

**VIGILANCE
PLAN 2025**

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01. MBDA PRESENTATION

MBDA is a European leader in defence systems, operating at the heart of Europe’s security and technological sovereignty. In a context of geopolitical change and rising expectations for responsible business conduct, MBDA integrates vigilance into its strategy to manage risks related to human rights, health and safety, and the environment. The vigilance plan describes the standards and processes deployed across MBDA’s entities to ensure the duty of vigilance. Through structured risk mapping, targeted mitigation measures, and transparent governance, MBDA ensures its activities align with stakeholders' expectations and regulatory requirements, while contributing to the security and prosperity of its customers and communities.

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

<p>France</p> <ul style="list-style-type: none"> → 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 	<p>United Kingdom</p> <ul style="list-style-type: none"> → 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
<p>Italy</p> <ul style="list-style-type: none"> → La Spezia and Aulla – R&D/Integration → Rome – Management/R&D/Integration → Fusaro – R&D/Production/Integration → Torino – R&D/Integration 	<p>Germany</p> <ul style="list-style-type: none"> → Ulm – R&D/Production → Schrobenhausen – Management/R&D/Production/Integration → Aschau – R&D/Production → Berlin – Management
<p>Spain</p> <ul style="list-style-type: none"> → Madrid – Management/R&D/Engineering 	<p>USA</p> <ul style="list-style-type: none"> → Arlington, Virginia* – Management → Huntsville, Alabama* – R&D/Production

* MBDA Inc's activities in the United States are covered by the Special Security Agreement (SSA), which authorises MBDA to do business with the United States Department of Defense. As a result of this specific agreement, MBDA Group may have limited access to certain information.

MBDA Group also has offices in Brazil, Belgium, the United Arab Emirates, India, Qatar and Poland. MBDA respects the rules in force in the countries where it operates.

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.

					
<p>Mission overview</p> <ul style="list-style-type: none"> → Delivering effects at long range, in the depths of enemy-controlled zones, and within heavily denied and constrained environments. <p>Mission capabilities</p> <ul style="list-style-type: none"> → Deep strike, maritime land attack, open sea anti-ship. Delivering the airborne nuclear capability of French deterrence. 	<p>Mission overview</p> <ul style="list-style-type: none"> → Affordable effects in semipermissive environments. Cost-optimised solutions to combat anti-access aerial denial threats through collaborative means. <p>Mission capabilities</p> <ul style="list-style-type: none"> → Suppression/destruction of enemy air defence, littoral, stand-off, close air support and utility weapons for saturation. Stand-off range up to 300km. 	<p>Mission overview</p> <ul style="list-style-type: none"> → 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. <p>Mission capabilities</p> <ul style="list-style-type: none"> → Protection of civil and military critical assets and areas against air strikes. Protection of high-value warships (aircraft carriers, frigates, etc.). 	<p>Mission overview</p> <ul style="list-style-type: none"> → Protection of mobile forces, military camps, civil or military assets and warships. <p>Mission capabilities</p> <ul style="list-style-type: none"> → Detection and neutralisation of (micro, mini and small) drones and tactical air threats, including in case of saturating attacks. 	<p>Mission overview</p> <ul style="list-style-type: none"> → 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. <p>Mission capabilities</p> <ul style="list-style-type: none"> → 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. 	<p>Mission overview</p> <ul style="list-style-type: none"> → 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). <p>Mission capabilities</p> <ul style="list-style-type: none"> → Battlefield superiority through Systems, Architecture, Interoperability, Network and Training (SAINT) capabilities.

Our Business Model

Geopolitical Risk · Extreme Weather · AI and Digital Transformation

The six megatrends shaping our business model.

