MBDA

SUSTAINABILITY REPORT 2024

SUSTAINABILITY
REPORT 2024

About this report

This report presents MBDA's environmental, social and governance (ESG) strategy and performance in 2024. MBDA places its sustainability commitments at the heart of its business model, and this report helps to better understand how these objectives align with the overall performance of the Group. This document presents the concrete actions of the Group. MBDA is not required to publish sustainability information. However, conscious of the importance of these issues and its responsibilities towards them, MBDA has chosen to present this information to its stakeholders. Published in June 2025, this sustainability report was written with the participation of all of the Group's National Companies (NatCos) and the contribution of its various departments.

MESSAGE FROM OUR CEO

MBDA stands ready

The world has changed, and we find ourselves at a pivotal moment where Europe is resolutely taking charge of its own future. Nations are coming together to enhance their security and protect their democratic values and models of society. This goes hand in hand with a more resilient European defence technological and industrial base. MBDA is fully committed to supporting this momentum. As a key player in European cooperation, MBDA works daily to strengthen the sovereignty and peaceful prosperity of our countries and allies.

"MBDA stands ready to support European nations with cooperation and partnership."

_Eric Béranger
Chief Executive Officer of MBDA

For us, **sustainability means acting responsibly** to strengthen security – understanding and mitigating our environmental and social impacts, while also supporting business growth, employee fulfilment and contributing to the security of our nations.

In 2024, **MBDA Group carried out its double materiality assessment**, evaluating key impacts, risks and opportunities related to environmental and societal changes. Topics included anticipating climate-related risks, assessing dependencies on raw materials, and exploring opportunities such as the circular economy to mitigate future scarcities. The exercise also looked at emerging skills, technologies and competencies.

Recent geopolitical developments have clearly shown that **Europe must be ready to defend itself with its own tools and capabilities**, developed and produced in Europe. This is MBDA's core mission, and we are more convinced than ever that our model – built on cooperation and sovereignty – is the right response to today's and tomorrow's threats.

Developing Europe's technological defence capabilities at home is the only way to guarantee full freedom of use, free from external dependencies. To do this, a strong European supply chain is essential – and as a leader in this sector, we are committed to supporting the growth of its most critical suppliers, in particular in our home nations.

Cooperation at the service of sovereignty is in MBDA's DNA. Today, MBDA's teams collaborate deeply every day, fully aware of the complexities and immense benefits that come with cooperation across nations. This positions us to play a crucial role in the new security partnerships that are being forged in Europe.

As Europe embraces its own destiny, MBDA stands at the forefront of this paradigm shift, committed to cooperation and sustainable business to ensure our collective safety, security and sovereignty.

We are the only Group in Europe capable of delivering a comprehensive range of complex weapon systems to our armed forces. **We stand by our armed forces,** equipping them to effectively carry out their missions and confidently address a plurality of threats. Last year, our products were successfully deployed in various theatres – from Ukraine to the Red Sea and domestically in France, protecting the Marseille site at the Olympic Games.

Time is now of the essence. In a rapidly expanding market, MBDA is accelerating both capacity and production. We are investing €2.4 billion over the next five years, with significant spends planned for facilities, machinery and recruitment. The Group now comprises more than 18,000 people, an increase of around 50% over the past five years, and we will continue to expand, with plans to hire 2,700 people across the Group in 2025. Last year, we produced and delivered 33% more missiles than in 2023, and by the end of 2025 our missile production is on track to have doubled in just two years.

_We plan to hire 2,700 people across the Group in 2025.

Our Environmental, Social and Governance (ESG) roadmap continues to strengthen the resilience of our business. In the current context, anticipating and managing risks – whether environmental, safety-related, cyber or supply chain – is more important than ever. At the same time, our ESG strategy is helping to support the ramp-up by engaging employees and suppliers, and contributing to recruitment efforts.

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ASK!

With a changing geopolitical landscape, will MBDA abandon its **sustainability commitments**?

No.

_**We believe sustainability strengthens our business model.** Our ESG Roadmap drives growth, reduces environmental risk and ensures excellent governance.

_**Sustainability builds trust with our customers,** who show their commitment by making responsible behaviour a condition for contracts.

_**It helps us engage with our people,** who value our high standards as a responsible employer.

"Sustainability creates value for our business model."

_**Thomas Gottschild**
Executive Group Director Strategy
and Managing Director MBDA Germany

See our ESG Strategy on pp.28-29.

REDUCING RISK

Safety first

Health, Safety & Environment (HSE) Day was held across all sites in France last year, raising awareness on risk management through dedicated activities such as workshops, quiz or games using virtual reality on road risk, waste prevention and HSE prevention.

EVIDENCE

Energy efficiency up /
improved cost efficiency

37% reduction since 2019 in our carbon intensity (tCO_2e Scopes 1 and 2 market-based/EUR million revenue)

Reportable accident rate down /
improving safety

Reduction in reportable accidents with more than three days' absence on a 3-year average

More suppliers engaged /
stronger supply chain

>100 suppliers signed our sustainable supply chain charter

ASK!

Is it possible to **increase production** without compromising sustainability?

Yes.

The world has changed. MBDA is a key player in the ramp-up, requiring faster and higher production to supply our armed forces and strategic partners without compromising product performance.

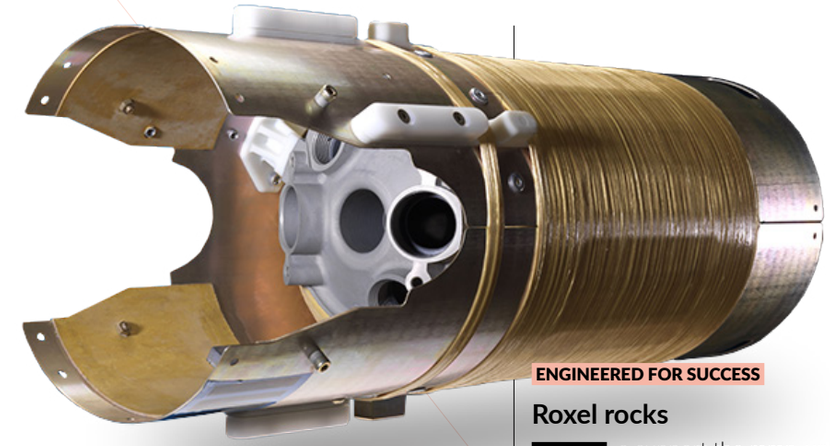
_**We are investing.** Our plan stands at €2.4 billion for the entire group over five years, strengthening our production capabilities. For example, we have doubled the size of our Selles-Saint-Denis site, dedicated to the final assembly of missiles, to increase production capacity and accommodate new activities.

_**We are recruiting.** Across the Group, 2,700 new hires are planned for 2025. Over the last five years we have increased our headcount by 50%.

_**We are stockpiling** components and subassemblies to accelerate production and provide visibility to our suppliers. For instance, we hold substantial reserves of titanium to manufacture several thousand missiles.

_**We are optimising** the use of our production facilities and experimenting with new, more agile methods to better adapt to demand, while also improving our energy efficiency and increasing our use of renewable energy.

MBDA



"We are overcoming execution challenges to speed up production and deliver for our customers."

_Stéphane Reb
Executive Group Director Programmes and Managing Director France

See the news on our website.

ENGINEERED FOR SUCCESS

Roxel rocks

To support the ramp-up, we acquired Safran's 50% stake in Roxel, making it a wholly-owned subsidiary. Roxel will continue to operate independently while benefiting from our resources to optimise industrial cycles and expand its market presence. With production sites in France and the UK, Roxel will help us accelerate the delivery of solid propulsion systems for air, naval and land-based missile systems.

KEY FIGURES

+33%
In 2024, we produced and delivered a third more missiles than in 2023

×2
By 2025, we will have doubled our missile production compared to 2023

×4
We have quadrupled the monthly production of Mistral missiles from 10 to 40 missiles per month

ASK!

How does MBDA **ensure suppliers** meet sustainability commitments?

Through coope-ration.

_**Dedicated teams work with over 4,000 suppliers to ensure punctuality, compliance and sustainability in the supply chain.** Approximately 60% of a missile's value comes from the supply chain, making this critically important.

_**We collaborate across borders to co-produce munitions with partner nations,** strengthening Europe's supply chains and strategic autonomy. The recent Franco-British-German collaboration to arm Luftwaffe Eurofighter jets with Brimstone 3 precision-strike missiles exemplifies this approach.

_**We support around 100 startups.** For example, we are a key player in the French Government plan to support mid-sized companies, SMEs and startups.

MBDA

"We are a key part of the European defence community and contribute to the security of our home nations."

_Chris Allam
Executive Group Director Engineering
and Managing Director MBDA United Kingdom

See ACTION 12 ("Sustainable Supply Chain") on pp.53.

EUROPEAN COOPERATION

MBDA part of first joint EU defence purchase

Last year, our MISTRAL 3 system was selected for the EU's first jointly funded defence equipment purchase under the EDIRPA programme. Designed to boost coordination and efficiency in procurement, EDIRPA aims to strengthen Europe's resilience to threats and support the sovereignty of EU member states. As part of this programme, 1,500 MISTRAL 3 missiles will be delivered to eight EU countries.

ASK!

What has **defence** got to do with sustainability?

A lot.

Defence is necessary for the peaceful prosperity of our home nations and allies, and that, in turn, enables sustainable development.

_**Sovereignty is a precondition for an inclusive and sustainable model of society**. Our systems enable our home nations and their allies to defend themselves, allowing citizens to live their lives in freedom.

