Investor meeting

January 2021
Introduction to Thales

H1 and 9m 2020 results

Key priorities for 2019-23

Outlook
Thales today: a set of focused, technology-driven businesses

**Product mix**
- Civil aeronautics: ~11%
- Aerospace: 29%
- Defense & security: 44%
- Digital identity & security: 17%
- Transport: 10%

**Customer mix**
- Commercial customers: 20%
- Defense & security customers: 44%
- Private operators of critical infrastructures: 21%
- Government agencies: 15%
- Military customers: 44%

**Geographical mix**
- Rest of world: 16%
- Asia-Pacific: 20%
- North America: 12%
- Europe: 52%

**Pro forma 2019 sales**

**Product mix**
- Defense & security: 29%
- Aerospace: 17%
- Digital identity & security: 10%
- Transport: 5%

**Customer mix**
- Commercial customers: 20%
- Defense & security customers: 29%
- Civil aeronautics: ~11%
- Government agencies: 15%
- Transport: 10%

**Geographical mix**
- Europe: 52%
- North America: 12%
- Asia-Pacific: 20%
- Rest of world: 16%

**Defense sensors & mission systems**
- #1 in Europe
- #1 worldwide

**Air Traffic Management**
- #1 worldwide

**Rail signaling and supervision**
- #2 worldwide

**Data protection**
- #1 worldwide

**Civil satellites**
- #2 worldwide

**Flight avionics**
- #3 worldwide
Thales: a pure player focused on intelligent systems and digital solutions

Addressing some of the most demanding end markets...

...leveraging a unique portfolio of key common technologies

Critical decision chain

- Sensing and data gathering: Hardware + software
- Data transmission and storage: Hardware + software
- Data processing and decision making: Software + systems

Examples of solutions: sensors, mission systems, communications, command and control systems, digital identity and security solutions
Thales builds on 4 key strengths

### Cutting edge R&D
- €3.5bn+, ~20% of sales
- ~70% customer-funded
- 29,000+ engineers
- Top 100 global innovator for 6th consecutive year

### Deep domain knowledge
- Top 3 globally or #1 in Europe across businesses
- Leverage across 5 end markets with many technological similarities

### Large digital asset base
- Thales portfolio: digital “by nature”
- Significant organic and inorganic initiatives, targeting 4 key digital technologies
- Large integrated network of digital native talents

### Global presence
- Presence in 50+ countries and sales in 100+ countries
- Proven ability to address complex markets and partnerships
- Capitalizing on 40+ year presence

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**Notes:**
- Thales builds on its 4 key strengths to drive innovation and growth in various domains such as Cutting edge R&D, Deep domain knowledge, Large digital asset base, and Global presence. Each strength is further detailed with metrics and highlights the company's commitment to excellence and leadership in its industry.
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H1 and 9m 2020 key figures

9m order intake

€m

9m 2019: 10,445
9m 2020: 9,181

9m sales

€m

9m 2019: 12,410
9m 2020: 11,714

H1 EBIT and EBIT margin

€m and %

H1 2019: 820 (10.0%)
H1 2020: 348 (4.5%)

H1 adjusted net income

€m

H1 2019: 574
H1 2020: 232

H1 free operating cash-flow

€m

H1 2019: (332)
H1 2020: (471)

Net cash (debt) position

€m

Dec 2017: 2,971
June 2018: 2,311
Dec 2018: 3,181
Dec 2019: (4,397)
June 2020: (3,928)

(a) Organic: at constant scope and exchange rates
(b) The definition of all non-GAAP measures can be found in appendix

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The Covid-19 crisis raises a unique set of challenges

Immediate impact on demand dominated by civil aeronautics
- Civil aeronautics: avionics, electrical systems, IFE (~€2.15bn in sales)
- DIS: identity solutions, automotive IoT connectivity modules (~€500m in sales)
- Broadly unchanged demand in other businesses so far, but with delayed contract signatures

Temporary but significant impact of sanitary measures on Group operations
- Inefficiency in production and project execution
- Disruption of supply chains
- Customers' inability to take delivery

2019 sales by operating segment\(^{(a)}\)

- Civil aeronautics: 11%
- Aerospace: 29%
- Defense & security: 44%
- Identity solutions, automotive IoT connectivity modules: 3%
- Digital identity & security: 17%
- Transport: 10%

(a) 2019 reported sales + Gemalto Q1 2019 sales: €19,052m
Q3 2020 highlights

Recovery of internal productivity enables return to positive sales growth excluding aeronautics

Significant defense order pipeline, driven by continued budget growth across geographical portfolio

Further commercial successes in space exploration

<table>
<thead>
<tr>
<th>Group sales(a)</th>
<th>Sales excluding aeronautics(a)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>Q1</td>
</tr>
<tr>
<td>-5%</td>
<td>-3%</td>
</tr>
<tr>
<td>Q2</td>
<td>Q2</td>
</tr>
<tr>
<td>-4%</td>
<td>+2%</td>
</tr>
<tr>
<td>Q3</td>
<td>Q3</td>
</tr>
<tr>
<td>-20%</td>
<td>-15%</td>
</tr>
</tbody>
</table>

\(a\) Organic
9m 2020 order intake

Q3 order intake organically up 1.3% excluding aeronautics

2 large\(^{(a)}\) orders booked in Q3 2020, for a total of 6 in 9m 2020, vs 9 in 9m 2019

- 2\(^{\text{nd}}\) tranche of Scorpion program
- Support and services contract for French army

Significant large order pipeline for Q4

Base of small orders\(^{(b)}\) reflects Covid-19 impact on civil aero and biometrics

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\(\text{(a)}\) With a unit value over €100m
\(\text{(b)}\) With a unit value of less than €10m

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## Aerospace: 9m 2020 key figures

