H1 Results 2011

29 July 2011

Louis Gallois CEO

Hans Peter Ring **CFO**











Safe Harbour Statement

Disclaimer

This presentation includes forward-looking statements. Words such as "anticipates", "believes", "estimates", "expects", "intends", "plans", "projects", "may" and similar expressions are used to identify these forward-looking statements. Examples of forward-looking statements include statements made about strategy, ramp-up and delivery schedules, introduction of new products and services and market expectations, as well as statements regarding future performance and outlook. By their nature, forward-looking statements involve risk and uncertainty because they relate to future events and circumstances and there are many factors that could cause actual results and developments to differ materially from those expressed or implied by these forward-looking statements.

These factors include but are not limited to:

- Changes in general economic, political or market conditions, including the cyclical nature of some of EADS' businesses;
- ▶ Significant disruptions in air travel (including as a result of terrorist attacks);
- Currency exchange rate fluctuations, in particular between the Euro and the U.S. dollar;
- > The successful execution of internal performance plans, including cost reduction and productivity efforts;
- Product performance risks, as well as programme development and management risks;
- Customer, supplier and subcontractor performance or contract negotiations, including financing issues;
- Competition and consolidation in the aerospace and defence industry;
- Significant collective bargaining labour disputes:
- The outcome of political and legal processes, including the availability of government financing for certain programmes and the size of defence and space procurement budgets;
- ▶ Research and development costs in connection with new products;
- ▶ Legal, financial and governmental risks related to international transactions;
- Legal and investigatory proceedings and other economic, political and technological risks and uncertainties.

As a result, EADS' actual results may differ materially from the plans, goals and expectations set forth in such forward-looking statements. For a discussion of factors that could cause future results to differ from such forward-looking statements, see EADS' "Registration Document" dated 19 April 2011.

Any forward-looking statement contained in this presentation speaks as of the date of this presentation. EADS undertakes no obligation to publicly revise or update any forward-looking statements in light of new information, future events or otherwise.



Highlights

Divisional Performance Guidance





H1 Highlights

Strong commercial momentum ongoing:

- Record Le Bourget air show for Airbus Commercial;
- ▶ A320neo commitments > 1,000 since December 2010 launch;
- A320 and A320neo families endorsed by American Airlines.
- Strategic roadmap progress successful completion of Vector Aerospace acquisition:
 - Further value creation opportunities identified and being studied.

> H1 Earnings highlights:

- Strong operating underlying performance especially from Airbus legacy programmes and favourable cost phasing;
- Usual seasonality pattern on institutional business;
- Nobust cash flow in H1, despite unfavourable phasing at Eurocopter and Cassidian. Free Cash Flow before Vector Aerospace € 0.25 bn.



H1 2011 Financial Highlights

in €bn	H1 2011	H1 2010	Change
Revenues of which Defence	21.9 <i>4.</i> 9	20.3 5.1	+8% -4%
EBIT* before one-off	0.7	0.6	+13%
Order intake	58.1	30.8	+89%
in€bn	June 2011	Dec. 2010	Change
Total Order book** of which Defence	453.8 55.6	448.5 <i>58.</i> 3	+1% -5%

- Strong order intake due to commercial aircraft momentum;
- Increase in EBIT* before one-off due to volume and pricing effects and favourable cost phasing, despite hedge rate deterioration and higher R&D.



^{*} Pre-goodwill impairment and exceptionals

^{**} Commercial order book based on list prices

H1 2011 EBIT* Before One-off

in €bn (for EBIT* before One-off by Division see slide 21)

EBIT* before one-off 2011

% Revenues

EADS Group

> 0.72 3.3%

AIRBUS Comm.

