
9m Results 2023

8 November 2023



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AIRBUS

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’ businesses;
- Significant disruptions in air travel (including as a result of the spread of disease or 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;
- Changes in societal expectations and regulatory requirements about climate change;
- The full impact of the COVID-19 pandemic and the resulting health and economic crisis;
- Aggravation of adverse geopolitical events, including Russia's invasion of Ukraine and the resulting imposition of export control restrictions and international sanctions, and rising military tensions around the world.

As a result, Airbus SE’s actual results may differ materially from the plans, goals and expectations set forth in such forward-looking statements.

For more information about the impact of Russia’s invasion of Ukraine, see note 2 “Ukraine Crisis” of the Notes to the Airbus SE Unaudited Condensed Interim IFRS Consolidated Financial Statements for the nine-month period ended 30 September 2023. For more information about the impact of the Macroeconomic Environment, see note 3 “Macroeconomic Environment” of the Notes to the Airbus SE Unaudited Condensed Interim IFRS Consolidated Financial Statements for the nine-month period ended 30 September 2023. For more information about factors that could cause future results to differ from such forward-looking statements, please refer to Airbus SE’s most recent annual report, including the financial statements and notes thereto, the most recent Universal Registration Document and the most recent Risk Factors.

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

Rounding disclaimer:

Due to rounding, numbers presented may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures.

The Airbus logo, consisting of the word "AIRBUS" in a bold, blue, sans-serif typeface.

Company Highlights

- Progressing on our plan albeit in a complex operating environment
- 488 commercial aircraft delivered in 9m 2023
- 9m 2023 financials:
 - EBIT Adjusted of € 3.6 bn; EBIT reported of € 2.7 bn
 - FCF before M&A and Customer Financing of € 1.0 bn
- Charges on certain satellite development programmes
- Guidance maintained

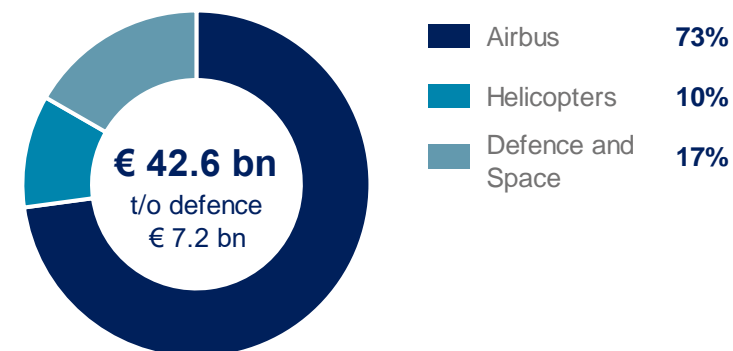
Consolidated Airbus Order Book

by Division

		9m 2023	9m 2022	Change
Airbus (in units)	Order Intake (net)	1,241	647	91.8%
	Order Book	7,992	7,294	9.6%
Helicopters (in units)	Order Intake (net)	191	246	-22.4%
	Order Book	751	792	-5.2%
Defence and Space (in € m)	Order Intake (net)	8,469	7,991	6.0%

Consolidated Airbus

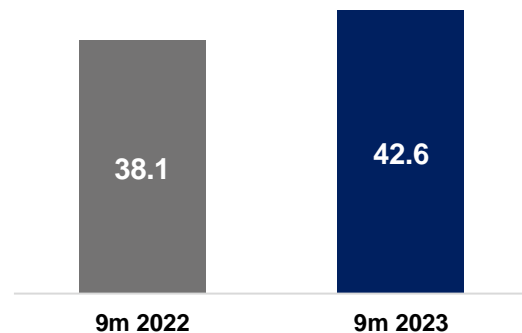
External Revenue by Division



- **AIRBUS:** Gross orders: 1,280 a/c; Net orders: 1,241 a/c; Backlog: 7,992 a/c
- **HELICOPTERS:** 191 net orders
- **DEFENCE AND SPACE:** Order intake € 8.5 bn, including the A400M in-service support contract for Germany

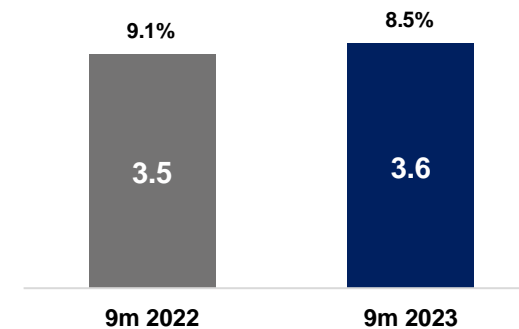
Revenues

in € bn



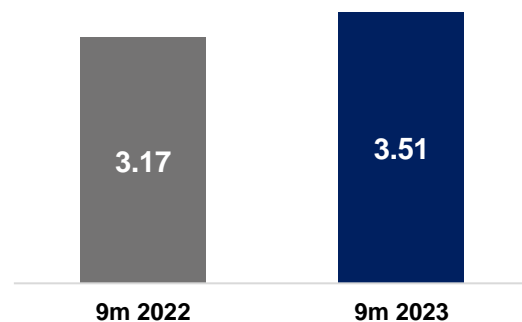
EBIT Adjusted

in € bn / RoS (%)



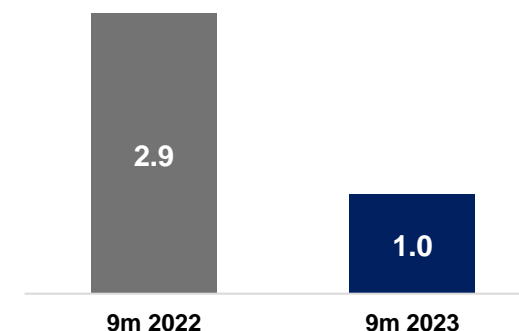
EPS⁽¹⁾ Adjusted

in €



FCF before M&A and Customer Financing

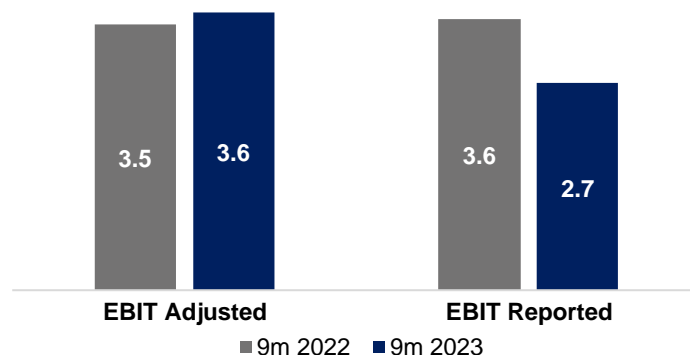
in € bn



(1) 9m 2023 Average number of shares: 788,697,186 compared to 786,924,508 in 9m 2022
Capitalised R&D: € 253 m in 9m 2023 and € 179 m in 9m 2022

