trainees	Heads	519	1,054	4	2	**1,579**
Number of apprentices	Heads	1,500	4,703	2	1	**6,206**
Number of working students	Heads	218	341	-	-	**559**
Number of non-guaranteed hours employees	Heads	-	-	-	-	**-**
Number of full-time employees	Heads	32,434	132,126	12	29	**164,601**
Number of part-time employees	Heads	4,131	3,096	-	2	**7,229**

"Employees as per CSRD" by contract type and region	Unit	Asia Pacific	Australia & New Zealand	Core Countries	Europe Non Core	India	Latin America	Middle East & Africa	North America	Total
Number of employees	Heads	2,894	998	145,203	4,735	3,663	1,420	2,151	10,766	**171,830**
Number of permanent employees	Heads	2,154	908	135,433	3,930	3,553	1,268	1,219	10,374	**158,839**
Number of temporary employees	Heads	638	64	2,255	564	35	17	918	156	**4,647**
Number of trainees	Heads	86	15	1,043	117	73	131	1	113	**1,579**
Number of apprentices	Heads	16	11	5,913	124	2	4	13	123	**6,206**
Number of working students	Heads	-	-	559	-	-	-	-	-	**559**
Number of non-guaranteed hours employees	Heads	-	-	-	-	-	-	-	-	**-**
Number of full-time employees	Heads	2,885	967	138,228	4,553	3,663	1,413	2,151	10,741	**164,601**
Number of part-time employees	Heads	9	31	6,975	182	-	7	-	25	**7,229**

Employee Turnover	Unit	2024
Leavers - as per CSRD definition	Heads	**12,152**
Attrition rate - as per CSRD definition	%	**7.2%**
Leavers - as per Company definition	Heads	**6,484**
Attrition rate - as per Company definition	%	**4.2%**

The attrition rate as per CSRD definition takes into account all employees whose contract has been terminated, regardless if they are being replaced or not. The contract termination reasons can be voluntary resignation, involuntary leave (lay offs), retirement, other (like death in service) as well as the end of temporary contract, trainee contract and apprentice contract. This rate is calculated with the total number of leavers as described above for a given period divided by the average total employee headcount for the same period.

The average total employee headcount for a year is using the end of each month actuals i.e. average of 12 numbers for a year. Employees who have started a passive phase of the pre-retirement (specific to France, Germany and Spain) are included in the non-active workforce as they are still in the employment relationship with the Company. These employees are accounted for in the denominator as for the rest of the non-active workforce, i.e. the annual turnover rate is calculated:

$$\frac{\textit{Number of external leavers for a year x}}{\textit{Number of average headcount for a year x}} \times 100$$

The attrition rate as per Company definition, includes the Active Workforce with permanent and temporary (limited) contracts including partial retirements. It excludes employees on trainee and apprentice contracts. This attrition rate is therefore comparable to the one disclosed in previous years within the Non Financial Statements.

6.3.2.7 Health and Safety

The Company maintains its commitment to put the occupational health and safety ("OHS") of its employees and others at the forefront of its activities, striving for Zero-Harm. With this in mind it is with great sadness that the Company reports two fatal accidents involving contractors working on Company's sites in 2024. In February a construction worker, employed by a sub-contractor of the main contractor, suffered a fatal accident in Mobile, Alabama. In December a construction worker employed by the main contractor was involved in a fatal accident during construction work in Tunis. The Company offers sincere condolences to their families, friends and colleagues.

The development and performance of the Company safety management framework is led from the top. The Company Occupational Health and Safety Governance Board, chaired by the Chief Human Resources & Workplace Officer, provides oversight and health and safety indicators are addressed in regular management performance reviews.

The work on lost time injury reduction continues to be underpinned by the monthly meeting of the Company Incident Review Panel. The role of this panel is described in the Function Organisation Manual, and involves monitoring OHS incident data quality and accuracy to ensure consistency and harmonisation as well as alignment with the Company's documented method for accident management. Its members include the Heads of the entity EHS teams, chaired by the Company Head of Operational Environment, Health & Safety ("EHS") and Facilities Management & Real Estate ("FMRE"). The panel is driving quality improvements in the categorisation and description of data captured both in the global EHS management tool FISH, (Federated Information for environment, Safety & Health), and, outside current FISH coverage, in local systems. This in turn improves analytical capability.

In 2024, the EHS organisation was revised, bringing the Centres of Expertise together in one group and amalgamating other relevant topics in a Performance & Improvement team. This new, more efficient organisational structure continues to deliver the governance, methods and technical advice that enable the operational teams to define procedures that implement the Company Occupational Health and Safety Policy.

6.3.2.7.1 Policies (S1-1)

The Company is committed to protecting people and reducing both physical and mental health risks through its Occupational Health and Safety Policy. This policy describes the Zero-Harm aspiration for health and safety management and culture, setting out the guiding principles for decision making. The policy enables employees to understand the importance of the topic and demonstrates leadership commitment to its continual improvement. It integrates health and safety into the Company's culture, strategy, processes and decision-making, harmonising company-wide philosophy and practice.

The policy is signed by the CEO and is accessible to the Company´s own workforce via the Company intranet, with a policy statement signed by the CEO available on the Company's external web pages. Copies are freely available to interested parties upon request. Company's Executives and managers receive a copy during health and safety leadership training, including the Executive EHS Masterclass.

Applicable to the Company´s own workforce, including controlled affiliates, as well as contractors on Company managed worksites, the policy considered the views of the EHS leadership team, who take the feedback from sources such as performance reviews and the People Safety @ Work, We Care and Safe Together initiatives, anticipating the needs of internal interested parties. Formal processes will be developed for considering the needs of both internal and external interested parties as the health and safety management system evolves. Policy oversight is led by the Chief Human Resources & Workplace Officer, supported by the Company Head of EHS & FMRE, who has day-to-day accountability for performance and compliance.

The Company has defined its policy so as to align its health and safety management system with the principles of ISO 45001. Some parts of the business are already certified as compliant to the ISO Standard. The policy is enhanced by a Company Directive, 'Requirements for the Health and Safety Management System', and topic specific 'method' and 'governance support' (guidance) documents. The Company health and safety Directive lists high level requirements for the whole management system that echo the requirements of ISO 45001. These requirements are allocated to the relevant business areas, which respond with documented evidence that they have put in place appropriate means to deliver compliance. Method documents set out more detailed instructions on how to fulfil a particular element of the management system such as risk assessment, accident management and contractors working on the Company's premises. Their aim is a harmonised approach that ensures consistently high standards,

but with sufficient flexibility to allow for local compliance needs. This approach is designed to secure the identification and evaluation of risks and impacts, including those particular to vulnerable populations such as expectant mothers, and the development of appropriate mitigation plans, either at the local level or, for very significant issues, within the Company's ERM system. It includes consideration of the necessary organisation, resources, information, training, systems, and equipment, with a particular focus on employee competence for high hazard activities.

This preventative approach reduces the risk of accidents and non-conformities. There have been no significant changes to the policy in 2024, as its commitments and principles are considered fundamental to good health and safety management.

6.3.2.7.2 Actions and resources (S1-4)

The Company invests significant effort in health (including wellbeing), and safety risk management systems, practices and culture (for the purposes of health and safety, 'risk' includes the potential 'impacts' for people as well as the associated financial risks for the company and others, thus the actions described below address both risks and impacts to people). The Company has technical experts covering a wide range of disciplines including health, safety, industrial hygiene, ergonomics and data analytics.

Key Figure	2024
Number of experts supporting Company's action plan	**more than 250**

Mainly located at the principal industrial facilities, these experts and their colleagues form the function led by the Company Head of Operational EHS & FMRE. They are complemented by dedicated professionals located in discrete parts of the organisation, who liaise closely with the EHS function. The EHS function is organised as a central shared resource and operational teams, which provide and implement a harmonised management framework. This organisation is documented in the Function Organisation Manual, which due to the changes made this year is under review.

The Company has implemented a range of actions to enhance safety awareness and engagement among its own workforce to foster a positive safety culture and intervention habits, and ensure effective risk control with the ultimate objective of mitigating identified impacts and related risks.

A harmonised approach to risk identification and management is provided by the 'Method for Health and Safety Related Risk Assessment and Control', coupled with the 'Method for Health and Safety Incident Reporting and Management in FISH'. This company risk assessment method applies the general principles of risk identification, ranking and mitigation, and is designed to enable a consistent estimation of risk. Accident investigations may also provide valuable information that supports the risk assessment process and which may be communicated through the EHS function using a system of Flash Alerts. This process ensures that work-related hazards are identified, the risks they present are evaluated, and appropriate mitigation action plans are put in place and tracked by local management teams. Major project risks, such as from construction, are considered as part of the project management process and managed within the project. Entities manage their risks at the local level unless their technical complexity or their potential human, cost and compliance impacts, including when aggregated across more than one entity, warrant a more coordinated approach. Such risks are evaluated by the EHS Leadership Team with the EHS Risk Officer, and those that are deemed significant are escalated into the Company Enterprise Risk Management (ERM) process, with EHS Leadership team oversight. Ultimately, the success of mitigation activity is reflected in the injury frequency rate (see section "– 6.3.2.7.4 Metrics (S1-14)") for more details).

The ERM process for Health & Safety is included in an annex of the 'ERM Plan for Human Resources', which adheres to the ISO 31000 Standard for Risk Management. This process is applied to risks that have been escalated or those identified by, for example, company audits or incident analysis and root causes. Risks and their associated mitigation plans are recorded on the ERM Active Risk Manager database and are managed in accordance with the ERM process, which requires regular reviews at function and Executive levels.

The OHS topics currently being managed within the ERM process include the following actions in particular. Unless target dates are specified, these action areas are ongoing parts of the long term commitment to continuous improvement. Success will be measured over the coming years in incident rate and risk reduction terms. As such, the resources for these ongoing activities are included in the business or EHS Function operational budget, (which is below the threshold considered to be significant for this statement), and the need for significant additional resources, whether human or technical, is not anticipated.

a) In situ contractors health and safety management

For the purposes of EHS, in situ contractors are workers from suppliers that carry out work at the Company's sites; this does not include the Company's non-employees. Whilst processes exist that deliver a formal joint approach to managing health and safety with in situ contractors, the possible outcomes of accidents involving contracted activities can be severe and could affect the Company's employees, non-employees and other workers. The Company is determined to improve its in situ contractor management processes to further reduce this risk.

An analysis of incidents and the contracting process flow has been carried out, engaging Procurement, Physical Security, Facilities Management, Industrial Means, the People Safety @ Work initiative and others. The company method for 'Supplier and Contractor Health and Safety Management', was reviewed in 2023 and re-published in January 2024. An awareness programme has been conducted for the EHS and Procurement functions. Dedicated training is being developed for the Company Representatives who manage in situ contractors, which will be deployed in H1-2025.

The health and safety Directive requires processes to ensure health and safety conformity in the selection of in situ contractors, and procurement processes have been enhanced by the continued deployment of evidence-based desktop sustainability maturity assessments (SMA) via a dedicated third party service provider as part of the Company's due diligence process (see section S2-4 for more details).

The local operational EHS procedures reflect the company method for contractor health and safety management and compliance with local regulatory obligations. The EHS Centre of Expertise is mapping the local implementation of the method for 'Supplier and Contractor Health and Safety Management' requirements. On top of this, the Company provides relevant health, safety and welfare information appropriate to the site and the activities of the in situ contractors concerned. This ongoing local

awareness provision is part of the exchange of safety information that fulfills prevention planning needs. The FISH tool has been enabled to record reports of in situ contractors accidents, in preparation for future reporting obligations. On-site contractor safety management audits have commenced.

The expected outcome of this activity is a reduction in the risk of injury and material damage linked to on-site contractor activity, thus future performance indicators may include contractor accidents.

b) Action to address the risk of non-compliance following regulatory or industrial changes
Legacy issues may have been caused by historical factors such as weaknesses in the ability to anticipate and support changes of industrial activity or legislation, leading to a risk of non-compliance, injury or ill health. Mitigation action has involved defining and agreeing a roadmap and the associated human and financial resources to support the recovery of compliant systems. This plan has been deployed in relevant areas in France, Germany and Spain and is now complete or progressing as planned with a target to complete by the end of 2025.

c) EHS ownership, culture and competence
EHS ownership and safety culture reinforcement is continued by 'People Safety @ Work', 'We Care' and the 'Safe Together' initiatives. These focus on raising awareness and working directly with employees to engage them as influential stakeholders in the health and safety risk management process. Information is communicated by cascade through the line manager hierarchy, campaigns on Airbus TV, posters and accident data boards at various industrial sites. Employees and their representatives are involved in Go-Look-See tours and the People Safety @ Work initiatives, including activities to collect lessons learned resulting from accidents and Near Misses.

Within the commercial aircraft perimeter the "People Safety @ Work" initiative has included several key actions in 2024: a Safety Awards Ceremony for risk improvement initiatives (March), a Prevention, Intervention and Compliance Team Talk (May), and a harmonised safety induction for all joiners and movers (November). These actions are part of the ongoing effort to continuously improve standards of EHS performance and culture, with success measured over years in terms of incident reduction. Similar activities are undertaken in Airbus Helicopters and Airbus Defence and Space by the Safe Together and WeCare initiatives.

Competence and learning is the foundation of maintaining a culture of high standards in EHS, and this long-term activity reflects the Company's commitment to continuous improvement. The Company is consequently updating and refreshing its Executive EHS Masterclass, in order to ensure Executives are fully aware of the importance of putting EHS at the heart of their thinking and strategy. This update is expected to be completed early in 2025

The EHS Function has established a Health and Safety Competence & Learning Board to prioritise and oversee the provision and content of EHS learning. This work includes the development and pilot testing of a Refresher module for the EHS Foundation Certificate, scheduled for a broader roll-out in 2025. The scope of this learning activity encompasses the entire Company. Progress of learning activities are monitored by the leadership teams of the business functions concerned, whilst the Competence & Learning Board monitors the implementation of the H&S competence strategy. This structured approach maintains momentum, while keeping the initiatives for new and revised training on track and ensuring that any necessary adjustments can be made in a timely manner. Ultimately this ongoing activity is designed to deliver enhanced competence that drives a reduction of the incident rate.

d) Hazardous Substances - health and safety impacts management
The use of hazardous substances gives rise to a potential risk in relation to failures of exposure monitoring or local risk control measures. The possible effects could include work related ill health, increased legal and operating costs, and consequent production interruptions. Beyond defined existing operating procedures, work equipment and training aiming to protect the workers concerned, the mitigation plan includes an anticipatory approach. It formalises European Union and national regulatory watch processes (initially in the EU but with a generic approach that can be used globally) for hazardous substances, and the modification of certain Central Extraction Systems (CES) to meet requirements of the Regulation on the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH). To complete these actions an end-to-end standard for chemicals OHS management has been deployed, leaving only a longer term action related to setting up a new substances review committee in Spain, which will be completed in 2025. A company-wide site by site review of compliance and deviations against the end-to-end chemicals process in the core countries did not identify any compliance gaps, but some deviation from Company process was found in Airbus and the divisions. To address these deviations, a roadmap has been launched with site specific actions in two waves across 2024 and 2025.

e) Digital solutions for occupational health management
The Company's own workforce is provided with occupational health support, in some cases as a control measure, for example to monitor potential exposure to a physical agent such as noise. Current occupational health management software tools are becoming obsolete as the suppliers become unable to maintain reliable solutions. While possible alternatives are comprehensively evaluated against strict data security requirements, there is a possibility that current software ceases to function or must be retired before a replacement is put in place. This could result in loss of accreditation to operate in-house medical services, meaning external services would have to be used, with associated cost and disruption.

