

SUSTAINABILITY

REPORT 2025/26

This report presents MBDA's environmental, social and governance (ESG) strategy and performance in 2025/26.

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Defence is pivotal to the peaceful prosperity and sustainable development of our Home Nations and their allies.

At MBDA, we recognise that security and strong institutions are prerequisites for inclusive and sustainable models of society. For us, sustainability therefore means combining responsible business practices with our commitment to supporting peace and long-term resilience. By contributing to the security of our partners while improving our own environmental, social and governance performance, MBDA helps societies to thrive over the long term.

There is no sustainability without security.



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Chief Executive Officer 04

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Message from our CEO

As Europe accelerates its rearmament, MBDA has confirmed its place at the heart of Europe’s collective defence, working daily to strengthen the sovereignty and peaceful prosperity of our Home Nations and allies.



“Sustainability strengthens the resilience of our business model”

Éric Béranger
Chief Executive Officer, MBDA

The wars in Ukraine and the Middle East and, more broadly, the renewed use of brute force, have made clear that Europe must be ready to defend itself, with its own tools, designed and produced on its own soil. MBDA has risen to meet that reality.

In 2025, we showed that we can deliver. Overall missile production doubled compared to 2023, while ASTER deliveries were five times higher than originally planned and MISTRAL production capacity reached four times its 2022 level. Two new sites were opened and more than 2,700 people joined the Group, bringing our total workforce to over 20,000 employees. This was made possible by a sustained collective effort across the Group and major investments. MBDA will continue to build on this momentum through a doubling of investment, with €5 billion to be invested in Europe between 2026 and 2030. More than ever, MBDA plays a central role in European security, as a key contributor to the continent’s defence posture.

Sustainability, a lever for improvement

In a context in which we are asked to produce more, sustainability is not a constraint to reconcile with ramp-up; it is a condition for achieving it. We see sustainability as a lever for performance and an opportunity to strengthen the resilience of our business model. This is because the choices we make around supply chains, materials and energy directly shape our ability to deliver and to scale production. Sustainability thus contributes to meeting the industrial depth that our partners expect from MBDA. Increasing and accelerating production means optimising our resources: producing more also means producing better.

For example, improving energy efficiency cuts operating costs and reduces dependencies. Optimising materials reduces waste and eases pressure on critical supply chains. Strengthening the supply chain is essential to sustain the ramp-up, not just accelerate it in the short term. In each case, the logic is the same: producing more sustainably means producing more reliably.

People are equally central to this. MBDA's capacity to scale up depends on its ability to attract, develop and retain talent across all its Home Nations. Investing in our workforce – skills, safety and wellbeing – is what makes our industrial ambition possible. Building and sustaining these capabilities on European soil, with European expertise, reduces external dependencies and strengthens the sovereignty of our armed forces and partner nations.

Delivering together

As a key part of the defence community, we work every day alongside customers, partner nations, government ministries, suppliers and industrial partners as well as the local communities where we operate. Together, these partnerships are essential to sustaining our scale-up and long-term resilience. Joint procurement instruments, European cooperative programmes and a shared commitment to a resilient industrial base are all part of the equation.

This report highlights the sustainability progress made in 2025-2026 across the Group and with our stakeholders. In doing so, we continue to support the sovereignty and long-term prosperity of our Home Nations and allies.

As the ramp-up continues, the ability to scale production without compromising performance is a defining challenge.

Armed forces National customers Industrial partners

Together we... deliver for our customers

Mark Rutte
NATO Secretary
General

“We need more and we need fast, and that means increasing production and shortening delivery times.”

Speech at the NATO-Industry Forum in Bucharest,
6 November 2025

Éric Béranger
Chief Executive Officer,
MBDA

“The demand is clear and we have heard it. Everything we invest in, every line we expand and every person we hire is an answer to that call.”



At
pace

Faster Aster production

The ramp-up bore its first results in July 2025, with the delivery of the first batch of ASTER missiles produced under the accelerated programme.

This delivery demonstrates MBDA's capacity to meet its customers' increased production demands for advanced innovative defence systems. In total, more than 1,000 ASTER

2×

ASTER production target in 2026 compared to 2025

400%

increase in ASTER missile deliveries in 2025 versus the agreed original planning

missiles have been ordered for Italy, France and the UK, five times the production volume originally agreed for 2025. The ASTER air defence system is managed by Eurosam, the joint venture between MBDA and Thales.

This acceleration has been enabled by sustained investment in production facilities, workforce expansion and the build-up of critical component and raw material stocks. To support the company's industrial ambitions, in 2026 MBDA doubled its investment plan, reaching €5 billion to be spent in Europe over 2026-2030.

In May 2026, MBDA had the pleasure of welcoming Patrick Pailloux (second from right), the new General Delegate for Armament (DGA), to our sites in the Centre region.



As Europe rearms, the scale of what is needed demands a more integrated defence industry and new approaches to procurement.

Industrial partners R&D Universities

Together we... scale up European defence

● **Andrius Kubilius**
European Commissioner
for Defence and Space

“ We need to move from
too narrow defence markets
to a single, much larger and
integrated one.”

*Keynote speech at Defence & Security Conference by
Aerospace, Security, and Defence Industries Association of
Europe (ASD), Brussels, 2 December 2025*



● **Thomas Gottschild**
Executive Vice President
Strategy, MBDA

“ Europe has the industrial
base, the technology and the
ambition. What we are building
together now is the structure to
match them.”



Europe’s missile tour reflects a new defence reality

During a tour of Europe’s missile industry, European Commissioner for Defence and Space Andrius Kubilius visited MBDA missile manufacturing sites in Schrobenhausen, Fusaro and Bourges. The first person to hold this role, created in 2024 as European defence moved from political priority to institutional reality, Kubilius launched the tour to assess how quickly Europe can scale missile production – and what industrial and supply-chain constraints still stand in the way.

The visit came against the backdrop of a structural shift in how Europe finances and coordinates its defence. The European Commission’s ReArm Europe Plan, presented in March 2025, proposes to mobilise over €800 billion in defence investment through national fiscal flexibility and new shared instruments. Chief among them is SAFE, a €150 billion loan facility designed to support joint procurement across member states

The Bourges visit formed part of Andrius Kubilius’s “missile tour”, launched to assess Europe’s capacity to scale missile production and strengthen defence readiness.



€800bn
mobilised under
the European
Commission’s
ReArm Europe
Plan to strengthen
Europe’s collective
defence

€150bn
available to EU
member states
through the SAFE
joint procurement
instrument to
coordinate defence
investment across
member states and
trusted partners

and trusted partners. MBDA is ideally positioned to secure orders backed by SAFE financing in 2026. We believe that these instruments help to translate Europe’s ambitions into industrial reality.

What the Commissioner witnessed at each site was that ambition in action, a ramp-up that has already doubled MBDA’s overall production compared with 2023.📈

In the context of MBDA's industrial ramp-up, energy efficiency and energy self-sufficiency are strategic performance levers. Beyond reducing costs, they help strengthen resilience, reduce dependencies and secure the continuity of critical industrial operations.

Public stakeholders Industrial partners Energy experts

Together we... strengthen energy resilience

Richard Shirreff
Former NATO
Deputy Supreme
Allied Commander
Europe and member
of the Energy
Security Leadership
Council – Europe

“Energy is no longer just
a commodity for economic
prosperity; it is the frontline
of defence.”

Financial Times, 18 February 2026

Karen Pachot
Sustainability Director,
MBDA

“Reducing energy
dependency and improving
efficiency are integral to
industrial resilience.”



Power-
ing
up

A more sustainable energy mix

Last year, solar and wind generation exceeded fossil generation in the European Union for the first time, reaching 30% of total power generation, up from just 5% in 2010.* Solar saw the largest increase, adding 60 TWh in electricity generation in 2025. At a time when geopolitical tensions have exposed the vulnerability of global fossil-fuel supply chains, the rapid expansion of renewable generation is also reshaping how Europe thinks about energy resilience.

34%

Renewable energy
in MBDA's energy
mix in 2025

72,327
MWh

Renewable energy
consumption
in 2025

Across the Group, sites are investing to improve energy self-sufficiency. In Italy, photovoltaic installations at Fusaro and La Spezia are expected to generate more than 1,600 MWh of electricity annually. In Germany, Bayern-Chemie inaugurated an open-field PV system to replace approximately half of the purchased electricity with solar power. In France, projects including the decarbonisation of heating systems, Energy Management Systems and photovoltaic installations contributed to a 14% reduction in Scope 1 and 2 emissions between 2024 and 2025 despite significant growth in production volumes.

At Group level, our mission is also to provide NatCos with innovative energy solutions. At the E-world exhibition in February 2026, we identified a solution for storing energy in the event of a blackout. This solution will be assessed in 2026 to help strengthen the energy sovereignty of our sites. ☒

The new solarpark at Aschau am Inn was opened at a ceremony in July 2025 attended by Bavarian Minister of Economic Affairs, Regional Development and Energy, Hubert Aiwanger.

*Ember, Global Electricity Review 2026



Europe’s ability to sustain its long-term defence effort increasingly depends on attracting, retaining and developing critical skills. At MBDA, we invest in our people to help them grow, lead and thrive throughout their careers.

Employees Social partners Academic partners

Together we... develop the leaders of tomorrow

Julie Brennan
London Business
School

“In a world of constant change, investing in people and leaders who can navigate complexity and uncertainty is not only a strategic advantage – it is a survival imperative.”



Catherine
Perraud-Balaine
Vice President Human
Resources, MBDA

“Europe’s industrial and operational ambitions cannot be achieved without embedding leadership development and critical skills as strategic priorities.”



Next
up

Closing the delta

From cyber threats to changing defence systems and geopolitical uncertainty, the defence environment is becoming increasingly complex. In 2025, MBDA responded to around 25% more urgent operational requirements than in 2024, illustrating the accelerating pace of change.

