

Airbus Helicopters is a typical example of a well-balanced business mix between platform manufacturing and services, civil and military markets.

3. Lead the transformation of the Aerospace and Defence industry to meet the emerging Environmental, Social and Governance standards

The world is currently facing tremendous global challenges: climate change, severe weather patterns, deforestation, political instability, increasing population to name a few. Environmental, social and governance standards are high on the Company agenda in response to these challenges. ESG is now considered critical by investors, shareholders, customers and employees.

The Company is convinced it has a leading role to play in shaping a necessary industry transformation. The Company supports the global UN Sustainable Development Goals and aims at setting ambitious standards for a better and more connected world.

Fulfilling societal expectations is a top priority for the Company, and it will be the prerequisite to future success: consequently the Company has launched in 2019, as an integral part of Airbus Next Chapter, a project with the goal to reinforce and embed into its culture, responsible and sustainable behaviours and actions.

Key Enablers

The three strategic axes of the Company are supported by the following ten enablers:

1. Europe

Airbus is THE European company: the European leader in Aerospace and Defence, with around 130,000 employees and a strong industrial footprint in France, Germany, Spain and the UK. At the same time, the Company is a key enabler to European sovereignty through its defence and space solutions.

To successfully address the future challenges of the global Aerospace and Defence industry, the Company needs to retain and boost its role as trusted supplier and partner to its European Home Nations France, Germany, Spain and the UK. Despite Brexit, the UK is key to the Company's industrial footprint.

The Company supports the launch and development of European Air and Space programmes, such as FCAS or Eurodrone, the cooperation with industrial partners and competitors on those programmes and facilitates potential further industry specialisation and consolidation.

2. Globalisation

The Company connects people with its aircraft and digital communication solutions around the world. It is a globally-operating company with more than 15,000 employees outside its Home Nations.

In 2019, the Company has further strengthened its world-wide industrial presence. In the US and Canada, the Single Aisle production ramp-up continued, while the A220 FAL in Mobile (US) was set-up and aircraft assembly commenced. The signature of a Memorandum of Understanding with the Chinese government on Single Aisle and A350 will further develop the industrial cooperation with China.

The Company pursues an international development to get closer to its customers and markets, and to leverage best resources world-wide by:

- focusing on dedicated countries, depending on the target and asset for the country: market size, local industrial capabilities or innovation resources;
- re-assessing and re-designing the activities, globally and locally in each function, including industrial footprint for more coherence;
- diversifying the Company's staff and skills, develop talents and promote mobility.

3. Environment

While air travel currently contributes to global CO₂ emissions, air quality and noise pollution, the Company believes a future sustainable aviation model is achievable. The Company intends to take a leadership position on answering environmental challenges to ensure future generations will fly without a detrimental impact to the environment.

The Company has developed a clear overall strategy on environment and continued its execution in 2019:

- the first priority of the Company is to progressively decarbonise the fleet and reduce other emissions (noise, NOx, particulates, etc.). The Company has committed to the Air Transportation Action Group (ATAG) industry goals of halving CO₂ emissions by 2050, in line with the 2°C Paris objective. This will be achieved by: developing more efficient technologies (in 2019, the A321XLR was launched, bringing 30% lower fuel burn per seat than previous-generation aircraft), supporting the deployment of Sustainable Aviation Fuels (SAF), optimising the operations and infrastructures, as well as supporting market-based measures. In 2019, the Chief Technology Officers from seven major aerospace manufacturers, including the Company, committed to cooperate to drive the sustainability of aviation;
- in other product areas, the Company is actively contributing to enable actions against climate change. The development of detailed earth observation satellites and geospatial solutions provides highly sophisticated monitoring capabilities for climate change, agriculture, deforestation or natural disasters;
- the Company is working on minimising the impact its sites and supply chain have on energy, CO₂, waste, air and water. The Company launched "High5+" in 2019, a cross-divisional plan to reach the ambitious objectives of its 2030 Vision and prepare the goals for 2050.

4. Ethics, Compliance and Reputation

The ambition of the Company is to be known as a company with "integrity inside": integrity in its people, partners and suppliers. This means that the Company does business in the right way to ensure its stakeholders have confidence in its activities and to protect the Company's reputation. Consequently, Ethics and Compliance are at the heart of what the Company does across all operations, businesses and continents. This means that the Company constantly improves its Ethics and Compliance Programme to ensure effective processes and procedures are in place to manage business ethics / anti-corruption compliance, export control compliance and data protection. The Company is also strengthening the related culture throughout the Company in line with its values.