> 0.33 2.3%

AIRBUS **Military**

> 0.00 0.0%

AIRBUS **Division** 0.31

2.0%

One-off impacts:

Airbus Commercial

> \$ PDP mismatch and balance sheet revaluation

Other one-off

Eurocopter

NH90 and SHAPE

Other businesses

▶ Gain on disposal at EADS North America

EBIT* Reported

(0.10)

(0.01)

(0.06)

0.01

0.56



^{*} Pre-goodwill impairment and exceptionals

H1 2011 Profit & Loss Highlights

			ı		
	H	l1 2011	Н		
		in % of		in % of	
	€m	Revenues	€m	Revenues	
			400	0.00/	
EBIT*	563	2.6%	406	2.0%	
Self-financed R&D**	1,409	6.4%	1,301	6.4%	
EBIT* before R&D	1,972	9.0%	1,707	8.4%	
Interest result	(97)	(0.4%)	(114)	(0.6%)	
Other financial result	(269)	(1.2%)	5	0%	
Taxes	(45)	(0.2%)	(88)	(0.4%)	
Net income	109	0.5%	185	0.9%	
EPS***	€0.13		€0.23		
EPS before one-off	€0.44		€0.29		See slide 23

^{*} Pre-goodwill impairment and exceptionals

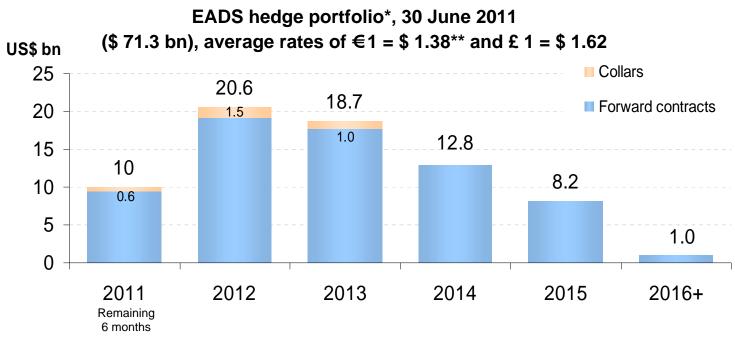


^{**} IAS 38: €46 m capitalised during H1 2011; €42 m capitalised during H1 2010

^{***} Average number of shares outstanding: 810,797,892 in H1 2011; 810,848,870 in H1 2010

Currency Hedge Policy

- ▶ Approximately 50% of EADS' US\$ revenues naturally hedged by US\$ procurement;
- In H1 2011, hedges of \$ 8.9 bn* matured at an average hedge rate of € 1 = \$ 1.37;
- ▶ In H1 2011, new hedge contracts of \$ 9.9 bn, including \$ 1 bn of options, were added at an average rate of € 1= \$ 1.38**.



Average hedge rates

€vs \$**	1.38	1.37	1.38	1.38	1.40	1.38
£ vs \$	1.76	1.62	1.58	1.58	1.61	1.58

Mark-to-market value = €+1.3 bn Closing rate @ 1.45 €vs. \$



^{*} Total hedge amount contains \$/€ and \$/£ designated hedges

^{**} Includes collars at their least favourable rates

Free Cash Flow

in €m	H1 2011	H1 2010
Net cash position at the beginning of the period	11,918	9,797
Gross Cash Flow from Operations* Change in working capital of which Customer Financing	1,083 (30) 102	874 (815) (267)
Cash used for investing activities** of which Industrial Capex (additions) of which Others	(1,237) (809) (428)	(796) (810) 14
Free Cash Flow before customer financing**	(184) (286)	(737) (470)
Change in capital and non-controlling interests Change in treasury shares Contribution to plan assets of pension schemes Dividend Others	(99) (20) (300) (179) (96)	(22) (8) (316) (5) 155
Net cash position at the end of the period	11,040	8,864

 $^{^{\}star}\,$ Gross Cash Flow from operations, excluding working capital change



^{**} Excluding change in securities and contribution to plan assets of pension schemes

Highlights Divisional Performance Guidance





> 11

20,773

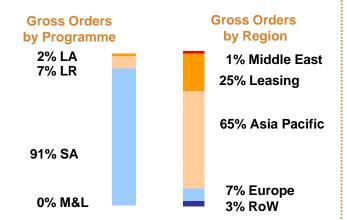
243

2 a/c

Airbus Division

Airbus Division (after elimination)

in € m H1 2011 H1 2010 **Deliveries** 263 a/c 258 a/c 15,312 Revenues 13,853 R&D self-financed** 1,134 1,024 in % of revenues 7.4% 7.4% EBIT* 202 104 in % of revenues 1.3% 0.8% Order book*** 407,094 405,027 in units*** Net orders***



