

**BIOGRAPHIES OF THE DIRECTORS WHOSE
RENEWAL IS SUBMITTED TO THE COMBINED ORDINARY AND EXTRAORDINARY
GENERAL MEETING OF MAY 12, 2026**

Mr Patrice Caine (4th resolution)



(56 years old)

**Chairman and Chief
Executive Officer**

**Chairman of the Strategic
& CSR Committee**

Date of first appointment
December 23, 2014

**Seniority on the Board
(at 12/31/2025)**
11 years

Current term expires
2026 AGM

Number of shares held

- 25,773 Thales shares (of which 21,073 are held personally in registered form and 4,700 are held through a holding company); and
- 113 through the Group savings plan.

Born on January 7, 1970, of French nationality. A graduate of the École Polytechnique and the École des Mines de Paris, Patrice Caine is an ingénieur en chef in the Corps des Mines. He began his career in 1992 with the pharmaceutical group Fournier before becoming a mergers and acquisitions and corporate strategy advisor at Chaterhouse Bank Limited in London.

From 1995 to 1998, he served simultaneously as head of mission for the Prefect of the Franche-Comté Region and as Director of the Industrial Development and Energy Division at the Regional Directorate for Industry, Research, and the Environment (DRIRE).

From 1998 to 2000, he served on the Conseil Général des Mines, where he was responsible for human resources for the Corps des Mines. At that time, he was also responsible for training student engineers in the State technical corps at the École des Mines de Paris. From 2000 to 2002, he was technical advisor responsible for energy policy at the office of the Minister of the Economy, Finance, and Industry.

In 2002, Patrice Caine joined the Strategy Department at the Thales Group. He went on to hold management positions in various units – Aerospace and Naval, Communication, Navigation and Identification, Air Systems, Radio Communication Products, Networks and Infrastructure Systems, and Protection Systems.

In February 2013, Patrice Caine joined the Thales Executive Committee as Executive Vice President for Operations and Performance.

On December 23, 2014, he was appointed Chairman and Chief Executive Officer of Thales by the Board of Directors.

He was awarded the National Defence Medal, bronze level. He is an Officier de l'Ordre National du Mérite [Officer of the National Order of Merit] and a Chevalier de l'Ordre National de la Légion d'honneur [Knight of the National Order of the Legion of Honor].

List of offices and other positions in French and foreign companies

Positions held in other companies

In France: Director of Naval Group and of L'Oréal⁽¹⁾, First Vice-Chairman of GIFAS, Vice-Chairman of France Industrie (Cercle de l'Industrie and Groupe des Fédérations Industrielles), Chairman of the Association Nationale de la Recherche et de la Technologie (ANRT), member of the Conseil National de l'Industrie and its Executive Committee.

Abroad: none.

Other positions held by Mr. Caine over the last five years

In France: none.

Abroad: none.

⁽¹⁾ Listed company

Ms Anne-Claire Taittinger (5th resolution)



(76 years old)

Independent director

Chairwoman of the Audit and Accounts Committee

Date of first appointment
May 15, 2012

Seniority on the Board (at 12/31/2025)
13.6 years

Current term expires
2026 AGM

Number of shares held
612 Thales shares

Born on November 3, 1949, Anne-Claire Taittinger is a French national and a graduate of the Institut d'Études Politiques de Paris. She holds a master's degree in urban sociology, a graduate degree in urban planning, and an MBA from HEC (CPA). She began her career in 1976 in the Caisse des Dépôts et Consignations group as head of urban planning operations at the Société centrale d'équipement du territoire.

In 1979, she joined the Louvre Group as the Company Secretary and then became Chairman and Chief Executive Officer of Compagnie Financière Deville. She successively served as Chairman and Chief Executive Officer of Compagnie Financière Leblanc and of Elm-Leblanc, Vice-Chairman and Chief Executive Officer of the Deville industrial group, Chairman and Chief Executive Officer of Parfums Annick Goutal France USA, and then Chairman and Chief Executive Officer of Baccarat.

She became CEO and then Chairman of Société du Louvre in 1997. In 2002, she was named Chairwoman of Groupe Taittinger as well as CEO of its subsidiary Groupe du Louvre in the context of a separation of the roles of Chairman and CEO. She stepped down as a Chief Executive Officer in July 2006, after having managed the sale of the Taittinger group to an investment fund in 2005.

