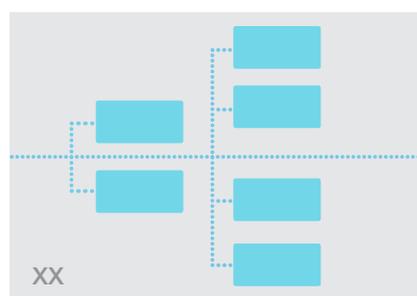
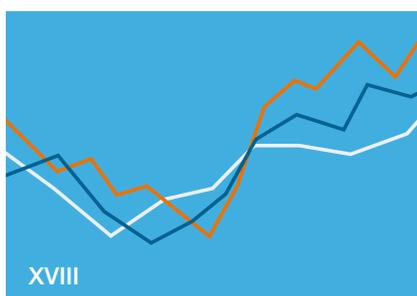


**EADS**

*AT A  
GLANCE*



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# EADS GROUP IN 2012

## CONTINUED GROWTH

EADS is a global leader in aerospace, defence and related services. In 2012, the Group – comprising Airbus, Astrium, Cassidian and Eurocopter – generated revenues of €56.5 billion and EBIT\* of €2.2 billion.

EADS Group		2012	2011	2010
Revenues	€m	56,480	49,128	45,752
Self-financed R&D	€m	3,142	3,152	2,939
EBIT*	€m	2,186	1,696	1,231
Net Income <sup>(1)</sup>	€m	1,228	1,033	553
Earnings per share <sup>(1)</sup>	€	1.50	1.27	0.68
Dividend per share	€	0.60 <sup>(2)</sup>	0.45	0.22
Net cash position	€m	12,292	11,681	11,918
Order intake <sup>(3)</sup>	€m	102,471	131,027	83,147
Order book <sup>(3)</sup>	€m	566,493	540,978	448,493
Employees		140,405	133,115	121,691

### 2012 RESULTS

EADS achieved strong revenue and underlying profit growth for the full year 2012, despite a difficult macro-economic environment.

### REVENUES

Group revenues increased by 15% to €56.5 billion, driven mainly by higher volume and more favourable U.S. dollar rates at Airbus Commercial as well as solid increases at Eurocopter and Astrium.

## GLOBAL SALES

### EUROPE

37%<sup>(4)</sup>



€m 2012

Revenues 21,006

Order book<sup>(3)</sup> 125,645

### ASIA/PACIFIC

32%<sup>(4)</sup>



€m 2012

Revenues 18,344

Order book<sup>(3)</sup> 200,033

### NORTH AMERICA

14%<sup>(4)</sup>



€m 2012

Revenues 7,681

Order book<sup>(3)</sup> 91,052

### MIDDLE EAST

10%<sup>(4)</sup>



€m 2012

Revenues 5,413

Order book<sup>(3)</sup> 95,429

### REST OF THE WORLD

7%<sup>(4)</sup>



€m 2012

Revenues 4,036

Order book<sup>(3)</sup> 54,334

\* Unless otherwise indicated, EBIT\* figures presented in this report are Earnings Before Interest and Taxes, pre-goodwill impairment and exceptional.

1) EADS continues to use the term Net Income. It is identical with Profit for the period attributable to equity owners of the parent as defined by IFRS Rules.

2) To be proposed to the EADS Annual General Meeting 2013.

3) Contributions from commercial aircraft activities to EADS Order intake and Order book based on list prices.

4) Of Group revenues.

# EADS

Airbus achieved a record number of commercial aircraft deliveries in 2012, while Eurocopter, Astrium and Cassidian saw increased order intake.

## AIRBUS <sup>1)</sup>

(€m)	2012	2011	Change
Revenues	<b>38,592</b>	33,103	+17%
Self-financed R&D	<b>2,442</b>	2,482	-2%
EBIT*	<b>1,230</b>	584	+111%
Order intake <sup>(2)</sup>	<b>88,142</b>	117,874	-25%
Order book <sup>(2)</sup>	<b>523,410</b>	495,513	+6%

**AIRBUS** Division's revenues increased by 17% to €38.6 billion. Airbus consolidated EBIT\* more than doubled to €1.2 billion, thanks to improved operational performance.

By number of commercial aircraft	2012	2011	Change
Deliveries	<b>588</b>	534	+10%
Order book	<b>4,682</b>	4,437	+6%

**Airbus Commercial** revenues increased to €36.9 billion, driven by record deliveries, including 30 A380s. With net orders in 2012 of 833 aircraft, the order book increased to 4,682 aircraft.

By number of military aircraft	2012	2011	Change
Deliveries	<b>29</b>	29	0%
Order book	<b>220</b>	217	+1%

**Airbus Military** revenues decreased by 15% due to lower A400M and tanker revenues. Total deliveries were in line with the previous year at 29 aircraft, while 32 aircraft orders were booked.

## EUROCOPTER

(€m)	2012	2011	Change
Revenues	<b>6,264</b>	5,415	+16%
Self-financed R&D	<b>297</b>	235	+26%
EBIT*	<b>311</b>	259	+20%
Order intake	<b>5,392</b>	4,679	+15%
Order book	<b>12,942</b>	13,814	-6%

**EUROCOPTER** revenues increased 16% to a record €6.3 billion, driven mainly by higher repair and overhaul support activities and the Vector Aerospace business consolidation. EBIT\* rose 20% to €311 million.

