

2025

Sustainability Report



GENERAL DYNAMICS

Transparency.

Trust.

Alignment.

Honesty.



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 2024 with strong demand across the business. Our unwavering 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 — has remained our foundation during this period of growth.

Throughout, 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.

Our commitment to sustainability is rooted in our culture of continuous improvement. In this report, 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
ENVIRONMENTAL
PEOPLE

GOVERNANCE

- Our board's **Sustainability Committee oversees companywide sustainability efforts.**
- A **lead director provides independent oversight** of the company.
- All board committees are **chaired by independent** directors and are **100% independent.**
- Our **comprehensive ethics program** ensures that our companywide business practices **align with our Ethos.**

ENVIRONMENTAL

- We have **reduced Scope 1 and 2 emissions** by 18% since 2019.
- Since 2019, our **GHG emissions per dollar of revenue decreased by 32%.**

WORKFORCE AND CULTURE

- Veterans make up 19% of our U.S. workforce.
- We operate more than 50 sites under ISO 45001, widely regarded as the **world's highest occupational health and safety standard.**

About Us



Expeditionary Sea Base auxiliary support ship

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, weapons 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 optimize 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 produces the world's most technologically advanced business jets and offers unmatched 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 premier designer and builder of nuclear-powered submarines for the U.S. Navy.

GENERAL DYNAMICS

Bath Iron Works

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

GENERAL DYNAMICS

NASSCO

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

COMBAT SYSTEMS

GENERAL DYNAMICS

Land Systems

Land Systems designs, builds, delivers and supports next-generation ground combat vehicles, including the Abrams main battle tank, Stryker combat vehicle, Light Armored Vehicle, Ajax fighting vehicle and robotics for a global customer base.

GENERAL DYNAMICS

Ordnance and Tactical Systems

Ordnance and Tactical Systems is a leading designer, developer and manufacturer of munitions, energetics, armaments 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, 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

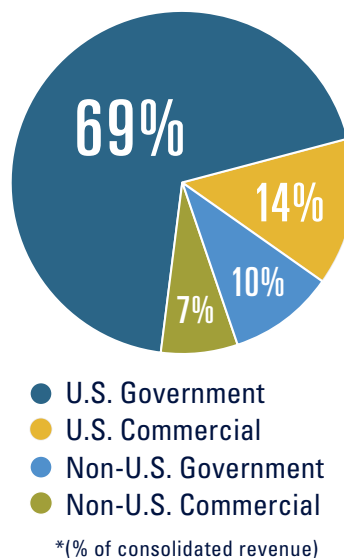
Mission Systems

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

2024 Financial Highlights

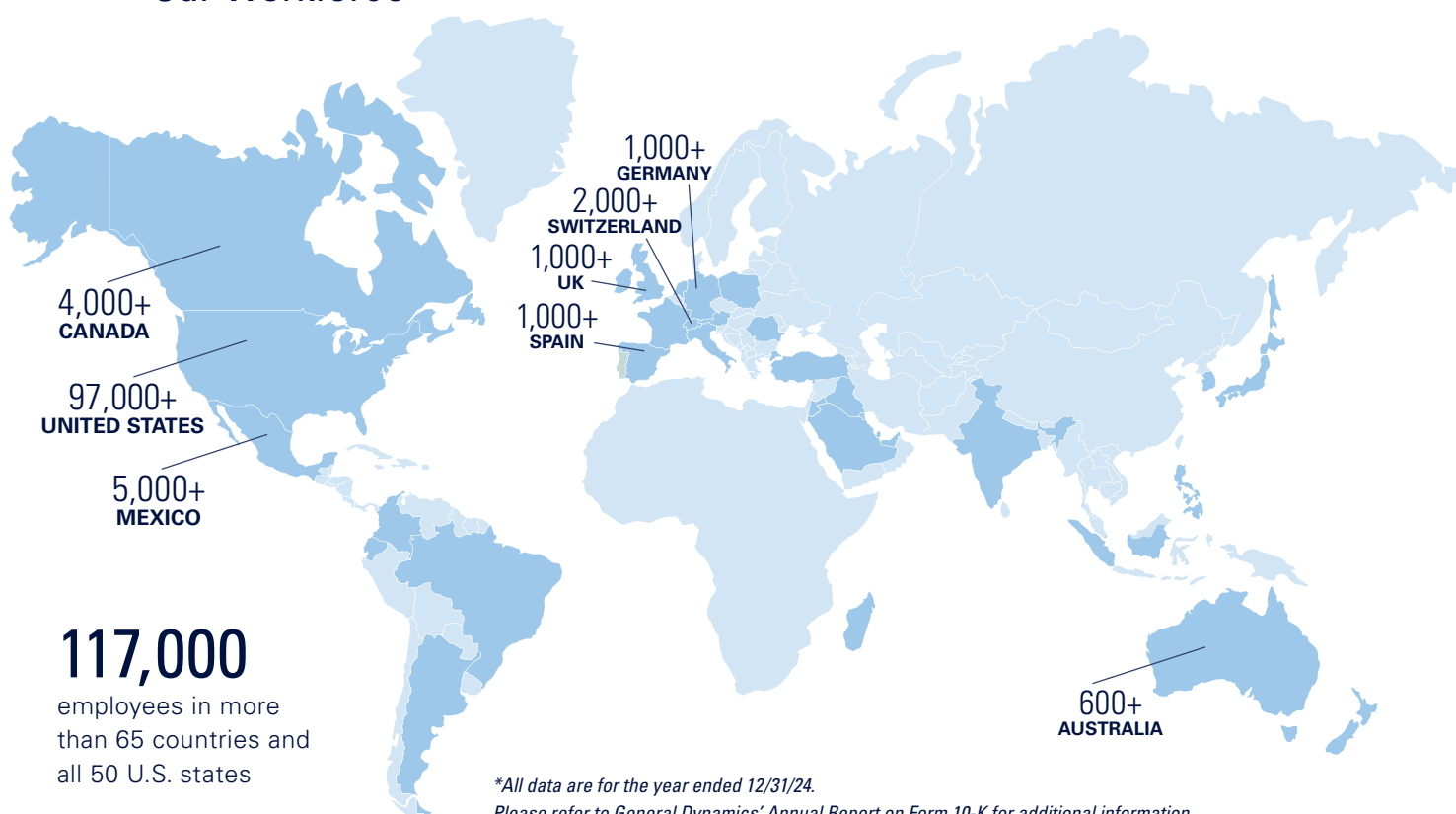


Customers*



We take seriously our responsibility to return value to our shareholders, while at the same time investing for the future. In 2024, we returned \$3 billion to our investors through dividends and share repurchases while investing \$1.5 billion in capital expenditures and company-sponsored research and development.

Our Workforce



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



Gulfstream G700

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.



