Elbit Systems™

DAYS OF IMPACT

ELBIT SYSTEMS ESG REPORT 2025

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INTRODUCTION

A Message from the President and CEO



I am pleased to present Elbit Systems' 11th ESG Report, highlighting our activities and progress throughout 2025. As a company committed to global leadership in innovative, technology driven solutions for defense and civilian applications, we view excellence in environmental, social, and governance (ESG) performance as a core component of our business strategy.

With approximately twenty thousand employees in Israel and around the world, Elbit Systems continues its growth. We remain deeply committed to embedding the values and principles of corporate responsibility across our operations. Beyond their ethical importance, these principles strengthen our resilience in times of crisis and reinforce the trust we share with our stakeholders.

This report is published during a period marked by uncertainty and significant geopolitical and economic upheaval. Over the past recent years, we have navigated an almost unimaginable sequence of events - from the COVID 19 pandemic, to a prolonged war in Europe, to the unprecedented situation Israel has faced since October 7, 2023, which has evolved into a long war on seven fronts and two major military operations conducted in Iran.

These years have brought immense challenges, pain, and personal and national loss, alongside extraordinary demonstrations of resilience, solidarity, and civic mobilization across Israeli society.

Throughout this period, Elbit Systems has proven its role as a pillar of Israel's economy and society - in routine times and in emergencies. Despite the difficulties, our employees have expanded their community involvement wherever needed, and we are immensely proud of their dedication. This period has also deepened our understanding of the importance of national defense independence and underscored how closely our work is tied to the security and prosperity of Israel and the other countries in which we operate.

Our organizational resilience is anchored in two strategic pillars:

- A broad portfolio of breakthrough products and technologies that address diverse customer needs in Israel and worldwide;
- A global network of subsidiaries that employ local teams, support local ecosystems, and serve as regional growth engines. In every country where we operate, we aim to contribute to strengthening national security and supporting local capabilities.

This report outlines our efforts in areas such as cybersecurity, artificial intelligence, workplace diversity[1], occupational health and safety, sustainable supply chains, and more. In community engagement, we continued investing in technological education.

As part of this commitment, we established a new educational center that will serve as a hub of technological innovation in the Galilee and in the future, another center is planned in southern Israel. These centers are the result of a unique regional partnership between Elbit Systems, the "HaBayta" initiative, the Ministry of Education, and Tel Hai College. Students from all communities in Israel will learn through hands on experience, guided by Elbit engineers who will mentor them and will serve as role models for the future generation.

We also expanded our support for wounded IDF veterans through dedicated recruitment and employment programs, partnerships with the Restart nonprofit organization, and a collaboration with the Paralympic Committee.

Strong and responsible corporate governance remains a cornerstone of our operations. Our Board of Directors adheres to rigorous procedures, and we maintain comprehensive protocols that guide ethical conduct across the company - from directors and employees to our entire value chain.

We recognize the global impact of climate change and its implications on our business. Accordingly, we are implementing measures to reduce our carbon footprint. In 2025, we transitioned part of our operations to natural gas. While not the final destination, natural gas serves as an important transitional energy source, and we expect to see meaningful results from this shift in the coming years. Additionally, our Hermes 900 UAV - beyond its significant military contributions - supports a range of civilian missions with environmental added value, including firefighting, detecting illegal wildlife hunting, and assisting in search and rescue operations.

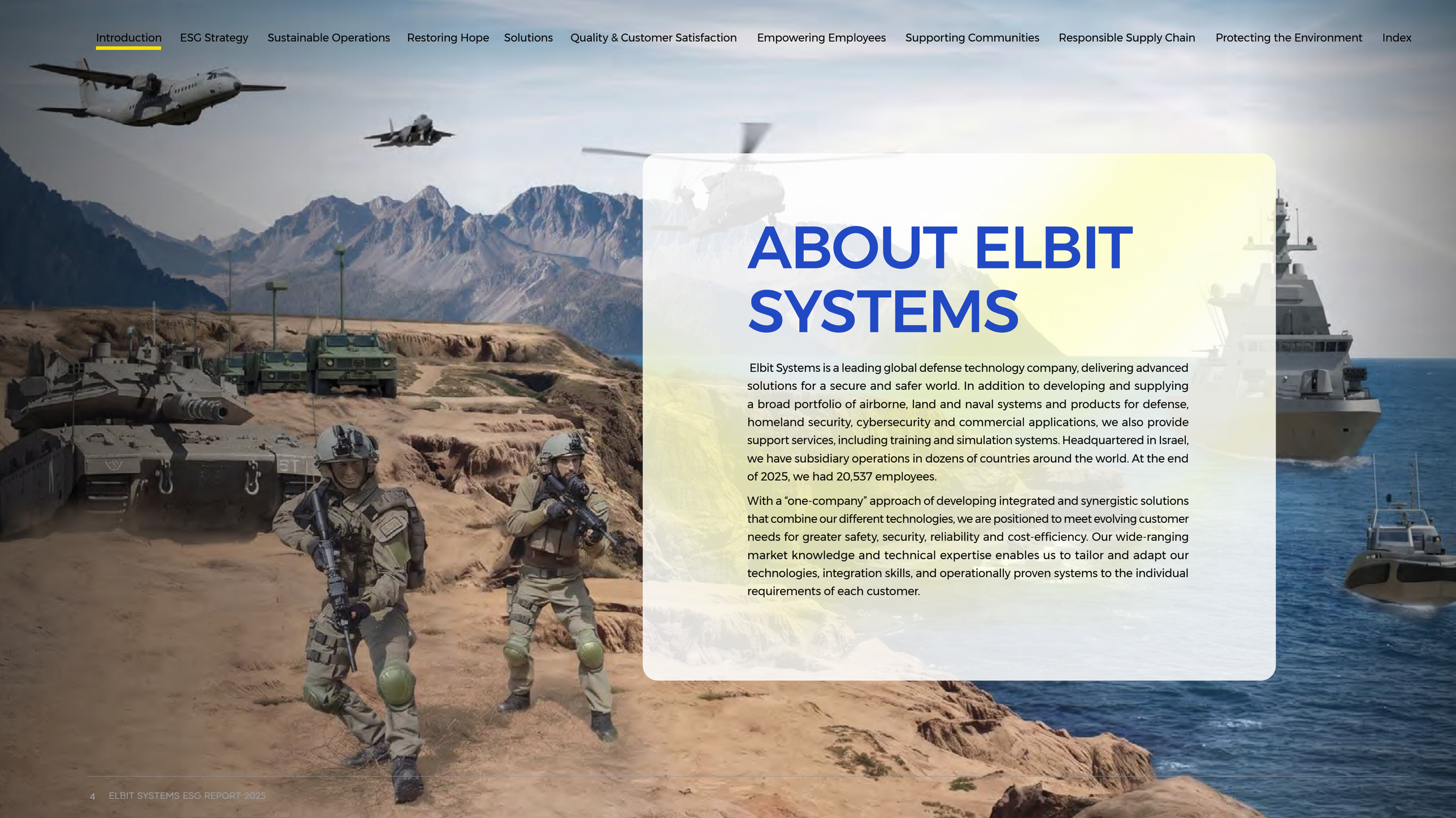
Corporate responsibility is a continuous journey, and we remain committed to further integrating ESG principles across all aspects of our work in the years ahead.

Thank you for your interest in our efforts. I welcome your feedback on this report.

B. Machlis

Bezhalel (Butzi) Machlis
Elbit Systems President and Chief Executive Officer

[1] The diversity and workforce representation information presented in this report reflects the Company's global operations and is included, in part, to satisfy applicable reporting requirements and stakeholder expectations in certain jurisdictions outside the United States. Employment decisions are based on qualifications, merit, business needs and applicable legal requirements. The Company remains committed to equal employment opportunity and non-discrimination.



ABOUT ELBIT SYSTEMS

Elbit Systems is a leading global defense technology company, delivering advanced solutions for a secure and safer world. In addition to developing and supplying a broad portfolio of airborne, land and naval systems and products for defense, homeland security, cybersecurity and commercial applications, we also provide support services, including training and simulation systems. Headquartered in Israel, we have subsidiary operations in dozens of countries around the world. At the end of 2025, we had 20,537 employees.

With a “one-company” approach of developing integrated and synergistic solutions that combine our different technologies, we are positioned to meet evolving customer needs for greater safety, security, reliability and cost-efficiency. Our wide-ranging market knowledge and technical expertise enables us to tailor and adapt our technologies, integration skills, and operationally proven systems to the individual requirements of each customer.

OUR LINES OF BUSINESS

















For further information please visit our website at: www.elbitsystems.com/business-overview

VISION AND MISSION

THE VISION

To be a global leader in designing and delivering innovative solutions for a secure and safer world.

THE MISSION

To support our customers' needs, by delivering innovative technological solutions, and leveraging the unique entrepreneurial and team spirit of our people.



We are deeply committed to the **partnership** with our **customers around the world**



We boldly **push the possible**

Elbit Systems™



Innovation is our trademark



We are here to make **an Impact. Globally**



Our People & Global Team Spirit are what make us unique

2025 HIGHLIGHTS

US$7,938.6 million
revenues

US$28.1 billion
order backlog at end of 2025

US$517,142 thousand
R&D expenditure (6.5% of revenues)

Bezhalel Machlis
President and CEO

GAAP net income
US$534,339 thousand

20,537 employees globally
(end of 2025)

David Federmann
Chair of the Board of Directors

~100%
of our relevant employees received anti-corruption training

An average customer satisfaction level of approximately
87%

~US$3.5 million
contributed to our communities

72%
of our employees participated in our satisfaction survey[2]

70%
of our Israeli purchasing expenditure was with Israeli suppliers

~42,000 hours
volunteered in the community by our employees

[2] The survey is conducted at Elbit Systems Israel (ESL) every two years. This survey took place during 2024.

ABOUT THE REPORT

This is the 11th ESG Report (the Report) of Elbit Systems Ltd. (the Company). In it, we set out our approach to ESG and the key actions we have taken since our last report to advance responsible practices in our business, and enhance our impact on society and the environment.

This report was prepared in accordance with the current 2021 reporting standard of the Global Reporting Initiative (GRI). In addition, we report in line with the reporting standards of the Sustainability Accounting Standard Board (SASB).

Unless otherwise specified, the information in the Report covers our six primary operational geographies: Israel, the U.S., Brazil, Romania, Germany and the U.K., which combined represent more than 95% of our global workforce.

Unless otherwise stated, data and information in the Report relate to the calendar year 2025. All reported data has been verified internally prior to publication. We only use external verification for carbon footprint assurance, through ISO 14064-3.

Our materiality process is conducted annually as part of preparing the sustainability report. Each year, the list of material topics is reviewed and approved by a steering committee composed of senior management members (including C-Suite members such as the COO and CHRO).

The committee is presented with a list of topics, prepared by the Company's ESG unit, derived from two main sources: a benchmark analysis of the most material issues reported by peer companies in our industry, and the results of an ongoing dialogue with our stakeholders—including employees, suppliers, civil society and environmental organizations, customers, investors and ESG ratings expectations, and regulators, to identify the topics that both influence and are influenced by our activities. The steering committee reviews this combined list and determines the most material sustainability topics for reporting each year.

Several of these topics align with the Company's strategic risk management priorities, such as ethical risks and climate related risks. At this stage, we do not conduct a double materiality analysis. Since we consider all identified material topics to be important, we present them according to their relevance to the E, S, and G pillars, without ranking or prioritizing them, recognizing that different stakeholder groups may have different preferences and expectations from our Company. At this stage, the materiality assessment and its results are not verified by a third party assurance.



Contact for feedback:

We welcome your queries, suggestions, comments and feedback to:

Amit Lotan, Global EHS and ESG Manager
amit.lotan@elbitsystems.com

Maya Borkow, Senior ESG Analyst
maya.borkow2@elbitsystems.com

This Report is designed for online viewing. We have not printed hard copies.

The name "Elbit Systems", our logo, and our brand, product, service and process names appearing in this Report are the trademarks of the Company or of our affiliated companies. All other brand, product, service and process names appearing in this document are the trademarks of their respective holders and appear for informational purposes only. Reference to or use of any third-party mark, product, service or process name herein does not imply any recommendation, approval, affiliation or sponsorship of any product or service of that third party. Nothing contained herein shall be construed as conferring by implication, estoppel or otherwise any license or right under any patent, copyright, trademark or other intellectual property right of the Company or any of our affiliated companies.

The Report may contain forward-looking statements (within the meaning of Section 27A of the Securities Act of 1933, as amended, Section 21E of the Securities Exchange Act of 1934, as amended and the Israeli Securities Law, 1968) regarding Elbit Systems Ltd. and/ or its subsidiaries (collectively: the Company), to the extent such statements do not relate to historical or current facts. Forward-looking statements are based on management's current expectations, estimates, projections and assumptions about future events, and are made pursuant to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements are not guarantees of future performance and involve certain risks, uncertainties and assumptions about the Company, which are difficult to predict, including projections of the Company's future financial results, its anticipated growth strategies and anticipated trends in its business. Therefore, actual future results, performance and trends may differ materially from these forward-looking statements due to a variety of factors, including, without limitation: scope and length of customer contracts; governmental regulations and approvals; changes in governmental budgeting priorities; general market, political and economic conditions in the countries in which the Company operates or sells, including Israel and the U.S. among others, including the duration and scope of the war in Israel, and the potential impact on our operations; changes in global health and macro-economic conditions; differences in anticipated and actual program performance, including the ability to perform under long-term fixed-price contracts; changes in the competitive environment; and the outcome of legal and/ or regulatory proceedings. The factors listed above are not all-inclusive, and further information is contained in Elbit Systems Ltd.'s latest annual report on Form 20-F, which is on file with the U.S. Securities and Exchange Commission. All forward-looking statements speak only as of the date of this Report. Although the Company believes that the expectations reflected in the forward-looking statements contained herein are reasonable, it cannot guarantee future results, level of activity, performance or achievements. Moreover, neither the Company nor any other person assumes responsibility for the accuracy and completeness of any of these forward-looking statements. The Company does not undertake to update its forward-looking statements.

Our Material Topics

Category	Material Topics for the Report	Explanation
 Governance and Economy	**Corporate Governance, ESG Risk Management and Business Ethics**	Maintaining proper corporate governance to manage key ESG risks, such as climate change, working conditions, and human rights, and implementing the Ethics Code across all Company operations. This topic includes practices related to the prevention of bribery and corruption, regulatory compliance, and embedding values such as integrity, fairness, reliability and professionalism in all the Company's operations.
	Developing New Products with Added ESG Value	Creating shared value through investment in R&D, sustainable innovation, and collaborations and partnerships with relevant start-up companies and academic institutions.
	Cybersecurity	Protecting the security of confidential data to prevent and avoid data loss and theft, including maintaining the privacy of individuals.
	Business Continuity	Preparing and maintaining readiness for emergencies, to allow continuous availability of service for customers, while adhering to measures for the protection of the health and safety of employees, suppliers and other relevant stakeholders.
	AI Implementation	Integrating various AI technologies into workflows, operations, products, problem solving and more. By turning AI into practical tools, we improve efficiency and user experience, and create value throughout the chain.
 Social	**Product Quality and Customer Service**	Providing safe, top-quality products. Offering high-quality customer support, transparency and responsiveness.
	Responsible Supply Chain	Conducting responsible business with suppliers and subcontractors, respecting their rights, promoting local and social procurement, and integrating environmental and social considerations throughout our supply chain and offset activities.
	Employee Welfare and Appropriate Work Environment	Cultivating an empowering, fair and rewarding work environment, with no harassment of any kind.
	Development and Training, Empowerment, and Equal Opportunities	Promoting employee satisfaction and retention through attractive employment conditions, namely a good work environment, provision of training, personal development opportunities, and career path advancement for talented employees.
	Health and Safety	Maintaining a safe and healthy workforce and workplace using ergonomic practices, providing proper equipment, and promoting worker resilience and well-being.
 Environment	**Climate Risk Management**	Embedding environmental and climate considerations in business decisions, including R&D, supply chain management, infrastructure and more.
	Responsible Resource Consumption, Emissions Reduction, and Environmental Management	Reducing resource usage and emissions through efficient energy and water practices and waste and effluent management. Strengthening proper management of climate change risks and opportunities.
	Hazardous Chemicals and Materials	Responsibly using and treating hazardous materials and chemicals that are part or byproducts of our production processes.

Detailed financial information is not included in the Report. Our annual reports to the U.S. Securities and Exchange Commission on Form 20-F, including our consolidated financial statements, are available on our corporate website: www.elbitsystems.com

ESG STRATEGY



ESG STRATEGY

Sustainable and responsible business conduct at Elbit Systems helps the Company become a better and more resilient business, and is therefore important to our long-term success. As customers and other stakeholders increasingly demand greater transparency on ESG matters, we continue to address ESG risks in our business to protect the Company's reputation, operations, employees, and business partners.

The Company's ESG approach is led by a Steering Committee comprised of senior business and corporate function leaders. Members of this Steering Committee include the Executive Vice Presidents of Operations, Human Resources, R&D and Compliance, as well as the Corporate Secretary, the Company Spokesperson, subject matter experts in Operations, HR, and our legal departments.

The Steering Committee meets several times a year to direct strategy, review progress, advance performance, and support communications. In addition, our ESG risks, opportunities, and management strategies are reviewed annually by executive management and the board of directors. The Board has also appointed its Governance Committee to address specific topics, such as climate and environmental risks management, on its behalf.

The Steering Committee also advises on and identifies stakeholders with whom the Company engages on ESG issues, including customers, supply chain members, regulators, shareholders, and local communities.

In alignment with the company's commitment to sustainable development and corporate responsibility, the management is expected to approve ESG policy in 2026. The policy will be binding across the organization, ensuring that the entire Company operates in accordance with its guidelines.



Stakeholder Dialogue

Elbit's stakeholders include, but are not limited to: customers, employees, business partners, suppliers, and shareholders. Each have their own expectations of the Company, according to their position and unique requirements. Elbit maintains an ongoing dialogue with its stakeholders to better understand their expectations and address any challenge that may arise. The following are selected examples of key groups of stakeholders and the nature of our dialogue with them. You can read about the outcomes of the dialogue and the topics raised by the stakeholders, throughout this Report.

Main Dialogue Channels in 2025

Stakeholder	Dialogue Channels
 **Employees**	• Employee survey • Annual evaluation and feedback • Organizational portal • Workshops, webinars and conferences • Roundtable meetings of senior management and employees
 **Customers**	• Customer survey • Ongoing meetings, calls, exhibitions and conferences
 **Supply Chain**	• Supplier survey • Routine meetings, visits and calls • Supplier portal
 **Community**	• Collaboration with NGOs in the fields of technology education, health and rehabilitation. • Ongoing collaboration through monetary donations and volunteer work with a range of social and environmental nonprofits
 **Academia and the Ecosystem**	• Conferences and lectures by professionals at Elbit in universities and colleges • The Synergy7 accelerator
 **Investors**	• Ongoing dialogue with local and international investors and analysts including responding to ESG ratings

Supporting the UN's Sustainable Development Goals

Following the adoption of the Sustainable Development Goals (SDGs) by the United Nations in 2015, we examined our sustainability priorities and their alignment with the SDGs. We believe we make an important contribution to the attainment of these goals by protecting lives through innovation and responsible business conduct. In supporting the SDGs, we understand that we have both an obligation and an opportunity to promote prosperity for people and the planet. We have identified six of the 17 goals, in particular, that Elbit Systems advances through our business.



How we advance the SDGs



We are committed to support the population of wounded veterans and accompany their return to full and independent lives. This support is expressed through extensive volunteer activity, the development of technological solutions tailored to their injuries, the organization of employment fairs, and the opening of dedicated positions for the wounded. Additionally, in the coming years, we intend to strengthen our collaboration with the Paralympic Committee, which helps individuals with disabilities and injuries return to life and fulfill themselves through sports.



We are committed to responsible and transparent business practices and helping to promote gender equality in the workplace, by ensuring that women have equal opportunities for employment and advancement, and equal pay. We have initiated several community programs to help young women gain the skills and knowledge they need to enter the field of technology.



We drive innovation that protects and enhances lives through effective homeland defense, cybersecurity and flight safety. Our innovations in critical communications and imaging technologies, infrastructure protection, and flight reliability and visibility make many aspects of life safer for citizens, and represent a key contribution to the security of our cities and communities in many countries around the world.



Our advanced technologies are applied in several ways to support smart-city development and critical infrastructure security, protecting and saving lives while providing optimal public security command and control solutions for crisis management, safe cities, events management and emergency teams.