Since September 2006, Anne-Claire Taittinger has been part of the pool investors acquiring Champagne Taittinger.

She became involved in the Women's Forum for the Economy and Society in 2004, where she was a co-founder and an investor.

List of offices and other positions in French and foreign companies

Positions held in other companies

In France: Chairman of SAS Le RiffRAY, member of the Board of Directors of Société des Amis du Louvre.

Abroad: none

Other positions held by Ms Taittinger over the last five years

In France: until July 2018: Director and member of the Nomination and Compensation Committees of Carrefour⁽¹⁾. Until 2022: Member of the Management Committee of SAS E-Attestation.

Abroad: none.

⁽¹⁾ Listed company.

Mr Éric Trappier (6th resolution)



(65 years old)

Director proposed by the Industrial Partner

Member of the Strategy & CSR Committee

Date of first appointment
May 19, 2009

Seniority on the Board (at 12/31/2025)
16.6 years

Current term expires
2026 AGM

Number of shares held
500 Thales shares

Born on June 1, 1960, Éric Trappier is a French national and a graduate of the École Sud Telecom (formerly known as the "Institut National Telecom").

He began his career in 1984 at the Technical Division of Dassault Aviation (responsible for the development of ATL2 and Mirage 2000 systems).

In 1991, he became responsible for sales in India and Asia, and then the United Arab Emirates in 1996.

He was named Director of the Middle East and Africa region in 2000, Director of Military Exports in 2001, and Senior International Vice President in 2002.

In 2006, Éric Trappier was appointed Executive Vice President of Dassault Aviation.

He was appointed Chairman and Chief Executive Officer of Dassault Aviation in January 2013.

He is an Officier de l'Ordre National de la Légion d'honneur [Officer of the National Order of the Legion of Honor] and a Chevalier de l'Ordre National du Mérite [Knight of the National Order of Merit]. In 2022, he was awarded the Aeronautics medal.

On January 9, 2025, Mr. Éric Trappier became Chairman of Groupe Industriel Marcel Dassault.

List of offices and other positions in French and foreign companies

Positions held in other companies

In France: Chairman of Groupe Industriel Marcel Dassault (GIMD), Chairman and Chief Executive Officer of Dassault Aviation⁽¹⁾, Chairman of the UIMM, Honorary Chairman of GIFAS. Member then Executive Committee member of the Conseil National de l'Industrie, Director and Chairman of the Figaro SASU Group, Chairman of Figaro SAS, Chairman of Rond Point Immobilier SAS, Permanent Representative of GIMD on the Board of Directors (as Director and Chairman) of Dassault Medias SAS, Representative of GIMD (Chief Executive Officer) at Dassault Wine Estates SAS and Representative of GIMD (Chairman) at Rond Point Investissements SAS.

Abroad: Chairman of Dassault Falcon Jet Corporation (USA), member of the Board of Directors of ASD Belgium (European Association of Aerospace and Defence Industries), Permanent Representative of GIMD on the Board of Directors (as Managing Director and Chairman) of Sitam Belgique SA (Belgium) and director of Dasbat Aviation LLC (UAE).

Other positions held by Mr Trappier over the past five years

In France: Director of Sogitec Industries (France), President of GIFAS, President of Cidef.

Abroad: Chairman of the Defence Committee then Chairman of the ASD (Belgium). Chairman and Director of Dassault Reliance Aerospace Limited (DRAL) (India).

⁽¹⁾ Listed company.

Ms Valérie Guillemet (7th resolution)



(61 years old)

**Director proposed
by the Industrial Partner**

**Member of the Governance
and Compensation Committee**

Date of first appointment
February 4, 2025

**Seniority on the Board
(at 12/31/2025)**
0.9 year

Current term expires
2026 AGM

Number of shares held
500 Thales shares

A graduate of the École Nationale Supérieure de l'Aéronautique et de l'Espace (Sup'Aero), Valérie Guillemet began her career at Dassault Aviation in 1988 as an aerodynamic engineer, then as an aerodynamic synthesis engineer in the Design Department.

In 1995, Valérie Guillemet became Head of Mirage 2000 Systems, before heading the Series Systems department in 1999. In 2008, she was appointed Head of the Rafale Production Unit, then Head of the Falcon 7X/8X Production Unit in 2011.