_**European sovereignty requires European defence capabilities**. In an unstable geopolitical context, MBDA is a reliable partner of Europe's armed forces.

_**Our work supports high-value manufacturing jobs**. Last year, we recruited 2,300 people, creating economic opportunities in regions across Europe.

_**We create social value**. We are widely recognised as an excellent employer and involved in many skills, charity and volunteering initiatives in our communities.

"European sovereignty requires European capabilities."

Lorenzo Mariani
Executive Group Director Sales & Business Development

MADE IN EUROPE

Sovereign capabilities take shape in Fusaro

In the Bay of Naples, MBDA's Fusaro site is a vital hub for homegrown defence expertise. As part of wider investment in Italy, its engineers develop advanced technologies like missile seekers – helping ensure that the skills, systems and innovation needed for defence are developed on European soil.

KEY FIGURES

50+
missile systems in operation and 30 more in development

90
armed forces served around the world

2,300
jobs created in 2024

Our Operations in 2024

With more than 18,000 people worldwide, MBDA is a European defence company which designs and produces a comprehensive range of defence systems.

France

- Compiègne - Electronics/Manufacturing
- Le Plessis-Robinson - Management/R&D Propulsion systems headquarters
- Paris - Digital excellence
- Elancourt - Simulation Systems
- La Ferté Saint-Aubin - Propulsion systems industrial site
- Bourges Aéroport/Bourges Subdray Selles-Saint Denis - R&D/Production/Integration
- St Médard-en-Jalles - Propulsion systems industrial site

Germany

- Ulm - R&D/Production
- Schrobenhausen - Management/R&D/ Production/Integration
- Aschau - R&D/Production
- Berlin - Management

Italy

- La Spezia and Aulla - R&D/Integration
- Rome - Management/R&D/Integration
- Fusaro - R&D/Production/Integration
- Torino - R&D/Integration

United Kingdom

- Stevenage - Management/R&D/Integration
- London - Management
- Bolton - Production/R&D/Software & Systems
- Bristol - R&D/Software & Systems
- Henlow - Final Assembly/Integration/Test
- Thurleigh - Test
- Summerfield - Propulsion systems industrial site

Our Six Capabilities

MBDA supplies the full spectrum of missile systems for a comprehensive integrated defence, meeting the needs of joint, land, sea and air armed forces.

Deep Strike

Mission overview

→ Delivering effects at long range, in the depths of enemy-controlled zones, and within heavily denied and constrained environments.

Mission capabilities

→ Deep strike, maritime land attack, open sea anti-ship. Delivering the airborne nuclear capability of French deterrence.

Tactical Strike

Mission overview

→ Affordable effects in semipermissive environments. Cost-optimised solutions to combat anti-access aerial denial threats through collaborative means.

Mission capabilities

→ Suppression/destruction of enemy air defence, littoral, stand-off, close air support and utility weapons for saturation. Stand-off range up to 300km.

Area Protection

Mission overview

→ High-end air defence missiles and weapon systems to protect land and sea strategic assets against advanced air anti-access aerial denial including ballistic and cruise missiles.

Mission capabilities

→ Protection of civil and military critical assets and areas against air strikes. Protection of high-value warships (aircraft carriers, frigates, etc.).

Force Protection

Mission overview

→ Protection of mobile forces, military camps, civil or military assets and warships.

Mission capabilities

→ Detection and neutralisation of (micro, mini and small) drones and tactical air threats, including in case of saturating attacks.

Air Dominance

Mission overview

→ Long-range interception capabilities against most advanced air platforms, air-to-air or surface-to-air threats, short-range air-to-air combat against enemy fighters and very-short-range self-defence.

Mission capabilities

→ Detection and neutralisation of enemy fighters in air-to-air interception and combat (dogfight capability), neutralisation of high-value large-body aircraft thanks to superiority in air interception and protection of aircraft from assailant missiles.

Battlefield

Mission overview

→ Engagement of battlefield targets at close proximity, of armoured threats at range, beyond the line of sight, simultaneously and at range, and delivery of fire support in enemy-controlled zones (guided ammunitions).

Mission capabilities

→ Battlefield superiority through Systems, Architecture, Interoperability, Network and Training (SAINT) capabilities.

Our Business Model

The six megatrends shaping our business model.

Geopolitical Risk · Extreme Weather · AI and Digital Transformation · Supply Chain Resilience · Economic Opportunities · Competition for Talent

Our Resources

Financial

- **€4.9bn** turnover (2024)
- **€37bn** order backlog (2024)
- **€13.8bn** order intake (2024)

Industrial

- **Integrated player on the whole value chain** for the design, development, production and support services of complex missile systems
- **Capabilities demonstrated on more than 50 missile systems programmes** in operational service, **with 30 more in development**
- **10 R&D centres** across 6 countries
- **Strong ties with 4,000 suppliers**
- **Pursuing our effort in investment:** €2.4bn planned over the 2025-2030 period

Human

- **Over 18,000 employees,** 60% in technical and engineering roles and **2,300 new hires** in 2024
- **Significant investment** in learning and development actions
- **23 hours per employee** dedicated to learning*
- **More than 570 internal lecturers** across the Group who share knowledge and develop employees' skills

Societal

- **Strong player supporting the development of European defence policy**
- **Leader in European cooperation projects**

Environmental

- **Implementation of the Net Carbon Neutrality 2050 roadmap** for environmental performance

Our Mission

To operate as **a trusted part of the defence community** in our home nations and with their allies, **providing decisive military capability to protect national security and enable strategic independence**

Value Proposition for Customers

The **only European company** able to meet **the whole range of complex weapons needs** of land, sea and air armed forces.

Our Six Capabilities

ESG in line with our strategy

Our ESG Roadmap **enhances our business model** by driving growth, creating value, **reducing environmental risk, increasing employer attractivity** and **ensuring excellent governance**.

Value Created

Financial

- **Excellent financial performance**
- **15% accessible world market share and 34% of the European market**

Industrial

- **Our value chain positioning secures the best value for money solutions** to meet customer requirements
- **Technology leadership through innovative R&D cooperation schemes**, anticipating and investing in the products of the future

Human

- **Increasing representation of underrepresented groups** (including 23.1% female employees) and ambitious targets for 2030
- **90.1% of employees trained across the Group** in 2024*
- **MBDA UK ranked #6 Best Big Company to Work For** in 2022 by Best Companies (b.co.uk) and MBDA in Germany has won several Great Place to Work awards

Societal

- **Enabler of European sovereignty and strategic autonomy**
- **MBDA participates in over 40 key Euopean projects,** including EDF, EDIRPA and ASAP
- **Many charities and associations supported** across the Group

Environmental

- **Reduction in carbon intensity** (teq CO_2/million EUR revenue) since 2019
- **Increasing share of renewables** in the energy mix since 2019

*Figures exclude mandatory Code of Ethics training module.

Our Strategy

Our strategy sets out **how we achieve our mission.**

Developing a partnering relationship and secure access to sovereign capabilities for our Home Nations	**Promoting programme cooperation** and industrial consolidation in Europe	Growing export sales and **building strategic partnerships** beyond Europe with our Home Nations' allies	Continuing development of **a competitive and high-performance offering** across all missile systems domains	**Delivering operational excellence** and maintaining industry leadership
→ Implementing the **intimate partnering relationship we have built with France and the UK** through: Filière Missile initiative in France, Team Complex Weapons initiative in the UK, One MBDA with France and the UK → Developing the **same partnering relationship with our other Home Nations** (Italy, Spain, Germany) → Supporting the **development of a European defence policy**, setting the objective of 'European strategic autonomy' and recognising the contribution of the defence industry in achieving this objective	→ Capitalising on the existing political support of our Home Nations to **mature new cooperations and cross-procurement opportunities** → Building up the critical mass of common interests to further **enlarge cooperation programmes to other European countries** → Implementing and enlarging the principles of **mutual dependence and specialisation across our industrial perimeter** → Capitalising on our model of industrial integration to **develop further industrial consolidation across Europe**	→ Maintaining a **record volume of export order** intake → **Building up the critical mass** allowing larger investment capabilities in technologies and future products, and to develop our international footprint. → Demonstrating **global competitiveness** to our domestic customers → Developing **robust and sustainable partnerships** with our Home Nations' allies → Reinforcing our **global presence** in the most promising markets. → Improving access to **new markets**	→ Adapting to the **quickly evolving operational requirements** of our customers who continually face new challenges during military operations → Optimising **systems integration capabilities** thanks to open system architectures (plug and play, etc.) and modularity and re-use development policies → Maintaining **technology leadership** through innovative R&D cooperation schemes (academia, SMEs, main suppliers, etc.) and access to complementary and innovative funding sources	→ Delivering on our **promises** wherever we have commitments → Maintaining **operational excellence** and improving competitiveness → Efficiently managing our suppliers in all our domestic countries to **create and maintain a reliable supply chain** that is competitive, innovative and sustainable

Megatrends

TREND #01

Geopolitical Risk

We are in a moment of profound geopolitical change. In 2024, global military spending saw its steepest rise since the end of the Cold War – a clear reflection of growing instability. In this context, Europe must be ready to act with its own tools and capabilities, developed and produced on its soil. More than ever, we believe our model – built on cooperation, technological sovereignty and shared values – is the right response to today's threats and the challenges still to come. —