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
- ▶ More than €16m invested in learning and development actions in 2024
- ▶ 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



Deep Strike



Tactical Strike



Area Protection



Force Protection



Air Dominance



Battlefield

ESG in line with our strategy

Our ESG Roadmap **enhances our business model** by driving growth, creating value, **reducing environmental risk, increasing employer attractiveness** 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 European projects, including EDF, EDIRPA and ASAP
- ▶ Many charities and associations supported across the Group



ENVIRONMENTAL

- ▶ Reduction in carbon intensity (teq CO₂/million EUR revenue) since 2019
- ▶ Increasing share of renewables in the energy mix since 2019

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
- CO₂
- 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

CO₂

6.04 tCO₂e 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

02. VIGILANCE PLAN INTRODUCTION

2.1. CONTEXT OVERVIEW

In accordance with the French Law No. 2017-399 of March 27, 2017, regarding the Duty of Vigilance of parent companies and contracting companies, MBDA is committed to establishing and effectively implementing a vigilance plan. This plan is designed to identify, prevent and mitigate serious risks regarding human rights and fundamental freedoms, health and safety of people, and environmental protection arising from MBDA's operations, those of the companies upon which MBDA has operational control, as well as from the activities of subcontractors and suppliers with whom MBDA has an established commercial relationship, when the activities are linked to this relationship.

The vigilance plan of MBDA Group is structured around the following key components which are based on the result of MBDA's risk mapping:

- **Human rights and fundamental freedoms across MBDA's operations:** MBDA is committed to respecting and promoting human rights throughout its activities, with dedicated measures to ensure compliance and continuous improvement.
- **Health and safety of individuals across MBDA's operations:** MBDA prioritises the well-being of MBDA's employees and stakeholders through robust health and safety protocols and monitoring systems.
- **Environmental protection across MBDA's operations:** MBDA integrates environmental considerations into its operations, aiming to reduce its ecological footprint and promote sustainable practices.
- **Suppliers and subcontractors:** Specific risk management procedures are applied to MBDA's suppliers and

subcontractors with whom MBDA has an established commercial relationship.

Two transversal measures support the entire vigilance plan:

- **Risk mapping:** A systematic approach to identifying and assessing salient risks across all domains.
- **Alert mechanism:** A secure and confidential mechanism for reporting concerns, ensuring proper handling and resolution of alerts.

As a leading player in the defence industry, MBDA recognises its responsibility to uphold ethical standards and promote sustainable practices across its upstream value chain and its own operations. The vigilance plan is aligned with MBDA's overall corporate social responsibility and ESG (Environment, Social and Governance) strategy (see pp.10-11 above), which encompasses its commitment to environmental stewardship, respect for Human Rights, and the promotion of safe working conditions.

MBDA is dedicated to continuous improvement and regularly reviews its practices. This plan reflects MBDA's commitment to ethical business conduct and serves as a framework for engaging with its stakeholders, ensuring transparency, and fostering trust within its communities.

Through its vigilance plan, MBDA aims to address potential risks, implement appropriate mitigation measures, and establish related mechanisms for continuous reporting and monitoring. The Group's vigilance approach and associated mechanisms are currently being rolled out and are subject to continuous adaptation.

2.2. SCOPE OF WORK

The vigilance plan conducted at MBDA Group level covers all national entities and consolidated subsidiaries of MBDA as applicable. The joint ventures are out of the scope of the vigilance plan, as MBDA does not have an operational control superior to 50%.

2.3. GOVERNANCE PRESENTATION

The implementation of the vigilance plan is led by the Group Director of Sustainability, who is responsible for the overall Group sustainability strategy and reporting, as well as for the coordination of actions and initiatives across MBDA's National Companies (NatCos) and subsidiaries.

The vigilance plan is supported by an annual update of the double materiality assessment, and a biannual update of the overall risk mapping for the Group.

The Executive Committee endorses and supports the vigilance plan implementation ensuring its alignment with MBDA's strategic objectives and ESG strategy as above described.

