# Airbus in Germany

AIRBUS

# AIRBUS – A SUCCESS STORY

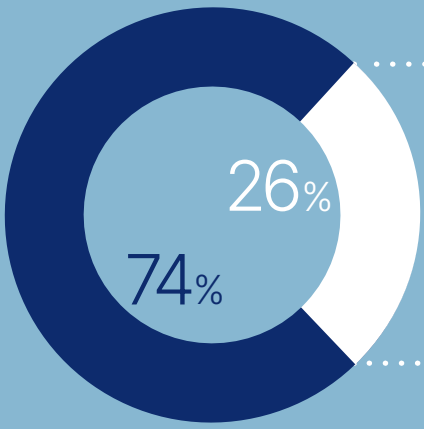
Airbus – formerly EADS – was formed in 2000 from the merger of German DaimlerChrysler Aerospace, French Aérospatiale Matra and Spanish CASA. Today, the Company is the best example of European integration in the field of high technology.

**220**
CITIES

EMPLOYEES
**165,000**

**€ 73.4**
**BILLION**
REVENUES 2025

## SHAREHOLDER STRUCTURE




- 11% Germany
- 11% France
- 4% Spain

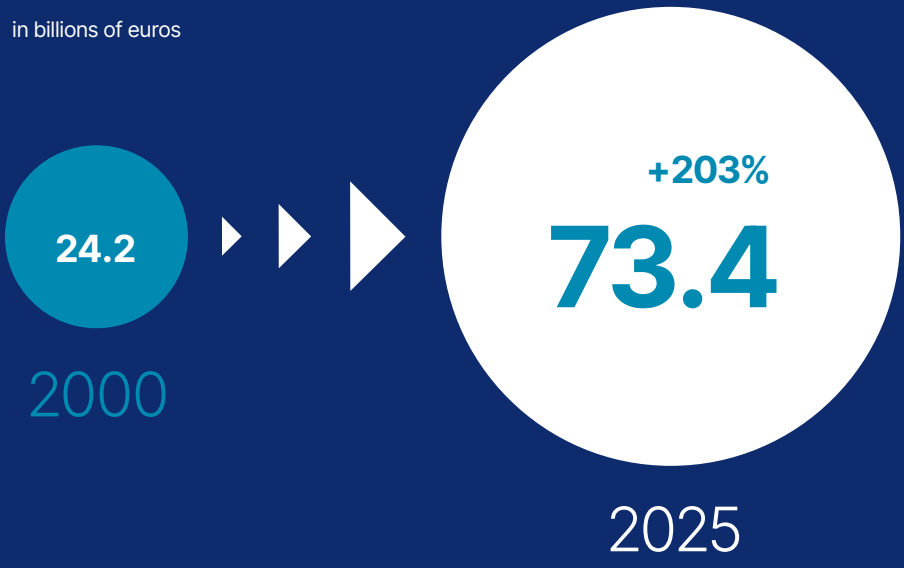
- State participation
- Free float shares

Airbus is a global leader in aeronautics, space and related services. The Company employs a workforce over 165,000 people in over 220 cities around the world. Airbus offers the most comprehensive range of airliners, from 100 to more than 400 seats. Airbus is also a European leader providing tanker, combat, transportation and mission aircraft, as well as Europe's number one space enterprise and one of the world's largest space businesses. In helicopters, Airbus provides the most efficient civil and military rotorcraft solutions worldwide.

In 2025, Airbus generated revenues of € 73.4 billion. Thus, the Company has tripled its business volume since its formation in 2000. Orders totalling over € 123.3 billion in 2025 saw the order backlog of Airbus increase to € 619 billion by the end of 2025.

