

Welcome to

HORIZON

2026



Romain Schoemaeker

HORIZON

2 0 2 6

24+

Distinct Departments represented, spanning
Digital, Engineering, Systems, Cabin, Offer, IT, R&T, Services
and Marketing

End-to-end business perspective

from R&T and system design → digital engineering → configuration & customisation →
product offer → marketing & customer-facing activities

40%

First-time attendance to the event, supported by strong
renewed participation

HORIZON

2 0 2 6

Resilient Operations

Securing Airbus Agility through a Sovereign
Digital Thread



TXT Group

€394.5m Revenues FY 2025

Solid Financial structure

Guaranteed by operating
excellence & innovation

July 2000
Listed on the Italian
Stock Exchange

STAR segment (TXT.MI)

20+

Locations
worldwide

30+
Certified Cross-
Industry Quality

Years
Experience

3000+
Specialized
Know-how

Specialized engineers &
professionals



Core Markets & Incidence



We are expanding across different markets, with a **growing footprint** in Aerospace, Aviation, Defense, Industrial, Automotive, Telco, Government and Fintech.

21%

+9%
vs. FY-22

FinTech

Discover

8%

Stable

Industrial & Automotive

Discover

26%

+26% YoY

Aerospace & Defense

Discover

15%

+54% YoY

Public Sector

Discover

30%

New market
M&A 2H-2024

Telco, Media & Gaming

Discover



Ecosystem of Excellences



Aerospace & Defense



**Software
Engineering**



**Smart
Solutions**



**Smart
Solutions**





PACE

7 Locations Worldwide

Continued growth and international business development

170 + Experts

Specialized engineers & professionals

30 Years Experience

Of Industry Focus and subject matter expertise

2024 Revenue: € 24M



Customer Base 360° Insights

Aircraft OEMs



Airlines



Product Suppliers & MROs



Academia & Research





Pace Suite

Smart Solutions for the Aerospace & Industrial Market

Preliminary
Design

Discover

Product
Configuration

Discover

Embedded
Graphics

Discover

Flight
Simulation

Discover

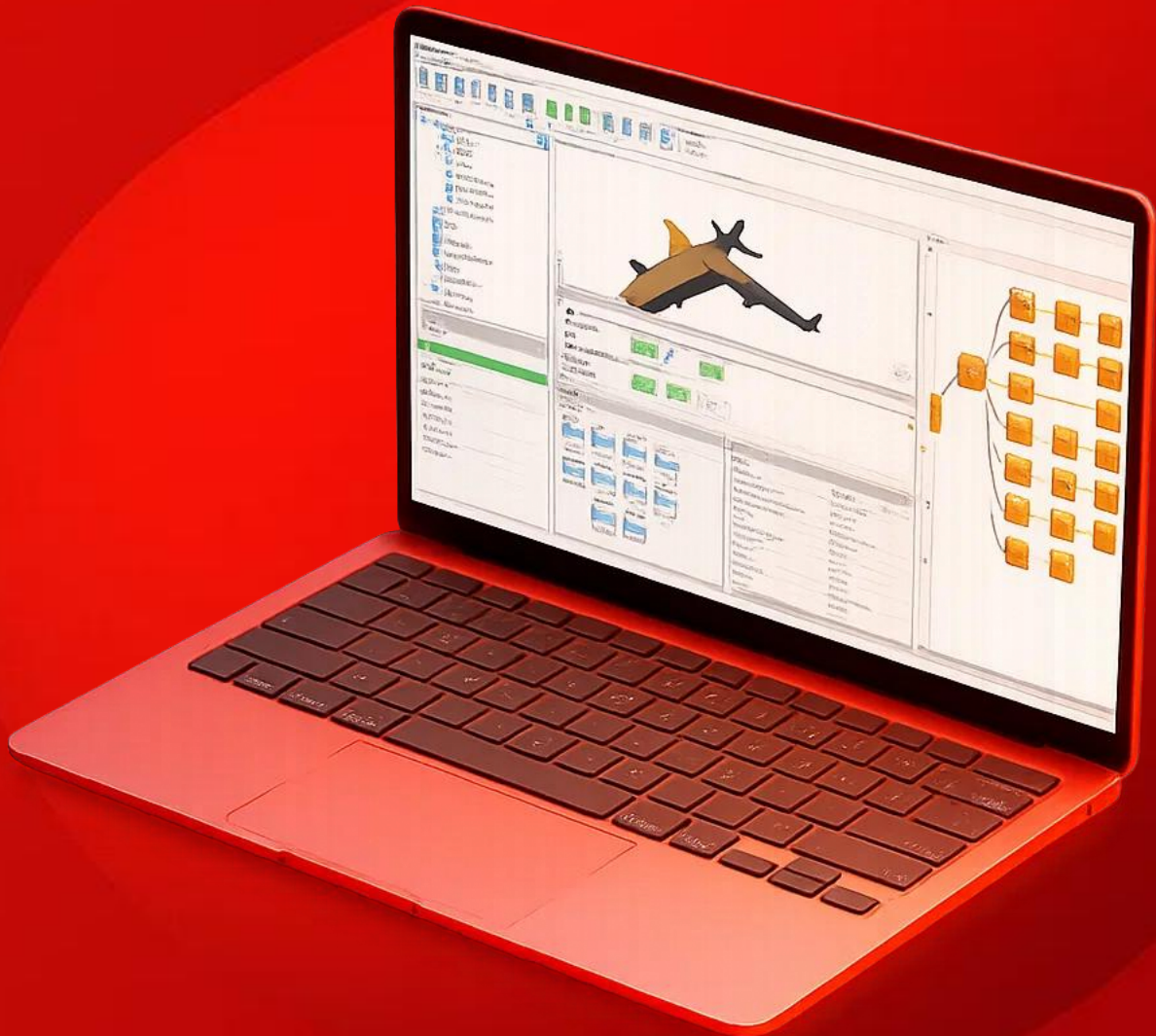
Virtual & AI
Training