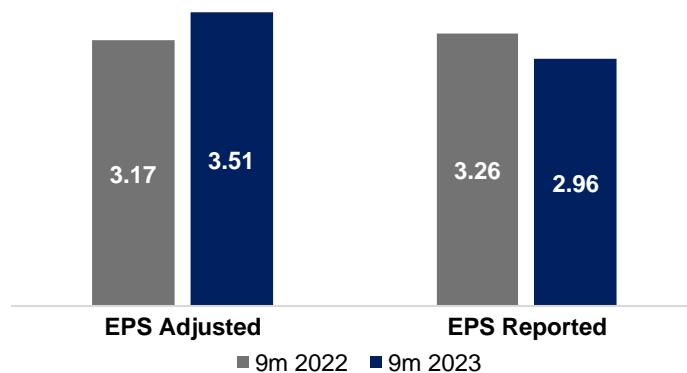
EBIT Performance

in € bn



EPS⁽¹⁾ Performance

in €



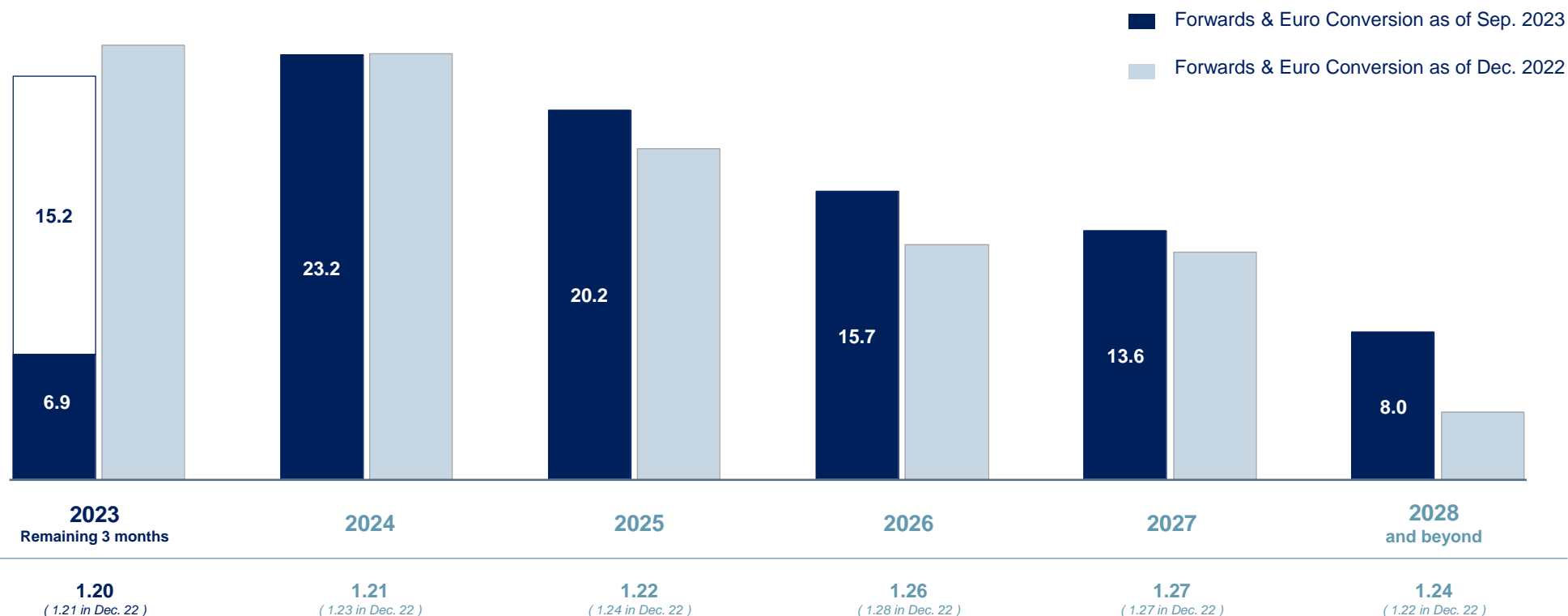
- 9m 2023 **EBIT Reported** of € 2,712 m
- 9m 2023 EBIT Adjustments resulting from:
 - € - 806 m PDP mismatch / BS revaluation
 - € - 57 m Aerostructures transformation
 - € - 56 m Others
- 9m 2023 **Net Adjustments** of € - 919 m
- 9m 2023 **Net Income** of € 2,332 m
- 9m 2023 **Net Income Adjusted** of € 2,769 m

(1) 9m 2023 Average number of shares: 788,697,186 compared to 786,924,508 in 9m 2022
Capitalised R&D: € 253 m in 9m 2023 and € 179 m in 9m 2022

USD Exposure Coverage

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IN \$ BILLION



Mark-to-market of FX hedging instruments incl. in AOCI = € - 7.3 bn
Closing rate @ 1.06 € vs. \$

- In 9m 2023, \$ 15.2bn⁽²⁾ of forwards matured and Euro conversion realised at an average blended rate⁽¹⁾ of € 1 = \$ 1.20.
- \$ 8.7 bn⁽²⁾ of new USD coverage were added at an average blended rate⁽¹⁾ of € 1 = \$ 1.11.
- Forwards and Euro conversion portfolio⁽²⁾ as of 30 September 2023 at \$ 87.5 bn, at an average blended rate⁽¹⁾ of \$ 1.23 (vs. \$ 93.9 bn in December 2022 at \$ 1.24).

Approximately 60% of Airbus US\$ revenues are naturally hedged by US\$ procurement.

