

A large Airbus A330-300 is shown in flight, viewed from a low angle. The aircraft is white with blue accents on the tail and wingtips. The text "More than 1000" and "A330 AIRBUS" are visible on the fuselage. A yellow and black diagonal striped vertical bar is positioned on the left side of the image. In the background, two smaller Airbus A330-300s are flying at a lower altitude. The sky is blue with some clouds.

[Airbus Amber]

**EASA Annual Safety Conference:
"A safe Return to operations" panel**

An OEM perspective

AIRBUS

Context

COVID-19 impacts	→	Risk of loss of vigilance
Transition period	→	Risk of instability
Society & Environment	→	Additional challenges

Risk exposure

BEFORE COVID-19

- Large in-Service Fleet
- Ramp-up
- Complacency

TODAY

External

- Massive fleet grounding and return to service

Internal

- Supply chain, production ramp down + all COVID-19 potential safety impacts
- Complacency remains a risk

SMS: Management of Change → COVID-19 Task Force for Product Safety

Growing risk exposure

New risk exposure

Challenging context

Risk management

Resilience through
SMS

AIRBUS

Thank you

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