Discover

Flight
Operations

Discover

Preliminary Design



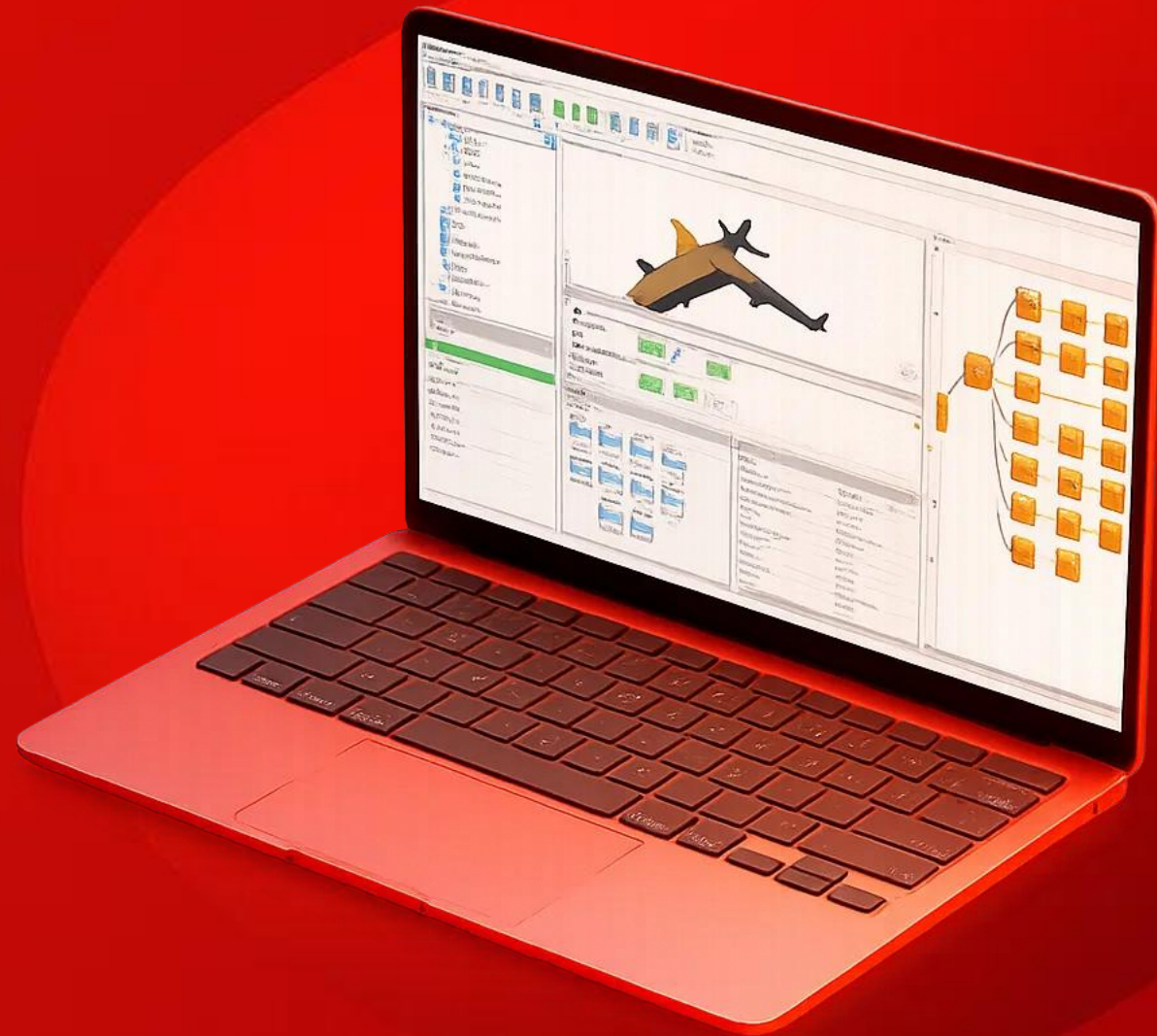
one integrated model
at aircraft-level, cross-system and in a physics-based environment.



Assess New Design
Modelling, Analysis, Sizing & Optimizations



Continuous Validation
Immediately Impact of changes on mission performance



Model & evaluate the aircraft as an integrated system
configure aircraft architectures and onboard systems, assess mission scenarios, and understand cross-system impacts on overall performance

Accelerate engineering studies
leverage ready-to-use methodologies and system libraries, with integrated performance diagrams, reports, and analysis outputs

Integrate with existing toolchains
connect FMU, Python, Matlab and executable models, with CLI/HPC capabilities for automation, large-scale studies and optimization

Keep engineering control
fully customize models and methods while keeping proprietary models and IP under customer control

Reduce tool ownership risk
replace fragile, hard-to-maintain in-house tools with a continuously developed platform backed by PACE support, training and customization

Lifecycle value
support aircraft-level engineering decisions across multiple development phases, from architecture choices to performance evaluation

Flight Operations



Reduce Fuel Burn

Reduce annual fuel burn by at least 1% to 2%



More Punctual Flights

Improves on-time performance and passenger comfort



Fewer Emissions

Significantly reduces CO2 and other pollutant emissions



Increased Awareness

Direct access to live weather, turbulences and traffic data

Discover



Market Leader



First introduced in 2007

30 years experience in aircraft performance and almost 20 years in in-flight optimization



40+ dedicated subject matter experts

Aerospace, mathematics, software background expertise contributed to 1M+ hours of product development



Future oriented product vision

Long-term product roadmap, participating in many R&D projects and working with the latest technology



