

Airbus Defence & Space

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GLOBAL
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2014

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Safe Harbour Statement

Disclaimer

This presentation includes forward-looking statements. Words such as “anticipates”, “believes”, “estimates”, “expects”, “intends”, “plans”, “projects”, “may” and similar expressions are used to identify these forward-looking statements. Examples of forward-looking statements include statements made about strategy, ramp-up and delivery schedules, introduction of new products and services and market expectations, as well as statements regarding future performance and outlook. By their nature, forward-looking statements involve risk and uncertainty because they relate to future events and circumstances and there are many factors that could cause actual results and developments to differ materially from those expressed or implied by these forward-looking statements.

These factors include but are not limited to:

- Changes in general economic, political or market conditions, including the cyclical nature of some of Airbus Group's businesses;
- Significant disruptions in air travel (including as a result of terrorist attacks);
- Currency exchange rate fluctuations, in particular between the Euro and the U.S. dollar;
- The successful execution of internal performance plans, including cost reduction and productivity efforts;
- Product performance risks, as well as programme development and management risks;
- Customer, supplier and subcontractor performance or contract negotiations, including financing issues;
- Competition and consolidation in the aerospace and defence industry;
- Significant collective bargaining labour disputes;
- The outcome of political and legal processes including the availability of government financing for certain programmes and the size of defence and space procurement budgets;
- Research and development costs in connection with new products;
- Legal, financial and governmental risks related to international transactions;
- Legal and investigatory proceedings and other economic, political and technological risks and uncertainties.

As a result, Airbus Group's actual results may differ materially from the plans, goals and expectations set forth in such forward-looking statements. For a discussion of factors that could cause future results to differ from such forward-looking statements, see Airbus Group “Registration Document” dated 4 April 2014.

Any forward-looking statement contained in this presentation speaks as of the date of this presentation. Airbus Group undertakes no obligation to publicly revise or update any forward-looking statements in light of new information, future events or otherwise.

Airbus DS



Global leader in Space, Military Aircraft, Missiles and related Systems & Services

Key Achievements: Restructuring

Go Live

- New Organisation created within 6 months – go-live on 1 July
- More than 40,000 employees successfully transferred

HC Reduction

- 1,000 positions already reduced – on track

Site Optimisation

- One HQ for former 3 divisions established in Munich
- 8 sites closed in 2014; on track for 2016 target

Synergies

- Leveraging best practices
- Eliminating inefficiencies
- Streamlining of organisation

Key Achievements: Business

	Space	Military Aircraft	Missiles
Commercial Momentum	<ul style="list-style-type: none"> ▪ Ariane 5: launch slots filled until 2018 ▪ Ariane 6: Programme launched ▪ Satellite : robust demand ▪ GEO Intelligence: double digit growth 	<ul style="list-style-type: none"> ▪ Eurofighter: improved export capability ▪ A330 MRTT: growing customer base ▪ Light & Medium Transport: book-to-bill > 1 	<ul style="list-style-type: none"> ▪ M51: further development under contract ▪ Launch of a new Franco-British missile programme (FASGW(H)/ANL)*
Programme Execution	<ul style="list-style-type: none"> ▪ 63rd successful Ariane 5 launch in a row ▪ Rosetta mission: Philae landing on a comet 	<ul style="list-style-type: none"> ▪ A330 MRTT: successful deployment in operational missions ▪ A400M: in service with multiple customers 	<ul style="list-style-type: none"> ▪ Naval Cruise Missile: Last successful development firing

*FASGW(H)/ANL: Future Anti Surface Guided Weapon (Heavy)/ Anti Navire Léger)

Execute on Strategy

Core Business

Competitive business pillars clearly identified

Enhance Value Creation

Reinforce leadership position

Streamline portfolio



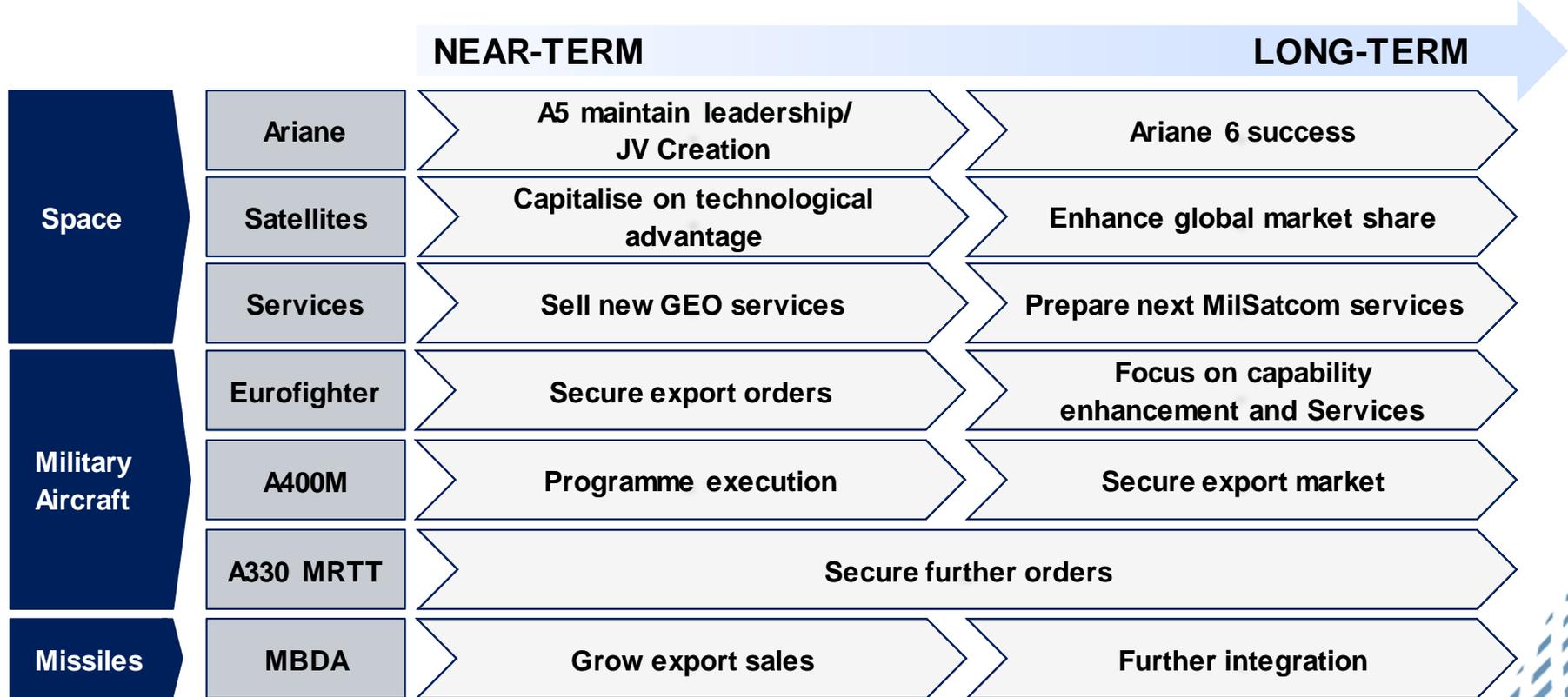
Space - Develop Europe's Leading Role in the Space Industry



Validation of Ariane 6 concept

Creation of Airbus Safran Launchers

Outlook



Conclusion

- **Defence and Space are stable and predictable businesses**
- **Our bespoke products and programmes address current and future customer challenges and respond to market opportunities**
- **Profitability target for 2015 maintained – future improvement from focusing on our core activities and de-risking our portfolio**