Mitigation planning activity found that a harmonised solution could not be considered due to the significant complexity of the varying national requirements. Currently France and the UK are most at risk and consequently projects have been launched there to identify and migrate to suitable alternatives, which are expected to be completed in early 2025.

f) Employee health and psycho-social wellbeing
The Company is conscious that the mental health and wellbeing of its own workforce can be adversely impacted by a wide range of factors, many of which may not be work related. For example, psycho-social wellbeing can be affected by personal factors such as family or financial problems, as well as job related issues. Whatever the causes, the resultant stress may lead to absenteeism or presenteeism (disengagement at work), with consequent impacts on the individual, other workers and the business.

The wellbeing strategy developed in previous years has raised awareness, led to the creation of a network of mental health focal points, and initiated work to define a psycho-social risk assessment process.

In 2024 a global wellbeing initiative was delivered in the form of an online advice and assistance programme. The service incorporates an assistance helpline, currently only for employees and their loved ones, which covers areas of the organisation not covered by the previously existing helplines. The Occupational Health teams continue to offer the various counselling or psychological support services that have been in place for some years for own workforce, but these are now supplemented by the new online service.

Additionally, the Company continues to raise awareness of health issues, with campaigns that address topics beyond the workplace, such as cardio-vascular issues, colorectal cancer, sleeping disorders, smoking cessation and disability awareness. These efforts aim to improve health and wellbeing, prevent serious ill health and help to reduce absenteeism.

Occupational health services are provided for employees and non-employees, either in-house or through external providers. In cases where dedicated service provision is challenging, national health resources may be utilised.

g) Compliance assurance

Compliance assurance activity includes a range of monitoring processes, such as audits, which may be conducted by Corporate Audit, the EHS Function or external organisations; Internal Control, which, by periodically applying 'Key Controls', targets specific risks throughout the Company; and local inspections carried out by the businesses.

In 2024, the Company EHS Compliance Assurance team performed all planned internal audits, addressing contractor safety management, risk management, and regulatory monitoring.

Key figure	Unit	2024
Number of internal audits planned and performed by the EHS Compliance Assurance team	No.	**5**

The recommendations from the 2023 audit of the company Method for Incident Reporting and Management in FISH, conducted in Germany and France, have been successfully closed. Additionally, the first H&S internal control campaign has been launched, scrutinising the accuracy of the calculation of the Company Lost Time Injury Frequency Rate, the protection of medical records, and contractor safety management.

In 2024, three 'affiliate' companies had H&S 'FIT Checks' (internal checks against predetermined criteria) conducted on them, and the EHS Function followed up on recommendations from the previous year's FIT-checks. Monitoring will persist in 2025 with further internal audits and the launch of a second H&S internal control campaign, which will include new Key Controls based on relevant risks.

This ongoing monitoring is further enhanced by safety tours as well as 'Go-Look-See' and Gemba activities (targeted safety walks by managers and others) supported by the 'People Safety @ Work', 'We Care', and 'Safe Together' initiatives. In addition, local EHS teams commission audits to monitor their compliance with local regulatory requirements and international standards.

The EHS function's compliance assurance activities have a Company-wide scope and are an integral part of the ongoing effort to continuously improve performance. Whilst it is difficult to measure their individual impact, there is no doubt that they contribute to the improvement of risk management and the resulting reduction in the accident rate.

For more information on how the effectiveness of actions taken is tracked, refer to section section "– 6.3.2.7.3 Targets (S1-5)".

6.3.2.7.3 Targets (S1-5)

To reflect its commitment to continually improving health and safety standards in the Company OHS Policy, section "– 6.3.2.7.1 Policies (S1-1)" and elsewhere, the Company has set itself an internal key performance indicator (KPI) based on the number of Lost Time Injury ("LTI") accidents of its own workforce. This is the rate of LTI's per one million hours worked, and is called the Lost Time Injury Frequency Rate 1 ("FR1").

Each year annual targets are set for this KPI in Airbus and the two divisions, which are monitored and reported. The annual FR1 targets are a percentage reduction, based on the previous year's actual end of year data. Annual FR1 targets are proposed by the Company Head of EHS & FMRE and validated by members of the Executive Committee.

Health and safety target	Unit	2024 Target	2024 Target % vs 2023 Baseline	2024 Performance	2023 Baseline
Airbus FR1	LTI / 1M hours [1]	1.95	-15%	-31%	2.31
Airbus Helicopters FR1		0.9	-10%	11%	0.99
Airbus Defence & Space FR1		1.09	-15%	-49%	1.28

Scope: own workforce in the relevant perimeter
Assumptions: see "metrics" section hereafter

(1) LTI = Lost Time Injuries. 1M hrs = 1 million hours worked. For more details see section "- 6.3.2.7.4 Metrics (S1-14)" below.

The performance against target is tracked and reported by the H&S Performance & Improvement team. Executive level and, within their perimeter, site and function level performance review meetings monitor these metrics, and the OHS Governance Board discusses performance trends. Employees are informed of the FR1 performance via the management communication cascade. Local rates are communicated by the People Safety @ Work teams, who also engage employees as they support the various business areas in reviewing and responding to the safety issues that influence their performance, (see "– 6.3.2.7.2 Actions and resources (S1-4)", point "c").

The Company Incident Review Panel ensures the accuracy and completeness of accident data for this KPI by checking all lost time injury reports each month. While workers representatives were not directly involved in the setting of the target, stakeholder involvement is achieved by informing the SEWC of the targets and communicating performance as part of the company information cascades via the management hierarchy.

The methodologies for the metrics used in 2024 are the same as those used in 2023. Since February, Airbus has consistently advanced toward its 2024 year-end safety goal, showing steady month-over-month improvements. This positive trend was evident in Airbus Defence and Space, which also successfully achieved its year-end target. Although Airbus Helicopters concluded the year above its end-of-year target rate, driven largely by integration of the customer centres into the figures, its absolute performance remains at a solid level.

6.3.2.7.4 Metrics (S1-14)

Health & safety metrics	Unit	2024
Governance metrics		
Employees(*) covered by a formal occupational health and safety management system[1]	%	90%
ISO 45001 certified management system - entities coverage rate[2]	%	19%
ISO 45001 certified management system - employee coverage rate[2]	%	28%
FISH health and safety management platform		
Employees with direct access to FISH[3]	%	>84%
Employees covered by FISH reporting (including FR1)[3, 4]	%	>84%
Performance metrics		
Number of work related fatal accidents	No.	2
Own workforce	No.	0
Other workers on Airbus sites	No.	2
Number of work related ill-health fatalities	No.	0
Number of work related recordable injury accidents	No.	2,645
Rate of work related recordable injury accidents	per 1M hrs	10.13
Company FR1	LTI per 1M hrs (5)	1.56
Airbus FR1	LTI per 1M hrs (5)	1.59
Airbus Helicopters FR1	LTI per 1M hrs (5)	1.10
Airbus Defence & Space FR1	LTI per 1M hrs (5)	0.65

Methodology / scope / assumptions for estimates:
(1) Based on data collected by questionnaire, for which there was a 75% response rate. Lack of response was treated as a negative response.
(2) Based on the scope described in the ISO 45001 certificates held by Company entities.
(3) Scope based on the number of registered users amongst employees.
(4) Scope based on FISH data plus information from files provided by areas not yet able to input their data directly into FISH.
(5) LTI = Lost Time Injuries. 1M hrs = 1 million hours worked. Details in 'Metrics' section. FR1 scope includes some non-consolidated entities.
(*) The term "employee" in this table and in footnotes includes Active Workforce only (for definition see section 6.3.2.6 Characteristics of the undertaking's employees (S1-6))

Airbus and the two Divisions are required to follow the principles of the Airbus Occupational Health & Safety Policy, with management systems tailored to their operational scale and specific risk profiles. Airbus has aligned itself with the ISO 45001 Standard and several entities are already ISO 45001 certified. The Airbus system continues to evolve as components are developed and integrated within the management framework as part of ongoing improvements to health and safety risk management. This approach establishes the foundation for future external ISO 45001 certification of business entities. In parallel, Airbus Helicopters continues to improve its health and safety management systems, aligned with divisional goals. Airbus Defence and Space is working to consolidate its national entity ISO 45001 certificates into a single divisional certificate, to benefit from the cohesion and harmonisation this will bring.

To assess the level of coverage of the Company's occupational health and safety management system, the Company conducted a data collection exercise. Information was provided by Heads of EHS for entities based in the Company's core countries and belonging to Airbus, Airbus Helicopters and Airbus Defence and Space, defined as "Core entities". Additionally, a questionnaire was shared with affiliates within the reporting scope of this statement.

The Company Incident Review Panel ("CIRP") monitors data quality and adherence to the definitions found in the Company method for incident management. Top level oversight is provided by the Company Occupational Health and Safety Governance Board. In order to efficiently facilitate the capture of complex safety and environmental data, enable analysis, reporting and communication, and provide a harmonising management system platform, the Company has implemented a common software tool called FISH. The global deployment of this management platform continues (see rate in the table above) The deployment of this major component supports the estimated coverage of the occupational health and safety management system as a whole.

The Company measures safety performance using a Company specific indicator for the frequency rate of Lost Time Injuries, called the Airbus FR1 (see Target section above). It is important to note that this indicator is obtained from data sets that are produced by collecting a common set of data points from each Company's entity. The data are derived by applying the same Key Performance Indicator (KPI) definitions in all entities, which enables the Company to compare performance over time, and between business segments. However this data equivalency means that the harmonised definitions exclude some categories of accident that are reported to the local authorities in some jurisdictions but not in others. The CIRP considers such exclusions in its discussions. Commuting accidents, for example, are legally reportable in some countries but not in others, so they are not included in the FR1 calculation.

The FR1 calculation produces a figure for the number of own workforce lost-time injuries per one million (1,000,000) worked hours. The scope of the Company FR1 covers:

- all sites in France, Germany, UK and Spain for the Company's commercial aircraft business, Airbus Helicopters, Airbus Defence and Space;
- the Company's commercial aircraft Final Assembly Lines (FAL's) in Mobile, US and in Tianjin, China;
- Airbus Defence and Space site in Poland;
- the consolidated data from the Airbus Helicopters sites in USA, Romania, Mexico, Canada;
- sites across the Company´s three operating segments in Brazil, Japan, Australia, Ireland, Italy, Poland, China and, newly added in 2024, Chile, Hungary, Saudi Arabia, South Africa and the APAC region;
- the consolidated data from the Airbus Atlantic sites in Canada, Morocco, Portugal and Tunisia.

The Company's commercial aircraft business FR1 perimeter covers:

- all commercial aircraft sites in France, Germany, Spain and UK;
- the commercial aircraft Final Assembly Lines (FAL's) in Mobile, US and in Tianjin, China

Working hours are calculated using time and headcount data from HR systems and direct reports by the major affiliated entities. For the CSRD Recordable Accident rate, estimates are added for affiliates for which only headcount figures are available.

The validity of the FR1 calculation is tested by the Company's EHS Compliance Assurance team using formal processes such as Internal Controls and, in those areas of the Company certified to ISO 45001, by the external audits of the certification bodies. This testing will be extended to other metrics as the EHS compliance assurance systems mature. In entities that are ISO 45001 certified, the management systems, including those parts that monitor performance and selected FR1 data, are tested by certification auditors.

The Company will continue to report its own FR1 indicator. In addition it now also publishes the recordable accident frequency rate. For the purposes of this CSRD report, recordable work-related injuries have been defined as all those that have been recognised by a health professional or the local labour authorities, excluding First Aid injuries. Unlike the FR1, this definition captures conditions that are categorised as work-related injury in one country but not in others, such as commuting accidents, and also includes non lost-time injuries, restricted workday and medical treatment cases. Consequently there is a considerable difference in scope between the Company's FR1 and CSRD frequency rate indicators that renders them non-comparable. It should also be noted that the definition of the CSRD indicator may differ in other organisations and thus it may not offer a direct comparison between different organisations. Finally, there is a distinction in CSRD between categories of worker, with a 2025 phase-in allowed for non-employees and other workers. Due to the complexity of differentiation in global data sets, the Company has applied the phasing for recordable injury rate. Phasing has not been applied to fatalities and all current employee and non-employee work related fatalities would be reported, as well as other workers on the Company's controlled sites, but excluding individual ill health related cases if data protection required it.

The Company does not report cases or other information related to open investigations or ongoing proceedings.

6.3.2.8 Diversity

At the Company, Inclusion and Diversity (I&D) are driven by three strategic pillars. These focus on fostering an inclusive workplace in accordance with ILO Convention C111 (Discrimination in Employment and Occupation); maintaining a diverse workforce committed to merit-based employment practices while actively promoting inclusive leadership; and ensuring a sustainable impact on communities through partnerships that align with the Company's values.

I&D efforts are focused on ensuring inclusion of all forms of diversity such as but not limited to intergenerational, ethnic, social and cultural diversity, as well as gender equality, LGBT+, neurodiversity and disability.

6.3.2.8.1 Policies (S1-1)

Policies described in this section build on the overarching policies previously described (Human Resources Airbus Company Policy, Airbus Company Human Rights Policy, International Framework Agreement, see section "– 6.3.1 Policies"), which cover the topic of diversity and inclusion, as they forbid discrimination and harassment, and formalise the commitment to promote equal opportunities and other ways to advance diversity and inclusion in accordance with ILO convention C111.

In addition to the information shared regarding the Airbus Code of Conduct under section "– 6.4.1.2 Business conduct policies and corporate culture (G1-1)", this policy aims to leverage differences to achieve better business outcomes and support professional development for all employees. In particular, several engagements are taken on diversity and inclusion such as the commitment to recruit, select, and develop employees on merit, irrespective of their race, colour, religion, gender, age, sexual orientation, gender identity, marital status, disability, or any other similar status.

For further detail on the key contents of the Code of Conduct, its scope, accountability, and stakeholders considerations, please refer to section "– 6.4.1.2 Business conduct policies and corporate culture (G1-1)".

The Company is committed to fostering an inclusive and diverse workplace, as outlined in the I&D Guidelines. This policy defines I&D and underscores the company's dedication to these principles through its three strategic pillars.

The guidelines introduce several initiatives aimed at creating an inclusive environment. These initiatives are essential for clarifying the Company's commitment to I&D, making it accessible and actionable for all employees. The policy applies to all employees of the Company, ensuring that everyone is aware of and can contribute to the I&D efforts. The I&D team is part of the "DEVELOP Centre of Expertise" within the Human Resources function and represents the Company with regional I&D focal points supporting the implementation of the I&D strategy globally. It is responsible for the effective implementation of these guidelines across the Company.

The document serves as a complementary guide to the existing HR Policy, providing clear definitions and a general understanding of I&D. It is readily available to stakeholders through the I&D pages on the Company's intranet and the resources section, ensuring easy access for all employees. The above-mentioned policy commitments apply to the Company's own workforce as a whole and there is no need for specific policy commitments to groups of people.

