



**CONDENSED CONSOLIDATED  
FINANCIAL STATEMENTS  
AT 30 JUNE 2025**

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## INTERIM CONSOLIDATED PROFIT AND LOSS ACCOUNT

(in € millions)	Notes	First half 2025	First half 2024	2024
<b>Sales</b>	note 2	<b>10,264.8</b>	<b>9,492.5</b>	<b>20,576.6</b>
Cost of sales		(7,556.0)	(6,984.9)	(15,202.7)
Research and development expenses		(627.3)	(599.3)	(1,273.7)
Marketing and selling expenses		(773.6)	(775.9)	(1,590.3)
General and administrative expenses		(355.3)	(335.1)	(692.9)
Restructuring costs		(54.7)	(32.0)	(118.3)
<b>Income from operations</b>	note 2	<b>897.9</b>	<b>765.3</b>	<b>1,698.7</b>
Disposal of assets, changes in scope of consolidation and other	note 3.2	(22.4)	(19.6)	(278.9)
Impairment on non-current fixed assets	note 3.2	—	—	(157.6)
<b>Income of operating activities before share in net income of equity affiliates</b>		<b>875.5</b>	<b>745.7</b>	<b>1,262.2</b>
Share in net income of equity affiliates	note 5.1	92.8	59.2	95.1
<b>Income of operating activities after share in net income of equity affiliates</b>		<b>968.3</b>	<b>804.9</b>	<b>1,357.3</b>
Financial interests on gross debt		(116.2)	(153.7)	(289.3)
Financial interests on cash and cash equivalents		60.5	67.0	123.5
<b>Interest expense, net</b>	note 6.1	<b>(55.7)</b>	<b>(86.7)</b>	<b>(165.8)</b>
Other financial expenses	note 6.1	(43.9)	29.9	39.4
Finance costs on pensions and other employee benefits	note 8	(21.8)	(29.5)	(51.3)
Income tax	note 9	(204.9)	(124.1)	(247.3)
<b>Net income relating to continued operations</b>		<b>642.0</b>	<b>594.5</b>	<b>932.3</b>
<b>Net income relating to discontinued operations</b>	note 1.2	<b>—</b>	<b>392.2</b>	<b>412.1</b>
<b>Net income</b>		<b>642.0</b>	<b>986.7</b>	<b>1,344.4</b>
<b>Shareholders of the parent company</b>		<b>663.7</b>	<b>1,017.3</b>	<b>1,419.5</b>
Of which: net income relating to continued operations, Group share		663.7	625.1	1,007.4
Of which: net income relating to discontinued operations, Group share		—	392.2	412.1
<b>Non-controlling interests</b>		<b>(21.7)</b>	<b>(30.6)</b>	<b>(75.1)</b>
<b>Basic earnings per share (in euros)</b>	note 10.2	<b>3.23</b>	<b>4.94</b>	<b>6.91</b>
<b>Diluted earnings per share (in euros)</b>	note 10.2	<b>3.22</b>	<b>4.93</b>	<b>6.89</b>

Segment information (including adjusted EBIT calculation) is detailed in note 2.1.

## INTERIM CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

	First half 2025			First half 2024			2024		
	Total attributable to:		Total	Total attributable to:		Total	Total attributable to:		Total
(in € millions)	Shareholders of the parent company	Non-controlling interests		Shareholders of the parent company	Non-controlling interests		Shareholders of the parent company	Non-controlling interests	
<b>Net income</b>	<b>663.7</b>	<b>(21.7)</b>	<b>642.0</b>	<b>1,017.3</b>	<b>(30.6)</b>	<b>986.7</b>	<b>1,419.5</b>	<b>(75.1)</b>	<b>1,344.4</b>
Translation adjustments	(564.5)	(3.6)	(568.1)	127.1	0.2	127.3	240.4	0.9	241.3
Cash flow hedge	147.1	8.7	155.8	(8.6)	(1.2)	(9.8)	(80.6)	(3.6)	(84.2)
Equity affiliates	(34.1)	—	(34.1)	(9.3)	—	(9.3)	1.8	—	1.8
Discontinued operations	—	—	—	18.7	—	18.7	17.8	—	17.8
<b>Items that may be reclassified to income</b>	<b>(451.5)</b>	<b>5.1</b>	<b>(446.4)</b>	<b>127.9</b>	<b>(1.0)</b>	<b>126.9</b>	<b>179.4</b>	<b>(2.7)</b>	<b>176.7</b>
Actuarial gains (losses) on pensions	(16.3)	(1.6)	(17.9)	33.3	(0.9)	32.4	64.2	1.6	65.8
Financial assets at fair value	3.6	5.4	9.0	(11.7)	(1.5)	(13.2)	(18.0)	(2.1)	(20.1)
Deferred tax	3.3	—	3.3	(8.3)	0.2	(8.1)	(32.0)	(2.9)	(34.9)
Equity affiliates	0.1	—	0.1	—	—	—	6.6	—	6.6
Discontinued operations	—	—	—	2.6	—	2.6	2.6	—	2.6
<b>Items that will not be reclassified to income</b>	<b>(9.3)</b>	<b>3.8</b>	<b>(5.5)</b>	<b>15.9</b>	<b>(2.2)</b>	<b>13.7</b>	<b>23.4</b>	<b>(3.4)</b>	<b>20.0</b>
<b>Other comprehensive income (loss) for the period net of tax</b>	<b>(460.8)</b>	<b>8.9</b>	<b>(451.9)</b>	<b>143.8</b>	<b>(3.2)</b>	<b>140.6</b>	<b>202.8</b>	<b>(6.1)</b>	<b>196.7</b>
<b>Total comprehensive income for the period</b>	<b>202.9</b>	<b>(12.8)</b>	<b>190.1</b>	<b>1,161.1</b>	<b>(33.8)</b>	<b>1,127.3</b>	<b>1,622.3</b>	<b>(81.2)</b>	<b>1,541.1</b>

## INTERIM CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

(in € millions)	Number of shares outstanding (thousands)	Share capital	Additional paid-in capital	Retained earnings	Cash flow hedge	Cumulative translation adjustment	Treasury shares	Group share	Non- controlling interests	Total equity
<b>At 1st January 2024</b>	206,668	630.6	3,705.6	3,372.3	(32.4)	(369.8)	(476.3)	6,830.0	139.0	6,969.0
Net income	—	—	—	1,419.5	—	—	—	1,419.5	(75.1)	1,344.4
Other comprehensive income (loss) net of tax	—	—	—	23.4	(81.1)	260.5	—	202.8	(6.1)	196.7
<b>Total comprehensive income for 2024</b>	—	—	—	1,442.9	(81.1)	260.5	—	1,622.3	(81.2)	1,541.1
Parent company dividend distribution	—	—	—	(708.4)	—	—	—	(708.4)	—	(708.4)
Third-party share in dividend paid by subsidiaries	—	—	—	—	—	—	—	—	(14.5)	(14.5)
Share-based payments	—	—	—	60.0	—	—	—	60.0	—	60.0
(Acquisitions) / disposals of treasury shares	(1,355)	—	—	(73.4)	—	—	(202.0)	(275.4)	—	(275.4)
Capital reduction through cancellation of shares *	—	(12.8)	(573.0)	—	—	—	585.8	—	—	—
Other	—	—	—	(14.1)	—	0.8	—	(13.3)	(0.4)	(13.7)
<b>At 31 December 2024</b>	205,313	617.8	3,132.6	4,079.3	(113.5)	(108.5)	(92.5)	7,515.2	42.9	7,558.1
Net income	—	—	—	663.7	—	—	—	663.7	(21.7)	642.0
Other comprehensive income (loss) net of tax	—	—	—	(9.3)	147.5	(599.0)	—	(460.8)	8.9	(451.9)
<b>Total comprehensive income for first half 2025</b>	—	—	—	654.4	147.5	(599.0)	—	202.9	(12.8)	190.1
Parent company dividend distribution	—	—	—	(585.5)	—	—	—	(585.5)	—	(585.5)
Third-party share in dividend paid by subsidiaries	—	—	—	—	—	—	—	—	(2.5)	(2.5)
Share-based payments	—	—	—	16.8	—	—	—	16.8	—	16.8
(Acquisitions) / disposals of treasury shares	60	—	—	(5.8)	—	—	2.7	(3.1)	—	(3.1)
Other	—	—	—	(8.2)	—	—	—	(8.2)	0.7	(7.5)
<b>At 30 June 2025</b>	205,373	617.8	3,132.6	4,151.0	34.0	(707.5)	(89.8)	7,138.1	28.3	7,166.4

\* On 08 October 2024, the Board of directors decided to reduce the share capital of Thales by cancelling 4,268,227 treasury shares held in registered form, representing 2.03% of its share capital, with immediate effect.