NASSCO shipbuilder

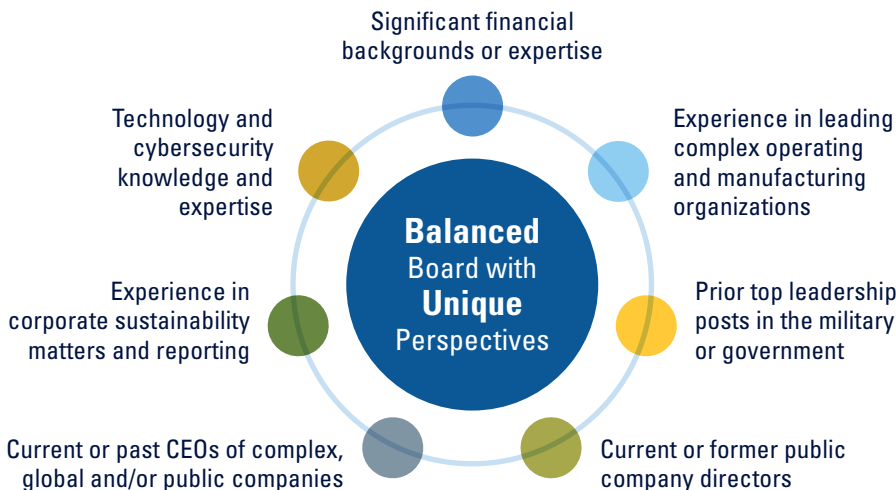
Our balanced board brings together people with a vision for the future and diversity of thought. Our directors are or have:

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, including:

- 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, 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.

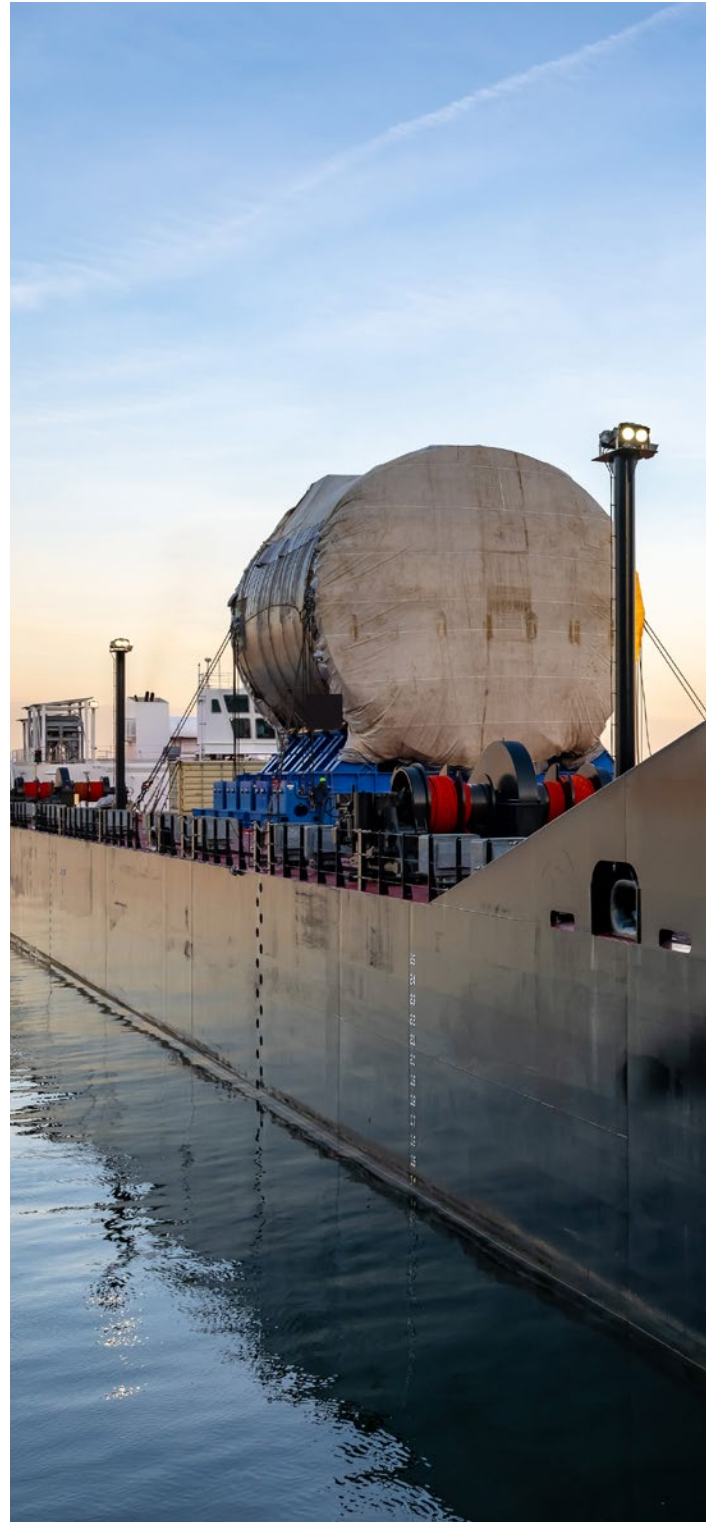


Board Oversight of Risk

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.



Columbia-class submarine section



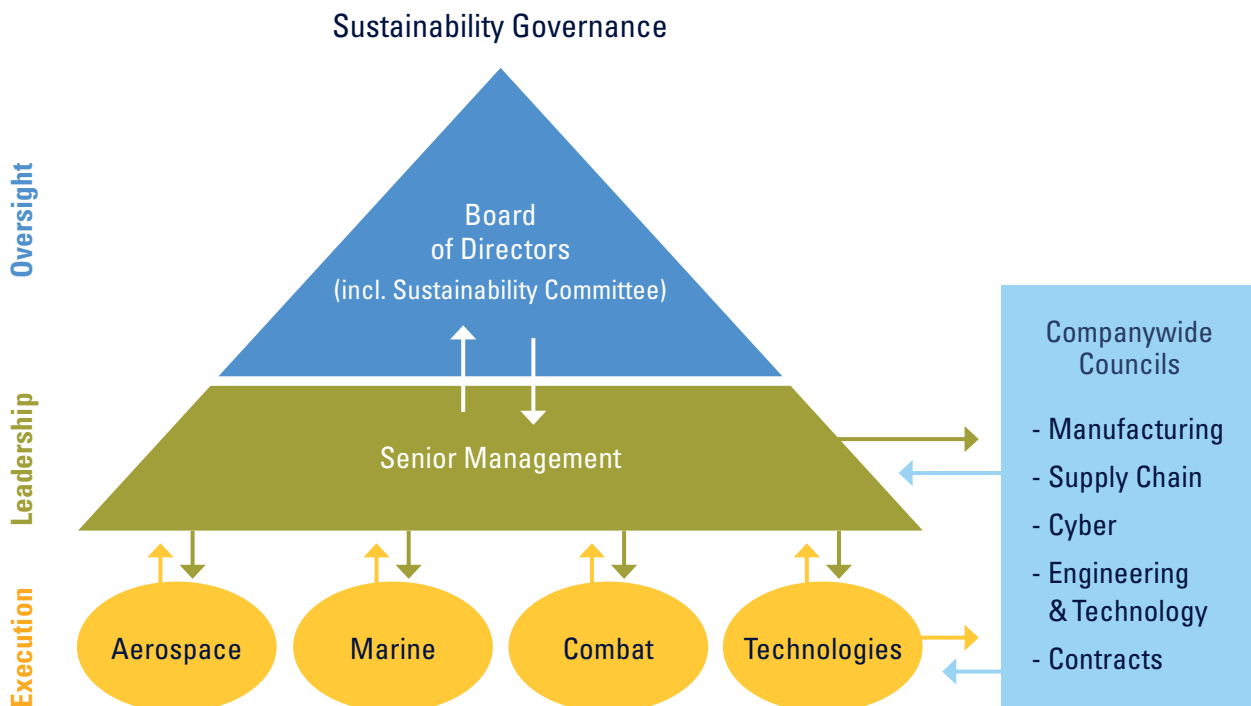
Arleigh Burke-class destroyer

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.



