<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>08:00 – 10:30</td>
<td>Presentations and Q&amp;A</td>
</tr>
<tr>
<td>10:45 – 11:30</td>
<td>Breakout Session 1: CEO</td>
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<td>Breakout Session 2: CFO</td>
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</tbody>
</table>

**AIRBUS Investor Meeting**

Le Bourget 2017

**Tom Enders**
Chief Executive Officer

**Fabrice Brégier**
Chief Operating Officer

**Harald Wilhelm**
Chief Financial Officer
SAFE HARBOUR STATEMENT

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 4 April 2017, 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.
COMMERCIAL AIRCRAFT MARKET

Drivers
- Strong & resilient passenger traffic growth
- As air transport develops, new drivers become more significant
- Middle-class to almost double by 2036

Traffic forecast
- Air traffic (RPK) doubles every 15 years
- Airbus traffic (RPK) forecast: 4.4% p.a.

Fleet forecast
- 34,900 new deliveries by 2036: ~34,170 passenger aircraft & 730 freighters
- 40% of new deliveries for replacement, 60% for growth
- Single-aisle: 71% of units / Wide-bodies: 54% of value

Strong and resilient passenger traffic growth underpins long-term demand
A comprehensive and versatile family from 100 to 600+ seats

- **A320 Family**: 13,111 orders including 5,053 neo
  - Up to 240 passengers, flying up to 10 hours
  - LR: new market opportunities to long range markets

- **A330 Family**: 1,683 orders from 115 customers
  - Flying from 30 minutes to over 15 hours

- **A350XWB**: 851 orders from 45 customers
  - Long-range and ultra-long haul routes

- **A380**: 317 orders from 18 customers
  - Capacity to capture traffic growth

**COMPREHENSIVE COMMERCIAL AIRCRAFT PRODUCT LINE FOR ANY MARKET**
Strong and well diversified backlog, aligned with demand, supports our ramp-up

Airbus backlog* well aligned with regional needs and demand forecast

Over 10 years production in backlog

<table>
<thead>
<tr>
<th>Year</th>
<th>Airbus Deliveries</th>
<th>Airbus Backlog</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>2,533</td>
<td>434</td>
</tr>
<tr>
<td>2007</td>
<td>3,421</td>
<td>453</td>
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<tr>
<td>2008</td>
<td>3,715</td>
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<tr>
<td>2009</td>
<td>3,488</td>
<td>498</td>
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<tr>
<td>2010</td>
<td>3,552</td>
<td>510</td>
</tr>
<tr>
<td>2011</td>
<td>4,437</td>
<td>534</td>
</tr>
<tr>
<td>2012</td>
<td>4,682</td>
<td>588</td>
</tr>
<tr>
<td>2013</td>
<td>5,559</td>
<td>626</td>
</tr>
<tr>
<td>2014</td>
<td>6,386</td>
<td>629</td>
</tr>
<tr>
<td>2015</td>
<td>6,831</td>
<td>635</td>
</tr>
<tr>
<td>2016</td>
<td>6,874</td>
<td>688</td>
</tr>
</tbody>
</table>

% Backlog as of end of May 2017
% Share of 2016-2035 PAX deliveries (GMF 2017)

Europe, North America and Lessors to take highest share of our deliveries in the short term

*11% of undisclosed customers; ** Cancellations (excluding Ceo-Neo conversions) / backlog
**CIVIL & PARAPUBLIC**

- Demand impacted by softness in O&G
- LT market potential
- UAM new market

**PRODUCT**

- Product renewal strategy: H135, H145, H160, H175
- Wide mission coverage

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**MILITARY AIRCRAFT**

- Military market supported by growing Defence budgets
- Successful campaigns in 2016

**PRODUCT**

- Unique product offering addressing wide range of missions and classes
- Military offers based on proven Civil technology

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*Renewed product portfolio, diverse backlog and market presence*
**DEFENCE AND SPACE: MARKET AND PRODUCT POSITIONING**

**MILITARY AIRCRAFT**
- Geopolitical instability
- Growth in defence spending
- Increasing need for security

**SPACE SYSTEMS**
- Growth in space spending
- More connected world
- Increasing need for services
- Telecom satellites, ENS
- OneWeb (small satellites)
- Space services (SpaceTug - Space Utility Vehicle)

**CIS / UAS / OTHERS**
- Big data / analytics
- Cyber protection
- Increasing need for autonomy
- Cyber Protection (Stormshield, 3 Cyber Defence Centres)
- Digital services and secured connectivity (HAPS)
- Unmanned Aerial Systems (Airbus Aerial, European MALE)

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**Successful repositioning through portfolio reshaping**
Focus on compliance process, policies and organisation

Self-disclosure of misstatements and omissions and full cooperation with authorities in investigations

Independent Compliance Review Panel (ICRP)

Airbus is committed to implement the most effective global standards
KEY PROGRAMME STATUS

A320
- Strong market demand for rate 60
- Deliveries end May: 189 A320 family, t/o 48 A320/A321 neo
- Ramp-up and neo transition in progress
- Focus on in-service maturity (GTF)

