

Airbus – pioneering progress

Commercial Aircraft presentation

November 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

2019 statistics by ATAG

AIRBUS

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



Airbus, Airbus Defence and Space and Airbus Helicopters

165k
End 2025 total workforce

€619bn
End 2025 order book

€73bn
2025 revenue

Passion to create better ways to fly



Commercial Aircraft

9,436
Monthly commercial aircraft backlog

105.1k
End 2025 employees

€52.6bn
2025 annual revenue

We make it fly!

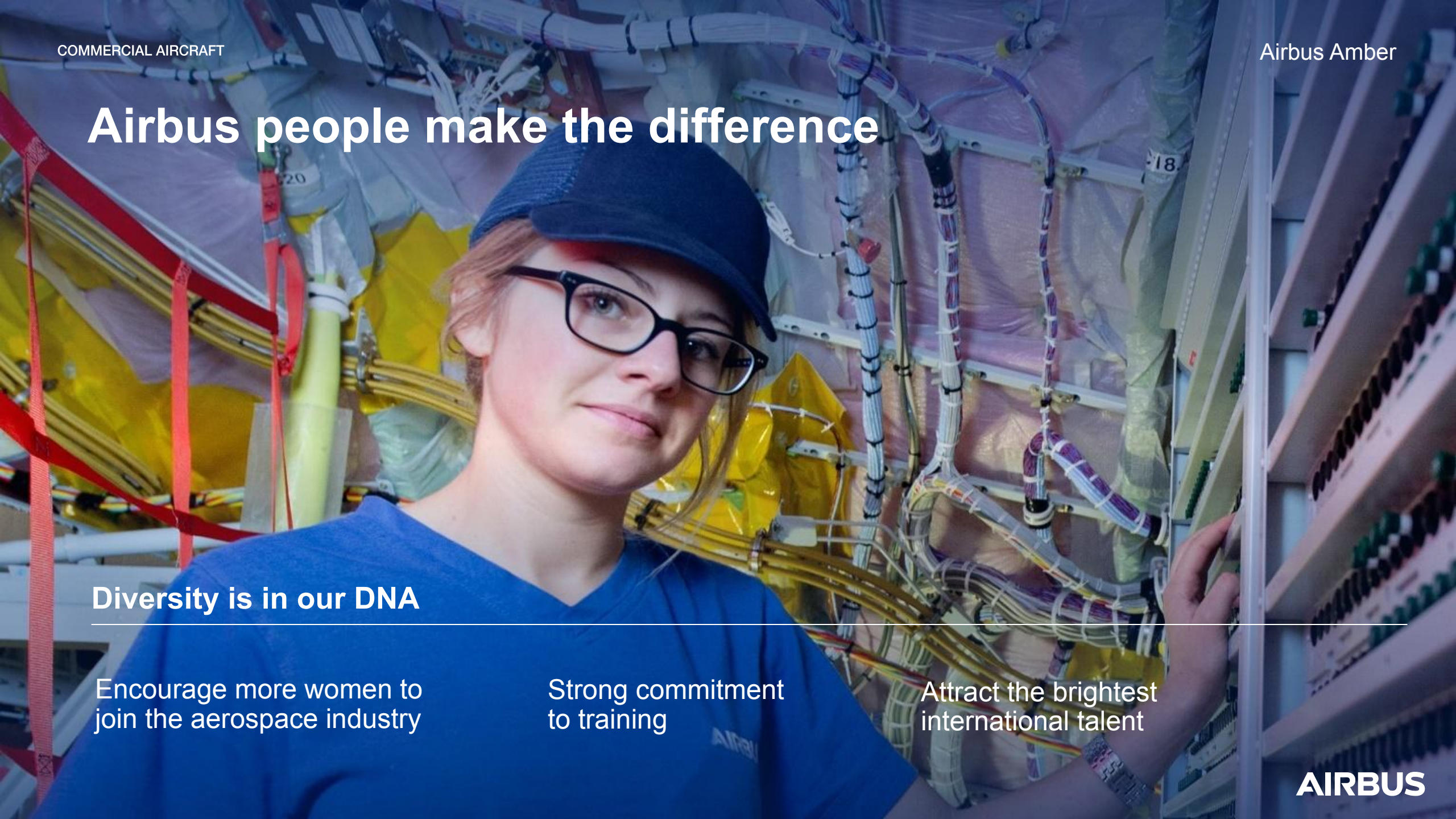


26,815
Aircraft sold

400+
Customers

17,379
Delivered

Airbus people make the difference



Diversity is in our DNA

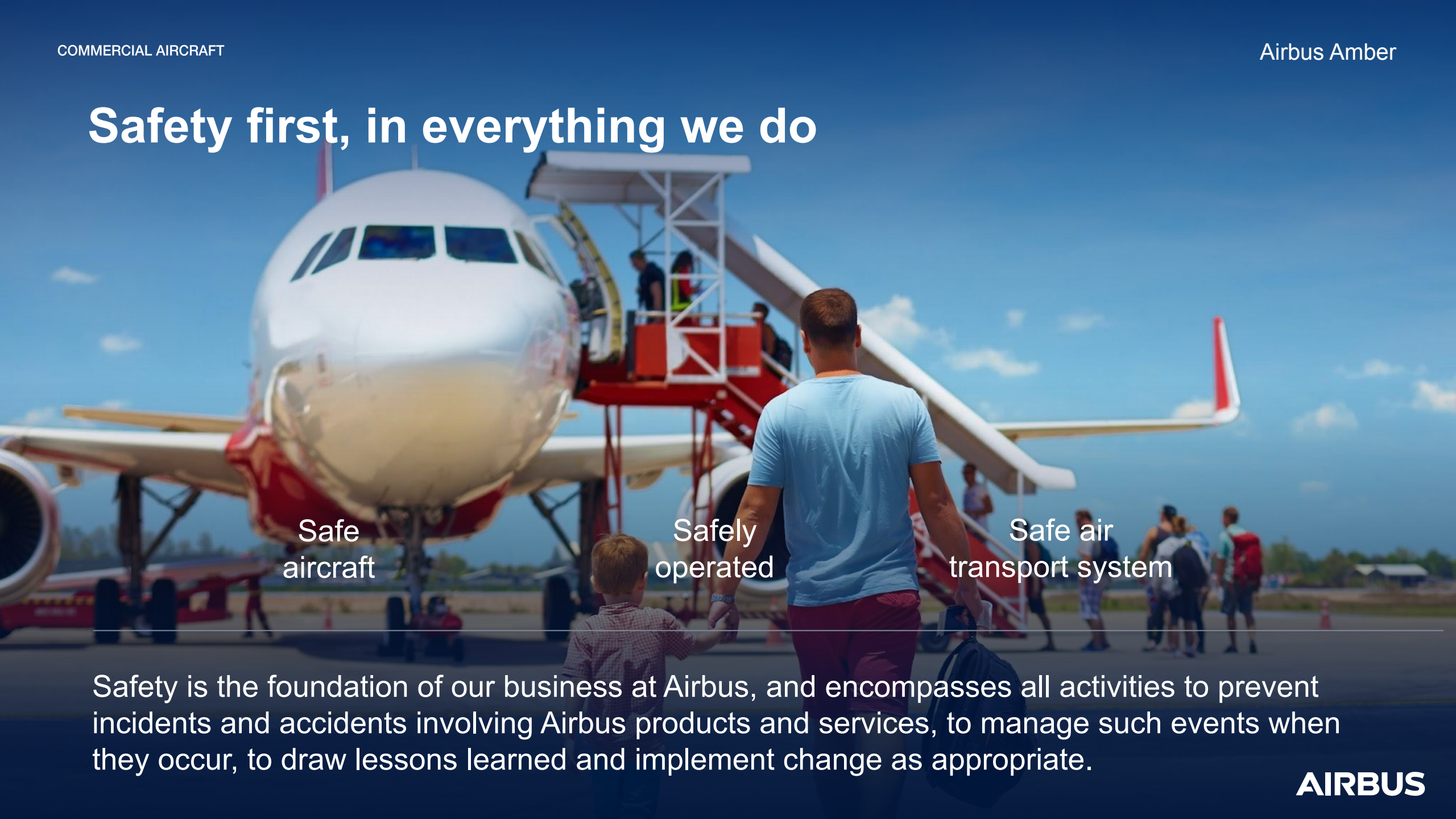
Encourage more women to join the aerospace industry

Strong commitment to training

Attract the brightest international talent

AIRBUS

Safety first, in everything we do



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

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



The widebody passenger experience, now available on the A320 Family

Consistent airline branding across Airbus cabins

AIRBUS

Purpose-built for efficiency



1,105 Orders

559 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

AIRBUS

A321XLR opening new markets



Single aisle economics, up to 4,700 nm range

Low risk route opener

Profitable partnership with the A330neo

AIRBUS

Powering into the future



2,040 Orders

1,678 Delivered

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.



