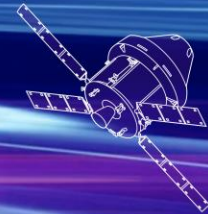


AIRBUS

Annual General Meeting 2021



14 April 2021

Guillaume FAURY | Chief Executive Officer

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;
- The full impact of the COVID-19 pandemic and the resulting health and economic crisis.

As a result, Airbus’ 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 the COVID-19 pandemic, see note 2 "Impact of the COVID-19 pandemic" of the Notes to the Airbus SE 2020 IFRS Consolidated Financial Statements. For more information about factors that could cause future results to differ from such forward-looking statements, see Airbus SE's annual reports, including its 2020 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 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.

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FY 2020 Highlights

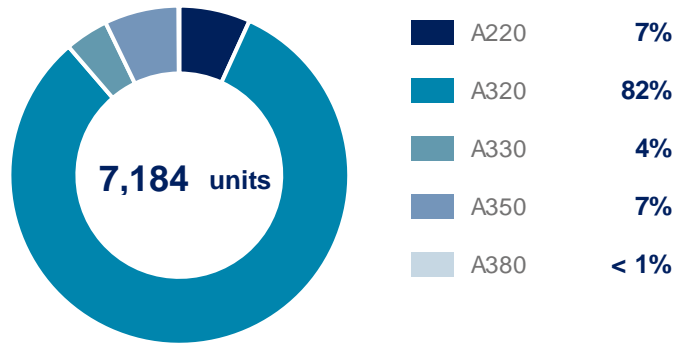


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- 566 commercial aircraft delivered in adverse market environment
- Financials reflect the early business adaptation and cash containment plan
 - FY EBIT Adjusted of € 1.7 bn; EBIT reported of € - 0.5 bn
 - FY FCF before M&A and Customer Financing of € - 6.9 bn
 - Q4 FCF before M&A and Customer Financing of € 4.9 bn
 - Net Cash position at € 4.3 bn by year-end
- EPS reported of € - 1.45
- 2021 Guidance issued

