

EADS

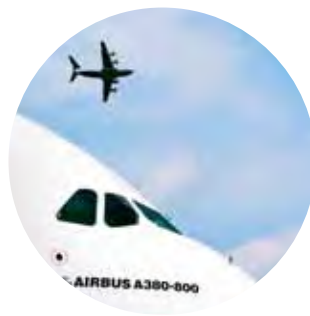
AT A GLANCE



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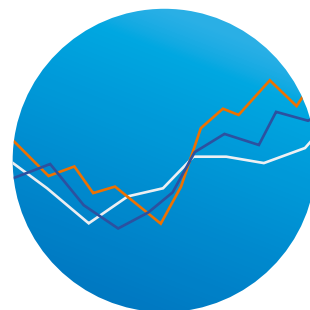
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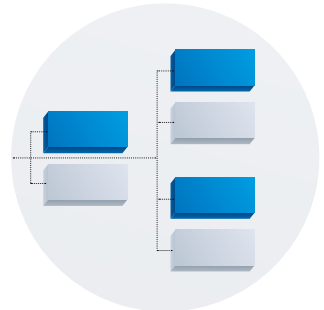
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EADS GROUP INCREASING GROWTH MOMENTUM

EADS is a global leader in aerospace, defence and related services. In 2011, EADS, comprising Airbus, Eurocopter, Astrium and Cassidian, exceeded expectations, with revenues at € 49.1 billion and EBIT* at € 1.7 billion.

EADS Group		2011	2010	2009
Revenues	€m	49,128	45,752	42,822
Self-financed R&D	€m	3,152	2,939	2,825
EBIT*	€m	1,696	1,231	-322
Net income ¹⁾	€m	1,033	553	-763
Earnings per share ¹⁾	€	1.27	0.68	-0.94
Dividend per share	€	0.45 ²⁾	0.22	–
Net cash position	€m	11,681	11,918	9,797
Order intake ³⁾	€m	131,027	83,147	45,847
Order book ³⁾	€m	540,978	448,493	389,067
Employees		133,115	121,691	119,506

2011 RESULTS

EADS' annual results improved in 2011, illustrating the Group's increasing momentum and progress towards higher profitability.

REVENUES

EADS' revenues increased 7% to a new high of €49.1 billion, driven by record aircraft deliveries at Airbus and increased commercial activity at Eurocopter.

EBIT*

EBIT* rose to € 1.7 billion (2010: € 1.2 billion), mainly due to good performance in Airbus' series programmes, as well as at Eurocopter.

NET CASH

Net cash stood at a solid € 11.7 billion after acquisitions. It remains a strong asset for protecting the Company and investing in the future.

ORDER BOOK

EADS' order book increased by 21% to a record €541.0 billion, mainly thanks to the higher level of commercial aircraft orders at Airbus.

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

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 Annual General Meeting.

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

EADS



A380 and A400M



EC175

AIRBUS¹⁾

(€m)	2011	2010	Variation
Revenues	33,103	29,978	+10%
Self-financed R&D	2,482	2,321	+7%
EBIT*	584	305	+91%
Order intake	117,874	68,223	+73%
Order book	495,513	400,400	+24%

AIRBUS Division comprises Airbus Commercial and Airbus Military. Record deliveries lifted consolidated revenues 10% to €33,103 million. Consolidated EBIT* gained from operational improvement, rising 91% to €584 million.

In number of aircraft	2011	2010	Variation
Deliveries	534	510	+5%
Order book	4,437	3,552	+25%

Airbus Commercial revenues grew by 13% to €31,159 million, gaining from a better production volume and mix, while EBIT* rose by 87% to €543 million.

In number of aircraft	2011	2010	Variation
Deliveries	29	20	+45%
Order book	217	241	-10%

Airbus Military revenues fell 7% to €2,504 million due to lower revenue recognition for the A400M, while EBIT* increased 133% to €49 million.