## First half 2024

<i>(in € millions)</i>	<i>Number of shares outstanding (thousands)</i>	<i>Share capital</i>	<i>Additional paid-in capital</i>	<i>Retained earnings</i>	<i>Cash flow hedge</i>	<i>Cumulative translation adjustment</i>	<i>Treasury shares</i>	<b>Group share</b>	<i>Non- controlling interests</i>	<b>Total equity</b>
<b>At 1st January 2024</b>	206,668	<b>630.6</b>	<b>3,705.6</b>	<b>3,372.3</b>	<b>(32.4)</b>	<b>(369.8)</b>	<b>(476.3)</b>	<b>6,830.0</b>	<b>139.0</b>	<b>6,969.0</b>
Net income	—	—	—	1,017.3	—	—	—	1,017.3	(30.6)	986.7
Other comprehensive income (loss) net of tax	—	—	—	15.9	(11.2)	139.1	—	143.8	(3.2)	140.6
<b>Total comprehensive income for first half 2024</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>1,033.2</b>	<b>(11.2)</b>	<b>139.1</b>	<b>—</b>	<b>1,161.1</b>	<b>(33.8)</b>	<b>1,127.3</b>
Parent company dividend distribution	—	—	—	(534.2)	—	—	—	(534.2)	—	(534.2)
Third-party share in dividend paid by subsidiaries	—	—	—	—	—	—	—	—	(3.7)	(3.7)
Share-based payments	—	—	—	13.5	—	—	—	13.5	—	13.5
(Acquisitions) / disposals of treasury shares	(1,289)	—	—	0.5	—	—	(184.5)	(184.0)	—	(184.0)
Other	—	—	—	(3.9)	—	0.8	—	(3.1)	2.0	(1.1)
<b>At 30 June 2024</b>	205,380	<b>630.6</b>	<b>3,705.6</b>	<b>3,881.4</b>	<b>(43.6)</b>	<b>(229.9)</b>	<b>(660.8)</b>	<b>7,283.3</b>	<b>103.5</b>	<b>7,386.8</b>

## INTERIM CONSOLIDATED BALANCE SHEET

(in € millions)

ASSETS	Notes	30/06/25	31/12/24
Goodwill	note 4.1	8,529.1	8,899.2
Other intangible assets, net	note 4.2	2,171.2	2,532.7
Property, plant and equipment, net	note 4.2	3,707.2	3,715.5
Investments in equity affiliates	note 5	1,591.2	1,648.2
Non-consolidated investments		152.2	160.6
Other non-current financial assets		426.3	371.6
Deferred tax assets		1,276.8	1,366.6
<b>Non-current assets</b>		<b>17,854.3</b>	<b>18,694.4</b>
Inventories and work in progress	note 7.1	5,418.8	4,935.5
Contract assets	note 7.1	3,745.7	3,242.7
Advances to suppliers	note 7.1	809.7	895.7
Accounts, notes and other current receivables	note 7.1	6,741.8	7,146.2
Current derivatives – assets	note 7.1	302.1	135.1
Current tax receivable		127.7	160.6
Current financial assets	note 6.2	49.8	12.5
Cash and cash equivalents	note 6.2	3,837.1	4,767.1
<b>Current assets</b>		<b>21,032.7</b>	<b>21,295.4</b>
<b>Total assets</b>		<b>38,887.0</b>	<b>39,989.8</b>

EQUITY AND LIABILITIES	Notes	30/06/25	31/12/24
Capital, additional paid-in capital and other reserves		7,935.4	7,716.2
Cumulative translation adjustment		(707.5)	(108.5)
Treasury shares		(89.8)	(92.5)
<b>Total attributable to shareholders of the parent company</b>		<b>7,138.1</b>	<b>7,515.2</b>
Non-controlling interests		28.3	42.9
<b>Total equity</b>	note 10.1	<b>7,166.4</b>	<b>7,558.1</b>
Long-term loans and borrowings	note 6.2	4,032.7	4,550.9
Non-current derivatives – liabilities		—	—
Pensions and other long-term employee benefits	note 8	1,590.2	1,589.3
Deferred tax liabilities		555.5	634.8
<b>Non-current liabilities</b>		<b>6,178.4</b>	<b>6,775.0</b>
Contract liabilities	note 7.1	11,961.3	11,541.1
Reserves for contingencies	note 7.1	1,735.7	1,964.7
Accounts, notes and other current payables	note 7.1	8,078.0	8,332.7
Current derivatives – liabilities	note 7.1	221.6	352.7
Current tax receivable		264.1	193.0
Short-term loans and borrowings	note 6.2	3,281.5	3,272.5
<b>Current liabilities</b>		<b>25,542.2</b>	<b>25,656.7</b>
<b>Total equity and liabilities</b>		<b>38,887.0</b>	<b>39,989.8</b>

