

# Airbus – pioneering progress

## Commercial Aircraft presentation

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January 2026

# Aviation: An irreplaceable force

**4.5 billion**

passengers

**+3,700**

airports with  
scheduled  
services

**+48,000**

routes served  
globally

**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**

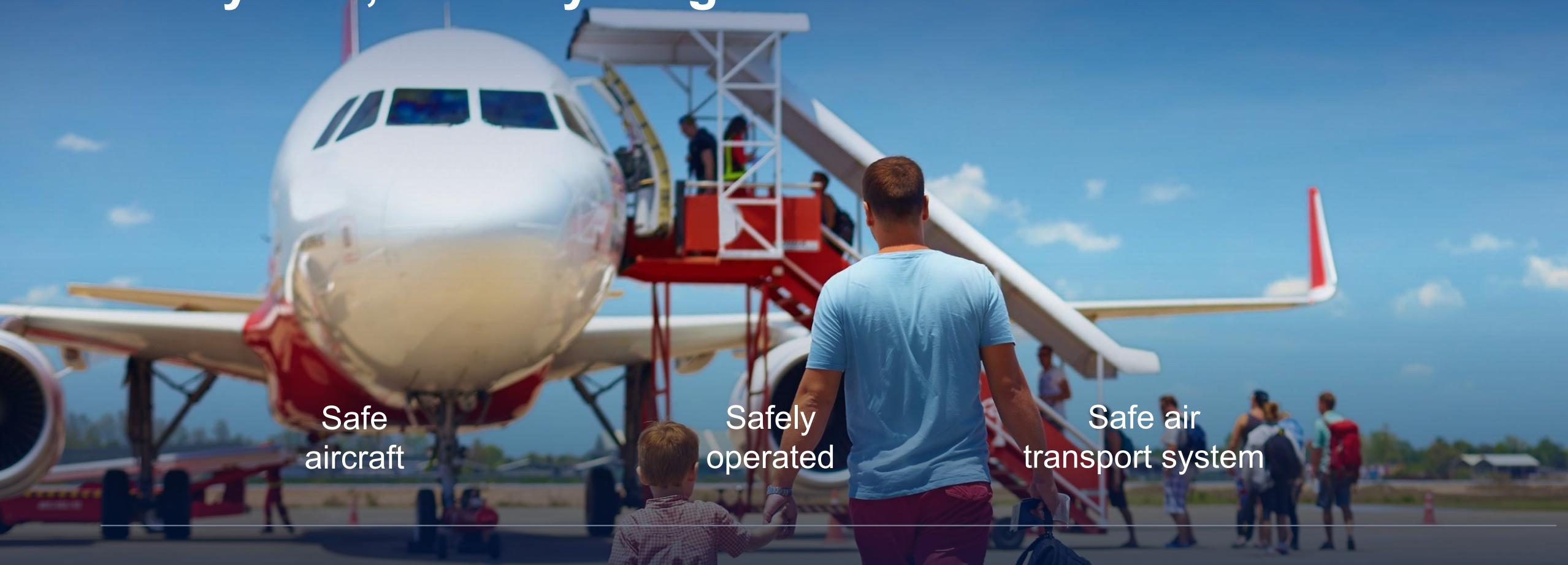
Encourage more women to  
join the aerospace industry

Strong commitment  
to training

Attract the brightest  
international talent

**AIRBUS**

# Safety first, in everything we do



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



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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

