



Commercial Aircraft – Delivering on our Commitments

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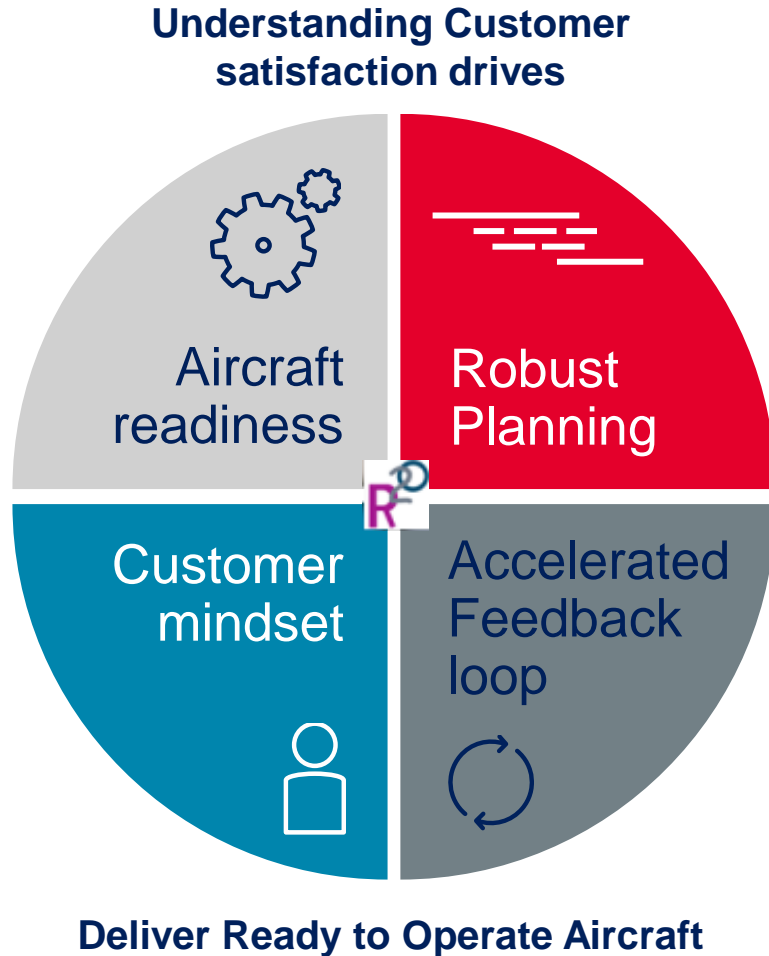
AIRBUS

2016 – A successful year with 688 deliveries

- ✓ **A350** ramp-up with **49 deliveries**, including **8 new operators**
- ✓ **545 SA deliveries**, including **68 NEOs**
- ✓ Stable deliveries on A380 with **28 aircraft**
- ✓ **A330** with **66 deliveries**, preparing transition to NEO
- ✓ **10,000th Airbus delivery** celebrated in October
- ✓ 14 years of **continuous increase** in deliveries



Foster customer satisfaction while increasing deliveries



Our objectives

- **Robust industrial** system delivering quality at all steps
- **Strong focus on customer satisfaction at delivery phase**
- **Reactive feedback** loops from In-service experience
- **Strong support from our Cabin** suppliers

Our Vision

Transform the industrial system to meet evolving customer requirements and take benefit from digital solutions

A320 Family – on route to record production rates



FAL in Hamburg



FAL in Tianjin



FAL in Mobile



FAL in Toulouse



1st A321neo CFM LEAP delivered

- **A320 Family ramp-up to rate 60 by mid 2019**
- **116 A320neo in-service for 25 operators, including A321**
- **Nearly 3 times more NEO deliveries in 2017**
- **Focus on customer operations: Maturity, Support**
- **A320 Family evolutions, development on track**
- **A321 Airbus Cabin Flex and Long Range version**
- **A319neo and ACJ version**

A320 Family

Firm commitment from both engine suppliers to support delivery objectives

Family evolutions to sustain market lead position

A330 – key player in the widebody family



- **Transition CEO to NEO secured**
 - **2016:** 66 deliveries & 16 Heads of Version as planned
 - **2017: Steady delivery rate** maintained
- Successful launch of **new Airspace Cabin**
- **A330neo development**
 - FAL started in Sept 2016 with **2 FT A/C now assembled**
 - **Rolls Trent 7000 getting ready for first flight and type certification**

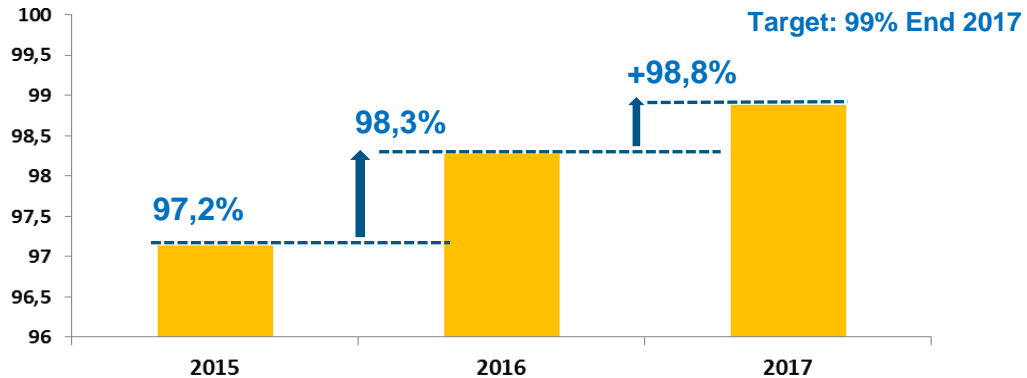
A330

A330neo 1st Flight end summer 2017

1st A330neo delivery H1 2018

1st Delivery from Tianjin CDC September 2017

A350 XWB – ramping up with our customers



A350 OR trend since EIS: One of the best in his category



- **2016: 49 deliveries & 3 A350-1000 Flight Test aircraft**
- **Currently 84 A/C in operation with 12 operators**
- **Rate 10 targeted for end 2018**
- **Success in operations**, progressing quickly to global widebody reliability standard and beyond
- **Creating value** through Ultra Long Range / Domestic / Regional and **further developments**

A350 XWB

A350 – 1000 Flight Test Campaign on track...with 1000 flight test hours!