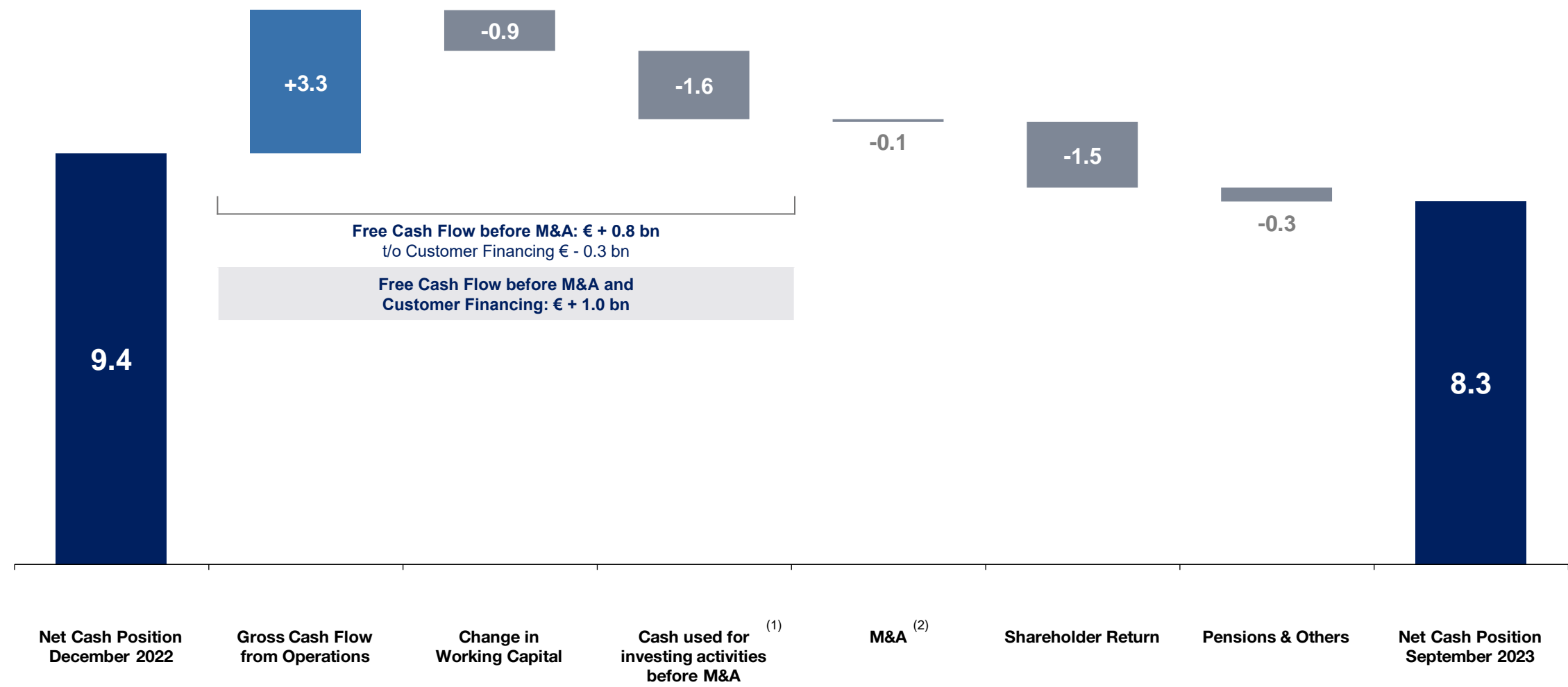
(1) Blended rates reflect both EBIT impact of hedge rates of the US\$ hedge portfolio and Euro conversion.

(2) Volumes reflect both forwards and Euro conversion. Total amount predominantly contains €/\$. Volumes reflect roll-over which will be finalised in the next quarter.

AIRBUS

9m 2023 Cash Evolution

IN € BILLION



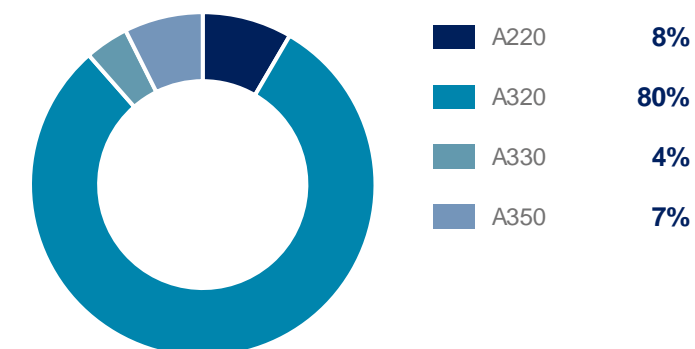
(1) Thereof CapEx of € - 1.7 bn
(2) M&A transactions include acquisitions and disposals of subsidiaries and businesses

Divisions Highlights

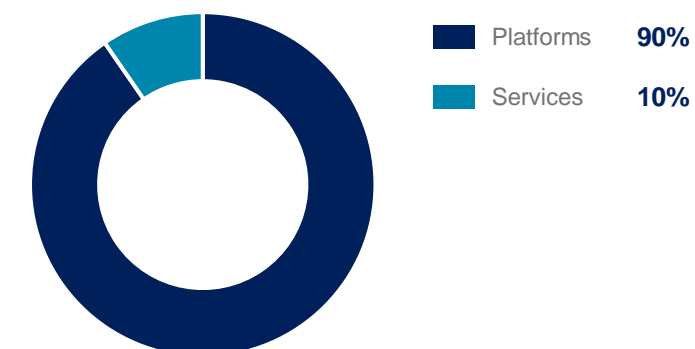
IN € MILLION		9m 2023	9m 2022	Change
Order Intake (net)		1,241	647	91.8%
Order Book	Units	7,992	7,294	9.6%
Deliveries	Units	488	437 ^{(1) (2)}	11.7%
Revenues		31,507	26,654	18.2%
R&D Expenses		1,798	1,618	11.1%
<i>in % of Revenues</i>		5.7%	6.1%	
EBIT Adjusted		3,216	2,875	11.9%
<i>in % of Revenues</i>		10.2%	10.8%	
EBIT		2,306	3,241	-28.8%
<i>in % of Revenues</i>		7.3%	12.2%	