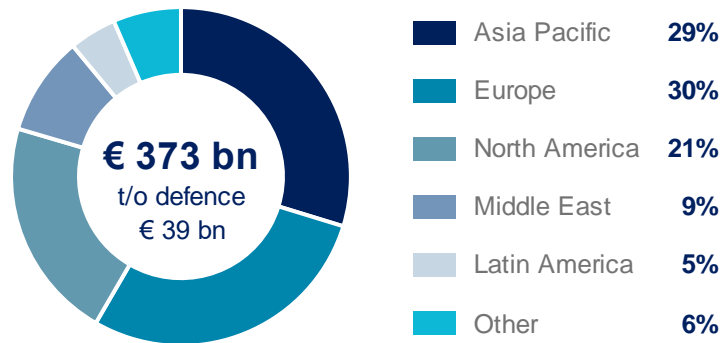
Airbus Commercial Aircraft

Order Book in units by Programme



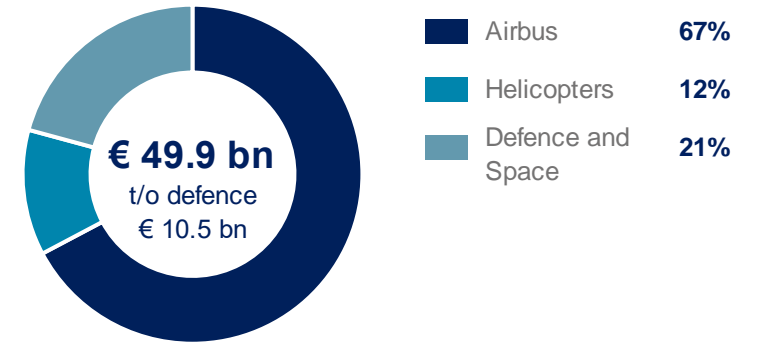
Consolidated Airbus

Order Book in value by Region



Consolidated Airbus

External Revenue by Division



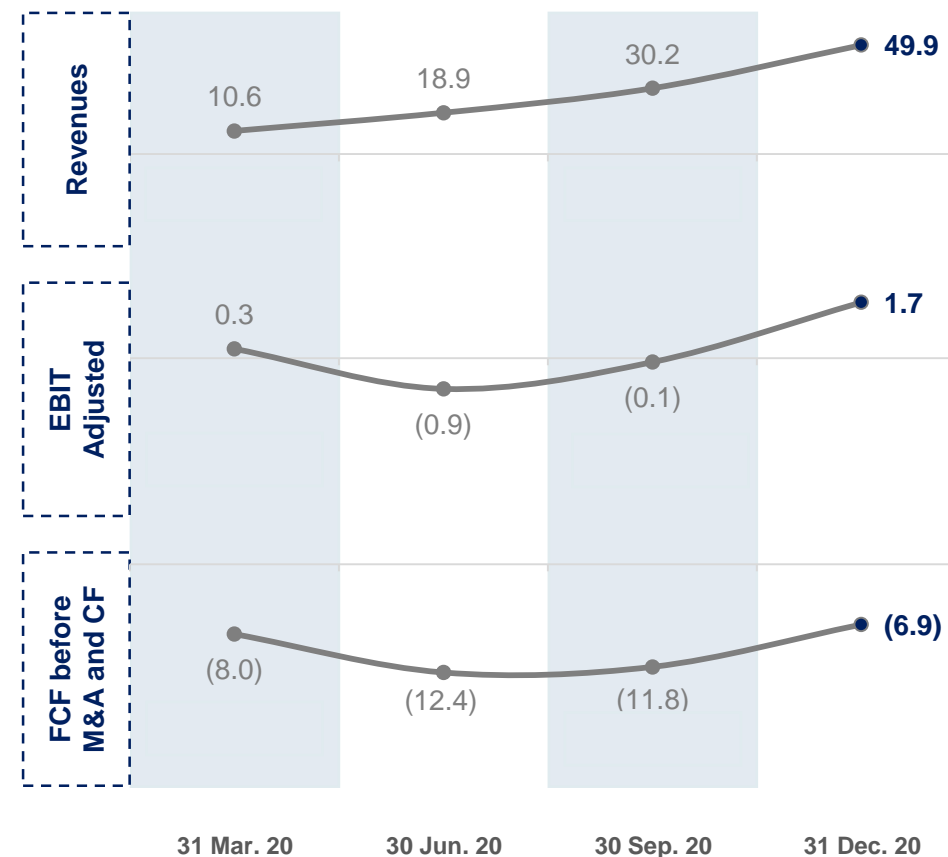
- **AIRBUS:** Gross orders: 383 a/c; net orders: 268 a/c; Backlog: 7,184 a/c
- **HELICOPTERS:** 268 net orders incl. 31 NH90 for the German Bundeswehr and 11 H160
- **DEFENCE AND SPACE:** Net book to bill of ~1.1; order intake € 11.9 bn incl. a contract signed in Q4 to deliver 38 new Eurofighter to the German Air Force

FY 2020 Financial Performance

IN € MILLION	FY 2020	FY 2019	Change
Revenues	49,912	70,478	-29.2%
EBIT Adjusted	1,706	6,946	-75.4%
<i>in % of Revenues</i>	3.4%	9.9%	
EBIT	(510)	1,339	N/A
<i>in % of Revenues</i>	-1.0%	1.9%	
Net Income (Loss)	(1,133)	(1,362)	-16.8%
EPS reported ⁽¹⁾ in €	(1.45)	(1.75)	-17.1%
FCF before M&A and Customer Financing	(6,935)	3,509	N/A
Free Cash Flow	(7,362)	3,475	N/A
Commercial A/C Deliveries (in units)	566	863	-34.4%

