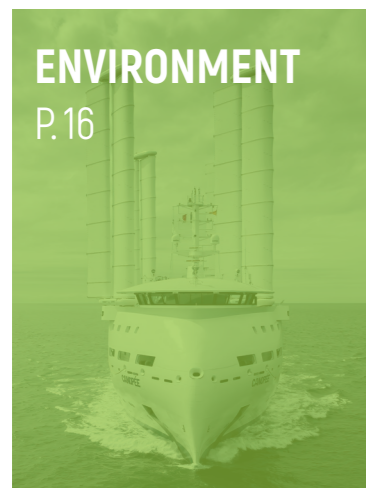




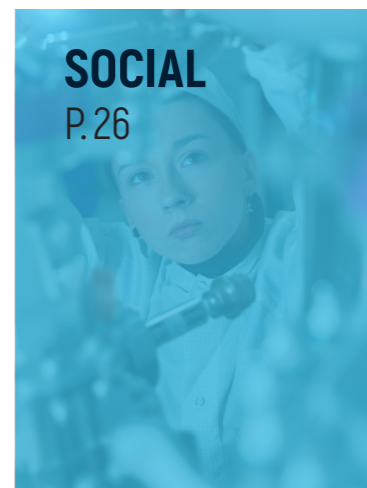
# 2025 SUSTAINABILITY REPORT

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# EDITORIAL

CHRISTOPHE BRUNEAU, CHIEF EXECUTIVE OFFICER

## BUILDING A RESPONSIBLE FUTURE TOGETHER

At a time when Europe and the world are facing unprecedented challenges — geopolitical tensions, the climate emergency and the accelerating pace of technological change — ArianeGroup and its subsidiaries reaffirm their commitment as a key European stakeholder in the space and defence sectors. Aware of our social responsibility, we take concrete actions to contribute to a sustainable future, serving society, the environment and future generations. This report highlights the flagship initiatives that embody our vision of a responsible and committed company.

### Sovereignty and security: the essential pillars

Sustainability cannot be achieved without institutional stability and collective security. As a European leader, ArianeGroup plays a central role in safeguarding Europe's sovereignty. Space-based solutions – high-performance launchers, secure communication systems, Earth observation and intelligence – help nations to strengthen their resilience in the face of contemporary challenges. We are building on this commitment through active space surveillance, ensuring the long-term viability of critical space infrastructure.

At the same time, we ensure that the French oceanic deterrence forces – a cornerstone of national security – remains operational and credible. Our collaborative approach, bringing together major industrial groups and start-ups, drives technological innovation and reinforces synergies in the interests of European sovereignty. It is only through European cooperation that the critical mass required in certain areas of sovereignty can be achieved, and ArianeGroup has thus positioned itself as a leader in this field.

### Space in the service of sustainable development and the green transition

Space is a strategic tool for protecting our planet. Through space infrastructure, we provide essential data for climate monitoring, supporting communities in the event of natural disasters, and optimising use of resources. These tools, made available to the scientific community and institutions, enhance their ability to tackle environmental challenges.



Our ambition extends to reducing our own environmental footprint. We promote eco-design, develop hydrogen technologies to support a sustainable energy transition, and work to reduce space debris, in order to preserve the orbital environment for future generations.

### Diversity: a driver of innovation and performance

The diversity of our teams, drawn from a wide range of backgrounds and cultures, is a strategic asset for ArianeGroup. We actively promote gender diversity, particularly in technical roles, and foster an inclusive environment where every talent can thrive. Our sites in France and Germany embody this diversity, which is a source of innovation and sustainable solutions.

Our commitment to society is also reflected in educational partnerships with local universities and schools, aimed at inspiring young people to pursue scientific careers. We also support social projects that strengthen regional cohesion and local innovation.

### A collective commitment to a sustainable future

As leader in the space and defence sectors, ArianeGroup takes its responsibility towards its customers, employees, the environment and society very seriously. This report reflects our commitment and serves as a call to action to work together with our partners, employees, public authorities and civil society to tackle the challenges of the future.

I would like to extend my warmest thanks to all our stakeholders for their trust and their contribution to this collective endeavour, and I look forward to the progress we will make together.

# SPACE FOR A SUSTAINABLE PLANET

ArianeGroup is Europe's leading manufacturer of civil and military space launchers, and a key player in supporting European **sovereignty** and **security**. Together with its subsidiaries and partners, ArianeGroup deploys **cutting-edge technologies** to **benefit society**, promote the **common good** and create a **safer world**.

TURNOVER **€2.6 bn**

8,700 NUMBER OF SITES **13**

EMPLOYEES **50/50**

JOINT VENTURE between Safran and Airbus

**8** SUBSIDIARIES and significant shareholdings

#RocketMakers

## GROUP

### ArianeGroup

ArianeGroup is a Franco-German industrial Group. It designs and builds space and defence systems that are essential to European sovereignty.

The Group covers the entire lifecycle of civil and military launcher systems:

- design,
- development,
- manufacturing,
- integration,
- launch preparation,

- in-service support,
- decommissioning at end of life.

ArianeGroup is the prime contractor for:

- the Ariane 6 European launcher on behalf of the European Space Agency (ESA),

- the M51 strategic missile for the French oceanic deterrence force, on behalf of the French Defence Procurement Agency (DGA).

ArianeGroup offers a wide range of equipment and services for the space, defence and industrial sectors.

### Subsidiaries

ArianeGroup's subsidiaries cover critical functions in the space, defence and deterrence sectors, throughout the system life cycle.

#### ■ APP - Space and safety equipment

APP designs, develops and manufactures equipment that meets the highest space industry standards. It is active in the ESA Ariane 6, Vega and future launchers programmes. In the industrial sector, APP also produces gas generators and fire extinguishers for safety applications.

#### ■ Arianespace - Space transport

Arianespace designs and provides space launch services for all types of satellites. Arianespace is responsible for operation of the Ariane 6 launcher, which involves marketing and carrying out launches from the Guiana Space Centre.

#### ■ MaiaSpace - Space mobility solutions

MaiaSpace offers space mobility solutions based on the Maia launcher, which can use biomethane as fuel and features a reusable first stage. It designs, develops and tests this launcher using an accelerated development process based on the Agile® approach and by applying eco-design principles.

#### ■ Nuclétudes - Hardening solutions

Nuclétudes designs hardening solutions, i.e. solutions designed to protect sensitive systems so that they remain reliable in challenging environments. It conducts tests to ensure that these solutions meet safety and performance requirements. In particular, Nuclétudes is responsible for the hardening of French strategic systems.

#### ■ Pyroalliance - Energy equipment

Pyroalliance designs, develops and manufactures critical pyrotechnic equipment for the defence, aerospace and industrial sectors.

This equipment performs functions that are essential to systems operation and safety, including:

- ignition,
- separation,
- neutralisation,
- deployment,
- transmission,
- mechanical actuation,
- cutting.

#### ■ Sodern - Space optronics

Sodern designs and manufactures innovative solutions for customers in France and abroad. The company equips satellites and spacecrafts with optronic systems – technologies that combine optics (cameras, sensors) and electronics to enable observation, measurement, navigation or detection in space, depending on the mission. Sodern is a strategic supplier to the French Ministry of Armed Forces. The company is involved in programmes relating to deterrence and security.

### Significant shareholdings

#### EUROPROPULSION

Integration of solid-propulsion engines for the Ariane 6 and Vega launchers (ArianeGroup 50% | Avio 50%)

#### REGULUS

Production of solid propellant and fueling of the solid-propulsion engines for Ariane 6 and Vega (ArianeGroup 40% | Avio 60%)

# SITES

SHAPING THE FUTURE OF THE REGIONS TOGETHER

**ArianeGroup and its subsidiaries** are based in the heartlands of France and Germany. There, the Group offers skilled and long-term technical jobs. As European industrial leader, ArianeGroup boosts the local economy, supports training and research, and contributes to local projects.



# SPACE TRANSPORTATION

**Access to space is a prerequisite for strategic autonomy, scientific progress and economic success. To address this challenge, ArianeGroup and its subsidiaries develop reliable, high-performance and sustainable solutions: the Ariane 6 heavy-lift launcher, the Maia mini-launcher and the SyLEX<sup>®</sup> sounding rocket.**



ArianeGroup's activities cover the entire lifecycle of a space launcher:

- design,
- development,
- production,
- implementation,
- marketing of launch services by its subsidiary Arianespace.

## Ariane 6, the new European heavy-lift launcher

ArianeGroup designed and manufactures Ariane 6 on behalf of the European Space Agency (ESA). Ariane 6 can carry any type of payload to any orbit.

Ariane 6 is available in two versions:

- Ariane 62, with two boosters and a lift-off thrust of 8,400 kN,
- Ariane 64, with four boosters and a lift-off thrust of 15,400 kN,

ArianeGroup is the prime contractor and design authority for Ariane 6. As such, the company coordinates an industrial network of more than 600 companies spread across 13 European countries. Industrial efficiency is a key focus of the programme.

Since its successful maiden flight on 9 July 2024, Ariane 6 production has been ramped up at an extremely rapid pace. The target is to reach 9 to 10 launches per year by optimising industrial organisation, resources and processes.

## Maia, Europe's first reusable mini-launcher

Maia will be Europe's first reusable mini-launcher. It will offer highly competitive and responsive space mobility solutions.

The launcher is being developed and manufactured by MaiaSpace, a subsidiary of ArianeGroup. MaiaSpace combines the agility of a start-up with the recognised expertise of the European space industry. Maia will be available in two versions:

- a reusable version capable of placing up to 500 kg of payload into sun-synchronous orbit (SSO),
- a single-use version capable of placing up to 1,500 kg of payload into SSO.

Maia will lift off from the European spaceport in Kourou, French Guiana, from the launch pad previously used by the Soyuz launcher.

## SyLEX<sup>®</sup>, the suborbital launch system designed for in-flight testing

Developed in just three years by ArianeGroup, SyLEX<sup>®</sup> – short for *Système de Lancement d'Expériences* (Experiment Launch System) – is a suborbital launch service dedicated to in-flight testing. It enables field testing of avionics equipment, atmospheric re-entry demonstrators and microgravity experiments. The first SyLEX<sup>®</sup> flight was successfully completed in November 2025.

600

COMPANIES IN EUROPE CONTRIBUTING TO THE ARIANE 6 PROGRAMME

>300

MAIASPACERS DEVELOPING THE FUTURE EUROPEAN MINI-LAUNCHER MAIA

3 YEARS

FROM THE IDEA TO THE FIRST FLIGHT OF SYLEX<sup>®</sup> ONLY

>20t

PUT IN LOW EARTH ORBIT (LEO) BY ARIANE 64



## Themis, the European reusable main-stage demonstrator

Themis is a reusable main-stage demonstrator designed by ArianeGroup for the European Space Agency (ESA). The programme aims to develop the key technologies for the next generation of reusable European launchers. Since 2025, the Themis prototype has been undergoing a series of tests at the Esrange Space Centre in Sweden.

# DEFENCE SYSTEMS

**ArianeGroup contributes to the security and strategic autonomy of France and Europe. The Group draws on a wide range of strategic expertise in the field of defence systems.**



## M51 for deterrence

ArianeGroup is the industrial prime contractor for the M51 programme on behalf of the French Defence Procurement Agency (DGA), for the French Navy's Strategic Ocean Force.

The M51 is a three-stage submarine-launched ballistic missile (SLBM). It is designed to be launched from French nuclear-powered ballistic missile submarines. ArianeGroup brings together the expertise of more than 900 French manufacturers with a twofold aim:

- achieving the highest level of performance,
- ensuring national independence.

ArianeGroup is responsible for the entire programme:

- upstream research,
- design, development and production of the missiles,
- operational land-based infrastructure,
- instrumentation and control system on-board the submarines,
- maintenance in operational condition,
- dismantling at end of life.

In 2025, the M51 programme reached two significant milestones:

- the start of the operational roll-out of the M51.3 version,
- the launch of development work on the next generation, the M51.4.

## Innovation at the heart of sovereignty issues

Against a rapidly changing geopolitical backdrop, European countries must adapt their defence capabilities to technological developments.

Through its space and defence activities and with expertise that is unique in Europe, ArianeGroup is at the forefront of innovation, notably:

- in the field of hypersonic gliders with the V-Max programme on behalf of the French Defence Procurement Agency,
- in space surveillance with its proprietary Helix® service,
- in the development of a theatre ballistic missile,
- in monitoring proliferation and understanding the ballistic threat.

**900**

COMPANIES IN FRANCE CONTRIBUTING TO THE M51 PROGRAMME

**17**

STATIONS MAKING UP THE HELIX® SPACE SURVEILLANCE SYSTEM

**MACH 20**

SPEED REACHED BY THE V-MAX HYPERSONIC GLIDER DEMONSTRATOR

# EQUIPMENT AND SERVICES

**ArianeGroup applies the technologies and expertise derived from its core business to other sectors. Its equipment and services cover a wide range of sectors: satellites and spacecraft, launchers, defence and industry.**



## Solutions for satellites and other spacecraft

ArianeGroup has extensive expertise in systems and equipment for applications "to, in and from space": launchers, satellites, spacecraft and landers.

As an expert in orbital propulsion, the Group supplies complete satellite propulsion systems and subsystems to all European prime contractors as well as to numerous international customers.

ArianeGroup is one of the few global players to have mastered all major propulsion technologies:

- for space launchers: storable or cryogenic liquid propellants, solid propellant,
- for orbital applications: single- and dual-component chemical propulsion systems, radio-frequency ion propulsion systems.

The Group also possesses leading expertise in high-performance composite materials, in both France and Germany.

In particular, its teams design, manufacture and test:

- antenna reflectors and central tubes for satellites,
- heat shields for spacecraft,
- nozzles for launchers.

## Tailor-made industrial solutions

ArianeGroup develops tailor-made solutions for industry in the following areas:

- non-destructive checks and tests,
- management of technological and environmental risks.

The teams offer studies and turnkey solutions for critical infrastructure, ground systems, and operations and control centres.

