

the Company has competitive, mature products that are far from the end of their lifecycle.

The Company prepares for the future by creating more sustainable and environmentally sound products that will use modern Unmanned Traffic Management / Air Traffic Management (ATM) systems and respond to new challenges, such as for example a potential pilot shortage. Innovation has as an underlying target to respond to the Flight Path 2050 targets cutting CO₂ emissions by 75%, NOx emissions by 90% and noise emissions by 65% compared to levels from the year 2000. The Company is committed to these targets and will contribute to transforming the aerospace industry, its business conduct and pursue its ambition to build the future of flight.

The Company is excelling in innovation and exploring cutting-edge technologies enabling to create platforms that are easy to manufacture, more automated and more connected:

- easy to manufacture: define new ways of working, switching from product performance to industrial performance;
- more automated, with state of the art computer vision techniques for taxi, take-off and landing;
- more connected: anywhere, anytime, at the gate and in the air, and over oceans, *via* satellite and direct air-to-ground link, enabling enhanced passenger experience and more efficient operations and maintenance.

2019 set the technical foundations for neutral / zero emission commercial aviation led by the inauguration of the E-Aircraft System facility and working with European industry on shaping the next EU Aviation research programme:

- Urban Air Mobility: Vahana has flown over 80 full-scale test flights. CityAirbus full-scale demonstrator conducted its first take-off in May 2019;
- Inauguration of the Airbus China Innovation Center in Shenzhen;
- In-flight trials of connected cabin technologies and in-flight demonstration of autonomous take-off;
- Launch of “fello’fly” flight demonstrator project inspired by nature to flying in “V” shape to save energy and benefit from the “air up wash” of the leader to reduce fuel consumption and CO₂ emissions.

10. Customer Centricity

The Company's platforms, product solutions and services are designed with the customers in mind, helping them operate their products more efficiently and serve new markets, providing the best experience for their end users.

Throughout the Company, the Company continuously focuses on enhancing customer trust and loyalty, concentrating on both performance and behaviours leading to:

- improving customer satisfaction before, at, and after delivery;
- putting customer intimacy (understanding) at the centre of the Company's strategy and actions;
- delivering increased support and service offering.

In 2019, Airbus' transformation initiative Next Chapter helped to sharpen the Company's focus on end-to-end delivery and value creation, including customer value.

Taking advantage of digital technologies, Airbus streamlined its ways of working, thus improving transparency to the customers during the delivery process and in-service operations.

Airbus' exchange programme with customers ensured that the products and services address needs of customers and generate value for the business.

The focus was on sharing (promoting) the voice of the customer inside Airbus, giving its employees a better understanding of customer operations and needs.

Organisation of the Company's Businesses

The Company has organised its businesses into the following three operating segments: (i) Airbus (formerly Commercial Aircraft), (ii) Helicopters and (iii) Defence and Space. Beginning in 2017, the Company merged its Group structure with its largest division Commercial Aircraft. The merger provided the opportunity to introduce a single Airbus brand for the Company and all its entities, effective since January 2017. The segment formerly known as “Airbus Commercial Aircraft” is referred to as “Airbus”. The Company retains Airbus Defence and Space and Airbus Helicopters as Divisions. The chart set out in “— General Description of the Company and its Share Capital — 3.3.6 Simplified Group Structure Chart” illustrates the allocation of activities.

Airbus (Commercial Aircraft)

Airbus is one of the world's leading aircraft manufacturers of passenger airliners. Across all its aircraft families Airbus' unique approach ensures that aircraft share the highest commonality in airframes, on-board systems, cockpits and handling characteristics. This significantly reduces operating costs for airlines.

Since it was founded in 1970 and up to the end of 2019, Airbus has received net orders for 20,108 commercial aircraft from 421 customers around the world. In 2019, Airbus delivered 863 aircraft (compared to 800 deliveries in 2018) and received 1,131 gross orders (compared to 831 gross orders in 2018), or 82% of the gross worldwide market share (in terms of units) of aircraft with more than 100 seats (compared to 43% in 2018). After accounting for cancellations, net order intake for 2019 was 768 aircraft (compared to 747 aircraft in 2018). As of 31 December 2019, Airbus's backlog of commercial orders was 7,482 aircraft (compared to 7,577 aircraft in 2018).