1) The reportable Segments Airbus Commercial and Airbus Military form the Airbus Division. Eliminations are treated at the Division level.

2) Contributions from commercial aircraft activities to EADS Order intake and Order book based on list prices.

A380



EC175 (foreground) &amp; EC225 (background)

Please refer to [www.eads.com](http://www.eads.com) for further information

Ariane 5



## The logo for ASTRIUM, featuring a stylized globe icon to the left of the word "ASTRIUM" in a bold, sans-serif font.

(€m)	2012	2011	Change
Revenues	<b>5,817</b>	4,964	+17%
Self-financed R&D	<b>128</b>	109	+17%
EBIT*	<b>312</b>	267	+17%
Order intake	<b>3,761</b>	3,514	+7%
Order book	<b>12,734</b>	14,666	-13%

**ASTRIUM** revenues rose 17% to €5.8 billion, mainly due to growth in services and strong programme execution. EBIT\* increased 17% to €312 million, thanks to an improved operational performance.

## The logo for CASSIDIAN, featuring a stylized globe icon to the left of the word "CASSIDIAN" in a bold, sans-serif font.

(€m)	2012	2011	Change
Revenues	<b>5,740</b>	5,803	-1%
Self-financed R&D	<b>234</b>	275	-15%
EBIT*	<b>142</b>	331	-57%
Order intake	<b>5,040</b>	4,168	+21%
Order book	<b>15,611</b>	15,469	+1%

**CASSIDIAN** generated revenues which were broadly in line with the previous year's at €5.7 billion. EBIT\* fell to €142 million, with €198 million of charges booked for restructuring and portfolio de-risking.

Eurofighter

OTHER BUSINESSES<sup>3)</sup>

(€m)	2012	2011	Change
Revenues	<b>1,524</b>	1,252	+22%
Self-financed R&D	<b>12</b>	10	+20%
EBIT*	<b>49</b>	59	-17%
Order intake	<b>1,549</b>	2,025	-24%
Order book	<b>2,908</b>	2,983	-3%

Revenues of **OTHER BUSINESSES** increased 22% to €1.5 billion, driven by volume increases at EADS North America and higher ATR deliveries. Due to a less favourable revenue mix, EBIT\* decreased to €49 million.

3) Other Businesses is not a stand-alone EADS Division.

\* Unless otherwise indicated, EBIT\* figures presented in this report are Earnings Before Interest and Taxes, pre-goodwill impairment and exceptionals.

ATR 42-500





Airbus Commercial is a market leader in the sector for civil aircraft seating 100 or more passengers. It offers airlines a highly competitive range of advanced, fuel-efficient aircraft.

### A320 FAMILY

Airbus' family of single-aisle aircraft, based on the A320, includes the A318, A319 and A321 derivatives. With over 5,200 aircraft in service and an order backlog of 3,629 aircraft at the end of 2012, the A320 Family has proved extremely popular with airlines, offering high standards of comfort and economic performance on short- and medium-haul routes. In 2012, the A320 single-aisle Family won 783 gross orders, and the new eco-efficient A320neo (New Engine Option) remains the fastest-selling commercial jet ever. The A320neo's combination of the latest engine technology and 'Sharklet' wing tips will deliver fuel savings of up to 15%. Entry into service is planned for 2015.

### A330 FAMILY

The A330 Family has the versatility to fly either regional or long-range routes, making it ideal for point-to-point operations. Coming in five variants – the A330-200, A330-300, A330-200F, ACJ330 and A330 MRTT – the A330 is designed to generate maximum revenue and to reduce operating costs on regional routes. Airbus launched an upgraded variant with increased take-off weight capability in 2012. The A330 won 80 gross orders in the year 2012, demonstrating its continuing competitiveness. At the end of 2012, the backlog stood at 306 aircraft.

### A350 XWB

The A350 XWB (Extra Wide Body) Family is an all new family of mid-sized wide-body aircraft, designed to accommodate between 270 and 350 passengers (three-class layout). The A350 XWB features A380 technology, a wider fuselage than competing new-generation aircraft, and a greater use of composite material to help airlines cut fuel costs and emissions. The wide fuselage will give passengers greater comfort on long journeys. Launched in 2006, the aircraft progressed towards series production in 2012. By the end of 2012, Airbus had received a total of 582 firm orders.

### A380

The twin-deck A380 is the most spacious and efficient large aircraft in service today. Now in its sixth year of commercial service, the baseline aircraft has 525 seats and offers passengers an unrivalled level of comfort while giving airlines superior economic performance, lower fuel consumption, less noise and reduced emissions. Over the course of the year, Airbus delivered 30 A380 aircraft to customers. By the end of 2012, 97 aircraft had entered service with nine airlines and had performed approximately 80,000 revenue flights. The order backlog amounted to 165 aircraft.

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## 2012 IN REVIEW

### 08 July

#### AIRBUS STARTS MAKING THE A320neo

Airbus begins machining the A320neo's first engine pylon component in Toulouse, starting production of the world's fastest-selling airliner, ahead of entry into service from late 2015.

### 27 September

#### THAI TAKES DELIVERY OF ITS FIRST A380

Thai Airways International takes delivery of its first A380 from a total of six, becoming the ninth airline to operate the world's largest and most eco-efficient airliner.