## Expertise in liquid hydrogen

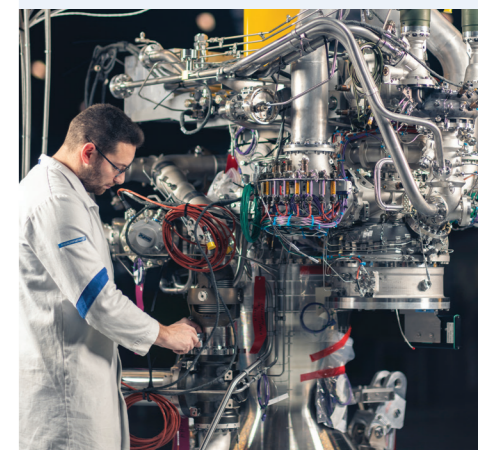
Drawing on its expertise in liquid hydrogen, gained through its work on launcher propulsion systems, ArianeGroup is helping to develop technological solutions that meet the specific challenges of liquid hydrogen storage. These solutions are designed for both the aviation and long-haul HGV sectors.

## A network of subsidiaries with globally recognised expertise

The Group's subsidiaries, notably Sodern, Pyroalliance, Nuclétudes and APP, possess globally recognised expertise in subsystems and equipment designed for space, defence and industrial applications.

## Prometheus®, the new-generation reusable engine

Prometheus® is the first new-generation engine designed for reuse. This is a cryogenic variable-thrust engine fuelled by a mixture of liquid oxygen and liquid methane (LOx/LCH4).



**>305**

SATELLITE PROPULSION SYSTEMS IN SPACE OPERATION IN 2025

**>500**

TECHNICIANS AND ENGINEERS SPECIALISING IN NON-DESTRUCTIVE TESTING AND ENVIRONMENTAL TESTING

**>100 T**

OF THRUST FROM THE PROMETHEUS® ENGINE

## Together for security

Ensuring security and sovereignty is a challenge shared by all.

For several decades, ArianeGroup has played a major role in the French deterrence strategy. The Group is also expanding its operations in Germany, notably through research partnerships focusing on new defence technologies. ArianeGroup also holds leading positions in several joint European Union defence projects.

## Dismantling and decontamination solutions for defence systems

ArianeGroup offers dismantling and decontamination solutions for its own needs and those of its government and industrial clients.

These needs relate in particular to defence systems, energy products, pyrotechnic products and obsolete chemical munitions.



# BUSINESS MODEL

## RESOURCES

### Dual business portfolio based on the civil and defence sectors

Meeting the needs of institutional and commercial customers

### Flagship of Franco-German cooperation

### Technological and industrial

**Technological expertise** across the entire value chain for civil and military launchers

**Unique know-how** in complex programme management

**9 centres of industrial excellence** out of 13 sites

**8 subsidiaries** and shareholdings within Europe

**Resilient supply chain**

### Passionate and talented staff

**8,700** employees

**>75%** are engineers and technicians

**89%** engagement rate for ArianeGroup employees (2025 Barometer)

## STRATEGY



## KEY LEVERS



Enhance operational excellence and expertise at the highest level

Accelerate technological and industrial innovation as a source of long-term competitiveness and value creation

Develop the corporate brand and image to attract the best talent and increase diversity

Become more agile by constantly adapting processes and the organisation to the environment

## VALUE CREATION

### Core values for institutional and commercial customers

**Sovereignty:** addressing strategic security and sovereignty issues by ensuring European access to space and the capability of the French oceanic deterrence forces.

**Cooperation:** an ecosystem of public and private partners to ensure the success of missions and programmes.

**Competitiveness:** providing high-performance, competitive and reliable solutions for space launchers, defence systems, equipment, products and services.

### Financial

2025 revenue: **€2.6 billion**

**≈50% civil / 50% defence**

### Technology and industry

An innovative leader in space launcher and defence technologies, shaping and preparing for the future

Contributions from subsidiaries to the Products, Equipment and Services business

### Social

**Among the Top 5 employers** in France in the aerospace, rail and shipbuilding sectors (Capital magazine ranking)

**More than 80%** of employees trained each year

**More than 20%** of employees, and **25%** of new hires on permanent contracts are women

### Environment

**7%** reduction in Scope 1 and 2 carbon emissions between 2022 and 2025

**23.5%** reduction in energy consumption between 2017 and 2024

**25%** of electricity consumption from renewable sources (solar power) in 2025

## TENDANCES

Increased international competition in launch services and disruption of the entire space industry ecosystem

Growing need for sovereign access to space on economically sustainable terms

From cooperation to competition in the field of space transport in Europe

Return of power politics to international relations: strengthening the role of nuclear deterrence and the resurgence of high-intensity conflicts (with an increased emphasis on ballistic warfare)

# STRATEGIC POSITIONING AT THE HEART OF GLOBAL CHANGE

ArianeGroup operates in rapidly changing sectors, shaped by major trends that directly influence its business model.

## A strategy to address sovereignty issues in the space and defence sectors

ArianeGroup operates in a rapidly changing ecosystem, where space and defence have become the cornerstones of European resilience. In the face of geopolitical instability and the weakening of transatlantic alliances, it is imperative that Europe redefines its space sovereignty. ArianeGroup's dual focus on the civil and defence sectors, together with its Franco-German identity, are assets that enable it to meet the growing needs in space and defence.

In addition, the global resurgence of military power and deterrence – often referred to as “hard power” – is reinforcing the role of nuclear deterrence and preparedness for high-intensity conflicts.

In this context, the sustainability of ArianeGroup's business model lies in its ability to provide Europe with sovereign access to space, an arena of increasing competition from US rivals such as SpaceX and Blue Origin, as well as Chinese, Indian and Japanese competitors. The sustainable development strategy is an integral part of ArianeGroup's overall strategy: by meeting sustainability requirements, ArianeGroup turns constraints into drivers of innovation so that it can remain competitive in the face of falling global launch prices.

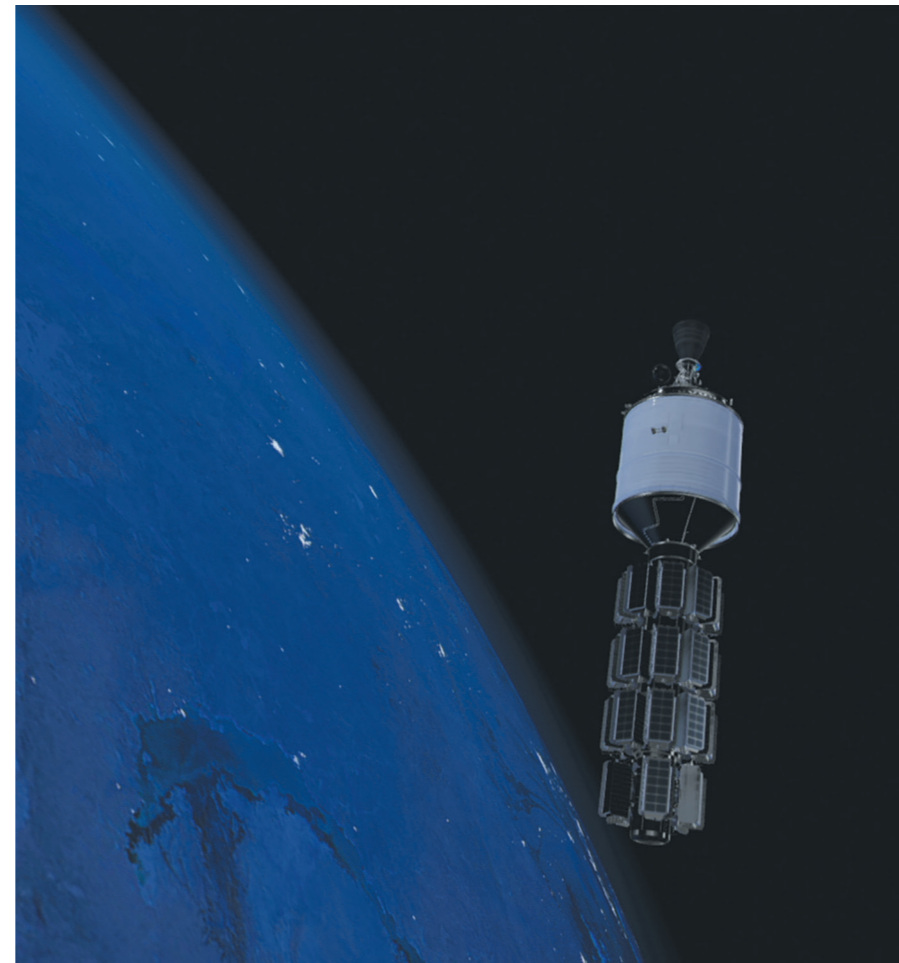
Drawing on its Franco-German heritage, its cutting-edge technologies and the expertise of its 8,700 “Rocket Makers”, ArianeGroup's strategy aims to grow its business profitably while strengthening trust among its civil and military clients.

## Space transport

ArianeGroup's strategic objective is to operate a family of launchers from the Guiana Space Centre in Kourou, heavy-lift vehicle with Ariane 6 and a medium-lift vehicle with Maia, to meet the growing demand for access to space, particularly for national security missions, and to cater to a growing commercial market.

ArianeGroup, together with its subsidiary Arianespace, aims to bring the Ariane 6 rocket into commercial operation by achieving a higher level of reliability than the Ariane 5, thereby meeting the needs of both its institutional and commercial customers, with more than half of its order book coming from export markets (for commercial customers). Against this backdrop, in a world marked by significant geopolitical tensions, Arianespace will thus strengthen its global reputation as a solid alternative to the US and Chinese market leaders.

To achieve this objective, ArianeGroup must successfully accelerate the ramp-up of Ariane 6 production, optimise the supply chain and reduce the launcher's recurring costs in order to enhance its competitiveness.



It also means ensuring Maia is a success by successfully developing it and demonstrating on an industrial scale that it can be reused. Maia is the first European semi-reusable mini-launcher, developed and manufactured by MaiaSpace, a wholly-owned subsidiary of ArianeGroup, and is based on key technologies developed by ArianeGroup, such as:

- the new-generation Prometheus engine, designed to reduce costs and increase launcher flexibility,
- the Themis programme, which tests the reuse of the first stage of European launchers.

ArianeGroup is also looking to the future with the next semi-reusable European heavy-lift launcher, which will gradually replace the Ariane 6 rocket as from the mid-2030s. To this end, ArianeGroup will continue to rely on the core technologies needed to remain competitive in the long term, while working towards a renewed public-private partnership tailored to the European context.

## Defence

ArianeGroup's strategic priority is to ensure the continuity of the French oceanic deterrence forces.

For ArianeGroup, this means gradually and carefully increasing the production capacity of the M51.3, fulfilling the M51.4 development contract, and preparing for the next generation of ballistic missiles by drawing on all its critical technologies and expertise (particularly in chemistry, materials, propulsion and system architecture).

ArianeGroup also aims to continue expanding its provision of critical ground-based infrastructure essential to ocean- and air-based deterrence.

Beyond deterrence, ArianeGroup aims to strengthen European defence capabilities, both in France and in Germany. As a Franco-German group, and drawing on its key differentiating technologies such as atmospheric re-entry, ArianeGroup offers innovative defence systems to meet the needs of the armed forces.

ArianeGroup's strategic objectives include the V-Max hypersonic glider technology demonstrator and a family of conventional ballistic missiles (theatre ballistic missiles that provide a rapid response capability

over medium to long ranges. Thus, the development of a sovereign European deep-strike capability is taking shape, alongside the establishment of key European partnerships.

ArianeGroup is also expanding its activities in space surveillance and security, drawing on its capabilities – unique in Europe – through the Helix® system, which is designed to monitor satellites and space objects in all Earth orbits. The system is already in use by the French Air and Space Force and could also be offered or sold to other European armed forces. This objective addresses the key challenges relating to long-term space access and use, as well as the growing militarisation of space and the development of space defence systems.

Lastly, the Group is developing dual-use sounding rocket services as part of the SyLEx programme. This programme has provided France with its own suborbital launch capability since November 2025 and now aims to provide European countries with a competitive suborbital flight service for both civil and military needs.

## Products, equipment and services

ArianeGroup continues to pursue its strategy of developing its equipment manufacturing business in close collaboration with all its subsidiaries, thereby aiming for sustainable, competitive and profitable growth in its products, equipment and services business, serving not only its own needs but also those of its clients in the space, defence and other industries, particularly in the United States.

This approach is based on two pillars:

- cutting-edge technologies to expand its business, particularly in the fields of materials, high-temperature equipment and space-related products.
- growth in the US market, with the establishment of Sodern America in 2026 marking ArianeGroup's first presence in the United States, enabling the company to meet the growing needs in this market.



CÉCILIA MATISSART

Chief Strategy and  
Innovation Officer

**“ArianeGroup's business model, based on its dual civil and military portfolio and its expertise – unique in Europe – transforms the need for sustainability into a driver of industrial performance, thereby ensuring Europe's long-term space sovereignty.”**

# ARIANEGROUP'S COMMITMENT TO SUSTAINABLE DEVELOPMENT

Pioneering the European way to Space, for the benefit of all citizens in a safer world. ArianeGroup takes its corporate responsibilities seriously and works to ensure that space serves the interests of a sustainable planet and its inhabitants.



This approach lies at the heart of the Group's mission and strategy. ArianeGroup's social commitments are part of a continuous improvement approach based on three pillars.

## Space for humankind

At ArianeGroup, our people-centred approach is based on:

- the passion and spirit of European collaboration with more than 8,000 "Rocket Makers" working for sovereignty, access to space and protection of their fellow citizens,
- the priority given to the health and safety of its employees and everyone involved in its value chain.

The environment, health and safety (EHS) policy implemented throughout the company is based on clear commitments:

- comply scrupulously with laws and regulations,
- protect human life and biodiversity,
- provide a safe and pleasant working environment for the Group's employees.

The effectiveness of this EHS policy is underpinned by ongoing training and regular audits. ArianeGroup has also entered into agreements with its social partners on Quality of Life at Work and the prevention of psychosocial risks. The diversity and inclusion policy sets out specific measures for people with disabilities in relation to recruitment, retention and career development. Lastly, the Group supports the advancement of scientific knowledge by collaborating on research and technology projects with numerous European higher education institutions.

