2026 | Business Update

21 July 2026

AIRBUS

WELCOME

Jean-Christophe Henoux
Head of Investor Relations and Financial Communication

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
- Adverse geopolitical events, armed conflicts and increased 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 3 “Geopolitical and Macroeconomic Environment" of the Notes to the Airbus SE Unaudited Condensed Interim IFRS Consolidated Financial Statements for the three-month period ended 31 March 2026 published 28 April 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.

This presentation is prepared in accordance with legacy standards (primarily IAS 1) and IFRS 18 has not been early-adopted.

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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17:35	Introduction
17:50	Financial perspective
18:05	Commercial Aircraft
18:20	Airbus Defence and Space
18:35	Airbus Helicopters
18:50	Closing remarks
19:00	Q&A
19:30	End

INTRODUCTION

Guillaume Faury
Chief Executive Officer

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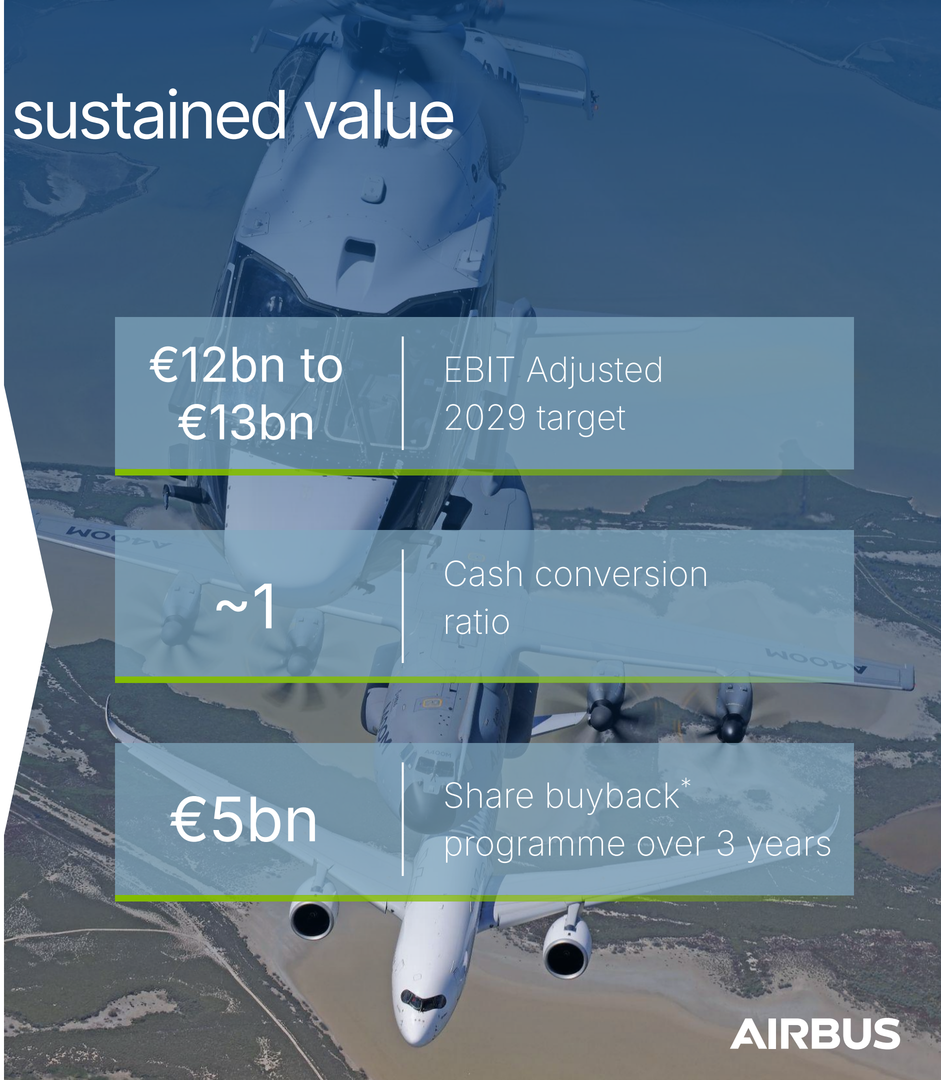
We are committed to delivering sustained value and returns to shareholders

