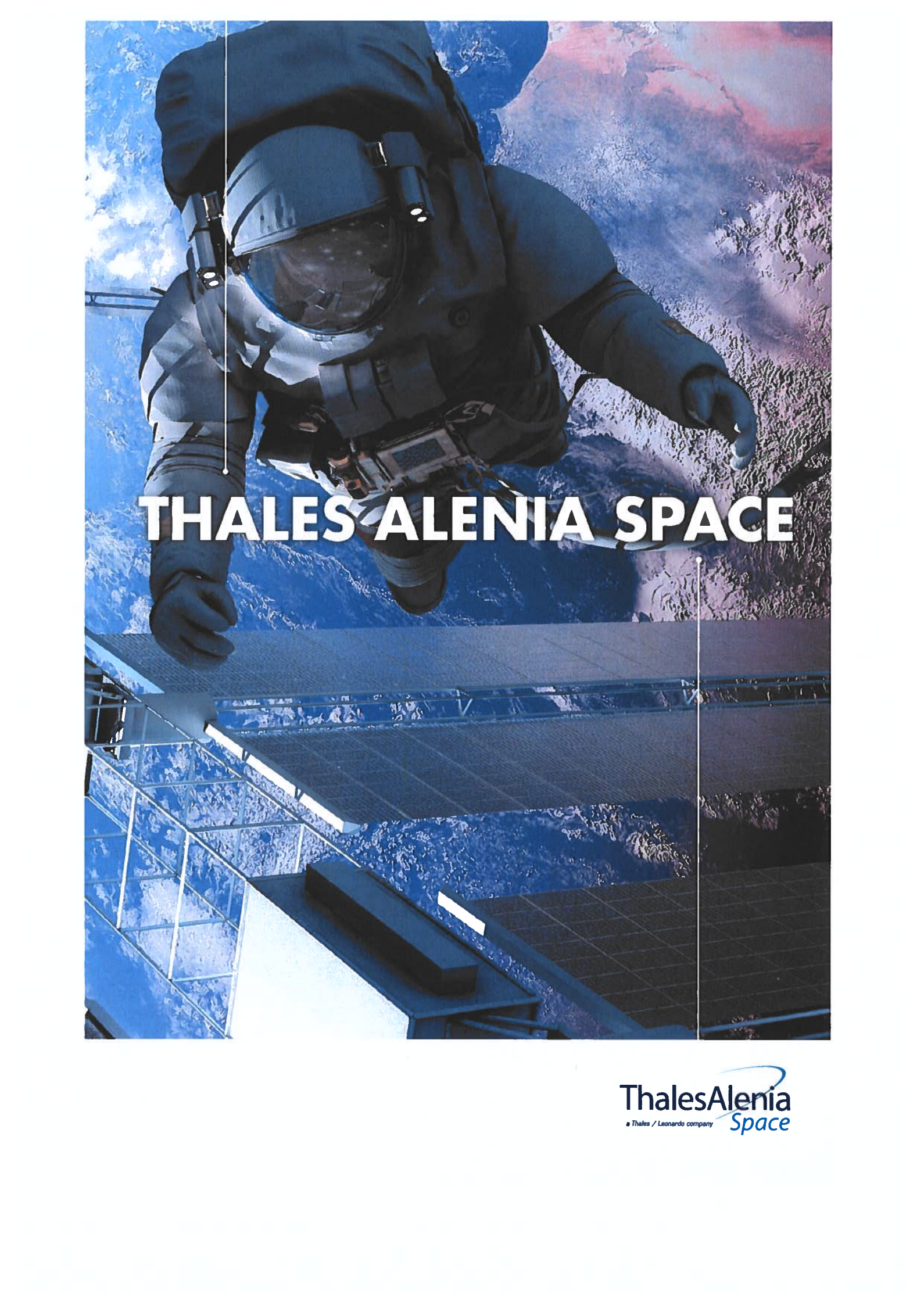


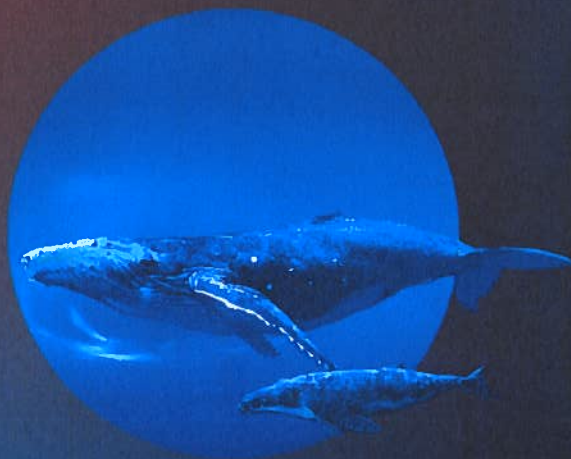
A composite image featuring an astronaut in a blue spacesuit floating in space against a backdrop of Earth's blue and white clouds. Below the astronaut, a large solar panel array is visible, partially obscuring the view of the planet. The text 'THALES ALLENIA SPACE' is superimposed in white, bold, sans-serif capital letters across the center of the image.

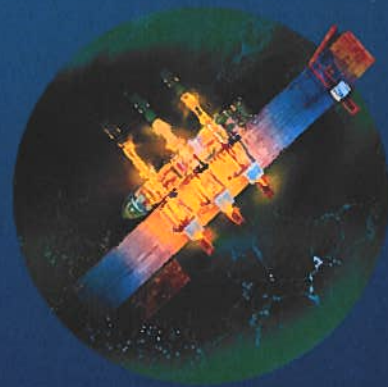
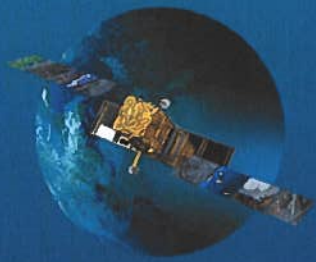
THALES ALLENIA SPACE

ThalesAlenia
a Thales / Leonardo company Space

SPACE FOR LIFE

Thales Alenia Space believes in space as humankind's new horizon, which will enable to build a better, more sustainable life on Earth.





Governments, institutions and companies rely on Thales Alenia Space to design, operate and deliver satellite-based systems that help them position and connect anyone or anything, everywhere, help observe our planet, help optimize the use of our planet's – and our solar system's – resources.





A Joint Venture between Thales (67%) and Leonardo (33%),
Thales Alenia Space is a global space manufacturer
delivering, for more than 40 years, high-tech solutions
for telecommunications, navigation, Earth observation,
environmental management, exploration, science and orbital
infrastructures.

Thanks to the unique diversity of our talents and know-how, our
customers — governments, institutions, space agencies, telecom
operators — use space to connect, secure and defend, observe
and protect, explore, travel and navigate.

Thales Alenia Space and Telespazio team up to form the Space
Alliance, which offers a complete range of solutions, including
services.

THE COMPANY RECORDED
CONSOLIDATED
REVENUES OF

2.23 BILLION
EUROS
IN 2024

AND HAS

8,100
EMPLOYEES

WE OPERATE IN SEVEN COUNTRIES, WITH

14 FACILITIES
IN EUROPE

LOCATIONS

14 SITES IN EUROPE



OUR CUSTOMER REFERENCES*

SCIENCE & EXPLORATION

ASI: ITALIAN SPACE AGENCY
AXIOM SPACE
CNES: FRENCH SPACE AGENCY
ESA: EUROPEAN SPACE AGENCY
MBRSC – MOHAMMED BIN RASHID SPACE CENTRE
NASA
NORTHROP GRUMMAN
UK SPACE AGENCY

OBSERVATION, METEOROLOGY & ENVIRONMENTAL MONITORING

ASI
CNES
EUMETSAT
ESA
EUROPEAN COMMISSION
FRANCE
ITALY
MOROCCO
PT LEN INDUSTRI
UNITED ARAB EMIRATES

TELECOM OPERATORS

ARABSAT
AVANTI COMMUNICATIONS
EUTELSAT
GOVSAT
HISPASAT
INDOSAT INDONESIA
INMARSAT
INTELSAT
KOREA TELECOM
MINISTRY OF INFORMATION BANGLADESH
MINISTRY OF TRANSPORTATION & TELECOMMUNICATIONS OF TURKMENISTAN
NILESAT
PT TELKOM INDONESIA
SES
SKY PERFECT JSAT
SPACE NORWAY
TELEBRAS
YAHSAT

TELECOM CONSTELLATION OPERATORS

GLOBALSTAR
IRIDIUM
SES

DEFENSE TELECOMMUNICATIONS

BRAZIL
EGYPT
FRANCE
GERMANY
ITALY
SPAIN
SOUTH KOREA

NAVIGATION

EUROPEAN GLOBAL NAVIGATION SATELLITE SYSTEMS AGENCY
ESA
EUROPEAN COMMISSION
KINÉIS
KOREA AEROSPACE RESEARCH INSTITUTE
OMNISPACE

* Please note this list is not exhaustive and only includes a sample of some of our customers.

