

# European Aerospace at a Crossroads

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5<sup>th</sup> May 2011



# European Aerospace

## The Past



# Europe Disunited



# The First Steps in Collaboration



# The Anglo-French Package



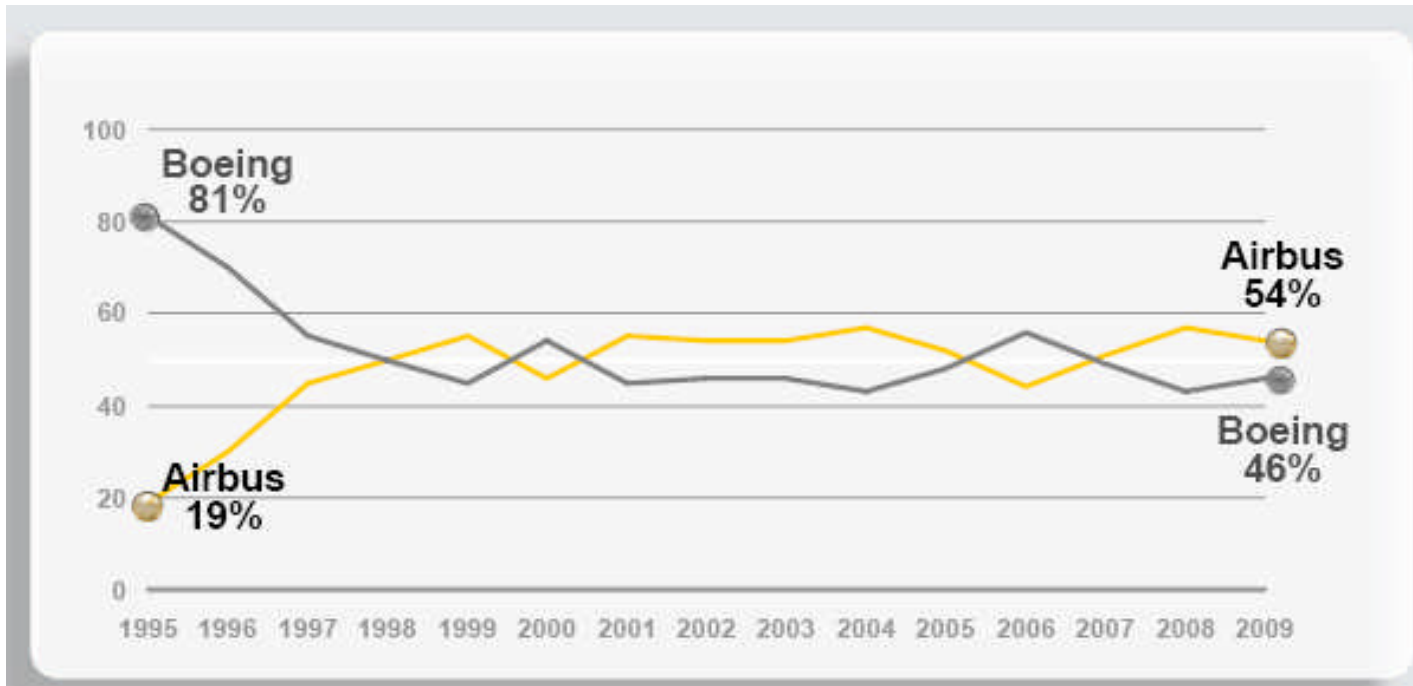
# European Civil Aerospace Collaboration



