

Airbus Group

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London
10 December 2014

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:

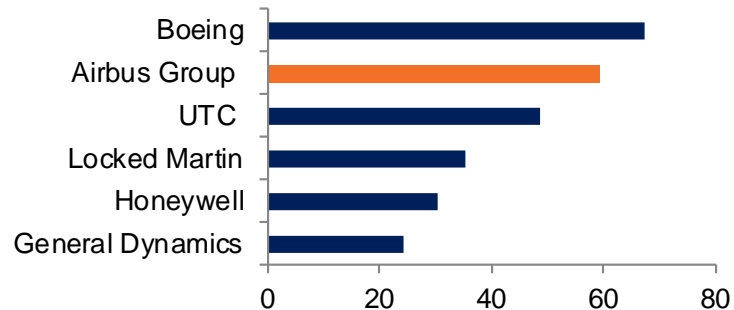
- Changes in general economic, political or market conditions, including the cyclical nature of some of Airbus Group’s businesses;
- Significant disruptions in air travel (including as a result of terrorist attacks);
- Currency exchange rate fluctuations, in particular between the Euro and the U.S. dollar;
- 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.

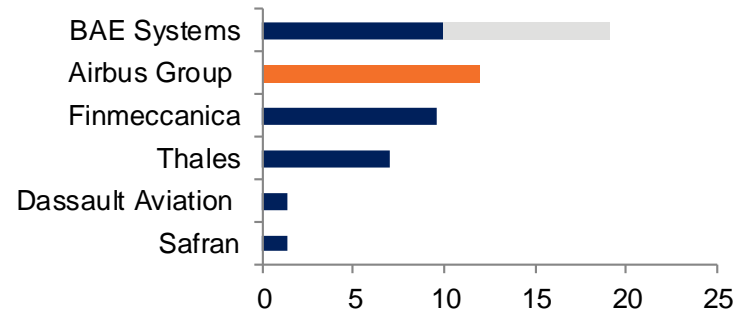
Any forward-looking statement contained in this presentation speaks as of the date of this presentation. Airbus Group undertakes no obligation to publicly revise or update any forward-looking statements in light of new information, future events or otherwise.

Positioned as a Leader

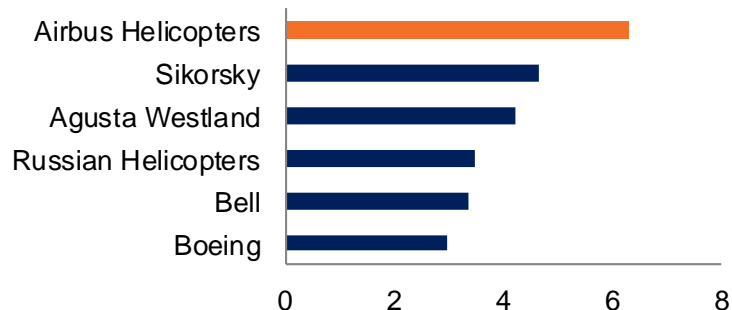
FY13 Group Revenues (€bn)



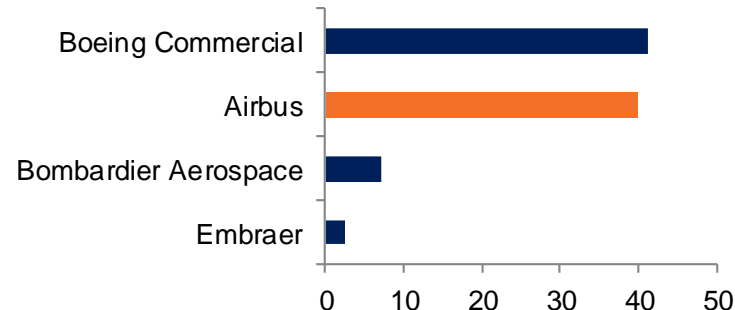
FY13 Defence Revenues (€bn)*



FY13 Helicopters Revenues (€bn)



FY13 Commercial Aircraft Revenues (€bn)



Exchange rates: US\$ to €: 0,776; £ to €: 1,178; CAD\$ to €: 0,729; BRL to €: 0,347; SEK to €: 0,115
 BAE systems revenues split between BAE Systems Inc. and the rest. UTC includes large share of non Aerospace businesses.

Keeping Ahead Through Responding to Current Customer Dynamics...