Management

Accountable to the board, our management ensures the company's business decisions recognize the economic, environmental and social considerations that are in our operational strategy.

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. Our operating processes and activities incorporate initiatives intended to promote inclusion, reduce emissions and waste, and adhere to standards that lower risk and drive a healthier and safer workforce and community.

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 that share information and best practices throughout the enterprise. These councils are made up of the senior operational executives from our business units. Many are considered experts in their fields and, within their council duties, 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 executive vice president.

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. These subcommittees support companywide efforts regarding sustainability matters. 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.

Companywide Councils





Mission Systems employee

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, can include strategic and operating goals that encompass sustainability topics where appropriate for the executive's role. For example, our CEO and each of our named executive officers have sustainability efforts such as improving efficiencies, reducing greenhouse gas emissions and bringing new technologies to market included in the goals used to assess their performance.

Our executive compensation program is rooted in a long-standing pay-for-performance philosophy. To incentivize this focus on creating long-term value, our executive compensation is tied to defined financial and nonfinancial performance metrics that align with creating shareholder value. These metrics also include a stakeholder-centric strategic and operational component, which incorporates environmental and workforce objectives.

More information about executive compensation is available in our [proxy statement](#).

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 69% 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.

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.

One such step is to require new employees to acknowledge receipt of, understanding of and compliance with our Ethos and our [Standards of Business Ethics and Conduct](#). Available in 17 languages, the code of conduct establishes our standard that all employees conduct business in accordance with our Ethos, our company policies and applicable law. General Dynamics reviews this code of conduct on an ongoing basis and communicates these standards through training and other resources.



Jet Aviation employee

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 and outline tools available to employees, and list the Ethics Help Line 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 Help Line is available in 13 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 help line, anonymously or otherwise.

All reported concerns are investigated promptly and in confidence. 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 anyone who raises an ethics or compliance issue in good faith, and we take action against those who are found to have retaliated.

Our expectations to operate with integrity go beyond our employees. Suppliers, contractors and joint-venture partners are expected to develop effective ethics and compliance programs as well.

Our senior leadership team regularly reviews our ethics program and briefs the Audit Committee at least annually. In addition, we support auditing activities to assess the effectiveness of our ethics program and governance controls.

In 2024, 78% of substantiated fraud, waste and abuse concerns submitted were made through named reporting rather than anonymous reporting, reflecting a high degree of trust in the integrity and effectiveness of our program.

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 as a group 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). Our LEOs, selected by their leadership based on demonstrated character, are embedded in locations with our largest employee populations. Working side by side with other employees, LEOs are accessible resources who answer questions, provide communications and training, conduct investigations, and further ingrain ethics in the everyday activities within our work environment.

In addition, to promote and advance ethical cultures in companies that provide products and services to the U.S. government, General Dynamics is a founding member of the nonprofit, volunteer organization, the Defense Industry Initiative (DII). Partnering with 16 other working group members, we deliver an annual, in-person 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 and field questions relating to ethics. Together we also launched an initiative sponsoring multiple small and medium-sized companies, offering them access to a model supplier code of conduct, a small-business tool kit and the opportunity to network with others in the DII.

Ethical Business Around the World

We provide services and products to governments around the world. The laws and regulations relating to doing business with government customers and public officials are complex. As such, we provide our employees with the appropriate training and resources to comply with applicable laws and regulations.

Our robust anti-corruption compliance program is rooted in our Ethos.

We also abide by the laws and regulations regarding the import and export of our products, services, information and technical data, including the U.S. International Traffic in Arms Regulations (ITAR) and Export Administration Regulations (EAR). Nearly every country has laws and regulations that control the international movement (e.g., imports, exports, re-exports and technology transfers) of specified

products, information and services, and we work to remain in compliance with these laws and regulations.

Our robust anti-corruption compliance program is rooted in our Ethos, embodied in our Standards of Business Ethics and Conduct, and tailored to potential risks faced in our business. Designated anti-corruption officers and other compliance professionals at each business unit carry out the program and serve as a resource for employees. Elements of the program include written policies and procedures, annual training, risk-based management and due diligence on third-parties, assessment of conflict of interests or other reputational risks, and reporting. We test the efficacy of our anti-corruption compliance program through regular monitoring and auditing.

As a founding member and active participant in the International Forum on Business Ethical Conduct (IFBEC), we partner with peers in the aerospace and defense industry to promote the development of global, industrywide ethical standards.



NASSCO shipbuilders

Ethical Operations

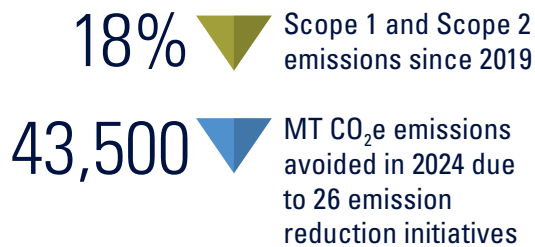


Refueling with sustainable aviation fuel (SAF)

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 not only strengthen our environmental and economic performance but promote the long-term resilience and sustainability of our business. This commitment is shared at all levels of our business.

Progress Highlights



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 the health and safety of our employees, surrounding communities and the environment
- Reduce carbon emissions
- Reuse, recycle and minimize the use of natural resources
- Reduce solid waste from our manufacturing processes
- Integrate environmental considerations into business planning and decisions, including design, procurement, production, facilities management and product support
- Work with our customers to meet their environmental needs and goals, and manage suppliers in a way that is consistent with our environmental compliance and management programs
- Maintain a management system for environmental, health and safety (EHS) matters at each business unit that is designed to voluntarily meet internationally accepted standards

Each of our businesses has professional EHS programs to ensure 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's facility in Springfield, Virginia, achieved LEED Gold certification

Resilient Business Operations

Strategy. We identify and mitigate environmental risks within our existing risk management process and promote continuous improvement across our global operations. We look for opportunities to create efficiencies, develop sustainable products and services, and invest in technologies that aim to reduce the carbon footprint of our business and our customers. Our decentralized business model and diverse lines of business across multiple states and countries enable each business to develop its own set of operating objectives to reduce greenhouse gas (GHG) emissions tailored to their individual circumstances.

We strive to offer transparency about our environmental impact as well as our actions to lessen that impact. We publish information regarding sustainability performance, governance, and management of environmental risks and opportunities on our [website](#).

Governance. Our board focuses its oversight on material risks and opportunities, including those related to sustainability matters, as described in the [Governance section](#) of this report. The board's Sustainability Committee provides oversight of corporate sustainability management and practices, including those related to the environment. The committee has received briefings on the company's sustainability efforts at least annually.

Management is accountable to the board and incorporates economic and environmental considerations in its decision-making to support the company's operational strategy. The CEO receives regular and ad hoc reports from the business unit presidents, who in turn have responsibility for monitoring and mitigating risks within their business units.