## Space for the environment

Although its activities are focused on space, planet Earth remains the priority for ArianeGroup. In response to the climate emergency, the Group is taking action on several fronts:

- reducing its own environmental footprint,
- developing more environmentally friendly products and services.

ArianeGroup now assesses its climate footprint across its entire value chain and thereby sets out a pathway for reducing greenhouse gas emissions. ArianeGroup incorporates eco-design principles into the development of its products, taking account of their entire life cycle right through to dismantling and decontamination. It develops:

- launcher reusability technologies, within ArianeGroup and its subsidiary MaiaSpace,
- more environmentally friendly propellants for launcher engines and for the orbital propulsion of satellites, sounding rockets and spacecraft.

On its sites, ArianeGroup:

- protects natural environments,
- manages hazardous substances responsibly,
- constantly reduces its electricity and gas consumption.

ArianeGroup is also increasing the proportion of renewables in its energy mix, notably through the installation of solar power plants on its sites. To minimise space debris, the Ariane 6 launcher is designed to deorbit its upper stage at end of mission, and the Group favours multi-satellite launches. In addition, the Helix® orbital observation network enables the tracking and modelling of the trajectories of the largest items of space debris, to avoid collisions with satellites and the creation of further debris.

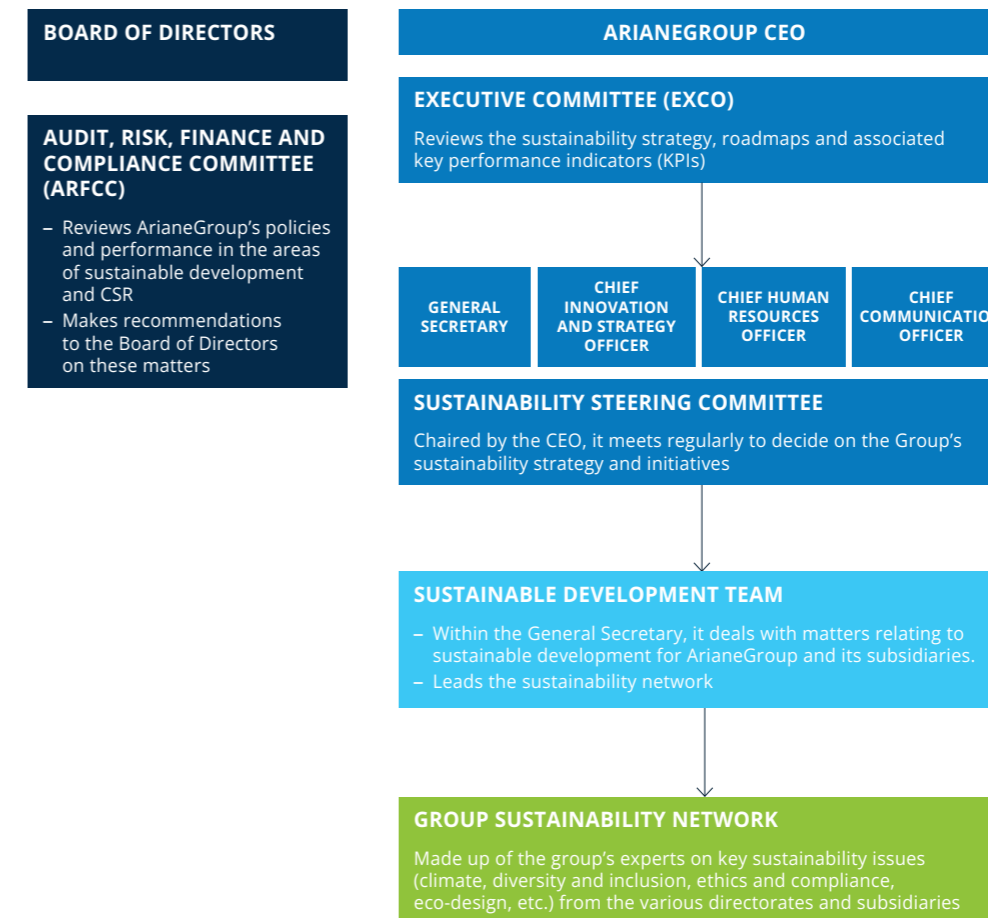
## Space for progress

Continuous innovation lies at the heart of ArianeGroup's commitment. It encompasses:

- environmental and societal issues,
- the need for sovereignty and the protection of citizens.

ArianeGroup is constantly innovating in the fields of deterrence and hypersonic technology. It develops high-performance dismantling and decontamination solutions for systems at end-of-life, notably through the Elixir™ and Licorne™ programmes. It is also involved in the destruction of historical chemical munitions at its Secoia plant.

# SUSTAINABILITY GOVERNANCE



## Relationship between sustainability and executive compensation

The Appointments and Compensation Committee of the Board of Directors reviews compensation arrangements annually. Three-year targets, aligned with the priorities on the sustainability dashboard, are incorporated into the Long-Term Incentive Plan for executives in order to foster long-term commitment.

From early 2025 to late 2027, the criteria focus in particular on:

- ArianeGroup's carbon intensity,
- use of renewable energy sources,
- proportion of women in senior management,
- Lost Time Accident Frequency Rate.

# 30%

OF EXECUTIVES' VARIABLE REMUNERATION IS LINKED TO SUSTAINABILITY TARGETS IN THE 2025 LONG TERM PLAN



**THOMAS MARCEAU**  
Head of the Sustainability & Corporate Support Team

**MAUD SAINT-AMANT**  
CSR Manager

**"CSR governance serves as a key driver for integrating environmental, social and governance issues into a company's strategy, management and decision-making."**

ArianeGroup uses an optimised dashboard comprising 10 key indicators, defined for a minimum period of three years, to monitor its sustainability commitments.



## SPACE FOR THE ENVIRONMENT

- Eco-design maturity level
- Direct and indirect emissions from energy (scopes 1 and 2)
- Carbon intensity
- Proportion of renewables in the energy mix



## SPACE FOR HUMANKIND

- Lost Time Accident Frequency Rate (LTAFR),
- Roll-out of the Climate EHS Performance System (equivalent to ISO 14001 and ISO 50001) across all ArianeGroup sites
- % of employees who have undertaken training in the past year
- % of women in senior management



## SPACE FOR PROGRESS

- % adoption of the ArianeGroup critical supplier ethics charter
- % ethics and compliance training for "exposed persons"

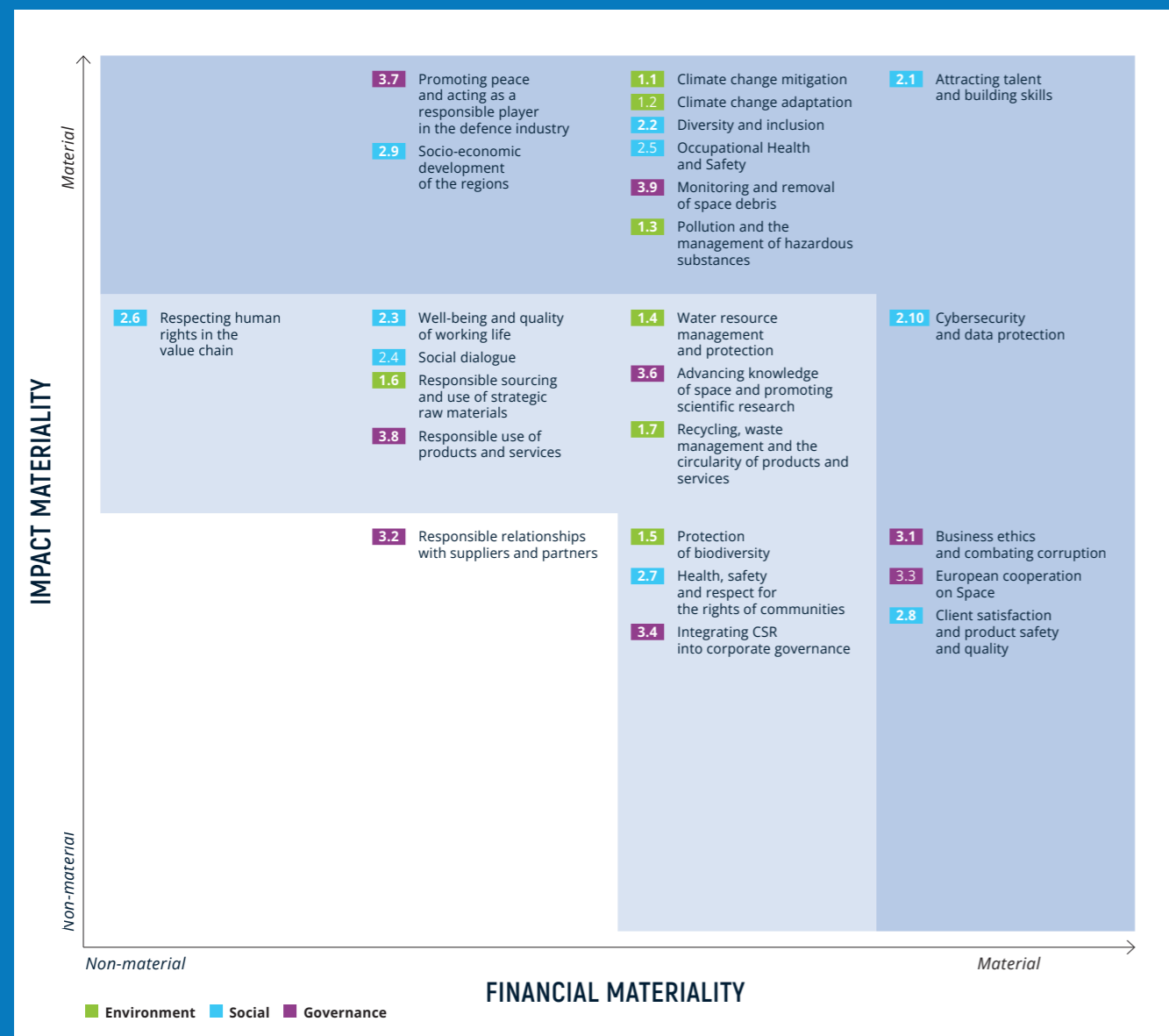
# ARIANEGROUP'S DOUBLE MATERIALITY MATRIX

To develop an objective vision, ArianeGroup conducted a wide-ranging consultation with its stakeholders in 2024. A survey was sent to a representative sample of Group employees and external stakeholders, and received over fifty responses. This double materiality matrix was developed in accordance with the methodology set out in the European Corporate Sustainability Reporting Directive (CSRD).

- In addition, 13 interviews were conducted with key stakeholders, including:
- its main clients (the French Defence Procurement Agency, the French National Centre for Space Studies, the European Space Agency, and the German Aerospace Centre),
  - representatives of the parent companies (Safran and Airbus),
  - strategic suppliers,
  - institutional representatives,
  - comparable companies in the sector,
  - employee representatives in France and Germany.

Each interview was conducted in the presence of a member of the ArianeGroup Executive Committee. The lessons learned from this consultation were analysed by the Sustainability Steering Committee. The Board of Directors then validated them.

These findings have helped to identify the most material issues for ArianeGroup, in terms of the Group's impact and financial performance. This analysis highlights 13 major issues, risks and opportunities, grouped into three key areas.



# IDENTIFYING AND MANAGING RISKS

Every year, ArianeGroup produces a risk map covering the Group's activities, including Environmental, Social and Governance (ESG) risks.

The department responsible for Enterprise Risk Management (ERM) and internal control within the Finance Directorate oversees risk management and carries out the risk mapping. A Group-wide procedure sets out the methodology for identifying, assessing and prioritising risks.

## How are risks dealt with and monitored?

Each identified risk is prioritised based on its likelihood of occurrence and its impact on people, business, finance, reputation and know-how. Once the criticality of each risk has been assessed, measures are identified to reduce its likelihood and/or impact.

The risk mapping and risk mitigation strategy are presented to the Executive Committee twice a year.

## What risks are covered?

The tools and methodology used for comprehensive risk mapping incorporate the societal and environmental risks covered by the duty of care.

The main risks identified for stakeholders and the environment relate to:

- health and safety, including industrial and personal risks (accidents at work, occupational disease),
- environmental risks, in particular accidental pollution of water, soil and air,
- risks associated with the impact of climate change.

This rigorous approach enables us to constantly monitor these risks in order to improve prevention measures.

## Who is responsible for risk management?

The day-to-day management of these risks is primarily overseen by the management teams at our sites in France and Germany. Reporting to the Group Secretary, an interdisciplinary team leads the oversight process and reports at the half-yearly review coordinated by the ERM department.

## How do the subsidiaries fit into this?

The subsidiaries apply ArianeGroup's risk identification and prioritisation methodology, adapted to their size and the specific nature of their activities. ArianeGroup ensures that this methodology is applied by its subsidiaries by conducting a risk review twice a year and annual internal control tests. After these tests, each subsidiary issues a "letter of representation" in which it undertakes to ensure the implementation and proper functioning of the company's risk management and internal control processes.

Subsidiaries report their major risks and the associated action plans (risk mitigation, prevention of serious incidents). This information is analysed and then incorporated into the Group risk map. Certain risks specific to the subsidiaries' activities – such as pollution risks or risks of regulatory non-compliance, in connection with the duty of care – are managed in coordination with the Group's experts.

# INTERNAL CONTROL AND INTERNAL AUDIT

## Internal Control arrangements

ArianeGroup has set up an internal control function, reporting to the Finance Directorate.

Its purpose is to:

- ensure the proper implementation of around 150 control points, as set out in a Group procedure,
- identify deviations or non-compliance,
- identify and monitor the necessary improvement measures.

This contributes to:

- control of the Group's activities,
- operational effectiveness,
- efficient use of resources,
- proper consideration of significant risks, whether they are operational, ESG, financial or compliance related.

## What is the role of internal audit?

ArianeGroup has an internal audit function, reporting to the Group administration department. Its purpose is to carry out checks and analysis on behalf of:

- the Executive Committee,
- the Audit, Risk, Finance and Compliance Committee (ARFCC) of the Board of Directors.