We make a positive economic contribution in the countries where we operate, engaging with multiple suppliers and partners to advance the development and uptake of technology, training customers to deploy new technology, employing thousands of individuals and improving their skills, and maintaining responsible and transparent business practices.



We manage our resources efficiently, and continually strive to reduce our consumption of energy, water and other materials, while reducing our impact on climate change, and generating less waste. We are analyzing the risks posed to us as a result of climate change and are taking action for mitigation and adaptation in light of these risks.

Our Strategy 2021-2025

Category	Topic	Goal	Target	2025 Status
 Governance and Economy	Corporate Governance, ESG Risk Management, and Business Ethics	Reduce risk of unethical behavior.	Provide anti-corruption and ethics training to 100% of employees, every 2 years.	The majority of employees underwent ethics and compliance training.
			Perform annual ethical risk assessments at all operational sites.	Ongoing.
	Economic Performance, R&D, and Innovation	Continued investment in breakthrough R&D, and innovation activities, that help protect and save lives, in accordance to governmental directives.	Expand portfolio with a variety of new, leading-edge solutions.	Ongoing - in 2025 we significantly expanded the implementation of AI technologies, integrating them into our products and various tools we provide to our employees.
 Social	Cybersecurity	Improve cybersecurity maturity level/ posture.	Mitigate 80% of high-level risks identified in cross-organizational cyber risk assessments.	Completed.
	Product Quality and Customer Service	Improve customer satisfaction.	Achieve 5% increase (vs. 2020 baseline) in overall customer satisfaction rating, by 2025.	Completed. In 2025, the average customer satisfaction was approximately 87%.
		Expand quantity and quality of customer feedback.	Receive direct feedback from 80% of key customers.	Ongoing. In 2025 46% of the key customers answered a satisfaction survey.
	Responsible Supply Chain	Increase business with minority-owned businesses.	Achieve 50% increase in volume of business with minority-owned companies.	Ongoing. In 2025 12 suppliers were minority owned businesses.
	Supplier Conduct	Improve ethical awareness and conduct of suppliers.	Secure commitment by suppliers to uphold ethical practices.	Elbit's purchasing terms and conditions include a Supplier Code of Conduct, which makes suppliers aware that the Company expects them to conduct business activities in a fair and ethical manner, in addition to complying with all applicable laws and regulations.
	Spending with Locally-Owned Businesses	Improve awareness of Elbit's procurement organizations regarding the importance of responsible supply chain spending with locally-owned business.	Give sourcing preference to local suppliers.	Ongoing. 60%-75% of sourcing is from local suppliers.
	Conflict Minerals	Expand the conflict materials process to involve additional Elbit subsidiaries.	Distribute questionnaires to 800 suppliers during each year.	Completed.
		Limit the use by suppliers of smelters of high concern.	Take corrective action regarding suppliers using smelters of high concern.	Completed.
	Responsible Employment, Diversity, and Equal Opportunities	Increase gender diversity.	Ensure that 26% of employees are women.	Completed. At the end of 2025, 26% of Company employees were women.
	Health and Safety	Improve employee safety.	Reduce work injury rate by 20% (vs. 2020 baseline), by 2025.	Not completed[3].
			Reduce rate of work days lost due to injury by 20% (vs. 2020 baseline), by 2025.	
	Advancing Technology Education	Improve technological resilience and capability in local communities.	Put in place programs that support technology education in Israel, Brazil, and the U.S.	Completed.

[3] During the war that started in Oct. 2023, we recruited new employees, some of them on a temporary basis. Combined with the double shifts, we believe this may have contributed to an increase in work days lost. We offered relevant trainings to mitigate this risk.

Our Strategy 2021-2025

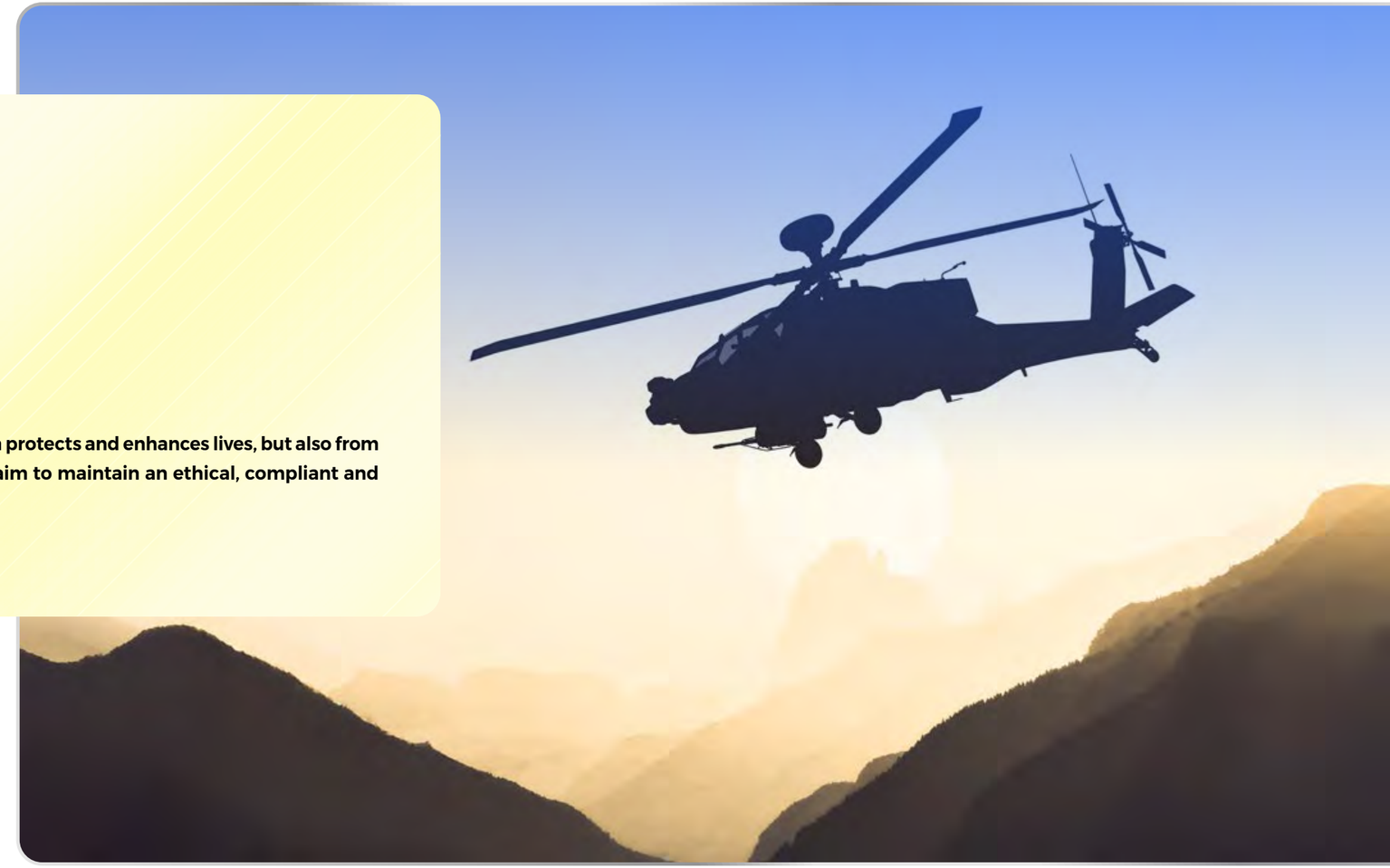
Category	Topic	Goal	Target	2025 Status
 **Environment**	**Responsible Resource Consumption, Emissions Reduction, and Environmental Management**	Install solar panels at two of our main sites in Israel.	Start generating renewable energy.	Completed.
		Increase the use of electric cars by employees and in the Company's car fleet.	Deploy 500 electric cars, by 2025.	Not completed. By the end of 2025, 342 of the leased cars were electric.
		Report according to the TCFD.	Report according to the TCFD, by 2024.	The TCFD reporting is included in the California Bill new regulation that we addressed in 2025.
		Reduce electricity consumption (kWh/m^2) - Scope 2.	Achieve 7% reduction (vs. 2022).	Not completed.
		Reduce fuel consumption (liter/car) - Scope 1.	Achieve 7% reduction (vs. 2022 baseline).	Completed.
		Reduce CO_2-eq emissions (ton/dunam) – Scope 1 and 2.	Achieve 10% reduction (vs. 2020 baseline), by 2025.	Not Completed. The significant increase in production activity during 2023-2025 led to an increase in the Company's consumption of electricity, water, and other resources.
		Reduce absolute CO_2-eq emissions (ton) – Scope 2 only.	Achieve 12.5% reduction (vs. 2020 baseline), by 2025.	
		Reduce water consumption (m^3/employee).	Achieve 14% reduction (vs. 2022 baseline).	
		Increase rate of recycling.	Achieve minimum 45% of total waste to recycling as opposed to landfill.	Not completed, 37% of the total non- hazardous waste was recycled in 2025.

SUSTAINABLE OPERATIONS



SUSTAINABLE OPERATIONS

Our impacts as a business are derived not only from our innovation, which protects and enhances lives, but also from the way in which we conduct ourselves as a responsible business. We aim to maintain an ethical, compliant and sustainable approach, throughout our business activities.



Corporate Governance, Business Ethics and Compliance

As a company whose shares are publicly traded on the NASDAQ and on the Tel Aviv Stock Exchange (TASE), we follow a range of corporate governance best practices.

Our Board of Directors

Elbit Systems' board of directors (the Board) is composed of nine directors, the majority of whom (five out of nine) meet the independence criteria of both the NASDAQ rules and Israel's Companies Law. Two of the independent directors also meet the stringent independence criteria for External Directors under Israeli law. Each of the Board's three committees – the Audit and Financial Statements Review Committee (Audit Committee), the Corporate Governance and Nominating Committee (CGN Committee), and the Compensation Committee – consists entirely of independent directors. In addition, the Audit Committee and the Compensation Committee are both chaired by external directors.

The Board's committees operate in accordance with publicly-disclosed charters. The charter of the CGN Committee contains, among other things, a Director Independence Statement and a Board meeting participation policy (the participation rate in 2025 was 100%), and a membership limit stating that an Elbit Systems director may serve on the boards of no more than four other publicly traded companies. Regarding age diversity, as of 2025 two directors were between the ages of 50 and 60, and seven were above the age of 60. The board is composed of six men and three women.

Our directors have a range of experience in senior roles in government, industry and academia. Five of our directors have been determined to have "financial and\ or Risk management expertise", four of the directors have ESG expertise and two have cybersecurity expertise. All the directors have been determined to meet the financial "professional competence" criteria under Israeli law. None of our directors serves in an executive managerial capacity at the Company. Six of our directors currently hold directorships at one more publicly traded company. The average Board tenure of our directors in 2025 was approximately 13 years. Our directors are typically elected annually by our shareholders, with the exception of the external directors, who are elected by the shareholders for a term of three years, in accordance with Israel's Companies Law.

Board of Directors – Focus on Compliance and Avoidance of Conflicts of Interest

Our Board and its committees conduct periodic reviews of the Board's practices and Board-related charters. Board practices are also reviewed as part of our internal audit program.

The Board is sensitive to potential conflicts of interest. Transactions of the Company in which a director or executive officer may have a personal interest undergo review and approval processes by our Audit Committee and/or Compensation Committee, the Board and, in some cases, our shareholders, all in accordance with applicable regulatory requirements. Our Audit Committee also oversees our whistleblower and investigations process, and reviews major ethics matters. All of our directors undergo ethics, anti-bribery and corruption compliance training.

The Board discusses the appointment of directors at least once a year and, in this context, indirectly examines its suitability for the Company's needs.

Compensation Policy

The Board and its Compensation Committee oversee our compensation policy for directors and executive officers, which is approved at least every three years, as required by Israeli law. The Company also has a compensation policy (the Compensation Policy), which has been approved by our shareholders, following the recommendation of our Compensation Committee and Board.

All of our directors are compensated in accordance with standard compensation rates for external directors in dual-listed companies under Israeli law, which include an annual fee and per-meeting fees. The Compensation Policy is designed to align the compensation of executive officers (including our President and CEO) with the Company's goals and work plan, from both a short-term and a long-term perspective. The Compensation Policy establishes limits on executive officers' remuneration with respect to salary, stock options and bonuses. Annual bonuses are tied to the achievement of specific targets, and in some cases the targets are linked to ESG goals, such as ethics and compliance. The Company has a Clawback Policy regarding recovery of erroneously awarded compensation, in accordance with SEC regulations.

Risk Management

We seek to identify, assess, manage, and mitigate risks that may affect our business and achievement of our strategic objectives. While we strive to maintain an effective risk management framework, we recognize that certain risks are beyond our control and that risks and uncertainties cannot be entirely eliminated or predicted.

The first line of defense resides within our business units and program teams. Employees, managers, and program leaders are responsible for identifying, assessing, and managing risks as part of their day-to-day activities. They are accountable for implementing and maintaining controls and for complying with applicable policies, procedures, and guidelines. Risk management responsibilities are formally assigned at the program level, including designated risk owners and responsible managers.

The second line of defense is responsible for establishing and maintaining the Company's risk management framework, including related policies, procedures, and control standards, and for monitoring compliance with these requirements. As part of its oversight responsibilities, senior management conducts an annual enterprise-wide risk assessment to identify, evaluate, and prioritize the Company's key risks. This assessment incorporates stakeholder input, consideration of emerging risks, and a comprehensive review of existing risks across the organization. Management also evaluates global developments and industry trends that may affect the defense sector, drawing on information obtained from external sources. In parallel, risks identified by the Audit Committee are reviewed and incorporated to ensure alignment with the Company's overall risk profile. The results are consolidated and analyzed to update the Company's enterprise risk profile, which is presented annually to the Board of Directors for review and oversight.

The Internal Audit Team serves as the third line of defense, providing independent and objective assurance regarding the effectiveness of the Company's governance, risk management, and internal control processes. Operating independently of business and risk management functions, Internal Audit reports directly to the Board of Directors, supporting objective, unbiased oversight. Its scope extends beyond financial controls to include operational, compliance, and governance processes. The Company's internal audit also examines aspects of the Board's activities and other corporate governance matters. For example, in 2025 a review was conducted regarding the Board's effectiveness, including an assessment of whether its strategy remained aligned with the Company's significant growth and evolving business activities.

ESG Risk Management

The Board of Directors oversees the Company's ESG-related strategy, activities, opportunities, and risks through periodic reviews and annual assessments, as appropriate. The Board also directly approves key ESG-related policies and frameworks, including the Ethics and Compliance Code of Conduct, Human Rights Statement, Compensation Policy, and various corporate governance policies, such as those governing signatory rights, director independence, and compliance with securities regulations.

As part of its broader risk monitor, the Board regularly reviews significant enterprise risks, including ESG- and climate-related risks. For example, in 2025, the Board approved updates to the Company's Ethics and Compliance Code of Conduct, Supplier Code of Conduct, Human Rights Statement, and Insider Trading Policy.

Day-to-day management of ESG matters is led by a senior management steering committee comprising executives with responsibility for key ESG topics. The committee is chaired by our Executive Vice President (EVP) and Chief Operating Officer, who oversees environmental, health and safety, supply chain, and operational excellence matters. Other members include the EVP Chief Human Resources Officer, who is responsible for fair labor practices, employee development, diversity, and community engagement; our EVP Chief Technology Officer, who is responsible for innovation; the Chief Corporate Governance Officer Corporate Secretary & Senior Legal Counsel, who is responsible for corporate governance matters;



our VP Chief Ethics Officer, and the VP Chief Sanctions, Anti-Bribery and Corruption Officer, who is responsible for ethics, anti-corruption, and compliance-related matters.

Business Ethics and Compliance

Ethics – A Cornerstone of Our Business Practices

Ethical conduct is one of Elbit Systems' core values and serves as the foundation for building trust with our customers, employees, shareholders, suppliers, business partners, and other stakeholders. As a global technology and defense company operating across multiple jurisdictions, we are committed to conducting our business with integrity, transparency, accountability, and respect for the rule of law.

Our ethics and compliance framework supports responsible decision-making, promotes a speak-up culture, and reinforces the importance of ethical behavior throughout our global operations. By embedding ethics and compliance into our business processes and risk management activities, we seek to safeguard our reputation, strengthen stakeholder confidence, and support sustainable long-term growth.

Our Comprehensive Ethics and Compliance Framework

Our ethics and compliance policies apply to our Board of Directors, officers, and employees worldwide. We also expect our suppliers, service providers, consultants, and offset partners to adhere to standards of conduct consistent with our own. In 2025, the Company issued a revised Code of Ethics and Compliance and Supplier Code of Conduct and updated several supporting internal procedures.

Our policies address a broad range of topics, including conflicts of interest, anti-bribery and corruption, gifts and hospitality, insider trading, antitrust and competition law, anti-money laundering, human rights, fair labor practices, discrimination prevention, workplace harassment, lobbying and political activities, charitable contributions, confidential information, protection of proprietary information, and nepotism. To find our more, please visit our website: www.elbitsystems.com

We publicly disclose key ethics-related policies on our website, including our Code of Ethics and Compliance, Anti-Bribery and Corruption Compliance Policy, Supplier Code of Conduct, Human Rights Policy, Whistleblower and Investigations Procedure, and other supporting compliance standards.

We regularly review and enhance our policies, procedures, and related training materials to reflect evolving legal and regulatory requirements, including local developments when relevant to our global subsidiaries, emerging industry standards and best practices, published guidance, enforcement trends, and lessons learned from our own experience as well as developments and observations across the broader business, compliance, and regulatory environment.

Ethics, compliance, and anti-corruption considerations are integrated into the Company's risk management processes, helping to identify, assess, and address emerging legal, regulatory, operational, reputational, and third-party risks across its global operations



Leadership, Governance and Oversight

Tone from the top is a critical element of our ethics and compliance culture. Senior management and business leaders are expected to serve as role models and actively promote ethical conduct, compliance awareness, and accountability throughout the organization.

Oversight of our global ethics and compliance program is provided by senior leadership within the Legal Department, including the Chief Legal Officer, Chief Ethics Officer and the Chief Anti-Bribery and Corruption Officer.

The Board of Directors and its Audit Committee provide oversight of ethics and compliance matters and receive regular reports on significant investigations, whistleblower reports, emerging compliance risks, and the effectiveness of the Company's ethics and compliance program.

The Human rights policy includes Due diligence & risk assessment process that covers aspects such as forced labor, human trafficking, child labor, freedom of association rights to collective bargaining and discrimination.

The Board of Directors and the Audit Committee of the Board oversee ethics and compliance issues and are updated regarding ethics and compliance matters, including significant investigations, whistleblower reports, emerging compliance risks, and the effectiveness of the Company's ethics and compliance framework.

Ethics committees comprising senior representatives from legal, compliance, human resources, and other management functions operate at both the corporate and divisional levels. In addition, major subsidiaries outside Israel generally appoint dedicated ethics officers or compliance managers who coordinate with corporate leadership to support the effective implementation of Company policies and procedures.

We are committed to fostering a culture in which employees feel comfortable raising concerns in good faith and without fear of retaliation.

Our Whistleblower and Investigations Procedure establishes multiple channels through which concerns may be raised, including anonymous reporting mechanisms where permitted by law. Employees may report concerns directly to the Chief Ethics Officer, the Chair of the Audit Committee, or through other designated reporting channels. Our U.S. operating segment, Twenty-Six Defense ("Elbit America"), also operates a 24-hour ethics hotline.

The Whistleblower and Investigations Procedure includes a non-retaliation commitment applicable to individuals who report concerns in good

faith. Complaints are reviewed by senior legal leadership discreetly, and information received is treated confidentially. Reported matters are reviewed, assessed, and investigated as appropriate. We may engage consultants, such as outside legal counsel, where appropriate. Significant allegations, are reported to the Audit Committee.

Following completion of an investigation, remedial and corrective measures may be implemented based on the findings and circumstances of the matter.

In 2025, the Company's ethics and compliance functions routinely continued to address matters relating to the implementation of the Code of Ethics and Compliance, including, among other areas, conflicts of interest, employment of family members, employees' outside employment, business hospitality, compliance concerns, and reports relating to sexual harassment, workplace environment, and other workplace conduct issues.

In cases involving severe breaches and serious misconduct (of which there were no more than 10 in 2025), the Company takes appropriate disciplinary measures, which may include financial consequences, reduction of authority, reassignment or a change in role, and, where warranted, termination of employment.