### 23 October

#### AIRBUS UNVEILS A350 XWB FINAL ASSEMBLY LINE

French Prime Minister, Jean-Marc Ayrault, and Airbus CEO, Fabrice Brégier, inaugurate the 74,000 square metre A350 XWB Final Assembly Line (FAL) in Toulouse, France, that will employ 1,500 people.

### 21 December

#### AIRASIA RECEIVES FIRST A320 WITH SHARKLETS

AirAsia becomes the first operator of an A320 equipped with Sharklets, the wing-tip devices designed to reduce fuel burn by up to 4%, with commensurate emissions reductions.



A380



A350 FAL Inauguration



A330



A320





Airbus Military is responsible for the European heavy military transport A400M programme, and produces and sells special mission aircraft derived from existing aircraft platforms. It is a global leader for light and medium-sized military transport aircraft.

### A330 MRTT

The A330 Multi-Role Tanker Transport (MRTT) is the world's most advanced air-to-air refuelling aircraft. Its huge fuel capacity means that no auxiliary tanks are needed to give an air-to-air refuelling performance that far exceeds its nearest competitors. The entire cargo bay is available for freight. The A330 MRTT can also be used as a pure transport aircraft able to carry up to 380 passengers or a payload of up to 45 tonnes. In 2012, Airbus Military delivered a total of five MRTTs. The UK's MRTT, known as the "Voyager", performed its first flight for the Royal Air Force.

### A400M

Airbus Military's A400M airlifter is a cost-effective, high-speed turboprop aircraft specifically designed to meet the needs of NATO nations and other international air forces, for a modern transporter that harnesses the latest aircraft technology. Powered by four modern turboprop engines, the A400M is capable of cruising speeds of up to Mach 0.72 and altitudes of up to 37,000 feet. The A400M is designed for operations from unpaved runways, enabling it to deliver large payloads to tactical forward bases or to evacuate a full complement of refugees or casualties from remote areas.

Additionally, the A400M is fully equipped to perform air-to-air refuelling, and can serve as a receiver aircraft to take on fuel while in flight, further extending its operating range. The aircraft passed key milestones on the road to first delivery in 2012, and had accumulated 4,500 flight hours by the year-end. The first delivery is due to be made in the second quarter of 2013. The current order book comprises 174 aircraft.

### CN235

The CN235 is a twin-engine turboprop transport aircraft. The latest variant, the CN235-300, can transport a payload of up to 6 tonnes, accommodating 36 paratroopers, 18 stretchers plus three medical attendants or over-sized loads such as aircraft engines or helicopter blades. Variants of the CN235 are used for missions such as maritime patrol or pollution control. Including all variants, more than 270 CN235s had been delivered as of year's end 2012.

### C295

The C295 has a basic configuration similar to the CN235, with a stretched cabin to airlift a 50% heavier payload at a greater speed over longer distances. The C295 has logged more than 100,000 flight hours in all kinds of environments: from Arctic areas to deserts. As of year's end 2012, more than 95 C295s had been delivered.

VIII

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## 2012 IN REVIEW

### 16 November

#### FIRST THREE A400M AIRLIFTERS TAKE SHAPE

The initial three A400M new-generation airlifters take shape at the Final Assembly Line in Seville, Spain, ahead of delivery to France and Turkey in 2013.

### 03 December

#### FINAL AUSTRALIAN TANKER DELIVERED

Airbus Military formally delivers the Royal Australian Air Force's fifth and final new-generation A330 MRTT Multi-Role Tanker Transport, the world's most advanced air-to-air tanker.

### 10 December

#### A400M COMPLETES CRITICAL FLIGHT TESTS

The A400M completes 300 hours of 'function and reliability' flight testing in just 32 days, preparing the way for full type certification and first delivery in 2013.



A400M



C295



A330 MRTT





Eurocopter is a global leader in the civil and military helicopter market, offering one of the most extensive and modern ranges of helicopters and related services. Overall, the Division's products account for 33% of the total world civil and parapublic helicopter fleet.

### EC225/EC725

The EC225/EC725 is a high-performance twin-engine helicopter in the 10-11 tonnes category. It seats up to 19 passengers, with the latest technologies that make it a leader in the field of flight safety. The EC225 is recognised as the reference for offshore and passenger transport missions, as well as search and rescue operations. Its military twin, the EC725, is in service with the French Army and Air Force. In 2012, Eurocopter's Brazilian subsidiary, Helibras, inaugurated a major new assembly centre for the helicopter.

### NH90

Designed for modern multi-mission capabilities and cost-effectiveness throughout its lifecycle, the NH90 has been developed as a multi-role helicopter for both tactical transport (TTH) and naval (NFH) applications. The programme is a co-development with AgustaWestland and Fokker Aerostructures within NATO Helicopter Industries (NHI). Eurocopter's share of NHI is 62.5%. As of the end of 2012, the NH90 programme had received 529 firm orders from 14 nations and 135 NH90s had been delivered to 13 countries.

### TIGER

The Tiger is a medium-weight, air-to-air combat and fire-support helicopter, with twin engines. It includes four variants, which have been ordered by France, Germany, Spain and Australia. The Tiger has been deployed in Afghanistan by the French Armed Forces since 2009, with three helicopters permanently on site. The German government's first batch of four Tiger helicopters, optimised for conditions in Afghanistan, were delivered in 2012. As of the end of 2012, a total of 96 Tiger helicopters had been delivered to the four customer countries.