19

Airlines

2500+

A/C Tails

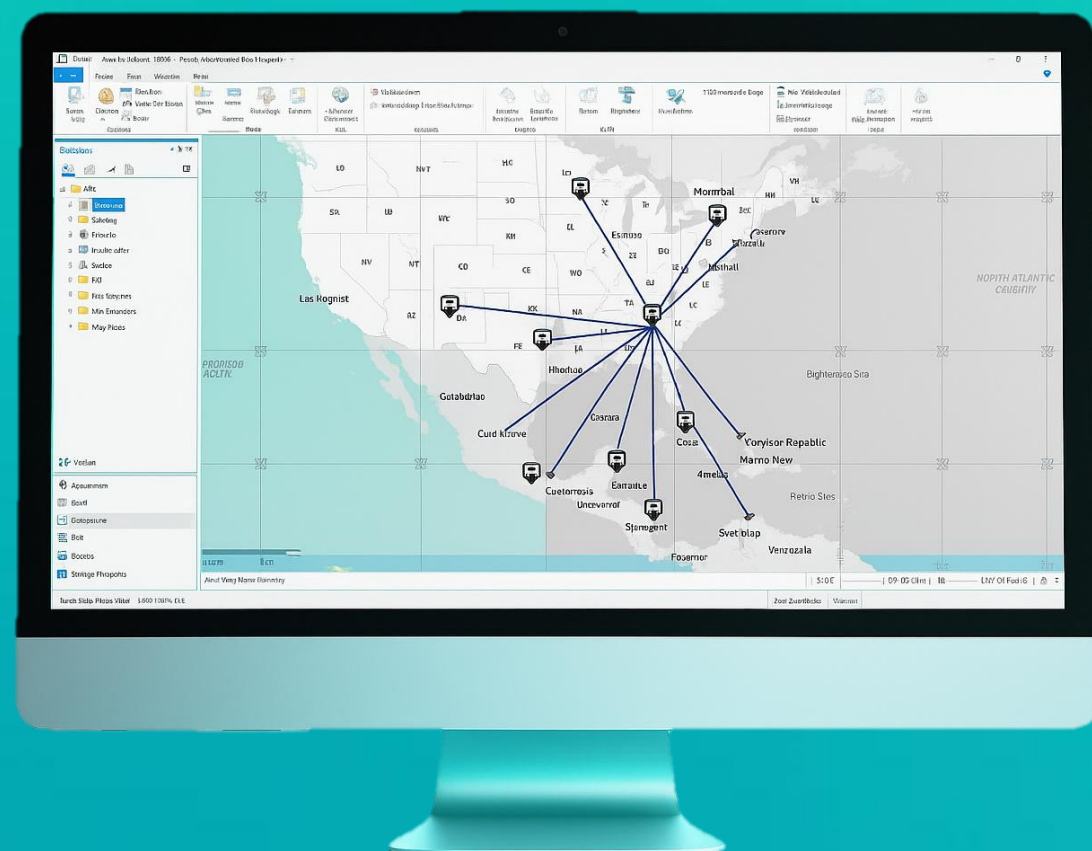
15000+

Daily flights

40000+

Pilots

Missions



Performance Analysis

Missions

Core application for comprehensive inflight performance and route network analysis

Airfield analysis

Calculate limiting take-off and landing weights with interface to manufacturers' SCAP modules

Enroute winds & TOLD temperatures

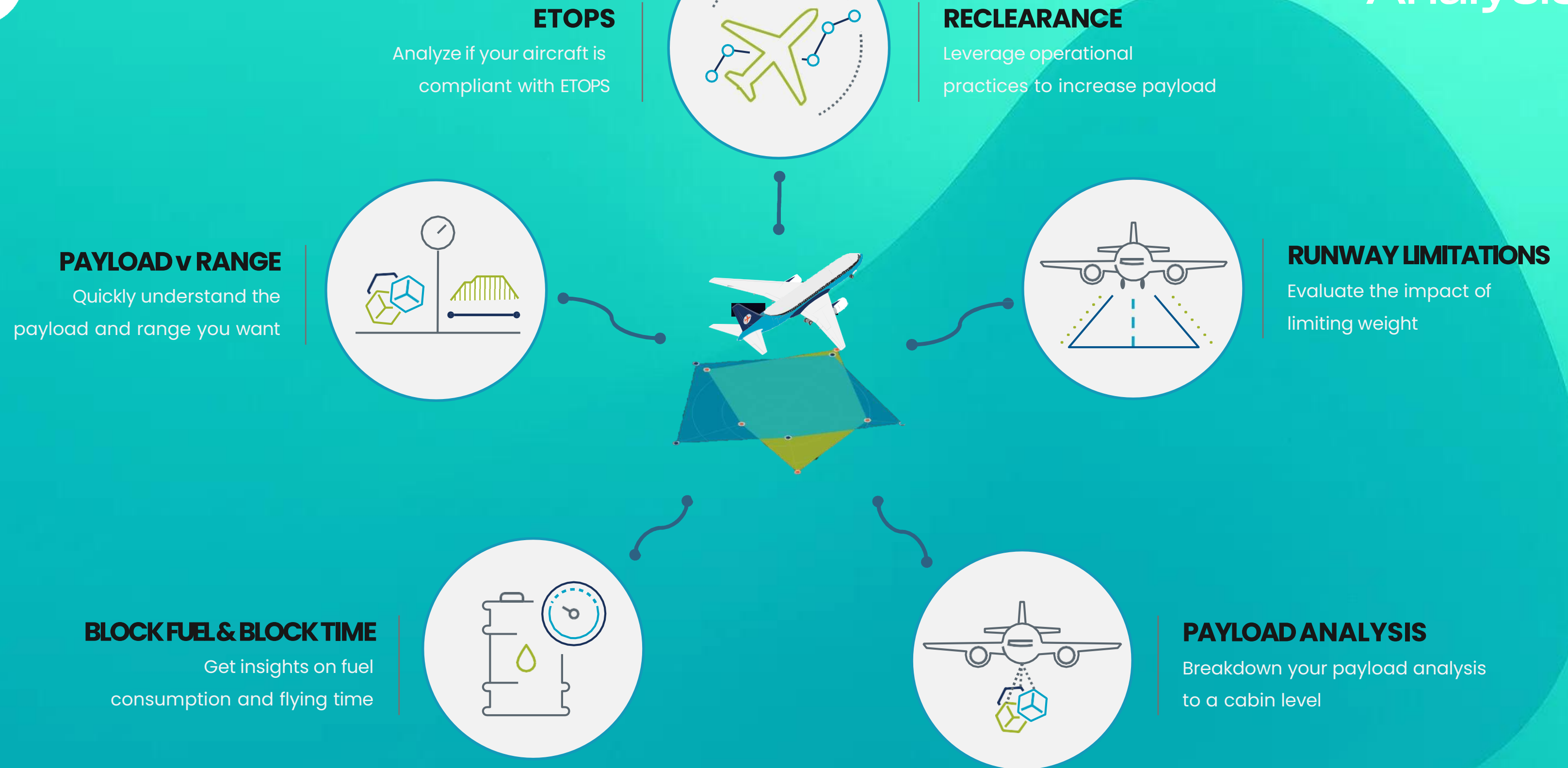
Select seasonality and reliability of winds and temperature to be used in calculations