2020 Financial Performance Phasing

Revenues, EBIT Adjusted and FCF before M&A and Customer Financing in € bn



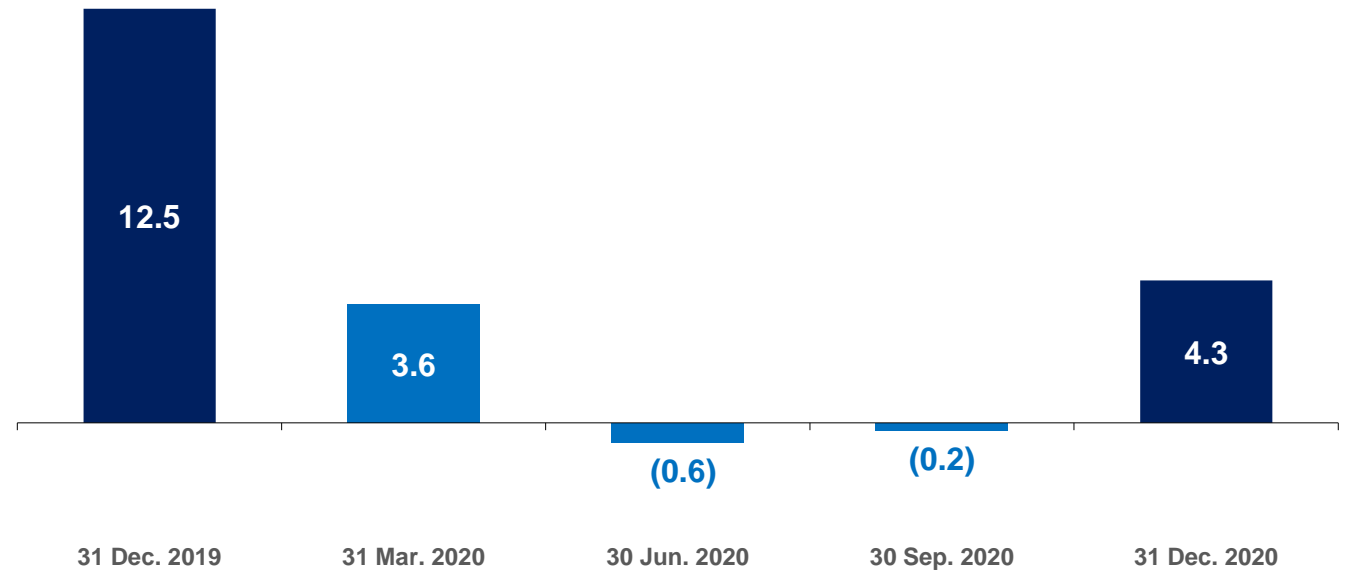
(1) FY 2020 Average number of shares: 783,178,191 compared to 777,039,858 in FY 2019

As of 31 December 2020

<p>€ 6.2 bn Supplemental Liquidity Line (SLL)</p>	
<p>€ 6.0 bn Credit Facility (RSCF)</p>	
<p>€ 21.4 bn Total Gross Cash Invested in highly rated securities</p>	<p>€ 17.1 bn Financing Liabilities</p>
<p>€ 4.3 bn Net Cash</p>	

*Strong liquidity position
as at 31 December 2020*

2020 Net Cash (Debt) Evolution



*Net cash position recovered to € 4.3 bn at year-end,
reflecting the **delivery performance in Q4**
and the **necessary cash containment and adaptation measures** taken during the year*

As the basis for its 2021 guidance, the Company assumes:

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

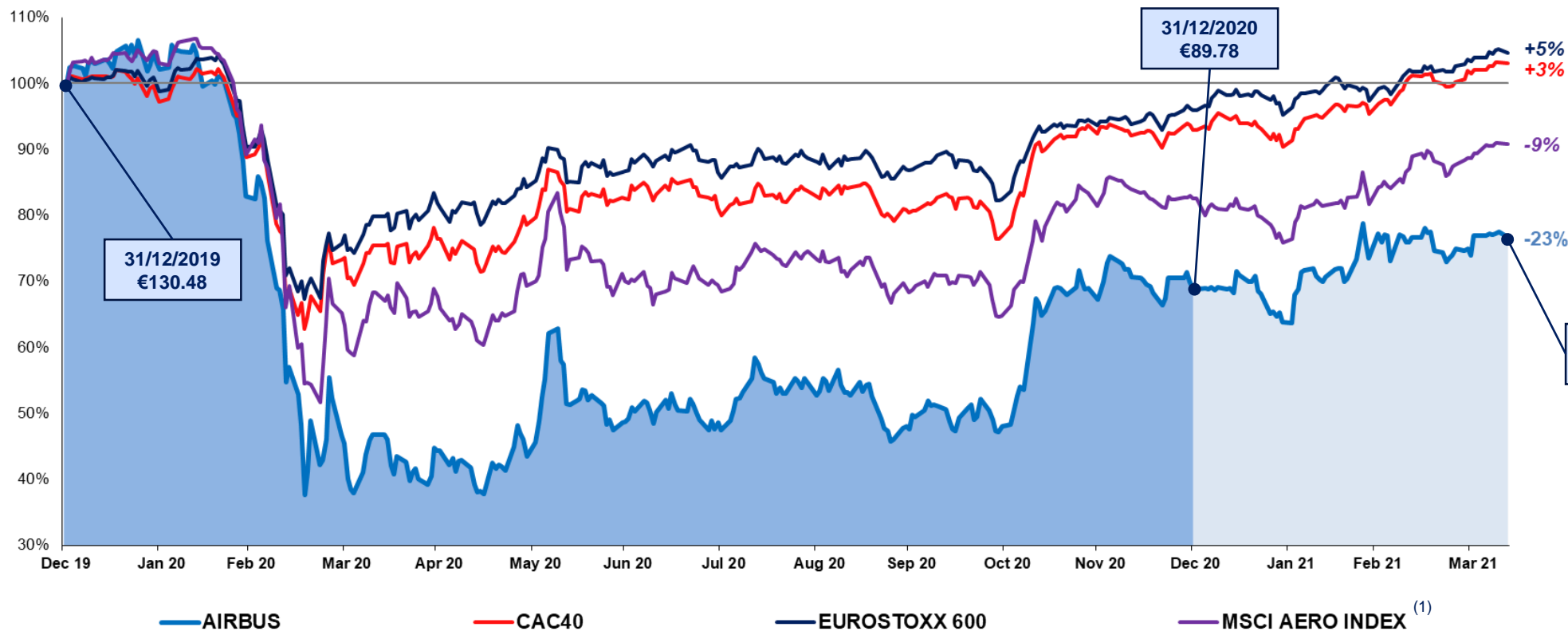
The Company's 2021 guidance is before M&A.

On that basis, the Company targets to at least achieve in 2021:

- Same number of commercial aircraft deliveries as in 2020;
- EBIT Adjusted of € 2 billion;
- Breakeven Free Cash Flow before M&A and Customer Financing.

No dividend proposed for 2020.