**SPACE
TO CONNECT**

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**SPACE
TO SECURE & DEFEND**

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TO OBSERVE & PROTECT**

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**SPACE
TO TRAVEL & NAVIGATE**

P.20

**DIGITAL
TRANSFORMATION & INNOVATION**

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SPACE TO CONNECT

Delivering connectivity and bridging the digital divide

The satellite communications market and operator needs are evolving fast. End users want anytime, anywhere connectivity on the move and instant access to burgeoning amounts of data. There's also the issue of notspots — those remote, underserved locations where terrestrial communication infrastructure just doesn't work. Bridging the digital divide remains an ongoing issue, even in Europe. Satellite communications systems are the clear solution in today's fiercely competitive and fast-moving market. As a foremost player, Thales Alenia Space is ahead of the curve, offering solutions tailored to all these evolving needs.



Tailored solutions for operators

Thales Alenia Space offers an array of product lines to meet evolving needs and expectations in the telecommunications market.

Our proven Spacebus 4000 B2 platform is ideally suited to the regional requirements of telecom operators. The SES-22 satellite, based on this platform and operating in C-band, was successfully launched in 2022.

We've also designed and built satellites on our Spacebus NEO platform with electric propulsion systems. Using electric propulsion

increases payload capacity, giving operators greater flexibility. Spacebus NEO is ideally suited to delivering superfast satellite broadband and bridging the digital divide anywhere in the world.

Our latest Space INSPIRE product line — an extremely flexible software-defined solution that can be reconfigured in orbit — was selected by numerous telecoms operators over the last 3 years.

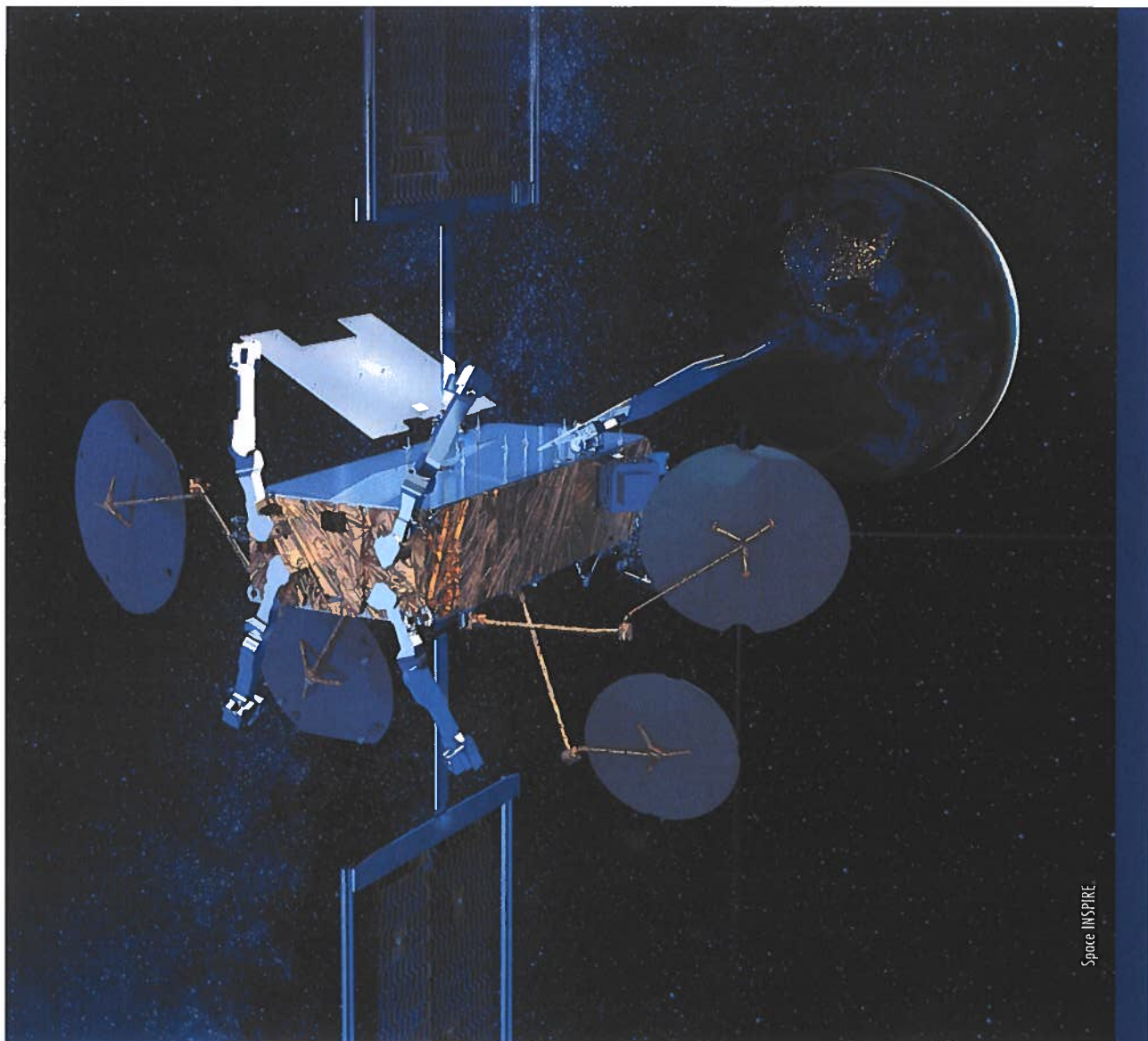
A major player in the telecommunications market

2021 was a key year for Thales Alenia Space, with the award of

contracts for five geostationary communications satellites: SICRAL 3A and 3B for the Italian Ministry of Defense, HTS 113BT for Indonesian operator TelkomSAT, and ASTRA 1P and 1Q for SES.

In 2022, we won contracts for six communications satellites, five of them based on our new Space INSPIRE solution, strengthening our leadership in the geostationary communications market.

In 2024, Thales Alenia Space was awarded a contract by Japanese operator SKY Perfect JSAT to build JSAT-31. JSAT-31 is a high throughput satellite based on our Space INSPIRE solution.



Space INSPIRE

In 2025, Space Norway selected Thales Alenia Space to build THOR 8, a telecommunications satellite that will provide connectivity services for Europe, the Middle East and Africa. SKY Perfect JSAT has also renewed his confidence in Thales Alenia Space with the order of the JSAT-32 satellite, which will cover Japan and the surrounding seas. GovSat has also selected our company for the supply of a new defense telecommunications satellite in geostationary orbit, GovSat-2. These three new satellites will be based on our SpaceBus B2 platform.

Digital connectivity for all

Operating alongside terrestrial infrastructure, satellite

communication systems deliver a whole host of services — TV and radio broadcasting, fast broadband internet and more — to bring digital connectivity to all. Launched in 2021, SES-17 is a geostationary broadband communications satellite designed to offer SES customers the experience of always-on mobile connectivity. With coverage spanning the Americas, the Caribbean and the Atlantic Ocean, this satellite, built by Thales Alenia Space as prime contractor, came on stream in June 2022. Our company is also prime contractor for EUTELSAT KONNECT VHTS, the most powerful satellite ever built in Europe. Successfully launched

in 2022, it provides very-high-throughput internet across Europe, including remote regions with patchy coverage, offering service on a par with terrestrial fiber networks. EUTELSAT KONNECT VHTS delivers 500 Gbps capacity across the continent and plays a significant role in bridging the digital divide. We also built the SATRIA satellite, which is helping bridge the gap in Indonesia. Successfully launched in June 2023, this very-high-throughput communications satellite connects thousands of schools, hospitals, public buildings, and government facilities not already served by current satellite or terrestrial systems.