Audits may be carried out at the request of the Executive Committee or the ARFCC as part of the Group audit plan or in response to a specific request.

The internal audit results in written reports based on objective and independent analyses, and ensures that corrective action plans are effectively implemented.

# ENVIRONMENT

## SPACE TECHNOLOGY, A KEY TOOL TO PROTECT THE EARTH

Space technology plays a crucial role in observation of the Earth. It provides essential information for:

- monitoring the environment and climate,
- improving weather forecasts,
- warning populations and helping them face natural disasters..

Through its subsidiary Arianespace, ArianeGroup plays an active role in these missions, which provide immense benefits to the entire planet.

The **MetOp-SG-A satellite**, launched on 12 August 2025 by Ariane 6, will notably improve the accuracy of daily weather forecasts, the prediction of extreme weather events and the monitoring of climate trends.

**Sentinel-1D**, launched on 4 November 2025, provides essential Earth observation data to public agencies, the global scientific community and first responders to natural disasters. This data is available free of charge as part of the European Copernicus programme.

More than 60% of the data used by the Intergovernmental Panel on Climate Change (IPCC) comes from space, and 90% of weather forecasts – which are essential to many economic sectors – rely on space-based data.

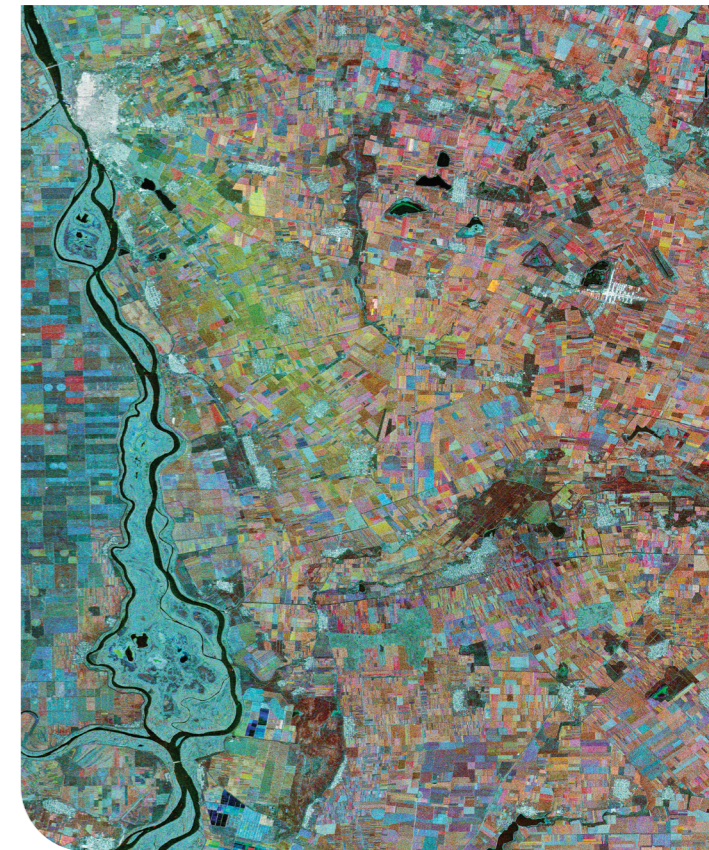
ArianeGroup also puts its know-how to work for the environment. Space and defence technologies thus contribute to:

- the energy transition,
- reduction of pollution,
- decarbonisation of transport.

These innovations are key to protecting the environment and shaping our shared future.

### HYDROGEN: a key fuel for transport

Drawing on its expertise in space propulsion, ArianeGroup is actively working to promote the use of hydrogen across various modes of transport: aviation, maritime, inland waterway, rail and road. It supplies equipment and carries out tests related to this strategic fuel for the energy transition. Some projects receive support from France 2030 and the Normandy region.



### SPACE FOR ENVIRONMENT

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### CANOPEE: the future of maritime transport

The Canopée has revolutionised maritime transport by becoming the first modern operational vessel to be fitted with sails. Its hybrid propulsion system reduces fuel consumption by approximately 30% at 14 knots. It incorporates a real-time routing system and changes course based on wind conditions and delivery times. The ship was loaded with Ariane 6 components at four European ports (Bremen: upper stage; Rotterdam: fairing; Le Havre: main stage; Bordeaux: solid rocket motor components). By using the Canopée, Ariane 6 reached French Guiana while minimising its environmental footprint.

### Stronger commitment to tackling space debris

ArianeGroup operates under French space law, which is the most restrictive in the world in terms of space debris regulation. The French Space Operations Act requires the upper stage of Ariane 6 to deorbit. This helps to reduce the risk of space debris in orbit by deorbiting at the end of mission.

# TAKING ACTION FOR THE ENVIRONMENT

Beyond the regulatory framework governing ArianeGroup's industrial activities, environmental, climate and energy issues are now central to the company's performance system.

ArianeGroup has chosen to develop its own Health, Safety, Environment, Climate and Energy management system in order to address these issues holistically and in a way that is tailored to the specific nature of its activities.

This system is based on the international standards ISO 14001 (environmental management) and ISO 50001 (energy management), while providing an operational framework adapted to the Group's activities. Performance levels are assessed at each site.

The system is also subject to annual audits to ensure it meets international standards. The system forms the core of the company's Corporate Management System, which is itself audited in accordance with ISO 9001 (quality management).

In 2025, overall performance reached level B; performance has been steadily improving since the introduction of the system when the Group was founded.



A+	>90% compliance with requirements
A	Between 80% and 90%
B+	Between 70% and 80%
B	Between 60% and 70%
C+	Between 50% and 60%
C	Between 40% and 50%
D	Below 40%

OVERALL PERFORMANCE LEVEL FOR ARIANEGROUP



**FRÉDÉRIC DEMILLY**  
Central coordination manager for Health, Safety, Environment and Climate

**"The environment is regarded as a key element of corporate management, going beyond regulatory considerations. Our performance management system, aligned with ISO 14001 and ISO 50001 and with the addition of a climate component, enables us to manage both our risks and our performance. Reducing our environmental footprint is a concrete goal that is pursued at every level of the company."**

2025 performance level: 69%

**100 %**  
OF SITES AUDITED EACH YEAR

**32.5 days**  
OF AUDITING IN TOTAL

**19**  
QUALIFIED EHS AUDITORS

**ISO 14001**  
**ISO 50001**  
ARIANEGROUP MANAGEMENT SYSTEM EQUIVALENT (BUREAU VERITAS)

# CLIMATE POLICY

As a key player in the space sector alongside the CNES and the industrial members of COSPACE (the State-Industry Consultative Committee on Space), ArianeGroup has committed to a plan to reduce its carbon footprint in line with national standards, such as the French National Low-Carbon Strategy (SNBC). This ambition was set out in the roadmap for decarbonising the French space sector, which was unveiled at the 2025 Paris Air Show.

Since 2024, ArianeGroup has developed and implemented a policy specifically addressing climate change. This policy is based on a double materiality approach, which covers two complementary factors:

- the impact of the Group's activities on climate change: measuring and reducing greenhouse gas emissions,
- the impact of climate change on the Group's activities: assessing the resilience of its operations and identifying adaptation measures.

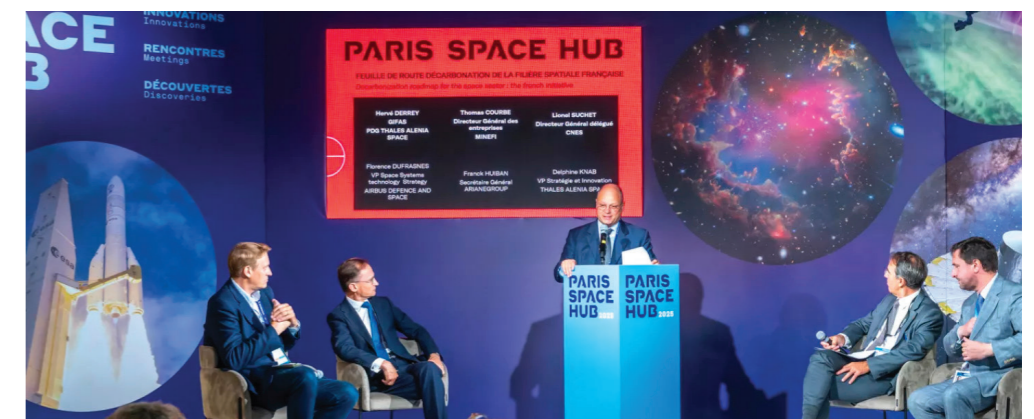
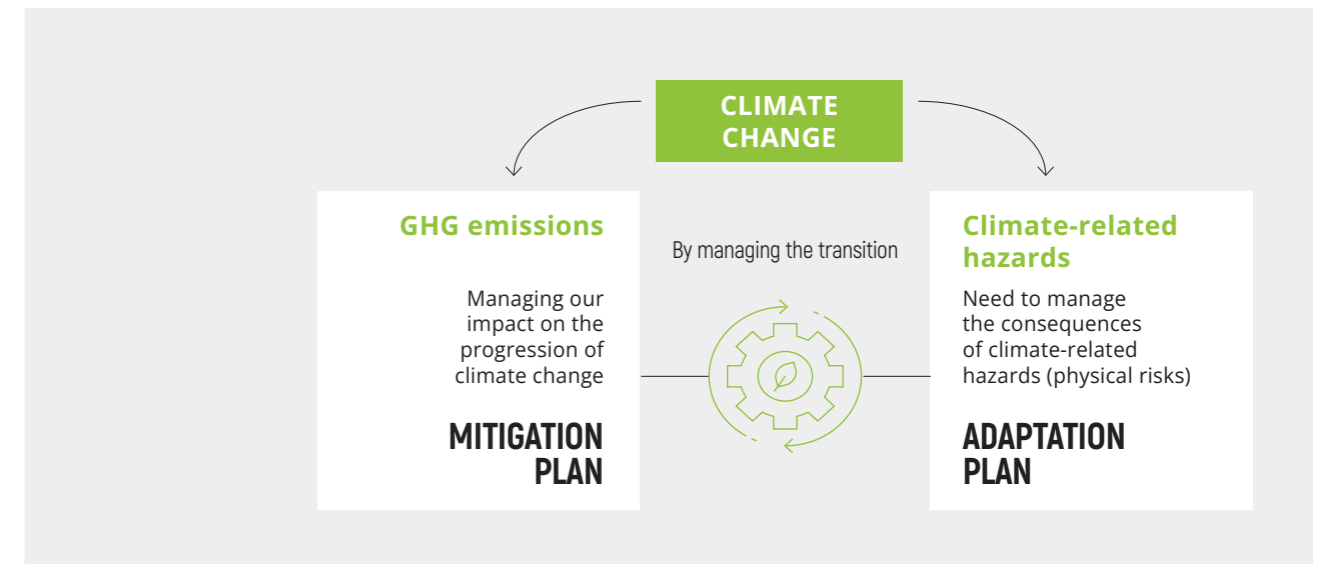
## ArianeGroup Climate Policy the essentials:

### Mitigation

- Assess emissions annually (Carbon Audit),
- Propose reduction targets,
- Plan a decarbonisation pathway in line with national low-carbon strategies.

### Adaptation

- Assess the vulnerability of sites to current and future climate conditions,
- Propose adaptation measures to reduce vulnerability.

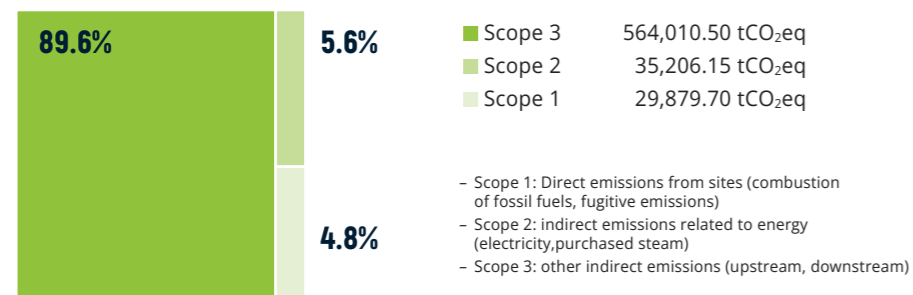


# MEASUREMENT AND REDUCTION OF GREENHOUSE GAS (GHG) EMISSIONS

Every year since 2022, ArianeGroup has been measuring and analysing all its GHG emissions in order to produce its greenhouse gas emissions inventory. This makes it possible to:

- identify the main sources of emissions,
- better understand the issues involved,
- identify the key areas for action to reduce these emissions.

2025 CARBON AUDIT: 629,000 tCO<sub>2</sub>eq



The priority areas of focus are:

- emissions associated with the purchase of goods (procurement) and services,
- emissions from transport and mobility (freight, commuting and business travel),
- emissions associated with energy consumption at our sites (electricity, gas).

## First actions taken

### Climate and purchasing

The Climate Team and the Purchasing Directorate are working closely with key suppliers. The goal is to:

- raise their awareness of the importance of this issue for ArianeGroup,
- share challenges, levels of maturity and best practice,
- incorporate emissions associated with the production of purchased goods into contracts.

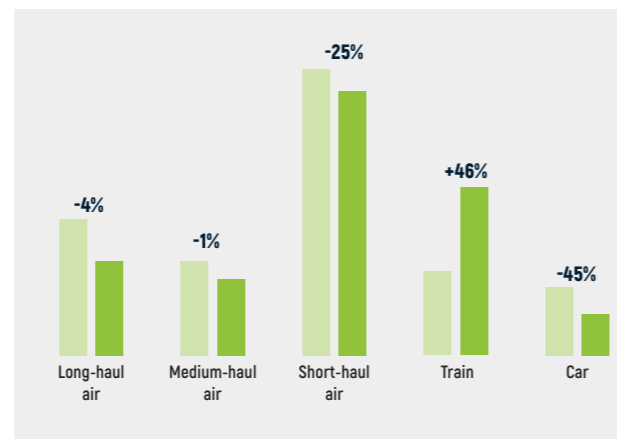
At the same time, internal initiatives (seminars, presentations, training sessions) enable the purchasing teams to gain a better understanding of these issues and to manage them within the framework of the contracts they are responsible for. Specific climate requirements have been set out in ArianeGroup's General Terms and Conditions of Purchase.

