

# AIRBUS

## Investor Meeting

### London 2018

18 July 2018



**Tom Enders**  
Chief Executive Officer

**Eric Schulz**  
Chief Commercial Officer

**Guillaume Faury**  
President  
Commercial Aircraft

**Harald Wilhelm**  
Chief Financial Officer

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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' 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' 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 the Airbus “Registration Document” dated 28 March 2018, including the Risk Factors section.

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

EXTENDING THE FAMILY: AIRBUS WELCOMES THE A220!

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## KEY PRIORITIES

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- Leverage **competitive product portfolio** to strengthen **market lead**
- **Deliver** on backlog and secure **ramp-up**
- Boost **efficiency and competitiveness** through **digital and innovation**
- Deliver **EPS and FCF growth** potential



**Earnings and FCF taking off!**

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## LEVERAGING COMPETITIVE AIRCRAFT PORTFOLIO TO STRENGTHEN MARKET LEAD

- **Commercial aviation** fundamentals remain **strong: 20 year demand > 37,000 a/c**
- **2018 GMF segmentation** reflects more **flexible** use of aircraft for **various operations**
- Airbus aircraft well aligned to **market needs** and evolving **airline business models**
- The combination of **A321neo** and **A330neo** provides **flexibility** with **competitive economics**

A220 Family

A320 Family

A330 Family

A350 XWB

A380



## DELIVER ON BACKLOG AND SECURE RAMP-UP

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- **2018**: focus on **deliveries** and **A320neo engine** situation
- Focus on **A350 ramp-up**, **RC convergence** and **productivity**
- Secure commercial aircraft **industrial system** and **supply chain** for **further ramp-up** potential
- Leverage **digital** tools to further improve **productivity** and **competitiveness**



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2012 - 2017



Financial flexibility protected: Net Cash of € 14 bn\*\*  
Increased liquidity: Gross Cash of € 25 bn\*\*

\*incl. € 4 bn M&A

\*\* as of 31 Dec 2017

# DELIVER EPS & FCF GROWTH POTENTIAL

2017 - 2020



\* A400M will continue to weigh in 2018 and 2019  
Box sizes for illustration purpose only



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