<table>
<thead>
<tr>
<th>€m</th>
<th>9m 2020</th>
<th>9m 2019</th>
<th>Change total</th>
<th>Change organic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Order intake</td>
<td>2,268</td>
<td>2,625</td>
<td>-14%</td>
<td>-13%</td>
</tr>
<tr>
<td>Sales</td>
<td>2,898</td>
<td>3,787</td>
<td>-23.5%</td>
<td>-23.3%</td>
</tr>
</tbody>
</table>

Order intake affected by significant decline of civil aero market
- Major Covid-19 impact on civil aero since Q2
- Space order intake up 33% against easy comps, thanks to solid dynamics in institutional space

Recovery of productivity enables major sales improvement in Q3
- Total segment sales: -18% in Q3 vs -38% in Q2
- Civil aero sales: ~-45% in Q3 vs -50%+ in Q2
- Rest of segment sales: ~+3% in Q3 vs -27% in Q2
Transport: 9m 2020 key figures

<table>
<thead>
<tr>
<th></th>
<th>9m 2020</th>
<th>9m 2019</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>total</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>organic</td>
</tr>
<tr>
<td>Order intake</td>
<td>805</td>
<td>868</td>
<td>-7%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>-6%</td>
</tr>
<tr>
<td>Sales</td>
<td>1,102</td>
<td>1,268</td>
<td>-13.1%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>-12.3%</td>
</tr>
</tbody>
</table>

Order intake impacted by Covid-19 related delays in bid processes
- Robust mainline orders, offset by delays in urban rail contract awards

Sales affected by phasing effects and Covid-19 disruptions
- Strong phasing effects on 4 major urban rail projects\(^{(a)}\), as expected
- Continued disruptions: travel restrictions, customer site access
- Delays in urban rail contract awards

\(^{(a)}\) London, Dubai, Doha, Hong Kong
Defense & Security: 9m 2020 key figures

<table>
<thead>
<tr>
<th>€m</th>
<th>9m 2020</th>
<th>9m 2019</th>
<th>Change total</th>
<th>Change organic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Order intake</td>
<td>3,853</td>
<td>5,271</td>
<td>-27%</td>
<td>-27%</td>
</tr>
<tr>
<td>Sales</td>
<td>5,469</td>
<td>5,670</td>
<td>-3.6%</td>
<td>-3.3%</td>
</tr>
</tbody>
</table>

Order intake down due to high comps and Covid-19-related delays in finalizing contracts

- No significant opportunity lost, catch-up expected during Q4

Return to growth in Q3: +5.4%

- Strong mobilization of teams enables recovery after Covid-19 related disruptions in Q2
# Digital Identity & Security: 9m 2020 key figures

<table>
<thead>
<tr>
<th></th>
<th>9m 2020</th>
<th>9m 2019</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>total</td>
</tr>
<tr>
<td>Order intake</td>
<td>2,227</td>
<td>1,620</td>
<td>NM</td>
</tr>
<tr>
<td>Sales</td>
<td>2,201</td>
<td>1,631</td>
<td>NM</td>
</tr>
</tbody>
</table>

Order intake structurally aligned with sales for most businesses

9m pro forma sales slightly down (-2%)

- Biometrics (passports) and IoT still affected by worldwide health crisis
- Smart card sales growth above long-term trend
- Q4 expected to be impacted by high comps in smart card sales and continued weakness of biometrics and IoT
EBIT: significant impact of cost saving actions already visible in H1

H1 2019

Gemalto Q1 2019

820

10.0%

H1 2019

+10

829

9.4%

H1 2019 + Gemalto Q1 2019

Sales down 12%
+ Gross margin down ~6 pts

~740

~+170

Gross margin decline before actions on direct costs

Cost saving actions ~+320

- Direct costs
- +147-9%

- Indirect costs
- Restructuring +17

- Equity affiliates -79

- Naval Group: -44
- Other: -35

H1 2020

348

4.5%

€m and % of sales

R&D: -9%
M&S: -9%
G&A: -10%
## H1 2020 Free operating Cash Flow

### Strong seasonality of WCR

### Cash management: a key focus during the crisis
- Internal “CASH” project delivering positive outcomes, with significant progress at reducing overdues
- Strict management of inventory
- Tight control of supply chain
- Payments anticipated by some customers

### Capex cut by 16% at constant scope

<table>
<thead>
<tr>
<th></th>
<th>H1 2020</th>
<th>H1 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating cash flow before WCR changes, interest and tax</td>
<td>709</td>
<td>1,024</td>
</tr>
<tr>
<td>+ Change in WCR and reserves for contingencies</td>
<td>(832)</td>
<td>(1,022)</td>
</tr>
<tr>
<td>+ Pension cash out, excluding deficit payment on UK pensions</td>
<td>(87)</td>
<td>(73)</td>
</tr>
<tr>
<td>+ Net financial interest</td>
<td>(46)</td>
<td>(22)</td>
</tr>
<tr>
<td>+ Income tax paid</td>
<td>(55)</td>
<td>(64)</td>
</tr>
<tr>
<td>= Net cash flow from operating activities</td>
<td>(310)</td>
<td>(157)</td>
</tr>
<tr>
<td>+ Net operating investments</td>
<td>(161)</td>
<td>(175)</td>
</tr>
<tr>
<td>= Free operating cash flow</td>
<td>(471)</td>
<td>(332)</td>
</tr>
</tbody>
</table>
Introduction to Thales

H1 and 9m 2020 results

Key priorities for 2019-23

Outlook
Ambition 10: a solid framework to capitalize on Thales’s unique positioning, further strengthened in the post Covid-19 world

**Continued focus on operational performance**

1. Reinforce customer-centric organization and culture
2. Relentlessly optimize operational performance

**Strong development levers**

3. Accelerate R&D investments to drive technological excellence
4. Lead in digital transformation of markets
5. Execute on transformative acquisition of Gemalto
Relentlessly optimize operational performance

