
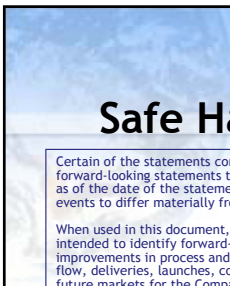





Annual General Meeting

Tuesday, May 6, 2003

Safe Harbor Statement

Certain of the statements contained in this document are not historical facts but rather are statements of future expectations and other forward-looking statements that are based on management's beliefs. These statements reflect the Company's views and assumptions as of the date of the statements and involve known and unknown risk and uncertainties that could cause actual results, performance or events to differ materially from those expressed or implied in such statements.

When used in this document, words such as "anticipate", "believe", "estimate", "expect", "may", "intend", "plan to" and "project" are intended to identify forward-looking statements. Such forward-looking statements include, without limitation, projections for improvements in process and operations, new business opportunities, revenues and revenues growth, operating margin growth, cash flow, deliveries, launches, compliance with delivery schedules, performance against Company targets, new products, current and future markets for the Company products and other trend projections.

This forward looking information is based upon a number of assumptions including without limitation:


- Assumption regarding demand
- Current and future markets for the Company's products and services
- Internal performance including the ability to successfully integrate EADS' activities to control costs and maintain quality
- Customer financing
- Customer, supplier and subcontractor performance or contract negotiations
- Favourable outcomes of certain pending sales campaigns

Forward looking statements are subject to uncertainty and actual future results and trends may differ materially depending on variety of factors including without limitation:

- General economic and labour conditions, including in particular economic conditions in Europe and North America,
- Legal, financial and governmental risk related to international transactions
- The Cyclical nature of some of the Company's businesses
- Volatility of the market for certain products and services
- Product performance risks
- Collective bargaining labour disputes
- Factors that result in significant and prolonged disruption to air travel world-wide
- The outcome of political and legal processes, including uncertainty regarding government funding of certain programs
- Consolidation among competitors in the aerospace industry
- The cost of developing, and the commercial success of new products
- Exchange rate and interest rate spread fluctuations between the Euro and the U.S. dollar and other currencies
- Legal proceeding and other economic, political and technological risk and uncertainties

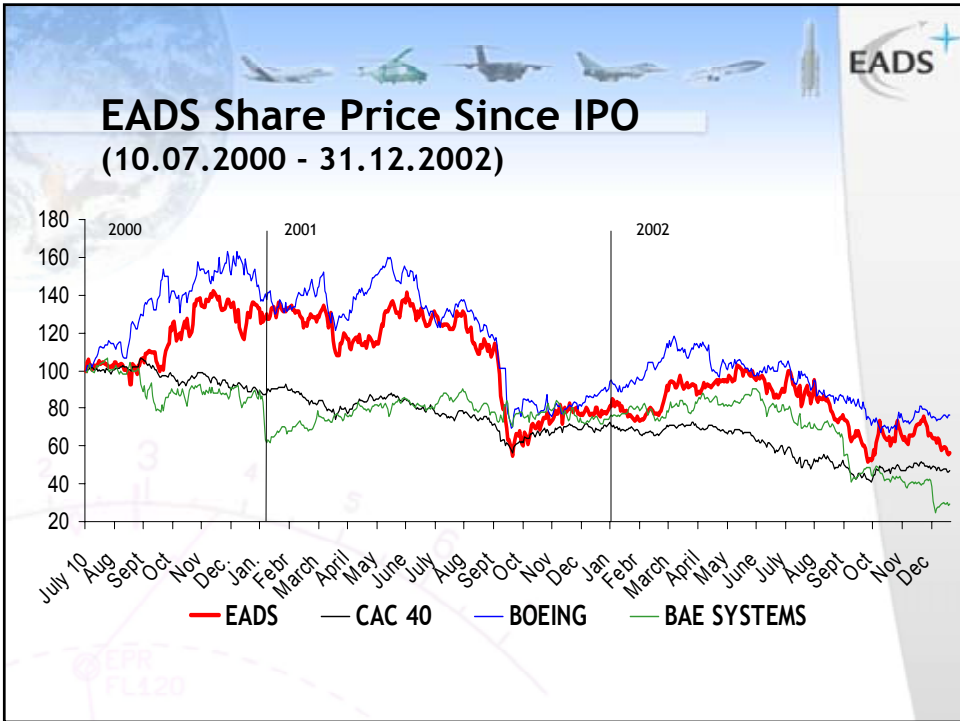
The Company disclaims any intention or obligation to update these forward-looking statements. Consequently the Company is not responsible for any consequences from using any of the above statements.