- Deliveries: 488 aircraft comprising 41 A220, 391 A320 Family, 20 A330 and 36 A350
- Revenues mainly reflect higher deliveries
- EBIT Adjusted mainly reflects deliveries partially offset by investments for preparing the future

Deliveries by Programme (Units)



External Revenue Split



(1) Before a reduction of 2 a/c previously recorded as sold in December 2021 for which a transfer was not possible due to international sanctions against Russia

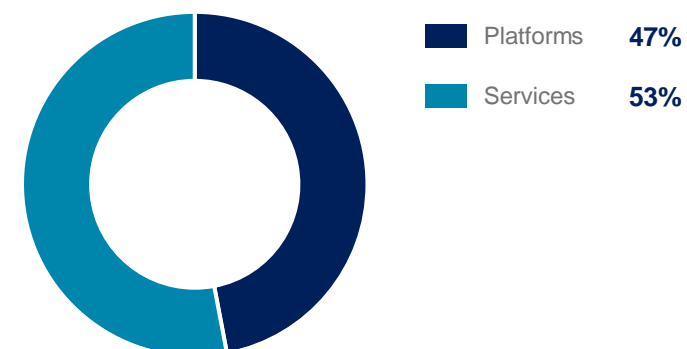
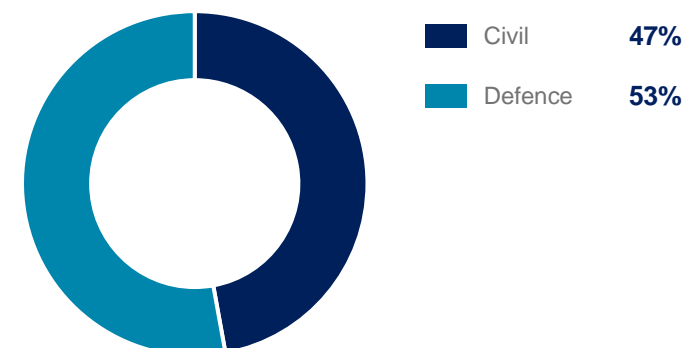
(2) Two A350 delivered on operating lease

Capitalised R&D: € 98 m in 9m 2023 and € 96 m in 9m 2022

IN € MILLION		9m 2023	9m 2022	Change
Order Intake (net)	Units	191	246	-22.4%
Order Book		751	792	-5.2%
Deliveries	Units	197	193	2.1%
Revenues		4,662	4,515	3.3%
R&D Expenses		223	178	25.3%
<i>in % of Revenues</i>		4.8%	3.9%	
EBIT Adjusted		417	380	9.7%
<i>in % of Revenues</i>		8.9%	8.4%	
EBIT		410	380	7.9%
<i>in % of Revenues</i>		8.8%	8.4%	

- Revenues reflect deliveries and a good performance in Services
- EBIT Adjusted reflects a solid performance across programmes and Services

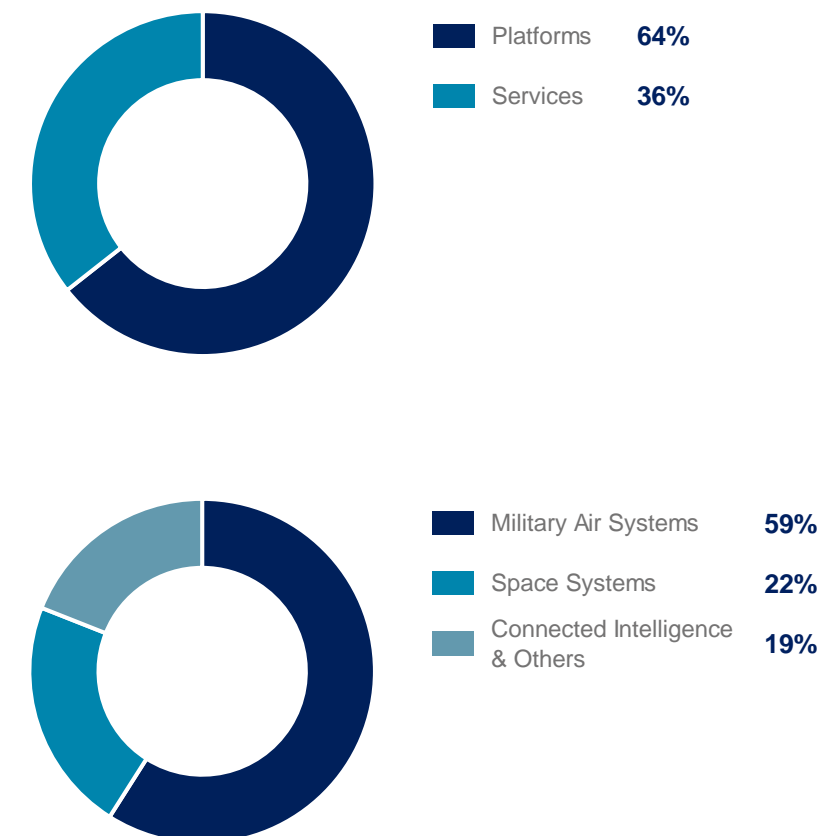
External Revenue Split



IN € MILLION	9m 2023	9m 2022	Change
Order Intake (net)	8,469	7,991	6.0%
Revenues	7,133	7,593	-6.1%
R&D Expenses	165	180	-8.3%
<i>in % of Revenues</i>	2.3%	2.4%	
EBIT Adjusted	(1)	231	N/A
<i>in % of Revenues</i>	0.0%	3.0%	
EBIT	(3)	(64)	N/A
<i>in % of Revenues</i>	0.0%	-0.8%	

- Revenues decrease mainly driven by backloaded A400M delivery profile and updated Estimates at Completion of certain satellite development programmes.
- EBIT Adjusted decrease reflects updated assumption on certain satellite development programmes.
- A400M: 4 a/c delivered in 9m 2023

External Revenue Split





Guidance Highlights

The guidance issued in February 2023 is maintained.

As the basis for its 2023 guidance, the Company assumes:

- *no additional disruptions to the world economy, air traffic, the supply chain, the Company's internal operations, and its ability to deliver products and services.*

The Company's 2023 guidance is before M&A.