Economics analysis

Allow for complex trade studies and competitive analysis of route and economic performance

Missions

Performance Analysis



Aircraft Configuration



Unified, **Web-First** Configuration Experience



End-to-End Aircraft Configuration Coverage with flexible coherent workflow

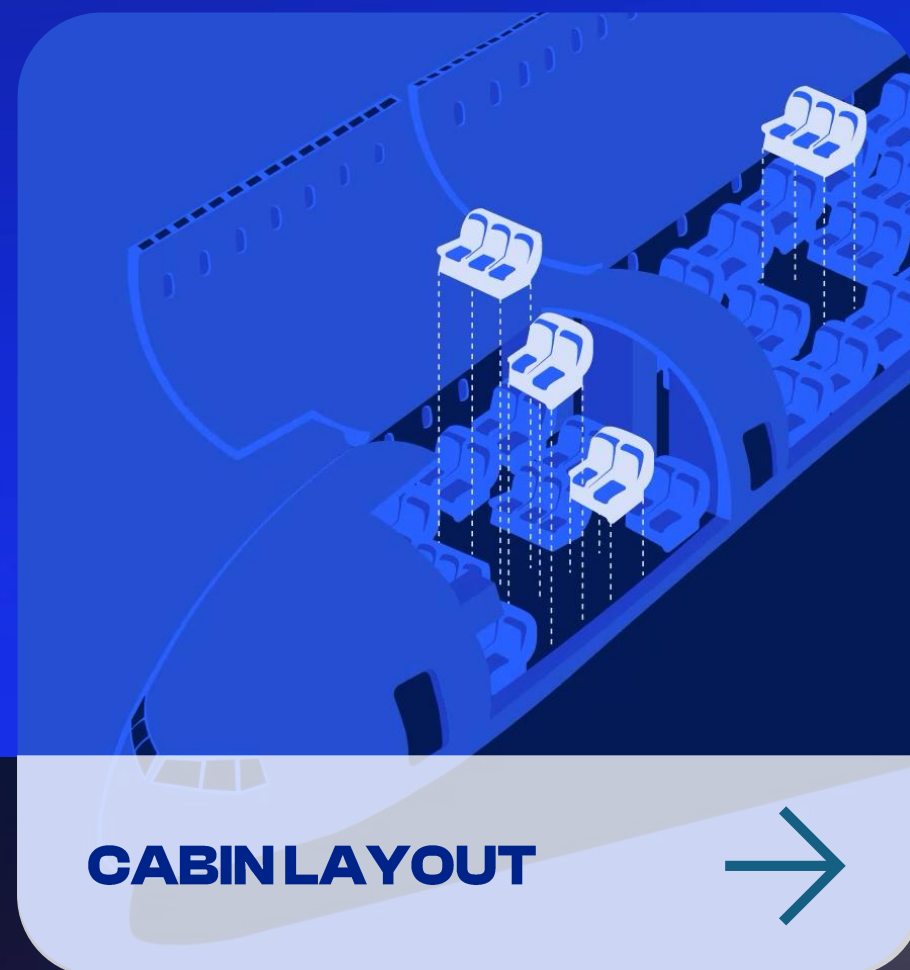


Real-Time 3D Visualization & Decision Support using rule-driven validation



Designed for Extensibility & Integration, to ensure full digital continuity





We cover the entire configuration process

With ACE, you can enhance efficiency, reduce errors, and ensure every step of the configuration process is done accurately and on time.

