



While it is difficult to be sure about the duration of the health crisis that is hitting the world, it is nevertheless quite possible to analyze its short, medium and long term impacts on AIRBUS, in order to focus all of our efforts to deal with the economic, industrial and social emergency.

- The economic emergency has been taken into account on several levels, by the shareholder states of our group, by Europe and by the banks which continue to support AIRBUS. Our group, unlike its American competitor, maintains market confidence and its financial rating remains excellent.
- The industrial emergency has been taken into account by our **FO** organization, negotiator and signatory of the agreements which made possible from March 17, while guaranteeing the health of employees as much as possible, to secure our ability to restart our delivery activities, then production and support ones.
- The social urgency was taken into account by the legislative provisions which were impelled by **FO** and voted in recent weeks, then reinforced through the agreements already ratified at the inter-professional level, as at the level of our industrial branch and of our company, for protect jobs and salaries.

It is now a question of building on these solid foundations to:

- Rebuild passenger confidence in air transportation.
- Strengthen the trust of airlines in AIRBUS.
- Demonstrate that the confidence placed by the French State in the ability of AIRBUS leaders to take the relevant, just and justified measures, is deserved and that these measures will strengthen the group.
- And finally strengthen the confidence of the employees in their group; those who have never failed and who have made their possible for AIRBUS to become the world leader in civil aircraft construction. They are the real richness of the Company.



FO considers that confidence cannot be decreed, but that it must be demonstrated, in particular by the objectivity of the measures taken to overcome the crisis.

As such, **FO** questions the objective sought by all those who have been peddling, for the past few days, particularly inappropriate messages on the need to deal with the issue of AIRBUS competitiveness in this crisis by proposing the reduction in the subsidy of your works council, or the questioning of remuneration.

If for **FO** competitiveness is not a "swear word", it is also absolutely obvious that the crisis that AIRBUS is going through owes it nothing... Quite the contrary!

There is a time for everything, and above all everyone must stay in their place.

The time for competitiveness has already been dealt with several times in recent years within the group, under the guise of a large number of projects. This was done when competition was still fierce with BOEING and our production rates had to grow rapidly.



Today, we must protect our jobs and guarantee the ability of AIRBUS to rebound as quickly as possible.

FO also wishes to reassure AIRBUS employees that **NO**, your hierarchies do not draw up forced departure lists. The question of forced departures, if it were to arise, would not be managed either at this level or with these methods. Installing this fear and creating this divide between employees is not responsible!

**For FO the objective remains unchanged:
Zero forced dismissals!**

We also expect our leaders to make the right strategic choices in a market where the game has changed dramatically.

This crisis will profoundly shake the aeronautical industry. The challenge for her is her ability to design "the green plane", produce it and put it in flight! Our manufacturing processes must become more eco-responsible, our products too.

It is obvious that the one who will adapt most quickly to this new deal, will ensure its prosperity and its sustainability, just like that of the territories it irrigates.

These are the challenges posed to us for the coming months!

The question of competitiveness will probably come back on the table, but at **FO** we consider that there are still a lot of avenues to explore to get out of this crisis, stronger... and on the condition that efforts are fairly distributed!

FO
Airbus
Commercial Aircraft



FO, our jobs, Our industry!