BIOGRAPHIES OF THE DIRECTORS WHOSE RENEWAL OR APPOINTMENT IS SUBMITTED TO THE COMBINED ANNUAL AND EXTRAORDINARY GENERAL MEETING OF MAY 6, 2021

I) DIRECTORS WHOSE RENEWAL IS SUBMITTED TO THE GENERAL MEETING

a) The French State (4th resolution)

The renewal of the mandate of the French State was proposed by the Public Sector, by letter of the State Holdings Agency (Agence des Participations de l’Etat) dated 23 March 2021 pursuant to Article 4 of Ordinance n°2014-948.

The French State is represented by
Mr Emmanuel Moulin

CAREER

Born October 22, 1968, of French nationality Emmanuel Moulin graduated from ENA in 1996. He also holds a degree from Sciences-Po, Essec and University of Paris II.


He was appointed Alternate Director of the World Bank in Washington in 2000 before becoming Secretary General of the Paris Club from 2003 to 2005.

In 2007, he was appointed Deputy Chief of Staff to Christine Lagarde, Minister of Economy, Finance and Industry, where he was in charge of macro-economic policy, financial and European and international affairs.

He joined the Presidency of the French Republic in June 2009 as economic advisor to President Nicolas Sarkozy. After leaving the Elysée Palace in May 2012, he joined the Eurotunnel group as Deputy CEO.

In February 2015, he became Managing Director of the investment bank Mediobanca.

He was Chief of Staff to the Minister of the Economy, Finance and Economic Recovery as from May 2017.

Since 2nd November 2020, Emmanuel Moulin is Director General of the French Treasury.
b) Mr Bernard Fontana (15th resolution)

The renewal of the mandate of Mr Bernard Fontana was proposed by the Public Sector, by letter of the State Holdings Agency (Agence des Participations de l’Etat) dated 22 March 2021 pursuant to article 6 of Ordinance n°2014-948.

CAREER

Born March 11, 1961, of French nationality, Bernard Fontana is graduated from École Polytechnique and Paris Superior National School of Advanced Techniques.

He began his career in 1987 as an armament corps engineer at Group SNPE (previously Société Nationale des Poudres et Explosifs), where he held various positions including head of the fine chemicals activity, strategy director for the chemicals activity and head of North America. In 2001, he was appointed member of the Executive Committee of Group SNPE, in charge of the chemicals and industrial explosives activities.

In 2004, he joined the steelmaker ArcelorMittal as Executive Vice-President, Human Resources, for the Flat Products Europe business. In 2006, he became Vice President of the Executive Committee of ArcelorMittal with responsibility first for the Automotive Worldwide Business Unit, then for Human Resources. In 2010, he was appointed to manage the stainless steel division of ArcelorMittal that became then listed and renamed Aperam, and of which he was appointed Chief Executive Officer.

In 2012, he became Chief Executive Officer of Holcim, a leading cement producer, where he drove the company's merger with Lafarge.

In September 2015, Bernard Fontana was appointed Chief Operating Officer of Areva NP and became, in July 2016, the group's Chief Executive Officer, which was recently renamed Framatome.

Member of the Audit and Accounts Committee

First appointed: 30 January 2018

Current term expires: AGM 2021

Number of Thales shares held: not obliged to hold Thales shares (Art. 6-VI of Order No. 2014-948)

APPOINTMENTS AND OTHER POSITIONS HELD IN COMPANIES IN FRANCE AND ABROAD

Appointments held by Mr Bernard Fontana in other companies
In France: President of the Management Board of Framatome (previously Areva NP), member of the Bureau of GIFEN and President of GIFEN Services. Abroad: None.

Other positions held by Mr Fontana in the last five years
In France: Chief Executive Officer of Areva NP. Abroad: Director of ACC Limited* (India), Director of Abuja Cement Limited* (India) and director of Holcim Technology Limited (Switzerland).

* Listed company
c) Mr Philippe Lépinay (18th resolution)

The application for the renewal of the mandate of Mr Philippe Lépinay as Director representing employee shareholders was approved by the Board of directors on March 29, 2021.

CAREER

Philippe Lépinay is a French citizen and a graduate engineer of the Institut de Marketing International, Université Paris VII.

Between 1977 and 1986, he held a variety of sales and marketing roles with the Appalette & Tourtellier Systèmes, Radiall and SOPEMEA groups.

In 1986, he joined Thales Electron Devices as an Export Sales Engineer, and in 2000 he became Head of Development at Thales Engineering & Consulting.

