INVESTOR MEETING

PARIS AIRSHOW 2015

Tom Enders  CEO – Airbus Group
Fabrice Bregier  CEO – Airbus
Harald Wilhelm  CFO – Airbus Group & Airbus
PATH TO ENHANCED VALUE

- Healthy commercial aircraft market
- Operational progress & programme execution
- Competitiveness & innovation
- Progress on divestments
- Cash control and FCF generation

Driving EPS & DPS Growth
Healthy commercial aircraft market, 225 net orders end of May
Orders at Le Bourget confirm book to bill > 1

Long-Term Growth Market

Volatile Fuel Price

Improving Airline Profitability

5.2% annual traffic growth for next decade

Structural demand for more efficient aircraft

Ongoing fleet expansion and renewal
AIRBUS BACKLOG AND DELIVERIES

Backlog by Region*

6,368 aircraft in backlog
as of end May 2015

- North America 11%
- Europe & CIS 16%
- Middle East 7%
- Asia Pacific 26%
- Latin America 7%
- Africa 1%
- Lessors 21%

Deliveries vs. Backlog

Over 10 years production in backlog
in units

- 1,500
- 2,533
- 3,715
- 3,552
- 4,682
- 6,386

Airbus deliveries


1,500 2,533 3,715 3,552 4,682 6,386

5x
10x

Airbus backlog # of a/c

Net Book-to-Bill

Solid, diversified backlog
Proactive risk management tools in place

* Based on units, 11% undisclosed customers not shown in backlog
Leading market-driven innovation:

- Successful incremental innovation
- Reducing time to market
- Higher standard of new product deployment and ramp-up controls
- Competitive leadership position

Product portfolio positioned for success
Industry leading single aisle aircraft

- 5,123 A320 family aircraft in backlog*
- Rate 42 today to 50 in 2017, potential to go higher
- CEO to NEO transition on-track industrially and commercially
- Continuous innovation

* Backlog at end May
Most versatile wide-body aircraft

- 313 A330 family aircraft in backlog*
- Managing transition to NEO with rate 6 in 2016
- Different variants tailored to specific customer needs
- A330neo development on-track – EIS Q4 2017

* Backlog at end May
A380

- 155 A380 aircraft in backlog*
- On-track to reach breakeven in 2015
- Innovation to maximise efficiency and add value for our customers
- Preferred aircraft for passengers

* Backlog at end May
Meeting customer commitments

- Strong A350 backlog, 780 ordered, 3 delivered*
- Demonstrating early maturity in operations
- 15 deliveries for 2015, rate 10 per month by end 2018
- A350-1000 development on-track

* Backlog and deliveries at end May
AIRBUS HELICOPTERS

Ramp-up, execution, product renewal

- **H175** endorsed by market
- **H160** development on track, EIS 2018
- **X6** concept phase launched
- Momentum in military campaigns
Programme management in focus

- **A400M** schedule, military capability, cost control
- **Light & Medium** transport & **MRTT** continue leadership position
- **Eurofighter** services & upgrades, export capability
- **Ariane 5** reliable execution, **Ariane 6** preparing the future
- **Missile** integration on military aircraft platforms progressing well
<table>
<thead>
<tr>
<th>Airbus</th>
<th>Boost competitiveness through operational efficiency and continuous improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helicopters</td>
<td>Transformation on-track, addressing customer value proposition</td>
</tr>
<tr>
<td>D&amp;S</td>
<td>Restructuring and reshaping while implementing strategy to focus on core</td>
</tr>
<tr>
<td>Group</td>
<td>Transversal initiatives: Quality, “one-roof” for key regions Digital Strategy, Innovation Centre, Corporate Venture Capital Dassault divestment</td>
</tr>
</tbody>
</table>
STRONG POTENTIAL FOR EPS & DPS GROWTH

✓ 2014 EPS
  € 2.99  + 61%

✓ 2014 Dividend
  € 1.20  +60%

Future EPS

DPS: sustainable growth within a 30-40% pay-out ratio

SBB: AGM approved, decision based on operational / strategic progress

* Before FX one-offs, EPS is illustrative
CASH CONTROL & FCF GENERATION

PULLING KEY LEVERS

Operational Improvement

Working Capital Management

CAPEX Control

MANAGING CASH

Cycle / Lead Times
Inventories

Supplier Management
Payables

Customer Relationships
Receivables

Culture & Awareness
Training

Focused on improving FCF generation and conversion
KEY TAKEAWAYS

- Confirming healthy commercial aircraft market
- Delivering operational progress with programme focus
- Leading innovation and competitiveness
- Demonstrating FCF control and improvement measures
- Driving EPS and DPS growth

Generating Shareholder Value