TREND #02

Extreme Weather

As extreme weather intensifies due to climate change, MBDA is strengthening its resilience and accelerating decarbonisation. We're adapting our operations and supply chains to withstand severe conditions, while also contributing to global climate action. Our goal: manage emissions more effectively and reach carbon neutrality by 2050 to help mitigate future climate risks. —

TREND #03

AI and Digital Transformation

AI and digital transformation are reshaping the defence landscape, driving new capabilities and strategic advantages. One way we're positioning ourselves as a key player in the ecosystem is by developing in-house AI on embedded systems within our weapons – ensuring sovereignty, design control, cybersecurity and cost efficiency. —

TREND #04

Supply Chain Resilience and Access to Raw Materials

As the ramp-up continues, maintaining a resilient supply chain is critical. MBDA is investing €2.4 billion over five years to strengthen production and innovation. We work closely with 4,000 suppliers to secure key components, reduce exposure to global shocks and prioritise on-shoring and ally-shoring. Through our Sustainable Supply Chain Charter, we promote responsible practices and long-term partnerships that ensure access to raw materials while supporting a robust, sustainable value chain. —

TREND #05

Economic Opportunities

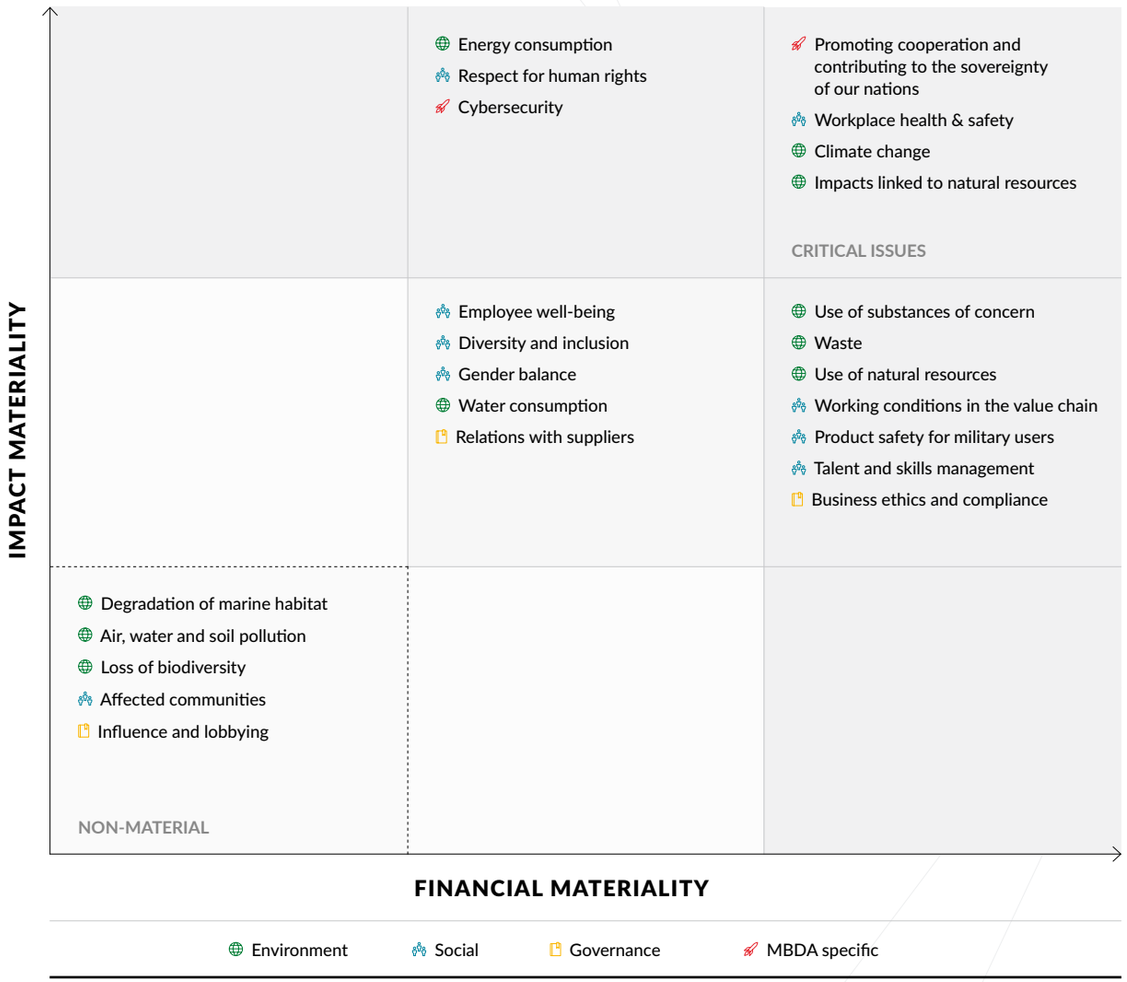
Amid economic uncertainty and rising inflation, the role of industry in supporting local economies has never been more important. MBDA contributes by creating high-quality jobs, especially in disadvantaged regions. We invest in training and development at all levels, promote diversity and inclusion, and help veterans transition into civilian careers – driving long-term economic and social impact. —

TREND #06

Competition for Talent

As innovation accelerates across industries, demand for skilled engineers is soaring. With engineers making up 60% of our workforce, attracting and retaining top talent is critical. MBDA is widely recognised as an employer of choice across all the regions in which it operates. —

Double Materiality Matrix



MBDA's double materiality matrix

In line with the Corporate Sustainability Reporting Directive (CSRD), MBDA has produced a Group-level assessment of the environmental, social and governance topics considered to be material to our business and to our stakeholders.

Two dimensions are considered for this assessment. First, environmental or social events that are likely to have a significant positive or negative effect on MBDA's economic performance or long-term value. Second, actions taken by the Group or actors in its value chain that could generate significant sustainability impacts on people or on the environment. For this purpose, MBDA's value chain comprises the activities, resources and relationships that the company uses to create, sell and distribute its products or services. This does not include the downstream value chain because, in the absence of sector-specific standards, the impacts associated with the use of products by military forces are not quantifiable within in the scope of the analysis.

→ In terms of stakeholders, MBDA identified 11 different categories: employees; shareholders; suppliers; local communities; professional associations; civil society and non-governmental organisations; research institutes; subsidiaries and joint ventures; customers, ministries of defence, and armed forces; regulators; and workers in the value chain. —

A rigorous, 5-stage process

→ The process for creating MBDA's double materiality matrix was comprised of five steps: the identification of sustainability issues; an assessment of their potential impacts, risks, and opportunities (IROs); an evaluation of these IROs to determine their potential effect on the Group, its stakeholders, and on the environment; the calculation of the impact and financial materiality of each IRO; and finally, a validation of the results.

→ The project team comprised senior members of MBDA's compliance and risk, financial and ESG functions. Regular workshops were held to identify and score IROs using a methodology defined by the European Financial Reporting Advisory Group, and with the help of an independent third party (Forvis Mazars). —

Next steps

→ The double materiality matrix lays the groundwork for MBDA's first CSRD-aligned sustainability report, which will cover FY2027 and be published in early 2028. The next priorities include deepening stakeholder consultation, defining and tracking KPIs for material topics, updating governance and internal control mechanisms and preparing for any new sector-specific European Sustainability Reporting Standards (ESRS). —

Our ESG Strategy

Our ESG Roadmap

While each national company works on specific, national topics relevant to their local regulation and customer requirements, our ESG Roadmap establishes **a Group-level approach** for integrating sustainability practices across national companies. The Roadmap is integrated within our wider strategic plan, Vision 2040, and gives us a framework in which to highlight our existing initiatives, helping us to **strengthen the resilience of our business model and increase the attractiveness of the Group** while **mitigating environmental, social and governance risks.**

ESG **governance structures** have been set up to ensure the progress of this Roadmap. Our strategy can be updated, if necessary, based on the changing needs of our business. We continually monitor environmental, social and governance **risks and opportunities** to stay informed of shifting and emerging trends. We will continue to develop our ESG strategy to address the challenges that our company, our industry, our society and our planet face while **disclosing our performance** in a transparent manner.

Our 12 ESG Priorities

To create our ESG Roadmap, we analysed industry trends and engaged with internal and external stakeholders to create our materiality matrix and define **the 12 most material sustainability issues** for our stakeholders and our business. After the core issues were established, we worked with internal stakeholders to create an action plan with **specific objectives and indicators** against which we track our progress. Our 12 priority issues are organised around three pillars:

ENVIRONMENT

- Energy
- CO_2
- Waste
- Raw Materials, Biodiversity and Water

SOCIAL

- Work Safety
- Employee Learning
- Diversity & Inclusion
- Gender Equality

GOVERNANCE

- ESG Governance
- ESG in Remuneration
- Compliance and Corporate Ethics
- Sustainable Supply Chain

Our Results in 2024

ENVIRONMENT

Energy
Renewables make up 30% of the energy mix

CO_2
6.04 tCO_2e Scopes 1 and 2 market-based/million EUR revenue

Waste
Completion of 100% waste sorting

Raw Materials, Biodiversity and Water
Developed awareness across the company on climate change & our MBDA Environment strategy

SOCIAL

Work Safety
1.19 reportable accident rate with >3 days off on a 3-year average per 1,000 employees

Employee Learning
91% of employees have a development plan

Diversity & Inclusion
Employees engaged to develop a culture of inclusion and belonging for all

Gender Equality
Women make up 23.1% of workforce

GOVERNANCE

ESG Governance
Quarterly meetings and ESG review

ESG in Remuneration
Incentives for executives

Compliance and Corporate Ethics
ISO 37001 for all national companies

Sustainable Supply Chain
Team created and charter written

Our Contribution to Sustainable Development

Through our ESG Roadmap, we contribute to the achievement of the United Nations Sustainable Development Goals.