Share Price Evolution & Shareholding Structure



784,149,270 shares issued as at 31 December 2020

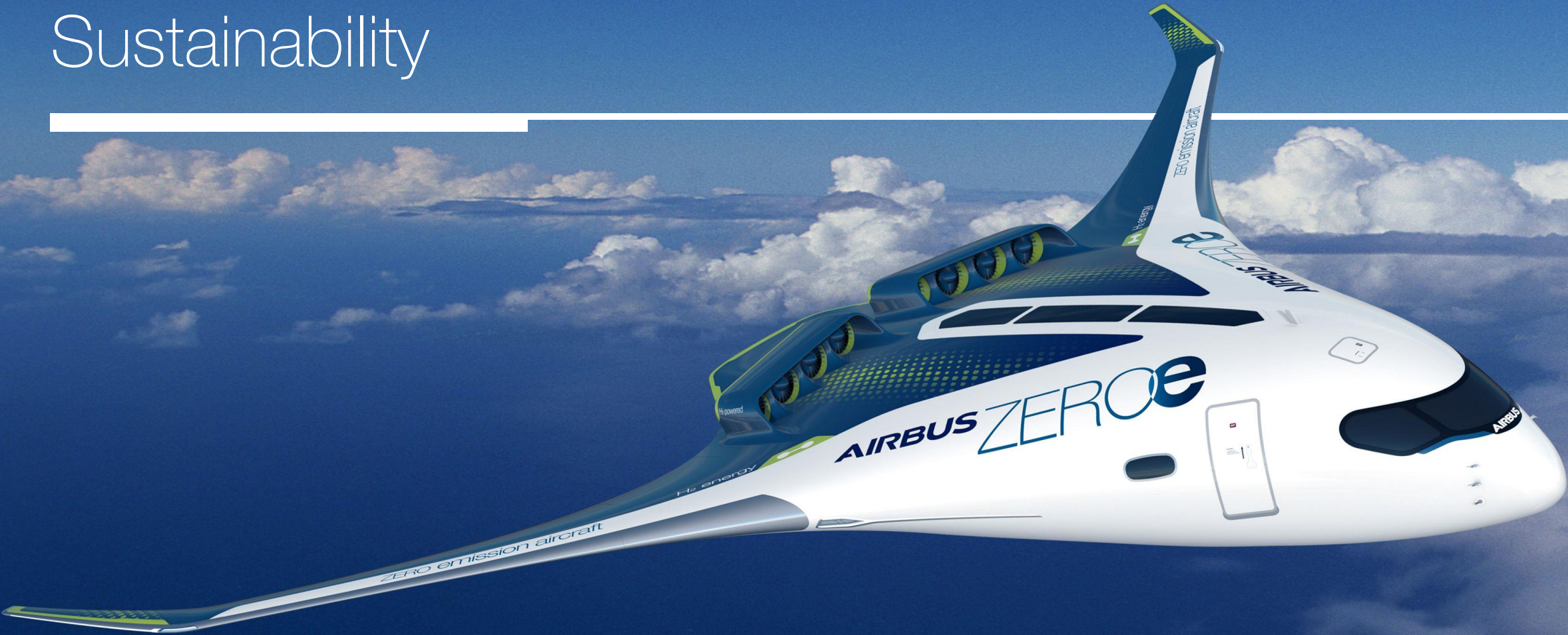
Shareholder Agreement	26.0%	Free Float	73.9%	Treasury Shares	0.1%
SOGEPA	10.9%	Institutional Investors & Retail		Without economic / voting rights	
GZBV	10.9%				
SEPI	4.1%				

(1) The MSCI World Aerospace and Defense Index is composed of large and mid cap stocks across 23 Developed Markets countries