Airbus Commercial (excl. A400M)

H1 2011	H1 2010
258 a/c	a) 250 a/c
14,464	12,965
1,120	1,021
7.7%	7.9%
223	241
1.5%	1.9%
386,101	385,677
3,934	3,355
640 a/c	117 a/c

Airbus Military (Former MTAD, incl. A400M)

H1 2011	H1 2010
7 a/c	9 a/c
1,112	1,007
14	3
1.3%	0.3%
3	(161)
0.3%	

22,061

235

1 a/c

- a) 5 A320 without revenue recognition in H1 2010
- Pre-goodwill impairment and exceptionals
- ** Capitalised R&D: €13 m in H1 2011 and €24 m in H1 2010
- *** Commercial a/c valued at list prices, units excl. freighter conversions



Airbus Division

Airbus Commercial (excl. A400M)

Revenues +12%

- Favourable volume effect: +4 LR, +6 SA, +3 A380 with revenue recognition;
- Pricing improvement, net of escalation.

EBIT* before one-off +23%

- Favourable volume, pricing improvement net of escalation;
- Hedge rate deterioration (€-0.16 bn);
- Higher R&D.

Airbus Military (incl. A400M)

Revenues +10%

2011 A400M revenue recognition (€ 0.4 bn).

EBIT* and EBIT* before one-off improving

 2010 EBIT impacted by fx revaluation of A400M LMC provision and under recovery of fixed costs.

Key Achievements

Ongoing commercial momentum with A320neo success;

A350 XWB Programme

- A350-900: manufacturing and pre-assembly of large components continues, EIS end 2013, challenging time schedule;
 - A350-1000: more powerful engines, EIS 2017;

Military Programmes

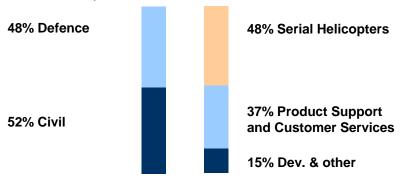
- A400M: flying test continues, engine issues under investigation;
- MRTT: delivery of 1st 2 A330 MRTT to Royal Australian Air Force.



Eurocopter

in€m	H1 2011	H1 2010
Revenues R&D self-financed** in % of revenues EBIT* in % of revenues Order book in units	2,171 102 4.7% 94 4.3% 14,116 1.109	2,109 94 4.5% 71 3.4% 14,740 1.194
	1,109	1,194

Revenue split



based on H1 2011 EADS external revenues

- * Pre-goodwill impairment and exceptionals
- ** Capitalised R&D: €9 m in H1 2011 and €12 m in H1 2010

Overview

- 192 new net orders booked, above the H1 2010 level, cancellation trend continues to slow.
- Light helicopter and US market in recovery.

Revenues +3%

• 205 deliveries compared to 249 h/c in H1 2010.

EBIT* +32%

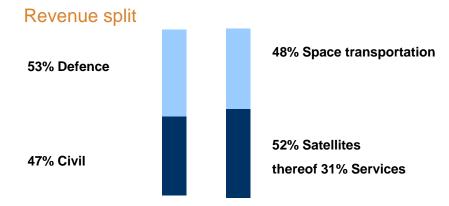
- Favourable mix from support and commercial deliveries;
- H1 2011 net charge of €-60 m for NH90 and SHAPE, (vs. €-70 m in H1 2010).

Key achievements

- Successful completion of Vector Aerospace acquisition;
- Cooperation and distribution agreement with Kazakhstan;
- Contract to upgrade 12 German Armed Forces NH90 TTH tactical transport helicopters;
- First NH90 naval version delivery to Italy which becomes the third NFH operator.