### EC145 T2

The EC145 T2 is the newest light twin-engine, multi-purpose helicopter in the Eurocopter product range, evolved from the popular EC145. It combines Eurocopter's breakthrough technologies, such as advanced cockpit design, modern avionics, optimised autopilot and the fenestron tail rotor. With deliveries scheduled to begin in 2013, the aircraft can accommodate up to 12 seats and can be configured for either one or two pilots.

### EC175

A joint development and production programme between Eurocopter and AVIC II Corporation of China, the EC175 is a multi-role civil helicopter in the 7-tonne category. The EC175 can carry 16 passengers with a range-of-action of 135 nautical miles when configured for offshore oil and gas missions, outperforming any medium-lift helicopter on the market. For longer-range missions, the EC175 can carry 12 passengers up to 190 nautical miles. In addition, Eurocopter has launched the development of an 18-passenger configuration option for a radius-of-action of 100 nautical miles. The first production EC175 performed its maiden flight in 2012.

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## 2012 IN REVIEW

### 12 February EUROCOPTER UNVEILS THE EC130 T2

The EC130 T2 lightweight single-engine helicopter is revealed, featuring optimised performance, comfort and mission diversity. Seven launch customers order 105 helicopters.

### 10 September SPOTLIGHT ON INNOVATION AT BERLIN

Eurocopter showcases its technological leadership at the ILA Berlin Airshow, presenting its latest civil and military helicopters, including the X<sup>3</sup> high-speed, hybrid demonstrator.

### 12 September FOUR GERMAN TIGERS DEPLOY TO AFGHANISTAN

Delivery of the first four helicopters upgraded for deployment in Afghanistan puts the German Army in possession of a complete batch of Tigers with sand filters and additional defence weaponry.



EC175



Tiger



EC725





Astrium is the third largest space systems manufacturing company in the world and the leading supplier in Europe. It designs, develops and manufactures satellites, orbital infrastructures and launcher systems, and provides space services.

### ARIANE 5

Ariane 5 is a heavy-lift satellite launcher, with a maximum payload of over 10 tonnes. Since becoming operational in 2005, it has proved reliable and flexible, with 53 consecutive successful launches up to the end of 2012. Astrium is the sole prime contractor for the Ariane 5 system and is the largest industrial shareholder in Arianespace, which markets and sells the Ariane 5 worldwide and carries out launches from the Guiana Space Centre in Kourou, French Guiana. Astrium is prime contractor for future developments on Ariane 5, including the development of the Ariane 5 ME (Midlife Evolution) launcher and the definition study of the Ariane 6.

### ATV

Astrium is the prime contractor for the development and construction of the Automated Transfer Vehicle (ATV) cargo carrier, designed to carry fuel and supplies to the International Space Station (ISS), and to provide re-boost capacity and a waste disposal solution. The first ATV "Jules Verne" was launched in 2008 and the second ATV "Johannes Kepler" was launched from Kourou, French Guiana, in February 2011. The third ATV "Edoardo Amaldi" was launched and successfully docked with the ISS in March 2012.

### SERVICES

Astrium offers innovative, tailored solutions in the fields of secure communications, Earth observation and navigation services. In 2012, the Vizada business, acquired the previous year, was consolidated into Astrium Services, creating a new business line for commercial satellite communication services and enhancing the global presence in the government business.

### EUROSTAR 3000

Astrium Satellites produces telecommunication satellites which have multiple applications, such as long-distance and mobile telephone links, television and radio broadcasting, data transmission, multimedia and internet trunking. They may be used for civil or military applications. Astrium's geostationary telecommunication satellites are based on the Eurostar Family platforms (69 ordered by the end of 2012), the latest version of which is Eurostar 3000. Astrium launched four telecommunications satellites in 2012.

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## 2012 IN REVIEW

### 03 October

#### 'EDOARDO AMALDI' MISSION ACCOMPLISHED

Europe's supply vehicle for the International Space Station, built by Astrium, burns up as planned during re-entry to the Earth's atmosphere, after delivering vital equipment.

### 21 November

#### EUROPEAN SPACE BUDGET SECURES LAUNCHER FUNDS

The European Space Agency votes for a € 10 billion budget from 2013 to 2017, confirming future funding for further development of the Ariane 5 ME satellite launcher and definition of Ariane 6.

### 29 November

#### NASA COMMISSIONS TWO RESEARCH SATELLITES

NASA commissions Astrium to build two new Gravity Recovery And Climate Experiment (GRACE) research satellites, adding to its two earlier Astrium GRACE satellites.

### 19 December

#### ARIANE 5 LAUNCHES UK'S SKYNET 5D MILITARY SATELLITE

Ariane 5 launches the Skynet 5D military satellite from Kourou, French Guiana. Astrium also made the satellite for the UK Ministry of Defence Skynet 5 programme, and operates the programme.



SATCOMBw



International Space Station with ATV



Ariane 5



Cassidian is a worldwide leader in global security solutions and systems, providing lead systems integration and value-added products and services to civil and military customers around the globe.

## SECURITY SOLUTIONS

Cassidian is a leading provider of digital Professional Mobile Radio (PMR) and secure networks with more than 200 networks delivered in more than 60 countries. Its solutions for PMR enable professional organisations in various areas – such as public safety, civil defence, transport and industry – to communicate effectively, reliably and securely. Cassidian's PMR solutions helped to secure events like the XII Ibero-American Summit in Spain in 2012.