2.4. STAKEHOLDER MAPPING

MBDA has identified 10 relevant categories of stakeholders:

1. Employees and employees' representatives
2. Shareholders
3. Suppliers
4. Local communities
5. Professional associations
6. Civil society and non-governmental organisations
7. Research institutes
8. Subsidiaries and joint ventures
9. Customers, ministries of defence, and armed forces
10. Regulators

Stakeholder engagement is a key element of MBDA's duty of vigilance approach. MBDA regularly consults with employees and their representatives, suppliers, and subsidiaries through regular dialogues and meetings. These exchanges inform the development and refinement of the vigilance plan, ensuring it reflects on-the-ground realities and stakeholders' expectations.

For example, to create its ESG Roadmap, MBDA analysed industry trends and engaged with internal and external stakeholders to create its materiality matrix and define the 12

most material sustainability issues for its stakeholders and business. After the core issues were established, MBDA worked with internal stakeholders to create an action plan with specific objectives and indicators against which MBDA tracks its progress.

To assess the quality and maturity of the dialogue with each stakeholder category, an analysis is made based on a set of 5 criteria:

- Frequency of the dialogue
- Dialogue mechanism
- Formalisation of the process
- Analysis of the information
- Reporting to governance bodies

For each criterion, a score out of 2 was determined: 0 (limited), 1 (good) and 2 (excellent). By adding scores from all criteria, an overall score from 0 to 10 was determined. When the overall score is below 5 out of 10, the quality of the dialogue with the given category of stakeholders is considered as limited. When the overall score is greater than 5 out of 10, the quality of the dialogue with the given category of stakeholders is considered as satisfactory.

For categories of stakeholders with which MBDA engaged in a "satisfactory" dialogue, it is assumed that the interests and views of the stakeholders are fully captured by MBDA's key corporate functions that participated in the double materiality assessment. On the contrary, for categories of stakeholders with which MBDA engaged in a "limited" dialogue, further diligence will be required to fully capture the interests and views of the stakeholders, especially affected stakeholders who may be negatively impacted by the activities of MBDA, or its value chain.

03. RISK MAPPING

3.1. METHODOLOGY AND PRIORITISATION OF IDENTIFIED RISKS

The double materiality analysis serves as the foundation for the risk mapping methodology. It enables the identification of material information that are included in the report and strategy. This identification is done by assessing the material impacts, risks, and opportunities linked to environmental, social and governance issues following this 5-stage identification/qualification process:

1. The identification of sustainability issues
2. An assessment of their potential impacts, risks, and opportunities (IROs)
3. An evaluation of these IROs to determine their potential effect on the Group, its stakeholders, and on the environment
4. The calculation of the impact and financial materiality of each IRO
5. And finally, a validation of the results

The detailed impact materiality assessment was leveraged for the 2025 vigilance plan.

The following methodology was applied:

- **Severity:** aggregation of scale, scope and irremediable character ratings (score out of 12)
 - Scale: assessment of how grave the negative impact is on a four-scale level (score from 1 to 4)
 - Scope: assessment of how widespread the negative impacts are on a four-scale level (score from 1 to 4)
 - Irremediable character: assessment of whether and to what extent the negative impacts could be remediated on a four-scale level. The score ranges from 1 to 4 for negative impacts.

- **Likelihood:** assessment of likelihood from 0,1 (low likelihood) to 1 (the impact is actual or very likely).
- **Impact materiality rate** = severity x likelihood (this results in a score out of 12)

For the benefit of consistency and readability, all impact materiality scores were weighted to obtain a score out of 10.

The detailed calculation methodology is represented as followed:

Impact materiality score

$$= \underbrace{[\text{Scale} + \text{Scope} + \text{Remed.}] \times \text{Likelihood}}_{\times/12}$$

$\times/4$
 $\times/4$
 $\times/4$
 $\times/1$

This analysis covers the short term (1 year), medium term (1 to 5 years) and long term (+5 years) time horizons.

3.2. RISK IDENTIFICATION RESULTS

MBDA has established a risk identification framework through both its Enterprise Risk Management (ERM) system and its double materiality assessment.

