

2026

Sustainability
Report

Transparency.

Trust.

Alignment.

Honesty.



GENERAL DYNAMICS



Our Ethos

TRANSPARENCY. TRUST. ALIGNMENT. HONESTY.

Our Ethos is our defining moral character. It is what sets General Dynamics apart and ensures that each of us behaves according to our shared values and uses those values to guide every endeavor. Dedicated to transparency, trust, alignment and honesty, we are unified in our commitment to act as good stewards of the investments our shareholders, customers, employees and communities make in us — now and in the future.



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FROM OUR CEO

General Dynamics experienced significant growth in 2025 following a strong 2024. We continued to invest across our company to support this growth as we have for the last decade. Our steadfast commitment to our customers — providing our military with the equipment and services they need to protect our nation, ensuring our other government customers can fulfill their missions and supporting our commercial customers' efficient travel — remains our guidepost.

As with last year, we have remained focused on operational excellence and prudent investments in both our business and our people. Guided by our Ethos of trust, transparency, honesty and alignment, we anchor our decisions in principles that promote long-term resilience and enable our business to grow responsibly.

You will note throughout this report, our continued commitment to a culture of continuous improvement. You will see examples of how we are increasing the efficiency of our operations by streamlining processes, reducing waste and optimizing resources. We have made strategic investments in advanced manufacturing and R&D to efficiently expand production while maintaining focus on the evolving needs and priorities of our customers. In addition, we continue to invest in programs to develop a high-performing workforce, providing meaningful career opportunities for our employees. These investments strengthen our ability to deliver for our customers today and position the company for sustainable growth in years to come.

As we move forward, we remain firmly rooted in our Ethos. This report highlights our achievements over the past year and our efforts to deliver long-term value for our shareholders, customers, employees and communities.

Sincerely,



Phebe N. Novakovic

Chairman and Chief Executive Officer

HIGHLIGHTS



Governance

1
LEAD

INDEPENDENT
DIRECTOR

100%

INDEPENDENT
SUSTAINABILITY
COMMITTEE

100%

INDEPENDENT BOARD
COMMITTEE CHAIRS



Sustainable Growth

\$1.6
BILLION

CAPITAL
EXPENDITURES
and company-
sponsored R&D

▼ 14%

SCOPE 1 and 2
EMISSIONS
since 2019

▼ 36%

CARBON
INTENSITY
since 2019



Workforce and Culture

117,000

EMPLOYEES
worldwide

Employees
IN ALL

50

U.S. STATES

VETERANS are

20%

of U.S.
WORKFORCE

>70 SITES

ISO 45001-
CERTIFIED

About Us



General Dynamics is a global aerospace and defense company that specializes in high-end design, engineering and manufacturing to deliver state-of-the-art solutions to our customers. We offer a broad portfolio of products and services in business aviation; ship construction and repair; land combat vehicles, weapon systems and munitions; and technology products and services. We offer these products and services through our 10 business units, which are organized into four operating segments: Aerospace, Marine Systems, Combat Systems and Technologies.

To ensure market focus, customer intimacy, agility and operating expertise, each business unit is responsible for the development and execution of its strategy and operating results. This structure allows for a lean corporate function, which sets the overall strategy and governance for the company and is responsible for allocating and deploying capital.

OUR BUSINESS UNITS

AEROSPACE

Gulfstream®

Gulfstream designs and manufactures the world's most technologically advanced business jets, delivering industry-leading technology and exceptional customer support.



Jet Aviation provides comprehensive business aviation services, custom completions and a global network of facilities for aircraft owners and operators.

MARINE SYSTEMS

GENERAL DYNAMICS

Electric Boat

Electric Boat is the nation's center of excellence for submarine design, construction and maintenance, delivering innovative, next-generation undersea capabilities for the U.S. Navy.

GENERAL DYNAMICS

Bath Iron Works

Bath Iron Works designs and builds guided-missile destroyers for the Navy and provides life-cycle support services for multiple ship classes.

GENERAL DYNAMICS

Ordnance and Tactical Systems

NASSCO, the only full-service shipyard on the West Coast of the United States, specializes in the design and construction of ships for the Navy and commercial markets, as well as repair services for the Navy.

COMBAT SYSTEMS

GENERAL DYNAMICS

Land Systems

Land Systems designs, manufactures and supports world-class ground combat vehicles, including the Abrams main battle tank, Light Armored Vehicle and Ajax fighting vehicle, as well as robotics, software and air defense solutions for customers worldwide.

GENERAL DYNAMICS

Ordnance and Tactical Systems

Ordnance and Tactical Systems is a leading designer, developer and manufacturer of munitions, weapon systems, energetics and missile subsystems.

GDELS

European Land Systems is a global leader in the design and manufacture of wheeled and tracked combat vehicles, mobile bridge and ferry systems, and artillery systems and services.

TECHNOLOGIES

GDIT

General Dynamics Information Technology (GDIT) is a global technology and professional services company that delivers technology solutions and mission services to every major agency across the U.S. government, defense and intelligence communities.

GENERAL DYNAMICS

Mission Systems

Mission Systems is a defense electronics manufacturer and integrator of secure mission-critical systems and products for defense, civil government, intelligence and cybersecurity customers.

2025 Financial Highlights

\$52.6

BILLION
Total
Revenue

\$5.4

BILLION
Operating
Earnings

\$179

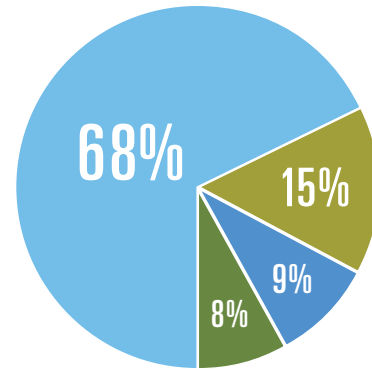
BILLION
Total
Estimated
Contract
Value*

\$1.6

BILLION
Capital
Expenditures
and Company-
Sponsored R&D

Customers

(% of consolidated revenue)*



- U.S. Government
- U.S. Commercial
- Non-U.S. Commercial
- Non-U.S. Government

**All data are for the year ended Dec. 31, 2025.*

Please refer to General Dynamics' Annual Report on [Form 10-K](#) for additional information and discussion of non-GAAP measures.



Gulfstream G500

Amid significant growth, our company remains focused on operational excellence through disciplined, forward-looking investment. We prioritize capital deployment that strengthens efficiency, expands production capacity, and supports sustained long-term performance.

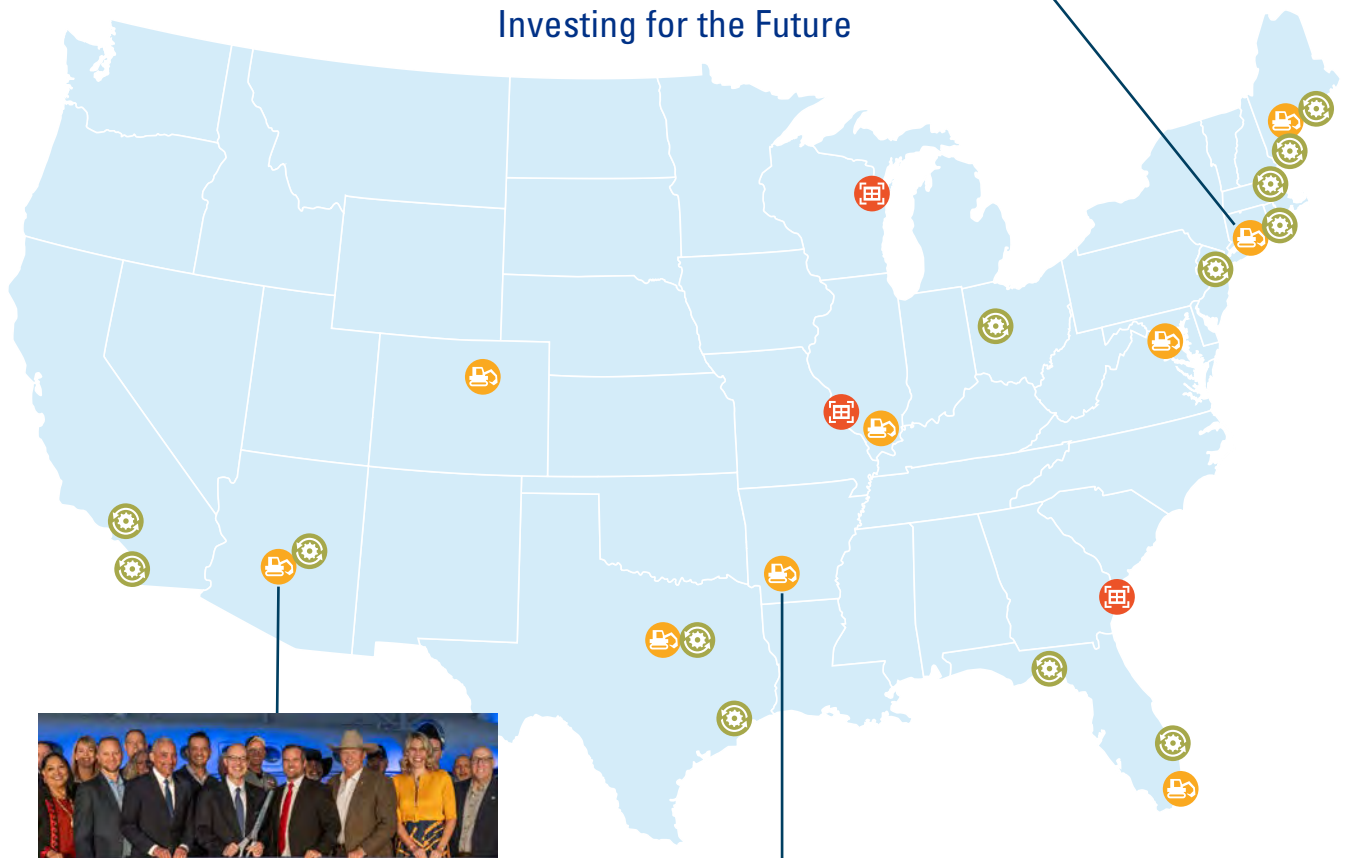
In 2025, we invested \$1.2 billion in capital expenditures and more than \$400 million in company-sponsored research and development, reinforcing our ability to meet evolving demand across the business.



Electric Boat Expansion

General Dynamics is investing \$8 billion through the end of the decade to power Electric Boat's historic expansion — modernizing facilities, expanding manufacturing capacity, and developing the workforce needed to scale Columbia- and Virginia-class submarine production.

Investing for the Future



Gulfstream Mesa Service Center

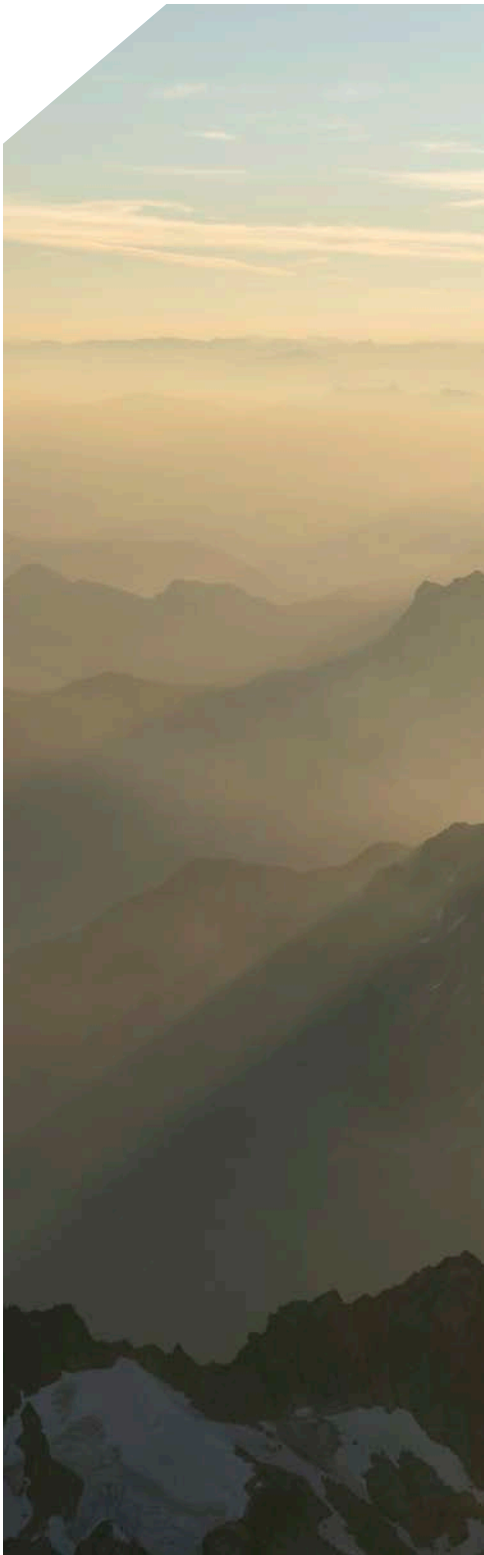
The new \$130 million facility is creating more than 300 jobs and supporting sustainable aviation with dedicated on-site sustainability aviation fuel storage.



OTS Camden Solid Rocket Motor Facility

The 270-acre campus provides more than 50,000 square feet of production space across 16 facilities, supporting full life-cycle manufacturing and creating nearly 100 jobs.

