

Airbus

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GLOBAL
INVESTOR
FORUM

2014

AIRBUS
GROUP

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.

Positioned to Deliver Long-Term Profitable Growth



Growing market with solid fundamentals



Product portfolio positioned to capture growth



Controlled execution to sustain growth



Continuing momentum on operational efficiency improvements

Content



Delivering on Commitments



Improving Performance



Clear Path Forward and Conclusion



Development Programmes: 2014 Achievements



Backlog: 3,362 / 63 customers



- First flight as per initial launch schedule
- Flight test underway (150 FT hours, more than 40 flights)
- 752 net orders YTD



Backlog: 152* / 8 customers



- Extension of a profitable programme
- Path set to reach EIS in 42 months
- Orders and commitments from 8 customers (5 airlines & 3 lessors)



Backlog: 786 / 41 customers



- EASA/FAA certification on time
- Ready for delivery to Qatar Airways
- A350-1000 on track for 2017 EIS

***Mastering development programmes
Accelerate time to market of new products***

* Includes MoUs

Series Programmes: 2014 Achievements



Fleet in service: 6,053 / Operators: 319
Backlog: 4,832



- Delivering rate 42, rate 46 from Q2 2016
- Dispatch Reliability 99.6%
- Robust ramp up of A321 and Sharklets (86% of current production)



*Fleet in service: 1,112 / Operators: 106**
Backlog: 367 **



- Delivering rate 10, adjusting to rate 9 from Q4 2015
- Dispatch Reliability 99.4%
- First 242t version in FAL



Fleet in service: 147 / Operators: 12
Backlog: 171



- Delivering ~ 30 aircraft
- Dispatch Reliability 98.5%
- On path to breakeven in 2015

Delivering on series programmes
Production adapting to market demand

*Excludes A340

** Includes MoUs

Content



Delivering on Commitments



Improving Performance



Clear Path Forward and Conclusion



Improving our Products and Services

▪ Improved products to meet and anticipate customer needs

A320

- Sharklet retrofit option - EIS 2015
- A321neoLR - 97t variant
- A320neo 20% fuel reduction per seat by 2020 vs today's A320ceo

A330

- Neo launched
- Versatility: 242t and regional capabilities

A380

- New design weights
- High density cabin

▪ Improved aircraft operations and services

- Time to fix improved by up to 25%
- Service revenues increased by 14%



Innovative products and services which meet Customer needs

Enhancing our Industrial Performance

Engineering

Faster, cost optimized development

- A330neo development time reduced
- Design to cost solutions (A350)
- First time right (10-15% reduction of corrective modifications)

Production

Airbus Operating System deployed using lean principles

- 42 model lines deployed
- End-to-end quality gates
- Increased use of 3D data

Supply Chain

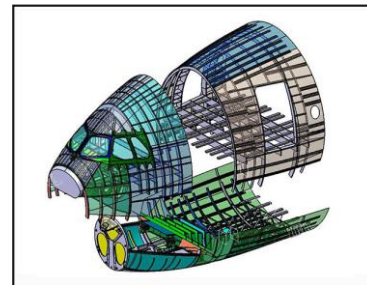
Maintain tight control through anticipation, collaboration, cost reductions

- Joint improvement programmes with main suppliers
- Missing parts reduced by >60% on series programmes*
- Double sourcing, re-tendering, re-design

Culture

Eradicate disturbances and inefficiencies in our work everywhere

- Speed, agility, simplicity
- Innovation
- Stop & fix



* Airframe

Content



Delivering on Commitments



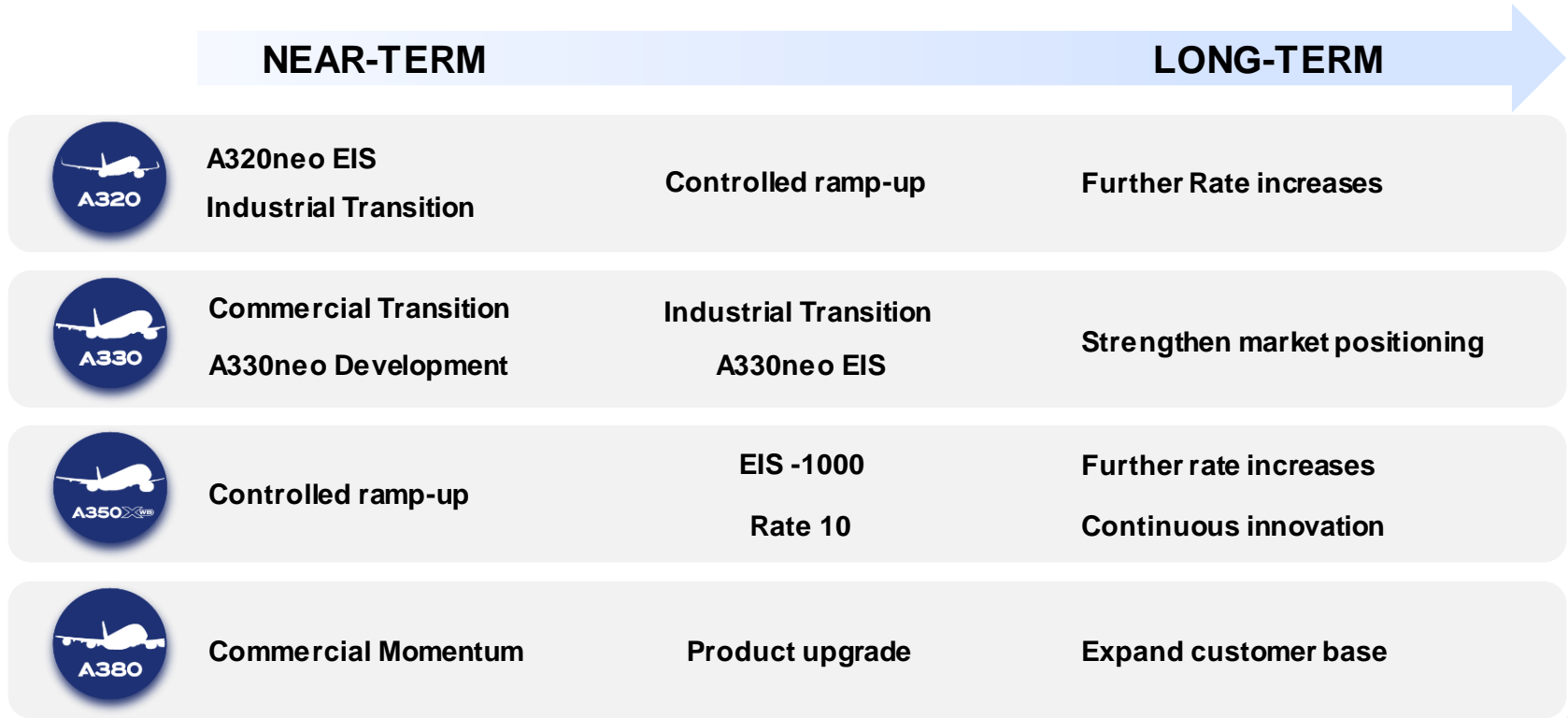
Improving Performance



Clear Path Forward and Conclusion



Clear Path Forward



Conclusion