- GOOD HEALTH AND WELL-BEING
- QUALITY EDUCATION
- GENDER EQUALITY
- DECENT WORK AND ECONOMIC GROWTH
- INDUSTRY, INNOVATION AND INFRASTRUCTURE
- RESPONSIBLE CONSUMPTION AND PRODUCTION
- CLIMATE ACTION
- LIFE ON LAND
- PEACE, JUSTICE AND STRONG INSTITUTIONS
- PARTNERSHIPS FOR THE GOALS

ENVIRONMENT

At MBDA, we are committed to **protecting our planet**

MBDA

ENVIRONMENT / ACTION 01

Move Towards Net Carbon Neutrality

WHY?

MBDA has defined its strategy for achieving net carbon neutrality by 2050, in line with European and national regulations. Our Net Carbon Neutrality 2050 Roadmap establishes the Group's environmental approach.

How?

Our Net Carbon Neutrality 2050 Roadmap is structured around four pillars:

- **Promote renewable energies** to lower carbon footprint
- **Optimise and monitor energy efficiency**
- **Minimise our environmental impact**
- **Develop carbon sinks** to offset carbon emissions

Highlights

UK

MBDA in the UK reports its emissions annually, a requirement for supplying the UK Ministry of Defence. Since 2021, Scope 1 and 2 emissions have decreased significantly, falling by 48% between 2021 and 2024, driven by energy efficiency, renewable electricity procurement, building degassing and fluorinated gas leak reductions. Scope 3 emissions have risen due to business growth, with targeted actions underway.

FRANCE

Climate Fresk, a climate change awareness workshop, was introduced. Sessions cover carbon emissions, MBDA's first quantitative climate assessment, and actions within the Net Zero Carbon Roadmap. Participants contribute ideas to drive further carbon reduction efforts. Six sessions have been held and eight more are planned for 2025.

ITALY

A mobility survey involving 60% of employees helped shape a commute plan for three sites. Actions include optimised shuttle routes in Rome and Fusaro (in partnerships with Leonardo) and one connecting La Spezia with Cà de Boschetti station, training on sustainable transport, and expanded access to low-emission vehicles for work travel and service use.

GERMANY

Bayern Chemie joined the ÖKOPROFIT-KLUB network, collaborating with local companies in Mühldorf am Inn to boost climate protection and cut emissions.

Results

In 2024, our total carbon emissions (Scopes 1 and 2) amounted to

29,615

$tCO2_e$ (tonnes of CO_2 equivalent)

Our carbon intensity has improved throughout the years (-37% versus 2019):

2024

6.04

tCO_2e Scopes 1 and 2 market-based/ million EUR of revenue

Our methodology follows the GHG Protocol and the results were obtained with a market-based calculation.

_Bayern-Chemie received an award for its commitment to the ÖKOPROFIT KLUB network.

ENVIRONMENT / ACTION 02

Optimise Energy Efficiency

WHY?

To secure energy needs in a changing world, it is essential that industrial companies like MBDA optimise energy consumption and increase the share of renewables in their energy mix.

How?

- **Improve energy efficiency** each time we upgrade our infrastructure
- **Generate energy** for onsite consumption
- **Optimise energy efficiency** at datacenters
- **Monitor and control** the energy efficiency of our infrastructures and processes

Highlights

UK

The five-year Energy Optimisation Programme, launched in 2023 with Facilities Management provider ISS, targets 8 GWh of energy savings and improved operational efficiency. By the end of 2024, 258 measures had been implemented, saving 3.6 GWh of energy, reducing emissions by 749 tonnes of CO_2 and saving £357,392.

FRANCE

The share of renewable energy increased by purchasing 13,667 MWh of biogas guarantees of origin. This initiative supports the Net Zero Carbon Roadmap and applies to all French sites using gas, complementing the long-term actions carried out across the roadmap's key pillars.

ITALY

MBDA in Italy has launched a project to build new, energy-efficient thermal plants for the Fusaro site, aiming to reduce energy consumption and emissions as part of a broader modernisation strategy.

GERMANY

A new 640 kWp photovoltaic system was installed on the parking garage at SOB in Schrobenhausen. Operational in 2025, it will cut carbon emissions by using existing roof space and supplying over 95% of power onsite.

GROUP

We created and deployed a personalised e-learning awareness module "Climate Change @t MBDA."

Switching to renewable energies

Total energy consumption in 2024

202,754

MWh

Total renewable energy consumption in 2024

61,125

MWh

2030

32%

renewable energies

2050

50%

renewable energies

ENVIRONMENT / ACTION 03

Prevent and Manage Waste

Why?

By reducing, sorting, recycling and recovering waste generated throughout our production chain, we are proactively improving our environmental performance.

How?

- **Waste sorting** in all national companies
- **Increase recycling rate** of non-hazardous and hazardous industrial waste
- **Improve recycling of non-industrial waste** (paper, plastics and IT equipment)
- **Increase biowaste recovery**
- **All sites in UK, France and Italy are certified ISO 14001**

Highlights

ITALY

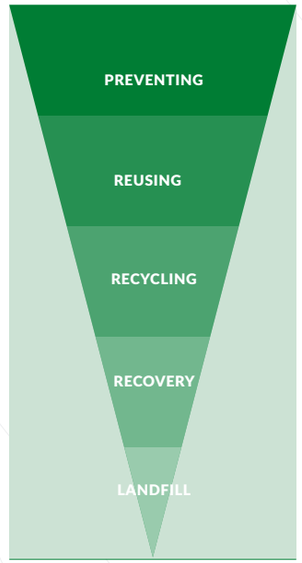
The HUMS monitoring system is being used to extend product life cycles and optimise missile maintenance. This approach reduces scrap materials, cuts the need for new components and contributes to lower CO_2 emissions and reduced hazardous waste levels.

FRANCE

MBDA has partnered with Veolia to increase the recycling rate of non-hazardous waste to 65% in the coming years. This initiative, involving all employees and Environmental, Health and Safety (EHS) teams, enhances waste management across all French sites.

UK

MBDA manages multiple waste streams, including general waste, secure waste and waste electrical and electronic equipment. Waste is sorted at source by colleagues and processed by contractors following the waste hierarchy. In 2024, waste management improved, with 76% of general waste recycled, and none going to landfill.



At MBDA, we apply the waste hierarchy

100%

of waste is sorted

ENVIRONMENT / ACTION 04

Protect and Make Better Use of our Resources

Why?

We are committed to making even better use of resources, and also to protecting biodiversity.

How?

- **Development of a comprehensive water and biodiversity action plan** covering all national companies planned for 2025
- **Establishment of a team dedicated to managing compliance** with REACH regulations
- **Investment in R&D** to improve environmental performance of our materials
- **Reduction in material use** through 3D printing technology
- **Supporting lower carbon methods of transportation and distribution**, business travel and employee commuting.

Highlights

UK

To mark World Environment Day on June 5th, colleagues in Bristol organised a Walk on the Wild Side, supported by Facilities Management, which extended No Mow May for the event. Participants identified 32 species of wildflower from 13 plant families, highlighting the site's growing biodiversity.

FRANCE

Biodiversity measures were launched at major production sites undergoing construction. Actions focus on protecting biodiversity and wet areas while preventing habitat loss during building phases. These efforts will continue throughout the construction period, involving Infrastructure and General Services (ISG), Environmental, Health and Safety (EHS) teams and external contractors.

ITALY

A reforestation project in Bacoli saw trees and shrubs planted to absorb an estimated 38 tonnes of CO_2 annually. The initiative improves air quality, supports biodiversity and creates green spaces for local communities.

_Honey is produced from bee colonies from Bayern-Chemie at Aschau am Inn.

Material circularity and efficiency

_SAMP/T is a ground-based air defence system used to protect sensitive sites and deployed forces against aircraft and missile threats.

Like all technology, missile systems eventually reach the end of their service life. Managing assets at this stage is a key concern not only for the armed forces, but also for MBDA, which supports its customers through the entire lifecycle of its systems.

SAMP/T is a ground-based air defence system used to **protect sensitive sites and deployed forces** against aircraft and missile threats. The current SAMP/T system will reach retirement in the near future and a new generation system is in production to replace it in Italy and France.

Turning end-of-life into opportunity

To support the Italian armed forces, the ESG Direction of MBDA in Italy, in synergy with the Customer Support Services Direction, launched a project with the aim to develop new end-of-life management methods for SAMP/T. This project focused on identifying items and materials that can potentially be reused or disposed of through the **recovery of secondary materials**, with a target of recovering 5% by weight of the systems involved. A business model was then developed to **identify reusable components**, stakeholders, reverse logistics scenarios and recovery pathways, supported by cost-benefit and environmental analysis.

The study found that SAMP/T contains significant quantities of metals and electrical and electronic components with high end-of-life value. Up to 93% of its materials could potentially be recovered, **including critical resources like silver, gold, silicon, copper and aluminium.**

The benefits are clear: recovering valuable raw materials strengthens supply chain resilience while also potentially reducing environmental impact. The study estimates that aluminium recovery alone **could avoid the extraction of 272 tonnes of bauxite**.

Looking ahead, the study paves the way **for deeper exploration in four key areas**: adopting eco-design practices to reduce environmental impact at source; defining structured data collection and circularity KPIs; assessing the economic potential of recovered assets; and strengthening supply chain resilience through material reuse.