This framework encompasses all levels of the organisation (operations, suppliers, and subsidiaries) ensuring a consistent approach to identifying and managing risks.

The main risk categories identified are:

- **Human Rights & Fundamental Freedoms:** harassment, discrimination, social dialogue, and products' cybersecurity breach
- **Health and Safety:** workplace health & safety, and pyrotechnic incidents
- **Environment:** climate change and energy consumption, use of substances of concern, waste and water consumption
- **Suppliers & Subcontractors:** business ethics, human rights, health & safety, and environmental

04. HUMAN RIGHTS & FUNDAMENTAL FREEDOMS

social harm. As a responsible employer, MBDA recognises this risk and promotes a culture of respect through awareness initiatives, clear reporting mechanisms, and policies that foster safe working condition.

2. Appropriate actions to mitigate risks and prevent severe impacts

MBDA has established two channels for reporting harassment. Human resources teams are available and trained to handle such cases with sensitivity and confidentiality. In addition, a confidential whistleblowing line, the Integrity Line, is accessible to all employees and external stakeholders

4.2. DISCRIMINATION

1. Description of risks

Discrimination has been identified as a social risk. If unaddressed, it can hinder equal opportunity, reduce workplace inclusiveness, and perpetuate systemic inequalities. To mitigate this, MBDA has implemented a targeted strategy promoting diversity, inclusion, and gender balance across its operations.

2. Appropriate actions to mitigate risks and prevent severe impacts

MBDA is committed to a workplace free from discrimination, where equality, respect, and inclusion are core values. Across its entities, MBDA implements initiatives to promote diversity and combat all forms of discrimination. Examples include the Inspiring Women forum in Germany, anti-sexism training and Duo Day in France, and the Women in Defence UK mentoring scheme. MBDA Italy hosts Digital Diversity Week and Diversity Recruiting Days. In France, the company signed an Equality and Diversity agreement and published a professional equality report in 2023.

At the Group level, MBDA has developed an Equality, Diversity & Inclusion (ED&I) framework, with a focus on gender and disability inclusion. A dedicated communications pack supports the dissemination of these values. Since 2022,

MBDA ensures fundamental freedoms and human rights are respected. MBDA fully subscribes to the international instruments establishing prohibition of forced labour, elimination of all forms of child labour, right to dignity at work, freedom of association or freedom of expression, assembly and association. Those principles are in particular embodied in the ILO's Core Conventions, the 1996 United Nations covenants on Civil and Political Rights (ICCPR) and on Economic, Social and Cultural Rights (ICESCR), the United Nations Guiding Principles on Business and Human Rights, the Voluntary Principles on Security and Human Rights.

MBDA is committed to abiding by these fundamental principles with respect to its employees, suppliers and providers, and to ensuring a safe and healthy working climate, free from any threat or violence.

MBDA also states its adherence to the national laws and regulations of the countries where it is located and in particular to the principles enshrined in the UK Modern Slavery Act, the French Declaration of the Rights of Man and of the Citizen. MBDA is committed to taking the utmost care in identifying and preventing negative direct and indirect impacts our activities may have on human rights and fundamental freedoms.

4.1. HARASSMENT

1. Description of risks

Harassment in the workplace can seriously undermine employee dignity, mental health, and overall well-being. It creates a hostile environment, reduces inclusiveness, and may lead to long-term

a dedicated steering committee has been set up to gather representatives from across the Group to ensure the application an ED&I framework aiming to create a culture and environment that is inclusive for all. This is also being communicated through engagement events during the year (i.e. Inspiring Women at MBDA international women’s forum).

MBDA monitors equality through its Professional Equality Committee, which publishes key indicators. Furthermore, a 2020 agreement signed with major trade unions addresses gender equality, work-life balance, and equal pay, reinforcing MBDA’s long-term commitment to fair and inclusive employment practices.

These efforts have earned MBDA national recognitions, including “Best Place to Work” in the UK and “Top Employer” awards in France for nine consecutive years.