An Aircraft Configuration Environment with Digital Continuity Build-In

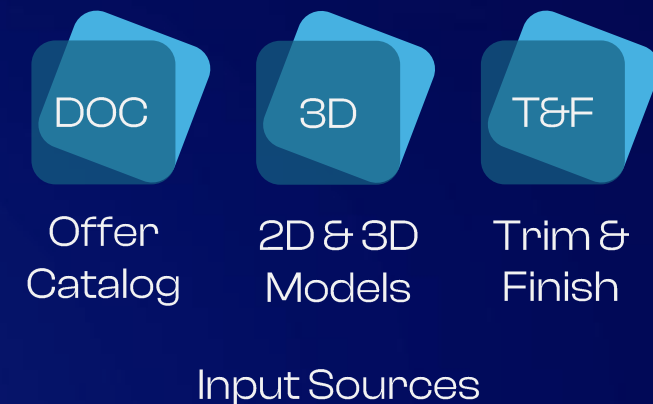


API
◀◀◀

Connectors & API
◀◀◀ ▶▶▶

Connectors & API
◀◀◀ ▶▶▶

Digital Continuity

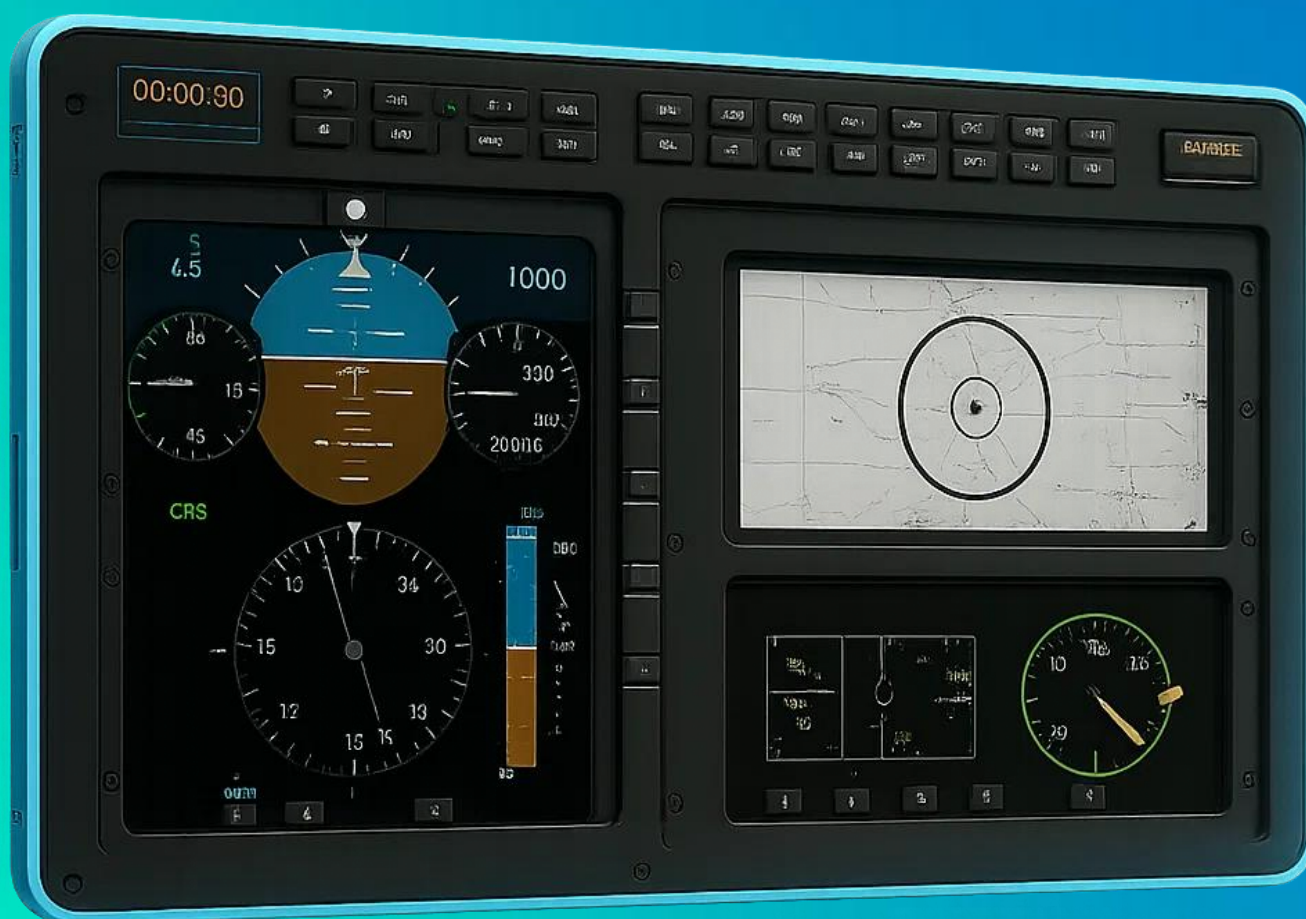


Engineering I/F



3rd Party Configurator





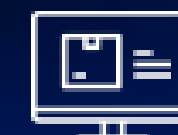
Embedded Graphics



Deploy **HMI design** to any system including multi touch & gestures

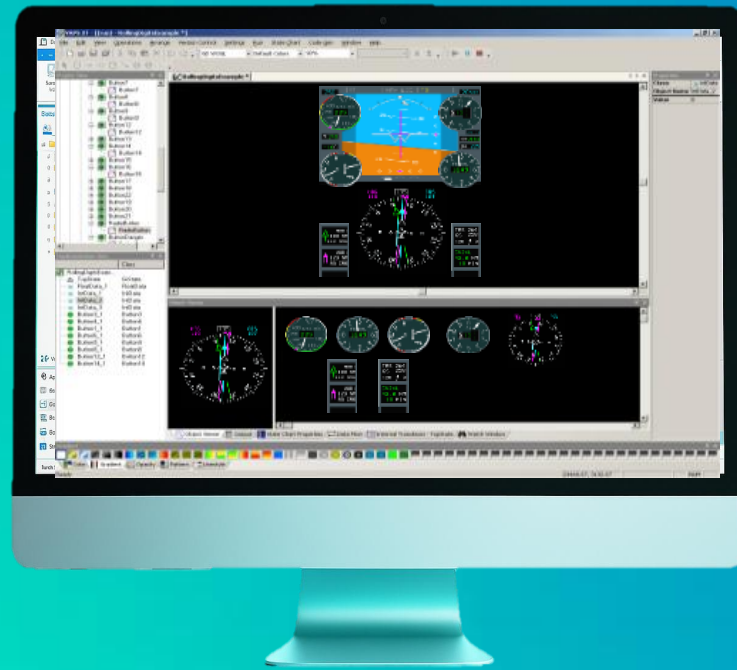


Rapid prototyping design & deployment Environment to create graphical displays



Supporting Aerospace Industry and open standards – **ARINC 661**

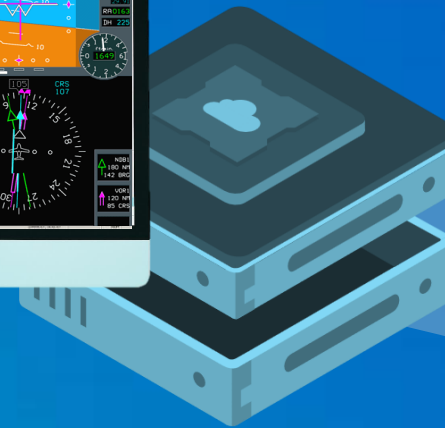
Design - Test - Deploy - Certify



APPLICATION
DESIGN

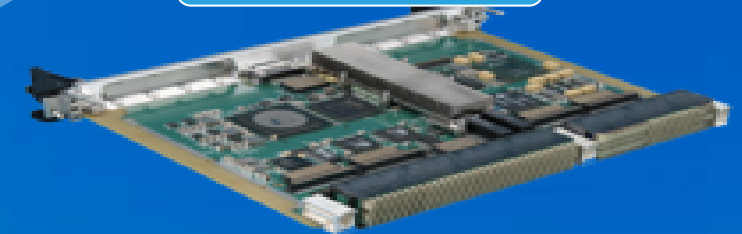


Prototyping & Test
Bench Simulation



AVIONICS

PLATFORM



EMBEDDED
SYSTEM

FINAL
PRODUCT



Virtual & AI Training



Collaborative Cloud based multi-Platform, **Device Agnostic**, Extended-Reality Solution