Three recent projects show how MBDA researches materials and manufacturing techniques enabling the use of recycled materials and supporting circular economy principles.

The right attitude to machining waste

Cost is also a key driver for recycling projects. Take titanium: it is an extremely valuable material in aerospace applications given its high strength, low weight and resistance to temperature and corrosion. However, it is very expensive, costing 30x more per kilogramme than steel. What's more, during the production of specialised parts, as much as 90% of the original material is removed in the form of fine filings known as swarf and disposed of through low grade recycling.

To explore new methods of recycling titanium swarf waste and thereby reducing the cost of titanium, MBDA in the UK participated in a **cooperative research programme** bringing together industry and academic partners. Named ATiTUDE (Affordable TiTaniUm for DEfence), the project consortium was led by Rheinmetall BAE Systems Land and funded by the Defence Science and Technology Laboratory (the UK Ministry of Defence's science and technology organisation).

MBDA's work focused on **manufacturing a generic fin** as a potential application of this technology. Testing and refinements are ongoing and through life cost savings of around 30% appear feasible.

_Titanium is a valuable material, but the production of specialised parts often generates unused waste. MBDA took part in a research project to recycle this waste.

_A dummy missile used on the MOBADE (MOdel-BAsed Design & Engineering) project.

Digital continuity serving sustainability

The MOBADE project was launched to demonstrate our ability to implement effective digital continuity throughout the product lifecycle, using a shareable family of dummy missiles. By centralising data storage, avoiding duplication across different domains and ensuring the product can be easily shared, we simplify data management, improve traceability and reduce the volume of data to handle — all while ensuring long-term accessibility. Designed to support **a collaborative and efficient approach**, MOBADE promotes a more sustainable use of resources in missile development, production and support.

SOCIAL

An **attractive** and **safe environment** for employees

MBDA

More than a workplace: Why engagement matters

At MBDA, employee engagement isn't a concept – it's a daily reality shaped by purpose, belonging and a shared defence mission.

Engagement starts with wellbeing at work. In the UK, we ran 32 health campaigns and earned the Investors in People Platinum award. In Italy, colleagues received flu vaccinations and a new wellbeing-focused union agreement. In France, our national initiative on quality of life at work (QVCT Week) blended health, education and solidarity through dermatology sessions, **cancer awareness and a charity step challenge**.

GERMANY

_MBDA in Germany won several employer brand awards

Sports and belonging

Beyond policies, MBDA brings people together through shared moments. In Germany, colleagues enjoyed the annual summer party and 2024 **Sportsfest** – with everything from tennis and hiking to beer mug lifting and a barbecue. Later in the year, the Schrobenhausen team wrapped up Oktoberfest with a traditional costume day celebrating Bavarian culture. In Italy, colleagues picked up a racket for **the first company-wide padel tournament** near Rome – an energetic, inclusive event that brought together teams from across the business. Italy's Open Day also welcomed families to our sites, with hands-on tech demos and activities for all ages.

Pride and recognition

Our engagement approach continues to show results. MBDA was once again recognised as a Sunday Times Best Place to Work in the UK, and in Germany, earned Great Place to Work® certification and several **employer branding awards**. Employees aren't just celebrated – they're heard: 106 team members joined You Engage sessions to **share workplace ideas**. Our Spotlight Recognition Platform led to over 13,000 thank-you messages and awards in its first year.

The defence mindset

Our people form part of the wider defence community, contributing to national sovereignty and collective security. The defence mindset is cultivated from day one and developed throughout the employee journey. In France, new hires take part in an **18-month integration programme** designed to familiarise them with the strategic stakes of the defence sector. The experience offers insight into MBDA's mission and its partnerships with key stakeholders, including the armed forces and think tanks.

ESG engagement

Sustainability activities are invaluable in supporting colleague engagement. In the UK, **ESG Week** in March and **Autumn Sustainability Showcase** engaged colleagues in ESG topics through roadshows at three sites, webinars, WeLink stories, CSN content and material shared on Digiscreens in public spaces. At ESG Week, over 700 employees tuning in live to a webinar on Defence Aviation Net Zero Strategy, while the UK ESG, Sustainability and Social Value CSN community quadrupled to 400. In Italy, the **first ESG Challenge** was launched, an initiative to involve all employees in achieving corporate sustainability objectives.

FRANCE

_More than 140 colleagues took part in this year's Bourges Inter-Company Challenge.

UK

_Engaging colleagues during ESG Week

ITALY

_The first MBDA padel tournament was held in collaboration with Wellhub near the MBDA Rome site.

SOCIAL / ACTION 05

Ensure Excellent Work Safety Conditions

WHY?

At MBDA, we believe that our people are our most important asset and their health and safety is our top priority. We want to provide safe working conditions and ensure the wellbeing of all our employees, visitors and service providers.

How?

- **Maintain number of reportable accidents** per 1,000 employees below 2.0
- **Diffuse work safety culture** of through healthy lifestyle and safety campaigns and first aid training
- **Strengthen audits and inspections** across sites
- **Enrich work safety data** through more detailed KPI monitoring

Highlights

UK

The Safety Culture Improvement Plan was implemented to enhance attitudes and behaviours. A Safety Culture Video Series reinforced key messages, while a company-wide competition led to the new safety strapline: "Safety First, Every Person, Every Moment."

FRANCE

Throughout 2024, MBDA in France delivered monthly Health, Safety & Environment (HSE) talks to operational teams and most tertiary employees, acheving 93% participation. In 2025, we plan to extend our HSE talks to all employees across France.

ITALY

MBDA in Italy recorded only one injury in 2024. In addition, ISO 45001 certification was reconfirmed. 1,749 employees were trained in health and safety, representing 39.9% of total training hours.

GERMANY

A total of 1,433 safety instructions were delivered in 2024, including 100 training sessions for managers on their health and safety responsibilities. In addition, 69 colleagues received first-aid training, 77 practiced using fire extinguishers, and 38 internal safety inspections were carried out.

Safety KPIs

Reduction in reportable accidents with more than three days' absence from work on a three-year average at MBDA Group level versus 2019.

2024

1.19

reportable accident rate

2024

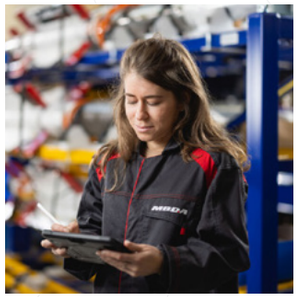
0

fatalities

2024

0

pyrotechnical accidents



SOCIAL / ACTION 06

Cultivate the Skills of Tomorrow

WHY?

Attracting, retaining and developing talent is key to our continued success. We believe that developing and nurturing our employees' potential is key to their fulfilment and the sustainable growth of our business.

How?

- **Build the Group-level Skills and Competencies Framework**
- **Develop more blended learning offer**
- **Share best practises and initiatives across nations and create synergies across the Group**
- **Develop innovative and digital learning formats**, ecosystems and tools
- **Increase the share of employees** who have a defined development plan
- **Sustain the high percentage of employees trained each year (>90%)**

Highlights

ITALY

MBDA supported youth education through initiatives such as Orienta Life and guided site visits, offering interactive labs and career orientation activities to promote STEM skills and inspire students – especially young women – to pursue careers in science and technology.

UK

Launched in late 2024, the Managing Neurodiversity e-learning module equips managers to better support neurodiverse colleagues. Jointly developed by the EDI and Learning & Development teams in the UK, the course has been widely praised for its clarity, inclusiveness, practical guidance and strong promotion across the business.

GERMANY

Supporting women of all roles and ages, the Female Development programme is a six-week course combining daily lessons, peer coaching, expert-led seminars and physical materials. Since its 2023 pilot, it's now a recurring initiative, strengthening confidence, leadership, communication and alumni networks.

FRANCE

The Raising Awareness about Everyday Sexism programme combines immersive e-learning for all employees with dedicated workshops for managers and HR. Since its 2023 launch, over 2,600 people have participated, with the course now part of onboarding – helping foster a safer, more inclusive work environment.

The power of Percipio

The objective of the new content platform Percipio is to give all employees across the Group access to learning content so they can develop by themselves. By offering resources including practice labs, skill gap assessments, and AI-powered simulations, it supports the growing mindset and learning culture we want to develop within MBDA.

Lifelong learning PERCIPIO

1,200+

learners accessed the platform

10,000+

contents accessed

8.4

contents accessed per learner

SOCIAL / ACTION 07

Expand Diversity and Inclusion

Why?

At MBDA, we recognise the power of equality, diversity and inclusion (ED&I) and celebrate how it enriches our business and our community.

How?

- **The ED&I framework aims to create a culture and environment that is inclusive for all**
- **Specific ambitions for gender equality and disability inclusion**
- **In 2022, we established a steering committee** made up of representatives from across the Group to define an ED&I framework
- **In 2023, we launched the group ED&I** framework to our employees through engagement events
- **By 2025, we will meet or exceed the legal requirements for representation of disabled people** in our workforce in each national company, and we will have a robust action plan in place to continue to ensure equality and inclusion for disabled employees

Highlights

GROUP

The INBox toolkit was launched in all national companies, designed to support individuals and teams with guided reflection on inclusive behaviour and practices.

GROUP

MBDA in the UK launched its first disability network, and supported the #PositivelyPurple campaign, lighting up sites to raise awareness. The teams in France launched disability awareness training for all employees and managers, and welcomed Paralympian Marie-Amélie Le Fur for a talk on resilience and inclusion. The UK and France have also completed accessibility audits at their sites, while Italy and Germany focused on inclusive hiring through job fairs and engagement.