Astrium

in€m	H1 2011	H1 2010
Revenues	2,347	2,110
R&D self-financed	30	31
in % of revenues	1.3%	1.5%
EBIT*	103	106
in % of revenues	4.4%	5.0%
Order book	14,967	15,524



based on H1 2011 EADS external revenues

Revenues +11%:

- Higher activity in launchers and satellites;
- · Lower volume in services.

EBIT* -3%

- Higher volume and productivity in launchers and satellites more than offset by lower services activity;
- Implementation of AGILE will trigger some Non Recurring Costs and higher R&D later this year.

Order intake € 1.7 bn

- In Earth observation, Astrium selected as prime for:
 - Sentinel-4 Earth observation satellite as part of the GMES programme;
 - Galileo Full Operational Capability Ground Control Segment (GCS).
- Export telecommunication satellite for MEASAT, Malaysia.

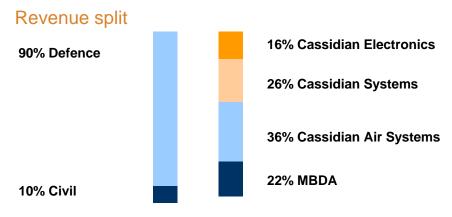
Key Achievements

- 44th consecutive successful Ariane 5 launch, delivered more than 10 tonnes into geostationary orbit for the first time;
- Work continues on the transformation programme, AGILE, to increase efficiency.



Cassidian

in€m	H1 2011	H1 2010
Revenues	2,133	2,183
R&D self-financed	113	123
in % of revenues	5.3%	5.6%
EBIT*	89	110
in % of revenues	4.2%	5.0%
Order book	16,461	18,548



based on H1 2011 EADS external revenues

Changing business environment

- Defence budget pressure:
 - Delayed order intake; high R&D expenses.
- Preparation of transformation programme at Cassidian on track to become effective in H2 with related Non Recurring Costs.

Revenues and EBIT* reflect changing business mix

• In line with expectations.

Key Achievements

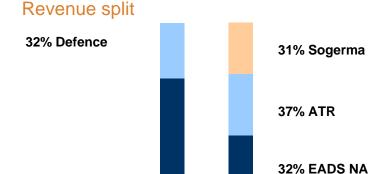
- Progress in UAS:
 - Agreement with Turkish Aerospace Industries to establish close co-operation on Talarion;
 - French DGA confirmed additional orders for the DRAC system for the French Army.
- First submarine launch of the SCALP Naval cruise missile, carried out by French DGA.

* Pre-goodwill impairment and exceptionals



Other Businesses

H1 2011	H1 2010
524 4 7.6% 12 2.3% 2.840	554 2 0.4% 0
	524 4 7.6% 12



based on H1 2011 EADS external revenues

Revenues -5%

 Higher passenger seat activity and rate increases at Sogerma more than offset by lower deliveries at ATR.

EBIT*

• EADS North America gain on disposal €+10 m.

ATR

- Historic Le Bourget: 60 orders and 37 options announced;
- H1 2011: 84 net orders, 17 deliveries compared to 27 in H1 2010; 2011 deliveries are backloaded.
- Backlog at 226 a/c compared to 117 in H1 2010.

North America

- 24 LUH deliveries compared to 22 in H1 2010.
- Divesture completed in May 2011.



68% Civil

Highlights
Divisional Performance

Guidance





Guidance

2011 guidance is based on €\$ 1.35

Airbus Orders & Deliveries:

Airbus deliveries: 520 – 530 commercial aircraft; Gross orders expected to be above 1,000.

Revenues:

EADS revenues above the 2010 level

EBIT* before one-off:

EADS still expects 2011 EADS EBIT* before one-off to remain stable compared to the 2010 level, at around €1.3bn. H2 EBIT before one off at Airbus will be clearly positive but lower than H1 due to higher R&D expenses and a less favourable mix.