-  New Facilities
-  Facility Expansions
-  Upgraded Equipment and Manufacturing Modernization



OUR ETHOS AT WORK

Transparency, Trust, Alignment, Honesty:

Drive how we operate our business. We pursue operating excellence by anticipating customer needs; driving innovation; improving processes; and reducing waste, emissions and energy consumption. We believe in being wise stewards of capital and resources.

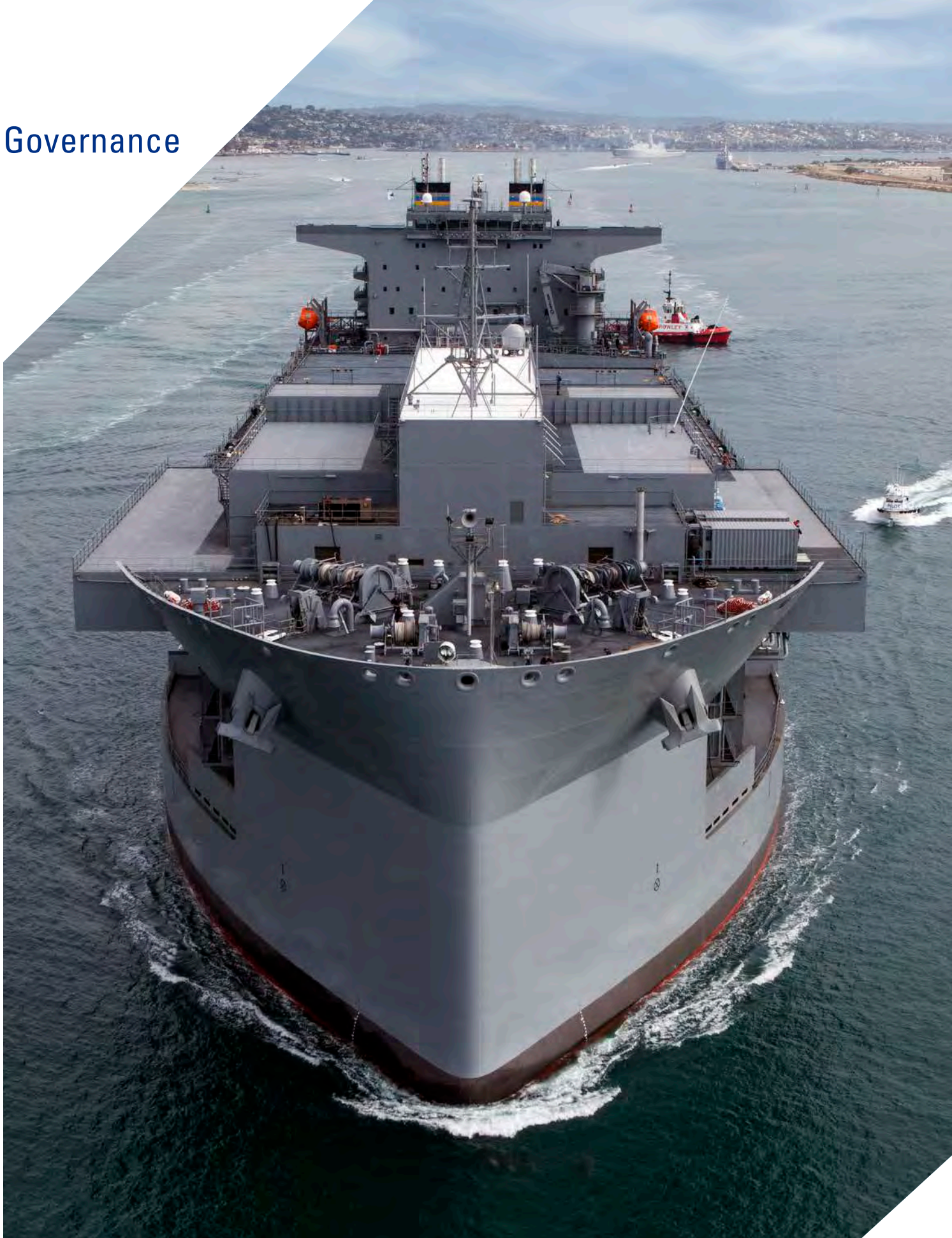
Govern how we engage with our employees, customers, partners and suppliers. We must be forthright and open to change. We seek employees, partners and suppliers that adhere to these values in their businesses and expect them to meet the same high standards we hold ourselves to.

Guide our interactions with each other. As a community of people, we are dedicated to our company's purpose and to promoting the health, welfare and safety of our employees. We treat each other with dignity and respect, celebrating our similarities as well as our differences, and making an effort to understand and support one another.

Ensure fair compensation and equal employment opportunity in a principled and productive work environment. Our values motivate us to promote strong workplace practices with training and opportunities for scholarship. We stand behind basic universal human rights, including that all employment must be voluntary. We unequivocally oppose human trafficking in all forms.

Connect us with our communities. Fulfilling our obligation to be a responsible corporate citizen means that we engage in actions that further the well-being of our communities. We do this by supporting participation in social welfare organizations, promoting volunteerism, and undertaking initiatives to mitigate our environmental impact.

Governance



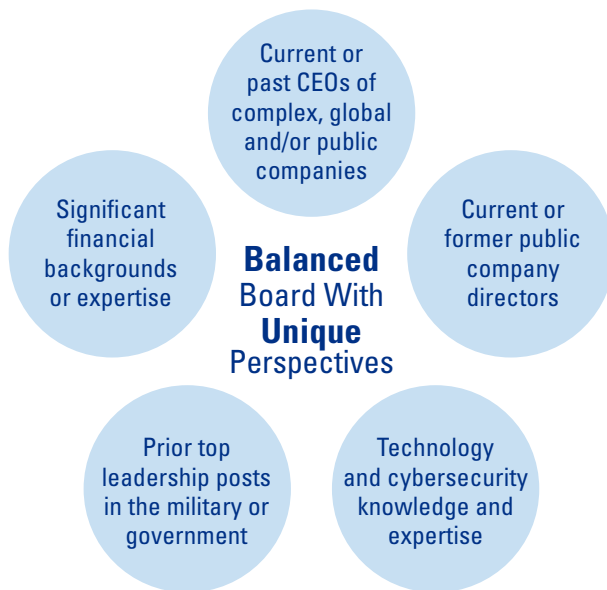
Expeditionary Sea Base ship

BOARD OF DIRECTORS

Our board of directors believes that strong corporate governance enhances shareholder value. Through market-leading corporate governance practices, we promote a culture of ethics and integrity that defines how we do business.

Our deeply engaged and experienced board is central to our company's culture of accountability and continuous improvement. The board reflects a well-qualified group of business leaders and aerospace and defense industry experts, as well as financial and strategic advisers.

Our balanced board brings together people with a vision for the future and diversity of thought. Our directors are or have:



The General Dynamics corporate governance guidelines provide a framework for effective governance of the board and the company.

The board's commitment is demonstrated by key corporate governance practices.

- Strong board independence.
- Independent lead director.
- Majority voting standard for the uncontested election of directors, coupled with a director resignation policy.
- Shareholders' right to call a special meeting.
- Shareholders' right to act by written consent.
- Shareholders' ability to nominate director candidates and have those nominees included in the company's Proxy Statement, a process known as "proxy access."
- Annual board and committee self-assessments.
- Robust shareholder engagement program.
- Disclosure of corporate political contributions.

Other than our CEO and president, all of our directors are independent. Each of our board committees is chaired by an independent director.

The corporate governance guidelines, available on our [website](#), are reviewed and updated by the board periodically in response to changing regulatory requirements, feedback from shareholders on governance matters and evolving best practices.



Floating dry dock at Electric Boat

Board Oversight of Risk

Under our comprehensive risk management program, the board oversees management's identification and prioritization of risk, focusing on the most significant current and emerging risks facing the company that could have a substantive financial or strategic impact. Each year, the full board reviews and approves a corporate policy addressing the delegation of authority and assignment of management responsibility, allocating the identification and mitigation of the most significant risks and decisions to senior management.

The following summarizes the key elements of the roles of the board, senior management and external advisers in our risk management program:

- The board oversees risk management, focusing on the most significant risks facing the company, including strategic, operational, financial, legal, environmental, cybersecurity and reputational risks.
- Each board committee is integral to risk management and reports specific risk management matters as necessary to the full board.
- The board's Sustainability Committee oversees risks relating to the company's corporate sustainability practices and management, including those relating to environmental, employee health and safety, human rights, and social matters.
- Senior management is responsible for day-to-day risk management and conducts thorough assessments through internal management processes and controls.
- The CEO and senior management team provide the board with a dedicated and comprehensive briefing of significant risks at least twice per year, and the board is briefed as needed throughout the year on specific risks as they arise, allowing the board to adjust its oversight strategy on a case-by-case basis as risk environments evolve.
- External advisers provide independent advice about specific risks and review and comment on risk management processes and procedures as necessary.



Ship repair operations at NASSCO

Board Oversight of Sustainability

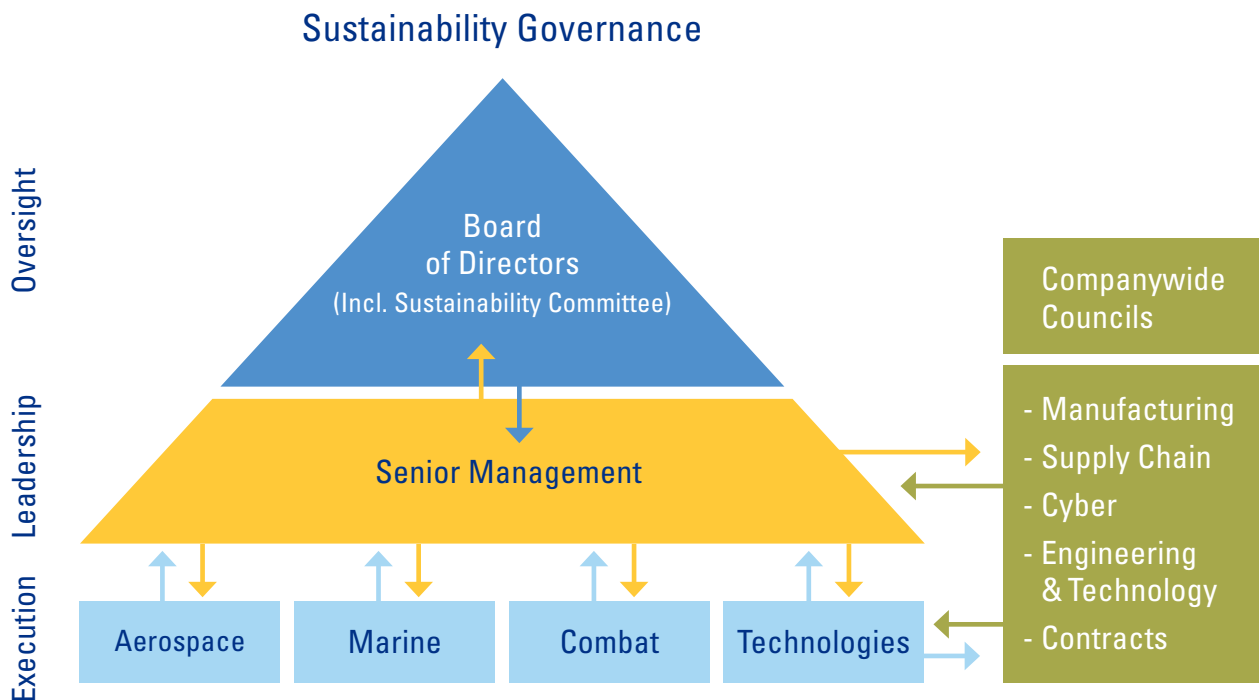
Our board focuses its oversight on material risks and opportunities, including those related to sustainability matters, as it discharges its duties.

The fully independent Sustainability Committee assists the board in overseeing corporate practices relating to sustainability, including environmental, employee health and safety, human rights, and other social matters. It is chaired by an independent director with expertise and unique experience in the field. Currently, the committee is chaired by a former board co-chair of the Value Reporting Foundation, now part of the International Financial Reporting Standards (IFRS) Foundation.

More details about how environmental risks and opportunities are addressed under our risk management framework are included in the [Environmental Sustainability section](#) of this report.



ASCOD tracked vehicle



MANAGEMENT

Accountable to the board, our management ensures that the company’s business decisions incorporate our strategic, operational and financial goals.

Our corporate headquarters is responsible for setting the overall strategic direction and governance of the company; allocating and deploying capital; and ensuring a culture of ethics and integrity that defines how we engage with our employees, communities, customers and suppliers.

Each of our 10 business units closely adheres to our corporate vision while maintaining individual responsibility for executing its operating plan. This model empowers our businesses to stay close to their customers while having the agility to make wise decisions quickly. It also allows our businesses to anticipate, adapt and react to our customers’ rapidly changing needs.

Companywide Councils

General Dynamics has companywide councils, made up of the senior operational executives from our business units, that share information and best practices to help address issues of shared importance, including those relating to sustainability. The chair of each council reports directly to the CEO on council matters, with mentorship from an assigned corporate headquarters executive.

Our Manufacturing Council includes an Environment, Health and Safety (EHS) Committee and Sustainability Committee that directly address safety, energy and

environmental issues, and support companywide initiatives. Each business unit is represented by a senior employee assigned by its president. The Manufacturing Council makes periodic EHS reports to the board as part of the board’s risk management process.

