



Public Limited Company with a share capital of 630 630 420 Euros
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LONG TERM INCENTIVE PLAN GRANTED TO THE CHAIRMAN AND CHIEF EXECUTIVE OFFICER FOR THE 2023 FINANCIAL YEAR

On July 20th, 2023, the Board of Directors approved the terms of the Long Term Incentive Plan granted to the Chairman and Chief Executive Officer for the 2023 financial year, concerning 6,876 free performance shares at target, in accordance with the compensation policy of the company representative of Thales approved by the General Meeting of May 10th, 2023 in its 6th resolution. In the event of overachievement, this number may be increased up to a maximum of 11,000 free performance shares.

As planned, the criteria and weightings attached to this 2023 Plan are identical to those of the Plan granted to the Chairman and Chief Executive Officer for the 2022 financial year.

The objectives and thresholds of the 2023 Plan, approved by the Board, are the following:

| 2023 LTI criteria | Weighting | Objectives | Thresholds | Paiement in number of performance shares |
|--|------------|--|---|--|
| Cumulative free operating cash-flow 2023-2025 | 35% | Floor : 90% x (budget 23 + budget 24+ budget 25) | If result < Floor | 0% |
| | | | If result = Floor | 17,5% (1,203 Shares) |
| | | Target : budget 23 + budget 24 + budget 25 | If result = Target | 35% (2,406 Shares) |
| | | Ceiling : 120% x (budget 23 + budget 24+ budget 25) | If result >= Ceiling | 56% (3,850 Shares) |
| | | | Linear variation between Floor and Target, and between Target and Ceiling | |
| Organic growth in revenues 2023-2025 (average annual growth rate, AGR) | 35% | Floor: 90% x AGR (budget 23 + budget 24+ budget 25) | If result < Floor | 0% |
| | | | If result = Floor | 17,5% (1,203 Shares) |
| | | Target: AGR (budget 23 + budget 24 + budget 25) | If result = Target | 35% (2,406 Shares) |
| | | Ceiling : 120% x AGR (budget 23 + budget 24+ budget 25) | If result >= Ceiling | 56% (3,850 Shares) |
| | | | Linear variation between Floor and Target, and between Target and Ceiling | |
| Operational Greenhouse Gas Emissions Reduction (CO2e)* Absolute value 2025, compared to 2018 (at constant scope) | 10% | Floor: - 36.83% | If result < Floor | 0% |
| | | | If result = Floor | 5% (344 Shares) |
| | | Target: - 38.75% | If result = Target | 10% (688 Shares) |
| | | Ceiling: - 40.78% | If result >= Ceiling | 16% (1,100 Shares) |
| | | | Linear variation between Floor and Target, and between Target and Ceiling | |

| 2023 LTI criteria | Weighting | Objectives | Thresholds | Paieiment in number of performance shares |
|---|-----------|--|--|---|
| Total Shareholder return compared to CAC 40 index Measure based on performance at 31/12/2025 compared to 31/12/2022 | 10% | Floor: median of the CAC 40 Ceiling: highest quintile of the CAC 40 | If TSR < median of the index | 0% |
| | | | If TSR = median of the index | 10% (688 Shares) |
| | | | If TSR is in the highest quintile of the index | 16% (1,100 Shares) |
| | | | Variation between median and the entry point of the highest quintile calculated on a straight-line basis | |
| Total Shareholder return compared to Euro Stoxx Total Market Aerospace & Defense Index Measure based on performance at 31/12/2025 compared to 31/12/2022 | 10% | Floor: median of the Euro Stoxx Total Market Aerospace & Defense Index Ceiling: highest quintile of the Index | If TSR < median of the index | 0% |
| | | | If TSR = median of the index | 10% (688 Shares) |
| | | | If TSR is in the highest quintile of the index | 16% (1,100 Shares) |
| | | | Variation between median and the entry point of the highest quintile calculated on a straight-line basis | |
| *Operational greenhouse gas emissions" are measured in relation to the following scope: Scope 1, Scope 2 and Scope 3 "business travel " | | | | |