- **Resilient** business providing **visibility**
- Operational capacity ready to **unlock value**
- Leveraging **defence momentum**
- Strong **team focused on execution**



€12bn to €13bn	EBIT Adjusted 2029 target
~1	Cash conversion ratio
€5bn	Share buyback* programme over 3 years

* SBB can be suspended, modified or discontinued at any time at the Board discretion. Continued execution remains subject to continued shareholder authorisation.

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FINANCIAL PERSPECTIVE

Thomas Toepfer
Chief Financial Officer

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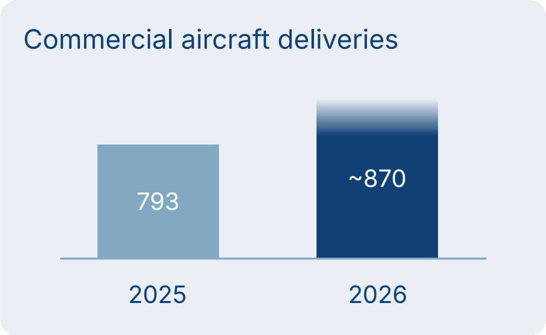
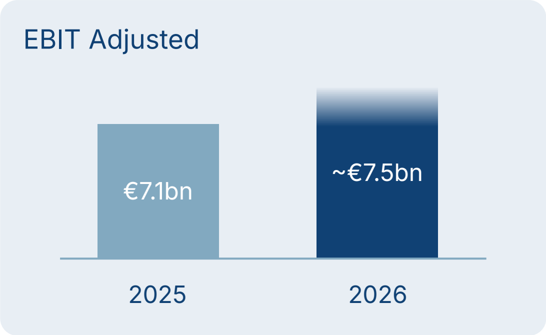
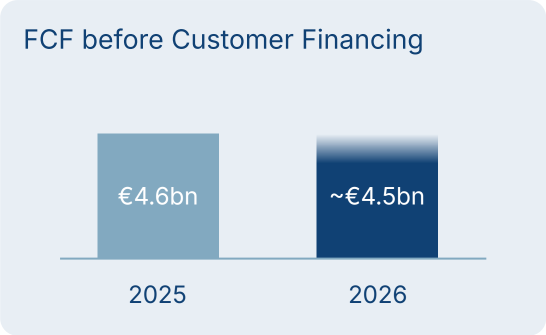
Building towards our mid-term target







2026 Guidance unchanged

A solid baseline to drive future growth

Charts for illustrative purpose - not to scale

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2029 profitability acceleration

€7.1bn

2025 EBIT Adj.

- ↑ A320 Family
- ↑ Widebody, A220 and Services
- ↑ Airbus Defence and Space
- ↑ Airbus Helicopters
- ↓ FX
- ↓ Investments in the future

€12bn to €13bn

2029 EBIT Adj. target

Main assumptions:

- No further disruptions to the global economy, air traffic, supply chains, or internal operations.
- Stable trade regulations and tariffs, consistent with current baselines.
- Exclusion of any potential M&A impacts.
- 2029 €/$ exchange rate of 1.22 (where a 1-cent deviation impacts EBIT by +/- ~€250m).