Group cost structure
(2018, before Gemalto)

- **€14.2bn total costs**
- **18%** Engineering
- **9%** Support functions
- **17%** Project delivery
- **8%** Other
- **48%** External purchases

**Focus on 4 high impact initiatives**

- **Procurement performance**
- **Engineering competitiveness**
- **Support function efficiency**
- **Excellence in delivery**

(a) Excluding external purchases

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Sustainably deliver on operational performance initiatives

**Significant improvement in gross margin and G&A expenses achieved since 2015**

Adjusted gross margin\(^{(a)}\) and P&L G&A expenses as a percentage of sales

<table>
<thead>
<tr>
<th>Year</th>
<th>Gross Margin</th>
<th>G&amp;A Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>23.6%</td>
<td>3.8%</td>
</tr>
<tr>
<td>2016</td>
<td>23.8%</td>
<td>3.6%</td>
</tr>
<tr>
<td>2017</td>
<td>24.0%</td>
<td>3.6%</td>
</tr>
<tr>
<td>2018</td>
<td>25.4%</td>
<td>3.5%</td>
</tr>
<tr>
<td>2019</td>
<td>26.1%</td>
<td>3.4%</td>
</tr>
</tbody>
</table>

\(^{(a)}\) At constant scope: 2015-2018 adjusted for disposal of GP HSM business, 2019 excluding Gemalto.

**DIS cost synergies fully on track**

- €25m achieved in 2019

**Performance culture drives constant flow of actions**

- Worldwide integrated procurement organization fully operational
- Over 30% of spend now concentrated on strategic suppliers
- Development of engineering competency centers in Romania and India
- Deployment of digital engineering best practices across the Group
- Platforming and development of shared support services
- Launch of CA$H! initiative in 2019
Further R&D step-up to drive technological excellence

Gemalto drives 27% increase in R&D investments
- 2018 R&D organic increase ahead of plan

2019-23: continued reinvestment
- Pre Covid-19 crisis target: further ~25% growth over 5 years
- Total R&D to reach €4.5bn+ in 2023 when combined with increase in customer-funded R&D
- Significant adjustment of 2020 R&D budget to mitigate crisis impact

Unchanged focus: dream products, digital
Quick adoption of digital technologies inside dream products to support top-line growth

Design of new services and business models delivering more recurring revenues

Breakthrough innovations boosting longer-term growth

Digital innovations driving mid to long-term growth
Digital offering: expanding the pipeline of digital innovations

Concrete digital offerings across all Thales businesses

Big data-enabled observation constellation
Autonomous trains
“Smart” radars
Predictive maintenance for defence
Drone management

Al-enabled optronics
Next generation airspace surveillance
Spare parts market place
Maritime intelligence as a service
Connected-car cybersecurity
Gemalto acquisition: accelerating Thales’s digital strategy

Digital security: a unique differentiator to stay at the forefront of intelligent systems

3 key technological capabilities
- Digital identity - biometrics
- Secure connectivity - IoT
- Data protection - encryption

Opportunities already materializing in 80% of existing business lines

Access to large pool of digital talents

Reinforcing unique and differentiated market position
Gemalto acquisition: expanding portfolio in highly synergistic growth market

Global leader in fast-growing digital identity and security market

Multiple growth engines, addressing major societal aspirations

Significant cross-selling opportunities, capitalizing on Thales’s global sales force

Leveraging Thales’s extensive technology portfolio

Maximizing value in mature businesses

<table>
<thead>
<tr>
<th>Multiple fast-growing markets</th>
</tr>
</thead>
<tbody>
<tr>
<td>2023 market size</td>
</tr>
<tr>
<td>Data protection</td>
</tr>
<tr>
<td>IoT connectivity &amp; security ( ^{(b)} )</td>
</tr>
<tr>
<td>Biometrics</td>
</tr>
<tr>
<td>eSIM shipments</td>
</tr>
</tbody>
</table>

(a) Pre Covid-19 crisis forecasts
(b) IoT cellular modules and IoT security
Sources: ABI Research, Gartner, IDC, Counterpoint, Thales
Cost synergies progressing fully in line with plan

Expected ramp-up of cost synergies

<table>
<thead>
<tr>
<th>Year</th>
<th>Cost Synergies (€m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>25</td>
</tr>
<tr>
<td>2020</td>
<td>~60</td>
</tr>
<tr>
<td>2021</td>
<td>~100</td>
</tr>
<tr>
<td>2022</td>
<td>120</td>
</tr>
</tbody>
</table>

Integration costs: ~€30m in 2019, ~€10m in 2020

Breakdown of expected run-rate cost synergies

- Overall SG&A savings 35%
- R&D and SG&A optimization in enterprise data protection 15%
- Footprint optimization and other 20%
- Procurement savings 30%

Total expected cost synergies: €120m
Revenue synergy opportunities materializing across Group

**Enhanced by multiple cross-selling opportunities**

### Defense & Security
- Integration of cybersecurity products and improved go-to-market
- New homeland security offers
- Digitally-enabled asset management, collaborative combat, military IoT
- Drone management and surveillance

### Aerospace
- Connected aircraft cybersecurity
- Drone management

### Digital Identity & Security
- Integration of cybersecurity products and improved go-to-market
- Sales of DIS solutions through Thales global sales network

### Transport
- Smart rail infrastructure
- Autonomous train cybersecurity
- New generation revenue collection

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Digital identity - biometrics
Secure connectivity - IoT
Data protection - encryption
Revenue synergies deliver growth acceleration now and beyond 2023

Priority actions

**Short-term**
- Immediate portfolio opportunities
  - 460 individual customer opportunities in 25 countries
  - Top 10 per country/region closely tracked
  - 20+ first wins already in 2019

