Airbus Innovation Days
Tom Williams,
Chief Operating Officer Airbus

Stepping up!
Delivering our backlog – meeting our customers’ needs

Increasing our manufacturing efficiency and integrating our global supply chain

<table>
<thead>
<tr>
<th>Statistic</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>55,000</td>
</tr>
<tr>
<td>Annual revenue*</td>
<td>€45.8 billion</td>
</tr>
<tr>
<td>Backlog</td>
<td>8 yrs</td>
</tr>
<tr>
<td>Operators</td>
<td>400</td>
</tr>
</tbody>
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Data to end 2015
Looking back – doubling deliveries in 10 years

Source: Airbus Orders & Deliveries
A320 & A350 XWB: lifting production to new heights

- **A320 neo**
- **A350 XWB**

**Timeline and Production Milestones**

- **First Delivery**
  - 2014
  - 2016
  - End 2018

- **Production Levels**
  - **R20**: 2003
  - **R36**: 2010
  - **R42**: 2015
  - **R50**: 2017
  - **R60**: 2019
  - **R10**: 50+/year
  - **End 2018**
Boosting production: faster, smarter & more innovative

- New processes: step changes
- New tooling, machines and skills management
- Truly global supply chain
Ramping up to rate 60

- 4th line in Hamburg
- Cabin furnishing in Toulouse (avoiding ferry flights)
- Global production system
- Latest digital and automation technologies
- People development
Building A320 Family wings differently – a new pulse line at Broughton

Improved efficiency and ergonomics

A new structural assembly system with more automation
Creating an operator-focused environment – Smart tools and devices

Better ergonomics for our workers

- Increased safety
- More comfort
- Improved quality
- Reduced lead time
- Greater efficiency

Modular Electrical Drilling Unit

Smart glasses

Exoskeleton devices
Exoskeleton devices

As is

To be
Factory 4.0 - boosting high-volume production

Leveraging new technologies

- Robust
- Intelligent
- Flexible
- Right first time
Digital technology: Getting it right first time

Tracking our performance

- New inspection techniques
- Supply chain e-control room
- Supplier mapping

Tablet inspections

Drone inspections

Supply chain performance management
In summary: on-track to meeting our targets

- Global industrial footprint
- Worldwide supplier network
- Empowered and engaged people
- Right competences, skills and training
- Latest technologies & fully integrated processes
Thank You