In 2019, Airbus (Commercial Aircraft) recorded total revenues of €54.77 billion – representing 77% of the Company's revenues. See “— 1.1.2 Airbus”.

Helicopters

Airbus Helicopters is a global leader in the civil and military rotorcraft market, offering one of the most complete and modern ranges of helicopters and related services. This product range currently includes light single-engine, light twin-engine, medium and medium-heavy rotorcraft, which are adaptable to all kinds of mission types based on customer needs.

Airbus Helicopters delivered 332 helicopters in 2019 (356 in 2018) and received 310 net orders in 2019 (compared to 381 net orders in 2018). Order intake amounted to €7.18 billion (2018: €6.33 billion). Civil contracts accounted for 45% of this order volume, with military sales representing the remaining 55%. At the end of 2019, Airbus Helicopters order book stood at 695 helicopters (2018: 717 helicopters).

In 2019, Airbus Helicopters recorded total revenues of €6.01 billion, representing 8% of the Company's revenues. See “— 1.1.3 Helicopters”.

Defence and Space

Airbus Defence and Space is Europe's number one defence and space enterprise, one of the world's leading space companies and among the top 10 global defence enterprises. Defence and Space puts a strong focus on core businesses: space, military aircraft, missiles and related systems and services.

Airbus Defence and Space is organised in four Programme Lines: Military Aircraft; Space Systems; Connected Intelligence and

Unmanned Aerial Systems. Airbus Defence and Space develops, produces and maintains cutting-edge products, systems and services, enabling governments, institutions and commercial customers to protect people and resources.

In 2019, Airbus Defence and Space recorded total revenues of €10.9 billion, representing 15% of the Company's revenues. See "— 1.1.4 Defence and Space".

Summary Financial and Operating Data

The following tables provide summary financial and operating data for the Company for the past three years. See "Management's Discussion and Analysis of Financial Condition and Results of Operations".

REVENUE BY BUSINESS SEGMENT

<i>(In € million)</i>	2019	2018	2017⁽¹⁾
Airbus	54,775	47,970	43,486
Airbus Helicopters	6,007	5,934	6,335
Airbus Defence and Space	10,907	11,063	10,596
Subtotal segmental revenue	71,689	64,967	60,417
Transversal / Eliminations ⁽²⁾	(1,211)	(1,260)	(1,395)
Total	70,478	63,707	59,022

(1) 2017 figures are restated due to the application of IFRS 15.

(2) "Transversal / Eliminations" comprises activities not allocable to the reportable segments, combined together with consolidation effects.

ORDER INTAKE BY BUSINESS SEGMENT

	2019		2018		2017⁽¹⁾	
	<i>(In € billion)</i>	<i>(In percentage)⁽²⁾</i>	<i>(In € billion)</i>	<i>(In percentage)⁽²⁾</i>	<i>(In € billion)</i>	<i>(In percentage)⁽²⁾</i>
Airbus	65.8	80.7%	41.5	73.7%	143.4	90.3%
Airbus Helicopters	7.2	8.8%	6.3	11.3%	6.5	4.1%
Airbus Defence and Space	8.5	10.5%	8.4	15.0%	8.9	5.6%
Subtotal segmental order intake	81.5	100%	56.3	100%	158.8	100%
Transversal / Eliminations	(0.3)		(0.8)		(1.1)	
Total	81.2		55.5		157.7	

(1) 2017 figures have not been restated to reflect the application of IFRS 15.

(2) Before "Transversal / Eliminations".

ORDER BACKLOG BY BUSINESS SEGMENT

	31 December					
	2019		2018		2017⁽¹⁾	
	<i>(In € billion)</i>	<i>(In percentage)⁽²⁾</i>	<i>(In € billion)</i>	<i>(In percentage)⁽²⁾</i>	<i>(In € billion)</i>	<i>(In percentage)⁽²⁾</i>
Airbus	424.1	89.7%	411.7	89.1%	950.4	95.1%
Airbus Helicopters	16.6	3.5%	14.9	3.2%	11.2	1.1%
Airbus Defence and Space	32.3	6.8%	35.3	7.7%	37.4	3.8%
Subtotal segmental order backlog	473.0	100%	461.9	100%	999.0	100%
Transversal / Eliminations	(1.5)		(2.4)		(2.1)	
Total	471.5		459.5		996.8	

(1) 2017 figures have not been restated to reflect the application of IFRS 15.

(2) Before "Transversal / Eliminations".