



Airbus SAS Works Council meeting of February 26, 2026

1) Commercial and Industrial Status as of the end of January 2026

Status of orders, cancellations, and deliveries for the month of January

Orders: 49 including 48 A320

Cancellations: 0

Deliveries: 19

Demand in Asia is increasing, and the stakes are high for Airbus in this sector.

For its part, Boeing started 2026 with a high level of orders in January, confirming Boeing's return to the commercial battle.

Quality and non-conformity issues hampered Airbus's January deliveries and will continue into the first quarter of 2026.

Late deliveries of PW engines at the SA Final Assembly Line (FAL) remain a concern and will continue to be so throughout 2026.

The integration of the SPIRIT plant into Airbus for the A350 program in Kingston is taking time in several areas, particularly with regard to IT tools.

	Gross ORDERS		Cancellations		Net ORDERS		Order book			Deliveries 2026		
	Jan	Annuel	Jan	Annuel	Jan	Annuel	SA	WB	TOTAL	SA	WB	TOTAL
AIRBUS	49	49	0	0	49	49	7 660	1 123	8 783	18	1	19
BOEING		107		0		107	4 903	1 874	6 777	37	9	46
COMAC		0										0
EMBRAER		0										0
TOTAL		156		0		156	12 563	2 997	15 560	55	10	65



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2) FR1 Health and Safety Indicator Monitoring

Number of Work-Related Accidents with Time Off

FR1 => Airbus Report = Number of Accidents with Time Off

For the period from the beginning of 2026 (to the end of January), here is the overall accident statistics:

- 6 Work-Related Accidents (WRA) with Time Off
- 7 WRAs without Time Off
- 12 Minor WRAs or First Aid Reports
- 20 Near Misses

Among the most frequent root causes of work-related **accidents with time off**, we find stressful situations followed by health-related issues.

Among the most frequent root causes of work-related **accidents without time off**, we find hazardous substances and obstacles that cause falls.

Since January 1, 2026, 12 commuting accidents have been recorded, including **8 involving bicycles/scooters**, of which **4 resulted in time off work**.

FR1

Airbus SAS FR1 R12 Dec 2025: 0.47
FR1 R12 Jan 2026: **0.47**

2 accidents since the beginning of 2026 vs. 8 total for the year 2025

1 accident already predicted for February 2026 at ATI

Airbus Commercial FR1 Dec 2025: 1.39
FR1 Jan 2026: **1.62**

The **Airbus Commercial 2026** target is set at **1.18** (taken into account for the profit-sharing bonus)

The **Airbus SAS 2026** target is set at **0.5** and the **Airbus Ops Toulouse 2026** target is set at **1.81**



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3) Information on the Airbus SAS site master plan

The Blagnac site is undergoing a major structural transformation. Currently home to 8,939 employees, it is embarking on a profound overhaul of its infrastructure.

With an office occupancy rate from **80 to 85%**, Airbus is implementing a master plan to optimize operating costs by terminating external leases (Pythagore in 2026, Socrate in 2027). This strategy includes managing obsolescence through the planned demolition of older buildings, such as B28 and B23.

Regarding workspaces, the current model, comprised of **94% assigned offices**, is deemed unsuitable for hybrid work arrangements. The observation is clear: average office attendance is reduced by an average of **1.3 days of absence per week per employee**. To compensate for the loss of capacity due to demolitions while accommodating an estimated **1% annual** increase in staff, Airbus is rolling out the "**Dynamic Workplace**" concept. This shift to non-assigned offices is structured around areas dedicated to focused work, collaboration, or socializing.

Mobility Management...a shift towards cycling and optimized parking management

Mobility management remains a major challenge, with car park occupancy rates projected at **89% in 2026**. While a new "Bellonte" entrance is expected to provide **800 additional spaces in 2027**, the focus is primarily on active transportation. An increase of 500 bicycles is anticipated in 2026, supported by the creation of **840 additional bicycle parking spaces** (Campus Hub 2) and the planned installation of **27 showers** in 2027 to improve cyclist comfort.