### Participatory innovations

Climate change has been incorporated into the award categories for the participatory innovation competition. The winning idea for 2024 in the "reducing the carbon footprint" category has enabled savings of 950 tCO<sub>2</sub>eq from 2025 onwards. The idea was to recycle hot steam and upgrade the workstation ventilation system.

### Travel policy

The company's travel policy has been updated to encourage the use of low-carbon modes of transport (such as the train) and to provide employees with tools for organising work-related car-pooling. Significant reductions in CO<sub>2</sub> emissions have been achieved after two years of implementation, without any impact on journey quality or efficiency at work.



629,000

tCO<sub>2</sub>eq

2025 CARBON AUDIT

245.6

kgCO<sub>2</sub>eq / k€

ARIANEGROUP CARBON INTENSITY

20.5%

REDUCTION IN EMISSIONS FROM BUSINESS TRAVEL

# ARIANEGROUP'S MITIGATION STRATEGY

## Main levers for decarbonisation

The levers selected are consistent with the issues identified through the emissions analysis.

### For Scopes 1 and 2

The priority actions focus on:

- energy efficiency,
- development of solar power generation capacity and procurement of renewable energy,
- electrification of applications.

### For Scope 3

The actions focus on:

- reducing emissions from freight transport through the use of more environmentally friendly modes of transport (notably the Canopée vessel) and by optimising load factors,
- reducing emissions from business travel by changing modes of transport and travel patterns,
- supporting suppliers on their own path to decarbonisation.

## Key figures and initial results

### Scopes 1 and 2

Emissions associated with both these scopes have already fallen by 7% between 2022 and 2025, despite a significant increase in the company's production rate and overall activity.

### Scope 3 emissions and carbon intensity

The initiatives undertaken in relation to Scope 3 are already yielding results in the following areas:

- freight transport,
- business travel.

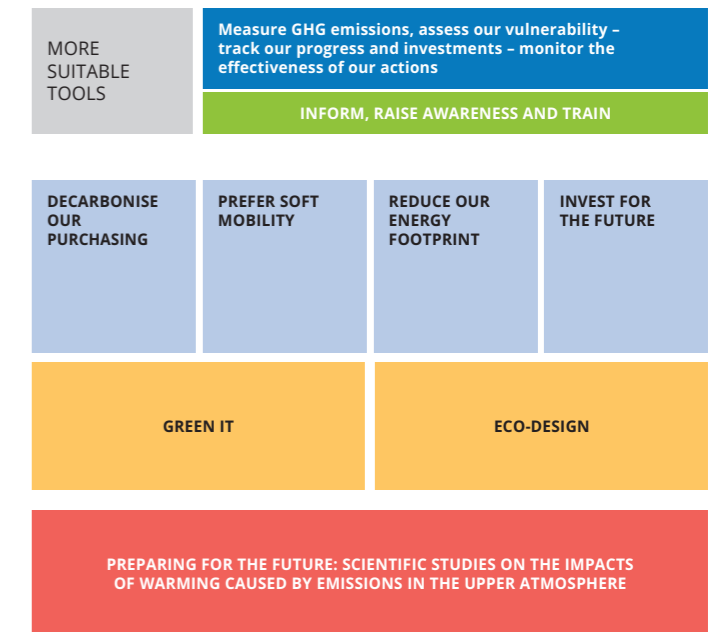
In two years, ArianeGroup has already seen a reduction. Work on engaging the supply chain is currently in progress. It will take several more years to establish a fully consolidated decarbonisation pathway<sup>(1)</sup> for emissions associated with the purchase of goods. The carbon intensity of the Group's activities is generally on a downward trend.

(1) To define its strategic direction, ArianeGroup drew on the summary of the plan from the French General Secretariat for Ecological Planning 07/2023, the Klimaschutzinstrumente-Szenario 2030 (KIS-2030) – BMUV, and ArianeGroup's 2022 GHG audit

## Internal carbon price

ArianeGroup has introduced an internal carbon price, set at €100/tCO<sub>2</sub>eq for 2025, to put a value on the carbon impact of the various investments made by the company. Used at a very early stage in projects, this tool enables climate considerations to be effectively incorporated into decision-making criteria, on a par with financial considerations.

## ACTION PLAN



# CLIMATE CHANGE ADAPTATION

As part of its risk management strategy, ArianeGroup has implemented a process for managing physical climate risks. This process encompasses all the tools and activities associated with the “adaptation” pillar of its climate policy. It is based on two main components:

- an assessment of the vulnerability of ArianeGroup’s value chain activities to climate-related risks,
- the implementation of a climate change adaptation plan comprising a strategy, guiding principles, an action plan and a monitoring mechanism.

By the end of 2025, all sites owned by ArianeGroup had been assessed. 2026 will be devoted to a more detailed analysis of the main physical risks identified, as well as to developing an adaptation plan for ArianeGroup’s sites and value chain.



# MANAGING AND REDUCING ARIANEGROUP’S ENERGY CONSUMPTION

Since 2018, ArianeGroup has been regularly setting itself new targets to reduce energy consumption, cut CO<sub>2</sub> emissions and increase the use of renewable energy.

ArianeGroup operates industrial sites that are very different from one another. Operated by various organisations over the years, they host a industrial and energy processes that vary widely, both in number and in their technical characteristics.

This diversity makes energy management complex and requires an approach tailored to each site. At the end of 2025, ArianeGroup’s total gross energy consumption was 316 GWh:

- 278 GWh in mainland France,
- 22 GWh in Germany,
- 16 GWh in Kourou, French Guiana.

This energy consumption is equivalent to that of a city of 140,000 people, such as Brest in France or Ingolstadt in Germany.

Since 2018, ArianeGroup has had a clear energy strategy, set out in its Energy Policy and implemented through its EHS, Climate and Energy Performance System. Since 2024, this system has been recognised as equivalent to ISO 50001 by Bureau Veritas Certifications.

The aim is to reduce the Group’s environmental impact in terms of resource depletion and climate change. To achieve this, ArianeGroup is taking action in several areas:

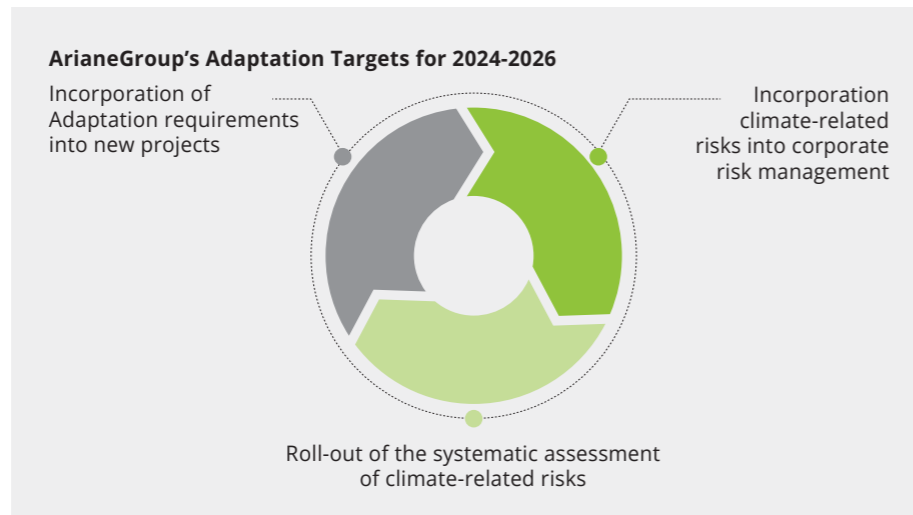
- continuous improvement of its practices,
- reducing its energy consumption,
- electrification of applications and use of renewables.

Through these actions, the Group has reduced its energy consumption by more than 23% on a like-for-like basis compared with 2017. In 2025, ArianeGroup exceeded the 25% threshold for electricity consumption from renewable sources (solar power). This result was achieved by installing solar panels at several of the group’s major sites (Le Haillan, Les Mureaux and Issac).

ArianeGroup is also supplied with electricity generated by a solar farm located near its Toulouse site.



**CHRISTOPHE TERRIEN**  
Climate Roadmap Leader



## Climate-related hazards

- Rise in average seasonal temperatures
- Changes to flora and fauna (terrestrial and aquatic)
- Extreme heat
- Cold snaps
- Temperature range

- Increase (decrease) in average seasonal rainfall
- Changes to flora and fauna (terrestrial and aquatic)
- Heavy snowfall
- Heavy rain:
  - Floods, surface runoff
  - Landslides
  - Soil saturation
- Drought:
  - Decline in groundwater levels and river flows
  - Fire
  - Shrinkage and swelling of clays

Gradual hazards = a gradual shift in a climate variable; a long-term trend.  
Extreme hazards = sudden and significant changes in climate variables.

- Coastal erosion
- Slow submersion
- Submersion
- Strong winds/ Storms
- Submersion

TEMPERATURE	SUNSHINE	PRECIPITATION	HUMIDITY	SEA LEVEL	FROST	WIND
-------------	----------	---------------	----------	-----------	-------	------

Increase (decrease) in sunshine

Increase (decrease) in humidity

Disruption of freeze-thaw cycles

**-30%**  
TARGET FOR 2027 (VS 2017)

**23.5%**  
DROP IN CONSUMPTION FROM 2017 TO 2024

**316 GWH**  
TOTAL ENERGY CONSUMPTION FOR ARIANEGROUP IN 2025



**JÉRÉMIE SOISMIER**  
Central coordination manager for Facility Management & Energy

## Heat production: our key driver for decarbonising the energy sector

- Actions are already under way on several sites:
- in Toulouse, gas consumption at the sites has already been reduced by 30%,
  - in Le Haillan, several heat recovery schemes are currently under way, which will result in an 80% reduction in natural gas consumption by 2027.

### What projects are in the pipeline?

- Vert-le-Petit: decentralisation and electrification of systems,
- Saint-Médard-en-Jalles: heat recovery.

### What is the expected overall impact?

Between 2022 and 2030, these measures taken together will result in a reduction of more than 7,800 t CO<sub>2</sub>.

	2017	2021	2024	2027
		<b>PHASE 1</b>	<b>PHASE 2</b>	<b>PHASE 3</b>
Energy consumption		<b>-10%</b>	<b>-14%</b>	<b>-8%</b>
Roll-out of renewable energy		<b>×1.5</b>	<b>×2</b>	<b>40%</b>
Reduction of greenhouse gases (Scopes 1 and 2)		<b>15%</b>	<b>13%</b>	<b>10%</b>

\* On a like-for-like basis = base year.

# AN INTERDISCIPLINARY TEAM OF ECO-DESIGN SPECIALISTS

Within the Technical Directorate, ArianeGroup has a team specialising in eco-design and trained in Life Cycle Assessment (LCA).

This team is called on:

- when bidding for tenders that include the environmental impact of products and processes,
- throughout the course of projects, by carrying out environmental impact assessments.

In recent years, and particularly in 2025, the team's work has focused on two main areas.

## In-house methodological support

Since 2024, the team has been offering eco-design awareness-raising sessions open to all employees. In 2025, the Technical Directorate extended this initiative by setting a target for all its staff to attend these sessions. At the same time, a guide on incorporating eco-design in projects serves as a reference to support the operational teams.

## Integration into the European space ecosystem

The eco-design teams at ArianeGroup and MaiaSpace are fully integrated into the European space ecosystem. They play an active role in initiatives aimed at better measuring and understanding the environmental impact of the space sector, and launchers in particular. As a result, ArianeGroup and MaiaSpace are now recognised as key players in the sector's green transition.

This commitment is reflected in particular in:

- contributing to research projects:
  - the LifeCyAST study at the University of Stuttgart (2023),
  - funding for a Maia-ONERA PhD thesis on the modelling of rocket engine emissions,
  - the SLICE (Space Launch Impact for Climate and Environment) consortium, which will start in 2026,
- contributing to the development of a tool, created by the École Polytechnique Fédérale de Lausanne (EPFL), for simplified environmental analysis of launchers at the preliminary design stage,
- participation in the technical secretariat for the Product Environmental Footprint Category Rules for the Space Sector (PEFCR) methodology, led by the European Commission, with a view to defining a standardised method for assessing the environmental impact of space-sector products,
- active involvement in several working groups, including:
  - the eco-design working groups at the ESA and the French Defence Procurement Agency,
  - the work carried out within GIFAS, the French Aerospace Industries Association.

### FEEL tool for First Environmental Evaluation for Launchers

In 2025, the team developed a simplified environmental analysis tool. Designed to be intuitive and educational, this tool enables designers to carry out an initial environmental assessment of their product in the preliminary design phase.

The objective is twofold:

- to familiarise the design teams with the principles of eco-design,
- to encourage dialogue and collaboration between designers and eco-design specialists from the very earliest stages of projects.

### MaiaSpace teams: reducing the environmental impacts

#### Steel vs. Aluminium

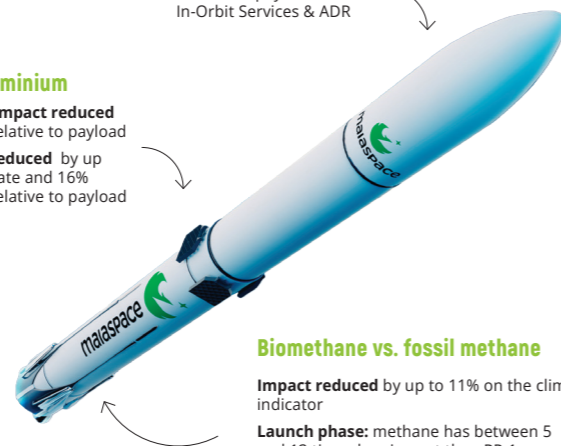
**Total climate impact reduced** by up to 16% relative to payload  
**MAIT impact reduced** by up to 22% on climate and 16% on resources relative to payload

#### Colibri kick-stage

**+1 t payload**  
 +1.1% absolute climate impact  
**-24% climate impact** relative to payload  
 In-Orbit Services & ADR

#### Biomethane vs. fossil methane

**Impact reduced** by up to 11% on the climate indicator  
**Launch phase:** methane has between 5 and 13 times less impact than RP-1  
**Positive externalities:** recovery and use of digestate, job creation in French Guiana, etc.