Additional information regarding these factors is contained in the Company's document de référence' dated 2nd April 2003.



Content

1. Group Overview
2. Operating Performance by Division
3. Financials
4. Outlook



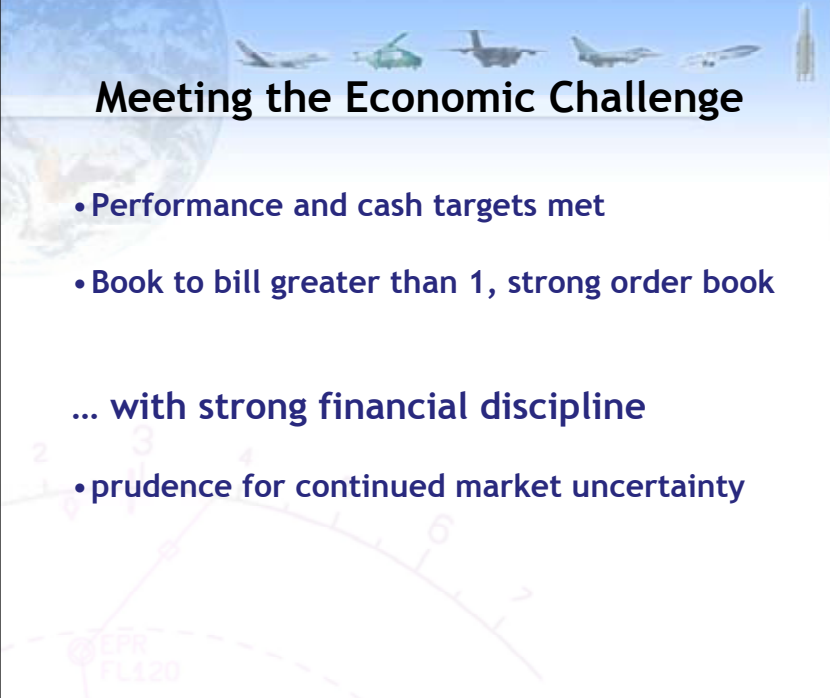


Meeting the Economic Challenge

- Performance and cash targets met
- Book to bill greater than 1, strong order book

... with strong financial discipline

- prudence for continued market uncertainty



Business Highlights in 2002

Airbus:

- 303 delivered aircraft; 54% market share in orders
- Cash preserved and financing exposure limited
- A380 review confirms programme on track

Defence:

- DCS Turnaround to profitability
- Contracts: Meteor 6 European nations, Taurus Germany, Tiger Australia, NH90 Norway
- Partner in US Coast Guards Deepwater project
- Preferred bidder for Eurofighter Austria, NH90 Greece and Herkules Germany

Space:

- Problems compounded by market deterioration
- Preferred bidder for Paradigm in UK





Major Milestones

Defence growth


- EADS, Northrop, Thales and Finmeccanica teamed for NATO AGS
- Northrop's Global Hawk flies with EADS payload (Euro Hawk)
- Full control of Paradigm (secure telecommunication for British MoD)
- MBDA and Thales improve cooperation in missile seekers

Global reach

- Ralph Crosby head of EADS North America, member of EADS Executive Committee
- Eurocopter maintenance centre in China, facility in Mississippi in the US
- EADS Telecom office in Hong-Kong
- Airbus signs up 6 Japanese partners for A380

Efficiency

- Full control of Astrium early 2003 clears the path to restructuring
- Organisation improvement for cross-business-unit developments
- Expansion of sourcing agreements (Honeywell, Thales,...)