**Mid-term**
- Development of new integrated offerings
  - 50 use cases identified across all Thales segments
  - 5 priority themes for new synergistic offers
  - 2 first pilot projects launched with Digital Factory

**Long-term**
- Shaping markets
  - Experimentations launched for drone management and smart rail infrastructure

Teams fully mobilized to capture synergies, supported by disciplined organization

Significant revenue synergies

Total revenue synergies: ~€300-500m incremental sales in 2023

Note: It is estimated that around 1/3 of run-rate revenue synergies will be recorded in DIS and 2/3 in the other segments
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Outlook
Pre Covid-19 crisis organic sales growth targets

**Group organic sales growth target**

3% to 5% growth on average over 2019-23

- **Aerospace**
  - ~+1.5% (a)
  - +2-3%
- **Transport**
  - ~+3%
  - Flat (b)
  - (2018-23: ~+2%)
- **Defense & Security**
  - ~+3.5%
  - +4-6%
- **Digital identity & security**
  - Smart cards
  - Flat
  - +4-6% (c)
  - Digital services and solutions
  - ~+13%

(a) Composite market trend adjusted to take into account lower growth in commercial space market
(b) 2018-23 transport growth above 2% taking into account exceptional outperformance in 2018 (+18%)
(c) 2020-23 growth target

- **Lower growth in first part of period**
  - Impact of space market slowdown
  - High comps in transport
- **Progressively accelerating thereafter**
  - Recovery of space market
  - DIS revenue synergies
  - New digital services and breakthrough innovations

- **Market trend**
- **Organic sales growth target 2019-23**
- **Investor meeting - 30**

**Pre Covid-19 crisis targets**
Civil businesses aligned with major societal trends, amplified by Covid-19 crisis

- **Air transport:** long-term GDP multiplier, driving multi-year recovery
- **Thales:** global leader in avionics and air traffic management, at the heart of future green, digital and connected aviation

- **Rail:** a major enabler of green mobility
- **Key component in many government stimulus packages**
- **Thales:** global leader in signaling, a key lever to increase efficiency of rail infrastructures

- **Unique position of space systems to monitor earth environment and to reduce the digital divide**
- **Thales:** leader on European/ESA earth monitoring missions
- **Thales:** Best-in-class telecom satellite product range

- **Exponential growth in the number of connected devices and digital transactions**
- **Crisis accelerates need for seamless highly secure digital and physical identity solutions**
- **Thales:** global leader in trusted identity and security technologies

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The world after Covid-19: digital, connected, green
Unchanged need to invest in defense systems
  > Geopolitical tensions
  > Greater variety of threats

Key customer priorities
  > New generation digital sensors
  > Communications: connected collaborative combat
  > Cyber-defense
  > Technological superiority and autonomy

Record backlog, expected to significantly increase by end 2020

Defense & Security backlog (€bn)

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dec 2015</td>
<td>17.6</td>
</tr>
<tr>
<td>Dec 2016</td>
<td>19.0</td>
</tr>
<tr>
<td>Dec 2017</td>
<td>18.6</td>
</tr>
<tr>
<td>Dec 2018</td>
<td>20.1</td>
</tr>
<tr>
<td>Dec 2019</td>
<td>21.8</td>
</tr>
</tbody>
</table>

+5% per year
Multiple medium-term drivers of margin expansion

Groupwide operational performance initiatives
- Procurement performance
- Engineering competitiveness
- Support function efficiency
- Excellence in delivery

Gemalto synergies

Transformation of transport

Avionics and IFE: structural cost adaptation launched

Expected ramp-up of Gemalto cost synergies

Integration costs: ~€30m in 2019, ~€10m in 2020
Further significant increase in profitability

- Increase in profitability: 8.0% (2013 EBIT margin) +330 bps
- Additional R&D: -70 bps
- Gemalto consolidation: -60 bps
- 2018 EBIT margin: 10.6%
- Increase in profitability: +200 to +240 bps
- Additional R&D: -30 to -50 bps
- 2018 EBIT margin pro forma: 10.0%
- 2019: +70 bps
- Medium-term EBIT margin target: 11.5% to 12%

EBIT margin 2013: 8.0%
EBIT margin 2018: 10.6%
EBIT margin pro forma 2018: 10.0%
EBIT margin target medium-term: 11.5% to 12%
Pre Covid-19 crisis medium-term margin targets by segment

**Aerospace**
- 2018: 10.0%
- 2023 target: 10% to 11%
- 2018: +0 to +100 bps
- 2023 target: $+0$ to $+100$ bps

**Transport**
- 2018: 4.4%
- 2023 target: 8% to 8.5%
- 2018: +360 to +410 bps
- 2023 target: $+360$ to $+410$ bps

**Defense & security**
- 2018: 12.4% (a)
- 2023 target: 12% to 13%
- 2018: -40 to +60 bps
- 2023 target: $-40$ to $+60$ bps

**Digital identity & security**
- 2018: 7.3%
- 2023 target: 12.5% to 13.5% (b)
- 2018: +520 to +620 bps
- 2023 target: $+520$ to $+620$ bps

(a) Excluding €20m one-off
(b) Only 2/3 of cost synergies and 1/3 of revenue synergies are expected to be recorded within DIS

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Maintaining strong focus on cash flow generation

Pre Covid-19 crisis targets

2019-23: major increase in underlying free operating cash flow

Underlying 2019-23 cash conversion comparable to 2014-18

- Mechanical positive IFRS16 effect
- Development of service businesses
- DIS sales growth requiring additional working capital
- Continuous focus on cash flow: launch of CA$H! initiative

Reported cash conversion will depend on phasing of down-payments on large export contracts

- €400m remaining down-payments to unwind over 2020-23

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A more efficient capital structure to support significant dividend growth whilst maintaining financial flexibility

Strong investment grade maintained (BBB+, A2)