## RADARS

Cassidian is heavily involved in the technological development and application of next-generation active electronically scanning radars for air, naval and ground applications. The Tactical Radar Ground Surveillance System (TRGS) is specially designed for reliably detecting movements both on the ground and in the air close to the ground. TRGS is intended for mobile use on armoured vehicles.

## MISSILE SYSTEMS

MBDA, a joint venture between EADS, BAE Systems and Finmeccanica, is the missile systems group within Cassidian. The broad range of MBDA products covers all six principal missile system categories: air-to-air, air-to-surface, ground-to-air, surface-to-air, anti-ship and surface-to-surface. Programmes currently under development include the Aster Paams naval air defence system.

## UNMANNED AERIAL SYSTEMS (UAS)

In the field of Unmanned Aerial Systems (UAS), Cassidian provides tactical systems such as Tracker and ATLANTE, Medium-Altitude Long Endurance (MALE) systems such as Harfang, and the High-Altitude Long Endurance (HALE) system Euro Hawk. A co-development with Northrop Grumman, this UAS successfully performed its first sensor flight in January 2013.

## EUROFIGHTER

Eurofighter, known as "Typhoon" in export markets outside Europe, is a network-enabled, extremely agile, multi-role combat aircraft optimised for swing-role operations in complex air-to-air and air-to-surface combat scenarios. Participating countries in the Eurofighter programme include Germany, Italy, Spain and the UK. In 2012, the Eurofighter consortium signed a contract with the NATO Eurofighter and Tornado Management Agency to support the fleet of Typhoon jets across the four Eurofighter core nations: Germany, Italy, Spain and the UK. As of 31 December 2012, a total of 571 aircraft had been ordered, with a total of 355 aircraft delivered.

## 2012 IN REVIEW

### 30 March EUROFIGHTER FIVE YEAR SUPPORT CONTRACT SIGNED

NATO Eurofighter and Tornado Management Agency (NETMA) awards a major contract for the support of the fleet of Typhoon jets across the four Eurofighter core nations, Germany, Italy, Spain and the UK.

### 22 May CASSIDIAN BECOMES KEY NATO AGS PARTNER

Cassidian becomes a major partner in NATO's Alliance Ground Surveillance (AGS) programme, as sub-contractor to Northrop Grumman, supplying the mobile ground segment entities.

### 08 November CASSIDIAN WINS CHINESE TETRA CONTRACTS

Cassidian's TETRA system wins bid to provide radio communication for a new tram line in Shenyang, China. This is the first contract that Cassidian has won on the Chinese tram market.



Eurofighter



Euro Hawk



Maritime surveillance



# OTHER BUSINESSES



XVI

ATR



Lakota

## EADS NORTH AMERICA

EADS North America, headquartered in Herndon, Virginia, offers a broad array of advanced solutions to meet U.S. military and commercial requirements, including fixed- and rotary-wing aircraft, homeland security systems, public safety communications, defense electronics and avionics, and threat detection systems.

It is prime contractor for the US Army's UH-72A Lakota helicopter programme. In 2012, EADS North America and Astrium jointly announced the creation of Astrium Americas. A subsidiary of EADS North America, Astrium Americas will bring Astrium's broad global space capabilities to North America and provide government customers with secure satellite communications services formerly marketed by Vizada, Inc.

## ATR

ATR is a world leading manufacturer of advanced 50- to 74-seat regional turboprop aircraft. ATR is a joint venture and equal partnership between EADS and Alenia Aermacchi (Finmeccanica Group). ATR's family of high-wing, twin-turboprop aircraft are designed for optimal efficiency, operational flexibility and comfort. ATR in 2012 secured 61 firm orders and its order backlog reached 221 aircraft at the end of the year. ATR delivered 64 aircraft in 2012, a record number of deliveries for one year.

## 2012 IN REVIEW

### 03 May

#### ATR DELIVERS 1,000<sup>TH</sup> AIRCRAFT

ATR marks an important stage in its history with the delivery of its 1,000<sup>th</sup> aircraft, an ATR 72-600 for Spanish airline Air Nostrum, confirming its turboprop technology's leadership in regional aviation.

### 14 November

#### US ARMY TAKES OPTION ON LAKOTA HELICOPTERS

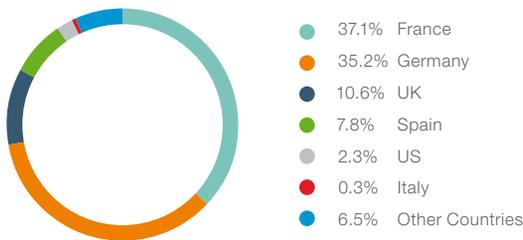
EADS North America is awarded a contract option by the US Army for 34 UH-72A Lakota helicopters, bringing the army's total orders to 312, and following delivery of 243 on-time and on-budget.

# PEOPLE

EADS is focused on creating value through its people, seeking to attract the best candidates from all backgrounds and building a stimulating culture that helps employees to realise their full potential. At the end of 2012, the EADS workforce had grown to 140,405 (year-end 2011: 133,115).