1,628
Orders

743
Delivered

A350

Unbeatable profit generator

All-new design delivering unrivalled levels of efficiency

Airspace cabin: perfect space for passengers and airlines

AIRBUS

The only true new generation freighter



115
Orders

A350F

More capable

More efficient

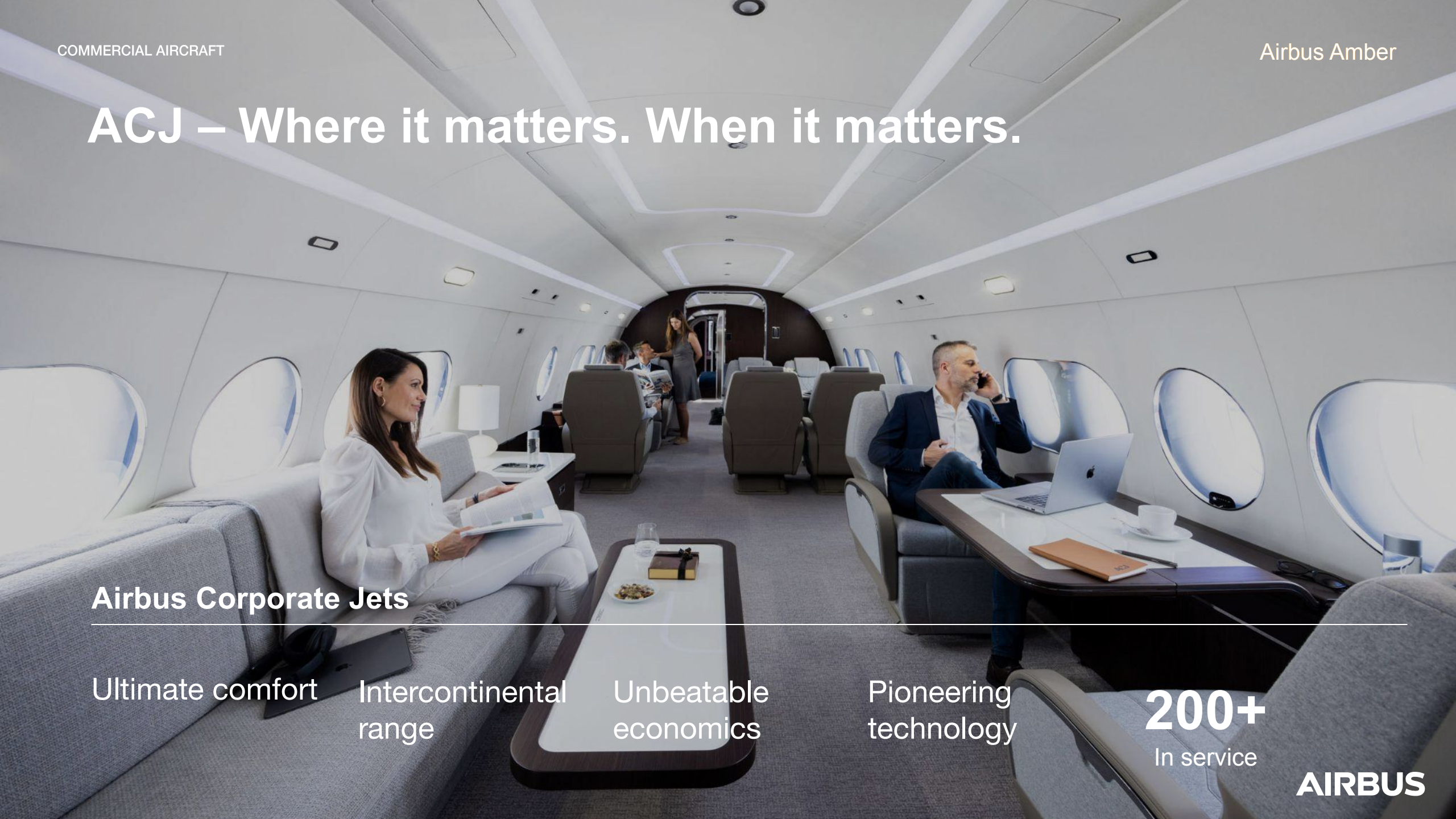
Lighter and more robust

More economical

Already included in the A350 orders

AIRBUS

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_2 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% CO_2

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

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.