Saving on Virtual Training costs creation & Maintenance



Integrate with your **Internal Platforms**
LMS , PLM, Asset Managers



Enhance training with competency
Artificial intelligence driven analytics



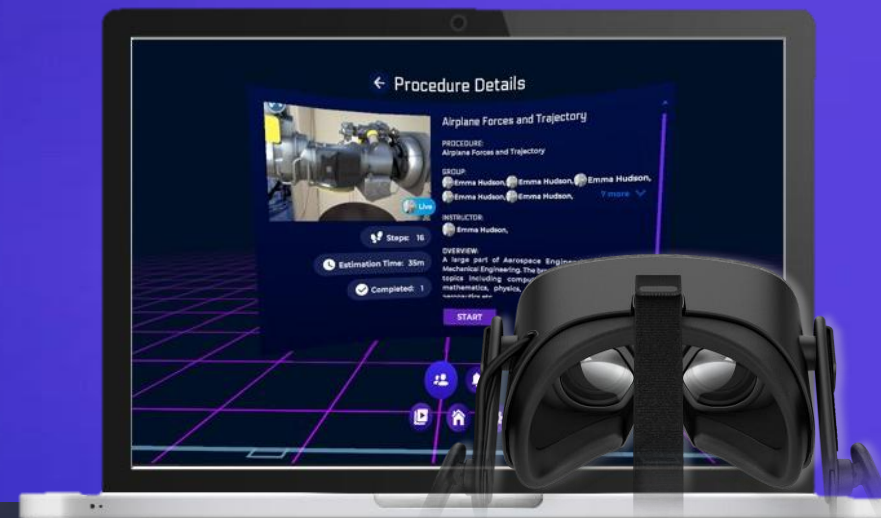


Create It. Distribute It. Play It.



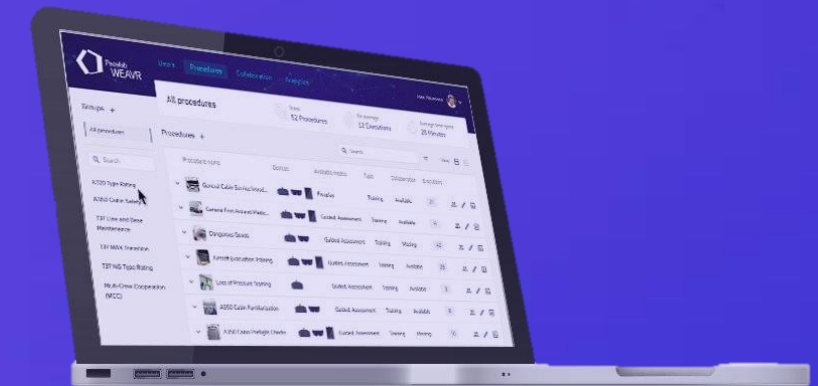
WEAVR Creator

Create one XR experience for all devices.
Design hands-on training using drag & drop functionality.



WEAVR Players

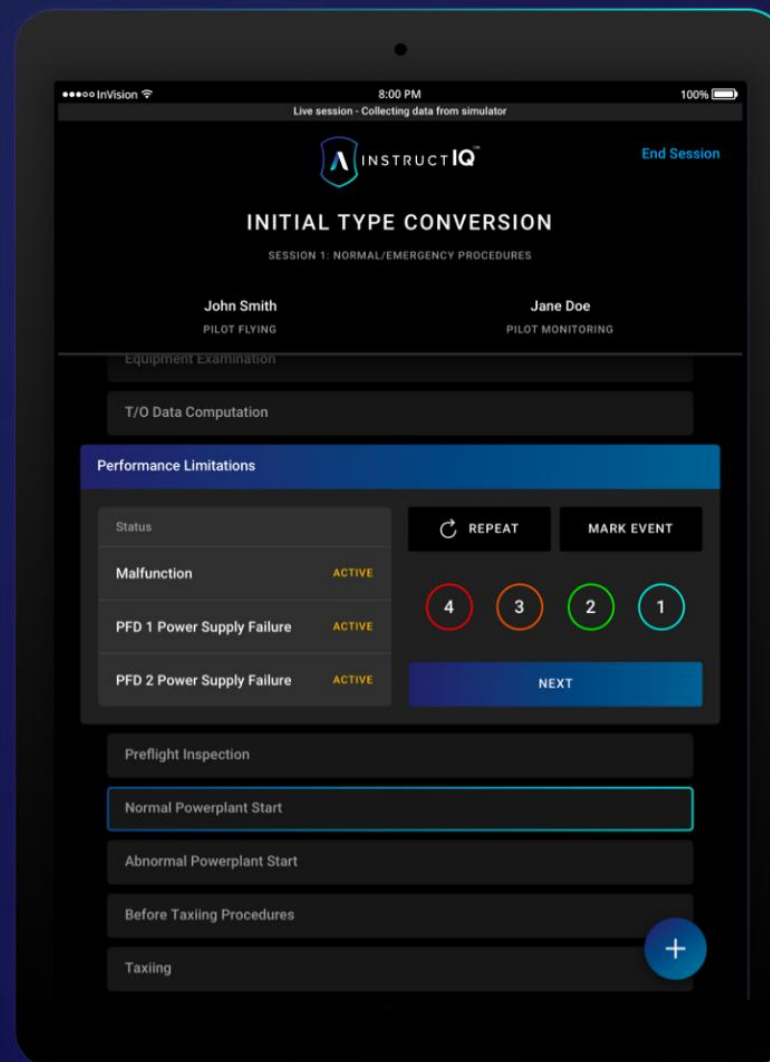
Create one XR experience for all devices.
Design hands-on training using drag & drop functionality.



WEAVR Manager

Create one XR experience for all devices.
Design hands-on training using drag & drop functionality.