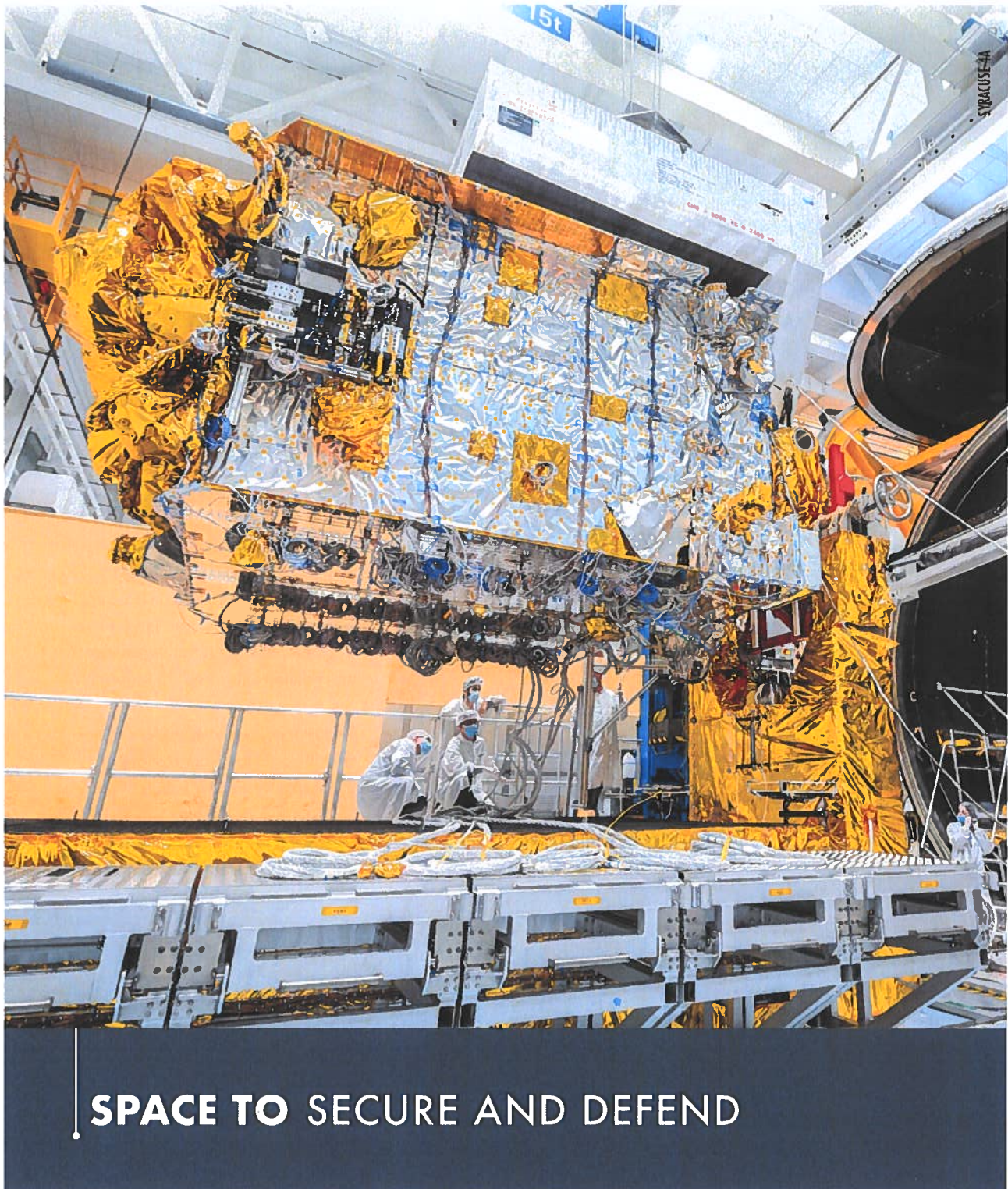


**MAJOR PLAYER IN
TELECOMMUNICATIONS
MARKET**

Record number of telecom constellations

Thales Alenia Space has always been the go-to partner for satellite constellations. After building nearly 70% of the first Globalstar constellation, our company was chosen as prime contractor for three other major LEO and MEO constellations: Globalstar 2, O3b and Iridium® NEXT (last launch in May 2023).

Building on this unrivalled expertise, we're offering new solutions to address Europe's need for sovereign communications capabilities. The best solution to the design challenges of Europe's future IRIS² (Infrastructure for Resilience, Interconnectivity and Security by Satellite) constellation is a multi-orbit configuration. A combination of orbits is the best way to deliver on government and commercial requirements. Thales Alenia Space is one of the few companies with proven capabilities spanning LEO, MEO and GEO.



SPACE TO SECURE AND DEFEND

Thales Alenia Space offers a broad range of space-based solutions to protect national sovereignty. We have proven expertise in telecommunications systems for military and dual civil-military applications. We build Earth-observing systems with very high-performance optical and/or radar instruments.

We also supply control and integration centers. Many countries have called on our know-how in this field, including Brazil, Egypt, France, Germany, Italy, Spain, South Korea, Turkey, and the United Arab Emirates.



Secure telecommunications

Thales Alenia Space has been prime contractor for a number of military satellite communications (milsatcom) systems and dual-use systems for over 40 years, working for armed forces around the world.

For instance, our company is a major contributor to three generations of Sicral satellites for the Italian Ministry of Defense, four generations of SYRACUSE satellites for the French Ministry of the Armed Forces and two Satcom BW satellites for Germany.

Through programs like Athena-Fidus and Sicral, our company has always played a pivotal role in joint European spaceborne defense.

We're also a leading player on the Spanish government's SPAINSAT NG program.

France's SYRACUSE 4A milsatcom satellite was successfully launched in October 2021, followed by SYRACUSE 4B in July 2023, carried aloft by Ariane 5.

Thales Alenia Space also applies its expertise to dual-use communication systems exported to a number of countries, including Brazil, South Korea and Turkey.

Earth observation systems for surveillance

Military and dual-use observation systems help guarantee national sovereignty and security by gathering vast amounts of invaluable data for border and maritime surveillance, intelligence, mapping and other critical applications. Dual-use observation systems are also vital during natural disasters, providing decision-makers with the crucial information they need to quickly identify affected areas and alert search and rescue services. Many countries have called on our company to supply sovereign spaceborne systems to independently gather high-resolution imagery for intelligence purposes.

Thales Alenia Space has long-standing expertise in very high-performance optical and radar observation systems. For example, we built two generations of COSMO-SkyMed radar satellites for the Italian space agency ASI and the Italian Ministry of Defense. The first two second-generation COSMO-SkyMed satellites were launched in 2019 and 2022, with two more satellites now under construction.

This dual-use radar observation system meets government requirements, while also performing an environmental monitoring role. With this very high-performance system, Thales Alenia Space continues to consolidate its global leadership in radar observation. We've also capitalized on this prowess to address export markets. For example, in 2018 we were chosen by South Korea to build four synthetic aperture radar (SAR) observation satellites.

Thales Alenia Space is the exclusive supplier of all very high-resolution

optical instruments for French intelligence satellites, including the optical payloads on Helios, Pleiades and CSO. The CSO-1 and CSO-2 satellites, launched respectively in 2018 and 2020, were joined in orbit by the CSO-3 satellite in March 2025. The outstanding performance of the CSO system is based in particular on the optical instrument built by Thales Alenia Space teams and our industrial partners.

Thales Alenia Space has capitalized on its expertise in both observation systems and telecom constellations to address new market segments, especially space surveillance and high revisit Earth observation.

