



Company Profile

EADS – Shaping the future of aerospace and defence

EADS provides global leadership in aerospace, defence and related services. The Group includes **Airbus** as the leading global manufacturer of the most innovative commercial and military aircraft, with Airbus Military covering tanker, transport and mission aircraft. **Astrium**, the European leader in space programmes and the third biggest space provider worldwide, is active in all space activities, from large-scale space systems to satellite services. **Cassidian**, worldwide leader in state-of-the-art solutions for armed forces and civil security worldwide, also makes EADS the major partner in the Eurofighter consortium and a stakeholder in the missile systems provider MBDA. **Eurocopter** is the world's primary helicopter manufacturer in the civil sector, offering the largest civil and military helicopter range in the world. With its products it accounts for one third of the world's entire helicopter fleet, having captured about 50% of sales for civil and parapublic helicopters in 2011.

EADS employs nearly 135,000 people at more than 170 sites worldwide. In 2011 alone, EADS hired over 5,000 new permanent employees. In 2012, EADS will recruit more than 9,000 employees in total, including more than 5,000 permanent recruitments. With strong roots in the domestic markets of France, Germany, UK and Spain, EADS is increasing its international footprint: around 75% of the products are exported and around half of revenues are generated outside of Europe. Thanks to a network of more than 30 Representative Offices, the group is continually strengthening contact with its customers.

The Group's global strategy aims to pave the way for growth in this decade. By 2020, EADS plans to better balance its business of manufacturing Airbus' commercial aircraft by creating and maintaining a momentum of growth in all other activities of the Group. It plans to do so by increasing the services share of revenues from about 12% (level in 2010) to 20 to 25% as well as by further expanding its international footprint by sourcing up to 40% outside of Europe. Beyond the European and the U.S. core markets, EADS aims at establishing a strong third pillar in emerging countries in order to respond to the strongly growing business there. These bold steps will also shore the Group up against exposure to business cycles and Euro/Dollar exchange rates, while increasing long-term profitability. At the same time, EADS will remain strongly committed to its European roots.

Research and Development (R&D) plays an important role for EADS. Since its foundation, EADS has injected more than € 29 billion into self-financed investment, assigned to spur new technologies and future business. This makes EADS a world champion in self-financed R&D investment in the aviation industry. EADS continues to grow in important R&D areas in order to access a diverse pool of scientific and engineering expertise. Since its foundation, the Group has added to this expertise by creating well over 15,000 new high-tech jobs in Europe. EADS demonstrates its

leading role in aerospace and defence innovation with over 9,500 patents since its foundation.

In 2000, EADS arose through the uniting of German DaimlerChrysler Aerospace AG, the French Aérospatiale Matra, and CASA of Spain. Today, EADS is the best practical example of a truly successful European company. Not just contributing to the trade balance of its home countries, the Group has, since its foundation, almost tripled its European sourcing volume to € 33.8 billion in 2011. With orders worth over € 914 billion since 2000, EADS' order book has grown by four times from € 132 billion to € 526 billion. EADS also increased its net cash by more than factor eight to € 10.7 billion. In 2011, the Group generated revenues of € 49.1 billion, more than doubling the amount of € 24.2 billion in 2000.

EADS has integrated headquarters with central functions of the company located in both Munich and Paris under the lead of Chief Executive Officer Louis Gallois. Bodo Uebber is Chairman of the Board of Directors since April 2009.

The Board of Directors has designated Tom Enders to take over the role of CEO when Louis Gallois steps down at the end of his mandate on May 31, 2012. Concurrently, Arnaud Lagardère will assume the role of Chairman of the Board presently held by Bodo Uebber.