The Company has established a comprehensive method for staffing Executive (L3) positions, ensuring a consistent and transparent process across the entire Company including subsidiaries and affiliates, in particular taking into consideration the Company's gender targets for this population. This method, published in December 2023, outlines the rules for selecting and nominating Executives, ensuring a unified approach to Executive staffing. The policy is applicable to all entities of the Company whenever an Executive position must be staffed.

An I&D Advisory Council meets bi-annually and provides top level oversight and input into the I&D strategy, reviews risks or issues raised, provides support on new initiatives, processes or changes to policy and makes appropriate recommendations to the Executive Committee. In addition, local I&D Steering Committees, championed by Senior Managers and Executives in the regions, provide additional support to embed and advance the I&D strategy locally and provide valuable input to the I&D team and advisory council. The Steering Committees are supported by a network of diversity business champions embedded in the business, who advocate for an inclusive working environment.

The Chief Human Resources & Workplace Officer ("CHRO") and Heads of HR are accountable for the implementation of this method. The Talent and Executive Management ("TEM") team is responsible for the Executive staffing process, including headhunting and preparing the selection rationale for the Executive Committee's monthly review. The Executive Committee validates the staffing decisions, and no official communication is made before this validation.

The Heads of HR and future supervisors of the Executive position contribute to the candidate selection process by aligning on the job description, providing candidate insights, and participating in interviews. The Reward team is responsible for grading Executive positions and reviewing the position landscape regularly. This method ensures a fair and compliant staffing process. The method is available to stakeholders in the BMS.

6.3.2.8.2 Actions and resources (S1-4)

The Company has established a comprehensive Network of Enablers for Inclusion & Diversity, which is deployed and accessible to all employees. This network is composed of Diversity Business Champions across various functions and sites, who support the implementation of the company-wide I&D strategy in alignment with overall strategy, tailored to specific functional needs.

Key figure	Unit	2024
Number of Diversity Business Champions	No.	**53**

Diversity Business Champions identify specific needs within their functions and implement actions and initiatives in line with the strategy and resources provided by the I&D team.This has resulted in a wider reach with regards to I&D awareness through workshops and other function specific communications. Furthermore a dedicated virtual space allowing for cross functional collaboration and best practice sharing has been created Company-wide. Also a quarterly forum takes place bringing together all Diversity Business Champions Company-wide. Additionally, there are Employee Resource Groups (ERGs) across different sites, focusing on various I&D topics such as Disability, Gender Balance, LGBT+, Neurodiversity, and Inter-Generation as examples.

Key figure	Unit	2024
Number of Employee Resource Groups	No.	**14**

Methodology: figure as of 31/12/2024 (number varies along the year as ERGs are opened and closed regularly)

ERG networks are voluntarily created by employees to address common interests or causes related to I&D, offering initiatives such as awareness sessions, workshops, networking opportunities, and an internal community space for discussion. This initiative is rolled out globally and

primarily targets internal employees. Through their volunteer work, these ERGs act as catalysts and enablers of the I&D policy, in particular in fostering inclusive workplaces. The initiative is designed for the long term and is reviewed annually. This year the annual ERG networking event was extended to one week in October bringing together all the ERG Company wide.

The MyWay women leadership programme dedicated to women leaders of tomorrow, launched by the Company in 2021, is a strategic initiative aimed at building a robust female talent pipeline for future female leaders worldwide. This twelve-month programme is rolled-out Company-wide and addresses the first level of management. Since its inception, the programme has seen a steady increase in participants.

Key figures - MyWay women leadership programme	Unit	2024
Annual number of participants	Heads	**100**
Number of years of operation	Years	**5**
Number of talented women trained to date, including the current cohort	Heads	**420**

The Company aims to accelerate female representation in leadership roles across the Company through a dedicated action plan. This plan includes slots in leadership programmes designed to develop leaders from various geographies and functions. This is supported by targeted external actions such as career fairs, communication, and partnerships, as well as internal initiatives like robust succession planning, mentoring, and leadership development.

In order to actively support the four sustainability commitments, dedicated training courses on I&D related matters are permanently available to all employees and promoted within the learning catalogue. This Inclusive Leadership initiative focuses on unconscious bias and is broadly deployed across the Company via its internal learning platform. The training aims to create awareness of unconscious bias and its potential impact on employees, particularly in areas such as hiring, development, promotion, and general wellbeing. The training was launched in 2021 and was part of the mandatory learning plan for all employees. This initiative is a key component of the Company´s strategy to foster a culture of inclusivity.

Inclusive leadership and specific unconscious bias training exist in over a number of modules in the eLearning catalogue which have been deployed across the Company and available in different languages as applicable. Further, inclusive leadership and unconscious bias is embedded in management trainings such as the MBLF - Management basics and leadership foundations; other in-person workshops such as the more recent Diversity Fresco also provide a channel to create more awareness on unconscious bias.

Key figures	Unit	2024
Number of modules on inclusive leadership and specific unconscious bias in the eLearning catalogue	No.	**21**
Number of workshops on the Diversity Fresco in the year	No.	**54**

Methodology: a module offered in multiple languages is only counted once

The Company has implemented mentorship programmes through partnerships with external associations to promote gender and social diversity. Partner associations include Elles Bougent, Capital Filles, ISAE-SUPAERO (all France), Wings of Wonder (India) and Flying Women (Spain) for gender balance, and Nos Quartiers ont des Talents, Alliance pour l'éducation, Les entreprises pour la cité, and Article 1 for social diversity. These initiatives aim to mentor young girls, women, graduates, and non-graduates from underserved and rural areas, guiding them towards fulfilling careers and inspiring them to pursue Science, Technology, Engineering and Mathematics (STEM) fields. This effort is part of the Company's long-term strategy to enhance gender diversity and create a sustainable impact. The programmes are geographically focused on France, Spain, and India. As a result, the Company has been able to have regular cohorts of mentorships with several hundreds of young women taking part annually. These initiatives support the three I&D strategic pillars of the Company, in particular ensuring a sustainable impact on communities through partnerships that align with the Company's values.

The mentorship programmes are conducted over an academic year or longer, depending on individual cases, with Company's employees serving as mentors. Additionally, personal development workshops are provided by Company coaches to support the mentees' growth.

All of these actions are ongoing and embedded in the Company's usual operations.

6.3.2.8.3 Targets (S1-5)

An annual process is led by the Company Performance Management team to define, in collaboration with all functions and involving the divisional Performance Management teams, the Company's Top Company Objectives and specific targets for a given year, validated by the CEO and the Company's Executive Committee. With regards to People, to address the material impact of Inclusion & Diversity at company level, a specific Top Company Objective has been set for gender diversity with regards to external hirings for the past few years, which continued to be in place for 2024.

The Company is committed to fostering an inclusive and high-performing leadership by setting ambitious gender diversity targets. Starting in 2024, the Company has differentiated the target along white- and blue-collars, which was not the case in the past (ie: in 2023 one single target of 20% for the combined population). 2024 targets were set as shown in the table below and aim to increase the number of women within the Active Workforce. The level of ambition of these targets shall be considered in view of the current gender gap in the aerospace industry (see table below), particularly in STEM and technical fields. These are annual targets.

Key figure	2024
Proportion of women in the aerospace industry	Less than 20%

These Company-wide targets are applicable worldwide and encompass all consolidated entities. The target setting for gender diversity has been presented to and validated by all heads of HR through the Executive Human Resource Committee (EHRC). The objectives take into consideration the 2023 end-of-year results, with a year-on-year improvement target in light of the labour market situation outlined above. Performance against these targets is monitored via a monthly review with the CHRO. The time period for these targets is annual and recurring.

The Company is committed to enhancing gender diversity within its Executive management positions. The Company has set a target to increase representation of women in these roles by 2025 (see table below). This target was established based on the baseline data from 2021

and aims for an ambitious year-on-year increase, focusing on both external hiring and the development of the internal pipeline. The target setting for gender diversity was presented to and validated by all heads of HR through the EHRC. Performance towards this target is monitored via a monthly review with the CHRO. The own workforce's representatives are not engaged directly in setting and tracking performance against the targets nor in identifying lessons or improvements as a result of the Company's performance, but they are appropriately informed through the different committees at national and international level.

Own workforce targets and performance Gender diversity	Unit	Target year	Target value	2024 value
Women external hire - white collar	%	2024	33%	30%
Women external hire - blue collar	%	2024	12%	12%
Women in Executive management positions	%	2025	25%	22%

Scope: Company-wide
Assumptions: see "– 6.3.2.6 Characteristics of the undertaking's employees (S1-6)"

The Company applied some new methods to boost female attraction towards blue collar jobs in 2024 (e.g. Open Days, in the Final Assembly Lines and plants, for unemployed women), which have demonstrated positive impact and resulted in achieving the Blue Collar target. Despite remaining below target in the white collar and Executive perimeter, an increase was observed compared to the previous year, which confirms progressive improvement year-on-year and emphasises the need to continue setting ambitious, yet realistic targets going forward.

6.3.2.8.4 Metrics (S1-9)

The metric illustrates the distribution of employees across the organisation by gender and age. The data is sourced from the digital HR database, which contains information on all employees of the Company. This data is utilised to analyse trends and distributions by gender and age over time and to compare them with established objectives. In this section, data is disclosed for both active employees and those who are non-active due to leave of absence, such as sickness, parental leave, or early retirement. However, targets are established solely for the Active Workforce. The Company defines top management as Executives which mean up to three levels below from CEO, internally defined as "band III" and above.

Employee gender distribution at top management level	Unit	2024
Female	Heads	**220**
Male	Heads	**783**
Other	Heads	**-**
Not disclosed	Heads	**-**
Total	Heads	**1,003**

Employee breakdown per age	Unit	2024
<30 years old	Heads	**27,934**
30-50 years old	Heads	**98,948**
>50 years old	Heads	**44,948**

6.3.2.9 Social dialogue, freedom of association, and collective bargaining

6.3.2.9.1 Policies (S1-1)

The Company has a long tradition of making employee relations and social dialogue a priority and, therefore, their continuous evolution and improvement are embedded in the Company's Human Resources strategy, supporting the Company's business challenges and the sustainability roadmap. Regular social dialogue is ensured at global, European and local levels, in line with ILO requirements and local legislation.

Policies previously described (Human Resources Airbus Company Policy, Airbus Company Human Rights Policy, International Framework Agreement, and the Code of Conduct, see sections "– 6.3.1 Policies" and "– 6.4.1.2 Business conduct policies and corporate culture (G1-1)"), cover the topic of collective bargaining and social dialogue. Employee relations are underpinned by the Company commitments made in the Company's Code of Conduct and International Framework Agreement, signed in 2005.

For further detail on the key contents of the policies, its scope, accountability, and stakeholders considerations, please refer to sections "– 6.3.1 Policies" and "– 6.4.1.2 Business conduct policies and corporate culture (G1-1)".

6.3.2.9.2 Actions and resources (S1-4)

The Company social dialogue includes discussions about the identification and mitigation of risks inherent to the Company's activities with regards to human rights, environment and health & safety. In cases of restructuring or business relationship termination that would have a significant impact for the Company, the Company strives to limit as much as possible the negative impacts on its workforce and considers employment as a priority. As an illustration, the 2021 COVID-19 adaptation plan resulted in the signature of various collective agreements by the main unions and provided for a range of social measures including trainings, internal mobilities, working time adaptations, voluntary departure schemes, early retirement and the opportunity to pursue personal or professional opportunities outside of the Company, such as business creation as well as dedicated partial unemployment schemes.

The Company has established a continuous social dialogue at the European level through the Airbus SE Works Council (SEWC), in accordance with European regulation No. 2157/2001 and Directive 2001/86/EC, both dated 8 October 2001, which pertain to the statute of the European Company (SE) and the involvement of employees. This initiative aims to foster mutual understanding and collaboration of transnational solutions, which are subsequently reflected at the national level.

In 2024, the main focus has been on preserving global social dialogue, supporting major employee representatives elections, addressing Company transformation projects as well as informing and consulting about employment, working conditions and sustainability. Some of the subjects discussed were the Commercial Aircraft transformation, Company strategy, competence and resources management, artificial intelligence, Airbus cyber strategy, company reorganisations, and business updates. Countries involved in this initiative include France, Germany, Spain, the UK, Poland, and Romania.

Key figures	Unit	2024	2023
Number of meetings planned with the SE Works Council	No.	**4**	4
Number of meetings conducted with the SE Works Council	No.	**6**	5

The Company has established the yearly Airbus Global Forum (AGF) to enhance social dialogue beyond the European Economic Area (EEA). The objective of AGF is to establish and to foster exchange of information and dialogue between Airbus SE Management and employee representatives from the main countries where the Company significantly operates and which thus mirror its global footprint.

During 2024, the social dialogue continued in the regions based on local exchanges between the management team and employee representatives. For example, with the recent legislative reforms across the Asia-Pacific (APAC) region in 2024, maintaining open channels for social dialogue between parties remains more important than ever. In APAC, countries such as South Korea, Thailand and Taiwan continued to leverage Welfare Committees as platforms to enhance collaboration between employee representatives and management. These committees play a pivotal role in bridging communication gaps, fostering mutual understanding, and supporting progressive workplace relations. In Singapore, the interaction between Airbus Helicopters Southeast Asia Pte Ltd and the Singapore industry union has remained a key focus, with efforts directed toward deepening collaboration and building a sustainable, long-term relationship. Ultimately, fostering an environment that promotes open and constructive dialogue is essential to developing resilient and inclusive workplaces in an ever-evolving regulatory landscape. The AGF is typically held annually, contingent on the prevailing political and economic conditions, with the most recent session conducted in 2024.

The AGF includes selected members from the SEWC committee, along with representatives from regions such as Africa and Middle East, China, Latin America, Asia-Pacific, and North America. The subjects discussed encompass ethics, the Corporate Sustainability Reporting Directive (CSRD), and business updates outside the founding countries (France, Germany, Spain, United Kingdom).

During 2024, the Company continued its commitment to fostering social dialogue at both national and local levels. Meetings were held according to local requirements, facilitating exchanges between the management team and employee representatives. The dialogue was developed locally throughout the year in accordance with the agreed planning and the needs to ensure collaboration and good activity. The outcome of the dialogue with social partners at all these levels is an enhanced communication and collaboration within the organisation fostering enhanced understanding by employees at all levels. All the actions mentioned are planned to mitigate risk and ensure the Company's success relies on effective social dialogue, freedom of association, and collective bargaining. All of these actions are ongoing and embedded in the Company's usual operations.

6.3.2.9.3 Targets (S1-5)

The ambition of those involved in social dialogue is to have a collaborative and constructive dialogue and thus build trustful relationships with social partners to enable smooth implementation of projects and avoid any material disruption which could result from an action of the social partners. The Company has not set any measurable outcome-oriented targets for the specified actions. However, the Company tracks the effectiveness of its policies and actions in relation to material sustainability-related impacts, risks, and opportunities for social dialogue by ensuring the dialogue continuity through respectful, open and timely forums.

6.3.2.9.4 Metrics (S1-8)

The metrics below demonstrates the percentage of employees that are covered by collective bargaining agreements within the EEA and out of the EEA as well as the percentage of employees covered by Social Dialogue within the EEA (for countries with more than 50 employees and representing more than 10% of the total employees). The data reflects actual figures (not estimated or extrapolated in relation to information within the European Economic Area (EEA). This data is obtained by cross-referencing the number of employees within each entity in every country/region with their respective coverage status concerning collective bargaining agreements and worker representation. For the Collective Bargaining coverage in the regions (outside France, Germany, Spain and the United Kingdom), the data provided represents actual figures for more than 99% of employees. The less than 1% remaining were estimated with the conservative assumption that they are not covered by collective bargaining agreements. The Company has the following agreements in place: "Agreement on the Airbus SE-Works Council and its derived Divisions European Committees reached between Airbus SE and the European Negotiating Group" and the "International Framework Agreement" between the Company and the European Works Council.