EBIT*/EPS:

- Going forward, the reported EBIT* and EPS performance of EADS will be dependent on the Group's ability to execute on the A400M, A380 and A350 XWB programmes, in line with the commitments made to its customers
- Reported EBIT* and EPS also depend on exchange rate fluctuations
- At €1 = \$ 1.35, EADS still expects 2011 EPS to be above the 2010 level of €0.68; it may be below at €1 = \$ 1.45

Free Cash Flow:

Free Cash Flow is expected to be around €1 bn before investment for acquisitions

2012 EBIT* before one-off:

Should materially improve thanks to Airbus with volume increase, better pricing and A380 improvement



Appendix



EADS









H1 2011 Forex EBIT* Impact Bridge

in €m

Forex impact on EBIT*

- Deterioration of hedge rates (€: \$ 1.34 to 1.37)
 out of which Airbus
- One-time impacts
 - Revaluation of Airbus Commercial LMC provisions 2010
 - ▶ Revaluation of Airbus Military A400M provision 2010
 - Other one-off forex effect including PDP reversal

Compared to H1 2010 out of which Airbus Division

BRIDGE

(0.16) *(0.16)*

(0.04)

0.15

0.00

(0.05)

(0.05)





H1 2011 EBIT* Before One-off by Division

in €bn	EBIT* before one-off	On	One-offs		Reported EBIT*
Airbus thereof:	0.31		(0.11)		0.20
Airbus CommercialAirbus Military	0.33 0.00		(0.11)		0.22 0.00
Eurocopter	0.15		(0.06)		0.09
Astrium	0.10				0.10
Cassidian	0.09				0.09
Other Businesses	0.00		0.01		0.01
HQ & Eliminations	0.06				0.06
EADS	0.72		(0.16)		0.56

^{*} Pre-goodwill impairment and exceptionals



H1 2010 EBIT* Before One-off

in €bn	EADS Group	AIRBUS Comm.	AIRBUS Military	AIRBUS Division.
EBIT* before one-off 2010 % Revenues	0.64 3.2%	0.27 2.1%	(0.01)	0.26

One-off impacts:

Airbus Commercial	
\$ PDP mismatch and balance sheet revaluation	(0.1
Currency effect from revaluation of Loss Making Contract provisions A380, A350	0.1
Other one-off	

Airbus Military

Currency effect from revaluation of Loss Making Contract provisions A400M

Airbus Eliminations

Eurocopter

▶ Eurocopter one-time effects include a charge and margin adjustment for NH90, restructuring and KUH technical milestone recognition

EBIT* reported

(0.10) 0.04 0.03 (0.15) 0.02 (0.07)

^{*} Pre-goodwill impairment and exceptionals

Net Income Before One-off

in€m		1
	H1 2011	H1 2010
Net Income reported	109	185
One-offs in EBIT*	(160)	(230)
One-offs Financial Result	(188)	157
Tax effect on one-offs	104	22
Net Income before one-off	353	236
EPS before one-off ¹	€0.44	€0.29

Net Income before one-off excludes the following items:

- ▶ One-offs impacting the EBIT* line (as reported in the EBIT* before one-off)
- > The Other Financial Result, except the unwinding of discount on provisions

The tax effect is calculated at 30%



^{*} Pre-goodwill impairment and exceptionals

¹ Average number of shares outstanding: 810,797,892 in H1 2011; 810,848,870 in H1 2010

H1 2011 Financial Highlights

	H1 2011			H1 2010
	€m	in % of Revenues	€m	in % of Revenues
			CIII	
Revenues	21,936		20,308	
self-financed R&D**	1,409	6.4%	1,301	6.4%
EBITDA*	1,344	6.1%	1,148	5.7%
EBIT*	563	2.6%	406	2.0%
EBIT* before R&D	1,972	9.0%	1,707	8.4%
Net income (loss)	109	0.5%	185	0.9%
EPS***	€0.13		€0.23	
Net Cash position at the end of the period	11,040		8,864	
Free Cash Flow	(184)		(737)	