EUROCOPTER

(€m)	2011	2010	Variation
Revenues	5,415	4,830	+12%
Self-financed R&D	235	189	+24%
EBIT*	259	183	+42%
Order intake	4,679	4,316	+8%
Order book	13,814	14,550	-5%

EUROCOPTER revenues increased 12% to €5,415 million, driven by recovery in the civil helicopter sector, while EBIT* grew 42% to €259 million due to a favourable mix and operational improvements.

* Unless otherwise indicated, EBIT* figures presented in this report are Earnings Before Interest and Taxes, pre-goodwill impairment and exceptionals.
 1) Airbus reports in two segments: Airbus Commercial and Airbus Military. Eliminations are treated at the Division level.

EADS Division results reflect strong momentum in the commercial aviation market, growth at Eurocopter and stable business at Astrium and Cassidian, despite pressures on government budgets.



ATV

ASTRIUM

(€m)	2011	2010	Variation
Revenues	4,964	5,003	-1%
Self-financed R&D	109	85	+28%
EBIT*	267	283	-6%
Order intake	3,514	6,037	-42%
Order book	14,666	15,760	-7%

ASTRIUM revenues were stable at €4,964 million supported by excellent programme execution, while EBIT* fell slightly to €267 million, weighed down by lower services activity, acquisition expenses and a restructuring charge.



Eurofighter

CASSIDIAN

(€m)	2011	2010	Variation
Revenues	5,803	5,933	-2%
Self-financed R&D	275	251	+10%
EBIT*	331	457	-28%
Order intake	4,168	4,312	-3%
Order book	15,469	16,903	-8%

CASSIDIAN generated robust revenues of €5,803 million. EBIT* decreased in line with expectations to €331 million, reflecting higher self-funded R&D, a restructuring provision and a negative programme charge.



ATR 72-500

Other Businesses²⁾

(€m)	2011	2010	Variation
Revenues	1,252	1,182	+6%
Self-financed R&D	10	10	0%
EBIT*	59	25	+136%
Order intake	2,025	1,668	+21%
Order book	2,983	2,519	+18%

OTHER BUSINESSES revenues grew by 6% to €1,252 million. EBIT* more than doubled to €59 million, with increases at ATR and Sogerma.

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

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



A320 with "sharklets"



A330



A350 XWB

A320 FAMILY

Airbus' family of single-aisle aircraft, based on the A320, includes the A318, A319 and A321 derivatives and covers the market from 100 to 220 seats. With over 4,800 aircraft in service at the end of 2011, the A320 family has proved extremely popular with airlines, offering high standards of comfort and economic performance. Airbus continues to invest in the family. In 2011, Airbus' new eco-efficient A320neo (new engine option) attracted 1,226 firm orders, making it 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 of the A320neo is planned for 2015.

A330 FAMILY

With 1,186 aircraft sold and 831 in service as of the end of 2011, the A330 family covers all market segments with one twin-engine aircraft type and is designed to carry between

250 and 300 passengers. Airbus also offers a cargo variant of the A330, the A330-200F, designed to respond to the current market dynamics of rising fuel prices, as well as a military transport / tanker variant (see Airbus Military). In 2011, Airbus received 99 gross orders for the A330 aircraft family, and delivered 87 to customers.

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. The A350 XWB features A380 technology, a wider fuselage than that of competing new generation aircraft, and a greater use of composite material. In 2011, the A350 XWB programme entered into the manufacturing phase. The first major airframe sections were delivered to the final assembly line in Toulouse at the end of 2011. Airbus had received a total of 555 firm orders from 34 customers by the end of 2011.

Airbus Commercial is 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.



A380



A330 Final Assembly Line, Toulouse, France

A380

The twin-deck A380 is the most spacious and efficient large aircraft in service today. Now approaching its fifth year of commercial service, the baseline aircraft has 525 seats and offers passengers an unrivalled level of comfort while delivering superior economic performance with lower fuel consumption, less noise and reduced emissions. In 2011, Airbus received 29 gross orders for the A380, and delivered 26 to customers. Overall, 67 aircraft had already entered service and the order backlog stood at 186 aircraft at the end of 2011.

2011 HIGHLIGHTS

17 JANUARY

A320neo starts landmark year

Virgin Airways announces the first firm order for the A320neo, starting a year in which the eco-efficient aircraft wins 1,226 gross orders, becoming the fastest-selling aircraft ever.