On that basis, the Company targets to achieve in 2023 around:

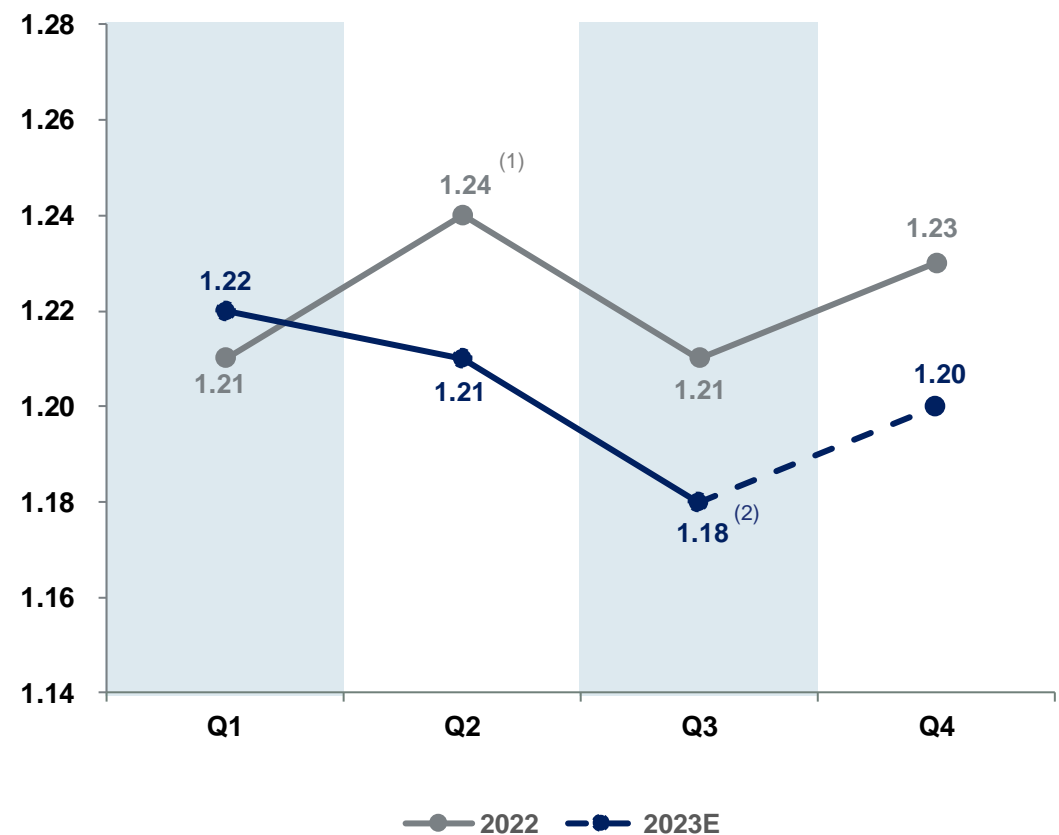
- 720 commercial aircraft deliveries;
- EBIT Adjusted of € 6.0 billion;
- Free Cash Flow before M&A and Customer Financing of € 3.0 billion

- Deliver on our commercial aircraft ramp-up
- Continue the transformation of the Company
- Further strengthen the backlog across businesses
- Lead the development of sustainable aerospace
- Deliver earnings and free cash flow growth potential

Appendix

Expected Average Blended Rates for Forwards and Euro Conversion € vs. \$

Active exposure management



	Average Blended Rates
FY 2022	1.22
FY 2023E	1.20

Blended rates reflect both EBIT impact of hedge rates of the US\$ hedge portfolio and Euro conversion.
(1) Based on \$ 4.2 bn hedges matured with associated EBIT impact and \$ 0.3 bn of Euro conversion realised
(2) Q3 actual

9m 2023 Detailed Income Statement and Adjustments

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IN € MILLION	9m 2023 Reported	thereof Adjustments				9m 2023 Adjusted
		Impact on EBIT			Financial Result	
		Operational		FX		
		Airbus	Defence and Space ⁽¹⁾	Helicopters	Airbus + Defence and Space ⁽²⁾	
EBIT	2,712					3,631
<i>in % of Revenues</i>	6.4%	(106)	0	(7)	(806)	8.5%
Interest income	524					524
Interest expense	(531)					(531)
Other Financial Result	238					7
Financial Result	231					0
Income before taxes	2,943	(106)	0	(7)	(806)	3,631
Non-controlling interests	118					118
Net Income	2,332					2,769
Number of shares	788,697,186					788,697,186
EPS <i>(in €)</i>	2.96					3.51

Net Income Adjusted excludes the following items:

- Adjustments impacting the EBIT line (as reported in the EBIT Adjusted)
- The Other Financial Result, except for the unwinding of discounted provisions

The tax effect on Adjusted Income before taxes is calculated at 27%. The effective tax rate on Income before taxes is 25%.

(1) Thereof € + 0 m A400M programme update
(2) Thereof € - 804 m Airbus, € - 2 m Defence and Space

9m 2022 Detailed Income Statement and Adjustments

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IN € MILLION	9m 2022 Reported	thereof Adjustments					
		Impact on EBIT				Financial Result	9m 2022 Adjusted
		Operational			FX		
		Airbus	Defence and Space ⁽¹⁾	Helicopters	Airbus + Defence and Space ⁽²⁾		
EBIT	3,552	(62)	(216)	0	349		3,481
<i>in % of Revenues</i>	9.3%						9.1%
Interest income	92						92
Interest expense	(258)						(258)
Other Financial Result	(140)					(114)	(26)
Financial Result	(306)					(114)	(192)
Income before taxes	3,246	(62)	(216)	0	349	(114)	3,289
Non-controlling interests	90						90
Net Income	2,568						2,491
Number of shares	786,924,508						786,924,508
EPS <i>(in €)</i>	3.26						3.17

Net Income Adjusted excludes the following items:

- Adjustments impacting the EBIT line (as reported in the EBIT Adjusted)
- The Other Financial Result, except for the unwinding of discounted provisions

The tax effect on Adjusted Income before taxes is calculated at 27%. The effective tax rate on Income before taxes is 24%.