Our companywide councils share information and best practices throughout the company. The Sustainability subcommittee collects and assesses



Jet Aviation hangar in Basel, Switzerland

emissions data from across the corporation. Our Supply Chain Management Council also shares best practices and creates processes to support our supplier efforts, including promoting responsible environmental stewardship throughout our supply chain.

Managing Risk. We manage environmental risks within our comprehensive risk management process, led by senior management and overseen by the board. The board focuses on the most significant and emerging risks facing the company, including environmental risks that could have a substantive financial or strategic impact.

Under our comprehensive framework, senior management, including business unit leadership, is responsible for day-to-day risk management since they are best positioned to understand their local meteorological and environmental risks. The CEO and senior management team keep the board and its committees informed throughout the year, as needed, on specific risks facing the company, including environmental risks.

We consider severe weather events and sea level rise within our risk management process. For example, each of our shipyards monitor and prepare for potential flooding from natural disasters. Select environmental risks and opportunities are detailed on our [website](#).

Emissions Management

Progress Toward Our Target. We have a companywide target of reducing Scope 1 and Scope 2 GHG 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.

Our strategy to achieve our emissions reduction target is aligned with our decentralized business model. We leverage each business' knowledge of its market, customer base and supply chain. Accordingly, each business unit follows its own emissions reduction path that aligns with the overall companywide target.

Each business unit's approach is tailored to the specific operational needs and customer demands of its business. These pathways consist of initiatives such as energy efficiency projects, procuring renewable energy and fuel switching, among others.

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 constrain our ability to reduce 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.

We regularly assess our progress in reducing GHG emissions and evaluate our emissions reduction target to consider whether it remains the most effective measure of our performance. Factors such as organic business growth, the increasingly complex global threat environment, and changes in the renewable energy market, among others, influence our progress. Our ongoing assessments aim to ensure that our sustainability goals remain ambitious yet achievable, adapting to both internal and external changes.



As part of its strategic facility planning process, Bath Iron Works incorporated predicted flood levels in its future facility plans and layouts. When new buildings are constructed, the shipyard's adaptation strategy sets heights of building foundations at or above the anticipated 2050 FEMA 100-year floodplain levels to account for future sea level rise. This strategic planning strengthens infrastructure resilience, helping facilities withstand stresses and minimize potential damage.

Since our 2019 base year, we have reduced our Scope 1 and Scope 2 emissions by 18%. This reduction was realized through manufacturing efficiencies, switching fuel sources, procuring renewable energy certificates and adapting to evolving market dynamics, among other actions taken across our business. In 2024, our business units completed 26 emissions reduction initiatives, avoiding more than 43,500 MT CO₂e emissions.

In 2024, several factors had a significant impact on our year-over-year emissions results. Our Aerospace segment expanded facilities, increased production and experienced higher jet fuel consumption due to increased aircraft testing and flight operations. Our Marine Systems segment continues to expand its facilities to accommodate the construction of the Virginia- and Columbia-class submarines. In addition, our Combat Systems segment experienced increased production and site-level activity.

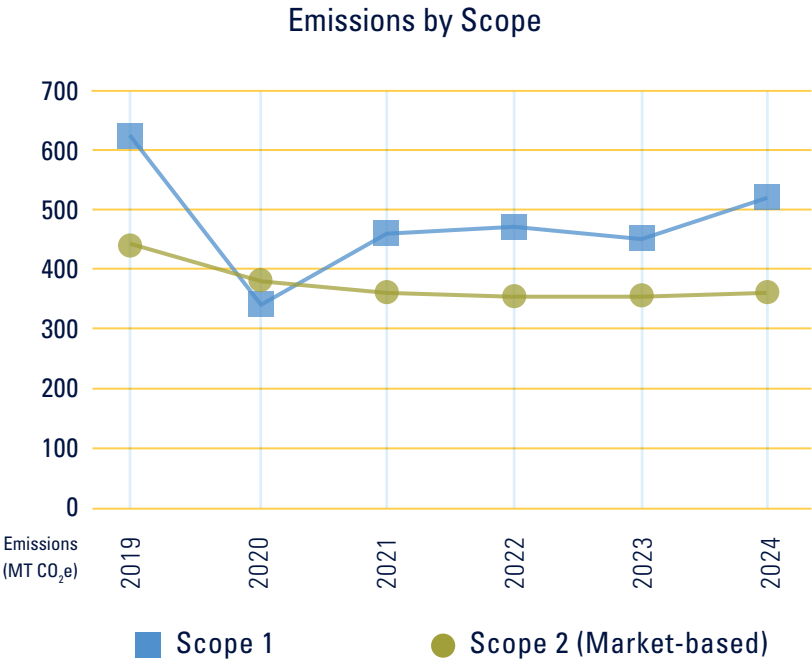
As part of our focus on continuous improvement, we made enhancements to our emissions calculation methodology in alignment with the Greenhouse Gas Protocol. As a result, we recalculated emissions for historical years, including our base year, so that progress against our emissions reduction target is appropriately captured in the context of our enhanced calculation methodology.

2019 and 2024 Emissions in Metric Tons of Carbon Dioxide Equivalent (MT CO₂e)

	2019	2024
Scope 1	629,358	523,038
Scope 2 (Market-based)	448,982	362,239
Total Emissions	1,078,340	885,277



Refueling at Gulfstream





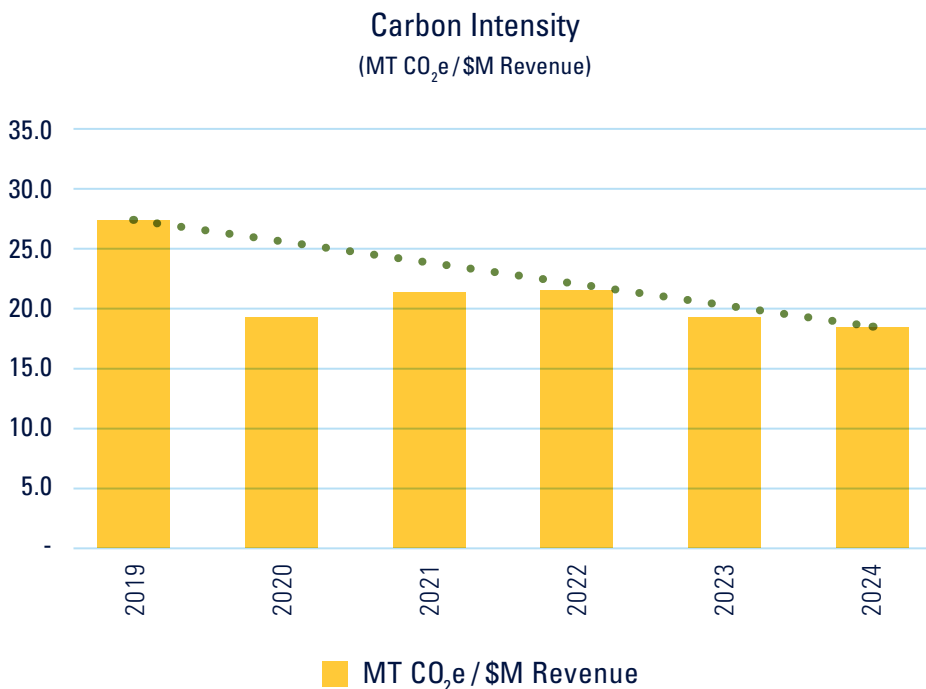
Virginia-class submarine

Decreasing Carbon Intensity

Since our 2019 baseline, emissions per dollar of revenue have reached an all-time low. Overall, we have achieved a 32% reduction in carbon intensity. Year over year, we decreased our carbon intensity by 4.4%, even while increasing our manufacturing capacity.