Dividend growth in line with adjusted EPS

Financial flexibility to allow bolt-on acquisitions while deleveraging the Group

Retaining focus on ROCE

- Pre Gemalto: 19%, pro forma 2019: ~13%
- Expected to rise above 16% by 2023\(^{(a)}\)

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(a) Pre Covid-19 crisis expectation

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### 2019 capital structure metrics\(^{(b)}\)

<table>
<thead>
<tr>
<th></th>
<th>Before IFRS 16</th>
<th>After IFRS 16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net debt (€bn)</td>
<td>-1.6</td>
<td>-3.3</td>
</tr>
<tr>
<td>EBITDA (€bn)</td>
<td>2.5</td>
<td>2.7</td>
</tr>
<tr>
<td>Interest expenses (€bn)</td>
<td>0.02</td>
<td>0.04</td>
</tr>
</tbody>
</table>

\(^{(b)}\) Gemalto pro forma 12 months
H2 2020 perspectives

Business environment

- Operations still impacted by sanitary measures
  - Targeting return to close to 100% internal productivity over H2
  - Expecting limited supply chain issues, but still some travel restrictions and customer site access issues

- Uncertain near-term macro trends, potentially impacting short cycle businesses
  - Pace of air traffic recovery
  - Corporate investments in IT, cybersecurity
  - Further recessionary risks

Global adaptation plan

- Full impact of cost saving actions, targeting ~€750 million in 2020

- Continuation of strong focus on cash
  - Strict management of working capital
  - Capex to be cut at least in line with sales (at least €50 million in 2020)

- Finalization of structural cost adaptation plan in civil aero
2020 financial objectives, taking into account the Covid-19 crisis

**Order intake**

Book-to-bill above 1, driven by solid dynamics in Defense & Security

**Sales**

€16.5 to €17.2 billion\(^{(a)}\)

**EBIT\(^{(b)}\)**

€1,300 to €1,400 million\(^{(a, c)}\)

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\(a\) Assuming no major step-up in sanitary measures on key markets. Based on July 2020 scope and foreign exchange rates.

\(b\) Non-GAAP measure: see definition in appendix.

\(c\) Assuming full year restructuring cost of ~€130m (€102m in 2019) and EBIT contribution from JVs of ~€70m (€171m in 2019).
Summary

Unique portfolio positioning
- “Intelligent systems” pure player positioning
- Markets benefiting from solid long-term underlying growth
- Portfolio expanded into highly synergistic growth market through Gemalto acquisition

Continued focus on operational performance
- New competitiveness initiatives gaining momentum in coming years
- Strict cost control and value maximization in mature smart card businesses

Strong development levers
- Further acceleration of R&D investments
- Gemalto accelerating digital strategy

Sustainable value creation, with enhanced resilience
A strong set of focused businesses

<table>
<thead>
<tr>
<th>Segment</th>
<th>Sub-segment</th>
<th>Civil</th>
<th>Military</th>
<th>2019 sales (a) (€m)</th>
<th>Market position</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Aerospace</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Flight avionics</strong></td>
<td></td>
<td></td>
<td>~2,150</td>
<td>#3 worldwide (flight avionics)</td>
</tr>
<tr>
<td></td>
<td>including cockpit avionics, communications, electrical systems,</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>training and simulation (of which civil: ~€1,350m, military: ~€800m)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Connected in-flight entertainment (IFE)</strong></td>
<td></td>
<td></td>
<td>~800</td>
<td>#2 worldwide</td>
</tr>
<tr>
<td></td>
<td><strong>Microwave tubes</strong></td>
<td></td>
<td></td>
<td>~500</td>
<td>#1 worldwide</td>
</tr>
<tr>
<td></td>
<td>for satellite, medical, scientific and military applications</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Space solutions</strong></td>
<td></td>
<td></td>
<td>~2,150</td>
<td>#2 worldwide (civil satellites)</td>
</tr>
<tr>
<td></td>
<td>for telekom, observation, navigation and exploration</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Rail signaling and supervision</strong></td>
<td></td>
<td></td>
<td>~1,900</td>
<td>#2 worldwide</td>
</tr>
<tr>
<td></td>
<td>including passenger payment collection systems</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Sensors and mission systems</strong></td>
<td></td>
<td></td>
<td>~4,300</td>
<td>#1 in Europe</td>
</tr>
<tr>
<td></td>
<td>including radars, sonars, optronics, mission systems for aircraft, ships</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>and submarines, missiles and armored military vehicles</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Communications, command and control systems</strong></td>
<td></td>
<td></td>
<td>~3,950</td>
<td>#2 worldwide (military tactical</td>
</tr>
<tr>
<td></td>
<td>including military communications and networks, military command</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>and control systems (C4I), cybersecurity, Air Traffic Management, and</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>homeland security solutions</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Digital identity and security solutions</strong></td>
<td></td>
<td></td>
<td>~3,200</td>
<td>#1 worldwide</td>
</tr>
<tr>
<td></td>
<td>including identity management &amp; data protection, biometrics, analytics</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>&amp; Internet of Things, mobile connectivity solutions (removable SIM and eSIM)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Transport</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>10% of 2019 sales (a)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Digital identity &amp; security</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>17% of 2019 sales (a)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| (a) Based on Thales 2019 + Gemalto Q1 2019

Investor meeting - 42
Highly diversified Defense & security customer base

Defense & security sales by region, 2019

- Asia: 45%
- Outside Europe: 35%
- Europe: 12%
- United Kingdom: 8%
- Australia/NZ: 10%
- North America: 6%
- Middle East: 11%
- Rest of world: 7%
- Rest of Europe: 12%
- France: 7%
Historical sales and EBIT performance by segment