Céline Brun-Buisson, Alexis Auffret, Laetitia Merlin, Blandine Quelebec, Environmental Products Sustainability team

# PREVENTION OF POLLUTION AND CONTROL OF INDUSTRIAL RISKS

Our sites are located in natural environments that must be preserved.

## Prevention of pollution caused by current activities

Preventing the risk of pollution is based above all on limiting the use of chemicals that pose a risk to human health and the environment.

ArianeGroup has established a process for approving new products. This process makes it possible to:

- limit the introduction of new products,
- ensure that they comply with ArianeGroup's pollution prevention goals.

This process applies to:

- development of new activities,
- management of existing operations ("industrial heritage").

The aim is to reduce the risk of pollution to the lowest possible level, in a lasting way.

ArianeGroup has also drawn up a list of products earmarked to be gradually phased-out, known as the FIT list (*Forbidden, Inappropriate and Threatened*).

<b>NEW PRODUCT AUTHORISATION REQUEST</b>	Site-by-site approval
<b>ANALYSIS OF THE REQUEST</b>	Analysis based on the Safety Data Sheet. Mandatory refusal for CMR 1A/1B or CMR 2 products, or products containing a FIT substance
<b>EHS APPROVAL: YES/NO</b>	Permanent approval, temporary approval or rejection

## Management of environmental liabilities

Some of ArianeGroup's sites are located on historically contaminated land. Since its inception, ArianeGroup has taken responsibility for this environmental liability and has implemented appropriate solutions to address it. Two specific processes have been developed for this purpose: Elixir™ and Licorne™.

### Licorne™: recycling pyrotechnic waste

ArianeGroup is staying ahead of European environmental regulations by optimising product recycling and life cycle. In the Nouvelle-Aquitaine region, the Group has developed Licorne™, a system for the collection of pyrotechnic products and natural effluent reduction, as an alternative to incineration. With this system, the waste is broken down by bacteria using a patented technology that is unique in Europe.

### ELIXIR™: treating waste without secondary pollution

ArianeGroup has also developed Elixir™, a waste treatment solution using supercritical hydrothermal oxidation. Its advantages include:

- high mineralisation capacity,
- no emissions of polluting gases,
- deployment close to the waste to be treated.

This technology has already been successfully used to destroy pyrotechnic waste, and its application could be extended to many types of pollutant.



## Industrial risk

### Prevention of major industrial risks

ArianeGroup's industrial activities are subject to strict environmental regulations due to the associated industrial risks. ArianeGroup operates:

- 11 high-threshold SEVESO sites,
- 2 low-threshold SEVESO sites.

As such, the prevention of major accidents is incorporated into the EHS, Climate and Energy performance system. Effective management of major risks also depends on rigorous emergency management. Regular and collaborative dialogue is maintained with external stakeholders – local residents, community groups and government departments – in order to share information transparently and in real time.

### Pyrotechnic risk management

The industrial risks at ArianeGroup include pyrotechnics. To manage this risk, ArianeGroup conducts approximately 150 pyrotechnic safety studies, which are updated regularly.

# SOCIAL

## SPACE FOR PEOPLE

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## SUPPORTING THE GROUP'S AMBITION

At ArianeGroup, our ambition is reflected in a commitment to excellence and technological development, along with strong integration between the defence and civil sectors.

### Supporting growth and preparing for the future

The group's ambition is based on several key areas. First and foremost, a sense of pride in belonging and a pioneering spirit are the cornerstones. These values drive ArianeGroup to innovate and set the Group apart in a competitive market.

In addition, to support growth and prepare for the future, the acquisition of new skills is underpinned by an active recruitment policy, with over 400 new hires each year. This policy is based on:

- support through a robust employer brand and strong relations with the education sector,
- focusing on the candidate experience,
- high-quality onboarding of new arrivals.

Developing the skills of ArianeGroup's teams is also a key priority for maintaining technical and operational excellence.

To this end, the Group continues to invest in training through:

- the in-house Launchers Academy,
- the development of genuine career paths within ArianeGroup and its subsidiaries.

### Promoting diversity and inclusion

The next focus is on diversity: diversity of backgrounds, diversity of roles, and diversity of genders and personalities.

Committed to attracting, integrating and developing all types of talent as part of our commitment to inclusion, we are taking significant steps to increase the proportion of women in our workforce and to include people with disabilities. These initiatives to promote our professions are aimed at all young people (secondary school pupils and university students), as well as those with experience and/or looking to change career.

Lastly, the final focus is on prevention, to manage health and safety risks and improve the quality of life at work for the benefit of ArianeGroup's staff, partners, suppliers and stakeholders.

**"Our teams contribute to sovereignty and technological progress. Our mission is to develop highly skilled, committed and responsible employees who are capable of tackling complex challenges while upholding the highest ethical and environmental standards."**



**CORNELIA THIEME**

Chief Human Resources Officer



# A CULTURE BASED ON PRIDE OF BELONGING AND A PIONEERING SPIRIT

## Why work at ArianeGroup?

The appeal of ArianeGroup is based on solid foundations:

- its recognised technical excellence,
- the quality of its products,
- the purpose of its activities, in support of the sovereignty of space access and defence.

These factors are a major source of pride for staff and promote employee engagement. According to the social barometer, 92% of employees are proud to work at ArianeGroup.

## A shared pioneering spirit

Beyond this shared pride, ArianeGroup also cultivates a pioneering spirit. It is reflected in:

- the adoption of agile and incremental development methods,
- participation in new programmes and demonstrators (Themis, Prometheus®),
- the ability to move into new business lines and fields of activity.

ArianeGroup is a company that encourages career development and personal development. This is reflected in the diversity of our employees' roles and career paths.

## How does ArianeGroup attract talent?

To support recruitment and attract candidates from all walks of life, regardless of their level of experience, ArianeGroup relies on a network of in-house ambassadors.

400

ARIANEGROUP AMBASSADORS IN FRANCE AND GERMANY

### ■ A committed network

Nearly 400 ambassadors in France and Germany share their passion, their daily lives and their pride in belonging. These ambassadors:

- exchange ideas within a dedicated in-house community,
- take part in nearly a hundred recruitment and university outreach events each year,
- prioritise links with local labour markets.

### ■ An active presence among target audiences

The activities carried out throughout the year take several forms:

- presentations and first-hand accounts at secondary schools, universities and prestigious higher education institutions,
- videos and articles highlighting different careers and career paths,
- presence on professional social media platforms and career guidance sites (e.g. LinkedIn, Instagram and My Job Glasses).

### Raising awareness from an early age

Passing on this passion starts at primary school. With the Arionautes programme, nearly 200 employees work with 200 primary schools to introduce children to the world of space and the careers within it.

In addition, during Industry Week, participation in the Forindustrie campaign reached 122,000 students and 25,000 jobseekers on the dedicated platform for exploring and training for industrial careers.

#### FEEDBACK FROM THE WORK EXPERIENCE WEEK FOR STUDENTS AGED 14-15

(provided by ArianeGroup and EllesBougent for female high-school students from Les Mureaux)

Would you recommend this work experience to other students? Why?

"I'd recommend it 2,000,000 per cent – it's informative, surprising, and you get to explore a field you thought was out of reach"



VIRGINE DAVENET

Head of Facility Management, Vernon

"Being an ambassador means being part of a community that takes pride in representing the company. It gives me a real sense of satisfaction when I see the sparkle in the eyes of the students we talk to."



# RECRUITING AND DEVELOPING FUTURE TALENT

## What is the strategy for recruitment and partnerships with universities?

ArianeGroup is strengthening its links with universities and organisations to promote careers in the aerospace sector. ArianeGroup works in partnership with renowned institutions such as CentraleSupélec, ENSTA Bretagne, ESTACA, INSA Rouen, ISAE-SUPAERO and Polytechnique. The Group also organises:

- in-company training courses,
- events at secondary schools,
- initiatives and sponsorship schemes to promote the role of women in industry,
- an induction day for work experience placements for students aged 15-16, designed to introduce them to different professions and career opportunities.



350k€

INVESTED IN UNIVERSITY RELATIONS, PARTNERSHIPS AND CHAIRS IN 2025

## How does ArianeGroup recruit interns and work-study trainees?

ArianeGroup is strongly committed to training and supporting young people through work placements and work-study schemes.

590

WORK PLACEMENTS AND WORK-STUDY OFFERS

33%

OF THESE OFFERS TAKEN UP BY YOUNG WOMEN

60%

OF YOUNG RECRUITS ARE FORMER INTERNS OR WORK-STUDY STUDENTS

These results reflect a clear determination to provide sustainable career pathways into the company and enable young people to contribute quickly to innovative projects.

To this end, ArianeGroup regularly takes part in job fairs and student forums and develops partnerships with secondary schools, universities and engineering schools.

## How are candidates supported?

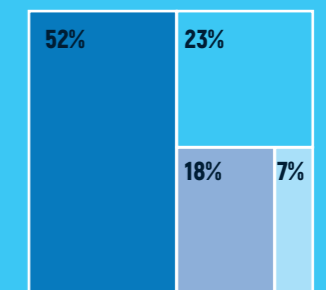
### ■ A simpler and more transparent candidate experience

The candidate experience has improved by digitising the recruitment process and bring it back in-house. The application form on the website has been greatly simplified, which encourages people to apply. Each candidate is kept informed of the stages of the recruitment process and the progress of their application.

### ■ Seeking out rare skills

The use of targeted sourcing initiatives (e.g. job boards, recruiter licences) enables the Group to recruit for technical roles or those in high demand.

#### RECRUITMENT BY SECTOR



■ Production □ Engineering  
■ Enterprise and Resource Management  
■ Programmes and customer relations

55,000

VIEWS ON THE "JOB OFFERS" AND "COMPANY LIFE" PAGES

# DEVELOPING SKILLS

In the highly competitive space sector, forecasting skills requirements and having access to high-level expertise is a key differentiating factor for ArianeGroup.

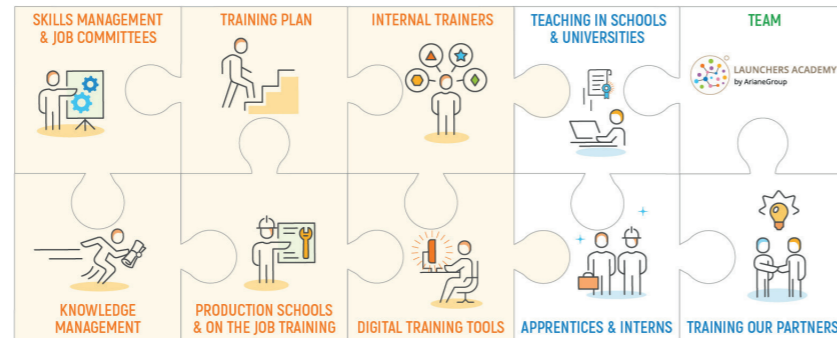
## Launchers Academy

The Launchers Academy is designed to develop employees' skills from the moment they join the company and throughout their careers. It plays a central role in supporting the Group's business and technological developments.

Its approach is based on a structured skills management system, a training programme tailored to employees' needs, and the involvement of more than 300 in-house instructors.

The Launchers Academy supports the development of experts and the transfer of knowledge through shadow training and work-based training programmes. It is also driving the growth of digital training.

The challenge is to maintain a high standard of operational excellence while supporting employees' professional development, in line with ArianeGroup's strategy, projects and operating environment.



**3.55%**

OF THE TOTAL ANNUAL PAYROLL INVESTED IN TRAINING

**84%**

OF EMPLOYEES TRAINED

**25**

TALENT PROGRAMMES

## Active career management

### ■ Career development

- Regular dialogue with the manager,
- An HR team to support staff in pursuing career development and enhancing their skills and expertise,
- Two annual one-to-one reviews for all staff, focusing on the employee's performance and potential for development,
- ArianeGroup programmes dedicated to employee development,
- Tools available to everyone to support their professional development: 360° feedback, mentoring, joint development, etc.,

### ■ Mobility is encouraged

- Over 60% of vacant positions filled through internal mobility,
- Mobility, supported by internal policies, extends across ArianeGroup as well as to its parent companies, Airbus and Safran, and their subsidiaries,
- Formalised processes are used to forecast changes in job requirements, ensure that there are matching skills, and guarantee equal access to opportunities.

### ■ Employee engagement

- An employee guest speaker at the Executive Committee meeting every month,
- Ambassadors to represent ArianeGroup's values and expertise at external events,
- Shadowing Day: a member of the Executive Committee works alongside an employee, and vice versa, for one day,
- Women Network,
- Joint development facilitators and 360° feedback.

# IMPROVING THE QUALITY OF LIFE AT WORK

ArianeGroup's approach encompasses both mental health and personal well-being.



**89%**

ENGAGEMENT RATE FOR ARIANEGROUP EMPLOYEES (2025 BAROMETER)

## A harmonised approach to the prevention of psychosocial risks, tailored to local needs

In France, ArianeGroup has implemented a comprehensive approach to the prevention of psychosocial risks, based on a number of complementary measures.

Information is available to all employees via a dedicated Intranet page and online training modules. Training workshops are organised for managers and HR partners to improve the identification and avoidance of high-risk situations. Every year, a collective assessment of psychosocial risks is carried out at each site. It results in action plans, which are drawn up and implemented by the heads of the operational units. This initiative is complemented by a psychological support scheme, including a free telephone helpline available to employees.

In Germany, the prevention of psychosocial risks is based on a range of complementary measures. Employees receive support in the form of regular discussions and monthly updates on a range of social issues. Individual support is also available

in the event of a social crisis.

Annual assessments of psychosocial risks are carried out at departmental, site and company level. These include contingency plans and corrective action plans.

Other measures include:

- support for family carers,
- support in preparing for retirement,
- awareness campaigns on the risks associated with alcohol and drug use.