Our Supply Chain Management Council also shares best practices and creates common processes to support our supplier efforts, including those that promote responsible business practices and continuous improvement throughout our supply chain. Individual business units are able to leverage resources, create shared tools and enjoy the benefits of scale. Multiple subcommittees focus on specific areas to improve and achieve cost and time savings, such as travel, transportation and use of software tools.

Our Engineering and Technology Council identifies best practices and emerging technologies to aid in improving overall engineering performance, including areas related to sustainability.

Our Contracts Council monitors emerging regulations, including those related to climate and human capital disclosure requirements, and provides advice to business units regarding government and commercial contracting.



Our Cyber Council, composed of information technology and cybersecurity executives from our business units, shares information and cybersecurity practices throughout the company, recommends policy and procedure updates, and tracks emerging trends. More details regarding our approach to cybersecurity can be found in the [Cybersecurity and Data Privacy section](#) of this report.

Business Model Resilience

Our businesses maintain and exercise plans to ensure continuity of operations in the event of a natural disaster, accident, cyber incident or other crisis. Our decentralized business model aims to minimize single points of failure, with decision-making authority delegated to the lowest competent level. We conduct drills and tabletop exercises with leaders to improve our readiness to respond quickly to crises.

Executive Compensation

Our compensation program, which covers named executive officers, business unit presidents and other key executives, is rooted in a long-standing pay-for-performance philosophy. To incentivize focus on long-term value, executive compensation is tied to defined financial and nonfinancial performance metrics that align with creating shareholder value. These metrics can include strategic and operational goals that encompass sustainability topics where they are appropriate for the executive's role and support the long-term sustainability of the business. For example, our CEO and each of our named executive officers have sustainability efforts included in the goals used to assess their performance, such as improving efficiency, supporting human capital development and bringing new technologies to market.

More information about executive compensation is available in our [Proxy Statement](#).



Aircraft quality inspection at Gulfstream

ETHICS

The foundation of our culture is our Ethos, which shapes how General Dynamics employees act according to our shared values of transparency, trust, alignment and honesty.



With approximately 68% of our revenue from the U.S. government, and with our Aerospace segment subject to rigorous Federal Aviation Administration (FAA) oversight, we operate in a highly regulated environment. We are subject to regular audit and review by multiple U.S. government agencies to assess our compliance with applicable laws, regulations and standards.

The U.S. government also reviews the adequacy of, and compliance with, internal control systems and policies, including our purchasing, property estimating, material, earned value management and accounting systems.

Every employee is expected to uphold our high standards. Employees hear this message from their first day on the job and throughout their career with General Dynamics. Not only do we foster an ethical work environment, we work to create an environment where employees feel safe, empowered and equipped to speak up and act with integrity.

Our board and our key financial professionals are required to uphold ethics codes specific to their roles, which they commit to annually. These codes have been carefully crafted by leadership to align with our Ethos. With their signature, our chairman, board members and financial leaders promise to

manage our business in accordance with the highest standards of ethical conduct.



Virginia-class submarine

Tools and Resources

Our commitment to ethics is highly visible, readily available and continually reinforced. We equip our employees with the tools and resources they need to do the right thing.

All new employees are required to acknowledge receipt of, understanding, of and compliance with our Ethos and our [Standards of Business Ethics and Conduct](#). Available in 17 languages, our [Code of Conduct](#) establishes our standard that all employees conduct business in accordance with our Ethos, our company policies and applicable law. General Dynamics reinforces these standards through training and other resources.



155mm artillery production in Camden, Arkansas

Our management and leadership teams and the Ethics, Human Resources and Legal departments are equipped to assist and provide guidance as needed for our employees who raise questions, seek advice or express concerns. They strive to foster an open and safe environment and embed our Ethos and commitment to ethics into ongoing communications.

Each General Dynamics facility is equipped with prominent awareness centers that reinforce our Ethos, outline tools available to employees, and provide the Ethics Helpline website and toll-free number. A message from our CEO is included in each awareness center to further demonstrate our commitment to upholding ethical behavior. The General Dynamics Business Ethics Helpline is available in 14 languages and is open 24 hours a day, accessible by phone or the web, and available to employees and other external stakeholders, such as suppliers, customers and community members. Questions or concerns can be raised through the Helpline, anonymously or otherwise.

All reported concerns are investigated promptly and confidentially. If we find that our standards have been violated, we take appropriate action, including disciplinary measures up to and including involuntary termination; implementing systemwide changes; and/or notifying governmental offices or agencies, customers and/or suppliers.

We strictly prohibit retaliation against individuals who raise an ethics or compliance concern in good faith, and we take action if anyone is found to have retaliated.

Our expectations to operate with integrity extend to suppliers, contractors and joint-venture partners, all of whom are expected to maintain effective ethics and compliance programs.

Senior leadership regularly reviews the effectiveness of our ethics program and briefs the Audit Committee at least annually. We also support auditing activities to assess program performance and governance controls.

Global Network of Ethics Officers

Each business has one senior ethics officer (EO) who has direct access to leadership to discuss trends, opportunities and communication strategies. These senior EOs also meet regularly to discuss best practices that can be shared across our portfolio. In support of the EOs, we have 80 part-time local ethics officers (LEOs) embedded in locations with our largest employee populations. Working side by side with other employees, LEOs provide guidance, support training, conduct investigations, and further ingrain ethics in the everyday activities within our work environment.

In addition, we promote ethical cultures across our industry as a founding member of the Defense Industry Initiative (DII). Partnering with 17 other working group members, we deliver an annual Best Practices Forum, offer quarterly webinars to assist EOs with their ethics and compliance programs, and host an online community to enable real-time discussions related to ethics. Together, we also launched an initiative to support small and medium-sized companies by providing access to a model supplier [Code of Conduct](#), a small-business tool kit and networking opportunities within the DII.

Ethical Operations



Gulfstream G300

ENVIRONMENTAL SUSTAINABILITY

Our commitment to sustainability is rooted in our culture of operational excellence and continuous improvement. Our focus on efficient operations drives us to optimize our use of resources, reduce waste, and streamline our processes while continuing to deliver quality services and products. These efforts promote the long-term resilience and sustainability of our business.

Progress Highlights

14%



Scope 1 and Scope 2 emissions since 2019 while growing the business by 33.5%

46,809



MT CO₂e emissions avoided in 2025 due to 43 emission reduction initiatives

As part of our commitment to environmental management, more than 50 of our sites operate under ISO 14001, a voluntary certification of international standards that specifies requirements for an effective environmental management system (EMS). Our approach to protecting the environment is built around these objectives:

- Operate our facilities in compliance with applicable laws and regulations to protect employees, communities and the environment.
- Improve operational efficiency and responsibly manage energy use and emissions consistent with business and customer requirements.
- Reuse, recycle and minimize the use of natural resources.
- Reduce solid waste from our manufacturing processes.
- Incorporate environment, health and safety (EHS) considerations into business planning and operations, including design, procurement, production, facilities management and product support.

- Adapt our processes and approach as appropriate as the business evolves.
- Work with customers to meet their environmental needs and goals.
- Manage suppliers in a way that is consistent with our environmental compliance and management programs.
- Maintain an EHS management system at each business unit, designed to support compliance and voluntarily meet internationally accepted standards.

Each of our businesses has professional EHS programs to ensure that our facilities operate safely and comply with company programs and practices. Each business identifies risks and opportunities and develops annual objectives to drive continuous improvement in EHS performance.

Our EHS and Sustainability Committees within the Manufacturing Council include experts from each business to promote best practices and develop shared strategies. Their goal is to promote a culture of safety and sustainability across the company and to monitor changes to and compliance with laws, regulations and corporate policies.



GDIT headquarters building

Resilient Business Operations

We manage environmental risks and opportunities within our existing risk management process and promote continuous improvement initiatives that enable long-term resilience. Our balanced business model and diverse lines of business across multiple states and countries are designed to enable each business to develop its own set of operating objectives to address environmental risks and opportunities that are relevant to their individual circumstances. Oversight of sustainability-related matters is embedded within our governance structure. We manage environmental risks within our comprehensive risk management process, led by senior management and overseen by the board. Our board focuses its oversight on material risks and opportunities as described in the [Governance section](#) of this report. Where appropriate, the board's

Sustainability Committee provides additional oversight of corporate sustainability management and practices.

Management is accountable to the board, keeping them informed throughout the year, as needed, on specific risks facing the company, including environmental risks. The CEO receives regular and ad hoc reports from the business unit presidents, who in turn are responsible for monitoring and mitigating risks within their own business units.

Additional information regarding our sustainability performance, governance and management of environmental risks and opportunities is included in our Task Force on Climate-related Financial Disclosures (TCFD) report, on our [website](#).



Electric Boat shipyard in Groton, Connecticut

EMISSIONS MANAGEMENT

Decreasing Carbon Intensity

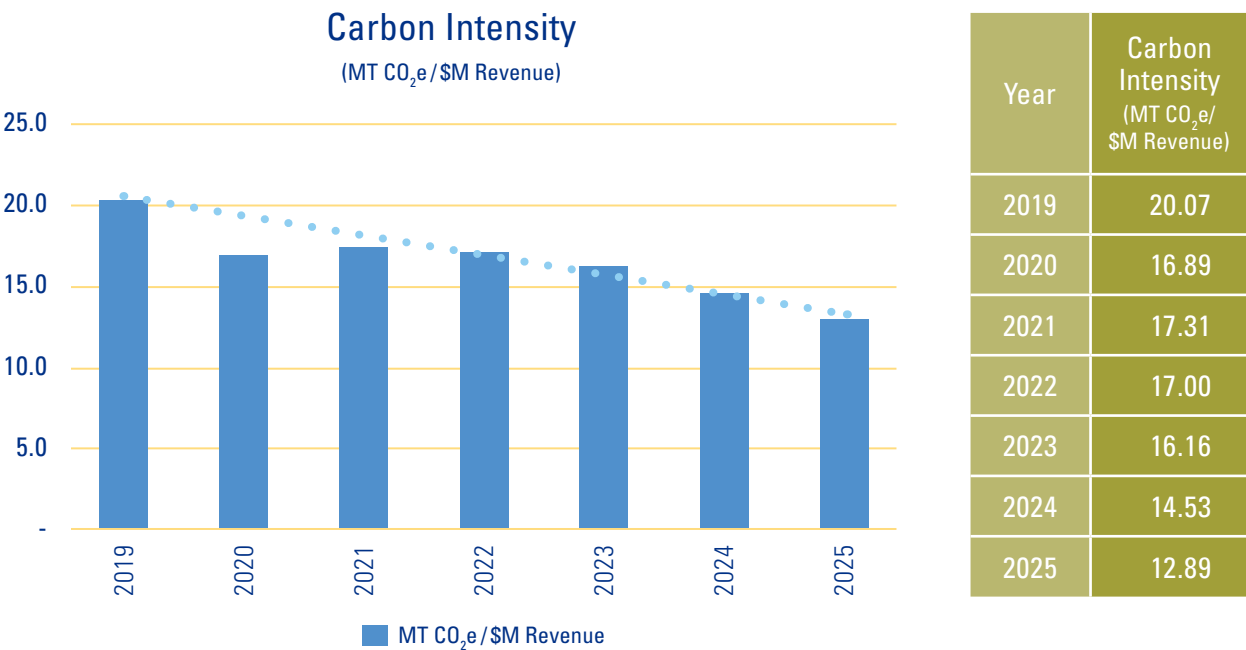
A meaningful assessment of our emissions performance should consider the operational context of the business, including the significant growth we have experienced over the past six years. Over this period, the company has increased revenue by 33.5% while expanding production, increasing manufacturing square footage, and investing in facilities and infrastructure to support growing customer demand.

For example, over the past decade, Electric Boat has increased its manufacturing and assembly space by more than 30%, adding 1.2 million square feet to support submarine production. Ordnance and Tactical Systems is expanding its Camden, Arkansas, operations with new artillery production lines and a 270-acre solid rocket motor site that will include more than 50,000 square feet of production space. These investments, and more across our business, are critical to supporting current demand and positioning the company to meet customer needs in the future.

Carbon intensity, the measure of emissions relative to economic output, is a useful metric for evaluating progress in relation to the scale of business activity. We view carbon intensity as an important and

helpful metric because it accounts for the growth in our business, which is a shortcoming of static measures of carbon reduction. We calculated carbon intensity as emissions per dollar of revenue, providing a normalized measure to assess the company in relation to emissions. These numbers demonstrate that we are generating greater economic value with fewer emissions over time. Since 2019, emissions per dollar of revenue have decreased 35.8%, reaching an all-time low for the company. Year over year, we reduced our carbon intensity by 11.3%, even as we increased manufacturing capacity. This trend indicates that our business operations continue to become more efficient over time, even as our business is growing.

Carbon intensity is not uniform across our business operations. It depends on several factors, including the nature of the operations, the background sources of energy available in a particular region or country, the age of equipment, and regulatory and performance requirements, particularly those imposed by our government customers. Given the long-cycle nature of our operations, however, the change in carbon intensity over time demonstrates increased carbon efficiency in our businesses.





Electric Boat's new advanced warehouse and logistics center will improve environmental protection and reduce truck traffic by 80% at its Groton shipyard.

Our Emissions Target

We have a companywide target of reducing Scope 1 and Scope 2 emissions by 40% by 2034, from a 2019 base year. The target was developed using standards articulated by the Greenhouse Gas Protocol and is aligned with efforts to limit global temperature increase to well below 2 degrees Celsius. Aligned with our decentralized business model, each business unit applies its knowledge of its market, customers and operations to pursue its own reduction path that supports the companywide target.