**Aerospace**
- Organic sales growth: +9%, +4%, +1%, -4%
  - EBIT margin: +2%, +4%, +1%, -4%

**Transport**
- Organic sales growth: +4%, +8%, +11%, +18%
  - EBIT margin: +4.1%, +4.4%, +2.9%
  - 2015: 10.7%, 2016: 10.7%, 2017: 10.9%, 2018: 12.6%, 2019: 14.0%

**Defense & Security**
- Organic sales growth: +7%, +5%, +9%, +6%, +6%
  - EBIT margin: +0.7%, +4.1%, +4.4%, +2.9%

**Total Group**
- Organic sales growth: +4.5%, +6.8%, +7.2%, +5.3%, +0.8%
  - 2015: +4.5%, 2016: +6.8%, 2017: +7.2%, 2018: +5.3%, 2019: +0.8%
  - EBIT margin: +8.6%, +9.1%, +9.8%, +10.6%, +10.9%
## Organic sales growth per quarter

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
</tr>
<tr>
<td>Aerospace</td>
<td>-2%</td>
<td>+1%</td>
<td>-0%</td>
<td>+2%</td>
</tr>
<tr>
<td>Transport</td>
<td>+8%</td>
<td>+28%</td>
<td>+29%</td>
<td>+17%</td>
</tr>
<tr>
<td>Defense &amp; Security</td>
<td>+22%</td>
<td>+10%</td>
<td>+8%</td>
<td>+8%</td>
</tr>
<tr>
<td>Digital Identity &amp; Security</td>
<td>-3%</td>
<td>-17%</td>
<td>-9%</td>
<td>-14%</td>
</tr>
<tr>
<td>Total</td>
<td>+15%</td>
<td>+7%</td>
<td>+7%</td>
<td>+10%</td>
</tr>
</tbody>
</table>

Investor meeting - 45
### 9m 2020 order intake by destination

<table>
<thead>
<tr>
<th>Region</th>
<th>9m 2020</th>
<th>9m 2019</th>
<th>change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>9m</td>
<td></td>
<td>total</td>
</tr>
<tr>
<td>France</td>
<td>2,190</td>
<td>2,961</td>
<td>-26%</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>524</td>
<td>749</td>
<td>-30%</td>
</tr>
<tr>
<td>Other European countries</td>
<td>2,185</td>
<td>2,236</td>
<td>-2%</td>
</tr>
<tr>
<td><strong>Europe</strong></td>
<td><strong>4,899</strong></td>
<td><strong>5,945</strong></td>
<td><strong>-18%</strong></td>
</tr>
<tr>
<td>North America</td>
<td>1,533</td>
<td>1,346</td>
<td>+14%</td>
</tr>
<tr>
<td>Australia/NZ</td>
<td>607</td>
<td>466</td>
<td>+30%</td>
</tr>
<tr>
<td>Mature markets</td>
<td>7,039</td>
<td>7,757</td>
<td>-9%</td>
</tr>
<tr>
<td>Asia</td>
<td>1,040</td>
<td>1,467</td>
<td>-29%</td>
</tr>
<tr>
<td>Middle East</td>
<td>576</td>
<td>598</td>
<td>-4%</td>
</tr>
<tr>
<td>Rest of the world</td>
<td>526</td>
<td>623</td>
<td>-16%</td>
</tr>
<tr>
<td><strong>Emerging markets</strong></td>
<td><strong>2,142</strong></td>
<td><strong>2,688</strong></td>
<td><strong>-20%</strong></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>9,181</strong></td>
<td><strong>10,445</strong></td>
<td><strong>-12%</strong></td>
</tr>
</tbody>
</table>
### 9m 2020 sales by destination

<table>
<thead>
<tr>
<th></th>
<th>9m 2020</th>
<th>9m 2019</th>
<th>change total</th>
<th>change organic</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>France</strong></td>
<td>2,920</td>
<td>3,281</td>
<td>-11.0%</td>
<td>-11.7%</td>
</tr>
<tr>
<td><strong>United Kingdom</strong></td>
<td>859</td>
<td>887</td>
<td>-3.1%</td>
<td>-5.9%</td>
</tr>
<tr>
<td><strong>Other European countries</strong></td>
<td>2,679</td>
<td>2,589</td>
<td>+3.5%</td>
<td>-2.4%</td>
</tr>
<tr>
<td><strong>Europe</strong></td>
<td>6,458</td>
<td>6,757</td>
<td>-4.4%</td>
<td>-7.4%</td>
</tr>
<tr>
<td><strong>North America</strong></td>
<td>1,461</td>
<td>1,419</td>
<td>+3.0%</td>
<td>-9.2%</td>
</tr>
<tr>
<td><strong>Australia/NZ</strong></td>
<td>721</td>
<td>693</td>
<td>+4.0%</td>
<td>+5.3%</td>
</tr>
<tr>
<td><strong>Mature markets</strong></td>
<td>8,640</td>
<td>8,869</td>
<td>-2.6%</td>
<td>-6.7%</td>
</tr>
<tr>
<td><strong>Asia</strong></td>
<td>1,531</td>
<td>1,786</td>
<td>-14.2%</td>
<td>-21.7%</td>
</tr>
<tr>
<td><strong>Middle East</strong></td>
<td>798</td>
<td>988</td>
<td>-19.2%</td>
<td>-22.8%</td>
</tr>
<tr>
<td><strong>Rest of the world</strong></td>
<td>744</td>
<td>767</td>
<td>-3.0%</td>
<td>-12.4%</td>
</tr>
<tr>
<td><strong>Emerging markets</strong></td>
<td>3,074</td>
<td>3,541</td>
<td>-13.2%</td>
<td>-20.1%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>11,714</td>
<td>12,410</td>
<td>-5.6%</td>
<td>-10.5%</td>
</tr>
</tbody>
</table>
## 2019 EBIT by operating segment

