



Public Limited Company with a share capital of 617 825 739 Euros  
Registered address : 4 rue de la Verrerie  
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552 059 024 RCS Nanterre

## 2025 LONG-TERM INCENTIVE PLAN GRANTED TO THE CHAIRMAN AND CHIEF EXECUTIVE OFFICER

On June 26, 2025, the Board of Directors approved the terms of the Long-Term Incentive Plan granted to the Chairman and Chief Executive Officer for the 2025 financial year, concerning 5,513 free performance shares at target, in accordance with the Compensation policy for Thales executive directors approved by the General Meeting of May 16, 2025 in its 12<sup>th</sup> resolution. In the event of outperformance, this number may be increased to a maximum of 8,270 free performance shares.

In accordance with the approved policy, the criteria and weight attached to this 2025 Plan are identical to those of the Plan awarded to the Chairman and Chief Executive Officer for the 2024 financial year.

The objectives and thresholds of this plan, approved by the Board, are as follows:

2025 LTI criteria	Weight	Objectives	Thresholds	Weight and payment in number of performance shares
<b>Cumulative free operating cash-flow over the period 2025/2027</b>	<b>30%</b>	Floor : <b>90%</b> x (budget 25 + budget 26 + budget 27)	If result < Floor	0%
			If result = Floor	15% 827 Shares
		Target : budget 25 + budget 26 + budget 27	If result = Target	30% 1,654 Shares
		Ceiling : <b>120%</b> x (budget 25 + budget 26 + budget 27)	If result >= Ceiling	45% 2,481 Shares
			Linear variation between Floor and Target, and between Target and Ceiling	
<b>Organic sales growth 2025/2027 (Compound annual growth rate, CAGR)</b>	<b>30%</b>	Floor : <b>90%</b> x CACR (budget 25 + budget 26 + budget 27)	If result < Floor	0%
			If result = Floor	15% 827 Shares
		Target : CACR (budget 25 + budget 26 + budget 27)	If result = Target	30% 1,654 Shares
		Ceiling : <b>120%</b> x CACR (budget 25 + budget 26 + budget 27)	If result >= Ceiling	45% 2,481 Shares
			Linear variation between Floor and Target, and between Target and Ceiling	
<b>Reduction in Scope 1 &amp; 2 Greenhouse Gas Emissions (CO<sub>2</sub>e) Absolute value 2027, compared to 2018 (at constant scope)</b>	<b>10%</b>	Floor: - 48 %	If result < Floor	0%
		Target: - <b>50 %</b>	If result = Floor	5% 276 Shares
		Ceiling: - 52%	If result = Target	10% 552 Shares
			If result >= Ceiling	15% 827 Shares
			Linear variation between Floor and Target, and between Target and Ceiling	

2025 LTI criteria	Weight	Objectives	Thresholds	Weight and payment in number of performance shares
Share of women in senior management (Pay grade 10-12) 2027 value	10%	Floor: 22,5% Target: <b>23,125 %</b> Ceiling: 23,75 %	If result < Floor	0%
			If result = Floor	5% 275 Shares
			If result = Target	10% 551 Shares
			If result >= Ceiling	15% 827 Shares
			Linear variation between Floor and Target, and between Target and Ceiling	
Total Shareholder return compared to CAC 40 index Measure based on performance at 12/31/2027 compared to 12/31/2024	10%	Floor: <b>median</b> of the CAC 40 Ceiling: <b>highest quintile</b> of the index	If TSR < median of the index	0%
			If TSR = median of the index	10% 551 Shares
			If TSR is in the highest quintile of the index	15% 827 Shares
			Linear variation between median and the highest quintile entry point	
Total Shareholder return compared to Euro Stoxx Total Market Aerospace & Defence Index Measure based on performance at 12/31/2027 compared to 12/31/2024	10%	Floor: <b>median</b> of the Euro Stoxx Total Market Aerospace & Defense Index Ceiling: <b>highest quintile</b> of the Index	If TSR < median of the index	0%
			If TSR = median of the index	10% 551 Shares
			If TSR is in the highest quintile of the index	15% 827 Shares
			Linear variation between median and the highest quintile entry point	

The Board of Directors has also implemented the change in the remuneration support for the 2021 and 2022 long-term compensation Plans of the Chairman and Chief Executive Officer, as approved by the Extraordinary General Meeting of May 16, 2025 under the terms of its 12<sup>th</sup> and 15<sup>th</sup> resolutions. Consequently, the Board of Directors has approved the terms of the specific plan involving the allocation of 23,935 free shares, subject to a two-year vesting period, 13,617 of which are also subject to a condition of presence on March 1, 2026. The performance units granted to the interested party under his 2021 and 2022 long-term compensation Plans are therefore no longer applicable.