Absolute emissions performance is influenced by changes in the scale and nature of operations. Increases in production, facility expansion and investments in additional capacity to meet customer demand can affect total energy consumption and emissions. In a growing manufacturing business, absolute emissions alone may not fully reflect improvements in operational efficiency, underscoring the value of evaluating performance alongside carbon intensity.

As a government contractor, our ability to meet our emissions targets depends in part on our customers' conduct and direction. For example, some of our

contracts specify the manner, means or place of performance in ways that influence our ability to reduce greenhouse gas (GHG) emissions associated with contract performance. In other instances, we perform work at government-owned facilities, where emissions may be attributable to us under disclosure protocols but where we have limited or no ability to change relevant aspects of the facility.

Since our 2019 base year, we have reduced our Scope 1 and Scope 2 emissions by 14% while significantly growing the business. This reduction was realized through manufacturing efficiencies, optimized facility footprint, switching to lower-carbon fuel sources and procuring renewable energy certificates (RECs), among other actions taken across our business.

Year-over-year emissions reduced 2.3%, even amid business growth. Reductions in jet fuel usage, upgrades to production equipment and the purchase of additional RECs offset emissions related to increased facility space and production. In 2025, our business units completed 43 emissions reduction initiatives, avoiding more than 46,809 MT CO₂e emissions.

As part of our focus on continuous improvement, we made enhancements to our emissions calculation methodology in alignment with the Greenhouse Gas Protocol. This included updating our fugitive emissions estimation methodology to more accurately reflect General Dynamics' facilities portfolio, aligned with the most recent guidance from the Intergovernmental Panel on Climate Change (IPCC). Additionally, we continue to strengthen data quality controls and prioritize actual data over estimates wherever possible. Emissions for historical years were recalculated to reflect these enhancements.

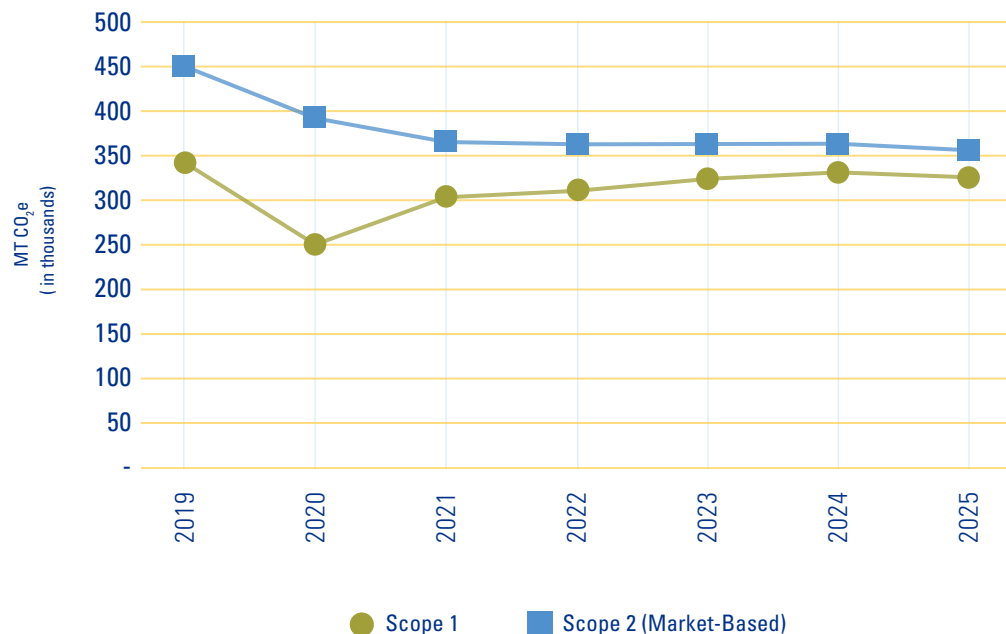
2019 and 2025 Emissions (MT CO₂e)

	2019	2025
Scope 1	340,741	324,313
Scope 2 (Market-Based)	449,192	353,311
Total Emissions	789,933	677,624



Refueling with sustainable aviation fuel (SAF)

Emissions by Scope



GHG Reduction Initiatives in Action

Our decentralized business model enables each business to develop its own road map to reduce emissions, drive operational efficiency, and reduce risk while creating value for our customers, business and shareholders. The examples below illustrate how our businesses are aligning their operational strategy with sustainability efforts.

Gulfstream installed energy-efficient LEDs in Savannah, Georgia, reducing estimated annual electricity consumption by more than 50% and avoiding more than 1,000 MT CO₂e annually. To date, 4,127 light fixtures in hangars, back shops and warehouses have been replaced with LED lights in Savannah, eliminating nearly 72,000 MT CO₂e of carbon emissions and saving an estimated \$1 million in energy costs annually.

Mission Systems is modernizing its infrastructure by replacing end-of-life boilers and data center cooling solutions with more efficient systems to reduce baseline natural gas and electricity consumption. It also continues to use renewable energy at its facility in Scottsdale, Arizona.

NASSCO introduced a new floating dry dock equipped with EPA-certified Tier 4 Final engines, which emit 27 times less harmful pollutants than Tier 0 and are the cleanest emissions technology available. The dry dock increases crane capacity from 35 to 50 tons and improves repair operations through larger and more accessible wing decks.

Jet Aviation installed new solar arrays at its Scottsdale, Arizona, and Van Nuys, California, sites. Additionally, it replaced its solar installation at its facility in Teterboro, New Jersey.



Sustainable Buildings

Multiple business units have demonstrated a commitment to integrating sustainability in their facilities strategy, pursuing Leadership in Energy and Environmental Design (LEED) and Building Research Establishment Environmental Assessment Methodology (BREEAM) certification.

As of December 2025, 23% of **GDIT's** office square footage is in buildings that are LEED-registered or -certified.

Gulfstream's Savannah Service Center phase I and II facilities earned LEED certification. The buildings feature energy-efficient lighting, enhanced control systems for heating and cooling, optimized energy performance, low-emitting building materials, water-saving fixtures, and electric vehicle charging stations.

Jet Aviation began construction of two new wide-body hangars at its Basel, Switzerland, facility that will integrate sustainable features such as natural lighting via skylights, geothermal and solar energy sources, underfloor heating, and a state-of-the-art envelope for optimal insulation.



Jet Aviation's new fixed-base operator (FBO) at Miami-Opa locka Executive Airport

Energy Management

We take steps to mitigate environmental effects of day-to-day operations, including efforts to reduce our energy consumption.

Jet Aviation's Houston FBO reduced energy usage by approximately 50% by transitioning to energy-efficient LED lighting.

As a large industrial manufacturer, we are able to leverage both our scale and our innovative processes to drive energy efficiency and promote the transition to clean sources of energy. In 2025, our businesses consumed 10,539,059 GJ of energy, 46.4% of which came from grid electricity and 53.6% from other forms of energy, such as natural gas and fuel. Of the electricity consumed, 3.7% was from renewable sources and 7.2% was from other carbon-free sources, such as nuclear power, representing 10.9% of our total electricity consumption.

Many of our business units have upgraded facilities with energy-efficient LED lighting. Select locations have also transitioned to more sustainable energy sources.

In 2025, Bath Iron Works procured carbon-free electricity products, sourced primarily from nuclear generation, to cover 100% of its electricity consumption at several facilities, including its main shipyard. The agreement reduced its Scope 2 emissions by 24,298 MT CO₂e.



For the fourth consecutive year, NASSCO was awarded San Diego Association of Government's highest tier for its Sustainable Commute Program, which offers a suite of bus, carpool and biking options.

Scope 3 Emissions

Because we are a government contractor, many Scope 3 emissions attributable to our company under relevant protocols, both upstream and downstream, are driven by policy choices made by our government customers. For example, armored fighting vehicles, which are built to specifications meant to ensure they function as intended on the battlefield, have emission consequences that are driven by customer requirements. Similarly, government procurement requirements often prescribe specific attributes for the supply chain — such as participation of small business, country of origin and other requirements — that have consequences for GHG emissions from our supply base. For reasons such as these, we are currently unable to accurately measure or set a target for all indirect emissions across our entire value chain.

We report select Scope 3 emissions categories where appropriate and continue to evaluate additional categories and our ability to report accurate and relevant data on an ongoing basis. Scope 3 data can be found in the [Index](#) of this report.

Where feasible, we apply our established continuous improvement process to reducing Scope 3 emissions. Most notable are our efforts to reduce emissions of the business jets we manufacture, with five new aircraft models introduced over the past seven years. Across the Gulfstream fleet, the airframe is engineered to minimize drag at high speeds, delivering superior efficiency, range and performance. The next-generation aircraft offer fuel-efficiency gains of as much as 33% over predecessor models.

We continue to focus research and development efforts on achieving better efficiency and fuel performance, continuing to use increasing volumes of SAF in our operations, and making carbon offsets and book-and-claim services available to our customers.

At multiple sites across the company, employees are offered the opportunity to participate in alternative transportation incentive programs that offer public transportation pass discounts and fuel cost subsidies for vanpool participants. Many sites offer bike parking accommodations and electric vehicle charging stations as well.

Many of our business units have codes of conduct for suppliers that specify environmental standards, among other criteria. For example, Gulfstream's supplier [Code of Conduct](#) requires suppliers to comply with all national and local environmental laws related to emissions, waste, water use and wastewater.

In 2025, 100% of GDIT's end-user devices purchased were ENERGY STAR-certified.

Up to
33% more
fuel efficient
than predecessor models*

Advanced Design

Reduced fuel burn and CO₂ emissions at high cruise speeds and lower noise levels around airports.

Next-Gen Engines

Partnering with leading engine experts to set new standards for powerful, quiet and efficient flight.

SAF Compatible

All aircraft compatible with SAF blends.

Smarter Flight Deck

Advanced flight deck technologies enhance operational efficiency and safety.

Responsibly Sourced Materials

Interior selections include materials made from natural and renewable resources.

Clean Wing & Fuselage

State-of-the-art wing and fuselage designs reduce drag and boost aerodynamic efficiency.

**Compared to the Gulfstream G450 for a theoretical 3,000 nm/5,556 km stage length with eight passengers at Mach 0.85.
Actual fuel efficiency will vary based on speed, stage length and other operational considerations.*

Sustainable Aviation Fuel

We are a leader in expanding the use and availability of SAF in business aviation.

SAF is a low-carbon fuel blend made from renewable feedstock and petroleum-based Jet A fuel, with less sulfur and fewer fine particle pollutants than traditional Jet A. Both Gulfstream and Jet Aviation have made SAF an integral part of their emissions reduction strategy. On a gallon-for-gallon basis across the lifecycle, SAF can achieve up to an 80% reduction in CO₂ emissions relative to petroleum Jet A. That lifecycle includes feedstock growth, collection,

transportation, production and fuel burn. The renewable fuel meets the sustainability requirements of both the U.S. Environmental Protection Agency (EPA) and the internationally recognized Roundtable on Sustainable Biomaterials (RSB).

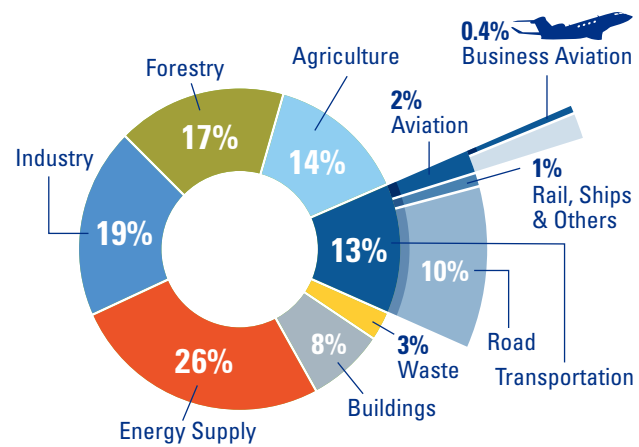
Jet Aviation has led the services market in offering access to SAF for operators of Gulfstream and other business jets. It was the first supplier to offer SAF via a blended fuel option at Van Nuys Airport in 2019 and the first to offer SAF in Zurich, Switzerland, for the World Economic Forum (WEF) in 2020. The company has continued to supply SAF to WEF attendees for the past four years.

Leading With SAF



Gulfstream has flown over **3 million nautical miles using SAF** and increased SAF consumption by nearly 25% year over year

Business aviation accounts for **0.04%** of global CO₂e emissions.



Source: [General Aviation Manufacturing Association](#)



Gulfstream G700

Since 2019, Jet Aviation has uplifted more than 14 million gallons of blended SAF to customers and offers SAF at more than 10 facilities globally, including locations across the United States, Europe and Singapore.

Jet Aviation also offers a “Book & Claim” program that broadens access to SAF while avoiding the need to transport it physically. Customers worldwide can place orders for SAF, after which the volume is tracked and verified, and a certificate of credit for carbon reduction is issued. This promotes production and future availability of SAF for any customer at any time, even in locations where SAF is not yet available. Since 2022, Jet Aviation has enabled the purchase of 174 MT of SAF, resulting in a reduction of 462 MT CO₂e emissions through its Book & Claim program.

Both Gulfstream and Jet Aviation are signatories to the WEF’s Clean Skies for Tomorrow 2030 Ambition Statement. Among the program’s aims are accelerating the supply and availability of SAF so it can reach 10% of the global jet fuel supply by 2030. In 2025, Gulfstream and Jet Aviation purchased more than 1.6 million gallons of SAF blends, avoiding more than 3,900 MT CO₂e emissions.

