

## #KeyFigures

### The company...

Thales is a global organisation with operations on all continents serving **five major markets**, all of them of vital importance for our societies: aerospace, space, ground transportation, defence and security, and digital security.

From the bottom of the ocean to the depth of space and cyberspace, Thales provides a unique range of technologies and services that make tomorrow possible, today.

 **80,000+**  
Employees in 68 countries

 Around  
**€19 bn\***  
Revenue

 Self-funded R&D  
**€1 bn+\***  
(Does not include externally financed R&D)

\*Based on Thales and Gemalto reported 2017 consolidated income statements

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# THALES

The people we all rely on  
to make the world go round —  
they rely on Thales.

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**“The people who make the world go round can rely on Thales because we support our customers at every decisive moment.”**

#ChairmanMessage

The digital revolution is radically transforming the Group’s markets. At the same time, it offers tremendous new opportunities for us to create and develop the solutions that will enable our customers to make the right decisions at the right time in ever more complex situations.

The world has seen several technological revolutions in the last 100 years – electricity, electronics, computing, and now digital – and Thales has been part of them all, in some cases playing a pioneering role.

Thales combines a world-class portfolio of technologies with in-depth knowledge and understanding of its markets. This unique positioning will enable our businesses to continue to grow, profitably and sustainably, faster than their respective markets.

To achieve this profitable long-term growth, our roadmap is clear. We will continue to strive to develop our customer-centric culture, ramp up our operational performance initiatives, and increase our R&D commitment by investing in both technologies and talent.

Our recent acquisition of Gemalto, a world-renowned digital security company, serving businesses and governments in more than 180 countries, was a

key milestone in our roadmap. This acquisition significantly accelerates the Group’s digital transformation and positions Thales as a world leader in digital security.

With this unique combination of technology leadership, creativity and employee engagement, Thales has a key role to play in the digital transformation of our customers in all the markets we serve.

Like all major technology companies, Thales needs to attract and retain the best talent, and I believe that our diverse workforce and the breadth of opportunities we offer our people will make all the difference. In today’s globalised environment, the men and women of Thales are more than ever one of our primary strengths. The collective intelligence and creativity of our 80,000 employees in 68 countries, all of them passionate about what they do, fascinated by technology and determined to push back their own boundaries to achieve the level of performance Thales expects of them – that’s one of our most precious assets.

**Patrice Caine,**  
Chairman & CEO  
Thales

# The people we all rely on to make the world go round – they rely on Thales

#DigitalSecurity

## Shaping a safer, more secure and convenient tomorrow

**W**ith a digital revolution underway in all the markets that Thales serves, the Group is investing heavily in the underlying technologies of connectivity, Big Data, artificial intelligence and cybersecurity to help our customers improve efficiency, safety, convenience, security and economic performance.

Today Thales is developing solutions for tomorrow’s data-driven, autonomous,

immersive world – from autonomous vehicle control to collaborative combat systems, from connected cockpits to secure clouds and cyber-protected communications, from self-learning radars to virtual reality solutions for training and predictive maintenance.

Digital identity and security are crucial to every aspect of this new world. At every stage in our customers’ critical digital decision chain, the identity and

authenticity of users must be verified with the appropriate level of assurance, almost instantaneously. Our recent acquisition of Gemalto, a world-renowned, international digital security company serving businesses and governments in more than 180 countries, positions Thales to be a world leader in digital security.



### Silent authentication

Today, we use passwords and two-step authentication to verify our digital identities, but Thales is working on technology that will use deep learning, biometrics and artificial intelligence to verify seamlessly and “silently” who we are, based on digital signatures such as the way we use a keyboard or a mouse. This silent authentication is expected to become a key factor in identifying and eliminating digital fraud in the banking and finance sector.

### Big Data and data security

The era of Big Data is producing unprecedented amounts of data points, giving us greater insights that drive exciting research today and power better business decisions. But these vast datasets need to be secured – and at huge scale. Our data encryption and tokenization solutions are used to secure data in the most widely used environments and they do it – whether it’s a Hadoop infrastructure, or a non-relational (NoSQL) database such as MongoDB or Couchbase – and they do it without impeding the analytics tools that make these datasets so valuable in the first place.

### Securing tomorrow’s digital skies

In the digital world of tomorrow, air traffic management will face a massive increase in the number of drones circulating in our skies. Identifying a drone as reliable and therefore allowed to fly in a specific area will be essential in such a context. This is the kind of challenge that Thales responds to every day, thanks to its joint expertise in the Internet of Things, digital identity verification, and radar technology.

#CSR



## Diversity as a source of innovation

**F**or over 15 years, Thales has engaged proactively in a Group-wide policy of corporate responsibility and attaches the utmost importance to ethical behaviour, transparency and dialogue with regard to customers and suppliers as well as employees, shareholders, the financial markets and civil society. The diversity and inclusion policy deployed throughout the Group reflects a deep-seated belief that innovation and competitiveness are fuelled by interaction between people from different disciplines and backgrounds. These policies have achieved international recognition, with Thales ranked in first place in the Aerospace & Defence category of the Dow Jones Sustainability Index (World version), which evaluates companies on their economic, environmental and social performance. Thales signed the United Nations Global Compact in 2003 and adheres to its 10 principles on human rights and labour rights. The company achieved Global Compact Advanced level in 2012.