A380: Increasing efficiency on the passenger's favourite airliner



Economy class at 11 abreast
23 seats



New forward stair *
~20 seats



New rear stair
14 seats



Premium Economy at 9 abreast
11 seats



Sidewall stowage removal
6 seats

- 28 A/C delivered in 2016
- Production **rate adaptation** towards **rate 1 by 2018**
- Promoting **aircraft improvements & cabin evolutions**

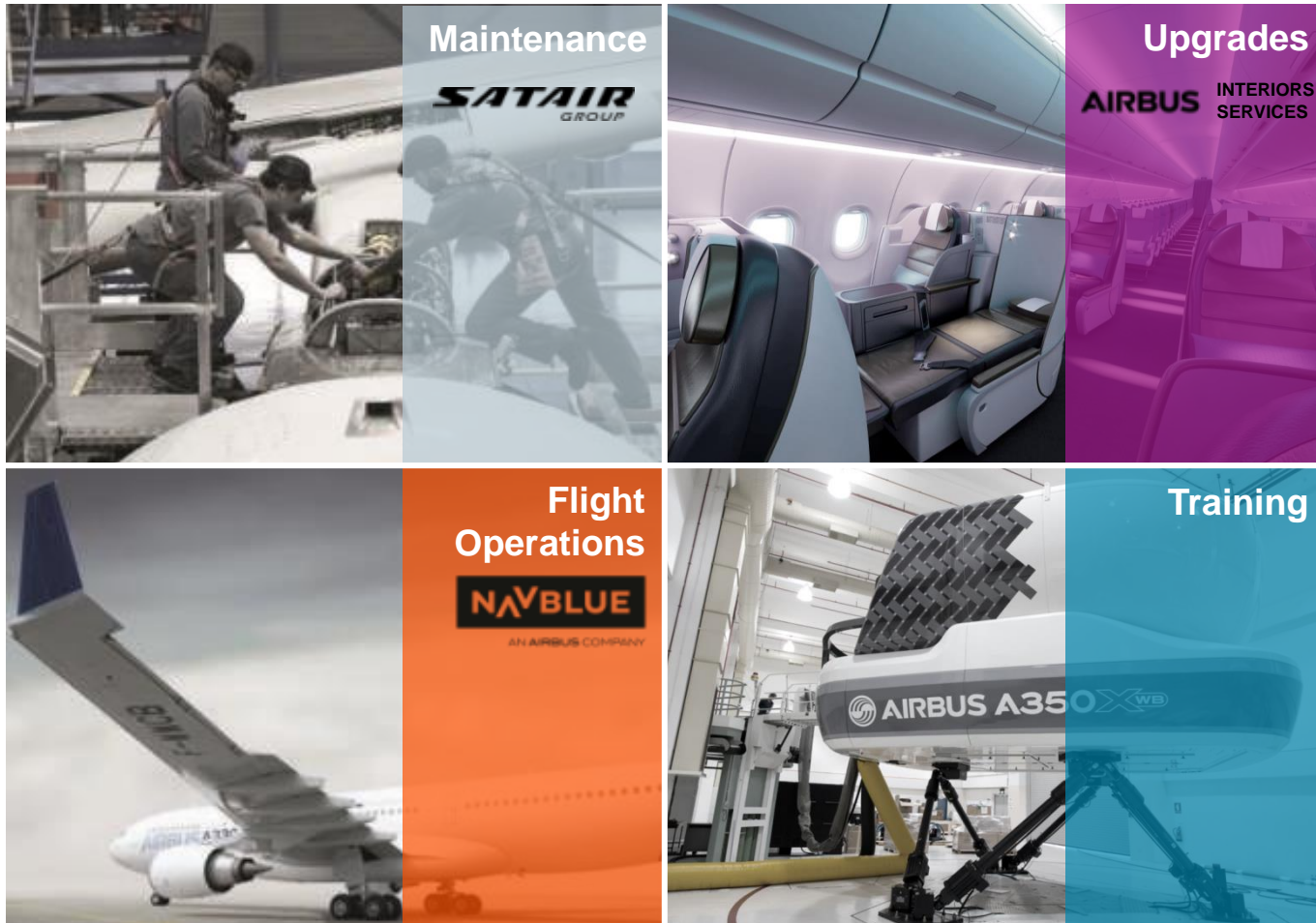


A380

Cabin enablers bringing +80 more seats

- Increasing aircraft efficiency
- Higher profitability
- Unrivalled passenger experience

Customer Support & Services – growth and opportunities in all segments



Customer Support & Services

- 2 bn € revenues in 2016
- Expand Global footprint to further develop customer proximity
- Offer world leading integrated aviation services
- Provide innovation and digital solutions optimising aircraft operations & maintenance.

2017 challenges...



2017 challenges

- Achieving new ramp-up step in 2017 with more than 700 aircraft and new variants
- Delivering higher proportion of new products
- Increasing focus on customer satisfaction and adapting our industrial system
- Creating Customer value through product upgrades, services and new technologies

Thank you