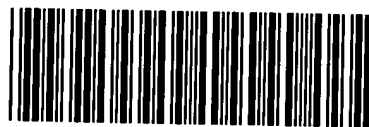


# Thales UK Limited

Annual report and financial statements  
for the year ended 31 December 2024

Registered number: 00868273

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## Company information

**Registered number: 00868273**

### **Directors**

P G Siveter - CEO and Chairman

C B W Shaw - Chief Operating Officer

C W Hindle - Financial Director

P Gosling

S J Stratton

L Watson

### **Company Secretary**

M W P Seabrook

### **Registered Office**

350 Longwater Avenue  
Green Park  
Reading  
Berkshire  
RG2 6GF

### **Auditor**

Forvis Mazars LLP  
Chartered Accountants and Statutory Auditor  
30 Old Bailey  
London  
EC4M 7AU

## Strategic report

The Directors present their strategic report which outlines the key issues which the Directors consider to be significant in relation to the Company's current and future activities.

### Principal activities

The Company operates in three major market segments, Aerospace, Defence, and Security, and across both civil and military environments. Within the civil environment, its key capabilities are training, cyber security and commercial avionics. Within the military environment, its key capabilities encompass sonar systems, land and air systems, military avionics, training and simulation, laser systems and radio systems.

We innovate with our customers to build smarter solutions, and we are committed to a culture of customer focus, programme execution and developing our people. Our business is built on strong values which embrace our responsibility to customers, employees, suppliers, local communities and the environment. As a wholly owned subsidiary of Thales SA, the Company is strongly positioned to develop its customer offerings through its unique access to the Group's technological expertise and specialist support networks.

### Section 172(1) statement

The Directors have taken account of *The Companies (Miscellaneous Reporting) Regulations 2018* (the Regulations) reporting requirements which apply to the Company.

"A director of a company must act in the way he considers, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole, and in doing so have regard (amongst other matters) to —

- (a) the likely consequences of any decision in the long term,
- (b) the interests of the company's employees,
- (c) the need to foster the company's business relationships with suppliers, customers and others,
- (d) the impact of the company's operations on the community and the environment,
- (e) the desirability of the company maintaining a reputation for high standards of business conduct, and
- (f) the need to act fairly as between members of the company."

Key stakeholders of the Company are considered below, along with the way in which the Company engages with them, having regard for the issues which are significant to each stakeholder and the impact these decisions have on the environment.

## Strategic Report (continued)

### Customers

Our Customers are the reason why the Company exists, and it is vital that we build long term relationships with them through structured engagement, from the initial phase of identifying a Customer's requirements and bidding for the work, to securing new contracts and subsequently delivering the Customer's requirements. Regular performance reviews are held with Customers with which the Company has on-going contracts, and specific delivery requirements such as design, system capability and delivery milestones are regularly reviewed with our Customers as part of this process. Customer acceptance into service of the final system is a key stage of the relationship, and will normally involve close collaboration with our Customers to ensure that their requirements have been met. The Company's largest Customer is the UK Government for which it participates in a number of programmes, and in this context, there are a number of structured meetings during the year between the Company's Directors and representatives of the UK Government and the MOD. The Company also has other national Governments as well as industrial parties among its Customers.

### Suppliers

The Company maintains close contact with its suppliers and major sub-contractors because they are a key contributor to the Company's ability to meet its Customers' requirements on current and future projects. Additionally, the Directors have put in place measures to ensure that the Company works with a range of suppliers and sub-contractors to strengthen the sustainability of the business in the medium to longer term. In this regard, it works with these parties to identify new ways of meeting Customers' requirements using alternative sources of material or labour supply, where this can bring an advantage to the business delivery.

Where the Company engages smaller companies to supply materials or capability for a Customer project, care is taken to work with the supplier to ensure that its contribution to the project and financial impacts for the supplier are sustainable. Performance and quality of delivery by suppliers and sub-contractors is managed through a mixture of regular and ad-hoc reviews to monitor progress and identify issues relating to its projects.

The structured relationships the Company has with its suppliers is a key contributor to the Company's ability to deliver to its Customers. The strength of this vital network, including re-scheduling of deliveries where necessary, has been crucial in 2024 in enabling us to ensure continuity of materials and resources for our Customer programmes.

With global pressures on both price and availability of certain of its key supplies, these relationships will continue to play a vital part in the Company's continued ability to procure resources for the future delivery of its customer programmes.

## Strategic Report (continued)

### Shareholder

As indicated in Note 26, the Company's immediate parent company is Thales Holdings UK Plc, and the ultimate parent company is Thales SA, a company registered in France.

There is a close engagement between the Company and its ultimate shareholder to ensure that the capability of the Company in delivering for its Customers is supported by the wider Thales Group which provides access to specialist technical knowledge and resources. There are also formal mechanisms for reporting and reviewing both operational and financial performance of the Company, as well as for the provision of an overall governance framework within which the Company operates. Further detail on the Company's governance framework is discussed in the Directors' Report.

This close relationship between the Company and its ultimate shareholder was particularly significant in the year when the Directors secured £850m of additional share capital from its immediate parent company, Thales Holdings UK Plc, which in turn secured £850m of additional share capital from Thales SA, thereby strengthening the overall financial position of the Thales Group in the UK.

### Employees

People are the Company's greatest assets. Keeping people safe from harm and creating a healthy and safe environment wherever we operate is our number one priority.

With growing competition, attracting and retaining quality workers is key. In 2024, as the global economy has continued to face increased uncertainty and risks, the ability of the Company to attract and retain such workers has continued to be in sharp focus. The Company has therefore maintained significant efforts to attract new workers, and, like many companies, it has continued to increase its focus on measures to make the Company attractive to existing employees in order to retain its skilled and experienced workforce. During the year, the Company increased its employee headcount by over 7%.

In line with this, the Company endeavours to incorporate attractive employment policies and principles with the view to creating a skilled, happy, diverse, proud and motivated workforce. Furthermore, the Company operates respected Graduate and Apprentice programmes and actively supports Science, Technology, Electronics and Mathematics (STEM) subjects in schools.

As part of the Thales group, the Company participates in the share-based payment plan operated by its ultimate parent company, Thales SA, as part of its remuneration for eligible Directors and employees (Note 23). Additionally, the Company participates in Group share offerings to employees, making these available on attractive terms to encourage Company-wide employee participation. This includes qualifying share schemes recognised by HMRC which enable eligible participants to enjoy tax-free contributions to employee share schemes.

The Company's management team encourages a dialogue with employees through the use of various representative groups and internal communications which are addressed to all employees, including employee surveys, either electronically, or through other media.

## Strategic Report (continued)

### Employees (continued)

Further, the Company holds a number of different types of regular briefings for employees led by Directors and local management teams to ensure that current topics, including business performance, are appropriately shared and discussed with employees. For the Company level calls there is an open forum for questions and answers at the end of each call, following which appropriate information is then published on the Company intranet to be shared amongst all employees. Site based briefings are held with business unit teams to share their respective performance and discuss issues both about the Company as a whole, as well as their local environment.

Additionally, the Company actively engages with employee representative groups, such as recognised trade unions, with formal updates provided via periodic meetings.

Where the Company is considering plans that may impact the working conditions of certain groups of employees, for example restructuring or relocation of teams, these topics are addressed directly through consultation with the employees who may be impacted in order to accommodate as far as possible the reasonable needs of employees within the objectives of the business. Thus, wherever possible, impacted employees are encouraged and supported to be re-deployed in other work areas, or on alternative projects for which they have the appropriate skills and experience, in line with the business' needs. Consultations of this nature are carried out with the aim of enabling employees to plan for, and manage, as far as reasonably possible, the impacts that may be involved for them.

### Employee gender composition

The Company considers that it is vital to develop a workforce which represents as far as possible the society in which we live, and in which our customers operate, because this is the best way to access all the skills and knowledge the Company needs to deliver to its customers. It is a business priority for Thales in the UK to increase the number of women in the organisation, including those in senior management positions, so that we can better reflect the wider society in which we operate. This means that the Company seeks to have a workforce with a reasonable balance of male and female employees whose appointment and development in roles is driven by skills and ability to perform their role. With a workforce that is around one fifth female, the Company is a long way from being gender-balanced, and our pay gap statistics reflect that reality. However, in the 2024 Thales UK Gender Pay Gap Report we have observed a number of improvements, notably in terms of reducing the gender pay gap to below 10% for the first time, albeit that we still have some way to go to achieve a workforce that has more evenly balanced pay between genders.

Further details can be found in the Thales UK Gender Pay Gap Report 2024 at the following address:

[thalesgroup.com/sites/default/files/2025-01/Pay Gap Report 2024.pdf](https://thalesgroup.com/sites/default/files/2025-01/Pay_Gap_Report_2024.pdf)

This gender imbalance is the result of a long history of operating in male dominated sectors, and will only change over a protracted period, and the Company is committed to implementing measures that will achieve its objective of having a more gender balanced workforce. In this regard, we have a strong focus on attracting and developing women studying in STEM subjects, and this is reflected in our drive to increase the number of female graduates and apprentices joining the Company.

## Strategic Report (continued)

### Employee gender composition (continued)

The table below illustrates the gender composition of our workforce.

	2024	2023
<b>Total employees per Note 8</b>	<b>5,629</b>	<b>5,251</b>
Of which female	979	944
Of which male	4,650	4,307
<b>Total employees in senior manager roles (excluding Directors)</b>	<b>917</b>	<b>851</b>
Of which female	154	137
Of which male	763	714
<b>Total Directors</b>	<b>6</b>	<b>6</b>
Of which female	2	2
Of which male	4	4

### Disabled and vulnerable employees

The Company's attitude concerning the employment of disabled persons is the same as that relating to all other staff in matters of recruitment, continuity of employment, training, development and promotion. Nevertheless, the Company is very conscious of the difficulties experienced by the disabled and takes account sympathetically of individual circumstances.

### Employee networks support

The Company is proud to support various networks of employees as part of our commitment to diversity and inclusion and is actively working to promote diversity. These networks include the LGBT+ network, the Women in Thales network, the Veterans Network and the Graduate Alumni network, among others. For all these networks dedicated information is available on the Company intranet.

### Pension Schemes

The Company sponsors a number of defined contribution pension schemes for eligible former and current employees, and contributes on behalf of current employees to defined contribution pension schemes.

Further information is included in Note 20.

### Community

Wherever we operate in the UK, we seek to build strong relationships in the community and maintain a neighbourly spirit. We are proud to support a variety of local and national youth, technology and education causes. The Company supports and encourages employees to raise money for charitable organisations which are identified by employees. The Company's financial support to charities during the year is disclosed in the Directors' report on page 22.

## Strategic Report (continued)

### **Ethics, integrity and compliance**

The Company has recognised the importance of behaving responsibly, and trading ethically is seen as more important than ever and vital for the protection of the Group's reputation. The Company has had an active ethics programme in the UK for over 20 years and, as a wholly owned subsidiary of Thales SA, the Company is committed to applying the Group policy and standards in relation to ethics, integrity and compliance. Details of the Group policy and its approach to ensuring that all employees are engaged to apply the highest standards of ethics, integrity and compliance can be found at the following address:

<https://www.thalesgroup.com/en/global/corporate-responsibility/governance>

The procedures in place to ensure responsible practices and ethical conduct are defined at corporate level and applied systematically throughout the Thales organisation.

The goal is to identify potential problems early so we can prevent them from occurring. Our employees are the people who put our principles into practice, so we make sure everything is in place to help them support the risk prevention effort. This includes rules and procedures, training, policy and practical guidance documentation, e-learning, face to face learning and training and speak up facilities. The issue is reported upon monthly at Board meetings.

### **Modern slavery**

Thales UK considers that modern slavery and human trafficking is an abhorrent crime that inflicts unacceptable harm on vulnerable adults and children. It fully supports the principles of the UK Modern Slavery Act of 2015 (MSA) and is firmly committed to its implementation. Thales UK is working hard to prevent its engagement in commercial arrangements with any organisation or persons that commit offences under the MSA. Our Modern Slavery Act statement is issued on the Thales Group Website at the following address:

<https://www.thalesgroup.com/en/europe/united-kingdom/uk-suppliers/modern-slavery-act-statement>

## Strategic Report (continued)

### Decision making

When considering significant business decisions, such as specific site developments or changes in activity, the Company seeks to involve the appropriate stakeholders, and has regard for the potential impacts of decisions, seeking as far as reasonably possible to balance the interests of stakeholders with the objectives of the Company.

During the year the Company made significant decisions in relation to the following matters.

After the completion of the Thales UK Pension Scheme ("TUPS") buy-in in December 2023, as reported in the audited financial statements for 31 December 2023, the Company reviewed its long-term funding requirements in the first quarter of 2024. This review took specific account of the immediate funding impacts of the TUPS pension buy-in whereby the Company had borrowed £850m in December 2023 via the Thales Group cash pool arrangement to fund a one-off contribution of £850m to TUPS to enable the pension scheme to purchase a bulk annuity insurance contract (buy-in) to insure the full amount of agreed obligations under the Thales UK pension scheme. Since the buy-in, TUPS has initiated the process to implement the full transfer of these obligations ("buy-out") to the insurer, which is planned to be completed in 2025. The effect of completing the buy-out will be to remove the pension obligation from the Company's balance sheet.

Having reviewed the financial impacts for the Company associated with the TUPS buy-in and the planned buy-out, notably that the Company had increased its net reliance on the Group cash pool by £850m, it was decided in conjunction with the Company's immediate parent, Thales Holdings UK Plc, as well as with the Company's ultimate parent, Thales SA, that the Company would issue 850,000,000 new shares of £1 each to Thales Holdings UK Plc, paid in cash. The cash was received in May 2024 and enabled the Company to repay the £850m it had borrowed from the Thales Group cash pool, which resulted in the Company having a stronger balance sheet to support on-going and future deliveries on contracts with Customers.

Further information is included in Note 20 and Note 22.

## Strategic Report (continued)

### Business review

#### Key financial and other performance indicators

The Company's key performance indicators are as follows:

	2024	2023
	£000	£000
Order intake	1,446,627	3,247,160
Revenue	1,179,095	1,119,936
Operating profit	69,006	110,342
Operating cash flow	136,494	79,945

The Company recorded a strong performance across its key operational performance indicators during 2024.

2024 Order intake, representing the financial value of new contracts with customers and variations to existing contracts with customers, was lower than the previous year due to an exceptional large contract booked in 2023, and gave a book to bill ratio of 1.2 (2023: 2.9). Consequently, the Company increased its backlog, representing the cumulative financial value of unfulfilled performance obligations in contracts with customers, to £5,001,174,000 (2023: £4,733,678,000). This was primarily the result of the Company securing a key strategic customer contract which will be delivered across a number of future years.

Our revenue in the year of £1,179,095 was 5.3% higher than 2023 (In 2023, revenue growth was 20.4% versus 2022 revenue). This increase in revenue generation was driven by strong performance of many customer programmes.

However, operating profit of £69,006,000 (2023: operating profit of £110,342,000) reflects higher levels of technical and cost related issues during the year on a small number of customer programmes in the Company's portfolio.

In March 2025 the final sale price for the disposal of GTS was confirmed between Thales and the acquirer, Hitachi. This resulted in a £3m additional profit on disposal for the Company, and this has been included in the 2024 financial statements as the sale was completed in May 2024 (See Note 12).

Operating cash flow of £136,494,000 in 2024 was a significant upturn compared to £79,945,000 in 2023, driven principally by advance payments received during the year on certain new orders.

## Strategic Report (continued)

### Energy and carbon emissions

Thales UK operates a comprehensive environmental policy complying with legislation, standards and best practice. We operate in a way that seeks to protect the environment, preserve biodiversity and respect natural sites. We are reducing our carbon footprint by minimising our consumption of carbon intensive resources, seeking alternative resources which have a lower environmental impact where we can, recycling and preventing pollution wherever possible. In addition, we monitor power and water consumption on all our sites. We have programmes in place to reduce carbon intensive consumption and move to being a more sustainable business in line with the UN sustainable development goals.

In this strategic report the Company has provided certain information regarding energy use and emissions which is required to be reported by large UK companies under legislation introduced in 2019 by the Department for Business, Energy and Industrial Strategy (BEIS), titled the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018. The reporting obligations introduced under this legislation, generally referred to as Streamlined Energy and Carbon Reporting (SECR) requires large UK companies to disclose for the reporting period certain energy use and Greenhouse (GHG) gas emissions, along with the methodology applied in calculating emissions as well as stating energy efficiency measures taken in the year and further measures to be introduced.