22 JUNE

Airbus wins record air show orders

Airbus lands orders and commitments worth US\$72.2 billion for a total of 730 aircraft from 16 customers, setting a record for the number of orders won at an air show.

5 OCTOBER

Airbus bolsters services activities

Airbus acquires Satair, a leading distributor of aviation parts, increasing its service-related business.



A330 MRTT



CN235



C295

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 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 2011, Airbus Military delivered the first six A330 MRTT aircraft including four for the Royal Australian Air Force.

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 260 CN235s have been delivered since the beginning of the programme.

C295

The C295 has a basic configuration similar to the CN235, with a stretched cabin to airlift a 50% heavier payload at greater speed over longer distances. The C295 has accumulated 110,000 flight hours in all kinds of environments: from arctic areas to deserts. As of year's end 2011, over 85 C295s had been delivered to 14 operators from 13 countries.

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 airlifter that harnesses the latest aircraft technology. Powered by four advanced 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

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.



A400M



A400M Final Assembly Line, Seville, Spain

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. Final assembly of the first customer aircraft began in November 2011. The first delivery is due to be made to the French Air Force early in 2013. At the end of 2011, the total order backlog for the A400M stood at 174 aircraft.

2011 HIGHLIGHTS

1 JUNE

Australia receives its first A330 MRTT

The first new-generation A330 Multi Role Tanker Transport (MRTT) aircraft is formally delivered to the Royal Australian Air Force in Queensland, Australia.

8 JUNE

First flight of rotodome-fitted C295

The first C295 with an airborne early warning and command rotodome completes its maiden flight in Seville, Spain.

23 NOVEMBER

A400M final assembly starts

Airbus Military begins final assembly of the first A400M advanced military airlifter for delivery to a customer, taking delivery of the fuselage at the final assembly line in Seville, Spain.



EC225



NH90



Tiger

EC225/EC725

The EC225 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 (SAR) operations. Its military twin, the EC725, is in service with the French Army and Air Force. In 2011, Eurocopter won several major orders for the EC225.

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 Agusta-Westland and Fokker Aerostructures within NATO Helicopter Industries (NHI). Eurocopter's share of NHI is 62.5%. As of the end of 2011,

the NH90 programme had received 529 firm orders from 14 nations. There were 32 NH90 deliveries in 2011, for a cumulative total of 100 deliveries as of the end of 2011.

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. There were 16 Tiger deliveries in 2011, for a cumulative total of 86 deliveries as of the end of 2011.

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

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.



Eurocopter's civil range



EC155 Final Assembly Line, Marignane, France

avionics, optimised autopilot and the fenestron tail rotor. With deliveries 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 to a range of action of 135 nautical miles when configured for offshore oil and gas missions, outperforming any medium-lift helicopter on the market in terms of competitiveness. 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. EC175 deliveries are scheduled to begin in late 2012.

2011 HIGHLIGHTS

16 MAY

X³ helicopter exceeds speed target

The innovative Eurocopter X³ fixed-wing helicopter demonstrator pushes the boundaries in helicopter flight by achieving an air speed of 430 km/h, surpassing its original target.

30 JUNE

Eurocopter makes services acquisition

Eurocopter acquires Vector Aerospace, a leading provider in aviation repairs and overhaul services, marking EADS' push into aerospace services.

4 OCTOBER

First hybrid helicopter flies

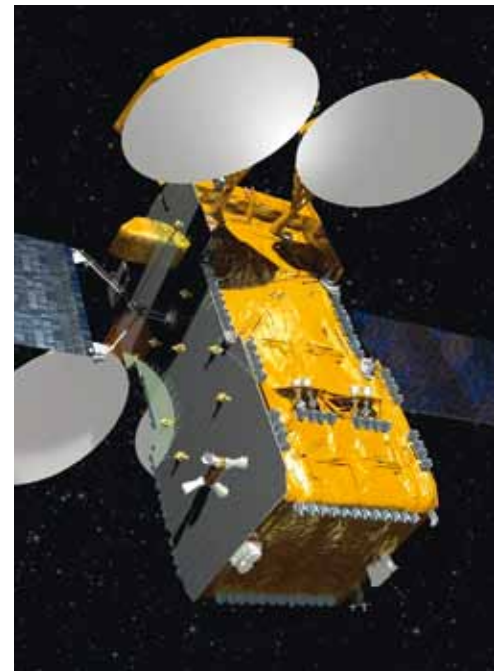
Eurocopter flies the world's first helicopter combining an internal combustion engine and an electric motor.