Key figure	Unit	2024
% of total employees covered by collective bargaining agreements	%	**91%**

Own workforce	Collective bargaining coverage		Social Dialogue
Collective bargain and Social Dialogue Coverage Rate	Employees EEA countries	Employees non-EEA regions	Workplace representation (EEA only)
0-19%	-	Asia Pacific India	-
20-39%	-	-	-
40-59%	-	North America	-
60-79%	-	-	-
80-100%	France Germany	Australia & New Zealand Europe non-EEA (incl. UK) Latin America Middle East & Africa	France Germany

Note: Spain (80-100%) represents less than 10% of the employees and is therefore not included in the table above.

6.3.3 ESRS S2 - Workers in the value chain

6.3.3.1 Workers in the value chain IROs

While the Company's products and services are sold all over the world, the majority of its supply chain is based in Europe and OECD countries (see "– 6.1.1.3.1 SBM-1: Strategy, business model and value chain"). The Company's value chain, which includes suppliers and sub-tier suppliers, operates in a diverse global context. Systemic issues of work-related rights may potentially exist, to the extent the Company's sourcing footprint includes countries and regions with differing labour standards and potentially varying levels of labour law enforcement, as well as certain activities or commodities, such as the sourcing of raw materials. In addition, as certain industrial operations at some supplier sites tend to involve some higher-risk activities, such as working at heights, there is a structural risk of workers being impacted.

Ensuring respect for human rights in the Company's upstream activities is primarily supported by the Procurement Sustainability team which drives key actions in the frame of the Sustainable Supply Chain Roadmap.

Building on the DMA process described under section "– 6.1.1.4.1 IRO-1: Description of the processes to identify and assess material IROs" the following IROs were identified for workers in the value chain:

ESRS	(sub-)topic	Impact, risk or opportunity	Description	Time horizon	Location in the value chain
ESRS S2 Workers in the value chain	Other work-related rights: > Child Labour	Potential negative **impact**	The use of child labour in the upstream supply chain, including in sourcing raw materials, may result in harm for the physical and/or mental health of the concerned children.	Short-term and mid-term	Upstream
ESRS S2 Workers in the value chain	Other work-related rights: > Forced labour	Potential negative **impact**	The use of forced labour in the upstream supply chain, including in situ contractors, may result in harm for the physical and/or mental health of the concerned worker.	Short-term and mid-term	Upstream including in situ contractors
ESRS S2 Workers in the value chain	Working conditions: > Health and Safety	Potential negative **impact**	Unidentified weaknesses in due diligence and health and safety management measures could result in the use of suppliers that have inadequate occupational health and safety management measures potentially causing injury or ill-health from the work environment, processes or activities.	Short-term and mid-term	Upstream including in situ contractors

The Company is committed to identifying and addressing its salient issues, including the potential material impacts mentioned above, through ongoing monitoring of actual or potential internal and external adverse impacts, including within its supply chain, and engagement with key internal and external stakeholders.

Taking into account that salient issues may change over time due to internal and external influences, the Company is committed to reviewing them on a regular basis. This includes an annual review to identify any new issues that may need prioritisation, a comprehensive and more in depth review conducted every three years and ad hoc assessments as required.

The methodology used by the Company for identifying its salient issues is based on the UNGPs and includes an assessment of actual or potential adverse impacts in terms of severity (scope, scale, irremediability), likelihood, relationship and level of influence to inform prioritisation. The results of this analysis are reviewed by both internal and external stakeholders, prior to final validation at Executive Committee level.

All identified salient issues, including their associated potential adverse impacts, are recorded through the ERM system and governance follows a similar process as the one existing for the Company's top company risks. For example, sponsorship of each salient issue is at Executive Committee level with nominated salient issue owners who have responsibility to develop and implement action plans as well as setting measures of effectiveness. Reporting on the progress of actions to the Executive Committee is conducted at least once per year, including during the ERM presentation of top company risks as well as through relevant steering committees and other Risk & Opportunity Boards at functional and divisional level. For further information on current and anticipated effects of workers in the value chain-related impacts, risks and opportunities on the Company's business model, value chain, strategy and decision-making, and the actions to address them, refer to section "– 6.3.3.6 Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those action (S2-4)". For the current financial effects on financial positions, refer to section "– 6.1.1.3.3 SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model".

Through the salient issue identification process, the Company has developed an understanding of how workers with particular characteristics, those working in particular contexts, or those undertaking particular activities may be at higher risk of harm. This analysis took into account publicly available indices supporting the identification of geographies or commodities or nature of activities where there may be higher risk, including related to health and safety and/or child/forced labour. From that analysis, dimensions and characteristics that appeared relevant for the Company as differentiating factors for workers in the value chain to be potentially more impacted are identified as follows:

- Forced labour: supply chain workers, including in situ contractors, particularly migrant workers (both foreign and domestic). Security and cleaning services as commodities, are considered particularly at risk of forced labour.
- Child labour: supply chain workers, particularly those engaged in the sourcing of raw materials.
- Health and safety: supply chain workers, including in situ contractors.

No other dimensions or characteristics have been identified as salient by the Company, included related to workers in downstream value chain or in the operations of joint ventures.

For each of these potential adverse impacts, the Company prioritises high risk countries and activities through the application of a risk-based analysis of both the supplier's geographical location and nature of their activity using publicly available indices. For more details, see section "– 6.3.3.6 Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions (S2-4)".

6.3.3.2 ESRS 2 SBM-2 Interests and views of stakeholders

For information about the consideration of interests and views of stakeholders, including workers in the value chain, please refer to section "– 6.1.1.3.2 SBM-2: Interests and views of stakeholders".

6.3.3.3 Policies related to value chain workers (S2-1)

A Human Rights Core Team, made up of multi-divisional and multi-functional representatives from throughout the Company, drives the main actions of the Human Rights Roadmap, including in relation to its identified salient issues which address impacts across the value chain. Due to the transverse nature of human rights topics, various functions are responsible for managing compliance with the relevant commitments outlined within the Company Human Rights Policy and developing measures to support implementation, including the assignment of roles and responsibilities within their own organisation and provision of resources to conduct risk-based due diligence.

In addition, the Company's Sustainable Supply Chain Roadmap, led by the Procurement function, brings together actions on human rights, the environment and health & safety, focusing on workers in the value chain. Its actions are built around three key principles: supplier commitment, supplier assessment, and supplier engagement and development (See "– 6.3.3.6 Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those action (S2-4)" for further details).

Below are the main policies covering material impacts on workers in the value chain:

Human Rights Policy and IFA
See section "– 6.3.1 Policies"

Supplier Code of Conduct
The Company requires that all business shall be conducted by suppliers in compliance with applicable law and regulations as well as the principles of the Airbus Supplier Code of Conduct ("SCoC"), which is the document of reference for the Company's responsible supplier management. The SCoC is based on the International Forum on Business Ethics (IFBEC) Model Code of Conduct and integrates company-wide values and principles, in line with internationally recognised standards and conventions such as UNGPs, OECD and the ILO.

All suppliers are asked to sign a confirmation of commitment with the principles of the SCoC (or to confirm that their own practices are aligned) and to cascade these principles throughout their own supply chains. It is a mandatory commitment for any supplier participating in an Airbus call for tender.

The SCoC is endorsed by the Procurement Leadership team, including the Chief Procurement Officer for Airbus, the Head of Procurement, Supply Chain & Logistics for Airbus Defence and Space and the Strategic Procurement Executive Vice President for Airbus Helicopters and the Head of Group General Procurement. The SCoC is available on the Airbus website, including on the "Be an Airbus Supplier" section.

As defined in the SCoC, suppliers are expected to establish an appropriate health and safety management system (e.g. ISO 45001 or equivalent). In addition, the Company maintains a zero-tolerance approach to forced and child labour and requires that suppliers comply with relevant international standards, including the ILO Conventions on Forced Labour and Child Labour. Suppliers are also expected to implement due diligence processes to detect, prevent, and address potential impacts including related to health and safety, forced and child labour and broader human rights commitments and to apply remediation of any identified adverse impacts.

The SCoC also formally requires suppliers to comply with applicable laws and regulations on conflict minerals, including any 3TG (tin, tungsten, tantalum and gold) conflict minerals, and establish a policy and a management system to ensure responsible material sourcing, in line with the Company's ***Responsible mineral policy*** published on its website. Indeed some minerals including 3TG are necessary for the proper functioning of components within its products; the Company directly imports minerals in extremely low volumes, however such minerals are found in certain products the Company procures.

The Company monitors adherence to the commitments and expectations of the SCoC through ongoing due diligence to identify and mitigate or prevent any adverse impacts related to its activities including in relation to workers in the value chain. This approach is aligned with the OECD Due Diligence Guidance for Responsible Business Conduct and is further detailed in section "– 6.3.3.6 Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing

material opportunities related to value chain workers, and effectiveness of those action (S2-4)".

The process for engaging with the Company´s value chain workers about material impacts is detailed below under section "– 6.3.3.4 Processes for engaging with value chain workers about impacts (S2-2)".

6.3.3.4 Processes for engaging with value chain workers about impacts (S2-2)

Engaging with stakeholders and ensuring their interests, views and rights are taken into account, helps the Company make informed decisions based on an improved understanding of any impacts it may cause, contribute to or be directly linked with.

The Company's current engagement with value chain workers is primarily conducted based on identified potential or actual impacts, through 'credible proxies', or through third-party assessments conducted on its supplier sites or on its own sites (including in situ contractors), which systematically includes worker interviews (see section "– 6.3.3.6 Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those action (S2-4)" and section "– 6.3.3.7 Targets related to material negative impacts, advancing positive impacts, and managing material risks and opportunities (S2-5)".for further details).

Topics reviewed during the assessments align with the Company's human rights commitments (which take into account international standards and principles) and the expectations defined in the Airbus Supplier Code of Conduct, as well as applicable law. They include checks related to indicators of forced labour and child labour, including paid recruitment fees, retained id, worker age, working hours, remuneration, and safe working environment.

The Company is directly informed of any findings in order to take the appropriate action with the supplier as well as, where appropriate, an analysis of any trends and how such findings may inform its business strategy going forward.

Workers in the value chain can also raise concerns via the Airbus OpenLine.

In terms of operational responsibility for ensuring that this engagement happens, targets for the Company´s supplier assessments are included in the 2024 objectives of the Company's Chief Procurement Officer and cascaded through the Procurement Organisation. In addition, sponsored by the CSO and Chief Human Resources Officer (CHRO), the Company undertakes assessments on its own sites and has related targets (see section "– 6.3.3.7 Targets related to material negative impacts, advancing positive impacts, and managing material risks and opportunities (S2-5)"). This assessment includes in situ contractors.

The Company's risk-based approach for due diligence and exchanges with third party experts on these matters enable the Company to get insightful perspectives on potentially more vulnerable workers as well as on the relevance of its overall due diligence process, including about ways of engaging with value chain workers.

6.3.3.5 Processes to remediate negative impacts and channels for value chain workers to raise concerns (S2-3)

The Company is committed to promoting open and trusting dialogue with workers in the value chain, including through the Airbus OpenLine available to all stakeholders. The Airbus OpenLine is available both online and through a dedicated telephone number and provides a confidential way for anybody connected to its business activities to report a concern, including related to human rights such as forced labour, child labour and health and safety. A concern can be reported anonymously in all locations where legally permissible. If an alert is received through OpenLine, the Company commits to acknowledge receipt of the report within seven days. All alerts of concern are handled by professional investigators with the assistance of subject matter experts where required (see section "– 6.4.1.2 Business conduct policies and corporate culture (G1-1)").

Details of OpenLine are available on the front page of the Company website, including on the 'contact us' section. They are also communicated to suppliers through the Airbus Supplier Code of Conduct. The Company also aims to ensure that in situ contractors are aware of its processes for raising concerns by embedding communication channels within its operations. Although the Company raises awareness of the available procedures for addressing any grievances, it does not have a dedicated process to determine whether value chain workers are aware of and trust such structures and processes.

The Company is committed to protect anyone from retaliation, direct or indirect, towards anyone who raises questions or concerns in good faith or assists in investigations of suspected violations. The Company's non-retaliation principles are defined in a specific policy which provides a comprehensive guide on preventing, detecting and remedying retaliation (see also section "– 6.4.1.2 Business conduct policies and corporate culture (G1-1)"). Knowing that the risk of retaliation is heightened during investigations, it is the responsibility of the investigator to pay special attention to the risk of retaliation and they, among other things, must communicate the Company's policy regarding non-retaliation to any reporter. Protection from retaliation is also noted as a key principle in the Airbus OpenLine policy and the Company's internal Method for Investigation of Compliance Allegations. For more information on the OpenLine, see section "– 6.4.1.2 Business conduct policies and corporate culture (G1-1)".

A multi-functional team, including members from Legal & Compliance, the Human Rights Roadmap and the Procurement Sustainability teams, are updated on a regular basis on any new alerts or findings resulting from its due diligence activities which require action, as well as the progress and outcome of key investigations. Any investigations include engagement and involvement of impacted rights holders and other stakeholders as required.

If the Company identifies (including through investigations or other means), that it has caused or contributed to an actual adverse impact within its own operations, supply chain or other third party business relationship through its business activities, it will endeavour to address such impacts by providing for or cooperating in appropriate remediation. This includes seeking to restore the affected person or persons to the situation they would be in had the adverse impact not occurred (where possible) and enable remediation that is proportionate to the significance and scale of the adverse impact, including in cooperation with relevant stakeholders.

6.3.3.6 Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those action (S2-4)

Due Diligence related to the Company's upstream activities
During 2024, the Company continued to strengthen its risk-based human rights due diligence taking into account the OECD Due Diligence Guidance for Responsible Business Conduct. This due diligence is intended to support the Company to check adherence to applicable law and international human rights standards and principles, and identify, cease, prevent / mitigate and remediate human rights risks, including across its supply chain and own operations, including workers in the value chain[14].

Actual and potential adverse impacts identification in Company's supply chain
As described in section "– GOV-4: Statement on due diligence, Step 2: Identify actual and potential adverse impacts" the Company conducts due diligence in its supply chain, which is an ongoing, iterative and progressively in-depth process. This includes identifying and addressing actual and potential adverse impacts. The scope of this action covers the Company's supply chain, with different processes and means deployed depending on the nature of the contractual relationship with suppliers, including prioritisation based on those sectors and locations deemed to be more risky (see details in section "– GOV-4: Statement on due diligence"). Specifically, more in-depth assessment means described below are primarily targeting Tier-1 suppliers of the Company's three operating segments. The table below illustrates the percentage of the sourcing volume (2022 baseline) as well as the total number of the Company's identified highest risk suppliers (based on an analysis of geographical and activity risk using public indices) having undergone a third party evidence-based desktop Sustainability Maturity Assessment ("SMA"). This includes suppliers who had undertaken an SMA through a sectoral approach developed with the International Aerospace Environmental Group (IAEG) (see section "– 6.1.1.2.4 GOV-4: Statement on due diligence"). In addition to the SMA, other types of actions are launched to mitigate risky suppliers (see below and "– 6.3.3.7 Targets related to material negative impacts, advancing positive impacts, and managing material risks and opportunities (S2-5)").