This trend indicates that our business operations continue to become more efficient over time, even as our business is growing. These efficiencies are realized through activities such as switching fuel sources, increasing efficiencies in our manufacturing process, investing in more efficient equipment and utilizing renewable certificates.

In 2008, when we began collecting greenhouse gas data, our carbon intensity was 30.9 MT CO₂e per million dollars of revenue. Since then, we have reduced our carbon intensity by 40%. While 2008 emissions cannot be directly compared to current data due to enhancements in our methodology, the reduction illustrates our long-held commitment to continuous improvement and enhancing the efficiency of our operations.



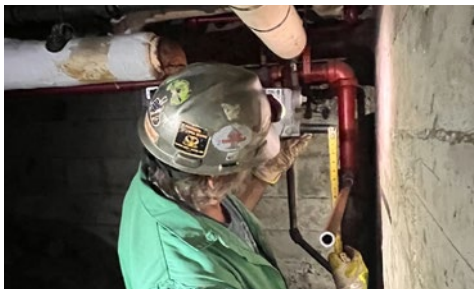
Year	Carbon Intensity (MT CO ₂ e/\$M Revenue)
2019	27.40
2020	19.43
2021	21.48
2022	21.60
2023	19.40
2024	18.55

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's St. Louis facility added three electric ground power units (eGPU) to provide power to aircraft while they are on the ground. The switch to electric units results in zero emissions, noise reduction and less maintenance. To date, Gulfstream has 73 electric/hybrid vehicles, 51 electric forklifts and 78 electric golf carts, supporting its ground transportation electrification strategy.



Bath Iron Works performed an inspection to identify steam traps in need of repair. The team repaired more than 100 steam traps, avoiding more than 300 MT CO₂e and saving nearly \$240,000, representing a four-month return on investment.



European Land Systems installed new industrial ceiling fans in its Trubia assembly workshop to distribute heat evenly and reduce energy consumption of its heating system by 25%-30% during winter months.



NASSCO's Strategic Energy Management Team completed 13 major energy savings projects, including updating lighting fixtures throughout the yard to LEDs and replacing equipment with more efficient models. Overall, the estimated annual savings from these projects is approximately 3.5 million kWh, about 1,649 MT CO₂e. In addition, NASSCO welcomed five electric vehicles to its fleet in 2024, saving an additional 280 MT CO₂e.



Ordnance and Tactical Systems built a new outdoor ballistics accuracy test range at its St. Marks facility that sources 100% of its electricity from solar power.

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.



Gulfstream's service center expansion in Savannah, Georgia, earned LEED Silver certification. This 165,000 square-foot building increased Gulfstream's LEED and BREEAM-certified buildings to approximately 2.4 million square feet across 11 buildings.



As of December 2024, 24% of **GDIT's** office square footage is in buildings that are LEED-registered or -certified.



Jet Aviation broke ground at its new FBO and hangar facility at Miami-Opa Locka Executive Airport. The facility will feature a newly constructed 8,500 square-foot FBO that will be Silver LEED-certified.



Bath Iron Works shipyard

Energy Management

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

Since mid-2024, GDIT's Rensselaer Datacenter has been supported by 100% renewable energy.

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 2024, our businesses consumed 21,581,801 GJ of energy, 22.09% of which came from grid electricity and 77.91% from other forms of energy, such as natural gas and fuel. Of the electricity consumed, 3.0% was from renewable sources and 7.5% was from other carbon-free sources, such as nuclear power, representing 10.5% 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 2024, 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 24,313 MT CO₂e.

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 outside of our control. 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. Demonstrating our commitment to continuous improvement, we expanded our reporting to include emissions from waste. We continue to evaluate other Scope 3 categories and our ability to report accurate and relevant data. 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. We do this by focusing our research and development efforts on



NASSCO achieved Platinum tier status in the San Diego Association of Governments Diamond Awards for its Alternative Commuting Program, which offers a suite of bus, carpool and biking options.



More than half of the 4,000 employees who report daily to Bath Iron Works' main shipyard commute more than 70 miles round trip. In partnership with Maine's Workforce Transportation Pilot program, Bath Iron Works is expanding bus services for employees to make commuting options more convenient. The company also continued its participation in GO MAINE's commuter program in 2024, preventing more than 210 MT CO₂e through greener trips.

achieving better efficiency and fuel performance, working to have our aircraft use sustainable aviation fuel (SAF) in their operations, and making carbon offsets and book-and-claim services available to our customers. Gulfstream's next-generation fleet of aircraft offers fuel-efficiency gains as much as 33% over predecessor models.

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 2024, 49% of GDIT's spending power with Staples was used to procure green or eco products. In addition, 100% of GDIT's end-user devices purchased are ENERGY STAR-certified and EPEAT-labeled.

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).

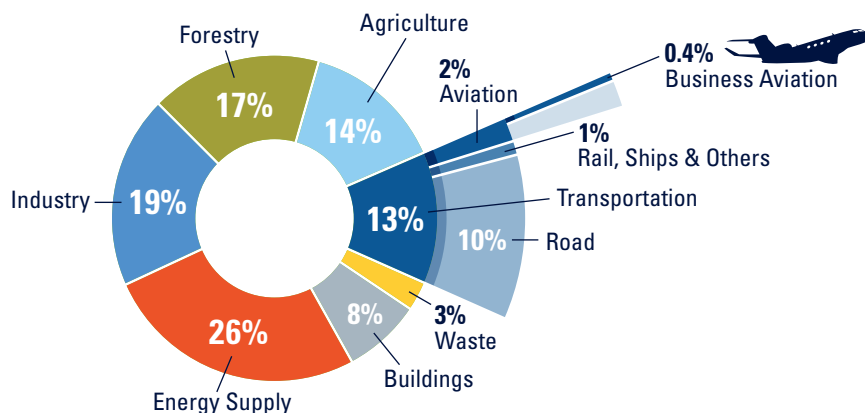
Jet Aviation has led the services market in offering access to SAF for operators of Gulfstream and other business jets. It was the first supplier to offer SAF via a blended fuel option at Van Nuys Airport in 2019 and the first to offer SAF in Zurich, Switzerland, for the World Economic Forum (WEF) in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

Leading with SAF

- First transatlantic flight on 100% neat SAF
- First business jet OEM to fly on 100% neat SAF in both engines
- More than 1.5 million gallons of SAF blends used
- Nearly 13 million gallons of SAF uplifted to customers

The company supplied SAF to WEF attendees in 2022, 2023 and 2024. Jet Aviation also provides SAF at its Scottsdale, Arizona; Van Nuys, California; Palm Beach, Florida; Bedford, Massachusetts; Bozeman, Montana; Teterboro, New Jersey; Dallas and Houston, Texas; Amsterdam and Rotterdam The Hague, Netherlands; Basel, Switzerland; and Singapore facilities. Since 2019, Jet Aviation has uplifted approximately 13 million gallons of blended SAF to customers.