ATV-2



MetOp



DIRECTV

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. The second ATV "Johannes Kepler" was launched from Kourou, French Guiana, in February 2011 and docked with the ISS a week later. 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 2011, Astrium Services acquired Vizada, a leading

independent provider of global satellite communications services. Vizada has more than 700 employees serving 200,000 end-customers across sectors such as maritime, aero, land, media, non-governmental organisations and government/defence.

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 (67 ordered as of year-end 2011), the latest version of which is Eurostar 3000.

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



ATV integration, Bremen, Germany

ARIANE 5

Ariane 5 is a heavy-lift satellite launcher, with a payload of up to ten tonnes. Since becoming operational in 2005, it has proved reliable and flexible, with 46 successful launches in succession up to the end of 2011. 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, starting with the development of the Ariane 5 ME (Midlife Evolution) launcher, which will provide an increased payload capacity of up to 12 tonnes.

2011 HIGHLIGHTS

16 FEBRUARY

Perfect space rendezvous for second ATV

After a flight of 4 million kilometres, Astrium's second unmanned supply vehicle built for the European Space Agency docks with the International Space Station.

1 DECEMBER

New Ariane 5 launcher approved

The European Space Agency approves Astrium's design for the new Ariane 5 Midlife Evolution satellite launcher.

19 DECEMBER

Astrium expands its services business

Astrium acquires the Vizada satellite services business, increasing its services business in size and global presence.



TRGS radar



Euro Hawk



Security solutions

SECURITY SOLUTIONS

Cassidian is a leading provider of digital professional mobile radio (PMR) and secure networks with more than 200 networks delivered in 67 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 Olympic Games in Beijing, China, the soccer World Cup in South Africa and in November 2011 the G20 summit held in Cannes, France.

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 responsible for missile systems 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 and the METEOR air superiority missile system.

UNMANNED AERIAL SYSTEMS (UAS)

In the field of 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, the Euro Hawk successfully performed its ferry flight from California, USA to Germany in July 2011. Following this flight, the signal intelligence system developed by Cassidian was successfully integrated in Manching, Germany.

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.



Eurofighter



Eurofighter Final Assembly Line, Manching, Germany

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 the UK, Germany, Italy and Spain. As of 31 December 2011, 472 aircraft were firmly on order within the core programme (with an additional 87 for export) and a total of 315 aircraft were delivered (including 38 aircraft in 2011), with production of Tranche 3a secured until 2017.

2011 HIGHLIGHTS

28 FEBRUARY

System integration success

Cassidian joint venture EMIRAJE Systems LLC wins a contract for the first phase of the United Arab Emirates Command and Control System.

21 JULY

Euro Hawk completes transatlantic crossing

The first Euro Hawk unmanned aircraft for the German armed forces, jointly produced by Cassidian and Northrop Grumman, touches down in Manching, Germany.

18 OCTOBER

Eurofighter delivery milestone

Cassidian delivers the 300th Typhoon to the Spanish Air Force, making the Eurofighter the only new-generation, multi-role fighter aircraft to have such a large fleet in service.

OTHER BUSINESSES



ATR 42-600



UH-72A

EADS NORTH AMERICA

EADS North America, headquartered in Herndon, Virginia, offers a broad array of advanced solutions for fixed- and rotary-wing aircraft, homeland and cyber security, telecommunications, defence electronics, avionics and services. It is prime contractor for the US Army's UH-72A Light Utility Helicopter. In 2011, EADS North America received a contract to supply the TRS-3D radar for use on board of US Navy Littoral Combat Ships.