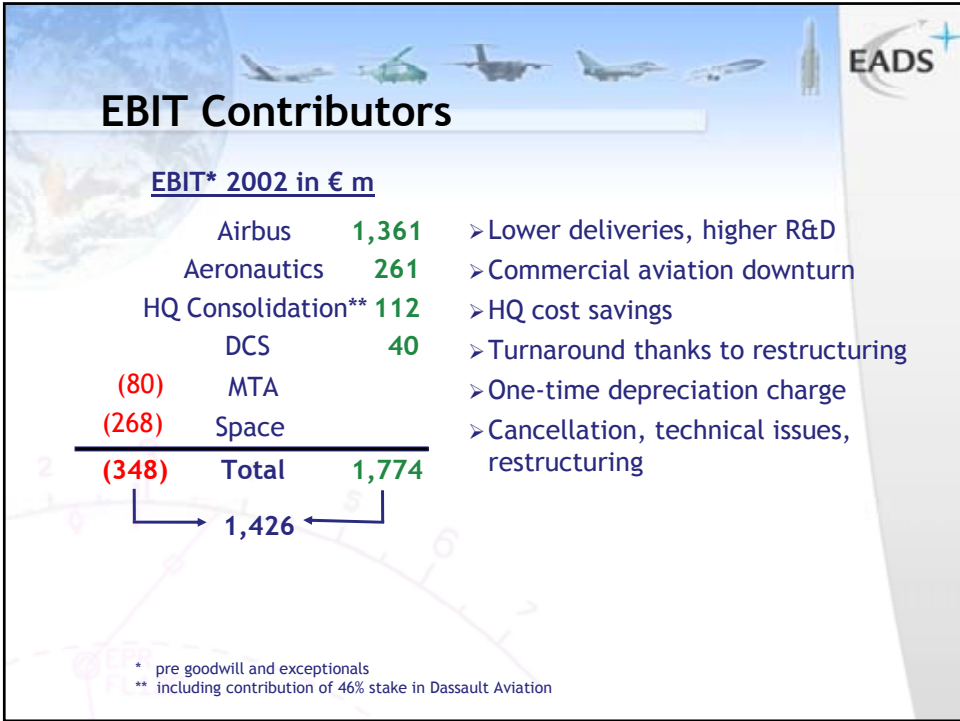


2002 Financial Overview

in € bn	2002	2001
Revenues	29.9	30.8
EBIT*	1.4	1.7
FCF before cust. financing **	0.6	0.9
New orders	31.0	60.2