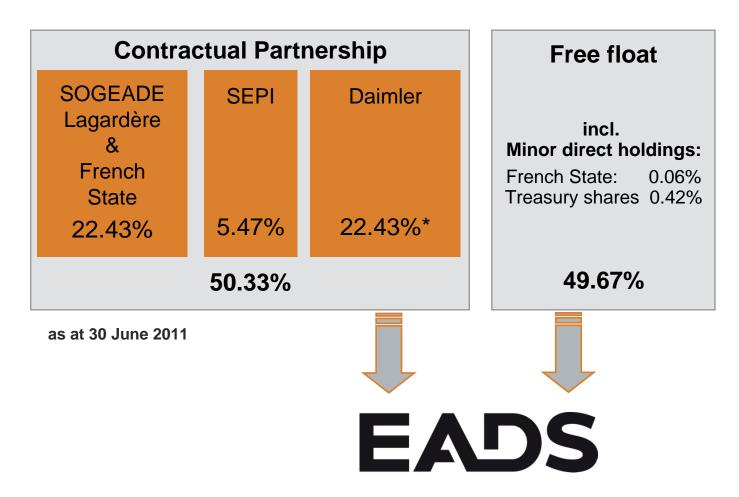


^{*} Pre-goodwill impairment and exceptionals

^{**} IAS 38: €46 m capitalised during H1 2011; €42 m capitalised during H1 2010

^{***} Average number of shares outstanding: 810,797,892 in H1 2011; 810,848,870 in H1 2010

Shareholding structure

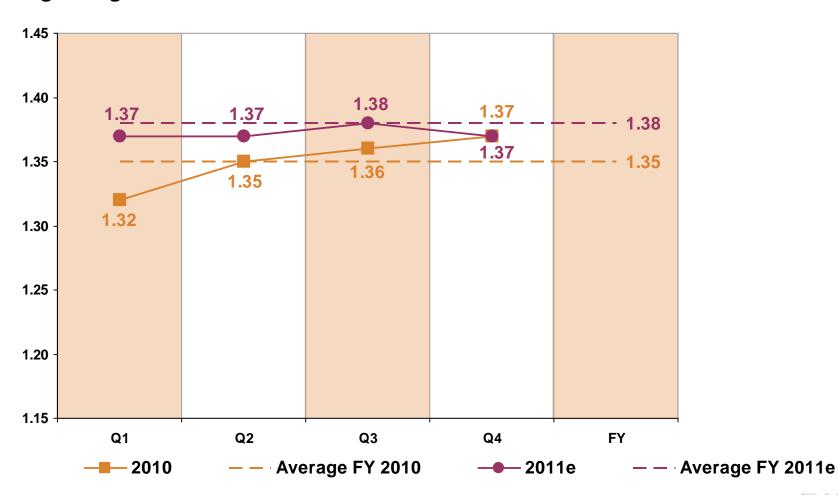


On 9 February 2007, Daimler reached an agreement with a consortium of private and public-sector investors by which it effectively reduced its shareholding in EADS by 7.5%, while retaining its voting rights over the entire 22.5% package of EADS shares at the time of the transaction.



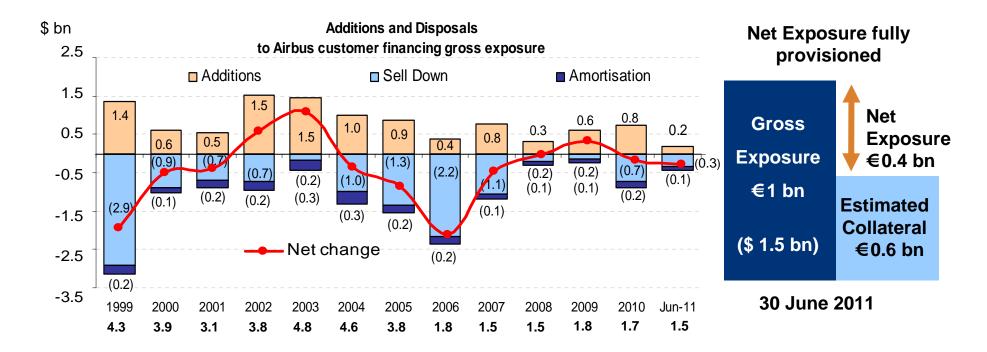
Expected EADS Average Hedge Rates €vs. \$

