Declaration FO Airbus SAS - SEC of May 28, 2025 Departure of Jean François SABOULARD

FO wishes to make a statement on the occasion of the last Social and Economic Committee meeting of Jean François Saboulard, Chairman of the CSE.

Mr. Chairman,

As you prepare to turn a new professional page, we would like, on behalf of all **FO** elected officials and our union, to extend our warmest thanks.

Since your arrival in 2023, you have instilled a spirit of open, respectful, and constructive dialogue. Thanks to your attentive listening and sense of balance, discussions with all stakeholders have strengthened, helping to consolidate a calm social climate within our bodies.

This positive dynamic, which you have successfully anchored in our culture, constitutes a solid legacy on which we must collectively continue to build.

Social dialogue has been, and must remain, the keystone of social progress in our company.

So, Jean François, on behalf of **FO**, we wish you every success in your future duties, and as we often say in the aeronautics industry... Fair winds, Mr. President! And a big THANK YOU!

And of course, welcome to you, Eric.