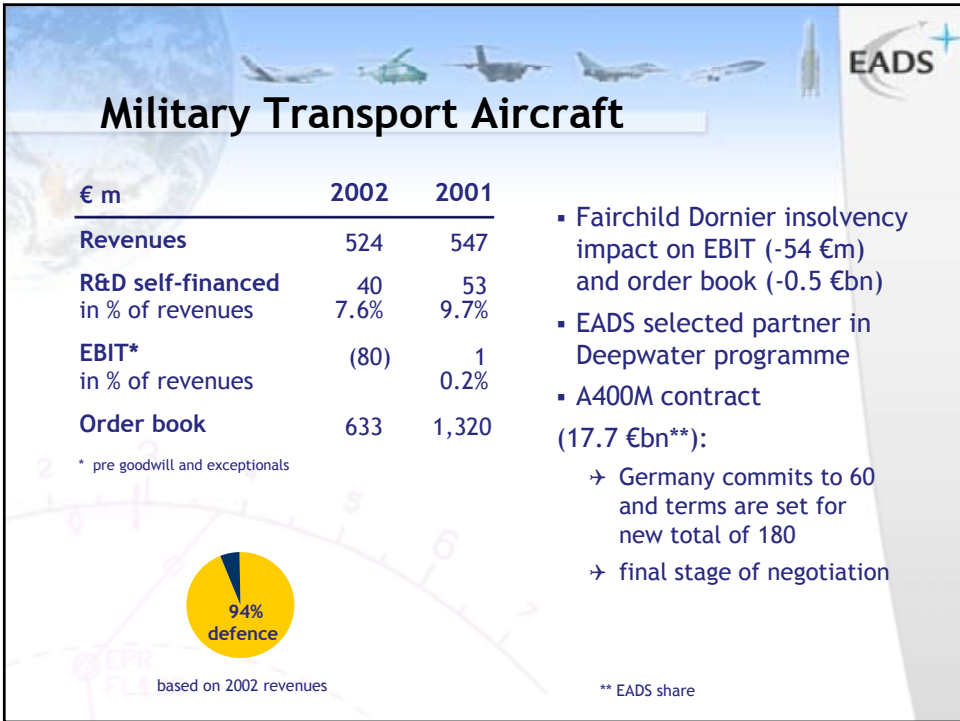
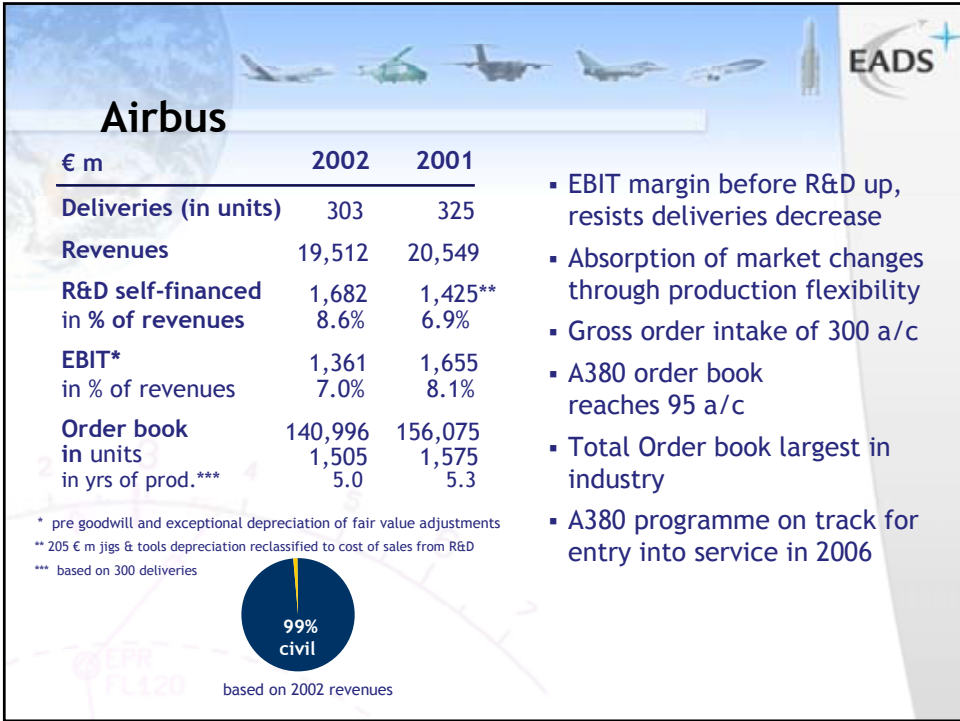
	Dec. 2002	Dec. 2001
Net Cash position	1.2	1.5
Total Order book	168.3	183.3