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 highwing, twin turboprop aircraft are designed for optimal efficiency, operational flexibility and comfort. A family upgrade was launched in October 2007, with first deliveries of the new -600 series of aircraft taking place in 2011.

In 2011, ATR delivered 54 new aircraft and recorded 119 net orders. As of 31 December 2011, ATR had a backlog of 224 aircraft.

GLOBAL SALES

42%¹⁾
EUROPE



€m	2011
Revenues	20,654
Order intake	17,218
Order book	119,368

EADS is a partner of choice to European customers on a wide range of advanced programmes. European airlines are amongst Airbus' major customers. Astrium is prime contractor to ESA for the Ariane 5 launcher. Cassidian is a leading partner in the Eurofighter programme.

12%¹⁾
NORTH AMERICA



€m	2011
Revenues	5,852
Order intake	35,045
Order book	94,758

EADS is a leading supplier and industrial partner in North America for civil aviation as well as government programmes such as the Lakota Light Utility Helicopter for the US Army. In 2011, Astrium achieved an important breakthrough on the commercial satellite market, winning a contract with television service provider DIRECTV.

29%¹⁾
ASIA AND OCEANIA



€m	2011
Revenues	14,303
Order intake	67,313
Order book	181,872

Asia accounts for 37% of Airbus Commercial backlog. In 2011, Eurocopter boosted its presence in the region through the creation of a joint venture in Kazakhstan. Also in 2011, the Royal Australian Air Force received its first four A330 MRTT aircraft.

10%¹⁾
MIDDLE EAST



€m	2011
Revenues	5,111
Order intake	2,061
Order book	103,029

Middle East airlines are important Airbus customers and significant breakthroughs have been made in new fields such as border surveillance or air-to-air refuelling aircraft. In 2011, EMIRAJE Systems, a Cassidian joint venture, won a contract for the first phase of the United Arab Emirates command and control system.

7%¹⁾
REST OF THE WORLD



€m	2011
Revenues	3,208
Order intake	9,390
Order book	41,951

Amongst other regions, Latin America offers numerous commercial and industrial opportunities. EADS is seeking to develop strategic partnerships with Brazil in space, defence and security domains. In 2011, Eurocopter began construction of a new facility in Mexico.

1) Of Group revenues.

EADS SHARES

In 2011, EADS was by far the best performer of the CAC 40, and second- best amongst MDAX stocks. Over the course of the year EADS shares gained 38% while the CAC 40 fell -17%, the DAX fell -15% and the MSCI aerospace sector rose 1.4%. In a turbulent market environment, EADS benefited from brisk order flow, robust fundamentals and growing confidence amongst investors that its major programmes are progressing, despite existing risks.

Up to mid-February 2011, EADS shares followed the positive market trend with general optimism about the global economy further supported by analysts' upgrades and news flow on potential orders. The share reached a peak of €22.03 on 16 February, before retreating with the general market as fears grew for oil supply in Libya. Having closed at €18.60 on 16 March following the Japanese catastrophe, the EADS share began a steep climb, driven by huge orders during and after the Paris Air Show, reaching a peak of €25.04 on 25 July. At this time, concerns about sovereign debt escalated, spilling over into fears for the banking system as a whole.

EADS shares fell to €19.81 on 8 August in the wake of a general market crash. After a period of high volatility, the EADS share progressed again from the end of November after the Group increased its guidance on the main financial drivers of 2011 and adjusted the schedule of the A350 XWB programme. Investors felt increasingly confident about EADS' prospects, while the dollar strengthened against the euro.

On 30 December 2011, the EADS share price closed at €24.15.