Our company will actually supply 13 satellites for the Italian IRIDE observation constellation: 12 synthetic aperture radar satellites and a high-precision optical satellite.

Thales Alenia Space offers as well the ALL-IN-ONE Earth observation solution, which combines the best of our optical and radar smallsats to ensure high revisit frequency and an

ideal monitoring capability for near real-time surveillance, day and night and in all weather conditions.

In 2023, our company was awarded a contract by PT Len Industri to build a constellation of microsatellites for the Indonesian Ministry of Defence and based on ALL-IN-ONE's solution.



COSMO-SkyMed Second Generation

40

YEARS OF
EXPERIENCE IN
OPTICAL AND
RADAR SOLUTIONS



SPACE TO OBSERVE & PROTECT

Where would we be today without Earth observation systems? For several decades now, these satellites — whether for oceanography, weather forecasting or environmental monitoring — have played a vitally important role for citizens everywhere. The data they gather for the science community is driving deeper insights into the climate phenomena impacting the planet. Such information can be the difference between life and death, especially when the elements unleash their fury.

With the data they need to anticipate natural disasters, decision-makers and first responders can react quickly to activate emergency plans, warn populations at risk and make danger zones safe. Some observation satellites literally save lives.

At Thales Alenia Space, we have proven experience in building

remote-sensing satellites to monitor Earth's environment.

The Copernicus program's Sentinels

Copernicus is the world's most ambitious environmental monitoring program, with 12 families of Sentinel satellites surveying Earth,

its topography, oceans, seas, lakes and polar regions. Copernicus also encompasses climatology missions and programs to measure human-induced CO2 emissions and new applications to support sustainable farming and biodiversity. A program of this scale is key to Europe's ability to better anticipate the impacts of climate change so we can safeguard our planet.



Thales Alenia Space is a major contributor to 11 of the 12 missions in the European Commission's program. The satellites are built by European prime contractors for the European Space Agency. Our company is prime for the Sentinel-1 and Sentinel-3 satellite families.

In addition, we're in charge of the Sentinel-2 image ground segment and we contributed to production of the Sentinel-5P imaging spectrometer, as well as the Poseidon-4 radar altimeter for the Sentinel-6 mission. In 2020, we won five contracts for the six new Copernicus Expansion missions as prime for the CIMR, ROSE-L and CHIME satellites and supplier of the CRISTAL and CO2M mission payloads.

In 2025, Thales Alenia Space was awarded a contract to develop a third payload for the third satellite of the CO2M mission.

CO2M mission will measure human-induced CO2 and methane emissions with unprecedented accuracy and frequency.

In the vanguard of altimetry and geostationary weather satellites in Europe

Since 1977, when the first Meteosat was launched, Thales Alenia Space has been at the forefront of geostationary weather satellites in Europe. Our company is prime contractor for 17 satellites built for ESA and EUMETSAT: seven for the first generation, four for the second and six for Meteosat Third Generation (MTG), which includes four imaging and two atmospheric sounding satellites. Each new generation marks a giant step forward in weather forecasting.



17

**METEOSAT
SATELLITES
WITH
THALES ALENIA SPACE
AS PRIME**

With the first Meteosat, images were refreshed every 30 minutes, compared to 15 minutes with the second generation. With MTG, images will be updated every 10 minutes globally and every 2 minutes 30 seconds for Europe. Meteorologists are therefore eagerly awaiting these new satellites, which are set to revolutionize weather forecasting and significantly improve accuracy. The imaging satellites will carry lightning detectors and the sounding models will map the atmosphere in 3D.

Once all satellites are in orbit, EUMETSAT will offer the world's most sophisticated weather forecasting services. The first MTG imaging satellite was successfully launched by Arianespace in December 2022, with the first image released in May 2023. It was followed on July 1 by the MTG-S1 atmospheric sounder.

Our company is also a world leader in space-based altimetry. Our radar altimeters are flying on world-renowned oceanography satellites, the latest being SWOT.

A joint mission between CNES and NASA, this satellite, mostly built by Thales Alenia Space in cooperation with the Jet Propulsion Laboratory, is set to revolutionize oceanography and continental hydrology.

The satellite, like the first MTG imager, was successfully launched in December 2022. Lakes, rivers, reservoirs and oceans - 90% of the Earth's surface waters can be probed thanks to this high-tech jewel.

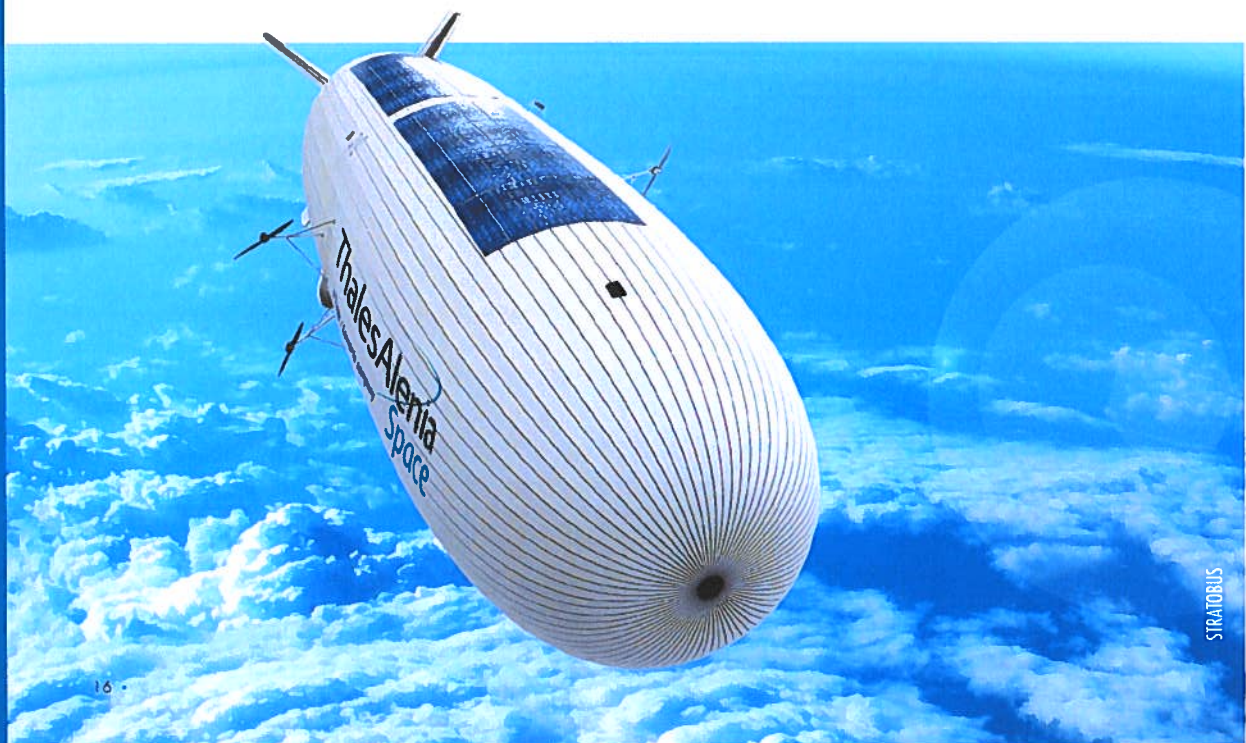
Stratobus: midway between satellite and drone

Thales Alenia Space is prime contractor for the highly innovative Stratobus. This autonomous, multimission stratospheric airship is the perfect complement to satellite systems and the missing link between drones and satellites. Designed to undertake regional civil and military telecommunications, navigation and Earth observation missions, the Stratobus airship operates at an altitude of 20

kilometers — safely above regular air traffic and jet streams. Powered by solar energy, it will perform extended missions, up to a year, above any kind of zones such as seas, deserts, mountains or rain forests without any need of local ground infrastructure. It features numerous breakthrough technologies including a highly resistant envelope material, lightweight solar arrays and batteries, specific flight management system, to name a few...

A technological break compared to other High Altitude Pseudo Satellites, the airship doesn't require any launcher.