Average hedge rates €vs. \$



Airbus Customer Financing

Active exposure management



Gross exposure in \$ bn



Customer Financing Exposure

in	€m	1

Closing rate €1 =

Total Gross exposure

of which off-balance sheet

Estimated value of collateral

Net exposure

Provision and asset impairment

Net exposure after provision

100% AIRBUS			50% ATR			100%	EC
June 2011 \$ 1.45	Dec. 2010 \$ 1.34	Ju	ine 2011	Dec. 2010	Ju	ne 2011	Dec. 2010
1,007 248 (571)	1,266 333 (759)		91 43 (82)	115 46 (105)		84 44 (57)	89 48 (62)
436 (436) 0	507 (507)		9 (9) 0	10 (10)		27 (27)	27 (27)



Q2 2011 Key figures

in €bn	Q2 2011	Q2 2010
Revenues	12.1	11.4
EBIT*	0.4	0.3
FCF before customer financing**	(0.5)	0.5
New orders	49.8	16.4

	Revenues		EB	IT*
in €m	Q2 2011	Q2 2010	Q2 2011	Q2 2010
Airbus	8,299	7,589	87	97
Eurocopter	1,348	1,311	63	45
Astrium	1,176	1,186	51	65
Cassidian	1,255	1,255	81	89
HQ & Others	4	17	89	27
of which Other businesses	278	308	15	1
of which HQ & eliminations	(274)	(291)	74	26
Total EADS	12,082	11,358	371	323

^{*} Pre-goodwill impairment and exceptionals



^{**} Excluding change in securities

ır	1 3		m
••		_	

EBIT*

Exceptionals:

Disposal of Goodwill

Fair value depreciation

Profit before finance cost and income taxes

H1 2011	H1 2010
563	406
(22) (20)	0 (22)
521	384



Net Cash Position

in €m	June 2011	Dec. 2010
Gross cash	15,275	16,196
Financing Debts		
Short-term Financing Debts	(1,344)	(1,408)
Long-term Financing Debts	(2,891)	(2,870)
Reported Net cash	11,040	11,918
Airbus non-recourse debt	464	532
Net cash excl. non-recourse	11,504	12,450



>> 32

EADS: Strong Liquidity Position as at 30 June 2011

€3.0 bn Credit Facility			
	€4.2 bn Financing Liabilities (incl. €1.5 bn liabilities of EMTN)		
€15.3 bn Total Gross Cash Invested in highly rated securities	€11.1 bn Net Cash		

- Maturity 2016*, undrawn
- > Fully committed by 39 banks
- > No financial covenants
- **▶** No MAC clause

EMTN progamme

- > Long term rating:
 - ▶ Moody's: A1
 - **▶** S & P:

^{*}the facility provides for two 1-year extension options at the choice of the lender

Balance Sheet Highlights: Assets

in €m	June 2011	Dec. 2010
Non-current Assets of which Intangible & Goodwill of which Property, plant & equipment of which Investments & Financial assets of which positive hedge mark-to-market of which Non-current securities	41,630 11,554 13,349 4,973 1,399 5,910	41,197 11,299 13,427 4,837 602 5,332
Current Assets of which Inventory of which Cash of which Current securities of which positive hedge mark-to-market	44,004 22,991 5,146 4,219 868	41,990 20,862 5,030 5,834 364
Total Assets Closing rate €/\$	85,634 1.45	83,187 1.34



Balance Sheet Highlights: Liabilities

in €m	_	
	June 2011	Dec. 2010
Total Equity of which OCI (Other Comprehensive Income) of which Non-controlling interests	11,274 2,955 27	8,936 446 95
Total Non-current liabilities of which pensions of which other provisions of which financing debts of which European governments refundable advances of which Customer advances	28,414 4,825 2,951 2,891 5,941 8,765	30,481 5,037 3,176 2,870 5,968 8,817
of which negative hedge mark-to-market	678	2,109
Total Current liabilities of which pensions of which other provisions of which financing debts of which European gvts refundable advances of which Customer advances	45,946 184 5,535 1,344 257 25,622	43,770 184 5,582 1,408 52 23,285
of which negative hedge mark-to-market	314	821
Total Liabilities and Equity	85,634	83,187