PROFILE

⊙ Number of shares
as of 31 December 2011

820,482,291

⊙ ISIN code

NL0000235190

⊙ High in 2011 on Paris
Stock Market: on 25 July

€ 25.04

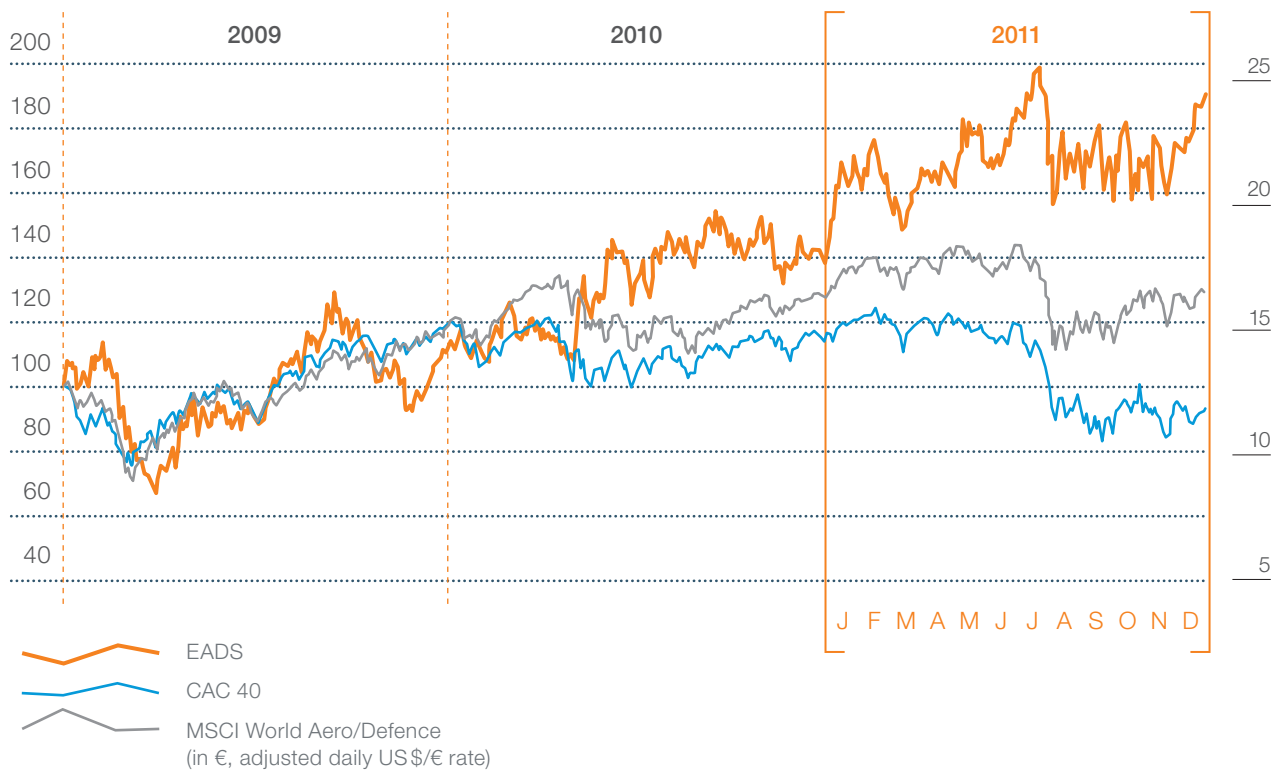
⊙ Low in 2011 on Paris
Stock Market: on 3 January

