Airbus' Strategic Ambition for the Middle East

MRO MIDDLE EAST
4 February 2026
Presented by Laurent Negre, Vice President Customer Services, Airbus Africa and Middle East

AIRBUS

A solid and fast-growing presence

3,500+
employees

60+
nationalities

50+ years
in the region

AFRICA & MIDDLE EAST

870+
Aircraft in fleet
O&Ds 2025 (full year)

500+
Helicopters in operation

300+
Military aircraft in operation

10
Satellites earth observation / telecommunication

MIDDLE EAST

AIRBUS

Zoom in on the UAE: **A Privileged partner to UAE prosperity**

Composite and Metallic Parts

95% of all Airbus widebody aircraft have parts manufactured in the country

Next generation development

Mentoring of a new generation of Emirati Aerospace engineers

MUBADALA STRATA A Mubadala Company Sanad A Mubadala Company EPI NSSTC National Space Science & Technology Center MOHAMMED BIN RASHID SPACE CENTRE

COMMERCIAL AIRCRAFT | MIDDLE EAST

20 years outlook breakdown and **the pathway for more efficiency**

GSF **main streams** **+3.6%** CAGR*

$ 29.9bn **2044**

$ 15.2bn 2025

Digital & connectivity **+7%** CAGR*

$ 2.4 bn

$ 0.7 bn

Training **+3.1%** CAGR*

$ 1.5 bn

$ 0.8 bn

Modifications & upgrades **+2.8%** CAGR*

$ 2.3 bn

$ 1.4 bn

A steady services growth powered by **expanding traffic**, **more modern fleets**, and **operational excellence**

On-wing maintenance **+3.2%** CAGR*

$ 2.7 bn

$ 1.6 bn

Off-wing maintenance **+3.5%** CAGR*

$ 20.8 bn

$ 10.8 bn

* Compound annual growth rate 2025 | 2044

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Skywise - **Data-driven Operational Efficiency**

A/C dispatch
Health monitoring
To the second

A/C availability
Predictive maintenance
1 to 2 weeks

A/C reliability
Reliability
1 to 6 months

Powered by Digital Alliance Partners

DELTA TechOps
General Electric
LIEBHERR Aerospace
Collins Aerospace An RTX Business
AIRBUS

Fleet Performance

+670 aircraft connected

+ One Unique platform for Tech Ops, Ground Ops and Flight Ops, unique in the industry

Major Repairs with Airbus

- Inspection, Assessment and Troubleshooting
- Customised Major Repair Solutions
- Supply and Management of Parts
- Advisory
- Repair Embodiment/Onsite Working Party
- Services as per Customer Request

EASA (EU)
FR.145.0100

GCAA (UAE)
UAE.145.1044

FAA (USA)
6BUY061C

DGAC
(Chile - Line Maintenance)
E-703 / E-703-1

TCCA
(Canada) 803-13

QCAA
(Qatar)
QCAA/FAMO/61

UK CAA (UK)
UK.145.01676

CAAC (China)
F03300443 / F04900445

CAAS (Singapore)
AWI / 431

JCAB (Japan)
JCAB.141
No alteration

*Type Rating: B1, B2, C

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New workforce
to train by 2044

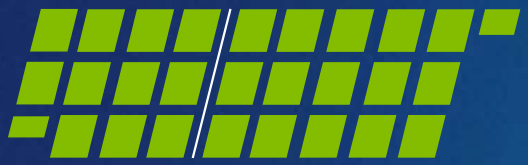
265,000

64,000
new technicians

69,000
new pilots

132,000
new cabin crew

Replacement / Growth



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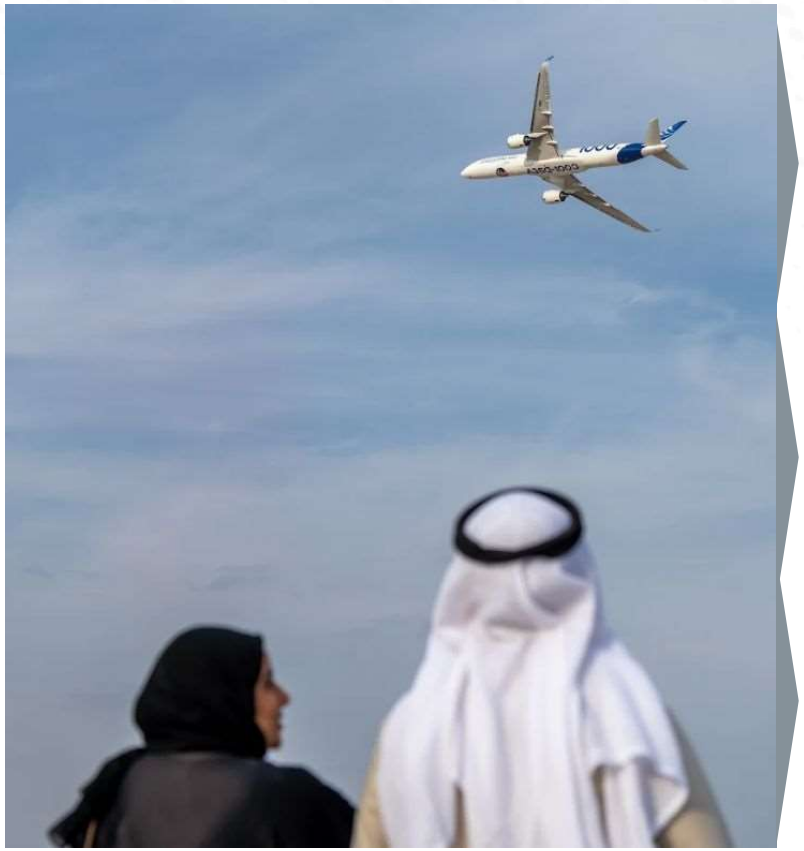
Fully committed to **Middle East growth and UAE future**



265,000 New workforce to be trained in the next 20 years

4,080 New aircraft deliveries between 2025-2044

29.9bn Services market end 2044

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Thank you

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