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



Source: General Aviation Manufacturing Association



Gulfstream conducted ground emissions testing of 100% SAF from renewable feedstock in the Rolls-Royce Pearl 700, the engine designed exclusively for the G700 and G800. Preliminary results indicated minimal to no sulfur contamination of the fuel and the potential for reducing condensation trails and emissions.

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 37.6 MT of SAF, resulting in a reduction of 99.85 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 aviation fuel supply by 2030. In 2024, Gulfstream and Jet Aviation purchased more than 2 million gallons of SAF, avoiding more than 4,850 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), EU Emissions Trading System (EU ETS), and other carbon offset and carbon reduction schemes to lower CO₂ emissions for international flights.



As part of a partnership with FlyORO, Jet Aviation’s Singapore team is collecting defueled jet fuel for FlyORO to make custom SAF blends.

Water and Wastewater Management

We demonstrate responsible and sustainable use of water by endeavoring to obtain fresh water 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.



NASSCO prioritizes protecting water quality by capturing and diverting all storm and process water for treatment and proper disposal.



Virginia-class submarine at Electric Boat

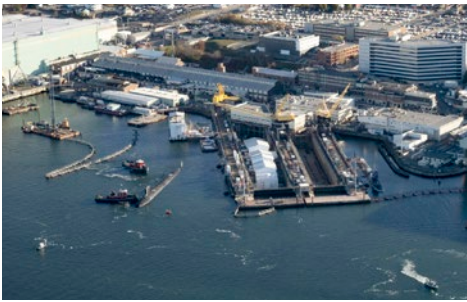
Bath Iron Works upgraded the feedwater system to a boiler that supplies treated water, reducing the water used to replenish the system by 2.5 million gallons annually.

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. Some examples of these efforts across our business units include:



Jet Aviation changes approximately 500 aircraft wheels every year at its Basel facility, amounting to an average of 18 tons of waste material. Our teams are working with industry partners to retread tires instead of scrapping them, driving sustainable and cost-efficient business practice.

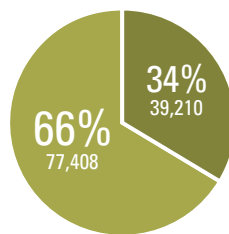


Electric Boat continuously reviews all production waste streams and associated disposal options, implementing beneficial reuse disposal methods where appropriate. Since 2021, Electric Boat has cut its landfilled production waste in half.

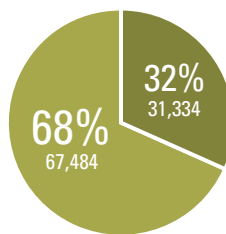


Ordnance and Tactical Systems is building automation into its 155mm artillery production line process in Camden, Arkansas, reducing consumables used and unintentional waste generated from manual processes. Increased throughput is realized through consistent, accurate and sustained production with minimal human interaction.

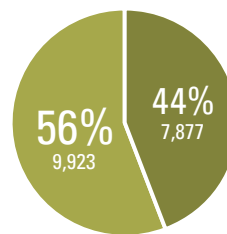
2024 Solid Waste



Total Waste
(116,618 Mt)



Non-Hazardous Waste
(98,818 Mt)



Hazardous Waste
(17,800 Mt)

■ Recycled ■ Disposed

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.



European Land Systems—Mowag's proving ground in Bürglen, Switzerland, serves not only as a testing ground but also a nature reserve. The combat vehicles churn up mud, roll over the small pools and bend low shrubs, spurring water accumulation that is required for the reproduction of various amphibians such as European tree frogs, great crested newts and alpine newts. These endangered species can recover in this area, whose natural habitat has been restricted by deforestation and agriculture.

Gulfstream hosted more than 10,000 individuals at the annual Family Day event in Savannah. The event included a variety of eco-friendly initiatives, including planting 1,400 trees, composting and using aluminum bottles instead of plastic.

Bath Iron Works' Maine shipyard coexists with the state's diverse wildlife. For the past few years, a pair of peregrine falcons, listed as an endangered species in Maine, have nested on its property. The species disappeared from the state in the 1960s as a result of pesticide use and was reintroduced in the 1980s and 1990s. The most recent tally identified 25 breeding pairs in Maine.

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, communications devices, mission operations centers and flight operations for observation satellites, including the Landsat constellation, which collects data on forests, farms, urban areas and fresh water 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 the first OEM in aviation to qualify for the new Sherwin Williams chrome-free paint primer system that incorporates corrosion-inhibiting features. The new primer system not only improves finish quality of the aircraft but saves 250,000 gallons of fresh water annually, reducing the need for water treatment and resulting in \$500,000 savings annually.



Jet Aviation engineers and production experts are developing innovative and sustainable solutions that use bio-sourced materials for aircraft.



GDIT deployed and operates twin supercomputers that power NOAA's complex, real-time weather prediction model. Each supercomputer provides three times more computing power than predecessor systems and ingests billions of weather observation data points every day to allow NOAA to produce 140 million model products. These advanced models made possible by GDIT's supercomputers are essential for improved, more accurate and timely forecasts and weather warnings to protect life and property.

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 or religious belief. We do not tolerate racism, sexism or invidious discrimination in any form. 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.



Virginia-class submarine

We acknowledge the special responsibility associated with being a defense contractor. Some of our products and services include, or otherwise support, lethal capabilities. This imposes a terrific responsibility on us. 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, some circumstances may be subject to potentially competing imperatives in 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 United States 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 to live up to these commitments. We encourage employees who believe that there has been a violation of our policy statement or our core commitments to human rights to report it, including through our Ethics program or Business Ethics Help Line.

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 must be 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 anti-corruption 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 G700 interior

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 35,400 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 various formal mentor-protégé programs, including those sponsored by the DoW, Department of Homeland Security (DHS), Federal Aviation Administration (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 \$5.9 billion of our supplier contracts were with small businesses during the fiscal year of October 2023-September 2024. This represents 38.4% of our total supplier spend in the U.S., which exceeds the Pentagon's 30% Subcontract Small Business Goal.

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.



Electric Boat employees

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](#).



John Lewis-class fleet replenishment oiler

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 create a more productive workforce and to advance capabilities for our customers. However, we also recognize that these opportunities can present additional risk to our business.

We have adopted an approach to AI, consistent with 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. 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.



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.



GDELS Pandur vehicles

Workforce and Culture



Ordnance and Tactical Systems employee

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.



117,000 Employees Worldwide

Our U.S. Workforce



Employees in all 50 States



50K Manufacturing Workers



20K Engineers



21% Represented by Labor Unions



19% Veterans



15K Advanced Degrees



8% Employees with Disabilities

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.

Mission Systems earned the 2024 Gallup Exceptional Workplace Award. This honor is awarded to companies that have met rigorous standards for an engaged workplace culture.

Veterans

Veterans make up 19% of our U.S. workforce. 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.

In 2024, we hired 3,839 veterans of the U.S. armed forces — 19.5% of our total new hires.

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.

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.



NASSCO's Veterans Network partnered with Disabled American Veterans to share information about accessing medical services through the Office of Veteran Affairs and resources for financial assistance for disabled veterans and their families.