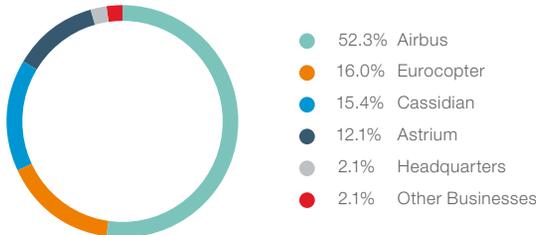
## EADS EMPLOYEES SPLIT BY GEOGRAPHICAL AREA

2012



## EADS EMPLOYEES SPLIT BY DIVISION

2012



## 2012 IN REVIEW

### 02 July

#### AIRBUS UNVEILS US FINAL ASSEMBLY LINE PLANS

In a major strategic development, Airbus announces plans to establish a US A320 Final Assembly Line (FAL) in Mobile, Alabama. The new assembly line, together with associated functions, is expected to create as many as 1,000 new high-skilled jobs.

### 12 July

#### EADS PLANS TO HIRE 1,000 WOMEN IN 2012

At the Farnborough Air show, EADS and its Divisions sign the CEO Charter of the UK Resource Centre (UKRC) for women in Science, Engineering and Technology, also announcing plans to hire 1,000 women in 2012.

EADS' US employee numbers will increase further with the Airbus Alabama Final Assembly Line



In 2012, EADS recruited more than 7,000 employees



# EADS SHARES

Following a 38% progression the previous year, the EADS share price rose 22% in 2012. In the same year, the CAC 40 improved by 15%, the DAX by 29% and the MDAX by 34%. The MSCI Aerospace index rose 12%.

Up to April 2012, EADS followed an upward trend supported by the Company's full year results press release in March. The financial markets reacted positively to the improved financial performance, which beat expectations despite on-going programme challenges. On 3 April 2012, the EADS share peaked at €31.17. Over the following months, EADS and the markets as a whole declined due to concerns about the worldwide macro-economic environment. Some analysts and investors questioned the production rates of the main manufacturers.

From early June 2012, the EADS share price followed a positive market trend, recovering to its highest level of the year, at €31.20 on 3 August. Positive sentiment around EADS was boosted by the announcement of plans to build an Airbus Final Assembly Line in the US.

On 12 September 2012, the announcement of talks on a possible merger of EADS and BAE Systems triggered a sharp fall in the share price. Investors were unsettled by the news, some arguing that the 60/40 ratio envisaged in the proposed new entity represented a low valuation for EADS shareholders.

Following the termination of merger discussions on 10 October 2012, the EADS share rebounded somewhat. However, the markets remained cautious about the Company, and looked forward to further news on future strategy scheduled for 2013.

Early in December, EADS' top management confirmed its focus on delivering profitable growth. This message combined with the news on 5 December of plans to change the Group's governance gave EADS' shares fresh impetus. The prospect of an end to the controlling shareholder pact, a significant increase in free float and a planned share buyback was warmly welcomed by the market.

On 31 December 2012, the EADS share closed at €29.50.

XVIII

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## PROFILE

Number of shares as of 31 December 2012

827,367,945

ISIN code

NL0000235190

Gross Dividend per share

€ 0.60\*

High in 2012 on the Paris Stock Market:  
on 3 August

€ 31.20

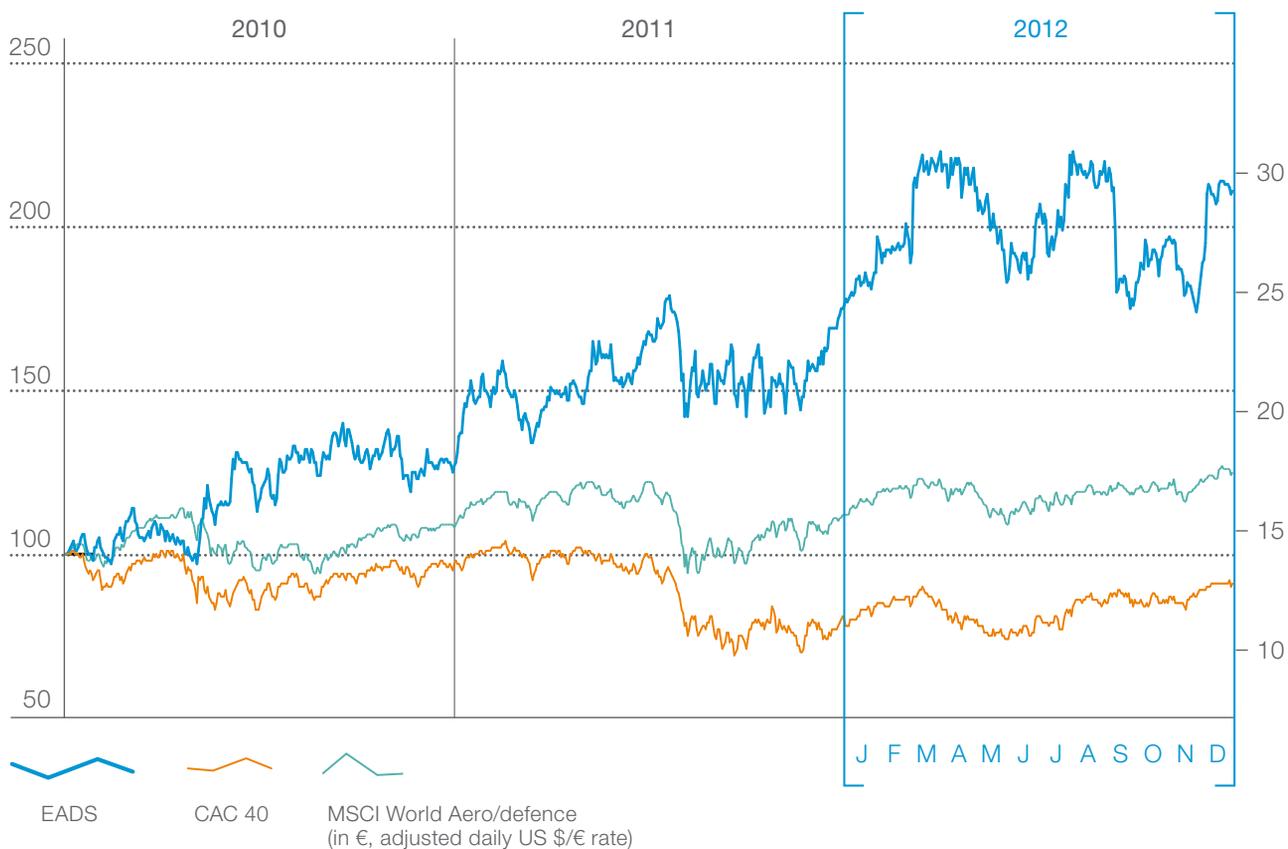
Low in 2012 on the Paris Stock Market:  
on 27 November