(1) Thereof € - 219 m A400M programme update
(2) Thereof € + 428 m Airbus, € - 79 m Defence and Space



RSCF:

- Signed on July 5, 2022
- 1st extension option of 1 year exercised in June 2023:
 - € 7,925 m maturing on July 5, 2028
 - € 75 m maturing on July 5, 2027
- One remaining extension option of 1 year
- Fully committed by 38 banks
- No financial covenants, no MAC clause
- Sustainability-Linked

Financing Liabilities include bonds*:

- € 8.0 bn EMTN
- \$ 1.5 bn 144A/RegS
- \$ 0.8 bn USPP

*nominal amounts

Credit Ratings:

Short-term rating:

- **S & P:** A-1
- **Moody's:** P-1

Long-term rating:

- **S & P:** A stable outlook
- **Moody's:** A2 stable outlook

(1) The 9m 2023 Gross Debt includes financing liabilities for € 12.7 bn and interest rate contracts related to fair value hedges for € 1.4 bn

Q3 2023 Key Figures

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IN € MILLION	Q3 2023	Q3 2022
Revenues	14,897	13,309
EBIT Adjusted	1,013	836
EBIT	825	973
Net Income	806	667
FCF before M&A	(756)	944
FCF before M&A and Customer Financing	(537)	944

IN € MILLION	Q3 2023	Q3 2022	Q3 2023	Q3 2022	Q3 2023	Q3 2022
	Revenues		EBIT Adjusted		EBIT	
Airbus	11,158	9,121	960	599	783	763
Helicopters	1,468	1,771	143	165	143	165
Defence and Space	2,480	2,537	(79)	76	(90)	49
Eliminations	(209)	(120)	(11)	(4)	(11)	(4)
Consolidated Airbus	14,897	13,309	1,013	836	825	973

Detailed Free Cash Flow

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IN € MILLION	9m 2023	9m 2022
Net Cash position at the beginning of the period	9,431	7,740 ⁽⁶⁾
Gross Cash Flow from Operations ⁽¹⁾	3,285	3,745
Change in working capital ⁽²⁾	(942)	78
Cash used for investing activities ⁽³⁾	(1,625)	(1,321)
of which Industrial CapEx (additions) ⁽⁴⁾	(1,684)	(1,307)
Free Cash Flow ⁽⁵⁾	718	2,502
of which M&A	(58)	(107)
Free Cash Flow before M&A	776	2,609
of which Customer Financing	(261)	(290)
Free Cash Flow before M&A and Customer Financing	1,037	2,899
Change in capital and non-controlling interests	140	140
Change in treasury shares / share buyback	(83)	(36)
Change in liability for puttable instruments	138	135
Contribution to plan assets of pension schemes	(277)	(458)
Cash distribution to shareholders / non-controlling interests	(1,421)	(1,181)
Others	(331)	(870)
Net Cash position at the end of the period	8,315	7,972

(1) Excluding working capital change, contribution to plan assets of pension schemes and realised FX results on treasury swaps

(2) Including net customer financing and excluding some perimeter change impacts from changes in consolidation

(3) Excluding change in securities and change in cash from changes in consolidation and excluding bank activities

(4) Excluding leased and financial assets

(5) Excluding change in securities, change in cash from changes in consolidation, contribution to plan assets, realised FX results on treasury swaps and bank activities

(6) The Company decided in 2022 to refine the net cash definition to include interest rate contracts related to fair value hedges

Net Cash Position

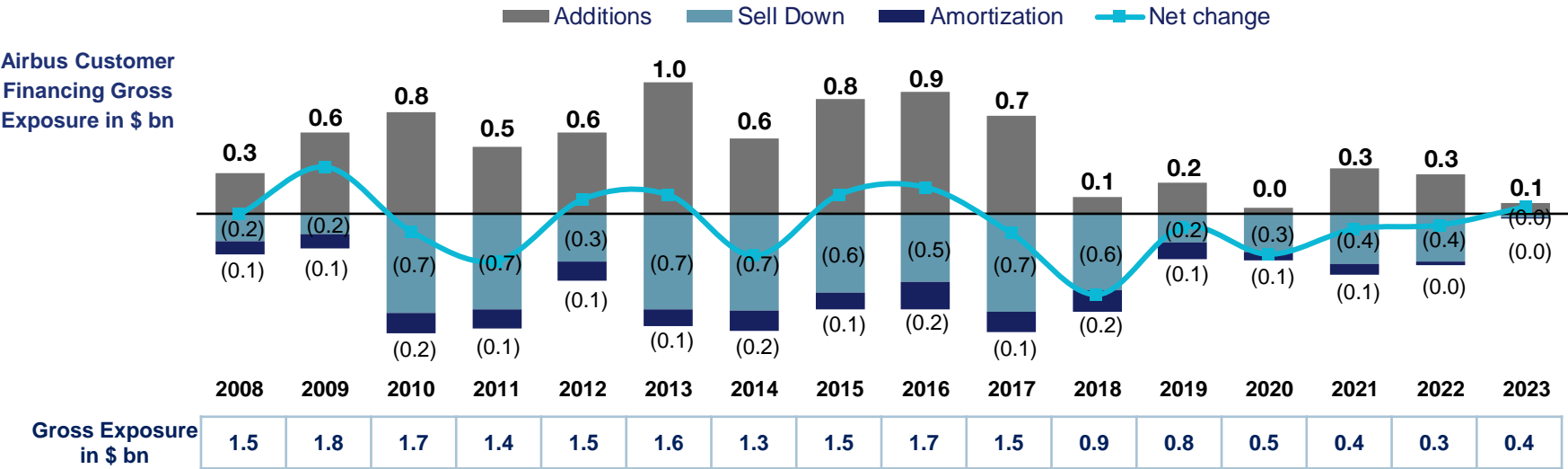
24

IN € MILLION	Sep. 2023	Dec. 2022
Gross Cash	22,405	23,598
Financing Liabilities	(12,667)	(12,773)
Short-term Financing Liabilities	(3,141)	(2,142)
Long-term Financing Liabilities	(9,526)	(10,631)
Interest rate contracts	(1,423)	(1,394)
Reported Net Cash	8,315	9,431