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
<th>Change</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€m / % of sales</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aerospace</td>
<td>521</td>
<td>9.3%</td>
<td>580</td>
<td>10.0%</td>
</tr>
<tr>
<td>Transport</td>
<td>56</td>
<td>2.9%</td>
<td>88</td>
<td>4.4%</td>
</tr>
<tr>
<td>Defense &amp; Security</td>
<td>1,153</td>
<td>14.0%</td>
<td>992</td>
<td>12.7%</td>
</tr>
<tr>
<td>Digital Identity &amp; Security</td>
<td>264</td>
<td>10.3%</td>
<td>15</td>
<td>8.0%</td>
</tr>
<tr>
<td>EBIT - operating segments</td>
<td>1,994</td>
<td>10.9%</td>
<td>1,675</td>
<td>10.6%</td>
</tr>
<tr>
<td>Other</td>
<td>(50)</td>
<td></td>
<td>(53)</td>
<td></td>
</tr>
<tr>
<td>EBIT - excluding Naval Group</td>
<td>1,943</td>
<td>10.6%</td>
<td>1,623</td>
<td>10.3%</td>
</tr>
<tr>
<td>Naval Group</td>
<td>65</td>
<td></td>
<td>63</td>
<td></td>
</tr>
<tr>
<td>EBIT - total</td>
<td>2,008</td>
<td>10.9%</td>
<td>1,685</td>
<td>10.6%</td>
</tr>
</tbody>
</table>
## Thales 2019 + Gemalto Q1 2019 summary adjusted P&L

<table>
<thead>
<tr>
<th></th>
<th>2019 Thales reported</th>
<th>2019 Thales + Q1 Gemalto&lt;sup&gt;(a)&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€m</td>
<td>% of sales</td>
</tr>
<tr>
<td><strong>Sales</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>18,401</td>
<td></td>
</tr>
<tr>
<td><strong>Gross margin</strong></td>
<td>5,051</td>
<td>27.5%</td>
</tr>
<tr>
<td><strong>Indirect costs</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>-3,112</td>
<td>-16.9%</td>
</tr>
<tr>
<td>o/w R&amp;D expenses</td>
<td>(1,097)</td>
<td>-6.0%</td>
</tr>
<tr>
<td>o/w Marketing &amp; Sales expenses</td>
<td>(1,381)</td>
<td>-7.5%</td>
</tr>
<tr>
<td>o/w General &amp; Administrative expenses</td>
<td>(634)</td>
<td>-3.4%</td>
</tr>
<tr>
<td><strong>Restructuring costs</strong></td>
<td>(102)</td>
<td>-0.6%</td>
</tr>
<tr>
<td><strong>Share in net result of equity-accounted affiliates</strong></td>
<td>171</td>
<td></td>
</tr>
<tr>
<td><strong>EBIT</strong></td>
<td>2,008</td>
<td>10.9%</td>
</tr>
</tbody>
</table>

<sup>(a)</sup> Not audited. 2019 reported figures + Gemalto Q1 2019
Adjusted EPS up 14% per year since 2015

2020 dividend: €0.60 per share
- Initial amount proposed: €2.65 per share, corresponding to a 40% pay-out ratio
- Covid-19 crisis: amount limited to €0.60 interim dividend already paid in December 2019

2021 interim dividend distributed in December 2020
- €0.40 per share

---

Adjusted EPS and dividend per share

<table>
<thead>
<tr>
<th>Year</th>
<th>Adjusted EPS</th>
<th>Dividend</th>
<th>Pay-out ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>3.89 €</td>
<td>1.36 €</td>
<td>35%</td>
</tr>
<tr>
<td>2016</td>
<td>4.25 €</td>
<td>1.60 €</td>
<td>38%</td>
</tr>
<tr>
<td>2017</td>
<td>4.64 €</td>
<td>1.75 €</td>
<td>38%</td>
</tr>
<tr>
<td>2018</td>
<td>5.55 €</td>
<td>2.08 €</td>
<td>38%</td>
</tr>
<tr>
<td>2019</td>
<td>6.61 €</td>
<td>2.65€</td>
<td>40%</td>
</tr>
</tbody>
</table>

[a] Initial amount. Amount adjusted down to €0.60 in the context of the Covid-19 crisis.
## Cash conversion before one-offs

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Free operating cash flow, before one-offs</strong> (A)</td>
<td>501</td>
<td>660</td>
<td>854</td>
<td>965</td>
<td>1,011</td>
<td>798</td>
<td>1,472</td>
</tr>
<tr>
<td>+ Exceptional down-payments received</td>
<td></td>
<td>+450</td>
<td></td>
<td></td>
<td>+100</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Exceptional cut-off effects at 31 December</td>
<td></td>
<td></td>
<td>+400</td>
<td></td>
<td></td>
<td>+300</td>
<td></td>
</tr>
<tr>
<td>- Gemalto acquisition one-offs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>+150</td>
<td></td>
<td>-100</td>
</tr>
<tr>
<td>- Reversal of down-payments and cut-off effects</td>
<td></td>
<td></td>
<td></td>
<td>-200</td>
<td></td>
<td></td>
<td>-350</td>
</tr>
<tr>
<td><strong>= Free operating cash flow, reported</strong></td>
<td>501</td>
<td>1,110</td>
<td>954</td>
<td>1,365</td>
<td>811</td>
<td>948</td>
<td>1,372</td>
</tr>
<tr>
<td><strong>Year-end balance of one-off items to reverse in subsequent years</strong></td>
<td></td>
<td>+450</td>
<td>+550</td>
<td>+950</td>
<td>+750</td>
<td></td>
<td>+700</td>
</tr>
<tr>
<td>Adjusted net income, Group share, reported</td>
<td>562</td>
<td>809</td>
<td>897</td>
<td>982</td>
<td>1,178</td>
<td>886</td>
<td>1,405</td>
</tr>
<tr>
<td>- One-offs</td>
<td></td>
<td>-117</td>
<td>-18</td>
<td>-67</td>
<td>-</td>
<td>-29</td>
<td></td>
</tr>
<tr>
<td><strong>= Adjusted net income, Group share, before one-offs</strong> (B)</td>
<td>562</td>
<td>926</td>
<td>915</td>
<td>1,049</td>
<td>1,178</td>
<td>903</td>
<td>1,405</td>
</tr>
<tr>
<td><strong>Cash conversion before one-offs</strong> (A)/(B)</td>
<td>89%</td>
<td>71%</td>
<td>93%</td>
<td>92%</td>
<td>86%</td>
<td>88%</td>
<td>105%</td>
</tr>
</tbody>
</table>