Gulfstream and Jet Aviation collaborate with many associations to advance the aviation industry’s goal of achieving net-zero by 2050. We are a member of more than 13 industry associations and initiatives, including the General Aviation Manufacturers Association (GAMA), the National Business Aviation Association (NBAA) and the International Aerospace Environmental Group (IAEG), among others.

Carbon Offsets

Both Gulfstream and Jet Aviation offer customers the ability to reduce the impact of their carbon emissions by purchasing offsets. Jet Aviation also participates in the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA), European Union Emissions Trading System (EU ETS), and other carbon offset and carbon reduction schemes to lower CO₂ emissions for international flights.

Water and Wastewater Management

We demonstrate responsible and sustainable use of water by endeavoring to obtain freshwater and discharge treated wastewater without negatively affecting aquatic ecosystems. For example, Electric Boat captures all industrial wastewater from its facility in Quonset Point, Rhode Island — approximately 100,000 gallons annually — for offsite treatment and disposal rather than releasing it into the sanitary sewer system. To safeguard precious groundwater sources, our business units ensure compliance with federal and state regulations.



In 2025, Bath Iron Works upgraded its feedwater system to a boiler that supplies treated water, reducing the water used to replenish the system by 2.5 million gallons annually.

SOLID WASTE MANAGEMENT

We seek to minimize the generation of solid waste by recovering and recycling raw materials where feasible and disposing of unrecyclable waste in a sustainable manner and in accordance with strict waste disposal standards.

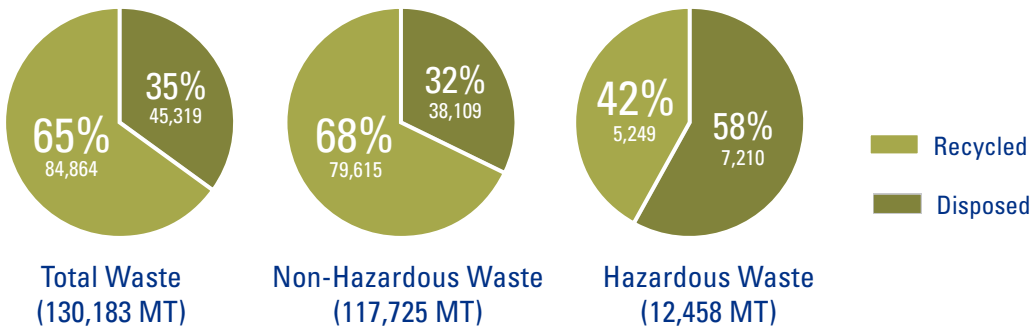
Jet Aviation’s “One Bag Initiative” replaced single-use plastic bags with premium reusable bags designed for long-term use, supporting sustainability goals while reducing costs over time. The facility also expanded opportunities for customers to purchase retreaded aircraft tires rather than new tires, promoting a more sustainable and cost-effective approach to aircraft maintenance operations.

In 2025, **Gulfstream** recycled more than 10 million pounds of waste as part of its ongoing efforts to reduce waste and conserve resources. Wood recycling, including the reuse and repurposing of shipping crates, became the company’s largest recycling category and contributed to a 50% increase in overall recycling performance, helping reduce environmental impacts across operations.

GDIT advanced responsible waste management and circular economy efforts in 2025 by recycling approximately 3 short tons of paper through Iron Mountain and 105 short tons of electronic hardware through an Responsible Recycling (R2)-certified closed-loop recycling program with Securis. GDIT also maintains a permanent e-cycling center at its headquarters to support responsible recycling of company and personal electronics.



2025 Solid Waste



Biodiversity

We acknowledge the importance of the environmental ecosystems in the areas where we operate. Many of our business units sponsor trash cleanup and tree planting events and participate in programs that support local wildlife.

NASSCO employees and their families participated in the NASSCO Neighborhood Sweep, helping maintain and improve the areas surrounding the shipyard and neighboring community spaces. Volunteers collected litter across sidewalks, parking areas and nearby public areas, reflecting the company's commitment to environmental stewardship and community engagement.

GDIT partnered with Alvéole to install an on-site beehive at its Falls Church, Virginia, headquarters, supporting biodiversity and environmental awareness initiatives. Managed by a dedicated beekeeper, the hive also serves as an educational resource through employee and community workshops focused on pollination, sustainable beekeeping practices and the role of honeybees in environmental stewardship.

Gulfstream supported several local environmental initiatives, such as community cleanups with Friends of Keep Savannah Beautiful, tree plantings with the Savannah Tree Foundation and beach cleanups with Tybee Island Beach Volunteers. Collectively, these efforts resulted in more than 300 hours of volunteer service, additional financial support and the distribution of 3,000 trees, in partnership with Savannah Tree Plantings, to families during Gulfstream's Employee Appreciation Family Day.



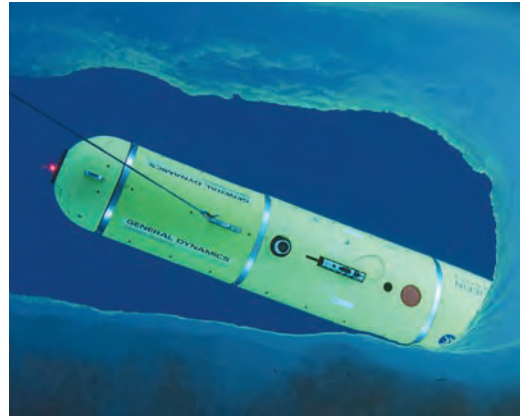
Sustainability Products and Services

We continuously aim to improve the performance and quality of our solutions to bring long-term value to our customers. Many of these advancements also drive positive sustainability outcomes. In addition, many of the products and services we deliver directly enable our customers to better understand the environment. For instance, Mission Systems provides climate-related product and service offerings to the Department of the Interior's U.S. Geological Survey, the National Aeronautics and Space Agency (NASA) and the National Oceanic and Atmospheric Administration (NOAA). These include specially engineered instruments, communication devices, mission operations centers and flight operations for observation satellites, including the Landsat constellation, which collects data on forests, farms, urban areas and freshwater on the planet. Leaders from across the globe use freely available Landsat data to better understand the environment, manage agricultural practices, allocate scarce water resources, respond to natural disasters and more.

Gulfstream is reducing cost and waste through the use of Nitrotherm technology. By converting shop air into temperature-controlled nitrogen for spray applications, Nitrotherm reduces paint, primer and clear coat consumption by an estimated 30% to 40%.

In support of the EPA's Get the Lead Out initiative, **GDIT** provides technical assistance to communities nationwide to help identify and replace lead service lines using AI-driven data analysis, supporting compliance with drinking water regulations and advancing public health protection.

European Land Systems enhanced manufacturing efficiency and quality through the use of augmented reality (AR) technology to support camouflage painting applications. The AR-assisted process reduced application time by up to 90% while improving accuracy, consistency and standardization, demonstrating the potential to expand advanced digital manufacturing practices across additional programs and sites.



Mission Systems Bluefin-21



HUMAN RIGHTS AND DUE DILIGENCE

We recognize the fundamental human dignity of all people. As a company with operations and suppliers around the world, we appreciate the importance of ensuring that basic human rights are respected in our business activities. This core value is embedded at all levels of our business.

Our corporate Ethos is the single most important element of our culture. It undergirds all of our actions. Through our Ethos, we commit ourselves to transparency, trust, alignment and honesty in all things, at all times: between fellow employees, with

our customers and toward anyone with whom we interact. It is our fundamental moral character.

These values demand responsible and ethical practices and an unshakable commitment to human rights, as reflected in our [human rights policy](#).

We engage with our shareholders and other stakeholders on topics related to human rights on an ongoing basis and incorporate feedback where appropriate to continuously enhance our disclosures.

Human Rights Areas of Focus

We respect the dignity of the people who perform work on our behalf.	Work must be fairly compensated and free from coercion and unnecessary danger. We pay fair wages. We ensure a safe working environment. We never tolerate human trafficking, slavery, child labor or abusive employment practices in our company or at any point in our supply chain. We respect the ability of all workers to exercise their rights of freedom of association and collective bargaining as well as their right to refrain from such activities.
We do not discriminate.	All people must be treated fairly regardless of race, ethnicity, gender, sexual orientation, religious affiliation or practices. We do not tolerate racism, sexism or invidious discrimination in any form. This includes how we engage with suppliers, contractors and other third-party partners. The diverse backgrounds, experiences and viewpoints of our employees and business partners are a source of strength for our company.
We respect the rule of law.	The restraints of law secure human freedom. Strict adherence to applicable law is expected wherever we operate. We hold U.S. law and policy paramount.
We are transparent and accountable about our human rights commitments.	We make public disclosures regarding our human rights commitments, consistent with the Sustainability Accounting Standards Board (SASB) framework. As described in the Governance section of this report, our board, directly and through its Sustainability Committee, maintains direct oversight over sustainability risks and opportunities, including those related to human rights. Management maintains day-to-day responsibility for these areas through a variety of management procedures and internal controls.



Inspection of engine components at Jet Aviation Geneva

We acknowledge the special responsibility associated with being a defense contractor. To meet this call, we rigorously comply with applicable laws and regulations relating to the export and end use of our products and services. We also maintain demanding quality processes to reduce the risk of accidents and product safety injuries.

In carrying out our core commitment to human rights, our North Star is the law and policy of the U.S. government. In our complex and international business, questions may arise about how and to whom we provide our products and services. We believe that those questions are best resolved by deferring to the laws and policies of the duly constituted and democratically elected U.S. government. Given our role as a core supplier to the U.S. government and military, we are legally, ethically and morally bound to support the foreign and defense policy of the United States.

We further embed these principles in our [Code of Conduct](#) and in many of the comprehensive corporate directives and practices adopted by our corporation and individual operating units. We expect all people associated with General Dynamics, including suppliers, contractors and other business partners, to meet these expectations. Concerns regarding

violations of our policy or our core commitments to human rights may be raised through our Ethics program or Helpline, which is available to employees and external stakeholders.

Due Diligence

Risk-based due diligence is an important part of our approach to identifying, assessing and mitigating risk. By taking prudent steps to understand the proposed parties and nature of proposed engagements or transactions, we strive to consider the implications of our business activities before entering into them.

Human rights risks, like other risks associated with any engagement or transaction, are included within this well-established approach to addressing risks. Risks related to human rights may arise in a variety of areas associated with a particular engagement or transaction, from supply chain conduct to environmental implications of operations. Our due diligence accordingly is focused on particular risks rather than human rights generally. Under our risk-based approach to due diligence, the focus and extent of due diligence depends on a variety of factors, including the parties involved and the nature and circumstances of the engagement or transaction under review. We use a variety of tools, techniques and analyses to identify and assess the risk of a proposed engagement or transaction.

Detailed descriptions of our risk-based approach to due diligence, areas of focus, and techniques used to identify and assess risks are included in our [human rights policy](#).

Red flags regarding potential legal, policy, regulatory, reputational or operational risk are identified and assessed by management. Where appropriate, we conduct further, enhanced due diligence. Engagements or transactions presenting significant risks are escalated to senior management in accordance with our risk management framework.

Board Oversight and Reporting

Our board oversees our risk-based approach to due diligence as part of our overall risk management structure. Significant risks identified through our due diligence process are escalated to the board if appropriate as part of its oversight of the relevant business operations in which that risk arises.

In addition to oversight of the risk management process, due diligence as it relates to sustainability topics, including human rights, is specifically discussed with and overseen by our board's Sustainability Committee.

International Sales and End-Use Monitoring

International transactions relating to U.S. defense articles or services are undertaken in compliance with U.S. trade laws and regulations. Such sales are aligned with and support U.S. national security and foreign policy. We maintain a comprehensive international trade compliance program focusing on risks associated with export, sanctions and anticorruption compliance.

In addition to our due diligence, sales of U.S. defense articles to non-U.S. governments are subject to additional U.S. government review and require written approval prior to export. While this government review is not a feature of our internal process, it provides essential context for the human rights risks associated with the end user and the end use of our products and services.

U.S. defense articles sold internationally require authorization prior to export. Proposed exports are subject to rigorous and comprehensive U.S. government independent review of the end use, end user and transaction, to include an assessment of the potential for diversion. This review is coordinated between relevant U.S. government agencies. Depending on the transaction, the agencies can

include the Department of State, Department of Commerce and Department of War (DoW). In addition, by law, the U.S. government expressly takes into account human rights considerations. Certain significant transactions must also be certified to Congress.

The U.S. government also maintains its own end use monitoring through the State Department's Blue Lantern End-Use Monitoring Program and the Pentagon's Golden Sentry End-Use Monitoring Program. Through these programs, the U.S. government verifies the bona fides of the parties and end users, and tracks whether the articles and services are being used for the purposes for which they were provided.

In addition to U.S. government review, certain international transactions may be subject to review and approval by allied-nation governments, which share a similar approach in their consideration of the end users and end use risks in defense trade, including human rights considerations.

More information regarding authorization of international sales and end use monitoring is provided in our [human rights policy](#).



Gulfstream's apprentice program

SUPPLY CHAIN

Our suppliers play a critical role in our ability to deliver high-quality products and services to our customers. We expect them to uphold the same high standards that we set for ourselves as outlined in our [Code of Conduct](#), and they are expected to be responsible corporate citizens with a shared commitment to ethical business and labor practices, environmental stewardship and continuous improvement.

Our diversified supply chain of more than 29,000 suppliers strengthens the resiliency and reliability of our operations and is essential to sustain our competitiveness in an evolving global marketplace. Our supplier program operates under a framework based on four pillars: compliance, early engagement, small business innovation and community outreach.