# The Airbus Family

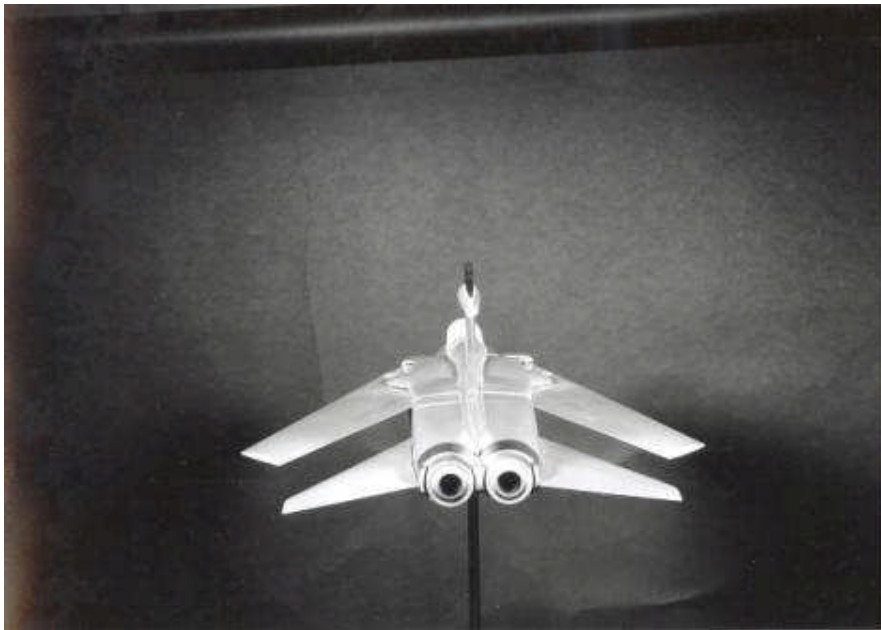


# A Decade of Airbus-Boeing Parity





# European Defence – a Missed Opportunity 1



# The Second Generation



# Another Missed Opportunity



# Things were supposed to get better



“Eurofighter will be  
The last collaborative project”  
John Weston, CEO BAE

A future with:

Transnational companies  
+  
Transnational Procurement  
Agencies



# European Success in Space



# European Aerospace

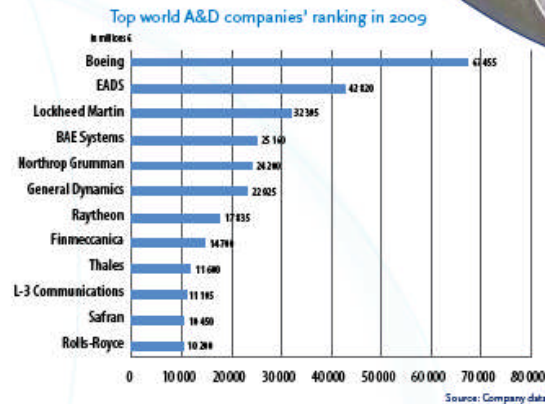
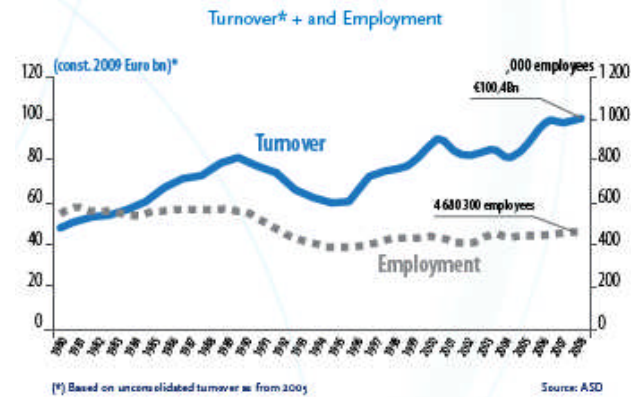
## The Present



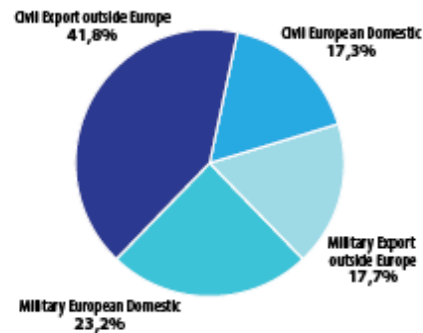
# European Aerospace Now

## Aerospace and Defence Industries Key Characteristics of the Year 2009

Turnover	€154.7Bn
military / civil	57 / 43 %
Direct employment	696,000
out of which aerospace	500,000
R&D expenditure (aeronautics only)	€12.2Bn
Exports (aeronautical only)	60%
Operating profit margin	5.7%