€ 17.79

SHARE PRICE EVOLUTION as of 31 December 2011

Base 100 as of 2 January 2009

EADS share price in €



SHAREHOLDER STRUCTURE as of 31 December 2011

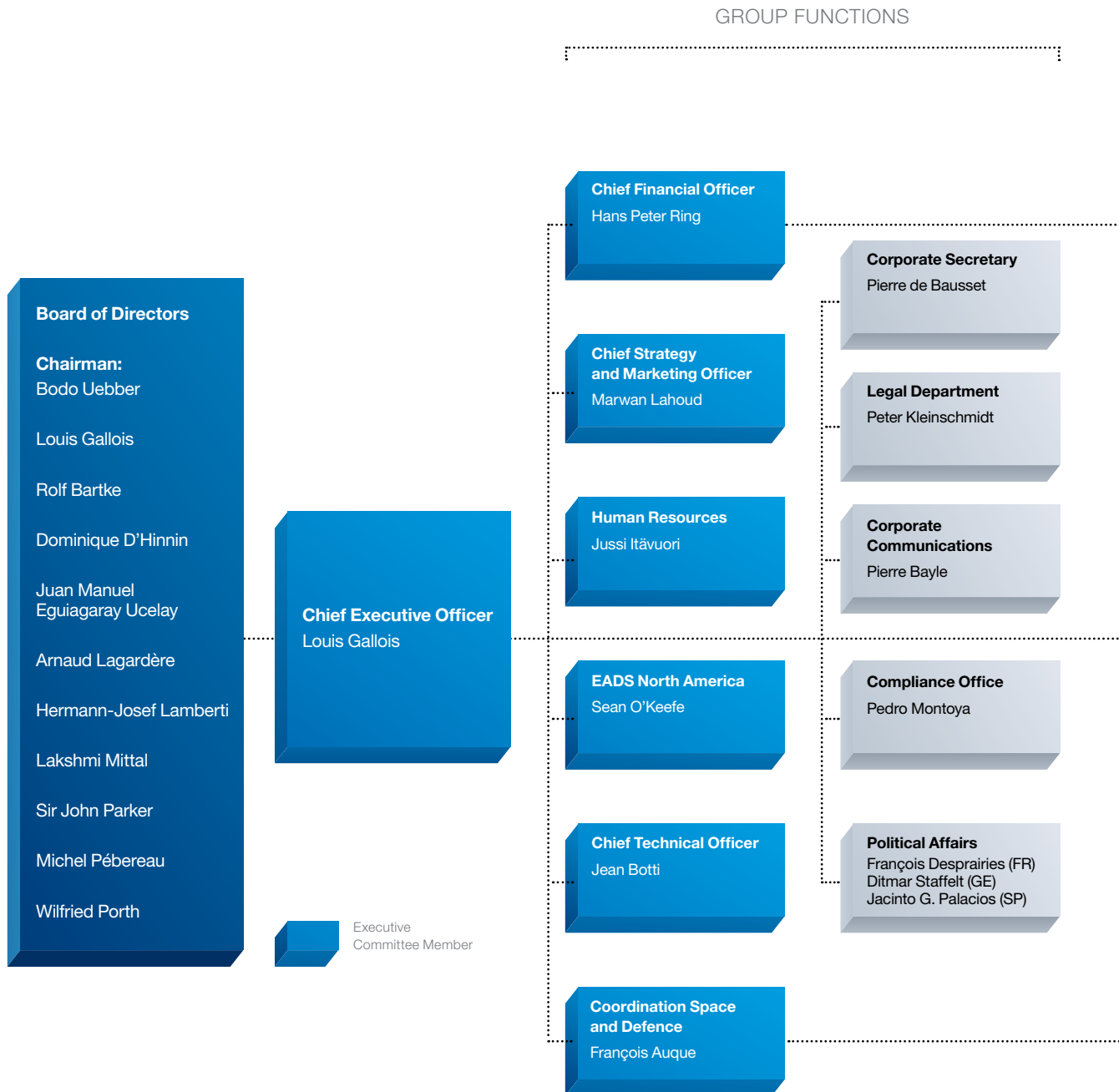


- 22.35% Sogead (Lagardère and French state holding company Sogepa)
- 22.35% Daimler*
- 5.45% SEPI (Spanish state holding company)
- 0.06% Shares held out of the contractual partnership by the French state
- 49.35% Institutional, retail and employee ownership
- 0.45% Treasury shares (without economic or voting rights)

