GROUP TAX STRATEGY REPORT

MBDA Group

MBDA are a world leader in missiles and missile systems. We are a multi-national company made up of over 10,000 employees working across the UK, France, Italy, Germany, Spain and the US. In this respect, the majority of the group's profits are subject to tax in these key countries where the Group's significant activities are undertaken, the employees are based and value is created.

TAX STRATEGY

MBDA's tax strategy is to operate with the highest ethical standards and to manage our global tax affairs in a manner that is in keeping with our values of honesty, integrity and transparency.

We have an open, honest and positive working relationship with the tax authorities and should any dispute arise with regard to the interpretation and application of tax law, MBDA is committed to addressing the matter promptly and resolving it in an open and constructive manner.

Our focus is on:

- Supporting the Group's commercial objectives
- Complying with tax obligations and laws in all jurisdictions
- Ensuring the correct payment of tax
- Meeting both our legal and moral obligations
- Meeting shareholder expectations
- Ensuring a transparent and open relationship with the tax authorities

MBDA does not engage in any artificial tax arrangements.

TAX FUNCTION

The tax function is led by the Group Tax Director who reports directly to the Group Chief Financial Officer (CFO). Our dedicated team of tax professionals proactively support the Group as business partners to ensure compliance in a tax efficient manner. We aim to provide clear and timely guidance on tax matters and we will seek external advice if necessary. It is our aim to be involved in projects from planning to implementation to ensure that the appropriate tax treatment is applied and tax exposures are managed.

APPROVAL

This document is approved by MBDA's CFO and will be reviewed annually by the Group tax team, and any amendment will be approved by the CFO accordingly.

Peter Bols
MBDA Group Chief Financial Officer