

Airbus – pioneering progress

Commercial Aircraft presentation

January 2026

AIRBUS

Aviation: An irreplaceable force

4.5 billion
passengers

+48,000
routes served
globally

+3,700
airports with
scheduled
services

82.5%
cabin occupancy



Airbus is a global leader in aeronautics, space and related services



Airbus, Airbus Defence and Space and Airbus Helicopters

157k

Total workforce

€629bn

Order book

€69bn

2024 revenue

Passion to create better ways to fly

Commercial Aircraft

8,754

Commercial Aircraft backlog

97.4k

End 2024 Employees

€50,6bn

2024 Annual revenue

We make it fly!



25,510

Aircraft sold

400+

Customers

16,756

Delivered

Airbus people make the difference

Diversity is in our DNA

Encourage more women to join the aerospace industry

Strong commitment to training

Attract the brightest international talent

Safety first, in everything we do

Safe
aircraft

Safely
operated

Safe air
transport system

Safety is the foundation of our business at Airbus, and encompasses all activities to prevent incidents and accidents involving Airbus products and services, to manage such events when they occur, to draw lessons learned and implement change as appropriate.

Ethics and Compliance: doing business with integrity



Robust Compliance programme matching the highest international standards

Code of Conduct underpinned by annual employee objectives to drive exemplary behaviour

Airbus OpenLine to encourage speak up and address compliance problems early

A professional, dedicated team of 150 full time compliance officers to implement and sustain progress

The Airbus Family of versatile new-generation aircraft

Single-aisle Family



A321^{neo}



A320^{neo}



A319^{neo}



A220-300



A220-100

Widebody Family



A350-1000



A350-900



A330-900



A330-800

Airbus common family values

Unique cockpit commonality

Family concept saves time and money

Mixed Fleet Flying

Fly-by-wire controls and Cross-Crew-Qualification

COMMERCIAL AIRCRAFT

Airbus Amber

Airbus cabins – pleasing more passengers

AIRSPACE
Fly it. Love it.

The widebody passenger experience, now available on the A320 Family
Consistent airline branding across Airbus cabins

AIRBUS

Purpose-built for efficiency



949
Orders

482
Delivered

A220 FAMILY

Clean sheet design

Superior single-aisle comfort

Right sized for the small single
aisle market

The most successful aircraft family ever

19,635
Orders

12,472
Delivered

A320 FAMILY

The best keeps getting better,
creating even more value for
airlines

Unbeatable fuel
efficiency

Airspace cabin: perfect space
for passengers and airlines

AIRBUS

A321XLR opening new markets



Single aisle economics,
up to 4,700 nm range

Low risk route
opener

Profitable partnership
with the A330neo

Powering into the future



1,953*
Orders

1,659*
Delivered

A330

Latest technology. Step-change performance and economics

The most popular widebody Family - ever

Airspace cabin: perfect space for passengers and airlines

*Excluding 2 A330-900 delivered to AIR BELGIUM via AIRBUS FINANCIAL SERVICES

AIRBUS

Clean sheet. Clean start.



1,529**
Orders

699**
Delivered

A350

Unbeatable profit
generator

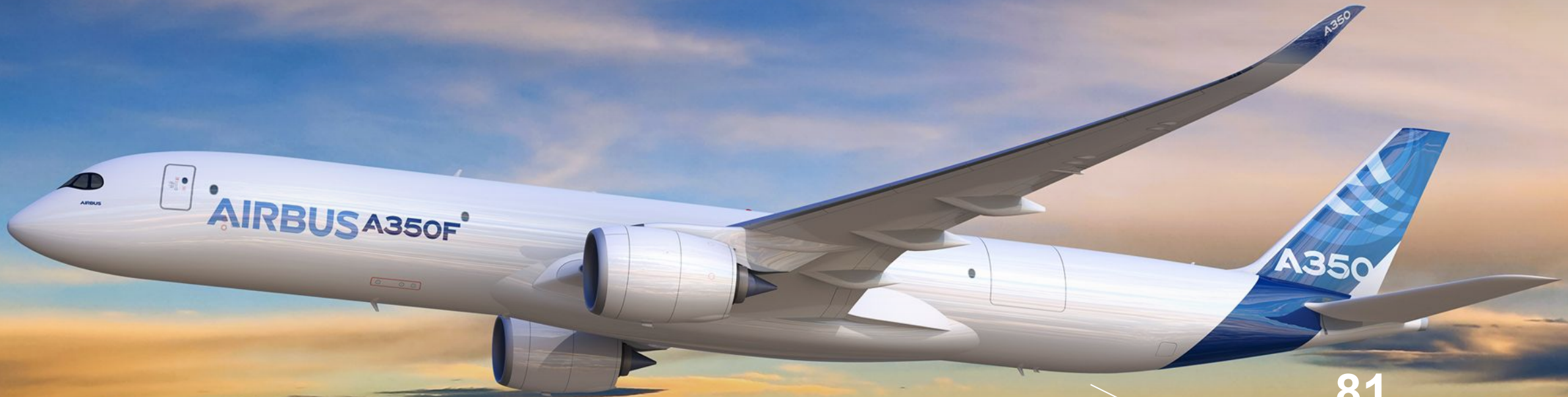
All-new design delivering
unrivalled levels of efficiency