Mission Systems employee

Labor Relations

Employees represented by labor unions comprise 21% 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, our employees can grow their skills and meet future workforce needs. With our 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 offer employees development opportunities to enhance the potential of our workforce.

Nearly 1,450 employees across our businesses participate in tuition assistance programs each year to complete formal bachelor's or master's degrees.

We are proud to provide our employees a range of development programs focused on technical skill growth as well as general leadership programs that rotate future leaders through different parts of the company. Each program is designed to provide employees with meaningful, robust skill development to support their success in delivering exceptional results. For example, GDIT prioritizes technical training and certifications in high-demand areas such as cyber, AI and cloud. Through these efforts, the company has increased its AI skilling tenfold over the past year.

To further engage and 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.

Performance and Recognition

The strength of our workforce drives our progress, and we recognize those who lead with integrity and deliver meaningful results. Using performance management tools and succession plans, we engage and reward employees, developing future leaders to align with strategic objectives tied to company and customer needs. Our performance management processes are merit-based. Expectations are transparent and are reinforced through ongoing feedback and semi-annual and annual reviews.

In addition to ongoing and formal reviews, we employ a variety of tools to recognize employees who embody core characteristics such as innovation, continuous improvement, creativity, teamwork 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.



In 2024, Bath Iron Works honored two employees who celebrated 60 years with the company.

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 provide input on curricula to help schools design their programs to incorporate the skills students will need in the workplace. In 2024, we partnered with nearly 200 colleges and universities to offer internships, information sessions and on-campus recruiting events.

In 2024, General Dynamics offered more than 1,300 internship opportunities across the company, as well as approximately 450 traditional apprenticeships and 400 co-ops in engineering, design and manufacturing competencies.

Our strong pipeline programs ensure 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. 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 tomorrow.



Electric Boat has invested more than \$500 million over the past five years to develop its workforce and talent pipeline, partnering closely with local high schools, technical schools and colleges. The company welcomed more than 9,000 employees in 2023 and 2024 and plans to hire over 3,000 employees in 2025.



Gulfstream partnered with Savannah Technical College to develop a new apprentice offering for equipment maintenance technicians, specifically designed to attract new talent to train at an accelerated pace. Gulfstream sponsors the degree program and provides specialized on-the-job training.

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, 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, in-person 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.



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 (ASL) interpreter on staff to improve the company's ability to support and recruit members of the Deaf and hard-of-hearing community.

Safety

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

More than 50 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 environmental, health and safety (EHS) matters. Many business units hold regular safety meetings and provide specialized training and resources to maintain an environment

Our safety record is **consistently better** than industry standards.

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.

General Dynamics' recordable case and absence case rates have been better than industry standards for aircraft manufacturing and shipbuilding and repairing for a decade. (Source: U.S. Department of Labor's Bureau of Labor Statistics)

SINCE 2014

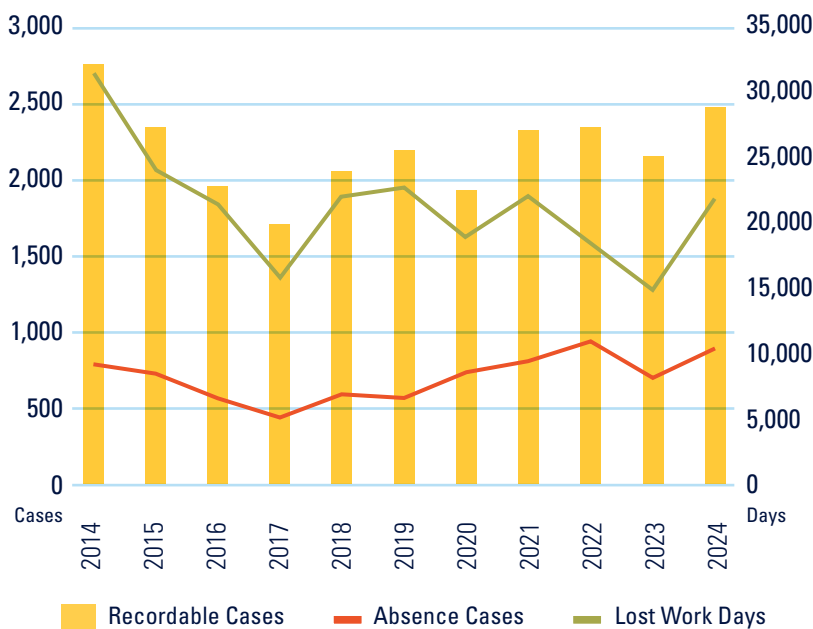
INJURIES

-10%

LOST WORK DAYS

-30.5%

Injury and Illness Record





Multiple business units have introduced exoskeletons for construction and manufacturing workers to provide ergonomic support and reduce risk of potential injury while increasing productivity.



NASSCO's industrial injury prevention program applies a proactive, sports medicine approach that focuses on ergonomics, functional movement and strength development to reduce injuries and enhance performance in its shipyards.

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 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.



Electric Boat Shipyard

Communities

Although our company operates across continents, we never lose sight of the communities in which we live and work. Meaningful change starts locally, which is why we invest in initiatives that strengthen education and social services, promote health and well-being, support policies that spur economic development, and assist community members in need. Our business units support local chapters of various national charity organizations.

Our philanthropic and volunteer efforts focus on education outreach and social services, service member support, and arts and culture.

Each business unit engages in community outreach and support efforts that align with local community needs. Employees organize the donation of time, goods and services.



Bath Iron Works teamed up with the Bath Area YMCA to build a new childcare facility in Brunswick, Maine, helping expand access to quality, affordable childcare for local families. Children of Bath Iron Works shipbuilders added their handprints to the cement slab that will become part of the new facility's bicycle rack.



Jet Aviation supported the American Red Cross Los Angeles Region by matching employee contributions dollar-for-dollar during the Southern California wildfires.

Mission Systems employees partnered with their local chapter of Habitat for Humanity to build affordable homes for families in need.

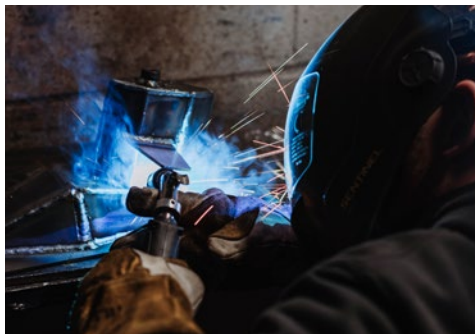


To provide front-line support to those impacted by Hurricane Helene, **Gulfstream** donated \$500,000 through the United Way of the Coastal Empire, the American Red Cross of Georgia and Second Harvest of Coastal Georgia. Gulfstream, the United Way and Second Harvest established critical food distribution sites in Savannah and Brunswick, Georgia.

As a long-standing partner of The Children's Inn at the National Institutes of Health (NIH), **GDIT** hosts monthly dinners that offer comfort and connection to pediatric patients and their families. In 2024, employees served more than 1,357 meals. GDIT also hosted a "Skate for the Day" event for patients and their families.

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.



Electric Boat, in partnership with Project MFG and SENEDIA, provides hundreds of students in Connecticut and Rhode Island an up-close look at careers in manufacturing and defense through its Maritime Welding Competition and Career Discovery Events.