Virtual & AI Training



Give instructors a second set of eyes



Outcome Focused

Training goals focused on competencies, not sim hours or checklists



Personalized Learning

progressed based upon demonstrated ability, not a fixed syllabus



Continuous Feedback

continuous assessments focus on development, not final exams

AI Powered CBTA

Competency Based Training and Assessment



Eliminates variability in instructor's assessments



Delivers **real-time insights** to support instructors



Unlocks
adaptive,
data-driven
training
paths



Reveals
patterns that
an instructor
might miss

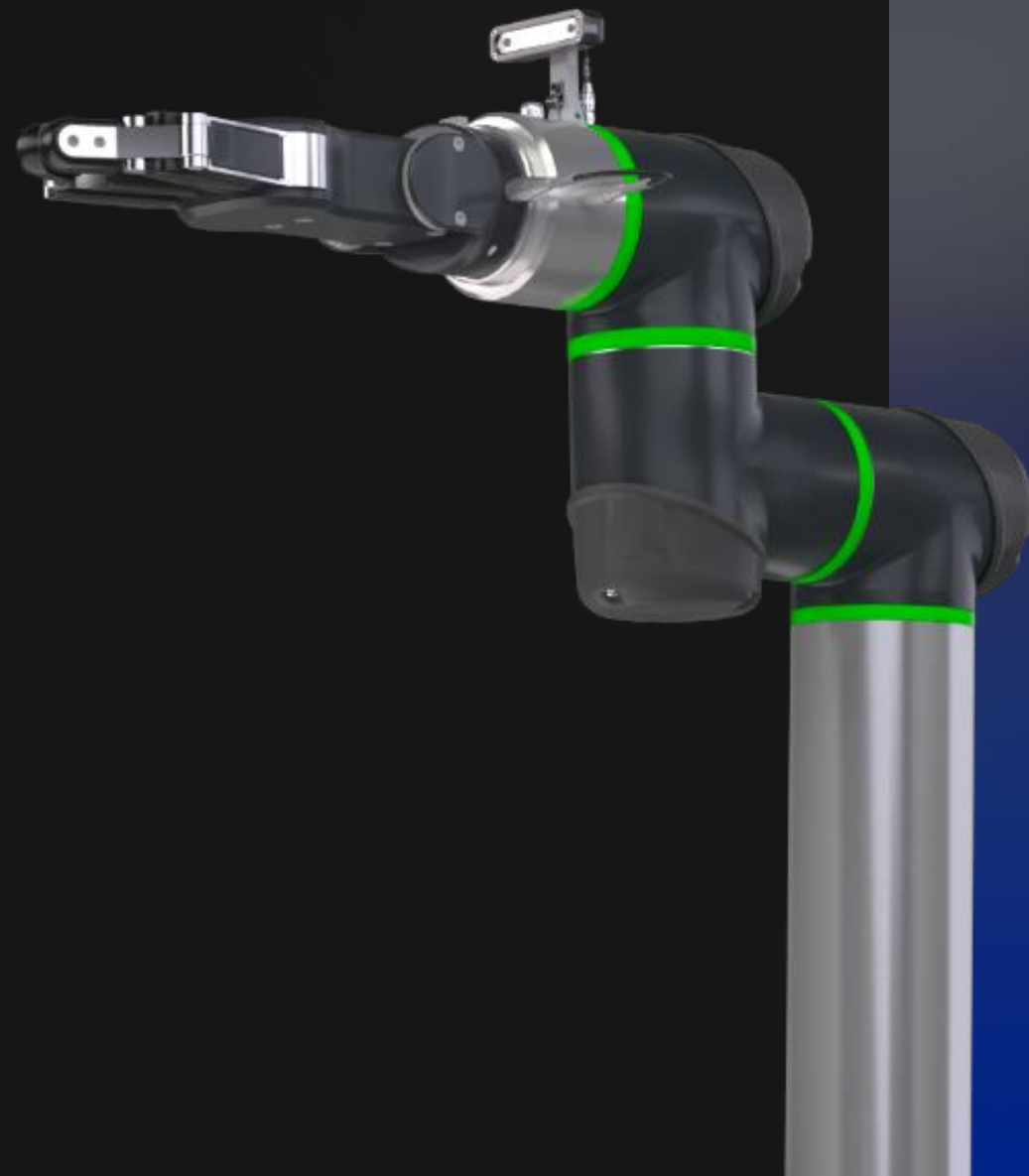




What is ARTO?

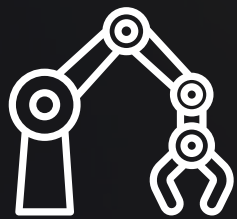
Automated Robotics for Testing Optimization (A.R.T.O.) is a system designed for complete automation of human-machine interface testing.

ARTO **executes** and **automates** the numerous repetitive tasks performed by test engineers during integration tests on both laboratory and real cockpits.



Maximize Efficiency and Drive Performance

with the highly flexible, modular and adaptable system, combining customizable software with specific hardware tailored to the specific laboratory requirements



Robotics

To interact with the cockpit and physically execute the tests.



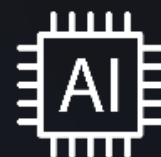
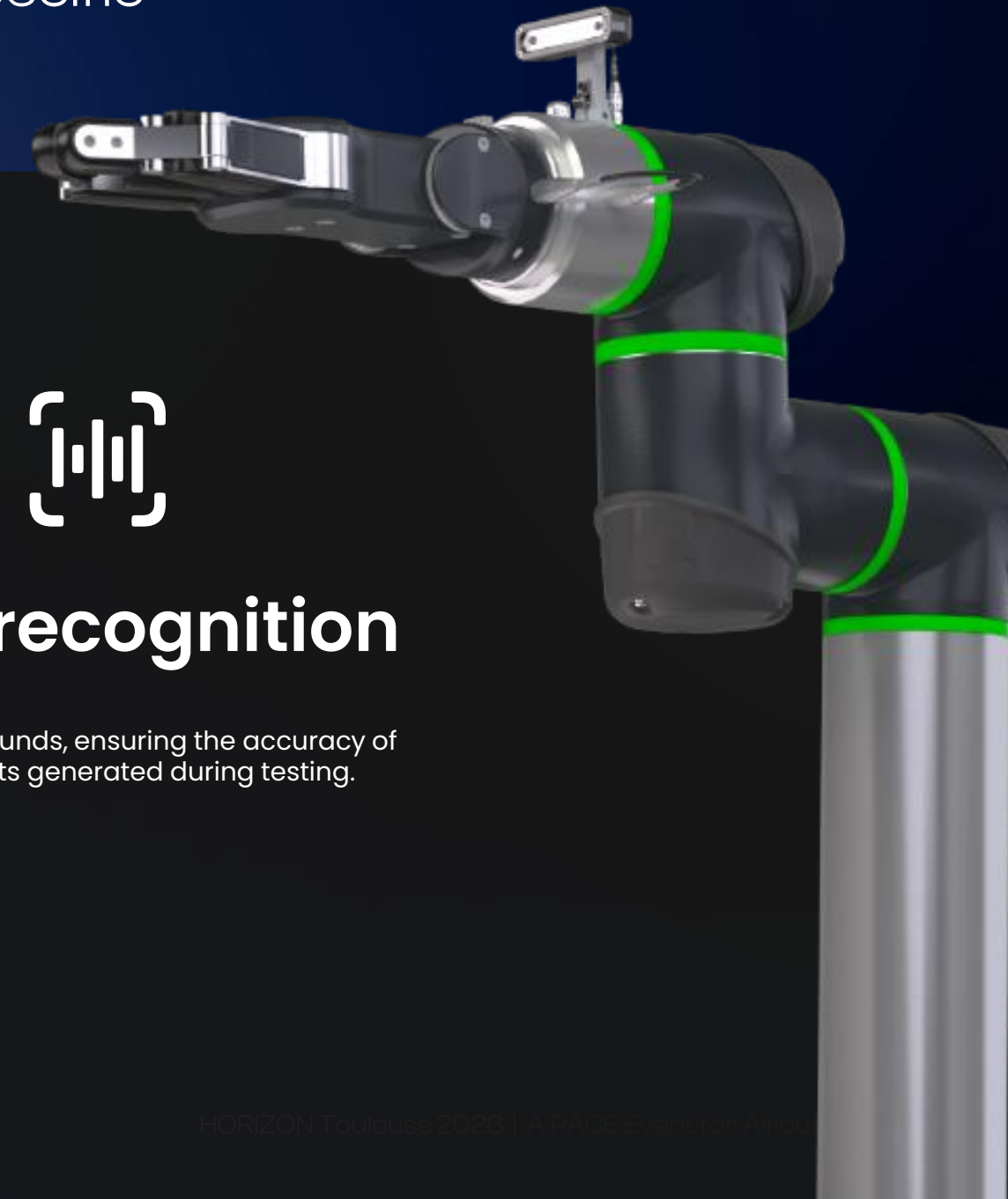
Computer vision