Diligence in Preventing Bribery and Corruption

Preventing bribery and corruption remains a fundamental component of our ethics and compliance program.

Our anti-bribery and corruption program is designed to promote ethical business conduct across all stages of our operations and includes risk assessments, internal controls, due diligence procedures, training and awareness initiatives, contractual safeguards, and ongoing monitoring activities.

The program is risk-based and focuses on areas presenting elevated corruption risk, including certain jurisdictions, business activities, and third-party engagements.

Third parties engaged by the Company are expected to comply with applicable anti-corruption laws and contractual obligations that reflect our commitment to ethical business practices. Compliance requirements are incorporated into relevant agreements and supported by due diligence and monitoring processes.

Oversight of anti-bribery and corruption activities is provided by the Company's Chief Anti-Bribery and Corruption Officer and senior legal leadership, who continuously assess evolving risks and oversee the implementation of compliance measures throughout the organization.

> *The program also incorporates dedicated controls and policies addressing gifts and hospitality, sponsorships, charitable contributions, lobbying activities, political engagements, and third-party business relationships.*



Ethics and Compliance Training

Ethics and compliance training is an integral component of our compliance framework and is conducted throughout our global operations.

New employees receive mandatory training related to Ethics and Compliance issues as part of the onboarding process.

We place special emphasis on ensuring that employees are informed about the procedures for reporting ethical concerns, as well as the whistleblower channels available to them. Employees involved in certain high risk areas also participate in periodic ethics and compliance training programs designed to reinforce key policies, expectations, and compliance requirements.

Training and awareness initiatives are delivered through a variety of formats, including digital learning platforms, targeted workshops, professional forums, compliance awareness events, and in-person training sessions.

The Company also provides mandatory, risk-based training to personnel operating in functions that present heightened corruption risk, including leadership, marketing, business development, offset, supply chain, legal, finance, and human resources. This specialized training is delivered through periodic e-learning modules and instructor-led sessions conducted by Legal Department personnel and is regularly updated to reflect emerging risks, regulatory developments, enforcement trends, and lessons learned.

Through these initiatives, we seek not only to increase awareness of our policies and procedures but also to strengthen a culture of integrity, accountability, and ethical decision-making.



Ethics and Compliance in Our Supply Chain, Marketing and Offset Activities

We expect our suppliers, consultants, service providers, offset partners, and other third parties to maintain standards of conduct consistent with our own and to conduct business in accordance with applicable laws and ethical business practices.

The Company's Supplier Code of Conduct forms an integral component of our supplier engagement framework and establishes expectations regarding ethical business conduct, anti-bribery and corruption, labor and human rights standards, responsible sourcing, and compliance with applicable legal and regulatory requirements. The Supplier Code of Conduct also includes mechanisms for reporting concerns relating to supply chain conduct, supporting the early identification of potential issues and reinforcing our commitment to transparency, accountability, and integrity.

Prior to engaging certain third parties, the Company conducts risk-based compliance due diligence designed to identify and evaluate potential risks associated with business conduct, integrity, historical compliance matters, human rights considerations, political exposure, sanctions-related concerns, and other factors that may be inconsistent with the Company's values and standards. Such reviews are supplemented by periodic reassessments and ongoing monitoring activities, as appropriate.

Certain higher-risk third parties may also be subject to enhanced compliance requirements, including periodic certifications confirming continued compliance with applicable contractual and ethics obligations and disclosure of any material changes in relevant compliance circumstances.

Attention is given to marketing support providers, consultants, intermediaries, and other third parties engaged in activities that may present elevated corruption risks. Such parties are required to comply with the Company's anti-bribery and corruption requirements and may be subject to enhanced due diligence, contractual compliance commitments, periodic monitoring, targeted compliance guidance, and dedicated ethics and anti-corruption training. Such training addresses, among other matters, business entertainment, hospitality, gifts, travel-related expenses, and other areas presenting heightened compliance risk.

The Company reserves the right to suspend or terminate business relationships where compliance concerns arise, or contractual ethics commitments are not satisfied.

By embedding these requirements within our third-party management processes, we seek to promote responsible business conduct, establish clear expectations for our business partners, and safeguard the trust placed in us by our customers, shareholders, and other stakeholders.



Continuous Improvement and Industry Engagement

We are committed to continuously strengthening our ethics and compliance program and benchmarking our activities against recognized industry standards and leading practices.

The Company participates in prominent industry and ESG-related organizations and initiatives, including the International Forum on Business Ethical Conduct (IFBEC) representing the aerospace and defense industries, TRACE International, EcoVadis, S&P Global's Corporate Sustainability Assessment, and the Israeli Maala ESG Rankings.

Our U.S. subsidiary, Elbit Systems of America, was recognized by the Ethisphere Institute as one of the World's Most Ethical Companies in 2025, reflecting its ongoing commitment to ethical business conduct and corporate integrity.

These engagements allow us to exchange best practices, monitor emerging regulatory and compliance developments, and continuously enhance the alignment with industry standards and leading practices of our ethics and compliance framework.



Responsible Defense Practices

As a global defense technology company, Elbit Systems recognizes its responsibility to conduct business in accordance with applicable national and international legal and regulatory frameworks governing defense exports, sanctions, trade compliance, and related activities.

Responsible business conduct is integrated into our compliance, governance, and risk management processes. Our policies, procedures, and internal controls are designed to promote compliance with applicable legal requirements while supporting ethical decision-making throughout our operations.

The Company does not develop, manufacture, produce, sell, or otherwise contribute to nuclear weapons or nuclear munitions. While certain of the Company's products may be integrated into military platforms capable of carrying a range of conventional or strategic payloads, such products are developed, manufactured, and supplied as conventional systems for general military applications. In addition, the Company does not manufacture, produce, or design cluster munitions and white phosphorus weapons or munitions. For additional information, please see our Human Rights Policy.

These commitments form part of our broader approach to responsible defense practices and support our efforts to manage legal, regulatory, operational, and reputational risks in a rapidly evolving global environment.

Looking Forward:

In 2026, Elbit Systems of America's Ethics and Compliance Department will launch an Enterprise Ethics Engagement Series, a comprehensive initiative designed to deepen employee awareness, expand access to essential governance and compliance resources, reinforce accountability, and strengthen understanding of ethical expectations across all levels of the organization. The program integrates policy accessibility, division-level communications, case-based learning, and trend-driven compliance insights, supported by quantitative performance indicators that will demonstrate the reach, engagement, and impact on ethical culture.

RESTORING HOPE



RESTORING HOPE

This sustainability report was written during an ongoing war in the Middle East, which broke out on the morning of 7 October 2023, following a series of unimaginably harrowing events. Since that day, we - together with the entire country - have been required to deal with one of the biggest national crises we have ever known.

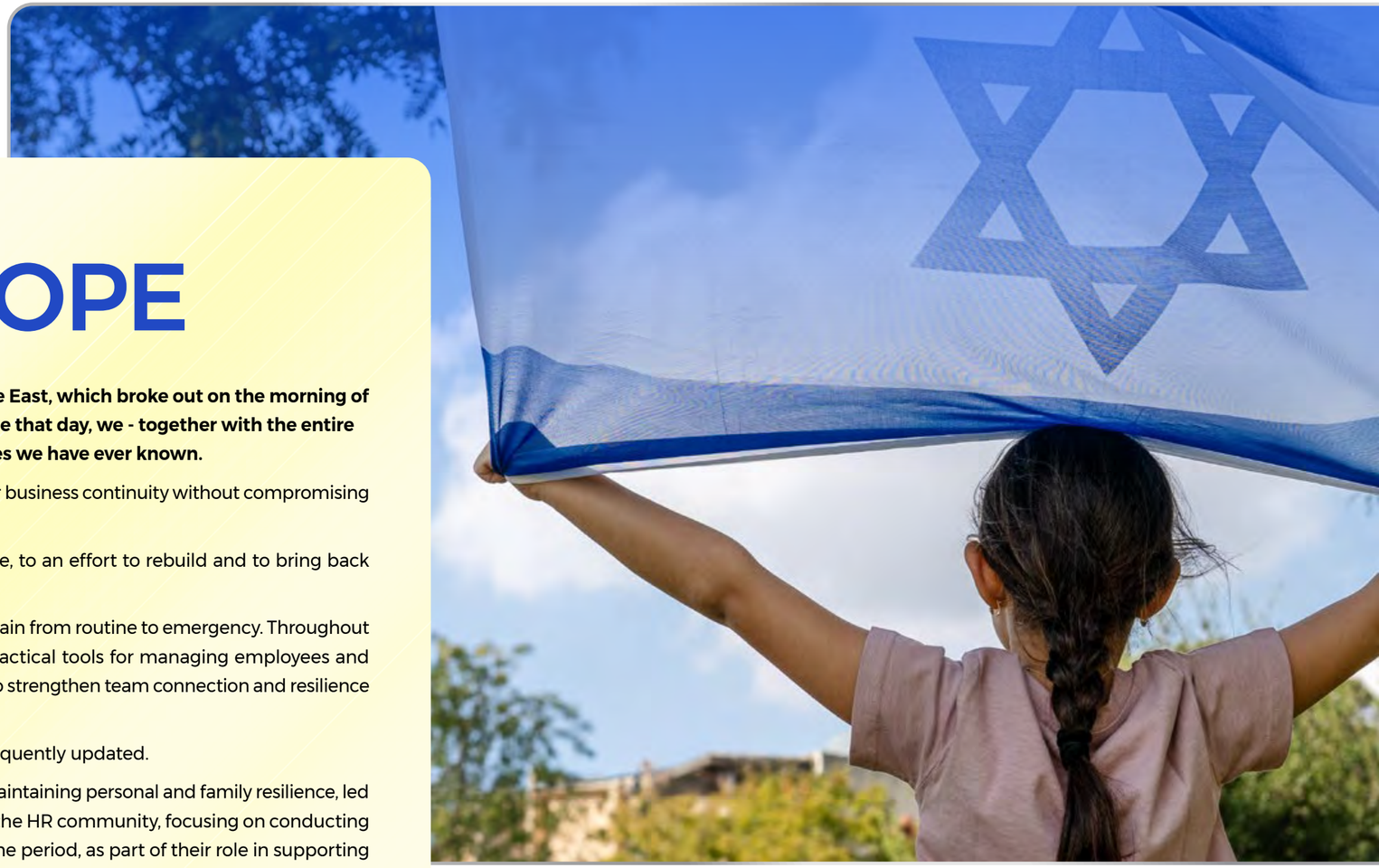
As the war expanded to several fronts, we took proactive steps to maintain our business continuity without compromising on our employees' safety and wellbeing.

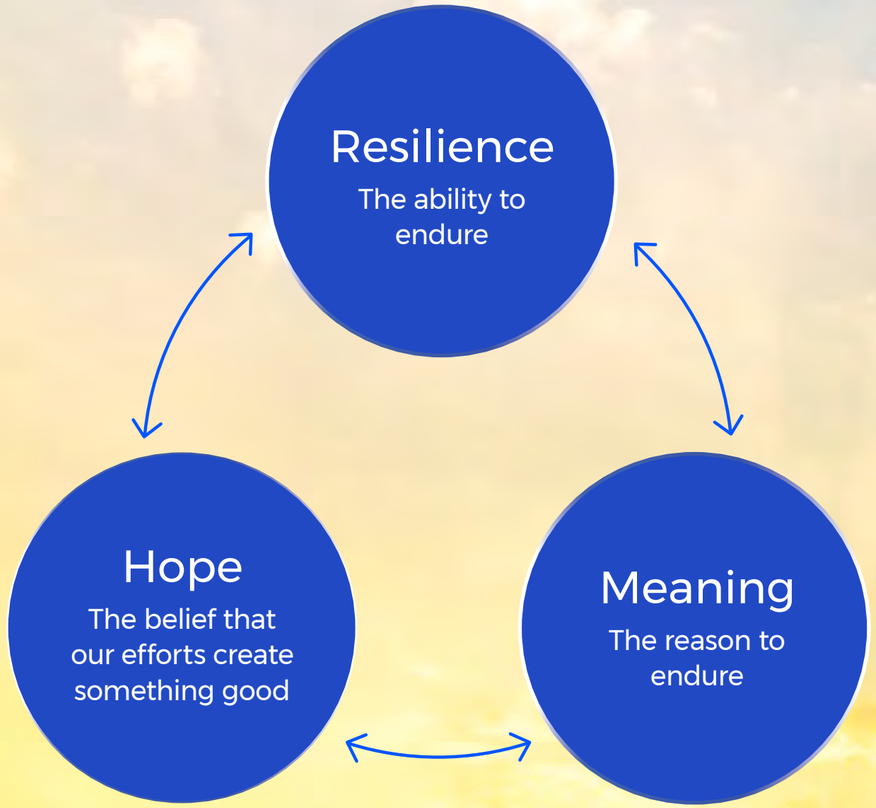
In 2025, our focus shifted from emergency and routine emergency response, to an effort to rebuild and to bring back hope for a better future.

During the Israel- Iran War in 2025 (Operation Rising Lion) the focus shifted again from routine to emergency. Throughout this time, managers received ongoing communications with a variety of practical tools for managing employees and teams during recurring emergencies, including a digital card game designed to strengthen team connection and resilience within an emergency routine.

In parallel, the content and tools in BitSchool, our managers' portal, were frequently updated.

Additionally, a company wide webinar was held on stress management and maintaining personal and family resilience, led by an external professional. A dedicated discussion session was also held for the HR community, focusing on conducting resilience conversations and providing tools to cope with the challenges of the period, as part of their role in supporting and accompanying employees and managers in their day to day work.





Circles of Resilience

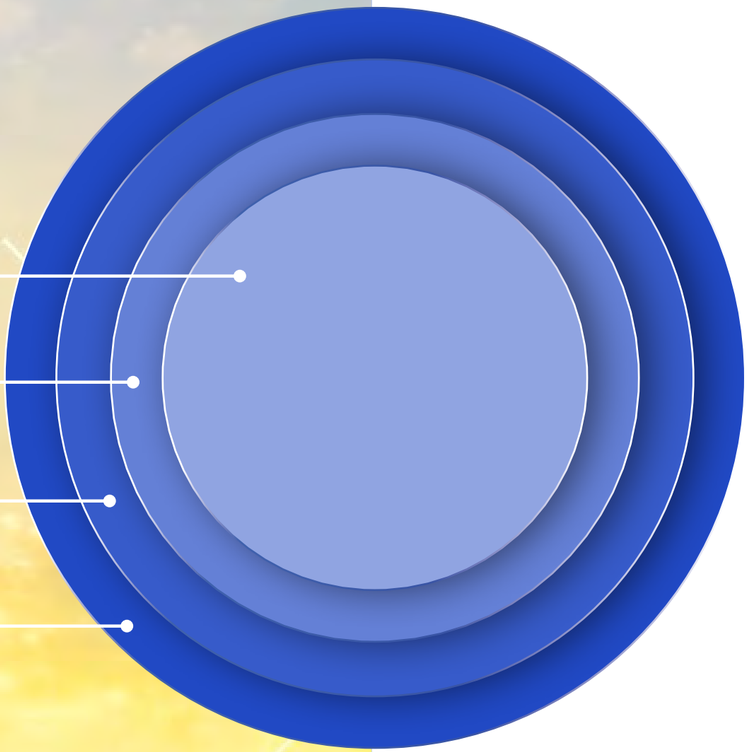
Elbit partners in efforts to rehabilitate Israeli society

Rehabilitation resilience for company employees.

Recruitment processes hiring IDF wounded to work at Elbit.

Volunteering with IDF wounded.

Volunteering for society as a whole with an emphasis on populations that have been directly affected by the war.



For our employees

The ***Take Charge*** project was designed to reduce burnout and inject our teams with a new, refreshing energy. It offers managers practical, everyday tools for implementing routines that drive team energy, and leading their teams more effectively.

As part of the initiative, dozens of energy management workshops were delivered, encouraging managers to adopt the toolkit, create a shared language and context, and reinforce the message that energy management is an integral part of the managerial role.

The program was accompanied by an experiential Energy Kit - including games and simple tools that add variety to team meetings - as well as a dedicated digital hub within Elbit's internal Beatsper Leadership School.

The kits received excellent feedback for strengthening team connection and enriching day-to-day team interactions.

We continue to drive adoption, expand access to these tools and concepts, and lead the next phase of the initiative into 2026.

Recruitment of IDF Wounded Soldiers

In 2025, we expanded designated positions across the company's divisions to support the recruitment of wounded IDF soldiers. Relevant managers received dedicated training to ensure an equitable, supportive, and well-informed recruitment and integration process. Where required, we implemented physical and technological adjustments to create an accessible and enabling work environment.

To support this effort, Elbit HQ's recruitment team appointed a dedicated coordinator responsible for managing the full lifecycle of the process - from initial identification and assessment through onboarding and ongoing support. As a result, approximately 50 wounded IDF soldiers joined the company's divisions in 2025.

Our recruitment efforts were carried out in close collaboration with the Ministry of Defense Rehabilitation Department, the IDF Disabled Veterans Organization, and employment focused NGOs. We also actively participated in dedicated career fairs, strengthening our outreach and ensuring broad, equitable access to employment opportunities for wounded IDF soldiers.

Volunteering in the community for wounded soldiers

Getting wounded IDF veterans back on track to independence

The one-of-a-kind Restoring Independence Hackathon, initiated by Elbit in cooperation with the Rehabilitation Division of Sheba Medical Center and the nonprofit organization- Restart, set out to create and develop technological solutions for challenges faced by wounded IDF veterans. The goal was to help restore their independence through innovation that directly addresses real, everyday needs.

For further read, please see our "Supporting local communities" chapter.

Paralympic Committee

In 2025, we established a long-term collaboration with the Paralympic Committee, focused on rehabilitating and supporting injured individuals through sport. As part of this partnership, we provided technological support, including the development of a dedicated bot that maps individuals' needs, abilities, and personal data to suitable sports.

Other volunteering opportunities that were offered to our employees included accompanying a cycling group of those injured in the Swords of Iron war, volunteering at Paralympic Committee clubs across the country, photographing sporting competitions, and more. In addition, we hosted a photo exhibition of Paralympic athletes at the company's headquarters.





Additional volunteering with wounded IDF soldiers

- Building aids – Carpentry work to create support tools for the injured, according to the requirements of hospital rehabilitation departments.
- Hospital visits – Spending time with injured individuals and organizing uplifting activities in different hospitals, as needed.
- Rehabilitation farm – Volunteering in groups to help with construction, renovation, planting, and more.
- Mentorship programs – Providing one-on-one mentoring to injured people in collaboration with the IDF Disabled Veterans Organization and NATAL.

Bringing Back Hope by Doing Good

Since October 2023, we have supported farmers in the south and north of the country who faced a severe shortage of manpower. Hundreds of our employees volunteered to assist with harvesting and packing agricultural produce.

Beyond this, our employees contributed tens of thousands of volunteer hours engaging in activities such as leisure programs for children and seniors affected by the war, distributing food baskets to those in need, visiting elderly population to reduce loneliness, and more.

Employees also contributed to environmental and urban rehabilitation efforts in areas affected by the war. During “Elbitov” (Elbit Volunteering Week), more than 70 activities took place around the country, focused on people injured in the war, on rehabilitation farms, rescuing damaged agricultural produce, and more.

> ***Learning On** - 120 employees volunteered to provide online academic support for students who were evacuated from their homes, helping close learning gaps with a focus on mathematics and English.*

Zikaron (memory) 710 - partnering with this nonprofit to catalog, tag, and produce videos based on WhatsApp conversations that took place on 7 October.

SOLUTIONS THAT PROTECT & ENHANCE LIVES

SOLUTIONS THAT PROTECT AND ENHANCE LIVES

Today's world is filled with ever-changing threats to our communities and to those who devote their own lives to keeping us safe. Many of Elbit Systems' technologies were specifically developed in response to the need to improve the effectiveness and safety of women and men serving in the defense and security forces of various nations. Part of our innovation strategy is to make the necessary adjustments to our technologies to extend their use to the protection and improvement of the lives of civilians as well.

Innovation is a core building block of our business. In 2025, we reinvested approximately 6.5% of our revenues back into research and developing new solutions for our customers.




Photo: Roni Magnus

iLeaders Community

We aim to cultivate a working environment that nurtures innovative thinking. Through our iLeaders project, which was specifically designed for a select group of employees, we are cultivating a community dedicated to overcoming professional challenges through innovative thinking and solutions. This initiative serves as a testament to the Company's dedication to empowering its people with the necessary tools and resources to excel in innovation.