Chart for illustrative purpose - not to scale

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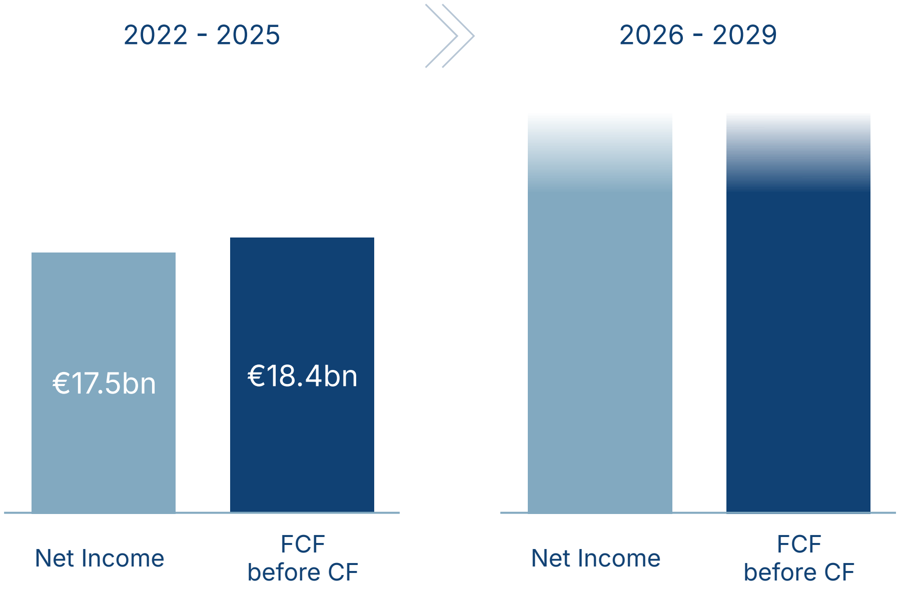
Successfully translating earnings to cash

Continuing to target a **cash conversion of ~1** while increasing nominal Free Cash Flow



2026-2029 FCF before Customer Financing reflecting:

- Expanding profitability
- Working capital management
- CapEx to increase moderately

Charts for illustrative purpose - not to scale

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Accelerating cash returns to shareholders

€5bn share buyback*

approved by the Board of Directors.
To be executed over 3 years.

Expecting to return **~60% of FCF generation** to shareholders through both dividend payments and share buyback.

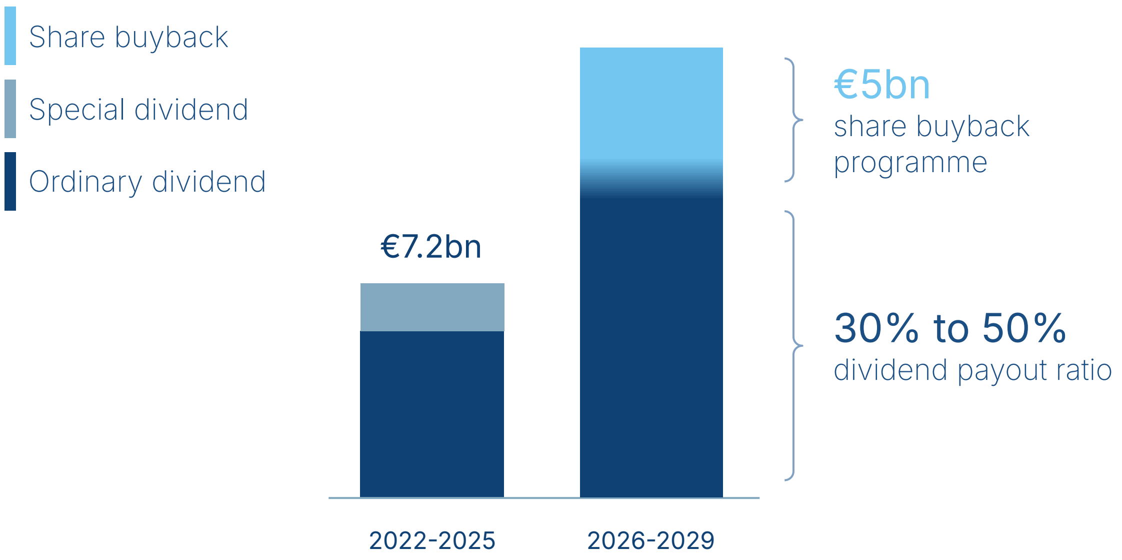

Chart for illustrative purpose - not to scale

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Delivering mid-term value

€12bn to €13bn	EBIT Adjusted 2029 target
~1	Cash conversion ratio
€5bn	Share buyback* programme over 3 years