To help prepare the next generation of leaders for this environment, MBDA launched in 2024 the Delta Programme, designed for managers and executives across the Group. Developed in partnership with X-EXED, the executive education arm of France’s École Polytechnique, the programme aims to develop the knowledge, critical thinking and decision-making capabilities required

Programme topics include "Complexity, risks and uncertainty" and "Team dynamics in extreme situations".



2x
participants in the
Delta programme
in 2025 compared
to 2024

25%
more urgent
operational
requirements
responded to in
2025 vs. 2024

to manage complex projects, with a particular focus on uncertainty management and problem-solving.

Through real-world case studies and immersion in MBDA’s key strategic challenges, participants gain practical experience while strengthening collaboration across the Group’s national companies.

Reinforcing European strategic autonomy requires more than increasing production capacity: it means strengthening the resilience of the whole defence industrial base. This implies supporting suppliers, securing critical capabilities and enabling long-term industrial investment across the ecosystem.

Suppliers Financial partners Industrial partners

Together we... secure the industrial ecosystem

● **Camille Grand**
Secretary General
of the European
Aerospace,
Security and
Defence Industries
Association (ASD)

“We need to address cost
increases and supply chain
bottlenecks.”

*Keynote speech at the 5th European Defence Security
Conference in Brussels, 4 October 2025*



● **Marta Cordoni**
Vice President
Procurement Excellence &
Global Direct Domains,
MBDA

“Behind every major defence
programme sits a highly
specialised industrial ecosystem.
Ensuring its resilience is now a
strategic priority at the highest
levels of the organisation.”



Con-
nect-
ed

Network effect

Europe's defence industrial ecosystem is expanding rapidly. European governments have committed to significantly increasing defence investment over the coming decade, while defence and related technology startups across Europe raised a record \$8.7 billion in 2025 – the highest ever recorded.

In November 2025, MBDA joined Euronext and other industry leaders

2,000+
MBDA suppliers
across Europe

\$8.7bn
raised by European
defence and
related technology
startups in 2025 –
the highest ever
*Source: Nato
Innovation Fund
and Dealroom*

at the launch of the European Aerospace and Defence Growth Hub. Powered by ELITE – Euronext's ecosystem for private companies, which brings together more than 2,000 small and medium enterprises (SMEs) across Europe – the initiative is designed to strengthen the aerospace and defence supply chain.

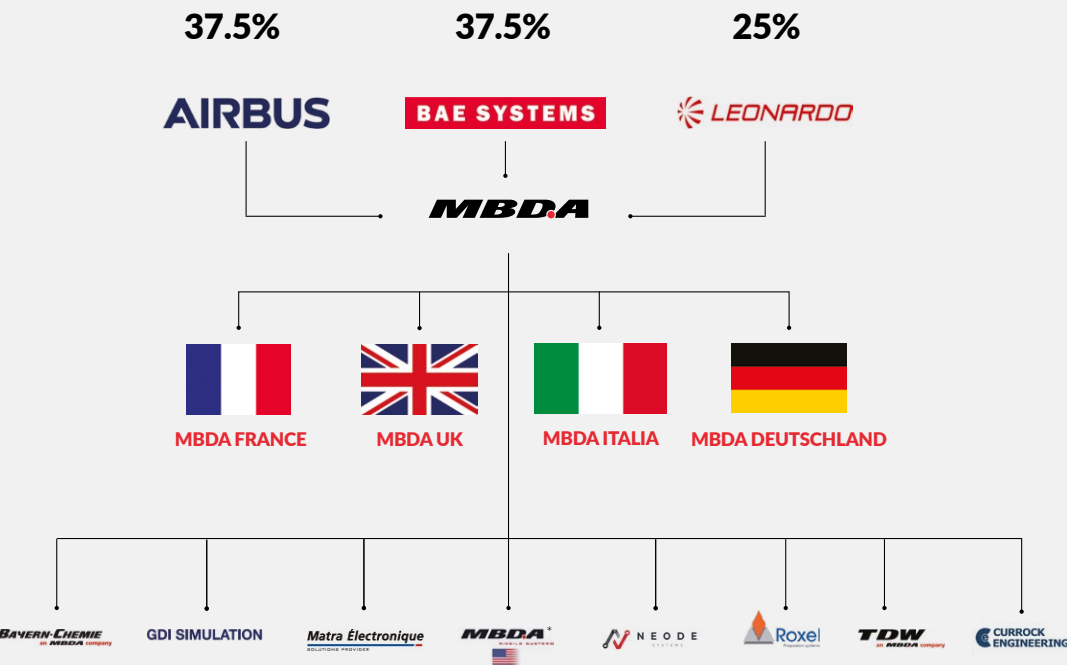
Uniting European industry leaders, SMEs, investors and growth experts, it helps critical suppliers gain visibility, structure their growth and prepare for the increasing demands of the European defence ramp-up. Beyond critical access to financing adapted to the participating companies' growth needs, the programme provides them with executive training, strategic cross-border collaboration and improved visibility. In so doing, it contributes to strengthening the resilience and scalability of Europe's aerospace and defence industrial ecosystem.✶

The launch of the European Aerospace and Defence Growth Hub brought together supply chain leaders, investors and institutions from across Europe.



MBDA Group

MBDA is a unique multi-national European Group and a world-leader in the field of defence systems.



Note: Simplified representation of MBDA Group's structure.

*Legal agreement with the US Department of Defense to undertake activities under a Special Security Agreement and to have confidentiality authorisations to conduct classified activities in the United States.



2026 highlights

26
sites in Europe,
including two
opened in 2025

20,000+
employees

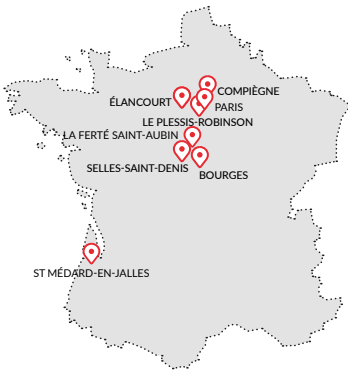
70%+
of our 2025
order intake was
from Europe –
illustrating the
ramp-up underway
on the continent

Established through the merging of Airbus, BAE Systems and Leonardo's missile activities, MBDA brings together state-of-the-art expertise in defence systems. By delivering decisive military capabilities to European nations and their allies around the world, MBDA plays a major role in supporting their strategic independence, protecting their national security and preserving their land, air and maritime sovereignty.

Our people lie at the core of our strategy. Their talents are rich and varied, and they share common values, no matter where, no matter who. It is the passion, commitment, integrity, innovative force and team spirit of our people that enable the success of MBDA.

We are the result of international cooperation

MBDA was established thanks to European nations' readiness to cooperate and equip themselves with the best defence capabilities. MBDA's strength lies in our unique European integrated model: deeply rooted in our Home Nations, supported by our shareholders and built on decades of cooperation between our national defence ecosystems. This culture enables the Group to combine national sovereignty requirements with European industrial scale, technological excellence and delivery credibility.



France

- Compiègne Electronics/Manufacturing
- Élancourt Training & Simulation
- Paris AI Innovation
- Le Plessis-Robinson Headquarters/R&D
- La Ferté Saint-Aubin Propulsion systems industrial site
- Selles-Saint-Denis Production/Integration
- Bourges R&D/Manufacturing & Production
- St Médard-en-Jalles Propulsion systems industrial site



United Kingdom

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



“In France, as across the Group, unprecedented investment is supporting an ambitious industrial expansion through 2030.”

Stéphane Reb, Executive Vice President Programmes & Managing Director France



“We are a proud partner to the UK military and a major employer, contributing to prosperity in our local areas.”

Chris Allam, Executive Vice President Technical & Managing Director UK

2025



Successful launch for THUNDART

_MBDA and Safran Electronics & Defense successfully conducted the first firing of the THUNDART ammunition, the next-generation artillery system, with support from the French Direction Générale de l'Armement Essais Missiles. It took only 18 months to go from the drawing board to the demonstration. This success represents a key milestone just weeks before the DGA's decision on the replacement of the Lance-Roquettes Unitaires, which are set to become obsolete by 2030.

Equipping India's Rafale Marine fleet

_France and India signed an intergovernmental agreement covering the acquisition of Rafale aircraft and associated defence systems for the Indian Navy. The contract includes MICA (IR & RF), METEOR, SCALP and EXOCET AM39 missiles, covering the full spectrum of capabilities of the multi-role aircraft.

2025

CROSSBOW launched at DSEI

_MBDA presented CROSSBOW, a low-cost, ground-launched strike weapon, at DSEI UK in September. CROSSBOW is MBDA's response to the evolving threat and drive for affordable mass in the deep strike battlespace. It is a capability rapidly developed, and by the end of 2025 CROSSBOW had been test-fired. This meant it had gone from design to demonstration in less than a year and is production-ready from 2026.



DRAGONFIRE contract awarded for Royal Navy

_The UK Government awarded MBDA a £316 million contract to deliver DRAGONFIRE laser weapon systems to the Royal Navy from 2027. The DRAGONFIRE laser

weapon system provides an innovative solution to address the immediate threat of uncrewed aerial systems and softer targets in a powerful, efficient and cost-effective manner. During recent trials at the MOD's Hebrides range, DRAGONFIRE achieved a UK first of above-the-horizon tracking, targeting and shooting down of such drones. The contract announced will also create and sustain nearly 600 jobs across the UK.



Italy

- 📍 **Turin** 🔄 Laser/Platform integration
- 📍 **La Spezia** 🔄 R&D/Integration
- 📍 **Rome** 🔄 Management/R&D
- 📍 **Pomigliano d'Arco** 🔄 Prototype/Production
- 📍 **Fusaro** 🔄 R&D/Production/Integration



“We are part of a unique model of European defence integration, helping strengthen the security and defence of our nations and allies.”