## INCREASE IN REVENUE

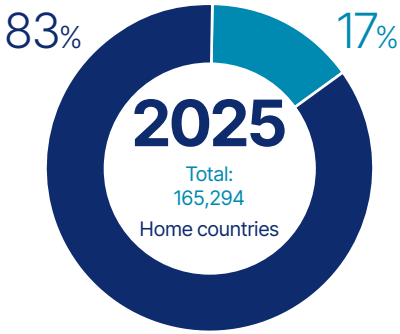
in billions of euros



# WORLDWIDE GROWTH THANKS TO EUROPEAN BEST PERFORMANCE

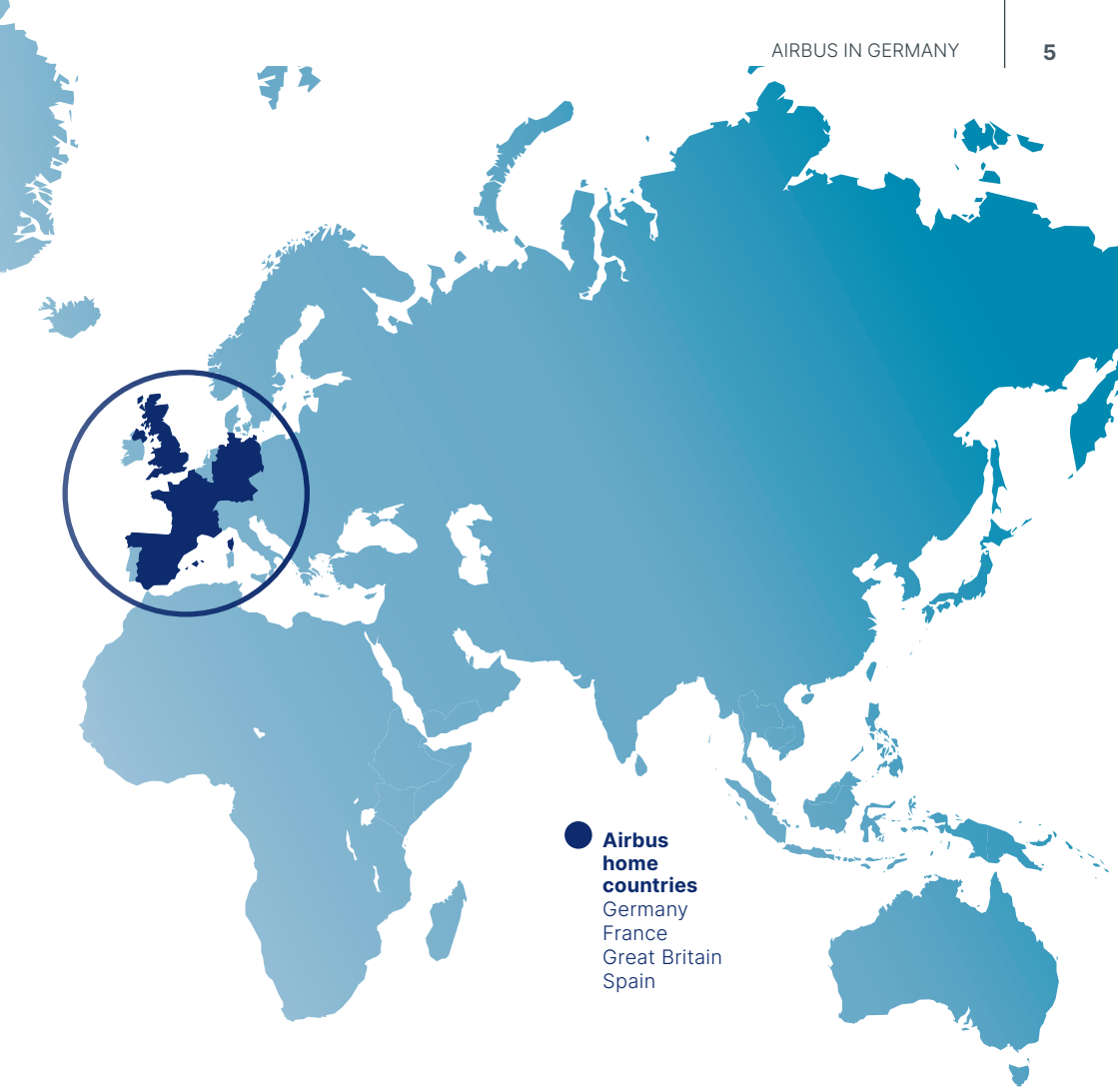
Since the Company's formation, the number of employees has increased by 51%. Today, the bulk of the order volume comes from markets outside Europe. The Company faces a trend of increasing internationalisation with a growing global presence.

