

# 20 26 | Annual General Meeting



**Guillaume Faury**  
CEO

**AIRBUS**

# Safe Harbour Statement

## DISCLAIMER

This presentation includes forward-looking statements. Words such as “anticipates”, “believes”, “estimates”, “expects”, “intends”, “plans”, “targets”, “projects”, “may” and similar expressions are used to identify these forward-looking statements. Examples of forward-looking statements include statements made about strategy, production ramp-up and delivery schedules, introduction of new products and services and market expectations, as well as statements regarding future performance, prospects 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 the Company's businesses;
- Significant disruptions in air travel (including as a result of the spread of disease or terrorist attacks);
- Disruptions to the Company's industrial operations and / or supply chain, whether due to economic or geopolitical factors or other threats (including physical or cyber security threats);
- 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 or affecting global trade (e.g. tariffs);
- Legal and investigatory proceedings and other economic, political and technological risks and uncertainties;
- Changes in societal expectations and regulatory requirements about climate change; and
- Aggravation of adverse geopolitical events, including the war in Ukraine (and the resulting export control restrictions and sanctions), and conflicts or rising military tensions around the world.

As a result, Airbus SE's 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 Macroeconomic Environment, see Note 2 “Geopolitical and Macroeconomic Environment” of the Notes to the Airbus SE IFRS Consolidated Financial Statements for the twelve-month period ended 31 December 2025 published 19 February 2026 (the “Financial Statements”). For more information about factors that could cause future results to differ from such forward-looking statements, please refer to Airbus SE's most recent Report of the Board of Directors published on 19 February 2026 (including the most recent Risk Factors), the Financial Statements and the Notes thereto.

Any forward-looking statement contained in this presentation speaks as of the date of this presentation. Airbus SE undertakes no obligation to publicly revise or update any forward-looking statement 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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# **Company highlights**