## INTERIM CONSOLIDATED STATEMENT OF CASH FLOWS

(in € millions)	Notes	First half 2025	First half 2024	2024
<b>Net income</b>		<b>642.0</b>	<b>986.7</b>	<b>1,344.4</b>
Less, net income relating to discontinued operations		—	(392.2)	(412.1)
<b>Net income relating to continued operations</b>		<b>642.0</b>	<b>594.5</b>	<b>932.3</b>
<b>Add (deduct):</b>				
Income tax expense (gain)		204.9	124.1	247.3
Net interest expenses		55.7	86.7	165.8
Share in net income of equity affiliates	note 5.1	(92.8)	(59.2)	(95.1)
Dividends received from equity affiliates	note 5.1	105.1	93.5	124.6
Depreciation and amortisation of PPE and intangible assets	note 4.2	526.6	541.1	1,155.4
Impairment on non-current fixed assets	note 4.1	—	—	157.6
Provisions for pensions and other employee benefits	note 8	69.0	82.5	148.8
Loss (gain) on disposal of assets and other		22.4	19.6	278.9
Provisions for restructuring, net		(1.1)	(2.6)	18.4
Other items		(5.8)	(8.0)	41.1
<b>Operating cash flows before working capital changes, interest and tax</b>		<b>1,526.0</b>	<b>1,472.2</b>	<b>3,175.1</b>
Change in working capital and reserves for contingencies	note 7.1	(530.2)	(995.0)	26.1
Cash contributions to pension plans and other long-term employee benefits, o.w.:		(77.3)	(67.5)	(129.9)
- UK buy-out remaining payments		(0.9)	(10.9)	(12.5)
- Recurring contributions/benefits		(76.4)	(56.6)	(117.4)
Interest paid		(86.0)	(129.1)	(267.3)
Interest received		46.2	55.6	127.7
Income tax received (paid)		(70.7)	(53.8)	(185.3)
<b>Net cash flow from operating activities related to continued activities</b>		<b>808.0</b>	<b>282.4</b>	<b>2,746.4</b>
<b>Net cash flow from operating activities related to discontinued activities</b>		<b>—</b>	<b>(101.4)</b>	<b>(108.6)</b>
<b>NET CASH FLOW FROM OPERATING ACTIVITIES</b>	<b>- I -</b>	<b>808.0</b>	<b>181.0</b>	<b>2,637.8</b>
Acquisitions of property, plant and equipment and intangible assets		(311.3)	(270.7)	(623.1)
Disposals of property, plant and equipment and intangible assets		0.9	0.5	6.3
<b>Net operating investments</b>	note 4.2	<b>(310.4)</b>	<b>(270.2)</b>	<b>(616.8)</b>
Acquisitions of subsidiaries and affiliates	note 7	(4.3)	(1,085.0)	(1,205.8)
Under deduction of the cash of acquired companies	note 7	—	36.9	36.8
Disposals of subsidiaries and affiliates	note 7	(77.1)	1,941.7	1,981.4
Under deduction of the cash of discontinued companies	note 7	—	(461.3)	(461.3)
Repayment of shareholder's loans	note 7	—	142.6	142.6
Decrease (increase) in loans and non-current financial assets		(56.1)	(1.9)	(6.3)
Decrease (increase) in current financial assets		(38.5)	97.2	101.5
<b>Net financial investments</b>		<b>(176.0)</b>	<b>670.2</b>	<b>588.9</b>
<b>Net cash flow used in investing activities related to continued activities</b>		<b>(486.4)</b>	<b>400.0</b>	<b>(27.9)</b>
<b>Net cash flow used in investing activities related to discontinued activities</b>		<b>—</b>	<b>(34.9)</b>	<b>(34.9)</b>
<b>NET CASH FLOW USED IN INVESTING ACTIVITIES</b>	<b>-II-</b>	<b>(486.4)</b>	<b>365.1</b>	<b>(62.8)</b>
Parent company dividend distribution	note 10	(585.5)	(534.4)	(708.4)
Third party share in dividend distribution of subsidiaries		(2.5)	(3.7)	(14.3)
Purchase of treasury shares		(2.9)	(184.0)	(275.4)
Issuance of debt		117.3	504.9	158.2
Repayment of debt		(707.7)	(721.2)	(1,155.1)
<b>Net cash flow from financing activities related to continued activities</b>		<b>(1,181.3)</b>	<b>(938.4)</b>	<b>(1,995.0)</b>
<b>Net cash flow from financing activities related to discontinued activities</b>		<b>—</b>	<b>(7.3)</b>	<b>(7.3)</b>
<b>NET CASH FLOW FROM FINANCING ACTIVITIES</b>	<b>-III-</b>	<b>(1,181.3)</b>	<b>(945.7)</b>	<b>(2,002.3)</b>
Exchange rate variation and other relating to continued operations	- IV -	(70.3)	79.5	63.7
Exchange rate variation and other relating to discontinued operations	-V-	—	(83.9)	(76.6)
<b>CHANGE IN CASH AND CASH EQUIVALENTS</b>	<b>I+II+III+IV+V</b>	<b>(930.0)</b>	<b>(404.0)</b>	<b>559.8</b>
<b>Of which, continued activities</b>		<b>(930.0)</b>	<b>(176.5)</b>	<b>787.2</b>
<b>Of which, discontinued activities</b>		<b>—</b>	<b>(227.5)</b>	<b>(227.4)</b>

The Group's net debt position and the changes from one period to the next are presented in notes 6.2. and 7.



# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

*All monetary amounts included in these notes are expressed in millions of euros.*

## 1. Accounting standards Framework

Thales's condensed interim consolidated financial statements for six months ended 30 June 2025 were approved and authorised for issue by its Board of Directors on 22 July 2025.

Thales (parent company) is a French publicly traded joint-stock company (*société anonyme*) registered with the Nanterre Trade and Companies' Register under number 552 059 024.

### 1.1. Basis of preparation for condensed interim consolidated financial statements

The condensed interim consolidated financial statements of the Thales Group have been prepared in accordance with IAS 34 - Interim Financial Reporting, as adopted by the European Union.

As these are condensed interim financial statements, the notes do not include all the information required under IFRS (International Financial Reporting Standards) for the preparation of full annual financial statements.

The condensed interim consolidated financial statements are consistent with the accounting policies applied by the Group for the full-year consolidated financial statements at 31 December 2024 (as described in the notes 1 and 13 to the consolidated financial statements).

The amendment to IAS 21 "The effect of changes in foreign exchange rates - lack of convertibility" described in Universal Registration Document 2024 has no impact on the Group's financial statements.

The specific provisions relating to the preparation of interim financial statements are described hereafter:

#### a) Measurement procedures used for the condensed interim consolidated financial statements

##### Pensions and other long-term employee benefits

Pension costs for interim periods are recognised based on the actuarial valuations performed at the end of the prior year. When appropriate, these valuations are adjusted to take into account curtailments, settlements or other major non-recurring events that occurred during the period. In addition, pensions and other long-term benefits liabilities are updated in order to reflect material changes impacting the yield on investment-grade corporate bonds in the concerned geographic area (the benchmark used to determine the discount rate), the inflation rate and the actual return on plan assets.

##### Income taxes

Current and deferred income tax expense for interim periods is calculated at each tax entity level by applying the average estimated annual effective tax rate for the current year to the income of the period. When required, this amount is adjusted to take into account the tax effects of specific events of the period.

##### Goodwill

Impairment tests are performed at each annual closing, and whenever an indication of impairment occurs (note 4.1). Impairment that would be recognised is not reversible.

#### b) Seasonality of business

In accordance with accounting policies, revenues are recognised, as at year end, over the period of their realisation. In previous years the level of business has been higher in the last quarter, and particularly in December. Revenues and income from operations have been generally lower in the first half of the year due to the seasonality of business. The company has noted that this pattern is of a recurring nature, even though its extent varies from year to year and business sectors.

## 1.2. Disposal of Transportation business

On 31 May 2024, Thales finalised the sale of its Transport business to Hitachi Rail for an enterprise value of € 1,660.0 million euros.

During the first half of 2025, the two Groups agreed on a final sale price of €1,865.0 million with no impact on the gain on disposal.

The impact of the transaction on the Group's net debt is as follows:

	First half 2025	First half 2024	2024
Selling price	(55.0)	1,936.0	1,920.0
Less, net cash at disposal date	—	(337.0)	(337.0)
Less, lease debt	—	75.0	75.0
<b>Net impact of disposal on Group net debt</b>	<b>(55.0)</b>	<b>1,674.0</b>	<b>1,658.0</b>

In the Group's financial statements, the business has been consolidated until the end of May 2024.

In accordance with IFRS 5, the provisional gain on disposal is presented within the net income from discontinued operations:

Income statement of discontinued operations	First half 2025	First half 2024	2024
<b>Sales</b>	<b>—</b>	<b>718.1</b>	<b>717.9</b>
<b>Income of operating activities before share in net income of equity affiliates</b>	<b>—</b>	<b>35.9</b>	<b>27.0</b>
Share in net income of equity affiliates	—	1.7	2.5
Financial result	—	(0.5)	(0.7)
Income tax	—	(7.5)	0.4
<b>Net income of Transportation business</b>	<b>—</b>	<b>29.5</b>	<b>29.2</b>
<b>Gain on disposal of Transportation activities</b>	<b>—</b>	<b>362.7</b>	<b>382.9</b>
<b>Net income from discontinued operations</b>	<b>—</b>	<b>392.2</b>	<b>412.1</b>

Free cash flow from operations for the Transportation business up to the date of the disposal is shown below:

	First half 2025	First half 2024	2024
<b>Net cash flow from operating activities</b>	<b>—</b>	<b>(101.4)</b>	<b>(108.6)</b>
Less: UK deficit payment	—	0.9	0.9
CAPEX	—	(7.8)	(7.8)
<b>Operating free cash flow</b>	<b>—</b>	<b>(108.3)</b>	<b>(115.5)</b>

## 2. Segment information

### 2.1. Commercial activity and EBIT by segment

In order to monitor the operating and financial performance of Group entities, the Group's management regularly considers certain key non-GAAP indicators as defined in note 13-a of the appendix to the 2024 consolidated financial statements, which enable them to exclude some non-operating and/or non-recurring items.