NASSCO hosted more than 6,000 employees and family members at its San Diego shipyard, showcasing careers in shipbuilding and a behind-the-scenes look at the only full-service shipyard on the West Coast.



Over the past three years, **Mission Systems** employees in Pittsfield, Massachusetts, have donated nearly 600 STEM-related books through an annual book drive operated in partnership with the Berkshire United Way.

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) Army Ten Miler, the Semper Fi & America's Fund, and the National Military Family Association.



Ordnance and Tactical Systems employees, in partnership with Paralyzed Veterans of America, built wheelchairs and rollators to enhance the mobility, independence and quality of life for veterans who have sacrificed for our country.



Land Systems contributed more than \$20,000 through St. Joseph's Healthcare Foundation to support the Facilitated Equine Experiential Learning (FEEL) Program in Canada, which uses horses to provide therapeutic and learning programs to improve well-being for veterans.



GDI organized a nationwide effort involving more than 240 employees, family members and friends to participate in wreath-laying ceremonies at military cemeteries across the U.S. and internationally, paying tribute to fallen service members.

Honors and Awards

- *Bossier Chamber of Commerce*
 - Business of the Year
- *Connecticut Business Industry Association*
 - Coolest Thing Made in Connecticut
- *Disability Equality Index*
 - Best Places to Work
- *Fast Company*
 - Best Workplaces for Innovators
- *Forbes*
 - America's Best Employer Icons
 - America's Best Employers for Veterans
 - America's Best Large Employers
 - Best Employers by State: Arizona, Connecticut, Florida, Georgia, Maine, Massachusetts, Rhode Island, Texas, Virginia
 - World's Best Employers
- *Fortune*
 - World's Most Admired Companies
 - America's Most Innovative Companies
 - Blue Ribbon Companies
- *Gallup*
 - Exceptional Places to Work
- *Leading Employers*
 - Top 1 % of Employers in Germany
- *MaineBiz*
 - Coolest Job in Maine
- *Mental Health America*
 - Platinum Bell Seal for Workplace Mental Health
- *Military Friendly*
 - Military Friendly Employer
 - Military Spouse Friendly Employer
 - Supplier Diversity Program
- *Military Times*
 - Best for Vets: Employers
- *Military.com*
 - Top Military Spouse Employers
- *National Association for Business Resources*
 - Best and Brightest in Wellness
- *Newsweek – America's Greatest Workplaces*
 - America's Greatest Workplaces for Black Americans
 - America's Greatest Workplaces for Gen Z
 - America's Greatest Workplaces in Manufacturing
 - America's Greatest Workplaces for Mental Well-Being
 - America's Greatest Workplaces for Parents and Families
 - America's Greatest Workplaces for Veterans
 - America's Greatest Workplaces for Women
 - Most Trustworthy Companies in America
- *TIME*
 - World's Best Companies
- *Top Workplaces*
 - Washington Top Workplaces
- *Training Magazine*
 - Training APEX Award
- *U.S. Department of Labor*
 - HIRE Vets Medallion Award
- *U.S. Veterans Magazine*
 - Top Veteran-Friendly Companies
- *USA Today*
 - Top Workplaces
- *VETS Indexes*
 - 5-Star Employer
- *Washington Post*
 - Top Workplaces
- *Yello*
 - Innovation Award for Internship Program

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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. This report is based on information for the calendar year ended December 31, 2024.

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) 21,581,801 GJ (2) 22.09% (3) 0.66% Energy Management
<i>Waste Management</i>		
RT-AE-150a.1	Amount of hazardous waste generated, percentage recycled	56% of 17,800 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 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 December 31, 2024). About Us
In addition to the SASB Aerospace and Defense items above, we also report on the following items.		
<i>Greenhouse Gas Emissions (GHG) in MT CO₂e</i>		<i>2024</i>
Scope 1		523,038
Scope 2 (Market-based)		362,239
Total emissions (Scope 1 and Scope 2 – Market-based)		885,277
Carbon intensity (Total Scope 1 and 2 Market-based emissions MT CO ₂ e/\$M Revenue)		18.55
Scope 3		
Category 3: Fuel-and-energy-related activities (not included in Scope 1 or 2)		198,782
Category 5: Waste generated in operations		1,717,458
Category 6: Business travel		92,642
<i>Safety</i>		
Recordable cases		2,466
Absence cases		901
Lost work days		21,805

U.S. Workforce Demographics	
Gender	77% Men 23% Women
Race/Ethnicity	69% White 11% Hispanic or Latino 11% Black or African American 6% Asian 0.5% Native Hawaiian or Other Pacific Islander 0.5% American Indian or Alaska Native 2% Two or more races
Self-ID as a veteran of the armed forces	19%
Self-ID as having a disability	8%

Emissions for years 2019-2023 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	Sub-category	Update
Calculation Methodology	Estimates	- Aligned estimation methodologies - Updated intensity factors for estimations - Revised refrigerant estimation methodology
	Emissions Factors & Global Warming Potentials (GWPs)	- Revised emissions factors to reflect regional data and include residual factors for market-based Scope 2 emissions. Updated GWPs in line with latest factors
	Error Correction	- Corrected consumption values where appropriate
Boundary	Organizational / Operational Control Changes	- Adjusted for acquisitions and divestitures - Refined organizational boundaries to align with operational control criteria

In accordance with ISO 14064OC, General Dynamics engages a third party to provide independent verification of our GHG emissions information. 2024 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.

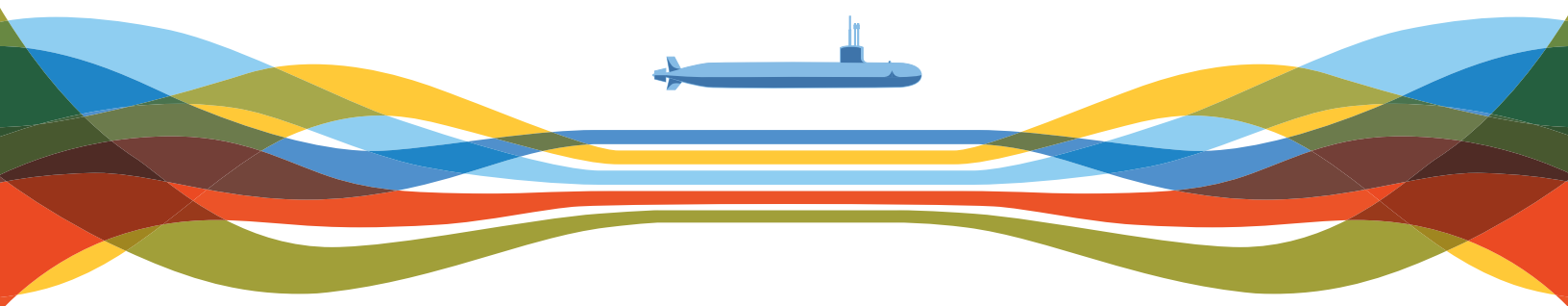
About This Report

Except where otherwise noted, the information covered in this report highlights the company’s performance and initiatives in fiscal year 2024. 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,” “materially,” “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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GENERAL DYNAMICS

General Dynamics Corporation

11011 Sunset Hills Road

Reston, VA 20190

gd.com