He joined Thales International in 2003. Since 2013, he is Vice President, International Relations at Thales.

Member of the Strategic & CSR Committee

First appointed: 8 March 2007, effective 1 April 2007

Current term expires: AGM 2021

Number of Thales shares held:
- 1,690 shares;
- 1,618 shares under the Group savings scheme

APPOINTMENTS AND OTHER POSITIONS HELD IN COMPANIES IN FRANCE AND ABROAD

Appointments held by Mr Philippe Lépinay in other companies
In France: Institutional Relations Delegate of the French Federation of Employee Shareholders’ and Former Employees’ Associations (FAS), Vice Chairman of the Federation of Employee Shareholders’ Associations of Thales (FAST), member of the Supervisory Committee of the Thales Employee Shareholding FCPE (investment fund), member of the Development Council of the ENSOA (French School for Active Non-Commissioned Officers) and member of the Board of Directors of the Franco-Lebanese Chamber of Commerce.

Abroad: None.

Other positions held by Mr Lépinay in the last five years
In France: Chairman of the FAS, member of the Steering Committee for Profit-sharing, Incentives, Savings and Employee Shareholding (COPIESAS).

Abroad: None
II) DIRECTORS WHOSE APPOINTMENT IS SUBMITTED TO THE GENERAL MEETING

a) Ms Delphine Gény-Stephann (16th resolution)

The appointment of Ms Delphine Gény-Stephann was proposed by the Public Sector, by letter of the State Holdings Agency (Agence des Participations de l'Etat) dated 22 March 2021 pursuant to article 6 of Ordinance n°2014-948.

CAREER

Born November 19, 1968, of French nationality. Graduate of École Polytechnique, of École des Ponts ParisTech and of the Collège des ingénieurs, Delphine Gény-Stephann is a former chief engineer of the engineers corps for bridges, waters and forests.

She began her career in 1994 at the Treasury Department of the Ministry of the Economy and Finance. From 1999 to 2005, she was Head of Division at the State Holdings Agency (Agence des Participations de l’Etat).

In 2005, Delphine Gény-Stephann joined the high performance Materials division of Saint Gobain group as Director of Development, then Finance Director of the ceramics Materials activity. In 2013, she was appointed External Venturing Director of the group and in charge of mergers and acquisitions of the Innovative Materials Division. In 2014, she was Director of Planning & Strategy of Compagnie de Saint-Gobain, member of the Group General Management Committee, before being appointed Managing Director of the Silicon Carbide and Quartz activity in 2017.

She was moreover Director of Thales and member of its Audit and accounts Committee from November 2016 to November 2017.

At this date, she was appointed Secretary of State to the Ministry of the Economy, Finance and Recovery, a position she held until October 2018. She is working as a consultant since 2019.
b) Ms Anne Rigail (17th resolution)

The appointment of Ms Anne Rigail was proposed by the Public Sector, by letter of the State Holdings Agency (Agence des Participations de l'Etat) dated 22 March 2021 pursuant to article 6 of Ordinance n°2014-948.

![Image of Anne Rigail]

**Number of Thales shares held:** not obliged to hold Thales shares (Art. 6-VI of Order No. 2014-948)

**APPOINTMENTS AND OTHER POSITIONS HELD IN COMPANIES IN FRANCE AND ABROAD**

**Appointments held by Ms Anne Rigail in other companies**
- In France: None
- Abroad: None

**Other positions held by Ms Anne Rigail in the last five years**
- In France: President of Air France Fondation since July 2019, Director of EDF from May to December 2019, Director of Servair from January 2017 to December 2018 and of its subsidiary ACNA until June 2017.
- Abroad: None

**CAREER**


In 1996, she was appointed Head of Air France customer service for Paris-Orly connecting flights.

In 1999, she became Head of passenger and baggage connections at the Paris-Charles de Gaulle Air France hub, then Head of customer and baggage product for Ground Operations.

In 2005, she was appointed Director of operations at the Paris-CDG hub then Director of the Paris-Charles de Gaulle hub in 2009.

She joined the Executive Committee in 2013 as Deputy Chief Executive Officer in charge of In-Flight Service, responsible for Commercial Flight Personnel.

She was appointed, in 2017, Deputy Chief Executive Officer for Clients. As such, she oversaw the products and services on the ground and in flight, including the design of Air France lounges in airports, the configuration and modernisation of cabins, and the deployment of connectivity in aircrafts.

On December 12, 2018, Anne Rigail was appointed **Chief Executive Officer of Air France.**