The iLeaders program, developed with Tel Aviv University, cultivates an innovation mindset by equipping participants with knowledge and practical tools. Each year[4] , a new cohort of iLeaders complete a course of training to become part of our network, which currently has 158 members.

The goal of the program is to embed innovation across Elbit Systems through internal hackathons, external industry initiatives, lectures, podcasts and more.

iLeaders act as an executive division to drive:

- **Intrapreneurship:** Mentoring colleagues from concept to Minimum Viable Product (MVP) and Proof of Concept (POC), including pitch prep.
- **Acceleration:** Leading division-level innovation events and acceleration processes.
- **Tool Deployment:** Applying Design Sprint, brainstorming, and creative problem-solving.
- **Open Innovation:** Connecting and integrating external technologies.

[4] Due to the geopolitical situation, iLeaders training planned for 2025 was rescheduled for early 2026.

Accelerating Open Innovation

A cornerstone of our innovation strategy has been the establishment of Incubit Ventures over a decade ago, operating within the Israeli Innovation Authority (IIA) incubator program. Through this model, we invested in 20 start-ups, several of which deliver strong business value alongside meaningful social and environmental impact and breakthrough technologies.

Over the past two years, we have evolved this model; We transitioned from a centralized structure based on a single wholly owned entity (Incubit Ventures) to a distributed approach built on collaborations with a broad network of partners-including incubators, accelerators, venture funds, and strategic organizations - typically without equity holdings or with only minority stakes.

In parallel, we shifted our focus from direct equity investments to engagement through paid projects, pilot programs, and joint R&D within an Open Innovation framework.

In addition, we have strengthened the integration between Elbit's external innovation and Elbit's internal innovation units, enabling faster technology adoption, greater synergy across capabilities, and enhanced business and technological impact.

Selected Portfolio and ESG Impact:

GreenVibe concrete data

GreenVibe delivers real-time, on-site sensing and analytics for concrete performance and strength measurement. By replacing traditional testing methods, the solution reduces over-design and excess material use, saving time and cost while minimizing environmental impact associated with concrete waste.

ENZYMIT Designing the bio-molecular machines of tomorrow

In collaboration with Elbit, Enzymit develops environmentally friendly, in-situ solutions for degrading fuel contaminants in soil. Its engineered enzymes target unsaturated soil zones, enabling efficient and selective bioremediation.

CENS

CENS develops Nano Carbon Boosters that integrate seamlessly into battery production lines, significantly enhancing lithium-ion batteries by enabling faster charging and higher energy density.

MaterialsZone™ AI-Guided R&D. Faster, Smarter, Better

Through our collaboration with MaterialsZone, we are advancing the identification of environmentally friendly alternatives to toxic components used in material bonding (e.g., metals and glass). Leveraging data and AI, the initiative rapidly identified compliant solutions that meet both performance and regulatory standards.

SUPER POLYMER Fully Crystalline Polymers

Super Polymer transforms standard polyethylene into a highly crystalline (90%) material with thermal-repellent and hydrophobic properties. It replaces titanium dioxide in paints and coatings, improving functionality while also enhancing thermal insulation in electronic applications.

Innovation Ecosystem Expansion

Synergy7 Center (Beer Sheva)

In 2023, Elbit evolved its innovation model toward a partnership-driven approach, collaborating with accelerators, incubators, investment funds, and innovation centers.

This led to the establishment of the Synergy7 Center in Beer Sheva, in partnership with Dell Technologies, Ben-Gurion University, Soroka Medical Center, and the Merage Foundation. The center advances R&D in cybersecurity, robotics, and healthcare.

Elbit plays a leading role in the robotics lab, focusing on early-stage deep-tech start-ups, while collaborating with global technology leaders such as NVIDIA and academic researchers to strengthen innovation in southern Israel.



Healthcare and Devices Innovation Through Strategic Partnerships

Incentive Peregrine Incubator

As part of our broader commitment to long-term social impact, we support the Incentive Peregrine Incubator, a leading platform for early-stage healthcare and life sciences innovation.

The incubator provides funding, mentorship, industry expertise, and strategic partnerships to help transform promising ideas into impactful healthcare solutions.

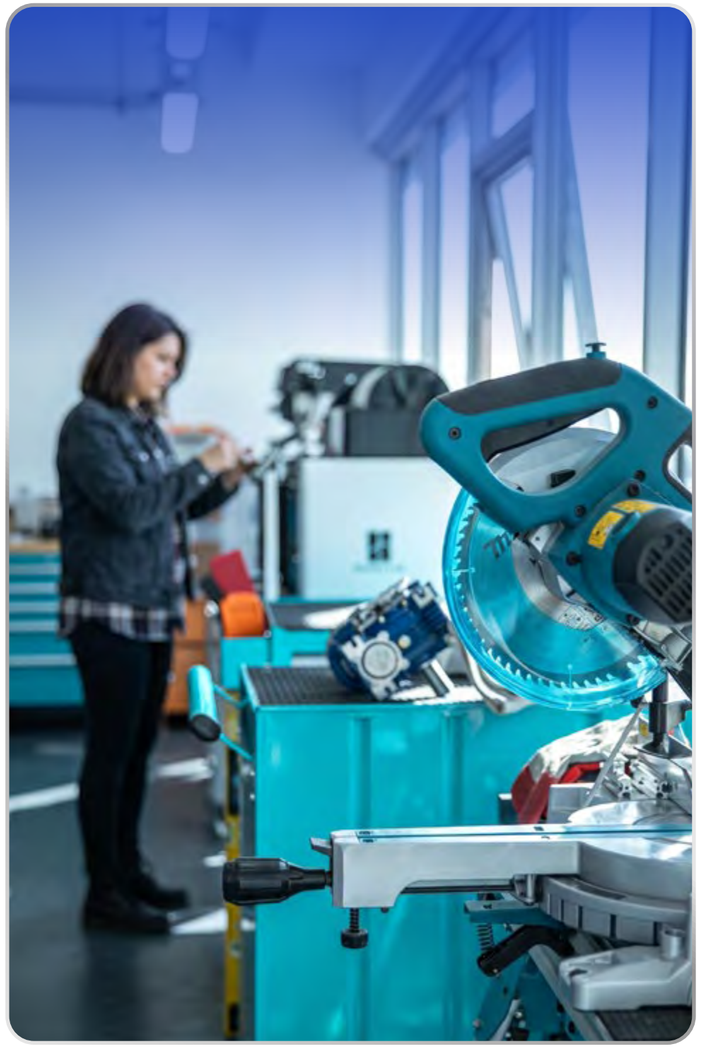
While healthcare is not a core business area for Elbit Systems, our advanced technological capabilities - such as sensors, image processing, artificial intelligence, robotics, complex systems integration, and real-time data analytics - enable us to contribute meaningful value to the sector while also creating strategic value for the company.

Aluma Endovascular Systems

A portfolio company of the Incentive Peregrine Incubator, was co-founded with Elbit Systems and Shaare Zedek Scientific Ltd.

Leveraging Elbit's expertise in laser and electro-optical technologies, ALUMA develops advanced laser energy delivery systems integrated into catheters. Its proprietary fiber technology enables highly localized, high-energy laser delivery, overcoming limitations of existing solutions.

This innovation addresses a significant unmet clinical need in treating chronic diseases affecting small arteries - conditions associated with limited treatment options and high morbidity and mortality.



Innovation - A Leading Value

Defense-Tech Evolution

To mark World Creativity and Innovation Day, we held a global innovation week which dealt with the defense-tech of tomorrow, the GenAI revolution, and more. Over the course of the week, employees from Israel and from our subsidiaries around the world participated in webinars with professionals from inside and outside of the Company, in workshops and online meetings that provided inspiration, direction and ideas for promoting innovation and entrepreneurship within the Company.

Demo Day

We held a digital webinar during which employees engaged with six innovative start ups. The webinar served as an opportunity to explore open innovation processes featuring technologies relevant to Elbit's business activity, with the aim of promoting and encouraging internal innovation and fostering new and interesting collaborations.

Inventors

In 2025, 42 inventors received recognition for 20 inventions that were registered. Over the years, 707 inventors have been named on patents registered by the Company and its subsidiaries ,with 32 inventors contributing to more than six joint patents.



Our Innovative Products

Hermes 900

The Hermes 900 is an advanced unmanned aerial system equipped with a variety of high-performance sensors, enabling detection and monitoring of ground and maritime activity across a wide spectral range. The system features persistent, beyond line of sight, multi payload capability, supporting sustained operations over extended periods.

Based on the proven, mature building blocks of Elbit Systems' Hermes family, the Hermes 900 reflects established standards of airworthiness, safety, and reliability. Operated by multiple international users, Hermes 900 systems have also supported a range of civilian and environmental applications worldwide, including preventing illegal land and maritime poaching, oil spill monitoring and environmental damage assessment, support in wildfire detection and firefighting efforts, flood monitoring, and documentation of volcanic activity. Its modular design supports flexible payload integration, system upgrades, and long-term adaptability, contributing to efficient lifecycle management.



Seagull

The Seagull unmanned surface vessel (USV) developed by Elbit Systems is a hybrid platform capable of operating either autonomously or with a small crew, providing operational flexibility across a range of maritime missions.

One of the main advantages of this USV is the ability to conduct high risk missions without placing personnel at sea, which directly contributes to the protection of human life. Equipped with advanced sonar that uses acoustic waves rather than optical sensors, the USV can rapidly and accurately detect underwater threats, such as mines and submarines, even in low visibility conditions.

The Seagull can remain at sea for up to 120 hours, continuously scanning and monitoring its surroundings, even in cases where the communication with its shore based control station is disrupted.

Through its autonomous capabilities, long endurance, and reduced need for large, manned vessels, the Seagull supports enhanced safety, environmental protection, and responsible maritime practices.

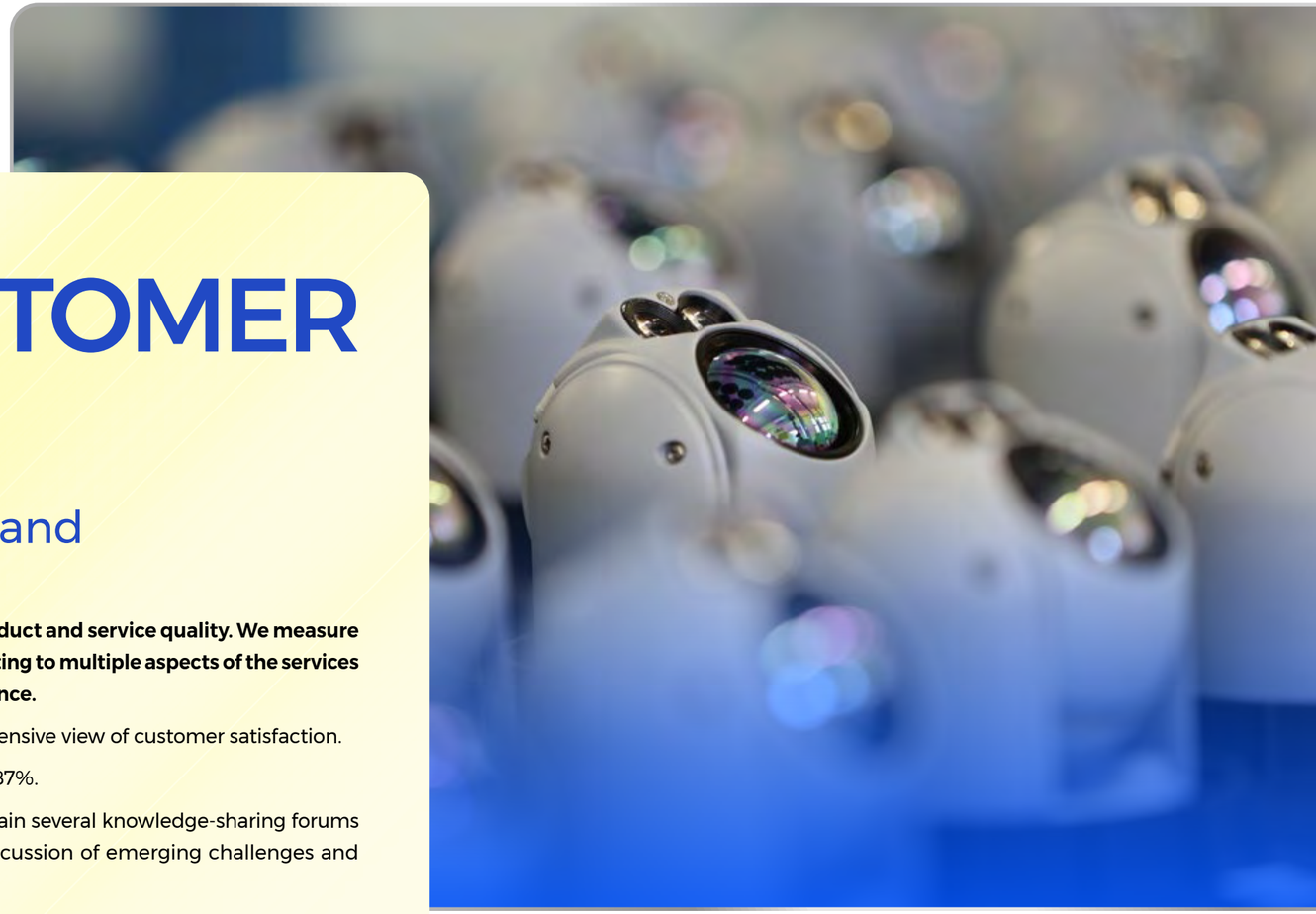


Looking Forward:

Elbit Systems' FUSE, specializes in the development, production, and delivery of advanced unmanned systems leveraging cutting-edge robotics, autonomy, and artificial intelligence technologies. Through FUSE, Elbit aims to strengthen its position in high-growth markets and expand its portfolio of innovative solutions in rapidly evolving technological domains.

QUALITY AND CUSTOMER SATISFACTION





QUALITY AND CUSTOMER SATISFACTION

Quality Management, Product Reliability and Customer Service

To ensure customer satisfaction, we are committed to upholding the highest standards of product and service quality. We measure customer satisfaction across all activities throughout our global operations, collecting data relating to multiple aspects of the services we provide. In parallel, we regularly survey our customers to hear directly about their experience.

By combining aggregated internal data and customer feedback scores, we generate a comprehensive view of customer satisfaction.

The analysis of the responses indicates an average customer satisfaction level of approximately 87%.

To drive continuous improvements in quality and service across our global operations, we maintain several knowledge-sharing forums covering topics in engineering, quality, operations and other areas. These forums enable discussion of emerging challenges and development of new common practices.

In recent years, we launched and implemented new management tools and methodologies to enhance our program management capabilities, as well as new forecasting and KPI frameworks to ensure high-quality, on-time project implementation. In addition, as part of our ERP ecosystem, we are adapting and implementing a new Manufacturing Operations Management (MOM) system in our Centers of Excellence, with the aim of further enhancing our production efficiency.



Quality, reliability and operational excellence are fundamental to Elbit Systems' commitment to meeting customer expectations and delivering mission-critical products and services.

Quality management principles are embedded throughout the entire product and service lifecycle, including design, procurement, manufacturing, testing, delivery and customer support.

The Company's quality management systems are designed to support compliance with applicable regulatory requirements and international quality standards, including AS9100 and ISO 9001.

To ensure consistent product quality and performance, Elbit implements comprehensive quality assurance and quality control processes that include inspections and testing, internal and external audits, supplier qualification procedures and the implementation of corrective and preventive actions. In addition, role-specific training on Company work processes, procedures, and policies is provided to Program Managers, Development Managers, Engineers, Quality Managers, and other relevant stakeholders, ensuring alignment with operational and quality requirements

Quality oversight is conducted throughout the production process, with dedicated quality engineers and inspection stations integrated into manufacturing operations to detect and address issues at every stage of production.

> ***The Company continuously invests in employee training and operational excellence initiatives. Advanced project management methodologies, including Lean and Kaizen principles, are applied across operations to improve efficiency and enhance product quality.***

These processes are regularly evaluated and supported by engineering planning and development tools, enabling continuous improvement throughout the organization.

Customer service and responsiveness are supported by a dedicated Customer Relationship Management (CRM) platform. Through this system, customers are provided with direct communication channels and dedicated service contacts, enabling efficient management of inquiries, service requests and complaints. The platform centralizes customer interactions and documentation, including repair status updates, product support activities and ongoing communications, helping the Company maintain high service standards and respond effectively to customer needs. In addition, customers receive information through various communication channels regarding product upgrades, operational notifications, safety-related updates and other quality-related matters.

The effectiveness of Elbit's quality management framework is reflected in the Company's strong product reliability performance and the low number of product safety incidents resulting in recalls. Through its integrated quality systems, continuous improvement programs and close customer engagement, the Company strives to maintain high standards of product quality, safety and customer satisfaction across all areas of its business.

Cybersecurity Governance and Risk Management

The implementation of robust cybersecurity protection against the wide range of modern cyber threats is an important issue for our customers. At Elbit Systems, we take a holistic approach to identifying and managing cybersecurity risks across our operations and supply chain. This includes comprehensive policies, procedures, incident response playbooks, and employee training - both during onboarding and at regular intervals thereafter – to ensure employees remain aware of emerging cyber threats and know how to identify and report suspicious activity without delay.



Cybersecurity Governance

The Company's Board has primary responsibility for overseeing risks arising from cybersecurity threats. To support it in this role, the Board holds semi-annual cybersecurity discussions, during which it receives reports from the Company's Chief Operating Officer (COO), Chief Information Security Officer (CISO), Chief Security Officer (CSO) and/or Chief Information Officer (CIO), and oversees the implementation and administration of our Cybersecurity management process.

These reports may include, as relevant:

- A presentation of the cybersecurity work plan and its status;
- Updates from the Audit and Financial Statements Review Committee, acting as the Audit Committee, including a review of audit reports from the internal auditor;
- Information regarding resource utilization, main actions taken, external consulting, new tools, audits and training with respect to cybersecurity;
- Updates regarding material cybersecurity threats or incidents with an estimated material impact, and the Company's response, where relevant;
- Regulatory updates and updates on cybersecurity trends, the threat landscape, and the results of assessments conducted by internal stakeholders or third-party advisors.

As part of the Company's broader enterprise risk management process, the Board also conducts an annual review of the Company's risk profile, including cybersecurity risks. In addition to its scheduled reviews, the Board and the Audit and Financial Statements Review Committee, acting as the Audit Committee, may discuss cybersecurity matters at any time, as they deem appropriate.

Two members of the Board - Mrs. Tzipi Livni and Mr. Ehud (Udi) Adam – have backgrounds in cybersecurity.

Cybersecurity Management

The day-to-day execution of our cybersecurity management process, including the implementation of our information security strategy, policies, operations and cyber threat detection and response, is led by our CISO. This includes direct management of our cybersecurity team and evaluating irregular or suspicious events reported by employees, either through the Security Operations Center (SOC) or directly to the CISO.

We are committed to:

- Continuously strengthening our cybersecurity capabilities.
- Protecting the integrity, confidentiality and availability of information.
- Monitoring, identifying and responding to information security threats.
- Promoting individual accountability for information security across our workforce.
- Requiring third parties, including suppliers, to meet our information security standards.

To further strengthen our cybersecurity posture, we continue to invest in new technologies, enhance our security controls, update our policies and procedures, and take a proactive approach to identifying and mitigating cyber risks.

Cybersecurity Certifications

In 2025, our global operations maintained six internationally recognized cybersecurity certifications:

> ***ISO/IEC 27001:2022*** Information security, cybersecurity and privacy protection - Information security management systems - Requirements.

> ***ISO/IEC 27032:2023*** Cybersecurity - Guidelines for Internet security.

> ***ISO/IEC 27035-3:2020*** Information technology - Information security incident management.

> ***ISO/IEC 27017:2015*** Information technology - Security techniques - Code of practice for information security controls based on ISO/IEC 27002 for cloud services.

> ***ISO/IEC 27018:2019*** Information technology - Security techniques - Code of practice for protection of personally identifiable information (PII) in public clouds acting as PII processors.

> ***ISO/IEC 27036*** Information technology - international standard providing guidelines for securing information and systems within supplier relationships and supply chains.

Cybersecurity at Elbit America

Elbit Systems of America (ESA) achieved Cybersecurity Maturity Model Certification (CMMC), validating its ability to protect Controlled Unclassified Information (CUI).