In addition, the Company has included qualitative information required for large companies under the Companies (Strategic Report) (Climate-related Financial Disclosure) Regulations 2022. These obligations were introduced on 17<sup>th</sup> January 2022 and apply for financial years starting on or after 6<sup>th</sup> April 2022.

## Strategic Report (continued)

### Energy and carbon emissions (continued)

The mandatory disclosures comprise:

**Scope 1 - Direct emissions** cover fuels used from transport (where the journey begins or ends in the UK) and combustion of natural gas, and;

**Scope 2 - Indirect emissions** cover electricity purchased and used for operations (not including energy sold on)

Voluntary disclosures comprise:

**Wider scope 1 emissions** including other fuel use, refrigerants and manufacturing emissions, and;

**Scope 3 emissions** - emissions that are as a consequence of the Company's actions, but the source is not owned or controlled, and which are not classed as scope 2 emissions.

Wider scope 1 emissions are included within the total Scope 1 emissions below and where disaggregated, included as "substances".

TUKL's scope 3 emissions are included within TUKL's ultimate parent company's (Thales S.A.) consolidated financial statements.

The following table states the emissions of the Company as required by the mandatory disclosures, stating emissions in tonnes of CO<sub>2</sub> and CO<sub>2</sub> per full time employee (FTE) and Revenue (£) per CO<sub>2</sub>e. The emissions in tonnes of CO<sub>2</sub> are calculated by taking the volume of energy consumed, multiplied by the conversion factor. The volume of energy consumed is measured using meter readings and invoices. The conversion factor is taken directly from the UK government's annual greenhouse gas (GHG) conversion factors.

The carbon dioxide emissions and energy consumption figures reported below relate wholly to emissions in the United Kingdom.

	2024	Year on year change (%)	2023
Scope 1 – Direct Emissions – Tonnes CO <sub>2</sub>	2,174.0	(16.5%)	2,604.8
Scope 2 – Indirect Emissions – Tonnes CO <sub>2</sub>	-	-	-
<b>Total Scope 1 &amp; 2 – Tonnes CO<sub>2</sub></b>	<b>2,174.0</b>	<b>(16.5%)</b>	<b>2,604.8</b>
Average FTE (Note 8)	5,629	7.2%	5,251
<b>Intensity of Emissions - Total Scope 1 &amp; 2 – Tonnes CO<sub>2</sub> / FTE</b>	<b>0.39</b>	<b>(22.1%)</b>	<b>0.50</b>
Revenue (£) per Tonne CO <sub>2</sub> e	542,370	26.1%	429,948

## Strategic Report (continued)

### Energy and carbon emissions (continued)

As indicated in the table, the Company's emissions per FTE reduced in the year to 0.39 Tonnes CO<sub>2</sub>/FTE from 0.50 Tonnes CO<sub>2</sub>/FTE, a reduction of 22.1% year on year.

The main reasons for the decrease in Scope 1 and stable Scope 2 GHG emissions are summarised below:

**Scope 1** – The Company's Scope 1 emissions decreased by 16.5% in 2024, despite an increase in the average number of employees of 7.2%. In September 2023 the Company renewed its supply contract of gas for most of its sites, therefore 2024 has a full year of benefit for this change. Under the new agreement, the supply of natural gas was replaced with biogas, which has a significantly lower carbon emissions impact. In 2024, this contract was extended to additional Thales sites to replace natural gas with biogas. Gas reduction is not offset by biogas increases since the Company have sub-leased an energy intensive property to a third party in 2024 and therefore the emissions emitted from this property are not included in the disclosure below.

**Scope 2** – The Company sources its electricity from a certified renewable energy supplier to meet its full demand. The renewable energy contract was implemented on 1st September 2020, and therefore all electricity consumed after this date was from renewable sources. In August 2023, the contract was amended to specify the electricity will be sourced from wind, hydro and solar energy only.

Further emissions detail is provided in the following table.

Year ended 31 December 2024	Quantity	Unit	kg/CO <sub>2</sub> e	Tonnes CO <sub>2</sub>
<b>Scope 1</b>				
Gas	3,659,440	kWh	0.20	736.7
BioGas	2,143,840	kWh	0.00	8.9
Diesel	5,645	litres	2.66	15.0
Substances	128	Kg	1,633.48	209.4
Fuel Oil	371,339	litres	3.17	1,201.1
Bio Oil	78,010	litres	0.04	2.8
<b>Total Scope 1</b>				<b>2,174.0</b>
<b>Scope 2</b>				
Electricity - Renewable	31,130,470	kWh	-	-
<b>Total Scope 2</b>				<b>-</b>
<b>Total Scope 1 &amp; Scope 2</b>				<b>2,174.0</b>
Year ended 31 December 2023	Quantity	Unit	kg/CO <sub>2</sub> e	Tonnes CO <sub>2</sub>
<b>Scope 1</b>				
Gas	7,216,570	kWh	0.18	1,313.3
Biogas	2,340,790	kWh	0.04	103.2
Diesel	4,145	litres	2.67	11.1
Substances	59	Kg	1,729.67	101.7
Fuel Oil	401,807	litres	2.68	1,075.5
Bio Oil	-	-	-	-
<b>Total Scope 1</b>				<b>2,604.8</b>
<b>Scope 2</b>				
Electricity - Renewable	29,329,980	kWh	-	-
<b>Total Scope 2</b>				<b>-</b>
<b>Total Scope 1 &amp; Scope 2</b>				<b>2,604.8</b>

## Strategic Report (continued)

### Energy and carbon emissions (continued)

Substances relate primarily to fugitive emissions from certain refrigerants used in business operations. Bio Oil has been included in the table above for the first time for the year ended 31 December 2024 as a new energy source used within 2024. Some facilities previously powered with fuel oil, have been replaced with hydrotreated vegetable oil (HVO), which is a form of bio oil.

### Energy and carbon emission governance

The governance structure for climate-related matters is multi-layered, with governance provided at both a Group and UK level, taking due account of the applicable laws and regulations, and impacts upon all of the Company's operations in the UK.

The Thales Group has developed a formal strategy for a low carbon future. This includes specific carbon reduction targets, to be achieved by 2030, compared to the baseline year of 2018, including:

- 50.4% reduction in absolute CO2 emissions from Scope 1 and Scope 2 sources
- 15% reduction in absolute CO2 emissions from Scope 3 sources

Further details of the Thales Group Low Carbon strategy can be found at the following address:

<https://www.thalesgroup.com/en/global/corporate-responsibility/environment/strategy-low-carbon-future>

Performance against, and contribution towards, the Group strategy are monitored at quarterly meetings of the UK delivery and operations boards, attended by relevant senior management of the Company and Thales Group.

Within the UK, the Company also sets its own strategy to manage the risks of climate change, monitor its progress towards net zero emissions and ensure alignment with the Thales Group Low Carbon strategy. The Company's own carbon reduction strategy sets out the areas of focus for energy efficiency with the objective of reaching Net Zero carbon emissions from Scope 1 and Scope 2 sources across its operations by 2030, and Net Zero including the full set of applicable Scope 3 emissions by 2050. As at the year ended 31 December 2024, the Company have reduced their net carbon emissions by 86% vs 2018 baseline (2023: 80% vs 2018 baseline). The 2024 progress has been driven by moving some facilities to Bio Oil from Fuel Oil. Further details of the Thales UK Net Zero carbon strategy, including a copy of the published carbon reduction plan, which will be updated by the Company annually, can be found at the following address:

<https://www.thalesgroup.com/en/countries/europe/united-kingdom/sustainability-uk> \*

## Strategic Report (continued)

### ***Energy and carbon emission governance (continued)***

\*The carbon reduction plan includes carbon emission data from the operations of Thales in the UK, including operational subsidiaries, and therefore will differ to the amounts stated in this report, which correspond to emissions of the Company only. In addition, fugitive emissions from refrigerants were not included in the 2023 carbon reduction plan, but are included in this report.

Performance against the Company's Net Zero strategy is monitored by the Thales UK Carbon Net Zero steering committee, which meets on a quarterly basis and includes the Company's Chief Operating Officer and representatives from senior management across four key areas of operation:

- Mobility – reducing emissions from travel and working towards low carbon transport
- Procurement – reducing emissions from the Company's supply chain
- Operations – saving energy at our sites, reducing emissions operations and waste
- Products – reducing CO2 from our products and services

The committee is responsible for identifying and implementing specific policies to help achieve the overall Net Zero targets. Current policies include:

- Transitioning the Company's car fleet to zero emissions by 2026 and its light commercial vehicle fleet by 2030. In 2024 the Company reduced their quantity of petrol and diesel vehicles by 81 (2024: 98, 2023: 179), a 45% reduction year on year.
- Engaging with the supply chain to understand, manage and reduce our wider environmental impacts

In the future, the following measures will also be implemented:

- Continual improvement and development of our Environmental Management System, to better record and understand the impacts of our operations

### ***Climate-related risks and opportunities***

Climate-related risks are identified and assessed as part of the Company's wider Enterprise Risk Management (ERM) process. Identification, monitoring and response to transitional and physical risks sits with the Company's HSE & Sustainability Manager. Transitional risks include the financial and operational challenges stemming from the shift towards a low-carbon economy, whilst physical risks include challenges stemming from the direct impacts of climate change. Risks are continually reviewed and formalised annually in the ERM register. The Carbon Net Zero steering committee also discusses and responds to identified climate-related risks, as well as opportunities, during its quarterly meetings.

Under the direction of the Carbon Net Zero steering committee, the Company is undertaking a climate adaptation and resilience identification process. The purpose of this process is to identify those areas of its operations, including its supply chain partners, which have an impact towards managing our climate-related footprint and from this identify those areas which present either an opportunity to improve, or a risk which need to be addressed with specific measures.

## Strategic Report (continued)

### **Future developments**

The Company is focused on developing its position in both domestic and export markets, particularly in response to emerging Customer needs and opportunities. This approach gives the Company access to markets and customers in which to exploit more fully its technological capabilities. These growth opportunities are an important element for the Company to increase its gross margins and develop new products, in order to grow the self-funded research and development needed to generate even more competitive and profitable products and services for the future.

### **Research and development**

Thales UK invests significant sums each year in enhancing existing and developing new technologies aligned to its target markets and customers. This is a key element of the Company's plans for its future business and is greatly enhanced by the Company's close working relationships with its ultimate parent company, Thales SA, and with fellow subsidiaries. This co-operation provides access to both expertise and new market opportunities. In 2024, the Company invested £181,869,280 (2023: £169,097,000) in research and development.

### **Principal risks and uncertainties**

The Company is exposed to a number of risks and uncertainties associated with its operational activities.

#### *Management of long-term projects*

A significant proportion of the Company's business takes the form of long-term projects. These projects can be highly complex in terms of technology; may require meeting operational, regulatory or contractual requirements which are demanding or difficult to achieve; or may have to deal with unexpected changes during the delivery of the project. Project cost overruns represent the single biggest risk to the Company's operational financial performance.

The actual cost of delivering these projects may significantly exceed the initial cost estimated during the bid phase, which in turn may adversely impact the Company's results and financial position, especially considering these projects are generally based on a fixed, all-inclusive price. In the event of failure to achieve the required performance or meet the scheduled timetable, customers may demand payment of penalties or even terminate the contract.

Since the most complex contracts run over several years, their contribution to the Company's results in the financial year were based on an estimate of costs to complete which may differ materially from the actual costs ultimately incurred.

The Company's long-term projects are subject to a detailed risk assessment and management process. During the delivery of the project, regular reviews are performed to measure the technical, contractual and financial progress of each project, including specific review of any financial variances and the implementation of corrective action plans.

#### *Pension commitments*

Following the buy-in arrangement described in the Decision Making section above, the Company's exposure to fluctuation in the value and extent of its commitments in relation to past and future pension costs is now considered to be significantly reduced due to the defined terms of the buy-in agreement with the insurer. Further information is included in Note 20.

## Strategic Report (continued)

### Principal risks and uncertainties (continued)

#### *Financial risk management objectives and policies*

The Company's principal financial instruments, other than derivatives, comprise loans and other amounts due to and from group undertakings. The main purpose of these financial instruments is to raise finance for the Company's operations. The Company has various other financial assets and liabilities such as trade receivables and trade payables, which arise directly from its operations. The Company also enters into derivative transactions, in the form of forward currency contracts. The purpose is to manage currency risks arising from the Company's operations and its sources of finance.

It is, and has been throughout the year under review, the Company's policy that no trading in financial instruments shall be undertaken, other than entering into foreign currency hedging transactions as outlined below. These are all managed directly through the Thales Group treasury function.

The main risks arising from the Company's financial instruments are foreign currency risk and credit risk. The Board reviews and agrees policies for managing each of these risks and they are summarised below. The Company's accounting policies in relation to derivatives are set out in Note 2.

Since the year end, the US government has communicated its intention to impose new import tariffs on their trade partners. At present, it is unknown what the impact will be on UK, however the Company is monitoring the risk in relation to their export sales to the US and the potential impacts on its supply chain which flows from or through the US.

#### *Inflation risk*

There continues to be an increased level of macroeconomic uncertainty compared with recent years, including cost and wage inflation. Where this has impacted our operational costs, particularly in relation to our supply chain, we have factored this into our estimates of future operating and delivery costs on customer programmes. We continue to actively monitor the situation and these risks. We believe we understand the short-term risks and have appropriate measure in place to mitigate the impacts on our financial performance. However, the long-term impacts remain uncertain, and we will continue to monitor the situation closely, and take action to protect the Company from cost increases where possible, for example, taking advantage of Thales Group support in managing the cost of employment and of procuring materials from third parties.

#### *Foreign currency risk*

The Company has transactional currency exposures arising from sales or purchases by the Company in currencies other than the entity's functional currency. The Company uses forward currency contracts to hedge the currency exposures on any individual transactions in excess of €100,000 for which payment is anticipated more than one month after the Company has entered into a firm commitment for a sale or purchase. The forward currency contracts must be in the same currency as the hedged item.

## Strategic Report (continued)

### Principal risks and uncertainties (continued)

#### *Credit risk*

The Company's principal financial assets are trade and other receivables.

The Company trades only with recognised, creditworthy third parties. It is the Company's policy that all customers who wish to trade on credit terms are subject to credit verification procedures. This may also involve the negotiation of third party guarantees of customer creditworthiness. In addition, receivable balances are monitored on an ongoing basis with the result that the Company's exposure to bad debts is not significant. The Company's exposure to credit risk in respect of trade and other receivables is the carrying amount as disclosed in Note 16.

With respect to credit risk arising from the other financial assets of the Company, which comprise cash and cash equivalents and certain derivative instruments, the Company's exposure to credit risk arises from the default of a counterparty, with a maximum exposure equal to the carrying amount of these instruments. A large portion of the Company's trade is with the UK Ministry of Defence. The Company recognises that this constitutes a significant concentration of credit risk to one party but believes that as the customer is a UK government agency this is not a significant risk.

#### *Interest rate risk*

The Company's exposure to the risk of changes in market interest rates is minimal as it charges a premium to group companies on any interest rate it bears on its balances with Thales SA. Additionally, the Company is in a net cash positive position, and so is protected from risk of increase interest expense, whilst a substantial part of its group balances receivable are at fixed interest rates.

#### *Liquidity risk*

As part of a large global group which operates a centralised treasury function, the Company's liquidity risk is low. In accordance with the group pooled bank account arrangements, the Company prepares regular cash flow forecasts to ensure that there are the necessary funds in place to enable financial liabilities to be met as they fall due.

## Strategic Report (continued)

### Principal risks and uncertainties (continued)

#### *Other non-financial risks*

##### *Global security risk*

On 24 February 2022, Russia launched an invasion of Ukraine, which has led to an on-going military conflict between the two countries. In response to this action by Russia, the UK Government and many other national governments have imposed specific sanctions on Russia and Belarus, and on a number of individuals, which, inter alia, prevent certain trading and other business activities with Russia, Belarus, and the sanctioned individuals in the current circumstances.

In this regard, the Company has reviewed its operations to confirm that it has in place the necessary controls to ensure compliance with the UK Government sanctions. Additionally, the Company has assessed the potential impact on its operational activities due to these sanctions and considers that any changes resulting from compliance with these sanctions are likely to have a minimal impact on its operational activities, taking due account of mitigation actions where appropriate.

##### *Business interruption risk*

The Company has a formal business continuity management programme and business continuity plans to address a large number of specific risks which are regularly reviewed to ensure that they are up to date, and which identify the responsibilities of nominated individuals and ways of working to enable the Company to assess rapidly emerging threats, including contagious diseases, and to put in place mitigation plans to guide the Company's response and to minimise the impacts on its people and the business.