In addition, a confidential whistleblowing line, the Integrity Line, is accessible to all employees and external stakeholders.

3. Monitoring of measures implemented and the assessment of their effectiveness

MBDA tracks a range of indicators related to Equality, Diversity and Inclusion. In particular, MBDA monitors Gender Equality through:

- the percentage of women in the workforce (23% in 2024)
- the percentage of women in senior management (18% in 2024)
- the percentage of women among new recruits (23.5% in 2024)

The Group Human Resources team is accountable for the monitoring, application and update of this strategy with dedicated stakeholders focusing on diversity. The Human Resources Central Board is a quarterly meeting where these topics are discussed.

4. 3. SOCIAL DIALOGUE

1. Description of risks

Insufficient or ineffective social dialogue can negatively affect employee well-being, inclusion, and workplace cohesion. It may hinder the identification of social issues, reduce trust, and limit employee participation in decisions that impact them. MBDA addresses this risk through structured engagement mechanisms and collective agreements.

2. Appropriate actions to mitigate risks and prevent severe impacts

MBDA promotes work environments where social dialogue plays a central role. Local compensation policies are negotiated with social partners to ensure fair and competitive remuneration, supporting both employee retention and performance-based incentives.

Constructive relationships with trade unions are maintained across all countries of operation. A European Works Council has been established to facilitate dialogue on strategic employment matters. Division-specific agreements such as the 2022 collective agreement with metallurgical teams cover key employment topics including working hours, compensation, training, and social dialogue.

The European Works Council 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.

In addition, MBDA strengthens employee engagement through

dedicated communication channels, such as its intranet platform, which allow staff to express their views on business development and decisions that can have a direct impact on them. Employee feedback is actively integrated into operational practices through mechanisms such as biennial engagement surveys, annual meetings with Group leaders, regularly reviewed corporate agreements. These mechanisms allow employees to help shape the way MBDA works.

4. 4. CYBERSECURITY

1. Description of risks

Given the sensitive nature of MBDA’s defence activities, a cybersecurity breach targeting its products and its information systems could have severe societal consequences, including threats to public safety and national security. MBDA addresses this risk through robust cybersecurity governance, certifications, rapid-response mechanisms and specific crisis management process and tools to ensure stakeholder protection.

2. Appropriate actions to mitigate risks and prevent severe impacts

MBDA has established a unified cybersecurity governance and organization to ensure consistent protection across all national entities, in alignment with the Group’s Business Management System (BMS) strategy. Several entities have already deployed or are in the process of implementing advanced cybersecurity capabilities, such as Cyber Emergency Response Teams (CERTs), to strengthen threat monitoring and incident response 24/7. The Group holds key certifications such as Cyber Essentials Plus and (soon) NIS 2, in line with specific national regulations.

In the event of a cyber-incident, MBDA’s CERTs are promptly activated to coordinate a swift and effective response, minimising disruption and ensuring business continuity. This integrated and global framework combining prevention, certification, governance, and emergency response demonstrates MBDA’s strong commitment to protecting sensitive data and maintaining stakeholder trust.

3. Monitoring of measures implemented and the assessment of their effectiveness

These actions are regularly monitored and coordinated by the Group Cyber Committee, which reports directly to the Executive Committee. All National Cyber Committees also oversee local action and report to National committee of directors. In each NatCos regular audits are also conducted by the National Cyber Security Agencies on classified information systems with a direct report to the national defence ministries.

05. HEALTH & SAFETY

5.1. WORKPLACE HEALTH & SAFETY

1. Description of risks

If not adequately managed, health and safety risks can expose MBDA employees to physical or psychological harm, leading to accidents, illness, and reduced well-being. MBDA prioritises safe working conditions and promotes employee well-being through preventive measures, training, and continuous monitoring of workplace risks.

2. Appropriate actions to mitigate risks and prevent severe impacts

MBDA places the health, safety, and well-being of its employees and stakeholders at the core of its operational priorities.