# FY 2025 Key Topics

Performed in a complex and dynamic environment

Guidance achieved

Dividend proposal:  
Dividend of € 3.2 per share



**793**  
Commercial aircraft delivered

**€ 7.1 bn**  
EBIT Adjusted

**€ 4.6 bn**  
FCF before Customer Financing

# FY 2025 Commercial Positioning

## Commercial Aircraft

Order Book in units by Programme



**Commercial Aircraft:**  
Good commercial momentum

## Consolidated Airbus

Order Book in value by Region



**Helicopters:**  
Very strong momentum in both civil & military markets

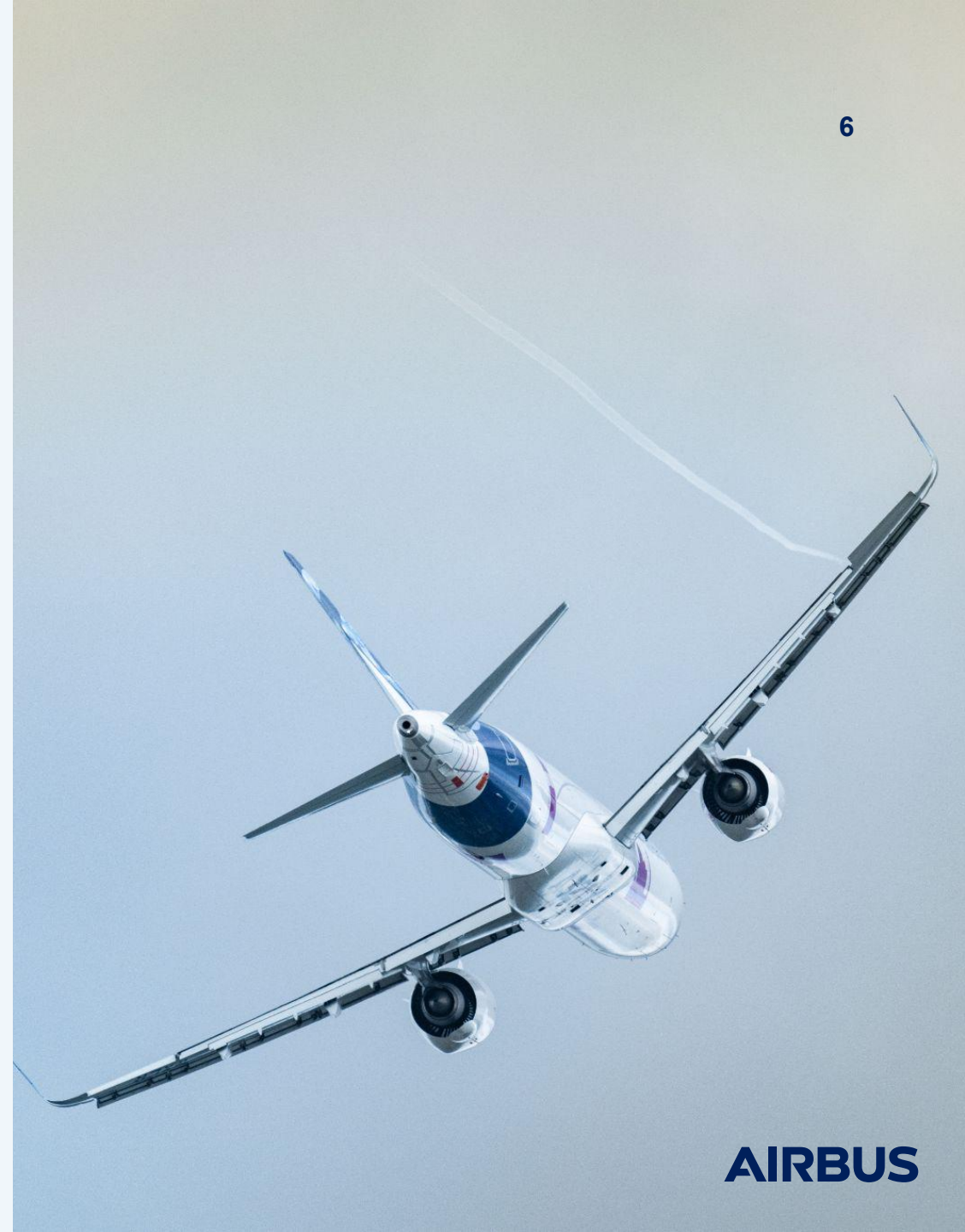


**Defence and Space:**  
Continuous strong order momentum across all business units

# FY 2025 Financial Performance

IN € MILLION	FY 2025	FY 2024	Change
<b>Revenues</b>	<b>73,420</b>	<b>69,230</b>	<b>6.1%</b>
<b>EBIT Adjusted</b>	<b>7,128</b>	<b>5,354</b>	<b>33.1%</b>
<i>in % of Revenues</i>	<i>9.7%</i>	<i>7.7%</i>	
<b>EBIT</b>	<b>6,082</b>	<b>5,304</b>	<b>14.7%</b>
<i>in % of Revenues</i>	<i>8.3%</i>	<i>7.7%</i>	
<b>R&amp;D</b>	<b>3,153</b>	<b>3,250</b>	<b>(3.0%)</b>
<b>Net Income (Loss)</b>	<b>5,221</b>	<b>4,232</b>	<b>23.4%</b>
<b>EPS reported (in €) <sup>(1)</sup></b>	<b>6.61</b>	<b>5.36</b>	<b>23.3%</b>
<b>FCF before customer financing</b>	<b>4,574</b>	<b>4,463</b>	<b>2.5%</b>
<b>Free Cash flow</b>	<b>4,753</b>	<b>4,461</b>	<b>6.5%</b>

(1) FY 2025 Average number of shares: 789,573,213 compared to 789,961,671 in FY 2024