## Working from home and work-life balance

In France, social agreements signed in 2017 and 2020 provide a framework for home working (agreements on "Quality of life at work and the prevention of psychosocial risks").

In Germany, a company-wide agreement sets out the terms and conditions for home working. In addition, ArianeGroup's German operation has "Beruf und Familie" certification, which assesses how effectively HR policies take family life into account.

## Right to disconnect

ArianeGroup applies the right to disconnect in order to maintain a healthy work-life balance and prevent excessive use of digital tools. In France, this right is enshrined in the agreement on "Quality of life at work and the prevention of psychosocial risks". It is accompanied by awareness-raising initiatives, notably through a dedicated charter and guide. In Germany, the right to disconnect is enshrined in the "Mobile working place" agreement, signed in December 2020.

## How are candidates supported?

ArianeGroup runs awareness-raising initiatives for its employees, notably through a dedicated charter and a practical guide on the use of digital tools. These measures are designed to promote working practices that support health, well-being and a healthy work-life balance.

# DIVERSITY AND INCLUSION

Convinced that these initiatives are a major asset to performance and make a positive contribution to the company, ArianeGroup is taking concrete steps to promote diversity and inclusion.

## GENDER EQUALITY IN THE WORKPLACE

Gender diversity and equality in the workplace is an integral part of the Group's identity. It is an ongoing priority and a key factor in attracting talent, and fostering a diverse range of skills and perspectives.

### A decisive framework

On 12 November 2020, ArianeGroup signed an agreement on gender diversity and equality in the workplace, valid for an indefinite period. This agreement aims to consolidate the measures already in place and to drive new initiatives in several key areas.

#### Concrete measures right from the recruitment stage

This agreement sets out specific measures to combat discrimination in the recruitment process. The relevant stakeholders – HR teams, managers and external recruitment consultants – are made aware of the need to:

- promote recruitment from a diverse range of backgrounds,
- respect the Group's priorities and commitments,
- comply with the applicable legal framework.

ArianeGroup applies a remuneration monitoring procedure that is used to:

- systematically analyse the gender pay gap,
- identify any unjustified individual cases and address them.

#### Gender equality targets at the highest level

The ArianeGroup Executive Committee has set medium-term targets aimed at increasing the number of women in management positions. Today, 23% of executive-level positions are held by women. In an industrial context, particularly in the space and defence sectors, this rate represents a significant achievement, although ArianeGroup is continuing its efforts to improve further.



#### Taking action from an early age to encourage applications from women

ArianeGroup plays an active role in combating stereotypes and encouraging career aspirations, particularly among young women. Several initiatives have been rolled out:

- more than a hundred female employees are mentors for the Elles Bougent association and visit primary schools and secondary schools,
- a partnership with Capital Filles provides support for young women from disadvantaged areas, particularly through mentoring.

#### Raising awareness of diversity and celebrating it

For the past two years, ArianeGroup has held a "Diversity Month" with the aim of:

- raising awareness among employees,
- supporting career development,
- supporting skills management.

### Gender equality

ArianeGroup	End 2025
Female employees	21%
Female managers	19%
Female executive managers	23%
Recruitment of women on permanent contracts	25%
Recruitment of women for work placements and work-study schemes	29%

**90/100**  
2025 PROFESSIONAL EQUALITY INDEX

### Combating discrimination

ArianeGroup's commitment forms part of the group's overall policy and is reflected in the implementation of specific measures, particularly through company-wide agreements and compliance with current regulations. Under the ArianeGroup agreement on "Quality of life at work and the prevention of psychosocial risks", dated 13 March 2020, a comprehensive and harmonised approach has been established to prevent discrimination and to address alleged cases, whatever their nature. To prevent such situations, ArianeGroup provides its employees with information and awareness-raising tools on the measures in place.

### Combating workplace bullying, sexual harassment, sexist behaviour and violence

ArianeGroup respects and protects the dignity and privacy of every employee. The Group does not tolerate any form of harassment, sexist behaviour or violence in the workplace. ArianeGroup has established measures to prevent and address such situations, implemented by the Human Resources Directorate through a company-wide agreement.

In addition, ArianeGroup has appointed mentors to deal with sexual harassment, sexist behaviour, bullying and violence in the workplace, to ensure close contact with staff. There are mentors at each site. Each mentor acts as a designated point of contact who employees can turn to if they believe they have been victimised.



**BETTY GRASSART**  
Diversity & Inclusion Manager

## VOCATIONAL INTEGRATION AND RETENTION OF PEOPLE WITH DISABILITIES

ArianeGroup pursues an active policy to promote the employment of people with disabilities. This policy covers the entire career journey: recruitment, retention and career development.

Following on from a framework agreement signed between ArianeGroup and AGEFIPH, ArianeGroup has reaffirmed its commitment to:

- build on and strengthen the momentum already achieved in the area of disability,
- ensure close contact with staff, with Disability representatives based at the various sites,
- develop new measures to promote employment, help people stay in work, support skills development, and plan for situations where people may lose their jobs.

This network is run in France and Germany by ArianeGroup's Disability Mission. It reports to the Human Resources Directorate. At each site, there are representatives dedicated to inclusion and to employees with disabilities who are in transition. The Disability representative for each site:

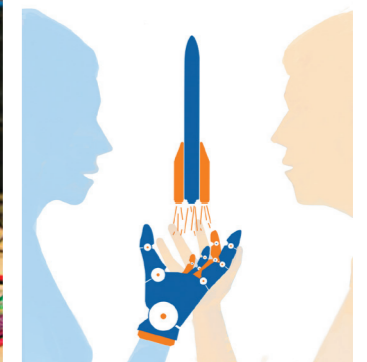
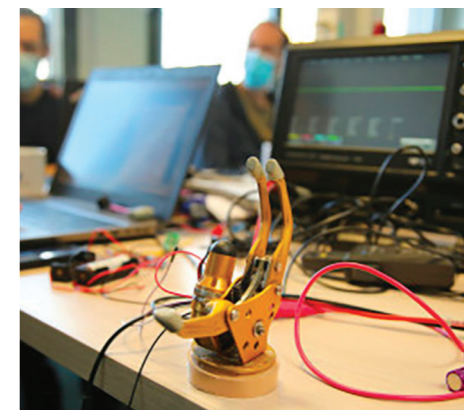
- coordinates the internal and external stakeholders,
- contributes to the implementation of tailored, multidisciplinary solutions designed to help people remain in work.



### The ArianeGroup Humanlab aims to be

- a solutions laboratory for employees with disabilities
- a forum for collaboration and learning about rapid prototyping
- a support structure for MHK projects (My Human Kit\*)

\* My Human Kit is an association whose mission is to design, manufacture and share open-source assistive technology solutions for and with people with disabilities.



# A DRIVER OF PERFORMANCE FOR ARIANEGROUP

Health and safety at work contributes to the company's performance. As part of ArianeGroup's organisational structure, it enables the company to manage both occupational and industrial risks, including their environmental impact.

Since its inception, ArianeGroup has been committed to fostering a shared safety culture, based on excellence and best practices drawn from the diversity of its business lines.

This diversity is a strength. It brings all the teams together around a shared goal: to make Environment, Health and Safety (EHS) a cornerstone of the Group's performance.

To achieve this goal, ArianeGroup has established a general EHS policy based on an "EHS Performance System".

## A structured and ambitious EHS policy

The aim is clear: to make this system the company's hallmark, by promoting a positive and practical approach to health and safety. The objective is to continuously eliminate anything that could jeopardise the health and safety of staff and, consequently, the Group's efficiency.

Given the strategic nature of its activities and programmes, ArianeGroup ensures that they are not affected by:

- workplace or industrial accidents,
- pollution,
- procedures that are not properly managed.

## ArianeGroup's own EHS seal of approval

To put this ambition into practice, ArianeGroup has created its own EHS seal of approval.

This is a pragmatic tool, designed to:

- measure the performance level in terms of EHS,
- provide a clear operational framework that everyone can understand.

The system is tailored to the Group's business lines and operational requirements. It is based on a firm belief: EHS is built on the ground, by the operational teams. It is therefore essential to provide them with practical, actionable and effective tools.

## A system based on three pillars

The EHS performance system is based on recognised international standards. It is structured around three complementary pillars:

- system fundamentals
- operational control
- anchoring and culture

1.87

2025 LTAFR (LOST TIME ACCIDENT FREQUENCY RATE)

## ArianeGroup's certification under the CEFRI standard (French Committee for the certification of companies for training and monitoring of personnel exposed to ionising radiation)

With specific reference to radiation protection: ArianeGroup has been certified to the CEFRI standard for radiation protection management since 2013. This certification covers ArianeGroup's activities within Basic Nuclear Installations.

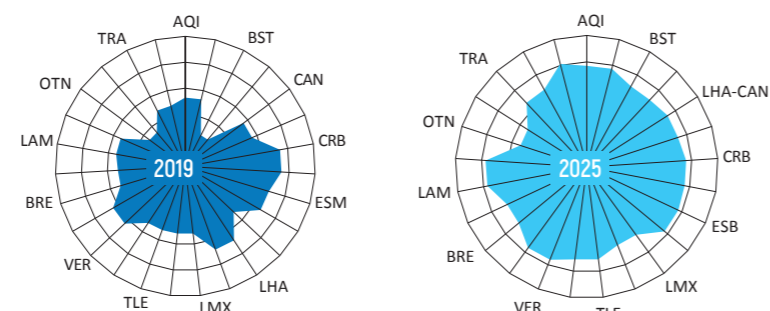
## Occupational medicine department to ensure employees' health

With the health of its employees at heart, ArianeGroup has decided to set up its own occupational medicine department, staffed by doctors and nurses employed by the company and based at its main sites. This helps to strengthen primary prevention at the grassroots level and to run awareness campaigns (on addiction, psychosocial risks, cardiovascular risks, etc.) for all employees. It also helps to support and encourage employees with disabilities or chronic conditions to remain in work, thus strengthening the company's social responsibility.



Medical prevention actions for November

## ARIANEGROUP EHS AND ENERGY PERFORMANCE SYSTEM (2025)



# A CONSTANT COMMITMENT

ArianeGroup makes no compromises when it comes to the quality and safety of its products and services. A key commitment to ensuring customer satisfaction and the Group's competitiveness.

ArianeGroup's Quality Management System is certified to EN 9100, ISO 9001 and AQAP 2110. This system reflects a strong commitment to clients, employees and society: to ensure that our products are reliable and efficient.

Quality and safety are an integral part of the company culture. They are based on:

- the application of high standards,
- risk prevention and control systems,
- continuous improvement initiatives.

Every employee applies these principles on a daily basis. This collective effort makes it possible to deliver products that meet clients' expectations, on time, to the required standard and at the best possible price.

## Customer satisfaction as a benchmark

ArianeGroup operates in a highly competitive environment. The Group develops and supplies critical products and services that must be of the highest standard in terms of safety and quality.

Customer requirements and preferences are thus at the heart of the company's business. Their satisfaction and confidence in the reliability and performance of the systems supplied by ArianeGroup serve as a daily source of motivation for our employees. High, shared standards apply throughout the supply chain.

Operational excellence is based on mandatory compliance with high standards and strict safety measures. These requirements apply to the entire ArianeGroup, as well as to its suppliers and partners.

As such, ArianeGroup is participating in the AeroExcellence initiative, through which companies in the aerospace and defence sectors commit to upholding high, common standards across borders.



## ArianeGroup Quality policy

### Group objective

To ensure complete customer satisfaction and ArianeGroup's competitiveness. To this end, the Group designs and supplies high-quality products and services, delivered on time and within budget.

### Group principles

- Listen to customers
- Develop a customer-centric culture among all employees
- Work closely with partners and suppliers
- Apply demanding standards and continuously improve them

## "Right first time" for the responsible use of resources

Space and defence programmes require significant resources and are costly. ArianeGroup operates responsibly by striving for high quality from the outset, in line with the "right first time" principle.

The company's culture of quality is built on employees' personal initiative, team spirit and sense of responsibility in their day-to-day work. Hundreds of improvement proposals are implemented each year as part of the continuous improvement programme.

# GOVERNANCE

## SERVING EVERYDAY LIFE, SAFEGUARDING SOVEREIGNTY

### Contributing to the everyday life of citizens

Every day, ArianeGroup makes a profound, useful and often unseen contribution to people's everyday lives. Satellites are constantly orbiting the Earth, providing services that have become essential to the functioning of society: satellite navigation, weather forecasting, global telecommunications, Earth observation, scientific research, and so on. Satellite constellation support digital inclusion and territorial connectivity by connecting remote areas.

Through launches carried out by Arianespace, these services benefit millions of people.

They enhance public safety, strengthen the ability of regions to forecast and manage crises, and ensure business continuity.

The final Ariane 6 launch of 2025 is a concrete example of this mission. It launched two satellites from the European Galileo system into orbit. This system provides a global positioning service and is used daily by billions of devices worldwide, complementing the US GPS system.

### Sovereignty and defence: strategic issues

ArianeGroup's mission is to ensure that Europe has independent and sovereign access to space, which is crucial for safeguarding Europe's strategic independence and supporting the development of activities with high societal value.

Sovereignty is also reflected in ArianeGroup's defence activities. The international landscape is changing: competition between major powers is intensifying and new risks are emerging. Nuclear deterrence remains a cornerstone of national security. ArianeGroup contributes to its credibility by pursuing two key objectives:

- maintaining high levels of performance and availability,
- safeguarding the independence of the French state.

In early 2025, Ariane 6 launched CSO-3, a military Earth observation satellite, which completes the Optical Space Component (CSO) constellation on behalf of the CNES and the French Defence Procurement Agency. This launch demonstrates the strong links between the space sector, defence and national sovereignty.

## SPACE FOR PROGRESS

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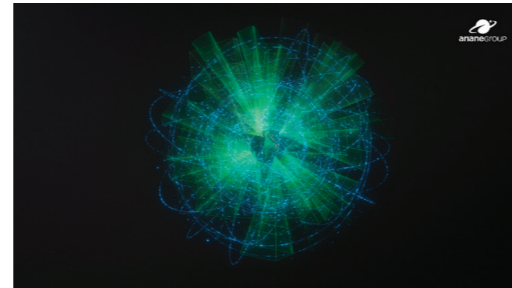
# PROTECTING SPACE, A NEW IMPERATIVE

Because it now lies at the intersection of the strategic and economic challenges of the modern world, space has become a theatre of operations in its own right, requiring specific surveillance capabilities and rigorous management of activities in orbit.