Support for Small Business

We work with more than 12,000 small businesses. Through our supplier program, we provide guidance and mentorship to these small businesses through their contract involvement. We also sponsor and host events that allow our business units to meet with interested small-business suppliers. These initiatives help small businesses expand their solution sets and marketing channels. We participate in formal mentor-protégé programs sponsored by agencies such as the DoW, Department of Homeland Security (DHS), FAA and Small Business Administration.

Counterfeit Parts Prevention

We have stringent quality-control processes in place to detect, prevent and mitigate suspected or confirmed counterfeit parts and software from entering the company's supply chain. We disclose any findings to the government and the customer, as required under applicable laws or regulations.

More than \$7.1 billion of our supplier contracts were with small businesses during the fiscal year of October 2024 to October 2025. This represents 34.8% of our total supplier spend in the United States, which exceeds the Pentagon's 30% Subcontract Small Business Goal.



Virginia-class submarine

Materials Sourcing

We are committed to responsible sourcing throughout our global supply chain. As such, we take steps to gather information on suppliers' sustainable labor and materials-sourcing practices, purchase long-lasting products with low carbon footprints where possible, deal only with non-embargoed countries, and act to prevent counterfeit parts from entering our supply chain.

We have established mechanisms to assess risk and ensure compliance, and we endeavor to look for new ways to reduce risk throughout our supply chain.

Modern Slavery and Child Labor

As a corporation with operations and suppliers around the world, we recognize the importance of ensuring that respect for human rights and dignity is embedded at all levels of our business. We do not tolerate human trafficking, child labor or forced labor anywhere within our businesses or supply chains.

Most of our supply base is located in the United States, which presents a far lower risk of forced labor or human trafficking. Wherever their location and whatever their role, we expect our suppliers to uphold the same high standards we uphold ourselves.

More information about our management processes to meet these standards is available on our [website](#).

Conflict Minerals

As part of our commitment to responsible sourcing, we require our suppliers to trace potential sources of minerals such as tantalum, tin, gold or tungsten in accordance with U.S. Securities and Exchange Commission (SEC) requirements. We submit a Conflict Minerals Specialized Disclosure Report annually.

More information about our efforts to trace conflict minerals is available on our [website](#).



AbramsX demonstrator

CYBERSECURITY AND DATA PRIVACY

We are committed to safeguarding employee, customer, national security and third-party information entrusted to our care. Our proactive and robust cybersecurity program focuses on assessing, identifying, managing and mitigating cybersecurity risk while supporting the achievement of our business objectives. We are committed to disclosing cyber incidents as required under applicable law.

Our companywide Cyber Council, composed of cybersecurity executives from our business units, shares information and cybersecurity practices throughout the company, recommends policy and procedure updates, and tracks emerging trends. The chair of the Cyber Council reports directly to the company's chief executive officer.

We also collaborate and share intelligence with the U.S. government, suppliers and industry peers, and actively monitor threat activity.

Additional information about our companywide cybersecurity program and oversight of cybersecurity risk is included in our [Form 10-K](#).

Data Privacy and Protection

Like all businesses, we collect and process data that may include personal and sensitive information about our employees, our customers and third parties. Safeguarding this information is a responsibility we take seriously.

Our data privacy programs are designed to address the challenges of expanding national and global privacy regulation, the growth in volume and sensitivity of privacy data, and the increased use of third-party vendors. Core tenets of our program include collecting the least amount of information necessary to meet our business needs and seeking to ensure that the information we have is both used exclusively for valid business purposes and protected in accordance with written policies and procedures. We regularly monitor and update our policies to maintain compliance with national and global data



privacy laws and regulations. We also leverage the maturity of our general cybersecurity program with additional targeted privacy controls to protect private information against unauthorized access, use or disclosure.

Responsible AI

The use and advancements of artificial intelligence (AI) applications have the potential to enhance workforce productivity and expand capabilities for our customers. We recognize that these opportunities can also introduce additional risk to our business. Our approach to adverse AI risks is rooted in our Ethos and in line with our existing risk management framework. Each business unit tailors its own strategy for integrating AI and takes a multidisciplinary approach to assessing risk. Significant risks are escalated to senior management as appropriate, enabling innovation while maintaining disciplined oversight.

The board oversees AI strategy and risk as part of its broader responsibility for enterprise risk. Management provides periodic briefings to the board on AI developments, use cases and associated risks, drawing on expertise from across the business. The board has access to external advisers where relevant and necessary. Significant AI-related risks are escalated through established governance channels, ensuring that high-risk matters receive oversight.

Given the nature of our business, we are sensitive to how we incorporate AI into our products and services. Applying AI in the defense space involves unique considerations that we take seriously.



Jet Aviation FBO in Palm Beach, Florida

POLITICAL ENGAGEMENT

General Dynamics Corporation does not make political contributions.

We offer eligible employees in the U.S. the opportunity to make voluntary political contributions through a political action committee (PAC). The General Dynamics Employee PAC is organized and operated on a strictly voluntary, nonpartisan basis and is registered with the Federal Election Commission. The PAC's political contributions are reported to the Federal Election Commission, where they become a matter of public record and are available for review [online](#). PAC contributions are subject to a robust internal review process to ensure they represent the best interests of General Dynamics employees. In addition, internal financial controls exist to ensure compliance with federally mandated contribution limits.

Our employee PAC invests contributions in candidates based on:

- Support for national security and aerospace.
- Representation in districts and states where General Dynamics facilities, suppliers or employees are located.
- Membership on key committees legislating on issues of importance to General Dynamics.
- Leadership positions.
- Prior military or aerospace industry experience.

As a foundational principle, our employee PAC refrains from partisan politics, remaining focused on national security and advocating for the success of General Dynamics and its employees. We contribute to members of both parties, and we base our support on issues related to our core business.

Our employee PAC does not contribute to presidential campaigns, "super PACs," other 527s not focused on direct candidate support or 501(c)(4) organizations.

To ensure compliance with all applicable laws relating to political activities and effective corporate governance, we follow a strict policy governing lobbying practices. This includes tracking and reporting lobbying costs and expenses as nondeductible for tax purposes and unallowable for purposes of U.S. government contracts.

Workforce and Culture



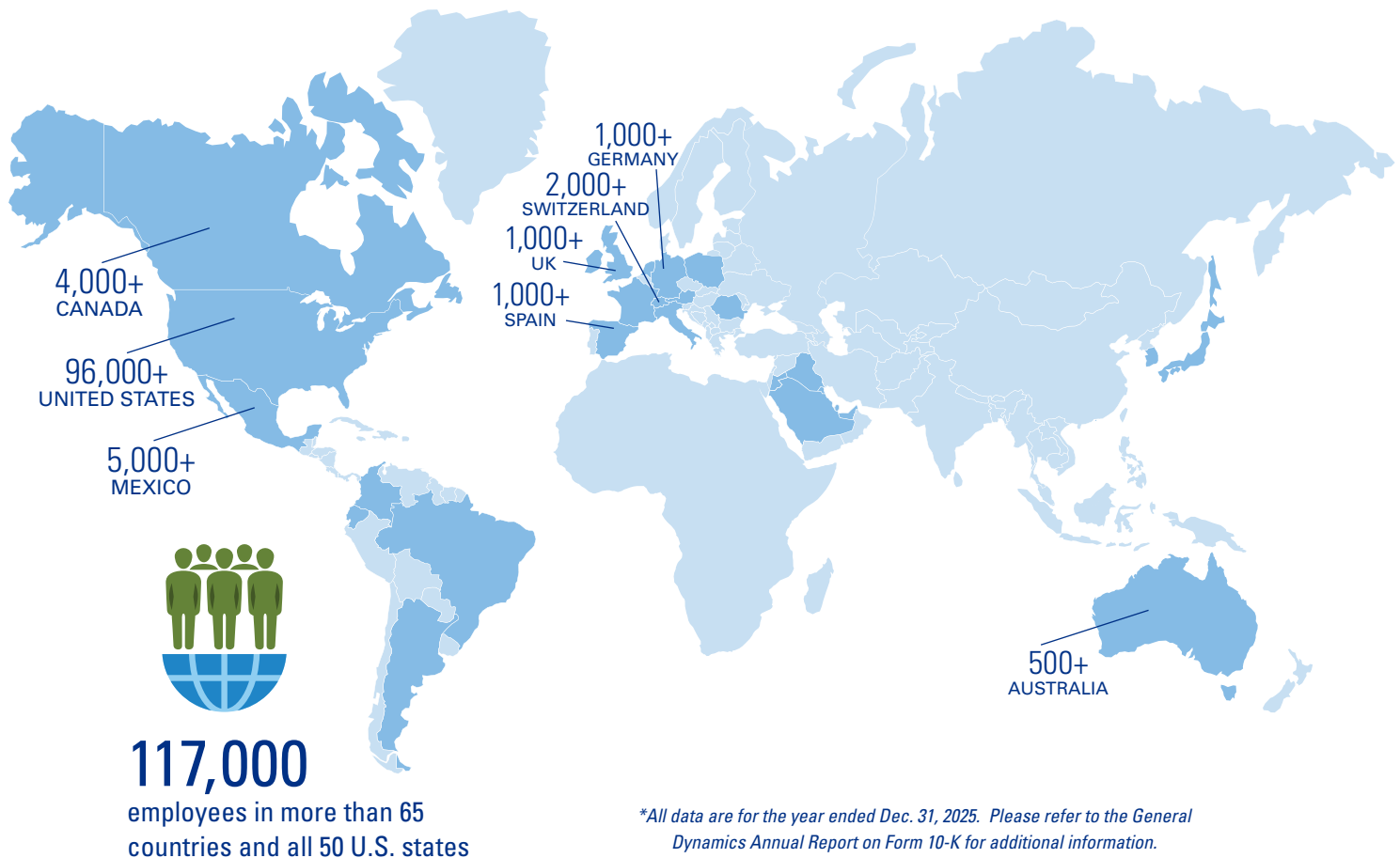
OUR WORKFORCE

Our people are our greatest competitive advantage. Their expertise and commitment to operational excellence are the driving force behind the advanced products and services we deliver to our customers. United by our Ethos of transparency, trust, alignment and honesty, our workforce maintains a high

standard of integrity in everything they do. This shared foundation supports a culture of continuous improvement and fuels our dedication to develop a skilled and resilient global workforce that is equipped to meet the evolving needs of those we serve.



Shipbuilder at Electric Boat



Mission Systems earned the 2025 Gallup Exceptional Workplace Award. This honor is awarded to companies that have met rigorous standards for an engaged workplace culture.



We strive to foster work environments where employees feel respected and empowered to contribute effectively. We actively solicit feedback from our workforce in an effort to better understand their needs and improve the employee experience. Many business units conduct employee engagement surveys, as well as offer employee resource groups where all employees are invited to provide feedback, network, share knowledge, and drive personal and professional growth.

Our U.S. Workforce



23%
Represented
by Labor Unions



20%
Veterans



9%
Employees
with
Disabilities

We provide accommodations and assistive technology and services to support employees with disabilities. For example, Bath Iron Works has a full-time American Sign Language interpreter on staff to improve the company's ability to support and recruit members of the Deaf and hard-of-hearing community.



Jet Aviation introduced the SPEEXX language platform to support employees across multiple countries with language acquisition to drive inclusion and integration across the company.



Examination of electronic components at Mission Systems facility in Bloomington, Minnesota

Veterans

We value the unique experience and skills of those individuals who have served in defense of our nation and proactively recruit from this community. We offer tailored development opportunities, career pathways and resources to support their transition to civilian life. We also offer employee resource groups and mentoring programs that help attract, transition and retain this critical part of our workforce.

We participate in several programs to support service members transitioning to civilian life, such as the Pentagon's SkillBridge program, which provides the opportunity to gain work experience through industry training, apprenticeships or internships during their last 180 days of service. All of our business units based in the U.S. are SkillBridge sponsors, and many have extended offers to program participants to join their team.

Gulfstream has hired more than 300 transitioning service members into full-time roles through the SkillBridge Program since 2022.



Veterans Day event at NASSCO

General Dynamics has been recognized as a Forbes Best Employer for Veterans, Military-Friendly Employer, Military Times Best for Vets, VETS Indexes 5-Star Employer and U.S. Department of Labor HIRE Vets Medallion awardee.

Support for National Guard and Reserve Employees

We proudly support employees who serve as military reservists or members of the National Guard. We provide citizen-soldier employees with benefits such as differential pay and extended health benefits.



Bath Iron Works celebrating veteran employees

Labor Relations

Employees represented by labor unions comprise 23% of our total workforce. We respect the ability of all workers to exercise their rights of freedom of association and collective bargaining. We work to maintain positive relations with our employees' representatives and to engage in good-faith negotiations on issues important to our employees, such as wages, benefits, schedules, job progression, and health and safety.

We have a proven track record of strong engagement and communication with collectively bargained employees. As agreements expire or issues arise, we work closely with the bargaining units to seek mutually beneficial outcomes.

BUILDING A HIGH-PERFORMING WORKFORCE

Rooted in a culture of continuous improvement, we are committed to strengthening our global workforce and providing employees with the resources they need to deliver high-quality solutions to our customers. In the interest of attracting, engaging and retaining the most qualified talent, we develop, incentivize and recognize our employees, while creating opportunities to grow their career and cultivate the workforce of tomorrow.