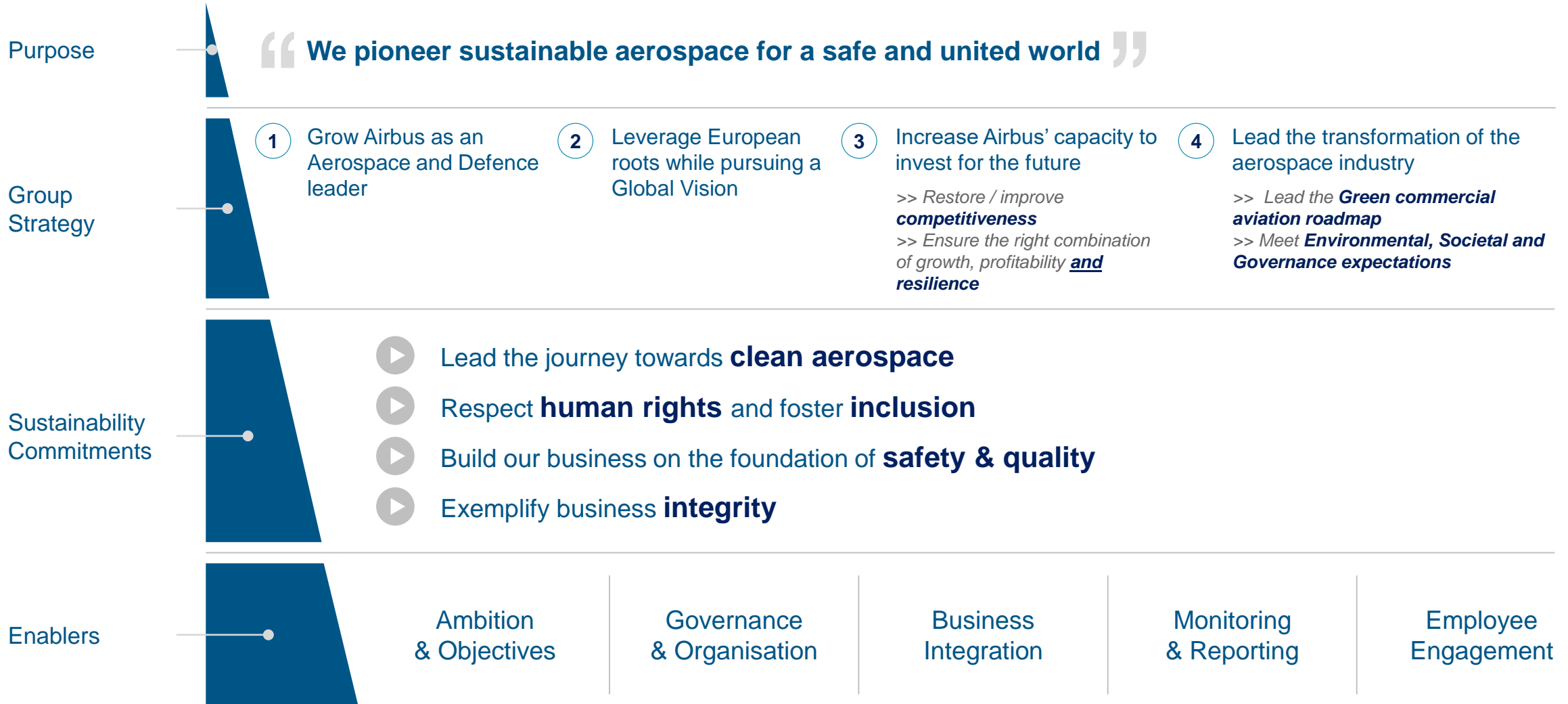


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Sustainability



Purpose defines Strategy and Sustainability Commitments





Environment



- **ZEROe**: unveiling of the concepts for the world’s first zero-emission commercial aircraft to enter into service by 2035
- Airbus awarded the **A- score from CDP in 2020**, up from B in 2019
- In 2021: Reporting extended to in-use emissions of commercial aircraft (**Scope 3 – Use of sold products**)



Human Rights



- Formalised **governance** structure for human rights
- **Human and labour rights** due diligence programme of onsite social assessments launched



Safety



- Risk management measures that provided **COVID-19 secure work environment**
- **COVID-19 task force launched** to proactively reduce risks on Product Safety, both for Airbus operations & airlines



Business Integrity



- Ongoing monitoring of the **effectiveness of export control systems**
- Strong Ethics & Compliance training push with a **specific focus on most exposed employees**



Supply Chain



- Sustainable Supply Chain **Roadmap set-up**, **Supplier Code of Conduct** update
- First ever **due diligence of risk suppliers**

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Key Priorities



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- Manage deliveries and backlog, including defence contracts
- Finalise the implementation of the restructuring plan
- Prepare the industrial ecosystem for when the market recovers
- Transformation of commercial aircraft industrial value chain
- Lead the development of sustainable aerospace
- Focus on earnings and cash growth trajectory beyond 2021