(a) IFRS16 impact on 2019 free operating cash flow: €+203m. IFRS16 impact on 2019 adjusted net income, Group share: €-11m.
2019 cash conversion before one-offs and IFRS16 impact: 90%
### Historical trend in cash conversion

#### Adjusted net income conversion into Free operating cash flow

<table>
<thead>
<tr>
<th>Year</th>
<th>Adjusted net income</th>
<th>Free operating cash flow</th>
<th>Cash conversion ratio: Free operating cash flow / adjusted net income</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>€562</td>
<td>€1,110</td>
<td>89%</td>
</tr>
<tr>
<td>2015</td>
<td>€809</td>
<td>€897,954</td>
<td>106%</td>
</tr>
<tr>
<td>2016</td>
<td>€982</td>
<td>€1,365</td>
<td>139%</td>
</tr>
<tr>
<td>2017</td>
<td>€1,178</td>
<td>€1,405</td>
<td>69%</td>
</tr>
<tr>
<td>2018</td>
<td>€811</td>
<td>€1,372</td>
<td>98%</td>
</tr>
<tr>
<td>2019</td>
<td>€485</td>
<td>€1,372</td>
<td>98%</td>
</tr>
</tbody>
</table>

**2014-19 average: 105%**

#### EBIT conversion into Free operating cash flow

<table>
<thead>
<tr>
<th>Year</th>
<th>EBIT</th>
<th>Free operating cash flow</th>
<th>Cash conversion ratio: Free operating cash flow / EBIT</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>€985</td>
<td>€1,216</td>
<td>51%</td>
</tr>
<tr>
<td>2015</td>
<td>€501</td>
<td>€1,110</td>
<td>91%</td>
</tr>
<tr>
<td>2016</td>
<td>€954</td>
<td>€1,354</td>
<td>70%</td>
</tr>
<tr>
<td>2017</td>
<td>€1,365</td>
<td>€1,543</td>
<td>88%</td>
</tr>
<tr>
<td>2018</td>
<td>€811</td>
<td>€1,685</td>
<td>48%</td>
</tr>
<tr>
<td>2019</td>
<td></td>
<td>€1,372</td>
<td>68%</td>
</tr>
</tbody>
</table>

**2014-19 average: 70%**
Definition of non-GAAP measures and other remarks

Rounding of amounts in euros
In the context of this presentation, the amounts expressed in millions of euros are rounded to the nearest million. As a result, the sums of the rounded amounts may differ very slightly from the reported totals. All ratios and variances are calculated based on underlying amounts, which feature in the consolidated financial statements.

Definitions
- **Organic**: at constant scope and exchange rates;
- **Book-to-bill ratio**: ratio of orders received to sales;
- **Mature markets**: All countries in Europe excluding Russia and Turkey, North America, Australia and New Zealand;
- **Emerging markets**: All other countries, i.e. Middle East, Asia, Latin America and Africa.

Non-GAAP measures
This presentation contains non-Generally Accepted Accounting Principles (GAAP) financial measures. Thales regards such non-GAAP financial measures as relevant operating and financial performance indicators for the Group, as they allow non-operating and non-recurring items to be excluded. Thales definitions for such measures may differ from similarly titled measures used by other companies or analysts.

- **EBIT**: income from operations; **plus** the share of net income or loss of equity affiliates **less**: amortization of acquired assets (PPA), expenses recorded in the income from operations that are directly related to business combinations. See also notes 13-a and 2 of the consolidated financial statements at 31 December 2019.
- **Adjusted net income**: net income, **less** the following elements, net of the corresponding tax effects: (i) amortization of acquired assets (PPA), (ii) expenses recorded in the income from operations or in “financial results” which are directly related to business combinations, which by their nature are unusual, (iii) disposal of assets, change in scope of consolidation and other, (iv) impairment of non-current assets, (v) changes in the fair value of derivative foreign exchange instruments (recognized under “other financial income and expenses” in the consolidated financial statements), (vi) actuarial gains or losses on long-term benefits (recognized under “finance costs on pensions and employee benefits” in the consolidated financial statements). See note 13-a of the consolidated financial statements at 31 December 2019. This definition implies the definition of several other adjusted financial measures, such as adjusted gross margin, adjusted tax, adjusted EPS .... See page 14 and 15 of the 2019 results press release for detailed calculation of these other indicators.
- **Free operating cash flow**: net cash flow from operating activities, **less**: capital expenditures, **less**: deficit payments on pensions in the United Kingdom. See notes 13-a and 6.3 of the consolidated financial statements at 31 December 2019.
- **Net cash (debt)**: difference between the sum of “cash and cash equivalents” and “current financial assets” items and short and long-term borrowings, after deduction of interest rate derivatives. See note 6.2 of the consolidated financial statements at 31 December 2019.
This presentation contains certain forward-looking statements. Although Thales believes that its expectations are based on reasonable assumptions, actual results may differ significantly from these forward-looking statements due to various risks and uncertainties, as described in the Company’s Universal Registration Document, which has been filed with the French financial markets authority (Autorité des marchés financiers – AMF).

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