A350
- Deliveries end May: 22 A350-900
- Ramp-up in progress
- -1000 Flight Test campaign on track
- Focus on Recurring Cost convergence

A400M
- Deliveries as of end of May: 6. Total deliveries 44 a/c
- Progressing on military capabilities, however challenges remain
- Discussions progressing with customers

H225
- H225 and AS332 L2 EASA temporary flight suspension has been lifted but fleet in UK and Norway still grounded
- Discussion with UK and Norway relevant stakeholders ongoing
Global Supply Chain Performance and Quality

Secure delivery performance, rate increase & supply chain quality through:
- Further integration and group-wide governance
- Reinforced supply chain management and quality
- Group-wide deployment of quality standards and best practices

Digital Transformation

- Support immediate operational improvement
- Improve efficiency and quality of manufacturing operations
- Prepare end-to-end Digital operations from design to product support

*Driving performance across our Operations*
Leveraging new technologies

Preparing the future

Exploring new business areas

*Improve competitiveness and create new business opportunities*
### 2012 – 2016 FINANCIAL PERFORMANCE / INVESTMENTS

<table>
<thead>
<tr>
<th>Revenues</th>
<th>EBIT Adjusted</th>
<th>FCF bef. M&amp;A and Cust. Financing Total € 5 bn</th>
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</thead>
<tbody>
<tr>
<td><strong>Perimeter change impact</strong></td>
<td><strong>CAGR incl. / excl. Perim Change 4.2% / 4.6%</strong></td>
<td><strong>CAGR incl. / excl. Perim Change 8.0% / 9.3%</strong></td>
</tr>
<tr>
<td><strong>CAGR incl. / excl. Perim Change -3.1% / 0.2%</strong></td>
<td><strong>EBIT Adjusted</strong></td>
<td><strong>Perimeter change impact</strong></td>
</tr>
<tr>
<td><strong>Revenues</strong></td>
<td><strong>EBIT Adjusted</strong></td>
<td><strong>FCF bef. M&amp;A and Cust. Financing</strong></td>
</tr>
<tr>
<td><strong>2012</strong></td>
<td><strong>2012</strong></td>
<td><strong>2012</strong></td>
</tr>
<tr>
<td><strong>€ 56 bn</strong></td>
<td><strong>€ 2.91 bn</strong></td>
<td><strong>€ 1.60 bn</strong></td>
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<td><strong>€ (0.49) bn</strong></td>
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<td><strong>€ 4.02 bn</strong></td>
<td><strong>€ 1.00 bn</strong></td>
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<td><strong>€ 64 bn</strong></td>
<td><strong>€ 4.11 bn</strong></td>
<td><strong>€ 1.33 bn</strong></td>
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<tr>
<td><strong>€ 67 bn</strong></td>
<td><strong>€ 3.96 bn</strong></td>
<td><strong>€ 1.41 bn</strong></td>
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</tbody>
</table>

**CAGR incl. / excl. Perim Change 4.2% / 4.6%**

**EBIT Adjusted**

**CAGR incl. / excl. Perim Change 8.0% / 9.3%**

**FCF bef. M&A and Cust. Financing**

**Total € 5 bn**

### Investment Total ~ € 37 bn

<table>
<thead>
<tr>
<th>Capex</th>
<th>WC</th>
<th>R&amp;D incl. Capitalized</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2012</strong></td>
<td><strong>2013</strong></td>
<td><strong>2014</strong></td>
</tr>
<tr>
<td><strong>€ 3.6 bn</strong></td>
<td><strong>€ 3.5 bn</strong></td>
<td><strong>€ 3.6 bn</strong></td>
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<tr>
<td><strong>€ 0.1 bn</strong></td>
<td><strong>€ 2.1 bn</strong></td>
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<td><strong>€ 3.3 bn</strong></td>
<td><strong>€ 2.9 bn</strong></td>
<td><strong>€ 2.5 bn</strong></td>
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</tbody>
</table>

**Capex**

**WC**

**R&D incl. Capitalized**
Maximise and diversify access to liquidity, maintain financial flexibility and secure “A” credit rating
INCREASING SHAREHOLDER RETURNS

Dividend policy since 2013, Total Shareholder Returns 2012-2017 ~ € 7 bn

* Actual cash out each year
** 2016 Dividend paid: April 2017
DRIVING EARNINGS PERFORMANCE

Significant EPS growth potential

A350 Turning Profitable
A320 Volume and Price
FX Hedging Impact

End of decade

End 2017
DRIVING CASH PERFORMANCE

CASH CONVERSION

- EPS Growth
- A400M*
- Capex Reduction
- Working capital Control

* A400M will continue to weigh significantly in 2017 & 2018 in particular

End 2017

End of decade
Cash conv. ~ 1

FCF generation & increasing cash conversion by end of decade

Box sizes for illustration purpose only
Focus on key programmes and core platforms & services

Deliver Operational Excellence

Drive Integration

Foster Innovation

Deliver EPS / FCF growth potential