##### *Information technology and security risk*

As a business which is strongly reliant on effective and secure IT systems, the Company has a structured approach to all aspects of managing its information and security risks. This approach includes clearly documented policies on the way that employees access the system with controlled access rights, through to the way that information is used and stored, and transmitted internally and externally. The Company has a disaster recovery plan in place as part of the business continuity management programme to ensure continuity of activities should an unplanned incident occur impacting the IT data processing system.

The Company is cognisant of the ever-growing range of threats by unauthorised persons and organisations to compromise the security of Information Technology systems and the information that they manage. In this regard, the Company has in place security procedures which comply with recognised external standards, including Cyber Essentials Plus and ISO27001.

Approved by the Board on 13 June 2025 and signed on its behalf:

**Chris  
Hindle** Digitally signed  
by Chris Hindle  
Date: 2025.06.13  
10:23:26 +01'00'

C W Hindle, Director  
350 Longwater Avenue  
Green Park  
Reading  
RG2 6GF

## Directors' Report

The Directors present their annual report and financial statements, together with the auditor's report, for the year ended 31 December 2024.

### **Matters covered in the strategic report**

As permitted by Paragraph 1A of Schedule 7 to the Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008 certain matters which are required to be disclosed in the directors' report have been omitted as they are included in the strategic report. These matters relate to principal activities, future developments, research and development activities, financial instruments, policy with regard to employment of disabled persons, and engagement with employees and with customers, suppliers and others. The Company's performance in terms of energy use and related Scope 1 and Scope 2 Greenhouse Gas (GHG) emissions is included in the strategic report along with details of the Company's actions to reduce its GHG emissions.

### **Governance**

The Company meets the criteria requiring it to report on Corporate Governance under the Companies (Miscellaneous Reporting Regulations) 2018, and the Directors have set out below the approach adopted by the Company to Corporate Governance.

The Company has not adopted a specific Governance Code in the UK. The Directors carry out their statutory duties under Section 172 of The Companies Act 2006 to promote the interests of the Company. In addition, the Company and Board operate within the framework of the Corporate Governance arrangements of Thales Group, which the Board of the Company consider provides clear direction for the management and control of the Company and its operations in the United Kingdom as set out in more detail below.

Further information of the Corporate Governance approach adopted by the Thales Group is included in the 2024 universal registration document

<https://www.thalesgroup.com/sites/default/files/database/document/2025-04/Universal%20Registration%20Document%202024%20-%20Thales.pdf>

## Directors' Report (continued)

### Governance (continued)

The Company is governed by the Board which is empowered by the Thales Group to oversee the operations, performance and key decisions of the Company. The interaction between the Board of the Company, and the wider Thales Group is outlined below:

- The Board is led by the Chief Executive Officer, who reports directly to the Senior Executive Vice President Operations and Performance of the Thales Group and he is supported by the Chief Operating officer. Minutes of statutory meetings and key decisions of the Directors are recorded and retained by the Company Secretary.
- The Board is empowered to run the business of the Company subject to the delegated authority rules that are flowed down to it from the Group and Global Business Units and policies that are set at Group level. Regulatory compliance is under the responsibility of the Board.
- Monthly and quarterly performance reviews, and bid pre-approval reviews with senior management of the Group and Global Business Unit Leaders. In particular, regular reviews are held with the senior management of Thales SA, the Company's ultimate parent, to identify and review any significant issues regarding the performance of the Company.
- UK central functions design and deliver additional and specific policies and programmes to meet UK specific responsibilities to employees and its wider stakeholders aligned to the wider requirements of the Group.
- The Board also sets remuneration policies designed to support the long-term success of the Company with appropriate and fair levels of remuneration to attract and retain high-quality employees in all areas of the Company, within the policies and principles of the Thales Group. The financial impacts of this are included in the Company's annual budget which is approved by Thales Group.

### Directors' remuneration

The disclosures required by Schedule 7 of The Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008 in respect of directors' remuneration are provided in Note 8 to the financial statements.

### Dividends

The Directors do not recommend the payment of a dividend (2023: £Nil).

## Directors' Report (continued)

### Post balance sheet events

As indicated in the Business review in the Strategic report, in March 2025 the final sale price for the disposal of GTS was confirmed between Thales and the acquirer, Hitachi. This resulted in a £3m additional profit on disposal for the Company, and this has been included in the 2024 financial statements as the sale was completed in May 2024.

In the Directors' view, other than as specifically disclosed in these financial statements, there are no events which have happened since the date of these financial statements which might require any of the financial amounts disclosed at 31 December 2024 to be adjusted, nor are there any non-adjusting events since the balance sheet which might otherwise require to be disclosed in these financial statements.

### Going concern accounting basis

The Company has considerable financial resources together with long-term contracts with a number of customers and suppliers across different geographic areas and industries. Additionally, the Company is able to draw on the deep technical expertise of its ultimate parent, Thales SA, as well as the expertise of fellow subsidiaries. As a consequence, the Directors believe that the Company is well placed to manage its business risks successfully.

The Directors have taken into account the trading performance of the Company in the year to 31 December 2024, resulting in an operating profit of £69,006,000 (2023: operating profit of £110,342,000). The Company had net assets at 31 December 2024 of £1,458,002 (2023: £564,015,000). This increase in the Company's net assets in the period was driven principally by the £850,000,000 increase in share capital, paid in cash in May 2024, as described further in the Strategic Report (Decision making), plus the Company's £43,987,000 Total Comprehensive Income for the year. The Directors have also considered the Company's backlog of unfulfilled orders which is £5,001,174,000 (2023: £4,733,678,000) and is to be delivered in the immediate to medium term, in addition to further orders which the Company will pursue with customers in this period.

In addition to the considerations above, the Directors have assessed the Company's ability to meet its pension and other obligations for the twelve months from the date of signing this report, and have concluded these can be met from funds generated by the business and current resources, and it is not anticipated that the Company will need to increase its existing funding arrangements with Thales Group.

In view of the above, the Directors have a reasonable expectation that the Company has sufficient resources to continue in operational existence for the twelve months from the date of signing this report and therefore they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

## Directors' Report (continued)

### Directors

The Directors who served during the year, and to the date of this report, were as follows:

#### Name

P G Siveter (appointed 1 November 2024)

C B W Shaw

P Gosling

S J Stratton

L Watson

C W Hindle

A C K Cresswell (resigned 1 November 2024)

### Directors' liabilities

The Company has liability insurance policies to provide financial protection against certain insurable risks. The Company has not granted any indemnity against liability to its Directors during the year or at the date of approving the Directors' report.

### Donations

During the year ended 31 December 2024 no political donations were paid (2023: £Nil).

### Charitable Donations

During the year ended 31 December 2024 the Company made charitable donations amounting to £211,000 (2023: £175,000).

### Independent auditors

In line with the Thales Group process for rotation of its auditors, for the year ending 31 December 2025, the Company is proposing to appoint PwC LLP as its auditor. PwC have indicated their willingness to accept this appointment, and Forvis Mazars will resign as auditor following completion of their audit of the Company's financial statements for the year ended 31 December 2024.

## Directors' Report (continued)

### Disclosure of information to the auditor

So far as each person who was a Director at the date of approving this report is aware, there is no relevant audit information of which the auditor is unaware. Each Director has taken all the steps they are obliged to take as a Director in order to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Approved by the Board on 13 June 2025 and signed on its behalf:

**Chris  
Hindle**   
Digitally signed  
by Chris Hindle  
Date: 2025.06.13  
10:26:22 +01'00'

C W Hindle, Director

350 Longwater Avenue  
Green Park  
Reading  
RG2 6GF

## Statement of directors' responsibilities

The Directors are responsible for preparing the Directors' report, the Strategic report and the financial statements in accordance with applicable UK law and regulations.

Company law requires the Directors to prepare financial statements for each financial year. Under that law the Directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law) including Financial Reporting Standard 101 'Reduced Disclosure Framework'. Under company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss for that period.

In preparing those financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- provide additional disclosures when compliance with specific requirements in IFRS is insufficient to enable users to understand the impact of particular transactions, other events and conditions on the Company's financial position and financial performance; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by the Board on 13 June 2025 and signed on its behalf:

**Chris  
Hindle** Digitally signed  
by Chris Hindle  
Date: 2025.06.13  
10:26:56 +01'00'

C W Hindle, Director

350 Longwater Avenue  
Green Park  
Reading  
RG2 6GF

## Independent auditor's report to the members of Thales UK Limited

### Opinion

We have audited the financial statements of Thales UK Limited (the 'company') for the year ended 31 December 2024 which comprise the statement of comprehensive income, the statement of financial position, the statement of changes in equity and notes to the financial statements, including material accounting policy information. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 101 "Reduced Disclosure Framework" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 December 2024 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the "Auditor's responsibilities for the audit of the financial statements" section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the director's use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Our audit procedures to evaluate the directors' assessment of the company's ability to continue to adopt the going concern basis of accounting included but were not limited to:

- Undertaking an initial assessment at the planning stage of the audit to identify events or conditions that may cast significant doubt on the company's ability to continue as a going concern;
- Obtaining an understanding of the relevant controls relating to the directors' going concern assessment;
- Evaluating the directors' method to assess the company's ability to continue as a going concern;
- Reviewing the directors' going concern assessment, which incorporated severe but plausible scenarios;
- Evaluating the key assumptions used and judgments applied by the directors in forming their conclusions on going concern; and
- Reviewing the appropriateness of the directors' disclosures in the financial statements.

## Independent auditor's report to the members of Thales UK Limited (continued)

### **Conclusions relating to going concern (continued)**

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

### **Other information**

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

## Independent auditor's report to the members of Thales UK Limited (continued)

### **Matters on which we are required to report by exception**

In light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

### **Responsibilities of Directors**

As explained more fully in the directors' responsibilities statement set out on page 24, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

## Independent auditor's report to the members of Thales UK Limited (continued)

### **Auditor's responsibilities for the audit of the financial statements (continued)**

Based on our understanding of the company and its industry, we considered that that the principal risks of non-compliance with laws and regulations related to the employment regulation and health and safety regulation, anti-bribery, corruption and fraud, money laundering, and environmental reporting, and we considered the extent to which non-compliance might have a material effect on the financial statements.

To help us identify instances of non-compliance with these laws and regulations, and in identifying and assessing the risks of material misstatement in respect to non-compliance, our procedures included, but were not limited to:

- Inquiring of management and, where appropriate, those charged with governance, as to whether the company is in compliance with laws and regulations, and discussing their policies and procedures regarding compliance with laws and regulations;
- Inspecting correspondence, if any, with relevant licensing or regulatory authorities;
- Communicating identified laws and regulations to the engagement team and remaining alert to any indications of non-compliance throughout our audit; and
- Considering the risk of acts by the company which were contrary to applicable laws and regulations, including fraud.

We also considered those laws and regulations that have a direct effect on the preparation of the financial statements, such as: tax legislation, pension legislation, the Companies Act 2006.

In addition, we evaluated the directors' and management's incentives and opportunities for fraudulent manipulation of the financial statements, including the risk of management override of controls, and determined that the principal risks related to the posting of manual journal entries to manipulate financial performance, management bias through judgements and assumptions in significant accounting estimates in particular in relation to estimated costs to completion on long term contracts and contract provisions, revenue recognition (which we pinpointed to the accuracy, occurrence and cut-off assertions) and significant one-off or unusual transactions.

Our audit procedures in relation to fraud included but were not limited to:

- Making enquiries of the directors and management on whether they had knowledge of any actual, suspected or alleged fraud;
- Gaining an understanding of the internal controls established to mitigate risks related to fraud;
- Discussing amongst the engagement team the risks of fraud; and
- Addressing the risks of fraud through management override of controls by performing journal entry testing.

## Independent auditor's report to the members of Thales UK Limited (continued)

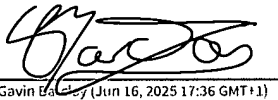
### **Auditor's responsibilities for the audit of the financial statements (continued)**

There are inherent limitations in the audit procedures described above and the primary responsibility for the prevention and detection of irregularities including fraud rests with management. As with any audit, there remained a risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal controls.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### **Use of the audit report**

This report is made solely to the company's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body for our audit work, for this report, or for the opinions we have formed.

  
Gavin Barclay (Jun 16, 2025 17:36 GMT+1)

Gavin Barclay (Senior statutory auditor)

for and behalf of Forvis Mazars LLP  
Chartered Accountants and Statutory Auditor  
30 Old Bailey  
London  
EC4M 7AU

16 June 2025

## Statement of total comprehensive income for the year ended 31 December 2024

	Note	2024 £000	2023 £000
<b>Continuing operations</b>			
Revenue	4	1,179,095	1,119,936
Cost of sales		<u>(1,008,882)</u>	<u>(905,019)</u>
<b>Gross profit</b>		170,213	214,917
Distribution costs		(61,112)	(59,301)
Administrative expenses		(40,426)	(41,284)
Other operating income / (expense)		<u>331</u>	<u>(3,990)</u>
<b>Operating profit</b>	5	69,006	110,342
Non-recurring pension expense	20	(48,380)	(349,130)
Profit on disposal of subsidiary	12	3,040	81,031
Impairment of investment	13	(100)	-
Interest receivable and similar income	6	45,381	47,087
Interest payable and similar charges	7	<u>(5,060)</u>	<u>(21,219)</u>
<b>Profit / (Loss) on ordinary activities before taxation</b>		63,887	(131,889)
Tax charge	9	<u>(11,250)</u>	<u>(35,761)</u>
<b>Profit / (Loss) for the financial year</b>		<u>52,637</u>	<u>(167,650)</u>
<b>Other comprehensive income</b>			
<b>Items that cannot be reclassified to profit or loss</b>			
Re-measurement of pension plan loss	20	(5,404)	(136,995)
Tax relating to re-measurement of pension plan		<u>-</u>	<u>-</u>
		(5,404)	(136,995)
<b>Items that can be reclassified to profit or loss</b>			
Net movement on cash flow hedges		<u>(3,246)</u>	<u>19,576</u>
		(3,246)	19,576
<b>Other comprehensive Loss for the year, net of tax</b>		<u>(8,650)</u>	<u>(117,419)</u>
<b>Total comprehensive Income / (Loss) for the year</b>		<u>43,987</u>	<u>(285,069)</u>

All operations are classed as continuing.

The notes on pages 35 to 85 form an integral part of these financial statements.

## Statement of financial position at 31 December 2024

Registered number: 00868273

	Note	2024 £000	2023 £000
<b>Fixed assets</b>			
Intangible assets	10	3,834	2,687
Investments in subsidiaries	11	102,063	102,063
Investments in joint ventures and associates	13	14,885	14,985
Tangible assets	14	146,017	153,219
Deferred tax asset	21	101,712	104,000
		<u>368,511</u>	<u>376,954</u>
<b>Current assets</b>			
Stocks	15	183,513	139,568
Debtors, amounts falling due within one year	16	1,653,941	1,192,848
Debtors, amounts falling due after one year	16	602,613	596,292
Cash and cash equivalents		3,477	11
		<u>2,443,544</u>	<u>1,928,719</u>
<b>Total assets</b>		<u>2,812,055</u>	<u>2,305,673</u>
<b>Creditors: amounts falling due within one year</b>			
Creditors	17	1,137,464	1,554,794
Lease liabilities falling due within one year	18	11,823	10,579
		<u>1,149,287</u>	<u>1,565,373</u>
<b>Net current assets</b>		<u>1,294,257</u>	<u>363,346</u>
<b>Total assets less current liabilities</b>		<u>1,662,768</u>	<u>740,300</u>
Lease liabilities falling due after one year	18	78,962	87,901
Provisions for liabilities	19	71,404	84,312
Retirement benefit obligations	20	54,400	4,072
		<u>204,766</u>	<u>176,285</u>
<b>Total liabilities</b>		<u>1,354,053</u>	<u>1,741,658</u>
<b>Net assets</b>		<u>1,458,002</u>	<u>564,015</u>

## Statement of financial position (continued) at 31 December 2024

Registered number: 00868273

	Note	2024 £000	2023 £000
<b>Equity</b>			
Called up share capital	22	2,124,280	1,274,280
Share premium account		92,906	92,906
Cash flow hedge reserve		(20,378)	(17,132)
Pension reserve		(979,783)	(974,379)
Retained earnings		240,977	188,340
<b>Total equity</b>		<u>1,458,002</u>	<u>564,015</u>

The notes on pages 35 to 85 form an integral part of these financial statements.