During 2025, ESA also:

- Successfully completed its first revalidation for ISO 27001:2022. As part of this certification, compliance was also validated against:

  > ***ISO/IEC 27014:2020*** Information security, cybersecurity, and privacy protection - Governance of information security.

  > ***ISO/IEC 27035-1: 2023*** Information technology - Information security incident management - Part 1: Principles and process.

- Successfully completed its second annual certification under the UK's Cyber Essentials Plus program.

Data Privacy and Security

We maintain comprehensive policies, processes, and technical controls to safeguard the personal and business information entrusted to us by our customers, suppliers and employees.

In 2025, there were no material data security breaches across our global operations.



EMPOWERING EMPLOYEES



EMPOWERING EMPLOYEES

A responsible workplace is one where employees feel empowered. With a foundation of ethical, respectful and inclusive conduct, we aim to nurture a working environment that empowers everyone to succeed. Our values-based workplace culture and focused human-resources strategy provide the tools and opportunities that our employees need to deliver innovative solutions and the outstanding service that our customers deserve.

Our Human-Resources Strategy

Our human-resources strategy is based on four key pillars:



Leadership and proactivity



Professionalism, quality and excellence



Trust, partnership and dialogue



Effective and efficient organizational processes

Fair Labor Practices

Our human-resources team uses the People Analytics system to support every step of the employee management process: recruiting and hiring, measuring employee performance, identifying current workforce skill gaps, identifying flight risks to improve retention, competitive intelligence, and organizational network analysis.

We are committed to following all labor laws, and we offer benefits beyond those required by law in each market. In 2025, 36% of our employees[5] were covered by collective bargaining agreements.

Annual Leave

Annual leave entitlements in many cases exceed applicable statutory requirements. Vacation eligibility may take into account not only an employee's tenure with the Company but also relevant prior professional experience. Accordingly, employees joining the Company with several years of relevant experience may receive vacation entitlements that recognize such experience.

Sick Leave and Recuperation Pay

Sick leave benefits may be provided on terms that exceed applicable statutory requirements. The Company also provides recuperation pay beyond the statutory minimum.

Performance-Based Compensation

Eligible employees participate in a performance-based bonus program that considers both individual and Company performance. Bonuses are awarded on a calendar-year basis to eligible employees who have completed at least six months of active employment during the relevant calendar year.

Employee Retention

The Company maintains retention bonus programs for employees in selected key professional positions, supporting the retention of critical skills, expertise, and talent over the long term.

Working Hours and Overtime Management

The Company monitors employee working hours through established time-management systems to support compliance with applicable labor laws, regulatory requirements, and internal policies.

Working hours are routinely tracked and reviewed to help identify and prevent excessive working hours. Overtime is managed and compensated in accordance with applicable legal requirements and relevant employment agreements.

Given the nature of the Company's operations as a defense company, certain activities may occasionally require approved exceptions to standard working-hour limitations. Any such exceptions are implemented in accordance with applicable regulatory permits and legal requirements.

Work-Life Balance and Family Support

The Company provides family-friendly employment benefits designed to support employees during important life stages and promote work-life balance.

To maintain work flexibility, we have increased location flexibility when possible, so the employee can work from the Elbit site closest to their home, reducing the need for commuting.

Additionally, we expanded flexible work arrangements available to employees in Israel during the first year following childbirth, helping support work-life balance.

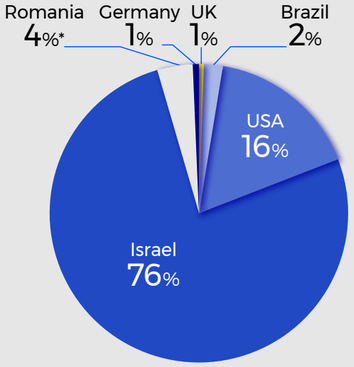
At some Company sites, private lactation rooms are available, providing nursing mothers with a comfortable and private space.

Employees are encouraged to utilize their annual leave entitlements, while leave balances are monitored and managed through the Company's HR systems to support appropriate use of vacation time.

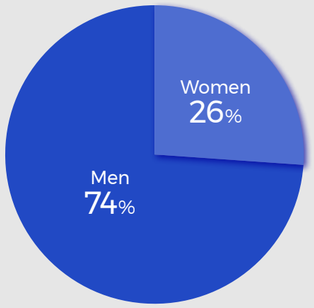
Employment Security and Workforce Relations

The Company is committed to fair and respectful employment practices throughout the employee lifecycle, including in connection with termination of employment. Employees are provided with advance notice prior to termination in accordance with applicable requirements and Company practices, typically amounting to one full month, supporting an orderly and respectful transition process.

Our Global Workforce



Employees by Region



Employees By Gender

* The 4% reported for Romania includes employees in AEE, Elmet and Simultec. However, due to data collection limitation, HR data presented on pages 73-74 of this report, cover AEE only.

[5] The figure refers to employees in ESA and ESL only

Well-being

Our well-being policy is focused on strengthening the engagement of the Company's employees and their families.

We offer a range of employee welfare benefits, including discounts on vacations, comprehensive discounted medical insurance, credit cards with special benefits, tickets to movies, concerts and plays, leisure and sports activities, and gifts and celebrations for employees to mark life cycle events, such as when their children enter first grade, enlist, get married etc.

Managing Workforce Continuity

Our recruitment activities - both to fill new positions as we grow the Company and to replace valued retirees - are critical to our ability to maintain workforce continuity.

In 2025, we hired 3,045 new team members across our global operations[6]. We aim to reach the broadest possible base of potential recruits to support our aspiration to create an inclusive and dynamic workforce. To this end, we are constantly working to improve the marketing, sourcing and automation of our recruitment processes.

> ***In 2025, we upgraded our high volume recruitment processes through operational excellence, process oriented thinking, and innovative AI tools. Integrating automated bots for candidate management, scheduling, and communication significantly shortened hiring timelines, reduced operational load, and improved the end to end candidate experience.***

At the same time, we developed smart dashboards and management tools that provide real time visibility, transforming recruitment from an operational function into a strategic management tool directly aligned with field needs.

We recruit via several external channels, often in collaboration with leading academic institutions, for example by participating in employment fairs, and inviting students for informal chats with our teams of engineers. We have also been focusing on online recruitment, leveraging several social media channels and tools, such as LinkedIn parties, to attract digital-savvy, technology-competent recruits.

During 2025, our business divisions have entered into collaborations with academic institutions to develop specialized training to train new employees in specialist professions, including combat, electronic warfare, space operations, and more. This initiative enables us to recruit junior candidates who often struggle to enter the tech industry and provide them with a clear, structured pathway into these specialized professions.



Training and Development

We continue to invest in the development of our employees, providing an array of professional and personal skills training across the organization. All employees are offered the opportunity to pursue a relevant selection of practical training to help them both succeed in their current roles and advance within the organization.

To develop the capabilities of our employees, we are constantly exploring training that is relevant to the core areas of the Company. Every year, we measure the satisfaction and effectiveness of our learning activities. We also develop a new training schedule that encompasses innovative training themes and topics, based on research across our markets and employee requests. Increasingly, we offer online learning methods, targeting different learning styles that appeal to younger team members. Similarly, we are expanding licenses for a variety of online learning catalogs and platforms to enable flexible learning, and nurture a culture of life-long learning at Elbit Systems.

In 2025, we invested, on average, 20.4 professional learning hours and US$400 in training, per engineer. In Israel, we offered more than 1,220 different learning activities, and opened new courses across the Company's divisions. In addition, we offered all employees the opportunity to register for Power Skills training. In 2025, there was a 39% increase in employee participation and interest in training.

[6] Figures refer to the countries covered by this report

In 2025, the PRO learning platform was launched across the Company. It enables employees to register for internal courses, access 274 digital courses covering both professional content and power skills, submit reimbursement requests for learning related expenses, track learning effectiveness, complete regulatory e-learning modules programs, and more. PRO is available on both desktop and organizational mobile devices, ensuring convenient access to learning and development resources.

> ***2,531** engineers completed courses through PRO with an average of 4 learning hours per participant.*
>
> ***9,400** employees in Israel (70% of the workforce) used the PRO learning platform.*
>
> ***784** employees participated in learning activities outside the PRO platform, including seminars, professional conferences, courses, and other development programs, totaling 1,220 learning events.*

In 2025, we launched "Inside Talks", an employee-led knowledge-sharing initiative aimed at promoting well-being, strengthening resilience, and fostering engagement. Employees interested in sharing professional expertise, personal experiences, and enrichment content received training in public speaking and storytelling before joining an internal speaker network featured on the PRO learning platform. Managers could then select speakers from the catalog and invite them to present directly to their teams. As part of our resilience strategy, the initiative helps strengthen connections across the organization, and supports teams as sources of stability and growth. **More than 100 lectures were delivered through the program during 2025-2026.**

Other organizational development initiatives include:

Manager Development

In 2025, we continued to promote our management development program, which encompasses leadership training and foundation training for all managers, and designated professional training for specific roles. We also established a new leadership development initiative for alumni of our leadership programs, which will be expanded in 2026. Beyond serving the alumni community, these programs will also introduce new leadership capabilities and content areas, such as leading organizational transformation and leading in the age of AI. As these topics become increasingly critical to business success, they will be integrated across our broader leadership and development curriculum.

We also continue to lead the Company's business leadership development programs, and will launch both a senior Business Leadership program and a first-time manager pipeline program, in 2026.





Mentoring Programs

In our leadership programs, direct managers act as mentors to their team members. This one-on-one interaction not only facilitates hands-on learning but also strengthens the bond between our managers and their teams. Additionally, we've established mentoring programs that pair seasoned senior managers with younger colleagues. This symbiotic relationship not only facilitates the imparting of valuable industry insights by our most experienced staff, but also cultivates a sense of community and shared purpose. Through these initiatives, we affirm our commitment to nurturing talent, promoting professional growth, and upholding our Company's values of excellence and sustainability.

For the past seven years, Elbit America has led a mentoring program that empowers dozens of employees to grow, connect, and share knowledge across generations. One of its most innovative elements is the reverse mentoring track, where newer team members mentor seasoned colleagues. These fresh voices bring renewed energy, challenge assumptions, and shine a light on overlooked areas—creating a dynamic culture of learning, reflection, and continuous improvement.

BitHub Portal

The Bit School, the designated resource for managers in our organizational BitHub portal, is a live and dynamic area, regularly updated to address revolving needs. The portal offers our managers practical tools, learning capsules, lectures and more.



ELbassadors Shaping Employer Branding

In recent years, we have operated a unique initiative through which our employees assume the role of ambassador across various social networks and platforms. This innovative activity empowers our team members to become vocal advocates of our organization, sharing their genuine experiences and insights and making a significant contribution to our branding endeavors. By engaging with our stakeholders on digital platforms, our ambassadors cultivate a transparent and relatable image of our workplace culture, values, and the opportunities we offer. This approach not only extends our reach but also fosters a deeper connection with potential talent and stakeholders. Through this concerted effort, we demonstrate our commitment to a unified narrative that resonates both internally and externally, reinforcing our Company's reputation as a sought-after employer in the industry. Furthermore, by engaging our 27 ambassadors in storytelling and AI-focused workshops led by specialists in those fields, we equip them with valuable skills and position them as forward-thinking voices in the ELbassadors community. **In 2025, there were more than 1,000 publications on social media, with over 1.5 million views**.

Performance Evaluations

In 2025, we continued to carry out annual performance evaluation process that takes place once a year. Performance evaluation is based on a continuous and multi-dimensional approach that supports employee development and organizational effectiveness. Employee performance is evaluated using multiple sources of information, including input from matrix managers and assessments of role-specific competencies, alignment with company values, and contribution to departmental and organizational objectives.

The Company also promotes ongoing performance dialogue through regular manager-employee discussions, continuous feedback, and periodic reviews of progress against goals, including a documented mid-year status review. These conversations focus not only on performance outcomes but also on professional development, goal alignment and challenges. In 2025, 95% of employees participated in a formal performance evaluation.

Development Workshops

Employee growth and development are key elements in creating meaning and revitalizing the Company’s workforce. To support this, employees participated in dozens of focused development workshops that equipped them with practical tools for success in their current roles and future career path. The programs reinforced a culture of continuous learning and personal accountability, encouraging employees to proactively pursue development opportunities, gain hands on experience, broaden their expertise, and build new capabilities.

Partnership and Connection Through Dialogue

We maintain various channels of dialogue and engagement with our employees and managers, through which we transparently share significant developments in the life of the Company.

Employees in Israel have access to an internal corporate portal. The BITHUB, a new cloud-based portal, replaced the legacy WeBit organizational portal. Built on the Microsoft 365 environment, BITHUB provides advanced search and collaboration capabilities, and a personalized, user-friendly experience, enabling employees to easily access organizational updates, tools, applications, and other key resources. The platform also offers a unified search function across colleagues, Teams groups, files, information, and SharePoint sites, with a single click. BITHUB is accessible via desktop and corporate mobile devices, and is available to both employees and external contract staff. In addition, the portal offers:

- A convenient and friendly medium through which employees can share information, initiatives and ideas.
- Transparent access to organizational and professional information, helping to create collaboration between employees and between various divisions.
- The ability for employees to report their hours and receive information regarding their vacation days and absences, entitlement to benefits, insurances, and more.

Beyond the intra-organizational portal, we communicate with our employees in other ways, including through digital screens that are installed throughout our sites, newsletters, short videos on various topics, and more. In 2025, we published 9 letters from our president and CEO on a range of subjects, and distributed them to all Company employees through our internal organizational communications systems.



Podcasts

Launched in 2021, our podcasts are an innovative communication channel that enables us to share our values, innovation and spirit with listeners, both within and beyond the organization. They provide an authentic, unique and unmediated look at the life of our organization.

There are seven different podcast channels , each with several episodes, dealing with our technology and product innovation (for example, “Talking Technology”, “T- Model”, and “Initiating Innovation”). Alongside this, there are a number of podcasts that deal with the life and identity of the organization, and topics such as occupational diversity, the promotion of women in high-tech, corporate responsibility, and more (for example, “Our Word” “How Elbit Does…”). The podcasts host employees and managers who provide insights into a variety of topics relevant to company life, through their unique point of view and personal experiences.

Recognition of Outstanding Employees

Every year, the Company selects outstanding employees, based on manager and peer recommendations. **In 2025, 43 outstanding workers from all over the world were selected**. We presented their stories and their exceptional work in our digital magazine, which was sent to all our divisions and subsidiaries. In recognition of their excellence, they will travel on a trip to London during 2026. Our 2024 outstanding employees traveled to London to attend the 2025 DSEI defense exhibition, which takes place every two years - and met the president of the Company at a special gala night.



We do not discriminate against Employees or applicants on the basis of sex, gender, race, age, sexual orientation, disability, political affiliation, social status, marital and family status, health status, place of residence, economic and social situation or any other protected characteristic. Discrimination is not tolerated in recruitment, selection, and other aspects of employment.



Women in the Workforce

Traditionally, women have been underrepresented in our industry, and we have had challenges in attracting and promoting women over the years. In 2020, we established targets by division and a corporate goal to achieve a workforce in which 26% of employees are women, by 2025. Specifically, we have made it our goal to increase the number of women in engineering, commercial and other management roles. These measures are periodically monitored and presented to the Company's executive management and the board of directors. In 2025, female employees made up 23.5% of the workforce in Israel and 34% of the workforce at Elbit America. In Israel, women account for 17% of management positions and 28% of junior-level employees. In addition, across groups, women comprise 19% of engineering roles, 33% of contracts and sales positions, and 18% of marketing roles.

We undertook the following activities to help achieve this target:

Recruitment

- The language of our job advertisements applies to both male and female candidates.
- We have carefully examined recruitment requirements that may result in gender bias.

Improved Working Conditions

- We mapped roles across the Company to identify pay gaps between women and men in the same role and with the same seniority, and took corrective action where necessary. In accordance with regulatory requirements, every year we publish an equal pay report, available on our website at Our People | Elbit Systems. The report indicates that there are no significant gender pay gaps across the Company's major occupational groups.
- Taking a top-down approach, we include diversity issues in our executive training to boost awareness about different types of diversity, and provide knowledge and strategies for enhancing interpersonal and communication skills across diverse groups, which helps build a positive work environment for all.
- **Women's forums** - Communities of women, made up of hundreds of female employees, operate across various divisions. These communities aim to promote women along four key axes: recruitment, awareness, empowerment, and influencing the next generation. Activities include discussion meetings on topics relevant to women, workshops to raise awareness of gender disparities, online initiatives encouraging women to join the Company, and more.
- **Mentoring** - As part of our focus on development, growth, and promoting gender diversity, two cycles of a women's mentoring program have taken place. Leading female employees were selected to participate, each paired with senior managers as mentors. The program's goal is to create a space for growth and learning, expand organizational networks, provide guidance from senior leaders, and offer tools for personal and professional development. This program took place in the Aerospace Division, and we plan to expand to other divisions in the coming years.

A unique initiative was launched to maintain contact and support for women on maternity leave. Relevant managers received training on maternity rights, and a guide entitled "The Ten Commandments – Dos and Don'ts When Speaking with Employees on Maternity Leave" was distributed. Additionally, these women are invited to Company events, and suitable nursing rooms have been arranged at different sites.

Community Engagement

The Babushka Mentoring Program for Gender Diversity in Engineering

Established in 2018, Babushka is Elbit's flagship program in the community. Aimed at fostering gender diversity, this program represents a pioneering effort to empower young women to pursue engineering careers, and integrate them into the workforce.

Studies show that when young girls are at a critical point in their lives and are deciding whether to pursue a career in technology or something else, the absence of female role models is a significant factor contributing to their decision. As a result of this vicious circle, gender disparities are seen in various sectors.

The Babushka program provides girls with the support of a positive role model who serves as a mentor, helping them to explore their interests, overcome barriers that stand in their way, and reach their full potential.

Three circles of support and inspiration form an intergenerational community of women sharing a common bond. Female engineers from Elbit Systems comprise the inner circle, mentoring and guiding aspiring female engineering students, exposing them to diverse perspectives and viewpoints, and nurturing their personal and professional growth. As well as sharing their knowledge and insights, these mentors open doors for the students in the world of engineering.

The second circle is made up of the female students themselves. As well as receiving mentorship from Elbit, they also offer mentorship to younger girls – the third circle – inspiring them to improve their academic performance, and work towards a tangible vision of their own successful professional future.

In 2025, a total of 150 engineers, students and girls aged 14-15, participated in the seventh cycle of the program.

Girl Week

In our ongoing efforts to promote youth and gender diversity, we partnered several years ago with Shavot's Israeli Girl Week initiative.

Through this project, 120 women employees from various fields across our sites have visited classrooms, alone or in teams, and engaged with young boys and girls, sharing their journeys, challenges, and successes. They aim to inspire and empower the next generation, showing that anything is possible.

In Girl's Week 2025, we reached more than 100 classrooms, with a special focus on underserved areas and Israel's periphery.

In honor of International Women's Day, we hosted an inspiring lecture by Moran Stella Yanai, a survivor of captivity in Gaza. In addition, we produced a "poetry slam-style" video featuring leading women managers at Elbit, and broadcasted it through our internal communication channels and social media.







Employees with Disabilities

The Company's commitment to creating a diverse and inclusive workplace for all employees extends to those with disabilities. As of 2025, in Israel we have 405 employees with disabilities[7], representing 3% of our total workforce. In 2025, we hired 13 workers with disabilities, representing 0.5% of our total new hires.

Upon hiring, new employees are invited to voluntarily complete an accessibility statement. This helps us to track the number of employees with disabilities and ensure that we take the necessary measures to accommodate their needs. In Elbit America, 3.6% of the workforce are people with disabilities, and 6.7% of new recruits in 2025 declared themselves to be people with disabilities.

As part of Elbit's commitment to diverse employment, and to strengthen the Company's connection with Israeli society, we have developed a unique recruitment process aimed at hiring and integrating wounded IDF veterans into the workforce. This initiative stems from the understanding that integrating diverse populations not only contributes to social resilience but also enriches the organization with skills, values, and varied perspectives.

During 2025, 50 wounded soldiers were hired as Elbit employees. The process was built in collaboration with the Rehabilitation Department of the Ministry of Defense and other partners who have supported the wounded throughout their rehabilitation journey, with the goal of ensuring optimal, tailored, and sensitive integration.

To this end, designated positions were allocated with adjusted work hours, recognizing that the rehabilitation process is ongoing and requires employment flexibility. The recruitment process includes personalized needs mapping, adaptation of the work environment, and specialized training for managers - including awareness workshops, tools for sensitive and inclusive management, and careful selection of a work environment suited to the process.