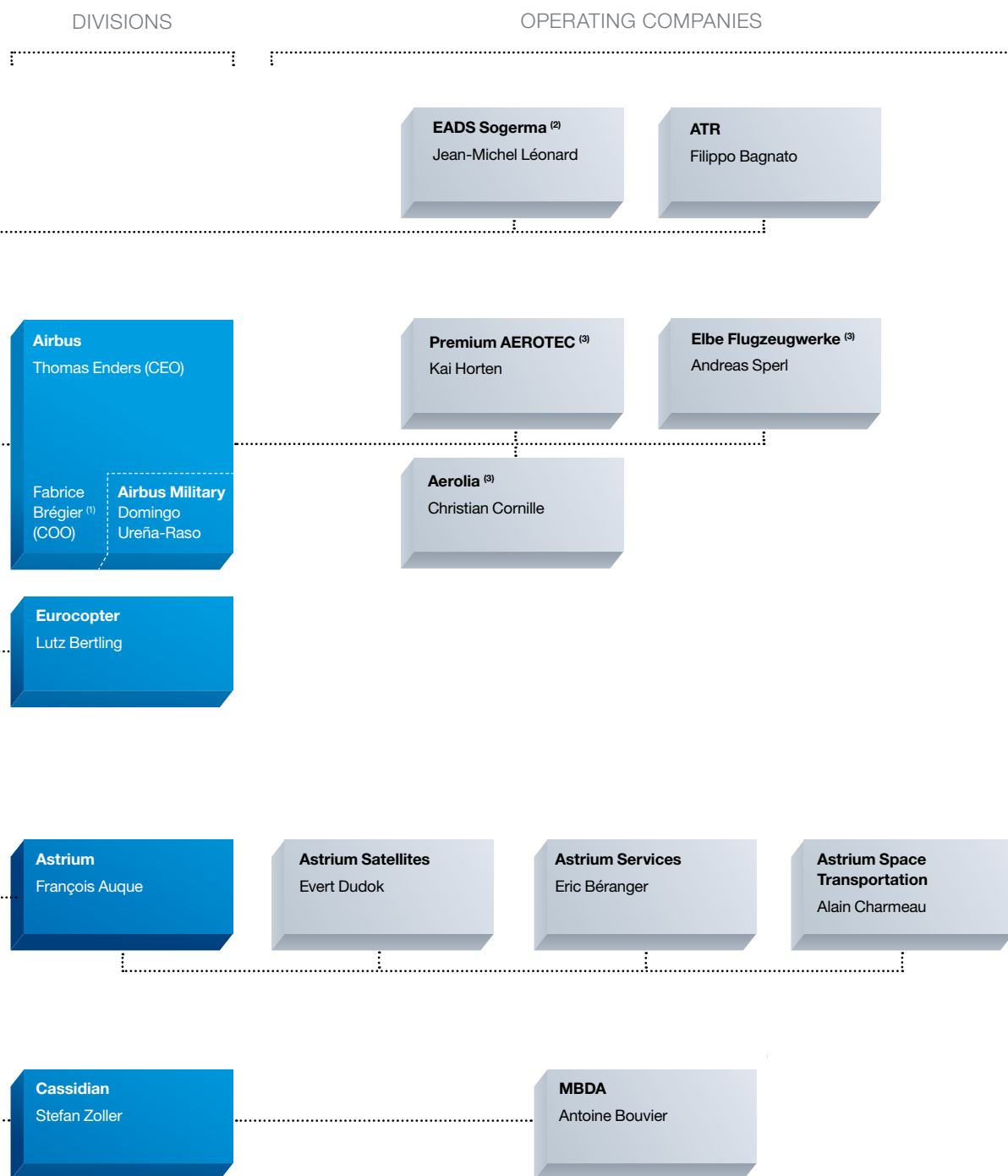
* On 9 February 2007, Daimler reached an agreement with a consortium of private and public-sector investors by which it effectively reduced its shareholding in EADS by 7.5%, while retaining its voting rights over the entire 22.5% package of EADS shares at the time of the transaction.

EADS MANAGEMENT STRUCTURE

as of 1 April 2012



The Board actively shapes the Group's mission and strategic priorities, which are implemented under the leadership of the **Chief Executive Officer** (CEO), who provides the impetus for major operational initiatives. Group functions and the Divisions operate under the leadership of the CEO.



The four Divisions – Airbus, Eurocopter, Astrium and Cassidian – serve the specific needs of their respective customers, while the Group functions enhance the Company offering through information exchange, technology sharing and working practice synergies.

1) Responsible as Executive Committee Member, of a permanent Group-wide mission to ensure EADS enhanced operational performance.

2) 100% EADS owned, controlled by EADS.

3) 100% EADS owned, management delegated to Airbus.