The financial statements on pages 30 to 34 were approved by the Board of Directors and authorised for issue on

13 June 2025. They were signed on its behalf by:

**Chris  
Hindle** Digitally signed  
by Chris Hindle  
Date: 2025.06.13  
10:27:32 +01'00'

C W Hindle, Director

Statement of changes in equity - Year ended 31 December 2024

	Called up share capital £000 (Note 22)	Share premium account £000	Cash flow hedge reserve £000	Pension reserve £000	Retained earnings £000	Total equity £000
At 1 January 2024	1,274,280	92,906	(17,132)	(974,379)	188,340	564,015
New shares issued	850,000	-	-	-	-	850,000
Profit for the year	-	-	-	-	52,637	52,637
<u>Other comprehensive income:</u>						
Movement on cash flow hedges	-	-	(3,246)	-	-	(3,246)
Re-measurement of pension plan (Note 20)	-	-	-	(5,404)	-	(5,404)
Total comprehensive income	-	-	(3,246)	(5,404)	52,637	893,987
<b>At 31 December 2024</b>	<b>2,124,280</b>	<b>92,906</b>	<b>(20,378)</b>	<b>(979,783)</b>	<b>240,977</b>	<b>1,458,002</b>

The share premium account represents the consideration received in excess of the nominal value of shares on issue of new ordinary share capital.

The cash flow hedge reserve represents the cumulative value of gains or losses on hedging instruments, which have been determined as effective, such as forward currency contracts. Any gains or losses in relation to the ineffective portion of hedging instruments are recognised immediately in the statement of total comprehensive income.

The pension reserve represents the cumulative effects of revaluing the Thales UK defined benefit pension schemes. The re-measurement during the year reflects the full actuarial revaluation on all schemes during the year, including movements on Thales UK pension scheme (TUPS) since the pension buy-in was completed in December 2023. For further information see Note 20.

Retained earnings include all current and prior period retained profits and losses.

The notes on pages 35 to 85 form an integral part of these financial statements.

Statement of changes in equity (continued) - Year ended 31 December 2023

	Called up share capital £000 (Note 22)	Share premium account £000	Cash flow hedge reserve £000	Pension reserve £000	Retained earnings £000	Total equity £000
At 1 January 2023	1,274,280	92,906	(36,708)	(837,384)	355,990	849,084
Loss for the year	-	-	-	-	(167,650)	(167,650)
<u>Other comprehensive income:</u>						
Movement on cash flow hedges	-	-	19,576	-	-	19,576
Re-measurement of pension plan (Note 20)	-	-	-	(136,995)	-	(136,995)
Total comprehensive income / (loss)	-	-	19,576	(136,955)	(167,650)	(285,069)
<b>At 31 December 2023</b>	<b>1,274,280</b>	<b>92,906</b>	<b>(17,132)</b>	<b>(974,379)</b>	<b>188,340</b>	<b>564,015</b>

# Notes to financial statements

## for the year ended 31 December 2024

### 1. Corporate information

Thales UK Limited is a private company limited by shares incorporated and domiciled in England & Wales. The address of the registered office is given on page 1. The nature of the Company's operations and its principal activities are set out in the strategic report. Information on its ultimate parent is presented in Note 26. The financial statements of Thales UK Limited for the year ended 31 December 2024 were authorised for issue by the Board of Directors on 13 June 2025 and the balance sheet was signed on the Board's behalf by C W Hindle.

### 2. Accounting policies

#### Basis of preparation

These financial statements were prepared in accordance with Financial Reporting Standard 101 Reduced Disclosure Framework (FRS 101) and in accordance with applicable accounting standards. The Company has used a true and fair view override in respect of the non-amortisation of goodwill (see goodwill accounting policy on page 37). The financial statements are presented in pounds sterling, the Company's functional currency. All values are rounded to the nearest thousand (£000), except when otherwise indicated. The financial statements have been prepared under the historical cost convention, other than some items which have been measured using an alternative methodology where required by certain IFRSs, for example derivative financial instruments which are required under IFRS 9 to be held at fair value. In all cases where an alternative methodology is required, this has been stated in the relevant note.

These financial statements contain information about Thales UK Limited as an individual company and do not contain consolidated financial information as the parent of a group. The Company has taken the exemption from preparing consolidated financial statements afforded by Section 401 of the Companies Act 2006 because it is a wholly owned subsidiary of Thales SA, which prepares publicly available consolidated financial statements.

The recognition, measurement and disclosure requirements of International Accounting Standards in conformity with the requirements of the Companies Act 2006 have been applied to the financial statements, except for certain disclosure exemptions detailed below and, where necessary, amendments have been made in order to comply with the Companies Act 2006 and The Large and Medium-sized Companies and Groups Regulations 2008/410 ('Regulations').

The accounting policies which follow set out those policies which apply in preparing the financial statements for the year ended 31 December 2024, and have been consistently applied to all periods presented. There were no new accounting standards introduced in the year which were applicable to the Company.

**Notes to financial statements (continued)**  
**for the year ended 31 December 2024**

**2. Accounting policies (continued)**

The Company has taken the following disclosure exemptions available under FRS 101:

- (a) the requirement in paragraph 38 of IAS 1 Presentation of Financial Statements to present comparative information in respect of:
  - (i) paragraph 79(a)(iv) of IAS 1 Presentation of Financial Statements;
  - (ii) paragraph 73(e) of IAS 16 Property, Plant and Equipment;
  - (iii) paragraph 118(e) of IAS 38 Intangible Assets;
- (b) the requirements of paragraphs 10(d), 10(f), 16, 38A-38D, 40A-40D, 111 and 134-136 of IAS 1 Presentation of Financial Statements;
- (c) the requirements of IAS 7 Statement of Cash Flows;
- (d) the requirements of paragraphs 30 and 31 of IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors;
- (e) the requirements of paragraph 17 and 18 of IAS 24 Related Party Disclosures;
- (f) the requirements in IAS 24 Related Party Disclosures to disclose related party transactions entered into between two or more members of a group, provided that any subsidiary which is a party to the transaction is wholly owned by such a member; and
- (g) the requirements of paragraphs 130(f)(ii), 130(f)(iii), 134(d)-134(f) and 135(c)-135(e) of IAS 36 Impairment of Assets.
- (h) the requirements of paragraphs 45(b) and 46-52 of IFRS 2 Share-based Payment
  - (i) the requirements of paragraph 33(c) of IFRS 5 Non-current Assets Held for Sale and Discontinued Operations;
  - (j) the requirements of IFRS 7 Financial Instruments: Disclosures;
  - (k) the requirements of paragraphs 91-99 of IFRS 13 Fair Value Measurement;
  - (l) the requirements of the second sentence of paragraph 110 and paragraphs 113(a), 114, 115, 118, 119(a) to (c), 120 to 127 and 129 of IFRS 15 Revenue from Contracts with Customers.

**Notes to financial statements (continued)**  
**for the year ended 31 December 2024**

**2. Accounting policies (continued)**

**Going concern accounting basis**

The Company has considerable financial resources together with long-term contracts with a number of customers and suppliers across different geographic areas and industries. Additionally, the Company is able to draw on the deep technical expertise of its ultimate parent, Thales SA, as well as the expertise of fellow subsidiaries. As a consequence, the Directors believe that the Company is well placed to manage its business risks successfully.

The Directors have taken into account the trading performance of the Company in the year to 31 December 2024, resulting in an operating profit of £69,006,000 (2023: operating profit of £110,342,000). The Company had net assets at 31 December 2024 of £1,458,002,000 (2023: £564,015,000). This increase in the Company's net assets in the period was driven principally by the £850,000,000 increase in share capital, paid in cash in May 2024, as described further in the Strategic Report (Decision making), plus the Company's £43,987,000 Total Comprehensive Income for the year. The Directors have also considered the Company's backlog of unfulfilled orders which is £5,001,174,000 (2023: £4,733,678,000) and is to be delivered in the immediate to medium term, in addition to further orders which the Company will pursue with customers in this period.

In addition to the considerations above, the Directors have assessed the Company's ability to meet its pension and other obligations for the twelve months from the date of signing this report, and have concluded these can be met from funds generated by the business and current resources, and it is not anticipated that the Company will need to increase its existing funding arrangements with Thales Group.

In view of the above, the Directors have a reasonable expectation that the Company has sufficient resources to continue in operational existence for the twelve months from the date of signing this report and therefore they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

**Intangible assets**

*Goodwill*

The UK Companies Act requires goodwill to be reduced by provisions for amortisation on a systematic basis over its useful economic life. However, under IFRS 3 Business Combinations goodwill is not amortised. Consequently, the Company does not amortise goodwill, but reviews it for impairment on an annual basis or whenever there are indicators of impairment. The Company is therefore invoking a 'true and fair view override' to overcome the prohibition on the non-amortisation of goodwill in the Companies Act.

The impairment of goodwill is presented in the Statement of Comprehensive Income after Operating Profit/(Loss).

Notes to financial statements (continued)  
for the year ended 31 December 2024

**2. Accounting policies (continued)**

**Intangible assets (continued)**

*Research and development*

Development costs capitalised relate to technologies developed by the Company in respect of established market opportunities where the Company has decided to invest. The amortisation period is determined by the business case for the market opportunity in respect of which the development of a product is carried out but is normally limited to a maximum of five years, and amortisation begins when the asset is ready for use. The expenditure is normally written off as incurred, unless the following conditions are satisfied:

- an asset is created that can be identified;
- the development cost of the asset can be measured reliably.
- the technical feasibility of completing the intangible asset so that it will be available for use or sale.
- its intention to complete the intangible asset and use or sell it.
- its ability to use or sell the intangible asset.
- how the intangible asset will generate probable future economic benefits. Among other things, the entity can demonstrate the existence of a market for the output of the intangible asset or the intangible asset itself or, if it is to be used internally, the usefulness of the intangible asset.
- the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset.
- its ability to measure reliably the expenditure attributable to the intangible asset during its development.

In such cases, an internally generated intangible asset is recognised and amortised on a straight-line basis over its useful life as described above.

*Patents and trademarks*

Patents and trademarks are measured initially at purchase cost and amortised on a straight-line basis over their estimated useful lives. The estimated useful life is assumed to be a maximum of five years unless it is clear that the useful life differs from this period. This is only applicable to purchased assets.

*Software*

Software is measured initially at purchase cost and amortised on a straight-line basis over its estimated useful life of one to three years.

Amortisation charges in relation to intangible fixed assets are recognised as an administration expense in the statement of comprehensive income.

Notes to financial statements (continued)  
for the year ended 31 December 2024

**2. Accounting policies (continued)**

**Investments**

*Investment in subsidiaries*

Investments in subsidiaries are stated at cost less provision for impairment.

*Investment in joint ventures*

Investments in joint ventures are stated at cost less provision for impairment. A joint venture is an entity over which the Company exercises joint control with at least one other party. These arrangements require that operating policy decisions are made jointly by the controlling parties.

The share of the financial performance of these joint ventures is included within the Thales SA consolidated accounts under the equity method of recognition. Details of the joint ventures the company has investments in can be found in Note 13.

*Investment in associates*

Investments in associates are stated at cost less provision for impairment. An associate is an entity over which the Company has significant influence and that is neither a subsidiary nor an interest in a joint venture. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies.

An impairment loss is recognised in the statement of comprehensive income when there is objective evidence that the asset is impaired and is measured as the difference between the investment's carrying amount and the present value of estimated future cash flows discounted at the effective discount rate determined at the date of assessment.

Impairment losses are reversed in subsequent periods when an increase in the investment's recoverable amount can be related objectively to an event occurring after the impairment was recognised, subject to the restriction that the carrying amount of the investment at the date the impairment is reversed shall not exceed what the amortised cost would have been had the impairment not been recognised.

An impairment loss is recognised immediately in profit and loss.

Due to the nature of the Company's holdings, which the Company considers to be aligned with the Company's strategic activities, the Company does not consider its investments in subsidiaries, associates and joint ventures to result in significant changes to the Company's risk exposure.

Notes to financial statements (continued)  
for the year ended 31 December 2024

**2. Accounting policies (continued)**

**Tangible fixed assets**

Tangible fixed assets are stated at historical cost, net of depreciation and any provision for impairment. Historical cost includes expenditure that is directly attributable to the acquisition of the items. Depreciation is provided on all tangible fixed assets at rates calculated to write off the historical cost, less estimated residual value, if any, of each asset on a straight-line basis over its expected useful life, as follows:

Long-term leasehold premises	50 years
Plant and machinery, furniture and vehicles	4 to 10 years

Residual value is calculated based on current market prices, less costs to sell, if the asset were already of the age and in the condition expected at the end of its useful life.

An item of property, plant and equipment and any significant part initially recognised is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on de-recognition of the asset (calculated as the difference between the net disposal proceeds, if any, and the carrying amount of the asset) is included in the statement of comprehensive income when the asset is derecognised.

Interest costs incurred in bringing qualifying assets to a state where they are ready to be used are capitalised as part of the costs of the asset.

Right-of-use assets represent the rights acquired under lease agreements, and are subject to an annual amortisation charge in the statement of income which will amortise on a straight-line basis the initial value recognised for each right of use asset over the shorter of its economic life and the lease period, less any guaranteed termination sum to be received by the Company on expiry of the lease term.

Further detail on right-of-use leased assets is provided in the accounting policy below on leases.

**Impairment of tangible and intangible assets excluding goodwill**

At each reporting date the Company reviews the carrying amounts of its assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss, if any.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

Notes to financial statements (continued)  
for the year ended 31 December 2024

**2. Accounting policies (continued)**

**Impairment of tangible and intangible assets excluding goodwill (continued)**

If the recoverable amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss.

Impairment losses are reversed in subsequent periods when an increase in the asset's recoverable amount can be related objectively to an event occurring after the impairment was recognised, subject to the restriction that the carrying amount of the asset at the date the impairment is reversed shall not exceed what the amortised cost would have been had the impairment not been recognised.

**Financial instruments**

*Recognition and derecognition*

Financial assets and financial liabilities are recognised on the Company's balance sheet when the Company becomes a party to the contractual provisions of the instrument.

Financial assets are derecognised when the contractual rights to the cash flows from the financial asset expire, or when the financial asset and substantially all the risks and rewards are transferred. A financial liability is derecognised when it is extinguished, discharged, cancelled or expires.

*Classification and initial measurement of financial assets*

Except for those trade receivables that do not contain a significant financing component and are measured at the transaction price in accordance with IFRS 15, all financial assets are initially measured at fair value adjusted for transaction costs (where applicable).

Financial assets, other than those designated and effective as hedging instruments, are classified into the following categories:

- amortised cost
- fair value through profit or loss (FVTPL)
- fair value through other comprehensive income (FVOCI)

In the periods presented the corporation does not have any financial assets categorised as FVTPL or FVOCI.

## Notes to financial statements (continued)

for the year ended 31 December 2024

### 2. Accounting policies (continued)

#### Financial instruments (continued)

##### *Subsequent measurement of financial assets*

Financial assets at amortised cost are measured using the effective interest method. Discounting is omitted where the effect of discounting is immaterial. The Company's cash and cash equivalents, trade and other debtors, including those from group undertakings and associates, fall into this category of financial instruments.

##### Classification, initial measurement and subsequent measurement of financial liabilities

The Company's financial liabilities include borrowings, trade and other payables, including those from group undertakings and associates, and derivative financial instruments.

Financial liabilities are initially measured at fair value, and, where applicable, adjusted for transaction costs unless the Company designated a financial liability at fair value through profit or loss. Subsequently, financial liabilities except derivatives are measured at amortised cost using the effective interest method. The subsequent measurement for derivative financial instruments is outlined below.

#### **Impairment of financial assets – expected credit losses**

The Company considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Company may also consider a financial asset to be in default when internal or external information indicates that the Company is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

The Company recognises an allowance for expected credit losses (ECLs) for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Company expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

For trade receivables and contract assets, the Company applies a simplified approach in calculating ECLs. The Company does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Company has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

Notes to financial statements (continued)  
for the year ended 31 December 2024

**2. Accounting policies (continued)**

**Stocks**

Stocks, including work in progress, are measured at the lower of cost or net realisable value. Cost includes materials, direct labour and an attributable proportion of manufacturing overheads, including indirect labour, based on normal levels of activity plus transport and handling costs. Cost is calculated using the first-in-first-out method. Net realisable value is based on estimated selling price, less further costs expected to be incurred to completion and sale or other disposal. Provision is made for obsolete, slow-moving or defective items where appropriate in the period when such write downs or losses occur, and this is charged to cost of sales in the statement of comprehensive income. Un-invoiced research and development fully funded by customers is carried forward as work in progress.