MBDA has implemented an Occupational Health and Safety Management System across all national entities, ensuring a consistent and high standard of protection throughout the Group.

This system applies to all employees and is designed to prevent serious harm by identifying, assessing, and mitigating health and safety risks across all activities—from design and testing to manufacturing, integration, and customer support.

To foster a strong safety culture, MBDA provides:

- Mandatory training on risks and safety protocols for all employees, including a dedicated e-learning module for new hires;
- Regular awareness campaigns, Group-wide communications, and first aid training to reinforce safety practices;
- Dedicated Health, Safety, and Environment (HSE) teams in each national entity, responsible for implementing and monitoring safety measures.

MBDA's commitment is further demonstrated by ISO 45001 certification. These efforts reflect MBDA's approach to ensuring a safe and healthy working environment, in full compliance with legal and regulatory obligations.

Local and central HSE teams take action to maintain the number of reportable accidents per 1,000 employees below 2.0 by:

- Diffusing work safety culture through healthy lifestyle and safety campaigns and first aid training
- Strengthening audits and inspections across sites
- Enriching work safety data through more detailed KPI monitoring

3. Monitoring of measures implemented and the assessment of their effectiveness

MBDA maintains a strong safety culture, reflected in the following indicators:

- Reportable accidents: 1.19 per 1,000 employees in 2024
- People covered by MBDA's health and safety management system (% of headcount): 100% in 2024
- Number of fatalities as a result of work-related injuries: 0 in 2024
- Number of fatalities as a result of work-related injuries of other workers working on MBDA's sites: 0 in 2024

These metrics are used to evaluate the effectiveness of MBDA's occupational health and safety systems and to identify areas for improvement. Dedicated committees are established to oversee and monitor progress against these targets.

5.2. PYROTECHNIC INCIDENTS

1. Description of risks

Due to the nature of MBDA's activities involving explosive materials, a pyrotechnic incident could pose serious risks to employee safety, local communities, and the environment. MBDA mitigates this risk through strict safety protocols, specialised training, and continuous monitoring of working procedures.

06. ENVIRONMENT

6.1. CLIMATE CHANGE & ENERGY CONSUMPTION

1. Description of risks

If not properly addressed, MBDA's environmental footprint can contribute to climate change leading to negative impacts on ecosystems. MBDA mitigates this risk through climate strategies, energy efficiency measures, and levers to transitioning toward low-carbon operations.

MBDA understands that its greenhouse gas emissions contribute to climate change, leading to negative impacts on ecosystems and people. MBDA understands that it must both adapt to changing climate, and reduce its emissions

2. Appropriate actions to mitigate risks and prevent severe impacts

MBDA is actively contributing to the global effort to combat climate change. MBDA has adopted a Net Zero Carbon Roadmap targeting full decarbonisation across Scopes 1 & 2 by 2050. In 2025, MBDA defined its carbon strategy to unify its emissions calculation methodology, standardise estimation factors, and quantify decarbonisation levers.

Greenhouse gas emissions are systematically monitored across all operations, covering both direct and indirect sources. This data informs MBDA's decarbonisation roadmap, which outlines targeted actions to reduce emissions over time.

MBDA's Net Carbon Neutrality 2050 Roadmap is structured around four pillars:

1. Promote renewable energies to lower carbon footprint
2. Optimise and monitor energy efficiency
3. Minimise MBDA's environmental impact
4. Develop carbon sinks to offset carbon emissions

2. Appropriate actions to mitigate risks and prevent severe impacts

MBDA applies rigorous safety protocols throughout the production process to prevent pyrotechnic incidents. Each step is carefully controlled and tested, with pre-assembly checks on pyrotechnic components to detect any issues early, avoiding complex and hazardous disassembly procedures later. Any adverse situation (incident) is recorded and analysed to assess potential preventive measures to be added.