€ 24.38

## SHARE PRICE EVOLUTION as of 31 December 2012

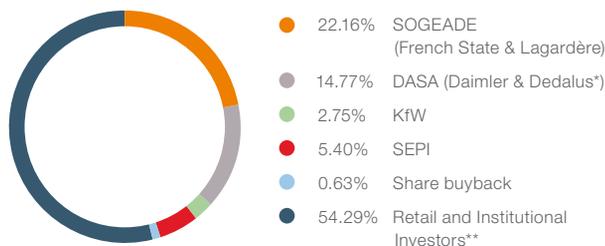
Base 100 as of 4 January 2010

EADS share price in €



XIX

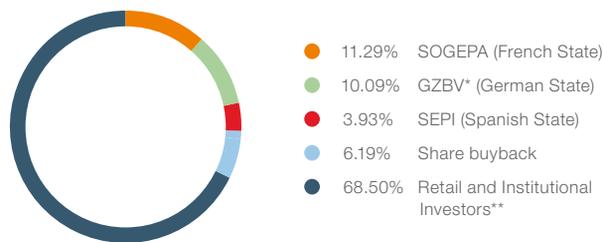
## SHAREHOLDER STRUCTURE as of 31 December 2012



\* Dedalus consortium consists of private and public-sector investors including KfW. Daimler controls the voting rights of the entire package of EADS shares

\*\* Including 0.06% held by the French State outside of the Contractual Partnership

## SHAREHOLDER STRUCTURE as of 01 May 2013



\* KfW and other German public entities

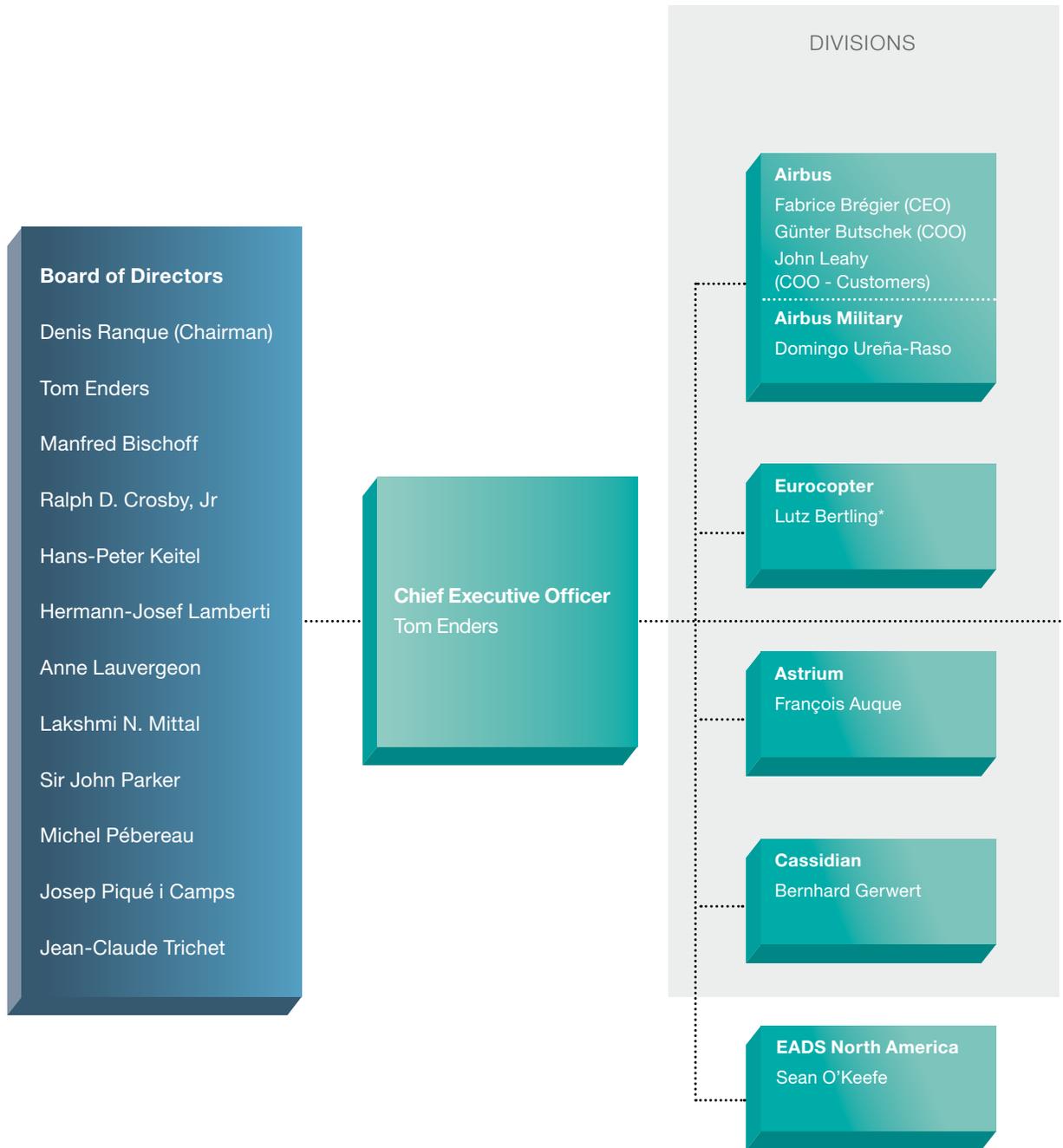
\*\* Including warehoused shares of SOGEPA (0.07%) and SEPI (0.29%)