**Cash and cash equivalents**

Cash and cash equivalents comprise cash on hand and demand deposits and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value.

**Derivative financial instruments and hedge accounting**

The Company uses derivative financial instruments, such as forward currency contracts to hedge its foreign currency risks. Such derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

A hedge is considered effective if the changes in the cash flow of the hedged item and the hedging instrument offset each other. The effective portion of the gain or loss on the hedging instrument is recognised in OCI in the cash flow hedge reserve, while any ineffective portion is recognised immediately in the statement of total comprehensive income.

The Company uses forward currency contracts as hedges of its exposure to foreign currency risk in forecast transactions and firm commitments. The ineffective portion relating to foreign currency contracts is recognised as other income or expense. On 1 January 2018 the Company elected to adopt IFRS 9, including requirements relating to the accounting treatment of hedge contracts.

Notes to financial statements (continued)  
for the year ended 31 December 2024

**2. Accounting policies (continued)**

**Bank borrowings**

Interest-bearing bank loans and overdrafts are initially recorded at the proceeds received, net of direct issue costs, and are subsequently measured at amortised cost, using the effective interest rate method. Any difference between the proceeds (net of transaction costs) and the settlement or redemption of borrowings is recognised over the term of the borrowings in accordance with the Company's accounting policy for borrowing costs.

**Trade creditors**

Trade creditors are initially measured at fair value and are subsequently measured at amortised cost using the effective interest rate method.

**Government grants**

Government grants are recognised where there is reasonable assurance that the grant will be received and all attached conditions will be complied with. Government grants relating to property, plant and equipment are included in non-current liabilities as deferred income and credited to the statement of comprehensive income on a straight-line basis over the expected useful lives of the assets concerned. Other grants are credited to the statement of comprehensive income as the related expenditure is incurred.

**Foreign currencies**

As indicated above, the Company hedges currency risks arising in connection with the negotiation of contracts denominated in currencies other than sterling and currency risks generated by normal commercial operations. In order to hedge its exposure to these foreign exchange risks, the Company enters into forward contracts and options.

Transactions in currencies other than pounds sterling are recorded at the rates of exchange prevailing on the dates of the transactions. At each reporting date, monetary items denominated in foreign currencies are retranslated at the rates prevailing on the reporting date. Exchange differences arising on the settlement of monetary items, and on the retranslation of monetary items, are included in profit or loss for the period.

Notes to financial statements (continued)  
for the year ended 31 December 2024

**2. Accounting policies (continued)**

**Revenue recognition**

The Company's principles of revenue recognition were the following:

*Unbundling of multiple performance obligations within a single contract*

Some contracts include the supply to the customer of distinct goods and services (for instance contracts combining build followed by operation and maintenance). In such situations, IFRS 15 requires the contract to be segmented into separate components ("performance obligations"), with each component being accounted for separately, with its own revenue recognition method and margin rate.

The contract price is allocated to each performance obligation in proportion to the specific selling price of the underlying goods and services. This allocation reflects the share of the price to which Thales expects to be entitled in exchange for the supply of these goods or services. The contract price is the total financial consideration which the Company expects to be paid for undertaking the performance obligations in the contract with the customer. Further details are set out below.

Options notified by the customer for the supply of distinct additional goods or services are generally accounted for separately.

*Evaluation of revenue allocated to performance obligations*

Revenue includes contractual income from claims only when it is highly probable that such claims will be accepted by the customer.

Contractual amendments negotiated with customers are included in the selling price only when they become legally enforceable.

Variable consideration included in the selling price is taken into account only to the extent that it is highly probable that a significant reversal in the amount of revenue already recognised will not occur when the uncertainty associated with the variable consideration is subsequently resolved. Where variable consideration is included in a contract, it is normally calculated by reference to a specified index within the contract such that the movement in the index after inception of the contract up to specified dates in the contracts will be measured and a price adjustment calculated accordingly. This type of mechanism is ultimately a post cost adjustment which inherently involves an element of risk when estimating at the start of the contract what the movement in the index during the life of the contract will be, and consequently the Company takes a cautious position during the early years of a contract to incorporate an amount of variation in price within the additional revenue on that contract so as to minimise the risk that the variable consideration could subsequently result in a reversal of revenue recognised.

## Notes to financial statements (continued)

for the year ended 31 December 2024

### 2. Accounting policies (continued)

#### Revenue recognition (continued)

Penalties for late delivery or for the improper execution of a contract are recognised as a deduction from revenue.

If the financing component is deemed significant, the selling price is adjusted to reflect a "cash" selling price for the goods and services provided. A financing component exists when either the Company or customer obtains a significant benefit of financing, through contractual terms.

#### *Recognition of revenue over time or at a point in time*

Revenue associated with each performance obligation identified within a contract is recognised when the obligation is satisfied, i.e. when the control of the promised goods or services is transferred to the customer.

To demonstrate that the transfer of goods is progressive and revenue can be recognised over time, the following cumulative criteria are required:

- The goods sold have no alternative use, and
- The Company has an irrevocable right to payment (corresponding to costs incurred, plus a reasonable profit margin) for the work performed to date, in the event of termination for reasons other than the Company's failure to perform as promised.

These criteria are fulfilled by the vast majority of the Company's contracts that include the design and delivery of complex goods.

Revenue from the sale of goods with an alternative use, and/or for which the Company has no right to payment in case of termination for convenience by the customer, is recognised when the goods are delivered to the customer. This essentially concerns equipment and spare parts.

Revenue from service contracts is generally recognised over time, as the customer simultaneously receives and consumes the benefits of these services provided by the Company.

#### *Percentage of completion method:*

The percentage of completion method generally used by the Company is expense-based, with revenue recognised based on the costs incurred to date in relation to the total costs expected upon completion.

## Notes to financial statements (continued)

for the year ended 31 December 2024

### 2. Accounting policies (continued)

#### Revenue recognition (continued)

##### *Pre-contract costs:*

Where pre-contract costs, including bid costs, have been agreed by the customer as reimbursable to the Company, even if the contract in question does not subsequently proceed, these costs are treated as project costs and charged to the statement of comprehensive income over the contract term and hence are recognised in the contract margin. In all other cases bid costs are expensed as incurred under distribution costs in the statement of comprehensive income.

##### *Order backlog and balance sheet presentation for contracts with customers*

Order backlog corresponds to the amount of the selling price allocated to the performance obligations that are unsatisfied (or partially unsatisfied) at the balance sheet date.

The cumulated amount of revenue accounted for, less progress payments and accounts receivable is determined on a contract-by-contract basis. If this amount is positive, the balance is recognised under "contract assets" in the balance sheet. If it is negative, the balance is recognised under "contract liabilities".

Reserves for onerous contracts (reserves for loss at completion) are excluded from contract assets and liabilities and presented under "contract costs" in provisions for liabilities.

The timing of revenue recognition, billings and cash collections results in billed accounts receivables and unbilled receivables (contracts assets) and customer advances and deposits (contract liabilities) on the balance sheet. Amounts are billed in accordance with agreed-upon contractual terms either at periodic intervals or upon the achievement of contractual milestones.

Generally billing occurs after revenue has been recognised, as the receipt of consideration is frequently conditional on meeting certain contractual milestones, resulting in contract assets (Note 16).

The Company also receives advances from customers or down payments before revenue has been recognised and these are treated as contract liabilities until the associated revenue is recognised (Note 17).

These assets and liabilities are reported in the balance sheet on a contract by contract basis at the end of each reporting period.

Changes in these contract assets and liabilities during the year ended 31 December 2024 were not materially impacted by any other factors.

Notes to financial statements (continued)  
for the year ended 31 December 2024

**2. Accounting policies (continued)**

**Taxation**

The tax charge / (credit) comprises current and deferred tax. The income tax expense / (credit) is recognised in the statement of comprehensive income except to the extent that it relates to items recognised directly in equity (such as cash flow hedges or pension reserves) in which case it is recognised in equity. Current tax is the expected tax payable / (receivable) on the profit / (loss) for the year and any adjustments in respect of previous years using tax rates enacted or substantively enacted at the reporting date.

Deferred tax is recognised using the balance sheet liability method, providing for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes, and the amounts used for taxation purposes. Deferred tax assets are recognised to the extent that it is probable that future taxable profits will be available against which the asset can be utilised. Deferred tax is provided using rates of tax that have been enacted or substantively enacted at the reporting date or the date that the temporary differences are expected to reverse.

Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

**Leases**

The Company has in place lease agreements in respect of property and vehicles.

Leases are accounted for in accordance with the requirements of IFRS 16 'Leases'. Where the Company has a contract with another party which meets the qualifying criteria as set out in IFRS 16, the Company recognises in its statement of financial position a right of use asset and a corresponding lease liability to the third party (the lessor).

A leased asset's value is initially recognised as the present values of future cash outflows, discounted using an appropriate risk weighted discount rate, in line with the length of the lease. A lease asset and lease liability are then created upon initial recognition.

The lease liability represents the Company's obligation to make future lease payments to the lessor, including the amount of any optional increases or reductions in lease period which the Directors consider to be reasonably certain, less any lease incentives receivable. The lease liability incurs interest at a rate which is determined based on the inherent rate of interest in the lease, or if this cannot be determined, at a lease specific incremental borrowing rate, and the interest incurred using this rate is charged in the statement of income, and the amount of any lease payments made by the Company to the lessor, after adding interest to the lease liability, is used to amortise the carrying value of the lease liability in the statement of financial position.

## Notes to financial statements (continued)

for the year ended 31 December 2024

### 2. Accounting policies (continued)

#### Leases (continued)

Future lease commitments to be paid are disclosed in the financial statements and notes after making a deduction for interest which will arise in future accounting periods, such that the lease principal which remains outstanding at each reporting date is allocated between amounts due within less than twelve months and amounts due after more than twelve months. These are then presented in the statement of financial position under Current Liabilities and Non-current Liabilities, respectively. Leases of low-value assets or short-term leases are immediately expensed in profit or loss.

#### Retirement benefit costs

In accordance with UK legislation and practice in the countries in which it operates, the Company grants its employees post-employment benefits (pensions, retirement awards, medical care) and other long-term benefits (long-service benefits, long-service awards on departure). For defined contribution schemes and state plans, contributions paid are in full discharge of the liability and are recognised as an expense for the period.

The Company participates in several defined benefit plans, all of which require contributions to be made to separately administered funds.

The operating cost of providing benefits under the defined benefit plans, as calculated periodically by independent actuaries, is charged to the Company's income from operations in the year that those benefits are earned by the employees.

Net-interest is calculated by applying a discount rate to the net defined benefit liability or asset. Past service cost and reductions/settlements of plans are fully recognised in the statement of comprehensive income in the period in which they occurred, within operating income. Other changes in the value of the pension scheme assets and liabilities are reported as actuarial gains or losses as they arise in other comprehensive income. The pension scheme surpluses, to the extent they are considered recoverable, or deficits are recognised in full and presented in the balance sheet.

Where the year-end pension valuation in accordance with IAS 19 indicates that there is a potential surplus on the Company's defined benefit scheme, the impact of this surplus is assessed in accordance with IFRIC 14 (Note 20) to determine what share of the surplus is attributable to the Company, along with the associated taxation impacts.

Notes to financial statements (continued)  
for the year ended 31 December 2024

**2. Accounting policies (continued)**

**Short-term employee benefits**

The costs of short-term employee benefits are recognised in profit or loss in the period in which the service is rendered and are not discounted.

The expected cost of compensated absences is recognised as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs.

The expected cost of profit sharing and bonus payments is recognised as an expense when there is a legal or constructive obligation to make such payments as a result of past performance.

**Share-based payments**

The Company issues cash settled share-based payments to certain employees which are accounted for in accordance with the requirements of IFRS 2.

The fair value of cash settled instruments is recognised evenly over the four year vesting period within the statement of comprehensive income. The Company measures the fair value of the total outstanding awards at the end of each accounting period and correspondingly an adjustment is recognised which relates to the movement in the fair value of total outstanding awards. The cumulative liability generated is then settled when payments are made to eligible employees at the end of the vesting period.

Where share payment instruments do not ultimately vest (i.e. when an employee leaves the company before the end of the vesting period, or performance criteria are not met), the liability or provision ultimately reverses back to the statement of comprehensive income.

**Borrowing costs**

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale. Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation.

All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

Notes to financial statements (continued)  
for the year ended 31 December 2024

**2. Accounting policies (continued)**

**Finance income**

Finance income is recognised in the statement of comprehensive income and comprises interest earned on cash/cash equivalents and other interest bearing financial assets on a time basis, by reference to the principal outstanding and at the interest rate applicable, as well dividend income from subsidiary companies and other companies in which the Company holds an investment which carries the right to receive dividends. Dividends are recognised as investment income when the right to receive payment has been established by the Company.

**Provisions**

Provisions are recognised when the Company has a present obligation as a result of a past event, and it is probable that the Company will be required to settle that obligation. Provisions are measured at the Directors' best estimate of the expenditure required to settle the obligation at the reporting date and are discounted to present value where the effect is material.

Expected losses on contracts are fully recognised as a provision as soon as they are identified.

**Research and development tax credits**

The Company claims research and development government credits in the UK. These are judged to have characteristics more akin to grants than income taxes and are offset against the relevant expenditure. Credits are recognised to the extent there is reasonable assurance they will be received.

**Share capital**

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Ordinary shares are classified as equity.

Notes to financial statements (continued)  
for the year ended 31 December 2024

**2. Accounting policies (continued)**

**Significant accounting judgments, estimates and assumptions**

The preparation of financial statements requires the Company to make estimates and judgments that affect the application of policies and reported amounts. Estimates and judgments may both require relevant assumptions to be adopted, and these estimates and judgments, along with the related assumptions are continually evaluated based on historical experience and other factors including expectations of future events that are believed to be reasonable under the circumstances. Actual outcomes may differ from those anticipated through estimates and judgments. The estimates and judgments which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities recognised in the financial statements are reviewed on a regular basis and are listed below.

*Sources of estimation uncertainty*

*Revenue from contracts with customers*

Revenue from contracts with customers is accounted for in accordance with IFRS 15. This requires judgments to estimate future expected costs to be incurred. Further details on revenue from contracts with customers are disclosed above in the Company's accounting policies, Note 2.

The judgments and estimates regarding recognition are based on estimates of total expected contract revenue and costs, which are subject to revision as the contract progresses. Total expected revenue and costs on a contract reflect management's best estimate of the total contract value (including estimates of variable consideration, as described on page 46) and obligations associated with the contract. Assumptions to calculate present and future obligations take into account current technology as well as the commercial and contractual positions, assessed on a contract-by-contract basis.

In addition, obligations on contracts may expose the Company to penalties due to late completion of milestones or additional costs due to project modifications, suppliers' or subcontractors' failure to perform or delays caused by unexpected conditions or events.

## Notes to financial statements (continued)

for the year ended 31 December 2024

### 2. Accounting policies (continued)

#### Significant accounting judgments, estimates and assumptions (continued)

Whilst the Company makes and regularly reviews assumptions relating to these inherent risks, there is a risk that the actual outcomes against these assumptions may differ materially with the result that financial performance already reported may need to be revised, with a cumulative adjustment to revenue and operating profit being recognised when the assumptions are updated and estimates of future financial performance may also need to be revised.

#### *Valuation of hedge instruments*

As described in the Strategic report (page 15), the Company uses foreign currency contracts to manage its exposure to exchange rate fluctuations. Although in the current period the reported values are low, there is potential for changes based on large currency shifts or increased use of foreign currency contracts. As such they are a source of estimation uncertainty with a potentially significant impact. However as explained on page 16, the Company applies currency risk management policies applied by Thales Group treasury function across all Thales entities, and consequently the likelihood of significant exposure is low. Further details on hedge instruments are disclosed in Note 16 and Note 17.

#### *Provisions for liabilities*

Accounting for provisions is based on estimates of the extent and probability of occurrence of future events. As far as possible, these are also based on experience or external opinions. Certain provisions, such as those relating to contract costs, can be subject to significant estimation uncertainty. This is due to the complexity involved in determining the range and value of possible outcomes. A significant change in projected or actual outcomes versus the assumptions currently made might have a significant impact on the financial statements. Further details on provisions are disclosed in Note 19.

#### *Post-retirement benefits*

The determination of the pension cost and retirement benefit obligation for defined benefit schemes is dependent upon the selection of certain assumptions which include the discount rate, inflation rate, salary growth, mortality and expected return on scheme assets. In addition, estimation is required in adjusting the recognised accounting surplus or deficit for the present value of minimum funding requirements as required by IFRIC 14. Further details on post-retirement benefits are disclosed in Note 20.