Market Realities



Commercial Aircraft
Air traffic to
double next 15 years



Strong product
modernization demands
from the market



New Dynamics
in Space markets



Budget realities
in Defence

Selected Responses

- Airbus « Made in USA » tapping large replacement market
- Footprint in China to access the biggest future market

- Upgrades in Helicopters (EC 145 T2, EC-135 T3/P3)
- Continuous Innovation in commercial aircraft (A320 NEO, A321neoLR, A330 NEO, A330 242t...)
- Evolution in Military (E-Captor, C295 mission systems)

- Better organize the European space industry landscape
- Upside in Satellite markets

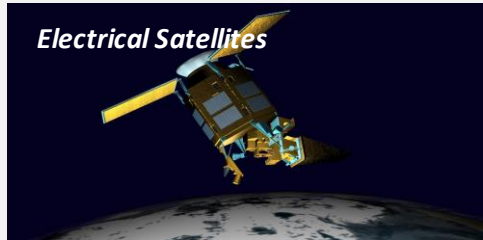
- Integrate and focus to secure competitiveness
- Focus on leadership segments (Tanker, Combat a/c, Transport, Missiles...) and access global growth

...while Systematically Planning the Future

New Business Models...



...and New Technologies

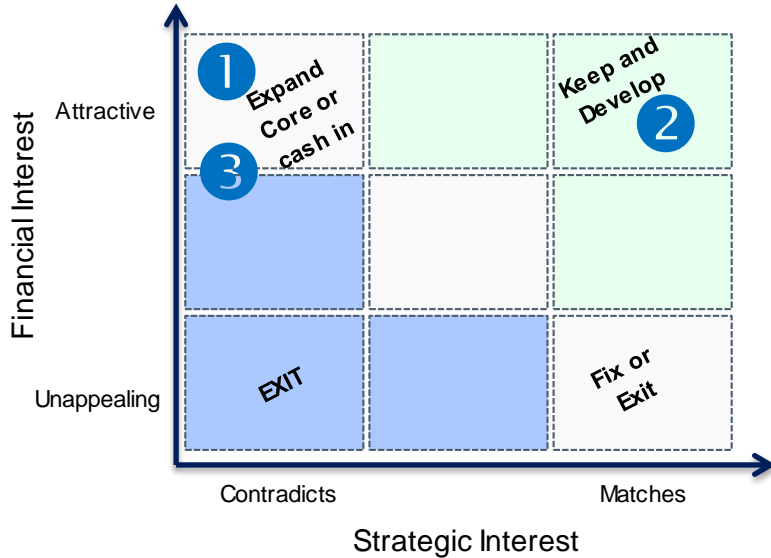


...in the Factory of the Future



Actively Managing and Reshaping our Portfolio

A systematic approach is in place....



...and execution ongoing



Non-Core:
Dassault Aviation

1



Core:
Airbus Safran Launchers

2



Non-Core:
Airbus DS perimeter reshaping

3

Focus on profitability, value creation, and market position

1 Dassault Aviation – Making an Attractive Financial Asset Liquid



Strong track record and good prospects....

...with no strategic interest for the Group

- Influence on business minimal - No industrial logic as long as not in control
- Competing in Defence
- Good partner for potential European programmes but shareholding not helpful to make it happen

First steps taken

- 8% sold for 794m€
- Further sales in 2015 targeted

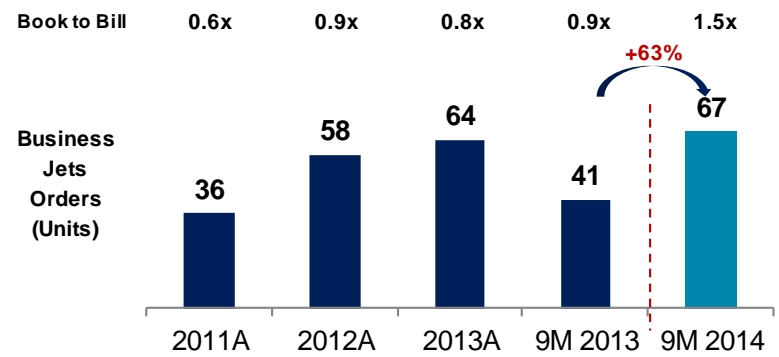
Focus is on an orderly exit to maximise value

1 Dassault Aviation – Strong Record, Well Positioned for the Future

Future Benefit from New Programmes

- Uniquely positioned to benefit from business jet market recovery through 2 new product launches
 - Falcon 8X – scheduled end 2016
 - Falcon 5X – scheduled mid 2017