# Decisive technology for decisive moments

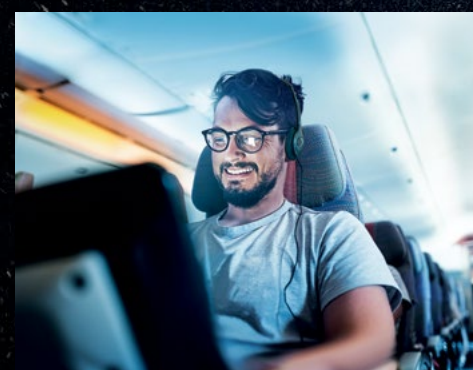
The people we all rely on to make the world go round – they rely on Thales. Our customers come to us with big ambitions: to make life better, to keep us safer. Combining a unique diversity of expertise, talents and cultures, our architects design and deliver extraordinary high technology solutions. Solutions that make tomorrow possible, today. From the bottom of the oceans to the depth of space and cyberspace, we help our customers think smarter and act faster – mastering ever greater complexity and every decisive moment along the way. Whatever it takes.



## Aerospace

### Comprehensive expertise for the air transport sector

Governments, airports, airlines, pilots, crews and passengers rely on Thales to make flights safer, easier and more efficient. We do this by designing, delivering and supporting the systems that keep our skies running. From air traffic management, avionics suites, training and simulation solutions, nose-to-tail aircraft connectivity and in-flight services, we enable and connect all parts of the aerospace ecosystem in the air, on the ground, and in between.



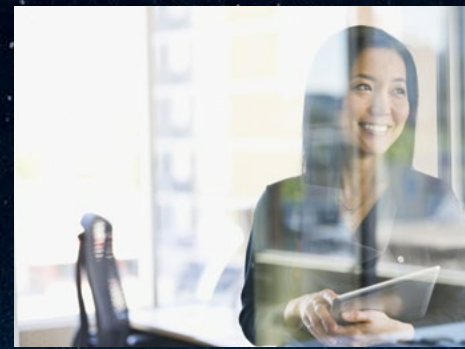
**#1**  
worldwide in air traffic management

**#2**  
worldwide in in-flight entertainment and connectivity

**#3**  
worldwide in commercial avionics

## Digital security Delivering digital trust

Businesses and governments rely on Thales to achieve their digital transformation securely by bringing trust to the billions of digital interactions they have with people. Our identity management and data protection technologies help banks exchange funds, people cross borders, energy to become smarter and much more. More than 30,000 organisations rely on Thales solutions to verify the identities of people and things, grant access to digital services, analyse vast quantities of information and encrypt data. As the world becomes more connected, Thales makes it more secure.

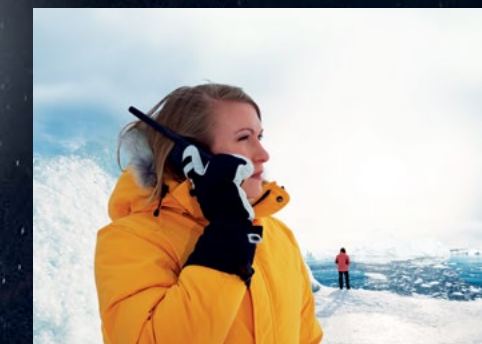


**#1**  
worldwide in data protection

## Space

### An essential component

Governments, institutions and companies rely on Thales to design, operate and deliver satellite-based systems that help them position and connect anyone or anything, everywhere, help observe our planet, help optimise the use of our planet's – and our solar system's – resources. We believe space is humankind's new horizon, which will enable us to build a better, more sustainable life on Earth.



**#2**  
worldwide in civil satellite systems

## Ground transportation

### Pioneering new mobility solutions

Countries, cities and transport operators rely on Thales to adapt to rapid urbanisation and meet new mobility demands – locally, between cities and across national frontiers. Our expertise in signalling, communications, fare collection and cybersecurity gives people and goods the connected journey to move safely and efficiently.



**#2**  
worldwide in rail signalling

## Defence and security

### Protecting and defending security at the highest levels

Armed forces, governments and global organisations entrust Thales with helping them achieve and maintain security, tactical superiority and strategic independence in the face of any type of threat. In an increasingly unpredictable world, governments rely on our expertise to protect their citizens and make the world safer. Whether designing fire-control radar systems, advanced multistatic sonar for submarines, or cyber-protected transmission networks for safer skies, Thales delivers solutions that protect states, cities and critical infrastructures.



**#1**  
European provider of advanced sensors and mission systems

**#1**  
worldwide in smart and safe airport solutions