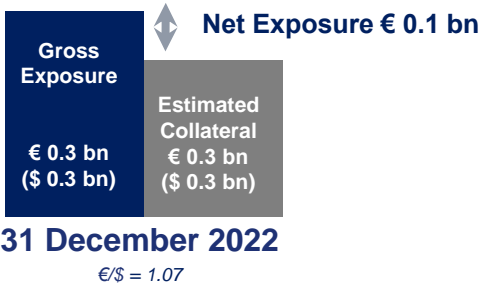
Customer Financing Exposure

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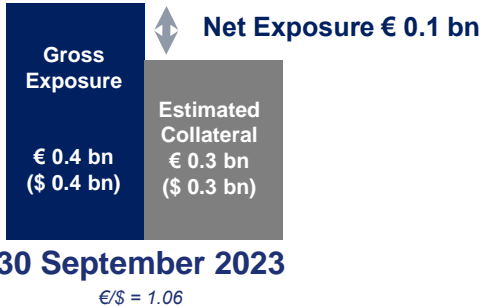
IN € MILLION	Sep. 2023	Dec. 2022	Sep. 2023	Dec. 2022
	Airbus		Helicopters	
Closing rate € 1 =	\$ 1.06	\$ 1.07	\$ 1.06	\$ 1.07
Total Gross Exposure	366	312	20	33
of which off-balance sheet	6	6	1	2
Estimated value of collateral	(292)	(262)	(20)	(33)
Net Exposure	74	50	0	0
Provision and asset impairment	(74)	(50)	0	0
Net Exposure after provision	0	0	0	0



Net Exposure fully provisioned



Net Exposure fully provisioned



Balance Sheet Highlights: Assets

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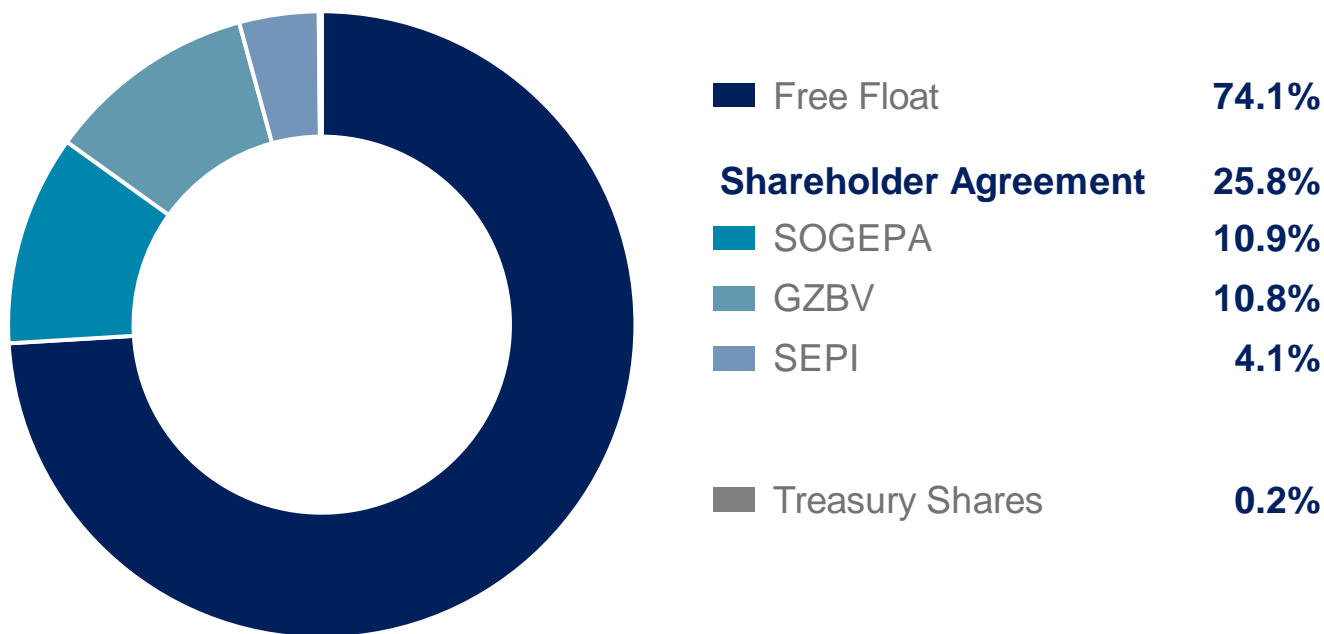
IN € MILLION	Sep. 2023	Dec. 2022
Non-current Assets	55,489	52,942
of which Intangible & Goodwill	17,009	16,768
of which Property, plant & equipment	16,645	16,505
of which Investments & other long-term financial assets	6,798	6,257
of which Contract assets	26	26
of which Positive hedge mark-to-market	643	753
of which Non-current securities	7,272	6,013
Current Assets	65,554	63,002
of which Inventory	36,525	32,202
of which Contract assets	2,062	1,501
of which Cash and cash equivalents	13,642	15,823
of which Current securities	1,491	1,762
of which Positive hedge mark-to-market	425	1,141
Assets of disposal groups classified as held for sale	56	0
Total Assets	121,099	115,944
Closing rate € vs. \$	1.06	1.07

Balance Sheet Highlights: Liabilities

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IN € MILLION	Sep. 2023	Dec. 2022
Total Equity	15,300	12,982
of which AOCI (Accumulated Other Comprehensive Income)	(4,510)	(5,016)
of which Non-controlling interests	37	32
Total Non-current liabilities	49,039	50,367
of which Pensions	2,525	3,193
of which Other provisions	3,314	3,703
of which Financing liabilities	9,526	10,631
of which European Governments' refundable advances	3,722	3,717
of which Contract liabilities	23,792	22,044
of which Negative hedge mark-to-market	5,208	6,163
Total Current liabilities	56,672	52,595
of which Pensions	226	316
of which Other provisions	3,704	3,811
of which Financing liabilities	3,141	2,142
of which European Governments' refundable advances	155	140
of which Contract liabilities	25,452	23,869
of which Trade liabilities	14,548	13,261
of which Negative hedge mark-to-market	2,540	3,450
Liabilities of disposal groups classified as held for sale	88	0
Total Liabilities and Equity	121,099	115,944

