



THALES

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Employment: 63,800

Officers:

Chairman and CEO Denis Ranque; **Vice Chairman** Bernard Rétat; **Executive VP, Chief Marketing Officer, Thales International** Jean-Paul Perrier; **Executive VP and COO Defense** François Lureau; **Executive VP and COO Aerospace and Information Technology and Services** John Hughes; **Sr. VP Chief Financial Officer** Ross McInnes; **Sr. VP Strategy and Development** Jean-Loup Picard; **Sr. VP Business Processes** Edouard Arrubarrena

Aerospace Organization/Products:

Aerospace Business Area:

Aerospace Business Group. Thales Avionics (Massy, France): Integrated modular avionics suites, LCD cockpit displays and instruments, communications, flight management, control and navigation, and surveillance systems. Thales Avionics Electrical Motors (Chatou, France): Onboard electrical power management. Thales Avionics-Inflight Systems Inc. (Irvine, CA, USA): Inflight entertainment. Thales Avionics Ltd. (London, UK): Navigation systems, satellite communications, prime contracts and systems integration. **Air Traffic Management Business Group.** Thales ATM (Bagneux, France, with operations in Australia, Germany, Italy, UK and USA): Air traffic management systems, radar and control centers. **Simulation Business Group.** Thales Training & Simulation (Cergy, France, with operations in Australia, UK and USA): Commercial and military flight simulators, nuclear powerplant simulators and training centers.

Defense Business Area:

Airborne Systems Business Group. Thales Airborne Systems (Elancourt, France), Thales Missile Electronics Ltd. and Thales Sensors (UK): EW systems, airborne radar and mission systems and missile electronics. **Air Defence Business Group.** Thales Air Defence (Bagneux, France, and Belfast, Ireland, UK): Air defense systems and missile systems. Thales Munitronics B.V. (Huizen, The Netherlands): Fuses. **Communication Systems Business Group.** Thales Communications (Colombes, France, with operations in Belgium, Germany, The Netherlands, Norway, UK): Ground-based, airborne and naval combat radio communications, networks and information systems. **Naval Business Group.** Thales Naval Ltd. and Quintec Associates Ltd. (both Farnham, UK): Ship prime contractors. Thales Naval Deutschland (Wilhelmshaven, Germany), Thales Naval France (Bagneux, France) and Thales Naval Nederland (Hengelo, The Netherlands): Naval systems. Thales Underwater Systems (with operations in Sophia Antipolis, France; Australia, UK, and USA): Sonar systems for surface vessels and submarines. **Optronics Business Group.** Subsidiaries in Canada, France, Italy, The Netherlands and the UK. Thales Optronics Ltd. (Glasgow, UK) and Thales Optronique (Guyancourt, France): Defense optronics systems. Thales Angénieux (St-Héand, France), Thales Optics Ltd with subsidiaries in France and the UK, and Thales Laser (Orsay, France): Optics and components, cryogeny.

Information Technology & Services Business Area:

Information Systems Business Group. Thales Information Systems (Malakoff, France) with operations in Argentina, Belgium, Germany, Italy, Spain, Switzerland and UK: Systems integration, professional services and outsourcing. **OEM Solutions Business Group.** Thales Electron Devices (Vélizy, France): Space traveling wave tubes and other electron tubes. Thales Micro-electronics (Chateaubourg, France), Thales Microwave (Massy, France) and Thales MESL Ltd. (Edinburgh, UK): Microwave products. Thales Computers (Toulon, France): Embedded computers systems, telecom and transport services for industries, broadcast and multimedia. **Positioning Based Solutions Business Group.** Thales Navigation (Carquefou, France, and Santa Clara, CA, USA) [GPS products known worldwide as Magellan] and Thales Telematics: Telecom and transport services. **Secure Operations Business Group.** (locations in France, Germany, Spain, UK and USA): security products, e-transactions, personal identification systems, customer contact services and integration of security systems.

Subsidiary:

African Defense Systems (South Africa): Develops, engineers, manufactures and integrates advanced electronics systems for the South African National Defense Forces. Also provides training simulation services, customer service and logistic support.

Joint Ventures:

ADI Ltd., partner: Transfield (Australia). **Armaris**, partner: DCN International (France). **Bayern Chemie**, partner: EADS (The Netherlands). **Diehl Avionik Systeme**, partner: Diehl (Germany). **Electronica**, partners: Finmeccanica and M. Benigni (both Italy). **Protac**, partner: EADS (The Netherlands). **Samsung Thales**, partner: Samsung Defense Systems (South Korea). **TDA Armements**, partner: EADS (Germany). **Thales Raytheon Systems**, partner: Raytheon (USA). **UDS International**, partner: DCN International (France). **UMS**, partner: EADS (The Netherlands).

FINANCIALS (\$ MILLIONS)*:

	2001†	2002	% Change
Operating Revenues	9,097	11,641	28%
Operating Income	571	626	10%
Net Profits	(324)	116	64%
Net Financial Indebtedness	1,297	1,384	7%

*AW&ST conversion based on exchange rates available on 12/31/01 and 12/31/02.
†Values updated from 2003 Source Book.