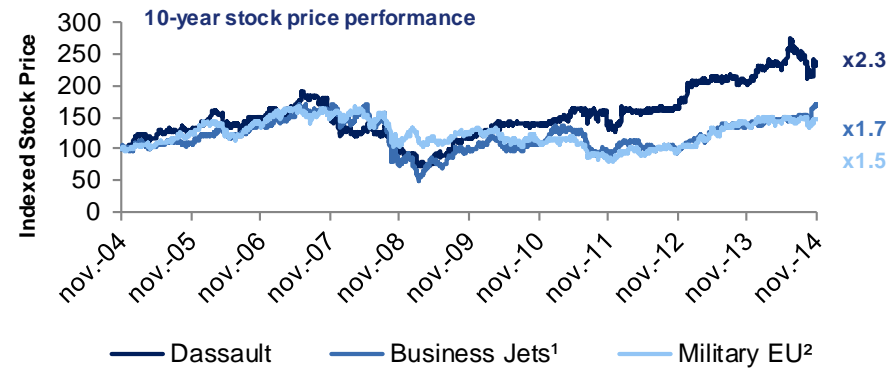
Strong Business Jet Order Momentum



Source: Company disclosure

(1) Business Jets peers include General Dynamics, Embraer, BBA Aviation, Bombardier and Textron.
 (2) Military EU peers include BAE Systems, Finmeccanica, Cobham and Thales.

Sustained Value Creation



Today	Strong share price development supported by robust operating margins and strong cash-flow ...
Tomorrow	... and positioned to benefit from growth in heavier segment of business jet market
Beyond	Option on 2 major sources of upside <ol style="list-style-type: none"> Rafale export (India, Qatar, UAE) Value uplift embedded in Thales stake



2 JV – Airbus Safran Launchers

Market evolving....

- Space X and ULA/Blue Origin in the US
- Governments world wide with ambitions – China, India...
- Price pressure in certain segments
- Ambitions to decrease launch cost high

...and Airbus Group is creating a one-stop-shop

- Vertically integrating Prime role and Propulsion provider to gain cost control and competitiveness
- Sales and Launch Operations to be integrated
- Clear cost and risk sharing principles and simplified contract management



2 Ariane 6

- **Modular**
Two configurations enabling mission versatility, with single & dual launch capabilities
- **Synergetic**
Benefits from existing launcher family and ongoing developments plus cadence effect
- **Market driven**
Closer link to Arianespace leveraging brand, unrivalled commercial reach and proven service offering



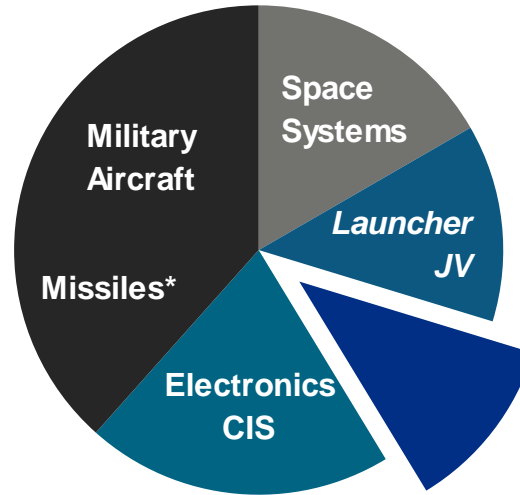
3 Streamlining the Airbus DS Portfolio

Guiding Principles....

- Rethink structure to address bottom line performance
- Refocus and divest where others can create more value than us
- Orient portfolio on leadership positions to succeed under any market conditions



....Solutions for Airbus DS portfolio



Boosts competitiveness in a core area

Disposals ongoing

- Professional Mobile Radio
- Commercial satellite communications services
- Various subsidiaries, JVs, and participations

Exploring Industrial Alternatives

Revenue split - *Revenues for missiles not consolidated

Execution of Strategy Well Underway

2013

Group Strategy Revisited

- Full strategic review across the Group
- “We make it Fly”
- Integrate Defence and Space
- ReBrand to Airbus

2014

Portfolio Review Completed

- Portfolio assessment across the Group
- Core vs. non-core identified
- Disposals and restructurings launched

2015-16

Perimeter Reshaping Execution

- Disposals, asset sales, and restructurings
- Rationalized internal CAPEX and R&D
- Competitiveness enhanced through greater focus

Capitalize on greater focus for stronger topline growth and better bottom-line performance

Delivering on our Strategy



WE MAKE IT
SMARTER



WE MAKE IT
LIGHTER



WE MAKE IT
SAFER



WE MAKE IT
CLEANER



WE MAKE IT
FASTER



WE MAKE IT
TOGETHER

AIRBUS
GROUP