Shareholding Structure at 30 September 2023



▪ 790,395,611 shares issued at 30 September 2023

Quarterly Revenues Breakdown (Cumulative)

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IN € MILLION

	Q1		H1		9m		FY	
	2023	2022	2023	2022	2023	2022	2023	2022
Airbus	8,110	8,541	20,349	17,533	31,507	26,654		41,428
Helicopters	1,598	1,265	3,194	2,744	4,662	4,515		7,048
Defence and Space	2,299	2,453	4,653	5,056	7,133	7,593		11,259
Eliminations	(244)	(259)	(533)	(523)	(742)	(643)		(972)
Consolidated Airbus	11,763	12,000	27,663	24,810	42,560	38,119		58,763

Quarterly **EBIT Adjusted** Breakdown (Cumulative)

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IN € MILLION

	Q1		H1		9m		FY	
	2023	2022	2023	2022	2023	2022	2023	2022
Airbus	580	1,065	2,256	2,276	3,216	2,875		4,600
Helicopters	156	90	274	215	417	380		639
Defence and Space	36	106	78	155	(1)	231		384
Eliminations	1	2	10	(1)	(1)	(5)		4
Consolidated Airbus	773	1,263	2,618	2,645	3,631	3,481		5,627

Quarterly **EBIT** Breakdown (Cumulative)

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IN € MILLION

	Q1		H1		9m		FY	
	2023	2022	2023	2022	2023	2022	2023	2022
Airbus	197	1,242	1,523	2,478	2,306	3,241		4,800
Helicopters	156	90	267	215	410	380		639
Defence and Space	36	95	87	(113)	(3)	(64)		(118)
Eliminations	1	2	10	(1)	(1)	(5)		4
Consolidated Airbus	390	1,429	1,887	2,579	2,712	3,552		5,325

9m 2023 IFRS vs. APM Cash Flow Reconciliation

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IN € BILLION	Sep. 2023
Cash provided by (used for) operating activities	2.1
t/o Reimbursement from / contribution to plan assets	(0.3)
t/o Treasury swaps	0.0
t/o Change in other operating assets and liabilities	(0.9)
Gross Cash Flow from Operations	3.3

IN € BILLION	Sep. 2023
Cash provided by (used for) operating activities	2.1
Cash provided by (used for) investing activities	(2.8)
t/o Net proceeds (payment)	(0.9)
Others	0.5
Free Cash Flow	0.7
t/o M&A transactions	(0.1)
Free Cash Flow before M&A	0.8
t/o Customer Financing	(0.3)
FCF before M&A and Customer Financing	1.0

Glossary on Alternative Performance Measures (APM)

This presentation also contains certain “non-GAAP financial measures”, i.e. financial measures that either exclude or include amounts that are not excluded or included in the most directly comparable measure calculated and presented in accordance with IFRS. For example, Airbus makes use of the non-GAAP measures “EBIT Adjusted”, “EPS Adjusted” and “Free Cash Flow”.

Airbus uses these non-GAAP financial measures to assess its consolidated financial and operating performance and believes they are helpful in identifying trends in its performance. These measures enhance management’s ability to make decisions with respect to resource allocation and whether Airbus is meeting established financial goals.

Non-GAAP financial measures have certain limitations as analytical tools, and should not be considered in isolation or as substitutes for analysis of Airbus’ results as reported under IFRS. Because of these limitations, they should not be considered substitutes for the relevant IFRS measures.

- **EBIT:** Airbus continues to use the term EBIT (Earnings before interest and taxes). It is identical to Profit before finance cost and income taxes as defined by IFRS Rules.
- **Adjustment** is an alternative performance measure used by Airbus which includes material charges or profits caused by movements in provisions related to programmes, restructuring or foreign exchange impacts as well as capital gains/losses from the disposal and acquisition of businesses.
- **EBIT Adjusted:** Airbus uses an alternative performance measure, EBIT Adjusted as a key indicator capturing the underlying business margin by excluding material charges or profits caused by movements in provisions related to programmes, restructuring or foreign exchange impacts as well as capital gains/losses from the disposal and acquisition of businesses.
- **EPS Adjusted** is an alternative performance measure of a basic EPS as reported whereby the net income as the numerator does include Adjustments. For reconciliation see slide “Detailed Income Statement and Adjustments”.
- **Gross cash position:** Airbus defines its consolidated gross cash position as the sum of (i) cash and cash equivalents and (ii) securities (all as recorded in the consolidated statement of financial position).
- **Net cash position:** Airbus defines its consolidated net cash position as the sum of (i) cash and cash equivalents and (ii) securities, minus (iii) financing liabilities, plus or minus (iiii) interest rate contracts related to fair value hedges (all as recorded in the Consolidated Statement of Financial Position).
- **Gross cash flow from operations:** Gross cash flow from operations is an alternative performance measure and an indicator used by Airbus to measure its operating cash performance before changes in other operating assets and liabilities (working capital). It is defined in the Universal Registration Document, MD&A section 2.1.6.1. as cash provided by operating activities, excluding (i) changes in other operating assets and liabilities (working capital), (ii) contribution to plan assets of pension schemes and (iii) realised foreign exchange results on treasury swaps.
- **Changes in working capital:** it is identical to changes in other operating assets and liabilities as defined by IFRS Rules. It is comprised of inventories, trade receivables, contract assets and contract liabilities (including customer advances), trade liabilities, and other assets and other liabilities.
- **Free Cash Flow (FCF):** For the definition of the alternative performance measure Free Cash Flow, see Universal Registration Document, MD&A section 2.1.6.1. It is a key indicator which allows the Company to measure the amount of cash flow generated from operations after cash used in investing activities.
- **FCF before M&A** refers to Free Cash Flow as defined in the Universal Registration Document, MD&A section 2.1.6.1. adjusted for net proceeds from disposals and acquisitions. It is an alternative performance measure and key indicator that reflects FCF excluding those Cash Flows resulting from acquisition and disposal of businesses.
- **FCF before M&A and Customer Financing** refers to Free Cash Flow before mergers and acquisitions adjusted for cash flow related to aircraft financing activities. It is an alternative performance measure and indicator that may be used occasionally by the Company in its financial guidance, especially when there is higher uncertainty around customer financing activities.