GERMANY

The Space2B employee network has relaunched with project tandems tackling key inclusion topics. Initiatives include a "Lifelines" interview series spotlighting female role models, keynote events on job sharing and mental load, and newcomer lunches to introduce new colleagues to MBDA's diversity and inclusion approach.

ITALY

MBDA in Italy takes part in Digital Diversity Week, a virtual event designed to connect with people with disabilities belonging to protected categories. Through this online format, candidates can easily apply for job opportunities, explore the company's culture and attend webinars on inclusion-related topics.

"When we include different voices, we get better ideas and stronger results."

Gordon Pitman
Executive Group Director
Human Resources

"Our Inspiring Women network helps drive a more inclusive work culture."

Stefania Sperandei
Director of Software Engineering and Proximity Director Italy

SOCIAL / ACTION 08

Strive Towards Gender Equality

Why?

MBDA is committed to achieving more balanced representation of genders and providing an environment where women can flourish at all stages of their careers.

How?

- **A range of initiatives focused on raising awareness**, employee engagement, networking and development
- **Regular communication and annual reporting on the percentage of women in the workforce and initiatives undertaken**
- **Internal evaluation of progress through feedback and recruitment,** progression and retention data
- **In 2022, the Inspiring Women at MBDA international women's forum was established**
- **In 2023, male allies were invited to attend the Inspiring Women Forum for the first time**
- **By 2030, it is MBDA's Group-wide ambition to have 30% women** in our workforce, including senior and top leadership positions

Highlights

GROUP

MBDA launched the Empowering Women programme, our first international women's development initiative, combining virtual and in-person learning, and bringing women from all national companies. Over 200 women applied, with sessions held in Berlin, Paris and Madrid.

FRANCE

We actively contributed to the Femmes de la Défense initiative, co-authoring 99 proposals to enhance female representation in the defence sector. We also hosted the Femmes de la Défense industry week, including an event at the Musée de l'Air et de l'Espace.

ITALY

Part of a multi-year, national campaign against gender-based violence and harassment, MBDA in Italy held the event "Facing Gender-Based Violence: MBDA and its people for a safer future." Streamed live from Rome, it brought together various stakeholders for open dialogue on inclusion and prevention.

UK

Works with external organisations such as Code First Girls, providing placements to support more women into STEM roles.

GERMANY

Our development programmes (Female Development Programme, FiF-Frauen in Führungspositionen and Empowering Women@MBDA) are of the highest quality for colleagues who want to develop their careers.

Gender Equality KPIs

23.1%
of our workforce are women

18.5%
of senior management positions are filled by women

24.2%
of new recruits in 2024 were women

_MBDA launched the Empowering Women programme, its first international women's development initiative.

Outreach in action: Our social impact in 2024

GERMANY

_Our annual Christmas market for all German employees took place on site in Schrobenhausen.

ITALY

_Dance movement therapy with Hermes APS ONLUS to promote expression and inclusion for people with disabilities.

Our commitment to our community comes to life through the everyday actions of our teams. Whether supporting local charities or honouring our ties to the armed forces, MBDA is committed to making a positive impact in the places we call home.

Solidarity where it counts

In June, devastating floods swept through southern Germany, affecting homes, infrastructure and essential services. MBDA responded quickly with a five-figure donation to support local voluntary aid services and care centres, helping to provide relief where it was most needed.

In Italy, MBDA supports **solidarity-based initiatives** through its Co.Re.S. committee. In 2024, this included a dance movement therapy programme in partnership with Hermes APS ONLUS, using creative expression to support people with disabilities. The committee also backed A. PO.DI. Don Carlo Gnocchi, enabling athletes to compete in the Special Olympics Regional Bowling Championship in Lucca, and supported Help Olly Onlus, which funds research into rare neurological diseases such as hereditary spastic paraplegia.

In the UK, around **1,900 hours of employee volunteer hours** were used to **support Forces charity partners**, and on environmental improvements in communities around our sites. French teams actively support Bleuet de France, a foundation that aids war victims and upholds the duty of remembrance for fallen military personnel. This includes annual fundraising campaigns as well as participation in the solidarity race organised by the Military Governor of Paris.

MBDA strengthened its social impact across three key areas: supporting communities, expanding access to opportunity and reinforcing our commitment to the armed forces.

Expanding access to opportunity

In France's Centre-Val de Loire region, MBDA expanded its outreach by engaging with teachers to raise awareness for girls of careers in the defence industry. The initiative also included a robotics workshop at Plessis-Robinson, giving high school students a hands-on introduction to programming and engineering.

Our participation through the Movement to Work programme in the UK offered **placements for young people** facing employment barriers – with 90% progressing to jobs or further education and 40% from ethnic minority backgrounds. Over 100 colleagues contributed as mentors, interviewers or role models.

Also in the UK, our 230 registered **STEM Ambassadors** provided over 4,000 hours of science, technology, engineering and maths support to over 20,000 young people, including through flagship STEM initiatives Robot Rumble and Flying Start.

FRANCE

_MBDA France supports Bleuet de France. The flower symbolises remembrance and solidarity with veterans and victims of war.

UK

_Defibrillators were serviced and donated to Essex & Hertfordshire Air Ambulance, who cover Stevenage and saved life of a colleague in 2015.

Standing with our forces

Our support for the armed forces community is long-standing and deeply rooted. In 2024, our contribution to the Royal Air Force Benevolent Fund enabled 42 RAF personnel to complete a full course of specialist cognitive behavioural therapy. In total, MBDA UK donated £528,340 – including nearly £300,000 raised at the **annual charity dinner**, with proceeds going to national forces charities and local causes chosen by colleagues.

GOVERNANCE

We work closely with a variety of stakeholders throughout **our value chain**

MBDA

GOVERNANCE / ACTION 09

ESG Governance

WHY?

At MBDA, we are convinced that developing an ESG strategy in line with corporate strategy is a lever for long-term value creation, contributing to the resilience of the company, while guaranteeing compliance with European and national regulations.

How?

In 2023, a Group ESG Directorate was created to steer, implement and monitor the ESG strategy across the Group. The ESG governance is completed with an ESG Committee, composed of representatives from the relevant functions of the company.

- **Defining and steering the ESG strategy** consistent with the corporate strategy
- **Implementing ESG** initiatives and monitoring KPIs
- **Ensuring compliance** with ESG regulation
- **Promoting an ESG culture** across the Group Providing business intelligence on ESG-related matters to the functions.

Highlights

UK

MBDA UK helped create and was an inaugural signatory of the UK Defence ESG Charter, launched in January 2024. This sector-wide initiative aims to drive ambition and action on sustainability across the UK defence industry.

ITALY

Launched in July, the ESG Challenge invited employees to propose ideas for improving environmental impact, social responsibility or governance. Proposals were judged for their alignment with MBDA's ESG goals, measurable benefits, and potential to generate innovation. Winners received recognition and a prize.

FRANCE

The awareness of employees on ESG issues is one of the ESG department's missions. This year, in France, thematic conferences were organized during the ESG week around regulatory evolution (CSRD), the management of climate risk and its potential financial impacts, but also on the AI and its implications in terms of ethical reflections.

_ESG Week (March) and the Autumn Sustainability Showcase (October) engaged colleagues on ESG topics through roadshows, webinars, WeLink stories and digital content.

GOVERNANCE / ACTION 10

ESG in Remuneration

WHY?

Based on our ESG Roadmap, ESG incentives in remuneration have been introduced to drive positive behaviour and support change towards our vision of a more sustainable company. Top management is regularly informed about ESG topics during Executive Committee meetings and is engaged at the highest level.

How?

- **KPIs related to carbon emissions, work safety and gender equality** to be integrated in long-term incentives for all Executive Committee members
- **Remuneration incentives to be extended** more widely

Key figure

10

members of the MBDA leadership team have an ESG component in their long-term incentive plan.

"One of the ways we embed ESG priorities in our decision-making is by linking senior management incentives to ESG-related KPIs."

_Michela Bottazzi
Secretary General

_Colleague involvement at ESG Week in Bolton

GOVERNANCE / ACTION 11

Compliance and Corporate Ethics

WHY?

Our Code of Ethics and anti-bribery policies guide our actions and help our employees to do their job with integrity.

How?

- **Our Code of Ethics sets out the principles of business conduct** that guide our day-to-day relationships
- **Our Anti-Bribery and Anti-Corruption Programme complies with law and regulation in force in the countries** where MBDA operates, including the UK Bribery Act 2010, the Italian law-decree DIgs 231/2001 and the French law no. 2016-1691 (Sapin II). It also reflects the principles of the OECD Convention on Combating Bribery of Foreign Public Officials in International Business
- **Multiple reporting channels** for a speak-up and listen-up culture
- **The Business Ethics Committee** supervises the implementation of these policies

Highlights

GROUP

MBDA's Anti-bribery management system has been certified by independent certification body LRQA accredited by ACCREDIA, as meeting the internationally recognised standard ISO 37001:2016.

GROUP

Each year, all MBDA employees are trained on MBDA Code of Ethics.

_MBDA's Anti-Bribery and Corruption Policy

GOVERNANCE / ACTION 12

Sustainable Supply Chain

WHY?

We believe that our suppliers' values and practices must be aligned with our own. Sustainable procurement means going beyond cost and quality to consider the environmental and social impacts of our supply chain decisions.

How?