A321neo



A320neo



A319neo



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

# 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

# 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



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

Unbeatable fuel  
efficiency

Airspace cabin: perfect space  
for passengers and airlines

19,635  
Orders

12,472  
Delivered

**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



## A330

Latest technology. Step-change performance and economics

The most popular widebody Family - ever

Airspace cabin: perfect space for passengers and airlines

# Clean sheet. Clean start.



## A350

Unbeatable profit  
generator

All-new design delivering  
unrivalled levels of efficiency

Airspace cabin: perfect space for  
passengers and airlines

1,529\*\*  
Orders

699\*\*  
Delivered

# The only true new generation freighter



## A350F

More  
capable

More  
efficient

Lighter and more  
robust

More  
economical

# 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** %  
CO<sub>2</sub>  
emissions

CO<sub>2</sub>

**-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)

# 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% CO<sub>2</sub>

## 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

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**50,000+**  
users

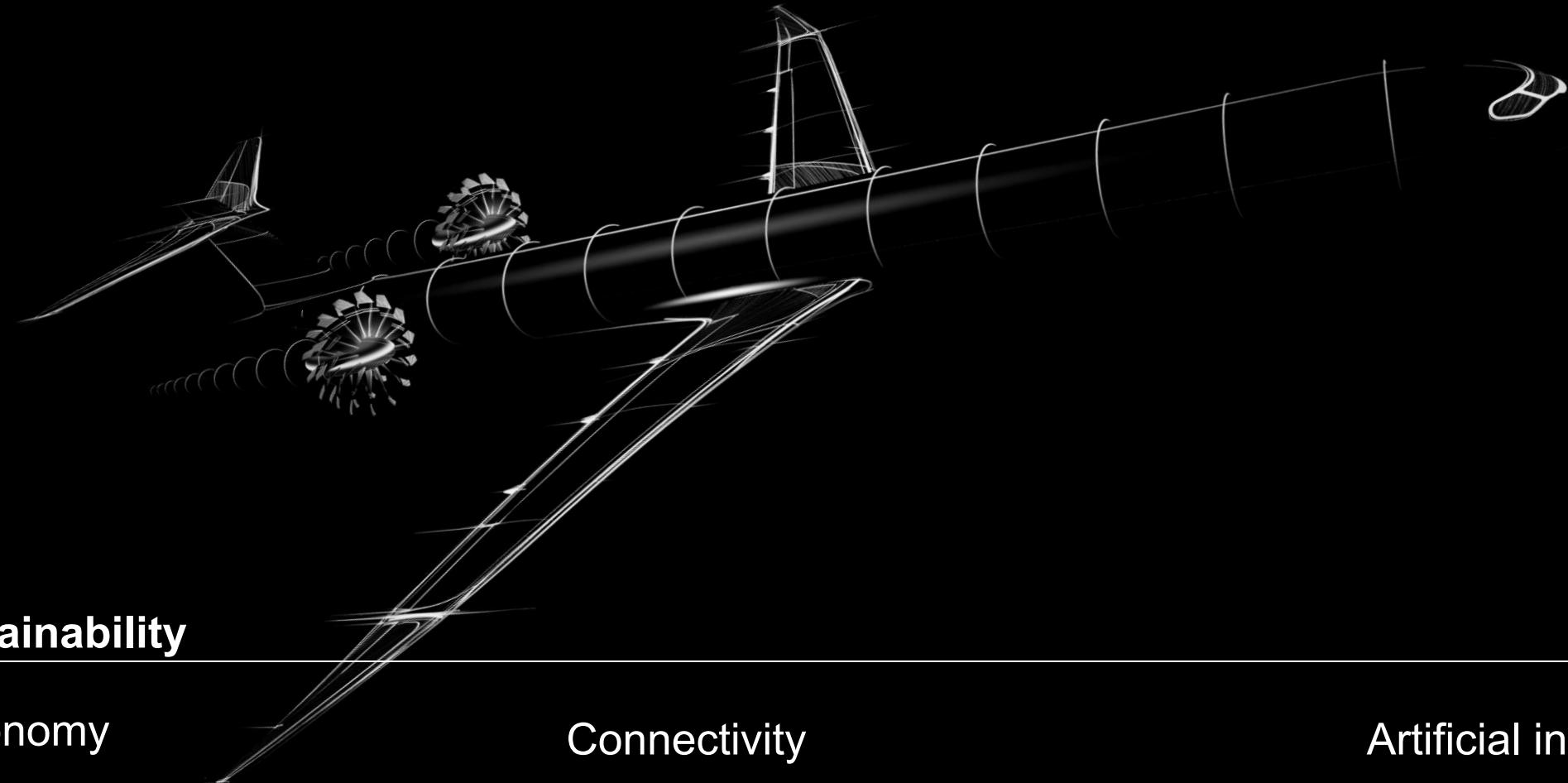
**11,900+**  
aircrafts (mixed fleet)

**54%**  
Airbus aircraft connected

**15**  
app editors

**6**  
certified partners

# Technology enablers



**Sustainability**

Autonomy

Electrification

Connectivity

Advanced materials

Artificial intelligence

Industry systems



## 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 CO<sub>2</sub> 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

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# Thank you

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