Aviation drives our global economy

Growth

Air traffic doubles every 15 years

- 3.6 billion Passengers
- 51.2 million Tonnes of freight
- $2.7 trillion Global GDP annually
- 62.7 million Jobs supported

Source: ATAG 2016
A commercial aircraft manufacturer with the two Divisions Defence and Space, and Helicopters

- 134,000+ Total workforce
- €1,060 billion Order book
- €67 billion Annual revenue
Commercial Aircraft's global workforce is united by a passion for aviation and restless desire to create better ways to fly.

- 54,000 Employees
- €49.2 billion Annual revenue*
- 6,771 Backlog
- 400 Operators

Data to end 2016
Our aircraft are a familiar sight around the world

Presence
An Airbus takes off or lands every 1.5 seconds

17,285 Aircraft sold
60 Produced monthly
10,514 Delivered
25,000+ Daily flights

Data to end June 2017
A320 - The most successful aircraft family ever

13,243 Orders
7,660 Deliveries
5,583 Backlog

A320
Superior comfort, lowest cost and highest reliability
A320neo – 20% lower fuel burn
We are in a growth industry

Strong and resilient passenger traffic growth

Over 33,000 new aircraft required by 2035

A market value of $5.2 trillion by 2035

MRO business by 2035: $1.8 trillion in total
Airbus – Commercial Aircraft – Industrial System

11 Industrial Plants
UK, GE, ES, FR

Ready for Flight
All components tested and certified

Technology Leader
CFRP, Metal, Assembly

Final Assembly Lines
3 continents
Industrial transformation strategy: Why

Remarkable ramp-up

Productivity

Technology and Automation

Digital solutions.

A comprehensive transformation that secures our near term commitments and enables our long term competitiveness.
Engaged Organization
Following a common mid-/long term view

Strategic Baseline
For plant development and evolution

Platform for Initiatives
Industrial transformation strategy: How

- **External**
  Benchmark & Intelligence

- **Internal**
  Technology & Processes

- **Engagement**
  Plants & Stakeholders
Industrial transformation strategy: What?

**8 Axis**
Covering Industrial

**42**
Main Initiatives

**11 plants**
Involved in the Definition

**> 20.000**
Employees affected

- DESIGN FOR INDUSTRIAL
- AGILE FOOTPRINT & FLEXIBLE EQUIPMENT
- BUY IN THE MAKE PRODUCTIVITY
- MANUFACTURING PROCESS CAPABILITY & PERFORMANCE
- MANUFACTURING DIGITALISATION
- FULL E2E Q-GATE ADHERENCE
- SOCIAL INNOVATION / ORGANISATION EMPOWERMENT
- STATION ENABLEMENT & LOGISTICS PERFORMANCE
What comes NEXT???

Communication

Future Trends

Dynamic update
Questions & Answers
Thank you