Airspace cabin: perfect space for
passengers and airlines

**Excluding 2 A350-900 AEROFLOT under sanctions. Except 2 A350-900 delivered to ITA AIRWAYS via AIRBUS FINANCIAL SERVICES

AIRBUS

The only true new generation freighter



A350F

81
Orders

More
capable

More
efficient

Lighter and more
robust

More
economical

Already included in the A350 orders

AIRBUS

COMMERCIAL AIRCRAFT

Airbus Amber

ACJ – Where it matters. When it matters.

Airbus Corporate Jets

Ultimate comfort

Intercontinental
range

Unbeatable
economics

Pioneering
technology

200+
In service

AIRBUS

Reducing the environmental footprint of our operations



Ambition for 2030 compared to 2015:

-63 %
CO₂ emissions
CO2

-20 %
purchased energy
Energy

-20 %
waste collection
Waste and raw materials

-25 %
water withdrawal
Water

0 %
Progressively absorb ramp-up impacts
VOC* and air emissions

*(Volatile Organic Compounds)

AIRBUS

Decarbonisation strategic approach

Latest generation aircraft

Our latest generation family of aircraft offer around 25% greater efficiency compared to the previous generations

Operations and infrastructures

Operational optimisation solutions can save up to 10% CO₂

Sustainable aviation fuels

SAF can reduce emissions by 80% on average during its full lifecycle.

Disruptive technologies

Our ambition is to bring to the market a hydrogen-powered aircraft

Market-based measures

Regulatory measures:
EU ETS / CORSIA
Voluntary measures:
DACCS

Maximise customer satisfaction with Airbus Services

Enhanced in-flight experience

Cabin upgrades, connectivity and crew training services

Streamlined flight operations

Systems upgrades, flight ops and pilot training services

Optimised aircraft availability

Material, maintenance and engineering services

Core Services

Support from entry-into-services to daily operations

Ultimate 24/7
AIRTAC
availability

Global
presence

Deep knowledge
of our product

Powerful engineering
organisation

skywise. The beating
heart of aviation

The industry data platform [purpose-built] to address aircraft operation challenges

Skywise is an aircraft option fuelled by **Airbus** expertise and **Palantir Technologies**, best in class data analytics provider.

Combining in-flight, engineering and operational data in an analytic rich environment.



20% of time saved for each data analyst or data scientist in the airline (around 6 millions \$ saved per year)



120 cancellations and air turn backs avoided and 500 delays mitigated (around 9 millions saved per year)



11% of time saved during heavy maintenance checks due to the prediction of non routine tasks