To analyze cockpit elements, automating the verification process traditionally done manually.



Aural recognition

To recognize sounds, ensuring the accuracy of audio outputs generated during testing.

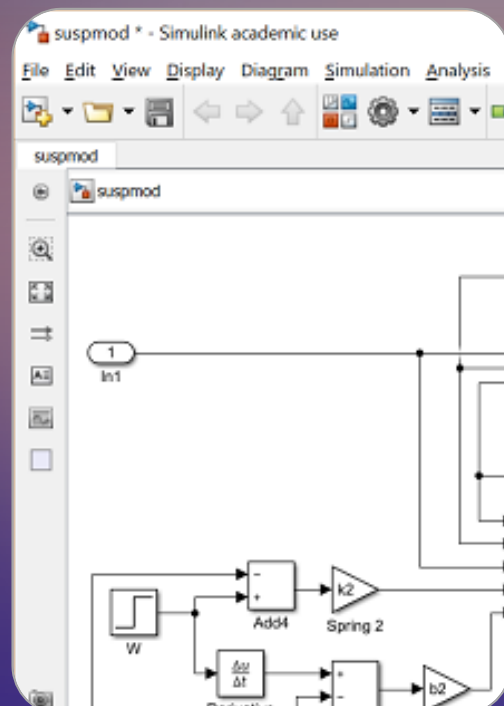


Training & Simulation Capabilities

Data Package



Dynamics & Systems



Avionics, Displays & Panels



Simulation Toolset



Environment & Scenario



Qualification Support



VR Trainer



Desktop Trainer



Virtual Cockpit Trainer



Flight Training Device



Full Flight Simulator

Long Lasting Collaboration



50+
TXT/PACE engineers
working with Airbus

5 PACE Software



30+
Years of Partnerships

7 M€ (50% proprietary software)
Revenues FY 2025

1995

1st PACE Customer
Future Projects Office

1999

Launch Customer of
First PACE Product
(Now Desmo)

~2000

Early customer of
VAPS and QCG
(Now VAPS XT)

2005

Launch Customer of
Cabin configuration tool
(Now part of Ace)

2013

Launch Customer of
Performance tool
(Now Missions)

2018

Started collaboration with
TXT for engineering services
(T&S and Avionics)

2024

PACE Selected and Early
Adopter as App Provider for
nFMS program

Strong Operational Userbase



ACE Platform
myCabin
myOffer
MCM
(Monument Configurator
Module)
CCMT
(Cabin & Cargo Mass Tool)

150+
Active users



VAPS Legacy
VAPS XT - part 1
VAPS XT - part 2

100+
Active users



Deployed Solutions

AIRBUS × PACE

Current ACE Footprint In-Production Usage

Deployed in Production:



- myCabin (~150 users) – Site License
- myOffer (30 users)
- Customized Solution:
 - EPAC-TDU (myCabin Module)
 - MCM (Monument Configuration Tool)
 - CCDR Connector (ACE API Interface)
 - CCMT (Cabin & Cargo Mass Tool)

Deployed Solutions



136 licenses in total, 65 on Active Maintenance.

Used in all Airbus entities:

- Airbus Canada: 2
- Airbus Defence and Space GmbH – Manching: 12 (+2 in 2026)
- Airbus Engineering Center India Private Limited: 3
- Airbus France S.A.S: 9
- Airbus Helicopter - Marignane 03: 26
- Airbus Helicopter Deutschland GmbH: 11

Ongoing Initiatives

nFMS Project – Early adopter Program Initiative

- Purpose initiative of this join is to allow EFB and new generation FMS to interact and integrate better, allowing for bi-directional exchange and creating more value for Airline customer.
- Integration test successfully conducted at Airbus Facilities in July 2026

Engineering Services

- System Development Engineering Service team supporting the Eurofighter project in Munich

HR Support / STELAR

- PACE/TXT have been selected as partner supplier of the STELAR Program

XR for Virtual Training – Augmented Factory Workers

- Interest in Airbus Digital services (Digital for Augmented Worker) about Pace WEAVR to support innovation and virtual training use case. PoC planned for 2026/2027

Airbus Helicopter Germany – ARTO System Testing

- Interest in ARTO for NH90 Testing, PoC planned for 2026

And More ... (VAPS Airbus India, DESMO ...)

Thank You !



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