In 2014, Valérie Guillemet was appointed Deputy Manager of the Mérignac site, in charge of Production. The following year, she became Manager of the Mérignac facility.

Since July 2019, Valérie Guillemet has been Head of Human Resources and a member of the Management Committee of Dassault Aviation.

Valérie Guillemet is Chair of the Labor Relations Committee of GIFAS and a member of the Board of Directors of ISAE-Supaero. She is also a Knight of the Legion of Honor and a recipient of the Aeronautical Medal.

List of offices and other positions in French and foreign companies

Positions held in other companies

In France: none.

Abroad: none.

Other positions held by Ms Guillemet over the past five years

In France: none.

Abroad: none.

Mr Loïk Segalen (8th resolution)



(66 years old)

**Director proposed
by the Industrial Partner**

**Member of the Audit
and Accounts Committee**

Date of first appointment
May 19, 2009

**Seniority on the Board
(at 12/31/2025)**
16.6 years

Current term expires
2026 AGM

Number of shares held
509 Thales shares

Born on March 27, 1960, Loïk Segalen is a French national and a graduate of the École Centrale de Lyon and ESSEC.

He began his career in 1986 in the Finance Department of Dassault International.

He was named as a Financial advisor to the Vice President for economic and financial affairs at Dassault Aviation in 1990; he then served as a deputy Director of this department from 1998 to 1999, after which was appointed a full Director of that department.

In January 2009, Loïk Segalen was appointed Managing Director for Economic and Financial Affairs at Dassault Aviation.

In September 2011, he was appointed Managing Director for Economic and Social Affairs at Dassault Aviation.

In January 2013, he became Deputy CEO of Dassault Aviation.

He is a member of the Management Committee of Dassault Aviation.

He is an Officier de l'Ordre National du Mérite [Officer of the National Order of Merit] and a Chevalier de l'Ordre National de la Légion d'honneur [Knight of the National Order of the Legion of Honor].

List of offices and other positions in French and foreign companies

Positions held in other companies

In France: Deputy CEO of Dassault Aviation⁽¹⁾, Vice-Chairman of GIFAS, member of the Advisory Board of Daher Industrial Services SAS.

Abroad: Director of Dassault Falcon Jet Corporation (USA) and of SITAM Belgium SA.

Other positions held by Mr Segalen over the past five years

In France: none.

Abroad: Director and member of the Audit Committee of Sabca⁽¹⁾.

⁽¹⁾ Listed company.

Ms Marie-Françoise Walbaum (9th resolution)



(76 years old)

**Director proposed
by the Industrial Partner**

Date of first appointment
September 17, 2013

**Seniority on the Board
(at 12/31/2025)**
12.5 years

Current term expires
2026 AGM

Number of shares held
500 Thales shares

Born on March 18, 1950, Marie-Françoise Walbaum is a French national and holds degrees in economics and sociology from the Université Paris X.

She began her career in 1973 at BNP Paribas, where she held various retail banking and credit analysis positions until 1981. From 1981 to 1994, she successively held the positions of Project Leader at the General Inspection Department of BNP, CEO of SICAV, and CEO of the brokerage firm Patrick Dubouzet S.A. In 1994, she became head of listed and unlisted investments and the private equity portfolio at BNP Paribas, a company she left in the summer of 2012 after 39 years of service. Since then, Marie-Françoise Walbaum has held directorships in a number of companies in addition to Thales, including ESSO, Peugeot Invest, Imerys and Isatis.

List of offices and other positions in French and foreign companies

Positions held in other companies

In France: none.

Abroad: none.

Other positions held by Ms Guillemet over the past five years

In France: independent director of FFP – now Peugeot Invest⁽¹⁾ – (and Chair of the Finance and Audit Committee and Member of the Governance, Appointments and Compensation Committee) until the Annual General Meeting of May 24, 2024 and of Imerys⁽¹⁾ (and Chair of the Appointments Committee and the Compensation Committee) until the Annual General Meeting of May 10, 2024 and independent director of Esso⁽¹⁾ (and Chair of the Audit Committee) until March 18, 2020. Member of the Supervisory Board of Isatis Capital until March 18, 2025.

Abroad: none.

⁽¹⁾ Listed company.