It could meet the requirements of armed forces and civil security agencies, for instance by providing constant surveillance of a predefined regional coverage zone. A perfect complement to Copernicus program, Stratobus will also be used for environmental monitoring applications including pollution monitoring, fire detection and many more.





EXOMARS & ROVER

SPACE TO EXPLORE

Thales Alenia Space has a long track record on some of the most extraordinary international missions to explore the Solar System.

From the Sun to Saturn, and from Mercury to Venus, Jupiter and Mars, our technologies have been on every space odyssey seeking to unveil the Universe's most closely guarded secrets, gathering enough data to keep scientists busy for decades. Our company has also embarked on missions to explore asteroids and comets.

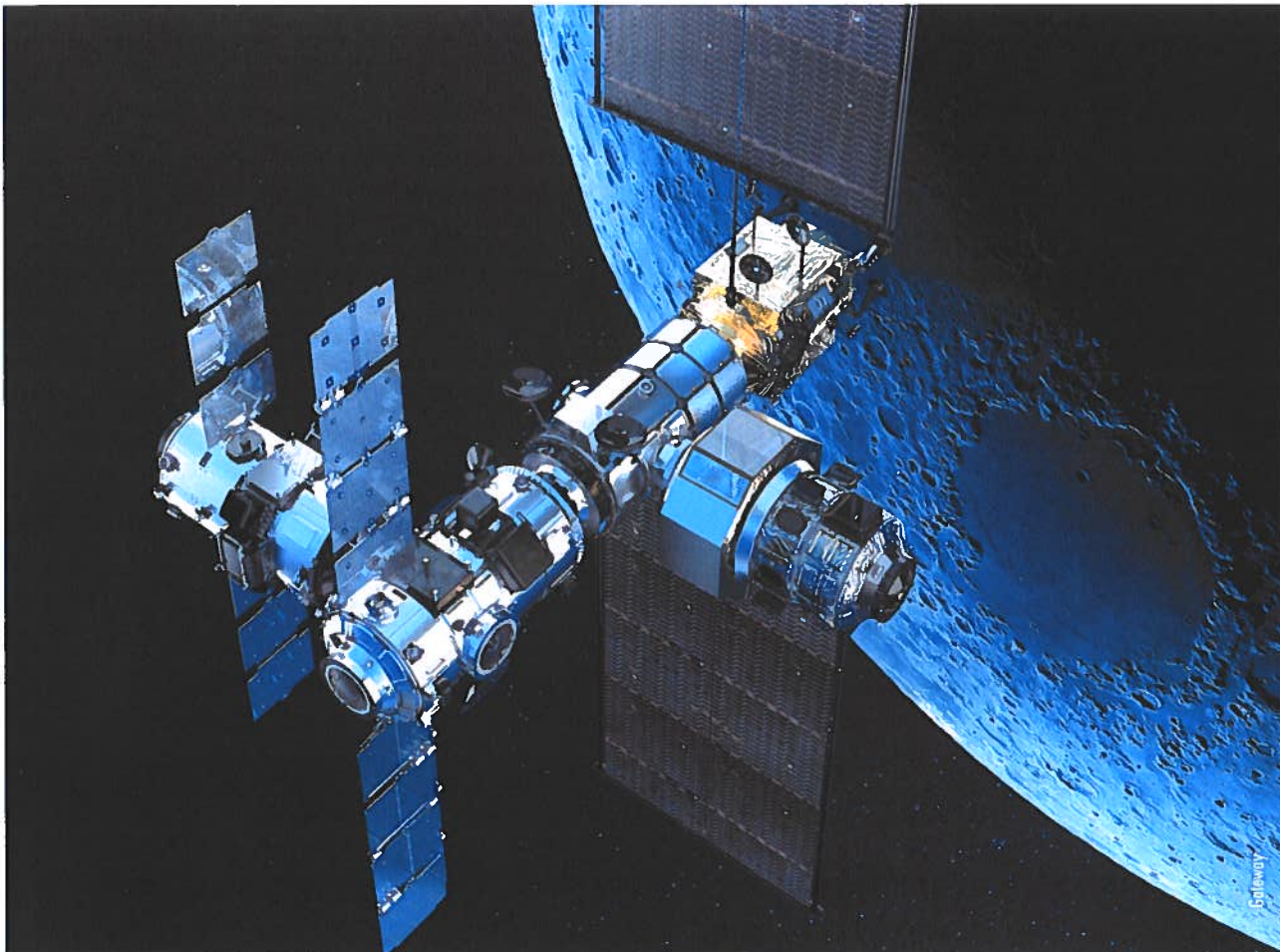
One of the most spectacular is Cassini-Huygens. The only time a European probe landed on one of Saturn's moons, Titan, was in 2005 — and it was built by Thales Alenia Space. We also built the Cassini orbiter's high-gain antenna, synthetic aperture radar and radiofrequency subsystem.

The mission was launched in 1997 and the Huygens descent module would only set down on Titan in 2005 after an interplanetary voyage of more than seven years.

Thales Alenia Space built the ExoMars mission's Trace Gas Orbiter (TGO), circling the Red Planet since 2016 and serving as a communications relay between the rovers on the surface and Earth, as well as helping analyze gases in Mars's atmosphere. As prime contractor for ExoMars 2028 mission aiming to deliver a European rover capable of autonomous driving on Mars' surface, we are responsible for designing the Entry, Descent

and Landing Module (EDLM), developing its radar altimeter, integrating the Analytical Laboratory Drawer (ALD) on the rover and developing the onboard computer. We are also responsible for assembly, integration and test activities, as well as overseeing the launch campaign.

Early 2025, Thales Alenia Space signed a contract with ESA to build the EnVision spacecraft that will unveil Venus' deepest mysteries. The EnVision mission will provide a holistic view of the planet, from its inner core to the upper atmosphere, in order to determine how and why Venus and Earth evolved so differently.



We've led stellar science missions like Herschel and Planck, two space observatories to study the formation of galaxies and the origin of the Big Bang.

Another example is the giant ALMA radiotelescope in Chile's Atacama Desert, for which our company supplied 25 of the 64 parabolic antennas.

The "star" of the moment, however, is the recently-launched Euclid, an ESA science mission for which Thales Alenia Space is prime contractor. This ground-breaking spacecraft will study dark energy and matter to delve deeper into what's behind the accelerating expansion of the Universe.

We also signed a contract for the development of key elements for ESA's LISA mission, the first space-based observatory dedicated to studying gravitational waves.

A pivotal player on the International Space Station

From the outset, Thales Alenia Space has been a top-tier player on the ISS, supplying a major part of its pressurized habitable volume. Our company built Nodes 2 and 3, the Leonardo Permanent Multipurpose Module (PMM), the Multipurpose Logistics Modules (MPLM), the structure of the Columbus laboratory and the Cupola, famous the world over as the viewing gallery where astronauts have taken spectacular pictures of our planet from the station's 400-kilometer orbit. Built in Turin, this high-tech marvel offers seven windows, making it the favorite lookout post of astronauts on the ISS.

We've also gained significant expertise in pressurized cargo modules for the ATV and Cygnus resupply vehicles. Cygnus makes

two trips to the station a year, ferrying food, water, propellant, spares and science experiments to the ISS crew. This unique expertise in Europe led US firm NanoRacks to select our company to build the pressurized structure of its commercial module docked to one of the ports of the station's Tranquility module (Node 3).

We are also prime contractor and co-financier of the LEO Cargo Return Service program, a reusable cargo vehicle which will transport crews aboard manned space stations in low orbit.

Astronauts return to the Moon

The last crewed mission to Earth's natural satellite was Apollo 17 in 1972. We have waited more than 50 years for the Moon to become once again a priority for space exploration. Why such a return to favor? In 2008, we discovered water on the Moon. There's clear

evidence of oxygen and hydrogen in lunar ice, which could be used to produce rocket fuel, for example. The Moon's subsurface also contains energy resources like helium 3.

