




AIRBUS (SAS)
 1 Rond Point Maurice Bellonte
 31707 Blagnac Cedex, France
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 Fax: (33-5) 6193-3792
www.airbus.com

Employment: 48,500

Officers:
President and CEO Noël Forgeard
COO Gustav Humbert
CFO Andreas Sperl

Aerospace Organization/Products:

Headquartered in Toulouse, France, Airbus is jointly owned by BAE Systems (UK) (20%) and EADS (Netherlands) (80%). Produces the A300/A310 family (769 delivered); the A320 family: A318, A319, A320 and A321 (1,998 delivered); A330 and A340 (530 delivered) and A380 commercial jet transports (all deliveries as of 11/30/2003). Airbus's facilities are located in Meaulte, Nantes, St-Nazaire and Toulouse (all France); Bremen, Buxtehude, Hamburg, Laupheim, Nordenham, Stade and Varel (all Germany); Getafe, Illescas and Puerto Real (all Spain); and Broughton and Filton (both UK). It has regional offices in Sydney (Australia), Brussels (Belgium), Dublin (Ireland), Tokyo (Japan), Moscow (Russia), Singapore and Dubai (UAE); spares centers in Beijing (China), Frankfurt/Main and Hamburg (both Germany), Singapore and Washington, DC (USA); a design office in Wichita, KS (USA); and training centers in Beijing (China), Toulouse (France) and Miami, FL (USA).

Subsidiaries:

Airbus China (China): Sales, marketing, customer services, product support and training. **Airbus of North America (AINA)** (USA): Sales, marketing, customer services, product support and training. **Airbus Transport International (ATI)** (France): Transports Airbus aircraft sections among factories in Europe using the outsize A300-600ST Beluga cargo aircraft, also ad hoc charters.

FINANCIALS (\$ MILLIONS)*†:

	2001	2002	% Change
Operating Revenues	18,206	20,454	12%
Operating Expenses	—	—	—
Net Profits	—	—	—
Debt to Equity Ratio	—	—	—

*AW&ST conversion based on exchange rates available on 12/31/01 and 12/31/02.

†Figures are pro forma, excluding Airbus UK.




ALCATEL
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Employment: 77,000 (6,100 Alcatel Space)

Officers:
Chairman and CEO, Alcatel Serge Tchuruk
President and COO, Alcatel Philippe Germond
Chairman and CEO, Alcatel Space Pascale Sourisse
Executive VP, Alcatel Space Yves de la Serre
Senior VP and Chief Technical Officer, Alcatel Space Michel Courtois

Aerospace Organization/Products:

Alcatel Space (Nanterre, France): Designs, manufactures and operates complete turnkey space systems. Develops satellite technologies for telecommunications, navigation, optical and radar observation, meteorology, and environmental and scientific applications. The company is also a prime contractor for Earth observation, meteorology and navigation ground segments, as well as space systems operations. Designs and manufactures AMC series, Apstar VI, Arabsat, Astra 1K, Eurasiasat 1, Europe*Star, Eutelsat W family, Globalstar, Hispasat, Hot Bird 6 and 7A, Koreasat 5, Rascom, Star One C1, Stellan 5, telecommunications and multimedia satellites; WorldSpace and XM Radio digital broadcasting satellites; EGNOS, EURIDIS and Galileo, navigation satellites; ERS, Helios 1, Helios 2 and Spot Earth-observation instruments; Meteosat Second Generation series; Oceanographic satellite Jason; Herschel-Planck, and Corot scientific satellites and Huygens interplanetary probe. Designs and manufactures the Proteus platform, with 700 lb. payloads for LEO applications, and the Spacebus platform, with payloads ranging from 700-2,000 lb. with power sources ranging from 6-15 kw. for geostationary applications. Designs and develops Earth stations for air traffic control, mobile telephony, multimedia, radio broadcasting and rural communication. Alcatel Space is a fully-owned subsidiary of Alcatel. Management, production and support activities are carried out in Cannes, Nanterre, Toulouse and Valence, France, and Kourou, French Guiana.

Subsidiaries:

Alcatel Bell Space (Hoboken, Belgium): Manufactures satellite communication, navigation, remote sensing and spacecraft control systems, including gateways; makes user Earth terminals and satellite ground control stations. **Alcatel Espacio** (Madrid,

FINANCIALS (\$ MILLIONS)*:

	2001	2002	% Change
Operating Revenues	22,463	17,346	(23%)
Operating Expenses	16,890	—	—
Net Profits	(4,397)	(4,974)	(13%)
Debt to Equity Ratio	27%	6%	(78%)

*AW&ST conversion based on exchange rates available on 12/31/01 and 12/31/02.

Spain): Designs, develops and manufactures spacecraft equipment and subsystems. **Alcatel Etca** (Charleroi, Belgium): Manufactures on-board satellite power conditioning systems and ground-based equipment such as ground stations for power conditioning and test benches for launchers. **Alcatel Spacecom** (Nanterre, France): Provides value-added services, supports privatization of institutional firms, worldwide expansion of projects refocusing space agencies on R&D programs. **Alcatel Space Netherlands B.V.** (Noordwijk, The Netherlands): Provides quality support and project documentation services. **Alcatel Space Operations GmbH** (Darmstadt and Gilching, Germany): Provides field operations services to EUMETSAT, the European Space Agency and the German Space Agency (DLR). **Europe*Star** (London, UK): Owns and operates satellites. **Indra Espacio S.A.** (Madrid, Spain): Ground segment engineering and applications for satellite communications, spacecraft control, Earth observation and satellite navigation.

Alcatel Spacecom Joint Ventures/Partnerships:

Eurasiasat S.A.M., partner: Türk Telekom (Turkey). **SkyBridge**, partner: Loral Space & Communications (USA).