- **Our Sustainable Supply Chain Charter, distributed to over 100 of our most strategic suppliers,** sets out our expectations of suppliers in relation to ESG topics
- **Defined the activities required to comply with the Corporate Sustainability Reporting Directive (CSRD),** effective from the 2028 financial year
- **We selected EcoVadis as our third-party ESG assessment provider,** following a benchmark of over 15 platforms
- **We updated our Group ESG governance framework,** reinforcing functional alignment and embedding sustainability principles into procurement and supply chain decision-making

Highlights

UK

We reached around 1,000 SMEs by working with trade bodies and regional aerospace alliances, and by having a presence at large events. At Farnborough International Airshow, the Collaborate to Innovate stand facilitated meetings with 500 potential suppliers.

FRANCE

MBDA joined the Pacte PME Decarbonisation Alliance to help SME suppliers cut emissions. The programme provides webinars, workshops, coaching, and guidance on carbon strategies. It supports supplier modernisation, aligns with our ESG goals and advances decarbonisation across the supply chain.

ITALY

We launched five tenders where suppliers were evaluated on ESG criteria, following Annex 5 – Sustainability Requirements of Procedure BMS 0770. Preference was given to those with a sustainability report and an ESG plan. Annex 5 was revised (currently under review) to further strengthen the focus on sustainability, introducing voluntary request for environmental data at both organizational and product levels.

GERMANY

We developed a new supply chain risk analysis to guide the monitoring and mitigation of sustainability risks. In 2024, SMEs accounted for over 50% of our active suppliers. Business and ethics checks apply to all partners. We also assess suppliers and materials for financial, ethical and conflict material risks.

_MBDA aims to reduce risks linked to unethical practices and support responsible sourcing across the full product life cycle.

TECHNICAL APPENDIX

Information on the **Group's policies and reporting** as they evolve

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.2 — ESG Governance p.57
ESRS 1 – ESRS 2

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ESRS E1 – ESRS E2 – ESRS E4

.4 — Onsite safety and cybersecurity p.58
ESRS S1

.5 — Workforce and supply chain p.59
ESRS S1 – ESRS S2

.6 — Ethics and compliance p.62
ESRS G1

EUROPEAN SUSTAINABILITY REPORTING STANDARDS (ESRS) REFERENCE TABLE

Cross-cutting standards	Environmental	Social	Governance
ESRS 1 – General Requirements	E1 – Climate Change	S1 – Own Workforce	G1 – Business Conduct
ESRS 2 – General Disclosures	E2 – Pollution	S2 – Workers in the Value Chain	
	E3 – Water	S3 – Affected Communities	
	E4 – Biodiversity and Ecosystems and Marine Resources	S4 – Consumers and End-Users	
	E5 – Resource Use and Circular Economy		

1. INTRODUCTION

Supplementing the main report, this technical appendix presents additional information on the Group's policies and processes in relation to sustainability-related topics. Specifically, it is designed to show correspondences between the Group's policies and the European Sustainability Reporting Standards (ESRS) at the heart of the Corporate Sustainability Reporting Directive (CSRD), which came into force in 2023. The appendix thus aims to provide a reference point as the Group's sustainability reporting develops in line with the CSRD.

Correspondences with the ESRS are indicated in the text and key policies, documents and concepts are highlighted.

2. ESG GOVERNANCE

a. ESG Committee

To implement, monitor and ensure the consistency of the Group's ESG strategy, an ESG committee has been set up, gathering representatives from each national company (NatCo) and function involved with ESG within the Group.

b. Risk management principles ESRS 1, ESRS 2

At MBDA, risks are managed through the Enterprise Risk Management (ERM) system. The system is designed to provide the CEO, the Management Committee, and shareholders with a reasonable assurance that the following objectives will be achieved:

- Have a consistent and unique process for MBDA to assess and reduce risks
- Guarantee transparency on MBDA's risks through systematic reporting and monitoring
- Communicate the main risks, transversal risks, and risk reduction plans to the Executive Committee
- Improve the achievement of operational and financial objectives
- Ensure the proper management of responsibilities linked to risk and risk reduction plans are coherent to the organisational principles of MBDA
- Improve compliance with applicable external laws and regulations and with corporate governance.

While risk management involves the pre-emptive identification, evaluation, prioritisation and reduction of risks that may hinder the achievement of objectives or activities, crisis management deals with the actual occurrence of risks with a major impact on the company. Crisis management is part of risk management at the Group level.

The operational handing of risks is carried out through the business continuity management process. In the case of a crisis, a business continuity plan allows for the normal resumption of activities as quickly as possible.

Internal audit undertakes risk-based audits across the business to identify those areas of the business where there is potential for financial, reputational or other loss. This is done to assure the audit committee that risks are being managed.

The Financial Control Effectiveness Programme tests and reviews the internal financial control environment of MBDA to provide independent assurance to the audit committee regarding the accuracy and effectiveness of financial controls.

3. ENERGY, BIODIVERSITY AND CHEMICAL RISKS

a. Energy and carbon management ESRS E1

The Group has set an ambitious Roadmap for Net Zero Carbon by 2050, plotting the path to net zero greenhouse gas emissions. This roadmap is developed around four pillars:

- Developing low-carbon energies by promoting renewable energies

- Monitoring and optimising energy efficiency
- Monitoring and optimising carbon emissions as part of the Group's environmental impact
- Developing carbon sinks.

This Roadmap is complemented by policies set at the NatCo level. At MBDA UK, for example, an Energy and Carbon Management policy is applicable to electricity and natural gas used within the boundaries of MBDA's UK sites. To assess total greenhouse gas emitted over a year by its activities, either directly or indirectly, MBDA France underwent a greenhouse gas emissions report, which is published on the website of ADEME, the French ecological transition agency. The report enables the identification of the main emission sources in order to create an emissions reduction plan.

b. Chemical risks ESRS E2

The European regulation on the Registration, Evaluation, Authorisation and restriction of Chemicals (REACH) is designed to protect both human health and the environment from the risks that can be posed by chemical substances. MBDA's protocol for the management of REACH in MBDA products is applicable to MBDA France, Germany, Italy, and UK. It covers the responses to customer requests and the communication of information to customers in case of Substance of Very High Concern (SVHC) presence in MBDA products.

c. Environmental management and biodiversity ESRS E4

MBDA's Group Environmental Policy strives to be the common reference for the permanent improvement of company performance with regards to environmental matters. The principles outlined in this policy are to be applied to all infrastructure, operations and products of MBDA and affiliates. Its application varies with regards dimension and nature of its operations, and according to local regulatory requirements as well as those of its clients.

Twelve sites across the Group have been certified ISO 14001 for environmental management systems (EMS). This standard encompasses topics such as resource usage, waste management, monitoring environmental performance, and the involvement of stakeholders in environmental commitments. As an ISO 14001 compliant organisation, MBDA can guarantee and showcase the proactive steps taken to reduce environmental impact, comply with relevant legal requirements, and accomplish their environmental goals.

To facilitate the integration of energy management into MBDA's efforts to improve quality and environmental management, MBDA UK has been certified ISO 50001 for energy management. ISO 50001 provides a framework of requirements for the development of energy efficiency policies and their targets and objectives, data usage for relevant decision making, measuring results, policy review, and continuous energy management improvement.

4. ONSITE SAFETY AND CYBERSECURITY

a. Onsite safety ESRS S1

Human health, safety and wellbeing is the top priority at all sites across the Group. To ensure that safe working conditions are provided to all employees, visitors and service providers, MBDA is ISO 45001 certified at 11 sites. ISO 45001 is the international standard that specifies requirements for an occupational health and safety (OH&S) management system, providing a framework for organisations to manage risks and improve OH&S performance. The certification recognises our work to manage and mitigate mental and physical health risks at our sites and in the implementation of process-enabling studies, tests, manufacture of equipment, integration of missiles and weapons systems, as well as customer support services.

As an example of policies at the NatCo level, at MBDA France the Health Safety Environment (HSE) Manual describes the management system processes adopted to implement external (e.g. regulatory) and internal processes related to onsite safety.

b. Cybersecurity

Threats to the security of information and operational technology systems pose a significant risk to the defence industry. Ensuring that we have a sound and robust system in place to manage cyber security risks across the Group is one of our top priorities. Our cyber security policies and procedures ensure that our networks are protected, but also that continuous improvement, monitoring, and robust recovery procedures are in place.

Our efforts are coordinated by the Group Cyber Committee, which reports directly to the Executive Committee. All National Cyber Committees report to National CoDirs.

There is a roadmap to bring all NatCos in line with a common BMS Soc strategy, which ensures that all NatCos are at the same level of cybersecurity in terms of risk coverage and protection. Some NatCos have implemented and others are implementing the next level of the strategy, CERT, which covers monitoring and reacting in a wider scope.

Relevant certifications in this area are ISO 270001 for Information Security and Cyber Essential Plus. Currently, MBDA UK has been certified for both and others are working towards these certifications.

5. WORKFORCE AND SUPPLY CHAIN

a. Working conditions ESRS S1

A sustainable workplace encourages responsible behaviour, and creates a company marked by its employee involvement, transparency and reporting, considerate work models, collaboration, and leadership commitment. Well-defined Group and local employment policies lay the foundation for this.

In France, for example, MBDA created a Recruitment Charter that clearly lays out the values of Team Spirit, Passion & Professionalism, Commitment & Customer Satisfaction, Integrity & Respect, and Adaptability & Innovation expected of candidates for roles.

Sustained organisational growth depends on the ability for employees to have access to the necessary skills and knowledge needed for their current role and future growth within the company. MBDA gives all its employees the opportunity to be the guiding actors of their careers through different mobility options, development paths, courses and diplomas.