The results of an SMA, or any sustainability alert, may also lead the Company to request an on-site assessment at a particular supplier site in a determined time frame. See table below for the number of assessments performed.

Key figures	Unit	2024
Sourcing volume having undergone an SMA	%	**86%**
Number of highest risk suppliers having undergone an SMA	No.	**305**
Number of on-site assessments conducted on supplier sites	No.	**50**

Addressing actual impacts identified through due diligence
The Company's due diligence efforts undertaken during 2024 did not identify any findings related to child labour. However, the Company identified indicators of forced labour and health & safety concerns. Details follow:

Following a third party onsite audit triggered by a visit to a supplier site, indicators of forced labour were found on a supplier site in Southeast Asia. This included allegations of worker-paid recruitment fees and excessive working hours. Since identification, the Company has been working with the supplier to clarify the alleged findings, including with the support of external stakeholders to support guidance and worker interviews. Following positive collaborative discussions with the supplier, all findings are in the process of being closed and the Company is following up closely and supporting the supplier in this respect. Whilst the additional worker interviews clarified that no worker-paid recruitment fees were required to be repaid, remedial actions undertaken by the supplier include strengthening its policies, processes and guidance related to worker-paid recruitment fees and working hours in consideration of international labour standards. The findings will be formally closed following a third party closure audit.

Potential or existing health & safety impacts on in-situ contractors are covered in sections "– 6.3.2 Own workforce". The Company has no known formally-reported events in the rest of its upstream and downstream value chain that would qualify as severe human rights issues or incidents.

Actions to cease, mitigate or prevent adverse impacts
During 2024, in line with its commitment to respect human rights, the Company continued to develop action plans relating to ceasing, mitigating or preventing actual or potential adverse impacts related to workers in the value chain. The Company will continue to progress actions during 2025. See details below:

- Mitigating the risk of forced labour. The Company continued to monitor sites in its higher risk countries in particular for indicators of forced labour, and to develop actions related to mitigating the risk of forced labour on its own sites, through in situ contractors, and on supplier sites. This includes actions to review and strengthen policies and processes throughout the procurement process, including at the onboarding stage for in situ contractors, and monitoring. This activity is focused on high risk activities such as cleaning, security and catering in high risk countries for forced labour based on publicly available indices. In addition, the Company has produced an internal Forced Labour Toolkit to support identification of indicators and steps for prevention of forced labour, as well as introducing a workshop focused

(14) whilst all Company suppliers, including suppliers of the Company's controlled affiliates, are part of its supply chain due diligence (onboarding, ad hoc and informal alert reporting), currently only Tier-1 suppliers of core entities are covered through the sustainability questionnaire, Sustainability Maturity Assessment (SMA) and risk-based supplier analysis.

on identifying human rights impacts - both of which are primarily aimed at exposed buyers and supply chain quality managers.

- Mitigating risks of child labour related to sourcing of raw materials. During 2024, the Company continued to deepen its understanding of the potential human rights impacts related to its sourcing of raw materials, which are also of particular relevance in its transition to decarbonisation. The objective of this ongoing action is to prioritise the materials (minerals and metals) used in the Company's products which are identified as high risks for human rights, including for child and forced labour, and health & safety. Once identified, the Company aims to review appropriate actions to either cease, prevent or mitigate such risks.
- Mitigating health and safety risks: for health and safety actions related to Workers in the Value Chain (in situ contractors), see section "– 6.3.2.7.2 Actions and resources (S1-4)" under ESRS S1 - Own workforce. In the context of the due diligence efforts undertaken in 2024, health and safety concerns were also identified by on site assessments of four suppliers located in Germany, Brazil and Malaysia. These included fire alarms not present throughout the facility, emergency evacuation exits blocked, building permits missing and electrical risks. Following the corrective action plan defined by the third party provider, the suppliers have been notified and appropriate remediation actions requested. The Company is following up closely to ensure the implementation of corresponding mitigation actions and the findings will be formally closed following a third party closure audit.

Stakeholder engagement and collaboration
Engaging with stakeholders helps the Company make informed decisions based on an improved understanding of the expectations of society. See section "– 6.1.1.2.4 GOV-4: Statement on due diligence, Step 4: Stakeholder engagement and collaboration".

Tracking and assessing effectiveness of actions
The Company considers that, as well as being good management practice, tracking and measuring the effectiveness of its engagement with workers in the value chain, including through the definition and setting of key performance indicators (KPIs) and targets, is a key success factor in helping to achieve its human rights and environmental ambitions. See section "– 6.1.1.2.4 GOV-4: Statement on due diligence, Step 4: Track & measure effectiveness".

Providing and enabling remedy
For more information on the Company's processes to provide or enable remedy in the event of material negative impacts, refer to section "– 6.3.3.5 Processes to remediate negative impacts and channels for value chain workers to raise concerns (S2-3)".

The Company has put in place a number of actions to ensure processes for remedying material negative impacts on value chain workers are available and effective in their implementation and outcome (see section "– 6.3.3.5 Processes to remediate negative impacts and channels for value chain workers to raise concerns (S2-3)"):

- Improving accessibility to grievance mechanisms: the Airbus OpenLine is available on the front page of Airbus.com, including through the 'contact us' section. In addition, the Company is currently reviewing and updating OpenLine to support accessibility of value chain workers operating in high risk countries for forced labour, such as availability in additional languages, including Bangali, Nepali, Malay, Urdu and Hindi. This includes protecting workers from retaliation for reporting concerns in good faith.
- The application of remedy is overseen by various functions, including the Procurement Sustainability Team for workers in the value chain.
- Engaging with suppliers and contractors, including through third parties such as civil society organisations, to ensure effective remedy is applied. This includes satisfactory closure of findings via third party closure audits if required.
- A tracking system to monitor the handling and resolution of grievances and findings, including appropriate remediation and closure.
- Ensuring timely and appropriate action to address root causes and prevent recurrence.
- Regular review of processes and outcomes to support continuous improvement.

If required, any issues may be escalated to the Procurement Leadership Team and ultimately to the Corporate Third Party Compliance Committee, which includes representatives at Executive Committee level, who may take decisions between identified impacts and business pressures.

All of these actions are embedded in the Company's usual operations.

6.3.3.7 Targets related to material negative impacts, advancing positive impacts, and managing material risks and opportunities (S2-5)

As detailed further above, the Company has identified on-site social assessments in its own operations and that of its suppliers in addition to supplier Sustainability Maturity Assessments as key means to identify, prevent and reduce potential impacts on workers in the supply chain; it has consequently established related targets to monitor their proper deployment over time.

Social assessments conducted on the Company's own sites, including value chain workers

Workers in value chain performance Social Assessments	Unit	Target Year	Target Value	2024 value
Assessment of all Company sites, including controlled affiliates with more than 100 employees, for human and labour rights, since 2020	%	2026	100%	**70%**
Number of annual on-site social assessments performed	No.	2024	15	**15**
Number of assessments performed since 2020	No.			**69**

Scope: The scope of this target includes the Company's own sites and in situ contractors.
Countries of sites assessed in 2024: Spain, Germany, France, UK, Portugal, Poland, Hungary, Tunisia, Romania, Thailand, Taiwan and the USA
Methodology and assumptions: The baseline for these social assessments is based on 2020 data. There have been no changes in the target and corresponding metrics or underlying measurement methodologies, significant assumptions, limitations, sources and adopted processes to collect data versus 2023.

The sites were selected based on an analysis of country risk using publicly available indices (including child labour, forced labour and labour rights), the type of activity (prioritising production facilities) and the number of employees. In addition, any alerts relating to human rights coming from other sources, including the Internal Controls Self Assessment ("ICSA") process. Relevant legislation was also taken into account.

Number of identified high risk suppliers sites, covered by at least one dedicated action

Workers in value chain performance High Risk suppliers	Unit	Target Year	Target Value	2024 value	2024 vs target
Number of risky supplier sites covered by at least one dedicated action	No.	2024	300	**305**	+1.7%

The Company has set a target to ensure that its most risky supplier sites are covered by at least one dedicated action (previously the target was expressed as a percentage of most risky suppliers having undergone a sustainability assessment), see table above. This can include undertaking a Sustainability Maturity Assessment conducted by a third party service provider, an on-site assessment or other targeted action. This target is part of the Company's broader efforts to assess the maturity of its suppliers, particularly in respect to human rights.

The scope of this target is based on the most risky suppliers identified using risk-based analysis of both the supplier's geographical location and nature of their activity using publicly available indices. This inherent risk mapping is performed on Tier-1 suppliers, excluding those of affiliates and subsidiaries. This risk assessment started in 2022 although the baseline and methodology have been reviewed and upgraded in 2023.

No stakeholders (including value chain workers) were involved in setting any of the above mentioned targets. There is no direct engagement with workers in the value chain, their legitimate representatives, or with credible proxies to track the Company's performance against the set targets nor to identify lessons learned or improvements as a result of the Company's performance.

6.3.4 ESRS S4 - Consumers and end-users

6.3.4.1 Consumers and end-users IROs

The Company has identified aircraft passengers and flight crews as the main end-users of its products that may be materially impacted. The consideration of their interests in the frame of the IRO described below is included in the broader "Aviation Safety" topic. As per International Civil Aviation Organization (ICAO) Annex 19, aviation safety is defined as "the state in which risks associated with aviation activities, related to, or in direct support of the operation of aircraft, are reduced and controlled to an acceptable level." (Source: ICAO Annex 19)

The following IROs were identified for consumers and end-users:

ESRS	(sub-)topic	Impact, risk or opportunity	Description	Time horizon	Location in the value chain
ESRS S-4 Consumers and end-users	Personal safety of consumers and/or end users: > Health and safety *referred to as Aviation Safety*	Potential negative impact	An accident associated with the operation of an aircraft may result in fatal or serious injury for those on board the concerned flight (flight crew, passengers).	Short-term, mid-term and long-term	Down stream
		Risk	In addition to the impact described above, there is a risk that an aircraft accident may have a negative effect on the public's or regulators' perception of the safety of a given class of aircraft, a given airline, a form of design of aircraft or of air traffic management. This could damage its reputation and negatively affect the Company's financial performance.		

6.3.4.2 ESRS 2 SBM-2 – Interests and views of stakeholders

For information about the consideration of interests and views of stakeholders, including consumers and end-users, please refer to section "– 6.1.1.3.2 SBM-2: Interests and views of stakeholders"

6.3.4.3 ESRS 2 SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model

Aviation-safety related IROs are related to the use of the Company's products see section "– 6.1.1.3.3 SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model". Taking into account stakeholders' expectations, including those from stringent related applicable regulations and from the constant dialogue with airworthiness authorities (see hereafter) and customers - that are all three considered credible proxies to represent end-users' views, interests and rights -, aviation safety is a critical consideration in any concerned business decisions across many business dimensions, ranging for instance from product design to support to manufacturing or aircraft in-operations.

As a foundation of the Company's business model, aviation safety across the Company aims at ensuring that each aircraft is safely designed and manufactured. Going beyond the Company's perimeter of responsibilities, the Company's safety strategy also aims at influencing external stakeholders to further reinforce the safety of operations and at air transport system level. The Airbus Safety Management System (SMS), described in section "– 6.3.4.2 Policies related to consumers and end-users (S4-1)", is an holistic approach, applicable to the Company's three operating segments, which encompasses technical factors, human factors and organisational factors that contribute to overall aircraft accident prevention.

As such, aviation safety related IROs are fully embedded into the Company's business model. Aviation Safety is continuously reinforced as everyone's business, in particular through the core safety values promoted in the Airbus Code of Conduct. Potential negative material impacts on end-users are related to potential incidents or accidents in the use phase of its products, which would impact any person on board (e.g. passenger, crew member) of the concerned flight in a similar manner. As such, there are no material risks and opportunities arising from impacts and dependencies on consumers and end-users linked to specific groups. As described in the IROs, the Company established a strong correlation between aviation safety-related impact and risk, both triggered by the same potential events.

Key figure **Fatal accident rate (10-year moving average (per million flights) at industry wide level)**	**2024 value**
Fourth generation commercial aircraft	**0.04**

Methodology: 10-year moving average fatal accident rate (per million flights) per aircraft generation at industry wide level. All the Company's fly-by-wire family aircraft (including A320, A330/A340, A380, A350, A220 fleets) correspond to the latest fourth-generation aircraft. This data is based on publicly available data from ICAO and Cirium.

6.3.4.4 Policies related to consumers and end-users (S4-1)

To support the Company vision for safety: "We constantly strive to enhance safety together in our quest to reach zero accidents", the Aviation Safety Company Policy covers the entire product lifecycle (from early design, production to in-service operation). The Company's aviation safety strategy aims to ensure that:

- appropriate programmes are implemented to continuously enhance the safety culture within the Company;
- means are provided so that any employee can report safety concerns and be listened to;
- aviation safety is a priority in decision making; and
- lessons learned and best practices are shared with internal and external stakeholders, and take action as appropriate also based on identified top safety threats or opportunities.

The policy clearly sets the intended safety culture (core values and mission), mid-term vision, and associated top level initiatives/objectives. It ultimately provides the employees with aviation safety objectives. This policy is applicable to all employees within Airbus, Airbus Defence and Space and Airbus Helicopters, and targets the safety of all populations referenced in the ICAO Annex 13, therefore including passengers and flight crews.

The Airbus Company Human Rights Policy includes a commitment to do its utmost to ensure that aviation safety is never compromised. For further information about the policy and the international standards and principles it takes into account, see section"– 6.3.1 Policies".

Accountability and governance
At Company level, the Head of Corporate Aviation Safety governance for all business segments is accountable for ensuring the SMS consistency and coordination across the Company, notably through the common safety policy. He reports to the CEO. Operational safety accountability - in particular for products (e.g. helicopters) - is kept at business level (e.g. Airbus Helicopters).

For the Commercial Aircraft business segment, the Head of Aviation Safety is accountable for the corporate SMS and aviation safety overall activities. He reports directly to the CEO of Commercial Aircraft, and chairs the Product Safety Board (PSB), which includes several Executive Committee members and senior executives. The PSB ensures proactive safety decision-making on corporate safety topics through multidisciplinary assessments at the highest decision level of the Company.

Additionally, the Head of Aviation Safety performs biyearly safety reviews at Board of Directors' level.

Airbus Safety Management System ("SMS")
Consistent with ICAO Annex 19, the Company's Corporate SMS is based on the four ICAO pillars: safety policy and objectives, safety risk management, safety assurance, and safety promotion. The Company's Corporate SMS principles also integrate the end-to-end approach to safety with the Company's suppliers and operators. This is facilitated by an appointed Corporate SMS Officer and SMS Officers per function with support from a network of nominated SMS representatives throughout the Company. Their role is to ensure implementation and operation of the SMS in their relevant organisation.