For this reason, ArianeGroup is developing its expertise in space situational awareness (SSA) and space traffic management. The objective is threefold:

- ensuring the sustainable use of space,
- protecting critical European space assets,
- preserving our freedom of action.

Because there can be no sustainable development without stable institutions, ArianeGroup, with its dual expertise in space and defence, continues to proudly represent the sovereign industry that France, Germany and Europe need, now more than ever.



## Helix® embodies a unique duality

For civil operators, this space surveillance system protects critical space infrastructure, such as telecommunications and navigation satellites, by reducing the risk of collision.

In the military sphere, Helix® plays a strategic role in defending national interests in space. During Europe's largest military exercise in space, SparteX, Helix® demonstrated its ability to provide critical data on thousands of space objects. This information is vital for the armed forces in managing threats in orbit (espionage, cyber attacks, hostile manoeuvres).



## M51

France possesses a sovereign deterrence force intended solely for defensive purposes, designed to prevent any attempt to undermine the nation's vital interests. The M51 is a three-stage, solid-propulsion strategic sea-to-land ballistic missile (SLBM). Each nuclear-powered ballistic missile submarine (SSBN) in the Strategic Oceanic Force (FOST) is equipped with 16 missiles. They can carry their payload over intercontinental distances of several thousand kilometres. Launched from a submerged submarine, the M51 travels through the atmosphere to reach space at an altitude of over 2,000 kilometres.



# PROTECTING ARIANEGROUP'S STRATEGIC ASSETS

## Why is cyber defence essential for ArianeGroup?

In a highly technological and competitive environment, protecting ArianeGroup's information systems, people and expertise is crucial to ensuring its competitiveness and maintaining the trust of its customers and partners.

Sovereignty stakeholders are prime targets for cyberattacks, and the intensity and degree of preparation of such attacks go hand in hand with growing geopolitical tensions and competitive pressures.

The potential impacts – financial, operational, human and reputational – make the security of information systems and products essential to ArianeGroup's sustainable development strategy.

## What is ArianeGroup's policy on security and cyber defence?

ArianeGroup implements appropriate measures to address the threats facing its operations and products. The General Policy on Security and Cyber Defence is based on three priorities:

1. to protect people, property, assets and information systems in accordance with the regulations,
2. to ensure the Group's business continuity,
3. to ensure the security of delivered products.

## What are the guiding principles of this policy?

The General Policy on Security and Cyber Defence sets out the guiding principles and governance framework to:

- safeguard ArianeGroup's scientific and technical potential,
- meet the security requirements of customers and partners,
- ensure compliance with regulatory requirements,
- effectively detect and manage security incidents,
- stay ahead of developments in threats and information technology.

## What specific measures are being taken?

These guiding principles are reflected in operational measures, including:

- the deployment of advanced security technologies (firewalls, intrusion detection, encryption),
- ongoing training for employees in good security practice,
- collaboration with cyber defence experts and participation in research initiatives.

By protecting its digital assets, ArianeGroup ensures its business continuity and strengthens the confidence of all stakeholders.

This commitment to security, innovation and regulatory compliance underpins ArianeGroup's position in the fields of space launchers and defence. It contributes to a balanced sustainable development strategy that takes into account environmental, social and organisational considerations.



## Data Protection at ArianeGroup

In 2025, ArianeGroup's main efforts focused on integrating governance related to the General Data Protection Regulation (GDPR) into information classification and the governance of artificial intelligence systems.

37

DATA PROTECTION FOCAL POINTS INCLUDING 29 WITHIN ARIANEGROUP AND 8 IN THE SUBSIDIARIES

734

DATA PROCESSING OPERATIONS RECORDED IN THE REGISTER

61

REQUESTS TO EXERCISE DATA SUBJECT RIGHTS, OF WHICH 51 IN FRANCE AND 10 IN GERMANY

90

FAKE INTERNET DOMAINS IMPERSONATING THE GROUP

# PROTECTING ARIANEGROUP'S INTEGRITY AND REPUTATION

At ArianeGroup, we conduct our business with integrity and adhere to the highest standards of ethics and corporate social responsibility, which we regard as key components of the Group's excellence.



**FRANCK HUIBAN**  
General Secretary

**“ArianeGroup is a fully integrated Franco-German company. At the heart of its governance lies a commitment to European sovereignty. By embedding sustainability into our decision-making, we are not only securing our future, but also upholding the values of responsibility, innovation and resilience that drive the European project forward.”**

## Ethics and combating corruption

ArianeGroup has a strict zero-tolerance policy towards corruption, influence peddling and any form of unethical behaviour. Ethics and compliance are fundamental principles that guide ArianeGroup's conduct and underpin its relationships with all its stakeholders. As a key player in the strategic and sensitive sectors of space and defence, ArianeGroup is committed to upholding the highest standards of integrity and accountability.

This commitment is reflected in the promotion of a strong ethics and compliance culture within the Group and throughout the value chain, among both employees and external partners.

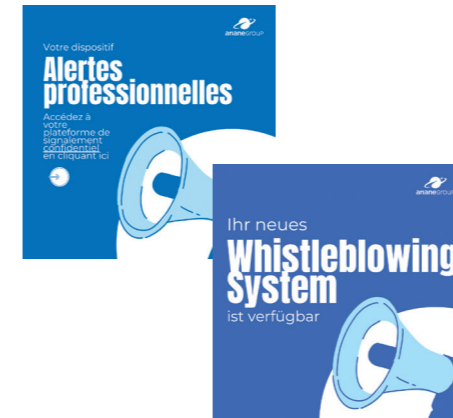
## Governance and organisation of ethics and compliance

Ethics and compliance are at the heart of ArianeGroup's governance model.

The role is part of the Legal Directorate and reports directly to the General Secretary of the Group, who is a member of the Executive Committee. This ensures that ethical considerations are taken into account at the highest level of decision-making.

To ensure the consistent and localised implementation of its ethics programme, ArianeGroup relies on a network of compliance officers across the entire Group, including its subsidiaries. This compliance network plays a key role in:

- promoting the compliance culture,
- supporting the operational teams at all levels on a daily basis.



## Ethics and anti-corruption policies

ArianeGroup has implemented a dedicated anti-corruption policy, which applies at all levels of the organisation. This procedure ensures that all activities are conducted in accordance with the Group's integrity standards and applicable regulations.

ArianeGroup's commitment to ethical conduct is based on a set of values and principles that are embedded in its internal processes and procedures. The Ethics Charter sets out the Group's values: integrity, transparency, accountability and respect, and guides day-to-day conduct.

The Anti-Corruption Code of Conduct sets out clear operational rules to:

- prevent corruption,
- manage conflicts of interest,
- supervise gifts and hospitality,
- supervise relations with third parties.

The key provisions of the Code of Conduct form part of ArianeGroup's internal regulations. These various documents are key tools for establishing and maintaining a culture of trust throughout the Group's ecosystem.

## Training and awareness-raising on ethics and compliance

ArianeGroup supports its employees in putting ethical principles into practice. To this end, the Group delivers structured training programmes tailored to different job profiles.

Anti-corruption training is mandatory for employees exposed to specific risks, approximately 450 people representing 6% of the workforce. This training programme is delivered over a three-year cycle, with a refresher session in the fourth year. In 2025, 100% of exposed employees were trained.

At the same time, ArianeGroup has developed online training modules focusing on ethics and compliance. These modules have been incorporated into the onboarding programme for all new arrivals.

This dynamic approach to training ensures that ethical principles and rules are understood, shared and put into practice by everyone.

## Whistleblower reporting and protection scheme

ArianeGroup promotes a culture based on transparency, trust and respect, which fosters dialogue.

In addition to internal procedures and in accordance with legal requirements, ArianeGroup has established a whistleblowing scheme. This scheme enables employees and external stakeholders to report, in complete confidence, any concerns or behaviour that contravenes regulations and ethical principles, particularly in relation to human rights or environmental obligations.

Reports can be made without fear of reprisal, in a confidential and protective environment for the whistleblower.

**100 %**  
OF EMPLOYEES EXPOSED TO THE RISK OF CORRUPTION HAVE BEEN TRAINED

**“ArianeGroup's image and reputation are invaluable. For this reason, ArianeGroup is committed to upholding the highest ethical standards: honesty, integrity, transparency and professional excellence. These values, shared by all employees of ArianeGroup and its subsidiaries, play a key role in our long-term success.”**



**FRÉDÉRIC MYANT**  
Compliance Officer

# SUPPLIERS AND RISK MANAGEMENT



THE FOLLOWING REPORTS ARE AVAILABLE ON THE WEBSITE:



ArianeGroup Holding 2025 Duty of Care Report

## Supplier Ethics Charter

ArianeGroup is committed to upholding the highest standards of accountability and integrity. The Group expects its partners to share and uphold these core values.

As such, the Group requires its suppliers and subcontractors to:

- formally adhere to the Supplier Ethics Charter,
- apply its principles and promote them within their own supply chain.

## In-house management and analysis of supplier risks

ArianeGroup is committed to ensuring that all its partners adhere to the same standards of integrity as the Group. ArianeGroup is currently implementing a due diligence process based on a risk-based approach, applicable to all third parties. This process is currently being rolled out using a dedicated screening tool, which enables us to assess and manage partner-related risks.

Every year, ArianeGroup carries out comprehensive risk mapping across all its operations, including risks relating to human rights and the environment. The Enterprise Risk Management (ERM) and Internal Control department oversees the risk mapping and risk management exercise.

## How are supplier risks taken into account?

At the same time, ArianeGroup is implementing a specific methodology for mapping the risks associated with the activities of its subcontractors and suppliers.

This methodology assigns a risk level to different activities based on their impact on civil society and the environment. It includes a specific assessment of:

- environmental risks,
- risks relating to human and social rights,
- governance.

≈4,000

SUPPLIERS AND PARTNERS ASSESSED ANNUALLY

96%

OF ARIANEGROUP SUPPLIERS AND PARTNERS ARE BASED IN THE EUROPEAN UNION

# HUMAN RIGHTS

## Statement of Principles: human rights and the environment

ArianeGroup has drawn up a statement of principles on human rights and the environment, which sets out its due diligence strategy.

This statement outlines the measures put in place to identify risks and prevent potential negative impacts on:

- human rights,
- fundamental freedoms,
- health,
- safety and the environment.

It sets out the principles derived from ArianeGroup's commitment to the protection of human rights and the environment, and is signed by ArianeGroup's Chief Executive Officer.

This statement is made in accordance with ArianeGroup's duty of care as set out in the French Commercial Code, and complies with the German Supply Chain Due Diligence Act (Lieferkettensorgfaltspflichtengesetz).

This statement applies to ArianeGroup's own activities and to its entire supply chain (subcontractors and suppliers).

## How are internal risks identified and assessed?

The methodology for identifying, assessing and prioritising risks is based on a Group-wide procedure and is structured around three pillars:

- anticipation,
- operational control,
- employee engagement.

Each risk is assessed on the basis of its criticality. Measures are put in place to reduce the likelihood and/or impact of the risk occurring.

Risks relating to human rights and fundamental freedoms mainly concern:

- equality and diversity,
- prevention of harassment,
- psychosocial issues.



## Appointment of Sarah Bois, Human Rights Officer

On 1 January 2024, ArianeGroup appointed Sarah Bois as Human Rights Officer for the entire Group. Sarah Bois reports directly to the management of ArianeGroup GmbH. She reports to the senior management of ArianeGroup GmbH at least once a year and whenever the situation requires it.

This appointment was made in accordance with the German Supply Chain Due Diligence Act (Lieferkettensorgfaltspflichtengesetz). The appointment strengthens the management of human rights issues and the integration of these requirements into the Group's governance.



# ARIANEGROUP SUSTAINABILITY REPORT KPIS

THEME	INDICATOR	2025
ENVIRONMENT	BEGES (greenhouse gas emissions inventory) Scopes 1,2 & 3	<b>629,095 tCO<sub>2</sub>eq</b>
	Total gross Scope 1 GHG emissions	<b>29,879 tCO<sub>2</sub>eq</b>
	Total gross Scope 2 GHG emissions	<b>35,206 tCO<sub>2</sub>eq</b>
	Total gross Scope 3 GHG emissions	<b>564,010 tCO<sub>2</sub>eq</b>
	Carbon intensity	<b>245.6 kgCO<sub>2</sub>eq/k€</b>
	Total energy consumption	<b>316 GWh</b>
	Percentage of total energy consumption from renewable sources	<b>25%</b>
	Equivalences for ArianeGroup's Environment, Health, Safety, Climate and Energy Performance System certification	<b>ISO 14001 and ISO 50001</b>
Percentage of operational sites audited against ArianeGroup's EHS / Climate / Energy Performance System	<b>100% of ArianeGroup and Pyroalliance sites</b>	
SOCIAL	Number of employees	<b>8,744</b>
	Percentage of employees who have undertaken training	<b>84%</b>
	Proportion of payroll invested in training	<b>3.55%</b>
	Percentage of women employed throughout the organisation	<b>20.5%</b>
	Percentage of women at the highest management level	<b>19.6%</b>
	Professional Equality Index	<b>90 out of 100</b>
	Number of accidents resulting in lost time per million hours worked (LTAFR)	<b>1.87</b>
GOVERNANCE / GENERAL INFORMATION	Total gross annual revenue	<b>€2,561 million</b>
	Share of executive long term incentive plan linked to sustainability objectives in 2025	<b>30%</b>
	Percentage of "at risk" employees trained in business ethics	<b>100%</b>
	Number of confirmed cases of corruption	<b>0</b>
	Number of information security incidents handled	<b>734</b>
	Number of suppliers and third parties assessed in terms of their environmental and human rights risks	<b>&gt;4,000</b>

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[www.ariane.group](http://www.ariane.group)



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