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COMMERCIAL AIRCRAFT

Lars Wagner
Chief Executive Officer

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Serving the growing product & services demand

Market for new aircraft

~+4% CAGR

+42,060 new aircraft by 2045
PAX

Global Market Forecast 2026-2045

Airbus value and ambition

The **right platforms** and **superior products**

Increased **market share on Widebody**

Production rate trajectory:

- **A220** R13 in 2028
- **A320** R70-75 in 2027
- **A330** R5 in 2029
- **A350** R12 in 2028

Market for services

~+4% CAGR

49,000+ aircraft in service in 2044
PAX & Freighter

Global Services Forecast 2025-2044

Expanding our business through organic growth & targeted M&As

Leverage our **unique full life cycle aircraft offering**

2030 services ambition:

$10bn revenues

Greater resilience and rate readiness

Increased output

Supply chain resilience

Leverage **Aero Excellence™** as a recognised industrial maturity standard

Strengthen multi sources and multi sites for critical parts

Capacity ramp-up

All FALs delivering from 2026

All **sub-assembly lines** ramping up and former Spirit AeroSystems assets under our control

Improved quality

Operational excellence

Strengthened **culture change and Zero defect** initiative launched in 2026: Target to reduce non quality by 50% by 2027

People upskilled

Increase certification to level 2-3 to perform quality checks

New '**Operations academy'** enhancing our learning development

Our global teams and partners are **ramping up on all programmes** while improving execution to better serve our customers

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Delivering on our profitability ambition

Main drivers

2025 to 2029

- ↑ Additional volume
- ↑ Mix benefit
- ↑ Greater operating efficiency
- ↓ Investments in the future

2029 Airbus ambition

Chart for illustrative purpose - not to scale

* Assuming a 2029 €/$ EBIT rate of 1.22

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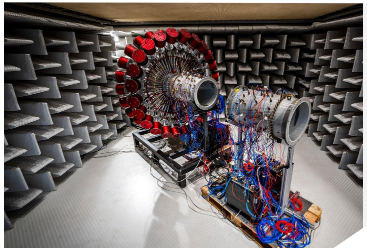
Pioneering and innovating to shape a sustainable future

Incremental developments
creating value



Maturing **technological**
bricks

Launching **NextGen Single Aisle**

Rebalancing aftermarket
business models

Enablers & catalysts: *Artificial intelligence and 2035 transformation*

2026	2029	2035+
Execute today	**Enable** tomorrow	**Prepare** our future

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AIRBUS DEFENCE AND SPACE

Mike Schoellhorn
Chief Executive Officer

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Defence and Space: Building momentum

Capitalising on our **recent successes**

€50bn+ Backlog YE'25	Securing the future growth
€0.8bn EBIT Adj. FY'25	Improving profitability & execution
Divisional & Space Transformation	Building the foundation for excellence

To continue serving the **growing demand for defence solutions**

01 Deliver on European strategic autonomy needs

02 Propose best-in class solutions

03 Capitalising on Europe's growing defence budgets

Focus on **profitable** growth

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Ramp-up acceleration and focused execution

- **MRTT** — Almost double production by 2030
- **Eurofighter** — R20+ by 2028; R30 as a scenario post 2029*
- **UAS** — Solid growth expected backed by innovative solutions
- **Services** — Getting prepared for the high intensity scenario
- **FCAS** — Build a European 6th generation fighter
- **Space Systems** — Significant ramp-up in all business segments
- **Connected Intelligence** — Building a sovereign cyber champion; Capitalise on booming satellite imagery market; Integrated air missile defence incl. c-UAS

Active **partnerships** and **collaboration**

Continuous building of **resilience**

Artificial intelligence enhancement across all solutions

* Eurofighter targeted ramp-up rates relate to major unit production

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Transforming the business to unlock value