For NASA's Artemis program, designed to send astronauts back to the Moon in the near future, an entire ecosystem will be required, comprising a Moon Village, a lunar economy and a cislunar crewed space station in elliptical orbit around the Moon. Communications and navigation systems will also be required. Thales Alenia Space won a major contract with the Italian space agency (ASI) for the Multi-Purpose Habitat (MPH), the first permanent lunar base of its kind. This award strengthens Thales Alenia Space's leadership position in the design of habitat modules for crewed space exploration.

A world leader in orbital infrastructures, Thales Alenia Space is a top-tier industry partner on

the Gateway, a 40-metric-ton space station for which we are supplying the Lunar View, Lunar Link and Lunar I-HAB pressurized modules to ESA, and the HALO pressurized module to Northrop Grumman. The company is also partnering with the Mohammed Bin Rashid Space Center to design and develop the Emirates Airlock module. This module will serve as a decompression chamber for deploying scientific equipment and preparing astronauts for extravehicular activities. We have also been chosen to build three pressurized modules for Axiom Space's commercial space station, for which Philippe Starck has designed the interiors.

Flying astronauts to the Moon is one challenge, but we also need to ferry materials and science equipment to the lunar surface. Thales Alenia Space won a major contract with ESA to develop the Argonaut lunar descent module, which will deliver cargo to the

surface. This versatile, autonomous lunar lander is designed to carry cargo, vehicles and other payloads, as well as science missions. Argonaut's first flight, planned for 2030, will deliver navigation and telecommunication payloads, an energy production and storage system and equipment to enable European companies to explore the lunar south pole region.

The Moon is set to serve as a staging post for crewed missions to deep space, with Mars the next step on our journey. NASA has developed the Orion capsule with precisely these kinds of missions in mind. Thales Alenia Space is supplying thermomechanical systems for the European service module.

Working with Avio, we'll also be building ESA's Space Rider free-flying reusable space transportation system, which draws on the lineage of the IXV demonstrator.





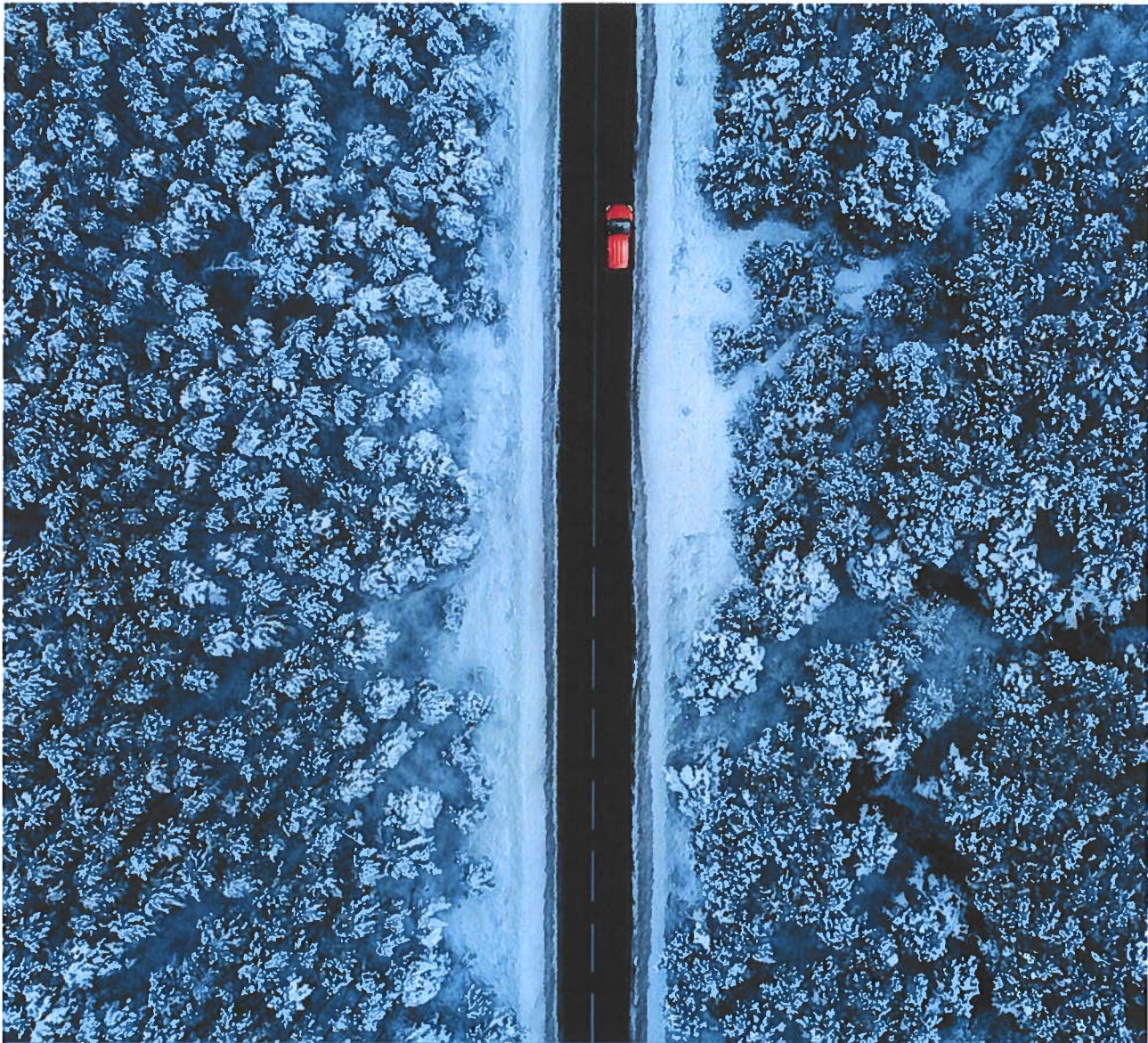
Spearheading on-orbit servicing

Thales Alenia Space is developing a new solution set to attract a lot of attention in the years ahead. This highly versatile on-orbit servicing spacecraft is capable of performing a wide range of robotic tasks and rendezvousing in space. Capabilities include repairs, maintenance, refueling, inspection and deorbiting of space debris.

The goal is to extend the operational lifetimes of satellites and thus limit the propagation of space debris — a disruptive approach to foster sustainable and eco-friendly space operations.

1ST

**WORLD LEADER
IN PRESSURIZED
MODULES**



SPACE TO TRAVEL & NAVIGATE

We no longer use paper maps to get around by car; today's satellite navigation systems have everything we need to get safely from A to B. Geolocation also lets us precisely identify people adrift at sea or in other dangerous situations.

Satellite navigation systems are used at airports to assist pilots during takeoff and landing. They also serve a host of other applications like ship tracking, search and rescue, agriculture and the Internet of Things. And they've already helped save many human lives.