Renzo Tosini, Executive Vice President Sales & Business Development & Managing Director Italy



Germany

- 📍 **Berlin** 🔄 Management
- 📍 **Ulm** 🔄 R&D/Production
- 📍 **Schrobenehausen** 🔄 Management/R&D/Production/Integration
- 📍 **Aschau** 🔄 R&D/Production



“Collaboration enables us to transform technological expertise into advanced capabilities that support our customers’ operational requirements.”

Thomas Gottschild, Executive Vice President Strategy & Managing Director Germany

2025



FULGUR selected for the Italian Army

_MBDA signed a development contract to equip the Italian Army with a very short-range air defence system and unveiled the name of the missile at the core of the solution: **FULGUR**. **FULGUR** is a man-portable, supersonic, fire and forget, all-weather, day-and-night interceptor. It counters a threat set that includes small drones, helicopters and fighter jets. Fully compliant with NATO standards, the first delivery of the operational missile and man-portable launcher is scheduled for early 2028.🌐

First SAMP/T NG and GRIFO systems delivered

_The first elements of the **SAMP/T NG** and **GRIFO** air defence systems were delivered in January to the Italian Army Air Defence Artillery Command. Part of the Italian Army’s surface-to-air modernisation programme, **SAMP/T NG** and **GRIFO** will provide an integrated, multilayered and interoperable air defence system to protect Italy and NATO countries. **SAMP/T NG** can be used against ballistic missiles, while **GRIFO** provides short-range protection against drones, cruise missiles, aircraft, helicopters and anti-radar missiles.🌐

2025



MBDA JV receives TAURUS NEO contract

_TAURUS Systems GmbH, an MBDA/SAAB joint venture, signed a contract with the Federal Office of Bundeswehr Equipment, Information Technology and In-Service Support (BAAINBw) to prepare a serial production line for the capability-enhanced

TAURUS NEO stand-off guided missile system. The Bundeswehr is strengthening its deep-strike capability with the procurement of **TAURUS NEO**, which enables the German Air Force to overcome enemy air defence systems from a safe distance. With a range of over 500 kilometres and the highest standards of precision, **TAURUS** contributes to deterrence and national and allied defence.🌐

New order for more METEORs

_MBDA received a contract to supply additional **METEOR** beyond-visual-range air-to-air missiles for the German Armed Forces (Bundeswehr). Awarded by the Meteor Integrated Joint Programme Office on behalf of BAAINBw, the contract reflects Germany’s continued investment in the programme. Developed through collaboration between six European nations, **METEOR** is equipped with a ramjet propulsion system that provides thrust all the way to target intercept, giving it a unique “No Escape Zone” larger than many other air-to-air missiles.🌐

Our six capabilities



1
MdCN



2
BRIMSTONE



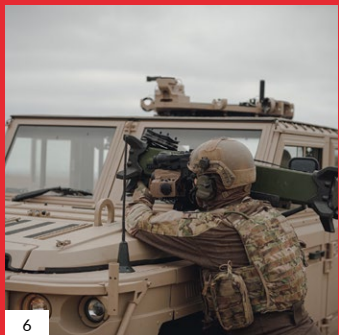
3
SAMP/T and ASTER



4
MISTRAL Manpads and MISTRAL 3



5
METEOR, MICA, SCALP/STORM SHADOW



6
ENFORCER

MBDA's six capabilities are designed to address the full spectrum of today's and tomorrow's operational challenges, from deep strike and air dominance to force protection, battlefield effects and integrated air and missile defence. Together, they provide armed forces with a comprehensive set of defence systems and smart and affordable solutions adapted to increasingly contested, saturated and connected battlespaces.

1 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.

2 Tactical Strike

Mission overview

→ Affordable effects in semi-permissive 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.

3 Area Protection

Mission overview

→ High-end air defence missiles and defence systems to protect land and sea strategic assets against advanced 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.).

4 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 saturating attacks.

5 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.

6 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

- Geopolitical risk
- Extreme weather
- AI and digital transformation

Our resources



Financial

- €5.8bn revenue
- €13.2bn orders
- €44bn order backlog



Industrial

- **Integrated player on the whole value chain** for the design, development, production and support services of defence 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 more than 4,000 suppliers**
- **More than €5bn investment** plan over the 2026-2030 period
- **Production expected to increase by around 40%** in 2026
- **26 sites** now across Europe



Human

- **Over 20,000 employees**, with 2,600 new hires planned in 2026. 25% of our employees are under 30 and 26% are over 60
- **More than €18m invested** in learning and development actions in 2025
- **25 hours per employee** dedicated to learning*
- **More than 900 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

- **Carbon neutrality roadmap**
- **Environmental targets and ambitions for 2030**

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**

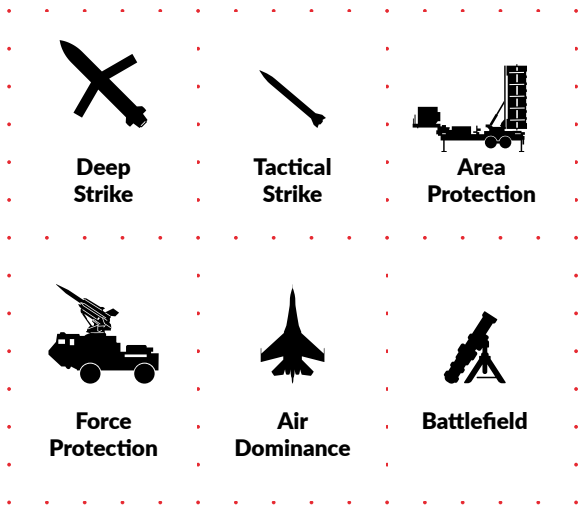
Value proposition for customers

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

The six megatrends shaping our business model

- Supply chain resilience
- Economic opportunities
- Competition for talent

Our six capabilities



Sustainability supporting our strategy

For MBDA, **sustainability is not a separate agenda from performance**. It is **a lever of industrial resilience**, helping the Group manage dependencies, secure critical resources, strengthen our workforce and supply chain, and sustain the production ramp-up required by our customers in the long term

Value created



Financial

- **Excellent financial performance**
- **22% 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**, anticipating and investing in the products of the future, with 1,322 active patents across the Group**



Human

- **Increasing representation of underrepresented groups** (including 23.6% female employees) and ambitious targets for 2030
- **95% of employees trained across the Group** in 2025*
- **MBDA UK recognised in The Sunday Times Best Places to Work 2026** list and MBDA Deutschland in the TOP 1% of the LEADING EMPLOYERS 2026 ranking



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

- **31.6% reduction in carbon intensity** (teq CO₂/million EUR revenue) since 2024
- **4 pts increase in share of renewables** in the energy mix since 2024

*This figure excludes Group mandatory training such as Code of Ethics.

**Patents are published 18 months after filing, meaning MBDA's latest patent applications are not included in these figures.

In a context of rising defence demand and renewed geopolitical uncertainty, MBDA's strategic priorities are mutually reinforcing. Sovereignty provides the purpose, cooperation provides the scale, excellence ensures delivery, global reach strengthens long-term balance and innovation prepares the next generation of capabilities.

Our strategy



• Sovereignty

Deepening partnerships to secure sovereign capabilities at home

- Continuing to develop close collaboration with our Home Nations
- Supporting European defence policy and the objective of European strategic autonomy



• Cooperation

Advancing programme cooperation and industrial consolidation across Europe

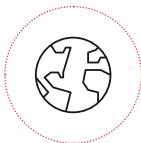
- Leveraging political support from our Home Nations to advance new cooperation and cross-procurement opportunities
- Deepening mutual dependence and specialisation across our industrial perimeter
- Building on our integrated industrial model to accelerate MBDA's industrial consolidation across Europe



• Excellence

Delivering operational excellence and industry leadership

- Delivering on our commitments across every programme and customer
- Driving operational excellence and long-term competitiveness
- Working closely with suppliers across all Home Nations to maintain a reliable, innovative and sustainable supply chain



• Global reach

Growing exports and forging strategic partnerships abroad

- Maintaining a record level of export order intake
- Developing robust, long-term and resilient partnerships with our Home Nations' allies
- Building scale for greater investment in technologies and future products
- Strengthening our footprint in the most promising markets



• Innovation

Sustaining a competitive and performing offering across all domains

- Continuing to respond to our customers' operational challenges
- Maintaining technology leadership through R&D cooperation with academia, small and medium enterprises (SMEs) and key suppliers
- Optimising systems integration through open architectures, modularity and re-use policies

Material impacts, risks and opportunities

Sub topic	Upstream	Own operations	Downstream
🌐 Climate change E1			
Climate change adaptation	Ⓡ	Ⓡ	Ⓡ
Climate change mitigation	Ⓡ Ⓡ	Ⓡ Ⓡ	Ⓡ Ⓡ
Energy consumption	Ⓡ	Ⓡ Ⓡ	Ⓡ Ⓡ
🌐 Pollution E2			
Substances of concern and very high concern	Ⓡ Ⓡ	Ⓡ Ⓡ	Ⓡ Ⓡ
🌐 Water and marine resources E3			
Water consumption	Ⓡ	Ⓡ	Ⓡ
🌐 Circular economy and resource use E5			
Dependencies linked to natural resources and specific materials	Ⓡ Ⓡ	Ⓡ Ⓡ	
Waste	Ⓡ Ⓡ	Ⓡ Ⓡ	Ⓡ Ⓡ
👥 Own workforce S1			
Quality of social dialogue, collective bargaining, freedom of association		Ⓡ Ⓡ	
Employee wellbeing and wages		Ⓡ Ⓡ Ⓡ Ⓡ	
Workplace health and safety		Ⓡ Ⓡ Ⓡ	
Diversity and inclusion, gender balance		Ⓡ Ⓡ	
Talent and skills management		Ⓡ Ⓡ Ⓡ	
Measures against violence and harassment in the workplace		Ⓡ Ⓡ	
👥 Workers in the value chain S2			
Working conditions in the supply chain	Ⓡ Ⓡ Ⓡ		Ⓡ Ⓡ Ⓡ
Respect for human rights	Ⓡ Ⓡ		Ⓡ Ⓡ
📄 Business conduct G1			
Protection of whistleblowers	Ⓡ	Ⓡ	Ⓡ
Corruption and bribery	Ⓡ	Ⓡ	Ⓡ
Relations with suppliers	Ⓡ		
📄 Entity specific			
Contributing to the sovereignty of our Nations			Ⓡ Ⓡ Ⓡ
Cybersecurity	Ⓡ Ⓡ Ⓡ	Ⓡ Ⓡ Ⓡ	Ⓡ Ⓡ Ⓡ

Synthesis of material Impacts, Risks and Opportunities (IROs) resulting from double materiality assessment:
Ⓡ Negative impact Ⓡ Positive impact Ⓡ Risk Ⓡ Opportunity

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 impacts associated with the use of MBDA products by partner forces.