On this last point, the **FO** union is demanding that infrastructure related to the growing popularity of cycling be prioritized more effectively to allow for the earlier delivery of these facilities.

Quality of Life and Infrastructure Sustainability

Finally, a topic that is essential to all employees...Catering !

This crucial aspect of the site is the subject of a work plan to reduce overcrowding in restaurants R01 and R06. Alongside the ongoing compliance work, expansion work on R06, planned for the end of 2027, and the project for **a new restaurant on Campus 2 by 2030** are the key responses to the site's growth.

Finally, Airbus reaffirms its environmental commitments with the launch in June 2026 of the second phase of **geothermal decarbonization** for Campuses 1 and 2, alongside a maintenance plan that includes the renovation of **11 elevators** over the next two years.



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4) Information on monitoring High 5+ environmental indicators

The Blagnac site is showing generally good results for the end of 2025, with four out of five key areas having met or exceeded their interim targets.

Decarbonization (CO₂): Blagnac contributes 15.2% to the company's reduction target

2025 Results: Positive performance with 1,342 TCO₂ emitted, exceeding the target of 1,583 TCO₂.

2026 Target: The target is set at 2,108 TCO₂ (currently being validated).

Continuation of the decarbonization plan through geothermal energy (Campus 1 & 2) and the installation of photovoltaic panels (B26 and Leadership University).

Energy Site Contribution: 5.9%

2025 Results: Consumption of 36,087 MWh, remaining below the target of 38,352 MWh.

2026 Target: Maintain a maximum consumption of 37,197 MWh.

Optimization through the "LED masterplan" for parking lot PB06 and the application of the Tertiary Sector Decree.

Waste

2025 Results: Volume of 573 metric tons, significantly better than the target of 687 metric tons.

2026 Target: Limit production to 655 metric tons.

New call for tenders including an industrial composter for food service food waste and a focus on equipment reuse.

Water

2025 Results: Consumption of 67,429 m³, slightly below the target of 69,124 m³, despite a leak in building B06 that resulted in 1,250 m³ of lost water.

2026 Target: Set at 69,568 m³.

Active leak detection (currently, there is a leak on two geothermal probes at Campus 3, generating 44 m³/day), inspection of underground networks, and installation of 18 new smart meters.

VOCs (Volatile Organic Compounds)

2025 Results: Target not met. Actual figure was 0.447 T against a target of 0.279 T.

2026 Target: Reduce to 0.429 T.

Improved monitoring of VOC activities, particularly within the Airspace Customer Showroom (MQ3) 2 scope, following two trade shows that required the production of models using solvent-based products.



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5) Information et Consultation sur le budget prévisionnel ASC 2026 - vote

The 2026 budget forecast is characterized by controlled growth and a targeted strengthening of social benefits, within a context of stable staff numbers (approximately 11,000 eligible beneficiaries).

Key Figures & Budgetary Dynamics

- **Increased Subsidy:** A projected allocation of **€26.93 million** (i.e., +2% compared to 2025), guaranteeing the sustainability of operations.
- **Controlled Profit:** A significant reduction in the projected deficit, from -€299,000 in 2025 to just **-€43,000** in 2026, a sign of rigorous management.
- **Administrative Optimization:** A decrease in administrative costs to **€3.48 million** (compared to €3.6 million in 2025), allowing funds to be reinvested directly in employee benefits.

Key Benefits for Employees

The 2026 provisional budget introduces concrete social advancements that directly address the needs of families:

- **Early Childhood Support:** The **CESU allowance** for children under 3 years old increases by more than 42%, **from €350 to €500**.
- **Strengthened Social Support:** An increase in death benefits (raised to €4,000) and the creation of a new **€500 allowance for legal fees** in the event of separation/divorce.
- **Stable Holidays and Leisure:** The maintenance of strong budgets for **Holiday Vouchers (€3.85 million)** and **Gift Vouchers (€2.6 million)**, key pillars of employee purchasing power.

The Social Support Committee, chaired by the **FO union**, welcomes these advancements.

In this context, the **FO** representatives gave a favorable opinion on the implementation of this 2026 provisional budget.

Next Works Council meeting on Thursday, March 26th