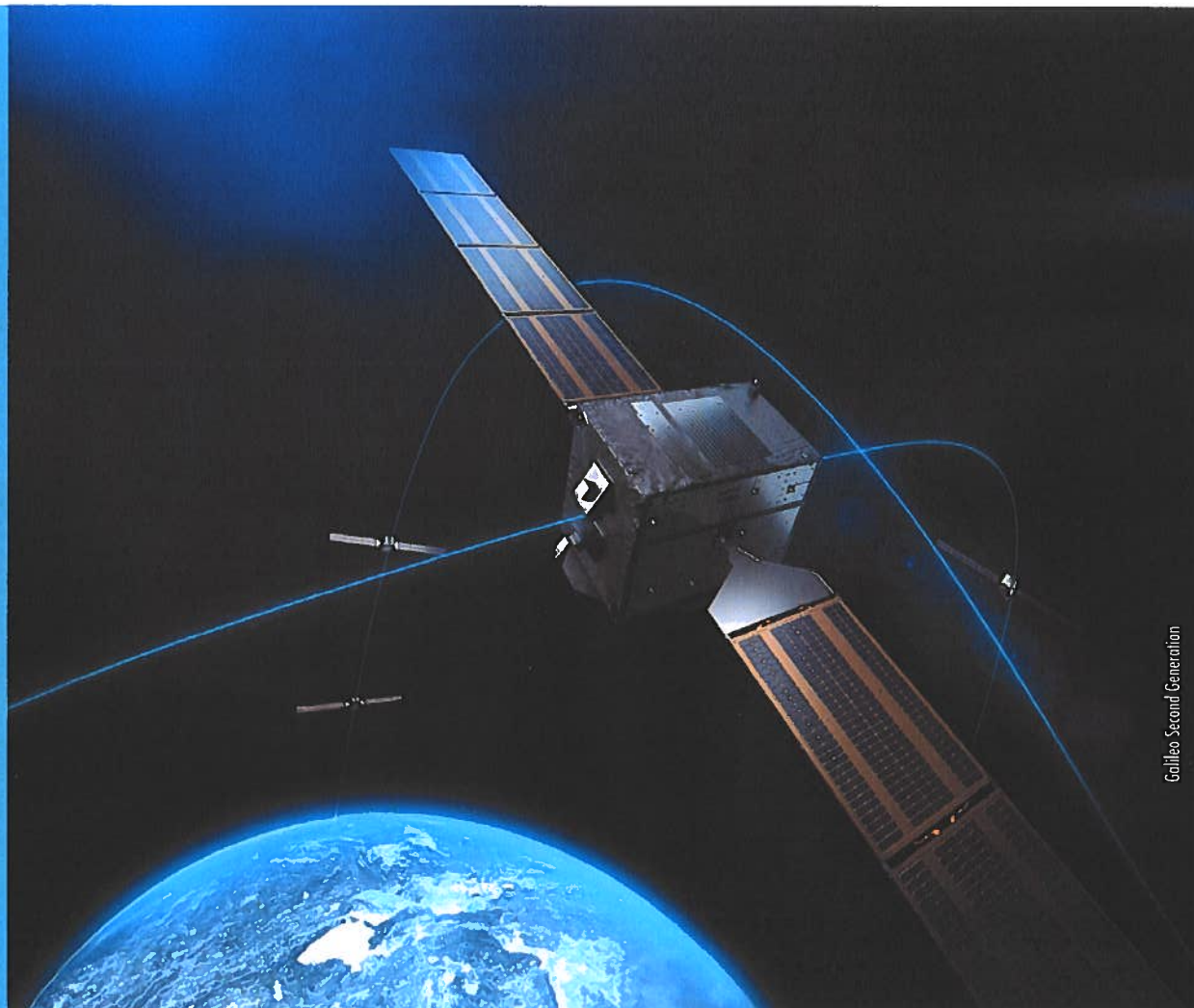
As a pivotal player in programs like Galileo and EGNOS, Thales Alenia Space is one of the true pioneers in satellite navigation.

About EGNOS

EGNOS (European Geostationary Navigation Overlay Service) is the system used to augment Galileo's

accuracy and performance all over Europe. Its services help airplanes land at small airports and assist shipping, typically for operations like guiding large ships through tight channels.

Thales Alenia Space has continually enhanced the ground system to ensure the integrity vital



Galileo Second Generation



AT THE FOREFRONT OF SATELLITE NAVIGATION SYSTEM

to ultra-precise and reliable positioning for new applications like autonomous road, rail and maritime transportation systems. Safety-of-life services are already used in aviation.

The Korea Aerospace Research Institute (KARI) turned to us to design its own version of EGNOS, called KASS (Korea Augmentation Satellite System), which will provide safety-of-life services for the aviation, rail, maritime, and road transport sectors.

In addition, Thales Alenia Space developed the MEOLUT Next active antenna system

for satellite search and rescue operations. This solution, famed for its exceptional coverage and positional accuracy, enables the intergovernmental Cospas-Sarsat satellite-based SAR initiative to save hundreds of lives every year.

About Galileo

Thales Alenia Space was involved in every development phase of the first-generation Galileo system, in charge of system support, the Galileo Mission Segment (GMS) and the Galileo Security Facility (GSF). In 2021, our company was selected by ESA, acting for the European Commission, to build

6 of the 12 new satellites for the Galileo Second Generation sovereign constellation. In July 2023, we signed contracts with ESA and the Commission to design and build the Galileo Second Generation mission ground segment and provide technical support for systems engineering with our European partners.

Geolocation for the Internet of Things

Thales Alenia Space has leveraged its expertise in satellite constellations and navigation systems to address emerging

markets calling for new navigation and geolocation capabilities. They include Kinéis, the first French constellation dedicated to the Internet of Things (IoT), and Omnispace. These disruptive technology programs are being pursued in partnership with small and mid-sized firms and startups.

With Kinéis, there will be no more “white zones”: the system will cover 100% of Earth’s surface — including the 85% not served by terrestrial networks. It offers low-power, low-data-rate, near real-time data transmission capabilities for connected devices, regardless of location.

We are the system architect and responsible for the payloads of this constellation featuring 25 nanosatellites, all successfully launched from mid-2024 to early 2025. The final launch took place on March 18, 2025, from Rocket Lab’s New Zealand site.

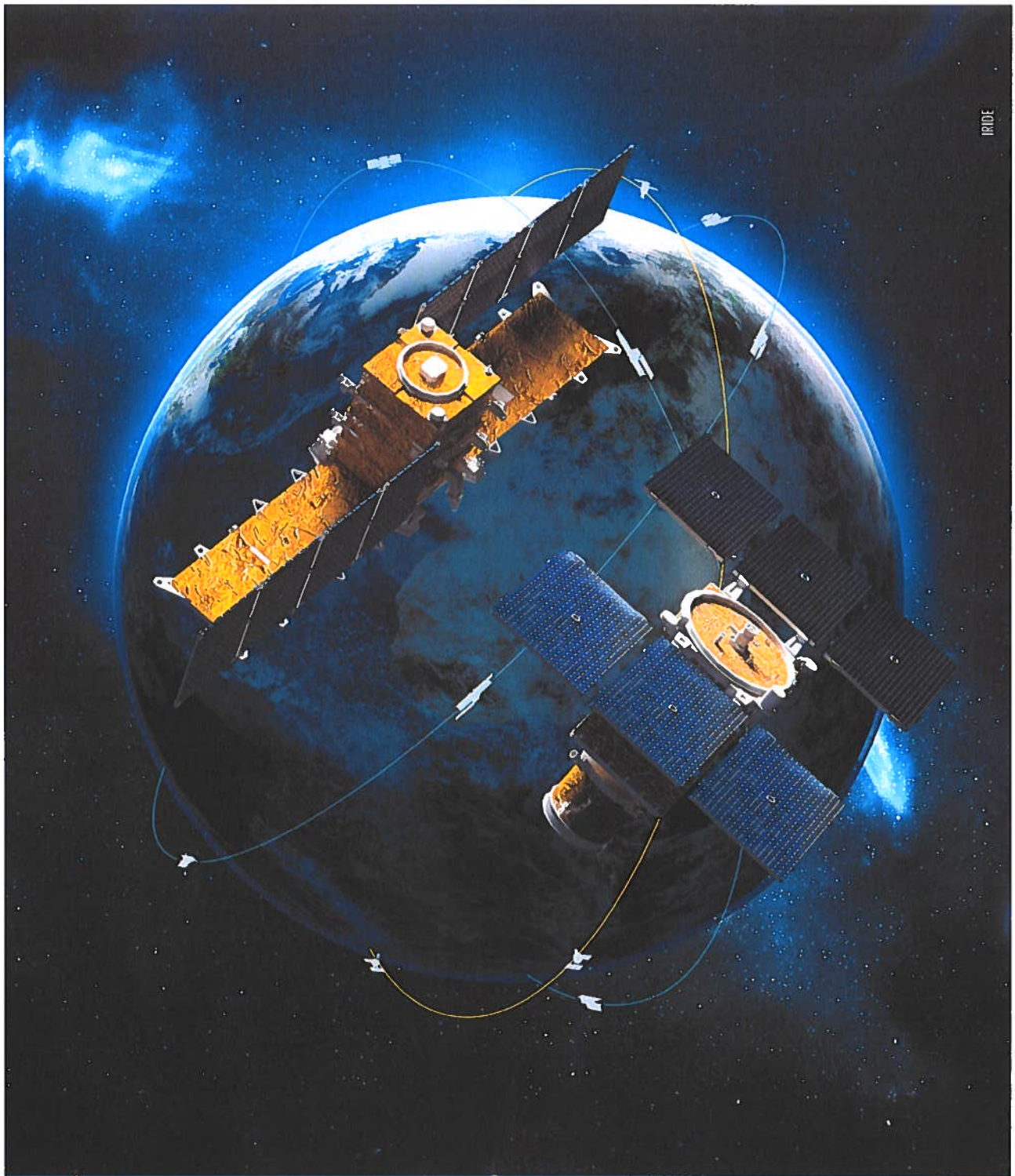
Pioneering the future of satellite navigation

The future of navigation will likely be founded on a system comprising satellites in LEO, MEO, GEO and inclined Sun-synchronous orbits, integrated with ground systems. Thales Alenia Space will be drawing on its recent IoT developments for the new LEO PNT

(positioning/navigation/timing) component.