2026	2027+

Airbus Defence and Space current organisation:

- Air Power
- Space Systems
- Connected Intelligence

Main Joint Ventures:

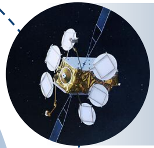
MBDA

arianeGROUP

Potential future organisation

Focused core business

Joint Ventures as strategic enablers



A new leading European player in space* | about €6.5bn Revenue FY'24 pro-forma

MBDA | €5.8bn Revenue FY'25

arianeGROUP | €2.6bn Revenue FY'25

* Completion of the transaction is subject to customary conditions including regulatory clearances, with the new company expected to be operational in 2027

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Delivering on our profitability ambition

Main drivers

2025 to 2029

- Volumes including European Defence upward trend
- Enhanced competitiveness
- Self-funded R&D in targeted areas

2029 Airbus Defence and Space ambition

Chart for illustrative purpose - not to scale

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AIRBUS HELICOPTERS

Matthieu Louvot
Chief Executive Officer

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Leveraging a growing market with resilience

Market for new helicopters

Civil market share
51% FY'25 (48% in FY'24) in units

Military market share
28% FY'25 (19% in FY'24) in units

Addressable
civil market
5.9% CAGR (2025-2031) in value

Addressable
military market
4.3% CAGR (2025-2031) in value

Civil
48%
Military
52%

Platforms
57%
Services
43%

FY'25 revenues

Robustness
through **balance**

Our Ambition

- **Maintain #1** in civil and para-public
- **Growth** in military exports
- **Leader** of uncrewed solutions
- **#1** in Services

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Executing on our ramp-up

Industrial enablers

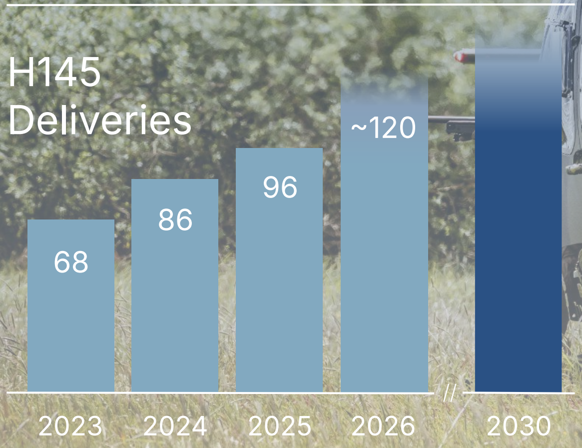
- **Next Gen factory** of rotors and transmissions
- **New final assembly line** in India

Resilient set-up

- Almost **24,000 qualified workers** worldwide
- **Global footprint** with 10 industrial sites

Continuously upgrading our platforms

- Doubled engineering hours in the last five years
- Constant updates for our 13 product families



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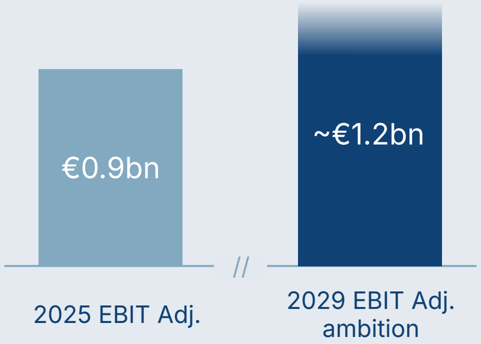
Delivering on our profitability ambition

Main drivers

2025 to 2029

- ↑ Ramp-up execution and cost optimisation
- ↑ Support & Services growth
- ↑ Military upward trend
- ↓ Investments in the future

2029 Airbus Helicopters ambition



- ↑ Civil value growth
- ↑ Increased military market share
- ↑ Leader of uncrewed solutions