Regulatory Compliance
Product certifications are provided by the competent aviation authorities including the main civil aviation authorities and specific military authorities. Within each business segment, and according to their respective functions, the Company works to ensure compliance through:

- design and certification of products under European Union Aviation Safety Agency (EASA) Part 21 Subpart J Design Organisation Approvals (DOA); ECSS-Q ST-40-C (for space products) and Def-Stan 00-56 (for defence products);
- manufacturing under EASA Part 21 Subpart G Production Organisation Approvals (POA);
- monitoring of in-service safety through approved EASA Part-M Continuing Airworthiness Management and EASA Part-CAMO Continuing Airworthiness Management Organisations (CAMO);
- aircraft maintenance and retrofit operations conducted in line with civil and military under EASA Part 145 Maintenance Organisations Approvals (MOA); and
- training provided to flight crews, cabin crews and maintenance crews through EASA Part 147 Approved Training Organisations (ATO).

The certified organisations within the Company where specific approvals are granted by the aviation authorities, are audited and monitored by these authorities and by the Internal Control to ensure compliance with regulatory requirements. Additional audits are conducted by third parties as part of the quality certifications appropriate to Airbus and the two Divisions, including EN9100, EN9001, EN9110, AQAP 2110, AQAP 2210 and AQAP 2310.

Commitment to Just and Fair Culture for aviation safety and quality
This commitment ensures that the appropriate reporting channels are available and known to all employees to report product safety and quality-related matters in an atmosphere of trust and empowerment. It is documented and endorsed with the signature of the CEO, Executive Committee members and top management of Airbus and the two Divisions. These commitments are attached to the Airbus Aviation Safety Company Policy.

Consideration of passengers as end-users is facilitated through proxies such as airlines and airworthiness authorities, with which the Company is in constant dialogue, see section "– 6.3.4.3 Process for engaging with consumers and end-users (S4-2)" for more information. The Aviation Safety Company Policy is accessible to all employees of the Company via the Business Management System (BMS). The policy was defined in order to continuously reinforce prevention of aircraft incidents and accidents, as per the aviation safety vision to reach zero accidents. In addition, this policy is also compliant with applicable aviation safety regulatory requirements, including EASA requirements for SMS, that aim to set global safety standards for aviation and therefore consider end-users' health and safety interests as a priority focus.

For more information on the approach with regards to measures to provide and/or enable remedy for human rights impacts, refer to section "– 6.3.4.4 Processes to remediate negative impacts and channels for consumers and end-users to raise concerns (S4-3)".

6.3.4.5 Processes for engaging with consumers and end-users about impacts (S4-2)

The Company engages with operators and airworthiness authorities, and other external stakeholders (e.g. suppliers, MRO, training centres) in a comprehensive manner to contribute to the safe operations of its products and services throughout the aircraft lifecycle.

Sharing safety information is a key contributor to increasing the level of safety. The Head of Aviation Safety, reporting to the Company's CEO has operational responsibility for ensuring means are implemented to foster sharing of information.

There is continuous safety communication and regular exchanges between Airbus and external stakeholders. In addition, the Airbus annual flight safety conferences with Airbus customers, initiated in 1994, and the Company's safety magazine ("Safety first"), which reaches over 1,500 aviation professionals daily via the website safetyfirst.airbus.com, are specific aviation safety-led activities which contribute to the enhancement of safety for aircraft operations by increasing knowledge and communication on safety-related topics. The Safety-first application D10X (short for Air Transport Safety, Destination 10X Together) is another collaborative initiative with airlines. The aim of D10X is to propose and share pragmatic solutions together with operators of Airbus aircraft for the key safety issues identified within this network.

Airbus works closely with airworthiness authorities such as the EASA, in all aspects of the lifecycle of Airbus products, from conception through to design, certification, production and in-service support to ensure continuous safety of Airbus products. This collaborative approach ensures the full involvement of external stakeholders (airlines and airworthiness authorities) and helps incorporate feedback into the design process.

To support safety in operations, Airbus regularly shares safety-related information with airlines, airworthiness authorities and other relevant stakeholders. This includes technical updates, and operational advisories to inform stakeholders about potential issues and recommended actions. Airbus maintains a transparent incident reporting system that encourages airlines to report any safety-related events. This information is analysed to improve overall safety and shared with relevant authorities as appropriate. Airbus also offers ongoing technical support to airlines, helping them address any safety concerns. This support includes troubleshooting, maintenance advice, and regular updates on best practices.

Airbus offers training programs for pilots, cabin and maintenance crews, aiming at ensuring they are qualified and have the appropriate skills to operate and maintain Airbus aircraft safely. Training includes simulator sessions, emergency procedures, and regular updates on new safety protocols.

6.3.4.6 Processes to remediate negative impacts and channels for consumers and end-users to raise concerns (S4-3)

With the sole objective to prevent reoccurence of accidents and incidents, Airbus supports ICAO Annex 13 investigations. Airbus acts as a technical advisor to the accredited representatives, in accordance with the ICAO Annex 13 to the Convention on International Civil Aviation International Standards & Recommended Practices.

Airbus encourages operators, MROs, and its suppliers to not only report according to mandatory requirements to their own agency and/or national airworthiness authority, but also directly to Airbus for technical and operational feedback, and including non-mandatory safety-related incidents.

The Airbus OpenLine is implemented as an additional reporting means to Company employees and any external stakeholder, who can raise concerns, including related to safety. It allows individuals to report concerns anonymously (where legally permissible), and is communicated about through various channels including the Company website and official publications such as the Report of the Board of Directors. The Company protects those who speak up and raise concerns appropriately and in good faith, consistently with the Airbus Commitment to Just & Fair Culture. See ESRS G1 for more details on policies in place to protect individuals from retaliation. To close the loop, the Company shares lessons learned from accident and incident investigations with the wider aviation community to enhance overall industry safety.

The safety risk management process is fully embedded into the SMS, which includes a monitoring of efficiency to ensure that potential safety-related issues are adequately assessed, managed and mitigated. The effectiveness of these communication channels is ensured by several means, including their availability 24/7 and the consideration of related feedback received from customers and operators. See section "– 6.4.1.2 Business conduct policies and corporate culture (G1-1)" for more details on the OpenLine mechanism.

6.3.4.7 Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions (S4-4)

Actions identified to support aviation safety address both the impact and the risk linked to this topic. The action plan is on-going, permanent, and fully operational and supports the current safety level in the aviation sector. It includes prevention, mitigation and remediation actions that address negative material impacts on consumers and end-users, and is fully embedded in the Airbus SMS. It integrates an end-to-end approach to safety which encompasses the Company´s products, their documentation, and associated operations and services. The Airbus SMS exceeds SMS requirements for European Original Equipment Manufacturers (OEM) which apply to Approved Organisations (e.g. DOA, POA). In particular, the Company has also implemented and maintains a robust and mature SMS across its functions including Engineering, Customer Services, Operations, Manufacturing, Procurement, etc.

SMS comprehensive action plan involves a large number of employees, for whom aviation safety is embedded in their respective tasks and duties, including for instance programmes, engineering teams, procurement teams, production lines, quality teams, customer support teams and aviation safety teams. Beyond this workforce dimension, action plan execution is also enabled by a number of means deployed in relation to activities described hereafter such as related IT systems, R&D activities, or industrial operations CapEx supporting quality.

Key actions include:

Safety in design. This set of actions primarily contributes to the IRO prevention / avoidance covering all three business segments. The Company incorporates safety principles from the earliest stages of product design. This includes the use of advanced engineering techniques, rigorous testing, and simulation to identify and mitigate potential safety risks. During the design phase, the Company conducts thorough risk assessments to identify potential hazards and implement design features that enhance safety. This includes structural integrity, redundant systems, and fail-safe mechanisms. Consideration of human factors is integral to design. The Company ensures that the cockpit, controls, and interfaces are designed to minimise pilot error and enhance situational awareness. The Company invests in research and innovation to develop new technologies and methods that enhance safety. This includes exploring advanced materials, automation, and artificial intelligence to improve aircraft safety and performance.

Safety in production. This set of actions primarily contributes to the IRO prevention / avoidance covering all three business segments. The Company employs stringent quality control processes during production to ensure that all components and systems meet safety standards. This includes regular inspections, testing, also in compliance with international aviation regulation requirements. This involves rigorous supplier audits and certifications. The Company also adopts a continuous improvement approach, using feedback from production to enhance manufacturing processes and product quality.

Safety in supply chain. This set of actions primarily contributes to the IRO prevention / avoidance covering products from all three business segments. The Company works closely with its suppliers to ensure that all materials and parts meet the required safety and quality standards. It is working with its supply chain to extend its safety enhancement principles to its suppliers. This includes specific SMS forums and initiatives with its suppliers, which reinforce the collaborative approach for optimising responses to in-service feedback and reports. To ensure the safety and quality of parts used in aircraft and spacecraft manufacturing guarantee that the final product will meet safety and quality standards, the Company cascades related requirements to all its direct suppliers through contractual terms and the Supplier Code of Conduct. These go beyond ISO EN9100 quality standards, with the requirement for suppliers to continuously train their employees on quality assurance and ensure they are appropriately skilled. The Company leads an annual audit campaign to verify all quality requirements are met, including performance and compliance. Priorities are defined based on risk ranking criteria that consider parts criticality, operational maturity and production capacity.

Testing and certification. This set of actions primarily contributes to the IRO prevention / avoidance and covering products from all three business segments. The Company conducts extensive ground and flight testing of prototypes to validate the safety and performance of new aircraft models. This includes testing under various operational conditions and stress scenarios. Before any aircraft enters service, it must receive certification from aviation authorities such as the EASA, Transport Canada Civil Aviation (TCCA) and the Federal Aviation Administration (FAA). This certification process ensures that the aircraft complies with all safety regulations and standards. See section "– 6.3.4.2 Policies related to consumers and end-users (S4-1)" for more information.

Operations and in-service support. This set of actions primarily contributes to the IRO prevention / avoidance and covers the operations of products from all three business segments. To support continuous airworthiness and safety, the Company develops detailed maintenance programmes for its aircraft, which include scheduled inspections, preventive maintenance, and necessary repairs. At airlines request, Airbus uses advanced data monitoring systems to track the performance of its aircraft in service, and support safety risk assessment and development of mitigation actions. Airbus also provides comprehensive training programmes for pilots, focusing on both normal and emergency procedures. This includes simulator training and ongoing education to ensure pilots are well-prepared to operate the aircraft safely.

Incident and accident investigation. This set of actions primarily contributes to the IRO remediation and prevention, and covers products from all three business segments. See above "– 6.3.4.4 Processes to remediate negative impacts and channels for consumers and end-users to raise concerns (S4-3)" for more information.

Continuous safety enhancements. This set of actions primarily contributes to the IRO prevention / avoidance and covers products from all three business segments. To further enhance the resilience of the Company's products against abnormal conditions, and go beyond strict compliance with certification and airworthiness duties, the Company applies proactive risk management principles which drive the safety processes. The Company fosters a strong safety culture across the organisation, encouraging employees at all levels to prioritise safety and report potential hazards without fear of retribution. Employees receive safety and quality related training adapted to their working stations, and in line with regulatory requirements from EASA (See above, policy section).

Aviation sector engagement. This set of actions primarily contribute to the IRO prevention / avoidance and supports the safety of products from all three business segments. The Company engages with a wide range of stakeholders, including operators, regulatory bodies, and industry groups, to share safety information and collaborate on safety initiatives. Airbus engages in collaborative research projects with airlines and regulatory bodies to develop new safety technologies and methodologies. This joint effort accelerates the adoption of innovations that enhance safety. Airbus works closely with Air Traffic Management ("ATM") bodies such as EUROCONTROL to enhance the integration between aircraft and air traffic management systems and ensure that cockpit procedures and communication protocols align with ATM practices, especially enhancing safety during critical phases like takeoff, landing, and in congested airspace. This includes developing standardised operational manuals that promote clear, consistent communication between pilots and Air Traffic Control ("ATC"). Airbus engages with regulatory authorities and sectoral bodies on initiatives that promote a global approach to aviation safety through standardised procedures and regulations. Such third parties include EASA and FAA, ICAO, IATA, International Federation of Air Line Pilots' Associations (IFALPA) and the Aviation Supply Chain Integrity Coalition.

For more information on how the Company ensures that processes to provide or enable remedy in the event of material negative impacts are available and effective in their implementation and outcomes, refer to section "– 6.3.4.4 Processes to remediate negative impacts and channels for consumers and end-users to raise concerns (S4-3)".

All of these actions are ongoing and embedded in the Company's usual operations.

The Company deeply regrets any fatalities associated with the operational use of its products. During the reporting period, fatalities occurred in relation to a number of helicopter accidents and on board a De Havilland regional aircraft that collided with an A350 commercial aircraft in Japan.

For more information on the approach with regards to provide for and cooperate in or support provision of remedy for those harmed by actual material impacts, refer to section "– 6.3.4.4 Processes to remediate negative impacts and channels for consumers and end-users to raise concerns (S4-3)" as well as section "– 6.1.1.2.4 Statement on due diligence", subsection "Step 6: Cooperating in appropriate remedy".

6.3.4.8 Targets related to managing material negative impacts, advancing positive impacts and managing material risks and opportunities (S4-5) and metrics

Airbus has established a safety-related target that measures the continuous efficiency of the SMS. The SMS network coverage, and particularly the nomination and training of SMS officers in key business functions, was identified as a key safety performance indicator. So, it sets as a target that "100% of SMS officers shall be nominated and trained" on a continuous basis, monitored since 2018 and formalised in 2021, which contributes to reducing impacts on customers and end-users as well as reducing the risk.

This target was set by the Company, with no specific consultation of stakeholders, on a voluntary basis, and was approved and is monitored as per the SMS governance described above. End-users and customers are not involved in tracking the performance against the target. The target covers the SMS officers nominated in the functions within the Commercial Aircraft business segment. SMS officers are considered trained when they have completed a comprehensive training dedicated to SMS officers provided by qualified trainers on SMS.

SMS officers	Target	Target horizon	2024
Nominated	100%	permanent	100%
Trained	100%	permanent	100%

6.4 Governance Information

6.4.1 ESRS G1 - Business conduct

6.4.1.1 Business Conduct IROs

The following IROs were identified for business conduct:

ESRS	(sub-)topic	Impact, risk or opportunity	Description	Time horizon	Location in the value chain
ESRS G1 Business Conduct	Management of relationships with suppliers including payment practices	Risk	There is a risk that the Company's numerous suppliers and subcontractors' financial health and ability to meet their contractual obligations may be negatively impacted by internal and external factors, which could lead to operational disruptions and delivery delays. This could negatively affect financial performance.	/	Own operations
ESRS G1 Business Conduct	Corruption & Bribery	Risk	There is a risk that ethical misconduct or non-compliance with applicable anti-bribery laws and regulations by the Company, its employees or any third party acting on its behalf could expose it to liability. This could negatively affect financial performance and damage its reputation.	/	Own operations
ESRS G1 Business Conduct	Speak Up *(renamed from, and covers, Protection of whistleblowers)*	Risk	There is a risk that not being able to maintain an effective speak up culture within the Company, including protection of whistleblowers, may delay the identification of certain risks or situations until they have been revealed in the public domain. This could negatively affect financial performance and damage its reputation.	/	Own operations
ESRS G1 Business Conduct	Corporate Culture	Risk	There is a risk that a dysfunctional and negative corporate culture in the Company may lead to a lack of shared values, decreased motivation, reduced productivity and a failure to meet agreed standards and applicable rules. This could negatively affect financial performance.	/	Own operations

6.4.1.2 Business conduct policies and corporate culture (G1-1)

The Company supports the principles of the UN Global Compact and the Global Principles of Business Ethics from the International Forum on Business Ethical Conduct (IFBEC), which set a benchmark for high ethical standards globally.