In terms of stakeholders, MBDA identified 10 categories: employees and employees' representatives; customers, ministries of defence and armed forces; shareholders; suppliers and their workforce; subsidiaries and joint ventures; civil society and NGOs; local communities; public authorities and regulators; research institutes; industry and professional associations.

A rigorous, 5-stage process

The process for creating MBDA's double materiality matrix comprised 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.

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).

Together with our stakeholders

MBDA recognises stakeholder engagement as a critical component of sustainable business conduct and value creation. Through continuous dialogue with our stakeholders, we seek to better understand both the impacts of our activities on people, society and the environment, and the sustainability-related risks and opportunities that may affect our business. This approach supports the identification and assessment of Impacts, Risks and Opportunities (IROs), inform strategic decision-making and strengthen the resilience of the Group.

Stakeholder engagement is therefore central to our compliance with regulatory requirements, including the Corporate Sustainability Reporting Directive (CSRD), Corporate Sustainability Due Diligence Directive (CSDDD) and duty of care obligations.

To ensure a consistent and effective approach, MBDA has established a structured methodology to assess and continuously improve the maturity of dialogue across our stakeholders.

Primary stakeholder group	Primary forms of dialogue	Stakeholder topic examples	Dialogue output examples
Employees and employees' representatives	- Daily dialogue with management - Performance and development reviews - You Matter surveys - Employee networks - Training and development activities - Intranet and newsletters - European works council (EWC) - Collective bargaining with trade unions - Integrity Line - Sustainability and social value reporting - Thematic roadshows - Listening events	- Occupational health and safety - Diversity, equity and inclusion - Skills development and career progression - Fair wages - Working conditions - Sustainability and social value - Substances of concern - Personal data - Innovation	- Health and safety policy - Product safety policy - Ethics charter in favour of diversity - Data protection policy - Anti-bribery and corruption policy - Environment policy - Double materiality analysis - Vigilance plan - Dedicated recruitment campaigns - Inclusion and wellbeing initiatives - Early careers and integration programmes - Development programmes
Customers, ministries of defence and armed forces	- Meetings and visits - Contract negotiations - Programme and contract follow-up - Customer support and services - Sales and business development - Trade fairs - Sustainability and social value reporting	- Sovereignty - Confidentiality - Security - Innovation - Product performance - Product reliability - Product safety - Product support - Product specifications - Contractual clauses - Evolving and future customer need - Industrial cooperation and partnerships	- World-leading defence products - Orders and contracts - Technical working groups - Employees in-service experiences - Military transition schemes - Innovation policy - Product safety policy - Product cybersecurity policy - Anti-bribery and corruption policy - Security policy - Intellectual property policy
Shareholders	- Shareholders' agreement - Annual Group financial statements - Sustainability and social value reporting - Annual press conference - Shareholder strategy days - Board of Directors' meetings - Regular performance and strategy updates	- Financial performance - Sustainability objectives - Strategic alignment - Long-term business continuity - Risk management	- Business model - Strategy - Integrated strategic business plan - Quantified targets and progress tracking - Responses to shareholder queries - Double materiality analysis - Vigilance plan - Provide company reporting and accounting policy - Anti-bribery and corruption policy - Sustainability strategy - Environment policy

Primary stakeholder groups	Primary forms of dialogue	Stakeholder topic examples	Dialogue outcome examples
Suppliers and their workforce	- Meetings and visits - Procurement processes - Supplier management - Trade fairs - Contract negotiations - Integrity Line - Website - Suppliers days - Sustainability reporting	- Occupational health and safety - Balanced and lasting commercial relationships - Contractual clauses - Human rights - Sustainability and social value - Substances of concern - Circular economy - Anti-corruption - Sovereignty - Confidentiality - Security - Quality - Business continuity - Resource availability	- Orders and contracts - Procurement and supply chain policy - Procurement charter - Supply chain cybersecurity policy - Procurement sustainability roadmap - Sustainable supply chain charter - Environment policy - Suppliers sustainability assessment through EcoVadis - Anti-bribery and corruption policy - Double materiality analysis - Vigilance plan - Supply chain training and development - Events, conferences and workshops
Subsidiaries and joint ventures	- Operational dialogue - Contract negotiations - Integrity Line	- Balanced and lasting commercial relationships - Contractual clauses - Working conditions - Industrial cooperation and partnerships	- Orders and contracts - Double materiality analysis - Vigilance plan
Civil society and Non-Governmental Organisations (NGOs)	- Outreach - Meetings and visits - Direct communication - Website - Press and media - Integrity Line - Trade fairs - News monitoring	- Sustainability and social value - Human rights - Transparency - Sustainable innovation - Diversity, equity and inclusion - Anti-corruption - Substances of concern - Responsible supply chain management	- Partnerships and collaborations - Volunteering - Charitable donations and sponsorship - Double materiality analysis - Vigilance plan - Environment policy - Anti-bribery and corruption policy - Procurement and supply chain policy - Labels and certifications
Local communities	- Outreach - Meetings and visits - Direct communication - Events - Website - Press and media - Integrity Line	- Employment, career and skills opportunities - Supply chain opportunities - Prevention of potential negative impacts - Economic opportunities	- Pollution monitoring and prevention - Science, technology, engineering, maths (STEM) support - Donations and sponsorship - Work placements - Environment policy - Double materiality analysis - Vigilance plan
Public authorities and regulators	- Outreach - Meetings and visits - Direct communication - Inquiries - Consultations - Compliance dialogues	- Defence funding - Supply chain resilience - Sovereignty - Security - Innovation - Export control - Site redevelopment projects - Industry	- Regulatory and legal compliance - Planning permissions - Standards and certifications - Provide company reporting and accounting policy - Anti-bribery and corruption policy - Export compliance policy - Security policy
Research institutes	- Lectures - Meetings and visits - Trade fairs - Website	- Research and development - Standardisation - Innovation	- New concepts and discoveries - Innovation strategy - PhD students - Partnerships and collaborations
Industry and professional associations	- Working groups - Meetings and visits - Direct communication - Events - Training - Website	- Best practices - Standardisation - Trends - Emerging technologies	- Memberships - Standards - Continuous improvements - Advocacy

Resilience through sustainability

Resilience, for an organisation like MBDA, means the ability to anticipate, absorb and adapt to disruption and therefore to endure over the long term. That requires responding to the consequences of climate, geopolitical and societal upheavals and integrating environmental and social goals into how the business operates. Done well, it is what allows an organisation to stay ahead of critical technological and societal shifts and seize the opportunities it creates.

Against this backdrop, sustainability strengthens the resilience of our business model. It enables our business to better anticipate risk and absorb disruption on a daily basis, all while challenging us to think in the medium and long term. We see it as a lever for transformation and competitiveness that benefits the company and, ultimately, our customers.

In a period of industrial ramp-up at the scale MBDA is undertaking, sustainability is not a secondary concern. The choices we make today about energy, people and governance will shape the durability of what we are building. Our sustainability strategy is governed at Group level, with executive support and performance monitoring embedded throughout.

An evolving regulatory environment

Our approach to sustainability evolves in line with the regulatory environment. European and national frameworks increasingly reflect the reality that long-term business performance cannot be separated from environmental and social responsibility. At European level, the Corporate Sustainability Reporting Directive and the Corporate Sustainability Due Diligence Directive require large companies such as MBDA to measure non-financial exposure, communicate transparently and implement mitigation plans. This framework provides structure and discipline to our strategy.

Our 9 priorities and targets for 2030 →

ENVIRONMENT

1 Extreme weather resilience

Objective: Achieve business resilience to extreme weather events and other impacts of climate change.

Action: Identify physical climate-related issues and risks at each of our sites through a quantitative Climate Scenario Analysis; Develop and deploy an Adaptation Plan.

2 Decarbonisation

Objective: Progress towards our 2030 targets on the path to carbon neutrality by 2050 and strengthen energy resilience.

Action: Develop and deploy a Transition Plan; Increase the share of renewable energy in our energy mix; Reduce our Scope 1 and 2 emissions; Address Scope 3 emissions from waste, business travel, transportation, distribution, employee commuting and homeworking.

2030 TARGET

32%

Renewable energy share

2030 TARGET

-20%

Scope 1 emissions in absolute terms vs. 2024

2030 TARGET

-35%

Scope 2 emissions in absolute terms vs. 2024

3 Sustainable industry

Objective: Increase material and resource efficiency, prevent pollution and advance circularity.

Action: Further improve application of the waste hierarchy; Adopt circularity principles and improve resource efficiency; Improve water management; Support biodiversity; Further strengthen management of pollution, discharge, release and effluent risks.

TARGET

100%

of waste sorted

In 2025, we streamlined our priorities from 12 to nine. This helps sharpen our strategic focus and drive clearer priorities.

SOCIAL

4 High-performing and skilled workforce

Objective: Develop a suitably skilled, trained and motivated workforce.

Action: Attract and recruit future talent; Develop technical and leadership capabilities across the Group; Accelerate learning through Group-wide programmes and knowledge sharing; Support career development and internal mobility.