# EADS

## MANAGEMENT STRUCTURE

as of 01 April 2013

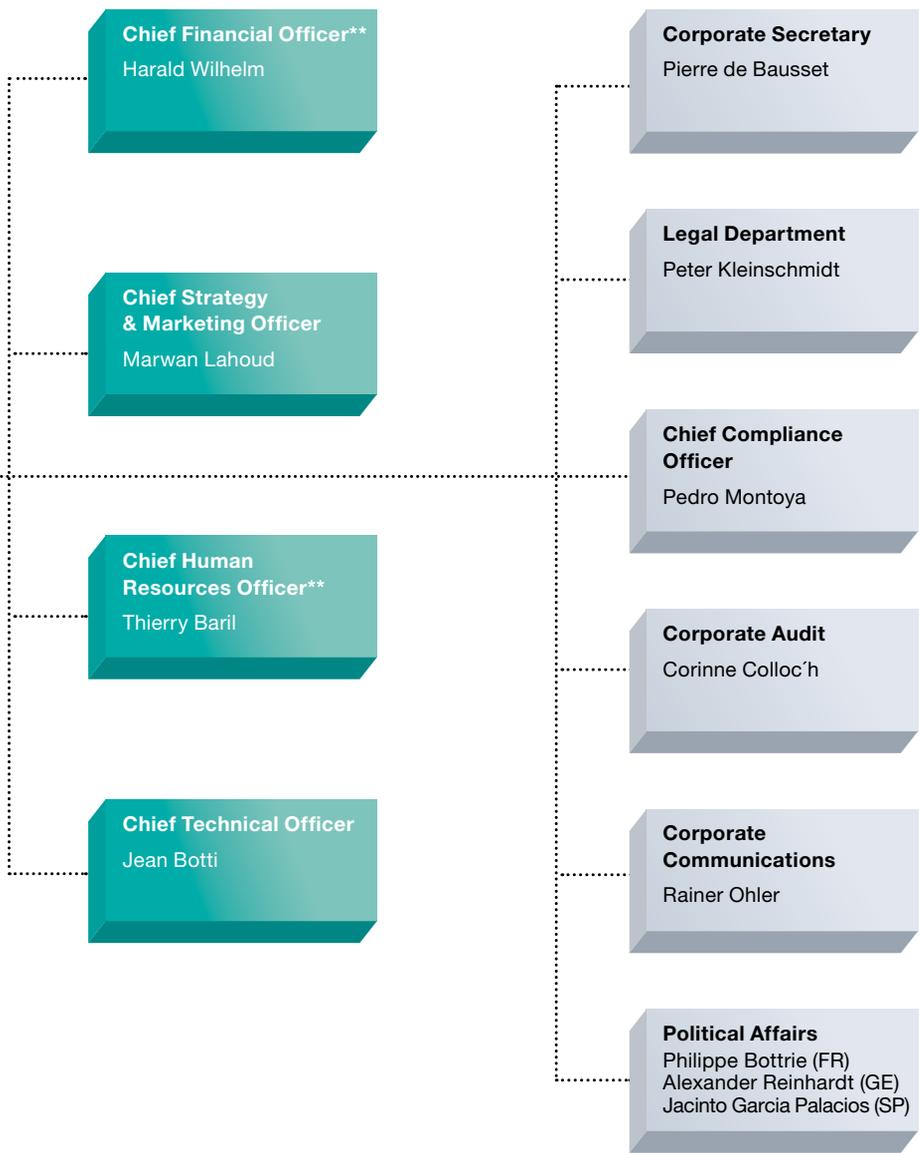
XX



\* Guillaume Faury to succeed Lutz Bertling on 30 April 2013

\*\* EADS and Airbus

GROUP FUNCTIONS



Subsidiaries: the Group comprises a number of operational subsidiaries that are managed by HQ or Divisions, such as SOGERMA, Premium AEROTEC, Aerolia, ATR, MBDA, EFW and the operational divisions of Astrium.