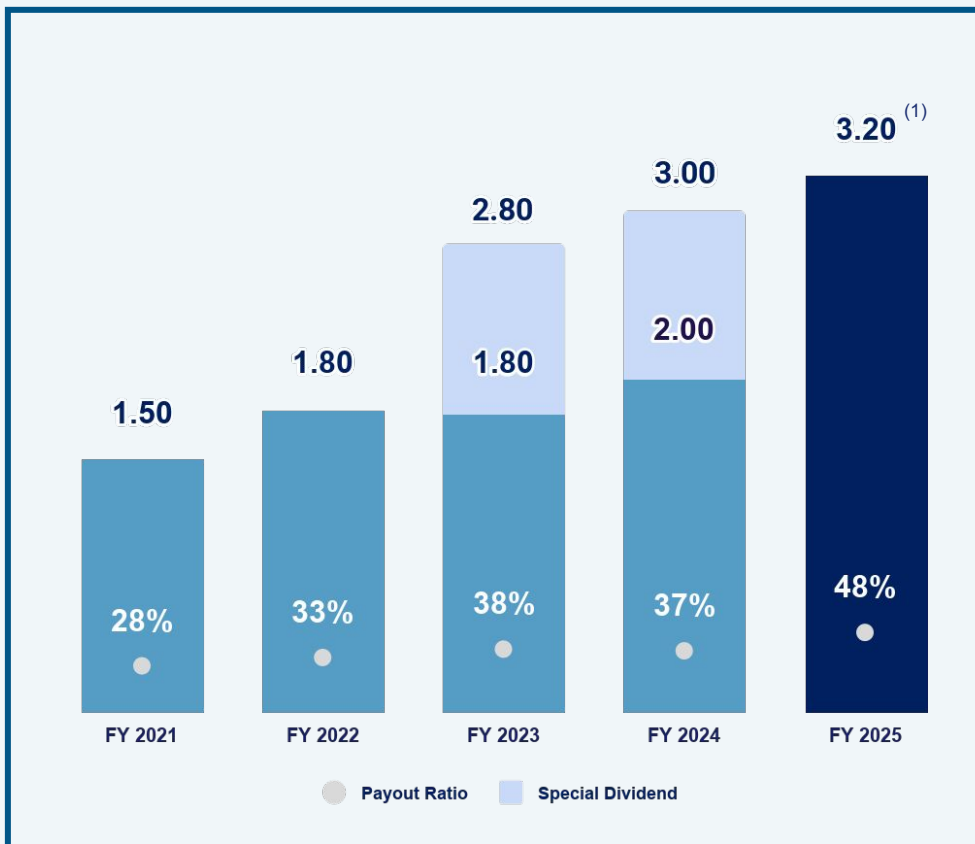


# Dividend proposal

Airbus is **committed to increasing shareholder returns**, targeting sustainable growth in the dividend within a payout ratio of **30%-50%**.

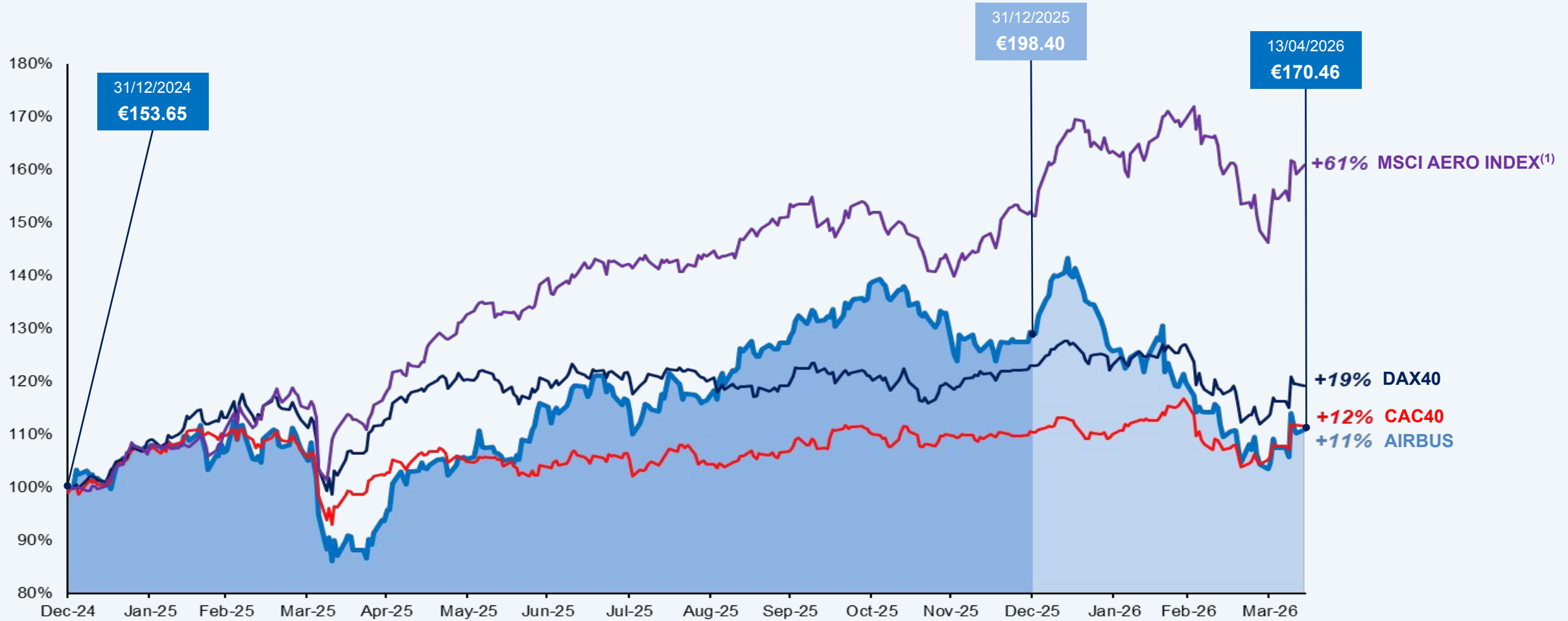
During 2025 the Company strengthened its commitment to increasing shareholder returns by **extending the upper range** of the dividend payout ratio from 40% to 50%.