MBDA Group's Missile Systems University was created to further develop the core capabilities of MBDA engineers, technicians, specialists, partners, and customers. Missile Systems University offers various training types and adaptable education paths. These range from training sessions to degrees, and PhD programmes, as well as opportunities for students to participate in project work and R&D activities at MBDA sites across Europe.

MBDA salary policies are issued locally following negotiations with the applicable stakeholders. They establish fair frameworks for remuneration, retain and attract talent, set performance-related pay, and establish climates of trust between employer and employee. Remuneration structures are designed to ensure that there are appropriate balances of fixed and variable rewards for employees, from monthly salaries to seniority and annual bonuses.

Entities such as MBDA France have employee savings schemes in place that allow employees to set aside a portion of their pre-tax wages for retirement savings

or other long-term goals. Employees also receive health insurance, set locally.

b. Social dialogue ESRS S1

MBDA actively listens to its employees and involves them in corporate governance to guarantee fulfilment and establish a sustainable and healthy business. Close relationships with trade unions are maintained in all countries of operation, in accordance with national regulations.

Conducted every two years, the Employee Opinion Survey (EOS) is an effective tool for collecting employees' views before integrating their feedback into concrete action plans. The 2021 EOS had a high participation rate and the responses have provided the foundation of the 2022 action plan shared with all employees and trade unions and deployed across the directorates.

To improve the exchange of information between management and employee representatives, MBDA set up a European Works Council. This is a forum where employee representatives can express their views regarding business developments and any major decisions at the European level with impact on employment and working conditions. Established in 2002 in accordance with European Directive 2009/38/EC, this information and consultation body meets twice a year and counts 26 members, 18 elected employee representatives from all national companies, and eight management representatives. The meetings are designed to be both open and transparent to ensure the voices of both management and employees are heard and considered. The last four-year agreement was signed in 2021 and reflects the demands of both employees and management.

Agreements can also be division specific. An example of this is the 2022 collective bargaining agreement signed by representatives of the Metallurgical teams of MBDA that organises the daily life of employees, including work hours, organisation, remuneration, holidays, contracts, suspensions, learning and development, social dialogue, unionisation, and more.

MBDA France updates it Synapse Accord every three years to listen to employees' needs and translate them into a collective agreement for the improvement of the working environment. MBDA France also clearly defines expected working hours for its specific sites and reminds employees of their right be disconnected from work tools outside of these times.

c. Equality, diversity and inclusion (ED&I) ESRS S1

The Group's ED&I framework was designed to formalise an inclusive culture and environment for all. The framework lays out clear actions to uphold an equal, respectful, diverse, and inclusive culture and environment within and around MBDA, with extra attention being paid to gender and disability issues. A dedicated ED&I communications pack was created to help bring these values and actions across to the entire MBDA population.

MBDA France signed an agreement on Equality and Diversity in the Workplace in December 2020 between management and four key trade unions on matters ranging from gender and work-life balance to equal pay and opportunities. The MBDA France Professional Equality committee released its detailed Professional Equality and Diversity Key Figures and Monitoring in April 2023 to track how policies, values and agreements are translating to real changes in the workplace.

MBDA France's disability programme, ACCESS, is geared towards the professional integration and employment of people with disabilities and has four main pillars:

- Maintaining employment for people with disabilities
- Recruitment and assistance with the professional integration of people with disabilities
- Collaboration with the protected and adapted sector
- Raising employee awareness of the issue of disability and combating prejudice.

The programme is the result of over 15 years of commitment by MBDA France to maintaining the employment and professional integration of people with disabilities. Thanks to the collective mobilization and actions taken, they can proudly report an employment rate of over 6% of people with disabilities in 2020 and 2021.

With the Respect at Work Charter, MBDA France intends to reaffirm that respect for people is a fundamental principle that cannot be transgressed. Harassment and discrimination of any sort are unacceptable within the company and are dealt with accordingly.

The Parenthood Transition System was created in 2017 by the Professional Equality and Diversity Agreement and was made more flexible in the new agreement for the period 2021 to 2024. At the end of maternity or adoption leave and in order to facilitate the transition with the implementation of childcare, the company offers the possibility for male and female employees to benefit from an arrangement of their working time allowing them to work in a flexible manner for the equivalent of 80% of their reference working time, with remuneration maintained at 100% for one month, in the form of the allocation of four days of paid absence.

d. Supply chain ESRS S2

As part of its ESG approach for its entire supply chain, MBDA seeks the commitment from its suppliers on several key related topics. The Sustainable Supply Chain Charter is an initial fundamental step in establishing a sustainable supply chain. The purpose of this ambition statement is to set out our expectations of our suppliers, existing and prospective, the key sustainability topics and how we propose to work towards achieving our goals.

The topics covered in the Sustainable Supply Chain Charter are:

- Fighting bribery and corruption
- Fighting child labour and slavery, servitude, forced labour, compulsory labour and human trafficking
- Enforcing trade control
- Health, safety and environment at work
- Conflict materials
- Speak-up culture and whistle blower protection
- Diversity & Inclusion
- Wages and overtime
- Local community support
- Counterfeit goods control
- Payment practices, tax payments, accurate records.

The approach to be followed to approve or maintain a supplier on the company supply base is outlined in the Supply Chain Business Ethics Procedure. Risk checks are to be initiated before entering into commitments with suppliers. This avoids MBDA working with entities that have been sanctioned, broken the law or are misaligned with MBDA policies.

Supplier Business Ethical Assessments shall be conducted before any business discussions with a supplier (pre-non-disclosure agreement, request for quotation, etc.) can commence. These assessments are a prerequisite to the appropriate supplier approval procedures. When a supplier moves from 'fit for business' (continued business discussions) to supplier accreditation 'fit for purpose' (continued commercial discussions), all Business Ethical assessments must have been completed. For current suppliers the assessment shall be continuously monitored through agreed periodic updates whilst responding to any primary intelligence.

The Terms and Conditions of Purchase for suppliers to MBDA France, Italy, and UK lay out the general terms and conditions of purchase.

6. ETHICS AND COMPLIANCE

Operating at the highest responsible and ethical standards are key to our reputation and future business success. MBDA is committed to complying with the law, applying the highest ethical standards in all the countries where it operates.

a. Code of Ethics ESRS G1

Everyone at MBDA must act in accordance with the company's Code of Ethics , which is our foundation document approved by the MBDA Executive Committee. It is implemented through detailed policies and procedures, both at Group and National level. The three principles of action of the Code are:

- Compliance with laws and regulations
- Commitment to integrity
- Seeking guidance and reporting concerns.

These principles have been developed around four themes which are:

- Business relationships
- Our people
- Protecting assets and information
- Corporate Responsibility

The Code and related policies and procedures are regularly updated. They are mandatory to all MBDA entities and employees, directors and officers, regardless of location or role and apply also to our majority joint ventures.

b. Anti-bribery and corruption ESRS G1

MBDA rejects corruption of any kind, under any circumstances, whether public or private, active or passive, direct or indirect and applies a zero-tolerance principle. The Anti-Bribery and Corruption Policy states the company's commitment and principles applying to bribery prevention and detection. It defines how to identify corruption and fight it by listing the proscribed conducts and the way to address the risk of bribery. It applies to all MBDA companies (wholly-owned and controlled entities).

MBDA's anti-bribery management system covering the activities of 14,000+ people has been certified by independent certification body LRQA accredited by ACCREDIA, as meeting the internationally recognised standard ISO 37001.

Further to this, it is important to prevent undue influence in the exercise of functions by use of gifts or hospitality. The Gifts & Hospitality Policy emphasises the assurance that gifts or hospitality, whether offered or received by MBDA employees in connection to their business activities, do not influence the beneficiary's functions. While it is accepted that gifts or hospitality are part of doing business, the policy highlights the risk of perceived influence and the importance of mitigating this risk.

Beyond this, MBDA works hard to ensure that donation and sponsorship activities, and related funding, fully comply with its anti-corruption principles. MBDA operates in many countries worldwide, through its industrial activities or the commercial campaigns and projects it carries out. The Donation and Sponsorship Policy covers all stages of the procedure to be applied for any corresponding operation, from the initial request to the execution and post-operation activities.

c. Business advisers and conflicts of interest

The use of business advisors is strictly governed by internal procedures. MBDA is fully aware of the risk of hiring Business Advisers and made the conscious decision, when necessity is evidenced, to use them for campaigns outside of home countries, provided they pass a very rigorous compliance process. The Business Advisers Procedure details the various compliance and vetting controls in place to manage the risk of bribery and corruption by third parties appointed by MBDA in support of its development, sales and marketing activities.

Conflicts of interest can arise when the personal interests of a person may conflict with their role within MBDA. The Conflicts of Interest Policy lays out the procedures for managing such conflicts.

d. Means of reporting concerns

MBDA has also set up a dedicated Integrity Line and associated management system to protect the persons who report issues, to foster an open culture of reporting concerns, and to remediate risks of breaches or actual breaches at an early stage. The Integrity Line is designed to capture:

- Violations of the MBDA Code of Ethics, policies and procedures
- Violation of any applicable laws and regulations
- Harmful conduct against persons reporting through the Integrity Line
- Concealment attempts of wrongdoings.

The Integrity Line is open to:

- Employees, apprentices, interns, graduates
- Suppliers, customers, partners, contingent workers
- Anyone with a working relationship with MBDA
- Any stakeholder, wherever located in the world.

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