DELTA

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

easyJet

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

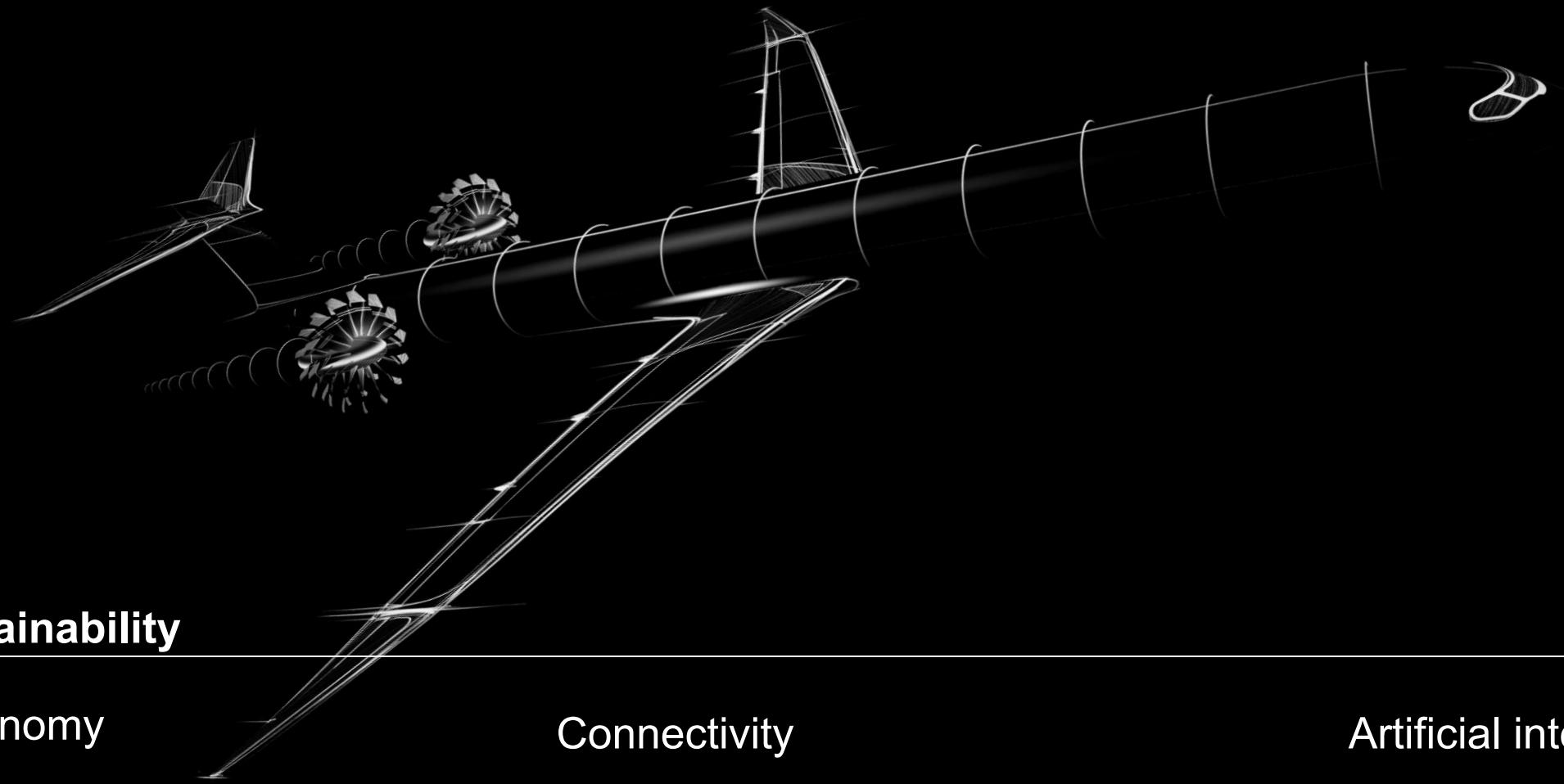
11,900+
aircrafts (mixed fleet)

