

Thales completes the acquisition of RUAG S&T, becoming a European leader in the field of training and simulation



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- The merging of Thales and RUAG S&T will provide advanced solutions and services for combat readiness of land forces.
- As a result of the acquisition, Thales becomes one of the main European players in the field.
- This combination brings together more than 1,400 employees based in six countries (France, Switzerland, Germany, the United Kingdom, Australia and the UAE).
- As part of the Group's digital strategy, this integration will help accelerate the move towards developing more environmentally efficient and digital training solutions for the military.

Thales (Euronext Paris: HO) completes the acquisition of RUAG Simulation & Training, including its 500 employees and with sales worth approximately €90 million in 2021.

The consolidation will complement Thales's footprint in the land market in particular, meanwhile sustaining its field-proven expertise in helicopters and military aircraft solutions. This acquisition will provide an opportunity to reinforce local footprint in priority geographies (France, Switzerland, Germany, and United Kingdom), while increasing presence in UAE and Australia.

The synergies of Thales and RUAG S&T will create new opportunities to accelerate the deployment of next generation hybrid solutions, combining world-class live and synthetic expertise. The initiative, which is driven by the digitalization of land forces, is fully in line with the global evolution toward more environmentally friendly solutions, in line with Thales ESG commitments.

With the formal acquisition process completed, the next step will be to initiate the integration of the two companies to create a more efficient business, while ensuring the continuity of activities and operations for the benefit of the armed forces.

Thales, Training & Simulation

Thales' Training & Simulation business designs and delivers training capabilities for armed forces, civil and government helicopter operators worldwide. It also acts as an industrial partner for the co-

development of large-scale systems for defense programs. With 900 employees, the business has industrial sites in France, the United Kingdom, Germany and Australia, as well as joint ventures and training sites in the USA, Middle East and Europe.

RUAG Simulation & Training

Over the year, the company has demonstrated very strong technological competences and an outstanding ability to serve its customer with excellence. RUAG S&T thus benefits from a solid market reputation, and its portfolio includes significant contracts among which several ones with the Swiss Army. With 500 employees, the company started in Switzerland and does now operate in Switzerland, France, Germany and the United Arab Emirates.

About Thales

Thales (Euronext Paris: HO) is a high technology global leader who invests in digital and “deep tech” innovations — connectivity, big data, artificial intelligence, cybersecurity and quantum technology — to build a future we can all trust. This is vital in the development of our societies, which is why the company provides solutions, services and products that help its customers, who are in the form of businesses, organisations and states. These cover several key markets including defence, aeronautics, space, transportation and digital identity and security, allowing them to fulfil their principal missions by placing humans at the heart of the decision-making process.

Thales has 81,000 employees in 68 countries. In 2021, the Group generated sales of €16.2 billion.

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