TARGET

>90%

of employees trained each year

5 Safe and supported workforce

Objective: Ensure the safety and wellbeing of our workforce.

Action: Prevent workplace accidents; Strengthen safety culture; Promote employee health, wellbeing and mental health; Raise awareness through health, safety and prevention initiatives.

TARGET

<2

Reportable accident rate per 1,000 employees

6 Inclusive, engaging employer and impactful community partner

Objective: Build inclusive and diverse workplaces engaged with local communities.

Action: Foster diversity, equity and inclusion across the employee lifecycle; Increase representation of underrepresented groups; Support employee-led networks and inclusive leadership; Engage with communities through partnerships, volunteering and engaging young people in STEM (science, technology, engineering and maths).

TARGET

30%

Female representation in the workforce

GOVERNANCE

7 Business integrity

Objective: Protect MBDA and its performance through strong ethics and compliance and sound business practices.

Action: Promote ethical business conduct through the Code of Ethics and compliance policies; Prevent corruption and strengthen compliance across MBDA's operations and value chain; Foster a speak-up culture through training, awareness and trusted reporting channels.

8 Sustainable supply chain

Objective: Ensure a resilient, responsible and sustainable supply chain.

Action: Identify, manage and mitigate ESG risk in our supply chain; Support sustainability knowledge and competence within our supply chain.

TARGET

100%

of suppliers covered by our Sustainable Supply Chain Charter

9 Externally assessed sustainability performance

Objective: Obtain third party assessment, verification and/or certification of our approaches to sustainability and our performance.

Action: Seek certification, verification or assessment by third parties, as required by legislation, regulation or customer requirements.

TARGET

70/100

EcoVadis score

Environment

Driving resilience and competitiveness through environmental management. Commitment to carbon neutrality by 2050.

	2023	2024	2025	2025 vs. 2024
ENERGY				
Renewable energy share	23.4%	30%	34%	+4 pts
CO ₂ EMISSIONS				
Scope 1 & 2 CO ₂ emissions (tCO ₂ e)	28,656	29,615	23,951	-19.1%
Carbon intensity (tCO ₂ e/€m revenue)	6.37	6.04	4.13	-31.6%

Environment

PRIORITY#01

Extreme weather resilience



OBJECTIVE

Achieve business resilience to extreme weather events and other impacts of climate change



ACTIONS

- Identify physical climate-related issues and risks at each of our sites through a quantitative Climate Scenario Analysis
- Develop and deploy an Adaptation Plan



CONTEXT

In 2025, **MBDA completed a physical climate risks assessment** to understand and mitigate climate risks to sites. An **adaptation plan** was prepared in 2025 and will be consolidated in 2026.

SCOPE

The study assessed **two chronic risks** (chronic heat and extreme precipitation) and **five acute risks** (forest fires, droughts, river flooding, coastal flooding and hail), and covered **21 MBDA and subsidiary sites**. The modelling of physical climate risks was based on two Intergovernmental Panel on Climate Change scenarios (SSP1-2.6 and SSP5-8.5).

ADAPTATION MEASURES

MBDA is taking **targeted action** to address **risks arising from extreme weather events**, including improving building insulation, adapting technical systems and strengthening infrastructure resilience across our sites.

KEY LEARNINGS

→ Climate scenario analysis showed that Italy and France face the highest exposure to risk of forest fire and chronic heat.

→ Some risks, particularly chronic heat and forest fire, are already at a high level of intensity on several sites.

3 MAIN RISKS



FOREST FIRE

Fire is the most significant physical risk for MBDA. From the 2020s, **a significant number of sites are exposed to a high or even extreme risk of forest fire.**



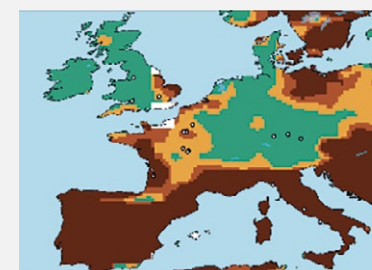
PRECIPITATION

Precipitation is classified as a high risk because all sites from 2050 are subject to a risk of at least 50-100 millimetres of precipitation, which corresponds to **intense rainfall that can cause flooding due to poor drainage.**

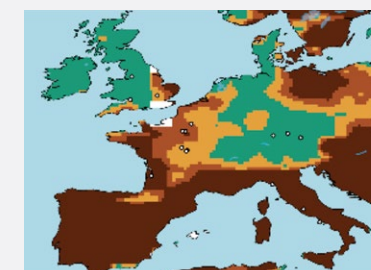


CHRONIC HEAT

Chronic heat is a very significant risk for certain sites in Italy, particularly La Spezia, Rome and Naples, which could experience **extreme heat over a large part of the year** (up to 140 days) as early as the 2030s.



2020



2100

Probability of fire at less than 100 km from a site

- Extreme (More than 0.15%)
- High (0.12–0.15%)
- Moderate (0.09–0.12%)
- Low (Less than 0.09%)

↑ Fire is the most significant physical risk. The images show the evolution of fire risk under scenario SSP5-8.5.

PRIORITY #02

Decarbonisation

OBJECTIVE

Progress towards our 2030 targets on the path to carbon neutrality by 2050 and strengthen energy resilience

- ACTIONS**
- Develop and deploy a Transition Plan
 - Increase the share of renewable energy in our energy mix
 - Reduce our Scope 1 and 2 emissions
 - Address Scope 3 emissions from waste, business travel, transportation, distribution, employee commuting and homeworking

GROUP

Advancing on our carbon footprint reduction targets

MBDA completed its first Group-level carbon footprint analysis and consolidated a transition plan aligned with its 2030 targets, the first step on the path to net zero by 2050.

2030 TARGET

-20%

Scope 1 emissions in absolute terms vs. 2024

2030 TARGET

-35%

Scope 2 emissions in absolute terms vs. 2024

FRANCE

TAKING ROOT

MBDA is supporting the afforestation of nearly five hectares of abandoned agricultural land in Ouzouer-sur-Trézée. Certified under France's Low-Carbon Label scheme, the project will sequester 1,015 tonnes of CO₂ while restoring land close to MBDA's sites.

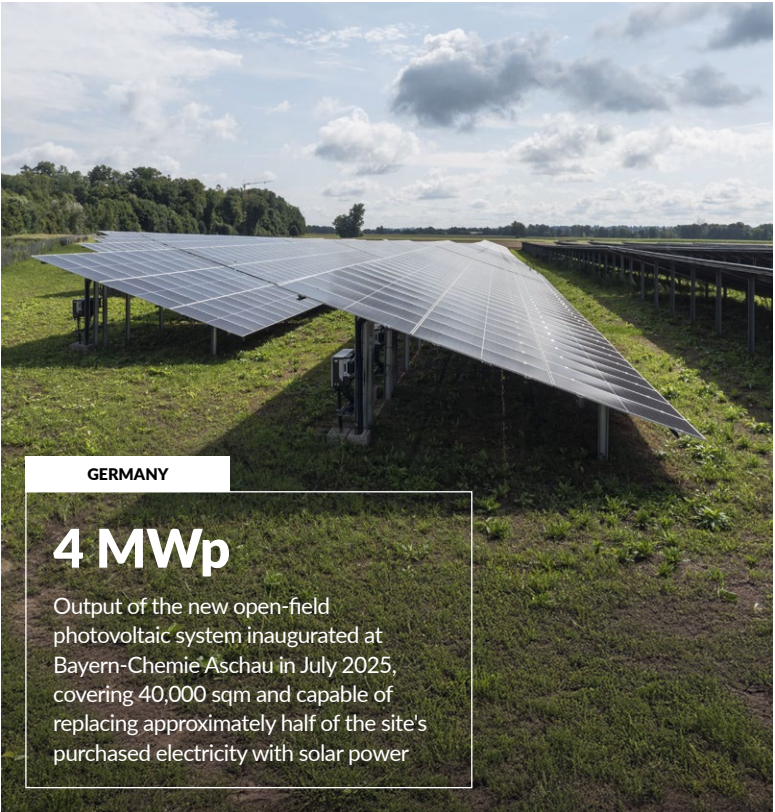
UK

-15%

Business travel emissions in 2025 vs. 2024

-52%

Flights from London to Paris, following the designation of Eurostar as the preferred route between Stevenage, London and Paris as part of the Travel Smarter campaign



GERMANY

4 MWp

Output of the new open-field photovoltaic system inaugurated at Bayern-Chemie Aschau in July 2025, covering 40,000 sqm and capable of replacing approximately half of the site's purchased electricity with solar power

FRANCE

SUPPORTING SME DECARBONISATION

In 2025, MBDA worked directly with its small and medium enterprises (SME) supplier panel, organising a buyer awareness webinar and inviting the Alliance for Decarbonization's programme manager to speak at MBDA's SME area at the Paris Air Show in June 2025, bringing decarbonisation support directly to the aerospace and defence ecosystem.

ITALY

MORE FROM EVERY WATT

A programme of equipment upgrades at the La Spezia site improved energy efficiency and reduced emissions. Replacing an end-of-life compressor with a variable speed drive model and upgrading air handling systems with high-efficiency fans helped optimise electricity consumption across key facilities. Together, these measures delivered estimated efficiency gains of 43% for compressed air systems and 20% for air handling, while improving reliability and ease of maintenance.

2025 RESULTS

23,951 tCO₂e

Scope 1 and 2 emissions

2024: 29,615

-19.1% vs. 2024

4.13

Carbon intensity tCO₂e Scope 1 and 2 market-based / EUR million revenue

2024: 6.04

-31.6% vs. 2024

210,312 MWh

Total energy consumption

2024: 202,754

+3.7% vs. 2024

72,327 MWh

Renewable energy consumption

2024: 61,125

+18.3% vs. 2024

34%

Renewable energy share

2024: 30%

+4 pts vs. 2024

2030 target: 32%

PRIORITY#03

Sustainable industry

OBJECTIVE

Increase material and resource efficiency, prevent pollution and advance circularity

- ACTIONS**
- Further improve application of the waste hierarchy
 - Adopt circularity principles and improve resource efficiency
 - Improve water management
 - Support biodiversity
 - Further strengthen management of pollution, discharge, release and effluent risks

GROUP



100%

of on-site waste is sorted

Demilitarisation facility,
Bourges Subdray

We apply the waste hierarchy and are implementing an effective waste management programme to improve recycling of non-industrial waste, increase recycling of hazardous and non-hazardous industrial waste and increase biowaste recovery. When our products reach the end of their lifecycle, MBDA offers a service for their safe decommissioning.