For the Moon to become an effective forward base for space exploration, it must first have a reliable and secure navigation and telecommunication infrastructure. This is the goal of the Moonlight program led by ESA. Thales Alenia Space is contributing to this program by developing the space segment of the satellite navigation system. This lunar network will enable real-time communication between Earth and human or robotic missions on the surface, continuous connectivity and precise navigation for rovers and astronauts.





DIGITAL TRANSFORMATION & INNOVATION

The satellite market has undergone major changes in the last decade. The emergence of new players, especially startups, has led to the introduction of new technologies and production methods, prompting legacy satellite manufacturers to review their strategies in order to stay competitive in the international arena.

Future technologies

AT THE FOREFRONT
OF **QUANTUM**
COMMUNICATIONS
AND STANDARDIZATION
OF **5G** FROM SPACE

100%

ALL OUR
COMMUNICATION
SATELLITES HAVE
3D-PRINTED PARTS

At the heart of digital transformation

New technologies have become the key to building more satellites in less time, against the backdrop of a fast-evolving industrial environment.

The Factory of the Future embraces state-of-the-art technologies that are essential to our company's digital transformation.

Additive manufacturing, robots and cobots, Factory 4.0, virtual and augmented reality, digital twins — the word "innovation" may have become a bit cliché, but it really means something at Thales Alenia Space!

Innovation in our DNA

The most striking achievements at Thales Alenia Space are driven by a corporate culture grounded in innovation. To take just a few examples: we were at the forefront of satellite navigation systems in Europe; we've always believed all-electric telecom satellite platforms and flexible digital payloads would become the new standard; and we were an early proponent of highly flexible software-driven telecom systems that are reconfigurable in orbit. A pioneer in satellite constellations, we've capitalized on this unrivaled technological legacy to address emerging business opportunities in the New Space environment, working with the entire space ecosystem, from corporations to small businesses and startups.

Created in 2014, the Innovation Cluster works to spawn disruptive industrial, technical and commercial concepts at Thales Alenia Space and foster an entrepreneurial mindset across the company.

The Innovation Cluster is a pivotal part of Thales Alenia Space's transformation strategy, spurring a greater focus on innovation with the aim of stimulating creativity and intrapreneurship. Open to everybody in the company, this network supports and funds innovative and value-added projects submitted by employees across all sectors.

The Innovation Cluster acts as an incubator to support the ideation and development of disruptive concepts. It's an excellent fit with our R&D units and covers all Thales Alenia Space entities. A highly

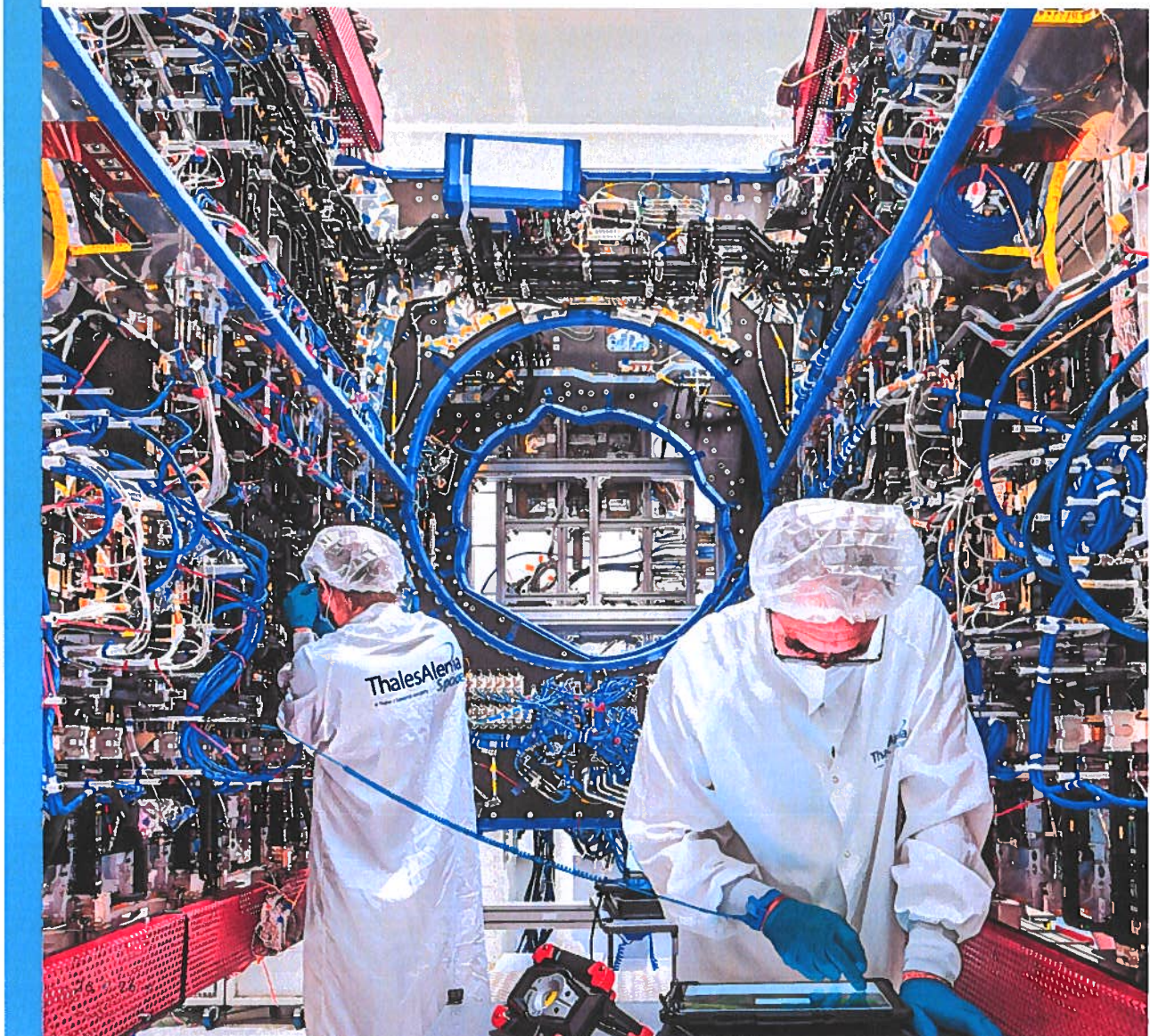
agile structure, it can instantly provide the funding and resources needed to validate new solutions likely to generate a genuine market dynamic, technological breakthroughs, and novel avenues of development for customers.

In-house, the Innovation Cluster incubates creative projects based on strategic medium-term goals, using the same principle as for startups. Outside the company, the Cluster pursues an open innovation approach, meaning it fosters innovation with other partners. The startups most likely to become suppliers, partners, or even

partners with cross-shareholding arrangements are identified, monitored and analyzed to define and implement the actions needed.

In 2023, Thales Alenia Space announced the creation of the Space Business Catalyst to provide industry support for intrapreneurial projects and cooperation with startups in the space sector.

Thales Alenia Space continues to work with its customers and partners on a number of highly innovative industry programs that will spearhead the space technologies of the future.





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