The Company's Ethics & Compliance programme seeks to ensure that the Company's business practices and corporate culture conform to applicable laws, regulations and ethical business principles while reinforcing a culture of integrity and speak-up. Topics covered by this programme include, but are not limited to: corporate culture, protection of whistleblowers, bribery and corruption, relationships with third parties, fraud, export control and sanctions, fair competition, conflicts of interest, insider trading, money laundering and tax evasion. To ensure the deployment of this programme and adapt to a constantly evolving regulatory landscape, each of these topics are supported by dedicated policies that are regularly updated. The Company is also coordinating a network of Ethics & Compliance Representatives ("ECRs"), spanning Airbus and the two Divisions, all functions and regions. Although the ECR network members are not compliance experts, they play an important role in promoting the Ethics & Compliance programme and culture and serve as points of contact for any employee who has questions about the Ethics & Compliance programme or wishes to raise an Ethics & Compliance concern, including but not limited to bribery or corruption. The Ethics & Compliance team animates the ECR network, providing continuous awareness and information to the ECRs. Any employee may also reach out to the Ethics & Compliance team for any ethics and compliance matter, amongst other channels to raise concerns.

Specific policies, detailed further below, have been adopted to address the Company's Business conduct material IROs, including:

- Code of Conduct
- Airbus Anti-Corruption Policy
- Requirements for Ethics & Compliance Specific Areas for Employees
- Requirements for Ethics & Compliance Third Party and Transactions Management
- Requirements for Sponsorships, Donations and Corporate Memberships
- Requirements for Export Control
- Responsible Lobbying Charter

The Ethics & Compliance organisation is tasked with oversight and monitoring of all the policies above, to evaluate them, and ensure that they are being implemented effectively. Periodic controls on key processes are performed and reports provided to the Company's Executive Committee

and the ECSC, including recommendations to strengthen the Ethics & Compliance programme where necessary. In addition, the Corporate Audit & Forensic Department conducts periodic, independent audits of the Company's compliance processes to assess the effectiveness of internal controls and procedures and allow the Company to develop action plans for strengthening such controls.

Improving the Ethics & Compliance programme remains a constant and ongoing process, in cooperation with other functions within the Company, in order to sustain and capitalise on its values. Going forward, the Company will continue to assess its risks and monitor and test the implementation of mitigation measures at all levels: corporate level, Divisions, regions and local entities. When misconduct reveals a gap in compliance policies, procedures or tools, the Company undertakes revisions to its Ethics & Compliance programme commensurate with the wrongdoing and in light of lessons learned. The Company is committed to the continuous improvement of its Ethics & Compliance programme, and aims at making it sustainable over time. While compliance at the Company will therefore always be subject to continuous improvement, the Company is committed to this endeavour, as it aims to make its Ethics & Compliance programme sustainable over time. By way of example, in 2024 integrity and compliance continued to be integrated in the Top Company Objectives. The Company continued to improve its Ethics & Compliance framework by enhancing the digital solutions made available to employees in the fields of whistleblowing, gifts & hospitality or sponsorships & donation management, as well as conflicts of interests. To further promote the corporate culture, all policies and guidelines are made available to employees on the intranet and via their local Ethics and Compliance teams. In addition, as part of their annual goals and objectives, all Company employees are required to complete mandatory ethics and compliance training. Based on criteria such as the business function, the level of risk associated with their role and the country in which they are located, employees can be categorised as exposed employees. These exposed employees must attend additional training and are also required to complete regular refresher training. Trainings for all employees are mandatory and monitored, and managers have a responsibility to ensure that their team members complete their respective trainings in due time.

Code of conduct
By defining expectations and standards in regards to ethical behaviour and responsible business practices, the Airbus Code of Conduct guides employees and supports the prevention of unethical business conduct including corruption and bribery. It addresses a range of social, environmental and governance topics, including but not limited to corporate culture, protection of whistleblowers, bribery and corruption, and relationship with third parties.

The Code of Conduct is applicable to the Company's global workforce, including all divisions and controlled subsidiaries or joint ventures.

The CEO holds accountability for the Code. The Code of Conduct is accessible to all stakeholders via the external website airbus.com and is also available internally to the workforce.

The Company recognises that the Code of Conduct cannot prevent every situation that may arise in the course of doing business. The Company therefore enables employees and third parties – including but not limited to contractors, subcontractors, direct or indirect suppliers, customers, end-users and local communities around Company's sites and those of its suppliers – to speak-up about concerns related to the Company.

Concerns may be raised through various channels, including through the OpenLine (available to all at https://www.airbusopenline.com). The OpenLine enables people to submit an alert securely and confidentially. If preferred, employees may also report concerns to line managers, Human Resources Business Partners, a member of the Legal & Compliance team, Ethics & Compliance Representatives, Privacy Focal Points, or Export Control Points of Contact.

The Company's employees are made aware of speak-up channels as part of mandatory annual training, company-wide communications on the Company's intranet, poster campaigns in work sites, annual team talks, and other periodic communications. Employees' knowledge of and trust in the Company's treatment of 'Speak Up' is assessed during the periodic 'My Working Environment' survey offering insights on its effectiveness (for more information regarding the survey, see section "– 6.3.2.4 Processes for engaging with own workers and workers' representatives about impacts").

Matters requiring investigation are managed by dedicated members of the Ethics & Compliance team in accordance with an internal method on how to conduct investigations. The Ethics & Compliance team provides updates to the pool of internal investigators on internal policies, recent developments in the regulatory framework and investigation best practices to ensure the consistent and objective deployment of compliance investigations across the entire Company. Based on the conclusion of such investigations, corrective or disciplinary actions may be taken.

The Company commits to protecting those who speak up and raise concerns. In particular, it commits not to retaliate against anyone who raises a concern in good faith, against those who assist in investigations, or against other legally protected classes in the jurisdictions where it operates. The Company's Method for Investigation of Ethics & Compliance Allegations integrates principles of non-retaliation aligned with the transpositions of Directive (EU) 2019/1937 which aims to drive a "Speak Up" culture. The speak up channels and the non-retaliation principles are both included into various team talks, e-learnings, anti-bribery and corruption trainings, and otherwise communicated frequently.

Below can be found the total number of alerts or allegations received.

Key figures	Unit	2024
Number of alerts or allegations received	No.	**1,730**

Airbus anti-corruption policy
While the Airbus Code of Conduct provides guidance on common ethical issues and dilemmas such as anti-corruption, the Airbus Anti-Corruption Policy and the specific directives referenced in this policy, including requirements for anti money laundering, form the backbone of the Airbus Ethics & Compliance Programme. The policy provides a clear framework for the Company's corporate culture and for the conduct of business, applying to all hierarchical levels, thus supporting the prevention of corruption and bribery across the Company.

The policy applies to the entire workforce of the Company, including employees and directors within every subsidiary or joint venture under control of the Company, and is enforced globally across Airbus and the

two Divisions and controlled subsidiaries. The Company's General Counsel is the designated owner of this policy.

This policy is accessible to all stakeholders via the external website and internally to the entire workforce.

Requirements for ethics & compliance specific areas for employees
A specific company directive supports the prevention of unethical business conduct including corruption and bribery by defining the Company's requirements for the prevention of corruption and business ethical conduct more broadly. The directive specifically identifies requirements of employee action and behaviour, roles and responsibilities related to: training, gifts and hospitality exchange, conflict of interest declaration, competitive intelligence gathering, speak-up and investigations. This directive is supplemented by several methods, which address each of these areas in detail.

This directive does not address the prevention of corruption and business ethical conduct more broadly in the engagement or transactions with Third Parties, or in the context of Sponsorships & Donations (see section d. and e.below).

The directive is applicable to the entire workforce of the Company globally, including all divisions and controlled subsidiaries and the Chief Ethics and Compliance Officer is accountable.

Requirements for ethics and compliance third party and transactions management
The Company has an established directive to address ethics and compliance in third-party engagements and transactions, aimed at preventing, detecting, and remediating compliance risks, including but not limited to bribery and corruption, sanctions and export control. This directive outlines the methods for engaging sales intermediaries, lobbyists, special advisors (i.e. political or strategic advisors), channel partners (i.e. distributors and resellers) and suppliers as well as managing compliance in mergers, acquisitions, joint ventures, partnerships, and similar transactions. It also includes methods for preventing corruption in international cooperation and offset activities as well as in the context of commercial credits and customer due diligence.

The Directive is applicable to the entire Company workforce globally, including all divisions and controlled subsidiaries and the Chief Ethics and Compliance Officer is accountable.

Requirements for sponsorships, donations and corporate memberships
The Company's comprehensive directive addresses the risks of bribery and corruption associated with Sponsorships, Corporate Donations, and Corporate Memberships (SDM). This policy mandates that all SDM activities must be duly declared and approved according to applicable thresholds, ensuring that only validated projects are executed. The directive is designed to frame, control, and monitor all SDM activities within the Company worldwide, encompassing the Divisions and controlled subsidiaries. The Chief Sustainability Officer and Communications is accountable for this directive.

Requirements for Export Control
In order to ensure its compliance with export control regulations and laws in the EU, UK, US and all the countries where or with whom it operates, the Company continues to strengthen its export control compliance programme to ensure it is fit for purpose. Where risks are identified, they are embedded and monitored in the Company's ERM. Identified risks include potential unauthorised access to export-controlled data and hardware by third parties and non-compliance with any regulations including but not limited to the International Traffic in Arms Regulations (ITAR), Export Administration Regulations (EAR), European Union and national military and dual-use regulations.

The Company has cascaded its export control requirements through nine directives and methods throughout the Company, for which the Chief Ethics and Compliance Officer is accountable. In parallel, in 2024, the Company continued to deploy digital tools, developed through its Global Export Control Solutions (GECS) project in order to support the fulfilment of those requirements with regards to, notably, classification, record keeping, screening, accreditation, tangible and intangible transactions compliance or access control securitisation. Continuous efforts are ongoing to extend the scope of deployment in the Company's Commercial Aircraft business and further deploy akin solutions within Airbus Helicopters and Airbus Defence and Space, core entities as well as subsidiaries and affiliates in the years to come.

In addition, in February 2022, the Company launched the Export Control Points of Contact ("EPoCs") network, spanning both Divisions, functions, and regions (see figures in the table below). Similar to ECRs, EPoCs are not export control experts but serve as "first line of defence" and the "go-to" individuals for export control matters. By raising awareness among employees and acting as local focal points for queries on export control-related topics in their respective functions, EPoCs are key contributors to the Company's common objective: embed an export control compliance system and culture throughout Company's businesses. The network is established and active within the Company.

Key figure	Unit	2024
Number of EPoCs	No.	**648**

Responsible lobbying charter
The Company is committed to ensuring that any lobbying activity is undertaken in compliance with all applicable laws and its anti-corruption programme. In 2021, the Company published a Responsible Lobbying Charter aimed at anybody who engages with public officials in any capacity, including third party representatives retained by the Company. The Charter was signed by the General Counsel who is accountable for it as the Head of Public Affairs. The Charter, available on the Company website, outlines the Company's core principles for responsible lobbying and brings together the Company's key codes and directives relevant to this topic. The principles are also reinforced by a training module available to all employees.

6.4.1.3 Prevention and detection of corruption and bribery (G1-3)

For a general introduction to how the Company drives the prevention of corruption and bribery, see section "– 6.4.1.2 Business conduct policies and corporate culture (G1-1)".

The Company seeks to maintain a strong 'Speak Up' culture and encourages employees and others to raise concerns, whether related to corruption and bribery or to other issues that may arise in the context of

the Company's business. To allow people to raise concerns, the Company's OpenLine is publicly accessible to Company employees and external stakeholders, including suppliers and their employees. Access to OpenLine is an essential component of the Airbus Code of Conduct and it has been reiterated in the updated Supplier Code of Conduct. The Company´s employees may also report concerns to managers, HRBPs, a member of the Legal & Compliance team or Ethics & Compliance Representatives. As for the supply chain, apart from OpenLine and direct reports from employees, the Company may receive alerts from other sources including through media screening, NGO reports, or Supplier Compliance Review which is a screening ahead of supplier selection.

Analysis and/or investigation of corruption and bribery alerts are managed by a dedicated Ethics & Compliance team. Alerts related to other topics can be managed in collaboration with other relevant teams, such as the Sustainability Legal Affairs, the Procurement Sustainability and the Sustainability & Environment teams depending on the cases.

After an alert is submitted, trained team members perform a process to ensure each matter is appropriately addressed and feedback is provided to the reporter. Ethics and compliance alerts are tracked in an access-limited database to ensure appropriate investigation and follow up is performed.

Key steps are detailed below:

- initial review to determine if an investigation is needed;
- detailed analysis of the allegation including collection of evidence;
- assessment of information and documentation collected during the investigation, summary of the findings and proposal of remedial actions necessary to reasonably respond to and prevent the recurrence of the conduct, if any;
- closing the investigation and reporting;
- monitoring of the implementation of remedial actions.

Alert handling is overseen by cross-functional management teams at corporate level and across Airbus and the two Divisions, who periodically review the progress of investigations, promote cross-functional collaboration, and seek to identify trends in alerts across the Company.

In determining the composition of an investigation team, the Company considers the availability of suitably competent and independent investigation resources. Accordingly, any individual who is potentially conflicted by the Ethics & Compliance allegation is removed from the investigation team to limit any actual or perceived conflict of interest. In the case of alerts related to a member of the Company´s Board of Directors, Executive Committee or a member of the E&C Risk, Investigations, and Voluntary Disclosures team or the Ethics & Compliance for HR and People Matters teams, the alert will be transferred to the Company´s Chief Ethics & Compliance Officer, who has an independent reporting line to the Company´s Board of Directors.

On a quarterly basis, the Company's Chief Ethics & Compliance Officer reports updates on key investigations to the ECSC of the Board of Directors.

Anti-corruption and bribery training

Training remains an important lever of prevention which serves to drive an ethical business culture. Training sessions are delivered both via virtual and physical classrooms, which allows for the largest reach: company-wide, as well as external stakeholders, including higher-risk third parties such as sales intermediaries, lobbyists and special advisors.

In-depth training is delivered across a number of functions to employees considered as highly exposed (see figures in the two tables below). These include but are not limited to all of the Company's Executives (including members of the Executive Committee) as well as Senior Managers in identified teams within specific functions (Sales, Strategy, Customer Services, Finance, Procurement and Programmes), in addition to a number of identified job profiles at lower grades such as Event Managers or Sales Assistants.

Key figure	Unit	2024
Percentage of functions-at-risk covered by training programmes	%	**100%**

In addition, members of the Company's Board of Directors have been upskilled on topics connected to anti-corruption and bribery, notably through regular sessions (at least quarterly) taking place in the ECSC, a permanent Board committee created in 2017, while ECSC activities are consistently reported to the full Board of Directors (see "– 6.1.1.2 GOV: Governance").