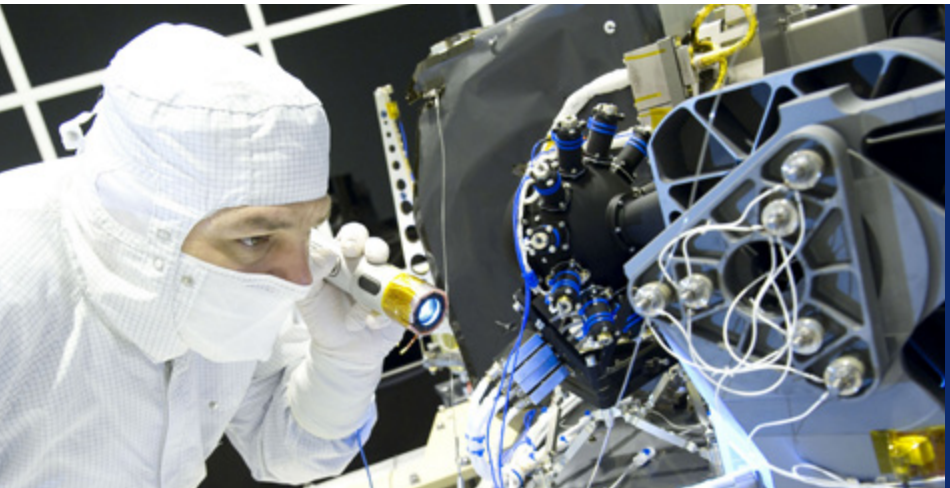
Examples include the final assembly lines in Tianjin (China) and in Mobile, Alabama (USA), as well as the Airbus China Innovation Centre (ACIC), which opened in 2019 in the southern Chinese city of Shenzhen, widely considered to be the Silicon Valley of China.




EMPLOYEES


ORDER INTAKE


**Airbus home countries**
Germany
France
Great Britain
Spain



# STRONG ROOTS IN GERMANY

Airbus is one of the most innovative and successful companies in the aerospace and defence industry. Its strong German roots provide significant impetus for growth and the ability to competitiveness – for Airbus as well as for Germany as an industrial location. The Company is represented at numerous sites throughout Germany.

## AIRBUS AS AN EMPLOYER

Airbus employed more than 53,000 people at numerous German sites in 2025, which represents about half of all employees in the German aerospace industry. Since its formation in 2000, the number of employees in Germany has risen by more than 16,000 – a trend that is continuing. In Germany, nearly 1,900 early career positions were filled in 2025 – apprentices, internships, work placement positions and final theses. Furthermore, almost 1,500 new apprentices and dual students were recruited in 2025.

## AIRBUS AS A POWERHOUSE FOR THE ECONOMY

The Company worked together with around 18,000 external suppliers worldwide.

## AIRBUS AS A PIONEER OF INNOVATION

With cumulative self-financed research and development investments exceeding € 56 billion since 2000, the Company has expanded its portfolio of patents to more than 32,000. Additionally in 2025, Airbus invested € 3.2 billion in research and development. The focus is on environmentally friendly technologies such as alternative drive systems, lightweight construction and 3D printing. Another multiplier for innovative ideas is cooperation with partners from research and SMEs (for example, the Centre for Applied Aeronautical Research (ZAL) in Hamburg, the CFK Valley Stade and the Ludwig Bölkow Campus in Ottobrunn near Munich).

## RESEARCH AND DEVELOPMENT INVESTMENTS

# AIRBUS PRODUCTION SITES IN GERMANY

## COMMERCIAL AIRCRAFT

The world's leading aircraft manufacturer employs almost one-third of the entire German workforce in the civil aeronautics industry.

Employees:
- over 31,000

Main sites:
- Hamburg
- Bremen
- Stade
- Buxtehude

Products and Services:
- Airbus in Germany plays a central role in the development and production of all Airbus aircraft. Hamburg is the world's third largest civil aviation site. The product family covers the entire capacity range from 100 to over 400 seats – starting with the efficient short- and medium-haul aircraft of the A320 Family up to the A350, the most modern and efficient long-haul aircraft in the world.
- Spare parts management and services

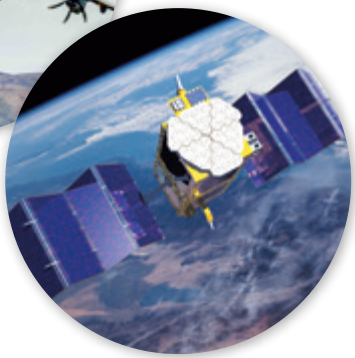
## HELICOPTERS

Manufacturer of the world's largest portfolio of civil and military helicopters, with a global market share of more than 50% in the civil and parapublic market. Approximately 12,000 Airbus helicopters are in operation in approximately 150 countries.

Employees:
- approx. 8,000

Main sites:
- Donauwörth
- Kassel, Calden

Products and Services:
- Development, production and marketing of civil and military helicopters
- Comprehensive maintenance and training
- Manufacturing of aircraft components



## DEFENCE AND SPACE

The European leader in the defence and space industry. With annual revenues of more than € 13.4 billion in 2025.