Quarterly Revenues Breakdown (cumulative)

in €m	Q1		H1		9m		FY	
	2011	2010	2011	2010	2011	2010	2011	2010
Airbus Division	7,013	6,264	15,312	13,853		21,740		29,978
Thereof Airbus Comm.*	6,707	5,989	14,464	12,965		20,446		27,673
Thereof Airbus Military	434	384	1,112	1,007		1,540		2,684
Eurocopter Astrium Cassidian	823 1,171 878	798 924 928	2,171 2,347 2,133	2,109 2,110 2,183		3,085 3,226 3,470		4,830 5,003
			'	· ·		ĺ		5,933
HQ & others	(31)	36	(27)	53		33		8
of which other BUs of which HQ & elim.	246 (277)	246 (210)	524 (551)	554 (501)		805 (772)		1,182 (1,174)
Total EADS	9,854	8,950	21,936	20,308		31,554		45,752



Quarterly EBIT* Breakdown (cumulative)

in €m	Q1		H1		9m		FY	
	2011	2010	2011	2010	2011	2010	2011	2010
Airbus Division	115	7	202	104		296		305
Thereof Airbus Comm.**	125	6	223	241		328		291
Thereof Airbus Military	1	1	3	(161)		(35)		21
Eurocopter	31	26	94	71		121		183
Astrium	52	41	103	106		158		283
Cassidian	8	21	89	110		204		457
HQ & others	(14)	(12)	75	15		5		3
of which other BUs of which HQ & elim.	(3) (11)	(1) (11)	12 63	0 15		(6) 11		25 (22)
Total EADS	192	83	563	406		784		1,231



Pre-goodwill impairment and exceptionals

^{**} Airbus Commercial incl. EFW and excludes A400M

Quarterly Order intake Breakdown (cumulative)

in €m	Q1		H1		9m		FY	
	2011	2010	2011	2010	2011	2010	2011	2010
Airbus Division	3,748	11,158	52,394	24,542		47,949		68,223
Thereof Airbus Comm.*	3,647	11,035	52,086	24,302		47,384		68,210
Thereof Airbus Military	105	146	319	285		626		152
Eurocopter Astrium Cassidian	779 781 821	1,057 1,234 964	1,736 1,701 1,825	1,785 2,667 1,856		3,050 3,803 2,581		4,316 6,037 4,312
HQ & others	139	(31)	443	(82)		339		259
of which other BUs of which HQ & elim.	394 (255)	199 (230)	988 (545)	372 (454)		1,008 (669)		1,668 (1,409)
Total EADS	6,268	14,382	58,099	30,768		57,722		83,147



Quarterly Order book Breakdown (cumulative)

in €m	Q1		H1		9m		FY	
	2011	2010	2011	2010	2011	2010	2011	2010
Airbus Division	374,891	366,051	407,094	405,027		377,325		400,400
Thereof Airbus Comm.*	353,574	346,182	386,101	385,677		358,110		378,907
Thereof Airbus Military	22,487	21,155	22,061	20,773		20,586		22,819
Eurocopter Astrium Cassidian HQ & others	14,506 15,282 16,721 962	15,324 14,961 18,864 592	14,116 14,967 16,457 1,200	14,740 15,524 18,548 659		15,029 15,300 17,763 933		14,550 15,760 16,903 880
of which other BUs of which HQ & elim.	2,566 (1,604)	1,990 (1,398)	2,840 (1,640)	2,007 (1,348)		2,228 (1,295)		2,519 (1,639)
		, , ,		, ,		, ,		, , ,
Total EADS	422,362	415,792	453,834	454,498		426,350	L	448,493