### Turnover Breakdown by Market: Civil/Military; European Domestic/Exports



# European Aerospace

## The Future?



# European Defence future - The 3 Ms Problem

MONEY

MARKET

MANAGEMENT



© AIRBUS MILITARY 2009 - A400M First Flight - Photo by A.Doumerjou / Ekm Company



# And the American Temptation

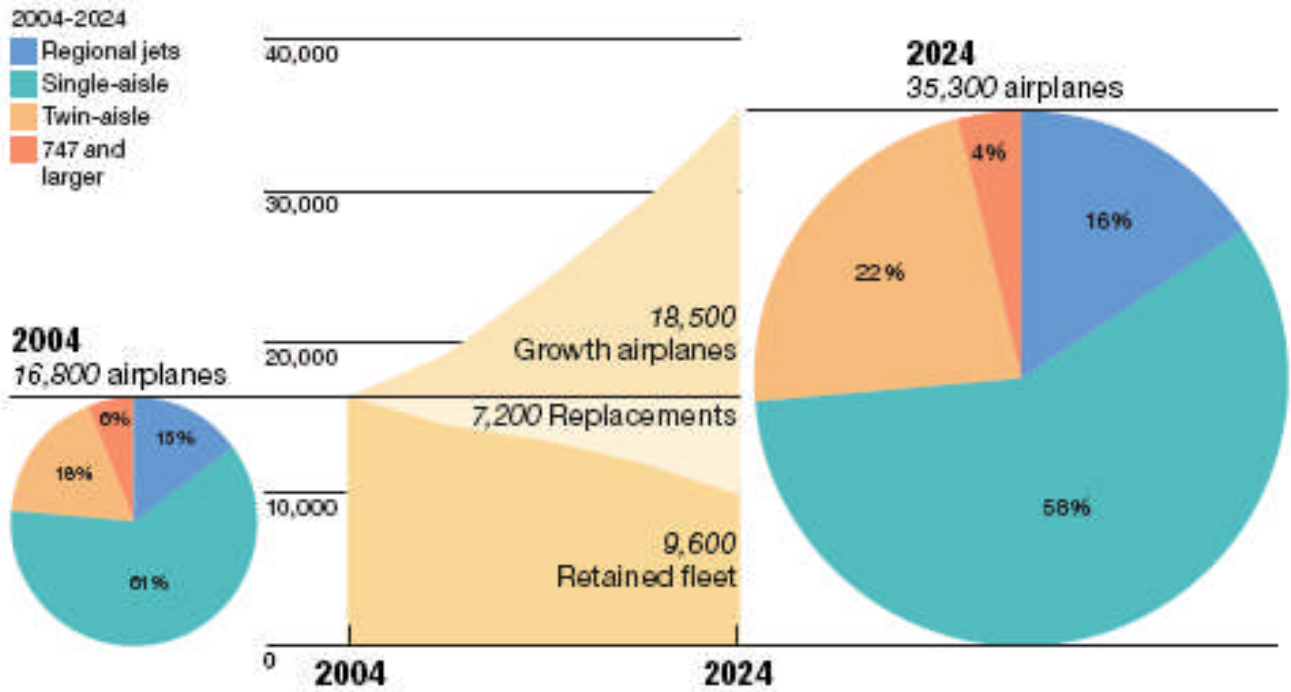


# Where next?



# World Airliner Fleet Forecast

## The World Fleet Will More Than Double



Source; Boeing



# WTO and the Future of Civil Aerospace Funding



Arguably Europe faces biggest challenge  
An end to repayable launch investment?  
More outsourcing?  
Airbus still a “political” company?

# Civil Challengers?



# The Environmental Challenge