In particular, adjusted EBIT, of which the definition has been changed in the first half of 2025\*, corresponds to income from operations, plus the share in net income of equity affiliates, excluding (i) expenses related to business combinations (amortisation of assets valued as part of the purchase price allocation, other expenses directly linked business combinations) and (ii) the impact of changes in the Thales share price on the expense recognised in the income statement in respect of LTI plans.

First half 2025	Aerospace	Defence	Cyber & Digital	Other	Thales
<b>Order book – non-Group at the end of the period</b>	<b>10,181.2</b>	<b>38,923.2</b>	<b>855.8</b>	<b>77.3</b>	<b>50,037.5</b>
<b>Order intake – non-Group</b>	<b>2,658.2</b>	<b>5,750.9</b>	<b>1,896.9</b>	<b>46.3</b>	<b>10,352.3</b>
Sales – non-Group	2,759.3	5,581.0	1,861.5	63.0	<b>10,264.8</b>
Sales – intersegment	74.1	164.9	47.5	(286.5)	—
<b>Total Sales</b>	<b>2,833.4</b>	<b>5,745.9</b>	<b>1,909.0</b>	<b>(223.5)</b>	<b>10,264.8</b>
<b>Adjusted EBIT</b>	<b>252.0</b>	<b>719.9</b>	<b>265.1</b>	<b>10.9</b>	<b>1,247.9</b>
Of which, Naval Group	—	—	—	34.6	<b>34.6</b>
Excluding Naval Group	252.0	719.9	265.1	(23.8)	<b>1,213.2</b>

First half 2024	Aerospace	Defence	Cyber & Digital	Other	Thales
<b>Order book – non-Group at the end of the period</b>	<b>9,593.1</b>	<b>36,467.9</b>	<b>819.5</b>	<b>77.0</b>	<b>46,957.5</b>
<b>Order intake – non-Group</b>	<b>2,687.9</b>	<b>6,119.5</b>	<b>1,931.2</b>	<b>28.8</b>	<b>10,767.4</b>
Sales – non-Group	2,582.5	4,937.7	1,933.8	38.5	<b>9,492.5</b>
Sales – intersegment	81.7	167.0	40.0	(288.7)	—
<b>Total Sales</b>	<b>2,664.2</b>	<b>5,104.7</b>	<b>1,973.8</b>	<b>(250.2)</b>	<b>9,492.5</b>
<b>Adjusted EBIT</b>	<b>167.0</b>	<b>639.2</b>	<b>271.9</b>	<b>17.5</b>	<b>1,095.6</b>
Of which, Naval Group	—	—	—	43.7	<b>43.7</b>
Excluding Naval Group	167.0	639.2	271.9	(26.2)	<b>1,052.0</b>

2024	Aerospace	Defence	Cyber & Digital	Other	Thales
<b>Order book – non-Group at the end of the period</b>	<b>10,485.9</b>	<b>39,153.5</b>	<b>875.4</b>	<b>87.4</b>	<b>50,602.2</b>
<b>Order intake – non-Group</b>	<b>6,434.2</b>	<b>14,723.3</b>	<b>4,031.6</b>	<b>100.4</b>	<b>25,289.5</b>
Sales – non-Group	5,470.6	10,969.3	4,023.6	113.1	<b>20,576.6</b>
Sales – intersegment	169.0	347.0	125.5	(641.5)	—
<b>Total Sales</b>	<b>5,639.6</b>	<b>11,316.3</b>	<b>4,149.1</b>	<b>(528.4)</b>	<b>20,576.6</b>
<b>Adjusted EBIT</b>	<b>391.4</b>	<b>1,432.0</b>	<b>584.9</b>	<b>10.3</b>	<b>2,418.6</b>
Of which, Naval Group	—	—	—	93.0	<b>93.0</b>
Excluding Naval Group	391.4	1,432.0	584.9	(82.6)	<b>2,325.7</b>

Order book, order intake and sales included in the "Other" column relate to corporate activities (Thales parent company, Thales Global Services, Group R&D centers, facilities management), and to the elimination of transactions between business segments.

Unallocated EBIT includes the Group's share (35%) in the net income of Naval Group and corporate income from operations which is not assigned to the segments. Other costs (mainly the costs of foreign holding companies not invoiced) are reallocated to business segments proportionally to their respective non-Group sales.

\* The new definition now excludes the impact of changes in the Thales share price on the expense recognised in the income statement in respect of LTI plans.

The Cyber activities contribute as follows to the Cyber & Digital segment:

	First half 2025	First half 2024	2024
Order intake – non-Group	705.3	742.9	1,574.4
Sales – non-Group	708.2	745.5	1,566.4
Adjusted EBIT	96.6	102.3	238.1

The reconciliation between income from operations and adjusted EBIT is analysed as follow:

	First half 2025	First half 2024	2024
<b>Income from operations</b>	<b>897.9</b>	<b>765.3</b>	<b>1,698.7</b>
<b>Share in net income of equity from affiliates</b>	<b>92.8</b>	<b>59.2</b>	<b>95.1</b>
<b>Restatements:</b>			
<b>Amortisation of acquisition-related assets &amp; liabilities (PPA):</b>	<b>195.0</b>	<b>245.9</b>	<b>534.4</b>
- Intangible assets	188.6	202.0	461.3
- Property, plant and equipment	—	5.8	5.8
- Deferred revenues	6.4	38.1	67.3
<b>Expenses directly linked to business combinations</b>	<b>7.9</b>	<b>17.3</b>	<b>38.6</b>
<b>P&amp;L impact of change in Thales' share price relating to LTI plans (a)</b>	<b>46.4</b>	<b>—</b>	<b>—</b>
<b>PPA amortisation related to equity affiliates entities</b>	<b>7.9</b>	<b>7.9</b>	<b>51.8</b>
<b>Adjusted EBIT</b>	<b>1,247.9</b>	<b>1,095.6</b>	<b>2,418.6</b>

(a) Retrospective application of the new definition of Adjusted EBIT has no significant impact on 2024 full year neither half year.

## 2.2. Sales

First half 2025	Aerospace	Defence	Cyber & Digital	Other	Thales
<b>Country of destination:</b>					
France	652.2	2,242.2	78.1	29.1	3,001.6
United Kingdom	84.5	501.3	119.5	2.4	707.7
Rest of Europe	1,187.8	1,076.6	391.1	13.5	2,669.0
<b>Sub-total Europe</b>	<b>1,924.5</b>	<b>3,820.1</b>	<b>588.7</b>	<b>45.0</b>	<b>6,378.3</b>
North America	359.5	386.6	562.8	3.2	1,312.1
Australia and New Zealand	23.8	371.5	49.0	0.4	444.7
<b>Total mature markets</b>	<b>2,307.8</b>	<b>4,578.2</b>	<b>1,200.5</b>	<b>48.6</b>	<b>8,135.1</b>
Emerging markets (a)	451.5	1,002.8	661.0	14.4	2,129.7
<b>TOTAL</b>	<b>2,759.3</b>	<b>5,581.0</b>	<b>1,861.5</b>	<b>63.0</b>	<b>10,264.8</b>

First half 2024	Aerospace	Defence	Cyber & Digital	Other	Thales
<b>Country of destination:</b>					
France	652.3	2,179.1	91.7	17.3	2,940.4
United Kingdom	75.2	436.1	110.3	1.9	623.5
Rest of Europe	1,061.1	775.1	408.4	5.5	2,250.1
<b>Sub-total Europe</b>	<b>1,788.6</b>	<b>3,390.3</b>	<b>610.4</b>	<b>24.7</b>	<b>5,814.0</b>
North America	359.8	319.5	585.5	3.6	1,268.4
Australia and New Zealand	21.0	386.0	55.8	0.1	462.9
<b>Total mature markets</b>	<b>2,169.4</b>	<b>4,095.8</b>	<b>1,251.7</b>	<b>28.4</b>	<b>7,545.3</b>
Emerging markets (a)	413.0	841.8	682.2	10.2	1,947.2
<b>TOTAL</b>	<b>2,582.4</b>	<b>4,937.6</b>	<b>1,933.9</b>	<b>38.6</b>	<b>9,492.5</b>