As part of this effort, in 2025 we held dedicated exposure days, participated in job fairs, and published open positions through relevant channels in collaboration with our community partners.

In 2026, we plan to expand this initiative, including adding further positions and introducing specialized training for managers and HR teams, with full support from the Company's recruitment unit.

Accessibility for People with Disabilities

Maintaining and promoting accessibility for people with disabilities is both our legal and moral obligation. We continuously implement accessibility processes, including making physical spaces accessible and enhancing the accessibility of technological platforms, such as our employee portal and external website. We conduct annual accessibility conference and actively work to address any identified deficiencies. Additionally, we have implemented a Write Hear system for individuals with visual or auditory impairments.

Inclusion in our U.S. Operations

To increase gender and inclusion among our employees, we have partnered with the Society of Women Engineers (SWE), and we sponsor the Women in Defense (WID) Conference each year. Staff from Elbit America attend the annual SWE and WID conferences and careers fairs, to introduce women to the career opportunities we offer.

To attract veteran talents, Elbit America is affiliated with DoD-SkillBridge Internship Program. These internships are designed to connect transitioning service members with valuable career training within Elbit America's different locations.

Employee Resource Groups (ERG's) at Elbit America

The Company's Employee Resource Groups are voluntary, employee-led workplace communities. The ERG's have been a source of connection for employees across our organization. The members of our ERG's provide a supportive and safe environment where employees can come together to share experiences, gain professional development, build community, make suggestions for workplace improvements, and provide allyship. Together, they create impactful change that fosters a culture of inclusion, that improves the employee experience. These groups are intended to promote overall employee engagement and are not limited to participation by any particular demographic group.

The ERG's contain:

- Black Professionals
- Pride
- Veterans Energized to Serve
- Women of the Workplace

Elbit America received recognition as one of America's Greatest Workplaces in Manufacturing while continuing to enhance employee development, inclusion, and engagement through leadership programs, employee resource groups, and career growth opportunities.

> ***In Israel, on Pride Day 2025, an online lecture was held on the topic of creating discourse and inclusion of LGBTQ+ people in society, in particular in the ultra-masculine world of professional sports. Over 650 Company employees participated.***



[7] The data is based on employees' self-declaration

Health and Safety

Protecting and enhancing lives applies both to the products we supply to our customers and to our employees. Protecting our employees through consistent attention to safety and occupational health is fundamental to the way in which we work.

We are committed to meeting precautionary procedures, minimizing risks, preventing hazards, and providing a safe environment for all our employees and any other person working at each facility or operation under our responsibility.

We maintain leading standards of health and safety at work, including compliance with applicable laws, regulations and best practices. EHS management systems and policies are applicable to the company's entire operations and contractors or individuals, under the company's supervision.

Our global EHS management system covers 99.7% of Elbit Systems' global business operations, which includes sites where we have full operational control, as well as our activities at the sites of major customers.

We hold ISO 45001:2018 Occupational Health and Safety Management System Standard certification at our main sites, which cover 78% of our employees. All our sites have emergency preparedness systems in place.

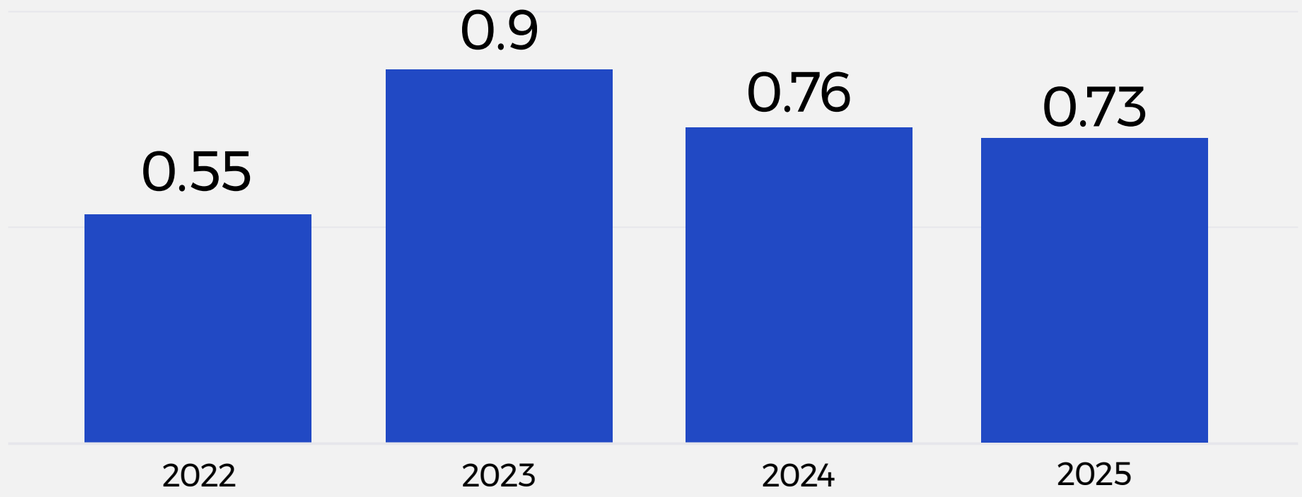
Mandatory health examinations are conducted routinely for employees that work under conditions that may pose potential health issues.

New employees are trained in safety procedures as part of their orientation, and we reinforce safety communication and training by holding regular safety meetings and training sessions - typically approximately four hours per employee, per year - making safety information easily accessible to employees, encouraging employees to report unsafe conditions, and conducting regular safety audits.

We closely monitor all accidents and safety-related incidents in our operations, for both contractors and employees. In 2025, we had no fatal accidents, and most of our workplace injuries have been minor.

In addition, we have procedures to investigate work- related incidents and injuries.

Injury Frequency Rate (LTIFR) (Lost-Time Injuries per 200K Hours Worked)[8]



[8] The data presented in the graph relates to company employees only



Elbit's Holistic Employee Retirement Program

Elbit offers a comprehensive retirement planning program for its employees, designed to ensure that they have a comfortable and fulfilling retirement.

The program includes a two-day workshop for retirees and their partners, giving them the opportunity to learn about the different aspects of retirement and to start planning for their future. In 2025, 174 employees attended our retirement workshops, which covered the following topics:

- How to create a personal retirement plan
- The different types of pension plans available
- How to optimize legal rights and benefits before retirement
- Wills and inheritance
- Health, nutrition, and physical fitness
- Volunteering opportunities

In addition, we offer personal advice and a Retirement Kit that provides employees and their families with the resources they need to make informed decisions about their retirement.

Elbit also keeps in touch with employees after they retire, to ensure that they are getting the support they need. They can continue to access some of the welfare benefits as all employees, and they can also participate in our volunteer activities, entrepreneurship programs, and more.

Health That Starts from Within - a Small Boost, a Big Change.

As part of our organizational energy recharge initiative, at the end of 2025 we launched the BOOST IT program, aimed at increasing awareness and improving employees' physical and mental health, primarily through adopting positive thinking, engaging in sports activities, and changing nutritional habits. The initiative included a variety of workshops, lectures, sports training sessions, challenges, and prizes to strengthen motivation. In addition, a WhatsApp community was created to encourage participation in various 'challenges', such as a water drinking challenge, a sugar reduction challenge, a mindfulness challenge, and more.

A total of 1,395 employees participated in the challenges, some of them taking part in multiple challenges. The initiative was supported by an internal communication campaign designed to raise awareness and encourage employee engagement. The program achieved a high score in the accompanying satisfaction survey.

Looking Forward:

In 2026, we plan to initiate a career and development program for production employees training toward practical engineering certification and later toward full engineering degrees.

SUPPORTING LOCAL COMMUNITIES



SUPPORTING LOCAL COMMUNITIES

We aim to support the communities in which we live and work around the world. Many of our local operations maintain programs for the benefit of our local communities, and we encourage our employees to volunteer and assist nonprofits in advancing a range of worthy causes.

One aspect of our global focus, which aligns with our core business, is developing and securing technology skills that prepare young people for a productive and rewarding career in our industry. With leading technology experts throughout our global business, and a passion for supporting the development of young people, we take an active part in helping create the future leaders of our industry. We also focus our efforts on supporting other social needs that arise in local communities, especially in light of the October 7th attack and the long war that has followed it.

The values of volunteering and giving back to the community are inherent in Elbit's DNA. We encourage employees at all levels of the Company to volunteer and leverage their knowledge and skills to benefit wider society. In 2025, over 6,000 Elbit employees engaged in volunteering activities around the world, contributing approximately 42,000 hours of their time.

In 2025, our global community investment - including technology education projects, charitable donations, in-kind donations of equipment and services, and the value of employee volunteering time - amounted to approximately US$3.5 million.



Israel

We consider it our duty and moral responsibility to support those wounded - both physically and emotionally - on the frontlines and the home front. For this reason, much of our activity in 2025 focused on comprehensive rehabilitation for this population.

Getting Wounded IDF Veterans Back on Track to Independence

The unique Restoring Independence Hackathon was initiated by Elbit in cooperation with the Rehabilitation Division of Sheba Medical Center and the Restart nonprofit organization. The aim of the hackathon was to create and develop technological solutions that provide practical and effective responses to common challenges faced by wounded IDF veterans, helping them regain independence.

During the event, interdisciplinary volunteer teams - including engineers, marketing professionals, HR staff, and others - worked intensively together with high motivation and a strong sense of mission, united by the privilege of creating positive change in the lives of those who have given everything for the country.

Volunteers chose from three challenges for which current market solutions are insufficient:

- Phantom limb pain among amputees
- Neuro-optical rehabilitation for head injuries
- Tools to support cognitive assessment of the wounded

To prepare for the hackathon, employee volunteers were invited to participate in a series of relevant webinars led by subject-matter experts, covering topics such as phantom pain, cognitive function, and more.

In 2025, four solutions to come out of the hackathon were further developed, and three of them are in advanced stage of inclusion in Sheba's treatment protocol.



Makers for Heroes

In 2025, we expanded our long-standing collaboration with the Restart nonprofit, which supports wounded IDF soldiers in their rehabilitation journey and return to daily life. As part of the Makers for Heroes project, five teams of Elbit engineers adopted five wounded IDF soldiers (an increase on the two or three adopted in previous years). Throughout the year, working closely with each wounded soldier, the teams developed unique, personalized solutions designed to help them function better despite their physical limitations, and to improve their quality of life - whether in daily activities or by enabling them to return to old hobbies they had abandoned due to their injuries. Toward the end of the year, a highlight event was held where the projects were presented.

In 2025, we were also engaged in a unique storytelling workshop organized by Makers for Heroes, which trained wounded soldiers to lecture on their personal story.

> ***Back on Track** - A team from our Aerospace Division supported Shilo, a young IDF officer who sustained a serious leg injury during an operational mission. Prior to his injury, Shilo was an avid runner, but the trauma and subsequent surgeries left him unable to fully straighten his knee.*
>
> *In collaboration with Makers for Heroes, the Elbit team worked closely with Shilo throughout his rehabilitation journey, and developed a custom device designed to externally straighten his leg during physiotherapy exercises. The ultimate goal is that he will regain full mobility and perform these exercises independently in due course.*



Investing in Tomorrow

In 2025, we also continued being involved and volunteering in several projects aimed at advancing technological education, with a focus on children and youth. For example, Elbit employees in northern Israel adopted a youth entrepreneurship group as part of AharaiTech, a program launched by the 8200 Alumni Association in partnership with the Aharai organization for young leadership. The employee volunteers served as mentors and professional guides, working together to reinstate the group and get it back up and running after a year of war.

Our Social Leaders

A network of approximately 40 employees from across our business units have undertaken the mission of leading social activities at their sites. These social leaders initiate volunteering activities, recruit volunteers, and increase levels of social engagement among both employees and management. At least twice a year, we hold a social leaders' conference, where leaders can share ideas, strengthen their network, and acquire knowledge and tools.

In 2025, we held our traditional Volunteer Week, Elbitov, twice. The first was in February around Tu Bishvat – the Jewish holiday that celebrates nature, renewal, and environmental stewardship - with a special focus on rehabilitation of the nature that was damaged and affected by the ongoing war since the October 7th attack. The second Elbitov week was in October, with a special emphasis on populations directly affected by the war.

A variety of activities took place on National Memorial Day for fallen soldiers and victims of terrorism. These included Remembrance Recipes - preparing dishes in memory of the fallen in the dining rooms at our different sites and inviting their families to eat with us - hosting wounded IDF soldiers for lectures, visiting the wounded, and more.





Equipment Donations

In 2025, we donated over 1,241 computers and 816 screens and accessories to families in need and community centers serving children and youth, particularly in Israel's periphery. Additionally, 500 computers were donated for scrapping to NGOs that employee people with disabilities. During the year, our employees collected clothing, unused medication, school bags, toys, costumes, and more, and assisted in delivering these items to communities in need. The monetary value of the equipment donated amounted to about $750,000.

The U.S.

Volunteering is a cornerstone of Elbit America's community engagement efforts. In 2025, our employees participated in a wide range of activities supporting veterans, families, students, local nonprofits, and environmental initiatives. On Good Deeds Day, they contributed more than 320 volunteer hours to organizations in their local communities. Additional volunteer efforts included assembling nearly 600 care kits for veterans through a partnership with nonprofit USO, supporting food distribution programs for families experiencing financial hardship, and organizing donation campaigns benefiting animal shelters, schools, and more.

Our employees work particularly closely with Blood Cancer United (BCU), a nonprofit dedicated to curing blood cancer and improving the quality of life of patients and their families. Our workforce participates in multiple events and fundraisers throughout the year, with the highlight being BCU's annual Light The Night campaign. This flagship event involves large community walks in locations across the country to boost community awareness of blood cancers, honor those impacted, and raise funds for life-saving research. In 2025, Elbit America raised $290,000 through employee and corporate donations, becoming a BCU National Partner.

Members of our Women of the Workplace (WoW) Employee Resource Group led a site-wide employee donation drive that brought in nearly $700 worth of personal care items, educational supplies, and toys for families facing financial distress.

In the lead up to the holiday season, our employees took part in the Marine's Toys for Tots campaign, collecting toys and bicycles that were later distributed to children from vulnerable or at-risk households.

In education, Elbit America awarded scholarships to students pursuing STEM-related studies and donated advanced technology equipment to schools, to help prepare students for future careers in science and engineering. Partnering with educators and schools, our employees went into the classroom to support learning with examples of real-world applications, and explore career pathways.









Romania

Our team in Romania contributes to the local community both financially and through volunteering, supporting initiatives for children in need and the elderly. We have also partnered with the NV Karpen Technical College - the only college in Romania to offer electronics courses and a potential source of future talent – making financial donations, providing equipment that supports learning, and offering internship programs.

Brazil

In 2025, our employees in Brazil volunteered to collect school supplies for students in need, donating stationery items to dozens of public schools. Our employees also distributed Easter baskets to dozens of elderly people.

Political Donations

Elbit Systems does not provide any political contributions, either directly to political parties or through organizations involved in politics.

Looking Forward:

- We plan to collaborate with Leket Israel to rescue surplus food from Elbit's dining halls and deliver it to soup kitchens, nonprofits, and individuals experiencing food insecurity.
- We intend to establish and co operate technological education centers in Tel Hai and Sderot - communities that are returning home after a long period of evacuation due to the war. These centers are expected to serve a wide range of ages and local communities, acting as gateways into the worlds of excellence, innovation, and entrepreneurship. The centers will combine theoretical and practical learning, supported by our engineers, who will take an active role in shaping the learning content and participating in the ongoing activities.

RESPONSIBLE SUPPLY CHAIN



RESPONSIBLE SUPPLY CHAIN



Our supply chain is focused on delivering exceptional quality and service to our customers through responsible and sustainable operations. Our policy is to source materials and components from suppliers that uphold ethical practices and adhere to environmental standards, quality assurance, social welfare, and labor laws, regulations, and best practices.

Elbit's global expenditure is approximately US$5 billion annually, of which 60%-75% is sourced from Israeli suppliers. We work with over 7,000 direct suppliers worldwide to procure a diverse range of materials, components and products, mechanics, electronics, optics, cabling, and more. Additionally, we engage subcontractors for various services, such as cleaning, catering, and security, as well as consultants, software developers, QA, IT, operations, production and manufacturing and technical support staff.

Our businesses also rely on multi-layered global supply chains. For example, our direct suppliers often have many suppliers themselves, who in turn rely on additional lower-tier suppliers, and this dependency continues through several tiers.

Two senior managers oversee sustainable practices in our supply chain: our Executive Vice President of Global Operations (in C-Suite level), and our Vice President of Global Supply Chain and Chief Procurement Officer. Our buyers and procurement directors are responsible for the daily implementation of our policies regarding these practices.

Supplier Code of Conduct

Our purchasing terms and conditions include a Supplier Code of Conduct (the Supplier Code), which was updated and approved by the Company's management and the Board in 2025. The Supplier Code is published on our website, making suppliers and providers of offset activities aware that we expect them to conduct business activities in a fair and ethical manner, in addition to complying with all applicable laws and regulations.

The Supplier Code addresses key areas including human rights; the prohibition of child labor, forced labor, and human trafficking; fair labor and employment practices, including working hours, wages, benefits, and physical/mental demands of the workplace; occupational health and safety; non-discrimination and anti-harassment; freedom of association and collective bargaining; ethical business conduct, including anti-corruption, conflicts of interest, and fair competition; responsible sourcing practices, including the non-use of conflict minerals and counterfeit parts; cybersecurity; and environmental, health, and safety compliance.

The Supplier Code also sets out a whistleblower mechanism through which current and prospective members of our supply chain can report concerns. Matters raised through this channel may include potential conflicts of interest, ethical concerns, or alleged irregularities in procurement processes.

In addition to the Supplier Code, large subcontractors in the catering, security, and cleaning sectors are required to comply with specific ethical and labor-related requirements. These include providing employees with at least the minimum wage and complying with applicable labor laws. To strengthen oversight, we operate a formal process for handling complaints related to subcontractor employees and conduct semi-annual sample reviews of employee pay slips and employment conditions using an independent salary-checking mechanism.

We perform environmental assessments to identify critical suppliers that may have actual or potential negative environmental impacts. The assessment process includes quarterly business reviews, vendor risk rating, root-cause analyses of key risks, and supplier audits. Where environmental risks or impacts are identified, we work with suppliers to develop and implement appropriate corrective action plans.

New Supplier Onboarding and Due Diligence Process

Our supplier onboarding process is conducted through the MDM system and includes a comprehensive supplier questionnaire covering ESG, Ethics & Compliance, and Information Security requirements. As part of the onboarding, each supplier undergoes a structured due diligence process that includes legal and regulatory review, sanctions screening, country risk assessment, and background checks.

Dedicated ESG, Ethics & Compliance, and Security questionnaires are integrated into the process to evaluate the supplier's alignment with both company standards and regulatory obligations.

A thorough risk screening procedure is performed to identify potential red flags, including sanctions exposure, PEP status, adverse media, and watchlist hits. When relevant, cases are escalated to the Legal department for further review.

In the coming years, we will be able to report in more detail on the risks that have arisen and the measures we have implemented to mitigate these risks. In addition, our internal audit unit conducts risk assessments in ESG related issues, among them human rights- related audits.

Final supplier approval follows a cross- functional decision flow involving the Company's Procurement, Quality, Legal, and Information Security/ Cyber teams, with the required level of review determined by the supplier's assessed risk level.

Conducting Supplier Dialogue

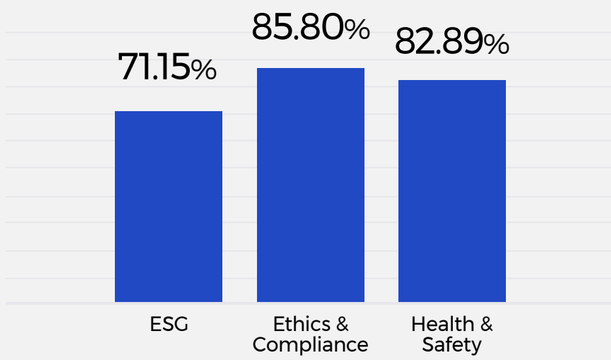
In 2025, we conducted our fifth supplier survey for our tier-1 suppliers. The purpose of the survey is to assess how suppliers perceive Elbit Systems and understand our requirements and expectations as their customer, and to evaluate their overall satisfaction.