As the Company completed a buy-in of its pension obligations under the Thales UK Pension Scheme (TUPS) in December 2023 and in August 2024 for the Avimo Pension Scheme, it has made the assumption that a full buy-out will be completed in the foreseeable future, planned to be in 2025 for TUPS and in 2026 for Avimo. Accordingly, the impacts have been recognised in the P&L in the year in which the respective buy-in took place (see note 20).

Notes to financial statements (continued)  
for the year ended 31 December 2024

**2. Accounting policies (continued)**

**Significant accounting judgments, estimates and assumptions (continued)**

*Judgment made in applying accounting policies*

*Right-of-use assets*

Right of Use Assets are recognised as required by IFRS 16. The value attributed to each Right-of-Use Asset is calculated by reference to relevant assumptions regarding the expected future costs of continuing to occupy specific leased sites, and it is assumed that current levels of site occupation, duration and the costs of carrying out projected dilapidations work prior to handing leased properties back to the landlord on lease termination will be in line with current estimates. It is assumed that the current interest rate assumptions will continue to apply. A significant change in projected outcomes versus the assumptions currently made might require a revised value for the Right-of-Use Asset and liability to be recognised. (See Note 14 for Right-of –Use assets and Note 18 for lease liabilities).

*Deferred tax recognition*

Deferred tax assets on tax losses are recognised for all unused tax losses to the extent that it is probable that taxable profit will be available against which the losses can be utilised. Significant management judgment is required to determine the amount of such deferred tax assets that can be recognised, based upon the level and the likely timing of future taxable profits. Further details on deferred tax asset recognition are disclosed in Note 21.

*Impairment of investments*

The impairment review of investments in certain trading subsidiaries associates and joint ventures is based on discounted future cash flows. Further details on impairment of investments are disclosed in Note 11, notably in relation to the cumulative opening provision for impairment, as there was no additional impairment considered necessary in the current year.

*Recoverability of contract assets*

Contract assets are assessed for potential impairment in accordance with IFRS 9. This requires judgment in determining the recoverability of contract assets and the appropriate level of impairment to be recognised against each asset. Key factors taken into account in determining the recoverability of contract assets are the financial strength of the Company's customer base and the Company's experience in translating contract assets into invoiced trade receivables which are subsequently recovered in cash for the amount invoiced.

## Notes to financial statements (continued)

for the year ended 31 December 2024

### 3. Application of new and revised International Financial Reporting Standards (IFRSs)

The accounting policies adopted for the year are consistent with those applied for the year ended 31 December 2023. None of the standards, interpretations and amendments which are effective for accounting periods beginning after 1 January 2024, and which have not been adopted early, are expected to have a material effect on the financial statements.

### 4. Revenue

The Company's revenue disaggregated by primary geographical markets is as follows:

2024	Aerospace £000	Defence & Security £000	Total Company £000
UK	67,659	834,940	902,599
Rest of Europe	29,579	81,441	111,020
North America	472	47,721	48,193
South America	-	1,049	1,049
Asia	10,475	81,026	91,501
Africa	5,949	6,109	12,058
Australia	122	12,553	12,675
<b>Total sales under contracts with customers</b>	<b>114,256</b>	<b>1,064,839</b>	<b>1,179,095</b>

2023	Aerospace £000	Defence & Security £000	Total Company £000
UK	61,025	783,680	844,705
Rest of Europe	20,815	71,811	92,626
North America	4,228	50,817	55,045
South America	-	1,059	1,059
Asia	16,181	102,228	118,409
Africa	657	1,414	2,071
Australia	580	5,441	6,021
<b>Total sales under contracts with customers</b>	<b>103,486</b>	<b>1,016,450</b>	<b>1,119,936</b>

The Company's revenue disaggregated by pattern of revenue recognition is as follows:

	2024 £000	2023 £000
Products transferred at a point in time	201,460	112,521
Products and services transferred over time	977,635	1,007,415
<b>Total sales under contracts with customers</b>	<b>1,179,095</b>	<b>1,119,936</b>

Notes to financial statements (continued)  
for the year ended 31 December 2024

**5. Operating loss after one-off pension expense and profit on disposal of subsidiary**

Operating loss is stated after charging / (crediting):

	<b>2024</b>	<b>2023</b>
	<b>£000</b>	<b>£000</b>
Research and development costs	181,869	169,097
Research and development tax credit	(36,374)	(30,709)
Depreciation of leasehold property, plant & equipment (Note 14)	13,994	13,610
Depreciation of Right-of-use assets (see Note 14)	9,643	9,646
Amortisation of intangible assets (Note 10)	339	599
Cost of stocks recognised as an expense including amounts written down (Note 15)	288,865	267,014
Auditor's remuneration for audit services	725	714
	<u>          </u>	<u>          </u>

**6. Interest receivable and similar income**

	<b>2024</b>	<b>2023</b>
	<b>£000</b>	<b>£000</b>
Interest receivable	37,510	42,293
Dividends from equity investments	7,871	4,794
	<u>          </u>	<u>          </u>
	<u>45,381</u>	<u>47,087</u>

**7. Interest payable and similar charges**

	<b>2024</b>	<b>2023</b>
	<b>£000</b>	<b>£000</b>
Interest on leases	2,532	2,631
Interest on pension fund liabilities (Note 20)	200	16,900
Interest paid to group companies	2,328	1,688
	<u>          </u>	<u>          </u>
	<u>5,060</u>	<u>21,219</u>

Notes to financial statements (continued)  
for the year ended 31 December 2024

**8. Staff costs**

The average monthly number of full-time equivalent (FTE) employees (including Directors) was:

	<b>2024</b>	<b>2023</b>
	<b>Number</b>	<b>Number</b>
Production	4,399	4,061
Distribution	913	884
Sales	150	141
Administration	167	165
	<u>5,629</u>	<u>5,251</u>

	<b>2024</b>	<b>2023</b>
	<b>£000</b>	<b>£000</b>
Their aggregate remuneration comprised:		
Wages and salaries	381,925	342,726
Social security costs	46,112	40,705
Defined contribution pension costs (Note 20)	26,872	18,509
Defined benefit pension costs (Note 20)	-	11,025
Share-based payment expense (Note 23)	1,994	2,204
Other payroll costs	4,246	18,929
	<u>461,149</u>	<u>434,098</u>

Notes to financial statements (continued)  
for the year ended 31 December 2024

**8. Staff costs (continued)**

	<b>2024</b>	<b>2023</b>
	<b>£000</b>	<b>£000</b>
<b>Directors' remuneration</b>		
Remuneration of Directors	2,840	2,922
Payments for loss of office	-	-
Long term incentives and stocks	795	338
Pension scheme contributions	154	165
Number of Directors accruing benefits under the following schemes:		
Money purchase schemes	5	4
Defined benefit schemes	-	2
	-	2
<b>Details of the highest paid Director</b>		
Remuneration	731	774
Long term incentives and stocks	456	204
Pension scheme contributions	-	-
	-	-

During the year the highest paid Director accrued additional pension benefits amounting to £nil (2023: £nil).

The highest paid Director exercised no share options in Thales SA, the ultimate parent company, during the year but did receive share-based units under long term incentive plans.

The Directors of the Company are deemed to be the key management personnel.

Notes to financial statements (continued)  
for the year ended 31 December 2024

**9. Taxation**

	<b>2024</b>	<b>2023</b>
	<b>£000</b>	<b>£000</b>
<b>Current tax:</b>		
UK corporation tax current year	9,094	7,216
Adjustments in respect of prior years	(132)	-
Foreign tax	-	74
<b>Total current tax charge</b>	<b>8,962</b>	<b>7,290</b>
<b>Deferred tax</b>		
Origination and reversal of temporary differences	2,288	24,721
Adjustments in respect of prior years	-	3,750
<b>Total deferred tax charge</b>	<b>2,288</b>	<b>28,471</b>
<b>Total tax charge on ordinary activities</b>	<b>11,250</b>	<b>35,761</b>

Notes to financial statements (continued)  
for the year ended 31 December 2024

**9. Taxation (continued)**

The tax charge for the year can be reconciled to the statement of comprehensive income as follows:

	<b>2024</b>	<b>2023</b>
	<b>£000</b>	<b>£000</b>
Profit/ (Loss) for the year before tax	63,887	(131,889)
Profit/ (Loss) for the year multiplied by standard rate of corporation tax in the UK of 25% (2023: 23.5%)	15,972	(30,994)
Effects of:		
Expenses not deductible for tax purposes	593	271
Imputed interest adjustment – UK to UK	154	145
Non-taxable dividend received	(1,968)	(1,127)
Movement in unrecognised deferred tax	(11,702)	78,508
Deferred tax rate change impact movement	-	(3,227)
Adjustments to prior years (current tax)	(132)	-
Adjustments to prior years (deferred tax)	-	3,750
Foreign tax	-	74
Double tax relief	-	-
Surrender of R&D tax credit for nil payment	9,093	7,217
Disposal of investment in subsidiary	(760)	(18,856)
<b>Total tax charge for the year</b>	<b>11,250</b>	<b>35,761</b>

In addition to the amount charged to the income statement, deferred tax has been recognised directly in Other Comprehensive Income as detailed below:

	<b>2024</b>	<b>2023</b>
	<b>£000</b>	<b>£000</b>
Changes in equity		
Re-measurement of pension plan	-	-
<b>Deferred tax reported in equity</b>	<b>-</b>	<b>-</b>

In the Spring and Autumn Budget 2024 there were no new changes to the proposed main rate of corporation tax of 25 percent with effect from 1 April 2023. This rate has been substantively enacted. The deferred tax balances as at 31 December 2024 have been calculated at 25% as this is the rate that was applicable at the Balance Sheet Date.

Notes to financial statements (continued)  
for the year ended 31 December 2024

**9. Taxation (continued)**

The entity is within the scope of the OECD Pillar Two model rules. Legislation was enacted in the UK, the jurisdiction in which the entity is incorporated, on 11 July 2023 as part of Finance (No 2) Act 2023 and was effective as at the reporting date. The entity has no related current tax exposure for the reporting period as a result of the application of the temporary safe harbour provisions under the legislation. The entity applies the exception to recognising and disclosing information about deferred tax assets and liabilities related to Pillar Two income taxes, as provided in the amendments to Section 29 issued in July 2023.

Notes to financial statements (continued)  
for the year ended 31 December 2024

**10. Intangible assets**

	Goodwill	Development costs	Computer software and licences	Patents and trademarks	Total
	£000	£000	£000	£000	£000
<b>Cost</b>					
At 1 January 2024	8,215	80,566	27,798	310	116,889
Additions	-	-	1,486	-	1,486
Disposals	-	-	(27)	-	(27)
At 31 December 2024	<u>8,215</u>	<u>80,566</u>	<u>29,257</u>	<u>310</u>	<u>118,348</u>
<b>Amortisation and impairment</b>					
At 1 January 2024	5,593	80,566	27,733	310	114,202
Charge for the year	-	-	339	-	339
Disposals	-	-	(27)	-	(27)
At 31 December 2024	<u>5,593</u>	<u>80,566</u>	<u>28,045</u>	<u>310</u>	<u>114,514</u>
<b>Carrying amount</b>					
At 31 December 2024	<u>2,622</u>	<u>-</u>	<u>1,212</u>	<u>-</u>	<u>3,834</u>
At 31 December 2023	<u>2,622</u>	<u>-</u>	<u>65</u>	<u>-</u>	<u>2,687</u>

Goodwill has been allocated for impairment testing purposes to individual cash-generating units (CGUs) or groups of CGUs at which level the benefits of the acquisitions accrue. The Company tests annually for impairment or more frequently if there are indications that goodwill might be impaired. The recoverable amount of the CGU (or group of CGUs) has been determined on a value in use basis, using cash flow projections. The assumptions are based on past experience and expected future development. The discount rate applied is a pre-tax rate of 10.7%. All of the carrying amount of goodwill at 31 December 2024 was allocated to the cash generating unit Thales Optronics (2023: £2,622,000). The Company has one product line in its Optronics business unit where the product is subject to the requirement for an annual assessment for impairment which involves determining whether the present value of future cash flows is lower than the carrying value. The Optronics business specialises in high resolution optronic equipment for a variety of imaging applications on customer programmes. The recoverable amount of this product line is at least equal to the carrying value of the goodwill above and no impairment charge was considered necessary for the year ended 31 December 2024 against the opening carrying value for the year (2023: £nil impairment charge).

**Notes to financial statements (continued)**  
**for the year ended 31 December 2024**

**11. Investments in subsidiaries**

The Company has investments in the following subsidiary undertakings. All subsidiaries listed are incorporated in the UK and the Company holds 100% of the ordinary shares unless otherwise stated. The registered address for all subsidiaries is, except as otherwise stated in the table below, the same as Thales UK Limited, which can be found on page 1.

<b>Subsidiary</b>	<b>Principal activity</b>
Thales Properties Limited	Property management
Aveillant Limited (became non-trading on 1 January 2024)	Drone detection
Thales DIS CPL UK Limited	Digital Security
Thales DIS UK Limited	Digital Security
XPI Simulation Limited	Non-trading
Thales Reading 1 Limited	Non-trading
Thales Missile Electronics Limited	Non-trading
Thales Air Defence Limited (Registered in Northern Ireland and registered address: Alanbrooke Road, Castlereagh, Belfast, BT6 9HB)	Non-trading
Thales Naval Limited	Non-trading
Thales Corporate Services Limited	Non-trading
Thales e-Security Limited	Non-trading
Thales ATM Limited	Non-trading
Thales Avionics Limited	Non-trading
Thales Optronics Limited	Non-trading
Thales Training & Simulation Limited	Non-trading
Thales Training & Simulation Limited holds investments in the following UK subsidiaries:	
Thales Training & Simulation (Eagle Middle Wallop) Limited – 100%	Non-trading
Thales Training & Simulation (Merlin) Limited – 100%	Non-trading
Thales Training & Simulation (Ace Holdings) Limited – 100%	Non-trading
Thales Training & Simulation (Ace Holdings) Limited holds an investment in the following UK subsidiary:	
Thales Training & Simulation (Ace) Limited – 100%	Non-trading
Thales Training & Simulation Limited also has an investment in a non-UK company as follows:	
The Advanced Arabian Simulation Company – incorporated in Saudi Arabia - 40%	Training Services
Thales DIS UK Limited has an investment in Multos Limited – 100%	Digital Security

In addition to the above subsidiaries, the Company also held investments in certain subsidiaries which were acquired on 31 October 2024 from fellow Group company, Thales Electronics Limited. Details are provided below – see next page.

Notes to financial statements (continued)  
for the year ended 31 December 2024

**11. Investments in subsidiaries (continued)**

**Subsidiaries acquired from Thales Electronics Limited on 31 October 2024**

<b>Name of subsidiary</b>	<b>Principal activity</b>
Decca Limited	Non-trading company
Controls and Communications Limited	Non-trading company
Thales Overseas Holdings Limited	Holding company
Racal Executive Trustee Limited	Non-trading company
Racal Norsk Limited – 51%	Non-trading company
Thales (Wigmore Street) Limited	Holding company
Thales (Wigmore Street) Limited wholly owns the following UK subsidiaries:	
Thales (Weybridge) Limited	Intermediate holding company
Link-Miles Limited	Non-trading company
Thales (Weybridge) Limited holds investments in the following UK subsidiary:	
Airsafe Limited	Non-trading company

Further details regarding the cost of these acquisitions is provided in the following table – see next page.

Notes to financial statements (continued)  
for the year ended 31 December 2024

**11. Investments in subsidiaries (continued)**

	<b>Total £000</b>
<b>Cost</b>	
At 1 January 2024	474,469
Additions – see note *	-
Disposals	-
	474,469
At 31 December 2024	474,469
<b>Impairment</b>	
At 1 January 2024	372,406
Impairment for the year – see note **	-
Disposals	-
	-
At 31 December 2024	372,406
<b>Carrying amount</b>	
At 31 December 2024	102,063
At 31 December 2023	102,063

Note \* As described above in this note, the Company acquired 100% of the shares in certain fellow Group companies from another Group company, Thales Electronics Limited. These acquisitions took place on 31 October 2024 and were made for nominal value which reflects the fact that the acquired entities are non-operating and had already been recognised at £nil value in the books of Thales Electronics Limited.

Note \*\* The Company tests annually for impairment or more frequently if there are indications that the carrying value of investments in subsidiaries might be impaired. Indicators of such impairment would include a significant change in the nature or scale of operations, including profitability and cash generation, as well as the value of assets and liabilities within the subsidiaries' balance sheets. Where appropriate, discounted cash flow techniques are also used to evaluate the net present value of the subsidiaries and this is compared to the carrying value in the Company of the investments to determine if there are any impairments.

