

**BIOGRAPHIES OF THE DIRECTORS WHOSE RATIFICATION OF CO-OPTATION, RENEWAL OR APPOINTMENT IS SUBMITTED TO THE COMBINED ANNUAL AND EXTRAORDINARY GENERAL MEETING OF MAY 15, 2024**

**DIRECTOR WHOSE RATIFICATION OF CO-OPTATION AND RENEWAL IS SUBMITTED TO THE GENERAL MEETING**

**Mr Loïc Rocard (5<sup>th</sup> and 6<sup>th</sup> resolution)**



**(51 years old)**

**Independent Director**

**Chairman of the Governance and Compensation Committee**

**Date of first appointment**  
09/28/2023

**Current term expires**  
2024 AGM

**Number of shares held**  
500 Thales shares <sup>(1)</sup>

Born on June 3, 1972, Loïc Rocard is a French national and a former student at the Polytechnique engineering school. He is also a graduate of the ENAC engineering school, and holds a degree in History from Paris IV Sorbonne and a Master of Science from the University of California at Berkeley.

He began his career in 1997 at Aéroports de Paris, where he worked for ten years. He was first Advisor to the Director of Flight Operations, then Operations Director for the Roissy Charles de Gaulle 2 terminals, before heading the airport's two automatic metro projects.

Loïc Rocard subsequently joined Vinci Group to manage rail concession projects, in particular the tender for Sud Europe Atlantique (the Tours-Bordeaux high speed line). In 2010, he became Operations Director of Cofiroute, before being appointed CEO in 2012.

From May 2014 to May 2017, Loïc Rocard was Advisor, Head of the Transport, Environment, Energy, Housing and Urban Planning Department in the French Prime Minister's Office.

Loïc Rocard is today the Chairman and CEO of TechnicAtome, a position he has held since May 2017.

**List of offices and other positions in French and foreign companies**

**Positions held in other companies**

**In France:** Director of LFB SA.

**Abroad:** none.

**Other positions held by Mr. Rocard over the past five years**

**In France:** none.

**Abroad:** none.

<sup>(1)</sup> These shares were acquired on March 14, 2024, i.e. within 6 months of the appointment as authorized by law.

**Ms Ruby McGregor-Smith (23<sup>rd</sup> resolution)**



**(61 years old)**

**Candidate for  
"External Director"**

Independent within the meaning of the Afep-Medef Code, as confirmed by the Board of Directors on 3 April 2024, on the recommendation of its Governance and Remuneration Committee

Born on February 22, 1963, Ruby McGregor-Smith, a British national, holds a Bachelor of Economics degree from Kingston University and a Postgraduate Diploma in Global Business from the Saïd Business School, University of Oxford.

Following university, she trained and qualified as a Chartered Accountant and, after qualifying, joined Serco Group PLC in 1991, a leading British provider of public services, where she worked for nine years in a range of operational and financial roles.

In 2002, after a brief spell at the facilities management firm Service Group International (which was acquired by Babcock International), Ruby McGregor-Smith joined Mitie Group PLC, a British strategic outsourcing and energy services company as Group Financial Director, where she was promoted in 2005 to Group Chief Operating Officer, and then became, in 2007, Chief Executive Officer, until December 2016.

In 2012, Ms. McGregor-Smith was appointed Commander of the Order of the British Empire (CBE) for services to business and diversity in business. She was appointed Conservative life peer in August 2015 and took her seat in the House of Lords on 16 October 2015, where she was part of the EU Market sub-Committee from July 2017 to July 2019. She was also non-executive board member of the Department for Education from 2016 to January 2022, and President of the British Chambers of Commerce from 2020 to September 2022.

Ms. McGregor-Smith is a Fellow of the Institute of Chartered Accountants in England and Wales. She is currently the Chair of the Board of directors at Mind Gym plc, a non-executive director of Atkins-Realis Inc. and a director of Everyman Media Group plc. She is also the Chair of the Institute of Apprenticeships and Technical Education, and of the Air Operators Association, a non-executive director for the Tideway Tunnel and the President of the Board of the Chartered Institute of Personnel and Development (CIPD).

**List of offices and other positions in French and foreign companies**

**Positions held in other companies**

**In France:** none.

**Abroad:** Chair of the Board of directors of Mind Gym plc <sup>(1)</sup>, non-executive director of Atkins-Realis Inc. (and member of its Audit and Risk Committee and its Safety, Project Oversight and Technology Committee) <sup>(1)</sup>, non-executive director of Everyman Media Group plc <sup>(1)</sup>, Chief Executive Officer of Investcorp Europe Acquisition Corp I <sup>(1)</sup>, non-executive director of Bazalgette Tunnel Ltd (and designated director representing workforce matters).

**Positions held in other organizations in the UK :** non-executive chair of the Airport Operator Association (AOA), Chair of the Institute of Apprenticeships and Technical Education, President of the Board of the Chartered Institute of Personnel and Development (CIPD), Pro-Chancellor of the University of Surrey.

**Other positions held by Ms. McGregor-Smith over the last five years**

**In France:** none.

**Abroad:** President of the British Chambers of Commerce, non-executive board member of the British Department for Education.

<sup>(1)</sup> Listed Company.