# **AIRBUS** Investor Meeting London 2018



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#### SAFE HARBOUR STATEMENT

#### DISCLAIMER

This presentation includes forward-looking statements. Words such as "anticipates", "believes", "estimates", "expects", "intends", "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 28 March 2018, 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.







### \_ KEY PRIORITIES

- Leverage competitive product portfolio to strengthen market lead
- Deliver on backlog and secure ramp-up
- Boost efficiency and competitiveness through digital and innovation
- Deliver EPS and FCF growth potential



Earnings and FCF taking off!



LEVERAGING COMPETITIVE AIRCRAFT PORTFOLIO TO STRENGTHEN MARKET LEAD

- Commercial aviation fundamentals remain strong: 20 year demand > 37,000 a/c
- 2018 GMF segmentation reflects more flexible use of aircraft for various operations
- Airbus aircraft well aligned to market needs and evolving airline business models
- The combination of A321neo and A330neo provides flexibility with competitive economics



#### DELIVER ON BACKLOG AND SECURE RAMP-UP

- 2018: focus on deliveries and A320neo engine situation
- Focus on A350 ramp-up, RC convergence and productivity
- Secure commercial aircraft industrial system and supply chain for further ramp-up potential
- Leverage digital tools to further improve productivity and competitiveness









#### COMMITMENT TO CASH GENERATION AND SHAREHOLDER RETURNS

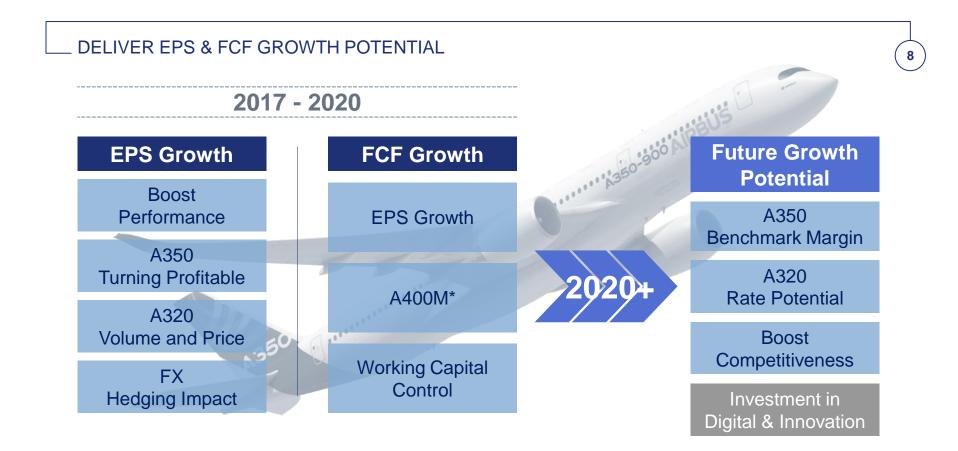
## 2012 - 2017



# Financial flexibility protected: Net Cash of € 14 bn\*\* Increased liquidity: Gross Cash of € 25 bn\*\*







\* A400M will continue to weigh in 2018 and 2019 Box sizes for illustration purpose only

## **AIRBUS**

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