Notes to financial statements (continued)  
for the year ended 31 December 2024

**12. Profit on disposal of subsidiary**

**Ground Transportation Systems UK Limited**

On 31 January 2023, the Company transferred its ownership of the entire issued share capital of Ground Transportation Systems UK Limited to a fellow subsidiary of the Thales SA group of companies, resulting in the Company recognising a profit on disposal of £81,031,000. The company to which the Company transferred its 100% holding of the shares of Ground Transportation Systems UK Limited was Centelec UK Limited. Centelec UK Limited was incorporated on 21 January 2023, and was the entity in which Thales SA grouped the majority of its Ground Transportation businesses in preparation for the disposal of the worldwide Thales Ground Transportation business to Hitachi, which was completed on 31 May 2024.

On the 3rd June 2024, Ground Transportation Systems UK Limited changed its name to Hitachi Rail GTS UK Limited.

In March 2025 the final sale price for the disposal of GTS was confirmed between Thales and the acquirer, Hitachi. This resulted in a £3m additional profit on disposal for the Company.

Notes to financial statements (continued)  
for the year ended 31 December 2024

**13. Investment in joint ventures and associates**

	Investments in joint ventures	Investments in associates	Total
	£000	£000	£000
<b>Cost</b>			
At 1 January 2024	100	14,885	14,985
Additions	-	-	-
At 31 December 2024	100	14,885	14,985
<b>Impairment</b>			
At 1 January 2024	-	-	-
Impairment for the year (see below re Aquila)	100	-	100
At 31 December 2024	100	-	100
<b>Carrying amount</b>			
At 31 December 2024	-	14,885	14,885
At 31 December 2023	100	14,885	14,985

The Company has investments in the following joint ventures held at nominal values:

Name of joint venture	Holding	Nature of activities	Place of business
Aquila Air Traffic Management Services Limited	50%	Military ATM supply and service	England
A400M Training Services Limited	51%	A400M Training	England
UAV Tactical Systems Limited	49%	Manufacture of electronic components	England

A400M Training Services Limited is managed as a joint venture under the joint control arrangements with the other shareholder Airbus Military SL.

Notes to financial statements (continued)  
for the year ended 31 December 2024

**13. Investment in joint ventures and associates (continued)**

The Company has investments in the following associates:

<b>Name of associate</b>	<b>Holding</b>	<b>Nature of activities</b>	<b>Place of business</b>
Airtanker Holdings Limited	15.38%	Voyager Aircraft supply	England
Airtanker Services Limited	23.51%	Voyager Aircraft service	England

The Company's interest in the equity of its Joint Venture and Associate investment companies and its share of their respective earnings is included in the consolidated financial statements of the Company's ultimate parent, Thales SA.

None of these investments recorded an operating loss for the most recent period for which the investee's published accounts are available, except Aquila Air Traffic Management Services Limited (Aquila).

The audited financial statements of Aquila for the year ended 31 March 2024 show that Aquila reported a loss for the year of £32.8m (2023: profit £1m).

Accordingly, Thales SA included in its financial statements for the year ended 31 December 2024 the Thales share of the Aquila loss, being £16.4m at 50%.

As a result of the financial performance of Aquila in indicated above, the Company impaired fully its £100,000 investment in the shares of Aquila.

Notes to financial statements (continued)

for the year ended 31 December 2024

14. Tangible Assets

	Right of Use Assets – Vehicles	Right of Use Assets - Buildings	Long Term Leasehold Premises	Plant, Machinery, Furniture & Vehicles	Total
	£000	£000	£000	£000	£000
<b>Cost</b>					
<b>At 31 December 2023</b>	<b>5,396</b>	<b>119,430</b>	<b>9,942</b>	<b>325,094</b>	<b>459,862</b>
Additions	1,635	139	2	14,698	16,474
Disposals	(2,325)	(8)	-	(365)	(2,698)
<b>At 31 December 2024</b>	<b>4,706</b>	<b>119,561</b>	<b>9,944</b>	<b>339,427</b>	<b>473,638</b>
<b>Depreciation and Impairment</b>					
<b>At 31 December 2023</b>	<b>2,491</b>	<b>38,471</b>	<b>9,220</b>	<b>256,461</b>	<b>306,643</b>
Charge for the year	1,309	8,334	170	13,824	23,637
Disposals	(2,325)	(8)	-	(326)	(2,659)
<b>At 31 December 2024</b>	<b>1,475</b>	<b>46,797</b>	<b>9,390</b>	<b>269,959</b>	<b>327,621</b>
<b>Carrying Amount</b>					
<b>At 31 December 2024</b>	<b>3,231</b>	<b>72,764</b>	<b>554</b>	<b>69,468</b>	<b>146,017</b>
<b>At 31 December 2023</b>	<b>2,905</b>	<b>80,959</b>	<b>722</b>	<b>68,633</b>	<b>153,219</b>

Right-of-use assets represent the rights acquired under lease agreements which meet the qualifying criteria of IFRS 16 'Leases', and are stated net of accumulated depreciation.

There were no borrowing costs capitalised during the year ended 31 December 2024 (2023: £Nil).

There was no temporary idle property, plant and equipment at 31 December 2024 (2023: £Nil).

At 31 December 2024, amounts contracted for but not provided in the financial statements for the acquisition of property, plant and equipment amounted to £3,793,000 (2023: £2,781,000).

Notes to financial statements (continued)  
for the year ended 31 December 2024

**15. Stocks**

	<b>2024</b>	<b>2023</b>
	<b>£000</b>	<b>£000</b>
Raw materials and consumables	31,122	22,829
Work-in-progress	136,678	105,441
Finished goods and goods for resale	15,713	11,298
	<u>183,513</u>	<u>139,568</u>

Stocks are stated after provisions for impairment of £19,365,000 (2023: £20,374,000).

The movement in the stock provision is included in cost of stocks recognised as an expense (Note 5). Included in 2023 was a stock write off for £388,610.

**16. Debtors**

	<b>2024</b>	<b>2023</b>
	<b>£000</b>	<b>£000</b>
<b>Debtors, amounts falling due within one year</b>		
Trade receivables from third parties – net of provision	82,250	95,906
Trade receivables from group undertakings within one year	21,068	18,080
Trade receivables from joint ventures	4,752	761
Total trade receivables – net of provision	<u>108,070</u>	<u>114,747</u>
Contract assets	306,676	301,698
Loan due from ultimate parent company	-	542,255
Amounts receivable from parent company	917,753	-
Amounts receivable from group undertakings	-	457
Loan to joint ventures	21,886	20,099
Derivative financial instruments – cash flow hedges	23,037	9,720
Corporation tax	2,429	2,317
Prepayments and other debtors	274,090	201,555
	<u>1,653,941</u>	<u>1,192,848</u>
<b>Debtors, amounts due after one year</b>		
Loans due from group undertakings falling due after one year	580,668	572,179
Loan notes receivable from associates	21,945	24,113
	<u>602,613</u>	<u>596,292</u>
<b>Total Debtors</b>	<u>2,256,554</u>	<u>1,789,140</u>

## Notes to financial statements (continued)

for the year ended 31 December 2024

### 16. Debtors (continued)

Total contract assets have increased by £5m, which is primarily attributable to the timing of invoicing resulting in an increase in unbilled revenue.

The loan receivable of £542.3m at 31 December 2023 from the ultimate parent company represented a deposit which was repaid on 17 June 2024, and carried an interest rate of 0.77% p.a.

The balance receivable of £917.8m from parent company (Thales Holdings UK Plc) represents the Company's cash held in the Group's cash pooling facility, which is managed by Thales Holdings UK Plc, for the UK group.

The loan receivable after one year of £580.7m from group undertakings is a term loan with a fixed settlement date and a fixed interest rate, which was signed on 31 March 2021. Thales UK Ltd entered into this new loan agreement with Thales USA which combined two previous loans, for a new amount of \$720,000,000. This loan matures on 31 March 2027. Interest accrues on the loan at a rate of 4.69% pa and is paid twice yearly on 31 March and 30 September.

Loan notes receivable from associates as at 31 December 2024 are repayable by 31 March 2035 and attract interest at SONIA plus 7%.

The loan to joint venture represents a flexible facility which can be drawn on to a maximum amount of £25m, and is repayable on 31 December 2025. The loan carries an interest rate of 3.75%. This was an extension of a previous loan signed in a new agreement dated 1 April 2020.

The Directors consider that the carrying amount of trade and other debtors approximates their fair value.

A provision has been made for estimated irrecoverable amounts from the sale of goods and services, including all intercompany receivables and loan assets, using an expected credit loss model, with parameters based on past default experience. The table below shows the movement in this provision during the year.

Management have assessed the probability of default on receivables from group undertakings including subsidiaries and joint ventures, it has concluded that there has not been a significant increase in credit risk since the amounts were first advanced. Therefore, no expected credit loss has been recognised in respect of these amounts.

	<b>2024</b>	<b>2023</b>
	<b>£000</b>	<b>£000</b>
At 1 January	9,346	5,680
Unutilised amounts reversed	(275)	(2,059)
Charge for the year	48	5,725
At 31 December	<u>9,119</u>	<u>9,346</u>

Notes to financial statements (continued)  
for the year ended 31 December 2024

**17. Creditors**

<b>Current</b>	<b>2024</b>	<b>2023</b>
	<b>£000</b>	<b>£000</b>
Trade payables	55,347	59,537
Trade payables owed to group undertakings	15,932	17,165
Contract liabilities	818,925	662,228
Amounts owed to group undertakings	63,440	656,893
Amounts owed to joint ventures	783	304
Derivative financial instruments – cash flow hedges	100,094	73,942
Bank overdraft	191	50
Other creditors	1,008	852
Other taxes and social security	56,581	51,057
Accruals and deferred income	25,163	32,766
	<u>1,137,464</u>	<u>1,554,794</u>

The increase in contract liabilities of £156.7m since 2023 is primarily the result of customer advances received during the year.

All trade payables will be paid within the next 12 months.

The amounts owed to group undertakings of £63.4m at 31 December 2024 consist of current accounts within the Thales group cash pooling arrangement. They are interest-bearing at the Thales group cash pool rate, and have no fixed date of repayment.

The reduction in amounts owed to group undertakings at 31 December 2024 compared with the previous year end is due to the fact that the Company received £850,000,000 cash in May 2024 from its parent company, Thales Holdings UK Plc, in payment for 850,000,000 new shares. The cash received is held in the Company's account in the Thales group cash pool, thus increasing the Company's net cash position.

The amount owed of £656.9m at 31 December 2023 primarily reflects the net impact of funding the pension buy-in (completed in December 2023), for which the Company had borrowed £850m via the cash pool, partially offset by the disposal proceeds received by the Company for the transfer of its shares in Ground Transportation Systems UK Limited to Centelec UK Limited in January 2023. On the 3 June 2024, Ground Transportation Systems UK Limited changed its name to Hitachi Rail GTS UK Limited.

The Directors consider that the carrying amount of trade payables approximates their fair value based on the nature of the underlying obligations.

Notes to financial statements (continued)

for the year ended 31 December 2024

**18. Lease liabilities**

At the year end the Company had the following liability to make future lease payments. These are presented as the aggregate gross amount of payments committed under each lease with an allowance calculated to exclude future interest at the applicable rate for each lease.

**At 31 December 2024**

	<b>Gross Payments</b>	<b>Interest not yet incurred</b>	<b>Net obligation</b>
	£000	£000	£000
Lease payments due in less than 12 months	12,171	(348)	11,823
Lease payments due between 12 months and 5 years	42,912	(3,460)	39,452
Lease payments due after 5 years	55,840	(16,330)	39,510
<b>Total lease payments due</b>	<b>110,923</b>	<b>(20,138)</b>	<b>90,785</b>
Amounts shown in Current Liabilities			11,823
Amounts shown in Non-current Liabilities			78,962
<b>Total lease payments due</b>			<b>90,785</b>

**At 31 December 2023**

	<b>Gross Payments</b>	<b>Interest not yet incurred</b>	<b>Net obligation</b>
	£000	£000	£000
Lease payments due in less than 12 months	10,847	(268)	10,579
Lease payments due between 12 months and 5 years	39,954	(3,065)	36,889
Lease payments due after 5 years	66,056	(15,044)	51,012
<b>Total lease payments due</b>	<b>116,857</b>	<b>(18,377)</b>	<b>98,480</b>
Amounts shown in Current Liabilities			10,579
Amounts shown in Non-current Liabilities			87,901
<b>Total lease payments due</b>			<b>98,480</b>

The total cash outflow during the year in relation to the above leases was £12,001,000 (2023: £9,760,000).

The Company did not have any short term or low value leases in the current or prior year.

Notes to financial statements (continued)  
for the year ended 31 December 2024

**19. Provisions**

	<b>Contract Costs £000</b>	<b>Warranty costs £000</b>	<b>Restructuring costs £000</b>	<b>Total £000</b>
<b>At 31 December 2023</b>	<u>71,228</u>	<u>8,960</u>	<u>4,124</u>	<u>84,312</u>
Additional provision in the year	27,743	4,231	-	31,974
Utilisation in the year	<u>(40,553)</u>	<u>(2,421)</u>	<u>(1,908)</u>	<u>(44,882)</u>
<b>At 31 December 2024</b>	<u>58,418</u>	<u>10,770</u>	<u>2,216</u>	<u>71,404</u>

The provision for contract costs relates to certain onerous contracts where it is anticipated that total costs to be incurred in completing the associated works will exceed the total contracted revenues at completion. It is anticipated that the amounts provided for will be paid out over a period of 1 – 2 years. The utilisation of the provision during the year combines the resolution of a third party claim in relation to a major contract and the cost of work performed on all of the Company's loss making contracts.

The provision for warranty costs relates to anticipated costs to be borne by the Company in respect of rectification and support of products which have already been delivered to customers in fulfilment of its contractual obligations. In the normal course of business it is anticipated that warranty provisions will be utilised within five years. The amount of the provision stated above is not discounted, on the grounds that the timing of such flows is not fixed, and any impact is considered by the Company to be insignificant.

The provision for restructuring costs relates to anticipated costs to be borne by the Company in respect of planned reorganisation of its operational activities. Restructuring costs are normally paid out within one year of the balance sheet date.

## Notes to financial statements (continued)

for the year ended 31 December 2024

### 20. Retirement benefit schemes

The Thales Group operates a number of schemes within the UK for the benefit of employees. The schemes include both defined benefit schemes and defined contribution schemes.

#### Defined contribution schemes

The total cost charged to income in relation to defined contribution schemes amounted to £26,872,000 (2023: £18,509,000) representing contributions payable to the schemes by the Company at rates specified in the rules of the plan.

#### Defined benefit schemes

The Thales Group in the UK operates three defined benefit schemes. These schemes are sponsored and governed by Thales UK Limited, namely the Thales UK Pension Scheme (TUPS), the Thales Information Systems Scheme, plus the Avimo Pension Scheme. The data below combines all three of these schemes.

#### Pension obligations recognised in the balance sheet

	2024	2023
	£000	£000
<b>Net obligation at 1 January</b>	<b>(4,072)</b>	<b>(441,730)</b>
<i>Impacts of pension buy-in</i>		
Past service cost	(23,000)	(116,300)
Loss on settlements	(4,300)	(225,380)
Administrative expenses (attributable to post buy-in / buy-out)	(21,080)	(7,450)
Non-recurring pension expenses due to buy-in (See below)	(48,380)	(349,130)
Current service cost	-	(6,975)
Administrative expenses (attributable to pre-buy-in / buy-out)	-	(4,050)
	(48,380)	(360,155)
Interest expense on defined benefit obligation	(119,000)	(121,500)
Interest income on plan assets	118,800	104,600
Total net interest cost	(200)	(16,900)
Defined benefit cost included in the profit and loss before tax	(48,580)	(377,055)
Actuarial losses included in other comprehensive income	(5,405)	(136,995)
Employer contributions	3,657	951,708
<b>Net obligation at 31 December</b>	<b>(54,400)</b>	<b>(4,072)</b>

Notes to financial statements (continued)  
for the year ended 31 December 2024

**20. Retirement benefit schemes (continued)**

**Non-recurring pension expenses due to buy-in**

**Year ended 31 December 2024**

The total non-recurring pension expense in 2024 was £48,380,000.