- **Ex-dividend date:** Tuesday 21 April 2026
- **Record date:** Wednesday 22 April 2026
- **Payment date:** Thursday 23 April 2026



(1) Board proposal to be submitted to the AGM 2026. Subject to AGM approval

# Share Price Evolution



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

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# **Guidance highlights**



# 2026 Guidance

## The Company **targets** to achieve in 2026

As the basis for its 2026 guidance, the Company assumes no additional disruptions to global trade or the world economy, air traffic, the supply chain, its internal operations and ability to deliver products and services.

The Company's 2026 guidance is before M&A and includes the impact of currently applicable tariffs.

Around

**870**

Commercial aircraft deliveries

Around

**€ 7.5 bn**

EBIT Adjusted

Around

**€ 4.5 bn**

FCF before Customer Financing

# Key Priorities

Safety,  
Quality,  
Integrity,  
Compliance,  
and  
Security

Deliver on the commercial  
aircraft ramp-up



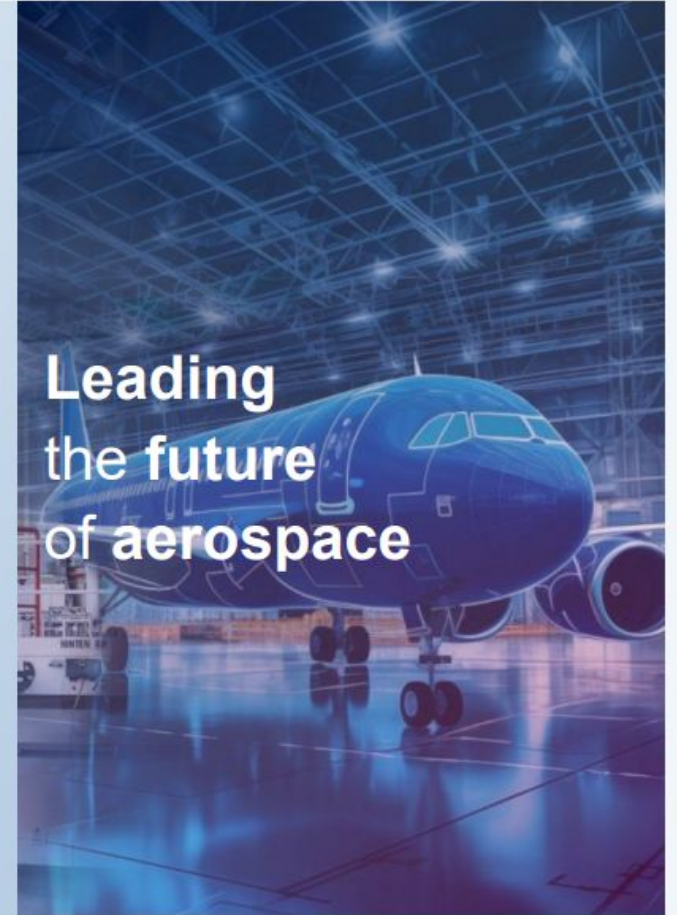
Play a key role  
in Defence



Maintain **strong commercial  
positioning** across  
businesses



Leading  
the future  
of aerospace



Deliver **profitable growth**