

Building a future we can all trust

Presentation of the
Thales Group
March 2026

www.thalesgroup.com





CONTENTS

01



2025 key figures

02



Thales's mission

03



CSR objectives

04



Aerospace

05



Defence

06



Cyber & Digital

07



Research and
Development

2025 key figures



85,000
employees



65 countries
A global footprint



€4.5 bn*
dedicated to R&D

* +€1 bn self-financed



€22.1 bn
revenues



EMPOWER CUSTOMERS TO FACE THEIR DECISIVE MOMENTS WITH CONFIDENCE



Technologies to make the world safer, greener and more inclusive

SAFER

Protecting people from physical and cyber threats



Air defence solutions for Ukraine



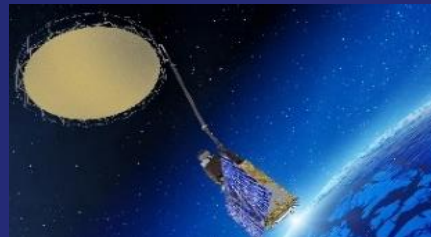
PARADE drone countermeasures system for large events

GREENER

Reducing our customers' environmental impact and building solutions to observe and understand climate phenomena



Pureflyt Flight Management System selected by Airbus



Major contributor to 5 of the 6 new Copernicus missions

MORE INCLUSIVE

Supporting universal access to basic rights (right to a legal identity, access to digital technology)



SATRIA satellite connecting 17,500 Indonesian islands



Voice Payment Card for blind and visually impaired people

Main CSR objectives

ETHICS AND INTEGRITY



100%

of exposed employees trained in corruption prevention every year



HEALTH AND SAFETY



30%

reduction in lost-time accidents in the workplace between 2018 and 2023



CLIMATE



50%

reduction in operational CO₂ emissions between 2018 and 2030



GENDER BALANCE



22.5%

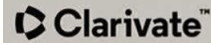
women in senior management positions by 2026