The process involves a desktop assessment, after which a corrective action plan is drawn up, where necessary. Out of 538 strategic suppliers invited to participate (compared to 569 in 2024), we achieved a 77% response rate (compared to 79% in 2024). In 2025, we achieved a satisfaction score of 4 - a significant improvement from the 3.52 overall satisfaction score in 2024.

Most suppliers rated their experience with Elbit Systems positively in terms of our ethical business conduct, the professionalism of our engineering and warehouse teams, strong interpersonal relationships between the supplier and the contact at the Company, and the clear communication of our quality requirements. The survey also highlighted areas for improvement, including greater accessibility of the supplier portal, shorter payment periods, and enhanced coordination of goods processing and inter-warehouse operations.

The survey also included checks in the fields of Ethics and Compliance, ESG and EHS in the suppliers' performances, to ensure suppliers have written procedures, implementation, and reporting systems designed to maintain a safe, healthy and appropriate work environment that aligns with Elbit's core values. The table below outlines supplier compliance with these requirements.

Supplier compliance by area



In 2026, we plan to add to the survey an ESG in- depth assessment for material suppliers, based on a review from a leading ESG ratings agency. With the combination of the survey and the ESG assessment results, we intened to implement a mitigation plan and collaborate with suppliers to help them address areas for improvement.

Recognition of Outstanding Suppliers

Selecting outstanding suppliers provides us with an opportunity to acknowledge excellence and strengthen our partnerships with the suppliers.

As part of this process, outstanding suppliers are chosen based on criteria such as the quality of their products and services, technical and infrastructure capabilities, adherence to delivery timelines, innovation, creativity and more.

Each year, the outstanding suppliers receive certificates and recognition plaques during an awards ceremony held either at Elbit or at the supplier's site. In addition, the outstanding suppliers are communicated and highlighted in our internal communication channels.

Diversity in the Supply Chain

We encourage our procurement teams to increase their patronage of locally owned businesses, particularly small and medium-sized enterprises and companies in peripheral areas, wherever doing so clearly aligns with our commercial, quality, and on-time delivery interests. We also encourage suppliers to promote workforce inclusion and prioritize spending with companies that employ people with disabilities, support minorities, and implement environmental aspects. The following table summarizes our achievements in this regard:

*Based on Billing Spend	2024		2025	
	Number of Suppliers	**Spend ($K)**	**Number of Suppliers**	**Spend ($K)**
Spending with locally owned businesses ("Blue & White")	5,407	2,158,416	5,472	2,721,373
Spending with local small and medium-sized businesses	478	41,864	448	46,511
Spending to support the employment of people with disabilities	18	3,672	20	5,726
Spending to support the employment of minorities	13	35,482	12	64,749
Spending with companies in the periphery (Northern and Southern Israel)	454	172,367	462	284,059
Sustainability spending/ environmental purchasing	11	17,192	10	24,253

Detecting and Preventing Use of Counterfeit Parts

To prevent the use of counterfeit parts in our design and manufacturing activities, our policy is to purchase components and equipment parts only from authorized dealers and manufacturers. All incoming parts are subject to our own rigorous quality controls before being accepted into our production operations.

Conflict Minerals

Elbit Systems is committed to responsible mineral sourcing and maintains a policy to use conflict free minerals in its products. In accordance with the OECD Due Diligence Guidance, the company has established a structured compliance framework that includes strengthened supply chain oversight, defined internal controls, and a cross functional team responsible for implementation and reporting. As part of this process, we engage the most relevant suppliers of raw materials and components and request that they complete a Conflict Minerals Supplier Due Diligence Questionnaire.

In 2025, our review focused primarily on first tier manufacturers, with a response rate exceeding 80%. Elbit Systems has submitted annual conflict minerals reports to the U.S. Securities and Exchange Commission since 2014, and these reports are available on our website.

The company conducts annual supply chain surveys using the CMRT to identify smelters and refiners and applies traceability tools to determine the country of origin and, when possible, the specific mine of origin. We rely on independent third party audit programs such as the Responsible Minerals Assurance Process (RMAP) to evaluate smelter practices and prioritize sourcing from conformant facilities. Supplier agreements include explicit conflict minerals requirements, and compliance is a condition for establishing or maintaining business relationships. A grievance mechanism is available to all stakeholders and allows concerns related to minerals from conflict affected or high risk areas to be raised confidentially.

When risks are identified, Elbit Systems implements corrective action plans and may disengage from suppliers that fail to meet expectations. The company also evaluates alternative sourcing options—including suppliers outside high risk regions and the use of recycled materials—to reduce reliance on minerals that may contribute to conflict.



Every year, we participate in exhibitions around the world. ESG considerations are integrated into the selection of suppliers for setting up our display booths, and bidders are required to address topics such as recycling, reuse of materials, and efficient transportation.

Our Shipping Operations

Each year, we invest significant logistical effort to reduce shipping volumes, while maintaining a careful balance between efficiency and meeting customer delivery timelines. We manage the supply chain with a cross organizational approach that enables us to consolidate shipments across divisions, and even collaborate with other stakeholders in the defense industry. This helps reduce the total number of shipments and ensures more efficient use of our allocated shipping capacity.

About 85% of our shipments are transported by air freight. To improve efficiency, we use a consolidation strategy to avoid partially filled aircraft, ensuring cargo space is optimally utilized. The same principle applies to ground transportation, where we consolidate goods prior to dispatch to avoid underutilization of truck capacity.

Raw Material Inventory Planning and Management

Our material planning strategy is focused on data driven demand management and inventory optimization, supporting business delivery and cash flow objectives through continuous improvement of planning performance and collaborative decision making processes.

The Company emphasizes optimization of inventory levels across raw materials, work in process and finished goods, balancing availability, responsiveness, and cost efficiency. This approach is designed to enhance supply chain resilience, streamline operations, and improve the overall cash conversion cycle.

A key focus area is the preventive management of passive inventory, defined as items with low turnover and prolonged storage duration, through targeted planning policies and performance KPIs. The Company prioritizes improving inventory quality, turnover, and alignment with actual demand, thereby reducing inefficiencies such as excess, obsolete, or expired materials.

To further improve resource efficiency, the Company promotes cross business unit coordination and order consolidation, along with the use of advanced supplier collaboration agreements to dynamically align supply with evolving demand requirements.

These processes are supported by a digital supply chain planning ecosystem , and we are designing advanced AI driven material monitoring tools, enabling end to end visibility, improved forecasting accuracy, and enhanced decision making across the planning cycle.

Our primary shipping forwarder, which operates according to advanced corporate responsibility practices, supplies about 85% of Elbit's air and sea shipping needs. Every quarter, the company provides us with our shipping emissions data. Together, we are working to unify shipments and thereby reduce shipping volumes and the emissions it causes.



We encourage our employees to switch to more environmentally friendly leased vehicles by offering financial incentives for employees who choose hybrid cars, as well as financing home charging stations for electric vehicles. In addition, we have set an internal target of 500 electric vehicles in the leased fleet by 2025. In 2025 342 leased vehicles were electric.

AI in the Supply Chain

We have developed dedicated AI driven robots and tools to support all supply chain roles, helping improve efficiency, optimize processes, and enhance decision making.

Following the process of installing solar panels on the roofs of the buildings at some of our sites, in 2024 we signed a contract with a renewable energy supplier who will install a solar field composed of photovoltaic panels, at our new site in the southern Israel. The solar field is guaranteeing an increase of the energy from renewable sources supplied to Elbit, in coming years.

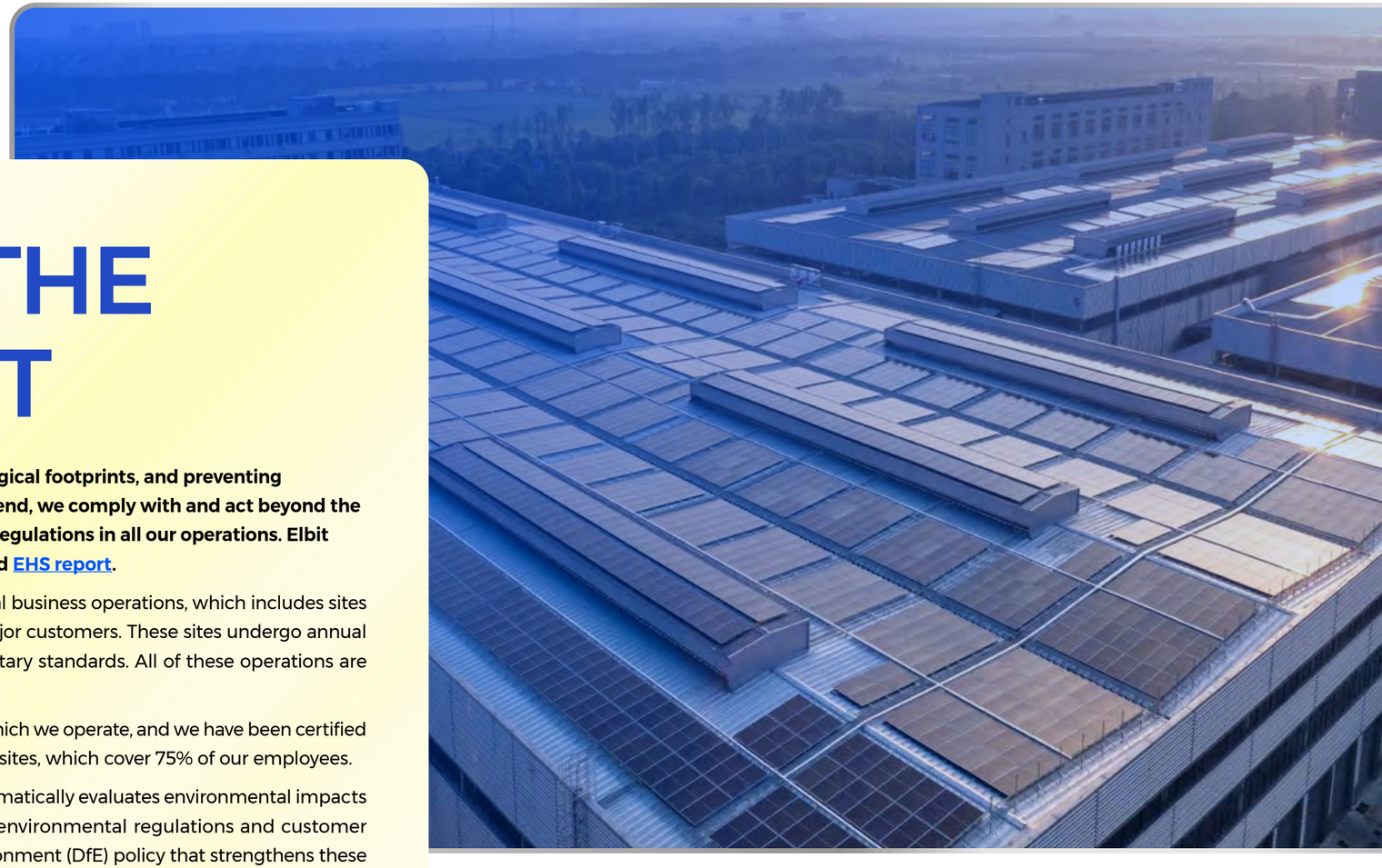
Looking Forward:

In 2026, we plan to launch initiatives aimed at strengthening supplier relationships and engagement with the Company. These efforts include sharing updates about Company activities, communicating with suppliers regarding supplier survey results, and recognizing outstanding suppliers.

Supply Chain Academy - The Elbit Supply Chain Academy was developed during 2025 and will launch in early 2026 for our supply chain personnel. It will offer a wide range of learning tracks relevant to supply chain operations, including ethics and compliance, export control regulations, AI, ESG in the supply chain, and more. It will also include general skills courses that support broader professional development.

The first course at the Academy, presented by Elbit instructors, is designed for planners responsible for inventory management and forward looking planning. Many additional training programs are planned, with the goal of making the supply chain function more efficient, cost effective, and professional.

PROTECTING THE ENVIRONMENT



PROTECTING THE ENVIRONMENT

We are committed to preserving environmental resources, reducing ecological footprints, and preventing environmental pollution, throughout the lifecycle of our products. To this end, we comply with and act beyond the requirements of local and global Environmental, Health and Safety (EHS) regulations in all our operations. Elbit Systems' EHS policy is publicly available on our website, as is our dedicated EHS report.

Our global EHS management system covers over 95% of Elbit Systems' global business operations, which includes sites where we have full operational control, as well as our activities at sites of major customers. These sites undergo annual internal audit evaluations regarding compliance with regulations and voluntary standards. All of these operations are included in this report.

We uphold applicable environmental laws and regulations in all countries in which we operate, and we have been certified to the ISO 14001 environmental management systems standard at our main sites, which cover 75% of our employees.

As part of its product and process development activities, the company systematically evaluates environmental impacts aiming to minimize them and to ensure full compliance with applicable environmental regulations and customer expectations. In 2025, the company adopted a new internal Design for Environment (DfE) policy that strengthens these efforts. The policy introduces a mandatory materials checklist that technical program managers and engineers must review during the design and development of new products, with the objective of eliminating or reducing the use of environmentally sensitive substances. Implementation of the new DfE policy has begun in 2026.

Elbit has not paid any significant fines related to environmental or ecological issues in the past fiscal year.

At Elbit Systems, we put an emphasis on complying with local and global EHS regulations in our operations, including in distribution and logistics processes. In order to maintain compliance, we continually review global and local updates in EHS international standards and regulations and monitor current legislative initiatives.

Operating as a global Company demands that we embrace a broad prospective of compliance, which goes beyond regulatory requirements and meets the expectations of our suppliers, employees, costumers and more. Therefore, we recognize the importance of engaging external stakeholders in the development and implantation of our EHS policy.

EHS Committee

A committee consisting of senior executives from throughout the organization - including finance, business units, facilities, procurement, security and the Chief Operating Officer (COO) - convenes annually to identify and assess the main EHS risks and opportunities for the organization, including climate-related issues. The global EHS team sets global targets for most of our environmental indicators, which are presented by our board of directors during the ESG review.

Technological Solutions with Added Environmental Value

Elbit Systems makes significant ongoing investment in breakthrough technological solutions that help protect the environment. We implement a clear sustainable methodology in our development processes, mainly in our choice of materials and components, energy use, weight, quality and other relevant factors. Many of these processes have a direct impact on environmental aspects, for example:



Construction materials

We source the lightest and most durable materials for use in our production lines, for example fiberglass, which enables greater time and distance propulsion, corresponding to enhanced energy efficiency.



Lead-free structural walls

We have implemented a dedicated model for lead-free airborne platforms, with the understanding that, in the near future, the use of lead-based materials will be prohibited.



3D printing

We have initiated the production of certain product components - for example aluminum parts with a lattice structure for UAS (unmanned aircraft systems) -using additive manufacturing (AM) technology with industrial 3D printers. This innovative approach has a number of impacts, including significantly reducing material usage and wastage. It also results in lighter components that save weight in shipments, thereby contributing to lower emissions during transportation, reduced fuel consumption, and enhanced energy efficiency.

Our 3D printing processes adhere to stringent safety standards, without compromising quality or performance. In addition, they enable us to save up to two tons of metal and two tons of plastic annually, resulting in approximately $2 million in cost savings each year. Given these environmental and economic benefits, we are committed to expanding the use of 3D printing technology across a growing range of products in the future.

In 2025, we accelerated the adoption of additive manufacturing technologies across our operations. Major advancements included the implementation of a high-speed aluminum printer, the certification of an external additive manufacturing supplier, and the deployment of next-generation plastic printing systems that substantively improved efficiency, quality, and production flexibility. Alongside these operational improvements, we continued to invest in research and development to broaden the use of 3D printing technologies and unlock additional environmental and business benefits through material optimization, reduced waste, and enhanced manufacturing capabilities.



Green Soil Consortium

Elbit is a member of a Green Soil consortium initiated by the Israeli Innovation Authority. The consortium focuses on developing biological, in-situ solutions for soil and groundwater remediation using microorganisms and environmentally friendly technologies.

Key objectives include:

- Establishing technological infrastructure for biological soil treatment
- Developing in-situ remediation solutions without excavation
- Converting hazardous pollutants into harmless substances using bacteria, fungi, and enzymes
- Customizing treatments to specific soil types and contaminants
- Integrating continuous monitoring systems for post-treatment validation



Reducing our Carbon Footprint

We regularly review our internal environmental practices, share learning across our global organization, and engage employees throughout our operations in regular communications and activities related to resource consumption and other environmental issues.

We continue to enhance our efficiency initiatives regarding resource consumption and greenhouse gas emissions. An example of one such initiative relates to electricity - one of the main resources we consume, with the greatest impact on our carbon footprint. Looking towards the use of cleaner and greener energy sources, such as renewable energy, we have installed photovoltaic systems at several of our sites in Israel, selling the electricity produced to the Israel Electric Corporation as part of its tariff regulation initiative. In the coming years, we plan to expand this project to additional sites in Israel, and to our overseas subsidiaries.

Other initiatives that have been launched at many of our facilities include:

- Improved air conditioning and lighting controls, automatic sensors and LED lighting.
- Use of low-emission, hybrid or electric vehicles in the Company's vehicle fleets, and encouragement for employees to choose them as their lease cars.
- Continuous proactive maintenance in our manufacturing operations, to achieve maximum efficiencies and minimum waste of resources.
- Smart water metering, leak monitoring and identification, process water recycling, and installation of water-efficient equipment in washrooms and bathrooms.
- Use of excess water from HVAC systems for landscape irrigation, where possible.
- Waste reduction at source, reuse of packaging materials, and recycling of various materials.
- Compliance with hazardous materials regulations, such as RoHS and REACH standards, and other customer requirements.
- Repurchase of products for reuse, or recycling of products (as a whole or their raw material form). In cases where products cannot be returned to us, we support implementation of optimal disposal alternatives, in compliance with local regulations.

Climate Change Risks

Recognizing the potential environmental impacts of our ongoing operations, we have put in place a robust climate change strategy, based on a Company-wide, multi-disciplinary risk management process.

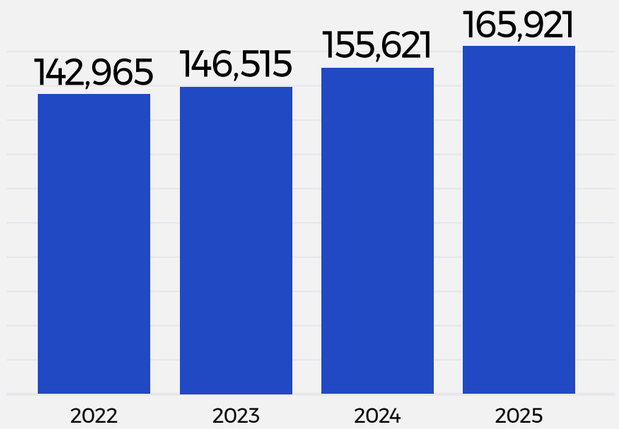
We evaluate climate change risks annually, including legal, technological, and reputational risks. In 2025 we took a step forward in our physical risks assessment as we carried out a physical climate risk analysis (both chronic and acute). As part of this process, approximately 20 sites around the world were examined, including those of key suppliers. Based on the findings, an adaptation and mitigation plan was developed to address the identified risks.

The main outputs from our risk management processes can be found in our CDP (formerly the Carbon Disclosure Project) report for 2025.

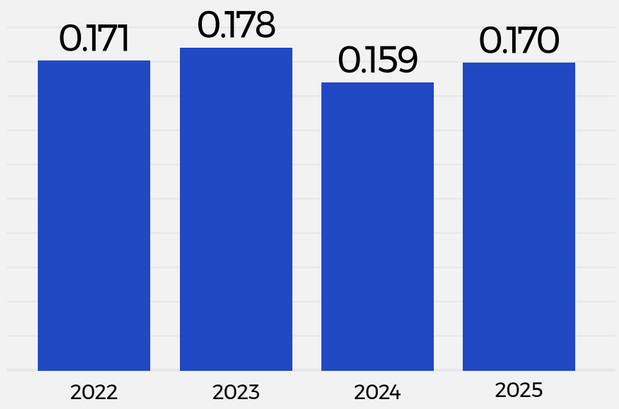
Greenhouse Gas (GHG) Emissions

We have monitored our GHG emissions since 2012, submitting our inventory for verification by a third-party independent auditor in accordance with ISO 14064-3. The results of this independent verification are presented below. Following the October 7th attack, a significant number of sites shifted to double-shift operation, and even continuous 24/7 work. The significant increase in production activity increased the Company's consumption of electricity, water, fuel, waste, and other resources, and affected our GHG emissions and efficiency.