2024	Aerospace	Defence	Cyber & Digital	Other	Thales
Country of destination:					
France	1,259.4	4,444.9	176.8	50.7	5,931.8
United Kingdom	162.7	971.7	215.7	5.3	1,355.4
Rest of Europe	2,377.3	1,904.9	850.1	22.9	5,155.2
<b>Sub-total Europe</b>	<b>3,799.4</b>	<b>7,321.5</b>	<b>1,242.6</b>	<b>78.9</b>	<b>12,442.4</b>
North America	785.0	907.9	1,220.8	7.0	2,920.7
Australia and New Zealand	48.5	777.0	114.0	0.5	940.0
<b>Total mature markets</b>	<b>4,632.9</b>	<b>9,006.4</b>	<b>2,577.4</b>	<b>86.4</b>	<b>16,303.1</b>
Emerging markets (a)	837.7	1,962.9	1,446.2	26.7	4,273.5
<b>TOTAL</b>	<b>5,470.6</b>	<b>10,969.3</b>	<b>4,023.6</b>	<b>113.1</b>	<b>20,576.6</b>

(a) Emerging markets: all countries outside Europe, North America, Australia and New Zealand.

### 3. Impact of changes in scope consolidation

#### 3.1. Main changes in scope of consolidation

At the beginning of October 2024, Thales completed the acquisition of Digital Receiver Technology, Inc. from Boeing, a company specialising in software-defined radios for surveillance and intelligence for the US military. The business has been consolidated since that date. Preliminary goodwill amounted to €53.0 million at the end of 2024. In the first half of 2025, the Group carried out a provisional allocation of the acquisition price. After allocation to intangible assets (technologies and customer relations for €13.6 million and €12.2 million respectively, and associated tax), residual goodwill amounts to €34.8m.

#### 3.2. Non-current income (expense) of operating activities

	First half 2025	First half 2024	2024
Disposal of investments	(2.9)	(0.1)	(0.8)
Acquisition and disposal related fees	(19.2)	(13.6)	(18.7)
Disposal of real estate and other tangible and intangible assets	(0.2)	1.9	1.7
Impact of settlements / amendments to pensions plans (Note 8)	(0.1)	(7.8)	(72.6)
Other non recurring items (a)	—	—	(188.5)
<b>Disposal of assets, changes in scope of consolidation and other</b>	<b>(22.4)</b>	<b>(19.6)</b>	<b>(278.9)</b>
Impairment of fixed assets	—	—	—
Other impairment	—	—	(157.6)
<b>Impairment of assets (a)</b>	<b>—</b>	<b>—</b>	<b>(157.6)</b>

(a) Impact of revisions to the value of certain assets and contracts, and related liabilities.

## 4. Property, plant and equipment and intangible assets

### 4.1. Goodwill

Goodwill relating to fully-consolidated subsidiaries has been allocated to cash-generating units (CGUs) or groups of CGUs corresponding to the Group's Global Business Units (GBUs). Changes in goodwill are presented below:

	01/01/25	Acquisitions	Disposal	Reclassi- fication	Exchange rate & other	30/06/25
Avionics	962.9	—	—	—	(1.8)	961.1
Space	488.0	—	—	—	(0.2)	487.8
Secured Communications and Information Systems (b)	833.5	(18.2)	—	—	(6.5)	808.8
Land and Air Systems	335.9	—	—	—	(1.8)	334.1
Defence Mission Systems	506.9	—	—	—	(8.7)	498.2
Cyber & Digital (c)	5,772.0	—	—	(4.2)	(328.7)	5,439.1
<b>Total</b>	<b>8,899.2</b>	<b>(18.2)</b>	<b>—</b>	<b>(4.2)</b>	<b>(347.7)</b>	<b>8,529.1</b>

	01/01/24	Acquisitions	Disposals	Reclassi- fication	Exchange rate & other	31/12/24
Avionics (a)	443.2	519.3	—	—	0.4	962.9
Space	493.8	—	—	—	(5.8)	488.0
Secured Communications and Information Systems (b)	750.6	109.2	—	(28.5)	2.2	833.5
Land and Air Systems	322.0	13.2	—	—	0.7	335.9
Defence Mission Systems	505.2	—	—	—	1.7	506.9
Cyber & Digital (c)	6,424.8	(889.0)	—	28.5	207.7	5,772.0
<b>Total</b>	<b>8,939.6</b>	<b>(247.3)</b>	<b>—</b>	<b>—</b>	<b>206.9</b>	<b>8,899.2</b>

(a) Cobham Aerospace Communications goodwill amounts to €519.3 million after purchase price allocation.

(b) GetSAT's goodwill amounts to €56.2 million after purchase price allocation.

Digital Receiver Technology goodwill, originally valued at €53.0 million, has been provisionally allocated to the first half of 2025 in the amount of €18.2 million.

(c) Imperva's goodwill (€3,466.5 million), recognised in 2023, has been allocated to intangible assets and deferred income in 2024 for an amount net of deferred tax of €865.0 million. The definitive goodwill amounts to €2,601.5 million.

Tesseract's goodwill (€142.0 million) recognised in 2023 has been allocated to intangible assets in 2024 for an amount net of deferred tax of €24.0 million. The definitive goodwill amounts to €118.0 million.

Goodwill is subject to annual impairment tests following the Group's budgetary timetable.

In the context of the interim closing, Cash-Generating Units (CGUs) for which there is an indication of impairment are subject to new tests incorporating the effects of the latest events known at the half-year closing date.

At 30 June 2025, no indication of impairment had been identified.

## 4.2. Property, plant and equipment and intangible assets

	01/01/25	Acquisitions	Disposal	Depr. and amort.	Change in scope and exch. rate	30/06/25
Acquired Intangible assets	2,348.8	—	—	(188.6)	(166.4)	1,993.8
Capitalised development costs	42.3	9.6	—	(8.9)	(2.9)	40.1
Other	141.6	23.2	—	(26.4)	(1.1)	137.3
<b>Intangible assets</b>	<b>2,532.7</b>	<b>32.8</b>	<b>—</b>	<b>(223.9)</b>	<b>(170.4)</b>	<b>2,171.2</b>
Right-of-use from lease contracts	1,282.0	117.7	—	(109.4)	(27.6)	1,262.7
Acquired tangible assets	—	—	—	—	—	—
Property, plant and equipment	2,433.5	278.5	(0.9)	(193.3)	(73.3)	2,444.5
<b>Tangible assets</b>	<b>3,715.5</b>	<b>396.2</b>	<b>(0.9)</b>	<b>(302.7)</b>	<b>(100.9)</b>	<b>3,707.2</b>
<b>Total</b>	<b>6,248.2</b>	<b>429.0</b>	<b>(0.9)</b>	<b>(526.6)</b>	<b>(271.3)</b>	<b>5,878.4</b>
Less, new lease contracts		(117.7)				
<b>Operating investments (a)</b>		<b>311.3</b>				

	01/01/24	Acquisitions	Disposal	Depr. and amort.	Change in scope and exch. rate	31/12/24
Acquired Intangible assets	1,119.9	—	—	(461.3)	1,690.2	2,348.8
Capitalised development costs	42.0	21.4	—	(20.8)	(0.3)	42.3
Other	126.2	62.0	(0.1)	(45.9)	(0.6)	141.6
<b>Intangible assets</b>	<b>1,288.1</b>	<b>83.4</b>	<b>(0.1)</b>	<b>(528.0)</b>	<b>1,689.3</b>	<b>2,532.7</b>
Right-of-use from lease contracts	1,352.1	142.8	—	(209.3)	(3.6)	1,282.0
Acquired tangible assets	5.8	—	—	(5.8)	—	—
Property, plant and equipment	2,238.2	539.7	(6.2)	(412.3)	74.1	2,433.5
<b>Tangible assets</b>	<b>3,596.1</b>	<b>682.5</b>	<b>(6.2)</b>	<b>(627.4)</b>	<b>70.5</b>	<b>3,715.5</b>
<b>Total</b>	<b>4,884.2</b>	<b>765.9</b>	<b>(6.3)</b>	<b>(1,155.4)</b>	<b>1,759.8</b>	<b>6,248.2</b>
Less, new lease contracts		(142.8)	—			
<b>Operating investments (a)</b>		<b>623.1</b>	<b>(6.3)</b>			

(a) As presented in the statement of cash flows.