54%
Airbus aircraft connected

15
app editors

6
certified partners

Technology enablers



Sustainability

Autonomy

Electrification

Connectivity

Advanced materials

Artificial intelligence

Industry systems

Airbus Foundation



Delivering humanitarian relief

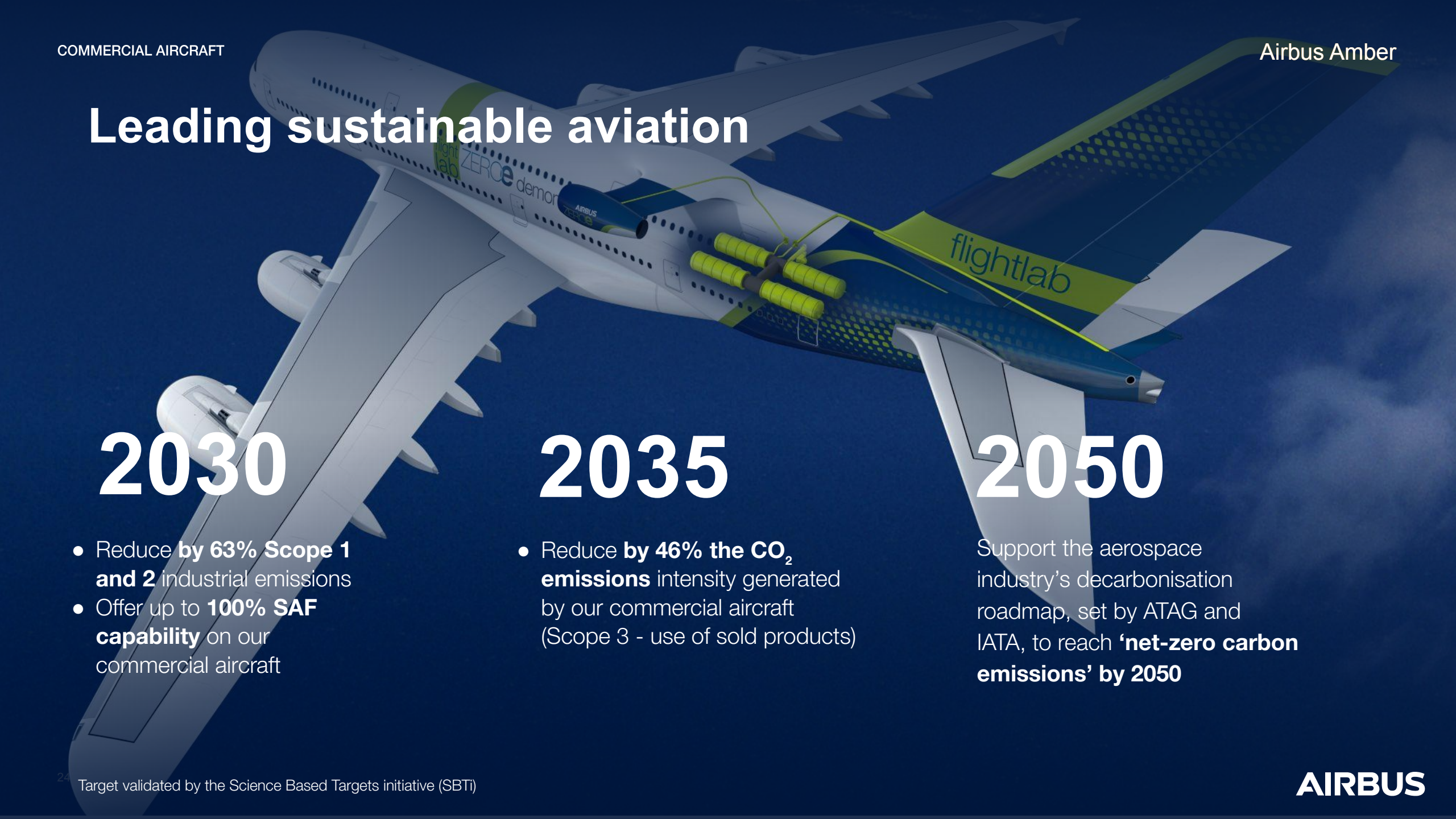
1,000 +
tons of aid

80
Relief flights

30
countries

AIRBUS

Leading sustainable aviation



2030

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

2035

- Reduce **by 46% the CO_2 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**

Target validated by the Science Based Targets initiative (SBTi)

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Thank you

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