**Employees:**
- nearly 14,000

**Main sites:**
- Backnang
- Bremen
- Friedrichshafen
- Jena
- Lampoldshausen
- Manching
- Ottobrunn
- Potsdam
- Schrobenhausen
- Trauen
- Ulm

Products and Services:
- Eurofighter
- Unmanned aerial systems (drones)
- Maintenance, repair and upgrades of military aircraft
- Guided missiles
- Cyber Security
- Sensors and electronic systems
- Integrated security solutions
- Naval electronics
- Military transport, tanker and mission aircraft
- Ariane launcher
- Satellites (environment, weather, security, telecommunications, navigation, science) and related services
- Manned space travel and exploration

# DECARBONISING AEROSPACE THROUGH NEW AIRCRAFT DEVELOPMENT


Thanks to new technologies and operational improvements, Airbus' latest generation of aircraft are up to 25% more fuel efficient than their predecessors. This progress has helped contribute to the aviation industry's reduction in fuel consumption and $CO_2$ emissions per passenger have been cut by more than 50% since 1990. However, driven by a strong pioneer spirit, we always aim higher.

To help the industry reach its goal of net-zero emissions by 2050, Airbus is developing two future Programmes: a next-generation single-aisle and a fully electric, hydrogen-powered aircraft called ZEROe. Evolving on distinct timelines, they are complementary in Airbus' sustainability roadmap. Advanced materials and systems technologies are in development that could be applied to both aircraft, as are improvements to the industrial system through automation, robots and enhanced ergonomics.

The next-generation single aisle aircraft was first announced by Airbus in 2025 and is targeting a 20-30% increase in fuel efficiency compared with the current generation. This will be enabled by key

technology bricks, including innovative new wing and engine designs, lightweight materials, integrated systems for enhanced connectivity, as well as an improvement of hybridisation and electrification technologies.

This aircraft will also have a native capability to fly with 100% sustainable aviation fuels (SAF), which aligns with Airbus' ambition to make all our aircraft and rotorcraft capable of flying with up to 100% SAF by 2030. Today, all Airbus aircraft are capable of flying on up to a 50% blend of sustainable aviation fuel (SAF) and conventional fuel.

For its part, the ZEROe project was launched in 2020 and initially explored the feasibility of three hydrogen-combustion propulsion concepts and one fully electric, fuel cell design.

In 2025, Airbus announced that it had chosen the fully electric model for a future ZEROe aircraft, powered by hydrogen fuel cells. Germany played a key role in the ZEROe development process: the country hosts two ZEROe development centres in Bremen and Stade, a fuel cell centre of expertise located at the ZAL in Hamburg, and the E-Aircraft System House testing centre in Ottobrunn.

The ZEROe aircraft will have four propulsion systems, known as 'pods', located along the wings. Each will contain a fuel cell stack that transforms hydrogen into electricity through a chemical reaction. To develop and manufacture these hydrogen fuel cells – the world's first designed for aerospace purposes – Airbus founded a joint venture called Aerostack with German company ElringKlinger.

Germany's expertise and industrial infrastructure are foundational to making hydrogen flight a reality, underscoring its pivotal role in decarbonising aerospace.


Airbus Helicopters is constantly working on innovations to improve the eco-efficiency of its products and sites. The key objectives are to reduce fuel consumption, lower noise levels and cut $CO_2$ and NOx-emissions. An immediate goal is the certification of all helicopters for flights using 100% sustainable aviation fuel (SAF), which will reduce $CO_2$ emissions by 80%. This is expected to be achievable by 2030.

With the H160, Airbus Helicopters issetting entirely new standards for medium-weight helicopters. The H160 is the first civil helicopter to be made entirely of composite materials. A technological breakthrough is the first serial use of BlueEdge rotor blades for the main rotor, which is up to 50% (3 dB) quieter than conventional rotors, depending on flight conditions.

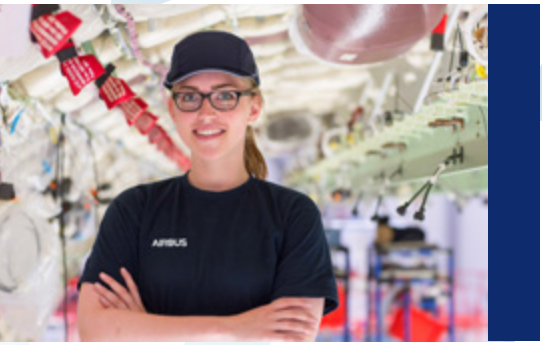
Airbus is a European leader in space and a global powerhouse in the development of orbital systems. Our German sites serve as the industrial backbone for this activity, providing critical space infrastructure required for observation, telecommunication, exploration and security as well as derived services. These capabilities are essential for maintaining and expanding national sovereignty and European autonomy in an increasingly contested domain.