## 5. Investments in equity affiliates

### 5.1. Change in investment in equity affiliates

	30/06/25	31/12/24
<b>Investment at opening</b>	<b>1,648.2</b>	<b>1,648.4</b>
<b>Share in net income of equity affiliates</b>	<b>92.8</b>	<b>95.1</b>
Translation adjustment	(34.5)	4.4
Cash flow hedge	0.4	(2.6)
Actuarial gains (losses) on pensions	0.1	6.6
<b>Share in comprehensive income of equity affiliates</b>	<b>58.8</b>	<b>103.5</b>
Dividends paid	(105.1)	(124.6)
Dividends voted and not paid yet	(11.0)	6.5
Change in scope and other	0.3	14.4
<b>Investments at closing</b>	<b>1,591.2</b>	<b>1,648.2</b>
<i>Including Naval Group</i>	<i>864.4</i>	<i>882.4</i>

### 5.2. Naval Group: summary financial information

<b>Balance sheet - 100% interest</b>	<b>30/06/25</b>	<b>31/12/24</b>
Non-current assets	1,580.6	1,917.7
Current assets	5,871.2	5,742.3
<b>Total assets</b>	<b>7,451.8</b>	<b>7,660.0</b>
Restated equity, attributable to shareholders	1,635.3	1,686.8
Non-controlling interests	0.4	0.4
Non-current liabilities	415.7	352.2
Current liabilities	5,400.4	5,620.6
<b>Total equity and liability</b>	<b>7,451.8</b>	<b>7,660.0</b>
<b>Net Cash</b>	<b>1,110.5</b>	<b>506.7</b>

<b>Thales's share</b>	<b>30/06/25</b>	<b>31/12/24</b>
Thales's share (35%)	572.4	590.4
Goodwill	292.0	292.0
<b>Share in net assets of Naval Group</b>	<b>864.4</b>	<b>882.4</b>

<b>Income statement - 100% interest</b>	<b>First half 2025</b>	<b>First half 2024</b>	<b>2024</b>
Sales	2,223.8	2,275.5	4,354.6
Income from operating activities, after share in net income of equity affiliates	107.9	116.5	253.6
Financial income (loss)	17.5	24.8	42.1
Tax	(43.7)	(38.0)	(66.6)
Discontinued activities	0.8	5.2	3.9
<b>Restated net income</b>	<b>82.5</b>	<b>108.5</b>	<b>233.0</b>
<i>Of which, attributable to shareholders of the company</i>	<i>82.4</i>	<i>108.5</i>	<i>233.0</i>
<i>Of which, attributable to non-controlling interests</i>	<i>0.1</i>	<i>—</i>	<i>—</i>
<b>Thales's share</b>			
<b>Thales's share in net income attributable to shareholders of the company</b>	<b>28.9</b>	<b>38.0</b>	<b>81.6</b>
<i>Of which, PPA amortisation</i>	<i>(5.7)</i>	<i>(5.7)</i>	<i>(11.5)</i>
<b>Share in net income, before PPA</b>	<b>34.6</b>	<b>43.7</b>	<b>93.0</b>
Dividends received from Naval Group	46.5	45.3	45.3



## 6. Financing and financial instruments

### 6.1. Financial income

#### a) Net interest income

	First half 2025	First half 2024	2024
Financial interests related to lease contracts	(17.4)	(16.9)	(35.6)
Other interest expense	(98.8)	(136.8)	(253.7)
Interest income on cash and cash equivalents	60.5	67.0	123.5
<b>Total</b>	<b>(55.7)</b>	<b>(86.7)</b>	<b>(165.8)</b>

#### b) Other financial income

	First half 2025	First half 2024	2024
Foreign exchange gains (losses)	(34.2)	9.4	(1.7)
Cash flow hedges, ineffective portion	(0.9)	1.2	1.7
Change in fair value of derivatives (a)	(13.6)	(2.2)	4.1
Other	4.8	21.5	35.3
<b>Total</b>	<b>(43.9)</b>	<b>29.9</b>	<b>39.4</b>

a) Includes the change in the fair value of swap points (-€15.3 million in first half 2025, +€2.4 million in the first half of 2024 and -€1.7 million in 2024).

### 6.2. Net cash (net debt)

Group net cash (debt), as defined in Note 13-a of 2024 consolidated accounts, is as follows:

	30/06/25	31/12/24
Current financial assets	49.8	12.5
Cash and cash equivalents	3,837.1	4,767.1
<b>Cash and other short-term investments</b> (a)	<b>3,886.9</b>	<b>4,779.6</b>
Financial debt	5,944.3	6,430.9
Lease debt	1,369.6	1,392.3
<b>Gross debt (a)</b> (b)	<b>7,313.9</b>	<b>7,823.2</b>
<b>Net cash (debt) relating to continued operations</b> (a-b)	<b>(3,427.0)</b>	<b>(3,043.6)</b>
<b>Net cash (debt) relating to discontinued operations</b> (c)	<b>—</b>	<b>—</b>
<b>Net (debt) cash</b> (a-b+c)	<b>(3,427.0)</b>	<b>(3,043.6)</b>
(a) Including:		
Long term financial debt	4,032.7	4,550.9
Short term financial debt	3,281.5	3,272.5
Fair value of interest rate hedging derivatives	(0.3)	(0.2)

Current financial assets include mutual funds and other short-term investments purchased from first-rate counterparties.

## Bonds: key features at the end of June 2025:

Nominal value	Issue date	Maturity	Type of rate	Coupon	Effective rate	
					Before hedging	After hedging
€ 600 million	Oct. 2023	Oct. 2025	fixed	4.00%	4.26%	4.26%
€ 500 million	Nov. 2020	March 2026	fixed	—%	0.08%	0.08%
€ 500 million	Jan. 2020	Jan. 2027	fixed	0.25%	0.33%	0.33%
€ 700 million	May 2020	May 2028	fixed	1.00%	1.10%	1.10%
€ 600 million	Oct. 2023	Oct. 2028	fixed	4.13%	4.28%	4.28%
€ 500 million	June 2023	June 2029	fixed	3.63%	3.83%	3.83%
€ 600 million	Oct. 2023	Oct. 2031	fixed	4.25%	4.42%	4.42%

## 6.3. Summary of financial assets and liabilities

At end of June 2025, the classification of financial assets and liabilities remained identical to the one disclosed in note 6.5 to the 2024 consolidated financial statements.

The fair value of financial assets and liabilities approximates their carrying amount, except for long-term debts for which the fair value is €4,083.8 million, compared to €4,032.7 million for their carrying amount at 30 June 2025 (€4,545.1 million vs. €4,550.9 million at 31 December 2024).