Development of our systems integrates all safety and security standards. MBDA's pyrotechnic facilities are designed to manage explosives hazards. The definition and qualification of our systems involve the execution of several pyrotechnic safety tests and trials. To manage environmental and safety impacts, dismantling phase of pyrotechnic systems is taken in account from the beginning of the development and operation. For example, MBDA has equipped itself with facilities capable of cutting propellants and incinerating pyrotechnic waste with smoke filtration technologies. MBDA also regularly maintains strict control over the potential blast radius of pyrotechnic incidents.

An internal organisation plan is in place to manage operational risks in any idem situation. This includes on-site firefighting resources, dedicated water supply systems, and the development of secure zones on all sites operating pyrotechnic materials.

3. Monitoring of measures implemented and the assessment of their effectiveness

Security procedures are regularly reviewed by site managers and the HSE teams to ensure continuous improvement and compliance with safety standards. MBDA's governance framework includes regular audits, site-specific risk assessments, and proactive mitigation measures.

Moreover, to assess climate-related vulnerabilities, MBDA has conducted a climate risk assessment across all sites and subsidiaries. Based on these findings, MBDA is developing an adaptation plan to mitigate identified risks and enhance operational resilience in the face of evolving climate hazards.

3. Monitoring of measures implemented and the assessment of their effectiveness

The Group Environment Officer is in charge of delivering the Net Zero trajectory and monitoring these Key Performance Indicators (KPI) with the support of the ESG country heads.

Environmental performance is assessed through a set of indicators, including:

- Renewable energy use: 30% of the Group's energy mix in 2024
- Energy consumption: 202,754 MWh in 2024
- Greenhouse gas emissions: Scope 1 and 2 emissions per million euros of revenue: 6.04 tCO₂e in 2024

6.2. USE OF SUBSTANCES OF CONCERN

1. Description of risks

The use of hazardous substances in MBDA's operations may pose risks to human health and the environment if not properly managed. MBDA mitigates this risk through strict regulatory compliance, substitution strategies, and safe handling and disposal procedures.

2. Appropriate actions to mitigate risks and prevent severe impacts

MBDA takes measures to manage environmental risks related to pollution and hazardous substances. MBDA is committed to aligning with the requirements of the REACH (Registration, Evaluation, Authorization and Restriction of Chemicals) regulation across its operations, with a dedicated team in charge of this management.

Processes are established to ensure compliance with the evolving obligations under REACH, particularly regarding the

identification and management of substances of very high concern (SVHCs).

In addition, MBDA has established a Business Continuity Plan (BCP) for its production activities and sites. This plan includes procedures for identifying potential environmental threats and prioritising corrective actions to mitigate risks. The BCP ensures that operations can continue safely and responsibly, even in the face of unexpected environmental incidents.

3. Monitoring of measures implemented and the assessment of their effectiveness

MBDA complies with locally specified regulations and thresholds. To prevent environmental contamination, MBDA conducts regular monitoring of pollution levels at its sites, ensuring that emissions and discharges remain within legal thresholds. These controls are carried out in accordance with national and European regulations. Additionally, MBDA consistently respects the specific emission and discharge limits established by local authorities monitored by local HSE teams.

The control of any kind of pollution (air, soil and water) is monitored at site level to ensure national regulatory compliance.

Pollution performance is assessed through a set of indicators, including:

- VOCs (Volatile Organic Compounds) in the air in g/h or mg/m³ or ppm
- TSS (Total Suspended Solids) or COD (Chemical Oxygen Demand) in water calculated in mg/L

These KPIs are monitored frequently, ensuring their compliance with the national standard.

6.3. WASTE

1. Description of risks

Improper management of industrial waste can lead to environmental degradation if not effectively disposed of.

MBDA mitigates this risk through strict waste management protocols, including waste reduction, proper segregation, treatment, and disposal practices aligned with environmental standards.

2. Appropriate actions to mitigate risks and prevent severe impacts

MBDA applies rigorous waste management practices across all national entities. Waste sorting is implemented at all sites, with a strong emphasis on waste valorisation (recovering, reusing, or recycling materials) to reduce environmental impact.