The past service cost of £23,000,000 is estimated to cover the cost of certain Data Correction Actions (DCAs) for which the Company's Buy-in insurer, Rothesay, is not responsible under the TUPS buy-in which was undertaken in December 2023. DCAs arise in relation to GMP equalisation, historic member transfers and certain historic annuities. It is anticipated that the Company will determine and settle the majority of these cases in the year to 31 December 2025.

The loss on settlement of £4,300,000 arose on the buy-in of the Avimo pension scheme in August 2024, and represents the excess in the value of the assets transferred by the scheme to Rothesay in satisfaction of the buy-in premium over the IAS 19 obligations assumed by the insurer, Rothesay. It is assumed that a full Buy-out will be completed in 2026.

The administrative expenses of £21,080,000 are deemed to be wholly attributable to the overall pension buy-in process (leading to TUPS buy-out planned for later in 2025), taking due account of the fact that the schemes no longer have any recurring activities.

**Year ended 31 December 2023**

The total non-recurring pension expense in 2023 was £349,130,000.

The past service cost of £116,300,000 is the cost of certain Data Correction Actions (DCAs) for which the Company's Buy-in insurer, Rothesay, assumed responsibility under the pension buy-in which was undertaken in December 2023.

The loss on settlement of £232,830,000 arose on the buy-in of the Thales UK Pension Scheme (TUPS) in December 2023, and represents the excess in the value of the assets transferred by the scheme to Rothesay in satisfaction of the buy-in premium over the IAS 19 obligations assumed by the insurer, Rothesay.

The non-recurring administrative expenses of £7,450,000 are deemed to be wholly attributable to the overall pension buy-in process (leading to buy-out planned for later in 2025), taking due account of the fact that the schemes no longer have any recurring activities.

The administrative expenses of £4,030,050 are not included in the non-recurring costs of the buy-in because they relate to the period in the year prior to the buy-in when TUPS was operating as an active pension scheme.

Notes to financial statements (continued)

for the year ended 31 December 2024

20. Retirement benefit schemes (continued)

Changes in defined benefit obligations and plan assets

	2024	2023
	£000	£000
<b>Obligations at 1 January</b>	<b>(2,786,323)</b>	<b>(2,554,461)</b>
Current service cost	-	(6,975)
Past service cost	(23,000)	(116,300)
Interest expense	(119,000)	(121,500)
Plan participants' contribution	-	(5,000)
Experience adjustments	83,100	(11,400)
Actuarial gains / (losses) on financial assumptions	261,700	(113,500)
Actuarial gains on demographic assumptions	-	600
Benefit payments from plan	151,300	141,600
Benefits paid by employer	613	613
<b>Obligations at 31 December</b>	<b>(2,431,610)</b>	<b>(2,786,323)</b>
<b>Plan assets at 1 January</b>	<b>2,782,251</b>	<b>2,150,936</b>
Interest income	118,800	104,600
Employer's contribution	3,044	951,095
Plan participants' contribution	-	5,000
Benefit payments from plan	(151,300)	(141,600)
Benefits paid by employer	-	-
Settlement payments from plan assets	(4,300)	(232,830)
Fund costs – Administrative expenses	(21,080)	(4,050)
Experience gains losses	(350,205)	(50,900)
<b>Plan assets at 31 December</b>	<b>2,377,210</b>	<b>2,782,251</b>
<b>Change in asset ceiling / onerous liability</b>		
<b>Asset ceiling / onerous liability at 1 January</b>	-	<b>(38,205)</b>
Interest income	-	-
Re-measurements - changes in asset ceiling / onerous liability*	-	38,205
Exchange rate impacts	-	-
<b>Asset ceiling / onerous liability at 31 December</b>	<b>-</b>	<b>-</b>

\*The re-measurement shown above is an adjustment to the defined benefit asset in accordance with IFRIC 14, taking into account the minimum funding requirement of the defined benefit plans. More information on the funding obligation is included further in this note.

## Notes to financial statements (continued)

for the year ended 31 December 2024

### 20. Retirement benefit schemes (continued)

#### Main actuarial assumptions used

The actuarial assumptions are the following:

	2024	2023
Discount rate	5.36%	4.40%
Future retail price index inflation	3.07%	2.99%
Future salary increase rate	4.07%	3.99%

The increase in the discount rate from 2023 to 2024 derived from an increase in corporate bond yields over the period. The discount rates were obtained by reference to market yields on high quality bonds (Government bonds and high-quality corporate bonds with maturity dates equivalent to those of the plans being measured). In this context, the Company referred to the iBoxx Corporate AA index, adjusted in accordance with the duration of the scheme commitments.

In determining the pension liabilities, the Company used mortality assumptions which were based on published mortality tables. The actuarial table used for all schemes was: SAPS S2 P year of birth tables, with appropriate weightings to reflect the scheme membership, and a future improvements assumption in line with the CMI 2020 (core) model.

The major categories of plan assets as a percentage of the fair value of the total plan assets are as follows:

	2024	2023
Investment Grade Credit	1%	2%
Alternative Growth	1%	4%
Matching assets (gilts) and cash	2%	5%
Insurance policies	96%	89%
Total	100%	100%

The remaining investments held within the plan assets consist of a range of semi-liquid financial instruments. Redemption requests have been submitted for all assets; however, these instruments are not immediately convertible to cash, but the redemption process is expected to conclude within 18 months from the date of signing these financial statements. These assets include investments that are not readily marketable, such as Ground Leases, Insurance-Linked Securities, and Secured Finance.

The discount rate used in valuing the scheme obligations during 2024 was 5.36%, compared with 4.40% for 2023.

**Notes to financial statements (continued)**  
**for the year ended 31 December 2024**

**20. Retirement benefit schemes (continued)**

The defined benefit net obligation of £54,400,000 as at 31 December 2024 is based on the actuarial assumptions detailed above.

As at 31 December 2024, the impact of a change in the actuarial assumptions on the defined benefit net obligation would have been as follows:

Sensitivity in basis points	+ 0.10%	-0.10%	+ 0.25%	-0.25%	+ 0.50%	-0.50%
(Decrease) / increase in net obligation (£ millions)	(£25.8)	£26.4	(£64.2)	£67.1	(125.2)	£137.5

For the amounts presented as at 31 December 2024, an increase of the retail price inflation rate of 25 basis points would have increased the commitment by £30,700,000 and a reduction of 25 basis points would have reduced the commitment by £39,200,000.

**Regulatory framework**

The funded UK schemes are subject to UK legislation including the payment of levies to the pension protection fund as set out in the Pension Act 2004.

**Maturity profile of defined benefit obligations**

The weighted average duration of the scheme benefit obligations is 12 years (2023: 13 years).

## Notes to financial statements (continued)

for the year ended 31 December 2024

### 20. Retirement benefit schemes (continued)

#### Funding

Thales is subjected to funding obligations due to defined benefit pension commitments.

In accordance with the regulations in force, the funding level of pension commitments of the Thales UK schemes is measured every three years by way of a full actuarial valuation. Following this measurement, a new funding plan and / or the provision of guarantees in favour of the plan is decided, in coordination with the trustees.

The most recent actuarial valuation of TUPS was conducted as at 31 December 2023 and was published in January 2025. This takes due account of the TUPS buy-in which was completed on 3<sup>rd</sup> December 2023, including the £850m one-off contribution made by the Company to TUPS to enable the pension scheme to enter into the buy-in agreement with Rothesay.

The actuarial valuation at 31 December 2023 reported a net deficit on TUPS of £50m. The actuarial valuation at that date notes that the scheme was closed to future contributions from 30 September 2023, and that no future member or Employer regular contributions are payable from that date.

However, under the terms of the buy-in agreement between the Company and the TUPS Trustees, the Company is obliged to make future contributions to TUPS to address any funding shortfall which results in a net deficit. There is a long stop date of 17<sup>th</sup> January 2030 by which time the Company is obliged to pay £50m to TUPS in respect of the net deficit of £50m identified in the 31 December 2023 actuarial valuation report.

As a result of the buy-in, the Company has put in place alternative pension arrangements which include defined contributions of 14% of pensionable salary for members who were active members at the date of the buy-in.

Additionally, it is anticipated that the parent company guarantee will remain in place until the planned buy-out of the pension scheme liabilities has been progressed to an appropriate point.

The Thales SA parent company guarantee in favour up TUPS has a value of £1,275,000,000 (2023: £1,275,000,000).

Notes to financial statements (continued)

for the year ended 31 December 2024

21. Deferred tax

Deferred tax asset:	Capital allowances £000	Pensions £000	Cash flow hedges £000	Tax losses £000	Other £000	Total £000
As at 1 January 2024	24,967	79,033	-	-	-	104,000
Deferred tax charged to the income statement	(2,288)	-	-	-	-	(2,288)
Deferred tax charged to other comprehensive income	-	-	-	-	-	-
<b>As at 31 December 2024</b>	<b>22,679</b>	<b>79,033</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>101,712</b>

	Capital allowances £000	Pensions £000	Cash flow hedges £000	Tax losses £000	Other £000	Total £000
As at 1 January 2023	53,438	79,033	-	-	-	132,471
Deferred tax charged to the income statement	(28,471)	-	-	-	-	(28,471)
Deferred tax charged to other comprehensive income	-	-	-	-	-	-
<b>As at 31 December 2023</b>	<b>24,967</b>	<b>79,033</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>104,000</b>

The balance comprises temporary differences attributable to;

	2024 £000	2023 £000
Capital Allowances	22,679	24,967
Pension reserve	79,033	79,033
Net deferred tax asset	<b>101,712</b>	<b>104,000</b>

A deferred tax asset totalling £242,857,000 (2023: £254,052,000) has not been recognised on tax losses, cash flow hedges, pensions and other timing differences. This asset may be recovered if sufficient taxable profits arise in the future.

There are no significant temporary differences associated with the Company's investments in subsidiaries, joint ventures and associated undertakings.

Notes to financial statements (continued)

for the year ended 31 December 2024

**22. Share capital**

	<b>2024</b>	<b>2023</b>
	<b>£000</b>	<b>£000</b>
<i>Authorised</i>		
1,274,279,768 ordinary shares of £1 each	1,274,280	1,274,280
850,000,000 new ordinary shares of £1 each	<u>850,000</u>	<u>-</u>
2,124,279,768 ordinary shares of £1 each	<u>2,124,280</u>	<u>1,274,280</u>
<i>Allotted, called-up and fully paid</i>		
1,274,279,768 ordinary shares of £1 each	1,274,280	1,274,280
850,000,000 new ordinary shares of £1 each	<u>850,000</u>	<u>-</u>
2,124,279,768 ordinary shares of £1 each	<u>2,124,280</u>	<u>1,274,280</u>

Share capital represents the nominal value of the shares that have been allotted. All shares rank equally, and carry the right to vote at meetings of the Company's shareholders as well as the right to receive dividends and share in the residual proceeds of the Company's assets on a winding up.

At a meeting of the Board held on 14 May 2024, the Directors considered an application by Thales Holdings UK plc to subscribe for 850,000,000 new ordinary shares of £1 each to be paid in cash, with all new shares to rank *pari passu* in all respects with the ordinary shares already held by Thales Holdings UK plc, representing 100% of the Company's existing issued share capital.

Accordingly, the Directors approved a resolution to increase the Company's authorised share capital to £2,124,280,000, and allotted 850,000,000 new shares of £1 each to Thales Holdings UK plc.

In full satisfaction of the value of the new shares allotted and issued in its favour, Thales Holdings UK plc transferred £850,000,000 to the Company on 16 May 2024.

As indicated in the Strategic report (Key Decisions) the Company used the £850,000,000 to repay the sum of £850,000,000 it had borrowed in December 2023 via the Thales Group cash pool to fund the one-off contribution of £850,000,000 which it paid into the Thales UK Pension Scheme as part of the pension buy-in which was completed in December 2023.

Further detail is provided in Note 17.

Notes to financial statements (continued)  
for the year ended 31 December 2024

**23. Share based payments**

Thales UK employees participate in the share-based payment schemes of Thales SA as detailed below:

Phantom share plans - awards made in 2021, 2022, 2023, 2024

A description of the scheme is provided below.

**Phantom Share plans**

This plan will deliver phantom shares to the beneficiaries at the end of a four-year period. The initial fair value of these phantom shares will correspond to the opening price of the Thales shares on the Paris Stock Exchange Euronext on the date they were granted.

Phantom shares are linked to internal performance conditions, which will be validated each year by the Thales Board of Directors. For valuation purposes, we have assumed that these performance conditions will be met at 100%. This figure may be revised during each year of the vesting period and the corresponding expense will be adjusted accordingly.

At 31 December 2024, 80,342 phantom shares, granting the right to a cash payment after a four- year vesting period were outstanding, of which all are subject to performance conditions. The weighted average remaining contractual life of phantom shares outstanding at 31 December 2024 was 23 months (2023: 24 months).

The expense arising in the year from phantom share plans was £1,994,308 (2023: £2,204,000). The weighted average share price at the date of exercise for phantom shares vested during the year was €148.15 (2023: €131.45).

**24. Payments under service arrangements**

At the date of the statement of financial position the Company had outstanding commitments under service arrangements which fall due as follows:

	<b>2024</b>	<b>2023</b>
	<b>£000</b>	<b>£000</b>
Payments due in less than 12 months	4,677	4,686
Payments due between 12 months and 5 years	8,844	13,104
	13,521	17,790

The main service agreements held by the Company with third parties relate to the provision of warehouse space, stock management and logistics services, and to a lesser extent, the service element in relation to car leases.

## Notes to financial statements (continued)

for the year ended 31 December 2024

### 25. Contingent liabilities

There are contingent liabilities in the event of a claim for breach or non-performance of the terms of certain contracts against which bank guarantees have been issued amounting to £13,963,375 (2023: £15,877,330). In addition, in the normal course of business there are advance payment bank guarantees amounting to £62,079,300 (2023: £84,755,791) and other bank guarantees amounting to £41,827,119 (2023: £42,112,708).

The Company has also issued guarantees in its own name to third parties amounting to £78,333,400 (2023: £78,718,786), and to Thales SA of £2,810,534,888 (2023: £2,667,112,193) which includes a £1,275,000,000 counter guarantee to Thales SA in respect of the Thales UK pension scheme.

The Company has also issued Letters of Support in favour of certain subsidiaries to provide additional comfort regarding the provision of financial support to assist these subsidiaries in meeting their liabilities as and when they fall due, but only to the extent that money is not otherwise available to these subsidiaries to meet such liabilities. Where such Letters of Support are provided, the requirement for such additional comfort is reviewed annually, and each Letter of Support is valid for a period of at least 12 months from the date of signature of the recipient company's balance sheet.

In November 2024, the Parquet National Financier (PNF) in France and the Serious Fraud Office (SFO) in the United Kingdom initiated an investigation in relation to four Thales entities located in France and the UK, regarding the performance of a contract in Asia.

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.

## Notes to financial statements (continued)

for the year ended 31 December 2024

### 26. Related party transactions

The immediate parent company is Thales Holdings UK Plc, a company incorporated in England and Wales. The ultimate parent company, which is also the ultimate controlling party, is Thales SA, a company registered in France. This is also both the largest and smallest group which includes the Company and for which consolidated financial statements are prepared. Copies of the group financial statements of Thales SA are available from 4 rue de la Verrerie, 92190 Meudon, France.

#### Trading transactions

During the year, the Company entered into the following trading transactions with related parties:

	Sale of goods		Purchase of goods		Amounts owed by related parties		Amounts owed to related parties	
	2024	2023	2024	2023	2024	2023	2024	2023
	£000	£000	£000	£000	£000	£000	£000	£000
Joint ventures	32,091	6,481	20,730	14,562	26,638	20,860	783	304
Associates	33,978	31,629	-	-	21,945	24,113	-	-

Expected credit losses attributable to related parties were £nil (2023: £nil). The expense recognised in the year in respect of bad and doubtful debts due from related parties was £nil (2023: £nil).

Sales of goods to related parties were made at the Company's usual list prices. Purchases were made at market price discounted to reflect the quantity of goods purchased and the relationships between the parties.

The amounts outstanding are unsecured and will be settled in cash.

The remuneration of the Directors is provided in Note 8.

### 27. Events after the balance sheet date

In March 2025 the final sale price for the disposal of GTS was confirmed between Thales and the acquirer, Hitachi. This resulted in a £3m additional profit on disposal for the Company, and this has been included in the 2024 financial statements as the sale was completed in May 2024.

In the Directors' view, other than as specifically disclosed in these financial statements, there are no events which have happened since the date of these financial statements which might require any of the financial amounts disclosed at 31 December 2024 to be adjusted, nor are there any non-adjusting events since the balance sheet which might otherwise require to be disclosed in these financial statements.