GHG Emissions Scopes 1+2 (in tons, CO2e)[9]



GHG Emissions Efficiency (tons CO2e per m²)



[9] Historical GHG emissions and energy data have been revised to reflect improved data availability, corrections to previous classifications, and updates to calculation methodologies. Most notably, more comprehensive fuel consumption data from US sites, including previously unavailable historical data, has resulted in material revisions to previously reported Scope 1 emissions. Other adjustments include updated cooling-related energy data, corrected accounting for company-owned solar energy, and the inclusion of electric vehicle energy consumption and associated emissions in the relevant historical data.

A Low-Carbon Fleet

In Israel, we maintain a large fleet of more than 3,600 vehicles (owned and leased) for use by our employees. In 2025, 60% of this fleet was made up of electric/hybrid vehicles, helping us reduce fuel consumption and greenhouse gas emissions.

We encourage our employees to choose hybrid or electric cars in their leased cars. To support our employees, we sponsor the installation of charging stations next to their homes and provide financial incentives for hybrid cars. 342 of our cars in Israel are electric.

> *A pilot program to install recycling bins for packaging and single-use cups at the Company's headquarters was launched in 2025. This initiative was accompanied by an internal communications campaign aimed at raising awareness and encouraging employees to use the new recycling bins.*

Sustainability Ambassadors in the Divisions – Expanding Our Organizational Impact

As part of our commitment to embedding sustainability across the organization, we launched the Divisional Sustainability Ambassadors Program in 2025. The initiative was designed to broaden our sphere of influence, strengthen cross organizational collaboration, and accelerate the integration of sustainable practices into day to day operations.

Each business division appointed one to two ambassadors, forming a multidisciplinary community that participates in professional lectures, hands on workshops, and an active consultation forum. This platform not only fosters engagement and knowledge sharing but also enables the scaling and replication of successful sustainability initiatives across divisions, ensuring that effective practices gain visibility and are adopted more widely.

Looking ahead to 2026, we plan to significantly expand the ambassador network and support its development through a dedicated professional course. The course will equip ambassadors with advanced tools, methodologies, and insights, empowering them to drive meaningful sustainability improvements within their divisions and, collectively, across the entire organization.

This initiative reflects our broader ESG strategy: cultivating internal leadership, strengthening organizational capabilities, and embedding sustainability as a core driver of long term value creation.

Sustainable Aviation Fuel (SAF)

A declaration from the third ICAO Conference on Alternative Aviation Fuels (CAAF/3) in 2023 set a goal to reduce international carbon emissions by 5% by 2030, through the use of Sustainable Aviation Fuel (SAF), Low Carbon Aviation Fuels (LCAF), and other cleaner energy technologies.

SAF has similar properties to conventional jet fuel, but is made from renewable biomass and waste resources, so it has a smaller carbon footprint both in terms of its production and use. A domestic supply of SAF can also enhance energy security and protect local airlines from inflationary shocks in the aviation fuel market.

To help promote the use of SAF, Elbit Systems has become a member of the Boeing Israel Sustainable Aviation Fuel Innovation Centre. The Center supports a study at the Technion – Israel Institute of Technology that will identify international policies aimed at incentivizing a commercially-viable SAF industry, and how these policies may be applied in Israel.

Renewable Energy in Brazil

Elbit's Brazilian subsidiary, AEL Sistemas, purchases electricity through the free energy market, supplied by Copel - one of the largest energy traders in the country. Generating power through various plants across Brazil, Copel has a robust portfolio, including sustainable plants such as solar, wind, and biomass, which contribute to a cleaner and more diverse energy mix.

Elbit Systems is part of the Roundtable Economic Forum and the Policy and Regulation Group of the Manufacturers' Association of Israel. As active members of both forums, we are in direct contact with major companies in Israel, and work together to influence the Israeli government to introduce more sustainable practices, policies and regulations, aligned with the Paris agreement.

As well as representing the industry before decision-makers, these two forums formulate the Manufacturers' Association's policy regarding environmental protection activities of the industry, such as: reduction of air emissions, reduction of pollutants in sewage and wastewater, safe disposal of hazardous materials, creation of standards and reports related to the environment, integration of technology, and promotion of clean-tech. Committee members receive regular updates on technological innovations and relevant legal rulings in the field.


CERTIFICADO DE
ENERGIA RENOVÁVEL
2025
Certificamos que a
AEL SISTEMAS SA
Teve no período de 1º de janeiro a 31 de dezembro de 2025 consumo de energia elétrica renovável, proveniente de Usinas Eólicas, Solares, Biomassa e Pequenas Centrais Hidrelétricas – PCH's, em suas instalações. Através da respectiva utilização de energia renovável a empresa apresentou redução de 116,83 tCO2 equivalentes de emissões de gases de efeito estufa, reforçando seu compromisso com uma matriz energética mais limpa e sustentável.
¹ Os dados aqui apresentados seguem os procedimentos GHG Protocol Corporate Standard e o Intergovernmental Panel on Climate Change (IPCC).
ESTER W. LOITZENBAUER
Doctor of Water Resources and Environmental Sanitation
EUGEN ROMEO LAWALL
Engenheiro Eletricista
Electric Consultoria
GREENHOUSE GAS PROTOCOL
ipcc
electric

The free energy market allows large consumers, such as AEL Sistemas, to negotiate directly with generators and traders, choosing their suppliers based on the best commercial terms and sustainability conditions. This negotiation format facilitates greater autonomy and cost savings, while also enabling the pursuit of renewable energy sources.

In 2025, AEL Sistemas reduced its carbon emissions by 116.83 tCO2, and received a Renewable Energy Certificate certifying that part of the energy used by the company came from clean sources such as solar, wind, and biomass. In addition, installation of two rainwater harvesting cisterns for reuse in restrooms reduces potable water consumption, contributing to water resource preservation and lower operating costs.

Looking Forward:

Establishment of energy storage facilities with a total capacity of 70 megawatts and a total volume of 350 megawatt-hours, enabling more efficient energy utilization and indirect savings in electricity costs.

ESG DATA AND INDEX



ESG DATA AND INDEX

Employees by employment contract and gender*	2021			2022			2023			2024			2025		
	Men	Women	All	Men	Women	All	Men	Women	All	Men	Women	All	Men	Women	All
Total**	11,367	3,876	15,243	11,849	4,017	15,866	13,193	4,823	18,016	13,754	4,953	18,707	14,155	4,870	19,025
Full time**	10,968	3,558	14,526	11,338	3,657	14,995	12,735	4,472	17,207	13,373	4,635	18,008	13,697	4,525	18,222
Part time**	399	318	717	511	360	871	452	348	800	384	315	699	458	345	803

Employees by gender and contract	GRI Standard	Unit	2021	2022	2023	2024	2025
Women in our workforce	405-1	%	24%	25%	27%	26%	26%
Women in management	405-1	%	16%	18%	17%	17%	19%
Full-time employees	102-8	%	95%	95%	95%	96%	96%
Employees with collective bargaining agreements	102-41	%	38%	35%	37%	36%	37%
Employees by age							
Employees below age 30	405-1	%	11%	12%	17%	14%	14%
Employees aged 30-50	405-1	%	51%	50%	52%	50%	50%
Employees over age 50	405-1	%	38%	38%	30%	35%	36%
Employees with disability	405-1	%			3%	3%	3%
Employees covered in Sustainability Report		Headcount, year end	15,243	15,866	18,017	18,707	19,025

Training and development	GRI Standard	Unit	2021	2022	2023	2024	2025
Employee training average hours	401-1	Hours average /person/year		12	12	12	13
Employee performance reviews	404-3	% of employees				95%	95%
Employee survey engagement		% of employees engaged	In accordance with the Company's biennial survey cycle, no employee survey was conducted in 2021	74%	In accordance with the Company's biennial survey cycle, no employee survey was conducted in 2023	72%	In accordance with the Company's biennial survey cycle, no employee survey was conducted in 2025
Eligible employees receiving anti-corruption training	205-2	%			100%	100%	100%

ESG DATA AND INDEX

New hires and turnover	GRI Standard	Unit	2021	2022	2023	2024	2025
New hires	401-1	Headcount	2,063	2,527	2,976	3,321	3,069
Men	401-1		1,509	1,829	2,123	2,399	2,314
Women	401-1		554	698	853	869	755
Employees below age 30	401-1		721	790	1,222	1.194	1,077
Employees aged 30-50	401-1		1,068	1,379	1,341	1,565	1,493
Employees over age 50	401-1		274	358	412	509	473
New hires rate	401-1	%	14%	16%	17%	18%	16%
Men	401-1		13%	15%	14%	17%	16%
Women	401-1		14%	17%	14%	18%	15%
Leavers	401-1	Headcount	1,860	2,016	2,089	2,413	2,428
Men	401-1		1,378	1,497	1,448	1,755	1,798
Women	401-1		482	519	641	678	630
Employees below age 30	401-1		339	335	649	566	619
Employees aged 30-50	401-1		939	1,058	913	996	1,041
Employees over age 50	401-1		602	623	527	851	768
Turnover rate	401-1	%	12%	13%	11%	13%	13%
Men	401-1		12%	13%	11%	12%	13%
Women	401-1		12%	13%	13%	13%	13%
Open positions filled by internal candidates			30.5%	26.5%	23%	19%	21%

HEALTH AND SAFETY DATA

Injury frequency rate (employees + contractors)		GRI Standard	2021	2022	2023	2024	2025
Brazil	**Injury frequency rate (LTIFR) (lost-time injuries per 200k hours worked)**	**403-2**	0	0	0	0	0.35
Israel			0.63	0.54	0.79	0.85	0.88
U.S.[10]			0.38	0.86	0.91	0.31	0.13
UK			0.75	0	0.26	0	0
Romania			0.17	0	0	0	0
Total			0.56	0.55	0.90	0.76	0.73

Lost day rate due to injuries (employees + contractors)		GRI Standard	2021 (including IMI and new site in US)	2022	2023	2024	2025
Brazil	**Lost-day per 200k hours**	**403-2**	0	0	0	0	55.80
Israel			9.08	6.93	16.3	17.86	15.46
U.S.			15.24	42.27	43.3	10.69	1.28
UK			33.97	0	0.2	0	0
Romania			7.53	0	0	0	0
Total			10.15	11.93	23.8	16.98	13.36

[10] Data for the U.S. operations reported in the previous years included the Sparton site. In the current reporting year, this site has been excluded as it is not under the operational control of Elbit America. As a result, year-over-year differences may reflect this change in reporting scope rather than changes in performance.

ENVIRONMENTAL PERFORMANCE DATA

	GRI standard	Unit of measurement	2021[11]	2022	2023	2024	2025
Materials used (Paper)	301-1	Ton	144.77	262.41	116.07	106.01	118.3
Direct energy consumption (Scope 1)[12]	302-1	MWh	114,181	127,978	120,798	138,222	127,848
Indirect energy consumption (Scope 2)	302-2	MWh	269,746	269,908	285,308	292,265	305,398
Total energy consumption (Scope 1+2)		MWh	383,927	397,886	406,106	430,487	433,246
Total renewable energy		MWh	-	-	3,428	3,579	3,656
Energy efficiency	302-3	MWh/m^2	0.439	0.476	0.494	0.439	0.445
Scope 1 GHG emissions	305-1	Tons CO_2e	29,012	32,135	30,901	35,179	31,772
Israel			28,174	26,839	25,934	29,968	26,936
U.S.[13]			247	4,602	4,498	4,445	4,414
Brazil			35	33	41	159	30
UK			151	208	214	288	48
Romania			405	421	215	318	344
Scope 2 GHG emissions	305-2	Tons CO_2e	116,039	110,830	115,614	120,442	134,149
Israel			92,160	92,020	98,612	97,709	112,037
U.S.			20,340	15,874	15,246	21,163	19,853
Brazil			254	270	0	0	0
UK			541	714	432	201	226
Romania			1,945	1,665	1,324	1,370	2,033
Scope 1+2 GHG emissions	305	Tons CO_2e	145,082	142,965	146,515	155,621	165,921
GHG emissions efficiency[14]	305-4	Tons CO_2e/m^2	0.166	0.171	0.178	0.159	0.170
Scope 3[15]	305-3	Tons CO_2e	66,659	54,329	64,296[11]	52,231	58,923

	GRI standard	Unit of measurement	2021[11]	2022	2023	2024	2025
Volatile organic compounds (VOC) in Israel only	305-7	Metric tons	74.3	92.3	88.1	140.2	171
Water withdrawal	303-1	m^3	1,026,296	1,009,488	1,159,168	1,133,504	1,007,454
Israel			852,079	824,827	962,386	941,074	794,162
U.S.			160,860	170,661	179,888	170,629	179,304
Brazil			3,664	5,051	5,900	3,888	3,895
UK			3,517	3,408	5,684	4,248	5,496
Romania			5,382	4,254	5,309	13,665	24,596
Water efficiency	303-1	m^3/employee	52.26	52.23	65.05	63.01	52.9
Total waste (hazardous+ non hazardous)	306-2	Metric tons	12,941	12,277	17,813	14,085	16,223
Total hazardous waste	306-2	Metric tons	2,175	1,879	4000	2,220	3,042.9
Total hazardous waste for reuse\recycling		Metric tons	228	192	741	541	649
Total hazardous waste for landfill		Metric tons	1,944	1,422	2,884	1,563	2,317
Total hazardous waste for other treatment		Metric tons	3	265	376	116	76
Hazardous waste recycling rate		%	10%	10%	19%	30%	21%
Total non-hazardous waste		Metric tons	10,766	10,397	13,813	11,865	13,198
Total non-hazardous waste for reuse\recycling		Metric tons	4,117	4,099	4,434	4,404	4,824
Total non-hazardous waste for landfill		Metric tons	6,649	6,298	9,380	7,461	8,374
Non-hazardous waste recycling rate		%	38%	39%	32%	37%	37%

[11] Historical GHG emissions and energy data have been revised to reflect improved data availability, corrections to previous classifications, and updates to calculation methodologies. See note on page 70 for details.
[12] Fuels for operational use only.
[13] The majority of Scope 1 emissions reported in Elbit America originate from natural gas consumption.
[14] Scope 3 includes categories 1 (water and paper consumption), 3, 5 and 6.
[15] A new category was added to our scope 3 calculation in 2023; Well-to-tank (WTT) emissions from fuel consumption.

GRI INDEX

GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organizational details	4-7
	2-2 Entities included in the organization's sustainability reporting	8
	2-3 Reporting period, frequency and contact point	8
	2-6 Activities, value chain and other business relationships	4-5
	2-7 Employees	42-43
	2-8 Workers who are not employees	Not reported
	2-9 Governance structure and composition	17-18
	2-11 Chair of the highest governance body	17-18
	2-12 Role of the highest governance body in overseeing the management of impacts	17-18
	2-13 Delegation of responsibility for managing impacts	18
	2-14 Role of the highest governance body in sustainability reporting	18
	2-15 Conflicts of interest prevention	18
	2-16 Communication of critical concerns	18
	2-17 Collective knowledge of the highest governance body	18
	2-18 Evaluation of the performance of the highest governance body	19
	2-19 Remuneration policies	18
	2-20 Process to determine remuneration	18
	2-21 Annual total compensation ratio	Not reported
	2-22 Statement on sustainable development strategy	3
	2-27 Compliance with laws and regulations	19-22
	2-29 Approach to stakeholder engagement	12

GRI Standard	Disclosure	Location
GRI 3: Material Topics 2021	3-1 Process to determine material topics	8-9
	3-2 List of material topics	9
	3-3 Management of material topic: Corporate Governance, ESG Risk Management and Business Ethics	18, 19
	3-3 Management of material topic: Developing New Products with Added ESG Value	29, 31
	3-3 Management of material topic: Cybersecurity	39
	3-3 Management of material topic: Business Continuity	24, 51
	3-3 Management of material topic: Product Quality and Customer Service	37
	3-3 Management of material topic: Employee Welfare and Appropriate Work Environment	44
	3-3 Management of material topic Development and Training, Inclusion, and Equal Opportunities	44, 48
	3-3 Management of material topic: Health and Safety	51
	3-3 Management of material topic: Responsible Supply Chain	61
	3-3 Management of material topic: Climate Risk Management	70
	3-3 Management of material topic: Responsible Resource Consumption, Emissions Reduction, and Environmental Management	67-68
	3-3 Management of material topic: Hazardous Chemicals and Materials	68
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	7
	201-3 Defined benefit plan obligations and other retirement plans	52
	201-4 Financial assistance received from government	A grant from the Israel Innovation Authority was received in 2024
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Entry level wage at Elbit Systems is above minimum wage
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	26-27, 49, 54-57
	203-2 Significant indirect economic impacts	26-27, 31-32
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	63
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	18, 21, 62
	205-2 Communication and training about anti-corruption policies and procedures	21
	205-3 Confirmed incidents of corruption and actions taken	21
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	As of December 31, 2025, the Company was not involved in significant legal proceedings

GRI INDEX

GRI Standard	Disclosure	Location
GRI 301: Materials 2016	301-1 Materials used by weight or volume	ESG data table
	301-2 Recycled input materials used	ESG data table
GRI 302: Energy 2016	302-1 Energy consumption within the organization	ESG data table
	302-2 Energy consumption outside of the organization	Not relevant
	302-3 Energy intensity	ESG data table, 70
	302-5 Reductions in energy requirements of products and services	68-70
GRI 303: Water and Effluents 2018	303-5 Water consumption	ESG data table
GRI 305: Emissions 2016	3-3 Management of material topic: Reducing our carbon footprint	69
	305-1 Direct (Scope 1) GHG emissions	ESG data table
	305-2 Energy indirect (Scope 2) GHG emissions	ESG data table
	305-3 Other indirect (Scope 3) GHG emissions	ESG data table
	305-4 GHG emissions intensity	70, ESG data table
	305-5 Reduction of GHG emissions	69-70
	305-6 Emissions of ozone-depleting substances (ODS)	Not reported
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	ESG data table
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	68
	306-2 Management of significant waste-related impacts	68
	306-4 Waste diverted from disposal	ESG data table

GRI Standard	Disclosure	Location
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	ESG data table, 44
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	There are no benefits provided to full-time employees that are not provided to temporary or part-time employees
	401-3 Parental leave	Not reported
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	51
	403-2 Hazard identification, risk assessment, and incident investigation	51
	403-6 Promotion of worker health	24, 51-52
	403-8 Workers covered by an occupational health and safety management system	51
	403-9 Work-related injuries	51
	403-10 Work-related illness	Not reported
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	44, ESG data table
	404-2 Programs for upgrading employee skills & transition assistance programs	44-46
	404-3 Percentage of employees receiving regular performance and career development reviews	46
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	18, 48-49
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Not reported
GRI 407: Freedom of association and Collective bargaining 2016	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	21, 62-63
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	54- 59
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	62
	414-2 Negative social impacts in the supply chain and actions taken	62-63
GRI 417: Marketing and Labeling 2016	417-2 Incidents of non-compliance concerning product and service information and labeling	Not reported
	417-3 Incidents of non-compliance concerning marketing communications	Not reported
GRI 418: Customer Privacy 2016	Substantiated complaints concerning breaches of customer privacy and losses of customer data	39-40

SASB CONTENT INDEX AEROSPACE AND DEFENSE

	Disclosure		Page number
Energy Management	RT-AE-130a.1	Total energy consumed, percentage grid electricity and percentage renewable	69-70, ESG data table
Hazardous Waste Management	RT-AE-150a.1	Amount of hazardous waste generated and percentage recycled	ESG data table
	RT-AE-150a.2	Number and aggregate quantity of reportable spills	Not reported
Data Security	RT-AE-230a.1	Number of data breaches involving confidential information	Not reported
	RT-AE-230a.2	Description of approach to identifying and addressing data security risks	39
Product Safety	RT-AE-250a.4	Total amount of monetary losses as a result of legal proceedings associated with product safety	Not reported
Fuel Economy & Emissions in Use-phase	RT-AE-410a.2	Description of approach and discussion of strategy to address fuel economy and greenhouse gas (GHG) emissions of products	69-70
Materials Sourcing	RT-AE-440a.1	Description of the management of risks associated with the use of critical materials	67-68
Business Ethics	RT-AE-510a.1	Total amount of monetary losses as a result of legal proceedings associated with incidents of corruption, bribery or illicit international trade	As of December 31, 2025, the Company was not involved in significant legal proceedings
	RT-AE-510a.3	Discussion of processes to manage business ethics risks throughout the value chain	18-22, 62-63

DAYS OF IMPACT

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