Developing Our Workforce

Through our development efforts, we equip our employees with the right tools to perform their work safely and effectively while providing opportunities to grow their skills and meet future workforce needs. In collaboration with customers; federal, state, and local governments; colleges and universities; technical and trade schools; and internal and external subject matter experts, we create skilling programs that are tailored to our unique needs and focused on enhancing the potential of our workforce.



NASSCO joined Samsung Heavy Industries and San Diego State University to launch the SHI-SDSU Advanced Maritime Center, using research and innovative maritime technologies to support the future of U.S. shipbuilding in San Diego.



Mission Systems' Strategic Learning Ecosystem expanded enterprise learning opportunities by more than 300% over five years, advancing leadership development, mobility and retention.

We are proud to provide our employees a range of development programs focused on technical skill growth as well as general leadership programs for both current and future leaders. Each program is designed to provide employees with meaningful, robust skill development to support their success in delivering exceptional results.

To further develop employees, we offer a variety of mentoring programs throughout our businesses. Through these and other programs, we emphasize and enable knowledge-sharing throughout our workforce.

Across our business, we are building workforce capabilities in emerging areas such as AI. At GDIT, all employees have completed foundational AI training, with 5,000 employees further upskilling through training, hands-on labs, workshops and certification programs to deepen their expertise and support customer solutions.



Work on a Command and Control Systems module for a Virginia-class submarine

Building Capacity for the Future

Across General Dynamics, growing customer demand is driving expansion in production, engineering and technical operations. To support this growth responsibly and sustainably, we continue to invest in workforce strategies designed to strengthen operational readiness, build technical capabilities, and help develop the next generation of skilled professionals.

In our Marine Systems segment, workforce growth continues to accelerate alongside rising shipbuilding demand. Electric Boat is playing a key role in supporting the U.S. Navy's historic expansion, including the Virginia-class and Columbia-class submarine construction. The company expects to hire approximately 8,000 employees in 2026, including thousands of tradespeople, engineers and manufacturing professionals. To build the next generation of skilled talent, Electric Boat is expanding mentorships, instructor capacity and on-the-job training programs, as well as STEM and trades pipelines across the Northeast. In 2025, its youth outreach programs engaged more than 22,000 students from elementary through high school and career and technical schools.

Electric Boat has:



50%

Workforce Growth
Since 2016



8,000

Expected
Hires in 2026



\$500M+

Invested in Training
Over 5 Years

We are expanding hands-on learning opportunities and training infrastructure across the business. Gulfstream's new Technical Training Center in Mesa, Arizona, provides more than 10,000 square feet of classroom and lab space for on-the-job training to support the company's growing fleet. Equipped with aircraft components and simulators, the facility supports the development of technicians in sheet metal work, avionics, mechanical maintenance and safety. Gulfstream continues to partner with local colleges to train and hire students upon graduation. The company also trains hundreds of apprentices through Gulfstream University's Structure or Avionics School and has hired 550 apprentices over the past five years.

Within Combat Systems, cross-business collaboration continues to support operational efficiency and workforce development. Building on the success of knowledge-sharing technical working groups launched by Land Systems and European Land Systems, the initiative expanded in 2025 to include Ordnance and Tactical Systems, creating a divisionwide expert network across the segment. More than 300 employees participated over the past year, supporting collaboration, employee development and continuous improvement across operations.

By investing in people, training infrastructure and hiring pipelines, we continue to scale our workforce development efforts while maintaining the high standards of quality, safety and performance that define our company.



Gulfstream's Mesa Technical Training Center

Performance and Recognition

The strength of our workforce drives our progress, and we recognize those who lead with integrity and deliver meaningful results. Through performance management and succession planning, we support employee development, recognize performance, and prepare future leaders to meet business and customer needs. Our performance management processes are merit-based. Expectations are transparent and are reinforced through ongoing feedback and semiannual and annual reviews.

We also employ a variety of tools to recognize employees who demonstrate innovation, teamwork, continuous improvement and commitment to our Ethos. By fostering a culture that celebrates and rewards excellence, we encourage employees to bring their best to work every day.



Jet Aviation recognizes employees whose innovation and leadership drive operational excellence across the business with safety, quality and excellence awards.

Internships, Apprenticeships and Pipeline Programs

We offer hundreds of internship and apprenticeship opportunities to expose students to real-world projects through hands-on experience. We partner with high schools, trade schools, colleges and universities to recruit well-qualified talent and provide training opportunities. In many cases, we also



In 2025, Bath Iron Works expanded its partnerships with community colleges in Maine to help strengthen its skilled workforce pipeline. It offers training programs that provide classroom and hands-on instruction, financial support, and employment opportunities upon completion.

provide input on curricula to help schools design their programs to incorporate the skills students will need in the workplace. In 2025, we partnered with nearly 200 colleges and universities to offer internships, information sessions and on-campus recruiting events.

In 2025, General Dynamics offered nearly 1,000 apprenticeship opportunities across our business.

Our strong pipeline programs ensure that we have the right workforce to meet customer needs in the long term. Many of our business units have established or grown engagement programs with local high schools, colleges and technical schools. These programs are designed to attract students to careers in the aerospace and defense sector and provide foundational skills to set them up for success in our workforce of the future.

HEALTH, WELLNESS AND SAFETY

We strive to provide our employees and their families with the means to lead healthy, productive lives. We offer resources intended to promote employees' physical, emotional, social and financial well-being.

Our wellness programs offer resources, information, motivation and support to empower our employees to manage their health and make informed decisions.

Benefits

Our benefits offerings include comprehensive health and welfare plans to serve the varying needs of employees and their families. Offerings include:

- Medical, dental, vision and prescription drug coverage.
- Retirement planning counselors and market-competitive 401(k) programs.
- Tax-free flexible spending and health savings accounts.
- Life insurance, long- and short-term disability, and other insurance products.
- An employee assistance program that helps employees access childcare and free counseling.
- Various voluntary benefits, including legal insurance, identity theft protection, critical illness insurance, hospital insurance, accident insurance, and coverage for home, auto and pets.

Other programs vary by business and location, reflecting the distinct and diverse needs of our employees, and include offerings such as biometric screenings, mental wellness and fitness programs, health coaches, and a variety of online services.

Family Support

We recognize the importance that families play in the well-being of our employees. We provide a wealth of resources to assist employees seeking to expand their families. We also offer paid parental leave programs and provide tools and resources for parenting support. Program availability varies by business unit but may include paid family leave, as well as backup daycare and support in locating caregivers.



Bath Iron Works partnered with Bath YMCA to open an Early Learning Center in Brunswick, Maine, expanding childcare for shipbuilders and their families.

SAFETY

Maintaining a safe work environment for our employees is paramount. Our policies, standards and, most importantly, our values require that we operate in a way that promotes the safety and well-being of our employees above all other priorities. Across the business, we take measures to prevent workplace hazards, encourage a culture of continuous improvement to ensure that our processes help reduce injuries and illnesses, and comply with all applicable health and safety laws.

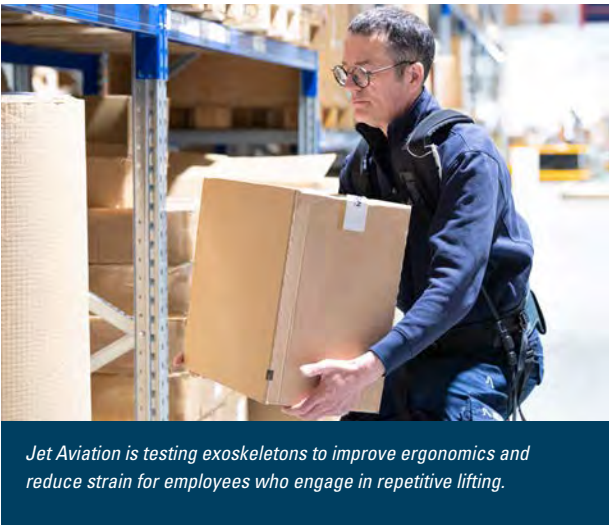
More than 70 of our sites operate under ISO 45001, widely regarded as the world’s highest occupational health and safety standard, and more are in the process of achieving certification. Under ISO 45001, workplace safety is not a stand-alone issue but rather an integral part of the business strategy to maintain a sustainable organization. Each business unit has a management system for environment, health and safety (EHS) matters. Many business units hold regular safety meetings and provide specialized training and resources to maintain an environment where safety is a foundational element. In addition, best practices and continuous improvement initiatives are shared across business units through the EHS

Committee within our Manufacturing Council. Recent collaborations have focused on ergonomic improvements and cross-training employees across business units to conduct ergonomic evaluations using industry-recognized tools and methods. General Dynamics’ recordable case and absence case rates have been better than industry standards for aircraft manufacturing and shipbuilding and repairing for a decade. We have achieved this performance even while onboarding thousands of new employees.

Our safety record is consistently better than industry average.

	Total Case Incident Rate (TCIR)
Industry Average TCIR*	3.40
GD TCIR	2.09

**Industry data is an average of aircraft manufacturing and shipbuilding and repairing case rates as reported by the Department of Labor. 2025 data have not been published, so industry rate reflects 2024 data. GD case rates do not include COVID-related cases.*



PRODUCT SAFETY

Our customers use our products — from nuclear-powered submarines to high-speed, long-range business jets — to perform no-fail missions. We never compromise on safety. True to our Ethos, we provide our customers with products that raise the bar for safety, performance and quality. Our purposeful investment in research and development propels superior design that incorporates the latest in safety solutions and includes technological advances to create a competitive edge.

Our industry-leading Gulfstream aircraft meet and exceed the rigorous safety requirements of the Federal Aviation Administration (FAA) and the European Union Aviation Safety Agency. In addition, our award-winning Symmetry Flight Deck increases pilot situational awareness, visibility and communication.

Electric Boat maintains compliance with the U.S. Navy's Special Emphasis Programs (SEPs) — SUBSAFE, Deep Submergence Systems Scope of Certification (DSS-SOC) and Fly-By-Wire Ship Control Systems (FBW SCS). These programs provide a high level of quality assurance for the materials and components used in the submarines, the safety features to protect personnel in the event of an accident, and the operability and integrity of critical systems to control and recover the ship in the event of a casualty.



GDIT is implementing advanced technologies to modernize healthcare operations for the CDC World Trade Center Health Program, which supports more than 140,000 members suffering from health conditions related to the Sept. 11, 2001, attacks.



155mm artillery production in Scranton, Pennsylvania

COMMUNITIES

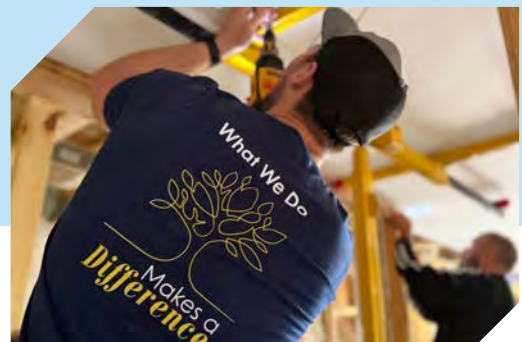
Although our company operates across continents, we never lose sight of the communities where we live and work. Meaningful change starts locally, which is why we invest in initiatives that expand educational opportunity, strengthen social services, promote health and well-being, support economic development, and assist community members in need.

Our philanthropic and volunteer efforts focus on education outreach, social services, service member support, and arts and culture. Guided by local needs, each business unit tailors its approach and works with community organizations.

Bath Iron Works is helping meet critical housing needs for shipbuilders and their families through investments in workforce housing. In 2025, the company partnered with a developer to break ground on an 84-unit housing development scheduled for completion in 2027.

GDIT and **Mission Systems** employees participated in the 2025 Special Olympics of Virginia Plane Pull at Dulles Airport, where more than 130 employees and family members across four teams worked together to pull an 82-ton aircraft 12 feet. Collectively, our employees raised nearly \$19,000 for Special Olympics of Virginia.

For a decade, **Mission Systems** employees in Bloomington, Minnesota, have partnered with Habitat for Humanity, volunteering to help construct affordable homes for Twin Cities families. To date, our teams have contributed more than 2,500 hours of hands-on service to strengthen the communities where we live and work.



Educational Outreach

A cornerstone of our community outreach is supporting education, particularly in STEM fields. Our employees volunteer their time, talent and expertise to teach and train future members of the workforce, leading robotics clubs, organizing rocketry competitions, and mentoring college students and interns. Promoting strong STEM literacy is critical to building a skilled talent pipeline and supporting a productive society for our future workforce.

Gulfstream made a \$5 million investment in Georgia education, reinforcing its long-standing commitment to strengthening the talent, skills and innovation that will shape the future of business aviation. The investment will benefit Savannah-area K-12 schools, technical colleges and universities across the state, expanding educational pathways and supporting the development of future industry leaders.

Mission Systems supports local teams competing in various robotics competitions. Its sponsored FIRST Robotics team, Rosie Robotics, earned the Quality Award and Innovation in Controls Award and won the New England District Championship in 2025, qualifying for the World Championships.

Electric Boat is helping build the next generation of maritime trades talent through partnerships that move students from exposure to employment. Its support of programs like the Project MFG Maritime Welding Competition and donation of equipment to the TradesUp initiative helps provide students with hands-on experience and connects them with real career opportunities.



Supporting the Military Community

Supporting those who serve is a core element of our community investment. Through charitable contributions and corporate partnerships, we proudly support a variety of organizations and events that honor and assist veterans, active service members and their families. Our efforts help deliver meaningful support to this community, including career transition services, family assistance, mental health resources and more.