Major player in Research & Development



Listed 13 times in the

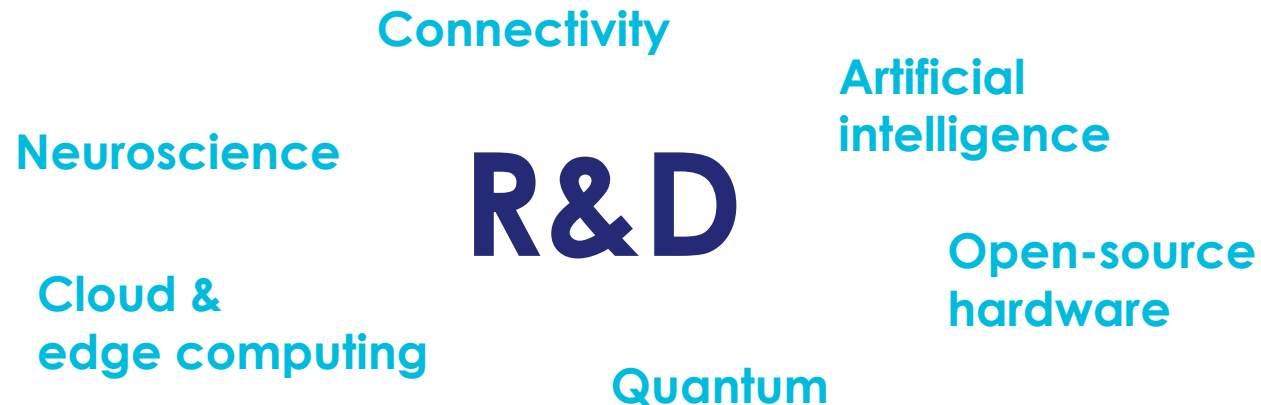


More than **40%**
of Thales employees
working in R&D

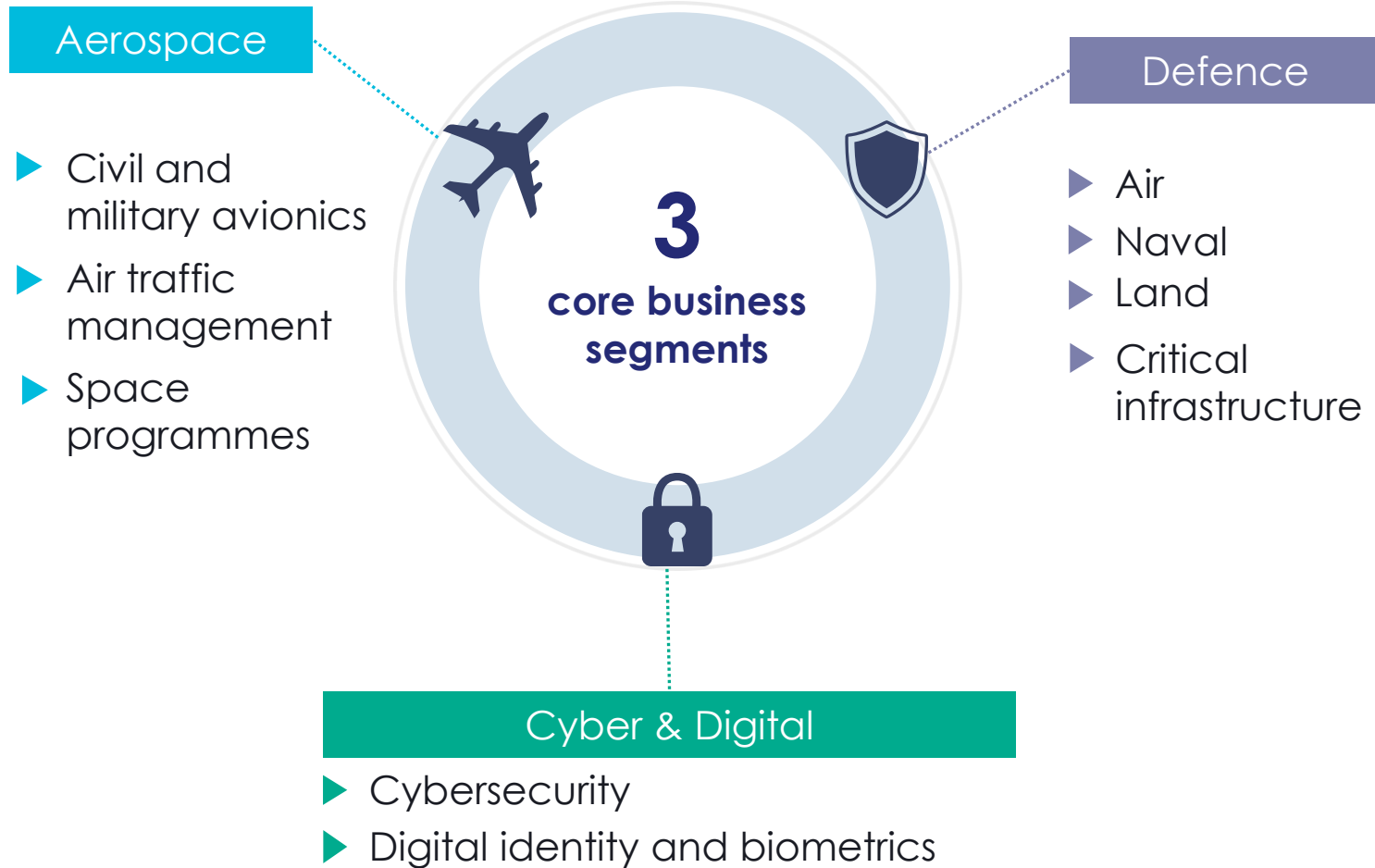


Intellectual property
portfolio including

22,000 patents



Three core business segments



ENTERPRISE CUSTOMERS



GOVERNMENTS



INSTITUTIONS



CITIES

Aerospace



2 million passengers use Thales **in-flight entertainment and connectivity systems** every day.

Thales Alenia Space provides

50% of the pressurised volume of the **International Space Station**.



2/3 of the world's aircraft rely on Thales equipment to **take off and land**.

With projects such as **FlytX**, Thales is developing **flight path optimisation solutions** to reduce aircraft **CO₂ emissions by 10%**.



Defence



50+ countries
rely on Thales
equipment to
protect their
populations and
territorial integrity.

800,000+
Thales tactical radios
in service in **more
than 50 countries**.



Thales systems and
equipment account for
close to **25%** of
the total value of the
Rafale combat aircraft.

Thales is deploying **collaborative combat** solutions to
augment the capabilities of soldiers, vehicles and
sensors in real time.



Cyber & Digital



30,000+
companies use our technologies to manage identities and secure data.

\$5 trillion
interbank fund transfers secured every day.



300+
government programmes for official identity, biometrics and law enforcement.



The **acquisition of Imperva** makes Thales one of the world's top five cybersecurity providers and affirms the Group's **leadership ambitions** in this market.