ITALY

Planning the next lifecycle

Supporting the transition to the new-generation SAMP/T NG air defence system, MBDA conducted a 2025 study on the end-of-life management of a training platform currently used by the Italian Army. The project examined reverse logistics, dismantling operations and opportunities for material recovery and reuse. It also analysed regulatory and contractual frameworks to help define a compliant approach to the replacement and disposal of legacy systems.

ITALY

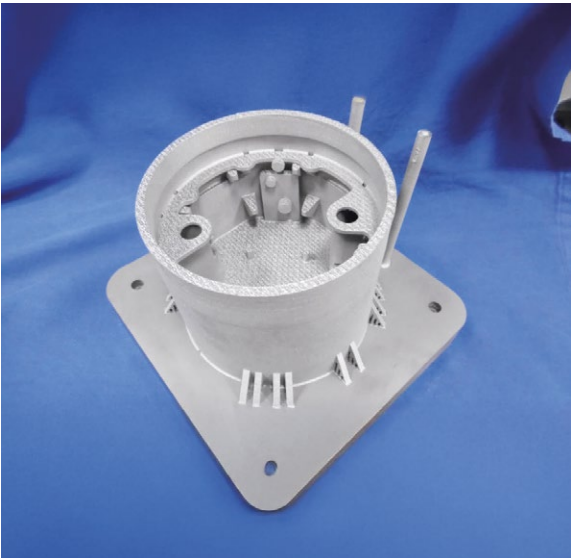
WASTE NOT, PRINT MORE

In collaboration with the University of Pisa, MBDA Italia assessed the feasibility of recovering ASA thermoplastic waste from 3D printing through an extrusion process. Preliminary testing demonstrated close to 100% material recovery, with significant estimated cost savings compared to purchasing virgin material and a meaningful reduction in environmental impact across printing operations.

UK

NEW MATERIALS UNDER STUDY

MBDA UK's Mechanical Engineering and ESG teams are supporting research into 100% biologically sourced composites as potential new engineering materials. The project includes the procurement and testing of various combinations of composite panels to ensure they meet the various requirements for use within our products. The project has involved several external SME and academic partners as well as the final year thesis of a university student.



A complex multifunctional structural component, produced using additive layer manufacturing for major electronic equipment in a next-generation missile system.

FRANCE

MBDA France is exploring how additive manufacturing and lattice structures could reduce material use in future components. Research conducted as part of a thesis project suggests that lightweight lattice designs could reduce component weight by up to 75%, while improving material efficiency compared with traditional machining processes. The approach could help reduce waste, energy use and dependence on critical raw materials.

UK



A kite spotted over our Thurleigh site. Wildlife recorded at the Thurleigh site in 2025 included kestrels, brown hares, red-legged partridges, song thrushes and badgers.

GERMANY

SMART THINKING

The Smart TSC is a key component of MBDA's Wireless Radio-Free approach for the in-service surveillance of munitions. Designed for safety-critical environments, it enables secure wireless transfer of data and energy while monitoring stored munitions through embedded lifecycle sensors. The system also allows users to access in-munition sensors and exchange mission data remotely. Developed by MBDA Deutschland, Bayern-Chemie and partners, the Smart TSC supports both operational safety and supply-chain security.

Circularity, a lever for resilience



Material inflows and supply chain
Sustainable procurement
Recycled materials



A team dedicated to managing compliance with REACH regulations was established in 2024 to support the identification and substitution of substances of concern, promote more sustainable material sourcing and strengthen the foundations for future circularity initiatives across the supply chain.



Product design
Design for modularity and reuse
Research on critical raw materials



Launched by the French DGA in late 2024 with MBDA support, the ECOMIS study is laying the groundwork for eco-design in future missile systems. Combining life-cycle analysis with an inventory of dismantling operations, it identifies environmental hotspots and defines recommendations for future programmes.



Manufacturing
Additive manufacturing
Recovery of scrap materials (ATTITUDE in the UK)
Waste and water management (ISO 14001 across all sites)



In Italy, MBDA teams developed an additive manufacturing process for Invar rings, a missile component traditionally machined from a 15 kg forged billet despite the final part weighing just 1 kg. Using advanced 3D-printing and material-qualification techniques, the new process achieves the same mechanical and thermal performance with less than 2 kg of raw material per part, reducing material waste by around 93% and cutting unit costs by around 30%. Insertion in CAMMs is expected in 2026, with METEOR and ASTER to follow in 2027.



Use and maintenance
Long product lifecycles
Product life extension through maintenance and upgrades
Health and usage monitoring systems (HUMS)



MBDA teams have developed Health & Usage Monitoring Systems (HUMS), which use data collection and analysis techniques to monitor product condition. Combined with the Service Lifecycle Management tool, HUMS helps predict maintenance activities, optimise operational readiness and prolong product service life.



End of life
Bourges demilitarisation facility
Study on recovery of materials on EoL products (SAMP/T MBDA IT)



In France, MBDA has developed a mobile demilitarisation chamber capable of safely processing missiles directly at storage sites when transportation is no longer possible. Equipped with an integrated gas treatment installation, the system enables compliant end-of-life management while reducing both operational and environmental risk.

Social

A workforce that is skilled, safe and deeply rooted in the communities where MBDA operates.

	2023	2024	2025
HEALTH AND SAFETY			
Reportable accident rate per 1,000 employees	1.58	1.19	1.04
Fatalities	0	0	0
Pyrotechnical accidents	0	0	0
LEARNING			
Employees trained	—	90.1%	95%
Training hours per employee	—	23	25
GENDER EQUALITY			
Women in senior management	18.0%	18.5%	19.3%
Women in workforce	23.0%	23.1%	23.6%
Women among new recruits	23.5%	24.2%	26.2%

MBDA

PRIORITY #04

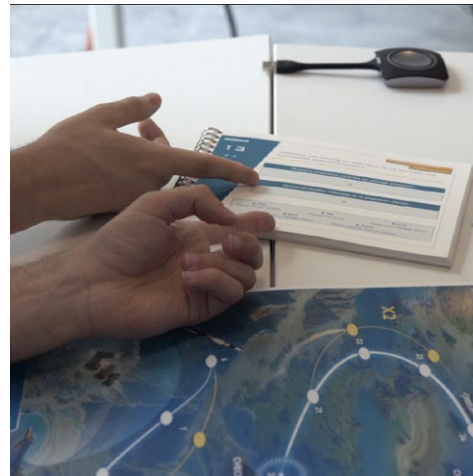
High-performing and skilled workforce

OBJECTIVE

Develop a suitably skilled, trained and motivated workforce

ACTIONS

- Attract and recruit future talent
- Develop technical and leadership capabilities across the Group
- Accelerate learning through Group-wide programmes and knowledge sharing
- Support career development and internal mobility



Trainees test their technical knowledge through a quiz game developed for the programme.

GROUP

Technical Foundation Programme takes off

The Technical Foundation Programme delivered its first French, English and Italian sessions in 2025 at Le Plessis-Robinson, Bolton and Rome, establishing a new Group-wide learning experience for engineering recruits. Developed jointly by Human Resources and the Technical Directorate, the programme combines four weeks of self-directed digital learning with four days of collaborative face-to-face activities built around missile and weapon system design. Participants work in teams on technical missions, quizzes, product reviews and design challenges, guided by MBDA specialists and facilitators throughout the programme. Combining technical foundations with collaborative problem-solving and international exchanges, the initiative reflects MBDA's ambition to accelerate skills development and strengthen engineering capability across the Group. More than 300 international trainees are expected to benefit from the programme as deployment continues.

FRANCE

MASTER MINDS

Designed for future technical leaders, the MASTER programme spans approximately 420 hours of training delivered by 130 internal trainers and content designers, with visits to companies, military sites and laboratories. Participants follow a structured curriculum covering missile systems, project processes and managerial culture. The second cohort launched in September 2025, running through to June 2027.

GERMANY

WELCOME TO ROCKET SCIENCE

The Rocket Science training path offers new joiners in engineering and manufacturing a structured introduction to core technical domains across nine modules covering attack, defence, delivery, digital, missile, motion and sense. Between 50 and 90 employees complete the programme each year, gaining a deeper understanding of guided missile systems and air defence.



More than 300 trainees are expected to benefit from the Technical Foundation Programme.

UK

The inaugural Learning@Work Week took place in September 2025 around the theme Get Connected, with a full schedule of events including bite-sized sessions, podcasts and challenges based around MBDA's behaviours.

FRANCE

AGE IS JUST A NUMBER

At ages 30, 40 and 50, MBDA France offers employees dedicated reflection sessions to review their career paths, identify development opportunities and plan future professional growth.

GROUP

95%

of employees trained in 2025 (excl. Group mandatory training)



ITALY

HELPING WOMEN AT MBDA SHINE

Thirty colleagues drawn from across MBDA Italia's three sites and every corner of the business, from Communications and Finance to Operations and IT, took part in the SHINE programme in 2025. Designed to develop women's leadership from the inside out, the programme focused on building self-awareness, shifting mindsets and creating an internal community grounded in trust. Now in its second cohort, SHINE reflects a conviction that an inclusive workplace is built not through policy alone but through the kind of shared experience that allows every individual trajectory to find recognition.