## 7. Change in net cash (net debt)

	First half 2025	First half 2024	2024
<b>Net debt at opening</b>	<b>(3,043.6)</b>	<b>(4,190.0)</b>	<b>(4,190.0)</b>
Net cash flow from operating activities	808.0	282.4	2,746.4
Less, contributions to reduction of UK pension deficit and buy-in	0.9	10.9	12.5
Net operating investments	(310.4)	(270.2)	(616.8)
<b>Free operating cash flow relating to continued operations</b>	<b>498.5</b>	<b>23.1</b>	<b>2,142.1</b>
Net investment in subsidiaries and affiliates (a)	(64.3)	528.0	358.8
Of which, Cobham Aerospace Communications	—	(1,023.1)	(1,012.8)
Of which, Imperva	—	5.8	5.8
Of which, Transport business	(55.0)	1,674.0	1,658.0
Of which, other	(9.3)	(128.7)	(292.2)
Changes in loans	(56.1)	(1.9)	(6.3)
Contributions to reduction of UK pension deficit and buy-in	(0.9)	(10.9)	(12.5)
Dividends paid by the parent company	(585.5)	(534.4)	(708.4)
Third-party share in dividend distributions of subsidiaries	(2.5)	(3.7)	(14.3)
Treasury shares (b)	(2.9)	(184.0)	(275.4)
New lease debts	(117.7)	(94.6)	(142.8)
Changes in exchange rates and other	(52.0)	26.5	(42.8)
<b>Contribution to change in net cash (debt) of continued operations</b>	<b>(383.4)</b>	<b>(251.9)</b>	<b>1,298.4</b>
<b>Contribution to change in net cash (debt) of discontinued operations</b>	<b>—</b>	<b>(152.0)</b>	<b>(152.0)</b>
<b>Net debt at closing</b>	<b>(3,427.0)</b>	<b>(4,593.9)</b>	<b>(3,043.6)</b>

(a) Net of cash (debt) of companies acquired/divested and repayments of shareholders' loans.

(b) Including, in 2024, €176.4 million linked to share buy back plan for their cancellation.

## 7.1. Working capital requirements

Current operating assets and liabilities include working capital (WCR) components and reserves for contingencies.

The changes in these items are presented below:

Change for the period	01/01/24	Changes in WCR and reserves	Scope, exch. rate and reclass.	31/12/24	Changes in WCR and reserves	Scope, exch. rate and reclass.	30/06/25
Inventories & work in progress	4,250.8	602.4	82.3	4,935.5	611.7	(128.4)	5,418.8
Contract assets	2,897.0	312.9	32.8	3,242.7	587.4	(84.4)	3,745.7
Advance to suppliers	786.4	170.2	(60.9)	895.7	(76.2)	(9.8)	809.7
Accounts, notes and other receivables	6,269.1	918.9	(41.8)	7,146.2	(150.3)	(254.1)	6,741.8
Current derivatives - assets	133.4	1.4	0.3	135.1	20.2	146.8	302.1
Contract liabilities	(9,788.6)	(1,712.5)	(40.0)	(11,541.1)	(619.0)	198.8	(11,961.3)
Reserves for contingencies	(1,726.7)	22.2	(260.2)	(1,964.7)	123.6	105.4	(1,735.7)
Accounts, notes and other payables	(7,644.1)	(360.0)	(328.6)	(8,332.7)	33.9	220.8	(8,078.0)
Current derivatives - liabilities	(187.8)	—	(164.9)	(352.7)	—	131.1	(221.6)
<b>WCR and reserves, net</b>	<b>(5,010.5)</b>	<b>(44.5)</b>	<b>(781.0)</b>	<b>(5,836.0)</b>	<b>531.3</b>	<b>326.2</b>	<b>(4,978.5)</b>
<b>Restructuring provisions</b>		<b>18.4</b>			<b>(1.1)</b>		
<b>Increase (decrease) in WCR and reserves</b>		<b>(26.1)</b>			<b>530.2</b>		

The Group may assign trade receivables, mainly from the French State, and commercial paper. At 30 June 2025, outstanding derecognised receivables amounted to €4.7 million (€93.6 million at 31 December 2024). As these assignments have no recourse against the assignor in the event of default by the debtor, the receivables concerned are "derecognised" from assets.

## 7.2. Reserves for contingencies

	01/01/25	Utilisation	Additions	Reversal (surplus)	Exch. Rate and other	30/06/25
Restructuring	60.3	(12.1)	12.4	(1.4)	3.8	63.0
Technical and other litigation	242.9	(15.6)	7.1	(20.9)	(2.9)	210.6
Guarantees	246.2	(21.8)	16.9	(10.7)	(5.5)	225.1
Losses at completion	436.4	(56.9)	59.7	(10.5)	(3.7)	425.0
Provisions on contracts	459.7	(24.0)	57.8	(9.0)	(63.0)	421.5
Other (a)	519.2	(136.9)	46.7	(4.4)	(34.1)	390.5
<b>Total</b>	<b>1,964.7</b>	<b>(267.3)</b>	<b>200.6</b>	<b>(56.9)</b>	<b>(105.4)</b>	<b>1,735.7</b>

	01/01/24	Utilisation	Additions	Reversal (surplus)	Exch. Rate and other	31/12/24
Restructuring	40.7	(24.3)	47.6	(4.9)	1.2	60.3
Technical and other litigation	274.5	(25.4)	51.2	(53.9)	(3.5)	242.9
Guarantees	251.0	(74.6)	75.5	(5.7)	—	246.2
Losses at completion	431.3	(154.0)	188.8	(33.4)	3.7	436.4
Provisions on contracts	466.0	(140.3)	108.1	(24.2)	50.1	459.7
Other (a)	263.2	(56.8)	121.2	(17.1)	208.7	519.2
<b>Total</b>	<b>1,726.7</b>	<b>(475.4)</b>	<b>592.4</b>	<b>(139.2)</b>	<b>260.2</b>	<b>1,964.7</b>

a) This line includes technical provisions of insurance companies, provisions for labor-related risks, vendor warranties, environmental guarantees and other.

## 8. Provisions for pensions and other long-term employee benefits

### 8.1. Actuarial assumptions

At 30 June 2025, the market value of plan assets as well as discount and inflation rates assumptions in France (representing 80% of the Group's net obligation) were updated:

<b>30 June 2025</b>	
Inflation rate	2.06%
Discount rate	3.66%
<b>30 June 2024</b>	
Inflation rate	2.27%
Discount rate	3.54%
<b>2024</b>	
Inflation rate	2.03%
Discount rate	3.39%

### 8.2. Changes in provision

	First half 2025	First half 2024	2024
<b>Provision at opening</b>	<b>(1,589.3)</b>	<b>(1,552.5)</b>	<b>(1,552.5)</b>
<b>Current service cost (income from operations)</b>	<b>(47.1)</b>	<b>(45.2)</b>	<b>(97.5)</b>
<b>Amendments and settlements (non recurring operating income)</b>	<b>(0.1)</b>	<b>(7.8)</b>	<b>(72.6)</b>
Net interest cost	(26.3)	(26.1)	(48.1)
Pension fund management cost	0.1	(1.9)	(0.5)
Actuarial gains and losses on other long-term employee benefits	4.4	(1.5)	(2.7)
<b>Finance costs on pensions and other long-term employee benefits</b>	<b>(21.8)</b>	<b>(29.5)</b>	<b>(51.3)</b>
<b>Total expense for the period</b>	<b>(69.0)</b>	<b>(82.5)</b>	<b>(221.4)</b>
<b>Actuarial gains and losses (other comprehensive income)</b>	<b>(17.9)</b>	<b>32.4</b>	<b>65.8</b>
<b>Benefits and contributions</b>	<b>77.3</b>	<b>67.5</b>	<b>129.9</b>
- Of which, deficit payment in the United Kingdom	—	5.0	—
- Of which, Thales UK Pension Scheme buy-out payment	0.9	5.9	12.5
- Of which, other benefits and contributions	76.4	56.6	117.4
<b>Translation adjustment</b>	<b>9.7</b>	<b>(0.7)</b>	<b>(0.9)</b>
<b>Changes in scope of consolidation and other</b>	<b>(1.0)</b>	<b>(8.4)</b>	<b>(10.2)</b>
<b>Provision at closing</b>	<b>(1,590.2)</b>	<b>(1,544.2)</b>	<b>(1,589.3)</b>

## 9. Income tax

	First half 2025	First half 2024	2024
Net income	642.0	986.7	1,344.4
Less: net income of discontinued activities	—	(392.2)	(412.1)
Less: share in net income of equity affiliates	(92.8)	(59.2)	(95.1)
Less: income tax	204.9	124.1	247.3
<b>Net income before tax and share in net income of equity affiliates</b>	<b>754.1</b>	<b>659.4</b>	<b>1,084.5</b>
<b>Income tax benefit (expense) recognised in profit and loss</b>	<b>(204.9)</b>	<b>(124.1)</b>	<b>(247.3)</b>
<b>Effective tax rate</b>	<b>27.2%</b>	<b>18.8%</b>	<b>22.8%</b>

The income tax expense excludes research tax credit which is recorded in income from operations (respectively €94.9 million, €110.9 million and €227.3 million in the first half of 2025 and 2024 and in 2024).