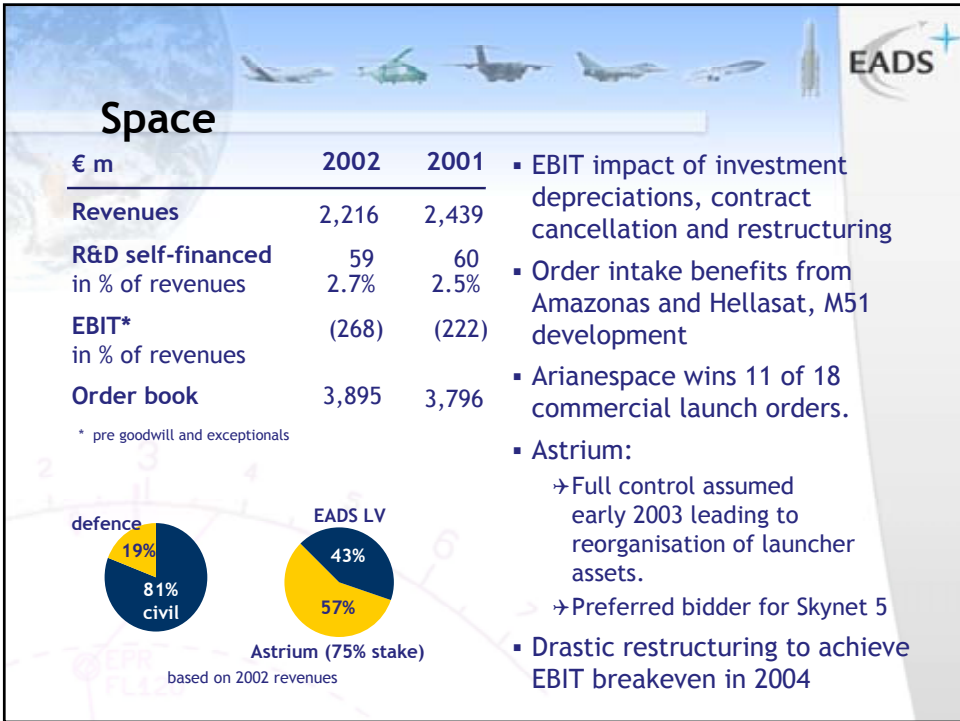
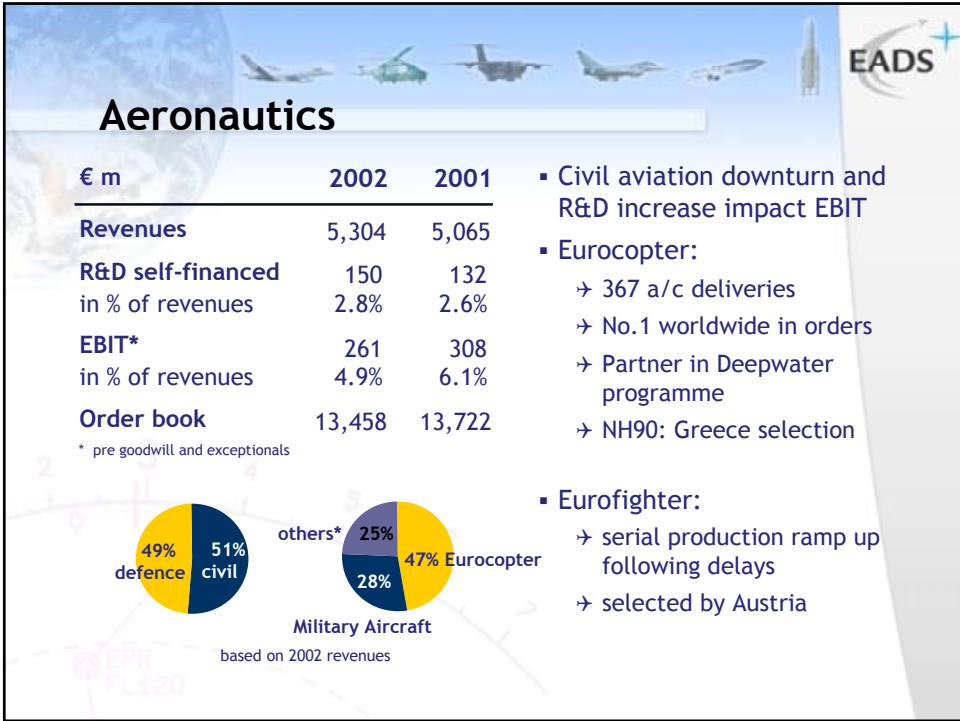
* pre goodwill and exceptionals
 ** excluding investments in medium term securities (2002: 264 €m and 2001: 390 €m)




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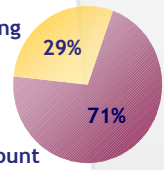


Space Restructuring



- **Plan initiated in 2002**
 - Reorganisation of satellite BU in 3 prime and 1 sub-systems divisions
 - Headcount reduction of 1,600 people mostly in 2003
 - Full set of actions : Make or Buy policy, strengthen expertise, synergies, overhead cuts
- **2003 plan under implementation**
 - Further reduction of about 1,700 jobs in 2 steps
 - Site specialization and activity allocation among fewer competence centres
 - Sourcing reorganisation
 - Program engineering : product standardisation and pooling of resources