PRIORITY#05

Safe and supported workforce



OBJECTIVE

Ensure the safety and wellbeing of our workforce



ACTIONS

- Prevent workplace accidents
- Strengthen safety culture
- Promote employee health, wellbeing and mental health
- Raise awareness through health, safety and prevention initiatives



GROUP

Safety built into every site

Maintaining a safe working environment is an absolute priority for MBDA. Despite our ramp-up, the Group has continued to maintain a very low level of safety incidents, demonstrating the effectiveness of our prevention efforts and safety culture. This performance is supported by robust policies, regular training and continuous awareness-raising initiatives across all sites, including near-miss analyses.

2025 SAFETY KPIS

1.04
reportable
accident rate

0
fatalities

0
pyrotechnical
accidents

FRANCE

BUILDING A STRONGER SAFETY CULTURE

In 2025, MBDA France delivered monthly health and safety talks to employees, achieving a strong participation rate of approximately 90%. Building on this success, the HSE team plans to further strengthen employee engagement in 2026 through a renewed programme of health and safety talks, with the objective of achieving 100% employee coverage.

UK

SAFETY FIRST, EVERY PERSON, EVERY MOMENT

The accident and incident rate for 2025 was 0.38 per 1,000 employees, down from 0.46 last year and well below the target of 2.0 per 1,000 employees. To reinforce this strong performance and further strengthen our safety culture, seven videos in the Safety Culture Video Series were released in 2025 to encourage discussion and reinforce key safety messages across the business. The “Safety First, Every Person, Every Moment” campaign was embedded into daily operations, supported by Safety Culture Workshops for leaders and enhanced communications designed to strengthen engagement and promote safe behaviours.

ITALY

PARTNERING FOR WELLBEING, WELFARE AND QUALITY OF WORK LIFE

MBDA Italia has further consolidated its partnerships in favour of physical, mental and social wellbeing. The wellness digital platform Wellhub's offer was integrated into the “MBDA with You” welfare platform, enabling more flexible access to services via Welfare Credit. Wellhub was also central to the company-wide padel tournament. In 2025, MBDA Italia also introduced the BONOOS platform, dedicated to supporting public welfare, helping employees access information, benefits, and tax, legal and family assistance services, thereby contributing to their economic and financial wellbeing.

FRANCE

Promoting wellbeing across MBDA

By promoting physical, mental and social wellbeing, MBDA helps create an attractive environment where employees can thrive and perform at their best.

UK

A GREAT PLACE TO WORK

MBDA UK has been recognised in the Sunday Times Best Places to Work 2026 list, ranking among the top 10 best “very big companies” to work for. Securing a place in the top 10 reflects our ongoing commitment to creating an engaging, supportive and fulfilling workplace. Some of the standout results included:

88%
pride in the organisation

85%
wellbeing score

89%
would recommend the
organisation to friends and family

GERMANY



MBDA ranked among Germany's TOP 1% of Employers in the LEADING EMPLOYERS 2026 ranking.

PRIORITY #06

Inclusive, engaging employer and impactful community partner



OBJECTIVE

Build inclusive and diverse workplaces engaged with local communities



ACTIONS

- Foster diversity, equity and inclusion across the employee lifecycle
- Increase representation of underrepresented groups
- Support employee-led networks and inclusive leadership
- Engage with communities through partnerships, volunteering and engaging young people in STEM

GROUP

Empowering women in leadership

The Empowering Women programme extended its cohorts and places to meet ongoing demand, offering personal development, coaching and networking opportunities to female employees aspiring to leadership roles.



GROUP

RAISING THE BAR ON DISABILITY REPRESENTATION

Across every national company, MBDA worked to build a more inclusive workplace for disabled employees, with targeted recruitment activities and accessibility audits among the concrete steps taken during the year.

UK

ACTIONS FOR INCLUSIVITY

ED&I employee listening sessions have taken place across the UK and have led to a number of tangible actions to create a more inclusive workplace. These include improvements to personal protective equipment for women, as well as refreshed dignity and respect toolkits and training.

FRANCE

ON THE MAIN STAGE FOR WOMEN IN DEFENCE

For the first time, MBDA France promoted Female Defence Industry Week in partnership with AIREMPOI at Le Bourget, bringing visibility to “women’s careers in defence at one of the sector’s” most prominent events.

UK



Five MBDA UK employees shortlisted at the LGBTQ+ in Defence Awards, with PRIDE@MBDA nominated for Network of the Year.

ITALY

BUILDING AN INCLUSIVE CULTURE

A workshop on inclusive behaviours was delivered directly to the Italian national leadership team, co-led by the ED&I team and Italian members of the international Inspiring Women group. ED&I is now embedded in onboarding for all new joiners and in the Reveal Your Leadership management development track. MBDA Italia also held an event challenging aggression in everyday communication as part of its ongoing commitment to the national campaign against gender-based violence.



GERMANY

CONVERSATIONS THAT MATTER

The Space2B network hosted conferences on mental load, trust and job-sharing, while manager workshops on engagement, inclusion, belonging and purpose ran throughout the year.

GROUP

Gender equality KPIs

19.3%
of senior management positions are filled by women

2024: 18.5%

23.6%
of our workforce are women

2024: 23.1%

26.2%
of new recruits in 2025 were women

2024: 24.2%

Making a difference beyond MBDA

FRANCE



More than 100 female employees took part in the La Parisienne charity run. Colleagues also joined the Foulées Roses du Berry for breast cancer research and completed the 24-hour Course 3V cycling challenge supporting bereaved and injured military families.



On National Reservists Days, MBDA celebrated the colleagues who proudly serve in national defence alongside their everyday roles at the company.



During Industry Week 2025, MBDA France opened its doors to students, jobseekers and women in career transition, with robotics workshops and career testimonials delivered through the Inspiring Women network.

GERMANY



Female engineers mentored women in STEM studies at Technische Hochschule Ingolstadt for the second consecutive year.



Apprentices and dual-study students at Schrobenthausen helped register 48 new potential bone marrow donors in partnership with the AKB Foundation.



For the third year running, Schrobenthausen welcomed around 40 children on-site during a school holiday, with a full day of activities organised by the works council.

ITALY



The first Youth and Defence Forum brought STEM graduates and young professionals into direct conversation with industry figures on security, defence and leadership.



Through volunteering and donations, MBDA supports the Emergency Cold Weather project run by the non-profit association APS Il Sorriso, which provides essential supplies to people experiencing homelessness during the winter months.



Held aboard the Trieste ship in Cagliari, a fundraising concert supported by MBDA raised funds for the paediatric intensive care unit at the G. Brotzu Hospital.

UK



Long-term partnerships with Armed Forces charities sit at the heart of MBDA UK's volunteering and donations programme. In 2025, £562,741 was raised through donations and sponsorships, including £339,000 at the MBDA Charity Dinner.



Each UK colleague is now able to take two paid days of volunteer leave each year to support charities of their choice. In 2025, MBDA-organised volunteering events, contributing over 2,800 volunteer hours to Armed Forces charities and environmental improvements.



Early Careers Programme colleagues organise three flagship STEM events each year, one each in Bolton, Bristol and Stevenage. One of these, Flying Start, brought together over 80 students from 13 southwest schools alongside 40 volunteers for a day of engineering activities.

Governance

An effective, compliant and ethical organisation supporting responsible business and sustainable performance.

62/100

EcoVadis score – equal to, or better than 66% of companies rated by EcoVadis, and in the top 19% of companies in our industry

Governance

PRIORITY#07

Business integrity



OBJECTIVE

Protect MBDA and its performance through strong ethics and compliance and sound business practices



ACTION

- Promote ethical business conduct through the Code of Ethics and compliance policies
- Prevent corruption and strengthen compliance across MBDA's operations and value chain
- Foster a speak-up culture through training, awareness and trusted reporting channels

GROUP

Our Code of Ethics sets out the principles of business conduct that guide our day-to-day relationships. Amongst the principles addressed are protection of fundamental freedoms and human rights.

GROUP

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 Dlgs 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.



MBDA's Code of Ethics.



MBDA's Anti-Bribery and Corruption Policy

GROUP

Multiple reporting channels for a speak-up and listen-up culture.

GROUP

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

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.



MBDA's Conflicts of Interest Policy.

PRIORITY #08

Sustainable supply chain



OBJECTIVE

Ensure a resilient, responsible and sustainable supply chain



ACTION

- Identify, manage and mitigate ESG risk in our supply chain
- Support sustainability knowledge and competence within our supply chain



CONTEXT

A key milestone in MBDA's Sustainable Procurement roadmap was achieved this year through the implementation of the digital solution EcoVadis supporting our sustainability strategy and business objectives.

The MBDA Sustainable Procurement project was launched in 2023 with the following objectives:

- Define an ESG strategy for our supply chain
- Gain visibility into emerging sustainability trends
- Report transparently on our ESG performance
- Monitor ESG risks and opportunities related to procurement and supply chain activities

BENEFITS

Strengthening our understanding of the supply chain and enhancing its sustainability enables MBDA to ensure that:

- Environmental protection is a key pillar of supplier policies
- Working conditions across the supply chain are aligned with MBDA's standards and best practices
- Anti-corruption and anti-fraud regulations are respected
- The needs of local communities are duly considered

The activities carried out within the Sustainable Procurement programme also contribute to strengthening the resilience of the entire supply chain.

ECOVADIS PLATFORM

In 2024, MBDA selected EcoVadis to support compliance monitoring with ESG regulatory requirements across both the MBDA Group and its suppliers.

The platform provides risk assessments based on publicly available data, supplier geographic location and the nature of supplied products. In specific cases, it also delivers deeper insights into sustainability risk and performance management through:

- Broad-scale supply chain risk screening and mapping
- Reliable scorecards with actionable sustainability ratings
- Comprehensive audit and improvement management capabilities

DEPLOYMENT

In 2025, MBDA created user access for key stakeholders and delivered dedicated training to support the platform's deployment. As a result, more than 4,000 suppliers were evaluated through a first-level assessment of their ESG maturity and prioritized according to the severity of identified risks and impacts.