50,000+
users

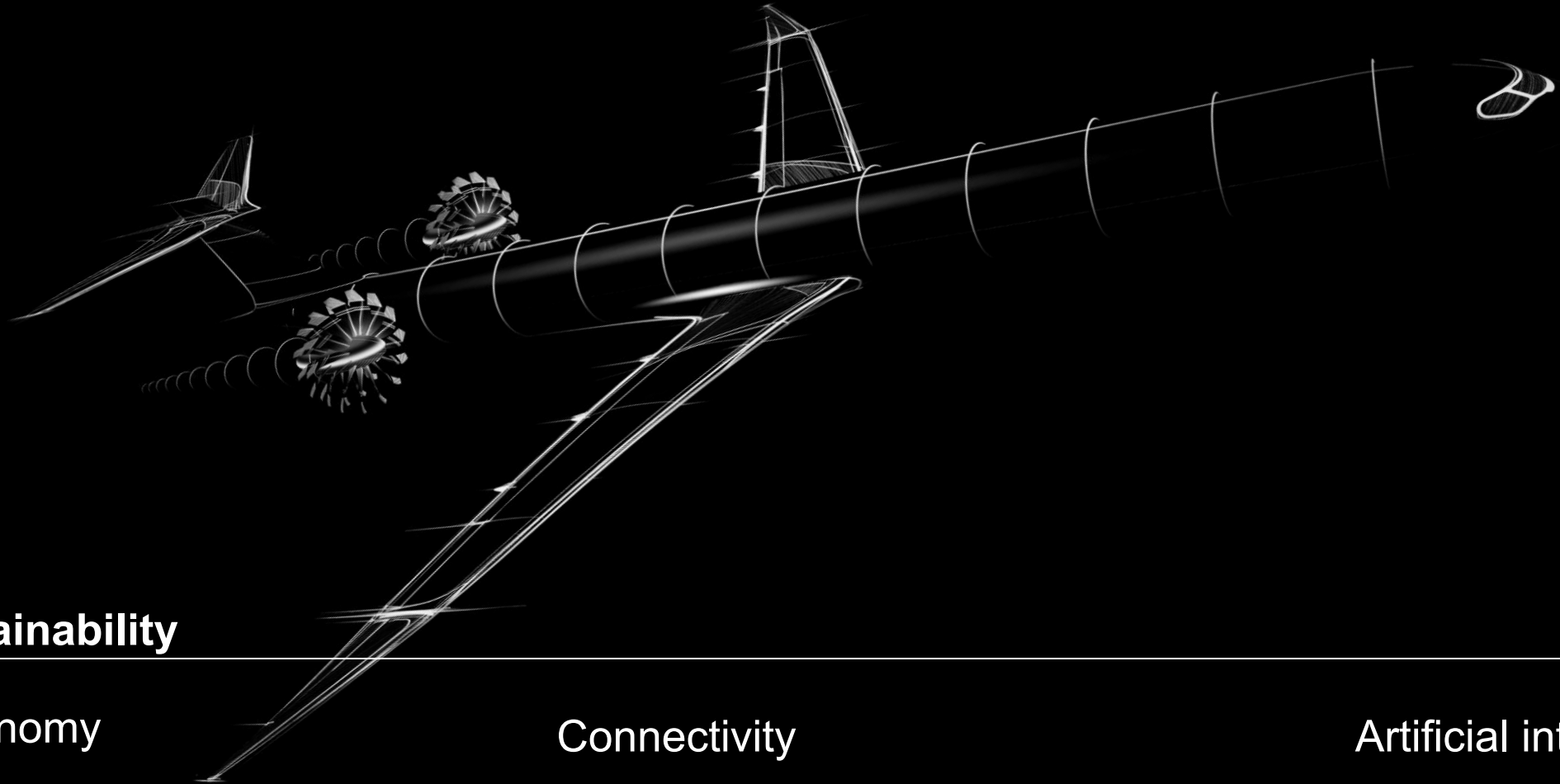
11,900+
aircrafts (mixed fleet)

54%
Airbus aircraft connected

15
app editors

6
certified partners

Technology enablers



Sustainability

Autonomy

Electrification

Connectivity

Advanced materials

Artificial intelligence

Industry systems

Airbus Foundation

AIRBUS

Together we can do more

FOUNDATION Year

Delivering humanitarian relief

1,000 +
tons of aid

80
Relief flights

30
countries

AIRBUS

Leading sustainable aviation

2030

- Reduce **by 63% Scope 1 & 2** industrial emissions
- Offer up to **100% SAF capability** on our commercial aircraft

2035

- Reduce **by 46% the CO₂ emissions** intensity generated by our commercial aircraft (Scope 3 - use of sold products)

2050

Support the aerospace industry's decarbonisation roadmap, set by ATAG and IATA, to reach '**net-zero carbon emissions**' by 2050

Thank you

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