Beyond 2029 additional levers

Chart for illustrative purpose - not to scale

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Enabling the future

Crewed-uncrewed teaming
A force multiplier

H140 and U145
Deliver on our trajectory and EIS

ENGRT and NGRC*
Preparing next generation in defence

Operational optimisation
Leveraged by artificial intelligence

Continuing our strategic priorities

Customer Loyalty | Innovation | Defence & Security | Sustainability

* European Next Generation Rotorcraft Technologies and Next Generation Rotorcraft Capability

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CLOSING REMARKS

Guillaume Faury
Chief Executive Officer

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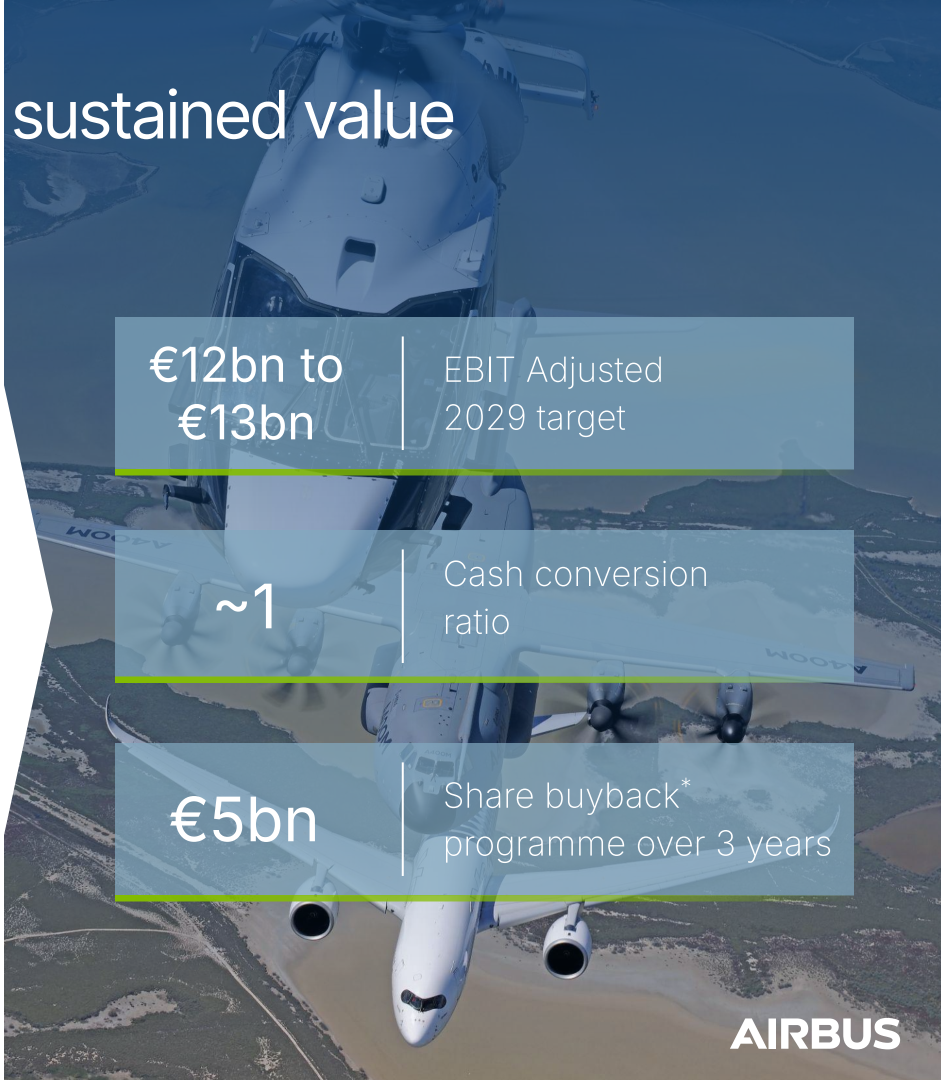
Resilient business providing **visibility**

Operational capacity ready to **unlock value**

Leveraging **defence momentum**

Strong **team focused on execution**



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