Annual cost saving target by 2005



€495m


2003 plan €285m
Initial plan'02 €210m

Defence and Civil Systems

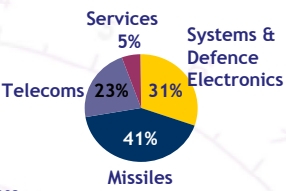


€ m	2002	2001
Revenues	3,306	3,345
R&D self-financed	167	173
in % of revenues	5.1%	5.2%
EBIT*	40	(79)
in % of revenues	1.2%	
Order book	10,110	9,094


* pre goodwill and exceptional s



based on 2002 revenues




- EBIT* turnaround on track, break-even target exceeded
- Site optimization by centres of competence completed
- Missiles Systems: Meteor (0.9 €bn EADS share) and Taurus (0.5 €bn) contracts signed
- Services: EADS preferred bidder for Herkules with German MoD (1.5 €bn EADS share)



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Profit & Loss Highlights

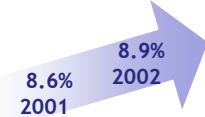
	2002		2001	
	€ m	in % of Revenues	€ m	in % of Revenues
Revenues	29,901		30,798	
self-financed R&D	2,096	7.0%	1,841 **	6.0%
EBITDA	3,031	10.1%	3,213	10.4%
EBIT*	1,426	4.8%	1,694	5.5%
EBIT* before R&D	3,522	11.8%	3,535**	11.5%
Interest result	(81)	(0.3%)	63	0.2%
Taxes	(453)	(1.5%)	(646)	(2.1%)
Net income	(299)	(1.0%)	1,372	4.5%
Net Income*	696	2.3%	809***	2.6%

* pre goodwill and exceptionals
 ** Jigs & tools depreciation reclassified from R&D expenses to cost of sales 205€m
 *** Adjustment from previously reported figure for minority interests (127€m)




Successful Cash Management

- Maintained strong net cash position at € 1.2 bn
- Customer financing exposure significantly contained
- Pre Delivery Payment flow limits working capital requirement
- Strong Cash Flow from operations and working capital at € 2.7 bn
- Positive Free Cash Flow before customer financing including A380 investments ramp-up
- Flexible access to debt market



8.6% 2001
8.9% 2002


CF from operations and working capital (in % of revenues)



Development of Net Cash


in € m	2002	2001
Net cash at the beginning of the period	1,533	1,305
Gross Cash Flow from Operations*	1,862	2,654
Change in working capital	804	2
Cash used for investing activities**	(2,953)	(1,882)
Free Cash Flow**	(287)	774
<i>Free Cash Flow before customer financing</i>	<i>578</i>	<i>867</i>
Share Buy-back	(156)	0
Dividends paid to shareholders	(403)	(404)
Others****	536	(142)
Net cash at the end of the period	1,224	1,533

* gross cash flow operations, excl. working capital change
 ** incl. customer financing cash impact, excl. change in securities (2002: 264€m; 2001: 390€m)
 *** excl. leased assets and financial assets
 **** mainly foreign exchange differences on US\$ denominated debt



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Q1 2003 key figures

in € bn	Q1 2003	Q1 2002
Revenues	5.5	6.4
EBIT*	0.1	0.3
FCF before cust. financing**	(0.3)	0.4
New orders	5.4	3.8
	March 2003	Dec. 2002
Net Cash position	0.5	1.2
Total Order-Book	162.7	168.3

* pre goodwill and exceptionals
 ** excl. investments in medium term securities and consolidation changes



2003 Guidance

Prudent financial targets preserve our flexibility to respond to market changes

- Based on 300 deliveries and the current \$ rate (1€ = 1.10 \$), we expect 2003 revenues in the same range as 2002.
- We expect **EBIT* 2003**, in the same range as 2002.
- We expect positive **Free Cash Flow** before customer financing net additions, which we will keep as low as possible.

* pre goodwill and exceptionals



EADS Delivers

Calculated and realistic approach to:

- Monitor and manage market uncertainties
- Enhance defence growth
- Turn Space around
- Generate value through efficiencies



Shareholders Information

For questions or further information please call:

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Spain: 00 800 00 02 2002

E-mail: ir@eads.net

To receive “Aero-Notes”, the letter to our shareholders, and other documents, visit our website at www.eads.net and go to Financial Information.