At the corporate level, we support organizations such as the Association of the United States Army (AUSA), the Army Ten Miler, the Semper Fi & America's Fund and the National Military Family Association.

In recognition of Veterans Day, **Ordnance and Tactical Systems** partnered with Operation Military Matters to host a supply drive for deployed service members. Employees prepared 100 care packages with essential toiletries and other requested items for service members overseas.

GDIT organized a nationwide Wreaths Across America effort for employees, families and friends. More than 160 volunteers participated in wreath-laying ceremonies at over 50 military cemeteries in the United States and abroad to honor fallen service members.

Land Systems employees in Canada supported Toys for Tots through a donation drive benefiting children in Southwestern Ontario who might otherwise go without gifts during major holidays. The charity operates through local partnerships with the Canadian Armed Forces.

General Dynamics supports Move United to provide free adaptive sports programming to service members and veterans with a permanent physical disability.



Honors and Awards

- *Fast Company*
 - Next Big Things in Tech
- *Forbes*
 - America's Best Companies for New Grads
 - America's Best Employer Icons
 - America's Best Employers for Engineers
 - America's Best Employers for Tech Workers
 - America's Best Employers for Veterans
 - America's Best Employers for Women
 - America's Best Management Consulting Firms
 - America's Dream Employers
 - Best Employers for Company Culture
 - Most Trusted Companies in America
 - World's Best Employers
- *Fortune*
 - America's Most Innovative Companies
 - Blue Ribbon Companies
 - World's Most Admired Companies
- *Gallup*
 - Exceptional Workplace Award
- *Glassdoor*
 - Best Places to Work
 - Best Companies in Tech & AI
- *MaineBiz*
 - Coolest Job in Maine
- *Mental Health America (MHA)*
 - Bell Seal for Workplace Mental Health
- *Military Friendly*
 - Military Friendly Employer
 - Military Friendly Spouse Employer
- *Military Times*
 - Best for Vets: Employers
- *Newsweek*
 - America's Greatest Workplaces
 - America's Greatest Workplaces for Culture, Belonging & Community
 - America's Greatest Workplaces for Gen Z
 - America's Greatest Workplaces for Mental Well-Being
 - America's Greatest Workplaces for Parents & Families
 - America's Greatest Workplaces for Perks & Benefits
 - America's Greatest Workplaces for Veterans
 - America's Greatest Workplaces for Women
 - America's Greatest Workplaces in Manufacturing
 - Most Trustworthy Companies in America
- *Stevie Award*
 - Achievement in Leadership Development
- *TIME*
 - America's Best Companies for Future Leaders
 - World's Best Companies of 2025
- *Training Magazine*
 - Training APEX Award
- *U.S. Department of Labor*
 - HIRE Vets Medallion Award
- *U.S. Veterans Magazine*
 - Top Milspouse Employers
 - Top Veteran Employers
 - Top Veteran Supplier Programs
- *USA Today*
 - Top Workplaces
- *Vault*
 - Best Tech & Engineering Internships
- *Yello*
 - Innovation Award for Internship Program

INDEX

This report is based on information for the calendar year ended Dec. 31, 2025.

SASB Index

Where practicable, we seek to follow the disclosure topics and accounting metrics in alignment with the Sustainability Accounting Standards Board (SASB) standards for the Aerospace & Defense sector.

Metric Code	Accounting Metric	Report Location
<i>Energy Management</i>		
RT-AE-130a.1	(1) Total energy consumed, GJ (2) Percentage grid electricity, % (3) Percentage renewable, %	(1) 10,539,059 GJ (2) 46.43% (3) 1.70% Energy Management
<i>Waste Management</i>		
RT-AE-150a.1	Amount of hazardous waste generated, percentage recycled	42% of 12,458 MT of hazardous waste was recycled throughout the enterprise.
RT-AE-150a.2	Number and aggregate quantity of reportable spills, quantity recovered, kg	Not centrally reported. We promptly report all suspected or confirmed spills to the appropriate environmental authority.
<i>Data Security</i>		
RT-AE-230a.1	Number of data breaches, percentage involving confidential information	None of a material nature. Cybersecurity and Data Privacy
RT-AE-230a.2	Description of approach to identifying and addressing data security risks in company operations and products	Cybersecurity and Data Privacy
<i>Product Safety</i>		
RT-AE-250a.1	Number of recalls issued, total units recalled	None.
RT-AE-250a.2	Number of counterfeit parts detected, percentage avoided	We promptly report all suspected or confirmed cases to the government and/or the customer. Supply Chain
RT-AE-250a.3	Number of Airworthiness Directives received; total units affected	The most recent information is available from the FAA .
RT-AE-250a.4	Total amount of monetary losses as a result of legal proceedings associated with product safety	None of a material nature.

<i>Fuel Economy & Emissions in Use-Phase</i>		
RT-AE-410a.1	Revenue from alternative energy-related products, USD	Revenue from alternative energy-related products is not disclosed.
RT-AE-410a.2	Description of approach and discussion of strategy to address fuel economy and GHG emissions of products	Environmental Sustainability
<i>Materials Sourcing</i>		
RT-AE-440a.1	Description of the management of risks associated with the use of critical materials	Materials Sourcing
<i>Business Ethics</i>		
RT-AE-510a.3	(1) Total amount of monetary losses as a result of legal proceedings associated with incidents of corruption, bribery and/or illicit international trade (2) Revenue from countries ranked in the “E” or “F” Band of Transparency International’s Government Defence Anti-Corruption Index (3) Discussion of processes to manage business ethics risks throughout the value chain	(1) None. (2) We do not have direct defense business with any of these countries outside of that overseen by the U.S. government’s Foreign Military Sales or Direct Commercial Sales process, or equivalent allied country processes. (3) Ethics, Supply Chain, Due Diligence
<i>Activity Metrics</i>		
RT-AE-000.A	Production by reportable segment	Aircraft deliveries in units are reported in our Form 10-K . Deliveries of ships, combat vehicles and other systems are reported as applicable by our government customers.
RT-AE-000.B	Number of employees	117,000 (as of Dec. 31, 2025). About Us

Key Metrics

	SASB	2024	2025
<i>Company Data</i>			
Revenue (\$M)		\$47,716	\$52,550
Production by reportable segment	RT-AE-000.A	2024 Form 10-K	2025 Form 10-K
<i>Environment</i>			
Sites With ISO 14001 Certification		54	62

	SASB	2024	2025
<i>Greenhouse Gas Emissions (GHG) in MT CO₂e</i>			
Scope 1		331,101	324,313
Scope 2 (Market-based)		362,239	353,311
Scope 2 (Location-based)		376,226	380,278
Total emissions (Scope 1 and 2 – Market-based)		693,340	677,624
Carbon intensity (Total Scope 1 and 2 Market-based emissions MT CO ₂ e/\$M Revenue)		14.53	12.89
Scope 3 Category 3: Fuel-and-energy-related activities (not included in Scope 1 or 2)		163,118	165,585
Scope 3 Category 5: Waste generated in operations		68,460	48,274
Scope 3 Category 6: Business travel		92,642	83,672
<i>Waste in MT</i>			
Total waste		116,618	130,183
Total waste recycled		77,408	84,864
Total Hazardous waste (MT)	RT-AE-150a.1	17,800	12,458
Hazardous waste recycled	RT-AE-150a.1	9,923	5,249
Non-hazardous waste		98,818	117,725
Non-hazardous waste recycled		67,484	79,615
<i>Safety</i>			
Total Incident Case Rate ((N/EH) x 200,000) <i>N = number of recordable cases</i> <i>EH = total hours worked by all employees</i> <i>200,000 = base for 100 equivalent full-time workers</i>		2.03	2.09
Recordable cases		2,466	2,540
Absence cases		901	1,054
Lost work days		21,805	33,580
<i>U.S. Workforce</i>			
Employees	RT-AE-000.B	117,000	117,000
Self-ID as a veteran of the armed forces		19%	20%
Self-ID as having a disability		8%	9%
Represented by collective bargaining agreements		21%	23%
<i>Training</i>			
Average Hours of Training Per Employee*			21

*General Dynamics began reporting this metric in 2025.

TCFD-Aligned Index

Topic	Location
<i>Governance</i>	
Disclose the organization’s governance around climate-related risks and opportunities.	Sustainability Report, p. 5 TCFD Report, p. 3-4
<i>Strategy</i>	
Disclose the actual and potential impacts of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning where such information is material.	TCFD Report, p. 6-9
<i>Risk Management</i>	
Disclose how the organization identifies, assesses, and manages climate-related risks.	Sustainability Report, p. 13-14, 21 TCFD Report, p. 5
<i>Metrics and Targets</i>	
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	Sustainability Report, p. 22-24 TCFD Report, p. 10

Emissions for years 2019-2024 were recalculated since our last report in alignment with the Greenhouse Gas Protocol so that progress against our emissions reduction target is appropriately captured in the context of our enhanced calculation methodology. These updates include:

Category	Subcategory	Update
Calculation Methodology	Estimates	Revised and expanded refrigerant estimation methodology
	Emissions Factors & Global Warmings Potentials (GWPs)	Updated GWPs in line with latest factors
	Error Correction	Corrected consumption values where appropriate
Boundary	Organizational/Operational Control Changes	Adjusted for acquisitions

In accordance with ISO 14064OC, General Dynamics engages a third party to provide independent verification of our GHG emissions information. 2025 data has been independently verified by LRQA. A copy of the verification opinion declaration is available on the General Dynamics [website](#).

OUR COMMITMENT TO TRANSPARENCY

We are committed to collecting, assessing and making available data about our company to keep investors, employees, customers, suppliers, communities and other stakeholders informed. Supporting documents, including our Annual Report, Proxy Statement and independent verification statements, are available on our [website](#).

Forward-Looking Statements

This report contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995, as amended. All statements other than statements of historical fact could be forward-looking statements. When used in this report, the words “believe,” “expect,” “could,” “may,” “would,” “will,” “trend,” “intend,” “aim,” “estimate,” “drive” and other similar words and expressions are intended to identify forward-looking statements. Examples of forward-looking statements include, but are not limited to, statements that relate to future prospects, developments and business strategies, as well as environmental, social and governance targets, goals and commitments outlined in this report or elsewhere. Forward-looking statements are based on management’s expectations, estimates, projections and assumptions. In making forward-looking statements, we rely on assumptions and analyses based on our experience and perception of historical trends; current conditions and expected future developments; and other factors, estimates and judgments we consider reasonable and appropriate based on information available to us at the time. Forward-looking statements are not guarantees of future performance and involve factors, risks and uncertainties that are difficult to predict, and many of which are outside of our control. Actual future results and trends, including the achievement of targets, goals, objectives or commitments, may differ materially from what is forecast, expressed or implied in any forward-looking statements made by General Dynamics or on its behalf due to a variety of factors.

Additional information regarding these factors is contained in the company’s filings with the Securities and Exchange Commission (SEC), including our Proxy Statement, Annual Report on Form 10-K, Quarterly Reports on Form 10-Q and Current Reports on Form 8-K, and these factors may be revised or supplemented in future SEC filings. All forward-looking statements speak only as of the date they were made or as of the date of this report. All subsequent written and oral forward-looking statements attributable to General Dynamics or any person acting on our behalf are qualified by the cautionary statements in this section and in the “About This Report” section below. General Dynamics does not undertake any obligation to update or publicly release revisions to any forward-looking statements, including to reflect events, circumstances or changes in expectations after the date of this report, except as required by applicable law. Neither future distribution of this material nor the continued availability of this material in archive form on our website should be deemed to constitute an update or reaffirmation of figures or statements contained herein as of any future date.

About This Report

Except where otherwise noted, the information covered in this report highlights the company’s performance and initiatives in fiscal year 2025. This report is not intended to create legal rights or obligations. Calculations and statistics included in this report are in part dependent on the use of estimates and assumptions based on historical levels and projections and are therefore subject to change. Statements regarding General Dynamics’ targets, goals, commitments and objectives, including related statistics or metrics, are aspirational and may be based on estimates and assumptions under developing standards that may change in the future; as such, no guarantees or promises are made that they will be met or successfully executed, and actual results may differ, possibly materially. Further, data, statistics and metrics included in this report are non-audited estimates (other than audited financial data) that are not necessarily prepared in accordance with U.S. generally accepted accounting principles (GAAP), may continue to evolve, and may be based on assumptions believed to be reasonable at the time of preparation, but may be subject to revision.

This report is informed by the Sustainability Accounting Standards Board’s (SASB) Aerospace & Defense Standard and certain recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). In this report, terms quantifying the potential impact of sustainability matters (e.g., “material,” “materiality,” “substantially” and other similar words and expressions) are made in the context of such standards or refer to topics that substantially influence the assessments and decisions of a diverse set of stakeholders. We are not using these terms as they are used under the securities or other laws of the United States or any other jurisdictions, or as these terms are used in the context of financial statements and financial reporting.

This report is not intended to communicate any material investment information, and no part of this report constitutes, or shall be taken to constitute, an invitation or inducement to invest in the company or any other entity and shall not be relied upon in any way in connection with any investment decisions. This report has not been externally assured or verified by an independent third party. The inclusion or absence of information in this report is not an indication that the subject or information is material to our business or operating results. This report does not address the performance or operations of our suppliers, contractors or partners. Further, this report may contain links to third-party internet sites or references to third-party information. Such links, references and information are not incorporated by reference to this report and we can provide no assurance as to their accuracy, reasonableness or completeness. Further, the use or inclusion of such information is not intended to represent endorsements of any products or services.

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