Detailed records of waste generation, handling, and disposal are maintained to ensure transparency and continuous improvement. Specific protocols are in place for hazardous waste, ensuring secure handling and compliance with legal requirements.

Examples of initiatives to reduce volumes of waste:

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

These measures reflect MBDA's commitment to environmental responsibility and its proactive approach to preventing serious environmental harm.

3. Monitoring of measures implemented and the assessment of their effectiveness

The Waste strategy is overseen by the Group Sustainable Environment Manager in collaboration with HSE team and sites managers.

- Waste management: 100% of waste sorted in 2024, reflecting MBDA's commitment.

6.4. WATER CONSUMPTION

1. Description of risks

Inefficient water use, especially in water-stressed regions, can contribute to resource depletion and environmental degradation. MBDA mitigates this risk by promoting resilient water use, improving efficiency of process and monitoring consumption across its operations.

2. Appropriate actions to mitigate risks and prevent severe impacts

As part of its climate risk assessment, MBDA identifies areas exposed to water stress. MBDA is committed to responsible water use and the protection of natural resources. All sites comply with applicable water-related regulations, including permits for water use and discharge, and adherence to local water quality standards.

Water inflows and outflows are systematically monitored to identify inefficiencies and implement corrective actions. MBDA implements water-saving technologies, such as closed-loop recycling systems and efficient cleaning processes, to reduce consumption and environmental impact.

3. Monitoring of measures implemented and the assessment of their effectiveness

The Water strategy definition and indicators monitoring is overseen by the Group Sustainable Environment Manager in collaboration with HSE teams and site managers.

07. SUPPLIERS & SUBCONTRACTORS

MBDA's supply chain may pose risks to Human Rights, worker safety, environmental protection, and ethical business conduct if not properly monitored and managed. Poor practices among suppliers or subcontractors can lead to social harm, unsafe working conditions, and environmental degradation. MBDA mitigates these risks by engaging with its suppliers (through policies, assessments, contractual requirements, etc.) to ensure alignment with its sustainability standards.

MBDA has implemented a set of measures to ensure sustainable procurement:

- **Sustainable Procurement Charter:** Introduced in 2024, the Charter outlines ESG-related commitments. These include anti-corruption, Human Rights protection, workplace health and safety, diversity and inclusion, responsible sourcing, and ethical business conduct.
- **Supplier evaluation process:** Before any commercial engagement, suppliers undergo a two-stage evaluation focused on financial stability, governance, and ethics. These assessments are mandatory before entering into any business discussions (e.g. requests for proposals).
- **Digital Risk Tracking:** Since July 2025, MBDA is implementing a centralised digital platform to assess ESG risks across all suppliers, both new and existing. The assessment considers the nature of the products and the supplier's geographical location. A risk-based methodology is applied, prioritising high-risk suppliers. The platform operates in three progressive stages of analysis, integrated with MBDA's supplier engagement process.

MBDA maintains ongoing oversight of its actions through:

- **Digital Risk Tracking:** The platform will enable ongoing ESG

performance monitoring, with increasing levels of detail across its three stages. This supports targeted engagement and improvement plans for suppliers.

- **Continuous Improvement:** MBDA's approach reflects its commitment to responsible sourcing and continuous enhancement of supply chain due diligence.

The actions and KPIs are discussed at the quarterly Procurement Committee Board with the heads of each procurement division.

08. ALERT MECHANISM SYSTEM

MBDA has set up a whistleblowing line enabling any stakeholder, whether internal or external, to report concerns related to potential breaches of MBDA's Code of Ethics, policies and/or procedures, or applicable laws, including those related to Human Rights and fundamental freedoms, health and safety and environmental protection.

The Integrity Line is publicly accessible via MBDA's website. It is designed to foster "a speak up culture", ensuring that individuals may report concerns confidentially and without fear of reprisal.

This Integrity Line ensures complete confidentiality throughout the investigation process.

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