Anti-Corruption & Anti-Bribery Training Table

	All Company employees excluding shop floor / production job profiles	Highly Exposed (excl. Executives)	Executives
Number of in-scope employees	116 443[1]	5893[2]	866[2]
Minimum required	4 e-learning items[3]	4 hours virtual or physical classroom training, or e-learnings[4]	3 hours virtual or physical classroom training, or e-learnings[5]
Frequency of minimum requirement	Every year	Every 3 years	Every 3 years
Number of in-scope employees trained in 2024[1]	113 624	4866	719
Topics covered (non-exhaustive)	- Fraud - Bribery - Code of Conduct	- Gifts & Hospitalities - 3rd party Due Diligence - Facilitation Payments - Conflict of Interest - Contractual credit - Antitrust - Competitor Information - Personal Liability - Speak up / Open Line etc.	- Gifts & Hospitalities - 3rd party Due Diligence - Facilitation Payments - Conflict of Interest - Contractual credit - Antitrust - Competitor Information - Personal Liability - Speak up / Open Line etc.

(1) as identified 31/12/2024
(2) as identified 01/01/2024; the list has evolved in the course of the year (resignations, retirements, long term sick leaves, maternity, leaves, etc.....)
(3) these 4 items are included into the mandatory "Ethical Business" module (5 items total) which forms part of the Top Company Objectives learning curriculum
(4) 3 hours training every 3 years and 1 hour refresher the year after
(5) 2 hours training every 3 years and 1 hour refresher the year after

6.4.1.4 Incidents of corruption or bribery (G1-4)

Governance metrics

Bribery & Corruption	Unit	2024
Number of convictions for violation of anti-corruption and anti- bribery laws	No.	**0**
Amount of fines for violation of anti-corruption and anti- bribery laws	EUR	**0**

The Company aims to prevent any breaches by continuously improving its anti-bribery and -corruption policies and their implementation, supported by Company-wide yearly audits, internal investigations or other types of verification or benchmarking. In 2024, the Company continued delivering its Company-wide training programme, which is a regular ongoing yearly activity.

Some additional actions were carried out and completed in 2024 including raising awareness to employees of certain targeted regions on OpenLine availability, the Gift and Hospitality method or the Sponsorship and Donation method. It also updated, for training purposes, the list of highly exposed populations in affiliates. All these actions contribute to reinforcing a culture of integrity and speak-up, to preventing related risks and are embedded in the Company's usual operations.

6.4.1.5 Management of relationships with suppliers (G1-2)

The Company strives to make environmental and social responsibility a core element of its procurement strategy. This includes managing the relationships with suppliers through the different phases of the procurement process: sourcing, strategy definition, supplier selection, contract management and supplier monitoring and development. It also includes ensuring timely payments to its suppliers, including small and medium enterprises (SMEs), conditions of which are formalised in the contracts between the Company and its suppliers (see "– 6.4.1.6 Payment practices (G1-6)" below).

The Company's due diligence in its supply chain covers primarily the Company's suppliers (i.e. those with which the Company contracts supply agreements, referred to as "Tier-1"); nonetheless, if an alert is raised in relation to a supplier in the upstream supply-chain, the Company will act on it as deemed appropriate, see "– 6.1.1.2.4 GOV-4: Statement on due diligence" for detailed information. Sustainability due diligence notably encompasses the following elements:

- Since 2018, the Procurement team has carried out annual proactive sustainability inherent risk mapping.
- Before engaging with any supplier, the Company conducts due diligence that covers enforcement, sanctions, adverse press and politically exposed checks on a variety of topics such as corruption, fraud, export control, human rights and environment.
- As part of the selection process, suppliers are asked to complete a

sustainability questionnaire during the call-for-tender phase. This questionnaire accounts for a minimum weight in the selection process.

- The Company also requires all suppliers engaging into a selection process to commit to the Supplier Code of Conduct (SCoC), which is available on the Supplier portal and the Company's website.

The Company's procurement-related risks and opportunities are embedded into the Company's ERM process. Risks and opportunities related to the deployment of the sustainability roadmap in the supply chain are managed according to the Procurement ERM plan. The Company also has procedures for its suppliers including SMEs facing financial difficulties, designed to help with the liquidity of the supply chain.

6.4.1.6 Payment practices (G1-6)

The Company is committed to responsible business conduct. Timely payments to its suppliers, including small and medium enterprises (SMEs) are a priority. It is recognised that late payments can have an adverse effect especially on SMEs. Adhering to mutually agreed payment schedules and minimising delays support the financial health of the supply chain. The Company offers shorter payment terms to those SMEs who have adopted electronic invoicing.

The Company has processes in place to prevent late payments to all suppliers, including SMEs. These processes include automated payment tracking systems alerting when payment deadlines are approaching.

The Company's payment terms are known and mutually agreed with all suppliers. The payment terms are designed to cater for unique needs of individual suppliers and ensure compliance with national laws and regulations. Standard payment terms for suppliers are end of month +60 days, due the 10th day of the next calendar month (subject to applicable law), while for the SMEs that have adopted electronic invoicing, the payment is due on or before the 25th day of the month following the month of the invoice. For SMEs without electronic invoicing the payment is due on the 30th day of the month following the invoice.

See table below for metrics on payment practices.

Governance metrics **Payment practices**	**Unit**	**2024**
Average number of days to pay invoice from date when contractual or statutory term of payment starts to be calculated	Days	**62**
Percentage of payments aligned with standard payment terms	%	**91**
Number of legal proceedings outstanding as of year end for late payments	No.	**0**

Scope: Company-wide
Assumptions: Payment practice KPIs are populated in a central reporting tool which covers more than 90% of total Company's spend making this sample representative of the Company's payment practices. The KPIs are calculated based on the number of invoices.

6.4.2 Company-specific - Cybersecurity

6.4.2.1 Cybersecurity IROs

Building on the DMA process described under section "– 6.1.1.4.1 IRO-1: Description of the processes to identify and assess material IROs", the following risk was identified for the entity-specific topic of cybersecurity:

ESRS	(sub-) topic	Impact, risk or opportunity	Description	Time horizon	Location in the value chain
Entity-specific	/	**Risk**	There is a risk that the materialisation of a cybersecurity risk, including intrusion in systems leading to data leakage, attacks impacting the resilience of industrial systems and compromising the development, use or operation of products and services, could lead to severe damage, including but not limited to significant financial loss, need for additional investment, contractual or reputational performance degradation, loss of intellectual property, loss of business data and information, operational business degradation or disruptions, and product or services malfunctions. This could negatively affect financial performance and damage its reputation.	/	Own operations, downstream

For further insights on Cybersecurity risks, see section "– Risk Factors – 3.1.2 Business and operations-related risks - Business disruptions, including by cyber, physical or hybrid threats, could adversely affect the Company".

6.4.2.2 Policies

Confidentiality, integrity and availability are known to define cybersecurity objectives when thinking about systems risks. Corporate Security is accountable for security risk management and is in charge of defining cybersecurity risks taxonomy and managing the lifecycle in ERM, including strategy, organisation, roadmap and initiatives at company-wide level. There are no signs globally that the threats of cyber attack will decrease; therefore, the Company maintains an advanced cybersecurity posture and anticipates future threats. Specific focus is placed on:

- ensuring continued compliance to international, national, and industry specific cybersecurity regulations;
- company resilience; ensuring prevention and recovery from cyber skirmishes, and destructive ransomware attacks;
- extended enterprise and supply chain cybersecurity collaborations

The Company has undertaken a cybersecurity transformation since 2019 with the establishment of a federated model of digital security encompassing accountable leaders in respective organisational structures such as IT, engineering and operations. A dedicated team for security governance was established, reporting to the Company Chief Security Officer, responsible for the definition and audit of cybersecurity directives and methods aligned to major industry standards such as ISO 27001 or IEC62443.

Cybersecurity governance encompasses both Divisions and global operations plus affiliates. The Company has initiated in 2021 the Group Cyber Risk Review, which is reported quarterly to the Risk & Opportunity Review Board (RORB). This initiative is ongoing and takes place every year. In addition, the Company has established the Group Cyber Review Board, marking a step towards enhancing the Company's cyber risk management framework. This board is designed to be an enduring organisation, indicating its long-term commitment to maintaining and improving digital security across the Company. The Group Cyber Review Board, is composed of the Chief Information Security Officers (CISOs) and Heads of Digital Cyber Security from the three business segments. The Corporate CISO chairs this group. The Board's primary objective is to review and discuss the Company's digital security risk posture and agree on collaborative, Company-wide mitigating actions. It is also responsible for establishing the Company's Cybersecurity strategy. The scope of the Group Cyber Review Board is extensive, covering digital security risks across all business segments of the Company, including Commercial Aircraft, Airbus Helicopters, and Airbus Defence and Space. This cross-divisional approach ensures that the board considers a wide range of digital security risks affecting various parts of the organisation. The Board's responsibilities include overseeing IT and industrial assets.

The quarterly meetings of the Group Cyber Review Board are crucial for maintaining an up-to-date understanding of the Company's cyber risk landscape. During these meetings, the Board members review current risks, discuss potential vulnerabilities, and agree on necessary mitigating actions. This collaborative approach allows for a more comprehensive and effective response to cyber threats, leveraging the expertise and insights of senior security leaders from different business segments.

The Company Board of Directors are regularly updated on cybersecurity topics, with two dedicated sessions in 2024 and receipt of bi-annual "Executive Reports" that cover all major achievements, challenges and trends. The three CEOs of Airbus and the two Divisions are briefed on security topics every two months.

Security being one of its five pillars, the Company has established a comprehensive security policy, which outlines the Company's core values, mission, mid-term vision, and top-level initiatives related to security matters, and is aimed at protecting the Company's assets, products and services, employees and key stakeholders. This policy serves as a single top-level reference for all security-related activities within the Company,

including cybersecurity. Cybersecurity is acting on the four security bodies of the Company: Digital, Industrial, Products & Services, and People & Workplace.

The scope of the policy is extensive, applied Company-wide, including to affiliates where the Company holds more than half of the voting rights or the right to appoint the majority of the board directors, subject to the shareholders' agreement and the level of control in each relevant affiliate. It encompasses the Company's employees, contractors, visitors, and others while on the Company´s sites or working under the Company's responsibility. This policy can be found on the Company's intranet and is available to all employees and external stakeholders, such as relevant subcontractors, with an active intranet access.

The accountability for the policy is assigned to the Head of Corporate Security, and the highest governance bodies involved are the Corporate Security Council and the Digital Security Team (Cyber Security Validation Body).

The Company's Management System for the Company Security is aligned with the ISO 27001 standard (Monitor, Identify & Report Company Asset Vulnerabilities, Assess & Treat Company Asset Security Risk). Implementation of the processes are monitored through various internal audits (Maturity assessment, Process adherence audits, Quality audits) but also external audits. The three lines of defence principles always apply. First line (Process Review Meeting) occurs on a monthly basis.

Additionally, risk mitigation measures follow the principle of people, process, and technology controls to reduce the likelihood and/or impact of cyber incidents. Security processes are fixed through security governance directives, business management processes (e.g. Vulnerability Management and Risk Management), and operating models. Technical security controls are implemented and measured in accordance with ISO 27001 and other industry standard information security management standards. The Company implements a number of key technical security controls in the reduction of cyber incident likelihood including the rollout of endpoint protection and data loss prevention tools, the implementation of multi-factor authentication, and the adoption of enterprise security architecture approaches. To reduce impact from cyber events, it operates in-house security operations centres covering both commercial and national activities; plus a Computer Emergency Response Team (CERT) analysing cybersecurity threat intelligence and rapidly investigating and containing cybersecurity incidents.

6.4.2.3 Actions and resources

In terms of cybersecurity, risk management is the aggregation of continual risk reporting, cybersecurity validation processes embedded within security by design principles for projects, applications and infrastructures – in addition to the implementation of digital security controls aligned to the Company's enterprise security architecture standards. A fully industrialised framework and toolkit has been deployed to ensure the standardised prescription, deployment and assessment of these controls across the Company.

The Company currently has a three-year Cyber strategy in place, which currently runs from 2023 to 2025. However, the Company continuously updates it in accordance with the new threats and cyber risks posture. This strategy is deployed through further actions, with some of the most material ones described below.

For instance, the Company is currently developing the International Security Operating Model (ISOM), a governance framework designed to provide comprehensive guidance and support on security matters to its global businesses and affiliates. The ISOM aims to support all international and regional entities of the Company, including its affiliates. The model has matured in 2024, with full implementation anticipated in 2025.

In addition, the Company has implemented a comprehensive and ongoing phishing campaign to enhance cybersecurity awareness among its employees. This initiative, sponsored and managed by Corporate Security, involves a persistent and immersive phishing simulation designed to educate employees on identifying and countering phishing attacks. Each employee is subjected to multiple phishing challenges annually to ensure continuous training and awareness. The scope of this action is extensive, encompassing all employees across all business segments, home countries, and regions. This is an ongoing and recurring campaign, demonstrating that cybersecurity awareness remains a priority. Employees who fail to respond appropriately to phishing emails are required to attend an awareness session to improve their skills.

The Company has also continued its commitment to enhancing cybersecurity competencies through the certified Airbus Cyber Security Diploma and Master's programmes. Launched in France in 2022, these programmes aim to reinforce and future-proof existing cybersecurity competency, in addition to building an appropriate pipeline for future skills and needs to future-proof the Company's cybersecurity capabilities. The Bachelor's and Master's degrees, validated by the French National Registry of Professional Certifications, comprise 660 hours and 870 hours of coursework respectively.

Key figures	Unit	2024
Students registered in the Bachelor's programme in 2024	No.	**18**
Students enrolled in the Master's programme each year	No.	**38**

The initiative is geographically focused in France and targets students as its primary stakeholders. The intake of students is an annual, recurring event.

The three-year Cyber strategy aims to enhance capability development, improve protection measures, and reduce risks associated with cyber attacks, with a target completion date set for 2025. The cybersecurity strategy is an integral part of the Company's broader security strategy and is implemented across all business segments, home countries, and regions.

6.4.2.4 Targets

Top Functional Objectives are set on a yearly basis. However, for security reasons, these targets are not publicly disclosed.

6.4.2.5 Metrics

Key figure - Cybersecurity	Unit	2024
Number of data breaches reported to data authorities	No.	**0**

he Company has defined an incident management process in line with regulatory constraints; this ensures reporting any breach in due time (see table above for figures - information was validated by ANSSI - Agence Nationale de la Sécurité des Systèmes d'Information). Internal SOC (Security Operation Centre) and a CERT (Computer Emergency Response Team) are in charge of this process.

7 Vigilance Plan

The Company's vigilance plan includes measures to identify risks and help prevent severe sustainability-related impacts resulting from the Company's own operations and from its suppliers and other contractors (including subcontractors).

For the Company's engagement with stakeholders, see Section 6.1.1.3.2 "Sustainability Statement -SBM-2: Interests and views of stakeholders", which shall be deemed to be incorporated by reference and form part of this plan. For the Company's plan for its own operations, see the Sustainability Statement's Sections 6.1.1.2.4 "ESRS 2 -GOV-4: Statement on due diligence", 6.1.1.2.5 "ESRS 2 -GOV-5: Risk management and internal control over sustainability reporting", 6.2.1 "Policies", 6.2.3.1 "ESRS E2 - Pollution -Pollution IROs", 6.2.3.2 "ESRS E2 - Pollution -Substances of Concern and of Very High Concern", 6.2.3.3 "ESRS E2 - Pollution -Pollution of Air", and 6.3.2 "ESRS S1 - Own Workforce", which shall be deemed to be incorporated by reference and form part of this plan.

For the Company's plan for its supply chain, see Section 6.3.3 "Sustainability Statement -ESRS S2 - Workers in the value chain", which shall be deemed to be incorporated by reference and form part of this plan.