The tax charge for the first half of 2025 includes -€59.7 million in respect of a temporary additional income tax charge on large companies in France. This amount includes -€36.8 million relating to 2024 and fully booked in the first half year 2025. The effective tax rate restated for this item is 19.3%.

The full year temporary additional income tax charge remains estimated at €80.0 million.

## 10. Equity and earnings per share

### 10.1. Shareholders' equity

#### a) Share capital

	30/06/25			31/12/24		
	Number of shares	% of share capital	% of voting rights	Number of shares	% of share capital	% of voting rights
T.S.A.	54,786,654	26.60%	36.37%	54,786,654	26.60%	36.37%
French State (including one golden share)	2,060	—%	—%	2,060	—%	—%
Public sector (a)	54,788,714	26.60%	36.37%	54,788,714	26.60%	36.37%
Dassault Aviation (b)	54,750,000	26.59%	29.93%	54,750,000	26.59%	29.89%
Thales (c)	568,735	0.28%	—%	628,731	0.31%	—%
Employees (d)	6,034,825	2.93%	3.75%	6,558,307	3.18%	3.98%
Other shareholders	89,799,639	43.60%	29.95%	89,216,161	43.32%	29.76%
<b>Total</b>	<b>205,941,913</b>	<b>100.00%</b>	<b>100.00%</b>	<b>205,941,913</b>	<b>100.00%</b>	<b>100.00%</b>

(a) Under the terms of shareholders' agreement with Dassault Aviation (the "Industrial Partner"), the "Public Sector" is represented by the company TSA, excluding the French State directly. All Thales shares held directly and indirectly by the French State have been directly registered for more than two years and thus have double voting rights as of 30 June 2025.

(b) As of 30 June 2025, Dassault Aviation holds 44,372,918 directly registered shares, of which 35,319,349 have been held for more than two years and therefore have double voting rights as of 30 June 2025, and also holds 10,377,082 bearer shares.

(c) Treasury shares represented 56,300 bearer shares held under a liquidity contract and 512,435 directly registered shares.

(d) This line shows total employees share ownership. For information purposes, since Law No 2019-486 of 22 May 2019, employee share ownership within the meaning of French Commercial Code (article L. 225-102), excludes shares granted free of charge under the LTI plans prior to 2016 (in the absence of an amendment to the bylaws to include such shares) and amounted, as of 30 June 2025 to 4,779,788 shares and 8,994,203 voting rights, i.e., 2.32% of the capital stock and 2.99% of the exercisable voting rights, respectively.

## b) Treasury shares

Thales (parent company) held 568,735 of its own shares at 30 June 2025. They are accounted for as a deduction from consolidated equity in the amount of €-89.8 million. In accordance with the authorisations given to the board of Directors at the Annual General Meeting, the Company carried out, in 2024 and in the first half of 2024 and 2025 the following operations:

	First half 2025	First half 2024	2024
<b>Treasury shares at opening</b>	<b>628,731</b>	<b>3,541,786</b>	<b>3,541,786</b>
Purchases as part of a liquidity agreement	234,211	264,218	603,565
Disposals as part of a liquidity agreement	(261,650)	(272,571)	(564,071)
Transfer to employees as part of the employee share purchase plan	(32,307)	—	(452,348)
Delivery of free shares	(250)	(2,891)	(352,731)
Market purchases	—	1,300,007	2,120,757
Cancelled shares	—	—	(4,268,227)
<b>Treasury shares at closing</b>	<b>568,735</b>	<b>4,830,549</b>	<b>628,731</b>

## c) Parent Company dividend distribution

For the years 2023 and 2024, dividends per share amounted respectively to €3.40 and €3.70. Dividends paid in 2024 and 2025 are described below:

Year	Approved by	Description	Dividend per share (in euro)	Payment date	Payment method	Total (€ million)
2025	General Meeting on 16 May 2025	Balance for 2024	€2.85	May 2025	cash	585.5
	Board of Directors on 8 October 2024	2024 interim dividend	€0.85	Dec. 2024	cash	174.2
2024	General Meeting on 15 May 2024	Balance for 2023	€2.60	May 2024	cash	534.2
	Total dividends paid in 2024					708.4

## 10.2. Earnings per share

		First half 2025	First half 2024	2024
<b>Numerator (in € million):</b>				
<b>Net income, Group share</b>	<b>(a)</b>	<b>663.7</b>	<b>1,017.3</b>	<b>1,419.5</b>
Of which: net income relating to continued operations, Group share		663.7	625.1	1,007.4
Of which: net income relating to discontinued operations, Group share		—	392.2	412.1
<b>Denominator (in thousands):</b>				
<b>Average number of shares outstanding</b>	<b>(b)</b>	<b>205,390</b>	<b>205,818</b>	<b>205,523</b>
Free shares and units plans *		536	559	498
<b>Diluted average number of shares outstanding</b>	<b>(c)</b>	<b>205,926</b>	<b>206,377</b>	<b>206,021</b>
<b>Net earnings per share (in euros)</b>	<b>(a) / (b)</b>	<b>3.23</b>	<b>4.94</b>	<b>6.91</b>
Of which: basic earnings relating to continued operations, per share		3.23	3.04	4.90
Of which: basic earnings relating to discontinued operations, per share		—	1.90	2.01
<b>Diluted net earnings per share (in euros)</b>	<b>(a) / (c)</b>	<b>3.22</b>	<b>4.93</b>	<b>6.89</b>
Of which: diluted earnings relating to continued operations, per share		3.22	3.03	4.89
Of which: diluted earnings relating to discontinued operations, per share		—	1.90	2.00
<b>Average share price</b>		<b>€224.08</b>	<b>€149.19</b>	<b>€148.29</b>

\* Performance shares are only taken into account when the performance targets are achieved.

## 11. Litigations

At the date of publication of the interim consolidated financial statements, the judicial investigation initiated in 2022 concerning business relations undertaken by Gemalto (now Thales Communication et Sécurité Numériques) prior to its acquisition by Thales in 2019 is still ongoing.

In addition, the investigations opened by the Parquet National Financier and the Serious Fraud Office and mentioned in the 2024 Universal Registration Document are continuing.

Thales denies the allegations brought to its knowledge and is fully cooperating with the judicial authorities. However, the outcome of these proceedings is not known at this time, including any potential financial consequences that may result from them.

At the date hereof, there is no other government, judicial or arbitration claims, pending or threatened, which could have any significant effect on the financial position or profitability of the Company and/or the Group.

## 12. Related party transactions

Main related party transactions are disclosed in Note 13-a of the consolidated financial statements included in the 2024 Universal Registration Document.

Revenues with the French State amounted to €2,231.4 million in the first half of 2025 and €2,207.2 million in the first half of 2024.

## 13. Subsequent events

As of 10 July following the buy-in already completed on 1 December 2023, the insurer Rothesay has taken over from Thales all its liabilities ("buy-out") under the Thales UK Pension Scheme. This latest transaction involves the legal transfer of the associated assets and liabilities, with no impact on the Group's results.