In the realm of security and sovereignty, Airbus Germany is rapidly expanding its production of military space assets, including secure telecommunications and high-resolution reconnaissance satellites. Our sites in Friedrichshafen and Ottobrunn lead the way as a space systems provider as well as space optics and sensor technology, all supported by a deep equipment value chain, including subsidiaries TESAT Spacecom and Jena Optronik.

# TALENTS

Relying on its own fleet of leading-edge Earth observation satellites, Airbus provides critical insights by transforming orbital data into actionable intelligence. Moreover, Airbus plays a key role in European programmes such as Copernicus and Galileo that support both governmental and institutional users worldwide with environmental monitoring data and navigation services, respectively.

Germany is also a competence centre for human spaceflight, notably through the development of the European Service Module (ESM) for the NASA Artemis missions at our Bremen site, as well as development and operations of the ISS Columbus Module. Based on this significant heritage, Airbus is now not only shaping the future for a continuous human presence in Low Earth Orbit in a post-ISS era, but also preparing versatile mission scenarios for active defence in Space.




The German job market remains challenging. As a consequence, Airbus has become even more prominently and visibly in the public space in order to draw attention to the unique career opportunities. Innovative working time models offer Airbus employees the opportunity to balance family and career. Among other things, the flexible value account "Care for Life" gives employees more flexibility to adapt to special life situations and to better reconcile family and career.

Time off is possible to take leave from work for a certain period of time or to take care of close relatives. Characteristic of both models is the pro-rata salary payment guaranteed by the company to ensure a continued financial basis.

Airbus offers a wide range of childcare options for parents. For example, their offspring are exposed to scientific topics at an early age in the Company's day care centres.

# BOARD OF DIRECTORS

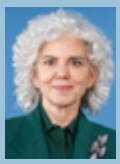
**RENÉ OBERMANN**
Chairman of the Board of Directors of Airbus SE

**GUILLAUME FAURY**
Chief Executive Officer of Airbus SE

**JEAN-PIERRE CLAMADIEU**
Non-Executive Director

**DR. DORIS HÖPKE**
Non-Executive Director

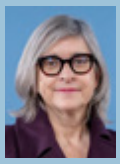
**MARK DUNKERLEY**
Non-Executive Director



**AMPARO MORALEDA**
Non-Executive Director

**STEPHAN GEMKOW**
Non-Executive Director

**IRENE RUMMELHOFF**
Non-Executive Director



**CATHERINE GUILLOUARD**
Non-Executive Director

**ANTONY WOOD**
Non-Executive Director

**HENRIETTE HALLBERG THYGESEN**
Non-Executive Director

**OLIVER ZIPSE**
Non-Executive Director

# MEMBERS OF THE EXECUTIVE COMMITTEE AND TOP MANAGEMENT

**GUILLAUME FAURY**
Chief Executive Officer

**LARS WAGNER**
Chief Executive Officer of the Commercial Aircraft business

**PHILIPPE MHUN**
Executive Vice President Programmes and Services of the Commercial Aircraft business

**MATTHIEU LOUVOT**
Chief Executive Officer Airbus Helicopters

**CARMEN-MAJA REX**
Chief Human Resources Officer

**MICHAEL SCHOELLHORN**
Chief Executive Officer Airbus Defence and Space

**THOMAS TOEPFER**
Chief Financial Officer

**JOHN HARRISON**
General Counsel & Head of Airbus Public Affairs

**ROBIN HAYES**
Chairman and Chief Executive Officer of Airbus in North America

**CATHERINE JESTIN**
Executive Vice President Digital

**WOUTER VAN WERSCH**
Executive Vice President International

**JULIE KITCHER**
Chief Sustainability Officer and Communications

**GEORGE XU**
Chief Executive Officer Airbus China

**FLORENT MASSOU DIT LABAQUÈRE**
Executive Vice President Operations of the Commercial Aircraft business

# AIRBUS IN DIALOGUE

**CLAUDIA OEKING**
Head of Public Affairs in Germany

claudia.oeking@airbus.com

**RALPH HEINRICH**
Head of External Communications Space Systems
Airbus Defence and Space

ralph.heinrich@airbus.com

Airbus Defence and Space GmbH
81663 Munich, Germany
airbus.com