GROUP

MBDA's procedure defines how prospective suppliers are checked before any contract can be awarded to them or any order placed. It also outlines the process for addressing risks identified in an active supplier.

PRIORITY#09

Externally assessed sustainability performance

OBJECTIVE
Obtain third-party assessment, verification and/or certification of our approaches to sustainability and our performance

ACTION
Seek certification, verification or assessment by third parties, as required by legislation, regulation or customer requirements



GROUP

First EcoVadis assessment completed

In 2025, we completed our first EcoVadis Ratings assessment. EcoVadis evaluates companies on their management of environmental, social and governance issues across operations and supply chains.

MBDA received a score of **62/100**, with particularly strong results in Environment, Labour & Human Rights and Ethics. This positions us equal to, or better than, 66% of companies rated by EcoVadis, and in the **top 19%** of companies in our industry. EcoVadis does not award medals to companies in our industry – if we operated in a different industry, we would be EcoVadis bronze.

MEETING PARTNER EXPECTATIONS

Sustainability considerations are becoming increasingly prominent in the expectations of our Home Nations' Ministries of Defence and procurement agencies. These topics are reflected in defence white papers, sustainability strategies and, in some cases, contractual requirements. The French, German and UK Ministries of Defence have, for instance, all published dedicated climate change and sustainability strategies, while the Italian Multiannual Programme Document 2025–2027 also highlights these issues.

For MBDA, the ability to demonstrate credible sustainability performance is therefore not only a matter of responsibility. It is also an important factor in maintaining stakeholder trust, supporting long-term business relationships and responding to the evolving expectations of our customers and institutional partners.

ISO 14001

Environmental management

Twelve sites across the Group have been certified ISO 14001 for environmental management systems. This standard encompasses topics such as resource usage, waste management, monitoring environmental performance and the involvement of stakeholders in environmental commitments.

ISO 27001

Cyber Essentials, Cyber Essentials Plus

ISO 27001 is the international standard for information security management systems. Both MBDA UK and Germany have been certified for ISO 27001 and others are working towards this certification.

ISO 45001

Occupational health and safety

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.

ISO 37001

Anti-bribery

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.

ISO 50001

Energy management systems

MBDA UK continues to be certified for improving energy performance and efficiency. This has contributed to a 5% reduction in Scope 1 emissions and an 82% reduction in Scope 2 emissions since 2021.



Cybersecurity: Defending the digital backbone

Cybersecurity is essential to protecting MBDA’s operations, products and sensitive information in an increasingly complex threat environment.

Cybersecurity is a critical issue for MBDA, our customers and our regulators. It underpins the continuity of our operations, the integrity of our products and the protection of sensitive information against increasingly sophisticated threats. It serves to protect the infrastructures and information systems that allow us to operate, to prevent tampering, sabotage and reverse engineering of our products, and to ensure the confidentiality of critical technologies against military and industrial espionage.

MBDA addresses cybersecurity through a comprehensive governance framework combining Group-wide policies and processes, dedicated organisations and operational capabilities. Our approach is structured around two pillars: MBDA General Security (Physical and Cyber) and Product Cybersecurity. Dedicated Security Operation Centres (SOCs) and

Computer Emergency Response Team (CERTs) are implemented in each nation to support threat detection, incident response, preparedness and awareness raising. Coordination committees at national and Group level ensure alignment and quick responsiveness across the organisation. We always seek to strike the right balance between security, performance and competitiveness, ensuring that robust cybersecurity supports the effectiveness of our products and services without hindering agility and innovation.

Given the evolving nature of cyber threats, MBDA also works closely with governments, regulators and defence industry partners, recognising that cooperation is key to strengthening collective resilience.

Helping suppliers strengthen cyber defences

Cybersecurity is only as strong as the ecosystem in which it operates.

Because the resilience of our supply chain directly contributes to our own security and operational continuity, we are committed to supporting our suppliers, particularly SMEs, in strengthening their cyber resilience. MBDA places a strong emphasis on raising awareness, supporting capability building and promoting good cybersecurity practices throughout our supply chain. A recent example of this commitment is MBDA joining the UK National Cyber Resilience Centre Group, which helps suppliers strengthen their cybersecurity capabilities and preparedness.

A dedicated team also serves as a central point of contact with suppliers in the event of a cyberattack, facilitating coordinated response and reinforcing the resilience of our wider industrial ecosystem. ☘

Responsible, trustworthy AI by design

As AI technologies continue to evolve, MBDA is committed to leveraging them responsibly, balancing innovation, performance and security while remaining aligned with regulations, operational requirements and our core values.



When backed by robust governance and trust criteria, AI is a key driver of innovation, performance and competitiveness. It can support operational efficiency, assist complex engineering activities and foster innovation. AI can also be embedded directly into products to enhance capabilities and operational effectiveness.

MBDA is fully aware of the challenges associated with the development and use of AI. This technology raises significant questions related to reliability,

bias, transparency, human oversight, cybersecurity and confidentiality. There are also broader considerations regarding employment, skills development, expertise preservation, energy consumption and critical resources use. For a defence company, the possible integration of AI into products and systems brings additional ethical considerations.

To address these challenges, MBDA has established a robust approach to AI inspired by the European Commission High-Level Expert Group on Artificial

Intelligence’s Ethics Guidelines for Trustworthy AI.

In practice, dedicated coordination capabilities for AI and associated data issues are now in place. AI governance measures are progressively being integrated into our processes, and MBDA continuously assesses compliance with existing and emerging regulations as well as contractual requirements. We actively engage with regulators and standardisation bodies, as well as civil and defence AI communities to contribute to the development of standards and best practices. On decision-making automation and autonomous systems, our approach remains aligned with the positions and ethical frameworks established by our Home Nations’ Ministries of Defence, in particular with the human-in-the-loop doctrine and respect for international humanitarian law. ☘

Technical Appendix

Information
on the **Group's**
policies and
reporting

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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. Sustainability Central Board

To implement, monitor and ensure the consistency of the Group’s ESG strategy, a Sustainability Central Board 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 Executive 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, Deutschland, Italia 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 to the 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 defence 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.

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. All NatCos have transitioned their SOC to CERT organisations with strong mandates and capability, which covers monitoring and reacting in a wider scope.

Relevant certifications in this area are **ISO 27001, Cyber Essentials, Cyber Essentials Plus**. Currently, MBDA UK and Germany have 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.

In 2025, MBDA introduced its new **Employee Opinion Survey (EOS)** process. The Annual Employee

Engagement Survey, utilising Gallup's Q12 Engagement Survey, will be conducted each October, with the results released in November.

Conducted every year, the **You Matter** survey is an effective tool for collecting employee's views before integrating their feedback into concrete action plans. The 2025 survey had a high participation rate of 82%.

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 open and transparent to ensure the voices of both management and employees are heard and considered.

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, which 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 its **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 to 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**.

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 reinforced in 2024. At the end of maternity or adoption leave and in order to facilitate the transition with the implementation of child-care, 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 whistleblower protection
- Diversity and 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:

- 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. MBDA supports the principles of the OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions. MBDA also complies with the laws and regulations in force in the countries where it is located and/or where it operates, e.g. the UK Bribery

Act 2010, the Italian law-decree Dlgs 231/2001 and the French law n° 2016-1691 regarding transparency, the fight against corruption and the modernisation of economic life, known as Sapin II. Our commitment is underpinned by our Anti-Bribery and Corruption Policy, which allows each employee to understand the various forms of corruption they may face, the prohibited behaviours and the expected ways to respond to it.

As an integrated Group, MBDA operates its Anti-Bribery Management System across its companies in France, the UK, Germany, Italy and Spain. MBDA's Anti-Bribery Management System has been certified by an independent accredited certification body, as meeting the internationally recognised standard ISO 37001. The certification evidences the effectiveness of the system and the strength of commitment to anti-bribery compliance by the 20,000 people working within MBDA.

Our programme details the measures and procedures for raising awareness, preventing, detecting, and sanctioning corruption.

It is structured around the following principles:

- The continuous personal commitment of our senior management, overseeing the programme and its effectiveness
- The periodic identification and mapping of corruption risks within our operations and processes
- Our Anti-Bribery and Corruption Policy illustrating the prohibited behaviours
- A comprehensive awareness and training programme to allow our employees to detect and respond to corruption scenarios
- Due diligence performed on the integrity of third parties including suppliers and business partners
- The prevention of conflicts of interests through a dedicated policy
- A Group Gifts & Hospitality Policy
- The Integrity Line, our internal reporting channel

- An internal control system complemented by periodic internal audits
- Disciplinary measures implemented in accordance with national laws and regulations

MBDA is committed to act as an industry benchmark for ethical standards. MBDA is a member of the Aerospace, Security and Defence Industries Association of Europe (ASD) and of the International Forum on Business Ethical Conduct (IFBEC).

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.

MBDA's policy is not to make contributions, financial or in kind, to political parties or organisations, or to individual politicians. MBDA fully subscribes to laws and regulations regarding lobbyists in the countries where it is located and/or where it operates.

c. Business advisers and conflicts of interest

The use of business advisers is strictly governed by internal procedures. MBDA is fully aware of the risk of hiring Business Advisers and has 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

e. Human rights

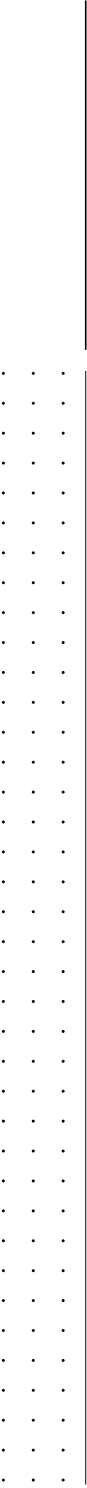
As stated in our Code of Ethics, MBDA fully subscribes to the international instruments establishing prohibition of forced labour, elimination

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.



Contact

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WordAppeal and Studio L'Éclaireur

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